

ANNUAL REPORT 2007



Advancing Theory and Practice in Human Resource Development



HUMAN RESOURCE

Acronyms

AJK	Azad Jammu & Kashmir
JMM	All Members' Meeting
ATR	Annual Trainers' Retreat
Azad CDO	Azad Community Development Services
CSLRF	Community Based Livelihood Recovery Project
CDO	Community Based Organisation
CMT	Community Management Training
CMST	Community Management Skills Training
CSO	Civil Society Organisation
CSR	Corporate Social Responsibility
ERRC	Earthquake Rehabilitation Resource Centre
HRD	Human Resource Development
HRDN	Human Resource Development Network
ILO	International Labour Organisation
IP	Implementing Partner
LMST	Leadership Management Skills Training
MAC	Membership Assistance Committee
MDGs	Millennium Development Goals
NGO	Non-governmental Organisation
NSRF	National Rural Support Programme
NWFP	North West Frontier Province
PSDP	Public Sector Development Programme
RSPN	Rural Support Programme Network
SC – UK	Save the Children – UK
SMC	School Management Committee
UNDP	United Nations Development Programme
WCC	Woman Community Centre

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Chairperson's Message

The HRDN aims to diversify its programme side and utilise multiple areas which could contribute towards human resource development in the country. At the same time it plans to devise programs and activities that would increase its member's interests and provide avenues for their professional growth.



Human Resource Development Network (HRDN) continued with its outreach efforts it started in 2006 along with its regular programs. The organization has increased its outreach to communities and successfully completed the projects initiated in collaboration with different partners in the earthquake affected areas in the NWFP and AJK.

In 2007, the HRDN partnered with UNDP and ILO to support the earthquake affected people beyond emergency phase and lead them into rehabilitation and livelihood restoration. The Network's involvement in project implementation in the earthquake affected areas did not deter it from carrying out its regular activities. Due to deteriorated security situation in the country during 2007, HRDN decided not to arrange the 4th International HRD Congress, however it organized its international event, the 9th Annual Trainers' Retreat (ATR) in Dubai with the theme of "Retaining High Performers." The ATR was attended by 100 delegates and proved to be a great success as it dealt with a very pertinent HR issue which usually did not get attention it deserve.

Despite the fact that the situation in the country had made things quite unpredictable but overall the year proved to be promising for the HRDN, which makes one optimistic about its future as a network of development professionals. It continued to grow as a think tank of development professionals, which is evident from the growing number of its members. The HRDN attempts to come up to the expectations of its members and is planning activities with a view make its membership more rewarding.

Rozni S Hayat

2007 – An Overview

In 2007, the HRDN continued with its endeavours at grassroots level. In the earthquake hit areas the programs were effectively executed during relief and rehabilitation by ensuring sustainability. The organisation joined hands with the United Nations Development Programme (UNDP) and International Labour Organisation (ILO) to enhance the capacities of the people in the NWFP and AJK in handling their problems.

The HRDN, after responding in relief with full vigour, shifted its focus to rehabilitation of the communities in the earthquake hit areas in collaboration with various national and international organisations. The organisation made partnership with the UNDP and ILO to work towards rehabilitation and restoration of livelihoods in the affected areas. The HRDN has carried out the two phases of Community Based Livelihoods Recovery Programme (CBLRP) in collaboration with the UNDP. In different training events during the two phases over 5000 people were trained in CMST, LMST and PCM. Similarly, the HRDN re-started the women community centre in Chaltar Plain, Mansehra during 2007, which it had established with the support from the ILO and continued imparting employable skills to the local women as well as women from the nearby villages and UCs. The HRDN carried out Market Driven Entrepreneurial Training (MDET) in collaboration with the ILO as well. This project was also carried out in earthquake affected area and aimed at imparting marketable skills to the trainees. During this two-month project, over 1,100 participants were trained in various skills.

Beside involvement in implementation, HRDN continued with its regular activities though they were greatly hampered due to the security conditions prevailed in the country. The HRDN Monthly Forums and International HRD congress were severely affected by it, though the network organised its 9th ATR at Dubai from April 26 – 30, 2007 which was attended by over 100 delegates from across the country. The network also organised its 8th AMM held on September 7 – 8, 2007 at Margalla Motels, Islamabad. There were a total of five forums organised in 2007 related to different topics. In 2007 three ILLUMES were published as regular journal of the organisation.





Regular Activities

Across Borders - ATR

The HRD has organized many forums to build capacity of the maximum number of trainers (practitioners), share their views, learn from others' experiences and as a part of the conceptual development in HRD. One such major forum is Annual Trainers Retreat (ATR) organized every year where eminent trainers and HRD members meet to develop a resource group for trainers' capacity building and monitoring quality standards in training.

In the contemporary working scenario, one of the most important HR issues is retention of the high performers. This aspect is usually not given the attention that it deserves, but lately has occupied the centre stage in HR related debates. Even all the organisations, which want to compete, face a talent war they never saw a few years before. It is no more the number of employees that makes a difference but the quality of their work, performance as per requirements and expectations of the employer and necessary skills and the right attitude. The problem goes beyond this and those who meet this criterion have great demand, as organisational quality is becoming a fading memory. Inability to retain high performers, costs organisations a great deal and failure to address and rectify issues which make the high performers turnover becomes a consistent point of concern for many managers.



The HRDN, in line with its vision of building capacity of Human Resource Development (HRD) professionals, and to address this very pertinent issue, organised its 9th ATR in Dubai on the theme of "Retaining High Performers" from April 26th – 30th, 2007. To keep the HR professionals abreast with new concepts the



HRDN brings together emerging and diversified HR groups, from around the country, engaged in formulating and promoting HR policies in the "not for profit" and corporate sectors. The Network's activities are aligned with its mission of enhancing its members' professional excellence through meaningful interventions by facilitating research, training and capacity building endeavours and sharing information, resources and expertise at national and international levels. More than 100 delegates, most of which were trainers, participated in it from Pakistan.

