



# Human Resource Development Network



## Human Resource Development Network

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## Annual Report 2014-15

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# Acronyms

AF	Aurta Foundation
AMM	Annual Members' Meeting
ATR	Annual Trainers' Retreat
BoD	Board of Directors
BRSP	Baluchistan Rural Support Programme
BRAC	Bangladesh Rural Advancement Committee
CBEC	Community Based Education Center
CDN	Career Development Center
CDO	Career Development Officer
CFS	Child Friendly Schools
CR	Country Representative
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
EELY	Enhancing Employability and Leadership for Youth
EGMA	Early Grade Mathematical Assessment
EGRA	Early Grade Reading Assessment
FBR	Federal Board of Revenue
FGD	Focus Group Discussion
FO	Federal Ombudsman
GBC	Gilgat Baltistan & Chitral
HATS	Human Resource Accountability & Transparency Standards
HRD	Human Resource Development
HRDN	Human Resource Development Network
HRPIS	HR Performance Indicators
IEC	Information Education Communication
IRC	International Rescue Committee
IRM	Institute of Rural Management
ILO	International Labor Organization
JAM	Join A Moment
LUMS	Lahore University Of Management Sciences
MAC	Membership Acceptance Committee
NCRD	National Center for Rural Development
NDMA	National Disaster Management Authority
NDRC	National Development & Reform Commission

NFE	Non-Formal Education
NGO	Non-governmental Organization
MNA	Member National Assembly
MOU	Memorandum of understanding
MPA	Member Provincial Assembly
NRSP	National Rural Support Programme
SCCI	Sialkot Chamber of Commerce & Industry
SDPI	Sustainable Development Policy Institution
SEF	Sindh Education Foundation
SIP	Summer Internship Programme
SWOT	Strength, Weaknesses, Opportunities & Threat
PEEF	Punjab Educational Endowment Fund
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
UNICEF	United Nations International Children's Emergency Fund
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNOPS	United Nations Office for Project Services
TDEA	Trust for Democratic Education and Accountability
TLC	Teachers Learning Circle
TIJ	Taleemi Islahi Jirga
PTC	Primary Teaching Certificate
WASH	Water and Sanitation for Health
QAU	Quaid-e-Azam University

# Chairperson's Message



We have completed another year and while taking stock of this journey, I feel excited that we came a long way from a humble start back in 1999 to a credible and internationally recognized Network of individuals and institutions.

These years were full of excitements, challenges and moments when we had our heads high due to achievements made by the Network. No doubt, that financial sustainability is still a challenge but the performance reflected in year 2014-15 is an indication of movement towards right direction. Over the years, tools, modalities and norms of networking have changed significantly, so keeping members interest intact and expanding the membership base further will remain a key priority area in coming years.

Year in review was important that it added another milestone in the Network's Hall Mark of transparent and accountable Governance. It was year of Board elections, in which all members participated with full enthusiasm and did active canvassing to secure their seats on the Board. Independent observers from FAFEN and DFID closely observed the election process and we believe that their recommendations were a value addition towards institutional strengthening.

Member's Annual Trainer Retreat to Moscow was part of HRDN's legacy of building capacity of the professionals through exposure visits for learning from different models around the world, to contribute towards the development of HRD in Pakistan.

As we are transitioning HRDN from a company registered under Societies Registration Act of 1860 to Section 42 of the Companies Ordinance of 1984 under a more corporate regulator i.e. Securities and Exchange Commission of Pakistan (SECP), I'm sure it will further strengthen the institutional capacity for playing more vital role in the development of Human Resources in Pakistan. I look forward to another year of networking, learning and sharing with exciting initiatives of member's interest and increased role of HRDN into the larger sphere of Human Resource Development (HRD).

Roomi S. Hayat  
Chairperson

# Executive Director's Message



My Dear Members,

When I look back on the achievements of last 12 months, the only thing, which comes to the top of my head, is that it was not possible without untiring efforts and commitment of Team HRDN.

The year under review (2014-15) was full of energies, enthusiasm and celebrations on several moments of joy. We successfully completed national and international networking events including 16th ATR in Moscow, conducted International HRD Congress, brought best models of Pakistan's development sector at Pakistan Development Expo, transformed our Summer Internship Program into a full scale Youth Workforce Development Program, transitioned jobs section of HRDN's website into a complete recruitment portal for the sector, contributed to the institutional development of Public Sector Institutions including Federal Ombudsman and supported Federal Board of Revenue (FBR) and National Accountability Bureau (NAB) in drafting of Whistle Blower Protection Acts.

Our Project Planning and Implementation (PPI) Unit also did very well by successfully achieving deliverables of ongoing projects in FATA, South Punjab, Sialkot and ICT.

We also took number of initiatives to add more value for individual and organizational members of HRDN, this will remain our prime focus in year 2015-16 and we look forward to a year full of networking, learning and sharing by further strengthening of our membership base and our City Chapters.

We derive our strengths from HRDN's mission and in Year 2015-16 our prime focus will

remain on individual and institutional capacity building and evidence based policy advocacy to promote industry best practices and self-regulatory standards in the Development Sector. Along with relevant Government Departments and our National and International partners, we will definitely play our due role for strengthening of institutional competencies and improvement of development sector in Pakistan.

Happy reading.

Suhail Awan  
Executive Director

# About Us



The Human Resource Development Network (HRDN) was established in 1999 and it was officially registered in 2002 under Societies Registration Act XXI of 1860. It was conceived by Human Resource Development (HRD) professionals as a platform to strengthen individual and institutional capacities to promote sustainable development, enable cross learning, share best practices through networking, piloting innovative models and evidence based policy advocacy.

Over the last seventeen years the HRDN emerged as think tank on HRD and a leading Network of Development Sector, which represents around 850 individual professionals, more than 130 National and International NGOs, Educational Institutions and Public and Private Sector Organizations working for development Pakistan.

HRDN has extensive footprint across Pakistan through its member organizations, which contribute in various thematic areas. The network has also a rich resource pool of more than 300 experts from diverse backgrounds, which provides capacity-building support to organizations and individuals.

The Network piloted and rolled out many innovative models of development by successfully completing projects independently and in consortium with its member organizations, in the areas of Youth Workforce Development, Children Education, Governance, Transparency & Accountability, Capacity Building of Public Sector Organizations, Peace Advocacy, Women & Labor Rights, Economic Empowerment, WASH, Community Based Disaster Resilience & Risk Management, Emergency and Relief activities in collaboration and partnership with USAID, UNDP, UNICEF, UNESCO, UNOPS and other bilateral donors.

The ideology for existence of HRDN is: -

## **Vision:**

***“Competent human resource to achieve professional excellence towards sustainable development”***

## **Mission:**

***“To enhance the individual and institutional competencies by facilitating capacity development and evidence based policy advocacy”***



# Membership

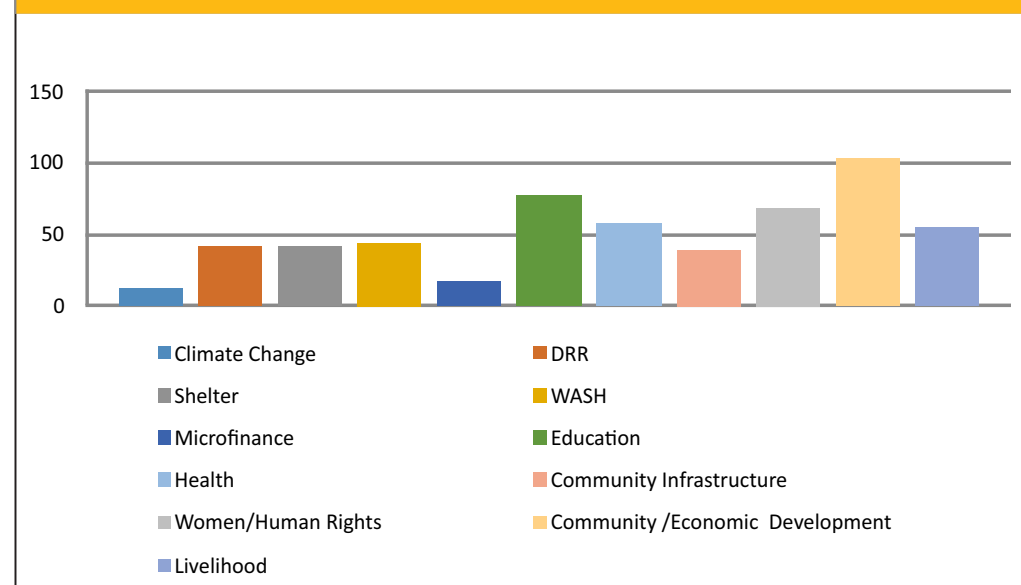
HRDN is a national level network that is exclusively working for the true development of the country while engaging its individual and organizational members. The membership demand is increasing due to value addition especially for its organizational members that is partnership development with member organizations in program/project implementation. There are major five categories of HRDN membership that includes :-

- Founder Members
- General Members
- Professionals Members
- Organizational Members
- Student Members

The membership has increased over past few years and the category wise break up is given below: -

Category	Total Membership (Year 2015)
Founder	8
Lifetime	51
Professional	274
General	517
Student	98
Organizational	130
Total	1078

## THEMATIC FOCUS OF OUR MEMBER ORGANIZATIONS

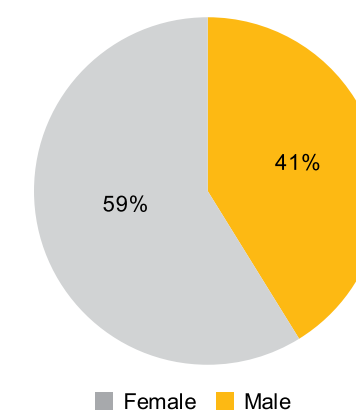


# Our Individual Members

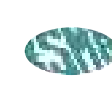
The concept of HRDN evolved, when in late nineties need of a platform for professionals involved in human resource development was felt where they could learn the latest tools and techniques of HRD, share and further refine training modules and connect with their peers. After series of deliberations HRD Network was founded in 1999 and individuals with interest in the area of HRD and expertise in delivering trainings were awarded prime category of it's membership i.e. Professional Members. To further extend the benefits of learning, sharing and networking to larger group of development professionals, General Membership Category was introduced. Individual members are still a biggest asset, we are proud of and over the years this category evolved into a good mix of industry top executives, early and mid-career practitioners, people from academia, civil service, armed forces, students and other professions of life.

Our individual membership base of more than 850, which is based in 26 different countries including Pakistan.

## Individual Members HRDN



## OUR FOOTPRINT





# Networking, Learning and Sharing

HRD  
network



## International HRD Congress

The international HRD Congress and Pakistan Development Expo was the mega events organized by HRDN on November 28<sup>th</sup>-29<sup>th</sup>, 2014 in Pak China Friendship Center. The core purpose to host this international congress was to bring national and international dignitaries, experts and stakeholders together to deliberate on developmental challenges and set path for policies and strategies for future development of Pakistan and South Asia.

### Aims & Objectives of International HRD Congress

The Government of Pakistan has launched "Vision 2025" that elucidates sustainable growth while keeping in view the importance of vision 2025 and priority areas set to reach the ultimate goal. HRDN decided to organize the Congress of 2014 on **"Key to Sustainable Growth – Human Resource Development"**. The Congress mainly focused on one priority area of Vision 2025 i.e. **SOCIAL CAPITAL**, while reviewing the Government of Pakistan's emphasis to discourse all areas of precedence.

The specific objectives of holding Int. HRD Congress was:

- To think through the challenges of peace, poverty, population and human resource in South Asia for sustainable solutions
- To discuss and strategize future directions for sustainable growth and human resource development
- To portray and tackle policy level issues
- To explore successful economic development model

### Launching Ceremony of HRD Congress:

HRDN initiated this holistic task to harness the efforts at all levels and to come up with concrete solutions towards the real development. HRDN deems Vision 2025 closer to its ideas as it is all-inclusive, egalitarian and sustainable. Earlier, Minister for Planning, Development and Reform, Professor Ehsan Iqbal marked the launching of the event. HRDN being the network of 150 private sector organizations and over 1,000 development sector professionals wants to outline the developmental goals and explore new and successful models for the development of Pakistan.



