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ILLUME

Q U A R T E R L Y

Human Security



Human Resource Development Network

Editorial



A humane world where people can live in security and dignity, free from poverty and despair, is still a dream for many and should be enjoyed by all. In such dream a world, where every individual would be guaranteed freedom from fear and freedom from want, with an equal opportunity to fully develop his/ her potential. Building human security is essential to make this dream come true.

In real meaning, human security means freedom from pervasive threats to people's rights, their safety or even their lives.

Human security has become both a new measure of global security and a new agenda for global action. Safety essentially is the hallmark of freedom from fear and well-being is the aim of freedom from want. Human security and human development are thus two sides of the same coin, underpinning and leading to a conducive environment for each other.

Looking at the changing patterns of human security in different regions of the world, HRDN decided to take up the issue to bring it to the center stage of the policy agenda and organized 3rd International HRD Congress on the theme of "Human Security and Social Development: Issues and Perspectives". This issue of ILLUME is the follow up of the Congress organized in November last year. Visit www.hrdcongress.net

This issue of ILLUME includes interview with Mr Jan Vendemoortele, he expressed his views on the current security situation in the world and measures to deal with it. Ms Devyani Mani explained issues in making "Human Security" operational in her article. Ms Afiya Shehrbano took up issue of security in conflict situation in a Pakistani context. Apart from its regular features, this quarter's ILLUME includes a new feature and that is "Introduction of HRDN's Organizational Members"

Last but not the least, I look forward to have your views and feedback about ILLUME this quarter. Write to me at editorillume@hrdn.net

Happy reading!!!

Syeda Mujeeba Batool

Content

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Interview with Jan Vandemoortele

By Syeda Mujeeba Batool & Zulfqar Haider



Mr. Jan Vandemoortele is the United Nations Resident Coordinator and UNDP's Resident Representative in Pakistan since 2005. He is also serving as Humanitarian Coordinator in the wake of October 8th Earthquake 2005.

He holds Ph.D in Development Economics and has been involved in development related activities almost for two decades now. He worked with International Labour Organization in the 1980s and 1990s. He worked with UNDP and UNICEF on different projects in Malawi and New York respectively. His work is focused on equity and effectiveness of social and economic policy, public finance and labour markets.

Mr. Vandemoortele was the director of the Poverty Group at UNDP in New York from 2001 to 2005 and was co-chair of the UN interagency group that had put the Millennium Development Goals together 2001.

ILLUME: *Can you define what is at the heart of the concept of human security?*

Vandemoortele: The core of the concept of human security is freedom from want and freedom from fear. Freedom from want is that the basic needs of all the individuals in the society are satisfied for instance health, education, and nutrition you name it and that is taken care of. Freedom from fear is that the people don't have any anxiety about their personal security situation and also free from anxiety about the unemployment, marginalization and exclusion within the society. These are the two core issues of the human security.

ILLUME: *We in Pakistan are facing both kinds of insecurities you have just mentioned. I will refer to the first type of insecurity, looking at the situation of street security in Pakistan which is worrying every one. We are not sure if we go to a busy market and will return home safe and sound. What measures do you think our government should take to provide security to its*

people?

Vandemoortele: Pakistan is not the only country that faces these issues, these challenges are universal and many of them are even related to developed countries, especially the freedom from fear, unemployment, and security on the streets it applies to rich and poor countries alike. It is the responsibility of the state to provide security to the people and they need to look into the issue of security in an urgent way and put whatever resources the governments have because this is the issue of the human survival.

ILLUME: *What are your views regarding the state of global security with the world going into the year 2007?*

Vandemoortele: It is a mixed picture and being a born optimist, I would like to look at the achievements not only at the shortcomings. I agree that there are shortcomings but let us not be blinded by them. I think we are making progress, the world is making progress. Every child that gets into school, every child that gets well nourished, every baby that is born in a safe condition with trained health worker shows our progress. I also agree that it is inadequate and we wish that we had more of it. We sometimes have setbacks like the security situations as you just have referred to and such situations push our efforts back. These are step sideways or step backwards but we cannot be blinded for not seeing the progress that we are making. Because I think the real enemy of human security is the perception that we are not making progress and the whole process is hopeless. We have to change this perception because if we don't believe that we can reach at certain point then we are never going to make it.

ILLUME: *Certainly we are making progress internationally towards human security, but what do you think with the dawn of new challenges regarding freedom from want and freedom from fear, are we in a position to react to them in time? Don't you think by the time the new challenges arise, a lot of damage has already been done?*

Vandemoortele: Yes we are trying to react to these challenges in a way that shows that we are a global community or a national community which is engaged in handling security issues cohesively. We have experienced that in the outbreak of SARS. Remember a few years ago the world was able to respond to that epidemic in an adequate way. We are now trying to combat Avian and Influenza. Yes there are people who are victims, dying and affected by these epidemics, but we are responding to it, it is not that we overwhelmed by these diseases. This is the nature, once these challenges occur and we see that as a community we are able to respond to it. We saw that in the wake of the earthquake in Pakistan, it was a disaster and we responded to it promptly and we should be encouraged by those ways we dealt with that situation.

ILLUME: *Internationally the UN is looked at as a security enforcer and mediator. Such a role entails a lot of responsibility. How far, in your opinion, the UN has succeeded in living up to the people's expectations? What do you see to be the UN's role?*

Vandemoortele: The UN has the dual role, first of all through its operational interventions on the ground. We have a series of interventions, activities and projects in Pakistan to address many challenges like polio, girls' education, HIV/AIDS and so on, this is one part. But perhaps the more important part is the role of convener and of good offices because many of those challenges we face, it is the mutual understanding and the good communication between the various stakeholders that needs to be established and that applies to issues of peace and security, issues of poverty reduction, human development, issues of environmental sustainability. It is really the power of the UN that helps bringing the different stakeholders together and keeps them communicated with each other. There are lots of misperceptions which come from the mutual misunderstandings. As the UN is there and plays its role not so much on programmatic side but this convening power that it has, for me it is more important interventions than the programmatic

interventions.

ILLUME: *The way the UN was by-passed in recent conflicts raised quite a few questions about the UN's powers. Are there ways to strengthen the UN?*

Vandemoortele: Yes certainly it was. You are referring to 2003 when the war in Iraq had begun; this again shows the importance of the convening power of the UN. We had the fragmentation among the governments which are the members of the UN. This was not a fragmentation of the UN as an institution. This was a fragmentation of the membership of the UN and this is where the institution is so critical in making those fault lines to heal again. We had a fault line and there were two groups of member states and there was deep division on the conflict in Iraq. But three years later we see that this fault line is filling, the US is the main party in this conflict and they keep on going to the Security Council not because the Security Council brings any material support to them. It brings that moral authority and legitimacy and that is so essential to work in global community. Yes the UN can be strengthened; must be strengthened but the most important thing for the UN is to keep the membership together despite the differences among the members and despite the differences in interests and perceptions to keep it together. The good thing is that when the war in Iraq started, the fault line did not break the global coalition and it did not break the organization. The organization is still there and you see that the major stakeholders are still together in many areas North Korea and other flash points they are going to the Security Council which is for me is a measurable success of the UN.

ILLUME: *You have talked about the Iraq war. Do you think that in certain situations, this kind of actions by certain states give a message that there are countries that are stronger than the UN?*

Vandemoortele: The fundamental principle of the UN is the equality among nations; one country one vote. That principle does not take



away the reality that in the outside world things are different. Some countries are “more equal than others.” Which is ironical but the principle is good we should strive for that, we should ensure that there is true democracy but the real world is based on things, like economic and military might etc. This is the reality but we have the Principle to help over come the reality that it is not excluding any member state of the UN.

