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

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

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

a) The projects, donors and government agencies active in their tehsils, including budget available and plans for the next year
b) Where and how to apply for funding for the cluster and the COs
c) How to write a funding proposal
d) How to build internal fund-raising capacities

4. To build the skills of the cluster-leaders on the most effective manner to plan, monitor and support the micro-projects of the cluster and the cluster members.

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

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

a) Result based monitoring framework for micro-projects
b) The importance of the qualitative and quantitative indicators
c) The importance of lessons learned and constructive feedback
d) How to prepare result based progress report
e) Sustaining projects through community involvement
f) Ensuring women participation in planning & monitoring

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

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

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

a) The relevance and importance of gender for the community development

b) Tools for carrying out the resource, power and benefit analysis in project from gender perspective

c) The use of gender indicators in planning and monitoring

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

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

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

a) Basic terminologies and concepts of PCM

b) Problem, objective, stakeholders analysis

c) Framework of project institutional and strategy analysis

d) To train community members in special areas related to project planning, book keeping, scheme implementation and management

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

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

a) The process of project planning

b) Record keeping

c) Scheme implementation process

d) Management of COs

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

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

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

a) Project definition, types and characteristics

b) Need identification and tools for need identification

c) Prioritization and its process

d) Sensitizing community leaders for gender sensitive projects

e) Procedures, complications and practices

f) Community related problems and solutions

g) Attitudinal problems and attitudinal change

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

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

Expected Output

a) Participants feedback about the effectiveness of the trainings

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

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SELECTION OF TRAINERS

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

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

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

TRAINING OF TRAINERS

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

OPERATIONALIZATION

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

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FORMATION OF TRAINING TEAMS

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

ESTABLISHMENT OF TRAINING VENUES

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

TRAINING MODULE

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

CONTENTS

The contents of the training modules were as follow:

Basic Trainings
Gender and Development

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

Project Cycle Management

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

Participatory Planning and Monitoring

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

Advance Trainings

Participatory Rural Appraisal

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

Resource Mobilization and Proposal Development

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

Methodology

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

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

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TRAINING LOCATIONS

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

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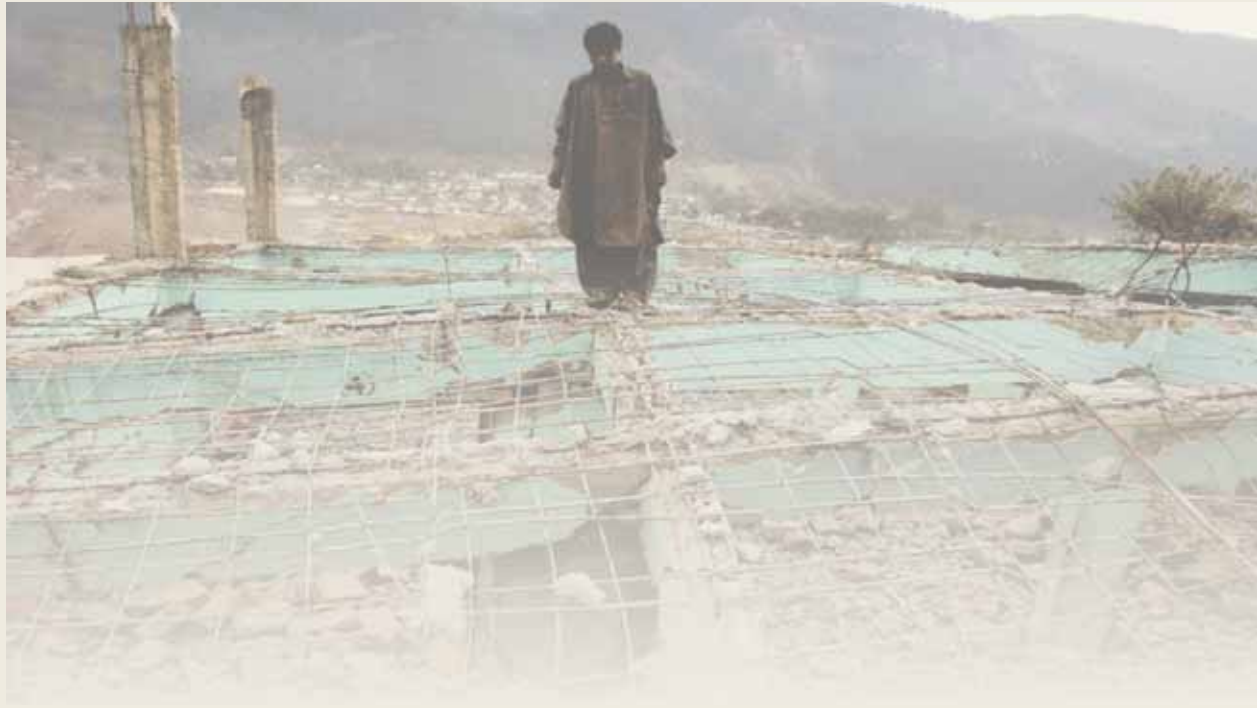
Based upon experience of the last two phases, it was decided to complete all the trainings including basic, advance, refresher and activists workshops for clusters in Mahandri at the beginning to avoid obstructions caused by bad weather and land sliding. This year things had been particularly difficult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

