

第6章 PDM 改訂

中間レビュー調査において、プロジェクトをとりまく環境を踏まえ、プロジェクト後半に向けた活動の見直しに関する議論が行われ、PDM についても見直しを行った。PDM 改訂の主なポイントは以下のとおりである。改訂版については、付属資料 3. の中間レビューミニッツを参照のこと。

表 10 PDM の主な改訂箇所

| 番号 | 項目 | 改訂前 | 改訂後 | 改訂の理由 |
|----|---------------|--|--|--|
| 1 | 全体 | First phase: Two years, Second phase: One and a half years | 削除 | プロジェクトの進捗にあわせフェーズ分けは行わない形に変更。 |
| 2 | 上位目標 | Unemployment, especially of youth and woman is improved | The National Vocational Qualification in labor force is improved | TVTO の意向も踏まえ、より妥当と考えられる上位目標への変更を行った。 |
| 3 | 成果 2 | TVTO develops, reviews and updates the training course standard and curriculum based on the result of the labor market needs analysis. | TVTO develops, reviews and updates the training course standard and curriculum based on the industry training requirement. | 「労働市場のニーズ」ではなく、「産業界の訓練ニーズ」に基づき訓練基準の見直し等を行うことを明確にした。 |
| 4 | 成果 4 | TVTO develops a management improvement plan based on the review of the pilot training course(s) | TVTO develops a training management improvement plan based on the review of the pilot training course. | TVTO の「マネジメント改善計画」ではなく、「訓練マネジメントの改善計画」を策定することを明確にした。 |
| 5 | プロジェクト目標の指標 1 | XXX pilot training course is planned and implemented until the end of the 1st phase. | Pilot training course is planned and implemented twice until the end of the project | パイロット訓練コースの実施回数を明記 (2 回) した。 |
| 6 | プロジェクト目標の指標 2 | Experiences and lessons from the implementation of pilot training course are analyzed and reported until the end of the 1st phase | Experiences and lessons from the implementation of pilot training course are analyzed and reported | プロジェクトのフェーズ分けの削除に伴い修正した。 |

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| 7 | 成果の指標 2-1 | | Technical area for pilot training course is selected based on training needs analysis | プロジェクトの成果として明記した。 |
| 8 | 活動 1-2 | | To establish working group with industry | プロジェクトの主要な活動である IRG の取り組みを明記した。 |
| 9 | 活動 2-6 | To deploy appropriate instructors | To conduct instructor training for pilot course | プロジェクトにて実施するのは指導員訓練であることを明確にした。 |

第7章 提言・教訓

7-1 提言

(1) イラン職業訓練制度の分析及び CBT アプローチ導入方針の策定

CBT アプローチは、資格認証機関の設置、コンピテンシーの設定、評価制度など、体系的かつ細分化された制度・訓練体系により成立しているものであるため、CBT アプローチの導入にあたっては、当該国の既存の職業訓練制度・体制の大きな変更が想定され、また入念な現状把握も求められる。

TVTO が今後 CBT アプローチを導入していくにあたり、上述のとおり既存の職業訓練制度を踏まえ、CBT アプローチの位置づけを整理し、導入方針を策定する必要がある。TVTO においても CBT アプローチ導入の取り組みが開始されていることも踏まえ、TVTO 内で CBT アプローチ推進のためのワーキンググループを立ち上げ、JICA 専門家の支援を受けつつ、今後の方針を検討することが望まれる。

(2) CBT アプローチ実施体制の確立

TVTO が今後 CBT アプローチを推進するにあたり、IRG の取り組みに見られるような、産業界のニーズ把握のための仕組みを構築するとともに、指導員がコース運営に必要な知識・技能を獲得・向上できる仕組みの確立、訓練教材・機材等の確保について検討する必要がある。

(3) カウンターパートの適切な配置

TVTO が今後 CBT アプローチを導入するにあたっては、訓練現場の TVTC 指導員のみならず、職業訓練制度全体を統括する TVTO のコミットメントとオーナーシップが極めて重要である。第2回パイロットコースの実施に向けて、指導員の追加配置のみならず、TVTO（特に CDC の専門家）からのカウンターパートの配置が必要と考えられる。

7-2 教訓

(1) 関係機関の関与の促進

本プロジェクトではプロジェクトの責任部署やカウンターパートの大幅な変更が生じたことから、プロジェクトの実施方法に係る打合せを繰り返し実施するなど、進捗に影響が生じている。また、提言にも記載のとおり、CBT アプローチは、資格認証機関の設置、コンピテンシーの設定、評価制度など、体系的かつ細分化された制度・訓練体系により成立しているものであるため、CBT アプローチの導入にあたっては、関係機関、特に管理職レベルのカウンターパートの適切かつ長期的な配置を働きかける必要がある。

(2) 現地備人（業務支援アドバイザー）の配置

本プロジェクトは、イラン側とのプロジェクト実施方針・専門家派遣等に係る認識のずれから、プロジェクトが一時中断となった。プロジェクトの再開後、イラン側との円滑なコミュニケーションを目的に、TVTO 及び職業訓練に精通した人材として、元 TVTO 管理職であった人

物を業務支援アドバイザーとして雇用した。業務支援アドバイザーは、カウンターパートの急な異動の背景などプロジェクトで把握しにくい情報の取得や、カウンターパート機関内での専門家と関係者の仲立ちなどの後方支援を行い、プロジェクトの円滑な推進に貢献している。

(3) 技術通訳の配置

イラン側より、プロジェクトで配置した技術通訳（英語/ペルシャ語）の職業訓練、自動車整備や CBT アプローチに係る通訳・翻訳能力に関して向上を求める意見があった（ただし、技術通訳 2 名は、当初の配置計画上、基礎的な通訳・翻訳業務を遂行する要員であり、職業訓練や CBT アプローチに関する専門性は持ち合わせていない）。英語での業務が困難な国においては通訳の適切な配置が必要であるが、その際には、カウンターパート側との通訳・翻訳に係る役割分担を明確にするとともに、通訳・翻訳者の配置が必要な場合は、可能な限り技術用語を理解する者の配置が望ましい。

付 属 資 料

1. 評価グリッド
2. 実績取りまとめ
3. 中間レビューミニッツ



1. 評価グリッド

評価グリッド Achievement of the Project

| Narrative Summary | Objectively Verifiable Indicators | Results |
|---|--|---|
| <p><Overall Goal > The National Vocational Qualification in labor force is improved.</p> | <p>Participation rate in labor force is increased.</p> | <p>To be determined in 3 to 5 years after the end of the Project</p> |
| <p><Project Purpose> TVTO's training management cycle is improved.</p> | <ol style="list-style-type: none"> 1. Pilot training course is planned and implemented twice until the end of the Project. 2. Experiences and lessons from the implementation of the pilot training course are analyzed and reported. 3. The trainees' satisfaction rate of pilot training is better than that of other courses. 4. Based on the experience and lessons from pilot training course, a plan for training management improvement is completed at the end of the Project. | <ol style="list-style-type: none"> 1. 1st pilot training course was planned and implemented in 2009. 2nd pilot training course is under preparation. 2. Experience and lessons from the 1st pilot training course was analyzed and reported to TVTO. 3. The trainees' satisfaction rate is high in terms of the performance of the instructors. However, there is a room for improvement in terms of the selection of trainees and the time allocation of course subject. 4. To be completed after the completion of the 2nd pilot training course. |
| <p><Output 1> TVTO is able to assess the training needs in labor market more efficiently.</p> | <ol style="list-style-type: none"> 1.1 TVTO staffs understand the training management process of Japanese training institutions. 1.2 Training needs assessment method is revised. 1.3 Training needs is assessed and analyzed. | <ol style="list-style-type: none"> 1.1 Those who participated in the counterpart training in Japan were exposed to the TVT in Japan. The Current Project Manager 2 is one of the training participants. 1.2 Training needs assessment method for the 1st pilot training course was developed. 1.3 Training needs for the 1st pilot training course was assessed and analyzed. Same will be planned for the 2nd pilot training course. |
| <p><Output 2> TVTO develops, reviews and updates the training course</p> | <ol style="list-style-type: none"> 2.1 Technical area for pilot training course is selected based on training needs | <ol style="list-style-type: none"> 2.1 Technical area for the 1st pilot training course was selected based on the training needs analysis as well as the discussion with TVTO and IRG |

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| <p>standard and curriculum based on the industry training requirement.</p> | <p>analysis 2.2 Training course standard and/or curriculum are developed as a trial. 2.3 Pilot training course plans are developed.</p> | <p>2.2 Training course curriculum and unit of competency using CBT approach for the 1st pilot training course was developed. 2.3 1st pilot training course was developed and conducted. Development of the 2nd pilot training course is under preparation.</p> |
| <p><Output 3> TVTO improves its monitoring and evaluation system.</p> | <p>3.1 Training monitoring and evaluation manual is developed. 3.2 Training monitoring and evaluation is conducted and analyzed.</p> | <p>3.1 Monitoring and evaluation system for the 1st pilot training course was developed. Monitoring and evaluation system for the 2nd pilot training course is planned to be developed in 2010. 3-2 The monitoring and evaluation of the 1st pilot training course was conducted and analyzed. Same will be planned for the 2nd pilot training course in 2010.</p> |
| <p><Output 4> TVTO develops a training management improvement plan based on the review of the pilot training course.</p> | <p>4.1 The experience and lessons are summarized as a report. 4.2 A plan for training management improvement is developed.</p> | <p>4.1 After the completion of the 2nd pilot training course, experience and lessons throughout the Project will be summarized. 4.2 To be developed by the end of the Project</p> |

