

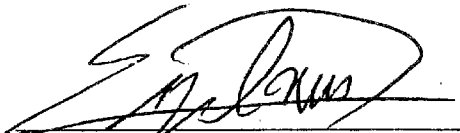
MINUTES OF MEETING  
BETWEEN  
THE JAPANESE MID-TERM EVALUATION TEAM  
AND  
THE AUTHORITIES CONCERNED  
OF  
THE GOVERNMENT OF SOCIALIST REPUBLIC OF VIETNAM  
ON  
JAPANESE TECHNICAL COOPERATION  
FOR  
THE PROJECT FOR STRENGTHENING TRAINING CAPABILITY  
FOR TECHNICAL WORKERS IN HANOI INDUSTRIAL COLLEGE

The Japanese Mid-term Evaluation Team (hereinafter referred to as “the Japanese Team”), organized by the Japan International Cooperation Agency (hereinafter referred to as “JICA”) and headed by Mr. Eiji Inui, visited the Socialist Republic of Vietnam from August 22 to August 30, 2002.

During its stay in the Socialist Republic of Vietnam, the Japanese Team had a series of discussions with the Vietnamese authorities concerned in order to jointly conduct mid-term evaluation of the Project for Strengthening Training Capability for Technical Workers in Hanoi Industrial College (hereinafter referred to as “the Project”).

As a result of the discussions, the Japanese Team and the Vietnamese authorities concerned agreed to report to their respective Governments the matters referred to in the document attached hereto.

Hanoi, August 28, 2002



Mr. Eiji Inui  
Leader  
The Japanese Team  
Japan International Cooperation Agency  
Japan



Mr. Phan Trong Tiem  
Deputy Director,  
International Cooperation Dept.,  
Ministry of Industry  
The Socialist Republic of Vietnam

## ATTACHED DOCUMENTS

### I. INTRODUCTION

The Project was initiated in April 2000 and will be completed by March 2005. With the remaining project period of approximately two and a half years, the Mission visited the Socialist Republic of Vietnam from 22 to 30 of August for the purpose of evaluating the achievement of the Project so far. The mid-term evaluation was jointly carried out by evaluators consisting of the Mission and the Vietnamese authorities concerned.

#### 1. The Evaluators

##### (a) The Japanese Side

Mr. Eiji Inui	The Team Leader	Japan International Cooperation Agency
Ms. Utako Owaku	The Team Member	Ministry of Health, Labour and Welfare
Mr. Takaji Matsunaka	Ditto	Employment and Human Resources Development Organization of Japan
Ms. Miki Yamauchi	Ditto	Japan International Cooperation Agency
Ms. Shinobu Mamiya	Ditto	Global Link Management Inc.

##### (b) The Vietnamese Side

Mr. Phan Trong Tiem	Deputy Director, International Cooperation Department , Ministry of Industry (MOI)
Mr. Nguyen Thien Viet	Senior Expert, Personel Department, MOI
Mr. Do Van Chung	Assistant Minister, Ministry of Education and Training(MOET)
Mr. Ngo Xuan Do	Rector, Hanoi Indstrial College (HIC)
Mr. Ha Xuan Quang	Vice Rector, HIC
Mr. Hoang Gia Dong	Vice Rector, HIC
Mr. Hoang Xuan Nguyen	Vice Rector, HIC
Mr. Hoang Van Dien	Vice Rector, HIC

#### 2. Objectives of Evaluation

Objectives of the mid-term evaluation are (1) to review and evaluate the inputs, activities and achievements of the Project, (2) to clarify the problems and issues to be addressed for the successful implementation of the Project for the remaining period, (3) to assess the rationale for the continuation of the Project based on review and evaluation and (4) to make proposals for activities in the remaining period.

### 3. Methodology of Evaluation

The Project achievement and progress were evaluated using the Project Design Matrix (hereinafter referred to as "PDM") based on the Record of Discussions (hereinafter referred to as "the R/D") and Minutes of Meeting (hereinafter referred to as "the M/M") signed in Hanoi on November 25, 1999. The Evaluators understood the achievement of the Inputs, Activities, the Outputs and the Project Purpose of the current PDM and evaluated progress of the Project from the viewpoint of following five (5) criteria using the Project Cycle Management method (hereinafter referred to as "PCM").

(1) Relevance

Relevance of the Project is reviewed by the validity of the Project Purpose and the Overall Goal in connection with the development policy of the Government of Vietnam and needs of the beneficiaries and also by the logic of the Project plans.

(2) Effectiveness

Effectiveness is assessed by evaluating to what extent the Project has achieved its purpose, and clarifying the relationship between that purpose and outputs.

(3) Efficiency

Efficiency of the Project implementation is analyzed with emphasis on the relationship between outputs and inputs in terms of timing, quality and quantity.

(4) Impact

Impact of the Project is assessed by either positive or negative influence caused by the Project.

(5) Sustainability

Sustainability of the Project is assessed in terms of organizational, financial and technical aspects by examining the extent to which the achievements of the Project are sustained or expanded after the Project is completed.

