General Plan of Operations

MAY, 2017

GENERAL PLAN OF OPERATIONS (POG)

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ANNEX

0. INTRODUCTION

The General Plan of Operations (POG) refers to Project Document (ProDoc), signed by PPC Quang Nam on December 23, 2016, and integrates this document with some additions and changes which detail the operational plan of the project.

The POG details all the activities included in the project, which all parties (AICS, Politecnico di Milano and VTC) agreed upon, and also defined in PRODOC (approved by the Vietnamese counterpart). These two documents are the main reference with respect to the general reasons of the project and the skills of the various stakeholders.

The POG illustrates the operational program as it has been defined in the meetings held in Hanoi on 10th October 2016 and in Tam Ky on October 12-13, 2016. This operational program also describes the adjustments required by the new schedule, that was adopted to guarantee an appropriate preparatory phase and an effective training activity at different levels of the project.

The postponement of the project begin date is justified not only by climatic as well as calendar reasons (the TET holidays), but also by the need to work for the recruitment of the best students and the involvement of officials from central and decentralized offices of the Institute of Monuments.

The project started officially on January 20, 2017 and has an expected duration of 30 months. In previous months, various organizational activities have been completed and a mission was held in October 2016 with meetings between the parties in Hanoi, Tam Ky and My Son.

1. BASIC INFORMATION OF THE PROJECT

Project Title: VOCATIONAL TRAINING CENTRE FOR THE RESTORATION AND CONSERVATION OF CULTURAL HERITAGE (Quang Nam Province)

Name of Donor: Government of Italy – Italian Development Cooperation Agency (AICS) Hanoi Office

a) Address: 18, Le Phung Hieu, Hoan Kiem District, Hanoi
b) Tell/Fax : +84 (0) 4 3718 4661/ 3834 1662

Name of Project Governing Body: People's Committee of Quang Nam Province

a) Address: 62 Hùng Vương, TP. Tam Kỳ, Quảng Nam
b) Telephone number: +84.05103.852739 / Fax number: +84.05103. 852748

Project Owner: Vocational Training College (VTC) in Quang Nam Province

a) Address 224 Huỳnh Thúc Kháng, TP. Tam Kỳ, Quảng Nam
b) Tel/Fax +84.0510. 3828292 - 3825992 / +84.0510. 3812946

Contractor: Politecnico di Milano – Department of Architecture and Urban Studies

a) Address: 3, via Bonardi, 20133, Milano, Italy
b) Tel/Fax +39 02 2399 5400/ +39 02 2399 5435

Tentative Duration of the Program: 2017-2019

Program Location: Tam Ky, My Son – Quang Nam Province, Vietnam

Abstract of the project:

Over the past few decades, the tourism industry has developed remarkably in Vietnam, in general, and in Quang Nam Province, in particular. The tourist boom in Quang Nam Province has been driven especially by Hoi An ancient town and My Son archaeological site, which were recognized World Heritage by the United National Educational, Scientific and Cultural Organisation (UNESCO).

Concentrating on these two heritage sites acknowledged by UNESCO, the Government of Vietnam together with the People's Committee of Quang Nam Province have moved a number of important steps to improve local economic conditions focusing on the development of the tourism industry. Consequently, the number of tourists increased from 22,272 in 1997 to 200,474 in 2010, and reached 2.8 million visitors in 2012, 3.5 million in 2013 and 3.7 million in 2014 for the whole Province.

In addition to the two aforementioned heritage sites, however, Quang Nam Province has also other legacies (belonging to Cham culture and other cultures) that have a wide potential for tourism – such as: TraKieu, Khuong My, Chiem Son, Bang An, Chien Dan, etc.

Nevertheless, the poor conservation status of these less popular heritage sites does not allow attracting tourism. In addition, also the touristic development of the other more successful sites in the Province lacks a long-term and sustainable approach.

One of the main causes – mentioned several times by UNESCO as well as by other Ministry lines, such as the Department of Culture, Sports and Tourism of the Ministry of Culture, Sports and Tourism – has been identified in the lack of professional resources that can handle and monitor the restoration, conservation, preservation and management of the sites.

Therefore, there is urgent need to develop qualified local human resources in restoration, conservation, preservation and management of archaeological and cultural sites. This situation can be addressed by establishing a specialized vocational training center in Tam Ky city (the Vocational Training Centre for Restoration and Conservation of Cultural Heritage) that can provide high-quality training courses and fill the gap of skilled labor, suffered by the institutions in charge of archaeological monuments.

With the support and technical guidance of the Institute for Conservation of Monuments in Hanoi, the project intends to set up a training centre, within the Quang Nam Vocational Training College, to train human resources on restoration, conservation, preservation and management of archaeological and cultural heritage sites (site managers, documentarists, archivists, topographers, AutoCAD designers, restorers of archaeological and architectural objects, specialized workers). These professionals will ensure the proper management of archaeological sites and the protection and enhancement of the Vietnamese historical and architectural heritage.

Over the 30-month project implementation, several training courses will be conducted. Two six-months training courses for fresh university graduates, young civil servants and young

professionals, engaged and interested in the conservation of cultural heritage, will take place.
During this six months period the months will be dedicate to the theoretic teaching, in Tam Ky, while four months of practical training courses will be carried out in My Son.
Two four-month courses will train specialized workers on archaeology and architectural restoration (in My Son). One three-month course, conducted along the other trainings, will prepare the future teachers of the Training Centre (partly at Tam Ky and partly at My Son). All courses will be based on a "learning by doing" approach – thus, practical training sessions on archaeological sites, especially at My Son, will be carried out. Therefore, also the My Son Management Board will be involved in the project management.
Through the establishment of a Vocational Training Centre for Restoration and Conservation of Cultural Heritage, the following outcomes will be achieved:
-available specialized human resources: new professionals and skilled workers will address the need for highly qualified labor force, becoming available to relevant institutions;
-dissemination of standards for conservation and restoration work: training on best practices in monumental restoration and conservation will allow competent departments of the Ministry of Culture, Sports and Tourism to set technical and administrative procedures complying with international standards;
-monitoring of the conservation status of archaeological areas: by using geographic information system (GIS) and other information technology (ICT), it will be possible to timely identify the remains at risk and intervene with conservation work before collapses or destructions;
-planning and improvement of policies on conservation and restoration: debates and researches on how to best restore and preserve the archaeological/environmental heritage both at the national and provincial level will be stimulated through the training courses.

2. PREPARATION OF INFRASTRUCTURES

2.1. Preparing the school premises and installing learning equipment

(ref. ProDoc: cap.V; par.2; point A1)

Upon completion of the preparation of the premises of the School, the necessary equipment will be provided. Also a computer room, equipped with PCs (at the expense of ODA grant) with specific archaeological/architectural software, will be set up. This will facilitate students' learning and will let them access the main techniques of computer application in the archaeological and monumental field.

During our visits, VTC showed us the rooms destined for classrooms, offices and laboratories in Tam Ky and My Son. The photos, attached here, demonstrate the adequateness of the spaces, which will be equipped with the necessary multimedia tools and an adequate air conditioning system. The rooms, which will be used as office space, will have an area of about 50 square meters with eight workstations. These works will be borne by the VTC. The necessary funding has been made available by the Government of Vietnam (PPC of Quang Nam), following the approval of PRODOC. The reporting schedule of VTC expenses envisions that everything will be carried out within the third quarter of project and therefore abundantly in time for the beginning of training activities, which is scheduled for November 10, 2017.

The school of Tam Ky

The school of Tam Ky

A classroom in Tam Ky school

Room available as office in Tam Ky school

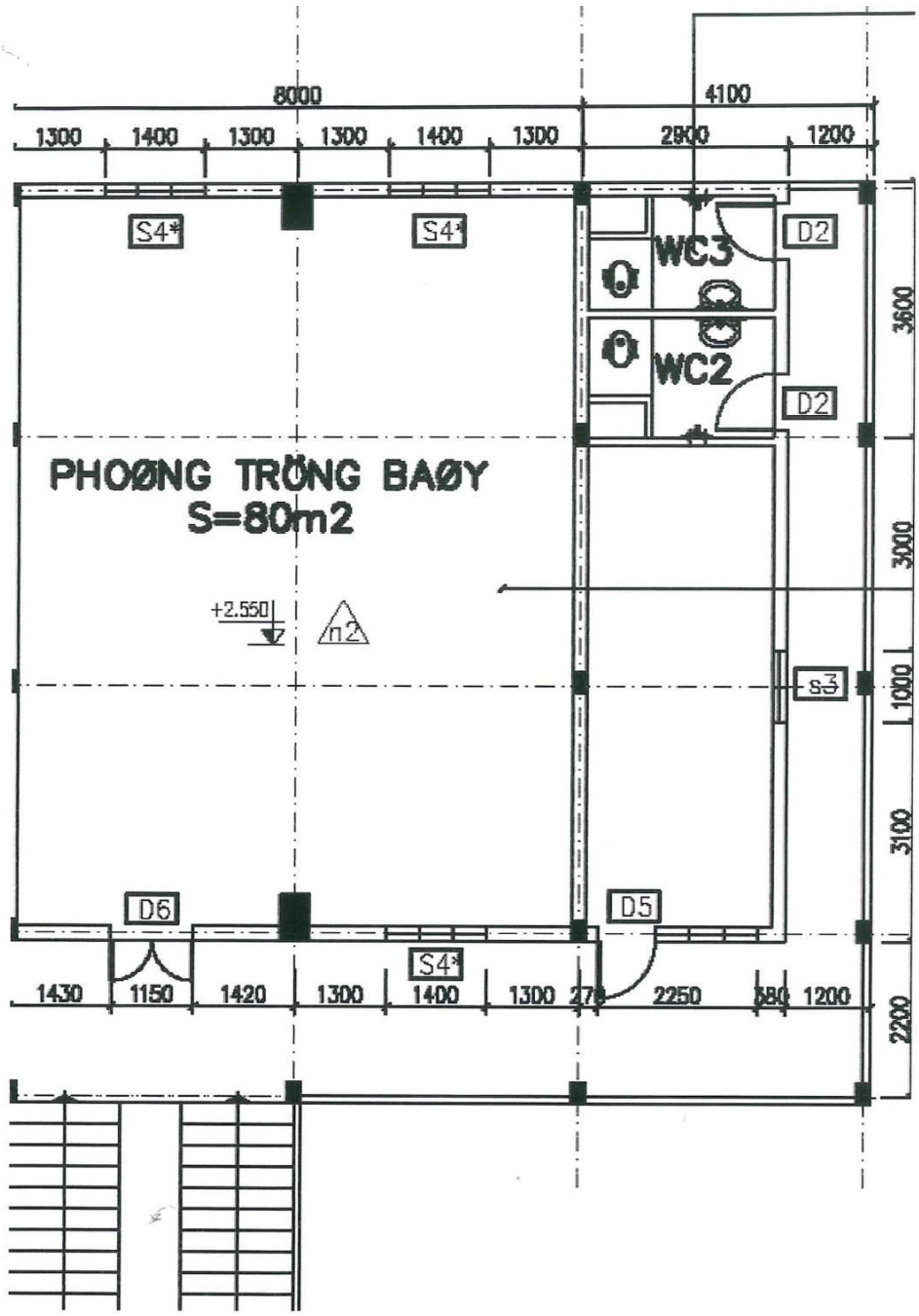
2.2. Creating a restoration laboratory

(ref. ProDoc: cap.V; par.2; point A2)

A laboratory for the restoration of items made of ceramic and porcelain – with the possibility to treat also metal objects – will be set up. The laboratory will be established at a suitable location, chosen by the Province of Quang Nam, ensuring security and sufficient guarding, as the archaeological material will be stored at this place.

