

FINAL REPORT
ON
PREPARATORY SURVEY
REGARDING
JAPANESE GRANT AID FOR HUMAN RESOURCE
DEVELOPMENT SCHOLARSHIP (JDS)
IN
THE LAO PEOPLE'S DEMOCRATIC REPUBLIC

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1. Background of the Japanese Grant Aid for Human Resource Development Scholarship (JDS)

The purpose of the Japanese Grant Aid for Human Resource Development Scholarship Program¹ (hereinafter referred to as the “JDS Program”) is “to support human resources development, such as highly capable, young government officials and others who are expected to engage in formulating and implementing social and economic development plans and to become leaders in their countries in the 21st century, so that participants in this program shall contribute to an expanded and enhanced foundation for bilateral relations between their countries and Japan as persons having a well-rounded knowledge of Japan”² in developing countries that have demand for human resource development in the legislation, economics, business administration and other areas essential for the transition to market economy. The JDS Program covers the Asian countries in transition to market economy, such as Indochina countries and Central Asian countries. It started in the Republic of Uzbekistan (hereinafter referred to as Uzbekistan) and in the Lao P.D.R. (hereinafter referred to as Laos) in FY1999 and expanded to ten countries in FY2002. After that one country was added in FY2006 and the JDS Program covers 11 countries as of FY2008. The cumulative total of fellows whom Japan accepted from the countries is about 1,800.

1-1. Facts and issues of JDS Program

In Laos, JDS started in 2001, the year when the JDS program started. The cumulative total of JDS fellows is 195 as of 2008 (of them, 141 have already returned to Laos).

Table 1: Number of JDS fellows

(As of Sept. 2008)

	FY	Study Fields		Ratio of public to private sectors of fellows		Reinstatement status ³ (No. of reinstated fellows /total no. of fellows)	
		No.	Detail	Public	Private	Just after return	At present
1st year ⁴	1999	4	Law, economics, business administration, human resource development	65%	35%	10/20	10/20
2nd year	2000	4	Law, economics, business administration,	60%	40%	11/20	11/20
3rd year	2001	6	Law, economics, business administration, international relations, education, agriculture	75%	25%	12/20	12/20
4th year	2002	6	Law, economics, business administration, international relations, education, agriculture	70%	30%	15/20	8/20
5th year	2003	7	Law, economics, business administration, international relations, engineering, education, agriculture	55%	45%	12/20	12/20
6th year	2004	8	Law, economics, business administration, international relations, engineering, education, agriculture, public administration	60%	40%	14/20	14/20
7th year	2005	8	Law, economics, business administration, engineering, education, agriculture, public administration*, health administration	64%	36%	22 fellows have already returned (three fellows in the law area is still studying in Japan). Their reinstatement status is under survey.	
8th year	2006	9	Law, economics, business administration, international relations, engineering*, education, agriculture, public administration*, health administration	76%	24%	Still studying in Japan	
9th year	2007	8	Law, economics, business administration, international relations, engineering*, education*, agriculture*, public administration	84%	16%	Still studying in Japan	

*Fields of study limited to government officials

¹ Japanese Grant Aid for Human Resource Development Scholarship (JDS) Program: human resource development (studying abroad) scheme that covers 11 countries at present and is carried out with Japanese grant aid

² “Operating Guidelines of the Japanese Grant Aid for Human Resource Development Scholarship”

³ Data researchable by JICE

⁴ The 1st- to 3rd-year fellows consisted of 16 fellows entering master’s courses and 4 fellows entering bachelor’s courses. All the fellows in the 4th year and thereafter entered master’s courses.

In Laos, as government officials are obliged by law to be reinstated in their former post after returning to the country, the reinstatement rate and the retention rate are higher than those in other target countries. In addition, although at the beginning of the Program, excellent human resources were selected from a wide range of fields through general recruitment, the Program was focusing on the promotion of ODA's capacity development in the public sector as measures were carried out to increase the ratio of government officials to the total number of fellows through the encouragement of government agencies' application and the designation of fields limited to government officials.

During about a decade of implementation of the Program, while the operation of the Program got on the right track, the following issues were recognized among the parties concerned:

(1) Expansion of target fields of study

Although the purpose of the Program is to limit the target fields to social science fields, the number of fields has increased and they became diversified because of high demand for dispatch of fellows in natural science fields. On the other hand, due to such problems as vertically divided administrative functions among government agencies and the information gap between the central and local governments, there still remains the issue of how to improve cross-field administrative capacity, which is one of the Target Priority Area.

(2) English-language ability

With regard to the English-language ability of fellows, the standard score for selection has to be set lower than that in other countries. As a result, Lao fellows often receive severe advice from accepting universities. In addition, excellent human resources cannot be selected due to the limitation of applicants to workers in the public sector and government officials' poor English-language ability.

(3) Quality of applicants

In this connection, about 200 JDS fellows have already been produced since the Program started about ten years ago. In addition, it is pointed out that the quality of applicants has become lower than that at the beginning of the Program partly because many unsuccessful applicants repeat the application.

(4) Scholarship program by other donors

With regard to master's courses, 16 countries, such as Thailand, Vietnam, India and Australia, provide scholarships, including Japan's JDS Program. If bachelor's and doctor's courses are included, about 800 fellows are studying abroad through scholarships provided by 24 countries.⁵ In Laos, although educational improvement is a priority issue, the Ministry of Education's budget is small and the government has requested other countries to support Laos in order to develop human resources through studying abroad. The Lao Government regards the JDS Program as a part of the support. In Laos, where the population is almost six million and the ratio of those who go on to higher education is about 2%, scholarship programs are excessive and candidates tend to apply for programs that propose better conditions, with the result that the problem mentioned in above (3) has arisen.

1-2. Background and purpose of JDS program review

The recipient governments of the countries where JDS Program was carried out have highly evaluated the Programs for these nine years, stating that "JDS fellows have utilized their outcome of study in

⁵ According to the survey on the scholarship program in FY2007 by JICE

Japan variously in our country and have contributed to the development of our country.” Laos, however, has the issues specified in 1-1. In addition, the persons concerned have recognized the following issues in the JDS Program as a whole:

- Uneven understanding of the purpose of the JDS Program
- Expansion and diffusion of fields of study
- Fixed fields of study and the number of accepted fellows
- Lack of candidates suitable for the purpose of the JDS Program
- Lack of follow-up activities to JDS fellows after returning to their own country

On the other hand, the Japanese Government has greatly reduced the ODA budget due to prolonged economic stagnation and worsening financial conditions. As a result, to use limited ODA budget more effectively, it has become necessary to clarify the Japanese ODA policy and strategy further. Under such circumstances, in order to make ODA more strategic, mobile and effective, the Ministry of Foreign Affairs of Japan was reorganized and the Japan International Cooperation Agency (JICA) and the Japan Bank for International Cooperation (JBIC) were integrated in October this year, and JDS Program was directly handled by JICA. To concentrate on priority and development issues for the expansion of the project impact with limited budget and personnel, JICA has introduced the concept of “JICA cooperation program,” by which projects are organically combined from the planning stage, and facilitated the idea of “selection and concentration” of fields of study..

This review of the JDS Program was carried out to solve the above-mentioned issues and to realize the following points;

- Clarification of the JDS Program in the bilateral ODA programs

To clarify the JDS Program, by grasping the recipient government’s needs through field surveys and considering collaboration with the target country’s development issues, the JICA cooperation program, Japan’s bilateral ODA projects, etc in order to achieve better results of the Program

- Clarification of the JDS Program as studying in Japan under ODA project

To clarify differences with the Japanese Government Scholarship Program by the Ministry of Education, Culture, Sports, Science and Technology (MONBUKAGAKUSHO Scholarship Program), which supports study in Japan for individuals, the JDS Program was designed as an ODA project under which JDS fellows are clearly expected to contribute to solving the target country’s development issues.

1-3. Outline of the survey

(1) Details of the whole survey

The survey was conducted concerning the number of potential candidates as well as Lao’s target areas and issues under which study in Japan is considered to be required. Based on the results of the survey, a program plan and Basic Design (B/D) were made for the next four years program. The survey was conducted as shown in the flowchart attached as Annex 1. The followings are main survey items:

- 1) Establishment of sub-programs/components⁶ suitable for Japanese ODA policy and Laos’ development needs

⁶ Sub-programs/components: “Sub-programs” are established based on Japanese ODA policy and Lao’s development issues. If a sub-program contains two or more development issues or fields of study, two or more “components” are established in the sub-program. JDS fellows set a research theme for their own graduate school based on the sub-programs/components.

- 2) Selection of target organizations related with each sub-program/component
 - 3) Selection of Ministries (managing organizations) in charge of each sub-program/component
 - 4) Selection of Japanese accepting universities that have educational program corresponding to each sub-program/component
 - 5) Selection of candidates for the 1st batch⁷
 - 6) Establishment of Basic Plan for Sub-Programs for each sub-program/component
 - 7) Decision of the Program scale
 - 8) Estimation of the Program cost for the next four years
- (2) Contents of the survey

In Laos, the survey was conducted at each stage as follows:

1) 1st field survey

- Explanation and confirmation of the new framework of the JDS Program to the persons concerned (including explanation of the inception report)
- Confirmation of the program implementation system
- Support of discussion and survey concerning sub-programs/components
- Survey, examination and selection of target organizations on sub-programs/ components
- Provision of information on Japanese accepting universities that can deal with sub-programs/components
- Consideration and explanation of the Basic Plan for Sub-Programs (1st draft)
- Preparations for the 2nd field survey (request to the target organizations for selection of candidates for the next four years, and explanatory meetings, etc.)

2) 2nd field survey

- Explanation and confirmation of the interim report, describing progress in the survey and a draft of accepting university plan
- Discussion with the target organizations on confirmation of the submitted candidate lists, assumed research themes, and how to utilize JDS fellows after returning to the country, etc.
- Selection of candidates through examination of application documents, language/mathematics examinations, interviews by accepting universities' faculty members and Operating Committee members, etc.
- Discussion between faculty members from accepting universities and those concerned from target organizations (mainly the managing organizations)
- Setting the program scale of the next four years
- Establishment of a Basic Plan for Sub-Programs for each sub-program (second draft)

3) 3rd field survey

- Discussion and agreement on the program plan (sub-programs, the number of JDS fellows, the accepting university plan for each sub-program, etc.)

⁷ Batch: The dispatch of fellows in each year is called a "batch." In this four-year program, the dispatch in the first year is called the "1st batch."

The survey was conducted in Japan as follows:

1) Preparations in Japan

- Collection and analysis of materials (request documents, related documents, reports)
- Establishment of the policy, plan and implementation method of the whole survey
- Preparations for the 1st field survey (preliminary study meetings, advance meeting before 1st field survey, preparation of materials, etc.)

2) 1st analysis in Japan

- Compilation and report of the results of the 1st field survey including preparation of a progress report
- Survey on Japanese accepting universities suitable for sub-programs/components and support for establishment of an accepting university plan to be implemented by JICA
- Estimation of program cost for the next four years
- Preparation of an interim report based on the results of the 1st field survey and its analysis
- Preparations for the 2nd field survey (explanation of the JDS Program to the target organizations and support for selection of candidates by a local staff during the 1st analysis in Japan)

3) 2nd analysis in Japan

- Support for the establishment of the final draft of the accepting university plan based on the result of the selection carried out during the 2nd field survey
- Estimation of program cost for the next four years
- Preparation and explanation of a draft final report to the persons concerned, including the results of the procedures from the 1st field survey to the program cost estimation

4) 3rd analysis in Japan (planned to be carried out after 3rd field survey)

- Various coordination with Japanese accepting universities (receipt of accepting universities' approval for accepting the 1st batch candidates, application procedures, entrance procedures, etc)
- Preparation of the progress report 2 concerning progress in various coordination and procedures
- Preparation of a final report based on the results of the procedures from the 1st field survey to the 3rd analysis in Japan, and explanation of the report to the persons concerned

With regard to the implementation of this survey, the JICA mission explained the background of the review of the JDS Program, the purpose of the Program by the new system⁸ and the framework of implementation to the recipient government (Operating Committee) during the 1st field survey. In addition, the JICA mission explained that JICA would conduct a survey to establish a four-year program plan and received consent from the recipient government.

⁸ New system: Under the new system, sub-programs are established for each target country based on Japanese ODA policy (target priority areas, etc.) and the target country's issues and needs, target organizations (central government agencies, etc.) suitable for the efforts for the sub-programs and Japanese accepting universities are selected, and fellows are dispatched to the universities. Four years are regarded as one package. JDS fellows will be dispatched under the same sub-programs, target organization and accepting university for the next four years. This results in improvement in the core human resources' abilities to make policies and manage projects, which leads to improvement in the target organization's ability to policy-making. In addition, accepting universities can provide education programs suitable for target countries through the acceptance of JDS fellows from the same country and target organization for four years.

2. Confirmation of the implementation system

With regard to the program implementation system, the JICA mission explained the system, function and role of the Operating Committee, and the liabilities based on Annex 2 and 3 to the recipient government during the 1st field survey, and received consent from the recipient government.

With regard to the Operating Committee⁹, it was agreed that it should consist of Laos members (the Ministry of Education, the Ministry of Planning and Investment, the Ministry of Foreign Affairs, the Central Committee for Organization and Personnel) and Japanese members (the Embassy of Japan in Laos and the JICA Laos Office) and have discussions on the implementation and management of the JDS Program. With regard to the Laos members, at the 1st Operating Committee meeting held during the 1st field survey, as the new system would only target for government officials, it was approved that the Public Administration and Civil Service Authority (PACSA), which is in charge of the education and administration of government officials and the personnel affairs for deputy-director General of departments and lower-ranked officials, would become a new member.

With regard to the liabilities for Laos, as it has been decided to abolish the preliminary English training provided by Japan under this existing JDS program, the Government has agreed that it will provide such training if necessary.

⁹ Operating Committee: The Operating Committee takes charge of the decision on the policy for managing the JDS Program and the selection of candidates in Laos. The members are Laos' five organizations (the Ministry of Education, the Ministry of Planning and Investment, the Ministry of Foreign Affairs, Central Committee for Organization and Personnel and the Public Administration and Civil Service Authority) and two Japanese organizations (the Embassy of Japan in the Lao PDR and JICA Laos office). The Ministry of Education serves as Chairperson, and the Embassy of Japan in the Lao PDR as Vice Chairperson.

3. Selection of sub-programs in Laos

3-1. Laos' development plan and strategy

Laos is promoting development under the leadership of government agencies according to the following plan and strategy:

(1) Ten-Year Socio-Economic Development Strategy¹⁰

This strategy's socio-economic development policies from the year 2001 to 2010 are "development of economic infrastructure for sustainable economic growth," "expansion of agricultural production and conservation of forests," "poverty reduction" and "industrial development." Adopting these policies, the strategy aims to accomplish the industrialization under the socialist system and break away from a least-developed country (LDC) by 2020. The strategy is regarded as the basic policy for establishing the "Fifth National Socio-Economic Development Plan (2001 to 2005)," the "National Growth and Poverty Eradication Strategy (NGPES)" and the "Sixth Five-Year National Socio-Economic Development Plan (2006 to 2010)."

(2) Sixth National Socio-Economic Development Plan

The Sixth Five-Year National Socio-Economic Development Plan (sixth NSEDP) includes the NGPES published in January 2004 and was approved at the National Assembly in June 2006.¹¹ The purpose of this plan is to implement the policies established in the above-mentioned "Ten-Year Socio-Economic Development Strategy" and accomplish the targets specified therein. The plan specifies the following four development approaches:

- 1) Sustainable economic development mainly through human development
- 2) Strengthening economic competitiveness within ASEAN, WTO and other frameworks by the use of the comparative advantage of Laos
- 3) Strengthening the ripple effect of economic development on social development
- 4) Comprehensive development of socio-economic infrastructure and promotion of market economy and industrialization within the socialist framework

Goals of Sixth Five-Year Socio-Economic Development Plan (2006-2010)

1) Economic growth and improvement of quality of national life; 2) Further promotion of market economy under socialism; 3) Reform of economic and employment patterns for regional economic integration; 4) Improvement of business environment for international economic integration; 5) Qualitative and quantitative improvement of human resource development through educational reform; 6) Introduction of advanced technology and its application to national development; 7) Strengthening efforts for poverty reduction, employment creation and social evil eradication; 8) Development of natural resources with consideration for environmental protection; 9) Expansion and improvement of socio-economic infrastructure; 10) Stabilization of political and social situations; 11) Establishment of security

[Target values] economic growth rate: 8.0% (average for 2006-2010); per capita GDP: US\$800 (2010)

¹⁰ Approved at the seventh party meeting in March, 2001.

¹¹ The sixth NSEDP is important in that it integrated core national development plans, which had been divided into NSEDP and NGPES.

Although the development plan and strategy has been established as described in (1) and (2) above, the implementation of them highly depends on foreign aid due to chronic budget deficit (since FY1999, about 50 to 80% of the public investment works have depended on foreign aid. In 2005-2007 especially, 85% of them depended on foreign aid¹²). The ratio between grant aid and loan aid is about fifty-fifty. The ratio of bilateral aid to international organization aid is 48% to 52%. Japan has provided bilateral aid of \$62.18 million, about 28% of the total, the largest among the donor countries.¹³

Table 2: Top five countries in the amount of bilateral aid

COUNTRY	Amount (Million USD)	%
Japan	62.18	27.83
Vietnam	24.86	11.13
China	21.16	9.47
Sweden	19.79	8.86
Thailand	18.79	8.41
Others (9 Countries)	76.68	34.43
Total	146.78	100

In addition, bilateral aid has been provided to sectors as shown in Table 3. The top three sectors – transport, development administration, and education and human resource development – account for about 65% of the total, which indicates that aid has been provided to national development and human resources development.

Table 3: Top five sectors in bilateral aid expenditure (by sectors)

SECTOR	Amount (Million USD)	%
Transport	65.22	29.19
Development Administration	45.29	20.27
Education and Human Resources Development	34.08	15.25
Energy	16.25	7.27
Health	14.77	6.61
Others (7 Sectors)	47.83	21.05
Total	175.62	100

3-2. Japanese ODA policy for Laos

While Laos' development plan and strategy were established as described in 3-1 above, Japan's Country Assistance Program for Laos, which was established in September 2006, places importance on the following four points ("four viewpoints") to support Laos' accomplishment of the development goals specified in NGPES and the sixth NSEDP:

¹² The cost of public investment works is calculated by subtracting current expenditure (salaries to government officials, etc.) from government expenditure. The ratio of ODA to public investment works was 73% in 1999/2000, 60% in 2000/01, 48% in 2001/02, 61% in 2002/03, 62% in 2003/04, 67% in 2004/05, 87% in 2005/06 and 85% in 2006/07 (Ministry of Foreign Affairs of Laos (MOFA) "Foreign Aid Report 2005/2006").

¹³ Ministry of Foreign Affairs of Laos (MOFA) "Foreign Aid Report 2005/2006"

- 1) There exists a synergy between economic growth and poverty reduction.
- 2) Laos' own development model free from any traditional type of economic growth
- 3) Frameworks for development of the ASEAN region / Mekong Region
- 4) Fostering confidence and pride among the people of Laos for voluntary socio-economic development

The basic policy is **“to support self-help efforts of Laos for the reduction of poverty and for human development, and to support such efforts by Laos for realizing voluntary, independent, and sustainable economic growth, with a view to integration into global and regional economies.”**

Based on the basic policy, three goals of assistance and six priority areas shown in Table 4 are set as Japan's Country Assistance Program for Laos.

Table 4: Goals of assistance and priority area of Japan's Country Assistance Program for Laos

Goals of Assistance	Priority Areas	Outline
With a view to promoting poverty reduction from the standpoint of “human security,” Japan will support Laos in its steady steps towards the achievement of the Millennium Development Goals (MDGs)	1) Improving basic education	Based on Japan's “Basic Education for Growth Initiative (BEGIN)” announced in 2002, Japan will support the efforts of the Lao government toward the accomplishment of the MDGs (Goal 2: “Achieve universal primary education” and Goal 3: “Promote gender equality and empower women”).
	2) Improving healthcare services	Japan will support the Lao Government's efforts to achieve MDGs (Goal 4: reduce infant mortality; Goal 5: improve maternal health) according to Japan's “Health and Development Initiative” (2005), etc.
	3) Developing rural regions and sustainable use of forest resources	Japan will support the Lao Government's efforts for the following issues: development of rural infrastructure with the participation of local residents; appropriate use of existing facilities; improvement of living of local residents; establishment of food security; implementation of policies; and institution building.
Japan will support development of socio-economic infrastructure and the private sector, which provides bases for economic growth.	4) Developing socio-economic infrastructure and effectively utilizing existing infrastructure	Japan will support the Lao Government's efforts for such issues as development of economic infrastructure and effective use of existing infrastructure (human resource development, organizational strengthening and institution building for proper maintenance).
	5) Institution building and human resource development for enhancing the private sector	Japan will support the Lao government's efforts for such issues as institution building for promotion of investments and export, and development of human resources for activation of the private sector.
Japan will support capacity development, a precondition for Laos' self-help efforts.	6) Improving administrative ability and institution building	Japan will support the Lao Government's efforts for improvement of administrative officers' capacity, organizational strengthening and institution building in the fields of strengthening of the capacity to establish and implement macroeconomic policies and development plans, strengthening of the capacity to manage public finance, and promotion of administrative and fiscal reforms, including reform of the public official system. In addition, Japan will support the Lao Government's efforts for such issues as establishment of foundations for improving the people's confidence in the legal system and constructing a system for supporting the socially vulnerable.

Table 5: JICA cooperation programs

Target Priority areas	Development issues (assistance policy by priority area)	Cooperation programs
Improving basic education	Improving the educational environment and access, mitigating factors inhibiting school attendance	Improving basic education Program
	Raising the quality of education	
Improving healthcare services	Improving maternal and child health services	Improving maternal and child health Program
	Raising the capacity for health management of local communities	
	Developing human resources and institution building related to the field of healthcare	Enhancing the development human resources related to the field of healthcare Program
Developing rural regions and sustainable use of forest resources	Improving the basic facilities and environment of rural residents	Rural promotion and enhancing the administration of the agriculture and forestry Program
	Improving the livelihoods of local residents	
	Implementing policies and institution building in the area of agricultural and forest preservation	
	Ensuring food security	Ensuring food security Program
Developing socioeconomic infrastructure and effectively utilizing existing infrastructure	Developing socioeconomic infrastructure	Improvement of Road and Transportation Program Improvement of power Program Improvement of urban environment development Program
	Effectively utilizing existing infrastructure	
Institution building and human resource development for enhancing the private sector	Improving the environment to facilitate investment and exports	Trade/Investments Promotion and Industrial Development Program
	Developing human resources in order to enhance the private sector	Higher Education Support Program for Private Sector Strengthening
Improving administrative ability and institution building	Enhancing the capacity for implementing economic policies, management of public finances, administrative and financial reform	Strengthening of administration and finance Program

Each target priority area has various issues. However, a common issue is that they cannot provide people with public services that they are expected to provide, as the capacities of the government agencies and offices that deal with development issues are insufficient in terms of staff, organization, institution and finance. Therefore, administrative capacity and institution building is the major issue in each target priority area in which the JDS Program is expected to develop human resources.

3-3. Selection of sub-programs

In the 1st field survey, discussion with the Operating Committee was held concerning the sub-programs of the JDS Program according to Laos' development strategies and Japanese ODA policy specified in 3-1 and 3-2 respectively.

The JICA mission presented the three sub-programs and seven components (shown as Table 6) assumed by JICA as the targets of the JDS Program, and requested the Lao side to present these priority. In response, Laos side stated that ranking and sorting out of these sub-programs and components would be difficult as all of them were important issues. As a result, three sub-programs and seven components were selected.

Table 6: JDS target priority area for the 1st field survey (sub-programs/components)

Target priority area (Sub-programs)		Development Issues (Components)	
1. Improving Administrative Ability and Institution Building	1-1	Improvement of public financial management	
	1-2	Capacity development in administrative and financial institutions	
	1-3	Improvement of road and transportation / urban environment development	
	1-4	Improvement of agricultural facilities, the residential environment, and livelihoods in rural areas, support for the politics and institution building in the area of agricultural and forest preservation	
2. Institution Building and Human Resource Development for Enhancing the Private Sector	2-1	Investment and export promotion	
	2-2	Investment and export promotion (Improvement of legal system)	
3. Improving Basic Education	3-1	Improvement of educational environment and access to education, reduction of obstacles to school enrolment, improvement of education quality	

As it was pointed out that “improvement of public financial management” and “capacity development in administrative and financial institutions,” which are two components in Sub-Program 1 “Improving Administrative Ability and Institution Building,” are similar to each other, and as it is important to improve the legal system in Laos, it was decided that the two components should be integrated into “capacity development in administrative and financial institutions” and that “improvement of the legal system” should be included as a component of Sub-Program 1.

With regard to the “health” issue, which is an important development issue for Laos, although recruitment was carried out in a similar area under JDS program in the past, the number of appropriate candidates was small. For that matter, a suggestion was made that cooperation for the issue should be provided within another framework, and the suggestion was approved¹⁴ (for details, see Annex 4 “Minutes of the 1st Operating Committee (Draft)).

As a result of the discussion, it was finally decided that the sub-programs/components in Table 7 should be implemented under the JDS Program (For comparison between the Country Assistance Program’s assistance goals and development issues and JICA’s cooperation program, see Annex 5).

¹⁴ Public recruitment was carried out for “medical administration” in FY2005 (one candidate) and “health administration” in FY2006 (two candidates).

Table 7: List of sub-programs/components of the JDS Program in Laos

Sub-Programs / Components	Managing Organization	Target Organizations	
Sub Program 1: Improving Administrative Ability and Institution Building			
Component 1: Capacity Development in Administrative and Financial Institutions ¹⁵	(Capacity Development of Financial Management)	Ministry of Finance	Ministry of Finance, Ministry of Planning and Investment, National Politics & Admin. Lab, Bank of Lao P. D.R.
	(Capacity Development of Administrative Reform and Financial Instructions)	Public Administration and Civil Service Authority	Public Administration and Civil Service Authority, Ministry of Finance, Ministry of Planning and Investment, National Politics & Admin. Lab., Bank of Lao P.D.R., Central Committee for Organization and Personnel
Component 2: Improvement of Legal System	Ministry of Justice	Ministry of Justice, People's Supreme Court, Public Prosecutor's Office, Ministry of Planning and Investment, Ministry of Industry and Commerce, National Assembly	
Component 3: Improvement of Road and Transportation / Urban Environment Development	Ministry of Public Works and Transport	Ministry of Public Works and Transport, Water Resource Environment Authority, Ministry of Planning and Investment, Ministry of Energy and Mines	
Component 4: Improvement of Agricultural Facilities, the Residential Environment, and Livelihoods in Rural Areas, Support for the Politics and Institution Building in the Area of Agricultural and Forest Preservation	Ministry of Agriculture and Forestry	Ministry of Agriculture and Forestry, Ministry of Industry and Commerce, Water Resource Environment Authority, Ministry of Planning and Investment	
Sub Program 2: Institution Building and Human Resource Development for Enhancing the Private Sector	Ministry of Planning and Investment	Ministry of Planning and Investment, Ministry of Industry and Commerce, Ministry of Foreign Affairs, Ministry of Finance	
Sub Program 3: Improving Basic Education	Ministry of Education	Ministry of Education, Teacher Training College (TTC) and Teacher Training School (TTS), Research Institute for Education Sciences	

3-4. Determination of the managing organization and target organizations

(1) Determination of target organizations

Under the new JDS system, target organizations are selected to recommend or recruit applicants for the sub-program/component. A certain number of persons are committed to those organizations closely related to development issues to improve the effect of the JDS Program.

During the preparations in Japan, the Ministry of Foreign Affairs of Japan (head office and the Embassy of Japan in Laos) and JICA (head office and Laos office) held a discussion to assume related agencies that could become targets. During the 1st field survey, a discussion was held with the Government of Laos

The following opinions were advanced during the discussion between the JICA missions and the Government of Laos:

- Responding to the Lao Government's opinion that it would be desirable not to limit

¹⁵ Modified based on the discussion at the 1st Operation Committee Meeting.

sub-programs/components for which each target organization can apply, the JICA mission presented Japan's opinion that it would be more effective to have fellows study in the priority areas related to their target organizations, taking into consideration contribution after returning to Laos, than to allocate a limited number of fellows from the same organization among various development issues.

- Although the Lao government stated that it did not want to limit the target organizations for each sub-program/component to a small number of government agencies, the JICA mission presented Japan's opinion that higher effect could be expected by some limitation than by participation of many government agencies. Based on the result of this survey, it was agreed to review the target organizations.

It was agreed that the target organizations of this fiscal year for each sub-program/component should be as shown in Table 7. (See Annex 4. Minutes of the 1st Operating Committee)

(2) Determination of the managing organization

During the 1st field survey, the JICA mission selected two or more target organizations for each sub-program/component. And it was suggested that a managing organization should be selected from among the target organizations as the agency in charge of coordinating the target organizations and designing, implementing and evaluating the basic plan for the sub-program/component. As a result of discussion with the Government of Laos, it was agreed to select a managing organization that would coordinate the target organizations for each sub-program/component. After that, during the 1st field survey, each agency agreed that it might be appointed as the managing organization.

In addition, as for the component [Capacity Development in Administrative and Financial Institutions] of sub-program [Improving Administrative Ability and Institution Building], both subcomponent [Capacity Development of Financial Management] and [Administrative Reform and Capacity Development of Public Service] were governed by the Public Administration and Civil Service Authority but as for the former, since an organization who has specialized knowledge regarding finance acting as managing organization is more effective, change of the organization was proposed to the government of Laos by the JICA mission at the 3rd field survey and obtained approval of the Government of Laos. Table 7 shows the managing organization for each sub-program/component.

3-5. Confirmation of JICA's draft university placement plan

(1) Confirmation of universities' interest in accepting JDS fellows

As the main purpose of the review of the JDS Program is to concentrate fellows from the same country or target priority area in a certain university and to give guidance that meet needs, JICA made confirmation to universities on from which country or about which development issue they wanted to accept fellows positively and about the guidance policy when accepting fellows. Concretely, JICA presented the issues in the target areas¹⁶ of four target countries¹⁷ to universities that had experience in accepting JDS fellows or were connected with JICA concerning various projects. After that, JICA requested them to submit requests of interest that specify about which field issues they wanted to accept fellows positively. A total of 122 requests of interest were submitted by 33 graduate schools of 22 universities. Each of the requests of interest showed 1) the acceptable number of fellows, 2) the basic policy for dealing with the

¹⁶ A list of backgrounds of issues, related JICA programs and needs assumed for the JDS Program was prepared concerning Laos' issues in the target priority areas determined as a result of the consultation between JICA and the target countries' government officers concerned.

¹⁷ The target counties for 2008 are Mongolia, Laos, Uzbekistan and Tadjikistan.

issues in the target area, 3) details of the program and 4) the status of acceptance of fellows other than JDS fellows.

With regard to the submitted requests of interest, JICE analyzed the entire trend, collected information on new accepting universities (connection with JICA programs, acceptance of fellows under other programs, the status of guidance in English, etc.) and, in the case of universities that had experience in accepting fellows under the JDS Program, arranged issues concerning curriculums and accepting systems so far. In addition, during the 1st field survey, JICE translated the requests of interest for discussion in Laos concerning the accepting universities.

1) Status of submission

Table 8 shows the status of submission concerning Laos' seven target areas. There were a large number of requests of interest in issues concerning investment, export promotion and agriculture. Of the four survey target countries, Laos submitted the greatest number of requests of interest (43 in total), which indicates the accepting universities' high interest in Laos.

Table 8: Status of submission of requests of interest in Laos' target areas

	Expected development issues	Number of universities/ graduate schools that submitted requests of interest (new universities)
1	Public Financial Management and Financial Reforms	5
2	Improving the environment to facilitate investment and exports (Including improvement of legal systems)	10
3	Administrative Reforms	7(1)
4	Developing socioeconomic infrastructure and effectively utilizing existing infrastructure	7
5	Improving the basic facilities, the residential environment, and livelihoods of local residents in rural areas	9
6	Improvement of educational environment and access to education, reduction of obstacles to school enrolment, improvement of education quality	3(1)
7	Improving maternal and child health services	2(1)

Of the universities, nine universities (16 graduate schools) are interested in two or more target areas. This indicates those universities/graduate schools able to deal with a wide range of areas are highly interested in the JDS Program. In terms of development issues, there are several issues about which natural or social science universities/graduate schools submitted requests of interest. Each university/graduate school proposed various approaches to each issue. As it was possible to select suitable guidance policy from among the various proposals, it was important to grasp Laos' needs accurately when examining the accepting universities. With regard to issues related to education and health, perhaps because highly technical issues were selected, proposals were made only by universities that have experience in accepting fellows in the "education" and "health administration" areas under past JDS programs for other countries or have faculty members specialized in education or health.

2) Characteristics of new accepting universities

Most of the universities that submitted requests of interest in the JDS Program for the first time have experience in participating in JICA programs, such as technical cooperation projects and acceptance of training participants, and showed their interest by the use of local networks and experience based on these achievements.

When they accept JDS fellows, it is necessary for universities not only to understand the purpose of the JDS Program but also to satisfy the following conditions:

- JDS fellows should be able to acquire master's degrees based on classes, thesis and study guidance in English.
- In principle, JDS fellows should enter the university in autumn (September or October) and study for two years.
- The university should have an English system for accepting fellows.
- The university should be able to accommodate itself to the schedule of the JDS Program, such as selection, application and admission procedures.

From this viewpoint, JICE collected information.

3) Issues for universities that have accepted JDS fellows before

With regard to the universities/graduate schools that showed interest and had accepted fellows in similar areas before, JICE extracted and arranged information on curriculums and acceptance systems to grasp issues concerning acceptance. Annex 6 ("Improvements suggested to universities" column) shows the arranged issues, such as shortage of documents in English necessary for the study and fewer options of English language courses. JICE will request the universities to consider appropriately dealing with acceptance.

(2) Preparation of university placement plan

After the JICA missions returned to Japan, JICA prepared an university placement plan as shown in Annex 6, based on each university's request of interest, results of acceptance of previous JDS fellows, the results of the discussion concerning sub-programs/components during the 1st field survey, the results of the discussions concerning the accepting universities for each sub-program/component and the provisional university placement plan.

JICE notified the planned accepting universities of the prepared plan and requested the universities to submit proposals according to Annex 7. At the same time, JICE confirmed whether each university has issues concerning the acceptance of JDS fellows, checked submitted proposals¹⁸ and, if necessary, coordinated with universities.

The planned accepting universities include Graduate School of Human Sciences, Osaka University, which will newly accept JDS fellows. JICE confirmed with the university concerning the conditions specified in (1)-2) and confirmed the following two issues:

1) Enrollment period

Although Osaka University stated in the proposal that JDS fellows could enter the university in October, the 1st batch fellows are likely to enter it in April 2010 and graduate at the end of March 2012 due to little time left for the coordination (the fellows entering the other accepting universities are scheduled to enter them in the autumn (between August and October) of 2009 and their return to Laos is scheduled for the summer (between July and October) of 2011). JICE will continue to encourage Osaka University to introduce the enrollment in October as early as possible after the 1st batch.

