



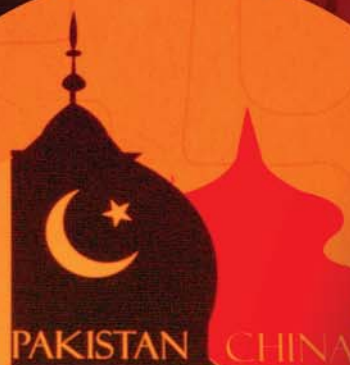
Human Resource
Development Network



12th International Annual Trainer's Retreat

New paradigm: moving from HRD to culture of performance

22 - 30th April 2010
Beijing China



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FRIENDSHIP OF GENERATIONS





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Group Photo with HE Muhammad Masood Khan, Ambassador of Pakistan in China at the Conference during 12th ATR in Beijing, China”

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■ EXECUTIVE SUMMARY

Human Resource Development Network organized 12th Annual Trainers Retreat 2010 in Beijing, China. The Theme for this year's ATR was **"New Paradigm: Moving from HRD to Culture of Performance"**. The overall objective of holding Annual Trainers' Retreat is to provide an opportunity to the trainers to come together once a year to learn new developments and emerging concepts in the field of human resource development, enhance their skills and knowledge through experience sharing and cross fertilization of ideas and refresh themselves in a joyful environment. The event was attended by more than 92 participants having varying backgrounds in the filed of Training and Development.

For this purpose, the learning sessions included not only Trainers' choices but also contained elements for other sector professionals. In the inaugural session, Ms. Samira Qazi, HRDN Professional member, welcomed the participants to the 12th Annual Trainers Retreat held in Beijing, China. Dr. Saeed Ismail recited few verses from the Holy Quran and with the recitation, proceedings for the 12th Annual Trainers' Retreat Conference started.

Firstly Ms. Fauzia Malik, Executive Director HRDN was invited to share her thoughts and plan ahead to all the ATR members. Discussing the programme, she shared that 12th ATR will cover the learning sessions on cutting edge HR/HRD issues through on day conference, networking opportunities through exposure visits and learning sessions to different developmental organizations and site seeing in Beijing. Renowned national & International speakers will share their experiences in capacitating human development and moving from learning to performance.

Ms. Malik also shared the purpose and objectives of Annual Trainers' Retreat. The prime objectives of 12th ATR, shared by Ms. Malik were as follows;



- Promote culture of Trainer-meet-Trainer for improving the quality of efforts in developing human resources
- Develop broader understanding on thematic issues relating to human resource development and capacity building
- Establish industry standards in training
- Sharing best practices
- Provide learning exposure to Trainers in a joyful manner

To present the key note address, Mr. Roomi S. Hayat, Chairperson HRDN, was invited. Firstly Mr. Hayat welcomed the participants and highlighted that this event will definitely provide HRDN members with an opportunity of learning as well as international exposure. Later on, in his address on **"New Paradigm: Moving from HRD to Culture of Performance"**, he mentioned that we all should think of a "performance culture" as the commitment of the entire organization to work together to meet organizational goals and commitments on behalf of its many stakeholders, most important, the public that the organization serves. With this in mind, then, a performance culture can succeed only if the relationships between employees at all levels are open, transparent, and supportive. While executive leadership is critical, employees at all levels have a substantive impact on the ability

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of the organization to succeed, so leadership is needed at all levels.

Learning sessions on “Role of Muslims in Progress of China” and “Green Jobs: Towards Decent Work in a sustainable, Low Carbon world” was conducted by Ms. An Feifei, Director Sdnbhd and Mr. Satoshi Sasaki & Ms. Samina Hasan from ILO respectively.

Ms. An Feifei in her session shared that Islam in China has a rich heritage. China has some of the oldest Muslim history, dating back to as early as 650. A.C Sharing the information, regarding the population of Muslims living in China she shared that recently on the basis of a consensus conducted in 2009, Muslims are 1.6% of the entire population. To add more to the information, she mentioned that Muslims in China live predominantly in the areas that border Central Asia, Tibet and Mongolia, i.e. Xinjiang, Ningxia, Gansu and Qinghai, which is known as the “Quran Belt”. During her presentation, Ms. An Feifei also shared information regarding Islamic education and architecture. In the end she also highlighted her work as a Director for A Student Exchange Firm.

Ms. Samina Hasan, Programme Analyst from ILO in the second learning session shared her gratitude for being part of this event and also threw light on the projects ILO is running in Beijing. As the second learning session was shared by another Speaker Mr. Santoshi Saasaki who revealed the concept of Green jobs: Decent Work to the audience. He shared that green jobs have become an emblem of a more sustainable economy and society that preserves the environment for present and future generations and is more equitable and inclusive of all people and all countries. But evidence shows that *green jobs* do not automatically constitute *decent work*. Many of these jobs are “dirty, dangerous and difficult”. Employment in industries such as recycling and waste management, biomass energy and construction tends to be precarious and incomes low. If *green jobs* are to be a bridge

to a truly sustainable future, this needs to change. *Green jobs* therefore need to comprise *decent work*. Decent, *green jobs* effectively link *Millennium Development Goal 1* (poverty reduction) and *Millennium Development Goal 7* (protecting the environment) and make them mutually supportive rather than conflicting.

With an end to the learning sessions, Conference Chair Mr. Muhammad Masood Khan, Ambassador Pakistan shared his views. He expressed his great pleasure and feeling of content as he was amongst his fellow professional. He also appreciated the efforts of the network, which had made possible such a big event for a purposeful cause.

The session ended with hot discussions, and a group photo with his Excellency Mr. Masood Khan. With a conclusion to the conference, certificates were distributed amongst the participants. However, shields were awarded to the speakers and organizers by the Conference chair and other honorable guests.

