

*DELEGATION of the EUROPEAN UNION*

**Vietnam**

**EU/ILO/MoLISA LABOUR MARKET PROJECT  
MID-TERM REVIEW  
VIE/07/02/EEC**

Contract N° 2009/223046  
Framework Contract Beneficiaries – Lot 9

**FINAL REPORT**

March 2010

AESA Consortium



**TRAINING CENTER**

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March 2010

This assignment was implemented by GRM International Ltd.,  
in collaboration with Femconsult and Hydeá Tanácsadó Kft.

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## **Acronyms**

<b>ADB</b>	Asian Development Bank
<b>BoE</b>	Bureau of Employment
<b>CBT</b>	Competency Based Training
<b>CB-TREE</b>	Community Based Training for Economic Empowerment
<b>CISLSA</b>	Centre for Information Statistics for Labour and Social Affairs
<b>DoLISA</b>	Department of Labour, Invalids and Social Affairs
<b>EC</b>	European Commission
<b>ESC</b>	Employment Services Centre
<b>EU</b>	Employment Unit
<b>EU</b>	European Union
<b>GDVT</b>	General Department of Vocational Training
<b>GoV</b>	Government of Vietnam
<b>GSO</b>	General Statistical Office
<b>GTZ</b>	Deutsche Gesellschaft für Technische Zusammenarbeit
<b>HRD</b>	Human Resource Development
<b>ILO</b>	International Labour Organisation
<b>ILSSA</b>	Institute of Labour Science and Social Affairs
<b>IRD</b>	Institut de Recherche pour le Developpement,
<b>IT</b>	Information Technology
<b>KAB</b>	Knowledge About Business
<b>KLMI</b>	Key Labour Market Indicator
<b>LFS</b>	Labour Force Survey
<b>LMI</b>	Labour Market Information
<b>LMIC</b>	Labour Market Information Centre
<b>LMIS</b>	Labour Market Information System
<b>LMP</b>	Labour Market Project
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MIS</b>	Management Information System
<b>MoET</b>	Ministry of Education and Training
<b>MoLISA</b>	Ministry of Labour, Invalids and Social Affairs
<b>MoU</b>	Memorandum of Understanding
<b>MPI</b>	Ministry of Planning and Investment
<b>MTR</b>	Mid-Term Review
<b>NSS</b>	National Skills Standard
<b>PAPA</b>	Planning and Performance Appraisal
<b>PMU</b>	Project Management Unit
<b>PSC</b>	Project Steering Committee
<b>QA</b>	Quality Assurance
<b>ToT</b>	Training of Trainers
<b>TTC</b>	Teacher Training Course
<b>TVET</b>	Technical and Vocational Education and Training

<b>UI</b>	Unemployment Insurance
<b>UN</b>	United Nations
<b>USD</b>	United States Dollar
<b>UA DoL</b>	United States Department of Labor
<b>VCA</b>	Vietnam Cooperative Alliance
<b>VCCI</b>	Vietnam Chamber of Commerce and Industry
<b>VETR</b>	Vietnam Employment Trends Report
<b>VGCL</b>	Vietnam General Confederation of Labour
<b>VND</b>	Vietnam Dong
<b>VSRC</b>	Vocational Science Research Centre
<b>VTEP</b>	Vocational Technical Education Project (ADB)
<b>WB</b>	World Bank

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## Executive Summary

1. The main objective of the MTR is to review project progress, to check results against targets; to provide a clear and concise opinion as to how the project has progressed and to make recommendations regarding the courses of action to be taken until the end of implementation of the LMP.
2. The MTR is being conducted after the project has already run for almost two years, but with less than a year to completion.
3. The MTR team consisted of three members: Leo Maglen, Team Leader and Labour Market Information Analysis expert; Michele Bruni, Labour Market Policy Analysis expert, and Do Huan, Technical and Vocational Education and Training expert.
4. Team members conducted an initial document study at their respective home bases, before assembling in Hanoi to commence their field mission on January 11, 2010. The mission, conducted over the subsequent three weeks, involved a schedule of briefings and meetings with Hanoi-based stakeholders.<sup>1</sup> The schedule also included visits to the provinces of Da Nang, Ho Chi Minh City, Ninh Binh and Ha Tinh. The MTR conducted a half-day workshop at the end of the mission, with participants drawn from Hanoi-based stakeholders, and held a debriefing session with the EC Delegation

### *Progress against project purposes and results*

*Purpose 1: Support the design and development of a centre for labour market information (LMIC) in MOLISA and selected provinces and improve the institutional capacity for human resources development planning and socio-economic development planning*

5. LMIC was established in MoLISA in October 2008, but it is still understaffed, operating in temporary premises and with rented equipment, awaiting delivery of the planned LMP equipment package. A fully comprehensive data base and labour market information system have yet to be designed, and the internet connection with provinces is for the moment limited to e-gate, and is suitable only for job matching purposes, including job counselling and job introductions, and the listing of voluntarily notified job vacancies (Result 1.1). Staff in provincial employment service centres (ESC) have not yet been fully trained in using a new management information system (MIS), because it has yet to be designed, and ESCs still rely on

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<sup>1</sup> Given that the MTR was already being conducted well beyond the mid-point of the project, and the mission was completed during the month of January 2010, the end of December 2009 was considered the earliest, most appropriate and practical reference point for most project activities under review.

the previous Performance Assessment and Plan of Activities (PAPA) system (Result 1.2). A preliminary analysis of available sources of labour market statistics was performed at the beginning of the project; support was given to the GSO in the design of the questionnaire for the 2009 Labour Force Survey (LFS), and some advice has been given on how to create a data base of the 2007 LFS, in order to produce Key Labour Market Indicators (Result 1.3). Only limited training has been provided to improve the capacity for analysing and using information for labour market policies (Result 1.4). A seminar was conducted in September 2009 for various stakeholders to review the draft of the inaugural Vietnam Employment Trends, written by LMP consultants but published by the LMIC, but as of yet there is no system in place to disseminate labour market information and analysis at either the central or provincial level (Result 1.5)

6. Fourteen suitably qualified staff members for the LMIC are still to be recruited; premises consistent with the internal structure of the centre and its technological equipment (still to be provided) to be located and organised; training necessary to bring existing and incoming staff of the LMIC, and of the five ESCs and DoLISA to be provided; provincial EUs to be developed to the level of competency required to manage the information system, analyse data, provide information to plan economic development and active labour policies and support the design and development of TVET programs and courses in line with future labour demand and skill requirements; a labour market information data base to be developed, that will include all suitable, available sources (including data from the LFS and other national surveys, the ESCs, TVET institutions and other administrative sources), and a query system be developed that is consistent with the economic models that will be used to analyse and forecast labour market variables and to connect the TVET system to the labour market; detailed lists to be provided to the DoLISAs of the labour market variables that need to be measured, collected and forwarded to the LMIC; software capable of retrieving the requested statistical information to be provided to the DoLISAs; DoLISA EUs to be provided with a blueprint of the analyses to be performed on administrative data and other provincial data; the internet connection between the provincial ESCs and the DoLISA ESCs, between the DoLISA ESCs and the DoLISA EUs, and between the DoLISA ESCs and EUs and the LMIC, be supported and finalised (Result 1.1). Complete the design of the ESC MIS and develop training manuals based upon it; train the staff of ESCs in the use of the MIS; conduct provincial workshops for the staff of DoLISAs and ESCs on the development and application of active labour market policies (Result 1.2). Many of the activities that need to be completed under Result 1.1 will assist in the achievement of Result 1.3 and 1.4. A system to disseminate labour market information and analysis at both the central and provincial level to be designed and tested (Result 1.5).

**Purpose 2:** *Strengthen the quality of vocational teachers' training in order to satisfy the industrial sector's (both public and private) demands for skilled workers.*

7. Two pilot City and Guilds courses were delivered and the first pilot Elementary Vocational Teacher CBT Course (TTC) course was designed and conducted. However, because of new GDVT requirements, introduced in 2009, the TTC process has been suspended in order to revise the curriculum, and get comment and agreement on further delivery (Result 2.1). Agreement on five certification level standards for the occupation of welding has been reached; two national testing centres have been set up and a number of assessors have received the first background training (Result 2.2). Twenty four key GDVT trainers have been trained on training centre management; the ILO publication *Vocational Education and Training Institutions: Management Handbook* has been translated into Vietnamese and fifteen modules on TVET centre management have been developed and submitted to GDVT for comment and approval (Result 2.3). Courses for promoting eight new and five traditional products/services and TREE supporting activities have been organized in two selected communes; twenty-five regional facilitators on KAB have been trained; a competency analysis and a business education needs assessment has been conducted; KAB modules have been introduced in ten selected TVET centres; 'Business Ideas Contests' have been organized in five provinces (Result 2.4).
  
8. TTC courses based on the new GDVT requirements are to be revised; four ToT courses for GDVT and one replication course in each of the fifteen project provinces to be conducted (Result 2.1). Detailed national standards and a corresponding certification system for five identified levels for the occupation of welding to be formulated; a related test question bank to be developed; the welding workshop equipment purchase to be completed; the new equipment to be installed and commissioned and staff trained in its use; assessors to be trained; pilot welding testing based on the new National Skills Standards (NSS) and testing procedures and equipment to be conducted; procedures for setting up the NSS (welding) to be documented; appropriate publication and media campaigns to be run (Result 2.2). National workshops to be organised to assess training centre management materials, material to be revised if necessary and approval from GDVT obtained; training courses for TVET administrators and managers and stakeholders in the selected centres in the fifteen project provinces to be conducted; workshops in fifteen provinces to be organised; grant programs in fifteen provinces to be planned, implemented and monitored (Result 2.3). Surveys and four courses for identified wage employment opportunities for TREE to be conducted; market assessment for product/services to be updated; six refresher courses for self-employment to be conducted; a workshop for private sector and selected enterprises for TREE to be conducted; complete competency analysis and a business education needs assessment in fifteen provinces to be conducted; twelve facilitators to get supported for KAB accreditation; a national workshop/conference to promote the results of TREE and KAB to be prepared and organized (Result 2.4)

***Progress against Budget***

9. Two-thirds of the way through the project only 36 percent of the budget has been committed, and only 31 percent actually spent. The slowness in spending is particularly acute in respect of direct allocations to project purposes and results. They constitute 80 percent of the total LMP budget, and about 96 percent of the funds committed so far, but they account for only 58 percent of actual expenditure to date. 78 percent of direct budget allocations to the achievement of project results and purposes has still to be spent. Slowness in spending is across the board. Commitments and expenditures on all input categories – personnel, sub-contracts, training, equipment etc – are behind schedule. In Purpose 1, to which 63 percent of the budget has been allocated, commitments and expenditures are low for all results, so that overall only 15 percent of the budget allocation had been spent by the end of 2009. In the smaller Purpose 2, the picture is better, but even there only 33 percent of the budget allocation has so far been spent.

***Summary of progress:***

10. The progress to date on the achievement of project results and purposes has been slow, and the project looks to be seriously behind schedule. There is a correspondingly lower level of budget commitment and expenditure than could be expected this far into the project's allotted time-span. Whilst a number of the key project initiatives and programs are in place, many of the activities necessary to consolidate them have yet to be undertaken. Much therefore still needs to be done, and the question obviously arises as to whether in the limited time left – about eight months or nine months at most, between Tet and the time at the end of the year necessary to wind down the project – and the limited capacity of the recipient agencies to absorb project interventions at an accelerated pace, the LMP will be able to fully spend its budget and successfully achieve all of its results and purposes.

***Issues and problems***

11. The overall objective of the LMP is as relevant now as it was at inception. Improved planning based on more comprehensive, reliable and up-to-date labour market information, and TVET programs and courses that are more closely attuned to the skill needs of industry, are still integral to the GoV's National Socio-Economic Development Strategy (2000–2010). The two major purposes of the LMP are consistent with achieving this outcome. Moreover, the balance between them, roughly two thirds-one third, in terms of budget and resources devoted to them, would appear to be appropriate.
12. It is at the results and activity levels of the project design, as the LMP is being implemented, that the design loses some of its focus and coherence. Whilst the size

of the LMP budget would probably be adequate for the achievement of the two project purposes, it is the choice of results and activities to support them that present a problem. Given the limited time-frame of three years, and with the need to bring so many groups along with the project in its implementation, the design at these levels is somewhat over-ambitious and unrealistic. Undue complexity is partly an explanation for why the LMP is slow in its commitment and spending of budget allocations. In Purpose 1 (the LMI component), the problem has been exacerbated by the ill-conceived changes that were made in 2008 to Results 1.1 and 1.2 and to the activities that support them. This has had the effect of diverting the LMP Workplan away from the LMP Logframe. The logframe itself was not amended to take account of the changes in the project Workplan, leaving a major inconsistency in the project's design that has not been addressed. The design of Purpose 2 (the TVET component) presented a potential problem from the outset, as it comprises an assortment of results that bear little relation to one another, and contains one, Result 2.4, that bears little relationship to the purpose. As the project has suffered delays, these design flaws have become more evident. The LMP Workplan does not everywhere adhere to a logical sequence of activities in its numbering system, making it often difficult to follow. There is also a lack of consistency in the designation of activities - some are highly specific and easy to verify whether they have been undertaken or not, whilst others are vaguely expressed, and in reality constitute a set of unspecified sub-activities, making progress in them difficult to assess. The linkages that the Project Document requires to be made between the two project purposes have not found their way into the Workplan's schedule of activities.

13. The role of the ILO in the LMP should be clear – it is the executing agency or, in other words, the project manager, charged with ensuring that the project is conducted in the most efficient and effective manner possible. To have this large UN agency as executing agency brings with it advantages and disadvantages. The advantages are ILO's continuing presence in Vietnam, and hence its ongoing commitment to the country, and the pool of expertise it can draw on from within its ranks. The disadvantages are, however, also significant for the LMP. The project is regarded as part of the ILO, and hence subject to the same budgetary restrictions and processes, and the same bureaucratic procedures, as other parts of this vast international organisation. For a donor-funded development assistance project such as the LMP these constraints can be cumbersome and lacking in the flexibility that is often required in project delivery. The major example of this is ILO's universally applied local authorisation limit for budget expenditures of USD 20,000, and the requirement that amounts beyond that need to be approved by ILO head office in Geneva. This latter can involve extensive paperwork and procedures that can hold up final approval for months at a time. LMP has experienced particular problems in this respect over the matter of procurement. Whilst the excessive delays that LMP have had in delivering key equipment inputs in both project components have not been entirely due to this factor, it has been a significant contributor.

14. In executing the project ILO has made considerable use of its own in-house experts and off-the-shelf programs and software packages. These can be effective inputs into a project such as the LMP, but they can also distort it if not managed properly. Over the two years of the project's life so far, a total of nineteen international consultants have been employed on the project, for various lengths of input, almost all of them sourced from either within the ILO or from its stable of experts. Few have had independent project and/or extensive previous Vietnam experience. CB-TREE and KAB are two examples of ILO products that have been inserted into the LMP, with an additional Result (2.4) to facilitate them, without making any obvious contribution to the project's purposes and objective.
15. The ILO as a UN agency has a relationship with the Government of Vietnam separate from that through the LMP. Where this has led to an overlap with the LMP, and a possible diversion from its focus, is through the role the ILO and the government see the project playing in assisting MoLISA in the implementation of its Employment Strategy for 2011 to 2020, as a result of the MoU signed by ILO and MoLISA in December 2007
16. Management of the LMP is a triangular arrangement between the Project Steering Committee (PSC), the Project Management Unit (PMU) and the Coordinator of the LMP and his Office, see Figure 2.1. The PSC was formed in June 2008 with twelve part-time members. Whilst the committee is broadly representative of the key stakeholders, a possible key omission has been that of a representative of MoLISA's Institute of Labour Science and Social Affairs (ILSSA). Given its significant repository of knowledge and experience in the links between labour market information and TVET policy and planning in Vietnam, ILSSA has been in the position of being able to provide valuable advice and assistance to the LMIC. The PSC is required to meet twice yearly, but has so far only met two times, in July 2008 and August 2009. Its role in overseeing the operations of the project has so far been underutilised, except indirectly through the Chair, drawn from the EC Delegation, and the Director of the PMU, who is a standing member of the PSC.
17. The PMU is made up of eight part-time members. It has no office or full-time staff, and its affairs are conducted essentially through the Director. It would appear that key matters that require the decision of the PMU are made by the Director, and that actions that require the authorisation of the PMU are referred to the Director for his approval. This focussing of authority within the management of the LMP can be a source of efficiency, as it can result in expeditious decision-making and action, but it can also sometimes have its drawbacks. This is particularly the case when the Director of the PMU is also the Director of the Bureau of Employment (BoE) within MoLISA, the major focus of project implementation. A possible lack of independence and arms-length decision-making, between project management on the one hand and project beneficiaries on the other, can occur in this situation.

18. The LMP has a well-resourced and well-managed Office, although its premises, above a bank, whilst workable are not ideal. There is a lack of meeting space, and insufficient accommodation for short-term consultants. The project has suffered because of the early difficulties securing a suitable Coordinator. This led to a general lack of continuity and changes in direction in the LMP management until the present incumbent was appointed in April 2009. Valuable time was lost in the interim. Relations between the LMP Office and the PMU are generally cordial and cooperative. The frustration that arises from the budget and administrative procedures imposed upon the LMP by the ILO and, to a certain extent by the EU, and by the diversions from project activities both the executing and implementing agencies sometimes cause, are evident. The performance of the LMP Office has also suffered from the difficulties it has had in recruiting/retaining suitably qualified and experienced senior consultants, and some key staff positions are still vacant.
  
19. MoLISA, of course, is the logical Government of Vietnam ministry to act as implementing agency for this project. It has the clear mandate in the area in which the project seeks to make its contribution to Vietnamese development. Within MoLISA, the choice of the General Department of Vocational Training (GDVT) as the implementing agency for Purpose 2 (the TVET component) activities is also entirely appropriate. It is the implementation of the larger, more critical, Purpose 1 (the LMI component) through the BoE that is probably more problematic. As already noted, it is the MTR team's view that the project would benefit if ILSSA could be more closely involved in providing support for the LMIC, since it already has had experience in previous donor-funded labour market information projects, and is currently undertaking similar analytical work to that required by a LMIC.
  
20. It is not possible to comment on the appropriateness of the provinces selected for participation in the project. What is apparent, however, is that in the labour market information network that the LMP is helping to establish in fifteen provinces, (see Figure 3.1) more direct and effective use could be made of the Employment Units (EU) within the respective DoLISAs. EUs have a wider, more information collecting, synthesising and analysing mandate than the ESCs. Whilst not diminishing the role of the latter in the project, widening the labour market information network to include the EUs would clearly be beneficial.
  
21. As already indicated, a clear constraint on the progress of the LMP towards achievement of its objectives is the shortage of suitably trained and experienced personnel in the LMIC and in the provincial ESCs and EUs. Technical expertise, in the use of computers and the setting up of databases, is not so much of a constraint as is the shortage of the higher levels skills of labour economics and labour market analysis. Unless and until people with such skills are recruited, the ability of the LMIC and the provincial bodies to absorb and benefit from the support offered by the LMP will be limited.

22. Compounding the problem is the so far insufficient attention given to building strong and active cooperation, at the operational level, between the LMIC and the GSO. The synergies between the two in the labour market information area are obvious. There is a clear danger that many cost-effective partnerships will be missed and wasteful duplications occur.
23. There are signs that the LMP is beginning to make an impression on policymakers and planners within MoLISA in at least two respects. Firstly there appears to be a greater acceptance that the collection of comprehensive reliable and up-to-date labour market information is necessary for planning and policy development purposes. What is not so evident, however, is the appreciation that this needs to be an ongoing process, not a one-off or spasmodic exercise that it needs to be conducted on as cost-effective a basis as possible, and that it should be accompanied by expert analysis and by professional and well-targeted dissemination activities. The second sign is that within GDVT there is a greater awareness of the importance of developing courses and programs that are much more attuned to the needs and standards of industry. In these respects LMP is, rightly, building on and reinforcing the contributions made by previous donor-assisted projects.
24. It is perhaps too soon to gauge the impact the LMP is having upon the broader context of the TVET sector, government policy-making in general, and upon the labour market and the economy.
25. As to the LMP raising the profile of the EU as a co-operation partner in Vietnam, the impact is probably negligible. This is much more seen as an ILO operation.

#### ***Options and recommendations***

26. In the limited time left on the project, the options open to LMP to make any major changes to the way it is operating are strictly limited. The MTR team recommend the following changes as worth considering:
  - a) Urgent consideration should be given to granting LMP a costless extension of at least six-months
  - b) Irrespective of whether option (a) is taken up, an immediate priority should be the redesign of the project to recapture the intentions of the Project Document, concentrating on core project activities, cancelling those that are peripheral to the achievement of project objectives and building more tangible linkages between project purposes;
  - c) The PSC, through its Chair, should urgently request the ILO to ease the constraints on the ways LMP can commit and spend its budget, and the LMP Coordinator should be given greater flexibility and discretion in the management of the project;

- d) The project should complete its major procurement programs as soon as possible;
  - e) The project should recruit on a contract of at least six-months at least one very senior international labour economist; the LMP Coordinator, who is also an LMI expert specialising in employment centre operations, and the other LMI expert on staff, should concentrate on developing the ESC elements in the LMIS; the project should recruit a senior skills development specialist who can take responsibility for the consolidation and implementation of the TVET component, and LMP should avoid where possible the proliferation of short-term assignments for international experts, except where technical expertise for specific tasks, such as in IT, are required;
  - f) To avoid unnecessary duplication and to expedite the achievement of Purpose 1, LMP should ensure that greater use is made by LMIC of the comprehensive set of material (including classification and coding systems, data collection instruments, database manuals, key labour market indicators, etc) that was developed under the recent ADB-funded VTEP to set up and operate in MoLISA a labour market information system specifically designed to meet the needs of the TVET sector;
  - g) The project should actively encourage and support LMIC in building closer operational links with GSO and ILSSA on the LMI component side of the project, and with MoET on the TVET side of the project;
  - h) Greater efforts should be made by LMP to involve VCCI, VGCA and the VCA in the project in a more operational way, rather than simply as members of the PSC;
  - i) The LMP office should be relocated within MoLISA's own premises as originally intended.
27. If the LMP is not to be extended beyond the end of December 2010, the Government of Vietnam will have to look to other sources of financial support if it wants to continue the work commenced by this project. As many of the activities undertaken under LMP are pilot programs and research studies, a period of careful assessment will be required to determine which ones will be sustainable in a cost-effective manner. Those most likely to meet that test will be those that have ceased to be regarded as project-driven, and have become 'owned' by and endemic to the way MoLISA and the other participating agencies operate.

## **1. Scope of the Mid-Term Review**

### **1.1 *Purpose of the Mid-Term Review***

The main objective of the Mid-Term Review (MTR) is to review project progress, to check results against targets; to provide a clear and concise opinion as to how the project has progressed and to make recommendations regarding the course of actions to be taken until the end of implementation of the LMP.

The mission undertaken in January 2010 was intended to assist the MOLISA and the ILO LMP project in developing their strategic vision for the remaining part of the project. The review provides recommendations on which particular results to specifically focus during the remaining time, keeping in mind the means available in terms of budget and human resources for the project. It also assesses the functioning of the implementation agency MOLISA and the executing agency the ILO. The MTR assesses the relevance, efficiency, effectiveness, impact and sustainability of the LMP, relative to its stated purpose and results. It identifies weaknesses and challenges, whilst proposing measures and recommendations to tackle these, including recommendations for required change/modification to project scope (including objectives, management arrangement, financing etc.) in order to support effective implementation and the delivery of a sustainable benefit stream.