ILLUME: *What, in your opinion, is the most important security issue in the 21st century? Would you consider that, weapons proliferation, to be the greatest security issue?*

Vandemoortele: I don't think so. For me the greatest security challenge is the cohesiveness in the world; nationally and internationally. The growing disparity that we see across the world within countries and between countries is the greatest risk to human security. Because from that stems a lot of dissatisfaction and a lot of sources of fear and anxiety. We have to make sure some how we reverse the existing trends that now are persistent for twenty five years. We are seeing widening of gaps within countries, in your country, in my country almost universally in all the countries also widening of the gaps between the different groups of the countries. The rich and the poor: within the G 77 this is another cohesive group. We have to really go back to that cohesiveness. The break up of social cohesion is leading to all the problems that we see including the weapon proliferation.

Because some countries or groups feel threatened, feel disenfranchised and then they go for all sorts of things.

ILLUME: *Looking at the widening of the gaps between the countries and groups one can see that we already reached the situation once prevailed before the World War II. One thinks in an awe that what future we are going to give to our next generation?*

Vandemoortele: This is a real challenge for the leaders of the world who are proponents of a new strategy of development based on private initiative, private sector led liberalization, privatization and deregulation. It is bringing prosperity to the nations, for instance Pakistan has had 7-8 percent economic growth. It has its merits but the biggest challenge is the new orthodoxy in policy framework unwilling to change.

ILLUME: *What would be your comments about the perception that achieving the Millennium Development Goals (MDGs) is a race against time?*

Vandemoortele: Oh yes it is definitely a race against time. The targets have to be met by 2015. And these were set in 1990s so these were set for the period of twenty five years. We are left only with less than a third part of the set time. We are falling behind and why we are falling behind, despite the fabulous economic growth that we see across the regions, Asia and Latin America in the lead and even Africa is picking up. We have the economic activity to underpin it and yet we don't distribute the benefits. We come back to the same thing of social cohesion and growing gaps. Why are we not going to reach the MDGs globally by 2015 because at the bottom 20, 30, 40 percent of the populations of the countries is missing out. They are bypassing the very people who need this development the most.

ILLUME: *People have their concerns regarding the MDGs and look at them as the UN is setting targets for other countries. Does this view place the UN in an untenable position?*

Vandemoortele: There is a growing misperception of the MDGs. I was one of the people who put together the MDGs in 2001 when I was in New York. They are not meant to be owned by any agenda or any framework on any particular country. The MDGs are meant to be achieved at a global level. All the countries together that is where they can reach when you had it all out, it does not mean that each and every country has to reach at the same level. That will be a denial of the conflicts and history and endowments of the different countries. Some countries will do much better than the others. This mis-perception that MDGs are one size fits all irrespective of historical backgrounds of resources and needs. The MDGs are not meant to impose any framework to any particular country. The agenda that was set in New York cannot be applied to Pakistan or Peru or Bangladesh. These countries have to set their own set of targets which will necessitate a balance between myth and reality. It is difficult to reach the targets and is essentially a political process.

ILLUME: *How do you look at Pakistan's progress in relation to the eight MDGs?*

Vandemoortele: The direction is good; the pace is not too encouraging. We are making progress on most and again Pakistan gives the mix picture like many other countries. Pakistan is really doing well on some of the targets for instance we are making progress on education in general and on girls education. We are a few steps behind in combating Polio. We see an acceleration of the progress but we need to do much more if want to reach the level of social development.

ILLUME: *The UNDP's role in the wake of the October 2005 earthquake has been really appreciated. Were there any areas that you think could have been improved upon?*

Vandemoortele: Well if these things happen coordination is the key to deal with emergency situations. It is making sure that there is a mechanism in place so that a system that comes

from the national partners and international partners is diverted to the most pressing needs. And we had that; we pioneered what we call the cluster approach where people got together around education, health, livelihoods. We made sure that agency centric approach was not the main focus. Normally, somebody comes from the UNICEF, they develop UNICEF specific programme, or from Oxfam, they might develop Oxfam specific programme. We prepared a holistic programme for education, health and livelihoods for the affected people that involved all the stakeholders and it helped. I agree that we could not get enough of coordination in that situation, it cannot be perfect in emergencies but it can always be improved. I think we have delivered a lot as in the wake of the earthquake we had a group of cohesive humanitarian actors on the ground. They discussed, consulted each other also there was a process of giving and taking which I think is essential. Now beyond the earthquake we are trying to do the same thing in development with UN reform when it comes to addressing some of the issues of human security especially of freedom from want. We are trying that all the development actors are integrated and they do not have separate, stand alone agency programmes in the same sector that seldom connect with each other and gets overlapped and creates fragmentation. Cohesiveness among all the actors is the next agenda for the UN reform at the country level so that we have one voice, one programme with one budget.



Some issues in making “Human Security” Operational

By Devyani Mani



Dr. Devyani Mani holds a Ph.D in Urban Engineering from Tokyo University Japan. She currently coordinates the Human Security Unit at The United Nations Center for Regional Development (UNCRD), which she joined in 1998. Dr. Mani had been involved in research and training on human security, decentralization, poverty reduction, governance, environmental management, and the use of information and communication technologies and development. She has published several articles, book chapters and research reports related with those issues. She has vast experience of working in South and Southeast Asia and has worked on planning and low cost housing projects in India as a planning consultant during 1997-98. And also as an associate architect with VAST SHILPA foundation from 1989-1992.

The term “human security” is increasingly being used in development discourse in recent years. Human security focuses on the human being and addresses both conflict- and development-related insecurities that constrain peace and sustainable development. The definition of human security by the Commission on Human Security (CHS) is now widely accepted:


...to protect the vital core of all human lives in ways that enhance human freedoms and human fulfilment. Human security means protecting fundamental freedoms that are the essence of life. It means protecting people from critical (severe) and pervasive (widespread) threats and situations. It means using processes that build on people's strengths and aspirations. It means creating political, social, environmental, economic, military and cultural systems that together give people the **building blocks of survival, livelihood and dignity.**

While many of the issues that the concept of human security draws attention to are not new, it is urgent to adopt this approach given the rapid changes taking place worldwide in the economic, political, social, and cultural environments resulting in great progress but also heightened vulnerability. High economic growth is accompanied by increasing disparities between the rich and poor, fragility of job security with shifting markets and trends, and greater mobility of people in search of better opportunities. The movement of people and the spread of new communication technologies are resulting in social changes where traditional communities are breaking down and identity crises are increasing. Environmental changes are seen in more disasters and climate changes which devastate large numbers of people worldwide each year.

What is required is as stated by the first recommendation of the CHS in *Human Security Now* -- “putting human security at the top of the agenda”. To achieve this, efforts need to be made at the national level to integrate human security into policies affecting development and

conflict and at the sub-national and local levels where implementation of policies and programmes takes place.

The Human Security Unit at the United Nations Centre for Regional Development (UNCRD) in Nagoya, Japan has been making concerted effort to “put human security at the top of the agenda” by translating the human security concept into practical terms that are comprehensible to policymakers and development practitioners. Some lessons learned from various research and training projects undertaken since 1999 in the Asia Pacific Region are shared in this article under the following four categories:



1. Developing a National Definition of and Consensus on Human Security

When engaging policymakers on the need for integration of human security into policies and development programmes, responses commonly received in a number of developing countries are: "We are already addressing these issues"; "This is old wine in a new bottle"; or "Do we need new terms / new development fashions every few years?" The policymakers cannot be blamed for their frustration towards new development terminology. Rather, it is imperative to clearly delineate the "value added" aspects of the term "human security" and its vital role in mainstreaming neglected conflict and development issues into the mainstream agenda.

In countries that are emerging from conflict and/or experiencing rapid economic growth there is a hesitation to address human rights concerns or security issues that appear to undermine the national integrity. Each country has specific human security issues and therefore, developing country-specific terms is found useful in order to address the specific concerns in that country as well as ensure acceptance by all the stakeholders through provisions of their inputs to arrive at a consensus. This can be done through multi-stakeholder workshops such as the one undertaken in Thailand in May 2006.

