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MINUTES OF MEETINGS
BETWEEN
THE JAPANESE PRELIMINARY EVALUATION STUDY TEAM
AND
THE AUTHORITIES CONCERNED
OF
THE GOVERNMENT OF THE REPUBLIC OF UGANDA
ON
THE PROJECT FOR INSTRUCTORS AND MANAGERS TRAINING FOR VOCATIONAL
EDUCATION AND TRAINING IN UGANDA

The Japanese Preliminary Evaluation Study Team (hereinafter referred to as "the Team") organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA") visited the Republic of Uganda (hereinafter referred to as "Uganda") from January 9 to 31, 2007 for the purpose of confirming the needs and the objectives for the Project for Instructors and Managers Training for Vocational Education and Training in Uganda (hereinafter referred to as "the Project").

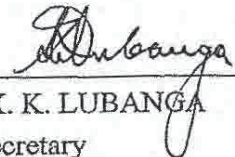
During its stay in Uganda, the Team observed the Project site, exchanged views and had a series of discussions and workshops with the Ugandan authorities concerned (hereinafter referred to as "Ugandan side")

As a result of discussions, the Team and Ugandan side agreed on the matters referred to in the document attached.

Kampala, Uganda, January 25, 2007



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THE ATTACHED DOCUMENT

1. BACKGROUND OF THE PROJECT

In Uganda, the "Education Sector Strategic Plan 2004-2015" emphasizes the reconfiguration of the post-primary sector, and centering Business, Technical Vocational Education and Training (hereinafter referred to as BTVET) on a qualification framework. There is a need to absorb the Universal Primary Education bulge and to provide a larger number of learners with timely acquisition of vocational skills.

In BTVET sub-sector, Uganda Vocational Qualifications Framework (hereinafter referred to as UVQF) would be established to enhance transparency of labor market demand for occupational competencies and the responsiveness of the national system of BTVET. There is a need to have instructors and managers with sufficient skills and knowledge in line with UVQF.

In this condition, Uganda made a request in 2005 to Government of Japan to contribute to upgrading vocational training instructors in Uganda through Nakawa Vocational Training Institute (hereinafter referred to as Nakawa VTI). Since 1997, Japan had implemented grant aid cooperation and technical cooperation for Nakawa VTI, and it resulted in strengthening Nakawa VTI's capacity. Today, Nakawa VTI has provided vocational training with high quality as a vocational training institute at an upper secondary level. In addition, Nakawa VTI has provided in-service training for instructors of surrounding countries such as Kenya, Tanzania, Zambia and Eritrea, as well as inside of Uganda.

In response to the request, JICA conducted "Preliminary study to develop a training concept and strategy" with German Technical Cooperation (hereinafter referred to as GTZ), from April to May, 2006. Through this study, the establishment of new qualifications: Certificate in Vocational Training Instruction (hereinafter referred to as CVTI) and Diploma in Training Institution Management (hereinafter referred to as DTIM) was proposed. In August 2006, JICA conducted a joint workshop with Ministry of Education and Sports (hereinafter referred to as MoES), and GTZ. Stakeholders shared recognition of the needs for the new qualifications and implementation of training programs based on the new qualification for instructors and managers.

2. OBJECTIVE OF THE PROJECT

(1) Overall Goal

Vocational institutions in Uganda have higher-quality instructors and managers in terms of their own knowledge and skills.

(2) Project Purpose

The base of training system on instructors and managers is established at Nakawa VTI.

(3) Output of the Project

The following outputs are anticipated under the Project:

- a) Concept of the new qualification is proposed.
- b) Training system for instructors is established.
- c) Training system for managers is established.

3. SCOPE OF THE TECHNICAL COOPERATION

- (1) The Project will be tentatively named as the Project for Instructors and Managers Training for Vocational Education and Training in Uganda.

- (2) The Project will take the following steps to officially commence: after JICA and Ugandan side confirms preconditions to commence the Project such as reservation of necessary budget, the Record of Discussion will be signed by March, 2007. Then, the Project will prospectively commence in May, 2007.
- (3) The Project will be implemented for three years from the date which is to be agreed between Ugandan side and JICA.
- (4) The Project site will be situated at Nakawa VTI, Kampala, Uganda.
- (5) Target Groups
 - (a) Direct target
 - In-service instructors and managers at Nakawa VTI
 - In-service instructors of BTVET institutions carrying out CVTI program
 - In-service instructors and managers applying for CVTI and DTIM program at Nakawa VTI
 - (b) Indirect target
 - Nationwide BTVET institutions and their students
 - Private sectors (local industries)

4. INPUT TO THE PROJECT BY JICA

- (1) Dispatch of Experts

Experts will be dispatched according to the necessity for the implementation of the Project. Following experts are estimated.

