

2018

19th All Member's Meeting Report



HUMAN RESOURCE DEVELOPMENT
NETWORK

10/13/2018

1. Introduction

1.1. HRDN All Members' Meeting (AMM)

The All Members Meeting (AMM) is a tradition of last 18 years aimed at updating HRDN members about network's performance in the previous year and at the same time inviting feedback of members for further enhancing the effectiveness and relevance of the network's activities for future. AMM is one of the most sought out events of social sector and attracts participation from top of the line prestigious national and international NGOs, agencies of United Nations, Government, donor agencies and Universities. This event provides opportunity of networking, learning and knowledge sharing to development professional and members of HRDN.

1.2. Theme of 19th AMM: State of Human Resource Development in Pakistan

The human Resource Development (HRD) is a growth engine for economics. However, Pakistan is a developing country and its Human Development Index (HDI) presents a sad state. As per United Nations the HDI of Pakistan ranks 147 out of 188 countries (UNDP, 2017). The link of HRD with sustainable development was recognized in the conference of the Academy of HRD in Asia in 2008. Currently, the United Nations Sustainable Development Goal adopted in 2015 also addresses the need of HRD for sustainable development especially in Goal 4: Quality Education; Goal 8: Decent Work and Economic Growth; Goal 9: Industry, innovation and infrastructure; Goal 12: Responsible Consumption.

Pakistan's poor performance in Human Development affects the state of Human Resource Development (HRD), which is considered as the major key discipline to be focused in recent times. As, organizational development synergistically depends on the HRD and it translates into better businesses and better societies and changes in the workplace paradigm with globalization¹. The recent economic breakthrough between China and Pakistan has triggered the beginning of a well-constructed and proper HRD policy for Pakistan. Since Pakistan faces a number of critical problems such as lack of skilled workforce, brain drain, lack of entrepreneurship, lack of education among common people, unemployment and militancy,

¹ International Journal of Science and Research; Article by Dr. SaimaTabassum

the current HRD scenario is a challenge for the execution of the projects (Asrar-ul-Haq, 2015).

It is evident that the HRD should be properly taken into consideration at all levels of both the private and public sector organizations/departments. It is pivotal for development to review and understand emerging trends in the field of Human Resource and plan its development accordingly. Therefore, the main purpose of organizing the 19th All Members' Meeting 2018 on this particular theme was to gather evidence on the state of the Human Resource Development, new trends and recommend strategies to address needs of Pakistani society. The event was organized on Saturday 13th October, 2018 at Hotel Marriot, Islamabad (Agenda attached as Annex. 1). Approximately 130 members from various public and private organizations, development sector, UN agencies, Media etc. Participated in 19th AMM. Mr. Shahryar Khan Afridi, Minister of State for Interior, Ministry of Interior was the chief guest.



2. Proceeding of All Members' Meeting- 2018

2.1. AMM Commencement

The Moderator, Ms. Ayesha Majid, Intern HRDN, started the 19th All Members Meeting event with the call for recitation of Holy Quran by Mr. Sohail Bangash, life time member HRDN followed by national anthem.



Conference was started with formal welcome to all guest, Ms. Ayesha introduced herself to the audience and encouraged all to be part of network voluntarily and take it further.

2.2. Welcome Address

Mr. Roomi S. Hayat formally welcomed all members on the 19th All Members' Meeting. Mr. Hayat said that he is happy our tradition of this annual gathering is being maintained, which not only provide an opportunity to look back to see what the Network has done in last one year, and to set a way forward.

Mr. Roomi shared the history of the Network that in 1999 Ms. Robeela, who is currently serving as CEO HRDN, came up with an idea of formation of a Network for all professionals and Human resource development practitioners. After long discussions and deliberations with friends and colleagues from development sector, HRDN Network was initiated in one of the IUCN meetings with only 8 members. Now



due to the continuous efforts of founding members and HRDN team, 1000 national and international professionals are registered with the network.

