2004

Advancing the
theory practice in
human resource
development

Annual
REPORT

Human Resource Development Network

HRD
network

Annual Report 2004

Author : Syed Saad Hussain Gilani

Designer : Asad Ijaz

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ANNUAL REPORT

Annual Report 2004

Contents

Annexes

Acronyms

ADB	Asian Development Bank
AKF(P)	Aga Khan Foundation (Pakistan)
AMM	All Members Meeting
ATR	Annual Trainers Retreat
BoD	Board of Directors
CEO	Chief Executive Officer
CSO	Civil Society Organization
DFID	Department for International Development
HRDN	Human Resource Development Network
IP3	Institute of Public Private Partnership
MAC	Membership Acceptance Committee
NaDRA	National Database & Registration Authority
NGORC	NGO Resource Center
NRSP	National Rural Support Program
PPP / 3P	Public Private Partnerships
SDC	Swiss Agency for Development Cooperation
SZABIST	Shaheed Zulfiqar Ali Bhutto Institute of Science & Technology
UAE	United Arab Emirates
UNDP	United Nations Development Program
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
WSF	World Social Forum
WTO	World Trade Organization

Chairperson's Message

This Annual Report of the Human Resource Development Network for the year 2004 illustrates the role that the Network has been playing over the past 5 years in contributing to and nurturing the values in HRD Sector. During these years, the crucial issue for us was to ponder carefully upon how this network of development professionals can contribute most effectively to help its members develop and grow professionally.

To achieve this end, we started a process of developing a Strategic Planning for the Network in the first quarter of 2004, which continued almost through out the year. In strategic planning, we tried to weave a long term programme strategy around the real needs and expectations of HRDN Members. At this point in time, I am pleased to note that the Strategic Plan is ready and the Network has started moving forward with a clearer sense of direction and programmatic priorities.

While reading the draft Annual Report 2005, I noted with great satisfaction that in spite of its hectic engagement in developing Strategic Plans, the Network maintained the tempo of its regular activities and delivered high quality outputs in all annual events. The outclass organization of 2nd International HRD Congress resulted in creating a better understanding between Public and Private Sectors and various dimensions of Public-Private Partnership were brought to the limelight for deliberation. Similarly, the successful organization of 6th Annual Trainers Retreat in UAE also turned out to be an important milestone in the history of HRDN. Besides, the frequency of HRDN Forums was maintained and the website was regularly updated to meet the information needs of our members.

These achievements of the HRD Network have been made possible by the support of many donors and supporters both inside and outside Pakistan and we would like to express our appreciation for their ongoing support. Our special gratitude is due to the Aga Khan Foundation (Pakistan) for their continued institutional support for the Network over the past three years. Finally I would like to thank all HRDN members and staff of the HRD Network for their efforts in translating the vision of the organization into reality.

Roomi S. Hayat
Chairperson

Annual Report 2004

Year 2004 An Overview

Human Resource Development Network, during year 2004, continued to expand the scope and scale of its activities and further its recognition as a forum for the advancement of theory and practice in the human resource development. Extraordinary volunteerism and dedication of its members remained and continues to be, the lifeblood of this organization. During the year, the Network developed a more long term and ongoing programme. A programme that is not limited to organizing 3-4 events but comprising an interlinked stream of interventions aimed at benefiting both the individuals as well as the sector at large. Consequently, a strategic planning exercise was initiated in which HRDN's mission, vision and objectives were reviewed and almost the entire realm of working for the Network has taken a new shape. This has given a clearer sense of direction, which will greatly help HRDN in fulfilling the expectations of its members more effectively.

Resource diversification was amongst one of the top most challenges for HRDN and it is satisfying to note that the Network has made noticeable progress in this direction in the year 2004. While institutional support from Aga Khan Foundation, Pakistan, remained critical, other international development organizations like SDC, ADB and DFID made small but significant contributions, which also paved way for future collaborations with them. We hope to further capitalize on these linkages in 2005 as well as to explore new sources of resources.

Apart from this, the existing programmes and interventions of HRDN were thoroughly reviewed and realigned for a better fit with the needs and expectations of HRDN Members and other key stakeholders. Enhancing benefits for the members was the prime focus for this review process. International HRD Congress provided a lot of learning and motivation for the growth of
public private partnerships in Pakistan and resultantly, HRDN
decided to take it as one of the core programmes for future.
The Annual Trainers' Retreat, held in UAE-Dubai, proved extremely helpful in expanding outreach of Network. The contents and presentation of HRDN publications was improved with an aim to make them more informative and useful for the reader. The biggest achievement of the Network is the improvement of its communication with members.

For doing all this, the Board of Directors and the General Body of HRDN continuously provided necessary guidance and support as in previous years.
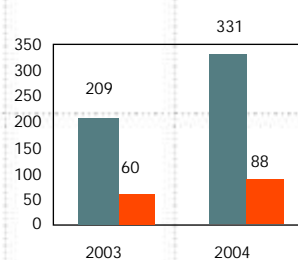
Membership / Networking

HRDN membership continued to grow like in previous years. In order to maintain quality in membership, efforts were made to ensure that only the relevant individuals and organizations are brought into the HRDN fold.   To further streamline this process, Membership Acceptance Committee (MAC) was expanded to 8 members from 6. In addition, MAC Meetings were regularized and now MAC meets regularly in the last week of every alternate month. Moreover, a smooth communication system keeps the applicants informed about the status of their applications.

As a result of these changes and other member-friendly programmes, the membership increased from 269 to 419. Notable organizations like Save the Children-UK, Institute of Management of Sciences, Islamic Relief, SZABIST, COMSATS, Church World Service, The British Council (Management Development Services) and NADRA were among those which joined HRDN in 2004.

