REPORT

Human Resource Development Network

First All Members Meeting

September 28 — 29, 2000

Human Resource Development Network
Islamabad

First All Members Meeting

28-29 September 2000

Human Resource Development Network
26, Street 56, F-6/4, Islamabad

Sponsored by
ActionAid Pakistan

by

Shezreen Shah
Human Resource Development Network

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Acknowledgements

Introduction

The two-day First All-Member Meeting was organized at Dreamland Motel in Islamabad, Pakistan. A majority of the members consisting of both individual members and representatives of member organizations arrived the evening before - on the 27th September - to attend a dinner hosted by HRD Network.

Exhibition

On 27 September, representatives of member organizations set up and decorated their stalls for an exhibition, which had also been organized to coincide with the two-day meeting. These stalls depicted samples of the work, different activities and projects in which the member organizations were currently involved with. Promotional material consisted of posters, brochures, publications, banners and informative video clips and samples of various handicraft items (unusual candles, rugs, hand-embroidered caps, pure honey, fresh dates, attractive bags, footwear) prepared by the various communities with whom the organizations were involved.

A live demonstration of skilled workers making footballs was an unusual and unique visual experience for the participants and guests.

Objectives of the First AMM

To mark the end of HRD Network's first seven months of operation

To inform the participants and guests about the various milestones achieved during the first year.

To provide a platform where both individual members and organizational contacts could meet each other in person for the very first time in a friendly environment. This would bring about a bonding process and the feeling amongst the members that they are a cohesive unit.

To provide an opportunity to all the members to formulate their perspectives, desires and expectations for HRD Network - both for short-term and long-term prospects so that realistic and attainable roles for the HRD Network are set

- To formulate future sustainable activities based upon the expectations, aspirations and projected challenges carved out for the Network
- To formally elect the members of the Executive Committee
- To formulate roles and strategies for the Executive Committee
- To provide opportunities to the public for applying for HRDN membership during the two-day event as well as in the future.

ActionAid Pakistan
The Sponsor

The event was entirely sponsored by ActionAid Pakistan. Dr. Sarah Termazi, Country Director of ActionAid Pakistan was indeed very helpful and generous in agreeing to sponsor the First All Member Meeting.

ActionAid: a brief background

'ActionAid is an international non-governmental organization working with the poorest communities in over 30 countries throughout Asia, Africa, Latin America and the Caribbean' (Pg.3 Annual Report 1999-2000 ActionAid Pakistan). It is one of UK's largest charities working with the poorest and marginalized communities towards poverty eradication and sustainable economic growth.

ActionAid Pakistan

In 1992 ActionAid Pakistan commenced its development work in Pakistan with the goal of eradicating poverty in its target areas. All the programmes are tailored to favour the poorest of the poor with a strong focus on women. Increasing awareness on women's rights, capacity building, providing micro credit solutions, improving mother and child health, and providing basic education in outreach areas are examples of some of the services these programmes provide (P 3).

Advocacy

The contemporary shift in development has been from service delivery to rights-based advocacy which 'focuses on four major themes:
- *education*
- *food security*
- *gender* and
- *child rights*' (Pg. 17 A.R.1999-2000 AA-Pk)

through 'associations with civil society organizations and the government to share the diverse experiences gained by interacting with the poor in understanding their social and economic plight'. (IX Executive Summary).

Projects

ActionAid Pakistan has seven long-term functional development projects of 8-10 years that are located in the extremely remote, marginalized areas of the country. Currently there are twenty-three short-term projects / partnerships of 3 months to 2 years duration in all provinces of Pakistan including FATA and Azad Jammu and Kashmir (P.3 A.R. 1999-2000 AA-Pk).

Long-Term Projects - areas of specialization
Some of the development areas covered by the long-term projects are:

- Education
- Child rights
- Gender
- Income generation
- Food security
- Health
- Water
- Natural resource development
- Livestock

Short-Term Projects – areas of specialization

Currently the sectors in focus comprise of these additional ones:

- Disability
- Water resource management
- Capacity building
- Microfinance
- Training programmes

Qaumi Talimi Ittehad (National Education Alliance) is a national level network established by ActionAid Pakistan to promote basic education and to contribute towards achieving EFA - Education For All. This network includes academicians, researchers, media persons, civil society representatives, government officials, partner organizations and staff.

Day One
Inaugural Session

Registration Desk

Members and guests signed in at the Registration Desk where they were handed an HRD Network branded cloth folder containing the two-day itinerary, a list of all members, HRD Network badges, notepad, pen and the blue eight-page HRD Network brochure.

The five-member panel took their seats and thus the Inaugural Session was underway. The panel members consisted of:

Panel Members	
1. **Mr. Omar Asghar Khan.**	Federal Minister for Environment, Local Government and Rural Development, Labor, Manpower and Overseas Pakistanis.
2. **Mr. Sergio Piazzardi.**	Head of Development Section, European Union
3. **Mr. Rashid Bajwa.**	General Manager, National Rural Support Manager
4. **Dr. Sarah Tirmazi.**	Country Director, ActionAid
5. **Ms. Afshan Tehseen.**	Programme Officer, ActionAid

Welcome Note by Ms. Afshan Tehseen and Dr Sarah Tirmazi

Ms. Afshan Tehseen formally welcomed members and guests who had gathered from all over Pakistan and the participants for attending the First AMM and showing such a marked interest in the workshop. She then requested each member to introduce themselves and their affiliated organizations.

