

cooperation.

(2) Cooperation between core universities

The firm and long cooperation between faculties is essential in a case of technical cooperation in the field of higher education. In the FEM Project, some core universities in Japan, Thailand and the Philippines have developed the human network and cooperative relations among their faculties, which have clearly contributed to the smooth and effective activities of the Project, including dispatch of experts and training lecturers. These relationships are expectedly continued even after the completion of JICA cooperation and enable to sustain the development of FEM.

(3) Necessity of technical cooperation for a management

The capacity development of the management in the university and the faculty is crucial for their sustainable development, especially when they are newly established. In the FEM Project, continuous input have been implemented for improving the management capacity of the faculty, including dispatch of short- and long-term experts, and doing short-term training in Japan and Thailand. These have improved the management of FEM in terms of financial and organizational capacity.

The necessity of technical cooperation in this field should be examined in an early stage of the cooperation.

(4) Evaluation of Overall Goal in a long period of view

For the human resource development in the field of higher education, it takes longer time to realize a certain impact in the society. In the FEM Project, for instance, the impact on the Overall Goal, "FEM graduates contribute to development of a market economy of Lao P.D.R.", may be reassessed after a certain period of time.

(5) Project's chief advisor in the field of higher education

In case of the cooperation for capacity development in the field of higher education, especially when its counterpart is university, the Project team should be headed by Chief Advisor who is well familiar with and has experiences of the university's activities in areas of education, research and faculty management. It is necessary that the project is supervised by the chief advisor who understands the role and function of university with a responsibility. He/she may not necessarily stay at the Project site continuously.

7. OTHER ISSUES DISCUSSED

Under the policy of Lao government, NUOL and FEM are planning to establish a master course at FEM and the request of assistance was made to Japanese government

in 2004. According to the plan of FEM, the master course is planned to receive its first-year students in October 2007, and a schedule, contents, size and other matters necessary for opening the course are now being elaborated.

During the Final Evaluation study, there are some exchanges of information and opinions about the future plan of the master course and the possibility of the support from Japan. The Team understands the needs of human resource development at the higher level at FEM and recognizes that an assistance in the field of higher education may sometimes need a long term commitment for assuring enough achievement and impact of assistance. The Team evaluates that the cooperation for the capacity development of faculty level has not yet accomplished and the follow-up activities after the completion of the project are necessary. Considering such a current situation, the Team proposed that the feasibility of establishing the master course should be examined throughout the Project and follow-up period. The Lao side agreed to keep in exchanging opinions and sharing information with Japanese side for further consideration of Japanese assistance for the establishment of master course at FEM.

<p>4) FEM is improved to manage the project.</p>	<p>1) FEM is equipped with relevant books and materials for the benefit of students.</p> <p>2) FEM is equipped with relevant books and materials for the benefit of students.</p>	<p>1) FEM is equipped with relevant books and materials for the benefit of students.</p> <p>2) FEM is equipped with relevant books and materials for the benefit of students.</p>	<p>1) FEM is equipped with relevant books and materials for the benefit of students.</p> <p>2) FEM is equipped with relevant books and materials for the benefit of students.</p>
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Annex 1 PDM for evaluation (PDMe)

