

QUARTERLY NEWSLETTER

Q1

FY 2026-27

in review

Quarterly Progress | July – September 2026
Activity Plan | October – December 2026



21
activities and
engagements



900+
participants reached



3
new MoUs signed

IN THIS ISSUE

01

Message from the CEO
Our quarter in one page

02

The quarter in review
Wellbeing, business, MoUs, planting

03

Meet the Guru
The Chairperson meets the next generation

04

Featured: 25th ATR
Sri Lanka, a journey of self-discovery

05

Global Spotlight
Fact sheet and feature article

06

Looking ahead
Activity plan, Oct – Dec 2026

MESSAGE FROM THE CEO

Investing in people, one quarter at a time

Dear Members, Partners and Friends of HRDN,

Since 1999 our Network has rested on one conviction: development begins with investing in people. The July–September quarter showed that conviction at work. In 21 activities and engagements we reached more than 900 participants, from women's mental-wellbeing workshops to a 350-strong youth leadership summit and business-diplomacy sessions with the chambers of commerce.

We deepened our partnerships by signing three new MoUs, with CREECO, Government Sadiq College Women University, Bahawalpur, and the Rural Development Foundation. We planted trees at Takht Pari in Rawalpindi with the Punjab Forest Department, IRM and the Climate Action Forum, and took the message of a better environment to Radio Pakistan listeners.

In September, members travelled together to Sri Lanka for the 25th ATR. For me, the heart of that journey was our chairperson's workshop, "Journey of Self-Discovery & Team Building", where colleagues looked inward before they looked at one another. A network is only as strong as its people, and the trust between them.

I thank Dr. Roomi S. Hayat and the Board for their guidance, our members and partners for their commitment, and the Secretariat team for delivering. I look forward to seeing you at the 27th All Members' Meeting on 16 December 2026.

With warm regards,

Robeela Bangash

Chief Executive Officer

Human Resource Development Network



Robeela Bangash

Co-founder & CEO, HRDN

QUARTER AT A GLANCE

21

activities and engagements

900+

participants reached

3

new MoUs signed

5

chamber and SME engagements

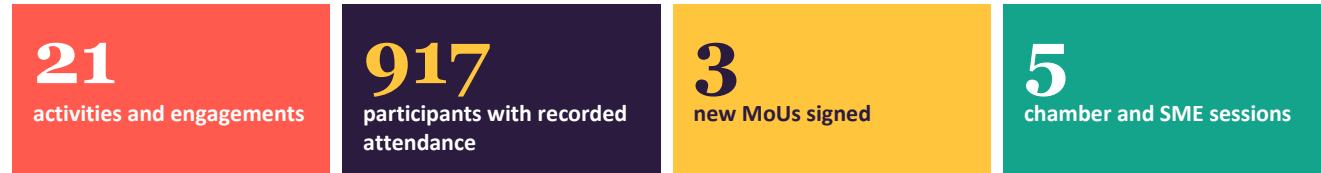
8 days

25th ATR in Sri Lanka, 15–22 September

“A network is only as strong as its people, and the trust between them.”

THE QUARTER IN REVIEW

Twenty-one moments that moved us



Between July and September 2026, HRDN delivered 21 activities and engagements across wellbeing, business diplomacy, partnerships, the environment, capacity building and international exposure, reaching more than 900 participants. The quarter closed with the 25th ATR in Sri Lanka.

■ The quarter by theme

THEME	WHAT HAPPENED	ACTIVITIES	PARTICIPANTS
Wellbeing Initiative	Three mental-health and wellbeing workshops with Dr. Naima Hassan (14 Jul, 20 Jul, 19 Aug)	3	75
Meet the Guru	CEO Connect with the Chairperson for students and interns (29 Jul)	1	26
Chambers and business	ICCI, FPCCI, SMEDA and ICSTSI sessions, including Rwanda, Belarus and China engagements	5	228
Networking and outreach	CWSA meeting, World Rangers Day, health emergency conference, two panels	5	480
Partnerships	MoUs with CREECO, GSCWU Bahawalpur and RDF	3	40
Plant for Pakistan	Monsoon Plantation Drive, Takht Pari, DHA III (8 Sep)	1	30
Capacity building	Tax Regulations & Financial Compliance for CSOs (10 Sep)	1	15
Media	Radio Pakistan Islamabad flagship programme (6 Aug)	1	On-air
International exposure	25th ATR, Sri Lanka (15–22 Sep)	1	23
Total		21	917