The materials for evaluation are as follows: the R/D, the M/M, the current PDM shown in ANNEX 6, the Tentative Schedule of Implementation, the Plan of Operation (hereinafter referred to as "PO"), the reports during the Project cooperation term and the results of meetings and interviews during the evaluation period.

## II. REVISED PDM FOR MID-TERM EVALUATION (PDMe)

Both the Vietnamese side and the Japanese side agreed to revise the current PDM to start the evaluation, considering the changed circumstances of the Project and the actual activities being implemented. One of the main revised points is to include the Short-Term Training Courses as one of the project activities. (The Short-Term Training Courses were

not included at the beginning of the Project, but they have been later added during the Project period.) Other important revised points are to revise the indicators of the Project Purpose and the Outputs in order to properly evaluate the Project in accordance with the latest situation of the Project. The PDMe is shown in ANNEX 5.

### **III. RESULTS OF EVALUATION**

#### **1. Accomplishment of the Plan**

The Evaluators reviewed the progress of the Project in accordance with the R/D.

##### **1-1. Inputs**

###### **1-1-1. Inputs from Japanese side**

The dispatch of long-term and short-term experts, counterparts training in Japan, and provision of equipment have been implemented as scheduled as the whole, although it is recommended that the provision of equipments should have been completed earlier in order to facilitate the experts' activities of making adequate preparation for the training.

The list of dispatched Japanese experts is attached in ANNEX 1.

The list of counterparts training in Japan is attached in ANNEX 2.

The list of machines and equipment provided is attached in ANNEX 3.

###### **1-1-2 Inputs from Vietnamese side**

The provision of office spaces, facilities and equipment, appointment of full-time and part-time counterparts and budget allocation for the Project have been implemented as a schedule as the whole. Size and quality of the building and facilities were sufficient enough for the Project activities. Several counterparts were newly assigned to prepare for the implementation of the Long-Term Training Course (hereinafter referred to as LTTC).

The list of Vietnamese counterparts (as of August 28, 2002) is attached in ANNEX 4.

##### **1-2 Activities**

Activities are divided into six (6) components as shown in the PDMe. The activities carried out until the time of the mid-term evaluation are summarized as follows:

1-2-1 Activity 1) consists of four items.

1)-1 To analyze the current situation of the mechanical industries in Vietnam.

1)-2 To clarify vocational training program required by the Vietnamese mechanical

industries.

1)-3 To design vocational training program adapted to the mechanic industrial needs.

1)-4 To advise training policy of the HIC.

For 1)-1, the research on Vietnamese mechanical industries was conducted, and result has been analyzed in order to clarify and design the training program required by the industries as mentioned in activity 1)-2 and 1)-3. The research and analysis shall be reviewed regularly to cope with the rapid development of industry. For 1)-4, Japanese experts has continuously made considerable advise to the managerial side of HIC through the meetings and related committees.

1-2-2 Activity 2) consists of four items.

2)-1 To prescribe the qualifications and requirements for HIC applicants.

2)-2 To improve the promotional and public relations activities on HIC course to recruit potential applicants.

2)-3 To conduct recruitment and selection of HIC trainees.

2)-4 To advise recruitment and selection system and related activities on HIC training courses.

For 2)-1, qualifications and requirements for LTTC have been already established. For 2)-2, promotional and public activities have been conducted through various means such as mass media and seminars. For 2)-3, recruitment and selection for LTTC has been under way, and the number of applicants has exceeded the number of students to be admitted. For 2)-4, Japanese experts has continuously made considerable advise to the managerial side of HIC through the meetings and related committees.

1-2-3 Activity 3) consists of seven items. This is for trainers in HIC to acquire knowledge and skills on,

3)-1 curriculum development

3)-2 professional skills

3)-3 development of teaching materials

3)-4 teaching methods

3)-5 methods of the class preparation

3)-6 method of the course management and

3)-7 methods of the training evaluation

For 3)-1~5, knowledge and skills of Vietnamese counterparts have been notably improved through the preparation and implementation of the series of short-term training courses(hereinafter referred to as "STTC). For 3)-6 and 3)-7, appropriate management and evaluation method for STTC have been developed and implemented, which are expected to be applied to the LTTC as well.

1-2-4 Activity 4) consists of six items.

4)-1 To develop the curricula of training courses

4)-2 To make the necessary textbooks and teaching materials for the training courses

4)-3 To conduct the training courses

4)-4 To evaluate training courses

4)-5 To improve training courses if necessary

4)-6 To develop other teaching materials needed for technical transfer.

For 4)-1, the contents of short-term training course has already been developed accordingly. For long-term training courses, the development of contents and syllabus have been proceeding. For 4)-2, twenty-six(26) textbooks and two(2) video materials have been made so far, which are also applicable for the long-term training courses. For 4)-3, thirty-six (36) short-term training courses have been implemented as of August 2002. Long-term training courses will not be started until October 2002. For 4)-4, the evaluation system of short-term training course has been established. Evaluation meetings have been held after every short-term course. For 4)-5, the contents of short-term training have been reviewed and modified accordingly in order to meet the participants' need.

