

White

**ICA REGIONAL OFFICE
FOR ASIA AND THE PACIFIC**

HUMAN RESOURCES DEVELOPMENT PROJECT

*334:331(5)
ICA.*

PROJECT PROGRAMME FOR 1990-1992

ICA REGIONAL OFFICE FOR ASIA AND THE PACIFIC
HUMAN RESOURCES DEVELOPMENT PROJECT

PROGRAMME DOCUMENT FOR 1990-1992

TABLE OF CONTENTS

	<u>Pages</u>
01. BACKGROUND	1
2. TARGET GROUPS	5
2. ORGANISATION AND WORK METHODS	6
2.1 Policy	6
2.2 Strategy	6
2.3 Priorities	7
4. MONITORING AND EVALUATION OF HRD ACTIVITIES	8

ICA REGIONAL OFFICE FOR ASIA AND THE PACIFIC
HUMAN RESOURCES DEVELOPMENT PROJECT

PROGRAMME DOCUMENT FOR 1990-1992

01. BACKGROUND

- 1.1 The previous CEMAS Project functioning at the Regional Office was inactive from 1985 to ^{Nov}1987 for want of staff. Meanwhile, the ICA Evaluation Team came in 1987 was critical of the Educational and Training activities of the ICA ROA and suggested radical changes in the approach. Since then new staff was recruited by the end of 1987 a new start was given to the activity.
- 1.2 The annual planning session, held from 9-15 December, 1987 discussed a new approach to the Project. One of the points raised was whether new project to be named as Education & Training Project or to be called Human Resources Development Project. However, for the time being it was named as Education and Training Project.
- 1.3 The ICA decided to change the nomenclature of the Education and Training Project as Human Resource Development Project in April, 1988. Women and Youth activities were brought under the new project.
- 1.4 Planning process of the project had to be undertaken on the basis of the following:
 - i. The role of the ICA as described by the Policy document titled 'An ICA Policy for Co-operative Development' which has been adopted at the ICA Central Committee in October 1982 and also the document titled 'ICA Strategy for Co-operative Development' issued by the ICA Head quarters in 1986 and adopted by the ICA Executive Committee.
 - ii. The actual needs of the member countries in the field of Human Resources Development.
- 1.5 A 3-year Plan for Education and Training Project was made in December 1987 on the basis of the survey reports available on the subject from ILO and FAO. The planning exercise faced following constraints:
 - a. There were no actual research or surveys conducted by the ICA to identify actual problems and needs in the field.

- b. There was no Advisory Committee on Co-operative Education and Training set up under the ICA Regional Council for Asia.
- 1.6 The ICA ROA carried out the activities according to the plan prepared. The project was able to constitute the Sub-Committee on Education and Training by May 1988 and had its first meeting in May 1988. While adopting the Project Plan, the Committee suggested to review the plan in depth subsequently.
- 1.7 The original plan formulated in December 1987 was subsequently modified to cover expanded activity of Human Resource Development in May-June 1988. One other major change was to add one more year to make it a 4-year plan covering the new concept of Congress to Congress planning.
- 1.8 Many countries and organisations started making requests for assistance since the Project was activated. The Regional office started establishing contacts with the ESCAP Regional Office and ILO Regional Office who started working in the same field.
- 1.9 However, the plan needed review in the light of these changes. Therefore, the Advisor, Human Resource Development initiated a planning exercise with the Committee in June 1989. The planning seminar had following workshops:
- Vision workshop
 - Problem identification workshop
 - Strategy and planning workshop.
- 1.10 Fourteen (14) members from Bangladesh, India, Indonesia, Pakistan, Singapore, Sri Lanka, Thailand, Philippines and ICA ROAP participated at the workshop.
- 1.11 The work plan prepared by the planning seminar was adopted by the ICA Committee on Human Resource Development for Asia at its meeting held on 09 June, 1989.
- 1.12 The present revised project document has been prepared on the basis of the work plan adopted. The Project document present is in conformity with the planning format of the ICA.

