



ANNUAL REPORT

2016-17



HRD NETWORK

IRM Complex- HRDN Head Office # 7 Sunrise Avenue Main Park Road Near Comsats University
Islamabad

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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, however since 2017 Human Resource Development Network is registered as HRD Network under Companies Ordinance 1984. 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, pilot innovative models and evidence based policy advocacy.

Over the last seventeen years, the HRDN emerged as a think tank on HRD and a leading Network of Development Sector, which represents around 850 individual professionals, more than 200 National and International NGOs, Educational Institutions and Public and Private Sector Organizations working for the development of Pakistan.

HRDN has extensive footprint across Pakistan through its member organizations, which contribute to its various thematic areas. The network also has 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

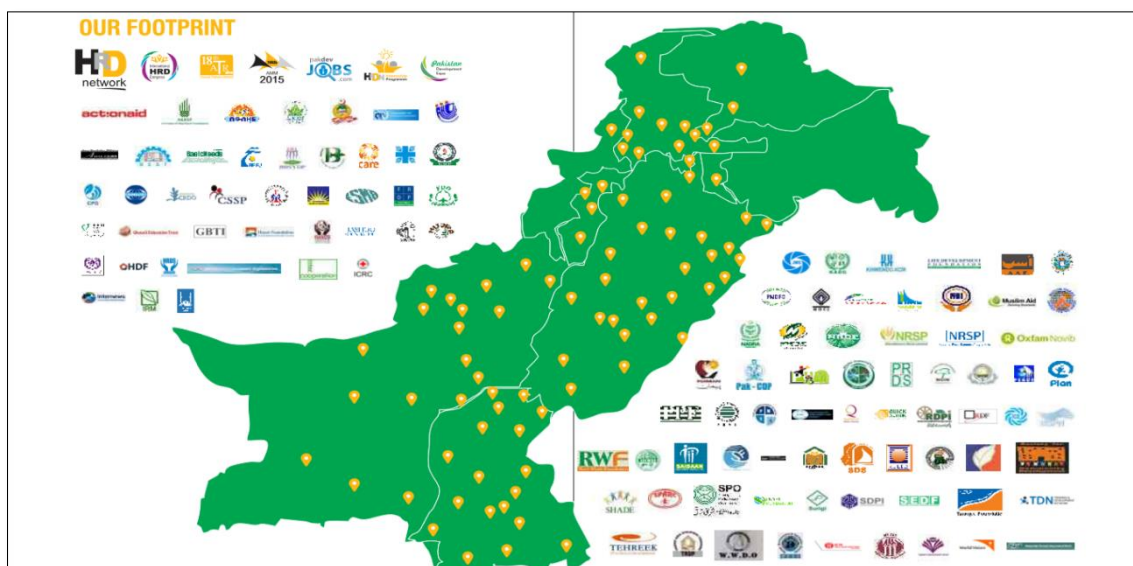
HRDN is a national level network that is exclusively working for the true development of the country while engaging its individual and organizational members. The membership demand is increasing due to value addition especially for its organizational members through partnership development in program/project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

- Founder Members
- General Members
- Professional 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 2016-17)
Founder	8
Lifetime	51
Professional	274
General	517
Organizational	200
Total	1050

OUR FOOTPRINT



NETWORKING, LEARNING & SHARING

19th Annual Trainer Retreat (ATR) and International Conference 2017

EXECUTIVE SUMMARY

19th International ATR Conference was organized in Kula Lumpur, Malaysia & Bali Indonesia from April 15th to 22nd, 2017. The main purpose of this year's conference was to deliberate on opportunities and challenges regarding Sustainable Development Goals (SDGs) in Asia and in Pakistan. Furthermore, the conference aimed to develop possible strategies to become more aware and proactive for achieving SDGs and ensure an exchange of ideas.

This year 52 participants from Organizational, Professional and General membership categories were part of the conference. The main objectives of 19th ATR conference was: -

- *To provide an opportunity to Network members' professionals from across Pakistan to come together for mutual learning through experience-sharing and discussion of ideas;*
- *To promote indigenous models of development internationally and learn from international best practices for replication in Pakistan;*
- *To facilitate cross-border organizational and people-to-people connections to achieve the Sustainable Development Goals (SDGs).*

The Guest of Honour and Key Note Speaker of the conference was Dr. Zulkarnain Kheda, Vice President for Education and Training Business Unit, Serba Dinamik-Malaysia and session panelists were from Pakistan Development sector to deliberate on SDGs.

