



Human Resource Development Network



Second All Members Meeting

August 25-26-2001

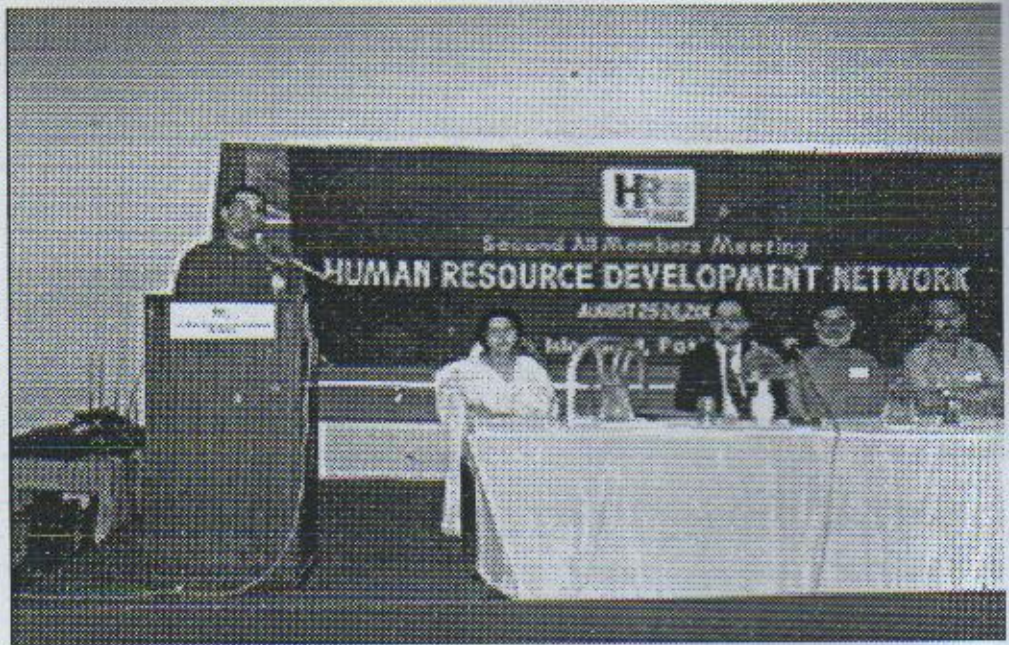
Venue: Dream Land Motel Islamabad



Prepared by

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A few glimpses of the meeting





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Objectives of the Meeting

The HRDN Second All Members Meeting was held in Islamabad on August 25-26, 2001 at Dream Land Motel Islamabad.

The main objectives of the meeting were to review the progress and achievements of the Network in the light of its mission statement.

The basic idea of holding an All Members Meeting, was to provide an opportunity to the members to get together, share their experiences with each others and to generate new ideas for the enhancement of their professional skills. Another objective of this event was to identify issues and concerns confronting executive committee in running the Network. All members meeting is provided an opportunity to find out the solutions to various problems and to make new suitable decisions to solve the problems. Among the various issues, which were discussed, the issue of generating funds for the sustainability of the Network was also discussed. The progress of the Network was reviewed and discussions were made to find out ways to expand the Network and make it more efficient while identifying the major hurdles in its way. HRDN being a voluntary organization, it is necessary to generate funds for its operations. The General Body deliberated upon various the possibilities for funds and donations.

Proceedings

Day One:

The HRDN Second All Members Meeting started on August 25, 2001. After the registration and settlement of the members the meeting took a formal start with the recitation of Quran.

The Chief Guest Mr. Ghalib Nishter President Khushhali Bank arrived on 0930hrs. Ms. Shahida Tanveer Ahmad Programme Officer NRSP-IRM presented a welcome address. She requested the chief guest, Chairman and other panel members to come to the stage and take their seats. She then invited Mr. Roomi S. Hayat Chairperson of the HRD Network to deliver his speech.

Address by the Chairperson

Addressing the forum and Chief Guest, Mr. Roomi S. Hayat presented a brief history of the Network and talked about its progress and achievements. He also talked about local and international chapters.

Funds

He informed the General Body that in order to meet the financial requirements of the Network operations and to achieve certain goals and objectives, funding proposals have been sent to the different organizations such as ActionAid and AKF. He said that the Executive Committee was hopeful in getting funds for long-term. In order to get funds and donations he said that it is the requirement set by the donors to register the organization, so we have begun registration under Registration of Societies Act of 1860.

