

別添 3. 最終ワークショップ時に使用した発表資料 (6月28日)

注)本ワークショップの後、産業人材育成・雇用開発プログラムについてはヨルダン側・日本側との協議の結果、3つのコンポーネント(産業人材育成・雇用促進・中小/零細企業開発)とすることとなったが、本プレゼンテーション資料は、6月28日時点のものである。

*The Preparatory Survey on  
The Project for Strengthening the Capacity of Training Management  
in Hashemite Kingdom of Jordan*

*- Commitment on the project among organizations concerned -*

JICA Jordan Office  
Human Development Department, JICA

28<sup>th</sup> June, 2006

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Agenda

- Purpose of the workshop
- The outline of the project
- Detailed contents of the project
- The indicators for the project
- Framework for Human Resource Development Program

## Purpose of the workshop

We will work towards a success of the project and completion of the minutes of the meeting. In order to achieve that, the workshop has been held for the following purpose.

- To have mutual understanding on the concept of the project
  - Framework of the project
  - Contents of the project
  - Timeframe of the project, in particular with regard to the activities for output 2 and 3
- To confirm and complete the remaining task
- To finalize the design of the project

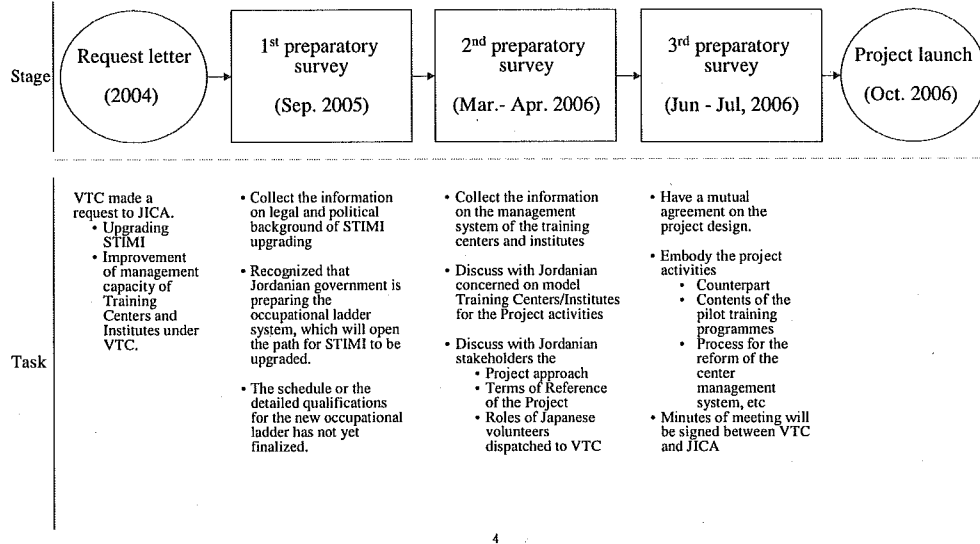
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## Agenda

- Purpose of the workshop
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## The background of the project



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## Outline of the Project

### <Overall Goal >

VTC and training centers are managed and operated based on the VTC operating model.

