Prospects of Human Capital in Learning Organizations: A Holistic Approach to Training Diversity and Innovation in Balochistan NGOs

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Abstract

In the developing regions, NGOs have increasingly assumed significant roles in diverse areas of human and social development. The continued capacity of NGOs to render services act as a catalyst in the development process in order to achieve long term sustainability and viability of operations through training of human capital. This depicts a paradigm shift from social welfare towards sustainable systems and strengthened institutions. NGOs have been transformed as learning organizations for human capital by developing them as change agents with the empowerment to work with communities.

This paper presents the detailed analysis and discussion of data about NGOs of Balochistan province which is in the process of development. The multidimensional analysis of NGOs working in Balochistan portrays the general profiles of NGOs in order to analyse the position of human capital. It is intended to elucidate various functional areas and thematic focus of NGOs in the province in relation to the relevant training efficacy. Variables have been studied by adopting the procedural approach of mixed-method research in which various data collection techniques are employed to draw inferences about the functioning of NGO to corroborate the findings. It examines the operational effectiveness and efficiency of human resource training diversity through innovative approach in Balochistan. It further investigates a holistic approach to human capital training for resource mobilization in the communities. The study ends up with a way forward for prospective approaches to training for the learning organizations in the region.

Keywords: Human capital, Learning organization, Training diversity, Innovation, NGOs

1. Introduction

The challenges for human capital have become larger and more complex with the context of globalization. Globalization has shifted patterns of poverty and insecurity among countries requiring more sophisticated strategies and interventions for development. Organizations socialize their human resource in order to develop skills and empower them to produce quality of work. Socialization process of human resource has extensively been acknowledged as a tactic of improving employee's moral and enhanced consistent performance. The advancement in learning theory for human resource has provided an insight for diversity and innovation in training processes. Therefore, non-governmental organizations-NGOs have been transformed into the notion of learning organizations, with the aim of capacity building, creating awareness and enhanced performance in social sector. The range of training and development is escalating because this is largely associated with the success of organization. Alternatively, the emergence of NGOs started since the human development indicators had been deteriorated. NGOs have long been emerged for humanitarian assistance to operate in advocacy and operational work on the ground with the philosophies ranging from welfare to empowerment and from the economic principles of the market to political organizing principles of civil society. NGOs have taken a courageous step to develop a learning liberty for development of manpower. The NGOs have struggled hard to apply the broad-spectrum principles and ethics within their sphere in Balochistan. Balochistan being least developed province of Pakistan is exclusive in its geo-political influence. Its strength is designated by its gigantic rangelands, rich minerals, oil and gas deposits and vast agriculture having huge number of livestock. The province literally lacks industrialization and economic growth having a dire need of human capacity to build and need to develop workforce in various sectors. The NGO sector proves the pre-eminent and vital platform for development of human capital in the region.

The paper presents a detailed analysis of general profiles of NGOs in the province of Balochistan including their objectives, mission statements, registration details and thematic focus. The details help to analyse the existing training capacity of NGOs in the province regarding their operational area. The present study has been conducted to hypothesize that training diversity and innovation exist in a holistic manner in the NGOs of Balochistan. It

further explores the prospects of human capital in the learning organizational culture. Edwards and Fowler (2003:347) elucidate the notion of learning organization as "The organization which builds and improves its own practice consciously and continually devising and developing the means to draw learning from its own (and others') experiences." The exploratory study presents a vivid picture about the selected organizations striving for training of human capital in the province. Moreover, it reflects information about the diversity in training processes with innovative approach. The focus of this research emphasises on training diversity and its prospects for human capital in the province. The study also reveals information about the current use of training approaches in the learning organizations. The analysis of semi-structured observations provides the qualitative data to verify and corroborate the information gained through interviews and survey, O'Donoghue & Haynes, (1997:128). Mixed method research assists to incorporate relevant literature to draw conclusions and viable recommendations. This study is designed to describe the multidimensional aspects of 2,683 NGOs working in Balochistan in relation to the training diversity and prospects for human capital in these learning organizations. It is intended to explain and evaluate the innovation in training for human resource. The Multi-method Research (MMR) approach to study the variables has been adopted in which various data collection techniques are employed to draw inferences about the functioning of NGOs in relation to the objectives of this study. The approach provides the researcher to probe various relevant aspects through diverse perspectives by using different modes of conceptualization. Multimethod design involves qualitative and quantitative projects that are relatively complete on their own, and then used together to form essential components of one research program, Byrne and Humble (2007:2). Thus each study is planned and conducted to answer a particular sub-question, and the results of the research triangulated to form a comprehensive whole. This approach also expedites to internally validate the data through different means and techniques. Likewise, the structured observations collected through this approach support the collected facts to interpret and analyse in order to reach plausible inferences. The NGOs in Balochistan have been studied in the context of their mission statement, objectives, thematic focus and operational area under the legislative provision.