Achievement of the Project – Activities

| Planned Activities | Results/Current Status |
|--|--|
| <p>1-1 To develop needs assessment study plan for pilot training course(s)</p> <p>1-2 To establish working group with industry</p> <p>1-3 To conduct a training needs assessment study</p> <p>1-4 To select training course to be revised for pilot training implementation</p> <p>1-5 To apply pilot training needs assessment study to other training course</p> | <p>1-1 Needs assessment study plan was developed.</p> <p>1-2 A working group with the Automobile industry (IRG) has been established.</p> <p>1-3 Training needs assessment study for the 1st pilot training course was conducted.</p> <p>1-4 Training course for the 1st pilot training course was selected.</p> <p>1-5 To be applied</p> |
| <p>2-1 To review the present system of standard and curriculum development and revision</p> <p>2-2 To revise a standard and a curriculum for a pilot training course</p> <p>2-3 To design a pilot course</p> <p>2-4 To develop guidelines for training materials</p> <p>2-5 To prepare necessary equipment for the pilot course</p> <p>2-6 To conduct instructor training for pilot course</p> <p>2-7 To implement a pilot course</p> <p>2-8 To identify the problems of a pilot course(s) and reflect it in the revised standard and curriculum</p> | <p>2-1 Under review</p> <p>2-2 Under review</p> <p>2-3 1st pilot training course was designed</p> <p>2-4 Guidelines for training materials was developed.</p> <p>2-5 Equipment for the 1st pilot training course was prepared.</p> <p>2-6 Instructors' training for the 1st pilot training course was conducted.</p> <p>2-7 1st pilot training course was implemented.</p> <p>2-8 Under identification</p> |
| <p>3-1 To plan training monitoring and evaluation</p> <p>3-2 To conduct training course evaluation</p> <p>3-3 To conduct training course monitoring</p> | <p>3-1 Training monitoring and evaluation for the 1st pilot training course was planned. The same for the 2nd pilot training course is under planning.</p> <p>3-2 Training course evaluation for the 1st pilot training course was conducted. Evaluation of the 2nd pilot training course to be conducted.</p> <p>3-3 Training course monitoring for the 1st pilot training course was conducted. Monitoring of the 2nd pilot training course to be conducted.</p> |
| <p>4-1 To review the pilot training course(s)</p> <p>4-2 To summarize the experience and lessons of the pilot training course(s)</p> <p>4-3 To develop a plan of training management implement plan</p> | <p>4-1 Review of the 1st pilot training course was conducted.</p> <p>4-2 To be summarized by the end of the Project</p> <p>4-3 To be developed by the end of the Project</p> |

Result of the Review

| Criteria | Evaluation Items | Confirmation Items | Source of Information | Major Results |
|------------------------|--------------------------|---|---|---|
| Progress of Activities | Progress of activities | Comparison between the PDM (Ver.1) and the current status/progress of outputs | <ul style="list-style-type: none"> • Progress reports • Interview to the Iranian counterparts and • Interview to the experts from the Japanese side | <ul style="list-style-type: none"> • The project activities have been conducted as per the schedule. • 1st pilot training course was planned and conducted • Experience and lesson learned from the 1st pilot training course were analyzed and reported. • The trainees' satisfaction rate of the 1st pilot training course was high regarding the performance of the trainers who conducted the 1st pilot training course. The trainees commented that they would be more satisfied if the course allocated more time for hands-on practice. They also suggested that trainees should be carefully selected based on the level of their knowledge and years of experience on the course subject. • Training management improvement plan will be produced after the completion of the 2nd pilot training course. |
| | Project management cycle | Management structure of the project implementation | <ul style="list-style-type: none"> • Progress reports • Interview to the Iranian counterparts • Interview to the experts from the Japanese side | <ul style="list-style-type: none"> • Strong leadership of the experts from the Japanese side in managing the Project has been found. • Management structure of the project implementation at the Iranian side does not seem to be very clear. It seems very little transfer of knowledge and technique in project management between the Iranian side and the Japanese side is taking place so far. |
| | Communication | Monitoring system of the project Between the Project and TVTO | <ul style="list-style-type: none"> • Progress reports • Interview to the Iranian counterparts • Interview to the experts from the Japanese side • Interview to TVTO • Interview to the Iranian counterparts • Interview to the experts from the Japanese side | <ul style="list-style-type: none"> • Weekly meeting has been held between the Project Manager 2 and the JICA Project Team. • Project progress reports have been produced. • Monitoring and evaluation system of the 1st pilot training course was developed and applied. • Project support advisor has been placed to facilitate smooth communication between the Iranian side and the Japanese side in the Project. • Communication between the two sides has been smooth. However, there is a problem regarding translation of project documents/reports/manual from English to Persian. |

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| | | | | <ul style="list-style-type: none"> • Communication between the Project and CDC which promotes CBT approach in TVTO is very limited in terms of information/experience exchange on CBT approach so far. |
| | Between the Project and other stakeholders | Interview to the IRG member(s) | <ul style="list-style-type: none"> • IRG coordinator has been placed in the Project. • IRG was formed to engage the key persons from the concerned industry in the project implementation. • Level of communication/interaction between TVTO and the concerned industry has been improved through the IRG. | |
| Understanding of the Project by TVTO | Ownership and commitment to the Project | <ul style="list-style-type: none"> • Progress reports • Interview to the Iranian counterparts • Interview to the Japanese experts | <ul style="list-style-type: none"> • The planned inputs have been provided by the Iranian side so far. • The instructors from the Iranian side are fully engaged in the project implementation. Their role and responsibility do not include the management of the Project. Engagement of the Iranian counterparts at management level seems to be less compared to those instructors so far. | |
| Degree of involvement and participation to the Project by TVTO | Motivation of staff members at TVTO and participation to the Project | <ul style="list-style-type: none"> • Interview to the Iranian counterparts • Interview to the Japanese experts | <ul style="list-style-type: none"> • The Project organized a 1st seminar on CBT approach, and it was attended by TVTO staff members. Thus, those who participated in the seminar seem to be more interested in the Project. • Newly joined Project Manager 2 from the Iranian side participated in the counterpart training in Japan. He has been exposed to the TVT in Japan. | |
| Facing problem/issue on the progress of the project implementation | Situation of TVTO | <ul style="list-style-type: none"> • Progress reports • Interview to the Iranian counterparts • Interview to the experts from the Japanese side | <ul style="list-style-type: none"> • Difference in the role and responsibility of instructors between the on-going training courses offered by TVTO and the Project • Lack of instructors with enough and/or updated skills • Lack of middle-level management person who can be engaged in the Project as additional counterpart | |

Evaluation by Five Criteria

| Evaluation Criteria | Evaluation Items | | Source of Date/ Information | Results |
|---------------------|---|----------|--|---|
| | Main Item | Sub-Item | | |
| Relevancy | Consistency with the current development policy/plan of Iran | | <ul style="list-style-type: none"> Project preliminary study report TVTO | <ul style="list-style-type: none"> There is no change made in the 4th 5-year national development policy/plan of Iran since the preliminary study of the Project was conducted in December 2006. The 5th 5-year national development policy/plan also indicates the same importance for the TVT sector. |
| | Consistency with the current needs of TVTO | | TVTO | <ul style="list-style-type: none"> There is no change made regarding the needs of TVTO since the preliminary study of the Project was conducted in December 2006. TVTO is eager to improve its training management cycle. TVTO hopes to contribute in improving the National Vocational Qualification in labor force of Iran, which is now the overall goal of the Project. |
| | Consistency with the current Japan's ODA policy for Iran | | JICA HQ and Iran Office | <ul style="list-style-type: none"> There is no change made in the Japan's ODA policy for Iran since the preliminary study of the Project was conducted in December 2009. The Japanese Government continues to support projects related to the TVT sector in Iran. |
| Effectiveness | Relevancy of the selection of the target group | | <ul style="list-style-type: none"> TVTO CDC JICA Project Team | <ul style="list-style-type: none"> TVTO is the responsible organization in the TVT sector in Iran. CDC under TVTO is exploring CBT by itself, and is interested in learning from the Project. TVTCs under TVTO conduct training courses on various subjects, and CDC under TVTO issues standards when/as required. |
| | Probability of achieving the project purpose | | <ul style="list-style-type: none"> Project reports TVTO JICA Project Team | <ul style="list-style-type: none"> The planned inputs from both the Iranian and the Japanese sides have been put so far. The 1st pilot training course was planned and completed under the leadership of the experts from the Japanese side. The four instructors from the Iranian side had a hands-on experience in planning, conducting and monitoring the course. The 2nd pilot training is under preparation with the involvement of the same instructors. Experience and lesson learned from the 1st pilot training course has been analyzed and compiled in a report. The same will be done after the 2nd pilot training course. |
| | Factors constraining the project outputs to achieve the project purpose | | <ul style="list-style-type: none"> TVTO JICA Project Team | <ul style="list-style-type: none"> The involvement of the Iranian counterpart at management level is limited so far. CBT approach is not yet localized. |