The Conference evening was again happening, as cultural night and dinner was organized for the members. Apart from that, two days sightseeing to Great Wall of China, Summer Palace, Mao's Mausoleum, and Forbidden City was also planned. ATR members were also given ample time for shopping and recreational activities, which they can plan on their own. To know, how organizations work, three small visits to different organizations which includes, Silicon Centre, Embassy of Pakistan and Computer Training Institute were also organized.

The 12th ATR conference was concluded on 30th April 2010 with the participants' evaluation of the event through qualitative as well as quantitative indicators. The analysis reveals that all the participants were extremely satisfied with the quality of sessions as well as the overall arrangements of the event. Certificates of participation were also distributed among participants.



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■ BACKGROUND

The Annual Trainers Retreat is one of HRDN's regular activities conducted every year. The credit goes to NGO Resource Centre Karachi, which initiated the activity a few years ago. In 2002 NGO RC handed over the responsibility of organizing the ATR to HRDN, necessitated by the realization that HRDN mandate was best suited for the ATR. Ever since HRDN has been organizing this event very sincerely.

The overall objective of holding Annual Trainers Retreat is to provide an opportunity to the trainers to come together once a year to learn new developments and emerging concepts in the field of human resource development, enhance their skills and knowledge through experience sharing and cross fertilization of ideas and refresh themselves in a joyful environment.

The event is essentially designed as a retreat. In fact Trainers are always at the delivering end in seminars, conferences, trainings and workshops round the year; they usually work under pressure and stress. Being always at the center stage, that really get a chance to interact with professionals in a less demanding situation. The occasion provides them a relaxed and informal environment, away from their customary routines. The retreat is an occasion where they can ask questions and can even afford to be wrong! Thus this gathering of HR professional from diversified backgrounds in the retreat in such large serves as an exceptional platform to

develop HR fraternity in the country.

The specific objectives of holding Annual Trainers' Retreat are to;

- Provide an opportunity to HRD professionals from across Pakistan to come together for mutual learning through experience sharing and cross fertilization of ideas;
- Sharing and distilling best practices in HRD
- Help build the HRD fraternity in a fun filled and relaxed environment.

The success of the 12th Annual Trainers Retreat 2010 can be assessed by the fact that it was attended by 82 members from all over the country which were actively engaged in capacity building in the development sector, Ms. An Feifei, Mr. Santoshi Sasaki, Ms. Samina Hasan, Mr. Roomi Saeed Hayat and Ms. Fauzia Malik, were the speakers. However Ms. Samira Qazi very generously showed their involvement and contribution to the event as Moderator throughout the whole conference day.

HRDN gratefully acknowledges the efforts and support of all the volunteers and Board members without which, organizing this event would not have been possible. HRDN would also like to express our profound thanks to all the speakers and volunteers who helped the Secretariat in organizing the event, and particularly to HRDN members whose conduct during the entire Retreat was an exceptional display of enthusiasm and discipline.

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PROCEEDINGS OF DAY- I

■ INAUGURAL SESSION



The 12th ATR commenced with recitation from the Holy Quran by Dr. Saeed Ismail. After that Ms. Samira Qazi, HRDN Professional member, welcomed the participants to the 12th Annual Trainers Retreat.

Ms. Fauzia Malik, Executive Director HRDN was invited first on the stage to formally welcome all the 12th ATR participants and to share the objectives of the event. Ms. Malik added that this ATR has been organized with the following objectives, when kept in mind;



- Promote culture of Trainer-meet-trainer for improving the quality of efforts in developing human resources
- Develop broader understanding on thematic issues relating to Human resource development and capacity building sharing best practices.
- Provide learning experience to trainers



in a joyful manner

Ms. Malik further briefed the audience regarding the plan ahead in Beijing.

For Key Note address, Ms. Samira latter on invited Mr. Roomi Saeed Hayat, Chairperson HRDN. Mr. Hayat also welcomed the participants and shared the theme and objectives behind conducting this mega event. During his dialogue with the members, he narrated that Network organizes such events to build the capacity of its members and enriches their learning by providing them opportunities conducive for cross fertilization of ideas. One such major annual event is Annual Trainers' Retreat (ATR), which is always weaved around a contemporary developmental theme and gender always remained the central point of focus in the proceedings of all ATRs. He further shared that HRDN has so far organized 10 ATRs at national and international venues. The themes of the previous ATRs were around major HR/HRD themes, for instance, Equitable Human Resource Policies, Evaluation Standards for Training Effectiveness, Culture of Trust, Multi Cultural Challenges for Trainers, Role of HRD in Disaster Preparedness and Retaining





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High Performers etc.

Mr. Roomi Saeed Hayat, further thanked the participants of the 12th ATR in an innovative way and congratulated them for being the part of this overseas event organized by HRDN. He highlighted the significance of ATR for Trainers and requested all participants to ensure their full attendance in all sessions. Mr. Hayat also appreciated the efforts of HRDN and all those who volunteered their services to make this event a success. He expressed his commitment to strengthen HRDN institutionally and to ensure that its entire programme is developed and implemented in a manner that reflects the aspirations and priorities of its members. He expressed his strong desire on behalf of all board and founder members to benefit from the candid feedback, support and guidance of HRDN members in the days to come

Making an end to his narration, he highlighted that HRDN believes that ATR is not only a learning opportunity for its members but it is also a source of having an international exposure which enables them to promote tolerance and regarding diversity, it helps them broaden their worldview in every aspect, it exposes them to different cultures where different people are living in perfect harmony.

■ LEARNING SESSION- I

ROLE OF MUSLIMS IN PROGRESS OF CHINA

Ms. An Feifei – Director SdnBhd

Born Muslim Chinese, graduated from Central University in China in 1992. She holds her Masters degree in Muslim Education in China. She has worked in a Law Bureau in Beijing, and also run an educational consulting firm in Malaysia. Currently she is the Director of SdnBhd.

Ms. An Feifei, Director SdnBhd, Beijing- China was invited to the stage for the First learning



session for the day on “Role of Muslims in Progress of China.

