# HRD network

## Human Resource Development Network

# Annual Report 2009

**ANNUAL REPORT**
# 2009

## LIST OF ABBREVIATIONS

| | |
|---|---|
| **AJK** | Azad Jammu Kashmir |
| **AKFP** | Agha Khan Foundation Programme |
| **AKRSP** | Aga Khan Rural Support Programme |
| **AMM** | All Members Meeting |
| **ATR** | Annual Trainer's Retreat |
| **CBLRP** | Community Based Livelihood Recovery Programme |
| **CBLRP** | Community Based Livelihoods Recovery Programme |
| **CO's** | Community Organizations |
| **ERNP** | Environmental Rehabilitation in the NWFP and Punjab |
| **ESMA** | Extension Service Management Academy |
| **GAD** | Gender and Development |
| **HRDN** | Human Resource Development Network |
| **IDP** | Internally Displaced people |
| **ILO** | International Labor Organization |
| **IRM** | Institute of Rural Management |
| **MAC** | Membership Acceptance Committee |
| **MAJU** | Muhammad Ali Jinnah University |
| **MMS** | Macro Media Systems |
| **MTU** | Mobile Training Units |
| **NGO** | Non-Governmental organization |
| **NGORC** | NGO Resource Centre |
| **NRSP** | National Rural Support Programme |
| **NWFP** | North West Frontier Province |
| **PCM** | Project Cycle Management |
| **PCM** | Project Cycle Management |
| **PPAF** | The Pakistan Poverty Alleviation Fund |
| **PPM** | Participatory Planning and Monitoring |
| **PRA** | Participatory Rural Appraisal |
| **RM&PD** | Resource Mobilization and Proposal Development |
| **SRSP** | Sarhad Rural Support Programme |
| **UNDP** | United Nations Development Programme |
| **YPLP** | Young Professionals Leadership Programme |

# CONTENTS

## CHAIRPERSON'S MESSAGE

**ROOMI S HAYAT**
Chairperson

It all started with a vision to create a platform for HRD professionals to share the innovative ideas and latest approaches practiced around the globe. The Human Resource Development Network (HRDN) has over the years, successfully carved out a niche for itself on the contemporary development scene in Pakistan. The strength lies in its members and their successes. The year 2009 witnessed remarkable achievements in information sharing, research, documentation and ISO 9001:2008 Certification achievement.

HRDN is an association of more than 300 HRD individual professionals from Pakistan, Nepal, Bangladesh and other developing Asian countries and about 50 organizations from the private and public sectors. HRDN's challenging task is to enhance the individual and organizational professional excellence in order to facilitate research, training and capacity building activities both at the national and international level. Operating through its secretariat in Islamabad and local chapters in various cities, the Network is governed by a democratically elected Board of Directors from amongst its members.

In 2009, HRDN continued its partnership with UNDP and ILO to support the earthquake affected people of AJK and NWFP beyond emergency phase and lead the rehabilitation and livelihood restoration of the communities. In addition HRDN in combination with NRSP & Iqra University initiated Young Professionals Leadership Programme with the support of the Norwegian Embassy.

The organization also played a role in restoration of public administration in Buner after the conflict, through capacity building of the District administration in partnership with Care International in Pakistan. The network's involvement in project implementation did not deter it from carrying out its regular activities.

HRDN organized the 11th Annual Trainers' Retreat (ATR) in Istanbul with the theme of "BUILDING THE CAPACITIES: Vision to Change, Power to Act."

The year 2009 has proved to be promising for the network, which makes us optimistic about its future. HRDN has continued to grow as a think tank of professionals, which is evident from the fact that its membership is growing day by day. Celebrating its 10th Birthday, HRDN endeavors to come up to the expectation of its members and is planning activities with a view to make the membership worthwhile.

## 2009-AT A GLANCE

**FAUZIA BILQIS MALIK**
Executive Director

In 2009 HRDN continued its efforts towards the Human and Institutional Development under the mandate of its mission. Besides continuing with its previous programmes, the network achieved some new milestones in terms of certifications, resource pool, members data base, resource centre, new web portal, collaborative projects and customized training services for different clients.

HRDN in partnership with United Nations Development Programme (UNDP) facilitated the rehabilitation of the livelihood process in the earthquake hit areas in a more comprehensive and sustainable manner. During the third phase of Community Based Livelihoods Recovery Programme (CBLRP), it was realized that the communities must be capacitated to sustain the impact of the three years project in the long term. So in the third phase the CBLRP training clusters of Community Organizations (COs) were provided with basic and advanced trainings. The basic trainings included Project Cycle Management (PCM), Participatory Planning and Monitoring (PPM), Gender and Development (GAD), while the advanced trainings included Participatory Rural Appraisal (PRA) and Resource Mobilization and Proposal Development (RM&PD). Beside these activities workshops, exposure visits were also conducted. The main objective of this comprehensive capacity building programme was to enable the cluster members stand on their own feet. Trainings on Project Cycle Management and Business Process Re-Engineering were also conducted for officials of the line department.

HRDN in partnership with International Labor Organization (ILO) launched Mobile Training Programme. The project aimed to impart training in different trades including Plumbing, Building Electrician, Steel Fixing and household appliances repairing. The project was designed to provide training at community level to facilitate the employability of youth in the target area. The project trained 560 individuals in different trades ending in May 2009.

In order to address the issue of gender disparity in Pakistan, Human Resource Development Network initiated a leadership programme customized for women titled "Young Professionals Leadership Programme". Through Young Professionals Leadership Programme (YPLP) nineteen aspiring women professionals were groomed for leadership positions after being selected to take part in the Young Professionals Leadership Programme. These participants represented a wide and diverse spectrum of cultures and professions. The program took place over the duration of one year, with a total of nine weeks spent in training which included field visits, meetings with women leaders and a week long international exposure visit.

Responding to the emergency situation due to military operations in the conflict affected areas, HRDN with support of BSP raised funds and distributed women hygiene kits and non food items among the IDPs. The organization also carried out rapid assessment for the restoration of livelihood of IDPs in Peshawar and Nowshehra. HRDN initiated a project for restoration of public administration in Buner after the conflict in partnership with Care International in Pakistan. The project focused on the district administration.

Beside involvement in the implementation, HRDN continued with its regular activities. City Chapters in Kabul & Karachi were formally inaugurated. The main role of city chapters is to focus on creating linkages with the local NGOs, Networks, Agencies and professionals in the field of HRD for future collaborations and interventions. Monthly Forums and Trainings were also part of HRDN's regular feature and in comparison to last year, HRDN held many forums at the Secretariat & city chapter level. Customized trainings were conducted for Canadian Red Cross, International Federation of Red Cross, World Vision, Handicap International and Inter-cooperation.

The network organised its 11th Annual Trainers'

Retreat in Istanbul from April 17 – 23, 2009 which was attended by over 54 participants from across the country. The network also organised its 10th Annual Members' Meeting on November 13 –14, 2009 at Islamabad and celebrated 10 years of HRDN's contribution as a network.

HRDN also developed and updated the directory of the different national and international organisations to facilitate its member's access for support and collaboration. The directory provides information both about the organizations and the sectors in which different organizations provide support with specific geographic distribution.

The organization updated its professional resource pool. The resource pool helps to identify people in the network with specialized professional skills. These members will be provided opportunities to work on various projects/assignments announced by different organizations.

HRDN had been successful to qualify for ISO Certification 9001; 2008. Keeping in view the political and law & order situation, 2009 has been a successful year for the network for continuing its programmes despite unfavorable circumstances.

# HRDN'S MISSION, GOAL, OBJECTIVES AND STRATEGIC IMPERATIVE

| Sr. | Indicators | (As of Dec 2009) | |
|---|---|---|---|
| 1. | **Membership** | Individuals 706<br>Organizations 120<br><br>Total 826 | |
| 2. | **Total No. Beneficiaries** | **Female** | **Male** |
| | a.  Capacity Building of Govt. Officials in Buner | 45 | 65 |
| | b.  Community Based Livelihood Recovery Programme (CBLRP) | 4500 | 8517 |
| | c.  Technical Skills Trainings | | 546 |
| | d.  Women Community Center (WCC) | 1010 | |
| | e.  School Management Committees Training | 500 | 1000 |
| | f.  Customized Professional Trainings | 220 | 305 |
| 3. | **National/ International Events** | **No.** | **Participation** |
| | a. Annual Trainers Retreat (International) | 12 | 780 |
| | b. International HRD Congress | 3 | 1322 |
| | c. All Members Meeting (National) | 10 | 1700 |
| | d. Forums/ Policy Dialogues | 31 | 775 |
| 4. | **Geographic Coverage** | Throughout Pakistan & Kabul | |
| | a. City Chapters | Karachi, Peshawar, Lahore, Faisalabad, Quetta | |
| 5. | **Resource Pool** | 209 professional members across the country | |
| 6. | **Publications** | ILLUME (quarterly)<br>International HRD Congress Report<br>Annual Report | |

Human Resource Development Network (HRDN) is a membership based organization of more than 800 members. The organization was established in 2001 with the aim to improve human and institutional development (HID) services. The idea was to bring the development practitioners on a single platform share and benefit from their experiences and best practices around the world.

The members of HRDN include both individuals and organizations. The network has a rich resource pool of experts among its members from diverse background and experience in development and management. These experts have been working with different national and international development agencies, Govt. departments / projects and multinational companies.

## ■ MISSION

Mission of HRDN is to accelerate development through improving Human Resource Management Policies, Systems and Practices.

## ■ OBJECTIVES

- To organize national & international training events in order to enhance synergy between training institutions, improving training quality and outreach
- To provide a platform for exchanging ideas and experiences with a view towards promoting human development.
- To help organizations in improving training related research methodologies, improving training quality and capacity building endeavors to promote sustainable development.
- To establish and strengthen partnerships with similar national and international institutions and practitioners operating within the human development sphere
- To share training resources i.e. training materials, facilities, equipment, premises, resource persons etc. thereby helping to reduce duplication/overlapping of efforts, time, cost and energy at regional and national levels.

## ■ CORE COMPETENCIES OF HRDN

Training/Capacity Development, Event Management, Research, Networking, Advocacy, Information Sharing, Project Management

## ■ DISTINCTIVE COMPETENCIES OF HRDN

- Broad base professional resource pool
- National and International City Chapters
- Vast organisational membership and support

## HRDN JOURNEY

The Human Resource Development Network (HRDN) is a forum, which was formed as a voluntary cooperation of a multitude of national and international agencies. These agencies operate within the human resource development sphere, with the objectives of sharing training resources, experiences and providing its members with the high-level expertise of HRD professionals.

The story began in 1997 when the National Rural Support Program (NRSP) initiated the process of bringing various organizations together by coordinating the first workshop entitled Networking for Sharing Training Resources. This was based on their realization that the development-training sector lacked a common platform where human resource development could be promoted. The need for some minimum standards for training was strongly felt and to share resources for training. Consequently, a total of six workshops were held by various leading development NGOs. In 1999, NGORC initiated a Trainers' Retreat initiative with the objective to enhance the quality and outreach of training programmes offered by the NGOs (including key members of HRDN) in Pakistan.

Establishment of the HRD Network - A large number of HRD professionals from all over the country attended the workshop organized in August 1999, which resulted in the formation of the Human Resource Development Network (HRDN). An ambitious initiative was undertaken by a group of professionals, engaged in human resource development, to bring together professionals and institutions, engaged in capacity development and training from across Asia on a common forum.

The Human Resource Development Network (HRDN) was, therefore, formed to serve as a facilitating platform, a cooperative of a number of national and international organizations to share training resources, experiences, and to provide its members with high level of expertise in the field of HRD.

Since its inception, the network has come a long way in terms of achievements.

The founder members of HRDN believed that a mechanism needed to be developed to strengthen the links among the institutions involved with the HRD activities. The initial idea was discussed with professionals of various organizations, which elicited a favorable response.

Building on the groundwork carried out by NRSP, the Extension Service Management Academy (ESMA) in Muzaffarabad organized two workshops. The Aga Khan Rural Support Programme (AKRSP) in Chitral held one workshop and NRSP also organized another workshop. These workshops aimed at promoting the idea of networking among training organizations/institutions and to develop an inventory of training resources that would be available to the organizations/institutions for reference purposes. The common denominators for these various workshops were eight people who belong to five different organizations. Together they eventually formed the impetus for the development of the HRDN. These were the founding members of the HRD network.

The efforts to initiate a formal network culminated in a sixth and final workshop that was hosted by the Environmental Rehabilitation in the NWFP and Punjab (ERNP) Project of IUCN in August 1999. The objectives of the workshop were to further develop the links amongst the HRD organizations and professionals to finalize the institutional modalities and future action plans for the network. The members agreed that a Board would be formed through a democratic process.

Consequently, this group began to develop the vision, mission, objectives and the structure of the network. In addition, the membership system for the network was developed. Finally, the group produced the brochure.

## ■ ENABLING FACTORS:

The present status of the network would not have been possible without the commitment and dedication of its members. HRDN was fortunate to have devoted and diligent individuals, capable of coming up with this forum. These individuals served as volunteers, to support the development and strengthening of HRDN.

## ■ HRDN AND LEARNING ATTRIBUTES:

Perhaps more than anything else, this story highlights the truism that learning organizations are made up of learning individuals who have aspirations for important goals and who are prepared to commit energy, spirit and time to accomplish those goals. The crucial organizing work of this network was voluntary and required vision, aspiration and commitment from many people.

Today HRDN offer services of international quality uniquely blended with professional spirit of members from it resources pool. Being a network of professionals HRDN has in its resource more than 200 experts having different background experience regarding community and organizational development. These experts have been working with different national and international development agencies, Govt. departments/ projects and multinational companies.