Membership Status

	Dec-03	Dec-04
Individual	209	331
Organizational	60	88

In response to the increasing demand for HRDN membership from the Corporate Sector, the HRDN BoD decided to introduce a new membership category of "Associate Members". This category will accommodate non-voting corporate friends of HRDN who would be involved in all HRDN activities and they would support HRDN's outreach in the business community.

MemberShip & Networking

2nd International HRD Congress

The 2nd International HRD Congress 2004 was organized by the Human Resource Development Network (HRDN) with the theme "Attacking Poverty thru Public Private Partnership" (3 Ps). Purpose of the event was to help key stakeholders understand the range of 3Ps possibilities, share, best 3Ps practices around the world and develop innovative tripartite partnership between government, CSOs and the private for profit sector.

Pre- Congress Events

Approximately four months prior to the Congress and after preparation of tentative agenda for the Congress, four Pre-Congress dialogues were held in the major cities of Pakistan. These events were held with active involvement of HRDN members and other dignitaries from Government, Donors, Corporate Sectors and Civil Societies.   The aim of the Pre-Congress dialogues was to identify key topics of discussion, which were to be addressed in the congress sessions and to highlight the focal points. These dialogues were also a method to fine-tune the sub themes underlining the topics of discussion into highlight. The pre-congress dialogues had different topics focusing on only one aspect of what was to be presented at the Congress. Given that 3Ps are being increasingly seen as one of the most promising approaches for reducing poverty and accelerating development but is not really understood in its true sense, these dialogues were pivotal in provoking broader discussion and understanding of the concept and practice of public private partnerships in the country.

2nd International HRD Congress

The Congress brought together eminent scholars, practitioners, business and civil society leaders, policy makers, senior government officials and representatives of donor agencies from Pakistan and abroad. In this two- day event, the delegates explored various myths and realities of 3Ps, learn from successful and unsuccessful 3Ps experiences, and devised practical approaches for expanding 3Ps to accelerate the development of human capital and reduce poverty.

Specific objectives of the 2nd International HRD Congress were to:

- Help key stakeholders fully understand the concept of PPP and acquire knowledge about the range of possibilities in PPP;
- Help participants learn from successful and unsuccessful PPP experiences in other countries;
- Explore various implementation level challenges which arise due to the diversity in backgrounds and cultures of partners;
- Increase delegate's willingness to work together towards the common cause of building human capital and reducing poverty;
- Bring corporate and individual philanthropists, government and civil society together for a frank discussion about the inter-section misconceptions and suspicions to build greater confidence and trust in one another;

Almost 450 delegates participated in the congress. Among the speakers and chairs, there were eminent professionals, scholars and senior government representatives like Mr. Jahangir Khan Tareen, Federal Minister for Industries and Productin; Dr. Pervaiz Tahir Cheema, Deputy Chairperson Planning Commission, Mr. Gareth Aiken, Country Director DFID; Mr. Marshuk Ali Khan, Country Director ADB; Mr. Onder Yucer, Country Director UNDP; Dr. Imtiaz Alvi, Executive Director Sungi; Mr. Fayyaz Bakir (UNDP); Ms. Shenaz Wazir Ali, Executive Director PCP; Ms. Baela Raza Jamil, Educationist; Dr. Rashid Bajwa, CEO-NRSP, Dr. A. R. Kamal, Dr. Akmal Hussain, David Levintow, Senior Associate of IP3 USA; Dr. Amitava Mukherjee, Chief Technical Advisor Public Private Partnership UNESCAP Bangkok, Mr. Yasuhiko Inoue, Japan Productivity Centers and many others.

The corporate sector was represented by leading figures including Mr. Zouhair A Khaliq, President and CEO, Mobilink GSM Pakistan; Ms. Musharraf Hai, Chairperson Unilever Pakistan; Ms. Zarine Aziz, President, First Women Bank Limited, Mr. Ghalib Nishtar, Presinent Khushali Bank and others.

The main theme of the congress was sub-divided into six sub themes and each session had 3-4 speakers.

In the first technical session, speakers and participants deliberated upon the relevance of "3Ps for Effectively Addressing Poverty". The session analyzed the emerging discourse in Pakistan and other countries of the world that seems unanimous that no one single organization or even any one sector alone can

2nd International HRD Congress

accomplish the task of employment generation, infrastructure improvement and other labor-intensive economic activities for eradicating income poverty.

The second technical session was titled "3Ps in Social Sector" in which delegates elaborated upon the importance of 3Ps for ensuring smooth delivery of social services. It was understood that social development in many developing countries could not keep pace with economic growth. The social sector in the development economies might work better by establishing partnerships between private and public sectors.

The third session had a title of "3Ps for Community Empowerment" which signified the role of public and private sectors in giving rise to social privatization where communities take the initiative to improve their access to basic services at affordable rates. Small user-owned systems have several advantages over centralized social sector utilities and smooth provision of these amenities is one of the important elements for community empowerment.

The fourth session discussed "3Ps for Sustainable Development". This section was focused on the importance of 3Ps for conserving Environment, Water Resource Management, Waste Management and Renewable Energy.

In the next session, the congress delegates talked about various myths and realities of "Enabling Environment for 3Ps" which includes a range of factors, from the laws of the country enacted by decree or legislation, through the rules and regulations of various ministries and departments, at national, regional and local levels and the practices of the civil servants.

The last session "Success Stories in 3Ps and the Way Forward" offered an exciting mix of theory and practice in Public Private Partnerships. It was designed in a manner to provide the delegates an opportunity to look into an assortment of successful examples and innovative initiatives in 3Ps from different countries.

Sardar Farooq Ahmad Khan Leghari, Former President of Pakistan, chaired the conclusion of the two-day event. In this session, tangible recommendations and guidelines were framed for the professionals encouraging all three sectors to work cohesively towards a sustainable and prosperous future. Report of the event was published separately and distributed among all participants and other relevant stakeholders.