### **1.2 *Team Membership***

Leo Maglen	Team Leader and Labour Market Information Analysis expert
Michele Bruni	Labour Market Policy Analysis expert
Do Huan	Technical and Vocational Education and Training expert

### **1.3 *Mid-Term Review Terms of Reference***

The team was given the following specific brief:

- a) To assess the progress made towards the achievement of the project objectives as laid out in the financing agreement;
- b) To identify specific constraints affecting the efficiency of the implementation and the effectiveness of the project (project design, institutional framework, organisational relationships, placement and performance of the experts and the ILO LMP Project Office, ILO administrative and financial procedures as they affect the project, as well as performance of other participants involved);
- c) To draw conclusions on the relevance of the project; and
- d) To make recommendations and guidance for the best implementation during the remaining period with a view to ensure maximum levels of efficiency and effectiveness;

### **1.4 *Methodology***

Team members conducted an initial document study at their respective home bases, before assembling in Hanoi to commence their field mission on January 11, 2010. The mission, conducted over the subsequent three weeks, involved a schedule of briefings and meetings with Hanoi-based stakeholders: the EU Delegation; the ILO Office; the LMP office team; key personnel in the Project Management Unit (PSC), in MoLISA, the General Statistics Office (GSO), Ministry of Education and Training (MoET) and TVET institutes, and with other

donor agencies. The schedule also included visits to the provinces of Da Nang, Ho Chi Minh City, Ninh Binh and Ha Tinh to conduct meetings with representatives of provincial DoLISA, Employment Service Centers (ESC), teacher training institutes and TVET institutes<sup>2</sup>

The MTR also conducted a half-day workshop at the end of the mission, with participants drawn from the EU Delegation, the ILO and LMP office, the Project Steering Committee (PSC), and the PMU, and held a debriefing session with the EU Delegation<sup>3</sup>.

### ***1.5 Structure of this Report***

Chapter 2 summarises the background to this MTR mission by setting it in the context of the LMP, its history and timeline, its overall objectives and purposes and its monitoring and evaluation provisions. Chapter 3 reviews the progress of the LMP against its purposes and results, and against its budget, up to the end of December 2009, and identifies what still has to be done in the time remaining to meet the targets for successful project completion as per the requirements of the Project Document. The issues and problems that the MTR has revealed, that have a bearing upon the progress of LMP to date and will impinge on the project's capacity to complete successfully on time, and on budget, are explored in Chapter 4. The impact LMP is having and may yet have on its target beneficiaries and in a broader context is outlined in Chapter 5. Chapter 6 lays out the options open to the LMP to better meet its objective and purposes in the final months of the project, and provides a number of recommendations for consideration by the project's management, executing and implementing agencies. The prospects for post-project sustainability of the project's interventions and initiatives are canvassed in Chapter 7.

## **2. Background to the Mid-Term Review**

### ***2.1 LMP History and Timeline***

The Financing Agreement, between the EU and MOLISA, on behalf of the Government of Vietnam (GoV) was signed on 18 June 2003. For a variety of reasons this original agreement was not acted upon. On 30 November 2007 Addendum No.1, updating and amending the agreement, was signed. The Contribution Agreement between the EU and the ILO was signed in December 2007, and on 25 February 2008 the executing agreement between the ILO and MOLISA was signed. The effective start of the LMP, however, was delayed still further until June 2008 with the appointment of the first full-time Coordinator.

The basis for the Contribution Agreement is the ILO Project Document for LMP prepared in April 2007 ('The Project Document'). It reflects the overall objective, project purposes and main results to be achieved that are contained in the Addendum 1 to the Financial Agreement. The Logical Framework Matrix (logframe) contained in the two documents are similar, but not identical, however, as the EU was party to both agreements the latter, the Contribution Agreement, and the Project Document upon which it is based, is taken to be the document against which the performance of the LMP is assessed. The LMP team has been using the Project Document as the basis of its operations. However, in mid-2008 a number of changes were made, by the LMP acting-coordinator in consultation with MOLISA, to the results and to the activities that support them in the LMP Workplan. These were submitted to and approved by the Project Steering Committee in August 2008. However, as the project

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<sup>2</sup> MTR Workplan, see Annex 2

<sup>3</sup> MTR workshop agenda and list of participants, see Annex 4

logframe was not amended at the same as the Workplan was changed, from that time the results and activities shown in the LMP Workplan have diverged from those in the LMP Project Document. The latest project workplan approved by the PSC is that of September 2009<sup>4</sup>.

*It should be noted that the MTR is being conducted (in January 2010) after the LMP has been operating for about twenty-two months or so, and with only eleven months to go before the project is scheduled to end. With Tet, the Vietnamese New Year period, commencing early February, and with the last three months of the project being 'dedicated to phasing out activities and to preparing for the post-project situation'<sup>5</sup>, the LMP has effectively only about seven or eight months left in which to complete its scheduled activities and achieve its planned results.*

## **2.2 LMP Budget**

The total cost of the project is €11.7 million

EC	€10.0 million
ILO	€0.5 million
MoLISA	€1.2 million <sup>6</sup>

## **2.3 LMP Oversight and Management**

The Project Document stipulates a triangular arrangement for the oversight and management of the project:

- ~ The ILO will nominate a Project Coordinator (who is also designated as Chief Technical Advisor) with the responsibility of co-ordinating all activities.

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<sup>4</sup> See footnote 12 for further details

<sup>5</sup> *Addendum 1 to Financial Agreement*, 2007 para. 2.2 page 8

<sup>6</sup> The GoV contribution is in-kind:

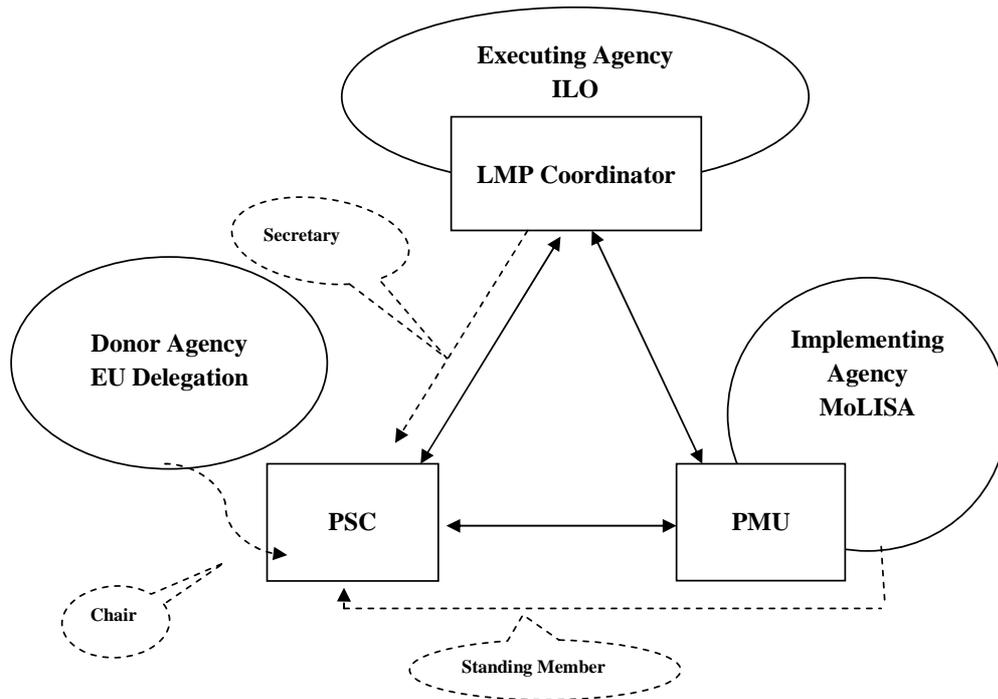
- a) The GoV's contribution will be in kind and will cover the following specific items. The GoV will deploy suitably-qualified and senior staff from Government agencies participating in the project to work with the experts assigned to those agencies for the duration of their assignment, and ensure continuity of personnel during the project. *The MOLISA will appoint a focal point for the co-ordination of agencies and activities.*
- b) The GoV will cover all costs related to the participation of officials in meetings, workshops and other events as part of the normal functioning of the public services.
- c) The GoV will cover all salaries related to the participation of their staff in the project.
- d) The GoV will provide office space for consultants working with the MOLISA.
- e) In general, the GoV will cover any project-related operating costs not included in the European Union contribution.
- f) Where the European Union and the GoV are both providing financial contributions to the same category of activity, the specific actions to be covered by each party will be clearly identified in the Annual Work Plan and Budget concerned.
- g) The GoV will be responsible for facilitating constructive and effective co-operation of the concerned Ministries and other public authorities.

*Attachment to the addendum NO.1 to the Financing Agreement, Revised Annex 2, Technical and Administrative Provisions for centralised projects, Section 3.3, page 10.*

- ~ The MoLISA will set up a Project Management Unit (PMU) to ensure a smooth co-operation with the ILO and other Ministries and Government Agencies involved in the project.<sup>7</sup>
- ~ A Project Steering Committee (PSC), chaired by the European Union and with MoLISA as the Standing Member will be established.<sup>8</sup>

Figure 2.1 illustrates these relationships.

**Figure 2.1 LMP Oversight and Management**



European Union

<sup>7</sup> See also footnote 6, point (a)

<sup>8</sup> *Project Document*, Chapter 9, page 30. See Annex 5 for the composition of the PSC and PMU, as nominated by MoLISA on 23 June 2008.

## 2.4 LMP Objectives and Purposes

The overall objective of the LMP is to:

“...support the development of human resources in Vietnam, to enable the economy to continue to attract investments to provide jobs and income-earning opportunities. The project specifically address(es) two elements: improved **planning** for human resource development through the availability of better information on labour market and skill needs at the level of local labour markets; and improved **relevance of skills**, through improved teacher capacity.<sup>9</sup>”

The LMP has been assigned two purposes:

*Purpose 1:* Support the design and development of a centre of labour market information in MoLISA and selected provinces and improve the institutional capacity for human resources development planning and socio-economic development planning

*Purpose 2:* Strengthen the quality of vocational teachers’ training in order to satisfy the industrial sector’s (both public and private) demands for skilled workers based on vocational training level<sup>10</sup>

For convenience Purpose 1 can be referred to here as ‘the labour market information (LMI) component’ and Purpose 2 as the ‘technical and vocational education and training (TVET) component’.

To achieve these purposes, the Project Document prescribes the following results:

For Purpose 1 – the LMI Component:

- Result 1.1: A labour market information centre (LMIC) established at the central level in MoLISA linked to labour market units in selected provinces through an internet system.
- Result 1.2: Staff in Employment Service Centres (ESCs) trained in using and maintaining a management information system (MIS)<sup>11</sup>.
- Result 1.3: Broaden the range and improve the quality of labour market information available.
- Result 1.4: Capacity for analysing and using information for labour market policies improved.
- Result 1.5: Systems to disseminate labour market information and analysis established at both the central level and provincial level.

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<sup>9</sup> ILO Technical Cooperation Project (VIE/07/02/EEC) *Project Document* April 2007, page 11

<sup>10</sup> *Project Document*, page 11

<sup>11</sup> In mid 2008 Results 1.1 and 1.2 were altered to read:

Result 1.1: A fully established and operative LMIC

Result 1.2: A comprehensive LMI and management information data system will be established for 15 ESC.

These changes were approved by the PSC in August 2009 and have been incorporated into subsequent LMP Workplans

For Purpose 2 – the TVET Component:

- Result 2.1: A pilot competency-based training programme for trainers of TVET is developed and implemented to meet industry needs and satisfy national skills standards requirements.
- Result 2.2: MoLISA (lead responsible Ministry) and key stakeholders (other ministries, employers and workers, training centres and ESCs) have developed a sustainable, and identify a market-focused approach to elaborating National Skills Standards frameworks, assessment and certification systems for Vietnam, and have piloted this approach.
- Result 2.3: A training programme and guide for training centre management is developed, providing for example practical guidance, and, potentially leading to formal certification for training centre management.
- Result 2.4: Innovative skills development approaches are introduced on a pilot basis in rural communities to enhance skills and entrepreneurship capacities of rural youth and disadvantaged groups.

To support the achievement of these results the Project Document and LMP Workplans identify and schedule sets of Activities to be conducted over the lifespan of the project<sup>12</sup>.

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<sup>12</sup> The original set of project activities were set out in the Project Document, and are incorporated into the LMP Logframe , (see Annex 6) As demonstrated in Annex 7, the current set of activities, as set out in the latest LMP Workplan ,do not everywhere correspond to these.

## 2.5 LMP Logframe and Monitoring Requirements

The Project Document prescribes the following indicators that the project has achieved its overall objective and purposes

### *Overall program objective*

- a) The GoV has introduced changes in institutions that strengthen the production and use labour market information.
- b) The GoV takes steps to implement policies and programmes to strengthen the quality of vocational teaching to support human resources development for a market economy.

### *Purpose 1*

- a) LMIC established at the central level in MoLISA by the end of 2008.
- b) Labour market information units set up in fifteen provinces and linked to a national labour market information system (LMIS) by the end of 2009.
- c) Outputs of labour market information system used for human resources development (HRD) plans and programmes (beginning in 2009).

### *Purpose 2*

- a) Teachers have accessed in-service upgrading and support programmes to improve their capacity to develop and deliver competency-based training that meet industry requirements and national skills standards starting in 2008 and continuing through the project.
- b) National skills standards have been used as the basis for curricula and teaching materials and to evaluate student progress for at least one sector in at least three schools by the end of 2009. By mid-2009 at least fifteen vocational training institutions managers have implemented reform programmes to improve the quality and relevance of their school's instruction.

The Project logframe includes these verifiable indicators, and expands upon them to cover the results that have to be produced in support of each of these purposes.<sup>13</sup>

The Project Document states that the ILO is in charge of setting up a comprehensive monitoring system to ensure project implementation<sup>14</sup> This MTR mission is part of the LMP's evaluation process. In addition, a separate monitoring mission was fielded by the EU in March 2009.

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<sup>13</sup> See Annex 6 for the Project Logframe

<sup>14</sup> *Project Document*, Section 9.3 page 32

### **3. Progress of LMP against Purposes and Budget**

#### ***3.1 Purpose 1 (the LMI component)***

##### **3.1.1 Introduction**

The general objective of the project with regard to Purpose 1 has been, with the support of its five Results, to establish a system for gathering, processing, analysing and using labour market information as well as monitoring their use. In other words the purpose has been to develop a functioning labour market information system (LMIS) with its hub in the Bureau of Employment (BoE) within MoLISA.

An LMIS can be defined as the systematic gathering, processing, analysing, interpreting and disseminating of reliable up-to-date and comprehensive information, from all available sources, both quantitative and qualitative, on patterns and trends in the economy, the labour force, employment, labour markets and the demand for and supply of skills, for use by policymakers, planners, managers and other decision-makers, including those involved in the TVET sector.

In order to reach this objective the LMP has assisted in the establishment of BoE's National Centre for the Labour Market Analysis and Forecasting (LMIC). Labour Market Information Units - based on ESCs and DoLISA Employment Units (EUs) in selected provinces - are to be linked to the LMIC through an internet system. When completed, this network is expected to improve Vietnam's institutional capacity for human resources development and socio-economic planning. In other words, the statistical information gathered by the LMIC, through the network and from other sources, should provide the basis for the labour market analyses and forecasts needed to support the planning activities carried on by the government, and the design and implementation of active labour market policies. It is also expected that the LMIC will provide relevant inputs for improving the performance of the ESC, of the economic agents and the planning of TVET activities.

At the core of the LMI component is the establishment in the LMIC of a database that can be extended to cover all available sources relevant for the activities of the key users, and include information derived from household-based surveys, such as the General Statistical Office (GSO)'s Labour Force Survey (LFS), the Household Living Standard Survey and the Inter-Censal Population Survey; establishment-based surveys and administrative records, as well as information produced by other Ministries, such as the Ministry of Planning and Investment (MPI) and the Ministry of Education and Training (MoET), by think tanks and by non-government organisation. At the qualitative level the LMIS should also include plans, laws, regulations and decrees of the government, in order to provide a clear picture of the institutional setting in which the Vietnamese labour markets operate.

Figure 3.1 depicts the expected structure of the LMIS, as outlined by the Project Document and subsequently specified by MoLISA according to government decisions and regulations, together with the information flows to be created and the location of the analytical activities:

The LMIC in Molisa should receive, evaluate, enter, store and organize in the national database:

- ~ The quantitative and qualitative labour market information produced by GSO and all other producers of relevant LMI;
- ~ The provincial administrative data collected by the DoLISA ESC.

With the contribution of the labour market provincial reports prepared by the DoLISA EU, LMIC should also undertake labour market analyses and forecasts.

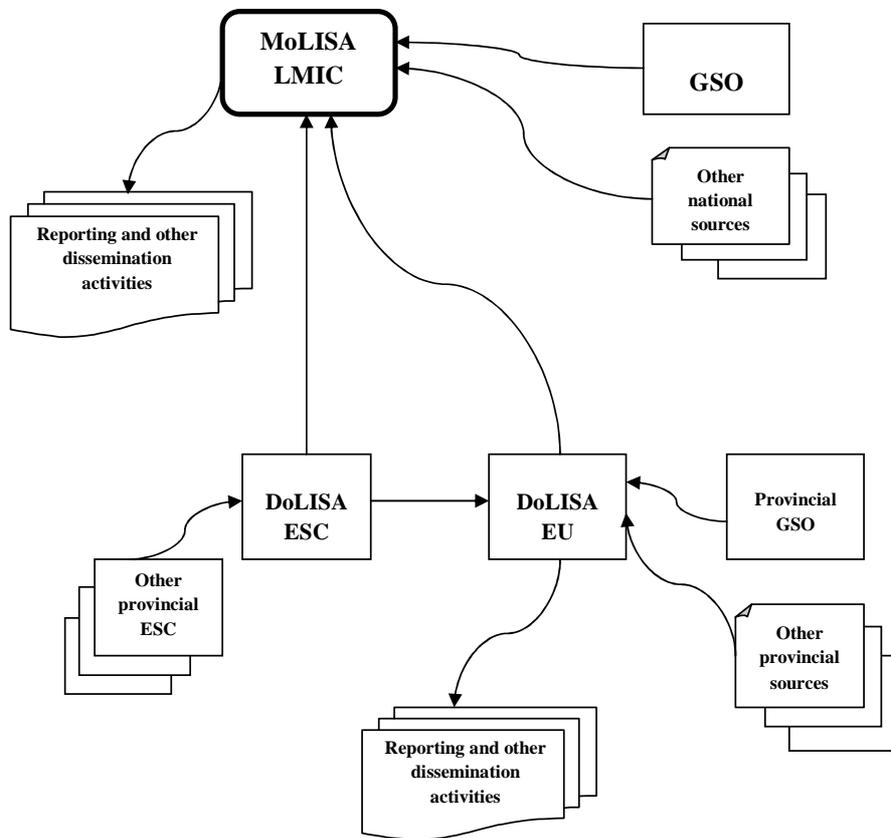
In each province, the DoLISA ESC is expected to collect administrative data from all other ESC, organize and forward them to both the LMIC and to the DoLISA EU.

The DoLISA EU is expected to collect all other employment and labour market information available at the provincial level, and to regularly draft provincial labour market reports on the basis of a blueprint provided by MoLISA.

As stated, the achievement of this purpose is predicated on the attainment of the five Results listed above, relating to infrastructure, staff training on the nature and operations of a fully functioning LMIS, the improvement of analytical skills both at the central and local level, and LMI dissemination:

LMP's Workplan details the activities to be performed to reach each Result and the Logframe provides the indicators to be used to assess their attainment.

**Figure 3.1 The Expected Structure of the LMP-supported LMIS**



### 3.1.2 Performance against Logframe Indicators

The use of Logframe indicators to assess the progress of Purpose 1 is made difficult by a series of problems.

In the first place, the original design of the project does not provide:

- ~ The logical sequence of the activities to be performed;
- ~ A clear indication of how the two purposes of the project should be linked and, more specifically, which outputs should be produced by component one in order to sustain the planning of vocational activities and courses.

Indicators for Result 1.1 provide a clear example of this disparity - Indicator 1.1 (Centre, equipment software and database set up and operational in MoLISA) covers a major share of the results expected from component 1, whilst Indicator 1.4 (study tour to European Employment Centres) constitutes a possibly relevant, but certainly simple, operation.

The lack of a logical sequence of activities in Purpose 1 has not been addressed by the LMP Workplan. In fact, an ill-conceived amendment to the Workplan, approved by the PSC in August 2009, but already operative for at least six months prior to that, made matters even more difficult, proposing as it did a re-alignment of Results 1 and 2, and a different mix of activities to accompany them. The combined effect of a poorly sequenced initial set of activities, jumbled even further by the amendments to the results and activities, has been that many of the tasks that were dependent on others to be performed as prerequisites to their effective implementation have not been performed. As a consequence, for many of the indicators of performance proposed by the Project Document, no result has been obtained.

What this has meant for the MTR is that an assessment limited to verifying if, and in what measure, the indicators proposed under Purpose 1 have been met not only casts the achievements of the project up to the end of 2009 in a somewhat negative perspective, but does not help very much in getting a more complete picture of what has been done, in locating problems or in identifying solutions.

Nevertheless, a progress-against-indicators exercise has been conducted, and is reported upon in Table 3.1. It shows that for fourteen of the twenty-three indicators for Purpose 1, no activities have yet been undertaken, whilst for many of the others (indicated by shading) the activities performed can be considered marginal, and the extent of achievement minimal. Especially critical here is the low level of accomplishment of Indicators 1.1 and 1.3. Because a comprehensive integrated LMI database for use by the LMIC in MoLISA has yet to be designed, and as of yet there is no statistical output from the ESCs, the planning of the LMIS is, as yet, scarcely under way and this, in turn, has meant that training on its use either at the central or local levels had at the time of the mid-term review, not been commenced.

In order to get a better appreciation of what has been done up to now, of what remains to be done, of the problems that have arisen and challenges that are faced by the project, and in order to present sensible recommendations, a different approach is called for.

Instead of concentrating on the results and indicators as they are depicted in the Project Document, it is perhaps *helpful to focus on the major inputs into an LMIS*, through which the project is expected to intervene, both at the central and provincial levels. These are: physical infrastructure; human resources; IT equipment; software; database.

