

ラオス人民民主共和国
JICA-ASEAN 連携
ラオスパイロットプロジェクト
終了時評価調査報告書

平成 27 年 6 月
(2015 年)

独立行政法人国際協力機構
ラオス事務所

ラオ事
J R
15-005

ラオス人民民主共和国
JICA-ASEAN 連携
ラオスパイロットプロジェクト
終了時評価調査報告書

平成 27 年 6 月
(2015 年)

独立行政法人国際協力機構
ラオス事務所

序 文

東南アジア諸国連合（ASEAN）は、2008 年 12 月に発効した ASEAN 憲章において 2015 年までに ASEAN 共同体を設立するという目標を掲げ、ASEAN 共同体ロードマップ（2009～2015 年）に基づき、統合に向けた取り組みを推進しています。また、ASEAN は、原加盟 6 カ国と新規加盟 4 カ国〔カンボジア王国、ラオス人民民主共和国（以下、「ラオス」という。）、ミャンマー連邦共和国及びベトナム社会主義共和国〕との間における域内格差を是正し、ASEAN の地域的競争力を高めることを最重要課題ととらえ、ASEAN 統合イニシアティブ（Initiative for ASEAN Integration : IAI）などの活動を進めています。

わが国は、2003 年の「日本と ASEAN のパートナーシップのための東京宣言」などに基づき、IAI など ASEAN が進める統合に向けた努力に対して協力を行ってきました。そのような背景を踏まえ、2008 年 6 月、独立行政法人国際協力機構（JICA）は、JICA-ASEAN 連携協力に関する合意文書を ASEAN 事務局と取り交わし、ASEAN 域内の格差是正や地域共通課題の解決に向けた連携協力を開始しました。

かかる状況の下、ASEAN 域内において最も開発の遅れているラオスを対象に、ASEAN 統合に向けた域内格差を是正するために、ラオス政府、JICA、ASEAN 事務局の 3 者が、ASEAN 新規加盟国を支援するための協力メカニズムを構築することを目的として、2010 年 9 月にラオスの計画投資省及び外務省と討議議事録（Record of Discussions : R/D）の署名を取り交わし、これに基づき、技術協力プロジェクト「JICA-ASEAN 連携ラオスパイロットプロジェクト」を 2010 年 10 月に開始しました。

本報告書は、プロジェクトの終了時評価において、関係者へのインタビュー等を通してプロジェクトの目標達成度や成果の発現状況等を把握・分析するとともに、特に案件終了後の持続性を念頭に置いた提言・教訓を策定し、ラオス側との協議を経て合意した評価結果を取りまとめたものです。

最後に、本調査にご協力を頂いた、日本・ラオス・ASEAN 事務局等の関係各位に深甚の謝意を表するとともに、今後の協力事業に向けて、引き続きのご支援、ご協力をお願い申し上げます。

平成 27 年 6 月

独立行政法人国際協力機構

ラオス事務所長 村上 雄祐

目 次

序 文
目 次
地 図
写 真
略語表

終了時評価調査結果要約表（和文・英文）

第1章 終了時評価の概要	1
1－1 調査背景と目的	1
1－2 調査団の構成	1
1－3 調査日程	2
1－4 主要面談者	2
第2章 プロジェクトの概要	7
2－1 基本計画	7
2－2 プロジェクト・デザイン・マトリックス（PDM）	8
第3章 終了時評価の方法	9
3－1 評価調査の視点と手法	9
3－2 調査項目と方法	9
第4章 JICA-ASEAN連携ラオスパイロットプロジェクト（LPP）全体 及び三つのコンポーネントの実績	13
4－1 JICA-ASEAN連携ラオスパイロットプロジェクト（LPP）全体プログラム	13
4－2 観光コンポーネント（LPPT）	19
4－3 農業コンポーネント（LPPA）	23
4－4 環境管理コンポーネント（LPPE）	31
第5章 評価5項目結果及び結論	37
5－1 JICA-ASEAN連携ラオスパイロットプロジェクト（LPP）全体プログラム	37
5－2 観光コンポーネント（LPPT）	41
5－3 農業コンポーネント（LPPA）	46
5－4 環境管理コンポーネント（LPPE）	49
5－5 結 論	54
第6章 提言及び教訓	57
6－1 提 言	57
6－2 教 訓	58

付属資料

1. 終了時評価ミニッツ・合同評価報告書	63
2. 各コンポーネントへの提言	207
3. 面談記録	216

地図

<環境管理コンポーネント>

首都ビエンチャン、ルアンプラバン郡、サヤブリ郡

<農業コンポーネント>

首都ビエンチャン、ビエンチャン県



<観光コンポーネント>

首都ビエンチャン、チャンパサック県、サバナケット県

写真



ミニッツ署名式（合同調整委員会）



第1回日ラオス評価団会合

<観光コンポーネント>



支援で設置された村人手作りの木橋



情報文化観光省観光マーケティング局でのインタビュー



各パイロット県の Community Based Tourism (CBT) パンフレット



CBT 村の伝統的織物販売所



カムアン県観光局訪問



ビエンチャン観光案内所

<農業コンポーネント>



農業局 CADC でのインタビュー



CADC モデル圃場



Good Agriculture Practice (GAP) 農家グループ訪問 (エクサン村)



GAP 農作物栽培風景



GAP 農家グループによる販売所



GAP 啓発ポスター

<環境管理コンポーネント>



サヤブリ市環境局関係者へのインタビュー



ルアンプラバン市最終処分場



ルアンプラバン県立病院に設置された感染性医療廃棄物焼却炉



3R 活動のマーケットにおけるエコバスケット利用促進活動



パイロットサイトにおけるミミズコンポストの普及



学校におけるペットボトル回収促進活動

略 語 表

略語	英文名称（一部、英語以外の言語）	和文名称
3R	Reduce, Reuse, Recycle	3R（削減、再利用、再資源化）
ADB	Asian Development Bank	アジア開発銀行
AEC	ASEAN Economic Community	ASEAN 経済共同体
AIESC	ASEAN Initiative on Environmentally Sustainable Cities	ASEAN 環境的に持続可能な都市イニシアティブ
AP	Action Plan	行動計画
ASC	ASEAN Standing Committee	ASEAN 常任委員会
ASEAN	Association of Southeast Asian Nations	東南アジア諸国連合
ASEC	ASEAN Secretariat	ASEAN事務局
AWGEE	ASEAN Working Group on Environmental Education	ASEAN 環境教育ワーキンググループ
AWGESC	ASEAN Working Group on Environmentally Sustainable Cities	ASEAN 環境的に持続可能な都市作業部会
BKK	Bangkok	バンコク
C/P	Counterpart Personnel	カウンターパート
CA	Capacity Assessment	キャパシティ・アセスメント
CADC	Clean Agriculture Development Center	クリーン農業開発センター
CBT	Community Based Tourism	コミュニティ・ベース観光
CD	Capacity Development	キャパシティ・ディベロップメント
CLMV	Cambodia, Laos, Myanmar, Viet Nam	カンボジア、ラオス、ミャンマー、ベトナム
CMV	Cambodia, Myanmar, Viet Nam	カンボジア、ミャンマー、ベトナム
CPK	Champasak	チャンパサック県
CPR	Committee of Permanent Representative	ASEAN 常駐代表（ジャカルタに常駐する10 カ国のASEAN 大使）
DDG	Deputy Director General	局次長
DICTO	District Information Culture Tourism Office	郡の情報文化観光課
DOA	Department of Agriculture	農業局（農林省）
DOE	Department of Environment	環境局（天然資源環境省）
DOH	Department of Health	保健局（保健省）
DONRE	Department of Natural Resources and Environment	天然資源環境局（天然資源環境省）
DOP	Department of Planning	計画局（計画投資省）
DPC	Department of Pollution Control	公害管理局（天然資源環境省）

DPWT	Department of Public Works and Transport	公共事業・運輸局（公共事業・運輸省）
EEA	Environmental Education and Awareness	環境教育啓発
EOJ	Embassy of Japan	在ラオス日本国大使館
ESC	Environmentally Sustainable Cities	環境的に持続可能な都市
EVI	Economic Vulnerability Index	経済脆弱性インデックス
FAM	Familiarization	観光業者へのプロモーション（旅行）
FAO	Food and Agriculture Organization of the United Nations	国連食料農業機関
GAP	Good Agricultural Practice	農業生産工程管理
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit	ドイツ国際協力公社
GMS	Greater Mekong Sub-region	大メコン河流域圏
GNI	Gross National Income	国民総所得
GOL	the Government of Laos	ラオス政府
HAI	Human Asset Index	人的資源インデックス
HCW	Health Care Waste	医療廃棄物
HDI	Human Development Index	人的開発インデックス
HLS	High Level Seminar	ハイレベルセミナー
IAI	Initiative for ASEAN Integration	ASEAN 統合イニシアティブ
ICS	Internal Control System	内部監査システム
IGES	Institute for Global Environmental Strategies	公益財団法人地球環境戦略研究機関（アイジェス）
IPM	Integrated Pest Management	総合的病害虫・雑草管理
JICA	Japan International Cooperation Agency	独立行政法人国際協力機構
JSPP21	Japan-Singapore Partnership Programme for the 21st Century	シンガポール第三国研修
Lao PDR	Lao People's Democratic Republic	ラオス人民民主共和国
LATA	Lao Association of Travel Agents	ラオス旅行業協会
LDC	Least-Developed Countries	後発開発途上国
LHRA	Lao Hotel and Restaurant Association	ラオスホテル・レストラン協会
LNTA	Lao National Tourism Administration	ラオス国家観光庁
LPB	Luang Prabang District	ルアンプラバン郡
LPP	Laos Pilot Program for Narrowing the Development Gap towards ASEAN Integration	JICA-ASEAN連携ラオスパイロットプロジェクト

LPPA	Agriculture Component of LPP	ラオスパイロットプロジェクト農業コンポーネント
LPPE	Environmental Management Component of LPP	ラオスパイロットプロジェクト環境管理コンポーネント
LPPO	Laos Pilot Project Office	ラオスパイロットプロジェクト事務局
LPPT	Tourism Promotion Component of LPP	ラオスパイロットプロジェクト観光コンポーネント
LTMB	Laos Tourism Marketing Board	ラオス観光マーケティング評議会
M/M	Minutes of Meeting	ミニッツ（協議議事録）
MAF	Ministry of Agriculture and Forestry	農林省
MDGs	Millennium Development Goals	ミレニアム開発目標
MICT	Ministry of Information, Culture and Tourism	情報文化観光省
MOFA	Ministry of Foreign Affairs	外務省
MOH	Ministry of Health	保健省
MONRE	Ministry of Natural Resources and Environment	天然資源環境省
MPI	Ministry of Planning and Investment	計画投資省
MPWT	Ministry of Public Works and Transport	公共事業・運輸省
NDG	Narrowing the Development Gap towards ASEAN Integration	ASEAN統合に向けた開発格差の是正
NSEDP	Lao National Socio-Economic Development Plan 2011-2015	ラオス第7次国家社会経済開発計画
ODA	Official Development Assistance	政府開発援助
PCD	Pollution Control Division	汚染規制局
PDM	Project Design Matrix	プロジェクト・デザイン・マトリックス
PICTD/ PTD	Provincial Information, Culture and Tourism Department/ Provincial Tourism Department	県情報文化観光局（情報文化観光省）
PIU	Project Implementation Unit	パイロット県プロジェクト実施ユニット
PKZ	Pakse	パクセ市
PO	Plan of Operations	活動計画
PPC	Plant Protection Center	植物防疫センター
PTD	Provincial Tourism Department	県観光局（ラオス）
R/D	Record of Discussions	討議議事録

RESCP	Regional Environmental Sustainability Cities Programme	環境的に持続可能な都市の地域プログラム
SJET	Short-term JICA Expert Team	JICA 短期専門家チーム
SVT	Savannakhet	サバナケット県
SWM	Solid Waste Management	廃棄物管理
TC	Technical Committee	技術委員会
TF	Taskforce	タスクフォース
TIS	Tourism Information Service	観光情報提供プログラム
UDAA	Urban Development Administration Authority	都市開発行政機構
UEM	Urban Environment Management	都市環境管理
UNDP	United Nations Development Programme	国連開発計画
UNEP	United Nations Environment Programme	国連環境計画
USD	United States Dollar	アメリカドル
VTE	Vientiane	ビエンチャン
VUDAA	Vientiane Urban Development Administration Authority	首都ビエンチャン都市開発行政機構
WREA	Water Resources and Environment Agency	水資源環境庁
XYB	Xayabouri District	サヤブリ郡

終了時評価調査結果要約表

1. 案件の概要	
国名：ラオス人民民主共和国	案件名：JICA-ASEAN 連携ラオスパイロットプロジェクト
分野：計画・行政、観光、農業、環境管理	援助形態：技術協力プロジェクト
所轄部署：ラオス事務所	協力金額（評価時点）：11 億 5,232 万円
協力期間 2010 年 10 月 29 日～ 2015 年 10 月 28 日 （R/D 署名日：2010 年 9 月 15 日）	先方関係機関：計画投資省（MPI）計画局、外務省（MOFA）ASEAN 局、農林省（MAF）農業局、天然資源環境省（MONRE）公害管理局、公共事業・運輸省（MPWT）、情報文化観光省（MICT）観光マーケティング推進局、ASEAN 事務局（ASEC）
	日本側協力機関：なし
	他の関連協力：なし
1-1 協力の背景と概要 東南アジア諸国連合（Association of Southeast Asian Nations。以下「ASEAN」という。）加盟 10 カ国は、2015 年までに ASEAN 共同体（ASEAN Communities）を設立するという目標を掲げている。共同体の設立に向けての最重要課題の一つは、ASEAN 原加盟 6 カ国と ASEAN 新規加盟国（カンボジア王国、ラオス人民民主共和国、ミャンマー連邦共和国、ベトナム社会主義共和国）との域内開発格差の是正である。 ラオス人民民主共和国（以下「ラオス」という。）政府（The Government of Laos。以下「GOL」という。）「第 7 次国家社会経済開発計画（2011～2015 年）」（Lao National Socio-Economic Development Plan 2011-2015。以下「NSEDP」という。）において、ASEAN 統合への対応については検討されたものの、具体的な対応策については決定されていなかった。かかる状況の下、GOL、JICA 及び ASEAN 事務局（ASEAN Secretariat。以下「ASEC」という。）は、ラオスをパイロット国として、ASEAN 新規加盟国のための格差是正に資する協力のモデルづくりを行うことを確認し、3 者による協議・意見交換を重ねてきた。その結果、ラオスが ASEAN 統合の利益を享受しつつ更に発展するために、ASEAN 統合に向けた行動計画とラオスの開発計画との調和化を図り、「環境と成長の両立」と「開発のための産業多角化」をめざすという戦略的方向性を共有した。この方向性は、貧困削減、開発と社会、並びに環境のバランスを志向する NSEDP の方向性と軌を一にするものである。 これを受け、ASEAN 統合に向けた開発格差の是正（Narrowing the Development Gap towards ASEAN Integration。以下「NDG」という。）を支援するための 3 者協力のモデル構築をめざすと同時に、上記戦略的方向性を具体化するため、「JICA-ASEAN 連携ラオスパイロットプログラム」（Laos Pilot Program for Narrowing the Development Gap towards ASEAN Integration。以下、「LPP」という。）を実施することとなった。LPP では、協力戦略のコンセプトを“Clean, Green, Beautiful Laos”と設定し、Clean Environment と Green Economy の二つのテーマで協力を進めていくこととなった。そうしたなかで、LPP における具体的な協力対象分野については、これまでの情報収集及び GOL・ASEC との協議を通じて、①ASEAN 統合ロードマップの実施に資すること、②ラオスの開発戦略・計画に整合すること、③通常の二国間援助とは異なる 3 者協力事業として ASEAN からの協力リソースの投入が可能かつ有効であること、④日本の対ラオス支援方針と合致していること等を主たる要素としてスクリーニングを行った結果、観光、農業、環境管理の 3 コンポーネントを対象とすることが決定された。 本プロジェクトは、計画投資省（Ministry of Planning and Investment。以下「MPI」という。）を中心に、外務省（Ministry of Foreign Affairs。以下「MOFA」という。）、情報文化観光省（Ministry of Information, Culture and Tourism。以下「MICT」という。）、農林省（Ministry of Agriculture and	

Forestry。以下「MAF」という。)、天然資源環境省 (Ministry of Natural Resources and Environment。以下「MONRE」という。)、並びに ASEC をカウンターパート (Counterpart Personnel。以下「C/P」という。) 機関として、2010 年 10 月～2015 年 10 月までの 5 年間のプロジェクト期間で実施されてきた。

1-2 協力内容

(1) 上位目標

ASEAN 統合に向け、域内における開発格差が縮まり、地域統合が促進される。

(2) プロジェクト目標

ASEAN 統合に向けた域内格差是正のための GOL、ASEC、JICA による 3 者協力のメカニズムが構築され、機能する。

(3) 成果

- 1) ラオス並びに ASEAN 各国において、ASEAN 統合に向けて、ASEAN 域内格差是正に向けた施策を促進するための適切な実施体制が確立し、促進される。
- 2) 三つの協力分野間、ASEAN 各国の当該分野に係る組織とのリンケージの強化、さらには ASEAN 諸国及び日本からの協力リソースを活用することによって、ASEAN 域内格差是正に向けたイニシアティブが促進される。
- 3) ASEAN 統合に効果的に対応するための GOL の能力が強化される。

(4) 投入 (評価時点累計)

ラオスパイロットプロジェクト事務局 (Laos Pilot Project Office。以下、「LPPO」という。) を中心に、観光、農業、環境管理の 3 コンポーネントで活動が行われており、投入は下記のとおり。

ラオス側	LPPO	ラオスパイロットプロジェクト観光コンポーネント (LPPT)	ラオスパイロットプロジェクト農業コンポーネント (LPPA)	ラオスパイロットプロジェクト環境管理コンポーネント (LPPE)
C/P	6 名 (MPI、MOFA)	15/18 名 [MICT/県情報文化観光局 (情報文化観光省) (PICTD/PTD)]	4 名 (MAF)	10 名 [MONRE、公共事業・運輸省 (MPWT)]
土地・施設提供	オフィス (MOFA)	オフィス (MICT/PICTD)	なし	オフィス (MONRE)

日本側	LPPO	LPPT	LPPA	LPPE
長期専門家派遣	累計 4 名	1 名	1 名	0 名
短期専門家派遣	1 名	4 名	累計 3 名	7 名

機材供与	オフィス機器/車両等	オフィス機器/パイロットサイトへの各種投入（橋梁用木材、機織り機 ほか）	圃場等	オフィス機器/パイロットサイトへの各種投入（重機、コンクリートプレート、焼却炉 ほか）
研修員受入	なし	日本/ASEAN 諸国	日本/ASEAN 諸国	日本/ASEAN 諸国
ローカルコスト負担：	6,867 万円	6,115 万円	5,231 万円	5,160 万円

ASEC 側	LPPO	LPPT	LPPA	LPPE
C/P	2 名	なし	なし	なし
講師	2 名	なし	なし	なし

2. 評価調査団の概要

調査者 (日本側)	担当業務	氏 名	所 属
	団長／総括	石川 幸子	JICA 国際協力専門員
	団長補佐	木村 弘則	JICA ラオス事務所 次長
	評価分析 1 (LPPO/LPPA)	松本 彰	A&M コンサルタント(有) 代表取締役
	評価分析 2 (LPPE)	土井 弘行	(株)生活工房 do 代表取締役
	評価分析 3 (LPPT)	阪本 日出雄	(株)パデコ プリンシパルコンサルタント
	協力企画	澤田 圭佑	JICA ラオス事務所 企画調査員
	協力企画	Viengsavanh SISOMBATH	JICA ラオス事務所 プログラムオフィサー

なおラオス側も、Mr. Houmphanh Soukprasith [Deputy Director General of Department of International Cooperation (DIC), MPI] を団長に、MOFA はじめ関連官庁から調査者計 6 名を配置。

調査期間	2015 年 4 月 7 日 ～ 2015 年 5 月 21 日	調査種類：終了時評価調査
------	----------------------------------	--------------

3. 評価結果の概要

3-1 プロジェクト目標の達成状況

(1) プログラム全体 [ラオスパイロットプロジェクト事務局 (LPPO)]

プログラム目標：ASEAN 統合に向けた域内格差是正のための GOL、ASEC、JICA による 3 者協力のメカニズムが構築され、機能する。

指標 1：3 者協力のメカニズムに係る協働作業の枠組みが構築される。

達成状況：

ラオス国内においては、ASEAN、ASEAN 統合イニシアティブ（Initiative for ASEAN Integration。以下「IAI」という。）を担当する MOFA と開発プロジェクトを総括する MPI、及び JICA が協働し、事業実施担当省庁の IAI プロジェクト及び格差是正のための事業実施に介在する体制を確立した。一方、ASEAN においては、ASEAN のセクター開発課題に機動的に対応するために、ラオスの事業実施担当省庁と ASEAN セクトラル・ボディとの連携が

構築された。また JICA においては、プログラム予算の措置、GOL 機関間の調整、ASEC IAI 担当部局への問題提起と課題解決に向けた働きかけを行い、GOL、ASEC そして JICA の 3 者間の総合調整を行う機能を確認した。
指標 2：ASEAN コミュニティ・ロードマップ（観光、農業、環境）上で示された協力対象分野の取り組み課題が、ラオスにおいて実施される。
達成状況： 3 分野（観光振興、安全・安心な農産物振興、環境管理）の選定は、GOL との合意の下、「ASEAN コミュニティ 2009～2015 年（なかでも IAI ワークプラン 2）」のロードマップに沿って策定されており、当該 3 分野は、GOL の国家開発の優先分野としても位置づけられ推進されてきている。 観光コンポーネントでは ASEAN コミュニティ・ベース観光（Community Based Tourism。以下「CBT」という。）の導入を、環境コンポーネントでは ASEAN 環境的に持続可能な都市（Environmentally Sustainable Cities。以下「ESC」という。）の推進を、そして農業コンポーネントでは ASEAN 農業生産工程管理（Good Agriculture Practice。以下「GAP」という。）の導入を行い、それぞれにつき、組織強化と人材育成が行われた。
(2) 観光コンポーネント（LPPT）
コンポーネント目標：官民連携と中央と地方の連携により、ラオスの自然、文化、歴史、民俗にまつわる観光資源を適切かつ持続的に活用した観光振興体制が確立される。
指標 1：2015 年のラオスへの観光客数が 350 万人に達する。
達成状況： 観光客の入込数は 2012 年に 330 万人、2013 年に 370 万人そして 2014 年には 415 万人に達した。2015 年に 350 万人という目標を達成できた。
指標 2：ビエンチャン（Vientiane。以下「VTE」という。）及びパイロット県における官民連携によるマーケティング・宣伝活動への参加観光関連民間会社の数。
達成状況： 官民協働の観光情報サービスプログラムに、VTE の 18 社が参加した。 三つのパイロット県でのファムツアー等の CBT 関連活動に、述べ 50 社以上が参加した。
(3) 農業コンポーネント（LPPA）
コンポーネント目標：安全で品質の高い農産物が生産されるために GAP がラオスに導入される。
指標 1：プロジェクト終了までに GAP の認証体制が整備され、GAP が他の地域に拡大する。
指標 2：GAP 認証を受けた農産物の生産や流通がラオス国内で開始される。
達成状況： ラオスは ASEAN GAP と同等のラオス GAP を 2011 年 1 月に制定。この普及を図るため GAP の認証体制を整備するとともに、農家への普及を図るため農家グループの組織化、GAP 指導員の育成を図りつつ、安全で質の高い農産物生産に必要となる GAP の適切な指導や助言が受けられる体制の整備を行った。 このうち、GAP 認証体制の整備については、ドイツ国際協力公社（Deutsche Gesellschaft für Internationale Zusammenarbeit。以下「GIZ」という。）と TICA が実施する「ラオス GAP 強化プロジェクト」（2012 年 5 月～2015 年 5 月で完了）が対応し、LPPA では農家への GAP 導入・普及を担当することとなった。まずラオスでの GAP 普及を図るため、農業局（Department of Agriculture。以下「DOA」という。）傘下のクリーン農業開発センター（Clean Agriculture Development Center。以下「CADC」という。）の GAP 農場の整備を行い、GAP の実践農場として展示活動と GAP 研修を実施した。また GAP のパイロットサイトとして、首都 VTE、

及び VTE 県の 2 サイトが選定され、累計で 26 グループ、738 農家が GAP のパイロット農家グループとして組織化された。これまで、GAP のオリエンテーションも各農家グループ単位で実施され、かつ参加農家全員に対し GAP 研修、さらには担当者向けに内部監査システム（Internal Control System。以下「ICS」という。）研修、また農家グループのリーダーに対する GAP 実践研修を実施済みである。

GAP 認証の取得に関しては、現在まで CADC 並びに 2 農家グループ（45 農家）の計 3 団体のラオス GAP 認証申請が承認され、農家のなかにはタイへ輸出するなど、GAP 農産物の販売を開始したところである。しかし、農場管理記録の記載方法が徹底されていないなど、一部規程で定められた GAP 認証農産物の詳細な生産量はじめ出荷先、流通経路などの情報が得られていない部分もあり、プロジェクト・デザイン・マトリックス（Project Design Matrix。以下「PDM」という。）のうちコンポーネント目標で定められた指標の達成状況が確認できない部分もあった。

（4）環境管理コンポーネント（LPPE）

コンポーネント目標：ラオスにおいて、ASEAN 環境的に持続可能な都市イニシアティブ（ASEAN Initiative on Environmentally Sustainable Cities。以下「AIESC」という。）に基づき、ESC が促進される。

指標：ESC ガイドラインが、広く活用される。

達成状況：

ESC ガイドラインはパイロットサイト 3 都市での活用のみならず、国全体に広がりつつある。2015 年 4 月現在、ESC ビジョンを策定した都市の数は、パイロットサイト 3 都市〔首都 VTE、ルアンプラバン郡（Luang Prabang District。以下「LPB」という。）、サヤブリ郡（Xayabouri District。以下「XYB」という。）〕と ESC ガイドライン普及活動により策定を支援した 3 都市（Paksan、Kaysone Phomvihane、Vangvieng）の合計 6 都市である。

2013 年 3、7 月に実施した ESC ガイドライン普及ワークショップ後に、ESC ビジョン案を策定するために、パイロット 3 都市を除く 14 県のうち 12 の県都は、ESC ビジョン策定のための委員会を設立し、MONRE/汚染規制局（Pollution Control Division。以下「PCD」という。）に対して策定のための協力を要請してきた。要請に応えるための支援体制の整備を MONRE/PCD は進めている。

AIESC のプログラムには、ASEAN 全体で 25 都市が参加し、ラオスからはパイロットサイト 3 都市が参加している。AIESC では、参加都市とは別に、2008 年から 3 年に一度、ESC として模範的な活動を行った都市に対して ASEAN ESC Award を与えている。2014 年 10 月に VTE で開催された 15th Informal ASEAN Ministerial Meeting on Environment (IAMME) on 30 October 2014 において LPB が ASEAN10 都市の一つとして表彰されている。上記から、コンポーネント目標は既に達成されていると考えられる。

3-2 評価結果の要約〔JICA-ASEAN 連携ラオスパイロットプロジェクト（LPP）全体プログラム〕

3-2-1 妥当性

本プログラムは、下記の理由により、その妥当性は非常に高いと判断される。

（1）相手国政府国家政策上の位置づけ

“Clean, Green and Beautiful Laos”という戦略的ビジョンに基づく本プログラムの基本計画は、公平な経済開発、貧困削減、開発格差に焦点を絞りつつ、ASEAN 加盟国の社会開発の加速を志向するもので、NSEDП、更に現在草案中の「第 8 次 NSEDП 2016～2020 年」の方向性とも軌を一にしており、その点において整合性が高い。なお、本プログラムの分野別コンポーネント（観光、農業、環境管理）は、どれもラオスの国家開発の優

先分野と合致している。

(2) 東南アジア諸国連合（ASEAN）政策上の位置づけ

本プログラムの三つのコンポーネントは、いずれも ASEAN 統合ロードマップ(ASEAN コミュニティ・ブループリント、IAI ワークプラン 2、セクターワークプラン) から抽出され、事業が設計、実施されていることから、優先順位も高く、基本的に ASEAN の開発方針に沿ったものである。

(3) パイロット国並びに対象分野の選定

2004 年 11 月に締結された「ビエンチャン・アクション・プログラム (VAP)」において、ASEAN 諸国のリーダーは、ASEAN 共同体の設立に向けて原加盟国 6 カ国と新規加盟国 4 カ国〔カンボジア、ラオス、ミャンマー、ベトナム (Cambodia, Laos, Myanmar, Viet Nam。以下「CLMV」という。) 諸国〕間の域内格差是正への取り組みが最重要課題の一つであると表明しており、この課題に対し、ASEAN 加盟各国は域内格差是正に向けた革新的なモダリティの開発に取り組むことを表明している。CLMV 諸国のなかでも各種開発指標の低いラオスにおいて、域内格差是正への取り組みを行うことは妥当であった。また、ASEAN との新たな「協力メカニズム」のモデルを構築し具現化することは、新たなモダリティ形成の点、ASEAN 協力の推進という点からも、妥当であったといえる。

(4) わが国援助政策との関連、国別事業実施計画上の位置づけ

対 ASEAN 協力としては、わが国は、2003 年 12 月、「日本と ASEAN のパートナーシップのための東京宣言」を採択するとともに、日本・ASEAN 包括的経済連携協定の締結等を通じて、ASEAN との連携、関係の強化を図ってきた。また、2011 年 11 月にインドネシアのバリで開催された第 14 回日本・ASEAN 首脳会議において、ともに繁栄する日本と ASEAN の戦略的パートナーシップの強化のための共同宣言（バリ宣言）を発表し、「日本・ASEAN 行動計画（2011～2015 年）」を採択している。さらに、ASEAN 加盟国間の格差是正、開発ギャップを埋めることを目的とした ASEAN 共同体の構築のための自主的な取り組みをわが国も重視しており、本プログラムはこれらの公約を実現することにつながるものであり、わが国の政策とも整合性が確保されている。

3-2-2 有効性

有効性は高いと判断される。本プログラムの目標は「ASEAN 統合に向けた域内格差是正のための GOL、ASEC、JICA による 3 者協力のメカニズム構築」と設定されている。本プログラムの三つの成果の達成度は高く、GOL の能力強化も顕著であると判断される。終了時評価の時点において、3 者協力のメカニズム、特に協力実施に係るシステム構築や域内格差是正のための能力向上、更にラオス国内における各コンポーネントの実施進捗状況を踏まえると、ASEAN 統合に向けた域内格差是正のための枠組みが構築されるとともに、域内格差是正のための実践的な取り組みが行われたと高く評価でき、以下の理由によって、プロジェクト目標は達成できると判断される。

- ① 有機的、有効な実施構造と 3 者並びに関係者との協力メカニズムの構築
- ② 対象 3 コンポーネントの進展と成果（ESC 環境ガイドライン策定、GAP 導入、CBT 促進）
- ③ GOL 及び関係者の能力強化

各コンポーネントの成果は近隣国であるカンボジア、ミャンマー、ベトナム (Cambodia, Myanmar, Viet Nam。以下「CMV」という。) と共有され、ASEAN 諸国間の地域協力推進に

も寄与しており、また、コンポーネントごとのワーキンググループでの活動（例：農業の EWG GAP、環境の ESC ワーキンググループ、観光の ASEAN 観光会合やフォーラム）を通して、ASEAN 各国との連携強化に結びついている。

3-2-3 効率性

本プログラムの効率性は、中程度と判断される。予算投入については、本プログラムの前半、各対象分野での活動開始や基盤整備のために当初計画予算額を上回る、比較的多額の資金が投入されたが、プログラム後半には、供与したインフラを効率的に活用した活動を行っており、また今後ラオス側に円滑に受け渡せるよう、能力強化が図られてきている。人材面では、C/Pの人材不足や異動、あるいは日本人専門家の配置遅滞や短縮等が一部の活動に影響を及ぼしたことが観察された。なお、本プログラムでは、日本あるいはラオスからの人的投入だけでなく、ASEAN6カ国から専門家等を招へいするなど、人材の有効活用を図っている一方、ASEAN諸国への視察訪問、各コンポーネントによる地域セミナー、ワークショップの実施を通じた近隣諸国との開発課題に関する知見の交流も行われてきた。こうしたASEAN各国との協力は、経験や教訓の共有、技術移転といった視点だけでなく、自国における状況を再認識する機会になるなど、有益かつ効率的であったといえる。現在は3者間協力の効率・効果的な実施体制を構築できているが、本プログラムの効率的な実施運営管理のため、LPP全体の総括共同マネジャーが3者（GOL・ASEAN・JICA）から配置されたとはいえ、国内外にわたる多数の関係機関との調整には、相当なマネジメントコストが必要であった。

3-2-4 インパクト

本プログラムのインパクトは比較的高いと判断される。

(1) ラオス政府（GOL）の国家プログラムとして認知

各コンポーネントはラオスの国家戦略に組み込まれ、現在実施中のラオスの第7次 NSEDP のなかでも ASEAN 統合に向けた取り組みとして本件が位置づけられている。さらに次期第8次 NSEDP にも、各コンポーネント並びに国際統合は、重要な分野、課題として位置づけられている。

(2) 東南アジア諸国連合（ASEAN）統合に向けた新しい協力モデルとして貢献

本プログラム実施によって、効果的な3者間協力のメカニズムが構築され、かつ機能的に稼働し、ASEAN 各国に本プログラムの進捗、結果が共有されることで、ASEAN 統合促進に貢献している。とりわけ、ラオスが、ASEAN 統合に係る新しい協力モデルの「パイロット国」となったこと、更に本プログラムが開発格差是正のための3者協力のモデルに係る代替的、斬新的な開発モデルを示したことは何より大きな成果である。具体的には ASEAN 連携、更にはその促進に係る実質的な事業展開、各国の進捗状況に係る情報共有はじめ、合意形成づくり、さらには対外交渉、協議のアプローチなど、組織間調整の模範についても示すことができたことは高く評価。

(3) 国ごとのニーズへの対応及び地域協力の促進

本プログラムは、ラオスにとって優先的な開発課題の解決に記したユニークな成功案件といえるが、関係政府職員の能力強化にとどまらず、コミュニティレベルにおいても目に見える便益をもたらしたものとして高く評価できる。また、プロジェクト後半には、各コンポーネントの活動はラオス一国にとどまらず、近隣国からの招へいや地域・専門家会合への参加などを通じて、「複数国」「地域」の広がりないし視点をもった活動を行っており、地域協力の促進に貢献してきたといえる。さらに本件が、複数年度の継続活動であり、かつ複数分野を対象としていること、相互に関連性をもった活動であること

から、高い賞賛を受けている。

(4) 各コンポーネントのインパクト

各コンポーネントの進展を通じ、知識やノウハウはじめ C/P の能力強化にとどまらず、一般住民の環境問題（固定廃棄物）や食の安全や品質向上、あるいは観光者や住民に対して環境に配慮した街並みを提供するなど、広く意識の改革に貢献してきている。また各コンポーネントでは、実際に直接の便益を最終受益者である農家、観光客、そして一般住民にまでその効果をもたらしている。例えば環境管理コンポーネントでは、都市環境管理の一環としての固定廃棄物活動は、パイロットとなった 3 都市で、特に住民はじめ観光客の健康改善、安心に大きく貢献しており、さらに首都 VTE や LPB の観光客誘致にも間接的に貢献している。農業コンポーネントで取り組まれている化学肥料等の適正使用による農作業条件の改善や環境に優しい農法は、農民の健康にプラスのインパクトをもたらすことが期待される。観光コンポーネントでは、持続的観光の推進のための観光マーケティングや促進活動を行い、2012 年のラオス観光年を成功に収めた。2013 年に、ラオスが欧州で「The World's Best Tourist Destination 2013」を獲得したことは大きなインパクトであったといえる。また、CBT 促進に関する観光専門家会合を通して、観光分野における ASEAN 協力にも貢献した。さらに、ASEAN CBT スタンダード策定のワーキンググループの議長国であるカンボジアに協力し、2014 年 10 月にはカンボジア観光省に対するパイロット県への招へい視察及び意見交換を実施し、2015 年 1 月にはカンボジアで開催された CBT 関連セミナーに参加し、ラオスにおけるラオスパイロットプロジェクト観光コンポーネント（Tourism Promotion Component of LPP。以下「LPPT」という。）の CBT 開発経験と、ASEAN CBT スタンダードを活用した実践例等の共有・報告などを行い、同スタンダード策定に貢献した。なお、パイロット村の観光ビジネスに従事するオーナーやその家族は CBT 活動による便益も受けている。

(5) コンポーネント間の連携効果

コンポーネント間の連携による効果も見受けられる。環境管理コンポーネントの連携活動のサイトとして、観光コンポーネントの CBT パイロット場所が選定され、ミミズコンポストの普及活動を実施。CBT 活動村の村人が VTE でのミミズコンポスト普及セミナーに出席、同 CBT 活動村にミミズコンポストの専門家が訪問し講義するなどの連携が行われ、その後、セミナー参加者がそれぞれ自村でミミズコンポストを実践した結果、環境への認識の向上とともに、観光資源としての持続的利用を促進した。

(6) 東南アジア諸国連合（ASEAN）へのインパクト

本プログラム実施によって、目に見える成果やインパクトが ASEAN の専門家会合等で報告、プレゼンテーションされ、各コンポーネントでのセミナーやワークショップがラオス国内だけでなく、ASEAN 各国で実施された。こうした活動を通じて、LPP の実践的な知見や経験が ASEAN 各国間でも有用なメカニズムとして広く共有されている。

3-2-5 持続性

本プログラムの継続性は、中程度と判断される。評価の結果、政策・組織・制度面、並びに技術・人材面での継続性は比較的高いため、更なる活動拡大のためには、継続して能力強化や人材活用に係る予算を確保していく必要があるが、国家予算の制約等による財務面での課題は残る。各コンポーネント C/P 機関の特色や、予算事情を考慮しつつ、財務面の課題を克服するための工夫や取り組み方針について、プロジェクト終了時まで引き続き検討、協議していくことが求められる。本プログラムの継続性は、以下の図表にあるとおり、「課題・制約」をいかに克服しつつ、「機会・期待」を有効に使えるかにかかっている。

観点	イシュー・焦点・課題	
	機会・期待	課題・制約
政策・組織・制度面	- ASEAN 統合（地域・国際統合を含む）に向けた促進及び加速化、更に「ポストミレニアム開発目標（Millennium Development Goals。以下「MDGs」という。）及び SDGs」に向けての持続的開発の重要性（同方向性に対する GOL の国家政策&開発計画の継続と強固：次期第 8 次 NSEDP） - ASEAN 統合に対する理解促進（政府関係者、地方や国民への啓発を強化） 3 コンポーネント（観光促進、安全農産物、環境的に持続可能な都市）の持続的活動に係る GOL 関係各局のコミットメント - 策定された ESC ガイドライン、GAP ロードマップ、CBT 開発指針の、ラオス国内、ASEAN 各国への配布ないし共有 - ラオスにおける ASEAN 地域アジェンダの効率・効果的实施調整に係る政府関係機関のコミットメント	ASEAN 開発アジェンダの実施推進に係る GOL 組織間における調整協力メカニズム強化
技術・人材面	- 各コンポーネントと ASEAN 共同体ロードマップとの密接なリンケージ - GOL 並びに参加関係者（民間セクター、住民、農民などを含む）の技術・運営・プレゼンテーション能力の向上 - 成果品（制作資料ほか：例としてガイドライン、戦略計画書、研修教材、冊子ほか）の活用	職員の交代、異動あるいは職員数の絶対的制約にかかわらず、これまでの教訓、業務経験の蓄積と有効活用
財務面	施設・機材の保守や維持管理に必要な GOL 予算措置のコミットメント	能力強化や人材活用に係る財務面の制約（特に職員のみならず、関係者への研修や ASEAN 域内の専門家活用）

3-3 結 論

本プログラムは、2015 年末をめどに実現をめざしている ASEAN 統合の最大の課題と認識されている加盟国間の格差是正に対する新たな取り組みとして、2010 年 10 月に開始された。格差是正に向けて実質的な開発成果を上げるために、ラオス 1 カ国に対象国が絞られた。GOL、ASEC、並びに JICA の 3 者が、本プログラムの実施体制を構築して、ASEAN 共同体ロードマップの一部を形成している IAI ワークプラン 2 とラオスの開発課題が合致する 3 分野（観光、農業、環境）を選び、LPP コンポーネントと呼ばれるプロジェクトを実施。特に 2013 年 5 月以降、各コンポーネントは、中間評価の提言を踏まえて ASEAN との協力に注力してきた。また、LPPO と GOL C/P は、LPP のコンセプト、及び活動成果を周辺国と共有する活動を通じて LPP の地域協力的側面を強化してきた。

上記、LPP の特殊性にかんがみて、本プログラムの評価においては、通常のプロジェクト評価に準じた LPP 全体及び三つのコンポーネントの実績と 5 項目評価とは別に、ASEAN 協力案

件としての側面も評価する必要があった。結論としては、以下の3点を強調したい。

(1) ラオスの開発促進への貢献

まず、ラオスの開発促進の観点からは、観光、農業、環境管理のすべてのコンポーネントにおいて各コンポーネントの目標がおおむね達成されており、それぞれに今後に向けての課題は残されているものの、これまでの活動においてはめざましい成果が確認された。詳細は、各コンポーネントの記述にゆずるが、LPPTでは、2012年のラオス観光年に向けてGOL機関の能力向上が図られるとともに、民間企業との連携が促進された。また、ラオス国内のCBT開発指針が整備され、3県において実施されたCBTモデルサイトでは、住民のエンパワーメントを県・郡レベルの観光局があと押しするという理想的な開発の手法が確認された。ラオスパイロットプロジェクト農業コンポーネント（Agriculture Component of LPP。以下「LPPA」という。）では、ASEAN加盟国のなかで最も遅れていたGAPの導入が実現し、GAP認証農家グループが誕生した。また、ASEAN GAP ワーキンググループとの関係構築によって担当者の能力向上が図られ、ラオス国内のGAP普及に係る基盤が確保された。ラオスパイロットプロジェクト環境管理コンポーネント（Environmental Management Component of LPP。以下「LPPE」という。）では、廃棄物処分場の整備と運営について特筆すべき成果が確認された。国内ではESCガイドラインの整備と普及活動が実施され、本分野ではASEANを牽引する役割を担うまでに成果を上げた。定期的に行われてきた中央及び地方のC/Pに対する能力向上測定調査においても、確実にラオス人関係者のやる気と能力が正比例で向上しているとの結果が確認されている。LPPで取り上げてきた3分野は、次期第8次NSED（2016～2020年）においても最優先分野グループのなかに入っており、今後、ますます重要性が高まっていくと考えられる。GOLの政策の観点から振り返っても、今後につながる3分野の貢献は大きなものであった。

(2) 域内格差是正の側面における成果

ASEAN域内の格差是正の側面では、特に中間評価後にLPPOとともに各コンポーネントは所定の成果を上げた。各コンポーネントにおいて具体的にどの程度の格差が是正されたかという点で、域内の基準との格差を現実に認識し、格差を埋めるべく具体的な取り組みが実施された意義とその進捗は高く評価できる。LPPTでは、ASEAN CBT ワーキンググループとの連携を強化し、ASEAN CBT スタンダードを踏まえたラオス CBT 開発指針を作成、ラオス国内のCBTをASEANのレベルに引き上げていく基盤が構築された。またラオス CBT の成果を周辺国と共有する活動によって、周辺国への波及効果が認められた。LPPAでは、ASEAN GAP ワーキンググループのメンバーとして活動することによって、ラオス国内におけるGAP普及のロードマップ作成や農家グループのGAP認証等にかかわるノウハウの習得が容易となり、担当者の自信と能力向上にもつながった。周辺国の関係者を招いてGAP普及のワークショップを開催することによって、周辺国との協力関係も強化された。LPPEは、前述のとおり、ASEAN ESC のコンセプトを国内のガイドラインとしてまとめ、全国普及をめざしているという点で、ASEAN ESC ワーキンググループ内のロールモデルとなっている。また、周辺国を対象としたガイドライン普及ワークショップをラオス国内、及びカンボジアで開催し、周辺国とのノウハウの共有にも貢献した。

(3) 東南アジア諸国連合（ASEAN）案件としての側面

ASEAN 協力案件としての側面では、GOL・ASEC・JICAによる3者協力のメカニズムが構築されたことでLPP全体として所定のプロジェクト目標は達成されたというポジティブな評価がある。

当初計画されたGOL・ASEC・JICAによる3者協力メカニズムを実質的に機能させるた

めには、別途、二つの調整機能を動員する必要があった。

第一に、MOFA・MPI・関係各省間のラオス国内調整メカニズムである。MOFA と MPI の協働関係によって、政治の場で決められた ASEAN の地域課題をラオス国内の開発課題に落とし込み、案件として実施するメカニズムを構築することができた。MPI は MOFA のお墨つきを得て、関係各省にも ASEAN 案件の実施に対して助言と調整を行うことができた。この国内調整メカニズムは、また、ASEAN の開発課題をラオスの NSEDP に取り込むことにも貢献した。

第二に、三つのコンポーネントを担当する各省が、おのおの関連する ASEAN セクトラル・ボディとの関係を強化することで、ASEAN の課題を円滑にラオス国内で実施することに貢献した。このように、ラオス国内の調整メカニズム導入と、ラオス各省と ASEAN セクトラル・ボディとの関係強化があつてこそ GOL・ASEC・JICA による 3 者協力メカニズムが機能し得たと考えられる。逆にいえば、MOFA と MPI を中心とした国内調整メカニズム、及び各省庁とセクトラル・ボディ間の協働関係がなければ、ASEAN の地域課題を、加盟国内で効果的に実施することは容易ではなく、その観点からも LPP は ASEAN が決定した地域開発課題をどのように加盟国において実施すればよいのかという具体例を提示することができた。

3 者協力メカニズムにおける ASEC の存在は、ASEAN の窓口機能としてラオス各省と ASEAN セクトラル・ボディとの関係強化への一助となったと認められる。

3-4 提言

LPP 終了までの残りの期間における LPPO を含めた各コンポーネントの活動、及び終了後に期待される GOL の対応については、以下のとおり提言する。

(1) 持続可能性を最優先とした取り組みの重要性

既述のように、2020 年までに後発開発途上国（Least-Developed Countries。以下「LDC」という。）の脱却を図るラオスが第 8 次 NSEDP において観光、農業、並びに環境の 3 分野を優先開発課題に含めていることに注目したい。この観点からも、3 コンポーネントの活動は、ラオスの将来に大きな影響力をもつと考えられることから、LPP 終了時までに所定の目標を達成する努力を継続するとともに、終了後にも維持可能な活動を継続、発展させることを踏まえて準備を行う必要がある。三つのコンポーネントに対する具体的な提言は、別項に詳細な記載があるため本項では割愛するが、JICA から供与された機材や施設の管理運営の今後の維持の継続には予算の捻出（受益者負担等）を含めた措置が必要になると考えられる。

(2) ラオス国内の調整メカニズムの強化

LPP の実施を通じて、ASEAN 案件の実施については、MOFA と MPI を中核とするラオス国内省庁間の調整メカニズムが構築されてきたことは既述のとおりであり、LPP の成果の一部ととらえられるが、LPP 終了後にも存続し、機能していくメカニズムであることが望まれる。このメカニズムは、ラオス国内における ASEAN 案件の実施を効率的に進めるのみならず、他の ASEAN 加盟国にとってはロールモデルとなり得るという認識を国内の関係省庁間で共有することが必要である。LPP 終了時までに、MOFA と MPI の間で協議が行われ、現存のメカニズムを強化する対策が講じられることを期待する。

(3) 合理化に貢献したプログラムのアプローチ

業務実施監理上の観点から、三つの協力分野のコンポーネントを 1 プロジェクトとして一体化した実施形態は、案件形成から個々に行う場合と比較して、プログラム化の計画・

実施において、調達プロセス、各コンポーネントに共通した実践内容（例えばワークプランに則した人材育成活動）による相乗効果の発現、等に合理的に作用した。機構のプログラム・アプローチ推進の先駆けとなったと評価できる。今後はその実施形態の汎用性が期待される。

(4) 東南アジア諸国連合（ASEAN）案件としての成果の共有

ASEAN 案件の一形態である IAI 関連の取り組みの側面として、LPP は、GOL・ASEC・JICA の 3 者協力メカニズムが機能した以外にも、開発の視点からは、NDG に向けて実質的な成果を上げるための協力のあり方を示すことができた。従来から、研修中心の協力が行われてきた IAI は、その後のフォローアップの欠如、及び CLMV 各国における具体的な研修の成果がみえない点で疑問視されてきた。これに対し、各コンポーネントは、ASEAN の開発課題をどのように具体的に加盟国内で実施し成果を出していくのかを実践してみた。

2015 年末まで IAI タスクフォース（Taskforce。以下「TF」という。）の議長の任を負っている ASEAN における GOL の立場を尊重し、GOL が IAI 関連の取り組みの経験として、LPP の成果を他の加盟国と共有することを期待する。

3-5 教 訓

本プログラムは、ASEAN 協力の観点から JICA にとって多くのポジティブ、かつ重要な教訓を残している。今後の ASEAN 協力の議論に資することを目的として、以下に幾つかの教訓を挙げる。

(1) 東南アジア諸国連合（ASEAN）協力における 3 者協力の意義

LPP が打ち出した、GOL・ASEC・JICA の 3 者協力メカニズムは、ASEAN 側の人事及び機構改革による変容の時代を乗り越えて、最終的には ASEAN が定める地域協力課題の実施モデルとして ASEC IAI&NDG 課、及びドナー各国に（非公式ではあるが）認知されるに至った。

LPP 実施段階では、おそらく ASEAN の体制転換によるものと思われるが、実施において ASEC に期待される役割が討議議事録（Record of Discussions。以下「R/D」という。）等に明記されず、バイ案件として R/D 署名は二国間のみで行われている。それにもかかわらず、プロジェクト趣旨に沿って、ASEC は 3 者協力体制に継続して協調し、ASEAN の窓口機能としてラオス各省と ASEAN セクトラル・ボディとの関係強化の推進の一助となるべく役割を果たし、本プロジェクト関係者が 3 者実施体制を構築したことは評価すべきことである。

その結果、IAI ワークプラン 2 の中間評価においても、LPP が、短期の訓練やセミナーを中心とした従来の IAI 実施体制とは一線を画し、技術協力プロジェクトとして長期の視野をもってラオスと ASEAN の共通課題に取り組んだ点が高く評価されている。また、三つのコンポーネントの活動が、ASEAN のセクトラル・ボディと効果的な協働関係を構築できた点も、今後の対 ASEAN 協力にとってはひとつの学びとなる。

これらのことから、今後、ASEAN 案件の一形態としての IAI 関連案件発掘・案件形成をする際には、以下の点を踏まえることが不可欠であり、ASEAN 案件としての側面から得られる教訓である。

第一に、ASEAN 案件における IAI への取り組みのプライオリティづけを確認する必要がある。そのうえで ASEAN 案件の下での協力をする必要性があると判断された場合、第二に、現行の ASEAN 体制での IAI の意思決定の場における ASEAN 側との対話を確立・維持しておく必要がある。

(2) ラオス関係者の東南アジア諸国連合（ASEAN）統合に対する意識の向上

LPP では、3 回にわたりラオス関係者を対象とした“ASEAN Awareness Seminar”を各コンポーネントの活動と並行して開催しており、ラオス側関係者の ASEAN 統合に対する知識の共有とともに、意識の向上が図られた。ASEAN 課題を実施する場合には、プロジェクト本体に注力するのみならず、ASEAN 統合に係る知識の共有を図ることで、関係者のプロジェクトに対する意識の向上を図ることの重要性が教訓として挙げられる。

(3) 東南アジア諸国連合（ASEAN）各国人材の活用

ASEAN の課題については、ASEAN 各国の専門家を活用することが発展レベル、文化的価値観、言語面のアドバンテージ等から考えて、効率的効果的であることが各コンポーネントの活動からうかがえた。将来の対 ASEAN 協力には、積極的に ASEAN のリソースや人材を登用することが望ましい。

Summary of Terminal Evaluation

1. Outline of the Project		
Country : Lao People's Democratic Republic		Project Title : Laos Pilot Program for Narrowing the Development Gap towards ASEAN Integration (LPP)
Issue/Sector : Planning, Tourism, Agriculture, Environment		Cooperation Scheme : Technical Cooperation Project
Division in Charge : JICA Laos Office		Total Cost (At the time of evaluation) : 1,152 Million Yen
Period of Cooperation	(R/D) : 15 Sep. 2010	Partner Country's Implementing Organization : - Department of Planning (DOP), Ministry of Planning and Investment (MPI); - ASEAN Department, Ministry of Foreign Affairs (MOFA); - Department of Agriculture (DOA), Ministry of Agriculture and Forestry (MAF); - Department of Pollution Control (DPC), Ministry of Natural Resources and Environment (MONRE); - Tourism Marketing Department, Ministry of Information, Culture and Tourism (MICT); and - Department of Housing and Urban Planning (DHUP), Ministry of Public Works and Transport (MPWT). - ASEAN Secretariat (ASEC).
	29 Oct. 2010- 28 Oct. 2015	
		Supporting Organization in Japan : NA
		Related Cooperation : NA
1-1 Background of the Project Laos Pilot Program for Narrowing the Development Gap towards ASEAN Integration (LPP) has been implemented since October 2010 with the duration of five years by the Government of Laos, ASEAN Secretariat and JICA as a tripartite cooperation. LPP aims to narrow the development gap between ASEAN 6 and CLMV (Cambodia, Laos, Myanmar & Vietnam) through 3 component activities (Tourism, Environment and Agriculture), which are in line with the IAI Work Plan II. LPP has been contributing to narrowing the development gap and preparing for ASEAN Economic Community by 2015, LPP's activities, in line with IAI Work Plan II, were designed to meet the needs and requirements of Laos, comprising 3 components as following: (a) Tourism component has established a new Community Based Tourism (CBT) business model, which has led to the increased number of visitors and tourism revenue; (b) Environment component had introduced Environmental Sustainable Cities (ESC) Guideline and ESC vision and strategic plan were formulated in three targeted cities; and (c) Agriculture component had introduced ASEAN GAP, which provides safe certified agriculture products		

meeting ASEAN standard.

1-2 Project Overview

(1) Overall Goal

The Development Gap towards ASEAN Integration is narrowed and regional integration is promoted.

(2) Project Purpose

Tripartite cooperation mechanism among Lao PDR, the ASEAN and JICA is established and functions for Narrowing the Development Gap (NDG) towards ASEAN integration.

(3) Output

Output 1: An appropriate implementation structure to promote measures for NDG towards ASEAN integration is established and enhanced in the Lao PDR and ASEAN.

Output 2: ASEAN's initiative for NDG is progressed by strengthening the linkage between each component and relevant ASEAN sectorial body and by mobilizing resources from ASEAN Member States and Japan.

Output 3: Capacity of the Government of the Lao PDR to deal effectively with issues for ASEAN integration is strengthened.

(4) Inputs (At the time of evaluation)

Lao Side	LPPO	Tourism (LPPT)	Agriculture (LPPA)	Environment (LPPE)
Counterparts	6 (MPI, MOFA)	15/18 (MICT/PICTD)	4 (MAF)	10 (MONRE, MPWT)
Provision of office space etc.	Office (MOFA)	Office (MICT)	N/A	Office (MONRE)

Japanese Side	LPPO	Tourism (LPPT)	Agriculture (LPPA)	Environment (LPPE)
Long-term Experts	4	1	1	0
Short-term Experts	1	4	3	7
Equipment	Office Equipment/ Vehicle etc.	Office Equipment/ Inputs to Pilot Site	Demonstration Farm etc.	Office Equipment/ Input to Pilot site
Training	N/A	Japan/ASEAN Member States	Japan/ASEAN Member States	Japan/ASEAN Member States

Local Activity Cost	68 Million Yen	61 Million Yen	52 Million Yen	52 Million Yen
ASEC	LPPO	Tourism (LPPT)	Agriculture (LPPA)	Environment (LPPE)
Counterparts	2	N/A	N/A	N/A
Lecturer	2	N/A	N/A	N/A
2. Evaluation Team				
Member	<Japanese Side> Dr. Sachiko Ishikawa, Team Leader, Senior Advisor, JICA Mr. Hironori Kimura, Sub Leader, Senior Representative, JICA Laos Office Mr. Akira Matsumoto, Evaluation Analysis (LPPO/LPPA), President, A&M Consultant Ltd. Mr. Hiroyuki Doi, Evaluation Analysis (LPPE), President, Seikatsu Kobo do Mr. Hideo Sakamoto, Evaluation Analysis (LPPT), Principal Consultant, PADECO Co., Ltd. Mr. Keisuke Sawada, Evaluation Planning, Project Formulation Advisor, JICA Laos Office Mr. Viengsavanh Sisombath, Evaluation Planning, Program Officer, JICA Laos Office <Lao Side> Total 6 evaluators joined from MPI, MOFA and each line ministries. The team leader was Mr. Houmphanh Soukprasith, Deputy Director General, Department of International Cooperation, MPI			
Period of Evaluation	7 April – 21 May. 2015		Type of Evaluation: Terminal Evaluation	
3. Results of Evaluation				
3-1. Achievement of the Program / Component Purpose				
(1) LPPO				
Program Purpose : Tripartite cooperation mechanism among Lao PDR, the ASEAN and JICA is established for Narrowing the Development Gap (NDG) towards ASEAN Integration.				
Indicator 1 : Working framework on tripartite cooperation mechanisms is elaborated.				
Achievement :				
The working framework in Lao PDR, MOFA in charge of ASEAN policy and MPI in charge of development planning could collaborate closely and intervene actively in ASEAN NDG projects implemented by relevant ministries. In ASEAN, the system was established between ASEAN sectoral bodies and relevant ministries of				

Lao Government for working closely together when dealing with the ASEAN development agenda in respective supporting sectors. In JICA, allocation of program budget, facilitation and coordination among Lao Governmental organizations and ASEAN secretariat were performed.
Indicator 2 : Actions for target sectors described in Roadmap for an ASEAN Community 2009-2015 (tourism, agriculture and environment) are implemented in Lao PDR
Achievement: - Three components were selected based on NSEDP of Lao Government as well as Roadmap for an ASEAN Community 2009-2015. - ASEAN Community Based Tourism (CBT) in tourism sector, ASEAN Environmental Sustainable City (ESC) in environmental sector and ASEAN Good Agriculture Practice (GAP) in agriculture sector were introduced and disseminated in Lao PDR. Especially, institution building and human resources development were conducted in three components.
(2) Tourism Component (LPPT)
Component Purpose: Through collaboration between the public and private sectors, and between MICT and PTDs, a tourism promotion mechanism by making an appropriate and sustainable use of tourism resources of Laos including nature, culture, history and folklore is established.
Indicator 1 : The number of tourists to Laos is reached to 3.5 million on 2015.
Achievement : The number of tourist reached 3.3 million in 2012, with 3.7 million in 2013 and 4.15 million in 2014. The target number 3.5 million for 2015 has already been achieved.
Indicator 2 : The number of private companies which participated in tourism marketing and promotion activities by the collaboration between the public and private sectors in Vientiane and pilot provinces.
Achievement : 18 private companies joined in the public-private joint TIS in Vientiane. - More than 50 private companies in total joined in CBT related activities in the 3 pilot provinces, including FAM trips.
(3) Agriculture Component (LPPA)
Component Purpose: GAP is introduced for safe and quality agricultural products promotion in Lao PDR.
Indicators : - By the end of the project, the certification system for GAP is operational to expand GAP to other areas. - Production and marketing of GAP certified products has initiated in the country.
Achievement: For the introduction of ASEAN GAP, Lao government announced to establish ラオス GAP based on ASEAN GAP in January, 2011. In order to introduce GAP system, it is necessary to operate a

certification system for GAP as well as organize farm groups to disseminate principles for undertaking GAP in the field, with upgrading of the trainers to provide proper instruction and supervise for safety and quality agricultural product promotion. • The Lao Government had set up organizational structure for GAP introduction and certification in MAF with assistance from GIZ/TICA project. The GAP certification system is in hands of GIZ/TICA project, therefore, LPPA/JICA project focused on GAP production system, mainly for the GAP farmers in their respective fields. • At the present, LPPA recommends the establishment of the GAP market and plans for a market place in Vientiane province. There had been discussions and consultations on the viability on GAP market opening among both MAF and JICA sides. Hence, it is not yet at the stage of expansion to other areas. • In fact, several farmers have so far started production by following the GAP standard in the pilot areas, and sell to the consumers including buyers from Thailand. However, the Team could not conduct quantitative evaluation on GAP production and marketing due to insufficient records and data.			
(4) Environment Management Component (LPPE) <table border="1"> <tr> <td>Component Purpose : Promotion of ESC in Laos is enhanced based on the ASEAN Initiative on Environmentally Sustainable Cities (AIESC) .</td></tr> <tr> <td>Indicator : The ESC Guidelines are widely used.</td></tr> <tr> <td> Achievement: • ESC Guidelines (ESC GL) have been compiled and the country-wide dissemination has already implemented through workshops organized for representatives from the non-pilot provinces. • As of April 2015, the number of cities which formulated the ESC vision is pilot 3 cities (VTE, LPB, XYB) and another 3 cities (Paksan, Kaysone Phomvihane, Vangvieng) which is assisted through ESC GL dissemination activity, amounting to six cities in total. • After the ESC GL dissemination workshop held on Mar, Jul 2013, 12 provincial capitals among totally 14 provinces except pilot 3cities (VTE, LPB, XYB) established the committee for formulating ESC vision, and requested PCD/MONRE to assist formulating ESC vision. PCD/MONRE has assisted to set up organizational structure in each provincial capital for formulating ESC vision. • The AIESC program has been participated in 25 cities entirely ASEAN countries and 3 pilot cities in Lao PDR. Since 2008, AIESC regularly awards the cities which would perform the exemplary activity once three years as “ASEAN ESC Award”. In the “15th Informal ASEAN Ministerial Meeting on Environment (IAMME) on 30 October 2014” held on Oct 2014 in Vientiane, LPB was awarded as the one of 10 award ASEAN cities. • Therefore, the Project Purpose of LPPE has been achieved already. </td></tr> </table>	Component Purpose : Promotion of ESC in Laos is enhanced based on the ASEAN Initiative on Environmentally Sustainable Cities (AIESC) .	Indicator : The ESC Guidelines are widely used.	Achievement: • ESC Guidelines (ESC GL) have been compiled and the country-wide dissemination has already implemented through workshops organized for representatives from the non-pilot provinces. • As of April 2015, the number of cities which formulated the ESC vision is pilot 3 cities (VTE, LPB, XYB) and another 3 cities (Paksan, Kaysone Phomvihane, Vangvieng) which is assisted through ESC GL dissemination activity, amounting to six cities in total. • After the ESC GL dissemination workshop held on Mar, Jul 2013, 12 provincial capitals among totally 14 provinces except pilot 3cities (VTE, LPB, XYB) established the committee for formulating ESC vision, and requested PCD/MONRE to assist formulating ESC vision. PCD/MONRE has assisted to set up organizational structure in each provincial capital for formulating ESC vision. • The AIESC program has been participated in 25 cities entirely ASEAN countries and 3 pilot cities in Lao PDR. Since 2008, AIESC regularly awards the cities which would perform the exemplary activity once three years as “ASEAN ESC Award”. In the “15th Informal ASEAN Ministerial Meeting on Environment (IAMME) on 30 October 2014” held on Oct 2014 in Vientiane, LPB was awarded as the one of 10 award ASEAN cities. • Therefore, the Project Purpose of LPPE has been achieved already.
Component Purpose : Promotion of ESC in Laos is enhanced based on the ASEAN Initiative on Environmentally Sustainable Cities (AIESC) .			
Indicator : The ESC Guidelines are widely used.			
Achievement: • ESC Guidelines (ESC GL) have been compiled and the country-wide dissemination has already implemented through workshops organized for representatives from the non-pilot provinces. • As of April 2015, the number of cities which formulated the ESC vision is pilot 3 cities (VTE, LPB, XYB) and another 3 cities (Paksan, Kaysone Phomvihane, Vangvieng) which is assisted through ESC GL dissemination activity, amounting to six cities in total. • After the ESC GL dissemination workshop held on Mar, Jul 2013, 12 provincial capitals among totally 14 provinces except pilot 3cities (VTE, LPB, XYB) established the committee for formulating ESC vision, and requested PCD/MONRE to assist formulating ESC vision. PCD/MONRE has assisted to set up organizational structure in each provincial capital for formulating ESC vision. • The AIESC program has been participated in 25 cities entirely ASEAN countries and 3 pilot cities in Lao PDR. Since 2008, AIESC regularly awards the cities which would perform the exemplary activity once three years as “ASEAN ESC Award”. In the “15th Informal ASEAN Ministerial Meeting on Environment (IAMME) on 30 October 2014” held on Oct 2014 in Vientiane, LPB was awarded as the one of 10 award ASEAN cities. • Therefore, the Project Purpose of LPPE has been achieved already.			

3-2. Summary of Evaluation Results of LPP Overall Program

(1) Relevance:

The relevance of the LPP Program as a whole was regarded **very high** when the Program was formulated, and is considered high even at this Terminal Evaluation stage for the following reasons.

The LPP Program which consists of LPPO, and three (3) sector-components, namely LPPT, LPPA and LPPE is aligned with respective national development priorities of GOL. At the same time, LPP Program is well aligned with the ASEAN policy on integration. The Program is also highly relevant to the needs of target groups and aligns with the cooperation policy of the Japanese Government.

(1) Alignment with the National Policy of GOL

The basic concept of LPP Overall Program, “Clean, Green and Beautiful Laos” is in line with the national priorities of GOL such as 7th NSEDP (2011-2015) as well as the draft of the 8th NSEDP (2016-2020).

LPP Program was conceived to accelerate the socio economic development of ASEAN Member States through a focused strategy. More precisely, LPP is designed to advance equitable economic development, reduce poverty and also to address development disparities. The three (3) components of LPPT, LPPA and LPPE are well aligned with the respective sectoral strategies and policy of GOL.

GOL has been making efforts in addressing specific agenda towards ASEAN Integration including: i) public awareness; ii) human resource development (communication, skills and discipline); iii) policy & registration; iv) coordination, and v) own/unique product identification. LPP program has been formulated and implemented in line with these specific needs.

(2) Relevance of selected target sectors under ASEAN Policy

LPP Program is well aligned with the ASEAN policy on integration because the three components of LPP have been selected based on the ASEAN Community Blueprints, IAI Work Plan II, and work plans in relevant sectoral areas.

The target sectors in LPP Program are selected from the fields of tourism, agriculture, the environment. These selected three sectors were the result of contiguous discussions among the Lao government, ASEAN Secretariat and Japan.

The selected criteria are: i) sectors which can contribute to the ASEAN roadmap for the ASEAN Community Blueprints: IAI Work Plan II and work plans in relevant sectoral areas: ii) alignment with national priority sectors of GOL, iii) available ASEAN resources for tripartite cooperation: and iv) ODA policies of GOJ for Lao PDR.

(3) Selection of a pilot country

Having embodied in the Vientiane Action Programme (VAP), which was adopted in November 2004, the ASEAN leaders reaffirmed “the need to narrow the development gap” in ASEAN, in particularly between ASEAN-6 and CLMV. In pursuit of this goal, the ASEAN Member States called for the development of

“innovative modalities for narrowing the development gap.” Since Lao PDR had experienced a rather low development index score, the selection of Lao PDR as a pilot country was considered to be appropriate.

In addition, it can be said that this LPP contributes significantly to realizing the promotion of ASEAN cooperation in a hands-on form by building new cooperation mechanisms with ASEAN.

(4) ODA policies of the Government of Japan

The “Tokyo Declaration for the Dynamic and Enduring ASEAN-Japan Partnership in the New Millennium” together with the “ASEAN-Japan Plan of Action”(ASEAN-Japan POA) at the ASEAN-Japan Commemorative Summit, which was held in December 2003 in Tokyo, enhanced the relation between the two sides. At the 14th ASEAN-Japan Summit on 18th November 2011 in Bali, Indonesia, the Leaders issued the “Joint Declaration for Enhancing ASEAN-Japan Strategic Partnership for Prospering Together (Bali Declaration)” and adopted the “ASEAN-Japan Plan of Action 2011- 2015.” Within this ASEAN-Japan dialogue relation, Japan declared to support ASEAN’s integration and its community building efforts including narrowing the development gaps in ASEAN.

Due to the aforementioned reasons it is relevant to implement LPP as a new cooperation modality.

(2) Effectiveness:

The extent of the effectiveness of the Program has been considered **high** for the following reasons.

The purpose of the LPP has been “a tripartite cooperation mechanism among three parties (GOL, ASEC and JICA) is established for narrowing the development gaps towards ASEAN Integration”. As mentioned in chapter 3-1-2, the result of assessment on program outputs indicates that the degree of realization of three outputs is high, particularly the capacity of the GOL which has been remarkably improved through Program activities.

At the terminal stage of the Program, the indicator of the program purpose, which was establishing the tripartite cooperation mechanisms s highly evaluated. It is found that the achievement and results produced by each component of the Program and also by the Program as a whole have been outstandingly valuable in light of rectifying the development gaps among ASEAN Member States by implementing the selected agenda of IAI Work Plan 2.

The prospect of achieving the project purpose based on the levels of achievement of the defined indicators on the PDM is evaluated to be high as a result of the effective working framework for the NDG towards ASEAN integration. The following reasons are offered for this evaluation:

- i) Establishment of an effective implementation structure and tripartite cooperation/working mechanisms among three parties and relevant stakeholders;
- ii) Progress and achievement of the 3 components (ESC guidelines, GAP introduction, CBT promotion in particular); and
- iii) Enhancement of capacity building of Lao officials and relevant stakeholders involved.

It is noted that each component has been making efforts in presenting and sharing the progress and results of the activities with relevant neighboring states namely Cambodia, Myanmar and Vietnam with a

purpose of promoting the sense of regional cooperation among ASEAN Member States.

In addition, there has been a strengthened linkage between Lao PDR and other ASEAN Member States through the activities of Working Groups of the respective sectors (e.g. EWG-GAP for LPPA, ESC WG for LPPE, ASEAN tourism dialogues and for LPPT), which has contributed to the achievement of the purposes of the Program.

(3) Efficiency:

The extent of the efficiency of the Program has been evaluated as **medium** for the following reasons.

In terms of budget allocation, a large amount of financial input more than initially planned to build basic infrastructure was allocated in each component at the initial stage of the Program. At the latter half stage of the Program, the infrastructure provided has been utilized to produce sufficient outcomes.

In terms of human resource development, some difficulties have been observed such as a shortage of personnel, the transfer of counterparts and/or delay/shortening of resource assignment.

On the other hand, there have been mobilized human resources not only from Japan and Lao PDR, but also from ASEAN-6 countries which supply experts. Aside from human resources mobilization, some study-visits to other ASEAN Member States have been organized efficiently. Such cooperation among ASEAN Member States has been useful and efficient in terms of sharing experiences and lessons as well as transferring technologies.

In order to manage the Program, co-managers of LPP were assigned from the three parties. However the tripartite cooperation has been required relatively high management cost to coordinate both internal and external relevant multiple stakeholders.

Strong collaboration among three parties substantially contributed to increased efficiencies of the Program.

(4) Impact:

The extent of the impact of the Program has been **relatively high** through the series of meetings, interviews, observations and surveys involving beneficiaries, stakeholders, experts and other personnel related to the Program.

Narrowing the development gaps is an ultimate goal for IAI, which still has a long way to go. However, at the stage of this terminal evaluation, several impacts have been recognized as follows:

(1) Acknowledgment of LPP as a national program in Lao PDR

The goals of each LPP component are enunciated in the national strategy and LPP as a whole has been already integrated in the current 7th NSEDP of GOL. And GOL indicated that three sectors (agriculture, tourism, and environment) as well as international integration are stated as important sectors in next NSEDP.

(2) Contribution as a new cooperation modality to ASEAN integration

LPP aims to contribute to ASEAN integration by establishing effective tripartite cooperation mechanisms

among GOL, ASEC and JICA. Within this objective, firstly, GOL serves as the “pilot” for a new modality for IAI. Secondly, LPP has provided an alternative and innovative development model with the tripartite cooperation mechanism towards a more focused and coherent program of development and technical cooperation. LPP seems to situate as fast-track implementation of IAI-related activities because of quick action and implementation according to the Program plan.

Eventually, positive results with gained knowledge, expertise and experience can be disseminated and replicated in other ASEAN Member States with similar conditions.

(3) Addressing country’s specific needs & promotion of regional cooperation

LPP is a unique and successful program which has been delivered as part of a prioritized development agenda in Lao PDR, making significant contributions not only to the building of capacity of government officials, but also bringing tangible benefits to the community level.

In the latter stages of the Program there was increased emphasis on implementation of activities to share benefits from lessons learnt in Laos to the CMV countries. In each component with regional perspectives, experts from neighboring countries were engaged.

Furthermore, LPP is well appraised and appreciated by Lao officials and ASEC for its “programmatic” approach through conducting multi-year, multiple-sector and inter-component activities.

(4) Impact of LPP components

LPPE, LPPA and LPPT have contributed to creating awareness towards environmental issues (e.g., solid waste management), food safety and quality in the general public as well as an environmentally-friendly atmosphere for tourists through the component activities.

LPP had made a commendable outcome through each component activities. The three component activities were not limited to the several seminars and workshops but were judged to have a direct impact to the beneficiaries.

For instance, as a result of activities of LPPE, solid waste management as part of urban environmental management has been improved drastically in three pilot cities which contributes to the health and comfort of residents and visitors alike. Also, it will help cities like Vientiane and Luang Prabang in attracting more tourists to visit.

Through the activities of LPPA component, positive impact on welfare of farm group members could be expected due to improved working conditions from appropriate use of chemicals and fertilizers, and introduce environment-friendly methods.

In tourism sector, as a result of successful Visit Lao Year 2012 supported by LPPT’s tourism marketing and promotion activities, Lao PDR won the award entitled “The World’s Best Tourist Destination 2013” from European Council on Tourism and Trade (ECTT). Also LPPT contributed to ASEAN collaboration in tourism sector by through a series of tourism-related working group meetings that discussed CBT issues. Also Cambodia, in charge of elaboration of ASEAN CBT standard, has completed its draft in corporation with

LPPT after LPPT conducted CBT seminar in Cambodia.

Village tourism business owners and their households were judged to have benefitted from CBT activities as part of the LPPT component.

(5) Impact through collaboration among components

Some synergetic activities among the components have added a value to development endeavors. One of the CBT sites introduced worm-compost as a collaborative activity with LPPE. Village residents involved in CBT participated in a seminar in Vientiane and received visits of a worm-compost expert to their village. Many seminar participants are actively carrying out the practice. This activity helped to raise village residents' environmental consciousness conscious and facilitated sustainable use of tourism resources.

(6) Impact of LPP components to ASEAN

Throughout LPP implementation, tangible results and outcomes have been reported and presented to ASEAN sectoral bodies. Additionally, several seminars and workshops on each component were conducted in Lao PDR and in ASEAN Member States.

Based on such these activities, accumulative information, knowledge, views and experiences have been shared among the participants from ASEAN Member States.

(5) Sustainability :

Although it is premature to assess “sustainability” of the LPP Program as a whole, the prospective sustainability would be regarded to be **medium** because of the following results on questionnaires, interview and discussion during the Terminal Evaluation.

The results on evaluation are as follows 1) policy/institutional and technical & human resource sustainability would be relatively high, but 2) financial /physical sustainability would be not high due to national budget constraints.

The extent of the sustainability of the Program is not likely to be secured unless the following “Challenges & Threats” can be overcome through making use of “Opportunity & Expectations” in the following table described in three aspects.

