

## 終了時評価調査結果要約表（英文）

1. Outline of the Project		
Country: Hashemite Kingdom of Jordan		Project title: The Project for Strengthening the Capacity of Training Management of VTC
Issue/Sector: Technical and 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 350 million JFY
Period of Cooperation	November 2006 - November 2010 (4 years)	Partner Country's Implementing Organization: Vocational Training Corporation (VTC), Kingdom of Jordan
		Supporting Organization in Japan: Ministry of Health, Labour and Welfare Employment and Human Resources Development Organization of Japan
<p>1-1 Background of the Cooperation</p> <p>The Government of Jordan places a high priority on human resources and skills development in the technical fields in the economic policy framework.. Vocational Training Corporation (VTC), which has headquarters in Amman, is the key organization as a public vocational training provider, responsible for the management of 45 Vocational Training Institutes. However, there have been difficulties such as insufficient capacity to conduct comprehensive training which meets labor market needs, inefficiency in managing and operating training centers, inadequate motivation, lack of teaching skills of instructors, and so on.</p> <p>The Government of Jordan had made a request to the Government of Japan for technical assistance on the Project for Strengthening the Training Management of Vocational Training Corporation.</p> <p>The Project was started from November 2006 and will be end in November 2010. Four Japanese experts (1. Chief Advisor / Institution Management, 2. Training Planning, 3. Training Center Management and 4. Database Establishment) was dispatched so far. The project chose three model training centers (1. Jerash VTI, 2. Testing and Training Institute and 3 Aquaba VTI) and trying to establish VTC operating model in those centers. This model is to be expanded after the project.</p>		
<p>1-2 Project Overview</p> <p>(1) Overall Goal</p> <p>VTC and training centers are managed and operated based on the VTC operating model.</p>		

## (2) Project Purpose

An efficient VTC operating model will be established to ensure that a training programme is in tune with the needs of industry.

## (3) Output

Output 1: The support system of VTC Headquarters is developed to spread the operating model to other training programs and other 3 training centers

Output 2: The model training centers can plan and implement training that reflects the needs of local industry.

Output 3: The model training centers will accumulate knowledge on the training management.

Output 4: VTC Headquarters, Occupational Sector directorate and Regional Directorate (Middle, North and South) can control and monitor the model training centers.

## (4) Input as of July 2010

1) Japanese side: Approximately 350 million JPY

Experts : 4

Equipment: Approximately 10 million JPY

Trainees received: 37

Operational Cost: Approximately 10 million JPY

2) Jordanian side:

Conterpart: 28

Equipment and Land Cost

## 2. Evaluation Team

Team Member	Team Leader	Mr. Nobuyuki Konishi, Director, Technical and Higher Education Division, Human Development Department, JICA
	Vocational Training	Mr. Yorio Kanemaru, Director, Human Resources Development Department Polytechnic College Fukuyama, Employment and Human Resources Development Organization of Japan
	Cooperation Planning	Ms. Izumi Ida, Program Officer, Technical and Higher Education Division, Human Development Department, JICA
	Evaluation Analysis	Mr. Masato Onozawa, Director, Pionnier Research Inc.
Evaluation Period	July 23 to August 7, 2010	Type of Evaluation: Terminal Evaluation

## 3. Summary of Evaluation Results

### 3-1 Achievement

## (1) Achievement of Outputs

1) Output 1: “The support system of VTC Headquarters is developed to spread the operating model to other training programmes and other 3 training centers”

Most of the targets for the Output 1 are achieved.

VTC headquarters has assigned three core executives to expand the VTC operating model, namely (a) Assistant Director General for Centers and Training as Project Director, (b) Assistant Director General for Administration and Finance, and (c) General Training Coordinator. They understand the concept of the model through seminars and workshop which were conducted by Japanese experts . Now they are making three-year-plan for expansion of the model and it will be completed by the end of the project.

2) Output 2: “The model training centers can plan and implement training that reflects the needs of local industry”

Most of the targets for the Output 2 were achieved.

Each of three model training centers picked up two training course as pilot training courses. In the pilot course, counterparts and experts conducting the course under the Training Management Cycle (TMC) so that the training course will meet the labor market needs. The staffs of the model centers well understand TMC and they have already expanded parts of the operating model to the other training courses. The activities of the model center are regularly monitored by the experts and counterparts.