**Table 3.1 Purpose 1 – Progress Against Indicators**

<i>Results</i>	<i>Indicators</i>	<i>What has been done</i>
<p><i>1.1. Centre for a labour market information established at the central level in MOLISA linked to labour market units in selected provinces through an Internet system</i></p>	<p><i>1.1. Centre, equipment, software and databases set up and operational in Ministry of Labour, Invalids and Social Affairs (MOLISA).</i></p>	<p>Establish 1 year ago, the Centre has at present a staff of 16 people; premises are sufficient but temporary; equipment used is rented; SPSS installed in LMIC; a database appropriate to an LMIS of the comprehensive nature described in 3.1.1 has yet to be fully developed; ESS and PAPA, that could represent a base for future software development, are in use in Da Nang</p>
	<p><i>1.2. Internet and LAN in place</i></p>	<p>There is an e-Gateway on Employment as well as an e-Management system. There are currently 40 million Labour Supply Survey records from the BOE in the National Employment Database on rented FTP servers. Access to these is via an internet browser on the public Internet, using private logons assigned by the BOE Administrator. The LMIC has full access. So the system goes well beyond being simply a matching tool.</p> <p>e-Gateway on Employment and e-Management have the potential as a base for further development of an Internet connected ESC/DOLIOS MIS including qualitative data; and BOE have submitted requests for assistance (post MTR).</p>
	<p><i>1.3. Staff trained in Hanoi and 15 provinces to operate the system.</i></p>	<p>Whilst there has been a significant amount of training provided, more needs to be done with respect to labour market theory and basic statistical analyses.</p>
	<p><i>1.4. Staff from MOLISA and DOLISA sent on study tour of labour market observatories in the European Union.</i></p>	<p>The Study tour to Italy, Germany and Sweden has taken place. At end November there was a post study-tour workshop, and the results and conclusions had been completed and reported. A decision for the LMP to pilot a short-term demand forecasting model through the Swedish Public Employment Service had been agreed. This was a direct output of the Study Tour and the subsequent workshop.</p>
<p><i>1.2. Staff in Centres for Employment Services trained in using and maintaining a management information system</i></p>	<p><i>Training reviewed and revised.</i></p>	<p>Activities 1.2.1, 1.2.2 can be carried out only after the databases and the MIS has been designed</p>
	<p><i>Staff trained in using the management information system in Centres for Employment Services and districts in 15 provinces.</i></p>	<p>Yet to be done – Training in labor market theory and analysis does represent a pre-requisite for training in active labour policies</p>
	<p><i>Staff from DOLISA and Centres for Employment Services trained in provincial workshops on active labour market policies.</i></p>	
	<p><i>Feasibility study prepared for online job matching.</i></p>	<p>No feasibility study has been prepared, but online job matching is at present possible through e-gate and previous websites developed by individual provinces.</p>
<p><i>1.3. Broaden the range and improve the quality of labour market information available</i></p>	<p><i>Review of labour statistics conducted, reported and discussed at a workshop.</i> <i>1.3.2 Set of labour market indicators identified at workshop</i></p>	<p>Only a first module of training has been completed A first set of indicators has been identified</p>
	<p><i>Study tour to Thailand; Optical character readers purchased and staff trained.</i></p>	<p>Yet to be done</p>
	<p><i>Contracts issued for pilot projects to explore innovative methods for obtaining practical information at the local level.</i></p>	<p>Yet to be done</p>

	<i>Reports prepared on the supply and demand for skills offered through vocational training</i>	Yet to be done, although skills training data surveys have been conducted, but not reported on, in three provinces
	<i>New data available on Vietnamese registered to work abroad</i>	Yet to be done
<i>1.4. Capacity for analysing and using information for labour market policies improved</i>	<i>Key staff of MOLISA trained on using LMI for policies and programmes.</i>	Key national and provincial staff had attended workshops in June and December 2008, and the study tour to Europe in August 2009. It is accepted this would not constitute full training but it is not accurate to imply no training had been delivered.
	<i>Training materials translated and adapted.</i>	All materials produced and used for training activities had been translated and shared with MoLISA at the time of the MTR. Full details previously provided.
	<i>Provincial officials trained in TOT for using LMI for policies and programmes.</i>	Yet to be done; dependant on the availability of LMI
	<i>Representatives of CES, VCCI and others participate in each of 15 provinces to develop an action plan for involving employers in skills training for CES.</i>	Yet to be done
	<i>Research projects on special topics completed.</i>	A list of research projects has been approved by BoE; a research project on the informal economy and on the informal labor market is already under way and the ToR for the others have been prepared
	<i>National consultation organized to discuss policies for the labour and employment for the SEDP 2011-2015.</i>	Yet to be done
	<i>Policy briefs prepared.</i>	Yet to be done
	<i>High-level meeting organized to advocate for the recommendations in the policy briefs</i>	Yet to be done
<i>1.5. Systems to disseminate labour market information and analysis established at both the central level and provincial level</i>	<i>Plan completed for LMI products in MOLISA</i>	In line with the project document recommendation to build on existing systems, the process for dissemination is contained in the MOLISA document 'Project Document – Developing Labour, Employment Database'. It includes typical products. A seminar was conducted in September 2009 for various stakeholders to review the draft of the first Viet Nam Employment Trends that will be presented January 29
	<i>Dissemination plan prepared and approved.</i>	Yet to be done

Moreover, while some indicators refer to major activities that require a complex series of sub-activities executed in a well defined order, others refer to simple spot activities.

### ***What has been done so far at the LMIC in MoLISA***

***Premises*** – As at January 2010, the LMIC was located in two separate rooms at MoLISA (91b Nguyen Thai Hoc, Hanoi). Although not in line with the national

standard of 8m<sup>2</sup> per person, the premises can be considered adequate both in terms of office space and equipment.

**Human resources** – The LMIC started its activities on January 13, 2009, with the official title of National Centre for Labour Market Forecast and Information. Following a request from MoLISA, the LMP provided a set of functions and job descriptions for the LMIC, and in June 2009 the Minister approved the organizational structure of the new centre. LMIC is expected to have a Director, two Vice-Directors and a staff of twenty eight people organised into three units:

- ~ Administrative Office (staff of the Director)
- ~ Forecasting and Analysis Unit (under a Vice Director)
- ~ Information Unit (under a Vice Director)

The original staff of five people has been progressively expanded to the number of sixteen as at mid-January 2010. The Director of LMIC has a doctorate in mathematical economics, the two vice-directors have masters' degrees, and all the other members of the staff are university graduates - six have studied in fields related to economics, four in IT and three are accountants. At present the staff are assigned as follows: four work in the Administration Office, five in the Forecasting and Analysis Unit and four in the Information Unit.

Due to the lack of university courses in labour economics in Vietnam it has not been possible for MoLISA to recruit staff with the appropriate levels and fields of qualifications, experience and expertise. The initial level and scope of staff preparedness in the specialised area of labour market analysis and forecasting is perforce inadequate.

In an effort to compensate for this deficiency, the following training activities have so far been carried out under LMP:

- ~ A European Employment Observatories study visit to Italy, Germany and Sweden was conducted between 27 July and 10 August 2009 followed by a workshop that took place December 4, 2009 (it must, however, be pointed out that the results and conclusions of the workshop have yet to be formalised);
- ~ Starting September 2009, an international consultant attached to LMP provided on-the-job training on basic concepts of labour market theory and statistics;
- ~ Six people have taken part in a training course (comprising 21 two-hour meetings) organised by LMP on basic labour market theory and statistics.
- ~ Nine people have taken part in a two-day course on labour market forecasting, organised by the University of Maryland (December 2009)

Given the limited amount and scope of training delivered up to now, the irregular participation of the trainees in the courses, the quality of the training material and some communication problems encountered along the way, the present level of preparation of the staff of the Forecasting and Analysis Unit is still very rudimentary and has long way to go to reach a satisfactory level.

## **Equipment**

(a) **Hardware** - At present the IT equipment used by the LMIC is rented. Various causes, and particularly a change of strategy of MoLISA that took place in late 2008, from a recommended staged IT procurement and installation approach, to a single large-scale procurement, delayed the beginning of the procurement of IT equipment to August 2008. Further delays were caused by ILO procurement practices (see Chapter 4 below) so that the contract with the winning supplier was signed only in January 2010. Equipment delivery and installation is now expected to commence by April 2010.

(b) **Software** –In addition to standard software (Excel has been used to store reference data sheets as a temporary measure) , the project has acquired ten SPSS licenses, and four of these have been installed in the LMIC. MS Access (available as part of the MS office package) has been identified for the LMI database format.

**Database** - At present there is no structured database, appropriate to a fully comprehensive LMIS, available at the LMIC in MoLISA.<sup>15</sup> There is no comprehensive list of economic, population, labour force, employment, labour market or skill supply variables for which data are to be assembled, no classification and coding manuals being prepared, no decoding manuals or standard output tables, nor a comprehensive list and description of key labour market indicators (KLMI<sup>16</sup>), other than the base level set used by ILO, etc. The project has made some suggestion on how to store some of the data of the LFS, with the aim of producing a certain number of KLMI, but no other progress has been made on this direction. In December 2008, a workshop of two days was conducted to introduce LMIC staff to the calculation and use of ILO's standard set of KLMI.

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<sup>15</sup>However, a National Employment Database does exist. The term is used by BOE to describe the database which resides on servers leased with LMP assistance and which will be transferred to MOLISA's own servers once installed. It is currently accessible down to the ESC level for the survey data, eGateway on Employment and the Sharepoint based E-Management system. There are currently 40 million Labour Supply survey records from the BOE in the national employment Database on the rented servers. Access to these is via an internet browser on the public Internet, using private logons assigned by the BOE Administrator. The LMIC has full access.

<sup>16</sup> Ten KLMI have so far been adopted by LMIC. These are:

- KLMI 1 Labour force participation rate
- KLMI 2 Employment-to-population rate
- KLMI 3 Status in employment
- KLMI 4 Employment by sector
- KLMI 5 Part-time workers
- KLMI 6 Hours of Work
- KLMI 8 Unemployment
- KLMI 9 Youth Unemployment
- KLMI 11 Unemployment by educational Attainment
- KLMI 13 Inactivity rate

Whilst generally useful, these indicators have limited use in TVET planning. They do not provide enough detailed information about patterns and trends in the occupations and industries to which the TVET sector customarily supplies skilled graduates.

**Other activities** - As at mid-January 2010, LMP has performed or initiated numerous other activities that could not be inserted in Table 3.1, given the way in which the indicators are formulated. However, while some appear peripheral to the core results of Purpose 1, others were activated when the recipients did not have the technical preparation to participate in and fully exploit the mainstream activities.

For example, with respect to Result 1.3 (To broaden the range and improve the quality of labour market information available) the project has:

- ~ Provided an expert to advise GSO in designing the questionnaire for the 2009 LFS;
- ~ Organized a national workshop/seminar on “Engendering the Labour Force Survey for More Effective Labour Market Information and Analysis”; held on 23-25 September 2009 in Haiphong, with participants drawn from the staff of GSO and BoE;
- ~ Facilitated greater co-operation between MoLISA and GSO;
- ~ Financially supported the training of staff for the labour needs assessment (LNA)/enterprise survey;
- ~ Supported BoE in designing a major LNA/enterprise survey, and is financially supporting the survey to be held at national level; the field work is underway;
- ~ Provided technical assistance to BoE to develop a labour market projection model for Viet Nam;
- ~ Drafted the first *Vietnam Employment Trends Report (VETR)*; the launch of the VETR was on January 29 2010;
- ~ Organised a study tour in Thailand for April 2010 for MoLISA and GSO staff; the objective being to study the implications of conducting an LFS on a half-yearly, or even quarterly, basis, and the use of IT equipment such as optical readers.

In addition, the following activities can probably be considered as part of Result 1.5 (dissemination):

- ~ Assistance to the design of the LMIC website;
- ~ Organisation of a national seminar on Vietnam employment trends to be held in October 2010;
- ~ Organisation of a national workshop, to be held in March 2010, and an international conference, to be held in May 2010; both centred on the informal economy.

The project is also preparing two study tours, one to Australia (scheduled for March 2010), and one to Canada (scheduled for May 2010)

### ***What has been done so far at the provincial level in the DoLISA ESCs and EUs***

As Figure 3.1 clearly shows, the DoLISA ESCs of the fifteen provinces chosen by the project are expected to act as the information hubs for available administrative data, including those collected by the ESCs operated by other provincial institutions, to

organise them and to forward them to the provincial DoLISA EUs and to the LMIC in Hanoi.

It was evident from the meetings the MTR team held with the ESCs in Da Nang, Ho Chi Minh City and Hanoi that the management and personnel of the ESCs had little understanding of the issues relating to generating a regular, ongoing, reliable and consistent stream of statistical output from the ESCs, and no knowledge of even the rudiments of labour market analysis. This is not surprising, given that the core activity of the ESCs is the matching of skills demand and supply, and the team's observation was that, in the ESCs it visited; this is an activity that they run in a competent and efficient manner. In contrast, however, the team found that the knowledge and appreciation of the importance of labour market information and analysis was far greater, albeit still limited, in the DOLISA EUs it visited.

As of mid-January 2010, LMP has not taken any step to organize the production of administrative ESC data at the provincial level, nor to train the personnel of the DoLISA ESC in collecting these data. Nor has it provided the personnel of the DoLISA EUs with training in conducting even elementary analyses of these data and of the other statistical information available at the provincial level. None of the management and staff of the ESCs and EU visited had any real conception of the LMIS being developed or of their respective roles in it, nor did they appear to have much knowledge of the LMIC in Hanoi, what its function is, and how they were supposed to relate to it.

Subsequent discussion in Hanoi with the Project Co-ordinator, however, provided the following explanation.

A management information system known as the Planning and Performance Appraisal system – PAPA for short – is an MIS that was operating at the time of the MTR in six of the ESCs that are part of the project. In early discussions with BoE, it was clear this system remained in use, albeit not fully in all cases, modified in others, but remained relevant. It was designed as part of an earlier US Department of Labour Project and, as stated in the project document (Footnote 15 page 13 and agreed with MoLISA, the project's aim was to help develop and strengthen the existing MoLISA LMIS including PAPA, the ESC MIS.

Three of the consultants on the LMP were also part of the US DoL project and accordingly were well equipped to judge the suitability of PAPA as a satisfactory basis for the ESC MIS. It had been implemented with a comprehensive training effort, supported by appropriate manuals and guidelines. An add-on activity to develop an MIS for the recently introduced Unemployment Insurance (US) scheme has significant data overlaps with the MIS, requiring harmonisation. Work on this had begun between the LMP team, BoE and the UI specialist, prior to the MTR.

The PAPA MIS is not a difficult system to learn and interpret and can be managed in a relatively short time frame. Talks are on-going with BoE on this matter, focusing for the moment on the UI requirements which are most urgent. ESC staff familiar already with the PAPA will be the training resource for the implementation across the LMP provinces.

Full implementation of the provincial LMIS and the ESC MIS was postponed until the national LMIC was functioning effectively however the existing system has been providing data for some years through the current network. Once the IT equipment has been delivered to all 15 ESCs in the project and satisfactory connectivity established, roll out of the provincial LMIS and ESC MIS will occur. The final shape of the system was also dependant on agreement on the respective roles and functions within each DoLISA in terms of ESCs vis-à-vis Employment Units. This had not been clarified prior to or during the MTR mission.

Through the LMP, staff in the LMIC, the ESC and the DoLISAs have already received a range of training and development opportunities all designed to contribute to their understanding of an effective LMI and A system that meets local requirements. This training is supported with appropriate training materials developed by various international experts.

### ***What has been done so far regarding assisting BoE in its dissemination activities***

LMP has contributed to the following activities so far delivered:

- The MoLISA website components “e-Information Gateway on Employment” and “Household Labour and Employment Survey” are operating and can be accessed by any member of the public. The LMP has had input into the system development.
- LMP helped design the framework of a Website for the LMIC and the LMP itself, with technical inputs from its experts covering IT and LMI.
- Media representatives have been invited and have attended all significant events. This done in conjunction with existing MoLISA expertise.
- In terms of hard-copy material, brochures have been prepared. The first VET report has been published and launched, with provisional agreement reached on other topics that will be reported on during the life of the project.
- As part of the VET report, a seminar was conducted to review the draft content. While seen by some as only a basic document there was general agreement that the VET Report, for all its shortcomings, represented a good first effort and should be published.
- Magazine and newspaper articles prepared and published regularly.
- TV and Radio interviews regularly given, particularly during high profile events such as the VET report launch.
- EU communication guide is also followed in promoting the LMP. All equipment and public activities are clearly branded with MoLISA, ILO and EU logos.

### ***What has been done so far: a short summary***

The evaluation above has shown that all the activities required to support Purpose 1 of the LMP are at an initial stage, or have not yet started. As a consequence, this component of the project is suffering a serious delay with respect not only to the original Project Document schedule, but also to the latest Workplan.

As at December 31 2009:

- ~ The LMIC operated in temporary premises;
- ~ The centre still operated with rented IT equipment, and was expected to do so almost until the end of the project;
- ~ The LMIC was still heavily understaffed;
- ~ LMIC staff did not have the necessary background in labour economics and statistical analysis techniques;
- ~ Only some of the staff expected to perform labour market analysis and forecasting had received training in the knowledge, skills and techniques required to perform these tasks;
- ~ According to the Director of the LMIC the training so far received had not been effective;
- ~ The training material distributed did not meet basic standards regarding labour economic and labour market information definitions and concepts;
- ~ Points(c) (d) and (e) imply that the level of proficiency of the staff was still very far from that required to successfully meet LMP purposes;
- ~ The seminar on labour market forecasting had been conducted with participants whose level of preparation was not yet up to the level that would enable them to derive maximum benefit from it;
- ~ The results of the study tour to the European Employment Observatories had not been formalized and translated into operative suggestions;
- ~ The nature, scope and structure of the database to be installed in LMIC and more generally of the LMIS had not yet been designed;
- ~ No decision had been taken in relation to the software to be used by the provincial ESCs to extract and organize administrative data, and therefore no training had been provided to staff in the ESCs and EUs;
- ~ The LMP research program had yet to be completed; and
- ~ No indication had been provided to LMIC on how to use the output of the LMIS to support the achievement of Purpose 2 of LMP, and more generally to assist MoLISA and other government agencies in policy making and planning, particularly for the TVET sector.
- ~ Some dissemination activities have been conducted, but these as yet could not be described as constituting a dissemination system

#### ***What has yet to be done at the LMIC in MoLISA***

***Premises*** - the establishment of a fully functioning LMIC in MoLISA requires the acquisition of premises consistent with the anticipated staff of thirty people, and the forthcoming LMP-supplied IT equipment.

***Human resources*** – in order to reach the required level, another fourteen suitably qualified staff must be hired and trained. As to *training*, according to the Workplan approved by the PSC in August 2009, the LMP is expected to:

- ~ Provide training on SPSS;
- ~ Provide training to improve the writing skills of the staff

- ~ Finalise, translate and publish Volume 1 of the guide/manual and complete the training in basic concepts for labour market analysis, already partially conducted in 2009;
- ~ Prepare Volumes 2 and 3 of the guide/manual, dealing respectively with the use of external and internal sources in labour market analysis;
- ~ Run training programs in the use of external and internal sources for labour market analysis;
- ~ Progressively familiarise the LMIC staff with the concept of ‘decent work’ and KLMI’s;
- ~ Provide training on how to derive labour market policy suggestions from labour market analysis.

Given the criticisms that have been made by MoLISA of the training activities conducted thus far by LMP, the project will need to develop and implement a more effective training strategy, format and methodology for the remaining planned training activities, keeping in mind the existing level of preparation of LMIC staff, and the project’s objective of having a LMIC capable, not only of processing labour market data, but also of providing analysis and forecasting useful for economic planning in general and the inputs necessary to improve the TVET system in particular. Greater attention will also have to be given to labour market theories and models, as well as the more technical and practical aspects of labour market analysis and forecasting.

**Equipment** – LMP has yet to install and test IT equipment, and it would appear, at the present rate of progress, that the equipment, both in the LMIC and in the provincial ESCs will be installed, commissioned and operational only toward the final part of the project.

**Database** – The database has still to be designed to the specifications consistent with LMP results and purposes.

#### ***What has yet to be done at the provincial level in the DoLISA ESCs and EUs***

LMP must immediately decide if the software currently in use in most ESCs can be upgraded to allow for the retrieval of the required LMIS statistical information. If so, these software packages should be introduced in all DoLISA ESCs. Alternatively, the project should identify and acquire software that is capable of achieving the same result. At the same time, the project should specify clearly the desired information output to be obtained from ESCs and transmitted to the EUs. Once these two activities are completed, the staff of the ESCs must be trained in the management of the provincial database, and in acquiring a better understanding of the informational role that administrative data can play in the LMIS.

## **3.2 Purpose 2 (TVET component)**

### **3.2.1 Introduction**

A clear identification of the TVET component's design/structure, methods of implementation and coordination, its resources, monitoring and evaluation (M&E) procedures and Quality Assurance (QA) systems, and its training provisions, can help to systematically and objectively assess achievements and any shortcomings in the implementation of this component.

#### ***Project design/ structure of the component***

TVET component has been designed largely in parallel to the LMIS component of LMIS. It is difficult to point out any TVET component results or activities that are directly related to or that draw support from the LMIS component, and vice versa. Indeed, the parallel pursuit of the results and activities of the two components make them look like two separate projects. This deficiency, at the heart of the project's design, is reflected in the LMP Workplan, and has manifested itself in the project's implementation.

The parallel nature of the project design carries over into Purpose 2 itself. The TVET component is designed as a series of sub-components, each worthy in itself, but each barely connected to any another – Result 2.1 pilots train-the-trainer programs in CBT; Result 2.2 pilots the development of national skills standards, using the occupation of welding as an example; Result 2.3 seeks to improve TVET institution management, and Result 2.4 pilots a pair of ILO programs to promote rural employment.. Although the status and achievements of the implementation of one Result do not affect achievements of other Result - they largely have had a dynamic all of their own - they do impact upon the achievements of the whole component purpose. The lack of any coherent structure within component 2 tends to make the implementation process itself difficult to manage and monitor.

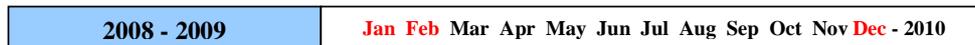
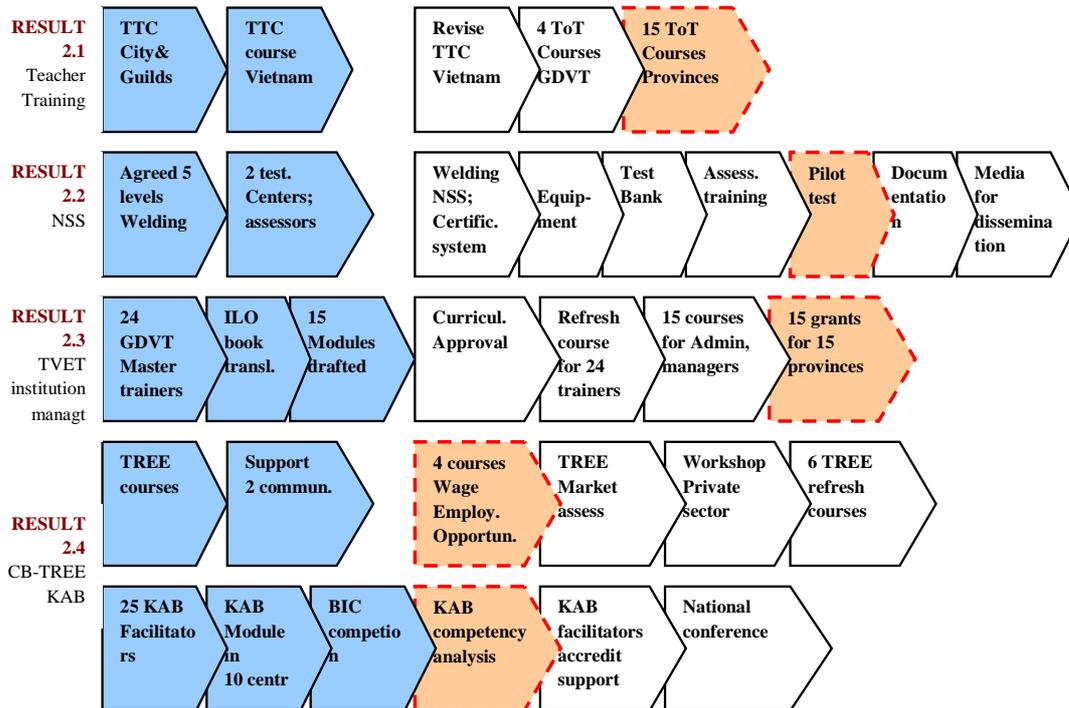
Structure of the TVET component is shown in Figure 3.2. It illustrates the main activities of each Result, those that can be verified by Project Document indicators, their progress up to the end of December 2009, and what still has to be done. as well as their relationships.

#### ***Implementation and coordination***

A common approach adopted by LMP in the implementation of each of the results in Purpose 2 is that of piloting:

- ~ Piloting of ready-made, off-the-shelf ILO products in the Vietnamese context (Result 2.4 with CB-TREE and KAB);
- ~ Piloting of the design and implementation of new training programmes (Result 2.1: Teacher Training, and Result 2.3: TVET Institution Management);
- ~ Piloting of the establishment and testing of national skills standards for welding (one of the most universally used occupations for this purpose) in the Vietnamese context.

**Figure 3.2 Results and Activities in Purpose 2:  
What has been done, and what still has to be done**



- Note:**
- Activities completed by the end of December 2009
  - Activities still to be completed
  - Activities suggested for cancelling or downsizing

The piloting approach has its advantages. There is the opportunity under the LMP to introduce into Vietnam good ILO products and approaches that are applicable, adaptable and workable under Vietnamese conditions. The piloted products and programs may help GDVT to expand its options for capacity building programmes in their initial stages. However, with undue reliance on the piloting approach, as could be happening under LMP, there is the risk that the Vietnamese TVET sector becomes just a testing ground for these products and programs, and the overall results and purposes of the project become almost secondary considerations. *If care is not taken to properly evaluate the pilots in the context of the project's targets and objectives, and as complementary inputs into the achievement of Purpose 2, then their value is perforce limited, and may even be counter-productive.*

## **Resources**

The budget allocated for TVET component is about one third of the total for the LMP (see Table 3.3 below). Given the results to be achieved this allocation appears to be adequate, and compares favourably with for the budgets of similar projects/programmes in Vietnam and regional countries.

