

Advancing Theory and Practice in Human Resource Development

# Annual Report 2008



Human Resource Development Network



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## Acronyms

|              |                                                |
|--------------|------------------------------------------------|
| <b>AJK</b>   | Azad Jammu & Kashmir                           |
| <b>AMM</b>   | All Members' Meeting                           |
| <b>ATR</b>   | Annual Trainers' Retreat                       |
| <b>CBLRP</b> | Community Based Livelihood Recovery Project    |
| <b>CBO</b>   | Community Based Organisation                   |
| <b>CMT</b>   | Community Management Training                  |
| <b>CMST</b>  | Community Management Skills Training           |
| <b>CSO</b>   | Civil Society Organisation                     |
| <b>CSR</b>   | Corporate Social Responsibility                |
| <b>ERRC</b>  | Earthquake Rehabilitation Resource Centre      |
| <b>GAD</b>   | Gender and Development                         |
| <b>HRD</b>   | Human Resource Development                     |
| <b>HRDN</b>  | Human Resource Development Network             |
| <b>ILO</b>   | International Labour Organisation              |
| <b>IP</b>    | Implementing Partner                           |
| <b>LMST</b>  | Leadership Management Skills Training          |
| <b>MAC</b>   | Membership Acceptance Committee                |
| <b>MDGs</b>  | Millennium Development Goals                   |
| <b>NGO</b>   | Non governmental Organisation                  |
| <b>NRSP</b>  | National Rural Support Programme               |
| <b>NWFP</b>  | North West Frontier Province                   |
| <b>PCM</b>   | Project Cycle Management                       |
| <b>PPM</b>   | Participatory Planning and Monitoring          |
| <b>PRA</b>   | Participatory Rural Appraisal                  |
| <b>RMPD</b>  | Resource Mobilization and Proposal Development |
| <b>PSDP</b>  | Public Sector Development Programme            |
| <b>RSPN</b>  | Rural Support Programs Network                 |
| <b>SC-UK</b> | Save the Children – UK                         |
| <b>SMC</b>   | School Management Committee                    |
| <b>UNDP</b>  | United Nations Development Programme           |
| <b>WCC</b>   | Women Community Centre                         |

## Chairperson's Message



The Human Resource Development Network (HRDN) has proved to be one of the leading network in the execution of its mission and fulfilling the expectations of the members despite challenging situation in the country. The organization has diversified its programme side without compromising on the quality of services, which is reflected in the achievement of different certifications awarded to network.

HRDN continued with its outreach efforts along with the regular programs. The organization has increased its outreach to communities and successfully completed the projects initiated in collaboration with different partners in the earthquake affected areas of NWFP and AJK.

The network's involvement in projects implementation did not deter it from carrying out its regular activities. Despite the deteriorated security situation in the country during 2008, HRDN organised its 9<sup>th</sup> Annual Members Meeting with full strength and spirit. Alongside the 10<sup>th</sup> Annual Trainers' Retreat (ATR) was arranged in Egypt with the theme of "Equitable HR policies." The ATR was attended by 100 delegates and proved to be a great success as it dealt with a very pertinent HR issue which usually did not get attention it deserve.

Though the worst security situation and political turmoil in the country had made things quite challenging but overall the year 2008 brought some great achievements for network which has strengthened its performance. The network continued to grow as a strategic think tank of development professionals, which is evident from the growing number of its members. With a view to make its membership more rewarding, the HRDN attempts to bring improvements in its activities in accordance with the emerging needs and expectations of its members.

Roomi S Hayat

Chairperson



**2008- At A Glance**

HRDN continued its efforts for towards the Human and Institutional Development under the mandate of its mission in 2008. Besides carrying out its previous programmes, the network achieved some new milestones in terms of certifications, donors mapping, resource pool, new web portal and customised training services to different clients.

Working at the grassroots level, HRDN in partnership with United Nations Development Programme (UNDP) facilitated the rehabilitation of livelihood process in the earthquake hit areas in more comprehensive and sustainable manner. During the third phase of Community Based Livelihoods Recovery Programme (CBLRP), it was realised that the communities must be capacitated to sustain the impact of the three years project for long term. So in the third phase the CBLRP trainings clusters of Community Organizations (COs) were provided with basic and advanced trainings. The basic trainings included Project Cycle Management (PCM), Participatory Planning and Monitoring (PPM), Gender and Development (GAD), while the advanced trainings included Participatory Rural Appraisal (PRA) and Resource Mobilization and Proposal Development (RM&PD). Beside these activists workshops, exposure visits were also conducted. The main objective of this comprehensive capacity building programme was to enable the cluster members stand on their own footing. Trainings on Project Cycle Management and Business Process Re-Engineering were also conducted for officials of the line department. HRDN in partnership with International Labour Organization (ILO) launched Mobile Training Programme. The project aimed to impart training in different trades including Plumbing, Building Electrician, Steel Fixing and Household Appliances Repairing. The project was designed to provide training at community level to facilitate the employability of youth in the target area. The project achieved to train 300 individuals in different trades during the last 4 months of the year. The project will end in April 2009.

Beside involvement in implementation, HRDN continued with its regular activities though they were greatly hampered due to the security conditions prevailed in the country. The HRDN Monthly Forums and International HRD congress were severely affected by it, though the network organised its 10<sup>th</sup> ATR in Cairo from April 10 – 15, 2007 which was attended by over 110 delegates from across the country. The network also organised its 9<sup>th</sup> AMM held on October 10 –11, 2008 at Islamabad. This year the AMM also included the election of Board of Directors (BOD), which added to the importance of the event. There were a total of two Forums organised in 2008 related to different topics. The city chapters of HRDN were greatly emphasised to be actively involved in the network activities. Full coordination was ensured between city chapters for organizing events and there feedback.

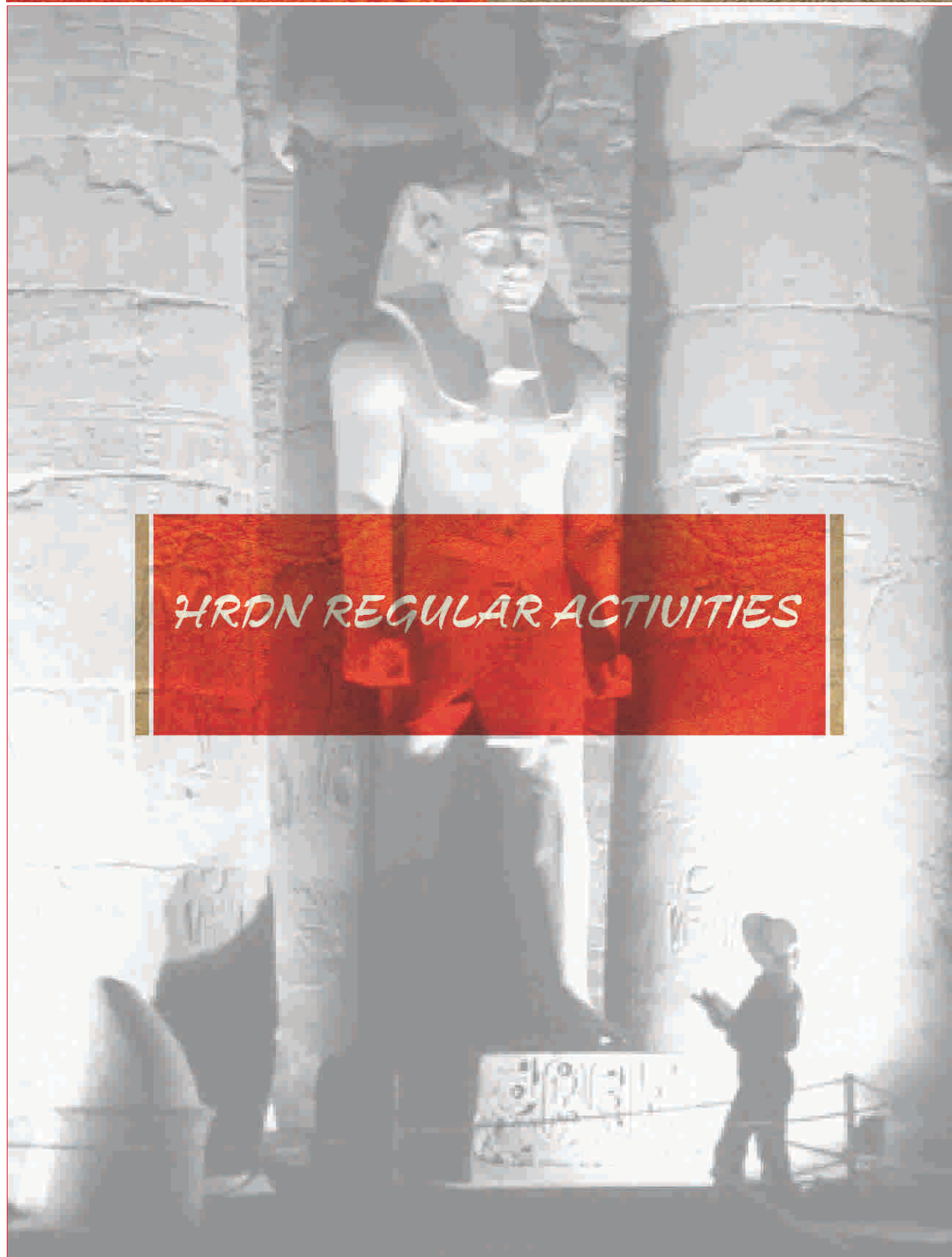
The network developed a directory of the different national and international organisations to facilitate its members access them for support and collaboration. The directory provides information both about the organizations and sectors in which different organizations provide support with specific geographic distribution.

The network started developing resource pool. The resource pool helps to identify people in the network with specialised professional skills. These members will be provided opportunities to work in various projects/assignments announced by different organizations.

HRDN had been successful to qualify three certifications during 2008. The first certification was from USAID through NGORC. The second certification was from Pakistan Center for Philanthropy (PCP). The third certification is of ISO 9001, 2000. These Certification has certainly increased the credibility and goodwill of the nework.

Keeping in view the worst political and law & order situation 2008 has been a successful year for the network for continuing its programmes despite unfavourable circumstances.

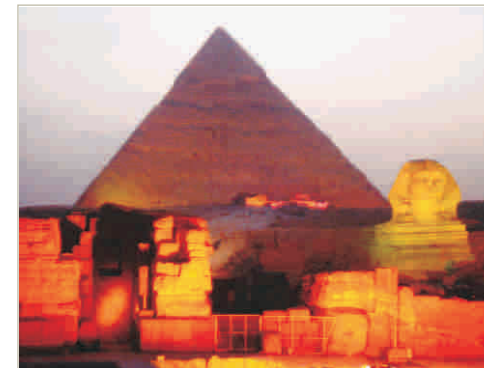


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## HRDN REGULAR ACTIVITIES

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### Across Borders-ATR



The Annual Trainers Retreat (ATR) is one of HRDN's regular activities conducted every year. The credit goes to NGO Resource Centre Karachi, which initiated the activity a few years ago. In 2002 NGORC handed over the responsibility of organizing the TAR to HRDN, necessitated by the realization that HRDN mandate was best suited for the ATR. Since then HRDN has been organizing this event very sincerely.

