



7th
All Members' Meeting
September 9 - 10, 2006



Human Resource Development Network

Contents

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AMM
2006

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Introduction

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The vision of the founding members of the Human Resource Development Network (HRDN) was to create a platform for Human Resource Development (HRD) professionals, where they could share ideas and latest approaches being introduced and practiced around the globe. Through this platform, they would be provided an opportunity to contextualise and acclimatise new trends and make the best of those at national and local level. The ultimate goal to be achieved was to build to people's capacities and further the cause of human resource development. In pursuance of the goal, the HRDN organises various knowledge sharing opportunities to its members, in conjunction with which the members give their valuable inputs for the HRDN's future course of action and to strengthen the Network as well.

All Members' Meeting (AMM), a two day event, is one of the regular annual features of the HRDN that provides its members the opportunity of networking, knowledge sharing, having an overview of the Network's activities over the last year, discussing the Network's progress and giving their valuable suggestions for future course of action.

The 7th AMM was held on September 9 - 10 2006 at National Library, Islamabad and was inaugurated by Mr Jan Vandemoortele, the United Nations Resident and Humanitarian Coordinator for Pakistan. The AMM was well attended and over 100 participants, who were individual and organisational members of the HRDN, participated in the AMM.



The Inaugural Session of the AMM began with the recitation from the Holy Quran, which was followed by the Welcome Address by Mr Roomi S Hayat, Chairperson HRDN.

WELCOME ADDRESS

Mr Roomi S Hayat

Chairperson HRDN

Mr Roomi S Hayat, Chairperson HRDN, welcomed the HRDN members and the Chief Guest, Mr Jan Vandemoortele.



In his Welcome Address, Mr Hayat apprised the Chief Guest and the HRDN members of the Network's activities in the last year. Mr Hayat briefly described the history of the Network, its mission and vision. He said that over the last six years since the Network's inception, the HRDN had become a platform for human resource development professionals, especially the trainers. Mr Hayat further stated that the Network aimed to create a learning environment and become a think tank to strengthen and further developmental processes.

Mr Hayat said that in response to the last year's earthquake the Network mainly focused on the relief and rehabilitation activities and went beyond its mandate to help the quake victims. He said that the HRDN was among the first organisations to respond to the disaster. Mr Hayat said that the disaster had not only exposed the unavailability of a coping mechanism at local level but also the capacity gaps and brought to the fore what we, as a nation lacked, in human resources. He said that despite exemplary spirit of volunteerism and commitment shown by people, from everywhere, during the relief and rehabilitation efforts, systematic human resource management seemed to be wanting. Emphasising the importance of human resource development and capacity building in disaster situations, Mr Hayat said that the earthquake had further punctuated the need to propel greater human resources' development.

In the end, Mr Hayat thanked the Chief Guest for honouring the gathering with his participation. He also appreciated the members for their participation and contribution in keeping the Network vibrant.

STATEMENT BY**Mr Jan Vandemoortele***UN Resident Coordinator and Humanitarian Coordinator*

Mr Roomi Hayat, Chairperson of the Human Resource Development Network, Distinguished Members of HRD Network,

It is a real pleasure to join you at the inaugural session of the 7th All Members Meeting of the HRD Network.

It has been said before that when the worst happens to us, it often brings out the best we have in us. This truth was exemplified in the wake of the earthquake last year. That disaster shattered lives and infrastructure; it disabled people and capacity. But disasters do not only happen; they also unfold. And the way they unfold is largely determined by the response of national leaders, local authorities, communities and humanitarian actors. On that count, it can be said that the aftermath of the earthquake was as uplifting as the earthquake was upsetting.

One of the lessons learnt is the importance of human capacity and human resources, especially at the local level. But the term 'capacity building' is often used as a fig leaf to hide our ignorance of how to fix real problems. It is a buzzword that has been used to mystify rather than to clarify. As members of the HRD Network, you certainly know a lot more about training than I do. Building capacity, however, is more than training. Training is part of it; actually a very important part; but training is not the be all and end all of capacity development.

