

## 終了時評価調査結果要約表（英文）

I. Outline of the Project	
Country: Uganda	Project title: The Project for Instructors Training for Vocational and Training
Issue/Sector: Technical Vocational Education and Training	Cooperation scheme: Technical Cooperation Project
Division in charge: Technical and Higher Education Division, Higher Education and Social Security Group, Human Development Department	Total cost: Approximately 260,000,000 JPY
Period of Cooperation	3.3 Years (June 2007-August 2010)
	Supporting Organization in Japan: <ul style="list-style-type: none"> <li>• Ministry of Health, Labour and Welfare</li> <li>• Employment and Human Resources Development Organization of Japan</li> </ul>
<p>1. Background of the Project</p> <p>The Education Sector Strategic Plan 2004-2015 for Uganda emphasizes the importance of capacity development of teachers and instructors in the post-primary sector. This is because the number of the student who enter the post-primary education institutes, including TVET institutions, is estimated to be expanded under the UPE strategy introduced in Uganda in 1997.</p> <p>However, most instructors in TVET sector in Uganda don't have enough skills. Under such circumstance, the needs to train instructors as well as managers according to the Uganda Vocational Qualification Framework (UVQF) so that the quality of institutions in TVET sector is improved are identified.</p> <p>Nakawa Vocational Training Institute (NVTI) which is in Kampala, a capital city of Uganda, has played a mentoring role to other vocational training institute inside and outside Uganda through grant-aid and technical cooperation by Japan. Therefore, government of Uganda requested government of Japan to conduct technical cooperation project to train instructors and managers utilizing NVTI.</p> <p>Through this technical cooperation project, the concept of new qualification and training system for the Ugandan vocational training instructors and managers has been establishing. The new qualification includes Certificate in Vocational Training Institution: CVTI<sup>1</sup>, Diploma in Vocational Training Institution: DVTI<sup>2</sup> and Diploma in Training Institution Management: DTIM, which is based on UVQF.</p> <p>2. Project Overview</p> <p>(1) Overall Goal</p> <p>BTvet institutions in Uganda have higher-quality instructors and managers in terms of their own skills and knowledge.</p>	

<sup>1</sup> CVTI is a qualification for the instructors. The Project selected Electronics, Metal Fabrication, Motor Vehicle, and Electricity, as the subject of the CVTI and DVTI training programs.

<sup>2</sup> DVTI is a qualification for the master instructors who conduct CVTI training. The project selected the same four subject as CVTI.



under-implementation, the results of the survey for CVTI training conducted by the Project showed the average of 98.5% satisfaction among the participants and their supervisors of the previous CVTI training program. The number of instructors who complete CVTI training is estimated at 100 by the end of the project.

3) Output 3: Training cycle for managers is established.

Part of the targets for the Output 3 are achieved.

The first DTIM training program is under implementation by the master trainers trained in Japan. The curriculum and teaching materials have developed by trial and error, but they are still to be revised through the future training evaluation and satisfaction survey. The number of instructors who complete DTIM training is estimated at 24.

#### (2) Achievement of the Project Purpose

The training system of CVTI, DVTI and DTIM are gradually established by the effort to incorporate the lesson learned through the previous programs into the on-going programs. In addition, it is considered that training program are well designed for suiting the level of trainees, at least CVTI training whose examination pass rate is over 80%. Taking into consideration the result of the satisfaction survey of CVTI training and the interview in this terminal evaluation, the quality of the instructor and manager training program seems to satisfying the instructor's needs.

For these reasons, the project purpose is most likely to be achieved.

### 3-2 Summary of Evaluation Results

#### (1) Relevance

The relevance of the Project is judged to be high because of the following reasons:

- The MoES emphasizes the importance of improving the quality of instructors at post-primary education level. Additionally, the MoES expresses its expectation that the vocational training institutes, technical institutes and colleges in Uganda are able to provide practical skills and knowledge that meet the needs of the labor market of Uganda.
- The need for instructor and manager trainings continues to be high in Uganda. The labor market of Uganda is rapidly expanding, and is in need of semi-skilled and skilled workers especially.

#### (2) Effectiveness

The project effectiveness is assessed as high because of the reasons shown below:

- The concept of CVTI, DVTI and DTIM were developed by the Project. CVTI, DVTI and DTIM training programs have been planned and conducted under the Project. The satisfactory survey shows the instructors and their supervisor are satisfied with the training programs. The performance survey shows the effect of the each training programs. These facts identify training system is mostly established, therefore, the project purpose will be achieved.

#### (3) Efficiency

The project efficiency is judged as high to a certain degree according to the following findings:

- The counterpart personnel area demonstrating a high level of commitment and performance in regard to the project implementation. Those who have been trained in Japan have been applying the skills and knowledge further developed during the counterpart training.