The session started at 0930 with Ms. An's presentation. The presentation was a true picture of Muslims presence in China. Ms. Anfeifei shared that China is home to a large population of adherents of Islam. According to the CIA World Fact book, about 1%-2% of the total population in China are Muslims while the US Department of State's International Religious Freedom Report shows that Muslims constitute about 1.5% of the Chinese population recent census counts imply that there may be up to 20 million Muslims in China. She further added that a 2009 study done by the Pew Research Center, based on China's census, concluded there are 21,667,000 Muslims in China, accounting for 1.6% of the total population. According to data provided by the San Diego State University's International Population Center to U.S. News & World Report, China has 65.3 million Muslims. The BBC's "Religion and Ethics" website gave a range of 20 million to 100 million (1.5% to 7.5% of the total) Muslims in China.

Talking about the Ethnic groups, Ms. Feifei

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mentioned that Muslims live in every region in China. The highest concentrations are found in the northwest provinces of Xinjiang, Gansu, and Ningxia, with significant populations also found throughout Yunnan province in southwest China and Henan province in central China. Of China's 55 officially recognized minority peoples, ten groups are predominately Muslim. Statistically adding more to the information of the participants, she mentioned that the largest groups in descending order are Hui (9.8 million in year 2000 census, or 48% of the officially tabulated number of Muslims), Uyghur (8.4 million, 41%), Kazakh (1.25 million, 6.1%), Dongxiang (514,000, 2.5%), Kyrgyz (161,000), Salar (105,000), Tajik (41,000), Uzbeks, Bonan (17,000), and Tatar (5,000). However, individual members of traditionally Muslim ethnic groups may profess other religions or none at all. Additionally, Tibetan Muslims are officially classified along with the Tibetan people, unlike the Hui who are classified as a separate people from the Han. Muslims live predominantly in the areas that border Central Asia, Tibet and Mongolia, i.e. Xinjiang, Ningxia, Gansu and Qinghai, which is known as the "Quran Belt".



Discussing about **Islamic Education In China**, Ms. An Feifei highlighted that over the last twenty years a wide range of Islamic educational opportunities have been developed to meet the needs of China's Muslim population. In addition to mosque schools, government Islamic colleges, and independent Islamic colleges, a growing number of students have gone overseas to continue their studies at international Islamic universities in Egypt, Syria,

Saudi Arabia, Pakistan, Iran, and Malaysia.

Mentioning the presence of China Islamic Association, Ms Feifei shared that in April 2001, the government set up the China Islamic Association, which was described as aiming to "help the spread of the Qur'an in China and oppose religious extremism". The association is to be run by 16 Islamic religious leaders who are charged with making "a correct and authoritative interpretation" of Islamic creed and canon.

It has compiled and spread inspirational speeches and helped imams improve themselves, and vet sermons made by clerics around the country. This latter function is probably the key job as far as the central government is concerned.

Some examples of the religious concessions granted to Muslims are:

- In areas where Muslims are a majority, the breeding of pigs is not allowed, in difference to Muslim sensitivities
- Muslim communities are allowed separate cemeteries
- Muslim couples may have their marriage consecrated by an Imam
- Muslim workers are permitted holidays during major religious festivals
- Chinese Muslims are also allowed to make the Hajj to Mecca, and more than 45,000 Chinese Muslims have done so in recent years.

Coming to the **Islamic Architecture**, An Feifei explained that the first Chinese mosque was established in the 7th century during the Tang Dynasty in Xi'an. The Great Mosque of Xi'an and the Great Southern Mosque in Jinan, whose current buildings date from the Ming Dynasty, do not replicate many of the features often associated with traditional mosques. Instead, they follow traditional Chinese architecture. Mosques in western China incorporate more of the elements seen in mosques in other parts of the world. Western Chinese mosques were more likely to incorporate minarets and domes



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while eastern Chinese mosques were more likely to look like pagodas.

An important feature in Chinese architecture is its emphasis on symmetry, which connotes a sense of grandeur; this applies to everything from palaces to mosques. One notable exception is in the design of gardens, which tends to be as asymmetrical as possible. Like Chinese scroll paintings, the principle underlying the garden's composition is to create enduring flow; to let the patron wander and enjoy the garden without prescription, as in nature herself.

On the foothills of Mount Lingshan are the tombs of two of the four companions that Prophet Muhammad sent eastwards to preach Islam. Known as the "Holy Tombs," they house the companions Sa-Ke-Zu and Wu-Ko-Shun—their Chinese names, of course. The other two companions went to Guangzhou and Yangzhou

Chinese buildings may be built with bricks, but wooden structures are the most common; these are more capable of withstanding earthquakes, but are vulnerable to fire. The roof of a typical Chinese building is curved; there are strict classifications of gable types, comparable with the classical orders of European columns.

As in all regions the Chinese Islamic architecture reflects the local architecture in its style. China is renowned for its beautiful mosques, which resemble temples. However, in western China the mosques resemble those of the middle east, with tall, slender minarets, curvy arches and dome shaped roofs. In northwest China where the Chinese Hui have built their mosques, there is a combination of east and west. The mosques have flared Chinese-style roofs set in walled courtyards entered through archways with miniature domes and minarets.

The first mosque was the Great Mosque of Xian, or the Xian Mosque, which was created in the Tang Dynasty in the 7th century

Discussing the progress of **China & role of**

Muslims in China's business, Ms. Feifei added that after 1980, muslims played a key role, as they are involved in business of Halal food restaurants, leather & wood, selling of meats. She further added that Muslims are also working in the technology industry in China. Even some of the industrial companies are run by Muslims.

Coming towards the educational part and the progress made, Ms. Feifei shared that now many Muslims have setup their own schools, where Arabic & Quran are taught regularly. The number of these schools are around 100, which are all over China. Some are supported by Muslim communities. In addition to her discussion, Ms. Feifei shared that earlier Muslims have to go to Malaysia, Pakistan, UAE & other Islamic countries for study, but now even they can get here in China as well.