He also talked about the salient features of the Network and its goals such as:

Information Clearing House

He described the Information Clearing House as an important feature of the Network through which information about research resources, research articles, jobs and training resources and opportunities and many others for the knowledge and awareness of the members.

Executive Committee Meetings

The Executive Committee is met regularly to plan out various activities and to keep the Network operational on efficiently.

Web based Database

Mr. Roomi S. Hayat said that the Executive Committee is working to develop a web-based database to put all the information about the members on it along with other important information.

International Visits

To promote the Network and to provide the members an opportunity to learn more about the Human Resource Development in different countries the Executive Committee of the Network is planning international visits. Currently the Executive Committee is working to make a plan for a visit to Thailand and Nepal.

He added that we have approximately 100 members of which 70 are individuals and 30 organizational members and we hope that Khushhali Bank will also join us as a member.

He further added that the basic objective is not to look for money but to enhance HRD capacity. In the end he told the forum that HRDN was planning an international session in which its international members, scholars and other intellectuals were to be invited to discuss the effects of I.T. on HRD in the developing countries. Support from Khushhali Bank is was expected.

Address by the Chief Guest

After the address of the chairperson, the Chief Guest **Mr. Ghalib Nishter** was invited to address the meeting.

In his speech, the Chief Guest Mr. Ghalib Nishter said that the economy of a country is based on the quality of the human resource skills and education. He added that to improve the economic conditions in Pakistan we must develop the macro economic, socio economic and poverty alleviation through improving the quality of HR. In his speech Mr. Ghalib Nishter appreciated the spirit and objectives behind the HRD Network. He encouraged the joint efforts of the all the participant members and he formally opens the session for further proceedings. At the end the chief guest was presented a shield. All the HRDN members had a photo session with the Chief guest before his departure.

Progress of the HRDN

by Ms. Robeela Bangash

In this session Ms. Robeela Bangash (RB) presented the progress of the HRDN. The main points are given below:

- The Network is likely to be registered under the Societies' Registration Act and Mr. Waqar Haider Awan had been appointed as Legal Advisor.
- New brochures of the Network have been printed with more details on the Network's objectives. This was made possible through funds contributed by GBTI. She thanked GBTI for the donation of Rs. 25,000/-
- Proposals for long-term funding were sent to ActionAid and AKF. The proposal with ActionAid is accepted for three years support by paying an amount of Rs. 14,00,000/-
- Information Clearing House is working to disseminate the information on regular basis.
- The Executive Committee is planning for experiential visits to Thailand and Nepal.
- Staff has been appointed to run the operations of the Network on a part time basis.

Mr. M.A. Cheema added to the progress:

- The number of members has increased which should be considered an achievement.
- HRDN provided consultancy services to JBIC and as a result received Rs. 1,00,000 as part of the consultation fees for HRD Network (5% the total amount)
- We are now trying to develop a directory of institutions and database of professionals. The secretariat has provided questionnaires and circulated among members. Data received is being computerized.
- HRDN has organized two all members meetings coupled with a few technical sessions.

- Above all we are all contributing as volunteers and with coordinated efforts we will make further improvements.

Issues and Concerns

by Ms. Aqeela Nadeem

During this session Ms Aqeela Nadeem (AQ) talked about issues and concerns confronting the Executive Committee regarding the Network's operations. AQ said that the Executive Committee had been involved from the beginning as volunteers. In order to take care of the financial constraints the NRSP has hosted HRDN for the past two years.

Cards were distributed among the members to write down their issues and concerns. Following are the issues and concerns shown by the members:

- Direction of the HRDN is not clear.
- E.C members are shy to accept their responsibilities.
- Non- serious attitude of E.C members.
- Financial constraints.
- Funding activities are planned but not initiated.
- Participation ratio of members is not sufficient.
- Planned targets are not yet achieved.
- Executing meaningful activities for HRDN.
- A plan of activities should be developed for the sustainability of HRDN.
- Lacking coordination between the Executive Committee and General Body.
- A long-term strategy should be developed for the sustainability.
- There is a need for the projection of HRDN newsletter and web site.
- Network should work for the capacity building of the members.
- HRDN is a voluntary organization but have fewer volunteers.
- Communication mechanism for information should be inbuilt in HRDN.
- Slow pace of activities.
- Lack of information.
- Lack of interest among members.
- The members should be provided with more opportunities to meet each other.
- Goals of the HRDN should be clearly specified.
- What if the proposals are not accepted.

