

**Republic of Sudan
State Government of Kassala**

**Capacity Development Project
for the Provision of Services
for Basic Human Needs in Kassala,
the Republic of Sudan**

**Final Report
Volume 5: Vocational Training Cluster**

April 2015

Japan International Cooperation Agency (JICA)

**International Development Center of Japan Inc.
Earth System Science Co., Ltd.
System Science Consultants Inc.**

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**Capacity Development Project for the Provision of Services for Basic Human Needs
in Kassala, the Republic of Sudan**

Final Report

Vocational Training Cluster

Table of Contents

Map of the Project Pilot Area

List of Abbreviations

Highlights

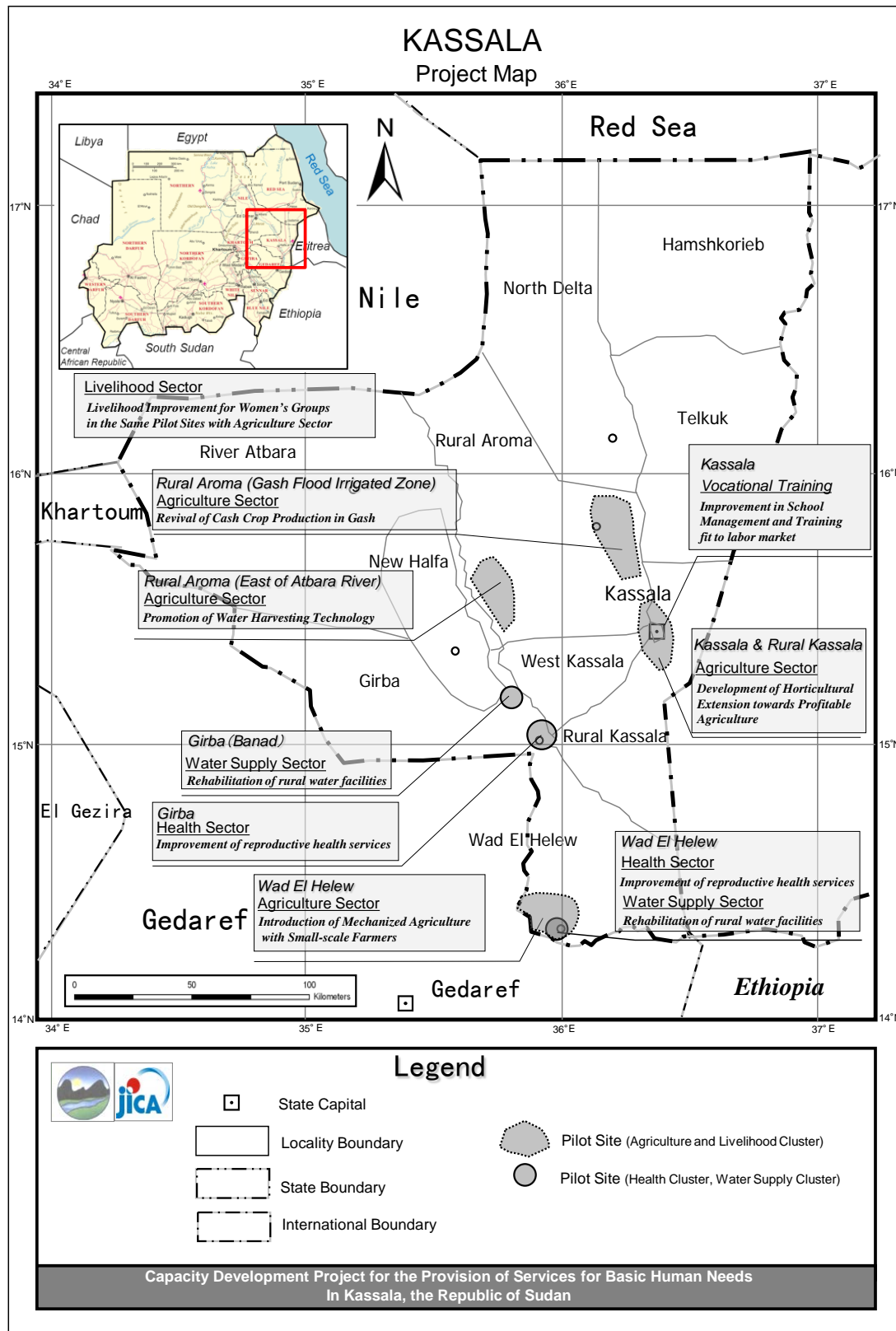
| | |
|---|-----------|
| 1. OUTLINE OF THE VOCATIONAL TRAINING CLUSTER | 1 |
| 1.1 BACKGROUND OF THE VOCATIONAL TRAINING CLUSTER | 1 |
| 1.2 OBJECTIVES OF THE VOCATIONAL TRAINING CLUSTER (PROJECT PURPOSE AND OUTPUTS) | 1 |
| 1.3 TARGET PEOPLE AND TARGET AREAS IN THE VOCATIONAL TRAINING CLUSTER | 1 |
| 1.4 SUDANESE COUNTERPARTS FOR THE VOCATIONAL TRAINING CLUSTER | 1 |
| 1.5 ORGANIZATION FOR IMPLEMENTATION OF THE VOCATIONAL TRAINING CLUSTER | 2 |
| 2. BASIC PRINCIPLES TO IMPLEMENT THE VOCATIONAL TRAINING CLUSTER | 5 |
| 2.1 BASIC PRINCIPLES OF THE VOCATIONAL TRAINING CLUSTER | 5 |
| 2.2 ADMINISTRATIVE PRINCIPLES TO IMPLEMENT THE VOCATIONAL TRAINING CLUSTER | 5 |
| 2.3 KEY POINTS FOR IMPLEMENTATION OF THE VOCATIONAL TRAINING CLUSTER | 5 |
| 3. ACHIEVEMENTS OF THE ACTIVITIES IN THE VOCATIONAL TRAINING CLUSTER | 7 |
| 3.1 FLOW OF ACTIVITIES IN THE VOCATIONAL TRAINING CLUSTER | 7 |
| 3.2 SUMMARY OF ACTIVITIES IN THE VOCATIONAL TRAINING CLUSTER | 8 |
| 3.3 ACTIVITIES IMPLEMENTED IN THE VOCATIONAL TRAINING CLUSTER | 12 |
| 3.4 RESPONSE TO THE RECOMMENDATIONS MADE BY THE TERMINAL EVALUATION | 21 |
| 3.5 ACHIEVEMENTS OF THE PROJECT PURPOSE AND OUTPUTS IN THE VOCATIONAL TRAINING CLUSTER | 22 |
| 3.6 COORDINATION WITH OTHER DONORS IN THE VOCATIONAL TRAINING CLUSTER | 24 |
| 4. RECORD OF TRAINING IN JAPAN AND THIRD COUNTRY, EQUIPMENT PROCUREMENT, AND FACILITY BUILDING | 27 |
| 4.1 TRAINING IN JAPAN | 27 |

| | |
|---|-----------|
| 4.2 TRAINING IN THIRD COUNTRY..... | 27 |
| 4.3 EQUIPMENT PROCUREMENT IN VOCATIONAL TRAINING CLUSTER..... | 28 |
| 4.4 FACILITY BUILDING | 28 |
| 5 . RECOMMENDATION | 31 |

Appendix:

Appendix 1. Project Design Matrix Ver.4

Map of the Project Pilot Area (Location of State of Kassala)



List of Abbreviations

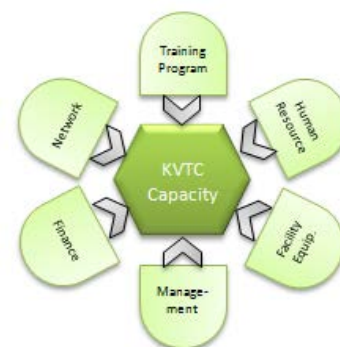
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|----------|--|
| 5S | Seiri, Seiton, Seisou, Seiketsu, Shitsuke (Sort, Set in Order, Shine, Standardize, Sustain) |
| CDF | Child Development Foundation |
| C/P | Counterpart |
| CIAST | Centre for Instructor & Advanced Skill Training |
| CUDBAS | Curriculum Developing Based on Ability Structure |
| DG | Director General |
| DPD | Directorate of Planning and Development |
| EFI | Electronic Fuel Injection |
| EU | European Union |
| GOS | Government of Sudan |
| HOS | Head of Sections |
| IDP | Internally Displaced Person |
| IKBNCB | Institut Kemahiran Belia Negara Chembong (National Youth Skill Training Institute Chembong) |
| IPT | In-Plant Training |
| JCC | Joint Coordination Committee |
| JICA | Japan International Cooperation Agency |
| K-SCVTA | Kassala State Council for Vocational Training and Apprenticeship |
| K-TOP | Kassala Take Off Project |
| KSIU | Kassala Small Industrial Union |
| KVTC | Kassala Vocational Training Center |
| M/M | Minutes of Meeting |
| NGO | Non-Governmental Organization |
| ODA | Official Development Assistance |
| OJT | On-the-Job Training |
| PDM | Project Design Matrix |
| PO | Plan of Operation |
| R/D | Record of Discussion |
| SCVTA | Supreme Council for Vocational Training and Apprenticeship |
| SMoF | State Ministry of Finance, Economy and Labor Force |
| SMoAFIAF | State Ministry of Agriculture, Forestry, Irrigation, Animal Resources and Fishery |
| SSC | Sudan Sugar Company |
| SPIC | Strategic Plan Implementation Committee |
| TICA | Turkish International Cooperation Administration |
| TOT | Training of Trainers |
| TQM | Total Quality Management |
| TSI | Transitional Solutions Initiative |
| TTEA | Technology Transfer and Extension Administration (State Ministry of Agriculture) |
| TVET | Technical Vocational Education and Training |
| UNDP | United Nations Development Programme |
| UNHCR | United Nations High Commissioner for Refugees |
| UNICEF | United Nations Children's Fund |
| UNIDO | United Nations Industrial Development Organization |
| VT | Vocational Training |
| VTC | Vocational Training Center |

Vocational Training Cluster Highlights

Cluster Purpose

Capacity of KVTC as public institute of Kassala state will be improved in providing vocational training that aims to train diverse and effective workforce for the economic growth and stability of Kassala state

Kassala Vocational Training Center (KVTC) locates in Kassala City having six long-term training courses of three years. It is the only public vocational training center in Kassala State. The roles of KVTC are very important. It is expected to contribute to the regional development by producing quality technicians, supporting employment, providing in-service training and women's support, etc. However, most of the KVTC staff do not have opportunities to refresh their technical skills. Furthermore, the curriculum has not been revised ever since 1970s, which was developed by the federal government. In the end, there is a huge gap between the skill needs and training contents. In order to improve the situations, the support is needed both for technical and administrative sides.



| Category | Issue to be solved | Major activity and output |
|---------------------|---|--|
| Training Program | <ul style="list-style-type: none"> Some training courses are not relevant to the local needs due to the old curriculum developed in 1970s by the federal government. | <ul style="list-style-type: none"> As a result of needs survey, agriculture machine maintenance is identified as the highest priority in the training needs. The curriculum of agriculture machine course was developed using CUDBAS method. Then KVTC started implementing the course. |
| Human Resource | <ul style="list-style-type: none"> Capacity development training is rarely conducted. | <ul style="list-style-type: none"> Technical skills, pedagogy, and facility management are improved through the combination of OJT, training in Japan and third countries. The staff members who have received the training organize seminars/workshops for disseminating to other KVTC staff. |
| Facility/ Equipment | <ul style="list-style-type: none"> Effective training is not conducted because of the small facility and insufficient equipment compared with the number of trainees. | <ul style="list-style-type: none"> The facility environment is prepared with the buildings of a lecture hall, food processing, and dormitory. Equipment provision enables to conduct practical training. Maintenance Unit is established to centralize the equipment management. 5S activities are put in place. Trainings can be conducted in well-managed workshop. |
| Management | <ul style="list-style-type: none"> No medium or long term plan Management work was heavily concentrated on the Director | <ul style="list-style-type: none"> Formulation of the strategic plan makes all staff share a common objective. Higher concentration to the Director was resolved by setting up SPIC (Strategic Plan Implementation Committee) and appointing persons in charge of each strategic purpose. |
| Finance | <ul style="list-style-type: none"> An annual report is not compiled. So the necessary activities and budget demands are not captured. Chronic budget shortage Income generation activities are not conducted | <ul style="list-style-type: none"> Training record format is developed. Based on the record, an annual activity report was compiled. In the meeting at SMoF, the idea of budget request based on the activity was accepted. Income is generated through the introduction of short training courses. |
| Network | <ul style="list-style-type: none"> Relation with the industry sector of Kassala is not formulated. Relation with the relevant public organization is not strong No public relation activities are conducted. | <ul style="list-style-type: none"> Strong relation is established with SSC, which is the largest company in Kassala State, in various ways such as identification of training needs, IPT, donation of second-hand equipment to KVTC for training purpose. Trainings are conducted upon request by organizations. KVTC PR video was made and showed in 5 primary schools. Newsletter is distributed to the stakeholders. |

Vocational Training Cluster Highlight 1
KVTC Strategic Plan enhances staff motivation to their work.