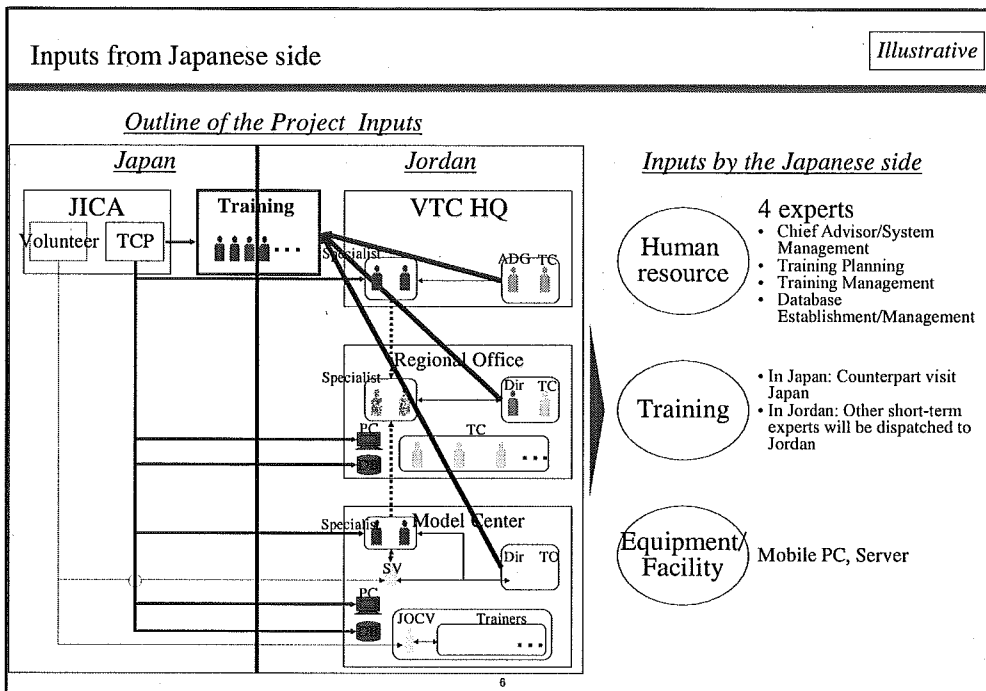
### <Project Purpose>

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

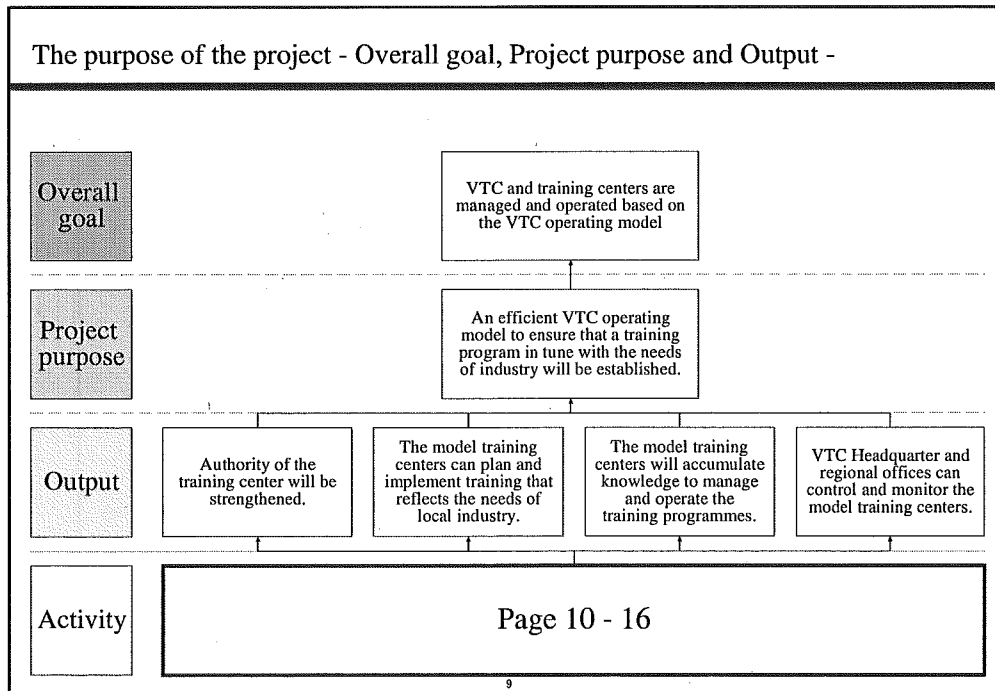
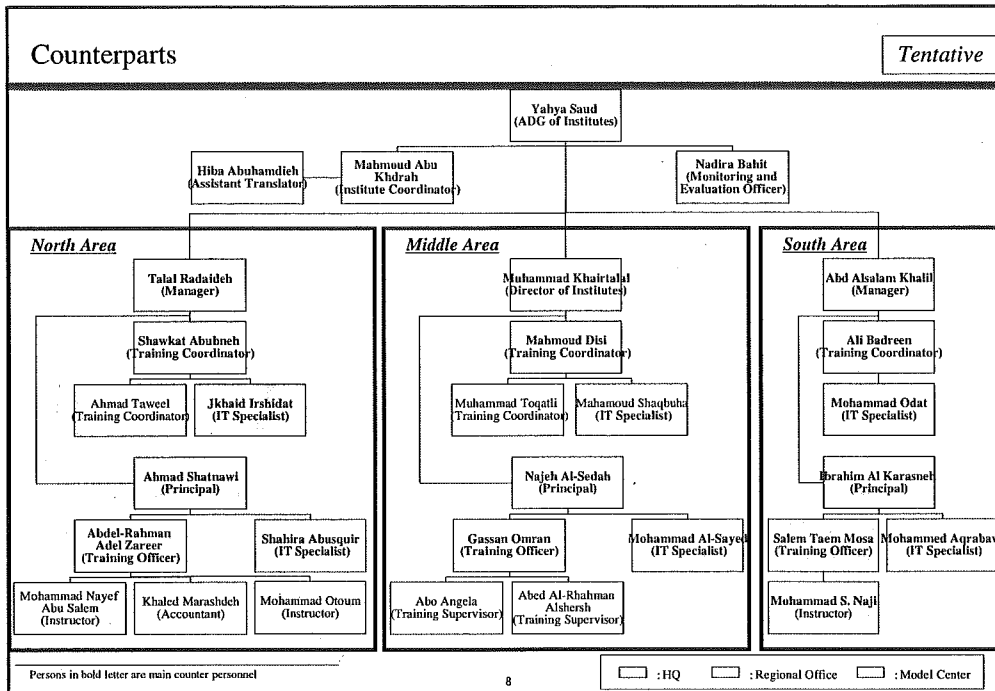
### <Output>