The Vietnamese counterpart offered some spaces of the ex Archaeological Museum of Tam Ky for the restoration laboratory. The laboratory is characterized by a 80 square meters room (as drawing showed), equipped with air conditioning, internet access, services and adequate plant design, and a 20 sqm storehouse. Following an inspection, the spaces have been judged appropriate and fully comply with the requirements of the project. Also in this case, the works of maintenance and system adaptation are borne by Vietnamese counterpart and can begin after the approval and the signature of documents. The Vietnamese counterpart guarantees that the works will be completed according to the schedule.

The project envisions the involvement of a senior restorer, which will manage the didactic activities of the laboratory, regarding the selection and purchase of furniture and tools (at the expense of ODA grant). The expert of stone, pottery and metal artefacts restoration will be selected by tender in accordance with italian law. Once selected, the expert shall go to Tam Ky, at the expense of the project. He will have to confirm or modify with the Vietnamese counterpart the detailed list of instruments that PRODOC has planned to buy, if necessary.
Potential substantial changes concerning tools listed in the Prodoc must be approved by the Steering Committee.
For this purpose, we are collecting the required documentation, complete with technical specifications and costs (in Italy and Vietnam) of the envisioned furniture and tools. This analysis is necessary taking into account the fact that the list of scientific and technical tools envisioned by the project dates back to 2011 and it is estimated that there has been a technological evolution.
Following a cost analysis, we chose to purchase the equipment directly in Vietnam, in order to save on time and transportation costs and to offer readily available tools whose maintenance can be carried out by local technicians, once the project is completed.
A special agreement will govern the responsibilities of use, conservation and maintenance of furniture and tools. This will be delivered to VTC, who will commit to make the equipment only available to the project, for its entire duration.



Drawing of restoration laboratory

2.3. Preparing offices in My Son site

The availability of an office at My Son, as support for training and management activities to be performed *in situ*, is confirmed. The site management has offered the spaces of the local post office, which have partly been renovated. The appropriate provisions have been given for the completion of the works, especially the toilet/shower area and the courtyard behind the building. Photographic documentation of the situation at the time of the inspection follows.

Local Post Office

Interior of local Post Office available as My Son office

3. TRAINING COURSES

3.1 Training courses for fresh university graduates, young civil servants and young professionals with curricula in Archaeological Technologies, Architectural Restoration, and Management (ref. ProDoc: cap.V; par.2; point B.2)

Each training course targeting fresh university graduates, young civil servants, and young professionals will have the duration of six months and will be divided into three terms of two months each. The first term (tentatively November - January), taught in the School, will be only theoretical, while the following two terms (tentatively January - April) will be practical and will be conducted at the My Son remains.
During the mission of March 2017, we visited My Son site and checked the possibility to use a classroom (located in the offices building of the site) for some possible theoretical activities.
The first term (theoretical preparation) will be attended by all trainees, while the following two terms (practical preparation) will be taught separately according to three different curricula: **Archaeological Technologies**, **Architectural Restoration**, and **Management**. At the end of the first term, trainees will be supported by trainers and experts in deciding which curriculum to take, according to their abilities, interests and professional experience. The three curricula, during the second and third term, will be taught in parallel.

The curriculum in **Archaeological Technologies** will train technical personnel on archaeological research and management of an archaeological site. Specifically, through this curriculum the contents will be taught including (i) archaeological techniques for current and future public officials of the Department of Archaeology, responsible for safeguarding archaeological sites; (ii) techniques for the restoration of ceramic, porcelain and metal objects, in the laboratory provided through the project; (iii) monitoring techniques to control the state of conservation of archaeological sites, using Geographic Information System (GIS) and other Information Technology (ICT) techniques.

The curriculum in **Architectural Restoration** will be used to train technical personnel on the management of restoration site and the skills required to use innovative technologies and traditional techniques. The ultimate goal is to promote better quality in the realization of restoration work on monuments as well as greater safety on the worksites. Specific contents include: architectural history of the Southeast Asia, diagnostics for architecture, principles of conservation, materials, restoration of buildings.

The curriculum in **Management** will examine issues related to the management of cultural heritage sites as well as to the policies of management, protection and conservation of the archaeological/environmental heritage. Specific contents include: public archaeology, interpretation and presentation of sites, maintenance, management of archaeological and environmental sites, Vietnamese laws and regulations for the conservation of cultural heritage, worksite organization, safety standards for workers and accident prevention, museology and museography, tourism.

The courses will last 6 hours per day, for 5 days a week. At the end of the courses, a certificate of attendance will be issued by the Politecnico di Milano University (for the trainers that have attended at least 70% of the lessons). The Institute of Conservations and Monuments and Quang Nam Vocational Training College will define criteria and modalities of equalisation of the certificate according to Vietnamese norms.

3.2 Training courses for labourers with curricula in Archaeology and Architectural Restoration (ref. ProDoc: cap.V; par.2; point B.3)

These courses will be only practical. They will last four months and will be carried out at the My Son remains, in parallel to the second and third term of the training for fresh university graduates, young civil servants and young professionals (activity B.2. in ProDoc) – hence, tentatively from January to April.
The selected workers, with some or no experience in restoration and archaeology, will be supported by trainers and experts in deciding between the two curricula (Archaeology and Architectural Restoration), according to their abilities, interests and professional experience.
The curriculum in **Archaeology** will train labourers on archaeological stratigraphic excavation and on providing support to topographic surveying.
The curriculum in **Architectural Restoration** will provide workers with basic knowledge on how to carry out the anastylosis of buildings (disassembly/reassembly), prepare different types of mortar, keep the archaeological site efficient (stowage and conservation of materials) and assist in surveying.
The courses (lifelong learning program) will last 6 hours per day, for 5 days a week. At the end of the courses, a certificate of attendance (attendance must be at least the 70% of the whole course) will be issued by the Politecnico di Milano University. The Institute of Conservations and Monuments and Quang Nam Vocational Training College will define criteria and modalities of equalisation of the certificate according to Vietnamese norms.

3.3 Selection of students

3.3.1 Selection of fresh university graduates, young civil servants and young professionals with curricula in Archaeological Technologies, Architectural Restoration, and Management.

It is envisioned that the selection process for students will be completed in October 2017.
We attach a draft form for the selection of students, that will be chosen among graduates, government or local officials active in the field of cultural heritage. This form takes into account the curriculum and the motivations of each candidate.
During the next missions, we plan to get to an agreement with VTC about the publication date of the call and how to communicate it.
The selection will be carried out by the Vietnamese, given the approval by PoliMi regarding selection critera to be adopted by VTC and according to the local legislation. After the selection, an approval by PoliMI follows on the basis of documents which must be written in English.

The budget envisions a specific amount for compensation of the Vietnamese commission.

Draft form for the selection of students:

POLITECNICO
MILANO 1863
Dipartimento di Architettura e Studi Urbani

VOCATIONAL TRAINING CENTRE FOR RESTORATION AND CONSERVATION OF CULTURAL HERITAGE (VIETNAM)

Programme Application form

(To be filled out in by prospective nominee, candidate, or self-supporting participant. This form may be reproduced.)

Programme title: **Vocational training centre for restoration and conservation of Cultural Heritage.**

Dates:

Venue:

Application deadline:

Submit application to:

Please supply all required information in typewritten or legible handwritten form

COUNTRY _____

PHOTO

PERSONAL INFORMATION

1. Name in full _____
Last name First name

2. Academic or Professional Title: _____
(Please indicate appropriate title i.e. Dr., Prof. , or simply Mr. or Ms)

3. Professional designation_____
(i.e. Architect, Archaeologist, Engineer, Planner, Conservator, etc.)

4. Name of Institution_____

5. Office address _____

_____

6. Office phone _____

7. Mailing Addres_____

8. Phone _____Fax _____

9. Email _____Mobile phone_____

10. Date of birth _____Place of birth _____

11. Nationally_____ Religion_____

12. N.R. ID Card or Passaport Number: _____
Country_____
Date of issue _____Date of expiration_____

13. Name and address of person to contact in case of emergency_____
_____
Tel. no. _____Fax no._____

PROFESSIONAL INFORMATION

1.Education

1.1 Colleges/Universities attended

Name of College/University…	**from**	**To**	**Mayors subjects/ Fields of study**	**Diploma/ Degree**

2.Experiences and background

2.1 Employment History

Position	**Name of Institution/ Employer**	**from**	**to**

2.2 Duties and Responsibilities (Brief description of the applicant's most recent job.)
Please feel free to continue on the back of this page or on an additional piece of paper should you require more space.

Prior Working Experience

2.3 Specialization (Description of the applicant's major areas of interest):

2.4 Training Courses/Seminars/Workshops Attended. Please list the training courses most relevant to your current work responsibilities:

Name of Training Course/Seminar	**Venue**	**from**	**to**

2.5 Conferences Attended:

Name and Location of Conference	**Presenter or Participant? (if Presenter, title of paper)**	**Date**

2.6 Research Work and Publications. Please feel free to continue on the back of this page or on an additional piece of paper should you require more space:

Nature of Research or Publication	**Publisher or Source**	**Date**

2.7 Language Proficiency. If English is not your first language, please complete the table. (Please indicate EXCELLENT GOOD or FAIR for each Language listed):

Language	**Speaking**	**Reading**	**Writing**

2.8 Computer Skills (Please list which computer programs the applicant knows and uses):

Computer shift

3. Personal Statement Briefly explain :
1) Why you are applying for this course; 2) what you hope to learn from this activity; and 3) how this course will benefit you current/future employer(s) or institution(s). Please feel free to continue on the back of this page or on an additional piece of paper should you require more space.

4. Description of the sites for which you are responsible:

TERMS OF PARTICIPATION AGREEMENT

Date Signature of applicant

Date Signature of Director/Supervisor.

3.3.2 Selection of labourers with curricula in Archaeology and Architectural Restoration

It is envisioned that the selection process for workers will be completed in October 2017.
VTC will select the workers (construction worker and diggers) based on local laws and procedures.

3.4. Training course for future teachers called “Training of Trainers”

(ref. ProDoc: cap.V; par.2; point B.4)

While the other training courses are being implemented, Quang Nam provincial institutions and the Institute for Conservation of Monuments in Hanoi, with the support of the Politecnico di Milano University, will select some 10-15 people among participants in other courses and unspecialised teachers of the School to join the so called “Training of Trainers” course. Selection will be carried out based on personal skills and motivation, as well as on the necessity of the school.
Selected people will be trained to become future teachers of the Vocational Training Centre for Restoration and Conservation of Cultural Heritage, which will be set up through the project.

