

FOURTH ALL MEMBERS MEETING



REPORT OF

4TH (FOURTH)

ALL MEMBERS MEETING

SEPTEMBER 20 - 21, 2003

NATIONAL LIBRARY AUDITORIUM
ISLAMABAD

● HUMAN RESOURCE DEVELOPMENT NETWORK ●

This report was produced by an editorial team consisting of Roomi S. Hayat, Saad Gillani, Manzoor Khaliq and Rabeela Bangash

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HUMAN RESOURCE DEVELOPMENT NETWORK

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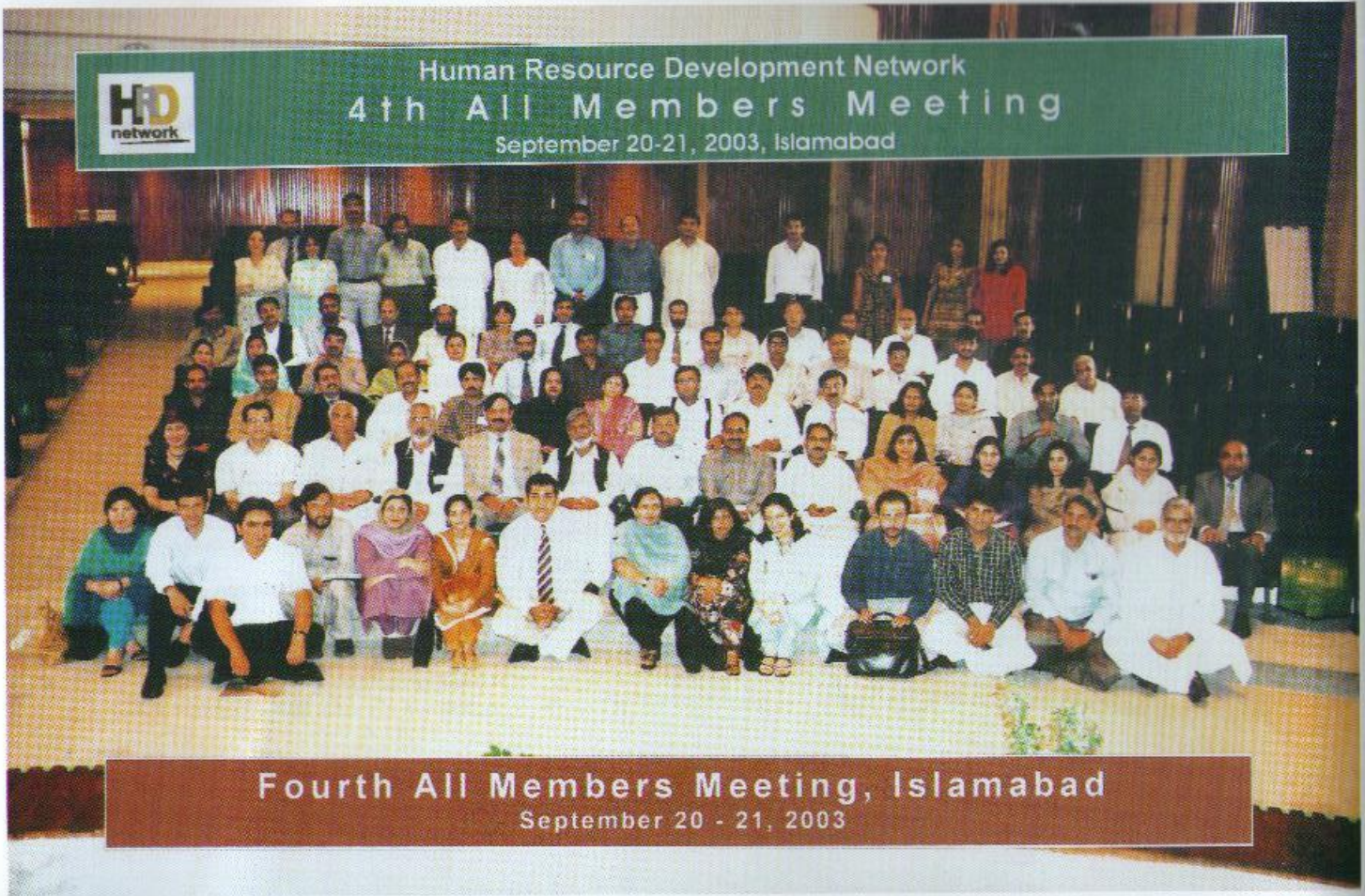
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ACRONYMS