¹⁸ JICE requested the planned accepting universities to make proposals about their guidance policies, ordinary curriculums and the curriculums, guidance and activities carried out specially to meet the target country's needs.

2) Number of years of study

When fellows who acquired a bachelor's degree in Laos undergo examinations for master's courses, they need to be certified as having abilities equivalent to ones who have studied for 16 years as the years of school attendance is 15 due to the education system in Laos.. And as it has been confirmed that Osaka University would require the same procedures as in the case of usual graduate school entrance examination, it is necessary for the fellows to perform the required certification procedure when carrying out the application procedure.

The other six universities have accepted JDS fellows before and have no issue concerning acceptance. However, with regard to actual acceptance next year and thereafter, it is necessary to receive understanding and cooperation from them concerning the following differences with the former JDS Program:

- To quit language (English) training before coming to Japan or entering in university
- To change the period for JDS fellows to arrive in Japan
- Although the 1st batch candidates are appointed through this survey, the implementation of the JDS Program (dispatch of fellows from Laos) will not be determined until the provision of grant aid¹⁹ is determined in 2009.
- Some changes are likely to be made in the entrance procedure due to these differences.

JICE has been explaining these differences to and coordinating with the universities.

(3) Proposals from universities

The purpose of proposals that universities were requested to submit is to collect proposals as to how they can provide fellows with education that contributes to the specific themes (sub-programs/ components) in the specific country, which will remain the same for the next four years.

The seven universities/graduate schools to which JDS fellows will be allocated made proposals concerning preliminary guidance before coming to Japan for improvement of learning efficiency, special lectures and seminars during their study in Japan for deepening the understanding of sub-programs, follow-up for JDS fellows after returning to the home country and other matters carried out as parts of the ordinary curriculum as well as guidance and activities helpful to solve important issues concerning sub-programs/components. In addition, the matters specified in the proposals – especially, the universities' guidance policies and proposals concerning the above-mentioned activities helpful to solve issues were used as materials for the discussion between university faculty members and the officials from managing organizations to establish a Basic Plan for Sub-Programs (draft), and discussion was held concerning the matters specified in the proposals.

¹⁹ The provision of grant aid is determined after a cabinet decision on an Exchange of Notes (E/N) and signatures to the E/N. An E/N is an intergovernmental agreement that consists of Japan's note and the other country's note.

4. Basic Plan for Sub-Programs

4-1. Formulation of the Basic Plan for Sub-Programs

4-1-1. Method to examine the basic plan for sub-programs

To confirm the appropriateness of the target organizations for each sub-program/component selected as in 3-4, JICE surveyed the target organizations during the 1st field survey. Based on the results, JICE prepared the 1st draft of the four-year basic plan for each sub-program. The Operating Committee held a discussion and approved the first draft. In the 2nd field survey, the accepting universities' faculty members selected the 1st batch fellows, interviewed the 2nd batch candidates and held discussion with the officials from target organizations in Laos to grasp the target organizations' needs, issues and the applicants' capacity levels. Based on the results, JICE prepared a 2nd draft of the four-year basic program plan for each sub-program (second draft).

One of the main purposes under the new system of JDS program is to develop the acceptance system and guidance contents suitable for the target country's issues through the accepting universities' positive participation from the planning and survey stages, and thereby to improve the quality of studies and promote the emergence of the effect of the program. In the 2nd field survey, JICE dispatched the faculty members recommended by each accepting university to Laos and prepared the opportunity for direct discussions with the members of Operating Committee and the target organizations to promote the establishment of the 2nd draft of Basic Plan for Sub-Program in cooperation with the accepting universities.

With regard to the basic plan for each sub-program (second draft), discussion was made between the JICA mission and the Operating Committee at the 3rd field survey through reviewing of the Ministry of Foreign Affairs and JICA, the contents of modification draft (in particular, the effect that the project's objective and the objective's indicators would be reflected on the evaluation at the end of this program) was explained and the final basic plan for each sub-program for four (4) years was formulated after the approval of the Government of Laos. (Annex 8)

4-1-2. Survey for each sub-program

(1) Confirmation of the appropriateness of the target organizations for each sub-program/component

JICE carried out the following surveys during the 1st field survey to confirm the appropriateness of the target organizations for each sub-program/component selected as in 3-4:

(a) Survey methodology

JICE visited the target organizations and interviewed about (b).

(b) Contents of survey

- 1) To grasp each organization's role, issues and study needs
- 2) To confirm whether there will be potential candidates (the number of employees, the number of employees in the target age group, the ratio of employees who have a bachelor's degree, etc.)
- 3) To confirm linguistic ability of potential candidates
- 4) To confirm possibility of reinstatement after returning their country
- 5) To request answering questionnaires
- 6) To request for preparation and collect a short list (hereinafter referred to as "S/L")²⁰ and a

²⁰ Short list (S/L): List of first-year candidates (1st batch) prepared by each target organization. In principle, the candidates in the list become the first-year candidates. Each target organization prepared a list of second-year candidates (2nd batch)

long list (hereinafter referred to as “L/L”)²¹

7) To request for arrangement of application documents and confirmation of submission status

(c) Organizations surveyed

During the 1st field survey, including the JICA mission’s survey period, a visiting survey was conducted on the 17 target organizations out of 20. For the other three organizations under the jurisdiction of the Ministry of Education, a survey was conducted through the Ministry of Education. (See Annex 9 “List of visited target organizations visited” and Annex 10 “List of survey results of target organizations.”)

(2) Confirmation of the appropriateness by university professors from academic viewpoint

In the 2nd field survey, selection of the 1st batch candidates from the target organizations (examination of the application documents, university faculty members’ interviews and the Operating Committee’s interviews; see Annex 11 for concrete methods and results), university faculty members’ interviews with the 2nd batch candidates and discussion between university faculty members and officials of the target organizations were carried out to grasp the applicants’ capacity levels and the target organizations’ needs from academic viewpoint.

Also it was explained to the Government of Laos that necessary budget will be fund for the purpose of this activity and upon performing the activity based on Annex 12 [Activities Proposed by the Accepting University (Model Plan)] and got the approval by the Government of Laos. Also especially for the activities, it was agreed that when proposal, etc, arise from the Government of Laos, this will be discussion matter at the 1st Operation Committee scheduled after formal decision of conducting project, 2009, and as the result of discussion, when the proposal is determined appropriate from the purpose of the activity, the Japanese side will ask reviewing the conduction to the accepting universities.

4-2. Formulation of the draft number of fellows to be accepted for the next four years

4-2-1. Examination of the draft number of fellows to be accepted for the next four years

Based on the results of the 1st and 2nd field surveys described in 4-1-2, consideration was given to the number of fellows to be accepted for each sub-program/component for the next four years as follows:

- (1) Based on the survey on the target organizations during the 1st field survey, confirmation was made of their needs for the JDS Program and for issues and studies concerning each sub-program/component.
- (2) Based on the survey on the target organizations during the 1st field survey, confirmation was made of the number of the target organizations’ officials who met the age and academic qualifications, and the existence of a population of potential candidates.
- (3) Confirmation was made of S/L of the names and divisions of the 2nd batch candidates who are engaged in jobs related to the issues and have awareness of the issues and abilities enough to make application one year later. L/L was checked to grasp issues in the target organizations’ human resource development plan and organization and the number of human resources who can become candidates two or three years later Moreover, confirmation was made of the

so that accepting university faculty members could interview candidates. This list is called the “2nd batch short list.”
²¹ Long list (L/L): List of second- to fourth-year candidates (2nd to 4th batches) prepared by each target organization or list specifying the name of the division where each target organization wants to develop human resources, the number of human resources whom each target organization wants to develop, and others. The short list and the long list constitute the four-year human resource development list for JDS.

existence and number of candidates for the 2nd batch and thereafter.

- (4) 1st batch candidates were recruited from the target organizations, and final candidates were selected through the planned accepting universities' examination of the application documents and interviews and the Operating Committee's interviews.
- (5) The accepting universities' faculty members interviewed the 2nd batch candidates listed in S/L to check their levels of awareness of the issues, expertise, linguistic ability and others from the academic viewpoint.
- (6) Based on the results of (3) to (5), assumption was made of the number of those who can study abroad among the target organizations' candidates (2nd batch candidates and those listed in L/L).
- (7) The total number of fellows to be accepted was considered based on the maximum number of fellows to be accepted for the next four years presented by the Government of Japan in May, 2008, the priority of each sub-program/component, the conditions of applicants' needs and ability, and the planned accepting universities' capacities, etc.
- (8) The total number of fellows to be accepted for the following four years (draft) was confirmed in the discussion between the JICA mission and the Government of Laos during the 3rd field survey.

4-2-2. The number of fellows to be accepted for the following four years (draft)

The JICA mission explained to the Government of Laos in the 3rd field survey, based on the "JDS Program Plan" described in Annex 13 and the "Examination on JDS Program Scale" in Annex 14, about the number of fellows to be accepted for the total four batches from FY2009 to FY2012 (draft) and the computation process of the number and obtained the Lao Government's approval. The numbers of fellows to be accepted for each sub-program/component in these tables were decided by comprehensively taking into account the following points; the maximum number of fellows to be accepted according to the official message issued by the Ministry of Foreign Affairs of Japan (in May 2008), the result of the selection of the first batch, the number of applicants to be expected for the second batch and subsequent batches, and the highest possible number of fellows that the accepting universities are capable of accepting.

The JICA mission and the Government of Laos discussed measures to deal with a case in which an applicant declined to accept the fellowship, and agreed to the following principles.

- To select the reserved candidate in the same component as the person who has declined.
- In case when there is no reserved candidate in the same component, it will not be possible to select one from other components. However, even if there is a less number of fellows in one batch due to the lack of reserved candidates, it will be possible to adjust the number of fellows in the next batch and subsequent batches within the upper limit of the number of fellows to be accepted for the four batches, when a qualified applicant has been confirmed in the selection process.

The detailed result of survey for each sub-program and component will be described in the next section.

4-3. Sub-Program 1: Improving Administrative Ability and Institution Building

4-3-1. Component 1: Capacity Development in Administrative and Financial Institutions

- ((1) Capacity Development in Management of Public Finance,
(2) Capacity Development in Administrative Institutions)

(1) Main study issues which should be targeted

Although development issues concerning education, medical health, rural development and private sector promotion are important as Laos' target priority areas, improvement of administrative and financial capacities is also important as an issue common to all the areas. The following issues have been recognized:

- Unclear division of authorities and responsibilities between the central and local governments
- Central government's poor capacity to manage revenues and expenditures (Ministry of Finance)
- Insufficient capacity to implement the "National Socio-Economic Development Plan" (Ministry of Planning and Investment)

To improve the financial management capacity, the Government of Laos established and began to implement the Public Finance Management Strengthening Program (PFMSP).²² With regard to administrative and financial reform, the Government has been endeavoring to promote decentralization and to improve the local governments' capacities according to the Governance and Public Administration Reform (GPAP) program under the leadership of the Public Administration and Civil Service Authority (PACSA).

On the other hand, as a result of the survey on the target organizations, 6 agencies in charge of this sub-program/component pointed out insufficient quality and quantity of human resources and lack of budget for human resources development as common issues in each agency. For example, the Ministry of Finance and the PACSA pointed out it concerning capacity development in public finance and administrative reforms / policies respectively. With regard to the quality of human resources in particular, insufficient ability to manage the entire organization and business affairs and insufficient technical knowledge and skills concerning business affairs are problematic. Table 9 lists expected study themes suitable for each agency's business affairs. The table indicates that priority is placed on each agency's management and policy planning.

Table 9: Target organizations' issues concerning Sub-Program 1/Component 1

Target organization	Issues	Expected study themes
Ministry of Finance (MOF)	<ul style="list-style-type: none"> • Lack of capacity, skill and knowledge of staff as a whole • Ineffective implementation of international affairs due to the lack 	Mechanism and regulation of macro economy management and financial management
Ministry of Planning and Investment (MPI)	<ul style="list-style-type: none"> • Lack of knowledge and capacity required for staff of agency responsible for receiving aid • Insufficient number of staff members 	Economy, statistics, project management, international relations theory, public investment, local administration (regional development)
National Academy of Politics and Public Administration (NAPPA)	<ul style="list-style-type: none"> • Lack of capable faculty members and researchers in public administration and management area 	Planning and evaluation of public policies, regional development policies, planning of public administration policies, foreign direct investment

²² Although the expenditure-focused Public Expenditure Management Strengthening Program (PEMSP) had been carried out since 2005, PDSMP began to be implemented to promote reform of revenues.

		management
Bank of Lao P.D.R.	<ul style="list-style-type: none"> • Establishment of securities market (by 2010) • Standardization of accounting system • Modernization of financial system 	Financial system development (securities market in particular), development of financial infrastructure (securities market), accounting system development
Public Administration and Civil Service Authority* (PACSA)	<ul style="list-style-type: none"> • Lack of work experience and skill of prospective young leaders • Lack of management staff • Lack of budget for domestic and foreign training 	Local administration, public administration, in-house development of human resources
Central Committee for Organization and Personnel (CCOP)	<ul style="list-style-type: none"> • Establishment of image of human resources to become senior government officials • Establishment of short- and long-term strategy and plan to develop senior government officials 	Method to carry out public administration reform, method to develop existing and future senior government officials, method to develop human resources

*: Managing organization

Each donor has provided support for current issues, such as UNDP's support for the GPAR project and the World Bank's support for the PFMS. To strengthen the economic analysis capacity and the economic policy planning capacity, Japan has provided policy planning support and organizational strengthening support, such as JICA's five-year Macroeconomic Policy Support Project from 2000 (for MPI) and dispatch of JICA long-term experts to the Financial Policy Bureau of the Ministry of Finance of Laos for financial reform (2005 to 2009).

Various programs and projects have been carried out to strengthen the organizational power of the target organizations. The JDS Program is expected to improve the capacities of the target organizations, which are responsible for promoting administrative and financial reform, through improvement of the management capacity of staff members, development of the method for developing human resources engaged in administrative and financial reform and acquisition of technical knowledge and skills related to each target organization's operations.

(2) Target organizations' needs

Each target organization has stated that they are glad to have been selected as target organizations for the JDS Program and would like to have highly effective human resources participate in the program. This indicates that they have great expectation for the JDS program. At the same time, as permission is necessary for application, human resources regarded as worthy of application will be selected, and the target organizations are obliged to employ JDS fellows for a certain period (minimum two years, etc.) after returning to Laos, it has become clear that it is possible to expect the selection of appropriate human resources within the agencies and the utilization of them after returning to Laos. MPI answered that it wanted to encourage local officers to make an application, but it would be difficult to do so concerning the 1st-batch application due to the time constraints. Given that there are issues concerning local administration and Laos needs to strengthen local administration, it seems that Laos has more needs than those reported during this survey.

(3) Confirmation of the needs for studying in Japan under the JDS and the number of candidates for the next four years

According to questionnaires, the 6 target organizations have a little less than 6,700 officers, including local ones. Of them, a little less than 1,700 officers meet the age and academic requirements.

During the 1st analysis in Japan, Short List (S/L) and Long List (L/L) were collected from the target organizations. The number of candidates listed in the 1st batch S/L is 27 (5 from Ministry of Finance, 4 from the Ministry of Planning and Investment, 2 from the National Academy of Politics and Public Administration, 9 from the Bank of Lao P.D.R., 5 from the Public

Administration and Civil Service Authority, 2 from the Central Committee for Organization and Personnel). The number of candidates listed in L/L is 150 (42 from the Ministry of Finance, 11 from the Ministry of Planning and Investment, 11 from the National Academy of Politics and Public Administration, 42 from the Bank of Lao P.D.R., 27 from the Public Administration and Civil Service Authority, 17 from the Central Committee for Organization and Personnel). The total number of candidates for the next four years is 177. This indicates that there are sufficient needs for studying in Japan under the JDS and that a sufficient number of candidates will exist for the next four years. The Bank of Lao P.D.R. in particular seems able to select candidates highly effective in studying Japan, as it is clearly aware of their issues and has candidates with a sufficient TOEFL score.

(4) 1st batch final candidates through interviews

The 1st batch S/L listed 27 applicants, and the actual number of applicants was the same. As a result of examination of the application documents and university faculty members' interviews mainly from the academic viewpoint, the accepting universities judged 11 applicants to be acceptable. After that, the Operating Committee held comprehensive interviews mainly from the viewpoint of contribution to their own country after returning to Laos and selected seven final candidates (two for public administration, five for finance).

(5) Interviews with the 2nd batch candidates

The accepting universities' faculty members interviewed 38 candidates listed in the 2nd batch S/L to grasp their present jobs, awareness of issues, eagerness for studying in Japan, the English-language ability, etc. Taking it into consideration that there was about two years until the actual admission, it was confirmed that there were many potential 2nd batch candidates. Concretely, taking into account the capacity of the accepting universities, it was confirmed that about eight to nine candidates would reach the level acceptable by the graduate schools. In addition, also because the candidates' awareness of issues and their business affairs seemed consistent with the issues concerning the component, their appropriateness as candidate was confirmed. Therefore, in this component, it can be confirmed that a similar number of prospective candidates exist not only in the 1st batch but also in the 2nd batch. For the next four years, similar results of selection can be expected every year.

From the number of candidates for the four years, the result of the 1st batch selection and the result of the interviews with the 2nd batch candidates, the appropriate number of fellows to be accepted for this component were estimated to be seven per batch or a total of 28 for the four batches.

(6) Discussion between accepting universities' faculty members and officials of target organizations (the managing organization, etc.)

Discussion was held about the Basic Plan for the Sub-Programs (Draft) in the area concerned. During the discussion, the managing and other organizations explained important issues, such as the reform of the public official system, the management of expenditures and the securing of revenues, as well as the human resource development plan until 2010. The universities explained their guidance policies and the curriculums they could provide, and stated that they could provide guidance on the issues presented by the managing and other organizations. Although the managing and other organizations asked the universities whether the universities could provide preliminary training in English, the universities answered that they expected the target organizations to improve the fellows' English-language ability according to the list of human resource development plans and that they would provide support through special programs after the fellows visit Japan. In addition, to deepen the understanding of the issues, Q&A was held concerning the roles of both countries' administrative agencies. After the universities' explanations and the Q&A, the managing and other organizations made a statement to the effect that they could expect improvement of the target organizations' capacities.

Based on the results of this discussion, the universities commented that it would be important to train administrative officers able to plan measures leading to the administrative and financial reforms in this component.

(7) Suggestions from Accepting universities for promoting JDS fellows' study activities

Through this year's selection, interviews with the candidates for the next year and the discussion with the managing organization and others, the accepting universities made the following suggestions to promote not only the ordinary curriculums but also JDS fellows' study activities for the solution of the issues concerning the sub-program:

The International University of Japan made the following suggestions:

(Before studying in Japan)

Provision of textbooks for basic subjects to start study smoothly after arriving in Japan

(During studying in Japan)

Provision of special lectures by visiting lecturers, workshops and field trips to deepen knowledge on problems with Laos' financial organizations and methods to solve them

(After studying in Japan)

Provision of support for joint survey/research and database construction in Laos to utilize the results of study in Japan for solving Laos' development issues

Meiji University made the following suggestions:

(Before studying in Japan)

Preliminary provision of basic documents necessary to start study smoothly after arriving in Japan

(During studying in Japan)

Provision of special lectures by visiting lecturers, workshops and field trips to deepen knowledge on problems with Laos' administrative and financial organizations and methods to solve them

(After studying in Japan)

Provision of latest information on Japan's administrative and financial reform to carry out follow-up after returning to Laos

In accord with the above result, Sub-Program Basic Plan (2nd Draft) was prepared.

4-3-2. Component 2: Improvement of Legal System

(1) Main study issues which should be targeted

As Laos did not focus on the development of legal human resources for the decade after the revolution in 1975, it has not enough legal experts, and lack of human resources has become a great problem. Although Laos has been rapidly proceeding with the transition to market economy and has accomplished relatively stable economic growth, further activation of economic activities requires expansion of domestic and foreign investments and the construction of systems for the expansion – especially, construction of a basic legal system centering on the civil and commercial fields. Therefore, it is important to develop human resources in the fields. In addition, it has been pointed out that the rule of law has not been established and there is the problem that enacted laws cannot be firmly established in society.

To cope with these issues, since 2005 the Lao government has tried to enact or revise laws according to social and economic changes, including the Enterprise Law, the new Budget Law, the Commercial Bank Law and the Value-Added Tax Law.

As a result of the survey on the target organizations, six organizations – the Ministry of Justice, the government agencies related to the whole legal system and the other target organizations for this sub-program/component, which brings into the view of the establishment of laws for development and market economy – presented common issues, such as qualitative and quantitative shortage of human resources and lack of budget for human resource development, and issues concerning each organization’s operations as shown in Table 10. While they hope to improve the capacity of the staff as a whole, they have presented a wide range of expected study themes from the whole legal system to individual laws, as the improvement of the legal system belongs to the technical domain.

Table 10: Target organizations’ issues in Sub-Program 1/Component 2

Target organization	Issues	Expected study themes
Ministry of Justice* (MOJ)	<ul style="list-style-type: none"> Lack of expertness and skill of staff as a whole Lack of English-language ability for scholarship application Lack of human resources able to receive technical education on judicial administration, laws and legal system 	Civil Code, Commercial Code, Procedural Law, Penal Code, Code of Criminal Procedure, International Public and Private Laws
People’s Supreme Court	<ul style="list-style-type: none"> Lack of human resources who have high educational background and can deal with complicated lawsuits Judicial administration and management in general Development of judiciary and legal systems in general 	Judicial proceedings for lawsuits, better trial management (settlement of litigation disputes), better legal revision for trials and people
Public Prosecutor’s Office	<ul style="list-style-type: none"> Lack of human resources and budget 	International laws, extradition, human rights, illegal drug trading, human trafficking, international criminal law, international juridical cooperation Comparative study of civil code, public laws and penal code Supervision and corruption of legal system
Ministry of Planning and Investment (MPI)	<ul style="list-style-type: none"> Inefficient international operations due to lack of capacity, skill and knowledge of staff as a whole 	Mechanism and regulation of macro economy management and financial management
Ministry of Industry and Commerce (MOIC)	<ul style="list-style-type: none"> Lack of capacity of staff for trade policy and administration 	Trade policy, management skill, import-export management
National Assembly	<ul style="list-style-type: none"> Lack of capacity of human resources in general 	Development and management of human resources, international laws, trade laws

*: Managing organization

With regard to the improvement of the legal system, UNDP and SIDA supported the establishment of a long-term master plan (2006 to 2020) covering the legal area in general, while UNDP and other donors supported the development of the National Assembly’s capacity to discuss legislation (2004 to 2007). Since 2008, UNDP and other donors have provided support to the Laos Lawyers Association in strengthening the capacity to establish laws, improving the capacities of lawyers and the Association and facilitating access to the judiciary. Japan, including Nagoya University, a planned accepting university for this sub-program/component, carried out the Legal System Improvement Support Project (2003 to 2007) and supported the preparation of basic legal documents and the improvement of the capacities of related organizations for the purpose of appropriate implementation of legal screening and application of laws. In addition, short- and long-term training of judicial officers was held in Japan, and support was provided also for the development of human resources.

The important issue in this sub-program is to develop human resources through study in Japan

on the foundation constructed by technical cooperation projects, concerning administrative agencies' management of the whole judicial system and the revision and enactment of laws in more specific and technical domains – especially, the revision of the Commercial Code and the Civil Code to keep up with economic and social changes.

(2) Target organizations' needs

Each target organizations have stated that they are glad to have been selected as target organizations for the JDS Program and would like to have highly effective human resources participate in the program. This indicates that they have great expectation for the JDS program. At the same time, as permission is necessary for application, human resources regarded as worthy of application will be selected, and the target organizations are obliged to employ JDS fellows for a certain period (minimum of two years) after returning to Laos, it has become clear that it is possible to expect the selection of appropriate human resources within the agencies and the utilization of them after returning to Laos.

In addition, the Public Prosecutor's Office professed the following concern: since it is a new organization founded in 1999, experienced young officials are not so many; because it employed about twenty to thirty officials every year (in the past year especially, it employed 75 officials), the number of human resources who satisfy age and career qualifications is small. However, the Public Prosecutor's Office came to understand that the upper limit of age in Laos is 39 and that the JDS Program is a four-year plan, and stated that it hoped to strengthen the organization as a whole by positively making applications and using the Program according to plan on the assumption that newly employed officials accumulate experience.

(3) Confirmation of the needs for studying in Japan under the JDS and the number of candidates for the next four years

According to questionnaires, the 6 target organizations have a little less than 5,500 employees, including local employees. Of them, a little less than 1,200 officers meet the age and academic requirements.

During the 1st analysis in Japan, the short list (S/L) and the long list (L/L) were collected from the target organizations. The number of candidates listed in the 1st batch S/L is 18 (5 from the Ministry of Justice, 7 from the People's Supreme Court, 2 from the Public Prosecutors Office, 1 from the Ministry of Planning and Investment, 2 from the Ministry of Industry and Commerce, 1 from the National Assembly). The number of candidates listed in L/L is 107 (47 from the Ministry of Justice, 10 from the People's Supreme Court, 16 from the Public Prosecutors Office, 4 from the Ministry of Planning and Investment, 16 from the Ministry of Industry and Commerce, 14 from the National Assembly). The total number of candidates for the next four years is 125. This indicates that there are sufficient needs for studying in Japan under the JDS Program and that a sufficient number of candidates will exist for the next four years.

Several target organizations showed concern about officials' English-language ability. However, the Ministry of Justice, the managing organization, and the People's Supreme Court each have more than ten officials who have enough English-language ability to take a master's course in Japan. According to the survey result, about 80% of the officials of the People's Supreme Court can communicate in English, although they have no international qualification. Therefore, it can be said that the Supreme Court has a sufficient number of officials who have enough ability to make an application.

(4) 1st batch final candidates through interviews

The 1st batch S/L listed 18 applicants, and the actual number of applicants was the same. As a result of examination of the application documents and university faculty members' interviews mainly from the academic viewpoint, the accepting universities judged three applicants to be

acceptable. After that, the Operating Committee held comprehensive interviews mainly from the viewpoint of contribution to their own country after returning to Laos and selected two final candidates.

(5) Interviews with the 2nd batch candidates

The accepting universities' faculty members interviewed 12 candidates listed in the 2nd batch S/L to grasp their present jobs, awareness of issues, eagerness for studying in Japan, the English-language ability, etc. Taking it into consideration that there was about two years until the actual admission, it was confirmed that there were many potential 2nd batch candidates. Concretely, taking into account the capacity of the accepting university, it was confirmed that about two candidates would reach the level acceptable by the graduate schools one year later. In addition, also as the applicant candidates' awareness of issues and their business affairs seemed consistent with the issues concerning the sub-program, their appropriateness as candidate was confirmed. As a result, in this component, it was confirmed that a similar number of prospective candidates exist not only in the 1st batch but also in the 2nd batch. For the next four years, similar results of selection can be expected every year.

From the number of candidates for the four years, the result of the 1st batch selection and the result of the interviews with the 2nd batch candidates, the appropriate number of fellows to be accepted for this sub-program were estimated to be two per batch or a total of eight for the four batches.

(6) Discussion between accepting universities' faculty members and officials of target organizations (the managing organization)

Discussion was held concerning the Basic Plan for Sub-Programs (Draft) in the area concerned. The managing organization explained that Laos was now in the process of establishing the rule of law: the central government was promoting the improvement of the legal system, while the local governments were propagating the legal system. The managing organization also mentioned that as it was important to establish the Commercial Code and other civil laws, the Trade Law and other international laws, and the Penal Code, it was urgently necessary to develop human resources engaged in the establishment of them. Responding to this, the accepting universities explained their guidance policies and the curriculums they can provide, and stated that they could give instructions about the issues presented by the managing organization. Although the managing organization asked the universities whether the universities could provide preliminary training in improving the fellows' English-language ability, the universities answered that they expected the target organizations to improve the ability in Laos and that they would provide support through special programs after the fellows visit Japan. With regard to the improvement of the candidates' ability to make a study plan before visiting Japan, the universities advised the target organizations that an academic viewpoint could be added to the practical viewpoint by the use of the Ministry of Justice's officials who studied at Nagoya University. In addition, to deepen the understanding of the issues, Q&A was held concerning the development of legal human resources in Laos. After the universities' explanations and the Q&A, the managing organization made a statement to the effect that it could expect improvement of the target organizations' capacities.

Based on the results of this discussion, the universities commented that it would be important to train administrative officers able to contribute to improvement of legal system with technical knowledge in legal area in this component.

(7) Suggestions from Accepting universities for promoting JDS fellows' study activities

Through this year's selection, interviews with the candidates for the next year and the discussion with the managing organization, the accepting universities made the following

suggestions to promote not only the ordinary curriculums but also JDS fellows' study activities for the solution of the issues concerning the sub-program:

(Before studying in Japan)

Academic advisors' preliminary guidance in Laos and discussions with the Graduate Schools' persons concerned through the TV conference system to start study smoothly after arriving in Japan

(During studying in Japan)

To hold special lectures by visiting lecturers, workshops and others to deepen the knowledge on problems in Laos' improvement of the legal system, methods for solving the problems and Japan's efforts and support

(After studying in Japan)

To hold alumni meetings to exchange opinions about problems in Laos' improvement of the legal system and current problems in judicial reform

In accord with the above result, Sub-Program Basic Plan (2nd Draft) was prepared.

4-3-3. Component 3: Improvement of Road and Transportation / Urban Environment Development

(1) Main study issues which should be targeted

Since the later 1980s, Laos has been promoting the development of the transport sector by allocating public investment preferentially. While main highways and bridges have been completed, there are issues to be targeted in the future: the construction of local highways and bridges connected to main highways; and the construction of local roads and bridges that contributes to poverty reduction. In addition, to promote poverty reduction and economic growth, including facilitation of access to market, education and medical care, it is necessary to construct roads and bridges for the enhancement of the ripple effect of the East-West Corridor and other completed highways and to improve and strengthen planned road traffic administration, including maintenance.

With regard to the energy sector, in Laos, where the ratio of mountainous areas is high and the development of hydraulic energy is highly potential, from the viewpoint of poverty reduction and the viewpoint of promotion of economic growth through acquisition of foreign currencies by electric power selling, it seems necessary not only to promote the power development and the development of electric cable networks but also to electrify areas difficult to connect to main electric cables, using territorially-distributed energies, such as sunlight and small hydropower. On the other hand, it is important to improve the administrative capacity to effectively use and maintain energies highly likely to facilitate economic growth.

In the capital city of Vientiane and other urban areas that play the central role in economic growth, rapid economic growth and urbanization have been causing urban problems, such as traffic congestion and sewage contamination. If such urban problems are left as they are, damage may be caused to not only basic urban functions but also attraction of foreign investments and industrial development. In addition, apart from Vientiane, it is important to develop basic environments in local core cities important for the development of the country as a whole, such as Savannakhet, which is located on the East-West Corridor, and Luangprabang, the whole of which is a World Heritage and Pakse, central commercial city of the south. Cooperation with the transport, private, environment and other sectors seems important for well-balanced development of urban functions, industries and environments in the capital city and the local core cities.

On the whole, important issues are the continuous development of highly urgent or important infrastructures and urban environments and the development of human resources, organizations and systems to maintain existing facilities properly, including the profitability of projects.

The Ministry of Public Works and Transport and the other three target organizations for this sub-program/component concerning the development of transport and traffic networks and urban environments presented the common issues as shown in Table 11, including qualitative and quantitative lack of human resources and lack of budget for human resource development. While they wish to improve the capacity of the staff as a whole, they have also presented a wide range of study themes from the in-house development and management of human resources to individual technical themes, because transport, energy and water resources are relatively technical matters.

Table 11: Target organizations' issues in Sub-Program 1/Component 3

Target organization	Issues	Expected study themes
Ministry of Public Works and Transport* (MPWT)	<ul style="list-style-type: none"> • Improvement of capacity of staff as a whole • Construction of all-weather roads to priority districts and poor districts 	Transport (important issue is development of human resources in the Road Bureau, the largest bureau if including local bureaus)
Water Resource Environment Authority (WREA)	<ul style="list-style-type: none"> • Stable organizational management after reorganization • Securing of human resources at the master's level for water resources and environmental management 	Basin management, water resources management, hydraulic engineering, hydrometeorology, environmental development, flood/drought risk management, remote sensing, organizational management capacity improvement, information technology
Ministry of Energy and Mines (MOE)	<ul style="list-style-type: none"> • Lack of experience in mining, energy and environmental management • Lack of human resources • Capacity to deal with foreign investments 	Hydroelectric development, oil engineering, energy economy plan, energy administration/management, mining and natural analysis, energy analysis database, in-house human resource development
Ministry of Planning and Investment (MPI)	<ul style="list-style-type: none"> • Inefficient international operations due to lack of capacity, skill and knowledge of staff as a whole 	Mechanism and regulation of macro economy management and financial management

*: Managing organization

With regard to the current situation of the development of traffic and transport networks and the development of urban environments, the World Bank has focused on the strengthening of governance – especially, support for public finance management, such as management of revenues from electric power exports under the Nam Theun 2 Dam Construction Project. In addition, ADB has been supporting the development of infrastructure in the “northern region” of Laos, predicting that Laos will grow as a part of the Greater Mekong Subregion (GMS). Japan has been providing advice through the dispatch of transport and traffic planning advisors (to the Ministry of Public Works) and electric power policy advisors (to Ministry of Energy and Mines) and has been implementing and planning infrastructure development (planning and implementation of construction and repair of roads, bridges, air security systems, etc.) and the construction of urban water and sewerage systems.

In this sub-program, support for the sector issues related to specialized technologies will be provided by other projects more specialized in the issues. It is important for the JDS Program to develop the management capacity of officials engaged in the whole infrastructure development – mainly, the development of road administration and urban environment –, while taking an approach from the technical aspect.

(2) Target organizations' needs

Each target organizations have stated that they are glad to have been selected as target organizations for the JDS Program and would like to have highly effective human resources participate in the program. This indicates that they have great expectation for the JDS program. At the same time, as permission is necessary for application, human resources regarded as worthy of application will be selected, and the target organizations are obliged to employ JDS fellows for a certain period (minimum of two years) after returning to Laos, it has become clear that it is possible to expect the selection of appropriate human resources within the agencies and the utilization of them after returning to Laos.

(3) Confirmation of the needs for studying in Japan under the JDS and the number of candidates for the next four years

According to questionnaires, the 4 target organizations have a little less than 4,500 officers, including local ones. Of them, a little more than 790 officers meet the age and academic requirements.