Above all, capacity development is about moving, motivating and mobilising the energy and skills of each and every actor governmental and non-governmental, for-profit and not-for-profit.

I saw a concrete example at Muzaffarabad's main hospital two days after the earthquake. In the midst of the ruins and the devastation was a doctor treating the head injuries of a small girl. He was working in the open air; for there were no walls standing. He could have used at least one valid reason not to work that day. He almost certainly lost a colleague and or a friend in the collapsed hospital; perhaps he lost his wife, a child, a parent or a neighbour. Yet, he decided to volunteer his energy and his skills that very day.

When it started to rain, he did not walk away to a nearby tree. Instead, he leaned over the little girl to keep her dry. This good man I call him a hero was obviously moved, motivated and mobilised to make a difference that day; however small it was compared the massive scale of destruction and devastation.

But I will not dwell on the earthquake today. Instead, I wish to share some insights on the target-driven approach to human development. In today's jargon, this is called the MDGs or the Millennium Development Goals which are global targets to improve health, education, nutrition, gender equality and environmental sustainability.

The first half of the 25-year period over which the targets are to be achieved can be summarised in three points: (a) global progress continued, (b) but it was slower than in the 1970s and 1980s, and (c) much of it by-passed the people and countries most in need. Thus, the trend is good but the speed is not. At mid-point, the world is not 'on track' for meeting the targets by 2015. Based on the most reliable indicators, the one-sentence summary is that global progress should have been twice as fast since 1990.

There are exceptions to this global picture; a few countries have achieved remarkable progress in recent years; unfortunately Pakistan is not among them.

After some false dawns and missed opportunities, it might be tempting to dismiss the MDGs as irrelevant; as targets that are 'easily set but never met'. But that would be a mistake. Global targets have made a difference, mostly by mobilising actors and advocates from the global to the very local level.



In 1966, for instance, the objective was set to eliminate smallpox, a target that was achieved in 1977. In the 1990s, an estimated 1 billion people gaining access to safe water. The global use of ozone-depleting substances in particular CFC has been reduced to one-tenth of the 1990 level. These examples show that remarkable progress can be achieved within relatively short periods of time. Global targets that have made a difference share seven key elements for success.

First, we must express development in a measurable way. We live in a world where the power of quantification is omni-present. When one makes a point with statistics, one comes across as more credible as when one makes the same point without numbers. Fuzzily formulated targets are as unhelpful as they are un-measurable.

Second, we must make the targets well-known. Targets must address presidents, prime ministers, parliamentarians, preachers, primary school teachers, parents and the public i.e. they must reach the kitchen table. The media has a critical role to play in keeping the eyes of the public on the prize.

Third, we must tailor the targets to the national context. Global targets are meant to encourage all countries to strive for accelerated progress but, ultimately, their applicability can only be tested and judged against what is realistically achievable under country-specific circumstances. To be meaningful, target setting must be about adaptation, not about the mindless adoption of global targets set in New York. To be successful, they must strike a judicious balance between ambition and realism. Tailoring is essential for generating a sense of national ownership of the MDGs. A country might meet a target but miss the point due to inadequate ownership. At the same time, tailoring cannot become a euphemism for reneging on the political commitment to tackle human poverty in earnest.



Fourth, we must formulate intermediate targets. Long-term goals will not guarantee immediate action because the deadline will not be on the watch of today's political leadership. For political accountability, long-term goals must be translated into targets that are to be achieved by the current government. Therefore, they must be broken down into actionable propositions and specific reforms for the next 2-3 years; ranging from immunising children to iodising salt, training teachers and building schools, drilling boreholes and planting trees, treating Aids patients and distributing bed nets.

