

添付資料 7：国別研修報告書

添付資料 7-1：第 1 回国別研修報告書

研修業務完了報告書

1. 報告内容

(1) コース概要

タイトル：パキスタン国 日本における職業訓練システムと産学連携

Vocational Training System and Industrial Linkage in Japan

期 間：2017年2月11日～2017年2月15日

参加人数：1名、Mr. Irfan Qaiser Sheikh (TEVTA Chairperson)

(2) 研修内容

日本の先導的な技術教育・職業訓練の状況と、カリキュラムの改訂手法及び産学連携状況についての理解を深めるために、JICA 本部と厚生労働省（職業能力開発施設を管理している）への表敬訪問に加え、千葉職業能力開発短期大学校と千葉職業能力開発センター、トヨタ会館・工場の視察を行った。

(3) 研修コースに関する所見

別添の各議事録参照

(4) 研修員（招へい員）

(a) 参加要件：TEVTA の準高官

(b) 研修参加への意欲・受講態度

参加者は、日本の先進的技術教育に関心があり、カリキュラムや受講期間、卒業生の就職率、卒業後に得られる給料、日本での職業訓練の受講者数、指導方法（日本版デュアルシステム等）について関心を寄せていた。

研修で訪問した施設では多くの質問を行い、TEVTA と日本の人材交流についての提案を行っていた。視察を通じて、TEVTA と日本の職業訓練の違いを認識し、TEVTA の職業訓練のシステムについて訪問先の関係者に披露する場面も見られたことから、受講態度は積極的であったといえる。

(5) 研修成果の活用

(a) 研修で得られた成果について

職業能力開発施設を視察し、視察先の職員と日本の職業訓練システムや産学連携について話し合うことで、日本の高度な職業技術教育訓練と産学連携（訓練施設と産業界との連携）についての理解が深まった。また、日本の職業能力開発施設を視察することで、職業訓練指導員の質を向上させることが、質の高い教育訓練を提供する事につながるという認識を改めて深めていただく事ができた。

トヨタ会館・工場見学を通じて、産業現場における「5S」や「カイゼン」の重要性と、企業内で行う人材育成の重要性について理解を深めるとともに、実務面では応用だけでなく基礎を身につけている事が重要になるという認識を深めていただく事ができた。

(b) 成果の活用方法について

今回の研修を通じて、研修員が日本の職業訓練のシステムと産学連携状況について理解を深めることが出来たので、今後の本プロジェクトの活動を遂行するにあたり、より円滑に TEVTA 関係者を指導することが出来るようになるとともに、プロジェクト運営に寄与することができるようになる。

(6) 研修環境

視察・訪問した場所は整理整頓がなされており、職業訓練分野で重要視されている 5S やカイゼンが実施されている日本の訓練現場を実際に視察できた。

(7) その他特記事項

- (a) 第三国研修の実施変更について
当初計画されていた第三国研修は、TEVTA 側の事情により中止した。
- (b) Mr. Irfan の復路の変更について
当初計画では中部国際空港からバンコクを経由してパキスタンへ帰国する予定であったが、Mr. Irfan の私用のため、中国に滞在をした後に帰国する事を希望し、本研修において復路にかかる全ての費用とチケット等の手配を TEVTA 側が負担する事となった。(別添③参照)
- (c) 研修予定者の研修参加キャンセルについて
当初計画では研修員の人数は2名であり、Mr. Irfan に加えて、Mr. Jawad Ahmed Qureshi (Chief Operating Officer) が参加する予定だったが、渡航直前に氏の都合により、研修がキャンセルとなった。(別添④参照)
- (d) 研修員の宿泊先の妥当性について
本研修の中で来日した研修員の職位はカウンターパート機関の No. 1 の会長であり、実際的には「研修」ではなく「招へい」という対応が相応しいと考えられ、JICA 側と同意の下で、研修員が通常宿泊する東京国際センター (TIC) 内にある宿泊施設ではなく、一般のホテルが手配された。しかし、Mr. Irfan の申し立てにより、氏の自己負担で宿泊先が以下のように変更になった。
変更前のホテルに研修同行者が宿泊したところ、提供されたホテルが本研修員にとって妥当であったかということについて疑問を呈していた。

場所	変更前	変更後
東京	東京グリーンパレス	ホテルニューオータニ
名古屋	ダイワロイネットホテル名古屋駅前	三井ガーデンホテルプレミア

以上

添付資料 7-2：第 2 回国別研修報告書

研修業務完了報告書

1. 報告内容

(1) コース概要

タイトル： 日本の技術職業訓練(TVET)システムと産学連携

Vocational Training System and Industrial Linkage in Japan

期 間：2017年11月4日～2017年11月18日

参加人数：7名、

	名前	役職	所属
1	Mr. Akhtar Abbas Bharwana	General Manager (Operations)	TEVTA
2	Mr. Muhammad Usman	District Manager Faisalabad	
3	Mr. Aqib Sharif	JICA Project Coordinator	
4	Ms. Umer Afzal Chattha	Manager (Training)	
5	Mr. Muhammad Tariq Mehmood	Principal	GCT Railway Road
6	Dr. Iftikhar Hussain Shah	Principal	GCT Faisalabad
7	Mr. Noor Asif Noor	HoD Mechanical	

(2) 研修内容

(a) 研修全体概念図

パンジャブ州東部にある GCT 校の DAE 機械学科で質の高い教育訓練を提供するための制度的枠組みを強化するために、日本の高度な職業技術教育訓練の理解と日本の高度なものづくり人材育成、人材育成に於ける産学連携の3つの項目に対する理解を、本研修を通じて深めてもらう。

(b) 日程表

日程	時間	訪問先
11/4	23:45～06:10	ラホール出発→バンコク着
11/5	8:00～15:50	バンコク→成田着
11/6	9:00～10:30	ブリーフィング
	11:30～12:30	JICA 本部表敬訪問
	14:00～15:30	厚生労働省表敬訪問
11/7	10:00～16:00	講義：職業訓練(TVET)の運営管理と産学連携
11/8	9:30～11:30	千葉職業能力開発促進センター
	13:30～15:30	千葉職業能力開発短期大学校
11/9	10:00～12:00	(株) パール技研
11/10	10:00～12:00	しのはらプレスサービス (株)
11/12		東京→名古屋
11/13	10:30～13:00	トヨタ会館・工場見学
	15:00～17:00	豊田工業高等専門学校
11/14	9:30～10:30	トヨタ博物館

		名古屋→京都
11/15	14:00~15:00	西陣織会館
		京都→東京
11/16	10:00~16:00	講義：指導員の役割と教材開発
11/17	10:00~12:30	講習：アクションプラン作成
	13:30~16:00	アクションプラン発表・閉講式
11/18	12:00~16:30	成田発→バンコク着
	19:50~22:30	バンコク発→ラホール着

(c) 研修カリキュラム

日本のTVETシステム、企業が行う人材育成への国の支援制度などの理解を深めるために、JICA本部と厚生労働省への表敬訪問に加え、千葉職業能力開発短期大学校(ポリテックカレッジ)と千葉職業能力開発センター(ポリテックセンター)、豊田工業高等専門学校、トヨタ会館・工場の視察を行う。また、日本のTVET指導員の役割について講義を行った。

(3) 研修コースに関する所見

(a) 講義

本研修では、各技術短期大学関係者の7名を招へいし、日本の先端的な教育訓練や産業界での人材育成について理解を深めるために実施された。厚生労働省、千葉職業能力開発短期大学校、千葉職業能力促進センターにおいて、それぞれの機関、施設においての概要説明が行われ、また(株)パール技研、しのはらプレスサービス(株)では、施設視察や民間製造業に於ける人材育成などの説明が行われた。

(b) 討論・実習・演習・発表

全ての施設で、整理整頓ができていること、実習場の安全対策が整っていること、指導員の意識の高さや小まめな指導を行っていること、就職指導が組織的に行なわれていること、などなど多くを学ぶことができた。また、就職率が極めて高い成果を得ている背景を理解し意見交換などが積極的に行われた。

(c) 視察

視察先は下記の通りである。

- ① 11/8 千葉職業能力開発促進センター
- ② 11/8 千葉職業能力開発短期大学校
- ③ 11/9 (株)パール技研
- ④ 11/10 しのはらプレスサービス(株)
- ⑤ 11/13 トヨタ会館・工場見学
- ⑥ 11/13 豊田工業高等専門学校
- ⑦ 11/14 トヨタ博物館
- ⑧ 11/15 西陣織会館

(d) 研修期間・配列・内容

研修期間中(11月4日~11月18日)に訪問、視察した施設は全8箇所(JICA本部、厚生労働省、千葉職業能力開発短期大学校、千葉職業能力開発促進センター、トヨタ博物館、トヨタ会館・工場、豊田工業高等専門学校、西陣織会館)となっており、一日あたりの訪問数としては適切であったといえる。

研修配列は、まず JICA 本部で技術協力の全体像を把握し、厚生労働省で日本の職業訓練の全体像を把握し、その後に職業訓練施設の視察と討議を行い、日本のものづくり先端企業を視察したことで、日本の優れたものづくり人材育成を体系的に理解することができた。また、日本の指導員の役割が多様で重要なことも理解した。

内容については、視察先にて（千葉職業能力開発短期大学校と千葉職業能力開発センター）参加者から積極的な質問が投げかけられ、視察先と参加者の間で活発な意見交換をする事ができた。また、しのはらプレスサービス株式会社の人材育成は、特に興味深い内容であった。

(e) テキスト・機材・施設

本研修中 1 講義（11/16）において、テキストを使用した。

研修内容	テキスト名
TVET 指導員の役割と教材開発	リンク機構学習キット ROBO-HAND

見学先以外の研修施設は JICA 東京を使用し、機材は使用されていない。

(4) 研修員（招へい員）

(a) 参加要件：TEVTA と GCT の幹部

(b) 研修参加への意欲・受講態度

参加者は、日本の先進的技術教育に関心があり、カリキュラムや受講期間、卒業生の就職率、卒業後に得られる給料、日本での職業訓練の受講者数、指導方法（日本版デュアルシステム等）について関心を寄せていた。

研修で訪問した施設では、日本の人材育成について多くの質問を行っていた。視察を通じて、パンジャブ TVET と日本の TVET の違いを認識し、受講態度は積極的であったといえる。

(5) 研修成果の活用

(a) 研修で得られた成果について

職業能力開発施設を視察し、視察先の職員と日本の職業訓練システムや産学連携について話し合うことで、日本の高度な職業技術教育訓練と産学連携（訓練施設と産業界との連携）についての理解が深まった。また、職業訓練指導員の質を向上させることが、質の高い教育訓練を提供する事につながるという認識を改めて深める事ができた。

トヨタ会館・工場見学を通じて、産業現場における「5S」や「カイゼン」の重要性と、企業内で行う人材育成の重要性について理解を深めるとともに、実務面では応用だけでなく基礎を身につけている事が重要になるという認識を深める事ができた。

厚労省、TVET 施設の視察や民間企業の視察を通して、日本の TVET 指導員の役割が多様で重要なことを理解し、指導員の役割を理解することができた。

(b) 成果の活用方法について

今回の研修を通じて、研修員が日本の職業訓練のシステムと産学連携状況について理解を深めることが出来たので、今後の本プロジェクトの活動を遂行するにあたり、より円滑に関係者へ指導することが出来るようになるとともに、プロジェクト運営に寄与することができるようになる。

(6) 研修環境

視察・訪問した場所は整理整頓がなされており、生徒や従業員の採用、育成、モチベーション向上の取組、教育カリキュラムと教材など日本の訓練現場を実際に視察できた。

(7) その他特記事項

(a) パキスタン大使館表敬訪問について

パキスタン大使館の Mr. Asad Majeed Khan 大使の招待により、11月8日(水)施設訪問終了後に、大使館に訪問することとなった。当初の予定計画バス帰路から変更し、パキスタン大使館経由にて、帰路することとなった。

以上

2. 添付資料

① 研修詳細計画表（実績版）

② 議事録（JICA 表敬訪問、厚生労働省表敬訪問、千葉職業能力開発促進センター、千葉職業能力開発短期際学校、(株)パール技研、しのはらプレスサービス(株)、豊田工業高等専門学校）

3. 研修活動写真

	
11月6日 JICA 表敬訪問	11月6日 厚生労働省表敬訪問
	
11月7日 講義：職業訓練(TVET)の運営管理と産学連携①	11月7日 講義：職業訓練(TVET)の運営管理と産学連携②
	
11月8日 千葉職業能力開発センター訪問	11月8日 千葉職業能力開発センター訪問



11月8日 千葉職業能力開発短期大学校訪問



11月8日 千葉職業能力開発短期大学校訪問



11月9日 (株)パール技研訪問



11月10日 しのはらプレスサービス(株)



11月13日 トヨタ会館・工場見学



11月13日 豊田工業高等専門学校訪問



11月13日 豊田工業高等専門学校訪問



11月13日 豊田工業高等専門学校訪問



11月14日 トヨタ博物館



11月15日 西陣織会館



11月16日 講義：指導員の役割と教材開発①



11月16日 講義：指導員の役割と教材開発②



11月17日 アクションプラン発表・評価会



11月17日 アクションプラン発表・評価会

添付資料 7-3：第 3 回国別研修報告書

研修業務完了報告書

4. 報告内容

(8) コース概要

タイトル：日本における技術職業訓練(TVET)システムと産学連携

Vocational Training System and Industrial Linkage in Japan

期 間：2019年3月6日～2019年3月13日

参加人数：7名

	名前	役職	所属
1	Mr. Ezaz Haider	Manager (Technical)	TEVTA
2	Mr. Muhammad Azhar	Senior Instructor	GCT Faisalabad
3	Mr. Muhammad Washif Ali	Instructor	
4	Mr. Muhammad Umair Mirza	Instructor	
5	Mr. Muhammad Nouman Siddique	Instructor	
6	Mr. Adil Nawaz	Instructor	
7	Mr. Ali Anwaar	Instructor	

(9) 研修内容

(d) 研修全体概念図

パンジャブ州東部にある GCT 校の DAE 機械学科で質の高い教育訓練を提供するための教官の質向上を目的に、先進的な日本の「TVET システムの理解」、日本の優れた「ものづくりと人材育成」、「教官の役割と教材開発等」の3つの項目に対する理解を、本研修を通じて深めてもらう。

(e) 日程表

	日付		時刻	形態	研修内容	研修場所
	日程	曜日				
Day 1	3/6	水				東京来日
Day 2	3/7	木	7:00 ~ 8:00		JICA規定ブリーフィング	JICA東京
			8:00 ~ 8:30		プログラムオリエンテーション	JICA東京
			10:00 ~ 12:00	見学	製造業の工程管理と人材育成	富士電機機械制御(株)
			13:00 ~ 15:00	見学	大学におけるものづくり人材育成	ものづくり大学
Day 3	3/8	金	10:00 ~ 12:00	見学	職業能力開発短期大学校における設備および訓練	千葉職業能力開発短期大学校
			14:00 ~ 16:00	見学	製造業の工程管理と人材育成	しのはらプレス(株)
Day 4	3/9	土	9:00 ~ 13:00	講義	ものづくり人材育成	JICA東京
Day 5	3/10	日			教材開発・アクションプラン作成	JICA東京
Day 6	3/11	月	10:00 ~ 12:00	見学	職業訓練と産学連携	千葉職業能力開発促進センター
			14:00 ~ 16:00	見学	製造業の工程管理と人材育成	久永製作所
Day 7	3/12	火	10:00 ~ 12:00	実習	教材開発	JICA東京
			13:30 ~ 17:00	実習	教材開発	JICA東京
Day 8	3/13	木	9:00 ~ 12:00	実習	アクションプラン作成	JICA東京
			13:00 ~ 14:20	発表	アクションプラン発表	JICA東京
			14:20 ~ 15:00	実習	評価会・研修総括	JICA東京
						東京離日

(f) 研修カリキュラム

教官の質の向上をねらいとして GCT-FSD 校の教官等を対象に、本邦において我が国の先進的な技術教育・職業訓練施設等の運営、教官の育成、教材開発手法、日本の優れた「ものづくりと人材育成」及び産学連携等にかかる認識を高めることである。