HRDN has gone through thick and thins but with the passage of time, it has grown into a think tank. Different donor agencies and government organizations are on board as HRDN members, which gives the network an opportunity to put forward the concerns of NGOs and areas that needs special focus in Pakistan.

Mr. Roomi further said; *“Today I am happy to see many old friends here and I warmly welcome to all members in the fold of Network. The network is growing only because of the members and other well-wishers. I hope you all will continue supporting this network so that we can work together for a better Pakistan”.*

Regarding the theme of AMM, Mr. Roomi said that the theme for the meeting is carefully chosen keeping in view the importance and need of the time. Highly learned and distinguished guests were invited to enlighten the participants on the state of Human Resource Development in Pakistan. Lastly, he again showed his gratitude towards all the guests and members for being the part of the event.

2.3. Sessions: Human Resource Development in Pakistan

2.3.1.1. **Session 1:** Role of Human Resource Development for Sustainability: Policies and Perspectives in Pakistan

Guest Speaker: Mr. Shafqat Munir
Associate Research Fellow Resilient Development, SDPI
(Profile Annexed)

Mr. Shafqat Munir started his discussion by explaining and correlating HRD and sustainability. While discussing sustainability, he said that Sustainability is a balancing act. According to ‘the United Nation's 1987 Report of the World Commission on Environment and Development: Our Common Future’, sustainable development caters to the needs of the present without compromising the well-being of future generations. Sustainability is the study of how natural systems function, remain diverse and produce everything it needs for the ecology to remain in balance. He said that there are countless examples throughout human history where a civilization has damaged its own environment and seriously affected

its own survival chances. Sustainability considers how we might live in harmony with the natural world around us, protecting it from damage and destruction.

While Explaining HRD, he quoted the definition of Susan Heathfield (2018) in which Human Resource Development (HRD) is the framework for helping employees develop their personal and organizational skills, knowledge, and abilities. Building on this definition he explained that HRD gives opportunities to employees to grow in the profession due to their abilities and encouragement by the employers through training, refresher course, study tours, career development, performance management, mentoring, and succession planning.

By correlating the relationship between HRD and Sustainability, Mr. Munir told that both have very co-constructive relationship. Some scholars critiqued HRD for its inadequate focus on sustainability. But there are three models of HRD including strategic HRD, critical HRD, and holistic HRD, that address some of the thoughts that lead towards sustainability debate. He said that there is a need for more work to develop some sort of ethical and powerful conceptual framework to strengthen a co-relation between HRD and Sustainability to address challenges and dilemmas of today's complex society.



He briefed that Human resource development (HRD) has some global principles and frameworks, but in terms of implementing policies and perspectives, HRD goes context specific regarding culture, technology, resources and national policies of any country. In context to Pakistan, HRD scenario- is Fragile. To validate his statement, he stated following facts:

- various industries are not abiding by the HRD principles and frameworks to develop both the businesses and the employees, Formal and Non-formal sectors, hostility towards employees' unions, etc
- Prevailing Contract systems- both at public (Public sector institutions and ministries) and private sector
- Lack of implementation on national and international commitments on development of human resources

- Most problematic thing is keeping Skills development aside, and job security at stake
- There is no priority given to ILO Convention and SDGs commitment on Decent Employment

While recommending solutions, Mr. Munir mentioned the following points:

- If we look at the GDP trends, we find that the need for human resources in agriculture sector is declining, industrial sector is not picking up while in the services sector demand for skills human resources is increasing. New opportunities under CPEC project, may also need more technical workforce. Which means there is a lot to be done in skills development particularly in service sector.
- Technical and Vocations Education Training Authority (TVETA) is undergoing training programme, but we need to do much more to train our human resources in technology and other services sector.
- There is a dire need to promote vocational education and give it a priority as other fast emerging economies in the region are doing.
- Pakistan needs to promote sustainability in Human Resources Development to end with uncertain contract system of workforce. In the name of lack of resources, the public sector is also adopting contract model in line with developed societies while forgetting that in the developed world, people are not living as our people live in miserable conditions i.e. without any social security. This trend of switching to contractual system needs to be reconsidered.
- Job and social security along with skills development need to be given priority.
- There is a need to come up with a formal policy on human resource development so that employees in public and private sectors sector take the ownership of overall socio-economic development of the country.