## REGULAR ACTIVITIES

### ■ ACROSS BORDER ATR



HRDN launched the Annual Trainer's Retreat (ATR) to build and strengthen the capacities of the professional members. ATR is one of the regular annual events. The credit goes to Civil Society Resource Centre (CSRC) formerly known as NGO Resource Centre (NGORC), for initiating ATR, however, in 2002, CSRC handed over the responsibility of organizing ATR's to HRDN, necessitated by the realization that HRDN mandate best suited to organize such events. Since then HRDN has been organizing it regularly.

In 2009, Professional Members got together at Istanbul-Turkey to learn new development and emerging concepts in the field of human resource development, enhance their skill and knowledge through experience sharing and cross fertilization of ideas, exposure and refresh themselves in a joyful environment.

The event was essentially designed as a retreat keeping in view the fact that trainers usually work under pressure and stress thus rarely getting a chance to interact with professionals. The event provided them with a relaxed and informal environment, away from their customary routines. Thus this gathering of HR professionals from diversified backgrounds in the retreat served as an exceptional platform to develop HR fraternity in the country.

The success of the Eleventh Annual Trainers' Retreat 2009 can be assessed by the fact that it was attended by more than fifty members from all over the country who were actively engaged in HRD in the development sector. Mr. Ijaz Khaliq, Mr. Sheeraz Aslam Mian, Dr. Amena Hassan, Ms. Fauzia Bilqis Malik, Mr. Haq Nawaz Chaudhary and Mr. Roomi Saeed Hayat were the presenters. Ms. Grace T. Shaikh, Mr. Javed Malik and Mr. Ali Akbar Qureshi very dedicatedly showed their involvement and contribution to the event as Moderators for various sessions throughout the conference day.

### ■ INAUGURAL SESSION

Mr. Roomi Saeed Hayat, Chairperson HRDN, welcomed the participants and shared the theme and objectives behind conducting this mega event. He expressed his commitment to strengthen HRDN institutionally and to ensure that its entire programme is developed and implemented in a manner that reflects the aspirations and priorities of its members. He expressed his strong desire on behalf of all board and founder members to benefit from the candid feedback, support and guidance of HRDN members in the days to come.

Concluding his address, he highlighted that HRDN believes that ATR is not only a learning opportunity for its members but it is also a source of having an international exposure which enables them to promote tolerance by respecting diversity, it helps them broaden their world-view in every aspect, it exposes them to different cultures where different peoples are living in perfect harmony.

### ■ INTRODUCTION OF THE PARTICIPANTS: FACILITATED BY GRACE T. SHAIKH

All the participants were requested to introduce themselves. It was an interesting session, which

helped the participants to get to know a little more about each other. The introductions revealed a rare balance of diversity and homogeneity in the group as those present had come from very different organizations from various public and private sectors, having HRD as the common denominator. Most of the participants shared that they were pleased and excited to be a part of the 11th ATR and were looking forward to learning as well as having fun in the next few days.

## LEARNING SESSION- I
### ■ PROFITABILITY THROUGH HUMAN CAPITAL: FACILITATED BY IJAZ KHALIQ

Human Capital is the unique blend of capabilities and expertise of individuals which applies to the employees and customers of different organizations. People are an asset whose value can be enhanced through investment. Mr. Khaliq highlighted the importance of profitability through human capital by first clarifying the terminologies and concepts. Referring to Human Capital, he shared that Human capital refers to the stock of skills and knowledge embodied in the ability to perform so as to yield economic value. It is actually the skill and knowledge gained by a worker through education and experience. He further added that it is the set of skills which an employee acquires on the job through training and experience which in turn increases the employee's value in the marketplace.

While summarizing the concept he expressed "Human capital is the knowledge, skills, experience and earning power of people."

## LEARNING SESSION II
### ■ HUMAN CAPITAL MEASUREMENT: FACILITATED BY SHEERAZ ASLAM MIAN

While defining the term Human Capital, Mr. Sheraz Aslam Mian narrated that it has now common in HR language to describe people and their collective skills, abilities, experience and potential as Human Capital. Stressing his view point, he shared that the optimization of HR capital could be done when the HR department aligns itself with the corporate strategy and goals, and ensures that they have access to the necessary expertise, information, and systems to optimize workforce investments, in turn helping the organizations to maximize their corporate value.

In order to practically implement measures and benefit from the human capital, Mr. Sheeraz further shared a route map for reporting of human capital:

- Identify who should be involved in the human capital team.
- Review your current position in the capital management Journey and plan what is required for you to move to the next stage.
- Review the Guide, take each step, and tick off all the checklist's items.
- Embark on the journey to HC measurement and reporting

Mr. Ali Akbar Quershi thanked and appreciated Mr. Sheeraz Aslam Mian's efforts on sharing his views and concepts on such an innovative topic. Participants keenly took part in the Q& A session. In an answer to a question about measuring human capital effectiveness, Mr. Sheeraz shared the HC effectiveness matrics and several formulas which could be used to measure efficiency & effectiveness.

## LEARNING SESSION- III
### ■ EMPLOYEE BRANDING: NEW MANTRA TO BUILD LOYALTY: FACILITATED BY DR. AMENA HASSAN

The first point that came across during the discussion was about "What is a Brand?" In an answer to this simple question, participants shared their views as to define brand as a perception of a product or service by its customers. However, others defined it as the company's name, logo,

advertising and some termed it as the slogans & messages used by the organizations.

Moving on to the next step, Dr. Amena then shared another term "employee branding" with the participants to ponder upon. Participants expressed employee branding as a process by which employees internalize the desired brand image and are motivated to project the image to customers and other organizational constituents.

To consolidate it further, Dr. Amena expressed it as what an employee projects about himself/ herself and the organization culture. She further added that he/she should serve as a brand ambassador for his/her organization and at the same time, must reflect a strong sense of commitment and affiliation.

Bringing an end to the one day ATR conference at Istanbul, Mr. Haq Nawaz Chaudhry, HRDN Founder member on behalf of HRDN board and members shared his views regarding the entire event and the learning that took place during the course of time. He further added that, this international exposure not only gave all the members a chance to visit and

explore a new place and a new civilization, but at the same time gave an enriching chance to spend some time together for sharing their experiences, best practices and lessons learnt regarding Human Resource development and management. In the end Mr. Nawaz on behalf of all participants thanked HRDN team for organizing such a productive and memorable event for them. He further expressed that all our experiences show the vital importance of cooperation and none of these activities would be possible without close collaboration and voluntary efforts of many individuals and organizations.

Annual Members' Meeting (AMM) provided an opportunity to members of the Human Resource Development Network (HRDN) for networking, knowledge sharing, over viewing of the Network's activities over the past year, discussing the Network's progress and giving their valuable suggestions for future course of action. The AMM is a unique platform to all HRDN members to share, learn, develop linkages with other members and give their inputs for further enhancing the effectiveness and relevance of the network's activities.

## 10TH ANNUAL MEMBERS' MEETING (AMM)



Agenda for 10th AMM was developed in consultation with HRDN Members. In this regard its secretariat arranged a series of small meeting with members to suggest the theme, agenda point and sessions of AMM.

### ■ THE MAIN OBJECTIVES OF AMM WERE:

- To update members about new developments at HRDN during 2009.
- To share its program and financial progress.
- To provide an opportunity to members, interact with each other and develop linkages.
- To get members' input on a range of program and management issues at the organization level.
- To contribute towards the professional development of its proficient members.

### ■ DAY I: ANNUAL GALA DINNER

The 10th All Members' Meeting started with a Gala Dinner on Saturday November 13th 2009 at Lok Virsa, Shakarparian in Islamabad. Professional members' along with their families and guests from development sector were invited to celebrate 10 years of HRDN.

In the welcoming note Mr. Roomi Saeed Hayat (Chairperson, HRDN) shared with the audience the story of inception and growth of HRDN. He thanked all the members and guests for taking the time out and making this event a rejuvenating experience. He further added that such gatherings also helps the non-members in understanding the network, its texture and scope of work with their suitability of joining it.

While sharing his views, he expressed that these informal get-togethers have always brought HRDN members closer to each other to share their personal experiences, life achievements, career development plans and past days' memories amidst fun and recreation.

Mr. Sheeraz Aslam Mian, HRDN board member and Chair of the Strategic planning Committee shared the progress on HRDN strategic planning for the year 2010-2015. He added that HRDN's future profile would be:

- Modest and selective.
- Piloting a concept of scaling-up.
- Opportunity of influencing HRD policies.
- Recognizing brand name.
- A hub of Resources (human, consultants, HRDN practitioners, information clearing house, think-tank).
- Be known as a centre of excellence in HRD.

- Drawing a business Plan.
- IT- enabled.

### INTERACTIVE SESSION WITH MEMBERS

To make the mood and evening more lively and interactive, Mr. Tariq Masood took over for a Quiz Programme. The questions asked during the program were mostly related to HRDN however few were of the general type. The members took part in the quiz programme with great enthusiasm. Those who answered correctly were awarded with HRDN souvenirs.

### POETRY & DISCUSSION

To change the tempo of the programme and to add flavor to the night, Ms. Kishwar Naheed was invited to share her views and some of her poetic verses. The entire gathering very enthusiastically welcomed the lady. Through this platform, many members got the chance to meet and talk to her personally. Ms Naheed, also recited some of her verses and poems thus, provoking a rhythmic and deep essence of feelings among the listeners.

### MUSICAL PERFORMANCE

To add more joy and fun to the evening, Ms. Sonia and Mr. Amir enthralled the assembled guests with their singing. The musical performance continued even after the dinner and many members shared their requests and dedications.

### VOTE OF THANKS

In the end, the vote of thanks was given by Ms. Fauzia Bilqis Malik, HRDN Executive Director. The chief guest was presented with the bouquet. Last but not least for the evening, HRDN celebrated its 10th Birthday by cutting the cake and by lighting the candles on each table. Ms. Malik, while sharing her thoughts thanked the chief guest, HRDN members,

HRDN team, volunteers and other honorable guests, for their active participation, relentless efforts and support in making the event a success.

### DAY II: CONFERENCE DAY: SUSTAINABLE SYNERGIES; BUILDING CAPACITIES OF MEMBERS
### INAUGURAL SESSION

Ms. Hina Maqsood moderated the first session of AMM. The programme started with recitation of Holy Quran by Mr. Sahibzada Jawad.

### WHO AND WHAT IS HRDN?: FROM HUMBLE BEGINNING TO IT'S 10TH BIRTHDAY



Mr. Roomi Saeed Hayat, HRDN Chairperson welcomed the Honorable Chief Guest Mr. Gul Muhammad Jakarani, Parliamentary Secretary Education, Govt. of Pakistan; Guest of Honor Mr. Kamran Akbar, Chief Operating Officer PPAF to the 10th All Members' Meeting. He stated that the success of today's event is attributed to the success of nine such annual events held in the past.

During his address Mr. Hayat shared that this year is even more special as we are celebrating the

10th Birthday of the network. During these years, HRDN held various events for formal and informal interactions. He further added that over the years, membership has grown to more than 800. These include individuals as well as organizational members; professionals as well as student members. While addressing the audience, he said that many of you are witnesses of the growth of HRDN from an idea to a reality and now to a fully functional entity of more than 800 members. Like a teenager, HRDN has entered a new era of success and will progress with ambitious plans ahead.

Talking about new ventures, he shared that great plans are in the pipeline and this year HRDN is in the process of its strategic planning to set its future course of action. Coming to its members, he admired that members are the real strength of the network. This event and similar events are planned to provide opportunities to existing members for interaction and encouraging new memberships.

In the end, talking about AMM and planning in previous years and the present, he shared that in the early years this event was planned as a 2 days event, but due to current security situation, it had to be limited to a single day activity, but still great zeal and energy can be felt in the hall. Shedding light on the proceedings, Mr. Hayat stated that during the day they will get an overview of HRDN's progress for the past year as well as the plans for the coming year God Willing. He also looked forward to the healthy discussion generated by the eminent speakers in the panel.

While thanking and welcoming all the members whole heartedly for joining, in spite of their busy routines and giving their treasured time and feedback, he ended his speech with a comment that "At the AMM, we encourage all members to contribute with full enthusiasm in the discussions as well as to give their feedback and extend their support in implementing the future plans. He also emphasized that "HRDN today is all because of its members and members are the owners of this network, so let's make it excel".

## ■ MOMENTARY LOOK AT HRDN IN 2009 – PROGRESS AND CHALLENGES

Momentary Look at HRDN in 2009- Progress and challenges was presented by Ms. Fauzia Malik, Executive Director HRDN. Ms. Malik shared with the participants the progress and challenges faced by HRDN so far.

She started her presentation with an Introduction of HRDN and gave a brief historical background of HRDN. Moving ahead, she shared through the statement," who we are" the mission and values of HRDN. She also briefed the members and honorable guests about the HRDN annual and regular activities. (The annual activities include All Members Meeting, Annual Trainers' Retreat and HRD Congress)

She shared the details regarding in-house and customized trainings and regular monthly forums conducted at the Secretariat and city chapter level. Ms. Malik also highlighted the reunion and recreational activities, which HRDN has conducted for its members, including gala dinner, eid milan party and exhibitions etc.

During her presentation she not only highlighted the regular activities, but also shed light over the projects HRDN is involved in, including YPLP, CBLRP-ILO, Empower Pakistan: JOBS with Care International, CBLRP-UNDP.

