

# ANNUAL REPORT 2005

Advancing Theory & Practice in Human Resource Development



HUMAN RESOURCE DEVELOPMENT NETWORK





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\* This document includes special report on HRDN's earthquake relief and rehabilitation efforts.

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## ACRONYMS

AAPK	Action Aid Pakistan
AKF(P)	Aga Khan Foundation (Pakistan)
AMM	All Members Meeting
ATR	Annual Trainers Retreat
Awaz CDS	Awaz Community Development Services
BoD	Board of Directors
CEO	Chief Executive Officer
CSOs	Civil Society Organizations
DFID	Department for International Development
HRDN	Human Resource Development Network
ILO	International Labor Organization
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
PMA	Pakistan Medical Association
UAE	United Arab Emirates
UNDP	United Nations Development Program
UUSC	Unitarian Universalist Services Committee

## CHAIRPERSON'S MESSAGE

The year 2005 was an unusual and unfortunate year for Pakistan as the disastrous earthquake of magnitude of 7.6 on October 8<sup>th</sup> struck the eastern districts of NWFP and Azad Ajmmu Kasmir (AJK). The 2005 earthquake was the most debilitating disaster in the history of Pakistan. The nation's amazing response to the natural disaster of this scale showed its values of altruism, sacrifice and humanity.

Human Resource Development Network (HRDN) did not stay behind in this time of need and put all its resources and energies to play its part in saving lives of affected populations, first in the relief and recovery phase and then expanded its scope and scale of activities in the rehabilitation phase. I would like to mention here that HRDN having no prior experience of relief work and no physical presence in the area, managed to stand up as one of the first responders to this disaster. I can proudly say that HRDN in collaboration with Pakistan Medical Association (PMA), Taraqee Foundation and Awaz CDS set up emergency field hospital in Mansehra on the fourth day of the earthquake and responded to hundreds of critically injured people and saved 1500 lives in the first three months. Here I would like to mention HRDN's outstanding performance for resource generation to carry out its relief operations in NWFP. It managed to forged partnerships with many donors and civil society organizations. HRDN collaborated with International Labour Organization (ILO), Packard Foundation, United Nations Development Programme (UNDP), Unitarian Universalist Services Committee (UUSC), ActionAid Pakistan (AAPK) and Sungi Foundation. The detailed report on HRDN's relief activities is included in the report.

HRDN and its members, individuals as well as organizations had been untiringly involved in rescue and relief and many of them are continuously playing a key role in rehabilitation and reconstruction phase in the post earthquake scenario. Due to the disastrous earthquake HRDN had to put aside all its regular activities and join hands with other stakeholders working for relief and in the rehabilitation of the people of AJK and NWFP.

The Annual Report 2005 for the year 2005 presents an over all view of the Network's programmes and activities through which it had been playing a vital role in advancing theory and practices over the period of six years. During all these years HRDN had been carefully looking into shaping its programme which enabled this Network of HRD professionals to fully contribute to the profession and the sector at large.

For achieving this goal HRDN developed a Strategic Plan with the help of several strategic plan exercises and consultations with its members to develop a long term programme to meet the needs and expectations of its members. I am pleased to mention that HRDN has moved on with clearer sense of direction for achieving its goals and objectives set in the new strategic plan.

I pay tribute to HRDN members, the entire Pakistani nation and the nations of the world for their impetuous response to help those who were faced with this tragedy. I would especially like to appreciate HRDN staff for their untiring efforts and hard work to continue its relief operations during the emergency situation. In the end I wish to thank HRDN members and Board for their valuable contribution for materializing the vision of the organization into reality.

Roomi S. Hayat  
Chairperson

## 2005 at a Glance

Year 2005 was full of surprises, grief and opportunities for the Civil Society Organizations who fortunately got a very positive image for standing firm with the bereaved communities and helped them to face the worst calamity of the country's history. HRDN was no exception in this entire scenario and we maintained pace with the given circumstances and tried to come up to the challenges posed by the natural catastrophe on a substantial population of the country.

In the year 2005, HRD Network continued to grow as a Network of HRD professionals with the help its holistic strategic plan. The Network consciously tried to align its interventions with its reviewed vision, mission and objectives and undertook activities which were more beneficial for both its individual and organizational members



On one hand, we continued our regular networking and capacity building interventions including 7<sup>th</sup> Annual Trainers Retreat, 6<sup>th</sup> All Members Meeting and a number of HRDN Forums. On the other hand, we continued to innovate and enlarge the range of activities and organized a Corporate Summit on Population and Reproductive Health, a national level dialogue on Increasing Labor competitiveness through HRD, multiple consultations on Quality Standards in Training and an interactive Dialogue on Indigenous Governance Structures. In the 6<sup>th</sup> AMM, the general body also elected new Board of Directors (BoD) for the term 2006-2008. Apart from this HRDN continued to generate policy dialogue on important developmental issues through its monthly forums and dialogues during the year.

Financial stability remained one of the major challenges during 2005 and HRDN did make headway in this direction through resource diversification. In addition to the institutional funding of Aga Khan Foundation, Pakistan, the Network succeeded in garnering financial support from other development organizations like The David and Lucile Packard Foundation, International Labor Organization (ILO), United Nations Development Program (UNDP),



Unitarian Universalist Services Committee (UUSC). These new partners made small but significant contributions but more importantly their initial engagement with HRDN expanded the prospects for further collaborations in future.

The 3<sup>rd</sup> International HRD Congress planned for December 2005, was deferred due to the unfortunate earthquake of October 8<sup>th</sup> 2005. In response, HRDN felt morally compelled to come forward and join the relief and rehab efforts, like many other civil society organizations. In its relief work, HRDN joined hands with many other organizations and contributed towards provision of medical aid, food and non-food supplies and shelters to the earthquake survivors. Later on, HRDN established an Earthquake Rehabilitation Resource Centre (ERRC) in Mansehra for better coordination among the civil society organizations working on relief and rehabilitation. ERRC also organized several trainings on Trauma Counseling and Social



Mobilization for the staff of various organizations and volunteers, in Islamabad, Abbottabad and Mansehra. With the help of ILO, HRDN also conducted a very interesting study on Women's Employment Opportunities in the earthquake-hit areas and this study is now being used by many organizations as a standard baseline.

While, this did affect the normal programme delivery to some extent, nevertheless by the end of 2005, the Network had started restoring the normal momentum of its activities.

For achieving all this, the strategic guidance of Board of Directors and positive impetus from the General Body of HRDN was a continuous source of inspiration and the major credit for going an extra mile and putting in their extra hours for achieving the cherished objectives and goals of the Network goes to the Staff of the Secretariat. They were quick in responding to the new challenges and were always at their toes to ensure best quality outputs on all counts. It was the result of a good team work that resulted in adding the quality to all interventions carried out by the Network.