2.3.2. Session 2: Importance of investing in human resource for peaceful
Pakistan

Guest Speaker: Mr. Syed Kaleem Imam
IG Sindh Police, Karachi

While shedding light on “Importance of investing in human resource for peaceful Pakistan, Mr. Imam speaks about Human resource which is used to describe both the people who work for a company or organization and the department responsible for managing resources related to employees. He said Human Resource refers to the productive qualities that activate the labor force. The productive qualities are education, health and skills of the labor force. Talking about Investment on Human Resource he stated words of Frederick H. Harbison, an American Labour Economist:

“The process of acquiring and increasing the number of person who have the skills, education and experience which are critical for the economic and political development of a country”



Human Resource investment is the process by which educated, skilled and trained persons are increased in a country. Therefore, it is the allocation of resources to improve the value of population. If the people of a country are well educated, well nourished, skilled and healthy that will be said to have more human Resource. By connecting these points, he took an example from his Department i.e. Police. He said “I come across many people who are willing to work in police not because of their passion or aptitude but mainly due to poverty, or they think it is their right to get job as their family members have been in the service”. This attitude needs to be changed so that a culture of competence and learning can be developed.

To invest on Human Resource is not only the need of population but it’s also the need of an organization. Organizations want skilled, educated and nourished employs. He mentioned that according to Schultz, a renowned American businessman, there are five methods of developing human resources:

1. Providing health facilities to increase the life expectancy
2. Arranging on the job training
3. Provision of education at primary, secondary and higher level
4. Allowing migration to individuals for changes of jobs
5. Organizing study and extension programs for the adults

Investment in Human Resource is at the heart of strategies to promote economic prosperity, fuller employment, and social cohesion, which ultimately lead to a peaceful society. Nations increasingly recognize that high levels of knowledge, skills and competence are essential in intensely competitive situations to their future security and success.

He said that the prevailing bureaucratic system in Pakistan can't be changed until educated and skilled people are recruited. Few years back, there was a quota system for recruiting employees i.e. quota was reserved for Parliamentarians, feudal, politicians etc. but now system is changing. NTS system was introduced for betterment of recruitment policies and to hire skilled workforce. He precisely briefed that the basic problem of the employees, even after hiring through proper procedure comprising of tests and interview, is they lose the spark after a passage of time. The zeal and motivation of the employees is missed after being hired. One should be working on himself first. He said that I always recommend my subordinates to not work beyond their capacity and time limits. They should spend time with their family and friends so the next day when they come to their workplace they should be motivated enough to complete their assigned tasks.

While talking about the present security scenario of Pakistan he said that Pakistan ranks 9th among the least peaceful countries in the world, while it is also on the list of countries where the security situation is rapidly deteriorating, according to a global peace index released by the Institute for Economics and Peace. The challenge is to build an efficient, well-functioning police service for counter- terrorism efforts in Pakistan, now and in the future. At the same time, the police force must also address rising crime rates and a deteriorating law-and-order situation, among many other tasks.

The capacity of Pakistan Police Service to deliver on these fronts is severely diminished by challenges like external influences, lack of forensic services, inadequate training and equipment, corruption, and weaknesses in the judicial sphere. But, he mentioned, that with passage of time police department is building skills and Anti-Terrorism Squads and Counter Terrorism Strategies have been built. Now police are well equipped to face the challenges.

He concluded that Police officers are meant to be “peace officers” and investment in the training, resources, staffing, and oversight prevents police from failure to establish healthy policing set up for crime management in the society. In the end he showed his gratitude towards HRDN and Mr. Roomi for inviting him at this platform. He said that he believes in learning and de-learning. In these type of intellectual forums, he always finds a chance to learn new things.