Mr. Manzoor Khaliq suggested that all Executive Committee members should come and present the work conducted for HRDN to be reviewed by the General Body. He also suggested that those Executive Committee members who feel that they are unable to devote time to the HRDN should voluntarily resign. If the General Body is not satisfied then new Executive Committee members should be elected.

Ms. Afshan Tehseen pointed out that the following issues and concerns:

- a. Funding
- b. Recognition
- c. Memberships

Dr. Naila said that it takes time to build an organization. We should try to build trust and confidence.

Operationalizing HRDN

by Mr.s Grace T. Shaikh

The main topic of the session was "How do you want to see HRDN in 2006 (next Five years)". Mr.s Grace T. Shaikh (GTS) conducted a card exercise to collect suggestions of all the participants.

Many suggestions were made such as:

Mr. Zulqarnain Rafiq from SDPI suggested that it should work like a HRD Institute or University to address the training needs of the HRD professionals in different sectors and should develop practitioners.

Another member said that it should operate as an information-sharing center, which is a part of its objectives. It should be sustainable organization accessible for all at grass root.

In order to summarize the different suggestions Mr. Mahmood Akhter Cheema shared his opinion that it should have reputable members so that it is a reputable and sustainable institution.

Ms. Afshan Tahseen said that HRDN should function as a network rather than an institute.

Mr. Arshad Akif felt that HRDN was a society or a platform for different organizations.

Ms. Grace T. Shaikh suggested a four-step format for action planning:

1. Members Benefits
2. Functions
3. Funding Sources/ Resources
4. Structure/ Coverage/ Governance

Group exercise for Action Planning

All the participants were divided into four groups and were given the above topics for action planning. Following are the salient features of the presentations of all the four groups.

Group 1: Functions

Discussions were made on the following points:

- All members Annual meeting as a regular features at least once a year should be arranged.
- Sharing of Training Materials and modules should be practiced among the member organizations and individuals.
- Members' and organizational profiles should be updated regularly
- To ensure capacity building of members
- To strengthen the Information clearing house, making it operational
- Establishing a Resource center
- Establishing a database of members
- Exchange/ Study / Exposure visits
- Sharing experiences, expertise and resources
- Sharing minutes of Executive Members meetings with all the members

Group Two: Funding Sources / Resources

The group came up with the suggestions given below:

Particular Activities	Enabling Objective	Resources Required	Means
Members	Strengthening the network pool Human & economic	Effective communication Awareness	Active Internet communication data base, and newsletter, leaflets etc
Organizational membership	Pool in resources (material, economic, expertise)	Trainers' material, logistic support.	Pick up cost and other assistance

Proposals	Fund raising	Expertise (individual and other logistic management support)	Secretariat & staff
Donations	Approaching corporate sector	Information & expertise	Associate member and consultants
Voluntary Consultancies	-Do-	-Do-	Secretariat & members
Training events/ field visits/ workshops	Fund raising	Net working	-Do-
Donor workshop	-Do-	-Do-	-Do-
International thematic events/ exhibitions	Fund raising & capacity building of members	-Do-	-Do-

Group Three: Members benefits /Status

Expectations for Out Come

- To enhance professional excellence and recognition within the Organization and in the individual capacity