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| Efficiency | <p>Efficiency of the project inputs from the Iranian side</p> | <ul style="list-style-type: none"> • TVTO • JICA Project Team | <ul style="list-style-type: none"> • Personnel: TVTO staff members have been placed in the Project. There have been two groups of the counterpart. The current group is consisted of 10 persons. • Office space for the experts from the Japanese side: There is no problem regarding the office space at the moment. • Equipment: the necessary equipment has been procured as per the plan. • Approximately IRR950,000,000 has been spent for the project implementation. • The JICA Project Team is requesting TVTO to second 4 additional instructors to be part of the 2nd pilot training course. The decision is yet to be made on this request by TVTO. |
| Impact | <p>Efficiency of the project inputs from the Japanese side</p> | <ul style="list-style-type: none"> • TVTO • JICA Project Team | <ul style="list-style-type: none"> • Personnel: 9 experts from the Japanese side have been dispatched so far. • Counterpart training in Japan: 8 TVTO staff members were participated. • Equipment: the necessary equipment has been procured. • Approximately IRR133,187,200 has been spent for the project implementation. • Translation of project documents and reports from English to Persian has been arranged by the Japanese side upon the request of the Iranian side. |
| | <p>Probability of achieving the overall goal</p> | <ul style="list-style-type: none"> • Progress reports • TVTO | <ul style="list-style-type: none"> • The overall goal of the Project is changed during the mid-term review from "Unemployment, especially of youth and women is improved." To "The National Vocational Qualification in labor force is improved". • It is too early to assess the probability of achieving the overall goal at this time. |
| | <p>Social aspect</p> | <ul style="list-style-type: none"> • TVTO • JICA Project Team | <ul style="list-style-type: none"> • Most of the participants of the 1st pilot training course were youth. The course was only offered to male. The gender condition will be the same for the 2nd pilot training course. • TVTC No. 4 informed that most of those who are interested in courses offered at TVTCs are youth. • TVTCs are located throughout the country. Some centers are offering courses only for women. Courses offered at those centers vary from cooking to sewing. • But those centers do not offer courses related to the area of competency which the Project has selected. |
| | <p>Technical aspect</p> | <ul style="list-style-type: none"> • TVTO • JICA Project Team | <ul style="list-style-type: none"> • CBT approach is used in Germany, Australia and other countries, and is an internationally recognized approach in the TVT sector. • TVTO has been interested in CBT. The Project has created an enabling environment to TVTO in testing relevancy and effectiveness of CBT in the TVT sector in Iran. • Needs of the concerned industry (automobile) is taken into consideration through the framework of IRG in the Project when designing a pilot training course. |
| | <p>Relevancy of the external factors of the PDM</p> | <ul style="list-style-type: none"> • TVTO • JICA Project | <ul style="list-style-type: none"> • There is no change made since the preliminary study of the Project was conducted. |

| Sustainability | | Team | |
|------------------------------|--|---|--|
| Institutional sustainability | Organizational set-up and management of TVTO | <ul style="list-style-type: none"> Organizational chart of TVTO TVTO CDC | <ul style="list-style-type: none"> There is no changed expected until the end of the Project. Organizational chart of TVTO is found in the Project progress report. CDC which manages curriculum development and issuance of standards is located under TVTO. CDC is currently exploring CBT approach outside the project framework. TVTO is the responsible organization in the TVT sector in Iran. TVTO is promoting the collaboration with the private sector such as exchange of instructor. |
| | Ownership of TVTO | <ul style="list-style-type: none"> TVTO CDC | <ul style="list-style-type: none"> TVTO is the responsible organization in the TVT sector in Iran, including the divisions which manage curriculum development, standard development, and monitoring. There are CBT experts with TVTO, and staff members of TVTO are exposed to CBT approach even outside the project framework. |
| | Organizational capacity of TVTO | <ul style="list-style-type: none"> TVTO CDC | <ul style="list-style-type: none"> TVTO is the key organization in CBT approach implementation in the TVT sector in Iran. Roles and responsibilities of the counterpart are yet to be determined. |
| Financial sustainability | Future plan of the counterpart, roles and responsibilities | <ul style="list-style-type: none"> TVTO CDC | <ul style="list-style-type: none"> TVTO allocates annual budget to each TVTC based on the number of training courses conducted. There has not been any decrease in TVTO budget for the last 3 years. It does not expect any decrease in its budget in the coming years. TVTO has been providing financial assistance to the Project as per the agreed plan so far. |
| | Funds availability of TVTO | <ul style="list-style-type: none"> TVTO CDC TVTC No. 4 | <ul style="list-style-type: none"> 4 instructors (the Iranian side counterpart) were selected to be the instructors of the 1st pilot training course. The instructors have been working closely with the JICA Project Team, especially in planning, conducting and monitoring of the 1st pilot training course. The instructors have been participating in the IRG meetings, so that they have been introduced to the IRG members. The instructors are getting more familiar with CBT approach. There were 30 applicants for the 1st pilot training course. 14 were selected, and 12 out of 14 completed the course successfully. The 12 participants received a course certificate signed by Mr. Saberi and Mr. Motomura. The 2 participants dropped out of the course because they were no longer able to make the time commitment to fully participate in the course. The 12 participants were satisfied with the instructors in general. A few comments shared by the participants were that 1) the textbook used should be localized, 2) the level of the participants should be beginners, and 3) more course time should be allocated for practice. |
| Technical sustainability | Technical level of instructors of TVTC(s) under TVTO | <ul style="list-style-type: none"> Progress reports Evaluation report of the 1st pilot training course JICA Project Team Iranian Counterpart | |

2. 実績取りまとめ

イラン国職業訓練管理強化プロジェクト中間レビュー調査
プロジェクト実績取りまとめ (2009年12月8日現在)

1. 日本側の投入

表1 日本側専門家リスト

| 番号 | 担当業務 | 氏名 | 作業日程 | | |
|----|-----------------------|-------------|--------|----------|----------------|
| | | | 2007年度 | 2008年度 | 2009年度 (予定) |
| 1 | チーフアドバイザー | 中野 頼明 | 53 | | |
| 2 | 総括 | 本村 雄一郎 | | 36 (3) | 38 (10) |
| 3 | 副総括/職業訓練管理1 | 南雲 達也 | | 90 (3) | 154 |
| 4 | 職業訓練管理2 | 服部 (石丸) 奈加子 | | 65 | 100 |
| 5 | 訓練ニーズ評価・分析 | 石橋 徹 | | 97 (5) | 78 (3) |
| 6 | 訓練モニタリング・評価 | 斎藤 州紀 | | 80 (5) | 218 (3) |
| 7 | 訓練基準・カリキュラム/CBTアドバイザー | ロジャー・デジルフ | | 80 (5) | 0 |
| 8 | 訓練基準・カリキュラム/自動車整備 | ケビン・ジャクソン | | 0 | 140 (6) |
| | | 小計 | 53 | 448 (21) | 728 (22) |
| | | 合計 | 53 | 469 | 850 |

括弧 () で囲われた右数字はイラン国外での業務日数を示す。

表2 日本側で雇用された現地要員リスト

| 番号 | 担当業務 | 氏名 | 開始月 | 終了月 |
|----|----------------------------|------------------------------|----------|---------|
| 1 | 業務支援アドバイザー(常勤) | Mr. Perviz Imani | 2008年12月 | 現在 |
| 2 | 業務支援アドバイザー/IRGコーディネータ(非常勤) | Mr. A. H. Masdarani | 2009年7月 | 現在 |
| 3 | 業務支援アシスタント(常勤) | Ms. Bahar Hamzehpour | 2008年12月 | 2009年3月 |
| 4 | 技術通訳1(常勤) | Ms. Maryam Akbari | 2009年1月 | 現在 |
| 5 | 技術通訳2(非常勤) | Mr. Mojtaba Ahmad Khan Hough | 2009年1月 | 現在 |
| 6 | オフィスアシスタント(常勤) | Ms. Sara Jafari | 2009年11月 | 現在 |

長期(1カ月以上)雇用要員のみを示す。

表3 日本側供与資機材リスト

| 番号 | 資機材名 | 仕様・規格 | 取得月 | 購入先 | 数量 | 配置場所 | 状態 |
|----|--------------|---------------------------------|----------|-------|----|---------------------------------------|----|
| 1 | 携帯電話 | Nokia | 2008年11月 | イラン国内 | 4 | JICA project office | 良好 |
| 2 | レーザープリンター | HP M2727 nf | 2008年12月 | イラン国内 | 1 | JICA project office | 良好 |
| 3 | ノートパソコン | Toshiba TECRA | 2009年1月 | イラン国内 | 1 | JICA project office | 良好 |
| 4 | プロジェクター | Toshiba TLP-X3000 | 2009年1月 | イラン国内 | 1 | TVTC No. 4 | 良好 |
| 5 | プロジェクタースクリーン | Tripod Projector Screen (SCOPE) | 2009年1月 | イラン国内 | 1 | TVTC No. 4 | 良好 |
| 6 | 棚 | | 2009年2月 | イラン国内 | 5 | JICA project office | 良好 |
| 7 | ICレコーダー | Olympus WS-331M | 2009年3月 | イラン国内 | 4 | JICA project office | 良好 |
| 8 | ノートパソコン | Toshiba TECRA | 2009年3月 | イラン国内 | 2 | • TVTC No. 4 • JICA project office | 良好 |
| 9 | レーザープリンター | HP P2015d | 2009年3月 | イラン国内 | 1 | JICA project office | 良好 |
| 10 | コピー機 | Canon IR-2022 | 2009年3月 | イラン国内 | 1 | TVTC No. 4 | 良好 |