■ HRDN Wellbeing Initiative

Dr. Naima Hassan, counselling psychologist and trainer, led three interactive workshops that took mental health out of the clinic and into communities, women’s groups and public institutions, with group exercises, drawing and reflection.



- **14 July, IRM Complex:** Workshop on Mental Health & Emotional Wellbeing (25 participants)
- **20 July, FU-ICT-NRSP:** “Healthier Minds, Happier Lives”, a women’s mental wellbeing session (24 participants)
- **19 August, Women Welfare & Development Centre, Islamabad:** “Understanding Stress, Managing Emotions & Finding Your Balance”, with the Ministry of Human Rights (26 participants)

■ Business diplomacy: Chambers, SMEs and international cooperation

HRDN stayed closely engaged with Islamabad's business community, taking part in five sessions with ICCI, FPCCI, SMEDA and ICSTSI, including three country-focused engagements.



- **8 July, ICCI:** “Safer Roads and Empowered Women” with Ms. Kainat Azhar Khan, CTO Islamabad (50 participants)
- **8 July, SMEDA and ICSTSI:** meetings on strengthening partnerships for SME growth
- **3 August, FPCCI Standing Committee on Corporate & Multinational Companies Affairs:** “Strengthening Pakistan–Rwanda Engagement”, facilitated by H.E. Harerimana Fatou, High Commissioner of Rwanda (65 participants)
- **11 August, ICCI and FPCCI:** Pakistan–Belarus (60 participants) and Pakistan–China (53 participants) engagements

■ Networking and outreach

From health preparedness to youth leadership, HRDN was visible in the national conversation, appearing as panelist and participant.



- **13 July:** exploratory meeting with the CWSA team on a strategic partnership for greater development impact
- **31 July:** World Rangers Day at PNCA, organised by SLF, with Dr. Shezra Mansab Kharal and H.E. Jane Marriott
- **11 August:** National Health Emergency Preparedness & Response Conference, Ramada Islamabad (70 participants)
- **21 August:** As panelist, “From Global Commitments to Local Action”, Marriott Islamabad (60 participants)
- **27 August:** panelist, “Youth Leading the Future”, National Leadership Summit 2026, ICCI (350 participants)

■ Partnerships: three new MoUs

Three memoranda of understanding widened HRDN's network of private-sector, academic and civil-society partners.



- **4 August:** CREECO, signing ceremony at the Guns & Country Club, Islamabad (24 participants)
- **31 August:** Government Sadiq College Women University, Bahawalpur (GSCWU), signed at the CREECO office, Islamabad
- **29 September:** Rural Development Foundation (RDF), IRM Complex

■ Plant for Pakistan: Monsoon Plantation Drive

On 8 September HRDN members joined the Punjab Forest Department, IRM and the Climate Action Forum for a monsoon plantation drive at Takht Pari, DHA III, Rawalpindi, part of the Network's continuing Plant for Pakistan campaign.



■ On air and in the classroom



On air, 6 August

HRDN featured on Radio Pakistan Islamabad's flagship programme on the theme "Better Environment, Better Future".



Training, 10 September

"Tax Regulations & Financial Compliance for Civil Society Organizations" at the IRM Complex (15 participants).

LEADERSHIP

Meet the Guru: Lessons from a Lifetime in Development

CEO Connect with Dr. Roomi S. Hayat, Chairperson HRDN · 29 July 2026 · IRM Complex



■ A renowned voice in the development world

Dr. Roomi S. Hayat is a distinguished development leader, institution builder and social entrepreneur with more than 30 years of experience across government, civil society, academia and international development. His career reflects a deep commitment to strengthening institutions, developing human capital, reducing poverty and advancing inclusive, sustainable, climate-responsive development.

