

巻末資料

Appendix 1 キャパシティアセスメント詳細

1.1 キャパシティアセスメント時のヒアリング結果

1.1.1 組織の役割

CA の対象とした組織が果たす役割に関して、次のような回答があった。

組織が果たす役割に関する回答
<ul style="list-style-type: none"> • 上位機関である MPWT からの命令（「縦の線」と呼ばれる）、及びビエンチャン都の執行部からの命令（「横の線」と呼ばれる）を受け、政策立案、規制、法制、広報、調達契約を行う。—DPWT/VC • 政策を実行し、その結果を DOT/MPWT に報告する。—DPWT/VC • DPWT/VC が立案した施策を実施する主体は DTP である。—DPWT/VC • MPWT の外局—PTRI • 交通流管理、交通信号制御、交通違反摘発、交通データベースや交通事故統計の作成、DPWT/VC が立案した施策の実施—DTP • （工学部の関係学科のみ）交通工学に関する教育・研究—NUOL

CA 対象組織はいずれも公的機関の組織であり、国家やビエンチャン都の運営に必要な業務を分担して実施する責任を負っているはずである。そこで、まず一般論として、CA 対象組織の責任が重複していないか、求められている役割に「抜け」がないかを確認する必要がある。公的機関には法的な設立根拠があるはずで、まずはそのような法令や規程が存在するのか、また C/P メンバーはその法令や規程を読んだことがあるか、理解しているかを問うこととする。

1.1.2 実施業務

CA の対象とした組織の実施業務に関して、次のような回答があった。

組織の実施業務に関する回答
<ul style="list-style-type: none"> • 運輸調査・計画・管理、交通安全対策、ビエンチャン都車両管理—DPWT/VC • 運輸に関する研究—PTRI • 交通流管理、交通信号制御、交通違反摘発、交通データベースや交通事故統計の作成、DPWT/VC が立案した政策の実施—DTP • （工学部の関係学科のみ）交通工学に関する教育・研究—NUOL

1.1.3 主な部署割

CA の対象とした組織の部署割に関して、次のような回答があった。

主な部署割に関する回答
<ul style="list-style-type: none"> • 道路安全管理室、運輸開発室（Transport Development Unit）、車両技術検査室、大型車両管理室—DPWT/VC

- 交通警察課 (Traffic Police Unit) 、国道警察課 (National Road Police Unit) —DTP
- 国立ラオス大学>工学部>土木工学科、国立ラオス大学>工学部>道路輸送学科—NUOL

1.2 組織知に関する問題

組織能力または組織的キャパシティ (institutional capacity)、すなわちある組織の組織としてのキャパシティは、その組織を構成する人員の個人的キャパシティの総和ではなく、それらの人員が力量を発揮するための制度、装備、財政、他組織との連携等々のさまざまな背景要因を加味して評価されるべきキャパシティである。ここでは、そのような組織的キャパシティのうち、組織が日常業務を遂行するために必要な知的キャパシティに関係する回答を取り上げ、それらに対して分析を加えた。回答を総合し、サブカテゴリとして「日常業務を遂行するための個人的キャパシティに関する問題」「日常業務を遂行するための組織的キャパシティに関する問題」「組織に固有の事情」を設定した。

1.2.1 日常業務を遂行するための個人的キャパシティに関する問題

個人的キャパシティに分類された回答には、回答者個人に関するものと回答者の属する組織の別の構成員に関するものがある。

日常業務を遂行するための個人的キャパシティに関する回答

- 交通管制を担当する人員にノウハウがない。—DPWT/VC
- 職員が学生時代に専攻した分野が所内における職務と一致していないため、職員個人の研究の継続性が阻害されており、また、新分野への適応に時間を要する。—PTRI
- 交通工学に関するスキルが不足している。—NUOL
- 交通工学に関する実践的経験が不足している。—NUOL

個人的・組織的キャパシティの不足は予想されたことであり、回答もそのようになっている。ここで重要なことは、回答者自身がキャパシティの不足を認識していると確認できたこと、具体的にどのようなキャパシティが不足しているのかを探る手掛かりを得られたことである。

1.2.2 日常業務を遂行するための組織的キャパシティに関する問題

本プロジェクトが目指す次期 MP の策定は、C/P 機関の日常業務である。したがって、日常業務を遂行するための組織的キャパシティは、CA においても最重要項目である。前述のように、ここでいう組織的キャパシティは、知的キャパシティ、すなわち、組織が日常業務を処理するために必要な知的活動に関する問題に限定する。

日常業務を遂行するための組織的キャパシティに関する回答

- 交通管制を担当する部署がない。—DPWT/VC
- 運輸事業認可業務を処理できていない。—DPWT/VC
- 職員の知識力を検証する手段がない。—PTRI
- 職員の創造的・学術的な活動を促進する政策がない。—PTRI

- 交通流管理、交通信号制御、モビリティ管理、交通違反摘発のアップグレードを必要としている。—DTP
- 交通工学に関するスキルが不足している。—NUOL
- 交通工学に関する実践的経験が不足している。—NUOL

1.2.3 組織に固有の事情

ここでは、組織的キャパシティとして一般化できない、個々の組織が抱える固有の事情を扱う。

組織に固有の事情に関する回答
<ul style="list-style-type: none"> • 組織内での人材育成が困難である。—PTRI • (研究機関であるため、個人的キャパシティと組織的キャパシティが密接に関連している。) —NUOL

1.3 装備に関する問題

「組織知に関する問題」と同じく、組織能力のうち、組織が日常業務を遂行するために必要な装備に関する回答を取り上げ、それらに対して分析を加えた。回答を総合し、サブカテゴリとして「日常業務を遂行するために必要な装備の現状」「日常業務を遂行するために追加することが望ましい装備」「その他」を設定した。本プロジェクトは技術協力プロジェクトであることから、装備の不足を直接的に解決するのではなく、装備を購入する必要性を予算編成権者に上申するための現状認識や説明能力の強化を念頭に置く。これについては「3. 財務に関する問題」において言及する。

1.3.1 日常業務を遂行するために必要な装備の現状

日常業務を遂行するために必要な装備は、本プロジェクトにおいても、MPの策定やパイロットプロジェクトの実施のために必要となる可能性が高いため、その現状を把握しておく必要がある。ただし、前述のように、装備の不足が本プロジェクトによって直接的に解決されるのではないことから、詳細質問票には新たな設問を盛り込まない。

日常業務を遂行するために必要な装備の現状に関する回答
<ul style="list-style-type: none"> • 業務のための基本的な資材（通信機器、車両、コンピューター等）がそもそも不足している。—DPWT/VC • 交通管制センターがない。—DPWT/VC • 交通関係データを紙ベースでしか保持しておらず、行政が非効率である。—DPWT/VC • 交通監視装置がなく、大型車流入規制の実施に必要な CCTV が不足しているため、流入規制を徹底できない。—DPWT/VC • 街路灯、交通信号システムやロータリーの維持管理が十分でない。—DPWT/VC • 交通標識点検記録が手書き入力で、非効率的である。—DPWT/VC • 設備・機材が十分でなく、既存のものも古くて陳腐である。—PTRI • 交通管理に必要な機材（交通取締用車両、レッカー、アルコール検知器、速度制限装置、

<p>コーン、非常灯、ホイールロッカー、録音機等) が不足している。—DTP</p> <ul style="list-style-type: none"> • 交通データベースや交通事故統計を作成するためのハード・ソフトも不足している。—DTP • 高度な技術、特に交通需要の基礎的分析のための機器が不足している。—NUOL • STRADA や Arch GIS など交通需要予測ツールがなく、それらを動作させるためのハードウェアもない。—NUOL
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1.3.2 日常業務を遂行するために追加することが望ましい装備

追加装備に関する回答があったため、「日常業務を遂行するために必要な装備の現状」とは別に項目を起こした。

<p>日常業務を遂行するために追加することが望ましい装備に関する回答</p> <ul style="list-style-type: none"> • 運輸事業認可システムがあれば、認可業務を円滑に処理できる。ただし、このシステムを構築するための財源がない。—DPWT/VC
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「日常業務を遂行するために必要な装備の現状」と同様の事情により、詳細質問票には追加設問を盛り込まない。ただし、パイロットプロジェクトにおいて供与・貸与機材がある場合、C/P メンバーがその使用法を知っているか否かは、パイロットプロジェクトの計画に影響するため、詳細質問票において問うこととする。

1.3.3 その他

DPWT/VC から信号機の電源に関する回答があった。これは、本プロジェクトの実施に直接影響しないと思われるが、背景として関係者に周知しておくべきと考えるため、「その他」として掲載する。なお、詳細質問票には新たな設問を盛り込まない。

<p>その他、装備に関する回答</p> <ul style="list-style-type: none"> • 信号機設置交差点 64 カ所の電源が電力公社と太陽光発電の 2 系統に分かれているため、信号設備を一体的に運用できない。—DPWT/VC
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1.4 財務に関する問題

「1. 組織知に関する問題」「2. 装備に関する問題」と同じく、組織能力のうち、組織の運営に必要な財務に関する回答を取り上げ、それらに対して分析を加えた。回答を総合し、サブカテゴリとして「組織運営のための財源」「資金の使いやすさ」を設定した。後者は特に研究機関が使用する研究資金を念頭に置いた分類である。

1.4.1 組織運営のための財源

ラオスの財政事情からして、いずれの CA 対象組織とも組織運営のための財源は十分とはいえないはずである。しかしながら、財源が十分でないというだけでは漠然としているため、何のための資金がどれだけ不足していて、そのためにどのような支障が生じているのかを把握しなければ、財源不足への対策を立案できるはずもない。ここでは、財政に関する回答のうち、このよう

な問題の把握に資するものを列挙する。

回答
<ul style="list-style-type: none"> • 交通関係予算の多くが MPWT 所管の道路安全政策や渋滞解消政策に優先配分され、他の政策にはわずかししか配分されず、DPWT/VC が政策を実施するためには不足している。—DPWT/VC • 政策の目的と予算とが合致しておらず、政策実施が大きく遅延している。—DPWT/VC • 物品の維持管理のための予算が不足している。—PTRI • 高度なソフトウェアを購入するための予算がない。—PTRI • 主たる財源は政府からの資金であり、自前の財源がない。—PTRI • 技術研修のための予算が不足している。—DTP • 財務管理のための予算が不足している。—DTP • 良質な教育を提供するための予算が不足している。—NUOL

厳しい財政の中から組織運営のための財源を得るためには、当然ながら予算案を作成する必要がある。予算案において、自組織がどのような業務を課せられていて、それを遂行するためにどのような手順を踏む必要があり、どのような個別目的があり、それらのためにどれだけの資金が必要であるかを、予算編成権者に説明することがまず必要である。すべての CA 対象組織に対して、そのような説明を尽くした予算案を自組織で作成することができるか、また、そのような説明を十分に尽くすためには、自組織のどのようなキャパシティを強化すればいいと考えているのかを問う。これは、このような問いに回答すること自体が、以後のプロジェクト活動における C/P メンバーの自己認識を深め、MP を C/P 自らの手で策定しようという契機となりうるものであり、また、個々の C/P メンバーにとっては、自己の業務遂行に必要な説明能力の強化のためのトレーニングとなりうるからである。

あわせて、予算が配分されれば、これを管理・執行する能力も要求される。この能力は、具体的には、自組織や上位組織が基本方針として何を重要政策としているかを理解しているか、その基本方針に沿って個々の予算項目に優先順位をつけることができているか、と言い換えることができる。詳細質問票においては、このような能力の現状をも問う。

1.4.2 資金の使いやすさ

研究機関である PTRI 及び NUOL については、組織運営そのものための資金のみならず、個別の研究を実施するために用意される資金があるはずである。そのような資金の使いやすさに関する回答があったため、別にサブカテゴリを立てた。

資金の使いやすさに関する回答
<ul style="list-style-type: none"> • 現行の財政政策では長期的な研究のための資金を獲得しづらい。—PTRI • 政府から運営資金が交付されるのに何年もの時間を要する。そのため、研究プロジェクトを所定の期間内に完了できない場合がある。—PTRI • 財政規則による制約が大きく、論文投稿料や日当を支弁できない。—PTRI

1.5 組織間連携に関する問題

CA 対象組織は、いずれも単独で存在するものではなく、他の組織と何らかのつながりを有する。ここでは、回答のうち、CA 対象組織同士の連携関係や、他組織との連携に言及したものを取り上げ、それらに対して分析を加えた。回答を総合し、サブカテゴリとして「主な連携相手先組織」「組織間の指揮命令系統（縦のつながり）上の問題」「対等な組織間の連携（横のつながり）上の問題」を設定した。

