

- **Provide professional assistance to the various MVTE departments**
- **Assist the Ministry in organizing its departments using the latest technologies**
- **Build a strong technical education system based on national and international experiences**

Responsive to market and population needs

- **Technical assistance provided by funding international and national experts**
- **Technical assistance will support virtually all MVTE departments**
- **Plans, studies and projects will be carried out**
- **transfer of know-how through training of MVTE key personnel**

Responsive to market and population needs



COMPONENT 1

Institutional strengthening and capacity building

COMPONENT 2

Relevance, responsiveness, and quality of training improvement

COMPONENT 3

Delivery mechanisms improvement



Responsive to market and population needs

- **Establish MVTE Planning & Monitoring Unit**
- **Develop MVTE quality & management procedures**
- **Establish MVTE information system**
- **Develop and conduct surveys**
- **Strengthen school based management**
- **Develop VTE policies (MVTE strategy, regulatory and legal framework)**
- **VTE image improvement**
- **Project Implementation Unit (PIU)**

**Strengthen management and efficiency of the
VTE system**

- **The unit will conduct continuous audit and control of VTE system activities**
- **Provide guidance (MVTE Master Plan, annual plans)**
- **Conduct training workshops**
- **Train permanent staff**

15 qualified technical staff in key positions are hired by the end of 2002, and 20 total by end of 2004

- **Develop ISO-9000 quality assurance operational manuals and procedures**

60% of MVTE staff trained to improve performance in their role by 2002 and 90% by end of 2004

- **Modular WAN-based monitoring of:**
 - **physical property assets**
 - **education indicators**
 - **local labor market data**

**Design completed by mid of 2000, system fully operational
by mid of 2001**

- **Administrative surveys**
- **Quality surveys**
- **Market surveys**
- **Tracer studies**

**The four types of surveys will be designed by mid of 2000,
pretested and deployed by the mid of 2001.**

- **Provide training to school principals and administrative staff**
- **Management and efficiency procedures**

**School management training starts mid 2000, completed
by mid of 2001**

- **Develop and issue VTE National Policy**
- **Conduct studies**
 - **cost recovery mechanisms**
 - **women participation**

Draft VTE Policy and implementation strategy is completed by mid of 2000. New VTE Policy approved by mid of 2001.

- **Observation of *Best Practices* by senior MVTE staff**

- private sector participation
- coordination with secondary and higher education
- cost recovery mechanisms

First wave of study visits in 2000. Second wave in 2001.

- **Draft regulations:**
 - **Government schools**
 - **not-for-profit NGO schools**
 - **for-profit private schools**

**Modernized regulatory and legal framework will
be completed by end of 2001**

- **Media campaigns**
 - TV, press, outdoors ads, exhibits, publications
- **Research studies**
 - parents, children, industrialists

First media campaign launched in Fall 1999, continuous media coverage throughout project life. VTE enrollment as a % of secondary enrollment (public+private) increases from 25% to 35% by end of 2002, and to 50% by end of 2004.

- **Address current and expected training demand**
- **Develop quality standards**
- **Develop modern curricula**
- **Improve pre- and in-service training of teachers**

Improve VTE system through a Demand-Driven approach

- **Labor market signals**
- **Competency profiles**
- **Occupational standards**
- **Curricula**
- **Assessment**

Design system based on market dynamics

- **Competency profiles**
- **Occupational standards**
- **Input to curricula development**
- **Input to validation and assessment systems**

Competency assessment methodology developed by mid of 2000. Methodology implemented through needs assessment surveys executed by end of 2000. Labor market database operational by end of 2000. At least 50% of the VTE growth will reflect the growth of the underlying labor market by 2004.

- **Representatives**
 - enterprises, school management, teaching staff, parents, students
- **Board Secretariat provided by school staff**

Advisory school boards established in 2000 and operational by mid of 2001

- **Training quality standards**
- **Certification and validation standards**
- **Accreditation standards**

Operational procedures and control systems developed and operational by end of 2002. Y1-to-Y2 dropout rate from 25% to 15% by 2002, and to 13% by 2004. Y2-to-Y3 dropout rate from 15% to 10% by 2002, and to 8% by 2004. Examination failure rate from 50% to 45% by 2002 and to 35% by 2004. Graduation rate from 32% to 37% by 2002 and 51% by 2004.