2ⁿᵈ International HRD Congress

6th Annual Trainers' Retreat

The Annual Trainers Retreat is one of HRDN's regular activities conducted once a year. The credit of starting this activity goes to NGO Resource Center Karachi, which organized the first Annual Trainers Retreat a few years ago. Later on, realizing the fact that this event had a better fit with HRDN's mandate, the NGORC handed over the ATR to HRDN in 2002 and since then HRDN has been organizing this event very successfully.

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 fun filled environment.

The 6th ATR was held from 4th to 9th April 2004 on the theme *"Performance Improvement through Innovations"* and was attended by more than 65 participants from diversified professional backgrounds. In pursuance of the decision taken in 4th All Members' Meeting, the 6th Annual Trainers Retreat was held in the multicultural city of Dubai-UAE.

The event was unprecedented in many ways. It was the first ever event organized by HRDN outside Pakistan. The participation was extraordinary in numbers and quality; more than 65 members attended this Retreat and demonstrated very high level of professional interest and penchant for learning by their enthusiastic participation in all the sessions. Chosen experts in variety of fields related to human resource development from Pakistan and Dubai conducted the learning sessions on a purely

voluntary basis without charging any fees to HRDN. Two days of learning sessions followed by two days of free time made this event truly memorable and the participants enjoyed these moments to the fullest for unwinding, sightseeing and shopping. And last but not the least, the fact that the participants picked up about 50% of the costs of the event, was a great source of encouragement for the organizers and beginning of a new tradition of self-help in HRDN.

The learning sessions were designed with contents of great relevance to the theme and the work of the participants. Important topics discussed in the Retreat included "Its all about Trust", "Multicultural Challenges for Trainers", "Miracles of Memorizing Techniques", "All about Success", "Human in Human Resource Development" and "The Question of Learning". The detailed evaluation of all the sessions as well as the overall ATR revealed that almost all the participants were extremely satisfied with the quality of sessions as well as the overall arrangements of the event. In nutshell, the event proved its worth by enriching the participants both professionally and personally and providing them an opportunity to learn and relax in a fun filled environment.

Trainers' Database

HRDN has developed an online TRAINERS' DATABASE that helps professional Trainers make their expertise known to all relevant individuals and organizations through HRDN website. The Trainers Database is also helpful to organizers of different trainings in order to find appropriate experts and trainers working in various development sectors.

The Database has been uploaded on the HRDN's website (www.hrdn.net) and Trainers from any field can be searched simply by clicking on "Search for Trainer" button.

The database will be held and maintained at HRDN's website and is available to all Institutions and Individuals. It is a useful resource, as it will eventually grow to include more and more trainers with an interest/experience in development sector.

5th All Members' Meeting

Over the last 5-6 years, Human Resource Development Network has grown from a one-room office with a part-time intern into a well-established institution with over a dozen full-time staff members. The menu of interventions and programmes is also gradually expanding. HRDN members hold equal share in this Network and they need to be informed about the performance of the Network and to take part in deciding the future programmes of the Network on a periodical basis. For this purpose, All Members Meetings (AMM) are organized once in a year wherein all HRDN Members participate and the practice is on since 1999.

In the same series, the 5th All Members Meeting was held on August 7-8, 2004 in Islamabad. Mr. Munir Merali, CEO-AKF(P) chaired the inaugural session whereas Senator Nisar A. Memon was the chief guest in the concluding session. More than 130 members from all membership-categories were present at this occasion. The event was packed with session on HRDN's performance in preceding year along with highlights of its major achievements. The highlights of financial progress was also shared with the participants and they approved both these reports. Members' feedback was obtained through different modes and these would be incorporated in HRDN's future programmes.

In addition, the 5th AMM had a capacity building event wherein renowned experts and professionals deliberated on "Promoting Devolution thru HRD Interventions" and identified key areas of interventions for HRD professionals to support and enrich the Devolution of Power Plan of the Government in line with the requirements of citizens.

Apart from this, members were given ample opportunity to spend time with each other discussing matters relating to mutual interests and plan interventions according to their professional needs.

In this two-day moot, members were given full opportunity to get informed about HRDNs' activities and

its future programmes.   They openly commented and provided their feedback on the quality of HRDN's programmes and its financial status.

The tradition of recognizing all those HRDN members who made exceptional contributions in the preceding year for the cause of HRD was upheld in this meeting too. In addition, a fun-packed evening was also organized in a serene place.


It can be confidently concluded that with the present level of commitment by HRDN members and staff, the Network would not only keep pace with the emerging dynamics of this important field but would also serve the interests of its members more effectively.

Quarterly Illume

Dissemination of sector relevant information to the HRD Professionals has been a top priority for HRDN. Among various other communication channels, one of the most effective channels is that of publishing a quarterly Newsletter titled "Illume Spreading light". This has proved to be the channel that gained attention from almost all walks of life. A huge demand from members and other concerned stakeholders an evidence of its increasing popularity.

During 2004, quality of Illume was significantly enhanced. For this purpose, a group of about 10 eminent development professionals from around Pakistan were invited to join the Editorial Board of Illume Quarterly. Luckily, they consented to be on board and hence, Illume took a stride towards quality contents. The hard work of staff and support from the editorial board helped transform Illume from an 8 page newsletter to a 32 page development magazine. Similarly, due to increasing demand, the number of copies of each new edition were more than the previous one.

5 All Members' Meeting
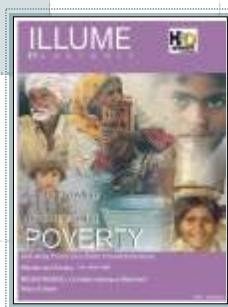
Capacity Building Visit to Mumbai-India

Peoples' movements around the world are working to demonstrate that the path to sustainable development, social and economic justice lies in alternative models for people-centered and self-reliant progress, rather than in neo-liberal globalization. The World Social Forum (WSF) was created to provide an open platform to discuss strategies of resistance to the model for globalization formulated at the annual World Economic Forum at Davos by large multinational corporations, national governments, IMF, the World Bank and the WTO.