During the 1st analysis in Japan, the short list (S/L) and the long list (L/L) were collected from

the target organizations. The number of candidates listed in the 1st batch S/L is 14 (5 from the Ministry of Public Works and Transport, 5 from the Water Resource Environment Authority, 1 from the Ministry of Planning and Investment, 5 from the Ministry of Energy and Mines). The number of candidates listed in L/L is 75 (29 from the Ministry of Public Works and Transport, 15 from the Water Resource Environment Authority, 4 from the Ministry of Planning and Investment, 27 from the Ministry of Energy and Mines). The total number of candidates for the next four years is 89. This indicates that there are sufficient needs for studying in Japan under the JDS Program and that a sufficient number of candidates will exist for the next four years. Several target organizations showed concern about officials' English-language ability. With regard to the Water Resource Environment Authority, however, because officials have many opportunities of conversing with foreigners, the survey result showed that almost 40% of the officials can communicate in English, although they have no international qualification. In this way, it was confirmed that a sufficient number of candidates can be secured.

(4) 1st batch final candidates through interviews

The 1st batch S/L listed 14 applicants, and the actual number of applicants was the same. As a result of examination of the application documents and university faculty members' interviews mainly from the academic viewpoint, the accepting universities judged three applicants to be acceptable. After that, the Operating Committee held comprehensive interviews mainly from the viewpoint of contribution to their own country after returning to Laos and selected two final candidates.

(5) Interviews with the 2nd batch candidates

The accepting universities' faculty members interviewed 19 candidates listed in the 2nd batch S/L to grasp their present jobs, awareness of issues, eagerness for studying in Japan, the English-language ability, etc. Taking it into consideration that there was about two years until the actual admission, it was confirmed that there were many potential 2nd batch candidates. Concretely, taking into account the capacity of the accepting university, it was confirmed that about three candidates would reach the level acceptable by the graduate schools. In addition, also because the applicant candidates' awareness of issues and their business affairs seemed consistent with the issues concerning the sub-program, their appropriateness as candidate was confirmed. As a result, in this component, it was confirmed that a similar number of prospective candidates exist not only in the 1st batch but also in the 2nd batch. For the next four years, similar results of selection can be expected every year.

From the number of candidates for the four years, the result of the 1st batch selection and the result of the interviews with the 2nd batch candidates, the appropriate number of fellows to be accepted for this component were estimated to be two per batch or a total of eight for the four batches.

(6) Discussion between accepting universities' faculty members and officials of target organizations (the managing organization)

Discussion was held concerning the Basic Plan for Sub-Programs (Draft) in the area concerned. The managing organization explained the necessity for the improvement of the domestic traffic system and the construction of the traffic system related to neighboring countries as a result of the opening of the East-West Corridor. In addition, the managing organization mentioned that it was urgently necessary to develop the human resources with expertise in engineering who are engaged in flood control and other disaster prevention works or in urban environment development. Responding to this, the accepting universities explained their guidance policies and the curriculums they could provide, and stated that they could give instructions about the issues presented by the managing organization. When the universities made some requests about the candidates' ability of English and mathematics, the managing organization answered that it

would support the candidates' improvement of their capacity based on the list of human resource development plans and the result of the selection. In addition, to deepen the understanding of the issues, exchange of opinions was held concerning Laos' role in the traffic, transport and urban environment development for economic growth. After the universities' explanations and Q&A, the managing organization made a statement to the effect that it could expect improvement of the target organizations' capacities.

Based on the results of this discussion, the universities commented that it would be important to train administrative officers who have technical knowledge concerning road and traffic and transport / urban Environment Development in this component.

(7) Suggestions from Accepting universities for promoting JDS fellows' study activities

Through this year's selection, interviews with the candidates for the next year and the discussion with the managing organization, the accepting universities made the following suggestions to promote not only the ordinary curriculums but also JDS fellows' study activities for the solution of the issues concerning the sub-program:

(Before studying in Japan)

Provision of information on references and treatises to start study smoothly after arriving in Japan

(During studying in Japan)

Participation in academic meetings and provision of experiments and seminars suitable for study issues to improve the study result and the presentation ability

(After studying in Japan)

Provision of places for exchange of information by the use of websites to exchange intellectual information after returning to Laos

In accord with the above result, Sub-Program Basic Plan (2nd Draft) was prepared.

4-3-4. Component 4: Improvement of Agricultural Facilities, the Residential Environment, and Livelihoods in Rural Areas, Support for the Politics and Institution Building in the Area of Agricultural and Forest Preservation

(1) Main study issues which should be targeted

In Laos, more than 70% of the population lives in rural areas, and agriculture and forestry account for almost 80% of the working population and about 50% of GDP. Because Laos needs to feed the population, which has been increasing at an annual rate of about 2.6%, development of rural areas and sustainable use of forest resources are important issues for stable management of macro economy and stable supply of food. Because of this, in NSEDP, the Lao government also regards the development of agriculture and rural areas as one of the priority issues for poverty reduction. As with other sectors, however, issues have remained concerning the Ministry of Agriculture and Forest's administrative capacity and project coordination capacity, the financial condition and the development and management of human resources, with the result that it is difficult to carry out policies effectively and efficiently.

Rural residents generally do self-sufficient farming. The volume of agricultural production greatly depends on the weather, and access to agricultural technology, market information and micro finance is limited. Moreover, because basic infrastructure, such as roads and electrification, is underdeveloped, the income gap between rural residents (especially, minority groups in mountainous areas) and urban residents is widening.

In addition, although Laos occupies about 3.5% of the area of the Mekong River Basin and has diversified forests, the forest ratio greatly decreased from about 79% in 1940 to 41.5% in 2002 due to slash-and-burn agriculture beyond the sustainable level and excessive and illegal logging. As a result, implementation of the “Forest Strategy 2020,” which is a compilation of policies and activities for forest conservation and management until the end of 2020, has become a great issue. At the same time, because deterioration and destruction of forests have serious effects on the poor people in the mountainous areas, which are making a living by forest resources, it is necessary to reduce slash-and-burn agriculture and secure an alternative method for improving livelihood.

Although Laos’ agriculture and forestry administration is conducted by the Ministry of Agriculture and Forestry, the local Agriculture and Forestry Bureaus and the provincial Agriculture and Forestry Extension Offices, cooperation between the central and local agencies and their capacities are insufficient in terms of systems, organization and human resources, it cannot be said that administrative services, ranging from effective policy planning to extension activities for rural people, are provided all over the country. Therefore, it is important to improve the livelihood of the rural residents and empower them through strengthening of the agriculture and forestry sector’s policy planning and implementation capacity at the central, provincial and district levels.

The Ministry of Public Works and Transport and the other three target organizations for this sub-program/component presented the common issues as shown in Table 12, including qualitative and quantitative lack of human resources and lack of budget for human resource development. While they wish to improve the capacity of the staff as a whole, the Ministry of Agriculture and Forestry in particular presented the issue of improving the capacity of the organization as a whole for the accession to WTO.

Table 12: Target organizations’ issues in Sub-Program 1/Component 4

Target organization	Issues	Expected study themes
Ministry of Agriculture and Forestry* (MAF)	<ul style="list-style-type: none"> • Improvement of capacity of staff for accession to WTO • Realization of food security and livelihood improvement for all people • Lack of capacity of human resources (seed research, livestock/veterinary surgeon) 	Food security, commercial production, stable cultivation, sustainable forest management, balance between use and conservation of forest resources
Ministry of Industry and Commerce (MOIC)	<ul style="list-style-type: none"> • Lack of capacity of staff for trade policy and administration 	Trade policy, management skill, import-export management
Water Resource Environment Authority (WREA)	<ul style="list-style-type: none"> • Stable organizational management after reorganization • Securing of human resources at the master’s level for water resources and environmental management 	Basin management, water resources management, flood/draught risk management, hydraulic engineering, hydrometeorology, environmental development, remote sensing, organizational management capacity improvement, information technology
Ministry of Planning and Investment (MPI)	<ul style="list-style-type: none"> • Inefficient international operations due to lack of capacity, skill and knowledge of staff as a whole 	Mechanism and regulation of macro economy management and financial management

*: Managing organization

With regard to the current situation of agriculture and forest conservation, Japan dispatched agricultural policy advisors and irrigation development advisors to provide advice to the Ministry of Agriculture and Forestry. In addition, through several projects, such as the forest management and resident support project, Japan has endeavored to improve the situation by conserving and restoring forests effective for the stabilization of slash-and-burn cultivation and

poverty reduction and by improving production activities of the agriculture, forestry and fisheries industries to improve livelihood. In addition, because Laos' mutual assistance groups deeply rooted in the traditional society of farmers play an important role in developing economic society and stabilizing society based on Laos' self-help efforts, support has been continued for rural development through volunteer aid and grass-roots grant aid as means for firmly establishing and spreading the results of cooperation so far to utilize the self-help efforts by the organizational power.

In this sub-program, support for the sector issues related to specialized technologies will be provided by other projects more specialized in the issues. It is important to, through studying in Japan, develop the management and policy planning/implementation capacities of human resources engaged in agricultural administration and forest conservation at the central, provincial and district levels, while taking an approach from the technical aspect.

(2) Target organizations' needs

Each target organizations have stated that they are glad to have been selected as target organizations for the JDS Program and would like to have highly effective human resources participate in the program. This indicates that they have great expectation for the JDS program. At the same time, as permission is necessary for application, human resources regarded as worthy of application will be selected, and the target organizations are obliged to employ JDS fellows for a certain period (minimum of two years) after returning to Laos, it has become clear that it is possible to expect the selection of appropriate human resources within the agencies and the utilization of them after returning to Laos.

(3) Confirmation of the needs for studying in Japan under the JDS and the number of candidates for the next four years

According to questionnaires, the 4 target organizations have a little less than 10,000 officers, including local ones. Of them, a little more than 1,300 officers meet the age and academic requirements.

During the 1st analysis in Japan, the short list (S/L) and the long list (L/L) were collected from the target organizations. The number of candidates listed in the 1st batch S/L is 15 (8 from the Ministry of Agriculture and Forestry, 1 from the Ministry of Industry and Commerce, 5 from the Water Resource Environment Authority, 6 from the Ministry of Planning and Investment). The number of candidates listed in L/L is 69 (43 from the Ministry of Agriculture and Forestry, 2 from the Ministry of Industry and Commerce, 18 from the Water Resource Environment Authority, 6 from the Ministry of Planning and Investment). The total number of candidates for the next four years is 84. This indicates that there are sufficient needs for studying in Japan under the JDS Program and that a sufficient number of candidates will exist during the four years.

The Ministry of Agriculture and Forestry, the managing organization for this sub-program, has more than 7,200 officials, including local ones. Given the role as the managing organization and the issues to be solved, it has more potential candidates. However, as the ratio of officials who are good at English and have a bachelor's degree is low, candidates are limited to those listed in S/L and L/L. Since the Ministry can recommend applicants for the next four years, the number of applicants is expected to increase if the Ministry improves the English-language ability of human resources who can make an application and are expected to achieve the effect of studying in Japan.

(4) 1st batch final candidates through interviews

The 1st batch S/L listed 15 applicants, and the actual number of applicants was the same. As a

result of examination of the application documents and university faculty members' interviews mainly from the academic viewpoint, the accepting universities judged six applicants to be acceptable. After that, the Operating Committee held comprehensive interviews mainly from the viewpoint of contribution to their own country after returning to Laos and selected three final candidates.

(5) Interviews with the 2nd batch candidates

The accepting universities' faculty members interviewed 19 candidates listed in the 2nd batch S/L to grasp their present jobs, awareness of issues, eagerness for studying in Japan, the English-language ability, etc. Taking it into consideration that there was about two years until the actual admission, it was confirmed that there were many potential 2nd batch candidates. Concretely, taking into account the capacity of the accepting university, it was confirmed that about five candidates would reach the level acceptable by the graduate schools. In addition, because the applicant candidates' awareness of issues and their business affairs seemed consistent with the issues concerning the component, their appropriateness as candidate was confirmed. As a result, in this component, it was confirmed that a similar number of prospective candidates exist not only in the 1st batch but also in the 2nd batch. For the next four years, similar results of selection can be expected every year.

From the number of candidates for the four years, the result of the 1st batch selection and the result of the interviews with the 2nd batch candidates, the appropriate number of fellows to be accepted for this component were estimated to be three per batch or a total of 12 for the four batches.

(6) Discussion between accepting universities' faculty members and officials of target organizations (the managing organizations)

Discussion was held concerning the Basic Plan for Sub-Programs (Draft) in the area concerned. The managing organization explained the four priority issues concerning agriculture and forestry ((1) Food Security; (2) Commercial Protection; (3) Shifting Cultivation Stabilization; and (4) Sustainable Forest Management and Balance between Utilization and Conservation) and the human resource development plan. The universities explained guidance policies and curriculums they could provide, and stated that they could provide guidance on the issues presented by the managing organization. The universities also requested the target organizations to support the candidates' improvement of their English and mathematics abilities according to the list of human resource development plans and stated that the universities would support the fellows after their arrival in Japan through special programs or the like so that the fellows could do a study more suitable for the current situation. Although the universities suggested that the Faculty of Agriculture of the National University of Laos should be added to the target organizations, the target organizations answered to the effect that they wanted to leave the target organizations as they were because the training administrative officials was an urgent issue. After the universities' explanations and Q&A, the managing organization made a statement to the effect that it could expect improvement of the target organizations' capacities.

Based on the results of this discussion, the universities commented that it would be important to train administrative officers who have technical knowledge concerning agricultural area in this component.

(7) Suggestions from Accepting universities for promoting of JDS fellows' study activities

Through this year's selection, interviews with the candidates for the next year and the discussion with the managing organization, the accepting universities made the following suggestions to promote not only the ordinary curriculums but also JDS fellows' study activities for the solution of the issues concerning the sub-program:

(Before studying in Japan)

To hold workshops on agricultural development with candidates, Lao government agencies' policy planners and JICA members concerned to start study smoothly after arriving in Japan

(During studying in Japan)

Field survey guidance by academic advisors, participation in academic meetings, and holding of domestic workshops to improve study results

(After studying in Japan)

Development and implementation of mini projects together with academic advisors to make a contribution after returning to Laos

In accord with the above result, Sub-Program Basic Plan (2nd Draft) was prepared.

4-4. Sub-Program 2: Institution Building and Human Resource Development for Enhancing the Private Sector

(1) Main study issues which should be targeted

It is necessary to develop the private sector, which is a driving force for economic growth and also contributes to improvement of trade balance and expansion of tax revenues. The followings are current issues concerning the promotion and strengthening of the private sector in Laos:

1) Underdeveloped laws concerning investment

- Unclear and complicated investment procedures
- Underdeveloped preferential systems and dispute settlement means in special economic zones

2) Underdeveloped information and systems concerning trade

- Underdeveloped statistical information
- Complicated customs and trade procedures
- Lack of administrative efforts necessary for introduction of foreign capital and industrial promotion and development, such as quality control and introduction of international standards

The four target organizations presented the issues specified in Table 13. As a common issue to the four organizations, the number of officials, the ability and knowledge of the officials and the budget for training the officials are insufficient considering the issues to be dealt with by the target organizations. The insufficient budget for training the officials is made up for by foreign donors' aid, on which the human resources development under studying-abroad system by the donors also relies.

Table 13: Target organizations' issues for Sub-Program 2

Target organization	Issues	Expected study themes
Ministry of Planning and Investment* (MPI)	<ul style="list-style-type: none"> Lack of knowledge and ability necessary for staff of agency responsible for receiving aid Insufficient number of staff members 	Economy, statistics, project management, international relations theory, public investment, local administration (regional development)
Ministry of Finance (MOF)	<ul style="list-style-type: none"> Inefficient international operations due to lack of capacity, skill and knowledge of staff as a whole 	Mechanism and regulation of macro economy management and financial management
Ministry of Industry and Commerce (MOIC)	<ul style="list-style-type: none"> Lack of capacity of staff for trade policy and administration 	Trade policy, management skill, import-export management
Ministry of Foreign Affairs (MOFA)	<ul style="list-style-type: none"> Lack of capacity of staff as a whole Target country's lack of language ability necessary for diplomacy 	International relations theory, international laws, international economy, international business, information technology, foreign languages (donor countries' languages, English)

*: Managing organization

Although the common issue to the target organizations is capacity development of the officials as a whole, given the expected study themes and each organization's role in the industrial development in Laos, it is thought that important issues are effective use of foreign donors' support until introduction of foreign capital, smooth operation and management of projects and establishment of systems for attracting foreign investments.

With regard to the introduction of foreign capital, efforts have been made under JICA's cooperation program to improve the Lao government's administrative capacity, ranging from establishment of systems for developing the environment to the government's role in actual attraction. In addition, a technical cooperation project has been carried out to strengthen the trade promotion and industrial development function of the Ministry of Industry and Commerce, which was established in 1997. Concretely, a wide range of assistance has been provided, including implementation of concrete projects for training of administrative officials and investments (such as input of "investment promotion advisors," consideration of "cooperation in formation of special economic or industrial zones" and implementation of the Laos-Japan Human Resource Development Center project) and assistance for small and medium sized enterprises that support the development of the private sector.

In this sub-program, it is appropriate to promote the training of administrative officials who are engaged in system establishment and who can consider concrete industrial promotion, based on coordination with the Japanese Government's various assistance projects.

(2) Target organizations' needs

Each target organizations have stated that they are glad to have been selected as target organizations for the JDS Program and would like to have highly effective human resources participate in the program. This indicates that they have great expectation for the JDS program. At the same time, as permission is necessary for application, human resources regarded as worthy of application will be selected, and the target organizations are obliged to employ JDS fellows for a certain period after returning to Laos, it has become clear that it is possible to expect the selection of appropriate human resources within the agencies and the utilization of them after returning to Laos.

(3) Confirmation of the needs for studying in Japan under the JDS and the number of candidates for the next four years

According to questionnaires, the target organizations have a little more than 7,000 officials,

including local ones. Of them, a little more than 900 officials meet the age and academic requirements.

During the 1st analysis in Japan, the short list (S/L) and the long list (L/L) were collected from the target organizations. The number of candidates listed in the 1st batch S/L is 13 (4 from the Ministry of Planning and Investment, 4 from the Ministry of Industry and Commerce, 5 from the Ministry of Foreign Affairs, 2 from the Ministry of Finance). The number of candidates listed in L/L is 40 (5 from the Ministry of Planning and Investment, 28 from the Ministry of Industry and Commerce, 5 from the Ministry of Foreign Affairs, 2 from the Ministry of Finance). The total number of candidates in the four years is 53. This indicates that there are sufficient needs for studying in Japan under the JDS Program and that a sufficient number of candidates will exist during the four years. MPI answered that it wanted to encourage local officials to make an application, but it was difficult to do so concerning the 1st-batch application due to the time constraints. Given that there are issues concerning local administration and Laos needs to strengthen local administration, it seems that Laos has more needs than those reported during this survey.

(4) 1st batch final candidates through interviews

The 1st batch S/L listed 13 applicants, and the actual number of applicants was the same. As a result of examination of the application documents and university faculty members' interviews mainly from the academic viewpoint, the accepting universities judged five applicants to be acceptable. After that, the Operating Committee held comprehensive interviews mainly from the viewpoint of contribution to their own country after returning to Laos and selected four final candidates.

(5) Interviews with the 2nd batch candidates

The accepting universities' faculty members interviewed 13 candidates listed in the 2nd batch S/L to grasp their present jobs, awareness of issues, eagerness for studying in Japan, the English-language ability, etc. Taking it into consideration that there was about two years until the actual admission, it was confirmed that there were many potential 2nd batch candidates. Concretely, taking into account the capacity of the accepting university, it was confirmed that about six candidates would reach the level acceptable. In addition, because the applicant candidates' awareness of issues and their business affairs seemed consistent with the issues concerning the component, their appropriateness as candidate was confirmed. As a result, in this sub-program it was confirmed that a similar number of prospective candidates exist not only in the 1st batch but also in the 2nd batch. For the next four years, similar results of selection can be expected every year.

From the number of candidates for the four years, the result of the 1st batch selection and the result of the interviews with the 2nd batch candidates, the appropriate number of fellows to be accepted for this sub-program were estimated to be four per batch or a total of 16 for the four batches.

(6) Discussion between accepting universities' faculty members and officials of target organizations (the managing organization)

Discussion was held concerning the Basic Plan for Sub-Programs (Draft) in the area concerned. The managing organization explained mainly desirable human resources and fields in which it wanted to develop them for improvement of the capacity to manage public investment programs, statistical capacity building and economics for development of rural areas. The universities explained guidance policies and curriculums they could provide, and stated that they could provide guidance on the issues presented by the managing organization. The universities also requested the target organizations to support the candidates' improvement of their

English-language ability and acquisition of basic knowledge on macro and micro economy according to the list of human resource development plans and stated that the universities would support the fellows through special programs. In addition, to deepen the understanding of the issues, Q&A was held concerning suggestions for the strengthening of the private sector in Laos. After the universities' explanations and the Q&A, the managing organization made a statement to the effect that it could expect improvement of the target organizations' capacities.

Based on the results of this discussion, the universities suggested that the Faculty of Economics and Business Management of the National University of Laos should be added to the target organizations. This is because if the JDS Program targets government officials who have basic ability of economics and mathematics, it is required to have higher education background and such officials are usually graduates from the National University of Laos, which provides education the highest quality in Laos.

(7) Suggestions from Accepting universities for promoting JDS fellows' study activities

Through this year's selection, interviews with the candidates for the next year and the discussion with the managing organization, the accepting universities made the following suggestions to promote not only the ordinary curriculums but also JDS fellows' study activities for the solution of the issues concerning the sub-program:

(Before studying in Japan)

Faculty members' preliminary guidance in Laos and provision of a list of references and treatises to start study smoothly after arriving in Japan

(During studying in Japan)

Study tours, seminars and foreign internship to deepen knowledge on efforts by Japan and other countries

(After studying in Japan)

Participation in graduate schools' follow-up projects for graduates and returned fellows' participation in projects for development of local government officials to make a contribution after returning to Laos

In accord with the above result, Sub-Program Basic Plan (2nd Draft) was prepared.

(8) Issues which will be raised from 2nd to 4th Batch of this Sub-Program

As described in (6), in this sub-program, the accepting universities suggested that the Faculty of Economics and Business Management of the National University of Laos should be added to the target organizations, it would be necessary to consider whether the Faculty should be included or not.

4-5. Sub-Program 3: Improving Basic Education

(1) Main study issues which should be targeted

To break away from being regarded as a least-developing country by 2020, the Government of Laos has placed priority on improvement of basic education to settle the issue of poverty radically. As a result of this, the net rate of elementary school attendance rose from 77.3% in 2000 to 86.4% in 2006, and the adult literacy rate has been improved. However, as educational budgets are chronically insufficient, budgets cannot be fully secured for teachers' salaries, printing of compulsory education textbooks and teachers' training, which has become a serious hindrance to educational administration. In addition, with regard to the quality of education,

many issues have still existed, including lack of proper curriculums, textbooks and teaching materials, an insufficient number of teachers, lack of ability for the teachers to teach subjects and existence of unqualified or low-qualified teachers. Moreover, although teachers of basic education (elementary and secondary) must graduate from a Teacher Training College (TTC) or a Teacher Training School (TTS), education provided at such teacher training institutions has many issues about textbooks and teaching materials. Although the Ministry of Education's capacity to establish and implement plans is essential for solving these educational issues, it is difficult to solve them due to the Ministry's lack of capacity.

Common issues to the four target organizations for this sub-program/component are insufficient quality and quantity of human resources as a whole and lack of budget for human resource development. The Ministry of Education, the managing organization, has presented concrete themes helpful for improvement and smooth implementation of educational administration, such as project management and educational assessment for donors' smooth implementation of various projects.

Table 14: Target organization's issues for Sub-Program 3

Target organization	Issues	Expected study themes
Ministry of Education* (MOE)	<ul style="list-style-type: none"> • Budgetary limitation on development of officials • Lack of capacity of officials • Internationalization of organization 	Improvement of quality of education, monitoring and evaluation/management/planning of education, project management
Teacher Training School (TTS)	<ul style="list-style-type: none"> • Lack of staff and instructors • Lack of budget 	Improvement of organization management capacity, improvement of technical capacity (guidance capacity)
Teacher Training College (TTC)	<ul style="list-style-type: none"> • Insufficient number and quality of teachers (especially, master's and doctor's levels) • Lack of budget • Lack of facilities and equipment • Improvement of educational skill • Lack of information and materials on education 	Methodology and design of guidance, curriculum development, tests and tasks for students, research on learning environment and behavior of students
Research Institute for Education Sciences (NRIES)	<ul style="list-style-type: none"> • Lack of young technical officials • Lack of R&D budget 	Textbook development policy, research on curriculum development for local education

*: Managing organization

With regard to the current situation of basic education, although UNICEF, the World Bank, ADB and AusAID widely cover the issues in general as main donors, they have not effectively cooperated to implement the main projects partly because of lack of the Ministry of Education's capacity to implement policies and coordinate the donors' projects. To improve this situation, the Ministry of Education and the main donors are proceeding with the establishment of the Sector Development Program (SDP) and are expected to form common recognition and strengthen cooperation and coordination.

Japan has given advice to the Ministry of Education through the dispatch of a JICA expert and has participated in the establishment of SDP. In addition, Japan has been promoting cooperation in improving the quality of teachers through implementation of the Science and Mathematics Teacher Training Project and (planned) support for improvement of teachers' capacity.

Direct measures for improving the quality of teachers should be carried out under other projects. In this sub-program, it is important for the target organizations' officials to study in Japan to improve their capacity to manage the organization and develop, establish and implement educational measures.

(2) Target organizations' needs

Each target organizations have stated that they are glad to have been selected as target organizations for the JDS Program and would like to have highly effective human resources participate in the program. This indicates that they have great expectation for the JDS program. At the same time, as permission is necessary for application, human resources regarded as worthy of application will be selected, and the target organizations are obliged to employ JDS fellows for a certain period after returning to Laos, it has become clear that it is possible to expect the selection of appropriate human resources within the agencies and the utilization of them after returning to Laos.

(3) Confirmation of the needs for studying in Japan under the JDS Program and the number of candidates for the next four years

According to questionnaires, the 4 target organizations have about 800 officials, including part of teaching staff under the local agencies. Of them, a little more than 240 officials meet the age and academic requirements.

During the 1st analysis in Japan, the short list (S/L) and the long list (L/L) were collected from the target organizations. The number of candidates listed in the 1st batch S/L is 33 (10 from the Ministry of Education, 2 from the Teacher Training School, 19 from the Teacher Training College, 2 from the Research Institute for Education Sciences). The number of candidates listed in L/L is 112 (24 from the Ministry of Education, 10 from the Teacher Training School, 70 from the Teacher Training College, 8 from the Research Institute for Education Sciences). The total number of candidates in the four years is 145. This indicates that there are sufficient needs for studying in Japan under the JDS Program and that a sufficient number of candidates will exist during the four years.

The Ministry of Education, the managing organization for this sub-program, answered that this survey could not be fully conducted on local officials and affiliated organizations due to time and geographical limitations. Therefore, it can be guessed that the number of officials who can become candidates is larger than that estimated by this survey. In addition, as the ratio of officials with a bachelor's degree is high in any of the target organizations, it is possible to increase the number of candidates likely to achieve the effect of study in Japan by providing in-house English-language training to human resources who are likely to achieve the effect but are excluded from candidates due to poor English-language ability.

(4) 1st batch final candidates through interviews

The 1st batch S/L listed 33 applicants, and the actual number of applicants was the same. As a result of examination of the application documents and university faculty members' interviews mainly from the academic viewpoint, the accepting universities judged five applicants to be acceptable. After that, the Operating Committee held comprehensive interviews mainly from the viewpoint of contribution to their own country after returning to Laos and selected two final candidates.

(5) Interviews with the 2nd batch candidates

The accepting universities' faculty members interviewed 30 candidates listed in the 2nd batch S/L to grasp their present jobs, awareness of issues, eagerness for studying in Japan, the English-language ability, etc. Taking it into consideration that there was about two years until the actual admission, it was confirmed that there were many potential 2nd batch candidates. Concretely, taking into account the capacity of the accepting university, it was confirmed that about three candidates would reach the level acceptable. In addition, because the applicant candidates' awareness of issues and their business affairs seemed consistent with the issues

concerning the component, their appropriateness as candidate was confirmed. As a result, in this sub-program, it was confirmed that a similar number of prospective candidates exist not only in the 1st batch but also in the 2nd batch. For the next four years, similar results of selection can be expected every year.

From the number of candidates for the four years, the result of the 1st batch selection and the result of the interviews with the 2nd batch candidates, the appropriate number of fellows to be accepted for this sub-program were estimated to be two per batch or a total of eight for the four batches.

- (6) Discussion between accepting universities' faculty members and officials of target organizations (the managing organization, etc.)

Discussion was held concerning the Basic Plan for Sub-Programs (Draft) in the area concerned. The target organizations explained the concrete issues that they had at present, such as a high ratio of those who dropped out from basic education, the quality of teachers, lack of teaching materials and facilities, regional, racial and gender gaps and insufficient development of curriculums. They also explained that it was necessary to develop human resources who could plan and implement policies to solve these issues. Responding to this, the universities explained guidance policies and curriculums they could provide, and stated that they could provide guidance on the issues presented by the target organizations. The universities also requested the target organizations to support the candidates' improvement of their ability to communicate in English and stated that the universities would support the fellows after their arrival in Japan through tutor employment, etc. In addition, to deepen the understanding of the issues, Q&A was held concerning the roles of both countries' education systems and institutions. After the universities' explanations and the Q&A, the target organizations made a statement to the effect that they could expect improvement of their capacities.

Based on the results of this discussion, the universities made a proposal of adding the National University of Laos to the target organizations. In addition, the universities commented that it was important to train administrative officials who could plan policies based on the approaches to education in Japan or other countries in this component.

- (7) Suggestions from Accepting universities for promoting JDS fellows' study activities

Through this year's selection, interviews with the candidates for the next year and the discussion with the managing organization, the accepting universities made the following suggestions to promote not only the ordinary curriculums but also JDS fellows' study activities for the solution of the issues concerning the sub-program:

(Before studying in Japan)

Faculty members' preliminary guidance in Laos to start study smoothly after arriving in Japan

(During studying in Japan)

Participation in seminars, individual guidance and implementation of language training to acquire basic knowledge on thesis writing and study in the graduate school (Conducted six months prior to their arrival in Japan)

(After studying in Japan)

To Hold follow up workshops by academic advisors and study instructors in Laos to make a contribution after returning to Laos

In accord with the above result, Sub-Program Basic Plan (2nd Draft) was prepared.

(8) Issues which will be raised from 2nd to 4th Batch of this Sub-Program

As described in (5), although, after the discussion with the target organizations, Osaka University suggested that the National University of Laos should be added to the target organizations, it is necessary to consider how much the National University of Laos can contribute to the improvement of basic education.

5. Estimation of program scale

Based on the Basic Plan for 3 Sub-Programs /6 Components (second draft) ,which were made as a result of the Survey for Planning until the 2nd field survey, the project cost for the next four years was estimated as follows:

5-1. How to implement the Program

With regard to each sub-program/component, government officials recruited or selected by each target organization complete a two-year master's course at the respective accepting university that provides education programs suitable for solving issues. After returning to Laos, they are reinstated in their former post and expected to contribute to the development of the country through their work, utilizing their capacity improved through studying in Japan.

Preliminary guidance before coming to Japan, field surveys in Laos during studying in Japan, special activities such as inviting experts from target organizations, and follow-up activities after returning to Laos will be provided to those officials studying in Japan, based on the special guidance and activities in addition to the ordinary curricula that each accepting university proposed not only to improve the achievement of the officials' studying in Japan but also to raise the level of all the target organizations.

5-2. Program cost estimation

Based on the above-described method to implement the JDS Program, estimation was made on the cost for the next four years (see Supplementary File). Assumptions for calculating the program cost are as follows:

(1) Number of JDS fellows

The number of JDS fellows set in the Basic Plan for the Sub-Programs (Draft), which was made based on the results of the 2nd field survey

(2) Duration of stay in Japan

(only for the JDS fellows coming to Japan in the year of concluding contract with the recipient government)

1) Arrival in Japan

The JDS fellows will arrive in Japan in early August 2009 before the entrance of accepting universities for the academic year of 2008. (However, the fellows entering Osaka University visit Japan in mid-January in time for entrance in August.)

In the meantime between their arrival in Japan and entrance into accepting universities, briefing orientation, procedures for foreign registration, arrangements for housing, basic Japanese-language training, support for entrance procedures, etc. will be carried out:

2) Departure for Laos

The JDS fellows will return to Laos by October 2011, taking into account the dates of the accepting universities' graduation ceremonies for the academic year of 2008.

(3) Accepting universities

Universities and Graduate Schools based on the university placement plan established as a result of the 1st analysis in Japan will accept JDS fellows.

(4) Expenses

1) Institution expenses

- (a) Estimation of entrance fee and tuition fee will be made for the JDS fellows coming to Japan in the year of concluding contract with the recipient government:
- (b) Estimation of entrance examination fee will be made for the JDS fellows coming to Japan next year of concluding contract with the recipient government:

2) Research activity facilitation expense

The expense is estimated based on the unit price of research activity model per graduate school

Concretely, expenses are paid for special guidance and activities in addition to the accepting university's ordinary curriculum to contribute to the JDS fellows' research activities and the improvement of the capacities of the persons concerned and the target organizations for the next four years, mainly on local activities and the activities of the local persons concerned.

3) Contract research expense

The expense is estimated to be five hundred thousand Japanese Yen (JPY500, 000) per JDS fellow coming to Japan in the year of concluding contract with the recipient government.

Concretely, the expense is paid to university for supporting JDS fellows' research activities in Japan.

(5) Contract price

- 1) The contract price on Japanese-language training in Japan for JDS fellows is estimated for approximately 20 days.
- 2) The contract price on recruitment/selection of JDS fellows is estimated, who will come to Japan next year of concluding contract with the recipient government.

6. Issues which will be raised from 2nd to 4th Batch

6-1. Role of Managing Organization

(1) Role of Managing Organization

Based on the requirement by the Government of Laos stating that the role of managing organization should be clarified, a managing organization assignment letter with the concrete roles was prepared. Also, the JICA mission visited all managing organizations to explain the outline of the JDS program focusing on the project objectives and the verifiable indicators etc, based on the Basic Plan for the Sub-Programs and the assignment letter as well as explained the role of managing organizations, in order to promote a better understanding of the program and their roles.

Passing along that JICE will support as an agent of JDS program as well as emphasizing importance of managing organization at each sub-program/component and obtained their understanding, however, it is considered that monitoring of their performance is necessary so that they can function in expected roles as a managing organizations over the next four (4) years.