表 4 本邦研修参加者リスト

| No. | 研修名 Training Program | 研修員名 Name of Participant | 所属先 Organization | 役職 Position | 研修期間 Training Period |
|-----|-------------------------|------------------------------------|---|---|-------------------------|
| 1 | 職業訓練管理 | Mr. Alireza Hatamzadeh Khanghah | TVTO | Director of Training Implementation | 2007年8月19日～9月1日 |
| 2 | 職業訓練管理 | Mr. Amirmohammad Parviz | TVTO | General Director of Training Evaluation | 2007年8月19日～9月1日 |
| 3 | 職業訓練管理 | Mr. Sayed Abdolhamid Emadi | ITC | Head of Training & Planning Section | 2007年8月19日～9月1日 |
| 4 | 職業訓練管理 | Mr. Mohsen Mokhtari | TVTO Fateh | Director of Fateh Training Centre in Karaj | 2007年8月19日～9月1日 |
| 5 | 職業訓練管理 | Mr. Nemat Gil | TVTO | Deputy of Budget | 2008年6月15日～7月3日 |
| 6 | 職業訓練管理 | Mr. Ramak Farahabadi | TVTO | Supervisor of Planning and Preparing Skill Standard | 2008年6月15日～7月3日 |
| 7 | 職業訓練管理 | Mr. Hossein Babayan | TVTO N. Knorasan Provincial Office | General Director | 2008年6月15日～7月3日 |
| 8 | 職業訓練管理 | Mr. Alireza Mehrabi | TVTO Provincial General Office | Deputy of Technical and Training | 2008年6月15日～7月3日 |

2. イラン側の投入

表5 現在のカウンターパートメンバーリスト

| 番号 | 担当業務 | 氏名 | 所属組織 | 開始月 | 終了月 |
|----|------------------------------|----------------------------|------------------------------|----------|----------|
| 1 | プロジェクトマネジャー1 (非常勤) | Mr. Mohammad Taghi Saberi | 調査研究局長 | 2009年4月 | 現在 |
| 2 | プロジェクトマネジャー2 (非常勤)* | Mr. Ebrahim Azad | カリキュラム開発センター (CDC) 総裁 | 2009年4月 | 2009年11月 |
| | テクニカルスーパーバイザー (非常勤) | | CDC | 2009年12月 | 現在 |
| 3 | プロジェクトマネジャー2 (非常勤) | Mr. Ramak Farahabadi | CDC 総裁 | 2009年12月 | 現在 |
| 4 | プロジェクトコーディネーター (非常勤) | Ms. Parisa Jaymand | TVTO | 2009年11月 | 現在 |
| 5 | プロジェクトコーディネーター (非常勤) | Mr. Hassan Ghofran | CDC | 2009年6月 | 2009年11月 |
| | テクニカルスーパーバイザー シスタント (非常勤) | | | 2009年12月 | 現在 |
| 6 | 所長 (非常勤) | Mr. Hemmat Ali Najib Zadeh | 技術職業訓練センター4番 (TVTC No. 4) | 2009年1月 | 現在 |
| 7 | 自動車整備専門家 (常勤) | Mr. Seyed Mohsen Salimian | TVTC No. 4 | 2009年1月 | 現在 |
| 8 | 自動車整備専門家 (常勤) | Mr. Javad Rafati | TVTC No. 4 | 2009年1月 | 現在 |
| 9 | 自動車整備専門家 (常勤) | Mr. Ebrahim Khalilzadeh | CDC | 2009年1月 | 現在 |
| 10 | 自動車整備専門家 (常勤) | Mr. Nazer Nikoravan | 研修局 | 2009年6月 | 現在 |

*Mr. Ebrahim Azad は、2009年11月末にCDC総裁から退かれた。

表 6 過去 (2008 年 12 月～2009 年 4 月) のカウンタースーパー (TVTO) メンバーリスト

| 番号 | 担当業務 | 氏名 | 所属組織 | 開始月 | 終了月 |
|----|------------------------|------------------------------|--------------------|-------------|------------|
| 1 | プロジェクトマネージャー (非常勤) | Mr. Esfandiyar Chaharband | 訓練局 (TVTO) 長 | 2008 年 12 月 | 2009 年 4 月 |
| 2 | 専門家 | Mr. Alireza Hatamzadeh | 訓練局 | 2008 年 12 月 | 2009 年 4 月 |
| 3 | プロジェクトコーディネーター (常勤) | Mr. Zahra Zamani | 訓練局 | 2008 年 12 月 | 2009 年 4 月 |
| 4 | 専門家 (非常勤) | Mr. Davood Farrokhi | 訓練局 | 2008 年 12 月 | 2009 年 4 月 |
| 5 | 専門家 (非常勤) | Mr. Alireza Taherpour | 訓練局 | 2008 年 12 月 | 2009 年 4 月 |
| 6 | 専門家 (非常勤) | Mr. Rezaali Tarkhan | 訓練局 | 2008 年 12 月 | 2009 年 4 月 |
| 7 | 自動車整備専門家 (非常勤) | Mr. Ebrahim Khalil Zadeh | テヘラン州局事務所 | 2009 年 1 月 | 2009 年 4 月 |
| 8 | 自動車整備専門家 (非常勤) | Mr. Roohollah Ghaseemi | TVTO/KOICA Project | 2009 年 1 月 | 2009 年 4 月 |
| 9 | 自動車整備専門家 (非常勤) | Mr. Seyed Bagher Azimi Dokht | TVTO/KOICA Project | 2009 年 1 月 | 2009 年 4 月 |
| 10 | 自動車整備専門家 (非常勤) | Mr. Soheil Sharaki Eberahimi | TVTO/KOICA Project | 2009 年 1 月 | 2009 年 4 月 |

表 7 産業別訓練諮問準備委員会 (IRG) メンバーリスト

| 番号 | 氏名 | 役職 | 所属組織 |
|----|------------------------|--|--------------------------------------|
| 1 | Mr. Bayat Payman | Head, Planning Department for Training | SAIPA YADAK |
| 2 | Mr. Goodarzi Babak | Master trainer | SAIPA YADAK |
| 3 | Mr. Hamid Reza Tousi | Master trainer | SAIPA YADAK |
| 4 | Mr. Bayat Arash | Head | SAIPA YADAK Central Workshop No. 8 |
| 5 | Mr. Khani | Technical expert | SAIPA YADAK Central Workshop No. 8 |
| 6 | Mr. Bozorgzadeh Mohsen | Manager | SAIPA YADAK Workshop and Dealership |
| 7 | Mr. Fekri Morteza | Technical expert | SAIPA YADAK Workshop and Dealership |
| 8 | Mr. Farsi Amir | Manager | IRAN KHODRO Central Workshop |
| 9 | Mr. Ghaazli Ali Reza | Head | IRAN KHODRO Workshop No. 1 |
| 10 | Mr. Rabi'ee Ehsan | Head | IRAN KHODRO Workshop No. 5 |
| 11 | Mr. Mohamadi Ali | Training expert | Mega Motors |
| 12 | Mr. Khalili Azad | Executive board member | Auto Mechanics Technical Trade Union |
| 13 | Mr. Bousari | Independent consultant | |

IRG メンバーは、全員非常勤態勢でカウンタート業務に従事。

表 8 執務室リスト

| 提供月 | 場所 | 状況 | 特記事項 |
|----------|--|---------------------------|--|
| 2009年12月 | TVTO: ・ 5階 (執務室2部屋) TVTC No. 4: ・ 1階 (執務室1部屋) | 問題なし | |
| 2009年10月 | TVTO: ・ 5階 (執務室1部屋) ・ 旧 KOICA プロジェクト執務室 (1部屋) | 不便 (CDCとの距離が離れすぎ) | CDCへの移動は実現していない。 |
| 2009年8月 | TVTO: 旧 KOICA プロジェクト執務室 (1部屋) | 不十分 (スペースが小さい) | 継続して CDC への移動を依頼した。 |
| 2009年5月 | TVTO: ・ 2階 (主執務室1部屋) ・ 5階 (会議室1部屋) | 不十分 (スペースが小さい、カウンタパートの変更) | カウンタパートの変更に応じて CDC への執務室の移動を依頼した。 |
| 2008年12月 | TVTO: ・ 2階 (主執務室1部屋) ・ 5階 (会議室1部屋) | 十分 (当初) | 主執務室の明け渡しが生じ、5階の会議室のみを使用。よって、十分な執務場所の提供を TVTO へ依頼した。 |

表 9 プロジェクト運営費

| 番号 | 項目 | 調達状況 | 特記事項 |
|----|------------------------|-----------------------|--|
| 1 | カウンタパート活動に必要な経費 (人件費等) | 問題なし | |
| 2 | パイロット活動に必要な経費 | 調達済み (第1回パイロット訓練コース用) | 事業進捗報告書 (第2号) 参照 (詳細は、表 2.7、2.8 に記載あり) |
| 3 | 日本側専門家執務室に係る費用 | 問題なし | |
| 4 | 資機材に係る費用 | 問題なし | |

3. 活動実績

表 10 報告書リスト

| 番号 | 提供月 | 報告書名 | 状態 | 言語・部数 |
|----|--------------|--|------|---------------|
| 1 | 2008年12月 | インセプションレポート | 提出済み | 英文 25部 |
| 2 | 2009年2月 | 事業進捗報告書(第1号) | 提出済み | 英文 35部、和文 20部 |
| 3 | 2009年3月 | 業務完了報告書(第1年次) | 提出済み | 英文 35部、和文 2部 |
| 4 | 2009年9月 | 事業進捗報告書(第2号) | 提出済み | 英文 35部、和文 10部 |
| 5 | 2010年3月(予定) | 業務完了報告書(第2年次) | | 英文 35部、和文 2部 |
| 6 | 2010年6月(予定) | 事業進捗報告書(第3号) | | 英文 35部、和文 10部 |
| 7 | 2010年12月(予定) | <ul style="list-style-type: none"> • 業務完了報告書(第3年次) • プロジェクト事業完了報告書 | | 英文 35部、和文 2部 |