1-2-5 Activity 5) consists of two items,

5)-1 To prepare and install machinery and equipment

5)-2 To manage and maintain facilities, machinery and equipment.

For 5)-1, procurement of the necessary equipments have been proceeded as scheduled, and most of the necessary equipments and machinery has been provided so far. For 5)-2, all the equipments have been decently managed and maintained. Adequate number of staffs have been appointed for the proper management and maintenance of the equipments.

1-2-6 Activity 6) consists of five items,

6)-1 To secure necessary budget and execute properly.

6)-2 To arrange appropriate personnel in accordance with the plan.

6)-3 To monitor management regularly

6)-4 To plan and conduct the organization for sustainability.

6)-5 To give advice on the management of the HIC

For 6)-1, necessary budget has been properly and sufficiently executed by HIC. For 6)-2, the number of instructors has increased while some of the part-time counterparts are shifted to full-time assignment. For 6)-3, weekly meetings among Japanese experts and Vietnamese counterparts have been held in which the progress of the Project has been reported and monitored on regular basis. Joint Coordinating Committee (JCC) was held

for the first year. For 6)-4, HIC has operated almost on a self-paying basis (20% of total budget comes from government subsidy while the self income accounts for 80%.) with a good financial status and organizational function. Work force of HIC has been quite stable as they are well rewarded, which makes it possible to continue high level training for the skilled workers.

### 1-3 Outputs

Accomplishments of each output are as follows:

Output 1) Vocational training program adapted to mechanical industrial needs is designed at the HIC.

Research and analysis of mechanical industries in Vietnam conducted by the Project has largely contributed to clarify and design the appropriate program of the vocational training for skilled-workers. The Japanese Team confirmed that the contents shall be monitored and reviewed continuously to cope with the rapid change of Vietnamese industry and technology innovation.

Output 2) Recruitment and selection system for the trainees of the HIC is established.

Recruitment and selection system for HIC trainees has been successfully established, and recruitment for LTTC has been conducted mainly through newspaper advertisement. The number of applicants exceeded the number of the students to be admitted.

Output 3) The skills of necessary numbers of qualified instructors in the above fields are improved.

The skills for the series of training process including the needs survey, curriculum development, preparation of teaching materials, teaching methods, class preparation, implementation of the training course, and the evaluation & review of the contents has been practically transferred through conducting STTC. Capacity of the instructors has been notably improved through teaching at STTC.

Output 4) The appropriate training in the field of machinery processing, metal sheet processing, electric control are established as both short-term and long-term training courses.

For the STTC in three fields(machinery processing, metal sheet processing and

electric control), seventeen (17) curriculum and teaching materials have been developed, while thirty-six (36) courses have been conducted since the beginning of the project. Twenty-six (26) textbooks (machinery processing:5, metal sheet processing:7, electric control:5, others:9) and two (2) video materials have been prepared for the LTTC which will start in October 2002.

Output 5) Adequate facilities, machinery and equipment for training are prepared and effectively utilized.

Most of the equipments and facilities have been procured and installed as scheduled. Eighteen (18) staffs have been assigned (machinery processing:4, metal sheet processing:2, electric control:3, common area:9) in order to be responsible for the equipments maintenance, and the condition of the machines are generally satisfactory. All the equipments have been effectively utilized for successful implementation of the STTC and the preparation for LTTC.

Output 6) The HIC is well managed in terms of organization, personnel and finance.

Organization of HIC has been established with efficient structure and regular meetings for management and monitoring of the activities. Financial status of HIC has been sound and healthy; 80% of its working budget comes from their own income such as tuitions from the students while only 20 % is subsidized by the government.

**1-4 Project purpose**

The Project Purpose is "The training capability for technical workers of Hanoi Industrial College is efficiently enhanced." Under the Indicator 1, thirty-six (36) STTC has been conducted and total number of participants is five-hundred and seventy (570). Under the Indicator 2, the survey conducted at Mid-term evaluation revealed that STTC has provided the participants with the useful knowledge and skill which meet the market demand. Especially, the modern equipment used in the course attracted the participants. Since the LTTC has not started yet, the Indicator 3-6 will be examined at the final-evaluation.

**IV EVALUATION UNDER FIVE CRITERIA**

**1) Relevance**

The Overall Goal and the Project Purpose have been consistent with the needs in the field of mechanical industries of Vietnam. It is confirmed by this evaluation that they have also



been consistent with the policies of Vietnamese government as well.

The Government of Vietnam has recently proposed the concrete measures to cope with the pressing need in upgrading the skill level of technical workers that have been considered as the major workforce for the country's industrialization. The measures are to ameliorate the working conditions of those technical workers, to upgrade their professional skills, by reforming the technical education and vocational training system. The Government of Vietnam has also come up with the idea to transform the public perceptions which have often overemphasized in obtaining the educational qualifications, and which have been attributable to relatively poor demand of applicants for the vocational training school.

The Overall Goal and the Project Purpose are also consistent with the policy of JICA's assistance to Vietnam, which defines the human resources development and empowerment of private sector as one of the key issues to be tackled for building up a market economy.