2.3.3. Session 3: The changing paradigms of Human Resource in Economic Development of Pakistan and Successful Model from Public Sector

Guest Speaker: Mr. Ali Kemal
Economic Policy Advisor,SDG Support Unit
Planning Commission, GoP

Mr. Kemal started off his session with defining Human Resource and then development. He said that holistically human resource which consists of the total knowledge, creative abilities, skills, talents and aptitudes of an organization's work force, as well as the values and benefits of an individual involved in the organization. Whereas, development involves enhancement of the skills and abilities of the employee in the present job as well as making him capable of doing so in the future assignments as well. It's commonly known as 'Learning by Doing' which is usually considered as experience or experiential learning. When an employee joins an organization he is given certain Job Descriptions and there are certain things which they learn from their seniors. This is known as development of an employee.

Moreover, to assess Human Resource Development progress, the Human Capital Index of any country is taken into consideration. He indicated that the latest Human Capital Index published by World Bank then Pakistan is at 137th rank, even below



Afghanistan, Nepal and Bangladesh. But these indexes should not be taken as a rule of thumb. These are made by the World Bank team on certain 5 or 6 set criteria and often countries are not consulted prior to defining these indicators. Let's say, if other indicators to assess Pakistan are considered, maybe Pakistan's ranking will get much better.

Secondly, Training Management and Planning is the key to Human Resource Development. He gave an example of his department i.e. Planning Commission which is a government entity, whenever there is a new induction in any of the departments of government the first thing the employee gets is Training. Whether a person is technical or not, he will get the training of Statistical models, government procedures, filing systems and so on. NGOs employees have their own training procedures and similarly educational institutions have their own training systems for teachers. Yet no matter how much trainings are imparted but if people are not ready to adapt then organization cannot get the desired results of the training.

Mr. Kemal briefed about proper implementation of HRD in Pakistan which is not possible until the system is decentralized. He explained it by stating that a councilor of any area is more aware of the challenges and issues of the locals than the Chief Minister. Yet in present scenario, the local bodies do not have financial and administrative authority to implement any of the projects in their respective localities. The way to implement any policy or project successfully and meaningfully is via devolution or decentralization.

He further elucidated that change and knowledge management is the need of the time. Entire world is working on SDGs because it's THE DEVELOPMENT AGENDA that is formulated using the current knowledge and as a result being taken seriously across the world. Pakistan should work more seriously in achieving the set targets by mainstreaming it in every policy. Even in building infrastructure, it is the time to come up with environmental friendly buildings. Implementing the SDGs in all development arena will enhance the Human resource development in Pakistan.

Lastly, he briefly touched up the fiscal crises of Pakistan. It is the right time for Pakistan to opt for reactionary approach/mode by adopting at least 20-year policy of growth. He reiterated; *"GROWTH IS THE ONLY REMEDY". CPEC is the only big project. Why don't we implement 3 more projects like CPEC? We are not working on the indigenous investment. Youth bulge is Pakistan is 61%. We need to involve them in training and that also at larger scale. By doing this we can change the paradigm of Human Resource Development in Pakistan."*

2.3.4. Session 4: Human Resource Development in Pakistan: Analysis of the Challenges and Opportunities

Guest Speaker: Mr. Shakeel Ahmad
Assistant Country Director
SDG Unit-UNDP

Mr. Shakeel divided his session into four components:

- the brief landscape of human resource;
- what are the actual situations and what is the value chain of human resource;
- the issues with demand and supply;
- also CPEC and its impact;
- solutions and recommendations.

Starting with the landscape, Mr Shakeel mentioned that there is a National Human Resource Development Report published by UNDP, the key message in that report is that Pakistan is currently facing through youth bulge process. Means 64% of the population is under the age of 30 whereas around 30 to 31% is between the age to 15-29. It states that 32% of our population is youth. This kind of transition brings lots of opportunities as well as challenges. This scenario of larger youth bulge will remain the same till 2040. However, it will reverse after that and Pakistan will start to have larger chunk of older population. As a result, like Japan and Sweden, Pakistan will face different challenges like pension problems, old age benefits etc.