### Session 1: Inauguration of HRD Congress and Pakistan Development Expo 2014

- **Chief Guest:** Raja Ashfaq Sarwar Punjab Minister on Labour
- **Guest of Honor:** Mr. Tahir Hijazi- Member Planning Commission
- **Guest Speaker:** Mr. Ramesh Singh Arora
- **Chairman HRDN:** Mr. Roomi S. Hayat
- **Executive Director HRDN:** Mr. Suhail Awan

Raja Ashfaq Sarwar Punjab Minister on Labour headed the inauguration session and said that the government is committed to strengthen the institutions and the heads of these institutions for the development of the country while addressing the inaugural ceremony of the International HRD Congress.

Raja Sarwar said that HRDN has emerged as a prominent network of organizations, professionals and experts, all motivated to further the progress and well-being of the country. The congress is a good forum to share the good practices and exhibiting successful models towards the development of the Pakistan. I commend efforts of organizers of the Congress for conceiving this much-needed initiative.







### Session 2: Governance & Accountability – Freedom of Information Standards in Pakistan

- **Chief Guest:** Barrister Zafarullah Khan, Advisor to the PM on Constitutional Law
- **Key Note speaker:** Mr. Zafarullah, Executive Director Centre for Civic Education
- **Panel Discussion:** Babar Sattar Advocate; Ms. Shirin Gul (AWAZ Project)

In the second session Mr. Zafarullah, Executive Director Centre for Civic Education very briefly discuss the Rights and Freedom of Information. The speakers pointed out flaws in the law and suggested measures to make the law more compatible in the interest of the public. Mr. Zafarullah also unfolded details of the new law on the right to information that is being presented in the parliament. He said that a powerful Information Commission is also being set up for the purpose.



### Learning Session 3: Climate Change, Adaptability & Food Security

- **Chief Guest:** Major General Aleem Saeed Chairman NDMA
- **Key Note speaker:** Francisco Gamro, Deputy CR FAO
- **Panel Discussion:** Ambassador Shafqat Kakakhel, Abid Suleri, SDPI,

The third session of the congress was on Climate Change, adaptability and food security. NDMA Chairman Major General Aleem Saeed talked about the acute food insecurity in Pakistan mainly because we waste most of the food on our own. He focused on strengthening the agriculture system to introduce new areas of production. The NDMA Chairman concentrated on the need to focus on the issue of youth and asked the HRDN to come forward in harnessing the potential of the youth.



### Learning Session 4: Education Quality & Inclusiveness

- **Chief Guest:** Baleeg-ur-Rehman, Minister of Planning & Reforms,
- **Key Note speaker:** Dr. Suhail Naqvi, VC LUMS
- **Panel Discussion:** Muzafar Uddin, CR BRAC, Aziz Kabani SEF, Irfan Awan Society for Basic Education Baluchistan,

Dr. Suhail Naqvi, Vice Chancellor LUMS University, said that the tertiary education cohort will show an increase of 5 Million and will be around 28 Million people. The session focused on the quality and inclusiveness of the education. A number of factors were discussed during the sessions which includes about the current aggressive growth is 14% of 17-23 year olds would be enrolled in tertiary education and more than 24 Million 17-23 year olds would not be in the tertiary education system. He dilated at length on the educational challenges the country is confronted with and made useful recommendations to steer the country towards development.



### Learning Session 5: Role Private Sector/CSOs in Literacy & Non-Formal Education

- **Chief Guest:** Dr. zafar Qadir, NCRD
- **Key Note speaker:** Dr. Saif Ullah Chaudhry - Chief of Party Citizen Voice Project TDEA
- **Panel Discussion:** Mr. Saleem Ranjha, Dr. Humayun Khan IRM, Mr. Abdul Malik, AKRSP

Dr. M. Saif Ullah Chaudhry, Chief of Party Citizen Voice Project TDEA talked on role of private sector on literacy and policy level challenges that includes supply driven HRD system, vertical education, lack of focus on youth employment, absence of entrepreneurship culture, limited budgetary investment, little



investment on illiterate & low skills and lack of linkages between education & skill providers need to be tackled seriously. He stressed the need for emergency fund investment on literacy/NFE, inclusion of Ustaad-Shagird system in HRD, certification for "Prior Skills Learning", linking school education with skills & vocational Training stream and social recognition of trades and vocations.



#### Session 6: Youth Inclusive Development

- **Chief Guest:** Dr. Zafar Qadir, NCRD
- **Key Note speaker:** Dr. Kamran Shams, CEO PEEF
- **Panel Discussion:** Dr. Waheed Chaudhary, Chairperson Dpt. Anthropology, QAU, Daud Saqlain Action aid, Iqbal Jatoti Right to Play (CR)

Dr. Kamran Shams, CEO Punjab Education Endowment Fund (PEEF) said that the challenge of engaging youth in the development has its own dimensions and confronts countries worldwide regardless of their stage of socio-economic development. The creation of long-term, decent and productive work for youth has grown in prominence across the globe. However, in many countries young women and men continue to face significant obstacles and are most impacted in engaging in productive activities leading to disengagement of youth from main stream development agendas, he added. He said that perhaps the most frightening is the current generation's distrust in the socio-economic and political systems, as their priorities and concerns have not been fully addressed leading to tears in the social fabric of society. The governments must listen and work to expand the opportunities available to youth and answer their legitimate aspirations for dignity and decent work and entrepreneurial opportunities.



## Pakistan Development Expo

### Aims & Objectives of International HRD Congress

Development is quite a complex phenomenon of today's developing world necessitating its key actors to learn, exchange and adopt the successful models to support their burgeoning economies. Expos was promising platform for showcasing successful models, learning from rich experiences, connecting with right and diverse clientele and in keeping future directions and strategies abreast and relevant with regional and global priorities.

The Pakistan Development Expo was highly important and unique platform of its kind to peep into the successful models and future strategies of the Government of Pakistan, international donor community and development agencies for a progressive and dynamic Pakistan. Key objectives of the expo are:

- Bridging the gap and trust deficit between the government development arms and private sector and promotion of dialogue
- Showcasing and celebrating successful models and strategies for sustainable development
- Highlighting key issues in certain thematic and geographical areas
- Sensitizing the masses to learn and practice the good works being done by the Civil Society Organizations

Around 50 organizations exhibited their successful models in Development Expo 2014 that included Five Tracks:-

**Track 1:** Governments

**Track 2:** Donors

**Track 3:** Civil Society Organizations

**Track 4:** CSR initiatives of Corporate Institutions

**Track 5:** Technical Assistance Providers







## Annual Trainer's Retreat (ATR)



The Annual Trainers Retreat is one of HRDN's regular activities conducted every year. The 17<sup>th</sup> ATR was organized from 1<sup>st</sup> -7<sup>th</sup> May 2015 in Moscow Russia with the objective 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. Additionally, enhance their skills and knowledge through experience sharing and cross-fertilization of ideas and refresh themselves in a joyful environment. In order to maximize the learning element a conference was scheduled for the trainers. The conference major objectives were as:-

- Promote culture of people to people contact for improving the quality of efforts in developing human resources
- Develop broader understanding on thematic issues relating to human resource development and capacity building
- Establish industry standards in training
- Sharing best practices
- Provide learning exposure to Trainers in a joyful manner

### Proceedings of the Conference

#### Inaugural Session

#### Welcome & Objective of the event

The proceeding was started with the recitation of the Holy Quran. The distinguished board member of HRDN Mr. Sahibzada Jawad Khan recited verses from the Quran.

Mr. Suhail Awan, Executive Director, HRDN was invited on the stage to formally welcome all the 17<sup>th</sup> ATR participants and to share the objectives of the event. In his address, he warmly welcomed all the participants and paid special gratitude to the special guest Dr. Mojahid Mirza (currently working with International Information





Agency "Russia Today" in its section Saputnik Urdu), Chief Guest Mr. Vladimir Mikheev (who was a Professional Journalist with 30 years' experience in print and electronic media) and Mr. Roomi S Hayat, Chairperson HRDN.

He further shared the agenda of the conference "**Youth & Human Resource Development: Pak-Russia Context**" and urged the participants to discuss and share their views on the challenges of Pakistani Youth.

Before inviting honorable guests, Mr. Awan invited Chairperson HRDN Mr. Roomi S Hayat for welcome address to the conference participants.

### Keynote Address

#### Roomi S Hayat:

Mr. Hayat formally welcomed all participants on 17<sup>th</sup> Annual Trainers Retreat (ATR). He further shared that Annual Trainers Retreat was indeed a legacy of learning and a flagship regular event of HRDN to bring together members of the Network and to provide them an opportunity to interact with individuals from varied cultural backgrounds, learn new development approaches, share and implement the best practices in their sphere of work.

While highlighting the theme he said that, theme for this year's ATR Conference revolves around *Youth & Human Resource Development* with a focus on People-to-People interaction and finding out areas of Cooperation in Human Resource Development and Education.

He added Moscow had a very rich history and he believed that organizing the ATR here in Moscow is a wonderful opportunity for all of us to learn from fascinating history of this marvelous country and also explore the amazing places that we have heard about since our childhood.

Discussing the current situation of Pakistan, he shared that during the last decade, the higher education in Pakistan had improved considerably. However, there was still a huge gap, which needed to be filled. We were mindful of the fact that our students lacked one important thing, and that was exposure to other cultures. Exposure to different cultures helped students worked with people from diverse backgrounds and learned the art of life skills. Exchange programs for students and professionals also helped strengthen people-to-people contacts among members of different civilizations that promoted tolerance and harmony as well as learning and implementing best practices.

At the end, he conveyed especial thank to guests from Moscow for honoring the invitation and for being there and he said, he hoped that our members from Pakistan would enjoy the trip as well and congratulated the Team HRDN for successfully organizing this year's ATR and thanked members of the Network for their enthusiastic participation in it.

Mr. Awan invited to Dr. Mojahid Mirza to share his experiences regarding challenges of Pakistani Youth; as Dr. Mojahid was serving in Russia since many years.

### Learning Session I

#### Address by Guest of Honor

#### Dr. Mojahid Mirza

After a brief introduction with participants Dr. Mojahid shared that youth was important segment of society; he said that he was not against the capitalism but we had to concentrate what and how questions in terms of thinking about development of youth. . Increasing number of youth was always a problem if we could not provide them better facilities and opportunities; and he added that



he was very concerned about its youth and following are the major challenges of today's youth:-

- Week Education System – focus is not on seeking knowledge but on passing examination.
- Level of Education – its all depends on knowledge you are giving; it also depends on what and how you cop it with the future challenges.
- Frustration of Youth – it's because of disparity, bad economic situation of the country, so need to know how to make it favorable for the society.
- Role of establishment and NGOs are very vital for the youth and need to lot of work on this.
- Financial Resources – Financial constraints are very critical in the development of youth, we need to boost the financial resources of Pakistan.
- Mental Approach of the youth is below standard in Pakistan and to cop this issue we need to think liberally.
- Opportunities Dr. Mojahid also shared that there are tremendous opportunities available, government, Private sector, NGOs they can increase the opportunities and they should strive to explore more jobs opportunities for youth. Although NGOs are under developed now but they are in position to do something for youth.
- What to do:-
  - Need to create Discussion groups at Mohallah, Town and city level
  - Need to develop book reading habits among youth besides the improvement and develop the library culture.
  - Students unions created difference in past; we need to reform and urge youth to be part of these.
  - Lessons from the Russian society is healthy and liberal life style of society, think liberal and do liberal is key to success
  - Need to break down the cultural taboos
  - Avoid to impose the religious believes on youth.

### Learning Session II

#### Talk by Chief Guest

Mr. Awan finally invited to Chief Guest **Mr. Vladimir Mikheev**, to share his experiences related to youth challenges in the perspective of Russian society. Mr. Vladimir thanked to participants and HRDN to invite him for today conference and formally welcome to all participants in Russia. While sharing the challenges of Russian society and Youth, he expressed that since mid of 19<sup>th</sup> century Russian society faced many challenges but despite of all difficulties, Russian society excelled in field of science.