# Earthquake in Pakistan

## HRDN Relief & Rehabilitation Efforts





## Earthquake in Pakistan

Saturday October 8<sup>th</sup> 2005 became a fateful day for many in Pakistan, when a disastrous earthquake, measuring 7.6 on Richter scale, hit the country: said to be worst in the last 100 years. The quake's intensity left a few in the doubt of the enormity of destruction it would cause but it became even clearer when the magnitude of destruction was fully realised. The quake killed over 80,000, injured more than 100,000, annihilated Balakot in the North West Frontier Province (NWFP) and Bagh in Azad Jammu and Kashmir (AJK), severely damaged Mansehra, Battagram, Shangla, Swat districts (in the NWFP), Muzaffarabad and Rawalakot (in AJK). It destroyed 15,000 villages, made 2.5 million people homeless, and left 2.3 million without a secure food supply and 450,000 children without schools.



## HRDN Relief Activities

The devastation called for immediate help and the world responded to it. The Human Resource Development Network (HRDN) did not take long and was among the first organizations to react to the catastrophe. The HRDN went to the remotest areas affected by the quake and helped people immediately after the destructive shocks. The HRDN was the first and the only national NGO to set up an office in Allai valley. The access to the valley was daunting but the HRDN took the challenge. It helped people not immediately after the quake. Its Allai office is still operative and the HRDN intends to help people towards self-reliance as well.

### 1 Health

In the aftermath of Oct 8<sup>th</sup> earthquake HRDN quickly got involved in relief and rescue operations in affected areas of NWFP in the following fields:

#### 1.1 Emergency Field Hospital Mansehra

Responding to the urgent need of saving lives of the affected populations in Mansehra, HRDN joined hands with the Pakistan Medical Association (PMA) and a few other NGOs and set up an emergency field hospital in Mansehra on the fourth day of the earthquake. The arrangement was such that HRDN took up the responsibility for managing logistics involved in setting up a field hospital whereas PMA and other partners arranged doctors and medicine supplies. The hospital provided life saving treatment to more than 1500 critically injured patients in the early days of catastrophe and after early recovery this hospital continuously provided health services to the earthquake affectees. The hospital is still functioning smoothly with special focus on treating children in Mansehra district.

#### 1.2 Relief Medicine

HRDN mobilized its own resources and its members for arranging life saving drugs and other curative drugs for reaching out the earthquake affectees and purchased medicines worth



PKR **1 million** from Karachi with the help of PMA. Packard Foundation very generously converted its funds for HRDN into relief support for purchase of medicine and logistics of the field hospital. HRDN purchased medicines of 350,000 Pak Rupees from Islamabad. Looking at the emergency situation in the country, Packard Foundation very generously reallocated its funds from its regular program on population to provision of relief medicine and transportation of doctors and paramedics to HRDN field Hospital Mansehra. Individual members of HRDN and SUKHI (A Sialkot based NGO) also donated medicines for field hospital in Mansehra.

### 1.3 Air Ambulances

HRDN also engaged two C-130 air ambulance from Pakistan Air Force and transported 77 critically injured patients who could not be treated in Rawalpindi Islamabad along with one attendant to Karachi. Under this arrangement, these patients had been treated in various hospitals of Karachi free of cost. HRDN did not only bear the full cost of the patients but also their attendants. On recovery, all the patients were transported back transported back free of cost.

### 1.4 Relief Medicine from Australia

HRDN managed to acquire medicine of worth Rs. 25 million from Australia. HRDN contacted Mr. Mohammed Ali, Head of Export Medicine Unit at Therapeutic Goods Administration, Canberra, Australia who played vital role in providing relief medicine to the survivors of the earthquake. The Australian Pharmaceutical companies donated 1.5 million Doryx Tablets (Doxycycline) and large quantity of Betadine Surgical Scrub. The medicine was handed over to PMA for distribution in the camp hospitals set up in the affected areas.

### 1.5 Handing over Ceremony of Relief Medicines from Australia

Human Resource Development Network mobilized large amount of Relief medicines for quake survivors. Ms. Zorica MacCarthy Australian High Commissioner handed over the medicine for



\* Ms. Zorica MacCarthy Australian High Commissioner Handing over Relief Medicines



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Quantities of food and non food items to 500 households in Mansehra district. HRDN prepared special food bags which contained Milk, Dry Fruit, High Energy Biscuit, Dates, Grams (Channas), Gurh/Sugar, Water bottle, Juices, Candles, Lighters sufficient for a family of 5 people. HRDN also provided Beds and Bedding Materials meeting needs of a hundred patients (1 Pillow, 1 Bed sheet, 1 Blanket/duvet, 1 Mattress) to medical camp at KBDO Medical Complex Mansehra. Along with food items HRDN distributed warm clothes, blankets and daily use utensils to 500 earthquake affected families.

## 2.2 Training in Psychological Counseling

Realizing the urgent need to provide psychological help to the survivors, the HRDN initiated crash training in counseling skills for the staff and volunteers of organizations working in the affected area. Five training sessions were conducted in Islamabad and several sessions in Mansehra and Abbotabad during the first month and over 120 volunteers were trained.

# 3 Shelter

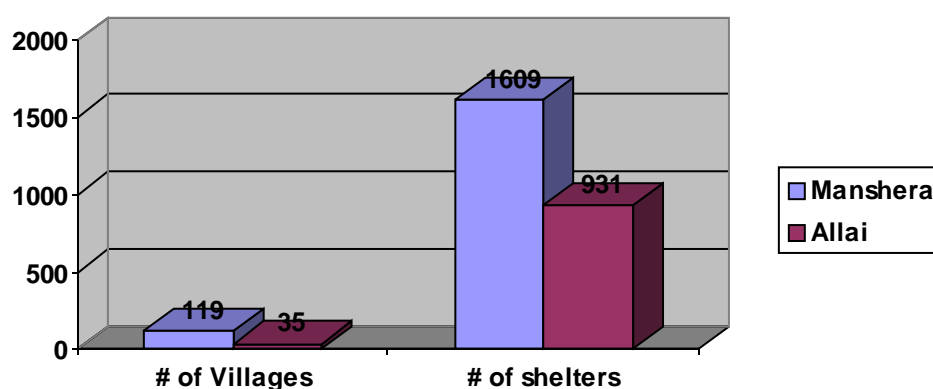
Expanding the scope of its relief work, HRDN moved on to take up a medium term rehabilitation programme focusing mainly on provision of semi permanent weather resistant shelters to the earthquake survivors. HRDN took up the most remote, inaccessible and high altitude areas Chattar Plain and Allai which were lacking residential facilities due to road inaccessibility.