As Chief Executive Officer of IRM since 2010, he leads initiatives in institutional development, skills, livelihoods, entrepreneurship and partnerships. Earlier, he served as Executive Director of the National Rural Support Programme (NRSP) and held senior positions with the Government of Khyber Pakhtunkhwa. His international work spans more than 30 countries across Asia, Africa and the Pacific, with the United Nations, ILO, UNDP and the World Bank. He holds a PhD in Anthropology, Executive Education from Harvard Business School and an MSc from the New Jersey Institute of Technology.

Leadership and governance

CEO, IRM Pakistan

Chair, IUCN Pakistan National Committee

Chair, Human Resource Development Network (HRDN)

Chair, Certification Panel, Pakistan Centre for Philanthropy

Chair, Climate Action Forum

Board Member, Rural Support Programmes Network

Visiting Faculty, Quaid-i-Azam University, Islamabad

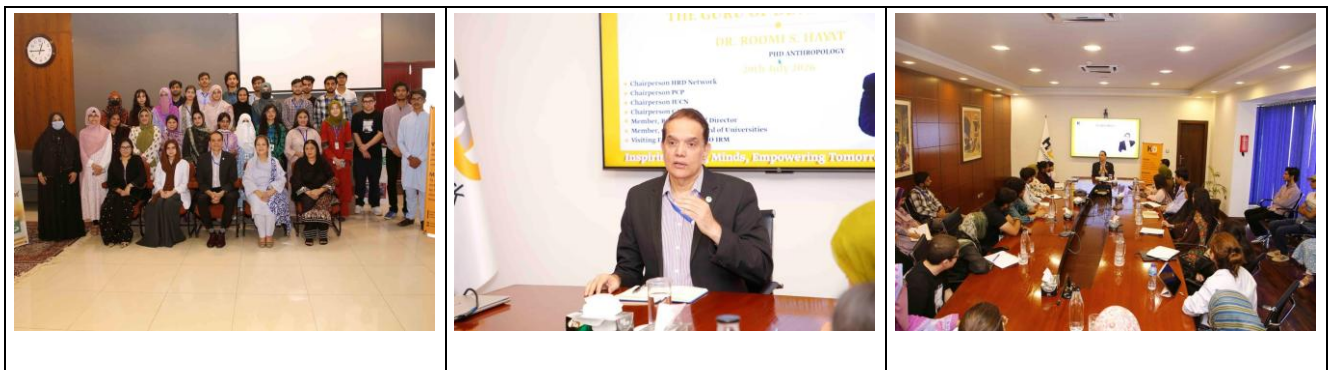
■ HRDN – Meet the Guru | CEO Connect

Bridging Generations Through Experience and Wisdom

On 29 July 2026, HRDN launched its *Meet the Guru* series, bringing students and interns face to face with Dr. Roomi S. Hayat, Chairperson, HRDN, for an engaging exchange of insights, experiences, and life lessons. Held at the IRM Complex, the inaugural session brought together 26 participants to learn from a distinguished professional journey spanning government, rural development, academia, and international institutions.

The interaction provided a valuable opportunity for young people to gain perspectives on leadership, professional growth, public service, and the importance of learning from experience. By creating space for open dialogue between generations, HRDN seeks to nurture informed, reflective, and capable future professionals while strengthening the connection between knowledge, practice, and purpose.

Meet the Guru reflects HRDN's commitment to intergenerational learning, where experience inspires potential and wisdom helps shape the leaders of tomorrow.



“Strong institutions and empowered people are essential to resilient communities and lasting development impact.”



FEATURED · INTERNATIONAL EXPOSURE

25th ATR

Sri Lanka 2026

Colombo · Galle · Kandy · Negombo | 15–22 September 2026

HRDN delegates at the clock tower, Galle Fort, 17 September

For eight days in September, the 25th ATR took HRDN members to Sri Lanka for a journey that mixed learning, culture and companionship: from the landmarks of Colombo and the ramparts of Galle Fort to elephants at Kegalle and the hills and tea country around Kandy. At its centre was a day of reflection and team building led by the Chairperson, told in full on the pages that follow.