Its engineers and scientists made some notable inventions such as they designed first modern aircraft in 1957 and Russian scientist contributed 70% in the development of the country. He further discussed the factor, which effected any society, these are:

- Strong Democracy
- Decentralization
- Public Private Partnership
- Size of population
- Youth need skilled and employment opportunities
- Education and women participation is also very critical and important aspect in the development of the human resource of any nation.



### Closing Session

In the closing session, the participants of the ATR worked in groups and compile recommendations and suggestions to improve the membership of HRDN and to increase female participation in the Network. At the end Mr. Awan thanked the Chief Guest, Guest of honor and participants for attending the conference



## 15<sup>th</sup> All Members Meeting (AMM) 2014

HRDN is platform where people from different walks of life come together on different theme based networking events each of which has been designed for the achievement of certain objectives. Among these forums, an All Members Meeting (AMM) holds a prominent position. AMM is an annual general body meeting whose purpose is to update HRDN members about network's performance in the previous year and at the same time inviting feedback of members for further enhancing the effectiveness and relevance of the network's activities for future. General body enjoys and promotes democratic values

AMM also provides an opportunity to members for networking, knowledge sharing and development of linkages with other members. Schedule of this event includes a grand gala dinner and musical performance by renowned local or national performers.

15<sup>th</sup> AMM comprised upon two days October 17<sup>th</sup> & 18<sup>th</sup>, 2014. Annual Networking Dinner with Musical Night was arranged on day one and All Members Meeting with learning sessions and BoD elections on day two respectively.

### Annual Networking Dinner and Musical Night

On October 2015 informal session of the 15 AMM was scheduled at farm house in chak shahzad with a Melodious Gala Dinner in which a well renowned singer and musicians were invited to make the evening memorable. As per the set values of the events the candidates for BoD new elections were invited on stage to share their mandate, agenda and along with their previous contribution for HRDN and how they will be helpful in strategic, operational and business development of HRDN in Future.



### Elections & Annual Members Meeting

Mr. Roomi S. Hayat- Chairperson HRDN in his welcome note shared with the audience about the inception and growth of HRDN. He also shared that we want democratic and transparent organization that's why we conduct Board of directors' (BoD) election every three years to select new governing body for the network. He mentioned and requested all present members to elect those members who you feel are best suitable for the betterment and representation of the network. At the end he thanked all the members and guests for their valuable time and participation in the event to make it memorable.

### HRDN Progress 2013-2014

Mr. Suhail Awan- Executive Director HRDN gave a very inclusive overview of the HRDN performance over the last year. He said that the Network is consistently growing both in term of its core activities as well as programs. HRDN is realigning its core programs and events to make them member and sector focused product/programs. He shared that HRDN's vision is competent human resource to achieve professional excellence, thus multiple initiative are taken to achieve ultimate goals and



objectives i.e. HATS, State of HRD etc. He said that the Network is organizing International HRD Congress and for the very first time Pakistan Development Expo in November 28<sup>th</sup> & 29<sup>th</sup>, 2014 in Pak China Friendship Center. He shared due to current political situation in Pakistan the Network was compelled to postpone its few core events that is decided to reorganize in the start of coming year.

Mr. Awan shared the progress of ongoing projects in different area and also brief about the future plans of resource mobilization and knowledge management.

He said that we are focusing on the upturn and sustainability of membership. He ended up his presentation on vote of thanks to all members and with a wish that HRDN's members will vote and select those BoD who will give their best efforts and time to the network for its growth.

#### **HRDN New BoD and Oath Taking Ceremony:**

BoD elections were conducted in a very transparent way under the strict and vigilance of election commissioner, observers and pooling officers. After the see-through process of voting results were announced by Ms. Moneze Hashmi, chief election Commissioner of the new BoD for the year 2014-2017. Oath taking ceremony was held at the event.

At the end of this two days event, Mr. Roomi S. Hayat presented the previous BoD with medals for serving the Network from 2011-2014, for a period of three years. Souvenirs presented to Chief Guest, Chief Election Commissioner and volunteer members who supported HRDN in various ways.



# Institutional Capacity Building

# HRD network



## Institutional Capacity building of Federal Ombudsman

Institutional capacity building is the focused and objective oriented programs of the network through which it works closely with the government and Civil Society Organizations to build their capacity in service delivery and objective achievement. In the past too, HRDN has worked closely with different government institutions and build the capacity of its officials in multiple skills. Similarly, the Network focused on institutions one by one and striving to play its positive role in the progress of the institutions. In year, 2014 HRDN joined its hands with Federal Ombudsman (FO) and implemented a project in Islamabad. Through public-private, partnership strengthened the office of Ombudsman and abetted to increase outreach of the institution and coordination among stakeholders. The Network supported and capacitated the FO in different skills layers and developed the **Institutional Development Plan**. For the very first time HRDN has developed and implemented the **Communication Strategy** for better and smooth working of the institution. Following are the major objectives of the project: -

- To create awareness among 5500 ordinary citizens of Islamabad regarding available public entities and bodies which have been established for grievance redress including federal ombudsman office through media campaign
- To provide a platform such as "Citizen's Group" for citizens and civil society to discuss and then advocate for strengthened citizen's voice for grievance redress through the office of Ombudsmen in Islamabad
- To undertake advocacy activities for making the voice of most disadvantaged groups (such as women, children, youth etc.) heard through stakeholder dialogues and seminars.
- To advocate and contribute for institutional strengthening, transparency and effective service delivery by the office of ombudsman through stakeholder dialogues and capacity building initiatives.

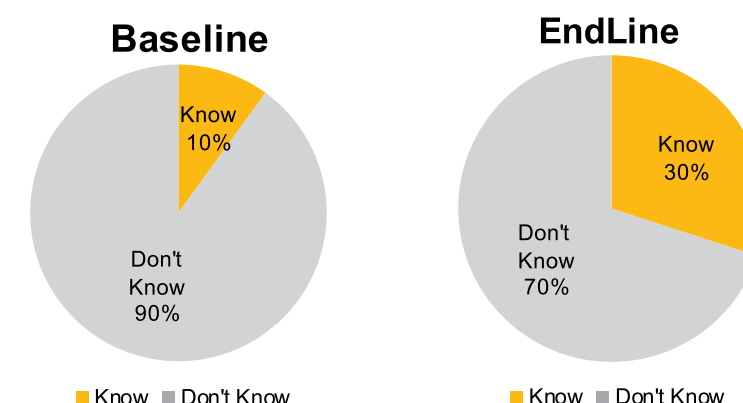
### Major Activities undertaken:

- ❖ Baseline and Endline study conducted to know basic knowledge of people about this important institution in start of project and at the end;
- ❖ Citizens' group formed and monthly meetings conducted;
- ❖ Extensive media campaign organized i.e. radio programs, newspaper advertisements, newspaper articles, blogs, IEC material and video documentaries;
- ❖ Communication strategy developed for the office of Ombudsman;
- ❖ Capacity Building trainings organized on IT Skills for the officials of Ombudsman;
- ❖ Stakeholder dialogue and public seminar organized on "Freedom of Information".

### Achievements

#### 1. Base line and End line

The baseline and endline study conducted to collect data about existing and after project knowledge of citizens regarding Office of FO. In baseline study only 10% people were aware about FO office while after project interventions, end-line study showed 30% people have knowledge about the institution.



#### 2. Advocacy & Awareness

HRDN has formed a group of active members from the community and engaged them in raising awareness among public about the office of Ombudsman. An extensive media campaign was organized including radio programs, newspaper advertisements & articles, blogs and IEC material to increase the outreach of office of Ombudsman.



#### 3. Development of Communication strategy

The communication strategy was developed to enhance the skills of media unit for effective and systematic communication, additionally build the capacity to utilize the communication techniques and tools.



#### 4. Capacity Building of Officials of Ombudsman

HRDN conducted a comprehensive SWOT analysis and planned capacity building trainings for the officials of Ombudsman. Around 60 officials were trained in IT and management skills, the capacity-building program was appreciated by Federal Ombudsman and requested to replicate the model at national level.



### 5. Stakeholder Dialogue

The stakeholder dialogue was organized on 30<sup>th</sup> September 2014, at Hill View Hotel Islamabad. In the event advisor to Federal Ombudsman participated and brief the audience about the roles and responsibilities of the institutions. Prominent professionals from different sectors participated.

### 6. Public Seminar on Freedom of Information:

The Public Seminar on Freedom of Information Standards was organized at Pak-China Friendship Centre on November 28<sup>th</sup>, 2014 that is primarily aimed to sensitize the citizens on their rights including freedom of information. A panel of experts including key government functionaries delivered their presentations/speeches in the seminar in which around 200 participants from cross section of society of society including development professionals, students of the universities, civil society members and the public attended the seminar

## Case Study

**Federal Ombudsman** in Pakistan is an official institution of government that enjoys significant degree of independence and work for the interest of public by investigating and addressing the complaints of the people regarding maladministration, violation of human rights. Unfortunately, few people have knowledge about this important institution, to strengthen and enhance its visibility Human Resource Development Network (HRDN) take an initiative to aware and sensitize people about Ombudsman.

At the initial stages of the project, the major stakeholder Federal Ombudsman was least interested in this project, but HRDN succeeded to take them on the board after conducting extensive consultation and emphasized on the need and importance of the project. In its response, an MOU was signed between HRDN and Ombudsman later on Federal Ombudsman supported the network throughout the project span for the implementation of activities.



On the other hand, to enhance Ombudsman visibility and promotion an extensive awareness campaign launched through print and electronic media. Resultantly the number of people increased from 10% to 30% who aware about this important institution. In response of this campaign, around 50 people approached to HRDN and Federal Ombudsman in order to know the grievance redress mechanism i.e. how to approach and registered their cases in ombudsman. The complainants either directly submitted their complaints in Ombudsman or get in touch with HRDN.



## Future Aims

The HRDN proposed and helped the FBR realize the need of the **Whistle Blower Protection Act** and it's important. This was especially important in a country like Pakistan to promote transparency and to avoid organized tax fraud, tax evasion, bribery and corruption. The following are the main objectives of the project.

- Development of the Whistle Blower Protection system, which can help citizens to report corruption and tax evasion to relevant field offices of IR;

- Training of FBR officials for effective use of the Whistle Blower Reporting System;

The project is in implementation stages; however, the protection Act has been developed and added in Finance bill of year 2015 for implementation at national level.



# Individual Capacity Building

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network





## Youth Workforce Development

### Internship Program:

HRDN National Internship Program is one of core program and make best efforts to lead our youth towards professionalism. We are determined to provide an opportunity to our youth to broaden their vision, attitude and skills towards a better Pakistan. The primary focus of the internship program is to provide hands-on, career-specific learning experience to youth. Through a structured internship program, HRDN aims to engage students/recent graduates to provide them practical experience at the workplace and offer them opportunities to develop basic workplace professional and ethical skills at an initial stage of career.

The internship program will enable them to interact and network with personnel from a variety of development, public, and corporate sector organizations to be able to enhance their knowledge and professional skills that are required and essential to become a true professional.

At present-day, the world has shifted its paradigms including the traditional methods of study i.e. bookish education. These changes are opening the doors to an environment that can consist of a secure career and backbone for the economy of the youth. Thus, it is very important to provide spaces and suitable arenas at all levels for graduates and undergraduates. In a competitive job market, being the topper at your institute is not enough to secure a job due to many factors affecting job offers today. A unique or well-known internship will not only provide students with practical work experience, but will also provide them the opportunity to engage with a more diverse body of people in an office setting, preparing them for today's global business economy. Internships allow students to gain experience in their field, determine if they have an interest in a particular career, create a network of contacts, or gain university credit.

### Mission

Youth development service for a better Pakistan.

### Objectives:

The main objectives of internship program are to provide the participants with:

- Hands on experience in the professional organizations and to help them learn about the organizational dynamics, culture and environment;
- It aimed to provide the young and talented students/graduates with the splendid opportunity of working with top-notch professionals;
- To develop the job related skills according to their Academic areas and to groom their personalities.

### Cohort 1- Year 2014 (Summer Internship Program)

Over 300 Students from Colleges/Universities applied for Nationwide Summer Internship program and after being tested, approximately 40 were short listed, that were ultimately chosen for the Internship. The students eligible to apply for this program were expected to possess extraordinary interpersonal skills and computer literacy. This was an opportunity for young, fresh college/university students preferably studying the area of social sciences with an age limit of 28. This distinctive learning experience allowed students to acquire both theoretical knowledge and practical field experience in research and other scholarly investigations over the period of 8 weeks.

