

Illume

SPREADING LIGHT



ISSUE 2: August, 2003



VOLUNTEERISM

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Editor's Note

HRDN welcomes you to the second edition of ILLUME, quarterly newsletter. It features the events and activities taking place along with the future activities of the organization.

The theme is **VOLUNTEERISM** a bright light into the dark life. Volunteering is not an easy act. It demands a good deal of patience, courage and sacrifice. It means self-service to humanity at large, regardless of religion, faith, race, color or caste. It is based on love for mankind.

Volunteers are the people, already inspired to take it upon themselves as a sacred duty to help out the needy people who have become the victim of any social evil. The world is full of poverty, disease and sufferings. There are opportunities for service everywhere. A man becomes truly human only when he tries to make others secure, comfortable and happy. Volunteering is the better way for it. Even our self-interest should make us serve others for we rise and fall with our society.

With this edition we will try to make people realize that there is no greater happiness that comes to us through the happiness of others. The path of duty is the way to glory.

"If I can help somebody as
I pass along,...
if I can cheer somebody
with a word or song,...
if I can show somebody he's
traveling wrong,...
then my living will not be
in vain"

Dr. Martin Luther King, Jr.

Editor
Sarah Khan

Acknowledgment
Mr. Roomi S. Hayat, Ms. Robeela Bangash, and
Mr. Usman Qazi

1 Weaving the web

- Volunteerism
- Impact of Volunteerism
- Importance of Volunteerism

Volunteerism

Volunteerism is a global phenomenon—its definition varies over time, among and within cultures, and may reflect a sense of enlightened self-interest in the volunteer. Despite its many guises, there are three core elements that can be attributed to voluntary activity in its many forms. First, it is not undertaken for financial gain. Second, it is carried out freely and without compulsion. Third, it benefits both the volunteer and the person or party whom their action is meant to aid.

Despite its common characteristics, definition of volunteerism is still ambiguous. Issues arise with regard to "compulsory volunteering", such as that advocated by educators and courts in some countries. This concept may appear to be contradictory. A similar problem may apply to the matter of unpaid domestic work.

Many organizations concerned with volunteering are faced with another paradox: the professionalization of volunteerism. As voluntary activities become increasingly specialized, so do the skills required of the volunteers who undertake them. Thus, opportunities for volunteers without specific training continue to shrink in some areas as the degree of professionalism required continues to rise.

Volunteering is the most fundamental act of citizenship and philanthropy in our society. It is offering time, energy and skills on one's own free will. It is an extension of being a good neighbor, transforming a collection of houses into a community, as people become involved in the improvement of their surroundings and choose to help others.

By caring and contributing to change, volunteers decrease suffering and

disparity, while they gain skills, self-esteem, and change their lives. People work to improve the lives of their neighbors and, in return, enhance their own.

What is the difference between volunteer work and unpaid work?

Volunteer service is offered by choice - it is not mandated or coerced. It contributes to the well being of an individual or community, is usually coordinated by a nonprofit or public sector organization, and pays no salary or wages. Other forms of unpaid work include activities such as community service orders and service placements required by schools. Although these offer support to the community, they have been ordered by an authority.

Volunteer work is often equated with unpaid work, and people who contribute their time and energy freely to build a better community do not necessarily get the support systems and recognition they deserve. The community needs to protect and nurture the volunteer ethic.

Impact of Volunteerism?

Volunteerism is both a source and a reflection of social capital. It is part of informal web of solidarity that binds societies together and that provides many communities with the most basic of social safety nets.

Volunteering is a key form of social capital, nurturing a community's social networks and its reciprocal norms. "Generalized reciprocity" reflects a belief that although volunteers may not be recompensed for their voluntary efforts immediately, they can realistically expect that their efforts will be recognized in the future. By nurturing trust and

establishing a pattern of generalized reciprocity, volunteerism binds societies together. This can provide protection from some of the more disruptive effects of globalization by reinforcing cultural identity and allowing both the costs and benefits of socio-economic change to be shared more equitably. Volunteering brings benefits to both society at large and to the individual volunteer. It makes important contributions, economically as well as socially. It contributes to more cohesive societies by building trust and reciprocity among citizens.