OBJECTIVES AND STRATEGIES OF THE HUMAN RESOURCES DEVELOPMENT PROJECT



2. TARGET GROUPS

Sub-Project No.	Description	Direct Target Group	Actual Target Group
2420	Assistance to Co-operative Organisations in the Region in Member/Committee member development	Facilitators	Members, Prospective members & leaders of co-operatives.
2430	Assistance to member co-operative organisations in planning and implementing education/training programmes	Policy makers, planners of educational/training programmes	Trainee groups (staff, trainers and leaders of co-operatives) in educational/training activities
2440	Co-operative Human Resources Development Advisory Committee	Policy makers, planners, and facilitators of HRD Programmes.	Facilitators, HR Managers and leaders at the society level.
2450	Development of close communications with co-operative movements, governments and relevant international agencies or co-operative educational & HRD activities	Heads of National Training Institutions, policymakers of HRD, members of ICA Regional Committees, government authorities on Co-op Development.	Facilitators/trainers at national and primary level co-op societies.
2460	Management Development	Policymakers and planners of personnel policies. Apex co-op orgns.	Co-operative Employees at various levels.
2470	Promotion of Co-operatives among women & youth	Policymakers of co-operatives at apex and national levels. National Women committees.	Existing and prospective co-operative women and youth members

2. ORGANISATION AND WORK METHODS

2.1 Policy

- 2.1.1 ICA ROAP would, as a matter of principle, channel its HRD activities either through member organisations or through any other organisation collaborating with those apex unions involved. It would also attempt to avoid duplication of activities by collaborating with UN agencies such as ILO, FAO and ESCAP.
- 2.1.2 The ICA ROAP would act basically as a catalyst and a facilitator to work out and carry out these activities. However, it would enter into execution of pilot projects wherever necessary. The ICA ROA considers that HRD activities are not ends in themselves, but serve as means to achieve objectives of co-operative organisations. They also should form an integral part of the overall development programmes. These activities represents technical as well as behavioral aspects of an organisation.

2.2 Strategy

- 2.2.1 The HRD activities of the ICA ROAP would be carried out using 2 strategies:
- i. Working with member countries/organisations directly in the field of HRD.
 - ii. Integrating HRD plans and activities as an integral components of a long-term perspective plan initiated by the ICA ROAP in specific economic projects such as agriculture, consumers or trade and industries.
- 2.2.2 The project staff would consult and receive advise from the ICA Committee on HRD for Asia and Pacific in the preparation and implementation of the work plan. They would also be under the guidance of the Regional Council. The policies and priorities laid down by the ICA and the Congress will be incorporated into work plans.
- 2.2.3 The countries in which various activities are to be located would be decided in consultation with the HRD Committee and national organisations. In the case of working with specific organisations at the field level, national organisations would be considered as coordinating agencies.

2.2.4 The ICA ROAP would attempt in mobilisation of financial resources from Donor agencies. Sharing resources in the form of financial contribution, physical facilities and training facilities would also be encouraged among member organisations in order to carry out various activities. Sharing of expertise and building close relations between developed and least developed co-operative movements is another possibility of resource sharing.

2.3 Priorities

2.3.1 The ICA evaluation team in 1987 has identified certain priorities for HRD activities at the Regional level. The ICA Congress held in July 1988 too has identified certain priorities for next 4-years. Some of the priorities such as observation of basic values and ethics have to be incorporated into content of activities only. Activities to be carried out among women and youth have been given emphasis. The Congress resolutions by and large endorses the previous ICA document on development policy.

2.3.2 The amended specific activities have been prepared in keeping with the ICA priorities mentioned above and also the conclusions of the HRD Workshop held at Los Banos, Philippines in June, 1989.

2.3.3 Accordingly, the focus of the HRD activities for the next 2 years would be as follows:

- i. Enhancement of member participation in co-operative activities and management will be given priority. Both developed and less developed co-operative movements suffer from the ailment, which has hindered the progress of the co-operative organisations as true co-operatives. The co-operative values and ethics too are suffering from this deficiency.
- ii. Introduction of new technology into the field of management development and co-operative education and training will be given emphasis. Many movements in the Region suffer from obsolete or conventional management systems which has retarded the development of co-operatives in terms of cost-effectiveness and futuristic behaviour. Professionalisation of management too emerge from the integration of new technology. Human resources planning and Human Resource information systems are also incorporated into

these activities.

