



# ANNUAL REPORT 2002

HUMAN RESOURCE DEVELOPMENT NETWORK



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Published in March 2003  
by the **Human Resource Development Network**  
Islamabad, Pakistan.

Printed by: Ideal Graphics, Islamabad.



ANNUAL REPORT  
2002



The Human Resource Development Network (HRDN) is a non profit organization registered under the Societies Act of 1860. Established in March 2000, it is supported by the Aga Khan Foundation (Pakistan) and ActionAid Pakistan. HRDN is an association of development organizations and development professionals pooling resources, researches, expertise and sharing experiences in the development sector.

The aim is to empower individuals to participate more productively within their workplace and community and to enhance their contribution to society as responsible citizens. Our objectives are: to provide linkages and services to organizations and individuals within the Network so that their focus can be sharpened and enhanced. HRDN thus enables and facilitates expert solutions for basic social and human problems, improving the internal and external efficiencies of these organizations and providing them with much needed advice and expertise.



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## Acronyms and abbreviations

AAPK	ActionAid Pakistan
AKDN	Aga Khan Development Network
AKF(P)	Aga Khan Foundation (Pakistan)
AKRSP	Aga Khan Rural Support Programme
EIROP	Essential Institutional Reforms Operationalisation Programme
ESMA-AJK	Extension Services Management Academy Azad Jammu and Kashmir
GOs	Governmental Organisations
GEF	Global Environment Facility
HRIS	Human Resource Information Systems
HRDN	Human Resource Development Network
JBIC	Japan Bank for International Cooperation
LFA	Logical Framework Analysis
NARC	National Agricultural Research Council
NRSP-IRM	National Rural Support Programme-Institute of Rural Management
NGO	Non Government Organisations
NGORC	NGO Resource Centre
PAKSID	Pakistan Canada Social Institutions Development Programme
PAK-CDP	Pakistan-Community Development Programme
TAG-R	Technical Advisory Group on Research
TAG-T	Technical Advisory Group on Training
ToT	Training of Trainers
TNA	Training Needs Assessment
SAARC	South Asia Association for Regional Cooperation
UNDP	United Nations Development Programme



## **Human Resource Development**

International Networking  
Enhancing Learning Experience  
Sharing Experiences  
Building Capacities  
Managing Expertise  
Creating Synergies  
Developing Partnerships  
Documenting and promoting Best Practices  
Setting quality standards



## Preface

The Human Resource Development Network has come a long way since its first All Member's Annual Meeting in September 2000: this is no longer an organisation, which was run on a voluntary basis by a handful of individuals who felt that they should liaise with different organisations in order to share resources, researches and experiences. It has now established an independent, fully functional Secretariat with full time staff working towards capacity building of its members. The platform is actively engaged in networking and liaising with organizations and members for effective sharing of experiences and dissemination of best practices.

During this year, the membership increased significantly. However, HRDN encountered many problems during this year in delivering its programme to its members. It was towards the end of the year that the HRDN staff team was in place and the programme activities were in full swing.

This was therefore a challenging year but also one that we learnt a lot from. Consequently, in order to ensure that we continue to deliver high quality standards in training and remain focussed on providing diverse learning and training experiences to its members and other civil society organisations at large, HRDN plans to diversify its programme in a number of areas and themes for the upcoming year. Our working groups will oversee the execution of these. We intend to consolidate our work and to work together with our team of volunteers who are drawn from HRDN members. We acknowledge their support: their participation has been a

key factor in enabling the Network to attain the heights to which its founding members aspired. In fact, our greatest strength is the spirit of volunteerism coupled with the desire to improve and support others through partnerships which

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**our greatest strength  
is the spirit of  
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with the desire to  
improve**

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bridge international cultures. I would also like to thank our key sponsors, the Aga Khan Foundation (Pakistan), ActionAid Pakistan and National Rural Support Programme for their continued support.

I hope the Board of Directors and the Secretariat continue to receive your support.

Roomi S. Hayat  
Chairperson



Enhancing the capacity of the citizen and the public sector to contribute to equitable and sustainable human development.

#### Objectives

- To strengthen a forum for promoting human development.
- To facilitate organizations in improving training related research, training quality and capacity building endeavors for promoting sustainable development.
- To strengthen partnerships with national and international institutions and practitioners operating within the human development sphere.
- To share training resources i-e training material, facilities, equipment, premises and resource persons.
- To reduce duplication and overlapping of efforts, time, cost and energy at regional and national level.
- To organize national and international training events, seminars, workshops and visits.
- To enhance synergy between training institutions to improve quality and research.



## Challenging the capital constraint

Technical and economic solutions alone cannot address the problems of poverty and sustainable development in this region. Instead, social capital is the key to the problem. A major indicator of a vibrant civil society is the ability to diffuse knowledge-based skills through professionals who can participate at the grassroots and motivate the target audience. Many organisations are working to reach out to the people at large; however, their effectiveness is severely curtailed at times not only because of their limited numbers but because of gaps in assessing needs, setting objectives in the contents, methods and evaluation mechanisms. Sharing and participation at all levels is a vital element for development. HRDN was created to overcome the deficiencies and problems by pooling resources and expertise among the development practitioners so that effectiveness and impact of such training activities can be enhanced.

HRDN focuses on improving the quality of trainers. The most effective way of doing this is by sharing the knowledge and experiences of those who have been there before, to analyse it objectively and thus improve the delivery of services to the community. There are a number of services, which the government alone can provide and organize. However, there are several other activities where government outreach is limited or is in danger of offering a top-down approach. In this background, public and private organisations are moving towards setting new paradigms of partnerships and relationships in which each complements the other and both draw strength from each other. In these

situations HRDN can capitalize on its shared pool of resources of its member organisations and partake in these activities.

The focus of HRDN throughout 2002 has been to generate more and well equipped trainers by making use of the latest tools for capacity building and reaching out to the target audience. A prime example is the Annual Trainer's Retreat, and a workshop, which focused on 'Building Strategies for Effective Gender Training'.

The annual report gives an insight into our aims and vision and highlights small personal experiences such as that of Maryam and Rabia from Village Shadabad Welfare Organisation who made it all worthwhile.





AKDN meeting with HRDN BoD members



## Operationalising HRDN

In January 1997, NRSP initiated the process of bringing various organizations together by organizing the first workshop on 'Networking for Sharing Training Resources'. A series of six workshops were held. The general structure and working mechanism of the network was decided upon in these meetings and workshops; consequently on August 31, 1999 it was decided that the Human Resource Development Network should be set up. The founding members belonged to NRSP, ESMA, AKRSP and ERNP-IUCN.

HRDN started functioning in March 2000 from a small room in the back office at the Institute of Rural Management, run by interns through support from the organisation. By late 2001, the Board of Directors started working towards registering the Network officially. The task was accomplished in January 2002 and the Network was registered under the Societies Act of 1860. Simultaneously, a proposal for additional funding was submitted to the Aga Khan Foundation Pakistan. The Board of Directors held a number of meetings with AKFP staff and in April 2002, AKFP under its Pakistan Canada Social Institutions Development Programme PAKSID<sup>2</sup> pledged financial support for the next thirty months. This enabled HRDN to set up an independent Secretariat in Islamabad in the last quarter of the year 2002.

ActionAid Pakistan extended financial support to fund the positions of two staff members who operationalised HRDN, set up the policies and

procedures into place. Keeping in view the participatory approach employed for decision-making purposes and for organizing activities by the HRDN, Working Groups on Training, Research, Gender Equity, Networking and International Exchange visits were formed which were able to map future course of action as planned in the LFAs.

Similarly the funding management with AKFP provided for recruiting additional staff members and establishing a fully equipped separate office for HRDN Secretariat. After the identification of new premises, essential office furniture and equipment were ordered and the process of recruiting the staff was initiated: Programme Officer Training and Capacity Building, Programme Assistant Admin, Accounts and Programme Assistant IT joined in October 2002 and the team moved into new office. This process however took a great deal of time and even by the end of the first year the entire team was not in place. The positions of Research Officer and Programme Coordinator were not filled.

Immediately upon setting up the office, HRDN staff invited a number of organizations and held meetings with its members to discuss future plans and programme. This was done keeping in view that HRDN was envisaged by the founding members as an organization with a decentralized structure, which allowed mandatory participation and decision making, by its members in coordinating the programme.

<sup>1</sup> The Executive Committee, renamed Board of Directors, consisting of 12 members is elected after every three years in the General Body meeting.

<sup>2</sup> PAKSID aims to enhance the capacities of the civil society in Pakistan to undertake research and policy dialogue, build the capacity of other organizations, develop standards and processes for constituents within their thematic areas, promote the setting of standards and developing codes of conduct.





Newly elected BoD taking oath



First meeting of newly elected board



## Governance

The Network operates through a participatory approach maintaining flexibility and transparency in all its undertakings. The General Body consisting of all HRDN members meets once a year to review progress, take important decisions and implement these, monitor and evaluate progress and map out future course of direction. The Board of Directors (BoD) is composed of twelve members drawn from founding, professional, organizational and general members.<sup>3</sup> The Board of Directors plans and oversees implementation of programme and activities.

The members of the current Board of Directors were therefore elected in the Annual All Members' Meeting held in August 2002 for a period of three years.

The Board of Directors comprises of twelve elected members from the following categories

Founding members	4
Organizational members	3
Professional members	4
General members	1

The following members were elected:

### Founding Members

Mr. Roomi S. Hayat (Chairperson)  
Mr. Khalid Masood Chaudhry  
Mr. Mahmood Akhter Cheema  
Ms. Robeela Bangash

## Organizational Members

Ms. Aqeela Tahir  
National Rural Support Programme

Mr. Hidayat Ullah Khan  
ActionAid Pakistan

Ms Uzma Khurshid  
Idara Khidmat e Khalq

## Professional Members

Mr. Ayub Munir  
Ms. Grace T. Shaikh  
Mr. Manzoor Khaliq  
Mr. Ozair A. Hanafi

## General Member

Mr. Waqar Hyder Awan

## Sources of Funds

The importance of financial sustainability cannot be over emphasized. For the sustainability of its expanding programme, a systematically planned approach will tap into financial support from a number of HRDN constituent organisations which include ActionAid Pakistan, NRSP-IRM, the Aga Khan Foundation (Pakistan), consulting services of its members and membership fees.

<sup>3</sup> Representation approved by the General Body during the First All Members Meeting.



## Working Groups

The BoD which had been elected at the Annual Meeting in August 2002 was further constituted into a number of Working Groups<sup>4</sup> co-opting HRDN members both individual and organizational in these. These Groups ensure wider participation of the members according to the expertise and the interest of the members in thematic groups and the Network's ability to deliver a programme focusing on capacity building of its members according to their needs and requirements. These groups also serve as advisory committees to HRDN BoD. The Working Groups, which meet once in a quarter, also guarantee systematic planning which is required for the execution of the programme. Each thematic working group identifies existing gaps in its line of activities and research. Working Groups focus on working with key partners in areas of policy level decision making, setting targets and achieving these within a certain time frame. While adhering to a strategic plan focused on developing and maintaining partnerships, best practices and challenges encountered and are documented and disseminated among civil society organisations. It has also been proposed by individual members that Working groups on Poverty Alleviation in Rural Development, Crises Prevention and Rehabilitation, Sustainable Livelihoods, and Natural Resource Management and Environment should also be formed.

Some Working Groups, which have already been initiated, are:

### Programme Working Groups

#### Working Group on Programme Development

Working Group on Programme Development was set up to strengthen the institution of HRDN and overlook the entire programme. In accordance with the direction, approach and time line, as agreed with the donor agencies (and LFAs), it monitors the activities being carried out, reviewing those which are being conducted by different working groups.

#### Technical Advisory Group on Training (TAG-T)

The TAG-T plans capacity building programmes focusing on issues of human resource development and issues identified by its local chapters, which are to be organized on a monthly basis.

#### Technical Advisory Group on Research (TAG-R)

The TAG-R was set up to facilitate HRDN member organizations and individuals in conducting research related to improving training quality and impact. As with other committees, 3-4 individuals representing different categories of HRDN members are a part of this Group to support the Network's research initiative with relevance to its theme and time line. The TAG-R will look into proposals and scrutinize research proposals for the research and finally award contracts.