Fifth, we must constantly monitor progress. Statistics not only document progress but also mobilise people. Monitoring must use a few easy-to-grasp indicators. It cannot be confined to specialists and experts alone; it must inform political leaders, parliamentarians, journalists, NGO activists and the general public. Monitoring must go beyond averages and aggregates by un-bundling progress for women and men; for rural and urban residents; for young and old people; for poor and non-poor families; and for districts and provinces.



Sixth, we must champion strong leadership. Political, religious and community leaders must drive the society towards the agreed target. Celebrities and public-private partnership must constantly nag policymakers both globally and locally to stay focused on the target. Targets that did not have this personal or institutional back-up have floundered.

Finally, we must emphasise that nothing speaks louder than financial commitments. Results do not come for free; targets do carry a price tag. While domestic resources will cover the bulk of the extra investment in human development, rich countries can make a difference by increasing and improving their assistance. But progress on aid, trade and debt relief has been deplorable.

The seventh step is about money and has been listed last deliberately. In practice, however, money often comes first. But this sequence is ineffectual because a partnership between the poor and the rich be it local or global that is focused on money will be inherently unequal, and therefore unstable and vulnerable. Experience shows that real change is ultimately an act of free will; it is seldom the result of compliance with conditionalities associated with foreign aid or domestic subsidies.

Achieving the global targets will require a radical overhaul of the partnership between poor and rich countries as well as between poor and rich people within developing countries. Currently, the dimension of 'money changing hands' dominates the partnership. Switching that partnership from 'money changing hands' to the dimension of 'ideas changing minds' will demand that donors and domestic policy-makers show the ability to listen and a readiness to unlearn and relearn.

Unfortunately, people with money or with control over money tend to think they have the answer, and thus see no need to unlearn and relearn anything, let alone to listen to poor people. But as long as better-off people in developing and developed nations alike are unable or unwilling to change their theories, perceptions or preconceived notions, the global targets will remain elusive. Repeating standard recipes and defending entrenched views will only prolong the legacy of broken promises.

The promises can only be kept if economic growth and social progress are managed so that they yield the greatest benefit for the least advantaged. In other words, the real challenge is to maximise the impact of growth and progress on equity and poverty. However, progress since 1990 has not been sufficient and it has not been pro-poor. Actually, inequality has become the ugly underbelly of prosperity around the world.



The fact that poor people benefit proportionately little from 'average' progress violates the spirit of the gradual realisation of human rights, particularly economic, social and cultural rights. At some point, the disadvantaged will no longer accept grossly inequitable outcomes of development. Nobody knows where the breaking point lies and it would be unwise to find its exact location. In short, a little equity and a touch of imagination will go a long way towards meeting the global targets by 2015.

Let me conclude with a quote from former US President Jimmy Carter when he accepted the Nobel Peace Prize in December 2002, "I was asked to discuss the greatest challenge that the world faces. Among all the possible choices, I decided that the most serious and universal problem is the growing chasm between the richest and poorest people on earth. The results of this disparity are root causes of most of the world's unresolved problems, including starvation, illiteracy, environmental degradation, violent conflict, and unnecessary illnesses that range from guinea worm to HIV/Aids."

The agenda is huge; the task is challenging. But for the sake of the millions of poor and disadvantaged people in the world, we must confront it with confidence and competence. You as members of HRD Network are very much part of the solution. I pay tribute to your sense of volunteerism.

Thank you.

HRDN Highlights

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Mr Sajjad Ahmed, Programme Officer Training HRDN, made a presentation about the HRDN's activities in the previous year and update the members regarding the upcoming events. Mr Ahmed highlighted the HRDN's activities in the post-earthquake scenario. He told the members that though the HRDN carried on with its regular activities but after the earthquake it shifted



its focus to relief and rehabilitation activities. Explaining the Network's work, Mr Ahmed told the members that the HRDN collaborated with various national and international organisations to carry out its relief operation in the affected areas. He updated the members that the HRDN established an Earthquake Rehabilitation Resource Centre (ERRC) and provided a common platform to different actors working in the affected areas. The HRDN arranged air ambulances to transport injured people to Karachi and to achieve that it collaborated with Pakistan Medical Association. Besides that, the HRDN also arranged medicines from Australia, organised trauma counselling trainings, arranged a Conference on Disaster Mitigation and Preparedness and carried out a Shelter Project in collaboration with the UNDP. Mr Ahmed told the participants that the HRDN interventions directly or indirectly benefited over 10,000 people.