表 11 プロジェクト成果ごとの主な進捗状況

| 成果 | 完了月 | 成果品 | 状況 | 特記事項 |
|----|----------------|----------------------------------|-----|-----------------------------------|
| 1 | 2008年12月 | TVTO 職員によって日本の訓練マネジメントプロセスが理解される | 完了 | |
| | 2010年11月(予定) | 訓練ニーズアセスメント見直し計画が作成される | 実施中 | 第2回パイロット訓練コース実施後の完成が見込まれる。 |
| | 2008年2月 | 訓練ニーズが評価・分析される | 完了 | 第2回パイロット訓練コース研修向け訓練ニーズの評価・分析は実施中。 |
| 2 | 2010年1月(予定) | 訓練コースの基準・カリキュラムが試行的に見直される | 実施中 | |
| | 2009年9月 | 第1回パイロット訓練コースが計画される | 完了 | |
| | 2009年6月～8月 | 第1回指導員研修 | 完了 | |
| | 2009年10月～11月 | 第1回パイロット訓練コースが実施される | 完了 | |
| | 2009年12月(予定) | 第2回パイロット訓練コースが計画される | 実施中 | |
| | 2010年4月(予定) | 第2回指導員研修 | | |
| 3 | 2010年5月～7月(予定) | 第2回パイロット訓練コースが実施される | | |
| | 2010年1月(予定) | 訓練モニタリング・評価のガイドライン(ドラフト版)が作成される | 実施中 | |
| | 2010年1月(予定) | 訓練モニタリング・評価が実施・分析される | 実施中 | |
| 4 | 2010年10月(予定) | パイロット訓練コースの経験・教訓が報告書にまとめられる | | |
| | 2010年10月(予定) | 訓練マネジメント改善計画が作成される | | |

表 12 イラン国内会議・ワークショップ開催実績リスト

| 番号 | 日付 | 主要議題 | 形式 | 議事録 |
|----|-----------------|------------------------------------|---------|------|
| 1 | 2008年11月29日 | プロジェクトのPDMと実施概念 | 会議 | 署名済み |
| 2 | 2008年12月8日 | プロジェクトの枠組み | 会議 | 署名済み |
| 3 | 2008年12月20日 | プロジェクトの方向性 | ワークショップ | 署名済み |
| 4 | 2009年1月19日 | ニーズ調査キックオフ | ワークショップ | なし |
| 5 | 2009年1月20日 | カウンタートパート選出 | 会議 | 署名済み |
| 6 | 2009年1月28日 | ニーズ調査ワークショップ | ワークショップ | なし |
| 7 | 2009年2月3日 | 訓練ニーズ調査の分析 | 会議 | 提出済み |
| 8 | 2009年2月9日 | 訓練ニーズ調査の分析とCBTの導入 | 会議 | 提出済み |
| 9 | 2009年2月23日～3月9日 | CBTカリキュラム策定・実施に関する導入 | ワークショップ | なし |
| 10 | 2009年3月16日 | プロジェクトの進捗 (JCC) | 会議 | 提出済み |
| 11 | 2009年6月20日 | IRG 会合：IRGの役割と活動計画について | 会議 | なし |
| 12 | 2009年6月25日 | プロジェクトの進捗 (通例) | 会議 | 提出済み |
| 13 | 2009年6月27日 | IRG 会合：IRGの役割と活動計画について | 会議 | なし |
| 14 | 2009年7月13日 | プロジェクトの進捗 (通例) | 会議 | 提出済み |
| 15 | 2009年7月27日 | プロジェクトの進捗 (通例) | 会議 | 提出済み |
| 16 | 2009年8月3日 | プロジェクトの進捗 (通例) | 会議 | 提出済み |
| 17 | 2009年10月11日 | IRG 会合：IRGの役割と活動計画、コンピテンシー単位などについて | 会議 | 提出済み |
| 18 | 2009年10月 | プロジェクトの進捗 (通例) | 会議 | 提出済み |
| 19 | 2009年10月 | プロジェクトの進捗 (通例) | 会議 | 提出済み |
| 20 | 2009年10月 | プロジェクトの進捗 (通例) | 会議 | 提出済み |
| 21 | 2009年11月23日 | IRG 会合：コンピテンシー単位について | 会議 | 作成中 |

IN THE NAME OF GOD
MINUTES OF MEETING
BETWEEN
THE JAPANESE MID-TERM REVIEW TEAM
AND
THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF
THE ISLAMIC REPUBLIC OF IRAN
ON
THE JAPANESE TECHNICAL COOPERATION
FOR THE PROJECT FOR STRENGTHENING TECHNICAL AND VOCATIONAL
TRAINING MANAGEMENT SKILLS
IN TECHNICAL AND VOCATIONAL TRAINING ORGANIZATION

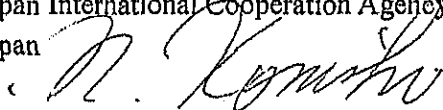
The Japanese Mid-Term Review Team (hereinafter referred to as "the Japanese Team"), organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA") headed by Mr. Nobuyuki KONISHI conducted in the Islamic Republic of Iran from 6th December to 16th December 2009, the mid-term review of the "Project for Strengthening Technical and Vocational Training Management Skills in Technical and Vocational Training Organization" (hereinafter referred to as "the Project") for the project period from July 2007 to December 2009.

During its stay in the Islamic Republic of Iran, the Japanese Team had a series of discussions with the authorities concerned, jointly reviewed the achievement of the Project, and exchanged views on the project performance based on five (5) criteria for project evaluation.

As a result of the discussions, the Japanese Team and the concerned authorities of the Islamic Republic of Iran authorities agreed on the matter referred to in the document attached hereto.

Tehran, 16th December 2009

Mr. Nobuyuki KONISHI
Team Leader
Japanese Mid-Term Review Team
Japan International Cooperation Agency
Japan



Mr. Mohammad Taghi SABERI
Deputy of Research and Planning/ Project
Manager
Technical and Vocational Training Organization
The Islamic Republic of Iran



1. Introduction

1.1 Objective of the Mid-Term Review

The Mid-Term Review was conducted with the following objectives;

- (1) To review and confirm the achievement and implementation process of the Project based on the documents such as the Record of Discussion (hereinafter referred to as "R/D") and the Project Design Matrix (hereinafter referred to as "PDM"). The revision from the original PDM ver.0 to PDM ver.1 is clarified in ANNEX IV.
- (2) To evaluate the activities and achievement in terms of five evaluation criteria, namely Relevance, Effectiveness, Efficiency, Impact and Sustainability
- (3) To conclude whether the Project will be able to achieve the purpose and realize the outputs and to clarify issues and their countermeasures for the remaining period
- (4) To share a common understanding among stakeholders regarding recommendations for further improvements of the Project and the lessons that can be applied to other similar ongoing and future JICA projects

1.2 Methodology of the Mid-Term Review


The Project was jointly reviewed in a collaborative manner between the concerned authorities of the Iranian side and the Japanese side. A series of questionnaires and interviews are prepared for different groups of stakeholders. For the Mid-term Review, the Five Evaluation Criteria was applied. The Five Evaluation Criteria is related to PDM as shown in the following table.

Relationship between PDM and Five Evaluation Criteria

| | Relevance | Effectiveness | Efficiency | Impact | Sustainability |
|-----------------|-----------|---------------|------------|--------|----------------|
| Overall Goal | | | | | |
| Project Purpose | | | | | |
| Outputs | | | | | |
| Inputs | | | | | |

1.3 Members of the Team

| No. | Name | Title / Field | Occupation |
|-----|----------------------|----------------------|--|
| 1 | Mr. Nobuyuki KONISHI | Leader | Director Technical and Higher Education Division, Human Development Department, JICA |
| 2 | Mr. Mitsunori FURUTA | Vocational Training | Deputy Director (International Cooperation) Employment and Human Resources Development Organization of Japan |
| 3 | Mr. Kenichi SHIROZU | Cooperation Planning | Program Officer Technical and Higher Education Division, Human Development Department, JICA |
| 4 | Ms. Kinuko MITANI | Evaluation Analysis | Consultant IC Net Limited |



2



1.4 Schedule of the Review Team

See attached ANNEX I

1.5 Major Interviewees by the Team

See attached ANNEX II

2. Project Performances and Implementation Process

Achievement of the Project was measured in terms of inputs, activities, outputs and project purpose, all of which were based on the Project Design Matrix (PDM) ver.0. Narrative summary of PDM ver.0 is shown below.

Narrative Summary of PDM ver.0 agreed in April 2007

| | |
|-----------------|--|
| Overall Goal | Unemployment, especially of youth and women is improved |
| Project Purpose | TVTO*'s training management cycle is improved. |
| Output 1 | TVTO is able to assess the training needs in labor market more efficiently. |
| Output 2 | TVTO develops, reviews and updates the training course standard and curriculum based on the result of the labor market needs analysis. |
| Output 3 | TVTO improves its monitoring and evaluation system. |
| Output 4 | TVTO develops a management improvement plan based on the review of the pilot training course. |

* Technical Vocational and Training Organization (hereinafter referred to as "TVTO")

2.1 Input

2.1.1 Japanese Contribution

1) Dispatch of experts

A total of 8 experts have been assigned by December 2009, namely Chief Advisor, Team Leader, Deputy Team Leader / Vocational Training Management expert 1, Vocational Training Management expert 2, Training Needs Assessment and Analysis expert, Training Standard and Curriculum expert, Training Monitoring and Evaluation expert.