Voluntary action not only promotes local participation, it has positive impact on social cohesion and poverty reduction.

Importance of Volunteerism? 'Everyone knows that the work they do is important'

"I expect to pass through life but once. If, therefore, there be any kindness I can show, or any good thing I can show, or any good thing I can do to any fellow being, let me do it now, and not defer or neglect it, as I shall not pass this way again."

William Penn

Volunteering brings benefits to both the society at large and to the individual to volunteer. It makes important contributions, economic as well as social. It contributes to a more cohesive society by building trust and reciprocity among citizens. The United Nations Organization that supports sustainable human development globally through the promotion of volunteerism, including the mobilization of volunteers. It serves the cause of peace and development through enhancing opportunities for participation

by all. It is universal, inclusive and embraces volunteer action in all its diversity. It values free will, commitment, engagement and solidarity, which are the foundations of volunteerism.

There are two major benefits of volunteering. First, economic; volunteering makes important economic contributions to society. Activities undertaken by volunteers would otherwise have to be funded by the state or by private capital. Volunteerism adds to the overall economic output of a country and reduces the burden on the government spending. Second, volunteering helps in the building of strong and cohesive communities. It fosters trust between citizens and helps develop norms of solidarity and reciprocity, which are essential to stable communities. Moreover helping to build this 'social capital' volunteering also plays a role in economic regeneration.

Why do people volunteer?

Some have chosen to become involved so they can provide a needed service, solve a problem or advance a worthy cause; others look for personal development. Many volunteer for both altruistic and personal reasons.

People make contacts, learn skills, gain work experience, build self-esteem, improve their health, sometimes find paying jobs and sometimes turn their lives around through volunteer work. They do not work for money they work for less tangible but equally important forms of remuneration such as satisfaction, appreciation and the opportunity to build skills. Volunteers are seeking increasingly meaningful responsibilities and interesting tasks and the community must find ways to meet their needs.

Volunteers are integral to the delivery of human services, educational programs for adults and children, and in imparting innovative ideas to vital community needs.

Source: <http://www.fourinfo.com/volunteer/>

HRDN Activities

SEMINAR: Code of Conduct: Sexual Harassment at Workplace

On June 27, 2003, HRDN in collaboration with Action Aid, one of its pioneer organizational member, organized a seminar on Code of Conduct for Gender Justice at the Workplace. HRDN is well set for facilitating expert solutions, improving the internal and external efficiencies of its constitutional member organizations as well as individuals. Hence ActionAid with the help of HRDN invited similar organizations such as GBTI, SAHIL, HOPE, IUCN, HDI, SDC and many more to attend a complete presentation on the adoption of the Code of Conduct. The main objective of this code is to create a safe working environment for the female as well as male employees of an organization.

HRDN has adopted this Code and also encourages its member organizations to adopt the code of conduct and implement it into their working environment.

SEMINAR: Role of Human Resource in Achieving Organizational Goals and Objectives"

On May 19, 2003, HRDN organized a seminar "Role of Human Resource in Achieving Organizational Goals and Objectives" at Peshawar. The main purpose of this seminar was re-activation of HRDN's local chapters and incrementing its membership in Peshawar. Sarhad Rural Support Programme volunteered in arranging the seminar for HRDN. The Resource Person at the seminar was Dr. Syed Tahir Hijazi, Dean of Mohammed Ali Jinnah University. The aim of the seminar was to give an insight on the HRM approaches and functions.

SEMINAR: Gender Dimensions in Development

On April 30, 2003, HRDN organized a seminar on "Gender Dimensions in Development" for capacity building of NGO's and civil societies at Dera Ismail Khan. This was a breakthrough for HRDN to take up the issue of gender in a remote and strong traditional area like Dera Ismail Khan. The resource person of the seminar was Nargis Seemab, senior officer HRD, SRSP. The seminar aimed to bring awareness towards the development sector.



