

# Third All Members' Meeting



Human Resource Development Network  
Islamabad, Pakistan



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Designed by - Rashid & Kashif

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## Third All Members' Meeting



## 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



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## List of abbreviations

AKF	Aga Khan Foundation
FO	Farmer's Organizations
GDP	Gross Domestic Product
GIK	Ghulam Ishaq Khan University
HD	Human Development
HRD	Human Resource Development
HRDN	Human Resource Development Network
IP	Intellectual Property
JBIC	Japan Bank for International Cooperation
LFA	Logical Framework Analysis
LUMS	Lahore University of Management Sciences
MIT	Massachusetts Institute of Technology
NDP	National Drainage Programme
NGO	Non-Government Organization
NGORC	NGO Resource Centre
NRSP	National Rural Support Programme
NRSP-IRM	National Rural Support Programme- Institute of Rural Management
O & M	Operation and Management
OFWM	On Farm Water Management
PRA	Participatory Rural Appraisal
PTV	Pakistan Television
RSPN	Rural Support Programmes Network
SASMoN	South Asia Social Mobilization Network
SMU	Social Mobilization Unit
TNA	Training Needs Assessment
TOT	Training of Trainers
TV	Television
UNDP	United Nations Development Programme
WIPO	World Intellectual Property Organization
WTO	World Trade Organization
WSSD	World Summit on Sustainable Development
WUAs	Water Users Association



The HRDN would like to thank all the HRDN members and the Executive Committee for their support, which made this event a success. NRSP-IRM has been extremely helpful in supporting HRDN with the logistical arrangements for this event. Mr. Ghias M. Khan, Mr. Ghulam Hafeez and Mr. Hamid from SASMoN have also very graciously assisted HRDN with developing our new website in time for the event. ActionAid Pakistan, which was the very first sponsor of such events for HRDN, has always provided valuable support in the past as it has done again for this event. The ActionAid Interactive Theatre Group put up an engaging performance before the assembled audience-the last and the most appreciated event on the second day of the meeting. Finally, HRD Network would also like to thank the Aga Khan Foundation (Pakistan) for providing financial support for this meeting.



hampered our plans and our overseas members could not join us. But probably next year we will have members from foreign countries as well.

Coming back to the HRD Network, the list of achievements of the network is nothing compared to what the organizations have done from whom we have this distinguished gathering with us today. But sharing some of the accomplishments that we have been able to do with the very limited resources, we were able to get the network registered with the government.

Something that we were able to do was that we conducted a study for Japan Bank for International Cooperation and the result was that JBIC sponsored HRDN to present the results at the World Summit. Mr. Haq Nawaz Khan will be going shortly to attend the World Summit on Sustainable Development (WSSD) at Johannesburg. We have been lucky to have the Aga Khan Foundation support the Network for three years so that the HRDN will be able to have additional support staff, its own premises and we will be able to have our programme take off. And probably next time we might be able to host the gathering at our own premises.

As we have the Federal Minister with us, we would like to show our web site. Its not some thing very innovative but it is some thing that we call our own and some thing that can explain what the network is. Now I will explain some of the basic features of the website. As of today it has been uploaded. The website is informative in containing the basic information about the network, its history, mission, objectives etc. We would be able to provide email accounts to members who will not only have individual accounts but also their personalized pages that could be accessed from anywhere. It will provide an opportunity to the professionals in the development field to search the available resources through its search engine. Through this we have tried to provide a platform where you can find resource persons in various areas of HRD. Secondly, this site would serve as a portal for dissemination of information to members. The information regarding various activities, workshops, trainings would be sent to individual member accounts on the basis of fields opted earlier by the members. This will be a source of continuous information and our own staff will be doing this activity. Besides this it will feature training calendars of member organizations.



I would specially like to thank South Asia Social Mobilization Network (SASMoN) for developing this website.



Mr. Roomi Hayat requested the Federal Minister, Dr. Atta ur Rahman to award certificates of appreciation to the following individuals:

- 9 Mr. Mohsin Jamal for his invaluable contribution in setting a quality standard for the HRDN first Annual Report, all other publications and promotional material.
- 9 Ms. Aqeela Tahir for providing exceptional support to the Network, since its inception, in facilitating all its major events.
- 9 Mr. Ayub Munir for his extraordinary support to the Network conceptualizing and Materializing the souvenirs presented to the members from the 1<sup>st</sup> to the 3<sup>rd</sup> meeting.

### Shields

Acknowledging the efforts of the donors and other member organizations, shields were presented to the following organizations

#### Representatives receiving the shield

- 9 Dr. Fauzia Saeed, Country Director
- 9 Mr. Agha Ali Jawad, General Manager

#### Organizations

- ActionAid Pakistan
- National Rural Support Programme

Mr. Roomi S. Hayat presented a shield to Dr. Atta Ur Rehman, Minister for Science and Technology.





**Federal Minister for Science and Technology**

In the name of Allah, the Most Beneficent, the Most Gracious.

Roomi Sahib, Dr. Fauzia Saeed, Jawad Sahib, Shandana Sahiba, Ladies and Gentlemen:

Assalam-o-Alaikum.

It was a pleasure for me to be here this afternoon at this gathering. I was also very pleased to be at the exhibition where I feel the talent of the field people from across the country has been displayed in a very impressive manner.

