

Indicator 4-3: ODOP Strategic Paper and Dissemination plan are shared with related personnel in the two provinces

It will be desirable if strategic paper and plan could be shared for wider audience in the central and provincial levels.

3.4 Project Purpose

Project activities are proven to be effective in promoting ODOP in Savannakhet and Saravanh Provinces

Project activities have been implemented and are likely to be proven effective considerably, on condition that the ODOP Strategic Paper, Dissemination Plan, Field Manual of high quality be fully developed and shared by the stakeholders.

Indicator1: More than ten products are successfully promoted as ODOP products according to the plan (PPIP)

The internal evaluation was held in August 2011 by the Project. Based on its result, there are 12 ODOP products achieved the target promotion level set by the Project in the Pilot Project Implementation Plan (PPIP).

Indicator2: More than 90% of ODOP producers are satisfied with the results of the Project support and participation

It is founded that nearly 80% ODOP producers are satisfied with the Project activities through the internal evaluation. (For reasons of satisfaction, please refer to Annex 7.)

3.5 Overall Goal

ODOP movement is disseminated in Savannakhet and Saravanh Provinces

ODOP movement is likely to be disseminated and implemented further in the two provinces.

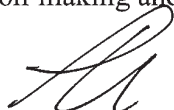
Indicator1: More than ten ODOP products are additionally developed by 2015

Indicator2: More than ten ODOP groups (or individuals) are additionally activated or newly formulated by 2015

Both indicators will be achieved if budget is allocated at the provincial level as project implementation framework is likely to be clarified and staff be allocated. Collaboration with OICs as well as other provincial departments and the private sector will be needed.

4. Implementation process

- (1) Decision-making and communication



JICA experts understand that the communication with C/P has been effective. However, C/P in Savannakhet did not fully understand what to do during the absence of the JICA experts. C/P in Saravanh also wished that at least one JICA expert could have been assigned throughout the project period.

(2) Monitoring

Periodic monitoring has been conducted by JICA experts and C/P at the provincial level and its results have been shared at the provincial level as well as at the central level. Although the C/P at the two provinces recognizes the importance of monitoring, they were not able to act accordingly during the absence of JICA experts.

(3) The transition of PDM

Indicators of PDM have been revised by JCC as necessary in order to implement Project activities effectively.

5. Evaluation Results

5.1 Relevance: High

The relevance was assessed based on the target groups' needs, the Lao government's policy, the Japanese government's policy, and the project target area.

(1) Relevance to the needs of target groups

The Government of Lao PDR formulated National Growth and Poverty Eradication Strategy (NGPES) as Poverty Reduction Strategy Paper (PRSP) in June 2004. NGPES states that there are 72 districts identified as either poorest or poor, seven (7) districts of which belong to Savannakhet Province and three (3) belong to Saravanh Province. According to the DICs in the two provinces, small-scale producers have limited opportunities to improve their production techniques. Also there is difficulty in accessing market information, which may be necessary for generating incomes. Therefore, the aim of the Project to promote income generation activities for rural producers in the two provinces through the development and the improvement of local products, meets the needs of the target groups.

(2) Relevance to the Laotian Policy

The Government of Lao PDR focuses on poverty reduction through rural development, income generation of small-scale industries, promotion of small and medium enterprises, and support for commodity productions in the Six and Seventh National Socio-Economic Development Plans (2006-2015). The plans state that creating jobs and stabilizing society by building up the private sector with human resources development are the primary challenges. This project



corresponds to such policies by promoting business activities by small enterprises and producer groups in the rural areas by taking advantage of available local resources.

(3) Relevance to the Japanese Policy

This project is highly relevant to the Country Assistance Program of the Government of Japan for Lao PDR as follows:

- Corresponds to one of three goals set in the Assistance Program which is “Support foundation building for the economic growth with a view to promoting economic growth constituting the driving force for independent, sustained growth.”
- Corresponds to one of six priority areas in the Assistance Program which is “Institutional building and human resources development for enhancing the private sector.”

(4) The target areas of the project

The target provinces of the project, Savannakhet and Saravanh, are included in the five (5) Southern provinces which JICA recognizes as priority areas of the country. These two provinces have different characteristics as below, and the selection of two provinces is appropriate in comparing the results of these provinces, and developing a nationwide plan for ODOP program in the near future.

Name of Province	Characteristic
Savannakhet Province	Located along the East-West Corridor, having a potential of being a hub of trade and service
Saravanh Province	Rural and having less economic activities

5.2 Effectiveness: High

Effectiveness of the project is high.

The Mid-term Review pointed out that more emphasis would need to be placed on (i) marketing aspects of pilot project activities (in Output 3), (ii) human resource development of C/P staff and personnel (Output 2) and (iii) development of the operational system (Output 1) during the rest of the Project period. Since then, these points were duly addressed. As a consequence, the Project Purpose is likely to be achieved as the result of the four outputs.

5.3 Efficiency: High

Efficiency of the Project is high.

Since the Mid-Term Review, DIC Savannakhet assigned five staff members for ODOP and plans to assign additional two at the end of the Project. DIC Saravanh, whose four (4) personnel had been all volunteers at the time of the Mid-Term Evaluation, assigned one officer since then and plans to assign one more at the end of the Project.

Fifty (50) additional resource persons from Thailand, Japan and other countries provided training to ODOP groups either voluntarily or with minimum level of honorarium.




The Project conducted some training in Thailand where there is advantage in language similarity and practice of OTOP. Some group members established a personal network with resource persons of such training.

5.4 Impact: Relatively high

Impact of the Project is likely to be high if necessary budget is obtained at the provincial level and the commitment at the senior level is continued or raised.

DIC in the two provinces have already requested budget allocation from respective province and plan to assign necessary staff members and personnel. Additional structure such as an “ODOP Guiding Committee” in Savannakhet Province is being established. Thus, the likelihood of attaining the Overall Goal has become much higher compared to the time of the Mid-Term Review.