HRDN Team

Involving the corporate sector

LEAD Pakistan initiative for research and training to document and promote socially responsible corporate practices in Pakistan

An interview, Ali Tauqeer Sheikh, National Programme Director of LEAD Pakistan



In this age of globalization, there is growing concern that corporations have replaced nation-states as the primary and strongest influences in our lives. In response to these new corporate realities, there has been a worldwide call for greater corporate social responsibility (CSR). Recognizing the need for greater CSR LEAD-Pakistan, as part of its commitment to promoting patterns of economic development which are environmentally sound and socially equitable, has initiated research and training to document and promote socially responsible corporate practices in Pakistan.

Q How do you see the corporate sector contributing to the society?

A In the development sector the government cannot work alone, NGO's are too small and people do not have the resources but the corporate sector has the money. The corporate sectors are typically drawn by corporate, the challenge is how to draw their attention to social issues such as education, health, infrastructure and many others. Now there are some responsible companies who have policies that pay benefits to their employees, which include health insurance, residential and other facilities. The question is that if they can do something good for their employees then why not for the society especially for the community that they work with. The second question which clicks to the mind is that why should we expect from them, they too are responsible citizens of the state who should abide by the laws set by the government such as quality standards and many more.

We expect from the big companies that they will treat the society as they treat their employees. A Company always expects that its employees will follow the methods and policies set by the organization, therefore it is also expected that these companies should also follow the national law. This in other words is a term used for a responsible company, a Socially Responsible Company.

Q How will you define the Corporate Social Responsibility Program?

A The Corporate Social Responsibility

program was started in order to look into the partnership of the communities and corporations, partnership between the civil society and corporations and a triangular partnership between the government, NGO's and corporations.

Now we understand that a company does what it is legally required to do. For example let's say legally you are required to drive at 60 miles/hour. If there is a slow traffic moving at a speed of 40 miles/hour and you move in between the traffic with your motorbike and still maintain your speed of 60 miles/hour then although you are not violating any traffic rules, you are a nuisance. Hence one cannot say that as one obeys all laws set by the government therefore one is socially responsible person. One has to go beyond the legal requirements, which means that one is willing to engage with the citizens. Therefore instead of worrying about the shareholders one should pay more attention on the stakeholders.

Q How will you define a stakeholder and a shareholder in the CSR Program?

A Stakeholder is the one who has stake in the company and its effectiveness. Whereas the shareholder having a share in the company is only concerned about his profit. For example a tissue box, produced by a company by the name PACKAGES, hence if one is a shareholder, all he would care about is the number of sales and his profit. However if one is a stakeholder, although he has not made any investments but he is

concerned with what the company is doing.

Hence a *mindset of a stakeholder is much wider than that of a shareholder*. A good socially responsible company has to engage stakeholders and learn what their interests are and respond accordingly.

You and I are stakeholders of many corporate organizations, dealing with where they are based, the packaging material used and many related things with which the quality of life of the community is effected. For example you have bought a disposable water bottle, emptied it and threw it in front of my gate which has littered my street. Being a stakeholder I am concerned that there are a million bottles in Islamabad that will have to be collected after they have been emptied and thrown the streets, for which the municipal committee will have to hire people to collect them and dump them. At the end of the day the result will be an increase in our taxes as the workers will have to be paid from some budget.

Q How do you perceive volunteerism in Pakistan?

A It is there and very vibrant. Volunteerism does not mean that a volunteer is available all the time irrespective of the cause, but it means that one volunteers for the cause of personal interests and commitment. Hence, the cause for volunteerism should be mere commitment.

Good Volunteering Leads to Good Government

NCHD and the Volunteerism Initiation

An interview with Shabir Ahmed, Country Director for Volunteerism of NCHD



The National Commission for Human Development has taken the initiative to create a National Volunteer Corps (NVC), following the UN International Year of Volunteers. 100,000 men, women and children are being mobilized to extend support to social sector interventions at the grassroots level in Pakistan. The NCHD is developing a system to match volunteer skill sets with the operational needs of the organization in order to support its programs.

Q How do you see Government's role in promoting volunteerism?

A Government has realized the importance of volunteerism over a period and it intends to involve people in all development activities to improve the systems transparently.

Q What innovations Government has brought in volunteerism?

A Volunteerism is not a new phenomenon. It is in vogue since centuries in our society and everyone is doing something voluntarily for the improvement of society. However, people do not appreciate the work which is done for the sole purpose of self-projection and show-off. People recognize the work which is done selflessly and sincerely.