As of yesterday, I have also taken charge of the Ministry of Education, so today I will be talking about Human Resource Development, a subject very near to my heart and for which I have struggled throughout my life. I feel the real wealth of a nation is its youth and it is very critical for us to use all our resources to develop the tremendous amount of creativity that we have in our youth. The challenge for us is to use this creativity for the betterment of the quality of life and for the alleviation of poverty. For this, ample opportunities need to be provided to our youth to enable them to play their role in the development of Pakistan.

Literacy certainly is extremely important and without a certain level of literacy, progress is not possible. But alone literacy cannot bring development. We have many examples of countries where the literacy rate is 90% or above and yet development is not taking place.

To mobilize our resources, both public and private sectors have to play their role so that we can move forward as fast as possible. During the last two and a half years I have been trying my best in the Cabinet and outside to bring home the fact that the true development of any country depends on the development of education.

As I am also wearing another cap which happens to be heading a Ministerial level committee of 57 Islamic states, I have also been trying to mobilize across the Islamic World our community of scientists, educationists and engineers because that is what is required if we desire to come out from the present state of backwardness in the Islamic World and march towards progress.

It is unfortunate that the critically important role played by education is often not realized by planners. In fact it is the central piece of a jigsaw puzzle that combined with other facilities is necessary for development to take place. Literacy certainly is extremely important and without a certain level of literacy, progress is not possible. However this approach alone not enough. We have many examples of countries like Sri Lanka and Nepal where literacy rate is 90% or above yet they are not developed.

If your country possesses advanced technology, without the ability to market your technology and convert it into product and processes again development will not take place. And one of the reasons why Soviet Union broke up was because although they



Had a very high literacy rate had made great advances in sciences and technology, yet they were unable to market the existing technological components and consequently ran into tremendous economic problems.

The conclusion is that a country must have literacy and skill development at different levels, high quality education and linkages of the higher education sector with industry and economy. It is also very important to have a suitable climate for investment in the country. It is only when you put all these ingredients in the same pot that you get a nice curry and if even one of the ingredients is missing it will not taste good.

Today the world is knowledge driven. Countries, which possess knowledge, march forward -- and there it is a world of ideas, a world of creativity, of innovation, skills, a world where thoughts are far more important ....I and it is this ability to translate new thoughts, new ideas into products and processes which takes a country forward

At another meeting earlier this year with the President and other Members of the Cabinet, I argued how important education and especially expertise in science and technology is for the economic development of a country. I compared the top Islamic countries with all their soil resources, with seventy percent of the world's oil and energy reserves, at least a quarter of the world's population with industrially advanced countries and found that the GDP of entire Muslim world put together is much lower than the GDP of small European countries like Austria, Holland etc.

We have a total number of 430 or so universities in the Islamic World as opposed to our 1000 universities in Japan.. And most of these 430 universities are in fact low-level colleges. So in fact what has happened is that the science and technological edge that we had a thousand years ago has now been lost, while the West achieved tremendous technological advancement. We are still beginning to realize the dynamics of new world. Today's world has seen an explosive growth of knowledge, which is taking place at a mind-boggling speed. The total quantum of knowledge since the world came into being will double in the next 8-10 years.

Due to the fantastic explosion of knowledge changes are taking place at a fast pace. We will see within our life times sudden transformations in every field of life be it communications, pharmaceuticals or genomic. It was just two years ago that we discovered the sequence of the human gene, the 2.3 billion base pairs in the field of genomic opening up new vistas in medicine, gene therapy and so on. And it is now the need of the hour to have pharmaceuticals designed according to your own genetic profiles as each one of us differs genetically from the others. We also differ from people living in the west where these tests were carried out.

So it's a rather magical world that we are living in. It is a world where truth is truly strange. However, for this magic to happen we have to have magic wands and these magic wands are nothing but education, nothing but top quality scientific institutions and the ability to use them for development. And this is where human resource development fits in. In the entire Islamic world, the highest GDP is that of Turkey, 185 billion dollars; Saudi Arabia has 125 billion dollars, Malaysia has about 145 billion dollars.



Even if you taken smaller European countries for example, Austria 208 billion dollars, Netherlands is over 400 billion dollars and so on. We are nowhere on the map. The reason is that we have lost our way and we haven't been able to implement the very first world of the Quranic verse that was read out just now IQRA Iqra Bismi Rabikalazi Khalaq. Parho, Parhana Bhool gai hum. We have lost our way.

Internet has brought a revolution in the world. Information Technology offers a big opportunity to countries like Pakistan. To capture the potential offered by this opportunity we need a strong infrastructure. During the last two and a half years what I have tried to do is to strengthen telecom and now I can very happily tell you that we have infrastructure that is far superior to that of India for instance. And that has all happened in the last two years. 850 villages, towns and cities have Internet facility, over 95% of the population of this country. When I started two and a half years ago only 29 cities had the Internet and so the required infrastructure is there. India has about 250 cities that have the Internet facility. We have over 450 cities, which have fiber. We have a 100% digital backbone that is running across the country and this network is now all geared up to use for what? For education. For that is what is going to drive this nation forward.

Now that the infrastructure exists what you need is the know how to deliver. The government has undertaken a project to train 20,000 teachers across the country to use information technology techniques in teaching. About eight and a half thousand or so teachers have already completed this training. These are from the secondary or higher secondary schools of Pakistan. By April next year, we will have over 20,000 teachers who will have the requisite training in Information Technology.

You will be surprised to know that the total development budget in the higher education sector with the Ministry of Education is only about eight hundred and eighty million rupees - unbelievable for a country like Pakistan. As Minister for Science and Technology I insisted that progress in science and technology without education is not possible. The government has therefore approved four and a half billion rupees for the education sector. And that was the first time in the history of this country that a massive flow of funds took place from the Ministry of science and technology to the Ministry of Education.

