

付 属 資 料

1. 調査日程
2. 主要面談者
3. ミニッツ（英語）
4. 評価グリッド
5. 専門家派遣実績及び研修員受け入れ実績
6. 主要供与機材
7. カウンターパート配置状況
8. 訓練コース実績
9. 工場訓練コース実績
10. 上級訓練コース体系図
11. 上級訓練コース実績
12. カリキュラム・教科書・教材等作成実績
13. 指導員再訓練コース体系図
14. 指導員再訓練コース実績
15. ワーキンググループ開催実績
16. 訓練管理委員会設置状況
17. SECAP 規定（目次）
18. 技術移転実績一覧表
19. CERFIN 配置図

1. 調査日程

No	月日	曜日	山川	道順	榎下	山田
1	1月21日	日	日本発/キト着			
2	22日	月	JICA 駐在員事務所表敬 SECAP 本部表敬 (調査方法説明) CERFIN 表敬 (調査方法説明) 日本人専門家との協議			
3	23日	火	SECAP 本部へのヒアリング CERFIN 実習場視察			
4	24日	水	CERFIN (C/P) へのヒアリング			
5	25日	木	CERFIN (C/P) へのヒアリング 日本人専門家へのヒアリング		キト着	
6	26日	金	訓練コース視察	キト市内企業訪問 インタビュー	SECAP 本部表敬 (CERFIN 幹部同席) 労働雇用省表敬訪問 INECI 表敬 ODA タスクフォース出席	
7	27日	土	団内打合せ、ミニッツ案作成			
8	28日	日	キト市内視察			
			キト→クエンカ移動		キト→グアヤキル移動	
9	29日	月	CEFIC 視察、指導員インタビュー		CERFIL 視察、指導員インタビュー	
			指導員インタビュー クエンカ→キト移動			指導員インタビュー グアヤキル→キト移動
10	30日	火	SECAP 本部とのミニッツ協議			
11	31日	水	SECAP 本部とのミニッツ協議			
12	2月1日	木	SECAP 本部との打合せ			
			ミニッツ署名 JICA 駐在員事務所帰国報告			
13	2日	金	大使館帰国報告 (於、大使公邸) 大使館主催新年会			
14	3日	土	キト発			

2. 主要面談者

＜エクアドル側＞	
（１）労働雇用省	
Antonio Gagliardo Valageza	大臣
Jito Palma Caicedo	副大臣
Leonardo Chiriboga Correa	次官
（２）外務省国際協力庁	
Carlos Jativa Naranjo	長官
（３）労働雇用省職業能力開発機構（SECAP）	
Marcelo Herrera J.	理事 雇用者代表
Edwin Bedoja	理事 労働者代表
Angel M. Verdesoto	総裁
Fernando Sanchez	企画部長
Maria Cadena	総務部長
Modest Jurado	人事部長
Guillermo Pailacho	経理担当
Fernando Carrera	技術・指導技法担当
Gabriel Campo	顧問弁護士
Cesar del Castillo Valljo	CERFIN 所長
Bolivar Montero	CERFIN 実務担当者
Gonzalo Bedoya R.	CERFIN 機械・金属科長
Wigberto Vizuite C.	CERFIN 電気・電子科長
Lucas G. Mendez M.	CERFIL 所長
（４）在エクアドル日本大使館	
平松 弘行	大使
星野 元宏	二等書記官
（５）JICA エクアドル駐在員	
山口 三郎	駐在員
（６）JICA プロジェクト専門家	
阪堂 宗孝	JICA 専門家（チーフアドバイザー）
菊池 四郎	JICA 専門家（調整員）
立壁 保郎	JICA 専門家（電気・電子）
野澤 征夫	JICA 専門家（機械・金属）
末富 暢	JICA 専門家（多品種少量生産システム構築）

MINUTES OF MEETINGS
BETWEEN
THE JAPANESE TERMINAL EVALUATION TEAM
AND
THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF
THE REPUBLIC OF ECUADOR
ON THE JAPANESE TECHNICAL COOPERATION
FOR
THE PROJECT ON IMPROVEMENT OF VOCATIONAL TRAINING IN ECUADOR

The Japanese Terminal Evaluation Team (hereinafter referred to as “the Japanese Team”) organized by the Japan International Cooperation Agency (hereinafter referred to as “JICA”), headed by Mr. Nobutetsu Enoshita, visited the Republic of Ecuador from 21 January to 3 February 2007, for the purpose of the terminal evaluation of the Project on Improvement of Vocational Training in Ecuador (hereinafter referred to as “the Project”).

During its stay in Ecuador, the Japanese Team had a series of discussions with the Ecuadorian authorities concerned, jointly evaluated the achievement of the Project, and exchanged views for further improvement of the Project.

As a result of the study and discussions, both sides agreed to the matters referred to in the document attached hereto.

This document is signed in both English and Spanish versions, and in case of a dispute, the English version shall have precedence over the Spanish version.

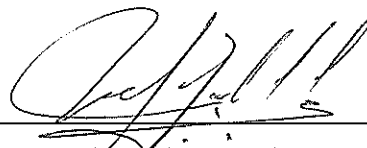
Quito, 1 February 2007



Mr. Nobutetsu Enoshita
Leader,
Japanese Terminal Evaluation Team,
Japan International Cooperation Agency,
Japan



Mr. Antonio Adriano Gagliardo Valarezo
Minister of Labor and Employment,
Republic of Ecuador



Dr. Angel María Verdesoto Galeas, MDTH
Executive Director,
Ecuadorian Professional Training Service (SECAP),
Republic of Ecuador

ATTACHED DOCUMENT

Contents

1. Introduction -----	1
1.1 Background-----	1
1.2 Objective of Evaluation-----	1
1.3 Schedule and Major Activities of the Evaluation-----	1
1.4 Joint Evaluation Team-----	2
1.5 Method of Evaluation -----	2
1.6 Summary of the Project -----	3
2. Project Achievements-----	5
2.1 Inputs -----	5
2.2 Stage 2 Outputs -----	6
2.3 Project Purpose-----	11
2.4 Prospect of Achievement of the Overall Goal -----	14
3. Results of the Evaluation According to Five Criteria-----	15
3.1 Relevance -----	15
3.2 Effectiveness -----	15
3.3 Efficiency -----	16
3.4 Impact -----	16
3.5 Sustainability -----	17
4. Conclusions -----	18
5. Recommendations-----	19
6. Lessons Learned-----	20
Annex	
I	Evaluation Grid
II	Project Design Matrix (PDM), Revised Version
III	Plan of Operation (Planned Versus Actual)
IV	List of Experts
V	List of Ecuadorian Counterparts Personnel Trained in Japan
VI	List of Major Equipments Provided by the Japanese Side
VII	Expenses for Local Activities Borne by the Japanese Side
VIII	List of Counterpart Personnel Assigned to the Project
IX	Annual Budget of SECAP and CERFIN
X	Training Needs Survey and Follow-Up Survey Conducted by CERFIN
XI	List of Up-Grading Training Courses at CERFIN
XII	List of Up-Grading Training Courses at CERFIL, CEFIC, and CEFIA
XIII	List of Specialized Training Courses at CERFIN
XIV	List of Specialized Training Courses at CERFIL, CEFIC, and CEFIA
XV	List of Retraining for Instructors
XVI	List of Committees at CERFIN, CERFIL, CEFIC, AND CEFIA

Annex

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1. Introduction

1.1 Background

The Project was initiated in June 2002 based on the request for technical cooperation by the Government of Ecuador to the Government of Japan to improve vocational training undertaken by the Ecuadorian Professional Training Service (hereinafter referred to as "SECAP"). The Project is planned to be completed by June 2007, and with the remaining project period being less than half a year, a final evaluation was jointly carried out by evaluators consisting of the Japanese Team and the Ecuadorian authorities concerned.

1.2 Objectives of the Evaluation

The objectives of the evaluation are threefold:

- 1) To evaluate accomplishments of the Project, especially in Stage 2, based on the five evaluation criteria of Relevance, Effectiveness, Efficiency, Impact, and Sustainability;
- 2) To make recommendations for activities in the remaining period of and after the completion of the Project; and
- 3) To note lessons learned from the Project.

1.3 Schedule and Major Activities of the Evaluation

Date	Major activities		
2007 Jan. 21 Sun	Arrival of two Japanese evaluation members at Quito, Ecuador		
Jan. 22 Mon	Courtesy call to JICA Office in Quito Courtesy call to SECAP headquarters; explanation about the evaluation framework Courtesy call to CERFIN Meeting with Japanese experts		
Jan. 23 Tue	Interview with SECAP staff Visit and observation of training workshops at CERFIN Observation of training courses at CERFIN		
Jan. 24 Wed	Interview with CERFIN instructors (counterpart personnel)		
Jan. 25 Thu	Interview with CERFIN instructors Interview with Japanese experts Review of data collected	Arrival of two more Japanese evaluation members at Quito	
Jan. 26 Fri	Observation of training courses at CERFIN	Visit and interview with enterprises in Quito	Courtesy call to SECAP Headquarters Courtesy call to the Ministry of Labor and Employment Courtesy call to INECI
Jan. 27 Sat	Internal meeting and preparation of draft evaluation report and minutes		
Jan. 28 Sun	Transportation to Guayaquil	Transportation to Cuenca	
Jan. 29 Mon	Visit to CERFIL; interview with staff and CERFIL instructors Transportation to Quito	Visit to CEFIC; interview with CEFIC staff and instructors Transportation to Quito	
Jan. 30 Tue	Joint Evaluation Team meeting (discussion on draft evaluation report and minutes)		Internal meeting
	Observation of training workshops at CERFIN and training courses		
Jan. 31 Wed	Joint Evaluation Team meeting (discussion on draft evaluation report and minutes)		
Feb. 1 Thu	Finalization of the evaluation report and minutes Joint Coordination Committee meeting Signing of the Minutes of Meetings		
Feb. 2 Fri	Report to Embassy of Japan and JICA Office		
Feb. 3 Sat	Japanese Team Depart for Japan		

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1.4 Joint Evaluation Team

The terminal evaluation was jointly carried out by both Japanese and Ecuadorian evaluators, as follows:

(1) Japanese Evaluators

	Expertise / Role	Name	Position/ Organization
1)	Team Leader	Mr. Nobutetsu ENOSHITA	Special Technical Advisor, JICA
2)	Vocational Training	Mr. Toshihiko YAMAKAWA	Vocational Training Specialist in charge of Technical Cooperation, Overseas Cooperation Division, Human Resources Development Bureau, Ministry of Health, Labor and Welfare
3)	Cooperation Planning	Mr. Tomoyuki YAMADA	Technical and Higher Education Team, Group II, Human Development Department, JICA
4)	Evaluation Analysis	Mr. Isao DOJUN	International Project Department, Chuo Kaihatsu Corporation
5)	Interpreter	Ms. Hiromi HIGASHIONNA	

(2) Ecuadorian Evaluators

	Name	Position/ Organization
1)	Mr. Edwin BEDOYA	Member of the board of directors (representative of workers), SECAP
2)	Mr. Marcelo HERRERA	Member of the board of directors (representative of employers), SECAP
3)	Mr. Fernando SANCHEZ	Director of Planning, SECAP
4)	Ms. Maria CADENA	Director of Institutional Development, SECAP

1.5 Method of Evaluation

The achievement and progress of the Project was evaluated using the latest Project Design Matrix (hereinafter referred to as "PDM"), revised in March 2006. The evaluators evaluated the achievement of the Project based on the following five (5) criteria:

(1) Relevance

Relevance refers to the validity of the Project Purpose and the Overall Goal in connection with the development policy of the Government of Ecuador as well as the needs of the beneficiaries.

(2) Effectiveness

Effectiveness refers to the extent to which the expected benefits of the Project have been achieved as planned, and examines if the benefits were brought about as a result of the Project.

(3) Efficiency

Efficiency refers to the productivity of the implementation process, and examines if the Inputs of the Project were efficiently converted into the Outputs.

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(4) Impact

Impact refers to direct and indirect, positive and negative impacts caused by implementing the Project, including the extent to which the Overall Goal has been attained.

(5) Sustainability

Sustainability refers to the extent to which the Project can be further developed by the Government of Ecuador, and benefits generated by the Project can be sustained under the Ecuadorian government's policies, technologies, systems, and financial state (refer to Annex for details).

1.6 Summary of the Project

According to the latest version of PDM, the Project can be summarized as follows:

1.6.1 Objectives of the Project

(1) Overall Goal

The Project aims to establish vocational training system which provides skilled workers with required level of professional ability by the industrial sector and to contribute to improvement of the employment opportunity in Ecuador.


(2) Project Purpose

The project aims to improve the operation and administration system in SECAP and its main vocational training centers in order to produce a large number of workers having technical skills (i.e. electricity, electronics, industrial mechanics, welding and sheet metal processing) that meet the needs of the industrial sector using CERFIN as a pivotal center.

1.6.2 Outputs of the Project

Stage 1 (from July 2002 to June 2004)

- (1) The training needs in industry (in major cities) will be assessed by each target field through the reinforcement of the relationship with the industrial sector and the current status of major regional vocational training centers will be examined.
- (2) Based on the assessment in (1) above, skill up-grading courses will be modified, developed, and implemented.
- (3) Based on the assessment in (1) above, an implementation plan for the specialized training courses for technique and technology within CERFIN will be drawn up.
- (4) Based on the analysis in (1) above, an implementation plan for instructors retraining course will be drawn up.

Two handwritten signatures in black ink are located at the bottom left of the page. The first signature is a stylized name, possibly 'Mauricio', and the second is a more abstract signature.

Stage 2 (from July 2004 to June 2007)

- (5) A system will be set up in order to perform regular monitoring of the above-mentioned training needs and to reflect the results in the training program.
- (6) A training system for employed workers will be set up in CERFIN, and monitoring of these workers' performance in industry will be implemented
- (7) Specialized training courses for technique and technology will be implemented at CERFIN and a job placement support system will be set up for trainees.
- (8) Retraining of instructors working at the major regional vocational training centers will be implemented at CERFIN.
- (9) Training course curriculums and teaching materials developed at CERFIN will be spread to other regional vocational training centers.

1.6.3 Activities

Stage 1 (from July 2002 to June 2004)

- 1.1 Establishment of an operational structure and implementation of studies needed to assess the needs of the industrial sector (SECAP, CERFIN).
- 1.2 Review of the existing training system, training contents, capability of instructors, and other areas at four training centers (SECAP, four training centers).
- 2.1 Preparation of a mid-term (5-year) training program for up-grading workers skills courses at CERFIN.
- 2.2 Implementation of up-grading workers skills courses (both new and modified) at CERFIN.
- 3.1 Preparation of a training program of Stage 2 (3-year) for specialized training courses at CERFIN.
- 4.1 Preparation of a retraining program for instructors working at major regional vocational training centers, and establishment of an implementation structure at CERFIN (SECAP, CERFIN).

Stage 2 (from July 2004 to June 2007)

- 5.1 Follow-up study (sampling survey, etc.) of training needs in the industrial sector (SECAP and CERFIN).
- 6.1 Expanded implementation of up-grading workers skills courses at CERFIN.
- 7.1 Implementation of specialized training courses for technique and technology at CERFIN (both new and modified)¹.
- 7.2 Introduction of a job placement support system at CERFIN.
- 8.1 Implementation of instructors' retraining courses at CERFIN.
- 9.1 Spread of training course curriculums and teaching materials developed at CERFIN to other vocational training centers (SECAP, 4 training centers). (Refer to the latest PDM for details)

¹ Specialized training courses for technicians and technologists are referred to as "tecnico courses" and "tecnologo courses," respectively.

2. Project Achievements

2.1 Inputs

2.1.1 Inputs from the Japanese Side

(1) Dispatch of Experts

1) Long-Term Japanese Experts

In total, 7 long-term Japanese experts have been dispatched. The fields of specialty of these long-term experts are: Chief Advisors, Coordinator, Metal and Mechanics, and Electricity and Electronics (refer to Annex for details).

2) Short-Term Japanese Experts

In total, 21 short-term experts have been dispatched (refer to Annex for details).

3) Third-Country Experts

In total, 11 third-country experts have been dispatched from Brazil, Paraguay, and Peru (refer to Annex for details).

(2) Training of Counterpart Personnel in Japan

In total, 17 counterparts were trained in Japan (refer to Annex for details).