- **Pre-service new fields**
- **Retraining**
- **In-service training**
- **Entrepreneurship training**

Curricula will reflect market needs

- **New fields of specialization**
- **Updating of existing curricula**

**Curricula for new fields and training programs
will be developed by end 2000**

- **Upgrading and developing skills**
- **New processes and equipment**

Curricula development will commence by mid 2000. Continue on an on-going basis.

- **Enhancing worker's skills**
- **Emphasis on production and control areas**

**First Phase of curricula developed by end of
2000. Continue on an on-going basis.**

- **Project design and presentation**
- **Cost estimation & Contract Preparation**
- **Book keeping**
- **Invoicing**
- **Taxation**
- **Contracting & Business Law**
- **PC-based software**

**First Phase of curricula developed by end of
2000. Completed curricula developed by end
of 2001.**

- **Develop exams in new curricula in 3 languages**
- **Create database of exam questions**
- **Field exams electronically via WAN**

System operational by end of 2001. Fielding and pretesting by end of 2002.

- **Teacher guides**
- **Student Manuals**
- **Teaching Aids**

75,000 teacher guides and student manuals printed by 2001, and a total of 150,000 by 2004.

- **Pre-service programs in new fields**
- **Retraining**
- **In-service training**
- **Entrepreneurship training**

**Teacher training will follow the development of
the new curricula**

- **Train IPNET faculty to train teachers**
- **Emphasis on the fields offered through *Model Schools***

**Training completed by mid 2001. Training for
Model Schools completed by end 2002.**

- **MVTE would train a select group of teachers who would be designated as retrainers**

Training completed by mid 2001

- **Train IPNET faculty**
- **Expose IPNET faculty to industry practices**

First wave of training completed by mid 2001

- **Train IPNET faculty**
- **Core of IPNET trainers travelling to schools and offering workshops and seminars to VTE teachers**

Training commences by end 2000. Training completed by mid 2002.

- **2 or 4-week programs**

Of all existing and recruited teachers. 20% are trained in relevant subjects on a yearly basis

- **Expand and retrofit existing schools**
- **Develop new *Model Schools***

**Improve delivery mechanisms to accommodate
the new curricula and market demands**

- **physical surveying of public schools**
- **rehabilitation and expansion of existing schools**
- **procurement of equipment for schools with needs**

Upgrade 50% of existing facilities by 2002 and 100% by 2004

Increase workshop and classroom utilization rate to a minimum of 70% by 2002, and to 80% by end 2004

Create 4000 new places for students by 2004

Increase teacher/student ratio from 1/6 to 1/9 by 2002, and to 1/12 by 2004

- **feasibility and needs assessment studies**
- **strategic sectors (graphic arts and printing, clothing, industrial engineering, agri-mechanics and food technology)**
- **new specializations**
- **higher earning jobs**
- **attractive to women**

Feasibility studies completed by end of 2000

- **establish linkages to private sector for securing equipment**
- **upgrade, expand, modify existing schools to conform to the *Model School* format**

Model Schools established and operational by end 2003



- **Procurement activities for 3 categories :**

- _ **Goods and Equipment**

- _ **Civil Works**

- _ **Technical Assistance**

Short term : Supply Goods & Equipment to meet urgent needs of Schools

**Mid - Term : Upgrade Equipment in Workshops & Labs. according to
New Curricula.**

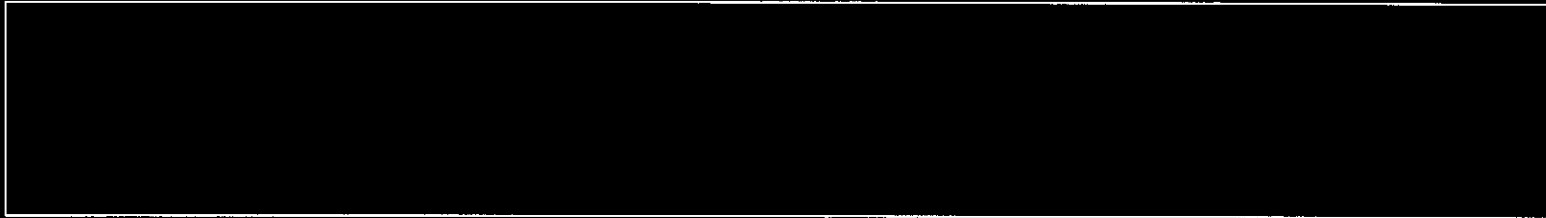
**Create the basis for a better balance between theoretical &
practical training.**