- iii. Although the resources at present has become a constraint for covering the target groups of women and youth comprehensively, at least a meagre allocation has been made in the activities in order to start seeking resources on the follow-up activities and projects that would be emerged after the initial surveys.
- iv. Exchange of information and material on HRD with official reference to Education and training field will be a priority in order to assist the co-operative movements to integrate new ideas and also to share resources. Co-operation among professionals and professional institutions is expected to be improved resulting in bi-lateral projects and programmes. Production and reproduction of manuals, handbooks, etc. will be another feature in this process.

4. MONITORING AND EVALUATION OF HRD ACTIVITIES

- 4.1 The Evaluation of project activities will be on the basis of the objectives of the sub-projects or activities. Impact in terms of quantitative and qualitative changes will be taken into account.
- 4.2 The monitoring of activities would be undertaken by the Project advisor assisted by the HRD committee when it meets at least once a year. The Regional Council will provide feedback and general guidelines for the project.
- 4.3 The national co-operative organisations and the co-operative colleges will function as contact agencies through which the project activities are channelled.

OBJECTIVES / ACTIVITIES OF PROJECT : HRDP - 2400

- HQ, Geneva
- ROAP, New Delhi
- ROECSA, Moshi
- ROMA, Abidjan

- Workplan
- Quarterly report
- Annual report

Period : July 1990 to June 1991

Date : 20.12.89; Prepared by : Mr. W.U. Herath

Approved by:

Implementing officer : Mr. W.U. Herath

Pr. Code	Description of Objectives	Act.Code	Description (Quantification) of Activities	191102103104
2400	Staffing of HRDP : Project Administration To enable the Regional Office to : a) Identify the Human Resource Development needs in the member organisations and their affiliated organisations in the Region. b) Plan, implement and evaluate such programs, projects & activities. c) Collaborate and liaise with other relevant national and international bodies. d) Provide advisory and counselling services on Co-operative Education/training and Human Resource Development to member countries and relevant organisations.	2401	Personnel costs (maintain a Project Advisor and Secretarial Facilities in the ROAP).	X X X X X
2410	Assistance to Cooperative Organisations in the Region in Member/Committee member development.	2411	Assist member countries in formulating member participation projects.	
	To enable member countries in the Region to:	2412	Training of facilitators at the national level.	
	a) Identify and adopt new methodologies in member/committee member development.	2413	Publish manuals on Member Participation Methodology.	
	b) Prepare and implement atleast 5 such projects, which should result in active participation of members in Co-operative activities.			
2420	Assistance to member cooperative organisations in planning and implementing education/training programmes. To enable member organisations to : a) Adapt techniques of educational planning. b) Prepare and implement systematic short-term and long-term education/training programmes which should result in cost efficiency and	2421	Provide consultancy facilities to co-operative training institutions and national organisations to introduce improved training systems and methodologies.	
		2422	Organise trainers' training on curriculum development and production of training materials.	

Pr. Code	Description of Objectives	Art. Code	Description (Quantification) of Activities	101102103104
	performance efficiency in educational activities.			
	(c) Develop and maintain competent trainers within the system.			
2430	Cooperative Human Development Advisory Service. To enable Cooperative HRD managers in the Region to :	2431	Seeking/receiving information and materials suitable for Cooperative training activities.	
	a) Receive information on the availability of educational/training systems, strategies and materials suitable for cooperative educational/training activities.	2432	Dissemination of information on training materials.	
	b) Receive proto-type learning/training materials.	2433	Reproduction and distribution of learning/training materials to Cooperative training institutions.	
	c) Obtain technical/financial assistance to prepare learning/training systems, strategies, materials and aids.	2434	Assist Cooperative training institutions in adapting new learning systems, strategies and methods.	
	d) Receive technical assistance on Human Resource Planning and Development.	2435	Assist national level cooperative organisations to evolve appropriate Human Resources Development systems and plans.	
2440	Development of close communications with cooperative movements, governments and relevant international organisations on coop educational/training activities and Human Resource Development. To enable the Regional Office to:	2441	Regional committee meeting on Human Resources Development.	
	(a) Update information on the levels of educational/training activities of the Cooperative Training Institutions in the Region.	2442	Participation at the Regional Council Meeting and Congress.	
	(b) Maintain a directory of cooperative training specialists and training institutions in the Region.	2443	Collaboration and Liaison with other projects.	
	(c) Identify the needs and priorities in Human Resource Dev. in the Cooperative movements of the Region.	2444	Preparation and circulation of publications and research papers on Cooperative ethics and principles.	
	(d) Receive assessments/opinions/feedback on the Regional Office's HRD activities for close monitoring of activities & future planning.	2445	Project planning on Human Resource Development Project activities.	