Translation of the term "human security" into languages other than English can sometimes substantially change the nuance of the term and its implications. Extensive discussions are required among various stakeholders to arrive at the right local terms in the local language for human security while developing an appropriate national definition that reflects the needs and values of a specific country. Once this is achieved, mainstreaming the human security concept into policy becomes easier.

However, integration of human security into the development agenda has to go beyond mere insertion of the right words into policy documents. The next section will share some experience on how human security may be integrated into national policies for poverty reduction.

2. Mainstreaming Human Security into Strategies for the Millennium Development Goals (MDGs) and Poverty Reduction

Most developing countries have rather well articulated poverty assessments, poverty reduction strategies, and policies for poverty reduction and the MDGs. Criticisms of these have been that the poverty assessments are often donor driven, prepared by external consultants, focus on income poverty, and are written in the English language thereby not reflecting the needs of the poorest and most vulnerable communities.

Even where exceptional poverty assessments and analyses have been undertaken and excellent policies and programmes have been developed with the exception of a few countries poverty reduction is lagging in many countries. Even in those countries such as China and Vietnam that have achieved spectacular success in poverty reduction there remain pockets of persistent poverty and the creation of a new underclass such as migrants to urban areas and trafficked women and children.

In recent years, new vulnerabilities have emerged as a result of globalization, environmental degradation, and terrorism resulting in increasing insecurity for the section of the population that hovers just above the poverty line. These new vulnerabilities remain inadequately understood and addressed in development policies and poverty reduction strategies that tend to focus on the income poor.

The human security concept has considerable potential to add value to poverty reduction strategies and means to achieve the MDGs by calling for a focus on the most vulnerable groups. Documentation is required of the vulnerable groups, the factors that increase their vulnerability, as well as the coping strategies of various vulnerable groups under different circumstances.

In order to identify the shortcomings of poverty reduction strategies it is also helpful to assess local capacity to identify and address traditional and emerging vulnerabilities related to conflict and development. Programmes that address the gaps in the poverty reduction programmes by building on the coping strategies of the people and enhancing the capacity of the sub-national and local governments will contribute to increased human security and more effective poverty reduction. There is room to add value to existing strategies by undertaking human security assessments implemented by local communities for themselves in a participatory manner. For an example of such an assessment in Lao PDR, see www.uncrd.or.jp/hs/.

3. Building Capacity to Address Human Security

Building capacity to address human security requires activities to be undertaken at the national, subnational, and local levels. At the national level, the need is to ensure clarity and consistency in the use of the human security concept by the policymakers. This can be achieved through senior policy workshops that allow for discussion among the various concerned sectors and that include members from civil society organizations and academe. Ideally the senior policy workshops must be organized along with activities that will feed into the planning and policymaking processes.

At the sub-national and local levels, training activities need to be focused on understanding the human concept as well as developing and using the appropriate tools for vulnerability analysis and capacity assessment. Ideally, training must be undertaken for teams rather than individuals to enhance team work among the different sectors on identifying and integrating human security issues into development plans and programmes. These teams are ideally composed of members from various sectoral agencies, the planning agencies, and nongovernmental organizations (NGOs) active in addressing the issues of the most vulnerable groups. The training must include substantial practical components that involve developing realistic action plans and projects with a focus on human security. The most effective means are identifying ways to make current plans and programmes more focused on human security rather than developing new plans and programmes. Training for practitioners are best linked to the senior policy workshops to ensure coherence and support for activities.



In several countries, it is observed that communities

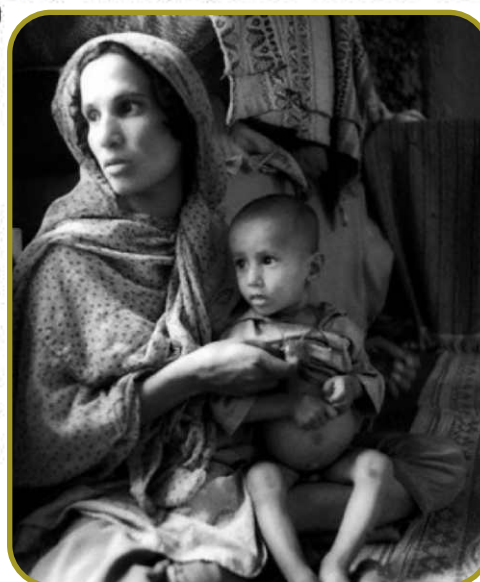
are poorly organized and passive in the face of threats. Elite capture of development is rampant and most communities have a section of chronic poor that stubbornly remain at the bottom. For strategies focusing on human security to be effective, the empowerment of communities, particularly the most vulnerable in communities, to recognize the threats facing them and to develop systems for resilience and the means to deal with threats is extremely important. Communities need to learn how to organize themselves and improve their links to local governments and NGOs that can assist them. Participatory workshops that involve the local government, NGOs, and communities are found to be the most effective means for vulnerability analysis that includes identification of the most vulnerable groups, identification of activities including development activities that make communities vulnerable, and the means to address these vulnerabilities.

4. Identifying and Implementing Human-Security Oriented Projects for Local Development

Identification of human-security oriented projects include those projects that specifically target the most vulnerable groups as well as regular development projects with the potential to increase human security. In cities across the Asia Pacific Region there is a drive to develop the urban areas to make them more attractive to foreign investment. This is often at the expense of the poor who are removed from the city centres and relocated to remote areas, where their vulnerability is multiplied manifold through lack of employment opportunities and services. Similarly in rural areas, the building of roads, dams, and clearing of forests results in uprooting of communities with traditional lifestyles which are heavily dependent on their geographic location and land characteristics. A human security approach will demand that development strives to reduce vulnerability and certainly does not increase the vulnerability of certain groups.

The appropriate projects are best identified by sub-national and local governments during the development of their plans and programmes. Efforts have to be made during routine planning exercises to identify the most vulnerable groups and means to address their concerns. Social impact analysis must be undertaken for all development projects to estimate the increases in vulnerability for certain communities. Other than the negative impacts of mainstream development activities, concerns such as drug and human trafficking are on the rise. Efforts must be made to establish community monitoring systems to identify the offenders. Early warning systems must be also established at the community level to monitor and report on conflicts and minor skirmishes before they escalate into large scale violence. Effective information and communication systems are essential to reduce violence and insecurity related to crime.

Each country has to establish a mechanism whereby the need for human security is acknowledged and efforts are made to mainstream human security into the development agenda. There is no need to develop new policies or institutions rather the focus must be on fine tuning and refining existing structures and initiatives for human security. The first step can be to revisit policies and programmes for the MDGs and poverty reduction to determine the extent to which human security is addressed.



Bombs Are Gender-Neutral

By Afiya Shehrbano



Ms. Afiya Shehrbano is a Karachi based sociologist and has been an active member of the women movement since 1990s. She has background in women's studies and her publications include "Sex Crime in the Islamic Context" and "Watching them Watch Us" She teaches Sociology and contributes a weekly opinion column in a national daily newspaper.

Introduction

The title of this paper comes from a conversation with friend and social scientist. He and I were discussing the traditional relationship between the women's movement and the state of Pakistan. In the context of conflict in south Asia, we felt that while bombs do not necessarily discriminate between their targets, yet our state and its functionaries actively target women in a way that makes our public spaces, as well as our communities, insecure and violent. Add to that, the manner in which state religion has legitimized its way into our private lives and the result is, that women have become increasingly insecure and victims of violence within domestic relationships too.

