

Final Report Business Management Training, Vietnam

Description of the project

In this project a Business Management Training was designed, developed and delivered two times for the management of the drinking water companies in Vietnam. After the design and development of the training, the training was delivered two times in Vietnam. Dutch and Vietnamese professionals were moderators and trainers.

The general objectives for the training were:

- (1) to raise the capacity of managers of Vietnamese water companies regarding modern management approaches and to exchange positive experiences between Vietnamese water supply companies in this respect,
- (2) to initiate embedding of an internationally inspired business management training for managers of water and sewage companies in the regular programme of a renown Vietnamese education institute,
- (3) to engender sustainable cooperation between the Netherlands and Vietnam with regard to business management training of managers of water and sewage companies.

Activities and results

The project period was April -December 2011. The following steps were taken in the design, development and delivery of the training:

- May: Kick off meeting of the project in Vietnam;
- May and June: design of the course;
- July: training need assessment in Vietnam;
- August and September: development of the different modules;
- September and October: first delivery of the developed modules;
- October and November: adaption of the developed modules;
- November and December: second delivery of the modules;
- December: final adaptations on the training programme and course materials.



Project partners and their tasks

The partners in this project were DHV Vietnam, Waterpleidingen, AMC and VWSA. DHV was the leading partner and took care of the general coordination of the project in Vietnam and parts of the logistics for the courses and the translation of the documents. Furthermore DHV recruited Vietnamese trainers for three modules and one moderator. Waterpleidingen lead the process of designing, developing and delivering the courses. Waterpleidingen started with the training need assessment, developed the course programmes and course materials and contracted the Dutch trainers and moderators. AMC contracted one Vietnamese trainer and Vietnamese moderators for three modules and provided the training facilities during the courses. The VWSA invited the participants and made the arrangements for them. The VWSA took part in the design and the communication with the water companies.

Summary of the results

During the Kick-off meeting the global design of the training was made in cooperation with the project partners. Decided was to divide the training in four different modules, with four different target groups (see table).

module	target group	duration
Business Management and Development (BM&D)	directors, vice-directors	2 days
Human resource management (HRM)	HRM managers and (deputy) directors	2 days
Asset management (ASM)	financial managers, chief accountants and (deputy) directors	3 days
Financial management (FIN)	technical managers and (deputy) directors	3 days

After the kick-off meeting, the course descriptions of the different modules and first drafts of the programme of each module were made. We also started with the search for moderators and trainers. In July a training need assessment was organised. Directors of five Vietnamese drinking water companies were visited. During the visit, the course descriptions and concepts of the programme were talked through. After the need assessment, adaptations were made in the course descriptions and programmes based on the remarks of the directors of the drinking water companies. An complete overview of the results of the training need assessment can be found in appendix 1.

In August and September the modules were developed. The moderators and trainers were briefed, the teaching methods were established and the course materials were made. The course materials consisted of a course book for all the participants with general information, the presentations of the trainers and background information and a trainer guide for the trainers and moderators with information about the programme, the training methods and their role in the different parts of the modules.

In September and October the modules were delivered for the first time in the Northern part of Vietnam. The results are reported in appendix 2. Based on the experiences of the first delivery, the course programme and materials were adapted for the second delivery. The adaptations were relatively small, because of the positive evaluation results of the participants and trainers and moderators. Participants said about this training in the course evaluations: *'The course is very useful, it is a chance for us to study and exchange experience with the trainers and colleagues'* and: *'Continue the program with the updated and advanced courses'*.



In November and December the modules were delivered for the second time, now in the Southern part of Vietnam. The participants of the second delivery were also very satisfied with the different modules.

A short summary of the most important results:

- Business Management & Development: all aspects of the evaluation form were judged higher than in the first delivery, especially the score about the applicability of the course was very high. The parts about customer satisfaction, HRM and corporate management and leadership styles were the best topics of this module. The participants would have liked a longer course, and hope that this programme will be continued.
- HRM: the participants were very satisfied with the contents and the trainers and moderators of the module. General information about HRM, making job descriptions and motivating employees were the best topics of the course. In a next course, more time is needed for discussion and sharing experiences, the module can be longer.
- Financial Management: the participants liked the contents of the module and the competence of the trainers and moderators. In a future course, more attention can be paid to mayor investment projects. There should also be more time for the different course topics.
- Asset management: the topics about asset management, maintenance and GIS were highly appreciated. In a next course, participants would like to have more time for the exercises and applying ICT in asset management.
- The participants were less satisfied with the course locations, especially the venue in Binh Duong did not meet the expectations of the participants.