During the first three months of teaching and practical activities, the best-attending students will be selected, assessing at the same time their English language skills, interests, aptitudes and specific skills acquired (or pre-existing). Ad hoc training programs will be set up for these students. The program, provided for in PRODOC, is confirmed and includes three possible major work themes:
1. Management/Museography/Outfitting of archaeological sites
2. Architectural and archaeological restoration
3. Excavation and documentation techniques

These training activities will be implemented as follows:
After two months of theoretical teaching and after a first month on-site, which will be shared by all students, the trainers will be selected. The trainers will proceed with the practical activities for the next two months. During these two months, they will follow the site activities according to a custom training program inherent to the chosen curriculum. During these months, we will carry out interviews to define the assignment of a "thesis" on one out of the three themes identified above, which will include hands-on activities (surveys, plans, projects, restoration activities, etc.). A tutor will be assigned to each student. The tutor will work on-site and/or remotely, according to arrangements to be defined, but guaranteeing activities of an adequate quality standard. These meetings will be carried out under the responsibility of PoliMI staff, either on-site or through online communication (VoIP, e-mail, etc.) At the end of the two months of practical work, these students will face a theoretical and practical study (120 hours) on the chosen themes. This period will be characterized by ex cathedra activities, exercises and revisions. At the end of the course, an attendance certificate will be released by Politecnico di Milano.

3.5 Details of lessons

The different types of courses provided in PRODOC are confirmed: training for recent graduates, young people engaged in the civil service and young professionals committed to the conservation of cultural heritage; courses for skilled restoration workers; training of future teachers. In the theoretical courses, the teachers will provide the educational materials (handouts) which will be translated into Vietnamese by the Hanoi Institute of Monuments. The classes will be held in English with consecutive translation into Vietnamese, thanks to the presence of a suitably selected interpreter. During classes, the teachers will also make use of exercises and will follow the students with appropriate revisions. Below is attached the detail of theoretical modules of the course for **Expert Technicians** and the calendar of classes.

COURSES:

B.2 Course for Expert Technicians *B2.2 Theoretical didactic* *B2.3 Practical didactic*	***B.3 Course for workers*** *B3.2 Practical didactic*	***B.4 Course "Training of Trainers"*** *B4.2 Theoretical didactic* *B4.3 Practical didactic*

B.2 Course for Expert Technicians: theoretical didactic

The lectures are organised in different units *(C, A, G…)*, each of which contains various teaching modules *(1C, 2C, 3C, 4C, 5C; 1A, 2A; 1G, 2G)*:

C - Architectural Heritage Conservation

1C Lessons plan: "Elements of theory and history of restoration" - 15 h

Topics:

- Introduction to restoration history
- The concept of monument
- The restoration as a "cure"
- The restoration Charters
- The methodological approach of the conservation project
- Case studies

2C Lessons plan: "Survey techniques for historic buildings" - 15 h

Topics:

- The survey methodologies for historic buildings
- The material survey
- The decay survey and the analysis of the conservation state
- The diagnostic investigations for the decay phenomena identification and for the development of the conservation project

- The graphical representation of the information for the conservation project development

3C Lessons plan: "Materials for the architectural heritage" - 15 h
Topics:

- Basic knowledge of stone materials (rocks used in architecture)
- Basic knowledge of binders and mortars (natural lime, hydraulic lime, gypsum, cement) and ceramic materials (bricks and terracottas)
- The methods for the in situ and laboratory diagnosis
- Phenomena of decay and alteration of artificial stone materials
- Basic knowledge of conservation techniques

4C Lessons plan: "Structures" - 15 h
Topics:

- Principles of Theory of Construction for historic buildings
- Basic knowledge for reading of the cracks pattern
- Principles of structural diagnostic
- Temporary works
- Basic knowledge of consolidation techniques

5C Lessons plan: "Organization of architectural heritage conservation site" - 15 h
Topics:

- Conservation: principles and method
- Introduction at My son site
- G Group and first investigation
- Construction techniques and materials
- Intervention

A - Archaeological restoration

1A Lessons plan: "Building Archaeology" - 15 h
Topics:

- Introduction to archaeological restoration
- Dating techniques (building stratigraphy, measure-chronology, chrono-typology, building techniques …)
- Damage and archaeological risk
- Case studies

2 A Lessons plan: "Archaeology" - 15 h
Topics:

- Introduction to the archaeological methodologies
- Inventory and classification of archaeological materials
- Excavation and on field archaeological documentation
- Hindu and Buddhist iconography
- Outline on Cham history throughout ancient sources and new studies

3A Lessons plan: "Restoration laboratory" - 15 h
Topics:
The topics of the lectures are to be agreed.

G - Site management

1G Lessons plan: "Planning and conservation policies of cultural heritage" - 15 h
Topics:

- Local Development Models: Actors, Resources, Mechanisms
- Heritage and Development in Emerging Countries
- Local Development, Heritage and Urban Planning: Approached and Cases

2G Lessons plan: "Management of cultural heritage and museology and museography" - 30 h
Topics:

- The World Heritage Convention

- A policy for the historic centres: case studies in Italy
- Landscape Heritage: knowledge, preservation and management
- Historic roads as cultural heritage: preservation, conservation and management
- Ecomuseums as new tool for historic sites conservation and management
- Mỹ Sơn within the territorial context of Duy Xuyên district: some ideas for a sustainable tourism

3G Lessons plan: "Risk Assessment Map of Cultural Heritage. Geographic Information Systems for the construction of the Risk Map. – Site Manager Data Base" - 30 h

Topics:

- Introduction to the Risk Map Geographic information System
- Software Qgis : visualization, querying and management of vector data
- Software Qgis: creation and editing of new data
- Software Qgis: creation and printing of thematic maps
- An introduction to the SMDB (Site Manager Data Base)
- Type of card: architecture, archaeology and prospecting
- The site and his life
- Territorial risk
- SMDB: a teaching tool

Lessons plan of Vietnamese teachers

The topics of the lectures are to be agreed. They could be related to the following themes:

- Architectural Vietnamese History
- Vietnamese laws and regulations for the conservation of cultural heritage

NOTES:

1. The lesson days provide for 3 hours of lessons at the morning and 3 hours of lessons in the afternoon. The teacher have to consider the consecutive translation (from English to Vietnamese language); we can imagine that for 3 "real" hours, the teacher can prepare 2 hours of lesson.

2. The topics of the lessons, listed above, concern the first phase of the "Course for Expert Technicians" (B.2): the theoretical didactic (B.2.2). The second part of the course, the practical didactic (B.2.3), will start after these units of lessons. The students for the course "Training of Trainers" (B.4) will also be selected during the second phase (probably in the month of February 2018). The topics of the lessons of the Course "Training of Trainers" will be defined later; they could be either detail study of already treated themes, either new subjects (for example, museum design, microbiology, laboratory of restoration ...). At the end of the courses, the students will have to carry out a paper, in agreement with the teachers, concerning one of the topics.

3.5.2 Calendar

LEGEND – COURSE B2: *B2.2 Theoretical didactic*

	Classes by Vietnamese teachers
	Holiday
	C - Architectural Heritage Conservation
	1C "Elements of theory and history of restoration"
	2C "Survey techniques for historic buildings"
	3C "Materials for the architectural heritage"
	4C "Structures"
	5C "Organization of architectural heritage conservation site"
	A - Archaeological restoration
	1A "Building Archaeology"
	2A "Archaeology"
	3A "Restoration Laboratory"
	G - Site management

	1G “Planning and conservation policies of cultural heritage”
	2G “Management of cultural heritage and museology and museography”
	3G “Risk Assessment Map of Cultural Heritage. Geographic Information Systems. – Site Manager Data Base”

LEGEND – COURSE B2: *B2.3 Practical didactic*

	B2.3 Practical didactic

LEGEND – COURSE B3: *B3.2 Practical didactic*

	B3.2 Practical didactic

LEGEND – COURSE B4: *B4.2 Theoretical didactic; B4.3 Practical didactic*

	B4.2 Theoretical didactic
	B4.3 Practical didactic

COURSE B2					
	Monday 6-11	Tuesday 7-11	Wednesday 8-11	Thursday 9-11	Friday 10-11
morning					Opening ceremony
afternoon					Opening ceremony

	Monday 13-11	Tuesday 14-11	Wednesday 15-11	Thursday 16-11	Friday 17-11
morning	1C Restoration theory	1C Restoration theory	1C Restoration theory	1C Restoration theory	1C Restoration theory
afternoon	1G Planning	1G Planning	1G Planning	1G Planning	1G Planning

	Monday 20-11	Tuesday 21-11	Wednesday 22-11	Thursday 23-11	Friday 24-11
morning	1A Building archaeology	1A Building archaeology	1A Building archaeology	1A Building archaeology	1A Building archaeology
afternoon	2C Survey	2C Survey	2C Survey	2C Survey	2C Survey

	Monday 27-11	Tuesday 28-11	Wednesday 29-11	Thursday 30-11	Friday 1-12
morning	3C Materials	3C Materials	3C Materials	3C Materials	3C Materials
afternoon	4C Structures	4C Structures	4C Structures	4C Structures	4C Structures

	Monday 4-12	Tuesday 5-12	Wednesday 6-12	Thursday 7-12	Friday 8-12
morning	2G Management	2G Management	2G Management	2G Management	2G Management
afternoon	2G Management	2G Management	2G Management	2G Management	2G Management

	Monday 11-12	Tuesday 12-12	Wednesday 13-12	Thursday 14-12	Friday 15-12
morning	3G Risk assessment	3G Risk assessment	3G Risk assessment	3G Risk assessment	3G Risk assessment

afternoon	3G Risk assessment	3G Risk assessment	3G Risk assessment	3G Risk assessment	3G Risk assessment

	Monday 18-12	Tuesday 19-12	Wednesday 20-12	Thursday 21-12	Friday 22-12
morning	3 A Restoration laboratory	3 A Restoration laboratory	3 A Restoration laboratory	3 A Restoration laboratory	3 A Restoration laboratory
afternoon	3 A Restoration laboratory	3 A Restoration laboratory	3 A Restoration laboratory	3 A Restoration laboratory	3 A Restoration laboratory

	Monday 25-12	Tuesday 26-12	Wednesday 27-12	Thursday 28-12	Friday 29-12
morning	Vietnamese teachers	Vietnamese teachers	Vietnamese teachers	Vietnamese teachers	Vietnamese teachers
afternoon	Vietnamese teachers	Vietnamese teachers	Vietnamese teachers	Vietnamese teachers	Vietnamese teachers

	Monday 1-1	Tuesday 2-1	Wednesday 3-1	Thursday 4-1	Friday 5-1
morning	Vietnamese teachers	Vietnamese teachers	Vietnamese teachers	Vietnamese teachers	Vietnamese teachers
afternoon	Vietnamese teachers	Vietnamese teachers	Vietnamese teachers	Vietnamese teachers	Vietnamese teachers

	Monday 8-1	Tuesday 9-1	Wednesday 10-1	Thursday 11-1	Friday 12-1
morning	2 A Archaeology	2 A Archaeology	2 A Archaeology	2 A Archaeology	2 A Archaeology
afternoon	5 C Conservation	2 A Conservation	5C Conservation	5C Conservation	5C Conservation

	Monday 15-1	Tuesday 16-1	Wednesday 17-1	Thursday 18-1	Friday 19-1	
morning	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	Course B.3 Practical didactic
afternoon	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	

	Monday 22-1	Tuesday 23-1	Wednesday 24-1	Thursday 25-1	Friday 26-1	
morning	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	Course B.3 Practical didactic
afternoon	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	