Long Term : Equip fully all existing VTE schools

Equip “Model Schools “

Standardization of Workshops in Public Schools

Meet Labor Market training expectations from VTE graduates.



Means to Determine Needs

- 1- Survey of current urgent needs in Public VTE Schools (Questionnaire, Physical Survey, Inventory Review).
- 2- Recruitment of Technical Consultants to assess status of Workshops & Labs. and draw Priority Lists per School .
- 3- Coordination with Schools Technical Staff to review Equipment Needs, Specs and Standardization Plans.
- 4- New Curricula will determine Future School Requirements.

Steps toward Procurement

- 1- Technical Specifications: drawn with the help of Procurement Software, Technical Consultants and Cooperation with Yemen PIU & ILO.
- 2- Procurement Planning and Packaging.

Tendering

Equipment needs survey questionnaires distributed during February 99

- **Equipment** _____
- **Furniture**
 - classroom, office, workshop
- **Computers**
 - Pentiums, Notebooks, Info.system hardware
- **Software**
 - Microsoft, Simulation Techniques
- **Library books**
- **Text books**_

Preparing the VTE for the 21st Century

- Estimated Cost (million \$)

• Equipment _____	18.49
• Furniture	1.82
• Computers	0.19
• Software	0.16
• Library books	0.54
• <u>Text books</u>	<u>1.50</u>
• Total Cost	22.70

*** Goods Planned to be delivered on site before end of September of each Phase**

	Phase I	Phase II	Phase III	Phase IV	TOTAL
	99/00	00/01	01/02	02/03	
Didactic Equipment	2.77	2.77	2.77	2.77	11.09
Non- Didactic Equipment	0.92	0.92	0.92	0.92	3.69
Equipment Allocation for Model Schools				3.70	3.70
Furniture	0.45	0.45	0.45	0.45	1.82
Computers	0.09	0.09			0.19
Software	0.08	0.08			0.16
Library Books	0.13	0.13	0.13	0.13	0.54
Textbooks Printing		0.50	0.50	0.50	1.5
TOTALS	4.44	4.94	4.77	8.47	22.70



Description of Goods	Estimated Budget \$M.	Estimated # of Lots	Estimated # of Contracts	# of tenders	Mode of Procurement
Didactic Equipment	2.77	6	6 & less	2 (3 lots each)	ICB
Non Didactic Equipment	0.92	3	3	1	NCB or NS
Furniture	0.45	4	4 & less	1	NCB or NS
Computers	0.09	1	1	1	NS or IS
Software	0.08	1	1	1	NS or DC
Library Books	0.13	1 or 2	1 or 2	1	IS or DC



- **Physical survey of premises (A full survey was made in mid 1998 to produce the engineering drawings showing the current status of MVTE schools).**
- **The status questionnaire (this questionnaire prepared by the TSU covered all the information needed to estimate the size of rehabilitation and expansion activities at each school) .The questionnaire was distributed in Feb.1999**
- **4 main packages to execute Phase I (renovation of schools)
BEIRUT AND MOUNTAIN - NORTH - BEKAA- SOUTH**

• **PHASE 1 - Rehabilitation and renovation of existing schools**

- emergency needs
- legal aspects
- site availability
- feasibility study (educational, economical etc.)
- physical survey (construction)
- additional studies

Starting date: February 1999

Completion date: First Quarter 2001

Implementation of Phase I

- RECRUITMENT OF CONSULTANTS **Sept'99**
- CONSULTANTS ACTIVITIES **Nov '99**
- REVIEW OF CONSULTANTS REPORTS **Nov '99**
- BID TENDER **Feb '00**
- CONTRACTORS ACTIVITIES **Apr '01**