Pr. Code	Description of Objectives	Act. Code	Description (Quantification) of Activities	101/02/03/04
2450	Management Development. To enable member countries in the Region to : (a) Receive experiences in new approaches in professionalisation of management. (b) Evolve appropriate personnel policies and career development for staff. (c) Establish Human Resources information systems.	2451	Technical assistance in evolving appropriate personnel policies and career development systems.	
2460	Promotion of Cooperatives among Women and Youth. To enable member countries in the Region to : (a) Assess the situation of women and youth in general and their involvement in co-operatives specifically. (b) Identify organisational and developmental needs of women in co-operative activities. (c) Provide technical and financial assistance to women-in-development projects. (d) Ensure enhanced involvement of women and youth in co-operative activities.	2461	Assess the Regional situation of women s and youth s participation in co-operative activities.	

SOURCE OF FUNDS

- HQ, Geneva
- ROAP, New Delhi
- ROECSA, Moshi
- ROMA, Abidjan

- Workplan
- Quarterly report
- Annual report

Period : July 90 to June 91

Date : 20.12.89 Prepared by : Mr. M.U. Herath

Approved by :

Implementing officer : Mr. M.U. Herath

Act.Code	Activity details	(SFR) B U D G E T	A C T U A L	I C A - H Q	Member org.	S O U R C E O F F U N D S				
						SEC	MAFF	JCCU	Other	
2400	HUMAN RESOURCE DEVELOPMENT PROJECT									
2401	Personel costs (maintain a Project Advisor & secretarial services at the ROAP).	45,000			0	45,000				
2411	Assist Member countries in formulating member participation projects.	20,000			10,000	10,000				
2412	Training facilitators at national level.	30,000			15,000	15,000				
2413	Publish manual on member participation methodology.	2,000			0	2,000				
2421	Provide consultancy facilities to cooperative training institutions and national organisations to introduce improved training systems and methodologies.	26,000			12,000	14,000				
2422	Organise trainers training on curriculum development and production of training materials suitable for Co-op Org.activities	13,000			4,000	9,000				

Act. Code	Activity details	(SFR)		SOURCE					Other
		BUDGET	ACTUAL	ICA-HQ	Member org.	SCC	MAFF	JCCU	
2431	Seeking/receiving information and materials suitable for co-operative training activities.	1,500			500	1,000			
2432	Dissemination of information on co-operative training materials.	1,000			0	1,000			
2433	Reproduction and distribution of learning/training materials to Co-operative training institutions.	2,000			0	2,000			
2441	Regional Sub-Committee meeting on HRD.	16,000			10,000	6,000			
2442	Participation at the Regional Council Meeting.	4,000			0	4,000			
2443	Collaboration and liaison with other projects.	4,000			0	4,000			
2451	Technical assistance in evolving personnel policies & career development systems.	10,000			4,000	6,000			
2452	Assist national movements to conduct manpower surveys and formulate manpower information systems.	11,000			5,000	6,000			
2461	Assess Regional situation of women's and youth's participation in co-ops.	7,000			2,000	5,000			
2471	Support services.	15,000			0	15,000			
	Sub-total of HRDP	207,500	0	0	62,500	145,000	0	0	0

OBJECTIVES / ACTIVITIES OF PROJECT : HRG.....

- HQ, Geneva
- ROA, New Delhi
- ROECSA, Moshi
- ROMA, Abidjan

- Workplan
- Quarterly report
- Annual report

Period:.....July 91 - June 92.....