*Bring our brightest people back, put in what ever it takes, stop investing in brick and mortar, stop investing in these huge monuments to knowledge which we call universities, invest in your brightest minds and that is the way forward -- this is my vision*

A vitally important subject like engineering is extremely weak in this country. Keeping in view this fact we have created an endowment of over one billion rupees for all the seven engineering universities in Pakistan. It is about 150 to 200 million on average per university. This endowment will keep them running especially at the postgraduate level. In addition to this we have a major educational Internet project coming, which will link up all the universities and colleges together with high-speed Internet access. This project will Insha Allah be



inaugurated by September 2002. By the end of September about 15 to 20 of these universities will be connected up through fiber optics.

The project was to connect all the public and private universities as well as a large number of colleges and schools so that a lecture being given at GIK or LUMS can be heard or seen in Khuzdar or in Gomal University. The other object was to link the Pakistani universities with foreign universities like Stanford or MIT and other top quality international institutions. The world is soon being converted into a global village. It hardly matters whether you live next door or are sitting in MIT. This is how we can benefit from the information revolution that is taking place.

There is no bigger tragedy for a country than to have its brighter ones acquire high quality education and then migrate abroad to serve other markets in search of greener pastures. And this is the challenge again that we are working upon that jo log hum develop kar rahe hain unko yahiin retain kar lain. So you know that over 250 people who are PhDs. or masters in computer sciences working abroad are in the process of coming back to Pakistan from countries like USA. Over a hundred of them have already been placed in various universities and institutions. We are reversing the brain drain. This is the challenge. Bring our brightest people back, put in what ever it takes, stop investing in brick and mortar, stop investing in these huge monuments of knowledge which we call universities. Invest in your brightest minds and that is the way forward. So that in my vision.

Thank you very much.





### - A New Global Paradigm

By Dr. Hamid Rafiq Khattak

Mr. Hamid Rafiq Khattak defined the major competitive challenges confronting nations in the post modern era. In this era of globalization marked by constantly changing and advanced technologies, developing human resources, managing the change, cost containment and market responsiveness are just some of the issues confronting the human resource management under the current global paradigm.

This age is driven by the quest for knowledge. In such a scenario 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. This has also meant that knowledge and technology has therefore become coveted possessions and tools for competition. A global drive is therefore underway to secure the sanctity of Intellectual rights.

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. The World Intellectual Property Rights Organization (WIPO) therefore entered the arena as a specialized agency of the United Nations, which administers a number of international unions or treaties in the area of intellectual property. Its objectives are to promote intellectual property protection throughout the world through cooperation among states and in collaboration with any other international organization.



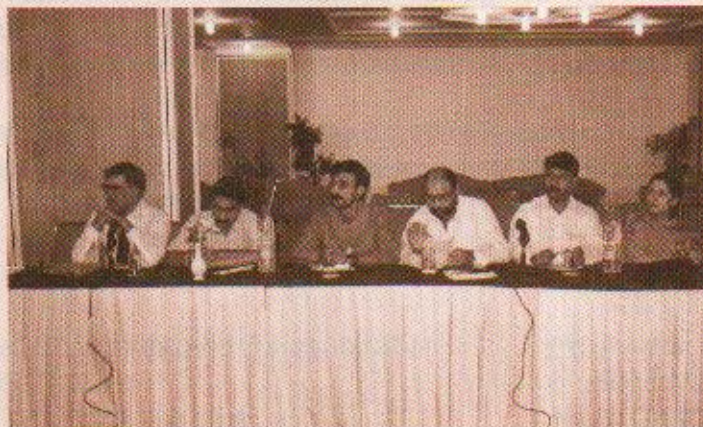
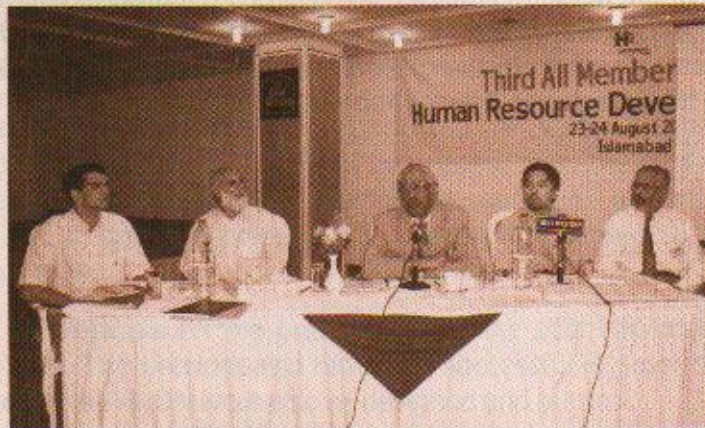
The repercussions of such developments have led to a very interesting juxtaposition of intellectual resources of the developed countries versus those of the underdeveloped countries. This has led to 95% of applications for patent registrations being filed from the industrialized countries while the total number of international applications for patents shot up from 7000 in 1985 to 104,000 in 2001. The interplay of monopoly and conflict becomes clearly visible from these facts.

The intellectual property rights (IP) treaty has globalized patent laws which provide a monopoly in an enlarging market for 20 years to the inventor/innovator to charge prices ostensibly in order to recover the cost of research or to earn hefty profits. This alone has the potential of becoming the North-South issue when WTO starts penalizing countries for non-compliance of the IP treaty.