As positive impact, the following points have been found:

- Eight out of eleven ODOP groups interviewed during the Terminal Evaluation answered that their incomes have been increased considerably through the sales of ODOP products.
- Some ODOP group interviewees mentioned that their confidence had been raised as they were able to sell their products with higher quality.
- Some groups came to realize the advantages of working together as a group as they were able to do what had not been possible as individuals. Some groups established group funds to generate necessary finance for their businesses.
- Some groups overcame difficulties in group dynamics, without support from outside.

5.5 Sustainability: Moderate

Sustainability of the Project activities is moderate.

At the policy level, the ODOP Strategy Paper to be developed by the Project needs to be recognized as a basis for developing their own policy document.

ERIT has developed the ODOP logo which is already registered at the Ministry of Information, Culture and Tourism and has been submitted to the National Science and Technology Agency to be registered as an intellectual property. ERIT is currently developing guideline for the use of the logo for the ODOP products aimed at the domestic market.

Budget has been requested at the provincial level in the two provinces. Budget allocation at the national level is yet to be envisaged.

ODOP structure in the two provinces have been established and planned to be further improved. National level structure may need to be further elaborated. For effective and sustainable implementation of ODOP, collaboration with various organizations including other ministries (e.g. Ministry of Agriculture and Forestry) and the private sector (both local as well as foreign enterprises) need to be strengthened.



6. Recommendation and Suggestions

It is recommended that Project period be extended so that Project activities can be fully implemented, in particular:

- The ODOP operational system is fully developed;
- The ODOP Field Manual is fully developed and shared among the concerned parties;
- Development of the remaining three (3) products is completed;
- DIC in Saravanh can support new product development with their own initiatives;
- Further marketing activities are implemented so that more groups could identify alternative distribution channel(s);
- ODOP Strategic Paper and Dissemination Plan are fully developed and shared among relevant stakeholders at the central level and the provincial level respectively.

It is recommended further that ODOP producers should to keep sales record in order to understand the number of sales, the amount of profit and stocks.

In order to further develop ODOP activities successfully, collaboration with various government ministries and related organizations, e.g. Ministry of Agriculture and Forestry, Lao National Chamber of Commerce and Industry as well as the private sector enterprises, both Laotian and foreign, would be essential.

7. Conclusions

The current Project is likely to provide useful lessons and insights in order to expand ODOP nation-wide. The Joint Evaluation Team sincerely hopes that further commitment by the Government will be made and that collaboration and support of the various organizations both in the public and the private sectors will be developed.

ANNEX

ANNEX 1: Schedule of Lao-Japan Joint Evaluation Study

ANNEX 2: Project Design Matrix (PDM) ver. 4

ANNEX 3: Plan of Operation (PO)

ANNEX 4: Evaluation Grid with results

ANNEX 5: Summary of Input

ANNEX 6: Machine and equipment provided

ANNEX 7: Summary of the promotion level of each pilot project for the project indicators

ANNEX 8: List of shops selling ODOP products/ List of marketing events for ODOP products

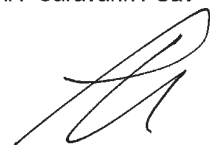
ANNEX 9: List of Training/Seminar/Workshop/Study Tour conducted



**The Schedule of Lao-Japan Joint Evaluation Study
on The One District One Product Pilot Project in Savannakhet and Savanh Provinces**

	Date			Content	Remark	Stay
1	19-Oct	Wed	All day	【Evaluation Analysis】 Narita⇒Bankok⇒Vientiane		VTE
2	20-Oct	Thu	AM PM	·Courtesy Call on JICA Laos Office ·Courtesy Call on Embassy of Japan ·Meeting with Project Experts	Evaluation Analysis +Evaluation Planning	VTE
3	21-Oct	Fri	AM PM	·Meeting with ERIT ·Observation of Handicraft Festival (Interview with Producers)	Lao Members +Evaluation Analysis +Evaluation Planning +Interpreter	VTE
4	22-Oct	Sat	AM PM	·Observation of Handicraft Festival (Interview with Producers) ·Organizing Data/Materials	Evaluation Analysis +Evaluation Planning+Interpreter	VTE
5	23-Oct	Sun	All day	·Move to Savannakhet from Vientiane	Evaluation Analysis +Interpreter	SAV
6	24-Oct	Mon	AM PM	·Meeting with Project Experts ·Product Research ·Product Research	Evaluation Analysis +Interpreter	SAV
7	25-Oct	Tue	AM PM	·Meeting with Savannakhet DIC ·Move to Saravanh from Savannakhet	Evaluation Analysis +Interpreter	SAR
8	26-Oct	Wed	AM PM	·Meeting with Saravanh DIC ·Product Research ·Product Research 【Team Leader】 Haneda⇒Bankok⇒Vientiane	Evaluation Analysis +Interpreter	SAR
9	27-Oct	Thu	AM PM	·Organizing Data/Materials 【Team Leader·Evaluation Planning】 Move to Saravanh from Vientiane ·Team Meeting ·Interview with Participants of Southern ODOP Seminar ·Dining together with Vice Minister of MOIC	All Members	SAR
10	28-Oct	Fri	All day	·Participating in Southern ODOP Seminar ·Interview with Participants of Southern ODOP Seminar	All Members	SAR
11	29-Oct	Sat	AM PM	·Move to Vientiane from Saravanh	All Members	VTE
12	30-Oct	Sun	AM PM	·Team Meeting ·Drafting Joint Terminal Evaluation Report	Japanese Members	VTE
13	31-Oct	Mon	AM PM	·Discussion about Joint Terminal Evaluation Report(draft) ·Modification of Joint Terminal Evaluation	All Members	VTE
14	1-Nov	Tue	All day	·Confirmation of Joint Terminal Evaluation Report, Discussion and Modification of Minutes of Meeting	All Members	VTE
15	2-Nov	Wed	AM PM	·Signing of Minutes of Meeting ·Reporting to Embassy of Japan ·Reporting to JICA Laos Office 【Team Leader·Evaluation Analysis】 Vientiane⇒Bankok	MOIC	

