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**INTERNATIONAL CO-OPERATIVE ALLIANCE  
REGIONAL OFFICE FOR ASIA AND THE PACIFIC**

**Human Resources Development Project**

Proposed  
**3-YEAR WORKPLAN**  
1991/92-1993/94

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

**THREE YEAR PLAN FOR THE PERIOD 1991-1994**

**01. BACKGROUND**

Since the later part of 1985, in the absence of officer in-charge of CEMAS project, the project activities were handled by the Regional Director and some times the Head of the Development Coordination Unit on part-time basis. Therefore, the follow-up to project activities and also proper planning on the basis of needs suffered until the end of 1987.

The ICA Evaluation Team in its report issued in November, 1987 were negative on the impact of the CEM Project and suggested basic structural changes in the project. Therefore, at the annual planning sessions of ICA ROA, a decision was taken to name the project as Cooperative Education and Training Project. The officer in charge of the project, who reported for duties on 24 November, 1987, had to undertake a review of the work plan of the project and prepare a 3-year plan starting from July, 1988.

The basic difficulty in proper planning was the lack of comprehensive information on the contemporary situation of Cooperative Education and Training in the Region. As he has indicated in the 3-year plan, a proper planning would have been undertaken through a study and a participatory exercise with the institutions involved and benefitted from the plans. However, as the circumstances necessitated the preparation of a plan urgently, he did it with the studies available in the office which came from ILO and FAO. In addition, some of the proposals made and needs expressed by member countries too were used.

Another major change in the project was effected in April, 1988, when it changed its nomenclature to 'Human Resources Development Project'. With this change, the focus of the project was widened by integrating the aspects of Human Resources Planning and Development and also integrating activities directed towards disadvantaged groups such as women and youth.

The planning period too was extended to 4 years, covering Congress to Congress period. As a result, another year upto 1991-92 was added to the plan.

However, with activation of the Human Resources Development Committee of the Region, new changes in technology and emergence of new UN projects from the ESCAP and ILO/NORAD organisations, the situation changed drastically. Specially, the ILO/NORAD project on Cooperative Development through Effective Training, Personnel and Organisational Policies organised many conferences on the subject where the ICA ROAP was represented. These forums provided upto date information on the level of development in the HRD field of cooperatives in the Region. The papers prepared and presented at these meetings highlighted the problems as well as needs of cooperatives.

The HRD Committee of the Region undertook a planning exercise for the project from 05 to 09 June, 1989, represented by 12 members of the Committee from Bangladesh, India, Indonesia, Philippines, Pakistan, Singapore, Sri Lanka and Thailand. The workshop studied the present situation in the Region and forecasted future developments which were developed into future goals (visions), strategies and tasks. The activities that are to be undertaken at country level and the ICA level too were identified in order to achieve the goals. The approximate time frame suggested was 5 years starting from 1990.

The HRD Policy for the Region adapted by the HRD committee at its 3rd meeting in April, 1990 completed the planning exercise.

The ICA ROAP is now in a position to prepare a more realistic and need-based plan for the next 3-years.

INTERNATIONAL CO-OPERATIVE ALLIANCE  
 REGIONAL OFFICE FOR ASIA AND THE PACIFIC  
 HUMAN RESOURCES DEVELOPMENT PROJECT  
 OBJECTIVES, STRATEGIES AND ACTIVITIES

**Specific Objectives & Strategies**

**Activities**

**Overall Objective**

To ensure optimum involvement in co-operative activities and efficient management of activities by all concerned with particular attention to members, leaders, staff members, facilitators and prospective members, including women and youth in order to achieve the objectives of the co-operative organisations

**01. Project Administration**  
 To Enable the Regional Office to: Identify HRD needs in the member organs. & their affiliates in the Region ;Plan, implement and evaluate such HRD programmes ;Projects & activities; Collaborate and liaise with other relevant national and International bodies ;Provide advisory and counselling services in Coop Education, Training & HRD to member countries and relevant organisations.

**02. Assistance to Co-op organs. in the region in member/committee member development**  
 To enable member countries in the region to: identify and adapt new methodologies in member/com. member development, prepare and implement atleast 5 such projects which should result in active participation of members in co-op activities.