## 3.1 Shelter Project

The United Nations Development Programme (UNDP) assisting 30,000 families in high altitude rural areas to build locally designed winterized shelters from the rubble of damaged homes and locally available materials In accordance with UNDP transitory housing initiative, HRDN as one of the 'Implementing Partner' (IP) undertook to assist construct **2367 shelters** with



the help of UNDP provided 'Shelter Kits' based on Corrugated Galvanised Iron (CGI) sheets in designated earthquake hit areas of NWFP. According to the Project Cooperation Agreement between UNDP and HRDN the project entailed assessment of Requirement of shelters in allocated area, distribution of shelter kits from point of delivery onwards and monitoring of work to ensure completion. The project spread over four months benefited **1540 households in 154 villages**. In a joint meeting of HRDN (along with other IPs of UNDP), Pakistan Army authorities and the UNDP officials in December 2005 at Mansehra, HRDN was allocated the area of Chattar Plains (District and Tehsil Mansehra) and Allai Tehsil (District Batagram). These two places were also designated as points of delivery of shelter kits. The exact areas i.e. the Union Councils and villages where the shelter kits were to be distributed was kept flexible as high Priority areas (above 5000 feet) were constantly being provided winter shelters kits by different organisations and this priority kept on changing. The project was executed in four phases. An HRDN Hub Office was established in Mansehra with effect 1 December 2005 with the aim of putting in place and making operative the system of assessment, distribution and monitoring of shelter kits. A 'Project manager' was designated and the necessary staff required to execute the project was inducted and trained in December 2005. Reconnaissance was completed in first week of January 2006 and 'Field Offices' established in Chattar and Bannath (Headquarters of Allai Tehsil) by 12 January 2006.





The process of assessment commenced on 15 January 2006 in coordination with local Army authorities in designated areas and was completed by end January. The assessment process constituted the following:

Teams of Social Organisers and Project Assistants visited the villages indicated by army authorities and assessed the requirement based on UNDP criteria that priority to be given to 'deserving cases' i.e. those located on heights, widows and households without male members.

- A village wise database of households was created accordingly and those selected to receive shelter kits were directed to complete the structures.
- In cases where assistance was required in completing shelters, the same was arranged.
- On receipt of shelter kits (on 21 January 2006 in Chattar and 12 February 2006 in Allai) the process of distribution was initiated immediately in areas already assessed. This process included:
  - Unloading of CGI sheets, their storage and security. For this purpose labour and security guard (where required) was hired by the organization.
  - Transporting shelter kits to villages/habitations. HRDN provided the necessary transportation and in some cases the cost.
  - Since the Army was coordinating the entire shelter construction process, the presence of a representative of the Army was ensured during distribution to make certain that cases of duplication did not occur.
  - Issuing the kits after confirming that the structures had been completed.

As initially directed by UNDP authorities at Mansehra, each shelter kit consisted of 10-12 CGI sheets and a tool kit. The number of CGI sheets in each shelter kit was subsequently increased to 14-15 CGI sheets per kit on instructions of UNDP Regional Office at Mansehra. Therefore, the number of beneficiaries in Allai (which received the shelter kits much later than Chattar) remained much less as compared to Chattar, although the difference in quantity of CGI sheets received in Chattar and Allai is not so great.

The process of monitoring commenced simultaneously with the distribution. During this process our teams visited all the villages and habitations that had been provided shelter kits to confirm that the shelters had been constructed. This process was completed on 18<sup>th</sup> March 2006. The Field Office at Allai remained open till 7 April 2006 due to uncertainty in arrival of balance of shelter kits for that area.

## A Case Study

### Earthquake Rehabilitation:

After the October earthquake Human Resource Development Network (HRDN) was among the first NGOs to respond. Once the emergency phase of the quake was over, HRDN started a shelter provision programme in January 2006 in Chattar Plain, 200 kilometres north of Islamabad, which was one of the worst hit areas.

After situation analysis and identifying people's needs HRDN started providing shelter/relief goods to the community. During the shelter provision process, HRDN found that there were still 63 houses up in the mountains which were not accessed. It approached those people and provided them the goods. **Nausardi** village, somewhat isolated place near Chattar Plain, was one of those areas.

Once HRDN distributed relief goods and shelters, it decided to motivate and mobilise the people in **Nausardi**, to improve the access to their village. HRDN involved a local person, Bakhtiar, a very enthusiastic volunteer, and motivated the people to form a community organization (CO).

The idea of forming a CO and working on self-help basis appealed to the local community and 300 people joined it as members. The CO had three meetings under HRDN's guidance and each member donated Rs 10 per meeting. After the three meetings the saved money was used by the people to improve the road that linked **Nausardi** with the main road. The access to the village using a vehicle was almost impossible, as the route to the village from the main road was in deplorable condition. The people are still using this road and it has made it possible to take a vehicle in the village. The CO is working in the area as well.

The people's mobilization by HRDN resulted in providing a route for transportation and easy access to the nearby towns and at the same time earned people's respect for NGOs in general and HRDN in particular.



## 4 Earthquake Rehabilitation Resource Centre (ERRC)

To help civil society organizations improve synergy and effectiveness of the relief and rehabilitation work, the HRDN established an Earthquake Rehabilitation Resource Centre (ERRC) in Mansehra. The Centre developed a repository of information, technical knowledge and other resources to serve the needs of civil society organization (CSOs) working in the affected areas of the NWFP. The basic objectives of ERRC was to develop a depository of information, Technical knowledge and other resources to serve the needs of CSOs working in the earthquake effected areas of NWFP and get better coordination among CSOs and help local civil society leadership get due voice in important decisions which shape the nature and scope of relief and Rehabilitation work.

The ERRC commissioned a rapid research to assess the disaster response efficacy, to know future plans and keep CSOs abreast with the reconstruction and rehabilitation efforts. The findings of the research were shared with all the stakeholders.

### 4.1 Coordination Meetings

ERRC also set NGO coordination meeting, which provided a platform for local NGOs to improve coordination. The ERRC arranged several NGO coordination meetings, which provided a platform for local NGOs to improve coordinated efforts for relief and rehabilitation of affected populations. As a result, UNOCHA requested ERRC to use its premises for their weekly coordination meetings. On the request of NGOs/ CBOs working in Mansehra, ERRC also organized Social Mobilization trainings and trained 50 staff members of different organizations.

### 4.2 Social Mobilization Training

HRDN also organized social mobilization trainings and trained 50 staff members of different organizations on the request of NGOs working in Mansehra.



### 4.3 Facilitation to other organizations

HRDN through its ERRC provided many trainings to the staff and volunteers of many civil society organizations. The details of capacity building events are stated in the table below.