SAR=Saravanh / Sav=Savannakhet / VTE=Vientiane



PROJECT DESIGN MATRIX (PDM)

Project name: One District One Product Pilot Project in Savannakhet and Saravanh Provinces

Duration: Dec 2008 - Dec 2011, 3 years

Project Area: Savannakhet and Saravanh Provinces

Version 4

Date: As of 8 January 2011

Narrative Summary	Objectively Verified Indicator	Means of Verification	Important Assumptions
Overall Goal ODOP movement is disseminated in Savannakhet and Saravanh Provinces	1 More than ten ODOP products are additionally developed by 2015 2 More than ten ODOP groups(or individuals) are additionally activated or newly formulated by 2015	Reports from the two provinces	
Project Purpose Project activities are proven to be effective in promoting ODOP in Savannakhet and Saravanh Provinces	1 More than ten products are successfully promoted as ODOP products according to the plan (PPIP) 2 More than 90% of ODOP producers are satisfied with the results of the Project support and participation.	1 Report from the Project 2 Satisfaction survey for ODOP groups	The two provinces have staff specialized for ODOP and adequate operation budgets
Outputs			
1 An operational system is worked out for implementing ODOP pilot projects	1 At least one product is developed/expanded as ODOP product by the initiative of each DIC. 2 ODOP Field Manual, including selection criteria for ODOP group and ODOP products and business plan formulation, is shared among concerned personnel. 3 Baseline study and introduction workshop/seminar/meeting are conducted for all the candidate groups.	1 Report from the Project 2 ODOP Field Manual, Report from the Project 3 Report from the Project	The ODOP staff of the two provinces stay in the same position. Raw materials are available constantly.
2 The capacity of staff and concerned personnel is developed.	1 More than 2 staff and concerned personnel at each province can support producer groups in product development/ marketing/ public relations/ business plan.	1 Report from the Project	
3 Marketable products are developed.	1 Each ODOP group produces more than one improved quality product and/or new product. 2 More than 80% of ODOP groups increase the sales quantity compared to the baseline data (for example, baseline should be the average of monthly sales quantity of the new/improved products of initial three months) 3 More than 80% of ODOP groups are linked with alternative distribution channels	1 Report from the Project 2 Sales record, Report from the Project 3 Report from the Project	
4 Based on the experience of pilot projects, lessons are learnt for promoting ODOP in Savannakhet and Saravanh Provinces.	1 ODOP Strategic Paper is developed and acknowledged. 2 ODOP Dissemination Plan is developed each for Savannakhet and Saravanh Provinces. 3 ODOP Strategic Paper and Dissemination plan are shared with related personnel in the two provinces.	1 ODOP Strategic Paper, Report from the Project 2 ODOP Dissemination Plan, Report from the Project 3 Report from the Project	
Activities			
1-1 To discuss and determine the definition of ODOP, and responsibilities/tasks of related agencies including ODOP Committee 1-2 To develop the ODOP Field Manual 1-3 To conduct baseline studies and introduction workshop/seminar/meeting 2-1 To provide training opportunities for staff and concerned personnel 2-2 To develop training materials 3-1 To provide support for product development to ODOP producers 3-2 To provide support for marketing to ODOP producers 3-3 To provide business management support to ODOP producers 3-4 To implement market studies 3-5 To examine possible collaboration with JETRO assistance program for Lao textile products 4-1 To evaluate ODOP pilot projects 4-2 To develop ODOP Strategic Paper 4-3 To develop ODOP Dissemination Plan in each target province 4-4 To hold seminar to share ODOP Strategic Paper and Dissemination Plan 4-5 To conduct study tours	Inputs: 1) Japanese Side 1.1 Chief advisor 1.2 ODOP planning 1.3 Business Management 1.4 Sales and Marketing 1.5 Quality Control 1.6 Agro-Processing 1.7 textiles technique 2. Training 1) Technical Training in Japan 3. Machinery and Equipment 1) Office Equipment 2) Vehicles	2) Lao PDR Side 1. Lao counterpart personnel 1.1 Project Director 1.2 Project Manager 1.3 Provincial Project Managers 1.4 Counterparts 2. Office Space and Facilities for the Project 3. Operational cost for the Project implementation	Trained counterparts continue working for the Project. Trained ODOP groups continue production activities. Preconditions

Plan of Operations(PO) of One District One Product Pilot Project in Savannakhet and Saravanh Provinces
 Duration : Dec 2008 - Dec 2011 (3 years)

Target Group : Provincial and District personnel on ODOP, and ODOP pilot producers in each district