1.5.1 主な連携相手先組織

連携相手先組織には主にどのようなものがあるかという回答を集めた。

主な連携相手先組織に関する回答
<ul style="list-style-type: none"> • VC 都市管理局（VCOMS）－郡レベル－村レベル－地区レベル、公共事業運輸省運輸局（DOT/MPWT）、公共事業運輸省住宅・都市計画局（DHUP/MPWT）、公安省（MOPS、DTP 関連）、教育スポーツ省（MOES、交通安全教育関連）、ビエンチャンバス公社（VCSBE）、民間セクター（運送業者・パラトランシット協会、地域住民）、ラオス電力公社（EDL、信号機及び街路灯関連）－DPWT/VC • DPWT/VC、教育スポーツ省（MOES）教育スポーツ局、ビエンチャン都連合、土木技術者、保健省（MOH）－DTP

主な連携相手先組織と自組織との関係は、当然ながらその連携の目的を達成する上で重要な因子となる。そこで、主な連携相手先組織に対する要望を問い、連携においてどのような課題があるかを知る手掛かりとする。

1.5.2 組織間の指揮命令系統（縦のつながり）上の問題

「組織の役割」において DPWT/VC が回答しているように、CA 対象組織は、上位組織からの命令及び同一機関内の別の部署・組織からの業務上の命令を受けることがある。そこで、自組織と他の組織との関係について述べた回答を、両者間に業務上の指揮命令系統が存在するか否かにより分類した。ここでは、指揮命令系統上の問題に関する回答を取り上げる。

組織間の指揮命令系統（縦のつながり）上の問題に関する回答
<ul style="list-style-type: none"> • 調査、計画、管理を司る上級官庁（MPWT）の事務局の役割を期待されており、独自に政策を立案する場面が少ない。－DPWT/VC • 優秀な人材が MPWT 本省に引き抜かれる？－PTRI

1.5.3 対等な組織間の連携（横のつながり）上の問題

ここでは、「組織間の指揮命令系統（縦のつながり）上の問題」で扱わなかった、自組織と他の組織との間に業務上の指揮命令系統が存在しない場合に係る回答を取り上げる。

対等な組織間の連携（横のつながり）上の問題に関する回答

- 他組織との連携に制度上の制約はない。—DPWT/VC
- DTP による取り締まりの頻度が低く、また継続していない。このため、道路利用者が交通規制にあまり注意を払わなくなっている。—DPWT/VC
- 産官学の技術交流や研修を実施するための連携組織が常在しない。—PTRI
- 組織のリーダー同士の公式な交流がないため、共同作業に時間を要する。—PTRI
- 組織間の公式な会合が少ない。このため、立案される政策に重複や矛盾が生じることがある。—PTRI
- 長期的に国際機関と連携するプロジェクトが存在しない。—PTRI
- DPWT/VC から、取り締まりの頻度が低く、また継続していないため、道路利用者が交通規制にあまり注意を払わなくなっているという指摘がある。—DTP
- 制度上の制約はないが、連携のための手続きに時間を要する。—NUOL

MP の策定、実施、改定は特定の 1 機関のみの責務ではなく、C/P 機関のいずれもが何らかの形でこれらに貢献していく必要がある。そのためには、当然ながら各機関の連携が取れていなければならない。交通問題に関しては、公的機関同士の連携の場として、ビエンチャン交通渋滞対策委員会 (CTMC) が存在する。これは、大臣や都知事を構成員とする国家の最上位にある組織である。回答を総合すれば、日本の日本道路交通情報センターのような、より実務的・専門的な下位の組織が存在しないことがうかがえる。MP を策定、実施、改定していくため、またビエンチャンの交通問題を分析し対策を立案するためには、CTMC よりも下位にある実務的・専門的な横断的組織の存在が有効であると考えられる。そこで、このような組織の必要性や組織横断的な問題解決の体制について、広く意見を募ることとする。

1.6 CA の分析結果

表* CA 第 2 次分析の概要 (行政機関)

	DOT/MPWT	DPWT/VC 運輸管理部
インタビュー日	2019 年 6 月 14 日 (Ms. Souphany, Mr. Phouthavanh) 2019 年 6 月 21 日 (Ms. Vanhdavone)	2019 年 6 月 18 日 (Mr. Ath) 2019 年 6 月 19 日 (Mr. Lamkhar, Ms. Yard Aloun)
回答者	<ul style="list-style-type: none"> • Ms. Souphany HEUANGKED: [S] • Mr. Phouthavanh PHOMMACHAK: [P] • Ms. Vanhdavone KITTAVONG: [V] 	<ul style="list-style-type: none"> • Mr. Lamkhar SAIYASAN: [L] • Ms. Yard Aloun KEOPHILAVONG: [Y] • Mr. Ath NAOVALANGSY: [A]
組織の存在意義		
組織について	<ul style="list-style-type: none"> • 公共事業運輸省 (MPWT) は中央政府省庁のひとつで、大臣 (Minister) を長とし、複数の局 (Department) を有する。運輸局 (DOT) はそのひとつである。 • 大臣は渋滞対策委員会 (CTMC) の 8 名の委員のひとりで、委員会内の序列は 3 位である。 • 大臣は、人民革命党の党员序列では、ビエンチャン都知事よりも下位である。 	<ul style="list-style-type: none"> • ビエンチャン都公共事業運輸局 (DPWT/VC) は、中央政府の一省庁たる MPWT の一地方組織であると同時に、ビエンチャン都 (VC) の一部門でもある。MPWT との関係、ビエンチャン都の他組織との関係を、それぞれ「縦の関係」「横の関係」と称する。 • C/P メンバーはいずれも運輸管理部に所属している。 • ビエンチャン都の長は知事

	<ul style="list-style-type: none"> • DOT/MPWT の C/P メンバーは、自組織の設立根拠となる法令や規程について、「読んだことはあるが、内容はほとんど理解していない」というレベルである。 	<p>(Governor) であり¹、官撰である。都知事は渋滞対策委員会 (CTMC) の 8 名の委員のひとりで、委員会内の序列は 1 位である。</p> <ul style="list-style-type: none"> • ビエンチャン都知事は、人民革命党の党員序列では、MPWT 大臣よりも上位である。 • DPWT/VC の C/P メンバーは、自組織の設立根拠となる法令や規程を読んだことがあり、うち[L]は内容も理解している。
MPWT と DPWT/VC との「縦の関係」について	<ul style="list-style-type: none"> • かつては、上位機関である MPWT から下位機関である DPWT/VC に発出された複数の命令が、互いに矛盾したり重複したりすることがあったが、今はそのようなことはない。 • DOT/MPWT は、DPWT/VC に命令を発出する際、道路局 (DOR) や住宅・都市計画局 (DHUP) のような MPWT の他部署との間で、さらには命令を受ける側である DPWT/VC とよく協議してから、命令を発出している²。 • 命令が互いに矛盾したり重複したりすることがあるとの認識はない。 • DOT/MPWT 側、DPWT/VC 側とも、MPWT が DPWT/VC に発出する複数の命令が互いに矛盾したり重複したりすることがあるとの認識はない。 	
政策体系への各レベルへの関与について	<ul style="list-style-type: none"> • (JET より) 便宜上、政策体系を、政策－施策－措置という各レベルに分けて考える。 <ul style="list-style-type: none"> • 政策 (policy) は「渋滞対策の基本方針を公共交通の拡充、道路容量の増加のいずれとするか」というレベルで、議会の審議を経て決定される。 • 施策 (measure) は M/P のレベルで、議会の同意を必要とすることがある。 • 措置 (action) は省庁の裁量範囲にある実施細則のレベルで、議会の関与を必要としない。 • DOT/MPWT 側は「政策」と「施策」の上半分までに関与していると認識している一方、DPWT/VC 側は「施策」のすべてに関与していると認識しており、若干の齟齬がある。 • ただし、M/P 作成の主体が DPWT/VC であることは、DOT/MPWT 側、DPWT/VC 側とも共通して認識している。 	
交通計画の担当について	<ul style="list-style-type: none"> • DOT/MPWT、DPWT/VC とも、都市交通計画、公共交通計画 (BRT を含む) とも担当している。したがって、M/P 作成に係る C/P 組織にふさわしいといえる。 • 都市交通計画、公共交通計画の概略は MPWT が、細部は DPWT/VC が、それぞれ立案している。 • DPWT/VC 側は、都市交通計画、公共交通計画がそれぞれ何を指すかを理解していると思われるが、DOT/MPWT 側がそれを理解しているか否かは、確認を要する。 	
組織知		
自組織に不足している組織的	<ul style="list-style-type: none"> • DOT/MPWT は、都市交通戦略策定、実施計画策定、予算作成、人材 	<ul style="list-style-type: none"> • DPWT/VC 運輸管理部は、交通需要予測のキャパシティが不足してい

¹ ビエンチャン都 (Vientiane Capital) はビエンチャン市、その長は市長 (Mayor) とそれぞれ訳されることもあるが、都は県 (Province) と同列の地方行政区分であるため、ここでは日本語としてより適切と思われる「都」 「知事」を採用する。

² 例えば、道路補修工事は DOR だけが実施しており、DOT は関与していない。

<p>キャパシティ</p>	<p>育成のためのキャパシティが不足していると指摘している。</p> <ul style="list-style-type: none"> • JET 側としては、省内の部署間における情報共有が不十分であると懸念しており、次のように考えている。 <ul style="list-style-type: none"> • 労力投入の重複(複数の部署が同じ業務を同時に遂行してしまう)のリスクがある。 • 現状では、命令発出の際に部署間でよく協議することで、このリスクを回避していると思われる。 • ただし、M/P 作成の主体が DOT/MPWT ではなく DPWT/VC であることから、例えば DOR が策定する計画が M/P の内容と矛盾しないよう、モニタリングしていく必要がある。 	<p>ると認識しているほか、信号制御(青黄赤の時間の設定)をどのように行えばいいかわからない。</p> <ul style="list-style-type: none"> • 現状では、ピーク時間帯は交通警察官が信号待ち列を目視して手動制御を行い、その他の時間帯はあらかじめ設定された時間点灯するよう自動制御を行っている。C/P メンバーは、この制御が「感覚的」に行われていると認識しており、点灯時間を決定する根拠を欲していると思われる。 • C/P メンバーは、日本では信号制御がどのように行われているかを知りたいとの意向である。一方、日本とラオスでは、4 枝のうち対向する 2 枝を同時に青とするか否か、矢印信号の普及、右左折専用車線の存否・形状等に違いがあることから、仮に日本の信号制御を技術移転するとすれば、同時に次のことを伝達する必要がある。 <ul style="list-style-type: none"> • 日本の信号制御をラオスに導入する場合は、ラオスの事情に合わせて変更していくこと • その変更内容はラオス側が決定しなければならないこと
<p>人事異動や新規入職に対応した技術の伝承</p>	<ul style="list-style-type: none"> • 省内において業務用の書類が適切に管理されていないことから、人事異動の際の引継ぎが十分に行われない懸念がある。 • MPWT は、新入職員に対する研修を 2017 年に開始した。[P]はその年に入職し、研修を受講したが、内容は十分でなかったと言っており、上司である [S] もそれを認めている。 • 自組織の設立根拠、存在意義に加えて、MPWT が何を行う省庁なのか、すなわち、MPWT のビジョン(vision)及びミッション(mission) 	<ul style="list-style-type: none"> • DPWT/VC 運輸管理部は、職員数が少ないことから、将来の人事異動の際に引継ぎが十分に行われなければ、組織的キャパシティの低下につながる懸念がある。 • 人事異動のみならず、減員の可能性も考えられる。もし減員があれば、VTMP の成果が維持されるよう、人的補償を検討する必要があると考える。 • DPWT/VC には、新入職者に対する教育体制が存在しない。また、組織内で人に物事を教える人もいない。この状況下で組織的キャパシ