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

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

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

Project Cycle Management					
Detail of Attendance					
Date: 10/11/2008 to 13/01/2009					
			Participants		
S.No	Date	Venue	Male	Female	Total
1	Nov.10-11/2008	Mahandri	27	0	27
2	Nov.19-20/2008	Balakot	26	0	26
3	Jan.12-13/2009	Ghari Habibullah	29	0	29
4	Jan.14-15/2008	Ghari Habibullah	30	0	30
		Grand Total	112	0	112

Participatory Planning & Monitoring					
Detail of Attendance					
Date: 12/11/2008 to 22/01/2009					
			Participants		
S.No	Date	Venue	Male	Female	Total
1	Nov.12-13/2008	Mahandri	26	0	26
2	Dec.21-22/2008	Balakot	24	0	24
3	Jan.19-20/2009	Ghari Habibullah	30	0	30
4	Jan.21-22/2009	Ghari Habibullah	31	0	31
		Grand Total	111	0	111

Gender & Development					
Detail of Attendance					
Date: 30/11/2008 to 13/01/2009					
			Participants		
S.No	Date	Venue	Male	Female	Total
1	Nov.30-Dec.01/2008	Mahandri	28	0	28
2	Dec.15-16/2008	Balakot	20	0	20
3	Dec.23-24/2009	Balakot	28	0	28
4	Jan.05-06/2009	Kapi Gali	0	25	25
5	Jan. 12-13/2009	Garlot	0	35	35
		Grand Total	76	60	136

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

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

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

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Muzaffarabad

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

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

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

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

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

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

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Gender and Development
Detail of Attendance

Date: 15/12/2008 to 24/12/2008

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

Participatory Rural Appraisal
Detail of Attendance

Date: 19/12/2008 to 11/01/2009

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

Resource Mobilization & Proposal Development
Detail of Attendance

Date: 13/01/2009 to 31/01/2009

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

Other Trainings

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

Response from the Community

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

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

Setting Up of Mobile Training Units (MTUs)
A project by ILO -CBLRP

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

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

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

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

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

Response from the Community

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

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

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

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

Training Locations

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

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

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

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

Monitoring & Assessment

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

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

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

1   Prepare a list of persons who were working after completion of the training and arrange consultative meetings once a month, so that all can share their new ideas, experiences, best practices, lesson learnt in their respective fields. Such reunion activities, not only helped them to groom professionally but at the same time build in them a sense of responsibility and commitment.

2   Being in contact with the trainers, the passed out trainees who were already working, also shared new openings & avenues for the next batch of trainees being passed out

3   Provide guidance to the students in the field wherever they need assistance. In this regards students are highly encouraged to call their teachers and tell them where they were working and what sort of guidance do they need. This approach has shown tremendous results as students get back to their teachers when need any professional and technical help.

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HRDN Trainings

New HRDN Web Portal

Building Capacities

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

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

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

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

Objectives

1   Acquiring media tool tactics that requires a little more effort.

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2   Focusing on how to construct media messages, i.e. the subtext of the story being presented.

3   Increase awareness of the network, especially among community based organizations, by assisting in the development of working relationships between the Media and grassroots, regional and national NGOs that include media outreach of their activities as a part of their mission or priority.

4   Bringing Media and Non Profit Organizations together to discuss methods of effective collaboration.

5   Developing Strategies that can focus on building effective & sustainable linkages between Media & Development Agencies.