## **2) Effectiveness**

Six outputs have been contributing to the Project Purpose directly and the Project is heading for the right direction. Especially, during the preparation period of two and a half year for LTTC, it has proven to be effective to adopt the STTC as the means to transfer the technologies, at the same time, to make the best use of equipment provided under the project scheme.

The STTC have provided the opportunities for Vietnamese counterparts to apply their upgraded skills by the technical transfer, and to ascertain their skill levels in practice. Through these experiences, they have gained the self-assurance in their work for one thing, and have recognized the area of further improvement for the other. Particularly, they have brushed up the teaching method, the professional knowledge and skills, the management of the training courses, and the efficient business attitude. It has been highly appreciated as a progressive outcome that they have often invented the teaching materials and equipment by themselves utilizing the materials available in the local market.

## **3) Efficiency**

### **a. Timing, quantity and quality**

The inputs by both Japanese and Vietnamese sides were generally appropriate in terms of timing, quantity and quality. For further improvement, it would be helpful to reconsider the professional field and timing for dispatching the short-term experts. In addition, in order to facilitate the project activities, the timing of procurement for machines and equipment should be streamlined by cooperation and coordination among the project team, JICA Vietnam Office, and the JICA headquarter.

### **b. Supporting system**

The teamwork of the project has been facilitated by weekly meeting among JICA experts

and Vietnamese counterparts. It also serves to monitor the progress of project activities. It is recommended that if needs arise, the project should get those concerned in the policy level involved, such as MOI, GDVT in the future.

The LTTC will start from October this year with the increased number of students. HIC has already taken measures by increasing the number of instructors and the number of full-time counterparts to cope with the demands.

#### **4) Impact**

As the LTTC has not been started yet, the impact of the project purpose can not be judged at this moment. However, following positive impacts by the Project activities have been observed. First, the STTC has provided the opportunities for Vietnamese counterparts to improve their skills. Second, the Project has greatly contributed to raise the reputation of HIC, and thus the number of applicants for HIC has drastically increased these days. Third, the STTC as well as the Skill Competitions conducted by the Project have served to disseminate the needs to upgrade the technical skills among those participants, such as company employees and instructors of other vocational training schools. Furthermore, the STTC have even served to obtain the information of current needs of skills and the job opportunities in the industrial field. At this moment, any negative impact by the Project has not been observed, and important assumptions have remained unchanged.

#### **5) Sustainability**

##### **a. Organizational aspect**

The Project Purpose is consistent with the Vietnamese development policy, and there is a great demand of upgrading the skill-level of technical workers. The new scheme to evaluate the skill level of technical workers has recently been proposed by the concerned ministry, however, it may require some time to put this scheme into practice.

##### **b. Financial aspect**

HIC has been financially self-supporting. Financial status of HIC has been sound and healthy. 80% of its working budget comes from their own income such as tuitions from the students while only 20 % is subsidized by the government.

##### **c. Technical aspect**

Technical transfer to the Vietnamese counterparts has been progressed through the STTC. It is projected that the technologies will be expanded to other Vietnamese counterparts as their incentives have remained as they are. In regard to maintain the equipment, it is recommended that the Project should look for the means to obtain alternatives through the local market the parts and consumables which are currently available only in Japan.

## V. CONCLUSION

- (1) It is worth mentioning that most of the Project activities have been successfully implemented and the Project is progressing towards its purpose through the efforts of the Vietnamese counterparts and the Japanese experts.
- (2) Even though the mid-term evaluation has been conducted before the LTTC starts, both sides concluded that the Project has efficiently and effectively contributed to the Project Purpose applying the STTC as a mean of technical transfer for the instructors of the LTTC. It has been acknowledged that the skills and competence of the instructors have drastically improved through conducting a series of STTC.
- (3) The organizational and financial status of HIC is confirmed to be sufficient for the future development of the Project.
- (4) The Japanese Team has been confirmed that the outcome / result of the Project would help LTTC in three areas (mechanical processing, metal processing and electric control ) be continued after the completion of the project.
- (5) Both sides agreed on revising PDM so that it can reflect the current situation of Vietnamese society and the actual Project activities in HIC. The Project shall be implemented along the revised PDM in the remaining period of the Project. Both sides confirms that PDM functions as clarifying the activities and outputs necessary for achieving the Project Goal.

## VI. THE RESULT OF REVISION OF PDM AFTER MID-TERM EVALUATION.

The PDMe was revised after the mid-term evaluation in accordance with the discussion between both Vietnamese and Japanese sides. The PO was also revised in accordance with the revised PDM. The Project will be implemented along the revised PDM and the revised PO. The revised PDM is shown in ANNEX 7 and the revised PO is shown in ANNEX 9.

### 1. Overall Goal

To improve the skills of technical workers in the field of mechanical industries in Vietnam.

### 2. Project Purpose

The training capability for technical workers of Hanoi Industrial College is efficiently enhanced.

### 3. Outputs

- 1) Vocational training program adapted to mechanical industrial needs is designed at the HIC.