(1) Background

KVTC staff did not participate in the management while the director alone had the entire responsibility. Also, KVTC did not have its strategic plan, and so the staff was not sharing a common purpose of their work. This situation made the staff have little sense of responsibility. As a result, KVTC was not fulfilling its role as a public vocational training center in the region.

(2) Activities

- First Year: Workshop for developing KVTC Strategic Plan
- Second Year: Formulation of KVTC Strategic Plan and establishment of Strategic Plan Implementation Committee (SPIC)
- Third Year: Carrying out the Strategic Plan led by SPIC



Electricity Week by Trainees

(3) Outputs

- The stakeholders are aware of the KVTC Strategic Plan, and this situation contributed to drawing attention of the stakeholders such as SMOF toward KVTC's activity.
- All the KVTC staff became able to work with the common purpose to be achieved.
- The priority issues can be shared among the staff by checking the progress of the strategic plan periodically through SPIC meetings and reviews
- The ownership of the staff toward their work is enhanced by participating in the KVTC management

(4) Approaches adopted

- The project invited the stakeholders as many as possible to the workshop so that they could participate in formulating the strategic plan. Through this workshop, not only KVTC staff but also other stakeholders could share the sense of ownership to the KVTC Strategic Plan. Also, the five strategic goals were set in a detailed description so that everyone can understand them.
- KVTC established SPIC and appointed responsible persons on each strategic goal. SPIC meeting is held every week where each person in charge reports the progress. It made possible for the staff to share the KVTC situation. Also, the sense of responsibility of the staff was enhanced through participating in the management.



(5) Way forwards and recommendations to the counterparts

- Maintaining and activating SPIC: KVTC maintains the SPIC system for continuous implementation. Also, KVTC activates SPIC more and try to be a model of other VTCs in Sudan.
- Formulation of the next term strategic plan: The strategic plan formulated by the project support targets up to 2014. Reviewing the output of the current plan, KVTC formulates its evolving strategic plan for the next term.

Vocational Training Cluster Highlight 2
New training course has been developed relevant to the regional industry needs.

(1) Background

Large scale agriculture is popular in Kassala State on the vast and flat land. A lot of farmers use agriculture machines, and so the needs of maintenance of those machines are high. However, there was no training institute, even technical high school, which provides trainings on agriculture machine maintenance. Farmers had to rely on only the sales shops even for simple maintenance or repair. KVTC did not have agriculture machine course and could not fulfill the regional needs.



(2) Activities

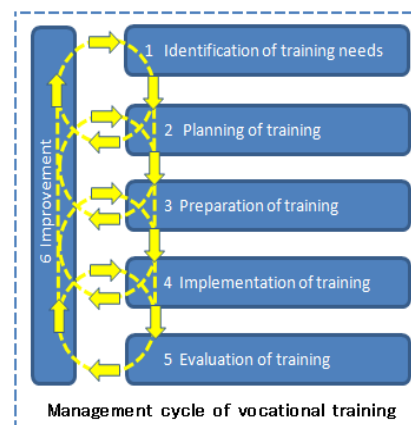
- First Year: Needs survey in the labor market
- Second Year: Development of the curriculum of agriculture machine course based on the needs survey result, together with Sudan Sugar Company (SSC)
- Third Year: Opening the agriculture machine course

(3) Outputs

- As a result of the needs survey, maintenance of agriculture machine is identified as potential needs.
- Through the curriculum development of agriculture machine course, curriculum development method was practically transferred to the staff, and at the same time the relation with local industry was enhanced.
- The relation with the stakeholders has been enhanced such as that KVTC provided short term training to the Ministry of Agriculture for the maintenance of agriculture machine.

(4) Approaches adopted

- The project expanded the role of public vocational training center. Before starting K-TOP, the instructors' major roles are training preparation, implementation, and evaluation that correspond to 3 to 5 in the right figure. But after K-TOP started, identification of the training needs and improvement were added, corresponding to 1 and 6 in the figure (the right figure shows management cycle of vocational training explaining the work flow of the instructors and their supervisors).
- Relation to the local industry for mutual benefits has been established. The project asked SSC for cooperation and developed a new curriculum together reflecting the needs properly. Also, KVTC and SSC had established mutual benefit relationship through study visit to the factory, in-plant training, donation of second hand equipment, and short term training to SSC, etc.



(5) Way forwards and recommendations to the counterparts

- As a public vocational center benefiting to the local industry;
- KVTC expands activities to identify the industry needs.
- KVTC makes an effort to strengthen the collaboration with industry so that the instructors can obtain necessary technologies through self-learning.
- KVTC becomes ready for providing training to private companies and organizations immediately upon their request.

1. Outline of the Vocational Training Cluster

1.1 Background of the Vocational Training Cluster

Until the Eastern Sudan Peace Agreement (ESPA) was signed in 2006, Eastern Sudan where Kassala State locates had experienced the conflict between Eastern Front and the Sudanese Government over 12 years. Along with the internally displaced people (IDP), a flood of refugees from Eritrea also affected the development in Kassala State.

Kassala Vocational Training Centre (KVTC) was established in 1993 as “Craftsman Training Centre” under State Ministry of Youth and Training. In 2001, the Centre was transferred to State Ministry of Finance, Economy and Labour Force (SMoF) and renamed as KVTC. KVTC locates in downtown of Kassala city and provides mainly three-year apprenticeship diploma courses in 6 trades. KVTC is the only public vocational training center in Kassala State, and thus its expected roles to perform is crucial: training of good technicians, employment support, training of the workers and supporting women to acquire skills.

However, the staff of KVTC is mostly graduates of vocational training, and they have not had an opportunity of upgrading their skills since they started working for KVTC. There is also a large gap between the training contents and the actual skills needed for the real business world, due to the unrevised curriculum set by the federal government in 1970s. Apart from the challenges related to the training contents, ineffective and inefficient management of the KVTC is affecting smooth operation of the courses. To address these issues, the vocational training cluster supported KVTC in both technical and management side.

1.2 Objectives of the Vocational Training Cluster (Project Purpose and Outputs)

The project purpose of this cluster is “Capacity of KVTC as public institute of Kassala state will be improved in providing vocational training that aims to train diverse and effective workforce for the economic growth and stability of Kassala state”. The following six outputs are set to achieve the project purpose.

Outputs:

- Quality training responding local needs is implemented
- Performance of KVTC staff is highly improved
- Training facilities and equipment are improved
- Effective management system is established
- Revenue is increased
- Partnership between KVTC and its stakeholders are improved.

1.3 Target People and Target Areas in the Vocational Training Cluster

The Project targets whole Kassala State (population: 1.8 million approx.). The vocational training cluster in particular identified KVTC as its counterpart organization and carried out the technical transfer to the managerial and technical staff.

1.4 Sudanese Counterparts for the Vocational Training Cluster

While KVTC is an institution under direct control of the SMoF, it is being managed according to the regulation defined by Supreme Council for Vocational Training and Apprenticeship (SCVTA) which is under the Ministry of Human Resource Development and Labour at the federal level. Therefore, it was important in this project to establish good relations with these two umbrella organizations (SMoF and SCVTA).

1.5 Organization for Implementation of the Vocational Training Cluster

(1) Joint Implementation Team

This is a multi-sector project having more than one agency of Kassala State Government as counterparts. In order to facilitate the capacity development of the Sudanese counterparts, the Project needed to be implemented jointly by the counterparts and JICA experts. Figure 2.1 shows the Joint Implementation Team between the Sudanese counterparts and JICA experts in five clusters, who plan, implement, monitor and evaluate the Project, based on the Sudanese counterparts' initiative and ownership.

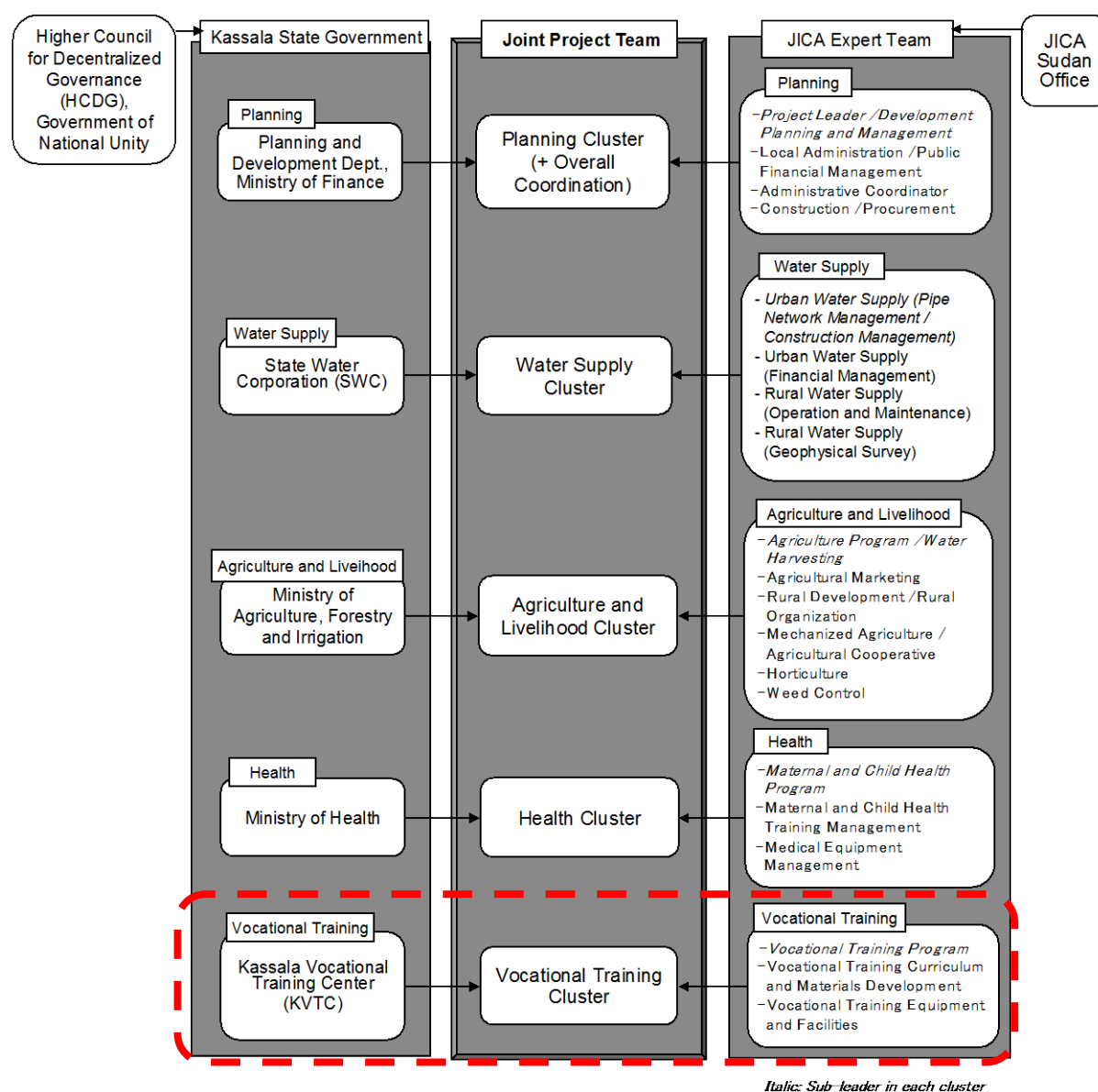


Figure 1.1 : Joint Implementation Team for the Project
(Dot line shows the correspondent part of VT Cluster)

In the Vocational Training Cluster, the joint implementation team was formed with the Japanese experts and the members of Strategic Plan Implementation Committee (SPIC) including Director and Deputy Director of KVTC which was the C/P of the cluster. The KVTC Strategic Plan has five strategic goals, and the five SPIC members were allocated as persons in charge of each goal. Also, the outputs 1 to 5 of the project correspond to the strategic goals 1 to 5. The SPIC members are shown in the table 1.1 below.