QUESTION AND ANSWER SESSION



With an end to the first session, Ms. Erum Wali moderated the next session of taking questions from the participants. In this session, the participants, not only, shared their views but at the same time get the chance to express their involvement, interest and participation.

In an answer to a question regarding the availability of Halal Food for Muslims in China, Ms. Feifei Shared that a typical Muslim restaurant is in Linxia City. She further added that due to the large Muslim population in western China, many Chinese restaurants cater to Muslims or cater to the general public but are run by Muslims. In most major cities in China,

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there are small Islamic restaurants or food stalls typically run by migrants from Western China (e.g., Uyghurs), which offer inexpensive noodle soup. Lamb and mutton dishes are more commonly available than in other Chinese restaurants, due to the greater prevalence of these meats in the cuisine of western Chinese regions. Commercially prepared food can be certified Halal by approved agencies.

During the stay, she informed and ensured all the participants that food served in the Hotel will be Halal. For other meals, with in the University premises, there is a restaurant which serves Halal food, so regarding food members will not have to face any problems.

Muhammad Ali, SRSP

Replying to an interesting question regarding an university offering higher education in Urdu Literature, Ms AnFeifei stated that, earlier there wasn't any, now Beijing University has an Urdu Department where not only Muslims but even Chinese are taking the courses. She further added that the department also had an Urdu broadcasting centre, which can be heard everywhere in Beijing at a certain frequency.

Dr. Saeed Ismail, HANDS

In response to a question raised by a member regarding any Muslim organizations Working In China, and also the role of NGOs, Ms. Feifei shared that In China, the setup of NGOs is not appreciated much, but still there are some. China Fuo Support Organization is one of the Islamic organizations, working for the Muslims in China. Along with this, Muslims publishing companies and Magazines are also present.

Javaid Akhtar, CERD

Lastly, in an answer to a question, as either Chinese Muslims are given the freedom to preach and practice Islam In China or not. Ms. Feifei expressed that as now the situation have been changes, as the number of Muslim

population has increased a lot as compared to the early eighties. She shared that except in Shngiyan, It is OK to preach and practice Islam. Even for other provinces, classes for Nazra Quran are also conducted.

■ LEARNING SESSION II

GREEN JOBS: TOWARDS DECENT WORK IN A SUSTAINABLE, LOW CARBON WORLD

Mr. Satoshi Sasaki- ILO



Mr. Sasaki initiated his discussion with an introduction to Green jobs initiative and the Green jobs concept. He stated that, it started in 2007, as a joint initiative by International labour Organization (ILO), United Nations Environmental Programme (UNEP), International Employers organization (IOE) and International Trade Union Confederation (ITUC).

The Green Jobs initiative aims to help countries in realizing the objective of high employment, more sustainable economies. Moreover, it responds to the challenges posed by climate change and the need to provide decent work for all.

Talking about what the green jobs initiative bring in to the environment debate, Mr. Sasaki highlighted that it brings employment, labour



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market and social justice perspectives in to the environment and climate change discussion. The green jobs initiative highlights the critical importance of the social labour dimensions of sustainable development policies, which may have not received sufficient attention till now.

EMPLOYMENT IMPACTS OF TRANSITION TO GREEN ECONOMY

Discussing about employment impacts of transition to green economy, Mr. Sasaki stated that it will be in four ways:

New jobs will be created;

- Some employments will be substituted (e.g. from fossils fuels to renewable)
- Certain jobs will be eliminated
- Many jobs will be transformed and redefined (e.g. with new skills sets, work methods)

He further added that investments into the green economy will provide not employment benefits, but at the cost of important shifts in the labour market. Expansion of green economic sectors has also important indirect or induced employment impacts.



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He further added that the pace of green job creation is likely to accelerate in the years ahead. A global transition to a low-carbon and sustainable economy can create large numbers of green jobs across many sectors of the economy, and indeed can become an engine of development. Current green job creation is taking place in both the rich countries and in some of the major developing economies.

Regarding defining green jobs, Mr Sasaki

emphasized it as work in agricultural, manufacturing, research and development (R&D), administrative, and service activities that contribute substantially to preserving or restoring environmental quality. Specifically, but not exclusively, this includes jobs that help to protect ecosystems and biodiversity; reduce energy, materials, and water consumption through high efficiency strategies; de-carbonize the economy; and minimize or altogether avoid generation of all forms of waste and pollution.

Further add to the discussion, Mr Sasaki shared that from a broad conceptual perspective, employment will be affected in at least four ways as the economy is oriented toward greater sustainability:

- First, in some cases, additional jobs will be created—as in the manufacturing of pollution-control devices added to existing production equipment.
- Second, some employment will be substituted—as in shifting from fossil fuels to renewables, or from truck manufacturing to rail car manufacturing, or from landfilling and waste incineration to recycling.
- Third, certain jobs may be eliminated without direct replacement—as when packaging materials are discouraged or banned and their production is discontinued.
- Fourth, it would appear that many existing jobs (especially such as plumbers, electricians, metal workers, and construction workers) will simply be transformed and redefined as day-to-day skill sets, work methods, and profiles are green.

Green jobs span a wide array of skills, educational backgrounds, and occupational profiles. This is especially true with regard to so-called indirect jobs—those in supplier industries. Even for new industries like wind and solar power, supply chains consist largely of very traditional industries. For instance, large amounts of steel are incorporated into a wind turbine tower.

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A successful strategy to green the economy involves environmental and social full-cost pricing of energy and material inputs, in order to discourage unsustainable patterns of production and consumption. In general, such a strategy is diametrically opposite to one where companies compete on price, not quality; externalize social and environmental costs; and seek out the cheapest inputs of materials and labor. A green economy is an economy that values nature and people and creates decent, well-paying jobs.