**03. Assistance to member co-op organs. in planning and implementing education/training programmes**  
 To enable member organisa to adapt techniques of educational planning, prepare & implement systematic short-term & long-term educational/training programmes which should result in cost efficiency in educational activities, develop & maintain competent trainers within the systems

**04. Co-op HRD Advisory Service**  
 To enable HRD managers in the Region to receive info on the availability of educational/training systems strategies & mats suitable for co-op educational/training activities; Receive proto-type learning/training mats; Obtain technical/financial assistance to prepare learning/training systems, mat; Receive technical assistance on HR planning & Development

**05. Development of close communications with co-op movements, govts and relevant Int'l organs.**  
 To enable Regional office to update info on level of educations/training activities of co-op training institutions in the region; maintain a directory of co-op training institutions/specialists; identify needs & priorities in HRD in the Region; receive assessments/opinions/feedback for HRD activities of the ROAP

**06. Management Development**  
 To enable member countries to: Receive experience in new approaches in professionalisation of management; evolve appropriate personnel policies and career dev. for staff, establish HR Info. system

**07. Promotion of Co-ops among Women & Youth**  
 To enable member countries to: assess the situation of women & youth in general & their involvement in coop activities; Identify organisational & develop needs of women & youth in coops; provide

- Maintain a Project Advisor & Secretarial/physical facilities
- Provide Cost of project administration
- Assist member countries in formulating member participation projects
- Assist monitoring and evaluating of member part. projects
- Training Facilitators in member participation methods
- Publish manuals
- Disseminate results of member participation projects
- Expand projects to more countries
- Prepare, validate and publish manual on programme planning
- Assist member countries to apply programme planning techniques
- Evolve systematic trainers' training systems.
- Organise training in curriculum development & production of training materials
- Provide consultancy on Training systems
- Seeking/receiving information & material
- Dissemination of Information
- Reproduction & dissemination of material
- Assist training Institutions in adapting new training systems.
- Assist apex organisations to evolve HRD policies and plans
- Regional Committee meetings
- Participation in Regional Council/Congress meetings
- Collaboration & liaison with other projects
- Preparation of project plans
- Evaluation of project activities
- Technical assistance in evolving appropriate personnel policies and manpower management objectives
- Assist member countries to institutionalise manpower info systems
- Assist National organisations to conduct manpower surveys
- Assist member countries to evolve career development systems
- Assess regional situation of women & youth

## 03. ORGANISATION AND WORK METHODS

### 3.1 Policy

- 3.1.1 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.
- 3.1.2 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 ROAP 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 represent technical as well as behavioral aspects of an organisation.
- 3.1.3 A more detailed policy document has been adopted for the ICA ROAP by the HRD Committee at its meeting held in April, 1990 in Singapore.

### 3.2 Strategy

- 3.2.1 The HRD activities of the ICA ROAP would be carried out using two (2) strategies:
- i. Working with member countries/organisations directly in the field of HRD,
  - ii. Integrating HRD plans and activities as integral components of a long-term perspective plan initiated by the ICA ROAP with specific economic projects such as agriculture, consumers or trade and industries.
- 3.2.2 The project staff would consult and receive advise from the ICA Committee on HRD for Asia and the 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.

3.2.3 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.

3.2.4 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 less developed cooperative movements is another possibility of resource sharing.

### 3.3 Priorities

3.3.1 The focus of the HRD activities for the next three (3) 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 have constraints for covering the target groups of women and youth comprehensively, atleast 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 initial surveys.

- iv. Exchange of information and material on HRD with special 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. Data banks, production and reproduction of manuals, handbooks, etc. will be the other features in this process.
- v. Promotional materials and publicity programmes are necessary to bring about better image to co-operatives. Information technology and communication systems will be mobilised for this purpose.

#### 04. 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 atleast once a year. The Regional Council will provide feedback and general guidelines for the project.
- 4.3 The national co-operative organisations, business federations and the co-operative colleges will function as contact agencies through which the project activities are implemented.

85.81 ICR ROPR HUMAN RESOURCES DEVELOPMENT PROJECT  
INDICATIVE WORK PLAN - 1991-92

Code	Sub-project/Specific Objectives	Activity Description	Resources Needed	Target Groups	Output	Performance Indicators
				Direct		
				Indirect		
2400	Sub-project 1: Project Administration To enable the Regional Office to: Identify the Human Resource Development needs in the member organisations and their affiliated organisations in the Region Administer, implement and evaluate such projects and activities. Collaborate and liaise with other national and international bodies Provide advisory and counselling services on co-operative education/training and Human Resource Development to member countries and relevant organisations	Maintain a Project Advisor and Secretarial facilities at the Regional Office Hire specialised personnel on women affairs, researchers or computer specialists as and when needed on short-term basis	SFR 60,000 1 Advisor 1 Secretary Short-term Consultants UN Agencies	National Coop Organs, Primary Coop Organs, Coop Business Feds, Coop Trainers National Cooperative Coop Employees Colleges Governments UN Agencies	Realisation of targets set for activities under the Project	Achievements of activity targets to the time schedules within the resource allocated Visible developmental changes in the target groups
2410	Sub-project 2: Assistance to Organisations in the Region in Member Leadership development; To enable member countries in the Region to: Identify and adopt new methodologies in member/committee member development Prepare and implement at least 5 such projects which should result in active participation of members in co-operative activities	Help coop organisations to initiate and evaluate member participation projects started during the previous planning period. Assist new countries to introduce member participation programmes. Conduct research into new forms of member participation models and document them.	SFR 35,000 National level Coordinators Local Facilitators In addition to Project staff	Members of Coops. Leaders of Coops. Members of Pre-coops Facilitators Coordinators Local Facilitators Project staff	Improvements in member participation in the management and business of cooperatives. Publication of new manuals and research studies on member participation.	Implementation of atleast 3 projects identified by the cooperative societies where CMPP was introduced. Endorsement on the new approaches by leaders & leaders