Government of Pakistan has initiated the Volunteerism Program in 16 Districts. Volunteers are helping different departments, in carrying out their development programs in community smoothly and swiftly. For example people are helping Education Department by controlling children's Drop-Out from school and also provide every support to teachers coming from outside the village. Similarly, in Health Sector, a campaign is underway through volunteers where they provide training to the womenfolk in preparing "ORS" at their homes. Volunteers are also very helpful in increasing Government's outreach to the remote areas particularly to rural women. Women volunteers are also there (in the form of women Councilors) who help in smooth flow of benefits to the real target group.

Q Do volunteers really work voluntarily or they expect something out of it?

A Volunteerism is of two kinds i.e.,

1. Volunteers who work for somebody without expecting anything in return
2. Volunteers working for mutual benefits (including their own benefit)

The area of working for volunteers can also be classified in two types, i.e.

1. Working within volunteers' own community
2. Working outside volunteers' own community

For volunteers, the most important tip would be that they must fulfill their primary responsibilities (supporting their families, their role in society etc) and then spare some time for volunteer activities.

Q NGOs are always getting something in return for their work – then what do we mean by Voluntary NGOs?

A Most of the NGOs are working through volunteer activists to expand their outreach and access the grassroots. They create and develop a cadre of volunteers to scale-up their program and these NGOs are called "Voluntary NGOs".

The voluntary program is being expanded rapidly and the Volunteers are now becoming members of the same family or society. For example, volunteer

of Karachi and volunteer of Islamabad are member of the same family.

Q What Policy-makers are doing to promote Volunteerism?

A The President's Task Force for Human Development is the most recent example of a complete volunteerism, in which all members are volunteers. NCHD is a shining example of volunteerism.

National Volunteers Corps is another similar example. This means that Government has a great recognition for Volunteerism. Government also understands that there is a huge untapped human resource in each village and union council and it needs to be utilized properly for ensuring maximum output. These volunteers play a vital role in community's promotion, for example; in flood-stricken District Jaffar Abad, volunteers have taken a major role in relief work.

Q How the Corporate Sector is involved in Volunteerism?

A Volunteers are from all walks of life including Engineers, Doctors, etc and they often influence their concerned corporate agencies to extend free support to the ailing humanity. At Government level, National Commission for Voluntary Program (NCVP) has also invited the Corporate Sector to take part in community's support in reducing IMR and MMR. Although, there is a positive response from corporate sector but certainly it will take some time for their full involvement.

Volunteerism in Disasters

Article by Usman Qazi

Balochistan was hit by the worst drought in a century between 1998-2002. Initially, the government bodies showed an attitude of indecisiveness towards recognising the scale and gravity of the calamity. After the drought started manifesting its human cost at the remote spot of Aranji in Khuzdar district, the international relief agencies started taking cognisance of the situation. At this point, these agencies were faced by a strange dilemma. They declared that they were unable to mobilise the funds for disaster relief as long as the detailed information about the impact of drought was not known. Obviously, gathering and analysing the information from all over a province that constitutes 44% of geographical area of the country required massive resources, which were not forthcoming from the aid agencies.

Responding to this dilemma, the civil society organisations of Balochistan got together to constitute a Relief Forum. A local NGO, Taraqee Foundation, volunteered its office space, office equipment and staff to start the activities, while Aurat Foundation and Strengthening Participatory Organisations (SPO), two national NGOs, mobilised the network of Community Based Organisations throughout the province to gather information on the impact of drought on a simple format designed by the volunteer experts. All this information was organised and placed on an up-datable and user-friendly information system to be used as an advocacy tool for the government and international agencies.

In addition to this, the Community Organisations and Credit Groups from Naseerabad and Jafferabad, the two canal irrigated districts of Balochistan,

"At the heart of volunteerism are the ideals of service and solidarity and the belief that together we can make the world better. In that sense, we can say that volunteerism is the ultimate expression of what the United Nations is all about."