(3) Provision of Equipment

The Japanese side has provided the following equipments: NC lathe machine, flexible manufacturing system, machining center, and various teaching materials, valued at a total of 315 million yen (refer to Annex for the major equipments).

(4) Local Operational Expenses Borne by the Japanese Side

The Japanese side has allocated a budget to fund for local activities. In total, 31million yen has been allocated, including the planned budget for the remaining project period (refer to Annex for details).

2.1.2 Inputs from the Ecuadorian Side

(1) Assignment of Counterpart Personnel

26 counterpart personnel are currently assigned, including the Project Director and Project Manager (refer to Annex for details).

Number of Counterparts by Field of Training

Field	Number of Counterparts
Project Director	1
Project Manager	1
Electricity and Electronics	12
Metal and Mechanics	12

(2) Provision of Land, Building and Facilities

Provision of office space for the Japanese experts, and rooms and space necessary for installation and storage of machinery and equipment have been provided by the Ecuadorian side accordingly.

(3) Allocation of Budget from the Ecuadorian Side

The budget for the Project is included in the total budget of SECAP. The following table shows the annual budget for SECAP and CERFIN from 2002 to 2007 (refer to Annex details).

	2002	2003	2004	2005	2006	2007 (Planned)
Budget of SECAP	4,848,925	4,773,419	5,370,470	5,245,337	5,661,904	7,922,732
Budget of CERFIN	279,869	371,797	432,134	962,779	966,519	1,089,633

(Unit: US\$)

2.2 Stage 2 Outputs

Achievements in terms of Stage 2 Outputs through the corresponding activities are measured by the indicators of PDM.

2.2.1 Output 5: A system will be set up in order to perform regular monitoring of the above-mentioned training needs and to reflect the results in the training program.

Indicator 5: Existence of a system for regular monitoring of training needs.

A training needs survey was introduced and conducted regularly for the Project. The training needs survey has been carried out 3 times between 2002 and 2005, and a follow-up survey was carried out in 2006 (refer to Annex for details). After the completion of the Project, the training needs survey and the follow-up survey will be carried out every 3 years in accordance with the revised regulations of SECAP. It is hereby assessed that a system for regular monitoring of training needs has been duly established.

As for the process of developing a training program -- especially a curriculum -- based on the results of the studies there are some challenges to building a flexible system in which SECAP will be able to respond to the training needs timely.

2.2.2 Output 6: A training system for employed workers will be set up in CERFIN, and monitoring of these workers' performance in industry will be implemented.

Indicator 6: Number of trainees by the expanded implementation of up-grading workers skills courses, and monitoring results of the training needs

(1) Number of Trainees by the Expanded Implementation of the Courses

Training records indicate that the Project implemented more than twice the number of courses as originally planned, and a larger-than-expected number of trainees have completed these courses in the fields of mechanics, metal, electricity and electronics.

Planned and actual numbers of courses implemented and its participants are as follows:

1) Up-Grading Courses in the Field of Metal and Mechanics at CERFIN

Period	Number of Courses		Participants	
	Planned	Implemented	Planned	Implemented
From July 2002 to June 2003	10	11	150	120
From July 2003 to June 2004	10	13	150	197
From July 2004 to June 2005	10	26	150	276
From July 2005 to June 2006	10	31	150	347
From July 2006 to December 2006	5	16	75	207
Sub-total	45	111	675	1,147
From Jan. 2007 to Jun. 2007 (planned)	5	(15)	75	(200)
Total	50	126	750	1,347

2) Up-Grading Courses in the Field of Electricity and Electronics at CERFIN

Period	Number of Courses		Participants	
	Planned	Implemented	Planned	Implemented
From July 2002 to June 2003	10	22	150	273
From July 2003 to June 2004	10	13	150	181
From July 2004 to June 2005	10	47	150	520
From July 2005 to June 2006	10	67	150	797
From July 2006 to December 2006	5	21	75	292
Sub-total	45	115	675	2,063
From Jan. 2007 to Jun. 2007 (planned)	5	(15)	75	(200)
Total	50	130	750	2,263

(Note: Numbers in parentheses indicate that the courses are scheduled to be conducted during the remaining period of the Project. For courses implemented, numbers of participants completed the course is indicated.)

As for courses in Metal and Mechanics, when including courses scheduled in the remaining period of the Project, the actual number of the courses will total 126, which is two and a half times more than was originally planned. The number of participants is estimated to be 1,347 by the end of the Project. This number also exceeds the planned number.

The actual number of courses and participants in the field of Electricity and Electronics is also expected to exceed the planned numbers.

(2) Monitoring Results of the Training Courses

CERFIN conducted a monitoring survey in 2006 to evaluate the specialized and up-grading courses. In the survey, a series of interviews were conducted with 90 employees who had completed training through the up-grading courses, and with their supervisors. According to the results, 96% of the employees evaluated the training course positively, and 99% of their supervisors evaluated the training as being useful. This result indicates the high relevance and quality of the up-grading training courses.

2.2.3 Output 7: Specialized training courses for technique and technology will be implemented at CERFIN and a job placement support system will be set up for trainees.

Indicator 7-1: 6 or more specialized training courses of each field will be implemented, and 72 or more trainees of each field will participate annually.

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According to records concerning the specialized training courses, the number of courses implemented by the Project exceeds the planned number. The planned and actual numbers for the specialized courses and their trainees are as follows:

(1) Specialized Training Courses in the Field of Metal and Mechanics at CERFIN

Fiscal Year	Period	Number of Courses		Trainees	
		Planned	Implemented	Planned	Actual
2003	<i>Tecnico</i> course	0	2	0	30
	<i>Tecnologo</i> course	0	0	0	0
	Sub-total	0	2	0	30
2004	<i>Tecnico</i> course	4	4	48	61
	<i>Tecnologo</i> course	2	1	24	16
	Sub-total	6	5	72	77
2005	<i>Tecnico</i> course	4	4	48	73
	<i>Tecnologo</i> course	2	3	24	43
	Sub-total	6	7	72	116
2006	<i>Tecnico</i> course	4	4	48	84
	<i>Tecnologo</i> course	2	3	24	46
	Sub-total	6	7	72	130
Total	<i>Tecnico</i> course	12	14	144	234
	<i>Tecnologo</i> course	6	7	72	105
	Grand Total	18	21	216	353

(2) Specialized Training Courses in the Field of Electricity and Electronics at CERFIN

Fiscal Year	Period	Number of Courses		Trainees	
		Planned	Implemented	Planned	Actual
2003	<i>Tecnico</i> course	0	2	0	30
	<i>Tecnologo</i> course	0	0	0	0
	Sub-total	0	2	0	30
2004	<i>Tecnico</i> course	4	4	48	63
	<i>Tecnologo</i> course	2	1	24	11
	Sub-total	6	5	72	74
2005	<i>Tecnico</i> course	4	4	48	64
	<i>Tecnologo</i> course	2	3	24	35
	Sub-total	6	7	72	99
2006	<i>Tecnico</i> course	4	5	48	93
	<i>Tecnologo</i> course	2	4	24	53
	Sub-total	6	9	72	146
Total	<i>Tecnico</i> course	12	15	144	250
	<i>Tecnologo</i> course	6	8	72	99
	Grand Total	18	23	216	349

In the field of Metal and Mechanics, 21 specialized courses were implemented and 353 trainees received training through these courses. The numbers of implemented courses and graduates were more than planned. The actual number of graduates will be approximately 1.6 times more than the planned number.

In the field of Electricity and Electronics, 23 specialized courses were implemented and 349 trainees received training through these courses. The actual number of implemented courses is more than the planned number, and the number of graduates will be approximately 1.6 times more than the planned number.

Indicator 7-2: Number of persons employed under the job placement support system.

(1) Establishment of a Job Placement Support System

At CERFIN, one staff was assigned to provide support for graduates seeking employment. Employment support entails the following activities:

- 1) Providing bio data and other professional information pertaining to the graduates to relevant offices in the Ministry of Labor and Employment;
- 2) Providing bio data and other professional information pertaining to the graduates to local companies (to be done in tandem with routine visits to the companies for needs assessment and course promotion); and
- 3) Collecting recruitment information for future employment prospects.

(2) Number of Persons Employed Under the Job Placement Support System

Out of 60 graduates from the *tecnico* course seeking job placement during and after the course, 6 found employment through the support of the job placement support system. The ratio of graduates who found jobs through the support of the system is not high, because most trainees found jobs during the course when receiving On the Job Training. Details of the employment process are as follows:

Field	Course No.	Number of Graduates	Number of Persons Successfully Employed	Ratio of Employment (%)	Employment Through On the Job Training		Employment Through the Job Placement Support System	
					No.	Ratio (%)	No.	Ratio (%)
E-E	T-4703	15	10	66.7	0	0.0	2	13.3
E-E	T-4704	15	15	100	5	33.3	0	0.0
M-M	T-2004	17	15	88.2	8	47.1	2	11.8
M-M	T-2005	13	12	92.3	4	30.8	2	15.4
Total		60	52	86.7	17	28.3	6	10.0

(Note: E-E: Electricity and Electronics; M-M: Metal and Mechanics)

(Ratio of employment equals the percentage of graduates employed out of the total number of graduates 6 months after the completion of the course)

Trainees under the *tecnologo* course normally received offers of employment from local companies before beginning their courses or during the course. The main beneficiaries of the job placement support system were, therefore, graduates of *tecnico* courses.

Indicator 7-3: Evaluation of Curriculum Contents

Course curriculums for *tecnico* and *tecnologo* courses can be evaluated as being high quality, based on the following facts:

- 1) Setting of tangible and precise levels of achievement for each course; and
- 2) Sophisticated framework and design of its training modules.

According to the monitoring survey conducted by CERFIN in 2006, 96% of trainees evaluated the specialized training courses positively and 46% of their employers thought that trainees from the specialized training courses possessed higher technical skills than those from other training programs.

A questionnaire survey and a series of interviews conducted by the Japanese Team found that almost all of

the managerial staff from CERFIL, CEFIA, and CEFIC answered that they were using the curriculums developed by the Working Groups, and were highly satisfied with them.

2.2.4 Output 8: Retraining of instructors working at the major regional vocational training centers will be implemented at CERFIN.

Indicator 8-1: More than 6 trainees of each field will participate a year.

A total of 17 Electricity and Electronics instructors and 14 Metal and Mechanics instructors working at CERFIN, CERFIL, CEFIA, and CEFIC participated in the retraining courses. The quantitative target for the plan was to train more than 6 instructors from each field every year through the third to fifth years of the Project, which meant providing retraining for more than 18 instructors in each field. The Project plans to conduct additional retraining courses in February 2007 for more than 3 instructors from each field. It is estimated that the Project will succeed in providing retraining to most of the targeted number of instructors by the completion of the Project.

In addition, 81 instructors participated in retraining courses on teaching techniques.

Field	CERFIN	CERFIL	CEFIA	CEFIC	Total
Electricity and Electronics	3	6	4	4	17
Metal and Mechanics	2	4	4	4	14
Teaching Techniques	27	19	17	18	81

(As of 15 December 2006)

Indicator 8-2: Evaluation of Curriculum Contents

(1) Participant Evaluation of Retraining Courses

A survey distributed to instructors who participated in relevant retraining courses in 2005 found that participants were satisfied with both the content of the courses and their instructors. Detailed results from the survey are shown in the table below:

Field (Participants)	Evaluation Category	Very Good	Good	Average	Not Good
Metal and Mechanics (6~7 persons)	Course Instructors	72%	27%	1%	(no choice)
	Course Contents	73%	27%	0%	(no choice)
Electricity and Electronics (3 persons)	Course Instructors	57%	43%	(no choice)	(no choice)
	Course Contents	33%	67%	(no choice)	(no choice)
Teaching Techniques (18 persons)	Course Instructors	62%	35%	3%	0%
	Course Contents	47%	47%	5%	1%

(2) Evaluation of Retraining Courses by Managerial Staff at CERFIL, CEFIA and CEFIC

A survey distributed to managerial staff at CERFIL, CEFIA and CEFIC found that they thought the retraining courses appropriate, and were satisfied with the results.

2.2.5 Output 9: Training course curriculums and teaching materials developed at CERFIN will be spread to other regional vocational training centers.

Indicator 9: Number of new and modified training course curriculums and teaching materials in each vocational training center.

1) Number of New and Modified Training Course Curriculums and Teaching Materials

A total of 164 course curriculums and 131 teaching manuals for specialized training courses were developed during the course of the Project. This means that the Project developed 83% to 100% of the targeted curriculums and 54% to 69% of the targeted teaching material. The rest of the curriculums and teaching materials are currently being developed by the Project, and are expected to be completed and distributed to the 3 centers by the end of the Project.

New and Modified Training Course Curriculums and Teaching Materials

Field	Curriculum			Teaching Materials		
	Targeted	Developed	Achievement (%)	Targeted	Developed	Achievement (%)
Electricity and Electronics	73	73	100	108	75	69
Metal and Mechanics	103	91	88	103	56	54
Total	176	164	---	211	131	---

The curriculums and materials developed during the course of the Project were distributed, and have being utilized for the specialized and up-grading courses at the centers since April 2006.

2.3 Project Purpose

The project aims to improve the operation and administration system in SECAP and its main vocational training centers in order to produce a large number of workers having technical skills (i.e. electricity, electronics, industrial mechanics, welding and sheet metal processing) that meet the needs of the industrial sector using CERFIN as a pivotal center.

Indicator 1: Establishment of committees that meet periodically for the improvement of training administration at 4 Centers.

Initially, 7 committees were established and merged into 4 committees at CERFIN: the Project Implementation Committee, the Academic Committee, the Infrastructure, Safety and Hygiene Committee, and the Marketing Committee. The committees have been holding meetings periodically. Judging from results of a questionnaire survey completed by Ecuadorian counterparts and Japanese experts, the Project Implementation Committee and the Academic Committee are functioning well. The other two committees should be improved. For example, the Marketing Committee needs to be more aggressive and strategic in order to establish better public relations.

Recently, 4 to 5 Committees were established in each of the 3 other centers; however, most of them have not yet started holding regular meetings comparable to those at CERFIN except two committees at CERFIL. It is required for Committees at CERFIL, CEFIA, and CEFIC to conduct regular meetings and to contribute to management improvement of each center. Data concerning the establishment of committees, number of meetings held, and activities undertaken by the committees are shown in the Annex.

Indicator 2: Revised regulations of SECAP regarding the training methods developed in the Project.

Revision of SECAP's Technical and Pedagogical regulations regarding training methods developed by the Project was completed in January 2007. The Technical and Pedagogical Regulations standardize and systematize the conditions under which SECAP manages and implements the activities concerning to the vocational training services.

Indicator 3: Number of curriculums and teaching materials² developed or revised by the Working Groups.

As is shown in section 2.2.5, most of the targeted number of curriculums and teaching materials have been developed or revised. The work was conducted by Working Groups established at CERFIN. Judging from the achievements of these Working Groups, a system of developing or revising curriculums and teaching materials has been successfully established at CERFIN.

Indicator 4: Increased number of new and modified training courses implemented at 4 Centers.

- (1) 250 up-grading courses were conducted at CERFIN. This achievement is more than twice the targeted number.
- (2) As for the specialized training courses, 23 courses in the field of Electricity and Electronics and 21 courses in the field of Metal and Mechanics were conducted; the targeted number of courses was successfully implemented.

New and Modified Training Courses Implemented at CERFIN

Type of Course	Field	Targeted Number	Number of Courses Implemented	Remarks (Target Number)
Up-Grading Courses	Electricity and Electronics	50	130	(10 courses/year x 5 years)
	Metal and Mechanics	50	126	(10 courses/year x 5 years)
Specialized Training Courses	Electricity and Electronics	18	23	(6 courses/year x 3 years)
	Metal and Mechanics	18	21	(6 courses/year x 3 years)

(As of December 2006)

² Although it is referred to as "manuals" in the PDM, it is written as "teaching materials" in this document because both refer to the same thing.

At CERFIL, CEFIA, and CEFIC, 80 up-grading courses and 10 specialized training courses were developed or modified. The table below shows the detailed numbers.