Giving briefing over the role of the city chapters and their activities, she shared that meetings at city chapter level were also conducted to streamline their ToRs, to plan their activities for the next quarter and to increase the number of membership. To add to members' interest, during her presentation Ms. Malik discussed that the HRDN city chapter in Kabul will formally launched in December 2009.

Sharing HRDN's Achievements, Ms. Malik informed the audience that in year 2009, HRDN became ISO certified 9001; 2008, PCP certified and passed USAID management standards under Institutional Management and Certification Programme. She further added, that HRDN is also going through its strategic planning exercise in January 2010 for its strategic plan for 2010-2015.

Discussing the challenges, she shared that as HRDN website is a mirror to others about activities, thus needs to be updated and redesigned and it will be done in the future on regular basis. Secondly, to streamline processes and activities, Manuals, ToRs and polices shall be revised.

In the end, she thanked the entire gathering for supporting HRDN with their bright commitment, in last 10 years.

## LEARNING SESSIONS

### ■ CONTRIBUTION OF CIVIL SOCIETY ORGANIZATIONS IN HUMAN RESOURCE DEVELOPMENT IN PAKISTAN

Mr. Kamal Ahmed, Chief Operating Officer from PPAF shared his views about the role & contribution of civil society organizations in HRD with the members over the forum of 10th AMM and stated that Pakistan's civil society is characterized by hybrid forms, multiple inheritances and the unresolved struggle between the practices and the values of pre- capitalist society and new modes of social life between authoritarian legacies and democratic aspirations.

Discussing about the impact of civil society initiatives, he mentioned that it can be gauged from the fact that CSOs in Pakistan are now accepted as partners in social & Economic development. Once a distinct voice at the edge, the civil society today is a force to reckon within the national arena. Functioning under resource constraints and

in an unfavorable environment as they do, CSOs contributions to the country are indeed impressive. Mr. Kamal mentioned that civil societies in Pakistan have evolved under the shadow of frequent military interventions and a debt ridden and elitist state system. The ideals of people centered around development, human rights, gender equality and social justice are slowly but steadily creeping in to the public policy frameworks and has much to do with the efforts that civil society has made over the past five decades. The emergence of development oriented and advocacy CSOs in the 1990s was essentially a response to the government's misguided priorities and poor planning as well as resource constraints.

In his concluding remarks he stated that some NGOs in Pakistan have played an important role in creating awareness on issues such as human and legal rights, women role in development, and over population. For women and minority they have borne the brunt of religious bigotry and social repression, civil society came as a silver lining in the dark, gloomy clouds.

### ■ SPEECH BY THE CHIEF GUEST- MR. GUL MUHAMMAD JAKRANI, PARLIAMENTARY SECRETARY EDUCATION, GOVT. OF PAKISTAN;

Mr. Gul Muhammad Jakrani; Parliamentary Secretary Education graced the 10th All Members' Meeting as Chief Guest. Mr. Jakrani shared his gratitude and pleasure being present at the inaugural session of the 10th All Members' Meeting of the Human Resource Development Network. He shared his delight at seeing such an immense pool of professionals in the hall, joined together to become a real intellectual force giving him a great vigor and optimism for the future of Pakistan.

Addressing to the HRDN members, he stated that the theme was of enormous value as it is a step in building the future prospects for the coming generations. Building capacities as a process has to be connected through a chain of learning sessions.

During his speech, Mr. Jakrani mentioned that since last ten years, the government had made education as one of the top priorities and HRDN being a platform for the capacity building program is a great support to promote and implement the education plans. A famous saying is that low quality education leads to unskilled population. He stated that education plays a pivotal role in capacity building. Capacity enhancement and education in developing countries has its own challenges requiring excellent leadership to overcome the major gaps. He emphasized the need to develop a framework of human capacity building programs that should mainly identify young and talented individuals with the potential to become agents for change. There is a need to organize and deliver effective learning interventions relevant to the local environment. It is important to facilitate the opportunity for real-life application to acquire knowledge and skills. The goal cannot be achieved without promoting development of sustainable career path with growth opportunities for all.

Referring to Mr. Roomi's remarks, Mr. Jakrani added to his speech that HRDN has played a very strong role in bridging the gap of transforming the learning into action. Human Resource Development Network being a member based organization with above 800 members can fill this gap and positively influence the development scenario in Pakistan. An established network like HRDN has a call for action to upgrade capabilities of existing trainers and educators in civil society organizations, government, academia and private sector. HRDN is expected to build a resource pool on human resource development, develop and implement quality standards of capacity building, to offset the gaps in national capacity in certain areas. It has established an effective system for knowledge sharing and learning from various organizations, programs and projects in the sector.

In his concluding remarks, he expressed that the agenda is huge; the task is challenging, but for the sake of millions of poor and disadvantaged people of Pakistan, we must work towards for overcoming the challenges. Pointing towards HRDN members, Mr. Jakarani stated that "you as members of HRD Network are very much part of the solution."

## ■ SUPPORT OF BOD IN STRENGTHENING THE NETWORK

After the Group photo and tea break, Ms. Grace T. Sheikh moderated the next session "Support of BoD in Strengthening the Network". To present the progress of HRDN Board of Directors, Mr. Mahmood

Akhter Cheema, member HRDN BoD was invited.

Taking over from Ms. Shiekh, Mr. Cheema thanked her for giving him the opportunity to share and discuss the progress of the HRDN board, which has completed a year of its service to HRDN. In his presentation, Mr. Cheema shared that up till now five BoD meetings were held between Oct 2008 – August 2009 and as a result of these meetings following operational committees have been formed:

- Staff Appointment Committee
- Membership Acceptance Committee (MAC)
- Purchase Committee
- Strategic Planning Committee
- HRD Congress Planning Committee
- AMM Planning Committee
- Budget Committee

Discussing the key decisions made by the board he pointed out the following in his presentation:

- Renewal of Membership Fee
- Bi-Monthly MAC Meeting
- Separate Account for Provident Fund
- Life time Membership for Professional members
- Conversion of membership from General to Professional
- Appointment of New Audit Team
- Appointment of Executive Director
- Purchase of Vehicle
- Addition of Income Tax Rules 213 (1)(b) in HRDN Constitution

Then the forum was opened to take comments and questions from the audience. Thus in an answer to the question, Mr. Mahmood Akhter Cheema shared the progress of Membership Acceptance Committee (MAC) and the criteria they are following to review the applications. He further added that, keeping in view the large number of applications that come to HRDN, the quarterly meetings have been rescheduled to bi- monthly so as to address

the queries and requests at the earliest.

In the end, Ms. Grace T. Sheikh thanked Mr. Cheema for sharing information and updates regarding the Board activities and the progress made so far and also thanked the audience for showing their keen interest and concern towards the Network's progress and development.

## PANEL DISCUSSIONS

### ■ I- PERCEPTION OF STAKEHOLDERS ABOUT THE ROLE OF NGOs / NON-PROFIT SECTOR DEVELOPMENT SECTOR IN HUMAN RESOURCE DEVELOPMENT IN PAKISTAN



**CHAIR:**
Ms. Robeela Bangash – HID Consultant, HRDN Founder Member
**PANELISTS:**
Mr. Gul Najam Jamy – Aga Khan Foundation
Mr. Harris Khalique – SPO
Ms. Mussarat Bibi – Khwendo Kor
**MODERATOR:**
Mr. Shadab Farid-ud-Din – Four Corners Group
**RAPPORTEUR:**
Mr. Zahid Ali Mubarik – Khushali Bank
The discussion started with a formal introduction

of the session chair, the panelists and rapporteur by Mr. Shadab Fariduddin. Each panelist was given seven minutes to share their views. Latterly, the session was open to member's comments and questions.

Mr. Harris Khalique opened the session by sharing his comments regarding the perception of stakeholders about the role of NGOs/ Non profit sector development sector in human resources development in Pakistan. He stated that all people should be equal and respected accordingly, people should be given equal opportunities for livelihood, health & education but unfortunately in Pakistan the entire system is imbalanced, as a result of which power is in the hand of the wealthy (thus nothing is left for the poor needy people).

Talking about human resource development, he mentioned that it is skill based at the moment, but to make it more prominent and effective, it should be knowledge based as well. He further added that people's perception about Human resource is that they are foreign paid.

Ms. Mussarat Said from Khwendor Kor while discussing the role of NGO in HRD development shared that Khwendor Kor is working in very remote and marginalized areas and women literacy rate in FATA is minimal. There are least facilities available in the area. She shared that it is the NGOs who have provided these basic facilities at the door step of the people and this is the finest role of NGO in HR development at community level.

She mentioned that they can also be empowered through advocacy at the grassroots level so that it could make an effect at policy level. NGOs should also provide opportunities of training and internships to youth. Ms. Saeed further added that in order to make it effective and sustainable, the development should be rights based.

The third panelist was Mr. Gul Najam Jamy from Aga Khan Foundation, Karachi. He shared that CSRC in

Karachi is contributing a lot in HR development. He also shared the findings and few key points of the study conducted on HR by Aga khan Foundation. Further adding that civil society organization is a broad term and the main difference he highlighted between NGOs and CSOs is that NGOs are for other people and CSOs for their own members. CSOs can also be Non- governmental organizations and can play an important role in HR development.

During his conversation he further revealed that 93% funds came from inside Pakistan and 7% percent were from abroad. But who availed this 7% percent know how to get it and this was definitely a skill.

After the panelists shared their views the moderator, Mr. Shadab Farid ud- din thanked them for their valuable comments and opened the forum for discussion and questions.

Sharing a comment, Mr. Faisal Gorchani from Mahboob-ul- Haq Islamabad said that it is a decent debate. Basically it is the government that has to provide all basic facilities to the community and people, as they are the tax controllers. NGOs are providing support to them (the government) and are filling the gap.

Commenting over the panelists' discussion Mr. Sohail from Pak Oman Bank shared that there is a big communication gap. NGOs are contributing a lot and people must value their services. There is a remarkable impact which is clearly visible in rural communities. He further added that where there is need there is always a grand opportunity for NGOs to make good repute by working professionally.

In the end Ms. Robeela Bangash closed the discussion by sharing her view points. She added that every system has its own pros and cons' but even then not only civil society is contributing a lot, but also the government and donors are contributing and all three of them are recognizing and acknowledging it as well.

## ■ II - PANEL DISCUSSION: "PERCEPTION OF STAKEHOLDERS ABOUT THE ROLE OF MEDIA IN HUMAN RESOURCE DEVELOPMENT IN PAKISTAN"

**CHAIR:**
Mr. Masood ul Mulk – Sarhad Rural Support Programme (SRSP)
**PANELISTS:**
Professor Amanullah Khan – Dean Riphah University
Dr. Noor Fatima- NEPRA
**MODERATOR:**
Mr. Arif Vaseer – MAJU
**RAPPOTEUR:**
Mr. Naimatullah Akbari - AFGA

The moderator welcomed the participants and announced that the panelists from Media have not been able to attend due to some urgent and last minute assignments. The moderator further mentioned that each panelist will be given five minutes to share their views on the agenda items.

Professor Amanullah Khan was the first panelist who categorized the role of media in human resource development in two main areas:

- The role of media as a tool to enhance capacity of the people through providing information on different development issues.
- The role of media to influence attitudes, perception and mindset is of significance. He explained how an advertisement captures the attention of the viewers and changes their mindset on specific issues.

Dr. Noor Fatima was the second panelist who also emphasized on the potential role of media in human resource development especially on changing the perceptions. She explained how perception could be stronger than reality. She pointed out that journalists and media people need continuous capacity building and career development programs to fulfill their responsibilities in human development. She also explained the challenges of much diversified views presented through media which will be a hindrance for unity in a society and suggested that media should take necessary measures to minimize this vast diversification and ensure more coordination and collaboration in their programs. She focused on media capacity building and urged for the capacity building of journalists on this area thus enabling them to handle these important issues properly.

Mr. Masood Malik, Panel Chair agreed on potential role of media in shaping the mind-sets of the people in a society and highlighted the need of capacity building of journalists to handle these issues and to fulfill their important role. He also emphasized on the importance of media capacity building. He pointed out two main issues of concern of access to media and control over media.

Then, the floor was opened for a Q&A session. The participants very eagerly raised questions and shared their comments on control over media, access to media, how to improve relationship with media, funding sources of media by outsiders and its negative aspects.

Mr. Amanullah explained the importance of relationship with media and focused on importance of media capacity building. In addition he suggested coordination among media and government, proper adoption of ethical norms by media people and establishment of a control mechanism over media.

The chair summarized the discussion. He stated that media has an important role as a tool to enhance capacity of people in the society and to influence their perceptions. Therefore, it has significant role in human resource development. In addition he encouraged media to promote self regulation mechanisms to fulfil their important role in the society.

## ◼ AWARDS AND CLOSING

Heading towards the concluding session, Mr. Roomi Saeed Hayat and other honorable members from the Board and general body were requested to present awards to the Session Chairs, Session Panelists, Moderators, Event Manager and HRDN Executive Director.



## ◼ VOTE OF THANKS

Ms. Robeela Bangash concluded that at the end of a very energetic and productive day with valuable members of HRDN, prominent speakers and distinguished guests, she would like to formally thank all for their kind participation. Ms. Bangash mentioned that "today's event was well organized, particularly because it helped us interact with such wonderful intellectuals and think tanks. It sure has helped in networking among the members and scholars in academia, NGOs, media and other civil society organizations."

She further congratulated the HRDN team for wonderfully organizing AMM, particularly Ms. Fauzia Malik who had recently joined HRDN as Executive Director for leading the team so well.