Calendar Year		2008				2009				2010				2011				Remarks
Japanese Fiscal Year		JFY2008				JFY2009				JFY2010				JFY2011				
		1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	
Term of Technical Cooperation		Signing of the R/D		▲ Kick off		▲ JCC		▲ JCC		▲ JCC		▲ JCC		▲ JCC				
1. An operational system is worked out for implementing ODOP pilot projects																		
1-1 To discuss and determine the definition of ODOP, and responsibilities/tasks of related agencies including ODOP Committee		Act/ Plan		-----														
1-2 To develop the ODOP Field Manual		Act/ Plan		-----														
1-3 To conduct baseline studies and introduction workshop/seminar/meeting		Act/ Plan		-----														
2. The capacity of staff and concerned personnel is developed.																		
2-1 To provide training opportunities for staff and concerned personnel		Act/ Plan		-----														▲ ST for C/P
2-2 To develop training materials		Act/ Plan		-----														
3. Marketable products are developed																		
3-1 To provide support for product development to ODOP producers		Act/ Plan		-----														
3-2 To provide support for marketing to ODOP producers		Act/ Plan		-----														
3-3 To provide business management support to ODOP producers		Act/ Plan		-----														
3-4 To implement market studies		Act/ Plan		-----														
3-5 To examine possible collaboration with JETRO assistance program for Lao textile products		Act/ Plan		-----														
4. based on the experience of pilot projects, lessons are learnt for promoting ODOP in Savannakhet and Saravanh Provinces																		
4-1 To evaluate ODOP pilot projects		Act/ Plan		-----														▲ Eva of PP.
4-2 To develop ODOP Strategic Paper		Act/ Plan		-----														
4-3 To develop ODOP Dissemination Plan in each target province		Act/ Plan		-----														
4-4 To hold seminar to share ODOP Strategic Paper and Dissemination Plan		Act/ Plan		-----														▲ SAR ▲ VTE
4-5 To conduct study tours		Act/ Plan		-----														▲ ST for C/P ▲ ST for prod.

**Evaluation Grid for the Terminal Evaluation of
“The One Village One Product Pilot Project in Savannakhet and Saravanh Provinces”**

Evaluation Criteria	Evaluation Question		Data Required	Collected data / Analysis
	Main Question	Sub-Question		
Achievement	Progress made toward Outputs	Output 1: An operational system is worked out for implementing ODOP pilot Projects	1-1 At least one product is developed / expanded as ODOP product by the initiative of each DIC.	DIC in the two provinces selected a product to be developed / expanded by its initiative as below. Both Projects are underway by the initiative of each DIC. Savannakhet: Expansion of Beef Jerky Project with more producers (DIC in Savannakhet stated that three ODOP products were produced by the DIC initiative during the Project with the support from the JICA experts.) Saravanh: Development of local weaving at Tumlan District (Kenaf weaving Project has not been implemented as planned because DIC had no opportunity to visit Tumlan during the rainy season)
			1-2 ODOP Field Manual, including selection criteria for ODOP group and ODOP products and business plan formulation, is shared among concerned personnel.	The Project team has been drafting ODOP Field Manual based on the experiences through the Project. It will be finalized and shared among concerned personnel by the end of the Project.
			1-3 Baseline study and introduction workshop/seminar/meeting are conducted for all the candidate groups.	The Project conducted 65 baseline surveys and introduction workshops/seminars/meeting for all the candidate groups.
	Output 2: The capacity of staff and concerned personnel is developed		2-1 More than 2 staff and concerned personnel at each province can support producer groups in product development/ marketing/ public relations/ business plan.	DIC staff and concerned personnel received the On-the-job-training (OJT) by participating in and/or organizing 71 training / seminars / workshops / study tours targeting ODOP groups.
				Based on the interviews with DIC in Savannakhet and Saravanh, the achievement to show the improvement of staff capacity was found. DIC in Savannakhet <ul style="list-style-type: none"> ● Through the work with JICA experts, DIC became aware of the necessity to implement the activities as planned. ● DIC held the ODOP presentation meeting to promote ODOP in districts DIC in Saravanh <ul style="list-style-type: none"> ● DIC visited the ODOP groups as planned to support the development of the products ● DIC actively visited districts to find possible candidate of ODOP groups ● DIC was able to give advice and encourage ODOP groups
	Output 3: Marketable products are developed		3-1 Each ODOP group produces more than one improved quality product and/or new product.	Each ODOP group has one or more improved/ developed products, except pottery, local weaving and hoi hom producers who are expected to develop Improved/new pottery products after rainy season. There are 19 improved and new products at the terminal evaluation. Pottery pilot Project will start from the beginning of November. Kiln has been completed with the support from the Project. Hoi hom product group has been participating in the Project only for 2 months. The Project or DIC should take care of their Project after the first production process is finished. ODOP groups find support from DIC useful to develop products

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“The One Village One Product Pilot Project in Savannakhet and Saravanh Provinces”**

Evaluation Criteria	Evaluation Question		Data Required	Collected data / Analysis
	Main Question	Sub-Question		
Achievement		Output 3: Marketable products are developed	3-2 More than 80% of ODOP groups increase the sales quantity compared to the baseline data (for example, baseline should be the average of monthly sales quantity of the new/improved products of initial three months)	Based on the result of graduation workshops conducted by the Project, the sales quantity on ODOP groups producing improved quality products increased compared to the base line data. On the other hand, the sales quantity on the ODOP groups producing improved quality products cannot be compared to the baseline data. Most of interviewees do not have a sales record.
			3-3 More than 80% of ODOP groups are linked with alternative distribution channels	Based on the internal evaluation report, 80% of ODOP groups, which produced improved quality products, are linked with alternative distribution channels. On the other hand, ODOP groups producing new products have not reached to link with alternative distribution channels. The activity to link with alternative distribution channels will be commenced after new products are produced. The indicators on PDM have been achieved. However, the marketing especially expansion of markets will be needed continuously. Although ODOP groups are confident of their products and keen to continue to produce products, they worry about the limited market.
	Progress made toward Outputs	Output 4: Based on the experience of pilot Project, lessons are learnt for promoting ODOP in Savannakhet and Saravanh Provinces	4-1 ODOP Strategic Paper is developed and acknowledged.	ODOP Strategic Paper and Dissemination Plan could be developed within the current timeframe. However, if more time is available, their quality could be higher due to experiences and insights gained through additional seminars and events.
			4-2 ODOP Dissemination Plan is developed each for Savannakhet and Saravanh Provinces.	
			4-3 ODOP Strategic Paper and Dissemination Plan are shared with related personnel in the two provinces.	
	Progress made toward the Project purpose	Is the Project purpose 【Project activities are proven to be effective in promoting ODOP in Savannakhet and Saravanh provinces】 likely to be achieved considering the Inputs, Activities and achievement of Outputs?	More than ten products are successfully promoted as ODOP products according to the plan (PPIP)	The internal evaluation was held in August 2011 by the Project. Based on its result, there are 12 ODOP products achieved the target promotion level set by the Project.
		More than 90% of ODOP groups are satisfied with the results of the Project support and participation	The internal evaluation found that nearly 80% ODOP groups are satisfied with the Project participation and support. Reasons of satisfaction of ODOP groups as below: <ul style="list-style-type: none"> ● Increased earning opportunities and income ● Acquired new methods to produce products ● Figured out needs and trends of customers through participating in events such as handicraft festivals ● Produced ODOP products with confidence <p>A few ODOP groups are still in the production process or trying to expand their marketing channels. Thus, the level of their satisfaction is not so high. It is expected that the level of satisfaction could reach more than 90% if more time is available.</p>	