1. Authority of the training center will be strengthened.
2. The model training centers can plan and implement training that reflects the needs of local industry.
3. The model training centers will accumulate knowledge to manage and operate the training programmes.
4. VTC Headquarter and regional offices can control and monitor the model training centers.

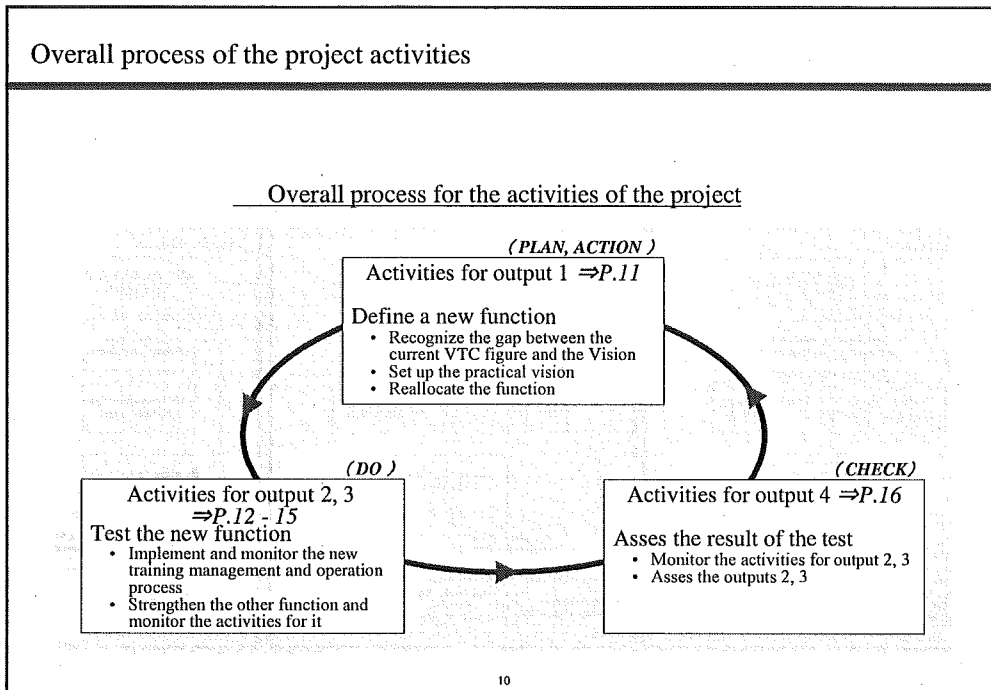
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- ### Agenda
- Purpose of the workshop
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  - Detailed contents of the project
  - The indicators for the project
  - Framework for Human Resource Development Program
- 7

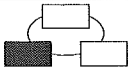


Overall process of the project activities



Activities of the project for Output 1

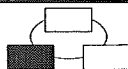
Name of Activity	Contents of Activity (Summary)	H.Q.	RO			Center			
			Director	Main TC	Supportive TC	Principal	Main TO	Supportive TO/Instructors	IT Specialist
Training in Japan	<ul style="list-style-type: none"> <li>Counterpart personnel will be trained in Japan in order to get the knowledge as per below:                             <ul style="list-style-type: none"> <li>Outline of the vocational training administration system in Japan</li> <li>Its management and operational system, etc</li> </ul> </li> </ul>	○	○			○			
Baseline survey on VTC	<ul style="list-style-type: none"> <li>Counterpart personnel will;                             <ul style="list-style-type: none"> <li>Conduct the baseline survey on VTC function <i>in cooperation with the local consultant</i></li> <li>Recognize the gap between the function of the VTC vision and the current function</li> </ul> </li> </ul>	○	○	○	○				
Redefinition of the training center management function	<ul style="list-style-type: none"> <li>Counterpart personnel will;                             <ul style="list-style-type: none"> <li>Set up the practical vision of VTC</li> <li>Define the required function in order to achieve the above vision</li> </ul> </li> </ul>	○	○						
Allocation of the function	<ul style="list-style-type: none"> <li>Counterpart personnel will;                             <ul style="list-style-type: none"> <li>Prepare the function chart</li> <li>Prepare the draft of the new job description</li> </ul> </li> </ul>	○	○						
Seminar in Jordan	<ul style="list-style-type: none"> <li>Employees of HQ, RO and directors of the model training centers will be trained in Jordan with regard to the introduction process of the new vocational organization system                             <ul style="list-style-type: none"> <li>How to introduce the new function of each organization</li> <li>How to train the employee</li> <li>How to manage the new training center</li> </ul> </li> </ul>	○	○			○			