Table 1.1: Members of Strategic Plan Implementation Committee (SPIC)

| Strategic Goal (SG) | Person in Charge | Title |
|-----------------------------|------------------|-------------------------------|
| SG1: Training Program | Mr. Alharith | Deputy Director |
| SG2: Human Resource | Mr. Emad | Head of Machine Shop Section |
| SG3: Facility and Equipment | Mr. Adil | Instructor of Auto-mechanic |
| SG4: Management | Mr. Baha Aldin | Head of Auto-electric Section |
| SG5: Finance | Mr. Mustafa | Head of Diesel Engine Section |

The member in charge of SG4 changed from Mr. Ismail in March 2013.

(2) Regular Meetings

Since the Project covers five clusters and operates from five different offices, it is important for the Project to have a good coordination among five clusters to have synergy effects among clusters. So the regular meetings, in which all counterparts from five clusters participate, were organized to facilitate the joint monitoring of the Project and exchange of ideas to promote collaboration among various clusters. The joint field visits or other joint events by all five clusters were organized.

In the Vocational Training Cluster, SPIC Meeting has been regularly held on every Sunday where each person in charge shared the progress and decided the way forward.

(3) Joint Coordinating Committee (JCC)

At the Kassala State level, Joint Coordinating Committee (JCC) was organized to coordinate and made necessary decisions on the Project. The major roles of JCC are as follows:

- 1) To discuss and approve the annual work plan and the report of the Project
- 2) To understand the progress of the Project based on the Joint Implementation Team's reports, and make necessary actions to solve problems, if any (JCC will also discuss the possible change of the work plan and revision of the PDM of the Project.)
- 3) To share the achievements of and lessons from the Project and arrange activities to disseminate them to the whole Kassala state
- 4) To coordinate the Kassala State Government to secure the local component budget for the Project and arrange timely disbursement of it to the counterparts

Members of JCC are shown in Table 1.2, which are the same as in the Preparation Phase of the Project. JCC meetings were organized two or three times a year when the Project submits the report. The JCC meetings held to date are summarized in Table 1.3.

Table 1.2: Members of Joint Coordinating Committee (JCC)

| Chairperson of JCC | | Director General (DG), State Ministry of Finance (SMoF), Kassala |
|--------------------|--------------------------|--|
| Members of JCC | Kassala State Government | <ul style="list-style-type: none"> - Director, Directorate of Planning and Development (DPD), SMoF - Representative(s) of State Ministry of Health - Representative(s) of State Ministry of Agriculture, Forestry and Irrigation (SMoAFI) - Representative(s) of Kassala Vocational Training Center (KVTC) - Representative(s) of State Water Corporation (SWC) - Others appointed by SMoF |
| | Federal Government | <ul style="list-style-type: none"> - Representative(s) of Ministry of International Cooperation (MIC) - Representative(s) of Ministry of Finance and National Economy (MoFNE) - Representative(s) of Higher Council for Decentralized Governance (HCDG) |
| | Japanese | - JICA Experts of the Project |

| | | |
|--|---------|---|
| | Members | <ul style="list-style-type: none"> - Representative(s) of JICA Sudan Office - Others appointed by JICA Sudan Office |
|--|---------|---|

Table 1.3 : JCC meetings during the implementation phase of the Project

| Project Year | JCC | Date | Main issues |
|------------------------------|----------|--------------------|---|
| First Project Year | 1st JCC | June 5, 2011 | Discussion of the work plan for the 1 st project year |
| | 2nd JCC | November 3, 2011 | Discussion on the progress of the Project based on the draft Progress Report No.1 |
| | 3rd JCC | March 6, 2012 | Discussion of the progress in the 1 st project year based on the draft Progress Report No.2 |
| 2 nd Project Year | 4th JCC | June 26, 2012 | Discussion of the work plan for the 2 nd project year |
| | 5th JCC | December 20, 2012 | Discussion of the results of Mid-Term Review |
| | 6th JCC | March 14, 2013 | Discussion of the progress in the first half of the 2 nd project year based on the draft Progress Report No.3, and report of Mid-Term Review to the Federal Government |
| | 7th JCC | July 3, 2013 | Discussion of the progress of in the second half of the 2 nd project year based on the draft Progress Report No.4 |
| 3 rd Project Year | 8th JCC | September 29, 2013 | Report of activities until 2 nd project year and discussion of the work plan for the 3 rd project year |
| | 9th JCC | January 20, 2014 | Discussion of the results of Terminal Evaluation |
| | 10th JCC | April 28, 2014 | Discussion of the outputs of K-TOP based on the draft Progress Report No.5 |

2. Basic Principles to Implement the Vocational Training Cluster

2.1 Basic Principles of the Vocational Training Cluster

The following basic principles were emphasized during implementation of the Project as a common strategy among all JICA experts.

- Respect and foster Kassala State Government's ownership and initiatives for the Project
- Bring visible impacts of the Project at the early stage of the Project, so that the local population can enjoy the "fruits of the peace"
- Improve the counterparts' primary works through the Project, so that they can use their improved capacity sustainably and self-reliantly in their work

Especially regarding the improvement of "counterparts' primary works", the VT cluster team kept the following principles throughout the project period.

- Strengthen the capacity of KVTC instructors training by Japanese Expert and the third country trainings (Training of Trainers, TOT).
- Plan and Conduct short courses by KVTC based on the needs of socially vulnerable people including young residents and women
- Strengthen the capacity of KVTC managerial staff through On the Job Trainings (OJT), training in Japan and third country trainings.

2.2 Administrative Principles to Implement the Vocational Training Cluster

This project had the following two principles as operational strategy.

- Strengthen communication among the Project team members to generate a synergy effect among sectors
- Implement the Project keeping in close contact with JICA Headquarters and JICA Sudan Office for a smooth and effective operation

2.3 Key Points for Implementation of the Vocational Training Cluster

a) Key points for project implementation in Kassala State

Eastern Sudan, where Kassala state locates is facing serious backwardness in education. Literacy rate of both male and female citizens is the lowest in the country, and especially female participation in education and economic activities are also the lowest in the entire Sudan¹. It is, therefore, important to consider such social situation and slowly expand the activities that can be accepted by the society. For example, the courses targeting women should start with non-radical topics such as tailoring and food processing that can attract female interest, in general.

b) Cooperation with the other JICA Projects,

In Sudan, three JICA projects under technical cooperation scheme were being implemented in parallel at the inauguration of this Project. The Project for Strengthening Vocational Training in Sudan, which operates in Khartoum, works for the capacity development of SCVTA. It was expected to improve the vocational training centers in the nation by this project. The other project, the Project on Human Resource Development for Darfur and the Three Protocol Area, works for the provision of short term vocational training, and it focuses more on the reconstruction in the conflict affected area.

This Kassala project considers KVTC as a pilot VTC for both vocational training quality and its

¹ Sudan National Baseline Household Survey, Sudan Central Bureau of Statistics (2009)

management, and tried to find out lessons learned as “Kassala Model” through the project activities and to share with SCVTA who were concerned to improve VTCs. In view of improvement of vocational training in Sudan, it was necessary to have more collaboration with the Project for Strengthening Vocational Training in Sudan, so that the state level experience such as KVTC could be effectively utilized for better service delivery at the central level. The Project team shared information with the other vocational training projects, seeking for the maximum synergy effects.

c) Collaboration with the other donors

Social instability remained in the Kassala State due to the past conflict with the Eastern Front, as well as influx of refugees from the borders of Eritrea and Ethiopia. This situation called many international donors who work for sustainable social stability. Many of these donors also targeted enhancement of the field of vocational training. The project team therefore sought for the area of collaboration with the coordination for avoiding duplication, so as to maximize the improvement of the vocational training in general in Kassala.

3. Achievements of the Activities in the Vocational Training Cluster

3.1 Flow of Activities in the Vocational Training Cluster

Below indicates the work flow of the project

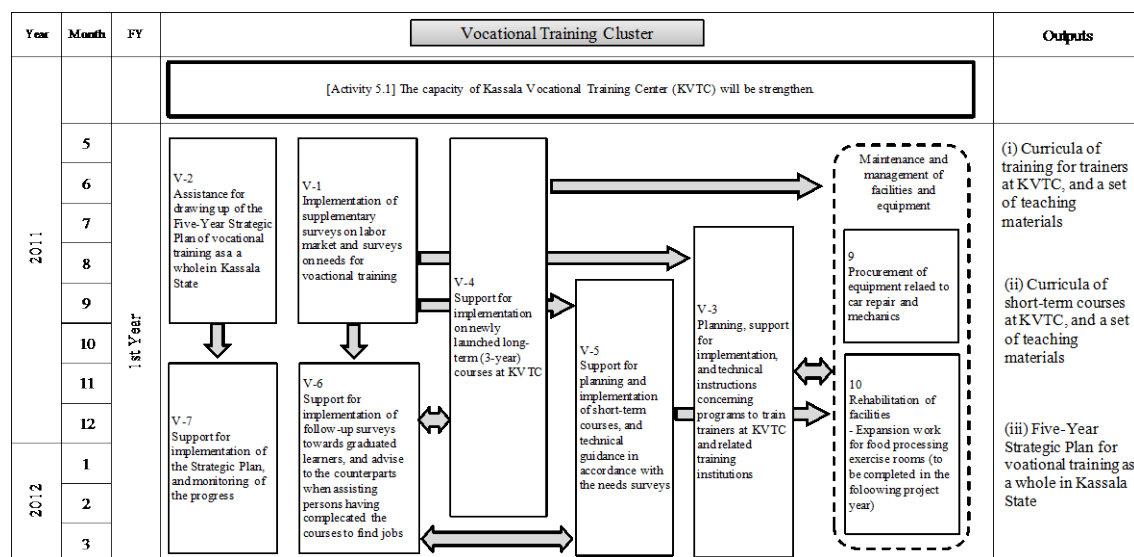


Figure 3.1: Work Flow (1st Year)

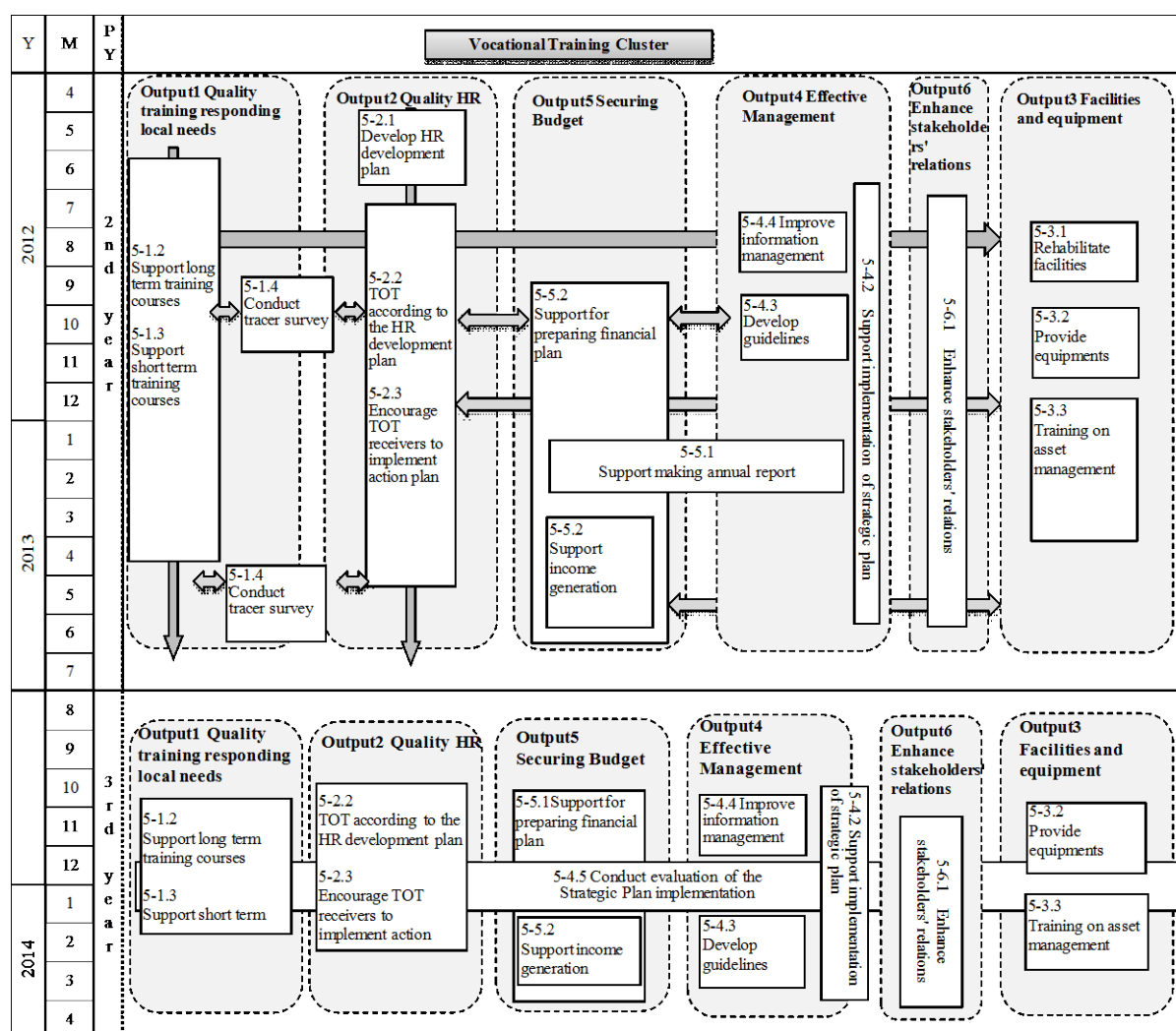


Figure 3.2: Work Flow (2nd and 3rd Year)

3.2 Summary of Activities in the Vocational Training Cluster

The progress and achievements of each Output and Activity based on the PDM ver.4 is summarized in the table below. The indicators of each output are shown in the table 9 and 10.