**Detail of  
Training and Capacity Building Events  
Dec 2005 - Feb 2006**

S. No.	Title	No. of Events	No. of Pax	No. of Organizations Participated
1.	Coordination Meetings	3	50	15
2.	Social Mobilization Training	2	50	7
3.	Trauma Counseling Training	5	200	10
4.	Dialogues on Disaster Preparedness	4	175	25
5.	Conference on Disaster Preparedness	1	170	87
6.	Other Organization's Events	10	200	5
	<b>TOTAL</b>	<b>25</b>	<b>845</b>	<b>95*</b>

\* Organizations Repeated

### 4.3 Rapid Researches

The ERRC specially made a rapid research to review the efficacy of disaster response, to be acquainted with that what was planned for the future and inform CSOs about the reconstructions and rehabilitations efforts. The analysis of this research was shared with all the stakeholders.

Moreover ERRC, with the support of International Labour Organization, conducted a Feasibility Study to identify gainful employment opportunities for women and their skill enhancement needs in Balakot.\*

\*The ERRC researches can be accessed on [www.hrdn.net](http://www.hrdn.net)

Four key categories related to women employment opportunities and skill enhancement needed in Balakot Tehsil of Mansehra District. Those categories were to identify various employment opportunities for women:

- Through a demand side assessment of the local market,
- Present an in depth analysis of women's existing skills and future desired skills
- Identify suitable capacity building partners which could be engaged to upgrade women skills
- Enhance women employability as well as self employment opportunities
- Lastly recommendations for suitable interventions to bridge the identified skill gaps.

This study also identified potential enterprise activities in Balakot for the female earthquake affecters in particular and the rural poor women in general. The report also identified existing skills of women entrepreneurs in Balakot and give an over view of pre and post earthquake household income. It also analyses enterprise activities on the basis of its demand and acceptability by the rural earthquake affected women.

### Dialogues on post Earthquake Issues & Challenges in NWFP & AJK (Jan-Feb 2006)

Human Resource Development Network organized a series of dialogues in four districts affected by the 8<sup>th</sup> October earthquake - Mansehra, Battagram, Muzaffarabad and Bagh. The dialogues were organized during January and early February 2006 to provide a platform to important stakeholders for collective reflection on the relief response and to identify issues and challenges in planning phase of the rehabilitation.





Each of the four dialogues had over 50 participants, both men and women, representing government, army, local NGOs, INGOs, UN, volunteers and particularly affected communities. The discussions were very candid in which participants spoke passionately about what they had gone through, witnessed and experienced as well as their concerns about future.

## 5 Conference on Disaster Preparedness and Mitigation 25<sup>th</sup> Feb 2006

The Human Resource Development Network (HRDN) in collaboration with ActionAid (Emergency and Reconstruction Programme) and Sungi Development Foundation organised a one-day conference on “Disaster Preparedness and Mitigation in Developing Countries” on 25 February 2006 in Islamabad, Pakistan. The conference was an attempt to address questions like what needs to be done for disaster preparedness and mitigation at national, provincial and district levels, and what role the stakeholders could play to enhance the capacity of citizens and institutions to effectively deal with disasters. The major purpose of this conference was to formulate policy recommendations for disaster preparedness and mitigation, and to share these recommendations with key stakeholders.

The conference focused on four areas: disaster preparedness, the role of stakeholders in risk reduction, gender issues in disaster situations and post disaster issues and challenges. Environment and human rights were the crosscutting themes of the conference. Prior to the conference four district-level dialogues were organized in Bagh, Muzaffarabad, Manshera and Battagram districts during January and early February to deliberate on post earthquake issues and challenges.

During the conference, four concurrent mini-workshops were organized on above mentioned focus areas. Each workshop had three to four presentations based on practical experience of speakers in disaster preparedness and mitigation in various countries, followed by extensive question and answer session resulting in preparation of recommendations. Eminent speakers



from Thailand, Geneva, Macedonia, Malaysia, Nepal, Pakistan, Sri Lanka and Turkey participated in the conference and shared their hands-on experience and knowledge. The conference was attended by around 200 delegates representing the communities of disaster-hit areas, civil society organizations, government, military, international NGOs, UN agencies, academia, and media.

The participants of the conference identified major stakeholders for disaster preparedness and mitigation activities. These include government (federal, provincial and local), military, donors and UN agencies, civil society and not for profit organizations, media, corporate and business organizations, and academia.

All speakers, including the chief guests and keynote speaker, accentuated the need of capacity building of all stakeholders in disaster management and preparedness. They also emphasized on collaborative and concerted efforts for disaster preparedness and mitigation.

Some of the key recommendations of the conference are as under:

- Development and implementation of building codes by the government to ensure that all new buildings are constructed accordingly. Provision of necessary information to owners of buildings; assessment of all public buildings for safety; and strengthening or replacement of buildings found to be unsafe.
- Capacity Building of all tiers of government employees and communities in disaster preparedness and especially of local masons, carpenters and building workers on earthquake resistant construction technology.
- Mainstreaming of disaster risk management into national development policies and processes.
- Strengthening local government structure as well as civil society on disaster management especially on preparedness.
- Gender mainstreaming in disaster related planning and activities.
- Developing Institutions at the grassroots level through formulation of disaster management committees that should include women, and linking these committees with local government structures at the union council level.
- Genuine participation of people needs to be ensured in reconstruction and rehabilitation planning and implementation so that sustainable development could take place.
- Maps with all necessary details of all parts of the country should be prepared without delay and a mechanism to be put in place, which ensures that these maps are regularly updated, and are accessible.

Media can contribute through connecting the community with other stakeholders by sharing information, data, and documentaries on disaster risks and vulnerabilities and to increase public awareness to promote culture of safety. The transparency and accountability of the functioning and services of other stakeholders will also be manifested through the media to common man.

- Membership/Networking

Quarterly ILLUME

Monthly HRDN  
Forum/Seminars

- ATR 2005

**Quality Standards for Management  
& Skill Enhancement Training in the  
Nonprofit Development Sector**

- All Members Meeting

- Out Comes of  
2<sup>nd</sup> International  
HRD Congress

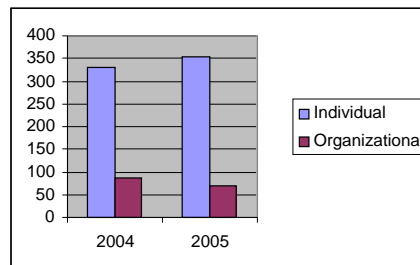
Corporate Summit On  
Population &  
Reproductive Health





## Membership/Networking

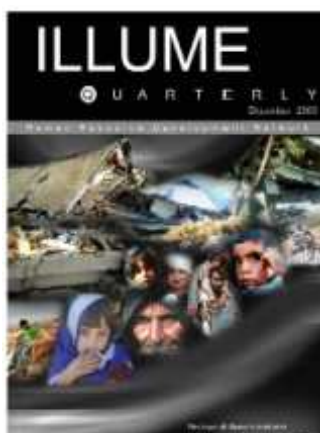
The membership of HRDN continued to grow on a similar pace as in previous year. In order to ensure the quality of membership, we tried to bring relevant individuals and organizations to HRDN membership fold. Regular Membership Acceptance Committee meetings made the membership processes more streamlined and smooth. Furthermore, a systemized and regular communication channels kept applicant abreast of their status applications.