The specific objectives of the 9th ATR were:

- Promote a culture of Trainer-meet-Trainer for improving the quality of efforts in HRD
- Develop broader understanding on thematic issues related to retaining high performers
- Share best practices
- Provide learning exposure to Trainers in a fun-filled environment

The salient benefits of ATR were as follows:

- Trainers got an opportunity to have a break from their tough routines in company of diverse group and shared different approaches, concepts and philosophies in various environments
- A platform where trainers shared their practices and innovations they experiment in their training techniques/methodologies
- A joyful learning environment was created where trainers discussed their training related activities in a serene environment
- Helped in building strong linkage among the Trainers from all over the Region

Welcome Address

Mr. Haq Nawaz Khan

Mr Haq Nawaz Khan, member of HRDN BoD, in his Welcome Address elaborated the history and objectives of the ATR. He mentioned that ATR provided an opportunity to all the delegates, to learn from each other and share their experiences, ranging from education, health to international exposure and multi-cultural environment of working with rural communities.

Retaining High Performers

Mr. Roomi S Hayat

The ATR was divided into three learning sessions. In the first session, Mr Roomi S Hayat the HRDN Chairperson, made his presentation about "Retaining High Performers". He said that human resources were the most important and vital component of an organisational set up which determined its competitiveness. Mr Roomi emphasised the fact that human resource is the most important factor responsible for an organisation's market strength and must be valued as much as financial capital. Highlighting the problems that resulted in failure to retain high performers, he mentioned that high performers needed to be recognised early in their career. Besides identifying them early, the high performers must be given opportunities for training and grooming; their good work must be recognised and acknowledged and there should be an appropriate reward system to encourage them. Concluding his presentation, Mr. Roomi said that it would be impossible to retain high performers at one organisation for a long time therefore a replacement programme should be in place.



Issues and Challenges in Retaining High Performers in Organisations Mr. Syed Farhan Mahmood

Mr Syed Farhan Mahmood (Manager HR, Al Ghurair Giga) conducted the second learning session about "Issues and Challenges in Retaining High Performers in Organisations. Mr Farhan made a comparison land, a productive asset, and top performers". He said that throughout human history there had been wars over owning more and more land but in our times the wars had been fought over having best human resource. Organisations kept losing their best employees and this fact boiled down to absence of a retention mechanism and un-conducive working environment. Mr Farhan mentioned that there were generally three sorts of challenges an organisation faced whenever there would be a turnover. Firstly, the organisation might lose highly valuable employees; secondly it might lose those who would be difficult to replace; and thirdly a group of employees leave the organisation at the same time, he explained. Emphasising the fact, he said that all of these could pose a serious challenge to an organisation because turnover of the top performers would not be costly and could be disastrous for the organisation as it would have to hire new people, bear advertising, hiring and employee's development costs etc. Top performers could be retained by an organisation if they were provided with a motivational work environment where they could work freely and their talent and skill were utilized to the maximum. He added that organisational strategy must be flexible and must be resigned at regular intervals to deal with retention issues. He ended his session with nine points that could be helpful in retention of employees: to know employee's expectations, proper supervision, freedom of expression, proper skill and talent utilization, help them feel empowered, chances of career progression, due acknowledgement, no harassment, and monetary rewards.

Retaining Top Performers

Dr. Faiz Shah

Dr. Faiz Shah conducted the third learning session about "Retaining Top Performers". He said organisations must have a practical framework to retain top performers. The core of the strategy must rest on identifying the top performers' attributes and what motivated them most. Continuous check on turn over rates could help identifying reasons of leaving an organisation. In order to retain top performers organisations must have exit interviews and should find out the reasons for leaving and address them. Dr. Faiz suggested result oriented practices which could help organisations to retain top performers. Employee and manager relationship had a great impact on working place, the top performers must be given a sense of responsibility and ownership, and their work must be recognised. The managers must be supportive to them and should try to build an atmosphere of loyalty at both ends, that is, from organisation to employees and vice versa; encourage professional growth; and lastly most decisive factor would be competitive salary. Dr. Faiz concluded his session by saying that top performers were most valuable asset of any organisation and labour markets might change but the need to make employee feel valued remained the same.



8th All Members Meeting

Introduction

The vision of the founding members of the Human Resource Development Network (HRDN) was to create a platform for HRD professionals, where they could share ideas and latest approaches being practiced around the globe. Through the platform, they would be provided an opportunity to contextualise and acclimatise new trends and make their best use at national and local level.

All Members' Meeting (AMM), a two day event, is one of the regular annual features of the HRDN, that provides its members an opportunity for networking, knowledge sharing, having an overview of the Network's activities over the last year, discussing the Network's progress and giving their valuable suggestions for future course of action. The AMM provides 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 HRDN's services. The 8th AMM was attended by 141 delegates.

Agenda for AMM is developed in consultation with HRDN Members. Invitation letters are sent to Members one month in advance and members are requested to convey any important agenda item to the Network Secretariat along with a brief write-up for its inclusion at appropriate place in the Programme.



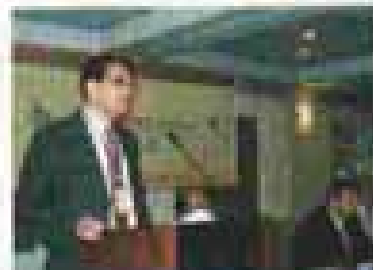
- Update members about new developments at HRDN during the year
- Show the organisation program and financial progress
- Provide an opportunity to members, interact with each other and develop strategies
- Get members' input on a range of program and management issues at the HRDN
- Contribute towards members' professional development

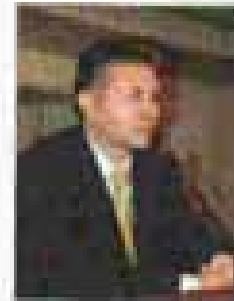
The 8th AMM was held on September 7 – 8, 2007 at Margalla Motels, Islamabad. The event was inaugurated by Dr Yusuf Samiullah, Head, Department for International Development (DFID) and Development Counsellor, British High Commission Pakistan. The AMM was well attended and over 100 participants, including individual and organisational members of the HRDN.