After the introduction of participants, Dr. Sarah Tirmazi addressed the participants and said that she was optimistic about the Network's future and that it would surely endeavor to promote its goals.

Introduction to HRD Network by Mr. Roomi Saeed Hayat, Programme Manager, National Rural Support Programme –Institute of Rural Management

Mr. Roomi Saeed Hayat talked about how the concept behind the HRD Network was conceived and developed into a concrete existence. Further, he detailed the six separate workshops held during the period from 1997 to 1999, which culminated in the formation of the HRD Network.

He briefed the participants about how, in January 1997, NRSP initiated the process of bringing various organizations together by organizing the first workshop on Networking for Sharing Training Resources. During the last workshop on 31 August 1999, the activities culminated in formation of the Human Resource Development Network. The Founding members formed part of the general structure and working mechanism of the network with the participants.

Mr. Hayat further briefly informed the participants about the HRD Network's website, Information Clearing House, and the formation of the first HRDN foreign chapter in Nepal. These are modest achievements no doubt, but keeping in view the time factor and the limited resources available, the results were satisfactory. For the present, HRD Network Secretariat was stationed within National Rural Support Programme – Institute of Rural Management (NRSP-IRM), and was therefore dependent upon the latter for office space, stationary and furniture and other resources and equipment Including personal computers as well.

Introduction of Nepal Chapter

Ms. Minisa Khatri Dhunghana who was the HRD Network's first International member traveled from Nepal to attend and support HRD Network. She briefed the audience about Nepal, its social and political systems and SNV Nepal, the organization she was working for. She also talked about the various ways in which she perceived the Nepal chapter could assist HRD Network in achieving its aims abroad.

Shield Distribution HRD Network shields were distributed to Mr. Omar Asghar Khan, Mr. Sergio Piazzardi, Mr. Rashid Bajwa, Dr. Sarah Termizi and Ms. Shezreen Shah who received a shield for the HRD Network Secretariat, Islamabad.

Chief Guest Address

Mr. Omar Asghar Khan

Mr. Sergio, Pizzazi, Mr Rashid Bajwa, Ms. Sara Termizi and members of HRD Network, it is an honor to be here with you. Having been part of the civil society and the development sector, and now being in the government where there is a different kind of role to play, it is an energizing experience for me to come back to such a gathering where people are working with communities, mobilizing people for development, for entitlement, for rights and I see the need to stretch this kind of network to the remotest areas of the country. You are people who are working for community uplift, can be a part of your effort to capacitate, and to mobilize communities into programmes which alleviate poverty and which address the socio-ecological issues that the country is facing. I think if I was to reflect on the issues that confront our community, here, I mean whether in the government or civil society organizations, we are seeing a globalized world in which the poor are affected adversely and the challenge before us as a State or citizen to face this reality and be a part of an effort to put in a system which will regulate many huge operations who are in the business in making more and more profits.

I think we all have a social responsibility whether in the government or public interest organizations, or in the communities to see that we don't just talk in conferences, summits and meeting but think of mobilizing whether it is transfer or equity in resource distribution or it is a world of the poor in institutions of governance , at the local level or trade and finance. What we saw in Prague, what we saw a few months ago in Seattle , in Davos: these are not just streets protests but are seem to be global concerns about how the elite are governing and managing the state and their organizations. The people are getting restless and asking for a change in the whole system of global governance. We, in Pakistan, are also affected by this system and we would be ready to partner with public interest organization, NGOs and development organizations in seeing how we address these problems. You have heard the Finance Minister's speech, before this the Chief Executive's speech at the Millenium Summit where we called upon the developed countries, the wealthier countries to seriously think the issue of debt. We are very keen to see the transfer of this debt into programmes which can alleviate poverty so what we owe the developed countries is an obligation we have to meet but we also have to negotiate whereby a part of the debt repayments can be put into a trust fund which can then be used for poor alleviation and social programmes. I think it is also important in this context to see what , sort of a role an organization like the HRD network can play. The Network has an important role to play here because we understand the kind of issues that prevail in the development sector and what the development practitioners face.

There is firstly the issue of capacity building. The other issues deals with inequity & injustice and how we mobilize the community in a non-confrontationist manner into action, into programmes whereby the people are empowered in a multidimensional sense. They can access resources, institutions where decisions are made. On the one hand, the government also has a responsibility so that we can do away with injustices , discriminations in law and in institutions where the poor and the marginalized, whether

women, farmers, shepherds and fisherman, are not able to have a voice. By and large public interest organizations have make a lot of efforts especially on the issues of poverty in the remotest areas. You yourself know to what extent you have been able to reach out to and impact on the impoverishment and deprivation that we face today.

