

preparation of regulation for faculty management and so forth. However, it should be mentioned that there is room for improvement in development of textbooks, quality of research as mentioned in 3.2 Outputs. As for the management system of FEM, although each indicator show the high achievement of Output 4 as previously explained, but the application of transferred skills and knowledge in actual management of FEM has not yet been fully implemented.

The purpose of the Project is "Students graduate from FEM with essential academic and professional knowledge and skills". As mentioned in 3.3 Project Purpose, 3 out of 5 indicators, Indicator 1, 3, and 4, have been sufficiently achieved. As for Indicator 5, "Majority of students is satisfied with lectures", it is not satisfied in a few subjects, partially due to the lower quality of textbooks. However, as most subjects satisfy a majority of students according to the survey to the students, it can be said that this indicator is also achieved enough. Indicator 2, "Average GPA of graduates is 3.0 or higher", has not achieved its target in reality, but there is an improvement in the graduates' average of GPA from 2003 to 2004. Also the Team concerns the initial target of 3.0 is too high even in Japan. Considering these factors, we can say that the low achievement of Indicator 2 does not affect the Project Purpose at a crucial level.

In total, even though there still remains room for enhancement for each activity, we should stress that the Outputs of Project have well contributed to the achievement of the Project Purpose, which means that the effectiveness of the Project is high enough.

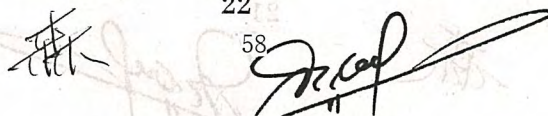
4.3 Efficiency

(1) Appropriateness of Inputs

1) Inputs of Japanese side

As mentioned in the 3.1. Inputs, the actual man-months (MM) of experts of Japanese and other cooperating countries will fulfill the initial plan of MM. According to the interview of Lao counterparts and Japanese experts, the timings of dispatch are almost proper for the efficient work of project activities. The dispatch of experts from third countries, including Thailand, Vietnam and the Philippines, has been actively implemented especially for the latter part of the Project. In addition, the distance education by the use of JICA-Net has been introduced for the last one year. These activities contribute much to increase the efficiency of the input.

The long-term and short-term training of counterparts have been implemented intensively throughout the Project period. Especially for the long-time training, sending FEM lecturers to universities in Japan, Thailand and other countries requires not a little support, as many of them do not have enough English proficiency for study and research. The long-term experts, therefore, started an additional activities to examine and train



their English ability.

A number of lecturers have been sent for studying abroad with scholarship provided by other organizations than JICA with support by Japanese experts. Also, as many lecturers have studied in other Asian countries than Japan, the cost for living and studying there remains lower than those in Japan.

Because this project is nearly the first case for JICA to support the higher education in social science as a project-base, the reliable analysis from the viewpoint of cost-benefit of the Project is not possible at the moment. However these efforts of the inputs surely promoted the efficiency of the Project.

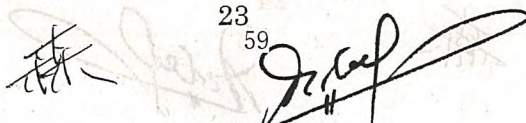
On the other, as for the personnel concerning the project management, including chief advisor and coordinator, the timing of dispatch was not necessarily proper. For the first 4 years of the Project period, the LJC Project and FEM were implemented as one project and one chief advisor and one coordinator had been engaged in both. According to the interview, the actual MM of these experts for FEM had not been adequate for these years.

Other than this, Japanese long-term expert for management (as an academic field) was dispatched 2 years after the start of this Project. Therefore, even though some short-term experts were sent in the management field and provided not a little support for the development of the Department of the Management, the quantity of the input was not totally enough during the first two years. Also a long-term expert for the faculty management was dispatched in the fourth year of the Project. During the period, several short-term experts were dispatched and short-term training of core faculty members was provided in Japan and other countries in the field of faculty management. However, considering its young history from the establishment in October 1998 and the increase of students and teaching staff, the input for improving the management system should have been implemented more intensively.

Regarding the timing of dispatch of short-term experts, it was reportedly proper in general. There were only a few cases that length of dispatch was not enough.

2) Inputs of Lao side

Regarding the inputs of Lao side, quite enough number of counterparts are provided for the Project activities and their motivation for cooperating with the Project has been generally high. The work load of a part of lecturers is quite heavy, as they have to work for hours from day to night for assuring livelihoods and also for compensating for the absent lecturers for studying abroad. Besides, the research environment of lecturers is far from ideal for concentrating on the study due to a lack of room. Even in such hampering environment, most lecturers work hard for the faculty



with a high motivation.

Land and facilities, including furniture and a part of computers are also provided as initially planned, while the capacity of room for teaching and research is not enough due to the rapid increase of the students. Besides, the Lao side has provided the Project with expenses for utilities, including electricity and water.

On the other, some hampering factors for increasing efficiency are recognized. As for administrative staffs, even though several training were implemented in Japan and third countries for core members of the faculty, knowledge and skill they learned have not been utilized enough for the application in their work. Also the number of them is not enough at the moment. It can be highly valued that FEM hires an additional staff for the administration by their own faculty budget, but there is still room for improving the efficiency of work by way of more efficient communication among staffs in FEM, for instance.

The relatively slow pace of the publication of textbooks indicates that the inputs from Lao side, who work for writing textbooks, may not be adequate.

Other than this, some teaching staffs need much improvement in English for studying abroad, conducting research and developing textbooks.

(2) Project management

JCC meeting had been held twice during these 4 and a half years. In particular, the second meeting, which was held in March 2004, was quite useful in sharing information among Lao and Japanese parties concerned, including counterparts and experts, and in recognizing problems of the Project. Monthly regular meeting has been held between Japanese experts and Lao counterparts. Even though information sharing about the discussed matters among the concerned parties of the Project, the meeting has contributed a lot to the improvement of communication.

Most persons concerning the Project say that decision-making has become quicker after the separation of the FEM Project from LJC, probably due to the flatness of the Project organization.

(3) Facility utilization and maintenance

As mentioned in Output 3, facilities are maintained in a good condition in general. However, the number of staff for maintenance is not adequate at the moment, and the further improvement of IT infrastructure is extremely necessary for more efficient activities of research and administrative work.

In conclusion, owing to highly motivated Lao counterparts and an effort of Japanese experts, the efficiency of the Project has been maintained a certain degree in general.