Code	Sub-projects/Specific Objectives	Activity Description	Resources Needed	Target Groups	Output	Performance Indicators
2420	<p>(a) Assistance to member organisations in the management of education/training programmes.</p> <p>(b) Enable member organisations to:</p> <p>(i) Adapt techniques of educational planning, term and long-term education/training programmes which should result in cost efficiency and performance efficiency in educational activities.</p> <p>(ii) Develop and maintain competent trainers within the system.</p>	<p>Prepare, validate and publish manuals on the subject.</p> <p>Training of training managers to improve their management systems.</p> <p>Introduce new technology to improve education management systems.</p>	<p>SFR 30,000</p> <p>Technocrats and software personnel in addition to project staff</p>	<p>Direct</p> <p>Policy makers, training managers/administrators</p> <p>Indirect</p> <p>Trainers, staff and leaders of cooperatives and training institutions</p>	<p>Improved training management systems.</p> <p>Publication of manuals.</p> <p>Update training facilities.</p>	<p>Training activities to be cost effective.</p> <p>Training programmes should cater to actual needs.</p> <p>Up-to-date training facilities.</p>
2430	<p>(a) Sub-Project 4: Cooperative Human Resources Development Advisory Service.</p> <p>To enable co-operative HRD Managers in the Region to:</p> <p>(i) Receive information on the availability of educational/training systems, strategies and materials suitable for co-operative education/training activities.</p> <p>(ii) Receive proto-type learning/training materials.</p> <p>(c) Obtain technical/financial assistance to prepare learning/training systems, strategies, materials and aids so that their educational/training activities would become learner centered and participatory.</p> <p>(d) Receive technical assistance on Human Resources Planning and Development.</p>	<p>Seeking information and material appropriate for cooperative training and act as a clearing house through dissemination of information and reproduction and distribution of material.</p> <p>Assist cooperative training institutions to adapt new learning systems and methodologies.</p> <p>Assist cooperative movements in Human Resources Planning and Development.</p>	<p>SFR 25,000</p> <p>Writers on special subjects</p> <p>HRD personnel</p> <p>Short-term consultants in addition to project staff</p>	<p>Facilitators, HRD Managers and leaders at the society level.</p> <p>Facilitators of HRD Programmes.</p> <p>Institution of H.R. Co-operatives.</p>	<p>Up-to-date information on new systems, methodologies and material available with coop training institutions.</p> <p>Compilation of H.R. surveys and planning process in selected countries.</p>	<p>Integration of new systems, methods and material with training programmes.</p> <p>Updated H.R. information systems and plans in Co-operatives.</p>

Code	Sub-projects/Specific Objectives	Activity Description	Resources Needed	Target Groups	Output	Performance Indicators
				Direct Indirect		
2440	<p>Sub-project 5: Development of close communications with co-operative movements, governments and relevant international organisations on Co-operative Education/training activities and Human Resource Development</p> <p>To enable the Regional Office to:</p> <ul style="list-style-type: none"> <li>Update information on the levels of educational/training activities of the co-operative training institutions in the Region.</li> <li>Maintain a directory of co-operative training specialists and training institutions in the Region.</li> <li>Identify the needs and priorities in HRD in the co-op movements of the Region.</li> <li>Receive assessments/opinions/feedback on the Regional Office's HRD activities and future planning.</li> </ul>	<p>Meetings of the Regional Committee on H.R.D.</p> <p>Participation at the Regional Council meeting.</p> <p>Collaboration &amp; liaison with other projects &amp; organisations</p> <p>Participatory project planning on HRD.</p> <p>Cooperation among developed and developing countries on HRD. (SINGAPORE, etc)</p>	<p>SFR 20,000</p> <p>Project staff</p>	<p>Facilitators at national and primary levels.</p> <p>Coop Training Institutions.</p> <p>Govt. authorities, Heads of other organisations dealing with HRD.</p> <p>ICA Project Advisors</p>	<p>Annual and long-term plans on the actual needs of the Region are made at the correct time.</p> <p>Assisted projects with others on HRD. are implemented.</p> <p>Co-operation among developed &amp; developing countries on HRD</p>	<p>Plans on the actual needs of the Region are made at the correct time.</p> <p>Specific collaborated projects with others on HRD. are implemented.</p> <p>Resource sharing on HRD visible in developing countries.</p> <p>Cooperation on HRD</p>
2450	<p>Sub-project 6: Management Development.</p> <p>To enable member countries in the Region to:</p> <ul style="list-style-type: none"> <li>Receive experiences in new approaches to professionalisation of management.</li> <li>Involve personnel policies and career development for staff.</li> <li>Establish Human Resources information systems.</li> </ul>	<p>Provide consultancy on personnel policies and career planning/development systems.</p> <p>Assist national organisations to establish manpower information systems.</p>	<p>SFR 15,000</p> <p>Short-term consultants in addition to project staff</p>	<p>Co-operative employers at various levels.</p> <p>Personnel officers of co-operatives.</p>	<p>Appropriate personnel policies and career planning/development systems are established in co-operatives.</p> <p>Data banks on HRD are established at the national level.</p>	<p>Improved manpower motivation in co-operatives.</p> <p>Out own waste in human resources.</p> <p>Data are updated annually.</p>