DATE	HIGHLIGHTS
15 Sep	Arrival in Colombo; Lotus Tower
16 Sep	Lotus Tower; Gangaram Aya Temple; Independence Memorial Hall; Red Mosque
17 Sep	Galle Fort; Madu Ganga Boat Safari; Bentota Beach; Habaraduwa Turtle Hatchery
18 Sep	Millennium Elephant Foundation, Kegalle; arrival in Kandy; Temple of the Sacred Tooth Relic and Kandy Lake
19 Sep	Royal Botanical Gardens, Peradeniya; tea plantation and factory visit; National Gem and Gemological Museum; Kandyan cultural dance
20 Sep	Workshop: “Journey of Self-Discovery & Team Building”
21 Sep	Negombo city tour; prize and certificate distribution
22 Sep	Departure from Negombo

FROM THE ROAD

Colombo to Kandy, in eight days

8

days on the road

4

cities: Colombo, Galle, Kandy, Negombo

17

stops, sites and sessions

1

journey of self-discovery



Lotus Tower, Colombo

Colombo: landmarks and living history

The tour opened in Colombo with the Lotus Tower, then moved through the gilded halls of Gangaram Aya Temple, the pillared Independence Memorial Hall and the red-and-white striped Red Mosque, a first taste of a city where cultures sit side by side.



Galle Fort

Galle Fort and the south coast, 17 September

A day along the coast: the ramparts and clock tower of Galle Fort, a boat safari on the Madu Ganga river, the sands of Bentota Beach and the Habaraduwa Turtle Hatchery.



Millennium Elephant Foundation

Gentle giants at Kegalle, 18 September

On the road to Kandy the group stopped at the Millennium Elephant Foundation, a non-profit that cares for captive elephants and runs education programmes. Delegates began at the museum, then took turns riding in pairs and watched the elephants bathe in the river, a highlight for almost everyone.



Temple of the Sacred Tooth Relic

Kandy: an unplanned blessing, 18 September

Reaching Kandy, the itinerary took a pleasant turn: an unplanned visit to the Temple of the Sacred Tooth Relic (Sri Dalada Maligawa), a UNESCO World Heritage Site. Delegates watched devotees offer lotus flowers to the beat of traditional drums, and later enjoyed Kandy Lake by day and again after dark.



Journey of Self-Discovery & Team Building

Workshop led by the Chairperson, Dr. Roomi S. Hayat · 20 September 2026 · Sri Lanka



After seven days of seeing Sri Lanka, the ATR turned inward. On 20 September the group gathered for a workshop built around a simple question: what happens to a team when each person understands themselves better?

Led by the Chairperson, a renowned professional of the development world, the session moved between plenary discussion, quiet individual reflection and hands-on team challenges. Engagement stayed high from start to finish. Delegates who knew each other from committees, meetings and members' gatherings worked side by side on shared tasks, and found that the way a group solves a small problem says a great deal about how it will solve a large one.

WHAT THE DAY INVOLVED

- **Plenary discussion** led by the Chairperson
- **Individual reflection** with pen and paper
- **Team challenges** built around simple materials at the table
- **Shared learning** across members of different organisations and generations



REFLECTION

Why self-discovery belongs in an HRD network

HRDN exists to develop people. Training builds skills, but skills are used by individuals with habits, strengths and blind spots of their own. A journey of self-discovery goes first to the person, and a journey of team building then asks what those people can do together. Combining the two on a trip that members shared, away from desks and agendas, gave the ATR its purpose beyond sightseeing.

A reflection for every member

- What strength do I bring to my team that I rarely name aloud?
- What do I need from my colleagues to do my best work, and have I asked?
- What is one small action I will take this quarter to build trust in my team?



■ Prizes, certificates and farewell

On 21 September the group gathered in Negombo for the prize and certificate distribution, marking the close of the journey. The following morning, on 22 September, delegates departed from Negombo.