Apart from the conference, all the participants in Kuala Lumpur, Malaysia spent an enjoyable time, while visiting the beautiful national and historical sites as well as other tourist locations. Bali, Indonesia was opted as optional destination to make the trip more exclusive and adventurous.



WELCOME NOTE - CHAIRPERSON HRD NETWORK

Mr. Shahid Iqbal Khatak welcomed all participants to the 19th ATR on behalf of HRD Network Chairman at Kuala Lumpur, Malaysia. He applauded ATR as a legacy of learning and flagship events of HRD Network's last 18 years. He mentioned that the ATR had been organized regularly to provide an opportunity to members from diverse cultural backgrounds and bring them together to learn new and successful development practices.



While highlighting the current year's theme, Mr. Shahid said that this year's ATR was centered on the Sustainable Development Goals: Challenges & Opportunities for Asia. He acknowledged and appreciated the government and leaders of Malaysia for bringing phenomenal revival to their economy and development and providing Pakistan with an opportunity to learn from their best practices during the session.

He said exposure visits to different countries helps development practitioners work with people from diverse backgrounds and learn new skills; hence, exchange opportunities like the ATR helps improve people-to-people connection between participants from various sectors and cultures as well as promote tolerance and pluralism in addition to learning and best practices.

CONFERENCE OPENING - HEAD OF OFFICE - HRDN

Ms. Umm-i-Kalsoom, Head of Office HRD Network, formally opened the 19th International ATR Conference and shared positive insights with honorable guests from Malaysia about the best practices of development/social sector of Pakistan to achieve Sustainable Development Goals 2030 agenda.



She said that in order to achieve these SDGs there are numerous opportunities as well as challenges. While highlighting the most significant challenges, she said it was important to note that the overarching challenge for the developing countries and particularly in context of Asia was that the Government has limited funds and has to make difficult decisions on what investments could be made for the betterment of their citizens. They required quality data to understand the impact of their investments and make appropriate decisions – which these countries lack. There are other challenges in context with Asia region and they are listed below:

1. SDGs cover a broad range of interconnected issues and thus, require an ambitious plan for financing and full range of means of implementation.
2. Seeking high levels of global GDP growth, the SDGs can undermine ecological objectives.
3. '2030 Agenda for Sustainable Development', ignores local context and promotes a 'one policy for all' notion.
4. For developing countries like Pakistan that could not achieve the MDGs with its 40 indicators, achieving the SDGs with their 169 indicators is even more challenging.
5. Financing SDGs is a major issue for developing countries particularly in Asia region, where lack of coordination, disjunction between different departments and lack of capacity at state institutions are serious impediments in advancing the SDGs.

- The cost to eradicate extreme poverty would require about \$66 billion dollars per year; UN estimates that developing countries including Asia will face a gap of \$2.5 trillion per year if they are to achieve the SDGs.

SESSION – SDGs: CHALLENGES & OPPORTUNITIES FOR ASIA

Session speakers from Pakistan deliberated on SDGs while presenting best practices by development sector of Pakistan that aimed at achieving the said goals. The panelists at this session included:

- **Mr. Abid Hussain Channa**, Chief Executive Officer, Sukaar Foundation, Pakistan
- **Mr. Naseer Iqbal**, National Education Advisor, REPID, Pakistan
- **Mr. Saleem Ahmad**, Chief Executive Officer, Hujra Village Support Organization, Pakistan

Panelist discussed following topics: -

- SDG: Environmental Sustainability through Climate Change Mitigation and Adaptation and best practices
- SDG: Inclusive Education And Role Of Private Sector
- SDG: Economic Growth And Role Of Private Sector

CLOSING REMARKS

Mr. Mubarak Ali Sarwar, Chief Executive Officer, AGAHE presented a vote of thanks to all conference participants from Malaysia and Pakistan involved in the sharing of broader ideas on the role of SDGs.

The Pakistani guest speakers from development sector focused on Inclusive Education, climate Change best practices and mitigation mechanism and Economic Growth and linkages between the government and local communities. The Malaysian Academia and development practitioners aimed to enhance employment and the imparting of quality education from different backgrounds.

REFRESHING MOVEMENTS

One of the objectives of holding an International ATR Conference is to provide an opportunity to the participants to have cultural exposure through sightseeing visits and get-togethers.