Fig A. shows that organizations registered with five different registration authorities under legislative provisions. The legislation provides security and comfort for performance of projects. The legislation defines the path to work and classifies the area of activities for the NGOs. The right to register the societies, trusts and welfare educational societies is reserved with the Director of Industries in Balochistan under the Societies Registration Act, 1860. The authority for analyzing and performing the audit of any registered organization lies with the Directorate. A survey is conducted for analysis of functional and non-functional organizations from time to time by the Voluntary Social Welfare Office. It has been found out that the NGOs registered under the Companies Act, 1984 are required to submit their profiles, details of accounts and the annual audit report prepared by their Auditor, appointed for each fiscal year, to the concerned Registrar. On the other hand, all the societies working for the welfare of agriculture and education sector are registered under the Cooperative Societies Act 1861. Alternatively, the International NGOs perform under the supervision of their head offices in Islamabad or other relevant foreign countries. The INGOs are performing under their pertinent legislations of specific country. They have proper management control for the specific projects because of strong supervision by their head offices.

Structured observations disclose that the NGOs are categorized as functional and non-functional. The functional NGOs have a prominent performance in their relevant fields to achieve their set targets while the non-functional NGOs have been registered with their objectives but they are unable to continue their work for some reasons and their offices do not exist at present. The following table shows a picture of this ratio.

Fig B. demonstrates that the ratio of functional NGOs in Balochistan critically declines over the past years of implementation of pertinent legislation. Only 8.5% organizations are working under the Societies Registration Act 1860 while the remaining NGOs have stopped their operations. Similarly, 3.6% of the Voluntary Social Welfare Agencies (Registration and Control) Ordinance 1961 is performing in Balochistan. Under the Cooperative Societies Act-1861, 0.9% organizations are working which is the lowest ratio among all the registration categories. Contrary to this situation, 42.1% from the Companies Act, 1984 and 41.8% of International NGOs are found to be functional in the field. This apparently proves to be a positive sign for community development. In this way, only 123 NGOs in Balochistan are reported as functional while 2,560 NGOs are non-functional out of the total 2,683 NGOs. In other words, 4.6% of total NGOs are performing in pursuance of their goals. Structured observations show that non-availability of funding, improper handling of projects, weak management control and internal conflicts might have negative impact on the execution of NGOs resulting in becoming defunct. Observations additionally reveal that 10% organizations are registered from more than one authority as it provides them better security and privilege for the execution of their objectives. This facility provides them a privilege to work in any region of Pakistan apart from Balochistan. It reflects that these NGOs have strong platform for their performance and they enjoy a distinguishing privilege to work on a variety of projects and themes. This feature also provides

certainty of their long survival in Balochistan. Similarly, it also depicts that non-functional NGOs emerged with specific objectives but sooner they ceased to work because of non-availability of financial support and improper handling of projects. Weak management control and internal conflicts prove to be the dominant causes for organizations becoming defunct. The NGOs become unable to survive with these challenges due to weak administration and intelligent decision making capability. Specific projects provide financial support to the organizations. The ratio of dissolution of local NGOs appears to be higher than that of international NGOs because INGOs have strong settings in their relevant foreign countries. According to survey, proper statutory provision, guiding and counseling, support and supervision for NGOs by the registration authority have been the unresolved issues for many defunct organizations. It has been revealed that there are no legal provisions for the NGOs by the registration authorities like close scrutiny for standardized performance, support and counseling on crucial issues. Such measures can enhance the overall performance of NGOs for the development of human resource in Balochistan. Such provisions are entirely missing by the registration authorities, therefore, accountability of obligation seems to be lacking among organizations.

The study reveals that the NGOs in Balochistan are performing in diversified areas having shared objectives. Some of the objectives are found to be common but they differ in their thematic focus depending upon the available financial support. IDSP-concept paper (2005) reports that Balochistan is literally at the initiation stage of a progression period for innovative and refined expertise in the human resource development. The non-governmental sector presumes to be a sharing agency in the achievement of this endeavor due to the vast resources, sense of social welfare and enough financial support. All NGOs are striving hard to train and groom the human resource from both public and private sector.

NGOs have transformed into learning organizations in the development sector by consistently striving for equipping their human capital with knowledge, skills and attitudes.

> "The concept of learning organization has specific relevance to NGOs in the development sector, in part because they have so much in common with all organizations across all sectors, and in part because there are aspects of their need for learning that are unique.
>
> What development NGOs have in common with all other organizations is that they utilize both human and material resources in order to meet some societal needs. When the resources consumed can no longer be justified in relation to the needs that are being met, the future existence of the organization is called into question. The ability to achieve the fundamental balance between inputs and outputs at this level is dependent on the organization's ability to identify, understand and adapt its responses to changing needs. These responses must not only be effective in meeting the specific need but also be efficient in its use of the resources – otherwise the societal resources should be made available to others who can achieve more with them. Along with all other organizations, the NGO's ability to remain essentially viable over time depends on its ability to learn and adapt." (Edwards & Fowler, 2003:348-349)

It appears that in the functional scenario of NGOs, the available resources in terms of man and material would have been working for the accomplishment of societal needs and wants. In order to achieve these ends, the NGOs are in the dire need of abilities and skills by their human resource. This factually forms up the organizational ability to identify and settle its responses to the changing desires of society. All this is possible by acquiring the culture of learning organization by NGOs to update their manpower with the ability to learn and adapt in the competitive world.