UN Secretary-General Kofi Annan at the opening ceremony of the International Year of Volunteers 2001

collected sizable amounts of wheat and other dry ration items for distribution among the famished communities of Balochistan. Finally, the international agencies and federal and provincial governments started responding and relief efforts were started at larger scale in the province.

The illustration of this episode helps to strengthen the commitment of civil society to volunteerism even without funding from external sources.

"In every community there is work to be done, in every nation there are wounds to heal. In every heart there is power to do it."

Marianne Williamson

Abdul Sattar Edhi A Precursor for Life Time Volunteerism

Abdul Sattar Edhi has spent his entire life in the service of mankind, without personal benefit or gain. He has buried over two hundred thousand unclaimed bodies in an era where altruism and selflessness are almost extinct.

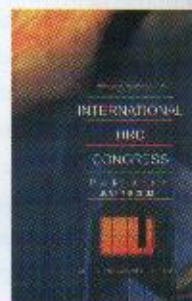
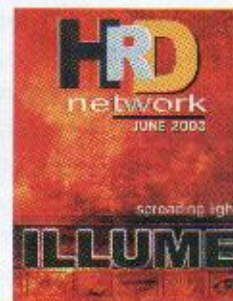


He began work as a street hawker, selling pencils and matchboxes. In 1951 he set up a small dispensary at Mithadar... since then he has spread a network across the length and breadth of Pakistan and extended his services internationally. The system he has established is a model for a welfare state that he hopes will one day be adopted by the Third World.

His message comes at a time when people are disillusioned and directionless. His life's work restores our flickering faith in humanity. His example inspires us towards making a personal revolution – so that the collective spirit may be strengthened.

Source: an Autobiography of Abdul Sattar Edhi "A Mirror to the Blind" narrated by Tehmina Durrani

HRDN Publications



Dr. Akhtar Hameed Khan Ten Decades of Rural Development

Akhtar Hameed Khan is one of Pakistan's most prominent social scientists and social workers. He has been involved in the development of rural areas and low-income urban settlements through Komila project in the former East Pakistan and Orangi Pilot Project in Karachi. He achieved it through involvement and motivation of the common man.



Dr. Akhtar Hameed Khan had two basic qualities, which marked his approach and ensured its success. First was his immense love for his people. Second was his remarkable confidence in the forces of change and the people's capacity to adapt to it in a meaningful way. Even at a time when a mood of despair and failure was strong and pervasive, Dr. Akhtar Hameed remained optimistic that conditions would get better.

After analyzing the achievements of Dr. Akhtar Hameed Khan in the field of Human Development, one would be convinced that people - even the poorest ones - are the masters of their own survival. They can always solve their problems in their own ways, using the skills, accumulated experiences and resources they have. The best thing we can do for them is to empower them to help themselves.

Source: <http://www.yespakistan.com/ahkhan.asp>

Madar-e-Millat Mohtarima Fatima Jinnah ... a ray of light and hope

History has an inscrutable way of recognizing great souls, even if they are ignored in their own times. Those who serve humanity in one way or another, those who dedicate themselves to instilling a critical temper and advancing the cause of liberty, justice and public good, come to be appreciated sooner or later.



Mohtarima Fatima Jinnah was a role model for the women of Pakistan and actively took part in the development of the country. Ms. Jinnah's contributions towards raising the education level and social rights of the women of the country provided a base for strengthening the cause of empowerment of women in the society.

Acknowledging her warm reception at the election meeting held at Chittagong, she remarked: "Let me remind them, ladies and gentleman, that it is the people of this country that are the absolute masters of this land. It is in their hands alone that the sovereign power lies. No power on earth can wrench it from them, if they wish to exercise this power freely and openly."

Her determination and courage for arousing the spirit among women of the sub continent for the Pakistan Movement will be remembered as a golden chapter in the country's history.

