

Lao People's Democratic Republic
National University of Laos (NUOL)
Lao-Japan Human Resource Development Institute (LJI)

Lao People's Democratic Republic Project for the Capacity Development of Business Professionals and Networking through LJI Project Completion Report

September, 2022

Japan International Cooperation Agency (JICA)

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Project Completion Report (September 23, 2022)



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I. Basic Information of the Project

1. Country: Lao P.D.R.

2. Title of the Project

Project for the Capacity Development of Business Professionals and Networking through LJI

3. Duration of the Project (Planned and Actual)

September 1st, 2019 - August 31st, 2022 (3years)

4. Background

Laos began a transition of economy system from a planned economy to a market economy with the introduction of the "New Economic Mechanism" and economic reforms in 1986, and has achieved an average growth rate of over 7% since the 2010s. In addition, the elimination of tariffs within the ASEAN region began in 2015, and Laos has been active in regional economic integration and cooperation, including making preparations for the establishment of domestic institutions. In addition, recent changes in social and economic conditions in China, Thailand, and other countries have led to moves by Japanese and foreign companies such as China +1 and Thailand +1, and interest in Laos as a destination for such moves continues to be high.

However, Laos faces several economic development constraints: landlocked, small population (approximately 6.85 million), low population density, and unintegrated domestic market due to slow infrastructure development. Furthermore, the rapid growth of the young population has continued since the independence of Laos. Therefore, the creation of job opportunities associated with the increase in the working population, as well as the

development of industrial human resources to support future economic growth and foreign direct investment are an important policy issue.

Meanwhile, the Japanese government is promoting policies to support the overseas expansion of Japanese small and medium-sized enterprises (SMEs) in the context of increasing regional and global economic integration.

LJI was established in 2001 as the Laos-Japan Center (LJC), and since then has been active mainly in the field of business human resource development, supporting Laos' transition from a planned economy to a market economy. In order for LJI to operate more effectively under the above environment, it is necessary to further strengthen its core industrial human resource development services, such as Keiejuku Programs and Tailor-made Programs, as well as its functions as a hub for providing information and networking support between Japan and Laos, mainly for business.

5. Overall Goal and Project Purpose (from Record of Discussions(R/D))

Overall Goal: Economic relationship between Lao PDR and Japan is strengthened by human resource development for industry at LJI.

Project Purpose: LJI becomes the center of human resource development for industry and business information and networking services.

6. Implementing Agency

Lao-Japan Human Resource Development Institute (LJI)

II. Results of the Project

1. Results of the Project

1-1 Input by the Japanese side (Planned and Actual)

Since this project has not been completed, all amounts below are tentative.

A. Total amount of expenditure:

281 million yen (Plan: 284 million yen)

B. Number of dispatched experts:

(1) Chief Advisor: 1 short-term expert from September 2019 to July 2021 and 1 long-term expert from 2021.08 to 2022.08.

(2) Business Networking and coordinator: 1 long-term expert from 2019.10 to 2022.08

(3) Short-term expert: 16.97 MM (Keiejuku Program, MBA program, etc.)

C. Number of participants trained in Japan:

17 short-term trainees: 5 trainees from MBA program, 10 trainees from Keiejuku Program, 2 trainees from LJI staff

D. Total amount of equipment provides and total amount of expended by JICA local budget

121 million yen

(1) Total amount of equipment provided: 67 million yen

Construction of LJI café, establishment of LJI exhibition space, renovation of LJI facilities, enhancement of ITC equipment for business implementation online, purchase of minibus, etc.

(2) Expenditures of JICA local budget: 54 million yen

Local consultant hiring costs and other project activity costs, LJI general and administrative costs, etc.

1-2 Input by the Lao side (Planned and Actual)

A. Allocation of Counterpart

As planned, the project director (President of NOUL), project supervisor (Vice President of NOUL), project manager (Director of LJI), and other staff necessary for project implementation (31 LJI staff members and lecturers from the Faculty of Economics and Business Administration (FEB)) were assigned from NUOL. However, the positions of Deputy Director in charge of the Japanese Language Division and Cultural Exchange Division and the Business Division Head are vacant.

B. Provision of in-kind services:

Basic salaries for LJI staff and basic utilities such as electricity and water are provided by NUOL. In addition, daily running costs (gasoline, etc.) for the office and vehicles are provided by LJI. Office space for JICA experts is also provided by LJI.

C. Other input

Other necessary office equipment such as computers, air conditioners, and other necessary office equipment are provided by LJI.

1-3 Activities (Planned and Actual)

The following two events, which were not anticipated at the beginning of the project, had a significant impact on the implementation of this project.

(1) Spread of new coronavirus infection

Due to the spread of the new coronavirus, Laos had been on lockdown for more than a year since April 2020. In order to cope with this situation, LJI has enhanced ITC environment including necessary online equipment with the support of the JICA Project. However, LJI's activities were negatively affected by a decline in operational efficiency and the number of visitors and training participants, cancellation and postponement of training programs in

Japan, stagnation of activities in cooperation with external organizations, and delays in the Project's activities.

On the other hand, many LJI events that used be organized offline have been organized online, and that have made many people from Japan and other countries to attend LJI events. In addition, more Lao participants that are from outside of Vientiane were able to join the LJI Programme such as Keiejuku Program, LJI SUSU and various seminars, when it was organized online.

(2) Passing away of Dr. Bounlouane Douangneune, former Director (August 2021)

Dr. Bounlouane was in charge of various business training programs, and with his passing, the number of training programs that LJI is able to offer has been decreased, especially Tailor-made Programs.

The following is a description of the activities that have been changed or added to the original project activity plan.

<Relating to activities 1-1 and 1-3>

Activity 1-1. Revise the curriculum of business courses (Keiejuku, Start-up Course, Customized courses, Tailor-made courses) which targets business owners and entrepreneurs.

Activity 1-3. conduct business courses.

(1) Strengthening the training content of the Keiejuku Program

In order to strengthen the brand of the Keiejuku Program and reflect the opinions of alumni and others, the additional service called one to one consultation for all subjects ("corporate consultation service") has been launched from January 2021 (batch 4), and the subject of "operations management" was newly added to the Keiejuku Program from April 2021.

(2) Improving the operation of the MBA Program for its sustainable development

Under the regulation of National University of Laos (NOUL; the same below), more than 40% of subjects of MBA Program has to be taught by foreign lectures including Japanese ones. Therefore, JICA short-term experts (consultants; the same below) used to teach some subjects of the MBA program. However, in order to differentiate the MBA program from the Keiejuku Program and to ensure the sustainability of the MBA program, LJI decided to discontinue to receive the consultants from September 2020 (batch 13), and LJI has directly recruited foreign lecturers, including Japanese ones. In accordance with this change, the lecturers of 6 subjects were changed and the curriculum was reorganized.

(3) 100% Lao lecturers for Regular and Tailor-made Programs

For the Regular and Tailor-made Programs, LJI also decided to discontinue to receive the

consultants from December 2019, and all service and/or lectures were provided by Lao lecturers. This was done to allow LJI staff to run those programs independently. Another reason is that it was difficult to manage Tailor-made Programs according to the availability of the consultants.

(4) Implementation of LJI SUSU (scale-up track)

Under the two themes of "solving social issues in Laos through innovative business" and "contributing to import substitution and export promotion by promoting Made in Laos", LJI SUSU (scale-up track) was implemented.

108 companies (entrepreneurs and existing businesses) applied for the LJI SUSU (scale-up) and 14 companies were selected to participate LJI SUSU (scale-up Phase1). These 14 companies got training and advice to refine their business plans from mentors and participated business plan competition for final pitch. From the 14 companies, LJI and JICA selected 3 companies to be financed by JICA to implement their business plan (proof of concept) (3 million yen per company). The three companies have been receiving various mentoring and advice by mentors and LJI SUSU team to implement the business plan by July 2022.

In implementing the scale-up track, LJI received cooperation from both Japanese and Lao institutions, including JETRO Vientiane Office, Maruhan Japan Bank Lao, the Lao Ministry of Commerce and Industry (SME Promotion Bureau), and local financial institutions.

In addition, eight Japanese business investment firms and other firms participated in the final pitch (business plan competition), and four of these firms provided some kind of support to the Lao firms that participated the final pitch.

In response to LJI's request, JICA experts also provided implementation support for the start-up track prior to the scale-up track (August 2021).

(5) Training in Japan

As for the originally planned three training courses in Japan (Batch3, 4, and 5), the first and second courses were cancelled due to the spread of the new coronavirus, and the third course will be held in August 2022.

In addition, online training in Japan (Batch3) was conducted in September 2020.