The overall objective of holding Annual Trainers Retreat is to provide an opportunity to the trainers to come together once a year to learn new developments and emerging concepts in the field of human resource development, enhance their skills and knowledge through experience sharing and cross fertilization of ideas and refresh themselves in a joyful environment.

The event is essentially designed as a retreat. In fact Trainers are always at the delivering end in seminars, conferences, trainings and workshops round the year; they usually work under pressure and stress. Being always at the center stage, that really get a chance to interact with professionals in a less demanding situation. The occasion provides them a relaxed and informal environment, away from their customary routines. The retreat is an occasion where they can ask questions and can even afford to be wrong! Thus this gathering of HR professional from diversified backgrounds in the retreat in such large serves as an exceptional platform to develop HR fraternity in the country.

The specific objectives of holding Annual Trainers' Retreat are to;

- Provide an opportunity to HRD professionals from across Pakistan to come together for mutual learning through experience sharing and cross fertilization of ideas;
- Sharing and distilling best practices in HRD
- Help build the HRD fraternity in a fun filled and relaxed environment.

The success of the tenth Annual Trainers Retreat 2008 can be assessed by the fact that it was attended by more than one hundred and five members from all over the country which were actively engaged in capacity building in the development sector. Mr Mahmood Akhter Cheema, Dr. Mustaghis, Mr. Syed Saad Gillani, Mr. Mubashar Nabi, Mr. Amjad Rasheed and Mr. Roomi Saeed Hayat were the facilitators. However Ms. Tanya Khan, Mr. Javed Malik and Dr. Noor

Fatima very generously showed their involvement and contribution to the event as Moderators for various



sessions throughout the whole conference day.

HRDN gratefully acknowledge the efforts and support of all the volunteers and Board members without which, organizing this event would not have been possible. We would also like to express our profound thanks to all the speakers and volunteers who helped the Secretariat in organizing the event, and particularly to HRDN members whose conduct during the entire Retreat was an exceptional display of enthusiasm and discipline.

### Proceedings of Day-1

#### Inaugural Session



The 10th ATR commenced with recitation from the Holy Quran. After that Ms. Tanya Khan, HRDN Professional member, welcomed the participants to the 10th Annual Trainers Retreat and explained the purpose and history of Annual Trainers Retreat.

Mr. Roomi Saeed Hayat, Chairperson HRDN, welcomed the participants and shared the theme and objectives behind conducting this mega event.

During his dialogue with the members, he narrated that Network organizes such events to build the capacity of its members and enriches their learning by providing them opportunities conducive for cross fertilization of ideas. One such major annual event is Annual Trainers' Retreat (ATR), which is always weaved around a contemporary developmental theme and gender always remained the central point of focus in the proceedings of all ATRs.

### Introduction of the Participants

Facilitated by: Mr. Mahmood Akhter Cheema



All the participants were requested to introduce themselves in the following manner:

- Full name, designation and organization
- Brief expectations from the 6th Annual Trainers Retreat and feelings at the start of the event.

It was an interesting session, which helped the participants get to know a little more about each other. The introductions revealed a rare balance of diversity and homogeneity in the group as those present had come from different organizations from the public and private sectors, yet having HRD as the common denominator. Most of the participants shared that they were very happy and excited to be a part of the 6th ATR and were really looking forward to the learning as well as have fun in the next few days.

### Learning Session- I

#### Equitable HR policies

Dr. Mustaghis ur Rehman

The scope of Human Resource (HR) is indeed vast. It includes major activities in the working life of an employee that is from recruitment to separation. The importance of human resource increases many folds in the social development sector because of constrained resources and in the absence of this sectors performance bottom line and threshold. Dr. Mustaghis shared that his discussion was on the importance of equitable HR policy and the benefits of these policies in an organization. Understand the importance of an effective HR can be gauged by this well said proverb “this is man who fights behind the gun and not the gun which fights” To fight the social development challenges ahead, in the resourced constrained countries, the dedicated, trained, and undaunted human resource is a prerequisite for an organization.

#### Benefits of equitable HR policy

During the presentation, Dr Mustaghis ur Rehman expressed that equitable HR policy affects positively on employees and organization both simultaneously. On the employee side, there will be increased satisfaction, increased motivation, increased organizational ownership and improved performance. On the organizational side, quality human resource, dedicated work force, low turn over, less duplication of work, better organizational image, gender sensitivity and more effectiveness.

### Learning Session- II

#### HR Policies Free from Discrimination

Syed Saad Gilani



Syed Saad Gilani started the session by developing an understanding to the term

“Discrimination.” According to him, essentially any practice which makes a distinction between individuals or groups so as to disadvantage some and/or advantage others is called discrimination.

In the second half of his presentation, Mr. Gillani also threw some light on the organizational determinants of discrimination

#### Organizational Determinants of Discrimination

What goes on 'with in the box' is important in shaping the extent of discrimination. Whether discrimination is encouraged, ignored or actively opposed is a function of variety of organizational factors including strategy, formal and informal structure, human resource practices, culture, climate and leadership as some of the more important organizational climate or shared perception of how things are done in the organization



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*Your organizations' commitment*

As an organisation you should be committed to providing employees (paid and unpaid) with a work environment that is free of discrimination and harassment.

*Question & Answer Session*

With an end to the first session, Mr. Javed Malik moderated the next session of taking question from the participants. In this session, the participants, not only, shared their views but at the same time get the chance to express their involvement, interest and participation.

*Concluding Remarks**Mubashar Nabi*

Bringing an end to the one day ATR conference at Cairo, Mr. Mubashar Nabi, HRDN Board member on behalf of HRDN board and members shared his views regarding the entire event and the learning that was made during the course of time. He further added that, this international exposure not only gave all the members a chance to visit and explore a new place and new civilization, but at the same time gave an enriching chance to all to spend some time together sharing their experiences, best practices and lesson learnt in the light of Human Resource development and management.

Latterly, Mr. Nabi on behalf also thanked HRDN team for organizing such a tremendous and memorable event for them. He further expressed that all our experience shows vital importance of cooperation and none of these activities would be possible without close collaboration and voluntary efforts of many individuals and organizations

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*Certificate Distribution*

In the closing session, certificates were also distributed amongst the volunteers and HRDN members & staff who took part in making the event a success. Dr. Noor Fatima moderated the session

*Vote of Thanks*

The 10<sup>th</sup> ATR came to its final closing moments with the vote of thanks delivered by Mr. Amjad Rasheed



## 9th All Members' Meeting

## 9th All Members' Meeting



All Members' Meeting (AMM) provides an opportunity to members of the Human Resource Development Network (HRDN) for networking, knowledge sharing, having an overview of the Network's activities over the last year, discussing the Network's progress and giving their valuable suggestions for future course of action. The AMM provides a unique platform to all HRDN members to share, learn, develop linkages with other members and give their inputs for further enhancing the effectiveness and relevance of the network's activities.

Agenda for AMM was developed in consultation with HRDN Members. The HRDN secretariat arranged a series of small meetings with members to suggest the theme, agenda point and sessions of the 9<sup>th</sup> AMM. Since the election of BOD members was a part of this year AMM, therefore responsibilities were also assigned to different members on voluntary basis to ensure transparency and smooth execution.

The series also included meetings at City Chapters. The members of concerned Chapters were invited to give their inputs for the 9<sup>th</sup> AMM. More over contestants for the BOD election were also given the opportunity to run their campaign during these meetings. The HRDN secretariat provided all possible support to facilitate members during the campaign.



Invitation letters were sent to Members one month before and were requested to convey any important agenda item to the Secretariat along with a brief write-up for its inclusion at appropriate place in the Programme.

Major objectives of the AMM were:

1. Update members about new developments at HRDN during the year
2. Share the organization program and financial progress\
3. Provide an opportunity to members, interact with each other and develop linkages
4. Get members' input on a range of program and management issues at the HRDN
5. Contribute towards members' professional development

### *Social Evening and Dinner*

The 9th AMM of HRDN was arranged on October 10 & 11, 2008 in Islamabad. A dinner was organized for HRDN members at Dream Land Motel. In this fun filled evening, members enjoyed music and a sumptuous dinner. The gathering helped the non members in understanding the network, its texture and scope of work with their suitability of joining it.

The informal get together brought people closer to each other to share their personal experiences, life achievements, career development plans and past days' memories amidst fun and recreation.

Being the election year the event gave fair chance to all the contestants of BOD membership for running their campaign. Each contestant was also provided time for speech during the evening. The idea was to facilitate the members of the General Body to evaluate the capacity and capability of contestants.

### *Inaugural Session*

Mr. Arshad Aqif moderated the first session of AMM. The programme started with recitation of holy Quran by Mr. Abdul Rab.

### *Welcome Address*

*Mr. Roomi S. Hayat Chairperson HRDN*



Mr. Roomi S. Hayat, the Chairperson of HRDN welcomed all the participants in the 9th AMM 2008. He presented a brief genesis of the foundation of HRDN in his introductory address. Describing the journey through the past 10 years, he mentioned that today not only the Public, Corporate and Private Sector but HRDN is transcending the boundaries and we are receiving mails and request for membership from other South Asian Countries as well.

He further highlighted that the peculiar importance of the 9th All Members Meeting is because of the election process for the Board of Director (BoD) which is mandatory to be held every three years as per the constitution of the HRDN. He emphasized that member should cast their votes not the basis of friendship but on merit, as right choice of a person will take HRDN in right directions.



**Presentation of Progress Report:**

Ms. Robeela Bangash, development specialist and founder member of HRDN presented the progress Report of 2007-2008

**1. International Certifications:**

Ms. Robeela Bangash highlighted the key milestones of HRDN in the last year. She expressed her satisfaction on the overall achievements of network. She proudly announced that the network has achieved different certification.

**2. Subsidized Annual Retreat**

Ms. Bangash elaborated that for the last three years the HRDN organized trainer retreat internationally. This network provided opportunities of international visits to all members on subsidized rates under annual retreat program; so far, the members had been taken to UAE, Cairo, Malaysia and Bangkok. This served as source of exposure, learning and networking to the members. The network had contributed one million Rs. to subsidize the cost, for imparting value addition in member's exposure.

**Introduction of Web portal:**

HRDN has also launched a web portal for facilitation of the members regarding HR activities. It contains the latest job opportunity and trainings regarding Human and Institutional Development. The web portal is

updated regularly to provide latest information of the visors.

**3. Registration of Logo of HRDN**

The logo of HRDN is registered along with its all features as trademark.

**4. Forums and ILLUME**

The presentation also included the update about the forums conducted and ILLUMES publication during the last year. These forums are held for public talk on multi-disciplinary subjects for the interactive session, for updating the current issues and knowledge of the members. The scholars and academician and researchers are invited in this forum to present their ideas to the members. ILLUME contains different themes for publication contributed by eminent scholars, interviews, articles on different issues and related information for updating the members in the field.

**5. Training on Proposal Writing**

Keeping in view the organizational needs for fundraising, HRDN organized training on proposal writing to enhance the capacity of participants about writing successful proposals.

**6. Liaison with Donors**

For financial viability of HRDN, the strengths of members are being exploited. It benefits both HRDN as well as its members.

**Membership base**

HRDN has experienced regular increase in its membership. At present HRDN have 188 professional members, 406 General members, 114 organizational members and 46 student members. Overall HRDN has 754 members out of which 177 are female members which amounts to 28 % female and 78 % male members. In the formative years the membership was only 127, which shows a very encouraging trend of membership.