A city trip was arranged for all participants, on the second day of the conference, to explore Kuala Lumpur. Most of the participants flew back to Pakistan on the 3rd of May, 2016. Around 52 participants enjoyed a three-day optional trip to Bali, Indonesia for a rich cultural and adventurous experience.



All Members Meeting (AMM)

The All Members Meeting (AMM) is held annually in order 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. AMM is one of the most sought out events of social sector and attracts participation from top of the line prestigious national and international NGOs, agencies of United Nations, World Bank, Government, donor agencies and Universities. This event provides opportunity of networking, learning and knowledge sharing to development professionals and members of HRDN.



Proceedings of All Members' Meeting- 2016

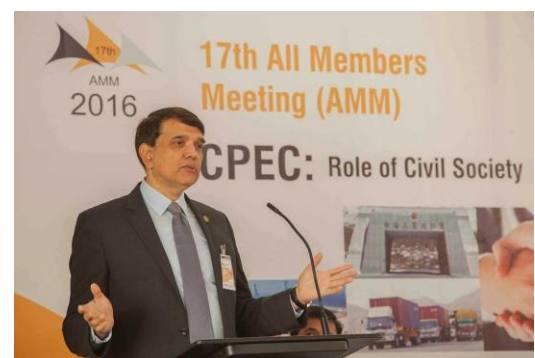
The meeting started with the recitation of Holy Quran followed by the National Anthem. The first session was focused on the annual progress of HRDN with an interactive question and answer session with its members. The second session was followed by guest speaker's speech and presentation. The AMM had participants from member organizations working nationwide and representatives of INGOs. Individual members ensured their presence and kept the spirit of the network alive.

The first session was chaired by:

- Mr. Roomi Saeed Hayat (Chairman & Founder Members of HRD Network)
- Mr. Ch. Haq Nawaz Khan (Founder Member HRD Network)
- Mr. Suhail Awan (Executive Director HRD Network).

Welcome Address by Mr. Roomi S. Hayat

Mr. Roomi S. Hayat formally welcomed all members to the 17th All Members' Meeting. Mr. Hayat said he was happy to the members keeping up the HRDN tradition of this annual gathering, which not only provided an opportunity to take stock of what the Network has done in last one year, but also



helped all members to network, learn and deliberate on emerging realities, challenges and opportunities.

He stated that the meeting apart from its traditional significance was also very important from two aspects. The first important factor was the transitioning of HRDN into a new regulatory regime with the Network being registered as a Company under Section 42 of the Companies Ordinance with SECP.

The second point of discussion during this meeting was the China Pakistan Economic Corridor and role of Civil Society, as this project is expected to create enormous opportunities for HRDN.

Mr. Hayat, continued by mentioning that the aid paradigm and not-for-profit sector related regulations and compulsions are changing, which will have a significant effect on the sector, especially on the environment along with institutions like HRDN. Sustainability and resource mobilization, therefore, would remain a major challenge for the organization in 2016 and the following years.

The board of HRD Network was also stated to be looking into different ways and strategies to deal with this serious challenge of resource mobilization and HRDN was expecting its members to come forward with innovative ideas on how to strengthen the Network through solutions to these challenges and also best contribute towards the development of Pakistan.

Progress Review and Future Plans

Mr. Suhail Awan, Executive Director HRD Network, welcomed all members on 17th AMM and highlighted the objectives of the event and very briefly presented the theme CPEC: Role of Civil Society. Mr. Awan also shared the Network's progress with members. Following were the major content of the presentation:-



- ❖ Regulatory Regime and Registration with SECP
- ❖ Dissolution of HRDN under SRA 1860
- ❖ Annual Audit of FY 2015-16 and Draft Accounts
- ❖ Networking & Learning
- ❖ Upcoming Events
- ❖ Challenges

Mr. Awan briefed all members about HRDN's registration under SECP and companies registered under Societies Registration Act 1860. He also mentioned that HRDN needed consent of all members for the dissolution of existing company.



Session 2:

CPEC – Role of Development Sector

China and Pakistan have agreed to build a One Belt One Road through a new project, commonly known as China-Pakistan Economic Corridor, which is expected to bring about both peace and prosperity in South Asia. This corridor will incorporate 2,000 KM transport link between Kashgar in north- western China to Pakistan's Gawadar port on the Arabian Sea near the border with Iran via roads, railways and pipelines. There are many internal and external challenges for Pakistan government to implement this multi-dollars project.