Pakistan State and Women

It would be a fair observation to say that the women's movement in Pakistan has shared a historical relationship with the state not unsimilar to the other South Asian sister movements. This is particularly true with regard to issues of security and violence against women. While other South Asian countries have also had to deal with emergencies, military dictators, coups and religious political parties, their women's movements have extended the framework of their activism to non-military concerns of environment, globalization, food and other human security issues. Yet the state of Pakistan, with its unique religio-military, quasi democratic history, has in many ways defied the kind of challenge that should have brought about much more security for women, particularly in the non-traditional sphere. In other words, even as the state of Pakistan sets itself up as the protector and enabler of women's rights, it in fact remains in itself, a source of threat against women's security.

The second wave of the movement in the 80s focused almost exclusively on state violence against women. This struggle has been well-documented and quite rightly focuses on the impact of General Zia ul Haq's retrogressive regime that systematically targeted women in terms of legal and political persecution but also, socially closed off all public space and expression for them.

This particular relationship between the movement and state was based on the realization that while bombs are gender neutral, the state and its functionaries are deeply entrenched in discriminatory, even misogynistic, policies. From the woman-hating messages blaring from the loudspeakers of mosques, to judgments in the highest of our courts, women today continue to bear the brunt of institutionalised patriarchal harassment.

The difficulty raised by the rules of engagement between the state and the movement has been such, that women have always been hard pressed to challenge the religio-military state. This has made it very difficult to move the focus on non-state or non-military actors as the referents of violence. Therefore the issue of security has remained state centric and the relationship between the movement and the state remains traditionally hostile.

Women as Victims

One of the concepts that prevent women from disentangling themselves from this antagonistic

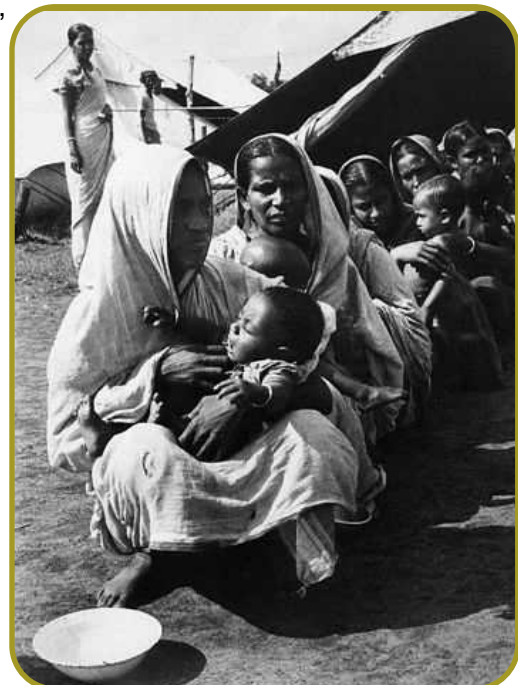
relationship is the propagation of the ideology of 'women as victims'. This vision allows both **the state** and **religious forces** to pose as protectors of this vulnerable group. Ironically, the women's movement has identified and confronted these very institutions as the cause of insecurity in women's lives. The controversy around the Women's Protection Bill (pending in our Parliament today), is just one example of divergent perspectives of women, the orthodoxy, and the military state on this issue. Many women say we don't need protection just our rights; the religious Right says society must be protected from women and hence their sexuality must be codified; and the military is appropriating political mileage out of the contest, albeit in a liberal garb, but accommodating religion just as another General did 25 year ago. So our women's movement lags behind the South Asian sister movements, as it finds itself repeatedly at ground zero of democratic rights. We recognize that in false democracies, women may hold office, ministries and ambassadorships but are unlikely to win any rights because rights are not granted by benevolent authorities or won by intermittent actions nor even, unfortunately, by becoming a cog in the wheels of democratic procedure. Rather, the struggle for rights lies in engagement and the day to day encounters to fight for a democratic culture. For every concessionary inclusion of women in senior state levels, say in the State Bank, we may be paying the price of excluding critical, collective voices which would only be represented if the women came through a process which was steeped in women-centric knowledge and experiences.

A Uniform Silence

Formal democracy depends on parliamentarians who legislate for the people but this should not be the end. Although extremely important towards the prevention of state repression, the political removal of bad laws like the Zina Ordinance and enforcing new legislation to prevent Honour Killings will have limited success on ground if not supported by changing social systems. Neither is 'education' the panacea for correcting all social ills for we know that violence against women cuts across all classes and equally involves 'enlightened' men. It is also a myth that educated people do not barter their daughters for financial gain and honour however sophisticated the exchange may be.

Instead, challenging patriarchal, military minded, conservative social codes and traditions, along with supporting women's struggle in fighting back, is the key to change. The cost is high. Certainly, as we read in the papers earlier this year, when a man slits the throats of 4 daughters because the eldest chose to marry of her own choice, it indicates the lack of tolerance when male authority is challenged. It is also symbolic of the inability to accept choice, or expression of independence, in any form. When he murdered the remaining 3 girls, the father secured a permanent lack of choice by eliminating any potential future threat to his power and authority. That is why democracy cannot remain a formal, abused, political enabler of capitalist economic rule. The principles of equality, freedom and balanced responsibility have to be ingrained within our families, relationships and educational systems to be meaningfully translated into policies, law and action.

The Sonia Naz state rape case is another example of society's commitment to silence these acts of oppression. Instead of looking at the structures of power that lead to such



violence, the usual mop up system of transferring, suspending, and rarely, dismissal, has become a routine way of handling violence against the powerless. The age-old system of transferring the police officer who committed an illegal or violent act is a ridiculous concept when you consider that in effect, it is relocating a criminal to a new community, taking the heat off him and allowing him to start anew without any real consequences. But this is not a call for dismissal and punishment. It is more about understanding how silence is complicit to committing the crime. And that silence plagues every aspect of our professional, personal and political lives.

This silence extends to the patriarchal demand on the mis-placed loyalty of women to not speak out against violent husbands, oppressive in-laws, sexual-harassing employers or state agencies in order to preserve 'honour' and 'image'.

Co-opting Challenge

Apart from the perpetuation of the 'victim' syndrome, and the imposition of silence mentioned above, there is the issue of state co-option of the women's movement. Here too the state is an active hindrance to the progress of the women's movement especially in the non-traditional sphere. Radical activism has become a side-activity with the NGO-isation of the movement and resistance has become co-opted in the process. At state level, the government frequently attempts to graft activists into mainstream positions and even awards them medals of honour. With the notable exception of Naseem Zehra, it is perplexing to see the same women who reject the military, dictatorship and patriarchal national awards on a political level, ending up accepting them on the personal level. It also seems incongruous that the activists who have advocated protest, social change and were often seen as state enemies, are now being recognized and nominated for national medals....that's rather ironic if not malafide.

Within the realm of feminist politics, the solution would be simple. Instead of accepting any award or medal on a personal level, the individual may demand that the recognition be in the name of the women of Pakistan since the struggle, sacrifice and success has been due to the movement of all women supporters and the non-funded organistaions have been a great platform to bring this movement together.

Conditional could be the recommendation that all anti-women laws be removed because one thing is clear, after all the pomp and glory is over, it's not as if the same government or international agencies are suddenly going to accept radical change and recommendations from these activists.

And so it will remain instead an image-enhancing hollow ceremony that in fact will encourage future activists to aspire towards and within the framework of international agendas, rather than defining their own. Any one who has experienced the workings of international and governmental agencies will testify that the mainstream has its own rules of conduct and regardless of stated intentions and brilliant reports, in reality it's about maintaining the hierarchies, structures, and muzzling and silencing the critics.

Empowerment

In terms of the empowerment aspect of this paper, I have two related suggestions in the context of my arguments above; the first involves



changing the view of a victim to that of a survivor.

From victim to survivor

As long as people like Sonia Naz, Mukhtara Mai and all those who spoke out before them keep up the momentum, the state and individuals responsible for insecurity will have to be accountable. This includes those in authority, like the Speaker of the House, whose job by definition should have been to 'speak out' and protect rather than silence the victim.