**Activities of the project for Output 2 - Process (1/2) -**

Name of Activity	Contents of Activity (Summary)	H.Q.	RO			Center			
			Director	Main TC	Supportive TC	Principal	Main TO	Supportive TO/Instructors	IT Specialist
Seminar in Jordan	<ul style="list-style-type: none"> <li>• Training management in Japan</li> <li>• Process (PDCA cycle)</li> <li>• Role of each organizations</li> <li>• Best practice of the training programme</li> <li>• Needs survey process as the special topic</li> </ul>					○	○	○	○
Needs survey on the labor market	<ul style="list-style-type: none"> <li>• Counterpart personnel will conduct the needs survey on the labor market</li> <li>• Statistical data stocked in the governmental organization, the enterprise association, etc</li> <li>• Questionnaires to the private company, the local community, enterprise associations, etc</li> </ul>						○	○	
Planning the pilot training programme	<ul style="list-style-type: none"> <li>• Counterpart personnel will;               <ul style="list-style-type: none"> <li>• Analyze and evaluate the results of the needs survey</li> <li>• Choose the appropriate field for the pilot training programme</li> <li>• Prepare the new curriculum</li> </ul> </li> </ul>						○	○	
Evaluation and authorization of plan	<ul style="list-style-type: none"> <li>• Counterpart personnel will evaluate and authorize the pilot training programmes<sup>*1</sup></li> </ul>					○			
Implementation of the pilot training programme	<ul style="list-style-type: none"> <li>• Counter personnel will;               <ul style="list-style-type: none"> <li>• Prepare for the implementation of the pilot training programmes in cooperation with other employees in VTC                   <ul style="list-style-type: none"> <li>• Implementation plan</li> <li>• Promotion</li> <li>• Method of instruction</li> <li>• Teaching material, etc</li> </ul> </li> <li>• Implement the training programmes</li> </ul> </li> </ul>					○	○	○	

\*1: VTC HQ and RO will evaluate and authorize the pilot training programmes through activities for output 4.

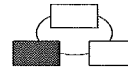


**Activities of the project for Output 2 - Process (2/2) -**

Name of Activity	Contents of Activity (Summary)	H.Q.	RO			Center			
			Director	Main TC	Supportive TC	Principal	Main TO	Supportive TO/Instructors	IT Specialist
Monitoring and evaluation	<ul style="list-style-type: none"> <li>• Counterpart personnel will monitor and evaluate the pilot the training programmes               <ul style="list-style-type: none"> <li>• Method of instruction</li> <li>• Safety and sanitary instruction</li> <li>• Proficiency and Satisfaction of trainees</li> </ul> </li> </ul>					○	○	○	
Establishment of the database	<ul style="list-style-type: none"> <li>• Counterpart personnel will establish the database for the programme management and operation in cooperation with other employees in VTC               <ul style="list-style-type: none"> <li>• Curriculum</li> <li>• Promotion material</li> <li>• Teaching material</li> <li>• Monitoring and evaluation results</li> <li>• Feedback record for the training implementation</li> </ul> </li> </ul>						○	○	○
End-line survey	<ul style="list-style-type: none"> <li>• Counterpart personnel will;               <ul style="list-style-type: none"> <li>• Collect the data and compare the result with the plan on the following point.                   <ul style="list-style-type: none"> <li>• Proficiency and satisfaction of trainees</li> <li>• Satisfaction of the local industry</li> <li>• Capability and satisfaction of instructors</li> </ul> </li> <li>• Prepare the revised plan                   <ul style="list-style-type: none"> <li>• Contents of training programmes</li> <li>• Process of the implementation</li> </ul> </li> </ul> </li> </ul>						○	○	○
Preparation of the manual for the programme management	<ul style="list-style-type: none"> <li>• Counterpart will prepare the manual for the programme management which must be monitored and authorized by VTC HQ and RO               <ul style="list-style-type: none"> <li>• Process</li> <li>• Role, Job description</li> <li>• Output for each process</li> <li>• Period of evaluation and revision of the programme</li> <li>• Evaluation criteria, etc</li> </ul> </li> </ul>					○	○	○	○