 - A long-term expert
 - Short-term experts
- (2) Training of Counterpart personnel in Japan

Counterpart personnel will be trained in Japan according to the necessity for the implementation of the Project.
- (3) Provision of Equipment

Supplemental equipment will be provided according to the necessity for the implementation of the Project.
- (4) Expenses to be covered

Necessary expenses will be partially allocated according to the necessity for the implementation of the Project.

5. INPUT TO THE PROJECT BY UGANDAN SIDE

- (1) Assignment of counterparts

Required number of instructors and managers at Nakawa VTI as counterparts will be assigned in order to ensure the implementation of the Project.

- (2) Assignment of Administrative Personnel
Required number of full-time administrative personnel will be assigned at BTVET Department, MoES and Nakawa VTI.
- (3) Project office and Facilities
 - Office facility equipped with furniture, electricity supply and direct telephone line, for the Project at Nakawa VTI.
- (4) Allocation of Budget
 - Training cost
 - Salaries and other allowances for Ugandan staff
 - Costs for electricity, water, gas, fuel and other contingencies
 - Operational expenses for customs clearance, storage, domestic transportation and installation
 - Expenses for maintenance of the Project facilities and equipment
 - Other necessary local expenses of the Project

6. ADMINISTRATION OF THE PROJECT

- (1) The Permanent Secretary of MoES will have the overall responsibility for the Project.
- (2) The Commissioner of BTVET, MoES will have the responsibility for administration and implementation of the Project.
- (3) The Principal of Nakawa VTI will have the responsibility for the management of the Project.
- (4) The Joint Coordinating Committee (hereinafter referred to as "JCC") which consists of both Ugandan and Japanese sides will be established for smooth and effective implementation of the Project.
 - (a) Functions
 - JCC will meet at least once a year and whenever necessity arises to fulfill the following function:
 - (i) To formulate work plan of the Project and to coordinate and monitor overall progress of the Project
 - (ii) To review the results of the annual work plan and the progress of the technical cooperation
 - (iii) To exchange views on major issues that may arise during the implementation of the Project

(b) Membership

The members of JCC are tentatively suggested as follows:

Chairperson: Director of Education, MoES

Members: Commissioner of Planning Department, MoES
Commissioner of BTVET Department, MoES
Commissioner of Directorate of Industrial Training, MoES
Manager of UVQF Secretariat, MoES
Principal of Nakawa VTI
Training manager of Nakawa VTI
Chief Technical Advisor of PEVOT, GTZ
Resident Representative of JICA Uganda Office
JICA Expert(s) of the Project

Observers: Other personnel invited by JCC

7. PROJECT DESIGN MATRIX

A Project Design Matrix (hereinafter referred to as "PDM") is usually used for Japanese technical cooperation projects to manage and implement the projects efficiently and effectively. It is also used as a reference for monitoring and evaluating the projects.

The tentative PDM shown in ANNEX 1 will be applied to the Project with the following understanding:

- (1) PDM is a logically designed matrix which defines the initial understanding of the framework for the Project and indicates the logical steps towards the achievement of the Project Purpose.
- (2) PDM is to be flexibly revised according to the progress and achievement of the Project upon discussion between Ugandan side and JICA.

8. OTHER ISSUES

(1) Partnership among development partners

There are a lot of instructors and managers currently in need of training. To upgrade skills and knowledge of instructors and managers efficiently and effectively, JICA will collaborate with other development partners (e.g. GTZ, KfW, DED, AfDB etc.) based on clearly demarcated roles among stakeholders.

(2) Budget allocation for the Project under the reform of the education policy

The Team expressed its concern about the possible revision of UPPET policy, which may exclude BTVET post primary schools from the Policy's targets in spite of its importance of BTVET sector in Uganda.

The Team also expressed that, whether the policy revises or not, the significant roles of BTVET sector now and in the future of Uganda would be the same or larger than the present. In this line, the Team and Ugandan side both agree to put full efforts to make success of the Project, and also for Ugandan side to secure the necessary budget for smooth implementation of the Project.

(3) Accreditation of assessment of certification

The Team requested Ugandan side to decide an accreditation body of new qualification for instructors and managers. Ugandan side agreed to accelerate discussion on this matter with stakeholders such as DIT, UVQF and ITC under the initiative of BTVET Commissioner.

In case that the decision of an accreditation body and other related process on the new certification are delayed, it is prospected that the provisional qualification, which may be

awarded in the Project, will automatically transfer to the status of the official qualification after the qualification system developed by the project is authorized.