All the consultants employed under Purpose 2 have been mobilized on the basis of short-term contracts. Whilst the initial appointment in this component was long-term, it was truncated due to illness, and no long-term replacement has been made to oversee and ensure continuity and cohesiveness in the overall project approach. Inability to find a suitable replacement is to some extent due to the design of the component itself – it is so disparate that finding someone with skills and expertise across the spectrum has proven difficult. Results 2.1 and 2.2 have had local technical consultants assigned to work with international consultants during their mobilisation; however, Result 2.3 has had no international consultant so far assigned to it, the task of developing modules for TVET institution management has been carried out by a local consultant. Result 2.4 has had short-term mobilisations of international consultant(s) supported by local project technical assistants. There is one short-term international skills expert, but no local skills/training expert in support.

## **M&E and Training QA**

An examination of the documentation of implemented training courses, including their evaluation reports, and the result of analysis of the interviews of a number of trainers and course beneficiaries, shows that training courses so far have followed their planned and well-designed M&E procedures. However, course evaluations have so far been conducted only on an in-class evaluation basis, carried out by trainers and students during each course, separately, within each Result training program. There have been no planned or actual external M&E activities for any individual course or program or for the combined training activities for the Purpose as a whole. Similarly there have so far been no training QA strategy developed, guidelines issued or measures applied, even though training is the major activity under Purpose 2, contributing substantially to the achievement of each of the component's results, and the component is made up a wide range of unrelated and uncoordinated training courses and programs.

### 3.2.2 Performance against Logframe Indicators

The progress of the TVET component implementation has been evaluated on the basis of project document study, discussions with international skills experts and local consultants, and through visits and meetings with key stakeholders in the provinces of Ninh Binh and Ha Tinh.

**The main achievements:**

- Result 2.1 Two pilot adapted City and Guilds training programs were delivered; the first pilot – Elementary Vocational Teacher **Competency** Based Training (CBT) Teacher Training Course (TTC) in Vietnamese, was designed, piloted and is now waiting for revision based on reasonable new requirements.
- Result 2.2 Networking for National Skills Standard (NSS)-Welding has been set up; Agreement on five certification levels for welding has been reached; two welding testing centres have been established.
- Result 2.3 A complete set of fifteen modules of TVET institution management training has been developed and submitted for approval.
- Result 2.4 The courses and follow-up support to eight new products/services and five traditional products/services have been conducted in two selected communes (CB-TREE); a number of regional facilitators on KAB have been trained and KAB modules has been delivered in ten selected TVET centres.

The details of TVET component implementation are shown in the Table 3.2.

**Table 3.2 Purpose 2 – Progress Against Indicators**

TVET Results	Objectively verifiable indicators of achievement	Progress	
		What has been completed	What still remains to be done
2.1. A pilot competency-based training programme for trainers of TVET is developed and implemented to meet industry needs and satisfy national skills standards requirements	<ul style="list-style-type: none"> <li>• A practical training programme has been established, based in one of MOLISA training of trainers' institutions, including training materials, a core group of trainers, and a distance learning facility by mid 2008</li> <li>• A targeted number of teachers have been trained to develop competency-based training using the national skills standards and employing a competency-based approach by end 2008.</li> </ul>	<ul style="list-style-type: none"> <li>• Comparative study and Situation analysis has been conducted</li> <li>• The two pilot City and Guilds adapted training courses in industrial wiring and mechanic fabrication were delivered.</li> <li>• First pilot Elementary Vocational Teacher CBT Course (TTC) in Vietnamese was designed and conducted However, because of new GDVT requirements, the TTC process has been suspended in order to revise the curriculum, and get comment and agreement on further delivery</li> </ul>	<ul style="list-style-type: none"> <li>• TTC courses based on the new GDVT requirements to be revised based on the new requirements of GDVT on adaptation of the designed 4-week course into 12-day course, in addition, a training material for TOT to be developed to train experienced teachers to become teacher trainers.</li> <li>• 4 ToT courses for GDVT to be conducted</li> <li>• 15 ToT courses in 15 project provinces to be conducted</li> </ul>

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TVET Results	Objectively verifiable indicators of achievement	Progress	
		What has been completed	What still remains to be done
2.2. MOLISA (as the lead responsible Ministry) and key stakeholders (other Ministries, Employers and Workers, training providers and Centres for Employment Services) have developed a sustainable, market-focused approach to elaborating National Skills Standards frameworks, assessment and certification systems for Viet Nam, and have piloted this approach.	<ul style="list-style-type: none"> <li>Cooperation between MOLISA, MOET VCCL, selected vocational training centres and other stakeholders to identify a pilot Standard and establish a technical working group to develop the Standard, training Framework and Assessment and Certification system by end 2009.</li> <li>Establishment and operation of Assessment processes and sites for the selected standard by end 2009.</li> <li>Documenting the process of developing the pilot Standard to create a guide for development of further standards by end 2009.</li> <li>Establishment on a pilot test basis of an assessment and testing capacity for an existing Viet Nam National Skills Standard by end 2010</li> </ul>	<ul style="list-style-type: none"> <li>Agreement on 5 certification level of Welding has been reached</li> <li>Two national testing centres have been set up</li> <li>A number of assessors have received the first background training.</li> <li>Equipment for testing has been identified and is in the process of purchase.</li> <li>A study tour in Malaysia and Singapore had been organized</li> </ul>	<ul style="list-style-type: none"> <li>Detailed national standards and a corresponding certification system for five identified levels for the occupation of welding to be formulated</li> <li>A related test question bank to be developed</li> <li>The welding workshop equipment purchase to be completed; the new equipment to be installed and commissioned and staff trained in its use</li> <li>Assessors to be trained</li> <li>Pilot welding testing based on the new National Skills Standards (NSS) and testing procedures and equipment to be conducted</li> <li>Procedures for setting up the NSS (welding) to be documented</li> <li>Appropriate publication and media campaigns to be run</li> <li>Study tour to Korea to be organized</li> </ul>
2.3. A training programme and guide for training centre management is developed, providing practical guidance, and, potentially leading to formal certification for training centre management	<ul style="list-style-type: none"> <li>A guide and training programme that enables training centre managers to meet new responsibilities under a market oriented system is developed and implemented by end 2008</li> <li>Two groups of training centre managers implement renewal and upgrading programs using incentive grants, in 2008/9 and 2009/10.</li> </ul>	<ul style="list-style-type: none"> <li>24 key GDVT trainers have been trained on the training institution management by ITC Turin</li> <li>The ILO publication edited by V Gasskov "Vocational Education and Training Institutions: Management Handbook" has been translated into Vietnamese</li> <li>15 modules on TVET centre management have been developed and submitted to GDVT for comments and approval</li> </ul>	<ul style="list-style-type: none"> <li>National workshops to be organised to assess training centre management materials, material to be revised if necessary and approval from GDVT obtained;</li> <li>A refresher for 24 master trainers</li> <li>15 Training courses for TVET administrators and managers and stakeholders in the selected centres in the fifteen project provinces to be conducted</li> <li>15 Grant programs in fifteen provinces to be planned, implemented and monitored</li> </ul>
2.4. Innovative skills development approaches are introduced on a pilot basis in rural communities to enhance skills and entrepreneurship capacities of rural youth and disadvantaged groups	<ul style="list-style-type: none"> <li>Rural youth and disadvantaged groups of a selected rural community have improved their skills through the TREE approach</li> <li>Selected vocational training centres offer the training package KAB on a regular basis with a view to enhancing youth entrepreneurship capability and improving entry qualifications of labour market entrants are improved</li> </ul>	<ul style="list-style-type: none"> <li>Courses and TREE supporting activities for promoting 8 new and 5 traditional products/ services have been organized in two selected communes.</li> <li>25 Master trainers/regional facilitators on KAB have been trained</li> <li>A competency analysis and a business education needs assessment for KAB has been conducted</li> <li>KAB module have been conducted in 10 selected TVET centres</li> <li>Business Ideas Contests have been successfully organized in 5 provinces</li> <li>Study tour to Kenya for introduced KAB in national curricula had been organized</li> </ul>	<ul style="list-style-type: none"> <li>Survey and 4 training courses for identified wage employment opportunities for TREE to be conducted</li> <li>Market assessment for product/services to be updated</li> <li>6 refresh courses for self-employment to be conducted</li> <li>A workshop for private sector and selected enterprises for TREE to be organized</li> <li>Complete competency analysis and a business education needs assessment for KAB in 15 provinces to be conducted</li> <li>National workshop/ conference to promote results of TREE and KAB to be prepared and organized</li> </ul>

**Time constraints** - Two-thirds of the way through the project only one-third of TVET workload has been undertaken, with some good background and initial activities implemented. Three of the four results (2.1, 2.2 and 2.3) are largely behind schedule. They need to be re-designed for setting up a new workable schedule.

**TVET component design and structure** - Having four largely parallel results, and too much use of the piloting approach applied to them, has spread resources too thinly and required extra time for coordination; some ambitious indicators need to be adjusted; overly complicated and ambitious activities need integrated and close coordination

**Mobilization of the consultants** - Availability of suitable international consultants are one of the reasons for project delay; a lack of a local training specialist, who can work closely with an international skills consultant, taking over when appropriate and coordinating professionally all training activities.<sup>17</sup>

**Collaboration of executing and implementing agencies** - The usual delays in responding and in the decision-making processes of GDVT has accentuated the delays in some activities in the TVET component; the inadequate participation of industry representatives represents an inherent risk in implementing the TVET component (Result 2.2 mainly); greater cooperation with MOET and other projects on teacher training and school management would be supportive and beneficial.

**M&E** - including external monitoring and assessment is an important subject for further discussions.

**TVET component completion** - Satisfactory completion in time may be a challenge for Results 2.1, 2.2 and 2.3 especially the latter.

**Training quality assurance** - This is an open question for all Results and needs to be reviewed and adapted to ensure programme impact.

### **3.3 Progress against Budget**

Table 3.3 shows that two-thirds of the way through the project only 36 percent of the budget has been committed, and only 31 percent actually spent. Slowness in spending is across the board. Commitments and expenditures in all input categories are behind schedule. Expenditure on personnel (consultants and staff) – the biggest budget item - is most advanced, but even here, whilst 55 percent of the budget allocation had been committed by the end of 2009, only 45 percent had actually been spent.

It was in the equipment budget allocation, however, that the major lack of budget commitment and under-spending have been occurring. As of December 31, only 13 percent had been committed and spent. Serious delays have been experienced with respect to major procurement packages, for IT equipment in the LMIC and the ESCs and welding workshop equipment for the welding testing centres. The inability to get vital equipment purchased, delivered, installed and commissioned, has had the effect of creating a backlog of other activities, such as training of staff, and is thus impacting on the overall progress of the

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<sup>17</sup> For further discussion see Chapter 4 and tables 4.2 and 4.3

project. It is understood that a number of significant contracts have been signed or are about to be signed in early 2010, but there is still the significant time lag before these equipment packages will be in place. Chapter 4 below examines some of the systemic reasons for this slow progress.

Table 3.3 below clearly shows that the slowness in spending is particularly acute in respect of direct allocations to project purposes and results. They constitute 80 percent of the total LMP budget, and about 96 percent of the funds committed so far, but they account for only 58 percent of actual expenditure to date. 78 percent of direct budget allocations to the achievement of project results and purposes remain to be spent.

In Purpose 1, to which 63 percent of the budget has been allocated, commitments and expenditures are low for all results, so that overall only 15 percent of the budget allocation had been spent by the end of 2009. Most seriously, expenditure on the all-important Result 1.1, which seeks to set up and run the LMIS based on the LMIC in MoLISA and the ESCs in the provinces, and upon which each of the other results depend, had until the end of December 2009, only 11 percent of its budget expended.

In the smaller Purpose 2, the picture is better, but even there only 33 percent of the budget allocation has so far been spent. Again, however, it is expenditure in the most critical areas of setting up national industrial standards, and improving the management of teacher training institutes, Results 2.2 and 2.3, that expenditure is lagging the most – only 15 percent and 9 percent of their respective budget allocations had been spent by the end of December 2009.

**Table 3.3 Progress against Budget, up to December 2009**

	Situation as at 31 December 2009				
	Adjusted budget [USD]	Percent of total	Percent committed	Percent actually spent	Percent still to be spent
<b>Project Input category</b>					
Personnel	4,527,148	34.9	55.4	45.1	54.9
Sub-contracts	2,070,846	16.0	29.3	22.9	77.1
Training	1,905,000	14.7	38.3	37.5	62.5
Equipment	2,440,800	18.8	12.9	12.9	87.1
Miscellaneous	600,720	4.6	34.9	34.4	65.6
Support costs	808,116	6.2	37.8	32.5	67.5
Provisions	617,631	4.8			
<b>Total</b>	<b>12,970,261</b>	<b>100.0</b>	<b>36.0</b>	<b>30.9</b>	<b>69.1</b>
<b>Project Purpose and Result</b>					
<b>Purpose 1 - LMI</b>					
Result 1.1*	3,765,479	35.8	49.5	10.6	89.4
Result 1.2*	165,625	1.6	33.7	33.7	66.3
Result 1.3	1,669,230	15.9	46.7	29.1	70.9
Result 1.4	928,605	8.8	11.9	7.9	92.1
Result 1.5	54,450	0.5	0.0	0.0	100.0
Result 4.4	43,150	0.4	0.0	0.0	100.0
<b>Subtotal Purpose 1</b>	<b>6,626,539</b>	<b>63.0</b>	<b>42.4</b>	<b>15.3</b>	<b>84.7</b>

	Situation as at 31 December 2009				
	Adjusted budget [USD]	Percent of total	Percent committed	Percent actually spent	Percent still to be spent
<b>Purpose 2 - TVET</b>					
Result 2.1	356,300	3.4	122.7	109.4	-9.4
Result 2.2	1,717,335	16.3	23.5	14.8	85.2
Result 2.3	741,030	7.0	11.5	8.9	91.1
Result 2.4	982,005	9.3	75.7	59.4	40.6
Result 4.4	101,650	1.0	0.0	0.0	100.0
<b>Subtotal Purpose 2</b>	<b>3,898,320</b>	<b>37.0</b>	<b>42.8</b>	<b>33.2</b>	<b>66.8</b>
<b>Total Purposes and Results</b>	<b>10,524,859</b>	<b>100.0</b>	<b>42.6</b>	<b>21.9</b>	<b>78.1</b>
<i>Funding of Purpose and Result activities as a percentage of total LMP funding</i>	81.1		95.9	57.5	

\* Results as they appear in the LMP Workplan

### 3.4 Summary of progress on achieving project objectives

In summary: the progress to date on the achievement of project results and purposes has been slow, and the project looks to be seriously behind schedule. There is a correspondingly lower level of budget commitment and expenditure than could be expected this far into the project's allotted time-span. Indeed, slow progress in achieving project results and purposes and underspending on budget allocations are impacting upon each other – with serious delays, especially in letting procurement contracts, is holding up a range of project activities and this in turn is having a flow-on effect on other expenditures, such as on training.

Whilst a number of the key project initiatives and programs are in place, and some major budgetary items – involving equipment procurement, surveys and research contracts – are imminent, many of the activities necessary to consolidate these key project initiatives and programs have yet to be undertaken. Much therefore still needs to be done, and the question obviously arises as to whether in the limited time left – about eight months or nine months at most, between Tet and the time at the end of the year necessary to wind down the project – and the limited capacity of the recipient agencies to absorb project interventions at an accelerated pace, the LMP will be able to fully spend its budget and successfully achieve all of its results and purposes.

## 4. Issues and Problems

In reviewing the progress of the LMP to date, and in considering the options it has for the remainder of its scheduled time allocation, a range of issues and problems that have arisen over the course of the project, and that will need resolution if the project is to succeed, has been identified. Many of those specific to the progress against indicators in the two components of the project have been identified and canvassed in Chapter 3. There are others, however, that are more generic and systemic to the project, that are having their impact across the board. These can be grouped as follows:

- ~ The relevance and applicability of the project design and workplan;
- ~ The efficiency of the project's executing agency;
- ~ The effectiveness of the project's oversight and management; and
- ~ The appropriateness of the project's implementation arrangements

### 4.1 *Relevance of LMP Design*

#### 4.1.1 **Relevance of project objective to Government of Vietnam's strategic directions**

The Socio-Economic Development Plan (2006-2010) of the Government of Vietnam (GoV) called for efforts to 'consolidate the system of information and statistics on labour markets',<sup>18</sup> The Project Document put the requirement succinctly:

*Policymakers require timely, reliable and accurate information about trends in employment, unemployment and underemployment. They need information to analyse labour supply and labour demand as well as to implement active labour market policies that place new entrants in productive work and displaced workers in new jobs. Employment services need information to match job applicants with notified vacancies. They also use information about business, training and credit to open opportunities in self-employment. Improved information will be necessary to assess the benefits and costs for government and society of strengthening systems of social protection for workers associated with unemployment, retirement, illness, accidents, death and disability. Potential investors require information about job skills, wage rates and labour legislation. Vocational trainers need labour market information about skill requirements and labour demand (MTR emphasis)<sup>19</sup>*

GoV's National Socio-Economic Development Strategy (2000–2010) together with the National Socio-Economic Development Plans (2006–2010 and 2011–2015) has also identified the development of human resources as fundamental to the country's transition towards a market-oriented economy and accession to the World Trade Organization.

This LMP objective remains as relevant now as it did at project inception.

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<sup>18</sup> Government of Viet Nam, Ministry of Planning, *Five-Year Socio-Economic Development Plan (2006-2010)*, Hanoi, March 2006, page 136

<sup>19</sup> *Project Document*, page 7

#### **4.1.2 Appropriateness of project purposes to the meeting the project's objective**

Purpose 1 is designed to strengthen the capacity of MoLISA to gather, analyse and interpret national and provincial labour market information, in order primarily to improve human resource development planning, especially in the technical and vocational training sector. Purpose 2 has as its primary focus the strengthening of vocational technical teachers' training in ways that reflect the skill needs of the Vietnamese labour force and emerging industrial economy.

Implicit in this specification, which the MTR team endorse, is the close links that should exist between the two purposes (components) of the project – which is that the major purpose of developing MoLISA's capacity to operate a labour market information system is to feed that information into the development and delivery of industry-relevant TVET programs and courses.

#### **4.1.3 LMP results and activities as a means of fulfilling purposes**

As the LMP is being implemented, it seems to be at the results and activity levels of the project design that the design loses some of its focus and coherence. Whilst the size of the LMP budget, at €11.7 million, is probably adequate to achieve the project outcome, and the roughly two-thirds/one-third split between the two project components was probably about the right balance, it has been the choice of results and activities to support them that has presented a problem. To have achieved the project objective and purposes in the limited time originally allocated to this project – about thirty-six months, depending on where you place the official commencement date – was always going to be tight, given the number of results and activities that were scheduled to be included, and the need to bring so many groups along with the project in its implementation. But when the effective life of the project was reduced to only about twenty-seven months or so, due to the delayed start, and to the necessity for a three-month wind-up period at the end of 2010, the project design became over-ambitious and unrealistic.

That should have been clear to the PSC and the project management as early as 2008, but no root and branch re-appraisal of the project design was undertaken. If anything, more activities have been added in to the LMP schedule, as the project took on additional responsibilities.

Some changes were made to the design in 2008, however, but not because of any appreciation of the over-ambitious nature of the program as such, but more through a lack of understanding of the nature of Purpose 1 and what was required for it to be successful. Table 4.1 shows the changes that were made by the then management of the LMP, and endorsed by the PSC in July 2008, to the first two Purpose 1 results. The changes shifted the focus away from the establishment of an LMIS with the comprehensive and inclusive character envisaged in Figure 3.1 to one where the central and provincial elements of the system were to be developed separately.

**Table 4.1 Changes Made to Results 1.1 and 1.2, Approved by the PSC in July 2008**

As per Project Document	As per LMP Workplan approved by the PSC in July 2008
Result 1.1: LMIC established at the central level in MoLISA and linked to labour market units in selected provinces through an internet system	Result 1.1: A fully established and operative LMIC
Result 1.2: Staff in ESCs trained in using and maintaining a management information system	Result 1.2: A comprehensive labour market information and management information data system established for fifteen ESCs

The changes at the activity level were even more profound, as indicated in Annex 6. Here the focus shifted much more to itemising the tasks that had to be done to set up the physical (IT) base of the LMIC and the ESCs and away from the more demanding job of building a viable LMIS as required by the Project Document and defined and outlined in Chapter 3. The result has been, as Chapter 3 makes clear, that a workable LMIS has yet to be developed. Meanwhile, even though the Workplan and its schedule of activities had quite radically changed with respect to Purpose 1, the monitoring of LMP's progress was still being benchmarked against the verifiable indicators contained in the Project Document's Logframe. The attendant confusion is evident in the LMP narrative report of October 2009<sup>20</sup>

The design of Purpose 2 (TVET component) has remained substantially the same as it appears in the Project Document. As has been noted and commented upon in Chapter 3, however, it appears as an assortment of results that bear little relation to one another, and one, Result 2.4, bears little relationship to the purpose.

The LMP Workplan does not everywhere adhere to a logical sequence of activities in its numbering system, making it often difficult to follow. There is also a lack of consistency in the design of activities - some are highly specific and easy to verify whether they have been undertaken or not, whilst others are vaguely expressed, and in reality constitute a set of unspecified sub-activities, making progress in them difficult to assess.

The linkages that the Project Document requires to be made between the two project purposes have not found their way into the Workplan's schedule of activities.

## **4.2 Efficiency of project execution**

The role of the ILO in the LMP should be clear – it is the executing agency or, in other words, the project manager, charged with ensuring that the project is conducted in the most efficient and effective manner possible. To have this large UN agency as executing agency brings with it advantages and disadvantages. The advantages are ILO's continuing presence in Vietnam, and hence its ongoing commitment to the country, and the pool of expertise it can draw on from within its ranks. The disadvantages are, however, also significant for the LMP. The project is regarded as part of the ILO, and hence subject to the same budgetary

<sup>20</sup> Labour Market Project: Better Information for Creating Jobs and Developing Skills in Vietnam, *Narrative Report Year 1 & 2 to 31 October 2009*, ILO 31 October 2009

restrictions and processes, and the same bureaucratic procedures, as other parts of this vast international organisation. For a donor-funded development assistance project such as the LMP these constraints can be cumbersome and lacking in the flexibility that is often required in project delivery. The major example of this is ILO's universally applied local authorisation limit for budget expenditures of USD 20,000, and the requirement that amounts beyond that need to be approved by ILO head office in Geneva. This latter can involve extensive paperwork and procedures that can hold up final approval for months at a time. LMP has experienced particular problems in this respect over the matter of procurement. Whilst the excessive delays that LMP have had in delivering key equipment inputs in both project components have not been entirely due to this factor, it has been a significant contributor.<sup>21</sup>

In executing the project, ILO has made considerable use of its own in-house experts and off-the-shelf programs and software packages. These can be effective inputs into a project such as the LMP, but they can also distort it if not managed properly. Over the two years of the project's life so far, as Table 4.3 shows, a total of fifteen international consultants have been employed on the project, for various lengths of input, almost all of them sourced from either within the ILO or from its stable of experts. Few have had independent project and/or extensive previous Vietnam experience. CB-TREE and KAB are two examples of ILO products that have been inserted into the LMP, with an additional Result (2.4) to facilitate them. As noted in Chapter 3, it is not all that apparent that their inclusion has any obvious contribution to the project's purposes and objective, however laudable they may be in a broader context. Moreover, as Table 4.3 shows, these two packages alone have involved about twenty four person-months of international consultant inputs – over 36 percent of the total LMP international consultant input

The ILO as a UN agency has a relationship with the Government of Vietnam separate from that through the LMP. However, ILO has used the project as a vehicle for implementing a number of other programs in the country, which are outside the remit of the project, do not necessarily contribute in a cost-effective manner to the pursuit of project objectives and purposes, and require the time of the LMP Coordinator and his staff to attend to. The use of LMP in assisting MoLISA in the implementation of its Employment Strategy for 2011 to 2020, as a result of the MoU signed by ILO and MoLISA in December 2007 is a case in point.