### Cohort 2- Year 2014 (GBC Region)

The HRDN Internship Program Cohort 2- Year 2014 was mutually launched by us as Pakistan's largest Network and one of the Asia's leading capacity development organization "Aga Khan Rural Supporting Program Network" (AKRSP). The Internship Program was in collaboration with **Enhancing Employability and Leadership for Youth (EELY)** Project of the AKRSP. The three months internship was for energetic and talented young men and women who have completed 16 years of education and are from **Gilgit-Baltistan & Chitral (GBC)**. The Agenda of Cohort 2- Year 2014 essentially focused on about a **50 internships** that included **12 weeks** of unique learning experience. It allowed students to acquire both theoretical knowledge and practical field experience in research during their attachment in the host organizations in their respective areas.

### Cohort 3- Year 2014 (South Punjab Region)

Cohort 3 of Internship Program Year 2014 was mutually launched while joining hands with International Donor Agency "**Creative Associates International**". The Internship Program was titled as **Umeed Jawaan**, this three months internship was for energetic and talented young men and women who have completed 16 years of education and are from four districts of South Punjab i.e. Multan, Bahawalpur, Lodhran and Muzaffargarh.

Basic objective of this program was to provide a professional environment to targeted fresh youth to utilize their academic knowledge a realistic work experience; and provide practical, structured and supervised learning experience. This on-the-job learning experience aimed to enhance their chances for a successful career development.

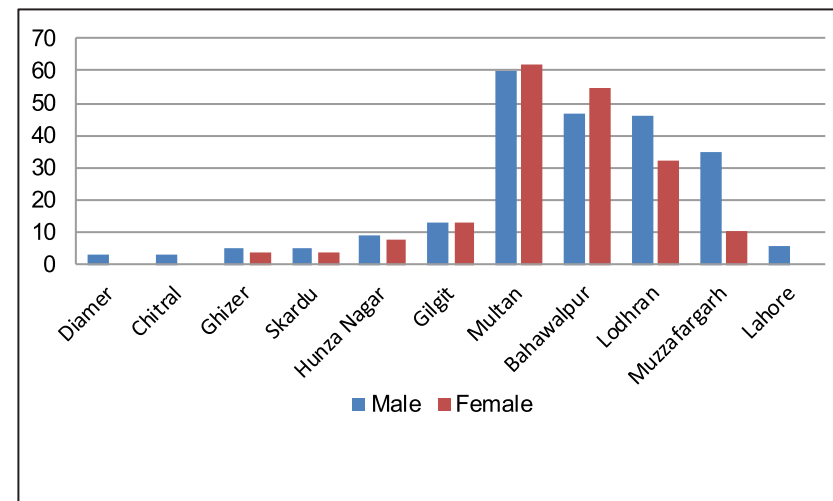
It also meant to give them an opportunity to interact with professionals of different NGOs, public-private sector organizations to be able to identify and boost the skills they need to make true professional, successful manager, employable and self-employable for the future.







Interns Ratio



Region	Male	Female	Total
Diamer	1	0	1
Chitral	3	0	3
Ghizer	1	2	3
Skardu	3	3	6
Hunza Nagar	5	6	11
Gilgit	13	13	26
Multan	60	62	122
Bahawalpur	47	55	102
Lodhran	46	32	78
Muzza fargarh	35	10	45
Lahore	3	0	3
Total	217	183	400

## Case studies/Testimonials

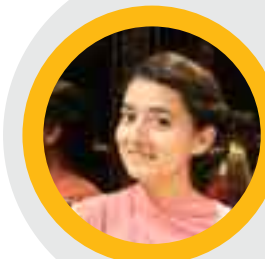
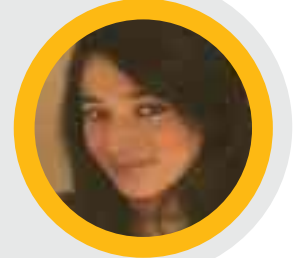
### Testimonials:

"After completion of y masters I have choose HRDN internship program and I think it was best choice I have ever done. As an HR Intern, I learned here more than during my studies. All of this helped me to put my theoretical knowledge into practice and realize what form my knowledge is important and what is not. Now I am working as a HR officer in one of the leading organizations. Nadia Yaar



"The internship under the banner of HRDN has enabled me to learn self-discipline – it helped me to learn to organize myself where I can choose to do what I feel is right and getting myself to do what I really need to do. The fruit being reaped in the form of employment in one of the reputable private organization in Pakistan." Muhammad Tashfeen

"This internship was a wonderful experience of learning. HRDN has enabled me to enhance my skills and has polished my abilities. Joining HRDN for internship has been one of very positive and effective decision of my life. I am very thankful to HRDN fr providing me with this prestigious opportunity."Anila Gasha

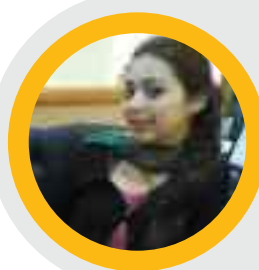


"A very encouraging experience, overwhelmed with professionalism. From the very beginning till the end, my colleagues were very helpful ensuring that we did not only enjoy ourselves, but are also taking away valuable learnings. It was a great pleasure of being involved with and I will definitely recommend HRDN internship programs to other students. This exposure made us think about achieving a desired result as a team, building within ourselves leadership qualities. The whole experience was challenging, fun, relevant – and yes, great!" Reena Ibadat

"I feel like without this internship I wouldn't be the person I am now. The experience also taught me to be more open to different ways of life and to just embrace the differences that exist in a foreign environment." Asim Saeed



*"My time so far, as an internee at Federal Ombudsman Secretariat, has been very beneficial, as it provided me with an opportunity to apply parts of my theoretical and practical knowledge and to get my mental abilities tested. I am very grateful to HRDN for the experience and skills I have gained to date. I have been involved in drafting Findings and Hearing cases pertaining to the educational issues, which students have been facing, due to the mal administration of the Federal educational institutions. Moreover, I have just started to look after the work of Foreign Assistance Cell and Internships at Federal Ombudsman Secretariat, which again is great experience. Through my time here I have gained new skills and experiences and I can definitely say that this internship has set me up nicely for future employment."*



*"I have learned during my internship experience that if we keep endeavoring and be consistent there is nothing we can't do; if we probe for the things we desire and be hopeful we ultimately find those things"*

### Case Studies:

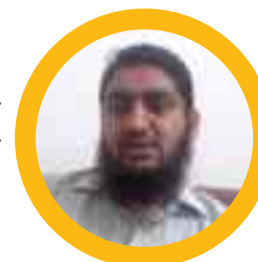
#### Parents get relief, hope

Muhammad Abdullah a graduate from university was all praise for the HRDN for starting youth empowerment project in South Punjab saying that it is a big relief for him as he has got the job to assist his family. Muhammad Abdullah in a broken tone told that he was rejected by many organizations just because he has not having experience in his relevant field. He said that his concept changed as soon he was selected by Human Resource Development Network as internee and was placed in Toyota Motors. He started his work with determination and dedication and proved himself as best employee and later he has been selected for permanent job just because of a model developed by him for their upcoming projects. He said my job has provided a good relief to the family in meeting the day to day expenses and he is really thankful to HRDN for such, wonderful services to youth.



#### Dedication, Hard work heals the pain

HRDN became a light of hope for me, when I got job during my internship. My supervisor selected me just because of my hard work and commitment with the organization and now I am working as a finance assistant in Sycop organization." These were the views of Muhammad Rehan who has started his career successfully in the organization he has done his internship. He thanked HRDN for considering him for this internship and providing him opportunity to some practical experience to start a successful career.



## Career Counseling & Mentoring Program:

Career Counselling and Mentoring Program is one of the HRDN's significant exertion to arm youth about the importance of Career selection and mentor them to select best suitable profession for their self. The Network has started this initiative under Cohort 3- year 2014 Internship Program titled "Umeed Jawan" in South Punjab. HRDN organized compact trainings on Career Counselling and Mentoring while engaging 20 institutions Career Development Officer with the aim to further train students in selection of their professions.

HRDN organized a successful professional training for Career Development Officers on subject **"Career Counseling and Mentoring Skills"** from November 12<sup>th</sup> to 14<sup>th</sup>, 2014. Trainer Mr. Syed Abidi, a well know personality conducted the training and imparted advanced knowledge on the subject and made this training a benchmark for the participants' of South Punjab.

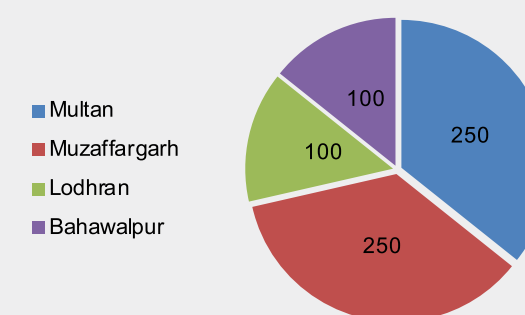
### Career Counseling & Mentoring Services for Students:

Mentoring seminar was the important and significant activity of the Internship Program to sensitize and educate youth regarding career counseling and make them aware to seek new and available opportunities regarding education and profession as well. The career counseling's and mentoring services provided to around 700 students in district Multan, Muzaffargarh, Lodhran and Bahawalpur.

The mentors of seminar were:-

- Ms. Nighat-UI-Nisa DFID
- Mr. Suhail Awan Executive Director HRDN.
- Ms. Munnaza Hashmi Executive Director of Empowerment of Human Development (EHD)
- Mr. M. Ali A. Sheikh

### Career Counselling & Mentoring Services



## Testimonials regarding Career Counseling and Mentoring services provided by HRDN:

“We were considering one session of career counseling with many students to be enough to inculcate knowledge and guidance for students but now I have realized that guidance and counseling are separate subjects with its process implications”. Mr. Abidi has elaborated in simple words and live examples to understand the concept of career counseling and guidance. Besides that we never had knowledge on mid-career shift and now we are very fortunate and consider this training a blessing for us Ms. Fatima Junaid (Program Officer CDC) Islamia University Bahawalpur.

“I have been part of Career counseling in my institute for many years in Bahawalpur but I never knew such new concept, insight on subject and knowledge about counseling. I can now say that social mobilization and guidance is not to earn money but it is our moral duty to guide the future of this country. Now we have got equipped with the knowledge, processes, and linkages for many resources through this training and would definitely utilize it for the betterment of our students” was shared by Mr. Arsalan Ansari.

“We remain engaged with Education from many years within our City but we never developed linkages with other similar institutions, this training was so good that now we become aware of many new approaches in Career Counseling and its importance for our students” was said by Mr. Ahmad Bilal,

“I have been involve in Career counseling for quite some time but I was mixing Career counseling with guidance but now I realized that both are different subjects and got the way forward, how to proceed with processes and its impact on students”. I have really learnt a lot out of many lively sessions offered by Mr. Abidi who has tremendous experience on the subject (Mr. Imtiaz Warraich (Head of Student Affairs – CDC) BZU Multan.

## Career Development Network

The Career Development Network is the major intervention of HRDN in Youth Empowerment and Internship Program. HRDN has established Career Development Network under its Umeed Jawan initiative, while taking universities and college in Network fold and signed MoUs for long-term establishment and utilization of CDN for betterment and career counseling of students. HRDN Secretariat managed Career Development Portal to support the CDN.

Focal University/College for this network is being rotated periodically to provide each district a chance to lead. The main purpose of this activity was:-

- To facilitate 2000 students and young graduates from colleges and universities of all four districts from CDN and the Career Development Portal;
- 20 Career Development Officers of the CDCs from universities and colleges of the target districts benefit from resources and knowledge sharing opportunities through Career Development Network.

The Career Development aim's primarily to deliver workforce development services, career counseling and coaching to the individuals looking for right opportunities. The CDN assists Career Development Centers (CDCs) and Career Development Officers (CDOs) to sustain in their established regions and continue providing services to the stakeholders.

A comprehensive communication strategy for the Career Development Network had been developed during the life of project that in detail contain its goals and objectives and stakeholders who are fully involve in its execution.