Likewise, the practice of "learning organization" has also emerged with the intention of symbolizing the organizations as a learning platform for workforce to achieve maximum of skills, knowledge and capabilities through education and experience. By the same indication, the culture of learning organization is of greater significance to facilitate the practice of accurate service delivery and attainment of capability among human capital. Such practices provide a strong rationale to create the platform of NGOs that would create scholarly masses for the sector of education, research and development in the society. In reality, the NGOs in this province aim at producing such intellects and professionals that can build capacities of youth and communities about research and actions targeted to the community-based self-sustained initiatives. Among 123 functional NGOs, 16% of NGOs from various legislations have been selected in order to explore the training diversity.

NGOs in Balochistan are working in a variety of fields for developmental activities like, poverty alleviation, population control, environmental protection, quality education, health and sanitation, managing water reserves, drug abuse, disaster management, AIDs control, agriculture and emergency relief services etc. Further facts have been uncovered through observations that the NGOs are considered to be the largest on the basis of total number

of current projects and their member organizations. It discloses that the organizations working on many projects are enlisted as large NGOs because their span of work is largest in terms of achieving a variety of goals for the community. The projects of the specific NGO have prescribed life, stated objectives and focused themes. The donors are deemed as the strong pillar for the triumph and stability of NGOs. On the other hand, NGOs are found to be oriented towards advocacy, such as policy analysis and advocacy of development projects. Advocacy NGOs have been projected towards activities such as policy analysis and promotion of development processes. These NGOs actually strive to defend and promote a specific cause to the masses of Balochistan while others are engaged in social activities. Additionally, all the NGOs are focusing on the theme of capacity building of human capital in the province which appears to be a challenging task. In the same way, NGOs provide a platform as intermediary between member NGOs for the provision of funds and supervision of current projects. Apart from these services the NGOs offer to the masses, the capacity of NGOs depends upon the number of projects they run. The NGO is considered as large, active and popular if it is working on greater number of projects hence attracting the donors by its performance. Although many NGOs share the same type of objectives but have slightly different thematic focus. Table 3 schemes out the presentation of selected NGOs with respect to their project area.

The study reveals that NGOs have been categorized into two major classes on the basis of human capital development, single-purpose and multipurpose NGOs. The organizations in Balochistan earlier emerge with a single mission to focus but afterwards they opt for some other projects by expanding their sphere of action. Hence, other NGOs have been performing in pursuance of a single mission.

According to table 3, there are four NGOs from the selected organizations that offer their services in peculiar fields like, AIDs control and prevention, agriculture and livestock, health services for refugees and relief services. Such organizations could focus their attention and invest all their means for a specialized task which in turn would have better benefits for following a single line with concentration. However, structured observations state that it is difficult for the NGOs to continue for further goals as the availability of donors is a problematic and challenging task after the completion of one project. The NGOs perusing for a single project concentrates more seriously for a specific cause but they would become non-functional when the project is completed and they would have no further goals to accomplish. After the completion of one project, fund generation is a difficult task for the NGOs, therefore, single-purpose NGOs cannot survive for longer period of time. Therefore, organizations are working on many project areas to ascertain their consistency.

Table 3 shows that NGOs are functioning with multi-purpose objectives and shared thematic focus. Nineteen NGOs from the selected organizations are found to be multi-purpose having their diverted attention for running more than one project. The observation illustrates that several projects help to enhance the life of organizations as they have many options to work in a variety of areas. In other words, the NGOs undertake more than one project simultaneously which enable them to continue their performance after completing one project. In this way, these organizations remain functioning for multiple projects. Moreover, it appears to be moderately secure to arrange finances from several missions rather than one project. On the other hand, large number of projects and donors also require more capacity of human capital and space. Therefore, such NGOs organise various units having their in-charge officers for smoothly carrying out the functions in all the sectors. It has been disclosed that multi-purpose NGOs provide more conducive training under various themes of projects.

