



23rd AMM REPORT

29-Dec-2022



AMM REPORT

2023

EXECUTIVE SUMMARY

The All-Members' Meeting (AMM) has been a key HRDN tradition for over two decades, fostering knowledge sharing, networking, and strategic discussions. This year's AMM focused on "Promoting Shared Knowledge for Continued Actions to Support Gender Justice and Equality," featuring insights from three key studies conducted under the Women Voices and Leadership (WVL)—Pakistan project in collaboration with Oxfam.

Due to security concerns, the event was relocated to IRM Complex, where HRDN presented its advocacy initiatives and progress in promoting gender justice across Pakistan. Discussions emphasized the critical role of women in national development, the need for stronger legal frameworks, and efforts to address gender-based violence, child marriage, workplace harassment, and challenges faced by women with disabilities.

HRDN also showcased its work in raising awareness, advocating policy implementation, and amplifying grassroots initiatives through a dedicated website www.wvl.org.pk. The session concluded with a review of the organization's (HRDN) progress in 2022, highlighting post-pandemic recovery and inviting member contributions for future sustainability and growth.

1. INTRODUCTION

1.1 Overview of the 23rd All Members' Meeting (AMM)

The Human Resource Development Network (HRDN) held its prestigious 23rd Annual All Members' Meeting (AMM) on December 29, 2022. Originally planned for the Marriott Hotel in Islamabad, the event venue was shifted to the IRM Complex due to heightened security concerns in the country. The event was conducted in a hybrid format, allowing members to participate either in person or virtually. Over 40 members joined the meeting in person, and more than 40 participated remotely.

The theme of this year's AMM, "Promoting Shared Knowledge for Continued Actions to Support Gender Justice and Equality," was chosen to reflect the ongoing efforts and research conducted under the HRDN and Oxfam's Women Voices and Leadership (WVL) project. This initiative aimed to provide insight into the critical challenges that women face, particularly in the context of gender-based violence (GBV), child marriage, and workplace/public space harassment. The event's proceedings included the presentation of research studies, discussions on their implications, and an opportunity for members to share their views and engage in critical dialogue.

2. PROCEEDINGS OF THE 23RD ALL MEMBER'S MEETING

2.1 Registration for 23rd AMM

The registration desk was set up to ensure a smooth and efficient registration process for HRDN members. The Secretariat team provided seamless support, facilitating the timely completion of registrations ahead of the 23rd Annual Members' Meeting.

2.2 Event Opening

The event commenced with a heartfelt recitation of the Holy Quran, followed by the Pakistan National Anthem, creating an atmosphere of reverence and unity among the attendees. The formal proceedings were then initiated, with a sense of anticipation and commitment to addressing some of the most pressing issues concerning gender justice and equality in Pakistan.

2.3 Welcome Address

The **All-Members' Meeting (AMM)** commenced with the **Welcome Address**, delivered by Dr. Roomi S. Hayat (Chairperson HRDN), who acknowledged the unexpected venue change due to security concerns and expressed gratitude to all members for their adaptability and commitment to the network's shared vision.

Introducing the theme, "**Promoting Shared Knowledge for Continued Actions to Support Gender Justice and Equality**," the Chairperson emphasized the critical need for collective action in addressing gender disparities. He highlighted research conducted under HRDN and Oxfam's Women Voices and Leadership (WVL)–Pakistan project, which explored **gender-based violence (GBV), child marriage, legal frameworks for women's rights, and workplace harassment**.

He underscored the importance of moving beyond discussions to **implementing concrete, evidence-based solutions**. Addressing gender justice requires a **multi-sectoral approach**, involving policy reforms, community engagement, and strengthened institutional mechanisms. He urged participants to use the research findings to **drive awareness, influence policies, and foster gender-sensitive work environments** within their organizations and communities.

Furthermore, he reiterated that gender justice is not solely a women's issue but a **fundamental pillar of sustainable development**. Inclusive policies and equal opportunities empower women to contribute effectively to economic, social, and political spheres, ultimately leading to **stronger institutions and a more just society**.