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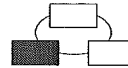
Activities of the project for Output 3 - Process (1/2) -



Name of Activity	Contents of Activity (Summary)	H.Q.	RO			Center			
			Director	Main TC	Supportive TC	Principal	Main TO	Supportive TO/Instructors	IT Specialist
Seminar in Jordan	<ul style="list-style-type: none"> <li>• Presentation on the training center management and operation in Japan</li> </ul>					○	○	○	○
Workshop in Jordan	<ul style="list-style-type: none"> <li>• Employee of VTC (HQ/ROs/centers) will understand "VTC Vision" and "Strategic plan(2005-2007)" in common.</li> </ul>					○	○	○	○
Preparation of the reform plan	<ul style="list-style-type: none"> <li>• Counterpart personnel will prepare the plan to reform the center management in the field of the following management area.                             <ul style="list-style-type: none"> <li>• Trainees Management</li> <li>• Equipment/Facility Management</li> <li>• Promotion such as partnership between the private sector, advertisement to the local community and so on</li> </ul> </li> </ul>					○	○	○	○
Preparation of the action plan	<ul style="list-style-type: none"> <li>• Counterpart personnel will prepare the action plan for the above reform plan, which include the followings                             <ul style="list-style-type: none"> <li>• Concrete measures</li> <li>• Implementation schedule by each measure</li> <li>• Responsible person by each measure</li> <li>• Assessment criteria</li> </ul> </li> </ul>					○	○	○	○
Assessment and authorization	<ul style="list-style-type: none"> <li>• Counterpart personnel will evaluate and authorize the reform plan and its action plan<sup>2</sup></li> </ul>					○			

\*2: VTC HQ and RO will evaluate and authorize the pilot training programmes through activities for output 4.

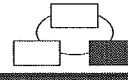
Activities of the project for Output 3 - Process (2/2) -



Name of Activity	Contents of Activity (Summary)	H.Q.	RO			Center			
			Director	Main TC	Supportive TC	Principal	Main TO	Supportive TO/Instructors	IT Specialist
Implementation of the action plan	<ul style="list-style-type: none"> <li>• Employee of model centers will implement measures as per below under the control of the responsible person                             <ul style="list-style-type: none"> <li>• Set up the material control system</li> <li>• Negotiation with the private enterprises                                     <ul style="list-style-type: none"> <li>• To ask for support the seminar</li> <li>• To dispatch instructors to the workshop</li> </ul> </li> </ul> </li> </ul>					○	○	○	○
Monitoring and evaluation	<ul style="list-style-type: none"> <li>• Counterpart personnel will monitor and evaluate the activities of the reform plan                             <ul style="list-style-type: none"> <li>• Progress of the measure</li> <li>• Effectiveness of the measure</li> <li>• Revised plan, if any</li> </ul> </li> </ul>					○	○	○	
End-line survey	<ul style="list-style-type: none"> <li>• Counterpart personnel will;                             <ul style="list-style-type: none"> <li>• Collect the data and compare the result with the plan on the following point.                                     <ul style="list-style-type: none"> <li>• Proficiency and satisfaction of trainees</li> <li>• Capability and satisfaction of instructors</li> <li>• Other criteria</li> </ul> </li> <li>• Prepare the continuous reform and action plan in the area of management field                                     <ul style="list-style-type: none"> <li>• Field already reformed</li> <li>• New field</li> </ul> </li> </ul> </li> </ul>						○	○	
Preparation of the manual for the center management	<ul style="list-style-type: none"> <li>• Counterpart will prepare the manual for the center management which must be monitored and authorized by VTC HQ and RO                             <ul style="list-style-type: none"> <li>• Process</li> <li>• Role, Job description</li> <li>• Output for each process</li> <li>• Period of evaluation and revision of the strategic and its action plan</li> <li>• Evaluation criteria, etc</li> </ul> </li> </ul>						○	○	