The objectives of this communication strategy are:

- ❖ Help us achieve our overall organizational objectives
- ❖ Engage effectively with stakeholders
- ❖ Demonstrate the success of our work
- ❖ Ensure people understand what we do;
- ❖ Change behavior and perceptions where necessary.

Right after the establishment of Career Development Portal 2,000 students had registered in this portal for interaction with each other and getting employment opportunities and career counseling and mentoring services while sharing knowledge through linking it with Career Development Network. Online messages sent to students during the month through Career Development Portal.

1. *“We remain engaged with Education from many years within our City but we never developed linkages with other similar institutions, this training was so good that now we become aware of many new approaches in Career Counseling and its importance for our students” was said by Mr. Ahmad Bilal*

2. *Mr. Sarfaraz, CEO CARITAS came to support the interns placed in his organization. He said that he has very high expectations from the youth of Pakistan and after analyzing the work of interns, he says that the future of Pakistan is bright. He advised the interns that first step is usually difficult. However, things get easier with experience and exposure.*

## Youth Capacity Building Program

Individual capacity building is the key activity of the Network under Internship Program 200 students have been trained on life skills, management and entrepreneurship skills and guided about their professional careers and basic modalities of professional life.



# Evidence Based Policy Advocacy

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## Whistle Blower Protection Act-FBR

Evidence Based Policy Advocacy is the imperative mandate of HRDN, the Network always desires to facilitate and bring novelty for the true development of the country. Keeping in view the same fervor HRDN developed a project on importance and need of development of Whistle Blower Protection Act for Federal Board of Revenue (FBR).

Way forward of the project were as: -

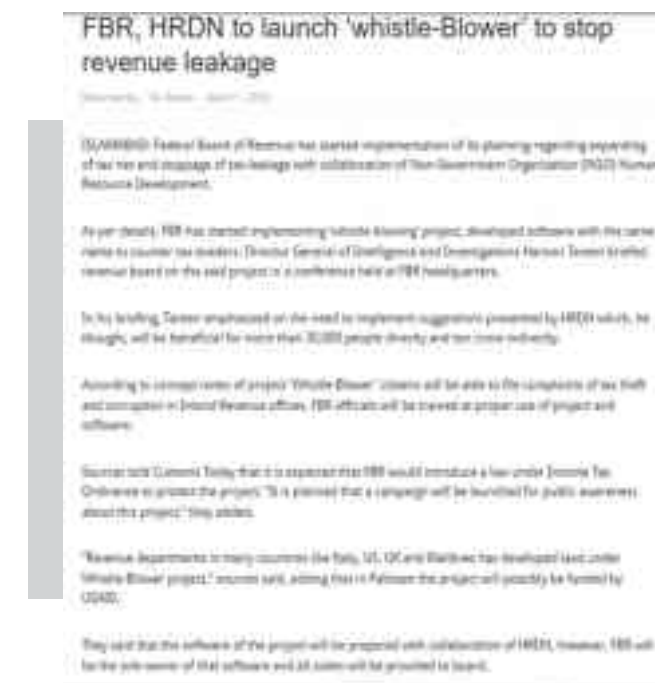
1. Development of Whistle Blower Protection system, which can help the citizens to report corruption and tax evasion to relevant field offices of IR;
2. Training of FBR officials for effective use of Whistle Blower Reporting System;
3. Development of draft law on Whistle Blower Protection for approval and inclusion in existing Income Tax Laws;
4. Awareness campaign for citizens of Pakistan to enhance their roles as Whistle Blowers.

The proposed project will help in achieving following important objectives: -

1. Enhanced active participation of citizens in improving transparency and accountability;
2. Reduced instances of corruption and tax evasion;
3. Improvement in the revenue collection and strengthening of economy.

## Launching of Whistle Blower Protection Act

HRDN while working closely with I&I department of FBR launch Whistle Blower Protection Act and after extensive engagements make it possible to include in finance bill of year 2015.



<http://www.customstoday.com.pk/fbr-hrdn-to-launch-whistle-blower-to-stop-revenue-leakage/>

## State of HRD in Pakistan

State of HRD report is another prominent ingenuity of the Human Resource Development Network to engender a compact report, which contains diverse rudiments to give a clear picture of the education sector, as well as the ratio and tendency of illiteracy. Pakistan is one of the countries of the world where the highest number of illiterates are concentrated. However, education is the vehicle for human resource development and literacy is the pre-requisite to consult and benefit from major sources of information and knowledge in today's world. Being a country like Pakistan, is already in clutches of different issues at the same moment is lacking the well-equipped human resource to establish the bases of its grass root institutions.

### Purpose of the Report:

The main purpose of state of HRD report is to provide strategic guideline to government and to identify the gaps for future planning and its smooth functioning.

### Way Forward:

HRDN so far conducted in-house consultation with like-minded professionals from public-private and development sector to discuss and deliberate on the HRD and its significances in national context.

## Human Resource Accountability & Transparency Standards (HATS)

The HRDN has taken initiative of Human Resource Accountability and Transparency Standards (HATS) that aimed to promote accountability and transparency in HR systems with the development sector to achieve professional excellence in institutional competencies. This initiative of the HRDN is need based and very significant because in Pakistan, the issue of the quality of human resource for the development sector has remained tricky since its emergence. Rapid growth of the sector shifted this paradigm and finally organizational heads are convinced that the yield from the human resource really determines the organization's performance. Standardization of human resource standards and industry specific tools to manage, retain and improve the quality human resource are very important to the quality of pro-poor deliverables by the civil society organizations. As such, the HRDN being a national network is taking this initiative for development of standards and indicators, to enable individual and institutional capacity strengthening.

### Vision:

Human Resource Accountability & Transparency Standards (HATS) are aimed to promote accountability and transparency in HR systems within development sector to achieve professional excellence in institutional competencies.

### Core Objectives:

HATS helped achievement of following objectives to enable development sector organizations to improve their overall HR Governance:-

- Improving HR practices, standardization of policies, optimization of HRM

- functions
- Development of basic HR Accountability Framework, evaluation criteria for HR Audit
- Development of HR Performance Indicators (HRPIs) and their disclosure guidelines

### Scope of work:

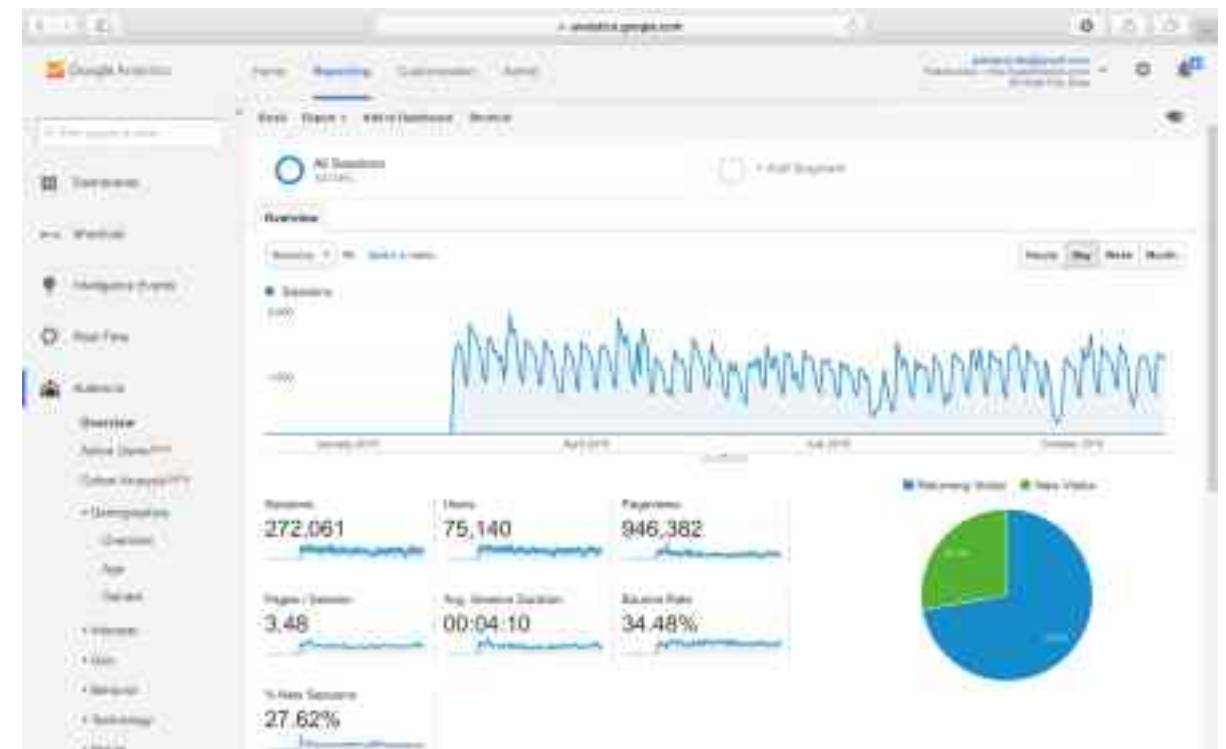
The scope of work of HATS is, but not limited to:-

The team of HR experts developed a HR accountability framework for development sector organizations. This framework include policies, procedures, toolkits and HR Performance Indicators considering prevailing legal compliance requirements and international best practices. It developed as a guideline and template, which can be customized. As this is an ongoing initiative of HRDN that will be completed in year 2016.



<http://pakdevjobs.com/>

Since inception, HRDN under its Corporate Social Responsibility (CSR) has dedicated one section of its website for posting of opportunities within the development sector of Pakistan. Over the years, HRDN's website jobs section became very popular among development community and was a favorite platform for employers and job seekers. In the last year, this section is transformed into a full-scale independent jobs portal, which provides end-to-end solution to the employers and facilitates the job seekers. Since this portal is dedicated to the development sector, so relevant response rate is recorded at more than 85%. In a pre-testing phase, the portal got phenomenal response from employers and the visitors. This also provide opportunity to the employers to display their organization full profile.



Irrelevant applications against any advertised job are always a concern for employers and relevant response rate of PakDevJobs.com is calculated against the total received applicants vs. applicant with relevant experience.

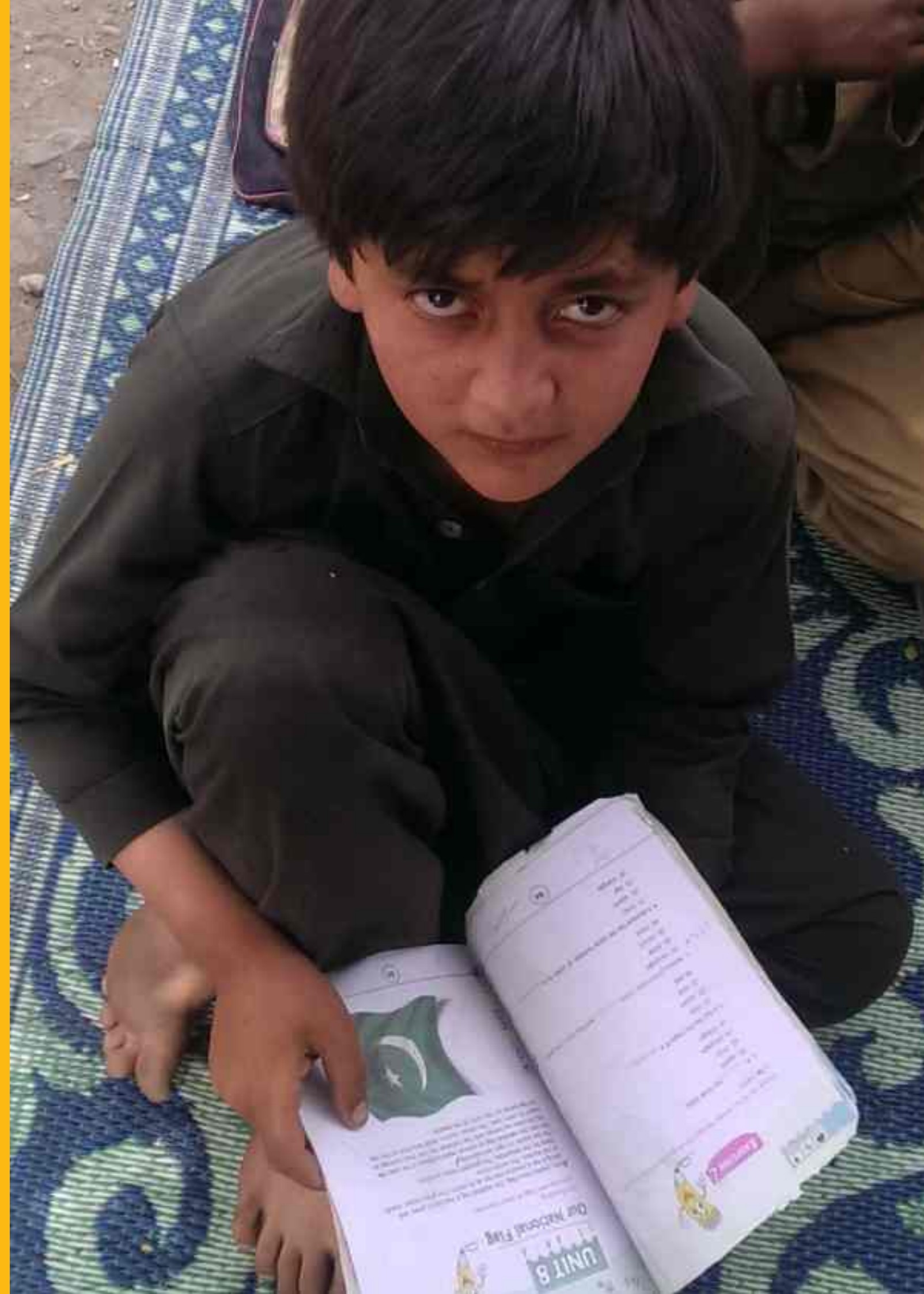
**No.1 Resource for Opportunities in Development Sector**