In summary it can be said that the disadvantages of having the ILO as the executing agency on this project have outweighed the advantages. It has a tendency to intrude too much into the detailed running of the project. Having engaged a Coordinator to manage the project and its office, the ILO then hedges him around with so many rules, regulations, procedures, budget constraints, etc, and imposes so many extraneous responsibilities and often poorly-fitting experts and products upon the project, that he has very little flexibility and scope to manage the project effectively. The undue delays and disappointing progress thus far can in some measure be attributed to this.

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<sup>21</sup> Annex 8 provides a documented example of the procedures – read hurdles and delays – that LMP has had to go through in order to get a substantial input of equipment into place.

### **4.3 Effectiveness of project management**

As Figure 2.1 shows the management, and oversight, of the project is a triangular arrangement between the PSC, the PMU and the LMP Coordinator. This configuration draws together the donor agency the EU Delegation, through the Chair of the PSC, the executing agency the ILO, through the Coordinator of the LMP, who is also secretary to the PSC, and the implementing agency MoLISA, through the Director of the BoE who is Director of the PMU and also a standing member of the PSC. In theory this structure strikes the right balance, giving give all major stakeholders an appropriate responsibility for conduct of the project. Whilst relations between all parties appear cordial and cooperative, in practice the arrangements haven't worked out quite as effectively as anticipated.

The PSC was formed in June 2008. As indicated in Annex 5, it consists of twelve part-time members, the Chair from the EU Delegation, four members from MoLISA, the implementing agency, four more from other relevant ministries, and one each from labour, cooperative and business bodies. Whilst thus broadly representative of the major stakeholders, a key omission perhaps has been a representative of MoLISA's Institute of Labour Science and Social Affairs (ILSSA). ILSSA is a significant repository of knowledge and experience in the links between labour market information and TVET policy and planning in Vietnam that, if more effectively tapped, could be a source of valuable advice and support for the LMIC, and a useful addition to the work of the PSC.

The PSC is supposed to meet every six months, but has so far met only twice, in July 2008 and August 2009, apparently with the second of these meetings being poorly attended. As a body therefore, its role in overseeing the operations of the project has so far been underutilised, despite representing such a broad and potentially very helpful constituency. Between meetings the duties of the PSC are performed by its Chair, from the EU Delegation and by the standing member, the Director of the BoE/PMU, albeit sometimes in informal discussion with other committee members.

The PMU is made up of eight part-time members (see Annex 5) all drawn from within MoLISA. Its Director is also the Director of BoE, the main implementing body within MoLISA for Purpose 1, and one of the chief beneficiaries of LMP inputs and activities. One of the three Deputy Directors of the PMU is the Deputy Director of the BoE and Director of the LMIC. One of the other Deputy Directors of the PMU is the Director of the Department of National Skills Testing and Certification within GDVT, another major implementing body within MoLISA and also a major beneficiary of LMP inputs and activities. The PMU has no separate premises and no full-time secretariat staff. There are no day-to-day functions performed by the PMU, and it does not appear to act as a management unit as such. In practise matters requiring a decision relating to the LMI component are made by the Director of the PMU, and those relating to the TVET component are made by the Deputy Director from GDVT, but all key decisions relating to the LMP require the authorisation of the Director of the PMU.

This seamless arrangement between the PMU and the chief beneficiary bodies within the implementing agency can be a source of efficiency, as it can result in expeditious decision-making and action. After all, it is the beneficiary bodies that have the necessary expertise and they are well-versed in the issues and what is required to solve them. But such an arrangement, in which there is no independent body between the project and its beneficiaries,

can also have its drawbacks. It is sometimes difficult to discern in what capacity the individuals concerned are making their decisions – as members of the PMU or as heads of the beneficiary bodies. Arms-length dealing and decision-making that is objective and independent, or at least that appears to be so, can be difficult to achieve under these circumstances. However, relations between the PMU and the Coordinator of the LMP appear harmonious and cordial. The frustration that arises from the budget and administrative procedures imposed upon the LMP by the ILO and, to a certain extent by the EC<sup>22</sup>, and by the diversions from project activities both the executing and implementing agencies sometimes cause, are nevertheless evident.

**Table 4.2 LMP Office Long-Term Contract Staff Positions, As At 31 December 2009**

<b>Position</b>	<b>Current status</b>
<i>International long-term contract</i>	
Coordinator/LMI expert	1
Labour economist	vacant
LMI expert	1
Skills development expert	vacant/not listed
Administrator/program officer	1
<b>Sub-total</b>	<b>3</b>
<i>National long-term contract</i>	
National Coordinator on employment strategy	vacant
LMI technical assistant	1
Program officer on skills development	vacant
TVET technical assistant	1
TREE technical assistant	1
KAB technical assistant	terminated
Administration and finance assistant	2 plus vacancy
Other/general	3
<b>Sub-total</b>	<b>8</b>
<b>Total</b>	<b>11</b>

<sup>22</sup> The EU has a LMP account within the ILO, to which the EU contributes by tranche. The LMP has to spend (actual expenditure plus committed funds, say to long-term contract staff and signed procurement contracts) 70 percent of its existing money (from previous tranches) before the EU will allow the LMP to top up its account with another tranche. But the ILO does not allow the LMP to spend what it does not have, so in order to meet the EU 70 percent rule, to get a further release of funds, the LMP has to schedule its expenditure items carefully. At the same time it also has to be wary of keeping within the ILO USD 20k local limit if it wants to avoid the lengthy delays incurred when it is exceeded.

The LMP has a well-resourced and well-managed Office. As Table 4.2 shows, it currently has a staff (on long-term contract) of eleven. Its premises are over the road from the ILO above a bank, and whilst workable are not ideal. There is a lack of meeting space, and insufficient accommodation for short-term consultants. It was the original intention that the LMP be located within MoLISA, and that would have been preferable to the current arrangement. However, suitable space could not be found.

The project has suffered because of the early difficulties securing a suitable Coordinator. This led to a general lack of continuity and changes in direction in the LMP management until the present incumbent was appointed in April 2009. Valuable time was lost in the interim.

**Table 4.3 LMP International Short-Term Consultant Inputs  
 (person-months)**

International consultants	Up to Dec 2009	Planned 2010	Total
<i><b>LMIS Component</b></i>			
LMI specialist	6.0	-	6.0
LMI specialist	0.8	-	0.8
LMIS specialist	5.0	4.0	9.0
LMIS specialist	3.8	-	3.8
IT/LMIS specialist	3.1	3.0	6.1
Labour economist	2.4	-	2.4
<i><b>Sub-total</b></i>	<i><b>21.1</b></i>	<i><b>7.0</b></i>	<i><b>28.1</b></i>
<i><b>TVET Component</b></i>			
TVET specialist	2.5	-	2.5
TVET specialist	1.9	1.0	2.9
Comparative study facilitator	1.5	-	1.5
Testing and assessment centre (welding) specialist	2.8	3.3	6.1
CB-TREE consultant	7.0	1.0	8.0
CB-TREE consultant	12.0	-	12.0
KAB consultant	1.8	-	1.8
KAB facilitator	2.2	-	2.2
<i><b>Sub-total</b></i>	<i><b>31.6</b></i>	<i><b>5.3</b></i>	<i><b>36.9</b></i>
Administrator	0.7	-	0.7
<b>Total</b>	<b>53.4</b>	<b>12.3</b>	<b>65.7</b>

What is immediately apparent is that both the LMI and TVET components are seriously understaffed with senior professional people with the right sort of expertise and experience. Apart from the LMP Coordinator, who is an expert in employment services delivery but not in labour economics, there is only one international LMI expert currently employed on the staff of the LMP, and that person is not a trained labour economist either. The key Labour Economist position is vacant, although the project is hopeful someone will be filling that position shortly, albeit at a junior level. On the TVET side there simply is no full-time international skills development expert on the project at present, and there hasn't been for

some time. There may, however be plans to recruit one. It should be a high priority, as continuity and coordination of what are quite disparate project results and activities, already behind schedule, is an on-going challenge to the LMP. Amongst the national staff there are two very competent technical assistants supporting the LMI and TVET components, but even here there are vacancies. The administrative side of the Office is well-supported.

The problem of staffing on the LMI side of the project is more profound than staff shortages. As has been made clear in Chapter 3, the core task confronting the project, and where it is failing so seriously to make any real headway, is in helping the LMIC build a strong viable and sustainable LMIS, that is not just a collection of infrastructure, equipment, software and internet links, but a system of assembling, processing, analysing, interpreting and disseminating up-to-date, reliable and comprehensive labour market information. Any LMI expert who is not also a trained labour economist, and one experienced in doing analyses and giving policy advice, especially for the TVET sector, would find it difficult to help put such a system in place, especially when faced with the situation that currently prevails in the LMIC. The two international LMI experts on the LMP as long-term contracted staff are not trained labour economists, and the position for one is vacant and has remained so for a long time. It urgently needs to be filled, and not by a junior person either.

It is not as if this role has been, or is planned to be, carried out by short-term inputs from labour economist consultants. As Table 4.3 shows clearly, LMP only has had a total of 2.4 person-months over the entire project up until the end of December 2009, from such an expert, and does not have any plans to field any more in 2010<sup>23</sup>.

It is this serious lack of sustained high-level professional assistance of the right sort that has been the most damaging. It is at the heart of the project's poor performance in the LMI component.

Table 4.3 also highlights how disproportionate the inputs have been into Result 2.4, compared to other more central project programs. As already mentioned the TREE and KAB packages have accounted for almost 37 percent of international consultant person-months, actual and planned. This compares with the 43 percent for the whole of the LMI component, and the 20 percent for the other results and activities in the TVET component.

The Project Document includes a logical framework matrix (logframe)<sup>24</sup> and this has formed the basis of the LMP's ongoing monitoring process, as evidenced by its periodic reports, the latest being the *Narrative Report* of October 2009. In addition, a monitoring mission from the EU was conducted in March 2009.

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<sup>23</sup> Even the labour economist input in 2009 was not addressing the central issue of the LMIS, but was for providing assistance to the GSO on developing the LFS 2009.

<sup>24</sup> See Annex 6

#### **4.4 Appropriateness of implementing arrangements**

MoLISA, of course, is the logical Government of Vietnam ministry to act as implementing agency for this project. It has the clear mandate in the area in which the project seeks to make its contribution to Vietnamese development. Within MoLISA, the choice of the GDVT as the implementing agency for the TVET component activities is also entirely appropriate. It is the implementation of the larger, more critical LMI component through the BoE that is probably more problematic. The LMIC has had to be built from scratch, and very few if any of those employed in the Centre have had any experience of designing, developing and operating an LMIS. Arguably ILSSA could have been more closely involved with the LMIC at its early stages, to provide valuable assistance and support, because ILSSA already has had experience in previous donor-funded labour market information projects, and is currently undertaking similar analytical work to that required by a LMIC. Given, however, that the decision has been taken to site the LMIC in the BoE, greater coordination and cooperation between the two bodies would clearly be beneficial.

It is not possible to comment on the appropriateness of the provinces selected for participation in the project. What is apparent, however, is that in the labour market information network that the LMP is helping to establish in fifteen provinces, as illustrated in Figure 3.1 more direct and effective use could be made of the EUs within the respective DoLISAs. EUs have a wider, more information collecting, synthesising and analysing mandate than the ESCs. Whilst not diminishing the role of the latter in the project, widening the labour market information network to include the EUs would clearly be beneficial.

As already indicated, a clear constraint on the progress of the LMP towards achievement of its Purpose 1 is the shortage of suitably trained and experienced personnel in the LMIC and in the provincial ESCs and EUs. Technical expertise, in the use of computers and the setting up of databases, is not so much of a constraint as is the shortage of staff qualified in appropriate fields such as labour economics and economic statistics. Unless and until people with such skills are recruited, the ability of the LMIC and the provincial bodies to absorb and benefit from the support the LMP can provide will be limited. Even if such people are available and can be recruited, however, it takes time for them to be further trained in the arts and techniques of labour market information analysis and interpretation. It is a task that will not be completed over night, but it is one that is essential to the long-term viability and success of the LMIC and the LMIS that is to be established, and one that should be started as soon as possible.

In the meantime the LMIC can be greatly assisted in its development if it avails itself of three resources readily at hand:

- (a) The knowledge, skills and expertise of ILSSA in labour market information in general and in particular the links between LMI and TVET planning and policy making;
- (b) The technical knowledge, skills and expertise of GSO, especially in conducting large scale sample surveys and in data processing and storage, and
- (c) The large body of material, including survey instruments, coding and processing manuals, output tables, KLMI and analytical reports, that MoLISA possesses, that was generated by and through the LMIS that was set-up and run for five years, between 2001 and 2005,

under the ADB Vocational and Technical Education Project (VTEP) with the help of ILSSA, the Centre for Information Statistics for Labour and Social Affairs (CISLSA) and GDVT's Vocational Science Research Centre (VSRC).

If LMIC does not take up the opportunities these resources offer, there is a clear danger that many cost-effective partnerships will be missed and wasteful duplications occur.

## 5. Impact of the LMP

There are signs that the LMP is beginning to make an impression on policymakers and planners within MoLISA in at least two respects.

Firstly there appears to be a greater acceptance that the collection of comprehensive reliable and up-to-date labour market information is necessary for planning and policy development purposes. What is not so evident, however, is the appreciation that this needs to be an ongoing process, not a one-off or spasmodic exercise that it needs to be conducted on as cost-effective a basis as possible, and that it should be accompanied by expert analysis and by professional and well-targeted dissemination activities.

The second sign is that within GDVT there is a greater awareness of the importance of developing courses and programs that are much more attuned to the needs and standards of industry. In these respects LMP is, rightly, building on and reinforcing the contributions made by previous donor-assisted projects. It is perhaps too soon to gauge the impact the LMP is having upon the broader context of the TVET sector, government policy-making in general, and upon the labour market and the economy.

The LMP *Narrative Report* of October 2009 claims that the project is raising EU visibility in Vietnam in the following ways:

- ~ Publications produced by the project, for example, the first project brochure, stationeries and posters; contain the EU logo along with logos of the other partners, the ILO and the Government of Viet Nam.
- ~ The first serious publication resulting from the project – the *Vietnam Employment Trends Report* – has been approved and is currently being printed for official launch at end-November. This will be a quality publication and display EC, ILO and MoLISA logos.
- ~ Labels for the project office doors were printed and applied.
- ~ Workshops always have a banner with the EU logo and name of the function in a prominent location. EU representatives have been invited to all major activities including the Labour Market Indicator Workshop in December 2008. The project has supported the launch of the E-Gateway, the opening of the Bac Ninh ESC & IT User Training courses. Both print and electronic media publicity was obtained for all these events.<sup>25</sup>

The impression the MTR team gained, however, albeit from only limited observation, was that the LMP tends to be regarded as much as an ILO project as it is an EU one.

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<sup>25</sup> LMP *Narrative Report*, October 2009, page 39

## **6. Options and Recommendations**

### ***6.1 Options***

Given the findings of this review as to the project's slow progress, and the serious issues and problems that have been raised, the options open to the donor, executing and implementing agencies with respect to the future of the LMP are as follows:

1. Business as usual - continue as planned, as indicated in the latest LMP Workplan, with perhaps some minor adjustments
2. Undertake an immediate and wholesale review of all workplans, scheduled activities and planned inputs with the view to determining what is feasible in the remaining time, what is core business in achieving project results, purposes and objectives, what is the most effective use of the project's staff and budget, and to formulating a project action plan that incorporates a (drastic, if needs be) reshaping and rewriting of the project's design, workplan and input schedules
3. Acknowledge that worthwhile achievements with respect to project results, purposes and objectives, and the most cost-effective spending of the project's budget allocation, cannot reasonably be expected in the remainder of 2010, and that the project's life should be extended.

Option 1 really is not an option, or shouldn't be. This review has found that there are too many problems associated with the project as it is, with its design and with its current oversight, management, funding and implementation procedures and practices, for it to continue on as it is, with only minor adjustments, and have any realistic hope of meeting its objective and purposes, and prudently and cost-effectively spending its budget by the end of 2010.

Option 3 is outside the purview of this Review. This is a matter principally for the donor agency, of course, in consultation with the implementing and executing agencies. Suffice to say, however, the option of a costless extension for, say, an additional six-months, in tandem with Option 2, should be seriously considered.

In lieu of any decision being made about Option 3, the MTR considers Option 2 to be the most appropriate one to take up.

## 6.2 Recommendations

The MTR team recommend the following changes as worth considering<sup>26</sup>:

- (a) The donor agency, in close consultation with the executing and implementing agencies, should give serious thought to a costless extension to the project for at least six months. This would considerably ease the pressure on the LMP to achieve its results and purposes, and to prudently and cost-effectively expend its budget.
- (b) Regardless of the outcome on recommendation (a), as a first priority the project should be redesigned to recapture the intentions of the Project Document:
  - ~ Project purposes should be tightened to more explicitly reflect their connection to the overall project objective, and should more explicitly identify the linkages between them;
  - ~ Project results should state clearly how they contribute to the achievement of project purposes, and can build linkages between purposes;
  - ~ Workplan should concentrate on core project activities, those that contribute directly to the achievement of project results, and should highlight those that link the two purposes of the project – the aim being consolidation, greater cohesiveness and less fragmentation of activities than is evident currently;
  - ~ Activities that are considered peripheral or extraneous, (and time consuming) to the achievement of project results and purposes should be scaled back, delayed until something more worthwhile can be achieved by them, or if necessary cancelled (examples might include study tours, national and international seminars, optical readers that have probably been requested for activities outside the scope of the project; assistance with further editions of VETR);
  - ~ Activities should be clearly defined, simply stated and unambiguous, capable of being verified;
  - ~ Activities should be clearly sequential in the project workplan, making it clear what are prerequisite activities and follow-up or flow-on actions, and realistic timeframes should be given in their scheduling;
  - ~ Project logframe should be re-written to include these amendments, to identify the verifiable indicators of progress and the means of verification.
- (c) The PSC, through its Chair, should urgently request the ILO to ease the constraints on the ways LMP can commit and spend its budget, and the LMP Coordinator should be given greater flexibility and discretion in the management of the project;
- (d) Every step should be taken to allow the project to complete its major procurement programs as soon as possible, so that inter alia vital training in the ‘art’ of labour market information analysis and interpretation can be conducted with identified key LMIC and provincial EU personnel;

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<sup>26</sup> Additional, more detailed recommendations relating to Purpose 2 (the TVET component) are contained in Annex 9

- (e) The project should recruit on a contract of at least six-months at least one very senior international labour economist, with extensive developing country experience in building from the ground up labour market information systems that are focussed on yielding useful results for TVET planners and managers, embed that person in the LMIC, but give he/she a travelling brief to the provinces<sup>27</sup>.
- (f) The LMP Coordinator, who is also an LMI expert specialising in employment centre operations, and the other LMI expert on staff, should concentrate on developing the ESC elements in the LMIS, ensuring that an ESC MIS is designed, in place and staff are trained in its use, and that ESCs are capable of transmitting to EUs information useful to the LMIS.
- (g) The project should recruit, on a contract of at least six-months, a TVET development expert who can take responsibility for the consolidation and implementation of the TVET component, and who would oversee, manage and quality-monitor the remaining TVET training programs<sup>28</sup>;
- (h) The project should avoid where possible the proliferation of short-term assignments for international experts, except where technical expertise for specific tasks, such as in IT, are required.
- (i) To avoid unnecessary duplication and to expedite the achievement of Purpose 1, LMP should ensure that greater use is made by LMIC of the comprehensive set of material (including classification and coding systems, data collection instruments, database manuals, key labour market indicators, etc) that was developed under the recent ADB-funded VTEP to set up and operate in MoLISA a labour market information system specifically designed to meet the needs of the TVET sector
- (j) The project should actively encourage and support LMIC in building closer operational links with GSO and ILSSA on the LMI component side of the project, and with MoET on the TVET side of the project, especially with respect to TTC and vocational school management programs and strategies<sup>29</sup>.
- (k) Greater efforts should be made by LMP to involve VCCI, VGCA and the VCA in the project in a more operational way, rather than simply as members of the PSC. Their first hand knowledge of the operations of labour markets in Vietnam could be an enormously useful addition of 'qualitative' information coming in to a functioning LMIS.
- (l) If at all possible the LMP Office should be moved away from its present rented premises, over the road from the ILO, into space within MoLISA's own premises, as was originally intended – the closer the project is to the implementing agency and its beneficiary centre/bureau/department the more effective its interaction with them is likely to be.

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<sup>27</sup> Indicative Terms Of Reference for the proposed Senior Labour Economist position see Annex 10

<sup>28</sup> Indicative Terms Of Reference for the proposed TVET Development Expert position see Annex 10

<sup>29</sup> A comprehensive review of the TVET sector in Vietnam has just been undertaken – see: Richard Johanson , *Technical and Vocational Education and Training in Vietnam* (draft) ADB 17 January 2010

## **7. Sustainability Post-Project**

If the LMP is not to be extended beyond the end of December 2010, the Government of Vietnam will have to look to other sources of financial support if it wants to continue the work commenced by this project. As many of the activities undertaken under LMP are pilot programs and research studies, a period of careful assessment will be required to determine which ones will be sustainable in a cost-effective manner.

Those most likely to meet that test will be those that have ceased to be regarded as project-driven, and have become 'owned' by and endemic to the way MoLISA and the other participating agencies operate.

## **ANNEXES**

- Annex 1. LMP Mid-Term Review Terms of Reference**
- Annex 2. MTR Mission Workplan**
- Annex 3. List of Organisations Visited and People Met**
- Annex 4. MTR Workshop Agenda and Participants**
- Annex 5. Composition of the LMP PSC and the PMU**
- Annex 6. LMP Logframe**
- Annex 7. Comparison of Purpose 1 Results and Activities in the Project Document and LMP Workplans**
- Annex 8. A Chronology of LMP Procurement Procedures**
- Annex 9. Further More Detailed Recommendations for Purpose 2**
- Annex 10. Terms of Reference for Recommended Positions of Senior Labour Economist and TVET Development Expert**
- Annex 11. Official Documents Cited**

## **Annex 1 LMP Mid-Term Review Terms of Reference**

### ***1 Global objective***

The main objective of the Mid-Term Evaluation is to review project progress, to check results against targets; to provide a clear and concise opinion as to how the project has progressed and to make recommendations regarding the course of actions to be taken until the end of implementation of the Labour Market Project.

The mission is intended to assist the MOLISA and the ILO LMP project in developing their strategic vision for the remaining part of the project. The mission should provide recommendations on which particular results to specifically focus during the remaining time, keeping in mind the means available in terms of budget and human resources for the project and the functioning of the implementation agency MOLISA and the ILO LMP project. In this respect the mission will assess the relevance, efficiency, effectiveness, impact and sustainability of the Labour Market Project related to its stated purpose and results, and will identify weaknesses and challenges, whilst proposing measures and recommendations to tackle these, including recommendations for any required change/modification to project scope (including objectives, management arrangement, financing etc.) in order to support effective implementation and the delivery of a sustainable benefit stream.