Mr. Hamid Khattak concluded with the observation that the United Nations Development Programme (UNDP) has pointed out in its Human Development Report, 2001 that the



ideal regime for IP rights should strike a balance between "the private incentives for innovators and the public interest of maximizing access to the fruits of innovation." The 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 channeled towards a common goal which is human development.





## **Developmental Encapsulation**

The efforts towards the establishment of a network of various government and non-government organizations and individuals working in the field of human resource development began in January 1997 when the National Rural Support Programme organized the first workshop on "Networking for Sharing of Training Resources". At the seventh workshop organized by IUCN on August 31, 1999, that the participants decided to form the Human Resource Development Network. The basic idea behind this initiative was to bring together professionals and institutions engaged in training and capacity building endeavors.

The second day of the workshop focused on reporting the progress of the Network to its members. Elections of the new Executive Committee were held so that members could more effectively perform their role of operationalizing the HRDN objectives and to facilitate the Secretariat in executing various activities.



### By Mr. Roomi S. Hayat, Chairperson HRDN

Mr. Roomi S. Hayat, Chairperson HRDN welcomed the participants on the second day of the moot and explained how his organization had dealt with the expectations of its members while simultaneously supporting the mission it had undertaken to fulfill.

**Registration of the Network** had been a gigantic task before the Executive Committee. The process began in Islamabad in early 2001. The efforts of Mr. Waqar Haider Awan must be acknowledged in this regard who put his precious time on registering the Network under the Societies Act 1860. The **HRDN Rules and Regulations** regarding monitoring, membership and elections for the Executive Committee were also developed during the same period. Mr. Roomi Hayat stated that according to these Rules the General Body owned the HRD Network. As the main decision making body which meets once a year, to review the progress and discuss future plans, the General Body, comprises of both the individual and organizational members and could elect the Executive Committee.

During the year 2001, the Network conducted a study entitled "**Community Participation to Projects**" for JBIC. 5% of the income from the study was deposited to the Network as fee. The study was appreciated at various forums and Mr. Haq Nawaz Khan, the team leader, was to deliver a presentation at the WSSD regarding the findings of the study later during the day.

During the year, the **reports** on the proceedings of the past two meetings of the HRD Network were printed. The network also remained successful in producing its first Annual Report. **Brochures** of the HRDN were also re-designed and printed.

The **Executive Committee** had held twenty formal meetings during the last year and he thanked the Executive Committee members for their hard work and dedication to the HRDN through which they had been able secure **additional financial support** from the Aga Khan Foundation Pakistan. From April 2002, AKF had agreed to provide financial resources for 2 and a half-years. This would ensure that the total staff positions would jump from 2 to 7. Equipment would be procured for the premises which would be separately established.

Mr. Roomi S. Hayat said that getting the right kind of people was a major challenge confronted by the Network. As it had been newly set up, the organization, required staff which could help it takes off immediately.

The existing HRDN staff includes

Programme Officer, Networking and Communication  
Programme Officer, Training  
Programme Assistant, Administration

Ms. Ayesha Shaukat  
Mr. Sajjad Ahmad  
Mr. M. Qaisar Khan

The second round of interviews for the post of Programme Assistant Accounts had already been completed.



Two members of the HRD Network, Ms. Fauzia Malik and Ms. Tehmina Kazmi had been nominated to attend **Gender Training** at Karachi. Future activities of the network include training opportunities within the country and abroad. This will be done after charting the criteria for nominations. Scholarships will also be acquired for the members. LUMS had initiated a **Training of Trainers** under the NGO Management Programme and had agreed to accommodate all the nominations from HRDN. Four members had applied for the course; they had been short-listed and had successfully completed training.

He said that there had been times when the Network had not been able to respond to the needs of the different members and for this purpose he would re-organize the membership into different groups who would be experts in their areas.

**www.hrdn.net** was the official website of HRDN which was to serve as the portal for all the activities of the network. Hosted in Houston, the website provides fast access to an increasing number of resources, articles and publications. The site has a 600 MB space and will provide individual accounts to all the members. A search engine for professional and organizations in the field of HRD would also be available.

He pointed out that women constituted ~ 15% of the total members and felt that the HRDN needed to increase the number of its female members. He ended his speech by thanking Mr. Mohsin Jamal, Ms. Aqeela Tahir and Mr. Ayub Munir for working for HRDN, helping the Chairperson in the carrying out of duties and responsibilities.

Mr. Roomi Hayat's speech was followed by a presentation by Mr. Haq Nawaz Khan





### By Mr. Haq Nawaz Khan

During the year 2001, the HRD Network conducted a study entitled "Community Participation to Projects" for JBIC. The purpose of the study was to evaluate the activities of the farmer organizations i.e. Water Users Associations (WUAs) with regard to social mobilization, WUA formation process and group dynamics under JBIC assisted On Farm Water Management (OFWM) projects and to suggest improvements in the concerned government departments and JBIC.

The study was conducted with the purpose to evaluate the activities of the WUAs with regard to social mobilization, WUA formation process and group dynamics under the project and suggest improvements.

Mr. Haq Nawaz Khan said that the study had been awarded to the this Study Team mainly because each member had brought in their expertise and they were able to work well with the support and direction provided by Mr. Ichiguchi from JBIC.