In her concluding remarks she especially thanked the distinguished organizational members for the financial assistance and in kind contributions to make the event possible. HRDN received very kind contributions from SRSO, SAFWCO, SPO, Pak CDP and NRSP-IRM.

Ms. Bangash also credited the efforts of Mr. Tahir Saleem who was the event Manager for supporting the team for the 10th AMM thriving occasion. She, in the end also added a thankful note for the Mistress of ceremonies, Ms. Hina Maqsood for guiding all the members and guests throughout the proceedings of the day.

At the end she thanked all the members and honorable guests for their participation, with a wish that it will continue in the future.

# HRDN'S MONTHLY FORUM

To contribute towards improvement of intellectual development, HRDN regularly organizes different thematic forums for creating inter-provincial harmony, social cohesion and issues of conflicts and insecurities etc. The details of monthly forums organized by HRDN during the year 2009 are as under:

## ■ BENCHMARKING MEASURES OF HUMAN CAPITAL AND SUCCESSION MANAGEMENT, (IQRA UNIVERSITY ISLAMABAD)

Human Resource Development Network organized monthly forum titled as "Benchmarking measures of human capital and succession management" was held at IQRA University Islamabad on 27th March 2009. The key speakers of the forum were:

Mr. Syed Zahid Raza, Head (HR) and Mr. Zahid Ali Mubarak, Manager Training and Development Khushhali Bank, Islamabad. The participants of the forum included students, corporate professionals, sociologists and prominent personalities from development sector.

### OBJECTIVES:
- The objectives of the forum were to:
- Understand how measuring HR practices can help the organization become competitive, cost effective and yet responsive to organizational goals.
- Learn about gauging human capital performance
- Understand the importance of having a succession plan.
- Comprehend the steps that are involved in developing a succession plan
- Gain knowledge about keeping HR plan current and communicated to the employees.

## ■ SESSION 1: SUCCESSION MANAGEMENT:

Mr. Syed Zahid Raza, Head (HR), Khushali Bank

Limited, during his presentation to the audience, expressed deep appreciation for the provision of such a unique forum for discussion on such a vast and important aspect of Human Resources.

During his presentation, he defined succession planning as a process of developing talent pool to meet needs of organization now and in the future. He also discussed various features and benefits of succession planning and said that the main objective of the succession planning is to understand the organization's long term goals and objectives, to identify the high-potential candidates and their development needs. He further stated that succession planning is helpful to determine workforce trends and predictions in any organization. In addition to that, he also shared the benefits of having succession planning in any organization, stating that it is very significant for sustainability of any organization which helps them to deal with sudden loss of key employees which ultimately leads to reduced turnover.

Mr. Syed Zahid Raza also identified the assessment tools which may be used to determine skill deficiencies for succession in key employees and explained variety of approaches from where organization can obtain necessary guidance for instance, he pointed out that 360 surveys, third party leadership evaluations, existing performance review information and feedback from management can provide a foundation to evaluate strengths, weakness and readiness for succession in key employees.

The session was concluded with explanatory and discussion based questions from the participants.

## ■ SESSION 2: BENCHMARKING MEASURES OF HUMAN CAPITAL PERFORMANCE

Mr. Zahid Ali Mubarak initiated his session by defining various terminologies like benchmarking, capital, human capital and human capital

measurement in order to broaden the understanding of participants. While describing the role of Human Resource professionals to the forum audience, he emphasized that a Human Resource professional must be a strategic business partner who possesses an ability to understand market driven factors, sustain organizational culture and should provide necessary facilitation towards organizational change. He also discussed the significance of human capital benchmarking and stated that benchmarking human capital is designed to measure those human capital practices and policies that have the most significant impact on profitability and by doing this organizations will be able to apply a set of credible, predictive, and actionable human capital matrix.

By producing meaningful human capital matrix and statistically linking them to measures of profitability, Mr. Zahid Ali Mubarak stated that these measures provide executives with the information necessary to focus on employees as assets, not just costs, thereby putting their investments in human capital on a level playing field with other investments that organizations must make, e.g., technology, physical infrastructure, marketing. He also shared the latest statistics on HR competencies, value shift from tangible to intangible assets and benchmarks 2008 in order to introduce new quantitative HR dimensions to the participants.

He wrapped up his presentation with a quote from Jac Fitz-enz stating there is a new vision for human resources:

"To move to the centre of the organization, HR must be able to talk in quantitative, objective terms. Organizations are managed by data. Unquestionably, at times, managers make decisions based on emotions as facts. Nevertheless, day-to-day operations are discussed, planned and evaluated in hard data terms. Today, the new vision is human capital management. The HR function has the opportunity to move from the background to the forefront of the business equation. Let us ensure as a profession that we do our best to capitalize on this opportunity- for ourselves and the people who are counting on us"

The forum was very useful in bringing together participants with diverse backgrounds to discuss and understand the new quantitative dimension of Human Resources. The two key speakers were very helpful in providing additional information on the issues from different perspectives and in clarifying basics concepts of the related terminologies. The participants were fully interactive, which created a synergy to look deeper in the concept in respect to the current scenario.

The objective of the forum was achieved and participants had a clear view on new dimensions of Human Resources. The forum received great attention and commitment from participants and resulted in interaction between different institutions.

## ■ STRATEGIC RIGHTSIZING AND RETAINING HIGH PERFORMANCE, (MUHAMMAD ALI JINNAH UNIVERSITY, ISLAMABAD)

**Objectives of the Forum:** The forum was held to achieve the following objectives:

- To identify competency models and performance expectations
- To explore coaching and mentoring as a tool to increase engagement and involvement of employees.
- To discuss generational differences and retention in the workforce.

The Forum started with a recitation of Holy Quran and brief introduction of Human Resource Development Network to the participants by Mr. Sajjad Ahmed, member HRDN. While giving a brief introduction of HRDN he shed light on the emergence and current activities of HRDN. Later on, the moderator gave a glimpse of the proceedings of the sessions.

## PROCEEDING OF THE SESSIONS
### ■ SESSION: STRATEGIC RIGHTSIZING:

The session on Strategic Rightsizing was contributed by Mr. Manzoor Iqbal Awan; At beginning of his address, he defined the terminology and the scope of rightsizing. He emphasized that organizations must take steps to right size effectively. Downsizing and restructuring continues to occur, but organizations depend on their people to make them successful. During his presentation he shed light on the following topics; Fiscal stress and Immediacy of Rightsizing, The Dirty Dozen attitudes associated with Rightsizing, Alternative to Downsizing, Downsizing and other HR Systems, Rightsizing Strategies, Effective Rightsizing Considerations. He concluded his presentation by informing the audience about the current work force reduction and stated that to make a difficult experience less present enjoys workforce reduction as it will continuous attempts to coin new term to 'soften the agony'. For strategic rightsizing he insisted that all HR professionals should know how an organization treats the matters of its workforce which is of two kinds:

- the people who leave; and
- the people who remain

He also highlighted two important factors that must be taken into consideration while rightsizing i.e. respecting employee dignity and business planning.

### ■ SESSION: RETAINING HIGH PERFORMERS

Managing High Performers and Creating a Retention Strategy invites what a company needs to do to attract and then retain high performers. This Session assisted the participants in developing an effective retention strategy by creating an awareness of the importance of managing organizational talent and by teaching strategies for retaining this talent. Mr. Tahir Masood during his presentation enlightened the participants about the importance of retaining high performers and stated that high potential, dedicated employees drive successful organizations. An organization's ability to manage its workforce strategically and develop the capabilities of its employees will set it apart from its competitors. Keeping in view today's economy, he mentioned that high performing organizations will be characterized by their ability to successfully integrate individual human capital disciplines into an effective talent management process. The organizations that take an integrated approach towards attracting, acquiring, and training, developing, deploying and retaining their high potential employees will vastly increase their chances of being industry leaders. Breaking down the silos between HR, Organizational Development and line and executive managers to ensure that people with the necessary skills are present in key roles to deliver on short-and long-term business goals will keep the organization at the forefront of its industry. He also highlighted the quality of best performers and stated that the best performers understand the importance of closely aligning the organization's workforce and its strategic direction and they have systems in place to support this across every level of the enterprise. This track will look at the best approaches to integrate each of the aspects of talent management into a whole much greater than the some of its parts.

### ■ LEADERSHIP FOR EMPOWERMENT-AN INITIATIVE BY CITY CHAPTER: LAHORE

Lahore City Chapter organized a monthly forum titled as "Leadership for Empowerment" at Lahore. The key speaker was Mr. Babar Bajwa, and in his eleven year of professional career has specialized in agriculture development, research management, supply chain development and international compliances for WTO regulations. Developing leadership through capacity building programs and successful implementation of development projects demonstrate his best capabilities and competencies.

During his session he emphasized that the ultimate paradox of social leadership and social power is that to be an effective leader, one must turn all of their so-called followers into leaders. In this way, processes such as relationship and the issues of leadership and empowerment become important.

## ■ EMPOWERMENT: LEADERSHIP IN PRACTICE

While discussing about leadership in practice, he shared that successful leaders are able to motivate, energize and empower others. When people are excited and empowered in this sense, it affects both their task initiation and task persistence. That is, empowered people get more involved, take on more difficult situations, and act more confidently.

Empowered people expand more effort on a given task and are more persistent in their efforts.

Bringing an end to the session, Mr. Bajwa concluded that empowerment is ensuring employees are closest to a problem or need, have the authority to make judgments on how the problem is solved or need met. Empowerment does not mean unlimited license to just do whatever is needed, It means responsible freedom. Thus, empowerment is not a gift bestowed by a benevolent leader. Leaders don't give power. Power already exists in the employee. The job of the leader is to release that power and to remove the barriers that keep employees from acting with power. The session ended with an interactive and thought provoking discussion and a Q&A session.

## HRDN's PUBLICATIONS

### ■ JANUARY- MARCH 2009 "COMBATING POVERTY: HOPE FOR FUTURE?"
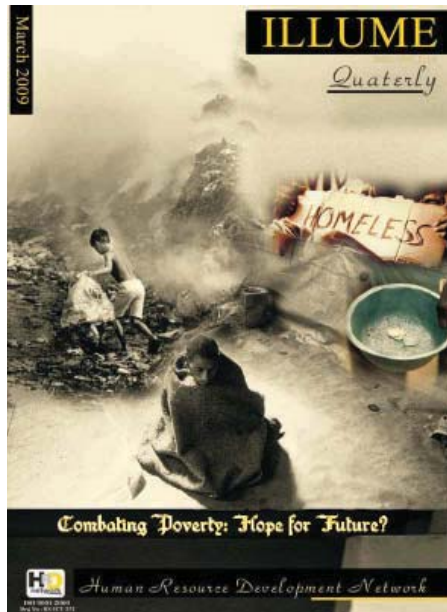


Poverty is not merely income deprivation. It is a multidimensional concept, which encompasses economic, political, and social needs that are sine qua non for a meaningful existence. The poor in Pakistan are not only deprived of financial resources, but also lack access to basic needs such as education, health, clean drinking water, and proper sanitation. Limited access to education, health, and nutrition, undermines their capabilities, limits their ability to secure gainful employment, and results in income poverty and social exclusion; while also making them vulnerable to exogenous shocks.

This cycle is further exacerbated when institutions of governance tend to exclude the most vulnerable from the decision-making process and thus further spiraling them into poverty and human deprivation. According to estimates, a 20 percent increase in food prices would add 100 million people below the absolute poverty line of one dollar a day around the world. South Asia being home to 30 percent of the world's poor. Thus, poverty is a complex multidimensional problem, the resolution

of which requires a specific anti-poverty strategy. This anti poverty strategy which urges the following is itself a basic condition for ensuring sustainable development:

- Empower community and local groups.
- Provide basic education and primary and maternal health care.
- Advance the status of women through their full participation in decision making.

This issue of Illume Quarterly explored the dimension, causes and challenges faced in combating poverty in Pakistan. It also highlighted dimensions and manifestations of poverty especially for women and children in Pakistan.

### ■ APRIL- JUNE 2009 "IDPs AND THE ROLE OF CIVIL SOCIETY ORGANIZATIONS"
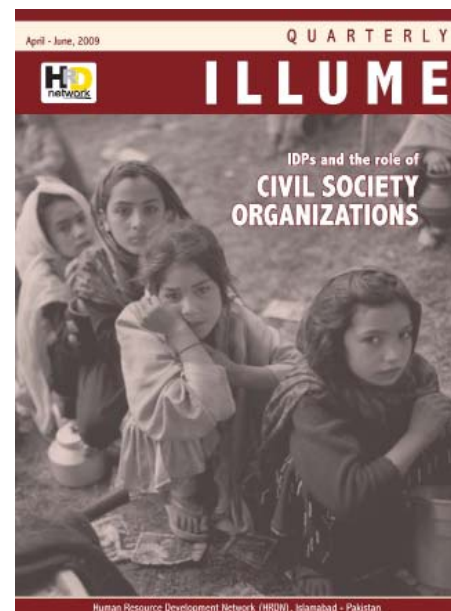


As military operations continued in Swat, Dir, Buner and adjacent locations, the residents of these areas migrated to safer regions like Mardan, Charsadda and Peshawar. With an expected 500,000 1.3 million people displaced from their places of residence, Swat Crisis was termed as the largest humanitarian

and displacement crisis in recent times. These internally displaced people (IDPs) left their homes & livelihoods behind and were adjusted in camps and in houses with local people.

The IDPs were totally dependent on external resources for their survival. Though people contributed a lot along with the relief agencies but due to the large scale crisis and undetermined time span, the needs of the IDPs could not be met as more and more people migrated.