It also makes no sense for the state to set up national women's committees and then ignore their recommendations altogether. In effect this liberal benevolence which claims to empower women is in fact silencing them all through the process. The second suggestion is to move towards a feminization of the state;

Feminizing the state

Masculinity is an acquired human trait that has traditionally come to be associated with independence, honour, power and physical strength. Rather than being in-born or natural, it is a quality learned through competitiveness, aggression and discipline. There is enormous pressure for men to struggle and attain a non-feminine identity and the only way to exhibit this is through some act of violence. Once we understand that violence is learned as effective, normal and appropriate behaviour to demonstrate power and control, it becomes easier to understand its nature. Of course, the military and prisons thrive on the philosophy of violence, regardless of the gender of their authorities. If anything, women in the military have to asexualize themselves of any nurturing, caring, sympathetic qualities to prove themselves masculine enough to kill, torture, maim or promote policies that continue these, even in times of peace.



An overt example of the crude practice of masculinity is demonstrated in the attitude of organized religion towards women's right to participate in sport. The fear our religio-politicians have lies not in the clothes that women will wear in marathons, in colleges or any public space...it's the fear that they are claiming any civic space at all.

This stifling culture of masculinity has to be replaced by an alternative vision. Imagine if the same men who attack women runners offered to run with them in support and ensured safety from traffic and harassers much in the same way they would a male marathon. If masculinity was revised such that maleness and femaleness were equally valued and it was permissible to admit failure, then men may not have to prove themselves by being more violent, more martial, more restrictive. While this is an ambitious task, the truth is that it is women who suffer the larger part of the consequences of a traditional masculinity that threatens the health and safety of women and men. So until men and the state change the way they acquire and practice oppressive masculinity, we will just have to keep on 'running' for our rights and for our lives.

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Snapshots of HRDN

3rd International HRD Congress

Human Resource Development Network (HRDN) organised its 3rd International HRD Congress on 25-26 November 2006 at Marriott, Islamabad. The Congress had national and international scholars as panellists and discussants and attracted a great audience, the media, development professionals from Pakistan and abroad, academicians and students.

The main theme of this year's Congress was "Human Security and Social Development: Issues and Perspectives", which was subdivided into five sub-themes to explore the main theme in detail and had different perspectives of the related issues by the panellists and discussants. The two day event was divided into seven sessions in all, five of which were technical whereas there was an inaugural session and a concluding one. Each technical session addressed one sub-theme of the Congress.

Mr. Jan Vandemoortele, the United Nations Resident Coordinator, explained the Congress theme by relating them with Millennium Development Goals. The panellists in the following sessions deliberated on the Congress theme from varied perspectives. The international speakers from the United Kingdom, Bangladesh, Nepal and Japan presented their perspective of the issues pertinent to human security and social development whereas the local scholars looked at it in Pakistan's context. Their views were further discussed and elaborated by the panellists and generated thought provoking debate in the question answer sessions. Despite having different professional and ethnic backgrounds the speakers agreed that human security was a prerequisite for social development and to ensure human security collective efforts were needed on the part of the civil society, public at large and government. Most of the speakers agreed that globalisation had its advantages and disadvantages but it was here to stay and in the given situation we should make the most of it. The recommendations given at the end of the event emphasised the fact that there should be a balance between economic and political rights and for sustained economic growth, life skills as well as employable skills must be developed. Above all, we should understand the complementary relationship between human security and social development.

In today's world human security faces multiple challenges ranging from hunger that kills with a whimper to terrorism that destroys life with a bang. Different facets of the notion of fear that insecurity injects in human mind need to be looked at. The 3rd International HRD Congress, organised by Human Resource Development Network (HRDN) on the theme of "Human Security and Social Development: Issues and Perspectives" on 25 - 26 November at Marriott, Islamabad, was an effort to explore different issues pertaining to human security. The core issue that the Congress aimed to address was that



human security worked as the fulcrum for development, as development could only be assured if human security was guaranteed politically, socially, economically, religiously and culturally. The Congress also tried to identify means to influence public policy, corporate and social action for enhancing human security on sustainable basis. It attracted eminent scholars, practitioners, business and civil society leaders, policymakers, senior government officials and representatives of donor agencies from Pakistan and abroad. The delegates explored the role of governance, political forces, corporate entities, academia, civil society, religious leadership and media in contributing towards peoples' freedom from fear and want. In



contemporary thinking human security is conceptualised in terms of protecting people's vital freedoms from critical and pervasive threats, in ways that empower them so that they fulfill their strengths and aspirations. People are the main stakeholders of ensuring security. It is the communities that bind individuals in a social fabric, along with ethnic, religious and social links and values. The social fabric whose make up on equitable principles ensures conducive environment for the state, the corporate sector and the civil society to work collectively towards the goal of developing the innate human potentials. To attain the goals of human security, a framework based on people's protection and empowerment must be developed. It implies a "structural" approach, establishing: the rule of law, accountable and transparent institutions, and democratic governance mechanisms. States have the primary responsibility to implement this protective infrastructure. Empowerment emphasizes people as actors and participants in defining and implementing their vital freedoms. This implies a "bottoms-up" approach. People protected can exercise choices, while people empowered can make better choices to actively prevent and mitigate the impact of insecurity.

The human security approach is aimed at creating a virtuous balance between the two impetuses of protection and empowerment. It seeks to build upon and combine insights from various other perspectives, in addition to examining the state security perspective. These include at least two other human centred concepts, namely human rights and human development. The concept of human security does not replace but complements them in significant ways.

The 3rd International HRD Congress, held on November, 25 - 26 at Marriottt, Islamabad, attracted over 550 participants and was widely covered in the media. The Congress was organised keeping in view the following specific objectives:

- To advocate the value of the human security approach in Pakistan;
- To solicit commitment from governmental and non governmental agencies for greater attention to human security;
- To build consensus among various stakeholders on a country-specific human security approach for Pakistan and related to this identification of most pressing human security concerns as well as areas for urgent action to increase human security.

Congress Sub-Themes

The Congress had two broad categories to address:

Vulnerabilities: This included issues like environmental degradation and disasters, migrants and refugees, women and youth, poverty and social safety nets, conflicts and terrorism; and

Improvement in Human Security: Related to measures to improve human security like good governance, civic action, etc.

To address these categories the Congress was arranged around five distinct yet interrelated areas:

- Governance and Human Security
- Social Protection and Human Security
- Civic Action for Ensuring Human Security
- Building Human Capital for Human Security
- Human Security in a Globalised Economy
- Gender and Rights were cross cutting themes.

Proceedings

Inaugural/Working Sessions

The inaugural session was followed by working sessions. The two-day event had five technical sessions, each covering one sub-theme. Each technical session had two speakers, two discussants and a session chair except the first one which had one speaker. The speakers presented analytical papers, giving a comprehensive discourse on the given sub theme. After the presentations, the discussants shared their thoughts within the paper's context, which were then followed by Question and Answer sessions.

Closing Session

In the end, the Congress discussions, outcomes and recommendations were shared in a plenary session.



Congress Recommendations

The Congress tried to look at the multidimensional concept of human security and social development. To fully appreciate it we needed to understand the relationship between the two issues that the Congress touched:

- of human security; and
- of social development



To ensure human security and achieve social development the few moot points which came out of the two days of thought provoking presentations and discussions, which were as follow:

- Good governance and economic development are not mutually exclusive or alternate themes, but have to be pursued simultaneously to ensure greater human security
- The focus on the most vulnerable sections of society is the most necessary condition for a development strategy geared towards human security and a renewed emphasis on resource transfer to the poor is a welcome sign. The participation of civil society will be needed to ensure the right targeting and minimal rent seeking
- Civic action forms the foundation of the endeavours aimed at making the powerful accountable to the rest of the society. Civic action can not exclude itself from the political pursuit of securing a decent level of existence for all sessions of society, without any kind of discrimination
- Investment in development of both life skills and employable skills is a pre-condition for assuring a socially equitable and sustained economic growth
- Globalisation is here to stay. It offers both opportunities and challenges. It is imperative for the civil society to collectively devise ways and means to capitalize upon the opportunities
- Above all we must keep our faith in future intact and work with confidence and hope to build a world where there are opportunities for all. Only this can help us achieve our goals
- Equilibrium is urged between the economic and political rights of the society
- The concept of effective social Engineering for exploring the opportunities

A world where all human beings have equal opportunities regardless of their race, religion, ethnicity and gender, a world which should look at diversity in culture, in religion, in race as the elements which enrich it and not as causes of conflicts may be a distant dream but it should not deter us from pursuing it. Our genuine and serious efforts towards that goal can only ensure human security and once we have reached the first milestone, certainly a lot of good would follow.