Code	Sub-projects/Specific Objectives	Activity Description	Resources Needed	Target Groups	Output	Performance Indicators
Z460	<p>Sub-project 7: Promotion of cooperatives among women and youth.</p> <p>To enable member countries in the Region to assess the situation of women and youth in general and their involvement in cooperatives specifically.</p> <p>To identify organisation and development needs of women and youth in cooperative activities.</p> <p>To provide technical and financial assistance to women and youth development projects.</p> <p>To ensure enhanced involvement of women and youth in cooperative activities.</p>	<p>Holding a planning workshop on Women in Cooperative Development.</p> <p>Projects in women and youth cooperative development in selected countries.</p>	<p>US\$ 25,000</p> <p>Short-term consultants in addition to national women's committees.</p>	<p>Direct</p> <p>Women and youth members.</p> <p>Prospective women and youth members.</p>	<p>Appropriate development plans involving women and youth.</p> <p>Self-development projects planned &amp; executed.</p> <p>Self-reliance projects for women and youth are prepared and executed.</p>	<p>Raise income levels of participating women and youth.</p> <p>Self-development projects are set up and bring more productivity.</p> <p>No. of women and youth members prepared increased in cooperatives.</p>

05.01 ICR RDAP HUMAN RESOURCES DEVELOPMENT PROJECT  
INDICATIVE WORK PLAN -1992-93

Code	Sub-projects/Specific Objectives	Activity Description	Resources Needed	Target Groups	Output	Performance Indicators
				Direct		
				Indirect		
2400	Sub-project 1: Project Administration To enable the Regional Office to: Identify the Human Resource Development needs in the member organisations and their affiliated organisations in the Region; Plan, implement and evaluate such projects and activities; Collaborate and liaise with other national and international bodies Provide advisory and counselling services on co-operative education/training and Human Resource Development to member countries and relevant organisations	Maintain a Project Advisor, Women officer and secretarial facilities at the Regional Office. Short-term consultants when needed. Governments, UN agencies.	US\$ 100,000 1 Advisor 1 Women Officer 1 Secretary 1 Short-term consultants when needed.	National Cooperative Organisations, Prospective members, Cooperative business/Coop Trainers, Cooperative staff, National Cooperative Govt. officers, Colleges, Coop leaders Governments, UN agencies.	Realisation of targets set for activities under the project. Coop leaders	Achievement of activity targets to time schedules within the resources allocated. Visible developmental changes in the target groups and institutions.
2410	Sub-project 2: Assistance to Organisations in the Region in member leadership development: To enable member countries in the Region to: Identify and adopt new methodologies in member committee member development Prepare and implement at least 5 such projects which should result in active participation of members in co-operative activities	Evaluation of the impact of CNPP approach to member participation and document findings. Launch alternative approaches wherever necessary. Publish manuals and guides on member activation strategies.	US\$ 25,000 National level coordinators. Local facilitators VTP personnel in addition to the Project staff	CNPP project Societies. National Cooperative Organisations. Heads of Cooperative Education centres.	Field research study completed. Research report published. Manuals & guides prepared.	CNPP approach integrated to Cooperatives. Impact in quantitative and qualitative form shown in the evaluation. Manuals adapted to suit local conditions.