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“The One Village One Product Pilot Project in Savannakhet and Saravanh Provinces”**

Evaluation Criteria	Evaluation Question		Data Required	Collected data / Analysis	
	Main Question	Sub-Question			
Achievement	Progress made toward Overall goal	Is the Overall Goal 【ODOP movement is disseminated in Savannakhet and Saravanh Provinces】 in 3 to 5 years after the end of the Project?	Support and Project implementation framework by Lao Government Future planning of ODOP Producer Institution and structure, government support, personal securement for disseminating the ODOP Project in two provinces	<u>Implementation framework, institution and budgets by Lao government</u> <ul style="list-style-type: none"> ● Project implementation framework needs to be further clarified in ODOP Strategic Paper, Dissemination Plan and Field Manual. ● Budget is being requested to two provincial governments. <u>Staff allocation</u> <ul style="list-style-type: none"> ● Savannakhet: 5~7 DIC staff will be allocated to disseminate the ODOP Project after the end of the Project. ● Saravanh: 5 DIC staff will be implementing the ODOP activities after the end of the Project. <u>Achievement of the overall goal</u> <ul style="list-style-type: none"> ● Both provinces expect to achieve the overall goal in 3 to 5 years after the end of the Project. ● According to Saravanh officials, 10 new or improved quality handicraft and agricultural products can be produced. They also mentioned that, in order to produce agricultural products, Japanese experts would be helpful. ● Provincial governor in Savannakhet is very keen to disseminate the ODOP activities in the province. <p>In order to disseminate the ODOP movement around Savannakhet and Saravanh Provinces, not only DIC promote the ODOP activities but the operation and cooperation of OIC as well as other provincial departments and the private sector will be needed.</p>	
	Status of Inputs	Have the Inputs been made by the Lao side as planned?			Refer to Annex 5 and 6 as the Achievement
		Personnel		Number of Counterpart assigned to the Project, and their titles	
		Project Management/Implementation System		Project Implementation .Management/Support system	
		Facilities		Type and quantity of facilities provided and the timing	
		Equipments		Type, Quantity of Equipments provided, and the timing to provide	
		Budgets		Budget list and materials provided	

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Evaluation Criteria	Evaluation Question		Data Required	Collected data / Analysis
	Main Question	Sub-Question		
Achievement	Status of Inputs	Have the Inputs been made by the Japanese side as planned?		Refer to Annex 5 and 6 as the Achievement
		Personnel	Number of experts allocated to the Project, Duration and timing of the dispatch	
		Training in Japan and Thailand	Purpose and contents of the training, Number of Trainees. Periods and timing of the Training	
		Project Management/ Implementation System	Project Implementation .Management/Support system	
		Facilities	Type and quantity of facilities provided the timing	
		Budgets	Budget list and timing	
Implementation Process	Progress of the Activities	Have the Activities been implemented as planned?	Progress of the Activities	Activities to develop the products have been forced on during the first half of the Project. Activities on marketing activities done along the way seem to be insufficient. ODOP strategic paper and dissemination plan have been completed yet.
		Are there any impacts (problems) to the progress of the Activities?	Positive/negative impacts influences the progress of the activities	Activities supposed to be implemented during rainy season have been postponed because the Project was not able to visit the ODOP groups.
		When a negative influence (problem) happened, how were they solved?	Measures and systems employed for solving	No negative influence happened.
	Communication and Decision-making	How have the important decisions regarding the Project been made?	Process of decision-making	Decisions on each pilot Project were made by JICA experts, DIC and ODOP groups. DIC was able to participate in the decision-making for the selection of the products with ODOP groups (with minimum support of JICA experts).
			Frequency of JCC meeting and other meetings related to the Project	JCC meetings were held three times as planned.
			Initiative	DIC in the two provinces expressed that, during the absence of JICA experts, they were not able to implement most of the Project activities due to low level of understanding.
		Has the communication within the Project been made effectively, and the content of communication shared within the Project team? And how to share with?	Frequency of communication, Measures taken when the Project plan has been changed, and methods to share the contents of the communication.	JICA experts understand that communication with C/Ps has been established effectively. However, C/P in Savannakhet did not understand what to do during the absence of JICA experts. DIC in Saravanh mentioned that it would have been helpful for implementing the Project smoothly, if at least one JICA expert would have been present from the beginning to the end of the Project at their Project site.

