

Internal Ex-Post Evaluation for Technical Cooperation Project

conducted by Vietnam office: October, 2011

Country	The Project for Strengthening Cluster-Based Teacher Training and School Management
Viet Nam	

I. Project Outline

Project Cost	357 million yen	
Project Period	September, 2004 - September, 2007	
Implementing Agency	Ministry of Education and Training (MOET) and Bac Giang Department of Education and Training (DOET)	
Cooperation Agency in Japan	N/A	
Related Projects (if any)	Japanese cooperations: The Project for Improvement of Facilities of Primary Schools in the Northern Mountain Region (JICA Grant Aid, 2000); Grant Aid for Grassroots Projects (construction of primary school buildings including three schools in Bac Giang); Japan Overseas Cooperation Volunteers to Bac Giang	
Background	In Vietnam, the government introduced a new concept “student- centered education” and the “new curriculum” to improve quality of primary education. These new concept and curriculum required improvement of the existing teacher training system combined with training of- and strengthening of relationship with school management and local education administration.	
Inputs	Japanese Side	Vietnam Side
	<ol style="list-style-type: none"> Experts 10 experts (98MM) Trainees Received 27 persons Equipment approx. 36,000 US dollar Local Cost 60 million yen 	<ol style="list-style-type: none"> Staff Allocated 27 persons Equipment None Local Cost None Buildings and facilities Project office in Bac Giang and Hanoi
Project Objectives	Super Goal Quality of education will be improved through strengthening teachers’ quality and education management in line with Education for All (EFA) in nation-wide.	
	Overall Goal A developed Model through technical cooperation project will be applied to other provinces as the national model.	
	Project Purpose An effective Model to apply new curriculum will be developed in the pilot province (Bac Giang province).	
	Outputs <ol style="list-style-type: none"> A system to improve teaching method will be developed in the pilot province. (Target: teachers) A system to support improvement of teaching method will be developed in the pilot province. (Target: principals and local education officers) The preparation to apply the Model to other provinces is made. 	

II. Result of the Evaluation

Summary of the Evaluation
<p>To realize the new concept “student- centered education” and the “new curriculum” introduced to primary education in Vietnam, a new model of teacher training, combined with training of- and strengthening of relationship with school management and local education administration, was needed.</p> <p>This project has mostly achieved the project purpose of developing an effective model to apply new curriculum in the pilot province as shown in the fact that all of the five pilot schools now apply the model and all the other schools in the pilot province are in progress of applying it; however, not yet really met the expectation of the project overall goal in making the project developed model to be applied to other provinces as the national model due to the fact that the governing agency (MOET) is still in progress of studying/selecting the suitable model for primary education in Vietnam through several models including such of this project model. As for sustainability, there has been advanced progress in the pilot province in implementing activities for sustaining the project achievements, though shortage of necessary budget and human resources to scale up those activities to make the model nationwide. Despite this fact, the necessity of development of student-focused teaching method which is the core of this project model has been recognized by MOET deeply, and has become the direction of education development in Vietnam.</p> <p>For relevance, the project has been highly consistent with Vietnam’s Education Development Strategy and policy, development needs as well as Japan’s ODA policy. For efficiency, project cost exceeded the plan.</p> <p>In the light of above, this project is evaluated to be partially satisfactory.</p>

1 Relevance

This project has been highly relevant with Vietnam's development policy "improvement of quality of primary education" as set in the Education Development Strategic Plan 2000-2010, development needs "improved training system to cope with the new concept and curriculum" as well as Japan's ODA policy, at the time of both ex-ante evaluation and project completion. Therefore, its relevance is high.

2 Effectiveness/Impact

This project has largely achieved the project purpose – development of the model in the pilot province - for its target indicators: although the achievement level was limited at the time of the terminal evaluation, it was raised to the satisfactory level by the time of the project completion. Through interview with Bac Giang DOET and several pilot schools, it was found that the project model, which consists of training for teachers and training for school management (principals and local education officers) through existing Professional Teachers Meeting (PTM), has been applied and developed at the five pilot schools in Bac Giang, and all of the other schools in Bac Giang are now in progress of adjusting and applying the model at their schools under the instruction of Bac Giang DOET.



Class applying the project model

Although overall goal - application of the model in other provinces as a national model - was somewhat achieved for a target indicator "1) level of recognition on effective model for the new curriculum", the achievement of the other target indicator "2) number of seminars/workshops on the new curriculum" is still limited (five workshops) with participation of other provinces in Northern of Vietnam but without participation from Central and Southern Vietnam. Overall, the model has not yet become the national model because (1) the new teaching method developed under this project requires big change in thinking way, thought of educational managers, especially the long time-existing habit of teaching of teachers, which is very difficult and takes time (2) shortage of human and financial resource for the expansion (see *Sustainability*), and (3) MOET has been in progress of studying the model for Vietnam's primary education based on several models developed by different projects which are supported by different international donors. MOET has issued a direction on curriculum of primary education that reflected the spirit of the model developed by this project, but there is no action to implement it.

As for the super goal of improving quality of education through strengthening teachers' quality and education management in line with Education for All (EFA) in nation-wide, the interview with MOET revealed the enhanced awareness of the EFA concept among MOET, local education administration, school management and teachers, respectively.

Therefore, its effectiveness/impact is fair.

3 Efficiency

While inputs were mostly appropriate for producing outputs of the project and project period was within the plan (ratio against plan: 100%), the outputs were not fully produced within the project period because Output 3 (for application of the model in other provinces) was added in the middle of the project implementation, and project cost was higher than the plan (ratio against plan: 115%). Therefore, efficiency of the project is fair.

4 Sustainability

The project has some problems in structural and financial aspects of the executing agency. In the structural aspect, shortage of human resources and changes of key persons at both central and pilot provincial levels have made the continuation of the project effects difficult. In the financial aspect, although the executing agency allocates budget for dissemination of the model to non-pilot schools with support of a NGO, there is no budget allocated to continue the Working Group (a group of resource persons trained in the project for promotion of the model). However, no problem has been observed in policy background and technical aspects of the executing agency. Therefore, sustainability of the project is fair.

III. Recommendations & Lessons Learned

Recommendations for Implementing agency:

For the project-developed model to be further disseminated and adopted as the national model among several candidate models, the following actions are recommended.

- MOET is expected to pursue the process of studying/selecting the suitable model for primary education in Vietnam with a more concrete plan and resource mobilization for the implementation of the selected model nationwide.
- Bac Giang DOET is expected to develop and make appropriate adjustment of the project materials which would fit with the real condition of schools in Bac Giang, in order to enhance the application and development of project model in Bac Giang, and also outside of Bac Giang.
- Pilot schools in Bac Giang are expected to apply the project model adjusting it to fit with the real condition of schools, esp. to enhance the PTM which is considered very effective way for improving capacity of teachers, ability of students, and dissemination of project teaching method. Besides, they are encouraged to share their experiences more with non-pilot schools in Bac Giang and out of Bac Giang for further dissemination and development of the project model.