I think one of the issues is that the development practitioners himself or herself has to basically think of three kind of changes. One, is a very personal change which means that you have humility and the approach as a practitioner so that you are able to relate and communicate to the most deprived segments in a community. The second change is required so that you are able to change institutionally. You should not become beaurocracy .You should have systems of management and governance in your organizations where the organization enables the staff member to be empowered. I think this is a very important issue. Be it the government or be it a large organization involved in development, there should be reflection and introspection. We can easily become bureaucratic and become removed from the constituency with which we have been working and serving.

I think the third issue is need for change in the way we define ourselves as professionals. I think this, at times, creates a bridge and a distance between again what we see as the so called target population and us professionals. Be it our lifestyle, be it the language we use, the idioms we use, the reference points.What we are seeing is kind of gulf emerging between development practitioners and the elements who are impoverished and deprived who have different cultural religious context whose social life is conditioned by the loss of values that they have within themselves, even in the loss of bio-diversity .The degradation of the national resources, I think, has a role to play in making life dead and because belief systems, faith. is at times conditioned by the environment in which we live and the trees, forest, the soil, the water, and I think all these conditions are a feeling of belonging and all this seems to be eroded. I think the loss of values and belief and leads to a tendency towards anger, towards violence, which is reinforced. So in this context the challenge for development practitioners is really immense and the training modules which have been designed have to take cognizance of culture, of religion, of politics and of constitutional issues.

When I was in Bangladesh about 6 years ago, at an NGO called Bocheeta, on a twenty one day course, which was basically meant to give activists a very holistic orientation, I found that they were also using culture as an extremely important medium of communication- whether it was theater, whether it was song or poetry. I think we have to revive those matters, which bring people together in a peaceful manner. In all our traditions, sufism especially, Islam itself always teaches tolerance, and I think the challenge before all of us is how do we become better communicators, and how do we relate with a large mass of impoverished people who, because of the state negligence towards education, have turned more and more to religious schools. This gulf between madrassas and schools, NGOs , RSPs and CBO's, I think, has to be bridged.

We are here to talk about the government plan to devolve authority and power, to subordinate the administration and the police to the elected councilors. This is easier said than done but we are committed to make this change. And I must say that in the consultations we held from December last year to August this year, we have the

opportunity to meet about thousand of people in various walks of life and this brought the input into the government devolution plan. We have a very participatory process which is reflected in our design of programme which reflects a commitment to involve the community, to involve people, whether its setting up or organizing community citizen boards as legitimate institutions. This will involve citizens and give them access to information through the Act (the access to information act) about land data or records as a path for the public to see how our feudals and landlords have circumvented the states' efforts to implement reforms. We are talking about access to information about contracts, names of contractors, amounts at the District headquarters, Union Council headquarters so all these are means to empower the most deprived people so that they become a part of the government and influence decisions at that level. We are implementing a two sided approach and we seek your support in that effort.

The HRDN, I am sure would play a very useful role in the pre-election process. Elections I am sure you know, for local councils are going to provide the opportunity to catapult community organizations into playing a role in mobilizing and ultimately bringing into the Union Council and Tehsil Council, District Council both women and men. These men and women should be taking decisions at setting the development agenda at that level, because now you have more resources going into Union Councils. I was in Rawalpindi a few days ago and we were looking at the budget. The Union council have only 5-7 lakh rupees-maybe more- and we are talking about opportunities for Community organizations where they can raise 7 lakhs of their own and get the matching grant from the District Councils.

The basic need now is also how the community organizations can play a role in putting up the leadership which is honest, which would work as a partner with community organization and set a development agenda in manner to make development sustainable and equitable. In the first phase we are seeking enabling communities to take part in the whole electioneering process. I know instances where a number of CBO's have formed Networks, in south Punjab for voter education. They are thinking of programmes like enabling women to get registered, have their name on voters' lists and have their ID card made, informing them about the election process and procedure. This was also happening in Bangladesh.

So the need is that development organizations can now take up the whole process of mobilization. I know it is always difficult to talk about the process of redesigning the projects and programmes but that's one area in which community organizations and citizen organizations have to play a very important role, that is the pre-election process. We in the government would make all effort to enable the citizen sector to play its role. We are aware about noises being made, the derogatory remarks being made in press especially against women by certain vested interests. These are attempts we feel that hold back women in contesting in the elections. The government is committed to enable women to take part, and any organization which interrupts this process should be dealt with under the laws. We also feel, that after elections the challenge for us is to train over 60,000 women councilors, the total number of councilors to be elected will be approximately 150,000. The challenge for you and for us is if we want women to change from being deprived human beings, how would you play that role in educating them, mobilizing them? I think let us not see that those 33% seats stay vacant because that

would make, those who always wanted that women should not take part in the main stream, stronger. We in the government are committed to follow this policy of empowering women honestly but we seek your support as partners to enable women to come up and fill all of those 33% seats reserved for them.