	<p>といったことを新入職員に教えていくべきであると考える。</p> <ul style="list-style-type: none"> 2 年前の新入職員である[P]は、MPWT が組織として自分が何を期待されているのかを知らず、上司である[S]も、上司個人が部下にかけている期待はあるものの、組織として部下が何を期待されているかは説明できていない。 	<p>ティを維持・向上させるためには、DPWT/VC の交通部門にいる職員 50 名が一堂に会して話し合う機会をとらえ、隣接部署同士の技術交流を図ることが望ましい。これにより、上記のように運輸管理部に減員があったとしても、ある程度はキャパシティの低下を防ぐことができると思われる。</p> <ul style="list-style-type: none"> 現状では、交通データ収集・処理や信号制御を担当する部署が存在せず、いろいろな部署から人員を回してやりくりしている。これらの業務に一時的に割り当てられる職員を指名し、上記の技術交流に参加してもらうことを提言する。
装備		
<p>不足している機材</p>	<ul style="list-style-type: none"> 次のものが存在しない。 <ul style="list-style-type: none"> 業務用データベース、サーバー、データベースソフト 複合機レベルのスキャナーなどの基本的 OA 設備 ウイルス対策ソフト Photoshop などグラフィック系ソフト これにより、次のような支障が生じている。 <ul style="list-style-type: none"> 日常業務における書類管理が不十分であり、必要な情報の検索を迅速に行うことができない。 部署間における情報共有が不十分である。 業務用データベースについては、仮に供与されたとしてもすぐに使うことはできず、使用方法に関する研修が必要である。 以上の不足機材はいずれも一般的な日常業務に必要なものであるため、仮に VTMP において供与・貸与するとすれば、技プロの性格上、VTMP の活動における必要性を検討する必要がある。 	<ul style="list-style-type: none"> DPWT/VC は、業務の遂行に必要な機材の不足を訴えていない。 しかしながら、C/P メンバーがプロジェクトの進捗に伴って機材の不足を認識する可能性はある。
<p>その他</p>	<ul style="list-style-type: none"> ファイル整理 (5S ではない) について、Dongdok の日本センターにいる専門家の指導を受けたいという希望があった。この人物に限らず、情報整理の専門家を本邦研修か Off-JT の講師に迎えることも一案である。 	<ul style="list-style-type: none"> パイロットプロジェクトにおいては、GPS 装置や撮影用ドローン等の機材を供与または貸与する可能性がある。C/P メンバーは、これらの機材が供与・貸与された場合、恐らく使えると答えているが、使用方法に関する研修は必須である。

財務		
ラオスの財政について	<ul style="list-style-type: none"> • 別途実施した財務省 (MOF) に対するインタビューによれば、2019 年は例年にも増して国家財政がひっ迫している。 • このため、MPWT、DPWT/VC とも、VTMP はもとより日常業務に最低限必要な予算すらも不足することが予想される。 	
予算案作成について	<ul style="list-style-type: none"> • DOT/MPWT、DPWT/VC の C/P メンバーとも、自らが担当する範囲においては予算案の作成に必要なキャパシティを保持しており、また実践している。 • ただし、上記のように厳しい財政状況の下で、M/P のように広範囲の事情を考慮しながら予算案を作成するキャパシティが C/P メンバーにあるかどうかはわからない。 	
強化すべき自組織のキャパシティ	<ul style="list-style-type: none"> • C/P メンバーは、現時点ではキャパシティ強化の必要性はあまり感じていない。 • JET としては、C/P メンバー個人個人の技術的キャパシティを強化することで、間接的に予算案作成のためのキャパシティの強化につなげてもらうこととし、財務に特化したキャパシティ強化は特に必要ないと考える。 	<ul style="list-style-type: none"> • 自己が担当する業務に関するキャパシティを強化し、予算案作成のための説明力の強化につなげたい意向がある。 • また、C/P メンバーは予算要求のための国際的な基準が存在すると考えており、それを学びたい意向がある。この「国際的な基準」なるものが何を指すのか、それは実在するのか、ラオスの国情においても適用できるのかは、今後確認を要する。
自組織や上位組織が重視する政策への理解	<ul style="list-style-type: none"> • 各 C/P メンバーの政策への理解はまちまちである。 • M/P 作成に当たっては上位政策への理解が欠かせないため、作成される M/P のどの部分がどの上位政策とどのように関係するかを、C/P に知ってもらう必要がある。 • 必ず押さえておくべき上位政策のひとつに、5 年計画がある。 	
組織間連携		
主な連携相手先組織との関係	<ul style="list-style-type: none"> • 主な連携相手先組織は、次のとおりである。 <ul style="list-style-type: none"> • 縦の関係：DPWT/VC • 横の関係：MPWT の他部署、特に、DOR 及び DHUP • これらの組織に対して「言うべきことを言う」ことは既にできている。 	<ul style="list-style-type: none"> • 主な連携相手先組織は、次のとおりである。 <ul style="list-style-type: none"> • 縦の関係：MPWT、特に MPWT のうち DOT、DOR、DHUP • 縦の関係：公安省 (MOPS、DTP 関連) 及び教育スポーツ省 (MOES、交通安全教育関連) • 横の関係：VC 都市管理局 (VCOMS、運輸管理部の上位の運輸局と同格) • その他：ビエンチャンバス公社 (VCSBE)、民間セクター (運送業者・パトランシット協会、地域住民)、ラオス電力公社 (EDL、信号機及び街路灯関連) • これらの組織に対して要望することは特になく、関係は良好であると思われる。
縦の関係における	<ul style="list-style-type: none"> • C/P メンバーは、問題があるかどうか 	<ul style="list-style-type: none"> • DOT/MPWT から発出される指示

<p>る指揮命令系統上の問題</p>	<p>か認識していない。</p> <ul style="list-style-type: none"> • DOT/MPWT は他組織から逐一指示・命令を受ける立場にないため、自己が発出する指示・命令に対する問題意識があまりないと思われる。 	<ul style="list-style-type: none"> • 命令がおかしなものであるとは考えていない。 • 前述のように、MPWT が DPWT/VC に命令を発出する際は、両者間でよく協議しているため、DPWT/VC が受け入れがたい、また実行できない命令は発出されていないと思われる。
<p>C/P のアサイン</p>	<ul style="list-style-type: none"> • JET は、VTMP の JCC を CTMC の下位委員会とすることを提言しており、R/D にもそのように書かれている。 • これは、VTMP の活動が C/P メンバーの本来業務の一部であることを公に保証するため、また、C/P メンバーの活動意欲を確保するためである。 • 現状で、VTMP の JCC が CTMC の下位委員会となっていないという指摘があるため、CTMC の委員である Dr. Bounta を通じて再確認し、必要であれば CTMC の議題としてもらう。 	
<p>CTMC よりも下位の実務的・専門的な横断的組織の設立について</p>	<ul style="list-style-type: none"> • JET から、MP を策定、実施、改定していくため、またビエンチャンの交通問題を分析し対策を立案するためには、CTMC よりも下位の実務的・専門的な横断的組織を設立する必要があるかどうかを C/P メンバーに問うたところ、全員が賛意を示した。 • [S]から、このような組織の案が提示されている。 <ul style="list-style-type: none"> • VTMP の 5 組織 (DOT/MPWT、DPWT/VC、DTP、PTRI、NUOL) の他、MPWT の 3 局 (DOR、DHUP、DOP) の局長クラスが参加する交流会を設立する。 • 交流会の実務はその下のスタッフが担う。 • この提案は検討に値するものと思われる。次回 JCC までに交流会設立案を策定し、JCC から Dr. Bounta を通じて CTMC に提言してはどうか。 	

研究機関に係る CA の分析結果

研究機関 (PTRI、NUOL) に係る CA の分析結果を表*に示す。

CA 第 2 次分析概要 (研究機関)

	PTRI	NUOL
インタビュー日	2019 年 6 月 18 日	2019 年 6 月 20 日
回答者	<ul style="list-style-type: none"> • Mr. Khamphonemixay ‘Touy’ PHOMMATHAT: [KT] • Mr. Maikhen ‘Khen’ VANHEUANG: [MK] 	<ul style="list-style-type: none"> • Mr. Anousone OUTHAILATSADY: [AO] • Dr. Anousak THAMMAVONG: [AT]
組織の存在意義		
組織について	<ul style="list-style-type: none"> • 公共事業運輸研究所 (PTRI) は、MPWT の傘下にある研究機関である。 • 研究機関としての独立性は、NUOL のような国立大学よりも低く、独立機関というよりは MPWT の一部局とみなした方が適切である。 • 2017 年に Public Works and Transport Institute から Public Works and Transport Research Institute に名称を変更した。 	<ul style="list-style-type: none"> • NUOL は、ラオスに 5 校ある国立大学のひとつで、12 学部を擁する総合大学である。 • NUOL のような国立大学は、教育スポーツ省 (MOES) の管轄下にある。 • 2010 年、工学部の土木工学科から道路輸送学科が分離され、教育スポーツ省 (MOES) の承認を受けた。前者は社会基盤、後者は運輸交通 (transport) や物流 (logistics) をそれぞれ担当している。

	<ul style="list-style-type: none"> • C/P メンバーは、自組織の設立根拠となる法令や規程を読んだことがあり、うち[KT]は内容も理解している。 	<ul style="list-style-type: none"> • NUOL の C/P メンバーは 5 名とも道路輸送学科から選抜された。うち、Ms. Chandavone 及び Ms. Phudmina はテクニカルスタッフであって教員ではなく、交通工学を専門としない。 • C/P メンバーは、自組織の設立根拠となる法令や規程について、「存在は知っているが、読んだことはない」「読んだことはあるが、内容はよく理解していない」というレベルである。
DPWT/VC や DTP との関係	<ul style="list-style-type: none"> • DPWT/VC はビエンチャン都の一部門であると同時に MPWT の一地方組織でもあるため、後者の面で MPWT の一部をなすという点では PTRI と並列であり、以前から強固な関係を築いている。 • PTRI が策定に関与した規制を DPWT/VC が実施していることから、両者とも相手方に何を与え相手方から何を得ているかは理解していると思われる。 • これに対して、DTP の「縦の関係」相手は公安省 (MOPS) という MPWT とは別の省庁であるため、交通渋滞対策という当面の課題が顕在化した最近になって協力体制を開始したと思われる。 	<ul style="list-style-type: none"> • NUOL は国立大学として MPWT に学術面から助言や提言を行う立場である。DPWT/VC はビエンチャン都の一部門であると同時に MPWT の一地方組織でもあるため、NUOL からの学術的助言や提言を受ける立場である。 • これまで、NUOL と DTP とが協働する場面はあまりなく、現行 M/P の策定やバス技プロにおいて限定的に交流していたに過ぎないと思われる。VTMP において両者が協働する場面があることが予想されるため、TWG など人的交流の機会を設けることが必要である。
組織知		
紀要 (transaction) について	<ul style="list-style-type: none"> • 実施中の研究プロジェクトのいずれも完了していないことを理由として、研究成果をまとめた文書を発行していないため、外部機関にとっては PTRI の性格、研究テーマ、業績等を知るためには直接問い合わせる以外にない。 	<ul style="list-style-type: none"> • 12 学部のそれぞれが研究内容を紹介するパンフレット (紀要) を英語で発行している。これらはウェブサイト上で公開されているため、外部機関にとって NUOL がどのような特色を有するか、何を研究しているかを大まかに知ることは容易である。
政府省庁との協議や交流について	<ul style="list-style-type: none"> • MPWT ともそれ以外の省庁とも連携はある。研究機関として現場を見るため、NUOL や民間企業 (日本企業 1 社を含む) とも連携している。 	<ul style="list-style-type: none"> • 学部ごとに交流相手となる政府省庁が異なり、C/P メンバーのいる工学部は MPWT との関係が深い。 • MPWT とは、交流会を毎年開催しているほか、MPWT 新入職員に対する研修のための機関 (corporation) を設立し、MPWT と共同で運営している。これを発展させて MPWT の新入職員研修のみならず職員への技術強化研修も担当してもらえば、VTMP の成果の発展にも有益であると思われる。

		<p>³。</p> <ul style="list-style-type: none"> MPWT の下部研究機関とは合意書 (MOA) を取り交わすなど交流がある。JET としては、M/P 作成のための協力体制の一環として、DPWT/VC や DTP とも同様の交流の場を整備する必要があるか否か、必要であればどのような場を設ければいいかを、NUOL とともに考えたい。
組織内での人材育成について	<ul style="list-style-type: none"> C/P メンバーには、自らの研究成果が DPWT/VC や DTP に活用されている＝社会の役に立っているとの自覚があり、それが研究への意欲につながっていると見受けられる。 C/P メンバーは、PTRI が次のような状態にあり、それが組織として問題であるとの認識がある。 <ul style="list-style-type: none"> 入職者に対する育成の体制、予算、教える人のいずれも存在しない。 公的機関の職員が 1 年ごとに評価される制度があるものの、評価される側は、誰にどのように評価されているのかを知らされていない。 ただし、PTRI と MPWT 本省との間で職員の異動が頻繁にあるのであれば、上記の状態は特に問題として取り上げるべきではないと思われる。逆に、そのような異動が少ないのであれば、PTRI 独自の人材育成体制を整備することが望まれる。JET としては、体制整備の必要があるのか、必要があるとすれば VTMP の枠内でどのような協力ができるのかを見極める必要がある。 	<ul style="list-style-type: none"> C/P メンバーは、大学教員・職員であるゆえ実践的経験の不足を自覚している。 交通工学は経験工学的色彩が強いため、実践的経験は重要である。VTMP のパイロットプロジェクトに参加してもらうことで、その機会を与えることが可能である。 ただし、実践的経験が重要であるといっても、パイロットプロジェクト参加が必須であるかどうかは議論の余地がある (C/P メンバーにとって既知の手順でルーチンとして行うだけであれば、参加の意義が低くなる)。
<p>装備</p>		
機材の使用法	<ul style="list-style-type: none"> (回答なし) 	<ul style="list-style-type: none"> パイロットプロジェクトにおいては、GPS 装置や撮影用ドローン等の機材を供与または貸与する可能性がある。ただし、そもそも NUOL の C/P メンバーがパイロットプロジェクトに参加するのか、参加するとしてもこれらの機材を使用する場面があるか否かを考慮