<sup>4</sup> Refer to annexures



### Technical Advisory Group on National/International

#### Exchange/Exposure Visits (TAG-NIEEV)

The TAG-NIEEV recommends learning and exposure visits which can be undertaken by HRDN members keeping in view the objectives of the HRDN. The Working Group plans and advises the Secretariat in making arrangements for conducting such visits.

### Technical Advisory Group on Networking (TAG-N)

Technical Advisory Group on Networking assists the Chairperson HRDN in operationalising/reactivating HRDN Chapters, in installing Focal Persons/Local chapters as required. Through proactive linkages, the Working Group liaises with Focal Persons in setting the programme on a quarterly and yearly basis for policy dialogues/seminars and in developing linkages with GOs, NGOs, corporate sector and donor agencies.

### Gender Equality Working Group

It was proposed at the workshop on "Building Strategies for Effective Gender Training" in December 2002 that a Gender Equality Working Group should be initiated. This Group will liaise with existing Gender Networks and work with other civil society organizations to identify institutional strategies which promote gender equity, assisting newer smaller organizations to formulate gender policies through a possible synthesis of already existing policies, explore ways and means through which gender strategies and policies can be translated into organizational practices, facilitating their implementation, preparation of a monitoring strategy and indicators whereby self-assessment can take place within NGOs in order to follow the progress of implementation.

### Governance Committees

#### Membership Acceptance Committee (MAC)

MAC looks into all the applications from respective organizations and evaluates these for acceptance or otherwise. While it is important that HRDN increases and diversifies its members, it is imperative that HRDN does not grow into an organization, which cannot effectively enhance or meet the needs of its members.

#### Purchase Committee

To ensure transparency, cost effectiveness and enforcement of HRDN purchase procedures this committee works in tandem with Secretariat to meet these objectives. Purchase Committee consists of three members drawn from HRDN BoD and Professional members.



### **Rights Based Participatory Development**

Training conducted by SUNGI Development Foundation in December 2002

Hina Maryam Memon and Rabia Jamali participated in this training on behalf of Village Shadabad Welfare Organization, based in Johi, Sindh. They wrote to us after the training:

"This was our first workshop on this subject so it was difficult to understand the terms but the friendly atmosphere and the facilitation skills of the trainer helped build our confidence. We interacted with famous Resource Persons. At first we were shy of doing so but we asked questions and discussed different issues... In this workshop we seriously thought about our rights for the first time... there were sessions on ...the mechanisms through which the rights based approach in development can be applied practically in community... We have discussed the strategies and approaches, which we learned in the workshop with our colleagues and management and how we could implement these strategies in our community... After attending the workshop we often talk about the rights from the Islamic point of view. The community takes part in discussion about Islam and human rights seriously... In our area some multinational companies are working and they don't give employment to locals. Our community strikes and boycotts against them illegally. We explained to them that employment is your right but you need to struggle for it peacefully, without disobeying the law and demand your rights legally... This is the thing that we have learned from the workshop that every struggle towards rights should be peaceful.



## Synergy through Partnerships

There are a number of activities, which cannot be carried out through conventional funding mechanisms (i.e through donor agencies). HRDN has been able to evolve partnerships, which have resulted in additional resources and outcomes for the partners involved.

Collaboration with partners has increased the quality, quantity and outreach of certain services. This initiative has involved building, developing and understanding the values, policies, and practices of all partners and devising mechanisms in which these organizations can work together more effectively. The learning experience is enhanced by linking the development community thereby multiplying the impact, which is reflected in the overall dynamics in truly international dimensions.

HRDN collaborations with SASMoN for the Human Resource Information Systems (HRIS), with NGORC for the Trainer's Retreat and the upcoming TNA, with NRSP-IRM for the Training of Trainers to be organized shortly and with PAKSID for the Gender Equality clearly exhibit that this support and synergy encompasses broad issues which include mutual sharing of skills and technology and the use of facilities. This is the basis for amalgamating these organizations and development practitioners in HRDN. This synergy will retain a strong and a powerful presence for years to come.

### Enhancing capacities

HRDN does not conduct generic training workshops for its members. However through proactive networking, HRDN attempts to create need based specific training opportunities for

capacity building of its members. Last year, HRDN was able to sponsor two staff members of Village Shadabad Welfare organization. The organization which is based in Juhi (Sindh), campaigns against poverty and illiteracy, advocates human rights. Maryam and Rabia from the Welfare organization received training on Rights Based Participatory Development conducted by SUNGI Development Foundation in December 2002.

Members have been able to avail training opportunities at reduced cost at NGORC and Centre for Executive Development (CED).

### Technical Backstopping

The Network's team of volunteers and senior members have been able to provide technical expertise and counseling to their constituent organizations on issues relating to project management and Human Resource Management

### Pooling Expertise

Dialogues provide a unique opportunity for organizations and individuals with different perspectives, ideologies, and identities to informally engage in intellectual discussions. HRDN has been a part of policy dialogues organized by JBIC and EIROP. In 2001, HRDN's team of experts evaluated a project for Japan Bank for International Cooperation and also represented JBIC at the World Summit for Sustainable Development in Johannesburg (South Africa). EIROP is another such case



where HRDN has provided valuable input from its diverse membership base.

HRDN's constituent organizations appreciate the advantages of pooling resources and expertise and the dissemination of such services among its members. Many requests have been received at HRDN headquarters to provide resource persons with specific backgrounds. EIROP and Taraqee Foundation, Quetta are among these organizations.

### **Human Resource Information Systems**

The HRDN web portal, which is nearing completion, will provide a database with accompanying search engines of resource persons, training institutes and training calendars of all constituent organizations. HRDN will be able to use its pool of resource persons for providing expertise to different development organizations. SASMoN has assisted HRDN with developing a basic web site, which will host the portal. The website will host the profiles of members, HRDN publications and articles by members on issues relating to Human Resource Development.

### **Annual Trainers' Retreat (ATR)**

In 1999, the first Annual Trainers Retreat, organized by NGO RC was held at the Lahore University of Management Sciences (LUMS) to discuss the effectiveness of training programmes offered by the non-governmental sector. From this meeting, evolved a series of annual meetings at locations all over Pakistan attended by a growing number of participants with diverse expertise from the development sector. Issues relevant to training effectiveness, quality and impact and other capacity building endeavors were the focus of discussion.

From 2003, the Annual Trainers Retreat will be organized by the HRD Network. This will be done involving partner organizations such as NGORC in order to continue moving forward in the same spirit and bringing the collective experiences and expertise of all the members to the forum.

The Retreat brings together, only trainers and professionals actively engaged in capacity building, on a common platform and seek solutions for problems and concerns. A candid exchange of views, and exploration of different approaches ensures putting together useful and new strategies. This in turn guarantees the effective design and delivery of quality training. Participants associated with different training institutions take back fresh insights from the Retreat discussions, which tend to penetrate quickly to the appropriate levels of organizational policy-making.

In April 2002, NGO Resource Centre and the Human Resource Development Network jointly organised the Annual Trainer's Retreat (ATR-4) in Murree.



### Objectives

- Improve the effectiveness of training provided by citizen sector training institutions
- Develop a resource group for capacity building of Trainers.
- Sharing experiences and best practices
- Setting industry standards in training

### Themes of the Previous Retreats

- ATR-1 1999  
Mapping the training sector in terms of services offered by training organisations and setting up a Network of Trainers
- ATR-2 2000  
Distance learning, managing education on a non-profit basis and setting up a Network of training institutions
- ATR-3 2001  
Values in Training
- ATR-4 2002  
Enriching Training Methodologies and Technologies
- ATR-5 2003  
Towards Quality Standards: Training Evaluation Methodologies



Mr. Hidayat Ullah (ActionAid Pakistan) at the Retreat 2002



Mr. B. Palanpurawala delivering a lecture on Training Methodologies



Participants of the Retreat 2002



This was the fourth Retreat, which aimed at building up a national resource group on citizen sector training, formalizing the process of preparing an cadre of professionals and organizations providing quality training while simultaneously sharing information on best practices and sector standards.

In this Retreat the Code of Conduct for Training Managers, Trainers and Trainees (drafted in the previous year) was revised and shared with the 38 participants. This Code was again presented to HRDN members assembled at the Annual meeting in August and was approved again for dissemination.

### **Code of Conduct**

for Training Managers, Trainers and Trainees

#### **The underlying concept**

- Self development should be a continuous process
- Trainers should work according to their competence so that quality of the training is not compromised
- Trainers should realize and admit their limitations
- Mutual respect and due acknowledgment should be an essential element of conduct of Trainers
- Unbiased attitudes and gender sensitivity should be demonstrated at all levels.

#### **Code of Conduct for Managers**

##### **Before Training**

- Believe in training as a catalyst for social change (and capacity development)
- Ensure nominations for the appropriate

participants whose profile is forwarded to trainer before the training commences

- Facilitate an enabling environment for human resource development

##### **During Training**

- Provide a conducive atmosphere for training
- Remove any possible obstacles which the participants might face

##### **After Training**

- Assess the outcome and impact of training with a view towards improving training
- Ensure utilization of training

#### **Code of Conduct for Trainers**

##### **Before Training**

- Design training which is flexible, adaptable yet focused with in built mechanisms for assessment of impact
- Update training material
- Acknowledge sources of training material
- Modify material according to the level and needs of participants
- Make a careful selection of presentation technology
- Make material gender sensitive

##### **During Training**

- Create a congenial atmosphere which ensures maximum learning
- Ensure audience participation
- Show respect for participants
- Use appropriate language
- Indicators for impact assessment to be used





Mr. Anson Rabbani (NGORC, Karachi) presenting the Code of Conduct to HRDN members at the Annual Member's Meeting in August 2002



Mr. Qadeer Baig delivering a lecture on Training Methodologies at the Retreat, 2002



**After Training**

- Consider feedback
- Assess impact
- Share experiences
- Participate in the follow-up activities

**Code of Conduct for Participants****Before Training**

- Believe in assimilating new ideas, and being open to learning
- Participate only in relevant training
- Attend training with preparation

**During Training**

- Respect other participants' views
- Demonstrate gender sensitivity
- Contribute to a better learning environment by participation, sharing ideas, experiences.

**After Training**

- Give candid feedback, enabling the trainer to assess the outcome of training
- Share learning with colleagues
- Participate in follow up activities
- Ensure that the training is properly utilized

**Access to Information**

Reaching out to its members through the Information Clearing House to provide information on upcoming local and international training, seminars, conferences, scholarships and workshops has been a constant activity of the staff. On average, 15 mailshots per month were sent to all the members. By strengthening the Information Clearing House, HRDN has enhanced its members' access to information relating to training, scholarships, courses and seminars. This is evident from the feedback, which has been received, from members who were able to avail exposure at international conferences and seminars.

A growing number of development organisations have used this forum frequently to convey information to HRDN members. Some of these organisations include Save the Children (US), PLAN Pakistan, Pakistan Institute for Environment Development Action Research (PIEDAR) have posted vacancy announcements for projects in Islamabad and Quetta solely through the HRDN so that they are able to reach out to a specific audience i.e. development organizations and professionals.

**Chapters and Focal Points**

HRDN has chapters in Peshawar, Karachi, Quetta, Muzaffarabad, Thimpu, Khatmandu and Colombo. Last year HRDN attempted to revitalize its links with the Local chapters within the country and abroad.

At the Annual meeting in August, the Focal Person in Peshawar, Mr. Zubair Qureishi announced his plans to move to Islamabad. Mr. Ijaz Ahmad from Sarhad Rural Support Programme (SRSP) was elected the new Focal Person to head the Peshawar chapter.





HRDN Website

<http://www.hrdn.net>


Mr. Kamran Malik (NRSP-IRM, Islamabad) meeting with HRDN Focal Person in Kathmandu Nepal and a few other members.



Mr Manzoor Khaliq who had been supervising the Quetta Chapter in 2001 had also moved away in early 2002. The Board of Directors therefore nominated Ms. Grace T. Shaikh to head the Chapter in Quetta.<sup>5</sup>

Simultaneously, it was felt that the overseas chapters should be proactively engaged to support the activities of the HRDN Secretariat. As a first step it was decided that an open dialogue should be conducted with the members based in Khatmandu to seek their views and expectations, which would help plan future activities in liaison with the Secretariat.