Prepared by: W U Herath

Approved by:

Implementing officer:

Date: Dec .4, 1989

Pr. Code	Description of Objectives	Act.Code	Description (Quantification) of Activities	191102103104
2400	Sub-project 1 : Project Administration	2401	Maintain a Project Advisor and Secretarial facilities at the Regional Office.	IX IX IX IX
	To enable the Regional Office to:			
	(a) Identify the Human Resource Development needs in the member organisations and their affiliated organisations in the Region.			
	(b) Plan, implement and evaluate such programmes, projects & activities			
	(c) Collaborate and liaise with other relevant national and international bodies.			
	(d) Provide advisory and counselling services on Co-operative Education/ training and Human Resource Development to member countries and relevant organisations.			
2410	Sub-project 2 : Assistance to Co-operative Organisations in the Region in member/Committee member development	2411	Assist relevant member countries to monitor and evaluate member participation projects.	
	To enable member countries in the Region to:			
	(a) Identify and adopt new methodologies in member/committee member development.	2412	Disseminate experience of member participation projects as revealed through studies and consultations.	
	(b) Prepare and implement atleast 5 such projects, which should result in active participation of members in co-operative activities.	2413	Assist existing projects to expand their activities in new Co-operative organisations on wider basis.	
		2414	Explore new countries for application of member participation methodologies.	

Pr. Code	Description of Objectives	Act.Code	Description (Quantification) of Activities
2420	Sub-project 3 : Assistance to member co-operative organisations in planning and implementing education/training programmes	2421	Prepare, validate and publish a comprehensive manual on Programme Planning.
	To enable member organisations to:	2422	Assist co-operative organisations to apply programme planning techniques on wider basis.
	a) Adapt techniques of educational planning	2423	Assist selected countries to evolve systematic trainers training approaches.
	b) Prepare and implement systematic short-term and long-term education/training programmes which should result in cost efficiency and performance efficiency in educational activities.	2431	Seeking/receiving information and materials suitable for co-operative training activities.
	c) Develop and maintain competent trainers within the system.	2432	Dissemination of information on training materials.
2430	Sub-project 4 : Co-operative Human Resources Development Advisory Service	2433	Reproduction and distribution of learning/training materials to Co-operative training institutions.
	To enable co-operative HRD Managers in the Region to:	2434	Assist co-operative training institutions in adapting new learning systems, strategies and methods.
	a) Receive information on the availability of educational/training systems, strategies and materials suitable for co-operative educational/training activities.	2435	Assist national level co-operative organisations to evolve appropriate HRD systems and plans.
	b) Receive technical/financial assistance to prepare learning/training systems, strategies, materials and aids, so that their educational/training activities would become learner centred and participatory	2441	Regional Committee meeting on Human Resources Development
	c) Obtain technical/financial assistance to prepare learning/training systems, strategies, materials and aids, so that their educational/training activities would become learner centred and participatory	2442	Participation at the Regional Council Meeting.
	d) Receive technical assistance on Human Resources Planning and Development	2443	Collaboration and liaison with other projects
2440	Sub-project 5 : Development of Close Communications with Co-operative Movements, governments and relevant International Organisations on Co-op Educational/Training activities and Human Resource Development	2444	Preparation of Project plan in consultation with member countries.
	To enable the Regional Office to:		
	a) Update information on the levels of educational/training activities of the co-operative training institutions in the Region.		
	b) Maintain a directory of co-operative training specialists and training institutions in the Region.		
	c) Identify the needs and priorities in HRD in the Co-operative movements of the Region.		

101:02:03:041

Pr. Code	Description of Objectives	Act.Code	Description (Quantification) of Activities	01/02/03
2440	Sub-project 5: contd.	2445	Project planning on Human Resource Development activities.	
	id) Receive assessments/opinions/feedback on the Regional Office's HRD activities and future planning	2446	Evaluation of Project activities.	
2450	Sub-project 6 : Management Development	2451	Technical assistance in evolving appropriate personnel policies and career development systems.	
	iTo enable member countries in the Region to:	2452	Assist national movements to institutionalise manpower information systems.	
	ia) Receive experiences in new approaches to professionalisation of management.			
	ib) Evolve personnel policies and career development for staff.			
	ic) Establish Human resources information systems.			
2460	Sub-project 7 : Promotion of Co-operatives among women and youth.	2461	Identify countries in the Region for projects in women's development.	
	iTo enable member countries in the Region to:	2462	Provide technical and financial assistance to projects on Women's development.	
	ia) Assess the situation of women and youth in general and their involvement in co-operatives specifically			
	ib) Identify organisational and development needs of women and youth in co-operative activities.			
	ic) Provide technical and financial assistance to women and youth development projects.			
	id) Ensure enhanced involvement of women and youth in co-operative activities.			