**Evaluation Grid for the Terminal Evaluation of
“The One Village One Product Pilot Project in Savannakhet and Saravanh Provinces”**

Evaluation Criteria	Evaluation Question		Data Required	Collected data / Analysis
	Main Question	Sub-Question		
Implementation Process	Monitoring	Has a regular monitoring been conducted?	Monitoring Plan Record of monitoring	Monitoring on each pilot Project regularly has been done by JICA experts and DIC, however, DIC did not go to the fields for monitoring with JICA experts. DIC knows the importance of the monitoring but they did not put into the monitoring practice.
		Have the monitoring results been reflected into the Project? If yes, how have they been reflected?	Usage of monitoring results Methods how to share the monitoring results with the Project related persons	The monitoring results were shared with C/Ps and Project concerned person through the working time and meetings as necessary. Also the results have been reflected on the development or improvement of the each pilot Project. At the central level, DIC in two provinces reported the progress of the Project and results of the monitoring through JCC.
	Counterparts Ownership	Were responsibilities and roles/authorities of MOIC, ERIT, DIC, OIC, Project related persons and ODOP groups clear? Have all counterparts understood their roles and responsibilities?	Responsibilities and roles/authorities of MOIC, ERIT, DIC, OIC, ODOP groups and Project related persons Intelligibility of each roles of counterparts	Responsibilities and roles/authorities of MOIC, ERIT and DIC were clarified considerably. However, responsibility and roles of OIC are still not clear. It seems that MOIC, ERIT and DIC in two provinces comprehended the responsibilities and roles/authorities and they know what has to be done.
		Has the implementation of the Project activities shifted from the Japanese experts to C/P gradually?	Activities implemented by the Japanese experts or counterparts	It is likely that DIC has gradually implemented the Project with the sense of ownership.
	Project implementation	Were there any difficulty to implement the activities together with JICA experts and C/Ps?	Kinds of difficulty between JICA experts and C/Ps	DIC in Savannakhet <ul style="list-style-type: none"> ● DIC staff in Savannakhet was busy with other Projects so DIC staff hardly have enough time to work with ODOP Project ● There was a frequent change in personnel in Sarvannakhet DIC in Saravanh ● Some DIC staff in Saravanh were volunteer In both provinces <ul style="list-style-type: none"> ● The DIC budget was not enough to implement and promote ODOP activities
	The transition on PDM	Has PDM changed during the Project?	The transition of indicators on PDM	The transition of indicators of Project Purpose is described in Evaluation criteria” Effectiveness”. The indicators of Overall goal and Output3 have been changed after the mid-term evaluation. The definitive indicators can be effective objectively to verify the achievement of the Overall goal and Outputs3.

**Evaluation Grid for the Terminal Evaluation of
“The One Village One Product Pilot Project in Savannakhet and Saravanh Provinces”**

Evaluation Criteria	Evaluation Question		Data Required	Collected data / Analysis
	Main Question	Sub-Question		
Relevance	Relevance of the Project plan	Are the Project purpose and Overall foal consistent with the Lao National policy .and social development economical policy?	NGPES : National Growth and Poverty Eradication Strategy (2004)、 The 6 th National Socio-Economic Development Plan (2006-2010) , The 7th National Socio-Economic Development Plan (2011-2015)	The Government of Lao PDR formulated National Growth and Poverty Eradication Strategy (NGPES) as Poverty Reduction Strategy Paper (PRSP) in June 2004. NGPES states that there are 72 districts identified as either poorest or poor, seven (7) districts of which belong to Savannakhet Province and three (3) belong to Saravanh Province. According to the DICs in the two provinces, small-scale producers have limited opportunities to improve their production techniques. Also there is difficulty in accessing market information, which may be necessary for generating incomes. Therefore, the aim of the Project to promote income generation activities for rural producers in the two provinces through the development and the improvement of local products, meets the needs of the target groups.
		Is the Overall goal consistent with the Japanese aid policy?	Japanese aid policy for Lao PDR	The overall goal is consistent with ODOP movement follow-up support in “Support foundation building for the economic growth with a view to promoting economic growth constituting the driving force for independent, sustained growth” as the prioritized area, supporting “Institutional building and human resources development for enhancing the private sector”
		Is the Project purpose consistent with the needs of Lao?	Needs of the Lao government and Provinces	The Government of Lao PDR has a policy to pursue ODOP program in Laos, which is not clearly articulated in a policy document yet.
		Was the selection of the target group appropriate?	Selection process of counterpart agencies and the target group	The target provinces of the Project, Savannakhet and Saravanh, are included in the five (5) Southern provinces which JICA recognizes as priority areas of the country. These two provinces have different characteristics and the selection of two provinces is appropriate in comparing the results of these provinces, and developing a nationwide plan for ODOP program in the near future.
		Was the target area appropriate and selected appropriately?	Selection process of the target area, Recognition of counterparts concerning resources around the target area	Resources are available for making ODOP products around the target area. Counterparts in the two provinces recognize local resources.
	Appropriateness of the means	Is the Project appropriate as a means to promote local industry and income generation in rural area in Laos?	Appropriateness as a measure.	It is found that the Project is appropriate as a means to promote local industry and income generation in rural area. It is because that many ODOP group members gained more income compared with the beginning of the Project, and the Project activities vitalized the local industry.
		Is the Project approach appropriate?	Appropriateness the logic of the Project (Activities ⇒Outputs ⇒Project Purpose ⇒Overall Goals) Probably to fulfill important assumptions	Project logic is clear after the three times revision.