### ***2 Specific objectives***

The specific objectives of this review are:

- To assess the progress made towards the achievement of the project objectives as laid out in the financing agreement;
- To identify specific constraints affecting the efficiency of the implementation and the effectiveness of the project (project design, institutional framework, organisational relationships, placement and performance of the experts and the ILO LMP Project Office, ILO administrative and financial procedures as they effect the project, as well as performance of other participants involved);
- To draw conclusions on the relevance of the project;
- To make recommendations and guidance for the best implementation during the remaining period with a view to ensure maximum levels of efficiency and effectiveness

### ***3 Requested services, including suggested methodology***

#### ***3.1 Project Design and Relevance***

- Review the project's Financing Agreement and assess whether or not it still reflects the present general context, realities and challenges faced by the project and whether it needs to be updated;

- Assess the extent to which the project is/remains consistent and supportive of, the policy and programme framework within which the project is placed;
- Assess the design of the project and the validity and coherence of its strategies and activities, as well as the inter-linkages between components. The assessment will include an examination of the present institutional setting;
- Evaluate the relevance of the overall approach in relation to the project's overall objective. Assess if this objective, the project purpose, the anticipated results and the activities carried out by the project are in line with the needs and aspirations of the beneficiaries;
- Review the project's logical framework and assess the validity and appropriateness of the indicators, both quantitative and qualitative, and means of verification in the context of measuring progress towards the achievement of the objective and purpose of the project.

### ***3.2 Progress of Implementation, Efficiency and Effectiveness***

- Analyse the achievement of the project against its stated results in the TAPs and logical framework, and assess whether results and purpose are being addressed and are attainable in the remaining project period. Comparison should be made against what was planned;
- Assess the project performance with respect to efficiency (input delivery, cost control and activity management) and effectiveness (delivery of outputs and progress towards achieving the purpose), its strengths and weaknesses, as well as key challenges that have emerged in the course of implementation.
- Assess the project management and coordination arrangements, and the extent to which timely and appropriate decisions are being made to support effective implementation and problem resolution. Assess the adequacy and appropriateness of the implementation modalities that have been put in place. Assess the role of the funding and executing agencies, implementing body (ILO LMP Office), Project Steering Committee, and their effectiveness in carrying out their respective tasks. Recommend specific measures/actions to improve or strengthen project management and implementation, if need be;
- Analyse the quality and adequacy of the Technical Assistance. Review the tasks and composition of the TA team with regard to the project objective and purpose;
- Assess the quality of operational work planning, budgeting and risk management; Analyse the adequacy of the project's budget with regard to realistic future plans and propose necessary alignments;
- Assess the quality of information management and reporting, and the extent to which key stakeholders are kept adequately informed of project activities (including beneficiaries/target groups);
- Analyse the adequacy of the monitoring approach/methodology and the results of monitoring activities that have been conducted so far;
- Assess the effectiveness of the project's approaches and strategies in relation to the stated objective, purpose and results;
- Suggest indicators for the log frame of Labour Market Project to be achieved until the end of the implementation period.

- Assess the effectiveness of the project in exchanging information with other EU-supported initiatives in Vietnam, with international/regional bodies with relevance to the project and with co-operation projects supported by other donors;
- Assess the need for coordination and possible adjustment.

### **3.3 Impact**

- Analyse the overall effects of the project to date, be they positive or negative, in a broad context: against the project's objectives but also in a generic development sense;
- Assess the success and the visibility of the project in raising the profile of the European Union as a co-operation partner in Vietnam.
- Review the existing and proposed government policies for managing the human resource development and the employment strategy. Describe the current and expected legal and other bottlenecks that may stall the implementation of core project activities;

### **3.4 Sustainability**

- Assess if policies and strategies adopted by the project are sustainable in the long term and – when necessary – propose adjustments that would contribute to ensure the sustainability of project results;
- Assess how the local institutional capacity and structures are being prepared for the post project situation and analyse how opportunities for alternative financing of project activities after the end of EU support are being explored;
- Analyse to what extent the project supports or have an impact on ongoing development of coherent and social and environmental sustainable trade and economic integration strategy as part of economic policy reform process and give recommendation on what particular parts of the project could be further strengthened to impact on ongoing development;
- Provide an overview of cooperation areas that need further assistance beyond the end of LMP.

Under sections 3.2, 3.3. and 3.4: Progress should be examined also against the indicators given in the original log framework for the programme.

### **3.5 Methodology**

The adopted methodology will be a mix of documentation research and a series of on the spot in-depth interviews or surveys resulting in workshop and reports. Prior to the field visit, at home base, the consultants are expected to read the LMP financing Agreement, workplans and reports and other important reports as supplied by the Delegation. Draft mission workplan and tentative meeting schedule have to be prepared and sent to the Delegation at least 07 days before experts' arrival in Vietnam.

The consultant will be given access to all relevant documentation by the ILO LMP Office and the EU Delegation. At the beginning of the assignment, the consultant will meet with and receive briefing from officials of the Ministry of Labour, Invalids and Social Affairs, ILO Office in Hanoi and the EU Delegation.

The consultant should also meet with the members of the Project Steering Committee, the business associations, universities, and other relevant parties in the sector, including individuals who benefited from project activities carried out (study tour; training/workshops).

The consultant will exchange views with the MOLISA and the ILO LMP Office on different issues raised at the mission and discuss key findings with the later before finalising the report.

At least one workshop with a cross section of all stakeholders has to be held to discuss the results of the mission.

#### ***4 Required outputs***

The mission must draw, after having assessed the abovementioned objectives, its own conclusions about the achievements reached and their sustainability, the lessons from the project difficulties/disappointments, and must propose clear recommendations, which could be used as guidelines for the project stakeholders during the remaining period of implementation of the project.

The specific outputs are: 1) a Final Mid-Term Evaluation Report; and 2) the workshop and debriefing session(s) with parties concerned and the Delegation in Hanoi

## Annex 2 MTR Mission Workplan

Day	Date	Time	Activity	Note
Sat.	9	20.00	<ul style="list-style-type: none"> <li>• Arrive Hanoi</li> </ul>	
Sun.	10	- -	<ul style="list-style-type: none"> <li>• Meet with team</li> <li>• Meet with John Stewart, ILO LMP Co-ordinator</li> </ul>	
Mon.	11	09.00-10.00 10.30-12.30 14.00-15.00 15.00-15.30 15.45-17.00	<ul style="list-style-type: none"> <li>• EC Delegation briefing</li> <li>• Meet with LMP Team (John Stewart, Project Coordinator; Don Fraser, ILO consultant; Chinda Saengcharnchai, Administrator; Yen, LMI Assistant; Que, TVET Assistant)</li> <li>• Meet with others of LMP for further technical and admin/finance details if needed</li> <li>• ILO Vietnam office (Rie Vejs Kjeldgaard, Director; Shafinaz Hassenden, Senior Program Officer)</li> <li>• Meet with others of LMP for further technical and admin/finance details as needed</li> </ul>	<ul style="list-style-type: none"> <li>• 18 flr., Pacific Place, 83B Ly Thuong Kiet, Hanoi</li> <li>• ILO Meeting Room, 48-50 Nguyen Thai Hoc, Hanoi</li> <li>• ILO Meeting Room, 48-50 Nguyen Thai Hoc, Hanoi</li> <li>• Rie's Office, 48-50 Nguyen Thai Hoc, Hanoi</li> </ul>
Tues.	12	09.00-10.30 10.45-11.30 14.00-16.00	<ul style="list-style-type: none"> <li>• Meet with Bureau of Employment &amp; LMI Center (Mr.Dong, Director; Ms.Van, Vice Director; Mr.Ha, Officer)</li> <li>• Meet with ILSSA (Dr.Huong, Director)</li> <li>• Meet with GDVT (Mr.Dai, Director of Occupational Skills Dept.; Mr.Vinh, Director of Vocational Teacher &amp; Managing Staff Dept.)</li> </ul>	<ul style="list-style-type: none"> <li>• Room 316, Building A, 2 Dinh Le, Hanoi</li> <li>• Building ....., 2 Dinh Le, Hanoi</li> <li>• 37B Nguyen Binh Khiem, Hanoi</li> </ul>
Wed.	13	09.00-10.00 11.00 13.30	<ul style="list-style-type: none"> <li>• Meet with GSO (Mr.Xuyen, Vice Director of Dept. of Labour &amp; Population Statistics)</li> <li>• Meeting with DIAL (Mr. Jean- Pierre Cling &amp; his team)</li> <li>• Meeting with Mr. Daniel Mont (World Bank)</li> </ul>	<ul style="list-style-type: none"> <li>• 2 Hoang Van Thu, Hanoi</li> <li>• 54 Nguyen Chi Thanh, Hanoi</li> <li>• 8 Floor, 63 Ly Thai To Street</li> </ul>
Thurs.	14	am 11.00-12.00 pm	<ul style="list-style-type: none"> <li>• Further meetings with LMP personnel</li> <li>• Meeting with Ms. Nguyen Bui Linh (UNDP)</li> <li>• Further meetings with LMP personnel</li> </ul>	<ul style="list-style-type: none"> <li>• ILO Meeting Room, 48-50 Nguyen Thai Hoc, Hanoi</li> <li>• Poverty &amp; Social Development Unit; 25-29 Phan Boi Chau Street, Hanoi</li> <li>• ILO Meeting Room, 48-50 Nguyen Thai Hoc, Hanoi</li> </ul>

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Day	Date	Time	Activity	Note
Fri.	15		<ul style="list-style-type: none"> <li>Review team meetings</li> </ul>	
Sat.	16			
Sun.	17	pm	<ul style="list-style-type: none"> <li>Flight to Da Nang of LMI Specialists</li> </ul>	<ul style="list-style-type: none"> <li>TVET Specialist will have a separate trip to Ninh Binh on Monday</li> </ul>
Mon.	18	09.00-11.00	<ul style="list-style-type: none"> <li>Meet with Da Nang DoLISA, ESC, Vocational College (LMI Specialists, accompanied by John, Yen, BoE representative)</li> </ul>	<ul style="list-style-type: none"> <li>DoLISA Office, 342 Phan Chu Trinh, Da Nang</li> </ul>
		14.00-15.00 18.00-20.00	<ul style="list-style-type: none"> <li>Visit ESC</li> <li>Travel to HCM City</li> </ul>	<ul style="list-style-type: none"> <li>21 Phan Chu Trinh, Da Nang</li> </ul>
		09.00-11.00	<ul style="list-style-type: none"> <li>Meet with Ninh Binh DoLISA, ESC, Vocational College (TVET Specialist, accompanied by Que, GDVT representative)</li> </ul>	<ul style="list-style-type: none"> <li>DoLISA Office</li> </ul>
		14.00-15.00 15.00-17.00	<ul style="list-style-type: none"> <li>Visit LILAMA 1 Vocational College</li> <li>Travel back to Hanoi</li> </ul>	<ul style="list-style-type: none"> <li>LILAMA 1 Vocational College</li> </ul>
Tues.	19	09.00-11.00	<ul style="list-style-type: none"> <li>Meet with HCM DoLISA, ESC, KAB relevant Vocational Schools (LMI Specialists, accompanied by Yen, BoE representative)</li> </ul>	<ul style="list-style-type: none"> <li>HCM DoLISA, 159 Pasteur, Ward 6, District 3, HCM</li> </ul>
		14.00-15.00	<ul style="list-style-type: none"> <li>Visit ESC</li> </ul>	<ul style="list-style-type: none"> <li>ESC, 153 Xo Viet Nghe Tinh, Binh Thanh Distr., HCM</li> </ul>
		20.00-22.00	<ul style="list-style-type: none"> <li>Travel back to Hanoi</li> </ul>	
		am-pm	<ul style="list-style-type: none"> <li>Travel to Ha Tinh (TVET Specialist, accompanied by Phuong)</li> </ul>	<ul style="list-style-type: none"> <li>By car or train</li> </ul>
Wed.	20	09.00-11.30	<ul style="list-style-type: none"> <li>Visit Job Bazaar in Hanoi Employment Services Center (LMI Specialists, accompanied by Yen, BoE representative)</li> </ul>	<ul style="list-style-type: none"> <li>285 Trung Kinh, Hanoi</li> </ul>
		08.00-10.00	<ul style="list-style-type: none"> <li>Meet with Ha Tinh DoLISA, ESC (TVET Specialist, accompanied by Phuong)</li> </ul>	<ul style="list-style-type: none"> <li>Ha Tinh DoLISA, 105 Phan Dinh Phung</li> </ul>
		10.30-11.30	<ul style="list-style-type: none"> <li>Meet with CB-TREE Team</li> </ul>	<ul style="list-style-type: none"> <li>156 Tran Phu</li> </ul>
Thurs.	21		<ul style="list-style-type: none"> <li>Travel back to Hanoi (TVET Specialist, accompanied by Phuong)</li> </ul>	
Fri.	22		<ul style="list-style-type: none"> <li>Further meetings with Hanoi-based stakeholders</li> </ul>	
Sat.	23			
Sun.	24			
Mon.	25		<ul style="list-style-type: none"> <li>Present Aide Memoire to EU Delegation, ILO LMP and MoLISA (BoE, GDVT representatives)</li> </ul>	<ul style="list-style-type: none"> <li>EC Office, 18 flr., Pacific Place, 83B Ly Thuong Kiet, Hanoi</li> </ul>
Tues.	26		<ul style="list-style-type: none"> <li>Review team meetings, report writing and preparation for workshop</li> </ul>	
Wed.	27			

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<b>Day</b>	<b>Date</b>	<b>Time</b>	<b>Activity</b>	<b>Note</b>
Thurs.	28	pm	<ul style="list-style-type: none"><li>• Workshop (half-day)</li></ul>	
Fri.	29	pm	<ul style="list-style-type: none"><li>• EU Delegation debriefing</li></ul>	
Sat.	30	5.pm	<ul style="list-style-type: none"><li>• Leave Hanoi</li></ul>	

### Annex 3. List of Organisations Visited and People Met

Name	Position
<b>EU Delegation to Vietnam</b>	
Mr. Hans Farnhammer	First Secretary Economic Cooperation and Governance
Ms. Vu Thi Tuan Anh	Programme Officer Co-operation Section
Ms Veronique de Mesmaeker	Finance and Contracts Section
<b>ILO Office in Vietnam</b>	
Ms. Rie Vjes Kjeldgaard	ILO Representative
<b>LMP Office</b>	
Mr. John Stewart	Project Coordinator
Ms. Chinda Saengcharnchai	Project Administrator
Ms. Ina Pietschmann	LMI Expert
Ms. Nguyen Thi Hai Yen	Technical Assistant of LMI Component
Ms. Nguyen Thi Phuong Que	Technical Assistant of TVET Component
Ms. Hoang Thi Phuong	CB TREE Technical Assistant
Mr. Dang The Quyet	IT Assistant
Ms. Nguyen Ngoc Duyen	Admin & Finance Assistant
Ms. Dang Hoai Thu	Admin & Finance Assistant
Ms. Nguyen Thi Thao Linh	Admin & Finance Assistant
Mr. Hoang Van Duong	Consultant - KAB
Mr Bernie Dowd	Consultant - IT
Mr Don Fraser	Consultant – LMI/TVET
<b>MoLISA</b>	
<b><i>Bureau of Employment</i></b>	
Mr Nguyen Dai Dong	Director, and Director of PMU
Dr Nguyen Thi Hai Van	Deputy Director, and Director, National Center for Labour Market Forecasting and Information
Mr. Vu Pham Dung Ha	Member, BoE
<b><i>General Department of Vocational Training</i></b>	
Mr. Cao Quang Dai	Director, Department of Occupational Skills
Mr Do Nang Khanh	Director, Vocational Training Programs
<b><i>Institute of Labour Science and Social Affairs</i></b>	
Dr Nguyen Thi Lan Huong	Director
Mr Ngiyen Trung Hung	Vice Director
<b>MoET</b>	
Dr. Hoang Ngoc Vinh	Director, Department of Professional Secondary Education
<b>GSO</b>	
Mr. Hoang Xuyen	Deputy Director
Ms. Phan Thi Minh Hien	Deputy Director
Ms. Nguyen Thi Huyen Giang	Member, Department of Population and Labour Statistics

<b>Name</b>	<b>Position</b>
Ms Nguyen Thi Ngoc Lan	Member, Department of Population and Labour Statistics
<b>Da Nang Province</b>	
<b>Ho Chi Minh City</b>	
<b>Ninh Binh Province</b>	
Mr. Ha	Vice Director, DoLISA
Mr. Sy	Vice Director, LILAMA Professional College
Mr. Hai	Director, Nho Quan Secondary College
<b>Ha Tinh Province</b>	
Mr. Nguyen Van Son	Director, DoLISA
Mr. Dong	Chairman, People's Committee Thach Van Commune
<b>World Bank</b>	
Daniel Mont	Senior Economist
<b>GTZ – German Technical Cooperation</b>	
Dr. Horst Sommer	Coordinator, Priority Area of Sustainable Economic Development / Vocational Training
Beete Dippmar	Technical Advisor, Promotion of TVET
<b>IRD - DIAL</b>	
Dr Jean-Pierre Cling	Economist, Director of Research
Dr Francois Rouband	Economist, Director of Research

## Annex 4 MTR Workshop Agenda and List of Participants

### *Agenda*

Venue: MoLISA Meeting Room 111, Building A, No 12 Ngo Quyen, Hanoi

Time: 13.30 – 17.00, 28 January 2010

	<b>Topic</b>	<b>Responsible persons</b>
13.30	Registration	
14.00 – 14:30	Welcome & introduction	Representative of EC, MOLISA and ILO
14:30 - 15:30	<ul style="list-style-type: none"><li>• Workshop overview and objectives</li><li>• Presentation of the findings of the MTR</li></ul>	MTR team
15:30 - 15:45	Afternoon tea	
15:45 - 16:45	<ul style="list-style-type: none"><li>• Q &amp; A section</li><li>• Feedback of participants</li></ul>	<i>Participants</i>
16:45 – 17:00	Wrap-up	

### List of Participants

No	Full name	Position	Note
<b>PSC Members</b>			
1.	Mr. Nguyen Dai Dong	Director, Bureau of Employment, Ministry of Labour, Invalids and Social Affairs (MoLISA)	
2.	Mr. Duong Duc Lan	Vice General Director, GDVT, MoLISA	
3.	Mr. Chu Quang Cuong	Director, Dept. of Planning & Finance, MoLISA	
4.	Mr. Tran Phi Tuoc	Director, Int'l Cooperation Dept., MoLISA	
5.	Mr. Hoang Xuyen	Deputy Director, Dept. of Labour and Population Statistics, GSO	
6.	Mr. Tran Trung Thanh	Deputy Director-Dept. of Personnel & Organisation, Ministry of Industry and Trade	
7.	Mr. Do Cong Thanh	Deputy Head, Dept. of External Finance, Ministry of Finance	
8.	Mr. Hoang Ngoc Vinh	Director, Dept. of Technical Education, MOET	
9.	Mr. Dang Quang Dieu	Vice Director, Dept. of Socio-Economic Policies, Vietnam General Confederation of Labour	
10	Mr. Nguyen Ngoc Dung	Vice Director, Dept. of Planning and Support, Vietnam Cooperatives Alliance	
11	Mr. Phung Quang Huy	Director, Bureau for Employers' Activities, VCCI	
<b>PMU Members</b>			
12	Mr. Cao Quang Dai	Director of Department of Occupational Skills, GDVT	
13	Ms. Nguyen Thi Hai Van	Director of LMIC, MoLISA	
14	Mr. Vu Pham Dung Ha	Official of BoE, MoLISA	
15	Mr. Dao Quang Vinh	Deputy Director, Int'l Cooperation Dept., MoLISA	
16	Mr. Nguyen Thanh Binh	Official of GDVT	

No	Full name	Position	Note
17	Mr. Nguyen Dung Tien	Official of Int'l Cooperation Dept., MoLISA	
18	Ms. Nguyen Thi Huong	Dept. of Planning & Finance, MoLISA	
<b>EU Delegation</b>			
19	Mr. Hans Farnhammer	1 <sup>st</sup> Secretary	
20	Ms. Vu Thi Tuan Anh	Programme Officer	
<b>ILO Hanoi</b>			
21	Ms. Rie Vjes Kjeldgaard	Director	
<b>LMP</b>			
22	Mr. John Stewart	Project Coordinator	
23	Ms. Chinda Saengcharnchai	Project Administrator	
24	Ms. Ina Pietschmann	LMI Expert	
25	Ms. Nguyen Thi Hai Yen	Technical Assistant of LMI Component	
26	Ms. Nguyen Thi Phuong Que	Technical Assistant of TVET Component	
27	Ms. Hoang Thi Phuong	CB TREE Technical Assistant	
28	Mr. Dang The Quyet	IT Assistant	
29	Ms. Nguyen Ngoc Duyen	Admin & Finance Assistant of LMI Component	
30	Ms. Dang Hoai Thu	Admin & Finance Assistant of LMI Component	
31	Ms. Nguyen Thi Thao Linh	Admin & Finance Assistant	
32	Mr. Hoang Van Duong	Consultant - KAB	

Estimated number of participants: **32**

## Annex 5 Composition of LMP PSC and PMU

### *Project Steering Committee*

Name		Position	Organisation
1	Mr Hans Farnhammer	First Secretary, Economic Cooperation and Governance	EU – Delegation of the European Union to Vietnam Chair of the PSC
2	Mr Nguyen Dai Dong	Director	Bureau for Employment, MoLISA
3	Mr Duong Duc Lan	Deputy Director General	General Department of Vocational Training, MoLISA
4	Mr Chu Quang Cuong	Director	Department of Planning and Finance, MoLISA
5	Mr Tran Phi Tuoc	Director	Department of International Cooperation, MoLISA
6	Mr Hoang Xuyen	Deputy Director	Department of Labour and Population Statistics, Ministry of Planning and Investment
7	Mr Do Cong Thanh	Deputy Head	Department of External Finance, Ministry of Finance
8	Mr Tran Trung Thanh	Deputy Director	Department of Personnel and Organization, Ministry of Industry and Trade
9	Mr Hoang Ngoc Vinh	Director	Department of Technical Education, Ministry of Education and Training
10	Mr Dang Quang Dieu	Deputy Director	Department of Socio-Economic Policies, Vietnam General Confederation of Labour
11	Mr Nguyen Ngoc Dung	Deputy Director	Department of Planning and Support, Vietnam Cooperative Alliance
12	Mr Phung Quang Huy	Director	Bureau for Employers' Affairs, Vietnam Chamber of Commerce and Industry

### ***Project Management Unit***

<b>Name</b>		<b>Position</b>	<b>Organisation</b>
1	Mr Nguyen Dai Dong	Director	Bureau for Employment, Head of PMU
2	Ms Nguyen Thi Hai Van	Deputy Director	Bureau for Employment, Deputy Head of PMU
3	Mr Dao Quang Vinh	Deputy Director	Department of International Cooperation, Deputy Head of PMU
4	Mr Cao Quang Dai	Director	Department of National Skills Testing and Certification, General Department of Vocational Training, Deputy Head of PMU
5	Mr Vu Pham Dung Ha	Officer	Bureau for Employment, Member of PMU
6	Mr Nguyen Thanh Binh	Officer	General Department of Vocational Training, Member of PMU
7	Mr Nguyen Dung Tien	Officer	International Cooperation Department, Member of PMU
8	Ms Nguyen Thi Huong	Officer	Department of Planning and Finance, Member of PMU

## Annex 6 LMP Logical Framework [from Addendum to Financial Agreement Nov 2007]

	Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions and Risks
Overall program objective	Support the development of human resources in Vietnam in line with Government of Vietnam's (GoV) market-oriented industrialisation policy and in line with industrial requirements.	<ul style="list-style-type: none"> <li>○ The Government of Vietnam has introduced changes in institutions that strengthen the production and use labour market information.</li> <li>○ The Government of Vietnam takes steps to implement policies and programmes to strengthen the quality of vocational teaching to support human resources development for a market economy.</li> </ul>	<ul style="list-style-type: none"> <li>○ Government decrees and reports</li> <li>○ Monitoring and evaluation of reports</li> <li>○ Mid-term review and final review evaluation</li> </ul>	<ul style="list-style-type: none"> <li>○ Continued commitment by the Government of Vietnam to improve labour market information and human resources development</li> <li>○ Adequate resources allocated to the project by relevant departments in MOLISA</li> </ul>
Programme Purposes	1) Upgrade human resource development (HRD) planning through a facilitation of analysis and dissemination of data relating to labour market needs and evolution in key provinces and at a central level through the design, development and application of a labour market information system (LMIS)	<ul style="list-style-type: none"> <li>○ Centre for labour market information established at the central level in MOLISA by the end of 2008</li> <li>○ Labour market information units set up in 15 provinces and linked to a national labour market information system by the end of 2009</li> <li>○ Outputs of labour market information system used for human resources</li> </ul>	<ul style="list-style-type: none"> <li>○ Data for monitoring and evaluating Centres for Employment Services</li> <li>○ Annual and quarterly reports produced at both the central and provincial levels</li> <li>○ LMIS output</li> <li>○ Plans and programmes for human resources development</li> </ul>	<p><b>ASSUMPTIONS</b></p> <ul style="list-style-type: none"> <li>○ Continued commitment by the Government of Vietnam to improve labour market information and human resources development policies</li> <li>○ Adequate resources allocated to the project by relevant departments in MOLISA</li> </ul> <p><b>RISKS</b></p> <ul style="list-style-type: none"> <li>○ Individual staff in</li> </ul>