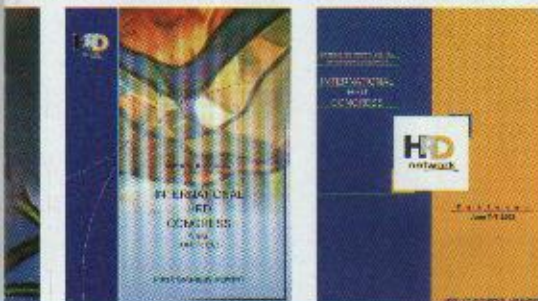
Upcoming Activities

September: All Members Meeting Reactivation of local chapters in Karachi

October: Train the Trainers-HRDN Members, Seminar at Gilgit

November: Seminar in Peshawar, Seminar in Multan

December: Seminar in Sindh



The success of International HRD Congress has posed the Spirit of Volunteerism, it was truly a mega event and the way it was undertaken speaks volumes about the commitment and determination of the members and staff of HRDN.

The essence of HRDN lies in the fortitude of its members to come forward and sharing their most valuable commodity- "time", for the common good. HRDN was highly indebted to Mr. Shaukat Aziz, Federal Minister for Finance and Economic Affairs for inaugurating the HRD Congress at the very same day the national budget was to be announced; reflecting how dear to him the cause of human development is.

The 2-Day International HRD Congress on Harnessing Human Capital... a Key to Economic Development was arranged by the Human Resource Development Network. The main idea of this event was to help highlight areas of strategic importance for the public, private (non-profit and corporate sector) in order to leverage the strength and value of the human capital for enhancing the capacities of the organizations for greater productivity and innovations in technology.

The objective of the event was to enable people to increase their self-awareness, allowing them to choose what they aim to change and the required behavioral cognitive reinforcements enabling this change to happen. It was structured in a way to promote excellence and optimum development of the human capital. A plan to create learning opportunity for organizations and professionals from all sectors of the civil society by cross-fertilization of knowledge, sharing experience and discussing its effect on the society and economy among the stakeholders.

By staging this event the HRD congress aimed to provide a platform for those involved in any capacity in the social sector development to share ideas, concerns and explore realities of the global issues at the local level.

Senator Nisar Memon said in his

keynote address!

Mr. Nisar Memon suggested HRDN to set up a Human Resource Development Commission in

Pakistan. In addition to it he said it could have a regional role and be established along with the SAARC, ECO and OIC countries. Public/Private partnership could also be discussed under the commission. Ministers, senators could come under this commission.