In conclusion, he acknowledged the role of **collaborative advocacy** in amplifying women's voices and ensuring long-term impact.

He also **commended HRDN's leadership** for its resilience and commitment, particularly during the challenges posed by the COVID-19 pandemic. Despite the uncertainty and disruptions, HRDN's leadership remained steadfast in its mission, striving to **keep the Secretariat operational and engaged** in advancing gender justice and equality.



3. TECHNICAL SESSION: UNVEILING RESEARCH STUDIES ON' CONTINUED ACTIONS TO SUPPORT GENDER JUSTICE AND EQUALITY”

3.1 The **Technical Session** was led by **Ms. Robeela Bangash, CEO-HRDN**, who provided an in-depth overview of the **nine research studies** conducted under the Women Voices and Leadership (WVL)–Pakistan project. These studies aimed to **analyze key gender justice issues, identify policy gaps, and propose evidence-based solutions** to empower women and girls across Pakistan.

Ms. Bangash emphasized that **gender justice is a multifaceted issue** that extends beyond advocacy and requires **structural changes at policy, institutional, and community levels**. The research undertaken under this initiative explored **critical themes such as gender-based violence (GBV), child marriage, the implementation of women-centric legislation, workplace harassment, and the challenges faced by women with disabilities**.

She highlighted that these studies serve as a **resource for HRDN members, policymakers, development practitioners, and grassroots organizations** seeking to integrate gender-sensitive approaches into their programs. The research findings provide **valuable insights into the systemic barriers that hinder gender equality** and offer actionable recommendations to strengthen **women's legal rights, economic participation, and social inclusion**.

Recognizing the **time constraints** of the session, Ms. Bangash informed participants that **three key studies** had been selected for **detailed presentations**. These studies were chosen for their **practical relevance and potential to drive immediate action**, with the goal of equipping HRDN members with the knowledge necessary to **engage in meaningful advocacy, shape institutional policies, and mobilize community-level interventions**.

She further encouraged **participants to actively engage** with the research findings, disseminate the knowledge within their respective organizations, and contribute to the ongoing discourse on **gender justice and equality**. By leveraging these insights, HRDN members could play a **pivotal role in fostering a more inclusive and equitable society**.

Ms. Bangash concluded the session by reaffirming HRDN's **commitment to advancing gender justice and amplifying women's voices** through continued research, advocacy, and collaborative partnerships. She urged participants to use this knowledge as a **catalyst for action**, ensuring that gender equality remains a **priority in organizational policies, development initiatives, and public discourse**.

3.2 Research Presentation and Findings:

a) Gender Dynamics in Urban Pakistan Amidst COVID-19

As part of the technical session, **Ms. Maria, a researcher from LUMS, joined online to present findings from a study examining the evolving gender dynamics in urban Pakistan, with a particular focus on the impact of COVID-19 on women's socio-economic conditions**.

The study underscored how the pandemic **exacerbated existing vulnerabilities**, forcing many urban women to adapt to **digital business platforms** as an alternative means of income during lockdowns. For many, online entrepreneurship

emerged as a viable solution, offering flexibility that traditional employment often lacked. This shift not only enabled women to sustain their livelihoods but also allowed them to balance household and caregiving responsibilities more effectively.

KEY FINDINGS

- **Preference for Digital Entrepreneurship:** Many women opted for **home-based online businesses**, valuing the flexibility it provided in managing both work and caregiving duties.
- **Utilization of Technology Platforms:** Women leveraged **WhatsApp for direct selling**, while those with higher education backgrounds navigated more **sophisticated platforms like Instagram and Facebook** to expand their businesses.
- **Need for Digital Literacy Programs:** The study emphasized that **women from lower socio-economic backgrounds** struggled with digital adaptation, highlighting the need for **comprehensive digital literacy initiatives** to bridge the gap and enhance their access to online opportunities.

