

ATTACHED DOCUMENTS

1. INTRODUCTION

1.1 The Evaluation Team

The Japanese Evaluation Team (hereinafter referred to as "the Japanese Team") organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA"), headed by Mr. Senya MORI, visited the Lao People's Democratic Republic from 1 February to 23 February 2005.

During its stay in the Lao People's Democratic Republic, the Japanese Team had a series of discussions with the Lao authorities concerned, and jointly evaluated the present achievement of the project for the Development of the Faculty of Economics and Management of the National University of Laos project (hereinafter referred to as "the Project") and exchanged views on the project activities to fulfill the Record of Discussions signed on 6th July, 2000 (hereinafter referred to as "R/D").

The Japanese Team discussed and studied together with the Lao side regarding, among other things, the achievement, impacts and sustainability of the Project.

Through careful studies and discussions, both side summarized their findings and observations as described in this document.

1.2 Schedule of the Japanese Evaluation Team (Main schedule from 14th to 23rd February 2005)

| <u>Date</u> | <u>Schedule</u> |
|-------------------------|--|
| February 14 (Monday) | Arrival at Vientiane Meeting with JICA Laos Office Meeting with and briefing from Japanese experts |
| February 15 (Tuesday) | Courtesy call to the Embassy of Japan Courtesy call to the Ministry of Education Courtesy call to the National University of Laos (NUOL) |
| February 16 (Wednesday) | Interview with Japanese experts |
| February 17 (Thursday) | Interview with Lao counterparts at the Faculty of Economics and Management (FEM) |
| February 18 (Friday) | Discussion on the draft of Minutes of Meetings (M/M) |
| February 21 (Monday) | Discussion on the draft of M/M |
| February 22 (Tuesday) | Joint Coordinating Committee Signing of M/M |
| February 23 (Wednesday) | Departure from Vientiane |

1.3 Evaluators

1.3.1 The Japanese Side

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|----------------------|--------------------------|--|
| Mr. Senya MORI | Team Leader | Resident Representative, JICA Laos Office |
| Mr. Toshihisa TOYODA | Economics and Management | Professor, Faculty of Economics Sciences, Hiroshima Shudo University |
| Mr. Isao DOJUN | Evaluation and Analysis | Chuo Kaihatsu Corporation |
| Ms. Sachiyo ITO | Cooperation Planning | Technical and Higher Education Team I, Group II, Human Development Dept., JICA |

1.3.2 The Lao Side

| | |
|-----------------------------|---|
| Mr. Homphanh SOUKPASITH | Asia-Pacific Division of Ministry of Foreign Affairs |
| Dr. Sisamone SITHIRAJVONGSA | Deputy Director General, Planning and Cooperation Department, Ministry of Education |
| Mr. Khamlusa NUANGSVANH | Dean of FEM, NUOL |

1.4 Methodology of Evaluation

1.4.1 Method of Evaluation

The evaluation study was conducted in accordance with the PCM (Project Cycle Management) in following steps:

- 1) The Project Design Matrix (hereinafter referred to as "PDM") was agreed upon by both sides as a basis of the evaluation.
- 2) Achievement of the Project was studied by collecting data and other relevant information.
- 3) Analysis was made from the view point of five evaluation criteria described below.

1.4.2 Evaluation Criteria

The project evaluation was conducted based on the following five criteria, which are in line with those for evaluation works by DAC (Development Assistance Committee), OECD and other international assistance organization:

- 1) **Relevance** of project was reviewed based on the latest PDM, and the validity of project purpose and goals was assessed in connection with the development policy of the Lao government, needs of the beneficiaries, and then process of planning was also reviewed.
- 2) **Effectiveness** as assessed by analyzing the achievement of project outputs and purpose, followed by an analysis on the factors for any deviations from the original

plan.

- 3) **Efficiency** of project implementation was analyzed focusing on quality, quantity, timing of input, overall management of project activities and the utilization of project input.
- 4) **Impact** of project was identified focusing mainly on the positive and negative direct impact of project, and is related to the overall goal of project realized at the time of evaluation, followed by an analysis of future prospect of realization of overall goal.
- 5) **Sustainability** of project beyond the time of the donor's involvement was forecast by examining major factors affecting sustainability such as organizational, financial, and technical aspects.

1.4.3 Source of Information Used for Evaluation

The following sources of information were used in this evaluation study;

- 1) Documents agreed by both sides prior to and/or in the course of the Project implementation, including R/D, M/Ms, and others.
- 2) PDMe (Annex 1)
- 3) Record of inputs from both sides and activities of the Project
- 4) Interview and questionnaires to project counterpart personnel, Japanese experts, related organizations
- 5) Observations of equipment and facilities of FEM, NUOL

2. BACKGROUND AND SUMMARY OF THE PROJECT

2.1 Background of the Project

Lao P.D.R. undergoes a transition to the market economy since 1986, when New Economic Mechanism (NEM) was introduced. The human resource development for the NEM was started as one of the most important assignments in the Socio-Economic Development Plan (1996-2000) of Lao P.D.R. For promoting this human resource development, the Lao government established the National University of Laos, including FEM, in 1995 with the support of Asian Development Bank (ADB).

The government also requested the technical cooperation from Japan after the end of aid from ADB in September 2001. In response to the above request, JICA dispatched a long-term expert for providing the advice on the establishment of FEM and development of lecturers and curriculum since 1997. Also several Survey teams were sent to examine the technical issues and the purpose, outputs, activities of the program. After the preparation period, Japanese government decided to extend the technical cooperation for the development of FEM and the R/D was signed on July 6, 2000.

For the first 4 years of the Project, it had been operated as one combined project with Lao-Japan Human Resource Cooperation Center (LJC). In April 2004, JICA headquarter was restructured. Along with the reform, JICA reviewed the outputs of

components of both projects dispatching the Study Team in March 2004, and based on the results, FEM and LJC were divided completely into two different projects to meet the organizational structure at JICA headquarter, which was agreed upon between Lao and Japan side.

2.2 Chronological review of the Project

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|----------------|---|
| 1995 | Establishment of NUOL with the aid of ADB |
| | Commencement of the technical cooperation of ADB (till September 2001) |
| July 1998 | Study for the Project Formation dispatched by JICA |
| August 1999 | Preliminary Survey Team dispatched by JICA |
| September 2000 | “The Project for the Development of FEM of NUOL and the LJC” commenced with the cooperation of JICA |
| February 2003 | Mid-term Evaluation Team dispatched by JICA |
| March 2004 | Consultation mission for dividing FEM and LJC dispatched |

2.3 Project Design Matrix

Along with the implementation of the Project activities, the original objectives and outputs of the Project stated in the R/D were reviewed and rephrased by the Lao Team and the Japanese Team in order to evaluate the results of the Project properly. The outlines of each PDM and the major revision points are as follows:

2.3.1 PDM-0

The initial PDM-0 of the Project was formulated at the time of Project initiation in 2000. The outline of PDM-0 is as follows:

PDM-0: The Development of the Faculty of Economics and Management, NUOL

[Overall Goal]

To enhance human resources who will contribute to the Lao P.D.R.'s transition to a market economy.

[Project Purpose]

Teaching staff will be upgraded and students will be able to receive effective education at FEM, NUOL