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- 2) Recruitment and selection system for the trainees of the HIC is established.
- 3) The skills of necessary numbers of qualified instructors in the above fields are improved.
- 4) The appropriate trainings in the field of machinery processing, mechanical metal sheet processing, electric control are established as both short-term and long-term training courses.
- 5) Adequate facilities, machinery and equipment for training are prepared and effectively utilized.
- 6) The HIC is well managed in terms of organization, personnel and finance.

#### 4. Activities

##### 1) Vocational training program adapted to mechanical industrial needs is designed at the HIC.

- 1)-1 To analyze the current situation of mechanical industries in Vietnam.
- 1)-2 To clarify vocational training program required by the Vietnamese mechanical industries.
- 1)-3 To design vocational training program adapted to the mechanic industrial needs.
- 1)-4 To advice training policy of the HIC.

##### 2) Recruitment and selection system for the trainees of the HIC is established.

- 2)-1 To prescribe the qualifications and requirements for HIC applicants.
- 2)-2 To improve the promotional and public relations activities on HIC course to recruit potential applicants.
- 2)-3 To conduct recruitment and selection of HIC trainees.
- 2)-4 To advise recruitment and selection system and related activities on HIC training courses.

##### 3) The skills of necessary numbers of qualified instructors in the above fields are improved. To acquire knowledge and skills on:

- 3)-1 curriculum development
- 3)-2 professional skills
- 3)-3 development of teaching materials
- 3)-4 teaching methods
- 3)-5 methods of the class preparation

3)-6 methods of the course management

3)-7 methods of the training evaluation

**4) The appropriate trainings in the field of machinery processing, mechanical metal sheet processing, electric control are established as both short-term and long-term training courses.**

4)-1 To develop the curricula of training courses.

4)-2 To make the necessary textbooks and teaching materials for the training courses.

4)-3 To conduct the training courses.

4)-4 To evaluate training courses.

4)-5 To improve training courses if necessary.

4)-6 To develop other teaching materials needed for technical transfer.

**5) Adequate facilities, machinery and equipment for training are prepared and effectively utilized.**

5)-1 To prepare and install machinery and equipment.

5)-2 To manage and maintain facilities, machinery and equipment.

**6) The HIC is well managed in terms of organization, personnel and finance.**

6)-1 To secure necessary budget and execute properly.

6)-2 To arrange appropriate personnel in accordance with the plan.

6)-3 To monitor management regularly.

6)-4 To plan and conduct the organization for sustainability.

6)-5 To give advice on the management of the HIC.

## **VII. RECOMMENDATION**

(1) Target number of the LTTC participants

According to the R/ D in 1999 which designed the basic framework of this project, the number of the LTTC participants was prescribed to be twenty (20) for each department. However, HIC has planned to increase the number of the participants in order to cope with the urgent demand for vocational training and rapid economic development. Having acknowledged the increase as relevant and feasible enough, both Vietnamese and Japanese sides agreed to prescribe the number of long-term course participants to be at least one-hundred and twenty (120). The Japanese Team has proposed to the Vietnamese side



to monitor whether the quality of training is maintained properly, the counterparts are not overwhelmed with workload, and the safety of workplaces are secured, in order to decide the appropriate number for the next year.

(2) Dissemination of technology among instructors

As the LTTC will start in October 2002 with the increased number of students as mentioned in (1) above, HIC took measures by increasing the number of instructors and full-time counterparts. Since the number of Japanese experts are limited, it is recommended that the original counterparts would be responsible for effectively nurturing 2<sup>nd</sup> counterparts for further dissemination of their technology obtained through this project.

(3) Incentive for the counterparts

The skills of counterparts were acknowledged to be notably improved through technical transfer by Japanese experts. It is recommended that the skills and competence of counterparts should be properly evaluated by HIC and certain incentive should be given in terms of salary and treatment.

(4) Evaluation of skilled workers

It is recommended that skilled workers who finish LTTC should be appropriately evaluated in the labor market according to the contents of the training they have obtained, rather than the duration of the training course.

## VIII. OTHERS

(1) The Skill Competition held in March 2001 largely contributed to the dissemination of the vocational training and collaboration with industries. Considering the large impact the event would bring about, it is recommended that, in the future, the competition should be continued under the Vietnamese initiative.

## ANNEX

1. List of long-term and short-term experts dispatched
2. List of counterparts participated in the training program in Japan
3. List of machines and equipment provided by JICA
4. List of Vietnamese counterparts as of August 29, 2002.
5. PDM for Mid-term Evaluation
6. PDM (original)
7. Revised PDM after Mid-term Evaluation
8. PO (original)
9. Revised PO after Mid-term Evaluation
10. Achievement of the Plan

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## JAPANESE EXPERTS

### 1) Long Term Experts

- Chief Advisor: Kimura Daiju (27/8/2000~26/8/2003)
- Machinery processing: Kitano Shinichi (24/7/2000~31/3/2003)
- Metal processing: Oyabu Senji (24/4/2000~23/4/2002)  
Saitou Yasushi (10/4/2002~9/4/2004)
- Electric control: Shimizu Tatsuya (24/4/2000~23/4/2002)  
Kosaka Yoshimasa (10/4/2002~9/4/2004)
- Coordinator Takahashi Yoshiko (24/4/2000~23/4/2002)  
Nishimiya Koji (11/5/2002~10/5/2003)