(2) Recruitment and success situation from managing organization

As for the Ministry of Planning and Investment (Institution Building and Human Resource Development for Enhancing the Private Sector), Ministry of Agriculture and Forestry (Improvement of Agricultural Facilities, the Residential Environment, and Livelihoods in Rural Areas, Support for the Politics and Institution Building in the Area of Agricultural and Forest Preservation) and Ministry of Public Works and Transport (Improvement of Road and Transportation / Urban Environment Development), there were no successful candidates for the 1st batch in spite of managing organizations. The JICA mission asked securing appropriate candidates for the 2nd batch and after and obtained their understanding, but it is necessary to urge further understanding of JDS program and the roles of the managing organization continuously, and to encourage them to recommend excellent applicants who certainly contribute after returning home country as well as to encourage the Operating Committee members' proactive approach for the applicants from the managing organizations in light of the importance of the said organizations that supervise the sub-programs.

6-2. Matching between Universities and Candidates

At this survey, universities were selected as accepting universities which are corresponding to each component and human resources to engage the issues of each component were recommended from the target organizations. However, there were not a little unsuccessful cases through examination of application documents by the university because research target was out of capacity of the university. One of the reasons, as mentioned before, it is brought up that recruiting term is short, applicants have to write research plan with limited information such as university's home page, at the same time university side does not understand how much possibility applicants have. It is considered to realize appropriate matching of university with candidates by providing prior information through seminar or workshop, etc. by the accepting university.

6-3. Influence to Target Organization by Governmental Reorganization

Accompanied with the introduction of new system, target organization was set but it is necessary to build up a policy related to reorganization of government agencies since the government agencies reorganization frequently performed in Laos. It is required to take flexible correspondence such as deleting/adding of the target organizations while confirming current situation to the government how the duties are taken over in case of the target organization gets influence of government agencies reorganization.

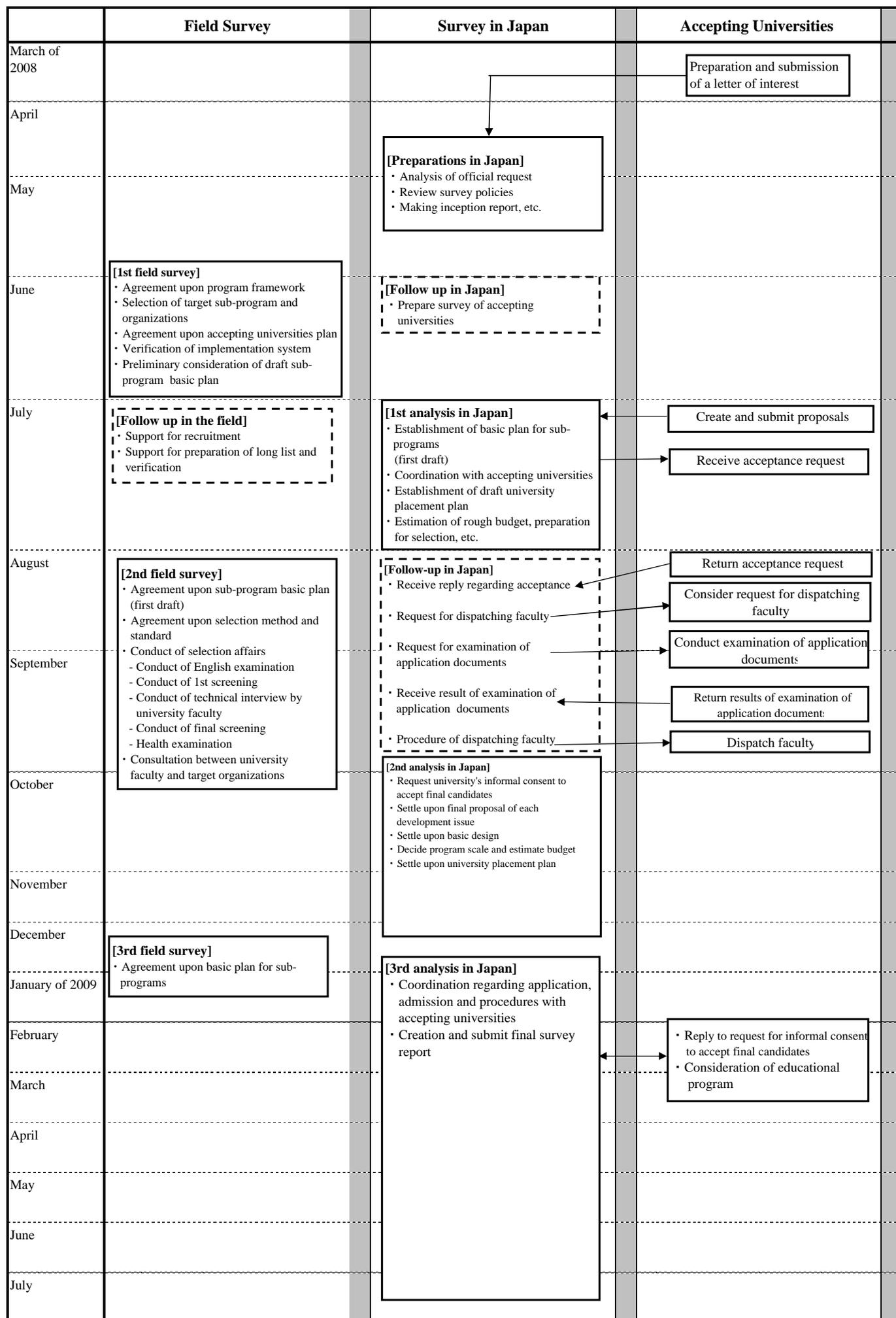
6-4. Recruiting Term

The recruiting term was closed by 3 weeks after survey due to survey schedule but both target organization and applicants requested that the recruiting term would have enough margins for the next year and after since various procedures in organization and document required from graduated university are not ready in time. In accord with the experience of this year, not only taking enough time for in-organization procedures and fitting-in of required document but also holding explanatory meeting by every sub-program and secure enough time for promoting understanding of program purpose and university information will be reviewed.

6-5. Entrance Time

With regard to the successful candidates for the 1st batch of the Osaka University, departure time was delayed by half year with respect to other successful candidates due to the situation of the university. It was explained by the JICA mission to the Government of Laos that entrance time will be asked continuously to the Osaka University as fall season same as other universities and gained approval but is necessary to ask the university to arrange departure time to set same as other international students.

Flowchart of Survey for Planning the JDS



Operating Guideline of the Japanese Grant Aid for Human Resource Development Scholarship under the new system

April 2008

Japan International Cooperation Agency (JICA)

This operating guideline applies to the Japanese Grant Aid for Human Resource Development Scholarship which will be implemented through a new method from FY2008 onward.

PART.1 Basic Principles

1. Preface

The purpose of the Japanese Grant Aid for Human Resource Development Scholarship (hereinafter referred to as “Japanese Development Scholarship” or “JDS”) program is to support human resources development in countries receiving Japanese grant aid (hereinafter referred to as “recipient countries”), targeting highly capable, young government officials, businesspeople, researchers, and others who are expected to engage in formulating and implementing social and economic development plans and to become leaders in their countries in the 21st century. Through this, participants in the JDS program shall contribute to an expanded and enhanced foundation for bilateral relations between their countries and Japan as persons having a well-rounded knowledge of Japan.

Participants accepted through the JDS program will acquire expert knowledge, conduct research, and build human networks at Japanese universities, and are expected to use such knowledge to take an active role in practically solving problems concerning the social and economic development issues that their countries are facing.

Many of the development issues of developing countries cannot be solved through the efforts of these countries alone, and thus responses amid a framework for international cooperation are vital. Furthermore, these responses cannot be separated from the actual development sites that are constantly trying to find solutions. This is why the JDS program is expected to develop human resources that are capable of tackling development issues within the framework of international cooperation, including actual development sites.

These guidelines prescribe general guiding principles which are to be followed regarding the operation of the JDS program as a whole. They are to be based on the exchange of notes (hereinafter referred to as the “E/N”) concluded with the government of the recipient country when the Japanese government approves the implementation of grant aid (hereinafter referred to as the “grant”). Also, they are to be based on the Grant Agreement (hereinafter referred to as the “G/A”) concluded between the government of the recipient country when Japan International Cooperation

Agency (hereinafter referred to as "JICA") provides funds.

JICA will undertake the necessary duties aiming for the appropriate implementation of the JDS in accordance with the relevant laws and ordinances of Japan.

In addition, the government of the recipient country shall entrust its duties related to implementation of the JDS program to an agent (hereinafter referred to as "the Agent") based on a contract agreement.

2. Overview of the Grant

(1) Basic Concept

- (a) JDS is designed to foster exceptional human resources capable of working to resolve various development challenges in the recipient country in the future by imparting them with advanced expertise through studying abroad in Japanese universities. The recruitment, selection, and dispatch of participants shall be conducted based on the agreement of the concerned officials from both countries.
- (b) JDS is to help strengthen the partnership between Japan and the recipient country in the future by continuously accepting and graduating a wide range of participants who specialize in key fields affecting the recipient country and who are educated in Japan, are knowledgeable of Japan, and have a friendly attitude toward Japan.
- (c) In order to ensure that graduates of the program are immediately able to participate in the work of formulating policy and other duties at key positions in the core of the government following their return to their home countries, the degree awarded to said graduates shall, in principle, be a master's degree. The language of study shall, in principle, be English. This is based on the fact that efforts to solve the development issues facing development countries are undertaken under international cooperation frameworks and on the assumption that graduates will be active on the international stage after their return to their home countries.
- (d) For the implementation of the program, full consideration shall be paid to the selection and concentration of each country's priority sectors and issues, as well as coordination with bilateral cooperation programs.

(2) Preliminary Survey

- (a) Prior to the implementation of JDS in the recipient country, JICA shall employ a consultant to conduct a preliminary survey. The preliminary survey shall be conducted once every four years (however, an E/N is concluded for each year), and a single program for each country shall be designed to have "four batches" (four groups of accepted participants: those accepted in each fiscal year constitute one batch).
- (b) The preliminary survey shall specifically ascertain the needs of the recipient country;

narrow down the target field, sector, and organization; and also set clear objectives and determine the required project scale.

- (c) Furthermore, it shall select the first batch of candidates after confirming the number of potential candidates who conform to the intent of the project.
- (d) The major items surveyed in the preliminary survey shall be as follows. The consent of the Operating Committee shall be required for items 1) ~ 5).
 - 1) Target sector and target organization
 - 2) Number of candidates
 - 3) Implementation structure
 - 4) Accepting universities
 - 5) Selection of candidates for the first batch
 - 6) Overall project costs
 - 7) Procedures related to application and matriculation

(3) The Agent

After the conclusion of the E/N and G/A, JICA shall recommend the contractor of the preliminary survey as an Agent to the recipient country. The Agent, in accordance with a contract concluded with the government of the recipient country, shall perform the following duties toward the smooth implementation of the JDS program:

- Work associated with the recruitment and the selection procedure
- Provision of information on study in Japan to candidates
- Procedures related to matriculation, arrival in Japan
- Management of payment of tuition fees and scholarships
- Implementation of orientations at participants' arrival in Japan and return to home countries
- Monitoring for participants
- Implementation of Evaluation Program
- Other duties necessary for JDS program implementation

(4) The Operating Committee

The Operating Committee (hereinafter referred to as "the Committee") shall be comprised of government officials from the recipient country (diplomatic authorities, authorities in charge of acceptance of economic cooperation, education authorities, etc.) and of the Japanese officials (Embassy of Japan, JICA, etc.). In principle, a representative of the government of the recipient country shall serve as Chairperson, and a representative of the Government of Japan shall serve as the Vice Chairperson. However, it shall be possible for representatives of both governments to serve as Co-Chairpersons based on an agreement between the both governments. The Chairperson (representative of the government of the recipient country) shall chair and manage Committee meetings. A JICA representative shall serve as the Director of the Committee's

Secretariat, and shall handle all administrative duties of the Committee, including calling together Committee members and preparing meeting minutes.

(5) Number of dispatchees

Through the preliminary survey the number of dispatchees for the first batch shall be determined and the planned number of dispatchees for over the four batches shall be established. The number of dispatchees for the second batch onward shall be determined through the selection as part of the agent's duties in the previous fiscal year.

(6) Target Sectors

The sectors for which participants are accepted in this program shall be those in which Japan has a comparative advantage in degree acquisition. They shall be sectors which have been confirmed as being indispensable to the economic and social development of the recipient country through the preliminary study. As many as five or six sectors can be selected as target sectors.

Stress shall be laid on sectors related to the social sciences which are conducive to efforts like promoting moves toward a market economy and strengthening governance.

(7) Determination of the accepting universities

Through the preliminary survey JICA shall specify Japanese universities which approve the intent of the program and have educational programs that correspond to the recipient countries' needs, and determine the potential accepting universities for participants in each sector. The government of the recipient country shall be notified of the results during the preliminary survey. The participants from the same sector shall be allocated to the same university (post-graduate course) to the extent that this is possible.

(8) Scope of Expenses covered by the Grant

Expenses covered by the Grant shall be divided into the following two categories:

- (a) Expenses for the purchase of services necessary in providing academic opportunities to participants from the recipient country for study in Japanese universities: Expenses for recruitment and selection after the 2nd batch, expenses for orientations, expenses for monitoring, and others
- (b) Expenses necessary for said participants to study in Japan: Scholarships, allowances for travel to and from Japan, preparation allowances, accommodation allowances, book allowances, allowances for shipping of materials, travel and seminar allowances, tuition fees, contracting fees for university education, and others

3. Qualifications and Selection of Participants

(1) Qualifications and Requirements

- (a) Nationality: Applicants must be citizens of a recipient country
- (b) Age: In principle, participants shall be between the ages of 22 and 34 (as of April 1st of the fiscal year of the participant's arrival in Japan).
- (c) Exclusion of military personnel: Applicants must not be serving in the military.
- (d) Persons who have strong will to work for the development of recipient countries after their return home.
- (e) Persons who have acquired a master's degree after receiving a scholarship and overseas study through other foreign assistance are not eligible. Persons who are currently receiving another scholarship are not eligible.
- (f) Participants must be in good health, both mentally and physically.
- (g) Persons who have English proficiency that is sufficient for studying abroad in Japan.

(2) Participant Recruitment and Selection

(a) Recruitment and selection policies

- The target group shall be administrative officials recommended by central or regional government ministries and agencies, as well as their related organizations, which oversee target sectors determined through the preliminary survey. However, recruitment from public shall not be excluded for sectors in which recruitment from the private sector is also reasonable.
- Recommendations of candidates shall be done by the target organization under the guidance and responsibility of the Operating Committee, and the quality and number of candidates sufficient for selection shall be ensured.
- The selection of students shall be unequivocally based on each person's academic abilities. The candidates shall be determined through an examination of the application documents and interviews.

(b) System for Selection

- The Committee shall administer all parts of the selection process, from the system for selection to determination of candidates.
- The Committee shall address the following issues:
 - Specific method for selection of participants (including selection criteria and selection policy)
 - Confirmation of the selection schedule
 - Implementation and management of selection tests
 - Determination of candidates
 - Discussion of the content of the E/N, G/A, solution of problems in implementing the JDS program, and other matters

- With the approval of the Committee, final candidates for the JDS program shall be determined, and a final decision on students shall be made after selection by the accepting universities.

4. Conditions for Study in Japan

(1) Participant Benefits

(a) Scholarships

The Agent shall pay allowances, such as scholarships and tuition, directly to participant and accepting universities on behalf of the government of the recipient country in accordance with the contract signed with the recipient country. Each amount for payment of said allowances shall be informed separately.

(b) Term of Scholarship Payment, etc.

In principle, the scholarship shall be provided to the participant for a term beginning with his/her arrival in Japan and ending with his/her acquisition of the scheduled degree within the initially scheduled period of study. In principle, said term shall not be extended. The recipient country shall cancel payment of the scholarship and arrange for the participant's early return to the recipient country in any of the following cases:

- A false statement has been found in the participant's application.
- The participant violates any article of his/her pledge to the recipient country.
- The participant is subject to disciplinary action by the university or has no prospect of academic attainment within the initially scheduled period of study (including failure to achieve satisfactory performance in his/her major).

(2) Obligation to report

During the term of the participant's study in Japan, the recipient country shall conduct regular monitoring of the participant, through the Agent, and report to JICA.

(3) Follow up

Because a key of the JDS program is to create human networks and to encourage participants from the recipient country to help find solutions to problems in economic and social development in their countries after their return home, the recipient country shall conduct surveys on the participants' activities after their return and promote academic and cultural exchange with Japan.

Furthermore, the recipient country shall study ways of giving participants work that provides them the opportunity to be active at central levels within government offices, etc., after their return home.

PART2 Contract with the Agent and Verification

1. General remarks

The government of the recipient country shall conform to the E/N and the G/A, and an agent contract shall be concluded with the agent regarding 2. (3) above. For contracts concluded in this manner, JICA must provide certification to ensure that the grant is eligible. Two contracts prepared with the identical contents shall be presented to JICA by the government of the recipient country through a contractor.

2. Recommendation of the agent

In order to implement the JDS smoothly, following the conclusion of the G/A JICA shall recommend the consultant that undertakes the preliminary survey to the recipient country as the agent.

3. References for the E/N and G/A

The agent contract shall refer the E/N and G/A in the following manner.

[Draft] "Regarding (program name), JICA shall provide a grant to the Government of (name of recipient country) in compliance with the E/N signed between the Japanese Government and the government of the recipient country on (date), and the G/A signed between JICA and the government of the recipient country on (date)."

4. References to the number of dispatchees

The agent contract shall refer the number of dispatchees for each fiscal year, with said number of dispatchees serving as the upper limit.

5. Scope of Work

The contract shall clearly state all products and services to be procured under the Grant. In case that a contract includes services which are not covered by the E/N and the G/A, such a contract shall not be verified by JICA.

6. Period of Execution

The contract shall clearly stipulate the period of execution of work. That period shall not exceed the term of validity of the Grant as prescribed in the G/A.

7. Contract Price

The total amount of the contract price shall not exceed the amount of the Grant specified in the E/N and the G/A. The contract price shall be precisely and correctly stated in Japanese yen in the contract using both words and figures. If there is a difference between the price in words and that

in figures, the price in words is deemed correct.

8. Verification of Contract

The contract shall clearly state that it shall be verified by JICA to be eligible for the Grant in accordance with the stipulations of the E/N and the G/A.

9. Payment Method

In accordance with the E/N and the G/A, the contract shall have a clause stating that "payment shall be made in Japanese yen through a Japanese bank under an Authorization to Pay (A/P) issued by the Recipient or its designated authority". Payment shall be made in accordance with the criteria stipulated by JICA.

As payment includes the participants' living expenses in Japan, due care shall be taken to ensure that payment is made on the designated date in a timely manner. Thus, the government of the recipient country must issue an Authorization to Pay without delay.

10. Responsibilities and Obligations of the Recipient Country

The contract shall clearly state the responsibilities and obligations of the Recipient Country in accordance with the E/N and the G/A.

11. Amendment

If the contract requires amendment, it shall be done in the form of a contract of amendment, referring to the contract presently in force identified by its verification date and number.

The contract of amendment shall clearly state that;

- (1) all the clauses except that which is or are amended, remain unchanged.
- (2) the contract of amendment shall be verified by JICA to be eligible for the Grant.

*If application of the Guidelines is inconsistent with the laws and regulations of the Government of the recipient country, the Government of the recipient country is requested to consult with JICA.

Attachment 1: Major changes in the JDS

	Item	Before	After	Notes
Project formation stage	Preliminary surveys including field surveys	Not be implemented		1) To be Implemented once in four years. The program is planned to cover four batches of the scholarship fellows. 2) To be conducted for two to three target countries. Taking 4 fiscal years, the new system will be applied for all the target countries. 3) To be conducted by JICA contracting with private consultants
	Collaboration between target sectors / issues / organizations and bilateral ODA programs			1) The target sectors and issues, and target organizations are decided through the preliminary survey from the perspective of collaboration with bilateral cooperation programs. 2) "Selection and concentration" on four to five sectors at most per target country.
	Recruitment of candidates from public through the media or internet		Not applicable generally	1) The target organizations will carry out the recruitment of candidates while the Operating Committee, including the Embassy of Japan and JICA overseas offices, will take part to ensure that the selection of scholarship fellows is conducted appropriately. 2) If the target sector is Private Sector Development then recruitment from public may be applied as an exceptional case.
	Selection of candidates by university faculty (examination of the application documents and technical interview)			1) The participation of the Operating Committee in the selection process will essentially remain unchanged. 2) The expertise of the accepting universities will be reflected to the planning of the program covering four batches of the scholarship fellows
	Period of examination of the application documents and technical interview	Examination of the application documents: Oct. - Nov. Technical interview Dec.-Jan.	Examination of the application documents: Aug.-Sept. Technical interview Sept.	
	Survey of the accepting universities (postgraduate courses) and confirmation of the programs provided			1) JICA is responsible for the survey. 2) Specific contents and method of the survey are currently prepared.
	Formulation of a strategic university allotment plan			1) JICA is responsible for the formulation. 2) Enhancement of the matching of the needs of the partner countries with accepting universities 3) The scholarship fellows of the same target country and sector and issues will be accepted in the same accepting university as much as possible.
Implementation stage	Conclusion of E/N			To be concluded each year as usual.
	Agent			JICA will recommend the organization which wins an open bid on the preliminary field surveys.
	Cooperation period	No explicit agreement exists	4 years (4 batches)	1) Acceptance of the four batches planned for one cooperation period. 2) The number of scholarship fellows for the four batches accepted in each accepting university/master courses will be fixed as well as the target countries and sectors. 3) If the partner country requests, another preliminary survey will be conducted after the completion of the cooperation for its evaluation and the examination of suitability and possibility to implement another cooperation.
	Pre-departure language training		Not applicable	Pre-departure language training will be done away with. If necessary, it will be conducted under the responsibility of the partner country's government.
	Language training in Japan		Not applicable	1) Group-type training for two month which is currently provided will no longer be provided. 2) Essential Japanese language training for one week or so will be provided.
	Monitoring mission		Not applicable	(c) Monitoring missions for which the Japanese side has borne the expenses will not be implemented. This measure is applied to all the target countries. Instead, the embassy of the target countries in Tokyo are encouraged to initiate the monitoring, if necessary.
	Supports for the scholarship fellows, etc.			Supports for the scholarship fellows such as application, matriculation, and procedures of returning home country, confirmations of the research progress and others will be carried out by the agents as they were.
	Party responsibility for conducting follow-ups of JDS Returned Fellows	The government of the partner country	The government of the partner country	1) Utilization of JDS Returned Fellows will be managed by the government of the partner countries as it was. 2) The possibility will be discussed that the Japanese side will support this initiative with soft-type follow-up cooperation scheme and providing information through the website "JICA Global Network."

Minutes of the 1st Meeting of Operating Committee

1. Date 25th June 2008
2. Time 14:00-15:45
3. Place Conference room, 405, Ministry of Education

*** List of OC members:**

- | | |
|----------------------------|--|
| Ms.Khampaseuth KITTIYAVONG | Deputy Director General,
Department of Planning and International
Cooperation
Ministry of Education (MOE) , as a Chairman |
| Mr. Shigeki KOBAYASHI | Counselor,
Embassy of Japan(EOJ), as a Co-chairman |
| Mr. Koichi TAKEI | Deputy Resident Representative,
JICA Laos Office(JICA) |
| Mr. Vilayouth VIENGVISETH | Japan Desk Officer, North Asia Division
Department of Asia Pacific and Africa
Ministry of Foreign Affairs (MOFA) |
| Mr. Viengphet SENGTHONG | Deputy Head, Information and Evaluation Division
Cabinet of Human Resource Development Policy
Research
Central Committee Organization for Personnel
(CCOP) |
| Ms. Chantha ONXAYVIENG | Deputy Director,
Public Relation and International Cooperation
Division
Public Administration and Civil Service Authority
(PACSA) |

*** Observer:**

- | | |
|---------------------------|--|
| Mr. Somneuk KHOUSONSAVATH | Deputy Director General
Department of Vocational Technical and Higher
Education
MOE |
| Ms. Mariko SHIOHATA | Second Secretary, EOJ |
| Mr. Atsushi AOKI | Third Secretary, EOJ |

JICA

Mr. Ryosuke ISOBE	Assistant Resident Representative, JICA
Mr. Anorak CHAMPASITH	Program Officer, JICA

JICE

Mr. Jun ISHIRO	Deputy Director, Survey Team Member, JICE
Ms. Masako INOMATA	Survey Team Member, JICE
Mr. Shisuke AGAIE	Project Coordinator, JICE
Mr. Bounthueng SAYKANYA	Assistant Project Coordinator, JICE
Ms. Vannida CHANPRADITH	Project Assistant, JICE

Agenda

- (1) Confirming Development Issues (JICA)
- (2) Confirming Target Organizations (JICA)
- (3) Approval of PACSA as an OC Member (JICA)
- (4) Approval of the Managing Organizations (JICA)
- (5) Information acquired during the 1st Survey (JICE)
- (6) Draft of Basic Plan for the Sub-Programs (JICE)
- (7) Further schedule (including selection procedure) (JICE)

4. Results of Consultations

(1) Confirming Development Issues [JICA]

With the introduction of a new system this fiscal year, seven development issues were originally identified. Tokyo told us, however, that seven development issues were too many. We then integrated Development Issue 1-1: Capacity Development in Management of Public Finance and Development Issue 1-2: Capacity Development in Administrative Institutions into one with the approval of Tokyo. We consider, however, that there have been no major changes to the original idea.

(2) Confirming Target Organizations [JICA]

At the previous consultations with the official mission of the Japanese study team, the Laotian side proposed that the National Assembly and the Ministry of Energy and Mining be included in the target organizations. We consulted with Tokyo about this proposal and decided to include these two organizations. Specifically, the National Assembly will be one of the target organizations for Component 1-2: Improvement of Legal System. The Ministry of Energy and Mining will be among the target organizations for Component 1-3: Improvement of Road and Transportation / Urban Environment Development.

(3) Approval of PACSA as an OC Member [JICA]

When we visited the Public Administration and Civil Service Authority (PACSA) during the 1st field survey, PACSA sounded out the possibility of joining the Operating Committee (O/C). The previous meeting of O/C informally accepted this proposal. Now we would like to discuss this issue officially.

If there are no objections to this proposal, we would like the O/C to approve the official membership of PACSA from now on.

(4) Approval of the Managing Organization

Component 1-1: Capacity Development in Management of Public Finance and Component 1-2: Capacity Development in Administrative Institutions will be combined to form Component 1-1: Capacity Development in Administrative and Financial Institutions. PACSA will be the Managing Organization for the new Component 1-1. The Managing Organization for Component 1-2: Improvement of Legal System will be the Ministry of Justice. The Ministry of Public Works and Transport will be the Managing Organization for Component 1-3: Improvement of Road and Transportation / Urban Environment Development. Likewise, the Ministry of Agriculture and Forestry will be the Managing Organization for Component 1-4: Improvement of Agricultural Facilities, the Residential Environment, and Livelihoods in Rural Areas, Support for the Politics and Institution Building in the Area of Agricultural and Forest Preservation.

The Ministry of Planning and Investment will be the Managing Organization for Component 2-1: Investment and Export Promotion under the Sub-program 2: Institution Building and Human Resources Development for Enhancing the Private Sector.

The Ministry of Education will be the Managing Organization for Component 3-1: Improvement of Educational Environment and Access to Education, Reduction of Obstacles to School Enrolment; Improvement of Education Quality under the Sub-program 3: Improving Basic Education.

(5) Information Acquired during the 1st Survey [JICE]

We have visited a total of 15 organizations for briefing on the new JDS system as well as for interview. In the new system, only civil servants are applicable. Target organizations will submit a list of candidates, from whom successful applicants will be selected. Target organizations will be determined by the O/C. We have also conducted interviews on such topics as the number of potential applicants and required research themes. We have found that it is difficult to measure the English proficiency of the Laotians since TOEFL and IELTS are little known. This is a report so far. Regarding the items that were not covered by the survey this time around, we have distributed questionnaires among ministries and agencies and asked them to complete and return the questionnaires.

After collecting them, we plan to prepare the final version and submit it to the O/C.

We have found that all ministries and agencies are generally favorable to the idea of becoming a target organization. A few of them, however, have expressed concerns about the submission deadline (July 18) for the short list, the long list, and the application form. Although we understand that the schedule is rather tight, we at JICE encourage them to submit these documents by the deadline.

(6) Draft of Basic Plan for the Sub-Programs [JICE]

We formulate a four-year basic plan for each sub-program and component. The purposes are to design a plan in accordance with the target priority areas and

development issues and facilitate an effective evaluation. The basic plan includes such items as objectives, activities and outcomes, target organizations, accepting universities, and inputs from Laos and Japan. The basic plan that was distributed for this meeting is only a draft. The final version will be determined before the 3rd field survey.

We accept comments on the draft basic plan by June 30. We plan to send them to the Training Affairs and Citizen Participation Department of JICA.

(7) Further Schedule (including selection procedure) [JICE]

We will return to Japan with the results of the survey this time around and analyze them to study how best to assign JDS fellows among the accepting universities. We will also collect short lists, long lists, and application forms by July 18. Then we will conduct the 2nd field survey and complete the screening process for this fiscal year, including English and mathematic tests, examination of the application documents, medical examination, and interviews by the accepting universities and the O/C. Then we will formulate a basic plan and a basic design for each sub-program for submission to the O/C during the 3rd field survey.

[Comments from O/C members]

MOE: As the chair of the O/C, MOE would like to take the prescribed procedures for the new membership of PACSA. Any comments?

PACSA: How about selecting two or more representatives from each member organization? That would make it easier to share information and work within each organization. In the current practice, a member organization may send a proxy or two or more attendees.

JICE: Each member organization should be represented by one person for equal representation in the O/C. However, a member organization may send observers as well.

EOJ: Taking the EOJ as an example, one person is a member and the other two are observers among the attendees of this meeting.

JICA: How about the proposal from the Managing Organization that the Managing Organization should issue a letter confirming that it is officially appointed as such, so as to make it easier for the Managing Organization to exercise its leadership over the target organizations?

MOE: The proposal accepted.

CCOP: I need a clarification regarding the Managing Organization. I understand that the Managing Organization for Component 1-1 is PACSA. How about granting the status of the Managing Organization to CCOP as well?

PACSA: PACSA has no objections to this proposal.

CCOP: The idea behind this proposal is that personnel affairs at PACSA are the responsibility of the director-general or a person at a lower position, while those at CCOP are the responsibility of a person at a higher position than the director-general. In other words, CCOP is higher in rank than PACSA. Is it appropriate for PACSA to preside over CCOP?

EOJ: You have a point, but the Managing Organization has no authority over the screening of applicants. My understanding is that the Managing Organization serves rather as a point of contact with the Japanese counterparts, collecting lists of applicants from other ministries and agencies and submitting them to JICE, for example. I hope that all of us agree this idea.

CCOP: As long as PACSA does not preside over CCOP, and as long as PACSA is mainly tasked with collecting lists of applicants, I do not object PACSA serving as the Managing Organization.