(4) Trades to be covered in the Project

The Team and Ugandan side confirmed the high demands of training on the following trades: Electricity, Electronics, Metal fabrication, Automobile, and Machining. JICA will determine the possible trades of technical cooperation in the Project by the commencement of the Project.

(5) Upgrading Nakawa VTI toward tertiary institution

It is expected that Ugandan side upgrades Nakawa VTI toward the level of tertiary institution in future to meet the demand of BTVET sub-sector in Uganda. Japanese side will support Nakawa VTI to establish its capacity to organize pilot programs which are equivalent to diploma level so that Nakawa will prepare for the upgrading. It is considered for Japanese side that upgrading Nakawa VTI toward the level of tertiary institution will maximize the output of the Project.

(6) Relation with neighboring countries

Nakawa VTI has already started to accept TVET instructors and managers of neighboring countries for their training. Such leading role in the region is highly commended. It is expected such effort will be continued with paying attention to existing basic training program and the Project.

ANNEX 1: Tentative PDM

Annex 1. Tentative Project Design Matrix (PDM)

❖ Project Name: THE PROJECT FOR INSTRUCTORS AND MANAGERS TRAINING FOR VOCATIONAL EDUCATION AND TRAINING

❖ Period: 3 years

❖ Target Group: (Direct) In-service Instructors and managers at Nakawa VTI (prospective Master trainer 1, 2, and CVTI Instructors) , In-service Instructors of BTVET Institutions carrying out CVTI program (prospective Master trainer 1), In-service Instructors and managers applying for CVTI program and DTIM program at Nakawa VTI (prospective CVTI Instructors/DTIM managers) (Indirect) Nationwide BTVET institutions and their students, Private sectors (local industries)

Narrative Summary	Objectively Verifiable Indicators	Means of Verifications	Important Assumptions
<p>(Overall goal) BTVET institutions in Uganda have higher-quality instructors and managers in terms of their own skills and knowledge.</p>	<ul style="list-style-type: none"> • The number of DVTI* holders or instructors who filled skills and knowledge for DVTI concept's requirement reaches XX by 2014. • The number of DTIM* holders or managers who filled skills and knowledge for DTIM concept's requirement reaches XX by 2014. • The number of CVTI* holders or instructors who filled skills and knowledge for CVTI concept's requirement reaches XX by 2014. 	<ul style="list-style-type: none"> • Record of MoES 	<ul style="list-style-type: none"> • No immense changes occurs in the national policy on BTVET sector in Uganda
<p>(Project purpose) The base of training system on instructors and managers is established at Nakawa VTI</p>	<ul style="list-style-type: none"> • More than 80 % of persons concerned* in BTVET institutions of Uganda is satisfied with the system to establish. • More than 80% of trainees pass the final assessment of training courses. • The training system at Nakawa VTI is authorized by MoES 	<ul style="list-style-type: none"> • Survey conducted by the Project evaluation team composed of Nakawa, other key VTIs, and other development partners. 	<ul style="list-style-type: none"> • The qualification system is approved officially and/or, the concepts are well applied in BTVET institutions of Uganda. • Other development partners such as German agencies and AfDB work together with this Project to enhance effectiveness of the outputs realized by the Project.
<p>(Outputs) 1. Concept of the new qualification is established. 2. Training system for instructors is established. 3. Training system for managers is established.</p>	<ul style="list-style-type: none"> • Proposal is officially appraised. • More than 80 % of persons concerned in BTVET institutions of Uganda is satisfied with the training system for instructors. • Sufficient number of Master trainers* is trained for implementation of CVTI training. • XX instructors with CVTI are produced. • More than 80 % of persons concerned in BTVET institutions of Uganda is satisfied with the training system for managers. 	<ul style="list-style-type: none"> • Project record • Record of MoES • Survey conducted by the Project (ditto) • Module/curricula, training plan • Project record • Survey conducted by the Project (ditto) • Module/curricula, training plan 	<ul style="list-style-type: none"> • There are no immense changes on national policy regarding national qualification system. • Contents of the newly proposed qualification system does not receive negative effects/changes by UVQF's progress and/or changes.