The Working Group on Networking arranged for Mr. Kamran Malik, an HRDN professional member (NRSP-IRM, Islamabad) to meet with the members in Khatmandu. On 21 November, Mr Malik held a meeting with the Focal Person, Mr. Raghev Raj Regmi. (Samuhik Abhiyan), Mr. Tej Raj Dahal (SNV Nepal) and Mr. Chij Kumar (World Education). Among other issues it was suggested that HRDN activities should be planned at two levels: national and regional. Communication between Local and International Chapters should increase. The regional Chapters also felt that they should be included in decision making at annual and BoD meetings. It was also suggested that in future activities and training should be planned focusing on the entire region.

## New Linkages

HRDN membership increased to 54 organizations by the end of the year. Although HRDN has not actively launched a campaign to increase its membership, the number of individual members has also risen considerably. Increasing membership places immense pressures on the HRDN staff and resources to respond to the different needs and requirements of all its members who have varied areas of expertise and focus.<sup>6</sup> A brief introduction of our new organizational members are as follows:

- Rural Support Programmes Network, Islamabad
- NWFP Essential Institutional Reforms Operationalization Programme (EIROP), Peshawar
- Pakistan Institute for Environment Development Action Research (PIEDAR), Islamabad
- Baluchistan Rural Support Programme, Quetta
- ROZAN, Islamabad
- Awaz Foundation (Centre for Development Services), Multan
- Lachi Poverty Reduction Programme, Kohat
- Akhtar Hameed Khan National Centre for Rural Development, Islamabad
- SASMoN, Islamabad
- Taraqee Foundation, Quetta
- SAHIL, Islamabad
- Malakand Rural Development Project, Swat
- GEF-Small Grants Programme
- Northern Areas Education Project, British Council

<sup>5</sup> Refer to updated contact details of the Focal Persons and Local Chapters in the annexures

<sup>6</sup> See annexure 4 for an updated list of new individual members and organisational members



### Brief of new members organisations

**ROZAN** is an NGO working on issues of emotional health, gender and violence against women and children. Its team comprises psychologists, psychiatrists, community workers, management experts, researchers, teachers and doctors.

Rozan's main programs are Aangan, Zeest, Pehchaan - Gender Resource Centre, Rabta - Police Training Programme and Youth Help Line.

#### **Pakistan Institute for Environment Development Action Research (PIEDAR)**

Working in Islamabad, District Khanewal (Southern Punjab), Quetta (Baluchistan), PIEDAR aims to generate, test and promote innovative and practically effective programmes for sustainable development through community management of common property.

#### **Malakand Rural Development Project**

is also working towards poverty eradication and rural development in four districts of the Malakand Division (Swat, Buner, Shangla and the Malakand Agency) by focusing on education, health, environment, enterprise development, HRD and physical infrastructure among other spheres of activities.

#### **Awaz Foundation for Development Services**

Currently operating in thirteen districts of Southern Punjab, the NGO facilitates community development and empowerment through capacity building, policy research and advocacy through community participation.

#### **Set up in 1983, Akhtar Hameed Khan National Centre for Rural Development and Municipal Administration**

is a training and research organization under the Ministry of Local Government and Rural Development. Since its inception AHK NCRD has conducted more than 300 training workshops and seminars training 9500 government and civil society functionaries.

#### **Rural Support Programmes Network**

Set up by RSPs of Pakistan to meet the need for programme quality guidance and strategic support as a result of expansion and diversification of their programme portfolios. The RSPN is funded by the Department for International Development (DfID), UK.



**GEF Small Grants Project (UNDP)**

The Global Environment Facility (GEF) is a programme to help developing countries protect the global environment by providing additional resources for the conservation and protection of global environment. In Pakistan this programme was started in August 1993 and currently is in its second Operational after completing a successful pilot during 1993-95.

GEF/SGP supports projects that reduce global warming, conserve biological diversity, protect international waters, activities that combat desertification, land degradation and deforestation, as they relate to the three priority areas, are also included.

The principal objective of the GEF NGO Small-Grants Programme is to identify and demonstrate community-based approaches and strategies that could reduce threats to the global environment if replicated successfully over time.

Under this programme, grants are provided directly to non-governmental organizations (NGOs) and NGO networks, people's associations, and community groups for activities in the GEF problem-areas.

**Taraqee Foundation**, based in Baluchistan, is working to alleviate poverty in Baluchistan through gender sensitive, people centred approaches by providing a set of social and economic services. To achieve its goals the Foundation strives to improve the living conditions of marginalized communities through the provision of Community Physical Infrastructure and basic health and education services. It advocates positive change in society by promoting linkages with other stakeholders within the civil society. The foundation also helps people affected by natural calamities.

**Lachi Poverty Reduction Programme, Kohat**

formerly known as South Asia Poverty Alleviation Programme (SAPAP) is part of the project funded by the UNDP in 6 SAARC countries. The project works closely with SRSP, government line agencies, donor agencies and the banking sector for reducing poverty through developing replicable natural resource management models for arid zones and developing new credit packages and capacity building.



**NWFP Essential  
Institutional Reforms  
Operationalization**

**Programme (EIROP)** is a joint effort of GoNWFP, UNDP and SDC which aims at supporting the good governance agenda of the government.

The objective of the project is to enhance the well being of the people of NWFP by making the public sector more effective, efficient and responsive through decentralisation, support informed decision making and capacity building and work towards a system which is participatory, gender sensitive, transparent and accountable to beneficiaries.

**SASMoN**

Set up in February 2002, South Asia Social Mobilization Network is an association of capacity building organizations from Bangladesh, India, Iran, Maldives, Nepal, Pakistan, Sri Lanka, for sharing experience and best practices.

In partnership with its members, SASMoN works towards enhancing capacities and supporting communities in managing their own development. It will disseminate key lessons and best practices from its members to government and non-government organisations in South Asia.

**SAHIL**, established in 1996, works exclusively on the issue of child sexual abuse and exploitation. This involves research, awareness raising, legal advocacy, intervention training, crisis intervention, free legal and medical aid for victims, publications and a resource centre.

Sahil also works with the Government of Pakistan to bring about changes in existing legislation regarding child sexual abuse.





Dr Atta ur Rehman, Federal Minister of Science and Technology, with Mr Roomi S. Hayat, Chairperson HRDN

**"The challenges for us is to use this creativity for the betterment of the quality of life and for the alleviation of poverty."**

Dr Atta ur Rehman, Former Federal Minister for Science and Technology and Education speaking at the HRDN Annual Meeting on August 23, 2002



Participants assembled at the inauguration of the meeting



## Third All Members Meeting (AMM): A Few Glimpses

The third annual meeting of the General Body (which consists of all HRDN members: individual and organizations) was held in Islamabad in August 2002. The Minister of Science and Technology, Dr Atta ur Rahman was the Chief Guest at this meeting of over 100 development professionals from all over Pakistan.

Dr Atta ur Rahman elucidated his vision and the government's reforms in education and Information Technology. "Today, the world is knowledge driven. Countries, which possess knowledge, march forward — and therefore, it is a world of ideas, a world of creativity, of innovation, skills, a world where thoughts are far more important", he said. "What we sow and grow in the soil and the ability to translate new thoughts, new ideas into products and processes takes a country forward."

**New global paradigms on HRD** were also discussed in his talk by Dr. Hamid Rafiq Khattak. He defined the major challenge confronting nations in the postmodern era. In an age driven by the quest for knowledge, developing and honing the intellect and creativity of mankind is the primary focus of nations so that new advances could be made in development, science and technology. For societies the driving force is therefore the acquisition of a competitive edge in information and knowledge. This has meant that countries try and control the use of their technology for a certain period of time through exclusive rights. A global drive is therefore underway to secure the intellectual rights. Human resource

development organizations and institutions can play a critical role in bridging this gap by identifying critical areas of human development, creating better linkages and liaison with other global non-governmental development agencies by creating a common knowledge base through which information and expertise can be shared or channelled towards a common goal which is human development.

On the second day of the meeting, the Chairperson of the group which produced the JBIC study on "Community Participation to Projects", Mr Haq Nawaz Khan, gave a presentation on the findings of the study.

At the end of the meeting, ActionAid Pakistan presented an interactive theatre on gender inequalities in rural Pakistan. The 'theater wallas' invited members of the audience to join them on the stage and re-enacted particular scenes and situations differently to provide an alternative picture of changes, which could be brought about in the society. Male and female stereotypes and roles were reversed and were acted out by the audience. The theatre, and the issues it espoused, proved to be extremely thought provoking.





Day 1: Dr Fauzia Saeed, Country Director, ActionAid Pakistan receiving shield from the Chief Guest



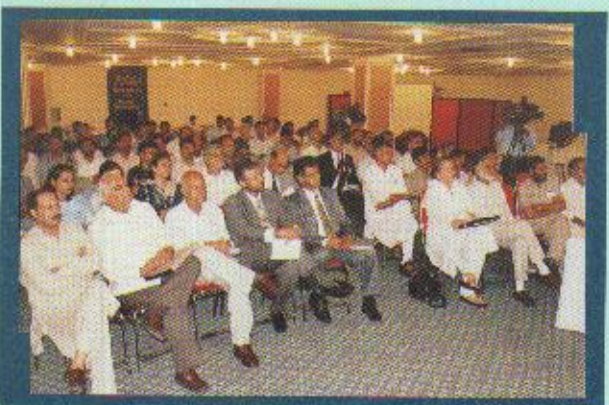
Day 2: Mr Khalid Masood Chaudhary, Dr Amir Mohammad (Chief Guest) and Mr Kamran Akbar



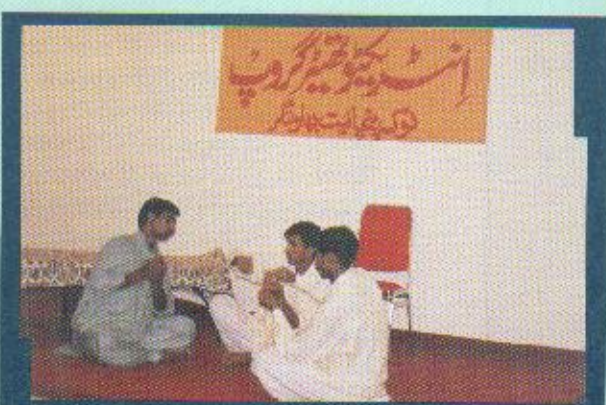
Group discussion at the Annual General Body Meeting: August 2002



Participants of the All members meeting



Participants of the All members meeting



Performance of the Interactive Theater Group



## Kaleidoscope

an exhibition — side event of Third AMM

An exhibition of handicrafts and advocacy material, produced by NGOs, coincided with the two-day meeting. Dates from Turbat to items of clothing made in Chitral from woollen "Shu" and the beautiful handicrafts embroidered by enterprising rural communities were exhibited. The participating organizations included Aga Khan Rural Support Programme, Baluchistan Rural Support Programme, DACAAR, Ghazi Barotha Taraqiati Idara, Idara-e-Khidmat-e-Khalq, Micro Enterprises Development (Islamabad), National Rural Support Programme, NGO Resource Center (Karachi), Punjab Rural Support Programme, ROZAN, Save the Children (US), Sungi and ThreadNet Hunza. The exhibition was visited by many who were equally interested in the booklets and reports produced on critical issues relevant to training and advocacy.



At a stall



At a stall by Save the Children (US)



At a stall

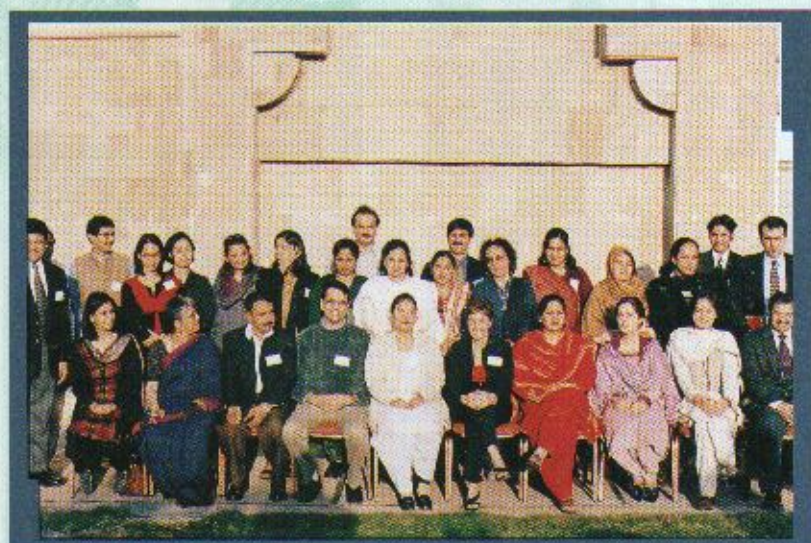


Weaving an honorable living





A group discussion at the workshop



Participants of the workshop



## The crosscutting theme – Gender

HRDN intends to bring gender issues to the forefront of its activities. HRDN believes that it is imperative for the civil society to promote gender equity across all sectors and in all programmes in order to ensure equitable capacity enhancement and development.