**Haq Nawaz Khan**

Team leader

**Sohail Manzoor**

Rural Sociologist

**Tahir Waqar**

HR Specialist

**Shahida Tanveer Ahmed**

Gender Specialist

**Razaq Ahmad Malkana**

Extension and Training Specialist

**Shaukat Ali**

Anthropologist

**Dr. Kausar Parveen**

Agri Extension Specialist

**Imad Yasir Gnaws**

Co researcher

After the initial orientation in PRA techniques, study team prepared a checklist and then reviewed the secondary data which they had collected. In terms of coverage, 40 WUAs were visited (8 in Baluchistan, 10 in Sind, 6 in NWFP, 16 in Punjab, 5 farmer's organizations). The area covered by NDP was not completely visited.

He talked at length about the JBIC programme and its objectives which focused on poverty alleviation through the efficient use of land and water resources, establishment of grassroots institutions (WUAs) and the introduction and adoption of new agricultural technologies and poverty alleviation. The project had been executed by the Dept of Agriculture OFW was the major implementer.

The project, 'Poverty Alleviation Through Irrigation Water Infrastructure Development' undertaken by the JBIC from 1992 to 2000 covered 23 districts (Punjab: 9, NWFP: 5, Baluchistan: 5, Sindh: 4). Rs. 4112 million were invested in this project which include the Government's share (14%) and farmers' contributions (19%) through the use of land, labor & cash). The project goals were "to contribute towards poverty alleviation by reduction in water losses at farmers' field through irrigation infrastructure development".

Some of the pre- project irrigational problems identified were:

- Heavy water losses



- 25% from canal head to outlet
- 15% from outlet to farm gate--due to poorly lined canals and watercourses and inadequate O&M
- Water disputes
- Water logging & salinity
  - 20% of the cultivated land in canal command area (CCA) is affected by water logging to a varying degree and even greater amount suffers from salinity
- Lack of water storage facilities
- Nonexistent land leveling practices
- Lack of awareness and access to improved irrigation techniques
- No common platform of water users
- No ownership of the existing infrastructure facilities

The approach used in the project were "Sustainable Infrastructure Development through Community Participation by Formation of WUAs"

Objectives of "Community participation to Projects" were:

- Review the community participation under JBIC-assisted OFWM project at various levels;
- Evaluate the current situation of WUAs with respect to genesis of participation, frequency and scope of O&M, group dynamics, linkages and need & opinion of outside assistance
- Evaluate the existing social mobilization process being carried out in Punjab under JBIC-assisted National Drainage Programme
- Suggest improvement in assistance from JBIC and government departments for social mobilization and capacity building of WUAs/FOs

Findings of the study

Important findings of the study can be summarized as:

- Water Users Associations (WUAs)
- WUA formation & functioning
  - Design phase
- Lack of adequate strategy and procedures for social mobilization
- Less emphasis on social mobilization requirements (trained staff, funds, mobility, time etc.)
- Lack of understanding the philosophy and dynamics of community participation
- Lack of inter & intra departmental cooperation and coordination
- More emphasis on meeting the physical targets by executing & implementing agencies
- Lack of appropriate capacity building programs
- More emphasis on technical training than enhancement of social mobilization skills
- Lack of proper facilitation, supervision, monitoring & evaluation of social sector activities
- Serious delay in preparation of the WUAs manual - another target oriented activity
- No initiative to hire the skilled/trained staff or outsourcing the social mobilization activity at any stage of the project infrastructure development

The study concluded that Watercourses lined (5324 km against the targeted 4535 km), Water tanks constructed (328 against the targeted 306), Land leveled (18321 hectares against the



targeted 16,669 hectares). There was significant reduction in water losses by 80% through watercourse renovation/lining, precision land leveling and furrow-bed wheat planting.

This resulted in the following:

- Improved irrigation
  - More area irrigated
    - Labor & time saving
    - Water availability doubled
    - Tube-well running cost reduced
    - Increase in cultivated area
  - Change in cropping patterns
  - Increased crop production
  - Employment opportunities
- Suggestions

The following suggestions were made by the study team for sustainable water resource management in Pakistan

- Water User Associations (WUAs)
  - Follow appropriate process approach
  - Strengthening & consolidation of WUAs
  - Regular monitoring of social mobilization activities
- WUAs involvement in water infrastructure development process
  - Formation of Farmer Organization at the secondary canals
  - Training/Capacity Building of WUA/FO members and OFWM & collaborating organization's staff
  - Emphasis on replication of tested technologies
  - Rationale between social & physical targets
- Department
  - Creation/establishment of social mobilization unit (SMU)
  - Liaison with agricultural extension staff at all levels
  - Balance in performance indicators
- Training infrastructure
  - Strengthening and optimum utilization of available resources
- JBIC
  - Inclusion of social scientists at appraisal stage of future projects
- Coordination-Government Departments
  - Developing and ensuring strong and effective coordination between OFWM, irrigation department and agricultural extension

A general discussion followed the presentation. Dr. Amir Mohammad Khan who was chairing the session praised the report and the presentation, which he said covered a very important



component of Pakistan's economy. This talk, he said takes me back to the times when I was the Vice Chancellor of the Agriculture University, Faisalabad from 1974 to 1977. The university had been very actively involved in this area. Dr. Amir Mohammad said that after 100 years of cooperatives, the movement had failed in the rural areas of Pakistan. Many studies had been conducted on the issue, he said. He further said that he had been involved with the formation of the Water User's Association in which the entire village community participated and which would eventually give rise to the cooperative movement again in the rural areas. These would also eventually lead to lessening of violence and social tensions in the communities, which had been taken over by unhealthy influences. He lamented the fact that students generally chose technical engineering and neglected social sciences now a days. This was the problem facing the agriculture sector which required input from social scientists as well.