### 2) Short Term Experts

- Sequence control: Kosaka Yoshimasa (15/10/2001~9/11/2001)
- Auto CAD: Yasui Yusaku (15/10/2001~9/11/2001)
- Machinery Design: Maeda Takuya (9/1/2002~6/2/2002)
- Quality Control: Yamada Koji (9/1/2002~6/2/2002)
- Safety Management: Tagami Haruhisa (28/2/2002~22/3/2002)
- Machinery Management: Sakuma Sadaji (28/2/2002~22/3/2002)
- Sheet metal processing: Nakasugi Haruhisa(26/3/2002~23/4/2002)



## ANNEX 2

## LIST OF COUNTERPARTS PARTICIPATED IN TRAINING IN JAPAN

Name	Position	Course	Term
Vu Dinh Thom	Head of Machinery Processing Dept.	Machinery Processing	25/9/2000~ 24/12/2000
Tran Van Manh	Head of Heat Treatment Dept.	Metal Processing	25/9/2000~ 24/12/2000
Pham Xuan Khanh	Head of Electronics & Automobile Dept.	Micro computer technology	25/9/2000~ 24/12/2000
Ngo Xuan Do	Rector	Vocational training management	17/10/2000~ 4/11/2000
Tran Duc Quy	Head of Machinery Processing Dept	Machinery Processing	2/7/2001~ 23/9/2001
Nguyen Van Thanh	Head of Metal Processing Dept.	Metal Processing	2/7/2001~ 23/9/2001
Vu Thai Giang	Head of Electric Control Dept.	Sequence control technology	2/7/2001~ 23/9/2001
Ha Xuan Quang	Vice Rector	Vocational training improvement seminar	8/10/2001~ 23/11/2001
Hoang Xuan Nguyen	Vice Rector	Vocational training management	14/1/2002~ 3/2/2002
To Tien Long	Teacher of Machinery Processing Dept.	Machinery Processing	2/7/2002~ 22/9/2002
Nguyen Dinh Duc	Teacher of Metal Processing Dept.	Metal processing	2/7/2002~ 22/9/2002
Kieu Xuan Thuc	Vice-head of Electronics & Automobile Dept.	Advanced PLC & sensor technology	2/7/2002~ 22/9/2002




## ANNEX 3

## LIST OF MACHINES AND EQUIPMENT PROVIDED BY JICA

Machinery & equipment	Management & usage situation	Installation date
Numeric Control Lathe	Using for practical training for students	4/2001
Engine Lathe	Using for practical training for students	3/2001
Vertical Milling Machine	Using for practical training for students	6/2001, 4/2002
3D Flexible Measuring Machine	Using for short-term training & technical transfer	5/2001
Universal Tool Grinder	Using for practical training for students	3/2001
Contac machine	Using for technical transfer	3/2001
Package Air Compressors	Using for technical transfer	3/2001
Air Plasma Cutting Machine	Using for technical transfer	5/2001
Spot Welding Machine	Using for technical transfer	4/2001
Ultrasonic Flaw Detector	Using for technical transfer	8/2001
NC Press Brake	Using for technical transfer	4/2001
Corner Shear	Using for technical transfer	3/2001
Shearing Machine	Using for technical transfer	4/2001
Universal Testing Machine	Using for technical transfer	3/2001
AC Arc Welding Machine	Using for technical transfer	5/2001
MAG/CO2 Welding Machine	Using for short-term training & technical transfer	5/2001
TIG Welding Machine	Using for short-term training & technical transfer	5/2001, 2/2002
MIG Welding Machine	Using for short-term training & technical transfer	5/2001, 2/2002
Double Headed Grinder Machine	Using for technical transfer	3/2001
Drawing Machine	Not so using until now	5/2002
Lifter	Using for some works	5/2002
Printed Board Making System	Using for technical transfer	3/2001
Transfer Control Module	Using for short-term training & technical transfer	3/2001
Sequencer Control Module	Using for short-term training & technical transfer	3/2001
Sensor Training Kit	Using for short-term training & technical transfer	3/2001
Micro Computer Training Kit	Using for technical transfer	3/2001
CAM Software	Using for technical transfer	4/2001
CAD Application	Using for making textbooks	3/2001
Generator	Using when electric supply stop	6/2002