Currently, if youth is not productive and not engaged in right set of work, it will become a burden on the economy. The basic issue of Pakistan is unemployment which is 9% and it's higher than normal unemployment rate.



Secondly, if the value chain of skills development has number of issues. This value chain starts with education, which has issues in terms of both its quantity and quality. Millions of

children out of schools due to lack of schools and lesser number of trained staff. As far as quality is concerned, the education is not up to standard. At skills side, there is particular demand and supply phenomenon. A supply side there are institutions like NAVTTC, TEVTAs which are providing skills to youth. There are also private sector skills development training institutes but there is kind of disconnect between the training being provided and demand of industry. This disconnect is prevailing since many years. One proposed solution for this problem is that training should be designed in consultation with the industry itself as they know what their need is. Market demand changes from time to time, the industry should determine and be part of the training design.

Another problem of demand side highlighted by Mr. Shakeel is that most of the people in Pakistan look for only want white collar jobs no one is interested to gain skills. There is a taboo associated with skills training. In contrary in developed and emerging economies like China Skilled people are equally respected in the society. In this scenario, there is a need to bring shift in the behavior and attitude of the people.

Mr. Shakeel then briefed about the impact of CPEC. He said;

“If we look into the industrial history of China in 1978 when they started reforms, their per capita income increased 40 times than usual. One of the reasons for that growth was that labor which was quite cheap. Whereas in Pakistan we have excess of labor but they are not much skilled. Even now the skills being provided in Pakistan is not up to the mark of CPEC industry demand. Plus, there is lack of productivity. Productivity comes with innovation and skills. Growth would never be sustainable without productivity. We have to work on this aspect as well.”

At the end, Mr. Shakeel put forward few recommendations to the government;

- Government should introduce National Apprenticeship program for university and school students so they can learn skills before coming into job market.
- Once there was a National Volunteer program initiated by government, it should be started again. The focus should be on providing skills rather on stipend etc. It should not only be the responsibility of government. It should be introduced in collaboration with private sector.
- The issue of government is that they always come up with parallel programs. If one government is dissolved, that program is either cancelled or not implemented. There is almost zero collaboration between previous and present government. Parallel program should be annulled as it's not sustainable.
- An environment should be created where there could be competition related to skills and training for professional growth.
- Performance and evaluation system should be considered rather than privileges and perks. Employees should get promotions on the basis of performance.

- Population growth is the major problem of Pakistan. Population growth in 2.4% which is greater than our neighbouring countries. It is the key constraint to growth as we have to come up with more resources. Strategies should be put in place to control the population growth.

2.3.5. Introduction to Your Passport to Grow (YP2G)

Guest Speaker: Mr. Ali Jafferri
President-Knowledge Now

Mr. Ali stated that around 85% of any individuals is dependent on the soft skills – the skills that come from being a person with a CAN-Do attitude. YP2G helps young people become the person with the Can-Do Attitude that Employers want. Moreover, they help them develop these vital soft skills through a unique interactive E- Doing platform. These skills are invaluable and that will help them live a happy and prosperous life.



YP2G's course, content and structure is unique and designed by Global Experts on Behavioral Waste™ Management from MindFit Ltd UK. The content includes attitude and behavior change programs plus part of the flagship program, Reality-Driven Leadership™.

2.3.6. Remarks by Chief Guest:

Mr. Shahryar Afridi appreciated the efforts of Ms. Bangash and HRDN team for taking this initiative and giving the message to globe that women leadership is determined to serve the Pakistan in every walks. Organizing such intellectual event at Capital of Pakistan is itself a huge success.