The next challenge is to train government officials, in new ways of looking at development. Its called the 'bottoms up plan'. I know many of us are involved in micro plans, village level development plans and district development plans. We would like to to make the districts the main instrument of the government's plan, whether the Social Action Programme, the Poverty Alleviation Plan. We feel that districts should be the hub and the provinces' role is to support the districts in putting together the human development plan. The plan comes from below, from the village to the district. That should be the national process but that also means changing mindsets. We have seen centralized State function in Pakistan for the last decade. How would you change attitudes, how you change practices, procedures, systems. We have to write hundreds of manuals afresh. We are working you know in the ministry of local government and the National Reconstruction Bureau. We are starting to put together the training menu for officials of the local government officials. We are looking at programmes where government officials go and spend a week or 6 days with community organization in this new paradigm, which is a paradigm based on people centred development.

In all this, we have to work closely, and I, in the Ministry would want to have a close contact with your network and I am sure that in months to come, we shall be working together. I would like you to have a week with me to brief me on how the Network could be helpful in providing support and strengthening the government's devolution plan.

Last of all, I thank you and I thank the organizers who made this great effort in putting this event together. It is not easy to bring so many development practitioners together. I respect you all -some of you whom I've known and I am sure that this has been an opportunity for sharing experiences. And in the end, I thank you for inviting me to meet with you at this occasion. Khuda Hafiz.

Vote of Thanks by

Mr. Khalid Masood Chaudry of ESMA

Representing the Founding members, Mr. Khalid Masood Chaudry thanked the Chief Guest for taking the time to grace the occasion and the panel members for making the effort to come, thus demonstrating their interest in HRD Network by attending the Inaugural Session. He hoped that the Minister would continue to patronize and support HRD Network in the coming years.

He also thanked the participants who had traveled from all parts of the country and abroad to attend the meeting and help shape the future of the Network. He pointed out that the generous financial contribution of ActionAid Pakistan under the leadership of Dr.

Sarah Termazi, and the extensive management support and interest demonstrated by the organization ensured the success of event and the HRD Network.

Exhibition Tour

Mr. Omar Asghar Khan, the panel and the Founding members toured the exhibition stalls of the member organizations. The guests showed a keen interest in the quality of the various items on display. The demonstration of handmade footballs stole the show. HRD Network's on-line website was also observed with interest that was available for viewing on a computer terminal at the HRD Network stall.

Working Session

Road Mapping and presentations

Mr. Mahmood Akhtar Cheema of IUCN segregated the participants into 6 groups and gave each group the task of brainstorming together to come up with ideas, suggestions and input for the planning and future strategy of HRD Network. He also reminded those present to ensure that their outcome should be based on realistic and attainable expectations. This culminated in six different presentations by a representative of each group.

Mr. Manzoor Khalid of UNDP subsequently took the floor. The group-wise presentations were as follows:

Group One
The representative of Group One, Mr. R.Y. Malkana, announced that his group focused upon the various roles they would like to see HRD Network undertake in the near and not too distant future:
Sharing ideas and experiences amongst the trainers and members alike
Enhancing skills of members
Information dissemination: further training and jobs
Extension of HRD Network outreach
Policy support to the government on sustainable development issues
Facilitate in bringing a common understanding of HRD

Group Two

Another group focused on 'resource generation' in which they listed two types of sources; external and internal listed in the box below:

Resource Generation	
Internal sources	**External Sources**
1) Membership fee	1) Sponsorships
2) Mandatory contribution	2) Donations
3) Training consultancies	3) Grants
4) Voluntary contributions	
5) Training courses (national and international)	
6) Exhibitions	

The Group two proposed the following from the point of view of ensuring the long-term sustainability of the Network:

- Independent and permanent Secretariat with a full-time, paid person
- The program should consist of the following:
  - Capacity building of members
  - Training should be related to HRD issues
  - Thematic workshops on HRD issues
- The Information Clearing House needs to be expanded to include information pertaining to training material, opportunities and resource persons.
- The current available categories of membership should be broadened with appropriate fee structures.
- Fundraising via:
  - Membership fees
  - New membership categories
  - Consultancies at a certain specified percentage
  - Training services
  - Donors
  - Publications

Group Three

Representative Dr. Tanveer Ahmad Shaikh (HANDS) presented a question and answer format:

What is required?

1) A database of individuals, national and international organizations with a standardized criteria
2) Strengthening HRD Network via fundraising and dissemination / sharing of information and resources

Why all the above?

3) To enhance individual and organizational professional excellence for creating and promoting a better civil society

How to accomplish this?