WELCOME ADDRESS

Mr. Roomi S Hayat (Chairperson HRDN)

Mr Roomi S Hayat welcomed the HRDN members, distinguished guests and the Chief Guest Dr Yusuf Samiullah who took time out of his busy schedule to be at the 8th AMM. Mr Hayat shared the Network's background and said that at the time of its conception very few people would have thought that it would grow into one of the leading networks of the country and it was still the beginning. The Network had not only contributed in human resource development and capacity building but had started increasing its outreach and had gone to grassroots level to help communities, especially in the wake of October, 2005 earthquake. He mentioned that consistent growth of the HRDN was due to the valuable inputs of its members, which formed the core of the Network's resource base, and the hard work of the HRDN team. Collectively all these, gave a promising picture of the HRDN's future. Mr Roomi concluded that the increase in the Network's membership fold was indicative of the fact that the HRDN had firm roots within the development system and development processes.



STATEMENT BY**Dr. Yusef Samiullah****Head, Department for International Development (DFID)
Pakistan**

Dr. Yusef Samiullah started his speech with the statement that, "when the worst happens to us, it often brings out the best we have in us". This truth was exemplified in the wake of the earthquake last year he said. That disaster shattered lives and infrastructure; it disabled people and capacity. But disasters do not only happen; they also unfold. And the way they unfold was largely determined by the response of national leaders, local authorities, communities and humanitarian actors. On that count, it could be said that the aftermath of the earthquake was as uplifting as the earthquake was upsetting.

One of the lessons learnt was the importance of human capacity and human resources, especially at the local level he mentioned. But the term 'capacity building' was often used as a fig leaf to hide our ignorance of how to fix real problems. Dr. Yusef said that it was a buzzword that had been used to mystify rather than to clarify. Addressing the members, he suggested that they certainly knew a lot more about training than he does. Building capacity, however, was more than training. Training was a part of it; actually a very important part, but training was not to be all and end all of capacity development. Above all, capacity development is about moving, motivating and mobilising the energy and skills of each and every actor – governmental and non-governmental, for-profit and not-for-profit.

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



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

Discussing the MDGs—Millennium Development Goals which are global targets to improve health, education, nutrition, gender equality and environmental sustainability, he shared some insights on the target-driven approach to human development.

He summarized the first half of the 25-year period over which the targets are to be achieved into three points: (a) global progress continued, (b) but it was slower than in the 1970s and 1980s, and (c) much of it by-passed the people and countries most in need. Thus, the trend was good but the speed was not. At mid-point, the world was not 'on track' for meeting the targets by 2015. Based on the most reliable indicators, the one-sentence summary was that global progress should have been twice as fast since 1990. He said there were exceptions to this global picture, a few countries had achieved remarkable progress in recent years; unfortunately Pakistan was not among them.

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

He further highlighted the facts that in 1966, the objective was set to eliminate smallpox, a target that was achieved in 1977. In the 1990s, an estimated 1 billion people gaining access to safe water. The global use of ozone-depleting substances – in particular CFC – had been reduced to one-tenth of the 1990 level. These examples showed that remarkable progress could be achieved within relatively short periods of time. Mentioning seven key elements of success for achieving Global targets he said that first, we must express development in a measurable way. We lived in a world where the power of quantification was omnipresent. When one made a point with statistics, one came across as more credible as when one made the same point without numbers. Fuzzily formulated targets were as unhelpful as they were un-measurable.

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

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

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

Fifth, progress must constantly be monitored. Statistics not only documented progress but also mobilised people. Monitoring must use a few easy-to-grasp indicators. That could not be confined to specialists and experts alone; but must inform political leaders, parliamentarians, journalists, NGO activists and the general public. Monitoring must have gone beyond averages and aggregates by un-bundling progress for women and men; for rural and urban residents; for young and old people; for poor and non-poor families; and for districts and provinces.

Sixth, there was a need of strong leadership. Political, religious and community leaders must drive the society towards the agreed target. Celebrities and public-



private partnership must constantly nagged policymakers – both globally and locally – to stay focused on the target. Targets that did not have this personal or institutional back-up had floundered.

Finally, it must be emphasized that nothing spoke louder than financial commitments. Results did not come for free; targets did carry a price tag. While domestic resources would cover the bulk of the extra investment in human development, rich countries could make a difference by increasing and improving their assistance. But progress on aid, trade and debt relief had been deplorable.

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

Dr. Yusuf mentioned that achieving the global targets required a radical overhaul of the partnership between poor and rich countries as well as between poor and rich people within developing countries. The dimension of 'money changing hands' dominated the partnership. Switching of partnership from 'money changing



needs' to the dimension of 'ideas changing minds' demanded that donors and domestic policy-makers showed the ability to listen and a readiness to unlearn and relearn.

He further claimed that, unfortunately people with money or with control over money tended to think they had the answer, and thus didn't see the need to unlearn and relearn anything, rather listened to poor people. But as long as better-off people in developing and developed nations alike were unable or unwilling to change their theories, perceptions or preconceived notions, the global targets would remain elusive.

Mentioning about the economic growth and social progress he said that the real challenge was to maximise the impact of growth and progress on equity and poverty. However, progress since 1990 had not been sufficient and it had not been pro-poor. Actually, inequality had become the ugly underbelly of prosperity around the world.