This helped a significant increase in membership on an admissible rate. A slight decline in the interest and involvement of old members has been noticed. It turned out that for a membership based organization like HRDN, while recruiting new members is a constant challenge, retaining old members is even bigger a challenge. This aspect is now being given due consideration and such programmes are being developed which could add value for the members on a long-term basis. HRDN took prompt action for retaining greater interest of old as well as the new membership. Therefore, several online initiatives taken (such as web dialogues and email shots) for HRDN members' advice for shaping up the network's programmes up to their needs and expectations. All Members Meeting, Annual Trainers Retreat and monthly HRDN forums attracted more and more members old as well as new to participate in HRDN programmes and activities.

### Quarterly ILLUME

ILLUME continued to grow as full fledged development magazine under the able leadership and guidance of the editorial board. ILLUME proved to be the most effective way of communication with HRDN members and source of networking in development sector in particular and other sectors in general. Due to increasing demand and credibility of ILLUME, HRDN has increased its publication to the double.



## Monthly HRDN Forums/ Seminars

Monthly HRDN forums on management issues are specifically organized to build and strengthen the profession of Human Resource Development. This primarily provides HRDN members the opportunity to meet once a month for discussions on the subject of their professional interest. Regular organization of Monthly HRDN Forums on HR and development themes contributed to enhance the knowledge and skills of staff, individuals and organizational members of HRDN. It also helped the Network to establish a resource pool of them.

During the year 2005 following forums were organized:

S. No.	Date	Title of the Forum	Participants	Location/ collaboration
1.	January 2005	HR Challenges in Non- Profit Development Organizations"	50	Quetta/Taraqee Foundation
2.	February 2005	Roundtable Discussion on "Quality Standards in Training"	40	Islamabad
3.	March 2005	"Customizing Training to Suit Your Trainees"	37	Islamabad
4.	March 2005	Baluchistan Plea" organized collaboratively by HRDN	100	Islamabad/Taraqee Foundation
5.	March 2005	HRD An Alternative Paradigm"	42	Islamabad/Manchester University-UK
6.	April 2005	Organized one day Multi Stakeholders Dialogue on "Role of Traditional Structures in Local Development"	40	Islamabad/World Bank
7.	April 2005	Decentralization as a Chance to State Building"	40	Islamabad/ University of Bern, Switzerland
8.	June 2005	Second consultative meeting on "Quality Standards in Training	35	Islamabad
9.	June 2005	Linking Individual Performance with Organizational Strategies	45	Islamabad/ Save the Children UK
10.	July 2005	"Increasing Labour Competitiveness through HRD"	105	Islamabad/ ISCOS
11.	September 2005	"Third consultative meeting on "Quality Standards in Training	43	Peshawar/ IMS

For information & dissemination, the reports of the Forums have been regularly posted on HRDN website.



## 7<sup>th</sup> Annual Trainers Retreat

Swat - Pakistan June 10 - 12, 2005  
"Managing Performance and Learning"



## 7<sup>th</sup> Annual Trainers Retreat Swat

The Human Resource Development Network organized **Annual Trainers Retreat** in year 2005 with the same zeal and vigor that has been the hallmark of these events in the past. Theme for this year's ATR was **“Managing Performance and Learning”** and the event took place on June 9-12, 2005 in the scenic valley of Swat. 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 was attended by more than 85 participants having varying backgrounds in the field of Training and Development. Every effort was made to meet the expectations of a diverse group of participants and to maintain the quality already set in previous similar events. For this purpose, the learning sessions included not only Trainers' choices but also contained elements for other sector professionals.

In the inaugural session, Mr. Azhar Saeed, Executive Director HRDN, explained the purpose and objectives of Annual Trainers Retreat to the participants of 7<sup>th</sup> Annual Trainers Retreat. Mr. Roomi S. Hayat, Chairperson HRDN, welcoming the participants said that only treading on a right track, right vision, and right knowledge coupled with hard work could bring development, prosperity, and peace to the societies. Azhar Saeed gave out a format to all participants having a range of personal questions which they had to ask each other and right answers that went a long way in breaking the ice and setting the tone of the event.

Learning sessions on 'Trainers Must Also Learn', 'Employees Performance Avaluation and 'Crative Thinking' were conducted by Mr. Javed Malik , Dr.Tahir Hijazi and Professor Aman Ullah Khan respectively. Mr. Javed Malik stressed that trainers should design trainee centered trainings keeping in view external environment of the group. He said that considering that the topic being discussed is more important than the world outside, formation of even groups, the concept that the trainer's whole job is just conducting sessions and Trainer's conception of being more important than trainees are some of the common mistakes committed by the trainers. He suggested that trainers have to build extra trust among the trainees for genuine feedback which would in turn help trainers to improve their skills, knowledge and their training style.



Dr. Tahir Hijazi emphasized that attention should be given on priority basis to implement HRM systems for increasing efficiency and productivity of individuals which would in turn enhance efficiency of the organizations and overall development of the country. He said that the issue of the job description not matching with the expertise of individuals can be tackled with the provision of skill enhancement programmes at work places or at some training institutions. He also shared several advantages and reasons for performance evaluation in the management system of an organization. He also narrated several ways to carry out performance evaluation.

Professor Aman Ullah Khan emphasized on the need of being creative in life and for that we need to understand the brain system in order to get the optimum products. He said that we see no more than we have been conditioned to see, and stereotyped notions block clear vision and cloud off imagination. Discussions are the most anti-creativity engagement and it is the “dialogue” which promotes creativity, he explained. When confronted with problems, we fix them by the methods that have worked before. Creative people, when confronted with a problem, think productively, rather than reproductively. He said that creative thinking is creativity; it is a lifestyle and an attitude. The event also contained Social Evening, Site-seeing and a lot of opportunities for networking and sharing in a pleasant ambiance.

The 7<sup>th</sup> ATR was concluded on 12<sup>th</sup> June 2005 with the participants' evaluation of the event through qualitative as well as quantitative indicators. The analysis reveals that all the participants were extremely satisfied with the quality of sessions as well as the overall arrangements of the event. Certificates were also distributed among participants.



## Quality Standards in Training

### **Quality Standards for Management and Skill Enhancement Training in the Nonprofit Development Sector** *(Developed by HRDN)*

Capacity building through Training in nonprofit development management is fast emerging as a distinct profession within the nonprofit development sector. Centrality of human resource development to social change places human resource development professionals at the heart of almost all social development efforts. From grassroots communities to boardrooms of nonprofit development organizations, HRD professionals more commonly identified as Trainers are involved in helping their respective clients acquire new skills and competencies to become more effective in their work.