³ 例えば、ナイジェリアには連邦電力・公共事業・住宅省 (FMPWH) や国立大学が関与する国立電力研修所 (NAPTIN) なる機関があり、電力会社の技術者に対する新人研修や技術強化研修 (短期・長期) を行っている。

		<p>したうえで、DPWT/VC の C/P メンバーに対して行う使用方法に関する研修に、NUOL からも参加してもらうかどうかを決めるべきである。</p>
財務		
<p>研究資金の獲得について</p>	<ul style="list-style-type: none"> • (回答なし) 	<ul style="list-style-type: none"> • NUOL は研究機関であり、研究費用の多くを競争的研究資金に依っている。 • C/P メンバーのうち教員 3 名はこれまで、多くの競争的研究資金に応募し獲得してきた実績があり、財務に関するキャンペーン強化は必要ないと思われる。 • 個別の研究に使用される資金には、政府資金、委託研究費、寄附があり、このうち最も使いやすいのは委託研究費である。VTMP 終了後のラオス側の手による M/P の実施や改定に関連して必要となる研究を NUOL が実施していくには、研究資金の獲得が必要であり、その研究を委託研究として内容を詰めておくことが望まれる。
組織間連携		
<p>組織間連携の在り方について</p>	<ul style="list-style-type: none"> • (回答なし) 	<ul style="list-style-type: none"> • NUOL としては、他組織と協力する機会が多いが、それを「連携と称する話し合い」だけで終わらせることなく、実のあるものとするに難しさを感じていると思われる。 • 後述のように、CTMC よりも下位の実務的・専門的な横断的組織を設立するとすれば、それを単なる顔合わせの場で終わらせず真に M/P の実施や改定に取り組む組織とするため、ロードマップを策定しておく必要があると思われる。
<p>CTMC よりも下位の実務的・専門的な横断的組織の設立について</p>	<ul style="list-style-type: none"> • (回答なし) 	<ul style="list-style-type: none"> • C/P メンバーは、CTMC よりも下位の実務的・専門的な横断的組織が是非とも必要である、VTMP の実施体制をプロジェクト終了後も継続したいと考えている。 • この考えは、DOT/MPWT、DPWT/VC と共通であり、今のところこのような組織の設立に異論を唱える C/P メンバーはいない。 • NUOL としては、政府職員の 2 割ほどが NUOL の卒業生であることから生じる人脈を活かしていきたいと考えている。実際に組織を設

		<p>立する場合、このような人脈は有効ではあるが、一方で情実人事ではなく実力本位で適材を適所に配することにも留意する必要がある。</p>
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Appendix 2 Project Design Matrix

Project Monitoring Sheet I (Revision of Project Design Matrix)

Project Title: The Project for Institutional Capacity Building for Sustainable Urban Transport System in Lao People's Democratic Republic

Implementing Agency: Department of Transport, Ministry of Public Works and Transport (DOT/MPWT), Dept. of Public Works and Transport of Vientiane Capital (DPWT/VC)

Version 1.0

(Revised: Jan. 2019, updated: 27 Feb. 2019)

Target Group: DOT/MPWT, DPWT/VC

Period of Project: December 2018 -December 2021

Project Site: Vientiane Capital

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification	Important Assumption	Achievement	Remarks
<p>Overall Goal</p> <p>Institutional measures and priority projects proposed in the urban transport masterplan are implemented in Vientiane Capital under the leadership of GOL.</p>	<p>① More than X projects and/or policies proposed in the masterplan are reflected in the annual plans of MPWT, DOT, or other related agencies with budget allocations (X: to be identified by the first 6 months in the final project year)</p> <p>② More than X projects and/or policies proposed in the masterplan are under discussion → discussed and considered with donors for implementation (X: to be identified by the first 6 months in the final project year)</p> <p>③ More than X projects and/or policies proposed in the masterplan are realized → implemented (under implementation or completed) (X: to be identified by the first 6 months in the final project year)</p> <p>④ Urban traffic related indicators in Vientiane Capital improve by X% or more (X: to be identified by the first 6 months in the final project year)</p>	<p>- Official documents prepared by GOL</p> <p>- Interview to related donors and government officials</p>			<p>① The Project proposes minor modification on the OVI statement adding "and" since the target (X) could be not only one of them (projects/policies) but can be both "projects" and "policies".</p> <p>② The Project proposes minor modification on the OVI statement adding "and" from the same view point of the above. Another modification is proposed to better correspond to the expected action to be taken (under discussion → discussed and considered).</p> <p>③ Likewise, the Project proposes minor modification on the OVI statement adding "and" from the same view point of the above ① and ②. Also, minor editorial modification is proposed in view of the better expression (realized → implemented).</p>

<p>Project Purpose The capacities of relevant institutions in charge of formulating the urban transport masterplan of Vientiane are upgraded, and their administrative and managing capacities for implementing urban transport policies from the masterplan are strengthened.</p>	<p>⑤ The roles of "Steering Committee to Solve Congestion and Traffic-Management in Traffic Routes in the City of Vientiane Capital" (CTMC) are established and more than X issues regarding the implementation of the masterplan are discussed annually in the CTMC meetings (X: to be identified by the first 6 months in the final project year)</p>	<p>- Report on trainings on urban transport masterplan planning - Report on pilot projects - Approval document by GOL</p>	<p>- Consistent development policy of the Government relevant to the urban transport system is maintained.</p>		
<p>Outputs 1. The mechanism for discussing and sharing the views on the issues of urban transport is established.</p>	<p>① Counterparts who attended serial training sessions on urban transport masterplan formulation improve their understandings on the issues, and achieve over X% on the post-training test scores (X: to be identified after baseline study) ② Counterparts who attended training (s) on the project implementation manual improve their understandings, and achieve over X% on the post-training test scores (X: to be identified after baseline study) ③ MPWT, DOT, and DPWT or any other relevant institution officially approves the urban transport master plan and action plan ("<u>any other relevant institution</u>" which is responsible for approving the master plan and action plan" to be identified, if any).</p>	<p>- Record of meetings of Traffic Management Committee - Interview to members of the Committee and authorities related to urban transport</p>	<p>- No large-scale (substantial) reorganization or reshuffle of the personnel of the counterpart institutions occur.</p>		<p>① The Project proposes minor editorial modifications on the OVI statement including the consideration of the context. ② Similar to the above ①, the Project proposes minor editorial modifications on the OVI statement including the consideration of the context. ③ The Project proposes adding "any other relevant institution" which is responsible for approving the master plan and action plan" to be identified, if any) to clarify the said institution when applicable, and also to add "DPWT" which is another main organization for this.</p>
	<p>① More than X issues identified during the initial stage of the Project are discussed in the meetings of the "Steering Committee to Solve Congestion and Traffic-Management in Traffic Routes in the City of Vientiane Capital" (CTMC) (X: to be identified by the first second JCC)</p>				<p>1. ① The Project proposes modification on the OVI specifying the timing of the identification of the issues. On the other hand, timeline of the "X to be identified" needs to be revised ("the second JCC") since the given time is relatively limited prior to the first JCC.</p>

<p>2. Urban transport masterplan is formulated and trainings (including OJT) are offered to counterparts for their capacity building.</p>	<p>② More than X issues identified during the initial stage of the Project and discussed in the meetings of the "Steering Committee to Solve Congestion and Traffic-Management in Traffic Routes in the City of Vientiane Capital" (CTMC) are dealt by related institutions with follow-up activities (X: to be identified by the first → second JCC)</p> <p>① More than X C/FPs receive training on formulating the urban transport masterplan (X: to be identified by the first → second JCC)</p> <p>② An urban transport masterplan for Vientiane Capital is formulated by updating the year 2008 version.</p> <p>③ An action plan is formulated to realize → implement the contents of the masterplan.</p>	<p>- Reports on the current situation of urban transport issues - Updated urban transport masterplan - Action plan for masterplan implementation</p>	<p>1. ② The same condition of the above ① to be applied to ②.</p> <p>2. ① Similar to the above ①/②, the Project proposes modification on the timeline of the OVI to make it "by the second JCC".</p> <p>③ Similar to the above OVI of Overall Goal ③, the Project proposes minor editorial modification in view of the better expression (realize → implement).</p> <p>3. Lao C/P proposed modification of Output 3 by stating only "mitigated" (not to have 2 similar words). This was accepted by the Japanese side.</p> <p>② Similar to the other parts of the proposed modifications on the OVIs, the Project proposes modification on the timeline of the OVI to make it "by the second JCC".</p> <p>③ The Project proposes modification on the OVI adding "urban traffic-related indicators" to be identified since the said indicators are also required to be clarified other than "X".</p>
<p>3. Pilot project(s) are implemented and the targeted issues are alleviated/mitigated.</p>	<p>① More than X C/FPs play specific roles in the planning and implementation of the pilot projects (X: to be identified when the pilot project is decided)</p> <p>② More than X C/FPs receive training on the project implementation manual (X: to be identified by the first → second JCC)</p> <p>③ Urban traffic-related indicators improve on average by X% in pilot project areas ("Urban traffic-related indicators" and X: to be identified when the pilot project is decided).</p>	<p>- Pilot project implementation reports</p>	

Based on the actual allocation and assignments of the Experts, "Dispatch of Experts" has

Activities	The Japanese Side	The Laotian side	Important Assumption
<p>1-1. A subcommittee comprised of the representatives of the institutions relevant to urban transport system is established under CTMC.</p> <p>1-2. Support the activities of CTMC as listed below:</p> <p>1-2-1. Discussion and decision-making on the technical, administrative and institutional issues of urban transport.</p> <p>1-2-2. Informing the relevant institutions of the results of the discussions and required actions.</p> <p>1-2-3. Monitoring of progress of the required actions implemented by the relevant institutions.</p> <p>2-1. Existing capacities of relevant institutions for urban transport planning are assessed and the areas which need to be enhanced are identified.</p> <p>2-2. Capacity development plan for urban transport planning is prepared.</p> <p>2-3. Training plan is implemented and the effect of the training courses are evaluated.</p> <p>2-4. A manual for urban transport planning (masterplan formulation) is prepared through the process of updating the masterplan.</p> <p>2-5. Current situation of urban transport of Vientiane Capital is analyzed (studied) and the issues are identified.</p> <p>2-6. Projects relevant to the urban transport system of Vientiane, including the public transport projects such as BRT project and the project for improvement of bus services, are reviewed.</p> <p>2-7. Contents of the transport masterplan of the year 2008 is updated.</p> <p>2-8. An action plan is prepared to realize the contents of the masterplan.</p>	<p>allocation and assignments of the Experts, "Dispatch of Experts" has been updated.</p> <p>Japanese side</p> <p>(1) Dispatch of Experts</p> <p>1) <i>Chief Advisor / Transportation Policy / Organization</i></p> <p>2) <i>Deputy Chief Advisor / Transportation Policy / Organization</i></p> <p>3) <i>Urban Transport Plan</i></p> <p>4) <i>Socio-Economic Analysis</i></p> <p>5) <i>Road Network Plan / Traffic Management Plan</i></p> <p>6) <i>Public Transport Plan</i></p> <p>7-8) <i>Traffic Survey/ Traffic Demand Forecast 1/2</i></p> <p>9) <i>Geospatial Analysis / GIS</i></p> <p>10) <i>Financial Analysis / Investment plan</i></p> <p>11) <i>Environmental and Social Considerations</i></p> <p>12) <i>Pilot Project Plan / Implementation Supervision</i></p> <p>13) <i>Safety Management / Traffic Facilities / IoT</i></p> <p>14) <i>Urban Development / Land Use Plan / Legislation System</i></p> <p>15) <i>Capacity Development Plan / Training Management / Institutional Assessment</i></p> <p>16) <i>Monitoring / Evaluation</i></p> <p>17) <i>Project Coordinator / Traffic Demand Forecast Support</i></p> <p>(2) Training</p> <p><i>Carrying out training in Japan and/or third countries</i></p> <p>(3) Equipment</p> <p><i>Equipment / Instrument</i></p> <p>(4) Survey Cost</p> <p><i>Supplemental Survey Cost</i></p> <p>(5) Seminar</p> <p><i>Seminars for dissemination of the Project results to the public.</i></p> <p>(6) Pilot Project Cost</p> <p><i>Necessary cost for implementing Pilot Projects if</i></p>	<p>Laotian side</p> <p>(1) Provision of Counterpart personnel</p> <p>- Director General of DOT as Project Director</p> <p>- Director of DPWT as Project Manager, and</p> <p>- Counterpart personnel should be assigned.</p> <p>(2) Provision of office space and equipment for JICA Experts</p> <p>Office facility should be provided so that JICA Experts can work in comfortable environment.</p>	<p>- Stakeholders of the pilot project(s) do not oppose the pilot project(s).</p>