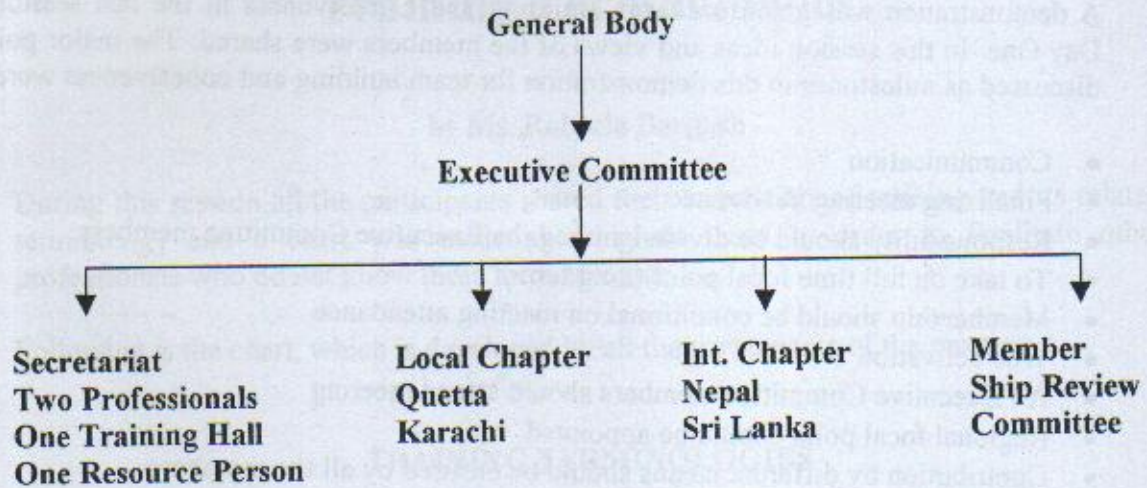
Areas of Benefits

- Intellectual capacity
- Diverse Exposures
- Training/ study opportunities, consultancy work, networking and linkages, professional recognition
- Information & Resource Sharing
- Organizational development in capacity building
- Exposures to different organizations and cultures
- Monitoring benefits to individual and organizations

Group Four: Governance Structure

Structure

The participants proposed the following structure as shown in the figure:



Coverage

- For Asia Pacific developing countries
- Will consider applications from others

Governance

- Owned by General body
- Executive Committee –a sub committee of General Body
- Rules made by General body

Team Building and Cohesiveness

by Roomi S. Hayat

A demonstration was given on Team Building and Cohesiveness in the last session of Day One. In this session ideas and views of the members were shared. The major points, discussed as milestones in this demonstration for team building and cohesiveness were:

- Communication
- Finalizing meeting in advance
- Responsibility should be divided among the Executive Committee members
- To take on full time focal point (long term)
- Membership should be conditional on meeting attendance
- Web activation
- All Executive Committee members should attend meeting
- Regional focal point should be appointed
- Contribution by different means should be ensured by all the members
- Attractive information should be shared
- Learning group should be formed

Some Shared Views:

Mr. Manzoor Khaliq upon sharing the views pointed out that the attendance of the house was a little low. While, Mr. Mubashir Nabi stressed on the participatory approach of all the members. He called the meeting a learning programme and suggested that a strategy and healthy environment should be developed. Ms. Riffat Shams supported Mr. Mubashir Nabi and further suggested to the house that this network should be made active. Ms. Robeela Bangash said that it is a general statement that networks usually are the failure, so to cope with this general understanding we should work seriously with full participation. She emphasized on the transparent availability, coordination and cooperation of the house.

Mr. Ijaz Ahmad from SRSP suggested that there should be the proper quorum for Executive Committee meeting. While Ms. Afshan Tehseen pointed out the financial constraints. Mrs. Aqeela Nadeem from NRSP-IRM said that we should also gauge the output of the people instead of their physical presence.

At the end of this session Mr. Roomi S Hayat thanked the members of the house and their passion for the HRDN.

Day Two

The second day of the meeting was started at 0900 am. Many members who could not attend the meeting on its first day joined on second day. After registration, the participants settled down and the forum was opened with the first session of the day.

Training Terminologies

by Ms. Robeela Bangash

During this session all the participants shared their knowledge of training and its related terminology and a chart was made showing all these in order to facilitate other professionals who do not know these terminologies.

Following is the chart, which is developed by all the participants of the meeting.

TRAINING TERMINOLOGIES

Abbreviations	Description	Use
ACE	Activist Capacity Enhancement	Name of Training
CAAP	Community Activist Action Planning	Name of Training
CHC	Community Health Center	
CMST	Community Management Skills Training	Name of Training
DAG	Discussion Analysis Group	
DK	Deficiency of Knowledge	
DOT	Design of Training	Name of Training
DP	Deficiency of Practice	
ECS	Effective Communication Skills	Name of Training
EPS	Effective Presentation Skills	Name of Training
FGD	Focused Group Discussion	Research Tool
GAD	Gender And Development	
GOOP	Goal Oriented Project Planning	
HR	Human Resources/ Human Relations	Planning Phase of a Project

Abbreviations	Description	Use
HRD	Human Resource Development	Acronym for broad activities of Human Development
HRM	Human Resource Management	
HRMD	Human Resource Management	