New and Modified Training Courses Implemented at CERFIL, CEFIC, and CEFIA

Center Name	Type of Course	Field	Number of Courses Implemented
CERFIL	Up-Grading Course	Electricity and Electronics	20
		Metal and Mechanics	11
	Specialized Training Courses	Electricity and Electronics	1
		Metal and Mechanics	0
CEFIC	Up-Grading Courses	Electricity and Electronics	8
		Metal and Mechanics	30
	Specialized Training Courses	Electricity and Electronics	3
		Metal and Mechanics	4
CEFIA	Up-Grading Courses	Electricity and Electronics	3
		Metal and Mechanics	8
	Specialized Training Courses	Electricity and Electronics	1
		Metal and Mechanics	1
Total	Up-Grading Courses	Electricity and Electronics	31
		Metal and Mechanics	49
	Specialized Training Courses	Electricity and Electronics	5
		Metal and Mechanics	5

(As of December 2006)

Originally, implementation of modified training courses at CERFIL, CEFIA, and CEFIC was outside the scope of the Project. SECAP and JICA later confirmed the Project's responsibility in terms of the promotion of modified training courses to conduct retraining for instructors, and the establishment of Committees at CERFIN, CERFIL, CEFIA, and CEFIC. The Project therefore does not have any specific targets regarding course implementation at CERFIL, CEFIA, and CEFIC.

Indicator 5: An increase in numbers of enterprises and trainees who participated in the training courses for target fields in 4 Centers.

- (1) 3,610 trainees received instruction through the up-grading courses, and 702 trainees received instruction through the specialized training courses at CERFIN. All actual numbers of trainees exceeded the targeted numbers. Therefore, this indicator has already been achieved in terms of the number of trainees participating in the training courses.

Numbers of Participants in Up-grading and Specialized Training Courses

Type of Course	Field	Targeted Number	Number of Participants	Remarks (Targeted Number)
Up-Grading Courses	Electricity and Electronics	750	2,263	(150 participants/year X 5 years)
	Metal and Mechanics	750	1,347	(150 participants/year x 5 years)
Specialized Training Courses	Electricity and Electronics	216	349	(72 participants/year X 3 years)
	Metal and Mechanics	216	353	(72 participants/year X 3 years)

(As of December 2006)

- (2) At CERFIL, CEFIA, and CEFIC, 1,116 and 221 trainees were trained through up-grading courses and specialized training courses, respectively.

Numbers of Participants in New and Modified Training Courses (Up-Grading Courses and Specialized Training Courses) at CERFIL, CEFIC, and CEFIA

Center Name	Type of Course	Field	Number of Participants
CERFIL	Up-Grading Courses	Electricity and Electronics	265
		Metal and Mechanics	103
	Specialized Training Courses	Electricity and Electronics	15
		Metal and Mechanics	0
CEFIC	Up-Grading Courses	Electricity and Electronics	129
		Metal and Mechanics	477
	Specialized Training Courses	Electricity and Electronics	71
		Metal and Mechanics	75
CEFIA	Up-Grading Courses	Electricity and Electronics	34
		Metal and Mechanics	108
	Specialized Training Courses	Electricity and Electronics	17
		Metal and Mechanics	16
Total	Up-Grading Courses	Electricity and Electronics	428
		Metal and Mechanics	688
	Specialized Training Courses	Electricity and Electronics	103
		Metal and Mechanics	91

(As of December 2006)

2.4 Prospect of Achievement of the Overall Goal

The overall goal of the Project is as follows:

“ The Project aims to establish vocational training system which provides skilled workers with required level of professional ability by the industrial sector and to contribute to improvement of the employment opportunity in Ecuador.”

There are two indicators for the Overall Goal. Judging from facts and observing the significant impact made by the Project, SECAP is likely to accomplish the Overall Goal in the field of Metal and Mechanics, and Electricity and Electronics in about 5 years. Successful institutionalization of the technical method by revising SECAP's technical and pedagogical regulations is one of the significant achievements of the Project which assures the accomplishment of the Overall Goal. The achievement in other fields will depend to a certain extent to SECAP's sustainability.

Indicator 1: Increased percentage of industrial enterprises in favor of SECAP's training
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Indicator 2: Increased rate of employed persons in targeted industrial fields

3. Results of the Evaluation According to Five Criteria

3.1 Relevance

The relevance of the Project is high. The manufacturing industry of Ecuador has been growing in recent years in proportion to the growth of the national economy, as is shown in the table below. The manufacturing industry continues to be one of the important sectors for Ecuador to achieve steady growth.

Growth Rates of GDP and the Industrial Sector (Manufacturing) in Ecuador

	2001	2002	2003	2004*1	2005*2	Average
GDP Total (%)	5.3	4.3	3.6	7.9	4.7	5.2
Manufacturing Industry (%)	4.9	2.5	4.6	3.2	9.0	4.8

*1: almost final, *2: provisional

Source: Central Bank of Ecuador (Website)

In this context, the Government of Ecuador highlights improvement in productivity and vocational skills development as two of the most important issues in the National Development Plan (2005-2007). Therefore, producing a large number of technical experts in the field of Metal, Mechanics, Electricity, and Electronics through vocational training will meet the demand of the National Development Plan. In addition, results of the training needs survey conducted during the Project confirmed a growing demand for human resources with higher level of professional competences.

The fact that the Project has retained its relevance even under political changes in Ecuador shows its high relevance.

Currently the Japanese official development policy concerning Ecuador prioritizes the growth of industry and the creation of employment to tackle issues of poverty.

As for the appropriateness of the approach taken by the Project, it was appropriate to divide the Project into two stages to maintain its relevance and effectiveness. By separating the Project into two short-term stages, the outputs of each stage became clearer and easier to be evaluated at certain critical points during the Project. With satisfactory results gained in Stage 1, the Project was able to develop a precise and relevant plan for Stage 2.

3.2 Effectiveness

The overall effectiveness of the Project is at a satisfactory level. As previously mentioned, the degree to which the Project purpose has been fulfilled is at a satisfactory level. The Project succeeded in revising SECAP's Technical and Pedagogical Regulations, and aided the establishment of Committees in four target Centers. The Working Groups proved effective enough to ensure that the revised curriculums and teaching materials were distributed and used by the target Centers. As for implementation of the revised training courses, the achievement of the Project is remarkable from both quantitative and qualitative points of view.

The only remaining concern is whether the Committees at CERFIL, CEFIC, and CEFIA will henceforth be able to maintain regular and continuous activities. All of the Committees at CERFIL, CEFIC, and CEFIA were established last year, and it is not certain if the Committees will work to tackle challenges inherent in each center, similar to the manner in which Committees at CERFIN functions.

3.3 Efficiency

The efficiency of the Project is very high. Inputs from Ecuadorian and Japanese sides were appropriate in term of quantity, quality, and timing, such as the dispatch of experts, appointment of counterpart personnel, counterpart trainings held in Japan, and the provision of equipment and allocation of budget.

All achievements of the Outputs were remarkable. As for Outputs 6, 7 and 8, the Project developed and implemented many more up-grading courses, specialized training courses, and retraining for instructors than were originally planned. The total number of direct and indirect beneficiaries amount to 5,734; total input from JICA amount to 812 million Japanese Yen, equivalent to 6.8 million US Dollars.

Direct and Indirect Beneficiaries of the Project

1) Direct Beneficiaries			34
Counterpart Personnel (Total)			34
2) Indirect Beneficiaries			5,734
Trainees of Up-Grading Courses	CERFIN	Metal and Mechanics	1,347
		Electricity and Electronics	2,263
	CERFIL, CEFIC, CEFIA	Metal and Mechanics	688
		Electricity and Electronics	428
Trainees of Specialized Training Courses	CERFIN	Metal and Mechanics	353
		Electricity and Electronics	349
	CERFIL, CEFIC, CEFIA	Metal and Mechanics	91
		Electricity and Electronics	103
Instructors Trained under the Retraining Courses	CERFIN, CERFIL, CEFIC, CEFIA	Metal and Mechanics	14
		Electricity and Electronics	17
		Pedagogy	81

3.4 Impact

The Project has had remarkable impacts on SECAP's organizational management, as well as on its public relations and fields other than the ones the Project aimed to improve directly.

SECAP's reputation and the level of expectation from outside SECAP have increased throughout the Project. As a result, several universities such as the University of San Francisco de Quito, the University of Technology Indoamerica, and the University of Technology Equinotial, requested SECAP to establish institutional partnerships or collaborative programs.

The quality of training provided by SECAP is being recognized by the National Council of Higher Education (hereinafter referred to as "CONESUP"), an Ecuadorian organization which evaluates higher education institutions and authorize them to provide educational services at that level. Specialized courses at CEFIA were approved as qualified "carrera"³ by CONESUP. This means that graduates from these specialized courses at CEFIA will be qualified to transfer to relevant universities and polytechnics. CERFIN, CEFIC, and CERFIL are following suit.

Activities introduced during the Project are becoming the model of overall training improvement within SECAP. Instructors in other fields of training, such as automobile maintenance, industrial sewing, construction, wood work, and leather work initiated similar training needs surveys with the Project, and curriculums and teaching manuals in these fields have been developed or revised at CERFIN and distributed to other centers with the support of the counterparts of the Project. More importantly, retraining courses for instructors in the fields of

³ a graduate course in Spanish

automobile mechanics and industrial sewing have begun brushing up their knowledge and skills.

3.5 Sustainability

(1) Political Sustainability

The Government of the Ecuador has maintained continuously its policy that prioritizes its industrial development and unemployment reduction through the vocational training. In addition, the present government will maintain and enhance this policy, under which SECAP's role is important.

(2) Organizational Sustainability

SECAP is a solid organization with a qualified technical and administrative staff which is able to meet the requirements of the Ecuadorian Government Policy.

Therefore, it is important for the Government of Ecuador to maintain the present status of SECAP as a public implementing body of vocational training and held responsible for providing training services in fields where the private sector is difficult to compete in.

(3) Financial Sustainability

The Ecuadorian side allocated their budget as planned during the Project. SECAP has been so enthusiastic to increase its self-earning income through the implementation of its training courses, achieving an increase of 50% in the past 4 years. SECAP's total budget has been increasing annually. SECAP will therefore be able to continue improving its training courses after the Project has officially been concluded.

However, there is one concern that remains about the disbursement of the amount collected through the "0.5% contribution" from the semi- and full-public companies. There might be some room for improvement for a stable finance of SECAP.

(4) Technical Sustainability

Advanced skills and knowledge were transferred successfully to SECAP thanks to the long term commitment of each counterpart. Most of the counterparts have been working with the Japanese experts from the beginning of the Project, and only a few of them retired. All of the instructors who trained in Japan are currently working as counterparts at CERFIN. Drastic replacement of instructors is not likely to happen at SECAP, so as to retain the skills and knowledge.

A challenge would be how to successfully expand the skills and knowledge to other instructors. A practical solution would be to continue with the ongoing process of retraining instructors.

The Project succeeded in institutionalizing the training management method by revising SECAP's Technical and Pedagogical Regulations. By carrying out the methodology dictated under the revised Technical and Pedagogical Regulations, further achievement is to be expected.

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4. Conclusion

- (1) In conclusion, based on the series of discussions and interviews with the Ecuadorian Counterparts and Japanese Experts as well as the survey conducted by the Evaluation Team, the Project has achieved the original Goal and Outputs. Therefore the Team hereby concludes that the Technical Cooperation through the Project can be terminated on June 30 2007 as originally scheduled.
- (2) In general, an important concern to be addressed by a terminal evaluation on a project is to confirm its sustainability. Regarding this Project, it is important to note that the new Ecuadorian administration born in January 2007 has identified the enhancement of vocational training programs under SECAP as one of the highlighted measures towards poverty reduction in Ecuador.
- (3) One of the outstanding achievements of the Project has been the quality and quantity of implemented training courses. The Project succeeded in implementing approximately 2 times the number of courses than was originally planned, while maintaining a high quality of instruction. Over 90% of the trainees were satisfied with the contents of the training courses, and about a half of employers acknowledged its high quality as compared to other existing training programs.
- (4) Implementing a new training course requires all related activities to be completed in a timely manner, such as brushing up the skills and knowledge of instructors, procurement of appropriate training equipment, and development of the curriculum. The Project was able to implement a number of new training courses based on the following good practices:
 - 1) Timely Input, such as the dispatch of experts, counterpart training in Japan, and provision of equipment
 - 2) Continuous assignment of counterparts
 - 3) Flexible planning and operation to respond to changing situations and conditions
 - 4) Making full use of the benefits brought forth by the Project to gain larger impact.
- (5) Through its success at CERFIN, SECAP's managerial staff became more progressive and positive towards managerial improvement, which means that they gained ownership on the Project. As a result, SECAP succeeded in improving its image from the outside and obtaining accreditation approval from CONESUP, which enables it to join the field of higher technical education.
- (6) A note should be made regarding the Project's synergistic impact through its technical cooperation with the Grant Aid Program, under which sufficient training equipments were supplied to the six centers of SECAP. In the process of selecting the equipments supplied through Grant Aid, due consideration was given to the amount of technical knowledge to be transferred from the Project. As a result, a foundation was established for a nation wide extension and implementation of technical skills transferred through the Project.
- (7) Challenges yet remain for SECAP. Weak administrative and managerial capacities at several centers would prove the biggest challenges. It will take more time for these centers to overcome this challenge under the supervision of SECAP Headquarters. In the future, it would be significant to count with advice and support from the Japanese side

5. Recommendations

5.1. Recommendations to be Considered Before the Conclusion of the Project

All activities as specified in the PDM should continue to be implemented during the remainder of the Project. It is particularly important to monitor and implement activities to facilitate the expansion and consolidation of the Outputs generated through the Project thus far. The following activities are recommended:

- 1) Making a practical plan for retraining instructors to be implemented after the conclusion of the Project, giving due consideration to the varied levels of instructors and logistics; and
- 2) Promoting regular activities by Committees established at CERFIL, CEFIC, and CEFIA.

5.2. Recommendations for SECAP to be Considered After the Conclusion of the Project

(1) Continuing and Expanding the Retraining of Instructors to SECAP's Centers

In order to make use of and to maximize the benefits generated by the Project, retraining instructors should be continued and expanded based on the plan elaborated through recommended activities mentioned above.

(2) Recruitment of Instructors

To ensure the successful implementation of *tecnico and tecnologo* training courses, additional instructors should be recruited. New recruitment is necessary not only to succeed the Outputs of the Project, but also to prepare for a future replacement of instructors due to the age. For instance, the average age of instructors in the field of Metal and Mechanics at CERFIN is 48.6 years. There are no instructors aged less than 30, while there are 7 instructors above 50. It is important to recruit a new generation of instructors for guarantee for sustainability purposes.

(3) Strategic Partnership with Industrial Sector

It is necessary to improve the ties with the industrial sector and adequately grasp the needs and trends of the labor market, which consequently contributes to SECAP self-earning income, through the implementation of training courses according to the demand.

(4) Enhancement of Public Relations

As experienced in the Project, to enhance the public relations of SECAP contributes to its overall organizational management improvement. Several measures such as developing a comprehensive strategy on public relations and making full use of the Information, Communication and Technology tools are recommended for further enhancement of SECAP's public relations.

(5) Maintenance and Replacement of Facilities, Machinery and Equipments

SECAP should realize that the facilities, machinery and equipments, including the ones provided by the Japanese side, would be outdated in 10 or 15 years. It is necessary to plan ahead in order to perform permanent maintenance of the facilities, machinery and equipments; therefore, it is recommended to take practical measures to this effect, such as foreseeing and increasing resource in the annual budget.

6. Lessons Learned

- (1) As previously mentioned, it is remarkable that even under several political changes and replacements within the authorities of SECAP, the Project has maintained high relevance throughout its implementation. This has been brought about by the following factors:
- 1) The sufficient assessment of social needs of the Project's beneficiaries at the preparatory stage, and,
 - 2) SECAP's present administrative board consisting of Civil Servants with extensive experience in the Institution.
- (2) When it comes to sustainability, it is important to note that the Project succeeded in institutionalizing the models of vocational training method through the revision of relevant SECAP's Technical and Pedagogical Regulations. This remarkable Output has been elaborated based on the mutual reliance between the Japanese experts and the counterpart personnel. This Project embodies the following ideal in development theory: "Successful technical cooperation is brought about largely by the people concerned, and by good working relationships between these people."
- (3) One of the outstanding achievements of the Project is that SECAP' management system was improved in addition to the outputs of developing and implementing vocational training courses. In the process of revising and developing the specialized and up-grading training courses, all personnel concerned with the Project began to realize the importance of a solid management structure. With significant momentum brought forth by the Inputs by the Japanese side and the positive results of the Project, the Ecuadorian side became enthusiastic and committed for further improvement of their organization and national development.