<p>3-1. Pilot project(s) to be implemented in the Project is/are selected. 3-2. Implementation plan of the pilot project(s), including design, is prepared. 3-3. Outline of the pilot project is explained to the stakeholders and their consensus is obtained. 3-4. Pilot project(s) is/are implemented. 3-5. The results of implementing the pilot project(s) are evaluated. 3-6. A manual for project implementation is prepared through the process of implementation of the pilot project(s). 3-7. Training on the project implementation manual is provided to institution staff who will be involved in the implementation of the action plan proposed in the updated masterplan.</p>	<p>necessary.</p>	<table border="1"> <tr> <td data-bbox="145 571 647 909"></td> <td data-bbox="647 571 790 909"> <p>Pre-Conditions - Lao counterpart personnel members for the project are properly assigned and appointed by the top management.</p> </td> </tr> </table>		<p>Pre-Conditions - Lao counterpart personnel members for the project are properly assigned and appointed by the top management.</p>
	<p>Pre-Conditions - Lao counterpart personnel members for the project are properly assigned and appointed by the top management.</p>			

Project Monitoring Sheet 1 (Revision of Project Design Matrix)

Version 2.0

(Revised: Jan. 2019, updated Sep. 2019)

Project Title: The Project for Institutional Capacity Building for Sustainable Urban Transport System in Lao People's Democratic Republic
Implementing Agency: Department of Transport, Ministry of Public Works and Transport (DOT/MPWT), Dept. of Public Works and Transport of Vientiane Capital (DPWT/VC)

Target Group: DOT/MPWT, DPWT/VC

Period of Project: December 2018 -December 2021

Project Site: Vientiane Capital

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification	Important Assumption	Achievement	Remarks
<p>Overall Goal</p> <p>Institutional measures and priority projects proposed in the urban transport masterplan are implemented in Vientiane Capital under the leadership of GOL.</p>	<p>① More than X projects and/or policies proposed in the masterplan are reflected in the annual plans of MPWT, DOT, or other related agencies with budget allocations (X: to be identified by the first 6 months in the final project year)</p> <p>② More than X projects and/or policies proposed in the masterplan are under discussion → discussed and considered with donors for implementation (X: to be identified by the first 6 months in the final project year)</p> <p>③ More than X projects and/or policies proposed in the masterplan are realized → implemented (under implementation or completed) (X: to be identified by the first 6 months in the final project year)</p> <p>④ Urban traffic related indicators in Vientiane Capital improve by X% or more (X: to be identified by the first 6 months in the final project year)</p> <p>⑤ The roles of "Steering Committee to Solve Congestion and Traffic-Management in Traffic Routes in the City of Vientiane Capital" (CTMC) are established and more than X issues regarding the implementation of the masterplan are discussed annually in the CTMC meetings (X: to be identified by the first 6 months in the final project year)</p>	<p>- Official documents prepared by GOL - Interview to related donors and government officials</p>			
<p>Project Purpose</p>					

<p>The capacities of relevant institutions in charge of formulating the urban transport masterplan of Vientiane are upgraded, and their administrative and managing capacities for implementing urban transport policies from the masterplan are strengthened.</p>	<p>① Counterparts who attended serial training sessions on urban transport masterplan formulation improve their understandings on the issues, and achieve over X% on the post-training test scores (X: to be identified after baseline study)</p> <p>② Counterparts who attended training (s) on the project implementation manual improve their understandings, and achieve over X% on the post-training test scores (X: to be identified after baseline study)</p> <p>③ MPWT, DOT, and DPWT or any other relevant institution officially approves the urban transport master plan and action plan ("any other relevant institution" which is responsible for approving the master plan and action plan" to be identified, if any).</p>	<p>- Report on trainings on urban transport masterplan planning</p> <p>- Report on pilot projects</p> <p>- Approval document by GOL</p>	<p>- Consistent development policy of the Government relevant to the urban transport system is maintained.</p>	<p>Project Purpose ○ At this stage, approximately half of the baseline study for assessment of C/Ps' capacity has been done, however, it is relatively difficult to analyse the results. Despite capacity gap among C/Ps, it seems like fundamental aspects are not properly understood by some of them. Thus, further observation and different approach are required prior to identifying "X".</p> <p>Project Purpose ○ Timeline for the project implementation manual training will be around the 3rd quarter of the 2nd year of the project.</p>
<p>Outputs</p> <p>1. The mechanism for discussing and sharing the views on the issues of urban transport is established.</p>	<p>① More than X issues identified during the initial stage of the Project are discussed in the meetings of the "Steering Committee to Solve Congestion and Traffic-Management in Traffic Routes in the City of Vientiane Capital" (CTMC) (X: to be identified by the first second → third JCC)</p> <p>② More than X issues identified during the initial stage of the Project and discussed in the meetings of the "Steering Committee to Solve Congestion and Traffic-Management in Traffic Routes in the City of Vientiane Capital" (CTMC) are dealt by related institutions with follow-up activities (X: to be identified by the first second → third JCC)</p>	<p>- Record of meetings of Traffic Management Committee</p> <p>- Interview to members of the Committee and authorities related to urban transport</p>	<p>- No large-scale (substantial) reorganization or reshuffle of the personnel of the counterpart institutions occur.</p>	<p>1.①The Project proposed modification on the timeline of the "X" stated in the OVI from "by the second JCC" to "the third JCC" since even the kick-off meeting with the CTMC has not been organized yet. This delay was mainly caused by the delay of the C/Ps' assignments.</p> <p>1.②The same condition of the above ① to be applied to ②.</p>

<p>2. Urban transport masterplan is formulated and trainings (including OJT) are offered to counterparts for their capacity building.</p>	<p>① More than X C/PS → 18 C/PS receive training on formulating the urban transport masterplan (X: to be identified by the first → second JCC)</p>	<p>- Reports on the current situation of urban transport issues - Updated urban transport masterplan - Action plan for masterplan implementation</p>	<p>2. ① Project proposed OVI to be set as "18 C/PS" to receive the training on formulating the urban transport masterplan ("total average). Since the C/PS have assigned to the Project, so far, already 2 of them have left due to their study abroad. This kind of personnel changes is out of control of the Project yet inevitable. And the successors appointment may not come in a timely manner considering the internal procedure, which may require a certain time. Thus, around 80 % of the assigned C/PS should be relevant to secure participation.</p>
<p>3. Pilot project(s) are implemented and the targeted issues are alleviated/mitigated.</p>	<p>② An urban transport masterplan for Vientiane Capital is formulated by updating the year 2008 version. ③ An action plan is formulated to realize → implement the contents of the masterplan.</p> <p>① More than X C/PS play specific roles in the planning and implementation of the pilot projects (X: to be identified when the pilot project is decided) ② More than X C/PS → 18 C/PS receive training on the project implementation manual (X: to be identified by the first → second JCC)</p>	<p>- Pilot project implementation reports</p>	<p>3. ② Similar situation of 2. ① applies to this, and the Project proposed this OVI to be set as "18 C/PS" to receive training on the project implementation manual ("total average).</p>

	<p>③ Urban traffic-related indicators improve on average by X% in pilot project areas ("urban traffic-related indicators" and X : to be identified when the pilot project is decided).</p>			
Activities	Inputs		Important Assumption	
<p>1-1. A subcommittee comprised of the representatives of the institutions relevant to urban transport system is established under CTMC.</p> <p>1-2. Support the activities of CTMC as listed below:</p> <p>1-2-1. Discussion and decision-making on the technical, administrative and institutional issues of urban transport.</p> <p>1-2-2. Informing the relevant institutions of the results of the discussions and required actions.</p> <p>1-2-3. Monitoring of progress of the required actions implemented by the relevant institutions.</p> <p>2-1. Existing capacities of relevant institutions for urban transport planning are assessed and the areas which need to be enhanced are identified.</p> <p>2-2. Capacity development plan for urban transport planning is prepared.</p> <p>2-3. Training plan is implemented and the effect of the training courses are evaluated.</p> <p>2-4. A manual for urban transport planning (masterplan formulation) is prepared through the process of updating the masterplan.</p> <p>2-5. Current situation of urban transport of Vientiane Capital is analyzed (studied) and the issues are identified.</p> <p>2-6. Projects relevant to the urban transport system of Vientiane, including the public transport projects such as BRT project and the project for improvement of bus services, are reviewed.</p> <p>2-7. Contents of the transport masterplan of the year 2008 is updated.</p> <p>2-8. An action plan is prepared to realize the contents of the masterplan.</p>	<p>The Japanese Side</p> <p>Japanese side</p> <p>(1) Dispatch of Experts</p> <p>1) Chief Advisor / Transportation Policy / Organization</p> <p>2) Deputy Chief Advisor / Transportation Policy / Organization</p> <p>3) Urban Transport Plan</p> <p>4) Socio-Economic Analysis</p> <p>5) Road Network Plan / Traffic Management Plan</p> <p>6) Public Transport Plan</p> <p>7)-8) Traffic Survey/ Traffic Demand Forecast</p> <p>9) Geospatial Analysis / GIS</p> <p>10) Financial Analysis / Investment plan</p> <p>11) Environmental and Social Considerations</p> <p>12) Pilot Project Plan / Implementation Supervision</p> <p>13) Safety Management / Traffic Facilities / IoT</p> <p>14) Urban Development / Land Use Plan / Legislation System</p> <p>15) Capacity Development Plan / Training Management / Institutional Assessment</p> <p>16) Monitoring / Evaluation</p> <p>17) Project Coordinator / Traffic Demand Forecast Support</p> <p>(2) Training</p> <p>Carrying out training in Japan and/or third countries</p> <p>(3) Equipment</p> <p>Equipment / instrument</p> <p>(4) Survey Cost</p> <p>Supplemental Survey Cost</p> <p>(5) Seminar</p> <p>Seminars for dissemination of the Project results to the public.</p>	<p>The Laotian side</p> <p>Lao side</p> <p>(1) Provision of Counterpart personnel</p> <p>- Director General of DOT as Project Director</p> <p>- Director of DPWT as Project Manager, and</p> <p>- Counterpart personnel should be assigned.</p> <p>(2) Provision of office space and equipment for JICA Experts</p> <p>Office facility should be provided so that JICA Experts can work in</p>	<p>- Stakeholders of the pilot project(s) do not oppose the pilot project(s).</p>	

<p>3-1. Pilot project(s) to be implemented in the Project is/are selected. 3-2. Implementation plan of the pilot project(s), including design, is prepared. 3-3. Outline of the pilot project is explained to the stakeholders and their consensus is obtained. 3-4. Pilot project(s) is/are implemented. 3-5. The results of implementing the pilot project(s) are evaluated. 3-6. A manual for project implementation is prepared through the process of implementation of the pilot project(s). 3-7. Training on the project implementation manual is provided to institution staff who will be involved in the implementation of the action plan proposed in the updated masterplan.</p>	<p>(6) Pilot Project Cost <i>Necessary cost for implementing Pilot Projects if necessary.</i></p>	<table border="1"> <tr> <td data-bbox="143 703 651 999"></td> </tr> <tr> <td data-bbox="651 703 798 999"> <p>Pre-Conditions</p> <ul style="list-style-type: none"> - Lao counterpart personnel members for the project are properly assigned and appointed by the top management. </td> </tr> </table>		<p>Pre-Conditions</p> <ul style="list-style-type: none"> - Lao counterpart personnel members for the project are properly assigned and appointed by the top management.
<p>Pre-Conditions</p> <ul style="list-style-type: none"> - Lao counterpart personnel members for the project are properly assigned and appointed by the top management. 				