Dr. Yusuf pointed out the fact that poor people benefited proportionately little from 'average' progress violated the spirit of the gradual realisation of human rights, particularly economic, social and cultural rights. At some point, the grossly inequitable outcomes of development would no longer be accepted by the disadvantaged.

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

The agenda was huge; the task was challenging, but for the sake of the millions of poor and disadvantaged people in the world, we must confront it with confidence

and competence. He asked the members of HRD Network that they were very much part of the solution, and paid tribute to their sense of volunteerism.



HRDN HIGHLIGHTS

Mr Sajad Ahmed, Programme Officer Training HRDN, made a presentation about the HRDN's activities in the past year and updated the members regarding the upcoming events. He highlighted the HRDN's activities in the earthquake affected areas where it carried out projects in collaboration with Save the Children – UK, ILO and UNDP. He mentioned that though the HRDN carried on with its regular activities but after the earthquake it shifted its focus to relief and rehabilitation activities.

Updating the members about the HRDN's regular activities Mr Sajad mentioned the 9th Annual Trainers' Retreat (ATR). He also informed the participants that the organisation of 4th International HRD Congress would be subject to the political situation of the country, as regular activities of similar nature carried out

by different organisations were greatly affected due to security reasons and political conditions in the country. He also briefed the members regarding the HRDN Monthly Forums.

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

MEMBERS' FEEDBACK

The members appreciated the efforts of the HRDN Secretariat and the work which it accomplished during the last years. They gave their feedback regarding the HRDN's activities and how the Network could be made more effective. Some of the members had shown concern regarding the waning interest of the older members of the Network.

On the second day of the ANM, a session was organised on "Social Justice, Good Governance and Human Development". The issue was really pertinent, especially in the context of Pakistan. The speakers for the session were Justice (R) Khattur Rahman, Dr. Rubina Saigal and Mr Anees Jilani. The moderator for the session was Dr Tahir Hjazri.

Dr Hjazri welcomed the speakers and highlighted the importance of justice in a social system. It ultimately affected all spheres of life, he emphasised. The first speaker for the session Justice (R) Rahman, stressed on the importance of the Constitution and following it in true spirit. He said that provision of justice was linked with every social aspect, be it development, governance, education, health or law and order. He said that justice meant to place something where it duly belonged. The very preamble of the Constitution provided us the principles of democracy, freedom, equality, tolerance and social justice in accordance with the teachings of Islam. He said that provision of justice



was one of the most praised actions by God and in an Islamic society systems must be developed in light of the teachings of the Quran as it was a great source of guidance to us.

The second speaker, Dr Rubina Saigal, rested her speech on her paper "SAARC in 2020: The Dream, The Nightmare, The Wakeup Call" as it had all the ideas related to social justice. She began by giving scathing remarks about the excessive use of terms like human development, social justice and good governance which had become clichés and lost their meaning. Dr Rubina said that all these ideas had been discussed by prophets and all revolutionaries but we did not see much of these in practical life, particularly towards more vulnerable groups. She disagreed with the relationship between these terms and the concepts they stood for and said that these had become myths internationally. Dr Rubina mentioned that she owed the writing of the paper to a dream that she had of a peaceful, prosperous and progressive South Asia. She visualised South Asia as a union of regional countries, having one currency. Unfortunately real South Asia was quite contrary to that and a lot more was being spent on building military might than on public welfare. She regretted that by attaining military supremacy we pushed back social justice and good governance. As long as religious bigotry and fundamentalism and nationalism were not uprooted from South Asia we should not have high hopes for social justice, good governance and human development, she concluded.



Third speaker for the day was Mr Anees Jilani. He highlighted the fact that in Pakistani society there were groups of people who loved to be the witness, the judge and the jury, all in one. Having absolutely lost the sense of justice, we as a nation were responsible for the situation in the country. He said that in the garb of battle for Good and Evil, which was being fought in Pakistan's northern areas, there were economic issues and it was actually a battle between haves and have-nots. He said that we needed to instill hope in the young minds before they went away, as hope mattered more than happiness.

Summing up the session, Dr Hijazi said that Pakistani newspapers had more news about violence than most of the countries of the world. We as a nation tended to glorify sorrow and gave little space to joys in life. He said that entire society had a role to play in this regard.

At the end of the session there was an interactive question and answer session in which the AMM participants put questions to the speakers.

EXHIBITION

Providing the AMM participants the opportunity to keep themselves abreast with the latest literature in development sector organisations like Rozan, Strengthening Participatory Organization, and Roche arranged their stalls where they displayed the recent publications of their organisations. Besides that, the HRDN also arranged its stalls and displayed its publications as well. The participants showed great interest in the publications.



NETWORKING AND EXPERIENCE SHARING

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

Membership, Networking and Publications

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 678 and the category wise break up is as follow:

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



Category	2007	Male	Female
General	371	234	137
Professional	183	112	71
Organizational	110	-	-
Student	34	22	12
Total	708	368	225

Forums

Organizing monthly forum is one of the regular activity of the HRDN that provides an opportunity to all the participants, members and non-members (as this activity is open for all) to come together and listen to an expert on a particular topic and then get involved in knowledge sharing and constructive dialogues. The frequency of the monthly forums was greatly disrupted due to prevailing political crisis and security concerns in the country. During 2007, the HRDN organised four Monthly Forums. The topics for Forum were selected bearing in mind the professional interests of HRDN members.

Details of the Forums organised during 2007 are as follow:

"Creative Thinking Skills" (23rd January, 2007)

Creative thinking involves creating something new and original. It involves the skills of flexibility, originality, fluency, elaboration, brainstorming, modification, imagery, assertive thinking, attribute listing and metaphorical thinking. The aim of the creative thinking is to stimulate curiosity and promote divergence. These were the words said by Ms. Samina Chaudhry in the forum on "Creative Thinking".