Aspects	Issues	
	Opportunity & Expectations	Challenge & Threats
Policy/Institutional Sustainability	- National/regional policy & plan to promote and accelerate ASEAN integration still strong. - Create awareness toward ASEAN integration not only for official but also for public	Enhancing domestic coordination mechanism in Lao PDR for addressing future ASEAN development agenda.

	• Lao official commitment of concerned ministries toward continuous program activities in each component (Tourism promotion, Safety of Agricultural Products and ESC) • ESC guidelines, GAP roadmap, CBT handbook and CBT development directions will be disseminated and/or shared not only by the Lao authorities, but also among ASEAN Member States. • High official commitment of the concerned ministries for efficient and effective coordination of implementation of ASEAN regional agenda in Lao PDR.	
Technical & Human Resource Sustainability	• Close linkage with ASEAN community roadmaps with each component, • Upgrading technical, managerial and communication capacity of Lao officials and participated stakeholders (not only government officials, but also including private sector, local residents and CBT villagers), • Utilization of LPP documents (such as a set of guidelines, a strategy plan, training materials, brochures, etc.)	• Accumulating and utilizing lessons and experiences in spite of staff turn-over and number of government staff
Financial /Physical Sustainability	• Allocation of budget is committed by GOL to operate and maintain provided facilities and equipment continuously.	• Financial environment for capacity building and human resource mobilization (stakeholder training and mobilization of ASEAN experts) limited.

3-3. Conclusion

LPP was formulated as a unique program with a particular focus upon narrowing of development gaps among ASEAN Member States. Such gaps had been identified as a serious concern for ASEAN in light of integration targets to be achieved by the end of 2015. LPP was launched in October 2010 with Lao PDR as

sole pilot country. The purpose was to test pragmatic development impacts on NDG. To achieve this, a working mechanism was jointly established by the GOL, ASEC and JICA and three sectors, namely tourism, agriculture and environment were selected. Implementation for projects (or components) was undertaken with respect to IAI Work Plan 2 as well as the 7th Lao NSEDP. In particular, following the mid-term review of LPP in May 2013, actors from the three components made strenuous efforts to enhance collaboration with ASEAN sectoral bodies. LPPO and counterparts from the GOL jointly made endeavors in strengthening LPP's regional cooperation dimensions by sharing the concept and tangible results of the Program.

Due to the aforementioned attributes of the Program, this terminal evaluation sees special attention paid to the facet of LPP as an ASEAN cooperation program aside from the ordinary project evaluations for LPPO and the three components with the five indicators. In this light the following three points should be emphasized among evaluation findings.

(1) Contribution to Development of Lao PDR

In respect to the development of Lao PDR, the Program has made significant contributions by achieving the objectives of the three components (tourism, agriculture and environment). However, challenges remain in regard to sustaining the results of the Program.

In summary, LPPT initially concentrated on capacity building for GOL towards “Visit Lao Year 2012” and promoted collaborations between public and private sectors. CBT Guidelines were eventually introduced. In the CBT model sites in three different provinces, the local tourism authorities assisted in the empowerment of villagers, considered an ideal model of cooperation linking bottom-up and top-down approaches. LPPA contributed not only to the introduction of GAP to Lao PDR, (the last remaining country in ASEAN to adopt same) but also to the creation of GAP certified farmer groups. The foundation of GAP extension was built upon by strengthening the working relationships with the relevant ASEAN sectoral body and by enhancing the capacity of GOL. LPPE made significant achievements in the facilitation and management of the sites for dealing with solid wastes and also contributed to the establishment and implementation of the ASEAN ESC guidelines following the example of leading Member States in this field. Capacity building efforts for Lao counterparts both in the central and local levels was found to be successful in periodic surveys. The three sectors which have been addressed by LPP are also included in a priority sector group for the 8th NSEDP (2016-2020) for GOL and will be essential for further socio-economic development of Lao PDR. In this sense, the contributions made by the three components were highly regarded particularly in view of development strategies.

(2) Contribution to the NDG among ASEAN Member States

The Program demonstrated remarkable outcomes for NDG between Lao PDR and other ASEAN Member States, especially after the LPP mid-term review in May 2013. It was deemed promising that each component was well aware of the extent of gaps in the designated sector between Lao PDR and other ASEAN Member States and took appropriate measures to rectify same as identified. LPPT made efforts in raising the Lao CBT level up to the ASEAN standard by strengthening its working relations with ASEAN

CBT Working Group and also by introducing CBT Guidelines to GOL. LPPT eventually organized CBT workshops and shared the positive results of CBT activities with neighboring countries. LPPA contributed to the introduction of the roadmap for ラオス GAP and GAP certification in line with the standard of ASEAN GAP Working Group. Association with the ASEAN GAP Working Group enabled GOL to obtain the know-how of realization of GAP efficiently and to some extent made GOL more confident in dealing with ラオス GAP. LPPA also enhanced collaborative relations with neighboring countries by organizing a workshop with the participants from Cambodia and Vietnam. LPPE acted in role of catalyst for introduction of ASEAN ESC guidelines to Lao P.D.R. and disseminated the idea of the guidelines to other ASEAN Member States. In this light, LPPE played a leading role in promotion of the concept of the ASEAN ESC and was thus highly regarded by the ASEAN ESC Working Group. LPPE also contributed to sharing the idea of ESC guidelines with neighboring countries by organizing workshops both in the country and in Cambodia.

(3) Contribution to establishment of a cooperation model for ASEAN

The project goal was achieved by establishing a tripartite cooperation mechanism among the three parties, namely GOL, ASEC and JICA. In order to make the tripartite cooperation mechanism functional, it was necessary to mobilize two other sub-mechanisms for LPP. On the domestic front, a coordination mechanism among MPI, MOFA, and the relevant line ministries including MAF, MONRE, and MICT was strengthened in view of the implementation of activities towards the IAI. While MOFA was in charge of policy matters of ASEAN, MPI played a role in coordinating the implementation of ASEAN development agenda in collaboration with the line ministries. It should also be highlighted that effective domestic coordination enabled the Program to be included in the 7th NSEDP 2011-2015. At the ASEAN level, all the components of the Program established good working relations with the respective ASEAN sectoral bodies in order to synchronize the activities of the components with the ASEAN agenda.

This is the empirical evidence demonstrating the functioning of tripartite cooperation mechanism with the mobilization of the domestic coordination mechanisms of GOL. Strengthening of the working relations between the line ministries in charge of the LPP components and relevant ASEAN sectoral bodies was also achieved. In other words, it would be difficult to achieve efficient and effective implementation of the ASEAN regional agenda in each Member State without the aforementioned mechanisms at different levels. It is also worth mentioning herein that ASEC contributed significantly to strengthening working relations between Lao line ministries and ASEAN sectoral bodies.

3-4. Recommendations

Based on the aforementioned conclusion, the following recommendations should be taken into consideration both during the remaining period of the Program including activities of LPPO and GOL takes the next step after the completion of the Program.

1) Sustainability and enhancement of the activities of each component

Lao PDR has stated its aim to graduate from LDC status by 2020. Tourism, agriculture and environment have been considered as priority sectors in the 8th NSEDP to accelerate to achievement of identified goals. In this light, the activities of the three components in LPP are certain to have future impacts in the Lao PDR. It is thus strongly recommended that Lao counterparts together with Japanese experts, LPPO and JICA Laos Office take appropriate measures to achieve the goals of each component during the remaining period of the Program and also prepare post-Program activities to sustain and enhance the result of the components including measures to generate sufficient revenue to cover the cost of maintenance of equipment and facilities.

2) Enhancement of domestic coordination

The Program proved that the high-level official commitment of concerned ministries, especially MOFA and MPI, were indispensable for the efficient and effective implementation of ASEAN's regional agenda. The established coordination mechanism is expected to be sustained after the completion of the Program. As GOL is the first country of the ASEAN Member States to establish such a domestic coordination mechanism, it is able to share the concept with fellow ASEAN Member States as a role model for implementation of ASEAN development agenda within each Member State. It is thus recommended MOFA and MPI discuss the improvement of the coordination mechanism prior to the completion of the Program.

3) Streamlined program approach

The streamlined program approach adopted by LPP contributed to creating synergy effects in planning and implementation, procurement process, and common activities of the three components. In this sense LPP can be regarded as a pioneer of JICA's program approach. It is expected that the practice and lessons of LPP be adopted in future programs as applicable.

4) Dissemination of lessons learnt to other ASEAN Member States and ASEC

LPP demonstrated ways to make pragmatic contributions to NDG in addition to its role as tripartite cooperation mechanism among GOL, ASEC and JICA. While the effectiveness of traditional measures of IAI such as training and seminars is seen as minimal, the three components of LPP showed the ways to make tangible results in Lao PDR as an ASEAN Member State.

It is thus expected that GOL, as the chair country of IAI in 2015, shares the results as well as experiences of LPP with other ASEAN Member States with a purpose of contributing to the design of the upcoming IAI Work Plan.

3-5. Lessons Learnt

This program offers positive and important lessons for JICA in view of ASEAN cooperation. The following three points are considered significant among lessons learnt.

1) Impact of the tripartite cooperation mechanism for ASEAN cooperation

It was found that the tripartite cooperation mechanism among GOL, ASEC and JICA was well acknowledged by the IAI & NDG Division of ASEC and the donor community in Jakarta as an implementation model of ASEAN cooperation. This was achieved despite of personnel and institutional changes of ASEC.

LPP was initially agreed to as a bilateral cooperation program between GOL and JICA without designation of the role of ASEC due to institutional changes that were being undertaken at that time. It should, however, be well noted that ASEC played a key role as one of the tripartite parties and made significant contributions to connect the concerned line ministries of GOL to ASEAN sectoral bodies for efficient operations on the ASEAN agenda.

LPP was highly regarded in “IAI Work Plan 2 Mid-term Review” due to the fact that the program dealt with ASEAN development agenda by implementing technical cooperation projects embedding long-term perspectives on development. Differences from standard format IAI projects, which often see undue focus placed on short-term training and seminars, were noted with appreciation. Aside from this dimension, the ability of each component to connect with the relevant ASEAN sectoral body to achieve effective collaboration provided significant lessons of value worth sharing.

As per the aforementioned, it is essential to consider the following points when JICA intends to undertake collaboration on IAI matters in the future. These are: 1) to consider the level of priority for the cooperation on IAI; and 2) to establish and maintain good working relations with relevant ASEAN bodies if cooperation for IAI is regarded necessary.

2) Enhancement of GOL’s awareness towards ASEAN integration

LPP organized “ASEAN Awareness Seminars” three times in parallel with activities of each component. The seminars helped the concerned parties of GOL not only enhance their knowledge of ASEAN integration but also understand LPP in the context of NDG. It was thus learned from the experience of LPP that promoting the awareness of concerned parties as regards ASEAN integration is important when a project deals with ASEAN agenda.

3) Mobilization of ASEAN experts for ASEAN agenda

It was observed in the activities of each component that it could be made more efficient and effective with mobilization of experts from ASEAN Member States to address the ASEAN agenda. This was made in view of corresponding levels of development, similar cultural values and languages. It is thus recommended that projects mobilize a greater proportion of resources and experts from fellow ASEAN Member States for future ASEAN cooperation activities.

(END)

第1章 終了時評価の概要

1-1 調査背景と目的

ASEAN 加盟 10 カ国は、2015 年までに ASEAN 共同体（ASEAN Communities）を設立するという目標を掲げている。共同体の設立に向けての最重要課題の一つは、ASEAN 原加盟 6 カ国と ASEAN 新規加盟国（CLMV）との域内開発格差の是正である。

ラオス人民民主共和国（以下「ラオス」という。）政府（GOL）NSEDПにおいて、ASEAN 統合への対応については検討されたものの、具体的な対応方策については決定されていなかった。かかる状況の下、GOL、JICA 及び ASEC は、ラオスをパイロット国として、ASEAN 新規加盟国のための格差是正に資する協力のモデルづくりを行うことを確認し、3 者による協議・意見交換を重ねてきた。その結果、ラオスが ASEAN 統合の利益を享受しつつ更に発展するために、ASEAN 統合に向けた行動計画とラオスの開発計画との調和化を図り、「環境と成長の両立」と「開発のための産業多角化」をめざすという戦略的方向性を共有した。この方向性は、貧困削減、開発と社会、並びに環境のバランスを志向する NSEDП の方向性と軌を一にするものである。

これを受け、NDG を支援するための 3 者協力のモデル構築をめざすと同時に、上記戦略的方向性を具体化するため、LPP を実施することとなった。LPP では、協力戦略のコンセプトを“Clean, Green, Beautiful Laos”と設定し、Clean Environment と Green Economy の二つのテーマで協力を進めていくこととなった。そうしたなかで、LPP における具体的な協力対象分野については、これまでの情報収集及び GOL・ASEC との協議を通じて、①ASEAN 統合ロードマップの実施に資すること、②ラオスの開発戦略・計画に整合すること、③通常の二国間援助とは異なる 3 者協力事業として ASEAN からの協力リソースの投入が可能かつ有効であること、④日本の対ラオス支援方針と合致していること等を主たる要素としてスクリーニングを行った結果、観光、農業、環境管理の 3 コンポーネントを対象とすることが決定された。

本プロジェクトは、MPI を中心に、MOFA、MICT、MAF、MONRE、並びに ASEC を C/P 機関として、2010 年 10 月～2015 年 10 月までの 5 年間のプロジェクト期間で実施されてきた。

今回実施する終了時評価では、2015 年 10 月のプロジェクト終了を控え、GOL、ASEC 関係者とこれまでの実績を確認し、評価 5 項目（妥当性、有効性、効率性、インパクト、持続性）の観点から評価を行う。そのうえで、終了までに向けた活動に関する提言、及び教訓を調査報告書として取りまとめることを目的とする。

1-2 調査団の構成

(1) 日本側調査団員

担当業務	氏名	所属	現地派遣期間
団長／総括	石川 幸子	JICA 国際協力専門員	5 月 9 日（土）～5 月 21 日（木）
団長補佐	木村 弘則	JICA ラオス事務所 次長	-
評価分析 1 （LPPO/LPPA）	松本 彰	A&M コンサルタント(株) 代表取締役	① 4 月 7 日（火）～4 月 10 日（金） ② 5 月 5 日（火）～5 月 21 日（木）
評価分析 2 （LPPE）	土井 弘行	㈱生活工房 do 代表取締役	5 月 3 日（日）～5 月 21 日（木）

評価分析 3 (LPPT)	阪本 日出雄	(株)パデコ プリンシパルコンサルタント	5月3日(日)～5月21日(木)
協力企画	澤田 圭佑	JICA ラオス事務所 企画 調査員	-
協力企画	Viengsavanh SISOMBATH	JICA ラオス事務所 プログラムオフィサー	-

(2) ラオス側評価団員

担当業務	氏名	担当業務	所属
Team Leader	Mr. Houmphanh Soukprasith	Team Leader	Deputy Director General of Department of International Cooperation (DIC), MPI
Sub-Leader	Mr. Boun Inthabandith	Sub-Leader	Deputy Director General of Department of Asia-Pacific & Africa, MOFA
Member	Mr. Viengsavay Sengsourivong	Member	Director of Plant Protection Centre and Assistant to the Director General of DOA, MAF
Member	Mr. Keosangkhom Hommaseng	Member	Deputy Chief of Technical Extension Division, Pollution Control Department, MONRE
Member	Mr. Lithisack Vorarath	Member	Head of Unit, Public Relationship Division, Tourism Marketing Department, MICT
Member	Mr. Sompheng Chanthasouk	Member	Technical Staff of Planning-Budgeting Division, Department of Housing and Urban Planning, MPWT

1-3 調査日程

(1) 第一次現地調査：

訪問先：インドネシア 時期：2015年4月7～10日

(2) 第二次現地調査：

訪問先：ラオス 時期：2015年5月3～21日

※詳細は付属資料1のANNEX1を参照

1-4 主要面談者

(1) ラオス側

<MPI>

H.E. Dr. Bounthavy Sisouphanthong Vice Minister

Ms. Phonevanh Outhavong

DDG, Department of Planning (DOP) (LPP Co-Manager)

Mr. Khouakham Vongkhamhao	Technical Staff, DOP (MPI Coordinator)
< MOFA >	
Mr. Khamphone Vongsanty	DDG, ASEAN Department
Mr. Boun Inthabandith	DDG, Department of Asia-Pacific and Africa
Mr. Ekkaphab Phanthavong	DDG, ASEAN Department
Ms. Laddavanh SENGSOURLVONG	ASEAN Economic Community Division, ASEAN Department
< MICT >	
Mr. Saly Phimphinit	Director General, Tourism Marketing and Promotion Department (TMPD)
Mr. Sulivong Luang Aphay	Deputy Director General, TMPD
Ms. Sengsoda Vanthanouvong	Director of Tourism Promotion Division, TMPD
Mr. Chitpasong	Acting Director, TMPD
Mr. Soudaly SISOURONS	Technical Staff, General Affairs and Tourism Information Center
Ms. Syllivanla VONGPHACHANH	Technical Staff, General Affairs and Tourism Information Center
Mr. Bounthoui Siripanyathong	Director, Provincial Information, Culture and Tourism (PICT) , Khammouane Province
Mr. Bounthavy Sysombath	Deputy Director, PICT, Khammouane Province
Mr. Sengthong Phakhounthong	Director, PICT, Khammouane Province
Mr. Somkiat TINET	Head of tourism Division, PICT, Khammouane Province
Mr. Somchanh Chouangbaykham	Deputy Director, PICT, Savannakhet Province
Mr. Kongphanh Thepphavong	Head of Administration Division, PICT, Savannakhet Province
Mr. Kongphon Mep Phonong	Deputy Director, PICT, Savannakhet Province
Mr. Soulihat CHANTALASINH	Technical Staff for Tourism Promotion, PICT, Savannakhet Province
Ms. Mala Chanthalam	Deputy Director, PICT, Champasak Province
Ms. Bouathong Boupphaphan	Head of Tourism Marketing and Promotion Division, PICT, Champasak Province
< MAF >	
Mr. Khamtanh Thadavong	DDG, Department of Agriculture (DOA)
Mr. Bouthsakone Inthlangsee	Deputy Director, CADC
Mr. Soukhavong Khodsimouang	Deputy Director, CADC
Mr. Soukhanh Vongphachanh	CADC
Mr. Chansamone Phommachach	CADC

Ms. Monthida	Technical Staff, Standard Division, DOA (GIZ/TICA Project Officer)
--------------	--

< MONRE >

Ms. Bouakham Soulivanh	Deputy Director General, Department of Pollution Control (PCD)
Mr. Vanxay Phiomanyvone	Chief of Pollution Management Division, PCD
Mr. Sivanh Khonesavanh	Technical Officer, Pollution Management Division, PCD
Mr. Nakkhalinh Volasane	Officer, Technical Promotion Division, PCD
Ms. Rotchana Phouangmanivong	Chief of Environment Section, Department of Natural Resources and Environment (DONRE), Vientiane Capital
Mr. Vilasak Venpaseuth	Technical Staff, DONRE, Vientiane Capital
Mr. Chanthavong Phonnachit	Deputy Director, DONRE, LPB
Mr. Soukpalamy Douanghala	Officer, DONRE, LPB
Mr. Chattawa Keokhamphet	Deputy Director, DONRE, XYB
Mr. Kisamone Photilak	Technicall Staff, DONRE, XYB

< 公共事業・運輸省 (Ministry of Public Works and Transport. 以下「MPWT」という。) >

Mr. Bounthong Keohanam	Director, Department of Housing and Urban Planning, MPWT
Ms. Bouavone Laungkhot	Officer, DPWT

< 都市開発行政機構 (Urban Development Administration Authority. 以下「UDAA」という。) >

Mr. Khampian Inthaluxa	Deputy Director General, VUDAA
Mr. Sisouk Tholatha	Chief of Urban Cleaning Supervision Section, VUDAA
Mr. Sonethavy Phimmasane	Chief of Vientiane Solid Waste Collection Service, VUDAA
Mr. Phoumy Ophethsane	Deputy Director, UDAA, LPB
Ms. Kaisorn Keopraserth	UDAA, LPB
Mr. Thonglan Pheuaphom	Deputy Director, UDAA, XYB
Mr. Phanthang Sonephan	Staff, UDAA, XYB
Mr. Soulinyan Mankhong	Staff, UDAA, XYB

(2) ASEAN 事務局 (ASEC)

Ms. Wan Joon Lian	Assistant Director, IAI & NDG Division
Ms. Riena Prasiddha	Technical Officer, Environment Division
Dr. Pham Quang Minh	Assistant Director, Agriculture Industries and Natural Resources Division

(3) インドネシア在駐各国大使館

Mr. Latsamy Keomany

Ambassador, Permanent Representative of Lao PDR to ASEAN

Mr. Cai Xihao

First Secretary, Permanent Mission of Singapore to ASEAN

Ms. Wan Faizatul Ismayatim

Second Secretary, Permanent Mission of Malaysia to ASEAN

Ms. Thong Sokuntheary

First Secretary, Permanent Mission of the Kingdom of Cambodia to ASEAN

(4) 日本側

<LPP プロジェクト専門家等>

米田 一弘

チーフアドバイザー

岩岡 いづみ

業務調整専門家

美馬 巨人

LPPA 専門家

吉岡 博士

エコプラザ担当スタッフ

志村 享

LPPE 専門家

小槻 倫子

LPPE 専門家

小田 真之介

LPPE 専門家

稲森 真希子

LPPE アシスタント

木下 俊和

LPPT 専門家

磯野 哲郎

LPPT 専門家

<有機農業技術協力プロジェクト>

長岡 明

チーフアドバイザー

本多 かおり

業務調整専門家

(協力隊員関連)

小澤 賢史

JOCV 野菜栽培 (2014 年度 1 次隊、CADC・MAF 配属)

藤田 昭雄

元観光シニアボランティア

<ラオス事務所>

村上 雄祐

所長

牧本 小枝

次長

寺田 周平

所員 (農業セクター担当)

前納 加奈子

所員 (LPP 案件副担当)

岸上 明子

企画調査員 (環境セクター担当)

澤田 圭佑

企画調査員 (LPP 担当)

<インドネシア事務所>

中川 寛章

笠原 奈美

ASEAN 主席駐在員

企画調査員

<JICA 本部>

小西 伸幸

黛 香苗

齋藤 克義

樋口 創

東山さなえ

鈴木 和哉

今井 裕明

東南アジア・大洋州部 計画・ASEAN 連携課長

東南アジア・大洋州部 計画・ASEAN 連携課

東南アジア・大洋州部 東南アジア第二課長

東南アジア・大洋州部 東南アジア第二課

東南アジア・大洋州部 東南アジア第二課

農村開発部 次長

農村開発部 第一チーム

第2章 プロジェクトの概要

2-1 基本計画

本プロジェクトの基本計画は、表2-1に示すとおりである。

表2-1 プログラム基本計画

LPP 全体プログラム

プロジェクト名	JICA-ASEAN 連携ラオスパイロットプロジェクト
協力期間	2010 年 10 月～2015 年 10 月
上位目標	ASEAN 統合に向け、域内における開発格差が縮まり、地域統合が促進される。
プログラム目標	ASEAN 統合に向けた域内格差是正のための GOL、ASEC、JICA による 3 者協力のメカニズムが構築され、機能する。
成果	1. ラオス並びに ASEAN 各国において、ASEAN 統合に向けて、ASEAN 域内格差是正に向けた施策を促進するための適切な実施体制が確立し、促進される。 2. 三つの協力分野間、ASEAN 各国の当該分野に係る組織とのリンケージの強化、さらには ASEAN 諸国及び日本からの協力リソースを活用することによって、ASEAN 域内格差是正に向けたイニシアティブが促進される。 3. ASEAN 統合に効果的に対応するための GOL の能力が強化される。

観光コンポーネント (LPPT)

コンポーネント目標	官民連携と中央と地方の連携により、ラオスの自然、文化、歴史、民俗にまつわる観光資源を適切かつ持続的に活用した観光振興体制が確立される。
成果	1. 官民の連携により、“Visit Laos Year 2012”の実施を含め、ラオスの観光資源を適切かつ持続的に活用した観光プロダクトについての観光マーケティング・プロモーション活動が効果的に実施される。 2. パイロット県において、中央と地方の連携により、ラオスの観光資源を適切かつ持続的に活用し、地域住民に裨益する観光開発が促進される。 3. 中央と地方の連携によるラオスの観光資源を適切かつ持続的に活用した観光振興のための活動が他地域にも普及される。

農業コンポーネント (LPPA)

コンポーネント目標	安全で品質の高い農産物が生産されるために GAP がラオスに導入される。
成果	1. ラオスの ASEAN GAP 導入に向けたロードマップが策定される。 2. GAP がパイロットサイトに導入される。 3. GAP 導入に向けて MAF 関係者や他のステークホルダーの能力が向上する。

環境管理コンポーネント（LPPE）

コンポーネント目標	ラオスにおいて、AIESC に基づき、ESC が促進される。
成果	1. 国家環境戦略 2020 及び関連する戦略や行動計画（Action Plan。以下「AP」という。）に基づき、ESC ガイドラインが策定され、普及する。 2. ESC ガイドラインに基づき、三つのパイロット都市において、都市環境管理の一分野である廃棄物管理が改善される。 3. 三つのパイロット都市において住民参加型の都市環境管理（廃棄物管理）が促進される。

2-2 プロジェクト・デザイン・マトリックス（PDM）

JICA ではプロジェクト・サイクル・マネジメント手法を用いてプロジェクトの運営管理を行っており、事業管理及び評価のツールとしてプロジェクト計画概要表である PDM を活用している。PDM の概要は表 2-2 のとおりである。

表 2-2 PDM の概要

項目	定義
上位目標	「プロジェクト目標」が達成された結果として、達成が期待できる開発効果
プロジェクト目標	プロジェクトの終了時まで達成されることが期待される目標であり、ターゲットグループへの具体的な便益やインパクト
成果	「プロジェクト目標」を達成するためにプロジェクトが実現しなくてはならない事項
活動	「成果」を実現するために、「投入」を効果的に用いてプロジェクトが実施する具体的な行為
投入	プロジェクトの実施に必要な人員、施設、機材、資金など
指標	プロジェクトの成果、目標、上位目標の達成度を測る目標値を示すもの
指標データ入手方法	「指標」のデータを検証するための情報源
外部条件	「成果」「プロジェクト目標」を達成するために満たされていなければならない外部要件であるが不確定要素を含むもの
前提条件	プロジェクトを開始する前に満たされているべき条件

第3章 終了時評価の方法

3-1 評価調査の視点と手法

本調査では、「新 JICA 事業評価ガイドライン第2版」（2014 年 5 月）に沿って、JICA プロジェクトのマネジメントツールとして用いられる PDM に基づき、以下の手順で実施した。

- ① LPP 全体プログラム (LPPO) と三つのコンポーネント〔観光振興 (LPPT)、農業 (LPPA)、環境管理 (LPPE)〕の現状把握・検証（投入・実績・実施プロセス）の確認
- ② 評価 5 項目（妥当性、有効性、効率性、インパクト、持続性）によるプログラム全体の検証
- ③ 上記評価結果に基づく、今後の活動、プロジェクト終了後に対する提言、及び教訓の取りまとめ

3-2 調査項目と方法

3-2-1 調査項目

本調査の主な調査項目は、以下のとおりであった。

(1) 実績の確認

全体プログラムと 3 コンポーネントの投入実績、活動実績、成果（アウトプット）の現状、プロジェクト目標の達成見込みを確認、検証した。

(2) 実施プロセスの確認・検証

プログラムと各コンポーネントの実施プロセスを検証するため、活動を円滑にするために工夫されたこと、モニタリングのための仕組みの有無、事業関係者（日本人専門家、ラオス C/P スタッフ、その他関係者）間の連携状況等を併せ確認した。

(3) 評価 5 項目の視点からの分析

上記、事業の実績と実施プロセスの確認・検証を通して収集した情報を基に、評価 5 項目の視点からプログラムと各コンポーネントを評価した。評価 5 項目の視点の概要は、以下のとおり。

項目	定 義
妥当性	プログラムのめざしている効果（事業目標や上位目標）が受益者のニーズに合致しているか、問題や課題の解決策として適切か、被援助国及び日本側の政策との整合性はあるか、プログラムの戦略・アプローチは妥当か、公的資金である政府開発援助（Official Development Assistance。以下「ODA」という。）で実施する必要があるかなどといった「援助事業の正当性・必要性」を問う視点。
有効性	事業の実施により受益者もしくは社会への便益がもたらされているのか（あるいは、もたらされる見込み）を問う視点。事業目標は達成される見込みか、それは当該事業の成果の結果もたらされる見込みか、目標に至るまでの外部条件の影響はあるか、有効性を貢献・阻害する要因は何か等を分析する。

効率性	主に事業コストと効果の関係に着目し、資源が有効に活用されているか（あるいは、されるか）を問う視点。プロジェクト目標の達成度はコスト（投入）に見合うか、より低いコストで達成する代替手段はなかったか、実施プロセスの効率性を阻害・促進する要因は何か等を分析する。
インパクト	当該事業の実施によりもたらされる、より長期的、間接的効果や波及効果（上位目標の達成度を含む）を見る視点。予期していなかった正・負の効果・影響を含む。
持続性	援助が終了しても当該事業で発現した効果が持続しているか（あるいは、持続の見込みはあるか）を問う視点。

3-2-2 評価グリッドの作成と情報・データの収集

調査を実施するに先立ち、評価項目に沿った評価設問を設定した。それぞれの評価設問に対して、必要な情報・データ、その情報源や収集方法について検討し、この結果を付属資料1のANNEX2～5に示した評価グリッド（英文）を作成した。本調査のための情報・データ収集は、作成した評価グリッドに沿って実施した。具体的な情報・データの収集方法は、以下のとおり。

(1) 既存資料のレビューと分析

当該事業に関する以下の資料をレビューし、分析に活用した。

<全体プログラム>

- ・「ラオス NDG をめざしたラオスパイロットプログラムのための情報収集確認調査」（2010年2月）
- ・「ラオス LPP 詳細計画策定調査及び実施協議報告書」（2010年10月）
- ・事業関係者（専門家・C/P など）作成による中間レビュー並びに終了時評価用の事前準備資料（全体プログラム・各コンポーネント）
- ・「ラオス LPP 中間レビュー調査報告書」（2013年7月）
- ・IAI 関係資料（Mid-term Review of the Work Plan, Status Update of the IAI Work Plan 1, NDG Lecture Series Paper, IAI Guidelines, List of DP & EP Projects Recommended for Accreditation, etc）
- ・その他 LPP 作成資料（事業進捗報告書、短期専門家並びに関連する隊員報告書、プロジェクト冊子、JCC 資料、研修教材・マニュアル・ポスター等各コンポーネントでの成果物ほか）

<観 光>

- ・「LPP 観光振興コンポーネント・インセプションレポート」（日本・英国）（2011年3月）
- ・「LPP 観光振興コンポーネント・事業進捗報告書」第1～2号（日本・英国）（2011年9月、2012年9月）
- ・「LPP 観光振興コンポーネント・業務完了報告書（第1年次&第2年次）」（日本・英国）（2012年3月&2013年3月）
- ・「LPP 観光コンポーネント・事業完了報告書（ドラフト）」（日本・英国）（2015年1月）

- 「ラオス 観光公式ガイド」(2013 年 1 月)(シニアボランティア藤田氏編集)
- LPPT 業務進捗状況報告書(長期専門家分)
- Laos Tourism Statistics 2013, 2014
- LPP コミュニティ・ベース観光ハンドブック(2015 年 2 月)
- Laos Community-Based Tourism Development Directions Feb. 2015

<農 業>

- 「ラオス農業・農村開発ニーズ調査報告書」(日本)(2009 年 9 月)
- Report on Handover Ceremony of Infrastructure and Equipment of LPPA (no date)
- 「ラオス農業セクター情報収集・確認調査」(日本・英国)(2012 年 12 月)

<環境管理>

- 「LPP 環境管理コンポーネント・インセプションレポート」(日本・英国)(2011 年 11 月)
- 「LPP 環境管理コンポーネント・事業進捗報告書」第 1～3 号(日本・英国)(2012 年 3・9 月、2013 年 2 月)
- 「LPP 環境管理コンポーネント・業務完了報告書(第 1 年次)」(日本・英国)(2012 年 3 月)
- 「LPP 環境管理コンポーネント・インセプションレポート」(日本・英国)(2011 年 11 月)
- 「LPP 環境管理コンポーネント・事業進捗報告書」第 1～7 号(日本・英国)(2012 年 3・9 月、2013 年 2・8 月、2014 年 3・9 月、2015 年 2 月)
- 「LPP 環境管理コンポーネント・業務完了報告書(第 1 年次)」(日本・英国)(2012 年 3 月)
- 「LPP 環境管理コンポーネント・業務完了報告書(第 2 年次)」(日本・英国)(2013 年 9 月)
- 「LPP 環境管理コンポーネント・業務完了報告書(第 3 年次)」(日本・英国)(2015 年 2 月)

<その他>

- 「対ラオス 国別援助方針」(2012 年 4 月)
- 「対ラオス国別援助計画」(2006 年 9 月)
- The Seventh Five-Year National Socio-Economic Development Plan (2011-2015) (October 7, 2011)
- The Eighth Five-Year National Socio-Economic Development Plan (2016-2020) (Draft)
- Present Status Report (MPI, Sep 2014)

(2) 事業関係者への質問票(アンケート)調査

現地調査に先立ち、評価分析を担当する団員が、プロジェクトの実績、実施プロセス、評価 5 項目に関する質問票を作成し、事前にラオス側事業関係者(C/P)、並びに ASEAN

関係者、日本人専門家等に配布した。

(3) 事業関係者に対するインタビューの実施

現地調査中は、可能な限り関係者（ラオス側 C/P、ASEAN 関係者、日本人専門家等）に面会し、事前入手資料や質問票から得られない情報の補完的な収集に努めるとともに、事業の受益者（住民、研修受講者等）や関連する JICA 関係者からも、プロジェクトに対する意見や提案を収集した。

(4) プロジェクト合同評価報告書の作成と署名

調査結果に基づき英文「合同評価報告書 (Joint Terminal Evaluation Report)」(付属資料 1) を作成し、JCC の場で発表するとともに、双方の団長により署名が行われた。さらに、同報告書を受けて、ミニッツ (Minutes of Meeting。以下「M/M」という。) も 3 者 (GOL、ASEC、JICA) で署名が同日、行われた。

3-2-3 終了時評価に用いたプロジェクト・デザイン・マトリックス (PDM)

本事業では、全体プログラム (LPPO) 及び三つのコンポーネントそれぞれに対し、基本計画を示す PDM Ver. 1 が実施協議 (R/D) 署名時に作成されていた。終了時評価に用いた PDM (英語版) は、「合同評価報告書」の ANNEX6~9 として添付した。なお、本事業では、日本語版の PDM は作成されていない。

第4章 JICA-ASEAN 連携ラオスパイロットプロジェクト（LPP）全体及び三つのコンポーネントの実績

本終了時評価は、投入、活動、成果、各コンポーネント別のプロジェクト目標、更にプログラム目標を各 PDM 及び活動計画書（Plan of Operations。以下「PO」という。）を基に分析し、下記のとおりまとめた。詳細は、「合同終了時評価報告書」英文 ANNEX10～20 に記載のとおり。

4－1 JICA-ASEAN 連携ラオスパイロットプロジェクト（LPP）全体プログラム

4－1－1 投入の実績

(1) ラオス側

ラオス側からの、本プログラム実施に対する投入は、以下のとおりであった。

1) C/P 人員の配置

MPI 本省から 3 名、MOFA ASEAN 局の 3 名、合計 6 名が C/P として配置されている。

2) 施設・機材

LPPO オフィス（3 者協力ユニット事務所）が提供されている（元ポーランド大使館の施設をラオス MOFA から無償提供）。

3) 活動費の支出

詳細記録は入手できず。

(2) 日本側からの投入

本評価調査時点における日本側からの投入実績概要は、以下のとおりであった。

1) 専門家の派遣

長期専門家 4 名（「プロジェクト共同マネジャー」2 名及び「業務調整/計画・評価」2 名）、シャトルベース（短期専門家）1 名の累計 5 名が派遣された。

2) 機材調達・施設の供与など

総額約 483 万円分相当のオフィス用機材や車両等が投入された。なお、プロジェクト調達機材・施設とは別に、PC、オフィス機材などは JICA 事務所による供与機材として別途、総額約 1,264 万円分が支出されている。

3) 現地活動費

総額約 6,867 万円相当の現地活動費（在外事業強化費）が 2010 年 10 月～2015 年 3 月（2014 年度：日本の会計年度）までの期間に支出された。

(3) ASEAN 事務局（ASEC）側からの投入

本評価調査時点における ASEC 側からの投入実績概要は、以下のとおり。

1) 職員の配置

「プロジェクト共同マネジャー」として、ASEC の ASEAN 統合イニシアティブ・開発ギャップ是正課（IAI&NDG Division）の職員が配置された。

2) IAI に関する助言など。

4-1-2 活動の実績

LPPO コンポーネント活動は、2010 年 10 月に専門家（プロジェクト共同マネジャー）が派遣され開始された。チーム構成はラオス C/P〔計画局（計画投資省）（Department of Planning. 以下「DOP」という。）の職員〕と日本人専門家からなり、2010 年の本 LPP プログラム開始の際に作成された PDM、PO¹に沿って、活動が展開されている。

4-1-3 成果（アウトプット）の達成状況

検証結果の概要、三つの成果の達成度は、PDM（Ver. 2.0）を基に以下のとおり、集約される。

（1）成果 1

成果 1:	ラオス並びに ASEAN 各国において、ASEAN 統合に向けて、ASEAN 域内格差是正に向けた施策を促進するための適切な実施体制が確立し、促進される。	
指標（PDM Ver. 2.0）	終了時評価時点（2015 年 5 月）での達成状況	
1-1	2011 年 3 月までに、ラオスにおける 3 者協力の実施組織（LPPO）が設置される。	3 者協力実施のための 3 者協力ユニットが GOL、ASEC、JICA の 3 者によって計画どおり設置された。LPPO には、JICA 専門家 3 名が常駐（一方、GOL、ASEC からの常駐は一度もなし）。事業の進捗、課題・問題点の確認、共有等については、JICA 専門家が MPI、MOFA に頻繁に出向き実施した。また、ASEC との最近の実績では、2014 年の 1 月と 12 月に同様な協議を行った。しかしながら、本プロジェクトにおける ASEC の役割・権限が明確に定義されていなかった。
1-2	実践的な年次活動計画が毎年第 1 四半期に策定される。	- 各年度の PO は原則前年度末までに取りまとめられ、JCC において、前年度の実績報告とともに承認される。 - 直近では、2014 年度の PO については、2014 年 4 月に取りまとめられ、2014 年 5 月 2 日に開催された JCC において承認された。
1-3	ASEAN によって、協力実施に係るモダリティの柔軟性を備えた「IAI ガイドライン」が策定される。	2013 年 6 月に IAI プロジェクトとして必要な資格要件（ASEAN ブループリントとの整合性、IAI ワークプランないしセクトラルプランの実施を支援するもの、CLMV のうち 2 カ国以上の裨益）を含め、「IAI ガイドライン」が ASEAN IAI TF によって制定された。 - これら資格要件を満たすべく、2014 年 5 月から LPP 各コンポーネントの成果をラオスのみならず、隣国 CMV へ普及、共有する活動として、プログラムの裨益国を拡大した。 - また、主として CMV の MOFA に対して、LPP 及び IAI の認証について特に現状と課題・問題点につき共有を行った。 - なお、ASEAN で進行中の IAI ワークプラン 2 については、その中間レビュー報告書において、包括的なプログラムモデルとしての LPP の有効性が言及されている。

¹ 2012年6月に実施された中間レビュー後、2013年1月に「Ver 2.0」として改訂。

(2) 成果 2

成果 2:	三つの協力分野間、ASEAN 各国の当該分野に係る組織とのリンケージの強化、更には ASEAN 諸国及び日本からの協力リソースを活用することによって、ASEAN 域内格差是正に向けたイニシアティブが促進される。	
指標 (PDM Ver. 2.0)		終了時評価時点 (2015 年 5 月) での達成状況
2-1	「安全・安心な農産物振興」(ASEAN GAP) 「ESC」ラオス固有の資源を活用した観光振興の促進に関する ASEAN イニシアティブが、関連省庁の政策ないし公的文書に掲載される。	- MAF において、2011 年 1～2 月にかけて、ラオス GAP の導入 (四つの基準) に係る大臣の承認がなされ、GAP ロードマップを策定すべく協議が開始された。 - MONRE において、2011 年 12 月、ASEAN ESC として認識されている ESC のナショナルガイドラインが策定された。 - MICT において、2011 年 2 月から ASEAN Tourism Standard にある CBT 推進に向けた活動を行っている。ASEAN Tourism Working Group 及び ASEAN Tourism Standard 関連会合においては、ラオスの取り組みを積極的に発表した。
2-2	ASEAN 統合に関し、ASEAN 域内格差是正に向けての活動が GOL 内の関連省庁によって実施され、その活動が ASEAN の文書や報告書にも言及される。	- IAI 中間レビュー報告書 (2014 年 3 月) において、スタンド・アローン協力でない、LPP のような包括的なプログラム協力の有効性について言及があり、IAI プロジェクトとして認証すべきとの勧告がなされた。 - 観光コンポーネント (LPPT) では、カンボジア観光局と ASEAN CBT スタンダードにつき協力を行った。
その他	・三つの協力分野間のリンケージの成果あるいは ASEAN 諸国からの協力リソース活用。	- 本 LPP プログラムの後半、三つのコンポーネントはお互いに協力し、「ミミズコンポスト」はじめ、連携活動を行い、成果を生み出している。 - 本 LPP プログラムでは、タイ (農業)、ベトナム (環境、民間企業派遣)、マレーシア (観光) からの専門家など、効率的な活動実施のため、域内リソースを最大限活用し、ASEAN 諸国との協力を行ってきた。

(3) 成果 3

成果 3:	ASEAN 統合に効果的に対応するための GOL の能力が強化される。	
指標 (PDM Ver. 2.0)		終了時評価時点 (2015 年 5 月) での達成状況
3-1	各コンポーネントと ASEAN 関係省庁との間の協働作業の枠組みが構築される。	各コンポーネントにおいては、ASEC が開催する年次会合への出席が定例化し、会合の場で LPP 事業成果のプレゼンテーションを行うなどセクトラル・ボディとのつながりを確立、強化した。特に、観光コンポーネントについては、ASEAN セクトラル・ボディへの訪問協議、年 2 回のプログラム調整会議での ASEC 担当者の招へいとプレゼンテーションを実施した。

3-2	ラオス MOFA、MPI、並びに三つのコンポーネント関係省庁との間の協働作業の枠組みが構築される。	JICA 専門家、ラオス MOFA ASEAN 局長、DOP 局次長（Puty Director General。以下「DDG」という。）間のチームワークが形成され、各コンポーネントの進捗状況の共有が定期的になされた。また、このマネジメントチームは各コンポーネントが開催する会議、セミナー等へ出席するとともに事業サイトへの訪問等を実施し、事業の進捗管理を行った。
3-3	GOL 関係省庁及び機関において、ASEAN 統合目的の理解が高まる。	3 者協力（JICA、ラオス MOFA 及び MPI）で、ASEAN アウェアネス・セミナーを 2013 年 1 月に第 1 回開催。それ以降、LPP に関与している C/P をはじめとする関係省庁から、毎回 50～70 名が出席し、IAI など ASEAN 経済統合における現状と課題について認識を深めた。
3-4	ASEAN 会合の場で、ASEAN 統合に係る新しいモダリティとして、LPP の GOL からの発表機会回数。	- 第 40、41、42、46 回 IAI TF 会合において、プレゼンテーションを行った。 - また、LPP 各コンポーネントについても、ASEAN のセクター年次会合等において、各コンポーネントの成果の発信とともに LPP の有効性についてプレゼンテーションを行った。

(4) その他成果

➤ LPPO 調整による 3 コンポーネント間の連携活動

1) 農業と環境管理コンポーネント間の連携活動

安全性の確認のため、環境管理コンポーネントのオフサイトである LPB のホテルとレストランから集められた台所残渣廃棄物を利用したコンポストの施用試験と構成要素分析が、農業コンポーネントとの共同活動として行われた。施用試験（試験栽培）は CADC で実施され、またその施用試験結果として、農業コンポーネントの C/P によってレポートが提出され、更に構成要素分析は MAF 傘下の DOA 植物防疫センター（Plant Protection Center。以下「PPC」という。）で行われた。施用試験結果によると、コンポストを利用した作物は、化学肥料利用の作物よりは収量はやや低かったものの、成長が早いとの結果が出た。

LPB の UDAA は、消費者を引きつけるために、この証明書（MAF の承認レター）を用いてコンポストを販売する計画である。

2) 観光と環境管理コンポーネント間の連携活動

環境管理コンポーネントの「ミミズコンポスト（堆肥）」は、観光コンポーネントとの共同活動として、村民が環境美化で自村をきれいにするという戦略活動に積極的であったことから、観光コンポーネントのパイロット村（カムアン県タケーク郡のタム村）が選ばれた。この共同活動は、他県の多くの住民からも「好事例」と評価されたことで、コンポストそのものが価値あるとの理解が広まり、環境管理コンポーネントのパイロット村の居住者にも正の影響があった。またタム村民の環境への意識が従来に比して高くなり、同村に、より多くの観光客を連れてくるためにも「環境志向の観光」をめざすことが重要といった思考態度にも大きな効果があったと考えられる。

3) 「エコプラザ・グリーン・ラオス・ショップ」

LPPO がラオス青年同盟 (LTU) と協力して、運営支援を行い、首都 VTE のワットタイ国際空港に「エコプラザ・グリーン・ラオス・ショップ」が開店した。同店はアンテナショップとして、環境にやさしいラオス産のエコ産品販売のみならず、観光情報サービス提供のカウンターとしても用いられている。ショップの運営は、LPPO 支援で経営改善されてきており、本件終了後は、青年同盟が引き継ぎ運営される予定。なお、青年同盟側では、LPB、パクセ市 (Pakse。以下「PKZ」という。) 空港へも店舗の拡大を計画中である。

4-1-4 プログラム目標の達成見込み

プログラム目標：		ASEAN 統合に向けた域内格差是正のための GOL、ASEC、JICA による 3 者協力のメカニズムが構築され、機能する。
指標 (PDM Ver. 2.0)		終了時評価時点 (2015 年 5 月) での達成状況
1	3 者協力のメカニズムに係る協働作業の枠組みが構築される。	- GOL においては、ASEAN、IAI を担当する MOFA と開発プロジェクトを総括する MPI が協働して事業実施の担当省庁の IAI プロジェクト及び格差是正のための事業の実施に介在する体制を確立した。 - ASEAN においては、ASEAN のセクター開発課題に機動的に対応するために、ラオスの事業実施担当省庁と ASEAN セクトラル・ボディの連携を確立した。 - JICA においては、プログラム予算の措置、GOL 機関間の調整、ASEC IAI 担当部局への問題提起と課題解決に向けた働きかけ、GOL、ASEC そして JICA の 3 者間の総合調整を行う機能を確立した。
2	ASEAN コミュニティ・ロードマップ (観光、農業、環境) 上で示された協力対象分野の取り組み課題が、ラオスにおいて、実施される。	3 分野 (観光振興、安全・安心な農産物振興、環境管理) の選定は、GOL との合意の下、「ASEAN コミュニティ 2009 ~2015 年 (なかでも IAI ワークプラン 2)」のロードマップに沿って策定されており、当該 3 分野は、GOL の国家開発の優先分野としても位置づけられ推進されてきている。 - 観光コンポーネントでは ASEAN CBT の導入を、環境管理コンポーネントでは ASEAN ESC の推進を、そして農業コンポーネントでは ASEAN GAP の導入を行い、それぞれにつき、組織強化と人材育成が行われた。

4-1-5 上位目標の達成見込み

プログラム目標の達成見込みは、以下の分析のとおりであった。

上位目標：	ASEAN 統合に向け、域内における開発格差が縮まり、地域統合が促進される。
指標：	人的開発指標 (Human Development Index。以下「HDI」という。) におけるラオスと ASEAN 6 カ国平均との格差が縮小される。

全般的な上位目標達成状況と見込み

ラオスの 2013 年における HDI は世界ランク 139 位で、シンガポールの 9 位からフィリピンの 117 位までの間に位置する ASEAN 6 カ国との格差は依然大きい、プログラムが開始された 2010～2013 年までの間の 3 カ年における HDI 年間成長率をみると、ラオスは平均 1.21%を示し、ASEAN6 カ国の平均 0.39%に比し、約 3 倍のスピードで改善している。

4-1-6 実施プロセス

(1) 実施構造とメカニズム

本件実施に係るメカニズムとその構造は図 4-1～4-4 のとおり。農業分野の活動は他分野より遅れて開始されたものの、計画に沿って実施されている。

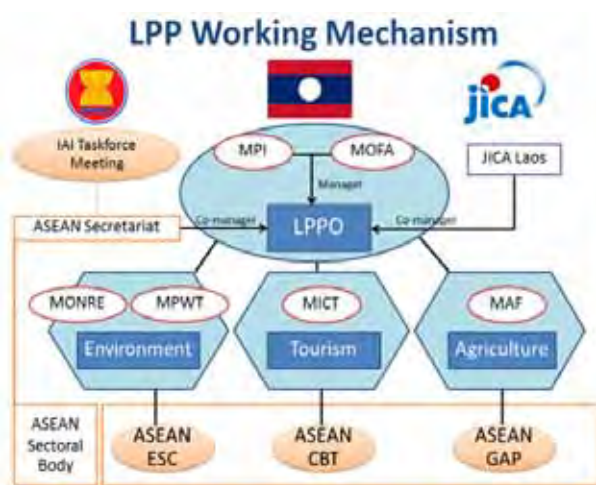


図 4-1 LPP Working Mechanism

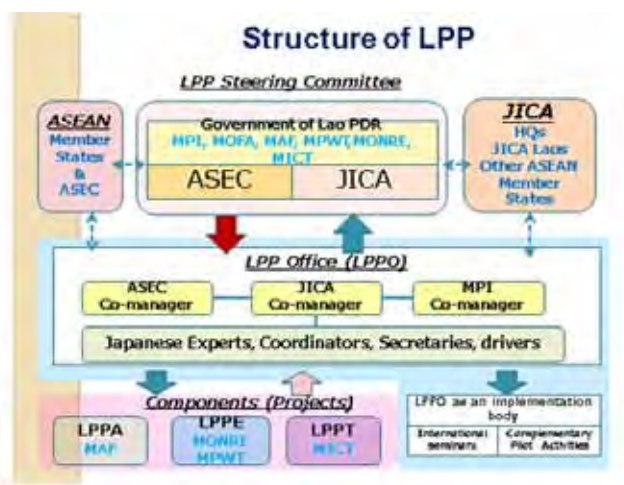


図 4-2 LPP Implementation Structure

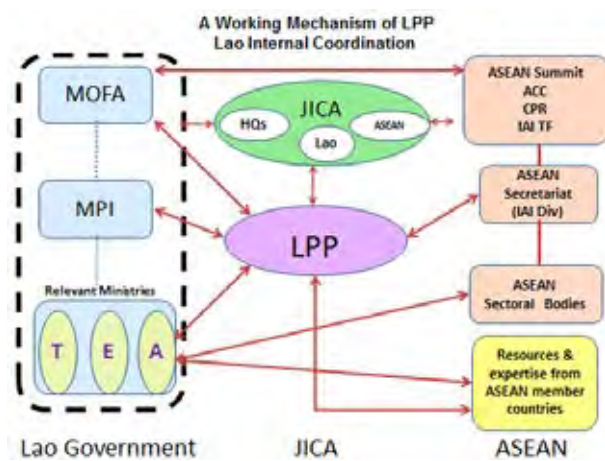


図 4-3 Working Mechanism (1)
Lao Internal Coordination

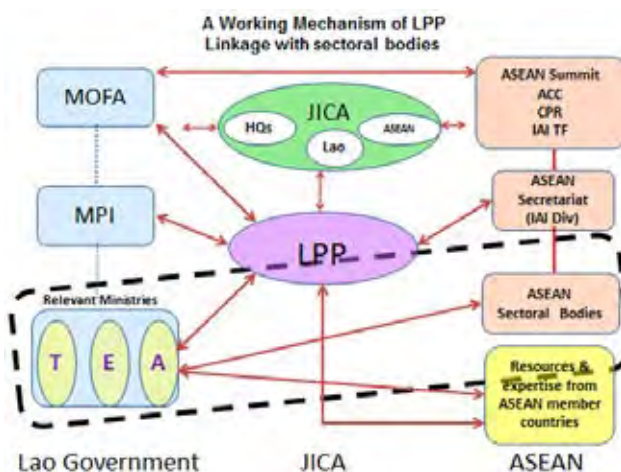


図 4-4 Working Mechanism (2)
Linkage with sectoral bodies

(2) 活動実施

- 本件プログラムの実施のためのメカニズムや構造は上記のとおり。なお、本件プログラムは、農業コンポーネントにおいて他のコンポーネントと比べて活動開始の遅れがあったものの、活動計画を基に、ほぼ円滑に活動は遂行されている。
- 一部、人材投入の遅れや短縮などがあったものの、C/P や専門家は案件活動の効果的な実施のため、適切に配置されている。
- GOL、ASEC、JICA の 3 者の強いコミットの下、案件実施につき、JCC の場をはじめ、効率的に機能している。
- 案件活動の計画や実施には、関係者の積極的な参加や関与が行われていることで、本件の効率・効果的な実施促進に貢献している。
- 案件全体の円滑な調整並びに事業運営を行うため、LPPO 関係者を中心として、3 者（GOL、ASEC、JICA）間だけでなく、三つの分野間の重要な役割を果たしている。
- JCC や案件の運営に係る会合に加えて、定期的に会議が開催され、LPP 関係者間の連絡、合意形成は 3 者間で円滑に行われている。

(3) 促進要因・外部環境要因

促進要因	計画に関する促進要因： ➤ 本件が 3 者の合意、協力の下、計画され、かつ実施されていることは重要であり、また ASEAN 統合に向けての推進という枠内で、ラオスにおける特定のニーズに応じて、焦点をあてた計画を策定している。 ➤ GOL はハイレベル C/P の関与がみられ、本プログラムに対して真摯に取り組みを行っており、また MOFA、MPI、更に関係各省の間の内部調整を強化してきた。 実施プロセスに関する要因： ➤ LPP はラオスの NSEDP と統合していることから、GOL のオーナーシップ向上が認められる。 ➤ 各分野は、それぞれ ASEAN 各国の分野別省庁・機関あるいは閣僚会議とも効果的な協力関係を構築していることも、上記同様、GOL の力強い推進力をみて取ることができる。
外部環境要因	IAI 実施に係るガイドライン： 本件の事業進捗や新しいモダリティの説明は、IAI TF 会合の場をはじめ、案件の開始以降、幾度もプレゼンテーションや情報の共有を行っており、IAI 案件としての承認を申請してきた。しかしながら、2013 年 6 月に設定された IAI 実施に係るガイドラインは、結果的に遡及して本件にも適用されたことで、本件を IAI 案件として承認することを一層難しくしており、このような予期せぬ外部環境の変化のために、現時点でまだ IAI 承認には至っていない。

4-2 観光コンポーネント（LPPT）

4-2-1 投入実績

(1) ラオス政府（GOL）からの投入

ラオス側からの投入実施期には 33 名の C/P 職員があった。内訳は MICT の本省から 15 名、3 つのパイロット県から合計 18 名であった。詳細は付属資料 1 の ANNEX11 に記載が

ある。

(2) JICA からの投入

観光コンポーネントを支援するために JICA から投入されたものは以下のとおり。詳細は付属資料 1 の ANNEX11 に記載がある。

1) 専門家の派遣

実施期間中、4 名の日本人短期専門家に加えて、1 名の長期専門家（2013 年 6 月～2015 年 5 月まで）が派遣された。長期専門家の投入は LPPT と ASEAN の協力を促進するためである。

2) C/P・トレーニング

観光コンポーネントの C/P に対して日本、インドネシア、シンガポール、タイ、マレーシアにて研修を行った。

3) 機材調達

観光コンポーネントの活動のために屋内、屋外で使用する機材、特に観光プロモーション材料作成のためのものが調達、供与された。

4) 現地活動費

最初に派遣された短期専門家グループの 2011 年 2 月～2015 年 5 月までの現地活動費として 3,985 万円が支出された。続いて派遣された長期専門家が LPPT を強化する活動のために 2,130 万円が支出された。

(3) ASEAN 事務局（ASEC）からの投入

ASEC の観光担当官が半年ごとの LPPT 会議のためにジャカルタからラオスに出張し、コミュニティ・ツーリズム振興のアドバイスをを行った。

4-2-2 活動の実施

LPPT の活動は 2011 年 2 月に始まり同時に日本人専門家チームが派遣された。

ラオスの C/P 諸官と日本人専門家から構成された LPPT チームは 2010 年の LPP 準備時に設定された仮の PDM と実施計画書に基づいて活動を実施した。PDM は付属資料 1 の ANNEX7 にあるように、のちに 2013 年 6 月に改訂された。LPPT チームに課せられた活動及びコンポーネントの残り期間の計画は付属資料 1 の ANNEX12 としてまとめられている。実施計画書に基づいて予定されていた活動はすべて完了している。

4-2-3 成果の達成状況

PDM(付属資料 1 の ANNEX7)で設定した指標に基づき、三つの成果の達成状況が審査され、その結果は以下のとおりであった。

(1) 成果 1

成果 1	官民の連携により、Visit Laos Year 2012 の実施を含め、ラオスの観光資源を適切かつ持続的に活用した観光プロダクトについての観光マーケティング・プロモーション活動が効果的に実施される
------	---

指標（PDM 第2版）		達成状況と達成見込み
1-1	ラオス観光年 2012 のための観光マーケティング・プロモーション小委員会が 2011 年 3 月までに設置される	ラオス観光年 2012 の観光マーケティングとプロモーションのための小委員会は他の関連小委員会とともに、ラオス国家観光委員会の 2010 年の省令により、8 月 10 日に設置された。
1-2	観光プロダクトのデータベースが 2011 年半ばまでに構築される	観光商品のデータベースは 2011 年 8 月末までに準備された。
1-3	20 件以上のプロモーション活動が 2012 年末までに実施され、それらが MICT 及び県情報文化観光局（Provincial Information, Culture and Tourism Department/ Provincial Tourism Department. 以下「PICTD/PTD」という。）によって更新と配布が継続される	2012 年の終わりまでに 20 を超える観光プロモーション活動とイベントが実施された。 - その後は国と県の観光局は自主的にプロモーション活動を継続している。

(2) 成果 2

成果 2	パイロット県において、中央と地方の連携により、ラオスの観光資源を適切かつ持続的に活用し、地域住民に裨益する観光開発が促進される	
指標（PDM 第2版）		達成状況と達成見込み
2-1	2012 年末までに、6 種類以上の観光情報資料が作成される	- 各パイロット県においてウェブサイト、観光情報マスターファイル、観光道しるべが開発・設置された - 三つのパイロット県が独自予算で 6 種類の観光ブローチャーを作成した。
2-2	2012～2014 年の各パイロット県への観光客の年間増加率が 7%以上となる	パイロット 3 県における 2012～2014 年までの観光客増加率はカムアン県で 31.1%、サバナット県（Savannakhet. 以下「SVT」という。）で-3.1%、チャンパスック県（Champasak. 以下「CPK」という。）で 6.7%であった。
2-3	対象サイトにおける CBT 活動への参加住民数が増加する	支援対象 18 カ村におけるコミュニティ・ツーリズムの開発計画ワークショップへの参加者数は 2013 年の 516 人から 2014 年の 780 人への増加した

(3) 成果 3

成果 3	中央と地方の連携によるラオスの観光資源を適切かつ持続的に活用した観光振興のための活動が他地域にも普及される
------	---

指標（PDM 第2版）		達成状況と達成見込み
3-1	成果1及び成果2の結果と知見が MICT 及び PICTD/PTD により取りまとめられる	- 三つのパイロット県での実践を基にコミュニティ・ツーリズムのハンドブックが編集された。 - コミュニティ・ツーリズム開発指針が作成、配布された。 - 各パイロット県がコミュニティ・ツーリズム実施のために説明ファイルを準備した。
3-2	上記の取りまとめが他の県と共有され、他県でも CBT 活動が着手される	- 上記の説明ファイルとコミュニティ・ツーリズムのハンドブックが、2015年2月に開催されたセミナーにおいてパイロット対象以外の6県と共有された。 - しかし1度のセミナー開催のみでは、他県での CBT 活動の普及度合は限定的なものになると考えられる。ハンドブックなどの書類の共有やセミナーの開催だけでは、他パイロット村／県への普及は不十分といえる。官民関係機関による、LPPT パイロットモデル村からの知見・ノウハウの共有などの支援が必要。

4-2-4 プロジェクト成果の達成（見込み）

コンポーネント目標	官民連携と中央と地方の連携により、ラオスの自然、文化、歴史、民俗にまつわる観光資源を適切かつ持続的に活用した観光振興体制が確立される。	
指標（PDM 第2版）		達成状況と達成見込み
1	2015年のラオスへの観光客数が350万人に達する	観光客の入込数は2012年に330万人、2013年に370万人そして2014年には415万人に達した。2015年に350万人という目標は達成できた。
2	VTE 及びパイロット県における官民連携によるマーケティング・宣伝活動への参加観光関連民間会社の数	- 官民協働の観光情報サービスプログラムに、VTE の18社が参加した - 三つのパイロット県でのファムツアー等のコミュニティ・ツーリズム関連活動に、述べ50社以上が参加した。

4-2-5 コンポーネントの実施過程

(1) コンポーネント実施の構造

LPPT 実施の構造と仕組みを図4-5に示す。LPPT のコンポーネントは事業実施計画に基づいて円滑に実行された。途中でC/P機関であるラオス国家観光庁(Lao National Tourism Administration。以下「LNTA」という。)が MICT に統合される国家組織の再編があり、観光プロモーション委員会が縮小され、幾つかのコンポーネント活動は取りやめになったり遅延したりするという影響はあった。

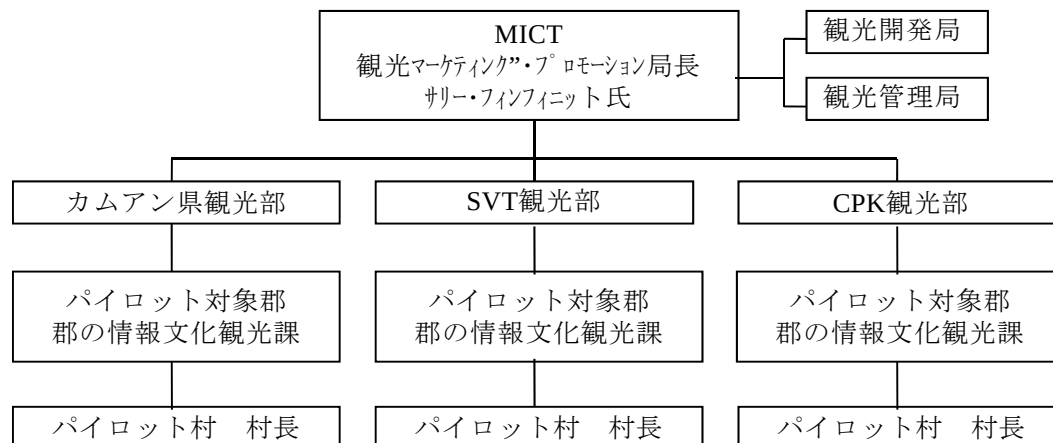


図 4－5 LPPT の実施体制図

(2) コンポーネントに貢献した要因

1) 計画に関すること

LPPT 以前から JICA はラオスの観光を継続して支援してきており、その強い二国間の信頼関係が LPPT の円滑なスタートを促進した。

2) コンポーネント実施プロセスに関すること

- 観光が外貨獲得のための大切な産業の一つであるということで、GOL は観光開発とプロモーションの実施を強く望んでいた。更にラオス観光年 2012 や ASEAN 統合というタイミングも GOL の動機づけを強くした。
- 小インフラ開発の支援方法
支援対象の村から要請があった場合、LPPT は建設材料を支給し、村人が建設作業を受けもった。これにより村のコミュニティは労働力で貢献し、またそうすることで人々の団結力が高まるとともに建設構造物のみならず村のコミュニティ・ツーリズム全体への責任感が強くなった。

(3) コンポーネントの障害となった要因

1) 計画に関すること

- MICT の組織改編や日本人専門家のいない時期が重なり、幾つかの予定されていた活動のキャンセルや遅延が起きた

4－3 農業コンポーネント（LPPA）

4－3－1 投入の実績

本終了時評価調査時点における農業コンポーネント実施に対するラオス及び JICA からの投入実績の概要は、以下のとおり。付属資料 1 の ANNEX 13 にまとめている。

(1) ラオス側からの投入

1) C/P 人員の配置

当初 DOA 標準課職員 1 名、CADC から 3 名の計 4 名の C/P が配置されていたが、現

在は CADC の 3 名のみが配置され、活動を行っている。

2) 施設・機材

CADC において、GAP 展示圃場用に 12ha の農地と附帯施設が提供されている。

(2) 日本側からの投入

1) 専門家の派遣

2012 年 5 月 29 日～2015 年 3 月 19 日、長期専門家 1 名が派遣された。また、2013 年 7 月 21 日～8 月 4 日まで短期専門家 2 名、2014 年 12 月 1～14 日まで短期専門家が 1 名派遣された。

2) 本邦・第三国研修

タイにてファームアドバイザー（農業指導員）などに対する GAP 運営にかかわる研修を 2013 年実施。また本邦研修も 2013 年と 2014 年に実施。さらに、ASEAN での専門家会合への出席並びにプレゼンテーションについても支援。

3) 施設整備

CADC の施設整備予算として、総額 3,037 万円相当の CADC の灌漑施設や CADC の農場施設整備（ビニールハウス 10 棟、建屋整備、育苗施設、井戸の掘削 2 基等）を行った。

4) 機材調達・施設の補修など

総額 1,636 万円相当のオフィス、圃場管理機材などが供与された。

5) 現地活動費

これまで（2011 年 12 月～2015 年 3 月）、総額約 5,231 万円相当の現地活動費（在外事業強化費）が支出された。

4-3-2 活動の実績

農業コンポーネントについては、2011 年後半から GAP 圃場整備に向けた準備活動が LPPPO 配属の専門家ほかによって限定的に行われていたが、本格的な活動は 2012 年 5 月下旬に GAP 普及担当の専門家が赴任したあとに開始された。ラオス C/P と専門家は、LPP プログラム開始時に作成された暫定 PDM（Ver. 1）と PO に沿って、コンポーネントの活動を進めていたが、中間レビュー時に改訂を行い、その結果、2013 年 5 月に承認された PDM（Ver. 2）と PO に沿って、活動が進められてきた。本終了時評価調査時までの活動実績と進捗、今後の計画は付属資料 1 の ANNEX 14 にまとめたとおり。さらに PO に沿って進められた活動の進捗状況は、終了時評価時点で、表 4-1 のとおり。

表 4－1 Progress status of the LPPA activities

Category by Output	Planned Activities	At the time of Terminal Evaluation (April 2015)			
		Progress Status of Planned Activities			
		1	2	3	4
Output 1: Roadmap for introduction of ASEAN GAP is developed.	1-1 Review and analysis of policies and regulations, institutional arrangements and their capacities, on-farm practice.				
	1-2 Market study and its analysis.				
	1-3 Stakeholder consultation for institutional development of GAP.				
	1-4 Development of a roadmap for ASEAN GAP introduction.				
Output 2: GAP is introduced in the pilot sites.	2-1 Selection of the pilot sites.				
	2-2 Develop regulation and code of practice in consultation with stakeholders.				
	2-3 Provide training for ASEAN GAP introduction in the pilot sites.				
	2-4 Test code of practice on pilot farms and modify as required.				
	2-5 Develop effective compliance mechanism.				
	2-6 Feedback the test results to the Roadmap.				
Output 3: Capacities of relevant officials of MAF and other stakeholders are strengthened.	3-1 Capacity development of relevant officials of MAF and others through the activities above for OUTPUT 1 & 2.				
	3-2 Share experience in ASEAN member states.				
	3-3 Train officials of MAF and stakeholders other than pilot sites.				
	3-4 Public relations and awareness building of GAP.				

“Progress Status of Planned Activities” is based on self-assessment by the project team using 4 scales: 1 Not undertaken; 2 In the process; 3 Almost completed; 4: Completed.