Project Monitoring Sheet 1 (Revision of Project Design Matrix)

Version 3.0

(Revised: Jan. 2019→updated Oct. 2020)

Project Title: The Project for Institutional Capacity Building for Sustainable Urban Transport System in Lao People's Democratic Republic
Implementing Agency: Department of Transport, Ministry of Public Works and Transport (DOT/MPWT), Dept. of Public Works and Transport of Vientiane Capital (DPWTVC)

Target Group: DOT/MPWT, DPWTVC

Period of Project: December 2018 -December 2021 →under re-consideration

Project Site: Vientiane Capital

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification	Important Assumption	Achievement	Remarks
<p>Overall Goal</p> <p>Institutional measures and priority projects proposed in the urban transport master plan are implemented in Vientiane Capital under the leadership of GOL.</p>	<p>① More than X projects and/or policies proposed in the master plan are reflected in the annual plans of MPWT, DOT, or other related agencies with budget allocations (X: to be identified by the first 6 months in the final project year)</p> <p>② More than X projects and/or policies proposed in the master plan are under discussion → discussed and considered with donors for implementation (X: to be identified by the first 6 months in the final project year)</p> <p>③ More than X projects and/or policies proposed in the master plan are realized → implemented (under implementation or completed) (X: to be identified by the first 6 months in the final project year)</p> <p>④ Urban traffic related indicators in Vientiane Capital improve by X% or more (X: to be identified by the first 6 months in the final project year)</p> <p>⑤ The roles of “Steering Committee to Solve Congestion and Traffic-Management in Traffic Routes in the City of Vientiane Capital” (CTMC) are established and more than X issues regarding the implementation of the master plan are discussed annually in the CTMC meetings (X: to be identified by the first 6 months in the final project year)</p>	<p>- Official documents prepared by GOL - Interview to related donors and government officials</p>			

<p>Project Purpose</p> <p>The capacities of relevant institutions in charge of formulating the urban transport master plan of Vientiane are upgraded, and their administrative and managing capacities for implementing urban transport policies from the master plan are strengthened.</p>	<p>① Counterparts who attended serial training sessions on urban transport master plan formulation improve their understandings on the issues, and achieve over X% on the post-training test scores (X: to be identified after baseline study)</p> <p>② Counterparts who attended training (s) on the project implementation manual improve their understandings, and achieve over X% on the post-training test scores (X: to be identified after baseline study)</p> <p>③ MPWT, DOT, and DPWT or any other relevant institution officially approves the urban transport master plan and action plan ("any other relevant institution" which is responsible for approving the master plan and action plan" to be identified, if any).</p>	<p>- Report on trainings on urban transport master plan planning</p> <p>- Report on pilot projects</p> <p>- Approval document by GOL</p>	<p>- Consistent development policy of the Government relevant to the urban transport system is maintained.</p>	<p>Project Purpose ①</p> <p>Baseline surveys to identify current capacity level of the C/Ps have been under way (Person trip survey, screen & cordon line, traffic count and parking interview surveys). Accordingly, relevant training sessions are to be prepared.</p> <p>Project Purpose ②</p> <p>Timeline for the project implementation manual training was set as the 3rd quarter of the 2nd year of the project (Jul. - Sep., 2020), however due to COVID-19 activity suspension, the Project proposes modification of the timeline as around the 1st quarter of the 3rd year of the project (Jan.-Mar., 2021)</p>
<p>Outputs</p> <p>1. The mechanism for discussing and sharing the views on the issues of urban transport is established.</p>	<p>① More than X issues identified during the initial stage of the Project are discussed in the meetings of the "Steering Committee to Solve Congestion and Traffic-Management in Traffic Routes in the City of Vientiane Capital" (CTMC) (X: to be identified by the first second → third (fourth) JCC)</p>	<p>- Record of meetings of Traffic Management Committee</p> <p>- Interview to members of the Committee and authorities related to urban transport</p>	<p>- No large-scale (substantial) reorganization or reshuffle of the personnel of the counterpart institutions occur.</p>	<p>1. ① The Project proposed modification on the timeline of the "X" stated in the OVI from "by the second JCC" to "the third JCC" since even the kick-off meeting with the CTMC has not been organized yet. This delay was mainly caused by the delay of the C/Ps' assignments.</p> <p>In between the 2nd & 3rd JCC, a small JCC was held to discuss urgent matters (mainly Pilot Project related), which was considered as the "third JCC". Thus this timeline is to be considered as "the fourth JCC" instead of "the third one". In this regard, "X issues" to be identified before the fourth JCC.</p>

<p>2. Urban transport master plan is formulated and trainings (including OJT) are offered to counterparts for their capacity building.</p>	<p>② More than X issues identified during the initial stage of the Project and discussed in the meetings of the "Steering Committee to Solve Congestion and Traffic-Management in Traffic Routes in the City of Vientiane Capital" (CTMC) are dealt by related institutions with follow-up activities (X: to be identified by the first → second → third (fourth) JCC)</p> <p>① More than X C/Ps → 18 C/Ps receive training on formulating the urban transport master plan (X: to be identified by the first → second JCC)</p>	<p>1. ② The same condition of the above ① to be applied to ②. The same explanation on the numerical order of the JCC described above 1- ① is applicable to 1-②.</p>
<p>2. Urban transport master plan is formulated and trainings (including OJT) are offered to counterparts for their capacity building.</p>	<p>- Reports on the current situation of urban transport issues - Updated urban transport master plan - Action plan for master plan implementation</p>	<p>2. ① Project proposed OVI to be set as "18 C/Ps" to receive the training on formulating the urban transport master plan ("total average). Since the C/Ps have assigned to the Project, so far, already 2 of them have left due to their study abroad. This kind of personnel changes is out of control of the Project yet inevitable. And the successors appointment may not come in a timely manner considering the internal procedure, which may require a certain time. Thus, around 80 % of the assigned C/Ps should be relevant to secure participation.</p>
<p>2. Urban transport master plan is formulated and trainings (including OJT) are offered to counterparts for their capacity building.</p>	<p>② An urban transport master plan for Vientiane Capital is formulated by updating the year 2008 version.</p> <p>③ An action plan is formulated to realize → implement the contents of the master plan.</p>	

3. Pilot project(s) are implemented and the targeted issues are ~~alleviated~~ mitigated.

① More than ~~X C/Ps~~ → 3 C/Ps play specific roles in the planning and implementation of the pilot projects (X: to be identified when the pilot project is decided)

-Pilot project implementation reports

3.① Implementation plan of the Pilot Project 1 has been discussed and agreed at the small JCC, which was considered as the "3rd JCC" held on 11 Feb., 2020. It was also agreed that the stakeholder meeting, including Vientiane City for Management and Service (VCOMS, former Vientiane Urban Development Administration Authority or VUDAA), is to be organized for the approval of the detailed design of the said pilot project once such design has been prepared. "Out of 22 C/P members, X" C/Ps (Objectively Verifiable Indicator) has been identified as "3 C/Ps" based on the personnel allocation for 12 Working Groups (WGs) including "Pilot Project Plan/Implementation Supervision WG".

3.② Project proposed this OVI to be set as "18 C/Ps" to receive training on the project implementation manual ("total average).

② More than ~~X C/Ps~~ → 18 C/Ps receive training on the project implementation manual (X: to be identified by the first → second JCC)

	<p>③ Urban traffic-related indicators improve on average by X% in pilot project areas ("urban traffic-related indicators" and X : to be identified when the pilot project is decided).</p>			<p>3.③ "X" % to be identified before the forth JCC.</p>
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Activities	Inputs		Important Assumption
	The Japanese Side	The Laotian side	
<p>1-1. A subcommittee comprised of the representatives of the institutions relevant to urban transport system is established under CTMC.</p> <p>1-2. Support the activities of CTMC as listed below:</p> <p>1-2-1. Discussion and decision-making on the technical, administrative and institutional issues of urban transport.</p> <p>1-2-2. Informing the relevant institutions of the results of the discussions and required actions.</p> <p>1-2-3. Monitoring of progress of the required actions implemented by the relevant institutions.</p>	<p>Japanese side (1) Dispatch of Experts 1) Chief Advisor / Transport Policy / Organization 2) Deputy Chief Advisor / Transport Policy / Organization 3) Urban Transport Plan 4) Socio-Economic Analysis 5) Road Network Plan / Traffic Management Plan 6) Public Transport Plan 7)-8) Traffic Survey/ Traffic Demand Forecast 9) Geospatial Analysis / GIS 10) Financial Analysis / Investment plan 11) Environmental and Social Considerations 12) Pilot Project Plan / Implementation Supervision 13) Safety Management / Traffic Facilities / IoT 14) Urban Development / Land Use Plan / Legislation System 15) Capacity Development Plan / Training Management / Institutional Assessment 16) Monitoring / Evaluation 17) Project Coordinator / Traffic Demand Forecast Support</p>	<p>Lao side (1) Provision of Counterpart personnel - Director General of DOT as Project Director - Director of DPWT as Project Manager, and - Counterpart personnel should be assigned. (2) Provision of office space and equipment for JICA Experts Office facility should be provided so that JICA Experts can work in</p>	<p>- Stakeholders of the pilot project(s) do not oppose the pilot project(s).</p>
<p>2-1. Existing capacities of relevant institutions for urban transport planning are assessed and the areas which need to be enhanced are identified.</p> <p>2-2. Capacity development plan for urban transport planning is prepared.</p> <p>2-3. Training plan is implemented and the effect of the training courses are evaluated.</p> <p>2-4. A manual for urban transport planning (master plan formulation) is prepared through the process of updating the master plan.</p> <p>2-5. Current situation of urban transport of Vientiane Capital is analyzed (studied) and the issues are identified.</p> <p>2-6. Projects relevant to the urban transport system of Vientiane, including the public transport projects such as BRT project and the project for improvement of bus services, are reviewed.</p> <p>2-7. Contents of the transport master plan of the year 2008 is updated.</p> <p>2-8. An action plan is prepared to realize the contents of the master plan.</p>	<p>(2) Training Carrying out training in Japan and/or third countries (3) Equipment / Instrument (4) Survey Cost Supplemental Survey Cost (5) Seminar Seminars for dissemination of the Project results to the public.</p>		

<p>3-1. Pilot project(s) to be implemented in the Project is/are selected. 3-2. Implementation plan of the pilot project(s), including design, is prepared. 3-3. Outline of the pilot project is explained to the stakeholders and their consensus is obtained. 3-4. Pilot project(s) is/are implemented. 3-5. The results of implementing the pilot project(s) are evaluated. 3-6. A manual for project implementation is prepared through the process of implementation of the pilot project(s). 3-7. Training on the project implementation manual is provided to institution staff who will be involved in the implementation of the action plan proposed in the updated master plan.</p>	<p>(6) Pilot Project Cost Necessary cost for implementing Pilot Projects if necessary.</p>	<table border="1"> <tr> <td data-bbox="651 703 798 999"> <p>Pre-Conditions - Lao counterpart personnel members for the project are properly assigned and appointed by the top management.</p> </td> </tr> </table>	<p>Pre-Conditions - Lao counterpart personnel members for the project are properly assigned and appointed by the top management.</p>
<p>Pre-Conditions - Lao counterpart personnel members for the project are properly assigned and appointed by the top management.</p>			

Project Monitoring Sheet I (Revision of Project Design Matrix)

Project Title: The Project for Institutional Capacity Building for Sustainable Urban Transport System in Lao People's Democratic Republic

Implementing Agency: Department of Transport, Ministry of Public Works and Transport (DOT/MPWT), Dept. of Public Works and Transport of Vientiane Capital (DPWT/VC)

Version 4.0

Revised: Jan. 2019, Updated: As of end July, 2021

Target Group: DOT/MPWT, DPWT/VC

Period of Project: December 2018 - February 2023

Project Site: Vientiane Capital

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification	Important Assumption	Achievement	Remarks
<p>Overall Goal</p> <p>Institutional measures and priority projects proposed in the urban transport master plan are implemented in Vientiane Capital under the leadership of GOL.</p>	<p>① More than X projects and/or policies proposed in the master plan are reflected in the annual plans of MPWT, DOT, or other related agencies with budget allocations (X: to be identified by the first 6 months in the final project year)</p> <p>② More than X projects and/or policies proposed in the master plan are under discussion → discussed and considered with donors for implementation (X: to be identified by the first 6 months in the final project year)</p> <p>③ More than X projects and/or policies proposed in the master plan are realized → implemented (under implementation or completed) (X: to be identified by the first 6 months in the final project year)</p> <p>④ Urban traffic related indicators in Vientiane Capital improve by X% or more (X: to be identified by the first 6 months in the final project year)</p> <p>⑤ The roles of "Steering Committee to Solve Congestion and Traffic-Management in Traffic Routes in the City of Vientiane Capital" (CTMC) are established and more than X issues regarding the implementation of the master plan are discussed annually in the CTMC meetings (X: to be identified by the first 6 months in the final project year)</p>	<p>- Official documents prepared by GOL</p> <p>- Interview to related donors and government officials</p>			