Most development organizations through their experience of close and continued work with women perceive women's development needs being addressed by focusing on the ills of poverty and patriarchy. The concept of 'gender equality training' as a strategic tool to reduce inequalities and effect change in asymmetrical gender relations at various levels of human development is more than a decade old, and various organisations in Pakistan have used this tool. Typically, external or internal, resource persons are engaged for designing and delivering training on gender sensitisation. While it is expected that training practices will vary according to goal and purpose, as well as the key players who are involved, there is concern about the effectiveness of such training to bring about effective transformations at the personal, professional, or organisational levels. A major challenge, therefore, is to identify tools and indicators for assessing the impact of gender training efforts, thus enhancing the expertise of gender trainers.

Given the magnitude of gender equity differences in Pakistan, and the number of organizations that are not completely gender sensitive, it is important that the existing cadre of professionals should be provided a forum where experiences, challenges and the best practices in gender training should be collated

and disseminated to the development sector in Pakistan.

The training community was brought together for experience sharing to link and discuss the substance of facilitating gender equity and equality in the Pakistani context.

Arranged in collaboration with the Aga Khan Foundation (Pakistan) and Pakistan Canada Social Institutions Development Program (PAKSID), the workshop entitled "Building Strategies for Effective Gender Training" was held at Serena Hotel Islamabad on 17 December 2002. The 27 participants of this workshop represent more than 22 organisations including HRDN members (organizations and individuals) and non members belonging to donor and civil society organizations which were imparting gender equality trainings, and PAKSID project partners.

The workshop focused among other issues, on defining goals of gender training, sharing challenges and best practices, measuring impact of gender training for organizational change, and developing tools for monitoring and measuring the impact of gender training. Finally, the workshop proposed further steps and follow-up actions for improving gender equality training.

It was pointed out that the challenge before trainers is immense, which is to bring about a 'transformational' change for the empowerment of women without a direct conflict with local hierarchies. The target audiences are mostly illiterate, poverty ridden, who interpret religion



incorrectly, confusing its teachings with misconceived notions of tradition, honour, and morality. Given such an environment the stereotypes of men and women, which are being promoted, cannot be brushed away as easily as cobwebs. These values, traditions and stereotypes are even upheld by women who fear taking up arms against existing hierarchies and who feel that upsetting existing power structures and relations would not actually offer any gains and therefore accept the proposition that compliance and acquiescence would be to their advantage. Gender analysis is a vast subject area, which requires great expertise and long-term training. The resistance and backlash to inexperienced and insensitive handling by so-called 'experts' can be immense and badly counter-productive.

It was clear to the participants that a one-day meeting could not provide enough time to really examine good practices in gender training. Another meeting, focusing exclusively on examining good practices, was therefore recommended. It was also considered necessary to commission research in areas traditionally ignored by the development sector, in which field data from different communities, sectors, and areas of Pakistan should be collected, rigorously analysed, documented and disseminated.

The workshop clearly demonstrated that while it is important that the numbers and capacity of gender trainers in the region should be enhanced, through regular training, publications and networking opportunities, HRDN proposed that a Gender Equality Working Group should be initiated. The Working Group would also facilitate a clearer understanding of the strategies for effective gender training.

It could help to find effective solutions for the much-needed social transformation in power relations between men and women, and their translation into institutional practices and policies. Such a Working Group would synergise its work by collaborating with other gender groups in order to harmonise various initiatives and the broader one of devising and contextualising institutional strategies which promote gender equity.



## Our Future Plans

HRDN will concentrate on enhancing the capacity of the civil society and public sectors so that the development sector is better able to contribute to equitable and sustainable human development. A national HRD Congress will bring together partners from public and private (non-profit and corporate) organizations, to discuss issues relating to human resources within the region. The expected outcome of the Congress will be a set of recommendations for meeting challenges in HRD and the developing and optimum utilization of human capital, competencies for improved professional and organizational performance.

It is recognized that capacity development has seldom been systematically planned or managed. Training as a strategic tool for capacity building suffers the same predicament. Experts with different skills and knowledge base are required for each specific area or theme. However, training organized over a period of one or two days with generic information and awareness for the participants cannot effectively deliver the goals. To achieve optimum results, course contents, design and delivery of training, the trainer's expertise and evaluation methodologies are all essential. Evaluation therefore is necessary for all parties involved in capacity building to assess the needs for capacity development, to develop effective strategies and to improve existing or future training programmes. The implication is that capacity development efforts require an evaluation procedure in order to ensure relevance, effectiveness and efficiency. This will be the theme of the fifth Trainer's Retreat, which will be conducted by HRDN.

HRDN's activities will revolve around reviewing quality standards in training. The natural corollary to this is that HRDN will produce a framework incorporating a set of nationally agreed standards to ensure the quality of training services throughout the region. With HRDN's emphasis on training, it is an ideal forum for holding consultations with development organizations and trainers.

Compilation and printing of the Manual on International Training Quality Standards is an activity of primary importance to HRDN. The guidelines and the Manual will enable HRDN to work in partnership with international standards' setting organisations.

In order to be able to conduct dialogues at the policy level, creating linkages/partnerships for international quality benchmarks and therefore accreditations for capacity building institutions at all tiers and in different sectors, activities will focus on more proactive and effective networking. Accreditation of training institutions and certification of trainers does not exist in this region and HRDN is ideally suited for this task.

Research into issues relevant to training is not available locally despite the fact that the value of skills and knowledge is placed highly. Most civil society organizations, based locally, do not have the resources or the budgets to conduct such researches. These researches will be beneficial to HRDN members and other organizations and may help improve the quality of training being delivered. A series of meetings will be held among HRDN's more insightful and senior members who will form the TAG on Research. It is hoped that HRDN members will conduct these research studies.



HRDN will conduct a Training Needs Assessment of civil society organizations in collaboration with NGO Resource Centre. The findings will be disseminated through a report and seminars at its different chapters. The results of the TNA will clearly indicate the organizations and areas where capacity building is urgently required. As stated earlier, more proactive linkages and effective networking can be conducted with partner organizations and individuals through Local Chapters.

It is envisaged that a new chapter will be opened in Lahore. Simultaneously, HRDN will conduct meetings of members and seminars at its existing chapters with a more focused and consistent approach towards capacity building. As new members replace Focal Persons who may not be able to continue representing HRDN due to other commitments, it is essential that experience sharing workshops of Focal Persons should be held in order to discuss the emerging issues which have come up at Local Chapters. Such meetings will help resolve problems and challenges faced by the Focal Persons and bring forward issues related to investment in people, institutions, and practices locally. In order to strengthen the local chapters, more funds will be allocated so as to broaden the canvas of support services at the regional level. Working Groups on International Exchange and Exposure visits and Networking, which will liaise with members to organize study visits and initiate partnerships in 2003. Individual and organizational representatives will be able to better understand the social conditions and the programmes being implemented by a development organization whether it is situated in a far flung area of Sindh or the northern areas in Pakistan. Next year HRDN plans to hold experience-sharing workshops at the national level inviting

senior and junior trainers among members, non-members, PAKSID partners and public organizations. These will initiate more working groups. Each of these working groups will identify areas in their line of activities and research. Simultaneously, any best practices identified will be disseminated among the partners. A Chairperson facilitating each Working Group will identify necessary action such as identifying existing gaps and the systematic training of trainers where required, policy planning and dialogues within a time scale. Poverty Alleviation Through Rural Development, Natural resource Management, and Crises Prevention and Recovery have been identified as some of these areas.

These Technical Advisory Groups (TAGs) will work with key partners to influence policy level decision-making. A series of seminars on gender issues have been planned in order to co-opt policy makers. Towards this end, the Gender Equality Working Group, will attempt to bring in civil society partners on a common forum to discuss issues pertinent to the work they are carrying out for reducing gender inequality within the country.

Simultaneously, a series of lectures will be initiated by the HRDN to highlight issues and challenges in Human Resource Development in Pakistan. Policy dialogues on a similar theme, which will bring organizations together and explore the intersections of development issues and public policy, will be held once every quarter. Facilitated by distinguished policy-makers, activists and scholars, these dialogues will aim at enhancing awareness and understanding of the complexities of development issues.



## Annexures



## Annexure 1: Working Groups

<b>Committees</b>	Chairperson/ HRDN Staff
<b>Working Group Programme Development</b>	Mr. Mahmood Akhtar Cheema, BoD Member Mr. Ghias M. Khan, SASMoN Secretary
<b>Technical Advisory Group on Training</b>	Mr. Ozair Hanafi, BoD Member Mr. Ch Israr ul Haq, AHK NCRD Mr. Mahmood Akhtar Cheema, BoD Member Mr. Sajjad Ahmad, Secretary
<b>Technical Advisory Group on Research</b>	Mr. Khalid Masood Chaudhry, BoD Member Ms. Tanya Khan, Save the Children (US) Dr. Virginia Appel, NRSP, Islamabad Dr. Mazhar Azeem, NARC Ms. Saira, Secretary
<b>Technical Advisory Group on National/International Exchange/ Exposure Visits (TAG-NIEEV)</b>	Ms Aqeela Tahir, BoD Member Ms Afshan Tehseen /Mr Hidayat ullah Khan, BoD Member Mr Ghias M. Khan, SASMoN Mr Sajjad Ahmad, Secretary
<b>Technical Advisory Group Networking</b>	Ms. Robeela Bangash, BoD Member Mr Ghias M. Khan, SASMoN Mr Malik Najaf Khan, NRSP-IRM Mr. Kamran Malik, NRSP-IRM Ms Ayesha Shaukat, Secretary
<b>Gender Equality Working Group</b>	Ms. Afshan Tehseer/Mr. Hidayat Ullah Khan, BoD Member Ms. Robeela Bangash, BoD Member Ms. Ayesha Shaukat, Secretary
<b>Membership Acceptance Committee</b>	Ms. Aqeela Tahir, BoD Member Mr. Atiq Mirza, ZTBL Mr. Mubashir Nabi, PPAF Mr. Adnan Sheikh, Secretary
<b>Purchase Committee</b>	Ms. Robeela Bangash, BoD Member Ms. Aqeela Tahir, BoD Member Mr. Abdul Malik, Member Mr. Adnan Shaikh, Secretary



## Annexure 2: Local Chapters

### Country Focal Person Pakistan

Ayesha Shaikat  
Programme Officer,  
House No.41, Street No. 56,  
F-6/4 Islamabad,  
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E-mail: info@hrdn.net

### Focal Person Peshawar

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Peshawar Pakistan  
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Tel: 91-273731-274540-278373

### Focal Person Quetta

Ms Grace T. Shaikh  
Relief Programme Manager  
PLAN Pakistan  
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E-mail: gtshalkh@yahoo.com

### Focal Person Muzaffarabad

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NJVCDP, Nazkila Gojran,  
UNDP Muzaffarabad, Pakistan  
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### Country Focal Person Sri Lanka

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### Country Focal Person Bhutan

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Bhutan  
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Fax: 975-(0) 2-322649

### Country Focal Person Nepal

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Nepal  
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Tel: 977-1-417361 Fax: 977-1-222223



## Annexure 3: Membership Status

### Membership Status

Member Ship Fee	Joining Fee		Annual Fee	
	Pak (Rs)	US(\$)	Pak (Rs)	US(\$)
<b>Individual</b>				
Professional members	200	5	1,000	20
General Members	200	5	750	15
Student Members	100	2	500	10
<b>Organisational Members</b>				
NGOs/ RSPs / Donor Agencies	500	5	3,000	60
Government/ Semi-Government	200	5	600	15