A list of distributed materials

1. Agenda of the meeting
2. Target Organization Survey Results
3. Basic Plans for the Sub-Programs
4. Structure of JDS Program
5. Schedule for JDS 2009-2010

(Compiled by the JDS Project Office of JICE)

Japan's Country Assistance Program for Lao PDR / JICA's country-specific programs / JDS Sub-programs

Basic policy of Japan's Country Assistance Program	Japan supports the self-help efforts of Laos for the reduction of poverty and for human development. In addition, it also supports the efforts by Laos towards realizing voluntary, independent, and sustainable economic growth, with a view to integration into the global and regional economies.			
Goals of assistance to Laos	Priority areas	Development goals (assistance policy by priority area)	Cooperation programs	JDS Sub-programs/Components
①With a view to promoting the reduction of poverty from the standpoint of "human security," Japan will support Laos in its steady steps towards the achievement of the Millennium Development Goals(MDGs).	①Improving basic education	①Improving the educational environment and access, mitigating factors inhibiting school attendance	①Improving basic education Program	Improving Basic Education (SP 3)
		②Raising the quality of education		
	②Improving healthcare services	③Improving maternal and child health services	②Improving maternal and child health Program	
		④Raising the capacity for health management of local communities		
		⑤Developing human resources and institution building related to the field of healthcare	③Enhancing the development human resources related to the field of healthcare Program	
	③Developing rural regions and sustainable use of forest resources	⑥Improving the basic facilities and environment of rural residents	④Rural promotion and enhancing the administration of the agriculture and forestry Program	Improvement of Agricultural Facilities, the Residential Environment, and Livelihoods in Rural Areas, Support for the Politics and Institution Building in the Area of Agricultural and Forest Preservation (SP 1-④)
		⑦Improving the livelihoods of local residents		
		⑧Implementing policies and institution building in the area of agricultural and forest preservation		
		⑨Ensuring food security		
②With a view to promoting economic growth constituting the driving force for independent, sustained growth, Japan will support foundation building for the economic growth.	④Developing socioeconomic infrastructure and effectively utilizing infrastructure	⑩Developing socioeconomic infrastructure	⑥Improvement of Road and Transportation Program ⑦Improvement of power Program ⑧Improvement of urban environment development Program	Improvement of Road and Transportation / Urban Environment Development (SP 1-③)
		⑪Effectively utilizing existing infrastructure		
	⑤Institutional building and human resources development for enhancing the private sector	⑫Improving the environment to facilitate investment and exports	⑨Promotion of investment and exports Program, developing industry Program	Institution Building and Human Resource Development for Enhancing the Private Sector (SP 2)
		⑬Developing human resources in order to enhance the private sector	⑩Higher education assistance Program for enhancing the Private sector	
③Japan will support capacity development which is a prerequisite for self-help efforts by Laos to achieve poverty reduction and economic growth.	⑥Improving administrative capacity and institution building	⑭Enhancing the capacity for implementing economic policies, management of public finances, administrative and financial reform	⑪Enhancing the administration and finance Program	Capacity Development in Administrative and Financial Institutions (SP 1-①)
		⑮Improving the legal system and the support system for the socially vulnerable	Cooperation without regard to any cooperation programs	Improvement of Legal System (SP 1-②)

Lao P.D.R.						
Sub-Program / Component	Name of accepting university / Study Course	Basic Policy of education	Acceptance result (field of study, no. of persons)			Improvements proposed to universities
			Field of Study	0	0	
Sub Program 1: Improving Administrative Ability and Institution Building						
Capacity Development in Administrative and Financial Institutions (Capacity Development in Management of Public Finance)	International University of Japan Graduate School of International Relations	<p>Laos, a country which strives to modernize its economy by introducing the principles of market economy, faces challenges in many aspects of industrial policy planning, such as poverty alleviation, attracting investments, private enterprise development, and agricultural infrastructure development as stated in the National Growth and Poverty Eradication Strategy (NGPES) and National Poverty Eradication Program (NPEP). One of the most urgent matters which require a political response is the human resource development of the Ministry of Planning and Investment and the Ministry of Finance, which manage development planning public expenditure and current spending, respectively. Therefore, the agenda addresses the human resource development of administrators who will play an active role in planning and implementation of policies in the public finance reform related departments of the ministries such as Ministry of Planning and Investment and Ministry of Finance.</p> <p>Under the recognition that the improvement of public finance management is the core research area, the Graduate School of International Relations at the International University of Japan will equip students with thorough understanding of economics and social studies, both in theory and practice, and supervise their master's thesis on public finance management. The students will be able to deepen their understanding of both the theoretical and empirical approaches learned in class by applying them to their master's thesis, and acquire the skills and ways of thinking necessary for policy decisions making which will come in use upon returning to their home country.</p>	Economy	2	2	(University facilities) Increase in the number of books, especially latest versions (Curriculums, lectures) Continuous provision of multiple terms of the analysis course
Capacity Development in Administrative and Financial Institutions (Capacity Development in Administrative Institutions)	Meiji University Graduate School of Governance Studies	The Lao government has been implementing administrative reform after the formulation of the constitution in 1991. In particular, coping with challenges regarding decentralization is an urgent task. Taking into account of the global trend of decentralization and comparative studies of the current situation, the agenda focuses on human resource development in research areas related to efficient implementation of systems and policies of decentralization together with public services.	-	-	-	
Improvement of Legal System	Nagoya University Graduate School of Law	<p>Since 1986, Laos has promoted a path of reform centering on the introduction of market economy mechanisms. Following the enactment of the 1991 constitution, Laos has promoted the development of laws, with the aim of becoming a state under the rule of law. In 1997, Laos acceded to the Association of Southeast Asian Nations (ASEAN), and since then, it has proceeded with preparations for participating in regional economic integration. At present, with the aim of acceding to the World Trade Organization (WTO) in 2010, Laos is in the process of developing relevant laws that are conditional to the accession. For this reason, the enactment of legislation in the field of economic law and the amendment of existing laws are important issues for the development of laws in Laos.</p> <p>In order for Laos to participate in economic integration and to promote investment from overseas, the following two points are challenges for the development of human resources in the legal sector. (1) Legal practitioners are needed, who can improve the laws related to trade and investment and who can equitably resolve economic disputes. For this reason, there is a need to nurture legal practitioners in judicial organizations and investment/commerce-related ministries and agencies, who have acquired a specialized knowledge in business law and investment law. (2) In order to support the future development of laws in Laos and the long-term development of human resources, there is a need to nurture researchers and instructors in legal educational institutions, who possess knowledge of basic legal theory and comparative law.</p>	Law	2	-	(Curriculum, lecture) • Improvement of English courses concerning intellectual property and arbitration
Improvement of Road and Transportation / Urban Environment Development	Ritsumeikan University Graduate School of Science and Engineering	The policy is to implement the fostering of human resources pertaining to "socioeconomic infrastructure improvements and the effective utilization of existing infrastructure," which exemplifies the fourth policy issue for Laos. In particular, the school has an abundance of researchers when it comes to matters like traffic planning, water environment improvement planning, and bridge renovation planning, which are areas which Ritsumeikan University prides itself on. The Graduate School of Science and Engineering utilizes such strengths to provide high quality research guidance in a unified manner. Furthermore, to date the school has accepted a great many postgraduate foreign students from Laos, and is committed to providing finely detailed research guidance while taking the cultural characteristics and social background of the Laotian students into consideration. By means of accepting a large number of Laotian postgraduate students and through fieldwork in Laos, the teaching faculty are capable of engaging in "socioeconomic infrastructure improvements and the effective utilization of existing infrastructure" suited to the circumstances in Laos. Ritsumeikan University will continue to demonstrate its strong points, particularly in these fields, through research guidance which is more closely aligned with the local region.	Engineering	2	2	(Curriculum, lecture) • Further enhancement of English course of specialized field • Expect an increase in discussion format class (Guidance on theses) • Advance provision of information about research content
Improvement of Agricultural Facilities, the Residential Environment, and Livelihoods in Rural Areas, Support for the Politics and Institution Building in the Area of Agricultural and Forest Preservation	Kyushu University Graduate School of Bioresource and Sciences	Improving the capacity required for comprehensive development at the agricultural village level and the capacity needed to facilitate agribusiness are envisioned as needs for the development issue in question. Therefore, in terms of initiatives the aim is to improve capacity related to wide-ranging problem resolution pertaining to vitalizing agricultural villages and agrarian economics, sustainably managing forest resources along with land and water resources, and the agricultural village business sector. The basic philosophy is to aim to foster not only human resources related to agrarian economics and development economics, but also human resources capable of agricultural village policy drafting and resolving practical challenges, including projects related to forest resources and agricultural land.	Agriculture	3	2	(Curriculum, lecture) • Enhancement of English course of agricultural economy

Lao P.D.R.						
Sub-Program / Component	Name of accepting university / Study Course	Basic Policy of education	Acceptance result (field of study, no. of persons)			Improvements proposed to universities
			Field of Study	06	07	
Sub Program 2: Institution Building and Human Resource Development for Enhancing the Private Sector	Hiroshima University Graduate School for International Development and Cooperation	Laos is located inland on the Indochina Peninsula and in the basin of the Mekong River. It borders five countries: China, Myanmar, Thailand, Cambodia and Vietnam. Realizing stable social and economic development in Laos while strengthening its economic relationships with Thailand and China will not only contribute to reducing domestic poverty. It is also important for the social and economic development of the other ASEAN Least Developed Countries of Cambodia, Vietnam and Myanmar. Regarding the economic development of Laos from the strategic perspective of the economic development of all countries in the Mekong River basin, and then broadly analyzing and examining development strategies aimed at its integration with the global economy and regional economy, this is not merely of practical importance for international development, but academically as well, it is a highly significant research problem. In tackling these kinds of development challenges, we believe that, in addition to learning about direct policy instruments, such as the introduction of foreign capital and the promotion of the export industry, it is important for students to generally acquire specialized knowledge and analytical skills related to development strategies, including socioeconomic infrastructure development, state-owned enterprise reform (including privatization of ownership and management), SME promotion policies, industrial development strategies, and macroeconomic management.	Education		2	(University facilities) •Improvement of economy literature in English
Sub Program 3: Improving Basic Education	Osaka University Graduate School of Human Sciences	Since adopting its “new thinking policy” in 1986, Laos has been working toward economic reforms through the adoption of market principles. However, economic development has been delayed on account of reasons like the fact that the country is landlocked and suffers from a lack of capacity due to the effects of a past civil war. According to the 2007 Human Development Report, Laos has a per capita GDP of US\$511 (2005), putting it in 130th place out of 177 countries. Amidst such circumstances the National Growth and Poverty Eradication Strategy was created in 2004 and the country is working to address poverty reduction and industrial development. While the enrollment rate in primary education has improved to 84% (2004), the adult literacy rate is 68.7% and gender disparities in education still exist as before. It is thought that the success or failure of the Poverty Eradication Strategy hinges on whether or not human resources are fostered. For this reason, the strategic fostering of human resources with the ability to draft and implement comprehensive policies is a pressing issue. Such comprehensive policies include those related to qualitatively and quantitatively enhancing basic education and for education sectors which include secondary and vocational education, as well as higher education. For these issues, it is essential to instill administrative officials for education with information pertaining to broad-ranging specialized knowledge related to educational administration and finance, policy drafting ability, and education development, among others. Moreover, informal education or alternative education for qualifications are necessary on account of Laos’ low adult literacy rates, and the basic philosophy will be to conduct these in conjunction with guidance for this sector.	-	-	-	

(2) Accepting Universities (Graduate School) Proposal

Name of accepting university :

1 Basic Principles of Guidance	
2 Program Contents/ Curriculums, etc.	Program Outline
	Curriculum Composition
	Course Contents
	Standard example of study
3 Additional Proposals for Studies by JDS Students	
Estimated expenses for implementation of the above proposals	

4 Potential Candidates (Requirements)	
5 Matters to be specially emphasized at local interviews	
6 Support that can be offered to prospective enrollees before visiting Japan	
7 Possible follow-up support for fellows after returning home	
8 Possible support for language (Japanese, English) education	
9 Faculty members able to provide guidance on the development issue concerned	The number of faculty members able to provide main types of guidance, such as <u>guidance on thesis</u> [] Of them, the number of instructors who can provide guidance in English []
10 Opinion from technical viewpoint concerning "Basic Plan for Sub-Programs" (Draft)	
11 Number of persons acceptable for the issues concerned	[] persons/year Total for four years [] persons
12 Other	

Japanese Grant Aid for Human Resource Development Scholarship (JDS)
Basic Plan for the Sub-Programs (Draft)

Basic Information of Sub-Program

1. Country: Lao People's Democratic Republic
2. Sub-Program (Target Priority Area):
Improving Administrative Ability and Institution Building
3. Operating Committee: Ministry of Education, Ministry of Planning and Investment (MPI), Ministry of Foreign Affairs, Central Committee for Organization and Personnel (CCOP), Public Administration and Civil Service Authority (PACSA), Embassy of Japan in the Lao PDR, JICA Laos Office

Itemized Table 1

1. Outline of the Sub-Program/Component

(1) Basic Information

1. Sub-Program (Target Priority Area):
Improving Administrative Ability and Institution Building
2. Components (Development Issues):
Capacity Development in Administrative and Financial Institutions
(Capacity Development in Management of Public Finance)
3. The Managing Organization: Ministry of Finance
4. Target Organizations: Ministry of Finance, Ministry of Planning and Investment, National Academy of Politics and Public Administration, Bank of Lao P.D.R.

(2) Background

Under the Lao public finance management system, public expenditure for development plans is administered by the Ministry of Planning and Investment (MPI) and current expenditure is administered by the Ministry of Finance. The MPI implements and manages the public investment program (PIP) and holds responsibility and authority over the project's budget drafting (development budget). However, it lacks sufficient capacity in planning, assessing, and monitoring to appropriately implement the projects. The Ministry of Finance has undertaken a Public Expenditure Management Strengthening Program (PEMSP) funded by the World Bank, enacting a new budget law and introducing a new accounting system, but capacity building of the Ministry staff is still a priority issue.

The Japanese government is implementing the Project for Enhancing Capacity of Public Investment Program Management (PCAP II or the Project for Capacity Building in PIP Management: Phase II) while improving coordination with the World Bank and UNDP. The target organizations have expressed their desire to receive support for capacity building of their personnel, especially in the field of PIP management.

(3) The status of Laos in Japan's ODA

Japan has been extending aid in the target priority area of "improving administrative capacity and institution building" under the goal of "Japan will support capacity development which is a prerequisite for self-help efforts by Laos to achieve poverty reduction and economic growth," among other goals of its ODA to Laos. This component

is part of the efforts to address this priority area.

Under PCAP, JICA has been trying to develop and improve techniques for examining, monitoring and evaluating PIP and to promote and establish such techniques in the planning sections of all the ministries, agencies and provincial governments.

This component, when articulated with Japan's assistance described above, is expected to help improve the capacity of administrative and financial organs, especially to train administrators who contribute to improving the capacity of Laos to manage administrative and financial affairs.

2. Cooperation Framework

(1) Project Objectives

(1) Overall goal

To ensure that ex-JDS fellows will help the government agencies concerned to improve their policymaking and institution building capacity, particularly with regard to the management of public spending and current spending for development plans.

(2) Upon completion of each batch of studying in Japan

To ensure that people at the target organizations who are responsible for improving the capacity to manage administrative and financial affairs will acquire knowledge useful for policymaking and institution building in relation to administrative and financial management, particularly with regard to the management of public spending and current expenditures for development plans.

(2) Verifiable indicators

- 1) Percentage of JDS fellows who have acquired a master's degree
- 2) Percentage of ex-JDS fellows who are assigned to a department that concerns the process of policymaking and institution building in their specialized field.

(3) Activities

Targets	Learning content
1) Before coming to Japan	
To provide adequate orientation for smooth research activities in Japan	A list of textbooks to be used for basic subjects will be sent to the JDS fellows.
2) During the stay in Japan	
To provide the introductory course designed to help JDS fellows to study specialized subjects in the master's course and write a master's thesis	JDS fellows will participate in a program that covers basic quantitative analysis, basic economics, and academic writing & communications.
To acquire knowledge useful for improving the capacity for administrative and financial management for deeper understanding	JDS fellows will be offered opportunities to: <ul style="list-style-type: none"> • Attend workshops and seminars given by special guest lectures • Gain access to data and professional journals concerning research themes that the School will purchase as necessary

	<ul style="list-style-type: none"> • Participate in field trips • To attend special classes by guest lecturers regarding development issues
To work out solutions to the issues through thesis writing	JDS fellows will be offered professional editing services useful for improving the outcomes of their efforts to address the issues.
3) After returning home	
To help ex-JDS fellows to contribute to their country	Ex-JDS fellows will be offered support in such fields as joint surveys/studies and database development.

(4)-1 Inputs from the Japanese Side

1) Expenses for special activities during preparatory, studying and follow-up stages (e.g. orientation, special lectures and workshops, follow-ups after returning home, including activities in home countries), which will be shouldered by accepting universities
2) Expenses for studying in Japan (travel expenses, scholarships during the stay in Japan, examination fees, tuition fees, etc.)
3) Expenses for support during the stay in Japan (for monitoring, daily life support, etc.)

(4)-2 Input duration and the number of JDS fellows

1 batch: 5 fellows x 4 years = 20 fellows Two-year master's course
2009 (until 2011): 5 fellows
2010 (until 2012): 5 fellows
2011 (until 2013): 5 fellows
2012 (until 2014): 5 fellows

(5) Inputs from the Laos Side

1) Dispatch of JDS fellows
2) Preparatory activities (brushing up the English proficiency of JDS fellows before studying in Japan)
3) Follow-up activities (providing opportunities for ex-JDS fellows to disseminate the knowledge they acquired in Japan at their organizations or other target organizations)

(6) Qualifications

1) Work experience <ul style="list-style-type: none"> ▪ A full-time employee at a target organization who is engaged in duties particularly related to improving the administrative and financial management capacity ▪ Two years or more of work experience in duties particularly related to improving the administrative and financial management capacity
2) Other qualifications <ul style="list-style-type: none"> ▪ The applicant must have a bachelor's degree ▪ Adequate English proficiency for research activities in a Master's program ▪ Nationality: Citizenship of Lao PDR ▪ Age: 22-39 years old ▪ The applicant is not on a scholarship or has no plans to receive scholarship. ▪ The applicant has not acquired a master's degree from a foreign university on a scholarship from other governments.

Implementation Framework

(1) Accepting university

International University of Japan, Graduate School of International Relations

(2) Accepting university's experience in ODA-related activities

- Accepting JICA's long-term training participants from many countries, including Cambodia, China, and Ethiopia (since 2000)
- Accepting students from many countries, including Laos, Indonesia, and Kazakhstan, under the scholarship program of the International Monetary Fund (IMF) (since 2001)

(3) Program Overview

The Graduate School of International Relations will guide students to acquire the following knowledge and skills necessary for public finance management and planning and implementation of socio economic development policies in a systematic manner: (1) advanced professional knowledge, (2) scientific research and analysis methods, and (3) policy oriented, practical theories in various academic fields (development planning, development finance, international trade and finance, international investment, macro economic management, environment and development, poverty and income inequality, rural agricultural development, annual regional development, health economics, public finance, etc.) The program's curriculum (total of 48 credits) consists of Core Required Courses (14 credits), Elective Required Courses (16 credits), Electives (12 credits) and Advanced Seminars (6 credits). The Core Required Courses offered in the first year covers basic economic theories and statistical data analysis methodologies related to public finance management and socio economic development. In Elective Required Courses, students will acquire profession knowledge and theories in public finance management and socio economic development and socio economic affairs in Asia and Japan. In Electives, students will take courses in other programs within the same school (International Relations Program: IRP and International Peace Studies Program: IPSP) or the Graduate School of International Management to acquire broad knowledge and methods in politics and management. In Advanced Seminar, students will decide a policy oriented research topic in socio economic field and write a 50 page thesis in English with their thesis advisors.

As a result of consultation with concerned officials of the target organizations, the preliminary activities, study support activities and follows-up specified in "2. (3) Activities" have been proposed as activities for strengthening fellows' problem-solving ability.

Itemized Table 1-2**1. Outline of the Sub-Program/Component****(1) Basic Information**

- | |
|---|
| <ol style="list-style-type: none"> 1. Sub-Program (Target Priority Area):
Improving Administrative Ability and Institution Building 2. Components (Development Issues):
Capacity Development in Administrative and Financial Institutions
(Capacity Development in Administrative Institutions) 3. The Managing Organization: Public Administration and Civil Service Authority 4. Target Organizations: Public Administration and Civil Service Authority, Ministry of Planning and Investment, Central Committee for Organization and Personnel, National Academy of Politics and Public Administration |
|---|

(2) Background

Although the Lao government has continuously made efforts to carry out administrative reforms since the establishment of a constitution in 1991, its attempts have failed to yield results since the decentralization was left unfinished. Accordingly, there is an unclear distinction between the central government's authority and responsibility and those of local ones. As for local administrations, the role of local governments is becoming more and more important in terms of the social and economic development of Laos. The Lao government has carried out local administrative reforms such as the construction of Municipalities, organizational reform of the provinces, a change in administrative service fees at the village level, a revision of the Local Administrative Law, construction of Kum Ban ("Village Groups") and clarification of their role, and research on the establishment of local assemblies. In accelerating administrative reforms based on the reality of Laos, it is important to develop the administrative capacity of organizations in charge of the respective issues mentioned above.

The target organizations recognize the need for capacity building of their personnel, especially in such areas as PIP management, administrative reform, and public policy.

(3) The status of Laos in Japan's ODA

Japan has been extending aid in the target priority area of "improving administrative capacity and institution building" under the goal of "Japan will support capacity development which is a prerequisite for self-help efforts by Laos to achieve poverty reduction and economic growth," among other goals of its ODA to Laos. This component is part of the efforts to address this priority area.

Japan has so far provided experts to Laos to support local administrative reforms that are underway under the program designed to improve the administrative and financial management capacity.

This component, when articulated with Japan's assistance described above, is expected to help improve the capacity of administrative and financial organs, especially to train administrators who contribute to improving the capacity of Laos to manage administrative reforms and public policies.

2. Cooperation Framework

(1) Project Objectives

<p>(1) Overall goal To ensure that ex-JDS fellows will help the government agencies concerned to improve their policymaking and institution building capacity, particularly with regard to local autonomy, local finance, public management, policy evaluation, and intergovernmental relations.</p> <p>(2) Project purpose To ensure that people at the target organizations who are responsible for improving the capacity to manage administrative reforms and public policies will acquire knowledge useful for policymaking and institution building particularly in relation to local autonomy, local finance, public management, policy evaluation, and intergovernmental relations.</p>

(2) Verifiable indicators

<p>1) Percentage of JDS fellows who have acquired a master's degree</p> <p>2) Percentage of ex-JDS fellows who are assigned to a department that concerns the process of policymaking and institution building in their specialized field.</p>
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(3) Activities

Targets	Learning content
1) Before coming to Japan	
To provide adequate orientation for smooth research activities in Japan	JDS fellows will be offered information on reference materials and others.
2) During the stay in Japan	
To acquire knowledge useful for improving the capacity for administrative and financial management for deeper understanding	JDS fellows will be offered opportunities to: <ul style="list-style-type: none"> • Attend special lectures given by guest researchers from Japan and abroad • Participate in workshops designed to promote intellectual interaction between foreign and Japanese students at Meiji University • Participate in on-site inspections in the field of public administration
To work out solutions to the issues through thesis writing	JDS fellows will be offered a special course designed to help them write theses as a supplementary program aimed at improving the quality of research achievements.
3) After returning home	
To brush up the acquired knowledge	The target organizations and Meiji University jointly will set up a website that will offer latest information and answer questions from ex-JDS fellows and others.

(4)-1 Inputs from the Japanese Side

- 1) Expenses for special activities during preparatory, studying and follow-up stages (e.g. orientation, special lectures and workshops, follow-ups after returning home, including activities in home countries), which will be shouldered by accepting universities
- 2) Expenses for studying in Japan (travel expenses, scholarships during the stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for support during the stay in Japan (for monitoring, daily life support, etc.)

(4)-2 Input duration and the number of JDS fellows

1 batch: 2 fellows x 4 years = 8 fellows Two-year master's course
 2009 (until 2011): 2 fellows
 2010 (until 2012): 2 fellows
 2011 (until 2013): 2 fellows
 2012 (until 2014): 2 fellows

(5) Inputs from the Laos Side

- 1) Dispatch of JDS fellows
- 2) Preparatory activities (brushing up the English proficiency of JDS fellows before studying in Japan)
- 3) Follow-up activities (providing opportunities for ex-JDS fellows to disseminate the knowledge they acquired in Japan at their organizations or other target organizations)

(6) Qualifications

- 1) Work experience
 - A full-time employee at a target organization who is engaged in duties particularly related to improving the capacity to manage administrative reforms and public policies
 - Two years (preferably three years) or more of work experience in duties particularly related to improving the capacity to manage administrative reforms and public policies
- 2) Other qualifications
 - The applicant must have a bachelor's degree
 - Adequate English proficiency for research activities in a Master's program
 - Nationality: Citizenship of Lao PDR
 - Age: 22-39 years old
 - The applicant is not on a scholarship or has no plans to receive scholarship.
 - The applicant has not acquired a master's degree from a foreign university on a scholarship from other governments.

Implementation Framework

(1) Accepting university

Meiji University, Graduate School of Governance Studies

(2) Accepting university's experience in ODA-related activities

For JICA:

- Basic study on monitoring and evaluation methods for process management [1997]
- The Feasibility study on the Tha Ngon Bridge Construction Project [1990]
- The Integrated Development Plan for the Border Region in Thailand and Lao PDR, which involved JICA, the Thai government, and the Lao government [2002]

For other organizations

- For the Ministry of Foreign Affairs: The basic study for planning economic cooperation for Laos [1989]
- For the Japan Foundation: Assigning a faculty member to the National University of Laos as a visiting lecturer
- UNCRD Human Security Program and Capacity development Program in Lao PDR

(3) Program Overview

In the School of Governance Studies, there are 4 fields of studies based on series of processes in public policy, beginning with problem finding, planning, decision making, implementation, and assessment, namely (1) policy science (2) international policy (3) public management, and (4) legal skills. Three specific research areas, which aim to deepen understanding in various aspects of governance, include policy and administration, economics and public finance, and law. In addition, there are abundant courses in policy research to supplement to grasp the current situations of these research areas. For the aforementioned development issue, acquisition of advanced knowledge and practical theories in specialized areas is required, such as government relations, local finance, and local governance in the field of policy science and public management and policy evaluation in the field of public management, based on systematic knowledge in governance. In addition, there are seminar courses in scientific research and analytical methods to write a thesis and conduct research in their respective field.

As a result of consultation with concerned officials of the target organizations, the preliminary activities, study support activities and follows-up specified in “2. (3) Activities” have been proposed as activities for strengthening fellows’ problem-solving ability.

Itemized Table 2**1. Outline of the Sub-Program/Component****(1) Basic Information**

- | |
|---|
| <ol style="list-style-type: none"> 1. Sub-Program (Target Priority Area):
Improving Administrative Ability and Institution Building 2. Components (Development Issues): Improvement of Legal System 3. The Managing Organization: Ministry of Justice 4. Target Organizations: Ministry of Justice, People's Supreme Court, Public Prosecutor's Office, Ministry of Planning and Investment, Ministry of Industry and Commerce, National Assembly |
|---|

(2) Background

Since the establishment of the constitution in 1991, Laos has been promoting legal and judicial development to strengthen the rule of law. A major challenge, however, has been the lack of legal experts--a legacy of the government's inadequate emphasis on developing human resources in the field of law for about ten years after the 1975 revolution. The need to address this challenge has been even greater since Laos joined ASEAN in 1997, since when the country has been making a rapid transition to a market economy and achieving a relative stable economic growth. To further vitalize its economic activities, however, Laos needs to address two major issues. The first issue is how to increase domestic and foreign investment and develop the legal framework for trade and investment for this purpose. Specifically, it is necessary to train legal practitioners capable of settling economic disputes fairly at government agencies in charge of investment and trade as well as at the Ministry of Justice and its affiliated organizations. The second issue is how to enact new laws and revise the existing ones in the commercial and civil codes as required by the ongoing economic development.

As part of its efforts to address these two issues, the Lao government has enacted and revised a number of laws, including the Law on Enterprises, the new Law on State Budget, the Law on Commercial Banks, and the Law on Value-Added Tax since 2005 to accommodate the recent socioeconomic changes. Yet the confidence of Laotian people and foreigners in the legal stability and the legal system itself is low, especially in the context of facilitating a market economy, promoting investment, and developing private enterprises. This highlights the urgent need for improving the legal system and strengthening the judicial mechanism in Laos.

The target organizations recognize the need for capacity building of their personnel, especially in the area of laws concerning the civil and commercial codes, and trade to facilitate a market economy. There is a significant need on the part of these organizations for their members to study in Japan for capacity building in this area.

(3) The status of Laos in Japan's ODA

Japan has been extending assistance in the priority area of "improving administrative capacity and institution building" under the goal of "Japan will support capacity development which is a prerequisite for self-help efforts by Laos to achieve poverty reduction and economic growth," among other goals of its ODA to Laos. This component is part of the efforts to address this priority area.

Under its Legal and Judicial Development Project, JICA has provided experts and technical

training in preparing basic legal documents, examining bills, and enforcing laws properly in the wider context of institutional strengthening of judicial organizations. This component is expected to improve the capacity of government officials at higher working levels in the relevant fields.

2. Cooperation Framework

(1) Project Objectives

(1) Overall goal

To ensure that ex-JDS fellows will help the government agencies concerned to improve their policymaking and institution building capacity, particularly with regard to improving the legal system concerning the commercial and civil codes and trade and investment for economic development as well as settling economic disputes.

(2) Project purpose

To ensure that people at the target organizations who are responsible for improving the legal system will acquire knowledge useful for policymaking and institution building in the context of improving the legal system with focus on the commercial and civil codes, and trade and investment for economic development, as well as of settling economic disputes.

(2) Verifiable indicators

- 1) Percentage of JDS fellows who have acquired a master's degree
- 2) Percentage of ex-JDS fellows who are assigned to a department that concerns the process of policymaking and institution building in their specialized field.

(3) Activities

Targets	Learning content
1) Before coming to Japan	
To provide adequate orientation for smooth research activities in Japan	The School will send faculty members to Laos, who will interview JDS fellows and help them to identify their themes and make research plans. The faculty members will also gather basic information. The School will provide similar orientation through teleconference as well.
2) During the stay in Japan	
To understand the background to the differences in the legal system between Laos and Japan	JDS fellows will receive individual guidance from academic advisors, do coursework to learn the basics of the Japanese legal system, attend specialized classes, learn how to collect literature and materials, and gather information on their research themes.
To acquire basic knowledge about investment	The School will help JDS fellows to understand the issues surrounding law, economy and development in coordination with the School of Economics.
To acquire problem-solving skills at both specialized and practical levels	JDS fellows will learn how the judicial system works and how laws are enforced in Japan as an internship at a private company or a law firm.
To identify the areas for improvement in the Laotian legal system and study how to address these areas in a thesis	JDS fellows will write a thesis or a research paper while receiving individual and group guidance. Individual guidance will be given by academic advisors specializing in the fields that cover JDS fellows' research themes.

or a research paper	Group guidance will be given through “academic writing” classes designed for students to acquire incremental research techniques and the ability to write a thesis.
To establish a long-lasting network of international contacts	JDS fellows will learn legal situations in many countries in a course of comparative studies to foreign and Japanese students. In the process, they are encouraged to establish life-long relationships of trust with other students.
To deepen understanding of the status and major issues for legal system improvement in Laos	<p>JDS students will learn basic theories on Japanese civil and commercial codes in special lectures given by Japanese experts in supporting Laos in economic development and legal system improvement. They will also deepen their understanding of major issues to be addressed for legal system improvement and economic development.</p> <p>The School will invite a legal expert from Laos to give a workshop for JDS fellows, Japanese experts in supporting Laos in economic development and legal system improvement, and faculty members. The workshop will identify major issues for legal system improvement in Laos, study how to address them, and explore the optimal approach to Japan’s ODA to the country.</p> <p>JDS fellows are encouraged to participate in international symposia in Japan, including those organized by Nagoya University, so that they will learn the status of legal system improvement in countries other than Japan and Laos for comparative study.</p>
3) After returning home	
To keep track of the process of legal system improvement in Laos and maintain human networks	Ex-JDS fellows will attend gatherings of themselves, graduates from the School, and Japanese stakeholders in Laos (including people at the Japanese Embassy, the JICA Laos Office, and Japanese companies in Laos) to maintain and even expand human networks they have built as well as to assess the current status and major issues for legal system improvement in the country.

(4)-1 Inputs from the Japanese Side

<ol style="list-style-type: none"> 1) Expenses for special activities during preparatory, studying and follow-up stages (e.g. orientation, special lectures and workshops, follow-ups after returning home, including activities in home countries), which will be shouldered by accepting universities 2) Expenses for studying in Japan (travel expenses, scholarships during the stay in Japan, examination fees, tuition fees, etc.) 3) Expenses for support during the stay in Japan (for monitoring, daily life support, etc.)

(4)-2 Input duration and the number of JDS fellows

1 batch: 2 fellows x 4 years = 8 fellows (a six-month preparatory course and a two-year master's course)
 2009 (until 2012): 2 fellows
 2010 (until 2013): 2 fellows
 2011 (until 2014): 2 fellows
 2012 (until 2015): 2 fellows

(5) Inputs from the Laos Side

- 1) Dispatch of JDS fellows
- 2) Preparatory activities (brushing up the English proficiency of JDS fellows before studying in Japan)
- 3) Follow-up activities (providing opportunities for ex-JDS fellows to disseminate the knowledge they acquired in Japan at their organizations or other target organizations)

(6) Qualifications

- 1) Work experience
 - A full-time employee at a target organization who is engaged in duties directly related to legal affairs
 - Two years (preferably three years) or more of work experience at a specialized department in charge of legal affairs
- 2) Other qualifications
 - BA in Laws
 - Adequate English proficiency for research activities in a Master's program
 - Nationality: Citizenship of Lao PDR
 - Age: 22-39 years old
 - The applicant is not on a scholarship or has no plans to receive scholarship.
 - The applicant has not acquired a master's degree from a foreign university on a scholarship from other governments.

Implementation Framework**(1) Accepting university**

Nagoya University, Graduate School of Law

(2) Accepting university's experience in ODA-related activities

Legal and Judicial Development Project [2003-2007], a technical cooperation project of JICA in Laos

(3) Program Overview

In the wake of accession to the WTO and of economic and social changes, it is expected that new laws will be passed in the fields of commercial law and civil law, and that existing laws will be amended. Meanwhile, inconsistencies between enacted laws have become a problem, and so the unification and codification of existing laws in specific areas is being examined. For this reason, guidance is provided in order that future legislation and codification in Laos can be addressed.

As well as enhancing tutorial courses in which students acquire basic knowledge related to

Japan's legal and political systems while comparing them to the systems in their own countries, guidance is provided through tutorial courses that enable developmental learning in specific fields. In terms of educational objectives, the aim of the program is for students to acquire a well-balanced mix of basic knowledge in law and politics, to acquire basic techniques of persuasion and negotiation, to discover and nurture a specialization, and to acquire basic research techniques. Some of the features of the program are the arrangement of diverse tutorial courses which take the form of discussion-focused lectures and practical exercises, the group-based incremental learning of research techniques through research methodology (Academic Writing), guidance on thesis preparation techniques and the learning of presentation methods, as well as individual specialized tutorials given by academic advisors, and a master's thesis guidance scheme based on the organic coordination between research methodology and tutorials. Another objective is for students to give life to and learn the knowledge obtained through their education and research, and for the students to hone their specialized and practical problem-solving skills. This is achieved by introducing internships, and by using actual problems for students to experience the functions and application of Japan's systems. Furthermore, with an aim of promoting practical education and cooperative education with foreign universities, a regular subject on international negotiation has been started, which makes use of videoconferencing systems. It provides an opportunity for students to put into practice their training on cross-cultural negotiating skills.

As a result of consultation with concerned officials of the target organizations, the preliminary activities, study support activities and follows-up specified in "2. (3) Activities" have been proposed as activities for strengthening fellows' problem-solving ability.

Itemized Table 3**1. Outline of the Sub-Program/Component****(1) Basic Information**

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|--|
| <ol style="list-style-type: none"> 1. Sub-Program (Target Priority Area):
Improving Administrative Ability and Institution Building 2. Components (Development Issues): Improvement of Road and Transportation / Urban Environment Development 3. The Managing Organization: Ministry of Public Works and Transport 4. Target Organizations: Ministry of Public Works and Transport, Ministry of Planning and Investment, Water Resource Environment Authority, Ministry of Energy and Mines |
|--|

(2) Background

Laos suffers from a severe lack of infrastructure that is essential for improving the people's access to markets, education and health care as well as their living environment. This is due in part to the country's geographical conditions such as a national land that is long and narrow stretching north-south, and a large proportion of mountainous areas. The Sixth National Socio-Economic Development Plan (NSEDP) calls for developing an infrastructure that will support Laos in maintaining a modern state and encouraging people to participate in development activities and interact with other people--including those from other countries--and markets. The sixth NSEDP also demands developing an urban infrastructure that covers sewage treatment and environmental sanitation among other aspects. Infrastructure development is important not only because it benefits the Lao people directly, but also because it contributes to economic development through stimulating the private sector by developing distribution systems and attracting enterprises from both home and abroad. The capital Vientiane, where more than 10% of the total population resides, is still in need of an infrastructure that corresponds to the functions of a capital.

The target organizations recognize the need to build the capacity of their personnel, especially expertise in developing transport networks and facilities designed to improve the urban environment, and the ability to construct and maintain them properly with special attention to their economic feasibility.

(3) The status of Laos in Japan's ODA

Japan has been extending aid in the priority area of "improving administrative capacity and institution building" under the goal of "Japan will support capacity development which is a prerequisite for self-help efforts by Laos to achieve poverty reduction and economic growth," among other goals of its ODA to Laos. This component is part of the efforts to address this priority area.

Under its programs for Laos, namely, the road transport improvement program, the electricity and energy program, the aviation environment improvement program, and the urban environment improvement program, JICA has supported Laos in developing infrastructure with low priority and urgency. JICA has also provided experts in the areas of human resources development, organizational strengthening, and institution building, so that the existing infrastructure, including facilities constructed with the help of aid from Japan, will be maintained properly with special attention to its economic feasibility.

This component, when articulated with Japan's assistance described above, is expected to

help improve the management capacity of officials in charge of developing infrastructure, especially in the aspects of road administration and urban environmental improvement, although it is primarily designed to provide technical support.

2. Cooperation Framework

(1) Project Objectives

(1) Overall goal

To ensure that ex-JDS fellows will help the government agencies concerned to improve their policymaking and institution building capacity with regard to social infrastructure development that takes account of environmental conservation and disaster reduction

(2) Project purpose

To ensure that people at the target organizations who are responsible for developing transport networks and improving the urban environment will acquire knowledge useful for policymaking and institution building in relation to social infrastructure development that takes account of environmental conservation and disaster reduction

(2) Verifiable indicators

- 1) Percentage of JDS fellows who have acquired a master's degree
- 2) Percentage of ex-JDS fellows who are assigned to a department that concerns the process of policymaking and institution building in their specialized field.