This project will run through most of Pakistan starting from Gawadar in Baluchistan and ending in Kashgar in western China, while passing through parts of Punjab, Sindh, Baluchistan, Khyber Pakhtunkhwa provinces and Gilgit- Baltistan in northern Pakistan to reach the Khunjrab Pass and beyond to China.

Under the CPEC, Pakistan has planned to construct three corridors, which are the eastern alignment, the central alignment and the western alignment. Apart from industrial parks around these three corridors, investment in the livelihoods including health, education, youth workforce development of communities populated along the lines of these corridors, is very critical to ensure sustainable development and sustainable impact. The development sector has its due to role to play in social development of masses along corridors and this annual event, with key leaders from social sector, will provide an opportunity to deliberate on the way forward and how social sector can



contribute in achievement of overall objectives of this mega project.

The following Guest Speakers spoke at the session:

- Mr. Sherzad Ali Khan spoke about Dynamics of Labor Marking in Gilgt Baltistan, Key Findings of Labor Market Assessment, Gilgit-Baltistan , CPEC - Challenges and Opportunities.
- Mr. Wali Zahid a Pakistani futurist and strategist gave a brief talk about “Is Pakistani Human Resource ready to Benefit from CPEC”.
- Mr. Amer Zaffar Durrani talked about How Agile Pakistani Civil Society should respond to opportunities and challenges in CPEC.



Vote of Thanks

At the end of the one day session of AMM, HRD Network Founder Members, Board Members and secretariat thanked all the members and guests.

Consultation Workshop On Organizational & Humanitarian Strategy Development

On 8th and 9th August 2016, a consultation Workshop for Tearfund was held in Hill View Hotel, Islamabad. The agenda of the Workshop was Organizational & Humanitarian Strategy Development. Tearfund, a member of the Disasters Emergency Committee, is a Christian relief and development charity supporting disadvantaged communities suffering from natural and man-made disasters in over 50 countries. It has been present in Pakistan since 1973, has done relief operations in Pakistan following the 2005 earthquake and the floods of 2010, 2011 and 2012, and today supports eight partners in various areas including disaster response.



Currently, aid and relief organizations have insufficient capacities and efficiency to respond to large scale emergencies, and lack a fully developed strategic plan under which to pursue a strategic future direction. The workshop was held to introduce strategic plans, explain their significance, and instruct participants in formulating them. Participants included representatives from Grassroots Pakistan (GRP), Multan Diocesan Trust Association (MDTA), Party Welfare Service (PWS), Rural Economic and Educational Development Society (REEDS), Participatory Rural Development Society (PRDS) and Veer Development Organization (VDO).



The workshop highlighted the importance of networking and collaboration with other organizations delivering disaster relief services in an affected area, and the mitigation efforts required both before and after a disaster strikes. The workshop also highlighted the right disaster response mechanism and explained the cluster approach for collaborative disaster response and effective division of labor and resources based on the competences and capacities of each participating organization.



The workshop also gave the overview of strategic planning and what factors to consider when formulating strategic plans, including ownership, the ecosystem of influencers, types of planning and the importance of a marketing plan. The success factors for strategic planning were introduced as well, which included organizational culture and aptitude, decision-making process, shared commitment to a common cause, presence of formal teams, two-way communication, formal policies and proper documentation, among others. The participants were taught the steps of strategic planning as well as the steps to take after a disaster, along with their support functions.

With all this knowledge, the participants were asked to prepare their own disaster response plans to three case studies. The participants made presentations of their case study response plans on Day Two. The Workshop highlighted that a response plan must be made based on an organization's own capacities rather than the needs of the disaster area and victims. That requires clarity in time frame, disaster area coverage and number of target beneficiaries. Risk assessment is also vital to assess the strength of an organization's own systems. Collaboration must also be a central function of a strategic plan.



The workshop ended with an assignment given to the participants to prepare their strategic plans based on all the insights learned in the two-day session, and present them within 90 days for review by HRDN. The Workshop finally concluded with closing remarks from Mr. Ashraf Mall, Tearfund's Chief of Party. There is a highly challenging global environment for humanitarian interventions, and only organizations with formal processes and strategic plans would succeed. A strategy, once devised, must be clearly communicated to staff and implementers so there is strong ownership and sense of direction in its fulfillment. The participants were given the insights and tools for formulating their strategic plans and implementing them successfully in the future. The workshop concluded with a vote of thanks.