4－3－3 成果（アウトプット）の達成状況

上記のとおり、本コンポーネントの活動は当初計画より大幅に開始が遅れたが、期間内の成果達成に向け、活動の遅れを取り戻すべく関係者の努力が続けられ、PDM（Ver. 2）に示された三つの成果の達成状況は以下のとおり。

（1）成果 1

成果 1	ラオスの ASEAN GAP 導入に向けたロードマップが策定される。	
	指標（PDM Ver. 2.0）	達成状況・見込み
1-1	ラオス ASEAN GAP を導入し普及するためのロードマップが策定され、DOA により承認される（ロードマップは、ASEAN GAP のロードマップもしくはアクションプランと一致している）	- ラオス ASEAN GAP 導入に向けたロードマップ作成のために、2014 年 7 月に 3 日間リトリート形式で、VTE 県タラートに GAP 関係者を集め、集中的に会議が開催された。パイロットサイトの、PAFO、DAFO 関係者を集め、首都 VTE 及び VTE 県の GAP 導入のマスタープラン策定についても、併せて開催。 3 日間では、ロードマップの取りまとめが終わらず、引き続き策定作業を継続することとなった。 2014 年 9 月には、GAP 普及についてのロードマップは、ラオス語でおおむね取りまとめられた。 - 農業コンポーネントでは、プロジェクト期間中（2015 年 10 月まで）のみならず、ラオスに ASEAN GAP を導入するための長期計画を含むロードマッ

		ブ策定の基礎となる「ワークプラン 2012～2015」を作成し（2012 年 10 月）、これに沿ってプロジェクト活動を実施してきた。
1-2	ロードマップは、ASEAN GAP の専門家ワーキンググループの年次会合で報告され共有される（EWG-ASEAN GAP）	ロードマップ策定、開発、最終化への道のりは長く、ASEAN GAP の専門家ワーキンググループ（EWG-ASEAN GAP）の年次会合等には、まだ報告、共有はされていない。

全般的な達成状況と見込み：

- DOA 規準課（Standard Division）職員によって、活動開始当初、ASEAN GAP の導入に関連する政策制度、関連機関の組織体制とキャパシティの現状、営農状況にかかわる情報収集が行われた。また、農家の農業生産活動についての情報を得るために、パイロット地域となった首都 VTE と VTE 県の二つのパイロット地域にて、農民グループとのミーティングを開催した。
- DOA PPC 職員によって、農産物流通及びマーケットに関する情報収集活動の一環として、5 県で流通している農作物の残留農薬の調査が行われ、収集データは報告書として取りまとめられた。
- 農業コンポーネントの PDM をベースに、2012 年 10 月に、2012～2015 年の PO（Work Plan）が作成され、関係者に共有済みである。同ワークプランは、ラオス国内に ASEAN GAP を導入するための、より長期的な目標と計画を含む行動計画であり、「ロードマップ」策定の基礎となるものである。

（2）成果 2

成果 2 GAP がパイロットサイトに導入される。	
指標（PDM Ver. 2.0）	達成状況・見込み
2-1 GAP の展示農場が CADC に設立され、GAP 担当者や農家グループの研修に活用される	- 農業コンポーネントは、まず、ラオスでの GAP の普及の拠点を構築するため、CADC の GAP 農場の整備（灌漑用水施設設置、事務所・作業場等建屋施設改修、井戸掘削、トラクター等農場機材購入、事務用機材購入）を行った。 - 農業コンポーネントは、整備した GAP 圃場において、展示活動を行うとともに、GAP の実践農場という位置づけのもとに GAP 研修を実施している。
2-2 最低限 12 の GAP パイロット農家グループが設立され、プロジェクトにより研修され、GAP 農業が適切に運営される	パイロットサイトとして、首都 VTE、及び VTE 県の 2 サイトが選定された。 GAP 農家グループの育成に関しては、2013 年度には、首都 VTE から、3 郡、5 農家グループ、VTE 県からは、5 郡、7 農家グループの計 12 グループ、415 農家が GAP のパイロット農家グループとして組織化された。 GAP のオリエンテーションを各農家グループ単位で実施し、組織化を図った。また、参加農家全員に対し 2 日間の

		GAP 研修をグループ単位で 12 回にわたり実施した。 また、農家グループのリーダーに対し、タイでの GAP スタディツアー（5 日間、11 月 18～23 日）を実施した。 2014 年度は更に、首都 VTE から、9 農家グループ、224 農家、VTE 県からは、5 農家グループ、99 農家の計 14 グループ、323 農家が新しく GAP の導入グループとして登録された。これらのグループに対して、8 月下旬～12 月末まで、首都 VTE、及び VTE 県において GAP 農家研修を各 2 日間、計 14 回実施した。 そのほかに、農家グループの ICS 担当者に対し、ICS 研修（3 日間）を実施するとともに、残留農薬検査の研修会を実施した。（2013 年 11 月）
2-3	パイロットサイトにおいて、最低限 12 の GAP 農家グループ（あるいは、300 農家）が GAP を導入する	- GAP 知識や技能を農家に普及指導するにあたっては、まず 2014 年度、CADC の GAP 担当職員及び首都 VTE、VTE 県の PAFO、DAFO の農業事務所から GAP ファームアドバイザー 29 名を選出し、GAP 指導者研修を実施した。 2015 年度は、新たに首都 VTE、VTE 県の PAFO、DAFO の農業事務所から GAP ファームアドバイザー 26 名を選出し、GAP 指導者研修を実施した。 - これにより、現在は 55 名の GAP ファームアドバイザーが、GAP の農家へ普及指導できる体制となり、この地域で、農家グループに対して、GAP の普及・指導体制のできる基本体制が整備された。 - 以上、計 26 グループ、738 農家が GAP のパイロット農家グループとして組織化されたことになる。
2-4	パイロットサイトにおいて、最低限六つの GAP 農家グループ（あるいは、50%の農家）が DOA から GAP 認証を受け、GAP 生産者となる	- まず、GOL は GAP 導入、更に検査・認証に係る中央での体制を確立した（MAF 内の認証体制に係る委員会や実施機関、またそれぞれの役割や責任の明確化）。さらに地方においても、各農家グループにおける ICS を設置。 - 上記の体制整備ののち、ラオス GAP の認証取得も進めてきているが、これまでのところ VTE 県のエクサン村（30 農家）、ノンクアイ村（15 農家）、更に CADC と計 3 グループの取得のみにとどまっている。

全般的な達成状況と見込み：

- 農業コンポーネントによって、まずは CADC において GAP 農場が整備され、展示圃場として、また関係する職員や対象農家に対する実地研修の場として活用されている。
- パイロットサイトとして、首都 VTE、及び VTE 県の 2 サイトが選定されたあと、GAP 農家グループの育成並びに GAP の農家へ普及指導を行う GAP ファームアドバイザーの育成が行われ、その結果、これまで累計で 26 グループ、738 農家が GAP のパイロット農家グループとして組織化された。

- ・ ラオス GAP 認証取得を進めてきてはいるものの、これまでのところ 2 グループ 45 農家（CADC を含めると 3 グループ）の取得のみにとどまっており、引き続き、GAP 認証を受け、GAP 生産者となるための活動を、残り期間にて実施予定である。

(3) 成果 3

成果 3		GAP 導入に向けて MAF 関係者や他のステークホルダーの能力が向上する。
指標（PDM Ver. 2.0）		達成状況・見込み
3-1	GAP 担当の MAF 職員が、農家に対して GAP の指導・監督ができる	・ MAF、CADC の担当職員、及び対象県・郡の GAP ファームアドバイザー（PAFO、DAFO の農業事務所の職員）を含め、各種の GAP 研修や本邦研修等のプロジェクトの種々の活動を行った。
3-2	プロジェクトで研修した MAF 職員及びファームアドバイザーが、GAP 研修を実施し、農家を指導・監督することができる	・ 人材育成に関しては、2013 年度、GAP 担当の幹部 5 名を、日本の GAP が視察できるよう、3 週間の本邦研修を実施した。（2013 年 9～10 月）また、2014 年度には、更に日本の進んだ GAP 現場を視察できるよう、5 名の GAP 普及の実務者に対し、2 週間の本邦研修を実施した。（2014 年 10～11 月） ・ GAP 人材育成指導のため、2013 年度 2 名の短期専門家を招へいし（15 日間）、GAP 研修指導及び GAP 農場評価指導を行った。また、2014 年度にも、短期専門家 1 名を招へい（14 日間）し、GAP 指導・農場評価指導を行った。
3-3	パイロットサイト以外の県や郡の農業事務所職員や他のステークホルダーが、GAP のセミナーやワークショップに参加できる	・ パイロットサイト以外の地方県における GAP 普及活動としては、2014 年に、LPB、SVT、PKZ で、県・郡の農業幹部や大学関係者を招へいし、ラオス GAP アウエアネス・ワークショップ（1 日間）を開催した。（2014 年 7～8 月） ・ 2015 年には、地方での GAP 普及指導の核となる GAP ファームアドバイザー 50 名を、郡農業事務所職員を中心に選拔し、LPB、PKZ の 2 都市に招へいし、3 日間の研修を実施した。（2015 年 1～2 月）

全般的な達成状況と見込み：

- ・ これまで、農業コンポーネントの支援によって、各種の GAP 研修や本邦更にタイでの研修等の活動が行われ、GAP 導入に向けて、MAF 関係者はじめ、ステークホルダーの能力が向上したことは高く評価できる。特に、GAP 導入研修は、受講生の GAP に関する一般的な理解、認識の向上に寄与したと考えられる。
- ・ 一方、農家グループの GAP 生産の「グッド・プラクティス」並びに GAP 指導者の審査制度や指導能力は、短期専門家の報告書からみる限り、まだまだ課題は残されているといえる。

4-3-4 コンポーネント目標の達成見込み

コンポーネント目標：	安全で品質の高い農産物が生産されるために GAP がラオスに導入される。
------------	--------------------------------------

指標：	1. プロジェクト終了までに GAP の認証体制が整備され、GAP が他の地域に拡大する。 2. GAP 認証を受けた農産物の生産や流通がラオス国内で開始される。
-----	--

全般的な達成状況と見込み：

- ASEAN GAP の導入に対して、ラオスは ASEAN GAP と同等のラオス GAP を 2011 年 1 月に制定し、この普及を図ることとした。同 GAP の普及を図るため、GAP の認証体制を整備するとともに、農家への普及のため農家グループを組織化するとともに、GAP 指導員の育成を図り、安全で質の高い農産物を生産するのに必要となる GAP の適切な指導や助言が受けられる体制の整備を行った。
- このうち、GAP 認証体制の整備については、GIZ と TICA が実施する「ラオス GAP 強化プロジェクト」（2012 年 5 月～2014 年 5 月、フォローアップ 1 年で 2015 年 5 月に完了）が対応することとなっており、LPPA の方は、実際に農家に GAP 生産を始めてもらう目的で、農家への GAP 導入・普及を担当することとなった。
- LPPA は、まずラオスでの GAP の普及を図るため、DOA 傘下の CADC の GAP 農場の整備を行い、GAP の実践農場として展示活動と GAP 研修を実施した。
- GAP のパイロットサイトとしては、首都 VTE、及び VTE 県の 2 サイトが選定され、累計で 26 グループ、738 農家が GAP のパイロット農家グループとして組織化された。また、これまで、GAP のオリエンテーションも各農家グループ単位で実施され、参加農家全員に対する GAP 研修、さらには ICS 研修も担当者向けに実施済み。また農家グループのリーダーに対しても GAP 実践研修を実施済みである。
- GAP 認証の取得に関しては、現在まで、CADC 並びに 2 農家グループ（45 農家）の計 3 団体のラオス GAP 認証申請が承認され、農家のなかにはタイからのバイヤーなど、GAP 農産物の販売を開始したところである。しかし、農場管理記録の記載方法が徹底されていないなど、一部規程で定められた GAP 認証農産物の詳細な生産量や出荷先、流通経路などの情報が得られていない部分もあり、PDM のうちコンポーネント目標で定められた指標の達成状況が確認できない部分もあった。
- GAP 認証を受けた農家グループによる農産物は既に、国内での流通が開始されている。一方、終了時評価時点では、まだ「GAP マーケット」が開設されておらず、GAP としての農産物としての認識は一般にまで浸透しているわけではない。
- 評価調査期間中のインタビュー等で、タイの業者が GAP 農産物を買付けにきて、タイ経由で欧州まで出荷した事例（ハーブ等）、また GAP 未認証ながら、タイの小売業者が農家から買付けて輸出（メロン）するなど、好事例も多少ながら出てきている模様。
- GAP マーケットの開設を現在、勧めており、残りの協力期間内に VTE 県で 1 カ所を予定（なお、首都 VTE で 1 カ所が当初計画されていたものの、CADC 以外に GAP 認証されているグループがないため、まずは GAP 認証をめざすことを最優先とした）。なお、既存の市場の一部（コーナー）を借り上げるにあたっては、県の誘致政策の一環で、当初の借料は無料とのこと。

4-3-5 プロジェクトの実施プロセス

(1) 活動の実施体制

農業コンポーネントの活動は、DOA CADC を主な実施機関として、活動が展開されている。CADC スタッフはじめ当初 4 名が C/P として任命されたが、1 名は途中で他のプログラムに異動となったため、実質 3 名が C/P である。

一方、規準課、PPC のスタッフは、研修講師や調査の実施など、必要に応じて活動に参加しており、基本的には DOA 内に農業コンポーネント活動を実施するための協力体制はできあがっているといえる。

JICA からの資金、技術的な支援により、CADC 敷地内に GAP 規準の作物栽培の展示圃場（12ha）が整備され、同圃場は、GAP 導入農家のための良き見本（モデル）として、かつ実地研修の場として活用されている。

なお、GAP の導入・運営プロセスでは、CADC のほかに、下記の 2 部署が管轄している。まず本局の規準課（Standard Division）は、GAP 推進に係る政策・制度面を担当しており、GAP の認証については、GIZ と TICA 支援による「ラオス GAP 強化プロジェクト」で、体制が整備された模様。また PPC は、GAP 生産物や土壌の検査面での役割を担っている。現段階では、PPC の検査能力（残留農薬・土壌検査など）は限られており、GAP 認証に必要な詳細検査のために、サンプルをタイの検査所に送る必要があるなど²、検査コストの引き上げ、認証を妨げる要因となっている。

一方、GAP の普及には県・郡レベルスタッフの参加が不可欠であり、CADC の GAP 担当職員はじめ、首都 VTE、VTE 県の PAFO、DAFO の農業事務所から、「GAP ファームアドバイザー」という肩書で実務者の育成を行ってきている。彼らは、農家に対する普及や指導を行う重要な役割を担っているものの、その指導能力は十分でなく、改善の余地がある。

(2) 活動進捗モニタリングやレポーティング

農業コンポーネントでは、特段、技術委員会（Technical Committee。以下「TC」という。）や運営委員会（SC）などの事業運営管理組織は設置されておらず、活動上の意思決定や課題解決は、必要に応じ、C/P と専門家の日常的な話し合いのなかで行われているとのこと。なお、LPPA 支援による GAP 関連会議が、年 1 回、本省が招集し、規準課はじめ、関係者を集めて進捗や報告を行ってきている。

(3) 促進並びに課題要因

農業コンポーネント進捗に係る促進並びに課題要因として、以下が確認された。

- GAP に係る導入は他国より遅滞しているとはいえ、ASEAN 統合や安全作物への意識の高まりとともに、そのニーズや必要性は高まりつつあり、ラオス側関係者が日本のみならず、ASEAN の他国での経験から積極的に学ぼうとする意欲、関心が高い。
- ラオスでは、既に有機農産物の認証が実践され、かつ日本も支援を実施中であることが

² 簡易な残留農薬の検査はキット費用さえあれば、ラオスでも可能ではあるが、クロマトグラフなどの機材はないので、タイでしか検査は不可能。

ら、その経験が GAP 認証プロセスでも、ある程度活用できる（一方、有機農業と GAP 農産物支援とで、お互いの活動の情報共有ないし、連携の点ではこれまであまり行われてこなかった）。

- ラオスにおいて、一般住民が、食品の安全性や質への関心が、一段と高まっている。

一方、今後の課題要因としては下記のとおり。

ラオスは、ASEAN GAP をベースに標準ラオス GAP を作成した段階ではあるが、まだ GAP 導入の段階でもあり、その実際の運用や認証についてはまだまだ課題も残されており、今後の活動に負うところが大きいといえる。それらの課題を徐々に解決し、かつ GAP を生産者の間に定着させていくために必要な中長期的なビジョンや AP を含む「ロードマップ」の策定及び共有が求められている。一方、GAP 普及、展開のため、一層、規準局や CADC、PPC など政府の関係機関の密接な連携と積極的な継続活動が不可欠である。また LPPA で整備された CADC 圃場については、その保守維持管理の面での戦略、計画策定がまず求められている。なお、CADC 所有の GAP 展示圃場の施設並びに機材についても、農業コンポーネントによる支援で徐々に改善されてきてはいるものの、その保守維持管理については、今後、CADC による継続発展が求められている。

4-4 環境管理コンポーネント（LPPE）

4-4-1 投入の実績

本終了時評価調査時点における環境管理コンポーネント実施に対するラオス及び JICA からの投入実績を、付属資料 1 の ANNEX 15 にまとめた。概要は、以下のとおり。

(1) ラオス側からの投入

1) C/P 人員の配置

中央政府レベル〔MONRE、MPWT、保健省（Ministry of Health。以下「MOH」という。）〕に 8 名、首都 VTE〔首都ビエンチャン都市開発行政機構（Vientiane Urban Development Administration Authority。以下「VUDAA」という。）〕、天然資源環境局（天然資源環境省）（Department of Natural Resources and Environment。以下「DONRE」という。）〕、公共事業・運輸局（公共事業・運輸省）（Department of Public Works and Transport。以下「DPWH」という。）〕に 10 名、LPB（UDAA、DONRE、DPWT）に 6 名、XYB（同）に 8 名の廃棄物管理担当官がそれぞれ C/P として配置されている。

2) 施設・機材

MONRE 本省の建物に専門家執務室が提供されている。

3) 活動費の支出

MONRE 本省内の専門家執務室の水道光熱費代が支出されている。

(2) 日本側からの投入

1) 専門家の派遣

七つの指導分野に対し短期専門家が、派遣されている。

2) 本邦・第三国研修

本邦研修のほかに、ベトナム、タイ、インドネシアにて都市環境管理にかかわる C/P

研修が実施された。

3) 機材調達・施設の設置など

コンポーネントの活動に必要となる資機材の供与、廃棄物処理施設の改良工事などが実施された。

4) 現地活動費

2011年8月～2015年4月までに総額約5,160万円相当の現地活動費(在外事業強化費)が支出された。

4-4-2 活動の実績

LPPE コンポーネントの活動は、2011年8月に短期専門家チームが派遣されたのに伴い開始された。ラオス C/P と専門家は、LPP 開始時に作成された PDM (Ver. 1) と PO を定期的に見直ししながら、活動を進めてきた。終了時評価調査時点の PDM (Ver. 6) は、2015年1月22日に TC の承認を得て改訂されたものである。

本終了時評価時点までの活動実績と進捗及び今後の計画を、付属資料 1 の ANNEX 16 にまとめた。

4-4-3 成果 (アウトプット) の達成状況

PDM (Ver. 6) に示された三つの成果の達成状況の概要は、以下のとおり。

(1) 成果 1

成果 1	国家環境戦略 2020 及び関連する戦略や AP に基づき、ESC ガイドラインが策定され、普及する。
指標 1-1	ESC ガイドラインが策定され、普及される。

全般的な達成状況と見込み：

- 2012年3月に現在、ESC ガイドライン第1次素案が策定され、その後、必要に応じて追加修正を行っている。
- 全国 17 県の県庁所在都市を南北二つのグループに分け、普及ワークショップを2回開催した。17 県の県庁所在都市に加えて、VTE 県のバンビエン市、合計 18 都市の ESC 関係者が参加した。MONRE/PCD は、LPPE と協力して、パイロットサイト 3 都市以外で支援要請を受けた 12 都市から 3 都市を選定し、各都市でワークショップを開催し、それぞれの ESC ビジョンの策定と優先セクターの選定などを支援した。
- ASEAN 環境的に持続可能な都市作業部会 (ASEAN Working Group on Environmentally Sustainable Cities。以下「AWGESC」という。)では、2012、2014 年の 2 回 ESC ガイドラインを紹介した。ASEAN High Level Seminar for ESC では 2013、2014、2015 年の 3 回紹介した。2014、2015 年については、ガイドラインを紹介したほか、CMV にガイドライン普及の Thematic Session を開催した。2014 年 7 月には、LPB に、CMV の関係者を呼び 3 日間のワークショップを開催した。2014 年 10 月には、カンボジア Pursat 市で、全国 25 県の関係者など 133 名を集め、カンボジアでの ESC ガイドラインの策定のための支援ワークショップを開催した。
- 以上のように、ESC ガイドラインの策定、普及にかかわる活動が順調に行われており、成果 1 はほぼ産出されていると結論づけられる。

(2) 成果 2

成果 2	ESC ガイドラインに基づき、三つのパイロット都市において、都市環境管理の一分野である廃棄物管理が改善される。	
指 標		達成状況・見込み
(各パイロット市において)		
2-1	削減、再利用、再資源化（Reduce, Reuse, Recycle。以下「3R」という。）が促進される	3R 促進のためのパイロット・プロジェクト（PP）の実施が、各対象市において進められている。3 都市では、主としてコンポストやエコバスケット、学校における空ペットボトルのリサイクル（VTE を除く）などの活動が行われている。
2-2	廃棄物収集システムが改善される	各パイロット市において、廃棄物回収改善のためのパイロット・プロジェクトが実施されている。3 都市において、廃棄物収集・運搬改善計画が既に作成された。既存の収集システム改善活動は、各市において C/P の監督の下、数村が選定されて実施されている。また、VTE においては収集サービスの未契約世帯に対して契約促進活動が、LPB と XYB においては 5m³ コンテナを利用した大口排出者に対する収集サービス提供の試みが行われている。
2-3	廃棄物最終処分場の運営が改善する	既存廃棄物最終処分場の改善計画が各対象市で作成され、処分場施設の改良工事、必要機材の調達が完了した。改善された各処分場は、処分場運営計画（案）に従って運営されている。また、処分場監視委員会によって定期的にモニタリングされている。
2-4	医療廃棄物管理が改善する	対象市内の主要な病院における医療廃棄物の収集、処理、最終処分の計画（案）が作成された。計画を実行するために、それぞれ 3 都市の実情にあった設備の設置工事が完了した。これらの設備を使い、病院から医療廃棄物の分別収集、処理、処分が実施されている。
2-5	次の文書が成文化される ➤ 廃棄物管理関係者の責任分担にかかわる規定 ➤ 財務改善に対する提案	上記パイロット・プロジェクトの進捗の必要性に応じて、廃棄物管理関係者の責任分担にかかわる規定と財務改善計画に対する提案を行っている。

全般的な達成状況と見込み：

- 上述のとおり、都市環境管理の一分野である廃棄物管理改善に向けたパイロット・プロジェクト PO が、VUDAA、UDAA、MONRE、DONRE、MOH、保健局（保健省）（Department

of Health。以下「DOH」という。)や民間セクターなど関係者との協議に基づき作成され、最終処分場の整備や医療廃棄物専用焼却炉導入などが実施されてきた。整備された施設の運営・管理や住民を巻き込んだ廃棄物の減量、収集方法の改善などの取り組みも実施され、現在までモニタリングを定期的に行ってきた。ラオスでも都市部の廃棄物管理は、年々、大きな問題となりつつあり、C/Pをはじめ関係者のパイロット・プロジェクト活動への関心・参加意欲は高い。成果 2 の指標は既に達成されているものが多いが、達成されていないものに対しては、残り期間で達成されるように LPPE でフォローアップを行う。

(3) 成果 3

成果 3	三つのパイロット都市において住民参加型の都市環境管理（廃棄物管理）が促進される。	
指 標		達成状況・見込み
3-1	パイロット 3 都市における廃棄物処理改善のための環境教育啓発（Environmental Education and Awareness。以下「EEA」という。）プログラムが策定される	国内外の住民参加型の廃棄物管理の優良事例の分析や C/P、女性同盟、青年同盟など地域住民組織代表者との意見交換、また国家戦略や AP の分析結果に基づき、対象 3 都市における EEA プログラムが作成された。3R 促進や廃棄物管理改善のパイロット・プロジェクト開始に伴い、啓発活動も行われている。
(各パイロット市において)		
3-2	住民が 3R 活動に参加する	成果 3 の具体的な指標として、1) 有機ゴミコンポスト化を継続する世帯、2) 買い物にビニール袋をできるだけ利用しない世帯、3) 有価物を分別している世帯の割合、4) ビニール袋削減に協力している市場の売り場の数、5) 学校における空ペットボトルリサイクルのクラスの協力率、などが設定されている。これらの指標を満たすべく、既に成果 2 の活動に付帯してそれぞれの活動が行われている。
3-3	住民が廃棄物収集活動に協力する	選定されたパイロット村に廃棄物管理グループを設置し、住民の参加を促す。今後、パイロット・プロジェクトで導入された一次収集システムのルールを守る世帯の推移によって、指標の達成状況の確認が行われる。

全般的な達成状況と見込み：

- 成果 3 達成のための住民参加型活動は、成果 2 の廃棄物管理にかかわる活動と不可分であり、成果 2 と 3 はお互いに密接に関連している。成果 2 の指標は既に達成されているものが多く成果 3 の達成レベルも同程度と見込まれる。達成されていないものに対しては、残り期間で達成されるように LPPE でフォローアップを行う。

4-4-4 コンポーネント目標の達成見込み

コンポーネント目標：	ラオスにおいて、AIESC に基づき、ESC が促進される。
指標：	ESC ガイドラインが、広く活用される。

全般的な達成状況と見込み：

- ESC ガイドラインはパイロットサイト 3 都市での活用のみならず、国全体に広がりつつある。
- 2015 年 4 月現在、ESC ビジョンを策定した都市の数は、パイロットサイト 3 都市（首都 VTE、LPB、XYB）と ESC ガイドライン普及活動により策定を支援した 3 都市（Paksan、Kaysone Phomvihane、Vangvieng）の合計 6 都市である。
- 2013 年 3、7 月に実施した ESC ガイドライン普及ワークショップ後に、ESC ビジョン案を策定するために、パイロット 3 都市を除く 14 県のうち 12 の県都は、ESC ビジョン策定のための委員会を設立し、MONRE/PCD に対して策定のための協力を要請してきた。要請に応えるための支援体制の整備を MONRE/PCD は進めている。
- AIESC のプログラムには、ASEAN 全体で 25 都市が参加し、ラオスからはパイロットサイト 3 都市が参加している。AIESC では、参加都市とは別に、2008 年から 3 年に一度、ESC として模範的な活動を行った都市に対して ASEAN ESC Award を与えている。2014 年 10 月に VTE で開催された 15th Informal ASEAN Ministerial Meeting on Environment (IAMME) on 30 October 2014 において LPB が ASEAN10 都市の一つとして表彰されている。
- 上記のことから、コンポーネント目標は既に達成されていると考えられる。

4-4-5 コンポーネント活動の実施プロセス

(1) 活動の実施体制

LPPE コンポーネントには、中央政府レベルとパイロット 3 都市の地方政府レベルそれぞれに C/P が配置されている。中央では、MONRE の PCD がメインの実施機関となっている。地方では DONRE と UDAA（VTE では VUDAA）が実施機関となっている。それぞれの組織の管理職と現場責任者が C/P として任命され、専門家と緊密に連携することで、活動が展開されている。中央・地方とも、C/P の活動への参加意欲は高く、良好な関係の下で活動が展開されていることがサイト訪問時に確認された。

(2) 活動進捗モニタリングやレポーティング

LPPE の運営管理のためには、関係機関の代表者をメンバーとする TC が組織され、活動にかかわる意思決定の場と位置づけられてきた。TC は 2011 年 10 月の 1 回目以降、6 カ月ごとに招集され、これまでに 8 回のミーティングが開催された。このほか、月例ミーティングが首都 VTE 内で開催され、より日常的な情報共有の場となっている。これらの会議とともに、事業進捗報告書が TC の開催に合わせて作成され、活動進捗が関係者の間で共有されている。LPPE チームは、更にキャパシティ・ディベロップメント評価表（Capacity Assessment）を作成し、C/P スタッフの能力向上の把握にも努めている。

また、MONRE 側がパイロット・プロジェクトに関する地方モニタリングツアーを定期的に実施しており、現在までに 5 回のモニタリングが実施された。

終了時評価調査のために行った質問票調査あるいはインタビューでは、C/P と専門家、地方と中央レベルのスタッフ間のコミュニケーションは良好に行われていることが確認できた。

(3) 促進要因及び課題

LPPE コンポーネント進捗への促進要因として、以下が確認された。

- LPPE 活動への C/P スタッフが高い参加意欲をもっている。
- プロジェクト関係者間に良好なコミュニケーション体制が構築されている。
- ASEAN の他の国から環境管理にかかわる経験を学ぶ機会が豊富にある。
- 環境問題への一般大衆の関心が高まっている。
- 策定された ESC ガイドラインは、パイロット都市で活用されているのみならず、国内の他の都市、更には ASEAN メンバー国へも紹介されるに至っている。

一方、課題としては、環境管理にかかわる行政機関の全般的に弱い執行能力が挙げられる。コンポーネントの取り組みを通し、パイロット 3 都市における廃棄物管理の施設・機材は大きく改善されたものの、これらの施設・機材の適切な維持管理能力の向上、及び成果の持続性を高めることは、プロジェクト終了後の課題である。

第5章 評価5 項目結果及び結論

5-1 JICA-ASEAN 連携ラオスパイロットプロジェクト（LPP）全体プログラム

5-1-1 妥当性

本プログラムは、下記の理由により、その妥当性は非常に高いと判断される。

(1) 相手国政府国家政策上の位置づけ

“Clean, Green and Beautiful Laos”という戦略的ビジョンに基づく本プログラムの基本計画は、公平な経済開発、貧困削減、開発格差に焦点を絞りつつ、ASEAN 加盟国の社会開発の加速を志向するもので、NSEDP、更に現在草案中の「第8次 NSEDP (2016～2020 年)」の方向性とも軌を一にしており、その点において整合性が高い。なお、本プログラムの分野別コンポーネント（観光、農業、環境管理）は、どれもラオスの国家開発の優先分野と合致している。

(2) 東南アジア諸国連合（ASEAN）政策上の位置づけ

本プログラムの三つのコンポーネントは、いずれも ASEAN 統合ロードマップ（ASEAN コミュニティ・ブループリント、IAI ワークプラン 2、セクターワークプラン）から抽出され、事業が設計、実施されていることから、優先順位も高く、基本的に ASEAN の開発方針に沿ったものである。また、協力 3 コンポーネントは、本プロジェクト目標でもある GOL、ASEC、JICA の3者間協力による協働作業の結果、選出されたものである。

(3) パイロット国並びに対象分野の選定

2004 年 11 月に締結された「ビエンチャン・アクション・プログラム（VAP）」において、ASEAN 諸国のリーダーは、ASEAN 共同体の設立に向けて原加盟国 6 カ国と新規加盟国 4 カ国（CLMV 諸国）間の域内格差是正への取り組みが最重要課題の一つであると表明しており、この課題に対し、ASEAN 加盟各国は域内格差是正に向けた革新的なモダリティの開発に取り組むことを表明している。CLMV 諸国のなかでも各種開発指標の低いラオスにおいて、域内格差是正への取り組みを行うことは妥当であった。また、ASEAN との新たな「協力メカニズム」のモデルを構築し具現化することは、新たなモダリティ形成の点、ASEAN 協力の推進という点からも、妥当であったといえる。

(4) わが国援助政策との関連、国別事業実施計画上の位置づけ

対 ASEAN 協力としては、わが国は、2003 年 12 月、「日本と ASEAN のパートナーシップのための東京宣言」を採択するとともに、日本・ASEAN 包括的経済連携協定の締結等を通じて、ASEAN との連携、関係の強化を図ってきた。また、2011 年 11 月にインドネシアのバリで開催された第 14 回日本・ASEAN 首脳会議において、ともに繁栄する日本と ASEAN の戦略的パートナーシップの強化のための共同宣言（バリ宣言）を発表し、「日本・ASEAN 行動計画（2011～2015 年）」を採択している。さらに、ASEAN 加盟国間の格差是正、開発ギャップを埋めることを目的とした ASEAN 共同体の構築のための自主的な取り組みをわが国も重視しており、本プログラムはこれらの公約を実現することにつながるものであり、わが国の政策とも整合性が確保されている。

5-1-2 有効性

有効性は高いと判断される。本プログラムの目標は「ASEAN 統合に向けた域内格差是正のための GOL、ASEC、JICA による 3 者協力のメカニズム構築」と設定されている。本プログラムの三つの成果の達成度は高く、GOL の能力強化も顕著であると判断される。終了時評価の時点において、3 者協力のメカニズム、特に協力実施に係るシステム構築や域内格差是正のための能力向上、更にラオス国内における各コンポーネントの実施進捗状況を踏まえると、ASEAN 統合に向けた域内格差是正のための枠組みが構築されるとともに、域内格差是正のための実践的な取り組みが行われたと高く評価でき、以下の理由によって、プロジェクト目標は達成できると判断される。

- ① 有機的、有効な実施構造と 3 者並びに関係者との協力メカニズムの構築
- ② 対象 3 コンポーネントの進展と成果（ESC 環境ガイドライン策定、GAP 導入、CBT 促進）
- ③ GOL 及び関係者の能力強化

各コンポーネントの成果は近隣国である CMV と共有され、ASEAN 諸国間の地域協力推進にも寄与しており、また、コンポーネントごとのワーキンググループでの活動（例：農業の EWG GAP、環境の ESC ワーキンググループ、観光の ASEAN 観光会合やフォーラム）を通して、ASEAN 各国との連携強化に結びついている。

5-1-3 効率性

本プログラムの効率性は、中程度と判断される。まず予算投入については、本プログラムの前半、各対象分野での活動開始や基盤整備のために当初計画予算額を上回る、比較的多額の資金が投入されたが、プログラム後半には初期投資のよい成果を得られるよう、供与したインフラを効率的に活用した活動を行っており、また今後ラオス側に円滑に受け渡せるよう、能力強化が図られてきている。人材面では、C/P の人材不足や異動、あるいは日本人専門家の配置遅滞や短縮等が一部の活動に影響を及ぼしたことが観察された。なお、本プログラムでは、日本あるいはラオスからの人的投入だけでなく、ASEAN6 カ国から専門家等を招へいするなど、人材の有効活用を図っている一方、ASEAN 諸国への視察訪問、各コンポーネントによる地域セミナー、ワークショップの実施を通じた近隣諸国との開発課題に関する知見の交流も行われてきた。こうした ASEAN 各国との協力は、経験や教訓の共有、技術移転といった視点だけでなく、自国における状況を再認識する機会になるなど、有益かつ効率的であったといえる。現在は 3 者間協力の効率・効果的な実施体制を構築できているが、本プログラムの効率的な実施運営管理のため、LPP 全体の総括共同マネージャーが 3 者（GOL・ASEAN・JICA）から配置されたとはいえ、国内外にわたる多数の関係機関との調整には、相当なマネジメントコストが必要であった。

5-1-4 インパクト

本プログラムのインパクトは比較的高いと判断される。

- (1) ラオス政府（GOL）の国家プログラムとして認知

各コンポーネントはラオスの国家戦略に組み込まれ、現在実施中のラオスの第 7 次 NSEDP のなかでも ASEAN 統合に向けた取り組みとして本件が位置づけられている。さら

に次期第 8 次 NSEDP にも、各コンポーネント並びに国際統合は、重要な分野、課題として位置づけられている。

(2) 東南アジア諸国連合（ASEAN）統合に向けた新しい協力モデルとして貢献

本プログラム実施によって、効果的な 3 者間協力のメカニズムが構築され、かつ機能的に稼働し、ASEAN 各国に本プログラムの進捗、結果が共有されることで、ASEAN 統合促進に貢献している。とりわけ、ラオスが、ASEAN 統合に係る新しい協力モデルの「パイロット国」となったこと、更に本プログラムが開発格差是正のための 3 者協力のモデルに係る代替的、斬新的な開発モデルを示したことは何より大きな成果である。具体的には ASEAN 連携、さらにはその促進に係る実質的な事業展開、各国の進捗状況に係る情報共有はじめ、合意形成づくり、更に対外交渉、協議のアプローチなど、組織間調整の模範についても示すことができたことは高く評価。

(3) 国ごとのニーズへの対応及び地域協力の促進

本プログラムは、ラオスにとって優先的な開発課題の解決に記したユニークな成功案件といえるが、関係政府職員の能力強化にとどまらず、コミュニティレベルにおいても目に見える便益をもたらしたものとして高く評価できる。また、プロジェクト後半には、各コンポーネントの活動はラオス一国にとどまらず、近隣国からの招へいや地域・専門家会合への参加などを通じて、「複数国」「地域」の広がりないし視点をもった活動を行っており、地域協力の促進に貢献してきたといえる。さらに本件が、複数年度の継続活動であり、かつ複数分野を対象としていること、相互に関連性をもった活動であることから、高い賞賛を受けている。

(4) 各コンポーネントのインパクト

各コンポーネントの進展を通じ、知識やノウハウはじめ C/P の能力強化にとどまらず、一般住民の環境問題（固定廃棄物）や食の安全や品質向上、あるいは観光客や住民に対して環境に配慮した街並みを提供するなど、広く意識の改革に貢献してきている。また各コンポーネントでは、実際に直接の便益を最終受益者である農家、観光客、そして一般住民にまでその効果をもたらしている。例えば環境管理コンポーネントでは、都市環境管理の一環としての固形廃棄物活動は、パイロットとなった 3 都市で、特に住民はじめ観光客の健康改善、安心に大きく貢献しており、更に首都 VTE や LPB の観光客誘致にも間接的に貢献している。農業コンポーネントで取り組まれている化学肥料等の適正使用による農作業条件の改善や環境に優しい農法は、農民の健康にプラスのインパクトをもたらすことが期待される。観光コンポーネントでは、持続的観光の推進のための観光マーケティングや促進活動を行い、2012 年のラオス観光年を成功に収めた。その 2013 年に、ラオスが欧州で賞「The World's Best Tourist Destination 2013」を獲得したことは大きなインパクトであったといえる。また、CBT 促進に関する観光専門家会合を通して、観光分野における ASEAN 協力にも貢献した。さらに、ASEAN CBT スタンダード策定のワーキンググループの議長国であるカンボジアに協力し、2014 年 10 月にはカンボジア観光省に対するパイロット県への招へい視察及び意見交換を実施し、2015 年 1 月にはカンボジアで開催された CBT 関

連セミナーに参加し、ラオスにおける LPPT の CBT 開発経験と、ASEAN CBT スタンダードを活用した実践例等の共有・報告などを行い、同スタンダード策定に貢献した。なお、パイロット村の観光ビジネスに従事するオーナーやその家族は CBT 活動による便益も受けている。

(5) コンポーネント間の連携効果

コンポーネント間の連携による効果も見受けられる。環境管理コンポーネントの連携活動のサイトとして、観光コンポーネントの CBT パイロット場所が選定され、ミミズコンポストの普及活動を実施。CBT 活動村の村人が VTE でのミミズコンポスト普及セミナーに出席、同 CBT 活動村にミミズコンポストの専門家が訪問し講義するなどの連携が行われ、その後、セミナー参加者がそれぞれ自村でミミズコンポストを実践した結果、環境への認識の向上とともに、観光資源としての持続的利用を促進した。

(6) 東南アジア諸国連合（ASEAN）へのインパクト

本プログラム実施によって、目に見える成果やインパクトが ASEAN の専門家会合等で報告、プレゼンテーションされ、各コンポーネントでのセミナーやワークショップがラオス国内だけでなく、ASEAN 各国で実施された。こうした活動を通じて、LPP の実践的な知見や経験が ASEAN 各国間でも有用なメカニズムとして広く共有されている。

5-1-5 持続性

本プログラムの継続性は、中程度と判断される。評価の結果、政策・組織・制度面、並びに技術・人材面での継続性は比較的高いため、更なる活動拡大のためには、継続して能力強化や人材活用に係る予算を確保していく必要があるが、国家予算の制約等による財務面での課題は残る。各コンポーネント C/P 機関の特色や、予算事情を考慮しつつ、財務面の課題を克服するための工夫や取り組み方針について、プロジェクト終了時まで引き続き検討、協議していくことが求められる。本プログラムの継続性は、以下の図表にあるとおり、「課題・制約」をいかに克服しつつ、「機会・期待」を有効に使えるかにかかっている。

観点	イシュー・焦点・課題	
	機会・期待	課題・制約
政策・組織・制度面	- ASEAN 統合（地域・国際統合を含む）に向けた促進及び加速化、更に「ポスト MDGs 及び SDGs」に向けての持続的開発の重要性（同方向性に対する GOL の国家政策&開発計画の継続と強固：次期第 8 次 NSEDP） - ASEAN 統合に対する理解促進（政府関係者、地方や国民への啓発を強化） 3 コンポーネント（観光促進、安全農産物、ESC）の持続的活動に係る GOL 関係各局のコミットメント	ASEAN 開発アジェンダの実施推進に係る GOL 組織間における調整協力メカニズム強化

	- 策定された ESC ガイドライン、GAP ロードマップ、CBT 開発指針の、ラオス国内、ASEAN 各国への配布ないし共有 - ラオスにおける ASEAN 地域アジェンダの効率・効果的实施調整に係る政府関係機関のコミットメント	
技術・人材面	- 各コンポーネントと ASEAN 共同体ロードマップとの密接なリンク - GOL 並びに参加関係者（民間セクター、住民、農民などを含む）の技術・運営・プレゼンテーション能力の向上 - 成果品（制作資料ほか：例としてガイドライン、戦略計画書、研修教材、冊子ほか）の活用	職員の交代、異動あるいは職員数の絶対的制約にかかわらず、これまでの教訓、業務経験の蓄積と有効活用
財務面	施設・機材の保守や維持管理に必要な GOL 予算措置のコミットメント	能力強化や人材活用に係る財務面の制約（特に職員のみならず、関係者への研修や ASEAN 域内の専門家活用）

5-2 観光コンポーネント（LPPT）

5-2-1 妥当性

LPPT の妥当性は高いと思われる。理由は以下のとおり。

(1) ラオス政府（GOL）の国家政策との整合性

• NSEDP 2011～2015 年

この計画では観光分野は外貨獲得、雇用促進そして生計向上のための重要な産業であると述べている。

(2) 東南アジア諸国連合（ASEAN）政策における対象コンポーネント選択の妥当性

ASEAN IAI ワークプラン 2（2009～2015 年）において、観光は域内の自由なサービスの流れを促進する最も大切な産業の一角であるとみなしている。加えて、このワークプランではエコツーリズムを推進しており、観光資源の持続的活用に関する重要性も謳われている。これらのことから、ASEAN 政策との整合性も確保されており、観光を LPP のコンポーネントとして選択したことは適切な判断であったと思われる。

(3) 支援対象と受益者のニーズ

• ラオス観光年 2012

LPP の計画が検討されているころ、ラオスは観光年 2012 のキャンペーンを決定し、そのため MICT は外部からの技術支援と調整作業を期待していた。つまり MICT のニーズは十分以上のものがあり、LPPT 実施のタイミングは誠に時宜を得たものであった。

- コミュニティ・ツーリズムによる農村経済開発

ラオスは ASEAN 加盟当初から域内で最も経済発展の遅れた国の一つであるため、経済開発は重要な問題である。一方で国内における地域間・所得格差等の解決に向けて、観光戦略は見直されるべきである。ラオスにおいては農村や僻地の人々が収入を増やす手立ては非常に少ない。このような状況の下、コミュニティ・ツーリズムを使って農村コミュニティを支援することは最も適切な選択肢のひとつである。

(4) パイロット対象国の選択

1) ASEAN のなかで観光収入の最も少ない国

ラオスは ASEAN 加盟 10 カ国のなかで入込客が一番少ない。また観光収入においては、2012 年のラオスの実績は 5 億 1,300 万米ドルであったが、これは隣接国であるタイの収入の 1.5% にすぎない。このようにラオスは ASEAN 域内で、観光収入の最も少ない国である。

2) ラオスにおける観光の可能性

ラオスは ASEAN 域内では観光客が少ない国だが、素晴らしい観光資源と可能性をもっている。実際にラオスへの入込客は年率 10% 以上の増加率で推移している。よって観光開発への投資や支援は、ラオス経済開発の最も適切な方法であると思われる。

5-2-2 有効性

LPPT のプロジェクトの有効性は比較的高いと思われる。計画されたプロジェクトの成果と目標はほぼ適切に達成された。LPPT で設定されたプロジェクト目標は以下のとおりであった。プロジェクト目標：

官民連携と中央と地方の連携により、ラオスの自然、文化、歴史、民俗にまつわる観光資源を適切かつ持続的に活用した観光振興体制が確立される

以下にプロジェクト目標の指標の各項目について実績を述べる。

(1) 官民の連携について

- VTE の民間企業 17 社が官民連携の観光情報サービスプログラムに参加した。
- 三つの県でのファムツアー等、コミュニティ・ツーリズム関連の活動に合計 50 社以上が参加した。その後、幾つかの CBT サイトでは継続的に旅行会社からの送客を受けている村が確認できた。LPPT で支援を受けた CBT サイトは、宿泊やガイド料金が適切に設定されており、旅行会社にとっても提携の交渉がしやすいと評価されていた。このように観光プロモーション活動で官民の連携は適切に達成された。

(2) 国、県、郡レベルの公的観光セクターが協力して観光プロモーションを実施した

- 観光パンフレットと地図の作成及び配布
- 観光道路標識の設置
- 民間との協力事業
- 観光プロモーション・イベントの開催

- (3) 自然、文化、歴史、民俗等を含めたラオスの観光資源の持続的な利用の方法が確立された

観光地開発にあたって LPPT はコミュニティ・ツーリズムに焦点をあてたが、コミュニティ・ツーリズムにとって自然、文化、歴史、民俗は非常に大切な材料となる。評価調査団が視察したコミュニティ・ツーリズムの現場ではこれらの資源は持続可能な方法で使われていた。ただ幾つかのサイトではごみ問題があった。

- (4) 入込客の増加 2014 年におけるラオスへの指標入込客の数は 350 万人をプロジェクト目標として見込んでいたが、実際は 415 万人を数えた。LPPT が観光年以降実施してきたマーケティング・プロモーション支援は、観光客数増加への一要素として貢献したと考えられる。

- (5) コミュニティ・ツーリズムの普及

プロジェクト成果の三つ目は「コミュニティ・ツーリズムの他県への普及」であった。普及セミナーが 2015 年の 2 月に開催されたものの、1 度のセミナー開催のみでは、他県での CBT 活動の普及度合は限定的なものになると考えられる。

5-2-3 効率性

LPPT の効率性は非常に高い。理由は以下による。

LPPT の活動は非常に手間のかかるものであったが、JICA 専門家、C/P、コミュニティ・ツーリズムにかかわる村民たちは協力して従事した。投入された資源は限られていたが、それに比べると成果は非常に大きい。

- (1) ラオス観光年 2012 のプロモーション

ラオスの魅力を周辺国や海外にアピールするためには十分な予算が必要となる。また公的セクター間（国、県、郡）や官民協働も向上させなければならない。観光年のプロモーションにおける組織間調整、PO 及びその実施は適切なコストで実施された。

- (2) コミュニティ・ツーリズムの支援

LPPT の実施期間中、コミュニティ・ツーリズムの住民グループたちは訓練、計画づくり、施設や機材等で支援された。これらの支援は手間のかかるものであったが、LPPT は対象コミュニティのニーズに対して適切なコストで対処したため費用対効果は高かった。

またコミュニティ・ツーリズムの現場からはいろいろな要請があったが、それに対する対応も適切であった。LPPT では村のコミュニティからの要請に応じて、木橋や遊歩道の階段等の小さなインフラを支援した。これにあたって LPPT は材料を与え、村のコミュニティが建設作業を実施した。村のコミュニティは金銭以外で施設整備に貢献することでコストを節約しただけでなく、この作業を通じてより団結し当事者意識を強めた。

5-2-4 インパクト

次の理由により観光コンポーネントのインパクトは中程度である。

(1) ラオスに対するラオスパイロットプロジェクト観光コンポーネント (LPPT) のインパクト

1) 外国人訪問者

ラオスは 2011 年に 272 万人の外国人を迎えたが、2014 年には 415 万人となり、3 年間で 53% の増加であった。一方で 2011 年の観光収入は 4 億 600 万米ドルであり、2014 年には 642 万米ドルとなったので 3 年間で 58% の増加となった。この状況はラオス観光産業の「離陸」ともいえる。この成功のすべてが LPPT によるものであるとはいえないにしろ、LPPT が観光年以降実施してきたマーケティング・プロモーション支援が、観光客数増加に一定の貢献をしてきたことは確かであろう。

2) コミュニティ・ツーリズムによる社会経済インパクト

ラオスでは人口の 80% が農村に住んで農業を主たる生業としているが、農村では大きな経済発展は簡単ではない。しかしコミュニティ・ツーリズムは農村コミュニティ開発のための方策の一つである。LPPT は国、県、郡の観光当局のなかにコミュニティ・ツーリズム支援のためのモデルシステムをつくり上げた。コミュニティ・ツーリズムをやりたいコミュニティに対してはこのモデルシステムが支援を続けることになる。このように LPPT はラオスの農村における社会経済的なインパクトを与える仕組みづくりを行った。

幾つかのコミュニティ・ツーリズムの現場では観光による収入増加の効果が出てきている。入場料などの収入は村の基金に納められコミュニティ全体のために使われる。また絹や綿織物の売上げは機織りをした主婦の収入となり、子弟の教育費や観光への再投資等、さまざまな用途に使われている。

ラオスの MPI では観光産業による大きな経済効果を期待しており、将来的には鉱物資源による外貨収入を上回ると見込んでいる。これに応えるためにはコミュニティ・ツーリズムといえどもビジネスプランを立てて、投資への収益を最大化させる努力をすべきである。

(2) ラオスパイロットプロジェクト観光コンポーネント (LPPT) の東南アジア諸国連合 (ASEAN) へのインパクト

LPPT と ASEC 及び加盟国との協力には四つの側面がある。

1) ASEAN の観光担当事務局によるコンポーネントのモニタリング

ASEAN の観光担当事務局の担当官は LPPT の進捗をモニターするために頻繁にラオスを訪れた。ASEAN の観光担当事務局では LPPT をよく理解していたので、このコンポーネントを好意的に扱い、コミュニティ・ツーリズムを ASEAN 観光ワーキンググループの重要トピックとして取り上げた。

2) 東南アジア諸国連合 (ASEAN) の観光部門会議

ASEAN の観光部門会議は定期的に開催されてきており、LPPT の進捗はその都度報告された。上記の 1) と併せて、このように ASEAN の観光担当事務局と ASEAN 加盟国の観光担当官は LPPT におけるコミュニティ・ツーリズムについて成功裏に情報を共有することができた。

3) ASEAN のコミュニティ・ツーリズム基準の策定

ASEAN では従来より観光産業の各部門の基準の策定作業を行ってきた。このなかでコミュニティ・ツーリズムに関する基準の策定はカンボジアが受け持っていた。LPPT ではこの基準案に基づいてコミュニティ・ツーリズムの支援を行い、カンボジアで開催されたコミュニティ・ツーリズムのセミナーにも参加した。LPPT が作成したコミュニティ・ツーリズム開発方針はこの ASEAN のコミュニティ・ツーリズム基準に添ったものである。

4) ASEAN 各国への研修ツアー

LPPT では人材育成とコミュニティ・ツーリズム振興のためにタイ、ミャンマー、シンガポールそしてマレーシアで研修ツアーを実施した。これらの研修旅行の計画と実施のためにこれらのホスト国は LPPT に協力してくれた。

このような実務上の協力により、LPPT は ASEAN の観光担当事務局及び加盟国とプロモーション及びコミュニティ・ツーリズムについて協働関係を整備した。

5-2-5 持続性

LPPT の持続性は中程度である。理由は以下のとおり。

LPPT での業績をより持続可能なものにするために、GOL の MICT と観光の関連機関は、以下の表にあるようにさまざまな機会を最大限に活用して問題を解決するべきである。

観点	イシュー・焦点・課題	
	機会・期待	課題・制約
政策及び組織的な持続可能性	- 第 8 期 NSEDP (2016～2020 年) では観光に高い優先順位を与えている - ASEAN は高品質な観光開発のための ASEAN Tourism Standard を策定した	
技術及び人的資源の持続可能性	- LPPT が観光プロモーション分野で育成した人材は実務で活躍している - 支援対象の村人はコミュニティ・ツーリズムをよく理解し、国・県・郡の観光担当官はどのようにコミュニティ・ツーリズムを支援するのかを習得した	他パイロット村／県へのコミュニティ・ツーリズムの普及拡大は、官民関係機関による、LPPT パイロットモデル村からの知見・ノウハウの共有などの支援が必要である
予算及び施設機材の持続可能性	- 情報技術を活用することで観光プロモーションのコストを従来より下げることができる - 他の複数のドナーが観光プロモーションとコミュニティ・ツーリズムを支援している	コミュニティ・ツーリズムを支援するための公的セクターの財源は限定的

	村人は村落ファンド等の低金利小規模融資を活用してコミュニティ・ツーリズム現場での観光事業に投資できる可能性がある	
--	--	--

5-3 農業コンポーネント（LPPA）

5-3-1 妥当性

LPP プログラム開始以来、ラオスの優先政策・計画として、クリーン農業の推進の方針は変わっておらず、妥当性は高いと判断。詳細は下記のとおり。

(1) 相手国政府国家政策上の位置づけ

GOL はクリーン農業政策を掲げ、農業・自然資源・農村開発セクター戦略「自給から商業的な小農生産への転換」を行うために、GAP や有機農業、更に国内・地域・世界市場へのアクセス向上などに取り組んでいる。さらに、第7次農林業セクター開発5カ年行動計画（2011～2015年）においても、安全な農産品生産による付加価値化をめざす「クリーン農業」が明記されている。

ラオスの場合、土地面積や自然環境の特徴から、土地利用の制約もあるが、集約的で高付加価値製品の生産は、今後国際市場で生き残り、競争力を高めるためには不可欠となってきた。

(2) 東南アジア諸国連合（ASEAN）政策上の位置づけ

IAI ワークプラン2ではASEAN政策の一つとして、「ASEAN GAPの推進」が掲げられている。“ASEAN GAP”とはASEAN域内にて栽培される野菜や果樹につき、その栽培はじめ、収穫、収穫後処理にわたる、適切な農業実践を行うための管理規準である。同ASEAN GAPの実践は、リスク発生の際の防御あるいは最小化を目的としたものであり、ASEAN GAPでは四つのモジュール（食品安全、環境インパクト、労働安全・健康福祉、生産の品質）が網羅されている。本案件はこのASEAN管理規準に沿った農業生産を行い、安全で認証をもち、ASEAN GAPと同等性の品質を保てるよう、その導入を図ったものである。

また、本案件は他の協力コンポーネント同様、ASEAN統合ロードマップ（ASEANコミュニティ・ブループリント、IAIワークプラン2、セクターワークプラン）から抽出され、設計、実施されていることから、優先順位が高く、基本的にASEANの政策、開発方針に沿ったものである。

(3) ターゲットグループ・受益者のニーズ

本案件に係るC/P機関の一つであるCADCについて、まずVTE近郊にある同展示圃場整備は、クリーンで付加価値のある農業を推進しようとしているGOLの意向に基本的に沿うものである。また、本案件で実施してきたGAP研修は、GAPの知識や経験を向上させるうえでも、MAF職員や農家のニーズに適切に応えたものである。一般的に言えば、ラオスの農家は農薬の適正使用に十分に従っておらず、GAPの基本的知識や、GAP手法とその生産のための技術は不十分で、GAPに対する認識はまだ浅いのが現状である。したがって、農薬の適正使用だけでなく内部監査の方法をはじめ、GAP手法の実践研修とい

う本案件で行われた実践アプローチは、MAF 職員並びに農家にとっても有益であり、適切なものといえる。また、GAP 生産は購買者である一般国民だけでなく、海外からの顧客など、近隣国にとっても食の安全の観点から有益である。ラオスの農産物は清潔な印象が強く、近年、近隣諸国への輸出量が増加しているなか、ラオス農場での適正な品質管理を示す GAP の導入及び管理は、ASEAN 域内取り引きの拡大への対応という面では非常に重要な位置づけであり、本案件の実施は、国内外のニーズに応えたものとして適切といえる。

(4) わが国援助政策との関連

日本政府の対ラオス国別援助方針（2012 年）では、援助基本方針にミレニアム開発ゴールの達成及び最貧国からの脱却への支援を掲げ、四つの重点分野が設定されており、そのうちのの一つとして、「農業の発展と森林の保全」が挙げられている。ここではラオス主要産業である農業セクターの振興及び貧困層の大半を占める農民の所得向上を通じた経済の安定的成長や、都市と地方の格差是正を図るための、生産性向上や商品作物栽培の促進のための支援を対応方針の柱とし、農水産業の生産性向上と自給型から市場型への段階的発展を小目標とした「農業・農村開発及び農水産行政強化プログラム」を設定している。また本案件は、ラオスにおける GAP の導入と普及、更に GAP に携わる人材育成を促進するという GOL の GAP 体制強化を目的としており、わが国の援助方針にある四つの重点分野の一つである「農業の発展と森林の保全」に含まれる「農業・農村開発及び農水産行政強化プログラム」に該当する協力である。

5-3-2 有効性

本農業コンポーネントのプロジェクト目標は「安全で品質の高い農産物が生産されるために GAP がラオスに導入される」である。同プロジェクト目標達成に向けて、活動は実施されてきているものの、他コンポーネントに比べて、長期専門家が任期短縮となったことなどの制約もあり、活動進捗は限定的である。とりわけ、GAP 農家グループ自身の品質管理面並びに GAP 認証や検査体制など、質的な観点においてまだ課題が残っていることから、本案件の有効性を「中程度」と判断した。

本案件の成果は、何よりラオスに GAP をパイロット地域で実際にその導入まで取り組んだことであり、その過程で試行錯誤を行い、第一步を記したこと、先駆的な役割を担ったとして、GOL 側から高く評価されており、大きな貢献であったと考えられる。したがってあくまで「GAP 導入」という側面にかんがみて評価すれば、設定した対象者・地域において、プロジェクト終了時までにはプロジェクト目標は達成されると考えられる。

5-3-3 効率性

本案件の効率性は以下のような理由から「中程度」と判断した。

全体的に日本・ラオス双方の投入は大きな問題もなく遂行され、活動実施のうえで有効に活用されており、ASEAN 人材の有効活用という観点においても、隣国タイとの連携活動、タイにおける研修等が適切に実施されていた。しかしながら、ASEAN GAP に対応できる日本人専門家を見つけることが困難であったことから、LPPA は他のコンポーネントに比べて 1 年半遅れで開始された。このことから、専門家派遣はじめ投入の一部は、投入の量とタイミングの点

で、活動を網羅し、効率的に実施するには十分でなかったといえる。

5-3-4 インパクト

本案件のインパクトは以下のような理由から「中程度」と判断した。

(1) ラオス国内におけるインパクト

本案件は、研修受講生（農民グループ）が、その知識や技能を用い GAP 基準に沿って野菜等の栽培を始めており、生産工程管理や安全措置について徐々に知識・ノウハウを習得してきているといえる。また本案件でラオスに導入した GAP は、農家に優しく、かつ適用可能なものとして、安全で質の高い農産物を望んでいる生産者（農家）にとって、適切に活用できるようになりつつある。しかし、農家に対して技術指導・助言する役割を担う「GAP ファームアドバイザー」や農民グループのリーダーからの近隣農家への知識・技能の移転、更には工程管理、共同販売や ICS 等の観点では、まだ改良、改善の余地が残っている。

本案件にて支援した GAP に関する能力強化において、農家による GAP 栽培、検査及び認証の実践は、ラオスでは先駆的な活動として高く評価できる。また本案件は、関連職員（中央及び対象地域）並びに農家、一般市民に対し、実践的な研修の開催、フィールド・デイの実施や展示開催などを通して、生産物の安全性、健康（人的・家畜に対して）、環境配慮、更に品質の向上という課題に関しての意識や認識を高めることに貢献してきたといえる。

(2) 東南アジア諸国連合（ASEAN）に対するインパクト

本案件の活動進捗や結果は、ASEAN 各国が集まるセクトラル・ボディ（ASEAN GAP 専門家作業部会会合）等で報告、プレゼンテーションされ、また、カンボジア、ベトナムを招へいした GAP セミナーが 2014 年 9 月に開催され、各国での優良事例はじめ、GAP に係る経験や、関連情報、意見が共有された。

5-3-5 持続性

本農業コンポーネントの継続性は、「中程度」と判断される。本プログラムの継続性は、以下の図表にあるとおり、「機会・期待」を有効に使いつつ、「課題・制約」をいかに克服できるかにかかっている。

観点	イシュー・焦点・課題	
	機会・期待	課題・制約
政策・組織・制度面	- GOL の GAP（安全農産物）推進に関する国家政策&戦略・国家計画の方向性の継続とコミットメント - 農家に優しく、安全で品質の高い農産物の生産は、国内市場のみならず、ASEAN 各国への輸出販売促進にも不可欠であり、また ASEAN・スタンダードに沿う	- GAP ロードマップの最終化 - 関係機関間の調整及び運営力の脆弱性 - GAP 生産や販売活動をはじめ、農家グループによる経験や技術共有に対する意識の欠如（知識やノウハウは個々人にあり、組織共

	意味からも重要	有されないこと)
技術・人材面	- GAP に関する技術並びに研修指導面での向上（検査官やファームアドバイザーなどラオス関連職員並びにパイロット地域の研修受講農家） - 本案件で作成した成果品・教材（GAP ロードマップ案、GAP ガイドライン、研修教材、冊子、ポスターほか）の活用と CADC 展示圃場の存在 - 近隣国並びに ASEAN 各国の関係者との良好な関係、相互の協力関係 - 国内外における安全で品質の高い農産物の高い潜在性とニーズ	- GAP 栽培並びに流通・販売管理に係る技術的、運営管理面での更なる向上 - GAP 導入に係る利点の理解や、農家が生産記録を取ることがまだまだ脆弱
財務面	施設・機材の保守や維持管理に必要な GOL 予算措置	- 能力強化や人材活用に係る財務面の制約 - GAP 生産に係る指導や農家への認証に係る人材の制約 - CADC 圃場の維持運営に係る GOL 予算の制約

5-4 環境管理コンポーネント（LPPE）

5-4-1 妥当性

下記理由によって妥当性は高いと判断できる。

(1) 相手国政府国家政策上の位置づけ

LPPE の方向性は、貧困削減、開発と社会と環境のバランスを重視しつつ実施中の NSEDP（2011～2015 年）の方向性と合致するものである。LPP は上記計画にも明記されている。現在作成段階の第 8 次 NSEDP（2016～2020 年）も第 7 次 NSEDP がベースになるようである。

国家環境政策では、ラオスの持続的な発展のため、環境保全及び災害リスク管理に係るイニシアティブが必要不可欠であること、持続可能な都市づくりによって国民の福祉、健康、健全な環境に資するため、“Green, clean and beautiful economy” の創出が必要であること、気候変動に対するレジリエンス（人間や社会が本来もっている生きる力）や緩和策に係る能力の向上が必要であること、また、水資源の保全管理、食糧の安全保障、エネルギー確保に係る政策とクリーンで安全な都市開発政策が調和する必要があることも示されている。LPPE の方向性は、これらの政策を実現するためにも有効である。

国家環境戦略 2020 によれば、国家環境戦略の目標は健全な環境管理と持続的な天然資源の利用である。この目標を達成する手段の一つとして、住民参加を取り入れることによる EEA 活動の重要性も記されている。LPPE コンポーネントの成果 3 は、「三つのパイロット都市において住民参加型の都市環境管理（廃棄物管理）が促進される」であり、国家環境戦略 2020 の方向性とも一致している。

(2) 東南アジア諸国連合（ASEAN）政策上の位置づけ

LPPE コンポーネントは、ASEAN 統合ロードマップ（ASEAN コミュニティ・ブループリント、IAI ワークプラン 2、セクターワークプラン）から抽出されており、優先順位が高く、ASEAN の開発方針に沿ったものである。すなわち、ASEAN の都市地域の暮らしの質の向上に向け、CLMV の都市地域においては、ASEAN ESC で表彰された優良事例の適用促進を掲げている。

LPPE コンポーネントの目標は、「ラオスにおいて、AIESC に基づき、ESC が促進される」ことであり、ASEAN 社会・文化コミュニティ・ブループリントに記載されているように、環境の持続性を確実なものにする方針に沿ったものである。

(3) わが国援助政策との関連

1990 年代から、JICA はラオスにおいて廃棄物管理分野に関する経験や実績を積んでおり、これまでの支援事業によって両国の協力関係は強固なものになっている。これまでに供与された資機材は有効活用されていることが確認できている。現在、ラオスにおける廃棄物管理分野の支援に関し、日本政府は技術協力、無償資金協力、ボランティアの派遣等を行っている。

わが国の政府開発援助は、地球温暖化及び環境問題への対処を重要課題の一つに挙げ、さまざまな取り組みを行っている。自然環境と調和した形での環境管理分野や都市計画分野の能力開発に向けた支援はラオスの適正な開発を実現するために不可欠である。

5-4-2 有効性

LPPE コンポーネントの目標は既に達成されており、下記理由により有効性は高いと判断できる。

LPPE コンポーネントの目標は、「ラオスにおいて、AIESC に基づき、ESC が促進される」と設定されている。この目標の達成度を検証するためには、ラオスにおいて、どの程度、ESC が促進されつつあるのかどうかをレビューする必要がある。その結果、下記のような理由によって ESC が促進されつつあることが分かった。

- (1) 実施機関の主体である MONRE、DONRE、VUDAA、UDAA、短期専門家チーム、及び JICA ラオス事務所間の効果的な実施体制が構築されているとともに、活動の実施によって地域住民をはじめとして多様なステークホルダーの参加が促進されている。
- (2) ESC ガイドライン（案）に基づき、パイロット 3 都市（首都 VTE、LPB、XYB）の ESC ビジョンが策定された。このビジョンに基づき具体的な AP がつくられ実施されている。それが都市環境管理の一つである廃棄物管理であり、各都市とも改善がみられている。
- (3) C/P である MONRE、DONRE、VUDAA、UDAA 等の GOL 関係者の能力強化が進んでいる。LPPE ではプロジェクト開始当時から C/P の能力向上を測るためのキャパシティ・アセスメント（Capacity Assessment。以下「CA」という。）を実施している。最新の第 4 回目の CA 結果の速報によれば、C/P の能力が向上していることが分かった。

一方、LPPE は活動を通じて ASEAN との連携を深める数々の取り組みを行い、このこともコンポーネント目標の達成に貢献していると考えられる。

すなわち、LPPE は、AIESC の事務局機能を果たしている公益財団法人地球環境戦略研究機関（アイジェス）（Institute for Global Environmental Strategies。以下「IGES」という。）と良好な関係を構築してきた結果、①AWGESC においてラオスの ESC づくりガイドラインの紹介、②ASEAN High Level Seminar for ESC [ハイレベルセミナー（High Level Seminar。以下「HSL」という。）] においてプレゼンテーションの実施、③ラオス LPB に CMV 関係者を招いたワークショップの開催、④カンボジア Pursat 市で、同国 25 県の関係者など 133 名を集め、同国において ESC ガイドライン策定を支援するためのワークショップの開催、等に至っている。今回の終了時評価調査に際し、事前に IGES 側へ質問票を送付しているが、担当者から得られた回答によれば、IGES は LPPE の活動を高く評価し、LPPE の成果及び教訓（優良事例のみならず失敗点も含めて）を ASEAN で活用したいこと、そのため、LPPE の最終報告書を共有してもらいたい意向であることが分かった。

また、ASEAN セクトラル・ボディである ASEC の環境課から得た回答によれば、LPPE がラオスの ESC づくりガイドラインを作成し、ESC を促進している経験は、他の ASEAN 各国と共有していくことができる旨の回答を得ていることも、LPPE の有効性を裏づけている。

5-4-3 効率性

下記理由により効率性は高いと判断できる。

資金の投入面では、LPPE コンポーネントに対しては、他のコンポーネントに比べて多くの資金が投入されてきた。多額の投入は、LPPE の活動を実施し成果を産み出していくためには必要不可欠であった。すなわち、LPPE が作成した ESC ガイドラインに基づき、パイロット 3 都市（首都 VTE、LPB、XYB）の ESC ビジョンが策定され、このビジョンに基づき都市環境管理の一つである廃棄物管理をパイロット 3 都市で改善することに至ったためである。合同評価調査団は直接観察の結果、パイロット 3 都市においてパイロットプロジェクトを推進するにあたり、資機材は十分に維持管理なされていることを確認した。資金面の投入に対する具体的な主な成果は次のとおりである。

- (1) 3R 活動の推進、すなわち、ごみの減量化、再利用化、資源化を促進するため、コンポストづくり容器、エコバスケット、エコバッグ、空のペットボトル保管用の倉庫等の資機材が供与されている。これらは、パイロットプロジェクト対象地域の住民、市場、レストラン、ホテル及び学校で活用されている。LPPE によるこれらの活動は都市内をきれいに美しく保つためのきっかけとなり、ラオス側政府関係者だけでなく住民からも高く評価されていることが分かった。
- (2) LPPE では、プロジェクトの供与機材として、既存の最終処分場の改良工事、処分場内への道路設置等のインフラ整備、重機調達（ブルドーザー、エクスカベーター、ダンプトラック等）、廃棄物収集車両などが投入されている。これらの投入は十分に活用され、パイロット 3 都市のごみ収集及び最終処分場の運営に寄与していることが分かった。
- (3) 感染性医療廃棄物の焼却炉もプロジェクトの供与機材として投入されたものであるが、焼却炉は投入直後、ラオス側が焼却炉稼働に必要な燃料代を手当てできなかった等の理由により活用されていない期間もあった。しかしながら、合同評価調査団は 2014 年以降、感染性医療廃棄物の焼却炉は、医療廃棄物の収集、処理計画に基づき、ラオス側によって焼却炉稼働に必要な燃料代が手当てできるようになり、十分に活用されていることを確認

した。なお、適切な医療廃棄物の収集、処理計画の実現に至る道筋には LPPE 側が積極的に病院関係者や MOH、DOH 担当官を巻き込んだことが挙げられる。また、感染性医療廃棄物が最終処分場内の別区画に処分されるに至ったことは、最終処分場内において有価物を回収して生計をたてている人たちの感染リスクを最小化していることにもつながっている。

人材の投入面では、LPPE コンポーネントの専門家による技術移転が計画的に行われたことに對し、ラオス側から高く評価されていることが評価調査を通じて確認できた。また、日本人専門家のほか、ラオス人の人材（ミミズコンポストに関する技術移転）、ベトナムの技術者（感染性医療廃棄物の焼却炉の修理等）を活用したことは特筆できる。また、これらの人材投入に加え、C/P を本邦研修のほか、ASEAN 諸国で研修させたことは、技術習得や経験や教訓の共有につながっていることをかんがみると、効率的であったといえる。

LPPE の実施の面では、活動は円滑に実施されており効率性は非常に高い。活動が円滑に実施されている理由は、専門家の日々の業務の積み重ねにあることは無論であるが、LPPE の業務運営管理が効率的であったことが挙げられる。すなわち、LPPE の運営管理のため、関係機関の代表者をメンバーとする TC が組織され、活動にかかわる意思決定の場と位置づけられてきた。TC は 6 カ月ごとに招集され、これまでに 8 回のミーティングが開催されるに至っている。さらに、月例ミーティングが VTE 市内で開催され、より日常的な情報共有の場の機会となっている。

5-4-4 インパクト

下記の理由によりインパクトは高いと判断できる。

(1) ラオスパイロットプロジェクト環境管理コンポーネント (LPPE) のラオス国内に対するインパクト

LPPE コンポーネントの活動は、三つのパイロット都市の環境改善、特に住民の健康改善に大きく貢献し、更には首都 VTE や LPB の観光客誘致にも間接的に貢献していると考えられる。

AIESC では、2008 年から 3 年に一度、ESC として模範的な活動を行った都市に対して ASEAN ESC Award を授与している。2014 年 10 月に VTE で開催された第 15 回 Informal ASEAN Ministerial Meeting on Environment では、パイロット都市の一つである LPB が ASEAN10 都市の一つとして ASEAN ESC Award を授与されるに至っている。LPB の C/P によれば、LPPE の取り組みも表彰に至った理由の一つであるとの説明を受けた。

LPPE コンポーネントは、病院から排出される医療廃棄物の管理を改善するため、MOH を巻き込んでいる。医療廃棄物の管理を改善する活動を通じて、看護師、医師、病院従事者向けに感染性医療廃棄物の分別の重要性を啓発するまでに至っている。

(2) ラオスパイロットプロジェクト環境管理コンポーネント (LPPE) の東南アジア諸国連合 (ASEAN) に対するインパクト

ESC ガイドラインは、2012、2014 年の 2 回、AWGESC で紹介された。ASEAN HLS for ESC においても 2013、2014、2015 年の 3 回紹介された。特に 2014、2015 年は、ESC づくりガイドラインの紹介、普及のため、CMV 向けの Thematic Session を開催した。2014 年 7 月には、LPB に CMV 関係者を招き 3 日間のワークショップを開催した。さらには、2014 年 10

月カンボジア Pursat 市で、全国 25 県の関係者など 133 名を集め、カンボジアにおいて ESC ガイドライン策定を支援するためのワークショップを開催した。これらの開催は、LPPE が IGES (バンコク事務所) と良好な関係を構築することによって実現できたものである。

5-4-5 持続性

下記の理由により持続性は中程度であると考えられる。

下表の評価 3 つの観点から、持続性の現時点での見通しは以下のとおりである。

政策・組織・制度面に関しては、ESC 政策が次の第 8 次 NSEDP (2016~2020 年) においても継続されることから持続性は高い。

技術・人材面に関しては、MONRE をはじめとするラオス側実施機関の技術・運営能力が向上していることから持続性は高い。

財務面に関し、持続性は高いとの判断に至らなかった。その理由は、事業費を自前で確保できる機関、つまり VUDDA や UDDA は、ごみ収集料金を受益者から徴収する権利があり、LPPE では、この徴収システムの改善に取り組んだ。一方で、事業費を自前で確保できない機関、つまり MONRE、DONRE は、中央政府の予算配分に委ねられている。そのため、LEEP コンポーネントの成果を広めるための経費が不十分であること、MONRE/PCD は、すべての都市において ESC ビジョンの策定と優先セクターの選定などを行う意向であるが、その予算がないのが実情であるからである。ただし、MONRE は多数のドナーからの支援を受けており、例えば ESC に係る活動を行う際には、そういったドナーからの支援を適切に獲得していくことが必要である。

観 点	イシュー・焦点・課題	
	機会・期待	課題・制約
政策・組織・制度面	- GOL の ESC 政策及び NSEDP の方向性の継続 - GOL の MONRE が全国に ESC ガイドラインを推進していくことを明確に規定する	更なる環境政策、環境規則、環境保全戦略等の立案が求められている。
技術・人材面	- MONRE をはじめとする GOL 関係者並びにステークホルダー（民間セクター、市民、地域住民を含む）の技術・運営能力の向上 - LPPE の成果品（ESC ガイドライン及びそのマニュアル、3R 啓発パンフレット、冊子、ビデオ、CD-R 等の EEA 用教材、ほか）の活用	関係機関における蓄積した知識の活用や共有（知識やノウハウが C/P 等の個々人に蓄積される傾向があり、これを解決するため、TC や定例会議が開催されているが、更なる知識や情報の共有が課題である）。
財務面	施設・機材の保守や維持管理に必要な GOL 側の予算措置	能力強化や人材活用に係る財務面の制約（特に研修やワークショップ

		への参加あるいは ASEAN 域内の専門家の活用)。
		• LPPE コンポーネントの成果を広めるための経費 (DONRE 職員からの聞き取りによれば、普及やモニタリング業務にバイクや連絡手段が必要であるが、燃料代や電話代はすべて個人負担であるとのこと)が不十分。

5-5 結 論

本プログラムは、2015 年末をめどに実現をめざしている ASEAN 統合の最大の課題と認識されている加盟国間の格差是正に対する新たな取り組みとして、2010 年 10 月に開始された。格差是正に向けて実質的な開発成果を上げるために、ラオス 1 カ国に対象国が絞られた。GOL、ASEC、JICA の 3 者が、本プログラムの実施体制を構築して、ASEAN 共同体ロードマップの一部を形成している IAI ワークプラン 2 とラオスの開発課題が合致する 3 分野（観光、農業、環境管理）を選び、LPP コンポーネントと呼ばれるプロジェクトを実施。特に 2013 年 5 月以降、各コンポーネントは、中間評価の提言を踏まえて ASEAN との協力に注力してきた。また、LPPO と GOL C/P は、LPP のコンセプト、及び活動成果を周辺国と共有する活動を通じて LPP の地域協力的側面を強化してきた。上記、LPP の特殊性にかんがみて、本プログラムの評価においては、通常のプロジェクト評価に準じた LPP 全体及び三つのコンポーネントの実績と 5 項目評価とは別に、ASEAN 協力案件としての側面も評価する必要があるがあった。結論としては、以下の 3 点を強調したい。

(1) ラオスの開発促進への貢献

まず、ラオスの開発促進の観点からは、観光、農業、環境管理のすべてのコンポーネントにおいて各コンポーネントの目標がおおむね達成されており、それぞれに今後に向けての課題は残されているものの、これまでの活動においてはめざましい成果が確認された。LPPT の前半は、2012 年のラオス観光年に向けて MICT を頂点とする GOL 機関の能力向上が図られるとともに、民間企業との連携が促進された。後半は、ASEAN CBT スタンダードに依拠する形でラオス国内の CBT 開発指針が整備された。また、3 県において CBT モデルサイトの活動を実施し、住民のエンパワーメントを県・郡レベルの観光局があと押しするという理想的な開発の手法が確認された。LPPA では、ASEAN 加盟国のなかで最も遅れていた GAP の導入が実現し、GAP 認証農家グループが誕生した。他の二つのコンポーネントからは約 1 年半遅れて開始された農業分野においては、GAP 認証制度の向上改善、GAP の長期的な運用をめざすためのロードマップの整備等の課題は残るものの、ASEAN GAP ワーキンググループとの関係構築によって担当者の能力向上が図られ、ラオス国内の GAP 普及に係る基盤が確保された。3 コンポーネントのなかでも投入量が大きかった LPPE では、廃棄物処分場の整備と運営について特筆すべき成果が確認された。また、国内では ESC ガイドラインの整備と普及活動が実施され、本分野では ASEAN を牽引する役割を担うまでに成果を上げた。定期的に行われてきた中央及び地方の C/P に対する能力向上測定調査においても、確実にラオス人関係者のやる気と能力が正比例で向上しているとの結果が確認されている。LPP 担当のラオス MPI 副大臣によれば、LPP で取り上げてきた 3 分野は、次期第 8 次 NSEDP (2016

～2020 年）においても最優先分野グループのなかに入っており、今後、ますます重要性が高まっていくとのものであり、将来的には、観光収入が現鉱業収入を代替するとのビジョンが描かれていると同時に、GAP の向上が輸出作物の増加につながっていくことが期待されている。2020 年までに LDC 脱却をめざすラオスにとって、環境は人的資源インデックス（Human Asset Index。以下「HAI」という。）や経済脆弱性インデックス（Economic Vulnerability Index。以下「EVI」という。）の指標をクリアする切り札でもある。このように、GOL の政策の観点から振り返っても、今後につながる 3 分野の貢献は大きなものであった。

（2）域内格差是正の側面における成果

ASEAN 域内の格差是正の側面では、特に中間評価後に LPPO とともに各コンポーネントは所定の成果を上げた。各コンポーネントにおいて具体的にどの程度の格差が是正されたかという点で、域内の基準との格差を現実に認識し、格差を埋めるべく具体的な取り組みが実施された意義とその進捗は高く評価できる。LPPT は、ASEC の観光促進担当デスク・オフィサーとの協力関係を強化することによって ASEAN CBT ワーキンググループとのつながりを円滑化することに成功した。ASEAN CBT スタンダードを踏まえたラオス CBT 開発指針が作成され、ラオス国内の CBT を ASEAN のレベルに引き上げていく基盤が構築された。またラオス CBT の成果を共有すべくカンボジアで開催したワークショップでは、カンボジアの強い関心を引き出したことによって、周辺国への波及効果が認められた。LPPA では、ASEAN GAP ワーキンググループのメンバーとして活動することによって、ラオス国内における GAP 普及のロードマップ作成や農家グループの GAP 認証等にかかわるノウハウの習得が容易となり、担当者の自信と能力向上にもつながった。本分野においても、カンボジアとベトナムから関係者を招へいして GAP 普及のワークショップを開催しており、周辺国との協力関係構築に一役買っている。LPPE は、前述のとおり、ASEAN ESC のコンセプトを国内のガイドラインとしてまとめ、全国普及をめざしているという点で、ASEAN ESC ワーキンググループ内のロールモデルとなっている。周辺国を対象としたガイドライン普及ワークショップをラオス国内で開催したあと、カンボジアにて同国の ESC ガイドライン策定支援ワークショップを開催するなど、本分野における周辺国とのノウハウの共有活動については特筆すべき貢献があった。

（3）東南アジア諸国連合（ASEAN）案件としての側面

ASEAN 協力案件としての側面では、GOL、ASEC、JICA による 3 者協力のメカニズムが構築されたことで、LPP 全体として所定のプロジェクト目標は達成されたというポジティブな評価がある。

当初計画された GOL・ASEC・JICA による 3 者協力メカニズムを実質的に機能させるためには、別途、二つの調整機能を動員する必要があった。

第一に、MOFA・MPI・関係各省間のラオス国内調整メカニズムである。LPP の計画から実施段階までのすべての局面で MOFA と MPI は協働を求められてきたが、その結果、政治の場で決められた ASEAN の地域課題をラオス国内の開発課題に落とし込み、案件として実施するメカニズムを構築することができた。MPI は MOFA のお墨つきを得て、関係各省にも ASEAN 案件の実施に対して助言と調整を行うことができた。この国内調整メカニズムは、

また、ASEAN の開発課題をラオスの NSEDP に取り込むことにも貢献したと考えられる。

第二に、三つのコンポーネントを担当する各省が、おのおの関連する ASEAN セクトラル・ボディとの関係を強化することで、ASEAN の課題を円滑にラオス国内で実施することに貢献した。このように、ラオス国内の調整メカニズム導入と、ラオス各省と ASEAN セクトラル・ボディとの関係強化があつてこそ GOL、ASEC、JICA による 3 者協力メカニズムが機能し得たと考えられる。逆にいえば、MOFA と MPI を中心とした国内調整メカニズム、及び各省庁とセクトラル・ボディ間の協働関係がなければ、ASEAN の地域課題を、加盟国内で効果的に実施することは容易ではなく、その観点からも LPP は ASEAN が決定した地域開発課題をどのように加盟国において実施すればよいのかという具体例を提示することができたと考えられる。

このように、3 者協力メカニズムにおける ASEC の存在が ASEAN の窓口機能としてラオス各省と ASEAN セクトラル・ボディとの関係強化への一助となったと認められる。参考までに、ASEAN 側の体制転換に伴い、現在では実権をもつのは加盟国各国代表部となり、ASEC が実質的な権限をもつ存在ではなくなっている。

第6章 提言及び教訓

6-1 提言

LPP 終了までの残りの期間における LPPO を含めた各コンポーネントの活動、及び終了後に期待される GOL の対応については、以下のとおり提言する。

(1) 持続可能性を最優先とした取り組みの重要性

既述のように、2020 年までに LDC の脱却を図るラオスが第 8 次 NSEDP において観光、農業、並びに環境管理の 3 分野を優先開発課題に含めていることに注目したい。この観点からも、LPPT、LPPA、並びに LPPE の 3 コンポーネントの活動は、ラオスの将来に大きな影響力をもつと考えられることから、LPP 終了時までに所定の目標を達成する努力を継続するとともに、終了後にも維持可能な活動を継続、発展させることを踏まえて準備を行う必要がある。三つのコンポーネントに対する具体的な提言は、別項に詳細な記載があるため本項では割愛するが、JICA から供与された機材や施設の管理運営の今後の維持の継続には予算の捻出（受益者負担等）を含めた措置が必要になると考えられる。

(2) ラオス国内の調整メカニズムの強化

LPP の実施を通じて、ASEAN 案件の実施については、MOFA と MPI を中核とするラオス国内省庁間の調整メカニズムが構築されてきたことは既述のとおりであり、LPP の成果の一部ととらえられるが、LPP 終了後にも存続し、機能していくメカニズムであることが望まれる。このメカニズムは、ラオス国内における ASEAN 案件の実施を効率的に進めるのみならず、他の ASEAN 加盟国にとってはロールモデルとなり得るという認識を国内の関係省庁間で共有することが必要である。LPP 終了時までに、MOFA と MPI の間で協議が行われ、現存のメカニズムを強化する対策が講じられることを期待する。

(3) 合理化に貢献したプログラムのアプローチ

業務実施監理上の観点から、三つの協力分野のコンポーネントを 1 プロジェクトとして一体化した実施形態は、案件形成から個々に行う場合と比較して、プログラム化の計画・実施において、調達プロセス、各コンポーネントに共通した実践内容（例えばワークプランに則した人材育成活動）による相乗効果の発現、等に合理的に作用した。これは、機構のプログラム・アプローチ推進の先駆けとなったと評価できる、今後はその実施形態の汎用性が期待される。

(4) 東南アジア諸国連合（ASEAN）案件としての成果の共有

ASEAN 案件の一形態である IAI 関連の取り組みの側面として、LPP は、GOL、ASEC、JICA の 3 者協力メカニズムが機能した以外にも、開発の視点からは、NDG に向けて実質的な成果を上げるための協力のあり方を示すことができた。従来から、研修中心の協力が行われてきた IAI は、その後のフォローアップの欠如、及び CLMV 各国における具体的な研修の成果がみえない点で疑問視されてきた。これに対し、LPPT、LPPA、並びに LPPE の 3 コンポーネントは、ASEAN の開発課題をどのように具体的に加盟国内で実施し成果を出していくのかを実践してみせた。

2015 年末まで IAI TF の議長の任を負っている ASEAN における GOL の立場を尊重し、GOL が IAI 関連の取り組みの経験として、LPP の成果を他の加盟国と共有することを期待する。

6-2 教 訓

本プログラムは、ASEAN 協力の観点から JICA にとって多くのポジティブ、かつ重要な教訓を残している。今後の ASEAN 協力の議論に資することを目的として、以下に幾つかの教訓を挙げる。

(1) 東南アジア諸国連合（ASEAN）協力における 3 者協力の意義

LPP が打ち出した、GOL、ASEC、JICA の 3 者協力メカニズムは、ASEAN 側の人事及び機構改革による変容の時代を乗り越えて、最終的には ASEAN が定める地域協力課題の実施モデルとして ASEC IAI&NDG 課、及びドナー各国に（非公式ではあるが）認知されるに至った。

LPP 実施段階では、おそらく ASEAN の体制転換によるものと思われるが、実施において ASEC に期待される役割が R/D 等に明記されず、パイ案件として R/D 署名は二国間のみで行われている。それにもかかわらず、プロジェクト趣旨に沿って、ASEC は 3 者協力体制に継続して協調し、ASEAN の窓口機能としてラオス各省と ASEAN セクトラル・ボディとの関係強化の推進の一助となるべく役割を果たし、本プロジェクト関係者が 3 者実施体制を構築したことは評価すべきことである。

その結果、IAI ワークプラン 2 の中間評価においても、LPP が、短期の訓練やセミナーを中心とした従来の IAI 実施体制とは一線を画し、技術協力プロジェクトとして長期の視野をもってラオスと ASEAN の共通課題に取り組んだ点が高く評価されている。また、三つのコンポーネントの活動が、ASEAN のセクトラル・ボディと効果的な協働関係を構築できた点も、今後の対 ASEAN 協力にとってはひとつの学びとなる。今後、ASEAN が次期の IAI ワークプランをどのようにデザインするかで、LPP がもたらしたインパクトの真価が問われることになるだろう。

これらのことから、今後、ASEAN 案件の一形態としての IAI 関連案件発掘・案件形成をする際には、以下の点を踏まえることが不可欠であり、ASEAN 案件としての側面から得られる教訓である。

第一に、ASEAN 案件における IAI への取り組みのプライオリティづけを確認する必要がある。そのうえで ASEAN 案件の下での協力をする必要性があると判断された場合、第二に、現行の ASEAN 体制での IAI の意思決定の場における ASEAN 側との対話を確立・維持しておく必要がある。この際、対話は ASEC を通じて行うのか、ASEAN セクトラル・ボディに直接働きかけて行うのか、ASEAN による IAI の取り扱いの仕組みを事前に把握して適切な相手を見定めることが重要である。

(2) ラオス関係者の ASEAN 統合に対する意識の向上

LPP では、3 回にわたりラオス関係者を対象とした“ASEAN Awareness Seminar”を各コンポーネントの活動と並行して開催しており、ラオス側関係者の ASEAN 統合に対する知識の共有とともに、意識の向上が図られた。今回、ラオス側関係者との話を通じて、LPP の実施と ASEAN の統合がどのようにつながっているのかについて認識している人は多いことが分

かった。ASEAN 課題を実施する場合には、プロジェクト本体に注力するのみならず、ASEAN 統合に係る知識の共有を図ることで、関係者のプロジェクトに対する意識の向上を図ることの重要性が教訓として挙げられる。

(3) 東南アジア諸国連合（ASEAN）各国人材の活用

ASEAN の課題については、ASEAN 各国の専門家を活用することが効率的効果的であることが各コンポーネントの活動からうかがえた。例えば、LPPE で導入した医療廃棄物の焼却炉はベトナム製であり、ベトナム人の技術者がその設置とメンテナンスにも関与している。その焼却炉が故障をした際に、ラオス人の責任者はベトナムの技術者に電話をかけ、ベトナム語で修理の仕方を教示してもらうことができた。また、LPPA や LPPT の近隣国研修は、発展レベル、文化的価値観、言語面のアドバンテージ等から考えて、有効であった点も考慮すれば、将来の対 ASEAN 協力には、積極的に ASEAN のリソースや人材を登用することが望ましい。

付 属 資 料

1. 終了時評価ミニッツ・合同評価報告書
2. 各コンポーネントへの提言
3. 面談記録

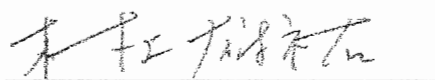
**MINUTES OF MEETINGS
BETWEEN
THE JAPAN INTERNATIONAL COOPERATION AGENCY
AND THE AUTHORITIES CONCERNED OF
THE GOVERNMENT OF THE LAO PEOPLE'S DEMOCRATIC REPUBLIC
AND THE ASEAN SECRETARIAT
ON JAPANESE TECHNICAL COOPERATION
FOR THE LAOS PILOT PROGRAM FOR NARROWING THE DEVELOPMENT GAP
TOWARDS ASEAN INTEGRATION (LPP)**

The Japanese Terminal Evaluation Team (hereinafter referred to as "Japanese Team"), organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA") headed by Dr. Sachiko Ishikawa, conducted the Terminal Evaluation for the Laos Pilot Program for Narrowing the Development Gap towards ASEAN Integration (hereinafter referred to as "LPP") from 7th April to 20th May 2015.