Within a professional discipline, there is a collective responsibility to maintain and improve standards of professional practice. One of the hallmarks of the professional status is that the profession sets standards with the involvement of key stakeholders and monitors the same through a credible and transparent mechanism.

Since no agreed upon standards of professional HRD practice exist in the nonprofit development sector of Pakistan, Human Resource Development Network decided to initiate the process of developing the same through a broad based consultative process with HRD professionals, capacity building and training organizations and CSO leadership. Being perhaps the only representative body of HRD professionals within the nonprofit development sector of Pakistan, HRDN was not only obliged to take this initiative but also uniquely positioned to take it to fruition. Quality Standards for Training can be accessed on [www.hrdn.net](http://www.hrdn.net)







## 6<sup>th</sup> All Members Meeting

Election of Board of HRDN

## 6<sup>th</sup> All Members Meeting

Human Resource Development Network organized one of its regular events i.e Annual All Members Meeting on 3-4 September 2005 at Best Western Hotel, Islamabad. All Members Meeting (AMM) provided a unique opportunity to all the members of HRDN to share, learn, develop linkages with other members and give their inputs for further enhancing the effectiveness and relevance of HRDN's services. This year, the two-day event was significant in the sense that the Network elected its Board of Directors from among the general body for the next three years. The General Body of Human Resource Development Network meets once a year to review the Network's progress towards its stipulated objectives, take important long term and short term decisions, monitor progress and map out future course of action. Keeping in view the past practices, the agenda for AMM was developed in consultation with HRDN Members. Invitation letters were sent to Members one month in advance and they were requested to convey any important agenda item to the Network Secretariat along with a brief write-up for its inclusion at appropriate place in the Programme.

In his welcome address, Mr. Roomi S. Hayat, Chairperson HRDN, presented an overview of the Network's performance during the last year and shared the future plans of HRD Network with the general body that contains a variety of initiatives aimed at furthering the capacity of HRDN Members and enhancing their management skills.

Mr. Javed Jabbar, chief guest, praised network's gender and regional balance and its democratic way of electing the board of directors. He said that the development process should be inclusive and expressed his apprehensions on the educational institutions developing two kinds of human resources. He paid rich tributes to Mehbubul Haq who in his opinion was the pioneer of the idea of Human Development and HDI.

Saad Gilani, Programme Officer Research, reported HRDN's achievements since the last AMM and highlighted the major changes in governance and management systems. Members gave their candid and frank feedback.





The General Body formally approved the financial statements, presented by Adnan Sheikh, Programme officer Finance, by show of hands. The General Body also amended the clause 20 of the HRDN constitution. HRDN Board Election 2005 was held at Best Western Hotel Islamabad under the supervision of Ms Maneezeh, Chief Election Commissioner and election officer Mr. Adnan Sheikh. The newly elected Board members were Mr. Roomi S. Hayyat, Chairperson HRDN, Ms. Robeela Bangash, Ms. Aqeela Tahir, Mr. Haque Nawaz Khan (founder members), Mr. Waqar Haider Awan, Mr. Mubashar Nabi, Mr. M. Sheeraz Aslam, Ch. Israr Ul Haq, (professional members), Miss Farhat Imran (general member) and Taraqee Foundation, ActionAid Pakistan and Awaz CDS (organizational members). Mr. Roomi S. Hayyat was again elected as Chairperson HRDN for next three years. The newly elected Board took oath of their



## 2<sup>nd</sup> International HRD Congress

HRDN organized 2<sup>nd</sup> Int'l HRD congress on the theme of “Attacking Poverty thru Public Private Partnership (3Ps)” on October 1-2, 2004. 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, Civil Society and the private for-profit sector.

The main theme of the congress was sub-divided into six sub themes and each session had 3-4 speakers. These sub-themes were **“3Ps for Effectively Addressing Poverty”, “3Ps in Social Sector” “3Ps for Community Empowerment”, “3Ps for Sustainable Development”** and **“Success Stories in 3Ps and the Way Forward”**

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 Production; Dr. Pervaiz Tahir, Deputy Chairperson Planning Commission; 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, PIED; Dr. Akmal Hussain, Mr. David Levintow, Senior Associate of IP3 USA; Dr. Amitava Mukherjee, CTA-3Ps, UNESCAP Bangkok; Mr. Yashiko Inoue, Japan Productivity Centers and many others.

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

### Outcomes of 2nd Int'l HRD Congress on 3Ps

The following instances are sufficient headway towards achieving the objective of the congress.

- Khushali Bank and Mobilink An innovative partnership
- Inclusion of Corporate bodies as “Associate Members” in HRDN portfolio
- Congress Report and Newsletter on Public Private Partnership
- UNESCAP with its Pro-Poor Public Private Partnerships (5Ps) Agenda
- NPO for Legislation of 3Ps in Industrial and SMEs Sector
- Government of Punjab towards serious legislation on 3Ps
- Corporate Summit on Population and Reproductive Health

Details: [www.hrdcongress.net](http://www.hrdcongress.net)

## Corporate Summit on Population and Reproductive Health “Involve to Resolve”

Human Resource Development Network Organized a Corporate Summit on Population and Reproductive Health in Karachi on 23<sup>rd</sup> September 2005 with support from David & Lucile Packard Foundation. The summit was the main The main purpose of holding this summit was to bring together key stakeholders in the development process for forging partnerships.

The key speakers and presenters of the summit were Dr. Sara Clark of Packard Foundation, Roomi S. Hayat chairperson HRDN, Dr. Yasmin Qazi, Kanwal Bokharey of AKFP, Ashfaq Rehman of Key Social Marketing, Imran Zafar of Greenstar and Dr. Duff Gillespi senior scholar at Bill and Malinda Gates Institute.

A group of 45 representatives from public and private sectors attended the summit. The Summit decided to set up a working group to evolve a strategy to bridge the gap between the corporate sector and the public sector in population planning. There were a few suggestions came out of the discussion were: the corporate sector should adopt a holistic approach because family planning does not work in isolation it must be backed up with education and health facilities. Hence corporate sector should undertake responsibility of providing to the children of all the workers, arranging adult literacy classes for uneducated labour, healthcare for all workers and their family and with that family planning services (information and motivation as well as contraceptive facilities) should also be brought in.

### Objectives of the Summit

- Developing crucial linkages between sustainable development and stakeholders in the field of population and reproductive health
- Creating greater buy in of the corporate sector for investing in population and reproductive health; enhancing information, services and more opportunities and involvement of corporate sector in this field
- Constituting a steering committee on the “Involve to Resolve” initiative established having representatives from a select group of corporate leader and other key stakeholders to push the agenda of corporate involvement in the field of population and reproductive health.