Table 3.1: Achievements of Outputs and Activities

| Output/Activity | Summary of Status |
|--|--|
| Output 1 Quality training programme responding local needs is implemented | <ul style="list-style-type: none"> KVTC Training and Operational Guideline was developed in July 2012. Skills development has been conducted for preparation of training materials (lesson plan² and job sheet³) development for both long and short training courses. |
| Activity 1.1 Conduct a needs assessment for vocational training | <ul style="list-style-type: none"> Survey was conducted from May 2011 to January 2012 |

² Lesson plan is a lecture planning for 1 to 2 hours class that has 4 components: Introduction part for explaining the class purpose and motivation, Main part for lecturing and guidance, evaluation for confirmation of the trainees understanding and additional explanation and Q&A and summary of the lesson.

³ Job sheet is prepared for practical instruction. It shows the key points for each process of the practical work, such as necessary tools and know-how, so that the training contents and quality can be constant

| | |
|---|--|
| Activity 1.2 Support long-term (3-year) training courses of KVTC. | <ul style="list-style-type: none"> • Promoted of utilization of lesson plan • Curriculum of agriculture machine course was developed in based on the needs identified through the needs survey mentioned in 1.1 above. • In-plant training guideline is completed. Trial use of the monitoring sheet was done. In-plant training of 2013 is conducted according to the guideline. • A mock-exam before the official exam was conducted in January 2013 • SSC donated equipment for the agriculture machine course to KVTC. • Follow up survey was conducted to the IPT trainees. • KVTC promotion video was shown in the primary schools for acquiring qualified trainees. • Practical exam using equipment was conducted. • "Electric Connection Week" was conducted as a part of the training by trainees of General Electric Course |
| Activity 1.3 Support short-term courses newly introduced to KVTC | <ul style="list-style-type: none"> • Women's short courses (such as tailoring) and computer courses have been implemented. Women's food processing course is under preparation (the building construction is completed). • Short training for Sudan Sugar Company (SSC) employees was conducted • Training-method training was done for neighboring training institutions. • CUDBAS workshop for companies was conducted. • Coaching skills training toward midwife was conducted in collaboration with the health cluster • Evening course for auto maintenance was conducted • Short term training on water pump was and diesel engine was conducted under the contract with UNIDO livelihood improvement project. • Short term training was conducted under the contract with CDF (Child Development Foundation) • Short term training for Agriculture and water supply cluster was conducted. |
| Activity 1.4 Conduct tracer survey of KVTC graduates | <ul style="list-style-type: none"> • In January 2012, 100 graduates of different batches were interviewed to know whereabouts of the graduates. • Tracer survey toward June 2011 graduate and June 2012 ones were conducted • Company list was compiled in collaboration with UNHCR in English and Arabic. It is updated accordingly. |
| Output 2 Performance of KVTC staff is highly improved | <ul style="list-style-type: none"> • Human resource development in terms of institution management skills and specific technical skills have been implemented through various training opportunities such as OJT, training in Japan and the third country |
| Activity 2.1 Develop KVTC human resources development plan | <ul style="list-style-type: none"> • HR development plan was developed and shared among the head of section meeting members. • Job description and staff information sheet were prepared. These are used for best allocation of the staff and career development consultation. • Deputy Director for Administration is conducting interviews to all staff for checking recognition of the job description. • Deputy Director for Training Program and two members of maintenance unit participated in Kaizen Workshop conducted by Planning Cluster |
| Activity 2.2 Conduct KVTC staff training including TOT for instructors based on KVTC HRD plan. | <ul style="list-style-type: none"> • Administration and management section OJT • Job sheet preparation and CUDBAS method OJT/TOT training • Development of agricultural machine course using CUDBAS method, as OJT for the trainers • Director and Deputy Director participated in institution management training in Japan in 2012 and 2011 respectively • Third country training in Malaysia (total 9 participated during 1st, 2nd and 3rd project years) • The project team supported implantation of the follow-up workshop on the training in Japan in February 2013 • TOT on the topic of measurement and how to make job sheet was conducted by the trainers who received training in Malaysia to the instructor assistants of KVTC |

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| | <ul style="list-style-type: none"> • TOT was conducted to the instructors of General Electric, Auto Electric, Auto Mechanic, and Agriculture Machine Sections on hydraulic system etc. • TOT on hand-made finishing was conducted to the instructors of General Electric, Welding, and Machine Shop Sections. • TOT was conducted to the head of PC Section in Khartoum State VTC. • Curriculum development workshop and pedagogy training were conducted to Women's Section instructors. • Kaizen Workshop was conducted for administration. Three staff members of KVTC participated in Kaizen workshop by Planning Cluster. Also Kaizen seminar was conducted in KVTC among all staff. • Annual activity schedule was developed for the Trainees Affair Section. |
| Activity 2.3 Support implementation of action plans prepared by participants of TOT | <ul style="list-style-type: none"> • Dissemination of the training contents was encouraged such as TOT among KVTC staff by the participants of outside trainings. • Supported preparation of reporting session on the training contents by the training participants. |
| Output 3 Training facilities and equipment are improved | <ul style="list-style-type: none"> • The facility extension and equipment provision made KVTC's training environment more effective and efficient. |
| Activity 3.1 Rehabilitate KVTC training facility | <ul style="list-style-type: none"> • Food processing and lecture building construction have been completed. • The project expert gave advices for the dormitory construction (Glass Root Grant Aid) • Electric Connection Week was conducted by the trainees of General Electric Section. The electric facilities of KVTC were repaired. • Trainees of Welding Section improved the KVTC facilities such as repairing the roof of auto-mechanic section and making dust bins) |
| Activity 3.2 Supply training equipment | <ul style="list-style-type: none"> • The procurement has been completed based on the list of equipment requested by each section. • UNIDO offered KVTC for equipment donation. The list of necessary equipment has been submitted to UNIDO with priority. KVTC is waiting for UNIDO's response. |
| Activity 3.3 Conduct training to KVTC staff on asset management | <ul style="list-style-type: none"> • Maintenance unit is established to centralize equipment management • Computer user regulation in Arabic language is completed. • KVTC Cleaning Day, last Thursdays of the month, is introduced. Staff and trainees clean all KVTC premises. • Updating procedure of the inventory list is set. • 5S seminar was conducted by the maintenance unit. 5S activities started. • The procedure of carrying out and in from/to the storehouse is clarified (submission of request letter, approval etc.) • The equipment procurement was taken as a material in Kaizen workshop and an action plan was made. |
| Output 4 Effective management system is established | <ul style="list-style-type: none"> • Head of Section meeting and SPIC meeting has been regularly conducted • Systematic and effective meeting style has been introduced (meeting agenda, meeting time, etc.) • Meeting minutes form was introduced (started in use from October 2012) |
| Activity 4.1 Develop KVTC mid-term strategic plan | <ul style="list-style-type: none"> • KVTC Strategic Plan 2012-2014 has been developed and validated by the SMoF |
| Activity 4.2 Support implementation of KVTC strategic plan | <ul style="list-style-type: none"> • Strategic Plan Implementation Committee (SPIC) is established • SPIC meeting has been conducted consecutively (every Sunday) • Monitoring and evaluation method was introduced to Deputy Director and an instructor through the self-evaluation workshop in August and September 2012 • Strategic Plan introduction meeting was held on 14 October 2012 toward the whole staff of KVTC • Mid-term evaluation result was reported to SMoF. |
| Activity 4.3 Support development of | <ul style="list-style-type: none"> • Training and Operational Guideline has been developed. Internal workshop for the introduction of Training and Operational Guideline was conducted |

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| guidelines | <ul style="list-style-type: none"> • In-plant-training guideline was developed. • Arabic version of computer user regulation was developed. |
| Activity 4.4 Improve information management system | <ul style="list-style-type: none"> • Various information management formats were introduced (Trainees' log book, Trainees ID card, Staff Information Sheet, Job Description etc) • Weekly meeting has been conducted, and systematic meeting style is introduced: preparation of agenda beforehand and meeting minutes format and meeting minutes keeping • Trainees' log book preparation training for excel usage was done. • The tracer survey result is analyzed. • The formats of training record and attendance record was explained and promoted for use. • Quarterly recording format was introduced. |
| Activity 4.5 Hold an evaluation for the progress of strategic plan in 2014 | <ul style="list-style-type: none"> • Evaluation report for the strategic plan was compiled with SPIC members. • The evaluation result was shared among the KVTC staff. |
| Output 5 Necessary amount of budget is secured for managing KVTC | <ul style="list-style-type: none"> • Short term courses are contributing to the income generation. • Relationship with the SMoF has been enhanced (a part of KVTC Strategic Plan). |
| Activity 5.1 Support making annual report | <ul style="list-style-type: none"> • Project supported KVTC staff to record activities such as short training courses. • The contents were identified for the annual report. • The formats of training record and attendance record was explained and promoted for use. • Quarterly recording format was introduced for making an annual report. The format was approved in SPIC and Head of Section (HOS) meeting. • KVTC Annual Activity Report 2013 was formulated. • The operation budget for KVTC was increased from SDG3,000 to SDG6,000 due to the new dormitory and lecture building. |
| Activity 5.2 Support for preparing financial plan | <ul style="list-style-type: none"> • The DG of SMoF accepted the idea of budget approval based on the strategic plan implementation and annual plan (October 2012). • The result of SPIC med-term review was reported to the Director of SMoF. |
| Activity 5.3 Support income generation activities | <ul style="list-style-type: none"> • Legislative council approved the proposal of short term course fee operated by KVTC. • Short term courses are contributing to the income generation. (UNIDO, CDF etc.) • The income generation and income utilization by KVTC's own discretion was proposed to the Director of SMoF. |
| Output 6 Partnership between KVTC and its stakeholders (SCVTA, K-SCVTA, industrial sector, union/cooperatives, donor/NGO, educational institutions, etc.) is improved. | <p>[Company]</p> <ul style="list-style-type: none"> • Enhancement of relationship between Kassala industries and KVTC through activities such as labor market survey • Build-up strong relationship with Sudan Sugar Company (SSC) through various activities/ Training for the workers, collaboration for curriculum development, trainees' company visit • Evening course for members of small industries in Kassala • Training for the workers of Kenana Sugar Company (December 2012) • Study visit to the workshops of major companies in Sudan was done. <p>[UN]</p> <ul style="list-style-type: none"> • TOT was conducted based on the request form UNHCR • Made presentation on the KVTC's activity for industry-KVTC relationship at the Labour Market Assessment Workshop organized by UNHCR and UNDP under TSI (Transition Solution Initiative) in September 2012 • Discussed on the potential of collaborative short courses with UNHCR and UNIDO in October 2012 |

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| <p>Activity 6.1 Enhance relations between KVTC and its stakeholders</p> | <ul style="list-style-type: none"> • Discussed with TSI Joint Program of UNDP and UNHCR on the area of vocational training as the TSI Joint Program team start its tangible activities, from January 2013 • Discussed with TSI team for Vocational Training Assessment and establishment of the TVET Forum in Kassala State. (May 2013) • Implementing a short-term training requested by UNIDO project team. The list of necessary equipment was submitted to UNIDO upon their offer of donation. <p>[Public Organization]</p> <ul style="list-style-type: none"> • Strengthening relationship with the SCVTA • SPIC activity was introduced to SMoF in October 2012 • Suggested the possible concept of K-SCVTA and TVET Forum to SMoF in November 2012 • The Seminar on crane operation and maintenance was conducted in collaboration with SWC. (March 2013) • Possibility of TOT at Turkish TOT Center (supported by TIKa) was discussed. • Public lecture was conducted by Director of Industry Department from the State Ministry of Investment and Tourism (March 2013, Title: The Importance and Approach of Vocational Training Institutions and Industries Relationship) • Practical training for the students of University of Kassala from August to September 2012 • KVTC provided training for the C/P of Water and Agriculture clusters. <p>[Public Relations]</p> <ul style="list-style-type: none"> • Promotion video was made and shown in the primary schools. • KVTC news letter was issued/ • KVTC logo and its pamphlet were made. • KVTC received the press tour conducted by Embassy of Japan and JICA. <p>Support to KVTC by K-TOP was introduced to the medias of Khartoum.</p> <p>[Common]</p> <ul style="list-style-type: none"> • The project team supported National Workshop on Youth Employment and Revitalization of Vocational Training in Sudan <ul style="list-style-type: none"> Introduction of KVTC activities Report of collaboration between SSC and KVTC Presentation by KSIU on possible collaboration with KVTC Enhancement of relationship with SCVTA through the support of the workshop |
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3.3 Activities Implemented in the Vocational Training Cluster

The activities implemented in the cluster are described as follows.