Ms. Samina Chaudhry is Programme Manager Edward de Bono Foundation Pakistan. She introduced philosophy of Dr. Edward de Bono and his contributions, talked about thinking and creative thinking and working of brain during the session.

"Disaster and Human Resource Issues" (12th March, 2007)

HRDN organised forum on "Disaster and Human Resources Issues: Lessons from post Tsunami experience in Sri Lanka". Ms. Michael Lyons (Professor of Urban Development in London South Bank University) was the resource person of the forum. Having a wide experience in research and consultancies in Sub Saharan Africa, Latin America, South Asia and working with NGOs, she explained the failure of post disaster reconstruction in achieving its stated objectives. These failures might be doubled due to the centralised approaches generally adopted during reconstruction, which is encouraged by competition among economic, political and not for profit actors. She threw light on the HR issues in disaster situations that a major impact on how these play out. The presentation analysed the successes, failures and processes of the main housing reconstruction policies in post Tsunami situation in Sri Lanka and related them to relevant HR issues in post earthquake scenario in Pakistan.

"Triggering Development through PSDP"

(26th July 2007, Islamabad)

In order to understand the role of Public Sector Development Programme (PSDP), HRDN organised forum with the topic of "Triggering Development through PSDP". Ms. Noor Fatima (Political Economist) was the resource person of the forum. She mentioned that despite the



considerable raise in the Public Sector Development Programme, the capacity did not reflected in a result oriented manner. The funds allocated by the Government often got lapse due to under utilization or non utilization at all. She stressed the need to redefine the concept and approaches of PSDP for better utilization of development funds.

"Development Forum Civil Society Organizations" (24th August, 2007)

HRDN in collaboration with NGO Resource Centre organized a development forum at Karachi for Civil Society Organisations. Ms. Khadeeja Baki; an independent Consultant on Sustainability and Corporate Social Responsibility (CSR) gave an interactive talk on "Foundations for Building a Sustainable Organisation". Ms. Baki said some organisations were doing well in CSR, despite the fact that majority of the corporations have still not developed their CSR policies. She agreed with the point of view of most of the participants that big multinational corporations particularly of exploration companies are not spending the mandatory amount on social uplift of their respective area of operations. Mr. Anis Danish of NGORC gave a comprehensive presentation about HRDN and its functions. The participants mainly belonging to local and national civil society organisations actively participated in a lively discussion on status of CSR in Pakistan.

"Major Threats to Human Race" (12th December, 2007)

Dr. Inayatullah a renowned social scientist and research scholar delivered lecture on the topic of "Major Threats TO Human Race" in a forum organised by HRDN. He shared his views on the arms race, a perilous threat to human existence on

the planet. Dr. Inayatullah described the culture of conflict, violence and war (CIVV) and its intensification in the 20th century, the most fatal threat to human race. Explaining the culture of conflict he said that it rises from a group, ethnic, national or international level. These conflicts of individuals lead to the national clashes. "This divergence and variance in human mind and psychology often leads to arguments and collisions. If we closely observe the organism of human life we will come to know that these conflicts are part of human life and are inevitable", he said.

To him, the second threat to human race was the recent trends in military spending. The world military expenditure is extremely unevenly distributed. He shared that in 2008 the 15 countries with the highest military spending accounted for 53% of the total. The USA is responsible for 48% of world's military spending, distantly followed by the UK, France, Japan and China with 4-5 per cent each. Third threat Nuclear Weapons are very deadly and their usage to kill humanity is threatening indeed. He gave example of Hiroshima and Nagasaki where nuclear bomb killed the masses in seconds and ruined the cities for the rest of the century.

He rated global warming and environmental degradation as the third major threat to human race and ironically the root of this environmental degradation are again a few industrially developed countries.

Consultative Sessions

In order to raise awareness and making its visibility felt in a positive way HERON organized policy dialogues and seminars time to time. These seminars addressed a wide range of issues. These seminars arranged in a way to allow ample time for discussions and to reach at a patent conclusion.

The objectives of conducting these seminars were:

- To contribute to the efforts of bringing about positive attitudinal change amongst individuals/organisations

- To identify the core issues relevant to the development sector
- To share knowledge

Policy Dialogue on Children's Rights:

The HRDN in partnership with Save the Children – UK organised a policy dialogue on Children's Right in Muzaffargarh on March 20th, 2007. It was a co-hosted event. The main objective of the dialogue was to generate discussion on children's rights in Pakistan in general and in AJK specifically in post earthquake scenario.



Mr. Roomi S. Hayat, chairperson HRDN in his welcome address emphasised the need of taking the issues of children's right seriously and addressing those with extra care as he declared that the children are the future of the nations. He also signified the need of resolving the issues of children on priority basis after the devastating earthquake of 2005 in Pakistan, which left thousands of children vulnerable. He also pointed out the overall children situation in Pakistan by specifying the non availability of basic rights like food, shelter, health and education. He stated that we can only secure our future by safe guarding and providing children's basic rights.

The second presentation was based on the preliminary findings of the study conducted on the situation of children in post earthquake scenario, by save the children UK, UNICEF and Rural Support Programs Network (RSPN). Mr. Farhan Sami Khan from RSPN highlighted the issues emerged from during this period. Major issues came to the fore including: corporal punishment, domestic violence, early marriages, birth registration and physical harassment. He warned about increasing fears and trauma and clingy behaviour in earthquake affected areas.

Chief Justice of Azad Kashmir categorically stated that his professional commitments did not permit him to be in public places and address audience, however since he is convinced by urgency of the issue therefore, he conceded



to be part of the very serious gathering to safe guard our children's rights. He admitted that there were considerable problems presently being faced by the children in Azad Kashmir after the earthquake, for instance starvation, diseases, disability and insecurity being left alone. He also appreciated the role of civil society organisations in relief, rehabilitation and reconstruction phases and this dialogue is one of the interventions which could bring relief to the vulnerable and devastated segment (children) of the society.