(6) MBA Program training in Thailand

Due to the spread of the new coronavirus, the two scheduled training courses in Thailand in 2021 (Batch12) and 2022 (Batch13) were cancelled and in-country training in Laos were conducted instead.

<Relating to Activity 2-2>

Activity 2-2. Provide career events for Lao and Japanese companies and monitor the number of new hires offered through the events.

Due to the poor performance of past large-scale carrier events, as well as the impact of the spread of the new coronavirus, the project decided not to hold a large-scale carrier event.

<Relating to Activity 3-3>

3-3. update database regarding LJI's customers, lecturers and related organizations regularly.

LJI's basic customer information has been managed and stored in a database at KINTONE, but in February 2021, LJI found out that the data was lost due to KINTONE Laos. Currently, the company is making efforts to restore the data.

KINTONE HP: https://kintone.cybozu.co.jp/what_is_kintone/

<Relating to Activity 3-6>

Improve activities to create synergies between and among the LJI services such as Business Course (including MBA), Japanese Language Course, and Cultural Exchange services.

The main activities to create synergy among LJI services seem to be related to business and university exchanges between Japan and Laos and support for Lao personnel to work in Japan. However due to the spread of the new coronavirus, the number of visitors from Japan has been limited and no specific activities have been conducted.

<Others>

"Thinking New Normal with the World" seminars was held with the University of Tokyo and Universities in four countries, including NOUL (September 2020).

"Innovation Lab x Beyond MTG" was held with the innovation team of Abeam Consulting company (February 2022).

2. Achievements of the Project

2-1 Outputs and indicators

A. Output-1: Lao core human resources for industry are developed at LJI

Overall Achievement Status of Output- 1: Mostly Achieved

<Judgment reason>

(1) Business courses (Business related training: the same below), the main activity related to Output 1, have been steadily implemented with various improvements, and the total number of participants during the project period reached 2,558. Newly LJI SUSU (start-up and scale-up support) has also been launched.

(2) Two indicators were only moderately achieved due to the spread of the new coronavirus, but the other three indicators were achieved or nearly achieved.

Indicator 1-1: Annual curriculum revised every year (monitor the numbers)

Curriculums were revised as needed based on the results of participant evaluations and evaluation meetings between lecturers and LJI staff after completing lecture of each subject. For Tailor-made Programs, LJI conducted necessary interviews with candidate companies prior to the Program, and developed curriculum in response to their requests.

Major curriculum and other revisions during the project period are as follows.

(1) Keiejuku Program

In order to enhance the brand image of the Keiejuku Program and reflect the opinions of alumni and others, opportunities for participants that is called one to one consultation for all subjects ("corporate consultation service") were launched from January 2021 (batch 4), and the subject of "operations management" was newly added to the Keiejuku Program from April 2021. The former is also an opportunity for LJI staff to strengthen their new skills.

(2) MBA Program

In response to guidance from the Ministry of Education, the number of subjects required for graduation was reduced from 20 to 16 in September 2020.

In addition, in order to differentiate the MBA program from the Keiejuku Program and to ensure the sustainability of the MBA program, LJI decided to discontinue receipt of the consultants from September 2020 (batch 13), and LJI has started recruiting foreign lecturers including Japanese by itself. In accordance with this change, lecturers were replaced in 6 subjects out of 16 and the curriculum were also improved (2021.5).

Indicator 1-2: Number of business courses conducted (monitor the numbers)

The table below shows the results of the business courses implemented. A total of 77 courses were offered during the project period, with the total number of participants reaching 2,558.

Business courses were previously conducted offline, but due to the spread of the new coronavirus, lectures by foreign lecturers, including Japanese ones, were conducted online from March 2020, and those by Lao lecturers were conducted online and offline from April 2021. Furthermore, the training in Japan was conducted online in September 2020 and will be conducted offline (travel to Japan) in August 2022.

In addition, the following three points are of special note in the implementation of the business course.

For details, see "1-3 above, <related to Activities 1-1 and 1-3>, (2) through (4).

- (1) New trial: Implementation of LJI SUSU (start-up and scale-up support)
- (2) Improvement on the operation of the MBA Program for sustainable development

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(3) 100% Lao lecturers for Regular and Tailor-made Programs

program-name	Number of courses	Total participants	remarks
Keiejuku Program 3 rd batch 2019.10 4th batch 2021.1 5th batch 2022.1	3 courses	Total 42 persons 18 persons 15 persons 9 persons	(1) Lectures are given by a Japanese lecturer and a Lao lecturer who also serves as an interpreter. (2) 30-hour lecture per subject. (3) 5 subjects in the 3rd batch, 6 subjects after the 4th batch.
MBA Program 12th batch 2019.2 13th batch 2020.9 14th batch 2021.2	3 courses	Total 87 persons 30 persons 31 persons 26 persons	(1) Two-year, evening courses for master's degree conferral (2) All courses are taught by 60% Lao lecturers and 40% foreign lecturers including Japanese.
Regular Program	13 courses	158 persons	Conducted by Lao lecturers (since Dec. 2019) September 2019 - August 2020 8 courses, 95 participants September 2020-August 2021 3 courses, 39 participants September 2021-August 2022 2 courses 24 participants
Training requested from ILO Year 2019 Year 2020 Year 2021 Year 2022	4 courses	Total 127 persons 20 persons 13 persons 42 persons 52 persons	Conducted by Lao lecturers
Tailor-made Program	48 courses	1843 persons	Conducted by Lao lecturers (since Dec. 2019) September 2019 - August 2020 9 courses, 317 participants September 2020-August 2021

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			28 courses 1078 participants September 2021 - August 2022 11 courses 448 participants
LJI SUSU: Startup track 2021.8	One time	150 persons	Conducted by Lao lecturers
LJI SUSU: Scale-up track 2021.10	One time	14 companies	Conducted by Lao and foreign lecturers, including Japanese ones
Japan Training	Two times	1st 18 persons 2nd 17 persons	1st September 2020 Online implementation 2nd August 2022 Offline implementation
MBA Program Thailand Training	One time	26 persons	December 2019
MBA Program Domestic Study Tour	One time	30 persons	December 2020
MBA Program Domestic Study Tour	One time	30 persons	July 2022
Keiejuku Study in Japan Tour	One time	16 persons (Batch 3)	August 2022
total amount	79 courses	2,558 persons	

Indicator 1-3: Number of applicants for MBA courses exceeds 45.

Achievement Status: Moderate

	applicant	participant	remarks
MBA Program			
12th batch 2019.2	45 persons	30 persons	For 14 th batch, the number of applicants was probably lower due to the impact of the spread of the new coronavirus and the passing of former Dr. Bounlouane.
13th batch 2020.9	51 persons	31 persons	
14 th batch 2021.2	35 persons	26 persons	
Keiejuku Program			
3rd batch 2019.10	19 persons	18 persons	The Keiejuku Program is not yet well known in Laos. Moreover, the number of
4th batch 2021.1	17 persons	15 persons	

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5th batch 2022.1	13 persons	9 persons	applicants for the 4 th and 5 th batches were probably lower due to the spread of the new coronavirus.
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Indicator 1-4: Satisfaction rate of participants exceeds 85 %.

Achievement Status: Achieved

The average rate of participant satisfaction is 93%rates (period: 2019.09-2022.07).

<Breakdown>

MBA Program: 92.40%.

Keiejuku Program: 91.69%.

Regular Program: 93.0%.

Tailor-made Program: 95.0%.

Indicator 1-5: 3 Japanese companies, of which 30 employees trained, benefit from LJI services.

Achievement Status: Moderate

In this project, there is only one training program for employees of Japanese companies as follows.

Seven participants of three Japanese companies (Tsumura, Toyo Pipe, and Akito) in Laos attended the "Japanese Longevity Companies Seminar" jointly held by LJI, VJCC, and CJCC in June, July and August in 2021.

The reason why the achievement level of the indicator was only moderate is that LJI's business training target on the development of Lao companies (especially CEOs, owners, managers) and does not necessarily meet the demand of Japanese companies in Laos, which operate their businesses by utilizing a large amount of cheap labor under established business operation methods. Moreover, the impact of the spread of the new coronavirus is believed to be the additional reasons for this.

Indicator 1-6: Percentage of hours taught by Lao sourced lecturers exceeds 70%.

Achievement Status: Mostly achieved

Hours of Lao Lecturers

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program-name	Hours of Lao Lecturers in charge	Hours of Japanese Lecturers in charge	Total Hours	Percentage of hours taught by Lao lecturers (%)
Keiejuku Program	0	510	510	0.0
MBA Program	1125	585	1710	65.8
Regular Program	195	21	216	90.3
Tailor-maid Program	964	14	978	98.6
LJI SUSU (Start-up and scale-up support)	33	21	54	61.1
Training requested from ILO	28	0	28	100.0
Total Hours	2345	1151	3496	67.1

As mentioned above, Lao lecturers accounted for an estimated 67.1% of all business course lecture hours at LJI during the project period.