Monthly HRDN Forum

"Creative Thinking Skills" (23 January, 2007)

Creative thinking involves creating something new and original. It involves the skills of flexibility, originality, fluency, elaboration, brainstorming, modification, imagery, associative thinking, attribute listing, and metaphorical thinking. The aim of creative thinking is to stimulate curiosity and promote divergence. Those were the words said by Ms. Samina Chudhry in a learning session on "Creative Thinking Skills" organized by HRDN on Tuesday 23rd January 2007.



Ms Samina Chaudhry, Programme Manager Edward de Bono Foundation Pakistan, is the resource person of the of Monthly HRDN forum. In her lecture Ms Samina introduced philosophy of Dr Edward de Bono and his contributions, talk about thinking and creative thinking and working of brain and thinking. The session also included activities with the participants. The audience appreciated HRDN for organizing an interactive session.

Disasters and Human Resources Issues: Lessons from Post Tsunami Experience in Sri Lanka



HRDN organized Monthly Forum on "Disasters and Human Resources Issues: Lessons from Post Tsunami Experience in Sri Lanka" on Monday 12th March 2007 at HRDN Secretariat.

Ms. Michal Lyons was the resource person of the forum. She is professor of Urban Development in London South Bank University. She has wide experience in research and consultancies in Sub Saharan Africa, Latin America and South Asia. Until recently she also directs a development NGO based in London.

She explained in her lecture that post Disaster Reconstruction often fails in its stated objectives. These failures might be doubled through the centralized approaches generally taken to reconstruction, which is encouraged by the competition among economic, political and not for profit actors. She threw light on the HR issues in disaster situations that have a major impact on how these play out. Her presentation analysed the successes, failures and processes over to main housing reconstruction policies in post Tsunami situation in Sri Lanka and related them to relevant HR issues in post earthquake scenario in Pakistan. More than 35 members attended the forum.

"Human security implies the absence of threat to human life, lifestyle and culture. In the African context, the most salient of these threats emanate from ethno-political conflict, small arms proliferation, the displacement of people, hunger, poverty, environmental degradation, crime and corruption ... The concept of human security emphasises the fact that security must be interpreted as security for people, and not security for land, state or regime."

A nation that continues year after year to spend more money on military defense than on programs of social uplift is approaching spiritual death.

Martin Luther King, Jr.

HRDN's Earthquake Responce

SMC Trainings Save the Children (Muzaffarabad and Balakot)

SC-UK arranged trainings for the members of School Management Committees (SMCs) in the districts of Bagh and Muzaffarabad and for that it sought Human Resource Development Network's (HRDN) collaboration to conduct the trainings. The HRDN, having the capacity and a broad resource base of skilled trainers, joined hands with SC-UK for training 1500 SMCs' members in the area. There were 60 training events were conducted in one and a half month. Despite the inclement weather, the project was completed well in time.



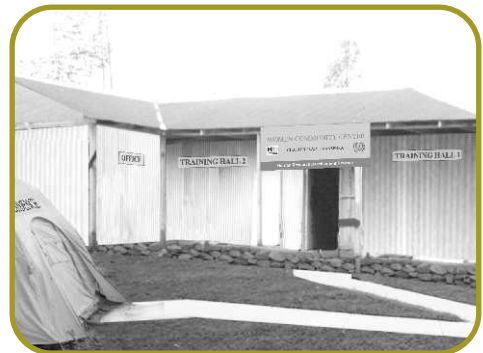
HRDN went into partnership with Save the Children UK to arrange SMCs because RDN believes in Education as one of the basic human rights and believes its important role in developing Human Resources. The Government of Pakistan, which has always faced issues related to the education, endorsed the idea of community's involvement to improve the quality of education by forming School Management Committees (SMCs). The idea was given by a few NGOs which did this on experimental basis almost two decades back.

The October quake besides causing damage to people's lives and property caused huge loss to educational infrastructure as well. In the aftermath of the quake, there was a dire need to revive the education system, improve its quality and bring those children and teachers back to school who found themselves at a loss after the quake. The UNICEF was the biggest donor in the area regarding this issue and worked in collaboration with many partners, one of which was Save the Children UK

The participants' overall response was very positive and they were satisfied the way the trainings were conducted. They thought that the training module contents were really helpful and related with the ground realities. Their key suggestions were that the trainings should be conducted at regular intervals and the training duration should be five and not three days. Though the training quality had been applauded but it could have been even better in favourable weather conditions.

Women Community Centre (WCC) Chattar Plain Mansehra

HRDN established a Women Community Centre (WCC) in Chattar Plain, District Mansehra in October 2006 with the financial assistance of the ILO. Initially the ILO's support was for two months and after that the HRDN had been running the WCC. During the project 250 women had to be trained but HRDN trained 350 in four income generating trades i.e. Tailoring, Paper Mache, Tie and Die and Batik and Interior Decoration. The HRDN also provided life skills training to women as well and conduct advocacy sessions for children's rights, health, hygiene and clean environment.



The HRDN established WCC in Chattar Plain involving the local communities. The local communities voluntarily offered a piece of land to HRDN for a period of three years. The HRDN intends to work in the area till women community organisations are trained to take care of the WCC on their own. So that, after the HRDN phases out of the area, the community continues with the developmental activities independently.

UNDP Project

Human Resource Development Network (HRDN) partnered with UNDP in carrying out the Community Based Livelihoods Recovery Project's training component in Balakot (NWFP) and Muzaffarabad (AJK) in January, 2007. The project was to conduct "Community Management Skills Training" (CMST) to train 800 community organisation members at the two locations, followed by "Leadership and Management Skills Training" (LMST). There were also Project Cycle Management and Business Processes Re-engineering trainings for government line departments as well as Community Management trainings for office bearers and Activist Conferences.

The HRDN has so far completed CMSTs and LMSTs and has respectively trained 979 and approximately 900 community organisation members so far.



Policy Dialogue on Children's Rights

29th March 2007

A policy dialogue on Children's Rights was organized by 'Save the Children UK in collaboration with Human Resource Development Network (HRDN) here on Thursday 29th March 2007, in Muzaffarabad AJK.

The main objective of holding this dialogue was to bring all stake holders to generate a discussion on the rights of child in Pakistan in general and in AJK specifically in post earthquake scenario. The chief guest of the inaugural session was Sardar, Chief Justice of High Court of the state of AJK. Mr. Roomi S. Hayat, chairperson HRDN in his welcome address emphasised the need of taking the issues of children's rights seriously and addressing those with extra care as he denoted that the children are the future of the nations. He also signified the of need resolving the issues of children on priority basis after the devastating earthquake which hit Pakistan in 2005, which left thousands of children vulnerable and open to all kinds deprivation and violation of their rights when left homeless and no one to look after them. He also talked about the overall situation of the children in Pakistan by specifying the non availability of their basic rights like food, shelter health and education and stressed the need of provision of these rights on priority basis. He stated that we can only secure our future by safe guarding and providing children's basic rights.

The second presentation of the inaugural session 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). Farhan Smai Khan from RSPN highlighted the issues emerged 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 this part after the earthquake affected area. He highlighted that we need to develop a coordinated strategy on priority is to address such problems. He also stated that there is considerable delays in the reconstruction process.