Firmly committed to the belief that Another World Is Possible, the WSF is an open space for discussing alternatives to the dominant neo-liberal processes, for exchanging experiences and for strengthening alliances among mass organizations, peoples' movements and civil society organizations.

Upon expression of interest by a number of HRDN members, the Network stepped forward to facilitate their participation in the World Social Forum. Twelve HRDN members from across Pakistan expressed interest in this and agreed to pick up the cost themselves. In this regard the Network contacted the WSF-India Secretariat and reserved 12 seats for HRDN Delegates. Later, on HRDN facilitated the visa process and arranged logistics and accommodation at Mumbai-India.   Two staff members from HRDN accompanied the team for facilitation.

Strategic Plan of HRDN

While the mega events of HRDN held in the past, gave the Network sufficient visibility, these also raised expectations of all stakeholders. To meet these expectations on a sustainable basis and to further reinforce the institutional foundations of HRDN, the governance of HRDN decided to develop HRDN's strategic plan.

Consequently, a two-day strategic planning workshop was held in 2003 under facilitation of an external consultant. This workshop helped key stakeholders a great deal in reflection and brainstorming on a variety of issues of strategic importance for the organization. However, given that effective strategic planning is a lengthy and time hungry process requiring intensive introspection and reflection over an extended period of time, one could not expect preparation of a full-blown strategic plan from just one workshop.

In early 2004, it was decided to pick the threads of the work done in this direction in the first workshop and move forward. This time it was felt that the Network secretariat had sufficient in-house expertise and therefore the need to engage external facilitation was not felt. The Strategic Planning Exercise comprised of 5-6 intensive sessions spanning over approximately six months period. A 12 members Strategic Planning Committee (SPC) having representation from HRDN board, members, and staff was constituted to undertake this exercise. The entire conceptual package of HRDN was thoroughly reviewed in light of the expectations of different categories of members and a comprehensive strategy has been worked out having a better fit with the prevailing situation.

All the components of Strategic Plan are complete and has also been approved by the all HRDN members during the 5th All Members' Meeting. The Network Secretariat is developing different work plans, budgets and work-breakdown-structures to generate resources for implementing new Strategic Plan.

Strategic Plan of HRDN

Seminars / HRDN Forums

HRDN monthly forums are held primarily to give the HRDN members an opportunity to assemble once a month for discussions on topics of their professional relevance.   HRDN Secretariat, during its routine communications, gets feedback from its members on the emerging trends in HRD and subsequently, identifies suitable experts in these fields who are invited as presenters in monthly HRDN forums. During year 2004, following forums were held;

S.#	Title of Seminar / HRDN Forum	Participants	Location
1	WTO and HR Perspective	15	Abbottabad
2	Leadership - Care & Growth Model	30	Islamabad
3	Gender Web	15	Peshawar
4	Gender & Development - An Islamic Perspective	47	Muzaffarabad
5	"Human" in Human Resource Development	42	Islamabad
6	Building TRUST in Public Private Partnerships	82	Islamabad
7	Leadership - Care & Growth Model	64	Islamabad
8	Promises & Challenges of 3Ps	46	Karachi
9	Institutionalizing 3Ps for Economic Empowerment	68	Peshawar
10	3Ps for Sustainable Development	100	Lahore
11	Building Human Capital: Eliminating Child Labour	44	Islamabad
12	Understanding Multidimensional Nature of Quality	49	Islamabad

During 2004, HRDN also successfully economized the cost of holding these seminars through employing following strategies;

- Most of the seminars in other cities are now being hosted either by the Local Chapters or by some other sponsor leaving very little expenses to be borne by HRDN;

- Since HRDN members come from varying backgrounds there is sufficient pool of diverse expertise and knowledge. So HRDN started inviting its own members as Resource Persons in the Seminars who come as presenters on voluntary basis.

For the benefit of all members, proceedings of these forums are now being posted at the HRDN website.

Governance

The Board of Directors (BoD), since its election in September 2002, has been very actively overseeing all the programmes and interventions of the Network. Being members of the first elected Board, they had a lot of responsibility to ensure successful launching of this nascent Network. In the early years, BoD members had to work for long hours to organize various events, undertake background preparatory work and documentation of programme interventions. To perform all these responsibilities, various Board Committees were formed and all the Board members were actively involved in different areas.

It is worth mentioning here that all Board Members, in spite of having their own official responsibilities, were giving adequate time and were investing their efforts in achieving all the organizational goals and they were successful in laying a strong foundation for this Network. Volunteerism, transparency and ownership were the key values determined by HRDN Board in its working.

Until end of 2003, due to the absence of a full time Executive Director, the Board had to closely monitor all the programmatic issues and for this purpose, the Board had to meet almost every alternate month for

Review and advice. During this time, HRDN planned and organized a number of national and international events. Also during this initial period, one of the Board Members, Ms. Robeela Bangash, volunteered to serve the Network as Honorary Coordinator on full time basis.

However, after the arrival of a paid full-time Executive Director, the Board reduced the frequency of its meetings and now it meets on quarterly basis. The Board has also delegated all devolved operational authorities to the Executive Director and is gradually restricting its role to governance.

The present Board will complete its three years term in 2005 and elections will be held to elect the new Board in the 6th All Members Meeting scheduled in last quarter of 2005.