From October 2019, all Regular and Tailor-made Programs were conducted by Lao lecturers. Lao lecturers were assigned as interpreters and assistant lecturer for all lectures of Keiejuku Program taught by Japanese lecturers, and Lao lecturers were being trained through interpretation, consultation, and other implementation support for Japanese lecturers (when the number of hours assigned to assistant lecturers are included, the percentage of Lao lecturers in charge is 71.3%).

As for the MBA Program, there is no room to increase the number of Lao lecturers, since the regulations of the National University of Laos stipulate that more than 40% of all subjects must be conducted by foreign lecturers, including Japanese ones. In addition, there are parts of the training related to the LJI/SUSU (scale-up track) that cannot be handled by Lao lecturers, and therefore, it will be difficult for the time being to use 100% Lao lecturers to handle the training.

Indicator 1-7: 10 participants started a business or preparing for starting businesses.

Achievement Status: Achieved

26 out of 150 participants in LJI SUSU (the start-up track) in August 2021 have started business preparation.

Indicator 1-8: Number of MBA/Keiejuku graduates become mentors for Start-up companies (monitor the numbers)

In August 2021, the start-up hackathon under the LJI SUSU (start-up track) was

implemented. During the implementation, five LJI service users, including an MBA graduate (1) and a Keieijuku Program graduate (1), were supporting potential entrepreneurs as mentors.

B. Output-2: LJI business information and networking services are strengthened.

Overall Achievement Status of Output-2: Achieved

<Judgment reason>

All indicators have been achieved. The number of exchange events aimed for in this project, such as business linkages between Japanese and Lao companies, have exceeded the target number of the indicators.

Indicator 2-1: Number of business networking events exceeds 5 times.

Achievement Status: Achieved

A total of 23 business networking events were organized by LJI. Of these, 22 events included a business exchange component (list below●○), 17 events targeted exchanges between Japanese companies and Lao companies (same list●), and 5 events targeted exchanges between Lao companies (same list○).

8 business partnerships between Japanese and Lao companies have been established (refer to ANNEX 3) through these events (2 cases with LJI/SUSU, 2 cases with MAKUAKE, and 4 cases with SWH (support for Women's Happiness).), of which 6 cases have concluded sales contracts. 2 cases more are under negotiation. LJI is monitoring these activities from time to time.

<List of Business Networking Events>

○Business exchange event between Lao companies

●Business exchange event between Lao and Japanese companies

△Event for Laos companies

- 1 ○December 2019 MBA Alumni Reunion.
- 2 ●February 2020 Handicraft contest related to Felissimo Ltd.
- 3 ●February 2020-February 2022 Business communication support with Felissimo for 8 Lao companies
- 4 ○June 2020 Keieijuku Program Alumni Association (KLJ) Exchange Party
- 5 ○December 2020 MBA alumni reunion
- 6 △January 2021 Support for JETRO Vientiane Office to hold seminars on issues of interest to Japanese companies

- 7 ● May 2021 "Rare Honey Business Experience Opportunities" seminar in collaboration with LAODI
- 8 ○ August 2021 Maruhan Japan Bank Lao held a seminar on access to finance for companies that completed the Keiejuku Program.
- 9 ○ September 2021 LJI SUSU (start-up support project) implemented.
- 10 ● December 2021 LJI SUSU (Scale-up Support Program) business contest held. Networking with 8 Japanese companies and other third country companies/organizations such as Lao companies and Thai companies.
- 11 ● January 2022 Interview with LJI SUSU (Bangfaitec) and MS conducted
- 12 ● January 2022 Interview with LJI SUSU (Yaimii) and MS conducted
- 13 ● January 2022 Interview with LJI SUSU (Kafepa) and Tottori Coffee House conducted
- 14 ● March 2022 Interviews with handicraft company (Pamphan) and SWH (support for Women's Happiness) conducted
- 15 ● March 2022 Interviews with handicraft company (Magic Lao) and SWH (support for Women's Happiness)
- 16 ● March 2022: Interview with handicraft company (Phaeng Mai Gallery) and SWH (support for Women's Happiness)
- 17 ● March 2022 Interviews with a handicraft company (Lao Textile) and SWH (support for Women's Happiness)
- 18 ● April 2022 Interviews held with a handicraft company (Magic Lao) and Makuake, Inc.
- 19 ● April 2022: Interview with handicraft company (Phaeng Mai Gallery) and Makuake, Inc.
- 20 ● May 2022 Interview with LJI SUSU (Bangfaitec) and PHALS conducted
- 21 ● May 2022 Interviews conducted with LJI SUSU (Bansi.la) and PHALS
- 22 ● May 2022 Interviews conducted with LJI SUSU (Laodi) and PHALS
- 23 ● July 2022 Interview with LJI SUSU (Lailao Lao) and Hanako Firm conducted

LJI expect to expand this kind of achievement further. However, in order to improve the performance of business partnership, it is necessary to increase the number of Lao companies that are attractive to Japanese firms. To this end, LJI needs to continue strengthening the capacity of Lao companies so that they will be able to seize the opportunities to partner with foreign companies, including Japanese ones.

In general, Japanese companies consider inexpensive labor cost and political stability as the major strengths of Laos. The JETRO Vientiane Office continuously seeking to facilitate business collaboration between Laos and Japan.

For Lao companies, generally speaking, linkage with Japanese companies is not a priority, behind those in Thailand, China, Vietnam, and so on. Therefore, it is also necessary, in the

future, to try to facilitate business opportunities to Lao companies, that are found to be attractive for their growth.

Indicator 2-2: Number of business communication continued 6 months after business networking events. (monitor the numbers)

The number of ongoing business communication is 13 that marked with '●'.

● (7 companies out of 8 companies) February 2020 - February 2022 Business communication support with Felissimo for 8 Lao companies

● (4 companies) August 2021 Maruhan Japan Bank Lao held a seminar on access to finance for companies that completed the Keiejuku Program. After the seminar, four companies are negotiating with the bank for financing.

December 2021 LJI SUSU (scale-up) business contest held. Networking with 8 Japanese companies and other third country companies and organizations such as Lao companies and Thai companies.

● January 2022 Interviews conducted with LJI SUSU (Bangfaitec) and Music Security (MS)

January 2022 Interview conducted with LJI SUSU (Yaimii) and MS

● January 2022 Interviews conducted with LJI SUSU (Kafepa) and Tottori Coffee Roaster
February 2022 "Innovation Lab x Beyond MTG" was held with the innovation team of Abeam Consulting company

March 2022 Conducted interviews with handicraft companies (Pamphan) and SWH (support for Women's Happiness)

March 2022 Conducted interviews with a handicraft company (Magic Lao) and SWH

March 2022: Interview with handicraft company (Phaeng Mai Gallery) and SWH

March 2022: Interview with a handicraft company (Lao Textile) and SWH

April 2022 Interviews held with a handicraft company (Magic Lao) and Makuake, Inc.

April 2022: Interview with handicraft company (Phaeng Mai Gallery) and Makuake, Inc.

May 2022 Interviews conducted with LJI SUSU (Bansi.la) and PHALs

May 2022 Interviews conducted with LJI SUSU (Laodi) and PHALs

July 2022 Interview with LJI SUSU (Lailao Lao) and Hanako Firm conducted

Indicator 2-3: Number of career (inc. study in Japan) events organized by LJI exceeds 5.

Achievement Status: Achieved

Total 9 times 2,314 persons

<Breakdown>

Study in Japan Fairs (once a year, 3 times in total, 840 participants)

Honda Y-E-S Award (once a year, 3 times in total, 1,414 participants)

Yoshinoya Recruitment Seminar (October 2019)

Hold seminars related to technical intern trainees in cooperation with Ibaraki Prefecture (June 2021).

Working in Japan Seminar (February 2022, 60 participants)

Indicator 2-4: Number of recruitments through the career events (monitor the numbers)

Performance is unknown because the data is not monitored.

Indicator 2-5: New articles on the homepage and SNS of LJI are posted at least once a month. (monitor the numbers)

LJI's information dissemination results on FACEBOOK and its website are as follows.