The NGO platform has been surveyed in the region for training provision. The output from (Non-Government Organization Resource Centre)- NGORC Directory reported that the continued growth of the citizen sector is contingent upon the availability of a range of support services that outfits its management and technical needs. In the same sequence, it has been declared that the region lacks management competencies and technical expertise. In response to this, a number of training organizations have been emerged since last few years but most of them are performing below capacity. In consideration of all these, it has been revealed that major cause of ineffectiveness and less productivity of such training organizations can be inappropriate and lack of information availability about training providers and their programs. Therefore, "Directory of Training Organizations for the Citizen Sector in Pakistan" was organized to bridge this gap up to the extent. In this reference, the "Directory of Training Organizations for the Citizen Sector in Pakistan (2002)" in its introduction states that;

> "Citizen Sector training entered its current phase by the mid-nineties characterized by a mushrooming growth of training outfits. In a very short period of just over a first few years, the number of these organizations has crossed two hundred. This directory lists 216 indigenous Pakistani training organizations offering various kinds of technical as well as management trainings to the citizen sector. These organizations are dedicated to providing a range of services (including development management education) and strategic initiatives (in areas like legal

reform or the articulation of 'industry standards') intended to strengthen civil society as a whole, and in particular the sub-set of civil society organizations engaged development. This growth can be attributed to: i) a huge need for demonstrable strengthened capacities of development managers: ii) low entry barriers to the NGO training business and, iii) availability and easy accessibility of financial support for training in the NGO sector from various channels.

For the last couple of years, we are witnessing another interesting development, which may well pave way for training to enter into its next evolutionary phase. After a number of unsuccessful attempts, the tertiary education sector has jumped in to meet the growing demand of quality development management training. LUMS, Hamdard University, Greenwich University and a few other relatively better known education institutions can be quoted as examples. Similarly, the more established training units amongst citizen sector have also started to formalize their programmes for accreditation of post-graduate degrees."

The text clearly portrays that several Pakistani NGOs more specifically, NGOs in Balochistan have entered into a circle of "Learning NGOs". Most of these NGOs are at the time of this research involved in the provision of Development Management Education in articulation of industry standards and legal reforms. Other learning area attributing to growth could be management development capacities, barriers to training business and convenient accessibility of financial support. Moreover, affiliations of NGOs with different well known Universities in Pakistan can be the tremendous step towards human capital development through post-graduate degrees. Along these lines, NGOs provide a strong platform for management development and human capital development measures by adopting contemporary approaches of training in the province which was lacking in the past. Furthermore, NGOs have now been recognized as a strengthened sector in the country for human capital. Formerly, no sector was offering education and training to youth for various career development programs and equipping management with a survival toolkit in their professional lives thus forming up genuine leaning sector. The development in the province is made by organizing national, regional and international training events, seminars and workshops visits to enhance synergy among training institutions working at national and local levels in order to improve quality and outreach. Following are the details showing human capital training in relation to the relevant themes and mission statements.

The data about NGOs in Balochistan is studied with closer reference to the training and development aspect. Literally, NGOs are functioning with the basic rationale of educating the human resource in one way or the other. The personnel for training are broadly linked with the intention of donors and the nature of projects. Table 5 demonstrates the allocation of NGOs with respect to their focussed training and development area from the selected organizations.

The data in table 5 illustrates that NGOs in Balochistan province are mainly striving at training programs. Diversity and innovation in training programs exist according to the relevant themes and mission statements of the projects in NGOs. Three organizations are working for health education programs including doctors and staff training courses, and laboratory training. Seven NGOs are performing for community development training programs like, physical infrastructure development courses, human resource training, research and micro-financing in Balochistan. Moreover, the research study reveals that there are two environment preservation training organizations from the selected NGOs. In the same way, three NGOs are investing for human capital on water supply and sanitation training programs. One organization is found functional for HIV/AIDS protection and awareness training programs. It has been found out through research study that three NGOs are engaged in women development issues including women empowerment, gender development, skill training, income-generation and counselling. Such accomplishments are performed through different training methods. There is only one organization actively performing for agriculture and livestock training, technology transfer training and research training in arid agriculture. Seven organizations share human capital training on education including teacher training, formal education and literacy training. Five NGOs are providing training on child labour and working children issues. Two organizations are providing training for emergency relief and rehabilitation process. It has been noticed that NGOs work in pursuance of various objectives for which these organizations have particular characteristic of human development according to their missions. The organizations have a variety of grooming objectives for human capital in order to build their capacity in various fields. The sample study reveals that NGOs are engaged in delivering training in various fields with the proportion as depicted in table 6.