# Project Management Unit (PMU)

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HRDN has strong dynamic and well-trained pool of staff for its program development and implementation. Additionally the Network has vibrant BOD, which keep vigilant eye on all the programmes and activities at institutional and national level.

HRDN has very strong Program Quality Assurance mechanism and it ensures compliance and police implementation at all level. It believes in quality implementation and it has strict standards of quality and internal controls- both financial and program. However, our field areas are also open to visitors and observers, they can experience the quality standards, and we are open to suggestions, especially if suggestions are geared towards improving quality.

## Children Education Program:



The prolonged conflict in FATA has left many children missed their academic years. There are substantial number of children who are out of school and need support from the community and parents to rejoin /join the schools. Keeping in view the aforementioned scenario, HRDN established its field office in Mohmand agency in December 2011 and also successfully implemented a UNICEF funded project named "Welcome to School Initiative" in FATA (Mohmand Agency) with an efficient field team based in Mohmand Agency.

**Children Education Program** was initiated in February 2013 to improve the literacy rate in Mohmand Agency, with the substantial coordination of Education department and local Political Administration. Community Driven Community Based Education Program currently enrolls 1,058 students (58% girls) who were out of schools due to non-availability of schools in their neighborhood, before this Program.

### Project Objectives:

The Project's central objectives are: -

- To increase access to quality primary education as a means of promoting peace and development. Applying a context relevant and conflict sensitive Community Based Education (CBE) model;

- To empower community members and government officials to collaborate in the delivery of community based primary education in the remote areas of Mohmand Agency, while focusing on the areas, where any type of primary school does not exist within a radius of 5 kilometers.

### Program Brief

**Identification of Locations and Establishment of CBECs:** The selection of potential communities was finalized in consultation with education department and political administration. The villages were selected where no primary school was located within the radius of five kilometers and the village have at least thirty to forty children with the age of 5 to 11 years. The Program established twenty (20) Community Based Education Centers (CBECs) in two Tehsils (Pindiali and Prang Ghar) of Mohmand Agency.

**Recruitment and Training of Teaching Staff for CBECs:** Staff required for CBECs, which consisted of two (2) per and one security guard per CBEC and was selected from the same locality and total forty (40) teachers were recruited. An eight days training was arranged at Provincial Institute of Teachers Education (PITE) Government of Khyber Pakhtoonkhwa in Peshawar for all teachers and education experts delivered this training, which was especially designed to cater the needs of educators in post conflict and emergency situation.

**Focus on Girl child Education:** The program has a special focus on education of girl child so out of total twenty CBECs, thirteen (13) CBECs were specified for girls and seven (07) for boys.

**Community Leading the Program:** As a result of participatory approach and extensive community mobilization, the community provided space for all twenty (20) CBECs, which is major contribution of the community and reflects their level of commitment for provision of education to their children.

**CBECs Management by Community:** The program established one community group called "Taleemi Islahi Jirga (TIJ)" (School Management Committee) for effective management of each CBEC. The TIJ is comprised of eight (08) members mutually selected by the community at large and it conducts monthly meetings to review progress and monitor performance of teach. Decisions for improvement and follow-up actions of previous meetings decisions are also reviewed in these meetings.

**Result of Educational Years:** So far under the Children Education Program two educational years are completed and in first session 74% students were promoted to next classes and in second year 76% got promotion. Total of 880 students appeared in annual examination in first year and 908 students appeared in second year.

**HUB Schools & Teachers Learning Circles:** Four government schools are identified as HUB Schools and four teachers learning circles (TLCs) are established with these HUB schools for mentoring of CBEC teachers. Teachers from government schools are identified as TLC members and they are provided trainings to help them in carrying out proper monitoring of the CBECs. This is helping the program to ensure acceptance within Government Education System apart from provision of technical support and guidance to the teachers.

### Achievements

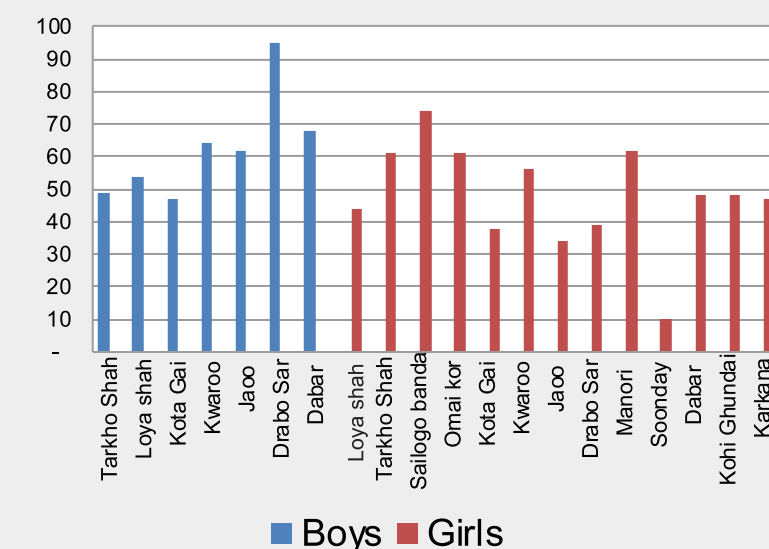
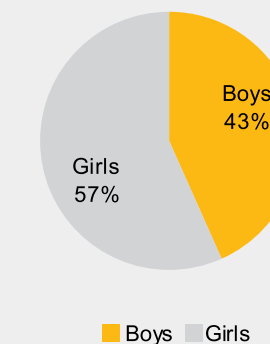
- Total twenty (20) CBECs established in two Tehsils of Mohmand Agency;
- All the teachers trained in basic teaching methodologies by education experts;



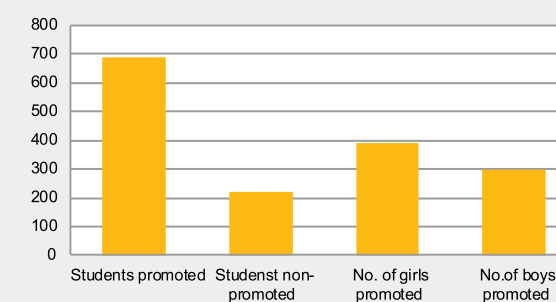
- Achieved gross enrollment of 1,458 students while net enrollment to date is 1058;
- Enrolled more than 58% girls in all CBECs;
- Twenty (20) TIJs established and trained on their role and responsibilities for effective monitoring and management of education program;
- TIJs were strengthened and facilitated for coordination with other stakeholders including line departments and FATA Secretariat;
- Four government schools identified as HUB schools and established four Teachers Learning Circles (TLCs) for mentoring of CBEC teachers;
- Teachers from government schools are identified as TLC members and are provided with trainings for carrying out proper monitoring of the CBECs;
- Basic numeracy and reading assessments (EGRA, EGMA) were carried out;
- Teachers awarded scholarships for getting professional teacher's trainings like PTC, CT and B.Ed.
- Coordination mechanism is made so strong that education department officials are regularly conducting monitoring visits to these CBECs and sharing their expert opinions with teachers for improvement in teaching methodologies;
- Library corners are established by providing books on different themes like history, religion, geography, stories and much more;
- All enrolled students are provided with student's kits including school bags, notebooks, pencils, colors, slates and drawing books etc. every year;
- Text books approved by the Provincial Government are also provided to all students on yearly basis;
- Extra-curricular activities including annual sports competition, annual celebrations of Pakistan's Independence Day and competition of painting for peace are also conducted and in which students actively participate with different physical and mental performances;
- Community is now sensitized enough on importance of education as in the start no one was ready for these CBECs but now everyone is visiting and demanding schools in their closest neighborhoods.



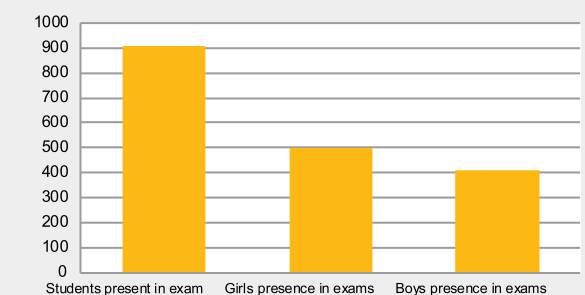
Enrollment Year 2015



RESULT OF CBECs STUDENTS YEAR 2015



Students Ratio in Exams - 2015



## Case Study

### Tribal elders change priorities

Zar Wali Khan, an elderly from Omikor of Tehsil Pandiali of Mohamand Agency, was excited enough for having educational support for his two grand-daughters enrolled at CBEC Omikor set up by the HRDN. He said that her two children have started getting education at the CBEC after the launching of the project.

"I was hardly able to run the kitchen and unable to send my children to school. The small mud-made house and meagre income through farming was the only hope for my children and me while I was unable to send my kids to school in my scarce financial means. My children are very happy after they get the educational supplies and joining their fellows at the CBEC.

My children told me about various programmes and activities at the CBEC and I find them repeating the same acts upon their return from the CBEC. It is good as my grand-children also get education. I have seen a visible change in the behaviour of my children because they are now taking more interest in their studies. I am grateful to the HRDN people as well as field staff for sharing and caring the poor people.

### When disappointment turns into hope

"We had lost hope and even our survival .... in the conflicting situation," says tribal malick Lal Zaman, who is also the chairman of the JIT Kotagai CBEC of Tehsil Pranga, an area located at high altitude and difficult terrains of Mohamand Agency.

Conscious Lal Zaman in 80s burst into tears that were smacking deep wounds in his soul. It was a horrific day when my son, father of six, was badly injured in a roadside planted bomb blast."

He said that there is no school in the vicinity so our children are helpless and have no opportunity to get education. Expressing dismay, Zaman stated that a primary school was constructed in the nearby village but unfortunately it is locked for years. He said that the environment of the CBEC is not good as such attending classes was very difficult. In such a situation HRDN should extend

help to run the nearby water well and provide drinking water to the children. The financial support would be remembered for long... it's a great service for the affected people.

He was worried enough about the future of the children stating that how the children would continue education beyond the project period.... I see no help on the part of the government while there is no school in the locality. He desired that these CBECs should continue for long so as the children could be connected with the outer world through education and lead a prosperous and progressive life like the children of their fellow countrymen.