Future Plans

Activity Code	Activity Description	Q 1	Q 2	Q 3	Q 4
1	Facilitate Individuals and Organizations in Improving HR Interventions				
1.1.	Sensitizing Organizational Leadership on important of effective HR Management				
1.1.1 (a)	Primary Research & Documentation on HR Systems, Policies and Manuals		■		
1.1.1 (b)	Secondary Research on best HR practices in Pakistan and abroad		■		
1.1.1 (d)	Seminar for disseminating information on different aspects of HR Systems(12 events)		■	■	■
1.1.2	Primary Research on link between Quality of HRM & Organizational Performance		■		
1.1.3	WorkShops for sensitization of Organizational Leaders (6 #)				■
1.2.	Facilitating CSOs in developing and improving HR Systems				
1.2.1	Audit Manuals (3 Levels) Preparation and Updation			■	
1.2.2 (a)	Capacity Building of HR Auditors / Workshops(2 #)				
1.2.2 (b)	Follow up Assemblies and Refresher Courses				
1.3.	Enhancing Access of Members to Professional Development Opportunities				
1.3.1 (a)	Internet Upgradation		■		
1.3.1 (b)	Subscription of Development Magazines		■		
1.3.1 (c)	Web Site updating (Editor)	■	■	■	■
1.3.2 (a)	Constitution of Board of Trustees for managing PDGs (includes Travelling and Meeting etc)			■	
1.3.2 (b)	Negotiation With Philantrophists & Foundations for encouraging them to donate for PDG		■	■	■
1.3.3 (a)	HRDN getting Membership of Int'l Networks			■	■
1.3.3 (b)	Negotiations with national and international institutions for collaboration		■	■	■

Activity Code	Activity Description	Q 1	Q 2	Q 3	Q 4
1.4.	Offering HR Services				
1.4.1.	Offering Recruitment Services to CSOs		■		
1.4.2.	Job postings at HRDN's Website	■	■	■	■
2	Fostering a Culture of Resource Sharing through Building Linkages and Partnerships				
2.1.	*Sharing HRD-related Resources*				
2.1.1 (a)	Updating Trainers' Database (TDB Administrator)	■	■	■	■
2.1.1 (b)	Subscription of Research Reports (HDI, HDR etc)	■			
2.1.2	Exchange Visits (Inter Members)	■	■	■	■
2.1.3 (a)	Collecting best practices, information and lessons learnt in HR / HRD from around the world		■	■	■
2.1.3 (b)	Newsletter	■	■	■	■
2.1.4	International HRD Congress			■	
	Annual Trainers' Retreat		■		
	All Members' Meeting			■	
2.2.	*Fostering Linkages and partnerships between HRDN Members and Other Important Entities*				
2.2.1	Offering Research Grants to Universities for forging collaborations			■	
2.2.2	Adopting YDPFP from NGORC			■	
2.3.	*Promote Public Private Partnerships*				
2.3.1	Secondary Research on best practices / success stories in 3Ps		■		
2.3.2 (a)	Primary research in 3Ps for identifying the most needed competenties		■		
2.3.2. (c)	Arranging free Training Courses for Stakeholders (representatives from all sectors)				■

Future Plans

Future Plans

Activity Code	Activity Description	Q 1	Q 2	Q 3	Q 4
2.3.2. (c)	Arranging free Training Courses for Stakeholders (representatives from all sectors)				■
3	Facilitate Formulation of Enabling HR Pol**icies**				
3.1.	*Advocate towards formulation of Policy Framework*				
3.1.1	Desk Research for identifying areas of intervention for HRDN		■		
3.1.2	Consultations with CSOs for Lobbying / Advocacy				■
4	Develop and promote Quality Assurance Systems in HRD				
4.1.	*Develop Quality Standards and Implement Certification Regime in HRD*				
4.1.1	Secondary Research for existing practices in QAS & Drafting basic standards		■		
4.1.2	Constitution of Certificate Advisory & Award Councilo (CAAC) Negotiations and Meetings			■	
	Meetings of CAAC (3 #)			■	■
4.1.3	Affiliation of HRDN with International Certification Body(s)			■	
4.1.4	Capacity Building of Resource Group in Quality Assurance for onward supporting the unsuccessful candidates Certification				

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ANNEXURES

Governing Body

Mr. Roomi S. Hayat
Chairperson HRDN Board
Director - Institute of Rural Management
National Rural Support Programme

Mr. Khalid Masood Chaudhry
Founder Member HRDN
Community Development Advisor
Plan Pakistan

Ms. Robeela Bangash
Founder Member HRDN
Freelance Consultant / Trainer in
Gender and Social Mobilization

Mr. Mehmood Akhtar Cheema
Founder Member HRDN
Director Resource Center
World Conservation Union (IUCN)

Mr. Ozair A. Hanafi
Professional Member HRDN
Director Human Resources
Khushali Bank

Mr. Manzoor Khaliq
Professional Member HRDN
National Project Coordinator
International Labor Organization (ILO)

Ms. Grace T. Shaikh
Professional Member - HRDN
Project Manager
PLAN Pakistan

Ms. Mubashira Atif
Organizational Member HRDN
Programme Manager
National Rural Support Program

Mr. Waqar Haider Awan
General Member HRDN
Programme Officer
NRSP Institute of Rural Management

Staff Members

Mr. Azhar Saeed	Executive Director
Mr. Sajjad Ahmad	Program Officer Training
Mr. Syed Saad Hussain Gilani	Program Officer Research
Ms. Syeda Mujeeba Batool	Junior Program Officer Networking & Communication
Mr. Adnan Sheikh	Program Assistant Finance
(Mr. Sunil Issac)	Program Assistant Administration
Mr. Farhan Nawazish	Program Assistant I.T
Mr. Samiullah Durrani	Program Assistant Administration
Mr. Asad Ijaz Awan	Program Assistant Graphics
(Ms. Ishrat Malik)	Receptionist
Ms. Sumaira Shah	Receptionist

The names in parenthesis denote staff members who left HRDN during 2004

Organizational Structure

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                        General Body