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## Future Plans

- Annual Trainer's Retreat Bangkok-Thailand April 2006
- Conference on Disaster Preparedness & Mitigation in Developing Countries 25 Feb, 2006
- Monthly HRDN Forums
- All Members Meeting September 2006
- Capacity Building & exposure visits for HRDN Members
- 3<sup>rd</sup> International HRD Congress "Human Security & Social Development" 25 - 26 Nov, 2006
- Continuation of capacity building interventions in earthquake hit areas

# ACTIVITY PLANS

Activity	Date
District Dialogues on “ Post earthquake Issues and Challenges” <ul style="list-style-type: none"> <li>• District Muzaffarabad</li> <li>• District Bagh</li> <li>• District Mansehra</li> <li>• District Mansehra</li> </ul>	Jan-Feb, 2006
Conference on Disaster preparedness and Mitigation in Development countries	February 2006
Completion of Projects for Relief and Rehabilitation	March 2006
Annual Trainers Retreat “ Disaster Preparedness and Role of HRD” Bangkok Thailand	April 2006
Monthly HRDN Forum “Role of Civil Society in Effective Implementation of International Labour Standards”	May 2006
Creativity Camp	May 2006
Continuation of Rehabilitation efforts in Earthquake Hit Areas	July- December 2006
Monthly HRDN Forum “Economic Growth and HRD Competitiveness”	June 2006
Train the Trainer Workshop	August 2006
Monthly HRDN Forum “Everything you Want to know about Salaries, but were Afraid to Ask”	August 2006
All Members Meeting	September 2006
Post Earthquake Scenario	October 2006
International HRD Congress	November 2006
Monthly HRDN Forum	December 2006



## ANNEXURES

## ANNEX I

## Governing Body

Mr. Roomi Saeed Hayay	(Chairperson)
Ms. Robeela Bangash	(Founder Member)
Ms. Aqeela Tahir	(Founder Member)
Ch. Haq Nawaz	(Founder Member)
Ch. Israr ul Haq	(Professional Member)
Mr. Waqar Haidar Awan	(Professional Member)
Mr. Mubashar Nabi	(Professional Member)
Mr. Sheeraz Aslam Mian	(Professional Member)
Ms. Farhat Imran	(General Member)
Taraqee Foundation	(Organizational Member)
ActionAid Pakistan	(Organizational Member)
Awaz CDS	(Organizational Member)

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## ANNEX II

### Staff of HRDN

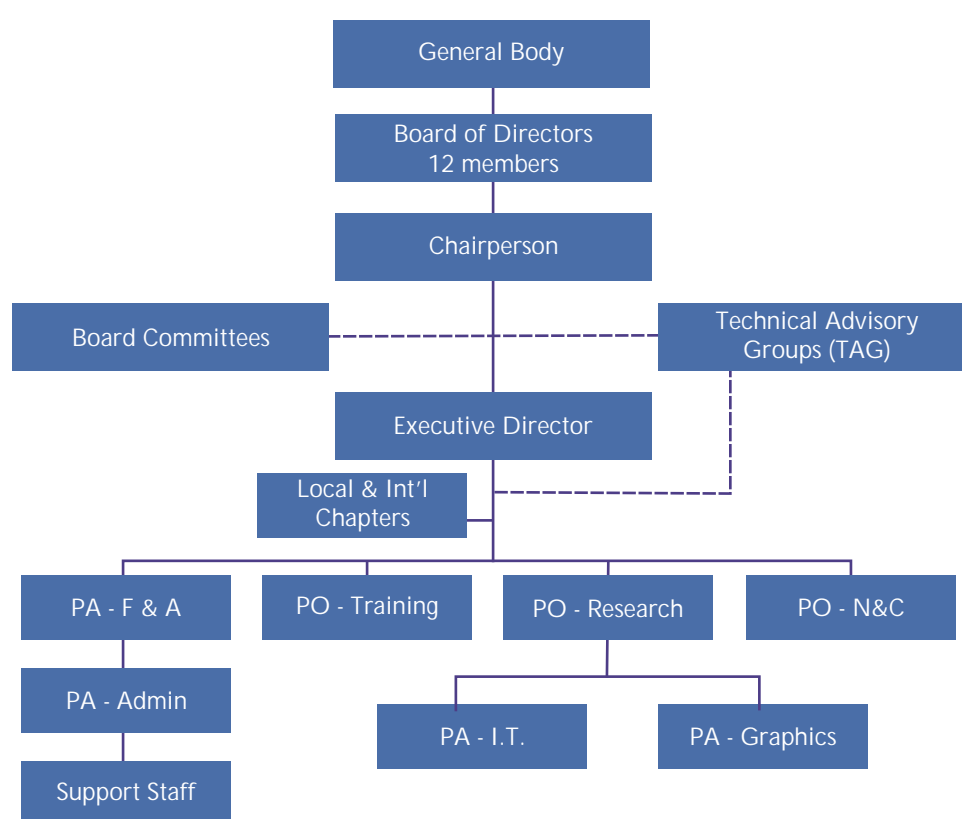
Mr. Azhar Saeed	Executive Director
Mr. Sajjad Ahmad	Program Officer Training
(Mr. Syed Saad Hussain Gilani)	Program Officer Research
Ms. Syeda Mujeeba Batool	Program Officer Networking & Communication
Mr. Adnan Sheikh	Program Officer Finance
Mr. Farhan Nawazish	Program Assistant I.T
(Mr. Samiullah Durrani)	Program Assistant Administration
Mr. Asad Ijaz Awan	Program Assistant Graphics
(Ms. Sumaira Shah)	Receptionist (February 2005)
Mr. Ismail Khan	Receptionist

The names in parenthesis denote staff members who left HRDN during 2005



## ANNEX III

## Organizational Structure



## ANNEX IV

### **NASIR JAVAID MAQSOOD IMRAN**

Chartered Accountants

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#### **AUDITORS' REPORT TO THE MEMBERS**

We have audited the annexed balance sheet of **Human Resource Development Network** (the Society) as at December 31, 2005, and the related statement of income and expenditure and cash flow statement, together with the notes forming part thereof for the year then ended, and we state that we have obtained all the information and explanations, which, to the best of our knowledge and belief, were necessary for the purposes of our audit.

These financial statements are the responsibility of the management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with the auditing standards as applicable in Pakistan. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the above said statements are free of any material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the above said statements. An audit also includes assessing the accounting policies and significant estimates made by management, as well as, evaluating the overall presentation of the above said statements. We believe that our audit provides a reasonable basis for our opinion and we report that in common with many other similar organizations society derives part of its receipts from voluntary donations which can not be controlled until these are recorded in the accounting records.



## ANNEX V

**NASIR JAVAID MAQSOOD IMRAN**  
Chartered Accountants**AUDITORS' REPORT TO THE MEMBERS**

We have audited the annexed balance sheet of **Human Resource Development Network** (the Society) as at December 31, 2005, and the related statement of income and expenditure and cash flow statement, together with the notes forming part thereof for the year then ended, and we state that we have obtained all the information and explanations, which, to the best of our knowledge and belief, were necessary for the purposes of our audit.