	2002	2003
<b>Individual</b>		
Professional members	78	105
General Members	03	04
Student Members	01	01
<b>Organisational Members</b>		
	40	54



#### Annexure 4: List of Current Members (Individual)

Founding Members					
Membership No.	Name	Address	City	Phone	Email
F-001	Mr. Roomi S. Hayat	H # 6, St # 56, F-6/4, Islamabad.	Islamabad	Tel: 051-2822752-792 Fax: 2823335	pmhrd@apollo.net.pk
F-002	Ms. Robeela Bangash	H # 445, SL # 57, I-8/3, Islamabad.	Islamabad	Tel: 051-4435448	robeelabangash@yahoo.com
F-003	Mr. Haq Nawaz Khan	724, Main Service Road, G-11/2 Islamabad	Islamabad	Tel: 051-2299102 Mob: 0300-5174230	hmkhan53@hotmail.com
F-004	Mr. Mahmood A. Cheema	IUCN, H # 38, St # 86, G-6/3, Islamabad	Islamabad	Tel: 051-2270686-7 Fax: 2270688	mahmood.cheema@isb.iucnp.org
F-005	Ms. Afshan Tehseen	ActionAid Pakistan, H # 10, St # 17, F-8/3, Islamabad	Islamabad	Tel: 051-2264689 Fax: 2260678	afshan@actionaidpakistan.org
F-006	Mr. Abdul Rashid Chaudhary	HDA, Flat 1, Ishaq Plaza, Pakeeza Market I-8/4, Islamabad	Islamabad	Tel: 051-4449182 Mob: 0300-5101073	archda@hotmail.com
F-007	Mr. Khalid Masood Chaudhary	H # 671, ST # 76, I-8/3, Islamabad	Islamabad	Tel: 051-4449182 Mob: 0300-8561040	masood@planpakistan.org
F-008	Ms. Aqeela Tahir	H # 6, St # 56, F-6/4, Islamabad	Islamabad	Tel: 051-2822752-792	aqeela@irm.edu.pk



### Professional Members

P-001	Mr. M. Azam Khan Tareen	H. # 6, SL#56, F-6/4, Islamabad.	Islamabad	Tel: 051-2822752 & 792 Fax: 051-2823335	azam@irm.edu.pk
P-002	Mr. Atiq ur Rahman Mirza	H # DK-319-Z/75, Dhoke Kashmirian, Satellite Town, Rawalpindi	Rawalpindi	Mob: 0300-9564560 Tel: 051-4840438	Aliqmirza2002@yahoo.com Aliqmirza2002@hotmail.com
P-003	Ms. Erum Wali Khan	NAEP- British Council, Directorate of Education, Hunza Chowk,	Gilgit	Tel: 05811-52440 05811-53700	ewkhan@hotmail.com
P-004	Mr. M. Azam Roomi	Lahore University of Management Sciences L.C.C.H.S, Lahore Cantt-54792	Lahore	Tel: 042-5722670 Fax: 042-5722591	roomi@lums.edu.pk
P-005	Dr. Manzoor Ahmad Awan	SUNGL Development Foundation, 186CB, St.13, Jinnahabad	Abbottabad	Tel: 992-381253 Fax: 992-382300	manzoorhrd@yahoo.com
P-006	Dr. Shaikh Tanveer Ahmad	HANDS 42-A, First Floor, Sindhi Muslim Housing Society	Karachi	Tel: 021-4532804 Fax: 021-4527698	hands@cyber.net.pk
P-007	Mr. Sohail Manzoor	NRSP, H. # 6, St # 56, F-6/4,	Islamabad	Tel: 051-2822752-792 Fax: 051-2823335	sohail@irm.edu.pk
P-008	Mr. Khalid Iqbal Khattak	NUVCDP, Nazkila Gojran, UNDP	AJK	Tel: 058810-44786	Khattak_khalid@hotmail.com
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P-011	Ms. Maheen Zahra	H # 35, St # 30, F-6/1	Islamabad	Tel: 051-2273202	maheen@strat-ops.org
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P-013	Dr. R. Y. Jalali	National Rural Support Programme, Pakistan, C/O Alvi Medical Store, Alnoor Colony, Khanna Road	Rawalpindi	Tel: 051-2822752 Mob: 0333-5117509 Fax: 051- 2823335	jajali58@hotmail.com jalali@irm.edu.pk



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P-032	Mr. Muhammad Aslam	Project Coordinator, Area Development Project, South AJK, Mirpur	AJK	Tel: 8610-45375 Fax: 8610-45375	
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P-035	Mr. Khawaja Tariq	H # 6, St # 56, F-6/4, Islama bad.	Islamabad	Tel: 051-2822752, 792	waleedbink@hotmail.com
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P-037	Mr. Dupal Chiranjeewa Nanayakkara	251/2, Polhengoda Rd., Colombo 5.	Colombo	Tel: 094-01-811815 Fax: 094-01-234511	wde@st.lk
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P-039	Mr. Tej Raj Duhal	SNW-Nepal, P.M& E Officer, GPO 1966	Nepal	Tel: 9771523444 Fax: 9771523155	tdahal@snv.org.np
P-040	Ms. T.W. Sriyani Perera	SNW-Nepal, Bakundhole, Lalithpur, Patan, P.O 1966	Lalithpur	Tel: 9771523444 Fax: 9771523155	spetara@snv.org.np
P-041	Mr. Muhammad Waseem Ashraf	Institutional Specialist (IDS) CIP/ISP, 3rd floor, PDA Commercial Complex hayatabad Phase V	Peshawar	Tel: 091-9217464	waseem@btdmp.qta.sdnpc.undp.org
P-042	Mr. Naseer Ahmad Arain	A-19, Sachalabad, Near Citizen Housing Society,	Hyderabad	Tel: 0221-9240197 Fax: 0221-9240198	rpmnrs@yahoo.com
P-043	Mr. Arshad Hussain Bhatti	House # 1, British council , St # 61, F-6/3 Islamabad.	Islamabad	Tel: 111-424-424, 051-2253880, 2282954	arshed.bhatti@britishcouncil.org.pk



P-044	Mr. Anwar Ul Haq	NRSP, Head Office, 46 Aga Khan Road, Islamabad.	Islamabad	Tel: 051-2822319-324 Fax: 2822779	anwarlink@yahoo.com
P-045	Mr. Ehsan Elahi Baiwa	Head of Food Technology Section, Ayub Agriculture Research Institute	Faisalabad	Tel: (Res) 766493 (Off): 657281-90 Ext: 235	drehsanbaiwa@hotmail.com
P-046	Mr. Ikram Saeed	Training Coordinator, UNDP, Programme Support Unit, Area Development Programme, AJK. P & D Department, New Secretariat Complex, Muzaffarabad, AJK.	AJK	Tel: 58810-32306 Fax: 58810-32366	ikramsaheed5@yahoo.com ikramun@isb.paknet.com.pk
P-047	Mr. Iqbal A. Kidwai	Area Development Programme Baluchistan UNDP, 249, Samugli Housing Scheme,	Quetta	Tel: 081-9201494 Fax: 081-443621	iqbal@kidwai.qta.sdnpk.undp.org
P-048	Mr. Kamran Malik	Programme Officer, NRSP, H. # 6, St. # 56, F-6/4	Islamabad	Mob: 303-7775157	kamranmalik7@hotmail.com
P-049	Mr. M.S.K Chughtai	Wall's travel bureau (pvt) Ltd. 10-Walji building, Khayaban-e-suhrawardy Islamabad	Islamabad	Tel: 051-2270749-50 2870201	msk.chughtai@travel.com.pk
P-050	Mr. Mukhtar Javed	Sungri Development Foundation H. #CB/186, St. # 13, Jinnahabad	Abbottabad	Tel: 992-381253 Fax: 992-382300	mukhtar_j@yahoo.com mukhtar_j@hotmail.com
P-051	Mr. Muhammad Usman Qazi	5-1/2-12-15, Gordat Singh Rd.	Quetta	Tel: 081-921638 0320-4783533 Fax: 81-443621	usmanqazi@netscape.net info@usmanqazi.com
P-052	Ms. Grace T. Shaikh	30 AB, Chaman Housing Scheme	Quetta	Tel: 081-822787 Fax: 833747	gtshaikh@yahoo.com
P-053	Mr. Arshad Akif	H # 1009, ST # 67, G-9/4,	Islamabad	Tel: (Res) 051-2280113 Mob: 0300-8560123	amakiff@hotmail.com akiff@ips.net.pk
P-054	Ms. Aduwo Jennifer Rose	Uganda Management Institute (UHI) P.O. Box 20131 Kampala	Uganda	Tel: 256-41-259722(0) Fax: 259581	jraduwo@yahoo.com
P-055	Mr. Ronaldo Bucud	Project Officer, Center for Local Govt. Development Office, DAP Building, San Miguel Ave, Pasig City Manila	Philippines	Tel: 63-2-631-2123 631-2132 Fax: 63-2-631-2131 631-2157	ronald@cavite.i-next.net bucudr@dap.edu.ph jhonaaustria@dap.edu.ph
P-056	Mr. Muhammad Zubair Qureshi	PLAN Pakistan, H # 3, St # 33, F-8/1,	Islamabad	Tel: 051-2255591 Fax: 051-2256040	zubair@planpakistan.org zubairqureshi6@yahoo.com fst@brain.net.pk
P-057	Mr. Amir Abbas Bukhari	H. # 9, St. 18, F-8/2	Islamabad	Tel: 051-2254336 Fax: 51-2262507	abukhari@crspsk.org



P-058	Ms. Fauzia Bliqis Malik	H. No. 357, Street 4, Gulraiz Housing Society, Sales 4	Rawalpindi	Tel: (Res) 051-5509426 (Off) 051-2254336 Fax: 051-2262507	fauziabm@apollio.net.pk fmalik@crspk.org
P-059	Mr. Naeem Kamran Farooqi	Flat# F-4, Shaheen Arcade, Unit # 8, Latifabad,	Haiderabad	Tel: 0221-812665 Fax: 0221-784273	naeembinh@hotmai.com naeembinh@yahoo.com naeemkf@hotmail.com naeemkf@yahoo.com
P-060					
P-061	Mr. Mohammad Kamran	South Asia Partnership Pakistan, Haseeb Memorial Trust Building, nasirabad, 2km, Riwind Rd., P.O Thokar Niaz Beg Lahore-53700, Pakistan.	Lahore	Tel: 042-5426470-2 Fax: 042-5411637, 5426473	sappk@sybcwux.com kami302@hotmail.com
P-062	Ms. Nina E. Mapili	Nina Mapili and Associates, Alpenstrasse11, 88045 Friedrichshafer	Germany	Tel: 49-7541-33773	nina@mapili.com nmapili@hotmail.com
P-063	Mr. Khalid Mushtaq	H. #2, NDC Campus, NDC Sector, E-9	Islamabad	Tel: 051-20085502	khusrok@hotmail.com suhashahar@hotmail.com
P-064	Mr. Arshad Waheed	H. No. 499, Street 9, F-10/2	Islamabad	Tel: 051-2103841 Mob: 0300-5109687	wahed@rocketmail.com
P-065	Mr. Rehan Ghazanfar	House # 6, Street # 56, F- 6/4	Islamabad	Tel: 051-2822752, 2822792	rgghazanfar@hotmail.com
P-066	Mr. M. Waheed Khan	MA & R – NDP H. # 7- B, Block – F, Gulberg II	Lahore	Tel: 042- 5759651, 5764253 Fax: 042- 5759651	unique_44000@yahoo.com
P-067	Mr. Ata-ul-Mohsin	NJVCDP, Shoukat Lines P.O. Box-117 near Golra Fort Muzaffarabad-AJK.	AJK	Tel: 058810-44786-46143 Fax: : 058810-44786	Ataul mohsin@hotmail.com
P-068	Mr. Johan Nieuwenhuis	Farm Water Management Project, P.O. Box 135, Jamrud Road, Opposite Islamia College	Peshawer	Tel: 091-9216253 Mob: 0303-7869239 Fax: 091-9216253	Cool3pak@isb.comsats.net.pk fsp@brain.net.pk
P-069	Mr. Habib-ur-Rehman	H #75, Sector 2, Kotla Town, Kohat. HRDC/SRSP, Kohat.	Kohat	Tel: 0922-514743	Habibrehman148@hotmail.com
P-071	Ms. Shaheen Khan	A-26, Mir's Tombs , Doctor's Colony, Hyderabad. Sindh.	Hyderabad	Tel: 021-655294	Shankhan09@yahoo.com
P-072	Mr. Riaz Qadeer Qureshi	H # 31, St # 41, F-7/1	Islamabad	Tel: 0300-9544354	Riazqq@hotmail.com riazqq@yahoo.com