During its evaluation in the Lao People's Democratic Republic (hereinafter referred to as "Lao PDR"), the Japanese Team and the authorities concerned of the Government of the Lao PDR formed the Joint Terminal Evaluation Team to evaluate the performance and the achievements of the Program through field surveys, exchange of views and a series of discussions.

Herewith the parties to LPP, namely the Government of the Lao PDR, JICA and the ASEAN Secretariat agreed to present the terminal evaluation report to the respective authorities.

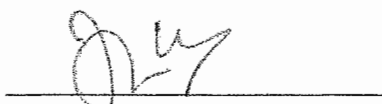
Vientiane Capital, May 20th, 2015



Mr. Yusuke Murakami
Chief Representative
Laos Office
Japan International Cooperation Agency



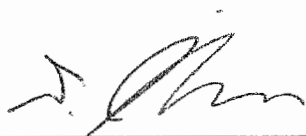
H.E. Dr. Bounthavy Sisouphanthong
Vice Minister
Ministry of Planning and Investment
Lao PDR



Ms. Wan Joon Lian
Assistant Director
IAI & NDG Division
ASEAN Economic Community Department
The ASEAN Secretariat

**JOINT TERMINAL EVALUATION REPORT
FOR THE LAOS PILOT PROGRAM
FOR NARROWING THE DEVELOPMENT GAP
TOWARDS ASEAN INTEGRATION (LPP)**

Vientiane Capital, May 20th, 2015



Dr. Sachiko Ishikawa
Team Leader
Japanese Terminal Evaluation Team
Japan International Cooperation Agency



Mr. Houmphanh Soukprasith
Team Leader
Lao Terminal Evaluation Team
Deputy Director General
Department of International Cooperation
Ministry of Planning and Investment
Lao PDR

CONTENTS OF REPORT

CONTENTS OF REPORT	iii
ABBREVIATIONS AND ACRONYMS	v
1. Introduction	7
1.1 Purpose of the Terminal Evaluation	7
1.2 Members of the Joint Evaluation Team	7
1.3 Process and Methods of the Terminal Evaluation	8
2. Outline of the Program	9
3. Accomplishment of the 3 Components and Overall Program	10
3.1 Evaluation on Overall Program (LPPO)	10
3.1.1 Actual Inputs	10
3.1.2 Achievement of Outputs	11
3.1.3 Achievement of Program Purpose (Prospect)	14
3.1.4 Achievement of Overall Goal (Prospect)	14
3.1.5 Program Implementation Process	15
3.2 Evaluation on Tourism Promotion Component (LPPT)	16
3.2.1 Actual Inputs	16
3.2.2 Accomplishment of Activities	17
3.2.3 Achievement of Outputs	18
3.2.4 Achievement of Project Purpose (Prospect)	19
3.2.5 Project Implementation Process	20
3.3 Evaluation on Agriculture Component (LPPA)	21
3.3.1 Actual Inputs	21
3.3.2 Accomplishment of Activities	22
3.3.3 Achievement of Outputs	23
3.3.4 Achievement of Project Purpose (Prospect)	26
3.3.5 Project Implementation Process	27
3.4 Evaluation on Environment Management Component (LPPE)	28
3.4.1 Actual Inputs	29
3.4.2 Accomplishment of Activities	29
3.4.3 Achievement of Outputs	30
3.4.4 Achievement of Project Purpose (Prospect)	33
3.4.5 Project Implementation Process	33
4. Evaluation Results of LPP Overall Program	34
4.1 Relevance	34
4.2 Effectiveness	36

H. PB

5

4.3	Efficiency	36
4.4	Impact.....	37
4.5	Sustainability	39
5.	Conclusion, Recommendations and Lessons Learnt.....	40
	LIST OF ANNEX	45

ABBREVIATIONS AND ACRONYMS

3R	Reduce, Reuse, Recycle
ADB	Asian Development Bank
AEC	ASEAN Economic Community
AIESC	ASEAN Initiative on Environmentally Sustainable Cities
AP	Action Plan
ASC	ASEAN Standing Committee
ASEAN	Association of Southeast Asian Nations
ASEC	ASEAN Secretariat
AWGEE	ASEAN Working Group on Environmental Education
AWGESC	ASEAN Working Group on Environmentally Sustainable Cities
CA	Capacity Assessment
CADC	Clean Agriculture Development Center
CBT	Community Based Tourism
CD	Capacity Development
CMV	Cambodia, Myanmar, Viet Nam
CLMV	Cambodia, Lao PDR, Myanmar, Viet Nam
C/P	Counterpart
CPR	Committee of Permanent Representative
DDG	Deputy Director General
DICTO	District Information Culture Tourism Office
DOA	Department of Agriculture
DOE	Department of Environment
DOH	Department of Health
DONRE	Department of Natural Resources and Environment
DOP	Department of Planning
DPC	Department of Pollution Control
DPWT	Department of Public Works and Transport
EEA	Environmental Education and Awareness
EOJ	Embassy of Japan
ESC	Environmentally Sustainable Cities
EVI	Economic Vulnerability Index
FAM	Familiarization
FAO	Food and Agriculture Organization of the United Nations
GAP	Good Agricultural Practice
GIZ	Die Deutsche Gesellschaft für Internationale Zusammenarbeit
GMS	Greater Mekong Sub-region
GNI	Gross National Income
GOL	the Government of Lao PDR
HAI	Human Asset Index
HCW	Health Care Waste
HDI	Human Development Index
HLS	High Level Seminar
IAI	Initiative for ASEAN Integration
ICS	Internal Control System
IGES	Institute for Global Environmental Strategies
IPM	Integrated Pest Management
JICA	Japan International Cooperation Agency
JSPP21	Japan-Singapore Partnership Programme for the 21st Century
Lao PDR	Lao People's Democratic Republic
LATA	Lao Association of Travel Agents
LDC	Least-Developed Countries
LHRA	Lao Hotel and Restaurant Association
LNTA	Lao National Tourism Administration
LPB	Luang Prabang District

LPP	Laos Pilot Program for Narrowing the Development Gap towards ASEAN Integration
LPPA	Agriculture Component of LPP
LPPE	Environmental Management Component of LPP
LPPO	Laos Pilot Program Office
LPPT	Tourism Promotion Component of LPP
LTMB	Laos Tourism Marketing Board
MAF	Ministry of Agriculture and Forestry
MDGs	Millennium Development Goals
MICT	Ministry of Information, Culture and Tourism
M/M	Minutes of Meeting
MOFA	Ministry of Foreign Affairs
MOH	Ministry of Health
MONRE	Ministry of Natural Resources and Environment
MPI	Ministry of Planning and Investment
MPWT	Ministry of Public Works and Transport
NDG	Narrowing the Development Gap towards ASEAN Integration
NSED	Lao National Socio-Economic Development Plan 2011-2015
ODA	Official Development Assistance
PCD	Pollution Control Division
PDM	Project Design Matrix
PICTD/ PTD	Provincial Information, Culture and Tourism Department/ Provincial Tourism Department
P/O	Plan of Operation
PPC	Plant Protection Center
PTD	Provincial Tourism Department
R/D	Record of Discussions
RESCP	Regional Environmental Sustainability Cities Programme
PIU	Project Implementation Unit
SJET	Short-term JICA Expert Team
SWM	Solid Waste Management
TC	Technical Committee
TF	Taskforce
TIS	Tourism Information Service
UDAA	Urban Development Administration Authority
UEM	Urban Environment Management
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
USD	United States Dollar
VTE	Vientiane Capital
VUDAA	Vientiane Urban Development Administration Authority
WREA	Water Resources and Environment Agency
XYB	Xayabouri District
3Rs	Reduce, Reuse, and Recycle

1. Introduction

The Laos Pilot Program for Narrowing the Development Gap towards ASEAN Integration (hereinafter referred to as “LPP”) has been implemented since October 2010 with a duration of five years. LPP is a collaborative program among JICA, the ASEAN Secretariat (ASEC) and the following ministries and departments of the Government of Lao PDR (GOL):

- Department of Planning (DOP), Ministry of Planning and Investment (MPI);
- ASEAN Department, Ministry of Foreign Affairs (MOFA);
- Department of Agriculture (DOA), Ministry of Agriculture and Forestry (MAF);
- Department of Pollution Control (DPC), Ministry of Natural Resources and Environment (MONRE);
- Tourism Marketing Department, Ministry of Information, Culture and Tourism (MICT); and
- Department of Housing and Urban Planning (DHUP), Ministry of Public Works and Transport (MPWT).

This fiscal year 2015 is the time for the Terminal Evaluation, which is usually conducted in around 6 months prior to the end of the Technical Cooperation Project in JICA. An effective and successful joint evaluation exercise is subject to an appropriate design and schedule, as well as to the discussions among stakeholders on the scope and key issues in the evaluation which takes the current situation and the characteristics of the Program into account.

1.1 Purpose of the Terminal Evaluation

The purposes of the mission are 1) to verify the current achievements of the Program compared to the plan (achievements of inputs, outputs and the project purpose); 2) to evaluate the Program based on the five evaluation criteria (Relevance, Effectiveness, Efficiency, Impact and Sustainability); and 3) to make recommendations for the actions to be taken in the program duration remaining.

1.2 Members of the Joint Evaluation Team

The Joint Terminal Evaluation Team (hereinafter referred to as “the Team”) consists of the following members:

(1) Lao Government Side

Name	Title	Position in the Team
Mr. Houmphanh Soukprasith	Deputy Director General of Department of International Cooperation (DIC), MPI	Team Leader
Mr. Boun Inthabandith	Deputy Director General of Department of Asia-Pacific & Africa, MOFA	Sub-Leader
Mr. Viengsavay Sengsourivong	Director of Plant Protection Centre and Assistant to the Director General of DOA, MAF	Member
Mr. Keosangkhom Hommaseng	Deputy Chief of Technical Extension Division, Pollution Control Department, MONRE	Member
Mr. Lithisack Vorarath	Head of Unit, Public Relationship Division, Tourism Marketing Department, MICT	Member
Mr. Sompheng Chanthasouk	Technical Staff of Planning-Budgeting Division, Department of Housing and Urban Planning, MPWT	Member

(2) JICA Side

Name	Title	Position in the Team
Dr. Sachiko Ishikawa	Senior Advisor, JICA	Team Leader
Mr. Hironori Kimura	Senior Representative, JICA Laos Office	Sub Leader
Mr. Akira Matsumoto	President, A&M Consultant Ltd.	Member (Evaluation Analysis, LPPO/LPPA)
Mr. Hiroyuki Doi	President, Seikatsu Kobo do	Member (Evaluation Analysis, for LPPE)
Mr. Hideo Sakamoto	Principal Consultant, PADECO Co., Ltd.	Member (Evaluation Analysis, for LPPT)
Mr. Keisuke Sawada	Project Formulation Advisor, JICA Laos Office	Member (Evaluation Planning)
Mr. Viengsavanh Sisombath	Program Officer, JICA Laos Office	Member (Evaluation Planning)

1.3 Process and Methods of the Terminal Evaluation

(1) Process of the Terminal Evaluation

The Terminal Evaluation survey is implemented in two steps as follows.

Step 1: Preliminary survey by a member of JICA side

The Project is evaluated preliminarily by way of interview survey for the Lao, ASEAN counterparts and Japanese experts using questionnaires and field investigations to the project sites. The survey is implemented by a representative from the JICA side with responsibility for Evaluation Analysis and conducted in cooperation with JICA Laos Office.

Step 2: Joint evaluation survey

Taking into account the outcomes of the above step, the Team carries out further field investigation in the project sites and series of discussion for adequate evaluation of the Project. The Team concluded the whole results into the Joint Evaluation Report for mutual understandings.

(2) Evaluation Criteria

The Terminal Evaluation survey is carried out following JICA's Project Evaluation Guideline and the five evaluation criteria, which are explained below.

1) Relevance

Relevance refers to the validity of the Project Purpose and the Overall Goal in connection with the development policy of Lao PDR as well as the needs of beneficiaries.

2) Effectiveness

Effectiveness refers to the extent to which the expected benefits of the Project have been achieved as planned. It also examines whether these benefits have been brought about as a result of the Project.

3) Efficiency

Efficiency refers to the productivity of the implementation process. It examines whether the inputs of the Project have been efficiently converted into Outputs.

4) Impact

Impact refers to direct and indirect, positive and negative impacts caused by the implementation of the Project, including the extent to which the Overall Goal has been attained.

5) Sustainability

Sustainability refers to the extent to which the Project can be further developed by Lao PDR, and the extent to which the benefits generated by the Project can be sustained under the national policies, technology, systems and financial state.

Before the commencement of the Joint Terminal Evaluation, the Evaluation Grid was prepared to summarize evaluation questions as shown in ANNEX 2 to 5 which were shared among the Team.

(3) PDMs used for the Evaluation

The Team conducted the evaluation referring to the current version of PDMs that were formulated for overall program of LPP (LPPO) and the 3 components of Tourism Promotion (LPPT), Agriculture (LPPA) and Environmental Management (LPPE) respectively as shown in ANNEX 6 to 9.

2. Outline of the Program

(1) Background

The Laos Pilot Program for Narrowing the Development Gap toward ASEAN Integration (LPP) is a unique modality arising out of tripartite cooperation among the GOL, the ASEAN Secretariat and the Japan International Cooperation Agency (JICA).

LPP has been conceived to accelerate socio-economic development of ASEAN Member States through a focused strategy to advance equitable economic development, reduce poverty and address development disparities.

LPP has been initiated in line with the JICA-ASEAN Cooperation Agreement concluded in June 2008 between the ASEAN Secretary General and the JICA President. This agreement provides among others enhancing partnership in supporting ASEAN goal to realize ASEAN integration and community building by 2015.

With LPP, Lao PDR served as the pilot country for taking the initiative for ASEAN integration (IAI) to a new and novel form of cooperation and implementation in the development of the CLMV countries in support of the establishment of the ASEAN Community by 2015. LPP has provided an alternative and innovative development

model towards a more focused and coherent program of development and technical cooperation for a single ASEAN country -Lao PDR.

(2) Overall Goal

The Development Gap towards ASEAN Integration is narrowed and regional integration is promoted.

(3) Project Purpose

Tripartite cooperation mechanism among Lao PDR, the ASEAN and JICA is established and functions for Narrowing the Development Gap (NDG) towards ASEAN integration.

(4) Outputs

Output 1: An appropriate implementation structure to promote measures for NDG towards ASEAN integration is established and enhanced in the Lao PDR and ASEAN.

Output 2: ASEAN's initiative for NDG is progressed by strengthening the linkage between each component and relevant ASEAN sectorial body and by mobilizing resources from ASEAN Member States and Japan.

Output 3: Capacity of the Government of the Lao PDR to deal effectively with issues for ASEAN integration is strengthened.

3. Accomplishment of the 3 Components and Overall Program

Accomplishment of the Program was analyzed in terms of Inputs, Activities, Outputs and Project Purpose as specified in the PDM and P/O. Results of the analysis were summarized first for the overall program (LPPO) followed by 3 components (LPPT, LPPA, and LPPE).

3.1 Evaluation on Overall Program (LPPO)

3.1.1 Actual Inputs

(1) From Lao Government

Actual inputs from Lao Government were as follows. The details are shown in ANNEX 10.

1) Assignment of Lao counterpart personnel

Six (6) officers of MPI and MOFA have been assigned for the overall management of the program.

2) Office space and facilities for the Project

MOFA offered the premises of the LPPO office during the Program periods.

3) Budget

Information on the budget was not available to the Team.

(2) From JICA

The following items were the actual inputs from JICA to support the LPP implementation. The details are

summarized in ANNEX 10.

1) Assignment of experts

5 Japanese experts are dispatched in total as Project Co Manager and Project Coordinator by the time of the Evaluation.

2) Provision of equipment and facilities by the Japanese side

The record of equipment provision procured in ANNEX10. Total amount spent was approx. USD 39 thousand. In additions, a number of office equipment and stationary have been provided by JICA Laos Office in ANNEX10. Total amount spent was approx. USD 102 thousand.

3) Financial support for local expense

A total amount of USD 554 thousand was spent during the period from October 2010 to March 2015.

(3) From ASEC

Actual inputs from ASEC were as follows. The details are shown in ANNEX 10.

1) Assignment of an official

An officer as a co-manager from IAI & NDG Division was designated

2) Advice on IAI matters

3.1.2 Achievement of Outputs

The details of PDM Achievement (LPPO) are shown in ANNEX 17.

(1) Output 1

Output 1:		An appropriate implementation structure to promote measures for NDG towards ASEAN integration is established and enhanced in the Lao P.D.R. and ASEAN.
Indicators (PDM Ver. 1)		Achievement Level & Prospects
1-1	LPPO (3 co-managers) is set up no later than March 2011.	- MOFA provided the premises with LPPO and JICA contributed to renovation with 5 million yen. The office was opened in December 2010. An average of 1.8 million yen was spent annually for operations and maintenance. - Tripartite Cooperation Unit was established as planned by three parties and is functioning, although the involvement and role of the ASEC has to be further clarified.
1-2	Practical annual plans are formulated in the first quarter of every year.	- Annual plan of operation in each component as well as that of LPPO were drafted by the end of the previous fiscal year and were approved by the JCC together with the achievement report of the previous year. - Recently, as for the annual plan of operation in 2014, it was compiled in April 2014, and was approved by JCC conducted on May 2 2014.
1-3	Guidelines for IAI are formulated by ASEAN with flexibility on implementation modalities.	- IAI Guidelines were formulated in June 2013 for regulating qualification criteria of IAI projects. - The progress and working mechanism of LPP have been presented in IAI Task Force meetings since 2010, but LPP has not been

		accredited as an IAI due to the external environment factor. - In accordance with these guidelines, LPP's each component started activities for sharing its achievement and experience in Lao PDR with CMV's relevant ministries from May 2014, with the total cost of 5.5 million yen, and expanded to beneficial countries. Furthermore, information on LPP mechanism, achievements and IAI accreditation issues were shared mainly with CMV's MOFA. - Effectiveness of LPP was recognized as a comprehensive program and described in the Mid-term Review Report of IAI Work Plan II published by ASEAN secretariat.
--	--	---

(2) Output 2

Output 2:		ASEAN's initiative for NDG is progressed by strengthening the linkage between each component and relevant ASEAN sectoral body and by mobilizing resources from ASEAN Member States and Japan.
Indicators		Achievement Level & Prospects
2-1	ASEAN initiative for promoting safe and quality agricultural products, environmentally sustainable cities and tourism promotion is embedded into policy and/or official documents of the relevant Ministries.	- In MAF, Minister signed 4 modules on introduction of Lao GAP between Jan. and Feb. 2011 and working group started discussion on the formulation of roadmap for Lao GAP. - In MONRE, National guidelines for ESC were formulated in Dec. 2011 which was recognized as ASEAN ESC. - In MICT, CBT promotion activities have been conducted since Dec. 2011 in conjunction with ASEAN Tourism Standard. LPPT's activities were presented in ASEAN Tourism Working Group and ASEAN Tourism Standard related meetings.
2-2	Activities of Narrowing the Development Gap towards ASEAN Integration implemented under the concerned ministries and agencies of the Government of Lao PDR are mentioned in ASEAN documents and/or reports.	- In the Mid-term Review Report of IAI Work Plan II, LPP was described as a comprehensive and effective cooperation program for NDG and was recommended to IAI accreditation. - LPPT has made cooperation with Cambodian Ministry of Tourism to elaborate ASEAN CBT Standard.
Others	Level of linkage between each component and relevant ASEAN sectoral body and by mobilizing resources from ASEAN Member States and Japan.	- In the later stage of the Program, the three components have been collaborated each other and brought several outcomes, such as using "worm compost". - The Program has been making efforts in maximizing efficient resource utilization and collaboration from ASEAN Member States, for example; Experts from Thailand (LPPA component), Vietnam (LPPE component) and Malaysia (LPPT component).

(3) Output 3

Output 3:	Capacity of the Government of Lao PDR to deal effectively with issues for ASEAN integration is
------------------	--

	strengthened.	
	Indicators	Achievement Level & Prospects
3-1	Working framework between each component and relevant ASEAN sectoral body is established.	LPP's each component has made strong partnership and good working relation with ASEAN spectral body. The relevant ministries of Lao Government participated and made presentations in ASEAN annual and other regular meetings. Especially, LPPT visited ASEAN secretariat and invited ASEAN tourism sector officer twice a year for participation in LPPT coordination meetings.
3-2	Working framework among MOFA, MPI and 3 components is established.	LPP management team consisting of DDG of MPI, DG of MOFA and JICA experts shared project progress periodically. This management team intervened project activities through visiting project sites and through participating meetings, seminars and workshops organized by each component.
3-3	Concerned ministries and agencies understand purpose of ASEAN Integration.	- During the preparation period of LPP, ASEAN Awareness Session was organized jointly by JICA, MPI and MOFA for those who would be involved in LPP. In Jan. 2013 the first official seminar on ASEAN Awareness was held and central and provincial officials being involved in the LPP components were invited. They enhanced their knowledge on ASEAN Integration itself and also the position of LPP in the context of ASEAN Integration. - Since then, ASEAN awareness seminar was conducted once a year. Every time 50 to 70 GOL officers and private sector personnel participated in order to deepen their understandings of ASEAN Integration.
3-4	Number of presentations on LPP as a new modality of ASEAN Integration made at ASEAN forums by the GOL.	- Lao Government made presentations at IAI taskforce meeting for IAI accreditation since beginning of LPP. - Relevant ministries of Lao Government also participated and made presentations of LPP's each component activities in ASEAN annual and other regular meetings

(4) Other Output

➤ Collaborative activities between 3 components coordinated by LPPO

1) Collaborative activity between LPPA and LPPE

For certifying the safety, application test and component analysis of the LPPE's off-site compost made from kitchen wastes collected from hotels and restaurants in LPB were carried out in accordance with the collaborative activity with LPPA. The application test was conducted at CADC and the report was written by LPPA's C/P. The component analysis was done by PPC, MAF. According to the application test, crops using the compost grew better than crops without compost though the yield was lower than crops using chemical fertilizer. UDAA of LPB is planning to sell the compost by using these certificates to attract customer.

2) Collaborative activity between with LPPT and LPPE

Worm composting of LPPE was disseminated in the pilot village of LPPT (Tham village, Takhek district, Khammuang province) as a collaborative activity. Tham village was selected because the villagers have displayed an active engagement in strategies to keeping their environment clean. This

collaborative activity also influenced the residents of the pilot villages of LPPE in VTE because they became to realize that their compost is worth to do it as their activities were assumed as a good example by many residents from other province. Tham villagers finally became more environmentally conscious, considered a very important mind set to promote eco-tourism to bring more tourists to the village.

➤ Eco Plaza Green Lao Shop

LPPO has supported operation of the Eco Plaza Green Lao Shop at Vientiane's Wattay International Airport, managed by the Lao People's Revolutionary Youth Union. The so-called antenna shop also serves as a tourism information counter and sells environmentally-friendly Lao products. The management of the shop has been improved with support of LPPO and it is expected that the Youth Union will be able to sustain operations of the shop independently after the conclusion of the LPP program.

3.1.3 Achievement of Program Purpose (Prospect)

Program:		Tripartite cooperation mechanism among Lao PDR, the ASEAN and JICA is established for
Purpose:		Narrowing the Development Gap (NDG) towards ASEAN Integration.
Indicators		Achievement Level & Prospects
1	Working framework on tripartite cooperation mechanisms is elaborated.	- The working framework in Lao PDR, MOFA in charge of ASEAN policy and MPI in charge of development planning could collaborate closely and intervene actively in ASEAN NDG projects implemented by relevant ministries. - In ASEAN, the system was established between ASEAN sectoral bodies and relevant ministries of Lao Government for working closely together when dealing with the ASEAN development agenda in respective supporting sectors. - In JICA, allocation of program budget, facilitation and coordination among Lao Governmental organizations and ASEAN secretariat were performed.
2	Actions for target sectors described in Roadmap for an ASEAN Community 2009-2015 (tourism, agriculture and environment) are implemented in Lao PDR	- Three components were selected based on NSEDP of Lao Government as well as Roadmap for an ASEAN Community 2009-2015. - ASEAN CBT in tourism sector, ASEAN ESC in environmental sector and ASEAN GAP in agriculture sector were introduced and disseminated in Lao PDR. Especially, institution building and human resources development were conducted in three components.

3.1.4 Achievement of Overall Goal (Prospect)

Overall Goal:	The Development Gap towards ASEAN Integration is narrowed and regional integration is promoted.
Indicators:	The gap in Human Development Index between Lao PDR and ASEAN-6 average is reduced.
Overall Prospect for Achievement of Overall Goal:	

Lao PDR ranked 139th in HDI world ranking. Compared with ASEAN-6, e.g., Singapore 9th at highest and the Philippines 117th at lowest, the gap is still wide. Looking into the HDI growth rate, however, Lao PDR showed average 1.20% up during three years since LPP started in 2010, while average rate of ASEAN-6 is 0.39%. It is

said that HDI in Lao PDR improved 3 times more rapidly than ASEAN-6 in these years. (HDI Value of Lao PDR: 2010: 0.549, 2011: 0.560, 2012: 0.565, 2013: 0.569)

3.1.5 Program Implementation Process

(1) Implementation structure and mechanism

The implementation mechanism and structure of LPP are shown in the diagrams below (Figure 3-1 to 3-4). The Program has almost been smoothly implemented along the Plan of Operation although the LPPA component started much later than two other components.

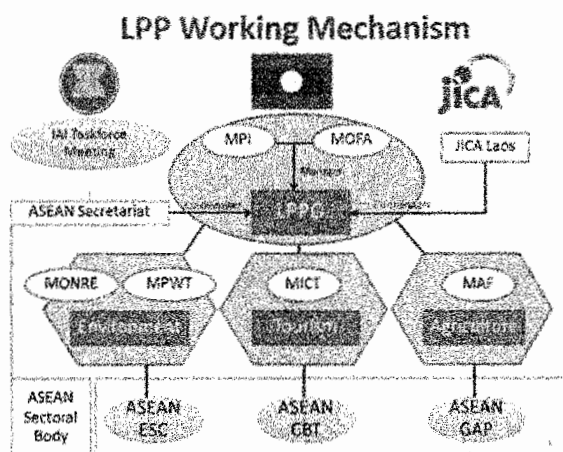


Figure 3-1 : LPP Working Mechanism

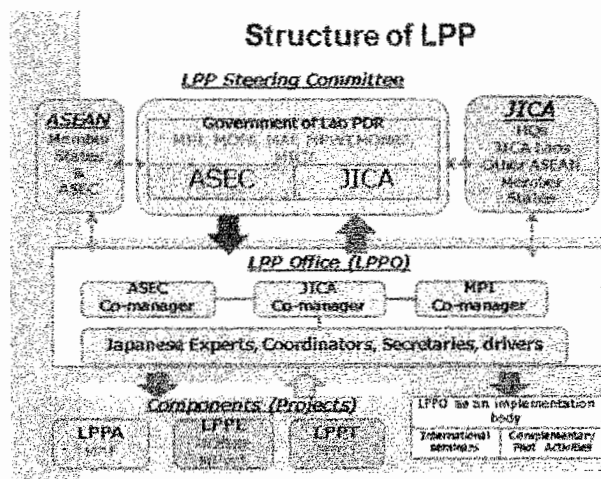


Figure 3-2 : LPP Implementation Structure

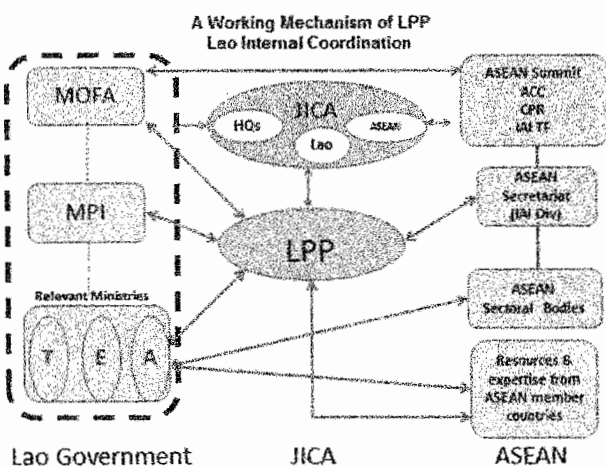


Figure 3-3: Working Mechanism (1)
Lao Internal Coordination

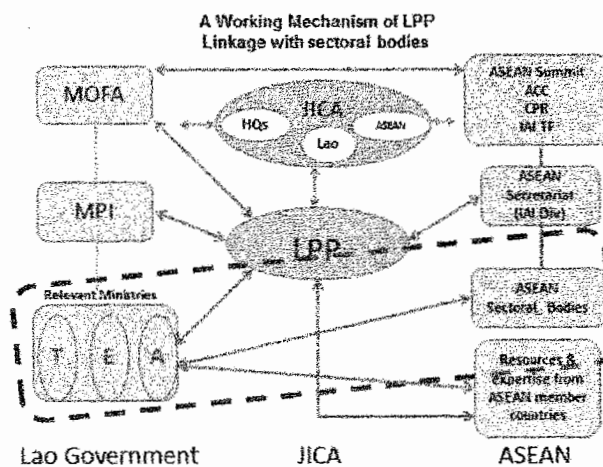


Figure 3-4: Working Mechanism (2)
Linkage with sectoral bodies

(2) Implementation of the program activities

- Assignment of C/Ps and dispatch of JICA experts were deemed appropriate for the effective implementation of the Program even though some human resource assignment were delayed and shortened.
- With strong commitments among three parties (GOL, ASEAN Secretariat and JICA), the current JCC has properly functioned as a program steering organization.
- In design and implementation of the Program activities, enthusiastic participation and involvement of the program-related stakeholders in Lao PDR were major contributing factors for increasing the effectiveness and efficiency of the Program.
- To coordinate and manage the Program smoothly as a whole, LPPO possessed a key role to play not only among three parties, but also with 3 sectoral components.
- In addition to the JCC/management meeting, regular meetings were held and therefore sufficient communication among the program team members among three parties was ensured.

(3) Contributing Factors

Factors concerning the Planning:

- It is important that this LPP program has been designed by the mutual consultation with three parties (GOL, ASEAN Secretariat and JICA), and also addressed and responded to the specific needs of GOL within the context of ASEAN Integration.
- GOL attaches high importance to ASEAN as shown by the high-level commitment, and the well-functioning internal coordination mechanism among MOFA, MPI and other line ministries.

Factors concerning the Implementation Process:

- LPP was eventually integrated into the NSEDP (2011-2015), which contributed to enhancing the sense of ownership of GOL.
- Each component explored effective collaboration with a relevant ASEAN sectoral body, which further developed the sense of ownership.

(4) External Environment Factor

IAI Implementation Guidelines:

- LPP has not been accredited as an IAI because of the unexpected changes to external environment. There were major developments in ASEAN, including the introduction of IAI Implementation Guidelines in June 2013. The Guidelines have been applied to LPP retroactively and made it difficult for the Program to be recognized as an IAI project.

3.2 Evaluation on Tourism Promotion Component (LPPT)

3.2.1 Actual Inputs

(1) From Lao Government

Actual input from GOL for LPPT was assignment of 33 Lao counterpart officers; 15 at MICT HQ and 18 all together in the 3 pilot provinces. The details are shown in ANNEX 11.

(2) From JICA

The following items were the actual inputs from JICA to support the component implementation. The details are summarized in ANNEX 11.

1) Assignment of experts

4 Japanese short term Experts have been dispatched to Lao PDR. In addition a Japanese long term expert has been assigned between June 2013 and May 2015. This additional input was for the enhancement of ASEAN cooperation with LPPT.

2) Counterpart training

Training courses have been undertaken for C/Ps in Japan, Indonesia, Singapore, Thailand, and Malaysia.

3) Provision of equipment

Office and field equipment required for the component activities, especially for producing tourism promotion materials, were procured and provided.

4) Financial support for local expense

For the first batch of the short term experts, JPY 39.85 million was spent for their activity cost during the period from February 2011 to March 2015. For the second batch of short term expert, JPY 21.3 million was allocated for their activity cost for enhancement of LPPT.

(3) From ASEC

An actual input from ASEC was as follows.

1) A desk officer from ASEC in charge of tourism attended LPPT semi-annual meetings and provided advice on CBT promotion.

3.2.2 Accomplishment of Activities

Activities of LPPT commenced in February 2011 when the Japanese experts were dispatched to the country.

The LPPT team consisting of Lao C/P officers and Japanese experts has carried out activities according to the tentative PDM and P/O which were prepared at the time of LPP preparation in 2010. PDM has been revised later in June 2013 as ANNEX 7. The activities undertaken by the LPPT team as well as the plans for the remaining period of LPPT are summarized in ANNEX 12. The progress status of the activities according to the P/O is shown in Table 3-1. Activity 1-10 in the table was excluded from the TOR when the PDM was revised in 2013.

U-PH

27

Table3-1: Progress status of the LPPT activities

Category by Output	Planned Activities	At the time of Mid-term Review (May 2015)			
		Progress Status of Planned Activities			
		1	2	3	4
Output 1: Through collaboration between the public and private sectors, tourism marketing and promotion activities for tourism products derived from appropriate and sustainable use of tourism resources of Laos are conducted effectively, including organization of Visit Laos Year 2012.	1-1 Sort out the information on tourism administration structure and current situation of tourism promotion in Laos, and conduct a complementary survey.				
	1-2 Strengthen the network among tourism related organizations under MICT's initiative.				
	1-3 Support operation of Tourism Marketing and Promotion Sub-Committee for Visit Laos Year 2012.				
	1-4 Establish a data base of tourism products utilizing appropriately and sustainably resources of Laos.				
	1-5 Organize exchange programs to strengthen the capacity of the Sub-Committee.				
	1-6 Support the Sub-Committee to formulate tourism marketing and promotion strategy and action plan for Visit Laos year 2012.				
	1-7 Improve and create tourism promotion tools.				
	1-8 Provide technical supports to promotion events for Visit Laos Year 2012 in Laos.				
	1-9 Participate and join in tourism promotion events in major source countries and ASEAN member states.				
	1-10 Summarize recommended measures for tourism marketing and promotion to be integrated into the Tourism Development Strategy and Action Plan 2016-2020.			N/A	N/A
Output 2: In pilot provinces, through collaboration between MICT and PICTDs, tourism development by making appropriate and sustainable use of tourism resources of Laos and contributing to local residents, is promoted.	2-1 Select pilot provinces.				
	2-2 Conduct a baseline survey on tourist sites and products in pilot provinces.				
	2-3 Organize tourism marketing and promotion training targeted for PICTD staff in pilot provinces.				
	2-4 Provide tourist information materials in pilot provinces.				
	2-5 Prepare guidelines, report forms and monitoring tools for community-based tourism (CBT) development.				
	2-6 Launch public awareness programs for tourism promotion in pilot provinces.				
	2-7 Organize community-based tourism development training in pilot provinces.				
	2-8 Based on the guidelines prepared, implement community-based tourism development in pilot provinces.				
Output 3: Tourism promotion activities through collaboration between MICT and PICTDs by making appropriate and sustainable use of tourism resources are disseminated to other areas and provinces.	3-1 Summarize recommendations for tourism promotion through appropriate and sustainable use of tourism resources of Laos, based on the results of Output 1 and Output 2.				
	3-2 Organize dissemination seminars.				

"Progress Status of Planned Activities" is based on self-assessment by the project team using 4 scales: 1 Not undertaken; 2 In the process; 3 Almost completed; 4 Completed.

3.2.3 Achievement of Outputs

Achievements of the three Outputs were examined according to the Indicators defined in the tentative PDM (ver. 2/ as ANNEX 7) and the results were summarized below.

(1) Output 1

Output 1:	Through collaboration between the public and private sectors, tourism marketing and promotion activities for tourism products derived from appropriate and sustainable use of tourism resources of
------------------	--

Laos are conducted effectively, including organization of Visit Laos Year 2012.		
Indicators (PDM ver. 1)		Achievement Level & Prospects
1-1	Tourism Marketing and Promotion Sub-Committee for Visit Laos Year 2012 is established by the end of March 2011.	Tourism Marketing and Promotion Sub-Committee for Visit Laos Year 2012 was established together with other sub-committees on August 10, 2010 by Minister's Decree 0446 of LNTA
1-2	Database of tourism products is established by the middle of 2011.	Database of tourism products was established by the end of August 2011.
1-3	The number of promotion activities conducted by the end of 2012 is more than 20, and since then, they are updated and disseminated by MICT/PICTD.	- More than 20 promotion activities and events were organized by the end of 2012. - Afterwards, MICT and PICTD continued in a self-reliant manner.

(2) Output 2

Output 2:	In pilot provinces, through collaboration between MICT and PTDs, tourism development by making appropriate and sustainable use of tourism resources of Laos and contributing to local residents, is promoted	
Indicator (PDM Ver. 1)		Achievement Level & Prospects
2-1	The number of tourist information materials provided by the end of 2012 is more than 6 types.	- Websites, tourist information master files and tourist direction signs were provided in each pilot province. 6 types of brochures using own financial sources were produced in the 3 pilot provinces.
2-2	The annual increasing rate of tourists to each pilot province from 2012 - 2014 is greater than 7% in pilot province.	The Average Annual Increasing Rate from 2012 to 2014 in Khammouane, Savannakhet and Champassak are 31.1%, -3.1% and 6.7% respectively. Maturity levels of the Provincial tourism were very deferent at the beginning of LPPT.
2-3	The number of local residents who participated in CBT activities is increased in target villages.	The total numbers of participants in CBT Development Plan workshops in the 18 target villages in 2013 and 2014 were 516 and 780 respectively.

(3) Output 3

Output 3:	Tourism promotion activities through collaboration between MICT and PICTDs by making appropriate and sustainable use of tourism resources are disseminated to other areas and provinces.	
Indicator (PDM Ver. 1)		Achievement Level & Prospects
3-1	The results and lessons learnt of the activities of Output 1 and Output 2 are summarized by MICT/PICTD.	- A CBT handbook was made based on practice in the 3 pilot provinces. - A CBT Development Directions was prepared and distributed - Each pilot province prepared presentation files of CBT practices.
3-2	The above summaries are shared with other areas and provinces, and they start CBT activities in action.	The above presentation and CBT handbook were shared with 6 other provinces in the country upon the dissemination seminar held in February 2015.

3.2.4 Achievement of Project Purpose (Prospect)

Project Purpose:	Through collaboration between the public and private sectors, and between MICT and PTDs, a tourism promotion mechanism by making an appropriate and sustainable use of tourism resources of
-------------------------	---

Laos including nature, culture, history and folklore is established.		
Indicator (PDM Ver. 1)		Achievement Level & Prospects
1.	The number of tourists to Laos is reached to 3.5 million on 2015.	The number of tourist reached 3.3 million in 2012, with 3.7 million in 2013 and 4.15 million in 2014. The target number 3.5 million for 2015 has already been achieved.
2.	The number of private companies which participated in tourism marketing and promotion activities by the collaboration between the public and private sectors in Vientiane and pilot provinces.	18 private companies joined in the public-private joint TIS in Vientiane. - More than 50 private companies in total joined in CBT related activities in the 3 pilot provinces, including FAM trips.

3.2.5 Project Implementation Process

(1) Implementation structure

The implementation mechanism and structure of LPPT are shown in Figure 3-5. The LPPT component has been smoothly implemented along the Plan of Operations although the government structure was reformed from former "LNTA" to "MICT" as unified a bigger organization, size of the Tourism Promotion Committee was downsized and some activities were canceled or delayed.

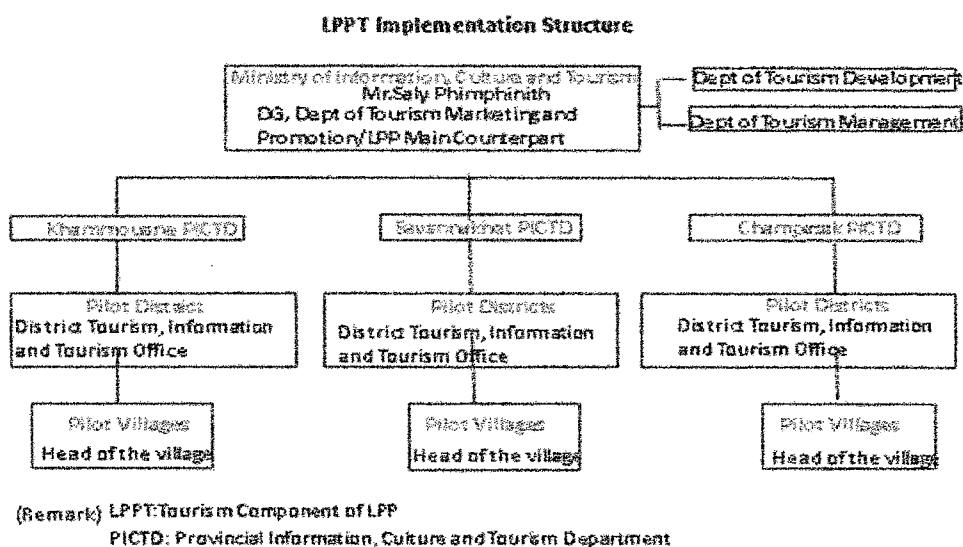


Figure 3-5: Implementation structure of LPPT

(2) Contributing Factors

1) Factors concerning the Planning:

It is important that tourism development has been assisted by JICA continuously, so the relationship

between Laos PDR and Japan is strong and there was a smooth start to this LPPT component.

2) Factors concerning the Implementation Process:

- GOL has been well motivated and prioritizes tourism development and promotion because tourism sector is one of the most important industries to earn foreign currency. In addition to this, the Visit Laos Year 2012 and expectations regarding ASEAN integration enhanced actor motivation.
- Supporting Methods of Infrastructure Development

Upon requests from village communities, LPPT supported some small infrastructure needs such as wooden bridges and trail steps for lookouts. LPPT distributed building materials and village communities carried out construction works. Thus village communities were able to make in-kind contribution, facilitating stronger unity among people and sense of ownership upon the structure as well as tourism activities.

(3) Challenges

Factors concerning the Planning:

- Due to the organizational reform on MICT as well as absence of Japanese experts, some activities were canceled or delayed.
- Concerning Output 3 for dissemination of the Project achievement, documents and seminars are not enough to expand knowhow on CBT development and promotion. Technical and financial assistance are essential. This is also a good chance for the concerning party to consider effective dissemination of the CBT.

3.3 Evaluation on Agriculture Component (LPPA)

3.3.1 Actual Inputs

(1) From Lao Government

Actual inputs from Lao Government for the LPPA were as follows. The details are shown in ANNEX 13.

1) Assignment of Lao counterpart personnel

4 officers have initially been assigned by CADP and also Standard Division, Ministry of Agriculture (MAF) to the Project. However, only 3 officers have actually been assigned for the Project period officially.

2) Office space and facilities for the program

12 hectares of farmland and annexed facilities have been allocated for setting up a demonstration farm.

(2) From JICA

The following items were the actual inputs from JICA to support the component implementation. The details are summarized in ANNEX 13.

4-44

1) Assignment of experts

One (1) long-term expert has been assigned since May 29, 2012 until March 19, 2015.

Two (2) short-term experts have been assigned in 2013 and one (1) short-term expert has been assigned in 2014.

2) Counterpart training

Overseas trainings (study tours) were organized for farm advisors in 2013 in Thailand.

3) Provision of infrastructure

As infrastructure construction, the new building in CADC was constructed which consists of garage and equipment storage; composting house, chemical and pesticide room, grading and packing house, cool storage, nursery house and toilet for workers. Total amount spent was approx. USD 245 thousand.

4) Provision of equipment

Farm equipment for the GAP demonstration farm at CADC valued at USD 132 thousand has been provided.

5) Financial support for local expense

A total amount of USD 422 thousand was spent mainly for GAP promotion activities during the period from December 2011 to March 2015.

3.3.2 Accomplishment of Activities

Some preparation works for LPPA (setting up demonstration farm at CADC) had been carried out by the LPPA experts since late 2011. Actual activities commenced in May 2012 when a Japanese long-term expert was dispatched to Lao PDR. The LPPA team consisting of Lao C/P officers and the Japanese expert has been carrying out activities according to the PDM and PO which were prepared by the LPP preparation mission in 2010, and also the PDM (Ver.2.0) as ANNEX 8 were modified according to the actual situation and mutual consultation at the time of Mid-term Review. The activities undertaken so far and plans for the remaining period of the component are summarized in ANNEX 14. The progress status of the activities according to the P/O was shown in Table 3-2 below.

11-11-11

27

Table 3-2: Progress status of the LPPA activities					
At the time of Terminal Evaluation (April 2015)					
Category by Output	Planned Activities	Progress Status of Planned Activities			
		1	2	3	4
Output 1: Roadmap for introduction of ASEAN GAP is developed.	1-1 Review and analysis of policies and regulations, institutional arrangements and their capacities, on-farm practice.				
	1-2 Market study and its analysis.				
	1-3 Stakeholder consultation for institutional development of GAP.				
	1-4 Development of a roadmap for ASEAN GAP introduction.				
Output 2: GAP is introduced in the pilot sites.	2-1 Selection of the pilot sites.				
	2-2 Develop regulation and code of practice in consultation with stakeholders.				
	2-3 Provide training for ASEAN GAP introduction in the pilot sites.				
	2-4 Test code of practice on pilot farms and modify as required.				
	2-5 Develop effective compliance mechanism.				
	2-6 Feedback the test results to the Roadmap.				
Output 3: Capacities of relevant officials of MAF and other stakeholders are strengthened.	3-1 Capacity development of relevant officials of MAF and others through the activities above for OUTPUT 1 & 2.				
	3-2 Share experience in ASEAN member states.				
	3-3 Train officials of MAF and stakeholders other than pilot sites.				
	3-4 Public relations and awareness building of GAP.				

"Progress Status of Planned Activities" is based on self-assessment by the project team using 4 scales: 1 Not undertaken; 2 In the process; 3 Almost completed; 4: Completed.

3.3.3 Achievement of Outputs

Achievements of the three Outputs were examined according to the Indicators defined in the tentative PDM (Ver. 2.0) and the results were summarized below.

(1) Output 1

Output 1		Roadmap for introduction of ASEAN GAP is developed.
Indicator (PDM Ver. 2.0)		Achievement Level & Prospects (at the time of Final Evaluation)
1-1	The roadmap to introduce and disseminate Lao-ASEAN GAP over the country is documented and approved by DOA. (The roadmap should be in accordance with the ASEAN GAP roadmap or Action Plans.)	- For the roadmap making to introduce LAO-ASEAN GAP, a retreat-style gathering of people concerned was held in Vientiane province over three days in July 2014 where meetings were held intensively. - During the meetings, discussions on the master plan development for GAP introduction in Vientiane capital and Vientiane province were put together, gathering PAFO and DAFO of the pilot sites. - However, the report of the road map was not over and has been continue development work sequentially. - In September 2014, the roadmap was almost gathered by Lao language. - In LPPA, there has developed the Work Plan 2012-2015 which was presented to the stakeholders in a planning workshop held in October 2012. And the Work Plan is served as a basis to formulate the Roadmap that includes long-term plans for introduction of the ASEAN GAP to Lao PDR.
1-2	The roadmap is presented	The development of roadmap is still underway to finalize, therefore,

H-PH

27

and shared at the annual meeting of the Experts Working Group on ASEAN GAP (EWG-ASEAN GAP).	there is not yet presented and shared at the annual meeting of the EWG-ASEAN GAP.
---	---

Overall Achievement and Prospect for Output 1:

- The Standards Division of DOA is responsible for conducting studies on policies, regulations, institutional arrangements and on-farm practices and collection of relevant information. Farmer's group meetings were organized in 2 pilot areas of Vientiane Capital and Vientiane Province several times in order to study on-farm practices.
- The Plant Protection Center (PPC) of DOA is responsible for conducting a survey on pesticide residue on farms, and has collected information in 5 provinces.
- The Project has developed the Work Plan (2012-2015) which was presented to the stakeholders in a planning workshop held in October 2012. The Work Plan is served as a basis to formulate the Roadmap that includes long-term plans for introduction of the ASEAN GAP to Lao PDR.

(2) Output 2

Output 2		GAP is introduced in the pilot sites.
Indicator (PDM Ver. 2.0)		Achievement Level & Prospects (at the time of Final Evaluation)
2-1	A GAP demonstration farm is established at CADC and utilized for training of relevant officers and target farmers.	• At first, the LPPA Project assisted in establishment of a GAP demonstration farm at CADC with the construction of new buildings consisting of irrigation water facilities, housing and office quarters and equipment. • LPPA carried out display activities in the established GAP farm, and the farm has been utilizing as demonstration plots and also for the GAP training as a practical farm of GAP.
2-2	At least 12 on-farm GAP demonstration plots have been established and well managed by the farmer groups trained by the project.	• The Project has selected a pilot site in Vientiane Capital and 2 sites in the Vientiane Province. To strengthening the GAP practice, 12 farmer groups and 415 farmers in total were organized as a pilot GAP farmer groups in 2013. Some 3 districts and 5 farmer groups represented Vientiane Capital, with 5 districts and 7 farmer groups from Vientiane Province. The Project carried out the orientation of GAP by each farmer group as a unit. In addition, the Project extended the orientation activities over 12 times by a group unit and carried out the 2-day GAP training for all the farmer group members. On the other hand, the Project carried out GAP study tour (for five days 18 -23 November) in Thailand. • In 2014, 14 farmer groups and 323 farmers in total were organized and registered as a pilot GAP farmer groups in additions. In detail, 9 districts and 224 farmer groups represented Vientiane Capital and 5 districts and 99 farmer groups represented Vientiane Province in 2013. A 2-day GAP training for all the farmer group members was undertaken on 14 occasions. In addition, the Project carried out the ICS (Internal Control System) training (three days) for the person in charge and conducted the workshop of the examination for pesticide residue (November 2013).

24

2-3	At least 12 farmer groups (or 300 farmers) of the pilot sites have adopted the GAP.	- To disseminate GAP knowledge and skills for GAP introduced farm groups, the Project selected 29 GAP farm advisers in total from GAP in-charge staff of CADC, PAFO from Vientiane Capital and Vientiane Province and agriculture officer(s) of DAFO, and carried out the GAP leader training. - In this year, the Project picked up 26 additional GAP farm advisers from PAFO from Vientiane Capital and Vientiane Province and agriculture officer(s) of DAFO, and carried out the GAP leader trainings as well. - In grand total, the Project could select and train 55 GAP farm advisors; it became the dissemination of GAP system which provides extension and advice to farm groups in the pilot sites. - In summary, 26 groups and 738 farmer groups have been organized as pilot GAP farm groups as mentioned above.
2-4	At least 6 farmer groups (or 50% of the trained farmers) of the pilot sites have been officially certified by DOA as successful GAP producers.	- The Lao Government has already established a structure for GAP introduction and certification by setting up Board of Director (BOD) and its sub-committee, LCB (Lao Certification Body); CC (Certification Committee), CB (Certification Body) in MAF. At the field levels, ICS (Internal Control System) has been set up for each farmer's group. - Since then, the Lao Government has initiated to promote acquisition of GAP certification, however, so far it remains the acquisition of two groups only in the Aekxang village (30 farmers) and Mai village, Nong Khuay village (15 farmers) of Vientiane Province in addition to the GAP certification in CADC.

Overall Achievement and Prospect for Output 2:

- Assisted by LPPA, GAP demonstration farm is established at CADC and fully utilized for practical training of relevant officers and target farmers.
- After LPPA has selected Vientiane Capital, and two sites of the Vientiane Province as a pilot site, farmer groups were organized as pilots for strengthening GAP practice in Lao PDR.
- Under the GAP introduction activity, 26 groups and 738 farmer groups in summary have been organized as a pilot GAP farm groups.
- On the other hand, certification is so far limited to two groups only in the pilot village of the Vientiane Province, in additions to the GAP certification of CADC. Therefore, further GAP certification activities should be conducted continuously in targeted areas.

(3) Output 3

Output 3		Capacities of relevant officials of MAF and other stakeholders are strengthened.
Indicator (PDM Ver 2.0)		Achievement Level & Prospects (at the time of Final Evaluation)
3-1	MAF officers in charge of GAP can instruct and supervise farmers on the GAP operation.	- Assisted by LPPA, MAF officers, the staff of CADC and GAP Farm Advisers of PAFO and DAFO in 2 pilot areas were trained on the operation of GAP prior to activity of LPPA being undertaken. - To strengthen the capacity building of relevant officials of MAF, in 2013, the Project conducted 3-week training in Japan for 5 officers in charge of GAP. In 2014, LPPA conducted 2-week trainings in Japan for a further 5 officers in charge of GAP extension. - To provide GAP instruction and supervise, short-term experts from Japan have been assigned in 2013 and 2014.
3-2	Relevant MAF officers and Farm Advisers trained by the project can provide GAP training and supervise the trained farmers	
3-3	Provincial/district	From Luang Prabang, Savannakhet, Pakse, the Project invited district

agricultural officers and other stakeholders in non-pilot areas (at least 3 provinces) have attended seminars or workshops on GAP.	agricultural executives and officers in 2014 and one day LAO GAP Awareness workshop were organized. • And LPPA selected 50 GAP farm advisers who became the core instructors of the GAP instruction in the field level led by the district agricultural officers, and invited them in Luang Prabang, and Pakse city to carry out the 3-day training in 2015.
--	---

Overall Achievement and Prospect for Output 3:

- GAP-related activity such as various GAP in-country training, and also the training in Japan and Thailand is performed by support of LPPA, and can appreciate the capacity improvement of the stakeholders for GAP introduction. Particularly, it seems that the GAP-introduction training contributed to the deeper understanding about GAP in general.
- On the other hand, as for the good practice of the GAP production of GAP farm groups and also the ability for examination system and instruction of the GAP farm advisers, it may be said that there still remains the tackling issues as far as mentioned in the report of the short-term JICA experts.

3.3.4 Achievement of Project Purpose (Prospect)

Project Purpose:	GAP is introduced for safe and quality agricultural products promotion in Lao PDR.
Indicators:	1. By the end of the project, the certification system for GAP is operational to expand GAP to other areas. 2. Production and marketing of GAP certified products has initiated in the country.

Overall Prospect for Achievement of Project Purpose:

- For the introduction of ASEAN GAP, Lao government announced to establish LAO GAP based on ASEAN GAP in January, 2011. In order to introduce GAP system, it is necessary to operate a certification system for GAP as well as organize farm groups to disseminate principles for undertaking GAP in the field, with upgrading of the trainers to provide proper instruction and supervise for safety and quality agricultural product promotion.
- The Lao Government had set up organizational structure for GAP introduction and certification in MAF with assistance from GIZ/TICA project. The GAP certification system is in hands of GIZ/TICA project, therefore, LPPA/JICA project focused on GAP production system, mainly for the GAP farmers in their respective fields.
- At the present, LPPA recommends the establishment of the GAP market and plans for a market place in Vientiane province. There had been discussions and consultations on the viability on GAP market opening among both MAF and JICA sides. Hence, it is not yet at the stage of expansion to other areas.
- In fact, several farmers have so far started production by following the GAP standard in the pilot areas, and sell to the consumers including buyers from Thailand. However, the Team could not conduct quantitative evaluation on GAP production and marketing due to insufficient records and data.

3.3.5 Project Implementation Process

(1) Implementation structure

The CADC of DOA under MAF has been undertaking the LPPA component activities in collaboration with Standard Division and PPC under the same department. While 4 officers of CADC were originally appointed as C/Ps for the component, 1 officer has been transferred to another program since the component commenced the

Handwritten signature/initials

Handwritten mark

activities; hence, 3 C/Ps have been working closely with the Japanese expert on the GAP introduction.

Apart from the officially appointed C/Ps, a good number of officers of the Standard Division and the PPC had been participating in the component activities depending on requirements (e.g. as resource persons for the GAP training). Therefore, a good collaboration mechanism to carry out activities has been set-up in the DOA in principle.

A 12 ha demonstration farm was established on the CADC farmland in the Vientiane suburbs with financial and technical assistance from JICA where several crops have been grown following the GAP standard. The farm has been a good model for the GAP producers currently.

The Standard Division is responsible for formulating the policies and regulations regarding GAP implementation. The Certification Body for GAP has been set up in the division with assistance from GIZ/TICA project based in Thailand. The PPC has laboratory facilities and equipment for chemical analysis required for the GAP certification including pesticide residue and soil analysis.

Since the capacity of the PPC is still not sufficient to carry out accurate analysis required for the GAP standard, the samples need to be sent to other institutions including a lab in Thailand particularly for the pesticide residue analysis in the samples, is a major factor adding to expenses and time consumption.

On the other hand, the dissemination and extension activities of the GAP need to be carried out in collaboration with provincial and district agricultural officers of local government (PAFO and DAFO). Therefore, the LPPA selected pilots and conducted capacity development of local officers in the 2 areas regarding the GAP operation commencement. They played important roles in training and supervision of the target farmers in the pilot areas. However, the advisory service has not yet proved effective for the target farmers and work to improve this situation continues.

(2) Monitoring and reporting system

Formal structure to manage LPPA activities such as Technical Committee (TC) or Steering Committee (SC) has not been organized since the component started the activities. It seems that the C/P officers and expert have informal meetings when needs arise, through which most decisions are being made.

On the other hand, supported by LPPA, GAP meeting chaired by Director General, DOA has been held annually.

(3) Opportunities and challenges

The Team has observed the following points as contributing factors to the implementation of the LPPA component as well as opportunities for the LPPA hereafter:

- GAP introduction has been behind in Lao PDR in comparison with other ASEAN countries. However, the need to certify of the safety of products is increasing if Laos is to make the most of ASEAN integration. Therefore, the officers and farmers on Lao side have a great interest in learning GAP methods and expertise including lessons on introduction/production from both Japan and other ASEAN countries.
- Lao PDR already has experience on certification of organic farm products, some of which could be utilized in the GAP certification process (JICA also assisted organic farm development in Laos).

- Increasing awareness gradually towards food safety and quality in the general public.

The major challenges remain for the LPPA. Lao PDR has developed its national GAP standard based on the ASEAN GAP. Implementation remains at an introductory stage, so it is necessary to continuously conduct activities in terms of actual implementation in the country such as restrictions to successful GAP application and proper certification.

Development of a roadmap is also essential which include a long-term vision and tangible plans to implement/disseminate the GAP across the country.

For this purpose, coordination and joint collaboration among the Standard Division, CADC, and PPC needs to be further strengthened.

While the facilities and equipment in GAP demonstration farm at CADC have been improved substantially through the activities of LPPA, the operation and maintenance in the farm needs to be sustained by CADC.

3.4 Review on Environment Management Component (LPPE)

3.4.1 Actual Inputs

(1) From Lao Government

Actual inputs from GOL were as follows. The details are shown in ANNEX 15.

1) Assignment of Lao counterpart personnel

A total of 8 officers have been assigned as C/Ps at the national level including the manager and coordinator, 10 officers in Vientiane Capital (VTE), 6 officers in Luang Prabang (LPB) and 8 officers in Xayabouri (XYB).

2) Office space and facilities for the component

An office in the Ministry of Natural Resources and Environment (MONRE) HQ building has been allocated to the Japanese Expert team.

3) Budget

Water and electricity costs for the project office have been covered.

(2) From JICA

The following items were the actual inputs from JICA to support the component implementation. The details are summarized in ANNEX 15.

1) Assignment of experts

7 short-term Experts have been assigned by the time of the Terminal Evaluation Study.

2) Counterpart training (in ASEAN countries and Japan)

Overseas trainings were organized for C/Ps in Vietnam, Thailand, Indonesia and Japan.

3) Provision of equipment and construction of facilities

Equipment and facilities required for the LPPE activities have been provided through JICA Laos office and Expert team.

4) Financial support for local expense

A total amount of JPY 51.6 million was spent during the period from August 2011 to April 2015.

3.4.2 Accomplishment of Activities

Activities of LPPE commenced in August 2011 when the Japanese short-term experts were dispatched to the country. The project team consisting of Lao C/P officers and Japanese experts has been carrying out activities according to the PDM and PO which were prepared at the beginning of the LPP with some modifications having been made in the course of the implementation. The latest PDM is PDM (Ver.6) which was revised in January 2015 (ANNEX9). The activities undertaken so far and plans for the remaining period of the LPPE are summarized in ANNEX 16. The progress status of the planned activities is shown in Table 3-3 on the next page.

Table 3-3: Progress status of the LPPE activities

Category by Output	Planned Activities	At the time of Terminal Evaluation Study (May 2015)			
		Progress Status of Planned Activities			
		1	2	3	4
Output 1: The Guidelines on ESC (Environmentally Sustainable Cities) is formulated and disseminated based on the National Environmental Strategy 2020 and related strategies and action plans.	1-1 Basic environmental information of pilot cities are collected and analyzed				
	1-2 Laws, strategies and action plans for environmental management are collected and analyzed.				
	1-3 The best practices of UEM in ASEAN countries are reviewed and their applicability to Laos is analyzed.				
	1-4 The visions for ESC of the pilot cities are formulated.				
	1-5 The action plans for the environment and development of the pilot cities are formulated.				
	1-6 The ESC Guidelines of Laos are formulated.				
	1-7 The ESC Guidelines of Laos are finalized and the manual for the guidelines is prepared.				
	1-8 Dissemination activities of the ESC Guidelines are implemented to other (non-pilot) cities in Lao PDR.				
	1-9 Introduction activities of the ESC Guidelines are implemented to the other ASEAN cities.				
Output 2: Urban environmental management (Solid Waste Management (SWM)) in the three pilot cities is improved based on the Guidelines on ESC.	2-1 The pilot projects for urban environmental management are selected.				
	2-2 The pilot projects are planned.				
	2-3 The pilot projects are implemented.				
	2-4 The results of the pilot projects are presented.				
Output 3: Community-based urban environmental management for SWM is promoted in the three pilot cities.	3-1 The best practices of community-based UEM in Laos are reviewed.				
	3-2 The best practices of Community-based UEM in ASEAN Countries are reviewed and their applicability to Laos is analyzed.				
	3-3 The environmental education and awareness (EEA) programs for SWM improvement in the pilot cities are formulated.				
	3-4 The EEA pilot projects to facilitate Activity 2.2 are planned.				
	3-5 EEA Tools for SWM are developed and the implementation system is enhanced.				
	3-6 The EEA pilot projects are implemented.				
	3-7 The results of the EEA pilot project are analyzed.				
	3-8 The EEA pilot projects are presented in collaboration with Activity 2.4				

Progress Status of Planned Activities is based on self-assessment by the project team using 4 scales: 1 Not undertaken; 2 In the process; 3 Almost completed; 4: Completed.

3.4.3 Achievement of Outputs

Achievement levels of the three (3) Outputs were examined according to the Indicators defined in the PDM (Ver.6) (ANNEX 9) and the results were summarized below.

(1) Output 1

Output 1:	The Guidelines on Environmental Sustainable Cities (ESC) is formulated based on the National Environmental Strategy 2020 and related strategies and action plans.
------------------	---

Indicator: The ESC Guidelines formulated and disseminated.

Overall Achievement and Prospect for Output 1:

- First draft of ESC guideline was formulated in March 2012. Since that, the project engages the modification and addendum.
- Nationally 17 provincial capitals were divided into 2 groups representing northern and southern with dissemination workshops conducted for each. Taking part in addition to the 17 provincial capitals was the popular tourist destination of Vangvieng, Vientiane province. PCD/MONRE selected 3 cities from 12 provincial capitals, except pilot 3 cities (VTE, LPB, XYB), which requested the assistance. Then they conducted the workshop in respective cities and assisted the formulation of ESC vision and the decision of priority sector in cooperation with LPPE.
- ESC guideline was introduced in ASEAN Working Group for ESC (AWGESC), 2 times of 2012 and 2014. It was introduced at 3 times of 2013, 2014 and 2015 on ASEAN High Level Seminar for ESC (HLS). Particularly in 2014 and 2015 ESC guideline was introduced and thematic session was held to disseminate it to other countries namely Cambodia, Myanmar and Vietnam (CMV). In July 2014 in Luang Prabang, participants relevant to CMV were invited to a 3-day workshop. In October 2014 in Pursat, Cambodia, 133 people across 25 provinces in nationwide were invited to organize a workshop for the assistance to formulate the ESC guideline.
- Based on the progress in formulation and dissemination of the ESC Guidelines, it can be concluded that Output 1 has almost been achieved.

(2) Output 2

Output 2: Urban environmental management (Solid Waste Management (SWM)) in the three pilot cities is improved based on the Guidelines on ESC.

Indicators		Achievement Level & Prospects
In the respective pilot cities of Vientiane (VTE), Luang Prabang (LPB) and Xayaboury (XYB)		
2-1	3Rs are promoted.	• The pilot projects (PPs) to promote 3Rs have been implemented in all the 3 cities. Mainly on-site compost PPs, eco-basket PPs and school recycling PPs are carried out in 3 cities.
2-2	The solid waste collection system is improved.	• The PPs to improve the solid waste collection system have been implemented in all three cities. A waste collection and transportation plan was made in all three cities. Activities to improve the existing collection system were undertaken in one or more new villages under supervision of the Lao C/Ps in the three cities. Promotion of contract rate of collection service was undertaken in VTE and a collection service for large generators by utilizing 5m³ public containers was also undertaken in LPB and XYB.
2-3	The operation of the final disposal sites is improved.	• Improvement plans for final disposal sites in the 3 cities have been prepared respectively. Improvement works including construction of facilities and procurement of equipment are finished at the respective disposal sites. • The final disposal sites have been operated in accordance with the operation plans, and monitored by the final disposal site monitoring committee.
2-4	Healthcare waste management is improved.	• Plans in the healthcare waste collection, treatment and disposal of waste generated at major hospitals were drafted in the 3 cities. In order to implement the plans, new waste incinerators were installed together with necessary equipment in VTE and LPB.

		Healthcare waste from the target hospitals have been collected, treated and disposed in accordance with the aforementioned plans.
2-5	The following documents are prepared: - Regulation on the responsibilities of stakeholders; and - Proposal for financial system improvement.	- According to the progress of PPs, required regulations on the responsibilities of stakeholders concerned with the SWM have been formulated and revised in consultation with C/P organizations and stakeholders in respective cities. - Proposals to improve the financial system also have been discussed with relevant organizations.

Overall Achievement and Prospect for Output 2:

- As part of urban environmental management, Solid Waste Management (SWM) has been planned through close discussions with the C/P organizations and stakeholders including (V)UDAA, DONRE, MONRE, MOH/DOH and private companies in the respective pilot cities. According to the plans formulated, actual works have commenced particularly infrastructure development such as construction of necessary facilities and procurement of new equipment. Operation and management of the facilities and equipment, community based activity for reducing the amount of waste, improvement of waste collection system were conducted and have been monitored regularly.
- These days, solid waste management in urban area has become a hot issue in Lao PDR. In order to solve the issue, the C/Ps and other agencies have shown positive action. Most of the indicators set for the Output 2 were already achieved, even though some activities have still been implemented. Therefore, the LPPE needs to continue the activities in order to meet other indicators during the rest of the period.

(3) Output 3

Output 3: Community-based urban environmental management for SWM is promoted in the three pilot cities.		
Indicators		Achievement Level & Prospects
3-1	Environmental Education and Awareness (EEA) program for SWM improvement in the three pilot cities is formulated.	- The EEA programs for 3 cities were formulated based on the results of analysis on good practices of community-based UEM in Lao and ASEAN countries, series of discussions with C/Ps, Women's Union, Youth Union and other local representatives, and analysis on the National Strategy and Action Plan for EEA. - Activities of the 3Rs promotion and improved waste collection system as community-based UEM have been implemented in selected villages in all the 3 pilot cities.
In the respective pilot cities of Vientiane (VTE), Luang Prabang (LPB) and Xayaboury (XYB)		
3-2	The residents participate in the 3Rs activities.	The rate of the households that 1) continue on-site compost, 2) refuse plastic bags as much as possible, 3) separately dispose of recyclable waste, 4) the rate of the stalls that cooperate plastic bag reduction, 5) the rate of the classes that cooperate school recycling have been defined as detail indicators for Output 3. Activities still have been implemented and monitored.
3-3	The residents cooperate with the waste collection system.	Waste management groups were established in the pilot villages. The rate of households that follows the rules of the primary collection system will be monitored as detail indicators.