After the second delivery, the course materials and course programmes were adapted where needed, based on the experiences of the moderators and trainers and evaluation results of the participants.



Deliverables

The following items are delivered during the project:

- During the first delivery (North) a total of 54 participants were trained: Business management & Development had 14 participants, Financial Management had 15 participants, HRM had 16 participants and Asset Management had 19 participants;
- During the second delivery (South) more participants were trained, 106 in total. Business Management and development had 26 participants, Financial Management had 21 participants, HRM had 25 participants and Assetmanagement had 34 participants;
- Vietnamese trainers and moderators experienced working with other teaching methods and were guided by experienced Dutch moderators;
- Course programme and schedules for the four modules: Business management & Development, Financial Management, HRM and Asset Management;
- All course materials for the four modules (presentations, exercises, background information);
- Trainer guides for the four modules;
- General items, like course evaluation forms, a course evaluation processing file, templates for a participants list, an invitation letter and a certificate.

The trainer guides were provided in English; all materials are delivered in English and Vietnamese.

Future developments

The Vietnamese drinking water companies would like to have more training on water topics, as well on a vocational level as on a higher (management) level. During the project, the project partners discussed the future possibilities for the developed courses. There are two possibilities:

- The courses can be organised by an existing Vietnamese institute, for example the AMC;
- The courses can be organised by a new institute, founded by the VWSA, being the branch Wateropleidingen is willing to support the future development and organisation of the courses.

Cooperation between the different project partners and factors for failures and success

The cooperation between the different project partners was very important for the success of the courses, especially because the development, organisation and delivery of the courses took place in a very short time. A local coordinating partner is of great importance to “get things done”. Lessons learnt in the cooperation are:

- Be very clear and specific in the role of each partner, to make sure that all the activities are executed;
- Be very specific and detailed in your communication with the partners, especially partners in Vietnam need very detailed information about what things you want and how you want them;
- Never expect that something you have explained the first delivery, will be done automatically the second delivery;
- AMC took part in the delivery and the logistic arrangements, clear appointments have to be made to make sure that the materials are in time ready in a good way;
- It is important to have a good time planning, because it takes a lot of time to translate all the English documents into Vietnamese;
- Also the quality of the translation of the course materials has to be checked before the start of the modules, especially technical terms were not correct translated;
- Make sure that each partner has employees working on the whole project, from the beginning to the ending, because changes in the project team means that a lot of knowledge and experience vanishes.



Innovations in the project and used methods

For the management of the Vietnamese drinking water companies modules about management were developed, based on the SWO-concept. This means that the modules were practical and interactive, given for professionals by professionals. This was for the Vietnamese trainers, moderators and participants a new way of giving and following courses. The participants were in the first parts of the course reactive during the exercises and lectures, but when they got used to the interactive and diverse teaching methods, the participants changed into pro-active participants with lots of input and questions. One of the participants said: *‘The course should be longer to include more topics and time for discussion’*.

The training course was delivered by a combination of Vietnamese and Dutch trainers and moderators. The trainers delivered different topics in the course, the moderators made sure that the training days went smoothly, that the different teaching methods were used in a right way and that all participants were involved in the training. The cooperation between moderators and trainers was a new way of delivering a training. Also simultaneous translation was used. This worked very well, everybody was able to react on each other and to discuss things together.

Also the development of the modules went on a new way for the Vietnamese partners. In this method, the focus is on what the future participants want to learn, instead of what the trainers want to teach. Therefore a need assessment was done before the final development of the modules, and the development was done by the trainers and moderators, coordinated by Wateropleidingen.

In the modules, new techniques, new insights, best practises and Dutch ways in doing things were spoken through. From the results of the course evaluation forms can be concluded that the participants liked the new information, the interactive training methods and the professional and practical trainers. One of the Dutch trainers said: *'When I used concrete examples in my presentations and exercises, I had a good interaction with the participants. The enthusiasm and drive of the participants was very inspiring for me!'*

Contribution Partners for Water programme

Because of the Partners for Water programme, it was possible to develop and deliver the training course in Vietnam. We had the opportunity to work together with Dutch and Vietnamese partners, and to cooperate in the development of the course. We also had the chance to hire Dutch directors and specialists of drinking water companies to be a trainer in Vietnam. That made the course extra successful.



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