P-073	Mr. Ozair A. Hanafi	Nilbaf, A-1, Sector H-8/1, Piras Bokhari Road	Islamabad.	Tel: 051-9257188 Fax: 4435166	Hanfo@khushhalbank.com.pk
P-074	Ms. Madeline Wright	196a, St # 36, F10/1,	Islamabad	Tel: 051-2212970,	mandy@mail.comsats.net.pk rsdp@isb.comsats.net.pk
P-075	Mr. Tariq Ansari	H # 286, St # 55, F-11/4,	Islamabad	Tel:051-2294315	ansarif@apollo.net.pk
P-076	Mr. Riaz Ahmed Riaz	House 78, Street # 2, I.I.Colony, Kharian Cantt.	Kharian	Tel: 0431-864707 Fax: 0431-864707	PRSPGRW@brain.net.pk
P-077	Ms. Sehar Bhatti	31-A, New Chaurjuri Park.	Lahore	Tel: 042-7416500 Mob: 0303-6414026	bsehar@hotmail.com
P-078	Ms. Shahida Kazmi	Plan Pakistan, H # 3, St # 33, F-8/1	Islamabad	Tel: 051-2256064 2255591, 051-5464452 Mob: 0333-5185691,	Shahida.kazmi@planpakistan.org shahida_kazmi@yahoo.com
P-079	Ms. Shazia Bangash	H. No. 445, Street 57, I-8/3	Islamabad	Tel: 051-4435448	shaziaBangash@yahoo.com
P-080	Dr. Mohammad Amjad Malik	Livestock & Dairy Development Dept. F-8 Markaz. Ayub Market, ICT	Islamabad	Tel: 051-9261528	dramjadmailpk@yahoo.com
P-081	Ms. Saleema Munir	H # 4, St # 35, F-8/1,	Islamabad	Tel: 051-2261706 Fax: 2262507	Smunir@crspk.org
P-082	Mr. Najaf Khan	6-A, Park Road, F-8/2	Islamabad	Tel: 051-2253225	najafkhan@hotmail.com
P-083	Dr. Syed Sajdin Hussain	H # 25, St # 1, Shahzad Town,	Islamabad	Tel: 051-2240324	sajdin@isb.sdn.pk.org
P-084	Mr. Najam Abbas	Aga Khan Development Network, 6, Hakimzade Street, Dushanbe, Tajikistan.	Dushanbe	Tel: 992-35220-5582	Najam.abbas@uca.automail.com
P-085	Mr. Kazim Abbas Shah	NRSP, 14-Z, Model Town,	D.G.Khan	Tel: 0641-361227 Fax: 0641-470664	Kazimshahus@yahoo.com
P-086	Mr. M. Waseem Khan	Katikhel, inside Leghari gate, balboch street, D.I. Khan (NWFP)	D.I Khan	Tel: 0961-6160, 0961-810337,712275 Fax: 0961-810337	Ikkn@brain.net.pk
P-087	Ms. Nazakat Marwat	Idara-e-khidmate-e-khalq(IKK) opp to chaah piple draban road D.I.Khan (NWFP)	D.I Khan	Tel: 0961-6160, 0961-810337,712275 Fax: 0961-810337	ikkn@brain.net.pk



P-088	Mr. Muhammad Tahir Waqar	H # 396, St # 43, G-9/1,--	Islamabad	Tel: 51-2252713 Mob: 0300-5128381	tahirwakar@yahoo.com waqar396@hotmail.com
P-089	Ms. Muhammad Younis	DFO, Sector - D-4 Kalayal Shero Near Patrol Pump, Mirpur Azad Kashmir.	AJK	Tel: (Off) 058610-453210 (Res) 058610-45483	ta@south.isb.sdn.pk.org
P-090	Ms. Mudassara Anwar	H # 140-A, St # 65, F-10/3,	Islamabad	Tel: 051-9258569 Fax: 051-9258556	Mudassara@yahoo.com ahdorg@hotmail.com
P-091	Mr. Mohammad Madsood	Haji Khel Colony, Tehsil & distt: Lachi UNDP, Lachi Office	Kohat	Tel: 0922-514593	UndpLchi@brain.net.pk
P-092	Mr. Khan Muhammad	Haji Khel Colony, Tehsil & distt: Lachi UNDP, Lachi Office	Kohat	Tel: 0922-550086- 514593 Fax: 0922-550342	Khan_mohammad02@hotmail.com
P-093	Mr. Muhammad Sajjad Ashraf	28/C, Johar Town	Lahore	Tel: 042-51719045 Mob: 0320-4645410	sajjadhr@hotmail.com
P-094	Mr. Tahir Hameed Wynn	Postal Add: C/O Baidarie Office, Village & post office Roras, Tehsil and Distt: Sialkot Permanent add: 138-Asghar mali Scheme, Rawalpindi.	Sialkot	Tel: 0432-505156	Twynne101@hotmail.com Twynne101@yahoo.com
P-095	Mr. Ch. Israr ul Haque	H # 1, Category - II G-8/2, Isb. Postal Add: Akhtar Hameed Khan National Centre for Rural Development & municipal Administration Park Road, Chak Shahzad, Islamabad.	Islamabad.	Tel: 051-9255152, 9261549 Fax: 051-9255157	nrcd@isd.wol.net.pk isr@isd.wol.net.pk
P-096	Mr. Tahir Ali Shah	C/o Riaz Ali Shah St # 6, Gulbahar Colony # 1, Peshawar NWFP	Peshawar	Tel: 0936-817101-2 Fax: 0936-817100	rahmeenus@yahoo.com
P-097	Mr. Muhammad Abdul Wahid	H # 265, St # 41, F-11/3	Islamabad	Tel: 051-2294320	hrexel@hotmail.com
P-098	Mr. Ayaz Ahmad	H # 23-B, Gulistan Colony, Nowshera Cantt	Nowshera	Tel: 0923-630901 Fax: 0923-510792	Ayaz_ahmad@bal.com
P-099	Ms. Sofia Iqbal	H # 896, Street # 90, Sector I-8/4,	Islamabad	Tel: 051-4448446	Sofia_iqbal73@hotmail.com
P-100	Ms. Midhat Akram	H # C-6, Sector F-1, Mirpur	AJK	Tel: 058610-42671 Fax: 058610-43508	Hda02@hotmail.com hdapak@yahoo.com
P-101	Mr. Muhammad Shakoor	PRSP- Regional Office, 26-A, Alnoor House Uggoki model town,	Sialkot	Tel: 0432-513906	sattishakoor@hotmail.com
P-102	Mr. Azhar Abbas	Field Unit Talagang(NRSP) H # 1, Suraj Miani, Multan	Multan	Tel: 05776-111873 061-516337	Piscas75_2002@yahoo.com
P-103	Mr. Sono Khangharani	TRDP- Near Dargah Hussain Sahah Siran, Mithi-69230, Distt: Tharparker	Tharparker	Tel: 2342-61462 Fax: 2342-61379	khangharani@therdecop.org khangharani@hotmail.com



P-104	Mr. Muhammad Imran Javed	NRSP/SPEP Jamal din wali. Or G-10/1, H # 343, Islamabad	Islamabad	Tel: 051-2291849 0682-672039	IMRAN_SPEP@HOTMAIL.COM Imranjaved904@hotmail.com
P-105	Mr. Mohammad Zubair Ch.	21 W-8 Madina Town	Faisalabad	Mob: 0300-5110740	Zee_chaudhry@yahoo.com

#### General Members









G-001	Mr. Waqar Haider Awan	9-K, Kausar Block, Awan Town, Multan Rd., Lahore-54780	Lahore	Tel: 042-7832431 Mob: 0300-9462094	haider@haider_rabbani.com
G-002	Mr. Fazal Hussain	H. # 2-A, St. # 70, F-8/3	Islamabad	Tel: 51-2855555 60 Fax: 51- 2855667	fazal135@hotmail.com
G-003	Mr. Kalliq-Ul-Zaman	P.O. box Barthi Tehsil Tounsa shanief Distt: D.G.Khan	D.G. Khan	0621-702816	khliqbuzdar@hotmail.com
G-004	Mr. Shahab Ud Din	Village Bal-Buhal, P.O larsan Nawab, Tehsil & District Mansehra	Mansehra	0987-341236	Shahab1988@hotmail.com

#### Student Members







S-001	Mr. Osman Haneef	H # 5, St # 76, Sector G 6/4,	Islamabad	2273452	ohaneef@hotmail.com
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## Annexure 5: List of Current Members (Organisational)

S. No.	Logo	Name of Organization	Address	Phone	Fax	Contact Person
1.	 O-003	ACTIONAID Pakistan	ActionAid Pakistan, H. # 10, St. # 17, F-8/3, Islamabad	51-2264689- 2253880-2282954	2260678	Ms. Afshan Tehseen Mr. Hidayat Ullah Khan
2.	 O-023	Adult Basic Education Society (ABES)	128, Saifullah Lodhi Road, Rawalpindi	51-5581303	51-5519220	Mr. Edwin Samson Chief Coordinator
3.	 O-028	Aga Khan Rural Support Programme (AKRSP)	Sadpara Rd., Skardu, Baluchistan	(92-575)2867/2942		Mr. Ghulam Hussain Manager LSU
4.	 O-048	Akhtar Hameed Khan National Centre For Rural Development & Municipal Administration	M/ o E, LG & RD, Park Road, Chak Shahzad, Islamabad.	051-9255152	051-9255157	Mr. Israr Ul Haq Director (Training & Admin)
5.	 O-010	Area Development Programme Baluchistan	Opposite University of Baluchistan, Sariab Road, Quetta.	81-9211638	81-443621	Dr. Muhammad Yousaf Ch. Programme Coordinator
6.	 O-045	Awaz Foundation Pakistan (Centre for AwazCD's Development Services)	H # 2440 N / 8A, D-Block New Shamsabad Colony Multan Pakistan.	0092-61-584909	0092-61-584909	Mr. M. Zia Ur Rehman Chief Executive Mr. Sultan Mehmood Programme Manager
7.	 O-042	Baluchistan Rural Support Programme (BRSP)	5-A, Sariab Road, Quetta.	446807	442153	Dr. Shahida Jaffery Chief Executive Mr. Tahir Malik P.O. Edu Hrd.
8.	 O-001	Bunyad Literacy Community Council (BLCC)	E-105/A-9, Gulqush Colony, New Super Town, Near Adil/ Rashid Hospital, Main Boulevard Defence, P.O Box 6013, Lahore Cantt. Lahore	42-6670887-	42-6661817	Prof. Saeed-ur-Rahman Executive director












9.	O-018	COMMON	Community Organization Network, Hatiana House, Paracha St., Near Mubarak Gate, Bahawalnagar, Pakistan	631-73948	631-73948	Ms. Humaira Maqsood
10.	 O-037	Community Support Concern	319-4-D/1, New Township, Lahore, Pakistan	5116343	5116343	Mrs. Shaista K. Jan C.E. Director Mr. Muhammad Amjed Project Manager Gorm-pedersen Dwebmasterdirector
11.	DACAAR	DACAAR	Mabal Office, Paikobe - naswar, wazirabad Kabul P.O. Box no 208 Kabul Afghanistan 2nd Add: 10-Gul Mohar lane, P.O Box855, University Town,	0093-70288232		
12.	O-006	DE LAAS GUL Welfare Programme	H # 1349, Ahashdarak, Main Road close to pul-i-mahmood Khan Kabul Afghanistan.	0093-270284525		
13.	 O-047	Essential Institutional Reforms Operationalisation Programme	H # 45, St #5, Defence Officers Colony, Khyber Road, Peshawar, Pakistan	91-9211166	91-9212864	Mr. Muhammad Mahmood Project manager Mr. Shahid Tanweer Training coordinator
14.	 O-041	Extension Services Management Academy	Area Development Programme, UNDP Project, AJK., Garhi Dopatta, Muzaffarabad, AJK	058810-49300 Ext: 63 & 7	058810-32306	Director General
15.	 O-015	Faran Education Society	St. 4 Sector 14, Orangi Town, Karachi, Pakistan	(Res) 6657725 :0333-2137296		Reaz Ahmad Secretary/CE
16.	 O-035	Ghazi Barotha Taraqqiati Idara	Near PWD Rest House, Hathian, District Attock, Attock, Pakistan	0597-640201	0597-640202	Mr Zulqamain Abbas Jafari, Programme Officer HRD
17.	 O-008	Global Environment Facility-Small Grants Programme	9th Floor, Saudi Pak Tower, 61-A, Jinnah Avenue, Islamabad, Pakistan	051-2800030	051-2800031&34	Mr. Fayyaz Baqir National coordinator