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ANNEX I

Evaluation Grid

Evaluation criterion	Evaluation Question		Information/ data required	Information source	Data collection method
	Main Question	Sub Question			
Relevance	Are the Project Purpose and Overall Goal relevant to the needs of human resources in industrial sector?	Is industrial sector of Ecuador growing as prospected at the time of commencement of the Project? Was there any change in the needs of human resources in industrial sector?	1) DGP by the type of industry 2) Change of growing rate of industrial sector • Needs of human resources in industrial sector	• Related data on 1) DGP by the type of industry and 2) Change of growing rate of industrial sector • Reports on the training needs survey (Records of training needs survey conducted)	1) & 2) Data review Data review (Interview)
	Are the aims of Project relevant to the National Development Plan of Ecuador?	Importance of human resources development for industrial sector (vocational training sector) within the National Development Plan of Ecuador	• Political status or importance	• Government Plan (Planes de Gobierno) etc.	Data review
	Conformity to ODA policy of Japan.	Conformity of priority assistance subjects of Japanese Government.	• Priority assistance subjects of Japanese Government to Ecuador	• Assistance policy of JICA	Data review
	Was project approach adequately selected?	Appropriateness of following implementation strategy. Stage 1 (2 years) is for building an effective and efficient technical training structure and up grading of basic technology at CERFIN, while Stage 2 (3 years) is for intensive technical transfer at CERFIN and extension of its technology to major vocational training centers.	• Opinions of persons concerned	1) C/Ps of CERFIN 2) Japanese Experts	Questionnaire, Interview

Evaluation criterion	Evaluation Question		Information/ data required (Table of achievement)	Information source (Table of achievement)	Data collection method
	Main Question	Sub Question			
Effectiveness	Achievement of Outputs	(refer to the Table of achievement attached)	(Table of achievement)	(Table of achievement)	
	Is The Project Purpose Achieved? (The project aims to improve the operation and administration system in SECAP and its main vocational training centers in order to produce a large number of workers having technical skills (i.e. electricity, electronics, industrial mechanics, welding and sheet metal processing) that meet the needs of the industrial sector using CERFIN as a pivotal center.)	Were the Outputs enough to achieve the Project Purpose? Were its no wonder in the logic that "the Project Purpose would be achieved if all the Outputs were achieved?"	(Table of achievement)	(Table of achievement)	Interview
	Contribution of Outputs to achieve Project Purpose.	Are there any other factors influenced to the effectiveness of the Project? (other than the project activities) Degree of influence by personnel change or resignation of C/Ps Other factors influenced.	<ul style="list-style-type: none"> Opinions of persons concerned Information on project implementation process Opinions of persons concerned Number of persons changed or resigned, and its reasons Opinions of persons concerned Opinions of persons concerned 	<ul style="list-style-type: none"> Project progress reports Staff of SECAP Japanese Experts Project progress reports Staff of SECAP Japanese Experts Project data Instructors of CERFIN and Japanese Experts Project progress reports Instructors of CERFIN and Japanese Experts 	<ul style="list-style-type: none"> Data review 1) & 2) Questionnaire, Interview Data review Interview Data review Questionnaire Interview Data review Questionnaire
	Factors hampered to achieve the Project Purpose.				

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Evaluation criterion	Evaluation Question		Information/ data required	Information source	Data collection method	
	Main Question	Sub Question				
Efficiency	Were quality, quantity and timing of inputs to the Project appropriate compared to outputs achieved by the Project?	Appropriateness about number, specialty, period, timing of dispatch of Japanese Experts.	<ul style="list-style-type: none"> Record of dispatch of Japanese Experts Opinions of persons concerned 	<ol style="list-style-type: none"> Data of the Project Instructors of CERFIN Japanese Experts 	<ol style="list-style-type: none"> Data review & 3) Questionnaire, Interview 	
		Appropriateness about kind, quantity and timing of installation of equipment.	<ul style="list-style-type: none"> Record of procurement of equipment and situation of use of equipment Opinions of persons concerned 	<ol style="list-style-type: none"> Data of the Project Instructors of CERFIN Japanese Experts Direct observation 	<ol style="list-style-type: none"> Data review & 3) Questionnaire, Interview Direct observation 	
		Appropriateness about number, training contents, training period and timing of counterpart training in Japan.	<ul style="list-style-type: none"> Record of counterpart training in Japan Opinions of persons concerned 	<ol style="list-style-type: none"> Record of C/P training in Japan Instructors of CERFIN Japanese Experts 	<ol style="list-style-type: none"> Data review & 3) Questionnaire, Interview 	
		Appropriateness about number, timing of assignment and capability C/P.	<ul style="list-style-type: none"> Record of assignment of C/Ps Opinions of persons concerned 	<ol style="list-style-type: none"> List of C/P assigned Instructors of CERFIN Japanese Experts 	<ol style="list-style-type: none"> Data review & 3) Questionnaire, Interview 	
		Appropriateness about quality, size and usefulness of building and facilities utilizing for the Project.	<ul style="list-style-type: none"> Situation of building and facilities utilizing by the Project. Opinions of persons concerned 	<ol style="list-style-type: none"> Situation of facilities and equipment Instructors of CERFIN Japanese Experts 	<ol style="list-style-type: none"> Direct observation & 3) Questionnaire, Interview 	
		Appropriateness about budget expenditure by Ecuadorian side	<ul style="list-style-type: none"> Budget expenditure by Ecuadorian side to the Project Opinions of persons concerned 	<ol style="list-style-type: none"> Data of budget allocation Staff of SECAP Japanese Experts 	<ol style="list-style-type: none"> Data review & 3) Questionnaire, Interview 	
		Utilization of equipment for the vocational training and retraining for instructors	<ul style="list-style-type: none"> Utilization of equipment provided 	<ol style="list-style-type: none"> List of equipment provided Instructors of CERFIN 	<ol style="list-style-type: none"> Data review Interview 	
		Factors hampered that influenced on efficiency of the Project.	<ul style="list-style-type: none"> Stability of C/Ps engaged in the Project 1) C/Ps who participated in the training in Japan 2) C/Ps who received technical transfer from Japanese experts Other factors influenced. 	<ul style="list-style-type: none"> Compare planned assignment of C/Ps and present assignment of C/Ps 	<ul style="list-style-type: none"> Project progress reports, etc. 	Data review
				<ul style="list-style-type: none"> Opinions of persons concerned 	<ul style="list-style-type: none"> Instructors of CERFIN and Japanese Experts 	<ul style="list-style-type: none"> Interview

Evaluation criterion	Evaluation Question		Information/ data required (Table of achievement)	Information source (Table of achievement)	Data collection method
	Main Question	Sub Question			
Impact	Is there expectation of achievement of Overall Goal "The Project aims to establish vocational training system which provide skilled workers with required level of professional ability by the industrial sector and to contribute to improvement of the employment opportunity in Ecuador."	(refer to the Table of achievement attached) Is there prospect that the model produced under the Project will be extended to other vocational training centers? What are hampering factors?	• Opinions of persons concerned	1) Staff of SECAP 2) Japanese Experts 3) Managerial staff of other centers	1) & 2) Questionnaire, Interview 3) Questionnaire
		Are assumptions set to achieving the Overall Goal of the Project is appropriate at present? Is there high possibility that the assumptions are satisfied?	• Opinions of persons concerned	1) Staff of SECAP 2) Japanese Experts	1) & 2) Interview
	Other positive and negative impacts	Is there any impact on implementation of other training courses which are not target of the Project?	• Opinions of persons concerned	1) Data of the Project 2) Instructors of CERFIN 3) Staff of SECAP 4) Japanese Experts	1) Data review 2), 3) & 4) Questionnaire, Interview
		Is there any impact by implementing a grant aid project at the same time? What are factors in producing impact?	• Opinions of persons concerned	1) Data of the Project 2) Instructors of CERFIN 3) Staff of SECAP 4) Japanese Experts	1) Data review 2), 3) & 4) Questionnaire, Interview

Evaluation criterion	Evaluation Question		Information/ data required	Information source	Data collection method
	Main Question	Sub Question			
Sustain-ability	Importance of vocational training in National Development Plan and other related policies.		<ul style="list-style-type: none"> National Development Plan and other related policies Opinions of persons concerned 	<ul style="list-style-type: none"> National Development Plan and other related policies etc. 	Data review
	Importance and recognition of the Project at the Ministry of Labour and Employment and SECAP.		<ul style="list-style-type: none"> Opinions of persons concerned 	<ul style="list-style-type: none"> Ministry of Labour and Employment Managerial staff of SECAP 	1) & 2) Interview
	Does SECAP have capability to continue and manage the outcomes of the Project?	Capability of SECAP on operation and management of the activities after completion of JICA cooperation: (Will necessary number of staff with appropriate technical knowledge and skills will be assigned even after the completion of the Project?)	<ul style="list-style-type: none"> Staff assignment and continuity Opinions of persons concerned 	<ul style="list-style-type: none"> Related data Staff of SECAP Japanese Experts 	<ul style="list-style-type: none"> Data review Interview
		Will several committees (such as the training administration committee, public relations and needs survey committee, the safety and sanitary of facility committee, the equipment management committee, and the working group for development and diffusion of teaching materials), which were established for strengthening operation and management of SECAP and CERFIN, work appropriately after the completion of the Project?	<ul style="list-style-type: none"> Opinions of persons concerned 	<ul style="list-style-type: none"> Established committees Staff of SECAP Japanese Experts 	<ul style="list-style-type: none"> Data review Interview Questionnaire, Interview
	Will the mechanism for extending the curriculum and teaching materials developed at CERFIN, and conducting the retaining course for the instructors working in other vocational training centers (other than CERFIN), work continuously after the completion of the Project?	<ul style="list-style-type: none"> Opinions of persons concerned 	<ul style="list-style-type: none"> Staff of SECAP Japanese Experts 	<ul style="list-style-type: none"> Interview Questionnaire, Interview 	
	Financial situation, future budgetary plan of SECAP and trend of self-income from the training fee	<ul style="list-style-type: none"> Data of financial situation of SECAP Opinions of persons concerned 	<ul style="list-style-type: none"> Data on past budget and future budgetary plan of SECAP, self-income from the training fee Staff of SECAP Japanese Experts 	<ul style="list-style-type: none"> Data review Interview 	

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<p>Will techniques transferred by the Project become established?</p>	<p>Ownership of Ecuadorian side - Have the instructors of CERFIN motivated well to continuing training needs survey and working group system. Technical level of C/Ps (especially instructors of CERFIN) - Do C/Ps have sufficient knowledge on equipment provided under the Project for utilizing in the training courses? - Do C/Ps have sufficient skills to preparing teaching plan and training course plan? Will equipment procured by the Project be maintained well? - Is administration of equipment conducted using inventory of equipment? - Is administration of equipment conducted under proper rule? (Key keeper, lending record book, etc.)</p>	<p>• Opinions of persons concerned</p>	<p>1) Staff of SECAP 2) Japanese Experts</p>	<p>1) & 2) Interview</p>
<p>What are major factors that facilitated or hampered the sustainability, or could facilitate or hamper in future?</p>	<p>• Opinions of persons concerned</p>	<p>• Opinions of persons concerned</p>	<p>1) Instructors of CERFIN 2) Japanese Experts 3) List of equipment</p>	<p>1) & 2) Questionnaire, Interview 3) Observation of class and review of teaching materials</p>
<p>What are major factors that facilitated or hampered the sustainability, or could facilitate or hamper in future?</p>	<p>• Opinions of persons concerned</p>	<p>• Opinions of persons concerned</p>	<p>1) Instructors of CERFIN 2) Japanese Experts</p>	<p>1) & 2) Questionnaire, Interview 3) Observation of equipment and list of equipment</p>
<p>What are major factors that facilitated or hampered the sustainability, or could facilitate or hamper in future?</p>	<p>• Opinions of persons concerned</p>	<p>• Opinions of persons concerned</p>	<p>1) Instructors of CERFIN 2) Japanese Experts</p>	<p>Questionnaire, Interview</p>

Implementation Process

Evaluation Question		Information source	Data collection method
Main Question	Sub Question		
Change or of modification of the project plan or the project implementation structure in order to achieve the outputs which were planned before the commencement of the Project.	Issues or problems grasped in the course of the project implementation. How those issues were solved.	1) Reports of study mission 2) Project progress report 3) C/Ps and Japanese Experts	1 & 2) Data review 3) Interview
	Change or of modification of the project plan or the project implementation structure at the time of starting Stage 2.		
Appropriateness of methodology of technical transfer	Is there any problem on methodology of technical transfer? If available, what kinds of problems. Is there any solution?	1) Project progress report 2) C/Ps and Japanese Experts	1) Data review 2) Interview
	Timeliness of JCC meetings and appropriateness of themes of discussion		
Project management system	How progress of the Project has been monitored?	1) Project progress report 2) Japanese Experts • C/Ps and Japanese Experts	1) Data review 2) & 3) Questionnaire, Interview
	Appropriateness of communication in the Project		
	Relationship between the Project and JICA headquarters		
		• Japanese experts	Interview

Table of achievement (Achievement of the Overall Goal, Project Purpose and Outputs at the time of evaluation)

Achievement	Items		Information/ data required (Indicators)	Information source	Data collection method
	Main items	Sub items			
Achievement	<p>Prospect of achievement of the Overall Goal (The Project aims to establish vocational training system which provide skilled workers with required level of professional ability by the industrial sector and to contribute to improvement of the employment opportunity in Ecuador.)</p>	<p>Prospect of achievement of the Overall Goal (The Project aims to establish vocational training system which provide skilled workers with required level of professional ability by the industrial sector and to contribute to improvement of the employment opportunity in Ecuador.)</p>	<p>Degree of satisfaction of the industrial enterprises on SECAP's vocational training (Prospect of achievement of the Overall Goal is evaluated at this stage in consideration with following points)</p> <ol style="list-style-type: none"> 1) Expectation of industrial enterprises on SECAP's vocational training 2) Evaluation by companies that accepted trainees of the specialized training courses for technique for practical training 3) Satisfaction of the industrial enterprises on skill up-grading courses 	<ol style="list-style-type: none"> 1) Record of implementation of the open house 2) Companies that accepted trainees of the specialized training courses for technique 3) Questionnaire (to companies where ex-trainees are working) 	<ol style="list-style-type: none"> 1) Data review 2) Interview at companies 3) Questionnaire
			<p>Achievement of the Project Purpose (The project aims to improve the operation and administration system in SECAP and its main vocational training centers in order to produce a large number of workers having technical skills (i.e. electricity, electronics, industrial mechanics, welding and sheet metal processing) that meet the needs of the industrial sector using CERFIN as a pivotal center.)</p>	<p>Establishment of committees that meet periodically for improvement of training administration in 4 Centers. (CERFIN, CERFIL, CEFIC, and CEFIA)</p> <ol style="list-style-type: none"> 2) Revised technical and pedagogical regulations of SECAP regarding the training methods developed in the Project. 3) Number of curriculums and teaching materials developed or revised by the Working Groups. 4) Increased number of new and modified training courses implemented in 4 centers. <ul style="list-style-type: none"> - Skill up-grading courses: 50 courses/year for electricity and electronics, and 50 courses/year for machine and metal - Specialized training courses: 6 courses/year for electricity and electronics, and 6 courses/year for machine and metal 	<ol style="list-style-type: none"> 1) Annual report of SECAP and annual Report of CERFIN 2) Japanese experts 3) Staff of SECAP 4) Managerial staff of CERFIN <p>Technical and pedagogical regulations of SECAP</p> <p>Managerial staff of targeted centers</p> <ol style="list-style-type: none"> 1) Managerial staff of targeted centers 2) Project progress report 3) Training plan and implementation record