Overall Achievement and Prospect for Output 3:

- Since activities for community-based UEM for SWM are actually a part of PPs, Output 2 and Output 3 are closely related with each other. As examined above Output 2, most of the indicators set for the Output 2 were achieved already. The achievement level of Output 2 and Output 3 are thought to be the same level. Therefore, the possibility to achieve Output 3 is also likely to be high.
-

3.4.4 Achievement of Project Purpose (Prospect)

Project Purpose:	Promotion of ESC in Laos is enhanced based on the ASEAN Initiative on Environmentally Sustainable Cities (AIESC).
Indicator:	The ESC Guidelines are widely used.

Overall Prospect for Achievement of Project Purpose:

- ESC Guidelines have been compiled and the country-wide dissemination has already implemented through workshops organized for representatives from the non-pilot provinces.
 - As of April 2015, The number of cities which formulated the ESC vision are pilot 3 cities (VTE, LPB, XYB) and another 3 cities (Paksan, Kaysone Phomvihane, Vangvieng) which is assisted through ESC Guidelines (ESC_GL) dissemination activity, amounting to six cities in total.
 - After the ESC_GL dissemination workshop held on Mar, Jul 2013, 12 provincial capitals among totally 14 provinces except pilot 3 cities (VTE, LPB, XYB) established the committee for formulating ESC vision, and requested PCD/MONRE to assist formulating ESC vision. PCD/MONRE has assisted to set up organizational structure in each provincial capital for formulating ESC vision.
 - The AIESC program has been participated in 25 cities entirely ASEAN countries and 3 pilot cities in Lao PDR. Since 2008, AIESC regularly awards the cities which would perform the exemplary activity once three years as "ASEAN ESC Award". In the "15th Informal ASEAN Ministerial Meeting on Environment (IAMME) on 30 October 2014" held on Oct 2014 in Vientiane, LPB was awarded as the one of 10 award ASEAN cities.
 - Therefore, the Project Purpose of LPPE has been achieved already.
-

3.4.5 Project Implementation Process**(1) Implementation structure**

For the LPPE component activities, C/Ps have been assigned both at national and local government level (district) in the 3 pilot cities. Pollution Control Division (PCD) of MONRE is the main C/P organization at the national level where 10 officers including the project manager and coordinator have been assigned as C/Ps of the component. At district level (including Vientiane Capital), Department of Natural Resources and Environment (DONRE) and Urban Development Administration Authority (UDAA) under local government have been the C/Ps organizations. The Japanese experts are working closely with C/Ps both at national and district levels.

(2) Monitoring and reporting system

In LPPE, technical committee (T/C), which is the primary implementation body of the LPPE, and its chairperson is regarded as a project manager, has been organized with representatives of relevant organizations at the national and district level. So far, 8 T/C meetings have been held at 6 monthly intervals following the first

meeting that took place in October 2011 at which the inception report for the component was presented. Apart from T/C meetings, monthly meetings with C/Ps have been held in Vientiane in which progress and issues concerning the LPPE activities were shared by the person concerned. Through these regular meetings, progress of the activities was monitored and all the information has been compiled in the project progress reports that were so far prepared 7 times. The LPPE team has also conducted Capacity Assessment (CA) regularly using the CA questionnaire sheet to monitor the changes in capacities of C/Ps both at national and district levels. According to the latest result of CA, capacity of C/Ps is thought to be satisfactory judging from improving scores. Regular monitoring by MONRE has also been conducted on five occasions.

The results of questionnaire survey and interviews with the project members confirmed that the communication between experts and C/Ps as well as HQ and local offices had been taking place smoothly and no major problems were reported to the joint terminal evaluation team.

(3) Opportunities and challenges

The following opportunities for the LPPE have been observed:

- High interest and motivation of C/Ps both at HQ and district level to implement the LPPE activities
- Good communication mechanism established among the proponent members
- Existing opportunities to learn experiences of environment management from other ASEAN countries
- Increasing awareness towards environmental issues in the general public
- Potential for disseminating the ECS Guidelines to other ASEAN countries

The other hand, capacity for disseminating outputs by the LPPE may not be enough in order to conduct proper waste management and sustainability. The facilities and equipment for waste management at the pilot sites have been improved through the activities of LPPE. However, operation and maintenance capacities of relevant organizations still need to be improved.

4. Evaluation Results of LPP Overall Program

4.1 Relevance

The relevance of the LPP Program as a whole was regarded very high when the Program was formulated, and is considered high even at this Terminal Evaluation stage for the following reasons.

The LPP Program which consists of LPPO, and three (3) sector-components, namely LPPT, LPPA and LPPE is aligned with respective national development priorities of GOL. At the same time, LPP Program is well aligned with the ASEAN policy on integration. The Program is also highly relevant to the needs of target groups and aligns with the cooperation policy of the Japanese Government.

(1) Alignment with the National Policy of GOL

The basic concept of LPP Overall Program, “Clean, Green and Beautiful Laos” is in line with the national priorities of GOL such as 7th NSEDP (2011-2015) as well as the draft of the 8th NSEDP (2016-2020).

LPP Program was conceived to accelerate the socio economic development of ASEAN Member States

through a focused strategy. More precisely, LPP is designed to advance equitable economic development, reduce poverty and also to address development disparities. The three (3) components of LPPT, LPPA and LPPE are well aligned with the respective sectoral strategies and policy of GOL.

GOL has been making efforts in addressing specific agenda towards ASEAN Integration including: i) public awareness; ii) human resource development (communication, skills and discipline); iii) policy & registration; iv) coordination, and v) own/unique product identification. LPP program has been formulated and implemented in line with these specific needs.

(2) Relevance of selected target sectors under ASEAN Policy

LPP Program is well aligned with the ASEAN policy on integration because the three components of LPP have been selected based on the ASEAN Community Blueprints, IAI Work Plan II, and work plans in relevant sectoral areas.

The target sectors in LPP Program are selected from the fields of tourism, agriculture, the environment. These selected three sectors were the result of contiguous discussions among the Lao government, ASEAN Secretariat and Japan.

The selected criteria are: i) sectors which can contribute to the ASEAN roadmap for the ASEAN Community Blueprints: IAI Work Plan II and work plans in relevant sectoral areas: ii) alignment with national priority sectors of GOL, iii) available ASEAN resources for tripartite cooperation: and iv) ODA policies of GOJ for Lao PDR.

(3) Selection of a pilot country

Having embodied in the Vientiane Action Programme (VAP), which was adopted in November 2004, the ASEAN leaders reaffirmed “the need to narrow the development gap” in ASEAN, in particularly between ASEAN-6 and CLMV. In pursuit of this goal, the ASEAN Member States called for the development of “innovative modalities for narrowing the development gap.” Since Lao PDR had experienced a rather low development index score, the selection of Lao PDR as a pilot country was considered to be appropriate.

In addition, it can be said that this LPP contributes significantly to realizing the promotion of ASEAN cooperation in a hands-on form by building new cooperation mechanisms with ASEAN.

(4) ODA policies of the Government of Japan

The “Tokyo Declaration for the Dynamic and Enduring ASEAN-Japan Partnership in the New Millennium” together with the “ASEAN-Japan Plan of Action” (ASEAN-Japan POA) at the ASEAN-Japan Commemorative Summit, which was held in December 2003 in Tokyo, enhanced the relation between the two sides. At the 14th ASEAN-Japan Summit on 18th November 2011 in Bali, Indonesia, the Leaders issued the “Joint Declaration for Enhancing ASEAN-Japan Strategic Partnership for Prospering Together (Bali Declaration)” and adopted the “ASEAN-Japan Plan of Action 2011- 2015.” Within this ASEAN-Japan dialogue relation, Japan declared to support ASEAN’s integration and its community building efforts including narrowing the development gaps in ASEAN.

H. P. H.

3

Due to the aforementioned reasons it is relevant to implement LPP as a new cooperation modality.

4.2 Effectiveness

The extent of the effectiveness of the Program has been considered **high** for the following reasons.

The purpose of the LPP has been “a tripartite cooperation mechanism among three parties (GOL, ASEC and JICA) is established for narrowing the development gaps towards ASEAN Integration”. As mentioned in chapter 3-1-2, the result of assessment on program outputs indicates that the degree of realization of three outputs is high, particularly the capacity of the GOL which has been remarkably improved through Program activities.

At the terminal stage of the Program, the indicator of the program purpose, which was establishing the tripartite cooperation mechanisms s highly evaluated. It is found that the achievement and results produced by each component of the Program and also by the Program as a whole have been outstandingly valuable in light of rectifying the development gaps among ASEAN Member States by implementing the selected agenda of IAI Work Plan 2.

The prospect of achieving the project purpose based on the levels of achievement of the defined indicators on the PDM is evaluated to be high as a result of the effective working framework for the NDG towards ASEAN integration. The following reasons are offered for this evaluation:

- i) Establishment of an effective implementation structure and tripartite cooperation/working mechanisms among three parties and relevant stakeholders;
- ii) Progress and achievement of the 3 components (ESC guidelines, GAP introduction, CBT promotion in particular); and
- iii) Enhancement of capacity building of Lao officials and relevant stakeholders involved.

It is noted that each component has been making efforts in presenting and sharing the progress and results of the activities with relevant neighboring states namely Cambodia, Myanmar and Vietnam with a purpose of promoting the sense of regional cooperation among ASEAN Member States.

In addition, there has been a strengthened linkage between Lao PDR and other ASEAN Member States through the activities of Working Groups of the respective sectors (e.g. EWG-GAP for LPPA, ESC WG for LPPE, ASEAN tourism dialogues and for LPPT), which has contributed to the achievement of the purposes of the Program.

4.3 Efficiency

The extent of the efficiency of the Program has been evaluated as **medium** for the following reasons.

In terms of budget allocation, a large amount of financial input more than initially planned to build basic infrastructure was allocated in each component at the initial stage of the Program. At the latter half stage of the Program, the infrastructure provided has been utilized to produce sufficient outcomes.

In terms of human resource development, some difficulties have been observed such as a shortage of personnel, the transfer of counterparts and/or delay/shortening of resource assignment.

On the other hand, there have been mobilized human resources not only from Japan and Lao PDR, but also from ASEAN-6 countries which supply experts. Aside from human resources mobilization, some study-visits to

H-PW

D7

other ASEAN Member States have been organized efficiently. Such cooperation among ASEAN Member States has been useful and efficient in terms of sharing experiences and lessons as well as transferring technologies.

In order to manage the Program, co-managers of LPP were assigned from the three parties. However the tripartite cooperation has been required relatively high management cost to coordinate both internal and external relevant multiple stakeholders.

Strong collaboration among three parties substantially contributed to increased efficiencies of the Program.

4.4 Impact

The extent of the impact of the Program has been relatively high through the series of meetings, interviews, observations and surveys involving beneficiaries, stakeholders, experts and other personnel related to the Program.

Narrowing the development gaps is an ultimate goal for IAI, which still has a long way to go. However, at the stage of this terminal evaluation, several impacts have been recognized as follows:

(1) Acknowledgment of LPP as a national program in Lao PDR

The goals of each LPP component are enunciated in the national strategy and LPP as a whole has been already integrated in the current 7th NSEDP of GOL. And GOL indicated that three sectors (agriculture, tourism, and environment) as well as international integration are stated as important sectors in next NSEDP.

(2) Contribution as a new cooperation modality to ASEAN integration

LPP aims to contribute to ASEAN integration by establishing effective tripartite cooperation mechanisms among GOL, ASEC and JICA. Within this objective, firstly, GOL serves as the “pilot” for a new modality for IAI. Secondly, LPP has provided an alternative and innovative development model with the tripartite cooperation mechanism towards a more focused and coherent program of development and technical cooperation. LPP seems to situate as fast-track implementation of IAI-related activities because of quick action and implementation according to the Program plan.

Eventually, positive results with gained knowledge, expertise and experience can be disseminated and replicated in other ASEAN Member States with similar conditions.

(3) Addressing country’s specific needs & promotion of regional cooperation

LPP is a unique and successful program which has been delivered as part of a prioritized development agenda in Lao PDR, making significant contributions not only to the building of capacity of government officials, but also bringing tangible benefits to the community level.

In the latter stages of the Program there was increased emphasis on implementation of activities to share benefits from lessons learnt in Laos to the CMV countries. In each component with regional perspectives, experts from neighboring countries were engaged.

Furthermore, LPP is well appraised and appreciated by Lao officials and ASEC for its “programmatic”

approach through conducting multi-year, multiple-sector and inter-component activities.

(4) Impact of LPP components

LPPE, LPPA and LPPT have contributed to creating awareness towards environmental issues (e.g., solid waste management), food safety and quality in the general public as well as an environmentally-friendly atmosphere for tourists through the component activities.

LPP had made a commendable outcome through each component activities. The three component activities were not limited to the several seminars and workshops but were judged to have a direct impact to the beneficiaries.

For instance, as a result of activities of LPPE, solid waste management as part of urban environmental management has been improved drastically in three pilot cities which contributes to the health and comfort of residents and visitors alike. Also, it will help cities like Vientiane and Luang Prabang in attracting more tourists to visit.

Through the activities of LPPA component, positive impact on welfare of farm group members could be expected due to improved working conditions from appropriate use of chemicals and fertilizers, and introduce environment-friendly methods.

In tourism sector, as a result of successful Visit Lao Year 2012 supported by LPPT's tourism marketing and promotion activities, Lao PDR won the award entitled "The World's Best Tourist Destination 2013" from European Council on Tourism and Trade (ECTT). Also LPPT contributed to ASEAN collaboration in tourism sector by through a series of tourism-related working group meetings that discussed CBT issues. Also Cambodia, in charge of elaboration of ASEAN CBT standard, has completed its draft in corporation with LPPT after LPPT conducted CBT seminar in Cambodia.

Village tourism business owners and their households were judged to have benefitted from CBT activities as part of the LPPT component.

(5) Impact through collaboration among components

Some synergetic activities among the components have added a value to development endeavors. One of the CBT sites introduced worm-compost as a collaborative activity with LPPE. Village residents involved in CBT participated in a seminar in Vientiane and received visits of a worm-compost expert to their village. Many seminar participants are actively carrying out the practice. This activity helped to raise village residents' environmental consciousness conscious and facilitated sustainable use of tourism resources.

(6) Impact of LPP components to ASEAN

Throughout LPP implementation, tangible results and outcomes have been reported and presented to ASEAN sectoral bodies. Additionally, several seminars and workshops on each component were conducted in Lao PDR and in ASEAN Member States.

Based on such these activities, accumulative information, knowledge, views and experiences have been shared among the participants from ASEAN Member States.

4.5 Sustainability

Although it is premature to assess “sustainability” of the LPP Program as a whole, the prospective sustainability would be regarded to be medium because of the following results on questionnaires, interview and discussion during the Terminal Evaluation.

The results on evaluation are as follows 1) policy/institutional and technical & human resource sustainability would be relatively high, but 2) financial /physical sustainability would be not high due to national budget constraints.

The extent of the sustainability of the Program is not likely to be secured unless the following “Challenges & Threats” can be overcome through making use of “Opportunity & Expectations” in the following table described in three aspects.

Aspects	Issues	
	Opportunity & Expectations	Challenge & Threats
Policy/Institutional Sustainability	- National/regional policy & plan to promote and accelerate ASEAN integration still strong. - Create awareness toward ASEAN integration not only for official but also for public - Lao official commitment of concerned ministries toward continuous program activities in each component (Tourism promotion, Safety of Agricultural Products and ESC) - ESC guidelines, GAP roadmap, CBT handbook and CBT development directions will be disseminated and/or shared not only by the Lao authorities, but also among ASEAN Member States. - High official commitment of the concerned ministries for efficient and effective coordination of implementation of ASEAN regional agenda in Lao PDR.	Enhancing domestic coordination mechanism in Lao PDR for addressing future ASEAN development agenda.
Technical & Human Resource Sustainability	- Close linkage with ASEAN community roadmaps with each component, - Upgrading technical, managerial and communication capacity of Lao officials and participated stakeholders (not only government officials, but also including private sector, local residents and CBT villagers), - Utilization of LPP documents (such as a set of guidelines, a strategy plan, training materials, brochures, etc.)	Accumulating and utilizing lessons and experiences in spite of staff turn-over and number of government staff
Financial /Physical Sustainability	Allocation of budget is committed by GOL to operate and maintain provided	Financial environment for capacity building and human resource

	facilities and equipment continuously.	mobilization (stakeholder training and mobilization of ASEAN experts) limited.
--	--	--

5. Conclusion, Recommendations and Lessons Learnt

(1) Conclusion

As the result of series of meetings, interviews and field surveys involving current beneficiaries, stakeholders, experts and other personnel related to LPP, it was found that results and impacts produced by the Program have been outstandingly valuable in the light of development of Lao PDR and also rectifying the development gaps between ASEAN Member States. The Program consisted of three sectoral components respectively focusing on agriculture, environment and tourism which are coordinated by LPPO.

It should be noted that there are three major achievements made by the Program as follows.

Firstly, coordination mechanisms among relevant stakeholders have been established at three different levels: 1) A tripartite mechanism among GOL, ASEC and JICA was initially designed. Co-managers from MPI, ASEC and JICA were expected to be assigned to LPPO for daily operations. Although co-managers from ASEC and MPI were not able to be present at LPPO as often as initially expected, the three co-managers could communicate well enough to enhance the tripartite cooperation (Figure 3-1); 2) On the domestic front, a coordination mechanism among MPI, MOFA, and the relevant line ministries including MAF, MONRE, and MICT has been strengthened in view of the implementation of activities towards the IAI. While MOFA was in charge of policy matters of ASEAN, MPI played a role in coordinating the implementation of ASEAN development agenda in collaboration with the line ministries. It should also be highlighted that the effective domestic coordination enabled the Program to be included in the 7th NSEDP 2011-2015. This is the empirical evidence that the ASEAN regional agenda was integrated into the development plan of Lao PDR, as an ASEAN Member State (Figure 3-3); and 3) In the level of ASEAN, all the components of the Program have respectively established good working relations with the relevant ASEAN sectoral bodies in order to synchronize the activities of the components with ASEAN development agenda (Figure 3-4).

Secondly, the Program has made significant contributions to the development of Lao PDR in the field of agriculture, environment and tourism although some challenges remain for further actions. The evaluation summaries of the respective components are as follows.

LPPT	All the scheduled activities have been carried out with appropriate input of resources from both of Lao PDR and JICA sides. A tourism promotion mechanism expected as the project purpose has been established as a model in MICT and targeted three provinces. However, in order to maintain the achieved situation and to disseminate this model mechanism to the other provinces, MICT should overcome some issues.
LPPA	It is found that the LPPA activities have produced fairly good results, and it is thus considered that the project purpose is expected to be achieved by the end of the program.. The LPPA component has high relevance, and medium level of effectiveness and efficiency. The extent of impact is also medium because GAP is still at the introductory phase in Lao PDR.
LPPE	LPPE component has high relevance. Effectiveness is thought to be high. Efficiency is also high. Impacts of LPPE component thought to be high. On the other hand, the prospective sustainability

	would be medium based on the results on discussion during the Joint Terminal Evaluation Study. It is observed that the LPPE activities bring good results and changes/ impacts, and it is considered that LPPE has achieved its purpose.
--	--

Thirdly, the Program has demonstrated remarkable outcomes for narrowing the development gaps between Lao PDR and other ASEAN Member States particularly in the three sectors. LPPT has developed the model villages of CBT in line with the ASEAN CBT guidelines. A desk officer at ASEC who is in charge of tourism promotion has attended semi-annual coordination meetings of LPPT and also facilitated the presentation of LPPT at the relevant ASEAN sectoral meetings. LPPT eventually organized a CBT workshop in Cambodia and made a contribution to disseminate the concept of CBT promotion to the neighboring country as well. LPPA has contributed to the introduction of Lao GAP in line with the agenda of ASEAN GAP Working Group. LPPA has taken an initiative to synchronize Lao GAP with the ASEAN GAP standard by participating discussions at the ASEAN GAP Working Group meetings and also by organizing a workshop in Lao PDR with the participation from Cambodia and Vietnam. LPPE has demonstrated the induction of ASEAN ESC guidelines to Lao PDR and disseminated the idea of the guidelines to other ASEAN Member States. In this light LPPE has played a leading role to promote the concept of the ASEAN ESC and is thus highly regarded by the ASEAN ESC Working Group.

Aside from the aforementioned achievements, it should be noted that the Program has been assigned a special task to acquire the status of an IAI project for the sake of introducing a new implementation model for IAI. It is found that there are two different issues having been involved in this regard. Firstly, in the political dimension, the IAI status has not been granted to the Program at the time of this terminal evaluation although GOL has taken a strong initiative to advocate the Program to be accredited as an IAI project. Secondly and on the contrary, it is found that the cooperation mechanisms of the Program have gradually been recognized and appreciated by Member States for their efficient and effective implementation arrangements. *Mid-term Review of the Implementation of the IAI Work Plan II* conducted by Mekong Institute has also proved the positive impact of the Program in the practical dimension. ASEC as a co-manager has suggested the concept and achievements of LPP be disseminated to other Member States prior to the completion of the Program.

(2) Recommendations

Based on the aforementioned conclusion, the following recommendations should be taken into consideration both during the remaining period of the Program and whenever GOL takes the next step to implement projects under ASEAN regional agenda after the completion of the Program.

1) Enhancement of the domestic coordination

The Program has proved that the high official commitments of the concerned ministries are indispensable for efficient and effective implementation of ASEAN regional agenda in each Member State. GOL is the first country of the ASEAN Member States to establish a feasible domestic coordination mechanism and worked it out throughout the period of the Program. In order to strengthen the existing coordination mechanism, it is recommended MOFA and MPI discuss measures to improve and consolidate the coordination mechanism for

implementing ASEAN development agenda in the country. In this way it can help not only other ASEAN Member States but also dialogue partners and external parties of ASEAN to produce feasible results when it comes to the implementation of ASEAN development agenda in Member States.

2) Dissemination of lessons learnt to other ASEAN Member States

As the conclusion mentions the Program has gained certain recognition from other Member States as well as ASEC in terms of efficient and effective implementation of ASEAN development agenda on the ground. Nonetheless to say, not only positive facets but also lessons learnt of the Program should be extracted and shared among ASEAN Member States for the sake of future operation of the IAI. In this conjuncture, it is recommended GOL present the achievements and lessons learnt from the Program at relevant occasions of ASEAN. At the time of this terminal evaluation, ASEC showed interest in including the presentation on achievements of LPP at the regional forum on post-2015 IAI Work Plan scheduled in the 3rd quarter of 2015 in Lao PDR..

3) Sustainability and enhancement of the activities of each component

Sustainability and enhancement of the activities of each component both during the remaining period of the Program and also after the completion of the Program are other outstanding issues to be mentioned. Lao PDR aims to graduate from the LDC status by 2020 by achieving the required levels of certain indicators such as GNI, HAI and EVI. Under this national goal, GOL is currently in a process of consolidating the 8th NSEDP 2016-2020. In this Plan, tourism, agriculture and environment are important sectors, which LPPT, LPPA, and LPPE have dealt with. Agriculture will continuously be a core income generating source for people in Lao PDR and thus a special attention will be paid to GAP in order to promote export of agricultural products to neighboring countries in the near future. In terms of tourism sector, GOL intends to replace revenue from mining industry by tourism revenue in the long run. Environment issues have to be tackled to increase the levels of HAI and EVI. In this conjuncture, it is strongly recommended the Lao counterparts together with Japanese experts, LPPO and JICA Laos Office take appropriate measures to achieve the goal of each component during the remaining period of the Program and also discuss how to design the post-Program activities to sustain and enhance the result of the components including dissemination of the results to neighboring countries. It is also stressed that the equipment and other physical facilities which were supplied by JICA for the respective components should be well maintained and certainly utilized by the offices of Lao C/Ps.

4) Recommendations for LPPO and the three components

The list of recommended actions for each component and LPPO are as follows. The details of the recommendations for each sector are described in the attached evaluation reports.

LPPO	Actions for the remaining period: - Assistance in consolidating the domestic coordination mechanism among the concerned ministries - Coordination with ASEC to disseminate lessons learnt to other ASEAN Member States - Assistance to LPPA C/Ps in carrying out the recommended activities for the remaining period
------	--

	due to the absence of a Japanese expert for the component - Assistance to LPPT C/Ps, when needed, in carrying out the recommended activities
LPPT	Actions after the completion of the Program: - Collaboration with commercial information web-site - Collaboration and demarcation with donors and private sector - Collaboration with tour operators - Honoring CBT best practices - Facilitation of CBT loan using Village Fund
LPPA	Action for the remaining period: - GAP quality improvement and capacity building for both farmer groups and farm advisors - Promotion of GAP awareness - GAP Roadmap formulation - GAP quality improvement for CADC Actions after the completion of the component: - Utilization of CADC farm as a GAP demonstration farm as well as a model for good farm management - GAP Roadmap Finalization - Promotion of GAP awareness for concerned government officials, farmers and consumers toward safety and environmental-friendly agricultural product in Lao PDR
LPPE	Actions for the remaining period: - Steady activity implementation as LPPE has conducted - Technical and knowledge transfer to C/Ps - Promotion of the ESC Guidelines via policy statement - Sharing good practice and lessons learned among stakeholders in order to sustain the outcomes of LPPE - Promotion of CSR Actions after the completion of the Program: - Necessary budget allocation - Formulating ESC vision by using the ESC guidelines and disseminating it to remaining cities - Sharing good practices obtained in the course of the LPPE to ASEAN countries and cities. - Promotion of 3R - Improvement of solid waste collection system - Improvement of final disposal sites - Improvement of healthcare waste management - Application of current agreements and rules on SWM operation

(3) Lessons Learnt

Since LPP is an innovative and ambitious program to address the IAI and the first tripartite cooperation of its kind, there are some important lessons learnt for future cooperation for ASEAN development agenda. The evaluation team has found the following three points as lessons learnt.

1) **Measures for Narrowing Development Gaps**

LPP is unique and pragmatic in the light of measures taken for narrowing development gaps among ASEAN Member States. While most of the IAI projects are stand-alone training courses, which do not have any follow-up activities to consolidate the knowledge gained from training, LPP has offered human resource development with tangible sectoral activities on the ground. LPPA intends to empower farmers groups with GAP training and certification. LPPE has reached out communities with solid waste management aside from formulating ESC Guidelines at the policy level. LPPT has involved villagers for CBT and empowered them with training and minimal material support. The activities of the three components have made slow but steady progress in accordance with the absorbing capacity of local communities. The level of livelihood of local

communities has certainly picked up in this way. Some lessons can be extracted from the experiences of LPP. Although it takes time and energy to connect a top-down approach from the government level and a bottom-up approach with the empowerment of local communities, this must be the best way to rectify development disparities both domestically and internationally.

2) Unexpected changes to external environment

LPP was designed with regard to the high aspirations of the newly-assigned ASEAN Secretary General in 2008. Since then there were major developments in ASEAN, including the adoption of IAI Guidelines in June 2013 for projects undertaken by dialogue partners and external parties. The Guidelines have been applied to LPP retroactively and made it difficult for the Program to be recognized as an IAI project. At the time of this terminal evaluation, the Program has been submitted to the IAI Task Force and pending accreditation. A lesson to be extracted from this experience is that uncontrollable external environment could remain as an uncertain element when JICA deals with development agenda of ASEAN.

3) A design of the program

Although it was not initially planned, the three components managed to create some collaborative activities under the Program concept of “clean, green and beautiful Laos.” It was, however, difficult to do so without a common project site for the three components. Therefore, the implementation of collaborative activities was minimal. A lesson from this experience is that the design of a program should be well planned in advance to be more effective if some components are expected to work collaboratively.

(END)

LIST OF ANNEX

- ANNEX 1: Schedule of the Terminal Evaluation
- ANNEX 2: Evaluation Grid for the Terminal Evaluation (LPPO)
- ANNEX 3: Evaluation Grid for the Terminal Evaluation (LPPT)
- ANNEX 4: Evaluation Grid for the Terminal Evaluation (LPPA)
- ANNEX 5: Evaluation Grid for the Terminal Evaluation (LPPE)
- ANNEX 6: Project Design Matrix (PDM) used for the Terminal Evaluation (LPPO)
- ANNEX 7: Project Design Matrix (PDM) used for the Terminal Evaluation (LPPT)
- ANNEX 8: Project Design Matrix (PDM) used for the Terminal Evaluation (LPPA)
- ANNEX 9: Project Design Matrix (PDM) used for the Terminal Evaluation (LPPE)
- ANNEX 10: Summary of Inputs for LPPO
- ANNEX 11: Summary of Inputs for LPPT
- ANNEX 12: Summary of Activities for LPPT
- ANNEX 13: Summary of Inputs for LPPA
- ANNEX 14: Summary of Activities for LPPA
- ANNEX 15: Summary of Inputs for LPPE
- ANNEX 16: Summary of Activities for LPPE
- ANNEX 17: PDM Achievement (LPPO)
- ANNEX 18: PDM Achievement (LPPT)
- ANNEX 19: PDM Achievement (LPPA)
- ANNEX 20: PDM Achievement (LPPE)
- ANNEX 21: Evaluation Results and Recommendation of LPPT
- ANNEX 22: Evaluation Results and Recommendation of LPPA
- ANNEX 23: Evaluation Results and Recommendation of LPPE

Terminal Evaluation for LPP

Terminal Evaluation for LPP			Activities					
	Date	Evaluation and Analysis (LPPO/A) Mr. Akira Matsunaga	Evaluation and Analysis (LPPE) Mr. Hiroyuki Doi	Evaluation and Analysis (LPPT) Mr. Hideo Sakamoto	Mission Leader Ms. Sachiko Ishikawa	Lao Joint Members		
Jakarta, Indonesia	1	Apr 7 Tue	Haneda→Jakarta(15:55 Arrival NH0855)					
	2	Apr 8 Wed	8:30- JICA Indonesia Office 10:00- Meeting with PM/Lao 11:30- Meeting with JAIN/DG, ASEC 14:00- Meeting with Env/Div, ASEC 15:00- Phone Interview to PM/Singapore 16:00- Meeting with CPR/Malaysia					
	3	Apr 9 Thu	10:00- Meeting with PM/Cambodia 11:30- JICA Indonesia Office					
	4	Apr 10 Fri	Jakarta(6:15 Dep NH0836)→Narita					
Laos	1	May 3 Sat		Kansai→BKK→VTE (TG574 21:00 pick up by JICA office car)				
	2	May 4 Mon		8:20 Pick up Best Western to JICA Office 8:30 Internal Evaluation meeting at JICA office 10:00 Meeting with Experts at LPPO				
				13:30 Meeting with LPPE C/P and Experts at MONRE	13:30 Meeting with LPPT C/P and Expert at MICT			
	3	May 5 Tue	Narita/Haneda→BKK→VTE (TG574 21:00 pick up by JICA office car)	8:10 Pick up at Best Western to MONRE 13:00-16:00 Site visit to Sayasith District 17:00 Leave VTE by QV103	10:20 Move to Paksay by QV305 13:00 Meeting with Champasak PICTD and C/P interview 14:00 Interview to Don Kio villagers Move to Savannakhet by Car			
	4	May 6 Wed	8:20 Pick up Best Western to JICA Office 8:30 Internal Evaluation meeting at JICA office 10:00 Meeting with Experts at LPPO 13:30 Meeting with Mnu Phouevanh, DOP, MPI 15:00 Meeting with Mr. Ekksiparab, ASEAN Dept, MOFA	(LPB) 8:00-10:30 Site visit to KM8 11:00-12:00 Site visit to Provincial Hospital 13:30-15:30 Site visit to That Bo Sod Village 16:00-17:00 Meeting with DONRE and UDDA	8:30 Meeting with Savannakhet PICTD and C/P interview PM-visit LPPT project site (Don Muan) in Savannakhet Move to Kammooune by car			
	5	May 7 Thu	Pick up at Hotel 8:10 8:30 Meeting with LPPA C/P at DOA, MAF (Mr. Khum, DDG, DOA & Mr. Thavithat at Standard division, Mr. Saenvang, Deputy Director of Planning Division) 10:30 GIZ/TICA project office @DOA 14:00 Meeting with Mr. Soukhasong, Mr. Chammanone, Mr. Sakun @CADC 15:30 Meeting with Mr. Ozawa, JOCV @CADC	8:30-9:00 Site visit to Thu Heng Me Market 9:00-10:00 Site visit to Wat That Village 10:00-11:00 Site visit to Eco-stay 12:30- Move to XYB 15:00-16:00 Meeting with DONRE and UDDA	8:30 Meeting with Kammooune PICTD and C/P interview PM Visit LPPT pilot sites in Kammooune (Tham, Phetern)			
	6	May 8 Fri	8:40 Pick up at Hotel 9:00 Meeting with Mr. Nagasaka, Chief Advisor, Organic Agriculture Project 10:45 Interview with trainees of farm adviser training @CADC PM Field Visit (GAP certified farmers groups in VTE capital/ Non GAP farmers groups near by) + GAP Market	8:30-10:30 Site visit to KM9 and UDDA workshop 10:30-15:30 Site visit Village&School 15:30-18:00 Move to LPB	7:00 Move to VTE by car (Stop by Nakai)			
	7	May 9 Sat	Prepare field report	13:05 Leave LPB by QV102 13:10 Pick up at Domestic Airport to Best Western Hotel	Prepare field report	Narita/Haneda→BKK→VTE (TG574 21:00 pick up by JICA office car)		
	8	May 10 Sun		10:00 Internal Meeting of Japanese members at JICA Laos Office Prepare field report				
	9	May 11 Mon	9:00-11:00 1st Joint Eval Meeting (Explanation of evaluation methods, Scheduling, LPP Presentation, Report by Evaluation Analysis) at LPPO 13:30 Meeting with Mr. Ekksipap, DDG, ASEAN Department, MOFA 15:00 Meeting with Mnu Phouevanh, DDG, DOP, MPI (Comanager of LPP)					
	10	May 12 Tue	10:30 Meeting with LPPT C/Ps at Tourism Marketing Dept, MICT 13:30 Meeting with LPPA C/Ps at DOA, MAF					
	11	May 13 Wed	8:30-10:00 Meeting with LPPE C/Ps at MONRE 11:00-12:00 Visit to LPPE pilot site (KM32 landfill site) 14:00 Visit to CADC and interview to LPPA C/Ps					
	12	May 14 Thu	7:00 Move to Kammooune 13:00 Meeting with Kammooune PICTD and C/P interview 15:00 Visit LPPT pilot site in Kammooune (Ban Thum)					
	13	May 15 Fri	8:00 Move to VTE by car 15:00 Meeting with H.E.Dr.Bourthavy					
	14	May 16 Sat	Drafting Evaluation report					
	15	May 17 Sun	Drafting Evaluation report					
	16	May 18 Mon	9:00 2nd Joint Evaluation Meeting and discussion on the evaluation report at LPPO 15:00 Meeting with Mr. Phongsavanh, DG, ASEAN Department, MOFA (ANEC & MRNokagawa(Principal Representative for ASEAN Coordination JICA Indonesia) arrives at VTE/TG574 20:45)					
	17	May 19 Tue	AM Finalization of MM&E Evaluation Report 15:00 Final Confirmation with ASEC at LPPO					
	18	May 20 Wed	9:00-12:00 JCC (Signing the MM/Evaluation Report) at Saha Palace Hotel 15:00 Report to JICA Office					
		Evening VTE→BKK→	Evening VTE→Hanoi→	Evening VTE→Hanoi→	Evening VTE→BKK→			
19	May 21 Thu	ANEC & MRNokagawa(Principal Representative for ASEAN Coordination JICA Indonesia) leaves from VTE/574 18:20 →Narita/Haneda, Kansai						




Evaluation Grid for the Terminal Evaluation (LPPO)

(1) Achievement Level

Items to Examine		Evaluation Questions	Necessary Data / Information	Information Sources / Data Collection Methods
Inputs	Inputs from JICA side	Have the Japanese Experts been dispatched appropriately to support the LPPO program?	Assignment record of Japanese Experts	Annual/ Progress reports, Completion reports on Expert activities
		Has the counterpart training been undertaken appropriately to support the LPPO program?	Record on trainings conducted	Annual/ Progress reports, Reports on trainings
		Have equipment been provided appropriately to support the LPPO program?	List and record of equipment provided	List of equipment provided, Annual/ Progress reports
		Has the financial assistance (local expense) been provided sufficiently to support the LPPO program?	Financial record on local expense	Financial reports, Annual/ Progress reports
	Inputs from Lao side	Have the Lao Counterpart (C/P) officers been assigned appropriately to support the LPPO program?	Assignment record of C/Ps	Annual/ Progress reports
		Has the Lao Government allocated budget sufficiently to support the LPPO program?	Financial records on budget and disbursement of Lao Government	Financial reports of Lao Government, Annual/ Progress reports
		Has the Lao Government provided land, office, other necessary equipment required by the LPPO program?	List of important equipment locally available	Reports from Lao Government, Annual/ Progress reports
	Inputs from ASEAN Secretariat (ASEC)	Have the ASEC C/P officers been assigned appropriately to support the LPPO program?	Assignment record of C/P of ASEC	Annual/ Progress reports
		Has the ASEC allocated budget (in-kinds) to support the LPPO program?	Financial records on budget and disbursement of ASEC	Financial reports of Lao Government, Annual/ Progress reports
Achievement of Outputs	Output 1: The extent to which 'An appropriate implementation structure to promote measures for NDG towards ASEAN integration is established and enhanced in the Lao P.D.R. and ASEAN.'	To what extent is OVI 1-1 "LPPO (3 co-managers) is set up no later than March 2011." had achieved?	LPP Implementation structure of the Lao P.D.R	M/M, Annual/ Progress reports of the program, JCC documents/minutes, Interviews and questionnaires to Experts and C/Ps engaged in the program, other relevant officers
		To what extent is OVI 1-2 "Practical annual plans are formulated in the first quarter of every year." has been achieved?	Formulated annual plans in JCC documents (2011- 2015)	
		To what extent is OVI 1-3 "Guidelines for IAI is formulated by ASEAN with flexibility on implementation modalities." has been achieved?	Guideline for IAI	Interviews and questionnaires to IAI task force members, Experts and C/Ps

Achievement of Outputs	Output 2: The extent to which 'ASEAN's initiative for NDG is progressed by strengthening the linkage between each component and relevant ASEAN sectoral body and by mobilizing resources from ASEAN Member States and Japan.'	To what extent is OVI 2-1 "ASEAN initiative for promoting safe and quality agricultural products, environmentally sustainable cities and tourism promotion is embedded into policy and/or official documents of the relevant Ministries." likely to be achieved?	Policy and/or official documents of the relevant Ministries, Progress of 3 component projects implemented under the program	Annual/ Progress reports of each component project, Interviews and questionnaires to Experts and C/Ps engaged in the component projects, other relevant officers, Inspection of pilot sites
		To what extent is OVI 2-2 "Activities of Narrowing the Development Gap towards ASEAN Integration implemented under the concerned ministries and agencies of the Government of Lao PDR are mentioned in ASEAN documents and/or reports." likely to be achieved?	IAI Mid-Term Review Report, ASEAN documents and/or reports	Interviews and questionnaires to IAI task force members, Experts and C/Ps
	Output 3: The extent to which 'Capacity of the Government of the Lao P.D.R. to deal effectively with issues for ASEAN integration is strengthened.'	To what extent is OVI 3-1 "Working framework between each component and relevant ASEAN sectoral body is established." likely to be achieved?	Working framework , Understanding level of officials on the purpose of ASEAN integration	Annual/ Progress reports, Interviews and questionnaires to relevant officers
		To what extent is OVI 3-2 "Working framework among MOFA, MPI and 3 components is established." likely to be achieved?	Working framework , Record of presentations on LPP made at ASEAN arenas, LPP Brochure	Annual/ Progress reports, Record of presentations
		To what extent is OVI 3-3 "Concerned ministries and agencies understand purpose of ASEAN Integration." likely to be achieved?	ASEAN Awareness Seminar Minutes	Annual/ Progress reports, Record of activities by the concerned ministries and agencies, Interviews and questionnaires to Experts and C/Ps
		To what extent is OVI 3-4 "Number of presentations on LPP as a new modality of ASEAN Integration made at ASEAN forums by the GOL." likely to be achieved?	Record of presentations on LPP made at ASEAN arenas, LPP Brochure	Annual/ Progress reports, Record of presentations
Achievement of Program Purpose (PP)	The extent to which "Tripartite cooperation mechanism among Lao P.D.R, the ASEAN and JICA is established and functions for Narrowing the Development Gap (NDG) towards ASEAN integration."	To what extent is OVI 1 "Working framework on tripartite cooperation mechanisms is elaborated." likely to be achieved by the end of cooperation term?	Working framework , Record of presentations on LPP made at ASEAN arenas, LPP Brochure	Annual/ Progress reports, Roadmap, Interviews and questionnaires to relevant officers
		To what extent is OVI 2 "Actions for target sectors described in Roadmap for an ASEAN Community 2009-2015 (tourism, agriculture and environment) are implemented in Lao P.D.R." likely to be achieved?	Actions undertaken in accordance with Roadmap for an ASEAN Community 2009-2015, Outcomes of 3 component projects implemented under the program	Annual/ Progress reports, Interviews and questionnaires to Experts and C/Ps
Achievement of Overall Goal	The extent to which "The Development Gap towards ASEAN Integration is narrowed and regional integration is promoted."	To what extent is OVI "The gap in Human Development Index between Lao P.D.R and ASEAN-6 average is reduced." likely to be achieved?	UNDP Human Development Report (2010-2015)	Related National statistics data of Lao P.D.R. and ASEAN Member States

2

(2) Implementation Process

Items to Examine		Evaluation Questions	Necessary Data / Information	Information Sources / Data Collection Methods
Program Implementation Process	Program Management System	Have the Program activities been monitored appropriately by Lao Government, ASEC and JICA?	Record on activities, Opinion of Japanese Experts, C/Ps of Laos and ASEC	Meeting minutes (M/M, JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts and C/Ps, JICA staff
		Have the Project Design Matrix (PDM) and Plan of Operation (PO) appropriately been reviewed?		
		Have Japanese Experts and C/Ps of Laos and ASEC adequately communicated with each other to share information regarding the program management and activities?		
		Have regular meetings between Japanese Experts and C/Ps of Laos and ASEC sufficiently contributed to solving problems that occurred in the implementation process?		
		Have the project team and JICA local office / JICA HQ sufficiently communicated with each other to share information regarding program management and activities?		
	Ownership of the Program	Have the C/Ps of Laos and ASEC adequately participated in management and activities of the program?	Financial report on budget and disbursement of Lao Government and ASEC, Opinion of Japanese Experts and Lao C/Ps	Financial documents of ASEC, Interviews and questionnaires to Experts and C/Ps
		Has the Lao Government and ASEC allocated sufficient budget for of the program?		
	Collaboration with Other Projects	Has the program adequately collaborated with other projects implemented either by JICA or other donors in/out of Laos?	Record on activities, Opinion of Japanese Experts, C/Ps of Laos and ASEC	Meeting minutes (M/M, JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts and C/Ps
	Factors Affecting the Implementation Process	Have restructuring of implementing organizations or reshuffling of the supervisors and C/Ps affected the implementation of the program?		
		Are there unpredictable factors which have adversely affected the implementation process?		

(3) Evaluation based on Five Evaluation Criteria

Items to Examine		Evaluation Questions	Necessary Data / Information	Information Sources / Data Collection Methods
Relevance	Relevance to Local Needs, Policies, Priority	Has the technical cooperation/advice provided under the LPPO program been relevant to the needs of Lao Government and ASEAN member countries?	Development policies of Laos and ASEAN members, Opinion of officers in charge of national development, Japanese Experts, C/Ps engaged in the program	Review of policy documents, IAI documents, Interviews and questionnaires to relevant officers
		Has the purpose of the program been in line with and had higher priority in the national development plan of the Lao Government and also ASEAN Integration (IAI) work plan?	Development policies of Laos, IAI work plan 2 & Roadmap for an ASEAN Community 2009-2015, Opinion of officers in charge of national development, Japanese Experts, C/Ps engaged in the program	Review of policy documents, IAI documents, Interviews and questionnaires to relevant officers (ASEAN Secretariat, ASEC members, etc.), Japanese Experts, C/Ps
		Has the program been in accordance with the country assistant policy of Japanese Government and JICA for Laos and ASEAN countries?	Country assistant strategy and policy of Japanese Government and JICA to Laos and ASEAN	
	Appropriateness of Program Approach	Has the Program approach ("to establish tripartite cooperation mechanism for narrowing the development gap towards ASEAN integration") been appropriate in terms of the development strategy of Lao Government?	Development policies of Laos, IAI work plan, Opinion of officers in charge of national development, Japanese Experts, C/Ps engaged in the program	Review of policy documents, IAI documents, Interviews and questionnaires to relevant officers, Japanese Experts, C/Ps
		Has the level of participation of relevant government ministries concerned in Laos related agencies (MPI, MOFA, MAF, MPWT, MONRE, MICT) been satisfied?		
		Did Japan have comparative advantage in technology (know-how) and experience for supporting the program?	Opinion of Japanese Experts, C/Ps and JICA staff in charge	Interviews and questionnaires to relevant officers, JICA staff
Effectiveness	Achievement level of Project Purpose	Is the purpose of the program likely to be achieved by the end of the program?	Record on activities, Opinion of Japanese Experts, C/Ps of Laos and ASEC	Meeting minutes (JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts and C/Ps
		Can it be a good implementation model in the relevant sector development in ASEAN?		
		Have the Outputs effectively been contributing to the achievement of the purpose of the program ?		
	Effects of External Factors (Important Assumption)	Have any other factors apart from the program contributed to the achievement of the Project Purpose?		
		Has the assumptions affected the realization of the purpose of the program?		
		Have any other external factors negatively affected the realization of the purpose of the program?		

Efficiency	Contribution of Activities	Have adequate activities been carried out on time to realize the Outputs according to the original plan?	Record on activities, Opinion of Japanese Experts, C/Ps of Laos and ASEC	Meeting minutes (JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts and C/Ps
	Appropriateness of Inputs by JICA Side	Was the dispatch of Japanese experts appropriate in terms of number, expertise, length and timing of their assignment?		
		Was the provision of equipment by the Japanese side appropriate in terms of types, quantity and timing of procurement?		
		Has the training of C/Ps in Japan or ASEAN countries appropriately undertaken in terms of number of trainees, contents (relevancy to the program activities), length and timing?		
		Has the local cost support by the Japanese side been appropriate in terms of amount, use, and timing of disbursement?		
	Appropriateness of Inputs by Lao and ASEAN Side	Has the assignment of C/P staff been appropriate in terms of number, position and competency?		
		Have the facilities and equipment provided by the Lao Government been appropriate in terms of size, quality and convenience for use?		
		Has the amount of budget for the program disbursed by the Lao Government and ASEC been appropriate for undertaking the program activities?		
		Has the level of collaboration of the Government of Lao P.D.R. with relevant ASEAN Member States?		
	Effects of External Factors	Are there any external factors that have positively affected the efficiency of the program?		
		Are there any external factors that have negatively affected the efficiency of the program?		
Impact (prospect)	Probability of Overall Goal to Be Achieved	Is the Overall Goal likely to be realized as a result of the program?	Record on activities, Opinion of Japanese Experts, C/Ps of Laos and ASEC	Meeting minutes (JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts and C/Ps
		How about the synergy effects on the mutual collaboration and joint activities among 3 components?		
	Effects of External Factors	Were the Overall Goal and the Project Purpose compatible and set at appropriate levels? (Was there big gap between two levels?)		
		Are the assumptions from the Project Purpose level to the Overall Goal level likely to be satisfied?		
		Are there any unanticipated factors that may affect the realization of the Overall Goal?		
	Unexpected impact (Ripple effects)	Were there any unexpected positive or negative impacts that the program caused on the relevant Government policy, system, socio-economic conditions and technological development?		

17.04

Sustainability (prospect)	Institutional Aspect	Is Lao Government (and ASEC) likely to have adequate institutional arrangement (policy and system) by which the Outputs achieved through the program can be sustained after the technical cooperation ends in 2015?	Record on activities, Opinion of Japanese Experts, C/Ps of Laos and ASEC	Meeting minutes (JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts and C/Ps
	Financial Aspect	Is Lao Government (and ASEC) likely to secure an adequate budget with which the Outputs achieved through the program can be sustained after the technical cooperation terminates?		
	Organizational Aspect	Is Lao Government (and ASEC) likely to maintain and develop the organizational structure including appropriate staff assignment with which the Outputs achieved through the program can be sustained after the technical cooperation terminates?		
	Technical / Knowhow Aspect	Are relevant organizations likely to maintain and further develop the implementation capacity after the Project terminates in 2015?		
		Is the practice and approaches likely to be disseminated to other areas after the LPP project terminates? (Is it feasible for CMV in the future to adopt and implement the tripartite cooperation mechanism, which LPP introduced?)		
	Overall Sustainability	Is the Program achievements likely to have a high level of overall sustainability?		
Identification of the Necessary measures to be taken	What are the possible measures to further facilitate the program implementation?	Is there any necessary change in terms of activities and inputs of the Program for the remaining Project period?	Record on activities, Opinion of Japanese Experts, C/Ps of Laos and ASEC	Meeting minutes (JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts and C/Ps
		What are the other possible measures to further facilitate the Program implementation?		

Evaluation Grid for the Terminal Evaluation (LPPT)

(1) Achievement Level

Items to Examine		Evaluation Questions	Necessary Data / Information	Information Sources / Data Collection Methods
Inputs	Inputs from JICA side	Have the Japanese Experts been dispatched appropriately to support the LPPT activities?	Assignment record of Japanese Experts	Annual/ Progress reports, Completion reports on Expert activities
		Has the counterpart training been undertaken appropriately to support the LPPT activities?	Record on trainings conducted	Annual/ Progress reports, Reports on trainings
		Have equipment been provided appropriately to support the LPPT activities?	List and record of equipment provided	List of equipment provided, Annual/ Progress reports
		Has the financial assistance (local expense) been provided sufficiently to support the LPPT activities?	Financial record on local expense	Financial reports, Annual/ Progress reports
	Inputs from Lao side	Have the Lao Counterpart (C/P) officers been assigned appropriately to support the LPPT activities?	Assignment record of C/Ps	Annual/ Progress reports
		Has the Lao Government allocated budget sufficiently to support the LPPT activities?	Financial records on budget and disbursement of Lao Government	Financial reports of Lao Government, Annual/ Progress reports
		Has the Lao Government provided land, office, other necessary equipment required by the LPPT activities?	List of important equipment locally available	Reports from Lao Government, Annual/ Progress reports
Achievement of Outputs	Output 1: Through collaboration between the public and private sectors, tourism marketing and promotion activities for tourism products derived from appropriate and sustainable use of tourism resources of Laos are conducted effectively, including organization of Visit Laos Year 2012.	To what extent Indicators have been achieved? 1) Tourism Marketing and Promotion Sub-Committee for Visit Laos Year 2012 is established by the end of March 2011. 2) Database of tourism products is established by the middle of 2011. 3) The number of promotion activities conducted by the end of 2012 is more than 20, and since then, they are updated and disseminated by MICT/PICTD.	1) Reports and other evidence of the establishment of the sub-committee with its date 2) Reports and other evidences of data base establishment with its contents and date 3) Reports and evidences of promotion activities	1) Minister's Decree 0446 of LNTA, project reports, record of meetings 2) Data base itself, project records, hearing to the C/P 3) Project records, Hearing to C/P
	Output 2: In pilot provinces, through collaboration between MICT and PTDs, tourism development by making appropriate and sustainable use of tourism resources of Laos and contributing to local residents, is promoted	To what extent Indicators have been achieved? 1) The number of tourist information materials provided by the end of 2012 is more than 6 types. 2) The annual increasing rate of tourists to each pilot province from 2012 - 2014 is greater than 7% in pilot province. 3) The number of local residents who participated in CBT activities is increased in target villages	1) Tourist material itself and its issued date 2) Number of inbound tourists in 2012-2014 3) same as left item	1) Materials available at tourist information, Project report 2) Annual statistics of MICT/PICTD 3) Hearing to the CBT leaders

Outputs	Output 3: Tourism promotion activities through collaboration between MICT and PTDS by making appropriate and sustainable use of tourism resources are disseminated to other areas and provinces.	To what extent are the following indicators have been achieved? 1) The results and lessons learnt of the activities of Output 1 and Output 2 are summarized by MICT/PICTD. 2) The above summaries are shared with other areas and provinces, and they start CBT activities in action.	1) Summarized documents as evidence 2) Evidence of information sharing and activity of other provinces	2) CBT Handbook and CBT Development Directions 2) Project reports and Hearing to the MICT C/P
Achievement of Project Purpose	Through collaboration between the public and private sectors, and between MICT and PTDS, a tourism promotion mechanism by making an appropriate and sustainable	To what extent is Indicator - "The number of tourists to Laos is reached to 3.5 million on 2015." - "The number of private companies which participated in tourism marketing and promotion activities by the collaboration	Number of inbound tourists Number of private companies which participated	Statistics of MICT LPPT and MICT report

(2) Implementation Process

Items to Examine		Evaluation Questions	Necessary Data / Information	Information Sources / Data Collection Methods
Program Implementation Process	Project Management System	Have the Project activities been monitored appropriately by Lao Government and JICA?	Record on activities, Opinion of Japanese Experts, C/Ps	Meeting minutes (M/M, JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts and C/Ps, JICA officers
		Have the Project Design Matrix (PDM) and Plan of Operation (PO) appropriately been reviewed?		
		Have Japanese Experts and C/Ps of LPPT and adequately communicated with each other to share information regarding the project management and activities?		
		Have regular meetings between Japanese Experts and C/Ps of Laos sufficiently contributed to solving problems that occurred in the implementation process?		
		Have the project team and JICA local office/JICA Head Quarter sufficiently communicated with each other to share information regarding project management and activities?		
	Ownership of the Project	Have the C/Ps of Laos adequately participated in management and activities of the project?	Financial report on budget and disbursement of Lao Government and ASEAN Secretariat, Opinion of Japanese Experts and Lao C/Ps	Financial reports of Lao Government and ASEAN Secretariat, Interviews and questionnaires to Experts and C/Ps
		Has the Lao Government allocated sufficient budget for of the project?		
	Collaboration with Other Projects	How has the LPPT Project collaborated with LPPT Project? What kind of synergy effects has been produced?	Record on activities, Opinion of Japanese Experts, C/Ps of Laos and ASEAN Secretariat	Meeting minutes (M/M, JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts and C/Ps
		How have the C/Ps of LPPT collaborated with LPPO Project?		
		How has the LPPT Project collaborated with LPPA Project? What kind of synergy effects has been produced?		
		How have the C/Ps of LPPT collaborated with LPPE Project?		
	Factors Affecting the Implementation Process	Have restructuring of Ministry affected the implementation of the project?		
		Are there unpredictable factors which have adversely affected the implementation process?		

(3) Evaluation based on Five Evaluation Criteria

Items to Examine		Evaluation Questions	Necessary Data / Information	Information Sources / Data Collection Methods
Relevance	Relevance to Local Needs, Policies, Priority	Has the technical cooperation/advice provided under the LPPT component been relevant to the needs of Lao Government?	Development policies of Laos and ASEAN members, Opinion of officers in charge of national development, Japanese Experts, C/Ps engaged in the project	Review of policy documents, IAI documents, Interviews and questionnaires to relevant officers
		Has the technical cooperation/advice provided under the LPPT component been relevant to the needs of the target group?	Opinion of beneficiaries including residents in pilot areas	Interviews to relevant officers
		Has the purpose of the LPPT component been in line with and had higher priority in the national development plan of the Lao Government ?	Development policies of Laos, IAI work plan, Opinion of officers in charge of national development, Japanese Experts, C/Ps engaged in the project	Review of policy documents, IAI documents, Interviews and questionnaires to relevant officers, Japanese Experts, C/Ps
		Has the LPPT component been in accordance with the country assistant policy of Japanese Government and JICA for Laos and ASEAN countries?	Country assistant strategy and policy of Japanese Government and JICA to Laos and ASEAN	
	Appropriateness of Project Approach	How well and how practically has the LPPT component planned and implemented in collaboration with the ASEAN sectorial bodies in order to establish tripartite cooperation mechanism for narrowing the development gap towards ASEAN integration? How well has the implementation of the LPPT project contributed to the progress of Initiative of ASEAN Integration?	Relevant report description and comments of C/P hearing	Review of policy documents, IAI documents, Interviews and questionnaires to relevant officers, Japanese Experts, C/Ps
		What are the tangible contribution of LPPT implementation toward the direction of ASEAN policy and dialogues?		
		Were the pilot provinces and pilot sites of the LPPT component appropriately selected in accordance with the development strategy of Lao Government?		
		Were the target groups appropriately selected in accordance with the development strategy of Lao Government?		
		Did Japan have comparative advantage in technology (know-how) and experience for supporting the project?	Opinion of Japanese Experts, C/Ps and JICA staff in charge	Interviews and questionnaires to relevant officers
	Achievement level of Project Purpose	Is the purpose of the project " Through collaboration between the public and private sectors, and between MICT and PTDs, a tourism promotion mechanism by making an appropriate and sustainable use of tourism resources of Laos including nature, culture, history and folklore is established.." likely to be achieved by the end of the project?	Record on activities, Opinion of Japanese Experts, C/Ps of Laos	Meeting minutes (JCC, etc.), Annual Progress reports, Interviews and questionnaires to Experts and C/Ps
		Have the three Outputs effectively been contributing to the achievement of the purpose of the project ?		
Effectiveness				

4.4.4

Effectiveness	Effects of External Factors (Important Assumption)	Have any other factors apart from the project contributed to the achievement of the Project Purpose?		
		Has the assumptions affected the realization of the purpose of the project?		
		Have any other external factors negatively affected the realization of the purpose of the project?		

Efficiency	Contribution of Activities	Have adequate activities been carried out on time to realize the Outputs according to the original plan?	Record on activities, Opinion of Japanese Experts, C/Ps and CBT leaders of Laos	Meeting minutes (JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts, C/Ps and CBT leaders
	Appropriateness of Inputs by JICA Side	Was the dispatch of Japanese experts appropriate in terms of number, expertise, length and timing of their assignment? How about the additional assignment of the JICA long term expert?		
		Was the provision of equipment by the Japanese side appropriate in terms of types, quantity and timing of procurement?		
		Was the support to the CBT groups by JICA side carried out appropriately?		
		Has the training of C/Ps in Japan or ASEAN countries appropriately undertaken in terms of number of trainees, contents (relevancy to the project activities), length and timing?		
		Has the local cost support by the Japanese side been appropriate in terms of amount, use, and timing of disbursement?		
	Appropriateness of Inputs by Lao Side	Has the assignment of C/P staff been appropriate in terms of number, position and competency?		
		Have the facilities and equipment provided by the Lao Government been appropriate in terms of size, quality and convenience for use?		
		How was the inputs and collaboration of Lao C/P in terms of supporting CBT groups?		
		Has the amount of budget for the project disbursed by the Lao Government and ASEAN Secretariat been appropriate for undertaking the project activities?		
	Effects of External Factors	Are there any external factors that have positively affected the efficiency of the project?		
		Are there any external factors that have negatively affected the efficiency of the project?		
Impact (prospect)	Probability of Overall Goal to be Achieved	Is the Overall Goal of LPP program " The Development Gap towards ASEAN Integration is narrowed and regional integration is promoted."likely to be realized as a result of the LPPT project?	Record on activities, Opinion of Japanese Experts, C/Ps, CBT leaders of Laos	Meeting minutes (JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts C/Ps and CBT leaders
		How about the synergy effects on the mutual collaboration and joint activities among other 2 components (LPPA and/or LPPT)?		
	Effects of External Factors	Were the Overall Goal of LPP program and the Project Purpose of the LPPT project compatible and set at appropriate levels? (Was there big gap between two levels?)		
		Are the assumptions from the Project Purpose level of the LPPT project to the Overall Goal level of LPP program likely to be satisfied?		

B. P. 2		Are there any unanticipated factors that may affect the realization of the Overall Goal of LPP program?	
	Unexpected impact (Ripple effects)	Were there any unexpected positive or negative impacts that the project caused on the relevant Government policy, system, socio-economic conditions and technological development?	

4.4.4

Sustainability (prospect)	Institutional Aspect	Is Lao Government (MICT, PICTD) and other relevant organizations (including CBT and private sector) likely to have adequate institutional arrangement (policy and system) by which the Outputs achieved through the project can be sustained after the technical cooperation ends in 2015?	Record on activities, Opinion of Japanese Experts, C/Ps, and CBT leaders of Laos	Meeting minutes (JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts, C/Ps and CBT leaders
	Financial Aspect	Is Lao Government (MICT, PICTD) and other relevant organizations likely to secure an adequate budget and in-kind input with which the Outputs achieved through the project can be sustained after the technical cooperation terminates?		
	Organizational Aspect	Are Lao Government (MICT, PICTD) and pilot CBTs likely to maintain the activities carried out during LPPT? and develop the organizational structure including appropriate staff assignment with which the Outputs achieved through the project can be sustained after the technical cooperation terminates?		
	Technical Aspect	Have the Lao C/Ps and target groups as well as residents of pilot site accepted the knowledge and skills strengthen through the project and are they likely to continue to use it?		
		Are relevant organizations likely to maintain and further develop the implementation capacity after the Project terminates in 2015?		
		Is the practice in the pilot areas likely to be disseminated to other areas after the project terminates?		

(4) Progresses of the recommendations at the time on Mid-term Review

Items to Examine		Evaluation Questions	Necessary Data / Information	Information Sources / Data Collection Methods
Progresses of the recommendations	Possible Measurements and requirement for the Project completion	1) The LPPT component should be more conscious of the linkage with the Roadmap for an ASEAN Community (2009-2015) and its supporting sectorial work plans. The activities of each component should comply with ASEAN processes and requirements.	Record on activities, Opinion of Japanese Experts, C/Ps of Laos and ASEAN Secretariat	Meeting minutes (JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts and C/Ps
		2) The LPPT component should share its progress with the ASEAN sectorial bodies, and report it to LPPO.		
		3) The LPPT component should involve as much as possible the parties to LPP, the ASEAN-6, Dialogue Partners and External parties in the activities of LPP, to mobilize resources, to achieve the outputs of LPP and to support the Laos counterparts.		
		4) Where appropriate and practical, LPPO and Lao counterparts should consider conducting activities in a way to create synergy among the three components including LPPT, subject to the availability of resources.		

5

Evaluation Grid for the Terminal Evaluation (LPPA)

(1) Achievement Level

Items to Examine		Evaluation Questions	Necessary Data / Information	Information Sources / Data Collection Methods
Inputs	Inputs from JICA side	Have the Japanese Experts been dispatched appropriately to support the LPPA activities?	Assignment record of Japanese Experts	Annual/ Progress reports, Completion reports on Expert activities
		Has the Lao Counterpart (C/P) training been undertaken appropriately to support the LPPA activities?	Record on trainings conducted	Annual/ Progress reports, Reports on trainings
		Have equipment been provided appropriately to support the LPPA activities?	List and record of equipment provided	List of equipment provided, Annual/ Progress reports
		Has the financial assistance (local expense) been provided sufficiently to support the LPPA activities?	Financial record on local expense	Financial reports, Annual/ Progress reports
	Inputs from Lao side	Have the Lao C/Ps been assigned appropriately to support the LPPA activities?	Assignment record of C/Ps	Annual/ Progress reports
		Has the Lao Government allocated budget sufficiently to support the LPPA activities?	Financial records on budget and disbursement of Lao Government	Financial reports of Lao Government, Annual/ Progress reports
		Has the Lao Government provided land, office, other necessary equipment required by the LPPA activities?	List of important equipment locally available	Reports from Lao Government, Annual/ Progress reports
Achievement of Outputs	Output 1: The extent to which 'Roadmap for introduction of ASEAN GAP is developed.'	To what extent is OVI 1-1 "The roadmap to introduce and disseminate Lao-ASEAN GAP over the country is documented and approved by DOA. (The roadmap should be in accordance with the ASEAN GAP roadmap or Action Plans.)" has been achieved?	Formulated Lao roadmap which are officially approved by DOA, ASEAN GAP roadmap	Annual/ Progress reports, Record of presentations, Interviews and questionnaires to Experts, C/Ps and other relevant officers
		To what extent is OVI 1-2 "The roadmap is presented and shared at the annual meeting of the Experts Working Group on ASEAN GAP (EWG-ASEAN GAP)." has been achieved?	Presentations and proceedings of EWG-ASEAN GAP annual meeting	

Achievement of Outputs	Output 2: The extent to which 'GAP is introduced into the pilot sites.'	To what extent is OVI 2-1 "An GAP demonstration farm is established at CADC and utilized for training of relevant officers and target farmers." likely to be achieved?	Current status and utilization of CADC demonstration farm, GAP & ICS training	Annual/ Progress reports, Short-term Expert reports, Work records of CADC, Record of GAP & ICS(Internal Control System) training, Certification documents issued by DOA for the GAP farmers, Interviews and questionnaires to Experts, C/Ps and target GAP farmers, Inspection of pilot sites (CADC demonstration farm, GAP Market, GAP Farmland)
		To what extent is OVI 2-2 "At least 12 on-farm GAP demonstration plots have been established and well managed by the farmer groups trained by the project." likely to be achieved?	Numbers of GAP farmer groups, Training results and its application level on GAP & ICS	
		To what extent is OVI 2-3 "At least 12 farmer groups (or 300 farmers) of the pilot sites have adopted the GAP." likely to be achieved?	Current activities of GAP farmer groups, Production and sales management of GAP certification by GAP farmer groups	
		To what extent is OVI 2-4 "At least 6 farmer groups (or 50% of the trained farmers) of the pilot sites have been officially certified by DOA as successful GAP producers." likely to be achieved?		
	Output 3: The extent to which 'Capacities of relevant officials of MAF and other stakeholders are strengthened.'	To what extent is OVI 3-1 "MAF officers in charge of GAP can instruct and supervise farmers on the GAP operation." likely to be achieved?	GAP extension and instruction system in Laos (GAP Technical level of MAF officers & Farm Advisers), Performance of GAP farmers	Annual/ Progress reports, Short-term Expert reports, Reports on GAP training and supervising activities for farmers, Interviews and questionnaires to Experts, C/Ps and target GAP farmers
		To what extent is OVI 3-2 "Relevant MAF officers and Farm Advisers trained by the project can provide GAP training and supervise the trained farmers." likely to be achieved?		
		To what extent is OVI 3-3 "Provincial/district agricultural officers and other stakeholders in non-pilot areas (at least 3 provinces) have attended seminars or workshops on GAP." likely to be achieved?	Numbers and its results of attendance seminars / workshops on GAP	Annual/ Progress reports, Proceedings of seminars /workshops organized for provincial/district agricultural officers in non-pilot areas
Achievement of Project Purpose (PP)	The extent to which "Good Agricultural Practice (GAP) is introduced for safe and quality agricultural products promotion in Lao PDR."	To what extent is OVI 1 "By the end of the project, the certification system for GAP is operational to expand GAP to other areas." likely to be achieved by the end of cooperation term?	Current certification system for GAP in Laos	Annual/ Progress reports, Short-term Expert reports, CADC demonstration farm, Interviews and questionnaires to relevant officers, farmers who took GAP training
		To what extent is OVI 2 "Production and marketing of GAP certified products has initiated in the country." likely to be achieved?	Production and marketing of GAP certified products in Laos	Annual/ Progress reports, GAP Markets, Records on production and sale of GAP certified products, Interviews and questionnaires to Experts and C/Ps

47-10-15

(2) Implementation Process

Items to Examine		Evaluation Questions	Necessary Data / Information	Information Sources / Data Collection Methods
Project Implementation Process	Project Management System	Have the Project activities been monitored appropriately by Lao Government and JICA?	Record on activities, Opinion of Japanese Experts, C/Ps of Laos and ASEC	Meeting minutes (M/M. JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts and C/Ps, JICA staff
		Have the Project Design Matrix (PDM) and Plan of Operation (PO) appropriately been reviewed?		
		Have Japanese Experts and C/Ps of Laos and ASEC adequately communicated with each other to share information regarding the project management and activities?		
		Have regular meetings between Japanese Experts and C/Ps of Laos sufficiently contributed to solving problems that occurred in the implementation process?		
		Have the project team and JICA local office / JICA HQ sufficiently communicated with each other to share information regarding project management and activities?		
	Ownership of the Project	Have the C/Ps of Laos adequately participated in management and activities of the project?	Financial report on budget and disbursement of Lao Government, Opinion of Japanese Experts and Lao C/Ps	Financial reports of Lao Government, Interviews and questionnaires to Experts and C/Ps
		Has the Lao Government allocated sufficient budget for the project?		
	Collaboration with Other Projects	How about the LPPA project collaboration with LPPT project and what are the outcomes and synergy effects through the collaboration?	Record on activities, Opinion of Japanese Experts, C/Ps of Laos and ASEC	Meeting minutes (M/M, JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts and C/Ps
		To undertake the collaboration with LPPT project, what are the involvement of C/Ps of LPPA?		
		How about the LPPA project collaboration with LPPE project and what are the outcomes and synergy effects through the collaboration?		
		To undertake the collaboration with LPPE project, what are the involvement of C/Ps of LPPA?		
	Factors Affecting the Implementation Process	Have restructuring of implementing organizations or reshuffling of the supervisors and C/Ps affected the implementation of the project?		
		Are there unpredictable factors which have adversely affected the implementation process?		

27

(3) Evaluation based on Five Evaluation Criteria

Items to Examine		Evaluation Questions	Necessary Data / Information	Information Sources / Data Collection Methods
Relevance	Relevance to Local Needs, Policies, Priority	Has the technical cooperation/advice provided under the LPPA component been relevant to the needs of Lao Government?	Development policies of Laos, Opinion of officers in charge of national development, Japanese Experts and LPPA C/Ps	Review of policy documents, Interviews and questionnaires to relevant officers
		Has the technical cooperation/advice provided under the LPPA components been relevant to the needs of the target group?	Opinion of beneficiaries in pilot areas	Interviews and questionnaires to relevant officers
		Has the purpose of the LPPA project been in line with and had higher priority in the national development plan of the Lao Government?	Development policies of Laos, Opinion of officers in charge of national development, Japanese Experts and LPPA C/Ps	Review of policy documents, Interviews and questionnaires to relevant officers, Japanese Experts, C/Ps
		Has the LPPA project been in accordance with the country assistant policy of Japanese Government and JICA for Laos and ASEAN countries?	Country assistant strategy and policy of Japanese Government and JICA to Laos and ASEAN	
	Appropriateness of Project Approach	Under the mutual goal which aims to establish tripartite cooperation mechanism for narrowing the development gap towards ASEAN integration", were there effective and appropriate in terms of "program" in collaboration with ASEAN sectoral bodies?	ASEAN policy documents, IAI work plan, Development policies of Laos, Opinion of officers in charge of national development, Japanese Experts and LPPA C/Ps	Review of policy documents, IAI documents, Interviews and questionnaires to relevant officers, Japanese Experts and C/Ps
		What are the tangible contribution of LPPA implementation toward the direction of ASEAN policy and dialogues?		
		Were the pilot areas of LPPA component project appropriately selected in accordance with the development strategy of Lao Government?	Development policies of Laos, Opinion of officers in charge of national development, Japanese Experts and LPPA C/Ps	Review of policy documents, Interviews and questionnaires to relevant officers, Japanese Experts and C/Ps
		Was the target group appropriately selected in accordance with the development strategy of Lao Government?		
		Did Japan have comparative advantage in technology (know-how) and experience for supporting the project?	Opinion of Japanese Experts, C/Ps and JICA staff in charge	Interviews and questionnaires to relevant officers
Effectiveness	Achievement level of Project Purpose	Is the purpose of the LPPA component ("GAP is introduced for safe and quality agricultural products promotion in Lao PDR.") likely to be achieved by the end of the project?	Record on activities, Opinion of Japanese Experts and C/Ps	Meeting minutes (JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts and C/Ps
		Have the Outputs effectively been contributing to the achievement of the purpose of the project?		
	Effects of External Factors (Important Assumption)	Have any other factors apart from the project contributed to the achievement of the Project Purpose?		
		Has the assumptions affected the realization of the purpose of the project?		
		Have any other external factors negatively affected the realization of the purpose of the project?		

Efficiency	Contribution of Activities	Have adequate activities been carried out on time to realize the Outputs according to the original plan?	Record on activities, Opinion of Japanese Experts, C/Ps of Laos	Meeting minutes (JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts and C/Ps
	Appropriateness of Inputs by JICA Side	Was the dispatch of Japanese experts appropriate in terms of number, expertise, length and timing of their assignment?		
		Was the provision of equipment by the Japanese side appropriate in terms of types, quantity and timing of procurement?		
		Has the training of C/Ps in Japan or ASEAN countries appropriately undertaken in terms of number of trainees, contents (relevancy to the project activities), length and timing?		
		Has the local cost support by the Japanese side been appropriate in terms of amount, use, and timing of disbursement?		
	Appropriateness of Inputs by Lao Side	Has the assignment of C/P staff been appropriate in terms of number, position and competency?		
		Have the facilities and equipment provided by the Lao Government been appropriate in terms of size, quality and convenience for use?		
		Has the amount of budget for the project disbursed by the Lao Government been appropriate for undertaking the project activities?		
	Effects of External Factors	Are there any external factors that have positively affected the efficiency of the project?		
		Are there any external factors that have negatively affected the efficiency of the project?		
Impact (prospect)	Probability of Overall Goal to Be Achieved	Is the Overall Goal likely to be realized as a result of the LPPA project?	Record on activities, Opinion of Japanese Experts and C/Ps	Meeting minutes (JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts and C/Ps
		How about the synergy effects on the mutual collaboration and joint activities among other 2 components (LPPT and/or LPPE)?		
	Effects of External Factors	Were the Overall Goal and the Project Purpose compatible and set at appropriate levels? (Was there big gap between two levels?)		
		Are the assumptions from the Project Purpose level to the Overall Goal level of the LPP likely to be satisfied?		
		Are there any unanticipated factors that may affect the realization of the Overall Goal?		
	Unexpected impact (Ripple effects)	Were there any unexpected positive or negative impacts that the project caused on the relevant Government policy, system, socio-economic conditions and technological development?		

Sustainability (prospect)	Institutional Aspect	Is Lao Government likely to have adequate institutional arrangement (policy and system) by which the Outputs achieved through the project can be sustained after the technical cooperation ends in 2015?	Record on activities, Opinion of Japanese Experts and C/Ps	Meeting minutes (JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts and C/Ps
	Financial Aspect	Is Lao Government likely to secure an adequate budget with which the Outputs achieved through the project can be sustained after the Project terminates?		
	Organizational Aspect	Is Lao Government likely to maintain and develop the organizational structure including appropriate staff assignment with which the Outputs achieved through the project can be sustained after the technical cooperation terminates?		
	Technical Aspect	Have the Lao C/Ps and target groups accepted the knowledge and skills strengthen through the project and are they likely to continue to use it?		
		Are relevant organizations likely to maintain and further develop the implementation capacity after the Project terminates in 2015?		
		Is the practice in the pilot areas likely to be disseminated to other areas after the Project terminates?		
	Overall Sustainability	Is the Project achievements likely to have a high level of overall sustainability?		
Identification of the Necessary measures to be taken	What are the possible measures to further facilitate the project implementation?	Is there any necessary change in terms of activities and inputs of the Project for the remaining Project period?	Record on activities, Opinion of Japanese Experts and C/Ps	Meeting minutes (JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts and C/Ps
		What are the other possible measures to further facilitate the Project implementation?		