6   Developing lessons learnt directory/pool for Network Members to foster collaboration between media and non profit organizations

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

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

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Focus Areas

The training focus areas with their contents were:

Essential Working of Media

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

Contents:

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

Harnessing the power of Media

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

Contents:

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

Low Context versus High Context

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

Contents:

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

Writing Effective Press Releases

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

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

Reactive Media Work

Objective:

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

Contents:

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

Dealing with Negative Media

Objective:

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

Contents:

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1   How to encounter negative media

2   Building Constructive relations

3   Successes from experiences

Media Out reach Strategy

Objective:

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

Contents:

1. Building a media out-reach plan

2. Media Mapping

3. NGO communication tools

Broad Cast Media

Objective:

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

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Contents:

1. Dealing with Broad cast inquires
2. Preparing for broadcast interviews **(Mock Exercises**
3. Tips for Conducting Press Conferences
4. Conducting Press Conferences (**Mock Exercise**)

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Essentials of Leading Professionals

A Customized Training Workshop for PRCS and MoH Staff

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

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

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

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

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

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

Contents of the Training

Leading and Managing Teams

1   Developing Team

2   Hiring and Recruiting Team

3   Short listing Criteria

4   Top ten recruiting tip

5   Interviewing Potential Candidates

6   Tips for interview approaches, and

7   Best practices in interviewing

8   Developing Job Descriptions

Managing Time & People

1   Strategies for solving time management problem

2   Identifying and managing personal stress

3   Signs and symptoms of employee problems

4   Top Ten Things About Managing People

Team building and working as Leader

1   Focus on Building a strong team

2   Leaders inspire; Mangers enable

3   Anticipating and eliminating obstacles

4   Leadership qualities & leadership Development

Developing and strengthening effective communication system

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

Written Communications

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

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

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

Decision Making; a critical aspect for managers

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

Information storage and retrieval system

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

Administration of physical setups

1. Development of procurement procedures
2. Stock record keeping

Office Management

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

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Making Difference through Developing People

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

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

Workshop objectives in relation to rudiments of leading professionals were as follows;
1. Understand about the essentials of team building
2. Set practical goals for projects with realistic schedules and foresee challenges
3. Build trustworthiness with top management/ donors/ partners
4. Manage people, time, information and physical resources

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Amongst the trainers were Mr. Atiq Mirza, Mr. Ijaz Khaliq and Mr. Omer Khan Shaheen. The workshop was based on interactive sessions with focus on experiential and interactive learning. There were structured exercises, group discussions, group works, analysis and role-plays. There were many brainstorming sessions followed by heated discussions during and after each session.

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

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

Contents of the Training

Day 1
Session I: Norm Setting

Session II: Managing Time & People

Session III: Saving Energies & time through Effective Decision Making & Conflict Resolution