<p>Project Purpose The capacities of relevant institutions in charge of formulating the urban transport master plan of Vientiane are upgraded, and their administrative and managing capacities for implementing urban transport policies from the master plan are strengthened.</p>	<p>① Counterparts who attended serial training sessions on urban transport master plan formulation improve their understandings on the issues, and achieve over X% → 70% on the post-training test scores (X: to be identified after baseline study)</p> <p>② Counterparts who attended training (s) on the project implementation manual improve their understandings, and achieve over X% → 70% on the post-training test scores (X: to be identified after baseline study)</p> <p>③ MPWT, DOT, and DPWT or any other relevant institution officially approves the urban transport master plan and action plan ("any other relevant institution" which is responsible for approving the master plan and action plan" to be identified, if any).</p>	<p>- Report on trainings on urban transport master plan planning - Report on pilot projects - Approval document by GOL</p>	<p>- Consistent development policy of the Government relevant to the urban transport system is maintained.</p>	<p>Project Purpose ① Baseline surveys to identify current capacity level of the C/Ps have been implemented prior to the respective training sessions organized by each Working Group followed by the post-tests. X% has been identified as "70%", which the Project aims to secure as an appropriate range considering technology transfer under the technical cooperation project. This is also in line with the other projects cases. So far, the average post-test score level is about 50 %, however the Project aims to improve the level of C/Ps' understandings to achieve the proposed target</p> <p>Project Purpose ② With the same reason mentioned in the "Project Purpose ①", "X%" has been identified as "70%". Timeline for the project implementation manual training was last set as around 01-03/2021. While the demand forecast part has been almost completed, further modification of the timeline is required under</p>
<p>Outputs 1. The mechanism for discussing and sharing the views on the issues of urban transport is established.</p>	<p>① More than X issues → 3 issues identified during the initial stage of the Project are discussed in the meetings of the "Steering Committee to Solve Congestion and Traffic-Management in Traffic Routes in the City of Vientiane Capital" (CTMC) (X: to be identified by the first → second → third (fourth) JCC)</p> <p>② More than X issues → 3 issues identified during the initial stage of the Project are discussed in the meetings of the "Steering Committee to Solve Congestion and Traffic-Management in Traffic Routes in the City of Vientiane Capital" (CTMC) are dealt by related institutions with follow-up activities (X: to be identified by the first → second → third (fourth) JCC)</p>	<p>- Record of meetings of Traffic Management Committee - Interview to members of the Committee and authorities related to urban transport</p>	<p>- No large-scale (substantial) reorganization or reshuffle of the personnel of the counterpart institutions occur.</p>	<p>1.① X issues have been identified as "3 issues", considering the several/different aspects which should be looked into, such as the transport policy, pilot project, master plan, action plan, etc..</p> <p>1.② In accordance with the above 1 ①, once the discussion with the CTMC has been made and agreed upon, DPWT, as a lead institution, is to handle the issues.</p>

<p>2. Urban transport master plan is formulated and trainings (including OJT) are offered to counterparts for their capacity building.</p>	<p>① More than X C/Ps → 18 C/Ps receive training on formulating the urban transport master plan (X: to be identified by the first → second JCC) → More than 70% of the C/Ps receive training on formulating the urban transport master plan</p>	<p>- Reports on the current situation of urban transport issues - Updated urban transport master plan - Action plan for master plan implementation</p>	<p>2. ① It is proposed to modify the current OVI to "More than 70% of the C/Ps receive training on formulating the urban transport master plan". There are 12 Working Groups (WG) for 16 C/Ps (excluding 4 police officers who have difficulties to attend the WGs due to nature of their work), which requires to belong to the several WGs (trainings) for each member. Under such circumstances, it has become not feasible to count the number of the C/Ps to receive the said trainings. Instead, the total WG trainings and their average participants (%) to be considered. The proposed modification also aims to secure organizational based participation for the WGs so that when the official(s) in charge is(are) not available, another/other representative(s) from the same organization can</p>
<p>3. Pilot project(s) are implemented and the targeted issues are alleviated/mitigated.</p>	<p>① More than X C/Ps → <u>18 C/Ps</u> → <u>12 C/Ps receive training on formulating the urban transport master plan (X: to be identified by the first → second JCC)</u> ② An urban transport master plan for Vientiane Capital is formulated by updating the year 2008 version. ③ An action plan is formulated to realize → implement the contents of the master plan.</p>	<p>-Pilot project implementation reports</p>	<p>2. ② It is expected that the said master plan to be formulated around 03/2022. 2. ③ Accordingly the action plan to be formulated around 06/2022. 3. ① Respective C/Ps have been proactively dealing with the preparation for the Pilot Projects (PPs), such as site survey, etc., in particular, during the Experts' absence from Vientiane. Those C/Ps have been even prioritizing the <i>Priant related work</i> 3. ② In relation to the above 2, ① the same propped modification is applicable.</p>
<p>3. Pilot project(s) are implemented and the targeted issues are alleviated/mitigated.</p>	<p>① More than X C/Ps → <u>3 C/Ps</u> play specific roles in the planning and implementation of the pilot projects (X: to be identified when the pilot project is decided) ② More than X C/Ps → 18 C/Ps receive training on the project implementation manual (X: to be identified by the first → second JCC) → More than 70% of the C/Ps receive training on the project implementation manual</p>	<p>-Pilot project implementation reports</p>	<p>3. ① Respective C/Ps have been proactively dealing with the preparation for the Pilot Projects (PPs), such as site survey, etc., in particular, during the Experts' absence from Vientiane. Those C/Ps have been even prioritizing the <i>Priant related work</i> 3. ② In relation to the above 2, ① the same propped modification is applicable.</p>

	<p>③ Urban traffic-related indicators improve on average by X% in pilot project areas ("urban traffic-related indicators" and X : to be identified when the pilot project is decided).</p>				<p>3.③ Detailed design of the PP 1 has come to an end while the contents of the PP 2 (traffic safety related) is under discussion. However, due to the heavy restrictions caused by COVID-19 (contractor related), urban traffic-related indicators may be considered only for PP1 since those of PP'2 may require certain time to be figured out (not be able to acquire within the project duration). Regarding the un-set OVI, it is proposed to consider the "travel speed". Currently, the survey to</p>
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Activities	Inputs	The Laotian side	Important Assumption
<p>1-1. A subcommittee comprised of the representatives of the institutions relevant to urban transport system is established under CTMC.</p> <p>1-2. Support the activities of CTMC as listed below:</p> <p>1-2-1. Discussion and decision-making on the technical, administrative and institutional issues of urban transport.</p> <p>1-2-2. Informing the relevant institutions of the results of the discussions and required actions.</p> <p>1-2-3. Monitoring of progress of the required actions implemented by the relevant institutions.</p>	<p>The Japanese Side</p> <p>Japanese side</p> <p>(1) Dispatch of Experts</p> <p>1) Chief Advisor / Transport Policy / Organization</p> <p>2) Deputy Chief Advisor / Transport Policy / Organization</p> <p>3) Urban Transport Plan</p> <p>4) Socio-Economic Analysis</p> <p>5) Road Network Plan / Traffic Management Plan</p> <p>6) Public Transport Plan</p> <p>7)-8) Traffic Survey/ Traffic Demand Forecast</p> <p>9) Geospatial Analysis / GIS</p> <p>10) Financial Analysis / Investment plan</p> <p>11) Environmental and Social Considerations</p> <p>12) Pilot Project Plan / Implementation Supervision</p> <p>13) Safety Management / Traffic Facilities / IoT</p> <p>14) Urban Development / Land Use Plan / Legislation System</p> <p>15) Capacity Development Plan / Training Management / Institutional Assessment</p> <p>16) Monitoring / Evaluation</p> <p>17) Project Coordinator / Traffic Demand Forecast Support</p> <p>(2) Training</p> <p>Carrying out training in Japan and/or third countries</p> <p>(3) Equipment</p> <p>Equipment / instrument</p> <p>(4) Survey Cost</p> <p>Supplemental Survey Cost</p> <p>(5) Seminar</p> <p>Seminars for dissemination of the Project results to the public.</p>	<p>Lao side</p> <p>(1) Provision of Counterpart personnel</p> <ul style="list-style-type: none"> - Director General of DOT as Project Director - Director of DPWT as Project Manager, and - Counterpart personnel should be assigned. <p>(2) Provision of office space and equipment for JICA Experts</p> <p>Office facility should be provided so that JICA Experts can work in comfortable environment.</p>	<p>- Stakeholders of the pilot project(s) do not oppose the pilot project(s).</p>
<p>2-1. Existing capacities of relevant institutions for urban transport planning are assessed and the areas which need to be enhanced are identified.</p> <p>2-2. Capacity development plan for urban transport planning is prepared.</p> <p>2-3. Training plan is implemented and the effect of the training courses are evaluated.</p> <p>2-4. A manual for urban transport planning (master plan formulation) is prepared through the process of updating the master plan.</p> <p>2-5. Current situation of urban transport of Vientiane Capital is analyzed (studied) and the issues are identified.</p> <p>2-6. Projects relevant to the urban transport system of Vientiane, including the public transport projects such as BRT project and the project for improvement of bus services, are reviewed.</p> <p>2-7. Contents of the transport master plan of the year 2008 is updated.</p> <p>2-8. An action plan is prepared to realize the contents of the master plan.</p>			

<p>3-1. Pilot project(s) to be implemented in the Project is/are selected. 3-2. Implementation plan of the pilot project(s), including design, is prepared. 3-3. Outline of the pilot project is explained to the stakeholders and their consensus is obtained. 3-4. Pilot project(s) is/are implemented. 3-5. The results of implementing the pilot project(s) are evaluated. 3-6. A manual for project implementation is prepared through the process of implementation of the pilot project(s). 3-7. Training on the project implementation manual is provided to institution staff who will be involved in the implementation of the action plan proposed in the updated master plan.</p>	<p>(6) Pilot Project Cost Necessary cost for implementing Pilot Projects if necessary.</p>	<p>Pre-Conditions - Lao counterpart personnel members for the project are properly assigned and appointed by the top management.</p>
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Project Monitoring Sheet I (Revision of Project Design Matrix)

Version 5.0 (updated from as of 01/2022)

Project Title: The Project for Institutional Capacity Building for Sustainable Urban Transport System in Lao People's Democratic Republic

Implementing Agency: Department of Transport, Ministry of Public Works and Transport (DOT/MPWT), Dept. of Public Works and Transport of Vientiane Capital (DPWTVC)

Revised: Jan. 2019, Updated : As of 07/2022

Target Group: DOT/MPWT, DPWT/VC

Period of Project: December 2018 -February 2023

Project Site: Vientiane Capital

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification	Important Assumption	Achievement	Remarks
<p>Overall Goal</p> <p>Institutional measures and priority projects proposed in the urban transport master plan are implemented in Vientiane Capital under the leadership of GOL.</p>	<p>① More than 3 projects and/or policies proposed in the master plan are reflected in the annual plans of MPWT, DOT, or other related agencies with budget allocations (X: to be identified by the first 6 months in the final project year)</p> <p>② More than 2 projects and/or policies proposed in the master plan are under discussion → discussed and considered with donors for implementation (X: to be identified by the first 6 months in the final project year)</p> <p>③ More than 5 projects and/or policies proposed in the master plan are realized → implemented (under implementation or completed) (X: to be identified by the first 6 months in the final project year)</p> <p>④ Urban traffic related indicators in Vientiane Capital improve by X% or more (X: to be identified by the first 6 months in the final project year)</p>	<p>- Official documents prepared by GOL</p> <p>- Interview to related donors and government officials</p>			<p>① "X projects and/or policies" has been proposed to be set as "3". In general, 5-6 projects/year to have been implemented. Out of those, at least 1 project/year to be selected from those listed in the Master Plan, which makes it 3 projects within 3 years in total.</p> <p>② "X projects and/or policies" has been proposed to be set as "2". Potential donors are JICA, the World Bank, and others for 1 project each to discuss with. As such, 2 projects could be feasible.</p> <p>③ "X projects and/or policies" has been proposed to be set as "5". Referring to the above ③ (3 projects), as well as those implemented by MPWT and another relevant organization, which is expected 1 project respectively, makes the total 4 projects.</p> <p>④ In view of after completion of the project, which requires the C/PS only to deal with, the "number of the bus passengers" would be an apt indicator to be assessed.</p>