Fig: C clearly reflects the table 7 that ratio for community development training NGOs and education training programs is high 33.3% in the province. The observations reveal that education can obviously change the social setup of society. Therefore, it appears indispensable to change the civil society through education and training of

people which eventually would enable the civil society for self-reliance, human dignity and self-sustainability Contrary to this picture, the ratio of NGOs working for HIV/AIDS awareness and protection training appears to be slightly lower 4.8% than other operational areas for training courses. The UNAIDS-Epidemiological Fact Sheet-2000 and U.S. Census Bureau states HIV/AIDS protection has been the challenging threat for the societies at international level since 1981. Therefore, non-governmental sector also started this struggle in Balochistan since the beginning of nineties when the patients were identified in the province. The task handling was initially difficult because of low literacy rate lack of relevant training and cultural restraints in the province but now masses have realized the need of its awareness and control measures. The percentage ratio of health training programs, water and sanitation trainings and women development training programs is in the same proportion of 14.3%. Moreover, emergency relief and environmental protection training programs are run at 9.5% of selected sample as environment safety has been the most demanding issue for Balochistan urban region. In the same way, the ratio of agriculture and livestock, and child labour 4.3% reflects very low in an agrarian region like Balochistan. It has been observed during research that this scenario demands that issues like women empowerment, legislative assistance for women, child labour, environmental safety, agricultural technology and small industries need to be touched more seriously with the training aspect. Much of the work has to be done for human capital training on such issues.

2. Prospects of Training in Learning Organizations

The study unveils that most of the NGOs in the province have been exerted devotedly towards the diverse issues like human capital development, capacity building and sustainable development in the region. This effort is not only prevailed in the non-governmental sector but it also includes the trainees from government and private sector which shows a constructive move towards community development. In this scenario, the core of philosophical and theoretical framework in the shape of a model has been merged with the experiences and practices at various community levels across the countries. This ultimately generates creative learning opportunities for young men and women to figure out the densities of developmental concerns which materializes the need for training and development of people in order to create competent and skilful human resource for the society. NGOs in Balochistan have strived hard to develop human resources from various sectors through training and education in approximately every sphere including health, sanitation, education, environment, population control, women's right, human rights, drug control, agriculture, industries and social services. In this context, structured observations reveal that NGOs work to change the social setup of society through training, therefore, it is absolutely necessary to adopt technological trends for better training of human resources. Edwards and Fowler (2003:344) criticised the idea of learning organizations as follows;

> "Amid the sheer complexity and diversity of NGO learning experiences, styles themes and priorities, one message stands out: what matters most is that NGOs *do* learn, that they always try to learn more effectively, and that they do not stop learning even when they think they have found the answers. There will always be tensions between participatory learning and respect for diversity on the one hand, and the disciples imposed by the need to link learning with policy, advocacy, campaigning and public engagement on the other. Undoubtedly, NGOs need to develop their ability to manage these tensions more effectively. In this task, openness, humility, service, enquiry, sharing and solidarity – as well as strategy and resources - are crucial. These are the qualities that underlie genuine learning in any organization, but if NGOs still retain their claim to a distinctive identity as value-based organizations, then they ought to be particularly well equipped to develop themselves in this respect."
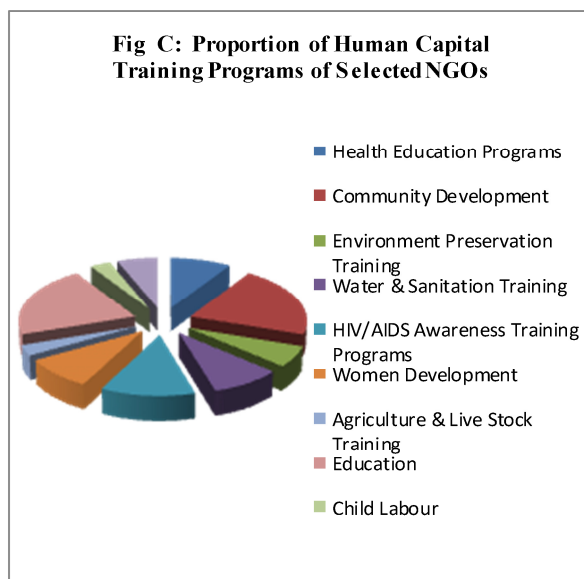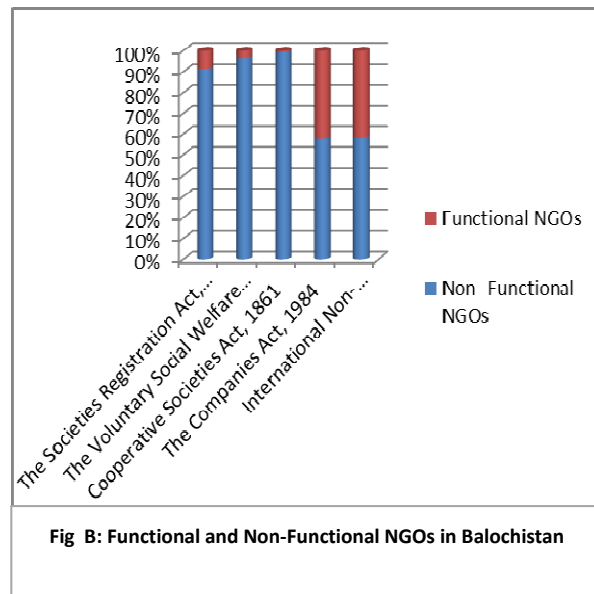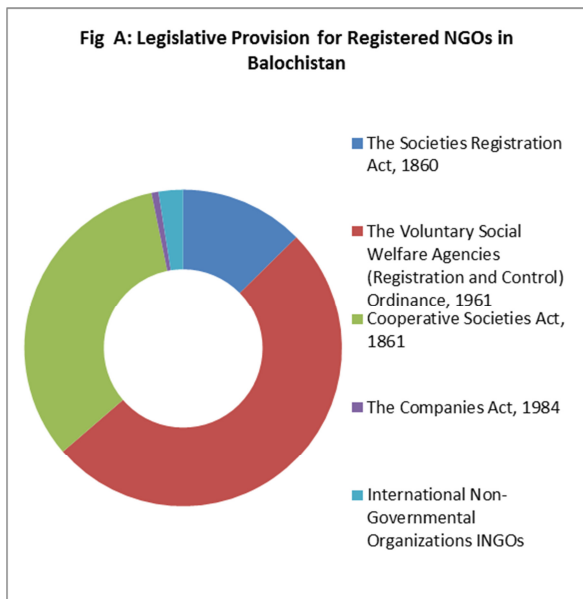
The text clearly portrays that NGOs as learning organizations associate leaning diversity with advocacy, policy formulation and public involvement in order to develop capacity for new horizons of research and harmony. With reference to the context of human capital training across NGOs of Balochistan, it is pertinent to confer that Non-Governmental Organization Resource Centre (NGORC) provides a strong platform for innovative training of personnel at different forums. According to NGORC (A project of Agha Khan Foundation) Overview, the societies in today's global situation are facing with countless challenges. Increased literacy rate, technological changes and development at various levels have made it indispensable to improve the social set up of civil society. Therefore, innovative strategies and techniques are considered vital for the forming up the strong platform of societies in Balochistan. Whereas, civil society may be regarded as a component of "society", or in broader term the space between state and the individuals. The NGO Resource Centre struggled hard to promote greater professionalism and build capacity in social sector as well as in private and public organizations. This reveals that development of human resource has now emerged as a promising issue in the NGO sector. The underlying motive for proper fund utilization, appropriate allocation of resources and better decision making cannot be possible