18.	 O-022	Ibsina Public Health Programme	Phase II, St # 6, H # 81, Sector G-2, Hayatabad, Peshawar, Pakistan	91-825442-825489 816380	091-825516	Dr. Mirza Jan Technical Manager
19.	 O-014	Idara-e- khidmat-e-Khalq	Majeed Lane, Darban Road, Near Zakria Mosque Opp:Chah Pipal Wala, Dera Ismail Khan, Pakistan	0961-712275 0961-810337	0961-810337	Mr. Jamal Shah
20.	 O-036	INF Nepal	International Nepal Fellowship P.O Box 5, Simpani Pokhara, Nepal	977(0)61 21 994 +977(0)61 20 430		Ram Raj K.C. Personal Manager
21.	 O-027	Institute of Media Communication & Training	Baitul Aman Housing Society #690, Rd. 12, Adabor, Shyamoli, Dhaka-1207, Bangladesh	880-2-8115017		Mr. Murtaza Ahmad
22.	 O-044	Lachi Poverty Reduction Project	#129, St # 8, Defence Officers Colony, Khyber Road, Peshawar, Pakistan	092-285390/0922-550086, 514593(kohat)	091-285390	Mr. Mohammad Azam Khan National Project Co-ordinator
23.	 O-032	M.A. Jinnah University, Islamabad	74-E, Jinnah Avenue, Blue Area, Islamabad, Pakistan	51-2822446/489	51-2822743	Dr. Syed Tahir Hijazi
24.	 O-050	Malakand Rural Development Project (MRDP)	Malakand Rural Development Project P.O. Box # 14, Kalam Road, Fzogat, Swat, Pakistan	0936-817101-3	0936-817100	Mr. Tahir Ali Shah Program Manager Rural Financial Services
25.	 O-020	National Aridland Development and Research Institute, Islamabad (NADRI)	RR1 Building, Chak Shahzad, Park Road, Islamabad, Pakistan	9255068-9255065	9255034	Dr. Abdul Wahid Jasra Director
26.	 O-017	National Institute of Public Administration (NIPA)	University Road, Karachi-75300 Pakistan	21-8111394-6 0333-2103105	21-8112415	Mr. Nadeem Nizami Public Relations Officer











27.	 O-009	National Rural Support Programme (NRSP)	# 46 Aga Khan Road, F-6/4, Islamabad, Pakistan	92-51-822779	Dr. Rashid Bajwa C.E.O.
28.	 O-034	Netherlands Development Organisation Nepal	PO Box. 1996, Katmandu, Nepal	Tel & Fax. 5-977-1-523155	Ms. Hima Bista
29.	 O-038	NGO Resource Centre (NGORC)	D-114, Block V, Clifton, Karachi, Pakistan	Tel: 5865501-2	Mr. Qadeer Baig Deputy Director
30.	 O-053	Northern Areas Education Project	NAEP office, Directorate of Education, Hunza, Chowk, Gilgit, Pakistan	05811-53700 572-2552	Lionel D'Cruze HR Officer
31.	 O-026	Norwegian Afghanistan Committee	18 E9, Syed Jamaludin Afghani Road, University Town, Peshawar, Pakistan	091-854623/ 854640/854644 (92-91)11346, 45268, 43717,	Mr. Nawaz Khan Jadoon Manager HRDN & Info. njadoon@brain.net.pk
32.	 O-012	Organization for Rural Development & Research	Ziarat Shaikh Yousaf, P.O. ARS (Raita Kulachi) Dikhan, Peshawar, NWFP Pakistan	961-740070	Mr. Saifur Rehman Qurashi Programme Officer
33.	 O-013	Pak-Swiss Small Scale Enterprises Promotion	203, Block B, City Towers, Jamrud Road, P.O. Box 1465, Peshawar, Pakistan	91-840156-840464	Mr. Fathi-uz-Zaman Project Manager
34.	 O-043	PIEDAR	Office # 3, 1st floor, 64 E, Masco Plaza Jinnah Avenue, Blue Area, Islamabad, Pakistan	051-2820359	Zeesle Nasim Office Manager
35.	 O-004	Punjab Rural Support Programme (PRSP)	31/1-A, Model Town, Lahore, Pakistan	42-5860379	Mr. Farooq Haroon C.E.O.



36.		RDAs/SOSRSP	25 Club Road, Link Katchery Road, Kasur, Pakistan	Fax: 042-5852377	Mrs. Riaz Ahmad National Coordinator
37.		Rozan	# 4-A, St # 34, F-8/1, Islamabad, Pakistan	051-2851886/7	Mr. Yasin Dildar Programme Coordinator
38.		Rural Support Programmes Network	H # 7, Street 49, F-6/4, Islamabad, Pakistan	51-2822476 2821736	Ms. Shandana Khan Chief Executive Officer
39.		SAHIL	O# 13, First Floor, Al-Babar Centre, F-8 Markaz, Islamabad, Pakistan	051-2260636 /2856950	Mr. Sarfraz Hussain Manager Operations
40.		Sarhad Rural Support Programme	129, Defence Officers Colony, St. # 8, Khyber Road, Peshawar, Pakistan	91-9211763- 274540-285389- 9211417	Mr. Masood-ul-Mulk C.E.O.
41.		SNV Netherlands Development Organisation Bhutan	P.O. Box 815, Thimphu, Bhutan	975-(0)2-322732 / 322900 / 324871	Ms. Karma Loday
42.		South Asia Social Mobilization Network (SASMn)	H # 7, Street 49, F-6/4, Islamabad Pakistan	51-2822476 2821736	Mr. Ghias Muhammad Khan Regional Coordinator
43.		South Asian Partnership Pakistan	Hasseeb Memorial Trust Building, Nasirabad, Raiwind Road., P.O. Thokar Niaz Beg, Lahore 57300, Pakistan	92-42-5426470-2	Mr. Muhammad Tahseen Executive Director
44.		Strengthening Participatory Organization (SPO)	H. #9, St. #89, Embassy Rd., G-6/3, Islamabad, Pakistan	51-2272978, 2820983	Mr. Harris Khalique Chief executive. Rehana Khilji



45.	 O-016	SUNGI Development Foundation(SDF)	HRD Programme, CB 186, 51.13, Jinnahabad, Abbottabad, Pakistan	992-381253	992-382300	Principal Programme Coordinator
46.	 O-002	Sustainable Development Policy Institute	3 UN Boulevard, Diplomatic Enclave 1, G-5, P.O Box 2342, Islamabad, Pakistan	2278134 Ext: 205	2278135	Mr. Arshad Aziz Programme Secretary, Training Unit
47.	 O-005	Swiss Agency for Development	Embassy Of Switzerland, St. # 6, Diplomatic Enclave, Islamabad, Pakistan	51-2279280	51-2824872	Mr. Sohail Malik National Programme Officer
48.	 O-051	Taraqee Foundation	H # 84-A, St # 6, Jinnah Avenue, Jinnah Town, Quetta, Pakistan	081-829416	081-832911	Mr. Nasir Karim Manager HRM
49.	 O-011	Thardeep Rural Development Programme	Near Dargah Hussain Sahah Siran, Mithi-69230, District: Tharparker Sindh, Pakistan	02342-61462 0333-2600935	2342-61379	Mr. Sano Khanharani Executive Director
50.	 O-027	Trust for Voluntary Organizations	28-Embassy Rd., Ataturk Avenue, G- 6/4, P.O Box2802, Islamabad, Pakistan	51-9211399	51-2275803	Mr. Zulfiqar Rao
51.	 O-024	Village Shadabad Welfare Organization	Juhi Taluka Johi Distt., Dadu, Sindh. Post Code 76190, Dadu, Pakistan	Ph: 077131-568	077131-498	Mr. Akbar Lashari President
52.	 O-046	Women's Rights Association	Zoman Street, Chowk Qazzafi, Khanewal Road, Multan, Pakistan	0092-061-550488		Ms. Shaista Bukhari Executive Director



## Annexure 6: Organisational Membership Form



**HUMAN RESOURCE DEVELOPMENT NETWORK**

### ORGANIZATIONAL MEMBERSHIP FORM

Name of the Organization		Logo
Address		
Tel:	Fax:	
Email I:	Email II:	

Organization Type					
RSP	NGO/INGO	Donor	Govt./Semi	Private	Others

Goals & Objectives
--------------------

Area(s) Operations					
Advocacy	Education	Environment	Legal Aid	Health	HRD
Infrastructure	Poverty	Water	General	Micro Finance	Other

Geographical Area
-------------------

Training and Capacity Development Activities
--

Contact/Focal Person for HRDN	
Name	Designation
Signature of Focal Person	Stamp of Organization

For Office Use Only	
Fee Amount Received	Membership No.
Approval by Acceptance Committee	Signature Accountant
1.	3.
2.	4.

Please also submit the organizational structure, organization's activists and achievements

**Human Resource Development Network**  
 41, St. SE, F-5/4, Islamabad, Pakistan, Tel: 92-51 - 2628259, Fax: 92-51 - 2626540  
 Email: [info@hrdn.net](mailto:info@hrdn.net) website: <http://www.hrdn.org>




## Annexure 7: Individual Membership Form



HUMAN RESOURCE DEVELOPMENT NETWORK

### INDIVIDUAL MEMBERSHIP FORM

Name		
Organization		
Designation	Nationality	
Mailing Address		
Tel:	Fax:	
Email I:	Email II:	

#### Membership Category (Please Tick)

Professional	General	Student
--------------	---------	---------

#### Education/Experience

Last Degree	Year	Institution/Organization
HRD/Other Experience	Year(s)	

#### Professional Area(s) of Interest


Applicant's Signature

#### Recommendation By

HRDN Member (Name)	Fee
Signature	Cash
	Cheque No.

#### For Office Use Only

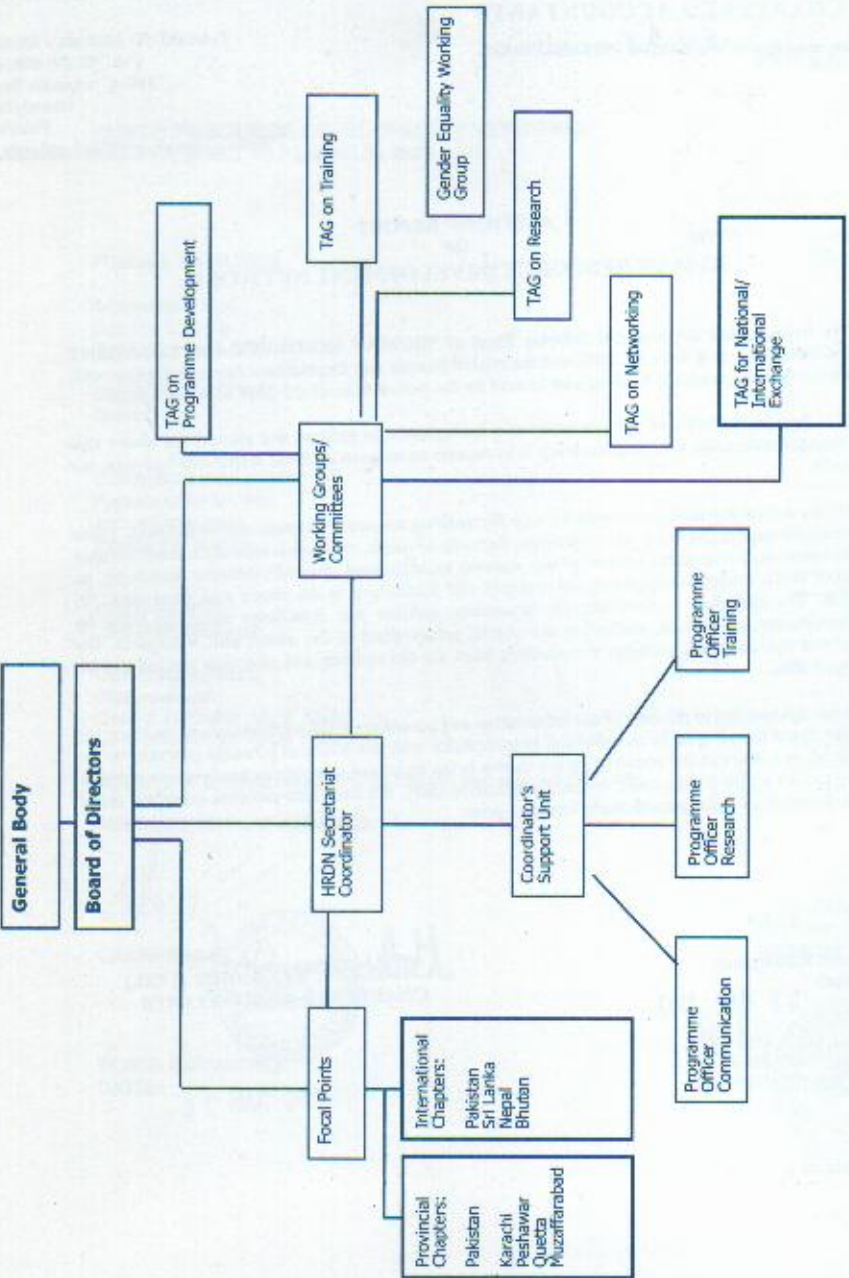
Fee Amount Received	Membership No.
Approval by Acceptance Committee ▼	Signature Accountant
1.	3.
2.	4.