Recommendations of the HRD Congress

Aim of the Congress <ul style="list-style-type: none"> • Distinction sharing and learning • Building partnerships <ul style="list-style-type: none"> • Govt-Industry- Academia • Govt- Govt • Govt- NGO • Opening avenues for young professionals and individuals • Recommendations for HRD 	Harnessing Human Capital Key to Economic Development <ul style="list-style-type: none"> • Changing Paradigms of Capacity Building <ul style="list-style-type: none"> • Challenges and Opportunities for Capacity Building in Developing Countries • Training and Quality Standards for Training • Leveraging Human Capital 	Challenges and Opportunities for Capacity Building in Developing Countries <ul style="list-style-type: none"> • In the method of capacity building, we should learn from international best practices and modify according to regional, social, cultural and economic • Consider HRD training activities should be strengthened and funded in priority to support the growth of these young, bright talents for maximum benefit of capacity building initiatives 	Challenges and Opportunities for Capacity Building in Developing Countries <ul style="list-style-type: none"> • Training and capacity building should be focused on the aims and objectives of an organization and be undertaken in a timely manner to avoid maximum benefits from such activity • Measure indicators of capacity building should be developed
Challenges and Opportunities for Capacity Building in Developing Countries <ul style="list-style-type: none"> • Human capital should be recognized as a key input to economic growth and the engine of development which would sustain the growth of a knowledge based economy. • Shift open to the public sector may be a key to building human resource development professionals from the private sector. 	Challenges and Opportunities for Capacity Building in Developing Countries <ul style="list-style-type: none"> • Public-Private sector partnership can lead to building HRD capacity in developing countries. HRD capacity building is a favorable activity which raises the productivity of all stakeholders in the economy. Strategic sector are HRD sector. 	Change Management <ul style="list-style-type: none"> • There needs to be a concerted effort to create awareness among stakeholders and focus on organizational development • Capacity building of the human resource has a great impact on organizational development and organizational efficiency 	Change Management <ul style="list-style-type: none"> • Factors necessary affecting human performance like quality of an environment, the level of an organization, the process of change management • The level of human resource development of an organization is the key to its success • The education and training investments for effective and efficient practice of new technology will need to be considered
Challenges and Opportunities for Capacity Building in Developing Countries <ul style="list-style-type: none"> • Development of individual competences through capacity building and the growth of organizations are essential and interdependent. Good quality training may also be a source of productivity of human resources. • Higher quality of HRD professionals will lead to the leading into the knowledge base and changing organization HRD building programmes. 	Challenges and Opportunities for Capacity Building in Developing Countries <ul style="list-style-type: none"> • Public-Private sector partnership can lead to building HRD capacity in developing countries. HRD capacity building is a favorable activity which raises the productivity of all stakeholders in the economy. Strategic sector are HRD sector. 	Strategies for Human Resource Management <ul style="list-style-type: none"> • Investment in people through capacity building is essential to ensure long-term growth and competitive advantage. HRD capacity building is a favorable activity which raises the productivity of all stakeholders in the economy. Strategic sector are HRD sector. 	Strategies for Human Resource Management <ul style="list-style-type: none"> • Research should be for the team and not for individuals • Different perspectives should be encouraged in a balanced manner while building teams. • Not overlooking the weaknesses of individuals in projects with a team, it may lead to failures with a team if capacity is not assessed.
Change Management <ul style="list-style-type: none"> • The capacity of an organization to cope with change will be an important aspect for its future prospects. • The growth potential of an organization is largely dependent on the quality of its HRD. • HRD capacity building is a key to building into the knowledge base and changing organization HRD building programmes. 	Strategies for Human Resource Management <ul style="list-style-type: none"> • Investment in people through capacity building is essential to ensure long-term growth and competitive advantage. HRD capacity building is a favorable activity which raises the productivity of all stakeholders in the economy. Strategic sector are HRD sector. 	Strategies for Human Resource Management <ul style="list-style-type: none"> • Members of an organization building effective teams should be properly selected and not be replaced in organizations • Effective teams are those that are bound by trust and open for trust they are strong 	Strategies for Human Resource Management <ul style="list-style-type: none"> • Research should be for the team and not for individuals • Different perspectives should be encouraged in a balanced manner while building teams. • Not overlooking the weaknesses of individuals in projects with a team, it may lead to failures with a team if capacity is not assessed.
Strategies for Human Resource Management <ul style="list-style-type: none"> • Focus on performance of the staff of acquiring organizational development initiatives should be avoided • Focus on building capacity of learning work as a valuable resource in team building activity, setting new projects and projects, and of resources, people and quality of information should be obtained in a comprehensive manner. 	Essentials of Quality Standards for Training <ul style="list-style-type: none"> • Training content and training methods should be developed carefully. • Accreditation is important for development and promotion of quality by human resource institutions 	Essentials of Quality Standards for Training <ul style="list-style-type: none"> • The HRD sector accreditation process and lead to the HRD sector and the quality of training • Accreditation should not be a purely bureaucratic exercise and quality standards should be practical and relevant to the current market scenario • Result of training quality standards should be a reflection of the value of an organization 	Essentials of Quality Standards for Training <ul style="list-style-type: none"> • Achievement standards should be set and not only a quantitative time based framework of evaluation
Leveraging Human Capital <ul style="list-style-type: none"> • Training and capacity building has to be undertaken in a systematic manner and to widely distribute the most benefit from development. • The leadership role of the HRD sector should be recognized and provided in the context of public-private partnership through dialogue and consultation mechanisms. 	Leveraging Human Capital <ul style="list-style-type: none"> • SME sector's contribution to export promotion at the macro level should be strengthened by creating a conducive environment (credit, stability, regulatory framework) for SMEs. 	Leveraging Human Capital <ul style="list-style-type: none"> • Economic effects of change management in the public sector need to be analyzed, though it is based on the institutional development of the country • Show that the impact of change management on the public sector is a key to economic growth and development in the local level. 	Leveraging Human Capital <ul style="list-style-type: none"> • Human capital investments will bear a greater return if they are combined with social capital investments.



HRDN- Board Members with Mr. Shaukat Aziz & Dr. Ishrat Husain