AJK	Azad Jammu & Kashmir	AKF (P)	Aga Khan Foundation (Pakistan)
AMM	All Members' Meeting	ATR	Annual Trainers' Retreat
BoD	Board of Directors	CBR	Central Board of Revenue
CIDA	Canadian International Development Agency	Dev.	Development
HANDS	Health & Nutrition Development Society	HRD	Human Resource Development
HRDN	Human Resource Development Network	HRM	Human Resource Management
IKK	Idara Khidmat – e- Khatq	INGO	Intermediary Non Government Organization
IPR	Intellectual Property Rights	IRM	Institute of Rural Management
ISO	International Standards Organization	IUCN	International Conservation Union
LFA	Logical Framework Analysis	NGO	Non-Government Organization
NGORC	NGO Resource Center	OD	Organizational Development
PAKSID	Pakistan-Canada Social Institutions Development Programme	PARC	Pakistan Agriculture Research Council
PBM	Pakistan Bait ul Maal	PCP	Pakistan Center for Philanthropy
PIDE	Pakistan Institute of Development Economics	PPAF	Pakistan Poverty Alleviation Fund
PRSP	Punjab Rural Support Programme	SASMoN	South Asian Social Mobilization Network
SDPI	Sustainable Development Policy Institute	SPS	Sanitary & Photo-Sanitary
SRSP	Sarhad Rural Support Programme	SW&WDD	Social Welfare and Women Development Department
SWOT	Strengths, Weaknesses, Opportunities, Threats	TAG	Technical Advisory Group
TNA	Training Needs Assessment	TNI	Training Needs Identification
ToR	Terms of Reference	TVO	Trust for Voluntary Organizations
UK	United Kingdom	UNDP	United Nations Development Programme
UNICEF	United Nations Children Fund	USA	United States of America
WTO	World Trade Organization		



Acknowledgement

The 4th All Members' Meeting of Human Resource Development Network was another milestone in the life of this Network where the members reviewed the Network's progress towards its stipulated objectives, took important long and short term decisions and mapped out future course of action for this Network.

Undoubtedly, the Network is owned by its Members who lead it on the way of enhanced effectiveness. Therefore, the primary credit and acknowledgement is due to all its Members who not only conceived the idea of its inception but also nurtured this Network through a contoured passage. It is they who take out their precious time every year to meet and deliberate upon the prevailing situation of HRD in Pakistan and abroad and above all, it is them who decide the fate and future course of action for this Network. On this occasion of rejuvenation, reckoning and recommitment, it was a pleasure meeting the members of HRDN and we also missed those who couldn't make it.

Gratitude is also due to the Chief Guest, Senator Nisar A. Memon, who, in spite of his busy agenda at Senate, not only inaugurated the 4th All Members' Meeting but also participated in the group work for analyzing HRDN's performance and devising its future course of action. Being the first legislator who became the member of HRDN, he gave a number of thought-provoking ideas for growth, sustainability and effectiveness of this Network.

The Network also acknowledges the support of all those volunteers who extended their support in the organization of 4th All Members' Meeting. We highly appreciate the spirit and enthusiasm of those Members who facilitated this AMM by giving their inputs for preparing schedule and those who took sessions in Expert Corners. Support of IUCN, NRSP-IRM, NGORC, ROZAN, SAHIL, SDPI, SUNGI & TVO is also acknowledged for organizing attractive stalls at literature exhibition.

Special thanks are due for the secretariat staff of HRDN who worked very hard to complete all the basic preparations for this AMM with least possible external support. They are truly on their way of self-sufficiency and would hopefully be able to hold all future events with similar enthusiasm and fervor.

Last but not the least, we gratefully acknowledge the support of Aga Khan Foundation (Pakistan), who through their Pakistan-Canada Social Institutions Development Program (PAKSID) supported by Canadian International Development Agency (CIDA) and Aga Khan Foundation (Canada) provided their generous and valuable inputs and support in organizing this event and publishing this report.

We hope that the same cordial relationship between all the valued stakeholders of HRDN would remain rather more intensify in the days to come.