**Evaluation Grid for the Terminal Evaluation of
“The One Village One Product Pilot Project in Savannakhet and Saravanh Provinces”**

Evaluation Criteria	Evaluation Question		Data Required	Collected data / Analysis
	Main Question	Sub-Question		
Relevance	Advantage of the Japanese experience	Has JICA assisted other countries in the same technical area? Have enough knowledge and experiences been accumulated and shared?	Record of Japanese past aid Projects, Evaluation of Japanese technology /skills by C/Ps	JICA has implemented some Projects concerning ODOP/OVOP worldwide, such as Malawi. Although the Project approach is not the same, JICA have been accumulating know-how to implement ODOP/OVOP Projects. Whether such experiences were shared or not is uncertain.
	Aid collaboration with other donors and schemes	Has there been any collaboration with other donors?	Any collaboration with ADB, JAIF, SNV and others	Collaboration with Roadside Stations constructed by ADB and JAIF turned out to be not appropriate because of the management challenges on their part. ODOP Project has taken up the part of the Project related to rattan seedling from SNV (a development organization from the Netherlands). Similar collaboration has been developed with Finland.
Effectiveness	Likelihood of achieving the Project purpose	It the Project Purpose” Project activities are proven to be effective in promoting ODOP in Savannakhet and Saravanh Provinces “ likely to be achieved considering the status of inputs, activities and achievement of Outputs?	Shift of the indicators of Project purpose Achievement and progress of the Project	PDM has been changed three times before the terminal evaluation. The transition of Indicators on Project Purpose is as below: PDM version2 (revised on 3rd June 2010) ● “At least ten products are successfully promoted as ODOP products by the Project” : As initially planned, based on the baseline survey, this indicator was established. PDM version 3 (revised on 19th SEP 2010) ● “More than ten products are successfully promoted as ODOP products according to the plan (PPIP)”: “At least” was changed to “more than”. “By the Project” was changed to “according to the plan (PPIP)”. ● “More than 80% of ODOP groups increase the sales quantity compared to the baseline data (for example, baseline should be the average of monthly sales quantity of the new/improved products of initial three months)”: This indicator was added. PDM version 4 (revised on 8th JAN 2011) ● “More than 80% of ODOP groups increase the sales quantity compared to the baseline data (for example, baseline should be the average of monthly sales quantity of the new/improved products of initial three months)”: Moved from Project Purpose to Output 3. ● “More than 90% of ODOP groups are satisfied with the results of the Project support and participation.”: Moved from Output 3 to Project Purpose.
		Are there any changes in the important assumption?	“ The two provinces have staff specialized for ODOP and adequate operational budget”	The two provinces have staff specialized for ODOP but in some cases they had some difficulty in acquiring operational budget (e.g. automobile fuel for monitoring).

**Evaluation Grid for the Terminal Evaluation of
“The One Village One Product Pilot Project in Savannakhet and Saravanh Provinces”**

Evaluation Criteria	Evaluation Question		Data Required	Collected data / Analysis
	Main Question	Sub-Question		
Effectiveness	Correlation among Outputs and Project purpose	Are Output1-Output4 efficient to achieve the Project purpose?	The logic of the plan confirmed from the correlation between the important assumptions	Output1-Output4 are efficient to achieve the Project purpose
		Have the important assumptions to attain the Project purpose been fulfilled?	"The ODOP staff of the two provinces stay in the same position" "Raw materials are available constantly"	It is difficult to keep the staff in the same position because change in personnel is under the control of Lao government. The important point should have been whether roles to be played for ODOP are properly handed over to the successors. Raw materials except Rattan are available constantly.
	Effectiveness of trainings	Have counterparts (DIC) acquired the sufficient capacity to plan, experiences and knowledge through the trainings?	Relevance of training to the needs of C/Ps (DIC). Degree of the C/Ps' capacity developed by the Project.	By participating in and /or organizing training for ODOP groups and working together with JICA experts (OJT), C/Ps (DIC) gained experiences and knowledge more than they had expected and they became confident to support ODOP groups.
		Have ODOP groups acquired capacity to produce ODOP products?	Relevance of training to the needs of ODOP groups. Degree of the producer's capacity developed by the Project. Utilization of skills / knowledge acquired through the training by the producers	ODOP groups have gained new technologies and skills though training, seminar and workshop. The ODOP groups also changed in becoming aware of running businesses (including the importance of customer needs) with their ODOP products. They had no difficulties in understanding the contents of seminars and workshop and already put skills acquired through the seminar to practical use in their fields. DIC requested an expert of the processing of agricultural products to be allocated into DIC for ODOP products to have seminars in the future.
Efficiency	Likelihood of achieving the Project Purpose	Have outputs been implemented as planned?	Records of the achievement of Outputs, Progress report of the Activities	More time is needed to complete the following activities. <ul style="list-style-type: none"> ● The ODOP operational system is fully developed; ● The ODOP Field Manual is fully developed and shared among the concerned parties; ● Development of the remaining three (3) products is completed; ● DIC in Saravanh can support new product development with their own initiatives; ● Further marketing activities are implemented so that more groups could identify alternative distribution channel(s); ● ODOP Strategic Paper and Dissemination Plan are fully developed and shared among relevant stakeholders at the central level and the provincial level respectively.
		Are there any positive factors contributing to the outputs?	Type of positive impacts happened (collaboration with JOCV and volunteer group)	JOVCV has supported the ODOP Project in Saravanh. Volunteer groups from Tama Art University had workshops to transfer the skills to banana fiber textile group three times.

**Evaluation Grid for the Terminal Evaluation of
“The One Village One Product Pilot Project in Savannakhet and Saravanh Provinces”**

Efficiency	Likelihood of achieving the Project Purpose	Have the Inputs been appropriate in terms of quantity, quality and timing?	Japanese experts (number of experts, technical area, timing) Equipments and facilities provided (Type, Quantity and timing) Training in Japan and Thailand (Purpose and contents of the training, Number of Trainees. Periods and timing of the Training) Type and quantity of facilities provided the timing from Lao side Purpose and contents of the training, Number of Trainees. Periods and timing of the Training Any inputs which have been not used for the Project	See Annex 5,6 and 9 for details of the input
	Technical Transfer	Have the methods employed for technical transfer from JICA Project experts to C/Ps been appropriate?	Level of C/Ps satisfaction and understanding. Issues to be improved	JICA experts taught C/Ps how to facilitate the seminar and workshops and how to lead ODOP groups to implement activities through actual experiences.
	Cost efficiency	Have the resources and experience of the target country / area been effectively used?	Examples of good practice in using resources and experiences in the target	The resources and experiences on manufacturing product techniques of Thailand and Japan have been utilized