5

(4) Progresses of the recommendations at the time on Mid-term Review				
Items to Examine		Evaluation Questions	Necessary Data / Information	Information Sources / Data Collection Methods
		Specific recommendations at the time on Mid-term Review		
Progresses of the recommendations	Possible Measurements and requirement for the Project completion	1) The LPPA component should be more conscious of the linkage with the Roadmap for an ASEAN Community (2009-2015) and it's supporting sectoral work plans. The activities of each component should comply with ASEAN processes and requirements.	Record on activities, Opinion of Japanese Experts, C/Ps of Laos and ASEC	Meeting minutes (JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts and C/Ps
		2) The LPPA component should share its progress with the ASEAN sectoral bodies, and report it to LPPO.		
		3) The LPPA component should involve as much as possible the ASEAN-6, Dialogue Partners and external parties in the activities of LPP to achieve the outputs of LPP and to support the Laos counterparts.		
		4) Where appropriate and practical, LPPO and the Lao counterparts should consider conducting activities in a way to create synergy among the three components including LPPA, subject to the availability of resources.		
		5)-1 LPPA needs to seek closer collaboration with and involvement of the Standard Division, Department of Agriculture, the MAF in the development of the GAP certification system and its implementation plan.		
		5)-2 LPPA should endeavor to share information with GIZ, which currently supports GAP certification system, and consider any adjustment of the activities, if necessary, depending on the progress of the GIZ supported activities.		
		5)-3 The Roadmap for introduction of ASEAN GAP should include not only the work plan during the LPPA cooperation period, but a long term vision and action plans for implementation of GAP in the country.		

Evaluation Grid for the Terminal Evaluation (LPPE)

(1) Achievement Level

Items to Examine		Evaluation Questions	Necessary Data / Information	Information Sources / Data Collection Methods
Inputs	Inputs from JICA side	Have the Japanese Experts been dispatched appropriately to support the LPPE activities?	Assignment record of Japanese Experts	Annual/ Progress reports, Completion reports on Expert activities
		Has the counterpart training been undertaken appropriately to support the LPPE activities?	Record on trainings conducted	Annual/ Progress reports, Reports on trainings
		Have equipment been provided appropriately to support the LPPE activities?	List and record of equipment provided	List of equipment provided, Annual/ Progress reports
		Has the financial assistance (local expense) been provided sufficiently to support the LPPE activities?	Financial record on local expense	Financial reports, Annual/ Progress reports
	Inputs from Lao side	Have the Lao Counterpart (C/P) officers been assigned appropriately to support the LPPE activities?	Assignment record of C/Ps	Annual/ Progress reports
		Has the Lao Government allocated budget sufficiently to support the LPPE activities?	Financial records on budget and disbursement of Lao Government	Financial reports of Lao Government, Annual/ Progress reports
		Has the Lao Government provided land, office, other necessary equipment required by the LPPE activities?	List of important equipment locally available	Reports from Lao Government, Annual/ Progress reports
Achievement of Outputs	Output 1: The extent to which 'The Guidelines on ESC is formulated and disseminated based on the National Environmental Strategy 2020 and related strategies and action plans.'	To what extent is Indicator 1.1 "The ESC (Environmentally Sustainable Cities) Guidelines is formulated and disseminated." has been achieved?	ESC Guidelines, Probable finalization of the ESC Guidelines, Progress of the ESC Guidelines Manual, Information on seminars and workshops for disseminating ESC Guidelines (Laos and ASEAN Countries)	Annual/Progress reports, Reports on workshops disseminating ESC Guidelines, Interviews and questionnaires to Experts and C/Ps engaged in the project, other relevant officers, residents
	Output 2: The extent to which 'As part of urban environmental management (UEM), solid waste management (SWM) in the three pilot cities is improved based on the Guidelines on ESC.'	To what extent is Indicator 2.1 "3Rs (Reduce, Reuse and Recycle) are promoted." has been achieved?	Progress of activities at 3 cities (Vientiane Capital, Luang Prabang District and Xayabouri District)	Annual/Progress reports of each pilot project, Interviews and questionnaires to Experts and C/Ps engaged in the projects, other relevant officers, Inspection of pilot sites
		To what extent is Indicator 2.2 "The solid waste collection system is improved." has been achieved?		
		To what extent is Indicator 2.3 "The operation of the final disposal site is improved." has been achieved?		
		To what extent is Indicator 2.4 "Healthcare waste management is improved." has been achieved?		

Achievement of Outputs		To what extent is Indicator 2.5 "The documents are prepared." has been achieved?		Vientiane: VUDAA's regulation on waste discharge, collection and final disposal, Draft of Healthcare Waste (HCW) regulation. Luang Prabang: Draft of HCW regulation, LPB Governor Agreement on HCW. Xayabouri: UDAA's regulation on waste discharge, collection and final disposal, Draft amendment of XYB District's regulation on SWM or additional implementation rules.
	Output 3: The extent to which 'Community-based urban environmental management for SWM is promoted in the three pilot cities.'	To what extent is Indicator 3.1 "EEA (Environmental Education and Awareness) Program for SWM improvement in the three pilot cities is formulated." has been achieved?	Information about EEA program for improving solid waste management	Progress reports
		To what extent is Indicator 3.2 "The residents participate the 3Rs activities." has been achieved?	Result of regular monitoring records implemented by C/Ps, Information from the chief of the village, Information on awareness activity	Annual/Progress reports of each pilot project, Interviews and questionnaires to Experts and C/Ps engaged in the projects, other relevant officers, Residents, Inspection of pilot sites
		To what extent is Indicator 3.3 "The residents cooperate with the waste collection system." has been achieved?	Result of regular monitoring records implemented by C/Ps, Information from the chief of the village	
Achievement of Project Purpose	The extent to which 'Promotion of ESC in Laos is enhanced based on the ASEAN Initiative on Environmentally Sustainable Cities (AIESC).'	To what extent is Indicator "The ESC Guidelines are widely used." likely to be achieved by the end of cooperation term?	Information about the number of cities formulated "Vision for ESC".	Vision for ESC, Annual/ Progress reports, Interviews and questionnaires to Experts and C/Ps engaged in the projects, other relevant officers

(2) Implementation Process

Items to Examine		Evaluation Questions	Necessary Data / Information	Information Sources / Data Collection Methods
Program Implementation Process	Project Management System	Have the Project activities been monitored appropriately by Lao Government and JICA?	Record on activities, Opinion of Japanese Experts, C/Ps	Meeting minutes (M/M, JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts and C/Ps, JICA staff
		Have the Project Design Matrix (PDM) and Plan of Operation (PO) appropriately been reviewed?		
		Have Japanese Experts and C/Ps of LPPE and ASEC adequately communicated with each other to share information regarding the project management and activities?		
		Have regular meetings between Japanese Experts and C/Ps of Laos sufficiently contributed to solving problems that occurred in the implementation process?		
		Have the project team and JICA local office/JICA Head Quarter sufficiently communicated with each other to share information regarding project management and activities?		
	Ownership of the Project	Have the C/Ps of Laos adequately participated in management and activities of the project?	Financial report on budget and disbursement of Lao Government and ASEC, Opinion of Japanese Experts and Lao C/Ps	Financial reports of Lao Government and ASEC, Interviews and questionnaires to Experts and C/Ps
		Has the Lao Government allocated sufficient budget for of the project?		
	Collaboration with Other Projects	How has the LPPE Project collaborated with LPPT Project? What kind of synergy effects has been produced?	Record on activities, Opinion of Japanese Experts, C/Ps of Laos and ASEC	Meeting minutes (M/M, JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts and C/Ps
		How have the C/Ps of LPPE collaborated with LPPT Project?		
		How has the LPPE Project collaborated with LPPA Project? What kind of synergy effects has been produced?		
		How have the C/Ps of LPPE collaborated with LPPA Project?		
	Factors Affecting the Implementation Process	Have restructuring of implementing organizations or reshuffling of the supervisors and C/Ps affected the implementation of the project?		
		Are there unpredictable factors which have adversely affected the implementation process?		

(3) Evaluation based on Five Evaluation Criteria

Items to Examine		Evaluation Questions	Necessary Data / Information	Information Sources / Data Collection Methods
Relevance	Relevance to Local Needs, Policies, Priority	Has the technical cooperation/advice provided under the LPPE component been relevant to the needs of Lao Government?	Development policies of Laos and ASEAN members, Opinion of officers in charge of national development, Japanese Experts, C/Ps engaged in the project	Review of policy documents, IAI documents, Interviews and questionnaires to relevant officers
		Has the technical cooperation/advice provided under the LPPE component been relevant to the needs of the target group?	Opinion of beneficiaries including residents in pilot areas	Interviews to relevant officers
		Has the purpose of the LPPE component been in line with and had higher priority in the national development plan of the Lao Government	Development policies of Laos, IAI work plan, Opinion of officers in charge of national development, Japanese Experts, C/Ps engaged in the project	Review of policy documents, IAI documents, Interviews and questionnaires to relevant officers, Japanese Experts, C/Ps
		Has the LPPE component been in accordance with the country assistant policy of Japanese Government and JICA for Laos and ASEAN countries?	Country assistant strategy and policy of Japanese Government and JICA to Laos and ASEAN	
	Appropriateness of Project Approach	How well and how practically has the LPPE component planned and implemented in collaboration with the ASEAN sectorial bodies in order to establish tripartite cooperation mechanism for narrowing the development gap towards ASEAN integration? How well has the implementation of the LPPE project contributed to the progress of Initiative of ASEAN	Development policies of Laos, IAI work plan, Opinion of officers in charge of national development, Japanese Experts, C/Ps engaged in the project	Review of policy documents, IAI documents, Interviews and questionnaires to relevant officers, Japanese Experts, C/Ps
		What are the tangible contribution of LPPE implementation toward the direction of ASEAN policy and dialogues?		
		Were the pilot cities and pilot sites of the LPPE component appropriately selected in accordance with the development strategy of Lao Government?		
		Was the target group appropriately selected in accordance with the development strategy of Lao Government?		
		Did Japan have comparative advantage in technology (know-how) and experience for supporting the project?	Opinion of Japanese Experts, C/Ps and JICA staff in charge	Interviews and questionnaires to relevant officers
	Achievement level of Project Purpose	Is the purpose of the project "Promotion of ESC in Laos is enhanced based on the ASEAN Initiative on Environmentally Sustainable Cities (AIESC)." likely to be achieved by the end of the project?	Record on activities, Opinion of Japanese Experts, C/Ps of Laos and ASEC	Meeting minutes (JCC, etc.), Annual/Progress reports, Interviews and questionnaires to Experts and C/Ps
		Have the three Outputs effectively been contributing to the achievement of the purpose of the project?		

11.8.8

Effectiveness	Effects of External Factors (Important Assumption)	Have any other factors apart from the project contributed to the achievement of the Project Purpose?		
		Has the assumptions affected the realization of the purpose of the project?		
		Have any other external factors negatively affected the realization of the purpose of the project?		

24-PA

Efficiency	Contribution of Activities	Have adequate activities been carried out on time to realize the Outputs according to the original plan?	Record on activities, Opinion of Japanese Experts, C/Ps of Laos and ASEC	Meeting minutes (JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts and C/Ps
	Appropriateness of Inputs by JICA Side	Was the dispatch of Japanese experts appropriate in terms of number, expertise, length and timing of their assignment?		
		Was the provision of equipment by the Japanese side appropriate in terms of types, quantity and timing of procurement?		
		Has the training of C/Ps in Japan or ASEAN countries appropriately undertaken in terms of number of trainees, contents (relevancy to the project activities), length and timing?		
		Has the local cost support by the Japanese side been appropriate in terms of amount, use, and timing of disbursement?		
	Appropriateness of Inputs by Lao Side	Has the assignment of C/P staff been appropriate in terms of number, position and competency?		
		Have the facilities and equipment provided by the Lao Government been appropriate in terms of size, quality and		
		Has the amount of budget for the project disbursed by the Lao Government and ASEC been appropriate for undertaking the project activities?		
	Effects of External Factors	Are there any external factors that have positively affected the efficiency of the project?		
		Are there any external factors that have negatively affected the efficiency of the project?		
Impact (prospect)	Probability of Overall Goal to be Achieved	Is the Overall Goal of LPP program "The Development Gap towards ASEAN Integration is narrowed and regional integration is promoted." likely to be realized as a result of the LPPE project? How about the synergy effects on the mutual collaboration and joint activities among other 2 components (LPPA and/or LPPT)?	Record on activities, Opinion of Japanese Experts, C/Ps of Laos and ASEC	Meeting minutes (JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts and C/Ps
	Effects of External Factors	Were the Overall Goal of LPP program and the Project Purpose of the LPPE project compatible and set at appropriate levels? (Was there big gap between two levels?)		
		Are the assumptions from the Project Purpose level of the LPPE project to the Overall Goal level of LPP program likely to be satisfied?		
		Are there any unanticipated factors that may affect the realization of the Overall Goal of LPP program?		
	Unexpected impact (Ripple effects)	Were there any unexpected positive or negative impacts that the project caused on the relevant Government policy, system, socio-economic conditions and technological development?		

27

4.2.12

Sustainability (prospect)	Institutional Aspect	Is Lao Government (MONRE, MPWT, Local offices of MONRE and MPWT, UDAAAs(VUDDA) in pilot cities and other relevant organizations) likely to have adequate institutional arrangement (policy and system) by which the Outputs achieved through the project can be sustained after the technical cooperation ends in 2015?	Record on activities, Opinion of Japanese Experts, C/Ps of Laos and ASEC	Meeting minutes (JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts and C/Ps
	Financial Aspect	Is Lao Government (MONRE, MPWT, Local offices of MONRE and MPWT, UDAAAs(VUDDA) in pilot cities and other relevant organizations) likely to secure an adequate budget with which the Outputs achieved through the project can be sustained after the technical cooperation terminates?		
	Organizational Aspect	Is Lao Government (MONRE, MPWT, Local offices of MONRE and MPWT, UDAAAs(VUDDA) in pilot cities and other relevant organizations) likely to maintain and develop the organizational structure including appropriate staff assignment with which the Outputs achieved through the project can be sustained after the technical cooperation terminates?		
	Technical Aspect	Have the Lao C/Ps and target groups as well as residents of pilot site accepted the knowledge and skills strengthen through the project and are they likely to continue to use it? Are relevant organizations likely to maintain and further develop the implementation capacity after the Project terminates in 2015? Is the practice in the pilot areas likely to be disseminated to other areas after the project terminates?		

(4) Progresses of the recommendations at the time on Mid-term Review

Items to Examine		Evaluation Questions	Necessary Data / Information	Information Sources / Data Collection Methods
Progresses of the recommendations	Possible Measurements and requirement for the Project completion	1) The LPPE component should be more conscious of the linkage with the Roadmap for an ASEAN Community (2009-2015) and its supporting sectorial work plans. The activities of each component should comply with ASEAN processes and requirements.	Record on activities, Opinion of Japanese Experts, C/Ps of Laos and ASEC	Meeting minutes (JCC, etc.), Annual/ Progress reports, Interviews and questionnaires to Experts and C/Ps
		2) The LPPE component should share its progress with the ASEAN sectorial bodies, and report it to LPPO.		
		3) The LPPE component should involve as much as possible the parties to LPP, the ASEAN-6, Dialogue Partners and External parties in the activities of LPP, to mobilize resources, to achieve the outputs of LPP and to support the Laos		

4

4.4.4

	4) Where appropriate and practical, LPPO and Lao counterparts should consider conducting activities in a way to create synergy among the three components including LPPE, subject to the availability of resources. 5) LPPE needs to consider formalizing the ESC guidelines in the form of law, degree or regulations in view of enhancing institutional sustainability and facilitating the dissemination of the ASEAN requirements in Laos. 6) LPPE should strive for strengthening the operational and maintenance capacity of each pilot site toward the end of the project including pricing system of the waste collection and disposals.	
--	---	--

5

ANNEX 6 Project Design Matrix (PDM) used for the Terminal Evaluation (LPPO)

Project Name: Laos Pilot Program for Narrowing the Development Gap towards ASEAN Integration (LPP)
 Duration: October 29, 2010 – October 28, 2015
 Counterpart: MPI, MOFA, MAF, MPVT, MONRE, MICT
 Project Area: Lao P.D.R.

Date: June 19 2013
 Version No.: 2.0

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
Overall Goal The Development Gap towards ASEAN Integration is narrowed and regional integration is promoted.	The gap in Human Development Index between Lao P.D.R. and ASEAN-8 average is reduced.	- Related statistics data of Lao P.D.R. and ASEAN Member States.	
Project Purpose Tripartite cooperation mechanism among Lao P.D.R., the ASEAN and JICA is established and functions for Narrowing the Development Gap (NDG) towards ASEAN integration.	1. Working framework on tripartite cooperation mechanisms is elaborated. 2. Actions for target sectors described in Roadmap for an ASEAN Community 2009-2015 (tourism, agriculture and environment) are implemented in Lao P.D.R.	- Minutes of Meeting signed by Lao PDR, ASEAN Secretariat and JICA - Working framework (refer to Appendix 14-1) - Roadmap for an ASEAN Community 2009-2015 - Reports produced by LPP	
Outputs 1. An appropriate implementation structure to promote measures for NDG towards ASEAN integration is established and enhanced in the Lao P.D.R. and ASEAN. 2. ASEAN's initiative for NDG is progressed by strengthening the linkage between each component and relevant ASEAN sectoral body and by mobilizing resources from ASEAN Member States and Japan. 3. Capacity of the Government of the Lao P.D.R. to deal effectively with issues for ASEAN integration is strengthened.	1-1. LPPO (3 co-managers) is set up no later than March 2011. 1-2. Practical annual plans are formulated in the first quarter of every year. 1-3. Guidelines for IAI is formulated by ASEAN with flexibility on implementation modalities. 2-1. ASEAN initiative for promoting safe and quality agricultural products, environmentally sustainable cities and tourism promotion is embedded into policy and/or official documents of the relevant Ministries. 2-2. Activities of Narrowing the Development Gap towards ASEAN Integration implemented under the concerned ministries and agencies of the Government of Lao PDR are mentioned in ASEAN documents and/or reports. 3-1. Working framework between each component and relevant ASEAN sectoral body is established. (Appendix 14-3) 3-2. Working framework among MOFA, MPI and 3 components is established. (Appendix 14-4) 3-3. Concerned ministries and agencies understand purpose of ASEAN integration. 3-4. Number of presentations on LPP as a new modality of ASEAN integration made at ASEAN forums by the GOL.	- LPP Implementation structure of the Lao P.D.R. (Appendix 14-2) - Formulated annual plans in JCC documents - Guidelines for IAI - Policy and/or official documents of the relevant Ministries - ASEAN documents and/or reports - Working framework (Appendix 14-3) - Working framework (Appendix 14-4) - Result of interviews to counterparts - Presentations made to ASEAN member states.	Relevant agencies and organization among respective participating countries (Laos & ASEAN & Japan) collaborate actively for the LPP.
Activities 1-1. The Government of Lao P.D.R., ASEAN Secretariat and JICA set up LPPO (3 co-managers) for implementation of tripartite cooperation. 1-2. LPPO and respective components formulate practical plans annually to deal with priority issues for Narrowing the Development Gap towards ASEAN Integration. 1-3. LPPO cooperates and coordinates with the ASEAN Member States and other donors to mobilize their supports. 2-1. LPPO implements a project for promoting safe and quality agricultural products in accordance with ASEAN GAP. 2-2. LPPO implements a project for promoting "Environmentally Sustainable Cities". 2-3. LPPO implements a tourism promotion project by making appropriate and sustainable use of tourism resources of Lao P.D.R. including nature, culture and history. 2-4. LPPO and respective components mobilize resources from the ASEAN Member States applicable for activities described in 2-1 to 2-3. 2-5. LPPO manages and monitors the progress of the LPP. 2-6. LPPO coordinates synergistic activities among the three components. 3-1. LPPO conducts awareness seminars to enhance understanding of ASEAN integration among the governmental ministries and agencies of Lao P.D.R. 3-2. The Government of Lao P.D.R. strengthens consistency of its national and sector development plans with the roadmap for ASEAN integration. 3-3. MPI and MOFA work together to link IAI policy and development implementation.	Inputs <Laos> - Counterparts including LPP co-manager - Project offices and facilities - Partial operation cost	<ASEAN> - LPPO co-manager - Short-term experts - Volunteers - Training in ASEAN Member States	<Japan> - Long-term experts (Chief advisor/LPPO co-manager and LPPO coordinator) - Long-term experts (3 components) - Short-term experts - Counterpart training - Machinery and Equipment Pre-Condition

100

27

ANNEX 7 Project Design Matrix (PDM) used for the Terminal Evaluation (LPPT)

Project Name: Laos Pilot Program for Narrowing the Development Gap toward ASEAN Integration (LPP) (Tourism Promotion Component)
 Duration: 2010 – 2015
 Project Area: Lao P.D.R.

Date: June 19, 2013
 Version No.: 2.0.0

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
Project Purpose Through collaboration between the public and private sectors, and between MICT and PICTDs, a tourism promotion mechanism by making an appropriate and sustainable use of tourism resources of Laos including nature, culture, history and folklore is established.	1. The number of tourists to Laos is reached to 3.5 million on 2015 ¹ . 2. The number of private companies which participated to tourism marketing and promotion activities by the collaboration between the public and private sectors in Vientiane and pilot provinces.	- Statistics of MICT - Written report and/or presentation material - Record of MICT (Private companies which only participated in seminars and workshops are not counted.) - Interview/questionnaire to private companies in Vientiane and pilot provinces	1. Worldwide epidemic disease is not spread. 2. Economic situation in Laos and ASEAN member states is not drastically worsened.
Outputs 1. Through collaboration between the public and private sectors, tourism marketing and promotion activities for tourism products derived from appropriate and sustainable use of tourism resources of Laos are conducted effectively, including organization of Visit Laos Year 2012. 2. In pilot provinces, through collaboration between MICT and PICTDs, tourism development by making appropriate and sustainable use of tourism resources of Laos and contributing to local residents, is promoted. 3. Tourism promotion activities through collaboration between MICT and PICTDs by making appropriate and sustainable use of tourism resources are disseminated to other areas and provinces.	1-1. Tourism Marketing and Promotion Sub-Committee for Visit Laos Year 2012 is established by the end of March 2011. 1-2. Database of tourism products is established by the middle of 2011. 1-3. The number of promotion activities conducted by the end of 2012 is more than 20, and since then, they are updated and disseminated by MICT/PICTD. 2-1. The number of tourist information materials provided by the end of 2012 is more than 6 types. 2-2. The annual increasing rate of tourists to each pilot province from 2012 - 2014 is greater than 7% in pilot province. 2-3. The number of local residents who participated to CBT activities is increased in target villages. 3-1. The results and lessons learnt of the activities of Output 1 and Output 2 are summarized by MICT/PICTD. 3-2. The above summaries are shared to other areas and provinces, and they start to CBT activities in action.	- MICT's resolution - Established database - Record of promotion activities conducted - Provided tourist information materials - Statistics of MICT/PICTD - Interview/questionnaire to local residents in the target communities - Written report and/or summary material - Written report and/or presentation material - Interview/questionnaire to pilot provinces, Vientiane Capital and other provinces	
Activities 1-1. Sort out the information on tourism administration structure and current situation of tourism promotion in Laos, and conduct a complementary survey ² . 1-2. Strengthen the network among tourism related organizations under MICT's initiative. 1-3. Support operation of Tourism Marketing and Promotion Sub-Committee for Visit Laos Year 2012 comprised of both the public and private sectors. 1-4. Establish a data base of tourism products utilizing appropriately and sustainably resources of Laos (tour programs, trekking, handicrafts, etc.) targeted for tour planners and potential tourists in the source countries. 1-5. Organize exchange programs to strengthen the capacity of the Sub-Committee in tourism marketing and promotion by making maximum use of experience and know-how of ASEAN member states. 1-6. Support the Sub-Committee to formulate tourism marketing and promotion strategy and action plan for Visit Laos year 2012. 1-7. Improve and create tourism promotion tools such as MICT website, video, logo, image character, display at information centers, etc. 1-8. Provide technical supports to promotion events for Visit Laos Year 2012 in Laos. 1-9. Participate and join in tourism promotion events in major source countries and ASEAN member states. 1-10. Summarize recommended measures for tourism marketing and promotion to be integrated into the Tourism Development Strategy and Action Plan 2016-2020. 2-1. Select pilot provinces ³ . 2-2. Conduct a baseline survey on tourist sites and products in pilot provinces. 2-3. Formulate LPP community-based tourism development strategy at central level, and make strategy or direction paper at provincial level based on the strategy at central level. 2-4. Prepare guidelines, report forms and monitoring tools for community-based tourism development. 2-5. Organize capacity enhancement training targeted for PICTD and DICTO staff in pilot provinces so that they can support community-based tourism development. 2-6. Organize planning workshop for community-based tourism development targeted for villages based on the provincial strategy/direction in pilot provinces ⁴ . 2-7. Organize community support plan formulation workshop at the district level based on the provincial strategy/direction in pilot provinces. 2-8. Support villages to implement community-based tourism development in pilot provinces, based on the community support plan formulated at district and the strategies at central and provincial levels. 2-9. Develop tourist information materials in pilot provinces, based on the provincial strategy/direction ⁵ . 2-10. Launch public awareness programs for tourism promotion in pilot provinces, based on the provincial strategy/direction. 3-1. Summarize recommendations for promoting appropriate and sustainable use of indigenous tourism resources of Laos, as well as tourism development contributing to local residents. 3-2. Organize dissemination seminars.	Inputs <Lao P.D.R.> 1. Personnel - Project Director: Director General, Tourism Marketing Department, MICT - Project Manager for Marketing and Promotion: Director, Tourism Promotion Division - Project Manager for Community-Based Tourism: Director, Ecotourism Division - Counterpart Personnel Deputy Director, Tourism Promotion Division Deputy Director, Tourism Marketing Division Deputy Director, Ecotourism Division - Project Implementation Unit (PIU) Managers Directors, PICTDs of Pilot Provinces - Administrative Personnel 1 staff of Tourism Marketing and Promotion Department 1 staff of Planning and Cooperation Department 1 staff of each Pilot Province - Other necessary personnel 2. Facilities - Office for experts at MICT - Office for experts at pilot PICTDs - Utilities: electricity, water, sewerage, telephone, etc. - Data and Information 3. Broadcasting and advertising charge of produced promotion tools/materials 4. Cost for organization of domestic events and participation in travel fairs abroad 5. Partial Operation Cost	<ASEAN> 1. Personnel - Experts in Tourism Marketing and Promotion (Thailand, Malaysia, etc.) - Experts in Community-Based Tourism (Thailand, Malaysia, etc.) - Volunteers in English Language (Malaysia, Singapore, etc.) 2. Joint Promotion Activities - Events for promotion of ASEAN or GMS as one destination - Travel Fairs in ASEAN member states 3. Training - Counterpart training in ASEAN member states (Cost sharing with JICA)	<Japan> 1. Personnel - Expert in Tourism Development - Expert in Tourism Marketing and Promotion - Expert in Web Marketing 2. Training - Counterpart training in Japan - Training in ASEAN Member States 3. Provision of Equipment - Machinery, equipment and materials (if needed) 4. Partial Operation Cost (when needs arise)
			Pre-Condition Major stakeholders collaborate with each other in the project.

Note: ¹: The target number of tourist set by Lao government. The number of tourist in 2010 was approximately 2.5 million.
²: Complementary survey includes a market survey in the source countries, tourist satisfaction surveys, etc.
³: Approximately 3 pilot provinces are to be chosen Savannakhet, Khammouan and Champasak by taking into account contribution to ASEAN integration.
⁴: Target villages can include those that supply products and services to the tourist site nearby (supply chain concept).
⁵: Provision of tourist information is to be made by taking into account financial sustainability, e.g., utilization of MICT website, sponsorship, etc.

HA - PH

27

ANNEX 8 Project Design Matrix (PDM) used for the Terminal Evaluation (LPPA)

Project Name: Laos Pilot Program for Narrowing the Development Gap toward ASEAN Integration Agriculture Component (LPPA)
 Duration: May 2012 – October 2015
 Pilot Area: Vientiane Capital and Vientiane Province

Date: June 19, 2013
 Version 2.0

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
Project Purpose Good Agricultural Practice (GAP) is introduced for safe and quality agricultural products promotion in Lao PDR.	1. By the end of the project, the certification system for GAP is operational to expand GAP to other areas. 2. Production and marketing of GAP certified products has initiated in the country.	- Project progress reports - Farmers' records on production and sale of GAP certified products - Survey reports on agricultural markets in the pilot areas	- ASEAN market demand of horticultural produce and products do not shrink.
Outputs 1. Roadmap for introduction of ASEAN GAP is developed.	1-1. The roadmap to introduce and disseminate Lao-ASEAN GAP over the country is documented and approved by DOA. (The roadmap should be in accordance with the ASEAN GAP roadmap or Action Plans.) 1-2. The roadmap is presented and shared at the annual meeting of the Experts Working Group on ASEAN GAP (EWG-ASEAN GAP).	- Document on the roadmap officially approved by DOA - Proceedings of EWG-ASEAN GAP annual meeting	- The certification system for GAP is established in DOA.
2. GAP is introduced into the pilot sites.	2-1. An GAP demonstration farm is established at CADC and utilized for training of relevant officers and target farmers. 2-2. At least 12 on-farm GAP demonstration plots have been established and well managed by the farmer groups trained by the project. 2-3. At least 12 farmer groups (or 300 farmers) of the pilot sites have adopted the GAP. 2-4. At least 6 farmer groups (or 50% of the trained farmers) of the pilot sites have been officially certified by DOA as successful GAP producers.	- Project progress reports - Work records of CADC - Interview to target farmers - Certification documents issued by DOA for the GAP farmers	
3. Capacities of relevant officials of MAF and other stakeholders are strengthened.	3-1. MAF officers in charge of GAP can instruct and supervise farmers on the GAP operation. 3-2. Relevant MAF officers and Farm Advisers trained by the project can provide GAP training and supervise the trained farmers. 3-3. Provincial/district agricultural officers and other stakeholders in non-pilot areas (at least 3 provinces) have attended seminars or workshops on GAP.	- Project progress reports - Reports on GAP training and supervising activities for farmers by Relevant MAF officers and Farm Advisers - Records on the performance of farmers trained by the relevant MAF officers and Farm Advisers - Proceedings of seminars or workshops organized for provincial/district agricultural officers and other stakeholders in non-pilot areas	
Activities 1-1 Conduct review and analysis of policies and regulations, institutional arrangements and their capacities, on-farm practices 1-2 Conduct studies and analysis on products on farms and markets in selected provinces 1-3 Carry out stakeholder consultation for institutional development of GAP 1-4 Develop a roadmap for ASEAN GAP introduction by setting milestones and timeframe 2-1 Select the pilot sites to introduce the GAP 2-2. Develop regulation and code of practice in consultation with stakeholders 2-3 Provide training for ASEAN GAP introduction in the pilot sites 2-4 Test code of practice on pilot farms and modify as required 2-5 Develop effective compliance mechanism 2-6 Feedback the test results to the Roadmap 3-1 Carry out capacity development of relevant officials of MAF and others through the activities above for OUTPUT 1 & 2. 3-2 Share experience in ASEAN member states 3-3 Train officials of MAF and stakeholders other than pilot sites. 3-4 Carry out public relations and awareness building of GAP	Inputs <Lao P.D.R.> 1. Counterpart personnel assignment 2. Facilities and equipment 3. Local Cost <Expected Inputs from ASEAN> 1. Personnel: Experts in GAP (Thailand, etc.) 2. ASEAN training arrangement: Experience sharing with ASEAN member states (cost & arrangement shared with JICA) 3. Providing information on GAP in ASEAN	<Japan> 1. Experts Agriculture promotion, Rural society and GAP introduction, GAP, Marketing, Horticulture 2. Local/ ASEAN consultant cost 3. Training Counterpart training in Japan Training in ASEAN member states 4. Laboratory, office, and other necessary equipment 5. Operational cost	- Domestic market demand of horticultural produce and products do not shrink. - Market prices of horticultural crops do not slump. - There is no severe outbreak of pests and diseases. Pre-Condition Policy support for clean agriculture is not changed.

H. P. H.

27

ANNEX 9 Project Design Matrix (PDM) used for the Terminal Evaluation (LPPE)

Project title: LPP Environmental Management Component

Target Area: Three pilot cities (Vientiane Capital, LPB District and Xayabouri District)

Period: August 2011-October 2015

Ver. 6

PDM₆ January 2015

Narrative Summary	Objectively verifiable indicators	Means of verification	Important assumptions
Project purpose Promotion of ESC in Laos is enhanced based on the AIESC.	The ESC Guidelines are widely used.	1. The number of cities formulated "Vision for ESC" 2. Established institutional arrangement for the dissemination of the ESC Guidelines and its Manual. 3. The number of cities newly registered as ESC.	1. Environmental policy of the Lao Government is not drastically changed.
Outputs 1 The Guidelines on ESC is formulated and disseminated based on the National Environmental Strategy 2020 and related strategies and action plans.	The ESC Guidelines is formulated and disseminated.	1. Formulated ESC Guidelines 2. The number of seminars/workshops held to disseminate the ESC Guidelines and the number of participating cities in Lao PDR. 3. The number of seminars/workshops held to introduce the ESC Guidelines to the other ASEAN cities.	
2 Urban environmental management (solid waste management (SWM)) in the three pilot cities is improved based on the Guidelines on ESC.	As shown in the detailed PDM table for output 2 & 3 below.	Same as on the left	
3 Community-based urban environmental management for SWM is promoted in the three pilot cities.	1. EEA Program for SWM improvement in the three pilot cities is formulated. 2. As shown in the detailed PDM table for output 2 & 3 below.	1. Formulated EEA program 2. Same as on the left	
Activities 1.1 Basic environmental information of pilot cities are collected and analyzed 1.2 Laws, strategies and action plans for environmental management are collected and analyzed. 1.3 The best practices of UEM in ASEAN countries are reviewed and their applicability to Laos is analyzed. 1.4 The environment and development visions for the pilot cities are formulated.	Inputs <From Laos> 1. Counterpart personnel from the following organizations - MONRE - MPWT - Local offices of MONRE and MPWT - UDAA (VUDAA) in pilot cities - Other relevant organizations	<From Japan> 1. Experts of the following specialties - Team leader/urban environmental management - Deputy team leader/intermediate treatment/final disposal - Water environment management - Waste collection and transport - Community-based urban environmental	2. The price of materials, equipment and fuels is not drastically increased. 3. Security is maintained in the pilot cities.

1.5	The cooperation scenario for the environment and development of the pilot cities are formulated. (*1)	2. Facilities	management (1)/environmental education	
1.6	The ESC Guidelines of Laos are formulated.	- Offices for experts in Vientiane and pilot cities	- Community-based urban environmental management (2)/pilot project	
1.7	The ESC Guidelines of Laos are finalized and the manual for the guidelines is prepared.	- Utilities such as electricity, water, sewerage, telephone, etc. of the offices.	- Baseline survey on urban environmental management	
1.8	Dissemination activities of the ESC Guidelines are implemented to other (non-pilot) cities in Lao PDR.	- Data and information	2. Cost of necessary survey	
1.9	Introduction activities of the ESC Guidelines are implemented to the other ASEAN cities.	3. Operation cost	3. Provision of equipment if necessary	
2.1	The pilot projects for urban environmental management are selected. (*2)		4. Support for operation cost	
2.2	The pilot projects are planned.		5. Training opportunity in Japan and/or ASEAN countries	
2.3	The pilot projects are implemented.		<From ASEAN as expected>	
2.4	The results of the pilot projects are presented.		1. Experts to be dispatched on demand	
3.1	The best practices of community-based UEM in Laos are reviewed.		2. Consultation and joint activities (study tour, data and information)	
3.2	The best practices of Community-based UEM in ASEAN Countries are reviewed and their applicability to Laos is analyzed.		3. Training opportunity in ASEAN countries (cost sharing with JICA)	Pre-conditions
3.3	The environmental education and awareness (EEA) programs for SWM improvement in the pilot cities are formulated.		4. Support for resource mobilization	All relevant personnel participates the project.
3.4	The EEA pilot projects to facilitate Activity 2.2 are planned.			
3.5	EEA Tools for SWM are developed and the implementation system is enhanced.			
3.6	The EEA pilot projects are implemented.			
3.7	The results of the EEA pilot project are analyzed.			
3.8	The EEA pilot projects are presented in collaboration with Activity 2.4			

(*1) Scenarios are to be formulated for SWM in Vientiane Capital, SWM in LPB District, SWM in Xayabouri District and water environment management in Vientiane Capital.

(*2) Pilot projects are to be implemented for the improvement of SWM in Vientiane Capital, LPB District and Xayabouri District.

【Objectively Verifiable Indicators and Means of Verifications of PDM(3) for Outputs 2 and 3 (Vientiane Capital)】

Narrative Summary	Objectively Verifiable Indicators	Means of Verification
Output 2 Urban environmental management (solid waste management (SWM)) in the three pilot cities is improved based on the Guidelines on ESC.	Indicator 2.1. 3Rs are promoted. 1. All barrels and bins are disseminated by Dec 2014 and kept monitored until the end of the project by C/P. 2. Plastic shopping bag reduction activities are started at one or more new places under the instruction of the C/P. 3. The activities of the promotion of recyclables discharge are implemented in one or more new streets under the instruction of the C/P.	1. LPPE Progress Report and Monitoring Report 2. LPPE Progress Report 3. <u>LPPE Progress Report</u>
	Indicator 2.2. The solid waste collection system is improved. 1. Collection coverage (Contracted) rate of collection service in 4 pilot project villages increases from 33% in November 2013 to 50% in December 2014. 2. Primary collection system by using collection bins covers <u>125</u> households in the inaccessible road of collection vehicles in 4 pilot project villages. 3. <u>Primary collection system by using collection bins for inaccessible road of collection vehicles will be expanded to the two new villages and cover 25 households by the initiative of VUDAA.</u> 4. <u>A waste collection and transportation plan of VTE is formulated.</u>	1. Information from the collection company 2. Information from the VUDAA 3. <u>LPPE Progress Report</u> 4. <u>Waste collection and transportation plan</u>
	Indicator 2.3. The operation of the final disposal site is improved. 1. An operation plan of the final disposal site is formulated. 2. The final disposal site is operated in accordance with the operation plan. 3. The final disposal site is monitored by the final disposal site monitoring committee once a year.	1. Final disposal operation plan 2. Final disposal operation record 3. The monitoring report of the committee
	Indicator 2.4. Healthcare waste management is improved. 1. A healthcare waste collection, treatment and disposal plan for the target hospitals is formulated. 2. Healthcare waste from the target hospitals is collected, treated and disposed of in accordance with the aforementioned plan.	1. The healthcare waste collection, treatment and disposal plan 2. The record of healthcare waste collection, treatment and disposal.
	Indicator 2.5. The following documents are prepared. 1. Regulation on the responsibilities of stakeholders for improved SWM is prepared and/or drafted. 2. Proposal for financial system improvement necessary for SWM improvement is prepared.	1.1 VUDAA's regulation on waste discharge, collection and final disposal. 1.2 Draft amendment of VTE's regulation on SWM or additional implementation rules. 2. Proposal for financial system improvement necessary for SWM improvement
Output 3 Community-based urban environmental management for SWM is promoted in the three pilot cities.	Indicator 3.1. EEA Program for SWM improvement in the three pilot cities is formulated.	1. Formulated EEA program
	Indicator 3.2. The residents participate the 3Rs activities. 1. The rate of the households that continue on-site compost to all the households that started on-site compost in all the pilot villages: <u>60%</u> 2. The rate of the households that refuse plastic bags as many as possible to all the households in all the pilot villages: <u>40%</u> 3. The rate of the stalls that cooperate plastic bag reduction to all the stalls in all the pilot markets: <u>40%</u> 4. The rate of the households that separately discharge recyclable waste to all the households covered by primary collection PP: <u>70%</u>	1. <u>MONRE Monitoring Report and Information from the chief of the village</u> 2. <u>MONRE Monitoring Report and Information from the chief of the village</u> 3. Information from the stalls 4. <u>MONRE Monitoring Report and Information from the chief of the village</u>
	Indicator 3.3. The residents cooperate with the waste collection system. 1. Waste management groups are established in the existing collection improvement pilot villages. 2. The fee payment rate of the households in 4 pilot project villages that newly make collection service contracts with the collection company maintains <u>90 %</u> . 3. The rate of the cooperating households to all the households covered by the primary collection PP: <u>70%</u>	1. <u>Group member list</u> 2. Information from the VUDAA 3. <u>MONRE Monitoring Report and Information from the chief of the village</u>

Note: "New villages" mean the villages which are selected as targets after the pilot projects in the initially selected villages
POS: Public opinion survey

Objectively Verifiable Indicators and Means of Verifications of PDM(4) for Outputs 2 and 3 (LPB)】

Narrative Summary	Objectively Verifiable Indicators	Means of Verification
Output 2 Urban environmental management (solid waste management (SWM)) in the three pilot cities is improved based on the Guidelines on ESC.	Indicator 2.1. 3Rs are promoted. 1. All barrels and bins are disseminated by Dec 2014 and kept monitored until the end of the project by C/P. 2. The activities of the promotion of recyclables discharge are implemented in one or more new villages under the instruction of the C/P. 3. More than 30 hotels/ restaurants participate in the off-site compost project 4. Compost is produced at the off-site compost plant. 5. More than 30 hotels/guesthouses participate in the plastic shopping bag reduction project 6. Plastic shopping bag reduction activities are started at one or more new places under the instruction of the C/P. 7. The school recycling activities continue at the two pilot project schools.	1. LPPE Progress Report and Monitoring Report 2. POS 3. LPPE Progress Report 4. LPPE Progress Report 5. LPPE Progress Report 6. LPPE Progress Report 7. LPPE Progress Report
	Indicator 2.2. The solid waste collection system is improved. 1. A waste collection and transportation plan of LPB is formulated. 2. The activities of the existing collection improvement PP are implemented in one or more new villages under the instruction of the C/P. 3. 10 units of public containers (5m3) are assembled and they are placed in accordance with the container placement plan.	1. Waste collection and transportation plan 2. LPPE Progress Report 3. LPPE Progress Report, 10 units of public containers (5m3) and container placement plan
	Indicator 2.3. The operation of the final disposal site is improved. 1. An operation plan of the final disposal site is formulated. 2. The final disposal site is operated in accordance with the operation plan. 3. The final disposal site is monitored by the final disposal site monitoring committee once a year.	1. Final disposal operation plan 2. Final disposal operation record 3. The monitoring report of the committee
	Indicator 2.4. Healthcare waste management is improved. 1. A healthcare waste collection, treatment and disposal plan for the target hospitals is formulated. 2. Healthcare waste from the target hospitals is collected, treated and disposed of in accordance with the aforementioned plan.	1. The healthcare waste collection, treatment and disposal plan 2. The record of healthcare waste collection, treatment and disposal.
	Indicator 2.5. The following documents are prepared. 1. Regulation on the responsibilities of stakeholders for improved SWM is prepared and/or drafted. 2. Proposal for financial system improvement necessary for SWM improvement is prepared.	1.1 UDAA's regulation on waste discharge, collection and final disposal. 1.2 Draft amendment of LPB District's regulation on SWM or additional implementation rules. 2. Proposal for financial system improvement necessary for SWM improvement
Output 3 Community-based urban environmental management for SWM is promoted in the three pilot cities.	Indicator 3.1. EEA Program for SWM improvement in the three pilot cities is formulated.	1. Formulated EEA program
	Indicator 3.2. The residents participate the 3Rs activities. 1. The rate of the households that continue on-site compost to all the households that started on-site compost in all the pilot villages: 50% 2. The rate of the households that separately discharge recyclable waste to all the households covered by primary collection PP: 70% 3. The rate of the households that refuse plastic bags as many as possible to all the households in all the pilot villages: 30% 4. The rate of the stalls that cooperate plastic bag reduction to all the stalls in all the pilot markets: 30% 5. The cooperation rate of the school recycling at the PP schools is more than 50% of total numbers of classes.	1. MONRE Monitoring Report and Information from the chief of the village 2. MONRE Monitoring Report and Information from the chief of the village 3. MONRE Monitoring Report and Information from the chief of the village 4. Information from the stalls 5. Information from the schools
	Indicator 3.3. The residents cooperate with the waste collection system. 1. Waste management groups are established in the existing collection improvement pilot villages. 2. The rate of the cooperating households to all the households covered by the existing collection improvement PP: 70%	1. Group member list 2. MONRE Monitoring Report and Information from the chief of the village

Note: "New villages" mean the villages which are selected as targets after the pilot projects in the initially selected villages
POS: Public opinion survey

【Objectively Verifiable Indicators and Means of Verifications of PDM(4) for Outputs 2 and 3 (Xayabouri)】

Narrative Summary	Objectively Verifiable Indicators	Means of Verification
Output 2 Urban environmental management (solid waste management (SWM)) in the three pilot cities is improved based on the Guidelines on ESC.	Indicator 2.1. 3Rs are promoted. 1. All barrels and bins are disseminated by Dec 2014 and kept monitored until the end of the project by C/P. 2. The activities of the promotion of recyclables discharge are implemented in one or more new villages (or another new area in existing target villages) under the instruction of the C/P. 3. Plastic shopping bag reduction activities are started at one or more new places under the instruction of the C/P. 4. The school recycling activities continue at the <u>two</u> pilot project (PP) schools.	1. LPPE Progress Report and Monitoring Report 2. POS 3. LPPE Progress Report 4. <u>LPPE Progress Report</u>
	Indicator 2.2. The solid waste collection system is improved. 1. A waste collection and transportation plan of XYB is formulated. 2. The activities of the existing collection improvement PP are implemented in one or more new villages (or another new area in existing target villages) under the instruction of the C/P. 3. 10 units of public containers (5m3) are assembled and they are placed in accordance with the container placement plan.	1. Waste collection and transportation plan 2. LPPE Progress Report 3. LPPE Progress Report, 10 units of public containers (5m3) and container placement plan
	Indicator 2.3. The operation of the final disposal site is improved. 1. An operation plan of the final disposal site is formulated. 2. The final disposal site is operated in accordance with the operation plan. 3. The final disposal site is monitored by the final disposal site monitoring committee once a year.	1. Final disposal operation plan 2. Final disposal operation record 3. The monitoring report of the committee
	Indicator 2.4. Healthcare waste management is improved. 1. A healthcare waste collection, treatment and disposal plan for the target hospitals is formulated. 2. Healthcare waste from the target hospitals is collected, treated and disposed of in accordance with the aforementioned plan.	1. The healthcare waste collection, treatment and disposal plan 2. The record of healthcare waste collection, treatment and disposal.
	Indicator 2.5. The following documents are prepared. 1. Regulation on the responsibilities of stakeholders for improved SWM is prepared and/or drafted. 2. Proposal for financial system improvement necessary for SWM improvement is prepared.	1.1 UDAA's regulation on waste discharge, collection and final disposal. 1.2 Draft amendment of XYB District's regulation on SWM or additional implementation rules. 2. Proposal for financial system improvement necessary for SWM improvement
Output 3 Community-based urban environmental management for SWM is promoted in the three pilot cities.	Indicator 3.1. EEA Program for SWM improvement in the three pilot cities is formulated.	1. Formulated EEA program
	Indicator 3.2. The residents participate the 3Rs activities. 1. The rate of the households that continue on-site compost to all the households that started on-site compost in all the pilot villages: <u>50%</u> 2. The rate of the households that separately discharge recyclable waste to all the households covered by primary collection PP: 70% 3. The rate of the households that refuse plastic bags as many as possible to all the households in all the pilot villages: <u>25%</u> 4. The rate of the stalls that cooperate plastic bag reduction to all the stalls in all the pilot markets: <u>25%</u> 5. The cooperation rate of the school recycling at the <u>two</u> PP schools <u>are</u> more than 50% of total numbers of classes.	1. <u>MONRE Monitoring Report and Information from the chief of the village</u> 2. <u>MONRE Monitoring Report and Information from the chief of the village</u> 3. <u>MONRE Monitoring Report and Information from the chief of the village</u> 4. Information from the stalls 5. <u>Information from the schools</u>
	Indicator 3.3. The residents cooperate with the waste collection system. 1. Waste management groups are established in the existing collection improvement pilot villages. 2. The rate of the cooperating households to all the households covered by the existing collection improvement PP: 70%	1. <u>Group member list</u> 2. <u>MONRE Monitoring Report and Information from the chief of the village</u>

Note: "New villages" mean the villages which are selected as targets after the pilot projects in the initially selected villages.
POS: Public opinion survey

ANNEX 10 Summary of Inputs for LPPO (October 2010 – April 2015)

1. Inputs from Lao Government

(1) List of Counterpart Officers Assigned for the Project Activities

	Name	Title/Affiliation	Role in Project	Period
1.	Ms. Phonevanh Outhavong	Deputy DG, DOP/MPI	Project Co-Manager	29/10/2010 –
2.	Mr. Phetsay Phiathep	DG, DOP/MPI		29/10/2010
3.	Mr. Khounakham Vongkhamsoo	Technical Staff, DOP/MPI	MPI Coordinator	29/10/2010 –
4.	Dr. Khian Phansourivong	DG, ASEAN Dept, MOFA	Project Co-Manager	29/10/2010 -3/2014
5.	Mr. Phongsavanh Sisoulath	DG, ASEAN Dept, MOFA	Project Co-Manager	3/2014-
6.	Mr. Khamphone Vongsanty	Deputy DG, ASEAN Dept, MOFA		10/2014-
7.	Mr. Ekkaphab Phanthavong	Deputy DG, ASEAN Dept, MOFA		6/2014-

(2) List of Facilities and Equipment Provided:

MOFA offered the premises of the LPPO office during the Program periods.

2. Inputs from JICA Side

(1) Assignment of Expert

Category	Title	Name	Period of Assignment
Long-term	1. Mr. Fumio Kikuchi	Project Co-Manager	29/10/2010 – 28/10/2012
Short-term	2. Dr. Sachiko Ishikawa	Project Co-Manager	21/10/2012 – 30/06/2014
Long-term	3. Mr. Kazuhiro Yoneda	Project Co Manager	15/07/2013- 28/10/2015
Long-term	4. Mr. Yoshinori Yonesato	Project Coordinator/ Planning & Training	14/02/2011 – 13/03/2014
Long-term	5. Ms. Izumi Iwaoka	Project Coordinator/ Planning & Evaluation	01/03/2014 – 28/10/2015

(2) Equipment & Facilities procured by Project Office

Equipment & Facilities procured by Project Office			
No.	Description	Quantity	Amount
1	Air Conditioner (18000BTU, SAIJO DENKI)	5	\$4,678.00
2	Air Conditioner (25000BTU, SAIJO DENKI)	2	\$2,105.00
3	Air Conditioner (35000BTU, SAIJO DENKI)	3	\$4,727.00
4	Office desk (DC2654/3060/2654/3060, LEECO)	4	\$1,172.00
5	Safety Box (SD105kg, LEECO)	1	\$328.00
6	Electronic Lock (C808C, HIP)	1	\$440.00
7	4drawer filing cabinet (LEECCO)	2	\$366.00
8	Office desk (TC-3060, KING-DOM)	1	\$309.00
9	Cash Register (Atom D525 1.8GHz, INTEL)	1	\$2,226.40
10	Installment of Antenna shop in Wattai airport	1	\$20,400.00
11	Notebook PC (HP1000-1411TX)	1	\$982.00
12	Color Printer (CANON LBP7200 cdn)	1	\$932.00
		Grand Total	\$ 38,665.40

(3) Equipment & Facilities procured by JICA Laos Office

Equipment & Facilities procured by JICA Laos Office				
(2011-1-1)				
No.	Description	Quantity	Unit price	Amount
1	Acer Notebook TM8572TG-564G64Mnkk	2	\$ 1,050.00	\$ 2,100.00
2	Mouse for Notebook	2	\$ -	\$ -
3	Bag for Notebook PC	2	\$ -	\$ -
4	Computer Desk Top Acer Veriton M490G	2	\$ 815.00	\$ 1,630.00
5	UPS APC Lenoics OA525	2	\$ 88.00	\$ 176.00
6	Power Stabilizer Lioa 2KW Mechanical Control Type	1	\$ 112.00	\$ 112.00
7	Power Stabilizer Lioa 3KW Mechanical Control Type	1	\$ 149.00	\$ 149.00
8	Windows 7 Pro 32bit English License	4	\$ 204.00	\$ 816.00
9	Microsoft Office Pro 2007	4	\$ 439.00	\$ 1,756.00
10	Software adobe Acrobat Pro9 English	1	\$ 599.00	\$ 599.00
11	Lao Script with License Print out License Number	2	\$ 18.00	\$ 36.00
12	Image RNUNER Canon Copier Digital IR2530	1	\$ 2,222.00	\$ 2,222.00
13	Spare toner for above IR 2530 NPG51	1	\$ 65.00	\$ 65.00
14	Printer Canon LBP 7200cdn	1	\$ 859.00	\$ 859.00
15	Color Spare Toner for 318 C	1	\$ 133.00	\$ 133.00
16	Color Spare Toner for 318 M	1	\$ 133.00	\$ 133.00
17	Color Spare Toner for 318 Y	1	\$ 133.00	\$ 133.00
18	Color Spare Toner for 318 BK	1	\$ 143.00	\$ 143.00
19	Canon Printer Laser Shot LBP 6000	1	\$ 118.00	\$ 118.00
20	Spare toner for 325	1	\$ 65.00	\$ 65.00
21	All in one Laser Printer MF4350d	1	\$ 295.00	\$ 295.00
22	Spare Toner for FX 9	1	\$ 72.00	\$ 72.00
23	Acer Projector Value Series X1110	1	\$ 485.00	\$ 485.00
24	Screen with tripod Standing size 70x70	1	\$ 83.00	\$ 83.00
25	CAMERA SONY DSC W320	1	\$ 169.00	\$ 169.00
26-1	LAN Installation and Setup with Cable and Wireless	1	\$ 169.00	\$ 169.00
26-2	Wireless Lan Access point	1	\$ 133.00	\$ 133.00
26-3	D-Link Ethernet Switch 16 port	1	\$ 270.00	\$ 270.00
26-4	Cable cat 5120m, connector RJ45heads, Amp 10 Boxes	1	\$ 226.00	\$ 226.00
26-5	box for Lan switch	1	\$ 244.00	\$ 244.00
27	Kensington Micro saver Notebook lock and Security	2	\$ 64.00	\$ 128.00
28	USB Wire less adapter to connect access	3	\$ 29.00	\$ 87.00
			Total	\$ 13,606.00
(2011-1-2)				
No.	Description	Quantity	Unit price	Amount
1	Sliding door cupboard with keys	2	\$ 293.00	\$ 586.00
2	Book Shelf	16	\$ 52.00	\$ 832.00
3	Slide Fold Tables	8	\$ 288.00	\$ 2,304.00
4	Stacking Chairs	24	\$ 60.00	\$ 1,440.00
5	Meeting Table with 8 Chairs	1	\$ 710.00	\$ 710.00
6	Sofa Set	1	\$ 1,479.00	\$ 1,479.00
			Total	\$ 7,351.00
(2011-3)				
No.	Description	Quantity	Unit price	Amount
1	HP Pavilion P6782L Desktop PC	1	\$ 780.00	\$ 780.00
2	USB Optical Mouse Logitech M100 Black	1	\$ 10.00	\$ 10.00
3	ASUS Notebook Caring Bag	1	\$ -	\$ -
4	Impact UPS stabilizer 850VA	1	\$ 55.00	\$ 55.00
5	Windows 7 Pro 32bit English License	2	\$ 130.00	\$ 260.00
6	Microsoft Office 2007 Professional	2	\$ 315.00	\$ 630.00
7	Software Lao Script V.7	2	\$ 15.00	\$ 30.00
8	Anti Viruses soft Avast Free Version 6	2	\$ -	\$ -
9	Laser Printer MONO FujiXerox 3124	1	\$ 69.00	\$ 69.00
10	Toner 3124 Fuji Xerox	1	\$ 55.00	\$ 55.00
			Total	\$ 1,889.00
(2011-12)				
No.	Description	Quantity	Unit price	Amount
1	4WD Wagon (PRADO TX & PRADO VX)	1	\$79,070.00	\$ 79,070.00
			Grand Total	\$101,916.00

H-94

7

(4) Financial Support for Local Expense

Annual Budget	Fiscal Year				Total
	1st Year	2nd Year	3rd Year	4 th Year	
Disbursed Amount (USD)	46,339	127,118	256,917	123,623	553,997

4 Inputs from ASEC

Name	Title/Affiliation	Role in Project	Period
1. Mr. Rony SOERAKOESOEMAH	Head of IAI & NDG Division, ASEAN Economic Community Department, ASEC	LPP Co-Manger	29/10/2010-31/12/2013
2. Ms. Wan Joon Lian	Assistant Director of IAI and NDG Division of the ASEAN Secretariat	LPP Co-Manger	1/8/2014-
3. Ms. Anna Mae TUAZON	Senior Officer, IAI & NDG Division, ASEAN Economic Community Department, ASEC	Lecturer	2/5/2014-7/2/2014
4. Ms. Mardiah HAYATI	Technical Officer, Environment Division, ASEC	Lecturer	8/10/2014

5 Inputs from ASEAN Countries

Name	Title/Affiliation	Role in Project	Period
1. Mr. Nop Sophorndara	Director of Asia and Pacific Dept, General Dept of International Trade, Ministry of Commerce of Cambodia	Lecturer	3/2/2015
2. Ms. Cao Thanh Diep	Deputy Director of ASEAN Division, Multilateral Trade Policy Dept, Ministry of Industry and Trade of Vietnam	Lecturer	3/2/2015
3. Mr. Phanpob Plangprayoon	Director of Economic Division, ASEAN Affairs Dept, MOFA, Thailand	Lecturer	7/2/2014
4. Dr. Somkiat Tangkitvanich	President, Thailand Development Research Institute	Lecturer	7/2/2014
5. Dr. Saowaruj Rattanakhomfu	Thailand Development Research Institute	Lecturer	7/2/2014

ANNEX 11 Summary of Inputs for LPPT (October 2010 – April 2015)

1. Inputs from the Lao Government

(1) List of Counterpart Officers Assigned for the Project Activities

1) Members for Management & Members for field activities

Members for Management	Position
Mr. Saly Phimphinit	Director General, Tourism Marketing Dept. MICT
Members for field activities	Position
Mr. Bounthavy Sysombath	Deputy Director, PICTD, Khammouane
Ms. Mala Chanthalam	Deputy Director, PICTD, Champassak
Mr. Syha Phannavong	Deputy Director, PICTD, Savannakhet

(2) List of Equipment Provided: Nil

2. Inputs from JICA Side

(1) Assignment of Short-Term Experts (02/2011 – 03/2015)

Title/Field in Charge	Name	M/M			
		1 st Year	2 nd Year	3 rd Year	4 th Year
Chief Advisor/Tourism Development	Tetsuo Isono	(22.30)	(20.07)	(5.50)	(6.05)
Tourism Marketing	Kazuyuki Noguchi				
Web Marketing	Hiroo Okuda				
Promotion Media	Toyohiko Hashimoto				

(2) Assignment of Long-Term Expert (05/2013 – 05/2015)

Title/Field in Charge	Name	M/M			
		1 st Year	2 nd Year	3 rd Year	4 th Year
Coordinator/Tourism Development	Toshikazu Kinoshita	-	-	(12.00)	(12.00)

(3) Counterpart Training

Training Field/Contents	Place	Period	Participants
1. C/P Training for LPP Tourism Promotion Component	Tokyo, Chichibu, Kawagoe, Japan	September 26 to October 7, 2011	4 C/Ps
2. Tourism Promotion in Mekong Area	Osaka, Japan	February 28 to March 19, 2011	2 C/Ps
3. Tourism Promotion in Mekong Area	Osaka, Japan	February 20 to March 17, 2012	3 C/Ps
4. Tourism and Marketing Promotion under JSPP21 (Third country Training)	Singapore	October 31 to November 4, 2011	20 C/Ps
5. C/P Training for LPP Tourism Promotion Component	Tokyo, Chichibu, Kawagoe, Japan	September 18 to September 28, 2012	4 C/Ps
6. Planning and Investment of Eco- Tourism in Tropical and Sub-Tropical Areas in Asia & Oceania	JICA Okinawa (the last 2 weeks in Indonesia)	April 11 to July 7, 2012	1 C/Ps
7. Tourism Promotion in Mekong Area	JICA Kansai in Kobe	February 18 to March 16, 2013	2 C/Ps
8. Tourism & Marketing Promotion under JSPP 21	Singapore	July 23 to July 27, 2012	22 C/Ps + 2 Experts
9. CBT Training in Chiang Mai	Thailand	November 24 to November 28, 2012	24 C/Ps+ 2 Experts
10. CBT Training	Malaysia	March 10 to March	22 C/Ps +

H-pa

57

		16, 2013	1 Experts
11. JSPP 21	Singapore	July 23-27, 2012	10 C/Ps + 1 Expert
12. CBT Training in Mandalay (Stone Carving Study Tour)	Myanmar	September 6 - 10, 2015	4 C/Ps
13. CBT Training in Surin	Thailand	December 15 – 19, 2014	10 C/Ps

(4) Equipment Provided

Item	Q'ty	Place
1. Video Camera: Sony NEX-VG10E	1	MICT
2. Spare Battery: Sony NP-FV70	2	ditto
3. Battery Charger: Sony BC-TRV	1	ditto
4. Memory Card: Transcend 16GB	4	ditto
5. Tripod: Libec TH 650DV	1	ditto
6. Wireless Microphone: Sony ECM-AW3	1	ditto
7. Digital SLR Camera: Nikon D3100(Zoom Lens Kit)	1	ditto
8. Lens Protection Filtre: Nikon NC52mm	1	ditto
9. Spare Battery: Nikon EN-EL14	1	ditto
10. Desktop PC : HP S5899dP/N	3	ditto
11. Head Set: Microsoft LX-2000	3	ditto
12. UPS: APC RS800VA230	3	ditto
13. External HDD: Seagate Expansion 2TB	3	ditto
14. Digital Camera: Canon Powershot A1200	2 each	Khammouane, Savannakhet, Champassak
15. Color Inkjet Printer: Canon PIXIMA iP2770	1 each	ditto
16. Desktop PC: HP Pavilion HPE H8-1223L (Basic Software, Anti-Virus, Adobe CS6 included)	1 each	ditto
17. UPS: APC-BR900GI	1 each	ditto

(5) Facilities Provided: Nil

(6) Financial Support for Local Expense

Short-Tem Experts

Annual Budget	(JPY)			
	1 st Year	2 nd Year	3 rd Year	4 th Year
Disbursement	9,861,000	13,464,000	6,530,000	10,000,000

Long-Term Expert

Annual Budget	(JPY)			
	1 st Year	2 nd Year	3 rd Year	4 th Year
Disbursement	-	-	6,800,000	13,706,000

ANNEX 12 Summary of Activities for LPPT
undertaken from October 2010 to April 2015

"Progress status" (based on self-assessment by the Project): 4: Completed; 3: Almost completed; 2: In the process; 1: Not undertaken.

<Activities for Output 1>

Output 1	Through collaboration between the public and private sectors, tourism marketing and promotion activities for tourism products derived from appropriate and sustainable use of tourism resources of Laos are conducted effectively, including organization of Visit Laos Year 2012.		
Indicators	1-1	Tourism Marketing and Promotion Sub-Committee for Visit Laos Year 2012 is established by the end of March 2011.	
	1-2	Database of tourism products is established by the middle of 2011.	
	1-3	The number of promotion activities conducted by the end of 2012 is more than 20, and since then, they are updated and disseminated by MICT/PICTD.	
Item of Activity in PDM		Overview of Activities to Date	Activities to be Undertaken
1-1	Sort out the information on tourism administration structure and current situation of tourism promotion in Laos, and conduct a complementary survey*2.	Progress status: 4 • Current situation of collaboration among tourism related organizations, tourism resources and tourism development in Laos were reviewed. A market survey in the source countries was conducted in order to prepare "Visit Laos Year 2012" activities. The result of the survey was shared with the C/Ps upon the workshop held.	
1-2	Strengthen the network among tourism related organizations under MICT's initiative.	Progress status: 4 • MICT (LNTA) supported by the LPPT Component, made efforts to strengthen the network among tourism related organizations in order to have the common understanding for "Visit Laos Year 2012". • MICT (LNTA) informed to private companies willing to join the tourist information service (TIS). As a result, approximately 30 companies participated in the workshop for the service held on June, 2011. As a result of the workshop, the number of members was increased. • In July 2012, after 1 year experience, the 2 surveys (TIS Operation & Information Needs Survey) were conducted to evaluate the TIS operation and to confirm the tourists' needs for information. • In November, 2012, interviews were made to TIS members in regard to information update and distribution of promotion materials including maps and brochures from MICT (LNTA). • MICT continues strengthening of the network with tourism related organizations through official website and "Simply Beautiful Facebook".	
1-3	Support operation of Tourism Marketing and Promotion Sub-Committee for Visit Laos Year 2012 comprised of both the public and private sectors.	Progress status: 4 • Tourism Marketing and Promotion Sub-Committee was composed mainly of staff of Tourism Marketing Department, MICT. The Sub-Committee collaborated with other members of Ministry of Foreign Affairs, LATA, LHRA and LTMB newly created in 2011. JICA Project Team was supporting the Sub-Committee in accordance with the result of workshop. Then, the Project kept monitoring and providing technical advices whenever the need arose. Due to structural reform from former "LNTA" to MICT, some activities were canceled or delayed. • JICA Project Team has continuously monitored the progress of implementation, and provided advices and technical support as required. As of January 2013, after closing of Visit Laos Year, the final situation is summarized.	
1-4	Establish a data base of tourism products utilizing appropriately and sustainably resources of Laos (tour programs, trekking, handicrafts, etc.) targeted for tour planners and potential tourists in the source countries.	Progress status: 4 • The MICT (LNTA) sever contained not only public website, but also an internal data exchange system (equivalent to a database) and an e-mail server. The programming of database was established by the end of August 2011. Staff training for data input and database operation was also conducted. The Project continuously provides technical support for operation and updating of the database. • Training for website and database manipulation targeted for PICTDs was periodically organized by MICT (October 2014 and March 2015).	• MICT will integrate information used for editing Official Guidebook in Lao language published in 2014 into the database.
1-5	Organize exchange programs to strengthen the capacity of the Sub-Committee in tourism marketing and promotion by making maximum use of experience and know-how of ASEAN member states.	Progress status: 4 • In June 2012, a tourism marketing seminar and workshop was organized by inviting lecturers from Malaysia who requested to share Malaysia's experience in tourism promotion. • With collaboration with Singapore, in 2011, 2012 and 2014, more than 20 participants from Laos were participated to JSP21 training.	
1-6	Support the Sub-Committee to formulate tourism marketing and promotion strategy and action plan for Visit Laos year (VLY) 2012.	Progress status: 4 • A workshop was organized in May 2011 in order to contribute formulation of a strategy and an action plan for VLY 2012 (main theme: Example in Visit Year 2008 in Malaysia, Brainstorming about Visit Laos Year 2012 Event Calendar, Exercise for VLY Action Plan Formulation, etc.). Based on the results of workshop, JICA Project Team assisted formulation of its strategy and action plan.	
1-7	Improve and create tourism promotion tools such as MICT website, video, logo, image character, display at information centers, etc.	Progress status: 4 • JICA Project Team assisted MICT in improvement and creation of tourism promotion tools in accordance with the formulated action plan including website, video, tourism promotion tool at entry points and "Stamp Rally". • Technical support was focused on cost-effective development through video editing and uploading to internet video-on-demand system (e.g., YouTube) by MICT counterparts. • MICT continues production of tourism promotion tools based on the acquired skill and know-how through implementation and various training under the project. For example, "Visit Laos Year Facebook" was renewed as "Simply Beautiful Laos Facebook" by MICT.	• MICT and PICTDs in pilot provinces together will review and update the tourism promotion tools in collaboration with tourism related private sectors to promote effective utilization.
1-8	Provide technical supports to promotion events for Visit Laos Year 2012 in Laos.	Progress status: 4 • JICA Project Team provided technical supports to promotion events for Visit Laos Year 2012 and also conducted technical transfer to C/Ps.	
1-9	Participate and join in tourism promotion events in major source countries and ASEAN member states.	Progress status: 4 • Visit Laos Year events organized in every corner of the country since the beginning of 2012. • The Project has continuously supported exhibitions and participations in domestic events as well as overseas travel fairs in major source markets and ASEAN member states. • MICT continuously participate in tourism exhibitions held in the source market countries such as ITB in Germany or JATA in Japan by making full use of obtained skill and know-how.	
1-10	Summarize recommended measures for tourism marketing and promotion to be integrated into the Tourism Development Strategy and Action Plan 2016-2020.	Progress status: 2 • MICT and PICTDs in pilot provinces have summarized activities during the Visit Laos Year 2012 and analyzed the performance.	• MICT and PICTDs in pilot provinces will integrate lessons learned through the project into the coming tourism development action plans.

*2: Complementary survey includes a market survey in the source countries, tourist satisfaction surveys, etc.

<Activities for Output 2>

Summary of Activities for LPPT 1

Output 2	In pilot provinces, through collaboration between MICT and PICTDs, tourism development by making appropriate and sustainable use of tourism resources of Laos and contributing to local residents, is promoted.		
Indicators	2-1 The number of tourist information materials provided by the end of 2012 is more than 6 types. 2-2 The annual increasing rate of tourists to each pilot province from 2012 - 2014 is greater than 7% in pilot province. 2-3 The number of local residents who participated in CBT activities is increased in target villages.		
Item of Activity in PDM	Overview of Achievement / Progress of Activities to Date		Activities to be Undertaken
2-1 Select pilot provinces*3.	Progress status: 4 • It was agreed upon that approximately 3 pilot provinces were to be selected among 4 candidate provinces of Savannakhet, Khammouane, Champasak and Salavan. LNTA has selected the 3 provinces by taking into account the situation of donor support in each candidate province, contribution to ASEAN integration, capacity and willingness of each PTD.		
2-2 Conduct a baseline survey on tourist sites and products in pilot provinces.	Progress status: 4 • By keeping in mind the linkage among major tourist sites in GMS and potential tourist sites in the pilot provinces, a series of field survey were repeatedly conducted in the pilot provinces. In addition, an attitude survey was conducted in order to obtain the basic data for the planned activity to deepen local people's public awareness on tourism promotion. The survey report is available at the project website (www.lpptourism.org).		
2-3 Formulate LPP community-based tourism development strategy at central level, and make strategy or direction paper at provincial level based on the strategy at central level.	Progress status: 4 • LPP community-based tourism development strategy at central level and provincial level was drafted and presented upon the provincial coordination meeting held in August 2013.		• LPP community-based tourism development strategy is to be authorized by MICT.
2-4 Prepare guidelines, report forms and monitoring tools for community-based tourism (CBT) development.	Progress status: 4 • CBT development guideline (2011), including Form A (Tourism Development Action Plan) and Form B (Project Proposals), was prepared. • Based on the results of the training 2-7 and tourism development implementation, the guideline was revised by each PICTD. • The revised CBT guidelines are tested and used by each PICTD.		
2-5 Organize capacity enhancement training targeted for PICTD and DICTO staff in pilot provinces so that they can support community-based tourism development.	Progress status: 4 • Tourism marketing & promotion training program for pilot provinces was conducted in a combination of a study tour to model CBT sites in Luang Prabang where the tourism is developed most in Laos, and a workshop in one of the pilot provinces. They were organized in June and in July, 2011 respectively. At the 2 nd year, the training targeted for PICTD staff in the pilot provinces was also conducted aiming at production of tourist improving skills in production of tourist information.		
2-6 Organize planning workshop for community-based tourism development targeted for villages based on the provincial strategy/direction in pilot provinces*4.	Progress status: 4 • In order to share these experiences and learn mutually in a form of technical exchange, CBT development training was organized in the beginning of December 2011. Participants were from 3 selected villages in each pilot province. • During the 2 nd year, continuously the training was organized for 3 mixed-gender representatives from each site/village (9 villages for each province). • In order to learn accumulated experience in neighboring country, the CBT Training-2 was organized in Northern Thailand on November 2012.		
2-7 Organize community support plan formulation workshop at the district level based on the provincial strategy/direction in pilot provinces.	Progress status: 4 • CBT support plan formulation workshops were held in December 2013 and September 2014 at provincial level with participation of all the district tourism officers.		
2-8 Support villages to implement community-based tourism development in pilot provinces, based on the community support plan formulated at district and the strategies at central and provincial levels.	Progress status: 4 • Implementation of CBT development has been good progress, and villagers' awareness and their participation has been satisfactory at every CBT site village such as labor contribution. • At some target sites, benefit of CBT in terms of job creation and income generation was confirmed. • Through practice, a model CBT procedure suitable for Laos and consistent with ASEAN CBT Standard was identified.		
2-9 Develop tourist information materials in pilot provinces, based on the provincial strategy/direction*5.	Progress status: 4 • Various types of tourist information were provided under initiative of each PICTD (Tourist Map, information Files, Direction signs, Interpretation boards). • Tourist information master files in pilot provinces are periodically updated and distributed to the tourists. The information master file is shared with concerned private enterprises.		• Each PIU will continuously update the tourist information and add new contents.
2-10 Launch public awareness programs for tourism promotion in pilot provinces, based on the provincial strategy/direction.	Progress status: 4 • Based on the results of Public Awareness Survey conducted during the 1 st year, opinions were exchanged with each PICTD. • On the occasion of CBT training, public awareness was always included in the training program, similarly done in the on-site training such as local guide training.		

*3: Approximately 3 pilot provinces are to be chosen Savannakhet, Khammouane and Champasak by taking into account contribution to ASEAN integration.

*4: Target villages can include those that supply products and services to the tourist site nearby (supply chain concept).

*5: Provision of tourist information is to be made by taking into account financial sustainability, e.g., utilization of MICT website, sponsorship, etc.

<Activities for Output 3>

Output 3	Tourism promotion activities through collaboration between MICT and PICTDs by making appropriate and sustainable use of tourism resources are disseminated to other areas and provinces.		
Indicators	3-1 The results and lessons learnt of the activities of Output 1 and Output 2 are summarized by MICT/PICTD. 3-2 The above summaries are shared to other areas and provinces, and they start to CBT activities in action.		
Item of Activity in PDM	Overview of Achievement / Progress of Activities to Date		Activities to be Undertaken
3-1 Summarize recommendations for promoting appropriate and sustainable use of indigenous tourism resources of Laos, as well as tourism development contributing to local residents.	Progress status: 4 • MICT summarized model procedure of Community-Based Tourism in a form of CBT Handbook in February 2015. • Each PICTD in pilot province periodically summarized progress of CBT related activities in a form of presentation file, and exchanged among them.		
3-2 Organize dissemination seminars.	Progress status: 4 • A dissemination seminar was organized in February 2015 by inviting 6 other PICTDs with participation of MPI, MOFA and ASEAN Secretariat. • Upon the seminar, CBT strategy, CBT handbook and CBT practice were shared among the participants.		• MICT will apply lessons learned through the project to the CBT development in the other provinces.

ANNEX 13 Summary of Inputs for LPPA (October 2010 – April 2015)

1. Inputs from Lao Government

(1) List of Counterpart Officers Assigned for the Project Activities

	Name	Title/Affiliation	Role in Project	Period
1.	Mr. Soukhavong Khodsimouang	Deputy Director, CADC	Project Manager/ Coordinator	6/2012 – present
2.	Mr. Thavisith Bounyasouk	Officer, Standard Division	Coordinator	6/2012- 1/2013
3.	Mr. Soukanh Vongprachan	Officer, CADC	Vice Coordinator	6/2012 – present
4.	Mr. Chansamone Phommachan	Officer, CADC	ditto	6/2012 – present

(2) Facilities and Equipment Provided

12 ha of farmland and annexed facilities have been allocated for setting up a demonstration farm.