Updating the members about the HRDN's regular activities Mr Ahmed said that 8th Annual Trainers' Retreat (ATR) was organised in Bangkok in collaboration with UNESCAP and was attended by over 100 members across the country and abroad. He said that the ATR was a great success as it had maximum participation. Mr Ahmed also informed the participants that 3rd International HRD Congress, which was planned to be held in 2005 but was delayed due to the earthquake, would be organised in November. Different committees to steer the preparations for the Congress were formed, he added. The website for the Congress was developed and panellists and speakers were contacted to participate and present their papers in the Congress, he further said. He also briefed the members regarding the HRDN Monthly Forums.

After the presentation, the members' gave their inputs regarding the Network's activities and how the HRDN could be made more useful for the members.

Members' Feedback

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The members appreciated the efforts of the HRDN Secretariat and the work which it accomplished during the last year. The members particularly lauded the HRDN's efforts to carry out its activities despite its involvement in the earthquake related operations. The members also gave their feedback regarding the HRDN's activities and how the Network could be made more effective.

Some of the members had shown concern regarding the waning interest of the older members of the Network. Some of them were of the view that it was perhaps due to lack of communication among the members and the Secretariat.

Some of the suggestions by the members were as follow:

- Frequent interaction with the members would ensure their greater involvement. This will not only keep their interest in the Network alive but will also inculcate a sense of ownership among them.
- The HRDN must develop a criteria for membership, which should ensure that only the most suitable people join the membership fold. This would help strengthen the HRDN as a network of like-minded professionals.
- The HRDN must continuously enrich its resource base regarding capacity building material like training modules, training material, online resources etc.



Members form the core of the Network and they must be involved more intensely in various events/trainings organised by the HRDN.

The focus should not only be on making new members but the retention of older members should be considered equally important. The HRDN must devise activities and events to cater for the interests of all the members: old and new. The members who have been with the Network long enough are like the real asset.

The contents of the communication that takes place between the members and the HRDN through emails must be enriched using a personal touch. The emails must show an intimacy and emit the feeling that the message is taking place within a family.

The HRDN must introduce video conferencing and arrange lectures before international specialists on various issues to provide its members the opportunity to have first hand knowledge of different perspectives of an issue as well as latest trends.

The HRDN and its members must identify and motivate the seasoned HRD professionals to join the Network's membership fold.



Dialogue (Clash of Civilizations: Myth or Reality?)

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A dialogue on pertinent international situation was also organised. The topic of the dialogue was "Clash of Civilizations: Myth or Reality?" The panellists for the discussion were Mr I A Rehman, Dr Rubina Saigol and Mr Harris Khalique. Mr Usman Qazi was the moderator for the session.

Mr Khalique opened the house and discussed the complexity of the entire idea of clash of civilizations. He explained the notion stating that it was not always the different civilizations that clashed but it boiled down to economic interests of the nations and they furthered their ulterior motives through such stereotypes. He said that more often than not economic interests defined different interest groups.

Mr Rehman was of the view that through this notion the idea of the 'other' was constructed. He said that in 15th and 16th centuries non-westerns were 'savages', after that they became 'colonised' and then they were raised to the status of a 'civilisation'. He shared Mr Khalique's view that the construction of the grand narrative depended more on economic interests than anything else. He cited the examples of different wars in human history, especially the Crusades, and said that those were for imperialistic hegemony and expansion and not for religion or patriotism.