Ms. Banagsh completed her presentation with the note of thanks to HRDN secretariat for providing her this opportunity to share the progress report of HRDN with the members and welcome the questions on the presentation.

**Presentation of Financial Report**

As part of the progress report of HRDN, Ms. Tehmeena Shabbir Programme Officer Finance presented the financial report of HRDN to the members. Projects which were completed and those in pipe line with different partners were also discussed, which were likely to improve the financial situation in coming months.

**Question and Answer (Sessions-1)**

The panel answered questions of the participant after the presentations. All the questions were answered satisfactorily by the panellists. It was mentioned that the decrease in other income due to lack of full time occupation of rooms in the guest house and the training hall.



Regarding membership of the network, the chairperson HRDN said that the memberships are being awarded on merits as per the requirement of each category. Notwithstanding, the fact we prefer the quality and not quantity, we do not encourage people with vested interest but we need accomplished people as member for a collective power of HRDN.

Another particular question was on the lesser representation of General members in the BoD. The Chairperson responded that the core objective of this HRDN was that it would be a professional body, therefore, professional representation supposed to be higher than the general members. It was shared that the general members shall be encouraged to move towards professional member's category to sustain the professional characteristic of the network.

At the end of first session the annual financial report was acknowledged and approved as there was no objection regarding any content of the report.

### Session-II Group Activity



In order to get feedback on the HRDN progress and future vision the members were divided into General members, Professional Members and Organizational members.

This session was chaired by Ms. Alice Harding Shackelford (country director, UNIFEM). The session moderator was Ms. Humera Hussain. Ms. Afshan Tehseen gave her presentation on “Strengthening Gender Dimension of the Network”. She was of the view that woman in Pakistani society are not at par with man in any capacity. Whenever the organizations talk about gender mainstreaming, they practice this to the extent of project execution but do not bother to ensure its implementation on organizational level. She further mentioned that the national organizations generally also do not have firm gender policies, so there is no balance between man and woman at decision level. At the end she recommended that the government, corporate and private sector should ensure gender mainstreaming policies at the workplace.

### Presentation of Mr. Usman Qazi:

Mr. Usman Qazi, professional member HRDN delivered his presentation on the Strategic Thrust of HRDN. By focusing on the vision of HRDN, he emphasized that network must be clear about where it is heading towards. He questioned the harmony between activities and the vision of the network. Having the mandate of Human Resource Development in its Vision and Mission, the network should reflect this theme in its activities. He also discussed strengths, weaknesses, opportunities and threats (SWOT) of the organization. He proposed that in the light of the discussion during the day and his presentation it is vital to:

1. Revisit the vision, mission and objectives to reflect the reality
2. Work towards standardization of training personnel, methods and materials
3. Concentrate on “useful” Knowledge Products
4. Follow up on Learning Events
5. Give serious consideration to policy advocacy
6. Improve the marketing capacity of the secretariat

At the end of the session the participants raised questions regarding both the presentation. The panel answered these questions accordingly. The participants were assured that HRDN is firmly practicing its gender policy in its operations.

The first part of second session of the day was concluded with the presentation of shields as a token of thanks to all panellists by Ms. Alice and at the end Mr. Roomi S. Hayat presented shield to Ms. Alice.

### Session-III Presentation of Group work

The third session was chaired by Mr. Tariq Ansari (Management Consultant). First part of the session was moderated by Mr. Arshad Akif. He invited the team leaders of all working groups of Professional and General Members to present their group work regarding their contribution as well expectation from HRDN. The groups separately made their presentation. The presentations mainly included the following points:

1. Strengthen the geographical representation of HRDN
2. Secretariat to devise effective mechanism of communication between network members and



collaboration with member organization

3. Partnership with academic institutions to bridge the gap between the theory and practice of Human Resource Management
4. Establishment of Thematic Groups and Leaders to facilitate the Board members by making it interactive organization to increase its acceptance across the board.
5. The research on Human Resource issues may be integrated with the different universities needs
6. More consultative meetings among members to find the diversified strengthening of the network
7. Develop criteria for change the membership category from general members to professional. Members should be encouraged to apply for professional category
8. HRDN should facilitate in higher education of members such as Ph.D with collaboration of different sponsoring agencies
9. Best practice and success stories of members be shared with others as an example for improvement of general members.



10. City chapters should be strengthen for development of members

11. Efforts of general and professional members must be recognized to encourage more input and contribution in the network

The Chair of the session expressed his satisfaction on the innovating ideas of the presentation and input of group members. The session was closed with the announcement that the second session will be resumed after the lunch break and voting for the BOD members.

Ms. Manizh Bano (Chief Election Commissioner) briefed the audiences about all the procedures and mechanism of voting for BOD members. She also announced the names candidates for all the categories. The successful candidates from organizational membership category was also announced as they were elected unopposed. These members included Sungi Development Foundation, Strengthening Participatory Organization (SPO) and Thardeep Rural Development Programme (TRDP).





**Afternoon Session:**

The last session of the day was resumed after the lunch break Chief Election Commissioner announced the voting result for three categories i.e. Professional, General, Organizational. The contest was held for only two categories i.e. Professional and General Members as Organization Membership of board was selected unopposed. As per the election results, Dr. Noor Fatima secured the highest votes for Professional group. The other three Board Members who got selected were Mr. Sheeraz Aslam Mian, Mr. Israr ul Haq Chaudry, Mr. Ijaz Khaliq. For General Membership the highest votes were secured by Mr. Ansar Nawaz Chatta.

**Oath Taking**

The Chief Election Commissioner took oath from the new selected BOD members. The new elected BOD expressed their confidence in Mr. Roomi S. Hayat's dynamic and vigour personality to lead the HRDN. The board members then voted for Mr. Room S. Hayat to continue as chairperson for the next tenure.

**Concluding session:**

The 9<sup>th</sup> AMM was concluded with the vote o thanks from Mr. Roomi S. Hayat to all members for participating in the event and actively becoming part of the election process. In his concluding remarks he stated that this was the third formal election and the process went very smoothly and hoped that this will contribute to the development process of HRDN and its members. He pledged that we will take HRDN to the new heights with the assistance of newly elected Board Members.

At the end shields were awarded to the individuals who played important role in making the 9<sup>th</sup> AMM a successful event.





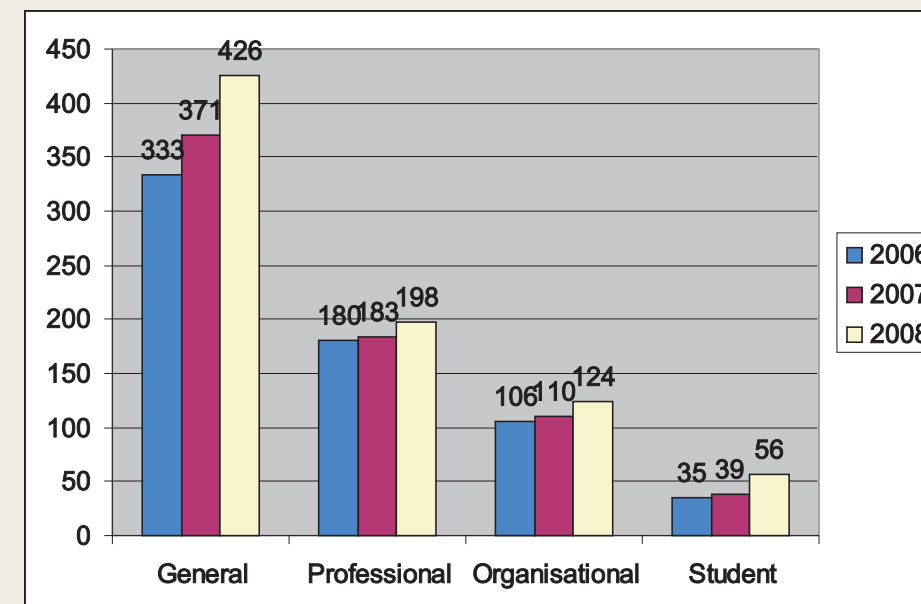
## Membership and Networking

### Membership and Networking

#### Membership

The HRDN membership fold continued to swell over the last year and there was an increased demand for membership. The membership has increased and the category wise break up is as follow:

| Category       | 2006       | 2007       | 2008       |
|----------------|------------|------------|------------|
| General        | 333        | 371        | 426        |
| Professional   | 180        | 183        | 198        |
| Organisational | 106        | 110        | 124        |
| Student        | 35         | 39         | 56         |
| <b>Total</b>   | <b>654</b> | <b>703</b> | <b>804</b> |



To ensure the membership quality, the HRDN tried to bring relevant individuals and organisations to its membership fold. Regular membership acceptance committee meetings have streamlined the membership acceptance process.



## HRDN Forums

*"World Economic Meltdown and its Impact on Pakistan"*

HRDN organized a forum at **HRDN Secretariat, Islamabad** on **November 28th 2008** to analyze the current global economic crisis and debate over its implications in Pakistan. Dr. Noor Fatima, a global economist and HRDN Board member opened the discussion as a key speaker and shared her views by stating that Pakistan's economy is in a desperate state, and the causes are long term, structural and not at all conducive to any "quick fix". During her presentation, she added that the caution and preoccupations of other countries around the world, however, did not diminish the threat to global and regional peace if Pakistan got default. The recent economic issue to debate further included high inflation, large income inequality and a chronic lack of spending for infrastructure and education.

She further added that the odds against Pakistan's escaping economic meltdown were daunting; but the consequences of that happening were too frightful to contemplate. In an answer to a question she agreed that the economy was close to free fall and Inflation was running at about 30%. The rupee had devalued by about 25% in just three months. She even revealed that the fiscal deficit was a whopping 10% of GDP. Foreign-exchange reserves cover just six weeks of imports. A \$500m Eurobond matured in February, but the market had already decided it was junk. The country needed at least \$3 billion in short order, and a further \$10 billion over the next two years to plug a balance-of-payments gap. Without it, default abroad might well coincide with political anarchy at home.

During the forum Dr. Fatima also threw light on another perspective of Economic Meltdown i.e. "the role of modern economies and markets in economic recessions." Further highlighting her point of view, she shared that modern economies and markets were largely driven by business, investor and consumer confidence. The movers and shakers of business and investment world look to the national political and economic leadership and their pronouncements and actions for cues on what was to come. When they sense a lack of competent leadership, their confidence drops and the markets and the economies come crashing down, as it has been observed in Pakistan recently.

Latter question & answer session was also conducted which not only showed the participants interest but at the same time, helped them to clarify their concepts and thoughts.



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2008*"All We Need to Know about Leadership"*

Leadership was never a science; it was always about rising above others and responding to the challenges posted by that time. To discuss various aspects of leadership, **NGO Resource Centre** organized a forum in collaboration **with Human Resource Development Network, on November 28th 2008** in Karachi

The key speaker for the session was **Mr. Sohail Zindani**, who is leading LEARNINGMINDS!, a training bureau, operating with over 20 associates, having training and consultancy expertise in diverse areas of management, leadership, sales and marketing, finance, project management and other functional areas.