Year	Sept-Dec 2019	Jan-Dec 2020	Jan-Dec 2021	Jan-Apr 2022	Total
Facebook and website postings (times)	92	279	272	51	654
Total number of visits to LJI Facebook	n/a*	375,914	913,184	224,317	1,513,415

Indicator 2-6: Updated directory of LJI alumni companies published (monitor the numbers)

In February 2022, a KJL booklet (in English, Lao, and Japanese) was prepared, distributed, and made available to the public, introducing the companies of the first to fourth batches of Keiejuku Program graduates.

Indicator 2-7: At least one joint activity with local governments, chambers of commerce, banks in Japan is held in a year. (monitor the numbers)

The results are as follows

June 2021: Seminars related to technical intern trainees held in cooperation with Ibaraki Prefecture.

August 2021: LJI assisted Maruhan Japan Bank Lao and the Alumni Association of Keiejuku Program Graduates in Laos (KJL) in signing an MOU to provide loans at special interest rates.

November 2021: "Seminar to introduce Laos" for Japanese local governments and

companies.

June 2022: Introduction of LJI's activities at the general meeting of the Japanese Chamber of Commerce and Industry of Laos.

Indicator 2-8: At least one of other JICA projects, including ODA projects, private sector partnership programs and citizen participation program, (monitor the numbers)

The results are as follows

Training for JICA office staff (knowledge management): 18 persons (August 2020)

Training for JICA office staff (operation and management) 18 trainees (August 2020)

Lao language training for JICA volunteers (11 in February 2019, 7 in August 2019, 5 in June 2021)

JDS Japanese language training (June 2019, July 2020, August 2021, May 2022, 20 participants each)

Indicator 2-9: Collaborative activities with alumni organizations are implemented more than 1 time a year.

Achievement Status: Achieved

The implementation results are as follows

December 2019: MBA Alumni Reunion.

February 2020: Preparatory meetings held to establish the alumni association of Keiejuku Program graduates in Laos (KJL).

June 2020: Establish KJL and hold an exchange meeting

December 2020: MBA Alumni Reunion

August 2021: Maruhan Japan Bank Lao and KJL, supported by LJI, sign MOU to provide loans at special interest rates.

In September 2021: LJI supported Maruhan Japan Bank Lao to hold a seminar to explain the bank's services to KJL members.

December 2021: Discussion with VJCC on exchange between KJL and Vietnam Keiejuku Program Alumni Association.

March 2022 - In collaboration with KJL, create a booklet to introduce companies that have graduated from the Keiejuku Program.

C. Output-3: Management capacity of LJI is established which promotes innovative ideas and activities.

Overall Achievement Status of Output-3: Achieved

<Judgment reason>

One indicator was only moderately achieved due to external factors (loss of data due to KINTORN Laos), but the other three indicators were achieved, and a lot of new trial/innovative activities were undertaken during the project period.

Indicator 3-1: LJI annual business plan and annual business report are approved by the JCC.

Achievement Status: Achieved

At every JCC, LJI's past year's activities and future plans are explained and approved.

Indicator 3-2: Financial monitoring system is established.

Achievement Status: Achieved

Since April 2018, financial monitoring has been conducted on a monthly basis by using QuickBooks.

Indicator 3-3: Database regarding LJI's customers, lecturers and related organizations is updated regularly.

Achievement Status: Achieved

A booklet compiling information on the companies of Keiejuku Program graduates (from the first to the fourth batches) was prepared to provide information for Japan and other third countries. LJI will continue to compile information on new graduates in the future.

LJI's basic customer information has been managed and stored in a database at KINTONE since 2016. LJI staff that are responsible from each division has been updating customers' information each time they provided services to new customers. Every year, more than 300-500 customers information including Japanese division had been added to the KINTONE system. However, LJI found that the data was lost (even from the cloud-system) due to KINTONE Laos around January 2021. Currently KINTONE Laos is working on the restoration of the data. At the moment, LJI keeps customers information in excel files in each division.

KINTONE HP: https://kintone.cybozu.co.jp/what_is_kintone/

Indicator 3-4: Marketing tools are renewed.

Achievement Status: Achieved

The results are as follows

- (1) Renewal of LJI's website (June 2022)
- (2) Create a video introducing LJI (3 videos: LJI's general business-related videos, Keiejuku Program, and MBA program) (March 2021)
- (3) Prepare a pamphlet introducing LJI in Japanese, English, and Lao (March-July 2022).

- (4) Clarify training outputs in various training Facebook articles, etc. (as needed)

Indicator 3-5: Number of new trial activities and result of them reported to JCC.

Total 15 cases

- (1) New efforts to publicize LJI and attract customers (construction of LJI café, establishment of LJI exhibition space, modifying LJI philosophy, etc.) (as needed from April 2020 onward)
- (2) Establishment of LJI activity implementation system through online (from April 2021)
- (3) Implementation of Start-up support track (LJI SUSU) (August 2021)
- (4) Implementation of Scale-up support track (LJI SUSU) (from October 2021)
- (5) Improvement of MBA program for sustainable development (after September,2020)
- (6) 100% Lao lecturers for regular and tailor-made programs (from October 2019)
- (7) Held "Thinking New Normal with the World" seminars with the University of Tokyo and Universities in four countries, including NOUL (September 2020)
- (8) Entry of Lao products into the Japanese market through Felissimo (September 2019-February 2022)
- (9) Entry of Lao products into the Japanese market through Makuake (2 companies succeeded) (June 2022 onwards)
- (10) Entry of Lao products into the Japanese market through SWH (support for Women's Happiness) (4 companies succeeded) (April 2022 onwards)
- (11) Concluded MOC with JETRO Vientiane Office to promote business exchange between Laos and Japan (May 2022)
- (12) Held "Laos Seminar" to introduce Laos for Japan in cooperation with JICA Laos Office and JETRO Vientiane Office (November 2021)
- (13) Held "Working in Japan Seminar" (February 2022)
- (14) Creation of pamphlet to introduce LJI activities (Japanese, English and Lao, March-July 2022)
- (15) Published KJL booklet (English, Japanese, Lao) (March 2022)

2-2 Project Purpose and indicators

[Project Purpose].

LJI becomes the center of human resource development for industry and business information and networking services.

A. Indicator 1: The number of participants of business courses exceeds 300 per year, including at least 30 business owners, 20 entrepreneurs.

Achievement Status: Achieved

<Judgment reason>

Period	Number of business course participants
Sep. 2019 – Aug. 2020	506 people
Sep. 2020 – Aug. 2021	1,224 persons
Sep. 2021 – Aug.2022	828 people
Total	2,558 persons

(1) The total participants in the business course (business related trainings) have reached 2,558, and achieved 300 per year as shown above.

(2) The number of business owners and entrepreneur's participants is not known due to "loss of data" due to KINTORN Laos," but considering the number of participants in the Keiejuku Program and the number of courses in the Tailor-made Program, we estimate that 30 participants of business owners are achieved each year. In addition, 150 potential entrepreneurs have participated in the LJI SUSU (start-up track).

B. Indicator 2: LJI contributes to establish 3 number of business partnerships between Japanese and Lao enterprises.

Achievement Status: Achieved

<Judgment reason>

Through LJI SUSU (the Scale-Up Support track) and support activities utilizing Japanese online sales, etc., 8 cases of business partnerships between Japanese and Lao companies have been established, of which 6 cases have resulted in sales contracts (2 cases related to the Scale-Up Support track, 2 cases related to Makuake, and 4 cases related to Support for Women's Happiness (SWH). Furthermore, there are 2 cases under negotiation.

C. Indicator3: Number of Innovative activities for LJI's management improvement exceeds 5.

Achievement Status: Achieved

<Judgment reason>

During the project period, total of 10 cases have been implemented as follows.

- (1) New efforts to publicize LJI and attract customers (construction of LJI café, establishment of LJI exhibition space, etc.) (April 2020 onwards)
- (2) Improvement of the MBA Program for sustainable development (2020.9)
- (3) 100% Lao lecturers for Regular Program and Tailor-made Programs (April 2019 onwards)

- (4) Establishment of LJI activity implementation system through online (from April 2021)
- (5) Implementation of start-up support (LJI SUSU) (August 2021)
- (6) Implementation of scale-up support (LJI SUSU) (from October 2021)
- (7) Establishment of sales channels for Lao products to Japanese consumers utilizing Japanese online sales, etc.: 1) Felissimo, 2) Makuake, 3) Support for Women's Happiness (SWH)
- (8) Establishment of a financial monitoring system using QuickBooks

3. History of PDM Modification

Both NUOL and JICA agreed the details of the Project and the main points discussed as described in the Project Design Matrix (PDM) on April 2, 2019. Based on this original PDM, both NUOL and JICA further discussed and agreed the target figures for indicators on February, 2020. There was no amendment of the PDM during the Project Period.