	Monday 29-1	Tuesday 30-1	Wednesday 31-1	Thursday 1-2	Friday 2-2	
morning	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	Course B.3 Practical didactic
afternoon	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	

	Monday 5-2	Tuesday 6-2	Wednesday 7-2	Thursday 8-2	Friday 9-2	
morning	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	Course B.3 Practical didactic
afternoon	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	

	Monday 12-2	Tuesday 13-2	Wednesday 14-2	Thursday 15-2	Friday 16-2	
morning	B2.3 Practical didactic + RRS	B2.3 Practical didactic +RRS	B2.3 Practical didactic +RRS	TET_holiday	TET_holiday	Course B.3 Practical didactic
afternoon	B2.3 Practical didactic +RRS	B2.3 Practical didactic +RRS	B2.3 Practical didactic +RRS	TET_holiday	TET_holiday	

- **Selection of B.4 course teachers**

	Monday 19-2	Tuesday 20-2	Wednesday 21-2	Thursday 22-2	Friday 23-2
morning	TET_holiday	TET_holiday	TET_holiday	TET_holiday	TET_holiday
afternoon	TET_holiday	TET_holiday	TET_holiday	TET_holiday	TET_holiday

	Monday 26-2	Tuesday 27-2	Wednesday 28-2	Thursday 1-3	Friday 2-3		
morning	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	Course B.3 Practical didactic	Course B.4 Practical didactic
afternoon	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic		

	Monday 5-3	Tuesday 6-3	Wednesday 7-3	Thursday 8-3	Friday 9-3		
morning	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	Course B.3 Practical didactic	Course B.4 Practical didactic
afternoon	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic		

	Monday 12-3	Tuesday 13-3	Wednesday 14-3	Thursday 15-3	Friday 16-3		
morning	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	Course B.3 Practical didactic	Course B.4 Practical didactic
afternoon	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic		

	Monday 19-3	Tuesday 20-3	Wednesday 21-3	Thursday 22-3	Friday 23-3		
morning	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	Course B.3 Practical didactic	Course B.4 Practical didactic
afternoon	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic		

	Monday 26-3	Tuesday 27-3	Wednesday 28-3	Thursday 29-3	Friday 30-3		
morning	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	Course B.3 Practical didactic	Course B.4 Practical didactic
afternoon	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic		

	Monday 2-4	Tuesday 3-4	Wednesday 4-4	Thursday 5-4	Friday 6-4		
morning	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	Course B.3 Practical didactic	Course B.4 Practical didactic
afternoon	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic		

	Monday 9-4	Tuesday 10-4	Wednesday 11-4	Thursday 12-4	Friday 13-4		
morning	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	Course B.3 Practical didactic	Course B.4 Practical didactic
afternoon	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic		

	Monday 16-4	Tuesday 17-4	Wednesday 18-4	Thursday 19-4	Friday 20-4		
morning	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	Course B.3 Practical didactic	Course B.4 Practical didactic
afternoon	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic		

	Monday 23-4	Tuesday 24-4	Wednesday 25-4	Thursday 26-4	Friday 27-4		
morning	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	Course B.3 Practical didactic	Course B.4 Theoretical didactic
afternoon	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic		

	Monday 30-4	Tuesday 1-5	Wednesday 2-5	Thursday 3-5	Friday 4-5		
morning	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	Course B.3 Practical didactic	Course B.4 Theoretical didactic
afternoon	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic		

	Monday 7-5	Tuesday 8-5	Wednesday 9-5	Thursday 10-5	Friday 11-5		
morning	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	Course B.3 Practical didactic	Course B.4 Theoretical didactic
afternoon	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic		

	Monday 14-5	Tuesday 15-5	Wednesday 16-5	Thursday 17-5	Friday 18-5		
morning	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	Course B.3 Practical didactic	Course B.4 Theoretical didactic
afternoon	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic		

	Monday 21-5	Tuesday 22-5	Wednesday 23-5	Thursday 24-5	Friday 25-5		
morning	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	Course B.3 Practical didactic	Course B.4 Theoretical didactic
afternoon	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic		

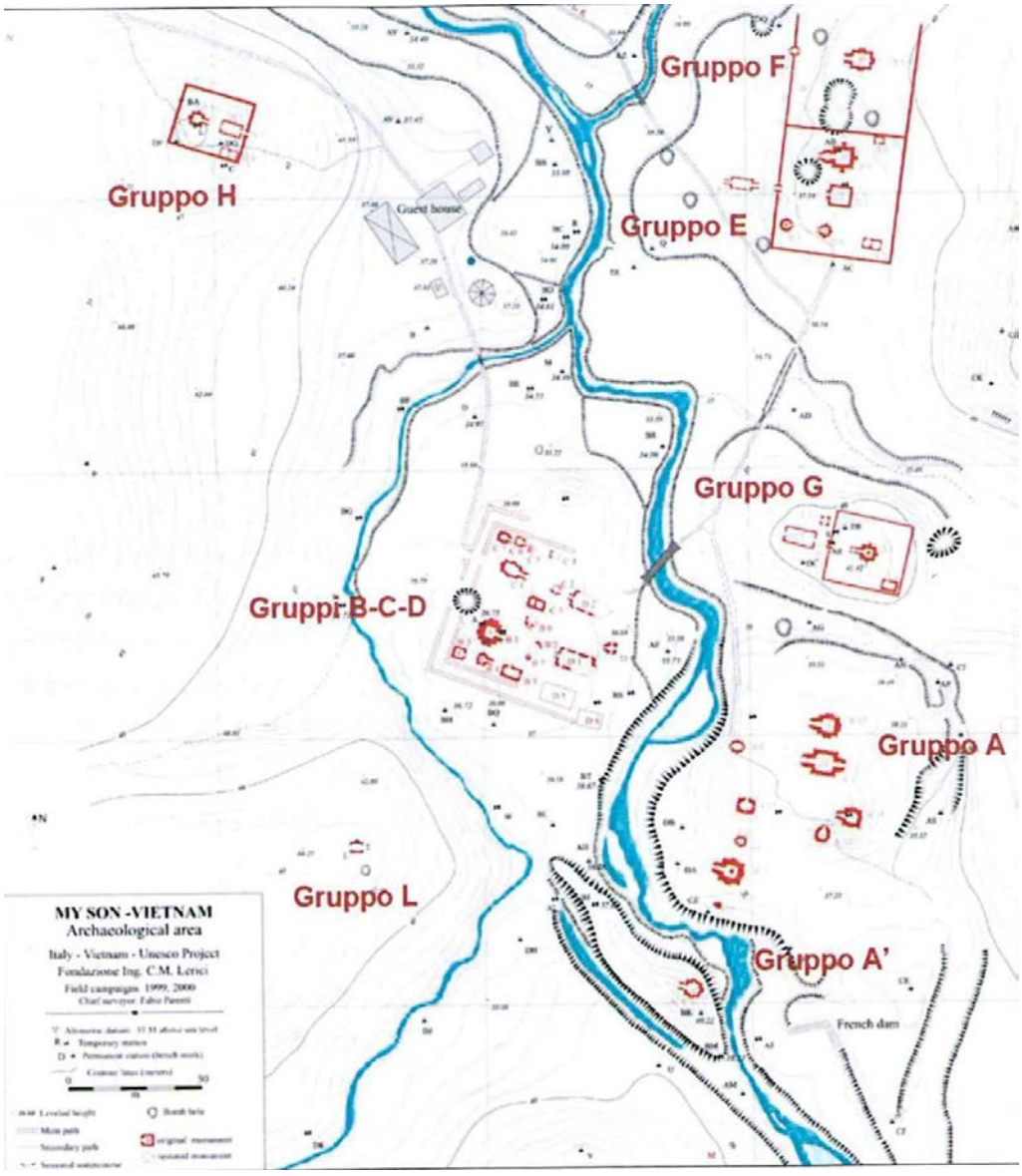
	Monday 28-5	Tuesday 29-5	Wednesday 30-5	Thursday 31-5	Friday 1-6		
morning	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	Course B.3 Practical didactic	Course B.4 Theoretical didactic
afternoon	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic	B2.3 Practical didactic		

3.6. Coordinating practical training activities at My Son archaeological site

(ref. ProDoc: cap.V; par.2; point C.1)

As already mentioned, the practical preparation offered through the project will be provided at the My Son archaeological site. Specifically, these learning-by-doing activities will allow the conservative restoration of building G4 and the general arrangement of the areas of both Group G and Group L. Thus, through the coordination of teaching sessions of restoration, consolidation, and archaeological excavation, the conservation and protection of these sites will be improved.

During the mission of October 2017, we will visit My Son site to check the conditions of the two areas for the practical didactic activities, which are confirmed with the agreement of the site management. Below we present some images documenting the current condition of the areas.

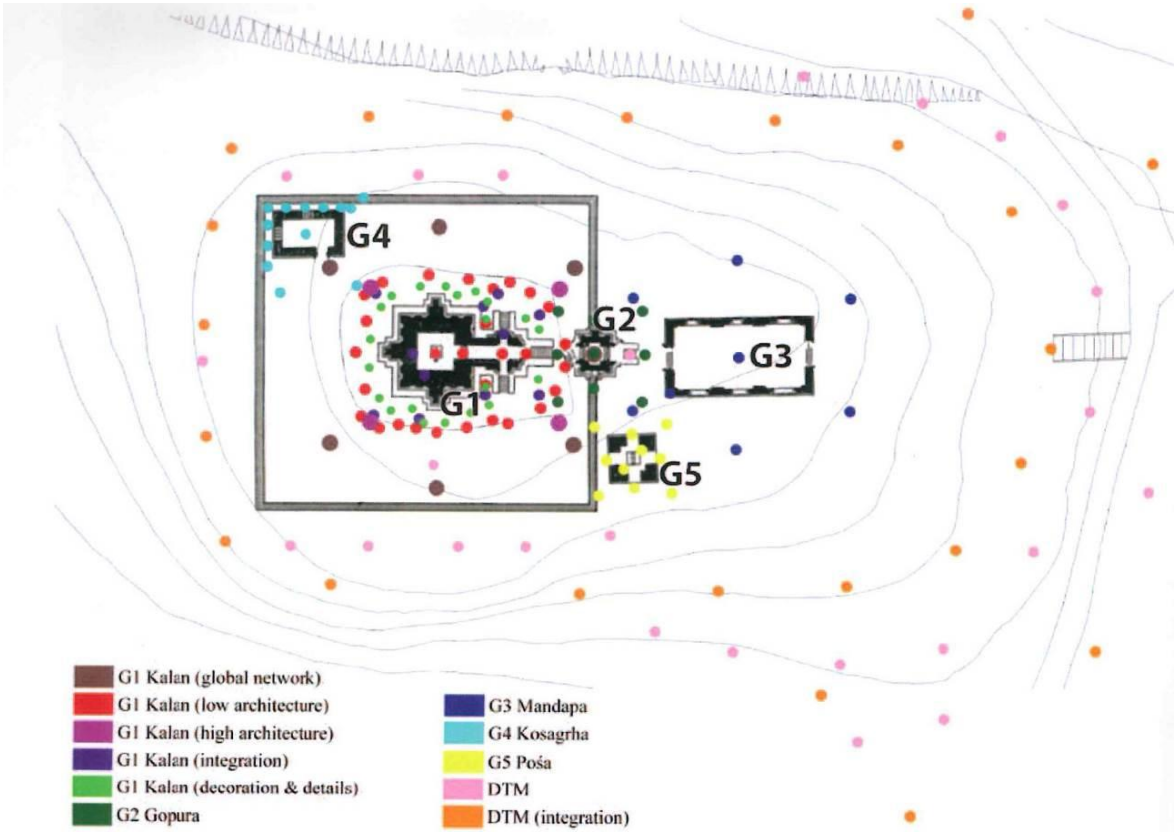


My Son site

Entrance of My Son site

General view of My Son site

General view of Group G



Drawing of monuments of Group G

4. BENEFICIARIES OF THE PROGRAM (ref. ProDoc: cap.VI)

The project will provide several training courses, involving about 120 people in total. Participants in the courses will be selected by Vietnamese institutions with the support of the Politecnico di Milano University. Regarding the courses in Archaeological Technologies, Architectural Restoration and Management, 30 participants will be selected every year among fresh university graduates, young civil servants and young professionals, who are engaged and interested in the conservation of cultural heritage. Regarding the courses in Archaeology and Architectural Restoration for labourers, training will be provided to 30 skilled workers every year. In addition, alongside these courses, 10 to 15 people will be identified among participants in other training activities of the project or unspecialised teachers of the school to be trained to become future teachers of the Vocational Training Centre for Restoration and Conservation of Cultural Heritage.