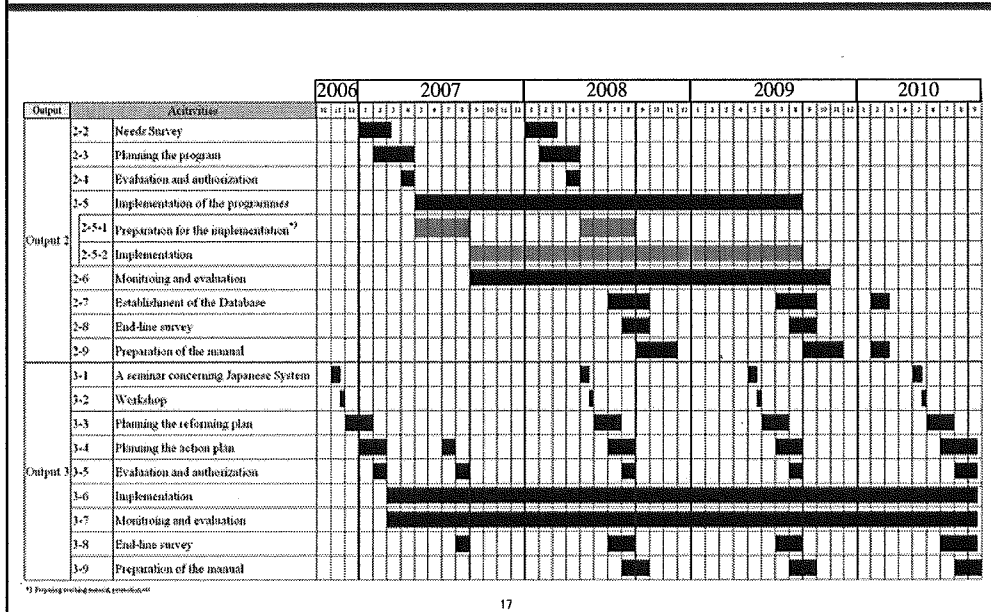
Activities of the project for Output 4 - Process -



Name of Activity	Contents of Activity (Summary)	RO				Center			
		H.Q.	Director	Main TC	Supportive TC	Principal	Main TO	Supportive TO/Instructors	IT Specialist
Support the center activities	<ul style="list-style-type: none"> <li>Counterpart personnel of both HQ and RO will support the center activities to plan the pilot programmes and to prepare the reform plan</li> <li>Provision of information</li> <li>Provision of human resource</li> </ul>	○	○	○	○				
Monitoring and evaluation by RO	<ul style="list-style-type: none"> <li>Counter personnel of RO will monitor and evaluate the activities of the model centers as per below.</li> <li>Conditions on planning, implementation and evaluation of the pilot training programmes</li> <li>Conditions on plan, implementation and evaluation of the reform plan</li> </ul>			○	○				
Monitoring and evaluation by HQ	<ul style="list-style-type: none"> <li>Counter personnel of HQ will monitor and evaluate the management setup of the regional offices as per below.</li> <li>Communication between RO and the model center</li> <li>Instruction to the model center</li> <li>Support to the model center such as information provision, request to the support the local industry</li> </ul>	○	○						
Establishment of the database at RO	<ul style="list-style-type: none"> <li>Counterpart personnel of RO will establish the database for the center management in cooperation with other employees in VTC</li> <li>Information provided for the model center</li> <li>Private enterprisess which cooperate the project</li> <li>Data collected in order to monitor and evaluate the model center</li> </ul>				○				
Preparation of the guideline for RO and HQ	<ul style="list-style-type: none"> <li>Counterpart of HQ will prepare the guideline for the management of the center</li> <li>Hole process to manage the center</li> <li>Role of HQ and RO</li> <li>Evaluation criteria and period</li> </ul>	○	○	○	○				

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Tentative schedule for the pilot programs and the reformation of the center



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## Agenda

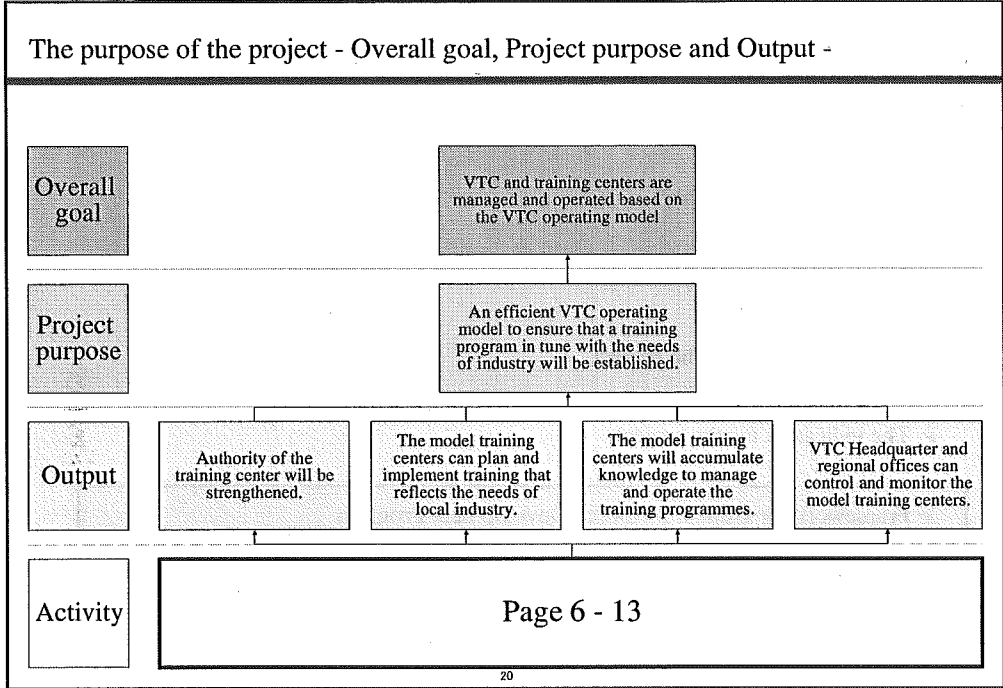
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## Framework of the project - Project Design Matrix(PDM) -