4) Develop a national and international database of individuals and organizations
5) Promote memberships
6) Formation of new chapters both national and international
7) Initiation of newsletter through main Secretariat at Islamabad and subsequently at other chapters
8) 10% - 20% of membership fee should contribute towards strengthening the Main Secretariat. The same applies to all Consultancies through HRD Network.
9) Sharing of financial and human resources

Suggested timeline for operationalizing the Chapters

Sri Lanka	Sindh	Kashmir
↑	↑	↑
↓	↓	↓
Dec 2000	Mar 2001	2001

Group Four

This group narrowed down its suggested agenda for the Network into major coordination of the following perspectives:

* Vertical / Horizontal
* Internal / External
* Public / Private sector
* National, provincial and regional chapters

In addition, the following points were stressed:

1) Strike a balance between promotion and development versus commercialization
2) Legalization and registration of HRD Network
3) Placement of HRD professionals
4) Research and dissemination of HRD related information
5) Facilitate the formulation of HRD policies
6) Placement of HRD professionals

Group Five

Suggestions presented by this group are as follows:

7) Capture attention - Involve media to disseminate information on a wider scale.
8) Member privileges - Members should be granted privileges in trainings so as to contribute towards capacity building.
9) Streamlining information - Develop a database of resource persons and training modules so as to enable easy access to information for Network members encouraging strong communication among organizations.
10) Civil Society penetration - The Network should be used for lobbying and advocacy work in which the ultimate beneficiaries should include non-members. This will help civil society forces aiming for change and reform
11) Financially weak but committed organizations can be assisted in capacity building by coordinating capacity building programs at low charges
12) Fundraising - Resource persons identified by HRD Network should contribute a certain amount to the Network.
13) Greater impact – The Network should take the shape of a platform to provide guidelines to share knowledge going beyond its geographical areas / boundaries.

Group six
Vision – Visualize the HRD Network as an information and human resource development centre
Mission - The centre will house quality development management specialists
Working Mechanism – Added representation of Professional members in Executive Committee.
Suggested representation of categories of members in the Executive Committee:

Founding Members	4
Organizational members	3
Professional members	4 (increase from 2 to 4)
General members	1
(Total 12)	

Day Two
II-Technical Session
Formation of Task Forces on Implementation of Activities From Road Mapping

Ms. Robila Bangash, a Freelance Consultant, coordinated the brainstorming session with the aim of creating a list of feasible and sustainable activities, events and milestones for the last quarter of 2000 and the year 2001. With the help of Mr. Tanveer Ahmed Shaikh (HANDS) along with input from the participants, the time-line and chronology of events were discussed and laid out. These activities derived their roots and origins during the course of the previous day's Road Mapping session. Ms. Robila emphasized that only those activities in which they foresaw adequate resources, capabilities and capacity to sustain them.

Chronology of events for 4th quarter, 2000 and year 2001

Activities	Total Votes
1) Policy dialogue and advocacy	37
2) Structure of Islamabad Secretariat	10
3) Seminar on Training Management	14
4) Training Needs Assessment workshop from Pakistan's perspective	21

Since training needs exist at all times, it is important to sensitize the mass media about this vacuum via information dissemination through the press, conferences, seminars etc.
5) Frequency of the General Body All-Member Meetings
Members felt the need to get together more on a more frequent basis than once a year. A thematic bi-annual AMM was suggested.

Twice a year	15
Once a year	10

Brief Introduction of activities by
Focal Point HRD Network Secretariat – Islamabad

Ms. Shezreen Shah informed the participants in her speech about the various activities that are currently underway at the HRD Network Secretariat:

1) Information Clearing House - Compilation and dissemination of information to all members via the medium of electronic mail:
   - Job Opportunities - both national and international
   - Scholarship opportunities – national and international
   - Important, interesting, useful information for members
2) Maintaining the national and international database of HRD Professionals.
3) Maintaining communication, correspondence and linkages with individual and organizational members alike
4) Maintaining the HRD Network website and the on-line Bulletin
5) Compiling and releasing on-line Organizational Profiles and Training Calendars of member organizations
6) A Ph.D. student from University of Melbourne, Australia is doing research on such networks – HRD Network being one of them. Currently supplying information about HRD Network to her on a regular basis.

She requested and reminded individual members to fill out **Database Forms** and organizational members to fill out **Organizational Profile Forms,** urging members to have their email accounts so as to benefit from all the time-sensitive information that is circulated

Mr. Shoaib Sultan Khan
Senior Advisor – UNDP and Chairman RSP Network
Key note speech
on
Sustainable Human Development

Thank you very much, I am very pleased to be here this morning. Thank you again for this rather exaggerated introduction. I don't think I have really done very much. I just saw that people have lot of potential in themselves and development helps them to unleash that potential . They can then achieve so many things which are otherwise are not possible..... Of my contribution I can say that there was a basic need for helping people, and of course, my good luck was that I found a mentor and teacher way back in 1969, who was able to guide me though all these years. Unfortunately he died last year- it is almost a year now.

Akhter Hameed khan always use to quote this example of that a greater painter and sculptor, Michaelangelo. People would praise his masterpieces and he would say it was in the stone and I only removed superfluous layer. And then I think that is in our people

everywhere. I worked in south Asia. I have visited India, Bangladesh, Sri-Lanka, Maldives, Nepal, very frequently. I find it every where. I think my greatest pleasure has been that in the last twelve years which I have spent in the northern areas, and I met a lot of people and I got an opportunity to work .....in South Asia using the lessons I have learned. I know that, all the achievements which are attributed to me are really, the achievements of the people with whom I worked, I am talking of their achievements and the people who supported me and supported my mission.......