4. Other

4-1 Results of Environmental and Social Considerations (if applicable)

There is nothing to mention about this item.

4-2 Results of Considerations on Gender/Peace Building/Poverty Reduction, Disability, Disease infection, Social System, Human Wellbeing, Human Right, and Gender Equality (if applicable)

- A. LJI business training continues to contribute to status improvement and promote gender quality in the long-term through Women Entrepreneurship Seminar in Lao PDR.
- B. Enhancement of human capacity for small and medium enterprises (SMEs) and family business contributes to the poverty reduction with increase in management knowledge through LJI business trainings.

III. Results of Joint Review

Results of Review based on DAC Evaluation Criteria

1-1 Relevance: **High**

The project is consistent with the sub-target "Capacity Building of the Public and Private Sector Workforce" to achieve one of the three targets of the Eighth National Socio-Economic Development Plan (2016-2020) in Lao PDR: a strong economic base and reduced economic vulnerability.

Furthermore, Laos has integrated into the ASEAN regional economy in 2015. Strengthening the competitiveness of domestic industry and export, and the development of business human resources continues to be challenges in responding to the integration.

The project's efforts to strengthen business management skills, including organizational and production management, targeting mainly entrepreneurs, managers, and executives, and business networking, were in line with the priority areas of Lao PDR's development policy and the needs of the Lao labor market and industry.

1-2 Coherence Relatively: High

(1) Consistency with the aid policies of the Japanese government and JICA

The Ministry of Foreign Affairs' "Country Assistance Policy for the Lao People's Republic" (2019) sets the basic policy (major goal) as "strengthening self-sustaining economic and social infrastructure to break away from LDCs". Based on this, the "Aid Plan for Laos" (April 2019) lists as priority areas (medium goal) the diversification and competitiveness of industries, and for that purpose industrial human resource development. In addition, "private sector development" is listed as one of the development issues (sub-goals), and in order to promote the strengthening of the private sector in Laos, the plan calls for continued business human resources development, to foster practical management personnel and entrepreneurs with a focus on Japanese-style management, and to improve the investment environment.

In addition, the "JICA Country Analysis Paper for Laos" (March 2015 edition) lists "economic and social infrastructure development" as one of the priority areas, and states that the private sector will be strengthened by supporting the development of practical business human resources and the promotion of small and medium enterprises. This project was in line with the assistance policy of Japan and JICA.

(2) Cooperation with other JICA projects and with other development cooperation organizations

Utilizing the training know-how developed at LJI, the following collaborations are in place.

Note that not only LJI but also JICA projects and development cooperation agencies were restricted in their activities due to the spread of the new coronavirus infection. It is estimated that there would have been more opportunities for collaboration had the outbreak not occurred.

(1) For JICA projects, LJI was commissioned to conduct training for JICA office staff (2 times), Lao language training for JICA volunteers (3 times), and Japanese language training for JDS scholarship student (3 sessions).

(2) In other development cooperation organizations, LJI was commissioned by the ILO to provide "Access to Finance" training to SMEs in Laos.

(3) Linkage with international frameworks (e.g. SDGs)

Through this project, the project is credited with contributing to the achievement of SDG

Goal 8, " Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all," Goal 9, " Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation" and Goal 17 "Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development". LJI, especially under the LJI SUSU program, has strengthened various partnerships with Lao stakeholders and other countries ones such as JETRO, Music Securities, and AVPN to build an effective and sustainable Lao SME and SU ecosystem. LJI signed MOC with JETRO Vientiane office, SMEs Association, Banking Institutions and so on during the Project.

1-3 Effectiveness: High

The achievement of the three outputs leads to the achievement of the project purpose, and the project purpose are achieved during planned project duration.

In particular, it is highly commendable that the eight business partnerships were established between Japanese and Lao companies only in the last one year of this project, by using the new ideas, such as utilizing Japanese online shopping sites and attracting Japanese business investment companies, etc. to the final pitch of the scale-up support track, while almost no Japanese companies visited Laos due to the spread of the new coronavirus,

1-4 Efficiency: High

The project period and project expenses are within the plan. In the breakdown of project expenses, the increased equipment expenses are essential for the continuation of LJI operations, and the increased expenses of JICA local budget are steadily producing results. Based on the above, we evaluate the efficiency as high. Details are as follows.

(1) Judging by the provisional values, the overall project expenses are about the same as the planned budget.

(2) Expert dispatch expenses were significantly lower than originally planned due to the following reasons:

1) In principle, JICA short-term experts were not dispatched to the Regular Program, Tailor-made Program, and MBA Program.

2) The Chief Advisor's term as a JICA long-term expert was shorter than originally planned.

3) JICA short-term experts' lectures at the Keiejuku Program were conducted online from Japan and did not require travel expenses.

(3) Equipment expenses increased due to the establishment of LJI's activity implementation system through online, and the need to renovate the LJI facility because of the occurrence of leaks from the ceiling caused by deterioration of the LJI facility.

(4) Expenses for JICA local budget increased due to the costs of outsourcing work to three Lao companies selected in the Scale-up Support track, and the hiring of local consultants for the implementation of LJI SUSU and activities utilizing Japanese online sales and other services.

1-5 Impact: High

(1) Projected achievement of Overall Goal

The Overall Goal and indicators are as follows

[Overall Goal]

Economic relationship between Lao PDR and Japan is strengthened by human resource development for industry at LJI.

[Objectively Verifiable Indicators].

LJI contributes to establish 5 number of business partnerships between Japanese and Lao enterprises.

8 business partnerships have already been established and achieved (2 cases from LJI SUSU, 2 cases from Makuake, and 4 cases from SWHs). Now that Laos has coped with the coronavirus pandemic and the number of visitors from Japanese companies is increasing, we expect to be able to extend this achievement further.

(2) Project effects to outside of this project

1) Press conference was held to publicize LJI SUSU by inviting various partner organizations. In addition, LJI SUSU was a good opportunity to sensitize participants, many of the were new to LJI, to the activities and business courses of LJI, especially Keiejuku Program. Also, the cooperation among relevant organizations in both Japan and Laos has been promoted through LJI SUSU.

2) Laos is not well known in Japan that has been one of the factors to affect the number of businesses collaboration among the companies in both countries.

The LJI SUSU (Scale-up track) and the online sales activities for the Japanese market have provided some good opportunities for Japanese companies, customers and the people in general, to know about Laos as well as Lao products.

Through these activities, LJI has tested to demonstrate that "Made-in-Lao" products can be accepted in Japan as long as they exemplify "good ideas" and "in good quality". Knowing that their products are accepted in the Japanese market, Lao companies are motivated to think further to explore more business opportunities and collaboration with Japan in future.

1-6 Sustainability: Medium

(Policy and Institutional sustainability of LJI)

The 9th National Socio-Economic Development Plan of Laos (2021-2025) aims to break away from the status of a Least Developed Country (LDC), and sets as its output targets: sustaining stable economic growth with quality and fostering small and medium-sized enterprises that are competitive in regional and international markets. The priority actions are to promote the entry of SMEs into the regional and international value chain by improving their management level and strengthening their competitiveness, and to enhance policies and measures to promote start-ups. Based on this, the sustainability of the policy and institutional aspects of the project is judged to be high.

(Administrative sustainability of LJI)

LJI has the same level of authority as the faculty at NOUL, and administrative sustainability has been established with a total of approximately 30 staff in five divisions. However, for the Business division, the main counterpart of this project, the post of Head of the division has been vacant for a long period of time.

(Technical sustainability of LJI)

(1) The LJI staff is able to handle routine, day-to-day tasks. In addition, more active efforts of them are needed for challenging new tasks and improving existing tasks.

(2) The loss of Dr. Bounlouane Douangngeune, former Director of LJI, has affected the types of business courses (business related trainings) that can be offered as LJI, especially Tailor-made Programs, and has also led to a decrease in LJI's income.

(3) The business partnerships between Japanese and Lao companies have been established through the LJI SUSU (Scale-up track) and Japanese online sales. However, many activities were led by JICA experts (business networking) and local consultants since it was first trial for LJI. From next phase of JICA project, all administrative management of LJI SUSU (start-up and scale-up support) and key networking activities shall be managed by LJI staff. Therefore, further technology transfer from JICA experts to LJI staff in the next project is essential.

(4) LJI's customer data was lost and not recovered yet due to KINTORN Laos.

(Financial sustainability of LJI)

It is worth mentioning that the budget of NOUL covers the basic salary of LJI staff, and furthermore, the budget of the LJI covers the expenses of Lao lecturers for various training programs.