Chief Justice of Azad Kashmir, categorically stated that his professional commitments does not permits him to be in a public place and address the audience, however since he is convinced by urgency of the issue therefore, he conceded to be the part of this 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, disease, disability and insecurity being left alone. He also appreciated the role of civil society organizations 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 Anees Jillani, Advocate of Supreme Court of Pakistan presented on the legal aspect of the 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 explained what was International Convention on the Child Rights (ICRC) and discussed its implications in AJK and Pakistan. He rejected the corporal punishment by the teachers & parents. While discussing the childhood marriages he emphasised that it is unfair and inhuman and stressed upon the need of legislation for childhood marriages and recommended that the marriage age should be 18 years. He also touched upon the important laws like children trafficking, child labour should be implemented in Pakistan over all and AJK.

Law Minister 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 issues regarding their rights and violations.

Hassan Noor Saadi the head of the Kashmir Programme from Save the Children UK also spoke at the end of this session. He thanked the audience members and the children who came from afar to attend today's policy dialogue. He stressed that we should talk about the issues affecting children from all perspectives.



Web Watch



Canadian Consortium On Human Security

www.humansecurity.info



Human Security JICA

<http://www.jica.go.jp/english/about/policy/reform/human/index.html>



Working Group on Women, Peace and Security

<http://www.peacewomen.org/un/ngo/wg.html>



Human Security Bulletin

<http://www.humansecuritybulletin.info/page409.htm>



Human Security Centre Vancouver, Canada

www.humansecuritycentre.org



Global Policy forum

<http://www.globalpolicy.org/>



Commission on Human Security

New York, NY

www.humansecurity-chs.org/



Office for the Coordination of Humanitarian Affairs (OCHA)

United Nations Secretariat

www.ochaonline.un.org



Global Action to Prevent War

<http://www.globalactionpw.org>



Global Partnership for the Prevention of Armed Conflict

<http://disarm.igc.org/gppac.php>





ActionAid India

http://www.actionaidindia.org/what_we_do.htm



Human Security Now: Strengthening Policy Networks in Southeast Asia

<http://ochaonline.un.org>



FOUNDATION FOR COEXISTENCE

<http://www.asiafoundation.org>



Friedrich-Ebert Stiftung Pakistan

<http://www.fes.org.pk>



United Nations Development Programme (UNDP) in Pakistan

www.un.org.pk/undp.html



ILO Pakistan Office

<http://www.ilo.org.pk/>



ActionAid Pakistan

www.actionaid.org/pakistan



Amnesty International

http://www.amnestyusa.org/By_Country/Pakistan/page



I do admit that the destructive energy is there, but it is evanescent, always futile before the creative, which is permanent.

Gandhi

I plan to stand by nonviolence, because I have found it to be a philosophy of life that regulates not only my dealings in the struggle for racial justice, but also my dealings with people, and with my own self.

Martin Luther King Jr.

In separateness lies the world's great misery; in compassion lies the world's true strength.

Buddha

Humor



Evaluation comments

Dictionary of evaluation comments

Some of you might like to know what the supervisor is really saying in all those glowing employee work performance evaluations s/he keeps cranking out.

Average: not too bright.

Exceptionally well qualified: has committed no major blunders to date.

Active socially: drinks heavily.

Zealous attitude: opinionated.

Unlimited potential: will stick with us until retirement.

Quick thinking: offers plausible excuses for errors.

Takes pride in work: conceited.

Takes advantage of every opportunity to progress: buys drinks for superiors.

Indifferent to instruction: knows more than superiors.

Tactful in dealing with superiors: knows when to keep mouth shut.

Approaches difficult problems with logic: finds someone else to do the job.

A keen analyst: thoroughly confused.

Not a desk person: did not go to college.

Spends extra hours on the job: miserable home life.

Demonstrates qualities of leadership: has a loud voice.

Maintains professional attitude: a snob.

Strong adherence to principles: stubborn.

Is unusually loyal: wanted by no-one else.

Hard worker: usually does it the hard way.

Competent: is still able to get work done if supervisor helps.

Consults with supervisor often: annoying.

Will go far: relative of management.

Uses time effectively: clock watcher.



9th International Trainers Assembly/Retreat (ITA)

Dubai - UAE, April 26-27, 2007

Background

Human Resource Development Network (HRDN) is an association of HR professionals from Pakistan, Nepal, Bangladesh and other developing Asian countries and nonprofit organizations from the private and public sectors. HRDN members are brought together by a common interest in elevating the quality of HRD interventions to build human capital and reduce poverty. Operating through its secretariat in Islamabad (Pakistan) and local chapters in various countries, the Network is governed by a democratically elected Board of Directors from amongst its members.

In pursuance of our mission to improve HR Policies, Systems and Practices in nonprofit development organizations, we organize seminars, conferences and other such events where professionals working in the field of human resource development and capacity building come together for exchange of ideas and experience and to learn about cutting edge developments in the areas of their professional interest.

In order to keep the Trainers abreast with all the new concepts, philosophies and approaches, the Human Resource Development Network (HRDN) brings together emerging and diversified groups of trainers, from around the country, who are engaged in providing training and education both in the "not for profit" and the corporate sectors. The activities of the Network are conducted in line with its mission of enhancing the professional excellence of its members through meaningful development interventions by facilitating research, training and capacity building endeavors and sharing information, resources and expertise at national and international levels.

The Network organizes many forums to provide ample opportunity to the maximum number of Trainers to participate, share their views, learn from others' experiences and be part of the conceptual development forum for trainers. One of the major forums organized every year by HRDN is Annual Trainers Assembly/ Retreat where eminent trainers and HRDN members meet to develop a resource group for capacity building of trainers and establish industry standards in training.

So far, there have been eight (8) episodes of **Annual Trainers Assembly/Retreat** on different thematic area. Till the year 2001, this event was being organized by NGO Resource Center Karachi. Keeping in view the relevance of the objectives of this activity with that of HRDN, the two collaborated and upon mutual agreement, HRDN took up this assignment with a specific theme every year. From the year 2003 onwards, HRDN has decided to organize this event independently, with a wide participation of its members and other prominent trainers.

9th ITA/R 2007*"Retaining High Performers"*

HRDN is planning to organize 9th Annual Trainers Assembly/Retreat in Dubai-UAE on 27 April- 1 May 2007 with the theme "Retaining high Performers". HRDN feels that the HR Retention is one of the very important issues many organizations facing in the recent times. During good economic activity, the number of employees moving from one organization to another tends to increase. This trend points to the fact that there are more jobs available in the market than available workers to fill them; this leaves all the more leverage for the job hunters. The effect of these factors on some organizations particularly those that let employee satisfaction and retention strategies take a backseat to more pressing issues of daily survival can be severe.

Retaining high-performing employees depends on maximizing job satisfaction, so they don't want to move from one organization to another. Job satisfaction is the overall assessment of how employees feel about their jobs, distinct feelings about specific components, such as working conditions, colleagues, supervision, tasks, and promotion. The 9th ATA/R "Retaining High Performers" would deal with the issues of **Strategies to Promote Job Satisfaction including Career Development, Compensation and Rewards, Non-Compensation Benefits and Wellness Programs.** A group of 90 HRD professionals mostly members of HRDN are expected to attend this event in Dubai.