2. Inputs from JICA Side

(1) Assignment of Expert

Category	Name	Title	Period of Assignment
Long-term	1. Mr. Kyojin Mima	Introduction and Extension of GAP	29/05/2012 –19/03/2015
Short-term	2. Mr. Takasuke Ishitani		21/07/2013-04/08/2013
Short-term	3. Mr. Ryuta Tagami		21/07/2013-4/08/2013
Short-term	4. Mr. Ryuta Tagami		01/12/2014 – 14/12/2014

(2) Country Focused Training for Counterparts

Training Field	Place	Period	Participants
1. 1 st GAP Management Training	Japan	26/8/2013-6/9/2013	5
2. 2 nd GAP Management Training	Japan	24/9/2014-10/10/2014	5

(3) Overseas Training for Counterparts

Training Field	Place	Period	Participants
1. GAP Inspector Training	Thailand	3/3/2013-9/3/2013	25
2. GAP Training Curriculum Meeting	Thailand	12/3/2013-16/3/2013	2
3. ASEAN EWG Meeting	Viet Nam	21/5/2013-28/5/2013	2
4. 5 th GAP Meeting	Brunei	22/4/2014-24/4/2014	2
5. ASEAN EWG Meeting	Cambodia	28/4/2015-30/4/2015	3

(4) Infrastructure Construction

No.	Details	Units	Amount
1	Irrigation system	1	\$70,000
2	Well Drilling	3	\$18,000
3	Green House	10	\$31,250
4	Farm Office and Dormitory	1	\$19,600
5	Garage and Equipment	1	\$30,000
6	Cool Storage	1	\$10,000
7	Garage and Packing House	1	\$15,100
8	Composting House	1	\$19,000
9	Pesticide Room	1	\$5,900
10	Fuel Station	1	\$5,900
11	Nursery	1	\$5,700
12	parking Place	1	\$6,800
13	Toilet for Workers	1	\$8,500
Grand Total			\$ 245,750.00

(5) Equipment Provided

	Item of Equipment	Q'ty	Value (USD)	Remarks
1.	Tractor (KUBOTA L9540)	1	67,500	CADC
2.	Tractor (KUBOTA L4708)	1	37,500	ditto
3.	Pickup Truck (TOYOTA 2tons)	1	18,000	ditto
4.	Photocopy machine (Canon LBP 7200)	1	3,300	ditto
5.	Color Printer (Canon IR253)	1	950	ditto
6.	Personal Computer (HP)	3	4,000	ditto
7.	Projector (Epson EBX11)	1	770	ditto
8.	Digital Camera (Canon A246)	1	100	Ditto
9.	Minitiller	1	1300	ditto
Total			132,120	-

(6) Financial Support for Local Expense

Period	12/2011 – 03/2013	04/2014-03/2015
Total Amount (USD)	320,000	102,000

64.50

3

ANNEX 14 Summary of Activities for LPPA undertaken from October 2011 to April 2015

"Progress status" (based on self-assessment by the Project): 4: Completed; 3: Almost completed; 2: In the process; 1: Not undertaken.

<Activities for Output 1>

Output 1	Roadmap for introduction of ASEAN GAP is developed.		
Indicators	1-1 The roadmap to introduce and disseminate Lao-ASEAN GAP over the country is documented and approved by DOA. (The roadmap should be in accordance with the ASEAN GAP roadmap or Action Plans.) 1-2 The roadmap is presented and shared at the annual meeting of the Experts Working Group on ASEAN GAP (EWG-ASEAN GAP).		
Item of Activity in PDM	Overview of Activities to Date		Activities to be Undertaken
1-1 Review and analysis of policies and regulations, institutional arrangements and their capacities, on-farm practice.	Progress status: 4 - The members of Standard Division studied on policies and regulations, institutional arrangements and their capacities of on-farm practices. - Farmer's group meetings were organized in Vientiane Capital and Vientiane Province several times in order to study on-farm practices. - The Plant Protection Center (PPC) has conducted a survey and collected information on pesticide residue of products on farms and markets in 5 provinces. The results have been compiled in a report. - The Project team analyzed policies and regulations, institutional arrangements and their capacities of on-farm practices.		
1-2 Market study and its analysis.	Progress status: 3 - The PPC has conducted a survey on pesticide residue in 5 provinces (same as Activity 1-1). - Once, the Project has been looking for a local consultant(s) to conduct the market study, however, at last, market study did not carried out because of non-necessity.		
1-3 Stakeholder consultation for institutional development of GAP.	Progress status: 3 - The Project organized a planning workshop for introduction of GAP in October 2012 in which the Work Plan on the GAP introduction for 2012-2015. - The first one-day-workshops on the GAP introduction were organized in Vientiane Capital in April 2013 and in Vientiane province May 2013 respectively. The participants included DAFO and PAFO officers and representatives of farmer groups.		
1-4 Development of a roadmap for ASEAN GAP introduction.	Progress status: 2 - The Project supported development of the Work Plan on the GAP introduction for 2012-2015 in October 2012. 2 short term expert(s) were dispatched for give advice for this activity in July 2013. - A stakeholder 3 day meeting was conducted in Vientiane province in July 2014 in order to develop a draft of GAP roadmap. A draft roadmap was formulated.		To realize the finalization of GAP roadmap, the first action shall be taken by MAF to appoint the task force (TF) members who are in charge to finalize roadmap, then it start to undertake TF meeting and record Minutes of Meeting.

<Activities for Output 2>

Output 2	GAP is introduced in the pilot sites.		
Indicators	2-1 A GAP demonstration farm is established at CADC and utilized for training of relevant officers and target farmers. 2-2 At least 12 on-farm GAP demonstration plots have been established and well managed by the farmer groups trained by the project. 2-3 At least 12 farmer groups (or 300 farmers) of the pilot sites have adopted the GAP. 2-4 At least 6 farmer groups (or 50% of the trained farmers) of the pilot sites have been officially certified by DOA as successful GAP producers.		
Item of Activity in PDM	Overview of Achievement / Progress of Activities to Date		Activities to be Undertaken
2-1 Selection of the pilot sites.	Progress status: 4 - The Project has been supporting the establishment of a GAP Demonstration Farm at CADC. - The Project team has selected 58 farmers in 8 villages of 4 districts in Vientiane Capital, and 165 farmers in 23 villages of 5 districts in Vientiane Province. A total of 223 farmers have been registered as candidates to introduce the GAP in the 2 pilot areas on pilot basis. 7 farmer groups in Vientiane Province and 5 farmer groups in Vientiane Capital received materials and constructed plastic green houses in July 2014.		
2-2 Develop regulation and code of practice in consultation with stakeholders.	Progress status: 3 4 modules of ASEAN GAP (Food Safety, Product Quality, Environment, Worker's Welfare and Safe) have been authorized as LAO GAP standard. 2 short term experts gave advice on July 2013.		
2-3 Provide training for ASEAN GAP introduction in the pilot sites.	Progress status: 3 - The first one-day-workshops on the GAP introduction were organized in Vientiane Capital in April 2013 and in Vientiane (same as Activity 1-3). - The Project supported organizing the Farm Adviser Training which 29 Farm Advisers were trained for 4 days from 28 to 31 May, 2013. Training curriculum has been developed. - Training for the Farm Advisers who attended the first training in May was held in Bangkok 23-28 Jun, 2013. 2 days GAP training was conducted targeting 12 farm groups selected in VTE province and VTE capital in Sep and Oct 2013. 12 groups (415 farmers) participated in this training. The training included basic information on GAP, the role of ICS (Internal Control System), IPM (Integrated Pest Management) etc. - GAP farm visit to Thailand was conducted in November 2013 in order to deepen understanding of GAP farm which is well advanced in Thailand. 12 GAP farmers group leaders, 2 ICS (Internal Control System) officer and 29 GAP farm advisors selected from PAFO and DAFO in VTE capital and VTE province participated in this farm visit. - The second Farm Advisor Training was conducted in June 2014. 26 new advisors were selected from DAFOs and CADC and completed 4 days training. - IPM training was conducted for a farm group in Vientiane Capital in July 2014 to deepen understanding the use of pesticide in GAP. - New 5 farmer groups in Vientiane Province farmers (99 farmers) were trained in August 2014, followed by new 9 Farmers groups in Vientiane Capital (224 farmers) in November 2014 through 2 days basic training on GAP. The training included procedure on obtaining Lao GAP, IPM (Integrated Pest Management), Forming GAP farmers group, and ICS.		
2-4 Test code of practice on pilot farms and modify as required.	Progress status: 2 2 short term experts were dispatched for this activity in July 2013 (together with Activity 1-4.).		
2-5 Develop effective compliance mechanism.	Progress status: 3 - The Lao Government has established a structure for the GAP introduction and certification by setting up Board of Director (BOD) and its sub-committee, LCB (Lao Certification Body); CC (Certification Committee), CB (Certification Body) in MAF. - At the field levels in the pilot areas, ICS (Internal Control System) has been set up for each farmer's group. 10 farmer groups in Vientiane Province received instruction on the procedure for obtaining GAP certification in November 2014. 14 farmer groups in Vientiane Capital (Approximately 375 Farmers) in Vientiane Capital received instruction on the procedure for obtaining GAP certification between Jan and Feb 2015 - In order to establish a market channel for GAP, a discussion was held amongst stakeholders concerned in Vientiane Capital and Vientiane Province respectively. The necessity of build a GAP market was confirmed and the candidate locations were selected.		- GAP certification activities to be conducted continuously targeting 7 groups in VTE province and 14 groups in Vientiane Capital. - A GAP Market will be built in Vientiane province in mutual consultation with LPPO and CADC hopefully by the end of the project period.
2-6 Feedback the test results to the Roadmap.	Progress status: 2 Two short term experts were dispatched for this activity in July 2013 (together with Activity 1-4.)		The task force (TF) members who are in charge to finalize roadmap, they will start to

66. 88

57

		undertake TF meeting and present the progress of revision of roadmap at "Annual GAP Meeting for 2015".
--	--	--

<Activities for Output 3>

Output 3	Capacities of relevant officials of MAF and other stakeholders are strengthened.	
Indicators	3-1 MAF officers in charge of GAP can instruct and supervise farmers on the GAP operation. 3-2 Relevant MAF officers and Farm Advisers trained by the project can provide GAP training and supervise the trained farmers. 3-3 Provincial/district agricultural officers and other stakeholders in non-pilot areas (at least 3 provinces) have attended seminars or workshops on GAP.	
Item of Activity in PDM	Overview of Achievement / Progress of Activities to Date	
3-1 Capacity development of relevant officials of MAF and others through the activities above for OUTPUT 1 & 2.	Progress status: 3 - The Project organized a planning workshop and the first GAP introduction workshop in 2012 (same as Activity 1-3). - Also a 4-day training workshop was organized for 24 Farm Advisers in the pilot areas. - As the GAP demonstration farm was established at CADC, CADC officers and technicians have been trained as GAP instructors through the on-the-job training (OJT).	Activities to be Undertaken - The Project will support GAP concerned officials to visit GAP instructors in Thailand to be refined their skills and knowledge gained so far. - The Project will invite a GAP instructor from Thailand to give advice to GAP concerned officials to improve current Lao GAP practice.
3-2 Share experience in ASEAN member states.	Progress status: 3 - Attending the Meeting for ASEAN Expert Working Group on GAP, in May 2012, in Bangkok, and in May, 2013, in Da Lat, Viet Nam. - Close consultation and assistance of Thai DOA for GAP training and workshop. - LPPA team attended the 5th ASEAN GAP Expert Working Group in April 2014, Brunei. Lao CP made presentation on the progress of Lao GAP, and learned the progress of other ASEAN countries experiences on promotion on GAP. - Introduction Seminar on GAP for Cambodia and Vietnam was conducted in September 2014. A couple of representatives from each country were participated the seminar and shared their experiences and exchanged opinions to promote GAP.	2 C/ps from CADC will attend GAP Working Group in Siam Reap at the end of April and make presentation on progress of Lao GAP at the meeting.
3-3 Train officials of MAF and stakeholders other than pilot sites.	Progress status: 3 - GAP Awareness Workshops were conducted in July and August 2014 in Luang Prabang, Savanaket and Champasack. Approximately 100 district agriculture concerned people and private sector attended the workshop. - Farm advisor trainings were conducted in Luang Prabang and Champasak from Jan-Feb 2015. Approximately 50 farm advisors who were selected from DAFO in each province received 3 day trainings. These trainees are expected to instruct farmers on GAP practice.	
3-4 Public relations and awareness building of GAP.	Progress status: 3 - P.R activities on the project activities (training workshops and handover ceremonies of equipment) have been undertaken through coverage by newspapers and TV programs. Posters and brochures were distributed and LPPA /GAP website was launched. - Lao GAP Field Day was held on May 29th 2014 to raise awareness on Lao GAP. More than 180 participants gathered the event including GIZ/TICA representatives.	The Project will continue activities to raise awareness including P. R. through TV broadcasting if required.

61. PH

5

ANNEX 15 Summary of Inputs for LPPE (October 2010 – April 2015)

1. Inputs from Lao Government

(1) List of Counterpart Officers Assigned for the Project Activities

1) Members for Management

Name	Title/Affiliation	Role in Project
1. Mr. Khampadith KHAMMOUNHEUANG	Acting Director General of DOE, MMONRE	Project Manager (08/2011 – 10/2012)
2. Mr. Phengkhamla PHONVISAI	Director of Pollution Control Division, DOE, MONRE	Project Coordinator (08/2011 – 10/2012)
3. Mr. Phengkhamla PHONVISAI	Head of Policy and Information Division, Department of Pollution Control, MONRE	Project Manager (10/2012 – 07/2013)
4. Mr. Vanxay PHIOMANYVONE	Acting Head of Environmental Management Division, Department of Pollution Control, MONRE	Project Coordinator (10/2012 – 07/2013) Project Manager (07/2013 –)
5. Mr. Noudeng VONGDALA	Technical Officer for Environmental Management Division, MONRE	Project Coordinator (07/2013 –)
6. Mr. Sivanh KHONESAVANH	Technical Officer for Environmental Management Division, MONRE	Project Coordinator (07/2013 –)
7. Mr. Nakkhalinh VOLASANE	Officer from Technical Promotion Division, MONRE	Project Coordinator (07/2013 –)
8. Ms. Phatsada KHOUNPHONEPAKDI	Technical Officer for Environmental Management Division, MONRE	Project Coordinator (07/2013 –)

2) MONRE activity assignment

Name	Affiliation	Responsibility
1. Mr. Noudeng VONGDALA	Technical Officer for Environmental Management Division, MONRE	Construction & Improvement of SW disposal site (10/2012-) SW Collection & Transportation System (07/2013-)
2. Mr. Nakkhalinh VOLASANE	Officer from Technical Promotion Division, MONRE	Newsletter, magazine, pamphlet and other printing (10/2012 -)
3. Mr. Sivanh KHONESAVANH	Technical Officer for Environmental Management Division, MONRE	3R promotion (10/2012-) HCWM from hospital (07/2013 -)
4. Ms. Phatsada KHOUNPHONEPAKDI	Technical Officer for Environmental Management Division, MONRE	Program documentary (07/2013 -)
5. Ms. Palina KHOTPHOUTHONE	Technical Officer for Environmental Management Division, MONRE	HCWM from hospital (10/2012 - 07/2013)
6. Mr. Khounsamay SILAPHET	Officer from Technical Promotion Division, MONRE	ditto (10/2012 - 07/2013)
7. Ms. Soukpalamy DUANGMALA	Officer from Policy & Information Division, MONRE	3R promotion (10/2012 - 07/2013)
8. Ms. Kesone DALASENG	ditto	SW Collection & Transportation System (10/2012 - 07/2013)
9. Ms. Thidalath VONGXAYA	ditto	ditto, program documentary (10/2012 - 07/2013)

Summary of Inputs for LPPE 1

H. P. H.

D7

3) Technical Committee members

Assignment	Central Government	Vientiane Capital (VTE)	Luang Prabang (LPB)	Xayabouri(XYB)
Chairperson	Deputy Director, Pollution Management Division, PCD, MONRE Mr. Vanhxay PHIOMANYVONE	Deputy Director General, Department of Natural Resources and Environment of VTE Dr. Ms. Bangon SAYARATH	Deputy Director General, Department of Natural Resources and Environment of LPB Mr. Chanthavong PHONNACHIT	Deputy Director General, Department of Natural Resources and Environment of XYB Ms. Khamphiou PHANTHAVONG
Member	Department of Housing and Urban Planning Ministry of Public Works and Transport Mr. Bounthong KEOHANAM	Deputy Director General, Department of Public Works and Transport of VTE Mr. Bounchan KEOSITAMMA	Technical Staff, Department of Natural Resources and Environment of LPB Mr. Sackdaphone KEOPRACHAN	Director, Urban Development and Administration Authority of XYB Mr. Bounkhong PHONGSAVANH
	Technical Staff, Department of Hygiene, Ministry of Health Ms. Khampasith PHOMMACHAK	Department of Public Works and Transport of VTE Ms. Bouavone LUANGKHOT	Department of Public Works and Transport of LPB Mr. Bounpheng CHITHAPHONE	Department of Public Works and Transport of XYB Mr. PhouangKham PHILAKET
	Technical Staff, Pollution Management Division, PCD, MONRE Mr. Noudeng VONGDALA	Department of Public Works and Transport of VTE Ms. Thongnith PANYAVONG	Department of Public Works and Transport of LPB Mr. Phouttasorn MANOPHAT	Department of Public Work and Transport of XYB Mr. Vilaysak LINTHAVONG
	Technical Staff, Pollution Management Division, PCD, MONRE Mr. Sivanh KHONESAVANH	Chief of Environment Section, Department of Natural Resources and Environment of VTE Ms. Rotchana PHOUANGMANIVONG	Deputy Director, Urban Development and Administration Authority of LPB Mr. Phoumy OPHETHSANE	Technical Staff, Department of Natural Resources and Environment of XYB Mr. Kitsamone PHOTILAK
	Technical Staff, Pollution Management Division, PCD, MONRE Mr. Nakkalin VORASARN	Technical Staff, Department of Natural Resources and Environment of VTE Mr. Vilasak VENPASEUTH	Chief of Administration Section, Urban Development and Administration Authority of LPB Ms. Kaisone KHOUSONSAVATH	Urban Development and Administration Authority of XYB Mr. Thonglan PHEUAPHOM
	Technical Staff, Pollution Management Division, PCD, MONRE Ms. Phatsada SOUMPHOMPHUKDY	Deputy Director General, Vientiane Urban Development and Administration Authority Mr. Khampian INTALUXA		Urban Development and Administration Authority of XYB Mr. Phathanong SONEPHAN
	Technical Staff, Pollution Management Division, PCD, MONRE Mr. Sengkeo TASAKETH	Chief of Urban Cleaning Supervision Section, Vientiane Urban Development and Administration Authority Mr. Sisouk THOLATHA		Urban Development and Administration Authority of XYB Mr. Soulinyan MANKHONG
		Vientiane Urban Development and Administration Authority Mr. Sonethavy PHIMMASANE		
		Technical Staff, Vientiane Urban Development and Administration Authority Mr. Kaysone CHANTHALATH		

(2) Office space

An office in the MONRE HQ building has been allocated to the Japanese Expert team.

(3) Budget

Information on the budget for the project related expense is not available.

2. Inputs from JICA

(1) Assignment of Experts (Short-term) (08/2011 – 02/2015)

Result

Period	Title/Field in Charge	Name	Days (M/M)
08/2011	1. Team Leader/Urban Environmental Management	Susumu SHIMURA	91 (3.03)
-03/2012	2. Deputy Team Leader/Waste Intermediate Treatment and Final Disposal	Naofumi SATO	161 (5.37)
(First Project	3. Water Environment Management	Kanehiro MORISITA	90 (3.00)

Summary of Inputs for LPPE 2

h.p.h

Year)	4.	Waste Collection and Transport	Ikuo MORI	54 (1.80)
	5.	Community-based Urban Environmental Management (1)/ Environmental Education	Noriko OTSUKI	60 (2.00)
	6.	Baseline Survey on Urban Environment Management	Shinya KAWADA	115 (3.83)
	7.	Healthcare Waste Survey/ Healthcare Waste Management	Shinnosuke ODA	45 (1.50)
04/2012 -09/2013 (Second Project Year)	1.	Team Leader/Urban Environmental Management	Susumu SHIMURA	174 (5.80)
	2.	Deputy Team Leader/Waste Intermediate Treatment and Final Disposal	Naofumi SATO	288 (9.60)
	3.	Waste Collection and Transport	Ikuo MORI	29 (0.97)
	4.	Community-based Urban Environmental Management (1)/ Environmental Education	Noriko OTSUKI	80 (2.67)
	5.	Community-based Urban Environmental Management (2)/ Pilot Projects	Shinnosuke ODA	231 (7.70)
	6.	Healthcare Waste Survey/ Healthcare Waste Management	Noriko OTSUKI	80 (2.67)
10/2013 -02/2015 (Third Project Year)	1.	Team Leader/Urban Environmental Management	Susumu SHIMURA	181 (6.03)
	2.	Deputy Team Leader/ Final Disposal (1)	Naofumi SATO	28 (0.93)
	3.	Waste Intermediate Treatment/ Final Disposal (2)	Tamotsu Suzuki	135 (4.50)
	4.	Community-based Urban Environmental Management (1)/ Environmental Education	Noriko OTSUKI	62 (2.07)
	5.	Waste Collection and Transport/ Community-based Urban Environmental Management (2)/ Pilot Projects	Shinnosuke ODA	260 (8.67)
Total				2,164 (72.13)

Plan

Period	Title/Field in Charge	Name	Days (M/M)
03/2015 -09/2015 (Fourth Project Year)	1. Team Leader/Urban Environmental Management	Susumu SHIMURA	140 (4.67)
	2. Deputy Team Leader/ Final Disposal (1)	Naofumi SATO	84 (2.80)
	3. Waste Intermediate Treatment/ Final Disposal (2)	Tamotsu Suzuki	65 (2.17)
	4. Community-based Urban Environmental Management (1)/ Environmental Education	Noriko OTSUKI	40 (1.33)
	5. Waste Collection and Transport/ Community-based Urban Environmental Management (2)/ Pilot Projects	Shinnosuke ODA	105 (3.50)

(2) Counterpart Training

Training Field/Contents	Place	Period	Participants
1. Solid and healthcare waste management	Hanoi, Vietnam	10 – 15 May, 2012 (6 days)	13 C/Ps + 1 Expert and 1 LPPE assistant
2. Solid waste management, recycling by a private company, 3R activities at community level	Phitsanulok, Thailand	6 – 10 August, 2012 (5 days)	27 C/Ps + 1 Expert and 1 LPPE assistant
3. Visit to ASEC Environment Section and SWM activities in Surabaya	Jakarta, Surabaya, Indonesia	9 – 16 December, 2012 (8 days)	10 C/Ps + 1 Expert + 2 other staff
4. Solid waste management training for high-ranked officers	Tokyo and Saitama, Japan	23 – 30 March, 2013 (8 days)	11 C/Ps + 1 Expert
5. Solid waste management training for	Tokyo and	14 – 31 May,	11 C/Ps + 1 Expert

Summary of Inputs for LPPE 3

4. PH

5

Training Field/Contents	Place	Period	Participants
practical officers	Kagoshima, Japan	2013 (18 days)	

(3) Equipment and tools procured

1) List of Equipment Procured by the Expert Team

From Sep, 2011 till Mar, 2012

Item	Q'ty	Place
1. Photocopy machine with paper feeder (Canon)	1	Project office
2. Laser printer (Canon)	1	ditto
3. Inkjet color printer (Canon)	1	ditto
4. Facsimile (Canon)	1	ditto
5. Video projector (Canon)	1	ditto
6. Digital camera (Canon)	1	ditto
7. Video camera (Canon)	1	ditto
8. Screen (Stand Ander 70"x70")	1	ditto
9. Laptop personal computer (Toshiba)	2	ditto
10. Microsoft office	2	ditto
11. Windows 7 professional	2	ditto
12. Titanium internet security	2	ditto
13. Lao script	2	ditto

From Mar, 2013 till Aug, 2013 [Progress Report 4]

	VTE	LPB	XYB
PP for 3Rs			
Polo shirts	250	250	250
Organic waste reduction			
Compost barrels (normal/worm)	58/22	10/43	247/102
Leaflets of home composting			
Plastic bag reduction			
Eco baskets	3095	1482	2023
Eco stay project			
Compost plant			
Composting workshop (300m2)		1	
Warehouse (6mx4m=24m2)		1	
Electrical works (Wiring, outlet)		1	
Water supply works		1	
Electricity poles & wires (single-phase)		200m	
Open drainage and sewage pit		1	
Gravel pavement t=150mm		200m ²	
Pipe drain and gravel pavement		1	
Observatory		1	
Tools for operation (Wheelbarrow, Sieve, Shovel, Hoe, Writing board, scale)		1 set	
Food waste barrels		70	
Eco bags for tourists		800	
Leaflet (1)		2,000	
Leaflet (2)		3,000	
Small signboards		50	
Collection Improvement			
Existing collection improvement			

Summary of Inputs for LPPE 4

H.P.H

27

Waste containers		Large 80	Small 155
Collection expansion			
Container manufacturing equipment (Welding machine, Iron cutting machine, Oxygen welding torch, Oxygen cutting torch, 30m Gas horse, Mask, 20m Welding horse 4 Clamp, Oxygen gauge, Acetylene gauge)		1 set	1 set
Container manufacturing material (Steel plates, Iron bars, paints, cut-disc, welding rod, hinge, gases)		For 10 containers	For 10 containers
Final disposal improvement			
Operation improvement			
Concrete plates (2m x 1m x 0.2m)	200	130	50
Barricade for truck control	1 set	1 set	
Management of waste pickers			
Jacket	155	32	12
ID Card	130	30	10
Boots	155	60	24
Cloth Mask	300	60	24
Gloves	300	60	24
HCWM			
HCWM collection			
Containers		10	2
Flame for container		1 set	1 set

From Oct, 2013 till Feb, 2014 [Progress Report 5]

	VTE	LPB	XYB	Budget Resource
PP for Waste Collection Service				
Garbage bin with caster (120L)	70			LPPO
PP for 3Rs				
Organic waste reduction				
Leaflets of home composting (Normal)	100	50	350	LPPO
Eco stay project				
Eco bags for tourists		700		LPPO
Leaflet		5,450		LPPO
Elephant Festival in XYB				
Sign Board			1	LPPE
Banner			5	LPPE
Plastic garbage bin			40	LPPE
Tong			40	LPPE

Spare parts for the incinerators were procured in July 2014. [Progress Report 6]

I	Spare-parts Cost for Vientiane		
1	Photoelectric eyes	Piece	1
2	Ignition electrode	Piece	1
3	Temperature sensor	Piece	1

H. P.

Summary of Inputs for LPPE 5

27

4	Nozzle (dedicated to First Furnace, 10kg/hour burner)	Piece	1
5	Nozzle (dedicated to Second Furnace, 5kg/hour burner)	Piece	1
6	Solenoid valve	Piece	1
II	Spare-parts Cost for LuangPranbang		
1	Photoelectric eyes	Piece	1
2	Ignition electrode	Piece	1
3	Temperature sensor	Piece	1
4	Nozzle (dedicated to First Furnace, 10kg/hour burner)	Piece	1
5	Nozzle (dedicated to Second Furnace, 5kg/hour burner)	Piece	1

From Aug, 2014 till Feb, 2015 [Progress Report 7]

Common			
1	Making HCW separation promotion video	Piece	1
2	Making Off-site compost promotion video	Piece	1
3	Making On-site compost promotion video	Piece	1
4	Printing Environmental Education hand books for recycling separation	Sheet	600
Luang Pragang			
1	School Recycling Storage Sheds	Piece	6
2	Scales for School Recycling	Piece	2
3	Off-site compost barrels	Piece	50
4	Wood Chipping Machine	Piece	1
5	Gravel and Fuel for HCW pit	Set	1
Xayaboury			
1	School Recycling Storage Sheds	Piece	3
2	Scales for School Recycling	Piece	2

2) Equipment Procured by JICA Office

From Sep, 2011 till Mar, 2012

	Item	Q'ty	Place
1.	Bulldozer (16-21ton)	1	Vientiane
2.	Spare parts for bulldozer	1	Ditto
3.	Spare tires for wheel loader at KM32	1	Ditto
4.	Spare parts for crawler loader at KM32	1	Ditto
5.	Hydraulic excavator (Bucket 1m ³)	1	Luang Prabang
6.	Spare parts for hydraulic excavator	1	Ditto
7.	Dump truck (8ton)	1	Ditto
8.	Wheel backhoe loader (more than 7ton)	1	Xayabouri
9.	Spare parts for backhoe loader	1	Ditto
10.	Dump truck (8ton)	1	Ditto
11.	Dump truck	2	Vientiane
12.	Waste incinerator for infectious waste (20kg/h)	1	Ditto
13.	Waste incinerator for infectious waste (10kg/h)	1	Luang Prabang

From Mar, 2013 till Aug, 2013 [Progress Report 4]

	Items	Qty.	Unit
LPB	Pickup truck for HCW collection and transportation	1	Truck

From Oct, 2013 till Feb, 2014 [Progress Report 5]

	VTE	LPB	XYB
--	-----	-----	-----

LPB

Summary of Inputs for LPPE 6

57

Final disposal improvement				
	Septic sludge treatment facility, Offsite-composting(LPB), Observatory(LPB), HCW pit (XYB)			
	Soil		34.6 m3	12 m3
	Crushed Stone		27.3 m3	8 m3
	Mixed Concrete		30.8 m3	8 m3
	Reinforcing bar		149 bar	74 bar
	Block		110 unit	
	Wooden step		28 steps	
	Zinc drain			19 m
	Others (wire, form, cement, sand, attachment)		1 set	1 set

(4) Facilities Provided

From Sep, 2011 till Mar, 2012 [Progress Report 1]

Item	Specification			Place Installed	Remarks
1. Infectious Waste Incinerator	Healthcare waste incinerator house with water treatment tank, Fence, Earth work, Installation of Electricity pole, Installation of Sign board			Vientiane (Final disposal site KM32)	By Expert Team
2. ditto	ditto			Luang Prabang (Provincial Hospital)	ditto
3. Community-based sanitation facilities	Toilets, wastewater collection system, wastewater treatment system consisting of settler, anaerobic baffled reactor and anaerobic filter			Vientiane (Koua Luang Temple)	By JICA Office
4. FDS Improvement Works	Items	Qty.	Unit	Vientiane (Final disposal site KM32)	By JICA Office
	Site clearing	1	Set		
	Access road (Asphalt pavement)	1,200	M		
	Pipe drain (dai600mm L=10.0m)	2	Place		
	Buffer zone (3m interval of each planted tree)	200	M		
	Installation of new computer and new software for existing weight bridge	1	Set		
	Detailed design	1	Set		
	Items	Qty.	Unit	Luang Prabang (Final disposal site KM8)	By JICA Office
	Site clearing	1	set		
	Access road	800	M		
	Earth drain	470.0	m		
	Embankment	400.0	m		
	Pipe drain (dai600mm L=10.0m)	3	Place		
	Weight bridge (including platform and control house)	1	Place		
	Gate	1	Place		
	Leachate collection pipe	100	M		
	Re-circulation pump and flexible pipe	150	M		
	Detailed design	1	Set		
	Items	Qty.	Unit	Xayabouri (Final disposal site KM9)	By JICA Office
	Site clearing	1	Set		
	Administration office	1	Unit		
	Gate	1	Unit		
	Health Care Waste discharge pit	1	Unit		

H-PM

Summary of Inputs for LPPE 7

5

/w wall and roof		
Access road	70.0	M
Electricity installation (transformer) 50KVA for administration office	1	Unit
Water well with pumping	1	Unit
Detail design	1	Set

From Oct, 2013 till Feb, 2014 [Progress Report 5]

Final disposal improvement	VTE	LPB	XYB
Septic sludge treatment facility			
Wall protection (Concrete t= 150mm)	192 m ²	192 m ²	
Open Drainage w= 30 cm	8m	26m	
Receiving tank 3 x 4 m	2	2	
Drain pit 0.6 x 0.6 x 0.7 m	2	1	
Pipe Drain dia.= 300 mm, L=16 m	2	-	
Pipe Drain dia.= 600 mm, L=8 m	1	-	
Embankment W= 5.0m	10m	-	
Gate w= 4.0m	1	1	
Fence H= 1.8m (RC pole & Wire mesh)	136m	196m	
Gravel pavement t= 150 mm	450m ²	250m ²	
Access road (DBST) w= 5.0m	300m	25m	
Pipe Drain dia.= 300 mm			32
Drainage pit 0.6 x 0.6 x 0.7m			1
Drainage pit 0.6 x 1.2 x 0.7m			1
Slope protection			2
Leveling and Gravel pavement (10x10m)			1
Repairing Receiving tank			1

(5) Local Expense for Ordinary Project Operation

Period	1 st Period 08/2011-03/2012	2 nd Period 04/2012-09/2013	3 rd Period 09/2013-02/2015	4 th Period 03/2015-09/2015 *	Total
Amount (1000JPY)	9,575	42,879	26,271	(16,146)	94,871
Amount (USD in present exchange rate)	80,442	360,237	220,709	(135,646)	797,034

* Tentative figure including expected expense.

H-PT

Summary of Inputs for LPPE 8

B

ANNEX 16 Summary of Activities for LPPE undertaken from October 2011 to April 2015

"Progress status" is based on self-assessment by the project team using 4 scales: 4: Completed; 3: Almost completed; 2: In the process; 1: Not undertaken.

<Activities for Output 1>

Output 1	The Guidelines on ESC is formulated and disseminated based on the National Environmental Strategy 2020 and related strategies and action plans.		
Indicators	1-1 The ESC Guidelines is formulated and disseminated.		
Item of Activity in PDM	Overview of Activities to Date		Activities to be Undertaken
1-1 Basic environmental information of pilot cities are collected and analyzed.	Progress status: 4 The project team (Japanese Experts (SJET) and Lao C/Ps) carried out studies on the following 3 aspects of environment management in the 3 pilot cities- Vientiane Capital (VTE), Luang Prabang (LPB) and Xayabouri (XYB) respectively and compiled the results in the Baseline Survey Reports: 1) <u>Urban environmental management (UEM)</u> according to 31 environmental sub-sectors (categorized based on Lao Environmental Strategy and JICA's Guideline) by interviewing and collecting reference materials. 2) <u>Solid waste management (SWM)</u> in regards to the 6 aspects- Waste amount and composition; Waste collection; Final disposal sites; Recyclables dealers; Healthcare waste management; Waste Flow. 3) <u>Water environment</u> based on data collected through the JICA's development study, interviews and site reconnaissance.		
1-2 Laws, strategies and action plans for environmental management are collected and analyzed.	Progress status: 4 • The project team has collected materials of laws and regulations related to urban environment, 5-year action plans and strategies at the provincial and district levels in the 3 pilot areas. Collected materials in Lao were translated into English and reviewed carefully. • Visions, goals, strategies and lists of projects in the 5-year action plans developed by DONRE of the 3 cities were carefully reviewed, and the results were incorporated in the Visions and Strategies that were discussed in workshops held in December 2011.		
1-3 The best practices of UEM in ASEAN countries are reviewed and their applicability to Laos is analyzed.	Progress status: 4 • The team collected information on good practices of UEM in ASEAN countries mostly on the Internet and found a project on introduction of infectious waste incinerators in Vietnam to be relevant to Lao situation. Based on this finding, the SJET visited Vietnam to observe facilities and obtain detail information on the related activities. The team concluded that the similar practices would be feasible in Laos. • The C/Ps and other agencies in VTE and LPB organized committees to discuss this issue and made decisions to introduce an incinerating system for infectious waste management in the respective pilot cities. Subsequently JICA Laos office approved implementation of the pilot projects to introduce incinerators in the two cities and supported procurement of required facilities and equipment as a part of Activity 2-3.		
1-4 The visions for ESC of the pilot cities are formulated.	Progress status: 4 • The team drafted Visions for Environmental Sustainable Cities (ESC) by examining the current status and		

Handwritten mark: a stylized 'H' or '4'.

	issues regarding the UEM in the 3 cities. Workshops were held in December 2011 in 3 cities with purpose of presenting the draft Visions to other relevant organizations and obtaining feedback from them. • The draft Visions were finalized taking into account the comments and proposals raised in the workshops. Pamphlets of the draft Visions were prepared in English and Lao and distributed for public comments. • The C/Ps of MONRE and DONRE also reviewed and amended the Visions from their view points.	
1-5 The action plans for the environment and development of the pilot cities are formulated.	Progress status: 4 • The team summarized the issues to be addressed in the SWM sector of the 3 cities and the water environment sector of VTE based on findings of the Baseline Studies, and then determined goals and strategies for sound SWM in the 3 cities and water environment management in VTE in accordance with the Visions developed in Activity 1-4. • The team discussed and developed action plans that contained project ideas to materialize the goal and strategies for the respective cities. • Based on the findings and lessons from the pilot projects, the action plans were reviewed and updated.	
1-6 The ESC Guidelines of Laos are formulated.	Progress status: 4 • The team has discussed conceptual outline of the Guidelines with MONRE and LPPO that was also presented at a meeting on the formulation of provincial environmental plans held by MONRE in January 2012. The draft Guidelines were further reviewed and basic consensus was reached among stakeholders. • The English version of the updated ESC Guidelines were presented and accepted by MONRE/PCD in October 2012. They revised the Lao version of the Guidelines. • Based on the findings and lessons from the pilot projects and dissemination activities of the ESC Guidelines, the Guidelines were reviewed and updated.	
1-7 The ESC Guidelines of Laos are finalized and the manual for the guidelines is prepared.	Progress status: 2 • Documents of the final version of ESC Guidelines were almost completed and small modifications will be done in the process of manual preparation.	• Based on the results and experiences obtained in the dissemination workshops the manual will be formulated.
1-8 Dissemination activities of the ESC Guidelines are implemented to other (non-pilot) cities in Lao PDR.	Progress status: 3 • Two workshops of the ESC Guidelines were held in March and July 2013 with the participants from all 17 Provincial cities in Lao PDR in order to disseminate the Guidelines. 3 out of 17 were pilot cities (VTE, LPB and XYB) and the others were non-pilot cities. • The workshop participants have developed the ESC Visions (draft) of their provincial capital cities following the procedure described in the Guidelines. • According to the requests from provincial cities participated the above workshops, MONRE/PCD together with LPPE have selected three cities to support them to finalize their ESC Visions and select priority sectors for formulation of their action plans. • The workshops for ESC Vision and A/Ps formulation were held on March 24 in Paksan, March 26 in Kaison Phomvihance and April 3 in Vangvieng. The three cities have successfully formulated their visions, select priority sectors and start to formulate A/Ps.	• Publication of finalized ESC Visions for the three cities.

6. P. 6 1-9 Introduction activities of the ESC Guidelines are implemented to the other ASEAN cities.	Progress status: 4 - In order to disseminate the ESC Guidelines to other ASEAN countries, especially CMV countries, LPPE and MONRE organized a thematic session in the 5th High Level Seminar on ESC UNDER THE FRAMEWORK OF THE EAST ASIA SUMMIT ENVIRONMENT MINISTERS MEETING in Surabaya, Indonesia on February 28 and March 1, 2014. - LPPE and MONRE organized a thematic session in the 6th High Level Seminar in Iskandar Malaysia on February 9 and 10, 2015. - In order to share MONRE's experience on ESC_GL and to facilitate the cooperative relationships among CLMV regarding the ESC promotion, the "Workshop for Introduction of LPP/LPPE Activities and ESC Guidelines to the other ASEAN Cities" was held in Luang Prabang from 23 to 25 July 2014. ASEAN Working Group on Environmentally Sustainable Cities (AWGESC), ASEAN Secretariat, 5 Cambodian officers, 2 officers of Myanmar, 3 Vietnamese officers, Institute for Global Environmental Strategies (IGES), etc. have participated the workshop - LPPE assisted the Workshop for Formulation of the National Guidelines for ESC Promotion which was organized by the Ministry of Environment of Cambodia from 8th to 9th October 2014 in Pursat City, Cambodia. The 133 participants from Cambodia included the Environment Minister and representatives of all the 25 provinces of the country. The other participants were 6 from Laos, 5 from JICA/LPPO/LPPE and 4 from ASEAN and IGES (Institute for Global Environmental Strategies).	
--	--	--

<Activities for Output 2>

Output 2	As part of urban environmental management (UEM), solid waste management (SWM) in the three pilot cities is improved based on the Guidelines on ESC.		
Indicators	(In the respective pilot cities) 2-1 3Rs are promoted. 2-2 The solid waste collection system is improved. 2-3 The operation of the final disposal sites is improved. 2-4 Healthcare waste management is improved. 2-5 The following documents are prepared: Regulation on the responsibilities of stakeholders; and Proposal for financial system improvement.		
Item of Activity in PDM	Overview of Achievement / Progress of Activities to Date		Activities to be Undertaken
2-1 The pilot projects for urban environmental management are selected.	Progress status: 4 The team selected pilot projects based on the action plans formulated in Activity 1-5, taking account of human resource availability of the C/Ps, effectiveness of capacity development and effectiveness for the achievement of the strategies.		

2-2 The pilot projects are planned.	Progress status: 4 • The team planned working procedure, schedule and execution bodies through the discussion with the C/Ps. • The C/Ps including VUDAA, DONRE, MONRE and DOH in consultation with the SJET confirmed what activities were required for each pilot project and who were responsible for them. The plan was approved at the 3rd TC meeting on August 31 2012. • The plan, approved at the 3rd TC, has been improved and modified according to the requirement of successful implementation of the plot project until the 7th Technical Committee meeting on Jan 2015. • In every technical committee (TC) meeting from the 4th (Feb 2013) to 7th (Jan 2015) contents of the PPs were discussed and modified according to the requirement. The revision of the PPs were stated on the minutes of the meeting of each TC.																																																														
2-3 The pilot projects are implemented.	Progress status: 2 • Based on the plans made through Activity 2-1 and 2-2, 14 sub-projects for VTE and XYB and 15 for LPB were identified with 5 strategies, which have been implemented in the 3 pilot cities respectively. • Sub-projects which implementation has been supported by the project are summarized below: Strategies and pilot projects implemented in the 3 cities <table><tr><th>Strategy</th><th>Sub-project</th><th>VTE</th><th>LPB</th><th>XYB</th></tr><tr><td rowspan="4">1. 3Rs</td><td>1) To reduce the amount of kitchen waste and garden waste at households</td><td>O</td><td>O</td><td>O</td></tr><tr><td>2) To promote recyclable waste separation at generation sources.</td><td>O</td><td>O</td><td>O</td></tr><tr><td>3) To avoid using excess packages</td><td>O</td><td>O</td><td>O</td></tr><tr><td>4) To reduce the final disposal amount of kitchen waste from hotels and restaurants.</td><td>X</td><td>O</td><td>X</td></tr><tr><td rowspan="4">2. Waste Collection</td><td>1) Improvement of existing collection system</td><td>O</td><td>O</td><td>O</td></tr><tr><td>2) Improvement of existing waste discharge system</td><td>O</td><td>O</td><td>O</td></tr><tr><td>3) Expansion of waste collection system</td><td>O</td><td>O</td><td>O</td></tr><tr><td>4) Establishment of waste discharge rule in waste collection expansion area</td><td>O</td><td>O</td><td>O</td></tr><tr><td rowspan="3">3. Final disposal system</td><td>1) To instruct the proper management of existing final disposal site.</td><td>O</td><td>O</td><td>O</td></tr><tr><td>2) To manage waste pickers and improve their working condition</td><td>O</td><td>O</td><td>O</td></tr><tr><td>3) To introduce and manage the proper treatment facility for the sludge from septic tanks</td><td>O</td><td>O</td><td>O</td></tr><tr><td rowspan="2">4. Health care waste management</td><td>1) To establish the collection and transportation system of health care waste and monitoring system</td><td>O</td><td>O</td><td>O</td></tr><tr><td>2) To establish the treatment and disposal system of health care waste and monitoring system</td><td>O</td><td>O</td><td>O</td></tr></table>	Strategy	Sub-project	VTE	LPB	XYB	1. 3Rs	1) To reduce the amount of kitchen waste and garden waste at households	O	O	O	2) To promote recyclable waste separation at generation sources.	O	O	O	3) To avoid using excess packages	O	O	O	4) To reduce the final disposal amount of kitchen waste from hotels and restaurants.	X	O	X	2. Waste Collection	1) Improvement of existing collection system	O	O	O	2) Improvement of existing waste discharge system	O	O	O	3) Expansion of waste collection system	O	O	O	4) Establishment of waste discharge rule in waste collection expansion area	O	O	O	3. Final disposal system	1) To instruct the proper management of existing final disposal site.	O	O	O	2) To manage waste pickers and improve their working condition	O	O	O	3) To introduce and manage the proper treatment facility for the sludge from septic tanks	O	O	O	4. Health care waste management	1) To establish the collection and transportation system of health care waste and monitoring system	O	O	O	2) To establish the treatment and disposal system of health care waste and monitoring system	O	O	O	• The implementation of the pilot projects will continue to be supported in the respective cities up to by September 2015.
Strategy	Sub-project	VTE	LPB	XYB																																																											
1. 3Rs	1) To reduce the amount of kitchen waste and garden waste at households	O	O	O																																																											
	2) To promote recyclable waste separation at generation sources.	O	O	O																																																											
	3) To avoid using excess packages	O	O	O																																																											
	4) To reduce the final disposal amount of kitchen waste from hotels and restaurants.	X	O	X																																																											
2. Waste Collection	1) Improvement of existing collection system	O	O	O																																																											
	2) Improvement of existing waste discharge system	O	O	O																																																											
	3) Expansion of waste collection system	O	O	O																																																											
	4) Establishment of waste discharge rule in waste collection expansion area	O	O	O																																																											
3. Final disposal system	1) To instruct the proper management of existing final disposal site.	O	O	O																																																											
	2) To manage waste pickers and improve their working condition	O	O	O																																																											
	3) To introduce and manage the proper treatment facility for the sludge from septic tanks	O	O	O																																																											
4. Health care waste management	1) To establish the collection and transportation system of health care waste and monitoring system	O	O	O																																																											
	2) To establish the treatment and disposal system of health care waste and monitoring system	O	O	O																																																											

	5. Shared responsibility	1) To codify the responsibilities of each stakeholder and build consensus.	O	O	O	
		2) Preparation of proposals for financial system improvement necessary for SWM improvement	O	O	O	
2-4	The results of the pilot projects are presented.	Progress status: 2 - The 1st workshop for sharing experiences and results of pilot projects was held in LPB in June 2013. - The 2nd workshop for sharing experiences and results of pilot projects was held in VTE in June 2014. - The workshop participants analyzed the results of the pilot projects and exchanged their ideas for solving the problems identified for successful implementation.				The 3rd workshop for sharing experiences and results of pilot projects will be held in XYB in May 2015. Expected participants are LPPO, TC members, staff of the pilot project cities and others.

<Activities for Output 3>

Output 3	Community-based urban environmental management for SWM is promoted in the three pilot cities.		
Indicators	3-1	EEA Program for SWM improvement in the three pilot cities is formulated.	
	3-2	The residents participate in the 3Rs activities.	
	3-3	The residents cooperate with the waste collection system.	
Item of Activity in PDM		Overview of Achievement / Progress of Activities to Date	Activities to be Undertaken
3-1	The best practices of community-based UEM in Laos are reviewed.	Progress status: 4 In the course of Activity 1-1, the team collected information on the practices of community-based UEM in 3 cities from the C/Ps and schools which results were compiled as a list (though some were not necessarily “the best” practices).	
3-2	The best practices of Community-based UEM in ASEAN Countries are reviewed and their applicability to Laos is analyzed.	Progress status: 4 - The team collected information mostly on the Internet. It attempted to collect the same information from the ASEAN Secretariat through LPPO, but there were no information available at the secretary. - The team compiled gathered information and analyzed applicability of each practice which results have been utilized in the pilot projects of community-based SWM.	
3-3	The environmental education and awareness (EEA) programs for SWM improvement in the pilot cities are formulated.	Progress status: 4 - Introductory meetings were held in 3 cities with C/Ps, Women’s Union, Youth Union and other local representatives in regard to environmental education and awareness. - The SJET drafted the environmental education and awareness programs for 3 cities based on the discussion results and the National Strategy and Action Plan for Environmental Education and Awareness. After some modifications, the programs have been agreed.	
3-4	The EEA pilot projects to facilitate Activity 2-3 are planned.	Progress status: 4 The pilot projects for SWM were outlined in Activity 2.2. The team had discussions with C/Ps, village leaders and village environment unit members in order to facilitate community participation in those SWM	

	pilot projects. The activities for the EEA pilot projects have been undertaken in the 3R and waste collection pilot projects.	
3-5 EEA Tools for SWM are developed and the implementation system is enhanced.	Progress status: 3 "EEA Tools for SWM" such as booklets, leaflets, posters, banners or audio-visual aids such as DVDs have been developed by taking into account necessity, effectiveness in terms of technology transfer, the availability of existing EEA tools, and probability of continuous use by the C/P. - The EEA tools for "on-site composting", "plastic bag reduction", "school recycling" and "discharge and collection system improvement" were produced and distributed in 3 cities.	DVD for school recycling will be completed in June 2015.
3-6 The EEA pilot projects are implemented	Progress status: 3 The CPs have given necessary educations and instructions to participating households for successful conduct of the PPs mentioned in Activity 2-3.	The implementation of the pilot projects will continue to be supported in the respective cities up to by September 2015.
3-7 The results of the EEA pilot project are analyzed.	Progress status: 2 The results of the EEA pilot projects were discussed and analyzed in the TCs and the workshops for sharing experiences and results of pilot projects.	The performance and results of the EEA pilot projects will be reviewed at 3rd workshop for sharing experiences and results of pilot projects in XYB in May 2015.
3-8 The EEA pilot projects are presented in collaboration with Activity 2.4	Progress status: 2 At the workshops described in Activity 2-4, the EEA pilot projects were presented. Also, EEA pilot project sites observation tour was organized.	The EEA pilot projects will be presented at 3rd workshop for sharing experiences and results of pilot projects in XYB in May 2015.

<Common Activities for All Outputs>

Item of Activity in PDM	Overview of Achievement / Progress of Activities to Date	Activities to be Undertaken
0-1 Preparation of the Inception Report (IC/R)	Progress status: 4 The IC/R was drafted by the SJET and approved by JICA with some corrections.	
0-2 Discussion on the IC/R	Progress status: 4 The SJET explained the draft IC/R in a series of meetings with C/P organizations, then the report was approved at the 1st TC meeting held in October 2011 together with zero version of PDM and PO.	
0-3 Capacity assessment (CA)	Progress status: 3	The final CA will be

Item of Activity in PDM	Overview of Achievement / Progress of Activities to Date	Activities to be Undertaken
	- At early stage of the project, the team determined whose capacity would be assessed. Also, 7 categories of CA check-sheets were prepared and approved by the project manager. - CA has been conducted three times so far using the prepared check-sheets.	conducted in April 2015.
0-4 Preparation of the Progress Reports (P/R)	Progress status: 2 The SJET has prepared P/R 7 times so far. The results were shared in the TC meetings.	The 8th P/R will be prepared in August 2015.

ANNEX17: PDM Achievement (LPPO)

20 April 2015

Narrative Summary	Objectively Verifiable Indicator	Means of Verification	Achievement Status (as of April 2015)	Records/Evidence	Actions to be taken up to the end of the project
Overall Goal: The Development Gap towards ASEAN Integration is narrowed and regional integration is promoted.	The gap in Human Development Index between Lao P.D.R and ASEAN-6 average is reduced.	Related statistics data of Lao P.D.R. and ASEAN Member States.	Lao PDR ranked 139 th in HDI world ranking. Compared with ASEAN-6, e.g., Singapore 9 th at highest and the Philippines 117 th at lowest, the gap is still wide. Looking into the HDI growth rate, however, Lao PDR showed average 1.21% up during three years since LPP started in 2010, while average rate of ASEAN-6 is 0.39%. It is said that HDI in Lao PDR improved 3 times more rapidly than ASEAN-6 in these years.	UNDP Human Development Report 2014	
Project purpose: Tripartite cooperation mechanism among Lao P.D.R, the ASEAN and JICA is established and functions for Narrowing the Development Gap (NDG) towards ASEAN integration.	1. Working framework on tripartite cooperation mechanisms is elaborated.	-Minutes of Meeting signed by Lao PDR, ASEAN Secretariat and JICA -Working framework (refer to Appendix 14-1)	The working framework in Laos, MOFA in charge of ASEAN policy and MPI in charge of development planning could collaborate closely and intervene actively in ASEAN NDG projects implemented by relevant ministries. In ASEAN, the system was established between ASEAN spectral bodies and relevant ministries of Lao Government for working closely on facilitating to solve ASEAN agenda. In JICA, allocation of program budget, facilitation and coordination among Lao Governmental organizations and ASEAN secretariat were performed.	Working framework (refer to Appendix 14-1) Mid-term review report for LPP signed by three parties Presentation Materials of LPP LPP Brochure/HP	Tripartite cooperation mechanism among Lao P.D.R, the ASEAN and JICA is established and is functioning.
	2. Actions for target sectors described in Roadmap for an ASEAN Community 2009-2015 (tourism, agriculture and environment) are implemented in Lao P.D.R.	-Roadmap for an ASEAN Community 2009-2015 -Reports produced by LPP	Three components were selected based on NSEDP of Lao Government as well as Roadmap for an ASEAN Community 2009-2015. ASEAN CBT in tourism sector, ASEAN ESC in environmental sector and ASEAN GAP in agriculture sector were introduced and disseminated in Lao PDR. Especially, Institutional building and human resources development were conducted in three components.	LPP each component PDM and overview of achievement	

Output1: An appropriate implementation structure to promote measures for NDG towards ASEAN integration is established and enhanced in the Lao P.D.R. and ASEAN.	1-1. LPPO (3 co-managers) is set up no later than March 2011.	LPP Implementation structure of the Lao P.D.R (Appendix 14-2)	MOFA provided the premises with LPPO and JICA renovated it with 5 million yen. The office was started in use in December 2010. Average 1.8 million yen was spent annually for operation and maintenance. Tripartite cooperation unit was established as planned by three parties. In LPPO, three JICA experts stationed in full-time bases but none from Lao Government and ASEAN secretariat. In order to communicate each other and share project progress and problems with three parties, JICA experts visited MPI and MOFA very frequently and ASEAN secretariat twice a year.	LPP Implementation structure of the Lao P.D.R (Appendix 14-2) LPP Brochure LPP Home Page	LPP framework and implementation structure will be dissolved at the end of the Project.
	1-2. Practical annual plans are formulated in the first quarter of every year.	Formulated annual plans in JCC documents	Annual plan of operation in each component as well as that of LPPO were drafted by the end of the previous fiscal year and were approved by the JCC together with the achievement report of the previous year. Recently, as for the annual plan of operation in 2014, it was compiled in April 2014, and was approved by JCC conducted on May 2 2014.	JCC minutes	
	1-3. Guidelines for IAI is formulated by ASEAN with flexibility on implementation modalities.	Guidelines for IAI	IAI Guidelines was formulated in June 2013 for regulating qualification criteria of IAI projects. In accordance with these guidelines, LPP's each component started activities for sharing its achievement and experience in Lao PDR with CMV's relevant ministries from May 2014, with the total cost of 5.5 million yen, and expanded to beneficial countries. Furthermore, information on LPP mechanism, achievements and IAI accreditation issues were shared mainly with CMV's MOFA. Effectiveness of LPP was recognized as a comprehensive program and described in the Mid-term Review Report of IAI Work Plan II published by ASEAN secretariat.	Guideline for IAI	

Output2: ASEAN's initiative for NDG is progressed by strengthening the linkage between each component	2-1. ASEAN initiative for promoting safe and quality agricultural products, environmentally sustainable cities and tourism promotion is embedded into policy and/or official documents of the relevant Ministries.	Policy and/or official documents of the relevant Ministries	In MAF, Minister signed 4 degree on introduction of Lao GAP between Jan. and Feb. 2011 and working group started discussion on the formulation of roadmap for Lao GAP.	Agreement of the Minister on GAP 1) for Worker Health, Safety & Welfare Standard, 2) Produce Quality	For further implementation of NDG, for CD of Lao Government, and for sustainability for LPP's component activities, alternative measures will be studied such as integration and mobilization of JICA's other projects and
---	--	---	--	--	--

and relevant ASEAN sectoral body and by mobilizing resources from ASEAN Member States and Japan.			In MONRE, National guidelines for ESC were formulated in Dec. 2011 in three cities which were recognized as ASEAN ESC. In MICT, CBT promotion activities have been conducted since Dec. 2011 in conjunction with ASEAN Tourism Standard. LPPT's activities were presented in ASEAN Tourism Working Group and ASEAN Tourism Standard related meetings.	Management Standard, 3)Food Safety Standard, 4)Environmental Management Standard Lao GAP Road Map ESC National Guidelines and Strategy ASEAN WG minutes ASEAN Tourism Standard Minutes Presentation materials	schemes, mobilization of fund and also resource utilization of other DPs.
	2-2. Activities of Narrowing the Development Gap towards ASEAN Integration implemented under the concerned ministries and agencies of the Government of Lao PDR are mentioned in ASEAN documents and/or reports.	ASEAN documents and/or reports	In the Mid-term Review Report of IAI Work Plan II, LPP was described as a comprehensive and effective cooperation program for NDG and was recommended to IAI accreditation.	IAI Mid-Term Review Report	

Output3: Capacity of the Government of the Lao P.D.R. to deal effectively with issues for ASEAN integration is strengthened.	3-1. Working framework between each component and relevant ASEAN sectoral body is established. (Appendix 14-3)	Working framework (Appendix 14-3)	LPP's each component has been strong partnership and good working relation with ASEAN sectoral body such as that relevant ministries of Lao Government participated and made presentations in ASEAN annual and other regular meetings. Especially, LPPT visited ASEAN secretariat and invited ASEAN tourism sector officer twice a year for participation in LPPT coordination meetings.	Working framework (Appendix 14-3)	For further implementation of NDG, for CD of Lao Government, and for sustainability for LPP's component activities, alternative measures will be studied such as integration and mobilization of JICA's other projects and schemes, mobilization of fund and also resource utilization of other DPs.
	3-2. Working framework among MOFA, MPI and 3 components is established. (Appendix 14-4)	Working framework (Appendix 14-4)	LPP management team consisting of DDG of MPI, DG of MOFA and JICA experts shared project progress periodically. This management team intervened project activities through visiting project sites and through participating meetings, seminars and workshops organized by each component.	Working framework (Appendix 14-4) LPP Brochure LPP HP	
	3-3. Concerned ministries and agencies understand purpose of ASEAN Integration.	Result of interviews to counterparts	During the preparation period of LPP, ASEAN Awareness Session was organized jointly by JICA, MPI and MOFA for those who would be involved in LPP. In Jan. 2013 the first official seminar on ASEAN Awareness was held and central and provincial officials being involved in the LPP components were invited to enhance their knowledge on ASEAN Integration itself and also the position of LPP in the context of ASEAN Integration. Since then, ASEAN awareness seminar was conducted once a year. Every time 50 to 70 Lao Government officers and private sector people participated in order to deepen understandings of ASEAN Integration.	ASEAN Awareness Seminar Minutes	
	3-4. Number of presentations on LPP as a new modality of ASEAN Integration made at ASEAN forums by the GOL.	Presentations made to ASEAN member states.	Lao Government made presentations at IAI taskforce meeting for IAI accreditation since beginning of LPP. Relevant ministries of Lao Government also participated and made presentations of LPP's each component activities in ASEAN annual and other regular meetings	Presentation Materials	

ANNEX18: PDM Achievement (LPPT)

30 Apr.2015

Project Purpose and Outputs	Objectively Verifiable Indicators	Means of Verification	Achievement Status as of April 2015	Outputs or Evidence	Challenge and Achievement Expectation by the end of project
Project Purpose: Through collaboration between the public and private sectors, and between MICT and PTDs, a tourism promotion mechanism by making an appropriate and sustainable use of tourism resources of Laos including nature, culture, history and folklore is established.	1. The number of tourists to Laos is reached to 3.5 million on 2015.	- Statistics of MICT	- The number of tourist reached 3.3 million in 2012, 3.7 million in 2013 and 4.15 million in 2014. The target number 3.5 million for 2015 has already been achieved.	- MICT Statistics (2014 Statistical Report will be available soon)	- In 2012, EU Commission for Trade and Tourism awarded Laos "World Best Tourist Destination for 2013". In 2014, European tourist arrivals decreased due to rebound and afraid for ebola decease. Asian tourist arrivals including ASEAN kept increased. It is needed to improve profitability for each segment and expand beneficiaries by continuous product development and promotion.
	2. The number of private companies which participated in tourism marketing and promotion activities by the collaboration between the public and private sectors in Vientiane and pilot provinces.	- Written report and/or presentation material - Record of MICT (Private companies which only participated in seminars and workshops are not counted.) - Interview/questionnaire to private companies in Vientiane and pilot provinces	- 18 private companies joined in the public-private joint TIS in Vientiane. - More than 50 private companies in total joined in CBT related activities in the 3 pilot provinces, including FAM trips.	- Project Final Report (Chap 2.3) - Project Final Report (Chap 2.2, 2.3, 2.4 and 2.5)	- TIS is not followed up after 2013. MICT distribute the latest information through its website and Facebook to the private sector. - Many private companies joined in CBT workshops to establish cooperation mechanism with CBT sites. Afterwards, they are sending tourists to the site. - The private companies joined in FAM trip also wrote articles or broadcast TV programs to promote the CBT sites.
Output 1: Through collaboration between the public and private sectors, tourism marketing and promotion activities for tourism products derived from appropriate and sustainable use of tourism resources of Laos are conducted effectively, including organization of Visit Laos Year 2012.	1. Tourism Marketing and Promotion Sub-Committee for Visit Laos Year 2012 is established by the end of March 2011.	- MICT's resolution	- Tourism Marketing and Promotion Sub-Committee for Visit Laos Year 2012 was established together with other sub-committees on August 10, 2010 by Minister's Decree 0446 of LNTA	- Copy of the Decree	- Due to LNTA's reform, the sub-committee couldn't fully function as expected. However, technical staff members made the best effort.
	2. Database of tourism products is established by the middle of 2011.	- Established database	- Database of tourism products was established by the end of August 2011.	- Log-in URL for Database http://tourism.laos.org/touristdb/	- The database is ready. The contents should be upgraded by using accumulated information such as newly made "Guidebook" in Lao language.
	3. The number of promotion activities conducted by the end of 2012 is more than 20, and since then, they are updated and	- Record of promotion activities conducted	- As listed in Table 2.3.6 and 2.3.7 of the Project Final Report, more than 20 promotion activities and events were organized by the end of 2012. - Afterwards, MICT and PICTD	- Project Final Report (Chap 2.3) - Promotion	- Promotion activities are now organized smoothly on self-reliance manner. Consideration may be needed in effectiveness of each promotion activity in terms of "cost-effectiveness" for

4.9.4

	disseminated by MICT/PICTD.		continues in a self-reliance manner.	activities obtained by interviews	example.
Output 2: In pilot provinces, through collaboration between MICT and PTDs, tourism development by making appropriate and sustainable use of tourism resources of Laos and contributing to local residents, is promoted.	1. The number of tourist information materials provided by the end of 2012 is more than 6 types.	- Provided tourist information materials	- Websites, tourist information master files and tourist direction signs were provided in each pilot province. - 6 types of brochures by own financial sources were produced in the 3 pilot provinces.	- Table 2.3.8 in Project Final Report (Chap 2.3) - Ditto	- Problem in not the number, but contents and frequency of updates although they are not able to measure objectively.
	2. The annual increasing rate of tourists to each pilot province from 2012 - 2014 is greater than 7% in pilot province.	- Statistics of MICT/PICTD	- The AIR of 2013 against the previous year in Khammouane, Savannakhet and Champassak are 51.6%, 1.4%, 4.8% respectively.	- MICT Statistics (2013 Statistical Report on Tourism in Laos)	- As the development stage of each pilot province differs one to another, the target rate of indicator was formalist. Khammouane is an emerging destination thanks to the newly opened Third Friendship Bridge in 2011, while other two provinces are already in a matured stage.
	3. The number of local residents who participated in CBT activities is increased in target villages.	- Interview/questionnaire to local residents in the target communities	- The total numbers of participants in CBT Development Plan workshops in the 18 target villages in 2013 and 2014 are 516 and 780 respectively.	- Final Report (Appendix- 8 Chap 4 and Appendix- 15 Chap 5)	- Although objective measurement is difficult, the number of local residents involved in tourism has been increased in some target CBT sites.
Output 3: Tourism promotion activities through collaboration between MICT and PTDs by making appropriate and sustainable use of tourism resources are disseminated to other areas and provinces.	1. The results and lessons learnt of the activities of Output 1 and Output 2 are summarized by MICT/PICTD.	- Written report and/or summary material - Written report and/or presentation material - Interview/questionnaire to pilot provinces, Vientiane Capital and other provinces	- A CBT handbook was made based on practice in the 3 pilot provinces. - Each pilot province prepared presentation files of CBT practices.	- CBT Handbook - Presentation files prepared by each pilot province	- N/A
	2. The above summaries are shared with other areas and provinces, and they start CBT activities in action.	- N/A	- The above presentation and CBT handbook were shared with 6 other provinces in the country upon the dissemination seminar held in February 2015.	- N/A	- Although the summaries were shared, CBT activities based on the practice in the 3 pilot provinces have not started yet in the other provinces.

5

ANNEX19: PDM Achievement (LPPA)

May 2013 : PDM latest update

Project Outline	Indicator	Means of Verification	Achievement Status (As of April 2015)	Product/Evidence	Challenge and Achievement Expectation by the end of project
Project Purpose: Good Agricultural Practice (GAP) is introduced for safe and quality agricultural products promotion in Lao PDR.	1. By the end of the project, the certification system for GAP is operational to expand GAP to other areas. 2. Production and marketing of GAP certified products has initiated in the country.	- Project progress reports - Farmers' records on production and sale of GAP certified products - Survey reports on agricultural markets in the pilot areas	• For the introduction of ASEAN GAP, Lao government announced to establish LAO GAP where is equal to ASEAN GAP in January, 2011. In order to introduce GAP system, it is necessary to operate the certification system of GAP as well as organize farm groups to disseminate GAP in the field, with upgrading of the GAP instructors which can provide proper instruction and supervise for safe and quality agricultural products promotion. • First, the Lao Government has been already setting up organizational structure for GAP introduction and certification in MAF with assistance from GIZ/TICA project. The GAP certification system is in hands of GIZ/TICA project, therefore, LPPA/JICA focused on GAP production system, mainly for the GAP farmers in their field. • At present, LPPA recommends the establishment of the GAP market and plans the market place in Vientiane province. There has been discussing and consulting the viability on GAP market opening among both MAF and JICA sides. Hence, it is not yet at the stage of expansion to other areas. • In fact, several farmers have so far started production by following the GAP standard in the pilot areas, and sell to the consumers including to the buyer from Thailand. However, it was not properly keeping the record by the farmers, therefore, no detail information to examine the production and marketing of GAP certified products which are cited as one of the indicator of the project Purpose.	• CADC farm (GAP demonstration farm) • Certification system for GAP in Laos • Sales of GAP certified products	• It can be achieved somehow the project purpose. • However, it cannot be expected the number of GAP farmers and their certified products, as well as compliance/traceability of certification system for GAP by the end of LPPA.
Output 1: Roadmap for introduction of ASEAN GAP is developed.	1-1. The roadmap to introduce and disseminate Lao-ASEAN GAP over the country is documented and approved by DOA. (The roadmap should be in accordance with the ASEAN GAP roadmap or Action Plans.) 1-2. The roadmap is presented and shared at the annual meeting of the Experts Working Group on ASEAN GAP (EWG-ASEAN GAP).	- Document on the roadmap officially approved by DOA - Proceedings of EWG-ASEAN GAP annual meeting	• For the roadmap making to introduce LAO-ASEAN GAP, there had gathering the GAP people concerned to Vientiane province in a retreat form for three days in July, 2014 and, held a meeting intensively. • In the meeting, it discussed about the master plan development of the GAP introduction of Vientiane capital and the Vientiane province, put it together gathering PAFO and DAFO of the pilot sites. • However, the report of the road map was not over and has been continue development work sequentially. • In September, the roadmap was almost gathered by Lao language. • In LPPA, there has developed the Work Plan 2012-2015 which was presented to the stakeholders in a planning workshop held in October 2012. And the Work Plan is served as a basis to formulate the Roadmap that includes long-term plans for introduction of the ASEAN GAP to Laos. • The development of roadmap is still underway to finalize, therefore, there is not yet presented and shared at the annual meeting of the EWG-ASEAN GAP.	• LPPA progress reports • Roadmap (draft version) • Work Plan 2012-2015 • Survey on pesticide residue on farms	• The roadmap was almost gathered but not yet finalized. • To realize the finalization of GAP roadmap, the first action shall be taken by MAF to appoint the task force (TF) members who are in charge to finalize roadmap, then it start to undertake TF meeting and record Minutes of Meeting.
Output 2: GAP is introduced into the pilot sites.	1-1. A GAP demonstration farm is established at CADC and utilized for training of relevant officers and target farmers. 2-2. At least 12 on-farm GAP demonstration plots have been established and well managed by the farmer groups trained by the project.	- LPPA progress reports - Work records of CADC - Interview to target farmers - Certification documents issued by DOA for the GAP farmers	• At first, LPPA assisted to establish GAP demonstration farm at CADC with the construction of new building which consist of irrigation water facilities, houses /room and equipment. • LPPA carried out display activities in the established GAP farm, and the farm has been utilizing as demonstration plots and also for the GAP training as a practical farm of GAP. • As a pilot site, LPPA has selected Vientiane Capital, and 2 sites of the Vientiane Province. • To strengthening the GAP practice, 12 farmer groups and 415 farmers in total was organized as a pilot GAP farmer groups. In detail, 3 districts, 5 farmer groups (Vientiane Capital) and 5 districts, 7 farmer groups (Vientiane Province) in 2013. • LPPA carried out the orientation of GAP by each farm group as a unit. In addition, LPPA extended over 12 times by a group unit and carried out the 2-day GAP training for all the farmer group members. • On the other hand, LPPA carried out GAP study tour (for five days 18-23	• LPPA progress reports • CADC farm (GAP demonstration farm) • LPPA progress reports • List of GAP farm groups and name of farmers • GAP training reports (including ICS & GAP study tour in Thailand) • Official GAP certification	• Under the GAP introduction activity, 26 groups and 738 farmer groups in summary have been organized as a pilot GAP farm groups. • However, so far it remains the acquisition of two groups only in the pilot village of the Vientiane Province in additions to the GAP certification in CADC. Therefore, GAP certification activities to be conducted continuously in targeting areas.

	2-3. At least 12 farmer groups (or 300 farmers) of the pilot sites have adopted the GAP. 2-4. At least 6 farmer groups (or 50% of the trained farmers) of the pilot sites have been officially certified by DOA as successful GAP producers.		November) in Thailand. - In 2014, 14 farmer groups and 323 farmers in total was organized and registered as a pilot GAP farmer groups in additions. In detail, 9 districts, 224 farmer groups (Vientiane Capital) and 5 districts, 99 farmer groups (Vientiane Province) in 2013. - And LPPA carried out the 2-day GAP training for all the farmer group members in 14 times. - In addition, LPPA carried out the ICS (Internal Control System) training (three days) for the person in charge and conducted the workshop of the examination for pesticide residue (November 2013). - To disseminate GAP knowledge and skills for GAP introduced farm groups, LPPA picked up 29 GAP farm advisers in total from GAP in-charge staff of CADC, PAFO from Vientiane Capital and Vientiane Province and agriculture officer(s) of DAFO, and carried out the GAP leader training. - In this year, LPPA picked up 26 GAP farm advisers in additions from PAFO from Vientiane Capital and Vientiane Province and agriculture officer(s) of DAFO, and carried out the GAP leader training as well. - In grand total, LPPA could pick up and trained 55 GAP farm advisers; it became the dissemination of GAP system which provides extension and advice to farm groups in the pilot sites. - The Lao Government has already established a structure for the GAP introduction and certification by setting up Board of Director (BOD) and its sub-committee, LCB (Lao Certification Body); CC (Certification Committee), CB (Certification Body) in MAF. At the field levels, ICS (Internal Control System) has been set up for each farmer's group. - Since then, the Lao Government had initiated to promote acquisition of GAP certification, however, so far it remains the acquisition of two groups only in the Aekxang village and Nong Khuay village of the Vientiane Province in additions to the GAP certification in CADC. - Therefore, led by GAP in-charge staff of CADC, LPPA dispatched a patrol and instruction team to ten (10) non-acquisition farmer groups. The team performed the instruction of GAP application documents and farm recording.		
Output 3: Capacities of relevant officials of MAF and other stakeholders are strengthened.	3-1. MAF officers in charge of GAP can instruct and supervise farmers on the GAP operation. 3-2. Relevant MAF officers and Farm Advisers trained by the project can provide GAP training and supervise the trained farmers. 3-3. Provincial/district agricultural officers and other stakeholders in non-pilot areas (at least 3 provinces) have attended seminars or workshops on GAP.	- LPPA progress reports - Reports on GAP training and supervising activities for farmers by Relevant MAF officers and Farm Advisers - Records on the performance of farmers trained by the relevant MAF officers and Farm Advisers - Proceedings of seminars or workshops organized for provincial/district agricultural officers and other stakeholders in non-pilot areas	- Assisted by LPPA, MAF officers, the staff of CADC and GAP Farm Advisers of PAFO and DAFO in 2 pilot areas was trained on the operation of GAP, and then the GAP activity of LPPA was carried out by them. - To strengthening the capacity building of relevant officials of MAF, in 2013, LPPA conducted 3-week training in Japan for 5 officers in charge of GAP. Continuously in 2014, LPPA conducted 2-week training in Japan for further 5 officers in charge of GAP extension. - To provide GAP instruction and supervise, short-term experts from Japan have been assigned in 2013 and 2014. - From Luang Prabang, Savannakhet, Pakse, LPPA invited district agricultural executives and officers in 2014 and one day LAO GAP Awareness workshop were organized. - And LPPA selected 50 GAP farm advisers who became the core instructors of the GAP instruction in the field level led by the district agricultural officers, and invited them in Luang Prabang, and Pakse city to carry out the 3-day training in 2015.	- LPPA progress reports - List of GAP farm advisers - GAP training reports - Training materials and brochure	GAP related training is performed by support of LPPA, and can improve the capacity of the stakeholders for GAP introduction. Particularly, the GAP-introduction training contributed to the deeper understanding about GAP in general.