Sohail has trained participants from Agha Khan University, Abbott Laboratories, United Bank Limited, Pakistan Refinery Limited, Pak-Arab Refinery, Roche Pharmaceutical, ACCA Pakistan, Sandoz Pharma, ABN Amro Bank, Habib Bank Limited, Sui Southern Gas Limited, Shirazi Investment, New Jubilee Insurance, Motorola Pakistan, NCHD, Pepsi, Tapal Tea, Inbox Business Technologies, HinoPak, General Tyre, EFU... to name few.

The session included the great leadership principles and theories. The session featured a lecture and interactive discussion to better understand the concept. The forum helped the participants to:

1. Understand the traits and concepts about leadership
2. Understand the reasoning and importance of clear goals and performance standards.
3. Develop new skills that will help them create motivating environments.
4. Utilize the power of Influence\
5. Coach and Mentor, rather than Direct and Tell

The Speaker discussed the necessity for a leader to balance the needs of the task, the team and the individual. Participants then identified their own personal default positions in this respect. The trainer asked the group to consider how a successful leader changes the proportion of directive and delegative leadership behaviour in relation to the team and the individual team member at different times. Participants found this a new concept and were fascinated by the ideas presented to them. During the discussion, another focus point were "Six Styles of Leadership", which are as follows:

1. Visionary;
2. Coaching;
3. Affiliative;
4. Democratic;
5. Pace-setting; and
6. Commanding.

*"All We Need to Know about Leadership"*



The speaker also described that how top leaders use four or more of these styles. Participants also discussed the implications of this theory for their personal leadership skills as well.

## Members Networking and Consultation



Annual Report  
2008*Members Networking and Consultation**Membership Renewal Meetings*

In order to ensure maximum participation of members and successful execution of the election of the BOD during the 9th AMM, a series of meetings was arranged with members at HRDN secretariat. A total of five meetings were conducted at the HRDN secretariat. The members actively participated in these meetings and volunteered their services for membership renewal and other services for strengthening of the network. The participants were provided the lists of non active members to pursue them for membership renewal and participation in the events. Members during the meetings also discussed different strategies for strengthening the network.

As result of these efforts the 9th AMM and Election of BOD were very successful in achieving its objectives.

*Fund Raising Meeting*

Resource mobilization has been the most critical need for any organization to perform its activities. For the sake of sustainability and effectiveness of the network, different meetings have been conducted with members. The overall objective of these meetings was to involve members in process of fund raising for the network. Some of the people from donor agencies were also invited to attend the meetings. These meetings helped the secretariat in developing liaison with different organizations for resource mobilization.

Annual Report  
2008*Consultative Meetings at City Chapters*

Beside meetings in the HRDN secretariat, consultative meetings were also conducted at city chapters. The main purpose of the meetings was to activate city chapters of the network for its activities at regional level. These meetings were helpful in bringing regional flavour to the network programmes.

Members with the concerned city chapters were invited to give feedback about the network and suggestions for bringing further improvements. The city chapters in Lahore and Peshawar hosted the meetings. Most of the members appreciated the efforts for activating the city chapters and offered their services for conducting different activities within the mandate of network at regional level. These meetings also provided an opportunity to members for networking at regional level. At the same time contestants for the BOD elections were also provided an opportunity to present their agenda and convince people to vote them.

*Iftar Dinner*

In order to provide maximum opportunities to members contesting for the BDO elections, the secretariat arranged different events to facilitate them in running the election campaign. An Iftar Dinner was arranged for similar purpose on September 26th, 2008 at the HRDN secretariat. Each contestant invited there supporters for lobbying and help in their election camping.

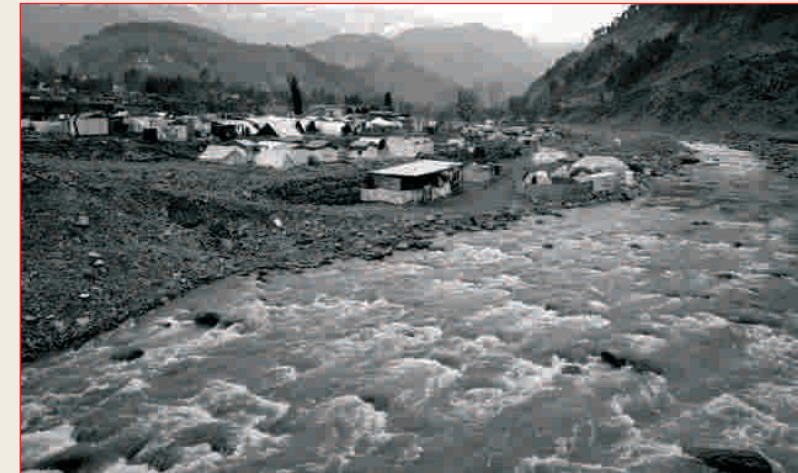


The event also consisted of short speeches by the contestants to present their motto for the election of BOD. The speakers also highlighted their programmes for strengthening and improving the network. The cost of the dinner was bared by the contestants and the logistic support was provided by the secretariat.



## OUTREACH EFFORTS

### Community Based Livelihood Recovery Programme (CBLRP) Project



The earthquake in October 2005 had caused destruction on an unprecedented scale. After the emergency phase, there was a need to initiate a long term programme to restore the livelihood of the affected population, as the disaster had severely damaged the livelihood opportunities for the people as well as had undone the work that had been carried out in community organisation hitherto. In 2006, the European Commission (EC) and the United Nations Development Programme (UNDP) formulated the Community Based Livelihood Recovery Programme (CBLRP) as a response to the devastation left by the earthquake that struck the state of Azad Jammu and Kashmir (AJK) and parts of the North Western Frontier Province (NWFP) in October 2005.

The overall objective of the CBLRP was to restore the socio-economic fabric and revive the livelihoods in the most affected areas: the tehsils of Muzaffarabad (AJK) and Balakot (NWFP). The three year programme took off in April 2006. It has been implemented by four UN-agencies: UNDP, the Food and Agriculture Organisation (FAO), the International Labour Organisation (ILO) and the United Nations Industrial Development Organisation (UNIDO).

In the implementation, the four partners of CBLRP worked closely with the local government authorities, the civil society in the tehsils and more than 1,000 Community Organizations (CO). These COs played a pivotal role: they take the lead role in the revival of livelihoods in their communities. Supported by the programme, the COs, are active in the restoration of social and productive infrastructure. COs and their members are the principal target of skill development in agriculture, construction and other vocational training.

The third phase of the CBLRP began in October 2008. The targets to be achieved during this phase were different from the targets in the previous two phases. Trainings in the third phases were aimed to meet the capacity building needs at cluster level. Each cluster comprised of 6 to 7 COs. The trainings were



designed based upon comprehensive need assessment workshops for the sustainability of the clusters after ending the CBLRP project.

In addition to the COs, the program supports about 40 clusters of COs. Cluster come in several shapes, from 6 to 7 COs in a village up to 30+ clusters in one Union Council. Most clusters existed before CBLRP and have been revived. Their main function lays in the support they provide to the CBLRP when reaching out to COs; Clusters enable the CBLRP to work with such a large group of COs. They play an important role in the distribution of goods, selection of trainees and as a vehicle for communication with COs.

CBLRP organized three workshops with the clusters of the two tehsils in March and April 2008 to take stock of the current situation and capacity and to build a good understanding of the aspirations of the clusters and their requirements for capacity building.

### *Cluster Capacity Building*



In the third year, CBLRP has shifted its focus from the capacity building of COs towards clusters of COs. This is a logical implication of the exit strategy of the program: after closure, the clusters were expected to

- 1 Provide basic support to their CO members in terms of financial and program management
- 2 Network with government and civil society to secure funding for the further rehabilitation of livelihoods in the communities
- 3 Monitor the performance of the COs including the repair and maintenance of the infrastructure works
- 4 Develop further the physical and human resource of the clusters

Keeping in view the current capacity of the people of the clusters and their aspirations the capacity development programme was designed to meet the following objectives

1. To develop the outlook of the participants, provide them with practical examples on cluster management and stimulate contacts and networking between cluster leaders.

Inputs: A series of 17 cross-visits (two days) between all the different cluster organizations of AJK and NWFP.

Expected outputs: Experience sharing with others regarding

- 5 The role and responsibility of the clusters executive body
- 6 How the clusters manage and resolve issues and conflicts
- 7 How clusters manage fund raising and implementation of projects

In addition, the participants will have build network of contact persons for future collaboration

2. Develop the skills of the clusters in PRA and its practical application in the planning.

Inputs: Series if 14 trainings (three days) focused on the proper use of Participatory Rural Appraisal tools and how to use those to prepare a development plan for the villages and for the cluster.

Expected Outputs: At the end of the training, the participants understand and have practical experience of

- 8 Orientation to PRA techniques and its significance
- 9 The use of appropriate PRA tools
- 10 The structure of a cluster and village development plan
- 11 The different steps that lead to a village development plan



3. To build the skills of the cluster-leaders on how to prepare proposals, different ways to raise funds, most effective ways to build and maintain relationship with government and other stakeholders

Inputs: Series of 14 trainings (three days) focused on Resource Mobilization, Proposal Development and linkages development.

Expected Outputs: At the end of the training, the participants understand and have practical experience of

- 13 The projects, donors and government agencies active in their tehsils, including budget available and plans for the next year
  - 14 Where and how to apply for funding for the cluster and the COs
  - 15 How to write a funding proposal
  - 16 How to build internal fund-raising capacities
4. To build the skills of the cluster-leaders on the most effective manner to plan, monitor and support the micro-projects of the cluster and the cluster members.

Inputs: Series of 9 trainings (two days) for cluster leaders and activist on Participatory Planning and Monitoring.

Expected Output: At the end of the training, the participants understand well and are able to put into practice:

- 17 Result based monitoring framework for micro-projects
- 18 The importance of the qualitative and quantitative indicators
- 19 The importance of lessons learned and constructive feedback
- 20 How to prepare result based progress report
- 21 Sustaining projects through community involvement
- 22 Ensuring women participation in planning & monitoring

5. To raise gender awareness in the context of community development and the restoration of livelihoods.

Inputs: Series of 10 trainings (two days) on Gender and Development

Expected Outputs: At the end of the training, the participants understand and are able to practice:

- 23 The relevance and importance of gender for the community development
- 24 Tools for carrying out the resource, power and benefit analysis in project from gender perspective
- 25 The use of gender indicators in planning and monitoring

6. To build the skills of the cluster-leaders on the most effective manner to design, formulate projects for the cluster and the cluster members

Inputs: Series of 9 trainings (two days) on Project Cycle Management

Expected Output: At the end of the training, the participants understand and are able to practice:

- Basic terminologies and concepts of PCM
- Problem, objective, stakeholders analysis
- Framework of project institutional and strategy analysis
- To train community members in special areas related to project planning, book keeping, scheme implementation and management

Inputs: Series of 30 activists workshops on project planning, book keeping, scheme implementation and management

Expected Output: At the end of the workshop, the community members understand:

- The process of project planning
- Record keeping
- Scheme implementation process
- Management of COs

8. To capacitate officials of Govt. line departments on the most effective manner to design and formulate projects and understand how to simplify the business process

Inputs: Series of 2 trainings (two days) on Project Cycle Management and Business Process Re-engineering



Annual Report 2008

Expected Output: At the end of the trainings, the participants understand and are able to practice:

Project definition, types and characteristics

Need identification and tools for need identification

Prioritization and its process

Sensitizing community leaders for gender sensitive projects

Procedures, complications and practices

Community related problems and solutions

Attitudinal problems and attitudinal change

9. To refresh the knowledge and skills of previous trainings participants in the project

Input: A series of 27 refresher trainings in LMST, CMST

Expected Output

Participants feedback about the effectiveness of the trainings

Refresh the knowledge and skills of the participants for better performance.