2) Provision of equipment and facilities

The total amount of the equipment provided as of December 2009 is approximately IRR133,187,200, which are used for procuring office equipment such as printers, computers and copy machine.

3) Training for counterparts

A total of 8 persons participated in the study tour in Japan arranged under the counterpart training scheme of the Project. Four persons benefited the training "Vocational Training Management" from August to September 2007, and other 4 persons benefited the same training from June to July 2008.

4) National staff members for the Project

A total of 6 staff members are hired by the Project. They are project coordinator, Industrial Reference Group (hereinafter refer to as "IRG") coordinator, 2 technical interpreters and 2 assistants.

2.1.2 Iranian Contribution

1) Appointment of counterpart personnel

At the beginning of the Project, counterpart personnel were appointed as planned. However, during the implementation of the Project, some counterpart personnel were changed due to internal transfer. The present counterpart personnel are shown in ANNEX III.

2) Land and facilities for the project

Provision of working space, facilities, basic furniture and equipment at TVTO and TVTC No. 4 for the experts from the Japanese side have been provided appropriately. Necessary equipments for the pilot course were procured by TVTO.

3) Local expenses

Administrative and operational costs for electricity, water supply, telephone and furniture have been borne by the Iranian side.

Approximately IRR950,000,000 has been borne by the Iranian side.

2.2 Achievements of the Project

The results of the Project are highlighted below.

Results of the Project as of December 2009

| Results | |
|-----------------|--|
| Overall Goal | It is expected that the training management cycle of TVTO will be improved through the efforts made by the Project. Thus, the Project is expected to contribute in increasing the number of employable youth and women after 3 to 5 years after the completion of the Project. |
| Project Purpose | The project purpose is most likely achieved due to the effective efforts made by the Iranian counterparts as well as the JICA Project Team. The activities of the Project have been either progressed or completed as per the schedule (i.e., conducting needs assessment, organizing the 1 st pilot training course). |
| Output 1 | <p>The Project conducted the planned needs assessment in the course of the project implementation. Based on the discussion and agreement between TVTO and the JICA Project Team, "Automotive Repair and Service Sector" was selected as the focus area of the 1st pilot training course.</p> <p>TVTO has been able to deepen the understanding of the automobile industry's training needs through the meetings, workshops and trainings in Japan that have</p> |



been organized by the Project.

Output 2 Under the guidance of the experts from the Japanese side, the first needs assessment was conducted to prepare for the 1st pilot training course jointly with the Iranian counterparts. The target group of the needs assessment was the automobile industries, especially in the field of repairs and after service. The Project conducted interviews and questionnaires to the IRG members. Based on the needs analysis of the industry, selection of the training subject for the 1st pilot training course was concluded as "Electrical Systems in Automotive Technology Course" between TVTO and the Project.

The trainers who conducted the 1st pilot training course commented that the level of one competency out of the six competencies was too high. The Project is currently preparing for the 2nd pilot training course by 1) taking the lesson learned from the 1st pilot training course, and 2) applying IRG inputs in order to select appropriate competencies.

Output 3 The Monitoring and Evaluation expert led the development of monitoring and evaluation system applied to the 1st pilot training course. Using the developed system, the 1st pilot training course was monitored and evaluated.

Output 4 The Project plans to conduct 2 pilot training courses. The 1st pilot training course was completed in November 2009. It is preparing for the 2nd pilot training course. After the completion of the 2nd course, the Project plans to compile a report that illustrates the lesson learned through the 2 pilot training courses. The purpose of such report will be for TVTO use in improving its training management.

2.3 Implementation Process of the Project

2.3.1 Implementation of Activities

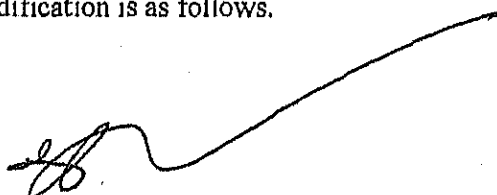
The Project involves the manager and trainers of TVTC No. 4, staff members of Curriculum Development Center (hereinafter referred to as "CDC") and TVTO headquarters in its implementation so far. It focuses on knowledge transfer from trainer level to top management level in improving the TVTO training management cycle.

2.3.2 Project Management

The Project has been managed jointly by the Iranian side and the Japanese side. The experts and support staff members who are involved in the project implementation are held responsible for the roles and responsibilities defined under the Project in an effective manner.

3. Modification of PDM

Based on the review, the Japanese Team proposed modifications, which was discussed and agreed by Iranian side. PDM ver.0 was revised according to the following modifications and PDM ver.1 was developed as attached in ANNEX IV. Main point of modification is as follows.



3.1 Modification of Overall Goal

The initial overall goal “Unemployment, especially of youth and women is improved” is changed to “The National Vocational Qualification in labor force is improved”.

3.2 Modification of Output

The initial output 2, “TVTO develops, reviews and updates the training course standard and curriculum based on the result of the labor market needs analysis” was modified to “TVTO develops, reviews and updates the training course standard and curriculum based on the industry training requirement”. The initial output 4 “TVTO develops a management improvement plan based on the review of the pilot training course(s)” was also modified to “TVTO develops a training management improvement plan based on the review of the pilot training course” to suit to the actual implementation.

3.3 Modification of Objectively Verifiable Indicators

At the initial stage, some Objectively Verifiable Indicators were shown as XXX. The Japanese Team and the Iranian side agreed to select the indicators which are applicable to the actual conditions. The followings are the agreed changes.

| Item | Ver.0 | Ver.1 |
|------------------------------|---|--|
| Indicator of Project Purpose | 1. XXX pilot training course is planned and implemented until the end of the 1st phase. | 1. Pilot training course is planned and implemented twice until the end of the project. |
| | 2. Experiences and lessons from the implementation of pilot training course are analyzed and reported until the end of the 1st phase. | 2. Experiences and lessons from the implementation of pilot training course are analyzed and reported. |
| Indicator of Output 2 | | 2-1. Technical area for pilot training course is selected based on training needs analysis |
| | 2-1. XXX training course standard(s) and/or curriculum(s) are revised as a trial. | 2-2. Training course standard and/or curriculum are developed as a trial. |
| | 2-2. XXX pilot training course plans are developed. | 2-3. Pilot training course plans are developed. |

3.4 Modification of Activities of the Project

Based on the actual inputs, Activities of the Project were revised as shown in ANNEX IV. As involvement of industry is one of the important activities of the Project, “To establish working group with industry” was added as Activity 1-2.

4. Results of Mid-term Review

4.1 Relevance

The relevancy of the Project is found to be high.

To implement the 55th article of the 4th program of economic, social and cultural development of the Islamic republic of Iran based on restoring structures, facilities and improving technical and vocational training quality with international cooperation in order to develop stable employment in relation to considerable size of economically active population, the relevancy of the purposes of the project is to improve the National Vocational Qualification (NVQ) among labor force is high in this country.

The Government of Japan has been providing assistance to Iran. JICA issued its cooperation plan for Iran in 2007, which highlighted the importance to assist in poverty reduction and increase of employment opportunities. Assistance extended to the TVT sector was sought as a mean to contribute in increasing employment opportunities in Iran.

4.2 Effectiveness

Based on the Results of the Project as of December 2009 highlighted in page 4 and 5, the project purpose will be achieved by the end of the Project because 1) the expected outputs of the Project have been achieved up to conducting the 1st pilot training course, and 2) the project activities have been effectively implemented and/or undertaken by the JICA Project Team as well as the Iranian counterparts.

The experience through planning/implementing/monitoring of the pilot training courses planned in the Project has been created an effective and practical learning opportunity for the Iranian counterpart.

4.3 Efficiency

Based on the ratio between the inputs and outputs of the Project, the efficiency of the Project is high because 1) adequate working space and equipment were provided by the Iranian side, 2) appropriate experts from both the Iranian side and the Japanese side have been placed, 3) the cooperation between the Project and the IRG has been established, and 4) the implementation of the 1st pilot training course was completed as per the schedule.

4.4 Impact

The Japanese Team found the progress of the Project very effective. The Project has succeed in 1) the establishment of the cooperation between TVTO and the automobile industry, 2) achievement of the purpose of the 1st pilot training course, and 3) the introduction of the CBT approach to the Iranian side.



Based on the said reasons above, it is expected the training management cycle of TVTO will be improved. The Project will be able to contribute in developing stable employment.

4.5 Sustainability

Based on the 3 aspects mentioned below, the developed training management cycle as well as the lesson learned through the Project will be applied and/or scaled up by TVTO.

1) Organizational/policy aspect

The Iranian side has placed counterparts to work with the experts from the Japanese side. The Project is implementing its activities in collaboration with the automobile industry as well as other concerned stakeholders. The automobile industry has been supporting TVTO. TVTO trainers have been trained by the industry, and the industry has been donating teaching equipments/materials to TVTC. Thus, the collaboration between TVTO and the industry is likely to continue after the completion of the Project.

2) Financial aspect

The Iranian side has been providing sufficient financial assistance to the Project. Therefore, the Project is expected to complete its activities without any financial issue.

