

# Terminal Evaluation

## Asia

### 1. Outline of the Project

**Country:**

Vietnam

**Project title:**

Water Sector Training Center Project in the Southern Areas

**Issue/Sector:**

Water Supply

**Cooperation scheme:**

Technical Cooperation Project

**Division in charge:**

First Technical Cooperation Division,  
Social Development Cooperation Department

**Total cost:**

310 million yen

**Period of  
Cooperation**

13 January 2000 - 12  
January 2003

**Partner Country's Implementing Organization:**

College of Construction No.2., Ministry of Construction

**Supporting Organization in Japan:**

Ministry of Health, Labour and Welfare, Water works Departments of Sapporo City, Metropolis of Tokyo, Yokohama City and Nagoya City, etc.

**Related Cooperation:**

I In-Country Training; "Maintenance of Distribution Pipelines"

### 1-1 Background of the Project

In the Socialist Republic of Vietnam, economic development and national construction were rapidly promoted. In the water supply sector, similar to other sectors, the construction of the facilities has been promoted with technical financial support from aid organizations and donor countries. However, as the number of the personnel to manage and maintain the facilities were insufficient, it was the prime task to foster personnel in that field. In the northern area of Vietnam, technical cooperation to the engineers of water supply has been implemented with the cooperation of France. While in the southern area, the College of Construction No.2 (COC2) in Ho Chi Minh City implemented training only on theory while the practical training for the general engineers was not implemented. Under these circumstances, the Ministry of Construction of Vietnam requested the Japanese government for technical cooperation of implementing practical training in the field of water supply sector at the COC2 targeting the senior engineers to general engineers of water supply companies in the Southern area.

### 1-2 Project Overview

The project establishes three training courses: "Water distribution planning", "water supply management" and "non-revenue water control (decreasing measure of water consumption whose charges are not collected)" It also implements training to the staff and general engineers of water supply companies in the southern area of Vietnam.

#### (1) Overall Goal

To improve the technical and managerial capabilities of the staff working at water supply companies.

#### (2) Project Purpose

To improve waterworks technology and management training capabilities of the COC2.

#### (3) Outputs

- 1) Training course on water distribution planning is established and executed.
- 2) Training course on water supply management is established and executed.
- 3) Training courses on non-revenue water control is established and executed.

#### (4) Inputs

Japanese side:

Short-term Experts	19	Trainees received	11
Long-term Experts	4	Equipment	21 million yen
Dispatch of Third-country Experts	3		
Local Cost	7 million yen		

Vietnam's Side

Counterparts	12	Land and Facilities	
Local Cost	9 million yen		

## 2. Evaluation Team

### Members of Evaluation Team

Team Leader/General: Yasuhiro MORIMOTO, Deputy Director, First Technical Cooperation Division, Social Department Cooperation Department, JICA  
Water Technology: Keizo NEGI, Inspector of Water Supply and Chief Clerk of Technical, Water Supply Division, Health Services Bureau, Ministry of Health, Labour and Welfare  
Evaluation Planning: Nobuko NISHIMURA, Staff, First Technical Cooperation Division, Social Development Cooperation Department, JICA  
Evaluation Analysis: Michiyuki KEMMOTSU, CHUO Kaihatsu Cooperation

**Period of Evaluation** 14 October 2002 - 24 October 2002  
**Type of Evaluation:** Terminal Evaluation

## 3. Results of Evaluation

### 3-1 Summary of Evaluation Results

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#### (1) Relevance

In the "Decision of Prime Minister" dated March 18, 1998, the government of Vietnam announced the key policies for national development of the water sector system, such as "increasing the rate and quantity of water supply", "reducing the proportion of non-revenue water", "modernizing the techniques and development and supply of the equipment", "development of human resources and training to the hired personnel", "accept support from foreign government and international organizations", and "revision of water tariff and realizing financial sustainability of water supply companies." The Japanese government recognized the environmental problem as one of the key sectors of the ODA, so the project encouraged the improvement of living environment as it supported the transfer of water supply techniques. Therefore, the relevance of the project was extremely high.

#### (2) Effectiveness

The project organized the curriculum syllabus of training courses in the three fields of "water distribution planning", "water supply management" and "non-revenue water control" at the time of terminal evaluation. The project executed the first session of three training courses and the second session was in operation when the terminal evaluation was conducted. Among the indicators of project purpose; "number of participants", "participants' satisfaction" and "lectures provided by counterpart staff", only "participants' satisfaction" was accomplished. In the second session, it is expected that the percentage of lectures provided by the counterparts and the number of participants will account for more than the half of all the lecturers. The efficiency is also expected to be enhanced. However, it was difficult to obtain the data to measure the degree of accomplishment of the project purpose and it was too early to accurately evaluate the effectiveness.