2

ANNEX.20: PDM Achievement (LPPE)

20 April 2015 : PDM latest update

Project Outline	Indicator	Means of Verification	Achievement Status (As of April 2015)	Product/Evidence	Challenge and Achievement Expectation by the end of project
Project Purpose: Promotion of ESC in Laos is enhanced based on the ASEAN Initiative on Environmentally Sustainable Cities (AIESC).	The ESC Guidelines are widely used.	1. The number of cities formulated "Vision for ESC".	As of April 2015, The number of cities which formulated the ESC vision are pilot 3 cities (VTE, LPB, XYB) and another 3 cities (Paksan, Kaysone Phomvihane, Vangvieng) which is assisted through ESC_GL dissemination activity. It is totally 6 cities.	- ESC vision of pilot 3 cities - ESC vision of 3 cities except for pilot 3 cities (Paksan, Kaysone Phomvihane, Vangvieng)	- Achieved - It cannot be expected that more cities will formulate the ESC vision by the end of project.
		2. Established institutional arrangement for the dissemination of the ESC Guidelines and its Manual.	- After the ESC_GL dissemination workshop held on Mar, Jul 2013, 12 provincial capitals among totally 14 of that except for 3 pilot 3 cities in Lao established the committee for the formulation of ESC vision and requested the assistance toward PCD/MONRE in order to draft the vision. - MONRE/PCD is preparing the organizational structure for the response to their request	- The request letters from provincial capitals except for 3 pilot cities to MONRE/PCD - MONRE/PCD has chosen 3 cities over 12 cities (not included 3 pilot cities) which requested it and organized the workshop for formulating ESC vision in the period between 24Mar and 3Apr in cooperation with LPPE	- The MONRE/PCD assists the 14 provincial capitals except for 3 pilot cities taken part in the workshop for ESC_GL workshop on Mar, Jul 2013 in cooperation with the project - The project reviews the preparation status of organizational structure through the assistance with MONRE/PCD - Consequently, MONRE policy or ministerial decree regulates the concern about dissemination of ESC guideline and manual.
		3. The number of cities newly registered as ESC.	- The AIESC program has been participated in 25 cities entirely ASEAN countries and 3 pilot cities in Laos. - Since 2008, AIESC regularly awards the cities which would perform the exemplary activity once three years as "ASEAN ESC Award". In the "15th Informal ASEAN Ministerial Meeting on Environment (IAMME) on 30 October 2014" held on Oct 2014 in Vientiane, LPB was awarded as the one of 10 award cities.	The report, 3rd ASEAN Environmentally Sustainable Cities (ESC) Award	- Mr. Sengdara of MPWT who serves the Lao secretarial representative of AWGES does not consider that new cities apply to registration of ESC. - Because, MPWT responsible for the procedure of registration is not capable and affordable on the budget to survey the status of target cities in accordance with the criteria set by AWGES - The increase of "The number of cities newly registered as ESC" is considered that it is the means of verification exceeded over the framework of LPPE activities. Therefore, nothing is expected to achieve the increase by the end of project.
Output 1: The Guidelines on ESC is formulated and disseminated based on the National Environmental Strategy 2020 and related strategies and action plans.	The ESC Guidelines is formulated and disseminated.	1. Formulated ESC Guidelines	- Mar 2012, First draft of ESC guideline has been formulated. - Since that, the project engages the modification and addendum.	ESC guideline document (latest updated on 24Jun 2013 before the second workshop for dissemination)	- It is to be finalized being made necessary modification and addendum, simultaneously to create the ESC guideline applicable manual. - Particularly, based on the progress of PP it should be concretely indicated how to promote actually the ESC. - In any form, MONRE/PCD is considering to regulate the guideline.
		2. The number of seminars/workshops held to disseminate the ESC Guidelines and the number of participating cities in Lao PDR.	- Nationally 17 provincial capitals was divided into 2 groups of northern and southern, and conducted 2 times of dissemination workshop. - In addition 17 provincial capitals, totally 18 cities' people concerned about ESC including Vangvieng city, Vientiane province took part in that. - MONRE/PCD has chosen 3 cities over 12 cities excluding 3 pilot cities which requested the assistance. Then they conducted the workshop in respective cities and assisted the formulation of ESC vision and the decision of priority sector in cooperation with LPPE.	- The minutes and participants list of 2 times of ESC guideline dissemination workshop (Progress Report No.4) - The ESC vision and the decision paper of priority sector on Paksan, Kaysone Phomvihane, Vangvieng (supposedly to be stated on the progress report No.8)	- Achieved - Nothing challenge in particular

LPPE

		3. The number of seminars/workshops held to introduce the ESC Guidelines to the other ASEAN cities.	• ESC guideline was introduced in ASEAN Working Group for ESC (AWGESC), 2 times of 2012 and 2014 • It was introduced at 3 times of 2013, 2014 and 2015 on ASEAN High Level Seminar for ESC (HLS). Particularly in 2014 and 2015 ESC guideline was introduced and thematic session was held to disseminate it to other countries namely Cambodia, Myanmar and Vietnam (CMV). • Jul 2014 in LuangPrabang, CMV relevant people were invited to the 3 days workshop. • Oct 2014 in Pursat, Cambodia 133 people across 25 provinces in nationwide were invited to organize the workshop for the assistance to formulate the ESC guideline.	• Annual Meeting Report, AWGSESC (progress report No.2) • 4th 5th and 6th HLS report (progress report No.6) • The report on ESC guideline dissemination workshop toward CMV in LPB (progress report No.4, 6 and 8) • The report on ESC guideline dissemination workshop toward CMV in Pursat city (progress report No.7)	• Achieved • Nothing challenge in particular
Output 2: As part of urban environmental management (UEM), solid waste management (SWM) in the three pilot cities is improved based on the Guidelines on ESC.	As shown in the detailed PDM table for output 2 & 3 below.	As shown in the detailed PDM table for output 2 & 3 below.	•	•	•
Output 3: Community-based urban environmental management for SWM is promoted in the three pilot cities.	1. Environmental Education and Awareness (EEA) Program for SWM improvement in the three pilot cities is formulated.	1. Formulated EEA program	• 1. Formulated during the second year.	• 1. EEA Program attached to P/R(2)	• Nothing in particular
	2. As shown in the detailed PDM table for output 2 & 3 below.	2. As shown in the detailed PDM table for output 2 & 3 below.	•	•	•

Detailed PDM for Output 2 and 3 (Vientiane)

Project Outline	Indicator	Means of Verification	Achievement Status (As of April 10, 2015)	Product/Evidence	Challenge and Achievement Expectation by the end of project
Output 2: As part of urban environmental management (UEM), solid waste management (SWM) in the three pilot cities is improved based on the Guidelines on ESC.	Indicator 2.1. 3Rs are promoted. 1. All barrels and bins are disseminated by Dec 2014 and kept monitored until the end of the project by C/P. 2. Plastic shopping bag reduction activities are started at one or more new places under the instruction of the C/P. 3. The activities of the promotion of recyclables discharge are implemented in one or more new streets under the instruction of the C/P.	1. LPPE Progress Report and Monitoring Report 2. LPPE Progress Report 3. LPPE Progress Report	1. All barrels and bins were disseminated by Dec 2014, and the instructions were also given. Monitoring by C/P is conducted regularly 2. C/P disseminated eco-baskets and conducted raising awareness activities at 9 new places. 3. VUDAA has performed it in Nonesavanh village, Xaysetta district. It is supposed that they newly commence it in 2 villages, Sisatanak district.	1. P/R(6)-(7) 2. P/R(6)-(7) 3. Leaflet and group member list	1. It is expected that the indicator will be achieved by conducting continuous monitoring by C/P. 2. The indicator was achieved. Raising awareness activity will be implemented if necessary 3. It is monitored continuously. In new 2 villages, Sisatanak district the progress of VUDAA is likely to be not proper so that the project analyzes the situation and advises on it if necessary
	Indicator 2.2. The solid waste collection system is improved. 1. Collection coverage (Contracted) rate of collection service in 4 pilot project villages increases from 33% in November 2013 to 50% in December 2014. 2. Primary collection system by using collection bins covers 125 households in the inaccessible road of collection vehicles in 4 pilot project villages. 3. Primary collection system by using collection bins for inaccessible road of collection vehicles will be expanded to the two new villages and cover 25 households by the initiative of VUDAA. 4. A waste collection and transportation plan of VTE is formulated.	1. Information from the collection company 2. Information from the VUDAA 3. LPPE Progress Report 4. Waste collection and transportation plan	1. 57.0% 2. 106 households in 4 villages were introduce primary collection 3. Not achieved yet. The baseline survey, project planning and meeting with stake holders has been finished. 4. The master plan of waste collection and transportation, which target year is 2020, was formulated in March 2014.	1. The table summarized by the project based on the interview from collection company and village 2. Leaflet, group member list and the information from relevant people 3. Not yet 4. The waste collection and transportation plan and target area are mentioned in the P/R(5).	1. Whereas it is achieved, it is be reviewed from perspective point of view to see the space for further improvement so that it is taken as lesson learned to expand for other areas. 2. Alleys and households are already decided. As soon as the collection company finished to contract with the households, it would be commenced. 3. Although VUDAA would start to implement in their initiative as the period of Feb 2015, it revealed that there is certain problem with that plan through the implementation progress. Therefore, It is required the project expert performs the situation analysis and advise. 4. Finalizing of "Waste collection and transportation plan" in accordance with the master plan of waste collection and transportation, primary collection system, and the collection vehicle allocation plan of collection vehicles donated by Japan Grant Aid project.
	Indicator 2.3. The operation of the final disposal site is improved. 1. An operation plan of the final disposal site is formulated. 2. The final disposal site is operated in accordance with the operation plan. 3. The final disposal site is monitored by the final disposal site monitoring committee once a year.	1. Final disposal operation plan 2. Final disposal operation record 3. The monitoring report of the committee	1. Consultation of the final disposal operation plan is ongoing. 2. Weight of incoming waste amount to the final disposal site is recorded at the weight bridge. 3. Three monitoring committees were conducted until 2014 and the monitoring reports mentioned the results of those.	1. P/R(4), P/R(5) and P/R(6) 2. Record of weight of incoming waste amount to the final disposal site. 3. The 1 st monitoring committee: P/R(2) The 2 nd monitoring committee: P/R(4) The 3 rd monitoring committee: P/R(7)	1. The final disposal operation plan including the waste discharge method, septic sludge treatment and waste picker management is finalized based on the consultation. 2. Besides the weight of incoming waste amount to the final disposal site, waste disposal amount and waste picker management are recorded. 3. The 4 th monitoring committee is organized in June 2015.
	Indicator 2.4. Healthcare waste management is improved. 1. A healthcare waste collection, treatment and disposal plan for the target hospitals is formulated. 2. Healthcare waste from the target hospitals is collected, treated and disposed of in accordance with the aforementioned plan.	1. The healthcare waste collection, treatment and disposal plan 2. The record of healthcare waste collection, treatment and disposal.	1. Under planning 2. The contracts with hospitals are on the rise. Collection, treatment and disposal amount is also in the rising tendency	1. P/R(7) 2. P/R(7)	1. To finalize the planning to obtain the hospital information in entire city. 2. Concerning about the primary 7 hospitals, the project guide comprehensively them to secure the separate collection, treatment and disposal. The operation manual of incinerator is formulated.
	Indicator 2.5. The following documents are prepared. 1. Regulation on the responsibilities of stakeholders for improved SWM is prepared and/or drafted. 2. Proposal for financial system improvement necessary for SWM	1.1 VUDAA's regulation on waste discharge, collection and final disposal.	1.1 For the collection service, draft of standard contract has been created and submitted to VUDAA. Regulation on KM32 disposal site	• Draft of village regulation on SWM • Rules and measures for KM32 DS.	• Basically the regulation is being formulated in accordance with the PP progress and necessity. • Once it has gotten the necessity, it will be

	improvement is prepared.	1.2 Draft amendment of VTE's regulation on SWM or additional implementation rules. 2. Proposal for financial system improvement necessary for SWM improvement	has been formulated on Aug 2012. 1.2 Infectious HCW management regulation draft has been submitted to MOH on Nov 2013. At present, MOH are reviewing for modification and addendum to authorize it as regulation. 2. The contract for the charge of separate collection and incineration of infectious HCW has been formulated.	• Draft of HCW regulation • Draft of contract for HCW collection, treatment and disposal service	formulated.
Output 3 Community-based urban environmental management for SWM is promoted in the three pilot cities.	Indicator 3.1. EEA Program for SWM improvement in the three pilot cities is formulated.	1. Formulated EEA program	1. Formulated during the second year.	1. EEA Program attached to P/R(2)	• Nothing in particular
	Indicator 3.2. The residents participate the 3Rs activities. 1. The rate of the households that continue on-site compost to all the households that started on-site compost in all the pilot villages: 60% 2. The rate of the households that refuse plastic bags as many as possible to all the households in all the pilot villages: 40% 3. The rate of the stalls that cooperate plastic bag reduction to all the stalls in all the pilot markets: 40% 4. The rate of the households that separately discharge recyclable waste to all the households covered by primary collection PP: 70%	1. MONRE Monitoring Report and Information from the chief of the village 2. MONRE Monitoring Report and Information from the chief of the village 3. Information from the stalls 4. MONRE Monitoring Report and Information from the chief of the village	1. About 60% (Monitoring results of one pilot village hasn't been collected yet.) 2. About 76% (Monitoring results of one pilot village hasn't been collected yet.) 3. 67% 4. 93%	1. MONRE monitoring in April 2015 2. MONRE monitoring in April 2015 3. MONRE monitoring in March 2015 4. MONRE monitoring in April 2015	1. As a result of monitoring of 3 pilot villages, indicator is supposed to be accomplished. Monitoring will be implemented continuously. 2. As a result of monitoring of 3 pilot villages, indicator is supposed to be accomplished. Monitoring and raising awareness activity will be implemented if necessary. 3. Indicator was achieved. Monitoring and raising awareness activity will be implemented if necessary. 4. It is achieved. 1 village among 4 villages has been indicated below the standard so that Monitoring and raising awareness activity will be implemented if necessary.
	Indicator 3.3. The residents cooperate with the waste collection system. 1. Waste management groups are established in the existing collection improvement pilot villages. 2. The fee payment rate of the households in 4 pilot project villages that newly make collection service contracts with the collection company maintains 90 % 3. The rate of the cooperating households to all the households covered by the primary collection PP: 70%	1. Group member list 2. Information from the VUDAA 3. MONRE Monitoring Report and Information from the chief of the village	1. In existing 4 villages in Xaysetta district primary collection sharing group has been established. 2. While if it is paid little the service should not reach to the people, it can be guessed that it has been paid regularly as the service is reached. 3. 93%	1. Group member list 2. Nothing particular 3. MONRE monitoring in April 2015	1. Nothing in particular but it is supposed that new groups are established in the streets to be introduced primary collection. Besides, it is performed in new 2 villages in another district. 2. It is supposed that it is figured quantitatively through the information from VUDAA and private company on Mar and Apr 3. It is achieved. 4. It is achieved. 1 village among 4 villages has been indicated below the standard so that Monitoring and raising awareness activity will be implemented if necessary.

Detailed PDM for Output 2 and 3 (Luang Prabang)

Project Outline	Indicator	Means of Verification	Achievement Status (As of April 10, 2015)	Product/Evidence	Challenge and Achievement Expectation by the end of project
Output 2 As part of urban environmental management (UEM), solid waste management (SWM) in the three pilot cities is improved based on the Guidelines on ESC.	Indicator 2.1. 3Rs are promoted. 1. All barrels and bins are disseminated by Dec 2014 and kept monitored until the end of the project by C/P. 2. The activities of the promotion of recyclables discharge are implemented in one or more new villages under the instruction of the C/P. 3. More than 30 hotels/ restaurants participate in the off-site compost project 4. Compost is produced at the off-site compost plant. 5. More than 30 hotels/guesthouses participate in the plastic shopping bag reduction project 6. Plastic shopping bag reduction activities are started at one or more new places under the instruction of the C/P. 7. The school recycling activities continue at the two pilot project schools.	1. LPPE Progress Report and Monitoring Report 2. POS 3. LPPE Progress Report 4. LPPE Progress Report 5. LPPE Progress Report 6. LPPE Progress Report 7. LPPE Progress Report	1. All barrels and bins were disseminated by December 2014, and the instructions were also given. Monitoring by C/P is conducted regularly 2. UDAA has already conducted the promotion of separation in connection with the primary collection in new 3 villages 3. As of December in 2014, 8 restaurants and 22 hotels in LPB participated the off-site compost project 4. As of February in 2015, the compost was produced by kitchen waste, average weight 138kg /day, generated and collected at 8 restaurants and 22 hotels in LPB. The composition of produced compost was analyzed, furthermore the effect of application of produced compost was studied in cooperation with LPPA. 5. As of December 2014, 21 hotels and 9 guest houses joined Eco-bag PP. 6. Eco-baskets were disseminated at 10 new places by C/P and the raising awareness activities for the reduction of plastic shopping bags were also implemented. 7. As of Apr 2015 It has been observed that school recycling are being continued in both 2 schools.	1. P/R(6) 2. Leaflet, Group member list 3. P/R(7) 4. P/R(6) 5. P/R(7) 6. P/R(7) 7. LPPE Progress Report	1. It is expected that the indicator will be accomplished by conducting continuous monitoring by C/P 2. It is monitored continuously. 3. Target of indicator has been already accomplished. The monitoring is continued to conduct by C/P 4. Operation and maintenance manual of off-site compost plant is formulated. 5. The indicator was achieved. Monitoring by CP will be implemented continuously. 6. The indicator was achieved. Raising awareness activity will be implemented if necessary. 7. Whereas school recycling are being continued, the problems must be solved such as certain classes does not take part in the activity or insufficient situation to separate paper (in addition to the PET bottle) in Phongsavang school.
	Indicator 2.2. The solid waste collection system is improved. 1. A waste collection and transportation plan of LPB is formulated. 2. The activities of the existing collection improvement PP are implemented in one or more new villages under the instruction of the C/P. 3. 10 units of public containers (5m3) are assembled and they are placed in accordance with the container placement plan.	1. Waste collection and transportation plan 2. LPPE Progress Report 3. LPPE Progress Report, 10 units of public containers (5m3) and container placement plan	1. The master plan of waste collection and transportation, which target year is 2020, was formulated in March 2014. 2. UDAA has already introduced the primary collection in new villages. 3. UDAA has already assembled 10 5m3 containers. 6 container are placed in respective institutions	1. The waste collection and transportation plan and target area are mentioned in the P/R(5). 2. Leaflet, group member list and LPPE Progress Report 3. 10 containers, then plan of container placement	1. Finalizing of "Waste collection and transportation plan" in accordance with the master plan of waste collection and transportation, primary collection system, and the collection vehicle allocation plan of collection vehicles donated by Japan Grant Aid project. 2. It is supposedly monitored continuously. 3. In the beginning period of container placement plan, all 10 containers would be supposed to be placed in the end users. However, 1) It is necessary to remain around 2 containers for the special event, daily substitution and some reserves. 2) To consider the capacity of existing transporting vehicle, 2 containers will be placed in villages on Nov 2015; above 2 main reasons has been realized. Therefore, reviewing the plan will be done and advised to realize the plan for the future.
	Indicator 2.3. The operation of the final disposal site is improved. 1. An operation plan of the final disposal site is formulated. 2. The final disposal site is operated in accordance with the operation plan. 3. The final disposal site is monitored by the final disposal site monitoring committee once a year.	1. Final disposal operation plan 2. Final disposal operation record 3. The monitoring report of the committee	1. Consultation of the final disposal operation plan is ongoing. 2. Weight of incoming waste amount to the final disposal site is recorded at the weight bridge. 3. Three monitoring committees were conducted until 2014 and the monitoring reports mentioned the results of those.	1. P/R(4), P/R(5) and P/R(6) 2. Record of weight of incoming waste amount to the final disposal site. 3. The 1 st monitoring committee: P/R(2) The 2 nd monitoring committee: P/R(4) The 3 rd monitoring committee: P/R(7)	1. The final disposal operation plan including the waste discharge method, septic sludge treatment, HCW pit and waste picker management is finalized based on the consultation. 2. Besides the weight of incoming waste amount to the final disposal site, waste disposal amount and waste picker management are recorded. 3. The 4 th monitoring committee is organized in June 2015.

	Indicator 2.4. Healthcare waste management is improved. 1. A healthcare waste collection, treatment and disposal plan for the target hospitals is formulated. 2. Healthcare waste from the target hospitals is collected, treated and disposed of in accordance with the aforementioned plan.	1. The healthcare waste collection, treatment and disposal plan. 2. The record of healthcare waste collection, treatment and disposal.	1. Plan (draft) formulated 2. Proper incineration treatment for the infectious HCW from provincial hospital is being performed continuously. Separate collection from other hospitals is supposed to be conducted from 3 hospitals. It has been done from 2 hospitals.	1. P/R(7) 2. P/R(7)	1. To finalize the plan 2. Separate collection and incineration treatment from 3 hospitals excluding the provincial hospital are certainly performed and levied the charge. The operation manual of incinerator is formulated.
	Indicator 2.5. The following documents are prepared. 1. Regulation on the responsibilities of stakeholders for improved SWM is prepared and/or drafted. 2. Proposal for financial system improvement necessary for SWM improvement is prepared.	1.1 UDAA's regulation on waste discharge, collection and final disposal. 1.2 Draft amendment of LPB District's regulation on SWM or additional implementation rules. 2. Proposal for financial system improvement necessary for SWM improvement	1.1 DOH published the regulation on infectious HCW management on Jan 5, 2014 2. Provincial governor published the decree on contract for the charge of separate collection and incineration for infectious HCW. The contract has been formulated.	• LPB Regulation on HCWM • LPB Governor Agreement on HCWM • Contract for IW disposal with Chinese Hospital	• Basically the regulation is being formulated in accordance with the PP progress and necessity. • Once it has gotten the necessity, it will be formulated.
Output 3 Community-based urban environmental management for SWM is promoted in the three pilot cities.	Indicator 3.1. EEA Program for SWM improvement in the three pilot cities is formulated.	1. Formulated EEA program	1. Formulated during the second year.	1. EEA Program attached to P/R(2)	• Nothing in particular
	Indicator 3.2. The residents participate the 3Rs activities. 1. The rate of the households that continue on-site compost to all the households that started on-site compost in all the pilot villages: 50% 2. The rate of the households that separately discharge recyclable waste to all the households covered by primary collection PP: 70% 3. The rate of the households that refuse plastic bags as many as possible to all the households in all the pilot villages: 30% 4. The rate of the stalls that cooperate plastic bag reduction to all the stalls in all the pilot markets: 30% 5. The cooperation rate of the school recycling at the PP schools is more than 50% of total numbers of classes.	1. MONRE Monitoring Report and Information from the chief of the village 2. MONRE Monitoring Report and Information from the chief of the village 3. MONRE Monitoring Report and Information from the chief of the village 4. Information from the stalls 5. Information from the schools	1. 66% 2. 89% 3. 55% 4. 81% 5. 79.6%(15+59 class's cooperation has been observed among totally 15+78 classes in 2 schools exist)	1. MONRE monitoring in March 2015 2. MONRE monitoring in March 2015 3. MONRE monitoring in March 2015 4. MONRE monitoring in March 2015 5. Separation record by the schools	1. The indicator was achieved. Monitoring will be implemented continuously. 2. It is achieved. 2 villages among 6 villages have been indicated below the standard so that Monitoring and raising awareness activity will be implemented if necessary. 3. The indicator was achieved. Monitoring and raising awareness activity will be implemented if necessary. 4. The indicator was achieved. Monitoring and raising awareness activity will be implemented if necessary. 5. Whereas it is achieved, it is focused on the qualitative and quantitative improvement as stated in 2.1.7
	Indicator 3.3. The residents cooperate with the waste collection system. 1. Waste management groups are established in the existing collection improvement pilot villages. 2. The rate of the cooperating households to all the households covered by the existing collection improvement PP: 70%	1. Group member list 2. MONRE Monitoring Report and Information from the chief of the village	1. The primary collection sharing group has been established in existing 3 villages and new 3 villages. 2. 90%	1. Group member list 2. MONRE monitoring in March 2015	1. It is monitored continuously. 2. It is achieved. Monitoring and raising awareness activity will be implemented if necessary

Project Outline	Indicator	Means of Verification	Achievement Status (As of April 10, 2015)	Product/Evidence	Challenge and Achievement Expectation by the end of project
Output 2: As part of urban environmental management (UEM), solid waste management (SWM) in the three pilot cities is improved based on the Guidelines on ESC.	Indicator 2.1. 3Rs are promoted. 1. All barrels and bins are disseminated by Dec 2014 and kept monitored until the end of the project by C/P. 2. The activities of the promotion of recyclables discharge are implemented in one or more new villages (or another new area in existing target villages) under the instruction of the C/P. 3. Plastic shopping bag reduction activities are started at one or more new places under the instruction of the C/P. 4. The school recycling activities continue at the two pilot project schools.	1. LPPE Progress Report and Monitoring Report 2. POS 3. LPPE Progress Report 4. LPPE Progress Report	1. All barrels and bins were disseminated by December 2014 and instruction was also given. Monitoring by C/P is conducted regularly. 2. UDAA has already conducted the promotion of separation in connection with the primary collection in new 2 villages and new alleys in an old village. 3. Eco-baskets were disseminated by C/P at 26 new places. 4. As of Apr 2015 it has been observed that school recycling is being continued in both 2 schools.	1. P/R(6)-(7) 2. Leaflet, group member list 3. P/R(6)-(7) 4. LPPE Progress Report	1. It is expected that the indicator will be accomplished by conducting continuous monitoring by C/P. 2. It is monitored continuously. 3. The indicator was achieved. Raising awareness activity will implement if necessary. 4. Whereas school recycling are being continued, the problems must be solved such as certain classes does not take part in the activity or insufficient situation to separate paper (in addition to the PET bottle) in Xayaboury school.
	Indicator 2.2. The solid waste collection system is improved. 1. A waste collection and transportation plan of XYB is formulated. 2. The activities of the existing collection improvement PP are implemented in one or more new villages (or another new area in existing target villages) under the instruction of the C/P. 3. 10 units of public containers (5m3) are assembled and they are placed in accordance with the container placement plan.	1. Waste collection and transportation plan 2. LPPE Progress Report 3. LPPE Progress Report, 10 units of public containers (5m3) and container placement plan	1. The master plan of waste collection and transportation, which target year is 2020, was formulated in March 2014. 2. UDAA has already introduced the primary collection in new 2 villages and new alleys in an old village. 3. UDAA has already assembled 10 5m3 containers. 7 containers are placed in respective institutions	1. The waste collection and transportation plan and target area are mentioned in the P/R(5). 2. Leaflet, group member list and LPPE Progress Report 3. 10 containers, then plan of container placement	1. Finalizing of "Waste collection and transportation plan" in accordance with the master plan of waste collection and transportation, primary collection system, and the collection vehicle allocation plan of collection vehicles donated by Japan Grant Aid project. 2. It is supposedly monitored continuously. 3. In the beginning period of container placement plan, all 10 containers would be supposed to be placed in the end users. However, 1) It is necessary to remain around 2 containers for the special event, daily substitution and some reserves; above the reasons has been realized. Therefore, reviewing the plan will be done and advised to realize the plan for the future.
	Indicator 2.3. The operation of the final disposal site is improved. 1. An operation plan of the final disposal site is formulated. 2. The final disposal site is operated in accordance with the operation plan. 3. The final disposal site is monitored by the final disposal site monitoring committee once a year.	1. Final disposal operation plan 2. Final disposal operation record 3. The monitoring report of the committee	1. Consultation of the final disposal operation plan is ongoing. 2. The number of incoming waste collection vehicles to the final disposal site is recorded at the entrance gate. 3. Three monitoring committees were conducted until 2014 and the monitoring reports mentioned the results of those.	1. P/R(4), P/R(5) and P/R(6) 2. Record of number incoming waste collection vehicles to the final disposal site. 3. The 1 st monitoring committee: P/R(2) The 2 nd monitoring committee: P/R(4) The 3 rd monitoring committee: P/R(7)	1. The final disposal operation plan including the waste discharge method, septic sludge treatment, HCW pit and waste picker management is finalized based on the consultation. 2. Besides the number of incoming waste collection vehicles to the final disposal site, waste disposal amount and waste picker management are recorded. 3. The 4 th monitoring committee is organized in June 2015.
	Indicator 2.4. Healthcare waste management is improved. 1. A healthcare waste collection, treatment and disposal plan for the target hospitals is formulated. 2. Healthcare waste from the target hospitals is collected, treated and disposed of in accordance with the aforementioned plan.	1. The healthcare waste collection, treatment and disposal plan 2. The record of healthcare waste collection, treatment and disposal.	1. Plan (draft) formulated 2. The intrusion problem to the pit has been solved and the separate collection and segregated disposal of the infectious HCW from provincial hospital are being performed properly. The acceptance of the HCW from other hospitals has not commenced yet.	1. P/R(7) 2. P/R(7)	1. To finalize the plan 2. To proceed on the negotiating of contract in order to collect and dispose the HCW from military hospital. Pit operation manual is created.
	Indicator 2.5. The following documents are prepared. 1. Regulation on the responsibilities of stakeholders for improved SWM is prepared and/or drafted. 2. Proposal for financial system improvement necessary for SWM	1.1 UDAA's regulation on waste discharge, collection and final disposal. 1.2 Draft amendment of XYB	1.1 Regulation on KM9 disposal site has been formulated. 2. The contract document on the charge of separate collection and	• Rules and measures for KM9 DS. • Draft of contract for HCW collection and disposal service	• Basically the regulation is being formulated in accordance with the PP progress and necessity. • Once it has gotten the necessity, it will be

	improvement is prepared.	District's regulation on SWM or additional implementation rules. 2. Proposal for financial system improvement necessary for SWM improvement	disposal for infectious HCW has been formulated.		formulated.
Output3: Community-based urban environmental management for SWM is promoted in the three pilot cities.	Indicator 3.1. EEA Program for SWM improvement in the three pilot cities is formulated.	1. Formulated EEA program	1. Formulated during the second year.	1. EEA Program attached to P/R(2)	• Nothing in particular
	Indicator 3.2. The residents participate the 3Rs activities. 1. The rate of the households that continue on-site compost to all the households that started on-site compost in all the pilot villages: 50% 2. The rate of the households that separately discharge recyclable waste to all the households covered by primary collection PP: 70% 3. The rate of the households that refuse plastic bags as many as possible to all the households in all the pilot villages: 25% 4. The rate of the stalls that cooperate plastic bag reduction to all the stalls in all the pilot markets: 25% 5. The cooperation rate of the school recycling at the two PP schools are more than 50% of total numbers of classes.	1. MONRE Monitoring Report and Information from the chief of the village 2. MONRE Monitoring Report and Information from the chief of the village 3. MONRE Monitoring Report and Information from the chief of the village 4. Information from the stalls 5. Information from the schools	1. 52% 2. 68% 3. 79% 4. 40% 5. 93.2%(12+43 class's cooperation has been observed among totally 16+43 classes in 2 schools exist)	1. MONRE monitoring in March 2015 2. MONRE monitoring in March 2015 3. MONRE monitoring in March 2015 4. MONRE monitoring in March 2015 5. Separation record by the schools and interview	1. The indicator was achieved. Monitoring will be implemented continuously. 2. Consequently it indicated slightly below than the target. Particularly 2 villages among 5 villages indicated significantly low rate. For the considerable reason, in Xayaboury there are a few recycling dealers and its activity in the market does not show lively compared to other 2 cities so that the dealing condition is not stable. In addition that, it may influenced that one of 2 villages are located in relatively remote place. From now on, the reasons and factors should be analyzed and to be monitored and conducted the raising awareness activity, if necessary. 3. The indicator was achieved. Monitoring and raising awareness will be implemented if necessary. 4. The indicator was achieved. Monitoring and raising awareness activity will be implemented if necessary. 5. Whereas it is achieved, it is focused on the qualitative and quantitative improvement as stated in 2.1.4
	Indicator 3.3. The residents cooperate with the waste collection system. 1. Waste management groups are established in the existing collection improvement pilot villages. 2. The rate of the cooperating households to all the households covered by the existing collection improvement PP: 70%	1. Group member list 2. MONRE Monitoring Report and Information from the chief of the village	1. The primary collection sharing group has been established in existing 3 villages and new 2 villages. 2. 99%	1. Group member list 2. MONRE monitoring in March 2015	1. It is monitored continuously. 2. It is achieved. Monitoring and raising awareness activity will be implemented if necessary

Evaluation Results and Recommendation of LPPT

1. Evaluation Results

1-1. Relevance

Relevance of LPPT has been deemed high for the following reasons

(1) Alignment with National Policy of GOL

- National Socio-Economic Development Plan 2011-2015

This plan mentions the tourism sector as an important industry for acquisition of foreign currency, to generate employment and increase household incomes.

- National Tourism Development Strategy for Lao PDR 2006-2020

This paper was prepared by MICT and signals the significant role that the tourism industry plays for the benefit of Lao people. Thus targeting tourism sector for LPP could be considered a prescient decision.

(2) Relevance of selected target sectors under ASEAN policy

ASEAN IAI Work Plan 2 (2009-2015) regards the tourism sector as one of the priority industries to facilitate free flow of services, which is necessary for establishment of the prospective ASEAN Economic Community (AEC). The Work Plan also advocates eco-tourism as an effective tool for forest management. In the Lao PDR contexts, Eco-tourism and Community Based Tourism are nearly the same. Therefore tourism can be considered as an apt selection as a component of the LPP program.

(3) Needs of the target groups and beneficiaries

- Visit Laos 2012 Campaign

Just before LPP was planned, GOL had decided a campaign “Visit Laos 2012”, and MICT needed technical support and coordination from outer institute. Thus need of the MICT was more than sufficient and the LPPT timing was very appropriate.

- Local Economic development with CBT

Since Lao PDR has been one of the least prosperous countries in the ASEAN bloc since accession, economic development is a most important issue. However, income gaps among regions and households in the country should be addressed and strategies re-adjusted at the same time. Lao populations in rural and remote areas have little by way of tools to increase their incomes. In this situation, supporting local communities with CBT can be the most suitable alternative in response to needs of local communities.

(4) Selection of pilot country

1) The least benefited country from Tourism in ASEAN

Among the 10 countries of ASEAN, Lao PDR remains one of the least visited countries. For instance, tourism income in the Lao PDR in 2012 was 513 million USD; just 1.5% of the revenue generated in neighbouring Thailand. Thus Lao PDR enjoys the least tourism revenue in the ASEAN countries.

2) Potential of Lao Tourism

Even though Lao PDR is not yet among the well visited tourist destinations in the region, it has significant

tourism resources and potential. Actually, the number of inbound tourists to Lao PDR is increasing at the rate of 10% and more annually. Therefore, investing in and supporting tourism sector development is deemed one of the most appropriate pathways for developing the Lao economy.

1.2 Effectiveness

Effectiveness can be considered **relatively high** with appropriate achievement of project goals and outputs.

The project purpose of LPPT is as follows: “Through collaboration between the public and private sectors, and between MICT and PTDS, a tourism promotion mechanism by making an appropriate and sustainable use of tourism resources of Lao PDR including nature, culture, history and folklore is established.”

(1) Collaboration between public and private sectors

- 17 private companies joined in the public-private joint TIS in Vientiane.
- More than 50 private companies in total joined in CBT related activities in the 3 pilot provinces, including FAM trips.

Thus collaboration between public and private sectors for the tourism promotion has been appropriately achieved.

(2) Tourism promotion of Public sector with collaboration among MICT (central level), PICTD (Provincial level) and DICTO (district level) has been successfully implemented

- Production and delivery of pamphlets and maps,
- Setting up Tourism signage,
- Cooperation with private sector, and
- Holding tourism promotion events.

(3) Sustainable use of tourism resources of Lao PDR including nature, culture, history and folklore is established.

Concerning the tourism destination development, LPPT put its focus on CBT, for which nature, culture, history and folklore are very important resources. CBT sites observed by the evaluation team have been using these in sustainable ways, with exception of litter in some sites.

(4) Inbound tourists increased

At least partly because of the successful operation of LPPT, in 2014 Lao PDR counted 4,150,000 inbound tourists, which exceeds the indicator target of 3,500,000 tourists.

(5) Dissemination

Concerning the Output 3 “Dissemination of CBT to other provinces”, even though a dissemination seminar has been conducted in February 2015, a significant output might not be expected.

1.3 Efficiency

Efficiency of the LPPT is considered **very high** because of the following reasons;

The LPPT activities were very time-consuming tasks, for which JICA experts, Lao C/P and CBT village residents worked in collaboration. In comparison to the limited input resources, the achievements made have been significant.

(1) Promotion for Visit Laos 2012 Campaign

Appealing attractiveness of the nation to the neighboring and foreign countries requires sufficient budget allocation. Also needed is improved coordination among government institutes and collaboration with private sector. For this tourism promotion, institutional arrangements, action planning and implementation were carried out with appropriate cost.

(2) CBT support

During the LPPT, Community Based Tourism Groups have been supported with human resource training, planning, facilities and equipment. This support was time consuming but cost-effective with LPPT addressing the needs of targeted communities at an appropriate cost.

Response to requests from CBT sites were also deemed appropriate. Upon requests from village communities, LPPT supported some small infrastructure investments such as wooden bridges and trail steps. LPPT distributed construction materials and village communities carried out construction works. Thus village communities made in-kind contributions, not only bringing cost-savings but also facilitating stronger unity among people and sense of ownership.

1.4 Impact

For the following reasons, the impact of LPPT was deemed medium. Even though the Project performance was significant, the number of targeted beneficiaries of the pilot was limited, especially the number of CBT supported. Therefore, scale of impact remains rather small.

(1) Impact of LPPT to Lao PDR

1) Foreign Visitors

Visitors amounting to some 2.72 million were welcomed in 2011 and 4.15 million in 2014, a 53% increase over three years. On the other hand, tourism revenues amounted to 406 million U\$ in 2011 and 642 million U\$ in 2014, a revenue increase of 58% over three years. This can be regarded as the “take off” of Lao tourism industry. Even though all factors of this achievement do not belong to LPPT, it surely contributed significantly to this boost.

2) Social and Economic Impact of CBT

80% of the population of Laos lives in rural areas where people depend largely on farming, and significant economic developments are not easy. In this situation, CBT is one of the solutions for rural community development. Even though the number of communities supported at this time is not so many, LPPT has set up a CBT support system among MICT, PICTD and DICTO. This system may keep supporting communities motivated for CBT. Thus LPPT has prepared a structure to make impacts on socioeconomic situation in rural communities in Lao PDR.

Some pilot CBT villages are already enjoying additional income from tourism. Some of the revenues such as entrance fees are kept in the village fund for the common benefit of the community. Income from sales of weaved silk and cotton products are distributed to each weaver (house wife) and used for children's education, reinvested in production or utilized for other purposes.

The Government of Laos MPI expects significant economic impact from tourism sector, projecting it to exceed the mining sector in the future. In order to respond this challenge, CBT should develop good business plans that maximize the rate of return for investment.

(2) Impact of LPPT to ASEAN

LPPT had four aspects to work with ASEAN secretariat and its member countries.

1) Monitoring from ASEAN Sectoral Body of Tourism

Officer in charge of tourism from ASEAN sectoral body of tourism visited Lao PDR frequently to monitor the LPPT progress. Since the tourism division of ASEAN sectoral body understands LPPT well, it treated this project favorably and placed CBT as an important topic in the ASEAN Tourism Working Group.

2) ASEAN Tourism Sector Meetings

Tourism sector meeting have been held regularly, and LPPT progress has been reported at the meetings. Thus, together with 1) above, ASEAN sectoral body of tourism and tourism officers from ASEAN member countries successfully shared information on CBT activities of LPPT.

3) ASEAN CBT Standard formulation

ASEAN is has been preparing tourism standard in several tourism categories, among which CBT standard elaboration has been undertaken by Cambodia. LPPT has supported CBT in line with draft ASEAN CBT standard. Also LPPT participated to a CBT seminar held in Cambodia. The CBT Development Directions by LPPT was prepared in reference with ASEAN CBT standard.

4) Study Tours to ASEAN Countries

In order to develop tourism human resources and promote CBT, LPPT conducted study tours to Thailand, Myanmar, Singapore and Malaysia. For the planning and implementation of these study tours, these relevant ASEAN countries cooperated with LPPT.

With this substantial cooperation, LPPT has paved a way to collaborate with ASEAN member countries and sectoral bodies of tourism on promotion and CBT development. ASEAN tourism standards have proved a good tool to facilitating cooperation among the relevant countries.

1.5 Sustainability

With reference to the following reasons, sustainability is adjudged **medium**.

In order to make LPPT achievement more sustainable, MICT and relevant organizations concerning tourism should make maximum use of opportunities and overcome challenges as mentioned in the following table.

Aspects	Issues	
	Opportunity & Expectation	Challenge & Threats
Policy/Institutional Sustainability	• 8th NSEDP (2016-2020) gives tourism priority status for development • ASEAN has prepared tourism standards to facilitate quality tourism developments	-
Technical &	• LPPT has developed human resources for tourism	• The model CBT villages may

Human Resource Sustainability	promotion and are actively working in practical ways • People at pilot sites understand CBT development and tourism officers at central, provincial and district level learn how to support CBT	need continuous monitoring and technical support by public sector. • Number of CBT supported by LPPT is rather small in comparison with the total potential sites. Thus, many more sites should be supported for CBT development
Financial /Physical Sustainability	• By using Information Technology, cost of effective promotion could be much lower than it used to be. • There are donors who support promotion and CBT development. • Village people could use Village Fund with low interest for small investments to tourism business at CBT sites	• Financial resource of the public sector for CBT development support is very limited. MICT and provincial tourism department should continue the effort using the most cost-effective means

2. Recommendation

Following are recommendations on tourism promotion and CBT development. Since the biggest constraint of MICT, PICTD and DICTO is financial resources for development of activities for promotion and implementation of CBT, most of the recommendation here are from the viewpoint of cost effectiveness.

2.1 Policy and Coordination

- (1) Preparation of Tourism Marketing and Promotion Strategy and its action plan.

“National Tourism Development Strategy for Lao PDR 2006-2020” shows directions of necessary actions for Lao tourism development. However, marketing and promotion is very important to appropriately prepare tourism program and to appeal to positional tourists. This strategy is useful also for the planned development and budget allocation for it. Once this strategy is agreed and approved, all the donor support should be in line with the strategy.

- (2) Tourism as Priority Industry

MPI regards the tourism sector as one of the priority industries that attracts foreign currency. CBT has potential to bring more income than farming to the local households. In order to turn this wish to reality, each CBT should be more business oriented and facilitate more tourist expenditure with longer tourist stay and higher quality tourism products.

- (3) Round Table Discussion with relevant donors

Other than JICA, there are some other donors supporting MICT. In order to create synergistic effects with well-organized and demarcated assistance, a regular round table discussion would be effective. The MICT shall chair the meeting.

2.2 Tourism Promotion

- (1) Collaboration with commercial information dissemination web-site

Collaboration with commercial web-sites such as *TripAdvisor* and *Wiki Travel* shall be enhanced as individual tourists often use these sources of commercial information in addition to or instead of public information. In addition, social media tools such as *Facebook* and *Youtube* are more cost-effective promotion methods than conventional printed brochures.

(2) Collaboration and demarcation with donors and private sector

A wide variety of printed promotion materials (brochure, booklet, map, etc) is available at MICT. Many of these are results of technical and financial supported from donors. In addition to this, more materials are commercially prepared and delivered. It is better for MICT to coordinate these sectors and make clear demarcations in order to establish effective promotion. Promotional materials issued by MICT should involve more private business both in content and cost sharing.

2.3 CBT development

(1) Collaboration with tour operators

Collaboration with tour operators is an inevitable element of CBT development. LPPT had some mechanism to involve some operators from local provinces and Vientiane. In order to facilitate tour operators to take more tourists to model CBT sites, a brochure or directory that offers specific business information to the tour operator would be useful. Information includes but not limited to;

- 1) Outline of fees for accommodation, meals, drinks, guiding, entrance, etc,
- 2) Charge exemptions for guides from tour companies,
- 3) Transportation arrangements to access the sites,
- 4) Safety and security measures, and
- 5) Discount and campaign prices for long term agreements.

(2) Honoring CBT best practices

Honoring CBT best practice is a cost effective way to disseminate CBT to the out-of-pilot areas. ASEAN has a plan to start its CBT award program in the near future, which may facilitate cooperation among ASEAN countries. This honoring can make a big impact on tourism industries with minimum cost. MICT should make use of this opportunity to learn, promote and disseminate CBT by organizing study tours, seminars, reports, etc.

(3) Facilitation of CBT loan using Village Fund

Many communities have their own funds where villagers can borrow small amounts of money at relatively low interest rates of 5% or so. Villagers involved in CBT cannot expect external support for small equipment and consumables such as sheet, mosquito nets, weaving materials. If there is a system to support affordable low-interest loans, more villagers can make small investments in their tourism-related businesses.

(End)

Evaluation Results and Recommendation of LPPA

1. Evaluation Results

1-1. Relevance

The extent of relevance of the LPPA component has been deemed **high** for the following reasons.

(1) Relevance of policy of the GOL

The direction of the LPPA component is deemed in line with the national priorities of GOL as there has not been any major change in national strategy and policy of Lao government for Clean Agriculture.

In particular, GAP activity which aims to improve the food safety assurance and control health hazards through proper use of fertilizers and pesticides as food safety. The MAF (Ministry of Agriculture and Forestry) in Lao PDR has decided to drive the development of GAP and promote safe crop production according to farmers' actual situations.

In addition, Lao PDR experiences limits in terms of arable land and its availability for utilization, so intensive and high quality production is essential for the sector to thrive and compete within regional markets.

(2) Relevance of selected target sectors under ASEAN policy

According to the IAI Work Plan II, ASEAN Policy is "Promoting ASEAN GAP".

"ASEAN GAP" is a standard for good agricultural practice during the production, harvesting and postharvest handling of fresh fruit and vegetables in the ASEAN region. The practices in ASEAN GAP are aimed at preventing or minimizing the risk of hazards occurring. The hazards covered by ASEAN GAP include food safety, environmental impacts, worker health, safety and welfare, and produce quality.

LPPA component had introduced ASEAN GAP, which provides safe certified agriculture products meeting ASEAN standard.

As indicated above, as per other components in LPP program, LPPA is well aligned with ASEAN policy and integration because the component of LPPA has been selected based on the ASEAN Community Blueprints, IAI Work Plan II, and Work plans in relevant sectoral area.

(3) Needs of the target groups/beneficiaries

CADC is main counterpart organization of the LPPA component. The improvement of CADC demonstration farm is in line with the intention of the GOL to promote clean and value-added agriculture and also deemed to act as a model of demonstration /display farm.

In addition, the provision of GAP training is based on the urgent needs of agricultural officers and farmers that are essential to learn the basic concept, knowledge and skills on GAP to apply into their offices and farms. Because, it is common that farmers in Lao PDR do not follow the regulations for pesticide use and have insufficient basic knowledge and technical skills for GAP methods and its production. Thus, the approach taken by the LPPA is appropriate to respond the needs of inspection/training officers and farmers to learn GAP method such as proper usage of pesticides, record keeping and certification procedures.

The GAP activities ensure better food safety not only for all Lao people but also foreign customers who want to minimize exposure to pesticides allowing export of certified safe products to neighboring countries in the near future.

(4) ODA policies of the Government of Japan (GOJ)

“Country Assistance Policy for Lao PDR (2014)” prepared by Ministry of Foreign Affairs (MoFA) of GOJ seeks assistance in order to achieve targets addressed in the Millennium Development Goals (MDGs) and graduate from the Least-Developed Countries (LDC) status. MoFA set four areas as high priorities for assistance to Lao PDR, including “Agricultural Development and Forest Conservations”.

In “Agricultural Development and Forest Conservations”, Japan provides assistance to increase productivity with irrigated agriculture and promote the cultivation of commercial crops with the aims of achieving stable economic growth in Lao PDR and narrowing gaps between the urban and the rural areas generated by economic growth. It does so by enhancing the agricultural sector, a key industry in Lao PDR, and seeking to increase the earnings of farmers who constitute a majority of the nation’s poor.

“Country Assistance Implementation Plan for Lao PDR (2014)” prepared by JICA in line with the MoFA policy placed the LPPA component in the “Program for Agricultural and Rural Development and Strengthening the Administration of Agriculture and Fisheries” in the focused area of “Agricultural Development and Forest Conservation”. The LPPA component has been formulated in line with the ODA policies of GOJ.

1-2. Effectiveness

The stated purpose of LPPA is “Good Agricultural Practice (GAP) is introduced for safe and quality agricultural products promotion in Lao PDR”.

The LPPA activity has been carried out, however, the progress is a little restricted than other components in LPP. There is a need to tackle issues and matters to be solved remaining in regard to both sides on GAP quality control and management in for various crops as well as inspection systems. One of the major reasons was related to the assignment of a long-term expert which delayed the dispatch and shortened placement period.

Thus, the extent of the effectiveness of the LPPA component was evaluated to be medium.

The project purpose is expected to be achieved by the end of the program.

However, The Team observed that the LPPA activities made a first step to introduce GAP. As a trial and pioneering effort, the GOL and people concerned expressed appreciation for the LPPA activities as a great contribution.

Therefore, the prospect of achieving the project purpose based on the aspect of GAP introduction in respective fields in Lao PDR will be achieved.

1-3. Efficiency

The extent of the efficiency of the LPPA component has been judged medium for the following reasons.

- ✓ The inputs from the Japanese and Lao side have been appropriate and carried out without any trouble.
- Most of the inputs allocated to the LPPA have been utilized for implementation of the activities.

- ✓ However, in terms of quantity and timing, it was observed that some inputs were not sufficient to cover and implement the activities efficiently such as Japanese expert assignment. It is noted, in order the LPPA activities to be carried out efficiently and effectively, it was necessary to provide proper human resources so that both sides can utilize knowledge and technologies and reach farmers promptly to maximize achievement.

1-4. Impact

The extent of the impact of the LPPA has been adjudged medium through the series of meeting, interviews, observation and survey involving beneficiaries, stakeholders, experts and other personnel related to LPP.

Through implementation of LPPA activities, impacts have been recognized as follows:

(1) Impact of LPPA component to Lao PDR

As a result of activities of LPPA component, the trained farmers have been utilizing knowledge and techniques, and have begun to produce vegetable crops following the GAP standard as the production process and safety measurement becomes gradually clearer.

Thus, Lao GAP has proved as farmer friendly, adoptable for producers eager to promote safe and quality products by increasing the recognition of the GAP methods and proper application.

However, it was also noted that there is still room for disseminating knowledge and transferring skills, especially from farm advisors and GAP farm group leaders to farmers in the pilot areas.

Based on the observations and interviews during the Evaluation study, the Team observed that LPPA activities was carried out and made a first step toward introduction of GAP in Lao PDR, thus it seems to be a great contribution in practice which covers all steps from capacity development on stakeholders, GAP farm production until GAP certification by official inspection.

The LPPA component has contributed to increasing awareness regarding various issues such as safety, healthy (both human and also animal), environment-friendly and quality assurance of food. Central and provincial officers in charge and farmers as well as general public participated in LPPA activities including practical GAP training sessions, study-visits, field days and exhibitions.

(2) Impact of LPPA component on ASEAN

LPPA activities and its results have been reported and presented to ASEAN sectoral body (ASEAN GAP Expert Working Meeting). Introduction Seminar on GAP for Cambodia and Vietnam was conducted in September 2014. The countries shared their experiences on GAP on their best practices and exchanged relevant information and opinions to promote GAP.

1-5. Sustainability

Although it is premature to assess “sustainability” of the LPPA component, the prospective sustainability would be regarded to be medium as follows, based on the results on discussion during the Terminal Evaluation Study.

An extent of the sustainability of the Program is not likely to be secured unless following “Challenge & Threats” can be overcome through making use of “Opportunity & Expectation” in the following table as described in three (3) aspects.

Aspects	Issues	
	Opportunity & Expectation	Challenge & Threats
Policy/Institutional Sustainability	- National policy, strategy and plan to promote GAP are strong. - Farmer friendly, adoptable to promote safe and quality products in order to sale in domestic and/or export ASEAN market as well as reach to ASEAN standard	- GAP roadmap finalization and its implementation - Weak coordination and management among relevant institutions/stakeholders - Lack of farmer group experience which is reluctant to share of experience / techniques improved GAP production and marketing activity
Technical & Human Resource Sustainability	- Technical & managerial capacity of GAP are improved for both Lao officials (Inspectors, GAP far advisors) and farmers in pilot areas - Utilization of LPPA documents and materials (such as draft GAP roadmap, ASEAN GAP guideline, training material, a set of brochures, poster, etc.) and CADC demo farm - Good relationship and mutual cooperation with neighboring countries / fellow ASEAN member states - High potential and needs for safe and quality agricultural products in domestic and export markets	- Necessity for technical and managerial improvement of GAP production and market management - Advantage of GAP introduction is not yet fully recognized and record keeping and documentation by farmers remains weak.
Financial /Physical Sustainability	Budget of GOL is available to operate and maintain provided facilities and equipment continuously.	- Financial environment for capacity building and human resource mobilization is limited. - Lacking human resources to instruct GAP production and certification for farmers - Limitation of GOJ budget for maintaining CADC farm

1-6. Conclusion

It is found that the LPPA activities have produced fairly good results, and it is thus considered that the component has achieved its purpose. The LPPA component has high relevance, and medium level of effectiveness and efficiency. The extent of impact is medium because GAP is still at the introductory phase in Lao PDR.

In accordance with current situation of the absence of long-term expert of LPPA, for the remaining cooperation period LPPA experts will mainly handle and manage the LPPA activities based on mutual consultation from Lao and Japanese sides.

2. Recommendation

First, the Team observed that the LPPA activities were carried out in pilot areas and made a first step towards introduction of GAP in practice in Lao PDR. This could be deemed a significant contribution which covers all the steps from capacity development of stakeholders, GAP production and management through to GAP certificate acquisition. Therefore, the prospect of achieving the project purpose based on the goal of GAP introduction in respective fields in Lao PDR can be judged to have been achieved.

However, the Team recommended the following aspects to be tackled in order to make the LPPA activities more successful and develop further after the LPPA has ended.

- ✓ GAP quality improvement and capacity building for both farmer groups and farm advisors
- ✓ Promotion of GAP awareness
- ✓ GAP Roadmap formulation
- ✓ GAP quality improvement for CADC
- ✓ Prioritize activities to be taken as urgent matters and identify those to be addressed in the longer term.

(1) Urgent matters (action to be taken during the LPPA component period)

MAF, mainly DOA, CADC and respective farm advisors are expected to play vital roles for strengthening the technical and managerial capacity of GAP in practice in Lao PDR.

1-1) Follow-up for GAP farmer group members to safety assurance of GAP production and acquiring accreditation

This requires enhancing capacity of both GAP farmer group members and also farm advisors.

- ✓ GAP farmer group members, in particular for the group leader and/or member of Internal Control System (ICS) in charge, they shall undertake leading and assisting roles for their respective group's management, inspection and work together as a group on GAP practice in their farming domains.
- ✓ Farm advisors play GAP advisory roles which provide technical advice to respective GAP farmer groups and also help with GAP related documentation for accreditation.

1-1-1) GAP certified farmer group as 1st priority target

Although signs on quality improvement of GAP in practice after GAP certificate could be seen in GAP certified farmer group (only 2 farmer groups and CADC existing), however, inaccuracy of ICS for input management (not only pesticides, but also other farm inputs) and status of "group" activities yet to be conducted meant issues relating to organizational management and unity of the group was observed. Not only promises by individual farmers but unity among the joint working group is crucial to success. Group exercises are not only assuring the quality of products, but also eventually leading to the establishment of "brand" products which show the valued-adding of safe products that receive better prices.

Therefore, it is also required to follow up for upgrading and better management even for GAP certificated group members in VTE province.

1-1-2) Group leader of GAP in farm group and Farm advisors (as GAP advisory roles) as 2nd priority target

For both "Non-GAP certified farmer group" and "GAP certified farmer group", it is necessary to select group

leaders who can take leading and advisory roles to ensure safe GAP production in a sustainable manner in each group.

The GAP group leaders in farm groups shall be taken as pioneers and “model” farmers within his/her group as well as good instructors for neighbors. As a GAP group leader, he or she will be a good model, leading and explaining the merit of GAP and also demonstrating the GAP method to other farmers. It will be a proper extension approach called “GAP Farmer to Farmer School (G-FFS)”.

On the other hand, farm advisors will play GAP advisory roles, and assist farmers to follow GAP introductions and improvements. Monitoring of the GAP method promotion (extension) activity from farm advisors to farmers, and provision of supervising/technical advice to improve efficiency is required for DOA and CADC.

1-1-3) Non GAP certification farmer group as 3rd priority target:

It is required to conduct practical refresher training and follow up to acquire the GAP certification in VTE province and capital to ensure complete GAP documentation as well as farm record keeping.

However, after conducting practical re-education and training and follow-up activities, the completion of GAP documentation and instruction on proper record keeping, it depends on the farmer group's intension and their best efforts whether they will be able to receive certification by implementing GAP method in practice.

Therefore, MAF chiefly DOA, CADC and respective farm advisors must advise and monitor continuously to gain their certificate even after the LPPA cooperation period.

Sign boards and a GAP market corner for farmer groups will be provided after the GAP certification has been received.

1-1-4) Revision of farm record keeping and also farm evaluation sheets

One of the difficulties in conducting GAP is the daily effort of keeping records by farmers. The Team observed there are still spaces for improvements to current farm records and documentation sheets to reduce the workload.

According to the current situation, the existing farm's record keeping and also farm evaluation sheets shall be reviewed and revised if necessary to be easily utilized by farmers as well as farm advisors.

1-2) Activities for raising awareness on GAP

In order to raise GAP awareness much more deeply among farmers and public, it is necessary to produce and disseminate the following materials and products:

1-2-1) Setting up GAP market corner in VTE province

It is recommended to set up a GAP market corner for VTE province as a GAP Model Market.

When setting up the market corner it is necessary to display GAP sign board, posters, and GAP logo, and deliver any GAP brochures for consumers and any people who are very interested in the GAP products.

1-2-2) Production of GAP Awareness brochure/posters and a short-length PR reel for GAP awareness / Publication leaflets on GAP vegetable production

Reproduction of simple GAP leaflet in local language and visual-made which farmers can easily understand and recognize the merits of GAP is necessary. The leaflet shall be delivered not only to farmers, but also to retailers of GAP vegetable produce and to consumers.

Collecting Lao National TV clips broadcast in the past as well LPPA photos, a short PR reel will be produced for TV broadcast.

Finally, it is recommended that leaflets on GAP vegetable production be developed and published.

1-2-3) Holding GAP field day and exhibition

Field day and exhibition is a good opportunity to demonstrate and display the GAP.

1-3) GAP Roadmap formulation

It is noted the roadmap for introduction of ASEAN GAP is already drafted as a good achievement supported by LPPA. However, the roadmap only covers framework and work plan and does not cover the overview of GAP introduction and expansion as well providing a tangible vision and goal with tentative action plans for implementation of GAP in the country. Therefore, it is recommended that DOA/MAF continue to work on finalizing the GAP Roadmap in the long run.

To realize the finalization of GAP roadmap, the first action shall be taken by MAF to appoint the task force (TF) members who will be in charge to finalize Lao roadmap as a working group. As early as possible it will be necessary to hold meetings, at which the TF members can discuss the current draft roadmap, assemble and analyze data and undertake necessary editing. Once the TF meeting is held, the Minutes of Meeting will be kept for recording.

1-4) GAP Quality Improvements for CADC (O&M on existing demonstration farm)

CADC is responsible for confirming the efficient utilization of current CADC demonstration farm and also maintaining good farm management including operation and maintenance of farm facilities. To sustain and better ensure farm management as “Model” farm, CADC shall formulate management strategy and plan on GAP farm in a timely and sustainable manner.

Finally, LPPA should implement the remaining prioritized activities as expected to complete the LPPA component timely and successfully. In other words, it shall avoid the plan and implementation of any activities which will not be possible to complete in time or successfully within the remaining cooperation period of LPPA.

(2) Long-term perspectives (after the LPPA component period)

2-1) Utilization of CADC farm as a GAP demonstration farm as well as a model for good farm management

According to future perspectives, in order to keep and improve better CADC farm management, CADC shall formulate a business strategy and plan for the long run which includes staff assignment, income generation activities (like GAP vegetable sales, reports on GAP crop production and analysis, and regular training for GAP

awareness and production/management).

2-2) GAP Roadmap finalization

Based on the results of TF meetings which the members discussed the current draft roadmap, assembled and analyzed data and undertook necessary editing. Then DOA, CADC and other relevant organizations in MAF shall continue to work on finalizing Lao GAP roadmap and they shall do in action according to the roadmap in the long run.

2-3) Promotion of GAP awareness for concerned government officials, farmers and consumers toward safety and environment-friendly agricultural product in Lao PDR

Lao PDR is still a long way from achieving GAP dissemination in nation-wide. Therefore, it is necessary to create awareness for farmers and public on recognition of GAP as best management (IPM, food safety, quality management, health for farmers, etc.).

To create awareness about the importance of GAP, Lao PDR must address structural challenges where farming communities are made up of very small and individual holders, not organized and have very limited understanding of GAP merits as safety, high quality standards and environment -friendly as per ASEAN market dynamics.

Therefore, the Team recommends that the Lao government continue to support GAP dissemination and raise awareness for officers in charge, farmers and public.

(End)

Evaluation Results and Recommendation of LPPE

1. Evaluation Results

1-1. Relevance

Relevance is deemed **high** as per the following reasons.

(1) Alignment with Policy on Balancing Social Development, Economic Development, and Environment Protection

The direction of the LPPE program is in line with the national priorities of the 7th NSEDP (2011-2015) of the GOL. LPP is mentioned in the 7th NSEDP. According to readings of the draft 8th NSEDP (2016-2020), any major change in national strategy and policy is deemed unlikely. The national policy on the environment is expressed as follows: “To ensure sustainable development, initiatives on environmental protection and disaster risks management are essential. Develop green, clean and beautiful economy for the people’s wellbeing, healthy and pollution free by sustainable urbanization. Increase capacity on climate change resilience and impact mitigation”. Additionally: “Policies on water resources protection and management, food security, energy security and policies on the development of clean and safe city shall be harmonized and closely linked”.

In addition to the NSEDP, there is National Environment Strategy to the Year 2020. The primary goal is to ensure proper environmental management and sustainable use of natural resources. This includes the national dissemination of environmental education and awareness, such as public understanding of various policies, strategies and laws in order to allow informed public participation in environmental management. All development projects and operations shall have social and environmental assessments. International and regional co-operation should also be strengthened.

The LPPE component is well aligned with the direction and national policy and strategy on the Environment.

(2) Alignment with ASEAN Policy

According to the IAI Work Plan II, ASEAN Policy is “Promoting Quality Living Standards in ASEAN Cities and Urban Areas”. It also seeks to “promote best practices through the ASEAN Environmentally Sustainable Cities (ESC) Award for urban centers in CLMV” (Cambodia, Lao P.D.R., Myanmar, and Vietnam).

As for the environmental management component, the promotion of environmentally sustainable cities (ESC) was determined to be the primary objective. It is one of the areas advocated in “Ensuring Environmental Sustainability” in the blueprint for the ASEAN socio-cultural community (ASSC).

LPPE is considered well-aligned with the ASEAN policy and integration because the component of LPPE has been selected based on the ASEAN Community Blueprints, IAI Work Plan II, and Work plans in relevant sectoral areas.

(3) ODA policies of the Government of Japan

Since the 1990s, JICA has been accumulating knowledge and experience regarding solid waste management

in Lao PDR. A deep cooperative relationship has been developed. Equipment handed over has also been utilized in the LPPE. In support of the SWM sector in Lao PDR, Japanese government continues to support technical cooperation projects, grant aid projects and dispatches of JOCV (Japan Overseas Cooperation Volunteers).

Japan's Official Development Assistance addresses global warming and environmental problems as the one of its priority issues. In addition, assistance for development of social infrastructure such as Environmental Management and Urban Planning capacity in harmony with the natural environment is essential in order to realize sound development.

1.2 Effectiveness

The Project Purpose has been achieved. Effectiveness of the LPPE is deemed to be high.

The project purpose of LPPE is "Promotion of ESC in Lao PDR is enhanced based on the AIESC". At the final stage of the LPPE, it is necessary to review to what extent promotion of ESC in Lao PDR is enhanced based on the ASEAN initiative on Environmentally Sustainable Cities. Main outputs are as follows;

- i) Establishment of effective implementation structure and participation of stakeholders;
- ii) Progress of the ESC guidelines and manual; and
- iii) Strengthening of capacity building related to Lao officials involved.

LPPE component has been making efforts to strengthen linkages with other ASEAN countries through activities of the ESC Working Group, which has contributed to the achievement of the project purpose of the LPPE.

Describing the project, the IGES (Institute for Global Environmental Strategies), Office of ASEAN-ESC on behalf of the Environmental Division of the ASEAN Secretariat as an ASEAN sectoral body, wrote as follows: "LPPE has closely worked together to achieve disseminating the ESC to ASEAN. The LPPE component is very effective and could benefit from further replication and enhancement throughout Lao PDR and CLMV countries. The most valuable part is the assistance for engaging cross-sectoral stakeholders and kick-starting the development of unique ESC vision for each city, followed by assistance for pilot projects".

According to the answer from the Environmental Division of the ASEAN Secretariat as an ASEAN sectoral body, "Lao PDR's experience in developing their national guidelines for ESC Promotion through LPPE can be shared with other ASEAN Member States of similar development progress as the countries may relate to each other's comparable experiences".

1-3. Efficiency

Efficiency is deemed to be high because of following reasons.

In terms of budget allocation, significant financial inputs to set-up and build basic infrastructure was allocated to the LPPE component. Because such massive inputs were essential in order to carry out activities and produce outputs of the LPPE. LPPE focused on improvement of Solid Waste Management in the three pilot cities

as part of urban environmental management based on the Guidelines on ESC. The joint terminal evaluation team observed that all facilities and equipment have been utilized and maintained well to implement Pilot Projects in three cities. The following outcomes are driven by the major inputs.

1) Barrels for Compost, eco-baskets, eco-bags, storeroom were prepared by the LPPE in order to promote 3Rs (Reduce, Reuse, and Recycle). These materials have been utilized very well at communities, markets, restaurant, hotel, and school as LPPE activities which are highly appreciated by Lao side. Because people's participation, not only officers but also local residents, has made good incentive to maintain cities clean and beautiful.

2) Equipment provided is heavy vehicles such as bulldozer, hydraulic excavator, dump trucks, and wheel backhoe loader for improving solid waste collection system and operation of final disposal sites. The equipment has been used very well which is contributing improvement of waste collection system and operation of the final disposal sites at 3 cities.

3) Health Care Waste incinerators for infectious waste from the hospitals are also procured by JICA Office. Incinerators were not used in some period right after JICA procured due to lack of operation cost. However, the joint evaluation team found that incinerators have been fully operated with good maintenance based on the healthcare waste collection, treatment and disposal plan since 2014. As a result, proper Health Care Waste collection, treatment and disposal have been realized involving officers from MOH, DOH and hospitals. In addition, contamination risk among workers at final disposal sites is likely to be minimized.

In terms of human resource allocation, appropriate numbers of Japanese experts have been dispatched. Their activities are highly appreciated. There have been mobilized human resources not only from Japan and LaoPDR, but also from ASEAN-6 countries and CLVM countries by way of inviting experts such as expert from Vietnam. Aside from human resources mobilization, some study-visits to other ASEAN Member States have been organized. Such cooperation among ASEAN has been useful and efficient in terms of sharing experiences and lessons as well as transferring technologies.

In terms of efficient implementation, Technical Committee (T/C), which is the primary implementation body of the LPPE, and its chairperson is regarded as a project manager, has been organized 8 times with representatives of relevant organizations at the national and district level. In addition, monthly meetings with C/Ps have been held in Vientiane. These are very efficient among stakeholders in order to monitor the activities and achievement level of outputs. Therefore this management system is thought to be very efficient in order to produce output.

1-4. Impact

Impacts of LPPE component thought to be high. Impacts to Lao PDR and ASEAN are as follows:

(1) Impact of LPPE component to Lao PDR

LPPE component has contributed to increasing awareness towards environmental issues in the general

public. As a result of activities of LPPE component, urban environment in the pilot cities have been substantially improved, which contributes to the health of people living in the cities. Also, it will help the cities like Vientiane and Luang Prabang attracting more tourists to visit. Since 2008, AIESC regularly awards the cities which would perform the exemplary activity once three years as “ASEAN ESC Award”. In the “15th Informal ASEAN Ministerial Meeting on Environment (IAMME) on 30 October 2014” held on Oct 2014 in Vientiane, Luang Prabang was awarded as the one of 10 award cities. In addition, LPPE coordinated MOH in order to improve healthcare waste management. In the course of the activities, LPPE has contributed to increasing awareness for nurses, doctors and staffs at hospitals on importance of separation of infectious waste.

(2) Impact of LPPE component to ASEAN

ESC guideline was introduced in ASEAN Working Group for ESC (AWGESC), year of 2012 and 2014. ESC guideline was introduced also year of 2013, 2014 and 2015 on ASEAN High Level Seminar for ESC. Particularly in 2014 and 2015, thematic session was held to disseminate the Guideline to other countries, Cambodia, Myanmar and Vietnam (CMV). CMV relevant people were invited to the 3 days’ workshop in Luang Prabang, July 2014. ESC guidelines formulated by the LPPE have been disseminated to neighboring countries in collaboration with ASEAN sectoral body and IGES (Institute for Global Environmental Strategies). Workshop to assist formulating ESC guidelines for Cambodia was held in Pursat, Cambodia on Oct 2014. 133 participants across 25 provinces in nationwide were invited to learn the process of formulating ESC visions which is in need for environmentally sustainable cities in Cambodia.

1-5. Sustainability

The prospective sustainability would be medium, based on the results on discussion during the Joint Terminal Evaluation Study. An extent of the sustainability of the LPPE is not likely to be secured unless following “Challenge & Threats” would be overcome through making use of “Opportunity & Expectation” in the following table described in 3 aspects.

Aspects	Issues	
	Opportunity & Expectation	Challenge & Threats
Policy/Institutional Sustainability	- Lao government policy & national/regional plan to promote LPPE’s direction (ESC) is strong. - ESC guideline is disseminated by the Lao authorities.	Additional environmental policies, regulation and strategy are required to tackle the remaining issues.
Technical & Human Resource Sustainability	- Technical managerial capacity of Lao officials and participated stakeholders (including private sectors, local residents and villagers) is improved, - Utilization of LPPE documents and materials (such as a set of guidelines, a manual, brochures, videos, CD-R, teaching materials for Environmental Education and Awareness, and etc.)	Difficulties in accumulating knowledge within partner organizations (Knowledge and know-how are only for individual C/Ps, and not for institutional knowledge.)

Financial /Physical Sustainability	Budget of GOL is available to operate and maintain provided facilities and equipment continuously.	- Financial environment for capacity building and human resource mobilization (training and workshop, mobilization of ASEAN experts) is limited. - Budget for day to day expenses such as fuel for motorbike and charge for mobile phone.
------------------------------------	--	--

2. Recommendation

2-1. Remaining 5 months

(1) Steadily activity implementation as the LPPE has conducted.

LPPE is still in the position to implement activities based on the plan of operation. Therefore, the LPPE needs steadily activity implementation as the LPPE has conducted, till the end of the Project period.

(2) Technical and knowledge transfer to C/Ps

According to the answer sheets submitted by C/Ps, they would like to know more technical skills and knowledge as much as possible from the experts, even though they have accumulated many technical skills and knowledge. Therefore, the LPPE experts need to transfer skills and knowledge.

(3) Promotion of the ESC Guidelines as a policy statement

MONRE should promote environmentally sustainable cities in Lao PDR by using the ESC Guidelines and manual. MONRE intends to endorse the finalized Guidelines by issuing an official regulatory document so that the Guidelines are utilized other cities.

(4) Sharing good practices and lessons learned among stakeholder in order to sustain the outcomes of the LPPE

There are many stakeholders under the LPPE component. For example, community-based urban environmental management for SWM has promoted participation of residents. Through the pilot projects, good practices have been shown so far. Therefore, these good practices including lessons learned need to be shared among stakeholder.

(5) Promotion of CSR (Corporate Social Responsibility)

LPPE has implemented school recycling activities at pilot sites in LPB and XYB. As results of these activities, good incentive is given not only students but also teachers as an Environmental Education and Awareness. According to the interviews to teachers, they found big difference between before and after the LPPE. Both in and surrounding school have become clean and beautiful due to introducing plastic water bottle recycling, which could bear kind of source of education material at the same time by selling collected plastic water bottle to the recycling company in Thailand. However, due to stopping buying those plastic bottle, store room provided by the LPPE are now full of those plastic bottles. If the situation continues, incentive being bearded among students might be disappeared. Therefore, MONRE and DONRE should find out private recycling companies not only in Thailand but also in Vietnam. In addition, MONRE should take initiative to discuss with private sector. For example,

It is PH

5

additional store room is installed by company financial support, which would be good for company as a part of CSR (Corporate Social Responsibility).

2-2. After the LPPE component period

(1) Necessary budgetary Allocation

In order to sustain the outcomes of the LPPE, further technical guidance and regular monitoring are needed by the officers both in central and district. However, insufficient budget such as fuel of motorbike and charge of mobile phone by MONRE and DONRE were pointed out. Therefore, it is necessary Lao side try to secure those local expenses. Since VUDAA and UDAA have capable for generating income, some system supporting local expenses needs to be discussed among MONRE, DONRE, VUDAA and UDAA.

(2) Dissemination of formulating ESC vision using the ESC guidelines to remaining cities.

MONRE should continue to support formulating ESC vision using ESC guidelines to remaining cities.

(3) Sharing good practices obtained in the course of the LPPE to ASEAN countries and cities.

MONRE/DONRE has accumulated experiences and knowledge in order to achieve environmentally sustainable cities. Workshop held in Luang Prabang for CMV relevant people and workshop held in Pursat, Cambodia for Cambodian officers were good opportunities among ASEAN to learn each other in order to achieve environmentally sustainable cities.

“ASEAN ESC Model Cities Programme” is being conducted with the approval of ASEAN and promoting ESC. IGES (Institute for Global Environmental Strategies) in Bangkok, the initiating body of the programme, is the partner of the AWGESC and has a strong relationship with ASEAN countries. Therefore, MONRE/DONRE should continue to share ESC guideline and good practices of SWM under taken by LPPE to other ASEAN countries and cities.

(4) Promotion of 3R

Reduce, reuse, and recycle are important to keep the cities clean and beautiful. Because of the LPPE implementation, C/Ps obtained technical knowledge from technical training both in Lao PDR and overseas study-visit and on-the job training at the targeted villages. C/Ps have tried disseminating to the other villages, however, they are facing in-sufficient support such as fuel for motorbike and mobile phone from both central and local government. It is necessary Lao side try to secure those local expenses. Lao Women Union, Lao Youth Union and schools are likely to be good supporter to let the community understand the importance of 3Rs. Media such as newspaper, radio and TV programme, and information from website is also useful in order to advocate 3Rs to each generation.

Therefore, MONRE/DONRE had better consult with relevant organizations to advocate 3Rs practice.

(5) Improvement of solid waste collection system

In order to improve Solid waste collection system, continuous efforts both by VUDAA, UDAA and communities

Handwritten signature

are important. VUDAA, UDAA are likely required more operational capacity in terms of necessary equipment and technically. As for necessary equipment, proper number of vehicles and equipment are likely to be handed over from donor countries. As for technically, C/Ps have strong will to learn and apply proper collection system. Therefore, technical cooperation is thought to be still in need.

(6) Improvement of final disposal sites

Even though drastic improvements have been observed in three cities, continuous efforts to improve the condition are important, and it is necessary to use disposal site as long as possible. Therefore, it is necessary to utilize the provided infrastructure efficiently in order to keep the cities clean and beautiful with sustainable way after the LPPE is terminated. Also, operation of final disposal sites must be done and monitored regularly by MONRE and DONRE as the LPPE has formulated operation manuals. Some necessary heavy machines are expected to hand over to three cities. Therefore, VUDAA, UDAA need maintain and operate those in good manner based on the operation manual to be finalized by the LPPE.

(7) Improvement of healthcare waste management

Proper treatment of infectious HCW are very important to reduce the risk. HCW incinerator installed at final disposal site in VTE and installed at provincial hospital in LPB, and pit at final disposal site in XYB are likely to be operated and maintained properly. However, the incinerator installed at final disposal site in VTE is said to be beyond its capacity. If this incinerator is kept in use, damage may easily happen. Therefore, Lao sides need to think proper operation within its capacity. Since much more volume of HCW are expected to generate, further installing of proper number of HCW incinerator need to be studied.

(8) Application of current agreements and rules on SWM operation

Lao side should make use of regulations and circulars such as “Regulation on the responsibilities of stakeholders for improved SWM”, “Financial system improvement necessary for SWM improvement”, “Rules for operation of Final Disposal Site”, “Regulation on Healthcare Waste”. Lao side needs to review and revise these agreements and rules according to the actual situation in 3 cities time to time. Because of the LPPE implementation, 3 cities could have fundamental agreements and rules. Therefore, 3 cities as well as MONRE could disseminate these agreements and rules to other cities in Lao PDR.

(End)

HPH

7