On the other hand, LJI's general administrative expenses (driver hiring costs, security costs, LJI staff overtime, office equipment rental costs, etc.) are covered by JICA's project budget of approximately 4 million yen (about 430 million keepers) each year.

2. Key Factors Affecting Implementation and Outputs

The lockdown after April 2020 due to the spread of the new coronavirus was a factor that had a significant negative impact on project implementation.

3. Evaluation on the results of the Project Risk Management

(1) Risk management results

With the project budget, LJI responded by upgrading LJI's ITC equipment and establishing an online project implementation system.

(2) Lessons learned from previous similar projects and their application to this project

In the results of the preliminary evaluation for this project, the activities of Keiejuku Program Graduates Alumni Association in the Vietnam-Japan Institute for Human Resources (VJCC) were introduced, and LJI has also established a Keiejuku Program Graduates Alumni Association in Laos (KJL) in June 2020 to begin exchanges with the graduates. In addition, LJI has begun negotiations with VJCC's Keiejuku Program Alumni Association for exchange of alumni.

4. Lessons Learnt

(1) In countries where there is little interest from Japanese companies, it is difficult to achieve business exchange with Japanese companies by simply introducing Japanese visitors to Lao companies in the country, since there are few visitors from Japan to begin with. If there are products in the country that may be of interest to Japanese consumers, it is effective to promote directly to Japanese consumers by utilizing Japanese online shopping sites, crowdfunding, etc.

(2) For the LJI SUSU, the possibility of business linkages can be increased by inviting a wide range of companies in the country and foreign companies, including Japanese ones, that are interested in business investment when participants present their business ideas.

(3) Many of the evaluation indicators in the PDM for this project are not suitable for evaluation because they do not contain numerical targets for judging the achievement of the said indicators. Therefore, they were changed from evaluation indicators to monitoring indicators at the time of the revision of the PDM. In order to avoid such a situation, the appropriateness of the evaluation indicators should be carefully considered when drafting the PDM.

5. Performance

It is highly commendable that the eight business partnerships were established between Japanese and Lao companies only in the last one year of this project through the main contribution of JICA experts (in charge of business linkages) and LJI SUSU team. While

almost no Japanese companies visited Laos due to the spread of the new coronavirus, the expert used the new ideas, such as utilizing Japanese online shopping sites and attracting Japanese business investment companies, etc. to the final pitch of the scale-up support track.

6. Additionality

See "II-2-2-C. Indicator3" above.

IV. For the Achievement of Overall Goals after the Project Completion

1. Prospects to achieve Overall Goal

Indicator: LJI contributes to establish 5 number of business partnerships between Japanese and Lao enterprises.

8 business partnerships have already been established (2 cases from scale-up support track, 2 cases from Makake, and 4 cases from SWHs), and the Overall Goal has been achieved. Now that Laos has coped with the coronavirus pandemic and the number of visitors from Japanese companies is increasing, we expect to be able to extend this achievement further.

However, in order to improve the performance of business partnership, it is necessary to increase the number of Lao companies that are attractive to Japanese firms. To this end, LJI needs to continue strengthening the capacity of Lao companies so that they will be able to seize the opportunities to partner with foreign companies, including Japanese ones.

In general, Japanese companies consider inexpensive labor cost and political stability as the major strengths of Laos. The JETRO Vientiane Office continuously seeking to facilitate business collaboration between Laos and Japan.

For Lao companies, generally speaking, linkage with Japanese companies is not a priority, behind those in Thailand, China, Vietnam, and so on. Therefore, it is also necessary, in the future, to try to facilitate business opportunities to Lao companies, that are found to be attractive for their growth.

2. Plan of Operation and Implementation Structure of the Lao side to achieve Overall Goal

Although the Overall Goal have already been achieved, we believe that the improvements described in 3 below are necessary to further increase the performance related to the upper-tier targets.

3. Recommendations for the Lao side

1) Strengthen the Business Development Division

In the next project, the Business Development Division will be responsible for an increasing number of tasks, such as improving the Keiejuku Program and LJI SUSU (start-up and scale-up support). Therefore, it is urgently necessary to strengthen the human resources of Business Development Division by assigning a head, whose position has been vacant for a long time.

2) Strengthen personnel evaluation system

The personnel evaluation system needs to be strengthened so that each LJI staff 's work performance is properly evaluated and leads to improved treatment. This can also lead LJI staff to be engaged actively in not only routine work but also in new work and improvement of existing work for LJI.

3) Training of Lao Lecturers

Due to the loss of Dr. Bounlouane Douangneune, the former director of LJI, the kinds/subjects of business-related trainings that LJI can offer, especially Tailor-made Programs, have decreased, that have led to a decrease in LJI's income. LJI needs to work on training Lao lecturers to make up for this.

4) Collaboration with other organizations in conducting business-related training

In order to respond to growing needs in LJI Tailor-made and Regular Programs, etc. and considering increased competition among BDSs providers and shortage of lecturers at LJI, it is more and more becoming crucial to consider active collaboration with other institutions from time to time in expanding LJI's programs.

5) Improvement of LJI income

In order for LJI to achieve financial independence, it is necessary for LJI to make further efforts to increase its income by implementing new projects and improving its operations, which will enable LJI to secure a budget for future maintenance of LJI facilities and equipment, improve the treatment of LJI staff, and to cover its general administrative expenses currently covered by the JICA project.

6) Quick recovery of lost LJI customer data

Since LJI's past customer information is an important sales tool, it is necessary to negotiate with KINTORN Laos to recover the lost data as soon as possible.

7) Strengthen LJI's public relations

The number of BDSs providers is increasing more and more recently. In this context, there is a need for all LJI staff to understand LJI's situation and the value of LJI's existence and enhance publicity.

4. Monitoring Plan from the end of the Project to Ex-post Evaluation

Monitoring of evaluation indicators for the next project will be conducted for ex-post

evaluation of this project.

ANNEX 1: Results of the Project

(List of Dispatched Experts, List of Counterparts, List of Trainings, etc.)

ANNEX 2: List of Products (Reports, Manuals, Handbooks, etc.) Produced by the Project

ANNEX 3: PDM (All versions of PDM)

ANNEX 4: R/D, M/M, Minutes of JCC (copy) (*)

ANNEX 5: Monitoring Sheet (copy) (*)

(Remarks: ANNEX 4 and 5 are internal reference only.)

Separate Volume: Copy of Products Produced by the Project

Short Term Expert Dispatched Results (Sep.2019-Aug.2022)

No.	Name	Responsible Field	Detail
1	Masakazu HIRAKAWA	Business course lecturer	Practical business course and tailor-made course lecturer
2	Chosaku TODA	Business course lecturer	Keieijuku keynote lecture ・ Keieijuku Strategic Management lecturer
3	Masakazu HIRAKAWA	Business course lecturer	・ Keieijuku Marketing Strategy lecturer ・ Regional expansion support
4	Mitsuhiro MUKAIYAMA	Business course lecturer	Keieijuku Financial Strategy lecturer
5	Takao FUJII	Business course operation management	LJI business operations and management support
6	TATSUMI	Coordinator / Japan Training Management	Coordinator / Japan Training Management
7	Tetsuo FUKUYAMA	Business course lecturer	Keieijuku Business planning
8	Kyoko YAMAZAKI	Business course lecturer	Keieijuku Strategic Human Resource Management
9	Mitsuo TAMADA	MBA Program	Operation Management
10	Makoto TAKEI	MBA Program	Scientific Management
11	Chosaku TODA	MBA Program	Global Business Environment
12	Kazuhiro FUKUYO	MBA Program	Technology Management
13	Nobuo HIROHATA	MBA Program	Banking and Investment Management
14	Kenta GOTO	MBA Program	ASEAN Integration
15	Hiroshi OGASAWARA	MBA Program	Security Market
16	Chosaku TODA	Business course lecturer	Keieijuku keynote Management lecturer
17	Kyoko YAMAZAKI	Business course lecturer	Keieijuku Strategic Human Resource Management

18	Mitsuo TAMADA	Business course lecturer	Keiejuku Operation Management
19	Masakazu HIRAKAWA	Business course lecturer	• Keiejuku Marketing Strategy lecturer
20	Mitsuhiro MUKAIYAMA	Business course lecturer	Keiejuku Financial Strategy lecturer
21	Tetsuo FUKUYAMA	Business course lecturer	Keiejuku Business planning
22	Akifumi NANANISHI	Business course lecturer	Keiejuku keynote Management lecturer
23	Kyoko YAMAZAKI	Business course lecturer	Keiejuku Strategic Human Resource Management
24	Masakazu HIRAKAWA	Business course lecturer	• Keiejuku Marketing Strategy lecturer
25	Rie SHINOZAKI	Business course lecturer	Keiejuku Financial Strategy lecturer
26	Mitsuo TAMADA	Business course lecturer	Keiejuku Operation Management
27	Akifumi NANANISHI	Business course lecturer	Keiejuku Business planning