These financial statements are the responsibility of the management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with the auditing standards as applicable in Pakistan. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the above said statements are free of any material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the above said statements. An audit also includes assessing the accounting policies and significant estimates made by management, as well as, evaluating the overall presentation of the above said statements. We believe that our audit provides a reasonable basis for our opinion and we report that in common with many other similar organizations society derives part of its receipts from voluntary donations which can not be controlled until these are recorded in the accounting records.



## ANNEX VI

**NASIR JAVAID MAQSOOD IMRAN**  
CHARTERED ACCOUNTANTS

Except for the above matter, we report that:

- a) In our opinion, proper books of accounts have been kept by the Society;
- b) In our opinion:
  - i) The balance sheet and statement of income and expenditure and cash flow statement, together with the notes thereon present fairly, in all material respects, financial position of the society as at December 31, 2005 and are further in accordance with accounting policies consistently applied, except for changes in accounting policies as stated in Note 2.3 with which we concur;
  - ii) The expenditure incurred during the year was for the purpose of the society's operations; and
- c) In our opinion and to the best of our information and according to the explanations given to us, the balance sheet, income and expenditure account and cash flow statement together with the notes forming part thereof conform with approved accounting standards as applicable in Pakistan, in the manner so required and respectively give a true and fair view of the state of the Society's affairs as at December 31, 2005 and of the surplus and its cash flows for the year then ended; and
- d) In our opinion no Zakat was deductible at source under the Zakat and Ushr Ordinance, 1980 (XVIII of 1980).

Date:

Place: Islamabad

**Nasir Javaid Maqsood Imran**

Chartered accountants





## ANNEX IX

HUMAN RESOURCE DEVELOPMENT NETWORK  
BALANCE SHEET AS AT DECEMBER 31, 2005

		For the year ended December 31, 2005	For eighteen months ended December 31, 2004
	Notes	Rupees	Rupees
<b>CAPITAL EXPENDITURE</b>			
Fixed assets	3	1,371,464	1,623,107
<b>CURRENT ASSETS</b>			
Prepayments and other receivables	4	1,283,817	1,280,401
Cash and bank balances	5	8,437,747	5,315,864
		9,721,564	6,596,265
<b>TOTAL ASSETS</b>		11,093,028	8,219,372
<b>CURRENT LIABILITIES</b>			
Accrued and other liabilities	6	1,184,035	1,745,359
		1,184,035	1,745,359
<b>NET ASSETS</b>		9,908,993	6,474,013
<b>REPRESENTED BY:</b>			
LONG TERM LIABILITIES	7	505,830	342,230
DEFERRED GRANT	8	2,738,222	1,437,024
RETAINED FUNDS	9	6,664,941	4,694,759
		9,908,993	6,474,013

The annexed notes form an integral part of these financial statements.  
Auditors' Report attached.



Chairperson



BoD Member

## ANNEX X

HUMAN RESOURCE DEVELOPMENT NETWORK  
STATEMENT OF INCOME AND EXPENDITURE  
FOR THE YEAR ENDED DECEMBER 31, 2005

		For the year ended December 31, 2005	For eighteen months ended December 31, 2004
INCOME	Notes	Rupees	Rupees
Grants	10	8,240,621	8,311,545
Participation and membership fee & Donations	11	1,388,481	3,000,448
Other income	12	641,256	804,328
		<u>10,270,358</u>	<u>12,116,321</u>
EXPENDITURE			
Programme expenses	13	2,645,141	3,350,836
Operating cost	14	5,324,980	5,996,953
Depreciation		330,055	656,592
		<u>8,300,176</u>	<u>10,004,381</u>
Surplus for the year transferred to retained funds		<u><u>1,970,182</u></u>	<u><u>2,111,940</u></u>

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

  
Chairperson

  
BoD Member

## ANNEX VII

HUMAN RESOURCE DEVELOPMENT NETWORK  
CASH FLOW STATEMENT FOR THE YEAR ENDED DECEMBER 31, 2005

	For the year ended December 31, 2005 Rupees	For eighteen months ended December 31,2004 Rupees
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>		
Surplus for the year	1,970,182	2,111,940
Items not involving cash:		
Depreciation	* 330,055	656,592
<b>Operating profit before working capital changes</b>	<b>2,300,237</b>	<b>2,768,532</b>
<b>Effect on cash flows due to working capital changes</b>		
<b>(Increase)/decrease in current assets</b>		
Advances and other receivables	(3,417)	(413,832)
<b>Increase/(decrease) in current liabilities</b>		
Accrued expenses and other liabilities	(561,324)	537,319
Deferred Grant	1,301,198	(1,539,347)
	<b>3,036,694</b>	<b>1,352,672</b>
<b>Cash inflow from operating activities</b>		
<b>Cash flows from investing activities</b>		
Purchase of fixed assets	(78,412)	(557,920)
	<b>(78,412)</b>	<b>(557,920)</b>
<b>Cash flows from financing activities</b>		
Long term liability	163,600	282,096
	<b>163,600</b>	<b>282,096</b>
<b>Net cash inflows during the year</b>	<b>3,121,882</b>	<b>1,076,848</b>
<b>Cash and cash equivalents at the beginning of the year</b>	<b>5,315,864</b>	<b>4,239,016</b>
<b>Cash and cash equivalents at the end of the year</b>	<b>8,437,747</b>	<b>5,315,864</b>



CHIEF EXECUTIVE



DIRECTOR

## ANNEX VIII

3-FIXED ASSETS at cost less accumulated depreciation	Cost			Depreciation		Net book value at December 31, 2005
	At Jan 01, 2004	Additions	At December 31, 2005	Rate %	At Jan 01, 2004 Charge for the period	
	Rupees					
Motor vehicle	465,730	-	465,730	20	69,860	316,696
Furniture and fixtures	490,415	8,754	499,169	10	114,237	346,808
Office equipment	990,899	65,308	1,056,307	20	412,348	522,759
Computer equipment	687,440	4,350	691,790	33.3	415,032	185,201
2005 Rupees	<u>2,634,584</u>	<u>78,412</u>	<u>2,712,996</u>		<u>1,011,477</u>	<u>1,371,464</u>
2004 Rupees	<u>2,076,664</u>	<u>557,920</u>	<u>2,634,584</u>		<u>354,885</u>	<u>1,721,779</u>



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 intrusted in joining the fraternity of Trainers and HR experts



HUMAN RESOURCE DEVELOPMENT NETWORK

H. 41, St. 56, F-6/4, Islamabad, Pakistan

**Ph:** 92-51-2828259, 2821767 **Fax:** 92-51-2826540 **Email:** [info@hrdcongress.net](mailto:info@hrdcongress.net) **Website:** [www.hrdn.net](http://www.hrdn.net)