Output 1: Quality training programme responding local needs is implemented.

(Activity 1.1) Conduct a needs assessment for vocational training

In order to identify the employment needs of the private companies, the needs assessment was conducted by the section heads of KVTC under the supervision of JICA experts during July to December 2011 with the questionnaire that has had been developed for this assessment.

The assessment targeted 560 persons including employers, in-service workers, job-seekers, students and teachers of primary and secondary education, and KVTC graduates, and 99% of them (555 persons) responded. The analysis result was compiled as “Labor Market and Vocational Training Needs Survey January 2012”. The major findings are as follows.

- Most of the companies employ less than 10 employees in Kassala State.
- Sudan Sugar Company, which is the largest company in Kassala State, has a need of maintenance of agricultural machine.

- The job-seekers have high expectation to KVTC and they request for three to six month training course.

Also it was pointed out as KVTC's problems to be solved, such as poor advertisement, less practical training, insufficient career support, and low employment rate of women.

(Activity 1.2) Support long-term (3-year) training courses of KVTC

i. Agricultural Machine Course (transferring from Diesel Section)

From the needs survey conducted during the first project year, it was recognized that the demand for agricultural machine maintenance is very high. In this regard, KVTC decided to change the diesel section into agricultural machinery section and start a new course. The new course was developed based on the curriculum structure of SCVTA, which was developed in the 1970s supported by Germany. Detail content was developed using CUDBAS method, in collaboration with the Sudan Sugar Company (SSC) machine maintenance technicians. Skills required during actual maintenance work was listed exhaustively and reorganized. Based on the listed skill needs, the training content was developed. The curriculum is ready, however, there is a need for training materials for realizing the new course. It is impossible for KVTC to purchase all the machines such as heavy duty machineries under the limited condition of space and budget. The project team consulted SSC, with which KVTC has developed a trustful relationship through the provision of short skills upgrading training, for the provision of some unused machineries. As a result, SSC provided KVTC with some hydraulic system machine parts such as pump, control valve, cylinder, and pipes, as well as a large diesel engine that had been removed from damaged agricultural machineries. It is also very important that trainees have a chance to touch the actual agricultural machineries. To enable this, the project team visited the extension office of the SMOAFI in the town of Kassala and requested for permission to visit their office with trainees to gain opportunity of using such machineries, and also asked for damaged tractors, if any, as a training material, which can be brought to KVTC. This method of securing effective practical materials for training through tight relationship with the industry is a good example for KVTC when such demand arises for practical training equipment and opportunities.

ii. Enhancement of the other long-term courses

All the newly enrolled trainees are registered to the basic section at KVTC. In this section, trainees acquire skills necessary for metal work such as filing, hacksaw, and technical drawing as well as theoretical knowledge of basics of engineering and mathematics. According to the standard of SCVTA, the required duration for the basic section is six months, however due to the lack of training facilities, trainees spend ten months at KVTC. Most of the dropout happens during this time, which suggested the needs for improvement of training contents. In order to ameliorate this situation, the Project Team suggested changing the training product to be a "tool", fabrication of C-clump. To prepare trainers for an implementation, they received training on how to make the C-clump, and how to teach according to the Job Sheet.

Auto-electric section and electricity sections were newly opened courses in 2012, and their training contents and equipment were not enough to conduct practical training. The HOS of Auto-electric section after coming back from training in Malaysia immediately worked on a development of the practical training equipment. He designed the equipment using panel board and second-hand parts that are inexpensive, which help trainees to practice electric wiring. Together with Japanese experts, he designed further detail and created a very effective training tool. Both sections are well equipped with English books and references, and photos and videos downloadable through internet, benefitting from their English ability. To further complement these efforts, a Japanese Overseas Cooperation Volunteer, who works in the field of electricity and electric facilities, was invited to KVTC to support preparation of Job Sheet and Evaluation Sheet for practical exam based on the prepared Job Sheet. These works were done together with the HOS and the Japanese expert.

iii. IPT Implementation Support

In Plant Training (IPT) allows trainees to gain work-place experience in the industry for about a year before graduation, to apply their skills gained at KVTC and it also helps trainees to improve their employability. It is not rare that trainees get hired at their IPT place. Despite the importance, there was no pre- or post- IPT orientation, and any feedback sessions, just go and come back. The IPT opportunity was not thoroughly utilized. To improve this situation, the Project team started to develop the IPT guideline. The guideline clarified the objective of IPT in written, including particulars on the monitoring purposes and questionnaires at three monitoring calls during IPT period, and evaluation scheme, the IPT guideline was completed in June 2013. For the year of 2013, after the completion of an examination in May, trainees are expected to look for their IPT places by themselves to start IPT from September. KVTC thus conducted an orientation on 13 June by inviting all second year trainees. In this orientation, the importance of IPT and the code of conduct as KVTC trainees were explained. Necessary documents for IPT were handed to the trainees for instruction how to use these documents. On this day, a list of companies in Kassala was also posted on the notice board, which attracted the trainees to have information of their potential training place. This orientation program was largely appreciated by the trainees. They mentioned that they felt happy to know how serious KVTC is with regard to their learning.

It is not farfetched to attribute the improvement of employment rate to these efforts. Comparing the two tracer study conducted against 2011 graduates and 2012 graduates, improvement of employment rate was observed (31%→51%).

(Activity 1.3) Planning and implementation support of short-term training

i. Activation of the regular courses

• Computer Section

Computer section training courses are regularly conducted, and it is very popular. 300 trainees per year underwent the course in 2013. The project provided training opportunity to the HOS in Khartoum to learn maintenance method of computers. This allowed PC section to offer Computer Hardware Maintenance course, in addition to the current Microsoft office software training. Computer lab was developed in the lecture building, and the training environment is largely improved. Computer section pamphlet is also developed and printed. The section is expected to expand well.

• Women Section

The women section conducted seven courses irregularly since its establishment in March 2012. Although the courses have a high reputation in general from the participants, the course cycle was not very efficient. In November 2013, the food processing building was completed thus effective utilization was expected. To respond to this situation, the project team supported to develop an annual plan of the women's section. Also, the training content that was not structured and delivered ad hoc manner was organized using CUDBAS method. This enabled the trainers to clarify the necessary skills to teach, and how to evaluate if skills are gained by the trainees. As vocational training center, women's section's work must be more attractive than other activities offered by the other institutions. They are required to generate new value for women and the society of Kassala. With a support from Japanese Overseas Cooperation Volunteers, using local product of Kassala, new food item that does not exist in the Kassala market was introduced.

An event called "Cookies Forum" was organized on 27 February 2014, where the above mentioned food items were shared to the invitees from women groups and government officials. The workshop was very animated with more than 20 participants and made considerable impact to the participants by exhibiting the KVTC's active role in generating new value in Kassala. Many inquiries are incoming to the women's section. Accelerated by newly developed women's section pamphlet, women's section is expected to be more active in near future.

ii. Other short-term training

• In-service training

Due to the high satisfaction with the training of EFI basics and hydraulic basics conducted for SSC workers by KVTC staff and Japanese experts in June 2012, an additional training was requested. In response to this request, auto-electric fault diagnose (five days, fourteen participants), and hydraulic system fault diagnose (three days, fifteen participants) were conducted in March 2013. HOS of agricultural machinery section and HOS of auto electric section played a role as trainer, and the Japanese expert supported them. Both HOS were able to give training with confidence, in consequence of previous experiences to conduct training at companies, and were able to gain trust from SSC.

There are other in-service-trainings provided in collaboration with the other K-TOP clusters. KVTC provided training on tractor fault diagnoses and light maintenance toward eleven participants from to the extension officers of the SMoAFI and tractor operators, the counterparts of K-TOP agriculture cluster, between 26 and 27 June 2013.

For water cluster counterpart, Kassala State Water Cooperation, truck-mounted crane operation training, particularly the mechanism of the truck, pre-operation check, and starting of hydraulic system were conducted, as well as maintenance of water pump.

iii. Contract base short-term courses

There have been many requests for short courses by the donors and NGOs since the project started. Particularly after 2013, number of contracted training is increasing, which could be attributed to the augmented popularity of KVTC and the trust in the training service. Interview with Child Development Foundation and UNIDO at the time of terminal evaluation revealed that they trust KVTC as a most reliable training institution in Kassala who provides good skills training and they wish to contract different trainings with KVTC in future.

Table 3.2: Record of short-term training on contract base

| Period | Contractor | Contents | No. of Trainees |
|-------------------------|------------------------------------|--|-----------------|
| 30 Nov 2011-4 Dec 2011 | UNHCR | training methodology and training material development | 7 |
| 19 Feb 2012-23 Feb 2012 | UNHCR | training evaluation methodology | 7 |
| 7 Apr 2013-17 Apr 2013 | UNIDO | Water pump maintenance | 12 |
| 11 Apr 2013-30 May 2013 | Child Development Foundation (CDF) | Welding | 120 |
| 27 Oct 2013-7 Dec 2013 | Ehsan Charity Organization | Welding, Auto-mehcanics and others | 60 |
| 17 Nov 2013-17 Jan 2014 | UNIDO | Welding, Auto-mehcanics and others | 40 |
| Nov 2013 - 40 days | TSI | Tractor repair | 67 |

Output 2: Performance of KVTC staff is highly improved

(Activity 2.1) Formulation of Human Resource Development Plan

The Human Resource Development Plan was formulated, and training was provided to KVTC staff

accordingly.

(Activity 2.2) Implementation of TOT based on the above Human Resource Development Plan

i. Capacity development of institution management

Main counterparts who are involved in KVTC management have acquired knowledge through training in Japan on vocational training institution management. Additionally, by the On-the-Job training through implementation of KVTC strategic plan, school management ability has improved. This is evident from the impact survey conducted in January 2014, over 90 % of staff recognizes the strategic plan and this is contributing to the team work among the KVTC staff. Additionally, the project team tried to streamline the strategic plan and TOR of the KVTC staff. As a result, all the KVTC staff interviewed said that they understood their roles in KVTC and over 80% of the staff said that they were also contributing to the school management. And this change is notable. Such spontaneous sense of responsibility for school management, even including general staff will certainly contribute to the sustainable school operation.

ii. TOT for instructors

All instructors of each section of KVTC received training.

Table 3.3: TOT implementation record

| No. | Contents | Period | No of Participants |
|-----|--|---------------------------|--------------------|
| 1 | TOT sponsored by the Project for Strengthening Vocational Training (Electricity, Auto-mechanics, and IT-Basic) | 16 Oct 2011- 27 Oct 2011 | 3 |
| 2 | Training Method | 30 Nov 2011- 4 Dec 2011 | 7 |
| 3 | Curriculum Development Method (CUDBAS) | 14 Nov 2011 – 16 Nov 2011 | 7 |
| 4 | Training Evaluation Method | 19 Feb 2012 – 23 Feb 2012 | 7 |
| 5 | EFI | 3 Jun 2012 – 6 June 2012 | 8 |
| 6 | Hydraulic | 19 Jun 2012- 20 Jun 2012 | 5 |
| 7 | Coaching Method | 1 Jul 2012 – 12 Jul 2012 | 1 |
| 8 | ToT sponsored by the Project for Strengthening Vocational Training (Electricity, IT) | 16 Oct 2011 – 27 Oct 2011 | 3 |
| 9 | Bench work skills for C-Clump | 2 Mar 2013- 6 Mar 2013 | 6 |
| 10 | Basic electricity for Automotive | 3 Mar 2013 | 8 |
| 11 | Hydraulic system | 4 Mar 2013 | 9 |
| 12 | Auto mechanic | 3 Mar 2013 | 8 |
| 13 | EFI | 6 Mar 2013 - 7 Mar 2013 | 3 |

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|----|---|---------------------------|----|
| 14 | Equipment management system | 8 & 27 Oct 2013 | 13 |
| 15 | Pedagogy | 3 Nov 2013 – 14 Nov 2013 | 1 |
| 16 | Small business management (women's section) | 1 Dec 2013 – 5 Dec 2013 | 3 |
| 17 | Computer hardware maintenance | 19 Jan 2014 – 31 Jan 2014 | 1 |
| 18 | Air conditioning | 12 Jan 2014 – 28 Jan 2014 | 1 |
| 19 | Job sheet making | 28 Feb 2014 – 6 Mar 2014 | 3 |
| 20 | Agriculture machinery | Apr 2014 | 1 |

iii. TOT through OJT

Training conducted toward SSC mechanics, as described in the output-1, helps KVTC instructors to master what they have learned throughout the TOT week by putting it into actual teaching practice. Also, providing training to the company mechanics is an occasion to reassure their technical skills. On top of that, through such skills-upgrading training, KVTC instructors can recognize what skills the company needs. Training contents at KVTC can be improved by incorporating such points as a result. Not only limited to the in-service trainings, but also was understood that frequent visit to companies so as to understand the skills needs and required standard. KVTC staffs were provided with many opportunities to visit different companies in Kassala, Khartoum and elsewhere.