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	<b>Intervention Logic</b>	<b>Objectively Verifiable Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions and Risks</b>
		development (HRD) plans and programmes (beginning in 2009)		<p>partner departments are overstretched with other activities</p> <ul style="list-style-type: none"> <li>○ Staff turnover interrupts progress</li> </ul>
	2) Strengthen the quality of technical teachers' training in order to satisfy public and private sector demand for skilled workers, technicians and skilled technicians	<ul style="list-style-type: none"> <li>○ Teachers have accessed in-service upgrading and support programmes to improve their capacity to develop and deliver competency-based training that meet industry requirements and national skills standards starting in 2008 and continuing through the project</li> <li>○ National skills standards have been used as the basis for curricula and teaching materials and to evaluate student progress for at least one sector in at least three schools by the end of 2009. By mid 2009 at least 15 vocational training institutions managers have implemented reform programmes to improve the quality and relevance of their school's instruction.</li> </ul>	<ul style="list-style-type: none"> <li>○ An in-service training program, with distance learning capacity, is operational and has reached a targeted percentage of vocational education teachers</li> <li>○ National Skills standards for one industry sector have been developed with an industry group and are reflected in training and assessment materials which are in use</li> <li>○ A targeted number of vocational training centres have implemented reform projects and have been positively evaluated by clients</li> </ul>	<p><b>ASSUMPTIONS</b></p> <ul style="list-style-type: none"> <li>○ The Government of Vietnam is prepared to support and further implement effective processes developed through the project</li> <li>○ Employers and employers' organisations are committed and have the capacity to take on responsibilities</li> <li>○ Stakeholders other than MOLISA (MOET, training providers, other Ministries) will participate actively</li> </ul> <p><b>RISKS</b></p> <ul style="list-style-type: none"> <li>○ Lack of capacity to meet the requirements of a demand driven system</li> <li>○ Lack of capacity for further extension of models, even if successful</li> <li>○ Sudden change in political priorities</li> </ul>

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	<b>Intervention Logic</b>	<b>Objectively Verifiable Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions and Risks</b>
Results: Purpose 1	1.1 Centre for labour market information established at the central level in MOLISA linked to labour market units in selected provinces through an Internet system	<ul style="list-style-type: none"> <li>○ Centre, equipment, software and databases set up and operational in Ministry of Labour, Invalids and Social Affairs (MOLISA) by end 2007</li> <li>○ Internet and LAN in place by end 2008</li> <li>○ Staff trained in Hanoi and 15 provinces to operate the system annually through end 2010</li> <li>○ Staff from MOLISA and DOLISA sent on study tour of labour market observatories in the European Union in 2008</li> </ul>	<ul style="list-style-type: none"> <li>○ Procurement plans and installation forms for equipment and software</li> <li>○ Reports of training workshops and study tour</li> </ul>	<ul style="list-style-type: none"> <li>○ Sufficient commitment across departments in MOLISA to support a centre for labour market information</li> <li>○ Participation by appropriate staff in training workshops and study tour</li> </ul>
	1.2 Labour market information units set up in the employment service centres of key provinces linked to the central level through an Internet system	<ul style="list-style-type: none"> <li>○ Training reviewed and revised by mid 2008</li> <li>○ Staff trained in using the management information system in Centres for Employment Services and districts in 15 provinces in 2008 and 2009</li> <li>○ Staff from DOLISA and Centres for Employment Services trained in provincial workshops on active labour market policies with a focus on M&amp;E in 2009 and 2010</li> </ul>	<ul style="list-style-type: none"> <li>○ Revised manuals and modules produced</li> <li>○ Reports from training workshops</li> <li>○ Terms of reference and completed report for feasibility study</li> </ul>	<ul style="list-style-type: none"> <li>○ Commitment in MOLISA to support revision of training materials and organisation of training of trainers</li> <li>○ Sufficient qualified staff at local level to support the LMIS</li> </ul>

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		<ul style="list-style-type: none"> <li>○ Feasibility study prepared for online job matching completed by end 2008</li> </ul>		
	1.3 Improve capacity for labour market information analysis and collection	<ul style="list-style-type: none"> <li>○ Review of labour statistics conducted, reported and discussed at a workshop by end 2008</li> <li>○ Set of labour market indicators identified at workshop</li> <li>○ Staff of MOLISA and GSO sent on study tour to Thailand to observe the use of optical character readers by end 2008</li> <li>○ Staff trained on gathering and using LMI from administrative records by end 2008</li> <li>○ Staff trained on gathering LMI from employers by end 2008</li> <li>○ Contracts issued for pilot projects to explore innovative methods for obtaining practical information at the local level in 2008 and 2009</li> <li>○ New data available on Vietnamese registered to work abroad by end 2010</li> </ul>	<ul style="list-style-type: none"> <li>○ Reports submitted on review of labour statistics</li> <li>○ Set of labour market indicators produced</li> <li>○ Reports of study tour and training workshops for optical character readers</li> <li>○ Reports of workshops on gathering LMI from administrative records and employers</li> <li>○ Terms of reference and completed reports on pilot projects</li> </ul>	<ul style="list-style-type: none"> <li>○ Collaboration between MOLISA and GSO for review of labour statistics and use of training for scanning devices</li> <li>○ Sufficient commitment and qualified staff at provincial level to benefit from training</li> <li>○ Qualified consultants available to conduct pilot projects at local level</li> </ul>

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	<b>Intervention Logic</b>	<b>Objectively Verifiable Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions and Risks</b>
	1.4 Staff in MOLISA, provincial departments of Labour, Invalids and Social Affairs (DOLISA) and employment service centres trained in using and maintaining the LMIS and in collecting and analysing data	<ul style="list-style-type: none"> <li>○ Key staff of MOLISA trained on using LMI for policies and programmes by end 2008</li> <li>○ Training materials translated and adapted by end 2008</li> <li>○ Provincial officials trained in ToT for using LMI for policies and programmes by end 2008</li> <li>○ Representatives of CES, VCCI and others participate in each of 15 provinces to develop an action plan for involving employers in skills training for CES by end 2008</li> <li>○ Research projects on special topics completed, first wave by end 2009, second by end 2010</li> <li>○ National consultation organised to discuss policies for the labour and employment for the SEDP 2011-2015 in 2009</li> <li>○ Policy briefs prepared in 2009</li> <li>○ High-level meeting organised to advocate for the recommendations in the policy briefs in 2009</li> </ul>	<ul style="list-style-type: none"> <li>○ Production of materials and reports from training workshops, national consultation and high-level meeting</li> <li>○ Terms of reference and completed reports for research</li> <li>○ Completed policy briefs</li> </ul>	<ul style="list-style-type: none"> <li>○ Commitment within MOLISA to prepare training materials and organise workshops, consultation and meeting</li> <li>○ Quality and relevance of data meets requirements of analysts and users</li> <li>○ Sufficient qualified staff to conduct analysis and prepare reports</li> <li>○ Sufficient qualified staff at provincial level to benefit from and utilise training</li> <li>○ Continued political commitment to highlight labour and employment in development plans</li> </ul>

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	<b>Intervention Logic</b>	<b>Objectively Verifiable Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions and Risks</b>
	1.5 Systems to disseminate labour market information and analysis established at both the central level and provincial level	<ul style="list-style-type: none"> <li>○ Plan completed for LMI products in MOLISA in 2009</li> <li>○ Dissemination plan prepared and approved in 2009</li> </ul>	<ul style="list-style-type: none"> <li>○ Review and plan for LMI products completed</li> <li>○ Plan for dissemination prepared</li> </ul>	<ul style="list-style-type: none"> <li>○ Commitment within MOLISA to review LMI products and prepare a dissemination plan</li> </ul>
Results: Purpose 2	2.1 A guide and training programmes to enable teachers of VTET to deliver competency based training that will meet industry needs and satisfy national skills standards requirements is developed and implemented on a pilot basis for wider use	<ul style="list-style-type: none"> <li>○ A practical training programme has been established, based in one of MOLISA's teacher training institutions, including training materials, a core group of trainers, and a distance learning facility by mid 2008</li> <li>○ A targeted number of teachers have been trained to develop competency-based training using the national skills standards and employing a competency-based approach by end 2008</li> </ul>	<ul style="list-style-type: none"> <li>○ Distance learning facility and course has been established and is used to provide in service training to active teachers</li> </ul>	<ul style="list-style-type: none"> <li>○ Assume that current TVET teachers lack skills for learner centred, experiential, competency based teaching approaches</li> <li>○ Risk of lack of adequate human resources to support new approaches</li> </ul>
	2.2 MOLISA (as the lead responsible Ministry) and key stakeholders (other Ministries, Employers and workers, training providers and Centres for Employment Services) have developed a sustainable, market-focused approach to	<ul style="list-style-type: none"> <li>○ Co-operation between MOLISA, MOET VCCI, selected vocational training centres and other stakeholders to identify a pilot Standard and establish a technical working group to develop the Standard,</li> </ul>	<ul style="list-style-type: none"> <li>○ Working group in operation and with workplan by mid 2008</li> <li>○ Included in workplan, process operational by end 2009</li> <li>○ Publication of guide by mid 2010</li> </ul>	<ul style="list-style-type: none"> <li>○ Assume willing and active collaboration between key stakeholders</li> <li>○ Assume adequate information is available to select pilot sector</li> <li>○ Assume that work can proceed in the absence of</li> </ul>

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	<b>Intervention Logic</b>	<b>Objectively Verifiable Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions and Risks</b>
	elaborating National Skills Standards frameworks, assessment and certification systems for Vietnam and have piloted this approach	<p>training Framework and Assessment and Certification system by end 2009</p> <ul style="list-style-type: none"> <li>○ Establishment and operation of Assessment processes and sites for the selected standard by end 2009</li> <li>○ Documenting the process of developing the pilot Standard to create a guide for development of further standards by end 2009</li> </ul>		<p>a National Qualification Framework (NQF)</p> <ul style="list-style-type: none"> <li>○ Risk that not all stakeholders will participate, leading to further fragmentation and lack of acceptance.</li> </ul>
	2.3 A training programme and guide for training centre management is developed, providing practical guidance, and potentially leading to formal certification for training centre management	<ul style="list-style-type: none"> <li>○ A guide and training programme that enables training centre managers to meet new responsibilities under a market oriented system is developed and implemented by end 2008</li> <li>○ Two groups of training centre managers implement renewal and upgrading programs using incentive grants in 2008/9 and 2009/10</li> </ul>	<ul style="list-style-type: none"> <li>○ Two sessions of the training programme are run under the project</li> <li>○ At least 15 training centre managers receive grants and implement reform projects which are documented for dissemination</li> </ul>	<ul style="list-style-type: none"> <li>○ Assume that current training centre managers lack information and skills to better serve industry and labour market needs</li> <li>○ Risk of lack of interest or commitment to fully implement</li> </ul>

	Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions and Risks
<b>Activities of component 1: Labour Market Information System (LMIS)</b>				
<ul style="list-style-type: none"> <li>○ Set up a focal point on labour market information (LMI) within MOLISA based on ministerial decision</li> <li>○ Outline and approve the structure of the LMIS within MOLISA</li> <li>○ Identify regional focal points to be used for training of officials in provincial Departments of Labour, Invalids and Social Affairs (DOLISA) and employment service centres</li> <li>○ Establish a co-ordinating mechanism among central, regional and provincial levels</li> <li>○ Set up a database for LMI within MOLISA building on manuals and software produced under the MOLISA project on employment service centres</li> <li>○ Set up an Internet system linked to labour market information units in employment service centres of pilot provinces based on software and experience developed under the MOLISA project on employment service centres</li> <li>○ Identify a set of labour market indicators and decent work indicators and collect statistics for indicators on education and training</li> <li>○ Prepare a plan for a national labour market information system with a designated focal point involving inter-ministerial participation</li> <li>○ Build capacity to use management information system and key performance indicators from administrative records through training of trainers for Hanoi and regions</li> <li>○ Explore new methods of obtaining practical information about skill needs on a pilot basis at the provincial level</li> <li>○ Involve employers more directly in planning and training for skills in employment service centres such as through mentoring, on-the-job training and apprenticeships</li> <li>○ Strengthen capacity of employment service centres to formulate, implement, monitor and evaluate active labour market policies based on improved labour market information</li> <li>○ Conduct a feasibility study and prepare a project proposal for introducing an online job matching system in Vietnam</li> <li>○ Conduct a general review of labour statistics with an international consultant working with national counterparts in MOLISA and GSO</li> <li>○ Prepare a report summarising the current situation and outlining recommendations with regard to data availability, data gaps and statistical capacities by international consultant working together with MOLISA and GSO</li> <li>○ Provide technical assistance to GSO and MOLISA for strengthening the labour force information collection through the introduction of optical character readers as part of improving the quality control in field operations together with a study tour to Thailand and training of trainers in Vietnam</li> <li>○ Support the programme of national establishment-based information collection for employment in GSO and MOLISA</li> <li>○ Develop and disseminate statistics derived from employment service centre records</li> <li>○ Organise training for key staff in MOLISA on using labour market information for labour market policies and programmes by EU and ILO Turin Centre in Hanoi</li> <li>○ Translate and adapt training materials on using labour market information for labour market policies and programmes in Vietnam</li> <li>○ Organise training of teachers in Hanoi for regional focal points on using labour market information for policies and programmes in Vietnam</li> <li>○ Train staff of provincial DOLISA and employment service centres in each region on using labour market information for policies and programmes in Vietnam</li> <li>○ Develop a system of publications based on labour market indicators and decent work indicators using new indicators for education and skills for annual reports by the Institute of Labour Science and Social Affairs (ILSSA) and the Department of Labour and Employment (DOLE) and MOLISA</li> </ul>				

	Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions and Risks
	<ul style="list-style-type: none"> <li>○ Develop a website to share information between LMI units at the central level and provincial level and to link employment service centres</li> <li>○ Prepare and disseminate CD ROMS with key information about the labour market at both national level and provincial level</li> <li>○ Organise national seminars to discuss labour market policies</li> <li>○ Ensure consistency of labour market policy including vocational training with industrial development policy.</li> </ul>			
	<p><b>Activities of component 2: Vocational Education and Training</b></p> <ul style="list-style-type: none"> <li>○ Analyse supply and demand of vocational education and training and prepare suggestions for stakeholders</li> <li>○ Prepare suggestions on the improvement of the vocational education system in Vietnam</li> <li>○ Prepare a general manual and training programme on competency-based training and curriculum design to meet competency based standards</li> <li>○ Train a number of practicing TVET teachers, refine and improve the materials and process</li> <li>○ Develop and implement a strategy for training of teacher-trainers to broadly disseminate the training</li> <li>○ With selected training institutions, develop sector-specific manuals that include actual curricula and materials developed to address specific standards</li> <li>○ Establish means for sharing curricula and for training of other curriculum developers</li> <li>○ Develop performance measures and data systems in conjunction with LMIS project elements, to gather information on industry needs and pro actively involve industry in training and teacher upgrading</li> <li>○ Establish a working group including MOLISA, Ministry of Education and Training (MOET), training institutions and other stakeholders to consider the benefits of establishing a new TVET teachers' qualification based on the new approach, and to make a decision regarding this</li> <li>○ Initial series of workshops with MOLISA, employers and other stakeholders (including MOET, Training providers, ESCs) to introduce main concepts in effective National skills standards and the experience of other countries, and gain commitment to pilot development process</li> <li>○ Identification of pilot Standard and formation of working group, with expert technical assistance</li> <li>○ Documentation of ongoing development process, to produce guide for Standard development</li> <li>○ Working group produces standard, training framework, assessment and certification process for one Standard</li> <li>○ Consult and adapt HO Guides</li> </ul>			

## Annex 7 Comparison of Purpose 1 Results and Activities in the Project Document and LMP Workplans

Purpose 1 Results and Activities outlined in the Project Document	Purpose 1 Results and Activities outlined in the Project Workplan approved by PSC of August 2009
<b>Result 1.1: Centre for a labour market information established at the central level in MOLISA linked to labour market units in selected provinces through an Internet system</b>	<b>Result 1.1: A fully established and operative Labour Market Information Centre (LMIC)</b>
1.1.1. Set up a centre for labour market information within MOLISA	1.1.1 Support the development of a LMIC structure and assess available institutions, their procedures and standards as well as potential sources of LMI and methodologies
1.1.2. Outline and approve the structure of the labour market information system (LMIS) within MOLISA that includes capacity for analysis and policies as well as data processing for labour market information	1.1.2 Review of ESC IT and assist design of IT system architecture
1.1.3. Identify three regional focal points in national economic zones	1.1.3 Purchase, install IT hardware software
1.1.4. Establish a coordinating mechanism among central, regional and provincial levels	1.1.4 Assist design of MIS user specifications (links to 1.2.1)
1.1.5. Identify and install software for collecting, processing, storing, updating and disseminating the labour market information	1.1.5 Design, implement and test MIS application configuration
1.1.6. Train staff in using LMI software and Internet links	1.1.6 MIS application training and on the job training
1.1.7. Install equipment in labour market information units of selected Centres for Employment Services linked to the centre for labour market information in MOLISA and provincial DOLISA	1.1.7 Study visit to the GSO regarding the use of optical readers and if necessary a study tour to Thailand
1.1.8. Develop a website and e-information gate to share information between LMI units at the central and provincial levels and to link Centres for Employment Services	1.1.8 Purchase/ training optical readers (if required)
1.1.9. Organize a study tour for officials in MOLISA to labour market observatories in the European Union	1.1.9 Update the website and e-information gate to share information between the LMIC and provincial MIS and to link ESC's; Phase I & Phase II (post IT installation)
	1.1.10 Review online matching systems
	1.1.11 Develop a reference database for LMIA indicators within the LMIC
	1.1.12 Add IT capacity needed from Result 1.3 and 1.4
	1.1.13 Assist in set up of IT tech support capability
	1.1.14 Assist in set up of Staff Training capability

<b>Purpose 1 Results and Activities outlined in the Project Document</b>	<b>Purpose 1 Results and Activities outlined in the Project Workplan approved by PSC of August 2009</b>
<b>Result 1.2: Staff in Centres for Employment Services trained in using and maintaining a management information system</b>	<b>Result 1.2: A comprehensive LMI and management information data system will be established for 15 ESC</b>
1.2.1. Review and revise manuals and modules on a management information system prepared under related projects and other programmes in Viet Nam, the European Union and elsewhere	1.2.1 Evaluation of existing LMI/MIS and draft new LMI/MIS input system for ESC's in 15 provinces. (Phase I and II)
1.2.2. Organize training of trainers in Hanoi with focal persons from each region	1.2.2 Workshop to finalise draft LMI/MIS input system (combined with 1.3.2)
1.2.3. Conduct training for staff of Centres for Employment Services in selected provinces	1.2.3. Assessment of workshop report by MOLISA
1.2.4. Strengthen capacity of Centres for Employment Services to formulate, implement, monitor and evaluate active labour market policies based on improved labour market information disaggregated by sex wherever possible through training materials, workshops and seminars	1.2.4. Prepare procedural manual and staff training guide for ESC's on LMI for MIS as approved by MOLISA
1.2.5. Conduct a feasibility study for introducing a comprehensive system for online job matching in Viet Nam	1.2.5. Staff training of EMC's on the implementation of a LMI/MIS
	1.2.6. Monitoring and evaluation of the LMI/MIS implementation at ECS's
<b>Result 1.3: Broaden the range and improve the quality of labour market information available</b>	<b>Result 1.3: The range and quality of the labour market information available for input to the LMIC will be significantly enhanced</b>
1.3.1 Conduct a review, prepare a report and organize a workshop on labour statistics involving an international consultant working with national counterparts in MOLISA and GSO with special attention paid to the gathering and use of data disaggregated by sex	1.3.1 Study tour of European Employment Observatories
1.3.2. Organize a workshop to identify a set of labour market indicators with participation by both users and producers of labour market information in Viet Nam and international experts from the ILO and European Union	1.3.2 National workshop to identify a set of labour market indicators, with special attention paid to the gathering and use of data disaggregated by sex
1.3.3. Organise a study tour to Thailand for staff from MOLISA and GSO to learn about the use of optical character readers in improving the quality control for data collection in field operations	1.3.3. National seminar followed by three regional workshops regarding LMI disaggregated by sex
1.3.4. Purchase, install and train staff of MOLISA and GSO for using optical character readers	1.3.4. Investigate, report and design possibilities for LMI from DOLISA operational activity

Purpose 1 Results and Activities outlined in the Project Document	Purpose 1 Results and Activities outlined in the Project Workplan approved by PSC of August 2009
1.3.5. Organize training of trainers followed by training workshops for gathering and using labour market information from administrative records at central, provincial, district and commune levels	1.3.5. Staff training to bring DOLISA LMI input system into effect
1.3.6. Organize workshops involving the DOLISA, Centres for Employment Services, VCCI, training providers and others to identify new methods for obtaining labour market information from employers at provincial, district and commune levels (following and linked to Activity 2.1.6).	1.3.6. Pilot ESC methods for collection and systemization of skills training data
1.3.7. Pilot new methods for obtaining practical information about skills needs at the provincial level through DOLISA, Centres for Employment Services, VCCI, VGCL, Viet Nam Women's Union, Viet Nam Youth Union, disabled persons associations and others such as information from job bazaars, skills assessments, tracer studies and employer surveys[5]	1.3.7. Pilot ESC methods for obtaining skills needs and other demand side data from employers (Labour needs assessment)
1.3.8. Prepare reports on the basis of existing statistics and pilot studies about collecting, processing and disseminating LMI on supply and demand for vocational skills	1.3.8. Prepare a Guide and provide training to other ESCs to implement 1.3.6
1.3.9. Provide recurrent technical support to the programme of business surveys for employment in GSO with inputs from MOLISA[6]	1.3.9. Prepare a Guide and provide training to other ESCs to implement 1.3.7
1.3.10. Contract an appropriate government agency to develop and apply a methodology for gathering statistics from records of Vietnamese registered for working abroad making sure that data are disaggregated by sex wherever possible.[7]	1.3.10. Develop an ongoing relationship between the LMIC and the GSO and similar
1.3.11. Provide support to improving the quality of national level data particularly reflecting the informal economy	1.3.11. Sub-contract for development of methodology to gather LMI from records of Vietnamese registered for working abroad. (Links with Emp Strat cluster 8.
1.3.12. Organize a special seminar at the national level followed by regional workshops to raise awareness about the importance of gathering and using labour market information that is disaggregated by sex in order to understand the gender dimensions of employment issues and to highlight issues related to stereotypes and discrimination	1.3.12. Sub-contract support for improving the quality of LMI for the informal economy, and for various MoLISA surveys
	1.3.13. Prepare an Operations Manual and Staff Training Guide based on Activities 1.1.1 to 1.1.12
	1.3.14. Train trainers for the Staff Training Sub Unit of the LMIC in the use of the Manual and Guide prepared in 1.3.13