Ms. Maria concluded that while digital platforms have created **new economic avenues for women, sustained support through policy interventions, digital training, and financial inclusion initiatives** is crucial to ensuring that **women entrepreneurs can thrive in the evolving digital economy**.

b) Domestic and Home-Based Workers' Vulnerability During COVID-19 and the Role of Digital Technology

Dr. Shela and her research team from **Fatima Jinnah Women University (FJWU)** conducted a study examining the challenges faced by **domestic workers (DWs) and home-based workers (HBWs) in Lahore and Kasur** during the COVID-19 pandemic. The research explored how these workers managed their dual responsibilities at home and work amid lockdowns and highlighted the role of **digital technology in mitigating their hardships**.

Key Findings:

- **Increased Workload and Economic Strain:** Many HBWs and DWs had to **juggle multiple jobs within single-income households**, intensifying financial and emotional stress.
- **Social Barriers and Stigma:** Domestic workers, in particular, faced **limited empowerment and community stigma**, restricting their mobility and job security.
- **Role of Digital Technology:** While DWs had **minimal access to technology**, HBWs increasingly **relied on smartphones** for work, enabling them to manage household responsibilities alongside income generation.

The study emphasized the **urgent need for policy interventions**, including **digital literacy programs and financial support mechanisms**, to enhance the economic resilience of these vulnerable workers in post-pandemic recovery efforts.

c) Bridging the Information and Knowledge Gaps

This study explored the **socio-economic vulnerabilities of women**—particularly **home-based workers, health workers, and domestic workers**—during the COVID-19 pandemic. It aimed to identify critical **gaps in access to information, resources, and digital literacy** that hindered these women from mitigating their challenges effectively. The research also underscored the potential of **information and communication technologies (ICTs)** in providing sustainable solutions.

Key Findings:

- **Limited Awareness of Digital Tools:** Many women, especially those in informal sectors, were **unaware of available digital platforms and lacked access to structured training programs** that could help them integrate technology into their livelihoods.
- **Gaps in Research and Data:** The absence of **comprehensive gender-disaggregated data** on the impact of COVID-19 created challenges in developing targeted policies and interventions.
- **ICT as a Tool for Empowerment:** Expanding access to **affordable digital literacy programs and mobile-based information services could bridge knowledge gaps and enhance women's resilience in crises.**

The study highlighted the **need for collaborative efforts** between policymakers, development organizations, and tech platforms to **promote digital inclusion, facilitate access to critical information, and enhance women's economic participation in a post-pandemic landscape.**

3.3 Interactive Q&A and Discussion Session

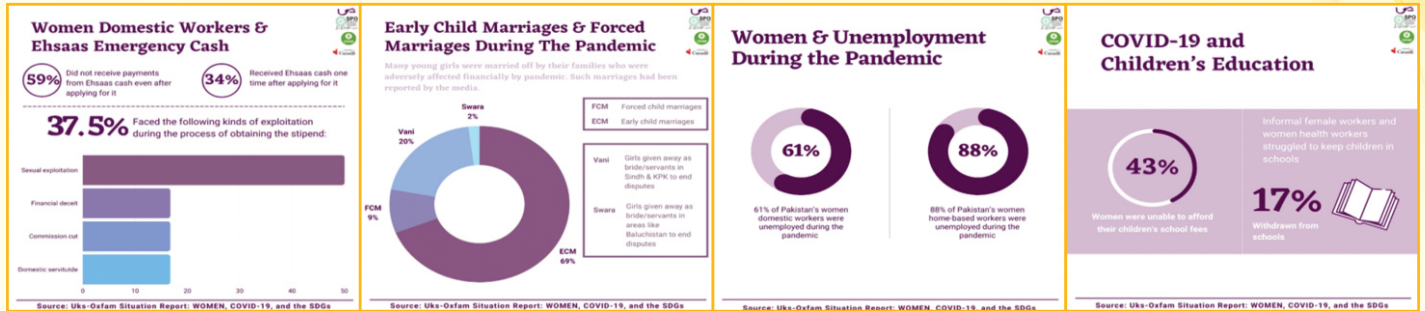
Following each study presentation, an engaging **Q&A session** allowed participants to seek further clarification and engage more deeply with the findings. The discussions were dynamic, with attendees expressing a keen interest in understanding how they could integrate the **study recommendations** into their advocacy and organizational work.