In a situation of extensive turmoil and havoc, Pakistani civil society organizations needed to utilize the same level of commitment they did with the earthquakes in Balochistan and Kashmir. Hundreds and thousands made their way to the relief camps, where provisions were inadequate.

This issue of Illume Quarterly was devoted to the individuals and organizations; those who were working hard to bring relief into the lives of the IDPs. It also highlighted the findings of the assessment reports,

## MEMBERSHIP AND NETWORKING

### ■ MEMBERSHIP

The HRDN membership fold continued to swell over the last year and there was an increased demand for membership. The membership has increased to and the category wise break up is as follow:

To ensure the membership quality, the HRDN tried to bring relevant individuals and organisations into its membership fold. Regular membership acceptance committee meetings have streamlined the membership acceptance process.

| Category | 2006 | 2007 | 2008 | 2009 |
|---|---|---|---|---|
| General | 333 | 371 | 426 | 440 |
| Professional | 180 | 183 | 198 | 206 |
| Organizational | 106 | 110 | 114 | 120 |
| Student | 35 | 39 | 56 | 60 |
| *Total* | *654* | *703* | *794* | *826* |

## MEMBER's NETWORKING AND CONSULTATION

### ■ BRAIN STORMING SESSION ON HRDN STRATEGIC PLANNING ISLAMABAD

HRDN Strategic Planning brainstorming session was conducted on 16th June at HRDN Secretariat. Mr. Shadab Fariduddin Director and Lead consultant at Four Corners Group facilitated the session.

Shadab Fariduddin has over 10 years of experience that spans higher education, national and multinational businesses, non-profit and government sectors. His specialization encompasses in developing learning systems and strategies for individuals and organizations. His area of expertise lies in Organizational Learning and Development, Strategic Planning, and Management Standards.

Agenda points for the session were as follows:

- Reviewing & revising (or developing) the organization's mission statement.
- Identifying organizational strengths and weaknesses through a self reflection exercise.
- Identifying new future ventures opportunities.

As a next step to the enriching and thought provoking brain storming exercise, Mr. Shadab formulated three committees with the mutual consent of all participants.

In the end, Mr. Ijaz Khaliq on behalf of HRDN Board members, HRDN staff and members thanked Mr. Shadab Fariduddin for his presence and the interest he took in conducting such a thought provoking and brain storming session for HRDN strategic planning.

### ■ EID MILAN DINNER



Every year HRDN holds traditional events for its valuable members, the whole purpose of having this annual get together is to meet with new professionals from the surrounding areas. Keeping this mandate in mind HRDN organized Eid Milan Party at HRDN Secretariat on October 6th 2009, as part of Eid celebrations; HRDN extended an invitation to its members and other guests from the development sector on its Eid Milan Programme. More than one hundred HRDN members along with their families gathered together to enjoy a cultural evening. This event helped a lot in bringing together an array of individual and organizational members. Guest stayed to the end of the programme till midnight and enjoyed the delicious food served by HRDN Team.

| Committee | Committee members |
|---|---|
| Business Plan | Grace T. Shaikh, Arif Vaseer, Iqbal (HDF), Mahmood Akhtar Cheema |
| Concrete IT Plan | Sheeraz Aslam Mian, Sajjad Ahmed, Fauzia Bilqis Malik |
| Media Marketing Plan | Humaira, Ch. Israr-ul- Haq, Waqar Haider Awan |

## ■ FUND RAISING ACTIVITIES

Resource mobilization has been the most critical need for any organization to implement its annual plan. For the sake of sustainability and effectiveness of the network, different activities has been conducted. These activities include a fund-raising exhibition and Puppetry workshop. The overall objective of these activities was to involve members in process of fund raising for the network. Some of the people from donor agencies were also invited to take part in the activities. These events helped the secretariat in developing liaison with different organizations for resource mobilization.

## OUTREACH EFFORTS

### COMMUNITY BASED LIVELIHOOD RECOVERY PROGRAMME (CBLRP)

The earthquake in October 2005 had caused destruction on an unprecedented scale. After the emergency phase, there was a need to initiate a long term programme to restore the livelihood of the affected population, as the disaster had severely damaged the livelihood opportunities for the people as well as had undone the work that had been carried out in community organisations hitherto. The overall objective of the CBLRP was to restore the socio-economic fabric and revive the livelihoods in the most affected areas: the tehsils of Muzaffarabad (AJK) and Balakot (NWFP). The three year programme took off in April 2006. It has been implemented by four UN-agencies: UNDP, the Food and Agriculture Organisation (FAO), the International Labour Organisation (ILO) and the United Nation Industrial Development Organisation (UNIDO).

### CLUSTERS CAPACITY BUILDING

In the third year, CBLRP shifted its focus from the capacity building of COs towards clusters of COs. This is a logical implication of the exit strategy of the program: after closure, the clusters were expected to;

- Provide basic support to their CO members in terms of financial and program management.
- Network with government and civil society to secure funding for the further rehabilitation of livelihoods in the communities.
- Monitor the performance of the COs including the repair and maintenance of the infrastructure.
- Further develop the physical and human resource of the clusters.

Keeping in view the current capacity of the people of the clusters and their aspirations the capacity

development programme was designed to meet the following objectives;

1. To develop the outlook of the participants, provide them with practical examples on cluster management and stimulate contacts and networking between cluster leaders.
2. Develop the skills of the clusters in PRA and its practical application in the planning.
3. To build the skills of the cluster-leaders on how to prepare proposals, different ways to raise funds, most effective ways to build and maintain relationships with government and other stakeholders
4. To build the skills of the cluster-leaders to most effectively plan, monitor and support the micro-projects of the cluster and the cluster members.
5. To raise gender awareness in the context of community development and the restoration of livelihoods.
6. To build the skills of the cluster-leaders in the most effective manner to design and, formulate projects for the cluster and the cluster members.
7. To train community members in special areas related to project planning, book keeping, scheme implementation and management
8. To capacitate officials of Govt-line departments in the most effective manner to design and formulate projects and understand how to simplify the business process.
9. To refresh the knowledge and skills of previous trainings participants in the project.

### TRAINING IMPLEMENTATION

HRDN and its field offices were operational and functional during the first two phases of the CBLRP. This made the operational phase easier and quicker for the HRDN. The main hurdle during the exercise was the severe weather. The weather was harsh

than expected. Heavy snowfall and land sliding made things challenging for the HRDN field teams.

## TRAINING MODULE

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

## CONTENTS

The training modules were as follows:

**a. Basic Trainings**

- Gender and Development
- Project Cycle Management
- Participatory Planning and Monitoring

**b. Advance Trainings**

- Participatory Rural Appraisal
- Resource Mobilization and Proposal Development

## METHODOLOGY

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

- Lecture
- Demonstration
- Brainstorming
- Role-play
- Group tasks

- Presentations
- Sharing of experiences with the activist

## TRAINING LOCATIONS

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

**a. Balakot**

Things had been particularly difficult due to unexpected heavy snowfall and land sliding in the beginning of winter season. The HRDN field teams faced the hostile weather conditions and unfriendly terrain to conduct the training and achieve the targets.

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

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

**b. Muzaffarabad**

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

The target was to conduct 14 basic trainings comprising of Project Cycle Management, Participatory Planning and Monitoring, Gender and Development, 14 advance trainings including Participatory Rural Appraisal and Resource

Mobilization and Proposal Development, 14 refresher courses, 15 activists' workshops and 9 exposure visits events.

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

## ■ RESPONSE FROM THE COMMUNITY

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

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

## ■ SETTING UP MOBILE TRAINING UNITS (MTUs)

Having ample experience of working with the earth quake affected communities in the past; Human Resource Development Network (HRDN) initiates projects in collaborations with the ILO and UNDP. HRDN has the resources (human and logistics) to establish Training Support Unit (TSU), maintain office and training centers in Muzaffarabad and Balakot, and vocational training through MTUs. People's respect and trust in the project area, and the resultant rapport with the communities has facilitated working in collaboration with the ILO and UNDP.

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

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

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

## MOBILE TRAINING UNITS

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

Each mobile team was based in a rented building in the central location at UC level and was equipped with essential training tools, equipment, furniture and training material. Each team offered training courses of two months to the trainees at union council level. After each event, each mobile team moved to another union council for the next training event. This way, each mobile team would conduct 4 training events over the period of 8 months. The execution plan is reflected below:

| Mobile Teams | Name of Vocational Trades | Class size | No. of event (60 days each) | Duration for Completion | Total Target | Geographic Coverage |
|---|---|---|---|---|---|---|
| Four | Building Electrician | 25 | 6 | 8 Months | 150 | 13 Union Councils of Muzaffarabad |
| | Plumbing | 22 | 6 | 8 Months | 132 | |
| | Steel Fixing | 22 | 6 | 8 Months | 132 | |
| | Household Appliances Repair | 22 | 6 | 8 Months | 132 | |
| Total 4 | | | 24 Events | 8 Months | 546 | 13 UCs |

## TRAINING LOCATIONS

Trainings were conducted at various locations including; Komi Kot, Kai Manja, Hattian Dupatta, Katkher, Langarpura, Kacheeli, Gan Chattar, Canal Bang

The following work plan was carried at each location:

| Venues | Trades | | | |
|---|---|---|---|---|
| Jand Garah (venue shifted after one month) | Plumbing | - | Steel Fixing | Household Appliances Repair |
| Kai Manja | Plumbing | Building Electrician | Steel Fixing | - |
| Komi Kot | Plumbing | - | Steel Fixing | Household Appliances Repair |
| Hattian Dupatta | Plumbing | Building Electrician | - | - |
| Katkher | Plumbing | Building Electrician | Steel Fixing | Household Appliances Repair |
| Langarpura | Plumbing | Building Electrician | - | - |
| Ghan Chattar | Plumbing | Building Electrician | - | - |
| Chanal Bang | - | - | Steel Fixing | Household Appliances Repair |
| Kacheeli | Plumbing | Building Electrician | - | - |
| Anwar Shairf | - | - | Steel Fixing | House Hold Appliances Repair |
| Mehlum | Plumbing | Building Electrician | - | - |
| Total | 08 | 07 | 05 | 04 |

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

| Locations | Trades | | | |
|---|---|---|---|---|
| | Plumbing | Building Electrician | Steel Fixing | Household Repair |
| | No. of Participants | | | |
| Komi Kot | 23 | - | 20 | 20 |
| Kia Manja | 20 | - | 20 | - |
| Hattian Dupatta | 23 | 18 | - | - |
| Katkher | 25 | 27 | 19 | 23 |
| Langarpura | 33 | 28 | - | - |
| Ghan Chattar | 29 | 23 | - | - |
| Chanal Bang | - | - | 27 | 29 |
| Kacheeli | 31 | 31 | - | - |
| Anwar Shairf | - | - | 28 | 30 |
| Mehlum | 32 | 30 | - | - |
| **TOTAL** | **216** | **157** | **114** | **102** |

Instead of the target 546, HRDN trained a total number of 589 participants in four trades Plumbing, Building Electrician, House Hold appliances repair and steel fixing.  Certificates, toolkits and food packages were also distributed among the students in these areas:

■ **VALUE ADDITION**

HRDN field staff always looked beyond the normal working style. Students were taken to the field so that they can get practical experience under the supervision of their teachers. The students in this context carried out the following practical work in Katkher.

**1. Plumbing:**
(a)  Fixed bathroom fittings in 1 house.

(b)  Repaired 2 main water supply lines.
(c)  Fixed 150 ft long  water supply line.
(d)  Repaired bathroom fittings in 1 household.

**2. Household Appliances:**
(a)  Repaired 10 automatic irons.
(b)  Repaired 3 Stabilizers.
(c)  Repaired 3 emergency lights.
(d)  Repaired 2 tube lights.

**3. Building Electrician:**
(a)  Students in supervision of trainers did complete wiring in 5 houses.

In Langarpura students repaired the main water supply line and restored water to the village.

## YOUNG PROFESSIONALS LEADERSHIP PROGRAMME (YPLP)



In order to address the issue of gender parity in Pakistan, Human Resource Development Network and Institute of Rural Management joined hands together to initiate leadership programme customized for women called "Young Professionals Leadership Programme".

The total duration of the training was eight weeks, out of which six weeks were devoted to classroom activities whereas one week was spared for international exposure and study visit thus the total duration of the program was spread over one year. Each individual module focuses on a critical aspect of diversity in the context of the challenges and opportunities faced by the participants in their lives. It includes modules such as Leadership & Management, Gender & Development, Project Cycle Management and Financial Resource Management. The program also includes national and International exposure visits and one of the essential part of the programme is, meetings with leading women professionals of Pakistan.

"I feel very fortunate to be a part of YPLP and one of those 19 aspirant women professionals who are groomed to be the leaders for tomorrow. The program has thought me to be a successful leader and to extract the best from my colleagues and teammates by continuously working together and encouraging each other. My Improved performance has been noticed by my colleagues and I owe it to YPLP which has directed me to a greater efficiency and an improved bottom line."

**Sara Ali Noori - YPLP Participant**

YPLP Batch I was announced in December 2008; more than three Hundred nominations were received from all over the Pakistan. Tests and interviews were held at Islamabad and Lahore respectively.

Nineteen young leaders participated in the program 2009, representing a wide and diverse spectrum of cultures and professions. Participants were selected on competitive basis from the different development and other sectors around Pakistan.

Preference was given to young professionals who have demonstrated leadership qualities through their interest in issues of diversity and who have participated in fostering greater communication, understanding, and cooperation between the city's ethnic groups.