He also pointed out that despite lining watercourse, secondary salinity has devastated the heartlands of Punjab. He said that the report highlighted the fact that the more cash crops (such as sugarcane and others which required more water) were being cultivated in the area. He said, that it is an established fact that we will have lesser water in the future and that if we continue to use water indiscriminately for short-term gains then we are heading for serious water shortages. The requirement is that social organizers and trainers should mobilize the staff and train them to use water more efficiently with regard to the overall scenario of the country and the availability of water in the future.

Mr. Manzoor Khaliq, a member, appreciated the findings of the study which he said prove that most development projects do not fail in Pakistan. A number of points were raised by members on the research methodology and the conclusions reached in the report. It was felt that the report could have detailed more issues.

Mr. Ichiguchi (JBIC) was also present at the meeting, answered a query that report also focused on the social impact of the project, which JBIC did not perceive to be as effective as it was originally planned.

Mr. Ahson Rabbani then presented the Code of Ethics for Training Managers, Trainers and Participants.





### For Training Managers, Trainers and Participants

By Mr. Ahson Rabbani, Marketing Manager

NGORC, Karachi

In order to improve the effectiveness of training conducted by the non-profit sector, the first Trainer's Retreat was organized in 1999. It was the result of a series of consultations at such forums that the first draft of the Code of Conduct for Trainers was developed in April 2001. This was further discussed at the Third All members meeting. It remains to be finalized which will be followed by its dissemination and an implementation mechanism.

#### Code- General

- Self development should be a continuous process
- Trainers should work according to their competence so that quality of the training is not compromised
- One should realize and admit ones' limitations
- Mutual respect and due acknowledgment should be an essential element of every ones' conduct
- 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 participant whose profile is forwarded to trainer before the training commences
- Facilitate enabling environment for human resource development

##### During training

- Provide a conducive atmosphere for training (funds, transport, logistics)
- Remove any possible obstacle that participants might face After training
- Assess the outcome and impact of training with a view towards improving training
- Ensure proper 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 materials
- Acknowledge sources of training materials
- Modify materials according to the level and needs of participants
- Make a careful selection of presentation technology
- Make training tools 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

**After Training**

- Consider feedback
- Assess impact
- Share experiences
- Participate in 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
- Show 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 the learning with colleagues
- Participate in follow up activities
- Ensure that the training is properly utilized

The presentation was followed by an informal discussion on the implementation of the Code. It was decided, by all those assembled, that the Code would be disseminated to all the HRDN members for further feedback. The Executive Committee would then decide if any amendments needed to be carried out to the Code.

Lunch break followed the presentation and the discussion.





### By Mr. Waqar Hyder Awan

As per HRDN Rules and Regulations, general elections of the society were to be held after every three years or within 90 days of the resignation of the committee in order to elect the members of the Executive Committee. Some of these rules and procedures for the elections:

- No member of the Executive Committee will hold office of the society after 31 March 2003 unless he/she has been elected to that office through elections conducted under rules formed by the Executive Committee and endorsed by the General Body from time to time
- No person will be eligible to vote in any election he/she is a member of the society for the last 12 days
- The date and venue of the elections shall be fixed by the Executive Committee in accordance with the clause 12 of the constitution
- The Election Commissioner and his/her two assistants will be appointed by the Executive Committee in accordance with clause 12 of the constitution for the purpose of free and fair elections
- No person shall be entitled to vote or be counted as a member whose subscription at the time shall have been in arrears for a period exceeding three months
- The Executive Committee comprises of twelve elected members from the following
  - Founder members 4
  - Organizational members 3
  - Professional members 4
  - General members 1
- Management: the Executive Committee shall carry out the management of the society

#### The Commissioner and assistants for the elections 2002

Election Commissioner	Mr. Haq Nawaz Khan
Assistants	Mr. Waqar Hyder Awan
	Mr. Sajjad Ahmad

#### Results of the Elections and the new Executive Committee

##### Founder members:

Mr. Mahmood Akhter Cheema	Mr. Roomi S. Hayat
Mr. Khalid Masood Chaudry	Ms. Robeela Bangash



**Organizational members:**

National Rural Support Programme: Ms. Aqeela Tahir  
ActionAid Pakistan: Mr. Hidayat Ullah Khan  
Idara Khidmat e Khalq: Ms. Uzma / Mr. Jamal

**Individual members:**

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

**General members:**

Mr. Waqar Hyder Awan

The newly elected Executive Committee took oath before the assembled participants/ HRDN members and elected the chairperson. **Mr. Roomi S. Hayat** was unanimously elected as the Executive Committee chairperson for the next three years.





### By Ms. Aqeela Tahir & Mr. Mahmood Akhtar Cheema

The Human Resource Development Network has been established to serve the goal of promoting equitable and sustainable human development

#### **Purpose**

Enhancing the capacities of HRD practitioners, public sector organizations and civil society

#### **Operationalizing HRDN**

The growing pace of activities of the HRD Network demanded more than the efforts of the voluntary body comprising of the Executive Committee Members. ActionAid Pakistan and Aga Khan Foundation have provided support in the area of operationalizing the activities of the Network.