## Umeed Jawan Program (Youth Work Force Development)

The inflation of violence and terrorism rendered millions of people vulnerable affecting them major socio economically and psychologically in all over Pakistan. Different initiatives at national level were taken to cope up with these kinds of activities; on the other hand these activities badly hit people. Human Resource Development Network (HRDN) also contributing to bring positive changes in the lives of many. In this regard, HRDN implemented the project titled "**Umeed Jawan**" **Engaging Youth through Career Counseling Centers and Internships**" for a period of 10 months starting from August to July 2015, in 4 districts of south Punjab Multan, Muzaffargarh, Lodhran and Bahawalpur where terrorism activities are spreading rapidly. The technical and financial cooperation was extended by CREATIVE Associate International.

The objective of the project was to provide internship, career counseling and mentoring services to 4,370 university students and graduates of Targeted district and to improve tolerance and promote cultural values in students while denouncing extremism and promoting moderate religious and cultural values. To attain these objectives very comprehensive activities were defined as:

- Establishment of two new Career Development Centers in Muzaffargarh and Lodhran
- Internship program launched and interns placed in different organizations for 3 months
- Development of training modules
- Strengthening four Career Development Centers by organizing trainings for 20 Career Development Officers
- Capacity building trainings and mentoring seminars for students
- Establishment of central Career Development Desk/Network at HRDN Secretariat Islamabad
- Establishment of Career Development Portal

### 1. Career Development Centers- Effort to Capacitate Educational Institutions

Establishment of Career Development Centers is the major component of Umeed Jawan project as it aims to build the capacity of educational institutes in career counselling and mentoring services. Keeping in view the same mandate HRDN established two CDN in Beacon Hall Post Graduate College in Muzaffargarh and Executive College Dunya Pur, Lodhran. However, two CDNs were rehabilitated in Bahauddin Zakriya University Multan and Islamia University Bahawalpur. These CDNs were furnished in appropriate manners to facilitate around 1200 students for career counselling services during the time span of project and after the project as well.

### 2. Capacity Building of Career Development Officers

HRDN believes in transmitting knowledge and providing opportunities to learn and share. After the establishment of CDNs HRDN organized a successful professional training for Career Development Officers (CDOs) from different universities and colleges of South Punjab on subject "**Career Counseling and Mentoring Skills**". In these trainings, around 20 CDOs were trained who became capable enough to further trained students about career counselling and mentoring. Very compact training modules developed for the above said training and provided to each CDN.

### 3. Internship for 350 Students

During the course of Internship Campaign around 1785 students applied online through the target districts of South Punjab; Multan, Bahawalpur, Muzaffargarh and Lodhran. Following are the number of students shortlisted from each district: -



Summary of Test Data	Multan	Muzaffargarh	Bahawalpur	Lodhran	Total
Total Students Short listed for Test	362	199	320	133	1014
Male Candidates	252	148	172	99	671
Female Candidates	110	51	148	34	343

After test and interviews 350 successful candidates were placed for a period of 3 months internship in different reputable organizations at different locations.

#### 4. Career Development Network and Web Portal established

Career Development Desk was essential tool of the project to engage wider audience and ensure participation and registration of students at Career Development Network and portal physically and online. A dedicated team was engaged at HRDN head office that is responsible to look after all activities during the life of project and even after.

The Career Development Portal is a web and SMS based portal for the facilitation of students, universities and employers to provide them platform to share career opportunities. The main purpose was to facilitate 2000 students and young graduates from colleges and universities and 150 organizations/employers.

#### 5. Mentoring seminars

Mentoring seminar was the important and significant activity of the project to sensitize and educate youth regarding career counseling and make them aware to seek new and available opportunities regarding education and profession as well. The three mentoring seminars organized in district Multan, Muzaffargarh and Bahawalpur. The dates of seminars were as: -

- 1<sup>st</sup> Seminar in Bahawalpur March 3<sup>rd</sup>, 2015
- 2<sup>nd</sup> Seminar in Multan March 31<sup>st</sup>, 2015
- 3<sup>rd</sup> Seminar in Muzaffargarh April 8<sup>th</sup>, 2015
- 4<sup>th</sup> Seminar in Lodhran April 18<sup>th</sup>, 2015
- 5<sup>th</sup> Seminar in Bahawalpur May 18<sup>th</sup>, 2015
- 6<sup>th</sup> Seminar in Multan May 20<sup>th</sup>, 2015

The mentors of seminar were:-

- Ms. Nighat-Ul-Nisa DFID
- Mr. Suhail Awan Executive Director HRDN.
- Ms. Munnaza Hashmi Executive Director of Empowerment of Human Development (EHD)
- Mr. M. Ali A. Sheikh

#### 6. Capacity Building of Youth

Capacity Building of youth was primary element of Umeed Jawan project; it was decided to build the capacity of youth in different capacities i.e. life skills, management and entrepreneurship and to equip and guide them about their professional careers and basic modalities of professional life. Under project 08 trainings were organized in four targeted districts.

#### 7. Launching Ceremony of Internship Program

The main objective of this program was to provide a professional environment to targeted fresh youth to utilize their academic knowledge a realistic work experience; and provide practical, structured and supervised learning experience. This on-the-job learning experience aimed to enhance their chances for a successful career development. It also meant to give them an opportunity to interact with

professionals of different NGOs, public private sector organizations to be able to identify and boost the skills they need to make true professional, successful manager, employable and self-employable for the future.

#### Overview of Ceremony and Remarks of guests:

The graduation ceremony was organized on April 7<sup>th</sup>, 2015 in which certificates were distributed among successful interns who had completed their three months internship. In graduation ceremony renowned personalities participated as: -

##### Chief Guest:

- Dr. Niaz-Executive Director of SWSM

##### Guest of Honor:

- Mr. Sarfraz Clemant-CEO CARITAS
- Mr. Naveed Iqbal- Regional Coordinator Pak Mission Society

Ceremony Started with the Recitation of Holy Quran by Ameer Abbas. Chief Guests on the Ceremony were Dr. Niaz, Executive Director of SWSM, Sarfraz Clemant, Naveed Iqbal and Jhanzaib Malik.

#### Testimonial by guests:

Dr. Niaz, Chief Guest appreciated the initiative of providing internship opportunity to youth. He advised the youngsters to utilize this opportunity effectively to create a stable career path. Moreover, gain experience in relevant field and grasp knowledge on their work. In his address, Dr. Niaz motivated the youth to work hard for their nation and never lose trust on their capabilities.



Mr. Sarfraz, CEO CARITAS came to support the interns placed in his organization. He said that he has very high expectations from the youth of Pakistan and after analyzing the work of interns he says that the future of Pakistan is bright. He advised the interns that first step is usually difficult. However, things get easier with experience and exposure.



## UNOPS Geneva

HRDN is currently implementing a project funded directly by UNOPS Geneva under a grant support agreement focused to "Support government of Pakistan to develop a program for funding by the global sanitation fund". Important achievements of the project includes: -

- National consultation and identification of program scope;
- Sub national consultation and detailed global sanitation fund proposal development;
- Identification of partners.

## Peace Messaging on Rickshaw, Horse Carts and Float in Multan and Muzaffargarh

The waves of violence and terrorism condensed millions of people vulnerable affecting them major socio economically and psychologically in all over Pakistan. Different initiatives at national level were taken to cope up with these kinds of activities; on the other hand these activities badly hit people. Human Resource Development Network (HRDN) also contributing to bring positive changes in the lives of many. In this regard, HRDN implemented the project titled **“Peace Messaging on Rickshaw, Horse Carts and Float in Multan and Muzaffargarh”** for a period of 4 months starting from January to April 2015, in 2 districts of south Punjab Multan and Muzaffargarh, CREATIVE Associate International extended the technical and financial cooperation. The objective of the project was to ensure peace and tolerance in people by promoting peace messages and minimizing extremism activities through utilization of indigenous art combination and cultural rituals. To attain these objectives very comprehensive activities were defined as:

- Identification of Rickshaw, Horse Carts and Floats
- Development of peace messages with indigenous art combination
- Strengthen poor segment & capacity building
- Launching ceremony of peace campaign
- Video documentary

### Achievements:

#### 1. Identification of Rickshaws and Horse Carts

Coordination meetings was considered a key project implementation tool and as first step 120 Rickshaw, 40 Horse Cart and 2 Floats identified. The particular communities were actively involved at all stages of the project. These members were instrumental in promoting project objective, and get a platform where they could polish their skills, engage other members to realize their potential and behave as responsible citizen.

#### 2. Training of Rikshaw Drivers

To promote peace and tolerance in society extensive trainings were organized to educate project beneficiaries about peace and tolerance and sensitizing them about their rights being responsible citizens of society. In these trainings 162 project beneficiaries were trained as a result they were able to improve their understanding and actively participated in launching ceremony.

#### 3. Development of Peace Messages

Development of peace messages was significant activity of the project; HRDN team had developed peace messages and coordinated with key stakeholders who are working on same nature of projects. A total 7 messages developed which were printed on pan flexes to paste on identified Rickshaw and Tanga and on T- shirts/upper.

#### 4. Video Documentary:

A comprehensive video documentary was developed under the project that covers all major activities executed during the time span of project in district of Multan & Muzaffargarh. In video documentary project beneficiaries, i.e. Tanga owners and Rickshaw shared their views and got opportunity to be part of peace campaign. They acknowledged that HRDN provided them a chance to promote peace and tolerance in society and organized training sessions for them on specific themes related to peace, tolerance and responsible citizens of society.

The video clips covers view point of different officials from public and private sector i.e.

Traffic Police Warden Mr. Amir Rizvi, Mr. Sarfaraz Clement (AAP Organization), Mr. Irfan Shah Khaghaand Muhammad Khan (Wasiab Organization) appreciated innovative interventions by HRDN to promote peace and tolerance through marginalized segment of society and encouraged to continue such kind of activities in future as well.

The video documentary includes the peace campaign through float in both districts that present peace messages and live performance of singers. Two tracks promoting the theme of the project were continuously played.

#### 5. Peace Campaign through Float:

A local professor wrote a song indicating the importance of peace for prosperity and development of the country. A local artist was hired who sing song live at different locations of targeted districts. A huge number of people participated and appreciated project theme, the activity caused smile on faces of poor children and people and enthusiastic towards project theme and its promotion. The camping through float was organized with close coordination of district government and DG Social Welfare who appreciated and acknowledged the efforts of HRDN.





## Enhancing Women Workers Awareness on their Rights and Labor Laws

HRDN with the support of Aurat Foundation under Gender Equity Programme implemented the project "Enhancing women workers awareness on their Rights and Labor Laws" in Sialkot District. The city of Sialkot has been a center of excellence for the production of sports goods for more than 100 years. Sialkot is the world's largest producer of hand-sewed footballs, with local factories manufacturing 40~60 million footballs a year, amounting to roughly 70% of world production. There are huge number of women workers working in these factories. These women workers associated with different jobs, both formal and informal, and most of them have the least knowledge about the labor laws while many of them found working informally and also on very nominal wages as compared to the regular factory workers.

### Situation Analysis and mapping exercise

HRDN conducted situation analysis and complete mapping of women workers working in District Sialkot. The purpose of this exercise is to understanding level of the women workers of District Sialkot regarding know how about their rights and the prevailing labor laws. The analyses also focuses on the attitude and practices towards women workers in all the four tehsils of the industrial district. The Human Resource Development Network (HRDN) with the joint collaboration of Aurat Foundation has designed meaningful interventions that would help the women workers to access to their basic rights and made them well aware of the labor laws for safeguarding their interests.

It also serves as a qualitative & quantitative baseline based on questionnaires, FDGs and consultations mechanisms with local population, mainly the women workers associated with different industries on the prevalent practice and adaptation of process and procedure to protect the women workers rights and their awareness level on the labor laws.

The group discussions were geared towards understanding what challenges the women workers are facing and aspects of community life are suffering in the absence of proper mechanism of implementation of the labor laws. Local industrialists and workers unions were also consulted to identify the main issues which are affecting the working women in target areas. The women workers shared the problems they are undergoing particularly about their wages, harassment both at working places and outside.

The data illustrates that most of the women workers have little knowledge about their rights and a limited knowledge on the labor laws. Very minimal numbers of women have consulted the labor department or the management of the factories and stitching centers.

