

Program B: HUMAN RESOURCE DEVELOPMENT PROGRAM

Title	Countries	Estimated costs	Priority class.	Contacts
<p style="text-align: center;">Project B 1 Bis Originally project 4 merged with project 2</p> <p>Human Resource Development and Capacity Building in the Greater Mekong Subregion Target: Top & Senior levels and technical personnel in the NTOs</p>	Cambodia, Lao PDR, Myanmar, PRC, Thailand, Viet Nam	US \$ 3.1mlns	GMS Tourism Development	<p>GMS National Tourism Organizations: Mr. Tith Chantha, Ministry of Tourism, Cambodia, Email: chantha@mot.gov.k</p> <p>Christine Jacquemin, project coordinator, MTCO cjacquemin@adb.org, christine@MekongTourism.org, ; website: www.MekongTourism.org.</p>

<p>1. Location and Geographic Scope:</p> <p>Cambodia, Lao PDR, Myanmar, Thailand, Vietnam, Yunnan Province, China</p>
<p>2. Name of Project Leading Agency:</p> <p>CAMBODIA</p>
<p>3. Name of Principal Sponsor/s:</p> <p>GMS National Tourism Organizations</p>
<p>4. Sector or Division</p> <p>Human Resources Development</p>
<p>5. Type of Proposed Project (Technical Assistance or Loan):</p> <p>Technical Assistance</p>
<p>6. Government Priority (High, Medium, Low):</p> <p>High Priority</p>
<p>7. Project Background and Rationale:</p> <p>There have been several education and training programs/ professional development programs introduced in the GMS countries in the past ten years for staff from the NTOs. However, there has been no mechanism put in place which addresses the following problems: a) there are no criteria in place to choose the most qualified people to be sent for the training programs. Whoever has the “right connections” to the decision-makers or only those who have good English skills take advantage of these programs. Hence, the rest of the staff in the organization are disadvantaged b) there is no mechanism in place to enable those who have returned from the training/professional development programs to act as trainers, so others in the organization can benefit from new ideas and skills. c) there is no enabling environment in the organization which allows change to happen, even if there are enough trained people who have new knowledge and skills. d) the majority of those who benefit from training programs, especially those conducted overseas, are middle level officials who have little power in the organization and therefore cannot affect big changes e.) there is no evaluation and monitoring system to determine whether the training/professional programs are effective or have produced quality personnel. f) national tourism HRD plans have not explicitly addressed the gender discrepancies in the subregional tourism industry in terms of access to employment and to tourism training and education.</p> <p>It is clear from these problems that education, training, professional development, as well as empowerment of women through training and education cannot be taken in isolation and that they have to be built into an organized and system-wide capacity building program i.e., an HRD Plan, if tangible change is to occur in the organization.</p>
<p>8. Project Objectives:</p> <ul style="list-style-type: none"> • to ensure that all education/training/professional development efforts in the NTOs are built into a system-wide HRD Plan • to ensure that all efforts at education and training result in tangible changes in the human resources in the NTOs • to actively promote gender equality through improved access by women to opportunities for wage employment and tertiary education in the tourism industry.
<p>1. Project Scope and Description:</p>

Program B: HUMAN RESOURCE DEVELOPMENT PROGRAM

The first step in this project is to appoint an “HRD champion” in the NTO who will come from the top level in the organization so that he or she can influence budget appropriations for HRD and ensure that people in the organization, at all levels, develop and grow with and in the organization. This top level official will be responsible for influencing his peers to look at HRD as an essential component of change in and growth of the organization. With the leadership of this “HRD Champion” and the assistance of external consultants, the people in the organization who have been trained in HRD will draw up an HRD Plan incorporating a whole range of activities such as recruiting the right people for the right jobs; incorporating gender sensitive recruitment policies and practices; reviewing compensation and incentive policies and making adjustments to ensure job satisfaction; creating career paths and encouraging continuous training and life-long learning, and equal opportunities to avail of scholarships and professional development programs. As part of this process, the legal framework, i.e., the Tourism Law should be reviewed or drafted with a strong HRD component and a strong commitment to eliminating gender discrepancies in employment and access to tertiary education in the tourism sector. To ensure that gender issues are incorporated into the HRD Plan in a culturally-sensitive and appropriate manner, a “Gender Lens” – a planning tool and framework, similar to that advocated by UNESCO – should be applied to the entire program. The Tourism Law should include annual budget appropriations so that capacity building and institutional strengthening are built into the system. Additionally, mechanisms should be put in place so that all beneficiaries of professional development programs would act as trainers for the NTO. To the extent possible and practicable, 50% trainers should be women and join their male counterparts in transferring knowledge and skills to others in the organization.