#### **Support from ActionAid Pakistan**

Support from ActionAid Pakistan had been substantial in materializing the following ventures

- Salaries of two staff members
- Information Clearing House: regular mail-shots about jobs, training, scholarships, seminars etc
- Annual event
- Website development: [www.hrdnetwork.sdnpk.org](http://www.hrdnetwork.sdnpk.org)

#### **Funding from Aga Khan Foundation**

The Aga Khan Foundation had agreed to provide funding for two years, to carry out the following activities

- Strengthening HRDN
  - Identification and renting of independent HRDN Secretariat
  - Procurement of equipment and furniture
  - Putting office procedures in place
  - Recruitment of Staff
  - Staff training: TNA of staff
  - Establishment of Resource Center
  - National and International Networking
  - Strengthening local and International Chapters
- Developing guidelines for setting standards for Quality Training: Manual
  - Scoping exercise:  
Draft a set of indicators for quality training
  - Diagnostics  
Review of quality standards in the region  
Annual Retreat to consult key partners and member NGOs



## Future Programme

The future programme to be initiated from the forum of HRDN includes

- Strategic linkages
  - Inter and intra project linkages among individual members, organizations and partners
  - National and International exposure visits
  - Developing formal and informal partnerships for resources and information
  - Recruitment of local/ international consultants for capacity building
  - Sharing information on regular basis
  - Publish newsletter
  - Information Clearing House
  - Maintaining an interactive website
  - Organizing consultative conferences on thematic issues
  - Organizing seminars
  - Sharing of training modules, manuals and reports
- Cadre of professionals and organizations with improved skills
  - TNA of partner organizations and individual members
  - TOT for individuals and organizations
- Documentation of Best Practices
  - Three research studies to be conducted

Under the LFA, three research studies have to be conducted by HRDN. The possible areas of research have to be decided by Executive Committee under the light of the suggestions received from members via ordinary mail/email.





### By Mr. M. Zubair Qureshi

The idea of setting up of local chapters was convened in first All Members Meeting of the HRD Network held at Islamabad in August 2000. The first two local chapters of the Network were established at Quetta and Karachi.

The Role of National level local chapter as decided through the mutual consent of the members includes

- Facilitation and Galvanization
- Information dissemination
- Linkage development with national and international organizations at the local level

Responsibilities of the Local Chapters as defined by the members of the HRD Network include

- Prepare a database of the HRD professional and organizations available in the locale
- Assist in logistic arrangements
- Convene regular meeting, record and circulate the minutes
- Enhance and sustain membership, follow fee collection and resource mobilization

Support function of the local chapter as identified by the members includes

- Identify and elicit support from the secretariat
- Technical backstopping, sponsoring local events, training opportunities
- Regular information flow from secretariat to chapters

#### Role of International Chapters

The members decided that in order to identify and chalk out the role of the international chapters, input from them is required.



## Annexes



**Inauguration of the Meeting and Exhibition***Annex 1*

1100 hrs	Exhibition opens
1500 hrs	Guests to be seated
1530 hrs	Arrival of the Chief Guest, Dr. Atta ur Rahman, Federal Minister for Science & Technology Inauguration of the exhibition
1535 hrs	Recitation from the Holy Quran
1540 hrs	Welcome address by Mr. Roomi S. Hayat, Chairperson HRD Network
1545 hrs	Distribution of Certificates of Appreciation by the Chief Guest
1550 hrs	Address by the Chief Guest
1600 hrs	Human Resource Development: A new global paradigm by Dr. Hamid Rafiq Khattak
1630 hrs	Tea / refreshments
2000 hrs	Dinner at Best Western Hotel

**Day 2: 24 August 2002 Working Session**

Time:	Session:
1000 hrs	Arrival / Registration of the members
1030 hrs	Arrival of the Chief Guest, Dr. Amir Mohammad, Rector National University of Computers and Emerging Sciences
1040 hrs	Session: "Community Participation to Projects", presentation by Mr. Haq Nawaz Khan
1115 hrs	Tea Break
1130 hrs	Session: Code of Conduct for Trainers by Mr. Ahson Rabbani , NGORC Karachi
1215 hrs	Address by the Chief Guest
1235 hrs	Briefing on Election Rules and procedures, Elections of BoD
14:30 hrs	Lunch break
15:00 hrs	Planning next years' activities by Ms. Aqeela Tahir
16:00 hrs	Session: Role of Local Chapters by Mr. M. Zubair Qureshi
17:00 hrs	Interactive Theatre on Social Issues By ActionAid Pakistan