(10) 研修コースに関する所見

(f) 講義

本研修では、教官を中心とした7名を招へいし、日本の先端的な教育訓練や産業界での人材育成について理解を深めるために実施された。ものづくり大学、千葉職業能力開発短期大学校、千葉職業能力促進センターにおいて、それぞれの機関、施設の概要説明が行われ、また富士電機機器制御(株)、しのはらプレスサービス(株)、(株)久永製作所では、施設視察や民間製造業に於ける人材育成などの説明が行われた。

(g) 討論・実習・演習・発表

全ての施設で、整理整頓ができていること、実習場の安全対策が整っていること、指導員の意識の高さ、几帳面さ、丁寧に指導を行っていること、就職指導が組織的に行なわれていること等の多くを学ぶことができた。また、指導法や指導員の就職率が極めて高い成果を得ている背景を理解し意見交換などが積極的に行われた。

(h) 視察

視察先は下記の通りである。

- ① 3/7 富士電機機器制御株式会社
- ② 3/7 ものづくり大学
- ③ 3/8 千葉職業能力開発短期大学校
- ④ 3/8 しのはらプレスサービス(株)
- ⑤ 3/11 千葉職業能力開発促進センター
- ⑥ 3/11 久永製作所

(i) 研修期間・配列・内容

研修期間中(3月6日～3月13日)に訪問、視察した施設は全6箇所となっており、一日あたりの訪問数としては適切であったといえる。

研修配列は、職業訓練施設の視察と討議を行い、日本のものづくり先端企業を視察したことで、日本の優れたものづくり人材育成を体系的に理解することができた。また、日本の指導員の役割が多様で重要なことも理解した。

内容については、すべての視察先にて参加者から積極的な質問が投げかけられ、視察先と参加者の間で活発な意見交換をする事ができた。

(j) テキスト・機材・施設

本研修中1講義(3/12)において、テキストを使用した。

研修 内容	テキスト名
TVET 指導員の役割と教材開発	リンク機構学習キット ROBO-HAND-I ROBO-HAND-II

見学先以外の研修施設は JICA 東京を使用し、機材は使用されていない。

(1 1) 研修員（招へい員）

(c) 参加要件：TEVTA 職員と GCT-FSD 教官

(d) 研修参加への意欲・受講態度

参加者は、日本の先進的技術教育に関心があり、カリキュラムや受講期間、教官の働き方、卒業生の就職率、企業とのかかわり方、日本での職業訓練の受講者数、指導方法・教材について関心を寄せていた。

研修で訪問した施設では、日本の人材育成や教官の役割について多くの質問を行っていた。視察を通じて、パンジャブと日本の TVET の違いを認識し、受講態度は積極的であったといえる。

(1 2) 研修成果の活用

(c) 研修で得られた成果について

職業能力開発施設を視察し、視察先の職員と日本の職業訓練システムや産学連携について話し合うことで、日本の高度な職業技術教育訓練と産学連携（訓練施設と産業界との連携）についての理解が深まった。また、職業訓練指導員の訓練内容が重要であり、質の高い教育訓練を提供する事につながるという認識を改めて深める事ができた。

企業視察を通じて、産業現場における「5S」や「カイゼン」の重要性と、企業内で行う人材育成の重要性についても理解を深めるとともに、実務面では応用だけでなく基礎を身につけている事が重要になるという認識を深める事ができた。また、技術面さながらモチベーションの向上が重要であるという認識にも関心を深めていた

TVET 施設の視察や民間企業の視察を通して、日本の TVET 指導員の役割が多様で重要なことを理解し、指導員の役割を理解することができた。

(d) 成果の活用方法について

今回の研修を通じて、研修員が日本の職業訓練のシステムと産学連携状況について理解を深めることが出来たので、今後の本プロジェクトの活動を遂行するにあたり、より円滑に関係者へ指導することが出来るようになるとともに、プロジェクト運営に寄与することができるようになる。

本邦研修の効果を確実にするために研修で習得した「教材開発」の知識を活かして自作教材を作成し、研修終了 3 か月後に GCT 機械学科教官等を集めて自作教材発表会（教材開発コンクール）の開催を計画している。

(1 3) 研修環境

視察・訪問した場所は整理整頓がなされており、生徒や従業員の採用、育成、モチベーション向上の取組、教育カリキュラムと教材など日本の訓練現場を実際に視察できた。

(1 4) その他特記事項

(b) 研修日程の変更について

当初は 3 月 5 日～12 日で研修を計画していたが、カシミール問題の影響で研修生の出国が遅れたため、3 月 6 日～13 日に研修期間を変更して実施した

以上

5. 添付資料

③ 研修詳細計画表（実績版）

④ 研修員リスト

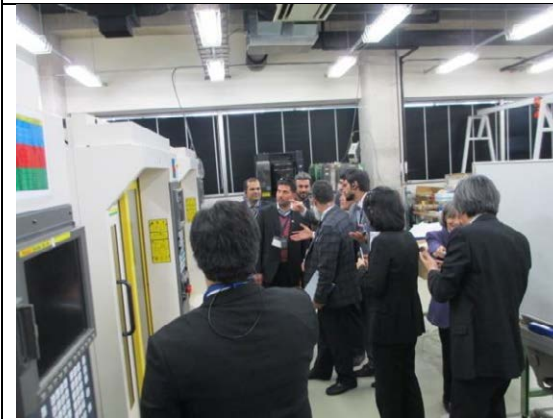
6. 研修活動写真



3月7日 富士電機機器制御(株) 見学



3月7日 ものづくり大学 視察①



3月7日 ものづくり大学 視察②



3月8日 千葉職業能力開発短期大学校訪問①



3月8日 千葉職業能力開発短期大学校訪問②



3月8日 千葉職業能力開発短期大学校訪問③



3月8日 したのはらプレスサービス(株)



3月8日 したのはらプレスサービス(株)



3月8日 したのはらプレスサービス(株)



3月9日 講義：ものづくり人材育成



3月11日 千葉職業能力開発センター訪問①



3月11日 千葉職業能力開発センター訪問②



3月11日 千葉職業能力開発センター訪問③



3月11日 千葉職業能力開発センター訪問④



3月11日 (株)久永製作所①



3月11日 (株)久永製作所②



3月12日 講義：教材開発①



3月12日 講義：教材開発②



3月13日 アクションプラン発表・評価会①



3月13日 アクションプラン発表・評価会②

添付資料 7-4：第 4 回国別研修報告書

研修業務完了報告書

7. 報告内容

(15) コース概要

タイトル：日本における技術教育・職業訓練(TVET)システムと産学連携

Technical Vocational Education and Training (TVET) System and
Industrial Linkage in Japan

期 間：2019年9月30日～2019年10月11日

参加人数：6名

No.	名前	役職	所属
1	Mr. MUHAMMAD Altaf Baluch	General Manage (Procurement)	TEVTA
2	Mr. ALAM Muhammad	Senior Instructor	GCT Faisalabad
3	Mr. TAHIR Muhammad	Senior Instructor	
4	Mr. ARSHAD Muhammad	Senior Instructor	
5	Mr. HUSSAIN Abid	Lecturer	
6	Mr. TAHIR Saeed	Instructor	GCT Railway Road

(16) 研修内容

(g) 研修全体概念図

パンジャブ州東部にある GCT 校の DAE 機械学科で質の高い教育訓練を提供するための教官の質向上を目的に、先進的な日本の「TVET システムの理解」、日本の優れた「ものづくりと人材育成」、「教官の役割と教材開発等」の3つの項目に対する理解を、本研修を通じて深めてもらう。

(h) 日程表

日付	時刻	形態	研修内容	研修場所
9/25(水)	14:00 ~ 15:30		事前打合せ	JICA東京303
9/30(月)	～		東京来日	
10/1(火)	10:00 ~ 12:00	講義	JICA規定ブリーフィング	JICA東京408
	12:00 ~ 12:30	講義	プログラムオリエンテーション	
	13:30 ~ 17:30	講義	社会構造の変化に対応する人材育成の計画策定	
10/2(水)	10:00 ~ 12:00	講義	日本のTVETシステムと人材育成	JICA東京304
	13:00 ~ 16:00	講義	日本のTVETシステムと人材育成	
10/3(木)	10:00 ~ 12:00	見学	職業訓練施設における設備と訓練	千葉職業能力開発短期大学校 〒260-0025 千葉市中央区間屋町2-25
	12:00 ~ 13:00		移動/昼食(フレスポ稲毛)	フレスポ稲毛 千葉市稲毛区長沼原町731-17
	14:00 ~ 16:00	見学	職業訓練と産学連携	千葉職業能力開発促進センター (ポリテクセンター千葉) 〒263-0004 千葉市稲毛区六方町274
10/4(金)			移動/昼食	
	13:30 ~ 14:30	見学	製造業の工程管理と人材育成	スズキ株式会社 湖西工場 〒431-0451 静岡県湖西市白須賀4520
	15:00 ~ 16:00	見学	製造業の発展と歴史	スズキ歴史館 〒432-8062 静岡県浜松市南区増楽町1301
10/5(土)	～	実習	休日/教材開発・アクションプラン作成	
10/6(日)	～	実習	休日/教材開発・アクションプラン作成	
10/7(月)	10:00 ~ 12:00	見学	大学におけるものづくり人材育成	ものづくり大学 〒361-0038 行田市前谷333番地
	12:00 ~ 13:00		昼食(ものづくり大学食堂)	
	13:30 ~ 15:30	見学	製造業の工程管理と人材育成	浦和冶金工業株式会社 〒361-0026 埼玉県行田市大宇野1698-18
10/8(火)	10:00 ~ 12:00	見学	製造業の工程管理と人材育成	しのはらプレスサービス(株) 〒273-0016 船橋市汐見町34-2
	12:30 ~ 13:00		Pasar 幕張	Pasar 幕張 千葉市花見川区幕張町2-2621
	13:30 ~ 15:30	見学	製造業の工程管理と人材育成	久永製作所(株) 〒284-0012 四街道市物井598
	16:00 ~ 17:00	見学	日本文化理解(成田山新勝寺)	成田山新勝寺 〒286-0023 千葉県成田市成田1
10/9(水)	10:00 ~ 12:00	講義	指導員の役割と教材開発	JICA東京409
	13:00 ~ 16:00	講義	指導員の役割と教材開発	
10/10(木)	9:00 ~ 12:00	実習	アクションプラン作成	JICA東京409
	13:00 ~ 15:30	発表	アクションプラン発表	
	16:00 ~ 17:00	実習	評価会、閉校式	
10/11(金)			東京離日	

(i) 研修カリキュラム

教官の質の向上をねらいとして TEVTA 幹部及び GCT-FSD 校並びに GCT-RR 校の教官等を対象に、本邦において我が国の先進的な技術教育・職業訓練施設等の運営、教官の育成、教材開発手法、日本の優れた「ものづくりと人材育成」及び産学連携等にかかる認識を高めることである。

(17) 研修コースに関する所見

(k) 講義

本研修では、教官を中心とした 6 名を招へいし、日本の先端的な教育訓練や産業界での人材育成について理解を深めるために実施された。ものづくり大学、千葉職業能力開発短期大学校、千葉職業能力促進センターにおいて、それぞれの機関、施設の概要説明が行われ、またスズキ(株)、浦和冶金工業(株)、しのはらプレスサービス(株)、(株)久永製作所では、施設視察や民間製造業に於ける人材育成などの説明が行われた。

(1) 討論・実習・演習・発表

全ての施設で、整理整頓ができていること、実習場の安全対策が整っていること、指導員の意識の高さ、几帳面さ、丁寧に指導を行っていること、就職指導が組織的に行なわれていること等の多くを学ぶことができた。また、効果的な指導方法や学生の就職率が極めて高い成果を得ている背景を理解し意見交換などが積極的に行われた。

(m) 視察

視察先は下記の通りである。

- ① 10/3 千葉職業能力開発短期大学校
- ② 10/3 千葉職業能力開発促進センター
- ③ 10/4 スズキ株式会社 湖西工業
- ④ 10/7 ものづくり大学
- ⑤ 10/7 浦和冶金工業株式会社
- ⑥ 10/8 しのはらプレスサービス株式会社
- ⑦ 10/8 株式会社久永製作所

(n) 研修期間・配列・内容

研修期間中（9月30日～10月11日）に訪問、視察した施設は全7箇所となっており、一日あたりの訪問数としては適切であったといえる。

研修配列は、職業訓練施設の視察と討議を行い、日本のものづくり先端企業を視察したことで、日本の優れたものづくり人材育成を体系的に理解することができた。また、日本の指導員の役割が多様で重要なことも理解した。

内容については、すべての視察先にて参加者から積極的な質問が投げかけられ、視察先と参加者の間で活発な意見交換をする事ができた。

(o) テキスト・機材・施設

本研修中1講義(10/9)において、テキストを使用した。

研修 内容	テキスト名
指導員の役割と教材開発	リンク機構学習キット ROBO-HAND-I ROBO-HAND-II

見学先以外の研修施設は JICA 東京を使用し、機材は使用されていない。

(18) 研修員(招へい員)

(e) 参加要件: TEVTA 職員と GCT-RR/FSD 教官

(f) 研修参加への意欲・受講態度

参加者は、日本の先進的技術教育に関心があり、カリキュラムや受講期間、教官の働き方、卒業生の就職率、企業とのかかわり方、日本での職業訓練の受講者数、指導方法・教材について関心を寄せていた。

研修で訪問した施設では、日本の人材育成や教官の役割について多くの質問を行っていた。視察を通じて、パキスタンと日本の TVET の違いを認識し、受講態度は積極的であったといえる。

(19) 研修成果の活用

(e) 研修で得られた成果について

職業能力開発施設を視察し、視察先の職員と日本の職業訓練システムや産学連携について話し合うことで、日本の高度な職業技術教育訓練と産学連携(訓練施設と産業界との連携)についての理解が深まった。また、職業訓練指導員の訓練内容が重要であり、質の高い教育訓練を提供する事につながるという認識を改めて深める事ができた。

企業視察を通じて、産業現場における「5S」や「カイゼン」の重要性と、企業内で行う人材育成の重要性についても理解を深めるとともに、実務面では応用だけでなく基礎を身につけている事が重要になるという認識を深める事ができた。また、技術面の指導だけでなく学生のモチベーションの向上が重要であるという認識にも関心を深めていた

TVET 施設の視察や民間企業の視察を通して、日本の TVET 指導員の役割が多様で重要なことを理解し、指導員の役割を理解することができた。

(f) 成果の活用方法について

今回の研修を通じて、研修員が日本の職業訓練のシステムと産学連携状況について理解を深めることが出来たので、今後の本プロジェクトの活動を遂行するにあたり、より円滑に関係者へ指導することが出来るようになるとともに、プロジェクト運営に寄与することができるようになる。

本邦研修の効果を確実にするために研修で習得した「教材開発」の知識を活かして自作教材を作成し、研修終了2か月後にGCT機械学科教官等を集めて自作教材発表会（教材開発コンクール）の開催を計画している。