The last discussant, Dr Saigol, related the idea of terrorism with the notion of “Clash of Civilizations” and how it was being related with the Muslim world. She said that various clichés needed to be defined unequivocally so that people should be able to differentiate between ‘terrorism’ and genuine struggle for freedom and human rights. Citing, late Mr Iqbal Ahmed, she said that Mr Ahmed had read 20 papers of the States Department of United States of America to find out an exact definition of terrorism but he could find none. She said in Mr Ahmed’s view it was deliberate. Dr Saigol further substantiated her point by saying that the term ‘terrorism’ had been left too open and vague in order to be tailored by the powerful to suit their ends.

The topic was quite thought provoking and invited a lot of questions and generated an interesting discussion during the question and answer session. The participants were of the view that the notion of “Clash of Civilizations” included as well as excluded different nations at the same time and it was invented to create a common enemy to maintain a particular group of nations together to serve their hegemonic designs.



Exhibition

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The AMM also provided the participants an opportunity to keep themselves abreast with the latest literature in development sector. The HRDN member organisations, NGO Resource Centre (NGORC) and National Rural Support Programme Institute of Rural Management (NRSP IRM), arranged their stalls, where they displayed the recent publications from their organisations. Besides that, the HRDN also organised its stall and displayed its publications as well. The participants had shown a great interest in the publications.

The NGORC also distributed complimentary copies of books to some of the participants. The participants were selected through a draw.



Networking and Experience Sharing

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The AMM also provided its members the networking and experience sharing opportunity in an informal environment. A cultural programme was organised for the members to come together and share their experiences in the field in a relaxed manner. This social gathering also provided an opportunity to the new members to gel in with other members and have a feel of the Network's environment. The cultural programme was well attended and proved a good networking opportunity for the members.



Day 1

Saturday, September 9, 2006

Inaugural session I

Registration/ Participants to be seated	1400 - 1500
Arrival of the Chief Guest	1500
Recitation from the Holy Quran	1500 - 1505
Welcome Address	1505 - 1515
HRDN Highlights	1515 - 1530
Address by Chief Guest	1530 - 1545
Vote of Thanks	1545 - 1550
Refreshments	1550

Members

Networking and Sharing Experiences	1700 - 1900
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Dinner & Cultural Evening

At 1930 hrs, National Library
(Members can bring their spouses with them)

Day 2

Sunday, September 10, 2006

Session I

HRDN Progress Update & Members' Feedback	0930 - 1100
Tea Break	1100 - 1130

Session II

Dialogue, Clash of Civilizations; Myth or Reality?	1130 - 1330
Lunch and Prayer Break	1330 - 1430
HRDN Members Consultation for Future Course of Action (Group Work)	1430 - 1530
Presentations	1530 - 1630
Concluding Remarks	1630 - 1640
Vote of Thanks	1640 - 1650
Tea	1650