## List of Participants:

Third All Members' Meeting

Annex 2

S. No.	Name	Orgn.	Desig.	Address
1	Abdul Bari	NRSP		
23	Abrar Mustafa	Journalist		0320-4936432
18	Aftab Mahmood	Radio Pak		
19	Agha Mahbob	Daily Express		0320-4910382
34	Anis Danish	NGORC	Training Officer	5865501/2
17	Arshad Ali	Radio Pak		
50	Atiq Mirza	ADBP		0300-9564560
13	Ayesha Chaudhary			
15	Brig. Safaqaillam Chaudhary	DGABAD		
21	Dr. Amir Muhammad	FAST		
41	Dr. Manzoor	Sungi		
37	Dr. Mukhtar Ahmed	CIIT	Proj. director	0300-8543214
65	Dr. R.Y. Jalali	NRSP		
47	Farooq Haroon	PRSP		041-6369042
43	Fauzia Malik	CRS Pakistan		0300-8541085
9	Ghulam ullah	AKRSP	M. Officer	Jang Bazar Choke rwp.
62	Grace T. Shaikh		Member	
33	Habib ur Rehman	Consultant		5568966
40	Haq Nawaz Khan			
68	Ijaz Khaliq	NRSP		
26	Jehangir Ullah	Chemas	HRGDF	H # 254, St # 31, G-8/2, Islamabad.
2	Kamran Akbar	PPAF		2253178
70	Kamran Malik	NRSP		
42	Kazim Abbas Shah	NRSP		
45	Khalid Masood			051-4449182
39	Khalid Masud	-	Founder Member	H # 671, St # 76, I-8/3, Islambad.
6	Khaliq Dad Khan	UNDP	CCP	Mirpur AJK
4	Khan Mohammad	DPRP	HRDO	DPRP Kohat.
28	Khawar Aziz	Reporter	Online	2260361-2
25	Lubna Javaid	NRSP-IRM		
44	M. Anis Danish	NGORC		021-5865501
46	M. Azam Khan Tareen	PARC		0300-5100837
49	M. Saadat	Save the Children(US)		2270243
3	M. Sartaj Khan	DPRP	Pologr. Manager	DPRP Kohat.
57	M. Shakoor	PRSP		510347
54	M.A. Cheema	IUCN		
53	M.S.K Chughtai	Waljis Travels		4456126
71	Malik Fateh Khan	NRSP		



56	Manzoor Khaliq	ILO		
38	Mrs. Najma Mahmood	APWA Isb.	Chairperson	
66	Ms Aqeela Tahir	NRSP		
61	Mubashar Nabi	UNDP		
51	Muhammad Zubair Qureshi	Forestry Sector Project		
52	Muhammad Zulqarnain Abbas	Jaffery	GBTI	0597-640201-2
22	Nadeem Siddiqui	Photographer		0333-5107148
31	Nadia Sattar	SASMoN	Documentation Officer	RSPN
69	Najaf Khan	NRSP		
32	Nasir Iqbal	Dawn	Reporter	
	Naveed Sheikh	AKRSP	Project manager	
58	Ozair A. Hanafi	Khushhali Bank	Executive Director	
30	Quratulain Yousaf	NRSP-IRM		
20	Rafiz Iaffah	Sana News		I.S.S. Lahore 5855004
36	Rashid Bajwa	CBC-NRSP		2822319
59	Razaq A. Malkana			
55	Riaz Ahmed Riaz	PRSPGRW		0431-864707
72	Robeela Bangash	Founder member		
67	Roomi S. Hayat	NRSP-IRM	Chairperson HRDN	
8	Saifullah	ILO	NPM	ILO Area Office
16	Sajid Qaiserani	Aurat Foundation		
64	Sajjad Ismail	PAN-Environment		
5	Salma	DPRP	HRDO	DPRP Kohat.
29	Shahid Ali	Reporter	APP	2877481-4
7	Shahida Jaffery	BRSP	CE	BRSP Quetta
10	Shazia Bangash	Freelancer		
14	Shemeela Ahmed	10M	Prog. Assist.	
63	Sohail Manzoor	NRSP		
27	T. Ichiguihi	JBIC		2820119
11	Tanveer Akhtar	Enliven	Co-ordinator	131, st # 20, F-10/2, Islamabad.
48	Tariq Ansari			2294315
24	Tariq Iqbalah	Journalist		0320-5108633
35	Toru Arai	JBIC	Chief	2820119
12	Virginia Appell	NRSP		
60	Waqar Haider Awan	Haider & Rabbani		

**Organizational Participants:**

88	Ahson Rabbani	NGORC		
73	Akbar Lashari	Village Shadabad	0229-740168	
76	Asmatullah	SDPI		
75	Dr. Manzoor Ahmed Awan	Sungi		
78	Farooq Haroon	PRSP		



86	Fauzia Malik	CRS	
82	Hidayat Ullah Khan	ActionAid	
77	Ijaz Ahmed	SRSP	
80	Kazim Abbas Shah	NRSP-D.G.Khan	
74	M. Tahir Malik	BRSP	081-446807
81	Mohamamd Saadat	Save the Children(US)	051-2279211-2
79	Muhammad Zafaruulah Khan	GBTI	0597.640201
83	Nawaz Khan Jadoon	NAC	
84	Riaz Ahmed	Faran Educational Society	021-6690459
89	Shahid Tanveer	NWFP-EIROP	
87	Tariq Ansari		
85	Uzma Khurshid	IKK	



Human Resource Development Network (HRDN), registered under the Societies Act of 1860, is a platform for non-government and governmental organizations and individuals working within the development sector from Pakistan, Nepal, Bhutan, Bangladesh, Sri Lanka, and Afghanistan etc. to pool resources and share experiences. The aim is to empower individuals to participate fully within their workplace and community so that they are able to contribute to society as responsible citizens. This is a forum which was founded after a series of seven workshops were held from 1997 to 1999. The focus of these workshops was 'Networking for Sharing Training Resources'. Currently the membership is spread over ~46 organizations and 85 professionals from several Asian countries. HRDN objectives are simple: to provide efficient linkages and services to organizations and individuals within the Network so that their focus can be sharpened and enhanced.

Our Objectives are:

- To provide a platform for promoting human development
- To facilitate organizations in improving research, training quality and capacity building endeavors
- To establish and strengthen bonds with national and international institutions and practitioners operating within the human development area
- To share resources i.e. training materials, facilities, equipment, premises, resource persons etc.
- To reduce duplication/ overlapping of efforts, time, cost, energy at regional and national levels
- To organize national and international training events



## Human Resource Development Network

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