Code	Sub-projects/Specific Objectives	Activity Description	Resources Needed	Target Groups	Output	Performance Indicators
2420	<p>Sub-project 3 : Assistance to member organisations in the management of education/training programmes.</p> <p>To enable member organisations to:</p> <p>(a) Adapt techniques of educational planning.</p> <p>(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.</p> <p>(c) Develop and maintain competent trainers within the system.</p>	<p>Help NCOs and Coop Training institutions to improve education management systems</p> <p>To initiate facilitators development programmes.</p> <p>Help NCOs and training institutions to introduce cooperation as a subject in schools and higher institutions.</p>	<p>US\$ 40,000</p> <p>National coordinators</p> <p>Short-term consultants in addition to project staff.</p> <p>Computerbased equipment.</p>	<p>Direct</p> <p>Policy makers.</p> <p>National Cooperative Organisations.</p> <p>Govt. education authorities.</p> <p>National level Coop Training institutions.</p>	<p>Mechanism for trainer's training created.</p> <p>Cooperation is integrated into school syllabus.</p> <p>New technology is used in cooperative training institutions.</p>	<p>No. of trainers trained.</p> <p>Established continuous trainers' training systems.</p> <p>No. of school reading books &amp; teaching guides prepared in project countries.</p> <p>Use of computer based training in cooperative training institutions.</p>
2430	<p>Sub-Project 4 : Cooperative Human Resources Development Advisory Service.</p> <p>To enable co-operative HRD Managers in the Region to:</p> <p>(a) Receive information on the availability of educational/training systems, strategies and materials suitable for co-operative education/training activities.</p> <p>(b) Receive proto-type learning/training materials.</p> <p>(c) Obtain technical/financial assistance to prepare learning/training systems, strategies, materials and aids so that their educational/training activities would become learner centered and participatory.</p> <p>(d) Receive technical assistance on Human Resources Planning and Development.</p>	<p>Acquire up-to-date information on new training systems and material.</p> <p>Reproduce and distribute relevant documents.</p> <p>Help Cooperative training institutions to have improved curriculum.</p> <p>Assist cooperative movements in H.R. planning &amp; development</p>	<p>US\$ 30,000</p> <p>IDP personnel consultants in addition to project staff</p>	<p>Direct</p> <p>Trainers.</p> <p>Cooperative staff.</p> <p>Heads of Cooperative training institutions.</p> <p>Chief executives of national federations.</p> <p>Cooperative leaders.</p>	<p>Publications and other forms of information &amp; satl. information.</p> <p>No. of reproductions made.</p> <p>No. of HRD plans used by selected countries.</p> <p>New curriculum to Trg. institutions.</p>	<p>Recommendations and feedback from target groups on the information.</p> <p>No. of reproductions made.</p> <p>No. of HRD plans used by target movements.</p>

Code	Sub-projects/Specific Objectives	Activity Description	Resources Needed	Target Groups	Output	Performance Indicators
				Direct		
				Indirect		
2440	<ul style="list-style-type: none"> <li>(a) Sub-project 5: Development of close community-co-operations with co-operative movements, government and relevant international organisations on Co-operative Education/training activities and Human Resource Development</li> <li>(b) To enable the Regional Office to:</li> <li>(i) Update information on the levels of educational/training activities of the co-operative training institutions in the Region.</li> <li>(ii) Maintain a directory of co-operative training specialists and training institutions in the Region.</li> <li>(iii) Identify the needs and priorities in HRD in the co-op movements of the Region.</li> <li>(iv) Receive assessments/opinions/feedback on the Regional Office's HRD activities and future planning.</li> </ul>	<ul style="list-style-type: none"> <li>(a) Participate in ICA Regional Council meetings.</li> <li>(b) Organise &amp; participate in ICA Committee meetings on HRD.</li> <li>(c) Participatory project planning</li> <li>(d) Collaboration with other projects.</li> <li>(e) Publication of bulletin.</li> <li>(f) Participate in ICA Congress.</li> <li>(g) Develop cooperation among developed/developing co-operations.</li> <li>(h) Establish a Regional Data Bank on HRD.</li> </ul>	<ul style="list-style-type: none"> <li>(a) ISFR 25,000</li> <li>(b) Project staff</li> <li>(c) DIP personnel</li> </ul>	<ul style="list-style-type: none"> <li>(a) Coop members</li> <li>(b) Coop Trainers.</li> <li>(c) Coop Institutions.</li> <li>(d) Govt. authorities.</li> <li>(e) Heads of other Coop</li> <li>(f) Development agencies</li> </ul>	<ul style="list-style-type: none"> <li>(a) Contribution at the meetings.</li> <li>(b) Project plans and planning mission reports.</li> <li>(c) Ready feedback on the bulletin</li> <li>(d) Bulletin on HRD.</li> <li>(e) New systems are introduced at the cooperatives.</li> <li>(f) Non fellow-ship programmes by developed movements.</li> </ul>	<ul style="list-style-type: none"> <li>(a) Correct decisions are taken at the meetings.</li> <li>(b) Plans become realities and are implemented.</li> <li>(c) Ready feedback on the bulletin</li> <li>(d) New systems are introduced at the cooperatives.</li> </ul>
2450	<ul style="list-style-type: none"> <li>(a) Sub-project 6: Management Development.</li> <li>(b) To enable member countries in the Region to:</li> <li>(i) Receive experiences in new approaches to professionalisation of management.</li> <li>(ii) Evolve personnel policies and career development for staff.</li> <li>(iii) Establish Human Resources information systems.</li> </ul>	<ul style="list-style-type: none"> <li>(a) Assist co-op movements to evolve and implement appropriate manpower management systems.</li> <li>(b) Assist national co-op organisations to establish manpower information systems.</li> <li>(c) Assist cooperative movements to launch organisational development programmes.</li> </ul>	<ul style="list-style-type: none"> <li>(a) ISFR 25,000</li> <li>(b) Short-term consultants in addition to the project staff.</li> <li>(c) Heads of Coop</li> <li>(d) Training Colleges.</li> </ul>	<ul style="list-style-type: none"> <li>(a) Leaders of Coop federations.</li> <li>(b) Chief executives of Coop federations.</li> <li>(c) Heads of Coop</li> <li>(d) Training Colleges.</li> </ul>	<ul style="list-style-type: none"> <li>(a) Manpower management systems are created</li> <li>(b) Manpower information systems created.</li> <li>(c) Appropriate organisations would become more productive and less wasteful of resources.</li> <li>(d) Manpower management systems are created</li> <li>(e) Manpower information systems are created</li> <li>(f) Appropriate organisations would become more productive and less wasteful of resources.</li> </ul>	<ul style="list-style-type: none"> <li>(a) Integration of manpower management systems in the structure</li> <li>(b) Updating of information &amp; processing them.</li> <li>(c) Organisations would become more productive and less wasteful of resources.</li> <li>(d) Manpower management systems are created</li> <li>(e) Manpower information systems are created</li> <li>(f) Appropriate organisations would become more productive and less wasteful of resources.</li> </ul>