3) Technical aspect

TVTO is currently exploring the effectiveness and relevancy of CBT approach to the TVT sector in Iran. Through the Project, CBT experts have been placed to work with the Iranian counterparts to conduct pilot training courses to examine its effectiveness and relevancy. The Iranian counterparts are developing skills which are needed in CBT introduction in a practical manner, which will contribute in improving their capacity in planning/implementing/monitoring training courses offered by TVTO.

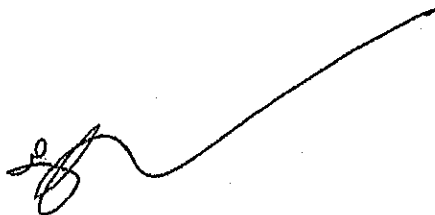

Thus, it is expected that the Iranian counterparts will be able to obtain good knowledge and know-how to apply CBT approach to TVTO activities by the end of the Project.

5. Recommendations

The following recommendations are made based on the result of the mid-term review by the Japanese Team.

5.1 Establishment of the CBT Approach Implementation Structure

It is recommended that TVTO establishes a CBT approach implementation structure. The implementation structure covers conducting training needs assessment from industries, improving knowledge and skills of trainers, procuring training materials and equipments. The IRG is a good example in involving industries.



To account the sustainability of the Project, it is recommended that a working group be established in TVTO to introduce the CBT approach in a systematic manner in TVTO. The working group shall analyze current vocational training system in Iran and develop the CBT approach introduction plan. The experts from the Japanese side shall play a supporting role in the development of the training management improvement plan.

5.2 Exchange of Experience on the CBT approach between CDC and the Project

In order to implement the CBT approach, further commitment and ownership of TVTO is indispensable. It is necessary to create more opportunities to exchange experiences on the CBT approach between CDC and the Project.

6. Conclusion

The Japanese Team concluded that the project purpose would be achieved by the end of the project period.

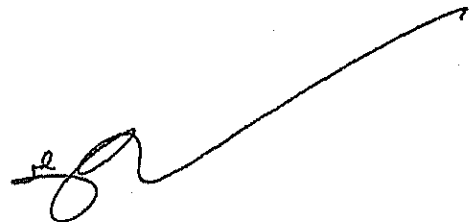
The Japanese Team found the achievement in conducting the 1st pilot training course. As per the Five Evaluation criteria applied by JICA, the Japanese Team made an assessment of the project progress. The relevance, efficiency, effectiveness, impact and sustainability of the Project seem to be high.

ANNEX I Schedule of the Mid-Term Review

ANNEX II List of Major Interviewees

ANNEX III Counterpart Personnel

ANNEX IV Project Design Matrix (PDM) Ver.1



ANNEX I Schedule of the Mid-term Review

| Date | Evaluation Team | | | Place | | | |
|------|---|---|---|---|--|-------------------------------------|--------|
| | <u>Mr. Nobuyuki Konishi</u> Team Director Technical and Higher Education Division, Higher Education and Social Security Group, Human Development Department, JICA | <u>Mr. Mitsunori Furuta</u> Deputy Director (International Cooperation) Employment and Human Resources Development Organization of Japan | <u>Mr. Kenichi Shirozu</u> Program Officer Technical and Higher Education Division, Higher Education and Social Security Group, Human Development Department, JICA | | <u>Ms. Kinuko Mitani</u> Consultant IC Net Limited | | |
| 1 | 5-Dec | Sat | Haneda → Kansai (JL185, 19:50-21:20) Kansai → Dubai (EK317, 23:20-05:40) | | | | |
| 2 | 6-Dec | Sun | Dubai → Tehran (EK971, 07:55-09:35) Meeting with JICA experts: Mr. Nagumo, Ms. Ishimaru, Mr. Ishibashi | | Tehran | | |
| 3 | 7-Dec | Mon | 9:00 Meeting and Interview TVTC No.4 : Mr. Najibzade and 3 C/P Instructors 11:30 Meeting with JICA expert: Mr. Kevin Observation: TVTC No.4 14:00 Meeting and Interview: 3 C/P Instructors 16:30 JICA IRAN OFFICE | | Tehran | | |
| 4 | 8-Dec | Tue | 8:30 Meeting with JICA Expert@TVTO 10:00 Meeting with TVTO (overall explanation of survey) Mr. Saberi Individual Meeting and Interview: Ms. Jaymand/Mr. Gofran Meeting with JICA expert: Mr. Roger | | Tehran | | |
| 5 | 9-Dec | Wed | 9:00-11:00 IRG@Mega Motors 12:00-14:00 IRG@SAIPA Yadak Meeting with JICA expert: Mr. Motomura | | Tehran | | |
| 6 | 10-Dec | Thu | Tokyo (Haneda) → Osaka → Dubai | Drafting Report Internal Meeting | Drafting Report Internal Meeting | Drafting Report Internal Meeting | Tehran |
| 7 | 11-Dec | Fri | Dubai → Tehran (9:35) Internal Meeting | Internal Meeting | Internal Meeting | Internal Meeting | Tehran |
| 8 | 12-Dec | Sat | 10:00 IRG@IranKhodro Meeting with JICA expert | | Tehran | | |
| 9 | 13-Dec | Sun | 9:30 Meeting and Interview: Participants of the training ,TVTC No.4 11:00 Ceremony for certification TVTC No.4 14:00 Meeting and Interview: CDC | | Tehran | | |
| 10 | 14-Dec | Mon | 9:00 ITC(Instructor Training Center)/Meeting with TVTO | | Tehran | | |
| 11 | 15-Dec | Tue | Meeting with TVTO Revision of Minutes of Meeting Signing of Minutes of Meeting | | Tehran | | |
| 12 | 16-Dec | Wed | 11:00 Report to JICA Iran Office (with Mr. Fujii Second Secretary, embassy of Japan in Iran) Tehran → Dubai (EK978, 21:20-23:50) | | | | |
| 13 | 17-Dec | Thu | Dubai → Bangkok (EK384, 03:15-12:05) | Dubai → Kansai (EK316, 03:30-17:20) Kansai → Haneda (EK317, 18:45-19:55) | | | |

ANNEX II List of Major Interviewees

Technical and Vocational Training Organization (TVTO)

| | |
|---------------------------|--|
| Mr. Mohammad Taghi SABERI | Deputy of Research and Planning/ Project Manager |
| Ms. Jaymand PARISA | Project coordinator |

Curriculum Development Center (CDC), TVTO

| | |
|----------------------|-----------------------------------|
| Mr. Ramak FARAHABADI | Director General |
| Mr. Hassan GHOFRAN | Assistant of technical supervisor |

Technical and Vocational Training Center No. 4 (TVTC No. 4), TVTO

| | |
|----------------------------|-----------------------|
| Mr. Hemmat Ali NAJIB ZADEH | Manager |
| Mr. Seyed Mohsen SALIMIAN | Auto mechanic trainer |
| Mr. Javad RAFATI | Auto mechanic trainer |
| Mr. Ebrahim KHALILZADEH | Auto mechanic trainer |

Industries Reference Group (IRG)

| | | |
|-----------------------|--|---|
| Mr. Amir FARSI | Central workshops manager | IRAN KHODRO |
| Mr. Ali Reza GHAAZELI | Deputy, Administration | IRAN KHODRO |
| Mr. Ghiyasvani | Training manager | Megamotor |
| Mr. Ali MOHAMADI | Training Expert | Megamotor |
| Mr. Payman BAYATN | Head, Planning Department for Training | SAIPA YADAK (SAIPA After Service Services Organization) |
| Mr. A. KARAFI | Training manager | SAIPA YADAK (SAIPA After Service Services Organization) |

JICA Project Team

Mr. Yuichiro MOTOMURA

Mr. Tatsuya NAGUMO

Ms. Nakako ISHIMARU

Mr. Toru ISHIBASHI

Mr. Kunitoshi SAITO

Mr. Kevin JACKSON

Mr. Roger DEZILWA

Mr. Perviz IMANI

Team Leader

Vocational Training Management (1)/

Deputy Team Leader

Vocational Training Management (2)

Training Needs Assessment and Analysis

Training Monitoring and Evaluation

Training Standard and Curriculum/

Automotive

Training Standard and Curriculum/

CBT Advisor

JICA Project Support Advisor

ANNEX III Counterpart Personnel

Technical and Vocational Training Organization (TVTO)

| | |
|---------------------------|---|
| Mr. Mohammad Taghi SABERI | Deputy of Research and Planning / Project Manager |
| Ms. Parisa JAYMAND | Office of Research and Planning / Project coordinator |

Curriculum Development Center (CDC), TVTO

| | |
|----------------------|-----------------------------------|
| Mr. Ramak FARAHABADI | Director General |
| Mr. Ebrahim AZAD | Technical Supervisor |
| Mr. Hassan GHOFRAN | Assistant of technical supervisor |

Technical and Vocational Training Center No. 4 (TVTC No. 4), TVTO

| | |
|----------------------------|-----------------------|
| Mr. Hemmat Ali NAJIB ZADEH | Manager |
| Mr. Seyed Mohsen SALIMIAN | Auto mechanic trainer |
| Mr. Javad RAFATI | Auto mechanic trainer |
| Mr. Ebrahim KHALILZADEH | Auto mechanic trainer |
| Mr. Nazer NIKORAVAN | Auto mechanic trainer |