Now look at Germany and Japan: consider what was left after the Second World War. Everything had been destroyed but you know that only thing that the allied bombers had not been able to destroy were the human skills of the people. As soon as these two nations, which were trying to find resources- at a time when every body thought that they would never been able to stand on their feet again- as soon as the resources became available (the Marshall Plan), was is no more then a thirteen million dollar programme. Look how they spent on the Social Action Programme. But the question is what have they achieved? You know, this was the real critical factor, those human skills.

Another point is that going back to my experience as that is more essential component of, the approach, that certainly have tried to enforce, I must say that nothing original and innovative about it. The Akhter Hameed Khan was the first to tell me that all his ideas were borrowed. That he was able to look at what was with the experience of the rest of the world and what had become successful? And then, trying to adapt that to the situation in which he worked? So you see the fundamental fruit is that there are certain essentials and fundamentals which are constants.....for example for a whole group of people whose objectives is to eradicate poverty, poverty in its total sense, what are the principals?...... If you want to implement development programs which are against these fundamental principals of development then you have to blame yourselves. And, although, our Federal Secretary sitting here I should have to say that unfortunately our government excels in.....having programms which are based against the fundamental principals.

What are these fundamental principals? You see when you are talking about helping the poor, helping the impoverished. If you are talking about helping the asset-less, if you are talking about raising the level of subsistence of the people, then what has helped them? If you read the literature if you look at the experience over the last 200 years, in these 200 years you will see that there are three basic essentials.

One is that those people were willing to do things by themselves. It is not that, they were expecting some body was a guide and pulls them out of poverty. So willingness for this mission is required, to harness that willingness to harvest this potential, it is important that they must be organized, because on an individual basis, for them to be able to achieve an thing is not possible.

Secondly, even if they can be organized it was essential that they must have right the kind of leadership, the kind of capacity, which can be taken forward. And so this is where human development becomes so important and so critical where, if this is not done, them they will not go forward. They will not be able to achieve any thing. The biggest constraint will be if they don't have human development skills they don't have
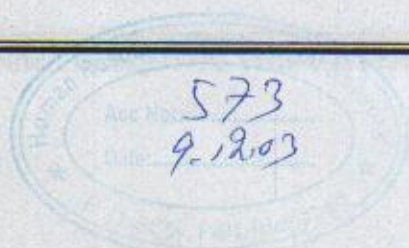
cooperative skills, they don't have productive or technical, capital or vocational skills needed.

So, if a programme tries to help this category, this segment of society, human resources and development becomes the very essential cooperative approach, which you have tried to implement and relate or linked so that you not only enhance the capacity of the individuals, but you also bring out the capacity of people from within that organization people who have a capacity to lead. And I think that this was not recognized for a long time because development practitioners and theoreticians always thought that if you have human capital, human resources, and natural capital available, then human development can take place. But it is the social capital where this leadership, which really tries to take people forward, which really tries to inculcate them with that spirit of self reliance which would unleash the potential which they have, that has been recognized more and more. So only then human development can really upgrade the human skills upgrade the capacity of the local leadership, and obviously the main requirement is that who is going to do all this?

If people can do it, they have done it by themselves. They do need support from outside to help them to achieve what is already in them? So without these three: the willingness of the people, the cooperative human resource development and the support they have identified, what is the potential? What are the opportunities? Where are the resources? Who is going to help them to achieve all. Now some body is going to lead them up, with many of the services and many of the agencies which are already there. ....I hope that our rulers of today would realize that the devolution plans which they are trying to propagate are not going to help the poor- ....and infact what you will see in Japan later on in the earlier part of the century, that there were these three principals which they followed . If you look at the other countries, like Taiwan which brought his 'new' programme when they were thrown out of China-the JRR, the Joint commission for Relief and Rehabilitation - in fact, Akhter Hameed Khan did the same thing in Komila, from where the South Koreans picked it up and they started their programmes.

The principals are the same every where, nothing has changed and that's what I am trying to convey to you that if we want the poor to be helped so that they can come out of poverty then this is the paradigm which will do it. ....If we don't have a holistic approach we will not be able to achieve our total objective.....And why I say so is because it is working with conviction, because for the last 46 years, I have been experiencing how things have been implemented and what are the results it have been. As a Deputy Commissioner and the Chairman of the District Council, and incharge of implementing a rural development programmes of the 60's I know what we have achieved. We were very happy , we thought were really doing the right thing, because we were deciding what the useful work would be done and what roles people play. They know what they can get and they know that they can't get. ..... And all these programmes which came from ..... the 5 Point Programme of Mr. Junejo to the People's Programme of PPP, to the Tamir e Watan Programme of the Muslim League. And of course now we have the Integrated Urban Rural Programme of this government.......they are all suffer the same problem. They are not based on the fundamental principals of development. And yet we hope and we feel that we will be able to achieve our objective. Over the last 17 years, since I initiated the AKRSP, I have been to all 5000 villages around, and I have had direct interaction with hundreds and thousands of villagers and if you look at the total picture of the kind of organization and kind of