Code	Sub-projects/specific Objectives	Activity Description	Resources Needed	Target Groups	Output	Performance Indicators
2450	<p>(Sub-project 7: Promotion of cooperatives among women and youth.</p> <p>(a) Enable member countries in the region to assess the situation of women and youth in general and their involvement in cooperatives specifically.</p> <p>(b) Identify organisation and development needs of women and youth in cooperative activities.</p> <p>(c) Provide technical and financial assistance to women and youth development projects.</p> <p>(d) Ensure enhanced involvement of women and youth in cooperative activities.</p>	<p>Prepare and execute a comprehensive plan for women and youth in cooperation in the region.</p> <p>Assist member movements in gender awareness programmes and income generating projects.</p>	<p>SFR 40,000</p> <p>Short-term consultants in addition to National Project staff.</p> <p>Govt. authorities dealing with women &amp; youth.</p>	<p>Direct</p> <p>Indirect</p> <p>National cooperative organisations. Members and prospective members.</p> <p>National women's committees.</p> <p>Women &amp; youth leaders.</p> <p>Govt. authorities dealing with women &amp; youth.</p>	<p>Development plans for women and youth are made based on needs.</p> <p>Need-based projects are identified &amp; implemented.</p>	<p>Degree of implementation of Regional plans according to time schedules.</p> <p>Developmental changes in women &amp; youth groups.</p> <p>Extent of productivity of economic projects.</p>

Code	Sub-projects/Specific Objectives	Activity Description	Resources Needed	Target Groups	Output	Performance Indicators
2400	<p>(Sub-project 1: Project Administration                      (a) To enable the Regional Office to:                      (i) Identify the Human Resource Development needs in the member organisations and their affiliated organisations in the Region                      (ii) Plan, implement and evaluate such projects and activities.                      (iii) Collaborate and liaise with other national and international bodies                      (iv) Provide advisory and counselling services on co-operative education/training and Human Resource Development to member countries and relevant organisations</p>	<p>Maintain a Project Advisor,                      Women Officer and secretarial facilities at the Region Office.                      1 Women Officer                      1 Secretary                      1 Short-term Consultants when needed.</p>	<p>National cooperative organisations.                      Prospective members.                      Coop Trainers.                      Coop Employees.                      Govt. officers.                      Women &amp; youth organisations.                      Coop leaders                      colleges.                      Governments                      UN agencies</p>	<p>Realisation of targets set for activities under the project.                      Visible developmental changes in the target group and the institutions.</p>		
2410	<p>(Sub-project 2: Assistance to Organisations in the Region in member leadership development:                      (a) To enable member countries in the Region to:                      (i) Identify and adopt new methodologies in member/committee member development projects which should result in active participation of members in co-operative activities                      (ii) Prepare and implement at least 5 such projects which should result in active participation of members in co-operative activities</p>	<p>Assist Cooperative movements/groups to improve the democratic structures to ensure direct democracy through member participation based on early experiences.                      Assist cooperative movements to expand member participation activities by establishing proper mechanisms.                      Train coop education leaders and facilitators wherever there is a need.                      Publish member participation manuals for use by facilitators</p>	<p>ICMPP project societies.                      National cooperative organisations.                      Local facilitators.                      ICP personnel, in addition to project staff.</p>	<p>ICMPP facilitators.                      Members/leaders of ICMPP cooperatives.                      ICMPP cooperative trainers.                      Cooperative trainers.                      Policy makers.                      Heads of Education Centres.</p>	<p>Field research study/ICMPP approach integrated into Cooperatives.                      Report in quantitative and qualitative form shown in the evaluation.                      Manuals adapted to suit local conditions.</p>	