GLOBAL SPOTLIGHT

Fact sheet: the world in Q3 2026

July - September

What happened globally between July and September, and why it matters for Pakistan's development community.

36% of assessable SDG targets are on track or making moderate progress <i>SDG Report 2026 · 139 targets with trend data</i>	7–15 Jul HLPF 2026 reviewed SDGs 6, 7, 9, 11 and 17, with 36 Voluntary National Reviews <i>UN DESA · IISD ENB</i>	1.3 bn young people aged 15–24: the largest youth generation in history <i>UN · International Youth Day, 12 Aug</i>
~1 bn more people with safely managed drinking water since 2015; 1.2 bn for sanitation <i>SDG Report 2026 · key messages</i>	81st UN General Assembly session; high-level debate opened 22 September <i>UN · Al Jazeera · Bernama</i>	110+ lives lost in Pakistan's monsoon season by 28 July, as reported by NDMA <i>Express Tribune · Arab News</i>

■ Quarter timeline (July – September)

DATE	MOMENT	WHY IT MATTERS
7 Jul	SDG Report 2026 launched	Only 36% of assessable targets are on track; aid, debt, conflict and climate cited as headwinds.
7–15 Jul	High-level Political Forum, New York	Last HLPF before post-2030 negotiations open in 2027; 100+ ministers and 1,300+ stakeholders attended.
12 Aug	International Youth Day	Theme “Different Contexts, Common Aspirations”, with a spotlight on youth in LDCs, LLDCs and SIDS.
19 Aug	World Humanitarian Day	Annual UN observance honouring humanitarian workers, relevant to monsoon response at home.
8 Sep	UNGA 81 opens	The 81st session of the General Assembly opened at UN Headquarters.
17 Sep	Gender Snapshot launch	UN Women and UN DESA scheduled the latest global data on gender equality.
22–28 Sep	UNGA 81 General Debate	Theme: “Restoring trust, managing transformation.” Nearly 130 leaders expected.
23–25 Sep	High-level meetings	Climate action and just transition (23), sea-level rise (24), pandemic preparedness (25).

What this means for HRDN members

- **Localisation is the priority.** The HLPF launched a new progress report on SDG localisation. Delivery depends on districts, communities and the organisations that serve them, as in our plantation drive and women's wellbeing sessions.
- **Youth are the opportunity.** With the largest youth generation ever, leadership and skills are high-return investments. HRDN joined the National Leadership Summit 2026, with 350 participants, and the Meet the Guru series.
- **Resilience is a capacity issue.** Monsoon 2026 showed again that preparedness depends on trained people, and on the wellbeing of those who respond.

Closer to home: Monsoon 2026

Pakistan's monsoon runs from June to September. On 21 July the National Disaster Management Authority issued a high alert for flash floods, urban flooding and landslides, with the national death toll at least 53. By 28 July the toll had risen to 110, and NDMA warned of possible glacial lake outburst floods from rapidly melting glaciers in the north.

FEATURE ARTICLE

The Final Stretch:

Why 2030 Will Be Won by Capable People, Not Just Big Pledges

HRDN Editorial Desk

In July, ministers and development leaders gathered in New York for the last High-level Political Forum before negotiations on a post-2030 framework begin in 2027. The mood was sober, and the message was simple.

■ A sober scorecard

The Sustainable Development Goals Report 2026, launched on 7 July, offers a candid assessment. Of the 139 targets with trend data, just over a third (36 per

cent) are on track or making moderate progress. Yet the gains are real. Since 2015, nearly one billion more people have gained safely managed drinking water and 1.2 billion safely managed sanitation, and electricity access has climbed to 92 per cent.

The headwinds are just as real: escalating conflicts, slowing growth, climate shocks, rising debt, and a record fall in official development assistance. Opening the Forum, UN Secretary-General António Guterres urged delegates to “make these final years count.”

■ Where the goals meet the ground

For Pakistan, the monsoon brought that urgency home. On 21 July the National Disaster Management Authority issued a nationwide high alert as the death toll reached at least 53; a week later it stood at 110, with warnings of glacial lake outburst floods in the north. Weather authorities link increasingly erratic and intense rainfall to climate change.