Green jobs need to be decent work, i.e. good jobs which offer adequate wages, safe working conditions, job security, reasonable career prospects, and worker's rights. People's livelihoods and sense of dignity are bound up tightly with their jobs. A job that is exploitative, harmful, fails to pay a living wage, and thus condemns workers to a life of poverty can hardly be hailed as green. There are millions of jobs in sectors that are nominally in support of environmental goals—such as the electronics recycling industry in Asia, or biofuel feedstock plantations in Latin America, for instance—but whose day-to-day reality is characterized by extremely poor practices, exposing workers to hazardous substances or denying them the freedom of association.

As move toward a low-carbon and more sustainable economy gathers momentum, growing numbers of green jobs will be created. Although, winners are likely to far outnumber losers, some workers may be hurt in the economic restructuring toward sustainability. Companies and regions that become leaders in green innovation, design, and technology development are more likely to retain and create new green jobs. But workers and communities dependent on mining, fossil fuels, and smokestack industries or on companies that are slow to rise to the environmental challenge will confront a substantial challenge to diversify their economies. Public policy can and should seek to minimize disparities among putative winners and losers that arise in the

transition to a green economy, and avoid these distinctions becoming permanent features.

DRIVERS OF GREEN EMPLOYMENT

Sharing the key drivers of green employment Mr. Santoshi shared that Green innovation helps businesses stay at the cutting edge, retaining existing jobs and creating new ones. While some companies have barely progressed past green sloganeering—or worse, “green washing”—a growing number have announced ambitious goals to reduce their carbon footprint or make their operations “carbon neutral.” The global market volume for environmental products and services currently runs to about \$1,370 billion (€1,000 billion), according to German-based Roland Berger Strategy Consultants, with a projected \$2,740 billion (€2,200 billion) by 2020.



Forward-thinking government policies remain indispensable. They are important for providing funding of green projects; overall goal- and standard-setting beyond the time horizons typical in the business world; providing infrastructure that private enterprises cannot or will not create; and creating and maintaining a level playing field for all actors.

Key policies include:

- Subsidies. Phase out subsidies for environmentally harmful industries, and shift a portion or all of those funds to renewable energy, efficiency technologies, clean production methods, and public transit.



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- Carbon Markets. Fix the current shortcomings inherent in carbon trading and Kyoto Protocol related innovations like the Clean Development Mechanism so that they can become reliable and adequate funding sources for green projects and employment.
- Tax Reform. Scale up eco-taxes, such as those adopted by a number of European countries, and replicate them as widely as possible. Eco-tax revenues can be used to lighten the tax burden falling on labor while discouraging polluting and carbon-intensive economic activities.

POLICIES FOR A GREEN JOBS FUTURE

In the end, Mr. Sasaki concluded his presentation with the futuristic policies for green jobs, he shared that the growth of green jobs is encouraging. However, this trend needs to be seen against the backdrop of broad challenges as humanity grapples with ways to achieve a sustainable and equitable economy:

- Green jobs are not yet growing rapidly enough. In 2006, the International Labour Organization reported that the number of unemployed people is at record levels: 195.2 million. Together the unemployed and underemployed (those working hard without earning sufficient incomes) amount to 1 in 3 of the world's workers. Unemployment has hit young people (aged 15 to 24) the hardest, with 86.3 million young people representing 44 percent of the world's total unemployed in 2006.
- Green employment has gained an important foothold in the developed world, but with the major exception of China and Brazil, it is still quite exceptional in most developing countries. Yet these are the countries that account for some 80 percent of the world's workforce.
- The rising level of informality in the global economy constitutes a major challenge to green job growth. Moreover,

the chronic and worsening levels of inequality both within and between countries are a major impediment. The effort to advance decent work and pro-poor sustainable development is critical to building green jobs across the developing world in particular.

QUESTION & ANSWER SESSION

With an end to the first session, Ms. Samira Qazi moderated the next session of taking questions from the participants. In this session, the participants, not only, shared their views but at the same time get the chance to express their involvement, interest and participation.

In an answer to a question of the challenges of the Green jobs initiatives, Mr. Sasaki responded that the major ones are; to facilitate the creation and maintenance of productive environmentally sustainable decent jobs; To ensure compliance with labor standards in a combined manner, in all sectors of the economy; Just transitions.

Adding more to the information, he stated that ILO approach in this scenario is;

- Adequate labour policies
- Multi – facet skill programme
- Instruments and tools for a just transition in affected sectors
- Social tools for climate adaptation programme
- Involvement of KEY partners

Mr. Sahibzada Jawad, Saibaan

Second Question was about what is ILO's China Green job programme in response to this, Mr. Sasaki again diverted to the presentation shared earlier and explained that the Green Jobs Programme in China is about following;

- Building Knowledgebase on green jobs and sharing experience to inform policy making
 - Research on employment impact of transition to low carbon

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- economy
 - Research on Green jobs and fair transition in the energy sector
 - Value Chain Assessment in solar water heater cluster in Dezhou, Shandong
 - Skills For Green Jobs" country study in China
 - Study on energy in existing building
 - International Experience sharing
 - National experience sharing and interagency dialogue
 - Green jobs training course in ILO International Training Centre, Turin
- Promoting Green Business Start-up
- Supporting Enterprise in transition

Naimatullah Jan, BRSP

The last question was raised by an ATR participant regarding the priorities for ILO green Jobs programme, which was responded by Samina Hasan, a Programme Analyst from ILO

She summarized her view point in five points as;

- Developing tools for diagnosis of labour market impacts and for policy formulation
- Practical approaches to just transition (adaptation, restructuring skills)
- Promoting of Green jobs in waste management and recycling
- Promotion of green jobs in renewable energy and energy efficiency

■ CLOSING SESSION- III

ADDRESS BY THE CONFERENCE CHAIR

HE Muhammad Masood Khan, Ambassador of Pakistan, China

"Asalam-o-Aalikum and welcome to all Pakistani friends visiting People's Republic of China"



Today's address is plan to serve you as a window on China and Sino-Pak relations, to provide you with information on bilateral exchanges in the fields of politics, economy, diplomacy, culture and consular service, to promote mutual understanding and friendship between our two peoples and to further our strategic partnership for cooperation.