(3) Activities

Targets	Learning content
1) Before coming to Japan	
To provide adequate orientation for smooth research activities in Japan	JDS fellows will be provided with information on reference materials, theses, and other forms of literature that they should read before coming to Japan.
2) During the stay in Japan	
To work out solutions to the issues through thesis writing	The School will: <ul style="list-style-type: none"> • Hire tutors to support JDS fellows • Encourage JDS fellows to attend meetings of academic societies so that they will improve their presentation skills • Purchase books and reference materials • Provide opportunities for experiments and hands-on learning based on the study theme
3) After returning home	
To support JDS fellows in establishing and maintaining their human networks	The School will set up a website (SNS) to provide a forum for information exchange.

(4)-1 Inputs from the Japanese Side

- 1) Expenses for special activities during preparatory, studying and follow-up stages (e.g. orientation, special lectures and workshops, follow-ups after returning home, including activities in home countries), which will be shouldered by accepting universities

- 2) Expenses for studying in Japan (travel expenses, scholarships during the stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for support during the stay in Japan (for monitoring, daily life support, etc.)

(4)-2 Input duration and the number of JDS fellows

1 batch: 2 fellows x 4 years = 8 fellows Two-year master's course
 2009 (until 2012): 2 fellows
 2010 (until 2013): 2 fellows
 2011 (until 2014): 2 fellows
 2012 (until 2015): 2 fellows

(5) Inputs from the Laos Side

- 1) Dispatch of JDS fellows
- 2) Preparatory activities (brushing up the English proficiency of JDS fellows before studying in Japan)
- 3) Follow-up activities (providing opportunities for ex-JDS fellows to disseminate the knowledge they acquired in Japan at their organizations or other target organizations)

(6) Qualifications

- 1) Work experience
 - A full-time employee at a target organization who is engaged in duties particularly related to developing transport networks and/or improving the urban environment
 - Two years or more of work experience in duties particularly related to developing transport networks and/or improving the urban environment
- 2) Other qualifications
 - The applicant must have a bachelor's degree (preferably in science and technology)
 - Adequate English proficiency for research activities in a Master's program
 - Nationality: Citizenship of Lao PDR
 - Age: 22-39 years old
 - The applicant is not on a scholarship or has no plans to receive scholarship.
 - The applicant has not acquired a master's degree from a foreign university on a scholarship from other governments.

Implementation Framework

(1) Accepting university

Ritsumeikan University, Graduate School of Science and Engineering

(2) Accepting university's experience in ODA-related activities

The study on pollutant flows in the Thong Canal catchment area in the capital city of Vientiane, Laos [August 2007; March 2008]

(3) Program Overview

The basic philosophy of the Graduate School of Science and Engineering shall be to provide research guidance attuned to the needs of the students through the preferential assignment of researchers who are not only knowledgeable about sectors for development issues but also Laos as instructors and teaching faculty. At the same time, the students' comprehensive research capacity will be developed through a systematic curriculum to ensure that disproportionate weight is not placed on the particular fields of the instructors and teaching faculty.

- With lectures in the fields of the environment and construction engineering, the Program is designed for students to develop their management capacity concerning social infrastructure development.
- Concurrent with the taking of lecture courses, research guidance will be provided which applies such courses. Students learn theory with lecture courses related to each person's research field as a foundation, and are instructed with research guidance which utilizes this in actual experiments and hands-on learning.
- Credits will be accredited with regard to internships and participation in conference presentations both in Japan and abroad. These will also be endorsed.
- Group debate capabilities and presentation ability will be improved through the holding of numerous periodic presentations of research results at the research laboratory level, discovering deficiencies in the research results, and further debate over the issues. The final results of this will be prepared as a master's thesis and evaluated through open hearings.

As a result of consultation with concerned officials of the target organizations, the preliminary activities, study support activities and follows-up specified in "2. (3) Activities" have been proposed as activities for strengthening fellows' problem-solving ability.

Itemized Table 4**1. Outline of the Sub-Program/Component****(1) Basic Information**

- | |
|---|
| <ol style="list-style-type: none"> 1. Sub-Program (Target Priority Area):
Improving Administrative Ability and Institution Building 2. Components (Development Issues): Improvement of Agricultural Facilities, the Residential Environment, and Livelihoods in Rural Areas, Support for the Politics and Institution Building in the Area of Agricultural and Forest Preservation 3. The Managing Organization: Ministry of Agriculture and Forestry 4. Target Organizations: Ministry of Agriculture and Forestry, Ministry of Industry and Commerce, Water Resource Environment Authority, Ministry of Planning and Investment |
|---|

(2) Background

In the rural areas, people are engaged in self-sufficient agriculture in which their production is largely dependent on the weather. Their access to agricultural technology, market information and microfinance is also limited. Insufficient basic infrastructure makes it difficult for farmers to sell their produce. As a result, disparities between rural residents on one hand and city dwellers and residents on the plains in the Mekong River Basin are on the rise. Both central and local authorities in agriculture and forestry largely suffer from inadequate human resources at the institutional and organizational levels. This has resulted in the insufficiency of public services, ranging from developing effective policies and strategies to accommodate the realities in Laos to agricultural extension to local farmers. The country is also experiencing significant deforestation due to slash-and-burn farming beyond sustainable levels and excessive or illegal logging. Degradation and destruction of forests are taking the heaviest toll on the poor in the mountainous areas, especially ethnic minorities. This points to the need for reducing dependence on slash-and-burn farming and securing alternative livelihoods.

The Japanese government has been extending assistance in administrative capacity building that appropriately meets the needs of Laos, while defining the roles of the government sector, under four programs: the rural community development program, the food security program, the sustainable forestry program, and the program for administrative capacity building of agricultural authorities. These four programs have been developed under the action plan that has been formulated in JICA's Master Plan Study on Integrated Agricultural Development in the Lao PDR, a development study conducted between 2000 and 2001.

The target organizations recognize the need for capacity building of their personnel, especially in the areas of food security, commercial agricultural produce, crop conversion, and sustainable use of forests.

(3) The status of Laos in Japan's ODA

Japan has been extending aid in the priority area of “improving administrative capacity and institution building” under the goal of “Japan will support capacity development which is a prerequisite for self-help efforts by Laos to achieve poverty reduction and economic growth,” among other goals of its ODA to Laos. This component is part of the efforts to address this priority area.

Under its programs for rural community development, administrative capacity building of agricultural authorities, and food security, JICA has implemented technical cooperation projects and provided experts in the fields of “improving the basic facilities and living environment of rural residents,” “improving the livelihoods of rural residents,” and “implementing policies and institution building in the area of agricultural and forest preservation.”

This component, when articulated with Japan's assistance described above, is expected to help improve the management capacity of officials in charge of “improving the basic facilities and living environment of rural residents,” “improving the livelihoods of rural residents,” and “implementing policies and institution building in the area of agricultural and forest preservation.”

2. Cooperation Framework

(1) Project Objectives

(1) Overall goal

To ensure that ex-JDS fellows will help the government agencies concerned to improve their policymaking and institution building capacity with regard to improving access to farming techniques, market information, and microfinance; promoting the sale of agricultural produce; providing agricultural extension services; and conserving forest resources

(2) Project purpose

To ensure that people at the target organizations who are responsible for “improving the basic facilities and living environment of rural residents,” “improving the livelihoods of rural residents,” and “implementing policies and institution building in the area of agricultural and forest preservation” will acquire knowledge useful for policymaking and institution building in the context of improving access to farming techniques, market information, and microfinance; promoting the sale of agricultural produce; providing agricultural extension services; and conserving forest resources

(2) Verifiable indicators

- 1) Percentage of JDS fellows who have acquired a master's degree
- 2) Percentage of ex-JDS fellows who are assigned to a department that concerns the process of policymaking and institution building in their specialized field.

(3) Activities

Targets	Learning content
1) Before coming to Japan	
To provide adequate orientation for smooth research activities in Japan	A meeting will be arranged in which JDS candidates, Lao government officials in charge of policymaking, and JICA officials make presentations and exchange views on agricultural development in Laos. The idea is to allow JDS candidates to make research plans that better accommodate the realities and needs of Laos for smooth research activities in Japan.
2) During the stay in Japan	
To maximize the effectiveness of what has been learned after returning their country and support human networking	Hiroshima University and Kyushu University will organize a joint workshop where JDS fellows will present their research achievements. This will provide an opportunity for JDS fellows to know each other so that they will learn from each other even after returning to Laos. It will also provide an opportunity for faculty members to improve their teaching and guidance for future JDS fellows.
To work out solutions to the issues through thesis writing	<p>Academic advisors will accompany JDS fellows in their field surveys and offer advice on the spot. The idea is to achieve research outcomes that better accommodate the realities in Laos with regard to “improving the basic facilities and living environment of rural residents,” “improving the livelihoods of rural residents,” and “implementing policies and institution building in the area of agricultural and forest preservation.”</p> <p>JDS fellows will be encouraged to attend academic societies in Japan and make presentations there. The idea is to allow them to improve their presentation skills and introduce the realities in Laos so as to gain support for the development of the country.</p> <p>The School will purchase PC software, data, and reference materials as necessary for smooth research activities by JDS fellows. It will also offer opportunities for them to conduct field surveys in Japan.</p>
3) After returning home	
To help ex-JDS fellows to contribute to their country	Ex-JDS fellows will be encouraged to conduct a small project in the field of agricultural or rural development, so that they will put what they have learned in Japan to good use for the development of Laos.

(4)-1 Inputs from the Japanese Side

- 1) Expenses for special activities during preparatory, studying and follow-up stages (e.g. orientation, special lectures and workshops, follow-ups after returning home, including activities in home countries), which will be shouldered by accepting universities
- 2) Expenses for studying in Japan (travel expenses, scholarships during the stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for support during the stay in Japan (for monitoring, daily life support, etc.)

(4)-2 Input duration and the number of JDS fellows

1 batch: 3 fellows x 4 years = 12 fellows Two-year master's course
 2009 (until 2012): 3 fellows
 2010 (until 2013): 3 fellows
 2011 (until 2014): 3 fellows
 2012 (until 2015): 3 fellows

(5) Inputs from the Laos Side

- 1) Dispatch of JDS fellows
- 2) Preparatory activities (brushing up the English proficiency of JDS fellows before studying in Japan)
- 3) Follow-up activities (providing opportunities for ex-JDS fellows to disseminate the knowledge they acquired in Japan at their organizations or other target organizations)

(6) Qualifications

- 1) Work experience
 - A full-time employee at a target organization who is engaged in duties related to “improving the basic facilities and living environment of rural residents,” “improving the livelihoods of rural residents,” or “implementing policies and institution building in the area of agricultural and forest preservation”
 - Two years or more of work experience in the field of “improving the basic facilities and living environment of rural residents,” “improving the livelihoods of rural residents,” or “implementing policies and institution building in the area of agricultural and forest preservation”
- 2) Other qualifications
 - The applicant must have a bachelor's degree
 - Adequate English proficiency for research activities in a Master's program
 - Nationality: Citizenship of Lao PDR
 - Age: 22-39 years old
 - The applicant is not on a scholarship or has no plans to receive scholarship.
 - The applicant has not acquired a master's degree from a foreign university on a scholarship from other governments.

Implementation Framework

(1) Accepting university

Kyushu University, Graduate School of Bioresource and Sciences

(2) Accepting university's experience in ODA-related activities

- Field surveys in Laos as part of the interdisciplinary study on the production/distribution and potential production capacity of japonica rice in the world by the Ministry of Education
- A forestry project study by the National University of Laos and JICA [1997]
- A study on education in agricultural science by the National University of Laos [2003]
- An interdisciplinary study on rural villages jointly by Japan, Germany, and Thailand [2007]
- A study on the status of and cooperation in outreach activities by agricultural and veterinary universities in Indochina: extension theories and analysis, a project under the International Cooperation Initiative by the Ministry of Education, Culture, Sports, Science and Technology for FY2007 [2007]

(3) Program Overview

This program is: (1) Carried out via a block module. This block module is comprised of three or four blocks that divide each semester up into blocks that are about one month long, with one lecture being completed in each block. With the conventional two semester system the students could only conduct on-site surveys during the summer recess or at the end of the academic year. The period in which these on-site surveys could be conducted did not necessarily correspond to the periods suitable for the surveys owing to reasons such as the rainy or dry seasons, and the seasonality of agricultural work. However, through the introduction of the block module system the options for the survey period have broadened, and it is possible to provide opportunities for satisfactory on-site surveys. Moreover, (2) The block module contains courses like international agricultural village development, agricultural resource development, soil water environment, forest resource production sciences, and more, with lecturers on specialized knowledge carried out as well. (3) Furthermore, single credit special lectures, lectures outside of the School of Agriculture, and intensive lectures which include lecturers from overseas are administered concurrently. (4) The preparation of a master's thesis and seminars for one's assigned research laboratory serves to expand upon and deepen the lectures and provide individual guidance concerning problems unique to Laos. (5) What is more, education and research on development issues for Laos are carried out as needed with the cooperation of the Tropical Agriculture Research Center (TARC) and the Kyushu University Asia Center.

As a result of consultation with concerned officials of the target organizations, the preliminary activities, study support activities and follows-up specified in "2. (3) Activities" have been proposed as activities for strengthening fellows' problem-solving ability.

Japanese Grant Aid for Human Resource Development Scholarship (JDS)
Basic Plan for the Sub-Programs (Draft)

1. Outline of the Sub-Program/Component

(1) Basic Information

1. Country: Lao People's Democratic Republic
2. Sub-Program (Target Priority Area):
Institution Building and Human Resource Development for Enhancing the Private Sector
3. Operating Committee: Ministry of Education, Ministry of Planning and Investment (MPI), Ministry of Foreign Affairs, Central Committee for Organization and Personnel (CCOP), Public Administration and Civil Service Authority (PACSA) , Embassy of Japan in the Lao PDR, JICA Laos Office
4. The Managing Organization: Ministry of Planning and Investment
5. Target Organizations: Ministry of Planning and Investment, Ministry of Industry and Commerce, Ministry of Foreign Affairs, Ministry of Finance

(2) Background

The Lao government has been promoting economic development by utilizing the inflow of foreign capital, but its related laws are still underdeveloped and its investment procedures are not transparent and are complicated. In addition, preferential treatment and dispute settlement within the special economic zone are still underdeveloped, which leaves the Lao government with the task of improving the legal system for an investment environment that is attractive to foreign investors. There are also many issues in terms of trade, such as the underdevelopment of trade related information management, including statistics, and extremely complicated customs and trade procedures.

In order to promote trade and investment, the promotion of the corresponding industries is crucial, but there are still more efforts to be made by the government in terms of administrative matters, such as raising the quality of management to international standards to increase the exports of the potential export industries.

The Japanese government, under the project “Macroeconomic Policy Support (Phases 1-2)” and “Program for trade and investment promotion and fostering industries” , has been supporting Laos in promoting a more transparent environment for foreign direct investment, identifying local specialties with a high potential for export, and improving its capacity for public service delivery. The Lao government is considering constructing an industrial park and an export processing zone in Vientiane using yen loans. There is therefore an urgent need to develop human resources capable of designing and managing industrial parks, export processing zones, and special economic zones.

The target organizations recognize the need for capacity building of their personnel, especially in the area of PIP management.

(3) The status of Laos in Japan's ODA

Japan has been extending aid in the target priority area of “institution building and human resources development for enhancing the private sector” under the goal of “Institution building and human resources development for enhancing the private sector,” among other goals of its ODA to Laos. This component is part of the efforts to address this priority area.

Under the program for promoting trade, investment and industry and the program for supporting high education toward enhancing the private sector, JICA has implemented technical cooperation projects and provided experts with a view to enhancing the administrative capacity of the Lao government in many fields, ranging from improving the investment environment at the institutional level to the roles of government in luring foreign investment.

This sub-program, when articulated with Japan's assistance described above, is expected to support the training of administrators who contribute to institution building for enhancing the private sector, especially those who have the capacity to make policies aimed at luring and developing small- and medium-sized enterprises (SMEs).

2. Cooperation Framework

(1) Project Objectives

(1) Overall goal

To ensure that ex-JDS fellows will help the government agencies concerned to improve their policymaking and institution building capacity with regard to establishing and managing industrial parks, export processing zones, and special economic zones

(2) Project purpose

To ensure that people at the target organizations who are responsible for enhancing the private sector will acquire knowledge useful for policymaking and institution building in relation to the establishment and management of industrial parks, export processing zones, and special economic zones

(2) Verifiable indicators

- 1) Percentage of JDS fellows who have acquired a master's degree
- 2) Percentage of ex-JDS fellows who are assigned to a department that concerns the process of policymaking and institution building in their specialized field.

(3) Activities

Targets	Learning content
1) Before coming to Japan	
To provide adequate orientation for smooth research activities in Japan	JDS fellows will acquire basic knowledge through consultations and tutoring that faculty members will offer in Laos every two months before entering the School.

2) During the stay in Japan	
To acquire methodologies and policy theories of social sciences, with special focus on economics	JDS fellows will acquire analytical skills regarding socioeconomic problems in the development processes, including poverty reduction, environmental conservation, and economic stability. They will also learn the theoretical and practical aspects of development and assistance policies designed to address these problems.
To work out solutions to the issues through thesis writing	JDS fellows will pursue their research on the themes of their choice and compile the research findings into theses with the help of their academic advisors in the relevant fields and through field surveys abroad.
To learn how to put the acquired knowledge into practice through hands-on experiences for deeper understanding	<p>JDS fellows will:</p> <ul style="list-style-type: none"> • Learn how to put what they have acquired to practical use through study tours that will take them to local authorities, regional offices of central government agencies, and local enterprises; • Deepen their understanding of various efforts to enhance the private sector by taking advantage of Hiroshima University's global internship program (G-ECBO); and • Deepen their acquired knowledge by attending seminars given by guest lecturers, including those from partner universities and Japanese experts in Laotian affairs • Participate in some parts of the country-focused training course for Laos that JICA will offer in Japan (namely, the seminar for supporting the development of human resources capable of operating and managing industrial parks [export processing zones] and SMEs) to deepen the understanding of the relevant issues and get acquainted with Lao government officials who will participate in this course.
3) After returning home	
To brush up the acquired knowledge	Ex-JDS fellows will obtain latest information on the relevant fields by participating in follow-up programs offered for those who completed a course at the School.
To support human resources development in Laos	Ex-JDS fellows will give economic seminars in the local language for target organizations that are not knowledgeable about economics and other fields and their local branches. The objectives include disseminating their knowledge and raising the capacity level of the whole organizations, as well as making good use of ex-JDS fellows. (Faculty members will visit Laos to support these seminars.)

(4)-1 Inputs from the Japanese Side

- 1) Expenses for special activities during preparatory, studying and follow-up stages (e.g. orientation, special lectures and workshops, follow-ups after returning home, including activities in home countries), which will be shouldered by accepting universities
- 2) Expenses for studying in Japan (travel expenses, scholarships during the stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for support during the stay in Japan (for monitoring, daily life support, etc.)

(4)-2 Input duration and the number of JDS fellows

1 batch: 4 fellows x 4 years = 16 fellows Two-year master's course
 2009 (until 2011): 4 fellows
 2010 (until 2012): 4 fellows
 2011 (until 2013): 4 fellows
 2012 (until 2014): 4 fellows

(5) Inputs from the Laos Side

- 1) Dispatch of JDS fellows
- 2) Preparatory activities (brushing up the English proficiency of JDS fellows before studying in Japan)
- 3) Follow-up activities (providing opportunities for ex-JDS fellows to disseminate the knowledge they acquired in Japan at their organizations or other target organizations)

(6) Qualifications

- 1) Position: A full-time employee at a target organization who is responsible for promoting investment, trade, or SME development
- 2) Work experience: Two years or more of work experience in the field of promoting investment, trade, or SME development (preferably with basic knowledge of economics)
- 3) Other qualifications
 - Adequate English proficiency for research activities in a Master's program
 - Nationality: Citizenship of Lao PDR
 - Age: 22-39 years old
 - The applicant is not on a scholarship or has no plans to receive scholarship.
 - The applicant has not acquired a master's degree from a foreign university on a scholarship from other governments..

Implementation Framework

(1) Accepting university

Hiroshima University, Graduate School for International Development and Cooperation

(2) Accepting university's experience in ODA-related activities

“Policy Advisor for the Ministry of Planning and Investment” Dispatch of long-term experts [2007 - 2008]

“Macroeconomic Policy Support” [2003 – 2004]

(3) Program Overview

The Development Policy Course provides a broad learning program on methodologies and policy theories in the social sciences, centered around economics, with a focus on how sustainable development should be in developing countries. As well as fostering analytical skills for various social and economic problems related to the development process, such as poverty, the environment and economic stability, the course provides theory and practical education on development policies and aid policies that are conducive in solving these kinds of problems. The course offers various lectures related to these issues, including Economic Development I and II, Comparative Study of Economic Development, International Economics, International Economic Policy, International Finance, Development Finance, International Macroeconomics, Industrial Development, International Human Resource Development, Development Microeconomics, and Statistical Methods for International Development Data Analysis. Furthermore, the graduate school, which affirms the integration of the humanities and sciences, has also established the Development Technology Course, and it is characterized by a curriculum in which students can learn extensively about issues related to such areas as transport policies, electricity and energy policies, and water resources policies. In the master's thesis, specific research is carried out through practical exercises led by academic advisors and through overseas fieldwork, based on the knowledge acquired in the lectures.

As a result of consultation with concerned officials of the target organizations, the preliminary activities, study support activities and follows-up specified in “2. (3) Activities” have been proposed as activities for strengthening fellows' problem-solving ability.

Japanese Grant Aid for Human Resource Development Scholarship (JDS)
Basic Plan for the Sub-Programs (Draft)

1. Outline of the Sub-Program/Component

(1) Basic Information

1. Country: Lao People's Democratic Republic
2. Sub-Program (Target Priority Area):
Improving Basic Education
3. Operating Committee: Ministry of Education, Ministry of Planning and Investment (MPI), Ministry of Foreign Affairs, Central Committee for Organization and Personnel (CCOP), Public Administration and Civil Service Authority (PACSA), Embassy of Japan in the Lao PDR, JICA Laos Office
4. The Managing Organization: Ministry of Education
5. Target Organizations: Ministry of Education, Teacher Training College, Teacher Training School, Research Institute for Education Sciences

(2) Background

The Lao government aims to lead the country out of its Least Developed Country (LDC) status by 2020 and has set the improvement and extension of basic education as a priority issue to solve the fundamental problem of poverty. Owing to its efforts, the recent primary school enrollment rate (77.3% in 2000 to 86.4% in 2006) and adult literacy rate have improved. However, the Lao basic education sector still lacks school facilities, textbooks, and course materials, and has a poor learning environment, low access to education (especially in rural areas and ethnic minorities), an insufficient number of teachers and teaching skills, low salary for teachers, the existence of unqualified teachers, inadequate capacity of the administration and an absolute lack of budget. In terms of the quality of education, it is a prerequisite for teachers to graduate from a Teacher Training College (TTC) or Teacher Training School (TTS), but these schools also have problems in terms of the educational quality, curriculum, textbooks and course materials. In Laos, the idea of school health, whose objectives are to protect the student's health and prepare a good learning environment, is not common, and so a poor learning environment and health problems such as malnutrition, parasites and Malaria are some of the obstacles that prevent students from attending schools and decrease motivation for learning. The government does not have sufficient capacity to plan and implement policies to cope with these issues in the education sector.

The Japanese government has been extending assistance to Laos with its focus on training science and mathematics teachers, offering guidance and advice on primary education and school health, and improving primary education with a participatory approach involving local communities and teachers.

Improving basic education is a priority area for poverty reduction. The Ministry of Education, the Teacher Training College, the Teacher Training School, and the Research Institution for Educational Sciences need to improve their policymaking and implementation capacity toward the country's development in the field of education.

(3) The status of Laos in Japan's ODA

Japan has been extending aid in the target priority area of “improving basic education” under the goal of “With a view to promoting the reduction of poverty from the standpoint of “human security,” Japan will support Laos in its steady steps towards the achievement of the Millennium Development Goals (MDGs)” among other goals of its ODA to Laos. This sub-program is part of the efforts to address this priority area.

Under the basic education improvement program, JICA has offered advice to the Ministry of Education through its advisors assigned to the Ministry of Education in the process of formulating the sector development program. It has also participated in the sector development program through the framework of education sector working groups. JICA's Project for Improving Science and Mathematics Teacher Training has focused on improving the quality of teachers in the courses of training teachers at primary and secondary levels. JICA has assigned volunteers to the Teacher Training College to ensure that the outcomes of the project will be entrenched in Laos.

This sub-program, when articulated with Japan's assistance described above, is expected to support the training of administrators who contribute to improving basic education, especially those at the Ministry of Education, the Teacher Training College, the Teacher Training School, and the Research Institution for Educational Sciences who are capable of improving the educational environment and access, mitigating factors inhibiting school enrollment, and improving the quality of education.

2. Cooperation Framework

(1) Project Objectives

(1) Overall goal

To ensure that ex-JDS fellows will help the government agencies concerned to improve their policymaking and institution building capacity, particularly with regard to improving the educational environment and access, mitigating factors inhibiting school enrollment, and improving the quality of education

(2) Project purpose

To ensure that people at the target organizations who are responsible for improving basic education will acquire knowledge useful for policymaking and institution building, particularly with regard to improving the educational environment and access, mitigating factors inhibiting school enrollment, and improving the quality of education

(2) Verifiable indicators

- 1) Percentage of JDS fellows who have acquired a master's degree
- 2) Percentage of ex-JDS fellows who are assigned to a department that concerns the process of policymaking and institution building in their specialized field.

(3) Activities

Targets	Learning content
1) Before coming to Japan	
To provide adequate orientation for smooth research activities in Japan	The School will provide JDS fellows with literature necessary for their research themes. It will also send its faculty members to Laos for additional training in English and research methods.
2) During the stay in Japan	
To acquire knowledge about the whole range of the education sector	The School will consider the specialized fields of JDS fellows and accordingly provide systematic guidance so that they will acquire (i) specialized knowledge about the whole range of the education sector; (ii) analytical skills for handling macro data on education useful for school mapping and construction; and (iii) the capacity to research on teacher training and teaching methods.
To work out solutions to the issues through thesis writing	JDS fellows will pursue their research on the themes of their choice and compile the research findings into theses with the help of their academic advisors in the relevant fields. In the process, emphasis will be placed on addressing development issues.
To deepen understanding of such issues as education in remote areas, teacher training, and in-service training in Japan through field works	The School will focus on some of the major issues for education in Japan that may be of policy relevance to Laos. Then it will encourage JDS fellows to conduct field works at nearby schools regarding these issues and provide necessary support.
To help JDS fellows to improve the effectiveness of what they have learned in Japan	The School will improve the systems of research advisors and tutors. The School considers that JDS fellows should enroll in the master's course in April 2010. JDS fellows will come to Japan at the end of September 2009 for a six-month preparatory course at Osaka University with special emphasis on training in English and research techniques. They will participate in seminars and receive individual guidance and English training at the International Student Center.
3) After returning home	
To brush up the acquired knowledge	Within a year after JDS fellows return their country, the School will send academic and research advisors to Laos, who will organize follow-up workshops, offer policy advice for ex-JDS fellows and officials concerned, and support ex-JDS fellows in disseminating their acquired knowledge.

(4)-1 Inputs from the Japanese Side

- 1) Expenses for special activities during preparatory, studying and follow-up stages (e.g. orientation, special lectures and workshops, follow-ups after returning home, including activities in home countries), which will be shouldered by accepting universities
- 2) Expenses for studying in Japan (travel expenses, scholarships during the stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for support during the stay in Japan (for monitoring, daily life support, etc.)

(4)-2 Input duration and the number of JDS fellows

1 batch: 2 fellows x 4 years = 8 fellows Two-year master's course
 2009 (until 2011): 2 fellows
 2010 (until 2012): 2 fellows
 2011 (until 2013): 2 fellows
 2012 (until 2014): 2 fellows

(5) Inputs from the Laos Side

- 1) Dispatch of JDS fellows
- 2) Preparatory activities (brushing up the English proficiency of JDS fellows before studying in Japan)
- 3) Follow-up activities (providing opportunities for ex-JDS fellows to disseminate the knowledge they acquired in Japan at their organizations or other target organizations)

(6) Qualifications

- 1) Work experience
 - A full-time employee at a target organization who is engaged in duties related to improving basic education (e.g. improving the educational environment and access, mitigating factors inhibiting school enrollment, and improving the quality of education)
 - Two years or more of work experience in duties related to improving basic education (e.g. improving the educational environment and access, mitigating factors inhibiting school enrollment, and improving the quality of education)
- 2) Other qualifications
 - The applicant must have a bachelor's degree
 - Adequate English proficiency for research activities in a Master's program
 - Nationality: Citizenship of Lao PDR
 - Age: 22-39 years old
 - The applicant is not on a scholarship or has no plans to receive scholarship.
 - The applicant has not acquired a master's degree from a foreign university on a scholarship from other governments.

Implementation Framework

(1) Accepting university

Osaka University, Graduate School of Human Sciences

(2) Accepting university's experience in ODA-related activities

- Accepting JICA's long-term training participants in the field of education administration
- Participating in an education program evaluation study under the sponsorship of the Japan Trust Fund
- Participating in a consultant group at the UNESCO Bangkok Office [2007]

(3) Program Overview

Broad-ranging knowledge encompassing educational studies as a whole are deemed necessary in order to contribute to improving the educational environment and access, mitigating factors hindering school attendance, and raising the quality of education. Therefore, taking foreign students' areas of expertise into account, guidance is given so that students are able to systematically learn about various different areas, including: (1) specialized knowledge concerning a wide range of education, (2) analytical capacity concerning the handling of macro educational data pertaining to school mapping and school construction, and (3) study and research capacity concerning the fostering of teachers and educational methods. Specifically, the curriculum offers lectures as well as an emphasis on practical, hands-on learning and recitations. On top of this, the research status is checked and guidance provided in a detailed manner via a seminar format. Particular emphasis is placed on guidance for the preparation of a master's thesis. Instruction is provided so that students internalize the ability to analyze specific problems on the frontlines of education through fieldwork, as well as capacity conducive to resolving issues. The Graduate School of Human Sciences lays particular emphasis on fostering the ability to conduct research related to a master's thesis and then to prepare such a thesis. Moreover, it has traditionally proven beneficial to have foreign students take up various issues related to education in Japan as themes for their master's thesis and to examine policy implications for their home countries from among these issues. Based upon this recognition, the students are encouraged to perform fieldwork on the frontlines of school education in rural areas, with a support structure having been set up for this.

As a result of consultation with concerned officials of the target organizations, the preliminary activities, study support activities and follows-up specified in "2. (3) Activities" have been proposed as activities for strengthening fellows' problem-solving ability.