- Though the timing of the inputs from the Japanese side was delayed, which resulted in the change in the Project in the course of the implementation, another long-term expert (Technical Advisor) was deployed to the Project to compensate for the delay.

#### (4) Impact

The following impact is expected to be found:

- Achievement of the overall goal: Jinja VTI is under rehabilitation and expansion. After the completion of such rehabilitation and expansion, Jinja VTI will also conduct the CVTI training program in collaboration with NVTI.
- Positive impact: Other developing partners such as African Development Bank, World Bank, have begun providing some form of assistance in the BTVET sector or shown interest in supporting the sector. The effective donor coordination shall contribute in the increased number of higher-quality instructors and managers at BTVET institutions.

#### (5) Sustainability

The sustainability of the Project is assessed as high if adequate financial and human resources are allocated to NVTI and other VTIs concerned by government of Uganda.

- NVTI will be able to maintain and utilize the skills and knowledge transferred by the Japanese experts with its strong ownership and capacity.
- NVTI will continue to maintain the equipment appropriately with the solid maintenance system.
- The implementation system of the instructor and manager training programs in NVTI's will be strengthened if the budget for NVTI is allocated.
- The commitment of MoES toward the expansion of the Project effect is high. They proposing budget for NVTI and Jinja VTI for its rehabilitation.

### 3-3 Factors promoting better sustainability and impact

#### (1) Factors concerning to Planning

The needs survey was conducted under the Project to understand the market needs of Uganda in regard to technical and vocational training. Based on the survey results, the training subject was chosen. Choosing appropriate subject contributes to maximum the training effect with the minimum input.

#### (2) Factors concerning to the Implementation Process

The Project counterparts and Japanese experts have built a trusting relationship and NVTI has built strong capacity of implementing the vocational training based on the ex-Japanese technical cooperation. This influenced the smooth operation of the Project and promoting better impact.

### 3-4 Factors inhibiting better sustainability and impact

#### (1) Factors concerning to Planning

The delay of timing of the inputs from the Japanese side resulted in the change in the Project in the course of the implementation. In order to compensate for the delay, Technical Advisor was deployed to the Project.

#### (2) Factors concerning to the Implementation Process

The establishment of base of the system of CVTI, DVTI and DTIM training is likely to be achieved through the Project activities. On the other hands, the establishment as a qualification of CVTI, DVTI and DTIM is not yet approved by MoES. The procedure of the approval by MoES should be watched in terms of the sustainability of the Project.

### 3-5 Conclusion

Based on the results of the 5 Evaluation Criteria, it was confirmed that the achievement of the 3 outputs set for the Project will result in the achievement of the project purpose. The Project is implementing its activities as per the revised PO. The project outputs are most likely to be achieved. Therefore, the project purpose is highly expected to be achieved by the end of the project period.

### 3-6 Recommendations

The recommendations to the Ugandan side from the Terminal Evaluation Team are as follows:

#### (1) Quality assurance mechanism of CVTI, DVTI and DTIM training programs

Quality of the textbooks and lesson plans used in the CVTI, DVTI and DTIM training programs should be improved by conducting regular monitoring and review.

#### (2) Strengthening of instructors and managers training programs implementation structures

Manpower of NVTI and other concerned VTI should be increased to conduct instructors and managers training programs in an effective manner.

#### (3) Improvement of the skills of instructors and managers

The trained instructors and managers should be supported to maintain and upgrade their capacity.

#### (4) Authorization of CVTI, DVTI and DTIM training programs based on the UVQF

CVTI, DVTI and DTIM training programs should be leveled based on the UVQF. The CVTI certificate should be issued to the participants of the 2nd CVTI training program.

#### (5) Allocation of budget for the CVTI, DVTI and DTIM training programs

Adequate budget should be allocated to cover upgrading and maintenance of the facilities and equipment of the concerned institutions as well as the training programs.

### 3-7 Lessons Learned

#### (1) Cooperation for policy and institution building

Policy and institution building is ultimately matter of the partner country. Therefore, there is difficulty in cooperating for policy and institution building as our cooperation scope is limited. If we conduct such cooperation, we need to judge what we can do for them and make a cooperation plan carefully through watching the development of the partner country.

#### (2) Utilizing the asset of built up cooperation from the past

The project, aiming at establishing instructors and manager training system, hasn't been successfully conducted without NVTI's high capacity, commitment, and trusting relationship based on the built up cooperation from the past. This project shows the good example that the asset of past cooperation bears

fruit. Such way of cooperation contributes to expand the possibility of the project and nurturing the cooperative recourse in the third country.