ANNEX1

Period (year,month,day)	
2019/09/08-09/22	
2019/10/10-10/20	
2019/11/07-11/29	
2019/12/05-12/15	
2019/12/15-12/21	
2019/12/17-12/21	
2020/02/13-02/23	
2020/01/16-01/25	
2020/05/04-05/15	Online
2020/03/10-03/19	
2020/08/10-08/21	Online
2020/05/25-05/29	Online
2020/02/09-02/23	
2020/06/08-06/12	Online
2020/07/06-07/10	Online
2021/01/25-02/05	Online
2021/02/22-03/05	Online

2021/03/15-03/26	Online
2021/04/19-04/30	Online
2021/05/10-05/21	Online
2021/06/14-06/18	Online
2022/01/10-01/21	Online
2022/02/21-03/04	Online
2022/03/14-03/25	Online
2022/04/18-04/29	Online
2022/05/16-05/27	Online
2022/06/13-06/22	Online

No.	Name	Organization	Position/Title	Remarks
1	Dr. Southanom PHINSAVATH	Laos-Japan Human Resource Development Institute	Deputy Director of LJI	LJI staff
2	Mr. Thongdam VONGSOUVANH	Laos-Japan Human Resource Development Institute	Head of Consultation & PR Development Unit	LJI staff
3	Mr. Hatsavanh HAEMANY	Shichida Laos	Business Owner	Keiei-Juku, 3rd batch
4	Mr. Saysavanh BOUTTHAVONG	Aristar marketing Sole co.,Ltd	Business Owner	Keiei-Juku, 3rd batch
5	Mr. Oupekha BOUTHALAD	None-Deposit taking Micro Finance institution	Deputy Director	Keiei-Juku, 3rd batch
6	Mr. Souksakhone THIPPHALANGSY	TPS Construction Complete Combination Sole CO.,LTD	Business Owner	Keiei-Juku, 3rd batch
7	Ms. Koumaly SAIGUO	CASA BOTANICA / Service Aparment	Business Owner	Keiei-Juku, 3rd batch
8	Mr. Akharadeth V ONGSIRI	10/10 Design	Director	Keiei-Juku, 3rd batch
9	Ms. Chanpheng VONGSAHALATH	Individual Enterprise Insigne Service	Business Owner	Keiei-Juku, 3rd batch
10	Ms. Bounthavy CHOUNLAMANY	Veunkham Salt Company	Business Owner	Keiei-Juku, 3rd batch
11	Ms. Nalinthone PHONYAPHANH	Alpha International Montessori School	Business Owner	Keiei-Juku, 3rd batch
12	Mr. Xaysavang CHANPHENGXAY	Nam Theun 2 Power Co., Ltd	Head of Office Administration and Document Team Leader	MBA 10th
13	Mr. Phokham PHOMMASEISY	Vientiane Automation Products Co.,Ltd	Advisor	MBA 10th
14	Mr. Souvanhkham SENYAVONG	UNITED NATIONS OFFICE ON DRUGS AND CRIME	Project Asistant	MBA 10th
15	Mr.Khamphanh KEOSOMPHANH	Lao Development Bank (LDB)	Head of Human Resource Management Division	MBA 11th
16	Mr. Phouvone VONGMONTY	BANQUE POUR LE COMMERCE EXTERIEUR LAO PUBLIC (BCEL Bank)	Service Unit Manager	MBA 11th

LJI Action Plan (Annual Plan)

Action plan 2020

Action plan 2021

Action plan 2022

LJI Philosophy

Revised LJI vision, mission, credo

Promotional materials (preparation of business networking)

LJI Pamphlet for Japanese companies/organizations (Japanese)

LJI Pamphlet (English, Lao)

KJL Booklet (batch 1-4,5) (Japanese, English, Lao)

Business related training (BDSs) PR video

MBA Progame PR video

Keiejuku PR video

Keiejuku database

Company profile sheet (batch1-4,5)

LJI SUSU

Concept note of LJI SUSU (Start-up and Scale-up)

LJI Online system

LJI Online management survey report

LJI Online system management manual

Handicraft support

Summary of handicraft support (Japanese)

Brochure of three companies (Japanese, English, Lao)

Project Design Matrix (Version. 1)

Annex2

Dated: April 2nd, 2019
 Project Title: Project for the Capacity Development of Business Professionals and Networking Through LJI
 Implementing Agency: LJI
 Period of Project: September 1st, 2019 – August 31st, 2022
 Target Group: Business persons and companies in Lao P.D.R. and NUOL
 Project Site: Vientiane Capital. For other Provinces, only travel expenses supported during the first half period of the Project.

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievement	Remarks
[Overall Goal] Economic relationship between Lao PDR and Japan is strengthened by human resource development for industry at LJI.	1) LJI contributes to establish XX number of business partnerships between Japanese and Lao enterprises	- Project record - Follow-up survey	Certain Japanese companies are interested to do business with Laos		
[Project Purpose] LJI becomes the center of human resource development for industry and business information and networking services.	1) The number of participants of business courses exceeds XX per year, including at least XX business owners, XX entrepreneurs 2) LJI contributes to establish XX number of business partnerships between Japanese and Lao enterprises 3) Number of Innovative activities for LJI's management improvement exceeds XX.	- Project record - Follow-up survey			
[Output 1] Lao core human resources for industry are developed at LJI	1-1 Annual curriculum revised every year 1-2 Number of business courses conducted. 1-3 Number of applicants for MBA courses exceeds 45. 1-4 Satisfaction rate of participants exceeds XX % 1-5 XX Japanese companies, of which XX employees trained, benefit from LJI services. 1-6 Percentage of hours taught by Lao instructors exceeds XX%. 1-7 Rate of Start-up program participants who improve their business one year after the course exceeds XX%. 1-8 Number of MBA/Keiejuku graduates become mentors for Start-up companies	- Project record			

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<p>[Output 2] LJI business information and networking services are strengthened.</p>	<p>2-1 Number of business networking events exceeds XX times. 2-2 Number of business communication continued 6 months after business networking events. 2-3 Number of career events organized by LJI exceeds XX. 2-4 Number of recruitment through the career events exceeds XX. 2-5 New articles on the homepage and SNS of LJI are posted at least once a month. 2-6 Updated directory of LJI alumni companies published 2-7 At least one joint activity with local governments, chambers of commerce, banks in Japan are held in a year. 2-8 At least one of other JICA projects, including ODA projects, private sector partnership programs and citizen participation program, benefits from LJI services. 2-9 Collaborative activities with alumni organizations are implemented more than XX times a year.</p>	Project records			
<p>[Output 3] Management capacity of LJI is established which promotes innovative ideas and activities.</p>	<p>3-1 LJI annual business plan and annual business report are approved by the JCC. 3-2 Financial performance of each service of LJI is improved by XX%. 3-3 Database regarding LJI's customers, lecturers and related organizations is updated regularly. 3-4 Number of new participants of Business Courses exceeds XX per year and number of repeat participants of Business Courses (including MBA) exceeds XX per year. 3-5 Number of new trial activities and result of them reported to JCC.</p>	Project records			
<p>[Activities under Output 1] 1-1. Revise the curriculum of business courses (Keiejuku, Start-up Course, Customized courses, Tailor-made courses) which targets business owners and entrepreneurs.</p>	<p>Inputs [By Japanese Side] 1 Dispatch of Japanese Experts [Long term experts] - Chief Advisor</p>				

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<p>1-2. Conduct appropriate promotional activities to gather participants for business courses.</p> <p>1-3. Conduct business courses.</p> <p>1-4. Strengthen a mechanism to improve quality of business courses continuously, reflecting feedback from participants.</p> <p>1-5. Increase Lao instructors in charge of business courses including MBA program.</p> <p>1-6. Plan and conduct effective Start-up program in collaboration with MBA alumni and Faculty of Engineering</p>	<ul style="list-style-type: none"> • Business Networking / Project Coordinator [Short term experts] • Experts for Business Courses <p>2 Provision of the equipment</p> <ul style="list-style-type: none"> • As necessary upon JICA's agreement <p>3 Training in Japan</p> <ul style="list-style-type: none"> • Training for business networking: once per year, maximum 20 participants of CEO or equivalent, cost share <p>4 Local cost for operation</p> <ul style="list-style-type: none"> • As necessary, cost share 	
<p>[Activities under Output 2]</p> <p>2-1. Implement business networking events including workshops and seminars for Lao and Japanese business enterprises. Regularly monitor their communications of business meetings set by LJI.</p> <p>2-2. Provide career events for Lao and Japanese companies and monitor the number of new hires offered through the events.</p> <p>2-3 Disseminate local enterprise information and activity of LJI.</p> <p>2-4. Hold meetings with local governments, chambers of commerce, banks in Japan for promoting partnership.</p> <p>2-5. Provide LJI services to organizations related to JICA's other projects including ODA projects, private sector partnership programs and citizen participation program.</p> <p>2-6. Implement collaborative activities with Keiejuku and MBA alumni organizations.</p>	<p>[By Lao Side]</p> <p>1 Allocation of Counterpart Personnel</p> <ul style="list-style-type: none"> • Minimum 2 staffs for business information and networking • Other counterpart personnel and administration staff <p>2 Office space for Japanese experts</p> <p>3 Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the equipment provided by JICA</p> <p>4 Running expenses necessary for the implementation of the Project</p>	