The second session was chaired by Mr. Abdur Rashid Abbasi, the Minister for Law of the state of AJK. Mr. Anwar Jilani (Advocate) presented on the legal aspects of children's rights. He pointed out that AJK is absolutely lacking the legislation regarding provision of children rights. He said no law is available regarding orphanages in AJK and this is a very ironical situation. He discussed International Convention on Child Rights (ICRC) and its implications in AJK and Pakistan. He rejected the corporal punishment by teachers and parents. While discussing the childhood marriages, he emphasised that it is unfair and inhuman and stressed upon the need of legislation on the issue. He also touched upon the important laws like children trafficking, child labour that should be implemented in all over Pakistan and AJK.



Mr. Abdur Rashid Abbasi in his wrap-up address informed that there have been laws available to children protection and rights in AJK. He also reported that the Law Ministry is already working on adopting more laws for the protection of children. HE re-ensured his ministry's commitment for necessary legislation for the protection of rights of children.

The children took very active part in the discussion generated by the paper presenters and asked very relevant questions regarding violation of their rights. Hassan Noor Saadi the head of Kashmir Programme from Save the Children UK also spoke at the end of this session. He thanked the audience members

and the children for attending the policy dialogue. He stressed that we should talk about the issues affecting children from all perspectives.

Members Networking and Consultation Session

Human Resource Development Network organized a Networking and Consultation Session on 6 June, 2007 at HRDN secretariat. The foremost objective of holding this event was to consult HRDN's valuable members and seek their guidance for defining future course of action of the Network, and a greater involvement in shaping up HRDN's programmes and activities with a consensus. The members came up with practical ideas and logical suggestions for enhancing HRDN's effectiveness of its out reach. A volunteer group was formed in the meeting to help HRDN to implement the programme more effectively. The follow up meeting was also called upon in June 2007 for execution of the activities devised by a larger group of HRDN members.

Quarterly ILLUME

ILLUME is a networking as well as information sharing tool. Published quarterly, ILLUME has a wide dissemination in various sectors and there has been an increase in its circulation. Besides that it is accessible from HRDN's website as well. It has proved to be the most effective way of communication with the HRDN members and a source of networking in development sector in general and other sectors in particular.





Outreach Efforts

Women Community Centre (WCC)

The HRDN had launched a project to impart income generating skills training to women in Chatar Plain area in District Manasluva, NWFP, with the financial assistance of the ILO in October 2006. The basic idea was to help the local communities restore livelihoods they lost in the wake of the earthquake in 2005 and create a culturally compatible space for women where their capacities could be built. The HRDN had already had an established WCC in the area and active social mobilisation teams. The WCC was already functional but the ILO support enabled the organisation to expand its operations to other UCs and train more people.

The project objectives were to:

- Create gainful employment and income generation opportunities for women
- Provide necessary training to women for their economic and social empowerment

The project target was to train 300 women and this target was set on the basis of the response shown by the local community over the last year. The response was encouraging not only in Chatar Plain but the demonstration effect had made things easier for the HRDN in the nearby UCs as well. The beneficiaries for the project were the community in general and three hundred and two trained women in particular.

The trainings during the project were conducted in the following trades:

- Tailoring
- Tie and Dye
- Candle making
- Paper Mache
- Handbag making

The HRDN have the honour of achieving substantial results. The community response had been very encouraging, which was one of the most important factors to make the project a success. The HRDN carried out the project activities during the apparently hibernating period as well, and the ILO's consistent support catalyzed the entire exercise. The HRDN's work has brought substantial change in the lives of the women in the project area as demonstrated in nearby Chadir Plain.

Market Driven Entrepreneurial Training

Replication of WCC

The disaster of 8th October, 2005 brought deadly devastation to the people of NWFP and AJK enveloping all kind of physical and financial losses. There was a dire need to help people revive their livelihood and not to let them stumble into the abyss of dependency. To address this concern the HRDN in partnership International Labour Organisation (ILO) launched a project to impart employable skills to the people in the affected areas of Balakot and Muzaffargarh. The main goal behind this project was to empower people by flourishing their skills to a marketable level.

The one-month project began in March but to cater for great community response the ILO and HRDN agreed to extend it for another month, initially the trainings were planned to be carried out in Sewing and tailoring, Tie and Dye, Candle making, and paper Mache. Some new training were included in the phase II like Jam & squash, surf & soap making. Local skilled people were engaged during the training course that later proved to be more beneficial. It was an income generating and employment opportunity for the local skilled people. Preference was given to the local people while hiring other staff which received greater acceptability from the community.

Over all the impact and output of the project portrayed an optimistic picture as HRDN arranged various meetings of the participants to link them with the suitable market. As the core objective of the training was to empower them and let them feel independent and rely on their own potentialities.

Community Based Livelihood Recovery Programme (CBLRP) Project

In the aftermath of the October 8, 2005 earthquake, it became essential to facilitate the affected people to realize the post-earthquake reality and live with hope and confidence again. The destruction was on an unprecedented scale and to mobilise local community to work collectively for greater good. United Nations Development Programme (UNDP) initiated Community Based Livelihood Recovery Programme in the affected areas of Balakot (NWFP) and Mutafarsbad (AJK).



The HRDN partnered with UNDP in imparting training to community members and officials of the line departments. The HRDN established a Training Support Unit, its field offices, finalized the training teams and within ten days of the signing of the contract, training delivery began.