Items		Information/ data required (Indicators)	Information source	Data collection method
Main items	Sub items			
Are Outputs producing as planned?	<p>Output 5: A system will be set up in order to perform regular monitoring of the above-mentioned training needs and to reflect the results in the training program.</p> <p>Output 6: A training system for employed workers will be set up in CERFIN, and monitoring of these workers' performance in industry will be implemented.</p> <p>Output 7: Specialized training courses for technique and technology will be implemented at CERFIN and a job placement support system will be set up for trainees.</p> <p>Output 8: Retraining of instructors working at the major regional vocational training centers will be implemented at CERFIN.</p>	<p>5) Increased number of enterprises and trainees that participate in the training courses of the target fields in 4 centers. (compare with following targets) - Skill up grading courses: 750 persons/year for electricity and electronics, and 750 persons/year for machine and metal - Specialized training courses: 72 persons/year for electricity and electronics, and 72 persons/year for machine and metal Existence of a system for regular monitoring of the training needs.</p>	<p>1) Managerial staff of targeted centers 2) Training implementation records</p>	<p>1) Questionnaire 2) Data review</p>
		<p>1) Record of training needs survey 2) Japanese experts 3) Instructors of CERFIN</p>	<p>1) Data review 2) Interview 3) Interview</p>	
		<p>1) Number of trainees of skill up-grading courses 2) Monitoring activities about performance of ex-trainees of skill up-grading courses in their companies</p>	<p>1) Report on implementation of up-grading workers skills courses at CERFIN and report on monitoring results 2) Japanese experts 3) Instructors of CERFIN</p>	<p>1) Data review 2) Interview 3) Interview</p>
		<p>1) 6 or more specialized training courses of each field will be implemented and 72 or more trainees of each field will participate annually. 2)-1. Appropriateness of established job placement support system 2)-2 Number of persons employed under the job placement support system. 3) Evaluation of curriculum contents</p>	<p>Report on implementation of specialized training courses</p>	<p>• Data review</p>
		<p>1) More than 6 trainees of each field will participate a year. 2) Evaluation of curriculum contents</p>	<p>1) Japanese experts 2) Instructors of CERFIN</p>	<p>1) & 2) Interview</p>
			<p>Trainees</p>	<p>• Questionnaire</p>
			<p>Report on implementation of instructors retraining courses at CERFIN</p>	<p>• Data review</p>
			<p>Questionnaire to Managerial staff of targeted centers</p>	<p>• Questionnaire</p>

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Items		Information/ data required (Indicators)	Information source	Data collection method
Main items	Sub items			
	<p>Output 9: Training course curriculums and teaching materials developed at CERFIN will be spread to other regional vocational training centers.</p>	<p>Number of new and modified training course curriculums and teaching materials in each vocational training center (CERFIL, CEFIC, and CEFIA)</p>	<p>1) Course curriculum and lists of teaching materials in the centers 2) Managerial staff of the centers</p>	<p>1) Data review 2) Questionnaire</p>

ANNEX II Project Design Matrix 2

Project name: Project on Improvement of Vocational Training in Ecuador

Implementing agency: Ecuadorian Professional Training Service (SECAP)

Duration: 2002.7.1-2007.6.30

Date: 29 March 2006

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>(Overall Goal)</p> <p>The Project aims to establish vocational training system which provide skilled workers with required level of professional ability by the industrial sector and to contribute to improvement of the employment opportunity in Ecuador.</p> <p>(Project Purpose)</p> <p>The project aims to improve the operation and administration system in SECAP and its main vocational training centers in order to produce a large number of workers having technical skills (i.e. electricity, electronics, industrial mechanics, welding and sheet metal processing) that meet the needs of the industrial sector using CEREFIN as a pivotal center.</p>	<ul style="list-style-type: none"> -Increased percentage of the industrial enterprises in favor of SECAP's training -Increased rates of employed persons in the target industrial fields 	<ul style="list-style-type: none"> -Opinion survey to industrial enterprises -Employment statistics 	
<p>The project aims to improve the operation and administration system in SECAP and its main vocational training centers in order to produce a large number of workers having technical skills (i.e. electricity, electronics, industrial mechanics, welding and sheet metal processing) that meet the needs of the industrial sector using CEREFIN as a pivotal center.</p>	<ul style="list-style-type: none"> -Establishment of committees that meet periodically for improvement of training administration in 4 Centers. -Revised regulations of SECAP regarding the training methods developed in the Project. - Number of curriculums and manuals developed or revised by the Working Groups. -Increased number of new and modified training courses implemented in 4 centers. -Increased number of enterprises and trainees that participate in the training courses of the target fields in 4 centers. 	<ul style="list-style-type: none"> -Annual report of SECAP -Regular report of the SECAP's Planning Department -Annual reports of regional vocational training centers -Monitoring results of industrial training needs 	<ul style="list-style-type: none"> -Labor force demand for skilled workers will be continuously existent in the fields of electricity, electronics, industrial mechanics, welding and sheet metal processing.

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Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>(Outputs) Stage 1</p> <p>1. The training needs in industry (in major cities) will be assessed by each target field through the reinforcement of the relationship with the industrial sector and the current status of major regional vocational training centers will be examined.</p> <p>2. Based on the assessment in (1) above, skill upgrading courses will be modified, developed, and implemented.</p> <p>3. Based on the assessment in (1) above, an implementation plan for the specialized training courses for technique and technology within CERFIN will be drawn up.</p> <p>4. Based on the analysis in (1) above, an implementation plan for instructors retraining course will be drawn up.</p>	<p>1. Number and contents of improvement proposals based on the assessment and examination results.</p> <p>2-1. 10 or more upgrading courses of each field will be modified and developed and 150 or more trainees of each field will participate annually.</p> <p>2-2. Evaluation of curriculum contents</p> <p>3. Existence of an implementation plan for specialized training courses for technique and technology</p> <p>4. Existence of a plan for implementation of retraining courses for instructors.</p>	<p>1. Reports on the training needs survey and the analysis of the current status of training centers</p> <p>2-1. Documents for improved upgrading workers skills course curriculums in CERFIN and training results in Stage I</p> <p>2-2. Questionnaire to supervisors / employers of trainees etc.</p> <p>3. Plan documents for implementation of specialized training courses in CERFIN</p> <p>4. Plan documents for implementation of instructors' retraining courses</p>	<p>-Ecuadorian government policies for vocational training will not change. Especially, SECAP will continue to a public organization and assignment of instructors and budget allocation will not change drastically by its reorganization. -Procedures needed for customs clearance of equipment and its transportation are not delayed.</p>
<p>Stage 2</p> <p>5. A system will be set up in order to perform regular monitoring of the above-mentioned training needs and to reflect the results in the training program.</p> <p>6. A training system for employed workers will be set up in CERFIN, and monitoring of these workers' performance in industry will be implemented.</p> <p>7. Specialized training courses for technique and technology will be implemented at CERFIN and a job placement support system will be set up for trainees.</p> <p>8. Retraining of instructors working at the major regional vocational training centers will be implemented at CERFIN.</p> <p>9. Training course curriculums and teaching materials developed at CERFIN will be spread to other regional vocational training centers.</p>	<p>5. Existence of a system for regular monitoring of the training needs.</p> <p>6. Number of trainees trained by the expanded implementation of upgrading workers skills courses and monitoring results of the training needs.</p> <p>7-1. 6 or more specialized training courses of each field will be implemented and 72 or more trainees of each field will participate annually.</p> <p>7-2. Number of persons employed under the job placement support system</p> <p>7-3. Evaluation of curriculum contents</p> <p>8-1. More than 6 trainees of each field will participate a year.</p> <p>8-2. Evaluation of curriculum contents</p> <p>9. Number of new and modified training course curriculums and teaching materials in each regional vocational training center</p>	<p>5. Documents explaining the regular monitoring system</p> <p>6. Report on implementation of upgrading workers skills courses at CERFIN and report on monitoring results</p> <p>7-1. Report on implementation of specialized training courses</p> <p>7-2. number of persons employed under the support system</p> <p>7-3. Questionnaire to trainees Questionnaire to supervisors / employers of trainees etc.</p> <p>8-1. Report on implementation of instructors retraining courses in CERFIN</p> <p>8-2. Questionnaire to trainees</p> <p>9. Curriculum tables and lists of teaching materials in each regional vocational training center</p>	

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions (Pre-Conditions)
<p>(Activities)</p> <p>Stage 1</p> <p>1.1 Establishment of an operational structure and implementation of studies needed to assess the needs of the industrial sector (SECAP, CERFIN)</p> <p>1.2 Review of the existing training system, training contents, capability of instructors, and other areas at four training centers (SECAP, four training centers)</p> <p>*****</p> <p>2.1 Preparation of a mid-term (5-year) training program for upgrading workers skills courses at CERFIN</p> <p>2.2 Implementation of upgrading workers skills courses (both new and modified courses) at CERFIN.</p> <p>*****</p> <p>3.1 Preparation of a training program of stage II (3-year) for specialized training courses at CERFIN.</p> <p>*****</p> <p>4.1 Preparation of a retraining program for instructors working at the major regional vocational training centers and establishment of an implementation structure at CERFIN (SECAP, CERFIN)</p> <p>*****</p> <p>Stage 2</p> <p>5.1 Follow-up study (sampling survey, etc) of training needs in the industrial sector (SECAP, CERFIN)</p> <p>*****</p> <p>6.1 Expanded implementation of upgrading workers skills courses at CERFIN</p> <p>*****</p> <p>7.1 Implementation of specialized training courses for technique and technology at CERFIN (both new and modified courses)</p> <p>7.2 Introduction of a job placement support system at CERFIN</p> <p>*****</p> <p>8.1 Implementation of instructors' retraining courses at CERFIN</p> <p>*****</p> <p>9.1 Spread of training course curriculums and teaching materials developed at CERFIN to other vocational training centers (SECAP, 4 training centers)</p>	<p>(Inputs)</p> <p>Stage 1</p> <p>(1) Japanese side</p> <ul style="list-style-type: none"> • Dispatch of long-term experts (4 experts) • Dispatch of short-term experts (5 experts annually) • Training of counterpart personnel in Japan (3 persons annually) • Provision of equipment (Equipment with regard to control system for electricity and electronics, measuring equipment and tools for metal mechanics and so on) <p>(2) Ecuadorian side</p> <ul style="list-style-type: none"> • Assignment of counterpart personnel • Provision of offices for Japanese experts and facilities for implementation of training • Budget allocation for expenses necessary for implementation of the Project <p>Stage 2</p> <p>(3) Japanese side</p> <ul style="list-style-type: none"> • Dispatch of long-term experts (4 experts) • Dispatch of short-term experts (5 experts annually) • Training of counterpart personnel in Japan (3 persons annually) • Provision of equipment (Equipment with regard to control system for electricity and electronics, measuring equipment and tools for metal mechanics and so on) <p>(4) Ecuadorian side</p> <ul style="list-style-type: none"> • Assignment of counterpart personnel • Provision of offices for Japanese experts and facilities for implementation of training • Budget allocation for expenses necessary for implementation of the Project 		

ANNEX III Plan of Operation (plan versus actual) (Stage 2)

Project Phase	Stage II												Achievement Rate (%)	
	3rd Year		4th Year		5th Year		2006		2007		At the end of the project period			
Years	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	At present	At the end of the project period
ACTIVITIES														
5.1 Follow-up study (sampling survey, etc.) of training needs in the industrial sector. (SECAP, CERFIN)													100%	
6.1 Expanded implementation of upgrading workers skills courses at CERFIN													100%	
7.1 Implementation of specialized training courses for technique and technology at CERFIN (both new and modified courses)													100%	
7.2 Introduction of a job placement support system at CERFIN													100%	
8.1 Implementation of instructors' retraining courses at CERFIN													90%	100%
9.1 Spread of training course curriculums and teaching materials developed at CERFIN to other vocational training centers (SECAP, 4 training centers)													85%	15%

(Remarks)

▬ : Plan of Operation

■ : Execution of Operation

Progress of the activities

1) Achievement of activities at present

Records of needs survey and follow-up survey
Needs surveys have been conducted twice in the Stage 1.
A needs survey and a follow-up survey have been conducted in the Stage 2.

Records of implementation of upgrading workers skills courses and number of participants
① From July 2004 to June 2005
Metal and Mechanics: 28 courses/ 276 participants; Electricity and Electronics: 47 courses/ 520 participants
② From July 2005 to June 2006
Metal and Mechanics: 31 courses/ 347 participants; Electricity and Electronics: 67 courses/ 797 participants
③ From July 2006 to June 2007 (as of end of December 2006)
Metal and Mechanics: 16 courses/ 207 participants; Electricity and Electronics: 21 courses/ 292 participants

Records of implementation of specialized training courses and number of participants
① Courses started December 2003 (number of courses/ number of participants)
Metal and Mechanics (Technico): 2/32
Electricity and Electronics (Technico): 2/29
② Courses started December 2004 (number of courses/ number of participants)
Metal and Mechanics (Technico): 4/94, (Technologo): 1/16
Electricity and Electronics (Technico): 4/61, (Technologo): 1/11
③ Courses started December 2005 (number of courses/ number of participants)
Metal and Mechanics (Technico): 4/70, (Technologo): 3/43
Electric and Electronics (Technico): 4/63, (Technologo): 3/35
④ Courses started December 2006 (number of courses/ number of participants)
Metal and Mechanics (Technico): 4/84, (Technologo): 3/46
Electricity and Electronics (Technico): 5/93, (Technologo): 4/53

Staff in charge of job placement support (concurrently holds marketing) is assigned in the academic section of CERFIN and is supporting to graduates of technico courses for finding their jobs. For example, more than 80% of graduates of technico courses of 2005 got employment.

Records of instructors' retraining courses
① Number of courses and participants in 2004
Metal and Mechanics: 1 course/3 participants; Electric and Electronics: 1 course/ 6 participants
② Number of courses and participants in 2005
Metal and Mechanics: 2 course/7 participants; Electric and Electronics: 2 course/ 6 participants
③ Number of courses and participants in 2006
Metal and Mechanics: 1 course/3 participants; Electric and Electronics: 1 course/ 5 participants

Records of development curriculums and teaching materials and distribution of them to other centers.
(1) Technico courses: 100% of curriculums and teaching materials for the Metal and Mechanics field and Electricity and Electronics field have been developed and distributed them already.
(2) Technologo courses: 50% of curriculums and teaching materials for the Metal and Mechanics field, and 95% of curriculums and teaching materials for the Electricity and Electronics field have been developed. (Technologo courses will be started from September 2007 at main vocational training centers of SECAP.)

2) Final Target Final results expected

Needs survey and follow-up survey will be conducted every 3 years according to the SECAP's Regulation.

Planned courses and participants from January to June 2007 are as follows.
Metal and Mechanics: 15 courses/ 200 participants
Electricity and Electronics: 15 courses/ 200 participants

2 technico courses and 2 technologo courses in each field (mechanics and metal, and Electric-electronics) will be started very year.

Job placement support will be continued.

A instructors' retraining course will be conducted in March 2007.
Mechanics and metal: 2 course/6 participants; Electric-electronics: 2 course/ 6 participants

Remaining curriculums and teaching materials will be developed by the end of the Project and distributed to main vocational training centers.