	/Development	
IK-TK	Indigenous Knowledge - Technical Knowledge	
KABP	Knowledge Attitude Behavior and Practice	Resource Terminology
KISS	Keep it Simple and Smart	It is used in admin & mgt.
LFA	Logical Framework Analysis	Tool of Planning
LMST	Leadership Management Skills Training	Name of Training
NISTE	National Institute of Science & Technical Education	Name of Organization
OOPP	Objective Oriented Project Planning	
ORP	Out Ringer Participant	
PAME		
PAX	Participants	
PEX	Participatory Extension	
PRA	Participatory Rural Appraisal/ Participatory Rapid Appraisal	
RL	Reflective Listening	
RP	Resource Person	Analysis tool
RSA	Rapid Situation Analysis	Analysis tool
SIS	Sustainable Input Session	
SLE	Structured Learning Exercise	
SMART	Specific Measurable Attainable Realistic Timeframe	
SOS	Social Organizational Skills	
SQS	Stupid Question Syndrome	
SS	Strategic Steering	
STEP	Social Technical Economics Political Analysis	It is business analysis
SWOT	Strength Weakness Opportunity and Threats	Tool for analysis Organization

Abbreviations	Description	Use
T&D	Training & Development	
TNA	Training Need Assessment	To priorities the training
TNI	Training Need Identification	
TOT	Training of Trainers	Name of Training
TP	Transparencies	Short for Transparencies
ZOPP	Objective Oriented Project Planning	German Acronym
PLA	Participator Learning and Assessment	
RBM	Result Based Management	Type of Mgt. where result/ output in measured

TLP	Training Learning and Planning	
TCDP	Technical Competency Development Programme	
RBA	Result Based Approach	
REFLECT	Regenerated Frarian Literacy Empowering Communities Techniques	Adult Literacy Programme
SOS	Social Organization Skills	Name of Training
RBA	Right Based Approach	
TM	Training Module	Out line of training
LCI	Learner Controlled Institute	Adult Learning
JIT	Job Institution Training	Skills Training
RBP	Right Based Programming	Human Right Training

Logical Framework Analysis

Introduction to LFA

Presented by Mr. Kamran Akbar, General Manager HRD, PPAF Islamabad who was invited as a Guest Speaker.

The training needs and its development and legal framework analysis were explained in detail.

The main features of the Presentation were:

- The over all objective is a high level goal which the project is expected to achieve
- The project purpose, this is the expected result from having achieved the project results. It describes the intended effects and aspired benefits of the project
- The results outputs are important achievements, which must be obtained in order to reach the project purpose
- Activities are the detailed work tasks to be performed in order to reach the project purpose
- The overall objectives set in the framework through which the project is implemented
- The project purpose is the key point of reference for project management and permitting measurement of the project's successor failure in terms of sustainable benefits for the target group.
- Activities need to be planned in sufficient detail to make possible, with some degree of certainty, to
 - a. Draw up a tentative time table of work and estimate the likely duration of the operation
 - b. Calculate the necessary physical and non- physical resources;
 - c. Draw up the budget.
- The process is the main factor in any sort of strategic management
- Process involves outputs and inputs

Arrival of the Chief Guest

The Chief Guest Mr. Mohammad Zafar Iqbal Assistant Resident Representative UNDP, Islamabad arrived to chair the meeting. The chief guest was welcomed and Mr. Roomi S Hayat Chairman HRDN gave a brief history with introduction.

Speech by the Chief Guest

The chief guest Mr. Zafar Iqbal highly appreciated this initiative taken by NRSP. He congratulated NRSP and its team on doing positive steps for the progress of HRDN. He said that he saw HRDN as a future institution and suggested that effective utilization could be made through starting online sharing of resources. He conveyed his good wishes for the network.

Plan for Thailand and Nepal visit

by Ms. Grace T. Shaikh (GTS) & Mr. Roomi S. Hayat

A tentative plan for Thailand and Nepal visit was presented in the meeting for further discussion in order to make it more convenient and practical. The house decided the tentative schedule with unanimous opinion. The following are the decisions taken for the visits:

- Thailand visit was divided in two groups
- Mrs. Grace T Shaikh would be the coordinator for first group
- Mr. Manzoor Khaliq would be the coordinator for second group
- Thailand visit would be around mid of November-December
- Nepal visit was tentatively scheduled in the month of March 2002
- Mr. Azam Khan Tareen would be the coordinator for the Nepal visit.

Formation of ICCC

International Conference Coordinating Committee (ICCC) was formed during this session. The aim of this committee was to organize the international events and to make the HRDN internationally operational. An idea was presented to hold an international conference on **"Effects of I.T. on Human Resource Development in the Developing Countries"**.