Among the specific categories of beneficiaries that will participate in the training on Archaeological Technologies, Architectural Restoration and Management there are: fresh university graduates with a bachelor's degree in architecture and archaeology, site managers, expert restorers, officials of the Departments of Culture of different provinces, etc. Selection of participants will be based on their skills, motivation and professional status, as to ensure the efficiency and effectiveness of training as well as the sustainability of the project.

Special attention will be given to the training of site managers, excavation assistants and architectural restoration operators, in order to standardise the operation on the monumental archaeological heritage. The project, in fact, will give the opportunity to collectively define the technical and administrative procedures to work on Vietnamese cultural heritage and disseminate them to the courses' participants.

Indirectly, the project will also benefit the local population involved at different levels in the management, protection and improvement of the archaeological sites and the landscapes, supporting not only the cultural sector but also the local economy. In fact, fostering the sustainable management of archaeological sites will boost the development of cultural tourism, which can, in turn, create new jobs and become a growth driver for the area.

Local authorities will also largely benefit of the project indirectly, as – especially in rural districts – they lack of highly qualified human resources. The project aims, in fact, at creating a locally available workforce (including managers, documentarists, archivists, topographers, draftsmen, IT experts, restorers, etc.) that will ensure the continuous supply of professional services, not only in the archaeological and restoration sectors but also in similar sectors. This will free local authorities from depending on expensive occasional emergency actions or on the not-always-possible intervention of specialists coming from far away cities.

5. IMPLEMENTATION, SUPERVISION AND EVALUATION OF THE PROGRAM (ref. ProDoc: cap.VII)

5.1 Overall operational plan (ref. ProDoc: cap.VII; par.1)

The overall operational plan was revised keeping into account the new schedule, which aims at ensuring an appropriate preparation phase as well as an efficient training activities. The sequence of the different activities was also compared to the installments timing. The new two-year overall program and the detailed first year schedule are detailed below.

No	Activities	2016	2017				2018				2019	
		Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
	Final Approval Procedure											
	Sign of Convention between AICS and POLIMI	11										
	Approval of Project Document	12										
	Project start		1									
	Approval of First year operational plan			6								
	Sign agreement of cooperation			6								
	Selection of human resources											
	Selection of Italian experts (working in Italy and in Quang Nam)		1	6	7	8	9	10				
	Selection of local experts and staff			6	7	8	9	10				

No	Activities	2016	2017				2018				2019	
		Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
A.1.	**Set-up infrastructures (classroom, offices, dormitories…)**											
A.1.1 A.1.2 A.1.3 A.1.4	Preparation of infrastructures			6	7 8 9 10							
A.1.5	Purchase of computers and facilities				7 8 9 10							
A.2.	**Laboratory Setup**											
A.2.1	Renovation of rooms and Storage			6	7 8 9 10							
A.2.2	Purchasing of equipment				8 9 10							
A.2.3	Setup of equipment					11 12						
B.1	**Training Programme development (Translation, "Vietnamization" and development of didactic materials)**											
B.1.0	Preparation of lessons and development of didactic materials for the 3 courses by Polimi teachers			6	7 8 9 10							
B.1.1	Translation,"Vietnamization" of didactic materials				7 8 9 10	11						
B.1.2	1st Course Grading and Evaluation							5				
B.1.3	Adjustment of the training programmes based on the results of the 1st course								6 7			

No	Activities	2016	2017				2018				2019	
		Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
B.2	**Course for Expert Technicians**											
B.2.1	Selection of 1st course students			6 7 8 9 10								
B.2.2	1st course: theoretical didactic					11 12	1					
B.2.3	1st course: practical didactic						1 2 3	4 5				
B.2.4	Selection of 2nd course students							4 5 6 7 8 9				
B.2.5	2nd course: theoretical didactic									11 12	1	
B.2.6	2nd course: practical didactic										1 2 3 4 5	
B.3	**Course for workers**											
B.3.1	Selection of 1st course workers					10 11 12						
B.3.2	1st course: practical didactic						1 2 3	4 5				
B.3.3	Selection of 2nd course workers									10 11 12		
B.3.4	2nd course: practical didactic										1 2 3 4 5	
B.4.	**Course "Training of Trainers"**											
B.4.1	Selection of course teachers						2					
B.4.2	course: theoretical didactic							5				
B.4.3	practical didactic							3 4				

No	Activities	2016			2017												2018												2019					
		Quarter 4			Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter 1			Quarter 2		
B.5.	**Seminars and updating courses**														11	12	1	2	3	4	5						11	12	1	2	3	4	5	
B.6.	**Study trips in Italy**																								9									
C.1.	**Practical activities coordination in My Son**															12	1	2	3	4	5							12	1	2	3	4	5	
D.1.	**Assessment of competency and interest of trainees for job placement**																																	
D.1.1	1st course																				5													
D.1.2	2nd course																																5	
E.1.	**Monitoring and Evaluation activities**																																	
E.1.1 E.1.1.1	Kick off meeting* and opening ceremony									6	7	8	9	10	11																			
E.1.2	Semi-annual reports and Steering Committee Meetings												9			12						6						12						
E.1.3	Mid-Term Report																				5													
E.1.4	Final Report and Final Meeting																																	6

5.2 First cycle detailed plan for implementing the project (ref. ProDoc: cap.VII; par.2)

No	Activities	2016			2017												2018						
		10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
	Final Approval Procedure																						
	Sign of Convention between AICS and POLIMI		11																				
	Approval of Project Document			12																			
	Project start				1																		
	Approval of first year operational plan									6													
	Sign agreement of cooperation									6													
	Selection of human resources																						
	Selection of Italian experts (working in Italy and in Quang Nam)				1					6	7	8	9	10									
	Selection of local experts and staff									6	7	8	9	10									
A.1.	**Set-up of infrastructures (classroom, offices, dormitories…)**																						
A.1.1	Preparation of computer/training room (1 room, adequate for 30 trainees, air-conditioned, around 60m^2)									6	7	8	9	10									
A.1.2	1 room around 50m^2 for PMU office in Tam Ky									6	7	8	9	10									
A.1.3	1 room around 50m^2 for PMU office in My Son area									6	7	8	9	10									
A.1.4	Dormitories for trainees (in									6	7	8	9	10									

No	Activities	2016			2017												2018						
		10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
	Tam Ky and My Son)																						
A.1.5	Purchase of computers and facilities										7	8	9	10									
A.2	**Laboratory Setup**																						
A.2.1	Renovation of rooms and Storage									6	7	8	9	10									
A.2.2	Purchasing of equipment											8	9	10									
A.2.3	Setup of equipment														11	12							
B.1	**Training Programme development (Preparation of lessons, translation, "Vietnamization" and development of didactic materials)**																						
B.1.0	Preparation of lessons and development of didactic materials for the three courses by POLIMI teachers									6	7	8	9	10									
B.1.1	Translation,"Vietnamization" of didactic materials										7	8	9	10	11								
B.1.2	1st Course Grading and Evaluation																				5		
B.1.3	Adjustment of the training programmes based on the results of the 1st course																					6	7
B.2.	**Course for Expert Technicians**																						
B.2.1	Selection of 1st course students									6	7	8	9	10									
B.2.2	1st course: theoretical didactic														11	12	1						
B.2.3	1st course: practical didactic																	1	2	3	4	5	

No	Activities	2016			2017												2018						
		10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
B.3.	**Course for workers**																						
B.3.1	Selection of 1st course workers													10	11	12							
B.3.2	1st course: practical didactic																1	2	3	4	5		
B.4	**Course "Training of Trainers"**																						
B.4.1	Selection of 1st course teachers																	2					
B.4.2	1st course: theoretical didactic																				5		
B.4.3	1st course: practical didactic																		3	4			
B.5	**Seminars and updating courses**														11	12	1	2	3	4	5		
C.1	**Practical activities coordination in My Son**															12	1	2	3	4	5		
D.1	**Assessment of competency and interest of trainees for job placement**																						
D.1.1	1st course																				5		
E.1.	**Monitoring and Evaluation activities**																						
E.1.1	Kick off meeting*									6	7	8	9	10	11								
E.1.1.1	Opening ceremony														11								
E.1.2	Semi-annual reports and Steering Committee Meetings												9			12							
E.1.3	Mid-Term Report																				5		

Notes:
*The kick off meeting will take place within the sixth month after the approval of documents.

5.3. Overall supervision of the project (ref. ProDoc: cap.VII; par.3)

To guarantee proper supervision of the project implementation, a meeting of the Steering Committee, SC shall be scheduled every six months.

5.4. Monitoring and evaluation plan of the project (ref. ProDoc: cap.VII; par.4)

There will be three monitoring missions during the project implementation; one per year and one mission at the end of the project for a final assessment. A Kick off meeting will be scheduled within the sixth month of the project after the approval of the documents, in order to assess the implementation of the preliminary activities and give a start to the training courses.

The monitoring schedule will be defined in agreement with all project partners. The missions will be conducted by senior experts in the areas of intervention of the project.

A semi-annual report will be prepared about the development of the project, in view of the SC meetings and dealing with the course state. At the end of the first year, a mid-term report will be prepared. At the end of the activities and after the final evaluation mission an impact evaluation report will be prepared.

Project evaluation will be carried out jointly by the People's Committee of Quang Nam Province, the Department of Labour, Invalids and Social Affairs and the Department of Culture, Sports and Tourism of Quang Nam, the Management Board of My Son Archaeological Site, the Italian Development Cooperation Agency (AICS) and the Politecnico di Milano University.

These two activities will be scheduled by the Steering Committee.

6. MANAGEMENT AND IMPLEMENTATION ORGANISATION OF THE PROJECT (ref. ProDoc: cap.VIII)

6.1. Modality of organization for management and implementation

(ref. ProDoc: cap.VIII; par.1)

Methodology

The project will be carried out following an integrated approach accounting for both conservation and management of archaeological and cultural landscapes. The trainings will be oriented to the management and valorisation of archaeological sites in order to support the development of cultural and sustainable tourism.