(20) 研修環境

視察・訪問した場所は整理整頓がなされており、学生や従業員の採用、育成、モチベーション向上の取組、教育カリキュラムと教材など日本の訓練現場を実際に視察できた。

(21) その他特記事項

(c) パキスタンでのオリエンテーションとフォローアップについて

研修効果を確実にして研修で学んだことを実務に活かすことを目的として、出発前に下り円遊覧を実施した。また、帰国後にフォローアップを実施する予定である。

9月4日 オリエンテーション（研修のねらいと日本文化理解）

9月7日 オリエンテーション（日本における人材育成の概要）

11月18日 フォローアップ（研修の補足説明）

12月23日 フォローアップ（GCT-FSD校で研修報告会、教材開発の中間発表）

以上

8. 添付資料

⑤ 研修詳細計画書（実績版）

⑥ 研修員リスト

9. 研修活動写真



10月1日 講義
社会構造の変化に対する人材育成の計画策定



10月2日 講義
日本のTVEシステムと人材育①



10月2日 講義
日本のTVEシステムと人材育②



10月3日
千葉職業能力開発短期大学校訪問①



10月3日
千葉職業能力開発短期大学校訪問②



10月3日
千葉職業能力開発促進センター訪問①



10月3日

千葉職業能力開発促進センター訪問②



10月3日

千葉職業能力開発促進センター訪問③



10月4日

スズキ株式会社 湖西工業/スズキ歴史館



10月7日

ものづくり大学①



10月7日

ものづくり大学②



10月7日

ものづくり大学③



10月7日

浦和冶金工業株式会社



10月8日

しのはらプレスサービス株式会社①



10月8日

しのはらプレスサービス株式会社②



10月8日

久永製作所株式会社



10月9日 講義

指導員の役割と教材開発①



10月9日 講義

指導員の役割と教材開発②



10月10日 アクションプラン発表・評価会①



10月10日 アクションプラン発表・評価会②

添付資料 8：合同調整委員会議事録等

添付資料 8-1：キックオフ会議

2016年3月2日

パキスタン国パンジャブ州技術短期大学工業系ディプロマ機械学科強化プロジェクト
キックオフ会議議事録

1. 日時、場所：2016年3月2日（火）10:20～14:30、TEVTA
2. 出席者：TEVTA COO Jawad Ahmad Qureshi 氏、GM/Ops Hamid Ghani 氏、
ICAj Aqib Sharif 氏 DGM/Placement Uzma Nadia 氏 Consultant/HR Syed Abtaslam 氏
GCT RR 校長 Arif Ali Nadeem 氏、GCT ファイサラバード校長 Muhammad Ali 氏
JICA 東城所長、Nazia 氏
プロジェクト 柿栖総括、佐々木副総括、露木、加藤（記）
3. 内容：
 - (1) Aqib 氏と打ち合わせ（Aqib 氏、途中から東城所長、Nazia 氏、プロジェクトメンバー4名）
 - ・ TEVA、GCT RR、GCT FA の3か所に事務所を用意した。
 - ・ GCT RR には産学連携の専門の職員がいる。
 - ・ 休みは土日、夏休みは6月～8月の3か月間である。
 - ・ JCC のメンバーは以下のとおりと想定している。
TEVTA のチェアマン、TEVTA のプロジェクトメンバー、GCT RR、GCT FA の校長、産業セクター代表、ラホールの商工会議所、ファイサラバードの商工会議所
 - ・ (プロジェクト) 3月3日 8:45 から GCT RR 校で執務する。9日に GCT FA に行きたい。16日に JCC をセットしたい。
 - (2) キックオフミーティング（12:20～12:50）
 - 東城：現状のカリキュラムの検証と改善が主な目的であり、現在持っている財産を使うことが大切。
 - COO：TEVTA にプライオリティを与えてくれて感謝する。前プロジェクトは大きな貢献をした。協力を惜しまないので必要があれば言ってほしい。少なくとも自分の仕事の40%は本件に当てる。
機械科に限らず成果を展開したい。
 - GM：建築科の方が女性が多い。
 - 柿栖：専門家は全力を尽くしていく。皆さんがプロジェクトに精通しているので心強い。皆さんの専門性が活かされるプロジェクトとしたい。
 - COO：明日（3月3日）の夕食を招待したい。

以上

添付資料 8-2 : 13 校校長會議

2016年3月10日

パキスタン国パンジャブ州技術短期大学工業系ディプロマ機械学科強化プロジェクト
校長会議

1. 日時、場所：2016年3月10日（水）11:20～13:30、TEVTA
2. 出席者：TEVTA GM/Ops Hamid Ghani 氏（途中から）、カリキュラム担当 GM、
Dr. Syed Iftikhar Hussain Shar R&D 担当、Aqib 氏他（出席者名簿参照）
GCT 校長 12名～13名
プロジェクト 柿栖総括、佐々木副総括、露木、加藤（記）、Usman Tufail
3. 内容：
 - (1) プロジェクトの校長向け説明会（進行 Aqib 氏）
 - ・説明会開催の趣旨説明（Aqib 氏）
 - ・プロジェクト概要説明（柿栖総括）
 - ・プロジェクト説明資料説明（佐々木副総括、加藤、露木）
 - ・Baseline 調査、Training Needs Assessment、Industrial Linkage 調査の依頼
締め切り：3月25日、後二者は GCT RR 校、ファイサラバード校は 40～50 社、他は 10～15 社
 - (2) 校長からの主な発言
 - ・カリキュラムが同じである以上、機材については 13 校すべて同じものを設置すべきである。
 - ・カリキュラム改訂をまた行うのか。前プロジェクトでのカリキュラム改訂に見合った機材もないところで、またカリキュラムの改訂（強化）が行われては困る。
 - ・Baseline 調査は校長の任務だと理解するが、Training Needs Assessment、Industrial Linkage 調査は調査部門（R&D 担当）の仕事ではないのか。
⇒調査については、Aqib 氏を通して調整しながら締め切りを若干緩和しつつ全 GCT に実施してもらえよう進める。
 - (3) その他
 - ・予定していた、セクター区割りの決定については調査の依頼に手間取って話に入れなかった。今後、Aqib 氏を通して検討していく予定である。

出席者名簿

1.	Advisor (Procurement), TEVTA.
2.	General Manager (Academics), TEVTA.
3.	Deputy General Manager (Admn.).
4.	Director (R&D), TEVTA
5.	Project Coordinator, TEVTA.
6.	Principal, Govt. College of Technology, Railway Road, Lahore
7.	Principal, Govt. College of Technology, Faisalabad
8.	Principal, Govt. Staff Training College, Faisalabad
9.	Principal, Govt. College of Technology, Gujranwala
10.	Principal, Govt. Swedish Pakistani College of Technology, Gujrat
11.	Principal, Govt. College of Technology, Jhelum
12.	Principal, Govt. College of Technology, Layyah

以上

添付資料 8-3：TEVTA 会長挨拶

2016年3月17日

パキスタン国パンジャブ州技術短期大学工業系ディプロマ機械学科強化プロジェクト

1. 日時、場所：2016年3月17日（木）TEVTA、GCT RR 校
2. 出席者：TEVTA Chairman Irfan Qaiser Sheikh 氏、COO Jawad Ahmad Qureshi 氏、GM/Ops Hamid Ghani 氏、JICA Pj コーディネーターAqib 氏、他
JICA パキスタン事務所：高城次長、小笠原所員、Sardar Tahir 安全アドバイザー
プロジェクト 柿栖総括、佐々木副総括、露木、加藤（記）

3. 内容：

(1) TEVTA Irfan Qaiser Sheikh Chairman（柿栖）

- ・ Aqib 氏の案内で柿栖総括が TEVTA の Chairman に着任の挨拶。
- ・ 自動車産業はパキスタンで最も成長している産業であり、最も重視している。繊維産魚は最も大きな産業であり、これも重要である。
- ・ パンジャブ州にはラホール、ファイサラバードを含め4つの工業都市がありこれが中心となる。
- ・ パンジャブ州では Chief Minister が Vocational Training を 2018 年までに 200 万人行う計画を立て、その中で TEVTA は 55 万人が割り当てられた。当プロジェクトにもこの計画の実現に貢献してほしい。とにかく早く成果を出して欲しい。5 カ月以内に何らか Chief Minister に報告しうる具体的な成果が欲しい。そのために必要な機材の購入が JICA の手続きでは遅くなるのであれば、州側で支出するにやぶさかでない。
※パキスタンでは新学期が 9 月に始まるので、5 カ月というのは新学期が始まる前までに何らかの Chief Minister に報告できる材料が欲しいということだと思われる。
- ・ Master Trainer の育成は非常に意義深いのでとにかく早くやって欲しい。
- ・ プロジェクトは、TEVTA の事情は分かったので、プロジェクトの範囲や制約の中でできる限りの努力はする旨表明した。
- ・ JCC を 4 月上旬に行いたい旨を Chairman に述べた。

(2) GCT RR 校 Aqeel 機械学科長と打ち合わせ（佐々木）

- ・ 16 教科の Master Trainer 名簿が Aqeel 学科長から手渡された。

(3) 安全協議会出席（柿栖、佐々木、露木、加藤） Residency ホテルにて

今後の予定

- 3月20日 露木専門家、加藤専門家がラホール出発
- 3月23日 本谷専門家が日本出発
- 4月4日 柿栖総括、佐々木副総括が GCT ファイサラバード訪問
- 4月5、6、7日のいずれか JCC

以上

添付資料 8-4 : 第 1 回 JCC

MEMORANDUM OF MEETING REGARDING JOINT COORDINATION COMMITTEE

Subject: - JOINT COORDINATION COMMITTEE (JCC)

1. A meeting held on the subject cited above:
Venue: TEVTA, Lahore.
Date: April 06, 2016.
Time: 4 P.M.
Agenda: Approval of Annual work plan 2016 (JICA Project).

2. The following delegation from JICA was present there:-

1.	Mr. MOTOO TAKI	Senior Representative
2.	Mr. AKIRA ODA	Representative
3.	Mr. NOBORU KAKISU	Chief Advisor
4.	Mr. OSAMU SASAKI	Deputy Chief Advisor / Curriculum Revision

3. The following delegation from TEVTA was present there:-

1.	Mr. IRFAN QAISER SHEIKH	Chairperson
2.	Mr. JAWAD AHMAD QURESHI	Chief operating officer
3.	Mr. COL. (R) HAMID GHANI ANJUM	Advisor (Procurement)
4.	Mr. AZHAR IQBAL SHAD	General Manager
5.	Engr. Mr. AQIB SHARIF	Project Coordinator
6.	Col. (R) MAQSOOD AHMAD	Deputy General Manager Administration
7.	Mr. FAHEEM-UR- REHMAN SEHGAL	Member, Lahore Chamber of Commerce and Industry
8.	Mr. WAQAS ASLAM	CHIEF (INDUSTRIES) Planning and Development Department , Govt. of Punjab

9.	Engr. Mr. SUHAIL BIN RASHEED	Member, Faisalabad Lahore Chamber of Commerce and Industry, President Board of management
10.	Mr. REHAN RIAZ	Member, Pakistan Association of Automotive Parts and Accessories Manufacturers (PAAPAM)
11.	Mr. MUSTAFA KAMAL PASHA	Consultant (HR)
12.	Engr. Mr. ARIF ALI NADEEM	Principle of GCT Railway Road
13.	Engr. Mr. MUHAMMAD ALI	Principle of GCT Faisalabad
14.	Mr. NOOR ASIF NOOR	H.O.D Mechanical GCT Faisalabad

Discussion:

4. Chairperson TEVTA welcomed the participants of the meeting. He appreciated the effort of JICA for Establishing Centre of Excellence at GCT Railway Road Lahore. He also thanked JICA for developing GCT Faisalabad as Centre of Excellence in the current JICA project and requested to complete as soon as possible.
5. He explained that this Project will support Auto section after training of teachers and students. He also assured that TEVTA is ready to purchase some important and necessary equipment. Also he thanked for starting of Training of Trainers of 13 GCTs.
6. He explained that under this Project number of trainers will increase and it will support the vision of Chief Minister to train 20 million trainees.
7. He further explained that vocational training is the key of success.
8. He also stated that more than 60% of the population is youth and by offering new courses and training we can make it useful.
9. He again thanked JICA for supporting the youth of Pakistan by providing 640 million JPY for training and equipment.
10. In the end he thanked all participants and stated that today's session is historic for TEVTA.
11. Mr. MOTOO TAKI Senior Representative of JICA Islamabad office thanked Chairperson for inviting for Joint Coordination Committee (JCC).
12. He explained that the purpose of Joint Coordination Committee (JCC) is to approve Annual Work Plan, 2016 for the JICA Project.
13. He explained the importance of technical education for development and stated that technical education was stated developed in JAPAN in 1960.

14. The members of Joint Coordination Committee (JCC), such as Mr. SOHAIL Faisalabad Chamber of Commerce and Industry, Mr. FAHEEM-UR-REHMANSEGAL Lahore Chamber of Commerce and Industry, Mr. REHAN RAIZ Pakistan Association of Automotive Part and Accessories Manufactures (PAAPAM), and Industrial department, Planning and Development department also appreciated the efforts of JICA Project team and assured their support.
15. Mr. KAKISU presented a brief of Annual Action Plan 2016.
16. The second part of the plan was briefed by Mr. HAMID GHANI Advisor Procurement.

Decision:

17. All the participants were agreed with the Annual Action Plan 2016.
18. In the end singing ceremony for the Action Plan 2016 took place. Following signed the Action Plan 2016.

	GOVERNMENT OF THE PUNJAB TECHNICAL EDUCATION & VOCATIONAL TRAINING AUTHORITY 96-H, GULBERG II, LAHORE PHONE: 042-99263055-59 www.tevta.gop.pk	
	ADMINISTRATION WING	

NOTIFICATION

No. TEVTA/JICA/2016. JAPAN International Corporation (JICA) had signed a MOU with TEVTA on 25.06.2015. Under this Project, JICA will develop GCT, Faisalabad as Centre of Excellence. In total 13 Govt. Colleges of Technology functioning under TEVTA will be up-graded by providing equipment and training to the teachers of these Institutions. As per MOU, meeting of Joint Coordinating Committee (JCC) is pre-requisite and will be held at least once a year and whenever deems it necessary.

2. The following Joint Coordinating Committee for JICA Project "The Project for Strengthening DAE in Mechanical Technology at Government Colleges Of Technology In Punjab Province" is hereby constituted as under:-

1.	Chairperson, TEVTA	In Chair
2.	Mr. Motoo Taki, Senior Representative, JICA Pakistan Office, Islamabad.	Member
3.	JICA Project Chief and Experts, Islamabad.	Member
4.	Mr. Akira Oda, Representative, JICA Pakistan Office, Islamabad.	Member
5.	Chief Operating Officer, TEVTA, Lahore.	Member
6.	Advisor (Procurement), TEVTA, Lahore.	Member
7.	General Manager (Academics), TEVTA, Lahore.	Member
8.	Mr. Faheem-ur-Rehman Sehgal, Member (Lahore Chamber of Commerce & Industry), M/s Mujahid Enterprises.	Member
9.	Engr. Suhail Bin Rasheed, Member (Chamber of Commerce & Industry) / President Board of Management, TEVTA, Faisalabad.	Member
10.	Mr. Rehan Riaz, Member, Pakistan Association of Automotive Parts & Accessories Manufacturers (PAAPAM).	Member
11.	The Chief (Industries), Planning & Development Department, Govt. of the Punjab, Lahore.	Member
12.	Dr. Afshan Rubab, Deputy Secretary (Commerce), Industries, Commerce & Investment Department, Govt. of the Punjab, Lahore.	Member
13.	The Deputy General Manager (Admn.), TEVTA, Lahore.	Member
14.	The Deputy General Manager (C&C) / Operations, TEVTA, Lahore	Member
15.	The Consultant (HR), TEVTA, Lahore.	Member
16.	The Project Coordinator, TEVTA, Lahore.	Member

17.	The Principal, GCT, Railway Road, Lahore	Member
18.	The Principal, GCT, Faisalabad	Member

Observers

- i) Mr. Shunichi AMADA, First Secretary, Embassy of JAPAN, Islamabad.
 - ii) Other observers may attend the JCC meeting upon the agreement between JICA and Pakistan Side
3. The functions of the Committee are as under:-
- a) Inter Organizational Coordination.
 - b) Approval of Annual Work Plan.
 - c) Review of Annual Progress.
 - d) Exchange of opinion on major issues.

CHAIRPERSON
TEVTA

Endst. No. even & dated

1st April, 2016.

All members of the Committee.


(ENGR. AQIB SHARIF)
JICA Project Coordinator
TEVTA



ISSUED
TEVTA SECRETARIATE
GULBERG ROAD LAHORE
28580-99 14/2016

**J.C.C MEETING
06.04.2016**

Sr. No	Name	Designation	Department	Signature
1.	Fawad Qureshi	COO	TEVA	
2.	Hamid Ghani	Advisor Proc	TEVA	
3.	AZHAR IQBAL SHAD	G.M- Acad	TEVIA	
4.	FATHEEM UL BEMAN	CEO	TEVIA	
5.	Sulail Bano Rashid	Board Member TEVIA		
6.	REHAN KHAZ	MC Member PAAPAM	PAAPAM	
7.	Muhammad Ali	Municipal GCT-FSD	TEVIA	
8.	Engr. ARIF ALI NADEEM	Principal GCT R.R LHR	GCT Riphay Road LHR	
9.	Muhtaj Kamel Pasha	DCM (Ops) (C+S) TEVIA	TEVIA OPS Dept	
10.	COL (R) MANSOOR AHMED	DCM (A)	TEVIA DGM (A)	

Sr. No	Name	Designation	Department	Signature
11.	M. INAGIAS ASLAM	Assistant Chief (Industrial)	PPD Department	
12.	Osamu SASAKI	Expert	JICA Project	
13.	Noboru KAKI	Project Chief Advisor	JICA Project	
14.	Akiva ODA	Representative	JICA Pakistan office	
15.	Motoo Taki	Senior Representative	JICA	
16.	Aqib Ghani	Project Coordinator	TEVIA	
17.	NOOR ARAF NEER	HOD (Mech) GCT-FSD	MT GCT-FSD	
18.				
19.				
20.				
21.				
22.				