China is a country with a vast territory, a huge population and 5000-year splendid civilization. Since the founding of the New China, changes have been taking place with each passing day. Currently, the Chinese people are marching on the road of building socialism with Chinese characteristics. The Chinese society has maintained stability, economy has kept growing, and people's living standard has been improved continuously. China, which pursues an independent foreign policy of peace and commits itself to building a harmonious world, is always a major force for peace, development and cooperation.

China and Pakistan, which are linked by common mountains and rivers, are good neighbors, good partners, good friends and good brothers. Over the past 59 years since the establishment of diplomatic relations, China and Pakistan have always been understanding, trusting, supporting and helping each other. Our two countries have developed deep relationship characterized by all-weather friendship and



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conducted all-round cooperation featured by mutual benefits. I am confident that, through the joint efforts by our two sides, the strategic partnership for cooperation between China and Pakistan will achieve further development in the future.

I hope you have an enjoyable visit to Beijing. Your comments and suggestions are always welcome and will enable us to improve and plan better for the Pakistani people living in China.

In the end, I would like to invite you all to our own Embassy of Pakistan in China.

With an end to the closing session by HE Mr. Muhammad Masood Khan, participants had a very open discussion with him regarding economic ties amongst the two countries, and the ways the Embassy is benefiting the people here in China. Later, all the ATR members gathered in for a group photo with the Ambassador.

SUGGESTION FOR NEXT ATR - BY MEMBERS

At the end of the conference, an evaluation form was filled by the participants. The following comments and suggestions were given by members;

- Majority of the participants suggested following country options for the next ATR;
 - Moscow, Russia
 - Athens, Greece
 - Kuala Lumpur, Malaysia
 - Bangkok, Thailand
 - Singapore
 - A Cruise Trip to 3 destinations as one big venture, including Malaysia, Thailand and Singapore.
- Members should also contribute to HRDN library in addition to using it. It is now in place, both physical and electronically

- Profiles of members coming to ATR must be shared
- Members should also participate in organizing organizational level sessions. Any member can request development/formation of city chapter if there are a big number of members in the city.
- Organizational members should also contribute or pick up some cost during the ATR
- ATR blog will be formed on the website for sharing pictures and comments by next ATR.
- Members should give ideas on getting funds for the events through donors or other sources. Suggestions are welcomed.

CONCLUDING REMARKS & VOTE OF THANKS

Fauzia Malik and Malik Fateh Khan



Bringing an end to the one day ATR conference at Beijing, Mr. Malik Fateh Khan, HRDN Senior member on behalf of HRDN board and members shared his views regarding the entire event and the learning that was made during the course of time. He further added that, this international exposure not only gave all the members a chance to visit and explore a new place and new civilization, but at the same time gave an enriching chance to all to spend some time together sharing their experiences, best

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practices and lesson learnt in the light of Human Resource development and management.

Lately, Mr. Khan on behalf of all participants also thanked HRDN team for organizing such a tremendous and memorable event for them. He further expressed that all our experience shows vital importance of cooperation and none of these activities would be possible unless close collaboration and voluntary efforts of many individuals and organizations.

CERTIFICATE DISTRIBUTION



In the closing session, certificates were also distributed amongst the volunteers and HRDN members & staff who took part in making the event a success. Ms. Hina Maqsood & Ms. Samira Qazi moderated the session.



DINNER AND CULTURAL EVENING



To add more life and fun to the event, a dinner was organized for the members followed by a cultural show. The show was organized by the students of SdnBhd. The shows includes traditional dances and songs. To add more exuberance to the atmosphere, our Pakistani fellows, also sang their regional songs with their folk dances. The entire environment was full of Joy, happiness and bonding between the two nations and its people. For Pakistanis it was a great occasion to get acquainted with the Chinese culture but it was observed that the Chinese performers were also very excited to perform for the delegation. It was the time when one could easily see the glimpse of Pak China friendship.





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AN INTERESTING OVERVIEW OF TRAVEL TO AND STAY IN BEIJING

China, one of Pakistan's great allies, always supported whenever help was needed. For HRDN's 12th ATR, China was the best selection as it could give the participants a blend of Asian culture in a very unique and different way.

ATR was scheduled in a way which could prove beneficial for informative perspective and also could entertain the participants with the unique culture and approaches of our great neighboring country.

It was a great time for participants, from different parts of Pakistan, along with HRDN coordinating team. They experienced being in one of the greatest cities of the world.

During stay the participants faced very interesting situations and they enjoyed their situation in being a country where mostly things are different from their own state. Below are few glimpses of the Beijing visit in a very lighter way;

1. The stay was scheduled in Beijing International Studies University' hostel. As it was located inside the university therefore participants could easily see the university environment and they could easily interact with students. The University was geographically very vast and it included different educational departments, library, gym, cafés, tuck shops, sports complex and student hostels. The ATR group found a very useful tuck shop which was offering juices, biscuits, dried fruits and so many other Chinese food specialties. Indeed, it was a great blessing for the entire group.
2. Language was one of the major barriers while exploring the diversified land of Beijing. Chinese prefer to talk in Chinese language when it comes to any sort of communication. Very few of them know English but partial words, they don't have command over the language. While

talking to one of the students in Beijing International Studies University about the reason of English language usage, he respond;

“Unlike in other Asian countries, in China and Taiwan, English is not chosen to become an official language. The main reason is that, historically speaking, China was not be colonized by any English speaking country. English has become a more and more important language in the world. This is because we need a universal language to communicate with other people when living in the global village.”