Participants inquired about **practical applications** of the research, particularly in the context of **gender justice advocacy, policy development, and digital inclusion.** Questions focused on how local organizations could collaborate with policymakers to **address gender-related vulnerabilities** highlighted by the studies.

The **Secretariat team** and the **National Coordinator of the WVL-Project** provided detailed responses, elaborating on the **methodologies** used in the research, offering further context to the findings, and suggesting **actionable strategies** for implementing the recommendations. Their insights not only clarified doubts but also enriched the overall discussion, making the session both **informative and interactive.**

The Q&A session successfully facilitated knowledge sharing, ensuring that participants left with a clearer understanding of the studies' impact and actionable steps for driving **gender justice** initiatives forward.

3.4 "Visual Insights: Data-Driven Findings on Gender Justice and Vulnerabilities"



4. HRDN PROGRESS AND KEY INITIATIVES-2021-2022

Ms. Robeela Bangash CEO-HRDN shared that The Human Resource Development Network (HRDN) remains dedicated to empowering marginalized communities, with a strong focus on women's empowerment, capacity building, and gender justice. She highlighted that, in line with its mission to drive sustainable change, HRDN has successfully completed several impactful projects and continues to make significant progress in ongoing initiatives.

One key project involved was Training of **Local Entrepreneurs especially Women on Marketing approaches for Menstrual Products, in Thatta, Sindh**. The training covered the entire business cycle, including business planning, marketing, and product sales. To ensure the program's relevance, training materials were delivered in Sindhi, making the content accessible and practical. These efforts have empowered women to establish sustainable businesses, delivering essential services to their communities and contributing to the broader goal of gender justice and economic empowerment.

Another significant initiative was the **Rapid Labor Market Analysis (RLMA)**, conducted in partnership with the Aga Khan Rural Support Programme (AKRSP). The study focused on understanding the local labor market dynamics, identifying key sectors with growth potential, and analyzing the specific skills needed in those sectors. The findings of the RLMA were used to develop targeted interventions to improve employment opportunities for youth and women, enhancing their participation in the local economy.

The progress of ongoing projects was also highlighted, with particular attention to the Women Voices and Leadership Project (WVL-P). Key updates included the planning, advocacy, and visibility of activities undertaken by Oxfam Pakistan, the 5 Provincial Alliances, and 12 Women's Rights Organizations (WROs). HRDN shared the dissemination of research findings through their dedicated website wvl.org.pk, reaching a wide audience across provincial and national levels. The project involved engaging academia, researchers, civil society, parliamentarians, and policymakers, aiming to influence policy decisions and actions in support of gender justice and equality across Pakistan's four provinces and the capital.

HRDN prioritized training and capacity building to develop skilled human resources. Noteworthy initiatives included three impactful training programs, which engaged over 80 professionals from member organizations and the media community:

- **Anti-Money Laundering and Combating Terrorism Financing (AML-CFT):** Focused on equipping participants with essential knowledge and practical tools to combat financial crimes and terrorism financing.
- **Effective Media Visibility:** Aimed at enhancing media strategies, helping professionals improve their outreach, brand presence, and communication with wider audiences.
- **People's Development for Success and Performance:** Designed to boost personal and professional growth, this program emphasized leadership, success strategies, and performance optimization.
- HRDN's **Internship Program** plays a key role in nurturing future leaders by providing university students with valuable hands-on experience. Through partnerships with institutions like COMSATS and Bahria University, HRDN offers internships ranging from 6 to 8 weeks. These internships allow students to apply academic knowledge in real-world settings, develop essential skills, and gain exposure to diverse areas within the organization. By empowering young talent with practical experience, HRDN fosters the next generation of leaders committed to creating positive change in their communities and professions.