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<p>[Activities under Output 3]</p> <p>3-1. Create an annual LJI business plan and annual report.</p> <p>3-2. Monitor and improve financial performance regularly using Quickbooks.</p> <p>3-3. Update database regarding LJI's customers, lecturers and related organizations regularly.</p> <p>3-4. Create and implement a strategic marketing plan for increasing new customers and repeat customers of LJI's services.</p> <p>3-5. Promote innovative ideas and trials of these ideas within LJI's staffs and PDCA cycle for such activities are monitored.</p> <p>3-6. Improve activities to create synergies between and among the LJI services such as Business Course (including MBA), Japanese Language Course, and Cultural Exchange services.</p>		<p>Pre-conditions</p> <p>Necessary personnel assignment of LJI staff is completed by the commencement of the Project.</p> <p>Issues and Countermeasures</p>
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Project Design Matrix (Version. 1)

Dated: 27 Feb, 2020
 Project Title: Project for the Capacity Development of Business Professionals and Networking Through LJI
 Implementing Agency: LJI
 Period of Project: September 1st, 2019 – August 31st, 2022
 Target Group: Business persons and companies in Lao P.D.R. and NUOL
 Project Site: Vientiane Capital. For other Provinces, only travel expenses supported during the first half period of the Project.

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievement	Remarks
<p>[Overall Goal] Economic relationship between Lao PDR and Japan is strengthened by human resource development for industry at LJI.</p>	<p>1) LJI contributes to establish 5 number of business partnerships between Japanese and Lao enterprises</p>	<p>- Project record - Follow-up survey</p>	<p>Certain Japanese companies are interested to do business with Laos</p>		
<p>[Project Purpose] LJI becomes the center of human resource development for industry and business information and networking services.</p>	<p>1) The number of participants of business courses exceeds 300 per year, including at least 30 business owners, 20 entrepreneurs</p> <p>2) LJI contributes to establish 3 number of business partnerships between Japanese and Lao enterprises</p> <p>3) Number of Innovative activities for LJI's management improvement exceeds 5.</p>	<p>- Project record - Follow-up survey</p>			
<p>[Output 1] Lao core human resources for industry are developed at LJI</p>	<p>1-1 Annual curriculum revised every year. (monitor the numbers)</p> <p>1-2 Number of business courses conducted. monitor the numbers)</p> <p>1-3 Number of applicants for MBA courses exceeds 45. Number of applicants for Keiejuku exceeds 30.</p> <p>1-4 Satisfaction rate of participants exceeds 85 %</p> <p>1-5 3 Japanese companies, of which 30 employees trained, benefit from LJI services.</p> <p>1-6 Percentage of hours taught by Lao sourced instructors exceeds 70%.</p>	<p>- Project record</p>			

	<p>1-7 10 participants started business or preparing for starting businesses.</p> <p>1-8 Number of MBA/Keieijuku graduates become mentors for Start-up companies (monitor the numbers)</p>				
<p>[Output 2] LJI business information and networking services are strengthened.</p>	<p>2-1 Number of business networking events exceeds 5 times.</p> <p>2-2 Number of business communication continued 6 months after business networking events.(monitor the numbers)</p> <p>2-3 Number of career (inc. study in Japan) events organized by LJI exceeds 5.</p> <p>2-4 Number of recruitment through the career events (monitor the numbers)</p> <p>2-5 New articles on the homepage and SNS of LJI are posted at least once a month. (monitor the numbers)</p> <p>2-6 Updated directory of LJI alumni companies published (monitor the numbers)</p> <p>2-7 At least one joint activity with local governments, chambers of commerce, banks in Japan are held in a year. (monitor the numbers)</p> <p>2-8 At least one of other JICA projects, including ODA projects, private sector partnership programs</p>	<p>Project records</p>			

	<p>and citizen participation program, benefits from LJI services. (monitor the numbers)</p> <p>2-9 Collaborative activities with alumni organizations are implemented more than 1 times a year.</p>				
<p>[Output 3] Management capacity of LJI is established which promotes innovative ideas and activities.</p>	<p>3-1 LJI annual business plan and annual business report are approved by the JCC.</p> <p>3-2 Financial monitoring system is established.</p> <p>3-3 Database regarding LJI's customers, lecturers and related organizations is updated regularly.</p> <p>3-4 Marketing tools are renewed.</p> <p>3-5 Number of new trial activities and result of them reported to JCC. (monitor the numbers)</p>	Project records			
<p>[Activities under Output 1]</p> <p>1-1. Revise the curriculum of business courses (Keiejuku, Start-up Course, Customized courses, Tailor-made courses) which targets business owners and entrepreneurs.</p> <p>1-2. Conduct appropriate promotional activities to gather participants for business courses.</p> <p>1-3. Conduct business courses.</p> <p>1-4. Strengthen a mechanism to improve quality of business courses continuously, reflecting feedback from participants.</p> <p>1-5. Increase Lao instructors in charge of business courses including MBA program.</p> <p>1-6. Plan and conduct effective Start-up program in collaboration with MBA alumni and Faculty of Engineering</p>	<p>Inputs</p> <p>[By Japanese Side]</p> <p>1 Dispatch of Japanese Experts</p> <p>[Long term experts]</p> <ul style="list-style-type: none"> ▪ Chief Advisor ▪ Business Networking / Project Coordinator <p>[Short term experts]</p> <ul style="list-style-type: none"> ▪ Experts for Business Courses <p>2 Provision of the equipment</p> <ul style="list-style-type: none"> ▪ As necessary upon JICA's agreement <p>3 Training in Japan</p> <ul style="list-style-type: none"> ▪ Training for business networking: once per year, maximum 20 participants of CEO or equivalent, cost share 				

<p>[Activities under Output 2]</p> <p>2-1. Implement business networking events including workshops and seminars for Lao and Japanese business enterprises. Regularly monitor their communications of business meetings set by LJI.</p> <p>2-2. Provide career events for Lao and Japanese companies and monitor the number of new hires offered through the events.</p> <p>2-3 Disseminate local enterprise information and activity of LJI.</p> <p>2-4. Hold meetings with local governments, chambers of commerce, banks in Japan for promoting partnership.</p> <p>2-5. Provide LJI services to organizations related to JICA's other projects including ODA projects, private sector partnership programs and citizen participation program.</p> <p>2-6. Implement collaborative activities with Keiejuku and MBA alumni organizations.</p>	<p>4 Local cost for operation</p> <ul style="list-style-type: none"> ▪ As necessary, cost share <p>[By Lao Side]</p> <p>1 Allocation of Counterpart Personnel</p> <ul style="list-style-type: none"> ▪ Minimum 2 staffs for business information and networking ▪ Other counterpart personnel and administration staff <p>2 Office space for Japanese experts</p> <p>3 Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the equipment provided by JICA</p> <p>4 Running expenses necessary for the implementation of the Project</p>	
<p>[Activities under Output 3]</p> <p>3-1. Create an annual LJI business plan and annual report.</p> <p>3-2. Monitor and improve financial performance regularly</p>		<p>Pre-conditions</p>

<p>using Quickbooks.</p> <p>3-3. Update database regarding LJI's customers, lecturers and related organizations regularly.</p> <p>3-4. Create and implement a strategic marketing plan for increasing new customers and repeat customers of LJI's services.</p> <p>3-5. Promote innovative ideas and trials of these ideas within LJI's staffs and PDCA cycle for such activities are monitored.</p> <p>3-6. Improve activities to create synergies between and among the LJI services such as Business Course (including MBA), Japanese Language Course, and Cultural Exchange services.</p>		<p>Necessary personnel assignment of LJI staff is completed by the commencement of the Project.</p>
		<p>Issues and Countermeasures</p>