<p>(Activities)</p> <p>Output 1: Concept of new qualification system</p> <p>1-1 To study and determine the required level and criteria for the new qualification</p> <p>1-2 To confirm consistency of the level and criteria to set for the qualification with UVQF's contents</p> <p>1-3 To formulate the concept of the new qualification.</p> <p>Output 2: Training system for Instructors</p> <p>【Preparation for training module and courses】</p> <p>2-1-1 To study skills and knowledge of instructors at present and their needs.</p> <p>2-1-2 To develop module, curricula, teaching material, and to study necessary equipment for training courses, looking at the consistency with UVQF's contents</p> <p>2-1-3 To set up training plan including composition of participants of classes, schedule, etc, reflecting the study in the activities "2-1-1" and other information</p> <p>【Training for Master trainers 2*】</p> <p>2-2-1 To select candidates of Master trainers 2</p> <p>2-2-2 To train the candidates of Master trainers 2</p> <p>【Training for Master trainers 1*】</p> <p>2-3-1 To conduct "RPL: Recognition of Prior Learning" for candidates of training courses on Master trainers 1 in order to know their skills and knowledge</p> <p>2-3-2 To select instructors who will participate in the training through the result of RPL in 2-3-1</p> <p>2-3-3 To conduct training by Master trainers 2 by use of module, curricula, teaching materials developed in the activities "2-1-2" in accordance with the training plan set up in "2-1-3"</p> <p>【Training for other instructors (prospective* CVTI holders)】</p> <p>2-4-1 To conduct RPL for candidates of training courses on prospective CVTI in order to know their skills and</p>	<p>(Input)</p> <p>Japanese side:</p> <ol style="list-style-type: none"> 1. JICA Long term expert 2. JICA Short term expert(s) as necessary 3. Equipment 4. Counterpart training in Japan or overseas 5. Supplemental expenses <p>Ugandan side:</p> <ol style="list-style-type: none"> 1. Counterparts 2. Administrative personnel 3. Necessary Infrastructure for the Project including: <ul style="list-style-type: none"> • Office facility equipped with office furniture, electricity supply and direct telephone line, for the Project team 4. Budget for Project such as: <ul style="list-style-type: none"> • Training cost • Salaries and other allowances for Ugandan staff • Costs for electricity, water, gas, fuel and other contingencies • Operational expenses for customs clearance, storage, domestic transportation and installation • Expenses for maintenance of the Project facilities and equipment • Other necessary local expenses of the Project 	<p>• Project record</p> <ul style="list-style-type: none"> • There is no significant delay on UVQF's progress • Necessary facilities, equipment, materials for implementation of training courses have been well maintained. • Sufficient numbers of participants who meet the pre-requirement to participate in training courses are secured. • The Project can obtain support, advice from local industries.
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(Precondition)

- Counterparts are properly assigned.
- Implementation body of the Project is formed through the process of mutual understandings on each role of related organizations to the Project.
- Demarcation and cooperative roles among donors are confirmed.

knowledge
2-4-2 To select instructors who will participate in the training through the result of RPL in 2-4-1
2-4-3 To conduct training by Master trainers 2 and/or 1 by use of module, curricula, teaching materials developed in the activities "2-1-2" in accordance with the training plan set up in "2-1-3"

【Monitoring and Evaluation】
2-5-1 To monitor and evaluate training courses periodically
2-5-2 To revise module, curricula, teaching material, reflecting the results of monitoring and evaluation
2-5-3 To assess the performance of Master trainers 2, 1, and other instructors (prospective CVTI holders) after the training

Output 3: Training system for managers
【Preparation for training module and courses】
3-1-1 To study skills and knowledge of managers at present and their needs.
3-1-2 To develop module, curricula, teaching material for training courses, looking at the consistency with UVQF's contents
3-1-3 To set up training plan including composition of participants of classes, schedule, etc, reflecting the study in the activities "3-1-1" and other information

【Training for Master trainers】
3-2-1 To select candidates of Master trainers
3-2-2 To train the candidates of Master trainers
【Training for other managers】
3-3-1 To conduct RPL for candidates of training courses on Master trainers in order to know their skills and knowledge
3-3-2 To select instructors who will participate in the training through the result of RPL in 3-3-1
3-3-3 To conduct training by Master trainers by use of module, curricula, teaching materials developed in the activities "3-1-2" in accordance with the training

plan set up in "3-1-3"

【Monitoring and Evaluation】

- 3-4-1 To monitor and evaluate training courses periodically
- 3-4-2 To revise module, curricula, teaching material, reflecting the results of monitoring and evaluation
- 3-4-3 To assess the performance of managers after the training

Note 1: The Project employs the concept of new qualification for trainers and managers, which are DVTI, Diploma in Vocational Training Instruction, CVTI, Certificate in Vocational Training Instruction, and DTIM, Diploma in Training Institution Management.

Note 2: "Persons concerned in BTVET institutions of Uganda" in the Objectively Verifiable Indicators means instructors, managers who received training at Nakawa VTI, and their supervisors at their BTVET institutions.

Note 3: Master trainer 2 is an instructor who will provide training to Master trainer 1, and the Master trainer 1 will also take roles to provide training to other in-service instructors, who are younger/less experienced instructors in comparison with Master trainers.

Note 4: It is prospected that the provisional qualification will automatically transfer to the status of the official qualification after the qualification system developed by the project is authorized.