• **PHASE 2 - Rehabilitation and expansion of existing schools**

- legal aspects
- site availability
- feasibility study (educational, economical etc.)
- physical survey (construction)

Starting date: August 1999

Completion date: July 2002

- **PHASE 3 - Four new *Model Schools***
 - within eligible existing school compounds
 - legal aspects
 - site availability
 - physical survey (construction)
 - geographically distributed

Starting date: September 2000

Completion date: July 2003

• Estimated Cost (million \$\$\$)

- PHASE 1 _____ 4.03
- PHASE 2 9.00
- PHASE 3 5.00
- Total Cost 18.03

A new era for VTE in Lebanon

Six TA Packages were envisioned :

- Package 1 : Institutional Strengthening**
- Package 2 : Information System**
- Package 3 : Needs Assessment, Quality Standards, Curricula ,Automate Exams and feasibility of “Model Schools”**
- Package 4 : Teacher Guides and Student Manuals**
- Package 5 : Training**
- Package 6 : Image Improvement Campaign**

**Need to reconfirm Long List for each Package
Contract Awards can take place in Dec.1999 & Jan.2000**

**The budget by expenditure category as specified in the
Project Appraisal Document is:**

_ Services & Project Management	:	\$ 28.14 M
_ Civil Works	:	\$ 18.03 M
_ Goods	:	\$ 22.69 M
Total	:	\$ 68.86 M

\$63 million loan - \$68.86 million project
Judicious allocation and spending

The budget by expenditure category as suggested after MVTE review in May 1999 :

_ Services & Project Management	: \$ 16.77 M
_ Civil Works	: \$ 18.03 M
_ Goods	: \$ 31.81 M
_ Unallocated	: \$ 2..25 M
Total	: \$ 68.86 M

- * TA Activities for 3-years in general as Phase 1.**
- * Allocation of “unallocated funds” on Civil Works, Goods and/or Services to be considered in Year 3 of Project according to evaluated needs.**

The budget for Services as suggested after the review of May 1999 will depend on the various rates expected for International and Local Consultants.

The current budget relies on the assumptions that International Consultants will cost \$15 T per man-month, and the Local consultants \$ 4 T.(Case 1)

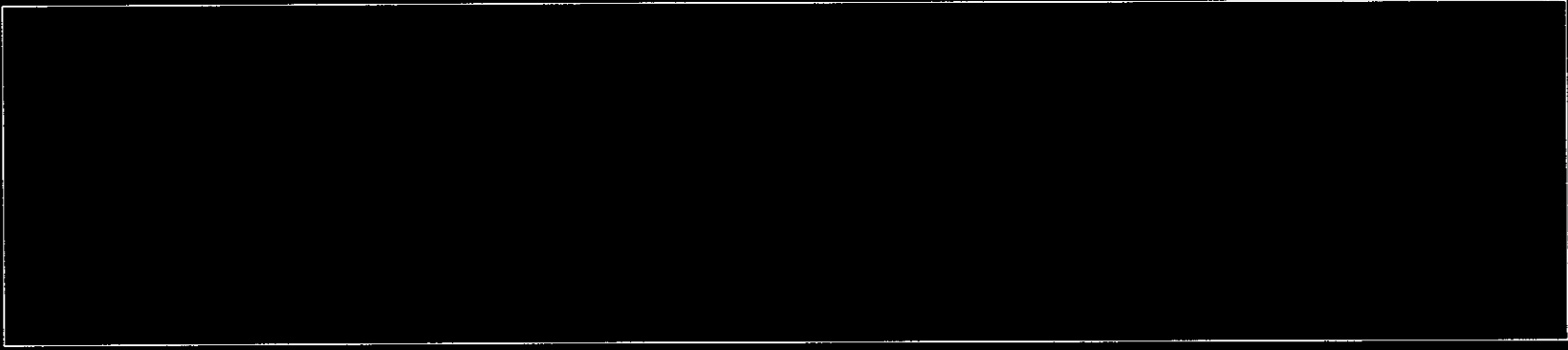
In case these rates are calculated as \$13.5T and \$3.5 T respectively as Case 2, or \$12 T and \$ 3 T as Case 3 ,the results will become:


for Case 1 : \$ 19.37 M

for Case 2 : \$ 17.13 M

for Case 3 : \$ 14.87 M

The balances will subsequently be added to the “unallocated funds” at this stage.