"For me to search for the right words to describe the whole experience is quite difficult. In short it has been very stimulating. I have been invigorated by this exceptional program. Now I am even more committed to taking on the challenges being faced by my organization and the people we serve and I am willing to step up to the plate as a leader It is a very comprehensive leadership program—excellent class materials and resources, variety of instructors, self-assessment tools, coaching, and rich classroom discussions, representing a mix of women empowerment, gender issues, and leadership practices."

**Firdous Rani - YPLP Participant**

## ■ COURSE OUTLINE

Balances between both theoretical and practical skills have been maintained while developing the course contents. The course was in 3 phases. The course contents includes Leadership and Management Skills (Phase I); Governance, Gender and Development (Phase II); Planning and Financial Resource and Project Management (Phase III).

## ■ MEETING WITH LEADERS AND EXPOSURE VISITS:

Apart from in-house training sessions, another integral part of the programme was to organize meetings with leaders and exposure visits at national and international level as well, with an aim to expose the participants to different cultures and working environments of different countries which inculcated confidence among them. During the year, participants were taken to Karachi for national and Istanbul-Turkey for International exposure cum study visit.

## HRDN RELIEF ACTIVITIES

### ■ CAPACITY BUILDING PROGRAMME OF GOVERNMENT OFFICIALS IN BUNER

HRDN in partnership with Care International in Pakistan (CIP) launched a capacity building project for the personnel of Govt. Departments in Buner. The project was initiated as pilot task under Empowering Pakistan: Jobs programme. The trainings were conducted in response to the effect of conflict situation which resulted in not only the loss of public and private physical property but also the dearth of personnel to run the affairs of govt. and serve the people. The main objective of the project was to enhance capacity of Govt. officials at district Buner for greater work efficiency and response towards the humanitarian crises.

The project was launched in October 2009 when the people were returning to their places of origin. The non- availability of staff at different public services outlets especially health and education was posing serious threats to sustainable return. In light of the returns, governmental and non-governmental organizations were very much expected to coordinate their efforts to make sure that immediate and concrete steps were taken to ensure safe and sustainable return. The population of conflict affected areas deeply relied on the government to provide relief and sustained rehabilitation. The trainings were therefore conducted to support and strengthen the government efforts.

The capacity building program was designed to bring development both at individual and institutional levels. The trainings were to improve the skills of the Govt. officials to work more effectively and efficiently by improving processes and practices. This would create a positive learning and motivating environment in the respective departments. Once the organizational culture and values were improved, it would lead to long term institutional development and performance

HRDN conducted the capacity building activates for the Govt. officials to respond effectively to the needs of the area. The project focused on achieving a two pronged result strategy. One was to motivate the staff towards serving the people after the major devastations in the area and second to capacitate them for effectively performing their tasks. The trainings proposed had been finalized in consultation with different officials from Govt. Departments including Planning and Development, Health, Education and Local Government. In addition to the consultations with the Govt. Officials, HRDNs' previous work experience of working with Govt. Officials had also been a key part for designing the project.

The target was to train 150 Govt. officials in different management skills including;

1. Disaster Risk Management
2. Conflict Resolution and Transformation
3. Gender Sensitive & Participatory Planning
4. Project Cycle Management
5. Budgeting & Accounting

Initially the total numbers of events were 6. The number of events for each knowledge area was kept as per need and with thorough consultation and involvement of the Government Authorities at provincial and district level. Training on Disaster Risk Management and Budgeting & Accounting had two events each.

HRDN went beyond its target and trained 206 Govt. officials in 7 training events. The trainees were mainly from the department of Health, Education, Agriculture, Planning and Development, Agriculture, District and Tehsil administration etc. The response from the beneficiaries and their respective departments was very encouraging. The district representatives of the departments demonstrated great support and interest in the training events and ensured all possible support. HRDN received numerous requests from the district administration to increase the number of

events, as they realized the trainings were relevant to needs of their staff.

Accessing area like Buner immediately after conflict situation was great challenge. There were no appropriate accommodation services and other basic amenities. The area was not fully cleared after conflict. The security measures sometimes threatened the smooth flow of project activities. However the aforementioned problems did not deter the team of HRDN to accomplish its mission. All the trainings were executed in District Buner. The team of HRDN despite severe weather conditions and non-availability of proper boarding and lodging did not compromise the quality of training. All efforts were made to utilize the resources that could be arranged locally. Expert trainers who familiar with the local culture and norms were engaged in the capacity building programme. The rich resource pool of HRDN consisting of its members helped the organization in identifying high quality trainers having command on the subject and familiarity of the area.

The district administration in Buner showed their interest and ownership in the project by providing all possible support for its success. The Human Resource Development Officer (HRDO) at District Administration in Buner worked dedicatedly with HRDN teams at all stages including:

- Liaison with respective departments.
- Identification of trainees.
- Invitations to trainees.
- Arrangement of appropriate and safe training venue.
- Coordination during training execution.
- Arrangement of necessary equipment, fax, generators etc.

Despite the limitation of project duration and resources allocated, HRDN and Care International agreed to include an additional training on Budgeting and Accounting. The decision was made due to the high demand of the District Administration. At the

end of each training participant's feedback was recorded through evaluation of both the trainer and the overalls training. All the evaluations were documented and shared with the partners regularly.

Human Resource Development Network (HRDN) has always been active in Emergency response. HRDN has carried out a number of projects with different partners including UN agencies for the relief and rehabilitation of people in the earthquake hit areas. Capitalizing on its experience the organization is actively involved in relief and recovery of livelihoods of IDPs at different locations. HRDN is also a member of the early recovery cluster and participated in its activities like damage and need assessments at different locations. Apart from that HRDN had also arranged a two day fund raising exhibition and a puppetry show for the young IDPs of Swat and Buner.

Moreover, an initial assessment undertaken by HRDN and BSP revealed that the women were in mental stress. They had left their homes and had been separated from their relatives. It was a new location with a different physical environment and they found it difficult to adjust due to the cultural and traditional difference. Widows were depending on their in-laws and relatives, which led to inferiority complex. Many had tears in their eyes while sharing about their homes, children, male members and relatives whom they have left behind or have died. Most of them felt homesick and wanted to go back.

In the camps all females were restricted to their tents, having limited mobility they had no opportunities for social gatherings which meant they had the whole day to think about the horrors of the conflict and the hardships of leaving home which increased mental stress. Women also had limited access to the resources available in the camp like food, medicines etc. Some of the families were headed by women with number of small children; they hardly got support of government and

working organizations. Problems of these families were more than other families because men had more opportunities and resources as compared to the women. The team noticed that females in the camp were still in fear when they saw an airplane / helicopter or heard noise sounding like a fire.

The displaced population was predominantly Muslim and regularly observed prayer five times a day. In the conflict situation when the IDPs fled their homes all they had in mind was to save their lives. As most of them fled the area on foot they were able to carry only a few clothes or in few cases some valuables. In this situation and in the absence of the regular social support network the new environment, the specific health needs had become a big source of psychological stress for the females. These women did not had access to material they were familiar to use for health and hygiene. Further to this worry is that most of these IDPs were Muslim and sufficient water and a place to bath was the utmost requirement. In this scenario women were unable to ask for these needs due to cultural norms and "Hijab".

In beginning of May 2009, BSP and HRDN carried out a rapid assessment in the IDP camps in Swabi with two main objectives;

1. To assess the need for an intervention.
2. To identify the items that should be included in the female hygiene kits.

It is important to note that distribution of the female hygiene kits was made by female Pushto speaking volunteers. They went to each camp and talked to women and handed over the kit to them explaining composition of the kits. . The number of kits given in each tent was according to the number of women in reproductive age. . The data was also collected while distribution, which would be helpful in future interventions l.

With the help of local philanthropists and volunteers BSP and HRDN distributed 2000 female

hygiene kits in the Shah Mansoor Camp in Swabi.

## ■ IMPACT OF INTERVENTION

All the females were very happy to receive the kit. They were also satisfied with the contents of the kits. The most appreciated item was the hair removing powder/cream/paste. Women told that due to stress their menstrual cycle have become irregular (shortened in most of the cases). They also said that BSP & HRDN were the first organization to think about this need and have distributed the female Hygiene kits. One woman said that "we had been so worried and have asked our husbands but they are also frustrated as they do not have money nor these things are available with camp administration".

Due to the insurgency in Swat and adjoining areas a large number of people had been displaced. According to estimates by Govt. of Pakistan around 3 million people had migrated to other areas including Mardan, Swabi, Peshawar, Charsadda, Abbottabad, Mansehra etc. The most populated districts were Mardan, Swabi, Nowshehra, and Peshawar. These internally displaced people (IDPs) had left all their homes & livelihoods behind and were adjusted in camps and in houses with local people.

The IDPs were totally dependent on external resources for their survival. Though people contributed a lot along with the relief agencies but due to the large scaled crisis and undetermined time span, the needs of the IDPs could not be met as more and more people were migrating. The members of the Early Recovery Network (ERN) based upon experience in the Earthquake disaster of 2005, realised that the people must be capacitated to recover livelihoods means in the early stages to provided support to their families. Moreover due to the insurgency and feeling of insecurity, people were suffering from psychological stress and other disorders. So there was a need for carrying out activities of psychosocial support and life skills

trainings.

This report was based on the study carried out by the ERN members including UNDP, HRDN and CAMP for the assessment of livelihood needs of IDPs. The study focused the people in camps at Peshawar and Nowshehra.

## HRDN CITY CHAPTERS

### ■ UNVEILING OF HRDN AND RESEARCH ON ATTRIBUTES OF STAR PERFORMERS:

Human Resource Development Network (HRDN) has been operating its Karachi chapter in collaboration with NGO Resource Center for the last 5 years. HRDN's expanded membership made HRDN a more inclusive platform by attracting HR professionals from the corporate sector as well, and organized the Unveiling of HRDN and Research on Attributes of Star Performers on July 8th 2009 at Marriott, Karachi.

During the event FCG Human Capital (FCGHC) shared HRDN's vision of a dynamic platform of learning and professional development. The objectives of organizing such an event were:

- To "engage", HR professional as well as NGO resources who share a common mission with HRDN.
- Attract HR professionals from across the board
- Serve as a foundation to build strong membership base in Karachi which will be a key factor in the execution of HRDN's flag ship event "HRDN International Congress".

### ■ PARTNERS

- Sundial
- Macro Media Systems (MMS)
- Adil Jadoon (Media Consultant)
- AKFP /CSRC /NGORC & HRDN

### ■ THE FOLLOWING WERE THE SPEAKERS:

- Mr. Shadab Fariduddin, Director Four Corners Groups, Karachi
- Mr. Gulnajam Jamy, Program Manager, Aga Khan Foundation Pakistan, Islamabad
- Mr. Roomi Hayat, Chairperson Human

Resource Development Network, Islamabad

While the panelist to present Research on Attributes of Staff Performers includes:

- Mr. Zahoor Motiwala Chief Executive Officer, TMT Ventures
- Mr. Aadil Riaz General Manager – Human Resources, PTCL
- Mr. Wali Zahid Chief Executive Officer, Skill City
- Mr. Irfan Qamar Head of HR, Dubai Islamic Bank

"Attributes of Star Performers" was a study conducted in 2008, attributed to HRDN by FCG Human Capital (Pvt. Ltd.), In the study 47 organizations from 11 sectors were surveyed.

This research is a first of its kind, and the findings have profound implications for:

- Recruitment, Training and Development
- Retention and Motivation

The study was conducted by Mr. Khalid Nasir, Manager HR, Getz Pharma and was supervised by Mr. Shadab Fariduddin.

Once the panelist took the seats, Mr. Shadab introduced the research, highlighted the value and importance of such researches and discussed its application at a broader level. Mr. Khalid took the podium next and discussed the methodology and scope of findings of the research. After the presentation of the research each member of the panel spoke briefly and stressed what each of them thought was a key learning point.

The forum was then opened for a Q&A session, in which the audience was very participative and many questions were asked by guests and media personnel. The panelists addressed each question with detailed and insightful answers.

The conclusion of the 'Q&A' session was followed by awards ceremony, where Mr. Shadab Fariduddin, presented the panelists, sponsors and key guests with a gift and bouquet, and thanked the guests and participants. The event concluded here and Hi tea was served.

## NATIONAL HRD CONFERENCE KABUL, AFGHANISTAN



HRDN in partnership with Afghan Family Guidance Association (AFGA) (city chapter-Kabul) organised a national level one-day HRD conference in Kabul-Afghanistan on 9th December 2009 at Intercontinental Hotel Kabul. Organizations working in Afghanistan for relief and development as well as corporate sector were invited to the conference. The major active networks like ACBAR and Afghan Women Network (AWN) were involved in inviting the organizations to ensure maximum representation. The conference was attended by over 47 individuals. Out of which 10 were women. Most of the participants were from the HR departments of the respective organizations.

The National HRD Conference in Kabul was a unique endeavour of its kind in Afghanistan and was associated with launching of Kabul City Chapter of HRDN.

## OBJECTIVES OF HRD CONFERENCE:

1. Introduction of HRDN and Kabul city chapter to potential organizations and HRD professionals in Afghanistan.
2. Formal inauguration of HRDN Kabul city chapter and Formal Handing Over by HRDN Secretariat.
3. Encourage potential organizations and HRD professionals to become member of HRDN at Kabul city chapter.
4. Highlight HRD issues at regional and global level.