The nature of the event was to share the experiences and concerns of the HRD practitioners. Experts and intellectuals would invited from different countries to discuss the proper use of I.T and figure out the solutions for the problems in developing countries in the field of I.T.

To hold this mega event in March- April 2002 an International Conference Coordinating Committee (ICCC) was set up by the HRDN General Body during Second All Members Meeting on August 25-26, 2001.

This committee was supposed to organize the event. The General Body selected Dr. Syed Sajidin Hussain to make policies and supervise the arrangements made by this committee. Following are the members of ICCC:

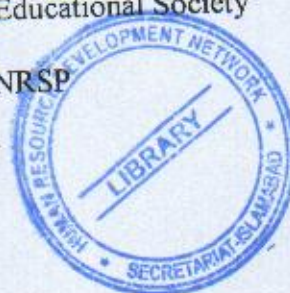
HRDN Second All Members Meeting August 25-26, 2001

List of Participants

- | | |
|---------------------------|------------------------------|
| 1. M. Azam Khan Tareen | NRSP |
| 2. Haq Nawaz Khan | FSP |
| 3. R. Y. Jalali | NRSP |
| 4. Dr. Mirza Jan | Ibne Sina |
| 5. Aqeela Nadeem | NRSP |
| 6. Mahmood Akhter Cheema | IUCN |
| 7. Ijaz Khaliq | NRSP |
| 8. Asadullah Akramyar | DACAAR |
| 9. Mubashar Nabi | ADP/UNDP |
| 10. Riffat Shams | ADP/UNDP |
| 11. Grace T. Shaikh | Free Lance |
| 12. Zulqarnain Rafiq | SDPI |
| 13. Nuzhat Lotia | PhD Student/Cavish |
| 14. Dr. Syed Tahir Hijazi | M.A. Jinnah University |
| 15. Abdullah Shaikh | M.A. Jinnah University |
| 16. Shaukat Ali Shahid | NDP |
| 17. Akbar Lashari | Village Shadabad |
| 18. Abdul Malik | Rozan |
| 19. Ijaz Ahmad | SRSP |
| 20. Tajammul Hussain | SRSP |
| 21. Arshad Akif | IPS/ HRD Division |
| 22. M. Wasim Khan | IKK |
| 23. Uzma Khurshid Nazakat | IKK |
| 24. Dr. Naila Azhar | JBIC |
| 25. Rehana Shaikh | Sungi Development Foundation |
| 26. Arshad Waheed - | |
| 27. Agha Ali Jawad | NRSP |
| 28. Dr. M. Akhtar Bhatti | |
| 29. Malik Fateh Khan | NRSP |
| 30. Fayyaz Baqir | UNDP |
| 31. Agha Tahir Hussain | PRSP |
| 32. Roomi S. Hayat | NRSP-IRM |
| 33. Shahida Tanveer Ahmad | NRSP-IRM |
| 34. Afshan Tehseen | ActionAid Pakistan |
| 35. Robeela Bangash | Free Lance |
| 36. Fazal Hussain | BAN Foundation |

37. S.K. Orakzai
38. Saghir Bukhari
39. M. Perviaz Tufail
40. Razaq Ahmad Malkana
41. Muhammad Zubair Quraishi
42. Prof. Javaid Iqbal
43. Kamran Akbar
44. Atiq Mirza
45. Uzair A. Hanfi
46. Ghalib Nishter
47. Kamran Malik
48. Asghar Ali
49. Dr. Khalid Mahmood Tahir
50. Arshad M. Bhatti
51. Waqar Haider Awan
52. Anwar ul Haq
53. Dr. Syed Sajidin Hussain
54. M. Waheed Khan
55. Ali Nasir Zaidi
56. M. Zafar Iqbal
57. Khalid Masood Ch.
58. Shahida Kazmi
59. Reaz Ahmad
60. Muhammad Ali Fazal
61. Khawaja Tariq
62. Lubna Javaid
63. Manzoor Khaliq
64. Syed Ali Jaffar

BAN Foundation
Rozan
AMAL
Free Lance Consultant
FSP
NISTE
PPAF
NRSP
Khushhali Bank
Khushhali Bank
NRSP
BAN Foundation
GBTI
British Council
Advocate
NRSP/Hajina
Independent Consultant
MANR-NDP
PPAF
UNDP
UNDP
Intern
Faran Educational Society
Far an Educational Society
NRSP
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