                    Board of Directors
                       12 members

                        Chairperson

Board Committees  -------------------  Technical Advisory
                                          Groups (TAG)

                     Executive Director

                    Local & Int'l
                      Chapters

PA - F & A    PO - Training    PO - Research    PO - N&C

PA - Admin                  PA - I.T.    PA - Graphics

Support Staff
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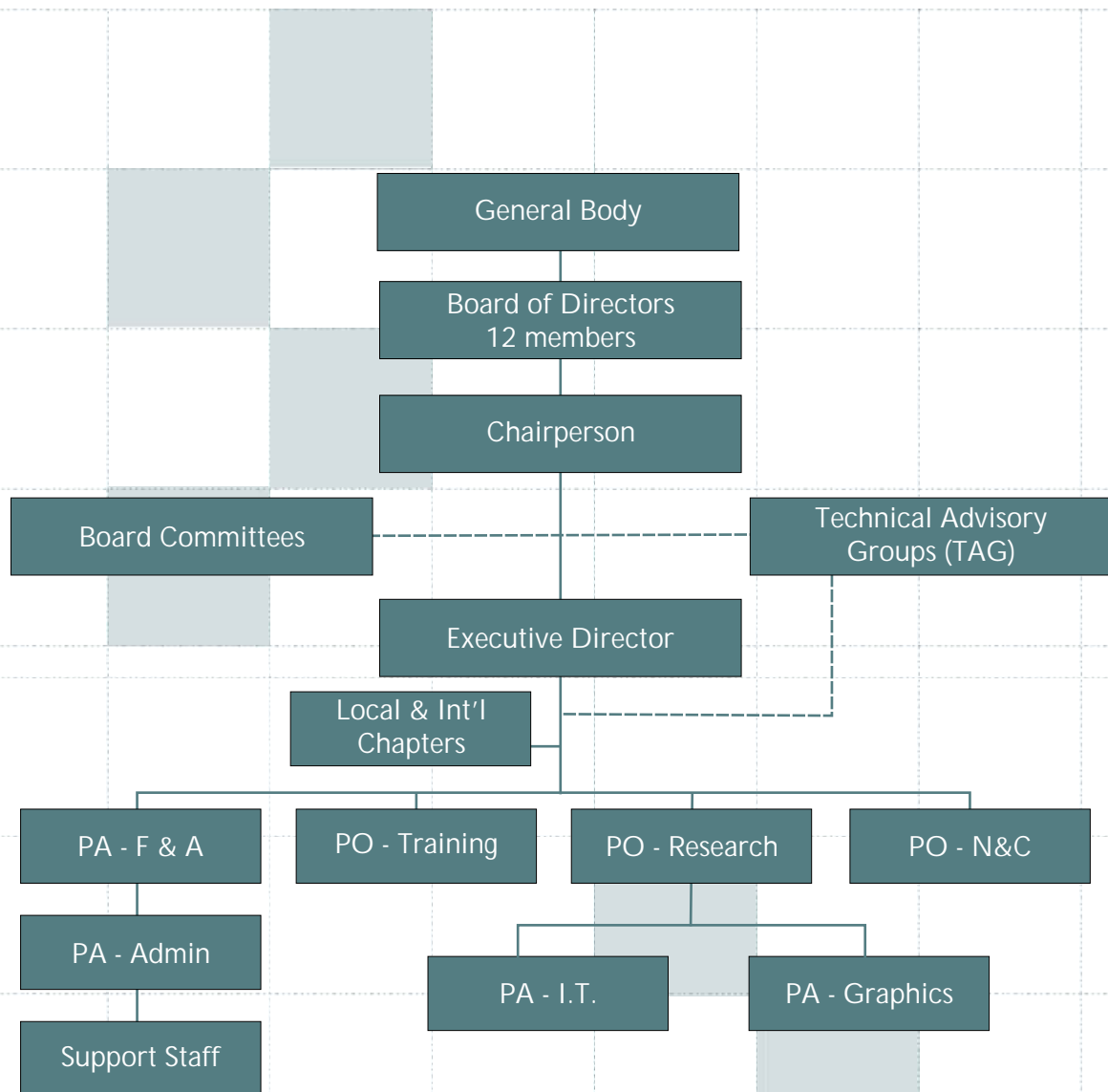
Local Chapters of HRDN

Country Focal Person
Ms. Syeda Mujeeba Batool
JPO Networking and Communication
House No. 41, St No. 56
F-6/4, Islamabad
Tel: 051-2828251-2821767
Fax: 051-2826540
Email: mujeeba@hrdn.net

Focal Person Peshawar
Mr. Ijaz Ahmad
Programme officer
Sarhad Rural Support Programme
129, Defence Officers Colony,
St # 8, Khyber Road
Peshawar Pakistan
Email: srsp@brain.net.pk

Focal Person Quetta
Mr. Mohammad Akram Kasi
OSD
28A-Chaman Colony, Airport Road,
Quetta
Tel: 081-825747
Email: kasi66@yahoo.com

Focal Person Muzaffarabad
Ms. Javeria Khan
SO PWMP Project- Forest Department/WFP
Near Kashmir Forest School Upper Plate
Muzaffarabad, AJK
Tel: 058810-42932
Fax: 058810-46518
Email: jave200pk@yahoo.com

Country Focal person Sri Lanka
Mr. Dupal Chiranjeewa Nanayakkara
251/2, Polhengoda Rd., Colombo 5
Tel: 094-01-811815
Fax: 094-01-234511
Email: wde@slt.lk

Country Focal Person Bhutan
Ms. Karma Luday
P.O.Box No. 815, Thimphu
SNV Bhutan
Tel: 975-(0) 2-322732-322900-324871
Fax: 975- (0) 2 -322649
Email: kluday@snv.org.bt

Country Focal Person Nepal
Mr. Raghav Raj Regmi
New Plaza, Putalisadak, Katmandu
Tel: 977-1-417361
Fax: 977-1-222223
Email: RRR2iza@wlink.com.np

Financial Report

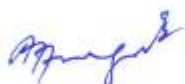## A.F. FERGUSON & CO.