- 
- **Implementation procedures for the different Project activities :**
 - Procurement of Consultant Services.**
 - Procurement of Goods (except printing of books)**
 - Procurement of Goods (printing of books)**
 - Procurement of Civil Works**
 - Procurement of Consultant Services (Supervision of Works)**
 - **Procedures rely on active contributions from:**
 - **MVTE Directorate General**
 - **CDR**
 - **PIU**

- 
- **TC established for each Project Component**
 - **TC works closely with PIU to ensure sound technical design**
 - **TCs comprise :**
 - **2 or 3 MVTE staff knowledgeable in the subject/activity**
 - **2 PIU staff**
 - **1 or 2 technical consultants or administrators,as needed**
 - **1 or 2 CDR staff ,where appropriate.**
 - **TCs will review annual plans,TORs, selection criteria for consultant,and technical reports prepared by consultants.**
 - **TCs will present their recommendations to the Minister & the Director General of MVTE.**



Suggested Numbers of MVTE staff required at the different stages of the Project :

Year 1 = 18 ; Year 2 = 12 ; Total = 18

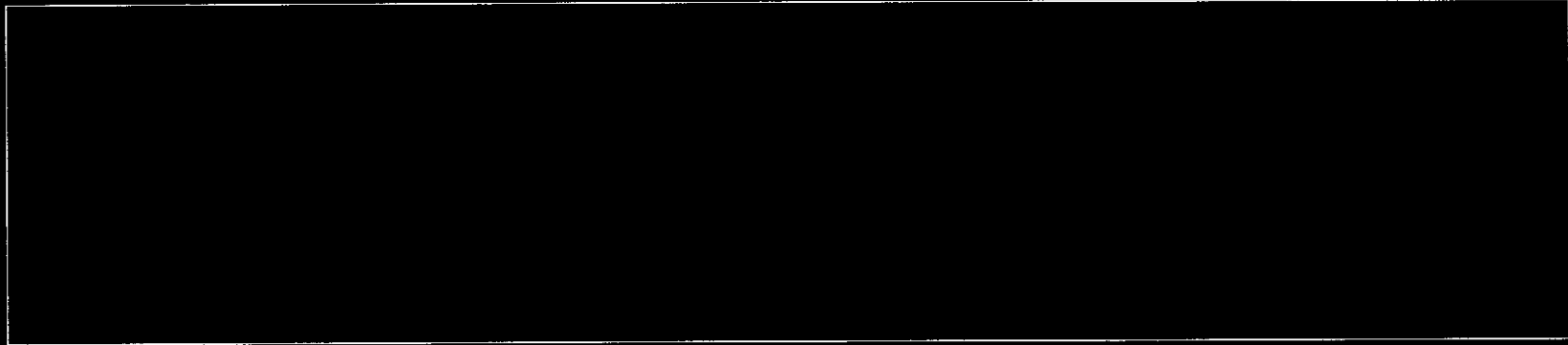
Profiles and TORs for above staff to be determined.