(1) Long-term Experts

ANNEX IV List of Experts

	Field of Assignment	Name	M/M	Year							Remarks
				2002	2003	2004	2005	2006	2007		
1	Chief Advisor	KATSUZO TSUBATA	24.0	7/06		7/05					
2	Chief Advisor	MUNETAKA BANDO	36.4			6/19				6/30	
3	Coordinator	SHIRO KIKUCHI	60.0	7/21						7/20	
4	Metal and Mechanics	TATSUYA ITO	36.0	7/06			7/05				
5	Metal and Mechanics	YUKIO NOZAWA	24.4				6/20			6/30	
6	Electricity and Electronics	TETSUYA TAKAHASHI	24.0	7/06		7/05					
7	Electricity and Electronics	YASURO TATEKABE	36.3			6/22				6/30	
		Total	241.1								

(2) Short-term Experts

Technical Field Name	Field of assignment	MM	Year							Remarks
			2002	2003	2004	2005	2006	2007		
1. Methodology										
1) OSAMU NAKAI	Vocational Training Teaching Method	1.0	1/31 - 2/28							
2) MASUTOMO SAKAIDA	Vocational Training Teaching Method	1.0	8/12 -	9/09						
2. Metal and Mechanics										
1) SATOSHI FUJIMORI	CAD Drawing Technique	1.0	1/31 - 2/28							
2) MASAKI YOKOYAMA	Piping Welding and Structural Steel Work	1.0	8/12 -	9/09						
3) TAKUMA GOTO	Plastic Injection Molding	1.0		4/1 - 4/29						
4) RYOSUKE FURUJO	Lathe Application	1.2		8/19 -	9/25					
5) TETSUO YAMAMOTO	Ultrasonic Detection of Flaws	1.3		9/22 -	10/31					
6) KAZUHARU KOJIMA	Three-dimensional CAD	1.1			1/12 - 2/14					
7) HISAO YOSHIOKA	Milling Machine Application	1.5				6/28 -	8/12			
8) EKIO HAYAMIZU	Plumbing Technology	1.1				1/17	- 2/18			
9) KENJI AKIMOTO	Heat Treatment Technology	1.5					11/07 -	12/20		
3. Electricity and Electronics										
1) YASUYUKI MINAMI	Factory Automation Techniques	1.0	2/16 - 3/14							
2) HIROTATSU HAYASHI	Refrigerating and Air-conditioning	1.0	8/12 -	9/09						
3) YOSHIMITSU HIGA	Electric Power Distribution Plant	1.1		10/28 - 11/30						
4) KATSUJISA TAGUMA	Pneumatic Electric Control	1.5		10/09 -	11/21					
5) HIDEKI YANAGI	Automatic calculation by PLC	1.5		2/02	- 3/18					
6) JUN IJHOSHI	Automatic Measurement	1.3		5/24	- 7/01					
7) YOICHI SHIMOGAMA	Micro mouse Production	1.5			10/18 -	11/30				
8) MIKI GOTO	Image Processing	1.5				5/16	- 6/30			
9) KAZUNORI SHIMOKAWA	Design and Production of PCB	1.5					11/7 -	12/20		
10) MITSURU SUETOMI	Flexible Manufacturing System Design	1.3					1/10 -	2/18		
	Total	25.9								

(3) Experts of third country

Technical Field Name	Field of assignment	M/M	Year							Remarks	
			2002	2003	2004	2005	2006	2007			
1. Planning											
1) DIONISIO PRETEL	Administration and Operation of Vocational Training	2.5					7/14 -	10/08			Brazil
2. Metal and Mechanics											
1) GENGES YUPANQUI	CNC Programming	2.0			10/4 -	12/03					Perú
2) WILLIAM NEGRILLO	Repair of Engine	1.5					1/10 -	2/23			Perú
3) CARLOS PORTOCARRERO	Design and Production of Mold	1.9						9/22 -	11/17		Perú
1. Electricity and Electronics											
1) RYUJI MIYATA	Electronic Equipment Development	3.0	3/08 -	6/07							Brazil
2) JULIO VARGAS	Repair of DVD	1.0	5/26 -	6/25							Paraguay
3) RYUJI MIYATA	Electronic Equipment Development	1.5		10/31 -	12/14						Brazil
4) RYUJI MIYATA	Electronic Equipment Development	1.5		2/16 -	3/29						Brazil
5) ELENO BRON	Machine Control by Visual C++	1.5			10/23 -	12/05					Paraguay
6) JOSE RESQUIN	Refrigerating and Air-conditioning	1.4					11/11 -	12/22			Paraguay
7) SANDRA RUFFINELLI	Automatic Measurement	1.5					2/15 -	3/30			Paraguay
	Total	19.3									

ANNEX V List of Ecuadorian Counterparts Personnel Trained in Japan

Technical field Name	Field of Training	Year							Remarks
		2002	2003	2004	2005	2006	2007		
1. Administration									
1) SANTIAGO GUERRON	Planning and Management of Training		11/12 - 11/29						
2) BOLIVAR MONTERO	Operation and Management of Vocational Training		11/8 - 11/26						
3) GONZALO BEDOYA	Operation and Management of Vocational Training			10/28 - 11/19					
4) ANGEL VERDESOTO	Operation and Management of Vocational Training				10/09 - 10/26				
2. Methodology									
1) WIGBERTO VIZUETE	Vocational Training Teaching Material development Method		10/28 - 12/19						
3. Metal and Mechanics									
1) NELSON PACAS	Welding Techniques	11/24 - 3/22							
2) CARLOS NUÑEZ	Welding Techniques	11/24 - 3/22							
3) LENIN VALENCIA	Machine Maintenance Techniques			1/11 - 3/26					
4) EDUARDO GARCIA	Machine Maintenance Techniques			1/11 - 3/26					
5) SEGUNDO PAEZ	Modern Metal Processing			9/29 - 11/19					
6) PABLO VILAÑEZ	Three-Dimensional Application				6/28 - 8/13				
7) EDUARDO MOREANO	Metal Processing				8/02 - 10/22				
4. Electricity and Electronics									
1) FERNANDO CUENCA	Automation and Control of Building		1/05 - 3/22						
2) JOSE ZAPATA	Automation and Control of Building		1/05 - 3/22						
3) ALFREDO ESTUPIÑAN	PCB Plate and Design of Circuit			09/30 - 12/16					
4) HAMILTON NUÑEZ	Mechatronics Control			1/10 - 3/30					
5) ROBERTO PEREZ	Mechatronics Control				1/05 - 8/25				

ANNEX VI List of Main Equipment Provided by Japanese Side

	Equipment	Quantity	Cost in US\$	Cost in Thousand Yen
1	Official Car	1	30,200.00	
2	Pneumatic Control Application Trainer	24	93,894.68	
3	Hydraulic Control Application Trainer	14	101,474.09	
4	NC Lathe Machine	1	115,800.00	
5	Milling Machine	6	230,000.00	
6	Three Dimension Vision Measuring Machine	1	39,300.00	
7	Flexible Manufacturing System	1	138,590.89	
8	Press Brake	1		5,839
9	Shearing Machine	1		6,966
10	Ultrasonic Tester	2		3,636
11	Plastic Injection Molding Machine	1		8,450
12	TIG Welding Machine	6		3,712
13	Machining Center	1		11,263
14	Machine Elements Maintenance Trainer	8		2,960
15	Vibration Data Management System	2		2,964
16	Mechanical Apparatus Management Trainer	2		3,540
17	PLC Training System	20		49,961
18	Power Electronic Circuit Trainer	5		4,650
19	Motor System Trainer	2		4,520
20	Electrical Testing Machine	1		5,000
21	Three Phase AC Motor Trainer	2		2,760

ANNEX VII Local Operational Expenses Borne by the Japanese Side

(1) Expenses for procurement of equipment

Type of procurement	Japanese Fiscal Year (April - March)						Total
	2002	2003	2004	2005	2006	2007	
Local Procurement	26,496	2,724	98,403	27,962	4,770	0	160,355
Procurement in Japan	69,342	15,743	0	52,966	556	0	138,607
TOTAL	95,838	18,467	98,403	80,928	5,326	0	298,962

Unit: Thousand Yen

(2) Expenses for equipment carried by Japanese experts

Type of procurement	Japanese Fiscal Year (April - March)						Total
	2002	2003	2004	2005	2006	2007	
Local Procurement	465	663	0	514	0	0	1,642
Procurement in Japan	5,145	4,733	4,745	1,666	2,162	0	18,451
TOTAL	5,610	5,396	4,745	2,180	2,162	0	20,093

Unit: Thousand Yen

Remarks: Official donation of equipment will be done by the time of termination of the Project.

Sub-total 319,055

(3) Expenses for local operations

Type of procurement	Japanese Fiscal Year (April - March)						Total
	2002	2003	2004	2005	2006 (Planned)	2007 (Planned)	
Expenses for local operations	4,389	8,085	4,654	5,714	5,906	3,043	31,791

Unit: Thousand Yen

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ANNEX VIII List of Counterpart Personnel Assigned to the Project

Field Name	Age	Specialty (Assignment for the Project)	Position	Year							Training in Japan Reason of resignation	
				2002	2003	2004	2005	2006	2007			
1) FERNANDO LANDAZURI	30	Project Director	Executive Director, SECAP	7/01		8/12						
2) FERNANDO ALBAN	51	Project Director	Executive Director, SECAP			8/13	5/12					Year 2006
3) ANGEL VERDESOTO	57	Project Director	Executive Director, SECAP				5/13					Year 2004
1) BOLIVAR MONTERO	53	Project Manager	Director, CERFIN	7/01		8/12						
2) CARLOS GUERRA	30	Project Manager	Director, CERFIN			8/13	5/12					
3) BOLIVAR MONTERO	53	Project Manager	Director, CERFIN				5/13	6/07				
4) CESAR DEL CASTILLO	61	Project Manager	Director, CERFIN					6/08				
1. In the field of Metal and Mechanics												
1) GONZALO BEDOYA	57	Chief	Chief of Metal and Mechanics	7/01								Year 2005
2) JORGE AGUIRRE	55	Measuring Equipment and Tools	Instructor	7/01								
3) LUIS GARCIA	45	Industrial Machinery	Instructor	7/01								Year 2004
4) GABRIEL LOPEZ	58	Industrial Machinery	Instructor	7/01								
5) CARLOS NUÑEZ	41	Welding Machinery	Instructor	7/01								Year 2002
6) NELSON PACAS	53	Welding Machinery	Instructor	7/01								Year 2002
7) SEGUNDO PAEZ	50	Industrial Machinery	Instructor	7/01								Year 2005
8) ANGEL PILLAJO	52	Metal Processing	Instructor	7/01								
9) JUAN SALINAS	49	Metal Processing	Instructor	7/01								
10) LENIN VALENCIA	33	Industrial Machinery	Instructor	7/01								Year 2004
11) JORGE MORALES	58	Welding Machinery	Instructor	7/01								
12) PABLO VILLANÉZ	32	Industrial Machinery	Instructor	7/01		2/01						Year 2006
2. In the field of Electricity and Electronics												
1) WIGBERTO VIZUETE	49	Chief	Chief of Electricity and Electronics	7/01								Year 2003
2) MANUEL GUAÑUNA	58	Electric facilities	Instructor	7/01								
3) PATRICIO DUQUE	56	Hydraulic and Pneumatic	Instructor	1/01								
4) LUIS PAZMIÑO	55	Audio and Video	Instructor	7/01								
5) RENE EGAS	53	Industrial Electronics	Instructor	7/01								
6) JOSE ZAPATA	50	Automation and control	Instructor	7/01								Year 2003
7) FERNANDO CUENCA	44	Refrigerator and Air-conditioning	Instructor	7/01								Year 2003
8) CARLOS CUELLER	50	Audio and Video	Instructor	7/01		8/15						Resignation (sickness)
9) HAMILTON NUÑEZ	32	Industrial Electronics	Instructor	7/01		2/01						Year 2005
10) ALFREDO ESTUPIÑAN	29	Industrial Electronics	Instructor			2/01						Year 2005
11) PAUL FIALLOS	30	Refrigerator and Air-conditioning	Instructor			2/01	1/30					Resignation (voluntary)
12) ROBERTO PEREZ	29	Industrial Electronics	Instructor			1/05						Year 2006
13) WILLIAN MONTALVO	28	Industrial Electronics	Instructor			1/05						
14) CARLOS VARGAS	26	Industrial Electronics	Instructor			1/05	4/30					Resignation (Private company)
15) MONICA CALLE	27	Automation and control	Instructor			8/01						

ANNEX IX Annual Budget of SECAP and CERFIN

(1) Annual Budget of SECAP

Budget	Item	Fiscal Year						Remarks	
		2002	2003	2004	2005	2006	2007		
Revenue	FISCAL SPECIES (self income)	1,736,716	1,829,911	1,882,839	2,621,439	2,639,389	3,548,956	Income from vocational training services	
	Tax on vocational training	2,513,864	2,806,789	3,350,913	2,623,898	3,022,515	4,006,982	0.5% of salary of government employees and public corporation	
	Allocated national budget	234,840	0	0	0	0	300,794		
	FONNIN'	363,505	136,717	136,718	0	0	0	Transfer for the fund	
	Assets rent	0	0	0	0	0	66,000	Rental of SECAP's land	
	TOTAL		4,848,925	4,773,417	5,370,470	5,245,337	5,661,904	7,922,732	
Expenditure	Personnel expenses	2,560,680	1,791,742	2,470,509	2,159,309	2,454,362	3,182,429		
	Travel expenses	86,323	86,937	96,712	108,082	130,110	159,988		
	Expenses for external instructors	323,876	570,240	512,018	591,276	493,642	841,021		
	Public services	362,485	410,246	478,404	487,466	398,232	455,831		
	General services (guard, cleaning etc.)	319,657	446,303	556,555	489,543	424,391	775,991		
	Subsidy to other institutions	41,200	88,000	94,000	101,849	2,839	119,000		
	Expenses for consumables	376,466	433,462	367,404	431,153	369,901	592,384		
	Expenses for information related instruments	55,328	59,270	102,077	65,420	59,162	110,759		
	Maintenance	232,982	611,869	465,220	404,034	360,199	861,609		
	Capital Assets	419,129	178,771	142,041	186,808	90,902	325,784		
	Other expenses	70,799	96,579	85,530	220,397	878,164	497,936	Tax, lease of equipment etc.	
	TOTAL		4,848,925	4,773,419	5,370,470	5,245,337	5,661,904	7,922,732	

FONNIN: Ecuadorian Child Protection and Nutrition Fund

(2) Annual Budget of CERFIN

Unit: US\$

Budget	Item	Fiscal Year						Remarks
		2002	2003	2004	2005	2006	2007	
Expenditure	Personnel expenses	185,424	195,552	214,488	679,895	679,895	713,890	
	Travel expenses	0	0	4,000	6,650	8,500	22,632	
	Expenses for external instructors	471	10,500	7,300	21,960	34,600	28,370	
	Public services	31,567	45,026	55,200	55,582	67,112	64,800	
	General services (guard, cleaning etc.)	31,567	45,026	58,204	76,546	62,758	81,228	
	Maintenance	16,774	55,000	48,534	55,235	40,039	79,836	
	Expenses for consumables	13,750	14,421	37,656	57,617	57,890	77,752	
	Expenses for information related instruments	0	0	4,572	6,294	8,225	9,175	
	Capital Assets	0	5,672	1,660	2,000	6,500	8,950	
	Other expenses	316	600	500	1,000	1,000	3,000	
	TOTAL		371,797	432,134	962,779	966,519	1,089,633	

ANNEX X Training Needs Survey and Follow-Up Survey Conducted by CERFIN and other centers

No.	Date	Surveyed area	Technical field	Surveyed companies		Survey method
				No.	Category of business	
1	Nov. – Dec., 2002	Quito (by CERFIN)	<ul style="list-style-type: none"> • Metal and Mechanics • Electricity and electronics 	116	<ul style="list-style-type: none"> • Manufacturing 77 % • Service 15 % • Others 8 % 	<ul style="list-style-type: none"> • Company visit
2	Sep. – Oct., 2003	Quito (by CERFIN)	<ul style="list-style-type: none"> • Metal and Mechanics • Electricity and electronics • Automobile Maintenance • Construction, woodworking and leather shoes 	197	<ul style="list-style-type: none"> • Manufacturing 52 % • Service 30 % • Construction % • Others 14 % 	<ul style="list-style-type: none"> • Company visit: 106 companies • Through associations of companies: 20 companies • By post and e-mail: 12 companies • Through course participants: 51 companies
3	Jun. – Dec., 2005	Quito (by CERFIN)	<ul style="list-style-type: none"> • Metal and Mechanics • Electricity and electronics • Automobile Maintenance • Construction, woodworking and leather shoes 	285	<ul style="list-style-type: none"> • Manufacturing 47 % • Service 39% • Others 14 % 	<ul style="list-style-type: none"> • Company visit

1	Sep. – Oct., 2003	Quito (by CMQS)	<ul style="list-style-type: none"> • Industrial sewing 	20	<ul style="list-style-type: none"> • Manufacturing 33 % • Service 4 % • Others 63 % 	<ul style="list-style-type: none"> • Company visit
		Guayaquil (by CFPMG)	<ul style="list-style-type: none"> • Industrial sewing • Commerce and service 	190	<ul style="list-style-type: none"> • Manufacturing 13 % • Service 26 % • Others 61 % 	<ul style="list-style-type: none"> • Company visit
1	Sep. – Oct., 2003	Duran (by CERFIL)	<ul style="list-style-type: none"> • Metal and Mechanics • Electricity and electronics • Automobile Maintenance 	152	<ul style="list-style-type: none"> • Manufacturing 40 % • Service 47 % • Construction 4 % • Others 9 % 	<ul style="list-style-type: none"> • Company visit
		Cuenca (by CEFIC)	<ul style="list-style-type: none"> • Metal and Mechanics • Electricity and electronics • Automobile Maintenance • Industrial sewing 	111	<ul style="list-style-type: none"> • Manufacturing 72 % • Service 18 % • Others 10 % 	<ul style="list-style-type: none"> • Company visit
		Ambato (by CEFIA)	<ul style="list-style-type: none"> • Metal and Mechanics • Electricity and electronics • Automobile Maintenance 	220	<ul style="list-style-type: none"> • Manufacturing 100 % 	<ul style="list-style-type: none"> • Company visit