CHARTERED ACCOUNTANTS

KARACHI-LAHORE-ISLAMABAD

AUDITORS' REPORT TO THE MEMBERS

We have examined the annexed balance sheet of Human Resource Development Network (the Society) as at December 31, 2004 and the related statement of income and expenditure together with the notes forming part thereof, for the eighteen month period then ended. These financial statements are the responsibility of the management. Our responsibility is to express an opinion on these financial statements based on our audit. The financial statements of the Society for the year ended June 30, 2003 were audited by M/S M. Hussain Chaudhary & Co, Chartered Accountants, and they have expressed an unqualified opinion thereon in their report dated October 11, 2003.

We conducted our audit in accordance with generally accepted auditing standards. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on test basis, evidence supporting the amounts and the disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by the management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion and we report that in common with many other similar organisations the Society derives part of its receipts from voluntary donations which can not be controlled until these are recorded in the accounting records. Accordingly, donations reflected in the annexed statement of income and expenditure represent those which have been recorded in the books of account of the Society maintained at Islamabad.

Except for the foregoing, in our opinion, the financial statements audited by us present fairly, in all material respects, financial position of the Society as at December 31, 2004 and the result of its operations for the eighteen month period then ended, in accordance with generally accepted accounting principles applied on a basis consistent with that of preceding year.

Chartered Accountants

Islamabad   August 22, 2005

HUMAN RESOURCE DEVELOPMENT NETWORK

BALANCE SHEET AS AT DECEMBER 31, 2004

	Note	December 31 2004 Rupees	June 30 2003 Rupees
CAPITAL EXPENDITURE			
Fixed assets	3	1,623,107	1,721,779
CURRENT ASSETS			
Advances, deposits, prepayments and other receivables	4	1,280,401	866,569
Cash and bank balances	5	5,315,864	4,239,016
		6,596,265	5,105,585
TOTAL ASSETS		8,219,372	6,827,364
CURRENT LIABILITIES			
Accrued and other liabilities	6	1,745,359	1,208,040
NET ASSETS		6,474,013	5,619,324
REPRESENTED BY:			
LONG TERM LIABILITIES	7	342,230	60,134
DEFERRED GRANT	8	1,437,024	2,976,371
RETAINED FUNDS	9	4,694,759	2,582,819
		6,474,013	5,619,324

The annexed notes form an integral part of these financial statements.

Chairperson   Executive Director

ANNEX-V

HUMAN RESOURCE DEVELOPMENT NETWORK

STATEMENT OF INCOME AND EXPENDITURE
FOR THE EIGHTEEN MONTHS ENDED DECEMBER 31, 2004

	Note	For the eighteen months ended December 31, 2004 Rupees	For the year ended June 30, 2003 Rupees
INCOME			
Grants	10	8,311,545	3,540,284
Participation fee and sponsorships	11	8,356,375	2,395,000
Membership fee		585,438	234,400
Donations		75,410	-
Other income	12	918,289	315,516
		18,247,057	6,485,200
EXPENDITURE			
Programme expenses	13	9,234,769	3,379,055
Operating cost	14	6,243,757	2,435,337
Depreciation		656,591	336,566
		16,135,117	6,150,958
Surplus / (deficit) for the period transferred to retained funds		2,111,940	334,242

The annexed notes form an integral part of these financial statements.

Chairperson   Executive Director

HUMAN RESOURCE DEVELOPMENT NETWORK

NOTES TO THE FINANCIAL STATEMENTS
FOR THE EIGHTEEN MONTHS ENDED DECEMBER 31, 2004

1. LEGAL STATUS AND OPERATIONS

1.1 Human Resource Development Network is a society registered under the Societies Act of 1860. The Society was registered on January 29, 2002. It is principally engaged in arranging seminars and workshops as a platform for capacity building. The main source of funding to HRDN is grants from Aga Khan Foundation and sponsorship received from other sources.

1.2 The Board of directors of the Society has decided to change its accounting year from June 30 to December 31. Accordingly the Society has prepared these financial statements for the eighteen month period ended December 31, 2004; however the corresponding figures have been presented for the year ended June 30, 2003.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

2.1 Accounting convention

The financial statements have been prepared under the historical cost convention.

2.2 Taxation

No provision for taxation has been made in the accounts since, based on a professional advice, income of the Society has been considered to be exempt under clasue 60 of the Second Schedule to the Income Tax Ordinance 2001. The formal approval in this respect will be sought from Central Board of Revenue after completion of three years of operations.

2.3 Fixed assets

a) Fixed assets are stated at cost less accumulated depreciation. Reducing balance method is used for charging depreciation to income. Full year's depreciation is charged on additions whereas no depreciation is charged on assets in the year of disposal.

b) Maintenance and normal repairs are charged to income as and when incurred. Major repairs and improvements are capitalized.

c) Gains and losses on disposal of assets, if any, are included in current income.

2.4 Grants

Capital grants utilised for fixed assets are reflected in the balance sheet as deferred grant, which is amortised over useful life of the related depreciable assets equivalent to related depreciation charge.

Revenue grants are recognized over the periods necessary to match these grants with the related costs. Such grants for which related costs are to be incurred subsequent to the financial statement date are carried as deferred grants. However, if no basis exists for allocating a grant to more than one accounting period than such grant is recognized as income on receipt basis.

2.5 Income recognition

a) Income from participation fee, sponsorships and income on bank placements is recognized on accrual basis.

b) Membership fee and voluntary donations are recognized on receipt basis.