Mr. Afridi said; *“Misperception is the order of the day. “We are gathered here for one objective that is to protect and safeguard the humanity and do something constructive. We are here to tell people how to survive and how to do the needful. It’s the problem of our society that our action doesn’t speak louder than our words. We plan many things but when it comes to implementation, our efforts lack behind. For stronger systems and effective implementation of law and order we should be proactive towards building our nation”.*



He stated that it is pertinent to invest on people in order to build a nation particularly on the youth of Pakistan. He further reiterated that this is one of the top agenda of the new government. At end he said; *“Its high time now, let’s convert that talk into walk, let’s be more responsible, let’s not compromise on the interest of Pakistan and let’s convey message to the globe that Pakistan will rise and shine again”.*

2.3.7. HRDN Progress/Challenges and Vote of thanks

Ms. Robeela Bangash, CEO HRDN, started her presentation with showing her gratitude towards the Chief Guest and all the members for gracing the occasion with their presence. She said; *“the presence of all members here under one roof is the indication that we are ‘Can Do’ person and it also shows that HRD Network is still alive. HRDN members are the strength of this network and with the support of members we can shine.”*

She shared the overall review and progress of HRDN with members and guests speakers.



Ms. Bangash explicated that;

- There are 200 organizations and all together there are 1030 members who are register with HRDN.
- Major Programmatic areas of HRDN are Education and Youth empowerment. Under this theme, HRDN is implementing Lincoln Corner Support Project in cooperative agreement with the US embassy. In addition, HRDN has signed DAFI scholarship program with GIZ that is aimed at giving internships and apprenticeship for Afghan refugee students.
- HRDN has focused on Climate Change as well and has organized several seminars in Karachi, Islamabad and Lahore in collaboration with our member organizations.
- Cross cultural learning is an important mandate; Annual Trainers Retreat (ATR) and Join a Movement (JAM) are two cross cultural events held every year. Last year ATR was held in Australia and this year JAM is planned for Morocco.
- In the programmatic area of Community development, HRDN is implementing, UNOPS project ‘Support the Government of Pakistan to develop a program for funding by the Global Sanitation Fund’.
- Recently, HRDN initiated a dialogue process with the government regarding shrinking spaces for NGOs. HRDN delegation comprised of CEOs of member organizations met with the Ministry of Interior.

Ms. Bangash then discussed about the challenges that HRDN is facing.

- It was mentioned that networks are still a new idea and not welcomed in the donor community. That is why HRDN is also facing serious challenge when it comes to securing funding required for smooth functioning.
- Collecting membership fee remained a challenge. It was requested that members should be vigilant towards paying their annual fees regularly.
- Members are not proactive in sharing their updated information that is why database management remained a challenge for the team.
- Members often shy away from giving their inputs and suggestions on their own as a result communicating with each member takes large chunk of HRDN staff's time.

Ms. Robeela extended her appreciation to all the founder members especially Mr. Roomi for his support and active participation. She thanked all the active members of HRDN, panelists and the sponsors of this event including TMF, BRSP, Hashoo Foundation, IRM, Saibaan, SPO, AGAHE and Black Box. Ms. Bangash showed her heartfelt gratitude towards Chief Guest Mr. Shahryar for his presence. At the end she thanked the HRDN team for making this event a success.

2.3.8. Video Documentaries:

Three inspirational videos related to Human Resource development were displayed to the audience. One of the videos presented by Black BoxSounds, was related to skills development in Hunza where a case study of an enterprise was presented. The second video comprised of a case study in Mithi where few friends have opened a Road side book library. The third video was presented by IRM about a case study of a child who is studying in one of the IRM's Smart Schools at Lahore. This is a best low-cost model of SMART school for street children, mainly those children who gather waste paper on daily basis.

3. Souvenir Distribution:

At the end of daylong sessions, souvenirs were distributed among the guest speakers and Chief Guest by the founder members and CEO HRDN.