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2008

### SELECTION OF TRAINERS

The HRDN advertised for the posts of the trainers who would be conducting the training in the field. To meet its quality standards, the HRDN short-listed and selected the trainers on the basis of the following criteria:

- 1 At least 5 years community training experience (preferably in the field)
- 2 Experience of working in similar projects
- 3 Experience of working in earthquake affected areas

The candidates were selected after the interviews by the interview committee. The list of selected candidates was shared with the UNDP and UNOPS.

### TRAINING OF TRAINERS

Once the trainers were selected, they were given an intensive orientation training regarding the project requirements. The trainers were explained the specific context of the earthquake affected areas as well as the recovery context. The training also addressed the feedback given by the UNDP teams and incorporated the sessions which the UNDP teams thought could be helpful in imparting the training to clusters. This training was like a preamble of their field activities to make their tasks more comprehensible.

### OPERATIONALIZATION

The HRDN had its field offices operational which were functional during the first two phase of the CBLRP. This made the operationalization phase easier and quicker for the HRDN. The main hurdle during the exercise was the sever weather. The weather had been harsher than expected and heavy snowfall and land sliding made things challenging for the HRDN field teams.

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2008

### FORMATION OF TRAINING TEAMS



There were two training teams one at project location. A Master Trainer, Training Coordinator and an admin assistant comprised one training team.

### ESTABLISHMENT OF TRAINING VENUES

The training is being conducted in the remote areas of the NWFP and AJK. The training venues were being identified by the UNDP field teams and finalised after consultation with the HRDN field teams. The access to some of the training venues was quite challenging as weather had been consistently severe at both of the project locations.

### TRAINING MODULE

The training module for this phase of CBLRP was designed by HRDN in consultation with UNDP team. The Modules were divided into Basic and Advanced trainings. To incorporate more relevant issues and have a feel of the exact ground situation, meetings were held between the UNDP field teams and the HRDN staff. The UNDP field teams gave valuable suggestions based upon the TNA conducted with the clusters which helped in making the module more effective and relevant.

## CONTENTS



The contents of the training modules were as follow:

### Basic Trainings

#### Gender and Development

- 1 What is Gender?
- 2 Gender Relations
- 3 Equality vs. Equity
- 4 What is Gender and Development (GAD) approach?
- 5 Gender Division of Labor
- 6 Human Rights Framework
- 7 Gender analysis skills
- 8 Gender tools and profiles
- 9 Gender mainstreaming
- 10 Gender Roles
- 11 Productive roles
- 12 Reproductive roles
- 13 Community managing role
- 14 Community politics role

### Project Cycle Management

1. Introduction to Project Cycle Management
2. Assessing Needs
3. Planning the Project
4. Implementing and Monitoring the Project
5. Evaluating the Project
6. Learning from the Project and evolving
7. Management of the Project cycle

### Participatory Planning and Monitoring

1. Participatory methods theory and context
2. Introduction to Logical Framework planning
3. Analysis of opportunities and problems
4. Preparing the intervention logic and assumptions
5. Defining indicators
6. Introduction to Outcome Mapping
7. Participatory monitoring and evaluation

### Advance Trainings

#### Participatory Rural Appraisal

1. Participation
2. Typology of participation
3. Participatory Rural Appraisal
4. Rapid Rural Appraisal
5. Comparison of PRA and RRA
6. PRA principles and features
7. Scope and types of PRA
8. PRA techniques and methods
9. Using secondary sources
10. Semi structured interviews (SSI)
11. Guidelines For Field PRA
12. Field visit & Presentations

### Resource Mobilization and Proposal Development



1. Project Proposal an Overview
2. Needs/ Problem Analysis
3. Solutions to address Needs
4. Justification for Funding
5. Project Description
6. Goals and Objectives
7. Sustainability
8. Budgeting
9. Organizational Profile Building
10. Purpose Of Resource Mobilization
11. Preparing For Fundraising
12. Mapping your community's assets
13. Volunteers as resources
14. Leadership responsibilities
15. Income generation activities
16. Cultivating Individual Donors
17. Creating A Positive Reputation

#### Gender and Development

The module was designed to facilitate the resource persons in using interactive techniques and encourage the trainees to participate effectively. The following techniques were used in different sessions of the training:

- 1 Lecture
- 2 Demonstration
- 3 Brainstorming
- 4 Role-play
- 5 Group tasks
- 6 Presentations
- 7 Sharing of experiences with the activist

### TRAINING LOCATIONS

Keeping in mind the peculiar conditions of both the locations i.e. Balakot and Mzaffarabad, different strategies were adopted for implementation.

#### *Balakot*



Based upon experience of the last two phases, it was decided to complete all the trainings including basic, advance, refresher and activists workshops for clusters in Mahandri at the beginning to avoid obstructions caused by bad weather and land sliding. This year things had been particularly difficult due to unexpectedly heavy snowfall and land sliding in the beginning of winter season. The HRDN field teams faced the hostile weather conditions and unfriendly terrain to conduct the training and achieve the targets there.

The target was to conduct 13 basic trainings comprising of Project Cycle Management, Participatory Planning and Monitoring, Gender and Development, 14 advance trainings including Participatory Rural Appraisal and Resource Mobilization and Proposal Development, 13 refresher courses, 15 activists' workshops and 8 exposure visits events.

The trainings were being conducted in remote areas of District Balakot, so understandably most of the locations there were difficult to access and the harsh weather made things even more difficult.

The details of the basic training are given in the table below:

| Project Cycle Management            |                    |                  |              |        |       |
|-------------------------------------|--------------------|------------------|--------------|--------|-------|
| Detail of Attendance                |                    |                  |              |        |       |
| Date: 10/11/2008 to 13/01/2009      |                    |                  |              |        |       |
|                                     |                    |                  | Participants |        |       |
| S.No                                | Date               | Venue            | Male         | Female | Total |
| 1                                   | Nov.10-11/2008     | Mahandri         | 27           | 0      | 27    |
| 2                                   | Nov.19-20/2008     | Balakot          | 26           | 0      | 26    |
| 3                                   | Jan.12-13/2009     | Ghari Habibullah | 29           | 0      | 29    |
| 4                                   | Jan.14-15/2008     | Ghari Habibullah | 30           | 0      | 30    |
| Grand Total                         |                    |                  | 112          | 0      | 112   |
|                                     |                    |                  |              |        |       |
| Participatory Planning & Monitoring |                    |                  |              |        |       |
| Detail of Attendance                |                    |                  |              |        |       |
| Date: 12/11/2008 to 22/01/2009      |                    |                  |              |        |       |
|                                     |                    |                  | Participants |        |       |
| S.No                                | Date               | Venue            | Male         | Female | Total |
| 1                                   | Nov.12-13/2008     | Mahandri         | 26           | 0      | 26    |
| 2                                   | Dec.21-22/2008     | Balakot          | 24           | 0      | 24    |
| 3                                   | Jan.19-20/2009     | Ghari Habibullah | 30           | 0      | 30    |
| 4                                   | Jan.21-22/2009     | Ghari Habibullah | 31           | 0      | 31    |
| Grand Total                         |                    |                  | 111          | 0      | 111   |
|                                     |                    |                  |              |        |       |
| Gender & Development                |                    |                  |              |        |       |
| Detail of Attendance                |                    |                  |              |        |       |
| Date: 30/11/2008 to 13/01/2009      |                    |                  |              |        |       |
|                                     |                    |                  | Participants |        |       |
| S.No                                | Date               | Venue            | Male         | Female | Total |
| 1                                   | Nov.30-Dec.01/2008 | Mahandri         | 28           | 0      | 28    |
| 2                                   | Dec.15-16/2008     | Balakot          | 20           | 0      | 20    |
| 3                                   | Dec.23-24/2009     | Balakot          | 28           | 0      | 28    |
| 4                                   | Jan.05-06/2009     | Kapi Gali        | 0            | 25     | 25    |
| 5                                   | Jan. 12-13/2009    | Garlot           | 0            | 35     | 35    |
| Grand Total                         |                    |                  | 76           | 60     | 136   |

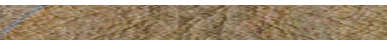
| Participatory Rural Appraisal  |                 |                  |              |        |       |
|--------------------------------|-----------------|------------------|--------------|--------|-------|
| Detail of Attendance           |                 |                  |              |        |       |
| Date: 19/12/2008 to 11/01/2009 |                 |                  |              |        |       |
|                                |                 |                  | Participants |        |       |
| S.No                           | Date            | Venue            | Male         | Female | Total |
| 1                              | Nov. 17-19/2008 | Balakot          | 25           | 0      | 25    |
| 2                              | Nov. 24-26/2008 | Mahandari        | 25           | 0      | 25    |
| 3                              | Dec.22-24/2008  | Ghari Habibullah | 26           | 0      | 26    |
| 4                              | Jan. 05-07/2009 | Ghari Habibullah | 33           | 0      | 33    |
| 5                              | Jan. 09-11/2009 | Balakot          | 28           | 0      | 28    |
| 6                              | Jan. 15-17/2009 | Balakot          | 30           | 0      | 30    |
| 7                              | Jan. 21-23/2009 | Balakot          | 36           | 0      | 36    |
| Grand Total                    |                 |                  | 203          | 0      | 230   |

| Resource Mobilization & Proposal Development |                 |                  |              |        |       |
|----------------------------------------------|-----------------|------------------|--------------|--------|-------|
| Detail of Attendance                         |                 |                  |              |        |       |
| Date: 13/01/2009 to 31/01/2009               |                 |                  |              |        |       |
|                                              |                 |                  | Participants |        |       |
| S.No                                         | Date            | Venue            | Male         | Female | Total |
| 1                                            | Nov. 20-22/2008 | Balakot          | 25           | 0      | 25    |
| 2                                            | Nov. 27-29/2008 | Mahandari        | 25           | 0      | 25    |
| 3                                            | Dec 25-27/2008  | Ghari Habibullah | 26           | 0      | 26    |
| 4                                            | Dec 29-31/2008  | Ghari Habibullah | 29           | 0      | 29    |
| 5                                            | Jan. 01-03/2009 | Ghari Habibullah | 27           | 0      | 27    |
| 6                                            | Jan. 12-14/2009 | Balakot          | 27           | 0      | 27    |
| 7                                            | Jan. 18-20/2009 | Balakot          | 34           | 0      | 34    |
| Grand Total                                  |                 |                  | 193          | 0      | 193   |

| Other Trainings |                    |     |              |
|-----------------|--------------------|-----|--------------|
| S.No            | Event              | No. | Participants |
| 1               | Activists Workshop | 16  | 540          |
| 2               | Exposure Visits    | 8   | 136          |
| 3               | Refresher Workshop | 13  | 388          |
| Grand Total     |                    |     | 1064         |



Annual Report  
2008



### Muzaffarabad

In Muzaffarabad, the weather was not any less hostile. The wave of severe cold was there in the entire area, however all necessary arrangements were made to keep the training venues warm. This made things comfortable both for the trainers and the participants.