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3. FIXED ASSETS

	Cost			Depreciation			Net book value at December 31, 2004	%
	At July 1, 2003	Additions	At December 31, 2004	At July 1, 2003	Charge for the period	At December 31, 2004		
			Rupees					
Motor vehicle	-	465,730	465,730	-	69,860	69,860	395,870	10
Furniture and fixtures	477,145	13,270	490,415	47,853	66,384	114,237	376,178	10
Office equipment	954,079	36,920	990,999	164,354	247,994	412,348	578,651	20
Computer equipment	645,440	42,000	687,440	142,678	272,354	415,032	272,408	33.3
Total Rupees	2,076,664	557,920	2,634,584	354,885	656,592	1,011,477	1,623,107	
2003 Rupees	122,640	1,954,024	2,076,664	18,319	336,566	354,885	1,721,779	

		December 31, 2004 Rupees	June 30, 2003 Rupees
4.	ADVANCES, DEPOSITS, PREPAYMENTS AND OTHER RECEIVABLES		
	Advance to staff	45,749	14,006
	Security deposit	3,480	-
	Prepayments	9,010	150,000
	Congress revenue receivable	992,494	-
	Other receivables	142,579	654,035
	Guest house income receivable	36,080	25,459
	Income tax recoverable	51,009	23,069
		1,234,652	852,563
5.	CASH AND BANK BALANCES		
	Cash in hand	44,442	32,231
	Cash at bank	5,271,422	4,206,785
		5,315,864	4,239,016
6.	ACCRUED AND OTHER LIABILITIES		
	Accrued expenses	1,481,438	77,317
	Accounts payable	247,344	1,125,014
	Income tax withheld	16,577	5,709
		1,745,359	1,208,040
7.	LONG TERM LIABILITIES		
	Staff severance	154,291	24,500
	Provident fund contribution	187,939	35,634
		342,230	60,134
8.	DEFERRED GRANT		
	Revenue grant		
	Opening balance	2,976,371	1,241,139
	Additions during the period	6,319,198	5,275,516
	Transferred to income	(8,243,595)	(3,540,284)
	Closing balance	1,051,974	2,976,371
	Capital grant - note 8.1		
	Opening balance	-	-
	Additions during the period	453,000	-
	Transferred to income	(67,950)	-
	Closing balance	385,050	-
		1,437,024	2,976,371

8.1 Capital grant is in respect of a motor vehicle received from Aga Khan Foundation, Pakistan.

		December 31, 2004 Rupees	June 30, 2003 Rupees
9.	RETAINED FUNDS		
	Balance at beginning of the period	2,582,819	2,248,577
	Surplus / (deficit) for the period	2,111,940	334,242
	Balance at end of the period	4,694,759	2,582,819
10.	GRANTS		
	Transferred from deferred revenue grant	8,243,595	3,540,284
	Transfer from deferred capital grant	67,950	-
		8,311,545	3,540,284

The grant has been received from Aga Khan Foundation, Pakistan for meeting the objectives of HRDN for institutional strengthening, human resource development, training and strengthening partnerships with various institutions operating for human resource development.

		For the eighteen months ended December 31, 2004 Rupees	For the year ended June 30, 2003 Rupees
11.	PARTICIPATION FEE AND SPONSORSHIPS		
	Second International HRD Congress		
	- Sponsorship	5,869,820	1,600,000
	- Participation fee	774,500	795,000
	Leadership workshop	38,750	-
	World Social Forum	311,940	-
	Annual Trainers Retreat	1,361,365	-
		8,356,375	2,395,000
12.	OTHER INCOME		
	Training hall income	32,220	-
	Guest house income	804,706	267,882
	Interest income	32,555	26,353
	Miscellaneous exhibition fee	45,000	-
	Others	3,808	21,281
		918,289	315,516

	For the eighteen months ended December 31, 2004 Rupees	For the year ended June 30, 2003 Rupees
3. PROGRAMME EXPENSES		
Second International HRD Congress	4,304,720	2,656,141
Annual Trainers Retreat	2,524,221	246,243
All members meeting	551,525	245,644
Training of trainers	89,931	-
Research studies	269,263	4,220
Strategic planning workshop	199,848	-
Gender equality working group	18,000	3,186
Event expenses	854,767	149,921
International visits	339,940	-
Staff training	82,554	73,700
	9,234,769	3,379,055
14. OPERATING COST		
Salaries, wages and allowances	3,368,818	975,577
Office rent	900,000	450,000
Printing and stationery	414,754	413,332
Vehicle insurance	17,030	-
Advertisement	34,250	28,750
Professional charges	87,520	-
Audit fee	85,000	15,000
Guest house expenses	246,353	45,470
Bank charges	14,866	5,665
Meeting and conferences	72,076	80,059
Travelling and conveyance	125,706	46,343
Petrol, oil and lubricants	85,973	-
Communication	287,276	113,542
Office supplies	83,819	37,384
Utilities	290,459	69,867
Repair and maintenance	114,434	148,328
Miscellaneous expenses	15,423	6,020
	~6,243,757	2,435,337

15. DATE OF AUTHORIZATION

These financial statements have been authorized for issue by the Board of Directors of the Society on AUGUST 22, 2005.

Chairperson   Executive Officer

Annual Report 2004

HRDN is an association of HRD professionals from Pakistan, Nepal, Bangladesh and other developing Asian countries and organizations from the private and public sectors. HRDN members are brought together by a common interest in elevating the quality of HRD interventions to build human capital and reduce poverty. Operating through its secretariat in Islamabad and local chapters in various cities, the Network is governed by a democratically elected Board of Directors from amongst its members.

Mission of HRDN is to accelerate development through improving Human Resource Management policies, systems and practices.

HRDN membership is open for all development Professionals and Organizations interested in joining the fraternity of Trainers and HR Experts.