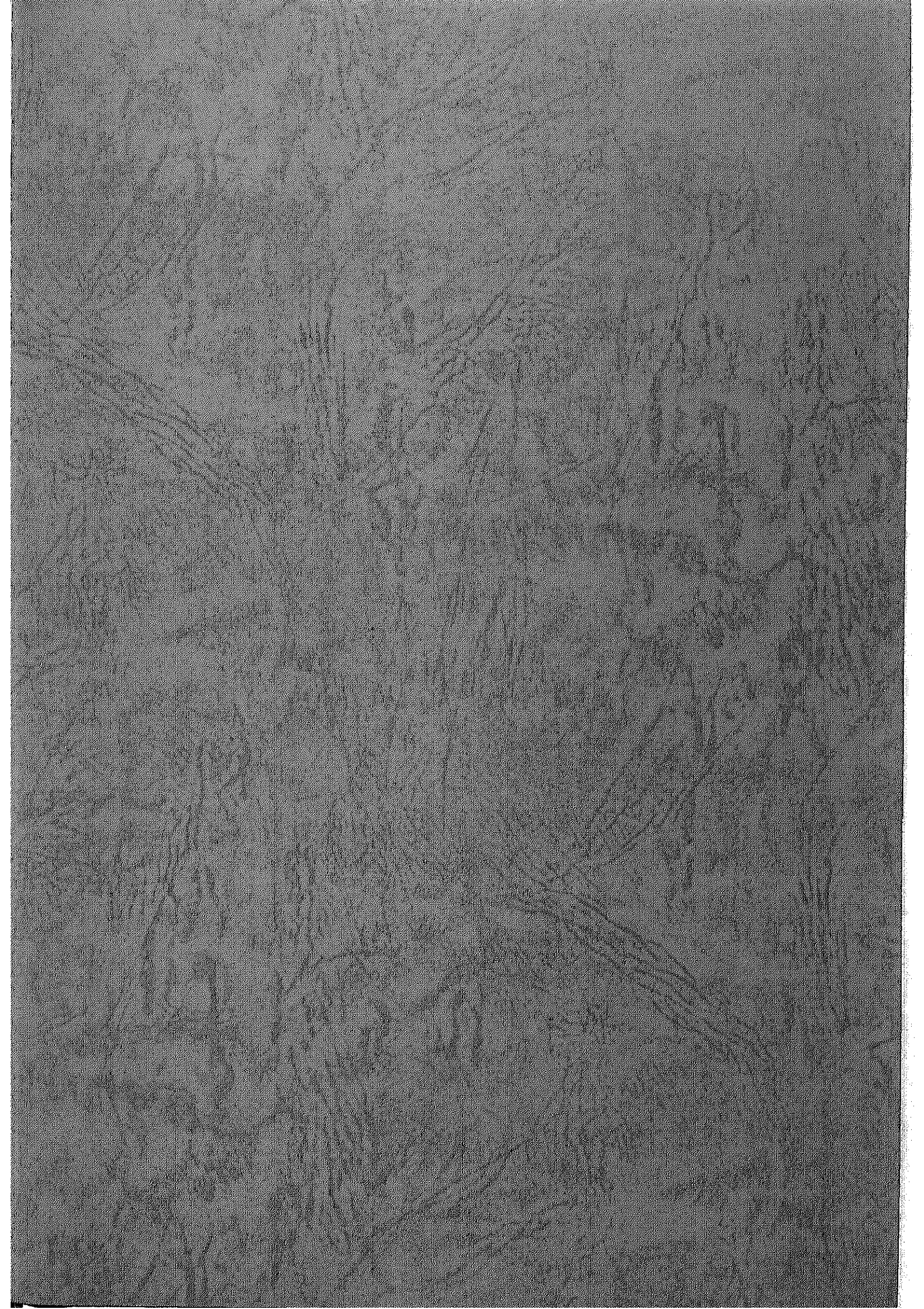
ANNEX IV Project Design Matrix (PDM)

Project Title : Project on Strengthening the TVT Management Skills in TVTO
Period : Three and a half Years
Target Group : (Direct) TVTO staff and instructors
(Indirect) TVTO trainees
Ver.1
Period : July 2007-December 2010
Date : December 15, 2009

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Important Assumptions |
|---|--|---|--|
| <u>Overall Goal</u> | | | |
| The National Vocational Qualification in labor force is improved. | 1. Participation rate in labor force is increased. | 1. Statistics of labor employment | Improvement plan is applied to other TVTO regional offices. |
| <u>Project Purpose</u> | | | |
| TVTO's training management cycle is improved. | <ol style="list-style-type: none"> 1. Pilot training course is planned and implemented twice until the end of the project. 2. Experiences and lessons from the implementation of pilot training course are analyzed and reported. 3. The trainees' satisfaction rate of pilot training is better than that of other courses. 4. Based on the experience and lessons from pilot training course, a plan for training management improvement is completed at the end of the Project. | <ol style="list-style-type: none"> 1. Training course plan and the Project progress reports 2. Pilot training reports 3. Pilot training reports 4. Plan for training management improvement | <ol style="list-style-type: none"> 1. The government of the Islamic Republic of Iran does not change TVET policies. 2. The government of Japan doesn't change its policy of ODA to Iran drastically. |
| <u>Outcomes</u> | | | |
| <u>Output 1:</u> TVTO is able to assess the training needs in labor market more efficiently. | <ol style="list-style-type: none"> 1-1. TVTO staffs understand the training management process of Japanese training institutions. 1-2. Training needs assessment method is revised. 1-3. Training needs is assessed and analyzed. | <ol style="list-style-type: none"> 1-1. Evaluation documents of the training in Japan 1-2. Manual of Training Needs Assessment 1-3. Assessment reports | The Project's C/Ps from TVTO remain at TVTO HQ and related office. |
| <u>Output 2:</u> TVTO develops, reviews and updates the training course standard and curriculum based on the industry training requirement | <ol style="list-style-type: none"> 2-1. Technical area for pilot training course is selected based on training needs analysis 2-2. Training course standard and/or curriculum are developed as a trial. 2-3. Pilot training course plans are developed. | <ol style="list-style-type: none"> 2-1. Assessment reports 2-2. Revised standard and curriculum 2-3. Pilot training course plan | |
| <u>Output 3:</u> TVTO improves its monitoring and evaluation system. | <ol style="list-style-type: none"> 3-1. Training monitoring and evaluation manual is developed. 3-2. Training monitoring and evaluation is conducted and analyzed. | <ol style="list-style-type: none"> 3-1. Manual of Monitoring and evaluation 3-2. Monitoring and evaluation | |

| | | | |
|--|--|---|--|
| <p>Output 4: TVTO develops a training management improvement plan based on the review of the pilot training course.</p> | <p>4-1. The experience and lessons are summarized as a report. 4-2. A plan for training management improvement is developed.</p> | <p>reports</p> <p>4-1. Pilot training course report 4-2. Plan for training management improvement</p> | |
| <p>Activities of the Project</p> | | | |
| <p>Output 1</p> <p>Activity 1-1: To develop needs assessment study plan for pilot training course</p> <p>Activity 1-2: To establish working group with industry</p> <p>Activity 1-3: To conduct the training needs assessment study</p> <p>Activity 1-4: To select the training course to be revised for pilot training implementation</p> <p>Activity 1-5: To apply the pilot training needs assessment study to other training course</p> | <p><u>Inputs</u></p> <p><u>Japanese Side:</u></p> <ol style="list-style-type: none"> 1. Dispatch of Japanese experts 2. Provision of equipment 3. Training of counterpart personnel in Japan 4. Supplementary budget for local expenditure <p><u>Iranian Side :</u></p> <ol style="list-style-type: none"> 1. Counterpart personnel - Principal Advisor / Head of the Japan Desk - Deputy of Technical and Training Affairs - Deputy of Research and Development - Deputy of Administration and Financial - Deputy of Research and Development from Instructor Training Centre (ITC) - Executive Director of Training and Implementation - Senior staff(s) from ITC - Senior staff (s) from Pilot Regional Office | <p><u>Preconditions</u></p> <p>To confirm that TVTO will not be privatized.</p> | |
| <p>Output 2</p> <p>Activity 2-1: To review the present system of standard and curriculum development and revision</p> <p>Activity 2-2: To revise a standard and a curriculum for a pilot training course</p> <p>Activity 2-3: To design a pilot course</p> <p>Activity 2-4: To develop guidelines for training materials</p> <p>Activity 2-5: To prepare the necessary equipment for the pilot course</p> <p>Activity 2-6: To conduct instructor training for pilot course</p> <p>Activity 2-7: To implement a pilot course</p> <p>Activity 2-8: To identify the problems of a pilot course and reflect it in the revised standard and curriculum</p> | <ol style="list-style-type: none"> 2. Administrative staff - Secretaries - Translator - Drivers - Accountant <p>3. Land, buildings and facilities</p> <p>Offices / work space for Japanese experts in TVIO Headquarters</p> <p>4. Allocation of budget</p> <p>Expenses for the implementation of the pilot training course(s), salaries and other allowances for the Iranian staff</p> | | |
| <p>Output 3</p> <p>Activity 3-1: To plan training monitoring and evaluation</p> <p>Activity 3-2: To conduct the training course evaluation</p> <p>Activity 3-3: To conduct the training course monitoring</p> | | | |

| | | |
|---|--|--|
| <p>Output 4 Activity 4-1: To review the pilot training course Activity 4-2: To summarize the experience and lessons of the pilot training course Activity 4-3: To develop a plan of training management improvement plan</p> | | |
|---|--|--|





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