LIST OF VIETNAMESE COUNTERPARTS

C/P name	Field	2000				2001				2002			
		I	II	III	IV	I	II	III	IV	I	II	III	IV
1-Mr.Vu Dinh Thom	Machinery Processing												
2-Mr.Pham Van Bong													
3-Mr.Nguyen Van Duc													
4-Mr.To Tien Long													
5-Mr.Nguyen Cong Cat													
6-Mr.Tran Duc Quy													
7-Mr.Nguyen Dinh Kham													
8-Phan Tien Viet													
9-Mr.Nguyen Van Thanh	Metal Processing												
10-Mr.Nguyen Dinh Duc													
11-Mr.Nguyen Truong Giang													
12-Mr.Giap Van Nang													
13-Mr.Tran Van Hieu													
14-Mr.Tran Van Manh													
15-Mr.Tran Quang Hoa													
16-Mr.Nguyen Hoans Son													
17-Mr.Pham Xuan Khanh	Electric Control												
18-Mr.Vu Thai Giang													
19-Mr.Nguyen Dinh Hai													
20-Mr.Nguyen Thanh Ha													
21-Mr.Pham Van Minh													
22-Mr.Kieu Xuan Thuc													
23-Mr.Ngo Xuan Ha													
24-Nguyen Duc Khoa													
25-Tran Minh Duong													
26-Nguyen Khac Hieu													
Mr.Ngo Xuan Do	Rector												
Mr.Hoang Xuan Nguyen	Vice Rector												
Mr.Hoang Gia Dong	Vice Rector												
Mr.Ha Xuan Quang	Vice Rector												
Mr.Tran Long	Administration												
Mr.Pham Ngoc Nam	Administration												
Mr.Tran Huu The	M.of training dept.												
Mr. Nguyen Huu Chien	M.of financial dept.												
Mr. To Kim Ngoc	Int'l Affairs												

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**Project Design Matrix for the Mid-term Evaluation : The Project for Strengthening Training Capability for Technical Workers in Hanoi Industrial College'**

Project Name: The Project for Strengthening Training Capability for Technical Workers in Hanoi Industrial College

Project Site: Hanoi Industrial College

Target Group : Trainers in HIC

Project Period: 2000. 4.1 ~ 2005. 3.31

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p><b>Overall Goal</b></p> <p>To increase (or improve) the skills of technical workers in the field of mechanical industries in Vietnam.</p>	<p>The number of skilled workers employed by machinery industries. (Increases xx % , by the year xx )</p>	<p>Statistics issued by the Government of Vietnam</p>	<ul style="list-style-type: none"> <li>Economic situation related to the industries does not deteriorate.</li> <li>The Vietnamese Government won't be forced to implement policies against industries.</li> </ul>
<p><b>Project Purpose</b></p> <p>The training capability for technical workers of Hanoi Industrial College is efficiently enhanced.</p>	<ol style="list-style-type: none"> <li>The number of short-term courses conducted, the number of participants. (xx courses, XX participants)</li> <li>Evaluation of short-term training program by participants.</li> <li>The number of graduates of HIC qualified as skilled workers. (xx graduates)</li> <li>The number of graduates employed by the relevant industries.</li> <li>The number of lessons conducted by the respective CP instructors for long-term training course-in-charge.</li> <li>Evaluation of long-term training program by trainees</li> <li>The number of CP personnel remains at the HIC.</li> </ol>	<p>HIC Document (List of graduates, training report, allocation of trainers, etc)</p> <p>HIC Document (Graduates' employment situation)</p>	<ul style="list-style-type: none"> <li>Perception of public towards vocational training is improved.</li> <li>Number and capacity of training centers which can produce skills workers</li> </ul>
<p><b>OUTPUTS</b></p> <ol style="list-style-type: none"> <li>Vocational training program adapted to mechanical industrial needs is designed at the HIC.</li> <li>Recruitment and selection system for the trainees of the HIC is established.</li> <li>The skills of necessary numbers of qualified instructors in the above fields are improved.</li> <li>The appropriate trainings in the field of machinery processing, mechanical metal sheet processing, electric control are established as both short-term and long-term training courses.</li> <li>Adequate facilities, machinery and equipment for training are prepared and effectively utilized.</li> <li>The HIC is well managed in terms of organization, personnel and finance.</li> </ol>	<ol style="list-style-type: none"> <li>1-1 Report on analysis of current mechanical industrial field in Vietnam</li> <li>1-2 Report on needs assessment of current mechanical industrial field in Vietnam.</li> <li>1-3 Vocational training program designed by HIC</li> <li>2-1 Prescript of requirement for applicants</li> <li>2-2 Distribution materials prepared for the public relation's activities.</li> <li>2-3 The number of applicants</li> <li>3-1 Evaluation of instructs of short-term training courses by the participants.</li> <li>3-2 Evaluation of instructors of long-term training courses by trainees</li> <li>3-3 Result of pre-test and post-test of trainees for long-term training courses.</li> <li>For both short-term and long-term training courses,                     <ol style="list-style-type: none"> <li>4-1 The number of curricula prepared</li> <li>4-2 The number of textbooks and teaching materials prepared</li> <li>4-3 The number of courses conducted</li> <li>4-4 The number of trainees/participants of each course</li> </ol> </li> <li>5-1 The numbers of facilities, machinery and equipment used at HIC.</li> <li>5-2 The rate of operation for machinery and equipment</li> <li>5-3 The number of operation manuals prepared by HIC</li> <li>5-4 Condition of equipment maintenance</li> <li>6-1 Budget growth</li> <li>6-2 Report on finance for HIC</li> <li>6-3 Staff Allocation</li> <li>6-4 Frequency of management meeting held</li> </ol>	<ol style="list-style-type: none"> <li>1-1 HIC Documents</li> <li>1-2 HIC Documents</li> <li>1-3 HIC Documents</li> <li>2-1 HIC Documents</li> <li>2-2 HIC Documents</li> <li>2-3 HIC Documents</li> <li>3-1 HIC Documents</li> <li>3-2 HIC Documents</li> <li>3-3 HIC Documents</li> <li>4-1 HIC Documents</li> <li>4-2 HIC Documents</li> <li>4-3 HIC Documents</li> <li>4-4 HIC Documents</li> <li>5-1 HIC Documents</li> <li>5-2 HIC Documents</li> <li>5-3 HIC Documents</li> <li>5-4 HIC Documents</li> <li>6-1 HIC Documents</li> <li>6-2 HIC Documents</li> <li>6-3 HIC Documents</li> <li>6-4 HIC Documents</li> </ol>	<ul style="list-style-type: none"> <li>Labor market information based on the Projects is adequate.</li> <li>Enough number of trainees targeted by the Project exist in labor force</li> </ul>