programmes that I have associated with in all the six countries... But what have I learnt? What I have learnt is in fact the reinforcement of those fundamental principals that people are willing, that what people need is social guidance to organize them, that what people need is building up of the leadership of their community. Every organization that you will see, will have a person within that organization from a particular community and every where there is a success in helping people help themselves, there is a dedicated and committed support organization. These are outsiders and they take the responsibility of listening to people, they will respond what the people have identified as their potential and they will act as an intermediary to get the resources that they need.....Some of you think my opinions are very dogmatic sometimes, but the fact is that, until some body comes in and tells me that no one has done a particular thing in a different way, then is very difficult for me to accept something new, especially when I see that some things only work in a certain way. I'll stop here... I think it is not very often , when I meet people of different kind and share their views. That's all then.

Formation of Executive Committee

Elections were held for selecting members for the Executive Committee .

Executive Committee Members

Founding Members (4)

1.	Mr. Roomi Saeed Hayat	NRSP
2.	Mr. Mahmood Akhtar Cheema	IUCN
3.	Ms. Robila Bangash	Freelance Consultant
4.	Mr. Khalid Masood Chaudry	ESMA

Organizational Members (3)

5.	Ms. Aqeela Tahir	NRSP
6.	Mr. Noor Mohammad	SPO
7.	Ms. Afshan Tehseen	ActionAid Pakistan

Professional Members (4)

8.	Mr. M. Azam Roomi	LUMS – SMEC
9.	Ms. Grace T. Shaikh	Freelance Consultant
10.	Mr. Ali Nasir Zaidi	PPAF
11.	Mr. Mubashar Nabi	ADP / UNDP South AJK

General Member (1)

12.	Ms. Risham Anwar	SAP-PK

Executive Committee Meeting with General Body

1) Why form Local Chapters?
- Promotional - To extend HRD Network's message to larger communities, thus leading to the expansion of the Network
- Easier accessibility and communication with the Network especially in terms of activities
2) Local Chapters will be initiated in the major cities of all provinces: Muzaffarabad, Gilgit, Peshawar, Quetta, and Karachi. There should be coordination between all the various Focal Points.
3) The Focal Point position at Islamabad Secretariat will be a paid permanent position while those stationed at other chapters will be on a voluntary basis.
4) Next target is of Colombo and Bhutan
5) Dr. Tanveer Ahmad Shaikh of HANDS was unanimously elected as the Focal Point of Karachi
6) It was reiterated that the General Body is the main decision making body of HRD Network
7) Local hotels will be contacted to give the Network their best rates for future activities and events
8) Student chapter:
9) A statement of accounts was to be given to all members
10) Quality of membership would be stressed upon over and above quantity
11) Before inducting any new members, the Network should get clearance from the Executive Committee
12) Mr. Manzoor Khaliq of UNDP donated Rs.1,000.00 to the Network

Departure of delegates

Group pictures were taken that marked the end of HRD Network's First All-Members Meeting. Subsequently the delegates departed with a feeling of comradeship that was evident when one heard members address each other by their first names. The members shared a strong sense of accomplishment as a result of the democratic, participatory nature of all the sessions - the status quo that prevailed at all times. Strong positive anticipations for the Second All-Member Meeting were shared and pronounced all around.

Participants

Members

1.	Qaisar Shehzad	NRSP
2.	Riaz	SOS
3.	Mohammad Kamran	SAP-PK
4.	Ahsan ul Haq	SOS
5.	Dr. Manzoor	SUNGI
6.	Maheen Zehra	IUCN
7.	Raja Tahir Azim	ESMA
8.	Malik Fateh Khan	NRSP
9.	Mohammad Aslam	AJK Govt
10.	Nazir Ahmad	IUCN
11.	Dr. Tahir Hussain	GBTI
12.	Dr. Riaz Ahmad	GBTI
13.	Dr. Rashid Bajwa	NRSP
14.	Minisa K. Dhungana	SNV-NEPAL
15.	Ijaz Khaliq	NRSP
16.	Riazat Hussain	IUCN
17.	M. Naeem	IUCN
18.	Sohail Malik	SDC
19.	Sohail Manzoor	NRSP
20.	Razaq Malkana	AJK
21.	Manzoor Khaliq	
22.	Edwin Simpson	ABES
23.	Asma Andleeb	NRSP
24.	Ismail Manzoor	NRSP
25.	Sadia Atta Mehmood	VSA
26.	Iqbal Kidwai	UNDP-ADPB
27.	Shezreen Shah	HRD Network
28.	Allauddin Khan	IKK