PERSONNEL REQUIRED AT MVTE

- | | |
|---|--|
| <p>1.1.1 Planning & Monitoring : (3 years)
2 man-year annually provided.
2 MVTE staff required.</p> | <p>2.1.1/2 Needs Assessment: (3 years)
2 MVTE staff needed.
They will be assisted by the Surveys Staff.</p> |
| <p>1.1.2 Quality & Management Procedures: (2 ye
2 man-year annually provided.
2 MVTE staff required.</p> | <p>2.1.3 School Boards: (2 years)
No MVTE staff needed.
They will be covered by the Regulatory and Legal Framework Staff.</p> |
| <p>1.1.3 Information System: (3 years)
1 man-year annually provided.
4 MVTE staff required.</p> | <p>2.2 Develop Quality Standards: (2 years)
1 MVTE staff required.
This will be assisted by the Quality and Management Procedures Staff</p> |
| <p>1.1.4 Surveys: (3 years)
1 man-year annually provided.
4 MVTE staff required.</p> | <p>2.3.1/4 Develop Curricula: (3 years)
4 MVTE staff needed.</p> |
| <p>1.1.5 School Management: (2 years)
No MVTE staff needed.</p> | <p>2.3.5 Automate Exams: (3 years)
4 MVTE staff needed.</p> |
| <p>1.2.1 Strategy Development: (2 years)
No MVTE staff needed.
This will be covered by the Director General
and Senior Staff at MVTE with
Planning & Monitoring Staff.</p> | <p>2.3.6 Guides and Manuals: (3 years)
2 MVTE staff needed.</p> |
| <p>1.2.3 Regulatory and Legal Framework: (3 years)
1 MVTE staff required.</p> | <p>2.4.1/4 Training of Trainers: (3 years)
1 MVTE staff required.</p> |
| <p>1.3 Image Improvement: (5 years)
2 MVTE staff required.</p> | <p>2.4.5 Training of Teachers: (3 years)
1 MVTE staff required.</p> |
| | <p>3.2 Feasibility Studies: (2 years)
No MVTE staff needed.</p> |

TOTAL PERSONNEL PROVIDED BY PROJECT: (3 YEAR TOTAL PERSONNEL REQUIRED AT MVTE: (3 YEARS)

Year 1:	6 man-year	Year 1 :	2 + 2 + 4 + 4 + 1 + 2 + 2 + 1:	18
Year 2:	6 man- year	Year 2:	4 + 4 + 2 + 1 + 1	12
Year 3:	4 man-year			30



- **Staffing and Functions**
- **Training**
- **Software used :**
 - **Geographic Information System**
 - **Procurement Management Software**
 - **Planning & Monitoring Software**
 - **Financial Management System**
- **Budget**

STAFFING & FUNCTIONS OF THE MVTE PROJECT IMPLEMENTATION UNIT (PIU)

Staffing:

Accounting Officer	1
Administrative Officer/Executive Sect.	1
Computer Operator	1
TOTAL	3

Functions:

- Project accounts
- Payments
- Withdrawal applications
- Contract records
- Coordination of audits
- Expenditure monitoring
- General administration

PROJECT DIRECTOR

ACCOUNTING & ADMIN. SECTION

TECHNICAL ASSISTANCE SECTION

**PROCUREMENT SECTION
(EQUIPMENT & FURNITURE)**

CIVIL WORKS SECTION

Functions:

- Overall planning & scheduling
- Annual workplans & priorities
- Coordination of project activities
- Reviews/approvals
- Progress reporting
- Project audits (projects accounts, SOEs and the SA)
- Liaison with the Bank & the Governmt.
- Supervision of consultant's work
- Budgeting & cost control
- Overall progress monitoring
- Expend/disbursement monitoring

Staffing:

Technical Education Officer	1
Assistant	1
TOTAL	2

Functions:

- Technical assistance coordination
- Fellowships coordination
- Technical & Scientific support

Staffing:

Procurement Officer	1
Assistant	1
TOTAL	2

Functions:

- Procurement planning
- Drafting model bidding docum.
- Equipment packaging
- Bidding process & contracting
- Coordination of delivey & install.

Staffing:

Architect	1
Assistant	1
TOTAL	2

Functions:

- Implementation scheduling
- Drafting model bidding documents
- Supervision of consultants' work
- Bidding process & contracting
- Monitoring construction progress

Total Number of Staff Employed = 10

Two Special Accounts

_Special Account “A” : CDR

**procurement of Civil Works, Goods ,and Consultants
Services for Supervision of Works.**

_Special Account”B” : MVTE

**procurement of Services , Printing of Books , and
Project Management.**

Matrix of Coordination between MVTE and CDR

- Upgrade all facilities
- Equip all facilities
- Create 4 new *Model Schools*
- Increase utilization rates up to 80%
- Create 4000 new places for students
- Increase teacher/student ratio to 1/12
- Train 20% of all teachers on a yearly basis
- 150,000 teacher guides and student manuals printed
- Reduce dropout and exam failure rates
- Increase enrollment up to 50% of secondary

\$63 million loan - \$68.86 million project
Judicious allocation and spending