The target was to conduct 15 basic trainings comprising of Project Cycle Management, Participatory Planning and Monitoring, Gender and Development, 14 advance trainings including Participatory Rural Appraisal and Resource Mobilization and Proposal Development, 14 refresher courses, 15 activists' workshops and 9 exposure visits events.

The trainings were conducted in three locations, Ghari Dopatta, Muzafarabad and Kahori. Keeping in view the convenience of the members clusters the location were kept as much accessible as possible.

The details of the training events are given in the table below:

Project Cycle Management

Detail of Attendance

Date: 10/11/2008 to 19/11/2008

| S.No        | Date           | Venue         | Participants |        |       |
|-------------|----------------|---------------|--------------|--------|-------|
|             |                |               | Male         | Female | Total |
| 1           | Nov.10/11/2008 | Muzafarabad   | 10           | 6      | 16    |
| 2           | Nov.12/13/2008 | Muzafarabad   | 21           | 2      | 23    |
| 3           | Nov.14/15/2008 | Ghari Dopatta | 22           | 3      | 25    |
| 4           | Nov.16/17/2008 | Ghari Dopatta | 12           | 9      | 21    |
| 5           | Nov.18/19/2008 | Kahori        | 20           | 2      | 22    |
| Grand Total |                |               | 85           | 22     | 107   |

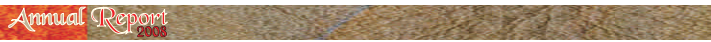
Participatory Planning and Monitoring

Detail of Attendance

Date: 24/11/2008 to 3/12/2008

| S.No        | Date           | Venue         | Participants |        |       |
|-------------|----------------|---------------|--------------|--------|-------|
|             |                |               | Male         | Female | Total |
| 1           | Nov.24-25/2008 | Muzafarabad   | 13           | 5      | 18    |
| 2           | Nov.26-27/2008 | Muzafarabad   | 11           | 2      | 13    |
| 3           | Nov.28-29/2008 | Ghari Dopatta | 12           | 6      | 18    |
| 4           | Nov.30-1/2008  | Ghari Dopatta | 11           | 7      | 18    |
| 5           | Dec.2-3/2008   | Kahori        | 15           | 0      | 15    |
| Grand Total |                |               | 62           | 20     | 82    |

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| Gender and Development         |               |               |              |        |       |
|--------------------------------|---------------|---------------|--------------|--------|-------|
| Detail of Attendance           |               |               |              |        |       |
| Date: 15/12/2008 to 24/12/2008 |               |               | Participants |        |       |
| S.No                           | Date          | Venue         | Male         | Female | Total |
| 1                              | 15-16/12/2008 | Muzafarabad   | 29           | 5      | 34    |
| 2                              | 17-18/12/2009 | Muzafarabad   | 12           | 0      | 12    |
| 3                              | 19-20/12/2008 | Ghari Dopatta | 13           | 8      | 21    |
| 4                              | 21-22/12/2008 | Ghari Dopatta | 8            | 6      | 14    |
| 5                              | 23-24/12/2008 | Kahori        | 26           | 1      | 27    |
| Grand Total                    |               |               | 88           | 20     | 108   |

| Participatory Rural Appraisal  |                    |               |              |        |       |
|--------------------------------|--------------------|---------------|--------------|--------|-------|
| Detail of Attendance           |                    |               |              |        |       |
| Date: 19/12/2008 to 11/01/2009 |                    |               | Participants |        |       |
| S.No                           | Date               | Venue         | Male         | Female | Total |
| 1                              | Dec.19-21/2008     | Muzafarabad   | 12           | 6      | 18    |
| 2                              | Dec.22-24/2008     | Muzafarabad   | 19           | 0      | 19    |
| 3                              | Dec.25-27/2008     | Ghari Dopatta | 11           | 7      | 18    |
| 4                              | Dec.28-30/2008     | Ghari Dopatta | 10           | 6      | 16    |
| 5                              | Dec.31-Jan.03/2009 | Ghari Dopatta | 20           | 15     | 35    |
| 6                              | Jan.03-05/2009     | Kahori        | 19           | 0      | 19    |
| 7                              | Jan.09-11/2009     | Kahori        | 16           | 0      | 16    |
| Grand Total                    |                    |               | 107          | 34     | 141   |

| Resource Mobilization & Proposal Development |               |               |              |        |       |
|----------------------------------------------|---------------|---------------|--------------|--------|-------|
| Detail of Attendance                         |               |               |              |        |       |
| Date: 13/01/2009 to 31/01/2009               |               |               | Participants |        |       |
| S.No                                         | Date          | Venue         | Male         | Female | Total |
| 1                                            | 13-15/01/2009 | Muzafarabad   | 25           | 3      | 28    |
| 2                                            | 16-18/01/2009 | Muzafarabad   | 15           | 0      | 15    |
| 3                                            | 19-21/01/2009 | Ghari Dopatta | 6            | 23     | 29    |
| 4                                            | 22-24/01/2009 | Ghari Dopatta | 24           | 6      | 30    |
| 5                                            | 27-29/01/2009 | Ghari Dopatta | 14           | 21     | 35    |
| 6                                            | 26-28/01/2009 | Kahori        | 20           | 0      | 20    |
| 7                                            | 29-31/01/2009 | Kahori        | 24           | 0      | 24    |
| Grand Total                                  |               |               | 128          | 53     | 181   |

| Other Trainings |                              |     |              |
|-----------------|------------------------------|-----|--------------|
| S.No            | Event                        | No. | Participants |
| 1               | Activists Workshop           | 15  | 250          |
| 2               | Exposure Visits              | 9   | 137          |
| 3               | Refresher Workshop           | 14  | 301          |
| 4               | Training for Govt. Officials | 2   | 40           |
| Grand Total     |                              |     | 728          |

Annual Report  
2008*Response from the Community*

The community's response was really exemplary. Despite the harsh weather and extreme conditions, the participants turned up in great numbers during the training. People were eager to learn and participate in the process of development. The credit goes to the UNDP field teams for effective mobilisation of the community to participate in the training.

The feedback from the UNDP field offices was really encouraging and at both locations the field had lauded the efforts of the HRDN field teams, in terms of training delivery as well as in logistic support. The HRDN PMU teams were continuously monitoring the activities and taking daily feedback from the community members as well so that to improve on any shortcomings.

Annual Report  
2008*Setting Up of Mobile Training Units (MTUs)  
A project by ILO -CBLRP*

Having ample experience of working with the earth quake affected communities in the past Human Resource Development Network (HRDN) initiates projects in collaborations with the ILO and UNDP. HRDN has resources (human and logistics) as it established Training Support Unit (TSU), maintained office and training centers in Muzaffarabad as well as in Balakot, experience in imparting vocational training through MTUs. People's respect and trust in the project area, has built rapport with the communities and has facilitated working in collaboration with the ILO and UNDP.

HRDN as an implementing partner of ILO for "Setting up of Mobile Training Units" in Muzaffarabad is responsible for providing all necessary services essential to meet the training objectives including the following:

- 1 Establish mobile training teams and equip them with necessary staff, tools and equipment.
- 2 Hold the training classes at Union Council level in compliance with the stipulated training duration, study hours, course contents, with the utmost satisfaction of communities and ILO
- 3 Impart training to a specified number of beneficiaries in various trades through these mobile training units
- 4 Provide post-training facilitation to the training cadre and facilitate them in getting decent employment

The rationale for this training program was to utilize "Mobile training Teams" for providing different two



months vocational skills to 546 community people (male) within their locality and at their door steps. The range of training was specified with the need of reconstruction process in the area to help maximum trained persons obtain jobs and avail employment opportunities. Thus; the main thrust of the project was not the provision of training only but also to ensure the employability of maximum possible number of trainees. The job did not end with meeting the targets in terms of training the specified number of person but it continued in the form of providing post-training facilitation. This is how the stakeholder ensures that the trained cadre was linked with the job market by developing a database of the trainees and giving them necessary counseling about job market trends through Employment Information Centre (EIC) established by the ILO without compromising their self respecting confidence.

Response from the Community



The basic skills included Plumbing, Steel fixing, House hold Appliance and Building Electrician were in high demand due to intensive ongoing reconstruction activities in the area. The target group for such training is poor strata of the community. For their convenience, the concept of mobile teams was proposed. The mobile teams would impart training at union council level. Moreover, these training arrangements would help discouraging the ever-increasing trend of incentive based development activities.

Each mobile team was based in rented building in the central location at UC level and was equipped with essential training tools, equipment, furniture and training material. Each team offer training courses of two

months to the trainees at union council level. After each event, each mobile team moved to another union council for next training event. This way, each mobile team would conduct 4 training events over the period of 8 months. The execution plan is reflected below:

| Required Mobile Teams | Name of Vocational Trades    | Class size | No. of event       | Duration for Completion | Total Target | Geographic Coverage |
|-----------------------|------------------------------|------------|--------------------|-------------------------|--------------|---------------------|
|                       | Building Electrician         | 25         | 6(each of 60 days) | 8 Months                | 150          |                     |
|                       | Plumbing                     | 22         | 6(each of 60 days) | 8 Months                | 132          |                     |
|                       | Steel Fixing                 | 22         | 6(each of 60 days) | 8 Months                | 132          |                     |
|                       | House hold Appliances Repair | 22         | 6(each of 60 days) | 8 Months                | 132          |                     |
| Total =4              |                              | 24 Events  |                    | 8 Months                | 546          | 13 UCs              |

Training Locations

- 1 Komi Kot
- 2 Kai Manja
- 3 Hattian Dupatta
- 4 Katkher
- 5 Langarpura
- 6 Kacheeli
- 7 Gan Chattar
- 8 Canal Bang

The details of the trades & number of participants trained in each trade at several locations are as follows:

|                     | Trades   |                   |                      |              |
|---------------------|----------|-------------------|----------------------|--------------|
|                     | Plumbing | House Hold Repair | Building Electrician | Steel Fixing |
| No. of Participants |          |                   |                      |              |
| Komi Kot            | 23       | 20                | -                    | 20           |
| Kia Manja           | 29       | -                 | 20                   | -            |
| Hattian Dupatta     | 21       | -                 | 18                   | -            |
| Katkher             | 25       | 23                | 27                   | 19           |
| Langarpura          | 33       | -                 | 28                   |              |
| Chanal Bang         | -        | 29                | -                    | 27           |
| Dana Kacheli        | 31       | -                 | 31                   | -            |
| Ghan Chattar        | 29       | -                 | 23                   | -            |

In addition Certificates, toolkit and food package were also distributed among all the students with the completion of two months training.

### Monitoring & Assessment



Monitoring & Evaluation had been done at both levels i.e. field and Secretariat. The trainers were found actively involved in the training process. The Project coordinator made several monitoring visits at both project locations. The monitoring & evaluation officer from HRDN frequently visited the mobile training units to assess the delivery and quality of training with regards to efficiency and effectiveness of the events.

The feedback/views from the monitoring teams were occasionally shared with the ILO team. The feedback/issues and concerns of the trainees were taken up seriously and measures were taken to improve the situation for the next event. .