12. Links with GMS Countries and to Other Project/Donor Initiatives, etc:

The GMS countries have been the recipients of several grants and donor assisted capacity building projects as part of the overall government reform/governance efforts. The NTOs have received donor assistance for education and training/professional development. However, these need to be linked with an organized, system-wide HRD Plan and Program.

14. Expected Outputs and Overall Outcomes:

The main outputs are:

- A corps of top, and senior level and technical level officials in the NTOs composed of men and women who will actively work for real change in the organization through a well-crafted HRD Plan/Program
- A 5-Year HRD Plan for the NTO with a clear set of programs incorporating, among others, education and training of personnel, as well as policies and programs for promoting empowerment of women in the tourism sector through training and education.
- A set of laws or a legislative framework which incorporates HRD as one of the cornerstones for development, and gender equality as a basic principle of national tourism development.
- On Year 3 of HRD Plan implementation, a corps of well-trained personnel at all levels who will contribute to organization’s growth and create a learning organization.

The overall outcome will be NTOs who are HRD-oriented and who will influence the private sector and small/medium enterprises to be HRD-oriented as well.

15. Impact on Poverty Alleviation:

National tourism organizations which have strong human resources and who see the link between tourism and poverty alleviation will be better able to implement the poverty alleviation through tourism program.

16. Impact on the Natural, Cultural and Social Environment and Mitigation Measures: Not applicable

17. Participatory Development Issues, if any:

Women in NTOs and other government offices should be actively recruited and included in training programs and groomed as trainers. The goal should be to achieve a 50% ratio of women trainers. This does not mean that women should be included in training programs for the sake of meeting a sex ratio target. Qualified men and women should be selected as potential trainers.

18. Sustainability and Financial Viability of the Project:

This project is highly sustainable because it addresses the root of the problem, not just the symptoms.

19. Expected Impact on Target Beneficiaries:

Target beneficiaries would be NTO officials – top level and senior officials, middle and technical staff.

20. Private Sector Participation:

International hotel chains operating in the GMS countries which have strong HRD Departments may field their HRD Managers or their HRD officials from Head Office to assist the NTOs in drawing up their HRD plans, implementing and evaluating these plans.

22. Proposed Development Partners (Donors/Funding Sources): French government, NZAid, AusAid, Other country donor

23. Proposed Implementing Agency: The National Tourism Organizations from the GMS

24. Project Readiness (local approvals; availability of pre-feasibility study, etc):

The project will be ready to receive the technical assistance as soon as it is made available.

25. Implementation (incl. preparations) Arrangements:

Program B: HUMAN RESOURCE DEVELOPMENT PROGRAM

Establishment of TWG Task Force and Project Management Structure

26. Initial Estimated Cost:

- Preparation of HRD Plan, including training needs assessment in Year 1 & 2
- Preparation of legislative framework/tourism law incorporating HRD in Years 1& 2
- Implementation of the Plan in years 3-5
- Evaluation of the Plan in Year 4

\$ 500,000 for Years 1 & 2

\$ 800,000 per annum for Years 3, 4, & 5

\$ 200,00 for evaluation for Year 4

Total Cost: \$3.1 million

27. Implementation schedule:

Elements	2006				2007				2008				2009				2010			
Top, Senior level & technical personnel of the NTOs:																				
• Preparatory Phase	x	x	x																	
• Pilot				x	x	x														
• Implementation							x	x	x	x	x	x	x	x	x	x	x	x	x	x
• Evaluation									x			x	x			x	x			x

28. Major Constraints and Risks:

1. Co-financing is not available from GMS governments and the private sector
2. Any needed Institutional Change is not acceptable
3. The program is not effective due to the fact that the NTOs are not ready to implement it.