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Activities	INPUTS		
(Next Page)	Vietnamese Side	Japanese Side	
	<ol style="list-style-type: none"> <li>1 Building and Machinery and Equipment</li> <li>2 Assignment of Vietnamese full-time counterpart personnel</li> <li>3 Assignment of administrative personnel</li> <li>4 Expenses necessary for the implementation of the Project</li> </ol>	<ol style="list-style-type: none"> <li>1 Long-term Experts Chief-Advisor Coordinators Experts (3 fields)</li> <li>2 Short-term Experts Short-term Experts will be dispatched to ensure smooth implementation of the Project.</li> <li>3 Counterpart Training in Japan Vietnamese counterpart personnel will be trained in Japan according to the annual work plan of the Project within the budget allocated for the technical cooperation.</li> <li>4 Provision of Machinery and Equipment Part of the machinery and equipment necessary for the Project will be provided within the budget allocated for the technical cooperation.</li> <li>5 Local Cost Support</li> </ol>	<ul style="list-style-type: none"> <li>• Counterparts remain in the HIC.</li> <li>• Financial situation of the HIC is stable.</li> </ul>
			Pre-Conditions
			<ul style="list-style-type: none"> <li>• The building, facilities and certain amount of machinery and equipment of the HIC are provided by the Vietnamese side and operational.</li> </ul>

Activities	
<ol style="list-style-type: none"> <li>1) Vocational training program adapted to mechanical industrial needs is designed at the HIC.               <ol style="list-style-type: none"> <li>1)-1 To analyze the current situation of the mechanical industries in Vietnam.</li> <li>1)-2 To clarify vocational training program required by the Vietnamese mechanical industries.</li> <li>1)-3 To design vocational training program adapted to the mechanic industrial needs.</li> <li>1)-4 To advice training policy of the HIC.</li> </ol> </li> <li>2) Recruitment and selection system for the trainees of the HIC is established               <ol style="list-style-type: none"> <li>2)-1 To prescribe the qualifications and requirements for HIC applicants.</li> <li>2)-2 To improve the promotional and public relations activities on HIC course to recruit potential applicants.</li> <li>2)-3 To conduct recruitment and selection of HIC trainees.</li> <li>2)-4 To advise recruitment and selection system and related activities on HIC training courses.</li> </ol> </li> <li>3) The skills of necessary numbers of qualified instructors in the above fields are improved.               <p>To acquire knowledge and skills on:</p> <ol style="list-style-type: none"> <li>3)-1 curriculum development</li> <li>3)-2 professional skills</li> <li>3)-3 development of teaching materials</li> <li>3)-4 teaching methods</li> <li>3)-5 methods of the class preparation</li> <li>3)-6 methods of the course management and</li> <li>3)-6 methods of the training evaluation</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>4) The appropriate trainings in the field of machinery processing, mechanical metal sheet processing, electric control are established as both short-term and long-term training courses.               <ol style="list-style-type: none"> <li>4)-1 To develop the curricula of training courses</li> <li>4)-2 To make the necessary textbooks and teaching materials for the training courses.</li> <li>4)-3 To conduct the training courses.</li> <li>4)-4 To evaluate training courses.</li> <li>4)-5 To improve training courses if necessary.</li> <li>4)-6 To develop other teaching materials needed for technical transfer.</li> </ol> </li> <li>5) Adequate facilities, machinery and equipment for training are prepared and effectively utilized.               <ol style="list-style-type: none"> <li>5)-1 To prepare and install machinery and equipment.</li> <li>5)-2 To manage and maintain facilities, machinery and equipment.</li> </ol> </li> <li>6) The HIC is well managed in terms of organization, personnel and finance.               <ol style="list-style-type: none"> <li>6)-1 To secure necessary budget and execute properly.</li> <li>6)-2 To arrange appropriate personnel in accordance with the plan.</li> <li>6)-3 To monitor management regularly.</li> <li>6)-4 To plan and conduct the organization for sustainability.</li> <li>6)-5 To give advice on the management of the HIC</li> </ol> </li> </ol>

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