### (3) Efficiency

Both Japanese and Vietnamese sides have provided more inputs than originally planned, and the outputs will somehow be closer to meeting the target values. However, the efficiency of the project was not necessarily high. The main factors that lowered the efficiency of the project were as follows. The quality (the lack of practical experiences, knowledge and English ability) and the number of counterparts did not satisfy the level required in the project. The communication between the implementing organization and water supply companies was insufficient at the beginning of the project, and the support from the Ministry of Construction was inadequate. However, the situation was about to be improved in the latter half of the cooperation period.

### (4) Impact

There was no visible impact clearly observed at the terminal evaluation. However, positive effects are likely to be seen in the near future since as such effects were observed as some water supply companies making requests to implement the training to engineers at their companies, and as a result, the Vietnam side became more active toward the project.

### (5) Sustainability

COC2, the implementing organization, is a well-established training institution with enough experience and knowledge of planning and implementing various training courses under the Ministry of Construction. Technical transfer to the counterpart staff has been completed on a basic level, but the ministry announced that it was to continue to allocate the budget even after the termination of the project.

Sustainability will be assured in case similar training courses are implemented. However further efforts are required in order to improve and develop the contents of the project appropriately corresponding to the needs of water supply companies.

## **3-2 Factors that promoted realization of effects**

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### (1) Factors Concerning the Planning

The project dispatched short-term experts from the Thai National Waterworks Technology Training Institute (NWTTI), and the dispatch was favorably accepted while successfully promoting the implementation of the project.

### (2) Factors concerning the Implementation Process

N/A.

## **3-3 Factors that impeded realization of effects**

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### (1) Factors Concerning to Planning

The project plan targeted an extremely wide range of fields at the beginning. In the process of implementation, activities would be narrowed down based on the survey of the actual situation. However, the method ensuring counterparts with necessary knowledge and the experience for effective reduction, and the cooperation from water supply companies were not clearly defined.

### (2) Factors concerning the Implementation Process

Only one experienced counterpart in the field of water supply could not engaged in the project due to sickness. The communication with water supply companies was insufficient especially at the beginning, and the lack of English abilities of both Japanese and Vietnamese related personnel hampered the communication between the Japanese experts and Vietnamese counterparts, which adversely effected the progress of the project.

## **3-4 Conclusion**

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The relevance of the project was high. However, even though both Japanese and Vietnamese sides have provided more input than originally planned, the outputs will be accomplished after a great struggle at the end of the cooperation period. Therefore, the efficiency of the project was not necessarily high. For the smooth implementation of the project, allocation of highly-skilled counterparts was required, but that was not fulfilled. The close cooperation with water supply companies was also necessary, but that was by far insufficient from the beginning of the project. Despite these difficult conditions, the original purposes are about to be accomplished with the efforts of experts and counterparts.

### **3-5 Recommendations**

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(1) It is favorable that the related personnel do their best to accomplish all the planned outputs and to gather necessary data and information in order to consider the future direction of the project until the termination of the project.

(2) It is favorable to assure at least one counterpart with affluent knowledge and experience in each management and technical section and to promote further communication with water supply companies.

(3) One of the project outputs, the 'establishment and implementation of training course' is about to be accomplished at this stage of evaluation, and the framework of training to the workers in the field of water supply in the southern area was set up. To ensure the accomplishment of project purpose for the future, the Vietnamese side needs to enforce the counterparts, to improve the relationship with water supply companies, and to maintain and develop the training for workers in the field. These should be accomplished by a proactive approach from the Vietnamese side.

(4) COC2 is a well-established training institution with ample experience and practices as the educational and training organization under the Ministry of Construction. However, as the experience of the staff in the field of water supply was insufficient, it was necessary to enhance the implementation system of the training.

### **3-6 Lessons Learned**

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(1) In the project, the baseline study and investigation on the needs were to be included as part of the activities. For the efficient implementation of the plan in three years and establishing and implementing training courses, it is necessary to allocate highly-skilled counterparts and receive strong support from related organizations including water supply companies. In the cases like this project, it is necessary to put the importance on the measures to ensure them.

(2) In order to achieve an efficient implementation of the project, communication among related parties in both countries is vital, and it is essential to pay attention to the relationship among those parties.

### **3-7 Follow-up Situation**

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With the aim of accomplishing the above recommendations, two experts were dispatched to follow-up "water supply management" and "water supply technique" respectively for 5 months in FY 2003. The in-country training programme, "Maintenance of Water Supply Pipeline system in Vietnam" is under implementation until FY 2005.