3. Though sightseeing of Beijing's major attractions was planned by the HRDN but there was ample time with participants to explore Beijing by their own. They faced humorous situations when they ask directions and while bargaining during shopping. Most of them lost their ways while roaming around and misplaced by their other group members. The University address card played an effective role and they were able to found the place of their residence back. It was a Lesson learnt that always get a business card of your hotel on hand, in case you get lost or want to get a taxi back. Or you can ask the hotel staff to write down the places you want to go in both Chinese and English.



4. Food was something very exciting in China especially when you go there with the taste of Pakistani Chinese food in mind.

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The participants visited different cafes and restaurants and they ate authentic Chinese cosines. They had some of the best tasting soups, sea food, and salads. The food was good and they used to serve very large quantity of food but being the addict of Pakistan's spices the participants couldn't bear the typical Chinese taste for long. As lunches were already planned therefore everyone enjoyed the exclusive flavors of the land of wonders but for dinner there was a nearby restaurant which was offering only Pakistani food, therefore, participants used to visit there in groups to enjoy the taste of Pakistan in Beijing and it was indeed one of the greatest experience which everyone enjoyed.



5. The shopping experience in Beijing for the group was a part of interesting happenings, fine Chinese products, and surprising low price. Shopping markets in Beijing are the places for showing your bargaining skills, and the bargaining experience here may be the most impressive one for most visitors I believe. So those who want to go shopping should be prepared and make sure to bargain with the shop owners and sales girls. The famous shopping places where the group liked to spend their money and time are Silk Market, Pearl Market, Wangfujing Street and Oriental Plaza. Here participants bargained like crazy and got some casual clothes with labels from the Gap, Ann Taylor and Banana Republic. Who knows if the labels are right but the prices certainly are.
6. Tea is considered as the Chinese national drink. Dr. Tea is a teahouse where a hostess prepares different kinds of tea and describes

the benefits of each one. Spend some time at Dr. Tea was remarkable and well worth the time to visit. The group tasted 5 different teas, learned how to prepare them, then some of the participants had an opportunity to make some purchases. There was no high pressure, and they bargained a little on the price with the hostess who served the group. The hostess was dressed with the traditional Chinese dress and demonstrated very well which tempted the audience to made purchases.

7. The group learned a few words in Chinese, and that were thank you (shee-yeh, shee-yeh) and hello (nee how).
8. Beijing has an extensive public transportation network, including buses, subway, city rail, bicycle, and taxis. Taking bus is the cheapest means of transportation, which covers the whole city. Despite various means of transportation, participants found it difficult to easily get transport as all were packed with Chinese population.
9. Having a wonderful great wall tour is a must for everyone who visit China, especially Beijing. One of the interesting facts which the group came across during the visit, that there is a large number of Chinese Population who never visited Great Wall even once in their entire life.
10. Beijing is very densely populated city. Though the government strictly focuses on family planning but despite adaptation of contraceptive means still they are large in number.





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ANNEXES

Annex - I

“NEW PARADIGM: MOVING FROM HRD TO CULTURE OF PERFORMANCE”

12th Annual Trainer's Retreat

22-30th April 2010

Programme Details

Travel Itinerary

Dates	Flight No.	Departure Time	Arrival Time
22 nd April	PK-852	2240 (Islamabad)	0800 (Beijing)
30 th April	PK-853	1745 (Beijing)	2110 (Islamabad)

DAY 1 — FRIDAY 23RD, APRIL 2010

Arrival in Beijing at 0800hrs

DAY 2 — SATURDAY 24TH, APRIL 2010

A Full day Sightseeing to Great Wall, Tinnaman square, Mao's Mausoleum, Forbidden City is planned.

DAY 3 — SUNDAY 25TH, APRIL 2010

ATR Conference will be from 0830-1530hrs. In the evening will be Dinner & Cultural Event for the entire group.

DAY 4 — MONDAY 26TH, APRIL 2010

Visit to organizations and institutions related to HRD / meeting with Organization Heads to get acquaintance with their working. Visit to Pakistan Embassy, Beijing China.

DAY 5 — TUESDAY 27TH, APRIL 2010

Half Day Sightseeing tour to Summer Palace, Temple of Heaven, Pearls Market.

DAY 6 — THURSDAY 28TH, APRIL 2010

Free day - Participants will plan for themselves

DAY 7 — FRIDAY 29TH, APRIL 2010

Free day - Participants will plan for themselves

DAY 8 — SATURDAY 30TH, APRIL 2010

Free morning - Participants will plan for themselves. Return Flight will be at 1745, so all participants will reach the airport by 1445.

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Annex - II

HRD Conference by
Human Resource Development Network

“NEW PARADIGM: MOVING FROM HRD TO CULTURE OF PERFORMANCE”

12th Annual Trainers Retreat (ATR)
Beijing - China, April 25 2010

INAUGURAL SESSION

Conference Moderator	Ms. Samira Qazi - HRDN	
Registration & Networking Tea	Mr. Sahibzada Jawad - SAIBAN	0830
	Ms. Sidra Tareen - Infotech	
Recitation from the Holy Quran	Mr. Sahibzada Jawad - SAIBAN	0900
Welcome & Objectives of the Event	Ms. Fauzia Bilqis Malik	0905
	Executive Director – HRDN	
Keynote Address	Mr. Roomi Saeed Hayat	0915
	Chairperson - HRDN	

LEARNING SESSION- I

Role of Muslims in Progress of China	Ms. An Feifei	0930
	Director - SdnBhd	
Question & Answer Session		1100
Lunch & Prayer Break		1130

LEARNING SESSION- II

Green Jobs: Towards Decent Work in a Sustainable, Low Carbon World		1245
	Mr. Satoshi Sasaki - ILO	
	Ms. Samina – ILO	
Question & Answer Session		415