without well trained personnel and developed management. In other words, human resource management can be considered an imperative function of NGOs. Human resource development may not be sited in one place- the personnel department rather it would have been deemed as a part of strategy for recognizing and optimal utilizing people's competencies. Therefore, HRD has now been acknowledged as a key resource in the provision of best goods and services by NGOs in Balochistan. Consequently, general principles, tools and techniques of training, and their application have been made mandatory by the NGO sector in Balochistan.

The above debate discloses that there are more prospects for NGOs of Balochistan to invest in new dimensions. The study highlights the existing diversity and innovation in various themes and project missions for which NGOs are providing training to human resource. According to Edwards and Fowlers (2003:341), A final area of NGOs learning concerns 'Possibility-creating' or 'envisioning' the future (Kelleher and Mclaren, 1996). Dreaming of new worlds, thinking the unthinkable, and learning outside of the normal parameters of NGOs roles, interests and agendas. This supports the idea that conventional methods of training can only contribute to small effort to develop the capacity of human capital. Networking with different international public and private organizations will add value in the development process of human resources. Keeping in view the notion of interconnectedness, NGOs need to strike the right balance between participatory learning among various project staff, partners and other stakeholders. These learning organizations need to adopt more innovative techniques and methods of learning which intend to feed into wider policy and advocacy activities at national and international levels. Moreover, it is pertinent from the survey that learning organizations intend to build linkages with formal research institutions for generalized increase in analytical skills and knowledge about research method. However, fostering linkages carries opportunities as well as risks as it appears to be long process of building trust and overcoming pre-conceived suspicions to create space for independent actions. Although, it provides bright opportunities to exchange staff, promote creative learning for human resource through sabbaticals, internships and externships.