3) Output 3: “The model training centers will accumulate knowledge on the training management”

Most of the targets for Output 3 were achieved.

As activities of Output 3, the project introduced middle level manager and some kinds of committees to the model centers. The staffs of model centers gradually understand the concept of these models through the seminars and workshops. This model effects on the decision making process in the model center that they can decide daily matters by themselves. In addition, the project conducted skill competition and training material contest. Those activities promoted PR of VTC and linkage between VTC and private company. The experts are making guidelines and manuals of these models. They will be completed by the end of the project.

4) Output 4: “VTC Headquarters, Occupational Sector Directorate and Regional Directorate (Middle, North and South) can control and monitor the model training centers”

Most of the targets of Output 4 were achieved.

The project established the database of the situation of model training centers, such as information of trainees, training course and so on. This greatly helps VTC headquarters to monitor the training centers and improved the effectiveness.

## (2) Achievement of the Project Purpose

There are six indicators defined for Project Purpose. It was found that the indicator 2.2: “Increase of employment offers to pilot training programs” cannot be examined because the model training centers

did not provide the team the statistical data on position opening from the private sector as such data is collected and compiled by the Ministry of Labour. In addition, the Indicator 3: “Dropout rate is reduced from 30 % in 2006 to 15 % in 2010” has not been fulfilled because the latest dropout rate for those enrolled in 2009 was 20% slightly short of the target. The trend of the dropout rate in the past four years, however, is significantly improving and is expected to improve for that of 2010 enrollment.

Although there are some indicators which are not be achieved as we saw before, the achievement of outputs and related activities so far are almost completed. Therefore the team judged the project purpose is likely to be achieved.

### 3-2 Summary of Evaluation Results

#### (1) Relevancy: High

The Project is in line with the development plan and the strategy of Jordan. Especially it has been carried out based on the high level of needs and importance for labour market of Jordan. It maintains the needs identified at the ex-ante evaluation, such as VTC’s own needs for improving the programs and Japan’s ODA policy for supporting Jordanian initiatives.

#### (2) Effectiveness: High

The evaluation results indicate that the effectiveness of the Project is considered high because the most of indicators of the Project Purpose has been completed or will be completed. Adopting the VTC operating model initially designated at the three model training centers is nearly completing. In addition, VTC adopts organizational restructuring proposed by the experts in order to provide high level of services to its customers. It should be noted that the ground work for autonomous operation of VTIs has been initiated by introducing decentralized management.

#### (3) Efficiency : Moderately high

Input from Japanese side carried out as previously scheduled. Especially the counterparts training had good effects on the project efficiency for improving the instructors’ technical skills and deepening the counterparts’ understanding of the Japanese vocational training and management. On the other hands, the frequent changes of Jordanian counterpart had had effects on efficiency though they are trying hard for the implementing the project.

#### (4) Input: Some positive impacts are observed

The VTC operating model was adopted slightly higher pace than originally planned. Moreover, the project’s effort to make frequent contact between private company and VTC result in enhance the instructor’s mind for cooperation with the private company. Lastly, skill competition and training material contest promoted PR of VTC and improving the motivation of instructors.

#### (5) Sustainability: Moderately high

The VTC operational model is institutionalized at some training institutes. The staffs of VTC has strong

mind to disseminate the model to the other centers and manuals are created by experts so that VTC can refer. This will help to keep sustainability of the project. However, the number of VTIs is still large and the management capacity as well available resources of these institutes are still limited. VTC headquarters are expected to make applicable expansion plan for the other remaining centers. Moreover, acceleration of autonomy of VTC helps to conduct management improvement.

#### 3-4 Factors Contributing Outputs

##### (1) Factors concerning to Planning

The Project selected initially the three model training centers and allocated the resources to develop two pilot training programs each centre. This allows the Project implement the service efficiently and effectively by utilizing limited resources.

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

The project put a great effort to communicating with the counterpart to understand the existing conditions and limitation of Jordan, not just pushing Japanese way of doing. As a result, Jordanian side figures out the changes necessary and accepts some recommendations by the experts. This process made it possible to change the management system of VTC (especially introducing middle manager system), which is, in general, difficult field of cooperation.