Day 2
Review of the Previous Day

Session IV: Team Building & Working as Leader

Session V: Developing and strengthening Effective Communication systems

Session VI: Written Communication/Report Writing Skill

Day 3
Review of the Second Day

Session VII: Monitoring & Measuring Progress through LFA

Session VIII: Gender Main Streaming

Session IX: Project Management Fundamentals

Day 4
Review of the Third Day

Session X& XI: Managing Simple Project through Practical Learning

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

HRDN's Resource Pool

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

Donors Directory

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

Certifications

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

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

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

Trade Mark Registration

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

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

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Annual Report

Looking Ahead

- **Annual Trainers Retreat**

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

- **4th International HRD Congress**

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

- **Forums**

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

- **City Chapters**

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

- **Working with the Community**

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

- **Young professional Leadership Programme (YPLP)**

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

1. To build a cadre of women development professionals in effective leadership and rural development management.

2. To build the capacity of women professionals in leadership and management in public and private organizations.
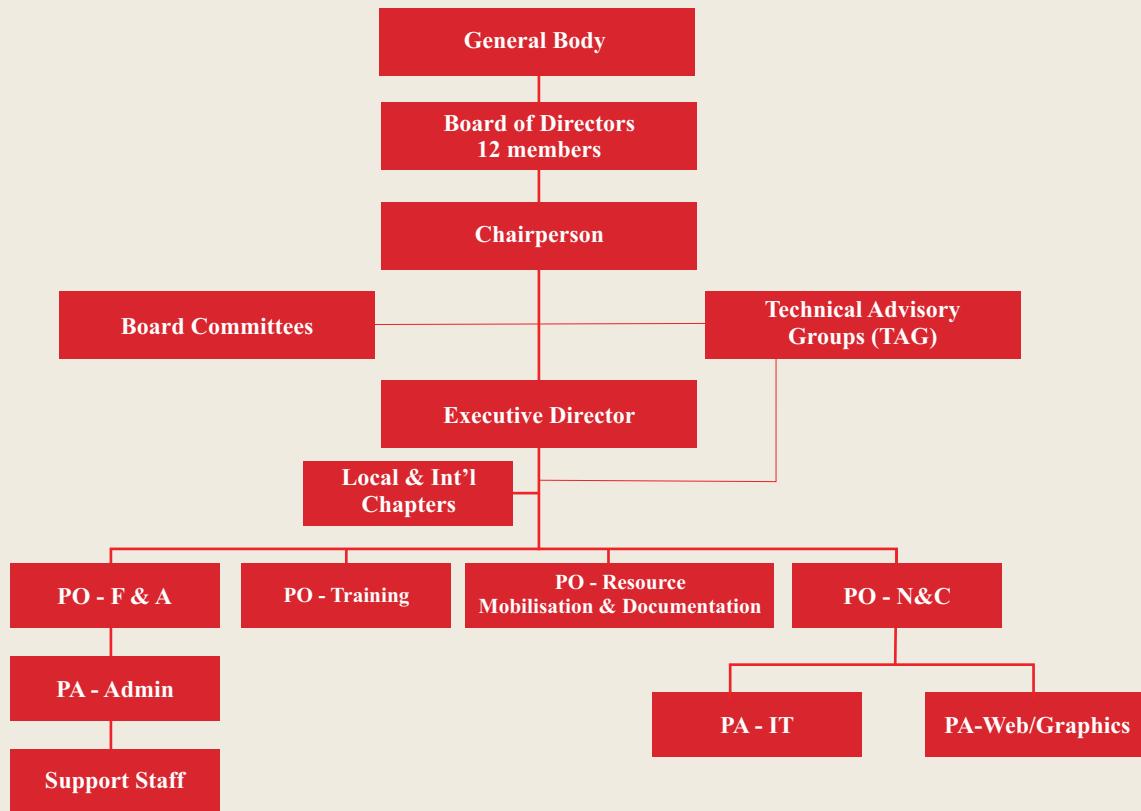
Annexure

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Governing Body

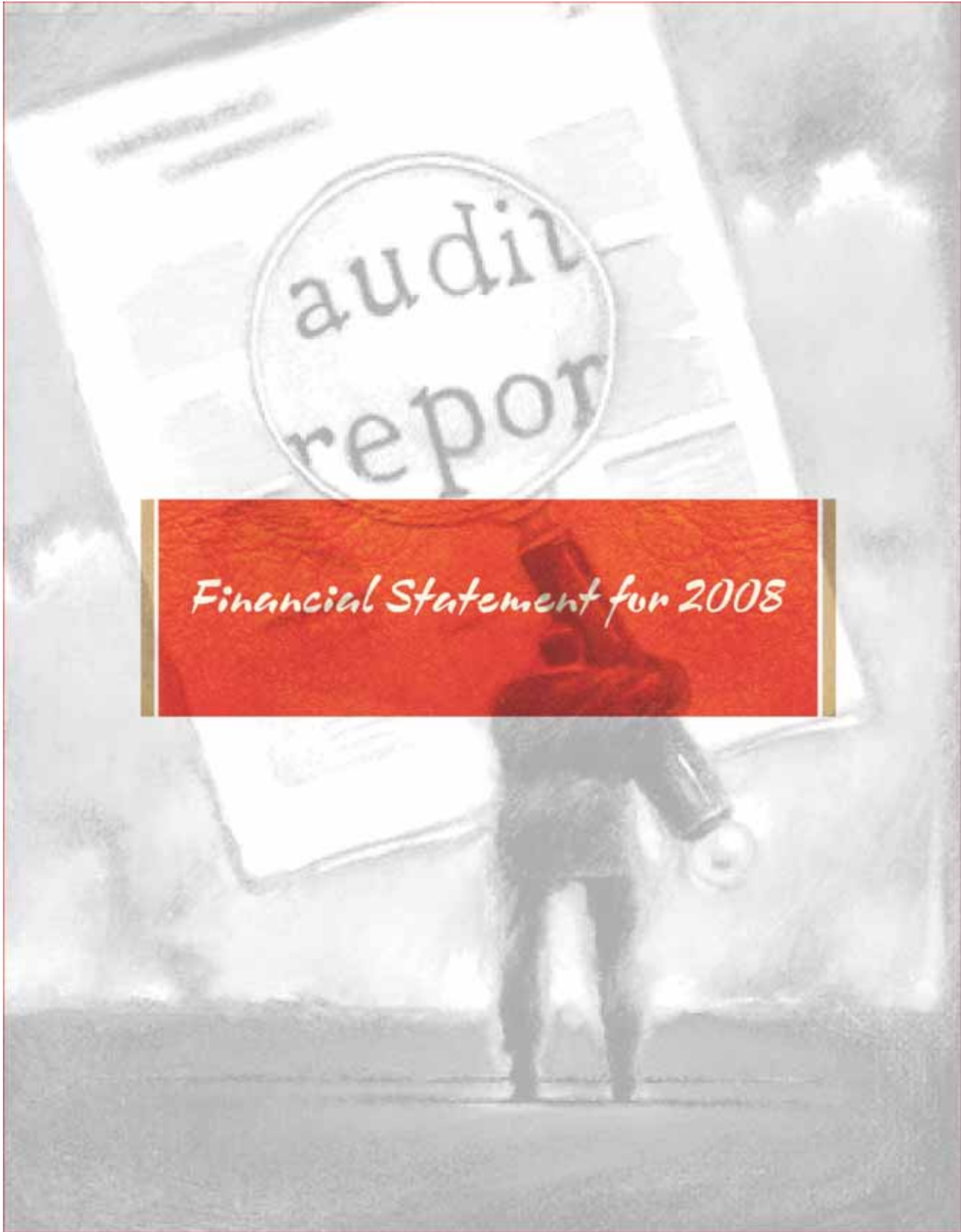|	
Mr. Roomi S.Hayat	(Chairperson)
Mr. Mehmood Akhtar Cheema	(Founder Member)
Ms. Afshan Tehseen	(Founder Member)
Mr. Abdur Rasheed Ch.	(Founder Member)
Mr.Ch.Israr-ul-Haq	(Professional Member)
Mr. Ijaz Khaliq	(Professional Member)
Dr. Noor Fatima	(Professional Member)
Mr. Sheeraz Aslam Mian	(Professional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