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<Overall goal>			
<Project purpose>			
<Output>			
<Activities>	<Inputs>		<Precondition>

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**Narrative summary of the Project Design**

Narrative Summary	Objectively Verifiable Indicators	
	In general	In particular from the voev point of the quality of the training
<p>&lt;Overall Goal &gt; VTC and training centers are managed and operated based on the VTC operating model.</p>	<p>1. The operation model will be applied to at least ___ training centres. 2. Implementation status of the VTC strategy 2005 - 2007</p>	<p>● Satisfaction of companies / workshops increase XX %. ● Satisfaction of companies / workshops increase XX %.</p>
<p>&lt;Project Purpose&gt; An efficient VTC operating model to ensure that a training program in tune with the needs of industry will be established.</p>	<p>1. Existence of any draft plan to promote the decentralization of the VTC and degree of the transfer of authority 2. Existence of any training programme operation and management manual and situation of the use of such a manual 3. Existence of any VTC operation guidelines and situation of the use of such guidelines 4. Existence of any VTC monitoring guidelines and situation of the use of such guidelines 5. General assessment of the model VTC by local industries</p>	<p>● Number of students for each course increases XX %. ● Rate of drop outs decrease from XX % to XX %. ● Number of companies / workshops in relation with the model centers increase XX %. ● Satisfaction of trainees increase XX %.</p>

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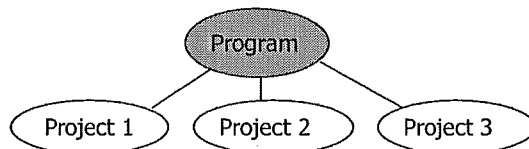
## **Human Resource Development for Industry and Employment Generation in Jordan**

Adel Zureikat (Program Officer)  
Shinichiro NAKAHARA (Project Formulation Advisor)  
JICA Jordan Office  
June 28, 2006  
Testing and Training Institute (TTI)

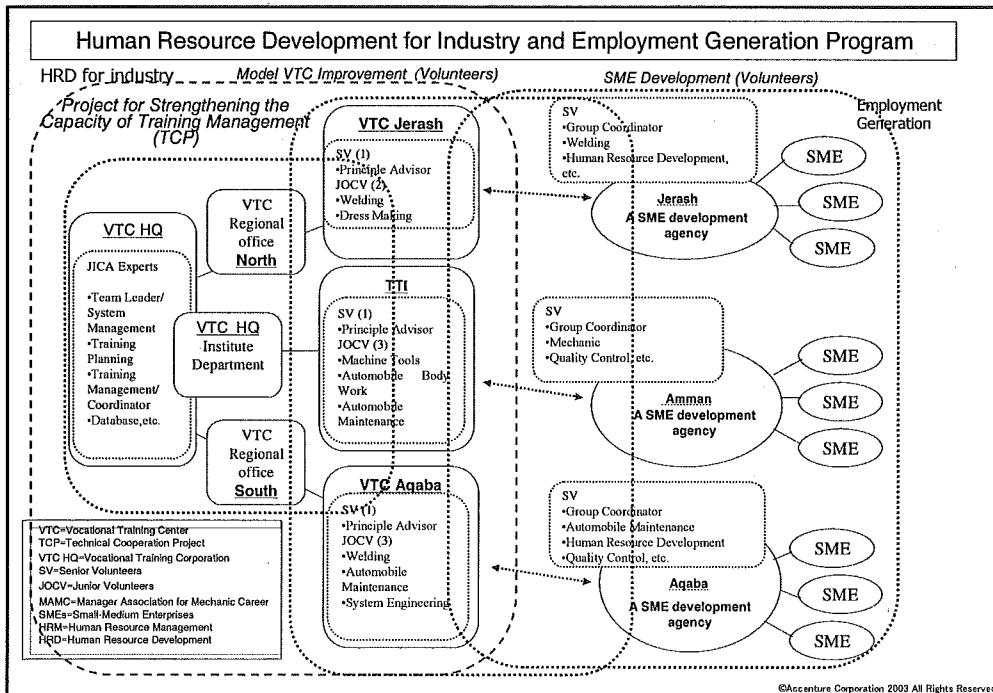
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## Human Resource Development for Industry and Employment Generation in Jordan

- Insofar, we have discussed about the technical cooperation project, "Project for Strengthening the capacity of Training Management.
- This project is a part of a program.
- Program can be defined as an aggregation of more than one project(s).