#### 3-4 Issues and Factors Arising the Problems

##### (1) Project Design

None

##### (2) Implementation Process

None

#### 3-5 Conclusion

So far the planned activities are almost completed by the effort of the experts and counterparts. Most of the indicators of outputs and project purpose were achieved or will be achieved. Considering these situations, the project purpose will be achieved prior by the end of the Project duration, and, therefore, the Evaluation Team considers the Project be terminated as scheduled, end of November 2010.

#### 3-6 Recommendations

##### (1) Preparation of action plan for dissemination

In order for VTC to disseminate the outputs of the Project, a dissemination plan should be prepared by VTC headquarters. The plan should be completed and approved by the end of the Project duration.

##### (2) Enhancement of monitoring and evaluation of VTC Headquarters

To prepare the dissemination plan for VTC to spread the output to all VTIs, the headquarters of the VTC

needs to evaluate, verify and, if necessary, modify when necessary, all model training centers should have clear vision for how the monitoring results is utilized, and to carry our regular monitoring. In addition, Jordanian side is in need of strengthening monitoring and evaluation capacity for instruction by instructors. VTC together with the experts will prepare an action plan to improve such capacity.

(3) Utilisation of the database for effective decision-making tool

The database developed by the Project has a great potential to be used as an effective monitoring tool. Trainees' registration, various reporting as well as instructors' information are compiled into the database and the updated information are utilized at all training institutes as well as the VTC headquarters to monitor the training activities. In addition, the prospective employees may access the database to retrieve some bio-data regarding their skills of potential trainees or employees. It is expected that the database will be further used by introducing it to other potential users.

(4) Acceleration of autonomy and independency of VTC

Having been a public agency, VTC operates based on rules and guidelines on human resources and finance set by the government. Such regulations sometimes forbid some changes necessary for improvement of VTC. It is considered that on-going efforts of restructuring VTC provide more autonomy and independence which leads to improved service delivery to its clients.

(5) Continuation of enhanced training centre management

Though the Project made the VTC operating model available, good management requires persistent efforts of improvement. The committees and instructors' regular meeting, etc., organized through the Project activities, therefore, need to keep running effectively with clear goal and objectives upheld.

(6) Skill development of instructors

In order to fulfill the Project Purpose: "An efficient VTC operating model will be established to ensure that a training programme is in tune with the needs of industry", further skill development of instructors is another crucial issue. It will enhance the overall performance of the Project. In addition to the project activities such as improvement of organizational management and institutional development, additional skill development of instructors is necessary.

(7) Re-defining the roles of the regional offices

The current roles and responsibilities of the regional offices of VTC has been ambiguous both authorities and support to VTIs. When the on-going reform continues, it is expected for VTC headquarters as well as VTIs to improve managerial capacity. Such improvement will lead to duplication of roles and responsibilities as well as tasks. Consequently, a review on roles and responsibilities of the regional centers should be redefined.

#### (8) Skill competition

The skill competition introduced by the Project was effective means that can expect not only raised motivation of trainees, but also publicity of VTC, improved management capacity through the event operation, and improved motivation of centre itself and instructors. It is expected to continue such an event.

#### 3-7 Lessons Learned

##### (1) Importance of enhancing management capacity of vocational training institution

This project dealt with strengthening of VTC's management capacity of training operation and center management which is cross-center challenges for VTC. This approach is unique in respect of not to support particular training institution in particular subject. In general most technical cooperation project are design to support to enhance capacity of instructors in particular subject. Needless to say, such approach is important so that the training institution can conduct the qualified training which meets industry's need. On the other hand, it is also important to enhance the management capacity of the training institution so that instructor can make the most use of his/her ability in training field. Improving management capacity is not a easy task, however, it is important factor to conduct qualified training.

##### (2) Importance of conducting cooperation from both training provider side and industry side

This project is one of the components under the program of human resource and employment development in JICA. In this program, both human resource development project and employment development project are designed to support in both respect. It is difficult in Jordan, where there is no big industry, to conduct fruitful cooperation if we cooperate only in supply side. Cooperation from both supply side and demand side is very important in such country.