

TA COMPLETION REPORT

Division: AWEH

TA NO./NAME: 2516-CAM: Capacity Building for Technical and Vocational Education and Training			TA AMOUNT APPROVED: \$980,000.00	SOURCE: Japan Special Fund (JSF)
			REVISED AMOUNT:	
EXECUTING AGENCY: Ministry of Education, Youth and Sports (MOEYS)			TA AMOUNT UNDISBURSED: \$100,000.00	TA AMOUNT UTILIZED: \$880,000.00
DATE:	APPROVAL:	SIGNING:	FIELD:	CLOSING:
	27 December 1995	9 January 1996	10 June 1996	ORIGINAL: 31 December 1997 ACTUAL: 31 January 1998

TA DESCRIPTION

With the adoption of a market-oriented framework for economic development in 1992, the socioeconomic environment of the technical and vocational education and training (TVET) institutions in Cambodia changed dramatically. Consequently, the training institutions required strengthening to enable them to respond to the changes in the socioeconomic system. The most important changes that were identified as necessary during the TA design included: (i) development of a policy framework for TVET, (ii) introduction of demand-based training programs, and (iii) linking of the TVET institutions with the private sector.

TA OBJECTIVES AND SCOPE

The overall objective of the TA was to assist the Government in developing TVET policies to improve the effectiveness and efficiency of planning, management, and delivery of ongoing and planned TVET programs. The specific objectives of the TA were to: (i) strengthen institutional capacity of the Department of Technical and Vocational Education and Training (DTVET) to develop TVET policies and manage its training programs; (ii) develop action plans to change the supply-driven TVET system to a demand-based one; and (iii) organize a National Training Board (NTB) to effectively coordinate with the private sector.

TA INPUTS EVALUATION

The TA provided the services of a team of four experts, namely: (i) Policy and Organizational Development Specialist for 12.5 person-months, (ii) Institutional and Staff Development Specialist for 6 person-months, (iii) Strategic Planner for 6 person-months, and (iv) Program Coordination Specialist for 6 person-months. DTVET provided adequate support for the successful implementation of the TA by organizing the Project Steering Committee, appointing competent counterpart staff, and providing adequate office space and equipment. The TA consultants submitted the inception, interim, draft final, and final reports as scheduled. Bank supervision of the TA was adequate and timely.

TA OUTPUTS EVALUATION

One of the most outstanding achievements of the TA was the establishment of NTB in August 1997 to develop a demand-based TVET system involving senior Government officials, representatives of the private sector, nongovernment organizations, employers' organizations and labor unions. An executive committee was formed under NTB to discuss policy issues and to reflect labor market changes into training programs quickly. Three action plans (a staff development plan, a plan for establishment of National Training Fund, and a project evaluation and monitoring plan) were developed to assist the Basic Skills Project (Loan No. 1368-CAM). Twenty DTVET staff were trained in project administration, labor market monitoring, program development and computer operations. A policy study, Employment Strategies for Women in Cambodia resulting from the TA will be published as a Bank document.

Prepared by: Jeoung-Keun Lee

Designation: Education Specialist, AWEH

TA OVERALL ASSESSMENT/RATING

The TA was generally successful in achieving its objectives. The institutional capacity of DTVET was improved markedly, enabling DTVET to participate actively in human resource activities in Cambodia. Coordination among the stakeholders of TVET has been enhanced with the establishment of NTB and its executive committee. It is expected that labor market changes, including the skills requirements of the private sector, will be better reflected in the TVET programs. The detailed action plans will assist with implementation of the Basic Skills Project.

KEY LESSONS LEARNED

The TA helped the Executing Agency to develop TVET policies and demand-based training programs. It will no doubt ease the labor market imperfections and provide needed skilled workers to the private sector and foreign investors in the country. The detailed action plans for implementing the Basic Skills Project will not only help the Executing Agency implement the Basic Skills Project effectively, but will also encourage private sector participation in TVET.

The TA consultants initially experienced difficulties in coordinating with other stakeholders in TVET, including international consultants engaged on other TVET projects. These difficulties were overcome by the timely intervention of the Bank's TA review missions which consulted various stakeholders and held formal donor coordination meetings. Close involvement of the Bank to assist in stakeholder consultations and donor coordination is necessary, as consultants may not have adequate experience in this area.

FOLLOW-UP ACTIONS AND RECOMMENDATIONS

As the Government has established NTB, the Bank should support actions by the Government to make NTB a sustainable entity capable of coordinating various interests of the stakeholders and ensuring private sector participation in TVET. NTB's performance should be monitored closely.

Prepared by: Jeoung-Keun Lee

Designation: Education Specialist, AWEH