## WELCOME NOTE BY DR. AKBARI



The first speaker of the conference was Dr. Naimatullah Akbari (CEO-AFGA), the focal person of HRDN City Chapter in Kabul. On the behalf of HRDN and AFGA (City Chapter Kabul) Dr. Akbari welcomed all the participants in the National HRDN Conference and shared the purpose of the event. Dr. Akbari mentioned that the main purpose of the conference was to gather HR professionals to discuss the current issues of HRD at national level and get an update on regional and global levels. In addition, it was expected to form a platform of HRD professional to regular meet for experience exchange and expertise, address common HRD

issues prevailing in their organizations and strengthen HRD efforts for development of Afghanistan.

Dr. Akbari highlighted the fact that organizations and institutions are made of people and function through people. Without Human Resource it cannot exist. Human Resource is the most valuable resource of an organization as the productivity of all other resources depends upon people. He added that a country can develop only when its human resources are developed through health, nutrition, education and training.

He further argued that in many organizations, HR staff was being called upon to draw up the blueprint ethical codes and standards of employee behaviours as well as implementing their compliance, disciplinary and communication programs. Most HRM activities had an ethical dimension and therefore HRM should be the area where ethical culture was developed and cultivated. Most people want to work for an organization with high trust and a reputation for an ethical culture. Dr. Akbari asked the participants that as HR professionals they need to promote professional codes of ethics in their organizations.

He further shared that HRD was a newly emerging field of study, although development of human beings has been in existence in some of form or others since beginning of civilization, a planned and systematic approach to HRD in the corporate sector emerged in the late half of 20th century. He said that they have HRD professionals at government, nongovernmental levels and private sectors in Afghanistan, and we need to form a professional body which can take forward the HRD issue in Afghanistan and address them.

## ■ WHAT IS HRDN – FAUZIA MALIK

Ms. Fauzia Bilqis Malik (Executive Director–HRDN) gave a presentation regarding HRDN, its mission, major programmes and its achievements.

Introducing the network Ms. Fauzia said HRDN is a membership based organization of individuals and organizations working directly or indirectly towards Human Resource Development. The main goal of the network is to elevate the standards of HRD interventions through networking and experience sharing. She highlighted the core and distinctive competencies of the network.



She discussed different programmes of HRDN both regular and projects in collaboration of different partners. The HRDN's membership categories, benefits and eligibility criteria were also discussed during the presentation. She further highlighted the procedure of membership.

At the end she formally announced the inauguration of HRDN City Chapter in Kabul and appointed Dr. Niamatullah Akbari as Focal Person. She then presented the shield to Dr. Akbari for the Kabul City Chapter office. Ms. Fauzia ended her presentation by thanking all the participants and invited questions for further clarity about the network.

The participants took great interest and asked variety of question. Each question was entertained satisfactorily. The participants mainly raised questions on two aspects of the network i.e. information about the network and its role in

Afghanistan. The first aspect included queries on membership categories, criteria and difference between HRD congress and AMM. It was mentioned that the membership categories included General, Professional Organizational and Professional membership. The criterion for Professional membership is at least 3 years of experience in Training Delivery. Any individual related to HRDN directly or indirectly can become General member. The criteria for each category are mentioned on the membership form available on line at www.hrdn. net. The difference between HRDN congress and AMM was that HRD congress is an international event in which scholars of national and international repute are invited to present their research articles. It is attended by both members and non members and subject to influence policy regarding different issues affecting Human Development. Regarding the funding Sources of HRDN, It was mentioned the major portion of resources are mobilised on event basis and implementation of projects of capacity building. However HRDN also provides services like event management and accommodation which also contributes to its resources.

Regarding the role of HRDN in Kabul, it was mentioned that HRDN being a network of professionals can play an effective role in identifying the Human Resource Development Needs, building capacities and sharing experiences and best practices at regional and global level. The network after expanding to Kabul will start its regular programmes focusing on networking and advocacy in Afghanistan. Members from Afghanistan will also become part of different national and international events in Pakistan and other countries. Moreover the network shall also offer support to different organizations and individuals by filling the gaps in their capacity as it has a rich resource pool of expertise among its members.

## ■ OVERVIEW OF HRD AT REGIONAL AND GLOBAL LEVEL – SHAKIR HUSSAIN

Mr. Shakir Hussain, member HRDN and a freelance

consultant presented an overview of Human Resource Development at regional and global level. Highlighting the significance of HRD, Mr. Shakir mentioned that HRD is important because of the following reasons,

- A country develops only when its human resource is developed.
- To increase the productivity.
- To eradicate the social and economic disparities.
- To increase culture of entrepreneurship to improve livelihoods.
- To bring social revolution to build a society.

Mr. Shakir also pointed out some of the important social issues at regional and global level. At the top of list was Human Security followed by Food insecurity, Lack of Health & Education services, Lack and poor infrastructure development, Lack of economic opportunities, Violation of right of Religion & Belief. These issues form some of the challenges towards development at the global level in general and in Afghanistan in particular. He further threw light on the role of civil society in answering challenges of development. The civil society was made responsible for addressing the social issues through Identification and sensitization on social issues, Mobilization and organization of the community, capacity building, facilitation and mentoring of community, relief, rehabilitation/ reconstruction and advocacy.

Lastly Mr. Shakir highlighted some of the problems commonly faced by civil society organizations and the role of HRDN to answer them. These problems included:

- Poor capacity to identify and mobilize resources.
- Weak organizational structures and systems.
- Management issues related to capacity and authority.
- Poor recruitment channels and procedures.

- Lack of technical expertise.
- Staff retention issues.
- Weak networking among organizations.

In order to fill these gaps HRDN provides opportunities of Networking among professionals & organizations, Training services, Organizational development & management, Project planning & management, Advocacy, Strengthening Civil Society Organizations at Regional and Global Level.

At the end the participants asked questions regarding HRDN role in off-job and on-job training, difference between HRD and HRM and responsibility of HR department to develop Human Resource of the organization. The role of HRDN in, on and off the job training was mentioned by its experience in similar programmes of capacity building. Since the network has a rich resource pool of expertise among its members, the network answered the training needs of different organizations. These trainings have been both generic and customized according to need.

## ■ PERSPECTIVE OF HRDN MEMBER REGARDING HRDN – OMER SHAHEEN

Mr. Omer Khan Shaheen, member HRDN and Director IT at American University of Afghanistan presented perspective of being a HRDN member regarding HRD in Afghanistan. He began his presentation with the story of the Three Scholars and a Sailor on a ship journey and concluded that when we think we know enough, there is always a situation that might come up, when we will know that we don't know enough.

He welcomed all on behalf of HRDN members. Sharing his own experience he mentioned that "coming to Afghanistan was not an easy step for me, as my family and friends were not comfortable. But during my student days I always dreamed of coming to Afghanistan and working here. I believe that we can learn from each other mutually. In the

scenario, we can still move ahead and change the world. There will come a morning, when we will feel the world is different and it is only because we will feel it so". He further quoted the Prophet Muhammad (PBUH) that "it is wise to learn from others and their experiences instead of doing it ourselves and then learning". He further stressed that we learn from the education and experience of others. Networking is about learning from others, and knowing each other. It is not a foreign agenda.

Mr. Omer asked the participants that "As you travel through the life, how do you know that you are educated? How do you know when you say you have developed? How do you know when you think you can develop others? How can we conceptualize that we have heard but yet have not experienced? We continue to learn and experience".

Pointing out the question that do they need HRDN in Afghanistan? He further raised questions "do we need to learn? Do we need to experience? Do we want to be more Afghans than being Tajik or Hazara etc? Do we need to be more humans? Yes we want to be more Afghans. So we need HRDN". Highlighting the key sectors where there is need of support;

- Governance
- Communication
- Health
- Technology

Highlighting some critical facts about Afghanistan Mr. Omer mentioned that only 2% of people in Afghanistan benefit from IT, 78% are expats. He further explained to the participants that "What is needed as a resource is your time that you took out to come here. It is not always the money that makes you to make an initiative but your will. Sharing life is much bigger than earning money. So why make our own mistakes rather it is far better to learn from experiences of others".

He again mentioned that HRDN offers;

- Experience
- Working with them not for them
- Platform
- History

A Hand with a pen, not with a gun and a mind with a thought that coupled with experience is needed. At the end he concluded that if it was not for HRDN, I would not be here with you sharing my experiences.

## ■ GROUP WORK:

The second half of the conference consisted of group work regarding HRD challenges in Afghanistan and the expected role of HRDN. The participants were divided into three groups. Each group was formed to have appropriate representation of women to ensure gender balance. Each Group was given to brainstorm and prepare a presentation on two questions. The questions were;

*QUESTION 1: WHAT ARE MAJOR HRD ISSUES AND CHALLENGES IN AFGHANISTAN?*

*QUESTION2: WHAT ARE YOUR EXPECTATIONS FROM HRDN TO ADDRESS THESE ISSUES?*

The group work revealed some common HRD challenges to organizations in Afghanistan. In addition to low standards of education, low awareness about gender and diversity, nominal resource allocation for capacity building activities and other challenges included the **Lack of** following:

- HR expertise.
- Forums for networking and coordination.

- Proper organizational HR systems and policies.
- Proper communication channels.
- Standard training opportunities.
- Implementation of labor laws.
- Professional resource pool having diverse expertise.
- Staff retention.
- Low resource allocation for capacity building activities.
- Experience sharing opportunities
- Lack of skills in report writing, monitoring, project management etc.
- Low standard of education.
- To answer these challenges the groups commonly presented the following expectations from HRDN:
- Coordination among NGOs and with the Government.
- Advocacy to include HR at policy and academic levels.
- Information and Experience sharing opportunities.
- Awareness about rights based approach
- Prorgrammes for Organizational Development (systems, structures, policies).
- Capacity building of staff.
- Develop HR systems and policies.
- HRDN has achieved different certifications, which provide evidence of the professionalism and commitment of the network. These certifications include

## ISO CERTIFICATION:



1. Pakistan Centre for Philanthropy (PCP)
2. International Standard Organization (ISO 9001:2000)
3. Institutional Management and Certification Programme (IMCP) NGO Resource Centre-USAID
4. International Standard Organization (ISO 9001:2008)

The entire requirement to produce the services by international standards has been achieved by this network. Last year, HRDN had been awarded with ISO certification 9000; 2000. This year, on maintaining the quality and standards, ISO certification was upgraded to ISO 9000; 2008.

## LOOKING AHEAD

### ■ HRDN NEW WEB PORTAL

HRDN will launch its new web portal. A platform where members could interact, network, learn, explore and capacitate themselves. Some of its new features will be trainers' database, members' corner & page, Online access to material (Resource center), regular updates, monthly & annual calendars for forums & trainings and much more.

### ■ ANNUAL TRAINERS RETREAT

The 12th ATR will be organized in April 2010. There are three proposed destinations for the annual event, which are China, Athens and Malaysia. The final destination will be decided keeping in mind the cost effectiveness of the trip as well as logistic issues.

### 4TH INTERNATIONAL HRD CONGRESS
The idea of organizing the 4th International HRD Congress is also under consideration. The proposed theme for the Congress is "Cooperate Social Responsibility."

### FORUMS
The HRDN monthly Forums will be conducted regularly in full swing as the situation in the country hopefully moves towards stability.

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

### WORKING WITH THE COMMUNITY
After having a very good experience of working in the field, the HRDN plans to continue its activities towards development at community level.

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

1. To build a cadre of women development professionals in effective leadership and rural development management.
2. To build the capacity of women professionals in leadership and management in public and private organizations.

### HRDN AS A CERTIFICATION BODY
HRDN is planning to launch Trainers Certification Programme. The programme shall be linked with an international institution for accreditation and standardization of trainer's quality.

# ANNEXURE

## ■ FINANCIAL STATEMENTS FOR 2009
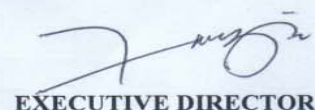
**HUMAN RESOURCE DEVELOPMENT NETWORK**
**BALANCE SHEET**
**AS AT DECEMBER 31, 2009**

| | NOTE | 2009 | 2008 |
|---|---|---|---|
| | | --------(Rupees)-------- | |
| **ASSETS** | | | |
| **NON-CURRENT ASSETS** | | | |
| Property, plant and equipment | 4 | 2,403,945 | 924,790 |
| | | | |
| **CURRENT ASSETS** | | | |
| Service fee receivable | | - | 2,710,280 |
| Advances, deposits, prepayments and other receivables | 5 | 1,819,378 | 1,101,571 |
| Cash and bank balances | 6 | 9,359,710 | 9,698,847 |
| | | 11,179,088 | 13,510,698 |
| | | 13,583,033 | 14,435,488 |
| | | | |
| **FUND AND LIABILITIES** | | | |
| **FUND** | | | |
| Accumulated fund | 7 | 12,492,171 | 13,499,598 |
| | | | |
| **NON-CURRENT LIABILITIES** | | | |
| Provident fund | | 264,884 | 118,828 |
| Deferred grant | 8 | 124,179 | 155,224 |
| Severance payable | | - | 223,552 |
| | | 389,063 | 497,604 |
| | | | |
| **CURRENT LIABILITIES** | | | |
| Accrued and other liabilities | 9 | 701,799 | 297,034 |
| Provision for taxation | | - | 141,252 |
| | | 701,799 | 438,286 |
| | | 13,583,033 | 14,435,488 |