Throughout the project activities, it has been confirmed that CUDBAS is an effective tool to comprehend a training needs. Therefore, the project tried to develop capacity of KVTC staff, who can use CUDBAS. Since the first project year, the Deputy Director for training program, Mr. Alharith, has been the core member who learned CUDBAS method. The Deputy Director has experienced several CUDBAS opportunities with the Japanese expert, and already ready to conduct it alone. Next generation CUDBAS practitioner should be capacitated from Mr. Alharith.

Output 3 Training facilities and equipment are improved (Activity 3.1) Rehabilitation of KVTC training facility

i. Facility Development at KVTC

Food processing building construction was completed in March 2013, and the dormitory completed in July 2013. The lecture building construction completed in October 2013. Further detail is explained in chapter 4.

(Activity 3.2) Procurement of Training Equipment

Detail is shown in Chapter 4.

The Project team tried to acquire training materials not solely depending on the JICA budget, as it is too common that the vocational training area do not receive as much budget as they require. As a result, KVTC gained hydraulic system parts and diesel engine for agricultural machinery course for free of charge from SSC. Also, SMOAFI agreed to lend a tractor for practical training. The CTC group company of agricultural machinery agreed to positively consider lending machines and equipment for training purpose.

(Activity 3.3) Training for facility and equipment maintenance

Facilities renovation and rehabilitation is not the end of the activity, but the users must have responsibility to use facilities with care. It is important to raise awareness within the KVTC for about the treatment of facilities and equipment. Since the establishment of maintenance unit, through equipment list development and monthly cleaning day, the staff and trainees are becoming more aware of the issue. The maintenance unit conducted a 5S seminar toward the instructors' assistants on 25 April 2013. Additionally 5S poster has been developed and placed every corner at KVTC. Continuous effort by the maintenance unit is made, in making all staff to trainees aware of the idea of 5S.

In May 2013, two staff of the maintenance unit participated in the Kaizen Training organized by the Planning Cluster. 5S often get confused as a purpose per se, yet the two members recognized that 5S is one of the methods to achieve a certain purpose such as improve efficiency of work or safety. Maintenance unit made a clear explanation about this to all units of KVTC, and each unit started to put it into practice from June 2013. Trainees' 5S Unit was also developed. They act as trainees' council, other than 5S promotion, they gather trainees' opinion and submit their suggestion for improvement to KVTC management. Their active work is contributing to narrow the gap between the trainees and trainers (and management).

Output 4 Effective management system is established

(Activity 4.1) Develop KVTC mid-term strategic plan

It has been developed and approved in August 2012 by SMoF.

(Activity 4.2) Support implementation of KVTC strategic plan

SPIC meetings are held every week, and the meeting serves as the person in charge for each strategic goal to bring in their concerns and suggestions and discuss the implementation of the suggested strategy. Japanese experts support the SPIC members to put the suggested plan into practice more efficiently and actively. When there are stagnant activities, discussion with the person in charge is repeated for facilitating their action. It is still not easy for them to come up with solutions, but when it comes to implementation, the SPIC members and the KVTC staff shows high ownership toward the action.

The Evaluation Report on the Strategic Plan was formulated in April 2014 at the time of project termination. This report was made through the interview to each SPIC member and the related documents by C/P together with Japanese expert. The contents were presented in the SPIC meeting that was held on 30 April 2014 where the members shared the remaining issues and necessary activities for the way forward.

(Activity 4.3) Support development of guidelines

i. Training Operation Guideline

The person in charge of the strategic goal 4, effective management, organized an explanatory workshop on the training operational guideline in December 2012. Much of the practice at KVTC is matching to the regulation, however, there are mainly two issues that are not yet in place. One is the establishment of the advisory group and another is the training hours (double shift training hours). Regarding the first issue, it is becoming the right timing establish such advisory group recently because the external entities are getting to know about KVTC and their expectation is increasing. Also within KVTC, staffs are getting more and more aware that KVTC need to make a good relationship with the industry and other stakeholders. Although the other issue of double-shift training, it is not an issue of only KVTC but a nationwide concern. It is necessary that SCVTA takes a great role in amending the situation.

ii. In-Plant Training Guideline

IPT guideline was drafted in November in 2012, and according to the monitoring questionnaire in the guideline, monitoring call was conducted in February 2013. Based on the result, the monitoring questionnaire was revised. For the new IPT starting in September 2013, pre-IPT orientation was conducted for the trainees to prepare. Reflecting the experience of this orientation, the guideline, the section of pre-IPT orientation, was revised. With these revisions, the IPT guideline is finalized in June 2013. Guideline does not end with its development. The guideline has to be followed, implemented, then revise where necessary. The staff understood this process of making better guideline.

iii. Dormitory Regulation

The dormitory has completed in July 2013, and all kinds of furniture are now installed in place. Upon opening the facility, rules and regulations for KVTC dormitory were developed. It is expected to be used by new entrants from the September 2014.

(Activity 4.4) Improve information management system**i. Trainees' Log Book**

In June 2013, all trainees' information is registered in the trainees' log book. However, the head of the trainees' affairs office, who registered the information, retired in October 2013. Therefore since the intake in September 2013, a new staff of the trainees' affairs office hired in November 2012 is now responsible to register the trainees. The tasks were passed on to the new staff, and the Trainees' Log Book is continuously prepared for the new students. The Trainees' affairs office started to issue Trainees' ID card, and all the 6 courses trainees are now putting their color coordinated ID card on their work shirt.

ii. Equipment Inventory List

As mentioned in the section of Output 3, the Maintenance Unit was established in November 2012 and the Japanese expert conducted training how to prepare equipment inventory list using Excel file. All the sections have made their inventory list and have been updated periodically.

iii. Introduction of systematic meeting with agenda and minutes of meeting

SPIC meeting has been conducted every week, and head of section meeting has been held on bi-weekly on Sunday. Both meetings prepare the agenda of the meeting, review of the previous meeting decisions and implementation progress, and record the discussion.

iv. Company List

A company list was developed with UNHCR. The list is also prepared in Arabic and passed on to the trainees' affairs office. This list shall be open to the trainees, and periodically updated by gaining more information through IPT monitoring calls and communication with companies. The list shall help the trainees to look for their IPT places and employment opportunity.

**Output 5 Necessary amount of budget is secured for managing KVTC
(Activity 5.1) Support of compiling the Annual Activity Report**

When the project started, KVTC did not have a habit to keep a record of activities by themselves; consequently no activity report was prepared. The Japanese experts instructed KVTC staff to keep a record of every activity conducted at KVTC. In the end, their recorded activities enabled KVTC to have its first Annual Activity Report of 2013.

(Activity 5.2) Preparing financial plan

Today, without support from the project team, KVTC staff shows no difficulty to prepare application letter for securing budget of local component. The Heads of Sections were not able to plan annual events and activities, and to prepare a budget accordingly. Based on the above mentioned annual activity report, Japanese experts explained the KVTC management staff to plan the coming year and to set budget according to the activity plan. They seem to understand the concept but putting it into action requires further input.

(Activity 5.3) Support of income generation

The project team supported KVTC to conduct short-term trainings that have not been done in KVTC. Regarding the short-term trainings, KVTC is obliged to install the fees collected from the trainees to SMoF in case that the said ministry bears the training cost. On the other hand, the contract based income through training provisions such as for UNIDO and CDF is not subject to install to SMoF, and the ministry does not bear any cost. The income is used to purchase necessary training materials and incentive for the instructors. Also, KVTC has its autonomy to use this type of income; however there is no clear regulation on the usage.

It is important to have transparent and accountable financial management by clarifying the regulations. This shall lead to the effective use of the self-generating income.

Output 6 Partnership between KVTC and its stakeholders is improved.

(Activity 6.1) Enhance relations between KVTC and its stakeholders

i. Public Relations of KVTC

Project team puts effort in making promotion video of KVTC and KVTC newsletter for better understanding of KVTC by the stakeholders. KVTC developed a pamphlet that includes training information. During the Kassala Festival held from 2 to 6 April 2013, the KVTC staff distributed the pamphlet. KVTC's own logo is also developed. KVTC showed promotion video in five schools in February 2013. This advertisement effort and the trainees' affairs staff's steady effort in communication with industries contributed to the increase of number of applicants which exceeded the KVTC's acceptance capacity.

ii. Collaboration with industry sector

KVTC and SSC, the largest industry in Kassala State, had various collaborative and mutually beneficial activities, such as in-service training for the SSC workers, CUDBAS training, from SSC to KVTC, donation of second-hand equipments as training material and IPT acceptance.

In June 2013 three KVTC instructors of diesel section (currently agriculture machine section) visited CTC Gedaref branch, which deals heavy duty agricultural machines, and agreed on mutual cooperation in terms of technical improvement. It is expected that CTC group will open Kassala branch in the near future, which would accelerate further collaboration.

Kassala Small Industrial Union (KSIU) expressed its preparedness for IPT collaboration. Before the IPT starts, KSIU will provide a list of companies, which will enable the trainees to contact companies before the IPT period starts.

iii. Collaboration with other stakeholders

The State Ministry of Investment and Tourism organized a public lecture event titled "The Importance and Approach of Vocational Training Institutions and Industries Relationship" on 11 March 2013. This lecture event was to share an experience of KVTC-industry relations to the companies in Kassala. Fifty four people from companies, union, organizations and government offices participated. Active discussions and questions were made

It is equally important to have a network with the other vocational training providers. There was limited opportunity to know the other VT providers' activities. Recently there are increasing

opportunities to share the VT providers' experiences such as the training in Japan in August 2012, as well as the follow-up workshop in February 2013. These events help to develop a tight human network, which helps regional VTC to get connected to SCVTA.

At the federal government level as well, it seems that they also recognize the importance of information sharing with regional VTCs. A National Workshop on Youth Employment and Revitalization of Vocational Training in Sudan was organized by SCVTA, with support of JICA from 20 May up to 23 May in 2013. KVTC is now recognized as one VTC which can contribute to the activation of regional VTCs, and is expected to contribute to the strengthening of the Vocational Training area of the country.

Common to all outputs

Wrap-up Workshop on KVTC's achievements and the way forward

Wrap-up Workshop on KVTC's achievements and the way forward was held on 27 April 2014 at Capacity Building Hall, which locates in the same compound of KVTC, with all the stakeholders in Kassala State. The major programs of the workshop were as follows.

- Presentation of the project achievement
- Tour of KVTC facilities
- Collaboration between KVTC and private sector (presented by KSIU chairman)
- Challenges of KVTC after K-TOP
- Panel discussion (collaboration with the private sector, dissemination of KVTC achievements, budget allocation to KVTC)

One of the remarkable points in the workshop was that the director of DPD promised to make the best efforts to secure the necessary budget to KVTC, while KVTC was worried that the local component would be stopped after termination of the project support.

3.4 Response to the Recommendations made by the Terminal Evaluation

Actions taken for the recommendations made at the time of terminal evaluation are summarized as follows.

Table 3.4: Actions taken for the recommendations at the terminal evaluation

| Recommendation | Action |
|--|--|
| 1) Proper disbursement of the state budget | Annual Activity Report was developed, which cleared necessary budget. Based on the report and actual expenditure record, KVTC's actual situation and necessary budget for operation was reported to the SMoF in the wrap-up workshop held in April 2014. |
| 2) Continuous capacity development of Women's activity section | Curriculum was developed for women section. The event named "Cookies Forum" was conducted where invitees jointly commented on the cookies prepared at KVTC, and shared their opinions and expectation toward KVTC women's training courses. Extension officers from SMoAIF later conducted cookie making workshop for their 16 colleagues. |
| 3) Allocation of new instructors | 4 staff members were allocated in February 2014. All are female, 2 were transferred from SMoF and the other 2 were newly recruited. Their post are: assistant to deputy |

| | |
|--|---|
| | director for Administration, instructor of mathematics, Assistant to the Director (newly hired), and Store manager assistant (newly hired). |
|--|---|

3.5 Achievements of the Project Purpose and Outputs in the Vocational Training Cluster

a) Overall goal and Project Purpose

The progress against the indicator for each overall goal and project purpose is shown below.