Besides skill training, HRDN also kept follow-ups with the trainees. Though it was difficult but HRDN staff continued its efforts to keep in contact with the passed out trainees. In order to see how the trained individuals performed, HRDN had adopted the following methods:

- 1 Prepare a list of persons who were working after completion of the training and arrange consultative meetings once a month, so that all can share their new ideas, experiences, best practices, lesson learnt in their respective fields. Such reunion activities, not only helped them to groom professionally but at the same time build in them a sense of responsibility and commitment.
- 2 Being in contact with the trainers, the passed out trainees who were already working, also shared new openings & avenues for the next batch of trainees being passed out
- 3 Provide guidance to the students in the field wherever they need assistance. In this regards students are highly encouraged to call their teachers and tell them where they were working and what sort of guidance do they need. This approach has shown tremendous results as students get back to their teachers when need any professional and technical help.



## OTHER ACTIVITIES

### New Web Portal



### Building Capacities

Building capacities and making human resource conversant to the new emerging challenges of the prevailing competent atmosphere has been a salient feature of the HRDN mission. For attaining this goal the organisation regularly arrange trainings in different areas and subjects.

**"Approaching Media Organizations"***Learn to Project through Media & write effective Press Releases**September 16-18, 2008*

The media and non-governmental organizations (NGOs) have important roles to play in the development of civil society. The media provide information about democratic change, champion social and political issues, and investigative reporting can productively contribute so much to the society. NGOs also contribute to betterment of society by advocating for the under-represented, serving marginalized strata. Understanding the need, HRDN conducted a three day training workshop on Approaching Media Organizations"

The purpose of the workshop was to explore and develop the ways to build active and sustainable relationship between the media and NGOs in their contributions towards civil society. The objectives of the workshop were as follows:

**Objectives**

- 1 Acquiring media tool tactics that requires a little more effort.
- 2 Focusing on how to construct media messages, i.e. the subtext of the story being presented.

- 3 Increase awareness of the network, especially among community based organizations, by assisting in the development of working relationships between the Media and grassroots, regional and national NGOs that include media outreach of their activities as a part of their mission or priority.
- 4 Bringing Media and Non Profit Organizations together to discuss methods of effective collaboration.
- 5 Developing Strategies that can focus on building effective & sustainable linkages between Media & Development Agencies.
- 6 Developing lessons learnt directory/pool for Network Members to foster collaboration between media and non profit organizations

The training workshops were made more and more interactive, consisting of lectures, discussions, group work, presentations, mock exercises and role plays designed to highlight some of the important lesson learnt.

The resource person was Ms. Tasneem Ahmer, Director of AKS, seasoned development professional having a vast experience of conducting a number of similar workshops. She has been involved in Media outreach and also complied several skits and programmes for radio. Other resource persons also included Myra Imran from The News and Hina Maqsood from HRDN





**Focus Areas**

The training focus areas with their contents were:

**Essential Working of Media**

*Objective:*

To understand media outreach and its involvement needs, so to gain long term benefits

*Contents:*

- 1 What is media outreach
- 2 What does media outreach involve
- 3 Integrating media outreach into your Organization's projects
- 4 Long term benefits of Media Outreach

**Harnessing the power of Media**

*Objective:*

To value the importance of media and to discover, new ways of building sustainable and friendly linkages with media

*Contents:*

- 1 Importance of media to the work of NGOs
- 2 Establishing Media Contacts
- 3 Checklist for establishing good media contacts
- 4 Why bother with media (Pros & Cons)
- 5 Expectations from media & media's expectations

**Low Context versus High Context**

*Objective:*

To understand the broad cultural differences between societies and to counter them while dealing with local & international media

*Contents:*

- 1 Reaching out to local media
- 2 Reaching out to international Media
- 3 Cross Cultural communication
- 4 Tips for shifting from high to low context communication
- 5 Guidelines for reaching International Audiences

**Writing Effective Press Releases**

*Objective:*

To realize and grasp that Press Release are informational attention grabbers which alert the readers of fresh and interesting need-to-know information.

*Contents:*

1. Essentials of Press Release
2. Developing content
3. Formatting your press release
4. International and Local Media in regard to Press releases
5. Writing of Press releases (**Mock Exercise**)

**Reactive Media Work**

*Objective:*

To share experiences and new ideas for building reactive relations with media and to become skilled at writing Op-ed articles

*Contents:*

- 1 Effects of Reactive Media
- 2 Media reactive relations
- 3 Writing Op-Ed Articles
- 4 Op-Ed Articles-outline making

**Dealing with Negative Media**

*Objective:*

To discover how to deal & avoid negative media and its impacts on organizations

*Contents:*

- 1 How to encounter negative media
- 2 Building Constructive relations
- 3 Successes from experiences

### Media Outreach Strategy

#### Objective:

To develop a media outreach plan, as media is vital to help to get the word out to the target audience(s).

#### Contents:

1. Building a media out-reach plan
2. Media Mapping
3. NGO communication tools



### Broad Cast Media

#### Objective:

To show how to navigate the world of broadcast media so that you gain a clear understanding of how journalists work and what they want from you. Once you have this knowledge you can improve the way you deliver your story and message.

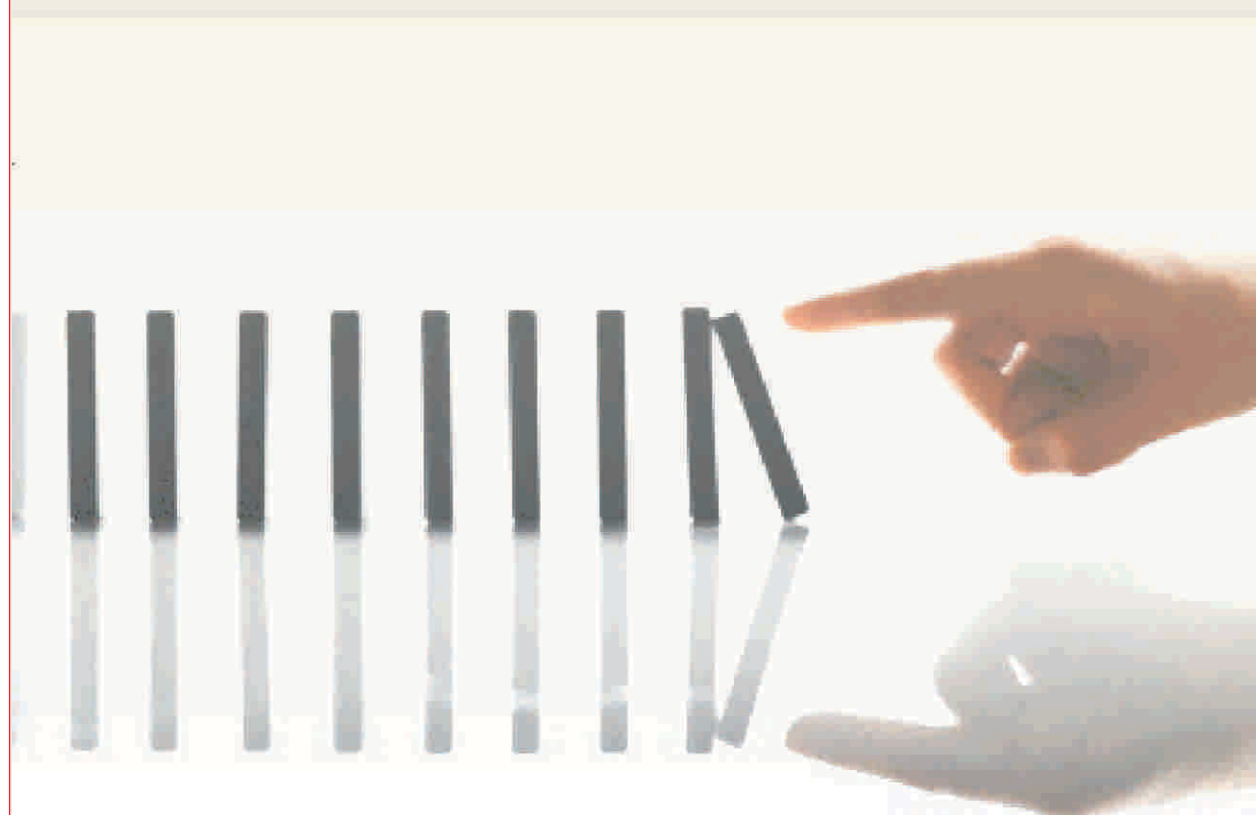
#### Contents:

- 1 Dealing with Broad cast inquires

- 2 Preparing for broadcast interviews (**Mock Exercises**)
- 3 Tips for Conducting Press Conferences
- 4 Conducting Press Conferences (**Mock Exercise**)





*Essentials of Leading Professionals**A Customized Training Workshop for PRCS and MoH Staff*

Training Workshop on “Essentials of Leading Professionals- A Customized Training for PRCS Staff” was conducted in Abbotabad from 29<sup>th</sup> August- 1<sup>st</sup> September 2008. HRDN organized the customized training for the staff of Pakistan Red Cross Society and officials from Ministry of Health, Pakistan to achieve the maximum output regarding the identified learning, attitudinal and skills' gaps. The main objective of this training was capacity building of the staff working in district Batgram and Manshera in diversified field with focus on HR management. In the same effort, the emphasis is laid on the capacity enhancement of staff in the broader field of HR management, office administration and some social skills including team building, conflict resolution, communication skills and decision making.

Amongst the Trainers were Ms. Rifat Shams, Mr. Abdur Rab and Mr. Mubashar Nabi. The three trainers had a diversified and accredited experience of over a decade in developing proposals, managing partners, capacitating local NGOs, initiating and implementing multi sectoral programmes, fund raising, publicity, advocacy and designing and developing institutional development initiatives.

The workshop was based on interactive sessions with focus on experiential and interactive learning. There

were structured exercises, group discussions, group works, analysis, role-plays and management games. Initially there was hesitation shown by the participants to raise questions and take part in discussion. However, after the interactive introductory session, the participants took part in the discussion and group work.

Majority of the participants expressed that the workshop had brought remarkable change, in terms of managing teams, enhancing their own managerial skills, knowledge and level of perception. At the same time participants articulated that a sequel to the training, based on experience sharing and new innovative ideas and techniques to strengthen system and leading, managing and motivating teams must be conducted.

The evaluation made at the end of the sessions & workshop revealed that the contents, relevance, applicability and administrative arrangements of workshop were up to the mark and participants appreciated HRDN for organizing such a productive event.