7. Revision of the Project Design Matrix (PDM)

Mr. Kakisu presented the revised PDM (Appendix 5).

The changes are in the objectivity verifiable indicators in Project Purpose, The objectively verifiable indicators in Outputs 3 and 4, The means of verification in Outputs 1, 3 and 4, The important assumptions Output 4 and Activities.

Mr. Kakisu mentioned that the indicators of overall goal and the project purpose were planned to be revised at the next JCC (3rd JCC).

JCC approved the revision.

8. Revision of the Plan of Operation (PO)

Mr. Kakisu presented the revised PO (Appendix 6).

The wording of Activities was changed along with the revised PDM.

Mr. Kakisu pointed that activity 3-4 which is one of the changes “Develop a plan for installation of necessary equipment in other GCTs” was moved from 2nd year (1st phase) to 3rd year (2nd phase).

JCC approved the revision.

9. Report of the Monitoring and Progress Report

Mr. Kakisu showed how JICA monitors the project using monitoring sheets (Appendix 7) and said he would share the report with TEVTA and JICA. The summary of the report is as follows.

- ✓ Monitoring Sheet is a project management tool for expert team and counterparts. Through mutual discussion, the document summarizes progress, issues and action to be taken in implementation of activities. This sheet is formulated and submitted to JICA headquarters every six months
- ✓ The Progress Report was reported about project activities in 2016 and this report was shared between TEVTA and JICA in February 2017.

10. Authorization of PDM and PO

The revised PDM and PO were approved by TEVTA Chairperson, JICA Chief Representative and Project Chief Advisor.

Appendices:

Appendix 1: Agenda Topics

Appendix 2: Revised Project Design Matrix (PDM)

Appendix 3: Revised Plan of Operation (PO)

Appendix 4: Review of the Project in 2016

Appendix 5: Revised PDM

Appendix 6: Revised PO

Appendix 7: Monitoring procedure

添付資料 8-5：第 2 回 JCC

Minuets of Meeting on
2nd Joint Coordination Committee Meeting
on
The Project for Strengthening DAE
In Mechanical Technology at Government Colleges of
Technology in Punjab Province
in the Islamic Republic of Pakistan

Lahore, 17th April, 2017



Mr. AAMER AZIZ
General Manager (Operation)
Technical Education and Vocational Training
Authority (TEVTA)



Mr. NOBORU KAKISU
Chief Advisor
JICA Project Team

1. Date, Place: Monday 17 April 2017, at TEVTA Conference Room, Lahore Pakistan

2. Participants:

TEVTA	
Irfan Qaiser Sheikh	Chairperson
Aamer Aziz	General Manager (Operation)
Akhtar Abbas Bharwana	General Manager (Development & Service Centers)
Azhar Iqal Shad	Advisor (Procurement)
Mueed Aman	Industry Executive
Mustafa Kamal Pasha	Deputy General Manager (Operation)
Waheed Asghar	Deputy General Manager (Operation-II)
Aqib Sharif	Project Coordinator

GCTs	
Tariq Mehmood	Principal of GCT Railway Road Lahore
Muhammad Younas	Principal of GCT Faisalabad
Muhammad Ikhlāq	HOD GCT Faisalabad

JICA	
Yasuhiro Tojo	Chief Representative Pakistan Office
Nazia Seher	Team Leader (Gender, Education) / Senior Programme Officer
Akira Oda	Representative Pakistan Office
Noboru Kakisu	Chief Advisor
Osamu Sasaki	Deputy Chief Advisor
Kuniaki Kato	Expert

3. Agenda Topics

- (1) Review the Project in 2016
- (2) Revise the Project Design Matrix (PDM)
- (3) Revise Plan of Operation (PO)
- (4) Report Monitoring and Progress report
- (5) Authorize PDM and PO

4. Opening Remarks from TEVTA Chairperson

The Chairperson expressed his sincere appreciation on the progress of the Project in 2016 and shared his expectation regarding further progress in 2017. Besides, he expressed his gratitude to all representatives of JICA during his visit to Japan in February 2017. The Chairperson's comments were as follows.

- ✓ During visiting to Japan, the Chairperson requested three things to JICA and Ministry of Health, Labor and Welfare, Chiba Polytechnic College, and Chiba Polytechnic Center. He also sought JICA Chief Representative's comments as similar suggestions had also been made to the Chief Minister of Punjab by the Chairperson.
 - To setup a state of the art Driving, LTV, HTV, motor vehicle driving institutes along with TEVTA.
 - To send 500 students over the period of one year to Japan to get the on the job training in the industries and institutes.



- To get 8 to 10 master trainers from Japan in the fields of automobiles, Electronics Engineering, and Electrical Engineering.
 - JICA Chief responded by sharing that JICA already has a project for traffic management with Punjab Government and would like to explore the possibility as to how JICA can support TEVTA, through on-going traffic management project, in its request for assistance in the establishment of driving institute.
 - ✓ The Chairperson also explained the differences between Japan and Pakistan. Japanese training system provide from 4 to 6 month's on the job training in training term but TEVTA provide the training after graduate.
 - ✓ The chairperson reported that when he came back from Japan, he held discussion in order to discuss about differences with the Chief Minister of Punjab Mr. Muhammad Shabaz Sharif. After discussion, the Chief Minister of Punjab agreed that adopting Japan model was better and he promised to review their system after discussion.
5. Opening Remarks from Mr. Tojo
- Mr. Yasuhiro Tojo, Chief Representative of JICA Pakistan Office, expressed his appreciation for continuous commitment and cooperation from all members at 2nd JCC meeting. Mr. Tojo's comments were as follows.
- ✓ Mr Tojo asked TEVTA and JICA's project experts to share with us the major progress of the project later on. He also said that the refresher training program for Master Trainers of GCT Railway Road was successfully conducted in August 2016. In addition, from November to December 2016, Master Training and ToTs at GCT Faisalabad were also carried out for Master Trainers.
 - ✓ Mr. Tojo said that they had been doing their best to provide a state of the art and the most suitable equipment to Faisalabad GCT to develop the full capacity of the master training implementation at the institute level. He added that in order to ensure smooth equipment provision procurement procedure, TEVTA's continued cooperation is imperative especially for securing PC-1 approval and Non-Developmental Budget for TEVTA's input to the project, and some necessary actions related to equipment importation.
 - ✓ Mr. Tojo said that he was looking forward to effective utilization of equipment once it has been procured and installed at GCTs, as well as training and revised curriculum developed under the project.
 - ✓ Mr. Tojo said that he sincerely hopes that this project will further strengthen the friendship between Pakistan and Japan as well as provide benefits to the people of Pakistan.
6. Review of the Project in 2016
- Mr. Aamer Aziz, GM Operations TEVTA, explained the Project Progress Report 2016 (Appendix 4). He explained that the activities such as baseline survey, TNA, Master Training and ToT were implemented as scheduled.
- JCC approved the report.



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Appendices:

Appendix 1: Agenda Topics

Appendix 2: Revised Project Design Matrix (PDM)

Appendix 3: Revised Plan of Operation (PO)

Appendix 4: Review of the Project in 2016

Appendix 5: Revised PDM

Appendix 6: Revised PO

Appendix 7: Monitoring procedure

添付資料 8-6 : 第 3 回 JCC

**MINUTES OF MEETINGS
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
THE AUTHORITIES CONCERNED OF THE GOVERNMENT
OF ISLAMIC REPUBLIC OF PAKISTAN
FOR AMENDMENT OF THE RECORD OF DISCUSSIONS
ON
THE PROJECT FOR STRENGTHENING DAE IN MECHANICAL TECHNOLOGY AT
GOVERNMENT COLLEGES OF TECHNOLOGY IN PUNJAB PROVINCE IN THE
ISLAMIC REPUBLIC OF PAKISTAN**

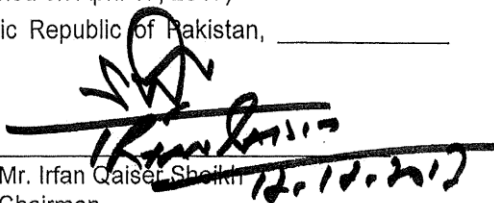
The Japan International Cooperation Agency (hereinafter referred to as "JICA") and the authorities concerned of the Government of Pakistan hereby agree that the Record of Discussions on "The Project for Strengthening Mechanical Course of Government College of Technology in Punjab Province in the Islamic Republic of Pakistan" (hereinafter referred to as "the Project") signed on June 19, 2015 will be amended as Annex 1;


This amendment will become effective as of _____, 2018.

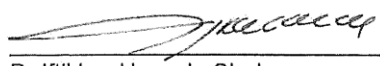
- Annex 1 : Contents of amendment of Project Design Matrix
Annex 2 : Revised Project Design Matrix (Version 3)
Annex 3 : Record of Discussions (Version 1, signed on June 19, 2015)
Annex 4 : Project Design Matrix (Version 2, signed on April 17, 2017)

Lahore and Islamabad, Islamic Republic of Pakistan, _____

Mr. Yasuhiro Tojo
Chief Representative
Pakistan office
Japan International Cooperation Agency


Mr. Irfan Qaiser Sheikh
Chairman
Technical Education & Vocational Training
Authority (TEVTA)
Government of Punjab


Mr. Muhammad Tariq Mehmood
Principal
Government College of Technology
Railway Road


Dr. Iftikhar Hussain Shah
Principal
Government College of Technology
Faisalabad

Mr. Iftikhar Ali Sahoo
Secretary
Planning and Development Department
Government of Punjab

Mr. Jahanzeb Khan
Deputy Secretary (Japan)
Economic Affairs Division
Government of Pakistan

Contents of amendment of Project Design Matrix

1. Overall goal

Before	Amended Version
Graduates from DAE (Diploma of Associate Engineer) mechanical Technology at GCTs (Government College of Technology) in the eastern part of Punjab province are equipped with capacity, which satisfy the needs of the industry.	Institutional framework for providing quality technical education is strengthened at DAE Mechanical Technology of GCTs in the eastern part of Punjab province.
Reason: The initial overall goal needs to be adjusted in accordance with the changes in Project Purpose (see "4. Project Purpose").	

2. Objectivity Verifiable Indicators for Overall Goal

Before	Amended Version
<p>1 Increase in pass out ratio GCT RR: x%, Faisalabad r% Other Rank A: j %, Rank B: k%, Rank c: m%</p> <p>2. Average mark of the final test GCT RR: x%, Faisalabad r% Other Rank A: j %, Rank B: k%, Rank c: m%</p> <p>3. Increase in employment ratio after 1 year of graduation GCT RR: x%, Faisalabad x% Other Rank A: j %, Rank B: k%, Rank c: m%</p>	<p>1 Maintain graduation ratio (passed/admitted) at the level of baseline data set as average between 2014 and 2016. GCT RR: 72.5%, Faisalabad 59.9%</p> <p>2. Increase in employment ratio after 1 year of graduation from baseline data set as average between 2014 and 2016. GCT RR: 50% Faisalabad 75%</p> <p>3.Improvement Plan for DAE Mechanical Technology of GCTs in the eastern part of Punjab province is implemented.</p>
<p>Reason:</p> <p>1. The graduation ratio better reflects the institutional capacity of training admitted students to minimize the drop-outs.</p> <p>2. Average mark of the final test is excluded because it does not effectively reflect the quality of the technical education. "Average mark of the final test" refers to the mean value of all scores marked on all annual examinations in three years taken by third-year students who passed the Annual Examination on the third year¹⁾. In other words, it is the average mark of screened students at their third year, which excludes the scores of drop-outs on the first and second year.</p> <p>3. Improvement plan refers to a plan for other 11 GCTs to replicate the approach taken in upgrading GCT RR and FSD in the project. The plan will be prepared under Output 1 and it is expected that the Pakistan side will implement such plan. Implementation of the improvement plan is critical for achieving overall goal and should be monitored as one of the indicators.</p>	

¹⁾ Average mark of the final test = The total marks of annual examinations in three years of the

graduates/ (Full score of annual examinations in three years of the graduates * Number of graduates)

3. Means of Verification for Overall Goal

Before	Amended Version
(For 1 st indicator above) Database of graduate test records	(For 1 st indicator above) Admission and graduation records
(For 2 nd indicator above) none	(For 2 nd indicator above) Job placement record of graduation graduates TEVTA Online Web Portal
(For 3 rd indicator above) Job placement record of graduation graduates	(For 3 rd indicator above) Improvement Plan
Reason: Means of Verification are changed in accordance with the newly set indicators.	

4. Project Purpose

Before	Amended Version
Institutional framework for providing quality education is strengthened at DAE Mechanical Technology of GCTs in the eastern part of Punjab province.	Quality of technical education in DAE Mechanical Technology courses of GCT RR and FSD is improved based on industrial needs. The approach of the above improvement (hereunder referred as the Project approach) is introduced in other GCTs in eastern part of Punjab.
Reason: The initial Project Purpose is set as overall goal of the project because it is expected to be achieved after the Pakistan side makes continued effort to improve and upgrade DAE Mechanical Technology courses of 11 GCTs other than GCT RR and FSD. As the project inputs are focused on two GCTs, namely RR and FSD, the amended project purpose reflects the scope of the project clearer and more targetted.	

5. Objectivity Verifiable Indicators for Project Purpose

Before	Amended Version
1. DAE Mechanical Technology of GCT RR and GCT Faisalabad are scored with more than 80% of each of sections of 5 Effectiveness of Teaching Learning Process and 7 Job Market Linkages based on NAVTTC's accreditation criteria as the Center of Excellences (CoEs) 2. Development Plan for DAE Mechanical Technology of GCTs in the eastern part of Punjab province is approved by the working group of TEVTA and representatives from	1. DAE Mechanical Technology of GCT RR and GCT Faisalabad are scored with more than 80% of each of sections of "5. Effectiveness of Teaching Learning Process" and "7. Job Market Linkages" based on NAVTTC's accreditation criteria. 2. Improvement Plan for DAE Mechanical Technology of GCTs in the eastern part of Punjab province is approved by the working

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group of TEVTA and representatives from GCTs 3. DAE Mechanical Technology of GCTs in the eastern part of Punjab have the clear target year for fully implementing revised curriculum supported by adequate financial plan	Punjab province is approved by the working group of TEVTA and representatives from GCTs
Reason: 1. The mentioned scores are not only for the Center of Excellences (CoEs); thus, it is excluded. 2. "Development plan" is changed to "Improvement Plan" to be consistent with the Overall Goals and Project Purpose. 3. The original third indicator will be incorporated in the "Improvement Plan" of the second indicator.	

6. Means of Verification for Project Purpose

Before	Amended Version
2. Development plan attached to letter of approval	2. Improvement plan attached to letter of approval
Reason: "Development plan" is changed to "Improvement Plan" to be consistent with the Overall Goals and Project Purpose.	

7. Output: 1

Before	Amended Version
Training Management Cycle (TMC) is reviewed and shared among GCTs.	Training Management Cycle (TMC) is reviewed and shared among GCTs, and Improvement plan for introducing the Project approach ²⁾ for GCTs is developed.
Reason: "Improvement Plan" is added as the output 1 in order to achieve Project Purpose.	

²⁾ Refer to "the Project approach" in the Amended Version of the Project Purpose above No.4.

8. Objectivity Verifiable Indicators for Output 1.

Before	Amended Version
1.1. TMC is adopted by GCTs. 1.2. Training Needs Assessment (TNA) is conducted.	1.1. TMC is adopted by GCTs. 1.2. Training Needs Assessment (TNA) is conducted. 1.3. Improvement plan for introducing Project approach for GCTs is prepared.
Reason: "Improvement Plan" is added as the output 1 in order to achieve Project Purpose.	