The main thrust of the training was on enhancing the community's management and leadership skills and to make them aware of the resources they had, how they could utilise them to the maximum and how they could make the most of the external help and become self reliant by working collectively and on self help basis. Other important aspects of the training programme were to build capacity of the line departments' officials, of local non-governmental organisations (NGOs) and to develop linkages between the community and line departments. In all developmental activities, especially in participatory development, the community is the main stakeholder. Therefore, the training activities in the project focussed mainly on the training of community members. Six different trainings were conducted during the project. First four types of the training listed below were for the community while the last two were for the line departments' officials.

1. Community Management Skills Training (CMST)
2. Leadership Management Skills Training (LMST)

3. Community Management Training (CMT)
4. Activist Conference
5. Project Cycle Management (PCM)
6. Business Process Re-engineering (BPR)



Training Locations for Community Training

a) Balakot

In Balakot training events were conducted at five different locations, which were at 30 minutes distance from the HRDN field unit and were easily accessible. The trainings were conducted at:



- Balakot
- Hassanabad
- Ishaq Naji
- Sat Banni
- Garti Habibullah

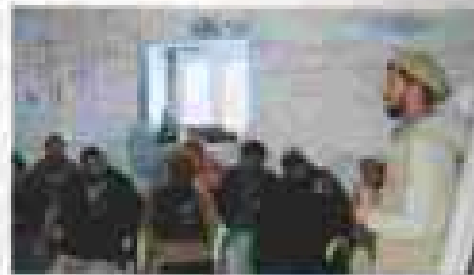


b) Muzaffarabad

In Muzaffarabad, the training locations were various and training events were conducted at eight different locations. The number of locations, in addition to inclement weather, made things even more challenging in Muzaffarabad and kept the HRDN field teams continuously on the move but hats off to them who worked day in and day out to make logistic arrangements for training delivery. In some of the cases the travel time to venues was over two hours and the training teams had to travel amidst the risks of downpour and landslides. In Muzaffarabad the trainings were conducted at following locations:



- Garhi Dupatta
- Banta Jabur
- Pattika
- Hoer Koti
- Lawasi
- Batai
- Chatar Pawen
- Bardi Fatah Jang



The HRDN went beyond its targets and trained over 2000 community members. The details of trainings conducted are listed as,

	Training Title	No. of Participants
1.	Community Management Skills	974
2.	Leadership Management Skills	629
3.	Community Management Skills	255
4.	Activists Workshop	341
	Total	2299*

Besides community trainings, HRDN also conducted two trainings for capacity building of officials of the line departments on Project Cycle Management and Business Processes Re-engineering. The organization not only went beyond the project targets but also completed the project well in time despite harsh weather conditions. The participants appreciated the HRDN's efforts and the quality of trainings. Some of the participants suggested that there should be refresher courses. An MIS, having all the details about the participants, has been prepared, which would be a good database for future endeavours in the area.



Other Activities

Building Capacities

Building capacities and making human resource conversant to the now emerging challenges of the prevailing competent atmosphere has been a salient feature of the HRDN mission. For attaining this goal the organisation regularly arranges trainings in different areas and subjects.



Proposal Writing Training

TWO comprehensive and extensive trainings were arranged by HRDN over "PROPOSAL WRITING". These training workshop aimed to equip the HRDN member organisations with the skills required to prepare winning proposals by providing the participants the opportunity to have a first hand knowledge of the donors' requirements, as the resource persons were from the leading donor agencies with extensive field experience. The training workshops were made more and more interactive, consisting of lectures, discussions, group work, presentations, role-plays designed to highlight some of the important lessons. The resource person was Mr. Asmatullah, seasoned development professional with the prior experience of conducting a number of similar workshops. He has been involved in proposal writing and also been a part of proposal acceptance committees with different donor agencies. Other resource persons included Mr. Saad Gilani, Mr. Mubashir Nabi, and Mr. Ijaz Khalig.



Objectives

The training objectives were to

- ① Orient participants with the principles of fundraising
- ② Identify sources of financial and technical support
- ③ Understand the processes of project proposal development

Focus Areas

The training focus areas were:

- Proposal Writing
- Project planning/management framework
- Financial management
- Understanding donors
- Programme orientation by donor agencies

Contents

1. Principles of fundraising
2. Fundamentals of Project Proposal Development
3. Developing Conceptual Models
4. Concept Paper Guidelines
5. Developing Logical Frame Work Analysis (LFA)
6. Writing a Project Goal
7. Writing Project Specific Objectives
8. Choosing Activities

Technical Writing Skills Training for ILO Staff

Communication within an organisation and between organisations is of utmost importance. Ability to write effectively and persuasively is a skill and not an instinctive quality. Like other skills, it must be learnt, practiced and mastered. The HRCM organised a customized training for the staff and partners of International Labour Organisation (ILO). Mr. Fayyaz Khan was the resource person. Content of the training include organisational communication and technical writing, technical formats etc.

Contents of the training:

Organisational Communication (types, purposes, contents & characteristics)

What is Technical Writing

- i. Area of technical writing
- ii. Elements of technical writing

Technical Report Formats

- o Types of technical reports
- o Components of a technical report
- o How to write various components of a technical report

Thinking Process

- o Critical and creative thinking

Writing Process

- o Pre-writing
- o Drafting
- o Revising
- o Editing

Paragraphing

- o Types and patterns of paragraphs
- o Qualities of a good paragraph
- o Reducing paragraph sprawl
- o Adding variety and style to paragraphs
- o Effective use of transitions to improve writing

Editing

- o Removing fat
- o Using proper words
- o Achieving consistency & Sentence combining
- o Proof reading & Spellings and punctuation
- o Consistency

Documentation

Critiquing Major Sections of a Research Report

Practical Exercises



Looking Ahead

Annual Trainers Retreat

The 9th ATR will be organised in April or May 2008. There are four proposed destinations for the annual event, which are Maldives, Egypt, Malaysia and United Arab Emirates. 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 "Microfinance and Human Development." There are some concerns regarding the organization of the event due to political uncertainty in the country.