### Women Workers convention on Safe Working Environment



HRDN organized Women Workers convention on "Safe Working Environment" THE PROTECTION AGAINST HARASSMENT OF WOMEN AT THE WORKPLACE ACT 2010 for formal and informal Sector in Sialkot under Gender Equity Program on 1<sup>st</sup> November 2014 at Services Officer Mess Sialkot.

The topic was decided on the basis of findings of situation analysis conducted through 400 individual interviews & 15 focus group discussion of women workers on specified questionnaire. Almost 150 participants in convention in which 95 women workers from different trades, employers, chamber of commerce, workers unions, police, MNA, MPA, NGOs, media, social welfare department, trade development authority, social compliance and Aurat foundation. End of the convention a charter of demands has been presented to chief guests and authorities after open house discussion with all stakeholders in context of the topic. It showed a large number of positive response on physical, verbal and non-verbal harassment issues, absence of mechanism to address the issues and unaware women on harassments act.

### Training of Women Workers



Five trainings of women workers have been conducted under this project so far. 1<sup>st</sup> training was conducted on labor laws on November 23-25, 2014 in Tehsil samberial, District Sialkot.

HRDN conducted 2nd training of women workers on labor laws dated on March 29-31, 2015 in Tehsil Daska, District Sialkot

Following issues were discussed in the training:

- Role and details of labor departments
- What is Chamber of commerce & Role of Chamber commerce in term of support to women workers, entrepreneur trainings and loan schemes, complains etc
- HR policies of their concerning industries on provision of facilities to women workers.

HRDN conducted 3 training workshop on labor laws and women rights on April 17-19, April 27-29 and May 9-11, 2015 in tehsil Sialkot and Samberial.



### Seminar of Employers

HRDN organized a seminar of Employers (from the formal sector) engaged through orientation sessions to build their understanding on GENDER DISCRIMINATION & women friendly HR policies under Gender Equity Program funded by USAID & Aurat Foundation on 29<sup>th</sup> January 2015 at Sialkot Chamber of Commerce & Industry Auditorium Hall.



### Women Worker Leaders

25 Women Worker Leaders were identified from the trainings and were further trained on leadership Qualities including contents of communication skills, Dialogue skills, Negotiation, Conflict management. These leaders were given exposure visits to the concerned departments as labor department, EOBI, SCCI and Social Security Office to get the understanding of working of different department and create linkage.

### 2nd Women Worker Convention

HRDN held a women workers convention for advocacy campaign with the participation of the more the 100 stake holders which includes Women workers from formal and informal sector, representatives of Sialkot Chamber of Commerce, Pakistan workers federation, employers, NGOs, media, TVETA, Social welfare department, labour department and trade unions.

### Achievements

- Successful Sensitization of Sialkot Chamber of Commerce on HARRESSMENT AGAINST WOMEN AT WORKPLACE IN SIALKOT
- Establishment of Inquiry Committee on sexual harassment in Sialkot Chamber of Commerce
- Circular about Establishment of Inquiry Committee on sexual harassment in all kind of industries in Sialkot
- Awareness raising of women workers on their rights and labor laws through convention and training of women workers\
- Successful Sensitization of Sialkot Chamber of Commerce on Gender Discrimination and women friendly HR policies and on right of association and social security benefits through Employers seminar in SCCI
- 35 employers were sensitized on issue of Gender Discrimination focusing on women workers problem at work places in term of employment, promotions, hiring, wages and other benefits
- Coordination of women workers with 3 trade union as Awan Sports, Farward Gear and Madrigal
- 96 women workers were trained on their rights and labor laws through 3 days traing workshop
- 102 women workers were facilitated on trade union registration through 2 forums of women workers with trade union
- 25 women workers trained as leaders through leadership training







# Team HRDN

## HRDN Annual Pictorial View

Annual Staff picture



### Annual Staff Retreat



### Team HRDN with Founder Members





# Governing Body



**Mr. Roomi S. Hayat**  
CEO-IRM  
Chairperson/Founder Member



**Ms. Afshan Tehseen**  
Development Specialist  
Founder Member



**Mr. Abdur Rashid Chaudhary**  
CEO-Dove  
Founder Member



**Mr. Ch. Haq Nawaz Khan**  
Retired DG Agriculture  
Extension Services AJK  
Founder Member



**Mr. Amjad Iqbal Khan**  
RGM NRSP  
Professional Member



**Mr. Khawaja Tariq**  
Principal IRM V-Tec  
Professional Member



**Ms. Uzera Nishat**  
Head of HR  
MSIP Professional Member



**Mr. Sahibzada Jawad Alfaizi**  
CEO  
**Saaiban Development Organization** NRSP – SGAFP General Member  
Professional Member



**Mr. Nasar Iqbal Butt**  
Manager Finance & Contracts  
NRSP – SGAFP General Member



**Saaiban Development Organization**  
Organizational Member



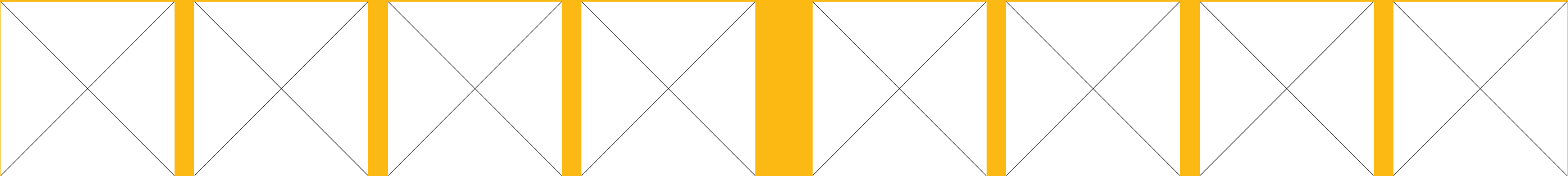
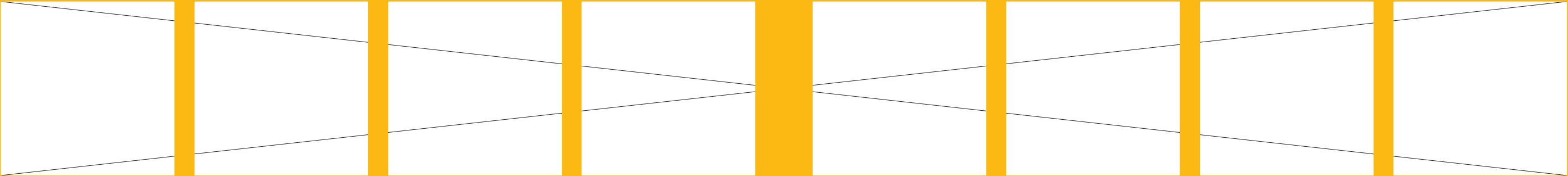
**MOJAZ Foundation**  
Organizational Member



**Farmer Friends Organization**  
Organizational Member



# Team HRDN



## HRDN City Chapters



Human Resource Development Network has its city chapters all around Pakistan with focal member organizations. HRDN has seven City Chapters including 1 in Kabul and 6 in major cities of Pakistan; Karachi, Quetta, Lahore, Faisalabad, Hazara and Peshawar. All of the chapters are actively involved in the scope and mission of HRDN. City chapter meeting(s) are regularly organized where the focal person(s)/CEOs participate to discuss and debate to promote professional networking and sharing a two way process to design, develop and implement regular and new initiative, programmes and projects.

**Karachi Chapter:** Focal Point for Karachi Chapter is Basic Needs Pakistan. Mr. Zafar Dehraj is Chief Executive Officer (CEO) who organize various events in the Karachi Chapter. To contact Mr. Zafar Dehraj, kindly email on [zafar.dehraj@basicneeds.org](mailto:zafar.dehraj@basicneeds.org)

**Lahore Chapter:** Focal Point for Lahore Chapter is Punjab Educational Endowment Fund (PEEF) by Anser Nawaz Chattha, who is the Manager Admin & HR. To contact Anser Nawaz Chattha kindly email on: [anser@peef.org.pk](mailto:anser@peef.org.pk)

**Quetta Chapter:** Focal Point for Quetta Chapter is Balochistan Rural Support Programme (BRSP), one of the leading development sector organizations in Balochistan. Dr. Shahnawaz Khan is the senior manager at BRSP, who is given the responsibility of managing the Quetta city chapter activities. To contact Dr. Shahnawaz Khan kindly email on [shahnawaz@brsp.org.pk](mailto:shahnawaz@brsp.org.pk)

**Peshawar Chapter:** Focal Point for Peshawar Chapter is Institute of Management Sciences (IM Sciences) that is the largest institute of management sciences in Peshawar. Mr. Azam Farooq is the officer responsible for the City Chapter. To Contact Mr. Azam Farooq, kindly email on [azamfaruk@yahoo.com](mailto:azamfaruk@yahoo.com)

**Faisalabad Chapter:** Focal Point Institution for Faisalabad Chapter is AIMs Institute that is lead by Mr. Sheeraz Aslam Mian who is leading the Faisalabad City Chapter. To contact Mr. Sheeraz Aslam Mian kindly email on [sheeraz.aslam@gmail.com](mailto:sheeraz.aslam@gmail.com)

**Hazara Chapter:** Focal Point for Hazara Chapter is Saiban Development Organization that is based in Hazara. This chapter covers the Hazara division including Mansehra, Abbottabad, Haripur and other areas. Sahibzada Jawad Alfaizi is leading the organization as well as the Hazara City Chapter. To contact Sahibzada Jawad Alfaizi, kindly email on [jawad.sahbizada@saibaan.org.pk](mailto:jawad.sahbizada@saibaan.org.pk)

**Kabul Chapter:** Focal Point for Kabul Chapter is Afghan Family Guidance Association (AFGA) that is lead by Dr. Naimatullah Akbari, who is also leading the chapter in Kabul Afghanistan. To contact Dr. Naimatullah Akbari, kindly email on [nakbari@afga.org.af](mailto:nakbari@afga.org.af)

### HUMAN RESOURCE DEVELOPMENT NETWORK BALANCE SHEET AS AT JUNE 30, 2015

	NOTE	2015 ----- (Rupees) -----	2014
<b>ASSETS</b>			
<b>Non-Current Assets</b>			
Property and equipment	5	1,639,182	2,103,928
Intangible assets	6	225,000	-
<b>Current Assets</b>			
Advances, prepayments and other receivables	7	1,864,674	1,063,137
Grant receivable from donors	8	7,340,419	737,752
Short term deposits		524,610	160,000
Cash and bank balances	9	6,181,344	7,621,899
		15,911,047	9,582,788
		<b>17,775,229</b>	<b>11,686,717</b>
<b>FUND AND LIABILITIES</b>			
<b>Fund</b>			
Accumulated fund	10	11,907,779	2,325,201
<b>Non-Current Liabilities</b>			
Provident fund		2,119,766	1,630,488
Deferred Liabilities	11	1,572,336	1,449,111
		3,692,102	3,079,599
<b>Current Liabilities</b>			
Accrued and other liabilities	12	742,253	3,145,127
Deferred Grant	13	1,433,095	3,136,790
		2,175,348	6,281,917
		<b>17,775,229</b>	<b>11,686,717</b>
<b>CONTINGENCIES AND COMMITMENTS</b>			
	14	-	-

The annexed notes 1 to 22 form an integral part of these financial statements.

CHAIRPERSON

EXECUTIVE DIRECTOR



**HUMAN RESOURCE DEVELOPMENT NETWORK  
INCOME & EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED JUNE 30, 2015**

	NOTE	2015 —————(Rupees)—————	2014
<b>INCOME</b>			
Grant Income	15	79,034,970	33,185,940
Program Income	16	14,051,884	2,276,140
Other income	17	908,757	1,527,076
		<b>93,995,611</b>	<b>36,989,156</b>
<b>EXPENSES</b>			
Grant Expenses	18	54,390,542	30,924,708
Program Expenses	19	19,703,037	2,839,646
Administrative expenses	20	10,250,069	9,295,092
Finance cost		69,385	38,838
		<b>84,413,034</b>	<b>43,097,983</b>
Surplus / (Deficit) for the year:		<b>9,582,578</b>	<b>(6,108,827)</b>

The annexed notes 1 to 22 form an integral part of these financial statements.



**CHAIRPERSON**



**EXECUTIVE DIRECTOR**