Annex-1: Schedule
19th AMM on
State of Human Resource Development in Pakistan
Saturday, October 13, 2018 Marriot Hotel, Islamabad

Timings	Activities	Speakers
09:30	Registration	
10:00	Recitation from Holy Quran	
10:05	National Anthem	
10:05-10:10	Opening of AMM	
10:10-10:15	Welcome Note	Mr. Roomi S. Hayat Chairperson, HRDN
10:15-10:25	Remarks by the Chief Guest	Mr. Shehryar Afridi Minister of State Ministry of Interior, GoP
10:25-10:40	Group Photo With Chief Guest	
A Panel discussion on State of HRD in Pakistan		
10:40-11:00	1. Role of Human Resource Development for Sustainability: Policies and Perspectives in Pakistan	Dr. Shafqat Munir Ahmed Research Fellow-SDPI
11:00-11:05	Video Documentary	Mr. Toseeq Haider CEO, Black Box Sound
11:05-11:25	2. Importance of investing in human resource for peaceful Pakistan	Mr. Kaleem Imam IG Sindh
11:25-11:30	Video Documentary	Mr. Toseeq Haider CEO, Black box Sound
11:30-11:50	3. The changing paradigms of Human Resource in Economic Development of Pakistan and Successful Model from Public Sector	Mr. Ali Kemal Economic Policy Advisor , SDG Support Unit Planning Commission, GoP
11:50-12:00	IRM Smart School Documentary	Ms. Sabiha, IRM
12:00-12:20	4. Human Resource Development in Pakistan: Analysis of the Challenges and Opportunities	Mr. Shakeel Ahmad Assistant Country Director SDG Unit-UNDP
12:20-12:30	Introduction of Your Passport to Grow (YP2G)	Mr. Ali Jaffery President-Knowledge Now.
12:30-12:45	HRDN Progress and Challenges	Ms. Robeela Bangash, CEO HRDN
12:45-12:55	Distribution of Souvenirs	
12:55-01:00	Vote of Thanks	Founder Members, HRD Network

Annex 2: Profile of Speakers

1. Mr. Roomi S. Hayat

Mr. Roomi S. Hayat is regarded by most of his contemporaries as the leading authority in the field of Capacity Development. He is equally renowned for his Management, Institutional and Rural Development expertise as well as Employable Skills for Youth.

His ground breaking work with UN Agencies for Rural Support Programmes, Training Need Analysis, Material Development, Evaluation Mechanism and Post Training Utilization Study has been acknowledged. The recent focus on capacity development and skill enhancement, especially Vocational Skills in Pakistan has taken its guidance from Mr. Hayat's pioneering work.

He is CEO of IRM; the largest specialized capacity development Institute in Pakistan which is also a channel of his Change and Result oriented constructive thinking. He is also the founding Chairperson of HRDN, an international network of HR professionals, besides being on the Board of Directors of many organizations. His advice is sought by organizations, Government officials and consultants dealing on a macro level in diverse fields of Management Policies, Programmes for literacy and post literacy, Rural Economy, Gender Equality, Youth Employment and Institutional Development.

He holds two Master Degrees in Rural Sociology and Mechanical Engineering from Pakistan and USA respectively. He has represented Pakistan on international forums in SAARC and Asia Pacific and Europe with regards to Youth, Education and Employment. Mr. Hayat's name has almost become synonymous with Human Resource Development across Pakistan and his prolific contributions in the field of HRD for over two decades took him to all continents of the world.

2. Ms. Robeela Bangash

Being one of the founder members of Human Resource Development Network (HRDN) she led the team as Honorary CEO in 2003. Successfully engaged donor community resulting in fund raising to organize first ever HRD Congress in Development sector in 2003 as well as subsequent national and international events from HRDN platform. Currently she is serving as CEO HRDN. She has the rich experience of capacitating and facilitating actors of local governance system. Other than this she is known development practitioner in Social Mobilization(SM) and Community Development(CD)/Management, Gender Development /mainstreaming, project cycle, planning & management methodologies with gender lense, Life skills, Enterprise, DRM, Health /Wash, Networking, Event Management, Material Development, Capacity Building Programmes, Training

Needs Assessments(TNAs), Facilitation of TOTs –Generic, Thematic and subject specific, Development of Modules, Manuals ,Training material and Reports, Knowledge and Experience in Livelihoods, Vulnerability and Hazard Assessment , Projects Mid Term Reviews, Evaluations ,Project Completion Missions and Reports.