9. Activities for Output 1.

Before	Amended Version
1-5. Draft a plan for development of DAE Mechanical Technology at GCTs in the eastern part of Punjab province 1-6. Revise the plan based on analysis made by	1-5. Draft Improvement Plan for strengthening DAE Mechanical Technology course at GCTs in the eastern part of Punjab province 1-6. Revise the plan based on analysis made by

Three handwritten signatures or initials are present below the table. The first is a circular mark with a vertical line through it. The second is a stylized signature. The third is a bold, blocky signature.

the working group	the working group for activities under the Project targeted for other GCTs in Eastern part of Punjab Province
Reason: 1-5. The word "Improvement Plan" is reflected to match the changes in Output 1. 1-6. The target GCTs (11 other GCTs) are made clear.	

Project Design Matrix : PDM Version 3
The Project for Strengthening DAE in Mechanical Technology at Government Colleges of Technology in Punjab Province in the Islamic Republic of Pakistan
Project Title: From February 2016 to January 2020 (four years)
Project Period: Eastern part of Punjab Province
Target Areas: TEVTA, Instructors and Students of DAE Mechanical Technology at GCTs
Target Group:

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goal :</p> <p>Institutional framework for providing quality education is strengthened at DAE Mechanical Technology of GCTs in the eastern part of Punjab province.</p>	<p>1. Maintain graduation ratio (passed/admitted) at the level of baseline data set as average between 2014 and 2016. GCT RR: 72.5%, Faisalabad 59.9%</p> <p>2. Increase in employment ratio after 1 year of graduation from baseline data set as average between 2014 and 2016. GCT RR: 50%, Faisalabad 75%</p> <p>3. Improvement Plan for DAE Mechanical Technology of GCTs in the eastern part of Punjab province is implemented.</p>	<p>Admission and graduation records</p> <p>Job placement record of graduation graduates</p> <p>TEVTA Online Web Portal</p> <p>Improvement Plan</p>	
<p>Project Purpose:</p> <p>Quality of technical education in DAE Mechanical Technology courses of GCT RR and FSD is improved based on industrial needs. The approach of the above improvement (hereunder referred as the Project approach) is introduced in other GCTs in eastern part of Punjab.</p>	<p>1. DAE Mechanical Technology of GCT RR and GCT Faisalabad are scored with more than 80% of each of sections of "5. Effectiveness of Teaching Learning Process" and "7. Job Market Linkages" based on NAVTTC's accreditation criteria</p> <p>2. Improvement Plan for DAE Mechanical Technology of GCTs in the eastern part of Punjab province is approved by the working group of TEVTA and representatives from GCTs</p>	<p>1. Scores on accreditation form</p> <p>2. Improvement plan attached to letter of approval</p>	
<p>Output: 1</p> <p>Training Management Cycle (TMC) is reviewed</p>	<p>1.1. TMC is adopted by GCTs. 1.2. Training Needs Assessment (TNA) is conducted.</p>	<p>1.1. TMC Manual and its monitoring.</p>	<p>Facilities of GCT RR and GCT Faisalabad</p>

1

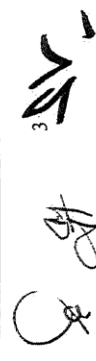


and shared among GCTs, and improvement plan for introducing the Project approach for GCTs is developed.	report	are not damaged
<p>Output: 2 Curriculum on DAE Mechanical Technology is revised to satisfy the needs of human resource from the manufacturing sector.</p> <p>Output: 3 Facility of DAE Mechanical at GCT Faisalabad is upgraded for implementation of the revised curriculum.</p>	<p>1.2. TNA report</p> <p>2.1. TNA report</p> <p>2.2. Revised curricula</p>	
<p>Output: 4 GCT Railway Road (RR) and GCT Faisalabad have Master Trainers who can deliver Training of Trainers (ToT) to other GCTs as a function of CoE (Center of Excellence).</p> <p>Output: 5 Industrial linkage is strengthened.</p>	<p>3.1. Standardized inventory record of equipment</p> <p>3.2. Equipment Management Manual</p> <p>4-1. Master Training report</p> <p>4-2. ToT report</p> <p>5.1. Working group report</p> <p>5.2. Record by the Job Placement Office</p> <p>5.3. Working group report</p>	<p>The supply of electric power at GCT RR and GCT Faisalabad is improved.</p>
<p>1.3. Improvement plan for introducing the Project approach for GCTs is prepared.</p> <p>2. Textbooks and teaching material renewed based on TNA</p> <p>3. 90% of coverage of equipment necessary to implement the revised curriculum of DAE Mechanical Technology at GCT Faisalabad.</p> <p>4. GCT RR and GCT Faisalabad each has more than 16 Master Trainers in total.</p> <p>5.1. The number of industry joined in the activities in each Sectorial Working Group is increased.</p> <p>5.2. x% of the students of DAE Mechanical Technology who utilized Job Placement Service is increased in GCT RR and GCT Faisalabad</p> <p>5.3. The number and contents of joint activities with the industry is increased in GCT RR and GCT Faisalabad</p>		

Q. H. 2

Activities	Input	Input/Assignments
1-1. Set up working group of TEVTA and representatives from GCTs 1-2. Make consensus on the process of TMC among TEVTA and GCTs on DAE Mechanical Departments 1-3. Undertake baseline survey on GCTs 1-4. Conduct Training Needs Assessment (TNA) jointly by TEVTA and representing GCTs 1-5. Draft Improvement Plan for strengthening DAE Mechanical Technology course at GCTs in the eastern part of Punjab province 1-6. Revise the plan based on analysis made by the working group for activities under the Project targeted for other GCTs in Eastern part of Panjab Province	Japanese side <u>Experts</u> Chief Advisor /Training Planning / Curriculum Revision ·Project Coordinator / Industrial Linkage · Mechanical Experts in specific fields such as: -Metalwork Machining -Welding and Forging -Engineering Drawing and -CAD/CAM -CNC -Material Testing and Metrology -Production and Quality Management -Equipment Planning Training in Japan /third country	Pakistani side <u>Counterpart Personnel</u> -TEVTA officers: Chief Advisor, Project Director, Coordinator, Corporate Affairs, R&D, curriculum, Planning, Training, District Officers -GCT RR & GCT Faisalabad: Principals, Heads and Instructors of DAE Mechanical departments at GCT RR & GCT Faisalabad <u>Equipment</u> -Additional equipment to GCTs -Maintenance -Electricity and fuel for operation <u>Building and Workshops</u> -Maintenance -Refurbishment of DAE Mechanical · Department of GCT Faisalabad
2-1. Review and revise curriculum based on TNA 2-2. Propose revised curriculum to NAVTTC for authorization 2-3. Revise syllabus, other teaching and learning resource materials		Security level is stable in Punjab
3-1. Make an inventory of equipment 3-2. Identify necessary equipment for GCT Faisalabad 3-3. Procure and install the necessary equipment at GCT Faisalabad 3-4. Develop a plan for installation of necessary equipment in other GCTs 3-5. Establish and improve maintenance system of inventory at GCTs		
4-1. Develop Master Training plan and ToT plan for instructors of GCTs 4-2. Train Master Trainers at GCT RR and GCT Faisalabad and conduct ToT for GCTs 4-3. Assist implementation of revised curriculum at GCTs 4-4. Establish monitoring and evaluation system of the training quality		
5-1. Make consensus on strategies and implementation process of industrial linkage in the working group 5-2. Improve Job Placement Service with proper funding at Province, District, and GCT 5-3. Maintain and regularly update student/graduate database of DAE		

3



<p>Mechanical technology 5-4. Sectorial Working Group consisting of TEVIA, Industry, colleges for DAE Mechanical Department is established in clustered GCTs 5-5. Review the industrial linkage activities demonstrated by GCT RR 5-6. Joint activities between the industry and DAE Mechanical Departments are carried out based on decisions of the Working Groups with reference to the result of the review (5.5) 5-7. Advertise improvement of the contents and equipment of DAE Mechanical Technology through various media</p>		Office space	
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添付資料 8-7：第 4 回 JCC

**Minutes of 4th JOINT COORDINATION COMMITTEE MEETING (JCC) OF JICA
PROJECT**

Meeting of Joint Coordination Committee (JCC) regarding JICA Project (2016-2020) was held at conference room in TEVTA Secretariat, Lahore on December 04, 2018 at 11:00 a.m.

1. JCC members attended the meeting:

TEVTA Side:

Mr. Akhtar Abbas Bharwana	Chief Operating Officer / TEVTA
Ms. Uzma Nadia	Deputy General Manager (Placement) / TEVTA
Engr. Aqib Sharif	Project Coordinator / TEVTA
Mr. Zafar Iqbal	Representative / Industries, Commerce & Investment Department Govt. of the Punjab
Mr. Muhammad Waqas Aslam	Assistant Chief / Planning & Development Department Govt. of the Punjab

JICA Side:

Mr. Yusuke Yamazaki	Deputy Assistant Director / JICA Headquarter
Mr. Yasuhiro Tojo	Chief Representative / JICA Pakistan Office
Ms. Mayo Nakamura	Representative / JICA Pakistan Office
Engr. Noboru Kakisu	Chief Advisor / JICA Project
Engr. Osamu Sasaki	Deputy Chief Advisor / JICA Project
Engr. Tadao Ishii	Japanese Expert / JICA Project
Ms. Nazia Seher	Senior Programmer / JICA Pakistan Office

Representative of GCTs Side:

Engr. Tariq Mehmood	Principal / GCT Railway Road Lahore
Dr. Syed Iftikhar Hussain Shah	Principal / GCT Faisalabad

2. Agenda of the meeting is under as:

- 1) Review of the Project (2016 - 2018)
- 2) Report of Monitoring sheet (Apr. to Sep. 2018)
- 3) Approval of Work Plan (Phase II: 2018 - 2020)
- 4) Equipment Procurement
- 5) Other Issues (If any)

3. Remarks

- 1) Mr. Akhtar Abbas Bharwana Chief Operating Officer welcomed JICA team and appreciate on the progress of Phase – I.
- 2) Mr. Yasuhiro Tojo Senior Representative JICA Pakistan Office informed that 2018 is very productive for the project and project successfully achieved following tasks.
 - a. Equipment Supply completely ended (JICA Portion)
 - b. Career Day Events in GCT RR, GCT FSD
- 3) Mr. Yusuke Yamazaki Representative JICA Headquarter explained that project activities are going well and he requested following points for special attention.
 - a. Equipment Procurement of TEVTA portion should be completed before next Master Training. (February to March 2019).
 - b. Curriculum Revision should be emphasized.
 - c. Budget allocation for Job Placement Office (JPO)

4. Presentation of Agenda

Engr. Aqib Sharif briefly explained about Agenda 1

- a. Review of the project 2016 to 2018 (Appendix 2 is attached)

Engr. Noboru Kakisu briefly explained about Agenda 2, 3, 4, and 5

- a. Report of Monitoring sheet (Apr. to Sep. 2018) (Appendix 3 is attached)
- b. Approval of Work Plan (Phase II: 2018 - 2020) (Appendix 4 is attached)
- c. JAPAN Training for instructors
- d. Collaboration plan of TEVTA & GIZ for Job Placement

5. Comments

- 1) Ms. Uzma Nadia TEVTA Deputy General Manager (Placement) commented
 - a. Career Day activities
 - b. Industrial Linkage
 - c. Industrial lectures
 - d. project Exhibition
 - e. Budget Allocation for above said activities.

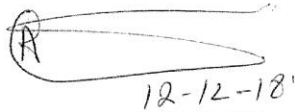
- 2) Engr. Tariq Mehmood GCT Railway Road Lahore Principal commented
 - a. Industrial linkage activities
 - b. Career day events
 - c. Institute management committee (IMC) meetings

- 3) Dr. Syed Iftikhar Hussain Shah GCT Faisalabad Principal commented
 - a. GCT Faisalabad activities of action plan

6. Conclusion

Mr. Akhtar Abbas Bharwana TEVTA Chief Operating Officer mentioned

- a. All agenda acceptable
- b. TEVTA assures Quick action for Equipment procurement of TEVTA Portion
- c. Quick action for Curriculum revision
- d. Acknowledgement of JICA team Efforts.



12-12-18

AKHTAR ABBAS BHARWANA
Chief Operating Officer
TEVTA



12 Dec 2018

NOBORU KAKISU
Chief Advisor
JICA Project

添付資料 8-8：第 5 回 JCC

**Minutes of 5th JOINT COORDINATION COMMITTEE MEETING (JCC) OF JICA
PROJECT**

Date: August 26, 2019

Meeting of Joint Coordination Committee (JCC) regarding JICA Project was held at conference room in TEVTA Secretariat, Lahore on August 26, 2019 at 09:30 a.m.

1. JCC members attended the meeting:

TEVTA Side:

Mr. Akhtar Abbas Bharwana	Chief Operating Officer / TEVTA
Mr. Shujaat Ali Khan	Deputy General Manager Operation II / TEVTA
Mr. Aqib Sharif	Project Coordinator / TEVTA
Mr. Muhammad Waleed	Deputy General Manager Placement / TEVTA
Mr. Shair Ali	Deputy General Manager Procurement / TEVTA
Mr. Syed Waqar	Manager Curriculum
Mr. Muhammad Musadiq Watto	Assistant Chief Industries / Planning & Development Board

JICA Side:

Ms. Asako Kobayashi	Senior Director / JICA Headquarter
Ms. Yuka Tanaka	Deputy Assistant Director / JICA Headquarter
Mr. Yoshihira Once	Senior Representative / JICA Pakistan Office
Ms. Mayo Nakamura	Representative / JICA Pakistan Office
Ms. Nazia Seher	Senior Program Manager / JICA Pakistan Office
Mr. Noboru Kakisu	Chief Advisor / JICA Project
Mr. Osamu Sasaki	Deputy Chief Advisor / JICA Project
Mr. Tadao Ishii	Expert on Training Management / JICA Project
Mr. Kenichiro Sugiya	Expert on Industrial Linkage / JICA Project

Representative of GCTs Side:

Mr. Tariq Mehmood	Principal / GCT Railway Road Lahore
Dr. Syed Ifikhar Hussain Shah	Principal / GCT Faisalabad
Mr. Muhammad Razzaq Khan	Senior Instructor GCT RR / Focal Person JICA Project
Mr. Noor Asif Noor	HOD GCT Faisalabad

2. Agenda of the meeting is under as:

- 1) Review of the Project (January to August 2019)
- 2) Amendment of the Project Design Matrix (PDM)
- 3) Report of Monitoring sheet (October 2018 to March 2019)
- 4) Other Issues (If any)

3. Remarks

i. Mr. Akhtar Abbas Bharwana Chief Operating Officer welcomed JICA team and explained following points:

- Appreciates the progress of the project activates
- Importance of Mechanical technology
- Placement ratio is very high in this mechanical technology

ii. Ms. Asako Kobayashi Senior Director JICA Headquarter explained and requested following points for special attention:

- a. Project activities are going well.
- b. Expectation of GCTs and TEVTA to take initiatives to get approval of amendments of PDM by NAVTCC
- c. Equipment Procurement of TEVTA portion should be completed before end of this project.
- d. The importance of instructor's activities to disseminate what they learned from the training course in Japan that will start October 1st after the training.
- e. Closing Ceremony for creating linkage for industries and GCTs is important.

4. Presentation of Agenda

i. Mr. Aqib Sharif explained about Agenda 1.

- a. Review of the project January to August 2019

ii. Ms. Yuka Tanaka explained about Agenda 2.

- a. Amendment of the Project Design Matrix (PDM)

iii. Ms. Mayo Nakamura explained the following points:

- a. Importance of PDM changing
- b. Informed about NAVTCC and JICA Team meeting output
- c. Request for reaccreditation for GCT RR and GCT Faisalabad

iv. Mr. Noboru Kakisu explained about Agenda 3.

- a. Report of Monitoring sheet (October 2018 to March 2019)
- b. JICA team will visit NAVTCC to discuss for accreditation of GCT RR and GCT Faisalabad

5. Comments

Ms. Nazia Seher commented:

- a. Accreditation sustainability

6. Conclusion

Mr. Akhtar Abbas Bharwana TEVTA Chief Operating Officer mentioned:

- a. All agenda are acceptable.
- b. TEVTA assures quick action for equipment procurement of TEVTA portion.