The main purpose of this study is to provide a thoroughly outlook about the present scenario of NGOs working in Balochistan province in the context of human capital training. The learning organizations serve as strong platform for diversity in training of workforce. Several exploratory aspects including innovation in training, capacity building diversity and swiftness of organizational trends have been studied. Most important of all is the advancement in learning theory which has provided an insight for management about the prospects of training in the region. MMR method of investigation has assisted the researcher to look at various aspects of data through different angles. Detailed analysis of data about the profiles of NGOs assisted to chalk out various training programs of learning organizations in the province. According to the profile-study, 2,683 NGOs have been registered under different legislative authorities for the operations of welfare activity. Only 4.6% of total NGOs are found to be functional. These organizations have been performing in pursuance of a variety of objectives having their priorities as specific mission statements. It is found out from the study of selected organizations that the organizations are of two categories of multi-purpose and single purpose NGOs. Among these organizations, 28.5% are found single purpose while 71.4% are multi-purpose NGOs delivering the services at international, national and provincial levels. The closer study also unveils the fact that majority of NGOs are striving hard for two missions including capacity building of human resource and community development through training. This reflects that basic aim of such organizations is to improve the lifestyle of communities through human resource development and their capacity building. Therefore, it is inferred that non-governmental sector has a strong capacity to train and develop the human capital of the province. The NGOs also intend to render their services for adult literacy, HIV/AIDS protection, health and sanitation, environmental protection, women empowerment, child labor protection, legislative watch for information dissemination and education. The study concludes that all these organizations have a common objective of training the employees in all above mentioned areas. This further expounds that human resources have been trained in the areas of community development and education having diversity, however, different training programs for community development include research and development training, self-sustainability training and flood relief projects. It has further been inferred that intensive programs for research and development, empowerment, legislative assistance for women inheritance and flood rehabilitation are more critical areas where human capital training appears to be neglected. The holistic approach of human capital training covers almost major areas of workforce capacity building. It appears that need of interconnectedness with public private partnership and linkages for research skills will reshape the status of NGOs in the region. This would enhance the notion of training diversity and innovation in training approaches which would ultimately provide a new dimension for interests and agenda by restructuring thinking about a new world. The study frames some recommendations for further research encompassing the idea of conducting further research study may highlight some important relevant aspects if the data is analyzed by considering the training need assessment of NGO Projects. This aspect would focus the analysis for more appropriate capacity building

programs. Moreover, data from the donor agencies can also provide distinguished aspects about the human capital training requirements.

Fig A: Legislative Provision for Registered NGOs in Balochistan

Fig B: Functional and Non-Functional NGOs in Balochistan

Fig C: Proportion of Human Capital Training Programs of Selected NGOs

No	Legislation	Non-Functional NGOs	Functional NGOs	Total NGOs	%age of Functional NGOs
1	The Societies Registration Act, 1860	310	29	339	**8.5%**
2	The Voluntary Social Welfare Agencies (Registration and Control) Ordinance, 1961	1320	50	1370	**3.6%**
3	Cooperative Societies Act, 1861	880	8	888	**0.9%**
4	The Companies Act, 1984	11	8	19	**42.1%**
5	International Non-Governmental Organizations- INGOs	39	28	67	**41.8%**
	Total	**2,560**	**123**	**2,683**	**4.6%**

Table 1:   **The Ratio of Functional and Non-Functional NGOs in Balochistan**

Selected NGOs Under Legislative Provision	Total	16% of Total Population
International NGOs	28	5
Voluntary Social Welfare Act- 1860	50	8
Societies Registration Act- 1860	29	5
Cooperative Societies Act- 1862	8	1
Joint Stock Companies Act- 1984	8	2
Total	**123**	**21**

Table2:   **Distribution of NGOs Selected and Interviewed in Balochistan (16% of Total Population)**

Single Purpose NGOs	No	Multi-Purpose NGOs	No
Health Services	1	Community Development	4
Agriculture & Livestock	1	Legislative watch & Information Network for Women + Women Development	1
HIV/AIDs Protection	1	Formal Education	2
Relief Services	1	Environment & Sanitation	2
		Microfinance & Community Infrastructure	3
		Child labour & Child Rights	5
		Reflective Learning & Adult Literacy	1
		Advocacy & Capacity Building	1
Total	**4**	**Total**	**19**

Table 3:   **Proportion of Single Purpose & Multi-Purpose NGOs in Balochistan from the Selected Organizations**

Thematic Focus	Mission Statement	Human Capital Training	Operational Span	No. of NGOs
Health Education	• To alleviate suffering, poverty and oppression by helping people build secure, productive and just communities. • Assisting communities to be aware of health education	• Relief Training • Health Assistance Training • Dispensary Operation and Medication Services	International (35 Countries) & National	2
Agriculture & Livestock	• To strengthen the capacity of applied research & technology transfer. • Sustainable management of scarce water resources in arid agriculture sector. • To improve range management livestock and dairy productivity, livestock marketing • Enhancement of crop productivity and agro-processing on sustainable basis	• Food Security Training • Poverty Alleviation Training	Provincial	1
Formal Education	• To create partnership between beneficiaries, Government and funding organizations in all social sectors for sustainable development. • To facilitate the process of formal education through teacher training.	• Vocational Training • Formal Teacher Training	International & National	3
Water Management & Water Supply	• To serve the poor and disadvantaged people • Provision of clean water for healthy life	• Improvement of Water Supply Training • Natural Resource Management training	International & Provincial	3
Animation Community Development & Community Physical Infrastructure	• Motivating people to utilize their resources (time, talent and treasure) to work in harmony towards total human development • Prosperous & Enlightened Balochistan • Improve the standard of living • To develop communities' physical infrastructure • To promote sustainable community development • Strengthen the dignity of humanity	• Sustainable Community Development Training • Infrastructure Maintenance Training • Awareness about Dignity of Work	International, National and Provincial	8