Regarding the functioning of the Vocational Training Centre for Restoration and Conservation of Cultural Heritage, activities will be based on two basic principles:

- Principle 1: Hands-on training in the field is complementary to theoretical lessons. Practice is a core aspect of the Centre’s teaching strategy.

- Principle 2: The use of modern scientific techniques is introduced to complement and further reinforce the use of traditional techniques and local knowledge.

Based on these two principles, the training curricula will be defined in agreement with competent national and local authorities and with the Institute for Conservation of Monuments in Hanoi.

Modality of project management
The Provincial People's Committee of Quang Nam is the Project Governing Body.
The Quang Nam Vocational Training College is the Project Owner.
The Politecnico di Milano University is the Italian Implementing Partner, who will be responsible to the Government of Italy for the management of the grant provided by the Government of Italy.
The Institute for Conservation of Monuments in Hanoi is the Technical Partner of the project.
Project implementation will be coordinated by a Project Management Unit (PMU) composed by representatives from the following institutions: Quang Nam Vocational Training College (who will be the Head of the PMU); Politecnico di Milano University, Institute for Conservation of Monuments in Hanoi, My Son Management Board,
Project implementation will be supervised by a Steering Committee (SC) composed by representatives from the following institutions: People's Committee of Quang Nam Province (which will appoint one representative to be the Head of this SC); AICS Office in Hanoi, Department of Culture, Sports and Tourism, Department of Labour, Invalids and Social Affairs, Department of Planning and Investment. SC meetings shall be conducted in person or remotely through the electronic circulation of minutes. Decisions will be taken exclusively by consensus among all members. PMU members, other project's stakeholders and related institutions may be invited to participate (if necessary) to SC meetings without voting right.

Any unforeseen activity not included in the project plan will be agreed by both by the PMU person in charge and the Politecnico di Milano as Chief Technical Advisor.

6.2 Coordination Mechanism (functions and responsibility of the project stakeholders)

(ref. ProDoc: cap.VIII; par.2)

Functions and responsibilities of the Provincial People's Committee of Quang Nam as Project Governing Body

- To approve the Feasibility Study Report (project document) of the project and the budget proposal, as regulated
- To provide and ensure availability of the local counterpart fund for this project
- To identify a suitable location to establish a restoration laboratory (where also archaeological material will be stored), and ensure sufficient guarding and security of the area (The PPC has directed the Quang Nam Museum to provide a sufficient space of 60m^2 for the Lab and one room of around 18m^2 for storage located inside Quang Nam Museum space for the Project's training purposes throughout the project duration)

- To provide direction for the trainees enrollment to the project activities based on the proposal and selection criteria proposed by PMU
- To carry out other tasks as regulated

Functions and responsibilities of the Quang Nam Vocational Training College as Project Owner

- To act as the Head of the PMU and to assign staff to participate in the PMU
- To submit the Feasibility Study Report (project document) of the project to the Governing Body for approval
- To develop and submit the overall operational plan of the Project to PPC Quang Nam for approval; to approve the annual operational plan which will be served as a basis for the Governing Body to approve the respective annual budget disbursement plan
- To mobilize the professional apparatus to participate in the project implementation, that is: to arrange enough staff and teachers to participate in the project activities, to assign the staff that has participated in training courses under the project (if any) to each required position,
- To arrange enough space in terms of workshops and classrooms in Tam Ky and My Son and create the necessary conditions to receive and install the equipment financed through the Official Development Assistance (ODA) fund
- To carry out other tasks as regulated.

Functions and responsibilities of the Politecnico di Milano University as the Italian Implementing Partner

- To timely designate a person to join the PMU as Chief Technical Advisor and as representative of the Politecnico di Milano University
- To provide technical guidance and direct project activities' management according to approved objectives and timeframe, in continuous, close coordination with the PMU
- To support the preparation of the Feasibility Study Report
- To receive and manage the funds allocated by the Government of Italy for the implementation of the project
- To ensure the appointment of the project staff and to avail the professionals and the experts from Italy, responsible for the teaching and training activities.
- To support the implementation and the quality control of project activities
- To prepare and present to the Government of Italy the required reports, including financial reports
- To carry out other tasks as regulated

Functions and responsibilities of the Institute for Conservation of Monuments in Hanoi as Technical Expert Partner

- To timely designate a person to join the PMU as representative of the Institute for Conservation of Monuments in Hanoi
- To provide technical guidance throughout the implementation of the project
- To be responsible for the Vietnamisation of the curricula and the development of training slides for the training course and provide other related training material for the project
- To support PMU in developing the trainees selection criteria and certification system, with orientation that this will allow the graduates of the project training courses to apply for practice permits as regulated by related law and regulatory documents in the cultural heritage sector
- To carry out other tasks as regulated

Functions and responsibilities of the My Son Management Board

- To timely designate a person to join the PMU as representative of the Institute for Conservation of Monuments in Hanoi
- To ensure access to the My Son archaeological site during the training courses
- To carry out other tasks as regulated

Functions and responsibilities of the Project Management Unit (PMU)

- To implement and manage project activities according to approved objectives and timeframe
- To prepare the Feasibility Study Report of the project for the Project Owner
- To support the Project Owner to develop the overall and annual operational and financial plans and submit them to the SC and Project Governing Body for approval
- To submit to the SC the completion report of the project, including the financial report, for approval
- To carry out the decision from PPC for trainees enrollment activities for the project
- To design and propose the certification system for graduates of the project training courses to make sure that the certification system meet the necessary requirements for practice permits as regulated by the related laws and legal documents in cultural heritage
- To carry out other tasks as regulated

Functions and responsibilities of the Steering Committee (SC)

- To provide guidelines for project management and implementation
- To supervise the project implementation
- To define a reporting schedule on the performance of the project, including financial reports, to be implemented by the PMU
- To approve overall and annual operational and financial plans, submitted by the PMU
- To approve the completion report of the project, including the financial report, submitted by the PMU
- To carry out other tasks as regulated

7. SELECTION OF HUMAN RESOURCES

7.1 Selection of Italian experts

The project envisions that a significant part of the didactic will be carried out by teaching staff of PoliMi, as co-financing. In the months between June and October 2017, this personnel shall be selected on the basis of the required disciplinary profile, the training experience in international cooperation projects and, of course, the willingness to move in Vietnam for theoretical and practical didactics. Priority will be given to DAStU staff, although teachers and researchers from other departments will also be involved, in particular with respect to structural expertise. The selection activity will be documented on the basis of the teachers curricula.

Part of the teaching staff will be external, with a regular contract. These teachers will cover areas of expertise not present on PoliMi (especially archeology), or will have to spend a long time in Vietnam, which is not possible for faculty members, who have to fulfill institutional teaching duties.
These teachers will be chosen in accordance with current regulations, through public competition notice. The announcement will be published in PoliMi bulletin. Unlike what originally envisioned, we decided it would be appropriate to involve part of the staff for a longer period, namely 12 consecutive months, (renewable for another 12 if necessary), so it is possible to take advantage of their contributions, not only in the period of their anticipated presence in Vietnam, but also in that of their presence in PoliMi. Where possible, we will opt for research grant tenders, which allow a more favorable tax regime for recipients and constitute a qualification in their CV for a university career. According to the current legislation, the call for the annual research grant will contain the obligation to stay in Vietnam for the expected duration of the project theoretical and practical didactics and a minor time commitment in Italy (depending on the project requirements). The time spent in Italy will be dedicated to preparing lessons and exercises, organizing the teaching materials, giving practical assistance to Vietnamese students visiting PoliMI and, in general, carrying out all other activities required to succeed in the educational part of the project (online tutoring, reviewing student work, etc.).

In case research grants cannot be issued (short-term activity or skills not testified by a university

degree - computer technicians, restorers of archaeological material, etc.) we will operate the necessary selections through public *ad hoc* calls, in accordance with current regulations.

7.2 The selection of Vietnamese teachers and other local professional figures

The selection of Vietnamese teachers and other local professional figures (in the months between June and October 2017) will be based on the Vietnamese current laws, under the responsibility of VTC, starting from policy-disciplinary information contained in PRODOC. The selection procedures will be reviewed by the PMU on the basis of the selection documents and the CVs of the chosen personnel.
During our meetings in Tam Ky, we discussed the selection criteria of the Vietnamese Coordinator of the project. More clear guidelines will be prepared, specifying the requirements for this role (administrative and management skills, with experience in the field).

8. TOTAL PROJECT BUDGET (ref. ProDoc: cap.IX)

The total budget allocation for the project is about **1.079.600 EUR (equivalent to 26.018.360.000 VND[1])**, of which:

- Official Development Assistance (ODA): 750.000 EUR, equivalent to 18.075.000.000 VND (about the 70% of the total project cost, according to Italian rules), to be provided as a grant from the Government of Italy;
- Contribution of the Politecnico di Milano University: 129.600 EUR, equivalent to 3.123.360.000 VND, about the 12% of the total project cost;
- Counterpart fund of the Quang Nam Province: 200.000 EUR, equivalent to 4.820.000.000 VND (about the 18% of the total project cost), to be provided from Quang Nam's budget to cover cost related to the construction of training facilities, tax and fees (if any), project management costs and other related costs.

The structure of the total budget allocation is the following.

8.1 Technical Advisor (ref. ProDoc: cap.XI; par.1)

The technical advisor has been selected, following a call for applications. The technical advisor will be present in Vietnam during on site activities and will manage the project in Italy in its organizational, management and financial phases. The selected person is arch. Roberta Mastropirro, who submitted a CV rich of international experiences, especially in Asian countries. A copy of her CV and the selection proceedings will be sent to AICS for documentation.

Overall cost: € 2.666,66 x 12 months (+ foreseen renewal of 12 months) = € 64.000 (equivalent to 1.542.400.000 VNĐ) paid by AICS.

[1]Applied exchange rate: 1 EUR = 24.100 VND (approximation July 2015).

8.2. Italian experts working in Italy (ref. ProDoc: cap.XI; par.1)

A team of experts working in Italy is required for the following activities:

- Tutoring;
- preparation of didactic materials;
- administration activities for project management.

Moreover, Politecnico di Milano will put at disposal a dedicated office along all the project time (30 months) at an overall cost of €14.000 equivalent to 337.400.000 VNĐ.
Thus, Italian consulting will cost € 73.600 (experts working in Italy + office's costs) equivalent to1.1.773.760.000 VNĐ, fully paid by Politecnico di Milano as co-financing.

8.3. Italian experts working on site (ref. ProDoc: cap.XI; par.1)

A team of on site professors and consultants is required. Senior and junior experts in international research, with proved experience in the intervention area and/or a deep knowledge in the main archaeological-monumental complexes in Centre Vietnam, will undertake training theoretical and practical activities, excavations, and surveys.

In particular the team will consist of the following professionals as experts:

- archaeologist/sts expert in Asian SE for an overall 12 months work time;
- senior archaeologist/sts for an overall 12 months work time ;
- expert/ts in site management and GIS, for an overall 2 months work time;
- archaeological objects restorer, for an overall 4 months work time;
- senior conservator architect/s, for an overall 31,5 months work time (of which 24 months work time paid by AICS and 7,5 month work time paid by Politecnico);
- senior architect expert in Museum Design for an overall 2 months work time.
- expert in non destructive diagnostic techniques for an overall 4 months work time.