3. Mr. Shafqat Munir

Mr. Shafqat Munir specializes in areas like human rights, peace-building, disaster risk reduction, climate change adaptation, urban development, and sustainable development goals (SDGs) with policy, governance and gender lens to achieve goal of resilient development. He has a wider experience in Advocacy, Communications and strategic Campaign. He led trainings on humanitarian policy and response issues in various countries across Asia. Currently, he is Associate Research Fellow/Head Resilient Development Programme at SDPI. Besides, he holds the portfolio of Director Policy, Campaigns and Communications.

Prior to joining SDPI, he had served as Asia Regional Humanitarian Policy advisor, Oxfam Great Britain for four years. This role was embedded as Asia Technical Lead on Governance, Citizen Rights Development, and Resilient Cities in terms of Disaster Risk Reduction and Climate Change Adaptation and Humanitarian work related to Programme Development. He provided technical input to various country teams in Asia on their Programme Design and Development for fundraising and campaigning on issues relating to climate change and its impact leading to disasters.

4. Mr. Kaleem Imam:

Inspector General of Police, Sindh, Dr. Syed Kaleem Imam is among those who are highly educated, able and professional police officers.

He has worked on high profile posts both at national and international level before his appointment as IG Sindh. He is Ph.D in politics and International Relations, with LLM in Human Rights Law from SOAS UK, LLB and is a Masters in Philosophy.

He has been serving as IG Punjab, SP Sibbi, Naseer Abad, SSP Quetta, Rawalpindi, Islamabad, FIA Immigration, Chief Security Officer to Prime Minister, Director National Police Bureau, IG Islamabad, IG National Highways and Motorway Police and also as a Police Commissioner in area of Darfur in Sudan under UNO mission.

Three peace awards from UNO, Quaid-e-Azam Police medal, Presidential award and Tamagha-i-Imtiaz have been awarded to him in return to his services.

He has also been president of PTF and vice president of Police Service of Pakistan associations. He is treated very respectfully in police service for his professional, bold, honest, teamwork skills and brave decision making.

5. Mr. Ali Kemal :

M Ali Kemal is Economic Policy Advisor at the SDG Support Unit, Ministry of Planning Development and Reform. Prior to this he was working at the Pakistan Institute of Development Economics since 1999. A graduate of Quaid-e-Azam University, Islamabad and University of Warwick, UK worked on International Trade, Exchange Rates, Underground Economy, Inflation, Fiscal, and Growth. Currently he is working on various issues of SDGs in localizing, mainstreaming, identifying bottlenecks and development of synergies among different institutions.

6. Mr. Shakeel Ahmed :

Mr. Shakeel is The London School of Economics and Political Science (LSE) graduate. He has around 18 years of experience in development sector - project development, public policy with substantive expertise on issues of poverty, micro finance, gender equality and broader governance and institutional development. He is part of UNDP Pakistan senior management team and chief of Development Policy Unit. Work closely with high level government and political offices. He is also an Agricultural economist (Gold Medalist) by academic training.

7. Mr. Ali Jaffery :

Ali Jafri is the President of Knowledge Now, a Knowledge Based consulting firm operating from Islamabad. Throughout his professional career Mr. Jafri has been associated with globally recognized consulting firms including Price Water House Coopers & Mercer consulting where he has undertaken number of Business Process Reengineering (BPR) assignments, which has given him a diverse and unique perspective on Change Management. He has successfully managed relationships for blue chip companies, such as, Pepsi International, Microsoft, General Motors, Standard Chartered Bank to name few.

Pictorial Glimpses of 19th AMM



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