Forums

The HRDN monthly Forums will be in full swing as the country will hopefully be moving 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.

Annexures

Governing Body

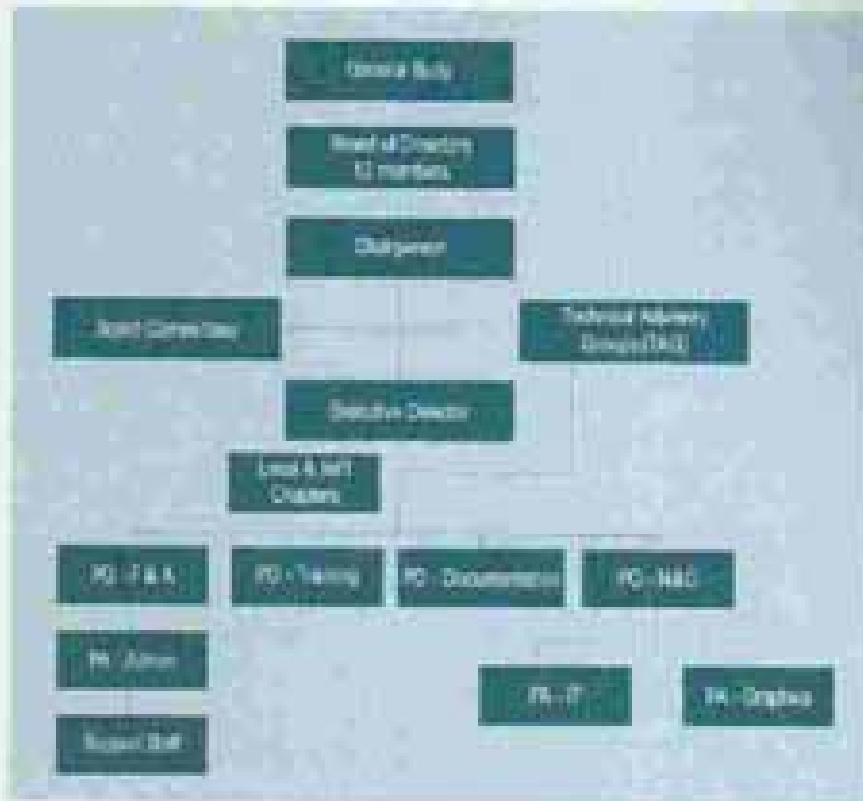
Mr Rooni S Hayat	(Chairperson)
Ms Rubenia Bangash	(Founder Member)
Ms Aqela	(Founder Member)
Mr Ch Haq Nawaz	(Founder Member)
Mr Ch Iqbal ul Haq	(Professional Member)
Mr Waqar Haider Awan	(Professional Member)
Mr Mubasher Naci	(Professional Member)
Mr Sheeraz Aalam Mian	(Professional Member)
Ms Farhat Inam	(General Member)
Taraqee Foundation	(Organisational Member)
ActionAid Pakistan	(Organisational Member)
Awaz CDS	(Organisational Member)

HRDN Staff

Mr Sajjad Ahmed	Programme Officer Training
Ms Syeda Mujeeba Batool	Programme Officer Networking & Communication
Mr Zulfqar Hyder	Programme Officer Documentation & Research
Mr Faruq Haider	Programme Assistant Finance
Mr Bilal Khan	Programme Assistant Graphics
Mr M. Hammad Hanif	Programme Assistant IT
(Mr Yaseer Ali)	Programme Assistant IT
(Mr Moedat Banoor)	Programme Assistant Administration
Mr M. Ismail	Receptionist

The names in parentheses denote staff members who left the HRDN during 2007

Organizational Chart



Financial Statements for 2007

HUMAN RESOURCE DEVELOPMENT AUTHORITY BALANCE SHEET AS AT DECEMBER 31, 2007

	2007	2006
	(\$'000)	(\$'000)
CAPITAL CONTRIBUTIONS		
Proceeds	1,024,470	1,400,000
Current Assets		
Prepaid expenses and other receivables	87,851	1,071,880
Cash and cash equivalents	2,422,098	2,280,779
	2,509,949	3,352,659
TOTAL ASSETS	<u>3,534,419</u>	<u>4,752,659</u>
Current Liabilities		
Accounts payable and accrued liabilities	427,132	1,480,000
Provision for vacation	1,000,000	1,417,179
	1,427,132	2,897,179
NET ASSETS	<u>2,107,287</u>	<u>1,855,480</u>
Contingent Liabilities		
Contingent liability	641,100	641,100
Contingent Assets		
Contingent asset	100,000	244,000
NET CONTINGENT LIABILITIES	<u>541,100</u>	<u>397,100</u>

The amounts shown here are a major part of the financial statements.
Further notes are attached.




**HUMAN RESOURCE DEVELOPMENT ACTIVITIES
STATEMENT OF INCOME AND EXPENDITURE
FOR THE YEAR ENDED DECEMBER 31, 2007**

		2007 (Rounded)	2006 (Rounded)
REVENUE			
Grants	66	10,445,075	10,118,346
Revolving fund, donations and other contributions	67	1,175,349	895,492
Other income	68	108,849	274,349
		<u>12,729,273</u>	<u>11,288,187</u>
EXPENDITURES			
Programs and services	69	10,122,127	9,738,799
Operating costs	70	6,000,071	4,300,449
Depreciation		204,000	204,000
		<u>16,326,200</u>	<u>14,243,248</u>
Excess (or deficit) before Transfer		(3,596,927)	(2,955,061)
Transfer to Transfer			
Income and loss per		5,002	11,000
Transfer		5,002	11,000
Excess (or deficit) before Transfer		<u>(3,591,925)</u>	<u>(2,944,061)</u>

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