**AUDITORS' REPORT ANNEXED:**
The annexed notes form an integral part of these financial statements.

CHAIRPERSON

EXECUTIVE DIRECTOR

PLACE : RAWALPINDI
DATED : 10 MAR 2010

**HUMAN RESOURCE DEVELOPMENT NETWORK**
**INCOME AND EXPENDITURE ACCOUNT**
**FOR THE YEAR ENDED DECEMBER 31, 2009**

| | NOTE | 2009 | 2008 |
|---|---|---|---|
| | | --------(Rupees)-------- | |
| **INCOME** | | | |
| Service fee | 10 | 13,561,329 | 28,531,795 |
| Training and membership fee | 11 | 5,735,015 | 5,314,463 |
| Other income | 12 | 1,878,666 | 633,130 |
| | | 21,175,010 | 34,479,388 |
| **EXPENDITURE** | | | |
| Program expenses | 13 | (11,042,409) | (13,050,580) |
| Administrative expenses | 14 | (6,010,037) | (7,142,256) |
| Other expenses | 15 | (5,057,166) | (6,166,565) |
| Finance cost | | (72,825) | (73,077) |
| | | (22,182,437) | (26,432,478) |
| (Deficit) / surplus before taxation | | (1,007,427) | 8,046,910 |
| Taxation expense | | - | (24,671) |
| (Deficit) / surplus after taxation | | (1,007,427) | 8,022,239 |

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

**CHAIRPERSON**                                    **EXECUTIVE DIRECTOR**

PLACE : RAWALPINDI
DATED : 10 MAR 2010

## HRDN's ORGANIZATIONAL STRUCTURE

### ■ HRDN GOVERNING BODY

| | |
|---|---|
| Mr. Roomi Saeed Hayat | (Chairperson) |
| Mr. Mahmood Akhater Cheema | (Founder Member) |
| Mr. Abdur Rashid Ch. | (Founder Member) |
| Ms. Afshan Tehsin | (Founder Member) |
| Mr. Ch. Israr-ul-Haque | (Professional Member) |
| Mr. Muhammad Sheeraz Aslam mian | (Professional Member) |
| Dr. Noor Fatima | (Professional Member) |
| Mr. Ijaz Khaliq | (Professional Member) |
| Mr. Anser nawaz Chattha | (General Member) |
| | |
| Strengthening Participatory Organization | (Organizational Member) |
| | |
| Thardeep Rural Support Programme | (Organizational Member) |
| | |
| Sungi Development Foundation | (Organizational Member) |

### ■ HRDN STAFF

| | |
|---|---|
| Ms. Fauzia Bilqis Malik | (Executive Director) |
| Mr. Yasir Iqbal | (Programme Officer Resource Mobilization and Documentation) |
| Ms. Hina Maqsood | (Programme Officer Networking & Communication) |
| Ms. Asma Jamil Usmani | (Junior Programme Officer Training) |
| Mr. Imran Ullah | (Programme Officer Finance & Administration) |
| Muhammad Ismail | (Front Desk Officer) |
| Ms. Kanwal Salim | (Programme Assistant Web and Graphic) |
| Ms. Saman Athar | (Intern) |

## HRDN's ORGANOGRAM



General Body

Board of Directors

Chairperson

Executive Director

PO-F&A

PO-Training

PO-RM&D

PO-N&C

PA-Admin

PA-IT

PA-Graphics

Receptionist

Office Boy

Driver
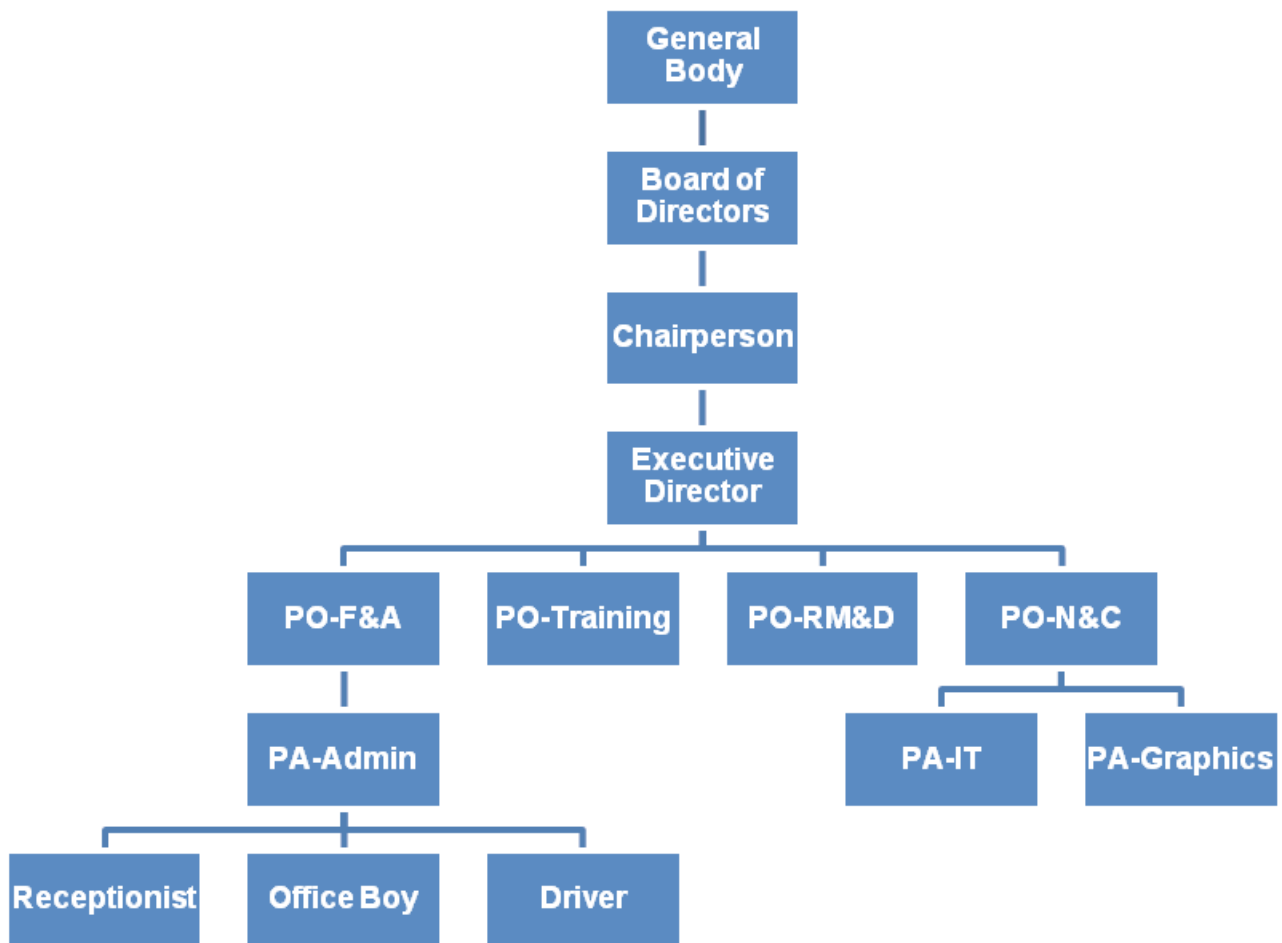
## TRAININGS

**CBLRP**

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

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

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

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

## Participatory Rural Appraisal

### Detail of Attendance

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

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

## Resource Mobilization & Proposal Development

### Detail of Attendance

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

| S.No | Date | Venue | Participants | | |
| --- | --- | --- | --- | --- | --- |
| | | | Male | Female | Total |
| 1 | Nov. 20-22/2008 | Balakot | 25 | 0 | 25 |
| 2 | Nov. 27-29/2008 | Mahandari | 25 | 0 | 25 |
| 3 | Dec 25-27/2008 | Ghari Habibullah | 26 | 0 | 26 |
| 4 | Dec 29-31/2008 | Ghari Habibullah | 29 | 0 | 29 |
| 5 | Jan. 01-03/2009 | Ghari Habibullah | 27 | 0 | 27 |
| 6 | Jan. 12-14/2009 | Balakot | 27 | 0 | 27 |
| 7 | Jan. 18-20/2009 | Balakot | 34 | 0 | 34 |
| Grand Total | | | 193 | 0 | 193 |

## Refresher Course (CMST and LMST)

### Detail of Attendance

Date: 09/01/2009 to 25/01/2009

| S.No | Venue | Date | Participants | | |
| --- | --- | --- | --- | --- | --- |
| | | | Male | Female | Total |
| 1 | Bhairi | 9/1/2009 | 30 | 16 | 46 |
| 2 | Komi Kot | 12/1/2009 | 10 | 12 | 22 |
| 3 | Kaimanjah | 14/1/2009 | 31 | 43 | 74 |
| 4 | Kachilee | 20/1/2009 | 35 | 11 | 46 |
| 5 | Kalas Podaymar | 21/1/2009 | 48 | 7 | 55 |
| 6 | Ghari Dopatta | 25/1/2009 | 38 | 20 | 58 |
| Grand Total | | | 192 | 109 | 301 |

## Activists Workshop

### Detail of Attendance

Date: 03/02/2009 to 13/02/2009

| S.No | Venue | Date | Male | Female | Total |
|---|---|---|---|---|---|
| | | | **Participants** | | |
| 1 | Langarpura | 3/2/2009 | 0 | 58 | 58 |
| 2 | Kalaspodaymar | 4/2/2009 | 57 | 14 | 71 |
| 3 | Bararkot | 10/2/2009 | 17 | 55 | 72 |
| 4 | Kachilee | 13/2/2009 | 30 | 17 | 47 |
| **Grand Total** | | | 104 | 144 | 248 |

## Exposure Visits

### Detail of Attendance

Date: 16/02/2009 to 28/02/2009

| S.No | Venue | Date | Male | Female | Total |
|---|---|---|---|---|---|
| | | | **Participants** | | |
| 1 | Talagang | 16/02/2009 | 44 | 0 | 44 |
| 2 | Kotli | 20/02/2009 | 40 | 3 | 43 |
| 3 | Sudan Gali (Chakkar) | 28/02/2009 | 42 | 8 | 50 |
| **Grand Total** | | | 126 | 11 | 137 |

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

## Project Cycle Management

### Detail of Attendance

Date: 10/11/2008 to 19/11/2008

| S.No | Date | Venue | Male | Female | Total |
|---|---|---|---|---|---|
| | | | **Participants** | | |
| 1 | Nov.10/11/2008 | Muzafarabad | 10 | 6 | 16 |
| 2 | Nov.12/13/2008 | Muzafarabad | 21 | 2 | 23 |
| 3 | Nov.14/15/2008 | Ghari Dopatta | 22 | 3 | 25 |
| 4 | Nov.16/17/2008 | Ghari Dopatta | 12 | 9 | 21 |
| 5 | Nov.18/19/2008 | Kahori | 20 | 2 | 22 |
| **Grand Total** | | | 85 | 22 | 107 |

## Participatory Planning and Monitoring

### Detail of Attendance

Date: 24/11/2008 to 3/12/2008

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

## Gender and Development

### Detail of Attendance

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

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

## Participatory Rural Appraisal

### Detail of Attendance

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

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

## Resource Mobilization & Proposal Development

### Detail of Attendance

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

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

## Refresher Course (CMST and LMST)

### Detail of Attendance

**Date: 09/01/2009 to 25/01/2009**

| S.No | Venue | Date | Male | Female | Total |
|------|-------|------|------|--------|-------|
| | | | Participants | | |
| 1 | Bhairi | 9/1/2009 | 30 | 16 | 46 |
| 2 | Komi Kot | 12/1/2009 | 10 | 12 | 22 |
| 3 | Kaimanjah | 14/1/2009 | 31 | 43 | 74 |
| 4 | Kachilee | 20/1/2009 | 35 | 11 | 46 |
| 5 | Kalas Podaymar | 21/1/2009 | 48 | 7 | 55 |
| 6 | Ghari Dopatta | 25/1/2009 | 38 | 20 | 58 |
| **Grand Total** | | | **192** | **109** | **301** |

## Activists Workshop

### Detail of Attendance

**Date: 03/02/2009 to 13/02/2009**

| S.No | Venue | Date | Male | Female | Total |
|------|-------|------|------|--------|-------|
| | | | Participants | | |
| 1 | Langarpura | 3/2/2009 | 0 | 58 | 58 |
| 2 | Kalaspodaymar | 4/2/2009 | 57 | 14 | 71 |
| 3 | Bararkot | 10/2/2009 | 17 | 55 | 72 |
| 4 | Kachilee | 13/2/2009 | 30 | 17 | 47 |
| **Grand Total** | | | **104** | **144** | **248** |

| Exposure Visits | | | | | |
|---|---|---|---|---|---|
| **Detail of Attendance** | | | | | |
| Date: 16/02/2009 to 28/02/2009 | | | | | |
| | | | **Participants** | | |
| **S.No** | **Venue** | **Date** | **Male** | **Female** | **Total** |
| 1 | Talagang | 16/02/2009 | 44 | 0 | 44 |
| 2 | Kotli | 20/02/2009 | 40 | 3 | 43 |
| 3 | Sudan Gali (Chakkar) | 28/02/2009 | 42 | 8 | 50 |
| **Grand Total** | | | 126 | 11 | 137 |

In addition two trainings on Project Cycle Management and Business Process Reengineering were also conducted for the Officials of the Line Govt. Departments.

| Business Process Reengineering | | | | | |
|---|---|---|---|---|---|
| **Detail of Attendance** | | | | | |
| Date: 23/02/2009 to 26/02/2009 | | | | | |
| | | | **Participants** | | |
| **S.No** | **Training Name** | **Date** | **Male** | **Female** | **Total** |
| 1 | Project Cycle Management (Govt. Officials) | 23/02/2009-24/02/2009 | 12 | 5 | 17 |
| 2 | Business Process Reengineering (Govt. Officials) | 25/02/2009-26/02/2009 | 17 | 6 | 23 |
| **Grand Total** | | | 29 | 11 | 40 |

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Email: info@hrdn.net Website: www.hrdn.net