*Contents of the Training**Leading and Managing Teams*

- 1 Developing Team
- 2 Hiring and Recruiting Team
- 3 Short listing Criteria
- 4 Top ten recruiting tip
- 5 Interviewing Potential Candidates
- 6 Tips for interview approaches, and
- 7 Best practices in interviewing
- 8 Developing Job Descriptions

*Managing Time & People*

- 1 Strategies for solving time management problem
- 2 Identifying and managing personal stress
- 3 Signs and symptoms of employee problems
- 4 Top Ten Things About Managing People

*Team building and working as leader*

- 1 Focus on Building a strong team
- 2 Leaders inspire; Managers enable
- 3 Anticipating and eliminating obstacles
- 4 Leadership qualities & leadership Development

*Developing and strengthening effective communication system*

1. Enhanced communication skills
2. Rapport-Building: establishing Solid Working Relationships Up and Down the Ladder
3. How to Persuade and Influence Others to Your Way of Thinking
4. Working With Difficult People and Handling Tough Situations
5. People Skills to Help You Shine in Specific Situations

#### *Written Communications*

1. Narrative Report Writing
2. Types of Reports
3. Basics of Report writing
4. Reporting with donors/partners/CSOs

#### *Conflict Resolution? Dealing with Different types of Conflicts & strategies for resolution*

1. Factors that create workplace conflict
2. Who's on board-understanding behavioural styles
3. Different folks; different strokes-understanding cultural variety
4. Strategies for resolving conflicts

#### *Decision Making; a critical aspect for managers*

1. Principles of decision making
2. Basic guidelines to problem solving & decision making
3. Group versus Individual decision making
4. Enhancing leadership development and planning skills
5. Expanding your range of decision-making techniques

#### *Information storage and retrieval system*

1. Understanding and development of filing system
2. Categorizing and storage of information sources

#### *Administration of physical setups*

1. Development of procurement procedures
2. Stock record keeping

#### *Office Management*

1. Identifying your responsibilities
2. Setting up your work vision
3. Becoming an effective planner
4. Setting office guidelines & procedures

#### *Making Difference through Developing People*



Training Workshop on “**Making Difference through Developing People**” was conducted in Mashera from 31<sup>st</sup> December- 3<sup>rd</sup> January 2009. HRDN organized the customized training for the staff of Canadian Red Cross and officials from IFRC & PRCS to achieve the maximum output regarding the identified learning, attitudinal and skills' gaps. The main objective of this training was capacity building of the staff working in district Mashera and other disastrous areas in diversified field with focus on HR management & Human resource development. In the same effort, the emphasis was laid on the capacity enhancement of field and program staff in the broader field of HR management, project management, and some social skills including team building, conflict resolution, communication skills and decision making.

Training Workshop “Making Difference through Developing People” provided an insight of leading teams. It focused on managing teams, their development and facilitating proactive interactions. The workshop had been of most use for managers who wished to understand how leading teams on a project or programme differs from that in a business- as- usual environment.

Workshop objectives in relation to rudiments of leading professionals were as follows;

1. Understand about the essentials of team building
2. Set practical goals for projects with realistic schedules and foresee challenges
3. Build trustworthiness with top management/ donors/ partners
4. Manage people, time, information and physical resources

Amongst the trainers were Mr. Atiq Mirza, Mr. Ijaz Khaliq and Mr. Omer Khan Shaheen. The workshop was based on interactive sessions with focus on experiential and interactive learning. There



were structured exercises, group discussions, group works, analysis and role-plays. There were many brainstorming sessions followed by heated discussions during and after each session.

The participants highly appreciated the efforts of HRDN training teams, the attitude of the trainers, the training quality and methodology. They said that trainings like these would be helpful for them to improve the working of their organizations and make a positive contribution in the society.

Most of the participants said the process of imparting training must continue and wished that the training duration would be longer. They further added that trainings like these must be conducted in continuation to gauge trainees progress and effectiveness in their professional skills. The participants appreciated practical exercises they did during the group work and said that it helped them understand and remember various concepts.

*Contents of the Training*

*Day 1*  
Session I: Norm Setting  
Session II: Managing Time & People  
Session III: Saving Energies & time through Effective Decision Making & Conflict Resolution

*Day 2*  
Review of the Previous Day  
Session IV: Team Building & Working as Leader  
Session V: Developing and strengthening Effective Communication systems  
Session VI: Written Communication/Report Writing Skill

*Day 3*  
Review of the Second Day  
Session VII: Monitoring & Measuring Progress through LFA  
Session VIII: Gender Main Streaming  
Session IX: Project Management Fundamentals

*Day 4*  
Review of the Third Day  
Session X& XI: Managing Simple Project through Practical Learning

Workshop Evaluation and certificate distribution was done at the end of the training

*HRDN's Resource Pool*

HRDN initiated the process of regularly updating its resource pool. The main purpose of this pool is to avail different opportunities by engaging HRDN members according to their specialization in the field of capacity building & research. Moreover these profiles will be helpful for referrals to different organizations upon request. The secretariat received great response from the members for the effort.

*Donors Directory*

The HRDN secretariat developed a directory of the different national and international organisations to facilitate its members to access them for support and collaboration. The directory provides information both about the organizations and sectors in which different organizations provide support with specific geographic distribution.

*Certifications*

HRDN has qualified different certifications, which provides an evidence of professionalism and commitment in the network. These certifications include

- 1. Pakistan Council for Philanthropy (PCP)**  
Internal Governance, Financial Management and Programme Delivery
- 2. International Standard Organization (ISO 9001:2000)**
- 3. Institutional Management and Certification Programme (IMCP) NGO Resource Centre-USAID**

The most important achievement mentioned last year was PCP certification. Now the network is liable to tax exemption as per this certification. The second success remained the certification of International Quality Standards i.e. ISO certification. The entire requirement to produce the services by international standards has been achieved by this network. ISO certification is attributed to the contribution on this account of Mr.Tariq Insari, Member HRDN. This reflects that members associated with HRDN have strengthened both the HRDN and members itself. The IMCP-USAID certification enables the network to take up any project with US government, this USAID certification has enable HRDN, a certified body for such development projects.

*Trade Mark Registration*

HRDN has registered the names different events as Trade Marks to safe guard there copy rights. The trade marks include

1. HRD Network
2. Human Resource Development Network
3. International HRD Congress
4. AMM
5. ATR
6. ILLUME

Looking Ahead

Annual Trainers Retreat

The 10th ATR will be organised in April or May 2009. There are two proposed destinations for the annual event, which are Turkey and Malaysia. The final destination will be decided keeping in mind the cost effectiveness of the trip as well as logistic issues.

4th International HRD Congress

The idea of organising the 4th International HRD Congress is also under consideration. The proposed theme for the Congress is “Microfinance and Human Development.” There are some concerns regarding the organisation of the event due to political uncertainty in the country.

Forums

The HRDN monthly Forums will be in full swing as the country will hopefully be moving towards stability.

City Chapters

The HRDN will focus on strengthening of its City Chapters for achieving its objectives in more broadened perspective. The City Chapters will be mobilized to replicate the HRDN's activities at their level.

Working with the Community

After having a very good experience of working in the field, the HRDN plans to continue its activities towards development, at community level.

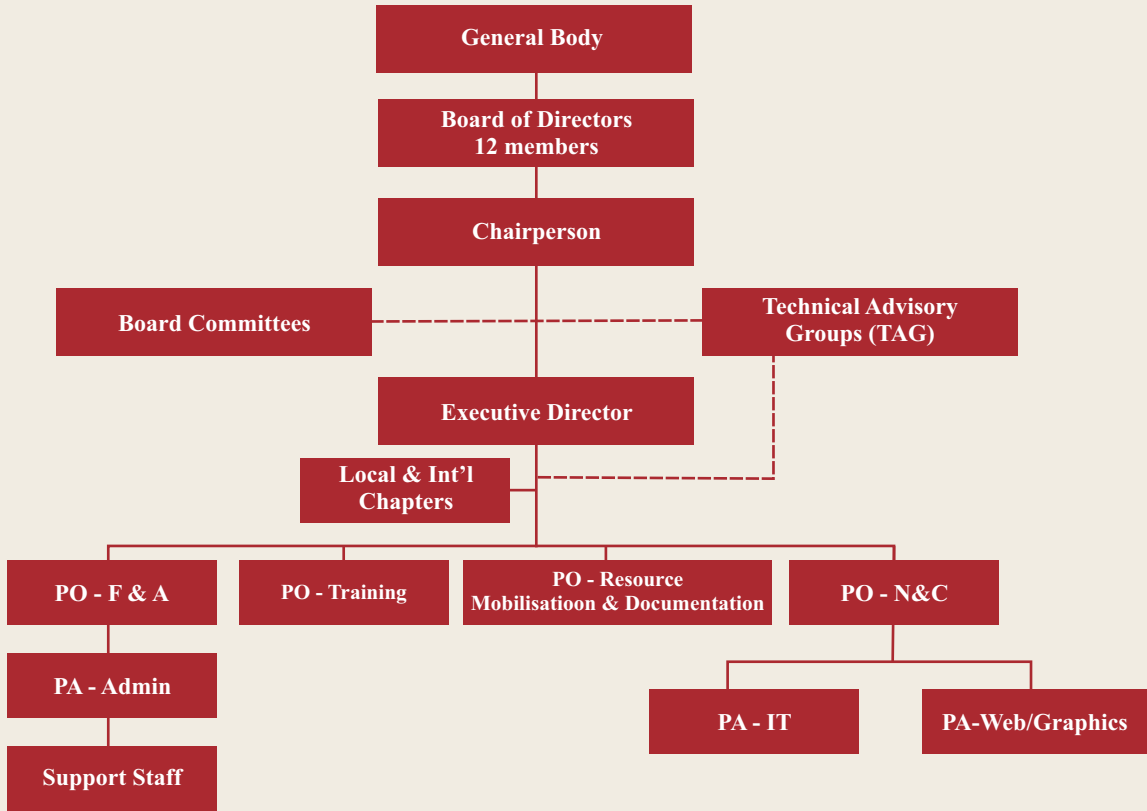
Young professional Leadership Programme (YPLP)

In order to address the gender parity all over the Pakistan Human Resource Development Organization and NRSP-Institute of Rural Management joined their hands to launch leadership programme customized for women called Young Professionals Leadership Programme. This programme is funded by Norwegian Embassy. The objectives of the programme are as under:

1. To build a cadre of women development professionals in effective leadership and rural development management.
2. To build the capacity of women professionals in leadership and management in public and private organizations.



Organizational Chart



Governing Body

|                                        |                         |
|----------------------------------------|-------------------------|
| Mr. Roomi S.Hayat                      | (Chairperson)           |
| Mr. Mehmood Akhtar Cheema              | (Founder Member)        |
| Ms. Afshan Tehseen                     | (Founder Member)        |
| Mr. Abdur Rasheed Ch.                  | (Founder Member)        |
| Mr.Ch.Israr-ul-Haq                     | (Professional Member)   |
| Mr. Ijaz Khaliq                        | (Professional Member)   |
| Dr. Noor Fatima                        | (Professional Member)   |
| Mr. Sheeraz Aslam Mian                 | (Professional Member)   |
| Mr. Ansar Nawaz Chatta                 | (General Member)        |
| Sungi Development Foundation           | (Organizational Member) |
| Strengthening Participatory Foundation | (Organizational Member) |
| Tardeep Rural Development Program      | (Organizational Member) |

HRDN Staff

|                      |                                                            |
|----------------------|------------------------------------------------------------|
| Ms.Hina Maqsood      | Program Officer –Training                                  |
| Mr. Yasir Iqbal      | Program Officer Resource Mobilization<br>and Documentation |
| (Ms Tehmina Shabbir) | Program Officer Finance/Administration                     |
| Ms. Kanwl            | Program Assistant web and graphics                         |
| (Mr M. Hammad Hanfi) | Program Assistant IT                                       |
| Mr. M. Ismail        | Receptionist                                               |

Annexure



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