Table 3.5: Indicator and progress of the overall goal

| Overall Goal | Indicator | Progress of achievements |
|---|--|---|
| Basic Human Needs of the people in Kassala State are ensured by enabling them to access quality public services by the State. | More than 60% of the KVTC graduates have jobs within 1 year from their graduation by 2017. (31% → 60%) | <ul style="list-style-type: none"> • Tracer survey that serves as base line was conducted • Tracer survey of October 2012 resulted 30%, and of October 2013 resulted 51%. |
| | More than 70% of the employers of KVTC graduates are satisfied with their performance. (NA% → 70%) | <ul style="list-style-type: none"> • In-plant trainees are evaluated high by the company supervisors in general |

Table 3.6: Indicator and progress of the project purpose

| Project Purpose | Indicator | Progress of achievements |
|--|---|---|
| Capacity of KVTC as public institute of Kassala State will be improved in providing vocational training that aims to train diverse and effective workforce for the economic growth and stability of Kassala state. | Number of trainees enrolled in long-term courses increase from 258 to 460 by April 2014 | <ul style="list-style-type: none"> • 400 trainees as of October 2012 • 323 trainees as of December 2013 • The number of applicants tends to increase because of graduates' good performance and video promotion. However, due to the strict application of intake criteria (elementary school graduate), the number of trainees decreased. |
| | KVTC receives more than 300 trainees in short courses in a year (NA → 300) | <ul style="list-style-type: none"> • Short courses are frequently conducted. KVTC provided total 1207 persons with its trainings from the project starting to April 2014. • KVTC received total 787 trainees in one year from May 2013 to April 2014. |
| | Motivation of KVTC staff toward their work is increased. (NA → 4.0/5.0 point) | <ul style="list-style-type: none"> • Evaluation resulted 4.11/5.0 |
| | More than 70% of the KVTC trainees are satisfied with the trainings (NA% → 70%) | <ul style="list-style-type: none"> • All of the graduates are satisfied with the training at KVTC according to the tracer survey conducted in October 2013. |

b) Outputs

Below indicated is the progress against the indicator for each output

Table 3.7: Indicator and progress of the outputs

| Output | Indicator | Progress of achievements |
|---|--|--|
| Output 1 Quality training programme responding local needs is implemented. | A model curriculum of KVTC (agricultural machine) is developed by September 2013. | <ul style="list-style-type: none"> • Curriculum is developed in December 2012 • TOT was conducted in on agriculture machine maintenance • The agriculture machine course started from September 2013. |
| | Short courses are developed and 25 courses are conducted by April 2014. (0 → 25 courses) | <ul style="list-style-type: none"> • Short courses for women and computer courses are conducted frequently • Short training for in-service workers were opened. • The short trainings were conducted based on the contract with UNIDO, CDF, and Sudan National Army. • 36 courses have been conducted by April 2014. |
| Output 2 Performance of KVTC staff is highly improved | More than 100 KVTC staff members in total participate in training program by April 2014. | • Total 115 staff members participated in the training program. |
| | More than 10 kinds of training materials are developed by utilizing the technology acquired through TOT. (0 → 10) | • More than 30 kinds of training materials are developed such as materials for auto electric, electricity, etc as well as job sheets |
| | KVTC staff members who participated in TOT evaluate themselves more than 3.5 points out of 5.0. (NA → 3.5 or more) | • Evaluation resulted 4.22/5.0. |
| Output 3 Training facilities and equipment are improved | Food processing building and drawing/PC Building are newly constructed. | <ul style="list-style-type: none"> • Food processing building was completed June 2013. • Lecture building was completed October 2013. |
| | Equipment are installed in each course. | <ul style="list-style-type: none"> • Practical equipment has been procured and installed. • UNIDO offered equipment donation. KVTC requested for agricultural equipment. |
| | Capacity of long-term courses is increased into 180 trainees per year by April 2014. | <ul style="list-style-type: none"> • Additional facilities and capacity development seems to contribute to increase of trainees. • KVTC promotion video and pamphlet are used for campaign attracting more trainees. • 179 trainees, which is more than average number, were registered in September 2013. |
| | Average satisfaction rate for the new facility and equipment of KVTC scores more than 4.0 out of 5.0 by the users (KVTC staff, trainees, outside organizations etc.). (NA → 4.0 point) | • Evaluation resulted 4.59/5.0. |

| | | |
|---|--|--|
| Output 4 Effective management system established | KVTC strategic plan is available by December 2012. | • Developed and validated by the SMoF in August 2012 |
| | School management guidelines are developed by June 2013. | • Training operation guideline, IPT guideline, inventory management system have been developed |
| | Numbers of database (trainee registration, staff profiles, asset inventory) are prepared by June 2013 and updated at least one time by the end of the project. | • Trainees' log book has been developed and updated accordingly. • Staff information sheet has been updated. • Inventory list has been introduced. |
| | KVTC staff meeting is held periodically. | • Head of sections meeting is regularly conducted. |
| | More than 85% of the KVTC Strategic Plan is achieved by the end of the project. (0% → more than 85%) | • SPIC activity review of January 2014 resulted the achievement of 87%. • KVTC committed to carry out the remaining activities toward 100%. |
| Output 5 Necessary amount of budget is secured for managing KVTC | Annual budget report is prepared. | • Annual activity Report was compiled. • Annual account report is formulated every year. |
| | Budgetary plan for budget request is prepared. | • Budgetary request is prepared. |
| Output 6 Partnership between KVTC and its stakeholders (SCVTA, K-SCVTA, industrial sector, union/cooperatives, donor/NGO, educational institutions, etc.) is improved. | More than 5 collaborative activities are newly implemented with the relevant organizations by April 2014. (2 → more than 7 activities) | • More than 7 activities in collaboration with stakeholders, such as UNHCR, SSC, workers union, Kassala University, has been conducted. |

3.6 Coordination with Other Donors in the Vocational Training Cluster

Vocational training is one of the popular concerned areas of the donors and therefore active participation from the international donors is observed. Each donor's activity and collaborative activities with the Project are summarized as follows.

i. United Nations High Commissioner for Refugees / UNHCR

Transition Solution Initiative (TSI) (Joint Program with UNDP)

As a part of refugee support, UNHCR supports the vocational training centers in Girba and Abdah, where refugee camps locate. Training content is based on the curriculum of technical schools under the umbrella of Ministry of Education, and the trainers are also from the technical schools. Actual operation of these training centers is done by the Sudanese Red Crescent⁴, while the operation cost comes from UNHCR.

A request from UNHCR resulted in 5 day training for 7 instructors from Kassala Boys Craftsmen Center, who teach at Girba Vocational Training Center. Training contents were training methodology

⁴ One of the organizations of International Red Cross and Red Crescent Federation (IFRC). It is a humanitarian organization doing activities in 33 Islamic countries.

and training material development. These trainings were conducted twice, in October 2011 and February 2012. Upon request under TSI program, KVTC conducted training of tractor maintenance for 40 days to 67 trainees of three refugee camps. UNHCR showed its interest in the company information that was gained through the labor market survey conducted by the project. Therefore UNHCR and the project team made the company list together.

ii. United Nations Industrial Development Organization / UNIDO

Integrated Food Security Project

The project initially started in the southern conflict area, but due to the worsening of the situation, the project was forced to shift its working area to Kassala from September 2012. In Kassala, UNIDO conducts Integrated Food Security Project targeting three areas; Gash, Girba and East Atbara, together with Food and Agriculture Organization (FAO).

Upon request from UNIDO in January 2013, KVTC conducted the training on water pump in May 2013. The above mentioned project offered donation of equipment to KVTC. It is under procurement procedure. The potential areas of collaboration for short training or delivery training were identified in agriculture machine repair and maintenance, and also women's livelihood improvement.

iii. United Nations Development Programme / UNDP

TSI Joint Program with UNHCR in two phases: Phase 1 is from 2012 to 2014.

In the area of vocational training, labor market survey for Kassala state and Gedaref state was conducted. The detail survey areas were limited to two areas; Fashaga and Girba.

From 2013, the second year of Phase 1, the support for refugees and their host communities started.

Director of KVTC participated in the Labour Market Assessment Workshop organized in September 2012, where he shared KVTC's experience in industry-institution relationship, including the labor market survey conducted by the project.

Since the project team judged that it would be premature to activate the K-SCVTA, the team proposed the idea of establishing TVET-Forum inviting the stakeholders on the ground of the vocational training in Kassala. TSI team agreed on this idea. The idea did not realize yet. But it was good for KVTC and SMoF to have opportunities for discussing such kind of issues for consideration of vocational training in Kassala State.

4. Record of Training in Japan and Third Country, Equipment Procurement, and Facility Building

4.1 Training in Japan

The record of the training in Japan and third country is shown as follows.

Table 4.1: Record of training in Japan

| Participants | Period | Training Title / Contents | Training Place |
|--|-----------------------|---|---|
| Mohammed Ahmed Alharith (Deputy Director) | 8 Nov. - 23 Dec. 2011 | Training Management in Vocational Training | JICA Yokohama |
| Hassan Meki (Director) | 18 Aug. – 9 Sep. 2012 | Training Management in Vocational Training (country focused training for Sudan) | JICA Yokohama, Yamaha, Motor, Polytechnic College Hamamatsu, Polytechnic Center Chiba |
| Alamin Hamid (Director of Technical Education, Ministry of Education, Kassala State) | | | |
| Adil Mohammed (Maintenance Unit Chief) | 19 Oct. 20 Nov. 2013 | Training Management in Vocational Training (country focused training for Sudan) * | JICA Yokohama |
| Abdu Alrahman (Maintenance Unit, Trainees affair) | | | |

*Participated in the training conducted by the Project for Strengthening Vocational Training in the Republic of Sudan

4.2 Training in Third Country

Table 4.2: Record of third country training

| Participant (section) | Period | Training Contents | Training Place |
|--|------------------------|---|--|
| Mustafa Ahmed Sharif (Diesel) | 8 Mar. – 15 Jan. 2012 | Auto-maintenance, Agriculture machine | Centre for Instructor and Advanced Skill Training (CIAST), Shah Alam, Malaysia |
| Bah Aldeen Saad | | | |
| Adil Mergani Husein (Basic) | 29 Oct. – 27 Dec. 2012 | Metal work (hand finish, welding, machine operation, drawing, etc.) | Centre for Instructor and Advanced Skill Training (CIAST), Shah Alam, Malaysia |
| Emad Aldeen (Machine Shop) | | | |
| Ismail Karar (Welding) | | Electric and electronics technology | |
| Idris Ibrahim (Electric Section) | | | |
| Mohamed Ahmad Alharith (Deputy Director) | 24 May – 7 Jun. 2013 | Kaizen | Bangladesh |
| Yahia Saeed Yahia (Machine Shop) | 8 – 30 Jun. 2013 | Mechanic / Metal work * | Egypt |
| Hassan Meki (Director) | 14 – 23 Nov. 2013 | Kaizen + | Bangladesh |

| | | | |
|--|------------------------|---------------------|--|
| Osama Alhaj Salih (Auto Mechanic) | 27 Jan. – 27 Mar. 2014 | Auto-maintenance | Institut Kemahiran Belia Negara Chembong (National Youth Skill Training Institute Chembong) (IKBN CB) Chembong, Malaysia |
| Elsamawal Mohammed Osman (Agriculture Machine) | 27 Jan. – 25 Feb 2014 | Agriculture Machine | |
| Adam Habib (Auto-Electric) | | Auto-electric | |

* Participated in the training conducted by the Project for Strengthening Vocational Training in the Republic of Sudan

+Participated in the training conducted by the Planning Cluster

4.3 Equipment Procurement in Vocational Training Cluster

The equipment procured in the vocational training cluster is shown in Appendix 5. In the project 1st year, a series of equipment has been procured for the purpose of preparing the training environment such as electric materials and PCs. In the 2nd and 3rd year, the necessary lots of equipment for practical training at the workshop have been procured.

4.4 Facility Building

The record of facility building construction in the project is as follows.