Mr. Onoe made ending words that technical education is very important.



Mr. AKHTAR ABBAS BHARWANA
Chief Operating Officer
TEVTA



Mr. NOBORU KAKISU
Chief Advisor
JICA Project

添付資料 8-9：第 6 回 JCC

Minutes of 6th JOINT COORDINATION COMMITTEE MEETING (JCC) OF JICA PROJECT

Date: December 20, 2019

Meeting of Joint Coordination Committee (JCC) regarding JICA Project was held at conference room in TEVTA Secretariat, Lahore on December 20, 2019 at 10:30 a.m.

1. JCC members attended the meeting:

TEVTA Side:

Mr. Akhtar Abbas Bharwana	Chief Operating Officer
Mr. Shujaat Ali Khan	Deputy General Manager Operation
Mr. Aqib Sharif	Project Coordinator
Mr. Aamer Aziz	General Manager Procurement
Mr. Ezaz Haider	Manager Technical (Operation-I)
Mr. Shair Ali	Deputy General Manager Procurement

Industry Side:

Mr. Mehar Nawaz	SO Establishment Ministry of Industries, Commerce, Investment & Skills Department, Govt. of the Punjab
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JICA Side:

Ms. Yuko Kuno	Representative / JICA Pakistan Office
Ms. Nazia Seher	Senior Programme Manager / JICA Pakistan Office
Mr. Noboru Kakisu	Chief Advisor / JICA Project
Mr. Tadao Ishii	Training Management / JICA Project
Ms. Etsuko Ikeda	Monitoring / JICA Project
Mr. Masami Tsuyuki	Equipment Management / JICA Project
Mr. Kenichiro Sugiya	Expert on Industrial Linkage / JICA Project

GCTs Side:

Mr. Tariq Mehmood	Principal / GCT Railway Road Lahore
Dr. Syed Iftikhar Hussain Shah	Principal / GCT Faisalabad
Mr. Noor Asif Noor	HOD GCT Faisalabad

2. Agenda of the meeting is under as:

- 1) Review of the Project
- 2) Achievements of the Project Design Matrix (PDM)
- 3) Report of Monitoring sheet (April to September, 2019)
- 4) Other Issues

3. Remarks

Mr. Akhtar Abbas Bharwana Chief Operating Officer welcomed JICA project team and appreciated for the successful completion of the project.

4. Presentation:

- i. Mr. Aqib Sharif Project Coordinator presented the Review of the Project.
- ii. Mr. Noboru Kakisu Chief Advisor presented:
 - a. Achievements of the Project Design Matrix (PDM)
 - b. Monitoring sheet
 - c. TEVTA portion procurement
 - d. Sustainability of the project after handing over
 - e. Explained about NAVTTC accreditation regarding GCT Railway Road and GCT Faisalabad
 - f. Progress on signing on minutes of meetings regarding PDM revision
- iii. Mr. Tadao Ishii explained Master Training and Training of Trainers (ToT)

5. Comments

- i. Ms. Nazia Seher Senior Programme Manager / JICA Pakistan Office commented:
 - a. Appreciated TVETA's commitment towards post project sustainability through implementation plan, brief overview of which was shared by Mr Aqib at JCC meeting
 - b. Availing of this opportunity, also requested TEVTA to consider a mechanism through which all the records & data is maintained & updated periodically, preferably once a quarter. This data, records, reports, documents would be



very much needed & helpful for the ex-post evaluation which is usually conducted 3 years after the project completion.

- c. TEVTA was also encouraged to aim for high rating during the ex-post evaluation through its continued utilization of the project outputs including material, TOTs, & equipment. Similarly, the documents & data periodically updated could also be used as evidence for TEVTA's post project ownership & sustainability. .
- ii. Ms. Yuko Kuno representative / JICA Pakistan Office:
 - a. Express appreciation for the successful achievements
 - b. Importance of sustainability
 - c. Necessity of continuous efforts for procuring TEVTA portion equipment
 - d. Necessity of continuous follow-up by TEVTA to ensure timely revision of PDM
- iii. Mr. Aqib Sharif project Coordinator / TEVTA explained:
 - a. Representative of P&D department visited at GCT Railway Road, discussed project in details along with Mr. Noboru Kakisu and Mr. Aqib Sharif for further processing of signature by Secretary P&D on PDM documents
 - b. Progress of implementation of the Improvement Plan should be reported to TEVTA management as well as JICA office regularly for sustainability purpose.
- iv. Mr. Masami Tsuyuki equipment procurement / JICA:
 - a. JICA portion is completed
 - b. TEVTA portion is in process
- v. Mr. Aamer Aziz General Manager Procurement / TEVTA
 - a. TEVTA portion equipment specification revised with JICA team
 - b. Up to June 2020 TEVTA portion will be completed

6. Conclusion

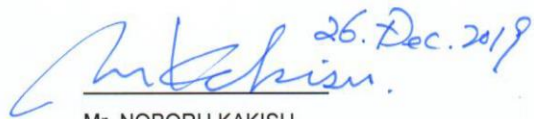
Mr. Akhtar Abbas Bharwana TEVTA Chief Operating Officer mentioned:

- a. This project is very important to promote Technical Education in GCTs
- b. TEVTA assures for the sustainability

- c. Mr. Aqib Sharif will continue to work as project coordinator for next 3 years to ensure sustainability.
- d. Thanks to the Japan Government, JICA and JICA project team members.



Mr. AKHTAR ABBAS BHARWANA
Chief Operating Officer
TEVTA



Mr. NOBORU KAKISU
Chief Advisor
JICA Project

添付資料 8-10：第 1 回 W/G

March 31st, 2016

Working Group - JICA Project Team Meeting Memo
The Project for Strengthening DAE in Mechanical Technology at Government Colleges of
Technology in Punjab Province in the Islamic Republic of Pakistan

1. DATE, PLACE: Thursday, March 31st, 2016, at the TEVTA Conference Room.

2. ATTENDANTS

[Working Group (W/G)]

[TEVTA]

Mr. Hamid Ghani, Advisor (Procurement)

Dr. Iftikhar Hussain, Director (R&D)

Mr. Aqib Sharif, Project Coordinator

[GCT Railway Road Lahore]

Mr. Arif Nadeem, Principal of GCT-RR

Mr. Muhammad Aqeel, HOD (Mech) GCT-RR

[GCT Faisalabad]

Mr. Muhammad Ali, Principal of GCT Faisalabad

Mr. Noor Asif Noor, HOD (Mech) GCT Faisalabad

[JICA Project Team (the JPT)]

Mr. Noboru Kakisu, Chief Advisor

Mr. Osamu Sasaki, Deputy Chief Advisor

Mr. Usman Tufail, Technical Coordinator

3. PURPOSE OF THE MEETING

(1) To officially confirm the establishment of Working Group (hereinafter referred to as "W/G") and the members of W/G.

(2) To officially announce the outline of the Project for Strengthening DAE in Mechanical Technology at Government Colleges of Technology in Punjab Province in the Islamic Republic of Pakistan (hereinafter referred to as, "the Project").

(3) To approve the TMC draft.

(4) To inform the progress of Baseline Survey, Training Needs Assessment and Industrial Linkage Survey.

(5) To confirm the date and agenda of JCC.

4. DISCUSSIONS AND CONCLUSIONS

(1) The establishment of W/G was confirmed as the following members.

	Name	Organization	Position
1	Mr. Hamid Ghani	TEVTA	Advisor (Procurement)
2	Mr. Maqsood Ahamad	TEVTA	Deputy General Manager (Admin.)
3	Ms. Aisha Qazi	TEVTA	Deputy General Manager (Corporate Affair)
4	Dr. Iftikhar Hussain	TEVTA	Director (Research & Development)

5	Engr. Aqib Sharif	TEVTA	Manager (Establishment), Project Coordinator
6	Engr. Arif Nadeem	GCT-RR	Principal
7	Engr. Muhammad Ali	GCT-FSD	Principal
8	Engr. Muhammad Aqeel	GCT-RR	Head of Mechanical Department
9	Engr. Noor Asif	GCT-FSD	Head of Mechanical Department

(2) The outline of the Project was officially announced by the JPT and approved. (ANNEX 1)

(3) The TMC draft was explained by the JPT and approved. (ANNEX 2)

(4) The progress of Baseline Survey, Training Needs Assessment and Industrial Linkage Survey was explained by the JPT. (ANNEX 2)

(5) The date and outline of agenda of JCC was discussed.

ANNEXES:

1. The Grand Design of the Project for Strengthen DAE in Mechanical Technology at Government Colleges of Technology in Punjab

2. Explanation sheets of Outputs

(1) Output 1-1: TMC (Review of the current TMC and the proposal of TMC of Master Training and ToT)

(2) Output 1-2: Baseline survey

(3) Output 1-3: Training needs assessment

(4) Output 2: Curriculum review and development

(5) Output 3: Upgrade of facility

(6) Output 4: Master training and ToT (including ToT monitoring sheet)

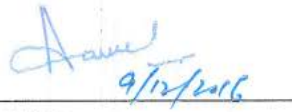
(7) Output 5: Training in Japan or other country for C/P

Lahore, March 31st, 2016



Mr. Noboru Kakisu
Chief Advisor
JICA Project Team

Japan



Mr. Aamer Aziz
General Manager (Operations)
Technical Education & Vocational Training
(TEVTA)
Government of Punjab

添付資料 8-11：第 2 回 W/G

October 6th, 2016

Working Group – JICA Project Team Meeting Memo
The Project for Strengthening DAE in Mechanical Technology at Government Colleges of
Technology in Punjab Province in the Islamic Republic of Pakistan

1. DATE, PLACE: Thursday, October 6th, 2016, at the TEVTA Conference Room.

2. ATTENDANTS

[Working Group (W/G)]

[TEVTA]

Mr. Aamer Aziz, General Manager (Operations)

Ms. Aisha Qazi, Deputy General Manager (CA)

Mr. Aqib Sharif, Project Coordinator

[GCT Railway Road Lahore]

Mr. Asad Butt (RAC) (behalf of Principal of GCT-RR)

Mr. Muhammad Aqeel, HOD (Mech) GCT-RR

[GCT Faisalabad]

Mr. Muhammad Ali, Principal of GCT Faisalabad

Mr. Noor Asif Noor, HOD (Mech) GCT Faisalabad

Mr. Nuaman Sharif, Instructor, GCT Faisalabad

Mr. Umair Mirza, Instructor, GCT Faisalabad

[JICA Project Team (JPT)]

Mr. Osamu Sasaki, Deputy Chief Advisor

3. PURPOSE OF THE MEETING

(1) To share and review the result of the Master Training of August 2016 at GCT-RR.

(2) To discuss the Master Training of November 2016 at GCT-FSD.

4. DISCUSSIONS AND CONCLUSIONS

(1) The member of W/G is announced. Mr. Aziz joins and the Mr. Hamid's position is changed.

	Name	Organization	Position
1	Mr. Hamid Ghani	TEVTA	General Manager (Academic)
2	Mr. Aamer Aziz	TEVTA	General Manager (Operation)
3	Mr. Maqsood Ahamad	TEVTA	Deputy General Manager (Admin.)
4	Ms. Aisha Qazi	TEVTA	Deputy General Manager (Corporate Affair)
5	Dr. Iftikhar Hussain	TEVTA	Director (Research & Development)
6	Engr. Aqib Sharif	TEVTA	Manager (Establishment), Project Coordinator
7	Engr. Arif Nadeem	GCT-RR	Principal
8	Engr. Muhammad Ali	GCT-FSD	Principal
9	Engr. Muhammad Aqeel	GCT-RR	Head of Mechanical Department

10	Engr. Noor Asif	GCT-FSD	Head of Mechanical Department
----	-----------------	---------	-------------------------------

(2) The result of the Master Training and ToT of August 2016 at GCT-RR was shared and reviewed. (ANNEX 1, 2) W/G appreciated the result of the Master Training and ToT and thanked JPT for its effort to implement the trainings in a very limited period. Also, JPT thanked W/G for its assistance in the preparation and implementation of the trainings.

ANNEXES:

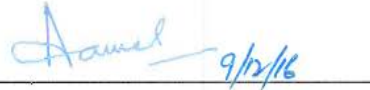
1. Master Training Workshop from Japanese Experts Training of Trainers Final Report
2. Master Training (Government College of Technology, Faisalabad)

Lahore, October 6th, 2016



Mr. Osamu Sasaki
Chief Advisor
JICA Project Team

Japan



Mr. Aamer Aziz
General Manager (Operation)
Technical Education & Vocational Training
(TEVTA)
Government of Punjab

添付資料 8-12 : 第 3 回 W/G

November 4th, 2016

Working Group – JICA Project Team Meeting Memo
The Project for Strengthening DAE in Mechanical Technology at Government Colleges of
Technology in Punjab Province in the Islamic Republic of Pakistan

1. DATE, PLACE: Friday, November 4th, 2016, at the TEVTA Conference Room.
2. ATTENDANTS

[Working Group (W/G)]

[TEVTA]

Mr. Hamid Ghani, General Manager (Academics)
Mr. Aqib Sharif, Project Coordinator
Mr. Maqsood Ahmad, Deputy General Manager (Academics)
Mr. Aamer Aziz, General Manager (Operations)

[GCT Railway Road Lahore]

Mr. Asad Butt (RAC) (behalf of Principal of GCT-RR)
Mr. Muhammad Aqeel, HOD (Mech) GCT-RR

[GCT Faisalabad]

Mr. Muhammad Ali, Principal of GCT Faisalabad
Mr. Noor Asif Noor, HOD (Mech) GCT Faisalabad
Mr. Muhammad Nouman, Junior Instructor GCT Faisalabad

[JICA Project Team (JPT)]

Mr. Noboru Kakisu, Chief Advisor
Mr. Osamu Sasaki, Deputy Chief Advisor
Mr. Senji Oyabu
Mr. Kuniaki Kato
Mr. Usman Tufail
Mr. Muhammad Waqas

3. PURPOSE OF THE MEETING

- (1) To officially announce the implementation of master trainings and ToTs at Faisalabad and Lahore in November and December, 2016.
- (2) To discuss the results and analyses of Baseline Survey, Training Needs Assessment and Industrial Linkage Survey.
- (3) To review the industrial linkage activities demonstrated by GCT RR.
- (4) To discuss the strategies and implementation process of industrial linkage.

4. DISCUSSIONS AND CONCLUSIONS

- (1) The official announcement of the implementation of master trainings and ToTs at Faisalabad and Lahore in November and December, 2016, was made by JICA Project Team and was approved.
- (2) The results and analyses of Baseline Survey, Training Needs Assessment and Industrial

Linkage Survey were presented by JICA Project Team with the attached documents, discussed and approved. (ANNEX 1)

(3) GCT RR presented its industrial linkage activities and reviewed. (ANNEX 3)

(4) The strategies and implementation process of industrial linkage was presented by the JICA Project Team with the attached documents, discussed and approved. (ANNEX 1)

ANNEXES:

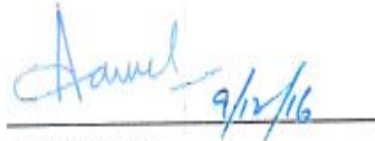
1. Presentation "Results of Surveys and Industrial Linkage"
2. Results and Analyses of Baseline Survey, Training Needs Assessment and Industrial Linkage Survey
3. Presentation of the industrial linkage activities demonstrated by GCT RR

Lahore, November 4th, 2016



Mr. Noboru KAKISU
Chief Advisor
JICA Project Team

Japan



Mr. Aamer Aziz
General Manager (Operations)
Technical Education & Vocational Training
(TEVTA)
Government of Punjab

添付資料 8-13：第 4 回 W/G

28 July 2017

Meeting Memo

The Project for Strengthening DAE in Mechanical Technology at Government Colleges of
Technology in Punjab Province in the Islamic State of Pakistan

1. Date, Place:

28 July 2017, Friday, 11:00 ~12:00 at the TEVTA Conference room.

2. Attendants:

[JICA Project team]

1	Engr. Osamu SASAKI	Deputy Chief Advisor
2	Engr. Mr. Tadao ISHII	Metal Work Machining (Training coordination in-charge)
3	Engr. Mr. Kuniaki KATO	Industrial Linkage
4	Mr. USMAN Tufail (Record)	Consultant Assistant (JICA Project)

[TEVTA]

1	Mr. Aamer Aziz	General Manager, Operation
2	Ms. Aisha Qazi	Deputy General Manager, Academics
3	Ms. Umber Chatta	Manager, Training
4	Engr. Mr. Aqib Sharif	Project Coordinator

GCTs

1	Dr. Syed Iftikhar Hussain Shah	Principal GCT Faisalabad
2	Engr. Mr. Tariq Mahmood	Principal GCT Railway Road Lahore
3	Mr. Amjad Ellahi	Focal person of JICA Project, Chief Instructor GCT Railway Road Lahore
4	Engr. Mr. Noor Asif Noor	HOD GCT Faisalabad
5	Engr. Mr. Muhammad Yonas	Chief Instructor (Mech) GCT FSD
6	Mr. Nouman Siddique	Instructor GCT FSD

Contents:

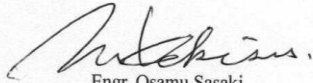
- Engr. Mr. Aqib Sharif, Project Coordinator, briefed about the JICA Project delegation.
- Engr. Osamu SASAKI introduced the Japanese experts and explained the following agenda of meeting:-
 1. General Program of Master Training.
 2. General Program of ToT.
 3. Strategies and Implementation Process of Industrial Linkage.
- Engr. Mr. Tadao ISHII showed the draft of General Program of Master Training and ToT and explained the Master Training and ToT of August 2017.