#### Human Resource Development Network

41, 5th St, P.O. Box 10, Islamabad, Pakistan. Tel: 32-51-2828258, Fax: 92-51-2825540  
Email: [info@hrdn.net](mailto:info@hrdn.net), website: <http://www.hrdn.org>



# Annexure 8: Organisational Setup





## Annexure 9: Audited Accounts

### **M. HUSSAIN CHAUDHURY & CO.** **CHARTERED ACCOUNTANTS**

Correspondent firm of *Horwath* INTERNATIONAL

ESTABLISHED 1947

Tele: (92-51) 5568680 - 5564593

Fax: (92-51) 5581677

167-A, Adamjee Road,

Rawalpindi,

Pakistan.

email: [mhc@ish.pcl.com.pk](mailto:mhc@ish.pcl.com.pk)

### AUDITORS' REPORT OF HUMAN RESOURCE DEVELOPMENT NETWORK

We have audited the annexed Balance Sheet of "HUMAN RESOURCE DEVELOPMENT NETWORK" as at June 30, 2002 and the related Income and Expenditure Account together with the notes to the accounts forming part thereof for the period from 01-03-2002 to 30-06-2002.

It is the responsibility of the organization's management to prepare and present the above said financial statements. Our responsibility is to express an opinion on these statements based on our audit.

We conducted our audit in accordance with the auditing standards as applicable in Pakistan. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the above said statements are free of any material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the above said statements. An audit also includes assessing the accounting policies and significant estimates made by management, as well as, evaluating the overall presentation of the above said statements. We believe that our audit provides a reasonable basis for our opinion and after due verification we report that:

In our opinion and to the best of our information and according to the explanations given to us, we have found the same to be in order and in accordance with the books of accounts produced to us. We are satisfied that the amount of grant shown in the statement of accounts has been spent on the objects for which it was made within the specified limit. We have also satisfied ourselves about the propriety of disbursement made from the grant.

Place: Rawalpindi.

Dated:

31 MAR 2003





**M. HUSSAIN CHAUDHURY & CO.**  
**CHARTERED ACCOUNTANTS**

Correspondent firm of *Horwath* INTERNATIONAL

ESTABLISHED 1947

Tele: (92-51) 5568680 - 5564593  
Fax: (92-51) 5581677  
167-A, Adamjee Road,  
Rawalpindi,  
Pakistan.  
email: [mhc@ish.pcl.com.pk](mailto:mhc@ish.pcl.com.pk)

**HUMAN RESOURCE DEVELOPMENT NETWORK**  
**BALANCE SHEET AS AT JUNE 30, 2002**

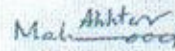
FUNDS & LIABILITIES	NOTE	2002 Rupees
Accumulated fund		
Opening balance		361,844
Surplus for the period		1,886,733
		<u>2,248,577</u>
DEFERRED INCOME		
Grant		1,241,139
CURRENT LIABILITIES		
Payable to NRSP-IRM		66,725
Accrued expenses	3	69,504
Income Tax payable	4	1,273
		<u>137,502</u>
		<u>3,627,218</u>
FIXED ASSETS		
(Schedule annexed)	5	104,321
CURRENT ASSETS		
Staff advances		128
Cash at Al-Khyber A/c. # 1882-1		659,060
Cash at Al-Khyber A/c. # 1882-019		2,863,709
		<u>3,627,218</u>

NOTE: The annexed notes form an integral part of these accounts.

**AUDITORS' REPORT ANNEXED:**



CHAIRPERSON

  
MEMBER

PLACE: RAWALPINDI

DATED: 31 MAR 2003

  
(M. HUSSAIN CHAUDHURY & CO.)  
CHARTERED ACCOUNTANTS



**M. HUSSAIN CHAUDHURY & CO.**  
**CHARTERED ACCOUNTANTS**

Correspondent firm of *Horwath* INTERNATIONAL

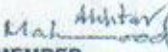
ESTABLISHED 1947

Tele: (92-51) 5568680 ~ 5564593  
Fax: (92-51) 5581677  
167-A, Adamjee Road,  
Rawalpindi,  
Pakistan.  
email: [mhc@isb.pnf.com.pk](mailto:mhc@isb.pnf.com.pk)

**HUMAN RESOURCE DEVELOPMENT NETWORK**  
**INCOME AND EXPENDITURE ACCOUNT**  
**FOR THE PERIOD FROM 01-03-2002 TO 30-06-2002**

INCOME	2002 Rupees
Membership	78,600
Grants	1,996,570
	<hr/> 2,075,170
<b>LESS: EXPENDITURES</b>	
Salaries and allowances	104,710
Travelling and conveyance	8,370
Postage and telegram	2,581
Telephone and fax	2,563
Office supplies	988
Meeting and conference	5,024
Printing & Stationery	3,158
Bank charges	759
Legal and professional	15,000
Advertisement	41,209
Misc. expenses	4,075
	<hr/> (188,437)
Surplus for the period	<hr/> 1,886,733

  
CHAIRPERSON

  
MEMBER

PLACE: RAWALPINDI  
DATED: 31 MAR 2003

  
(M. HUSSAIN CHAUDHURY & CO.)  
CHARTERED ACCOUNTANTS



**HUMAN RESOURCE DEVELOPMENT NETWORK**  
**NOTES TO THE ACCOUNTS**  
**FOR THE PERIOD FROM 01-03-2002 TO 30-06-2002**

**1 STATUS**

Human Resource Development Network is an association registered under Societies Act XXI of 1860. Income of association is applied towards its objectives and payment of dividend is prohibited.

**2 SIGNIFICANT ACCOUNTING POLICIES**

**2.1 STATEMENT OF COMPLIANCE**

These accounts have been prepared in accordance with the accounting standards issued by the International Accounting Standards Committee (IASC) and interpretations issued by Standing Interpretation Committee of the IASC, as adopted in Pakistan.

**2.2 ACCOUNTING CONVENTION**

These accounts have been prepared under the historical cost convention.

**2.3 FIXED ASSETS AND DEPRECIATION**

These are stated at cost less accumulated depreciation.

Major improvements and repair are capitalized while normal repairs and maintenance is charged to income as and when incurred.

**2.4 REVENUE RECOGNITION**

Grants against specific projects are accounted for in accordance with the terms attached to the respective grants.

Profit on investments/deposits is accounted for on time apportionment basis.

**2.5 GENERAL**

Figures have been rounded off to the nearest rupee.



**M. HUSSAIN CHAUDHURY & CO**  
**CHARTERED ACCOUNTANTS**

ESTABLISHED 1947

Correspondent firm of *Horwath* International

CONTINUATION SHEET .....

	2002 Rupees
<b>3 ACCRUED EXPENSES</b>	
Printing and stationery	36,000
Office equipment	3,504
Professional charges	13,000
Salaries	15,000
Travelling & conveyance	2,000
	<u>69,504</u>
<b>4 INCOME TAX PAYABLE</b>	
Salaries	23
Professional charges	1,250
	<u>1,273</u>
<b>5 FIXED ASSETS</b>	
(Schedule annexed)	<u>104,321</u>



**M. HUSSAIN CHAUDHURY & CO**  
**CHARTERED ACCOUNTANTS**

ESTABLISHED 1947

Correspondent firm of *Horwath International*

CONTINUATION SHEET

**HUMAN RESOURCE DEVELOPMENT NETWORK**  
**SCHEDULE OF FIXED ASSETS**  
**AS AT JUNE 30, 2002**

PARTICULARS	COST			RATE %	DEPRECIATION			W.D.V AS AT 30-06-02
	AS AT 01-03-02	ADDITION / (DELETION)	AS AT 30-06-02		AS AT 01-03-02	FOR THE PERIOD	AS AT 30-06-02	
Furniture and fixture	-	1,540	1,540	10	154	-	154	1,386
Office equipments	-	121,100	121,100	15	18,165	-	18,165	102,935
<b>RUPEES 2002</b>	-	<b>122,640</b>	<b>122,640</b>		<b>18,319</b>	-	<b>18,319</b>	<b>104,321</b>

**NOTE:**

No depreciation has been charged for the period as full year's depreciation was charged for the previous period from 01-01-2000 to 28-02-2002 as assets were purchased in December, 2001 and onward.



## Annexure 10: Board of Directors

Founding Member/Chairperson	<b>Mr. Roomi S. Hayat</b> Director NRSP-Institute of Rural Management H# 6, St# 56, F-6/4, Islamabad.
Founding Members	<b>Mr. Khalid Masood Chaudhry</b> Community Development Advisor PLAN International H 3, St # 33, F-8/1, Islamabad  <b>Mr. Mahmood Akhter Cheema</b> Director Resource Centre IUCN- The World Conservation Union H # 38, St # 86, G-6/3, Islamabad.  <b>Ms. Robeela Bangash</b> Capacity Building Specialist House # 445, St # 57, I-8/3, Islamabad.
Professional Members	<b>Mr. Ayub Munir</b> Regional General Manager Punjab Rural Support Programme 26-A, Model Town-UGOKI, Sialkot.  <b>Ms. Grace T. Shaikh</b> Project Manager PLAN International Pakistan, 42 A, Chaman Housing Scheme, Quetta.  <b>Mr. Manzoor Khaliq</b> National Programme Coordinator International Labour Organization, Pakistan ILO Building, G-5/2, Islamabad  <b>Mr. Ozair A. Hanafi</b> Executive Director Khushali Bank NIBAF, A-1, Sector H-8/1, Pitras Bokhari Road, Islamabad.
Organizational Members	<b>Ms. Aqeela Tahir</b> Deputy Programme Manager NRSP-Institute of Rural Management H# 6, St# 56, F-6/4, Islamabad.  <b>Ms Afshan Tehseen / Mr. Hidayat Ullah Khan</b> Programme Manager-Lok Sangat Unit, ActionAid Pakistan H # 10, St # 17, F-8/3, Islamabad.  <b>Ms. Uzma Khurshid</b> Deputy Programme Manager Idara e Khidmat e Khalq Zakaria Mosque, Draban Road, D. I. Khan
General Member	<b>Mr. Waqar Haider Awan</b> Advocate High Court Lahore 9-K, Kausar Block, Awan Town, Multan Road, Lahore.





**Human Resource Development Network**

41, St. 56, F-6/4, Islamabad

Tel: +92-51-2828259 | Fax: +92-51-2826540

Email: [info@hrdn.net](mailto:info@hrdn.net) | Website: [www.hrdn.net](http://www.hrdn.net)

**Supported by:**

Aga Khan Foundation (Pakistan) and ActionAid Pakistan



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