Code	Sub-projects/Specific Objectives	Activity Description	Resources Needed	Target Groups	Output	Performance Indicators
2420	<p>(a) Assistance to member organisations in the management of education/training programmes.</p> <p>(b) Enable member organisations to:</p> <p>(i) Adapt techniques of educational planning.</p> <p>(ii) Prepare and implement systematic short-term and long-term education/training programmes which should result in cost efficiency and performance efficiency in educational activities.</p> <p>(c) Develop and maintain competent trainers within the system.</p>	<p>Help NGOs and Coop Training Colleges to equip trainers with up-to-date technology for training.</p> <p>Assist NGOs and governments in publishing text books, manuals and supplementary reading material for children.</p> <p>Assist NGOs &amp; governments to set-up school cooperatives for practical training for children.</p> <p>Assist NGOs &amp; Heads of Colleges &amp; training education administrators in education management</p>	<p>SFR 45,000</p> <p>(Short-term consultants and national coordinators in addition to the project staff.</p>	<p>National Cooperative Organisations.</p> <p>Cooperative business federations.</p> <p>National women's organisations.</p> <p>Cooperative Training Colleges.</p> <p>Governments.</p> <p>UN agencies.</p>	<p>Necessary improvements made in Coop. training programmes as felt by prospective trainers/employees.</p> <p>Government officers. Updating technology used in training courses.</p> <p>School cooperatives are established and reviewed.</p> <p>Adequate number of text books/manuals published.</p>	<p>Visible change in quality of training programmes as felt by trainees.</p> <p>No. of school cooperatives formed/revised.</p> <p>No. of text books &amp; manuals used.</p> <p>Better results in knowledge of cooperation among children as revealed in tests.</p> <p>Cost effectiveness of Coop training programmes.</p>
2430	<p>(a) Cooperative Human Resources Development Advisory Service.</p> <p>(b) Enable co-operative HRD Managers in the Region to:</p> <p>(i) Receive information on the availability of educational/training systems, strategies and materials suitable for co-operative education/training activities.</p> <p>(ii) Receive proto-type learning/training materials.</p> <p>(c) Obtain technical/financial assistance to prepare learning/training systems, strategies, materials and aids so that their educational/training activities would become learner centered and participatory.</p> <p>(d) Receive technical assistance on Human Resources Planning and Development.</p>	<p>Acquire up-to-date information on new training systems, materials.</p> <p>Reproduce and distribute relevant documents.</p> <p>Publish year book on HRD in Cooperative Sector.</p> <p>Assist Cooperative movements in H.R. planning &amp; development.</p>	<p>SFR 40,000</p> <p>(DTP personnel in addition to project staff.</p>	<p>Cooperative Training Institutions.</p> <p>NGOs.</p> <p>Cooperative leaders and members.</p>	<p>The NGOs and Coop. Colleges have upto-date information on training technology. HRD plans are made in selected movements.</p> <p>Year Book is available with upto-date information.</p>	<p>Degree of integration of technology in training programmes.</p> <p>Degree of implementation of HRD plans.</p> <p>Extent of use of year books.</p>