Purpose 1 Results and Activities outlined in the Project Document	Purpose 1 Results and Activities outlined in the Project Workplan approved by PSC of August 2009
<b>Result 1.4: Capacity for analysing and using information for labour market policies improved</b>	<b>Result 1.4: The capacity for analysing data and using it for labour market policy formulation will be enhanced and developed</b>
1.4.1. Organize training for key staff of MOLISA in Hanoi on using labour market information for labour market policies and programmes including a module on gender	1.4.1. Capacity building of staff of the LMIC on LMI&A needed for policy formulation
1.4.2. Translate and adapt training materials on using labour market information for labour market policies and programmes in Viet Nam drawing on the experience of the European Employment Observatory (EEO) and ILO	1.4.2. Commission research on 6 topics nominated by BoE (linked with 1.3.7, 1.3.11 and 1.3.12)**
1.4.3. Organize training of trainers for provincial officials on using labour market information for policies and programmes in Viet Nam	1.4.3. Training workshop on LMI&A needed for policy formulation to enable Vietnam to review its employment policies within the Global Employment Agenda
1.4.4. Organize workshops in each province with participation by Centres for Employment Services and the Viet Nam Chamber of Commerce and Industry (VCCI) to develop a provincial action plan for involving employers more directly in planning and training for skills in Centres for Employment Services such as through mentoring, on-the-job training and apprenticeships	1.4.4. Employment policy study tour of China, Korea and Australia, and other relevant countries (Links with Emp Strats cluster 10)
1.4.5. Document and report on action plans prepared in provincial workshops conducted under Activity 1.4.4 followed by an implementation review	1.4.5 Three regional training workshops (LMI&A for policy formulation) for provincial officials
1.4.6. Commission research on special topics decided by the Project Steering Committee such as projected demand for highly skilled workers, skills needs for the informal economy and addressing the skills mismatch of young people	1.4.6. National workshop regarding the Global Employment Agenda and the challenge of the informal economy for policy makers in Vietnam. (Links to 1.3.12)

Purpose 1 Results and Activities outlined in the Project Document	Purpose 1 Results and Activities outlined in the Project Workplan approved by PSC of August 2009
<p>1.4.7. Conduct a series of activities to enable Viet Nam to review its employment policies within the framework of the ILO Global Employment Agenda and Decent Work Agenda through a series of activities including: (i) a training workshop organized for high-level policymakers and government officials from MOLISA, Ministry of Planning and Investment, Ministry of Finance, Ministry of Trade, other line ministries and key research institution such as the Central Institute of Economic Management (CIEM) at the International Training Centre in Turin to take advantage of expertise from the ILO in Geneva and EU in neighbouring countries; (ii) a study tour to see how active employment policies are implemented in the People's Republic of China, the employment insurance system is operated in the Republic of Korea and employment services are organized in Australia with a focus on collecting and using labour market information; (iii) training workshops for provincial officials on the Global Employment Agenda together with its approaches and tools in Hanoi, Danang and Ho Chi Minh City; and (iv) a final workshop to see how the labour market policies presented and discussed in 1.4.8 can be informed by the Global Employment Agenda and Vision Document.</p>	<p>1.4.7. National consultation to discuss labour market policies to support the Socio-Economic Development Strategy and Planning process</p>
<p>1.4.8. Organize a national consultation to discuss labour market policies to support the Socio-Economic Development Strategy 2011–2020 and the Socio-Economic Development Plan 2011–2015</p>	<p>1.4.8 Prepare policy briefs on the basis of discussions and recommendations resulting from 1.4.6 and 1.4.7</p>
<p>1.4.9. Prepare policy briefs on the basis of discussions and recommendations</p>	<p>1.4.9 High-level meeting to advocate the recommendations in the policy briefs</p>
<p>1.4.10. Organize a high-level meeting to advocate for the recommendations in the policy briefs</p>	<p>1.4.10 Develop Staff Training Modules on LMI&amp;A for labour market policies, using selected material from activities 1.4.1 to 1.4.7</p>
	<p>1.4.11 Train trainers in the delivery of the Staff Training Modules for use in the Staff Training Unit of the LMIC</p>
<p><b>Result 1.5: Systems to disseminate labour market information and analysis established at both the central level and provincial level</b></p>	<p><b>Result 1.5: Systems to disseminate labour market information and analysis and related products will be established at both the central level and provincial levels</b></p>
<p>1.5.1. Organize a review to assess through consultations with users the products produced by MOLISA using labour market information</p>	<p>1.5.1. Provide advisory services to MOLISA to develop a plan to produce and disseminate LMI&amp;A products</p>
<p>1.5.2. Provide technical support to MOLISA for developing and introducing a plan to produce products for different clients using labour market information such as periodic publications based on labour market indicators and decent work indicators with new indicators for education and skills.</p>	<p>1.5.2. Assess, through consultations with users, the LMI&amp;A products produced by MOLISA</p>

Purpose 1 Results and Activities outlined in the Project Document	Purpose 1 Results and Activities outlined in the Project Workplan approved by PSC of August 2009
1.5.3. Provide support to prepare a plan for disseminating labour market information through print media, CD-ROMs and web-based systems	1.5.3. Assist MOLISA to developing staff training materials in respect of the production and dissemination of LMIA products
	<b>Result 4.4. Improvements in the LMIS will be showcased throughout Viet Nam</b>
	4.4.1. Hold national consultation involving users and producers of LMIA to discuss recommendations for replication of international practices.
	4.4.2. Organize workshops to share experience of the project
	4.4.3. Prepare draft recommendations for future improvements in the national LMIS

## Annex 8 LMP Equipment Procurement procedures

*A chronology of the procedures LMP went through in 2009 to secure approval for major packages of equipment, the contracts for which are to be signed in January 2010*

### **05/03 – 20/05: Preparation Period (2.5 months)**

17/03: LMP: Submitted initial documents  
20/03: LMP & PROCUREMENT Skype Conference  
27/03: LMP: Sent the draft of ITB documents to PROCUREMENT  
30/03: PROCUREMENT: Replied LMP with the revised ITB Documents  
30/03-20/05: LMP: Completed ITB documents, obtained MoLISA's agreement, ILO Vietnam's Approval.

### **21/05 – 20/07: ITB documents Clearance (2 months)**

#### 21/05 – 18/06: Procurement's Clearance

21/05: LMP: Submitted all completion ITB documents to PROCUREMENT, including

- 1) Equipment Purchase Request Form (routing slip between LMP and Procurement Dept)
- 2) Equipment list and budget for LMIC
- 3) Equipment list and budget for ESCs
- 4) Procurement assessment
- 5) Procurement risk register
- 6) List of potential vendors
- 7) Bidding documents: Package 1
- 8) Bidding documents: Package 2

27/05: PROCUREMENT: confirmed receipt of the documents by E-mail as well as by Pouch.

04/06 - 18/06: question and answer sessions

PROCUREMENT: raised questions and requests as follows

- 1) Why sending two ITB documents instead of having one ITB including the two packages/lots?
- 2) The ITB documents refer to Public Bid Opening which is not an ILO practice and is not in accordance with ILO Procurement and Contracting Circular.
- 3) Some of the Special Conditions could be moved to the TORs and some are in duplication with the ILO Standard Conditions for Goods and for Services.
- 4) Assessment Report should be modified as to the fact that a representative of MOLISA should be part of the Evaluation Panel.
- 5) What I was referring to during our conversation today is the two enclosed tables which relate to the scoring/evaluation methodology and

- wanted to ensure that these two tables are still valid.
- 6) We would like to know the name of the representative of MOLISA who will be participating in the Bid Opening and in the evaluation.
  - 7) Adjust some document titles to compliance to ILO's naming standard
  - 8) The requestor of equipments should be project coordinator instead of nation partner (MoLISA-Mr.Nguyen Dai Dong)
- LMP: Explained and made changes in ITB documents as requested. Some supplemental documents were also provided to PROCUREMENT. During this period the two packages had been combined into one.

18/06 – 15/07: CC's Clearance

18/06: PROCUREMENT: the ITB documents had been submitted to CONTRACT COMMITTEE (CC) by PROCUREMENT

19/06: PROCUREMENT: Sent to LMP a list of 30 questions raised by CC

30/06: LMP: Sent responses to the list of questions to PROCUREMENT

08/07: PROCUREMENT: the previous responses had been accepted; PROCUREMENT Sent to LMP the last set of questions raised by the CC

09/07: LMP: Responses to the latest questions from CC.

15/07: PROCUREMENT: CC approved the ITB documents

20/07: PROCUREMENT: Sent to LMP one set of ILO Conditions "General Conditions for the Purchase of Goods and related Services", which will replace the "ILO Conditions for Purchase of Goods" and "ILO Conditions for Service Contracts" in the ITB Document.

**27/07-15/09: Bidding Period (1.5 months)**

27/07: LMP: starting ITB advertisement

08/09: LMP: bid close

09/09 – 15/09: LMP + MoLISA + EC: Bid evaluation

**21/09 – ....: Evaluation Report Clearance (expected within 2 months)**

21/09 – 26/10: PROCUREMENT's Clearance

21/09: LMP: Sent the Evaluation Report to PROCUREMENT

23/09: PROCUREMENT: Request LMP to give unsuccessful bidders more time to complete their bid

30/09: LMP: Sent a clarification letter to PROCUREMENT

05/10: PROCUREMENT: received hard copies of all related documents (Offers, Evaluation Report, clarification Letter)

13/10: PROCUREMENT: We are seeking to arrange a Contracts Committee (CC) meeting for late next week. So, the earliest a decision would be known would be in the early part of the week beginning 26 October.

26/10 - ....: CC's Clearance

**: Purchase Order/Contract Approval**

.....

## Annex 9 Further More Detailed Recommendations for Purpose 2

The recommended options for addressing/overcoming/solving major issues, problems, constraints are detailed in the Table 1

**Table A.9.1: The major issues, problems, constraints of TVET component and the options for their overcome/solving**

TVET Results	Major issues, problems and constraints	Options available address these issues, solve the problems and overcome the constraints
2.1. A pilot competency-based training programme for trainers of TVET is developed and implemented to meet industry needs and satisfy national skills standards requirements	<ul style="list-style-type: none"> <li>New requirements of GDVT on the necessity of modifying TTC and delivering ToT Courses after first pilot take time to revise curriculum, get comments and agreement on further delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Complete the revision of curriculum as soon as possible</li> <li>Discuss with GDVT on the deadline of this process</li> </ul>
	<ul style="list-style-type: none"> <li>The time constraint (planned 3 months: from now to the end of April 2010). A huge number of courses have to be conducted (19 courses)</li> </ul>	<ul style="list-style-type: none"> <li>Re-schedule of the courses in the direction of more time for courses implementation</li> </ul>
	<ul style="list-style-type: none"> <li>The quality of training M&amp;E is an open question. Many courses in different locations needed to be monitored while there is a shortage of qualified and experienced training experts capable to conduct effective M&amp;E and propose appropriate actions.</li> </ul>	<ul style="list-style-type: none"> <li>Make clear M&amp;E time schedule, procedure for all courses</li> <li>Contract with qualified and experienced training expert(s) for M&amp;E</li> </ul>
	<ul style="list-style-type: none"> <li>Transparent and effective training quality assurance (QA) procedure and measures are insufficient or not clear.</li> </ul>	<ul style="list-style-type: none"> <li>Develop/make clear and apply a workable and transparent QA system</li> </ul>
	<ul style="list-style-type: none"> <li>Availability of the suitable international consultant</li> </ul>	<ul style="list-style-type: none"> <li>Back up a suitable international consultant</li> <li>Reserve an option of GDVT will complete courses by themselves</li> </ul>

**Comment [I1]:** Pls refer to FIGURE 3.2, Planned to be completed at the end of September 2010, not April 2010.

TVET Results	Major issues, problems and constraints	Options available address these issues, solve the problems and overcome the constraints
<p>2.2. National Skills Standards frameworks, assessment and certification systems for Viet Nam, and have piloted this approach.</p>	<p>The completion of the Result 2.2 is an open question because of:</p> <ul style="list-style-type: none"> <li>• Difficulty to coordinate multi-sectorial involved parties of NSS committee and sub-committee</li> <li>• Availability and readiness of industry representatives</li> <li>• Delay of equipment purchase and installation</li> <li>• (Suggestion) Lacking of NSS background of some parties involved</li> <li>• Time constraint</li> </ul>	<ul style="list-style-type: none"> <li>• Speed up procurement process</li> <li>• Strongly discuss with parties involved and get agreement on the main deadlines. In case of the delay of any agreed deadlines LMP should take decisions on the adapt of results to be achieved</li> <li>• Back up an option of limitation of sub-results to be achieved: In replace of achieving all indicators, LMP may need to prioritize to achieve (1) completion of establishing welding testing centres (2) develop documentation of NSS development background based on internationally-accepted concepts and guidelines (3) provide background training for welding testing staff (4) recommend GDVT for further activities (they will develop and testing NSS by themselves)</li> </ul>
	<p>The quality of Result 2.2 is an open question because of:</p> <ul style="list-style-type: none"> <li>• Quality of the NSS welding establishment and testing in Viet Nam context</li> <li>• Quality of M&amp;E procedure and tools</li> </ul>	<ul style="list-style-type: none"> <li>• Make clear and implement M&amp;E schedule and activities for NSS establishment and testing</li> </ul>
	<ul style="list-style-type: none"> <li>• Availability of the suitable international consultant</li> </ul>	<ul style="list-style-type: none"> <li>• Back up international consultant who should be an only expert will take care of two activities 2.2.2 and 2.2.3. It is suggested that this consultant should be mobilized not later March 2010</li> </ul>
	<ul style="list-style-type: none"> <li>• Working methodology of NSS establishment and testing</li> </ul>	<ul style="list-style-type: none"> <li>• Consider to split NSS development documentation step into two linked steps: (1) develop and introduce as soon as possible background document for NSS development based on internationally-accepted concepts and guidelines (2) revise document after successful completion of NSS Welding development workable for Vietnam context.</li> </ul>

TVET Results	Major issues, problems and constraints	Options available address these issues, solve the problems and overcome the constraints
<p>2.3. A training programme and guide for training centre management is developed, providing practical guidance, and, potentially leading to formal certification for training centre management</p>	<ul style="list-style-type: none"> <li>The 15 submitted draft modules review and approval by GDVT take long time and impact on whole implementing process</li> </ul>	<ul style="list-style-type: none"> <li>Discuss with GDVT on the deadline of the approval of the modules</li> </ul>
	<ul style="list-style-type: none"> <li>Time constraint and big number of works (TTC course, 15 courses/workshops, 15 grants) has to be undertaken in the intensive period of time.</li> <li>2.3.2 (course for 15 modules) planned to finish in February 2010 is seemed not feasible</li> </ul>	<ul style="list-style-type: none"> <li>Reschedule</li> <li>Consider possibility to resize scope of works (suggestion: cancel grants programme)</li> </ul>
	<ul style="list-style-type: none"> <li>Establishing, implementing and monitoring grant programmes in 15 provinces for the intensive period of time is a risky activity</li> </ul>	<ul style="list-style-type: none"> <li>Stop undertake this activity or</li> <li>Reconstruct/combine activities 2.3.2 and 2.3.3 in the direction of option that the identifying and implementing grants should be included in and started with the courses with the participation and contribution of participants</li> </ul>
	<ul style="list-style-type: none"> <li>Quality of courses and grants is an open question because of effective M&amp;E and QA</li> </ul>	<ul style="list-style-type: none"> <li>Make clear and implement M&amp;E schedule and activities for all courses and grants</li> <li>Contract with qualified and experienced training expert(s) for M&amp;E and QA</li> </ul>
	<ul style="list-style-type: none"> <li>Availability of the trained trainers for conducting courses in 15 project provinces</li> </ul>	<ul style="list-style-type: none"> <li>Discuss and contract with capable trainers (to ensure their commitment with future courses) as soon as ToT courses delivered</li> </ul>
<p>2.4. Innovative skills development approaches are introduced on a pilot basis in rural communities to enhance skills and entrepreneurship capacities of rural youth and disadvantaged groups</p>	<ul style="list-style-type: none"> <li>A number of 8 new and 5 traditional products/services to be developed and promoted with whole training and support packages in TREE activities are seemed ambitious</li> </ul>	<ul style="list-style-type: none"> <li>Revise and adjust these planned indicators for the time left and resources.</li> </ul>
	<ul style="list-style-type: none"> <li>Training material (Vietnamese version) of KAB training material need to be revised (some concepts and terminologies including content concerned with financing are not clear for the most of interviewed students)</li> </ul>	<ul style="list-style-type: none"> <li>Study for the feedbacks and revise the material if required</li> </ul>
	<ul style="list-style-type: none"> <li>There are some questions, confusion and suggestion from trainers and students concerning with copyright, certification of KAB material and facilitator accreditation of KAB introduction</li> </ul>	<ul style="list-style-type: none"> <li>Study for the feedbacks and respond them accordingly</li> <li>Need to introduce more clearly the support, procedure of KAB trainer accreditation</li> </ul>

## **Recommendation by TVET issues**

### **Project design**

- ~ Re-design TVET component in term of focusing on the results which strongly and directly link to achievements of the component and project purposes.
- ~ Consider to resize or cancel those activities/sub-activities which not play important roles in result achievement, require time and resources for implementation. The following list of “Cancelling” sub-activities is suggested for further discussions:
  - Result 2.1: 15 TTC courses in 15 provinces (reserve GDVT will conduct them by themselves)
  - Result 2.2: Additional study tour to Korea (save time for Steering and sub-steering working/meetings)
  - Result 2.3: Grants planning and implementation (not clear of the objectives and targets, time constraints, difficult to monitor)
  - Result 2.4 (CB-TREE): Wage employment opportunities for TREE (time constraints, need to reinforce well on-going activities)
  - Result 2.4 (KAB): Competency analysis and a business education needs assessment for KAB in 15 provinces (enough inputs for analysis)
- ~ Consider the reality of the indicators of 2.4 – CB-TREE (suggestion: reduce the number of new and traditional products/services to be promoted and more focused on the products/services workable for selected communes)

### **Project implementation**

- ~ Discuss and refresh workable implementation methodology for 2.2 (NSS establishment and testing) and 2.3 (grant planning and implementation)

### **Project coordination**

- ~ Strengthen PSC responsibility (more meetings, more discussions and support decisions to TVET activities)
- ~ Consultation with MOET for sharing experiences in developing and implementing teacher training and school management curriculum and material
- ~ Reserve options for the cases when key activities/sub-activities which can not be implemented

### **Consultants**

- ~ Back up international consultants for 2.1, 2.2 and 2.4 (CB-TREE)
- ~ Identify and recruit TVET local consult/training specialist

### **Availability and contribution of the LMP implementing agency and other local partners**

- ~ Discuss and agree on deadlines and commitments from GDVT and other local partners for the main activities

**Time schedule**

- ~ Work on new agreed deadlines and commitments based on redesigned TVET component

**M&E and QA**

- ~ Develop clear M&E procedure and tools for training courses, workshops and other activities/sub-activities including an external M&E and QA measures.

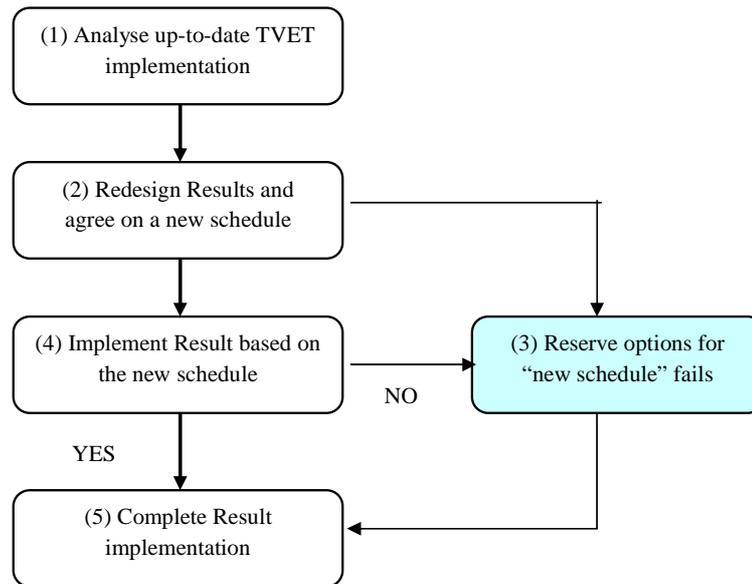
***Recommendations on critical “unexpected” situations***

“Unexpected” situations firstly relate to the critical situations which will strongly impact on the final achievements of the project/ component because of the deadlines can not be met, big time constraint, not affordable consultant mobilization, delay of equipment purchase and installation, big delay of responses from the GDVT etc. It is recommended that there should be reserved options for “unexpected” situations. There are some suggested options:

- ~ for Result 2.1, options for the case when TTC curriculum and material approved but time is too short to deliver;
- ~ for Result 2.2, options for industrial representatives can not cooperate effectively; very late equipment installation; international consultant will not be available before March 2010(?)
- ~ for Result 2.3, options for grants can not be identified in time etc...

The recommended options should be discussed and reserved during the re-design process steps of which are shown in the following chart.

Figure A.9.1: Redesign TVET component with reservation of critical situations



### *Summary of the key recommendations*

1. Redesign TVET component in the direction of improving coordination, consideration of cancelling or resizing scope of peripheral and/or unfeasible activities.
2. Discuss among LMP, GDVT and other Executing and Implementing Agencies on the new affordable working time schedule with agreed deadlines and commitments.
3. Discuss and reserve options for critical “unexpected” situation of TVET component implementation
4. Back-up international consults
5. Recruit experienced local training consultant for remaining time
6. Further develop comprehensive M&E system for TVET activities with count of external and independent participation.
7. Develop and apply transparent and effective training quality assurance for all training courses and activities.

## **Annex 10 Terms of Reference for Recommended Positions of Senior Labour Economist and TVET Development Expert**

### ***Senior Labour Economist***

**Recommended start date:** as soon as possible in 2010

**Duration of assignment:** at least six (6) months

#### **Requirements:**

- ~ Post graduate qualifications in economics/economic statistics or related field.
- ~ Experience in designing, developing and implementing LMIS, especially as related to the TVET sector.
- ~ Experience in developing countries, particularly in South East Asia (in Vietnam would be preferable) and of working in a development project context.

#### **Tasks:**

- 1) Assist the Coordinator in the redesign and rescheduling of the project
- 2) Assist the LMIC to develop an LMIS.
  - ~ Put in place procedures to assemble both relevant quantitative and qualitative information from a wide variety of sources.
  - ~ Assist in incorporating this information into an LMIS database using standard data cleaning techniques and standardised classification and coding manuals
  - ~ Work with the LMIC and with the sources of LMI to improve the quality, reliability and frequency of the source information
  - ~ Assist LMIC in the production of routine LMI output, in the form of standardised output tables, KLMI status reports etc
  - ~ Assist in improving the capacity of LMIC to analyse LMI output using standard statistical techniques that identify patterns and trends in the labour force, employment, occupations and skill requirements
  - ~ Assist LMIC to be able to undertake simple labour market forecasts and projections.
  - ~ Assist LMIC to interpret the results of their analyses and to produce tailored reports to planners and policy makers, especially those in the TVET sector; job seekers and business HR departments; employment service centres; schools and training institutions and through websites, publicity brochures etc.

## ***TVET Development Expert***

**Recommended start date:** as soon as possible in 2010

**Duration:** at least six (6) months

### **Requirements:**

- ~ Post-graduate qualifications;
- ~ Long experience in the TVET sector as a trainer/practitioner, manager and policy maker.
- ~ Experience in developing countries, particularly in South East Asia (in Vietnam would be preferable) and of working in a development project context.

### **Tasks:**

- 1) Assist the Coordinator in the redesign and rescheduling of the project
- 2) Co-ordinate all activities in Component 2, to produce a consistent set of results that will help achieve a Purpose 2.
  - ~ Develop and implement a strategy that will bring the four Results in Component 2 into line.
  - ~ Develop a training plan for the remainder of the project for Component 2 and oversee, manage and quality assure that program.
  - ~ Identify ways in which the TVET component can most effectively utilise the intended product of the LMIS that is being developed in Component 1.

## **Annex 11 Official Documents Cited**

*Financing Agreement* between the European Community and the Government of the Socialist Republic of Vietnam, 18 June 2003.

*Project Document*, ILO Technical Co-operation Project, prepared April 2007.

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