Project Title: The Development of Faculty of Economic and Management NUOL

Project Duration: 1 September 2000 – 31 August 2005

the regular course at FEM

Target Group: All students enrolled in

Narrative Summary	Verifiable Indicators (Target figures below are to be achieved by August 2005 except those for Overall Goal.)	Means of verification	Important Assumption
<p>Overall Goal FEM graduates contribute to development of a market economy of Lao P.D.R.</p>	<ol style="list-style-type: none"> 1) Increasing number of FEM graduates are in the middle- and upper-range management position 2) Many entrepreneurs are born among FEM graduates. 3) Majority of employers are satisfied with their employees who graduated from FEM. 	<ol style="list-style-type: none"> 1) Follow-up study 2) Tracer study 3) Tracer study 	
<p>Project Purpose Students graduate from FEM with essential academic and professional knowledge and skills.</p>	<ol style="list-style-type: none"> 1) 70% of graduates find their jobs within one year. 2) Average GPA of graduates is 3.0 or higher. 3) Most graduates are satisfied with education from FEM. 4) FEM is one of the most popular faculties among students. 5) Majority of students are satisfied with lectures. 	<ol style="list-style-type: none"> 1) Tracer study 2) Faculty record 3) Tracer study 4) Students survey 5) Students survey 	The private sector grows steadily.
<p>Outputs</p> <ol style="list-style-type: none"> 1. Quality of teaching staff is enhanced. 	<ol style="list-style-type: none"> 1) Most students understand lectures. 2) More than 15 consultancy works or joint researches are conducted during the Project. 3) FEM journal is published annually. 4) More than 65% of teaching staff have a master's degree or higher. 5) The system of teaching evaluation is set up and implemented. 	<ol style="list-style-type: none"> 1) Students survey 2) Faculty record 3) Faculty record 4) Faculty record 5) Students survey 	The number of regular course students will not increase drastically. (This requires particular attention from the authorities.)
<ol style="list-style-type: none"> 2. Curricula and teaching materials are developed and improved. 	<ol style="list-style-type: none"> 1) Most syllabi are prepared on time. 2) Curricula and reading materials for all courses in the initial plan are prepared and some are revised according to their necessity. 3) One quarter of curricula and reading materials for the new concentrations are prepared. 	<ol style="list-style-type: none"> 1) Faculty record 2) Faculty record 3) Faculty record 	FEM can secure an appropriate size of budget as the number of students increase
<ol style="list-style-type: none"> 3. Necessary equipment and facilities are available. 	<ol style="list-style-type: none"> 1) Provided equipment and facilities are well maintained and fully utilized. 2) FEM library is equipped with relevant books and fully utilized. 	<ol style="list-style-type: none"> 1) Faculty equipment lists, observation 2) Book loan record, observation 	Trained lecturers will not leave FEM.
<ol style="list-style-type: none"> 4. Management system of FEM is improved. 	<ol style="list-style-type: none"> 1) Number of full-time administration staff increases to six. 2) All full-time administration staff receive OJT. 3) Basic information on students is available anytime. 4) Regulation for faculty management is prepared. 	<ol style="list-style-type: none"> 1) Faculty record 2) Faculty record 3) Faculty record 4) Faculty record 	

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Activities

Output 1 :

1-1 Short- and long-term training

- 1) Screen based on English capability and motivation
- 2) Conduct preparatory training, such as language training and paper writing
- 3) Send teaching staff members to training course abroad using JICA training schemes and other scholarship programs
- 4) For in-service training, use JICA net for teaching development

1-2 Research

- 1) Provide research training
- 2) Enhance internet use and encourage application
- 3) Create the homepage to publicize FEM widely
- 4) Establish research teams
- 5) Find research funding
- 6) Establish data bank and research center
- 7) Conduct research activities, with supervision by experts when necessary
- 8) Publish FEM journal, or help contribute to international journals
- 9) Organize field trip with reasonable allowances

1-3 Motivation

- 1) Establish reward system for research activities
- 2) Provide teaching hours in evening program to increase staff income and experiences
- 3) Encourage extra work in their specialized fields
- 4) Provide financial incentive for extra work
- 5) Provide non-financial incentive
- 6) Fund textbook writing and translation of useful books

1-4 Improvement in recruitment

- 1) Prepare the staff development and recruitment plan
- 2) Advise FEM to attract personnel
- 3) Identify possible personnel transfer from other faculties or other ministries
- 4) Recruit best FEM graduates as contract lectures
- 5) Find fund for visiting lecturers from other ministries

Inputs (Estimates as of March 2004)Japanese side

1. Expert
 - 1) Long-term experts 142 MM
Chief advisor (60MM×0.5)
Project coordinator (60MM×0.5)
Economics (55MM)
Management (26MM)
 - 2) Short-term experts 48MM
2. Training in Japan
 - 1) Long-term 74MM
 - 2) Short-term 19MM
3. Training in the third countries
 - 1) Long-term 160MM
 - 2) Short-term 21MM
4. Equipment (Books, computers, photocopy machine, vehicle, teaching materials and others)
5. Salary (Secretary, assistants, English teachers etc.)
6. Distance education ((3hours×7times×3subjects=63hours)

Lao side

1. Staff
Project Director (Rector)
Project Manager (Vice-Rector)
Counterparts (Dean and all faculty and administration staff)
Secretary, driver, cleaning ladies
2. Land and facilities
3. Running costs

Output 2:

- 2-1. Develop curricula, syllabi and textbooks
- 2-2. Revise them with visiting experts
- 2-3. Edit and print them
- 2-4. Supply them to students at a reasonable price

Output 3:

- 3-1. Construct faculty facilities
- 3-2. Conduct needs assessment of necessary equipment
- 3-3. Make technical specification of equipment
- 3-4. Procure equipment
- 3-5. Maintain facilities and equipment at good condition for use by students and staff

Output 4:

- 4-1. Form the task force
- 4-2. Recruit committee members for developing FEM regulation improvement/development
- 4-3. Study existing rules and regulation of NUOL and at FEM level
- 4-4. Formulate rules and regulation for FEM with an expert input from JICA
- 4-5. Trial implementation and revision

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