ANNEX XI List of Up-Grading Training Courses in CERFIN

Technical Field: Metal and Mechanics

Period	Number of Course		Number of Participant		Number of companies participated		Remarks
	Plan	Achievement	Plan	Achievement	Plan	Achievement	
Jul. 2002 – Jun. 2003	10	11	150	120	/	108	
Jul. 2003 – Jun. 2004	10	13	150	197	/	121	Plan is target
Jul. 2004 – Jun. 2005	10	26	150	276	/	81	number
Jul. 2005 – Jun. 2006	10	31	150	347	/	286	described in
Jul. 2006 – Dec. 2006	5	16	75	207	/	22	PDM
Total	45	111	675	1,147	/	618	

Technical Field: Electricity and Electronics

Period	Number of Course		Number of Participant		Number of companies participated		Remarks
	Plan	Achievement	Plan	Achievement	Plan	Achievement	
Jul. 2002 – Jun. 2003	10	22	150	273	/	108	
Jul. 2003 – Jun. 2004	10	13	150	181	/	184	Plan is
Jul. 2004 – Jun. 2005	10	47	150	520	/	340	target
Jul. 2005 – Jun. 2006	10	67	150	797	/	378	number
Jul. 2006 – Dec. 2006	5	21	75	292	/	38	described in
Total	45	115	675	2,063	/	1,048	PDM

ANNEX XII List of Up-Grading Training Courses in CERFIL, CEFIC and CEFIA

Name of center: CERFIL

Technical Field	Period	Number of course		Number of participant		Number of course
		Plan	Achievement	Plan	Achievement	
Metal and Mechanics	Apr. 2006 – Sep. 2006	/	11	/	103	Data of achievement is as of in the middle of September 2006
Electricity and Electronics	Apr. 2006 – Sep. 2006	/	20	/	265	
Automobile Maintenance	Apr. 2006 – Sep. 2006	/	20	/	347	

Name of center: CEFIC

Technical Field	Period	Number of course		Number of participant		Remarks
		Plan	Achievement	Plan	Achievement	
Machine and Metal	Apr. 2006 – Sep. 2006	/	30	/	477	Data of achievement is as of in the middle of September 2006
Electricity and Electronics	Apr. 2006 – Sep. 2006	/	8	/	129	
Automobile Maintenance	Apr. 2006 – Sep. 2006	/	9	/	218	
Industrial Sewing	Apr. 2006 – Sep. 2006	/	5	/	104	

Name of center: CEFIA

Technical Field	Period	Number of course		Number of participant		Remarks
		Plan	Achievement	Plan	Achievement	
Metal and Mechanics	Apr. 2006 – Sep. 2006	/	8	/	108	Data of achievement is as of in the middle of September 2006
Electricity and Electronics	Apr. 2006 – Sep. 2006	/	3	/	34	
Industrial Sewing	Apr. 2006 – Sep. 2006	/	2	/	19	

Annex XIII List of Specialized Training Courses in CERFIN

Technical Field: Metal and Mechanics

Course	Academic Year	Number of Course		Number of Participant		Remarks
		Plan	Achievement	Plan	Achievement	
Tecnico course	2003	0	2	0	30	Plan: Targeted number described in PDM. Achievement: Number of graduates in the case that course is completed. Number of participants in the case that course is under implementation.
	2004	4	4	48	61	
	2005	4	4	48	73	
	2006	4	4	48	84	
Tecnologo course	2004	2	1	24	16	
	2005	2	3	24	43	
	2006	2	3	24	46	

Technical Field: Electricity and Electronics

Course	Academic Year	Number of Course		Number of Participant		Number of Course
		Plan	Achievement	Plan	Achievement	
Tecnico course	2003	0	2	0	30	Plan: Targeted number described in PDM. Achievement: Number of graduates in the case that course is completed. Number of participants in the case that course is under implementation.
	2004	4	4	48	63	
	2005	4	4	48	64	
	2006	4	5	48	93	
Tecnologo course	2004	2	1	24	11	
	2005	2	3	24	35	
	2006	2	4	24	53	

ANNEX XIV List of Specialized Training Courses in CERFIL, CEFIC and CEFIA

Name of center: CERFIL

Technical Field	Course	Academic Year	Number of course		Number of participant		Number of course
			Plan	Achievement	Plan	Achievement	
Metal and Mechanics	Tecnico Course	2006	/	0	/	0	Data of achievement is as of in the middle of September 2006
	Tecnologo Course	2006	/	0	/	0	
Electricity and Electronics	Tecnico Course	2006	/	1	/	15	
	Tecnologo Course	2006	/	0	/	0	
Automobile Maintenance	Tecnico Course	2006	/	0	/	0	
	Tecnologo Course	2006	/	0	/	0	

Name of center: CEFIC

Technical Field	Course	Academic Year	Number of course		Number of participant		Number of course
			Plan	Achievement	Plan	Achievement	
Metal and Mechanics	Tecnico Course	2006	/	3	/	58	Data of achievement is as of in the middle of September 2006
	Tecnologo Course	2006	/	1	/	17	
Electricity and Electronics	Tecnico Course	2006	/	2	/	47	
	Tecnologo Course	2006	/	1	/	24	
Automobile Maintenance	Tecnico Course	2006	/	2	/	62	
	Tecnologo Course	2006	/	1	/	18	
Industrial Sewing	Tecnico Course	2006	/	0	/	0	
	Tecnologo Course	2006	/	0	/	0	

Name of center: CEFIA

Technical Field	Course	Academic Year	Number of course		Number of participant		Number of course
			Plan	Achievement	Plan	Achievement	
Metal and Mechanics	Tecnico Course	2006	/	1	/	16	Data of achievement is as of in the middle of September 2006
	Tecnologo Course	2006	/	0	/	0	
Electricity and Electronics	Tecnico Course	2006	/	1	/	17	
	Tecnologo Course	2006	/	0	/	0	
Automobile Maintenance	Tecnico Course	2006	/	0	/	0	
	Tecnologo Course	2006	/	0	/	0	

ANNEX XV List of Retraining for Instructors

Year : 2004

Field	Number of Courses	Duration	Name of Course	Number of Participants	SECAP	Companies	Place	Remarks
Pedagogy	1	12 July~ 16 July	Teaching Material (PROTS)	9	9	0	CERFIN	For instructors of other training centers
Metal and Mechanics	1	19 July~ 6 August	Pipe Welding 1, 2 Welding TIG 1, 2 Metal Structure 1, 2	3	3	0	CERFIN	For instructors of other training centers
Electricity and Electronics	1	19 July~ 6 August	Digital Circuit 1 Digital Circuit 2 Applied Digital Circuit Microprocessor Z80 (Hardware & Software) Applied Microprocessor	6	6	0	CERFIN	For instructors of other training centers

Year : 2005

Field	Number of Courses	Duration	Name of Course	Number of Participants	SECAP	Companies	Place	Remarks
Pedagogy	1	27 June~1 July	Teaching Material (PROTS)	2	2	1	CERFIN	For instructors of other training centers
Metal and Mechanics	2	4 July~22 July	AUTOCAD 2D AUTOCAD 3D Applied Milling Machine Applied Lathe	5	4	1	CERFIN	For instructors of other training centers
Electricity and Electronics	2	4 July~22 July	VISUAL BASIC VISUAL C++ Automation Measurement PLC I PLC II PLC III	3	3	0	CERFIN	For instructors of other training centers
Automobile Maintenance	1	4 July~22 July	Electronic Injection to Fuel Electronic Circuit	3	3	0	CERFIN	For instructors of other training centers
Industrial Sewing	1	4 July~22 July	Drawing Plan and Chromatic	4	4	0	CERFIN	For instructors of other training centers

Year : 2006

Field	Number of Courses	Duration	Name of Course	Number of Participants	SECAP	Companies	Place	Remarks
Pedagogy	2	25 Sep. ~ 5 Oct.	Teaching Material (PROTS)	2 2	2 2	0	CERFIN	For instructors of CERFIN
		March 2007 (Plan)	Teaching Material (PROTS)				CERFIN	For instructors of other training centers
Metal and Mechanics	3	25 Sep. ~ 13 Oct.	Maintenance of Industrial Machine	1 0	3	7	CEFIC	For instructors of other training centers
		March 2007 (Plan)	Investigation by Ultrasonic				CERFIA	For instructors of other training centers
		March 2007 (Plan)	Mechanized Programming				CERFIL	For instructors of other training centers
Electricity and Electronics	3	25 Sep. ~ 13 Oct.	Power Electronics Motor Control	7	5	2	CERFIL	For instructors of other training centers
		March 2007 (Plan)	Refrigeration				CEFIA	For instructors of other training centers
		March 2007 (Plan)	Labview				CEFIC	For instructors of other training centers
Automobile Maintenance	2	25 Sep. ~ 13 Oct.	Automatic Mission	3	3	0	CERFIN	For instructors of other training centers
		March 2007 (Plan)	ABS (Automatic Brake System)				CERFIL	For instructors of other training centers
Industrial Sewing	2	March 2007 (Plan)	Under Planining				CMQS	For instructors of other training centers
			Under Planining				CMQS	For instructors of other training centers

ANNEX XVI List of Committees at CERFIN, CERFIL, CEFIC and CEFIA

(1) CERFIN

Center Name	Name of committee	Date of establishment	Meetings		Activities	Remarks
			Period	Number		
CERFIN	Project implementation committee	Jan. 2003	Jan. 2003~Jun. 2003	11	Strengthening of cooperation among SECAP head office, CERFIN and Japanese side, problem solving and promotion of information sharing.	---
			Jul. 2003~Jun. 2004	11		
			Jul. 2004~Jun. 2005	15		
			Jul. 2005~Jun. 2006	17		
			Jul. 2006~Nov. 2006	8		
	Academic committee	Jun. 2003	Jan. 2003~Jun. 2003	11	Approval of training plan, recruitment of participants, selection of participants, assignment of instructors (timetable), improvement of acceptance of applicants, etc.	---
			Jul. 2003~Jun. 2004	9		
			Jul. 2004~Jun. 2005	7		
			Jul. 2005~Jun. 2006	9		
			Jul. 2006~Nov. 2006	6		
	Facility, safety and hygiene committee	Jun. 2003	Jan. 2003~Jun. 2003	3	Committee members go around in the center for assuring training facilities management and safety management and promote center's culture improvement.	---
			Jul. 2003~Jun. 2004	2		
			Jul. 2004~Jun. 2005	6		
			Jul. 2005~Jun. 2006	3		
			Jul. 2006~Nov. 2006	3		
	Needs survey and publicity committee	Oct. 2003 Abolished Jun. 2006	Jul. 2003~Jun. 2004	5	(Abolished)	This committee was abolished in June 2006. The project implementation committee takes roles on needs survey and follow-up survey.
			Jul. 2004~Jun. 2005	9		
			Jul. 2005~Jun. 2006	7		
	Equipment and materials management committee	Feb. 2005 Abolished May 2006	Jul. 2004~Jun. 2005	5	(Abolished)	This committee was abolished in May 2006. Administration section takes responsibility on management of equipment.
			Jul. 2005~Jun. 2006	3		
Publicity committee	Jun. 2003 Abolished Jul. 2004	Jan. 2003~Jun. 2003	1	(Abolished)	This committee was abolished in July 2004. After then, the needs survey and publicity committee took over role on publicity.	
		Jul. 2003~Jun. 2004	7			
		Jul. 2004~Jun. 2005	1			
Marketing committee	Jul. 2006	Jul. 2006~Nov. 2006	4	Publication of center's magazine and improvement of publicity	With the abolition of the needs survey and publicity committee, this committee established newly.	

List of Committees at CERFIN, CERFIL, CEFIC and CEFIA

(2) Committees at other 3 centers (CERFIL, CEFIC and CEFIA)

Center name	Name of committee	Date of establishment	Meetings		Remarks
			Period	Number	
CERFIL	Committee for operation and management of center	May 2006	Jul. 2006~Oct. 2006	7	
	Academic committee	May 2006	Jul. 2006~Oct. 2006	9	
	Needs survey and publicity committee	Jul. 2006	Jul. 2006~Oct. 2006	0	
	Equipment and materials management committee	Jul. 2006	Jul. 2006~Oct. 2006	0	
	Facility, safety and hygiene committee	Jul. 2006	Jul. 2006~Oct. 2006	0	
CEFIC	Committee for operation and management of center	Jul. 2006	Jul. 2006~Oct. 2006	0	Some committee held meeting. However, record of meeting was not made.
	Academic committee	Jul. 2006	Jul. 2006~Oct. 2006	0	
	Facility, safety and hygiene committee	Jul. 2006	Jul. 2006~Oct. 2006	0	
	Marketing committee	Jul. 2006	Jul. 2006~Oct. 2006	0	
CEFIA	Committee for operation and management of center	Jul. 2006	Jul. 2006~Oct. 2006	0	Some committee held meeting. However, record of meeting was not made.
	Academic committee	Jul. 2006	Jul. 2006~Oct. 2006	0	
	Needs survey and publicity committee	Jul. 2006	Jul. 2006~Oct. 2006	0	
	Facility, safety and hygiene committee	Jul. 2006	Jul. 2006~Oct. 2006	0	
	Marketing committee	Nov. 2006 (planned)	Jul. 2006~Oct. 2006	0	

評価グリッド： エクアドル 職業訓練改善プロジェクト 終了時評価調査

4. 評価グリッド

5. 項目	評価設問		必要なデータ	情報源	データ収集方法
	大項目	小項目			
妥当性	プロジェクト目標及び上位目標は、エクアドル国の産業界の人材ニーズに沿っているかどうか。	<p>・エクアドルの工業は、プロジェクト開始時に見込んだとおり成長しているか</p> <p>・産業界の人材ニーズに変化はあったか（機械・金属、電気・電子分野のニーズは引き続き高いか）</p>	<p>①工業の業種別 GDP</p> <p>②工業の成長率推移</p> <p>①産業界の人材ニーズ</p>	<p>①②関連資料</p> <p>①訓練ニーズ調査報告書 ※ニーズ調査実績表</p>	<p>①②資料レビュー</p> <p>①資料レビュー (インタビュー)</p>
		<p>本プロジェクトが目指す効果は、エクアドル国の国家政策等に合致しているか。</p> <p>日本の援助政策に合致しているか。</p>	<p>国家開発計画において産業界向けの人材育成（職業訓練分野）は中間評価時に引き続き優先課題として位置付けられているか</p> <p>対エクアドル国援助方針との整合性はあるか。</p>	<p>①政策面での位置付け</p> <p>①JICA 国別事業実施計画</p>	<p>①政府開発計画 (Planes de Gobierno) など</p> <p>①資料レビュー</p>
	プロジェクトのアプローチの選定は適切であったか。	<p>第1ステージ（2年間）で、効果的・効率的な職業訓練体制の構築と CERFIN での基本技術の向上を図り、第2ステージ（3年間）で、CERFIN での本格的な技術移転と地方主要職業訓練センターへの技術普及を図るといった戦略の適切さ。</p>	<p>①我が国のエクアドル国に対する協力重点分野</p> <p>①関係者の意見</p>	<p>①CERFIN 職員</p> <p>②専門家</p>	<p>①②質問票、インタビュー</p>