Code	Sub-projects/Specific Objectives	Activity Description	Resources Needed	Target Groups	Output	Performance Indicators
				Direct		
				Indirect		
2440	<ul style="list-style-type: none"> <li>(i) Sub-project 5: Development of close consultations with co-operative movements, governments and relevant international organisations on Co-operative Education/training facilities and Human Resource Development</li> <li>(ii) To enable the Regional Office to:               <ul style="list-style-type: none"> <li>(a) Update information on the levels of educational/training activities of the co-operative training institutions in the Region.</li> <li>(b) Maintain a directory of co-operative training specialists and training institutions in the Region.</li> <li>(c) Identify the needs and priorities in HRD in the co-op movements of the Region.</li> <li>(d) Receive assessments/opinions/feedback on the Regional Office's HRD activities and future planning.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>(i) Participate in ICA Regional Council meetings.</li> <li>(ii) Urge and participate in ICA Committee meetings on HRD.</li> <li>(iii) Participatory project planning</li> <li>(iv) Collaboration with other projects.</li> <li>(v) Publication of bulletin.</li> <li>(vi) Develop cooperation among developed/developing co-op movements in the Region on HRD</li> <li>(vii) Update data on HRD at Regional level.</li> </ul>	<ul style="list-style-type: none"> <li>(i) SFR 35,000</li> <li>(ii) ITP personnel in addition to</li> <li>(iii) ICA Project advisors</li> <li>(iv) Heads of other Coop</li> <li>(v) Development agencies</li> </ul>	<ul style="list-style-type: none"> <li>(i) Policymakers (Coop, Govt./UN agencies)</li> <li>(ii) Coop trainers.</li> <li>(iii) Committee members.</li> <li>(iv) Heads of other Coop</li> <li>(v) Development agencies</li> </ul>	<ul style="list-style-type: none"> <li>(i) Contributions at the meetings.</li> <li>(ii) Project plans and planning mission reports.</li> <li>(iii) Bulletins on HRD published.</li> <li>(iv) Fellowships &amp; exchange programmes by member countries.</li> </ul>	<ul style="list-style-type: none"> <li>(i) Realistic decisions are taken at the meetings.</li> <li>(ii) Need-based plans executed.</li> <li>(iii) Readers feedback on bulletins.</li> <li>(iv) Action taken after fellowship and exchange programmes.</li> </ul>
2450	<ul style="list-style-type: none"> <li>(i) Sub-project 6: Management Development.</li> <li>(ii) To enable member countries in the Region to:               <ul style="list-style-type: none"> <li>(a) Receive experiences in new approaches to professionalisation of management.</li> <li>(b) Evolve personnel policies and career development for staff.</li> <li>(c) Establish Human Resources information systems.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>(i) Assist Coop movements to evolve and implement appropriate manpower management systems.</li> <li>(ii) Assist MCOs to implement manpower information systems.</li> <li>(iii) Assist Coop movements to launch Organisational development programmes.</li> </ul>	<ul style="list-style-type: none"> <li>(i) SFR 35,000</li> <li>(ii) Short-term consultants in addition to project staff</li> </ul>	<ul style="list-style-type: none"> <li>(i) National cooperative organisations.</li> <li>(ii) Coop executives.</li> <li>(iii) Cooperative business federations.</li> <li>(iv) National Cooperative training colleges.</li> </ul>	<ul style="list-style-type: none"> <li>(i) Improved manpower management systems are created and introduced in Coops.</li> <li>(ii) Manpower information is updated.</li> <li>(iii) Mechanisms created to undertake organisation development</li> </ul>	<ul style="list-style-type: none"> <li>(i) More manpower productivity.</li> <li>(ii) Updated data are used for plans.</li> <li>(iii) New organisational methods are used in cooperatives.</li> </ul>

Code	Sub-project/Specific Objectives	Activity Description	Resources Needed	Target Groups	Output	Performance Indicators
2400	<p>Sub-project 7: Promotion of cooperatives among women and youth.</p> <p>To enable member countries in the Region to assess the situation of women and youth in general and their involvement in cooperatives specifically.</p> <p>To identify organisation and development needs of women and youth in cooperative activities.</p> <p>To provide technical and financial assistance to women and youth development projects.</p> <p>To ensure enhanced involvement of women and youth in cooperative activities.</p>	<p>Prepare and execute a need-based Regional plan for women and youth which would uncover various developmental and promotional aspects of women and youth in cooperative movements in the Region.</p> <p>Women and youth in cooperative movements would have separate detailed activity plans.</p> <p>Assist cooperative movements in gender awareness and income generating projects.</p>	<p>SFR 60,000</p> <p>Short-term consultants in addition to project staff.</p> <p>Govt. authorities dealing with women and youth.</p>	<p>Direct</p> <p>Indirect</p> <p>National Coop organs; Women and youth members.</p> <p>National women's Committees.</p> <p>National youth Coops; Women/youth leaders.</p> <p>Govt. authorities dealing with women and youth.</p>	<p>Development plans based on needs are created on country and regional basis and executed.</p> <p>New Coops for women and youth are formed wherever necessary.</p> <p>Women and youth are represented in coop activities by women &amp; youth members.</p> <p>Degree of increase in income level of families and individual women &amp; youth.</p>	<p>Increased number of women and youth members in coops.</p> <p>Increased number of women &amp; youth leaders in coops.</p> <p>Extent of increase in participation in coop activities by women &amp; youth members.</p> <p>Degree of increase in income level of families and individual women &amp; youth.</p>