Government response plans leaned heavily on coordination at district and union-council level. That is where preparedness is won or lost, and it is ultimately a question of human capacity: trained officers, equipped volunteers, and organizations that can plan together.

“The goals will not be met by pledges alone. They will be met by people who know how to deliver them.”

■ People are the missing multiplier

The Forum also saw the launch of a new progress report on SDG localization by the Local2030 Coalition, a reminder that global goals are delivered locally. The same logic applies to young people. Nearly 1.3 billion

people are aged 15 to 24, and by 2050 some 69 per cent of the world's youth will live in low and lower-middle-income countries. This year's International Youth Day theme, “Different Contexts, Common Aspirations,” captures the point: young people want decent work, quality education and a voice.

This is the space in which a network like HRDN works. In this quarter alone the Network ran wellbeing workshops for women and public-sector staff, took part in a 350-strong youth leadership summit, hosted its Meet the Guru series for students and interns, planted trees in Rawalpindi and signed three new partnerships. Each is a small, local step toward a global goal.

■ What comes next

As world leaders met for the 81st UN General Assembly under the theme “Restoring trust, managing transformation,” discussion ranged from climate action and sea-level rise to pandemic preparedness. Trust, in the end, is built locally, through programmes that deliver and institutions that learn.

In the final quarter of 2026 HRDN will continue to invest in people and partnerships, from digital transformation and climate-policy orientations to the 16 Days of Activism. We invite every member to share what is working in your community, and to join us in making these final years count.

■ Dates of HRDN Diary

20 Oct 10th Annual General Meeting	10-18 Nov International Training China	30 Nov Mulaqat 2026, Desi Cuisine Garden Party	16 Dec 27th All Members' Meeting, USEF Islamabad
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LOOKING AHEAD

Activity plan, October – December 2026

The final quarter of the year brings together childcare and mental-health work with the Ministry of Human Rights, training on digital transformation and climate policy, an international course in China, and the 16 Days of Activism, and culminates in the 27th All Members' Meeting on 16 December. Members are warmly invited to take part.

ACTIVITY	AUDIENCE	TIMELINE	VENUE
Skilled Team, Better Child Care	MoHR day-care centre staff	October	MoHR
World Mental Health Day	MoHR and community	9 Oct (held)	Family Protection & Rehabilitation Centre, H-8, Islamabad
Seminar on Breast Cancer Awareness	MoHR, community, academia	October	MoHR and CSOs
Training on Digital Transformation & AI	HRDN members	November	IRM Complex
International Course, China	HRDN members	November	Lanzhou and Shanghai
HRDN Strategic Planning Exercise	HRDN team and members	24 Nov	IRM Complex
Orientation on climate policies, acts and laws	HRDN members	November	IRM Complex
Mulaqat 2026: Desi Cuisine Garden Party	HRDN members	30 Nov	Rooftop Garden, IRM Complex
16 Days of Activism	Community, members, academia	25 Nov – 10 Dec	IRM Complex, universities, community organisations
27th All Members' Meeting (AMM)	HRDN members	16 Dec	USEF, Islamabad



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ABOUT HRDN

The Human Resource Development Network (HRDN) was conceived by HRD professionals in 1999 and registered in 2002. It is a membership-based, not-for-profit organization registered with the Securities and Exchange Commission of Pakistan (SECP) under Section 42 of the Companies Act, 2017. HRDN is certified by the Pakistan Centre for Philanthropy (PCP) and holds ISO 9001:2015 certification. It maintains institutional affiliations with the International Union for Conservation of Nature (IUCN) and the Islamabad Chamber of Commerce and Industry (ICCI) and is represented on the Federation of Pakistan Chambers of Commerce and Industry (FPCCI) committee. As a national network and think tank, HRDN strengthens individual and institutional capacities for sustainable development through cross-learning, professional networking, piloting innovative models, and evidence-based policy advocacy.

850 individual professionals · 145+ organizations · 300+ experts

GET INVOLVED

Share a story, join an activity, or become a member. Contact the Secretariat:

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SOURCES

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