PROJECT IMPLEMENTATION UNIT

UNOPS

HRDN is currently implementing a project funded directly by UNOPS Geneva under a grant support agreement focused to “Support the Government of Pakistan to develop a program for funding by the Global Sanitation Fund”. Important achievements of the project include:

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

Lincoln corner Programming Support Project- US Embassy- IRC

HRDN is currently implementing a project under a cooperative agreement with US Embassy IRC under the theme of “Lincoln Corner Programming Support Project” since September 2016. Following are the major activities of project:

- To benefit from strengthened programming and administrative capacity of LCs that reinforce positive relations and achieves Public Diplomacy goal of people-to-people ties between United States and Pakistan.
- Enhancing the capacity of local partners to independently run Lincoln Corners beyond project life cycle.
- Design Social Media Campaign-Advocacy for persons with disabilities through technology.
- Organizing district and national workshops to build the capacity of LC coordinators in programming support.

ANNEXURES

ANNEXURE-1, Governing Body

Mr. Roomi S. Hayat
Chairperson/Founder
er Member



Ms. Afshan
Tehseen
BoD/Founder
Member



**Mr. Abdur Rashid
Chaudhary
BoD/Founder
Member**



Ms. Aqeela Tahir
BoD/Founder
Member



**Mr. Ch. Haq Nawaz
Khan
BoD/Founder
Member**



**Ms. Robeela
Bangash**
BoD/Founder
Member



ANNEXURE-2, Team HRDN



Suhail Awan
Executive Director



Mr. Babar Nazir
Manager Capacity Building &
Operations



Umm I Kalsoom
Manager Programs



Muhammad Fahim
Manager Finance



Aftab Elahi
Administrative & Finance
Officer



Hammad Shabir
Program Assistant IT



Hina Sajid Ali
Program Officer



Waqar Pasha
Program Officer D&KM



Ambreen Waqas
Front Desk Officer

ANNEXURE-3: FINANCIAL STATEMENT 2016-2017

**HUMAN RESOURCE DEVELOPMENT NETWORK
BALANCE SHEET
AS AT 30 JUNE, 2017**

	Note	2017 ------(Rupees)-----	2016
ASSETS			
Non-current assets			
Property and equipment	5	999,474	3,637,067
Intangible asset	6	75,000	150,000
		1,074,474	3,787,067
Current assets			
Restricted grants receivable	7	-	3,524,494
Operational Advance		339,849	-
Deposits and short-term prepayments	8	158,951	382,639
Other receivables	9	847,700	795,099
Tax refunds due from the Government	10	1,035,962	860,268
Cash and bank balances	11	3,676,421	628,054
		6,058,883	6,190,554
TOTAL ASSETS		7,133,357	9,977,621
FUND AND LIABILITIES			
Accumulated (deficit)/surplus		47,439	1,344,276
Non-current liabilities			
Deferred liabilities	12	77,466	1,885,741
Deferred capital grant	13	580,880	783,950
		658,346	2,669,691
Current liabilities			
Accrued and other liabilities	14	2,538,747	5,118,654
Advance subscription from members		2,101,400	-
Restricted grants	7	1,787,425	845,000
		6,427,572	5,963,654
CONTINGENCIES AND COMMITMENTS	15	-	-
TOTAL FUNDS AND LIABILITIES		7,133,357	9,977,621

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The annexed notes from 1 to 24 form an integral part of these financial statements.


CHAIRPERSON



DIRECTOR

**HUMAN RESOURCE DEVELOPMENT NETWORK
INCOME & EXPENDITURE ACCOUNT
FOR THE YEAR ENDED JUNE 30, 2017**

	Note	2017 -----(Rupees)-----	2016
INCOME			
Grant income	7	11,050,636	24,030,421
Program income	16	12,099,993	11,463,877
Other income	17	2,146,904	937,888
		25,297,533	36,432,186
EXPENDITURE			
Grant expenses	19	9,848,362	22,756,754
Program expenses	20	7,205,371	8,440,292
Administrative expenses	21	9,540,637	15,798,643
		26,594,370	46,995,689
(DEFICIT) / SURPLUS BEFOR TAX		(1,296,837)	(10,563,503)
Taxation		-	-
(DEFICIT) / SURPLUS FOR THE YEAR		(1,296,837)	(10,563,503)

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The annexed notes from 1 to 24 form an integral part of these financial statements.


CHAIRPERSON


DIRECTOR