We decide that is necessary to involve the Foundation Carlo Maurilio Lerici in the project, as a technical partner, as permitted by article 2 of AICS/PoliMI Convention, upon notice to AICS.
The Foundation Carlo Maurilio Lerici has developed a great experience (from the second half of the Eighties) in the archaeological researches in Asia, particularly in Asian South-East: in Laos, the Khmer monumental area Vat Phou; in Vietnam, the Cham sanctuary at My Son and more recently in Myanmar at Sri Ksetra, Halin and Beithano, the Pyu towns.
The employment of the Foundation Lerici would offer a higher chance of success for the use of the equipment and for the training of students, teaching activities already planned in PRODOC and under the responsibility of PoliMI.

The overall cost of on site consulting will be of € 277.600 equivalent to 6.690.160.000 VNĐ, € 241.60 (equivalent to 5.822.560.000 VNĐ, this sum includes also € 18.600 accomodation costs,) of which paid by AICS (including travel and accommodation expenses), and € 36.000 equivalent to 867.600.000 VNĐ as co-funded by Politecnico di Milano.

8.4 Accomodations for experts PoliMI

During our previous mission, we have estimated the various possible solutions for the accommodation of POLIMI employees. We will need an accommodation in Tam Ky (or nearby) for the teachers who will give the ex-cathedra classes and oversee the restoration laboratory. The technical advisor will stay in Vietnam for long periods during the project. For all these reasons, we plan to rent an apartment with appropriate size (in some moments of the project 6-7 people will be present simultaneously in Vietnam). We have already had some contacts with some owners and we have had some solid and congruent offers, but we would like to find other solutions with a better price near Tam Ky.
In any case, we will need a car transport service. We are also considering a possible "mixed" solution renting a smaller apartment and using a hotel for hosting the staff that will stay in Tam Ky for the short period of lessons.

The local supply in My Son is generally very poor and the living standards are very deficient. At the moment, the most appropriate solution could be to rent a home in the villages set at an adequate distance from My Son, so as to the transfers of the staff could be done in reasonable time. In the next missions some of the indicated solutions will be verified.

The agreements for Tam Ky and My Son accommodations will be completed during the next missions in Vietnam.
As a result of the revised estimates of room and board costs (which originally were not explicitly mentioned in the budget but included in the overhead costs), we have decided to change the original budget operating some small savings and specifying the costs of accommodations and board.

Overall cost: € 18.600 (equivalent to 530.200.000 VNĐ) paid by AICS
[this voice is included in the € 241.600 – point 8.3 *Italian experts working on site*]

8.5 Local experts and staff (ref. ProDoc: cap.XI; par.1)

The overall cost for local staff will be of € 113.400 equivalent to 2.732.940.000 VNĐ, paid by AICS, and including Hanoi-Tam Ky travel expenses, interpreting and staff selection..

In particular, the team of local experts will consist of the following professionals:

- national admin coordinator/accountant;
- senior archaeologist;
- junior archaeologist;
- senior architect;
- junior architect;
- restoration technician;
- driver;
- 60 trainee workers.

8.6 Training Costs (ref. ProDoc: cap.XI; par.2)

They sum up to € 122.000 equivalent to 2.940.200.000 VNĐ, € 72.000 of which will be paid by AICS as scholarships for 60 students, € 20.000 will be paid by AICS as Vietnamization of the teaching programs and development of training materials. The left € 30.000 will be co-funded by the Institute of Monuments Conservation - Hanoi as didactic materials.

8.7 Study journey in Italy (ref. ProDoc: cap.XI; par.3)
The project envisions a study journey in Italy for 3 Vietnamese students. This activity will cost €15.300, equivalent to 368 730 000 VNĐ, paid by AICS.

8.9 Publishing and printing costs (ref. ProDoc: cap.XI; par.4)
They are intended for duplicated lecture notes (at least 100 copies), printing of drawings and pictures, publishing of reports, etc...They sum up to €13.000, equivalent to 313 300 000 VNĐ, paid by AICS.

8.10 Equipment (ref. ProDoc: cap.XI; par.5)
The needed equipment will sum up to an overall amount of €100.400.
AICS will pay an overall amount of € 80.400 equivalent to 1.937.640.000 VNĐ for basic equipment (minivan, computer, photocopier, color printer, plotter, total station, GPS, software), laboratory instruments and equipment transportation and maintenance expenses.

In approximate terms, Laboratory Instruments will include:

Laboratory Instruments	**Number**	**Unit price €**	**Total €**	**Total VND**
Five spokes wheeled Stools, adjustable back and height	6	170	1.020	24 582 000
Suction arms with engine for external expulsion of toxic vapors and outgoing carbon filter	3	2.200	6.600	159 060 000
Accessory Kit for Safety	3	100	300	7 230 000
Canister vacuum-liquids	1	300	300	7 230 000
Vacuum cleaner with a power regulator and set of micro crevice tools for Museum object cleaning	1	500	500	12 050 000
Micro-motor handpiece for abrasive and micro-drill with accessories and bits	6	570	3.420	82 422 000
Ion Exchange Demineralizer	1	770	770	18 557 000
Ion exchange resin for Deionizer	1	250	250	6 025 000
Electronic scale from 2 kg	1	120	120	2 892 000
Laboratory and/or yard microsandblaster with tank for powders, manometer for pressure control and precision pen with Vidiam nozzle	2	380	760	18 316 000

Spray Booth	1	1.200	1.200	28 920 000
Magnetic stirrer with heater	1	360	360	8 676 000
Thermostatic oven for dehydration of metals, 28 lt	1	760	760	18 316 000
Trinocular microscope with objectives and overhanging stand	1	1.100	1.100	26 510 000
Compatible microscope camera	1	1.000	1.000	24 100 000
Microscope Illuminator	1	350	350	8 435 000
Portable Conductivity Meter	1	120	120	2 892 000
Visor lens	4	50	200	4 820 000
Bench small lathe	3	90	270	6 507 000
3 Tanks Mobile	2	300	600	14 460 000
TOTAL			**20.000**	**482 000 000**

Purchase and use of MiniVan

The project foresees the purchase of a Minivan dedicated to staff transfers. The use of this means of transportation is necessary especially for the period in which practical lectures will be held, since My Son site is isolated and does not have at disposal adequate habitations in the first premises.
The Minivan will be used starting from November 2017, in line with the beginning of the lectures foreseen by the project.
Since Vietnamese norms forbid the purchase of auto-transportation means by foreigners, at the moment is developing a solution to solve the problem.
It is possible to affirm that in no way the employees of PoliMI will be able to drive the vehicle (for the particular nature of the Vietnamese traffic and especially for the criminal liability in case of an accident). The project plans to employ a local driver, equipped with the necessary authorizations law for public transport. He will be available to the project during our whole presence in Vietnam. A specific agreement will be presented to VTC to govern the fuel costs, ordinary maintenance/repair and the cost of extraordinary maintenance/repair that may be necessary. This agreement will govern also the cases of guilt for an unpermitted use by the Vietnamese during our absence.

High technology equipment (available until the end of the project)

The PRODOC envisions the availability of high-tech equipment for an amount of 20,000 Euros. The equipment identified is as follows:

- N. 2 proton magnetometres for magnetic prospection ;
- N. 1 resistivity metre for geoelectric prospection;
- N. 1 georadar for georadar surveys;

- N. 2 GPS for topographic georeferencing;
- N. 1 laser theodolite for geometric monuments detection;
- N. 2 optical theodolites for topographic survey;
- N. 1 laserscanner;
- Maintenance of electronic softwares.

An internal investigation at PoliMI has verified that such equipment already exists in the PoliMi, but is not available for a project of such a long duration. We have decided to involve the Foundation Carlo Maurilio Lerici, a Foundation of the Politecnico di Milano (as stated above), which would provide free of charge the above instruments. An appropriate agreement with the Foundation is being approved in order to govern the responsibilities of the parties.
A specific partnership agreement is being prepared, which will permit to take advantage of the expertise of the Foundation in the more general management of the project, given the considerable experience it has gained in decades of field activities in SE Asia and, in particular, in Vietnam, which makes the Foundation unique.

8.11. Infrastructures (ref. ProDoc: cap.XI; par.6)

The Quang Nam Province will put at disposal a convenient number of locations for the implementation of the project, among which: some classrooms, a laboratory room, a storage room for findings and materials, fitting and basic equipment, etc... This contribution from the Vietnamese counterpart is valued in € 127,086.30 (including VAT) [€ 115.533 + VAT] equivalent to 3.062.77983 VNĐ.

We also want to point out the following:

Preparation of dormitories and refectories for the students selected

VTC has dormitories and dining halls suitable for this purpose in Tam Ky. However, there are no adequate spaces in My Son. Here, the spaces will be located in one of the nearby villages. VTC will be asked to present a proposal to PoliMi by the end of July, so we can be sure that the necessary spaces are available and well organized before the start of activities at My Son (our time schedule envisions January 2018).

8.12 Communication and Visibility (ref. ProDoc: cap.XI; par.7)

We want to point out the following:
Communication costs sum up to € 18.600 equivalent to 448.260.000 VNĐ, paid by AICS. They are intended for the expenses of the kick-off seminar, as well as the final meeting and all the other actions related to the project visibility.

Kick off meeting

The kick off meeting will take place within the sixth month after the approval of documents. The different parties will meet to assess the final details of the operating spaces and structures in Tam Ky and the development of the project.
The training activities will start on 10th November 2017. The courses will begin with a

ceremony to which students, local or national experts and local administrators and representatives of the Institute of Monuments will be invited. During the ceremony there will be two "scientific" speeches, at the expense of PoliMI and Hanoi Institute of Monuments.

8.13 Running Costs (ref. ProDoc: cap.XI; par.8)

Running costs include the expenses for in site maintenance and billing, paid by the Quang Nam Province to an extent of € 39,012 + VAT [= € 42.913,2 including VAT] equivalent to 1.034.208.000 VNĐ (including telephone, water, electricity….). These expenses are part of the Vietnamese contribution and have been negotiated at Province level.

8.14 Monitoring and assessment (ref. ProDoc: cap.XI; par.9)

Monitoring and assessment costs sum up to € 13.600 equivalent to 327 760 000 VNĐ and pay the journeys and stays expenses for the start-up of the activities as well as the intermediate and final assessment phases.