Table 4.3: Food processing building construction

| | |
|------------------------|---|
| Building Name | Food Processing Building |
| Purpose | UNDP supported construction of a building for sewing and toilet as one of the activities to enhance women's participation to the society. But the support terminated its direct support to KVTC at the beginning of K-TOP in 2011. Therefore the project decided to construct a food processing building for the women support. |
| Design Outline | Structure / Story: RC wall structure, 1 story Total floor area: 188.60 Sqm Primary use: Cafeteria, training room, kitchen, instructors room, store Accessory: Electrical, plumbing, and mechanical system |
| Completion Year | February 2013 |

Table 4.4: Lecture building construction

| | |
|------------------------|---|
| Building Name | Lecture Building |
| Purpose | KVTC suffered from providing efficient and flexible implementation of its curriculum due to the shortage of lecture room. Each section was giving lecture in their workshop space, so it was difficult for trainees to concentrate to the lecture. Also the room temperature goes up more than 40 degrees in the day time. It was harsh environment. The project decided to construct a new lecture building to solve this situation. |
| Design Outline | Structure / Story: RC structure, 2stories Total floor area: 304.36 Sqm m ² Primary use: PC room, drawing room, lecture room (2 rooms) Accessories: Electrical and mechanical system |
| Completion Year | December 2013 |



Food processing building



Women section instructors making trial product



Lecture Building



Classroom in the lecture building

5 . Recommendation

i. Implementation of the recommendations pointed out in the terminal evaluation

In the terminal evaluation conducted from December 2013 to January 2014, the evaluation team made the following recommendations looking at the situation after termination of the project.

- Effort to minimize the technical gap among the instructors
- Formulation of the Strategic Plan 2015 - 2017
- Accumulation of good practice and lesson learned in KVTC

1) Effort to minimize the technical gap among the instructors

The project team has been making an effort to provide opportunities where the section heads arrange TOTs so that the instructors can share their knowledge and skills among themselves under the instructions by the experts aiming at creating the mind that higher level instructor should transfer their knowledge and skills to the others. Also, the project team has encouraged KVTC to make it obliged that the instructors who participated in the outside trainings should transfer what they have acquired in the training after returning to KVTC. Through those activities, instructors' objections to be trained by their colleagues or to train their colleagues might have been decreased. However, some instructors having higher motivation or having English abilities can obtain technical information out of the internet and prepare their training classes, but not all of them can do such activities. It is necessary for SCVTA to arrange providing continuous opportunities of TOT.

2) Formulation of the Strategic Plan 2015 – 2017

It is recognized by KVTC and its stakeholders that KVTC has conducted its activities smoothly based on their Strategic Plan 2012-2014. And then KVTC now recognizes the necessity and effectiveness to have a strategic plan. However, KVTC has a difficulty in formulating the next strategic plan in the current unclear situation of the vocational training policy in Kassala State. It is needed that Kassala State government should have an ownership to formulate their vocational training defining the position of KVTC clearly. KVTC's strategy should be discussed based on that policy.

3) Accumulation of good practice and lesson learned in KVTC

In KVTC, the instructors' technical level has been improved through the TOT conducted by the project. Also, many good practices have been generated through the activities based on the strategic plan that had made KVTC staff a team having the same target. It is expected that KVTC keep record and report those good practices to SCVTA so that other VTCs in Sudan can develop their capacity through SCVTA by applying KVTC's good practices. In the "National Workshop on Youth Employment and Revitalization of Vocational Training in Sudan" from 20 to 23 May 2013, KVTC's attempts were introduced as good practice to the stakeholders. Those examples can be useful references for SCVTA to formulate a policy for successful cases based on the practical experience. There must be some items that should be taken in the vocational training policy; e.g. providing the community-based services such as development of a course relevant to the local needs, collaboration with private companies.

ii. Revision of the training courses for better quality

Although KVTC introduced the agriculture machine course as a model responding to the labor market needs, it requires a lot of experience for a single VTC to be able to make planning and implementation of such long-term course by its own effort. Therefore, it is urgently necessary for SCVTA as a focal

point to revise the training courses.

iii. Preparation of training instruction manual

The project team supported to make instruction manuals (job sheet) on the electric and women section with the cooperation of JOCV members. It will be possible to provide better quality training if the instructors' skills improve with utilization of the existing equipment and also the instruction manuals of other sections are prepared for supplementing their skills. KVTC instructors understand how to make a job sheet, but it is still difficult for them to make it. Since the demonstration of highly skilled work is needed to make a job sheet, it is ideal that the central government takes an initiative to develop the manuals and disseminate them nationwide.

iv. Income generation

It is necessary for KVTC to provide better quality and sustainable training through collaboration with private companies and income generation activities. On the other hand, there are issues that KVTC has to obtain an approval for the fee of regular-based short-term training in the Legislative Council that is held only once a year, and that the generated income cannot be used by KVTC's own discretion. Even in the case that KVTC can use the generated income by its own decision, KVTC is required to secure the transparency as a public training institute. So the management regulation for income generation is needed. Discussion between KVTC and the SMoF is necessary to allow KVTC to use its own generated income for the purpose of training improvement.

v. Training quality assurance

Since the beginning of the project, through various TOT and OJT to improve the technical and teaching skills of the KVTC instructor, some changes have been observed in teaching method and effective use of teaching materials. However, only quality of teaching cannot improve the training effect, unless the trainees' level at admission improves. Vocational training in Sudan is considered as a secondary choice for those who could not proceed to secondary high school. To attract more of youth into skills development, the project made a promotion video that highlights the workers with skills and broadcasted it at primary schools and Kassala Festival. The continuous effort is necessary to acquire quality trainees.

vi. Sustainability of the project achievements

KVTC is required to maintain the achievements of the project and develop them even more after the project support. The recommendations for securing the sustainability are as follows.

- Strong will to achieve the strategic goal

The achievement rate is approximately 86% in the Evaluation Report on the Strategic Plan formulated at the time of project termination. In the project implementation period, Japanese experts supported the activities for the strategic plan. In order to achieve all the strategic goals in 2014, strong will of the KVTC staff is indispensable. It is required for KVTC to make sure again of their will for achieving the strategic goals among the staff.

- SPIC meeting

The frequency of SPIC meeting was decreased compared with the time of introducing the strategic plan. KVTC should recognize the importance of progress monitoring and hold SPIC meeting weekly.

- Collaboration with the private sector

KVTC succeeded to establish the collaboration with SSC, which is the largest company in Kassala State, in the project implementation period. On the other hand, the collaboration with KSIU has just

started. KVTC should deepen the collaboration with KSIU and make a close relationship with the local companies so that synergistic effects can be created among them.

Appendix

Appendix 1. Project Design Matrix Ver.4 - Vocational Training Cluster

Name of the Project: Capacity Development Project for Provision of the Services for Basic Human Needs in Kassala, Sudan (K-TOP Project)

Duration: May 2011 – April 2014 (3 years)

Target Area: Kassala State

Target Group: Kassala Vocational Training Centre (KVTC) and its stakeholders

Date: 5 Dec., 2012

PDM Version 4.0

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATIONS | IMPORTANT ASSUMPTIONS |
|--|---|---|--|
| OVERALL GOAL | | | |
| Basic Human Needs of the people in Kassala State are ensured by enabling them to access quality public services by the State. | 1 More than 60% of the KVTC graduates have jobs within 1 year from their graduation by 2017. (31% → 60%) 2 More than 70% of the employers of KVTC graduates are satisfied with their performance. (NA% → 70%) | 1 Tracer survey 2 Employers satisfaction survey | |
| PROJECT PURPOSE | | | |
| Capacity of KVTC as public institute of Kassala State will be improved in providing vocational training that aims to train diverse and effective workforce for the economic growth and stability of Kassala state. | 1 Number of trainees enrolled in long-term courses increase from 258 to 460 by April 2014 2 KVTC receives more than 300 trainees in short courses in a year (NA → 300) 3 Motivation of KVTC staff toward their work is increased. (NA → 4.0/5.0 point) 4 More than 70% of the KVTC trainees are satisfied with the trainings (NA% → 70%) | 1 Trainee's logbook 2 Record of short courses 3 Staff motivation survey 4 KVTC annual report | * The current administrative system will not change drastically. * Socio-economic and political situation in Kassala State is not worsened. |
| OUTPUTS | | | |
| 1 Quality training programme responding local needs is implemented. | 1.1 A model curriculum of KVTC (agricultural machinery) is developed by September 1.2 Short courses are developed and 25 courses are conducted by April 2014. (0 → 25 courses) | 1 KVTC annual report 2 Record of short courses | * Socio-economic and political situation in Kassala State is not worsened. * Sudanese counterparts of the Project are not shifted frequently. |
| 2 Performance of KVTC staff is highly improved. | 2.1 More than 100 KVTC staff members in total participate in training program by April 2014. 2.2 More than 10 kinds of training materials are developed by utilizing the technology acquired through TOT. (0 → 10) 2.3 KVTC staff members who participated in TOT evaluate themselves more than 3.5 points out of 5.0. (NA → 3.5 or more) | 1 Training record 2 Evaluation by JICA experts 3 Staff self-evaluation report | * Trainings provided by the Project continue taking charge of the present work |
| 3 Training facilities and equipment are improved. | 3.1 Food processing building and drawing/PC Building are newly constructed. 3.2 Equipment are installed in each course. 3.3 Capacity of long-term courses is increased into 180 trainees per year by April 2014. 3.4 Average satisfaction rate for the new facility and equipment of KVTC scores more than 4.0 out of 5.0 by the users (KVTC staff, trainees, outside organizations etc). (NA → 4.0 point) | 1 Facility record 2 Equipment record 3 KVTC annual report 4 Facility and equipment evaluation report | |

| 4 | Effective management system is established. | 4.1 KVTC strategic plan is available by December 2012. 4.2 School management guidelines are developed by June 2013. 4.3 Numbers of database (trainee registration, staff profiles, asset inventory) are prepared by June 2013 and updated at least one time by the end of the project. 4.4 KVTC staff meeting is held periodically. 4.5 More than 85% of the KVTC Strategic Plan is achieved by the end of the project. (0% → more than 85%) | 1 KVTC Strategic Plan 2 School management guidelines 3 Database 4 Minutes of meeting 5 KVTC annual report | |
|------------|---|--|---|---|
| 5 | Necessary amount of budget is secured for managing KVTC | 5.1 Annual budget report is prepared. 5.2 Budgetary plan for budget request is prepared. | 1 KVTC annual (financial) report 2 KVTC annual (financial) report | * Ministry of Finance do not reduce the budget allocated to KVTC |
| 6 | Partnership between KVTC and its stakeholders (SCVTA, K-SCVTA, industrial sector, union/cooperatives, donor/NGO, educational institutions, etc.) is improved. | 6.1 More than 5 collaborative activities are newly implemented with the relevant organizations by April 2014. (2 → more than 7 activities) | 1 KVTC annual report | |
| ACTIVITIES | | INPUTS | | |
| 1.1 | Conduct a needs assessment for vocational training. | <u>Japanese Side:</u> 1 Experts (1) Vocational Training Programme (cluster leader) (2) School Management (3) Vocational Training Curriculum and Material Development (4) Auto-motive Maintenance (5) Vocational Training Equipment and Facilities (6) Other experts as necessary | | <div>PRECONDITIONS</div> * Deliveries of the equipment planned to be procured by the Project do not delay largely Construction of training facilities * planned in the Project do not delay largely |
| 1.2 | Support long-term (3-year) training courses of KVTC. | | | |
| 1.3 | Support short-term courses newly introduced to KVTC. | | | |
| 1.4 | Conduct tracer survey of KVTC graduates. | | | |
| 2.1 | Develop KVTC human resources development plan | 2 Local Staff | | |
| 2.2 | Conduct KVTC staff training including TOT for instructors based on KVTC HRD plan. | 3 Training Facilities | | |
| 2.3 | Support implementation of action plans prepared by participants of TOT | 4 Equipment Necessary equipment for improvement of Implementing Partners of Vocational Training/Technical Education | | |
| 3.1 | Rehabilitate KVTC training facility. | 5 Training in Japan, Sudan and other third countries. | | |
| 3.2 | Supply training equipment. | | | |
| 3.3 | Conduct training to KVTC staff on asset management. | | | |

| | | |
|---|---|--|
| | <u>Sudanese Side:</u> | |
| 4.1 Develop KVTC mid-tem strategic plan. | 1 Assigning counterpart personnel | |
| 4.2 Support implementation of KVTC strategic plan | 2 Provision of office space for JICA experts | |
| 4.3 Support development of guidelines | 3 Bearing local costs (Local Component) (for example, salaries and other allowances of government personnel involved; | |
| 4.4 Improve information management system | 4 Costs for electricity, water and telecommunication relevant to the Project activities) | |
| 4.5 Hold an evaluation for the progress of strategic plan in 2014 | 5 Provision of part of necessary inputs and equipment for the project activities | |
| 5.1 Support making annual report | | |
| 5.2 Support for preparing financial plan | | |
| 5.3 Support income generation activities | | |
| 6.1 Enhance relations between KVTC and its stakeholders | | |