評価グリッド： エクアドル 職業訓練改善プロジェクト 終了時評価調査

5 項目	評価設問		必要なデータ	情報源	データ収集方法
	大項目	小項目			
有効性	アウトプットは達成されているか。	(実績表のとおり)	(実績表のとおり)	・ (実績表のとおり)	
	プロジェクト目標は、達成度されたか？ (産業界の訓練ニーズに合致した職業能力（電気、電子、機械加工、溶接・金属加工）を有する技術者を大量に輩出できるよう、CERFIN を拠点としながら、SECAP 及び主要職業訓練センターの運営管理体制が改善される。)	(実績表のとおり)	(実績表のとおり)	・ (実績表のとおり)	
	プロジェクトのアウトプットはプロジェクト目標の達成に貢献しているか。	アウトプットは、プロジェクト目標を達成するために十分であったかどうか。「アウトプットがすべて達成されればプロジェクト目標は達成されるだろう」という論理に無理はなかったか。 プロジェクト以外に貢献した要因はあるか。	・ 関係者の意見	① SECAP 職員 ② 専門家	①、② インタビュー
プロジェクト目標達成を阻害した要因はあるか。	C/Ps の移動・離職による影響はあったか。 その他の影響はあるか。	・ 実施プロセスの情報 ・ 関係者の意見	・ プロジェクト進捗報告書 ① SECAP 職員 ② 専門家	・ 資料レビュー ①、② 質問票、インタビュー	
		・ 離職率、離職理由、C/Ps の人数 ・ 関係者の意見 ・ 関係者の意見	・ プロジェクトの記録 ・ C/Ps 及び日本人専門家	・ 資料レビュー ・ インタビュー	
			・ プロジェクト進捗報告書 ・ C/Ps 及び日本人専門家	・ 資料レビュー ・ 質問票	

評価グリッド： エクアドル 職業訓練改善プロジェクト 終了時評価調査

5 項目	評価設問		必要なデータ	情報源	データ収集方法	
	大項目	小項目				
効率性	達成されたアウトプットからみて、投入の質・量・タイミングは適切か。	専門家派遣人数、専門分野・能力、派遣時期・期間は適切か。(*1)	<ul style="list-style-type: none"> 派遣実績 関係者の意見 	<ul style="list-style-type: none"> ①プロジェクト資料 ②CERFIN 指導員 ③専門家 	<ul style="list-style-type: none"> ①資料レビュー ②、③質問票、インタビュアー 	
		供与機材の種類、量、設置時期は適切か。(*1)	<ul style="list-style-type: none"> 機材供与実績、利用状況 関係者の意見 	<ul style="list-style-type: none"> ①プロジェクト資料 ②CERFIN 指導員 ③専門家 ④直接観察 	<ul style="list-style-type: none"> ①資料レビュー ②、③質問票、インタビュアー ④直接観察 	
		本邦研修員受け入れ人数、研修内容、研修期間、受け入れ時期は適切か。(*1)	<ul style="list-style-type: none"> 研修員受け入れ実績 関係者の意見 	<ul style="list-style-type: none"> ①研修員受入実績表 ②CERFIN 指導員 ③専門家 	<ul style="list-style-type: none"> ①資料レビュー ②、③質問票、インタビュアー 	
		C/Ps の人数、配置時期、能力は適切か。(*1)	<ul style="list-style-type: none"> C/Ps 配置状況 関係者の意見 	<ul style="list-style-type: none"> ①C/Ps 配置実績表 ②CERFIN 指導員 ③専門家 	<ul style="list-style-type: none"> ①資料レビュー ②、③質問票、インタビュアー 	
		建物・施設の質、規模、利便性は適切か。	<ul style="list-style-type: none"> 建物、施設の現状 関係者の意見 	<ul style="list-style-type: none"> ①施設・機材配置状況 ②CERFIN 指導員 ③専門家 	<ul style="list-style-type: none"> ①直接観察 ②、③質問票、インタビュアー 	
		エクアドル側のプロジェクト予算は適切な規模か。	<ul style="list-style-type: none"> 相手側コスト負担実績 関係者の意見 	<ul style="list-style-type: none"> ①コスト負担実績データ ②SECAP 職員 ③専門家 	<ul style="list-style-type: none"> ①資料レビュー ②、③質問票、インタビュアー 	
		投入は十分活用されているか	<ul style="list-style-type: none"> 供与機材はコース運営、指導員再訓練に利用されているか 	<ul style="list-style-type: none"> 供与機材台帳 ②CERFIN 指導員 	<ul style="list-style-type: none"> ① 資料レビュー ② インタビュアー 	
		効率性を阻害した要因はあるか。	<ul style="list-style-type: none"> C/Ps の定着度は、良好か。 本邦研修に参加した C/P は継続して勤務しているか 専門家の指導を受けた C/P は継続して勤務しているか 	<ul style="list-style-type: none"> C/Ps の当初の配置と現状との比較 	<ul style="list-style-type: none"> プロジェクト進捗報告書、その他資料 	
			その他の要因はあるか。	<ul style="list-style-type: none"> 関係者の意見 	<ul style="list-style-type: none"> C/Ps 及び日本人専門家 	<ul style="list-style-type: none"> インタビュアー

評価グリッド： エクアドル 職業訓練改善プロジェクト 終了時評価調査

5 項目	評価設問		必要なデータ	情報源	データ収集方法
	大項目	小項目			
インパクト	上位目標「産業界が必要とする職業能力を有する労働者を供給できる職業訓練体制が確立され、エクアドルにおける雇用状況の改善がもたらされる。」が達成される見込みはあるか。	<p>(プロジェクト実績表 上位目標達成見込み参照)</p> <p>プロジェクトで導入されたモデルがSECAPのほかのセンターに波及する見通しはあるか。波及を阻害する要因は何か</p> <p>プロジェクト目標から上位目標に至るまでの外部条件は現時点においても正しいか。外部条件が満たされる可能性は高いか。</p> <p>プロジェクト対象外のコース運営に与えた正・負の影響はあるか</p> <p>その他の正負のインパクト。</p>	<p>・関連データ</p> <p>・関係者からの情報</p> <p>・関係者からの情報</p> <p>・関係者からの情報</p> <p>・関係者からの情報</p>	<p>(プロジェクト実績表 上位目標達成見込み参照)</p> <p>①SECAP 職員 ②専門家 ③対象センター幹部</p> <p>①SECAP 職員 ②専門家</p> <p>①プロジェクト資料 ②CERFIN 指導員 ③SECAP 職員 ④専門家</p> <p>①関連資料 ②CERFIN 指導員 ③SECAP 職員 ④専門家</p>	<p>(プロジェクト実績表 上位目標達成見込み参照)</p> <p>①、②、インタビュー、質問票 ③質問票</p> <p>①、②インタビュー</p> <p>①資料レビュー ②、③、④質問票、インタビュー</p> <p>①資料レビュー ②、③、④質問票、インタビュー</p>

評価グリッド： エクアドル 職業訓練改善プロジェクト 終了時評価調査

5 項目 自立発展性 (見込み)	評価設問		必要なデータ	情報源	データ収集方法
	大項目	小項目			
	国家開発計画やその他関連政策における職業能力向上の位置付けはどうか。		<ul style="list-style-type: none"> 国家開発政策、その他関連政策 	<ul style="list-style-type: none"> ①国家開発政策、その他関連政策 	①資料レビュー、
	エクアドル労働雇用省ならびに職業能力開発機構 (SECAP) では、本プロジェクトがどのように認識されているか。政策面での支援が継続するか？		<ul style="list-style-type: none"> 関係者の意見 	<ul style="list-style-type: none"> ①労働雇用省 ②SECAP の幹部職員 	①、②インタビュー
	事業を継続するだけの能力が本プロジェクトに関わっている SECAP に備わっているか。	<p>プロジェクト終了後、SECAP の運営管理能力 (プロジェクト終了後、必要人数、質・技術レベルの人員が配置されるか。</p> <p>SECAP および CERFIN の運営強化のために設置された各種委員会 (教務委員会、公報・ニュース調査委員会、施設安全衛生整備委員会、資機材管理委員会、教材整備普及ワーキンググループ) の活動状況と、今後も継続して必要な役割を果たしていくかどうか。</p> <p>本プロジェクトが CERFIN において開発したカリキュラムや教材が他の職業訓練センターに普及し、また他の職業訓練センターの指導員の再訓練を実施するメカニズムが、プロジェクト終了後も継続的に機能するかどうか。</p> <p>SECAP の過去の予算獲得状況と今後の資金調達見通し、研修受講費による自己収入</p>	<ul style="list-style-type: none"> スタッフの配置、定着状況 関係者の意見 関係者の意見 	<ul style="list-style-type: none"> ①関係資料 ②SECAP の職員 ③専門家 	①資料レビュー ②、③インタビュー
	エクアドル側のオーナーシップ (当事者意識) は高いか、CERFIN 指導員は企業ニーズ調査、ワーキンググループ制度を継続して実施する意欲があるか。		<ul style="list-style-type: none"> 関係者の意見 	<ul style="list-style-type: none"> ①SECAP の職員 ②専門家 	①、②質問票、インタビュー
	移転された技術は定着していくか。	<p>C/Ps の技術レベル (特に、CERFIN の指導員)</p> <ul style="list-style-type: none"> C/P はプロジェクトで導入された機材について基本知識を有しているか、授業で適切に使用できるか 十分な指導案を作成し授業計画を立てられるか <p>機材の維持管理は適切に行われる見通しがあるか。</p> <ul style="list-style-type: none"> 機材は台帳により管理されているか 機材管理は適切なルールの下 (鍵の保管者、貸出記録など) 行われているか 	<ul style="list-style-type: none"> 関係者の意見 	<ul style="list-style-type: none"> ①CERFIN 指導員 ②専門家 ③指導状況 	①資料レビュー ②、③インタビュー
	自立発展性に影響を与えた貢献・阻害要因は何か。		<ul style="list-style-type: none"> 関係者の意見 	<ul style="list-style-type: none"> ① CERFIN 指導員 ② 専門家 ③ 機材台帳 	①、②質問票、インタビュー ③施設視察、機材管理台帳

評価グリッド： エクアドル 職業訓練改善プロジェクト 終了時評価調査

実施プロセスの検証

実施プロセス	評価設問		情報源	データ収集方法
	大項目	小項目		
	当初計画した成果を達成するためにどのような計画・実施体制の変更・軌道修正が行われたか	プロジェクト実施中に把握されていた課題（特に成果に影響するもの）は何か。その課題はどのように解決されたか	①各調査団報告書 ②プロジェクト進捗報告書 ③C/Ps及び日本人専門家	①、②資料レビュー ・インタビュー
		ステージ1を終え、ステージ2を開始する際にどのような計画・実施体制の変更がなされたか。		
	技術移転の方法に問題はなかったか。	問題がある場合、どの分野におけるどのような技術移転方法に問題があったか。その解決方法はるか。	・プロジェクト進捗報告書 ・C/Ps及び日本人専門家	・資料レビュー ・インタビュー
		プロジェクトのマネジメント体制に問題はなかったか。	①プロジェクト進捗報告書 ②SECAP 職員 ③日本人専門家	①資料レビュー ②、③質問表、インタビュー
		プロジェクトの進捗状況はどのようにモニタリングされていたか。	①プロジェクト進捗報告書 ②日本人専門家	①資料レビュー ②質問票、インタビュー
	プロジェクト内のコミュニケーションは、円滑に行われているか。	①C/Ps及び日本人専門家	①質問票、インタビュー	
	JICA 本部との連絡・協力が円滑に実施されたか。	①日本人専門家	①インタビュー	

プロジェクト実績表（上位目標、プロジェクト目標、アウトプット、活動の実績表）

達成度	項目		必要な情報・データ（指標）	情報源	データ収集方法
	主項目	サブ項目			
達成度	上位目標の達成見込み (産業界が必要とする職業能力を有する労働者を供給できる職業訓練体制が確立され、エクアドルにおける雇用状況の改善がもたらされる。)	プロジェクトの達成度 (産業界の訓練ニーズに合致した職業能力（電気、電子、機械加工、溶接・金属加工）を有する技術者を大量に輩出できるよう、CERFIN を拠点としながら、SECAP 及び主要職業訓練センターの運営管理体制が改善される。)	<p>1) SECAP の職業訓練に対する企業の満足度（現段階では、上級コースへの企業の期待度および向上訓練の満足度にて今後の上位目標の達成見込みを評価する）</p> <p>①企業によるSECAP 訓練サービスへの期待度</p> <p>②テクノコース企業実習受け入れ先企業のコース評価</p> <p>③向上訓練に対する企業の満足度</p> <p>1) 4 センターに、研修管理改善のため定期的に会議を行う委員会が設立される。</p> <p>2) 本プロジェクトで開発された研修手法に関する SECAP の規定が見直される。</p> <p>3) ワーキンググループが開発あるいは見直したカリキュラムやマニュアルの数量。</p> <p>4) 4 センターにおける新規・見直し訓練コース数が増加する。（下記、コース実施目標数に到達し、コースが増加したか）</p> <p>④ 向上（電気・電子：50、機械・金属：50）</p> <p>⑤ 上級（電気・電子：6/年、機械・金属：6/年）</p> <p><2001 年のコース数></p> <p>⑥ 向上（電気・電子：29、機械・金属：10）</p> <p>上級（電気・電子：4、機械・金属：3）</p> <p>5) 4 センターの対象分野の訓練コースにおける企業及び訓練生の参加数が増加する。（下記目標を達成したか）</p> <p>⑦ 向上（電気・電子 750、機械・金属：750）</p> <p>⑧ 上級（電気・電子 72 名以上、機械・金属：72 名以上）</p> <p><2001 年のコース参加者数></p> <p>⑨ 向上（電気・電子：326、機械・金属：120）</p> <p>上級（電気・電子 56、機械・金属：38）</p>	<p>①オープンハウス開催記録</p> <p>②テクノ企業実習受け入れ先</p> <p>③質問表（向上訓練生徒所属先）</p>	<p>①資料レビュー</p> <p>②企業インタビュー</p> <p>③質問表</p>
		プロジェクトの達成度 (産業界の訓練ニーズに合致した職業能力（電気、電子、機械加工、溶接・金属加工）を有する技術者を大量に輩出できるよう、CERFIN を拠点としながら、SECAP 及び主要職業訓練センターの運営管理体制が改善される。)	<p>①SECAP・対象センター年次報告書</p> <p>②専門家</p> <p>③SECAP 職員</p> <p>④対象センター幹部</p> <p>①SECAP 規定</p> <p>①対象センター幹部</p> <p>①対象センター幹部</p> <p>②プロジェクト進捗報告書</p> <p>③訓練計画・実施記録</p>	<p>①資料レビュー</p> <p>②インタビュー</p> <p>③インタビュー</p> <p>④質問表調査</p> <p>①資料レビュー</p> <p>①質問表調査</p> <p>①質問表調査</p> <p>②プロジェクト進捗報告書</p> <p>③資料レビュー</p>	

評価グリッド： エクアドル 職業訓練改善プロジェクト 終了時評価調査

項目		必要な情報・データ (指標)	情報源	データ収集方法	
主項目	サブ項目				
アウトプットは計画通り産出しているか。	5. 第1ステージの訓練ニーズを定期的にモニタリングし、訓練計画に反映させる体制ができる。	訓練ニーズの定期的モニタリング体制整備状況	①企業ニーズ調査実績 ②専門家 ③CERFIN 指導員	①資料レビュー ②インタビュー ③インタビュー	
		6. CERFIN において、在職者の向上訓練の体系が完成するとともに、企業における在職者の労働状況のモニターが実施される。	1) 向上訓練実習者数 2) 向上訓練生徒所属先モニター実施状況	①CERFIN の向上訓練コース実施報告書 及びモニタリング結果報告書 ②専門家 ③CERFIN 指導員	①資料レビュー ②インタビュー ③インタビュー
			1) テクニコ・デクノゴ上級訓練コースが各分野年間6コース以上実施され、各分野年間72名以上の訓練生が参加する。 2) 就職支援制度整備状況 3) 就職者数 3) 訓練内容に対する評価	①上級訓練コース実施報告書	①資料レビュー
	7. CERFIN において、テクニコ・デクノゴ上級訓練コースが実施され、訓練生の就職支援制度が整備される。	1) 訓練内容に対する評価	①専門家 ②CERFIN 指導員 ①訓練生	①インタビュー	
		1) CERFIN における指導員再訓練コースの参加者数が各分野6名以上 2) 訓練内容に対する評価	①CERFIN の指導員再訓練コース実施報告書 ①各センター幹部	①質問表 ①資料レビュー ①質問表	
		各訓練センターにおける新規・見直しコースカリキュラム及び教材の普及整備状況	①各訓練センターのコースカリキュラム表及び教材一覧表 ②各センター幹部	①資料レビュー ②質問表	
	8. CERFIN において地方の主要な職業訓練センターの指導員を対象とした再訓練が実施される。	9. CERFIN で開発されたコースカリキュラムや教材が、他の訓練センターへも普及する。			