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## **Human Resource Development for Industry and Employment Generation in Jordan**

Overall goal: Selected cities, where model VTCs are located, can achieve higher percentage of economic growth compared with other cities.

Purpose of the Program: To achieve human resource development for industry and expanding job opportunities

Duration of the program:  
April 2006 - March 2011

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## **Human Resource Development for Industry and Employment Generation in Jordan**

This program can be divided by two components.

1. Human resource development for industry
2. Employment Generation

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## **Human Resource Development for Industry**

“Human resource development for industry” is consisted of two schemes

- (1) Technical cooperation project: Project for Strengthening the Capacity of Training Management
- (2) Volunteer: Model Vocational Training Centers Improvement

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## **Human Resource Development for Industry**

What is difference between technical cooperation project (JICA Experts) and volunteers in “human resource development for industry” ?

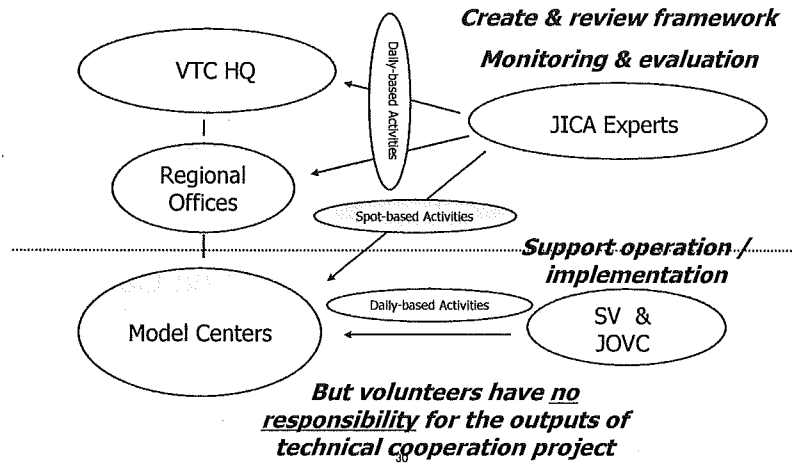
Roles and functions:

Experts → Create and review framework of VTC system, as well as monitoring and evaluation

Volunteers → support principal to operate / implement the system based on the framework

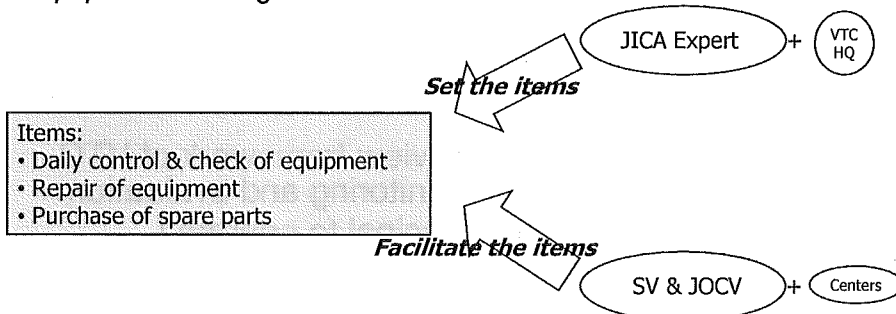
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## Human Resource Development for Industry



## Human Resource Development for Industry

Example...  
Equipment Management





## Employment Generation

“Employment Generation” is consisted of one scheme

(1) Volunteer: SME Development

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## Employment Generation

Why we need to develop SMEs?

- More than 2/3 of the total enterprises in Jordan is composed by SMEs.
- Human resource development through vocational training dose not create any job. Therefore, we need to expand job opportunities through SME development.

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## **Employment Generation**

### Action Plan

- We have been formulating a new project for SME development.
- Since last May, JICA has conducted a baseline survey on SME development utilizing a local consultant.

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## **Human Resource Development for Industry and Employment Generation in Jordan**

To sum up, in order to achieve sustainable socio-economic development in Jordan, it is crucial to develop human resources for industry and expand job opportunities through SME development.

We believe that this program would play significant role on this achievement.

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Shukran Kathir