Japanese Grant Aid for Human Resource Development Scholarship (JDS)
 Survey for Planning of JDS (Lao People's Democratic Republic)
 The First Field Survey, List of Visited Target Organizations

1. Visited Target Organizations

Date and Time	Name of Interviewee	Remarks
<p>Wednesday, 4 June 8:30-9:30</p> <p>10:00-11:00</p> <p>13:30-14:30</p> <p>15:00-16:00</p>	<p>Ministry of Planning and Investment Permanent Secretary Mr. Feuangsy LAOFOUNG Acting Director of Asia-Pacific Division, DIC Ms. Saymonekham MANGNOMEK Deputy Chief of Personnel Division Mr. Anisack VANGVICHITH</p> <p>Ministry of Justice Chief of Cabinet Mr. Soutta CHOMMANICHANH Director General, Personnel Dep. Ms. Bouaphone DALASENE Deputy Director, Law Research and International Cooperation Institute Mr. Nalonglith NORASING</p> <p>Ministry of Finance Assistant to Minister Mr. Vankham KEOPHANDY Deputy Director General of Personnel Department Mr. Somboun INTHAPATTHA Technical Staff, HRD Division Mr. Bounpone SYBOUNHEUANG</p> <p>Public Administration and Civil Service Authority Deputy Vice- Chairperson Mr. Khammoune VITHONGXAY Deputy Director, Public Relations and International Cooperation Ms. Chanta ONXAYVIENG Technical Staff, Ms Thidathip SICHANH</p>	
<p>Wednesday, 18 June 10:00-11:30</p> <p>15:00-16:30</p>	<p>Ministry of Planning and Investment Deputy Chief of Personnel Division Mr. Anisack VAHGVICHITH Deputy Head of Personnel Division Ms. Viengkeo SOUTTHIVONG Technical Staff Mr. Viengsam</p> <p>Ministry of Education Deputy Director General, Higher Education Department Mr. Somnuek KHOUSONSAVATH Deputy Head, Student Affairs Division Mr. Bounxom KHEMMANIVANH Head of Personnel Division Ms. Viengkeo PHOMMAVONG</p>	

Date and Time	Name of Interviewee	Remarks
<p>Thursday, 19 June 9:00-10:30</p> <p>13:30-15:00</p> <p>15:10-16:30</p>	<p>Public Administration and Civil Service Authority Deputy Vice-Chairperson Mr. Khammoune VITHONGXAY Deputy Director Mr. Singthavone DALAVONG Technical Staff Mr. Vandy CHANTHALIDETH</p> <p>Ministry of Agriculture and Forestry Deputy Director general, Personnel Dept Mr. Sengpaseuth MATTHOUCHAN Director of International Cooperation Division Mr. Chanthaneth SYMAHANO Acting Director, Human Resource Development Division Mr. Bounthavy XAYAPETH</p> <p>Ministry of Public Works and Transport Permanent Secretary Mr. Lattanamany KHOUNNIVONG Vice-Permanent Secretary Mr. Santisouk SIMMARAVONG Deputy Director General, Personnel Dept Mr. Souvanny RATANAVONG Director General, Transport Dept Mr. Viengsavath SIPHANDONE Director of Division Mr. Khamphou Deputy Director General Civil Aviation Dept Mr. Inthanousone</p>	
<p>Friday, 20 June 9:00-10:00</p> <p>10:30-11:30</p> <p>13:30-14:30</p> <p>15:00-16:00</p>	<p>Ministry of Industry and Commerce Deputy Director General, Personnel Dept Ms. Vanny SANEMANICHAN Head of Cooperation Division Mr. Visien DALASENE</p> <p>Water Resource Environment Authority Assistant to Personnel Dept Mr. Chanthachit AMPHAYCHIT</p> <p>Pubic Prosecutor's Office Deputy chief of Cabinet Mr. Bounma PHONSANITH Deputy Director of Treaties and International Cooperation Division Mr. Khamphet SOMVOLACHITH Head of Personnel Division Ms. Bounthai CHANKEO</p> <p>People's Supreme Court Deputy chief of Cabinet Mr. Chaoher HERVANGTAO Director of Personnel Dept Mr. Thongmay XAYYASING Judge Mr. Sengsouvanh CHANTHALOUNNAVONG</p>	

Date and Time	Name of Interviewee	Remarks
<p>Monday, 23 June 10:00-11:00</p> <p>15:00-16:30</p>	<p>National Academy of Politics and Public Administration (NAPPA) Director General, Transport Dept Dr. Khamchan SOTAPASEUTH Deputy Director, International Relation Dept Ms. Suansavanh MEAUNGMAANY Deputy Director, Economic Planning and Financial Dept Ms. Sysavanh BOLIPPHA</p> <p>National Assembly Director General, Transport Dept Dr. Khamchan SOTAPASEUTH Deputy Director, International Relation Dept Ms. Suansavanh MEAUNGMAANY Economic Planning and Financial Dept Ms. Sysavanh BOLIPPHA : Deputy Director</p>	
<p>Tuesday, 24 June 9:00-10:00</p> <p>13:30-14:30</p>	<p>Ministry of Energy and Mines Deputy Permanent Secretary Mr. Chareune INTHAVY Director of Capacity Building & HRD of Party Division Mr. Thongkhanh PHIMVILAY</p> <p>Bank of Lao P.D.R. Deputy Director of Cabinet Mr. Aloun BOUNNHONE Deputy Director General, Personnel Dept Mr. Phouvieng SENGDAVONG</p>	
<p>Wednesday 25 June 15:45-16:30</p>	<p>Central Committee for Organization and Personnel Deputy Director Information and Evaluation Division, Human Resource Development Policy Research Cabinet Mr. Viengpet SENGTHONG</p>	

List of Survey Results on Target Organizations

Sub-Program	Development Issue	Name of Organization	Roles/Functions	Issues and Needs for Research	The number of Officials				Related organization	The Constraints after Returning	Permissi on for Y/N	Number of Recomme ndation for each year	Language		Aid Programs from foregin countries (except Japan)	
					Total Number	Ratio between 22-39	The ratio of woman	The Percentage who have BA					more than TOEFL50 0(IELTS5.5)	Training course in the Ministries	Implementing	Future plan
Improving Administrative Ability and Institution Building	Capacity Development in Administrative and Financial Institutions(Capacity Development in Management of Public Finance)	Ministry of Finance	MoF has the role of the Administrative staff of the Party's Central Committee and the Government in the finance work and is responsible for the centralized and uniform management of the finance sector in the country, in conformity with the principle of unified centralism, the political directives of the Party and of the state's law.	1. Macroeconomic management 2. Mechanisms and regulations on financial management is not precise in order to serve as the edge of finance work operation, resulting financial management appears ineffectiveness.	657(ministry) 4000(inclu. provinces)	40%	about 25%	about 25 %	NA	3 years	Y	20	NA	NA	NA	NA
Improving Administrative Ability and Institution Building	Capacity Development in Administrative and Financial Institutions (Capacity Development in Management of Public Finance)	Ministry of Planning and Investment (MPI)	1. Macro-management on Socio-Economic development planning 2. An annual planning, 5 year plan and strategic plan for Lao P D R 3. Planning related to Poverty Eradication	Economic Management/Statistic, Project management, International relations, public management investment. For stuff in provinces, rural development	1,243	NA	23% 284 persons	30% 368 persons	·National Economic Reserch Institute ·National Statistic Center(Current name is Department of statistic) ·Provincial Planning and Investment	To contribute to Org at least 2 years	Y	20	NA	English at MOFA, MOJ	1) Name of the project: Project for Enhancing Capacity in Public Investment Program Management (PCAP2) Name of donor: JICA Outline of the project: Project for Enhancing Capacity in Public Investment Program Management (PCAP2) 2) Name of the project: Support for the implementation of National Socio-Economic Name of donor: UNDP Outline of the project: Development plan (2006-2010) 3) Name of the project: Lao-German Program on Human Resource Development Name of donor: Germany for Market Economic Outline of the project: Lao-German Program on Human Resource Development	1) Name of the project: Capacity Building Research Name of donor: Concern World wide Outline of the project: Capacity Building Research for Micro Finance 2) Name of the project: ADS Australia Development scholarship Name of donor: Australia Outline of the project: 3) Name of the project: GT2 Lao-government Program Human Resource Development for Market Economy Name of donor: Germany Outline of the project:
Improving Administrative Ability and Institution Building	Capacity Development in Administrative and Financial Institutions (Capacity Development in Management of Public Finance)	National Academy of Politics and Public Administration (NAPPA)	NAPPA is a ministry-equivalent agency of the Lao Government. NAPPA mandates: 1. Train and build middle and high-ranking officials in public policies, administration and management. 2. Research in the fields of public policies, public administration and management.	1. Building rule of law state. 2. FDI management. 3. Public policy formulation and evaluation. 4. Local development and policy. 5. Public management policy.	158 (prof. resercher 83)	56%	32%	53%	NA	To contribute to Org at least 5 years	Y	5	NA	English(Institute of Foreign Affairs, PACSA) and math course	Name of donor/ partner: Ho Chi Minh National Academy Political and Administration Academy (Vietnam)	NA
Improving Administrative Ability and Institution Building	Capacity Development in Administrative and Financial Institutions(Capacity Development in Management of Public Finance)	Bank of Lao P.D.R.	The Bank of the Lao PDR (BOL) play very important role in formulation and implementation of country development program/policy as the central bank, we secretarial to the government in managing banking system, stability the inflation and strengthening payment system to facilitate for whole economy. We are also promote and facilitate control on the flows of money to serve the socio-economic development plan of the Lao PDR.	1. Financial system development (specific security market); 2. Financial sector infrastructure (legal framework); 3. Development accounting system; 4. Modernizing Banking sector process.	427	73%	48%	38%	NA	Contributi on to the org. at least double period of studying	Y	2-3	About 21 staffs	NA	1) Name of the project: Bilateral cooperation Name of donor: the Bank of Thailand Outline of the project: Bachelor on BA and Master Degree on MBA in Thailand. 2) Name of the project: Japan-IMF scholarship Name of donor: IMF and government of Japan Outline of the project: Japan and IMF cooperate to provide scholarship on Master program on economic in Japan. 3) Name of the project: Bilateral cooperation Name of donor: Vietnam Government Outline of the project: Cooperation between Lao and Vietnam government that provide an opportunity Lao students to study in Vietnam on bachelor, Master and PhD degree in economic, cultural and scientific. 4) Name of the project: AUSAIDS scholarship Name of donor: Government of Australia Outline of the project: Cooperation between Lao and Australia to provide scholarship on Master program in Australia. 5) Name of the project: Bilateral cooperation Name of donor: China Development Bank Outline of the project: Master in Banking and Security transaction. 6) Name of the project: Bilateral cooperation Name of donor: Korea Exchange Outline of the project: Master in stock exchange.	1) Name of the project: IMF-Australia scholarship Name of donor: IMF and Australia government Outline of the project: Australia and IMF cooperate to provide scholarship on Master program on economic in Australia. 2) Name of the project: KOICA Name of donor: Korea government Outline of the project: Cooperation between Lao and Korea provide Master and PhD program on Business Administration.

Sub-Program	Development Issue	Name of Organization	Roles/Functions	Issues and Needs for Research	The number of Officials				Related organization	The Constraints after Returning	Permissi on for Y/N	Number of Recomme ndation for each year	Language		Aid Programs from foregin countries (except Japan)	
					Total Number	Ratio between 22-39	The ratio of woman	The Percentage who have BA					more than TOEFL50 0(IELTS5.	Training course in the Ministries	Implementing	Future plan
Improving Administrative Ability and Institution Building	Capacity Development in Administrative and Financial Institutions(Capacity Development in Administrative Institutions)	Public Administration and Civil Service Authority (PACSA)	The Public Administration and Civil Service Authority (PACSA), is a state organization at central level within the organization structure of the Prime Minister Office. It has an advisory role for the government in the management and structural improvement of government organizations at central and local levels; civil service management; study and formulation of regulations on establishment of civil society organizations (NGOs) throughout the country.	1. Local Administration 2. Human Resource Management 3. Public Administration	69	70%	30%	61%	NA	To contribute to Org at least 2 years	Y	3	NA	NA	1) Name of the project: Governance Public Administration Reform (GPAR) Name of donor: UNDP Outline of the project: The support for Better Service Delivery (SBSD) programme will strengthen capacity for strategic planning, financing, management and monitoring of governance reform for more effective, accountable and transparent delivery of services. The design proposes five interrelated outputs to realize this outcome. It will strengthen policy development, strategic oversight and monitoring of governance reform; improve organizational and systems development from more effective, accountable and transparent services, strengthen Human Resource Management and Human Resource Development policies, procedures and capacity and establish a cost effective and sustainable system for civil service training and development; provide a formula based district development funding mechanisms for devolved service delivery, with a particular focus on the provision of expanded and improved health, education, agriculture, and rural development services, identified as key priorities within the Lao Government's 5 year National Socio-Economic 2) Name of the project: Strengthening capacity of Municipality Name of donor: JICA Outline of the project: The goal of project mainly is to strengthen all the capacity of the municipality in Vientiane. The Lao government expects to make a model for de-concentration of the power to local administration and defining the role of central and local administration through establishing municipality in Vientiane. Therefore, after establishing and strengthening the municipality in two cities, they can be a model for local administration reform as a whole as well as for other municipalities. Moreover, it will be very good reference for the government to make a policy on political reform.	NA
Improving Administrative Ability and Institution Building	Capacity Development in Administrative and Financial Institutions (Capacity Development in Administrative Institutions)	Ministry of Planning and Investment (MPI)	1. Macro-management on Socio-Economic development planning 2. An annual planning, 5 year plan and strategic plan for Lao P D R 3. Planning related to Poverty Eradication	Economic Management/Statistic, Project management, International relations, public management investment. For stuff in provinces, rural development	1,243	NA	23% 284 persons	30% 368 persons	·National Economic Reserch Institute ·National Statistic Center(Current name is Department of statistic) ·Provincial Planning and Investment	To contribute to Org at least 2 years	Y	20	NA	English at MOFA, MOJ	1) Name of the project: Project for Enhancing Capacity in Public Investment Program Management (PCAP2) Name of donor: JICA Outline of the project: Project for Enhancing Capacity in Public Investment Program Management (PCAP2) 2) Name of the project: Support for the implementation of National Socio-Economic Name of donor: UNDP Outline of the project: Development plan (2006-2010) 3) Name of the project: Lao-German Program on Human Resource Development Name of donor: Germany for Market Economic Outline of the project: Lao-German Program on Human Resource Development	1) Name of the project: Capacity Building Research Name of donor: Concern World wide Outline of the project: Capacity Building Research for Micro Finance 2) Name of the project: ADS Australia Development scholarship Name of donor: Australia Outline of the project: 3) Name of the project: GT2 Lao-government Program Human Resource Development for Market Economy Name of donor: Germany Outline of the project:
Improving Administrative Ability and Institution Building	Capacity Development in Administrative and Financial Institutions (Capacity Development in Administrative Institutions)	Central Committee for Organization and Personnel (CCOP)	1. Organization Improvement in the Party and Mass Organizations 2. Appointment for political positions (Ministers, Vice-ministers, Governors and Chfs of Districts) 3. General Policy framework on Organization and Personnel. 4. Assisting the Lao Government to define the public Administration reform strategy for a short-term and Longest-term to be suitable. 5. Management the high ranking official. 6. Development the high ranking Official. 7. Make the strategy for a short-term and Longest-term in Human Resource Development for Lao PDR.	1. How to reform the public administration to be better. 2. How to develop the high ranking official in current situation and next future to be a high qualification and has proficiency in their responsible. 3. which way to develop the human resource management to be successful.	105	35%	31%	50%	NA	NA	Y	5	NA	NA	NA	NA

Sub-Program	Development Issue	Name of Organization	Roles/Functions	Issues and Needs for Research	The number of Officials				Related organization	The Constraints after Returning	Permissi on for Y/N	Number of Recomme ndation for each year	Language		Aid Programs from foregin countries (except Japan)	
					Total Number	Ratio between 22-39	The ratio of woman	The Percentage who have BA					more than TOEFL50 0(IELTS5.	Training course in the Ministries	Implementing	Future plan
Improving Administrative Ability and Institution Building	Capacity Development in Administrative and Financial Institutions(Capacity Development in Administrative Institutions)	National Academy of Politics and Public Administration (NAPPA)	NAPPA is a ministry-equivalent agency of the Lao Government. NAPPA mandates: 1. Train and build middle and high-ranking officials in public policies, administration and management. 2. Research in the fields of public policies, public administration and management.	1. Building rule of law state. 2. FDI management. 3. Public policy formulation and evaluation. 4. Local development and policy. 5. Public management policy.	158 (prof. resercher 83)	56%	32%	53%	NA	To contribute to Org at least 5 years	Y	5	NA	English(Institute of Foreign Affairs, PACSA) and math course	Name of donor/ partner: Ho Chi Minh National Academy Political and Administration Academy (Vietnam)	NA
Improving Administrative Ability and Institution Building	Improvement of Legal System	Ministry of Justice	Lao PDR's Ministry of Justice is a government organization, which performs the function of state management over the legislative work, examination of normative legal documents, law dissemination and education, execution of civil judgments, judicial administration, legal support as well as other judicial work throughout the country; performs state management over public services under the MOJ's management according to legal provisions; coordinate with International Communities and Organizations on the legal cooperation and information.	·Civil and commercial and procedures laws ·Criminal and criminal procedurelaws ·Public and private international laws	183 (National level 969)	71%	27%	36%	NA	2 years	Y	2-3	15 people	NA	1) Name of the project: Civil Society Justice and Children's Rights Project Name of donor: EU, Save the Children Australia Outline of the project: To establish Child Village Mediation unit and to strengthen the community in order to enhance their ability to conduct and solve the issues through the mediation7s means. To encourage and raise the awareness and understanding about the law on the protection of the child's rights and interests. To support the referral system and link the network between the preservation-protection-reconciliation and reintegration.	NA
Improving Administrative Ability and Institution Building	Improvement of Legal System	People's Supreme Court	The People's Supreme Court is the highest judicial organ which has the roles to adjudicate case, aiming to educate the citizens, protect the legitimate right, ensure fairness and justice, and prevent the violation of the law. The People's Supreme Court also has the roles to administer the organization of the people's court and supervise the administrative work of the local courts.	1. Judicial and legal Process of dealing with the cases 2. Court management and administration (How to make better court for conflict parties and victims) 3. Making and changing better law for the court and people - The person must be achieved a certain knowledge especially in the field of judicial development that can re-apply and contribute to develop the judicial system in Laos	956	about 80%	31%	41%	NA	NA	Y	4	10 people	NA	NA	NA
Improving Administrative Ability and Institution Building	Improvement of Legal System	Pubic Prosecutor's Office (Established in 1999 and trying to recruit new staff. 20-30 new staff/year and 75 new staff joined this one year.)	The Organ of the People's Prosecutors of the Lao PDR is a Supervisory State Organ and responsible for monitoring and inspecting the proper and uniform adherence to laws by all ministries, ministry-equivalent organizations, government organizations, Lao Front For National Construction, mass organizations, social organizations, local administrations enterprises, and citizens and for exercising the rights of prosecution.	1. International Law, Extradition, Human Rights, Drug Trafficking, Human Trafficking, International Crimes and International Judicial Cooperation 2. Comparative study in civil law, in public law and in criminal law. 3. Legal Supervision, Corruption	805	65%	25%	29%	NA	NA	Y	5-8	NA	NA	Child Protection Project by UNICEF: Investigation training for prosecutors and polices at lical level and the villager chiefs.	NA
Improving Administrative Ability and Institution Building	Improvement of Legal System	Ministry of Planning and Investment (MPI)	1. Macro-management on Socio-Economic development planning 2. An annual planning, 5 year plan and strategic plan for Lao P D R 3. Planning related to Poverty Eradication	Economic Management/Statistic, Project management, International relations, public management investment. For stuff in provices, rural development	1,243	NA	23% 284 persons	30% 368 persons	·National Economic Reserch Institute ·National Statistic Center(Current name is Department of statistic) ·Provincial Planning and Investment	To contribute to Org at least 2 years	Y	20	NA	English at MOFA, MOJ	1) Name of the project: Project for Enhancing Capacity in Public Investment Program Management (PCAP2) Name of donor: JICA Outline of the project: Project for Enhancing Capacity in Public Investment Program Management (PCAP2) 2) Name of the project: Support for the implementation of National Socio-Economic Name of donor: UNDP Outline of the project: Development plan (2006-2010) 3) Name of the project: Lao-German Program on Human Resource Development Name of donor: Germany for Market Economic Outline of the project: Lao-German Program on Human Resource Development	1) Name of the project: Capacity Building Research Name of donor: Concern World wide Outline of the project: Capacity Building Research for Micro Finance 2) Name of the project: ADS Australia Development scholarship Name of donor: Australia Outline of the project: 3) Name of the project: GT2 Lao-government Program Human Resource Development for Market Economy Name of donor: Germany Outline of the project:

Sub-Program	Development Issue	Name of Organization	Roles/Functions	Issues and Needs for Research	The number of Officials				Related organization	The Constraints after Returning	Permissi on for Y/N	Number of Recommendation for each year	Language		Aid Programs from foregin countries (except Japan)	
					Total Number	Ratio between 22-39	The ratio of woman	The Percentage who have BA					more than TOEFL500(IELTS5.0)	Training course in the Ministries	Implementing	Future plan
Improving Administrative Ability and Institution Building	Improvement of Legal System	Ministry of Industry and Commerce	Ministry of Industry and Commerce _ MOIC is the central administrative organization in the government of Laos PDR, MOIC play the role of agency administrate related to industry and Commerce in Lao PDR in general.	1. Trade policy issues 2. Management Skills. 3. Import – Export Management. etc...	1,389	30%	23%	24%	Economic Research Institute for Trade	NA	Y	NA	NA	NA	NA	NA
Improving Administrative Ability and Institution Building	Improvement of Legal System	National Assembly	1. To approve the laws. 2. To supervise/oversee/control the activities of the government. 3. To consider complaints and pertitions.	1.International trade law.(to join WTO) 2.International treaty/covention.	136	60%	32%	51%	NA	NA	Y	4-5	NA	NA	NA	NA
Improving Administrative Ability and Institution Building	Improvement of Road and Transportation / Urban Environment Development	Ministry of Public Works and Transport	The Ministry of Public Works and Transport (MPWT) takes responsibilities to manage inland transport, waterway transport, railway, urban and housing and water supply nationwide.	Transport (Department of Rord is the largest dep. And needs HRD.), aviation	2357(at central: 739)	52%	15%	11%	·Public Work and Transport Institute ·Committee for Railway	NA	Y	2-3	NA	GPAR.Institut e of Foreign Affairs	1) Name of the project: RMP2 Name of donor: PHDR Outline of the project: Capacity building 2) Name of the project: ADB Name of donor: Outline of the project: Physical work 3) Name of the project: WB Name of donor: Outline of the project: Physical work	NA
Improving Administrative Ability and Institution Building	Improvement of Road and Transportation / Urban Environment Development	Water Resource Environment Authority	1. WREA is a ministry equivalent agency under the Prime Minister's Office; its mandate is to assist the Government of Lao PDR in managing water resources, environment, meteorology, and hydrology at national level throughout the country. 2. The main duties are: Elaborate and implement guidelines, policy, strategy, rules and regulations which issued by the Party and the Government concerning water resources, environment, meteorology, and hydrology. Draft policy, strategy, master plan, long term plan, law and decree concerning water resources, environment, meteorology, and hydrology. Provide guidance on the implantation of the Government endorsed. Formulate plan to manage, conserve, and rehabilitate water resources and environment in sustainable manner. To promote education, scientific research, raise public awareness on the conservation of water resources and environment. Prior to the project approval, the Water Resources and Environment Agency shall coordinate with lined agencies concerned. Ensuring the balance between the proposed development project and the conservation of water resources and environment. Manage, monitor, inventories and share data and information concerning water resources, environment, meteorology, and hydrology in nationwide.	Watershed Management Water Resources Management Hydraulic Engineering Hydrology and hydro meteorology Capacity development in administration organization Environment Development Flood and Drought Risk Management Remote sensing development Information Technology	125	60%	66%	49%	NA	NA	Y	NA	NA	NA	NA	1) Name of the project: National Capacity Development in the area of Water Resources and Environment Name of donor: World Bank 2) Name of the project: PIN (Project Idea Note) on Capacity Building of the Water Resources and Environment Administration Name of donor: Will propose to all Donors Outline of the project: 1. Date of produce; 2. Raised by whom? 3. Working Title. 4. Development Objectives; 5. Background and Justification; 6. Strategic Relationship; 7. Priority; 8. Expect Outputs; 9. Time Frame; 10. Cost Estimation and 11. Location Map. National Capacity Development in the area of Water Resources and Environment

Sub-Program	Development Issue	Name of Organization	Roles/Functions	Issues and Needs for Research	The number of Officials				Related organization	The Constraints after Returning	Permissi on for Y/N	Number of Recomme ndation for each year	Language		Aid Programs from foregin countries (except Japan)	
					Total Number	Ratio between 22-39	The ratio of woman	The Percentage who have BA					more than TOEFL50 0(IELTS5.	Training course in the Ministries	Implementing	Future plan
Improving Administrative Ability and Institution Building	Improvement of Road and Transportation / Urban Environment Development	Ministry of Planning and Investment (MPI)	1. Macro-management on Socio-Economic development planning 2. An annual planning, 5 year plan and strategic plan for Lao P D R 3. Planning related to Poverty Eradication	Economic Management/Statistic, Project management, International relations, public management investment. For stuff in provices, rural development	1,243	NA	23% 284 persons	30% 368 persons	· National Economic Reserch Institute · National Statistic Center(Current name is Department of statistic) · Provincial Planning and Investment	To contribute to Org at least 2 years	Y	20	NA	English at MOFA, MOJ	1) Name of the project: Project for Enhancing Capacity in Public Investment Program Management (PCAP2) Name of donor: JICA Outline of the project: Project for Enhancing Capacity in Public Investment Program Management (PCAP2) 2) Name of the project: Support for the implementation of National Socio-Economic Name of donor: UNDP Outline of the project: Development plan (2006-2010) 3) Name of the project: Lao-German Program on Human Resource Development Name of donor: Germany for Market Economic Outline of the project: Lao-German Program on Human Resource Development	1) Name of the project: Capacity Building Research Name of donor: Concern World wide Outline of the project: Capacity Building Research for Micro Finance 2) Name of the project: ADS Australia Development scholarship Name of donor: Australia Outline of the project: 3) Name of the project: GT2 Lao-government Program Human Resource Development for Market Economy Name of donor: Germany Outline of the project:
Improving Administrative Ability and Institution Building	Improvement of Road and Transportation / Urban Environment Development	Ministry of Energy and Mines	To provide energy over the country. To supervise and oversee mining companies. (established in 2006) The ministry of Energy and Mines is a state management organization at the central level within the government apparatus which has the role of implementing party and government policy in the Energy and Mines sector in order for it to grow and modernize step by step ,based on research and exploration into water power and mining ,providing basic information for the formulation of strategies and systematic development of Energy and Mines , and the enforcement of macro management in the energy and mines sector throughout the country. The ministry of energy and mines is responsible for the implementation of its duties and for state management activities under the scope of its authority, in accordance with the law on the government of the LAO PDR .	1 Hydro power development 2 Petroleum Engineering 3 Economic energy planning 4 Energy administration and management 5 Environment management 6 Mineral and natural analysis 7 Human resource management & development 8 Energy analysis data base	744	70%	17%	16%	NA	2 years	Y	3-4	10%	NA	Name of the project: Lao -Thai cooperation project Name of donor: Thailand international cooperation agency(TICA)	Name of project: JDS Name of donor: Japan
Improving Administrative Ability and Institution Building	Improvement of Agricultural Facilities, the Residential Environment, and Livelihoods in Rural Areas, Support for the Politics and Institution Building in the Area of Agricultural and Forest Preservation	Ministry of Agriculture and Forestry	Overall managemet of agriculture, forestry and water resource development. (No 89/PM)	1.Food security, 2.Commercial Production, 3.Shifting Cultivation Stabilization, 4.Sustainable Forest management and Balance between Utilization and Conservation	7,221	50%	20%	8%	· National Agriculture and Forestry Extension Service · National Agriculture and Forestry Reserch Institute	NA	Y	NA	NA	NA	NA	NA
Improving Administrative Ability and Institution Building	Improvement of Agricultural Facilities, the Residential Environment, and Livelihoods in Rural Areas, Support for the Politics and Institution Building in the Area of Agricultural and Forest Preservation	Ministry of Industry and Commerce	Ministry of Industry and Commerce _ MOIC is the central administrative organization in the government of Laos PDR, MOIC play the role of agency administrate related to industry and Commerce in Lao PDR in general.	1. Trade policy issues 2. Management Skills. 3. Import – Export Management. etc...	1,389	30%	23%	24%	Economic Research Institute for Trade	NA	Y	NA	NA	NA	NA	NA

Sub-Program	Development Issue	Name of Organization	Roles/Functions	Issues and Needs for Research	The number of Officials				Related organization	The Constraints after Returning	Permissi on for Y/N	Number of Recomme ndation for each year	Language		Aid Programs from foregin countries (except Japan)	
					Total Number	Ratio between 22-39	The ratio of woman	The Percentage who have BA					more than TOEFL50 0(IELTS5.	Training course in the Ministries	Implementing	Future plan
Improving Administrative Ability and Institution Building	Improvement of Agricultural Facilities, the Residential Environment, and Livelihoods in Rural Areas, Support for the Politics and Institution Building in the Area of Agricultural and Forest Preservation	Water Resource Environment Authority	<p>1. WREA is a ministry equivalent agency under the Prime Minister's Office; its mandate is to assist the Government of Lao PDR in managing water resources, environment, meteorology, and hydrology at national level throughout the country.</p> <p>2. The main duties are: Elaborate and implement guidelines, policy, strategy, rules and regulations which issued by the Party and the Government concerning water resources, environment, meteorology, and hydrology. Draft policy, strategy, master plan, long term plan, law and decree concerning water resources, environment, meteorology, and hydrology. Provide guidance on the implantation of the Government endorsed.</p> <p>Formulate plan to manage, conserve, and rehabilitate water resources and environment in sustainable manner. To promote education, scientific research, raise public awareness on the conservation of water resources and environment. Prior to the project approval, the Water Resources and Environment Agency shall coordinate with lined agencies concerned. Ensuring the balance between the proposed development project and the conservation of water resources and environment. Manage, monitor, inventories and share data and information concerning water resources, environment, meteorology, and hydrology in nationwide.</p>	<p>Watershed Management Water Resources Management Hydraulic Engineering Hydrology and hydro meteorology Capacity development in administration organization Environment Development Flood and Drought Risk Management Remote sensing development Information Technology</p>	125	60%	66%	49%	NA	NA	Y	NA	NA	NA	NA	<p>1) Name of the project: National Capacity Development in the area of Water Resources and Environment Name of donor: World Bank 2) Name of the project: PIN (Project Idea Note) on Capacity Building of the Water Resources and Environment Administration Name of donor: Will propose to all Donors Outline of the project: 1. Date of produce; 2. Raised by whom? 3. Working Title. 4. Development Objectives; 5. Background and Justification; 6. Strategic Relationship; 7. Priority; 8. Expect Outputs; 9. Time Frame; 10. Cost Estimation and 11. Location Map. National Capacity Development in the area of Water Resources and Environment</p>
Improving Administrative Ability and Institution Building	Improvement of Agricultural Facilities, the Residential Environment, and Livelihoods in Rural Areas, Support for the Politics and Institution Building in the Area of Agricultural and Forest Preservation	Ministry of Planning and Investment (MPI)	<p>1. Macro-management on Socio-Economic development planning 2. An annual planning, 5 year plan and strategic plan for Lao P D R 3. Planning related to Poverty Eradication</p>	<p>Economic Management/Statistic, Project management, International relations, public management investment. For stuff in provices, rural development</p>	1,243	NA	23% 284 persons	30% 368 persons	·National Economic Reserch Institute ·National Statistic Center(Current name is Department of statistic) ·Provincial Planning and Investment	To contribute to Org at least 2 years	Y	20	NA	English at MOFA, MOJ	<p>1) Name of the project: Project for Enhancing Capacity in Public Investment Program Management (PCAP2) Name of donor: JICA Outline of the project: Project for Enhancing Capacity in Public Investment Program Management (PCAP2) 2) Name of the project: Support for the implementation of National Socio-Economic Name of donor: UNDP Outline of the project: Development plan (2006-2010) 3) Name of the project: Lao-German Program on Human Resource Development Name of donor: Germany for Market Economic Outline of the project: Lao-German Program on Human Resource Development</p>	<p>1) Name of the project: Capacity Building Research Name of donor: Concern World wide Outline of the project: Capacity Building Research for Micro Finance 2) Name of the project: ADS Australia Development scholarship Name of donor: Australia Outline of the project: 3) Name of the project: GT2 Lao-government Program Human Resource Development for Market Economy Name of donor: Germany Outline of the project:</p>
Institution Building and Human Resource Development for Enhancing the Private Sector	Capacity Development in Administrative and Institution building Improvement of Legal System Improvement of Road and Transportation / Urban Environment Development Improvement of Agricultural Facilities, the Residential Environment, and Livelihoods in Rural Areas, Support for the Politics and Institution Building in the Area of Agricultural and Forest Preservation Investment and Export Promotion	Ministry of Planning and Investment (MPI)	<p>1. Macro-management on Socio-Economic development planning 2. An annual planning, 5 year plan and strategic plan for Lao P D R 3. Planning related to Poverty Eradication</p>	<p>Economic Management/Statistic, Project management, International relations, public management investment. For stuff in provices, rural development</p>	1,243	NA	23% 284 persons	30% 368 persons	·National Economic Reserch Institute ·National Statistic Center(Current name is Department of statistic) ·Provincial Planning and Investment	To contribute to Org at least 2 years	Y	20	NA	English at MOFA, MOJ	<p>1) Name of the project: Project for Enhancing Capacity in Public Investment Program Management (PCAP2) Name of donor: JICA Outline of the project: Project for Enhancing Capacity in Public Investment Program Management (PCAP2) 2) Name of the project: Support for the implementation of National Socio-Economic Name of donor: UNDP Outline of the project: Development plan (2006-2010) 3) Name of the project: Lao-German Program on Human Resource Development Name of donor: Germany for Market Economic Outline of the project: Lao-German Program on Human Resource Development</p>	<p>1) Name of the project: Capacity Building Research Name of donor: Concern World wide Outline of the project: Capacity Building Research for Micro Finance 2) Name of the project: ADS Australia Development scholarship Name of donor: Australia Outline of the project: 3) Name of the project: GT2 Lao-government Program Human Resource Development for Market Economy Name of donor: Germany Outline of the project:</p>

Sub-Program	Development Issue	Name of Organization	Roles/Functions	Issues and Needs for Research	The number of Officials				Related organization	The Constraints after Returning	Permissi on for Y/N	Number of Recomme ndation for each year	Language		Aid Programs from foregin countries (except Japan)	
					Total Number	Ratio between 22-39	The ratio of woman	The Percentage who have BA					more than TOEFL50 0(IELTS5.	Training course in the Ministries	Implementing	Future plan
Institution Building and Human Resource Development for Enhancing the Private Sector	Investment and Export Promotion	Ministry of Industry and Commerce	Ministry of Industry and Commerce _ MOIC is the central administrative organization in the government of Laos PDR, MOIC play the role of agency administrate related to industry and Commerce in Lao PDR in general.	1. Trade policy issues 2. Management Skills. 3. Import – Export Management. etc...	1,389	30%	23%	24%	Economic Research Institute for Trade	NA	Y	NA	NA	NA	NA	NA
Institution Building and Human Resource Development for Enhancing the Private Sector	Investment and Export Promotion	Ministry of Foregin Affairs	The Ministry of Foreign Affairs is a state management organization at the central level within the government apparatus, responsible for studying and advising the Party Central Committee and the government on foreign policy. The Ministry is the centre for coordination, integrating the implementation of foreign policy throughout the country. The Ministry is also responsible for the execution of its authority and duties with regard to state management in accordance with its mandates.	1. International Relations, International Law, Economics, and Business Administration. 2. Information Technology 3. Foreign Languages (Japanese, English...).	600	60%	30%	38%	· Institute of Foreign Affairs · The Office of National Boundary Committee	5 years	Y	5 or more (this year 40 new staff joined and needs for HRD is increasing)	NA	NA	1) Name of the project : JDS Name of donor: Japanese Government Outline of the project: Japanese Grand Aid for Human Resource Development 2) Name of the project: AUSAID Name of donor: Government of Australia Outline of the project: Grand Aid for Human Resource Development 3) Name of the project: Human Resource Development Program of Governments. Name of donor: Government of China, Vietnam, India, Thailand,... Outline of the project: Grand Aid for Human Resource Development	1) Name of the project: JDS, AUSAID, Colombo Plan... Name of donor: UNDP, Government of Japan, Australia, China, Vietnam, India, Thailand... Outline of the project: Grand Aid for Human Resource Development
Institution Building and Human Resource Development for Enhancing the Private Sector	Investment and Export Promotion	Ministry of Finance	MoF has the role of the Administrative staff of the Party's Central Committee and the Government in the finance work and is responsible for the centralized and uniform management of the finance sector in the country, in conformity with the principle of unified centralism, the political directives of the Party and of the state's law.	1. Macroeconomic management 2. Mechanisms and regulations on financial management is not precise in order to serve as the edge of finance work operation, resulting financial management appears ineffectiveness.	657(ministry) 4000(inclu. provices)	40%	about 25%	about 25%	NA	3 years	Y	20	NA	NA	NA	NA