Webinars & Knowledge Sharing:

In keeping with its tradition of knowledge dissemination HRDN hosted impactful webinars under "Meri Pehchan Pakistan," addressing significant topics such as "The Untold & Unseen of Mr. Jinnah," "Pakistan: My Pride," and "75 Years of Pakistan." Some other topics included Inclusiveness and Diversity, Psychological Wellbeing and Emotional health. With over 150 participants on Zoom and 100+ views on Facebook in each, these sessions reached a wide audience. Additionally, HRDN organized an in-person seminar with COMSATS University on "Academia-Industry Linkages," providing 25 students with valuable career insights and professional development opportunities.

Strategic Partnerships, MOU & Youth Engagement:

HRDN has continued to strengthen its network through key strategic partnerships with a focus on youth engagement. On December 6, 2022, HRDN signed a Memorandum of Understanding (MOU) with COMSATS University to foster academic and research collaboration. This partnership aims to enhance HRDN's capacity in addressing critical issues such as youth inclusivity, academic excellence, and community engagement. By combining the expertise of both institutions, the collaboration will promote research-driven solutions and contribute to building sustainable development models, ultimately benefiting diverse sectors, including education, policy advocacy, gender justice, and empowering the youth for future leadership.

Humanitarian Efforts:

In response to the devastating floods in Sindh, Punjab, and KP, HRDN, through its individual and organizational members, played a crucial role in mobilizing resources and coordinating relief efforts. HRDN acted as a network, creating synergies and linking with relevant stakeholders to ensure effective response. Relief activities included distributing hygiene kits, food bags, setting up medical camps, and establishing teacher learning centers to support affected communities. This collaborative approach helped ease the suffering of those impacted, while HRDN's leadership ensured a coordinated, impactful response across regions.

Environmental Initiatives:

HRDN's Plant for Pakistan initiative remains at the forefront of its environmental conservation efforts, championing sustainability and community engagement. This initiative includes impactful plantation drives aimed at enhancing green cover and combating climate change. In addition, HRDN has integrated environmental awareness into its participation in key global events, such as International Women's Day, the 16 Days of Activism, and Breast Cancer Awareness Day, underscoring the intersection of environmental and social causes. Through these efforts, HRDN not only contributes to environmental conservation but also promotes a holistic approach to community well-being, fostering a culture of sustainability and collective responsibility.

Annual Trainers' Retreat:

In May 2022, HRDN successfully organized its prestigious Annual Trainers' Retreat in Baku, Azerbaijan, bringing together a 35-member delegation for a transformative learning experience. The retreat featured a seminar on **“Youth as Ambassadors for Peace and Cultural Diversity”** that included insights from esteemed speakers and thought leaders. This event served as a dynamic platform for fostering cross-cultural dialogue, knowledge exchange, and collaboration. It empowered participants, particularly youth, to engage in peace-building efforts and promote cultural diversity, aligning with HRDN's mission to cultivate a network of socially responsible leaders and changemakers.

Governance & Strategic Oversight:

In 2022, HRDN maintained a strong governance framework through consistent oversight and strategic decision-making processes. Regular meetings were held across key governance structures, including the Board of Directors and various operational committees. These meetings ensured alignment with HRDN's strategic objectives, facilitated transparency in decision-making, and promoted accountability. The governance framework fostered effective management across all programs and projects, empowering HRDN to respond to emerging challenges and opportunities in a timely manner.

Outreach & Strategic Engagement:

HRDN maintained a prominent presence in several key national and international initiatives throughout the year, underscoring its continued relevance and impact. The organization actively participated as implementing partner in the **Breast Cancer Awareness Drive**, the **Disability is not Inability Campaign** and their Launch Ceremonies, at Aiwan-Sadar, facilitated by **First Lady Mrs. Samina Alvi** and **Presided by President of Pakistan Dr. Arif Alvi**. Additionally, HRDN was involved in the Ideas-Evidence-Impact event by the PoP Council and the LSO Convention by RSPN, Migration and Mobility forum organized by ICMPS further strengthening its connections and advocacy on critical social issues. HRDN's proactive engagement with these platforms reflected its commitment to driving change and raising awareness on a wide range of socio-economic challenges.

Throughout the year, HRDN continued to engage with potential donors and stakeholders, fostering relationships and discussing collaborative efforts to advance its mission. These outreach activities not only reinforced HRDN's strategic role in addressing societal needs but also expanded its network, opening doors for future partnerships and support.