Group Photo
8th International Trainers Assembly/Retreat (ITA)
April 2006, Bangkok - Thailand

HRDN's Organizational Members Profiles

Taraqee Foundation (TF)

For prosperous & enlightened society



Inception

Taraqee Foundation was established in 1994 with seed money from BRUWAS (Balochistan Rural & Urban Water and Sanitation Project) which was originally being implemented with funds from Royal Netherlands Embassy. With meager resources, Taraqee implemented a sanitation project in suburbs of Quetta within five months of its inception. Organization's first initiative resulted in the form of a benchmark when 35,000 Rft of sewerage line was constructed on 100% self help basis. Under the guiding principles of self help, integration and need based initiatives; the Foundation is now working in five major sectors and in two provinces of Pakistan. Taraqee was registered with Security and Exchange Commission of Pakistan (SECP) as a Company under the Company's Ordinance 1984 on 1st June 2003. Taraqee's top management is comprised of a Board of Directors, Chief Executive, Deputy Chief Executive and a manager for each core program/section. The field staff is supervised by Regional Managers or Regional Heads.

TF's Core Programs during the recent history are:

- 1 Community Physical Infrastructure
- 2 Micro Finance & Enterprise Development
- 3 Basic Health Services & Education
- 4 Gender & Advocacy
- 5 Education
- 6 Human and Institutional Development

Relief and Rehabilitation:

As per Taraqee Foundation's (TF) mission it vows to respond in times of calamities and disaster it has been vigorously participating in these activities in the past as well as in the present situation. In the wake of catastrophic quake on the 8th of October Taraqee responded quickly to the affected population of NWFP and AJK.

Immediately after the crisis a team of doctors from PMA comprising of 28 members and 48 volunteers from Taraqee Foundation were sent to

Vision

Prosperous and enlightened society where people have access to all basic amenities and facilities of life on equitable basis.

Mission

Alleviate poverty through gender sensitive and people centered approaches by providing a set of social and economic services. Advocate for positive change by promoting linkages with other stakeholders of civil society. Pledges to respond to calamities. Both the vision and mission statements have been defined and articulated after a year long exercise for strategic planning for upcoming five years.

the target area that actively participated in the relief activities including setting up of an emergency field hospital and blood bank in Mansehra. TF provided medicine, food and clothing Blankets, mattresses and tents to affectees.

Soon after the earthquake TF set up its regional office in Abbottabad and the rehabilitation and reconstruction activities are being carried out by this office. TF's rehabilitation and reconstruction activities in District Mansehra and Batagram include Water and sanitation, education and shelter in partnership with UNICEF, UNDP and CIDA.

Similarly TF is targeting 189 schools through its schools WES project in eight Union Councils of district Muzaffarabad. The intervention would cater for water supply toilet construction, installing water storage tanks and refuse bins it also involves hygiene education and promotion among children and teachers. The intervention mainly focuses on girls schools.

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Awaz CDS

Believing in Peoples own Potentials



Initially the focus of Awaz was on improvement of living conditions for local communities through services in income generation, skills development, education, basic health, sanitation and the like. As this program became well established, Awaz re-organized and institutionalized itself as **Awaz Foundation Pakistan: Centre for Development Services (Awaz CDS)** and got itself registered with Joint Stock Companies Department under Societies Act XXI of 1860. Later, Awaz CDS expanded its advocacy work on issues like the impact of macro level political and socioeconomic policies and practices of the state and interstate institutions on local conditions. Gender and development makes the lynchpin of all the development mantra of Awaz CDS. Relentlessly has Awaz CDS been highlighting as to how the status of women in society affects the overall health and well being of a whole generation. Be it an issues of globalization or environmental degradation, or people's rights or restoration of democracy and constitution, Awaz CDS has undertaken numerous policy research works, conducted seminars to build public opinion and held demonstrations to join forces with other civil society organizations on several issues around.

AwazCDS is a learning based organization and it has evolved the following program models while working with the grassroots communities and with civil society at large in Southern Districts of Punjab particularly Multan, Vehari, Muzaffar Garh, D G Khan, Rajan Pur and Provincially Administered Tribal Areas (PATA).

- ◇ Community Uplift Program (CUP, 2002-07)
- ◇ Integrated Community Development & Empowerment Program (ICDEP, 2004-07)
- ◇ Policy Research & Advocacy Program (PRAP, 2004-07)
- ◇ Youth Awareness Campaign for Peace Democracy and Human Rights (YAC-PDHR, 2003-05)
- ◇ Women Rights & Emancipation Program (WREP, 2004-05)

- ◇ Integrated Primary Healthcare Program (IPHP, 2004-07)
- ◇ Awaz Mother & Child Healthcare Centre (AMCHC, 2002-07)
- ◇ Strengthening Local Government's Grassroots Development Initiatives (SLGDI-2005)
- ◇ AwazCDS Resource Center for Strengthening Citizen Sector (2004-07)

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ActionAid Pakistan

Rights to end poverty.....



ActionAid International, Pakistan is part of a global partnership of people working for a better world; bound together by the vision of a world without poverty where people can exercise their right to a life of dignity. ActionAid Alliance has its development programs in more than 40 countries around the world, in South and South East Asia, Latin America and Africa. Since its inception in 1992, ActionAid Pakistan has been working on various human rights issues stemming out of inequalities in power and resources and social injustices. We aim for an equitable sharing of power and resources within families, communities, the larger society, nationally and across borders while challenging the hierarchical system that generates and reinforces poverty.

Goals and Objectives

Our understanding translates into four goals for action:

- The empowerment of the poor and marginalized, to exert their basic rights to live a fulfilled life.
- To challenge power imbalances that cause and perpetuate inequalities.
- To generate linkages between people and organizations within civil society.
- To influence national and international level decision-making that impact poverty.

Vision

A world without poverty and injustice in which every person enjoys their right to a life of dignity.

Mission

To work with the poor, vulnerable and marginalized people, to eradicate poverty by overcoming the injustice and inequality that cause it.

ActionAid Pakistan was amongst the foremost to respond to this huge crisis, instantaneously and effectively. Considering the magnitude of the disaster and the need to provide sustained and focused efforts to people affected by the earthquake on a long-term basis, ActionAid Pakistan initiated an **Emergency and Reconstruction Project** with its head office in Islamabad and four field offices in Muzaffarabad, Bagh, Mansehra and Batagram.

Development Areas:

For the realization of its objectives, Action Aid Pakistan works on multiple tiers at the grass root level, and in field areas with the most deprived and marginalized communities in more than 25 specific geographic areas spread through four provinces. ActionAid Pakistan works in collaboration with local partners at the field level in all the development areas, while it has five self implemented development areas in three districts.

Action Aid's policy and campaign work builds around following key thematic portfolios:

- ▣ Food Rights
- ▣ Water Rights
- ▣ Conflict Prevention and Peace Building
- ▣ Emergencies
- ▣ Governance
- ▣ Gender
- ▣ Women's Rights
- ▣ Education
- ▣ Labor Rights

Emergency and Reconstruction Project:

The October 8th earthquake left Pakistan with horrifying figures of dead, injured, and homeless. It proved to be the biggest ever calamity of the century with massive destruction and human loss.

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Attention Organizational Members of HRDN.

We are pleased to inform you that we have started a new feature in ILLUME to introduce HRDN's Organizational Members through its quarterly.

To begin with, we have included Organizational profiles of Taraqee Foundation, ActionAid Pakistan and AWAZ CDS. These Three Organizations constitute the Board of HRDN.

We wish to request our Organizational Members to send their brief organizational profiles for ILLUME to mujeeba@hrdn.net or editorillum@hrdn.net

Please note that the organizational profiles will be included in the ILLUME on First-Cum-First Served basis.



Disclaimer:

Views expressed in the articles may not necessarily reflect HRDN's Point of views

HRDN is an association of HRD professionals from Pakistan, Nepal, Bangladesh and other developing Asian countries and organizations from the private and public sectors. HRDN members are brought together by a common interest in elevating the quality of HRD interventions to build human capital and reduce poverty. Operating through its secretariat in Islamabad and local chapters in various cities, the Network is governed by a democratically elected Board of Directors from amongst its members.

Mission of HRDN is to accelerate development through improving Human Resource Management policies, systems and practices.

HRDN membership is open for all development Professionals and organizations intrusted in joining the fraternity of Trainers and HR experts

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