8.15 Detailed cost-breakdown in total project budget (ref. ProDoc: cap.XI; par.10)

Code	Item	Quantity	AICS	Vietnam-ese Countepart		POLI MI	Total Euro	Total VND (1Euro =24100 VND)
				VTC Tam Ky	Institute of Conservation of Monuments - Hanoi			
1	**COORDINATION AND MANAGEMENT**							
1.1	**Technical Advisor**	**24 months**	**64**				**64**	**1 542 400 000**
2	**OTHER EXPENSES**							
2.1	Italian experts							
2.1.1	***Experts working in Italy***					***73,6***	***73,6***	***1 773 760 000***
2.1.2	*Assistance to Scholarship*					6		*144 600 000*
2.1.3	*Preparation of teaching material*					26		*626 600 000*
2.1.4	*Office at Polytechnic*					14		*337 400 000*
2.1.5	*Design, Administrative staff*					27,6		*665 160 000*
	Experts working in Quang Nam Province		***241,6***			***36***	***277,6***	***6 690 160 000***
2.1.6	*Archaeologist expert in Asian SE*	12 months	55,2					*1 330 320 000*
2.1.7	*Senior Archaeologist*	12 months	26,0					*626 600 000*
2.1.7a	*Expert in Sites Management, Database and GIS*	2 months	9,6					*231 360 000*
2.1.8	*Restorer of objects*	4 months	20,4					*491 640 000*
2.1.9	*Senior Architect Conservator*	24 months	48,0					*1 156 800 000*

Code	Item	Quantity	AICS	Vietnam-ese Countepart		POLI MI	Total Euro	Total VND (1Euro =24100 VND)
				VTC Tam Ky	Institute of Conservation of Monuments - Hanoi			
2.1.10	*Senior Architect Conservator*	7,5 months				36		*867 600 000*
2.1.11	*Architect senior expert in Museum Design*	2 months	10,2					*245 820 000*
2.1.12	*Expert in non-Destructive diagnostic techniques*	4 months	18,0					*433 800 000*
2.1.13	*Flight tickets*	32 trips	35,6					*857 960 000*
2.1.14	*Accomodation*	16 months	18,6					*530 200 000*
2.2	***Local experts and staff***		***113,4***				***113,4***	***2 732 940 000***
2.2.1	*National Admin Coordinator/Accountant*		18					*433 800 000*
2.2.2	*Senior Archaeologist*	6 months	7,2					*173 520 000*
2.2.3	*Junior Archaeologist*	6 months	6					*144 600 000*
2.2.4	*Senior Architect*	6 months	7,2					*173 520 000*
2.2.5	*Junior Architect*	6 months	6					*144 600 000*
2.2.6	*Restorer Technician*	8 months	6,4					*154 240 000*
2.2.7	*Driver*	12 months	4,56					*109 896 000*
2.2.8	*60 trainee workers*		39,6					*954 360 000*
2.2.9	*Translation and Staff Selection Service*		14,44					*348 004 000*
2.2.10	*Travel costs (Hanoi-Tam Ky)*		4					*96 400 000*
2.3	**Training Costs**		**92**		**30**		**122**	***2 940 200 000***
2.3.1	*Vietnamization of the teaching programmes and development of training materials*	2 months	20					*482 000 000*
2.3.2	*Didactic Materials (by the 'Institute for Monuments Conservation' - Hanoi)*				30			723 000 000
2.3.3	*Scholarships in Vietnam (60 students) for the training courses including trainee enrollment costs*	12 months	72					1 735 200 000
2.4	**Study journey in Italy (3 people)**		**15,3**				**15,3**	**368 730 000**
2.5	**Printing costs**		**13**				**13**	**313 300 000**
2.6	**Equipment**		**80,4**			**20**	**100,4**	**2 419 640 000**
2.6.1	*Basic equipment*		56,4					1 359 240 000

Code	Item	Quantity	AICS	Vietnam-ese Countepart		POLI MI	Total Euro	Total VND (1Euro =24100 VND)
				VTC Tam Ky	Institute of Conservation of Monuments - Hanoi			
2.6.1.1	*Minivan (9-16 seats)*		28					*674 800 000*
2.6.1.2	*6 computers*		6					*144 600 000*
2.6.1.3	*1 photocopiers*		2					*48 200 000*
2.6.1.4	*1 color printer*		0,5					*12 050 000*
2.6.1.5	*1 plotter 80*		2					*48 200 000*
2.6.1.6	*Total Station*		5					*120 500 000*
2.6.1.7	*2 GPS*		1,2					*28 920 000*
2.6.1.8	*Software*		6,7					*161 470 000*
2.6.1.9	*Maintenance*		5					*120 500 000*
2.6.2	*Laboratory Instruments*		20					482 000 000
2.6.3	*Screen and projector*		2					48 200 000
2.6.4	*Equipment Transportation*		2					48 200 000
2.6.5	*High technology equipment (available until the end of the project)*					20		482 000 000
2.7	**Classrooms, laboratory, dormitories, other infrastructures in Quang Nam Province available for the project**			**115,533**			**115,533**	**2 784 345 300**
2.7.1	Facilities of PMU offices (in Tam Kỳ and Mỹ Sơn)	30 months		8,953				215 767 300
2.7.2	Classrooms facilities (in Tam Kỳ and Mỹ Sơn)	30 months		8,316				200 415 600
2.7.3	Computer Room facilities (at VTC)	30 months		22,205				535 140 500
2.7.4	Laboratory facilities at Quang Nam Museum			4,266				102 810 600
2.7.5	Renovation of the Museum, offices for MPU and classrooms for trainees			17,574				423 533 400
2.7.6	Renting offices for MPU and studying rooms for trainees in My Son			7,552				182 003 200
2.7.7	Dormitories for trainees			31,867				767 994 700
2.7.8	Travel costs for trainees (Tam Ky-My Son)			14,800				356 680 000
2.8	**Running cost**			**39,012**			**39,012**	**942 792**

Code	Item	Quantity	AICS	Vietnam-ese Countepart		POLI MI	Total Euro	Total VND (1Euro =24100 VND)
				VTC Tam Ky	Institute of Conservation of Monuments - Hanoi			
2.9	**VAT 10% (of items 2.7 and 2.8)**			**15,455**			**15,455**	***372 465 500***
2.10	**Communication and visibility**		**18,6**				**18,6**	***448 260 000***
2.11	**Costs of monitoring missions - Auditing**		**13,6**				**13,6**	**327 760 000**
3	**SUB-TOTAL**		651,9	170	30	129,6	**981,5**	**23 654 150 000**
3.1	General expenses (less than 10% of sub-total)		98,1				98,1	2 364 210 000
4	**TOTAL**		750	200		129,6	1.079,6	**26 018 360 000**

9. DOMESTIC FINANCIAL MECHANISM (ref. ProDoc: cap.X)

The Project aims at building up skills in restoration and conservations of cultural heritage and is non-profitable. It is therefore to propose that the domestic financial management mechanism is grant from the state budget.

9.1. Responsibility for fund management

- With regard to the counterpart fund, PPC Quang Nam will allocate to Vocational Training College (VTC) of Quang Nam 4.820.000.000 VND equivalent to 200.000 Euro from the provincial budget to cover the costs related to the construction of training facilities, tax and fees (if any), project management costs and other related costs.
- The Government of Italy will entrust the grant fund of 750.000 EUR directly to the Politecnico di Milano University. The university will be responsible for directly managing this financial source and reporting to the AICS (The Italian Agency for Development and Cooperation) for projects' expenses. All financial documentation will have to be provided regarding the expenses financed through the Government of Italy grant fund. Financial management and payment related to this amount are in accordance with regulations of the Government of Italy.

9.2. Financial Disbursement Plan

The financial disbursement Plan is indicated in the details of the agreement of Cooperation signed by the Project owner and by the Contractor.

9.3.Auditing activity

The project will be audited upon the completion of the project according to regulations of

Vietnam and Italy.

ANNEX

Annex 1: Estimated Budget Allocation for Project Activities under ODA: cost breakdown

Code	Item	Quantity	AICS Contribution	
			Euro (thousand)	VND
1	**COORDINATION AND MANAGEMENT**			
1.1	Coordinator	24 months	**64**	**1 542 400 000**
2	**OTHER EXPENSES**			
2.1	Italian experts			
2.1.1	*Experts working in Italy °*			
2.1.2	*Assistance to Scholarship°*			
2.1.3	*Preparation of teaching material °*			
2.1.4	*Office at Polytechnic °*			
2.1.5	*Design, Administrative staff °*			
	Experts working in Quang Nam Province		**241,6**	**5 822 560 000**
2.1.6	*Archaeologist expert in Asian SE*	12 months	55,2	1 330 320 000
2.1.7	*Senior Archaeologist*	12 months	26	954 360 000
2.1.7a	*Expert in Sites Management, Database and GIS*	2 months	9,6	231 360 000
2.1.8	*Restorer of objects*	4 months	20,4	491 640 000
2.1.9	*Senior Architect Conservator*	24 months	48	1 388 160 000
2.1.10	*Senior Architect Conservator °*	7,5 months		
2.1.11	*Architect senior expert in Museum Design*	2 months	10,2	318 120 000
2.1.12	*Expert in non-destructive diagnostic techniques*	4 months	18	
2.1.13	*Flight tickets*	32 trips	35,6	857 960 000
2.1.14	*Accomodations*	16 months	18,6	
2.2	**Local experts and staff**		**113,4**	**2 732 940 000**
2.2.1	*National and Administration Coordinator*		18	433 800 000
2.2.2	*Senior Archaeologist*	6 months	7,2	173 520 000
2.2.3	*Junior Archaeologist*	6 months	6	144 600 000
2.2.4	*Senior Architect*	6 months	7,2	173 520 000
2.2.5	*Junior Architect*	6 months	6	144 600 000
2.2.6	*Restorer Technician*	8 months	6,4	154 240 000
2.2.7	*Driver*	12 months	4,56	109 896 000
2.2.8	*30 workers*		39,6	954 360 000
2.2.9	*Translation and Staff Selection Service*		14,44	348 004 000
2.2.10	*Travel costs (Hanoi-Tam Ky)*		4	96 400 000
2.3	**Training Costs**		**92**	
2.3.1	*Vietnamization of the teaching programmes and development of*	2 months	20	482 000 000

Code	Item	Quantity	AICS Contribution	
			Euro (thousand)	VND
	didactic materials			
2.3.2	*Didactic Materials (by the 'Institute for Monuments Conservation' - Hanoi)* °			
2.3.3	*Scholarships in Vietnam (120 students) for the training courses*	12 months	72	1 735 200 000
2.4	**Study journey in Italy (3 people)**		**15,3**	**433 800 000**
2.5	**Printing costs**		**13**	**361 500 000**
2.6	**Equipment**		**80,4**	
2.6.1	*Basic equipment*		56,4	1 359 240 000
2.6.1.1	*Minivan (9-16 seats)*		28	674 800 000
2.6.1.2	*6 computers*		6	144 600 000
2.6.1.3	*1 photocopiers*		2	48 200 000
2.6.1.4	*1 color printer*		0,5	12 050 000
2.6.1.5	*1 plotter 80*		2	48 200 000
2.6.1.6	*Total Station*		5	120 500 000
2.6.1.7	*2 GPS*		1,2	28 920 000
2.6.1.8	*Software*		6,7	161 470 000
2.6.1.9	*Maintenance*		5	120 500 000
2.6.2	*Laboratory Instruments*		20	482 000 000
2.6.3	*Equipment Transportation*		2	48 200 000
2.6.4	*Screen and projector*		2	48 200 000
2.6.5	*High technology equipment (available until the end of the project)*°			
2.7	**Classrooms, laboratory, dormitories, other infrastructures in Quang Nam Province available for the project** °			
2.8	**Running costs on the Vietnamese side** °			
2.9	**VAT** °			
2.10	**Communication and visibility**		**18,6**	**372 000 000**
2.11	**Costs of monitoring mission – auditing**		**13,6**	**327 760 000**
3	**SUB-TOTAL**		651,9	15 710 790 000
3.1	General expenses (less than 10% of sub-total)		98,1	2 364 210 000
4	**TOTAL**		**750**	**18 075 000 000**

° these voices are not in the budget allocation for Project Activities under ODA.

APPROVAL OF GOVERNING BODY

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