- Mr. Aziz told that equipment procurement is important for the success of the project.
-
- Engr. Mr. Aqib Sharif requested to Engr. Mr. Tadao Ishii for issuing advice of training schedule documents for each term with following points:
 - Training Schedule
 - Total number of participants in Master Training and ToT
- And also explained TEVTA easily can understand the actual plan with the help of these documents.
- Ms. Aisha Qazi requested for the quality training.
- Mr. Ishii explained that quality of training was considered when drafting and discussing those 2 general programs.
- Engr. Mr. Aqib Sharif confirmed that those 2 documents were agreed by the meeting.
- Engr. Mr. Kato showed the draft in which mentioned the Strategies and Implementation Process of Industrial Linkage and explained the GCTs and (COC) Chamber of Commerce relationship. He informed that GCT-RR performance is good for relationship between the industries and also informed that Board of Management (BOM) is not active in other cities, it should be more active.
- Ms. Aisha Qazi, Mr. Aamer Aziz and Engr. Mr. Aqib Sharif appreciated to Engr. Mr. Kato for the idea.
- Mr. Aamer Aziz gives a proposal that TEVTA will make a framework and every GCT will follow the framework and report to BOM. He also suggests industrialist should involve in the GCTs activities and must involve in the meeting.
- Mr. Aqib Sharif informed that framework will complete very soon.
- Ms. Aisha suggests we should directly involve the job placements officers, teachers for making the relationship between the industries, And Engr. Mr. Aqib Sharif informed next time we will conduct the meeting for this point.
- The meeting approved the schedule of the MT and ToT.
- The meeting approved from 1. to 3. Strategies and Implementation Process of Industrial Linkage (Draft) Attachment 3.
- On the Sectorial Working Groups, all the members agreed that the 20 districts are the appropriate sectors for the working group, and nobody was for the idea to build another meeting between TEVTA HQ and districts.
- The strategy of the industrial linkage should be discussed again at the next Working Group and the JPT should submit more detailed strategy that is compliant with the ideas above.
- At the end of meeting Engr. Mr. Aqib Sharif thanks to all participants.

Attachments:

1. General Program of Master Training.
2. General Program of ToT.
3. Strategies and Implementation Process of Industrial Linkage.



Engr. Osamu Sasaki
Deputy Chief Advisor
JICA Project



Mr. Aamer Aziz
General Manager Operation
TEVTA

添付資料 8-14：第 5 回 W/G

26 September 2017

Working Group Meeting Memo
The Project for Strengthening DAE in Mechanical Technology at Government Colleges of
Technology in Punjab Province in the Islamic Republic of Pakistan

1. Date, Place:

26 September 2017, Tuesday, 11:00 ~12:30 at the TEVTA Conference Room.

2. Attendants:

[JICA Project team]

1	Mr. Noboru KAKISU	Chief Advisor
2	Mr. Osamu SASAKI	Deputy Chief Advisor
3	Mr. Kuniaki KATO	Industrial Linkage
4	Mr. USMAN Tufail (Record)	Consultant Assistant (JICA Project)

[TEVTA]

1	Mr. M. Ata-Ul-Mustafa Baig	Deputy General Manager Operations
2	Mr. Aqib Sharif	Project Coordinator
3	Mr. Muhammad Ahmad Saeed	General Manager Finance
4	Mr. Asif Iqbal	General Manager HRM
5	Mr. Qaiser Raza Malik	Deputy Manager Operations

[GCTs]

1	Dr. Syed Iftikhar Hussain Shah	Principal GCT Faisalabad
2	Mr. Tariq Mahmood	Principal GCT Railway Road Lahore
3	Mr. Noor Asif Noor	HOD Mechanical Technology GCT Faisalabad
4	Mr. Nouman Siddique	Instructor GCT FSD


Contents:


- Mr. Aqib explained the purpose of the meeting.
- Mr. Sasaki explained the result of the MT/ToT of August 2017 and the plan of MT/ToT of September to November 2017.
- The meeting approved the result and plan.
- Mr. Kato explained the Strategies and Implementation Process of Industrial Linkage. Mr. Noor explained the Industrial Linkage activities at GCT Faisalabad.
- The meeting approved the strategy and appreciated the efforts of the activities at GCT Faisalabad.

- The discussion was made together with Mr. Asif Iqbal, GM (HRM), and Mr. Muhammad Ahmad Saeed, GM (Finance), over the payment of TA/DA of the MT and ToT. They told that the problem shall be settled soon.
- Mr. Kakisu explained that the strategy of industrial linkage is set and the implementation is important.

Attachment

1. Master Training and ToT Data
2. Strategies and Implementation Process of Industrial Linkage
3. Strategies and Implementation Process of Industrial Linkage (ppt slide)
4. The Project for strengthening DAE in Mechanical Technology at Govt. Colleges of Technology in Punjab Province in the Islamic Republic of Pakistan (ppt slide by GCT FSD)


Mr. Noboru KAKISU
Chief Advisor
JICA Project


27.9.17.
Mr. Akhtar Abbas Bharwana
General Manager Operations
TEVTA

添付資料 8-15：第 6 回 W/G

31 October 2017

Working Group Meeting Memo
The Project for Strengthening DAE in Mechanical Technology at Government Colleges of
Technology in Punjab Province in the Islamic Republic of Pakistan

1 Date, Place:
31 October 2017, Tuesday, 11:00 11:45 at the TEVTA Conference Room.

2 Attendants:

[JICA Project team]

1	Mr. Osamu SASAKI	Deputy Chief Advisor
2	Mr. Kuniaki KATO	Industrial Linkage
3	Mr. USMAN Tufail (Record)	Consultant Assistant (JICA Project)

[TEVTA]


1	Mr. Akhtar Abbas Bharwana	General Manager (Development & Service)
2	Mr. M. Ata-UI-Mustafa Baig	Deputy General Manager Operations
3	Mr. M. Usman Ali	District Manager Faisalabad
4	Mr. Aqib Sharif	Project coordinator
5	Ms. Amber Afzal Chattha	Manager (Training)

[GCTs]


1	Dr. Syed Iftikhar Hussain Shah	Principal GCT Faisalabad
2	Mr. Tariq Mahmood	Principal GCT Railway Road Lahore
3	Mr. Noor Asif Noor	HOD Mechanical Technology GCT Faisalabad
4	Mr. M. Arshad	Instructor GCT Faisalabad

Contents:

- Mr. Aqib Sharif explained the purpose of the meeting.
- The Working Group Meeting (the Meeting) approves the TMC manual presented by Mr. Sasaki.
- The Meeting approved the curriculum revision presented by Mr. Sasaki.
- Mr. Kato presented the industrial linkage activities carried out at GCT Faisalabad and the Meeting approved the content.
- Mr. Sasaki explained the schedule of training in Japan.


Mr. Osamu SASAKI
Deputy Chief Advisor
JICA Project




Mr. Akhtar Abbas Bharwana
General Manager (Development & Service)
TEVTA



添付資料 8-16：第 7 回 W/G

19 September 2018

Working Group Meeting Memo

The Project for Strengthening DAE in Mechanical Technology at Government Colleges
of Technology in Punjab Province in the Islamic Republic of Pakistan

1. Date, Place:

19 September 2018, Wednesday, 15:00 ~ 15:45 at the TEVTA Conference
Room.

2. Attendants:

[JICA Project team]

1	Mr. Noboru KAKISU	Chief Advisor
2	Mr. Osamu SASAKI	Deputy Chief Advisor
3	Mr. USMAN Tufail (Record)	Consultant Assistant (JICA Project)

[TEVTA]

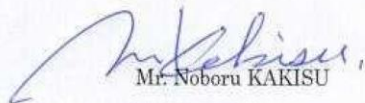
1	Mr. Akhtar-Abbas Bharwana	General Manager (Operation-1)
2	Mr. Hamid Ghani Anjum	General Manager (Academia)
3	Mr. Aqib Sharif	Project coordinator
4	Ms. Amber Afzal Chattha	Manager (Training)


[GCTs]

1	Dr. Syed Iftikhar Hussain Shah	Principal GCT Faisalabad
2	Mr. Tariq Mahmood	Principal GCT Railway Road Lahore
3	Mr. Abdul Rauf	HOD Mechanical Technology GCT Faisalabad
4	Mr. Muhammad Hafeez	HOD Mechanical Technology GCT Railway Road Lahore

Contents:

- Mr. Aqib Sharif explained the purpose of the meeting.
- The Working Group Meeting (the Meeting) approves the Plan of Operation (PO) presented by Mr. Kakisu.
- The Meeting approved the Work Flow Chart (WFT) presented by Mr. Kakisu.
- The Meeting approved the Expert Dispatch Schedule (EDC) presented by Mr. Kakisu.
- The Meeting approved the Training Program Concept for 2018, Master Training in September to November 2018, ToT Training in September to October 2018, and Number of Participants for Master Training and ToT for 2018 presented by Mr. Kakisu.


Mr. Noboru KAKISU
Chief Advisor
JICA Project


Mr. Akhtar Abbas Bharwana
General Manager (Operation-1)
TEVTA

添付資料 8-17：第 8 回 W/G

09 July 2019

Working Group Meeting Memo
The Project for Strengthening DAE in Mechanical Technology at Government Colleges
of Technology in Punjab Province in the Islamic Republic of Pakistan

1. Date, Place:

09 July 2019, Tuesday, 15:00 ~ 16:30 P.M

TEVTA Conference Room.

2. Attendants:

[JICA Project team]

1	Engr. Noboru KAKISU	Chief Advisor
2	Engr. Osamu SASAKI	Deputy Chief Advisor
3	Engr. Tadao ISHII	Master Training In-Charge
4	Mr. USMAN Tufail (Record)	Assistant (JICA Project)

[TEVTA]

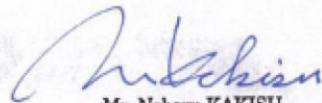
1	Mr. SHUJAT Ali Khan	Deputy General Manager (Operation-1)
2	Mr. MUAZ Saleem	Deputy General Manager (Academic)
3	Engr. Syed WAQAR	Manager (Curriculum)
4	Engr. EZAZ Haider	Manager (Technical Operation – I)
5	Mr. HUSSAIN Akhter	Assistant Manager (Placement)
6	Mr. KASHIF Rasheed	Deputy Manager (Placement)
7	Mr. MSHTAQ Ahmed	Assistant Manager (Training)

[GCTs]

1	Dr. Syed Iftikhar Hussain Shah	Principal GCT Faisalabad
2	Mr. Tariq Mahmood	Principal GCT Railway Road Lahore
3	Mr. Noor Asif Noor	HOD Mechanical Technology GCT-FSD
4	Mr. Muhammad Razzaq Khan	Focal person JICA Project GCT-RR

Contents:

- Mr. SHUJAT Ali welcomed Working Group (GW) Meeting members.
- Engr. KAKISU explained the agenda of the meeting.
- Engr. SASAKI explained "improvement Plan for DAE Mechanical Technology at GCTs in the Eastern Part of Punjab Province "and approved by the WG members.
- Engr. ISHII explained the Master Training Program Concept for 2019, ToT Training in July to August 2019, and Draft certificate for Master Trainers and approved by WG members.



Mr. Noboru KAKISU
Chief Advisor
JICA Project



Mr. SHUJAT Ali Khan
Deputy General Manager
(Operation-1)
TEVTA

添付資料 8-18：TMC の適用に関する会議（PPT 資料）



TRAINING MANAGEMENT CYCLE

MANUAL

VERSION 2

2017 October

THE PROJECT FOR STRENGTHENING DAE IN MECHANICAL TECHNOLOGY AT GOVERNMENT COLLEGES OF TECHNOLOGY IN PUNJAB PROVINCE IN THE ISLAMIC REPUBLIC OF PAKISTAN

GOVERNMENT OF PUNJAB
TECHNICAL EDUCATION & VOCATIONAL TRAINING AUTHORITY (TEVTA)

JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)

The background

2008:

JICA has made up “TMC Manual” aims to establish human resources development process for TEVTA.

2016~2017:

JICA make up new “TMC Manual” which can be used for human resource development process for all GCTs in Punjab Province.

*April 2017: Draft, Provide to 13GCTs

*Sep.~ Oct. 2017:

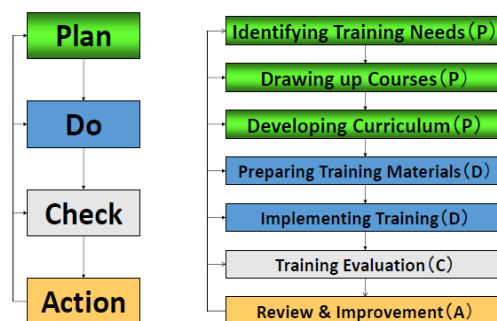
Discussion in GCT-RR, FSD

*Oct. 2017: Revised version

The Purpose of new TMC Manual

- 1) Can identify human resources needs from the industrial sector accurately.
- 2) Can set up the TVET courses corresponding to changes in local economic and employment situation.
- 3) TVET curriculum is reconsidered flexibly.
- 4) TVET can be shifted to a systematic work from an individual.
- 5) The reliability and the quality of TVET improve, and it'll be effective and efficient.
- 6) The role of the GCT as TVET institution is clarified.
- 7) It's possible to give a security and a reliability of GCT to the participants.