29. Ikram-ullah-Jan   SRSC
30. Dr. Yousaf Ch.   UNDP-ADP Quetta
31. Dr. Shaikh Tanveer Ahmad   HANDS
32. Gapaldas   TRDP
33. Asadullah Khan   DACAAR
34. Sajid Mehmood   FRC
35. Ch. Abdul Rasheed   Founding Member
36. Rifat Shams   UNDP – ADP South
37. Uzma Aftab   PRSP
38. Haq Nawaz Khan   PPAF (Founding Member)
39. Atiq Mirza   NRSP
40. M. Azam Roomi   LUMS – SMEC
41. Robeela Bangash   Freelance Consultant (Founding Member)
42. Roomi Saeed Hayat   NRSP (Founding Member)
43. M. Azam Tareen Khan   NRSP
44. M. Ayub Munir   PRSP
45. Shah Hussain   ORDR
46. Mubashar Nabi   UNDP-ADP
47. Khalid Masood Ch.   ESMA (Founding Member)
48. Mehmood Akhtar Cheema   IUCN (Founding Member)
49. Shahida Tanveer   NRSP
50. Dr. Shamshad Khan   FRD
51. Aqeela Tahir   NRSP (Founding Member)
52. M. Waseem Ashraf   UNDP
53. Sajjad Ahmad   NRSP
54. Afshan Tehseen   AA-PK
55. Khalid Iqbal Khattak   NJVCDP
56. M. Azam Khan   UNDP / NRSP
57. Sajjid Mehmood C/o Abidullah Jan   FRC
58. Saif-ur-Rehman   ORDR

Guest List

1.	Amjad Khan	NRSP
2.	Anjum Masood	PRSP
3.	Sharif Khan	NRSP
4.	Iqbal Kidwai	UNDP
5.	Anwar	Radio Pakistan – Coverage
6.	Shaikh Ahmed Hussain	ESMA
7.	Raja Tahir Azeem	ESMA
8.	Shamsher Khan	NRSP
9.	Lubna Ehsan	AA-PK
10.	Sadia Kiyani	AA-PK
11.	Shahana Javed	AA-PK
12.	Amjad Rafiq	NRSP
13.	Ajhan Mehmood	NRSP
14.	Khalil-ur-Rehman	NRSP
15.	Zahoor Hussain	NRSP
16.	Nisar Pathan	NRSP
17.	Sajjad Arshaf	NRSP
18.	Rasool Bakh Somro	NRSP
19.	Riaz	NRSP
20.	Matian ullah Jan	PTV
21.	Abdul Bari	NRSP
22.	Sameed Jan Baker	Joint Secretary Ministry of Culture & Support
23.	Ghulam Rasool	NRSP
24.	Dr. Liaqat Hijazi	UAAR
25.	Hina Hashmi	NRSP
26.	Shandana Khan	NRSP - SSS
27.	Arshad Bhatti	AA-PK

Guest List continued

28.	Sara Termazi	AA-PK
29.	Razia Javed	AA-PK
30.	M. Ayaz Khan	NRSP
31.	Rauf Khan	
32.	Noor Mohammad	SPO
33.	Shahida Jaferi	
34.	Naeem Farooqui	NRSP
35.	Imran Ashraf	EC
36.	Aliya Ayub Kutub	PIEDAR
37.	Imran Nazeer	PIEDAR
38.	Aarif Farooqui	SPO
39.	Zahoor Ahmed	NCRD
40.	Omar Asghar Khan	Minister
41.	Umeed Malik Mehr	NCS
42.	Abdul Latif Ch.	Press – APP
43.	Pervez Gondal	NRSP
44.	Nazeer Ahmad Wato	ESP
45.	Sultan Arain	NRSP
46.	Ijaz Ahmed	FAVP
47.	Sanniya Isa	SHAJAR
48.	Hamza Abbasi	IUCN
49.	Bushra Z.	AIS
50.	S. Hussain	IUCN

About HRDN

Human Resource Development Network (HRDN), registered under the Registration of Societies Act of 1860, is the platform for non-government and government Individuals from Pakistan, Nepal, Bhutan, Bangladesh, Srilanka, Afghanistan etc with the objective to pool their resources and share experiences in the development arena. The aim is to empower individuals to participate fully within their workplace and community so that they are able to contribute to society as responsible citizens. This is a forum which was founded after a series of six workshops were held from 1997 to 1999. The focus of these workshops was 'Networking for Sharing Training Resources'. The workshops were sponsored by NRSP, ESMA and AKRSP. The final workshop where it was decided that the HRDN should be formed was sponsored by IUCN- the World Conservation Union.

Currently the membership is spread over 40 organizations and 80 professionals from several countries. HRDN objectives are simple: to provide efficient linkages and services to organizations and individuals within the Network so that their focus can be sharpened and enhanced.

Our objectives are:

a. To create a forum for promoting human development

b. To facilitate organizations in improving research, training quality and capacity building endeavors

c. To establish and strengthen bonds with national and international institutions and practitioners operating within the human development area.

d. To share resources i.e. training materials, facilities, equipment, premises, resource persons etc.

e. To reduce duplication/ overlapping of efforts, time, cost and energy at regional and national levels

f. To organize national and international training events

Mission

To enhance the member's professional competencies through meaningful development interventions by facilitating research, training and capacity building activities, sharing information, resources and expertise at the national and international levels. The aim is to empower individuals to participate fully within their workplace and community so that they are able to contribute to society as responsible citizen.