Sub-Program	Development Issue	Name of Organization	Roles/Functions	Issues and Needs for Research	The number of Officials				Related organization	The Constraints after Returning	Permissi on for Y/N	Number of Recomme ndation for each year	Language		Aid Programs from foregin countries (except Japan)	
					Total Number	Ratio between 22-39	The ratio of woman	The Percentage who have BA					more than TOEFL50 0(IELTS5.	Training course in the Ministries	Implementing	Future plan
Improving Basic Education	Improvement of Educational Environment and Access to Education, Reduction of Obstacles to School Enrolment; Improvement of Education Quality	Ministry of Education	Macro-management of education throughout the country, focusing on capacity building and the improvement of the social and scientific knowledge of the nation, increasing patriotism and solidarity, among ethnic groups, increasing international solidarity, awareness of national benefits and the obligations of the community, preserving national cultures, educating people to be economical and aware of public and individual benefits, aware of self-reliance and self-motivation, the availability of theoretical and scientific-technical knowledge, the physical health of the nation, creative capability and intelligence. (No.167/PM)	1. Education Development 2. Education Quality Improvement 3. Education Monitoring and Evaluation 4. Education Management 5. Education Planning 6. Project Management 7. Other topics related to education development and socio-economic development in Lao PDR.	338	48%	41%	60%	Research Institute for Educational Sciences* Teacher Training College* Teacher Training School*	NA	Y	30	4-5%	English at MOFA Lao-Singapore Training Center, New Zealand	<p>1) Name of the project: Second Education Quality Improvement Project (EQIP II)/ Teacher Training Enhancement and Status of Teacher Project (TTEST) Name of donor: Sida Grant (TTEST), ADB (EQIP II) Objective of the Project: • Improved relevance, quality and efficiency of primary education. • Expanded access and encouraged participation in education • Strengthened management capacity Outline of the project: • Institutional development of the Department of Teacher Training • Curriculum development • Professional development program of Teacher Education Institution • Rehabilitation of Primary Schools • Construction of New District Education Bureau (DEB) • Construction of Resource Centers • Procurement of School Furniture • In-service Training for Primary/Secondary Teacher Training • Strengthening Capacity of MOE, PES and DEB officers</p> <p>2) Name of the project: Name of donor: UNICEF Outline of the project: • Upgrade unqualified teachers • Improve and develop cluster schools • Support education health in primary schools • Develop child and woman • Develop kindergarten and preprimary schools • Develop preprimary education by community participation • Education for girl etc</p>	<p>1) Name of the project: Primary Education Support to Laos (PESL) Name of donor: France Government Outline of the project: (1) To achieve Education for All (2) To achieve an Educational Plan 2001-2010 (3) To improve management capacity of MOE, PES, DEB and school principals in some provinces. 2) Name of the project: Basic Education Girl Project (BEGP) Name of donor: AusAID and ADB The project aims to expand access to improve education for girls in ethnic areas through the provision of village-based, multi-grade primary schools, better targeted quality interventions in both multi-grade and full-grade complete primary schools in minority areas, and improved system efficiencies.</p> <p>Outline of the project: 1) Construction of schools and provide furniture 2) Construction of DEB 3) Provide materials to DEB: Computers, printers, UPS/Voltage stabilizer, photocopiers, scanner, digital camera, overhead projector 4) Procurement of vehicles: cars, motorbikes, bicycles 5) Provide learning materials: textbooks, reading books and training materials 6) Training of teachers and administrators on procurement management, planning and budgeting, capacity building for non-formal education</p>
Improving Basic Education	Improvement of Educational Environment and Access to Education, Reduction of Obstacles to School Enrolment; Improvement of Education Quality	National Research Institute for Educational Sciences	The National Research Institute for Educational Sciences is academic organization equivalent to a Department of Ministry of Education. The main responsibilities are (1) to conduct research in education; (2) develop the curriculum, instructional materials and teaching learning approaches for general education; and (3) disseminate educational information and research.	1. Develop Textbook Development Policy 2. Study on Local Curriculum Development	56	18%	43%	36%	NA	NA	Y	NA	NA	NA	<p>1) Name of the project: Second Education Development Project Name of donor: World Bank Outline of the project: (1) Textbook Development for Primary Education; (2) Assessment of Student Learning Outcome; (3) Study on Lao language teaching for Ethnic Group Students 2) Name of the project: Basic Education Sustainable Development Project Name of donor: ADB Outline of the project: Curriculum and textbook Development for Lower Secondary Education 3) Name of the project: Developing and Publishing Textbooks for Secondary Schools Name of donor: KOICA Outline of the project: Publishing textbooks, develop curricula of Sciences and Mathematics 4) Name of the project: Health Education & First Aids Name of donor: JICA, WHO Outline of the project: Primary Schools Health promotion. Develop Guideline of First Aids for Primary Schools</p>	<p>1) Name of the project: Multimedia Production for Education Name of donor: Japan's Grant Assistance for Grassroots Human Security Project Outline of the project: (1) Mini production studio construction (2) Equipment of production studio 2) Name of the project: Electronic Media Development for Upper secondary Education Name of donor: Thailand Outline of the project: (1) Training of technical staffs; (2) Electronic Media</p>
Improving Basic Education	Improvement of Educational Environment and Access to Education, Reduction of Obstacles to School Enrolment; Improvement of Education Quality	Ban Keun Teacher Training College	Role of Ban Keun Teacher Training College is implementation pre-service training and in-service training of teachers in three central provinces of Lao PDR. There are Vientiane province, Vientiane capital and Borikhamxay province. According to the point of agreement of Minister of ministry of Education Ban Keun TTC consist of primary teachers system (11+1) and lower secondary teachers system (11+3), there are 6 subjects such as Mathematics, Science, Literature, Lao language, English language and primary school teachers.	NA	103	64%	52%	50%	NA	At least 2 times of duration of the studying time.	Y	NA	20 people	NA	<p>1) Name of the project: TTEST Project Name of donor: SIDA Outline of the project: Master degree program</p>	<p>1) Name of the project: TTEST Project Name of donor: SIDA Outline of the project: Master degree program in Thailand</p>

Sub-Program	Development Issue	Name of Organization	Roles/Functions	Issues and Needs for Research	The number of Officials				Related organization	The Constraints after Returning	Permissi on for Y/N	Number of Recommendation for each year	Language		Aid Programs from foregin countries (except Japan)	
					Total Number	Ratio between 22-39	The ratio of woman	The Percentage who have BA					more than TOEFL500(IELTS5.	Training course in the Ministries	Implementing	Future plan
Improving Basic Education	Improvement of Educational Environment and Access to Education, Reduction of Obstacles to School Enrolment; Improvement of Education Quality	Savannakhet Teacher Training College	Role of Savannakhet TTC is training teacher for primary and secondary school in three provinces, Savannakhet, Khammoune and Bolikhamxay. It is important education institute that provides academic field for society especially in community nearby it.	1. Administration knowledge and skills. 2. Geo knowledge and skills 3. Science and Math knowledge and skills	144	49%	45%	38%	NA	NA	Y	NA	NA	General English	1) Name of the project: TTEST (EQIP I and II) Name of donor: SIDA Outline of the project: Improvement of teaching skills 2) Name of the project: JICA Name of donor: Japan Government Outline of the project: Training teacher's of Math and Sciences. 3) Name of the project: RECEM Name of donor: Malaysia Outline of the project: Training teachers of Math and Sciences	NA
Improving Basic Education	Improvement of Educational Environment and Access to Education, Reduction of Obstacles to School Enrolment; Improvement of Education Quality	Luangprabang Teacher Training College	The Luangprabang TTC is one of eight institutes of the Teacher Training Institutes in whole country. It plays important role for and functions in human resource development particularly, producing teachers for six northern provinces of Laos. There are 3 systems of the producing such as: the 11+3 system include of Mathematics, Natural Science, Social Science, English and French language for lower secondary teachers for six northern provinces, the 11+2 and 11+1 system for primary teachers and kindergarten teachers for Luangprabang and Xayaboury province. In addition, we could arrange the various academic and teaching training course for Bachelor degree in such above system.	1. Teaching methodology or teaching design 2. Curriculum Development 3. Testing and Assignment 4. Research on students' environment and behavior on their learning	132	61%	55%	40%	NA	At least 2 years.	Y	5-8	NA	NA	1) Name of the project: Education Quality Improvement Project II (EQIP II) Name of donor: SIDA, Sweden Outline of the project: Teacher Training Enhancement Status of Teacher (TTEST) 2) Name of the project: Science and Mathematics Teacher Training Project (SMATT) Name of donor: JICA Outline of the project: Science and Mathematics Teaching and learning in Primary and Secondary school 3) Name of the project: The Next Generation of Teachers Project Name of donor: UNESCO cooperate with Microsoft Outline of the project: Bbuilding the capacity of teacher education institutions (TEIs) in preparing the next generation of teachers in the Asia-Pacific region to utilize ICT judiciously in an innovative fashion in classrooms to enhance teaching and learning.	1) Name of the project: The Quality Improvement Plan (QIP) Name of donor: SIDA, Sweden Outline of the project: Improving the quality of teaching and learning inside our college
Improving Basic Education	Improvement of Educational Environment and Access to Education, Reduction of Obstacles to School Enrolment; Improvement of Education Quality	Teacher Training School Dongkhamxang	Kindergarten teacher and primary teacher 11+1 and 11+2 systems English academic staff Train kindergarten teacher and primary teacher	1. Upgrade administration 2. Upgrade academic 3. Budget to built the learning building	54	72%	52%	100%	NA	NA	Y	5-8	NA	NA	1) Name of the project: Child Protection Project Name of donor: UNICEF Outline of the project: Investigation Training for Prosecutors and Polices at local level and the villager chiefs	

The information above were collected during visiting the organizations in June 2008 and beforehand, and will be updated when the questionnaire is submitted by each organization. The submission deadline is June 30th 2008.

* To take the English exam is not easy in Laos.

Selection of 1st Batch Candidates

As a part of this survey, the selection of the 1st batch candidates was conducted, and the results of examination of the facts and program scale (accepting number) grasped through the selection were reflected in the Basic Plan for the Sub-Programs (2nd Draft).

1st batch candidates were selected in Laos as follows:

(1) Recruitment of applicants (June to July 2008)

The following support for the recruitment was provided to the target organizations during the 1st field survey and the 1st analysis in Japan according to the qualifications for applicants, application guidelines/documents and the selection schedule:

(a) Explanatory meetings, recruitment materials and other preparations

The following necessary materials were prepared and distributed to the target organizations when hearing surveys were conducted:

- Application guidelines
- Application documents
- “Let’s Study in Japan!”¹
- Forms of short list and long list

At the same time, explanations were made concerning the new JDS system, sub-programs/components, the role of target organizations, the short and long lists, how to fill in the application documents, the selection schedule, etc. During the 1st analysis in Japan, local staff of JICE organized three explanatory meetings for applicants. A total of 144 applicants attended the meetings, 64 applicants for the 1st meeting on July 5, 9 for the 2nd meeting on July 9, and 71 for the 3rd meeting on July 26.

(b) Request for selection of applicants and submission of long list

A set of the above-mentioned materials and a cover letter were distributed² to all the target organizations, and requests were made to select applicants and submit short and long lists. Requests to the Teacher Training College, the Teacher Training School, and the Research Institution for Educational Sciences under the jurisdiction of the Ministry of Education (MOE) were made through MOE.

(c) Collection method

By July 18, the target organizations submitted application documents, the short list and the long list to the JDS Project Office³. A total of 120 application documents were submitted, meaning that there were 120 applicants on the short list (the

¹ Explanatory pamphlet used for past JDS programs

² The application materials in other data forms were also supplied upon request.

³ JDS Project Office: Since 1999, when JICE started the program, it established a project office in Vientiane to recruit and select fellows, provide language training and orientation and carry out procedures for visiting Japan. The Office is effectively used also for this survey.

number of people who planned to apply for this year). The number of people on the long list was 553.

(2) Accepting universities' examination of application documents and results

The submitted application documents were sent to each accepting university, whose faculty members examined the application documents (from August 13 to 27). On August 14, aptitude tests for English and mathematics were conducted, and the results were submitted to the universities as a reference for the examination of application documents. By August 27, the results of the examination were submitted by seven accepting universities.

Each test or examination for selection was conducted as follows:

(a) Basic check

From August 2 to 11, as a preliminary stage for the examination of application documents, check was made on the applicants' qualifications, necessary documents and entry mistakes in the application documents. Whenever there was an unclear point, confirmation was obtained from the applicant or the target organization to which the applicant belongs. The number of application documents that passed the basic check was 116 (30 target organizations) (two application documents were rejected because they did not meet the work history requirements; another two were withdrawn by the applicants during the basic check). The results were notified to the applicants on August 12 and, after that, application documents were sent to the planned accepting universities through the JICE Headquarters.

(b) English and mathematics tests

To help the accepting universities to screen applicants, English and mathematics tests were conducted on August 14 on the 116 applicants who passed the basic check to measure their basic academic ability.⁴ The Test of English as a Foreign Language (TOEFL) was used for checking the applicants' international levels. The mathematics test used was one that was prepared by universities that have experience in accepting fellows in the economic and management fields under past JDS programs for checking whether the applicants have a mathematic ability necessary for the master's degree level.

No pass line was set for both tests. All the applicants' results⁵ of the tests were sent to each accepting university as a reference for the examination of the application documents.

(c) Examination of the application documents

The examination items were the following five items: academic record (25 points), how to use knowledge after returning home (20 points), research plan (25 points), letter of recommendation (10 points) and the degree of consistency with the

⁴ Applicants who could not sit for the tests on August 14 due to high water levels of the Mekong River were given the chance to take them at a later date.

⁵ As far as the mathematics test is concerned, the original answer sheets on which the problem-solving processes were recorded were also submitted to the accepting universities, in addition to the scores.

graduate school (20 points). The perfect score was 100 points. Judgment of acceptance was indicated by a circle (○) or a cross (×) (the circle stood for success and move to the next stage of interview, while the cross stood for rejection). No pass line was set in terms of points, and only the applicants who received a circle passed the examination. The decision on whether the results of the English and mathematics tests were treated as a part of the standards for judgment of acceptance or as only a reference was left to the universities, because the academic ability necessary after admission and the importance of the English or mathematics ability differ among the universities.

As a result, 51 applicants from 19 target organizations passed the examination of the application documents in three sub-programs/six components (Annex a: Results of Selection with Details of Target Organizations).

With regard to applicants' English ability, which had been a pending problem during past programs and the 1st field survey, the accepting universities pointed out that, even taking it into account that the applicants were unfamiliar with TOEFL, their English ability was not so high as to complete the master's course. Therefore, it is necessary to request Laos to take measures for the 1st batch candidates immediately and take long-term measures for improving the English ability of candidates for the 2nd batch and thereafter.

- (3) Technical interviews by faculty members of planned accepting universities and the results

Between September 1 and 8, prior to technical interviews, a medical examination was conducted on the 51 successful applicants. No health problems were found that might make it necessary to give up the idea of studying in Japan.

From September 14 to 18, university faculty members' technical interviews and consultations between the target organizations – mainly, the managing organization – and university faculty members were held (Table 1 shows the schedule).

Table 1: Schedule for technical interview and discussions

Date		Schedule
Sep. 14	Sun	Arrival at Laos
Sep. 15	Mon	Orientation
		Courtesy visit to Ministry of Education (Ministry's meeting room)
		Discussion with the managing organization, the Ministry of Finance [International University of Japan (IUJ)]
		Discussion with the managing organization, the Ministry of Agriculture and Forestry [Kyushu Univ.]
Sep. 16	Tue	A courtesy call on the Embassy of Japan in the Lao PDR and the JICA Laos Office
		Technical interview

Sep. 17	Wed	Technical interview [IUJ, Kyushu Univ., Osaka Univ.]
		Discussion with the managing organization, Public Administration and Civil Service Authority [Meiji Univ.]
		Discussion with the managing organization, the Ministry of Justice [Nagoya Univ.]
		Discussion with the managing organization, the Ministry of Public Works and Transport [Ritsumeikan Univ.]
		Discussion with the managing organization, the Ministry of Planning and Investment [Hiroshima Univ.]
Sep. 18	Thu	Briefing at the Operating Committee
		Returning to Japan

The examination items for technical interviews were the following three items: academic background and learning ability (50 points), grounding enough to accomplish study in Japan (30 points) and the possibility to contribute to the development of Laos (20 points). The perfect score was 100 points. Judgment of acceptance was indicated by a circle (○), a triangle (△) or a cross (×) (a circle stood for positive acceptance, a triangle stood for acceptable and a cross stood for rejection). No pass line was set in terms of examination points. The applicants who received ○ or △ passed the technical interviews. As a result, of the 51 applicants who received the technical interviews, 33 applicants from 17 target organizations passed the interviews.

(4) Operating Committee's comprehensive interviews and the results

On September 29 and 30, the Operating Committee interviewed the candidates who passed university faculty members' technical interviews. The examination items were the following three items: possibility to contribute to the development of Laos (50 points), the ability to use the results of study in Japan for a long time (25 points), grounding enough to accomplish study in Japan (25 points). The perfect score was 100 points. The applicants for all the sub-programs/components were ranked. Higher-scoring applicants passed the interviews to the minimum number of successful applicants⁶ set for each sub-program/component. Other applicants were screened based on their overall ability. As a result, a total of 20 applicants were selected from 12 target organizations as shown in Table 2.

⁶ The minimum number of successful applicants was set for each sub-program/ component to input, during the four-year Program cycle, a certain number of applicants in important sub-programs selected as a result of consultation with the Lao Government according to the purpose of the Program (the minimum number was set at two for each sub-program/component).

Table 2: Result of the selection of 1st batch applicants (for each sub-program)

Sub-program	Component	Univ.	Study course	The number of valid applicants for 1st Selection		The number of applicants who passed the Document Screening		Pass rate %	The number of applicants who passed the Technical Interview		Pass rate %	The number of candidates who passed Comprehensive Interview	
1. Improving administrative capacity and institution building	Improving the capacity of administrative and financial organs (Improving the administrative and financial management capacity)	IUJ	Graduate School of International Relations	17	(4)	9	(3)	52.9%	7	(3)	41.1	5	(2)
	(Improving the capacity to manage administrative reforms and public policies)	Meiji	Graduate School of Governance Studies	9	(4)	4	(1)	44.4%	4	(1)	44.4	2	(1)
	Improving the legal system	Nagoya	Graduate School of Law	17	(6)	6	(3)	35.3%	3	(3)	17.6	2	(2)
	Developing transport networks and improving the urban environment	Ritsumeikan	Graduate School of Science and Engineering	14	(4)	6	(3)	42.9%	3	(2)	21.4	2	(1)
	Improving the basic facilities and living environment of rural residents, improving the livelihoods of rural residents, and implementing policies and institution building in the area of agricultural and forest preservation	Kyushu	Graduate School of Bioresource and Bioenvironmental Sciences	15	(4)	9	(4)	60.0%	6	(3)	40.0	3	(1)
2. Institution building and human resources development for enhancing the private sector		Hiroshima	Graduate School for International Development and Cooperation	12	(4)	6	(3)	50.0%	5	(3)	41.7	4	(3)
3. Improving basic education		Osaka	Graduate School of Human Sciences	32	(4)	11	(2)	34.4%	5	(2)	15.6	2	(2)
Total				116	(30)	51	(19)	44.0%	33	(17)	28.4	20	(12)

Parenthesized figures indicate the number of target organizations.

(5) Finalization of the number of fellows of the first batch

During the 3rd field survey, the JICA mission gave an explanation to the Government of Laos as to the number of fellows to be accepted for each sub-program/component (draft) determined based on the results of the 2nd field survey and calculation process of such number, and obtained their approval. (Table 3)

Table 3: Number of Fellows of the 1st Batch (tentative)

Sub-Program	Component	University	Graduate School of	Acceptance # of People
1. Improving Administrative Ability and Institution Building	Capacity Development in Administrative and Financial Institutions (Improvement of Financial Management Ability)	International University of Japan	International Relations	5
	(Administrative Reform, Improvement of Public Policy)	Meiji University	Governance Studies	2
	Development of Legal System	Nagoya University	Law	2
	Improvement of road and transportation/urban environment development	Ritsumeikan University	Science and Engineering	2
	Improvement of agricultural facilities, the residential environment, and livelihoods in rural areas, support for the politics and institution building in the area of agricultural and forest preservation	Kyushu University	Bio-resource and Bioenvironmental Science	3
2. Institution building and human resource development for enhancing the private sector		Hiroshima University	International Development and Cooperation	4
3. Enhancement of Basic Education		Osaka University	Human Sciences	2
			Total	20

(6) Notification of the result of selection of the 1st batch candidates

The result of selection was notified to all applicants of the final selection as well as to all target organizations in the middle of January, 2009.

(7) Support for preliminary study prior to coming to Japan

Six (6) English textbooks were distributed to successful candidates for the 1st batch in January, 2009 in order to encourage improvement of English ability so that they could shift to research activities smoothly after enrollment in graduate school.

(8) The 1st orientation

The 1st orientation regarding studying in Japan was held in March, 2009 for the successful candidates for the 1st batch. Main briefing contents are as follows. In addition, with regard to the 2nd orientation, it is scheduled just before the candidates come to Japan.

(a) Outline of the JDS Program, support system for the fellows, and the role of the JDS fellows

- (b) Necessary preparations prior to coming to Japan
 - (c) Outline of the schedule prior to coming to Japan
 - (d) Others
- (9) Coordination with accepting universities, etc.
- (a) Implementation of survey concerning the application procedure
 - Survey on accepting universities was conducted in mid January, 2009 regarding application term, method, and fee for application etc, and application documents were submitted from each accepting university. (See Annex 6 for Survey Result) Also, as mentioned before, fellows to be enrolled in FY2009 were provided with instruction for filling in application documents and requested to submit required documents, which were collected, through the JICE office in Laos.

 - With regard to the documents submitted by the fellows to be enrolled, upon confirming the contents of the document, application procedure including payment was made to the universities within due date.

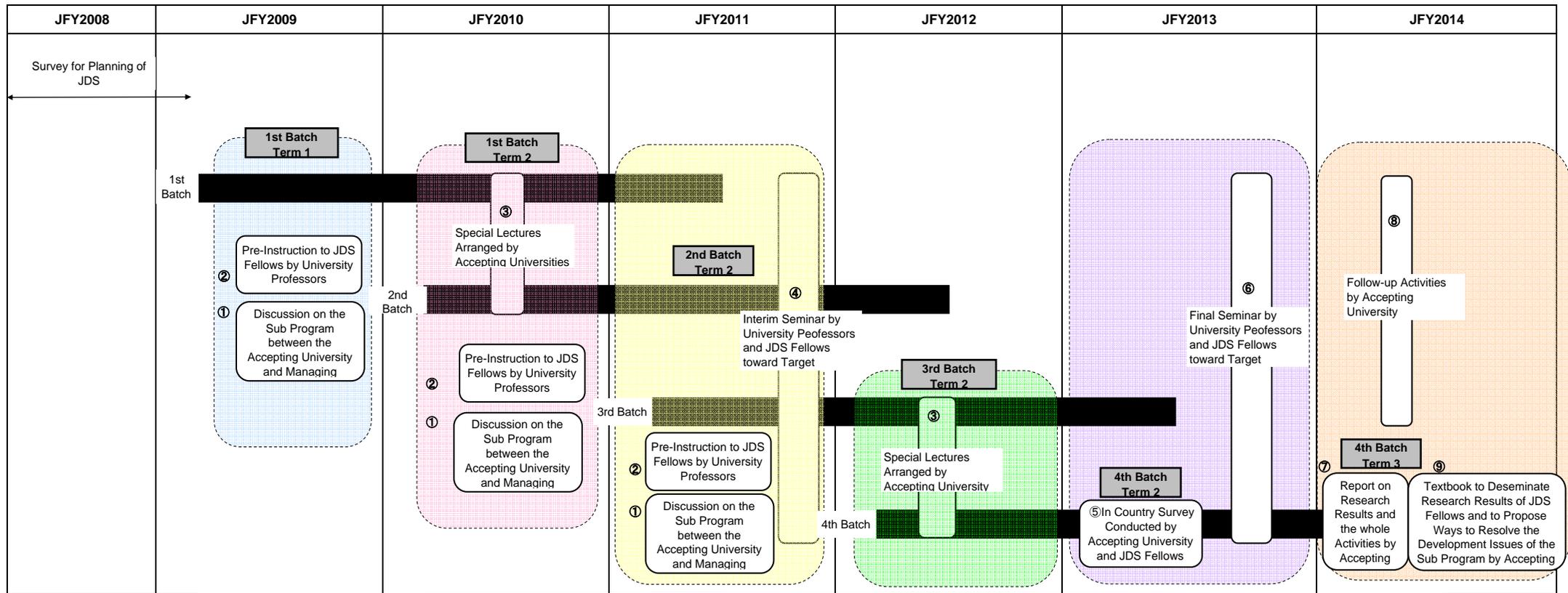
 - (b) Notification of successful candidates for the 1st batch and the maximum number of fellows for the next four batches to accepting universities
 - JICE made a draft on the notification letters on the fellows to be enrolled in FY2009 and the maximum number of fellows for the next 4 batches for FY2009-2012 under the name of the Director General, Training Affairs and Citizen Participants Department of JICA in mid February, 2009. After getting approval by JICA, JICE sent the letters to accepting universities, and requested them to issue the informal consent on the fellowsto be enrolled in FY2009.

 - (c) Supporting Application Procedures to Accepting University
 - JICE provided successful candidates (to be enrolled in FY2009) for the 1st batch with instruction for filling in application documents, which were collected and submitted to the Graduate School of Law at Nagoya University, the Graduate School of Science and Engineering at Ritsumeikan University, and the Graduate School of Bioresource and Bioenvironmental Science at Kyushu University in March 2009. Also, the successful candidates for the 1st batch (to be enrolled in FY2009) for the Graduate School for International Development and Cooperation, Hiroshima University, whose due date of university application documents was after April 2009, JICE provided instruction for filling in application documents, which was collected and submitted to the university in the same way. In addition, with regard to the Graduate School of Human Sciences, Osaka University, it is planned to take actions before the deadline, because the application period for expected enrollment in FY2010 is after fall 2009.

The selection results of the 1st batch (Lao People's Democratic Republic)

Sub-Program	Component		Accepting University	Target Organizations	The 1st Batch		Selection result of the 1st batch	
			Name of University		Per Target Organization	Per Component	Per University	Per Target Organization
Improving Administrative Ability and Institution Building	Capacity Development in Administrative and Financial Institutions	Capacity Development in Management of Public Finance	International University of Japan Graduate School of International Relations	Ministry of Finance	5	17	5	3
				Ministry of Planning and Investment	2			0
				National Academy of Politics and Public Administration	1			0
				Bank of Lao P.D.R.	9			2
		Capacity Development in Administrative Institutions	Meiji University Graduate School of Governance Studies	Public Administration and Civil Service Authority	5	10	2	2
				Ministry of Planning and Investment	2			0
				Central Committee for Organization and Administration	2			0
				National Academy of Politics and Public Administration	1			0
	Improvement of Legal System	-	Nagoya University Graduate School of Law	Ministry of Justice	5	18	2	1
				People's Supreme Court	7			1
				Public Prosecutor's Office	2			0
				Ministry of Planning and Investment	1			0
				Ministry of Industry and Commerce	2			0
				National Assembly	1			0
	Improvement of Road and Transportation / Urban Environment Development	-	Ritsumeikan University Graduate School of Science and Engineering	Ministry of Public Works and Transport	3	14	2	0
				Ministry of Planning and Investment	1			0
				Water Resource Environment Authority	5			0
				Ministry of Energy and Mines	5			2
	Improvement of Agricultural Facilities, the Residential Environment, and Livelihoods in Rural Areas, Support for the Politics and Institution Building in the Area of Agricultural and Forest Preservation	-	Kyushu University Graduate School of Bioresource and Sciences	Ministry of Agriculture and Forestry	8	15	3	0
				Ministry of Industry and Commerce	1			0
Water Resource Environment Authority				5	3			
Ministry of Planning and Investment				1	0			
Institution Building and Human Resource Development for Enhancing the Private Sector	-	Hiroshima University Graduate School for International Development and Cooperation	Ministry of Planning and Investment	4	13	4	0	
			Ministry of Industry and Commerce	4			3	
			Ministry of Foreign Affairs	3			1	
			Ministry of Finance	2			0	
Improving Basic Education	-	Osaka University Graduate School of Human Sciences	Ministry of Education	10	33	2	1	
			Teacher Training College	2			0	
			Teacher Training School	19			1	
			Reserch Institute for Education Sciences	2			0	

Model Plan for Encouraging Research Activities by the Accepting University for Japanese Grand Aid for Human Resource Development Scholarship under the New System



Japanese Grant Aid for Human Resource Development Scholarship (JDS) Project 2009-2012 in Lao PDR

Sub-Program	Component		Managing Organization	Target Organization	Accepting University	Study Course	Expected Number of JDS Fellows				
							The 1st Batch	The 2nd Batch	The 3rd Batch	The 4th Batch	Total
1. Improving Administrative Ability and Institution Building	Capacity Development in Administrative and Financial Institutions	(Capacity Development in Administrative and Financial Institutions)	Public Administration and Civil Service Authority	Ministry of Finance, Ministry of Planning and Investment, National Academy of Politics and Public Administration, Bank of Lao P.D.R.	International University of Japan	Graduate School of International Relations	5	5	5	5	20
		(Capacity Development in Administrative Institutions)		Public Administration and Civil Service Authority, Ministry of Planning and Investment, Central Committee for Organization and Personnel, National Academy of Politics and Public Administration	Meiji University	Graduate School of Governance Studies	2	2	2	2	8
	Improvement of Legal System		Ministry of Justice	Ministry of Justice, People's Supreme Court, Public Prosecutor's Office, Ministry of Planning and Investment, Ministry of Industry and Commerce, National Assembly	Nagoya University	Graduate School of Law	2	2	2	2	8
	Improvement of Road and Transportation / Urban Environment Development		Ministry of Public Works and Transport	Ministry of Public Works and Transport, Ministry of Planning and Investment, Water Resource Environment Authority, Ministry of Energy and Mines	Ritsumeikan University	Graduate School of Science and Engineering	2	2	2	2	8
	Improvement of Agricultural Facilities, the Residential Environment, and Livelihoods in Rural Areas, Support for the Politics and Institution Building in the Area of Agricultural and Forest Preservation		Ministry of Agriculture and Forestry	Ministry of Agriculture and Forestry, Ministry of Industry and Commerce, Water Resource Environment Authority, Ministry of Planning and Investment	Kyushu University	Graduate School of Bioresource and Sciences	3	3	3	3	12
2. Institution Building and Human Resource Development for Enhancing the Private Sector			Ministry of Planning and Investment	Ministry of Planning and Investment, Ministry of Industry and Commerce, Ministry of Foreign Affairs, Ministry of Finance	Hiroshima University	Graduate School for International Development and Cooperation	4	4	4	4	16
3. Improving Basic Education			Ministry of Education	Ministry of Education, Teacher Training College, Teacher Training School, Research Institute for Education Sciences	Osaka University	Graduate School of Human Sciences	2	2	2	2	8
Total							20	20	20	20	80

Analysis of Scale of the JDS Project for Lao P.D.R.

Sub-Program	Component		Accepting University		Target Organizations	Number of Potential Candidates (with qualified age and Bachelor)		Number of Possible Candidates for JDS during The 4 Batches								Selection of The 1st Batch						The Results of Consulting Meeting With The Possible Applicants for the 2nd Batch	Selection Result of the 1st Batch		Expected Number of JDS Fellows				
			Name of University	Acceptable Number Proposed by University		Per Target Organization	Per Component	The 1st Batch		The 2nd Batch		The 3rd-4th Batch		Total		Number of Applicants		Number of Applicants Who Passed the Technical Interview		Number of Applicants Who Passed the Comprehensive Interview			Per University	Per Target Organization	The 1st Batch	The 2nd Batch	The 3rd Batch	The 4th Batch	Total
								Per Target Organization	Per Component	Per Target Organization	Per Component	Per Target Organization	Per Component	Per Target Organization	Per Component	Per Target Organization	Per Component	Per Target Organization	Per Component	Per Target Organization	Per Component								
Improving Administrative Ability and Institution Building	Capacity Development in Administrative and Financial Institutions	Capacity Development in Management of Public Finance	International University of Japan Graduate School of International Relations	7	Ministry of Finance	1,055	1,405	5	17	11	23	31	70	47	110	5	17	4	7	3	7	3	5	2	5	0	5	0	
					Ministry of Planning and Investment	170		2		4		1		7		0		0											
					National Academy of Politics and Public Administration	35		1		0		4		5		1		0											
		Capacity Development in Administrative Institutions	Meiji University Graduate School of Governance Studies	2	★Public Administration and Civil Service	40	9	8	34	51	5	4	2	2	2	2	5	9	2	2	2	2	2	2	2	2	2	2	2
					Ministry of Planning and Investment	170	5	7	20	32	5	4	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
					Central Committee for Organization and Personnel	50	2	2	4	8	2	10	3	16	14	41	19	67	2	10	0	4	0	2	2	2	2	2	2
	Improvement of Legal System	—	—	Nagoya University Graduate School of Law	2	★Ministry of Justice	240	1,200	5	18	4	32	43	75	52	125	5	18	1	3	1	2	1	2	2	2	0	2	0
						People's Supreme Court	305		7		7		3		17		7		1		1								
						Public Prosecutor's Office	150		2		10		6		18		2		0		0		0		0		0		0
						Ministry of Planning and Investment	365		1		0		4		5		1		0		0		0		0		0		
						Ministry of Industry and Commerce	100		2		9		7		18		2		1		0		0		0		0		
						National Assembly	40		1		2		12		15		1		0		0		0		0		0		
Improvement of Road and Transportation / Urban Environment Development	—	—	Ritsumeikan University Graduate School of Science and Engineering	3	★Ministry of Public Works and Transport	255	800	3	14	17	31	12	44	32	89	3	14	1	3	0	3	0	2	3	2	0	2	0	
					Ministry of Planning and Investment	370		1		1		3		5		0		0											
					Water Resource Environment Authority	60		5		3		12		20		5		0		0		0		0					
					Ministry of Energy and Mines	115		5		10		17		32		5		2		2		2		2					
					Ministry of Agriculture and Forestry	560		8		12		31		51		8		2		0		0		0					
					Ministry of Industry and Commerce	320		1		2		0		3		1		1		0		0		0					
Improvement of Agricultural Facilities, the Residential Environment, and Livelihoods in Rural Areas, Support for the Politics and Institution Building in the Area of Agricultural and Forest Preservation	—	—	Kyushu University Graduate School of Bioresource and Sciences	5	Water Resource Environment Authority	60	1,300	5	15	2	18	16	51	23	84	5	15	3	6	3	3	3	3	3	3	3	3	3	
					Ministry of Planning and Investment	360		1		2		4		7		1		0		0		0							
					Ministry of Agriculture and Forestry	560		8		12		31		51		8		2		0		0		0					
					Ministry of Industry and Commerce	320		1		2		0		3		1		1		0		0		0					
Institution Building and Human Resource Development for Enhancing the Private Sector	—	—	Hiroshima University Graduate School for International Development and Cooperation	5	★Ministry of Planning and Investment	330	900	4	13	2	35	3	5	9	53	4	13	1	5	0	4	0	4	4	4	4	4	4	
					Ministry of Industry and Commerce	90		4		27		1		32		4		3		3		4							
					Ministry of Foreign Affairs	120		3		5		0		8		3		1		1		4							
					Ministry of Finance	360		2		1		1		4		2		0		0		0							
Improving Basic Education	—	—	Osaka University Graduate School of Human Sciences	3	★Ministry of Education	100	240	10	33	6	57	18	55	34	145	10	33	4	5	1	2	1	2	2	2	2	2	2	
					Teacher Training College	40		2		9		1		12		2		0		0		0							
					Teacher Training School	96		19		38		32		89		19		1		1		2							
					Research Institute for Education Sciences	4		2		4		4		10		2		0		0		0							
Total						6,140	6,140	120	120	212	212	341	341	673	673	120	120	33	33	20	20	27~28	20	20	20	20	20	20	80

★ : Managing Organization