Capacity Building & Human Resource Development	• To facilitate the process of sustainable community development • To nurture & develop individuals and communities that will change the social setup • Community mobilization & Women empowerment • A Catalyst for sustainable development • Improvement of quality of life of the disadvantaged rural population • To stimulate personal growth of employees	• Self-Sustainability • Community Training • Mobilization Training • Adult Literacy Training • Women Empowerment Training • Political Awareness Tinning	International, National & Provincial	8
Micro Financing	• Harnessing potential of the people to help themselves to get out of poverty and improve their standard of living • To develop programs to promote area and culture in the rural sector	• Micro Credit Training in rural and urban areas • Self-Sustainability Training	National & Provincial	2
HIV/AIDS Awareness & Protection	• To control the spread of HIV/AIDS in Balochistan and to prevent it from reaching a generalized epidemic • To create awareness about HIV/AIDS • To struggle to minimize the suffering of vulnerable	• Awareness & Protection Training • Health Counselling	Provincial	1
Protection of Working Children & Child Labor	• To provide humanitarian assistance to working children • Protection of working-children	• Humanitarian Assistance Training • Child Protection Training	National Provincial	5
Adult Literacy & Development in Literacy	• To help communities to eliminate disparity through literacy • To institutionalized public & private partnership	• Primary & Middle Level education • Adult Literacy Training	Provincial	2
Gender Development	• Eempowerment of women at all levels • To promote income generation programs for women in rural sector	• Women Empowerment Training • Income generation Strategy Training	Provincial	2

Environment Protection	• Improvement of children life through safe environment • Policy and Practice	• Natural Resource Management Training • Environmental Protection Training • Low Cost Sanitation Awareness • Waste Management Training	Provincial	2
Legislative Watch, Advocacy & Action, Information Network Centers	• To strengthen the internal systems to cope with the expanding growth and emerging needs for sustainability • Documentation & Resource centers	• Women Empowerment Training • Effective political education • Documentation & Resource centres	National & Provincial	2
Poverty Alleviation & Disaster Management & Relief	• Inspired by Islamic values, Islamic Relief will be a worldwide role model in • To assist individuals, groups and institutions to develop safe and caring communities • Helping the poor and suffering to enjoy self-reliance with dignity • To make it possible for those who wish to support others reach people who need their help • Poverty reduction and disaster management	• Social Assistance Training • Advocacy Training • Relief & Rehabilitation Training	International	1

Table 4: **Training Diversity for Human Capital and Operational Areas of Selected NGOs in Balochistan**

Human Resource Training Area	No. of NGOs
Health Education Programs	3
Laboratory Facilitation Training	
Lady Health Worker Course	
Direct Observation Treatment Course	
Health short courses for Afghan refugees	
Courses for Doctors	
Community Development	7
Community Physical Infrastructure Development Training	
Self-Sustainability Training Programs	
Human Resource Training on IT and Education	
Continuous Human Resource Development to Change Social Setup	
Research & Development Training	
Micro credit Training	
Environment Preservation Training	2
Environment Improvement Training	
Waste Management Training	
Environment Protection & Sustainable Livelihood Education	
Water & Sanitation Training	3
Water Management Training	
Low Cost Sanitation Programs	
Improvement of Water Supply Training Program	
Natural Resource Management Training	
HIV/AIDS Awareness Training Programs	1
HIV/AIDS Awareness & Protection Training	
AIDS Education for School Youth	
AIDS Protection Training for Political Leaders & Public servants	
Women Development	3
Rural Women Empowerment Training	
Skill Training for Rural women	
Self-Sustainability Training Course	
Income Generation Training Program	
Counselling on Legal Matters	
Agriculture & Live-stock Training	1
Applied Research Training	
Technology Transfer Training in Arid Zone	
Poverty Alleviation Training for Arid Agriculture	
Education	7
Teacher Training Programs	
Adult Literacy Training	
Community Mobilization Programs	
Capacity Building of Teachers	
Research & Development Programs	
Child Labour	5
Advocacy on Protection of Working Children	
Child Protection Rights Awareness Programs	

Relief & Rehabilitation Training	2
Disaster Management Training	
Relief & Self Reliance Training	

Table   5:   Major Areas for Human Capital Training in the Selected NGOs of Balochistan

Human Resource Training Area	No. of NGOs	Percentage
Health Education Programs	3	**14.3 %**
Community Development	7	**33.3 %**
Environment Preservation Training	2	**9.6 %**
Water & Sanitation Training	3	**14.3 %**
HIV/AIDS Awareness Training Programs	1	**19.1 %**
Women Development	3	**14.3 %**
Agriculture & Live Stock Training	1	**4.8 %**
Education	7	**33.3 %**
Child Labour	5	**23.9 %**
Relief & Rehabilitation Training	2	**9.5 %**

Table 6:   Proportion of Human Resource Training Programs of Selected NGOs

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