Members' Engagement & Outlook:

Ms. Robeela acknowledged the significant contributions of HRDN's members, recognizing their central role in the organization's success and impact. She called for an even deeper engagement in the following key areas:

- **Youth Engagement:** Strengthening efforts to engage younger generations to ensure the long-term sustainability of HRDN's mission and expand its reach.
- **Proactive Communication:** Sharing HRDN's annual plans well in advance to encourage member participation and alignment with organizational goals.
- **Optimized Scheduling:** Moving forward with a plan to host events during weekends or after business hours to ensure greater member attendance and participation.
- **Resource Mobilization Strategy:** Organizing a strategic session on resource mobilization to explore innovative fundraising mechanisms and enhance donor engagement.
- **Collaborative Initiatives:** Expanding collaborative programs among member organizations to enhance the impact of HRDN's activities and foster synergies within the network.
- **Capacity Building:** Offering more training and professional development opportunities to build the capacity of members, ensuring they are equipped to address emerging issues effectively.

Action Points:

- **Youth Engagement:** Develop targeted outreach strategies for engaging youth and create platforms for them to contribute to HRDN's initiatives.
- **Annual Plan Sharing:** Implement a system for sharing HRDN's annual plan with members at the start of each year to ensure timely feedback and maximum participation.
- **Event Scheduling:** Consider adjusting the timing of major events and trainings to facilitate greater involvement from members, particularly those with busy weekday schedules.
- **Resource Mobilization:** Organize workshops and brainstorming sessions focused on exploring new funding models, including crowdfunding, partnerships with corporations, and government support.
- **Training and Capacity Building:** Develop a more structured training program for members, focusing on the latest trends in gender justice, advocacy, and sustainable development.

Vote of Thanks:

In her closing remarks, Ms. Robeela expressed sincere gratitude to all members for their time, dedication, and constructive feedback. She emphasized that HRDN's achievements would not have been possible without their invaluable support and contributions. A collective commitment to building on the momentum of the meeting was reinforced, with members encouraged to work together in the coming year to drive HRDN's mission forward. The meeting concluded on a note of optimism, with shared aspirations for the continued success of HRDN and its members.

Recognition & Networking:

The event concluded with the presentation of **Lifetime Membership Award** to Mr. Hassan Tirmizi for his outstanding contributions. In addition, **souvenirs** were presented to members as tokens of appreciation for their continued support.

A networking lunch provided an opportunity for members to connect, share experiences, and strengthen relationships. The event ended on a cheerful note, with members enthusiastically capturing moments of joy and camaraderie at the photobooth.

Conclusion

Looking back at the accomplishments of the past year, it's clear that HRDN's success is driven by the collective efforts of our dedicated members and partners. Each contribution has played a vital role in advancing our mission and creating positive change within the development sector. As we move forward, we remain committed to deepening our impact, tackling emerging challenges, and fostering an environment of collaboration and innovation. The support and engagement of our members will continue to be at the heart of HRDN's growth and success in the year ahead. Together, we can build on this

momentum, leverage new opportunities, and further strengthen our shared commitment to creating a more inclusive and sustainable future. We look forward to achieving even greater milestones with your continued partnership.

Let's take on the year ahead with renewed energy and purpose, working together to advance HRDN's mission and make a lasting difference.