Roomi S. Hayat
Chairperson

Executive Summary

The 4th All Members' Meeting of Human Resource Development Network brought a lot of enlightening experiences for everyone. It was an action-packed occasion where every hour, the Network Members had a new activity and a new event to attend which certainly attracted their attention due to its relevance with their professional assignments.

While recording the events of 4th All Members' Meeting, the Network Secretariat felt a lot of pleasure and pride that all these activities were planned and organized mostly by the secretariat staff without getting huge external support as the practice in previous events. Surely, there would be shortcomings, however, the zeal and enthusiasm of the organizers demands appreciation and with the passage of time these shortcomings would be minimized.

The meeting was structured in a manner that allowed all the HRDN Members to have frank discussion about the present status of HRD and also deliberate upon the future course of action for the Network. A lot of valuable suggestions, recommendations and action points were developed to address the need for professional excellence of HRDN members. On various questions, opinion from members was sought through polls and the result of their analyzed opinion appears at different pages.

In this report, it has been tried to capture all the events and deliberations in its original form with minimum possible editing so as to preserve the real essence of the discussion. Hopefully, the readers would feel a pleasant change in the write-up and the document would serve as a reference for HRDN's future endeavors.

Before conclusion, let us pay our heartfelt gratitude to all those colleagues who extended their support in writing different pieces of this event and helped us in compiling this report in a record time of two weeks only.

Thank you, everyone and wish you a pleasant reading.

INAUGURAL SESSION

The 4th All Members Meeting of Human Resource Development Network was held on September 20-21, 2003, at the National Library Auditorium Islamabad. Senator Nisar A. Memon inaugurated the meeting in a graceful ceremony. More than 130 participants including individual and organizational representatives and members from foreign chapters were present on the occasion (detailed list of participants enclosed as Annex-I). Adequate deliberations took place on various HRD related issues and measures suggested for future. The event formally started with the recitation from the Holy Quran.

NARRATION OF THE VERSES RECITED

Abdul Malik & Shahida Kazmi

In the name of Allah, the most merciful, the beneficent praise to the Allah who created Heavens And Earths and made darkness and Light Yet, the unbelievers ascribe equals to their Lord It is He who create you from clay and greet a term and term is related to Him and He is the Allah who knows what is there in Hoavens and Earth He knows your secret and open affairs And not a slighter sign of their God comes to them but they turn away from it

WELCOME ADDRESS

Roomi S. Hayat_ Chairperson HRDN

The Honorable Chief Guest, distinguished participants and dear HRDN members. I am not going to give you details about HRDN's achievements because I believe the Network Coordinator would be presenting it. Just allow me to welcome you all to this 4th All Members Meeting – the annual event where we meet to think about our future.

Traditionally, on such occasions, one starts with thanking everyone particularly the Chief Guest but today's event is a bit different as I am not going to thank anyone even the Chief Guest because ... I don't think one should say thanks to his own family. I am proud to announce that Senator Nisar A. Memon is now a Member of Human Resource Development Network and we welcome him rather than thank him.

I would like to welcome you all to this family reunion. However, I would like to take this opportunity to extend my heartfelt appreciation and gratitude to Aga Khan Foundation (Pakistan) and ActionAid Pakistan for the valuable financial and technical support to this Network. Their support has enabled HRDN to realize its objectives and undertake a range of activities.



Now, since I have started thanking everyone, I would like to thank first those Members who volunteered their time and efforts to make this Network alive and active. Some of the members have been quite supportive and they have been coming to the Secretariat and really helping us out. All Members' Meeting is the time of reckoning and reflections. It is a time to see how we fared in realization of our dreams and where and how we like to proceed in future. It is time to look at triumphs, failures, strengths, successes and weaknesses and time to ponder upon the Human Resource Development Network's progress and achievements for overcoming our human limitations and improving upon them.

The purpose of this event is to rejuvenate and seek out new and bold steps for future by consolidating our efforts and talents together for a common good.

In the year 200 B.C. when the Hannibal was leading his troops through the freezing peaks of Alps, he declared, "we will find a way and if not, we will make one" and this is my wish that together we can bring change by taking great stride for attaining new zenith of excellence and as long as the spirit of volunteerism continues, we will succeed. Inshallah.