CLOSING SESSION

Address by the Conference Chair	HE Muhammad Masood Khan	1445
	Ambassador of Pakistan, China	
Certificate & Shields Distribution		1500
Vote of Thanks	Malik Fateh Khan	1520
	Regional General Manager - NRSP	
Group Photo		1530
Dinner and Cultural Evening		1800



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Annex - III

Attendance Sheet

NEW PARADIGM: MOVING FROM HRD TO CULTURE OF PERFORMANCE

12th Annual Trainer's Retreat

22-30th April 2010

Sr.	Name	Designation/Organization
1	Malik Fateh Khan	Regional General Manager- NRSP
2	Javaid Akhtar	Program Manager- CERD
3	Aurangzeb	PM Education-CERD
4	Sahibzada Jawad	ED/Saibaan
5	Roomi S. Hayat	Chairperson/HRDN
6	Wajid Ali	Program Manger- CERD
7	Azra Qazi	RC HQ 11 Corps- Pak Army
8	Dr. Shahnawaz Khan	Manager- HRD
9	Amjad Iqbal Khan	RPM
10	Ijaz Khaliq	PM
11	Naimatullah Jan	RPO
12	Grace T. Shaikh	Consultant
13	M. Zahoor	Deputy Secretary- FATA Secretariat
14	Arshad Akif	CEO
15	M. Sheeraz Aslam Mian	THE AIMS
16	Ikram ul haque	Manager HA
17	M. Zubair	DPO
18	Dr. Amena Hasan	Consultant
19	Nadir Gul	CEO/BRSP
20	Mohammad Amin	Manager Admin
21	Dr. Shahnawaz Khan	Manager HRD/BRSP
22	Khan Mohammad	CE
23	M. Nawaz	Manager HR
24	Tanya Khan	Specialist Social Sector
25	M. Mujeeb	PO- Admin & HRM
26	Wasif Ali Shah	DPO- Bhakkar
27	Fayyaz Ahmed	Saibaan

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28	Imran Ullah	P.O-Finance/HRDN
29	Zahid Bashir	HR Officer
30	Tajamul Hayat	Chairman- ICMS Group
31	Irum Fatima	President
32	Yasmeen Ahsan	Project Manger- WATSAN
33	Dr. Muhammad ALi	DPO- Saibaan
34	Dr. Salman Ahmed	Comsats
35	M. Hanif	Adviser- Comsats
36	Rashid Najeeb	Comsats
37	Qazi Shoaib Alam Farooqi	ED/JWS
38	Majid Jilani	Finance Officer
39	Kamal-ud-Din	Coordinator
40	M. Jamil Anjum	JWS
41	Dr. Shaukat Ali Hayat	Director- CIIT
42	Shahnawaz	PM- SPO
43	Humaira Siraj	PO- SRSP
44	Dr. Zebunnisa	HANDS
45	Aliya Mansur	
46	Mirza Moqeeb Baig	ED- NRDP
47	Tahir Rasheed	NPM- BRSP
48	Erum Wali Khan	Team Leader- IRM
49	Nasar Iqbal Khan	Financial Analyst
50	Hamayuan Rashid	SRSP
51	Saadia Khan	SRSP
52	Sidra Tareen	HR Manger- Info-tech
53	Muhammad Khalid	DPO
54	Hassan Zafar	DPO- NRSP
55	Uzera Nishat	SPO
56	Abdul Wahid	Program Specialist- SPO
57	Dr. Saeed Ismail	Finance Secretary
58	Samina Ashraf	PO- NRSP
59	Asad Saleem	Assit. MER
60	Rauf A. Sheikh	HOD
61	M. Fahim	Capacity Building Specialist

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62	Muhammad Saleem	RPM
63	Muhammad Anwar	Manager SS
64	Illyas Jan	Sr. Branch manger
65	Nasarullah	ED
66	M. Rafiq Jan	PO- M& E
67	Essa Khan	RPO
68	M. Azam Farooq	Coordinator HRDC
69	Mian. Muhammad Shah	Manger DHP
70	Uzma Batool	PO
71	Nasreen Noorari	SPO - HRD
72	Naheed Akhter	PC - SRSP
73	Murtaza Khan	Regional Accounts Officer
74	Fauzia Bilqis Malik	ED - HRDN
75	Hina Maqsood	PO – HRDN



Participants of the 12th ATR in Beijing, China

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Annex - IV

Evaluation Results

NEW PARADIGM: MOVING FROM HRD TO CULTURE OF PERFORMANCE"

12th Annual Trainer's Retreat

22-30th April 2010

Qualitative Analysis

1. Which Services/ activities/ things did you like the most about/ during the Retreat?

- All activities including learning sessions, sightseeing were useful & good
- Wonderfully planned
- Sequence of activities planned is excellent
- The trip is arranged in a way that the majority owned the event. Inviting Pakistani Ambassador was a great achievement
- Secretariat Pre-event arrangement
- Dissemination of Information
- Facilitation provided by Dr. Amena Hassan
- Visit to different Places, and planned visits
- Information visits to Organizations
- Providing maps on Day first
- Flexible Schedule
- Learning Sessions during conference
- Arrangements for the Cultural Show & Dinner
- Residential facility
- Duration for the event was ideal
- Entire Event

2. What is that you did not like at all about/ during the Retreat?

- The arrangement for food
- Organizational visit and its utility
- Local tourist agency
- Lack of planning for sightseeing visits
- Participant select needs improvement
- Time management
- Internet and mobile connection
- Halal food problem
- Group visa
- Five days trip would be enough

3. What Are your recommendations to improve Future Retreats?

- Learning Sessions needs to be improved
- 5-7 days are enough
- Involve participants in arrangements and organization



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- Theme and sessions should synchronize
- May be we can go green by NOT providing color printed stationary and folders
- Need to think about a theme other than HRD
- Pre-travel session/ briefing for all participants should be organized
- Follow-up meeting after visits
- Time management during Field Trips can be improved
- Food arrangements should be done by HRDN itself



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