Training of local entrepreneurs-Thatta



FGD with Women workers - RLMA



Knowledge sharing event – WVL



Bikers rally



AM / CFT Training

Media Matters Training

People's Development for Success Performance

The Untold & Unseen of Mr. Jinnah





**AIR COMMODORE (R)
KHALID CHISHTI**
Sitara-i-Imtiaz (Military)
Sitara-i-Basalat

**LIVE ON
zoom**

f LIVE
facebook.com/HRDN.Net



ROBEELA BANGASH
CEO
Human Resource Development
Network

Thursday - 16th September, 2021 @ 3PM

Pakistan: My Pride

Friday - 13th August - 2021 @ 3:00 PM



**AIR COMMODORE (R)
KHALID CHISHTI**
Sitara-i-Imtiaz (Military)
Sitara-i-Basalat

**LIVE ON
zoom**

f LIVE
facebook.com/HRDN.Net



ROBEELA BANGASH
CEO
Human Resource Development
Network

Beyond Paradigm

Inclusiveness and Diversity



ROBEELA BANGASH
CEO
Human Resource Development
Network



ANIKA GILL
CEO
Banyan Group of Institutions



ANSHU NEERMAL
HRD & Training Specialist
Anglo Sindh Bank



SAJID FAROOQ
HRD & Training Specialist
Anglo Sindh Bank



SAIMA KHAWAR
HRD & Training Specialist
Anglo Sindh Bank

Tuesday - 17th August - 2021 @ 3:00 PM

LIVE ON zoom **f LIVE** facebook.com/HRDN.Net

Beyond Paradigm

74th year of Independence with Zuberi's Family



ROBEELA BANGASH
CEO
Human Resource Development
Network



Zuberi Family

Tuesday - 10th August - 2021 @ 3:00 PM

LIVE ON zoom **f LIVE** facebook.com/HRDN.Net

Beyond Paradigm

Webinar facilitated by: www.beyondparadigm.com



Seminar COMSATS University



Launch of Breast Cancer Awareness Campaign at Awaan-e-Saddar



Disability is not inability, awareness campaign launch at Awaan-e-Saddar



Migration and Mobility - ICMPD



MOU Signed with COMSATS University



Ideas-Evidence Impact



Strategic Meeting at IRM Complex



LSO Convention – RSPN



Strategic Meeting at IRM Complex



2 Meeting with IFES



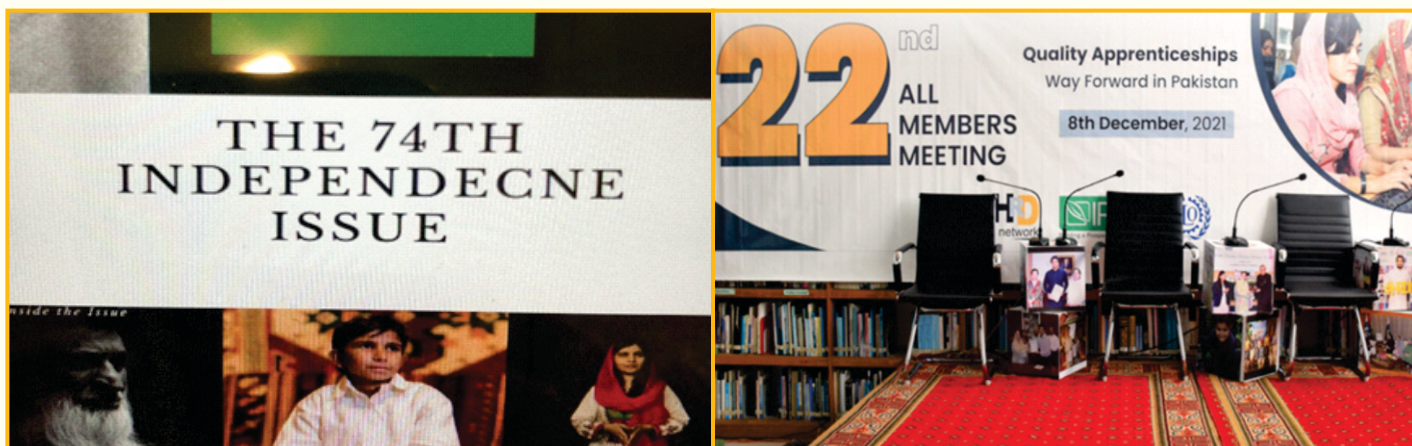
HRDN / Online







PUBLICATIONS:





ANNUAL REPORT

2021 - 2022



**Human Resource
Development
Network**

#7, Sunrise Avenue, Park Road Near COMSATS University Chak Shahzad, Islamabad, Pakistan

Tel: 051-8742216 | Web: www.hrdn.net | Email: Info@hrdn.net 