Thank you, ladies and gentlemen

PRESENTATION ON ACHIEVEMENTS OF HRDN

Robeela Bangash, Honorary Network Coordinator

Ms. Robeela Bangash, Honorary Network Coordinator, made a detailed presentation on HRDN's achievements in the year 2003 and described the marked difference that occurred in the activities of HRDN since the preceding three years of its working. During her presentation, she ascribed that the rate of success of HRDN can simply be gauged through the rate of satisfaction of HRDN members from this Network and for this, the Network has worked sincerely for day and night. She said that the Network belongs to its Members and its them who would decide whether we have gone in a right direction or not. The handout of original presentation is attached as Annex - 2.

KEY NOTE ADDRESS

Chief Guest _Senator Nisar A. Memon

Mr. Roomi, Ms. Robeela, Mr. Ozair Hanafi, Ladies & Gentlemen and I will call now fellow HRDN Members!

While Roomi Sahib said that we will start this event not by thanking, even then I will take the liberty of thanking all of you for accepting me as a Member of HRDN. This is a great pleasure for me and I think it is a great honor to be invited to a professional body of Human Resource Development Network.

I was thinking what is my significance of joining HRDN and I thought that HRDN is one of the bodies which has the members who are not only from the institutions working for human resource development but are also professionals



who are contributing to the noble cause of human development and I am pleased that perhaps (if I miss some organization, they should not be offended) this is the first organization who organize their All Members' Meetings on a regular basis. This is a very important event and now, being the member of this Network, let me tell you that in this Meeting we are not supposed to chalk out some lofty slogans but should make our future policy guidelines that meet the ground realities.

In the foremost, I think that the HRDN should go by three "R's", i.e., Reflection, Rejuvenation and Recommitment. Commitment is most important. I know people do not sacrifice their weekends for odds neither they come from their cities and countries unless they have commitment and I think HRDN has reflected this commitment throughout.

Earlier, I came to HRDN for its International HRD Congress only because one of my good friends, Mr. Ozair Hanafi invited me for that function. At that time, I thought that this would be an ordinary organization similar to many of those working in different areas. But later, since I have had an insight into the working of this Network, this time, I have not come for my friend but I am here for an organization which is now an Institution and is a Network of Professionals. I will take a step forward and will call it a movement or a change paradigm which is necessary in our context because I believe that what did work yesterday will not necessarily work tomorrow and we need to march forward with this type of approach to go.

I would like to congratulate you all for the achievements mentioned by Ms. Rabeela in her presentation and I would also like to congratulate you because you have certain strategies and you have converted them into plans and most importantly you implemented them. One of the challenges in our country is the proper implementation of strategies and plans and this is the great achievement of HRDN to make this happen in a short span of time (started in 1999).

I am extremely pleased to know that even for developing the agenda of this meeting, members were invited to participate. Now here it is a step to create total ownership and giving equal importance to all the members (individual and organizational). This really leads to a changed paradigm and this shift will certainly go a long way. Again, in the organizational charts, we usually see the "Chairman" or "President" at the top but here in HRDN, the Management Structure is such that the "General Body" is at the top.

All these are the changes which this Network has already brought-in in the culture and tradition. It means that everything this Network would do is decided by its General Body, which is us, together, rather WE.

One of the agenda items of All Members' Meeting is to develop common understanding on HRD paradigms. While we talk of HRD paradigms, we must study the societal paradigms as well. We will see that the paradigm has changed significantly because the situation which was there in 1947 was totally changed in October 1999 and the situation in 1999 is totally changed in November 2002. We must see the shift in the societal change. As I have noticed in the presentation, the HRDN has taken a step forward in human resource development and has moved from Training to Human Management and I will suggest that now HRDN should move further ahead and involve people from other walks of life in this Network. During my last talk at International HRD Congress, I had emphasized on converting the **Human Resource Into Human Capital** and we need to see how far we were able to do that.

Recently, while going through the Pakistan Constitution, I thought of many things that are there in the Constitution but are yet to be there on ground and of many things that have taken place but are not recognized. Although, there has been a significant paradigm shift but some people do not accept it and deny the shift in paradigm and hence, cause inequality and de-motivation among masses. Nevertheless, denial of fact does not change the reality. So, we must keep our eyes open and accept the change that occurs around us.