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**Evaluation Grid for the Terminal Evaluation of
“The One Village One Product Pilot Project in Savannakhet and Saravanh Provinces”**

Evaluation Criteria	Evaluation Question		Data Required	Collected data / Analysis
	Main Question	Sub-Question		
Impact	Likelihood of achieving the Overall Goal	Is the Overall Goal 【 ODOP movement is disseminated in Savannakhet and Saravanh Provinces 】 likely to be achieved in 3 to 5 years after the end of the Project?	Trend of the indicators of the Overall Goal	In order to achieve the Overall Goal, Savannakhet province will setup an “ODOP Guidance Committee”. The deputy of DIC will be allocated as a chairperson. Its responsibilities are to promote the new ODOP products, coordination with other departments, and Public relations.
		Are there any constraining factors for the achievement of the Overall Goal?	Type of factors to contribute and disturb the achievement of the Overall Goal	<p>Possible positive factor</p> <ul style="list-style-type: none"> ● DIC intends to apply for the provincial funds in the future to continue and promote the ODOP activities but may not succeed, which is their concern. <p>Possible negative factor</p> <ul style="list-style-type: none"> ● “Unsure if they could continue ODOP promotion in a way JICA expects.” (DIC in Savannakhet) ● “A lack of Leadership of the upper staff member of DIC.” (JICA experts) ● “Fund and personnel allocation to ODOP activities.” (JICA experts)
	Ripple effect	Are there any unexpected positive or negative impacts?	Unexpected positive or negative impacts	<ul style="list-style-type: none"> ● Eight out of eleven ODOP groups interviewed during the Terminal Evaluation answered that their incomes have been increased considerably through the sales of ODOP products. ● Some ODOP group interviewees mentioned that their confidence had been raised as they were able to sell their products with higher quality. ● Some groups came to realize the advantages of working together as a group as they were able to do what had not been possible as individuals. Some groups established group funds to generate necessary finance for their businesses. ● Some groups overcame difficulties in group dynamics, without support from outside.
	Correlation between Project Purpose and Overall Goal	<p>Are the Project Purpose and Overall Goal having a correlation?</p> <p>Is the important assumption still the same? Are they likely to be fulfilled?</p>	<p>Project logic, Influences of the important assumptions.</p> <p>“The two provinces have staff specialized for ODOP and adequate operation budgets”</p>	<p>The Project Purpose and Overall Goal are having a correlation if the operational system functions well.</p> <p>The two provinces have staff specialized for ODOP but in some cases they had some difficulty in acquiring operational budget (e.g. automobile fuel for monitoring).</p>

**Evaluation Grid for the Terminal Evaluation of
“The One Village One Product Pilot Project in Savannakhet and Saravanh Provinces”**

Evaluation Criteria	Evaluation Question		Data Required	Collected data / Analysis
	Main Question	Sub-Question		
Sustain ability	Policy	Will the Lao government support the Project after the end of Japanese support?	Policy and plan of the government regarding economic development of rural areas in the two provinces, approval of ODOP strategic paper Likelihood of the Project approach being incorporated into Lao government and the local government(into other provinces)	At the policy level, the ODOP Strategy Paper to be developed by the Project needs to be recognized as a basis for developing their own policy document. ODOP committees established in all provinces could become more active with such a policy document. Based on the interview with the Vice Minister of Ministry of Industry and Commerce, Lao PDR will implement its preferential trade liberalization commitments in AFTA in 2015 so the development of products exported will be urgent and the ODOP activities will be very effective to develop the products. In the two provinces, Project approach is likely to be incorporated into their actions as they have assigned staff and plan to request the budget from the provinces. Both Savannakhet and Saravanh Provinces have applied the budget for the Provincial Office. The amount of the budget is approximately 100 million kip per year.
	Budget	Will the budget for this approach be secured as an activity of government of Laos?	Disbursement made so far by the Lao side for the Project	
	Organization	Does the Project implementation system have an organizational ability to conduct the Activities effectively after the end of the Project? Is it likely that counterparts assigned will be retained in the Project? Are there remedial measures prepared in case of staff rotation and leaving? How JICA Laos support the ODOP Project in the future?	Necessary the number of staff from MOIC, ERIT, DIC, OIC to promote ODOP Project	In Savannakhet, five (5) DIC regular staff members have been assigned during the Project and two (2) more are likely to be added after the Project. In Saravanh, four (4) DIC staff members (one (1) deputy, one (1) regular staff, one (1) semi-regular staff and one (1) volunteer staff) have been assigned during the Project. One (1) regular staff is likely to be added after the Project.
			System of rotation of Lao civil servants, System of retaining institutional memory	
			Support system and the cooperation policy for ODOP Project	JICA Laos may continue their support for ODOP and add three (3) provinces of the Southern Region.
	Maintenance and management of equipments and facilities	Have the equipments and facilities provided been maintained properly?	Status of maintenance and utilization of the equipment and facilities provided by the Project	The maintenance method of equipments provided by the Project has been transferred from JICA experts to DIC staff. Concerning the ODOP promotion center in Savannakhet, DIC has determined its manner of the utilization. Rice flour machine will be continuously placed in the ODOP promotion center in Savannakhet, and made available for ODOP groups.
	Environment	Will be any impacts influencing on the environment?	Impacts on the environment	Rattan product group has started feeling concerns about the rattan availability. The amount of rattan procured in nearby forests is limited and they have started to grow rattan trees by themselves. It takes eight (8) to ten (10) years to be able to use trees as raw materials. Therefore, the group tries to find rattan in neighboring villages and continue the effort to grow rattans.