What is the Training Management Cycle (Fundamental Information)



PDCA cycle and TVET basic process in GCT

PDCA Cycle	TVET basic process in GCT
Plan	1) Identifying human resources needs from the industrial sector 2) Training subject development or set-up 3) Curriculum development or revision 4) Preparation of facility and machinery
Do	1) Preparation of training materials 2) Implementation of training (theory and practice)
Check	1) Evaluation of training contents 2) Evaluation of training level 3) Participant achievement test 4) Evaluation whole of training course and subject
Action	1) Improvement of identifying human resources needs 2) Improvement of course and subject 3) Improvement of curriculum 4) Improvement of training contents and method 5) Revision of training material 6) Revision of evaluation method

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2. Identifying human resources needs	
3. Needs Analysis and Report	
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2. Revision of training objectives and level of course subjects	
3. Revision of the curriculum of course subjects	
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1. Training Schedule	
2. Training Budget Plan	
3. Training Facility and Machinery Plan	
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Attachment: Training Management Monitoring Sheet

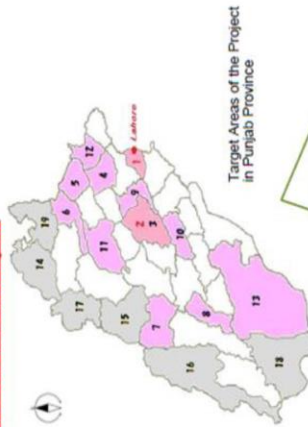
Monitoring Check Sheet (Identifying Human Resources Needs)

Item	Detail	check
Survey main points	i) Employ, Adoption No. and field	
	ii) Technical innovation	
	iii) Required employee ability	
	iv) Facility & Machinery	
	v) Accepting GCT internship	
	vi) Training for employees	
	vii) Request or expectation to GCT	
Survey method	i) Document survey	
	ii) Questionnaire survey	
	iii) Interview survey	
Survey plan	i) Survey period	
	ii) Surveyor	
	iii) Survey target	
	iv) Budget	
Survey Implementation	i) Implementation date	
	ii) Implementation Person	
	iii) Decision of question	
	iv) Preparation of data material	
	v) Questionnaire sheet making	
	vi) Collection of questionnaire sheet	
	vii) Classifying questionnaire sheet	
Needs Analysis and Report	i) Collection of data	
	ii) Analyzing of whole data	
	iii) Analyzing of training needs from company	
	iv) Organizing educational training challenges	
	v) Checking of training duty, ability and level	
	vi) Making a survey report	

添付資料9：プロジェクト紹介リーフレット

添付資料 9-1：プロジェクト紹介リーフレット Ver.1

Target GCTs of the Project



Target Areas of the Project in Punjab Province

Government College of Technology (GCT) in Punjab Province	
1	GCT Railway Road
2	GCT Faisalabad
3	GCTC Faisalabad
4	GCT Gujranwala
5	GCT Gujrat
6	GCT Jhelum
7	GCT Lavyah
8	GCT Multan
9	GCT Sanglia Hill
10	GCT Sahiwal
11	GCT Sargodha
12	GCT Sialkot
13	GCT Bahawalpur
14	GCT Attock
15	GCT Bhakkar
16	GCT D.G. Khan
17	GCT Mianwali
18	GCT Rahim Yar Kan
19	GCT Taxila

Pink: Target Areas
Grey: Other GCTs
* GCTC: Government Staff Training College



Issued by JICA Project team

October 2016 Version. 1

About JICA
Japan International Cooperation Agency (JICA), founded in 1974, is a Japanese governmental organization which is responsible for programs of Japan's Official Development Assistance (ODA). In Pakistan, JICA has undertaken projects of technical cooperation, grant aid and ODA loans in a variety of sectors including infrastructure development and basic human needs. Projects has been contributing for promotion of economic and social development in Pakistan.

Comment from TEVTA Chairman, Mr. Irfan Qaiser Sheikh
JICA has already provided equipment for the centers of excellence of Mechanical and Architecture Departments at GCT Railway Road. This project is successfully working. Cooperation of JICA has been and will be helpful to send trained manpower off to the field of Mechanical Technology so that our skilled human resource can get better job opportunities.
at the Launching Ceremony of Master Training 29th August, 2016

Project Office
Technical Education and Vocational Training Authority (TEVTA)
TEVTA Secretariat, 96-H, Gulberg - II Road, Lahore.
TEL: +92 (42) 99263055-59
E-mail: info@tevta.gop.pk



JICA Pakistan Office
4th Floor, Serena Office Complex, Plot No. 17, Ramna 5, Khayaban-e-Suhrawardy, G-5/1, Islamabad (P.O.Box 1772, Islamabad, Pakistan)
TEL: +92(51) 9244500-7
WEBSITE: <http://www.jica.go.jp/pakistan/english/index.html>



TECHNICAL EDUCATION AND VOCATIONAL TRAINING AUTHORITY

PROJECT FOR STRENGTHENING DAE IN MECHANICAL TECHNOLOGY AT GOVERNMENT COLLEGE OF TECHNOLOGY IN PUNJAB PROVINCE IN PAKISTAN
2016 – 2019



JAPAN INTERNATIONAL COOPERATION AGENCY

Project Overview

Project Background

The long term national plan, Pakistan Vision 2025, aims for strengthening competitiveness of the manufacturing sector. In order to attain the goal, improvement in technical vocational education and training (TVET) is crucial. Government College of Technology (GCT) is the key player in TVET in developing qualified engineers who are equipped with theories and practices for the manufacturing sector. Under such circumstance, the Government of Pakistan has requested the Government of Japan to undertake technical cooperation on the DAE Mechanical Technology at GCTs in Punjab Province in order to develop a sustainable institutional framework for producing well trained engineers who can contribute to strengthening competitiveness of industry.



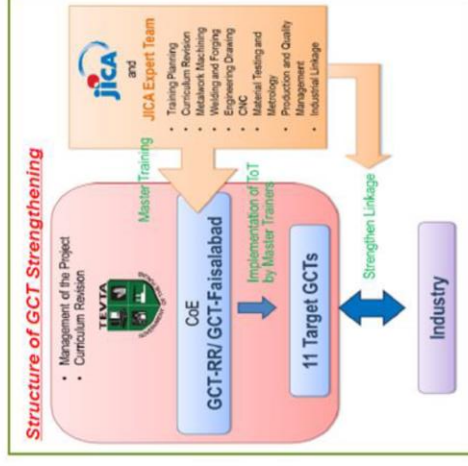
Previous Project

JICA had implemented 'Project for Development of Center of Excellence (CoE) for Technical Education' from December 2008 to December 2013, which was carried out at Departments of Mechanical Engineering and Architecture of GCT Railway Road (GCT-RR).



Project Framework

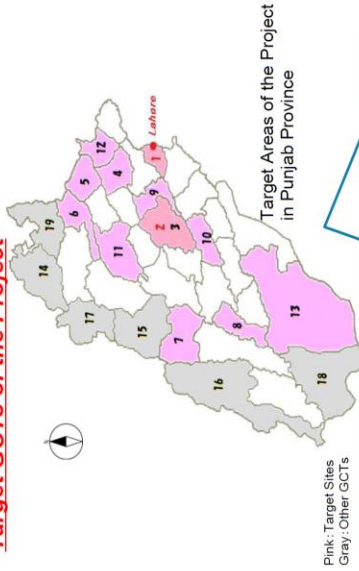
Based on the achievements of the previous project, this Project aims to extend effects of strengthening for 2 CoEs (GCT-RR and GCT Faisalabad) to other 11 GCTs in the eastern part of Punjab province. After the previous project, GCT-RR has developed its capacity as a CoE, while the other GCTs are still required to educate instructors with latest technical knowledge and need training equipment to implement the revised curriculum by the previous project. Reviewing training cycle, curriculum revision, training of trainers and procurement of training equipment will be carried out on this Project. Furthermore, it is expected that industrial linkage will be strengthened so that technical education at GCTs will open up more job opportunities for graduates.



*DAE: Diploma of Associate Engineering

添付資料 9-2：プロジェクト紹介リーフレット Ver.2

Target GCTs of the Project



Target Areas of the Project in Punjab Province

Pink: Target Sites
Gray: Other GCTs

Government College of Technology (GCT) in Punjab Province

1	GCT Railway Road	8	GCT Multan
2	GCT Faisalabad	9	GCT Sangla Hill
3	GSTC Faisalabad	10	GCT Sahiwal
4	GCT Gujranwala	11	GCT Sargodha
5	GCT Gujrat	12	GCT Sialkot
6	GCT Jhelum	13	GCT Bahawalpur
7	GCT Layyah		

* GSTC: Government Staff Training College



Training In Japan

Comments by TEVTA

Technical Education and Vocational Training is of high importance for the economy of Pakistan. Skilled force plays important role in the development and up lift of local industry. Under JICA Project, the skilled force is getting opportunity of high-level training by Master Trainers and latest equipment provided by JICA. TEVTA highly appreciates the efforts and support of JICA to promote technical education leading to a prosperous Pakistan.

About JICA

Japan International Cooperation Agency (JICA), founded in 1974, is a Japanese governmental organization which is responsible for programs of Japan's Official Development Assistance (ODA). In Pakistan, JICA has undertaken projects of technical cooperation, grant aid and ODA loans in a variety of sectors including infrastructure development and basic human needs. Projects has been contributing for promotion of economic and social development in Pakistan.

Project Office

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E-mail: info@tevta.gop.pk

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August 2018 – March 2020
(Second Phase)



JAPAN INTERNATIONAL COOPERATION AGENCY



TECHNICAL EDUCATION AND VOCATIONAL TRAINING AUTHORITY

PROJECT FOR STRENGTHENING DAE IN MECHANICAL TECHNOLOGY AT GOVERNMENT COLLEGE OF TECHNOLOGY IN PUNJAB PROVINCE IN PAKISTAN

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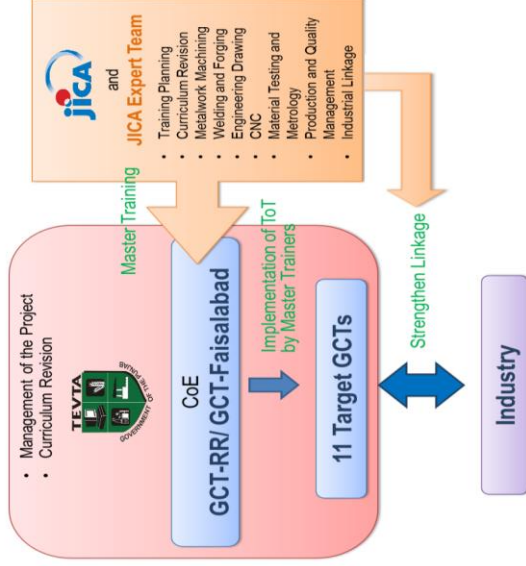


Master Training and ToT

Previous Project

JICA had implemented 'Project for Development of Center of Excellence (CoE) for Technical Education' from December 2008 to December 2013, which was carried out at Departments of Mechanical Engineering and Architecture of GCT Railway Road (GCT-RR).

Structure of GCT Strengthening



Career Day at GCT-RR and GCT-FSD

Project Framework

Based on the achievements of the previous project, this Project aims to extend effects of strengthening for 2 CoEs (GCT-RR and GCT Faisalabad) to other 11 GCTs in the eastern part of Punjab province. After the previous project, GCT-RR has developed its capacity as a CoE, while the other GCTs are still required to educate instructors with latest technical knowledge and need training equipment to implement the revised curriculum by the previous project. Reviewing training cycle, curriculum revision, training of trainers and procurement of training equipment will be carried out on this Project. Furthermore, it is expected that industrial linkage will be strengthened so that technical education at GCTs will open up more job opportunities for graduates.



*DAE: Diploma of Associate Engineering

添付資料 1 0 : 活動写真



ファイサラバード企業訪問
(2016年4月4日)



ファイサラバード繊維機械工場の視察
(2016年4月4日)



第1回JCC会議 (2016年4月6日)



中川一等書記官視察 (2016年4月20日)



GCT RR の会議室における意見交換



GCT RR 校講堂でインターンシップガイダンス



Avari Hotel での開会式典



Master Training (MT) の参加者

	
<p>専門家による非破壊検査器の MT</p>	<p>FSD 市内 KLASH 社の繊維工場を視察</p>
	
<p>TEVTA にて行われた W/G ミーティング</p>	<p>マスタートレーニング開講式</p>
	
<p>マスタートレーニング個別指導の様子① (Hydraulics and Hydraulic machine)</p>	<p>マスタートレーニング個別指導の様子② (Common Subject)</p>
	
<p>マスタートレーニング個別指導の様子④ (製図)</p>	<p>ToT (材料試験)</p>



ToT (Auto CAD)



GCT FSD (Women) 視察



RR 校指導員と共に実技訓練の視察



第1回国別研修 JICA 表敬訪問



第1回国別研修 厚生労働省表敬訪問



第2回 JCC



Technology Links(機材調達業者)と打合せ



Water and Power Development Authority (WAPDA) Faisalabad の見学



機材調達に関する話し合い（FSD 校）



MT/ToT 計画に関する話し合い（FSD 校）



第 4 回 W/G



企業訪問（Atlas Honda Limited）



現地モニタリング業務



機材納入業者との搬入・据え付け・初期動作
確認等の打ち合わせ



指導員、納入業者を交えての検収作業風景



第 3 回 JCC①



第3回 JCC②



JICA 本部事務職員 GCT FSD 校視察



キャリアデー・ハンディンクオーバーセレモニー①



キャリアデー・ハンディンクオーバーセレモニー②



JICA パキスタン事務所職員との打合せ



CNC 機材検査



TEVTA 就職支援担当者との打ち合わせ



TEVTA コーディネーターとの打ち合わせ



GCT RR 校校長との打ち合わせ



GCT FSD 校校長との打ち合わせ



各校 GCT 指導との集合写真



GCT FSD 校視察



GCT FSD 校でのキャリアデー



GCT RR 校での JICA 視察



GCT RR 校での機材 W/G との打ち合わせ



GCT RR 校の JPO (Job Placement Office)



GCT RR 校にて JPO 関係者との打ち合わせ



GCT FSD 校にて IPO と AIPO との打ち合わせ



GCT RR 校での卒業制作コンクール訪問①



GCT RR 校での卒業制作コンクール訪問②



GCT FSD 校 JPO 看板①



GCT FSD 校 看板②



第 4 回 JCC①



第 4 回 JCC②



GCT RR 校キャリアデー ①



GCT RR 校キャリアデー②



GCT RR 校 IPO との打ち合わせ①



機材維持管理マニュアル作成委員会



GCT Gujrawalat 校関係者との打合せ



GCT Gujrawalat 校でのキャリアデー視察



Don Bosco Technical & Youth Center との打ち合わせ



GCT RR 校機材計画 W/G との作業



第3回 国別研修渡航前オリエンテーション



GCT FSD 校にて IPO と DIPO との打ち合わせ



機材管理マニュアル作成委員会の打合せ



マスタートレーニング (MT) (企業訪問)



マスタートレーニング指導の様子①



マスタートレーニング指導の様子②



マスタートレーニング指導の様子③



第3回 国別研修フォローアップ



企業訪問 (IIKAN)



企業訪問 (Atlas Honda)



第3回機材管理マニュアル委員会



第4回機材管理マニュアル委員会



トレーニングの風景



業務モニタリング (GCT FSD 校 JPO にて)



国別研修成果報告会及び教材開発中間発表会の様子



GCT FSD 校での IPO との打ち合わせ



「教官による模範訓練の計画立案・遂行」の風景①



「教官による模範訓練の計画立案・遂行」の風景②



「教官による模範訓練の計画立案・遂行」の風景③



「教官による模範訓練の計画立案・遂行」の風景④



MT/TOT の風景①



MT/TOT の風景②



MT/TOT の風景③



ワーキンググループ会議の様子(2019/7/9) ①



ワーキンググループ会議の様子(2019/7/9) ②



機材管理マニュアル作成に関する打合せ



NAVTTTC との会議



MT/TOT の説明会



MT の風景①



MT の風景②



TOT の風景①



TOT の風景②



IPO との打ち合わせ (GCT-FSD)



第 5 回 JCC①



第 5 回 JCC②



第 5 回 JCC③



GCT RR 校視察①



GCT RR 校視察②



GCT FSD 校視察①



GCT FSD 校視察②



Admission Ceremony at GCT RR①



Admission Ceremony at GCT RR②



第4回 国別研修オリエンテーション



NAVITC 表敬と打合せ



GCT RR 校でのキャリアデー①



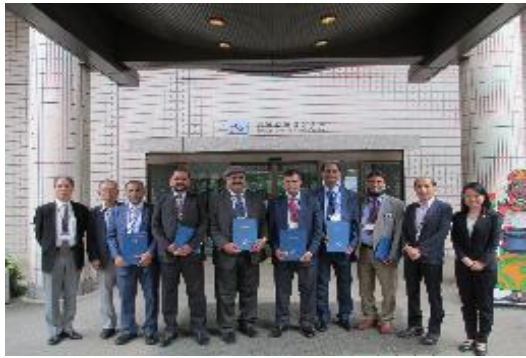
GCT RR 校でのキャリアデー②



GCT RR 校でのキャリアデー③



GCT RR 校でのキャリアデー④



第4回 国別研修



マスタートレーニング参加者との打合わせ



機材管理マニュアル作成委員会の打合せ



業務モニタリング①



業務モニタリング②



業務モニタリング③



MT & ToT の風景①



MT & ToT の風景②



MT & ToT の風景③



Closing Ceremony の風景①



Closing Ceremony の風景②



Closing Ceremony の地元新聞記事



第 6 回 JCC



機材管理マニュアル説明会