HRDN Staff

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

Organizational Chart

Annual Report

Organizational Chart

General Body

Board of Directors
12 members

Chairperson

Board Committees

Technical Advisory
Groups (TAG)

Executive Director

Local & Int'l
Chapters

PO - F & A

PO - Training

PO - Resource
Mobilisation & Documentation

PO - N&C

PA - Admin

PA - IT

PA-Web/Graphics

Support Staff

audit
repor

Financial Statement for 2008

HUMAN RESOURCE DEVELOPMENT NETWORK
BALANCE SHEET
AS AT DECEMBER 31, 2008

	Note	2008	2007
ASSETS		--------(Rupees)--------	
NON-CURRENT ASSETS			
Property, plant and equipment	4	924,790	1,325,870
CURRENT ASSETS			
Grant receivable		2,710,280	-
Advances, deposits, prepayments and other receivables	5	1,101,571	951,860
Cash and bank balances	6	9,698,847	5,041,006
		13,510,698	5,992,866
		14,435,488	7,318,736
FUND AND LIABILITIES			
FUND			
Accumulated fund		13,499,598	5,728,073
NON-CURRENT LIABILITIES			
Provident fund		118,828	430,480
Deferred grant	7	155,224	195,761
Severance payable		223,552	410,659
		497,604	1,036,900
CURRENT LIABILITIES			
Accrued and other liabilities	8	297,034	437,182
Provision for taxation		141,252	116,581
		438,286	553,763
CONTINGENCIES AND COMMITMENTS	9	-	-
		14,435,488	7,318,736

AUDITORS' REPORT ANNEXED:
NOTE: Annexed notes form an integral part of these financial statements.

CHAIRPERSON

BOD MEMBER

Place: Rawalpindi
Dated: 1 4 MAY 2009

HUMAN RESOURCE DEVELOPMENT NETWORK
INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED DECEMBER 31, 2008

	Note	2008	2007
		--------(Rupees)--------	
INCOME			
Grants	10	28,572,332	13,846,573
Training and membership fee	11	5,314,463	3,389,439
Other income	12	592,593	780,453
		34,479,388	18,016,465
EXPENDITURE			
Program expenses	13	(13,050,580)	(9,734,335)
Administrative expenses	14	(7,215,333)	(5,670,563)
Other expenses	15	(6,166,565)	(4,603,683)
		(26,432,478)	(20,008,581)
Surplus/(deficit) for the year before taxation		8,046,910	(1,992,116)
Provision for tax		(24,671)	(5,402)
Surplus/(deficit) for the year after taxation		8,022,239	(1,997,518)
Prior year adjustment	16	(250,714)	-
Accumulated surplus b/f		5,728,073	7,725,591
Accumulated surplus carried to balance sheet		13,499,598	5,728,073

CHAIRPERSON

BOD MEMBER

Place: Rawalpindi
Dated: 14 MAY 2009

Human Resource Development Network
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