List of Participants

Annexure II

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- | | | | |
|----|----------------------------|----|--------------------------|
| 1 | Mr Roomi S Hayat | 34 | Mr M Shafiq |
| 2 | Mr Haq Nawaz Khan | 35 | Mr Shahid Iqbal |
| 3 | Mr Khalid Masood Chaudhary | 36 | Mr Arif Vaseer |
| 4 | Ms Afshan Tehseen | 37 | Mr Sheeraz Aslam Mian |
| 5 | Ms Aqela | 38 | Mr Iftikhar Raja |
| 6 | Ms Robeela Bangash | 39 | Mr Waqar Haider Awan |
| 7 | Mr Mahmood Akhtar Cheema | 40 | Ms Erum Wali Khan |
| 8 | Mr Chaudhary Abdul Rashid | 41 | Ms Fauzia Malik |
| 9 | Mr Sahibzada Mohiyuddin | 42 | Mr Tahir Masood |
| 10 | Ms Dina Khan | 43 | Ms Khadija Shahid |
| 11 | Mr Azhar Qureshi | 44 | Mr Atiq Mirza |
| 12 | Mr Syed Ishfaq Ali Shah | 45 | Mr Ejaz Ahmed |
| 13 | Mr Ihtisham-ul-Haq Kakar | 46 | Mr M Nomaan |
| 14 | Mr Abdul Samad | 47 | Mr Raja Afaq |
| 15 | Mr Anis Danish | 48 | Mr Rashid Mahmood |
| 16 | Mr Eric Samuels | 49 | Mr R K Gautam |
| 17 | Ms Hadia Nusrat | 50 | Ms Ambreen Iqbal |
| 18 | Mr Tahir Khan | 51 | Mr M A Baig |
| 19 | Mr Inayat-ur-Rehman | 52 | Mr Fahad Liaqat |
| 20 | Mr Kamran Qureshi | 53 | Mr F J Kazi |
| 21 | Mr Shahid Munir | 54 | Mr Shahid Imran |
| 22 | Mr Zulfqurnain Abbas | 55 | Ms Aina Shah |
| 23 | Mr Zia-ur-Rehman | 56 | Ms Rehana Kausar |
| 24 | Ms Reema Aftab | 57 | Mr Qasir Jalil |
| 25 | Ms Noor Fatima | 58 | Mr Adnan |
| 26 | Ms Nasira Bedar | 59 | Ms Imrana Shaheen |
| 27 | Mr Chaudhary Israrul Haq | 60 | Mr Abdul Mateen Janjua |
| 28 | Mr Abdul Malik | 61 | Mr Sheikh Muhammad Saeed |
| 29 | Mr Asmatullah | 62 | Mr Wasir Hussain |
| 30 | Ms Grace T Sheikh | 63 | Mrs Kafia Sohail |
| 31 | Mr Arshad Akif | 64 | Mr Shakir Hussain |
| 32 | Ms Javaria Abbas | 65 | Mr Anser Nawaz Chattha |
| 33 | Ms Shazia Gulfam | 66 | Ms Tamana Banoori |

List of Participants

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- | | | | |
|----|---------------------------|-----|------------------------|
| 67 | Mr Ghulam Hafeez | 88 | Mr Tariq Nazir |
| 68 | Mr Ali Akbar | 89 | Mr Faiz Shah |
| 69 | Mr Zeeshan Saleem | 90 | Ms Ambreen Waheed |
| 70 | Mr Amjad Gulzar | 91 | Mr M Shahid Iqbal |
| 71 | Ms Farhat Imran | 92 | Mr Sardar Naeem |
| 72 | Mr Mutti-ur-Rehman | 93 | Mr M Alamgir |
| 73 | Ms Rifat Shams | 94 | Mr Mazhar Irfan |
| 74 | Mr Mubashir Nabi | 95 | Mr Amir Sohail |
| 75 | Mr Mouzzam Jan | 96 | Mr Ezaz |
| 76 | Mr Khalid | 97 | Mr Harris Khalique |
| 77 | Mr Raheel | 98 | Mr Usman Qazi |
| 78 | Mr Rana Liaqat Rashid | 99 | Mr Shahzad Fayyaz |
| 79 | Mr Imran Alvi | 100 | Mr Hamid Shafi |
| 80 | Mr Arif Naveed | 101 | Mr Francis Dalik |
| 81 | Mr Zulfiqar Ali Sheikh | 102 | Mr Hassan Raza Gurmani |
| 82 | Mr Kamran Niazi | 103 | Mr N A Khattak |
| 83 | Mr Israr Mohammad | 104 | Mr M Khalil Ahmed |
| 84 | Dr Sahibzada Fazle Raheem | 105 | Mr Barkat Ali |
| 85 | Mr Sarfraz Hasan | 106 | Mr Muhammad Ali |
| 86 | Mr Syed Mudassir Shah | 107 | Ms Khadija Sarfraz |
| 87 | Ms Khadija Shahid | 108 | Ms Shahzado Langah |