<p>Project Purpose The capacities of relevant institutions in charge of formulating the urban transport master plan of Vientiane are upgraded, and their administrative and managing capacities for implementing urban transport policies from the master plan are strengthened.</p>	<p>⑤ The roles of "Steering Committee to Solve Congestion and Traffic-Management in Traffic Routes in the City of Vientiane Capital" (CTMC) are established and more than 2 issues regarding the implementation of the master plan are discussed annually in the CTMC meetings (X: to be identified by the first 6 months in the final project year)</p>	<p>- Report on trainings on urban transport master plan planning - Report on pilot projects - Approval document by GOL</p>	<p>- Consistent development policy of the Government relevant to the urban transport system is maintained.</p>	<p>⑥ "More than 2 issues" are proposed by the Laotian side.</p>
<p>Project Purpose X% has been identified as "70%", which the Project aims to secure as an appropriate range considering technical transfer under the technical cooperation project. This is also in line with the other projects cases. So far, the average post-test score level is about 50%, however the Project aims to improve the level of C/Ps' understandings to achieve the proposed target through the trainings.</p> <p>Series of discussions among the Experts followed by the review and modification of managing overall WG sessions, etc., the scores of the respective C/Ps have become rather stable.</p> <p>C/Ps who scored 70 or above for the post test are considered as improved with the other factors shown during the WG sessions as well as the inputs/contributions throughout the Project.</p> <p>Current average score marked 68.1 % Certain follow ups are to be conducted to achieve the target figure.</p>	<p>① Counterparts who attended serial training sessions on urban transport master plan formulation improve their understandings on the issues, and achieve over X% → 70% on the post-training test scores (X: to be identified after baseline study)</p> <p>② Counterparts who attended training (s) on the project implementation manual improve their understandings, and achieve over X% → 70% on the post-training test scores (X: to be identified after baseline study)</p> <p>③ MPWWT, DOT, and DPWWT or any other relevant institution officially approves the urban transport master plan and action plan ("any other relevant institution" which is responsible for approving the master plan and action plan" to be identified, if any).</p>	<p>⑦ With the same reason mentioned in the "Project Purpose ①", "X%" has been identified as "70%". Under process. C/Ps' achievements are scheduled to be assessed towards the end of the Project. It is expected to be assessed within 2022.</p> <p>⑧ Under the Project, the approval procedure to be led by the DPWWT, which is an implementation agency for various urban transport policy measures, for the Master Plan and the Action Plan; e.g. DPWWT → Vientiane (VTE) Governor → VTE People's Assembly → Minister of MPWWT Approval by DPWWT/MPWWT to be obtained within the project period. Accordingly, Lao side to process further in order to implement the Action Plan and Master Plan.</p>		

<p>Outputs</p> <p>1. The mechanism for discussing and sharing the views on the issues of urban transport is established.</p>	<p>① More than X issues → 3 issues identified during the initial stage of the Project are discussed in the meetings of the "Steering Committee to Solve Congestion and Traffic-Management in Traffic Routes in the City of Vientiane Capital" (CTMC) (X: to be identified by the first → second → third (fourth) JCC)</p>	<p>- Record of meetings of Traffic Management Committee - Interview to members of the Committee and authorities related to urban transport</p>	<p>- No large-scale (substantial) reorganization or reshuffle of the personnel of the counterpart institutions occur.</p>	<p>1.① X issues have been identified as "3 issues" considering the several/different aspects which should be looked into, such as the transport policy, pilot project, master plan, action plan, etc.. Tireless efforts have been made by the Expert side to realize the CTMC meeting. Finally, the Governor of VC, who is a chair person of the CTMC, expressed his intention to organize the CTMC meeting in 07/2022, which may be postponed till 09/2022 due to the availability of the concerned parties. Once the said meeting be pushed through, identified issues will be brought to the table of discussion.</p> <p>1.② In accordance with the above 1.①, once the discussion with the CTMC has been made and agreed upon, DPWT, as a lead institution, is to handle the issues. Refer to the above 1.① While following up with the CTMC meeting, more than 3 issues, namely, the transport policy, pilot project, master plan, and the action plan, have been dealt by the responsible organizations, which lead by DPWT.</p>
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<p>2. Urban transport master plan is formulated and trainings (including OJT) are offered to counterparts for their capacity building.</p>	<p>① More than X C/Ps → 18 C/Ps receive training on formulating the urban transport master plan (X: to be identified by the first → second JCC) → More than 70% of the C/Ps receive training on formulating the urban transport master plan</p>	<p>- Reports on the current situation of urban transport issues - Updated urban transport master plan - Action plan for master plan implementation</p>	<p>2. ① Achieved.</p> <p>It is proposed to modify the current OVI to "More than 70% of the C/Ps receive training on formulating the urban transport master plan". There are 12 Working Groups (WG) for 17 C/Ps (excluding 4 police officers who have difficulties to attend the WGs due to nature of their work), which requires to belong to the several WGs (trainings) for each member. Under such circumstances, it has become not feasible to count the number of the C/Ps to receive the said trainings. Instead, the total WG trainings and their average participants (%) to be considered. The proposed modification also aims to secure organizational based participation for the WGs so that when the official(s) in charge is(are) not available, another/other representative(s) from the same organization can attend.</p> <p>More than 70% of the C/Ps have received the training on formulating the urban transport master plan.</p>
<p>3. Pilot project(s) are implemented and the targeted issues are alleviated/mitigated.</p>	<p>② An urban transport master plan for Vientiane Capital is formulated by updating the year 2008 version.</p> <p>③ An action plan is formulated to realize → implement the contents of the master plan.</p> <p>① More than X C/Ps → 3 C/Ps play specific roles in the planning and implementation of the pilot projects (X: to be identified when the pilot project is decided)</p>	<p>-Pilot project implementation reports</p>	<p>2. ② The Master Plan is to be formulated by 09/2022.</p> <p>2. ③ Accordingly the action plan to be formulated around 11/2022.</p> <p>3. ① Respective C/Ps have been proactively dealing with the preparation for the Pilot Projects (PPs), such as site survey, etc., in particular, during the Experts' absence from Vientiane. These C/Ps have been even prioritizing the Project related work.</p> <p>The officials of the responsible organizations, lead by DPWT, have been handling a series of PP related activities, including the follow ups. Leading C/Ps are the Director of Division of Transport Management, Head of Transport Department and a technical staff of Division of Transport Management, DPWT.</p>

② More than X C/Ps → 18 C/Ps receive training on the project implementation manual (X: to be identified by the first → second JCC) → **More than 70% of the C/Ps receive training on the project implementation manual**

③ Urban traffic-related indicators improve on average by X% → "average travel speed + 5 km/h" in pilot project areas ("urban traffic-related indicators" and X: to be identified when the pilot project is decided).

3. ② In relation to the above 2, ① the same propped modification is applicable.
The said training is planned in 09/2022.

3. ③ Detailed design of the PP 1 has come to an end while the contents of the PP 2 (traffic safety related) is under discussion. However, due to the heavy restrictions caused by COVID-19 (contractor related), urban traffic-related indicators may be considered only for PP1 since those of PP 2 may require certain time to be figured out (not be able to acquire within the project duration).
 Regarding the un-set OVI, it is proposed to consider the "travel speed". Currently, the survey to identify "X%" is underway
It is proposed to modify the given indicator as below to make it more suitable to the context considering the nature of the Project
(old): Urban traffic-related indicators improve on average by X% in pilot project areas.
(new): Urban traffic-related indicators improve on average travel speed + 5 km/h in pilot project areas.
 Some parts of the pilot project area has achieved such target while others have not. Thus, the overall average still requires improvement.

Activities	Inputs		Important Assumption
	The Japanese Side	The Laotian side	
<p>1-1. A subcommittee comprised of the representatives of the institutions relevant to urban transport system is established under CTMC.</p> <p>1-2. Support the activities of CTMC as listed below:</p> <p>1-2-1. Discussion and decision-making on the technical, administrative and institutional issues of urban transport.</p> <p>1-2-2. Informing the relevant institutions of the results of the discussions and required actions.</p> <p>1-2-3. Monitoring of progress of the required actions implemented by the relevant institutions.</p> <p>2-1. Existing capacities of relevant institutions for urban transport planning are assessed and the areas which need to be enhanced are identified.</p> <p>2-2. Capacity development plan for urban transport planning is prepared.</p> <p>2-3. Training plan is implemented and the effect of the training courses are evaluated.</p> <p>2-4. A manual for urban transport planning (master plan formulation) is prepared through the process of updating the master plan.</p> <p>2-5. Current situation of urban transport of Vientiane Capital is analyzed (studied) and the issues are identified.</p> <p>2-6. Projects relevant to the urban transport system of Vientiane, including the public transport projects such as BRT project and the project for improvement of bus services, are reviewed.</p> <p>2-7. Contents of the transport master plan of the year 2008 is updated.</p> <p>2-8. An action plan is prepared to realize the contents of the master plan.</p>	<p>Japanese side</p> <p>(1) Dispatch of Experts</p> <p>1) Chief Advisor / Transport Policy / Organization</p> <p>2) Deputy Chief Advisor / Transport Policy / Organization</p> <p>3) Urban Transport Plan</p> <p>4) Socio-Economic Analysis</p> <p>5) Road Network Plan / Traffic Management Plan</p> <p>6) Public Transport Plan</p> <p>7-8) Traffic Survey/ Traffic Demand Forecast</p> <p>9) Geospatial Analysis / GIS</p> <p>10) Financial Analysis / Investment plan</p> <p>11) Environmental and Social Considerations</p> <p>12) Pilot Project Plan / Implementation Supervision</p> <p>13) Safety Management / Traffic Facilities / IoT</p> <p>14) Urban Development / Land Use Plan / Legislation System</p> <p>15) Capacity Development Plan / Training Management / Institutional Assessment</p> <p>16) Monitoring / Evaluation</p> <p>17) Project Coordinator / Traffic Demand Forecast Support</p> <p>(2) Training</p> <p>Carrying out training in Japan and/or third countries</p> <p>(3) Equipment</p> <p>Equipment / instrument</p> <p>(4) Survey Cost</p> <p>Supplemental Survey Cost</p> <p>(5) Seminar</p> <p>Seminars for dissemination of the Project results to the public.</p> <p>(6) Pilot Project Cost</p>	<p>Lao side</p> <p>(1) Provision of Counterpart Personnel</p> <p>- Director General of DOT as Project Director</p> <p>- Director of DPWT as Project Manager, and</p> <p>- Counterpart personnel should be assigned.</p> <p>(2) Provision of office space and equipment for JICA Experts</p> <p>Office facility should be provided so that JICA Experts can work in comfortable environment</p>	<p>- Stakeholders of the pilot project(s) do not oppose the pilot project(s).</p>

<p>3-1. Pilot project(s) to be implemented in the Project is/are selected.</p> <p>3-2. Implementation plan of the pilot project(s), including design, is prepared.</p> <p>3-3. Outline of the pilot project is explained to the stakeholders and their consensus is obtained.</p> <p>3-4. Pilot project(s) is/are implemented.</p> <p>3-5. The results of implementing the pilot project(s) are evaluated.</p> <p>3-6. A manual for project implementation is prepared through the process of implementation of the pilot project(s).</p> <p>3-7. Training on the project implementation manual is provided to institution staff who will be involved in the implementation of the action plan proposed in the updated master plan.</p>	<p><i>Necessary cost for implementing Pilot Projects if necessary.</i></p>	<p>Pre-Conditions</p> <p>- Lao counterpart personnel members for the project are properly assigned and appointed by the top management.</p>
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Project Monitoring Sheet 1 (Revision of Project Design Matrix)

Version 6.0

Project Title: The Project for Institutional Capacity Building for Sustainable Urban Transport System in Lao People's Democratic Republic
 Implementing Agency: Department of Transport, Ministry of Public Works and Transport (DOT/MPWT), Dept. of Public Works and Transport of Vientiane Capital (DPWT/VVC)

Revised: Jan, 2019, Updated : As of 02/2023

Target Group: DOT/MPWT, DPWT/VVC

Period of Project: December 2018 - February 2023 -> July 2023

Project Site: Vientiane Capital

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification	Important Assumption	Achievement	Remarks
<p>Overall Goal</p> <p>Institutional measures and priority projects proposed in the urban transport master plan are implemented in Vientiane Capital under the leadership of GOL.</p>	<p>① More than 3 projects and/or policies proposed in the master plan are reflected in the annual plans of MPWT, DOT, or other related agencies with budget allocations (X: to be identified by the first 6 months in the final project year)</p> <p>② More than 2 projects and/or policies proposed in the master plan are under-discussion → discussed and considered with donors for implementation (X: to be identified by the first 6 months in the final project year)</p> <p>③ More than 5 projects and/or policies proposed in the master plan are realized → implemented (under implementation or completed) (X: to be identified by the first 6 months in the final project year)</p> <p>④ Urban traffic related indicators, bus passenger number, in Vientiane Capital improve by 370% or more (X: to be identified by the first 6 months in the final project year)</p> <p>⑤ The roles of "Steering Committee to Solve Congestion and Traffic-Management in Traffic Routes in the City of Vientiane Capital" (CTMC) are established and more than 2 issues regarding the implementation of the master plan are discussed annually in the CTMC meetings (X: to be identified by the first 6 months in the final project year)</p>	<p>- Official documents prepared by GOL - Interview to related donors and government officials</p>			<p>⊙ "X" projects and/or policies" has been proposed to be set as "3". In general, 5-6 projects/year to have been implemented. Out of those, at least 1 project/year to be selected from those listed in the Master Plan, which makes it 3 projects within 3 years in total.</p> <p>⊙ "X" projects and/or policies" has been proposed to be set as "2". Potential donors are JICA, the World Bank, and others for 1 project each to discuss with. As such, 2 projects could be feasible.</p> <p>⊙ "X" projects and/or policies" has been proposed to be set as "5". Referring to the above ⊙ (3 projects), as well as those implemented by MPWT and another relevant organization, which is expected 1 project respectively, makes the total as 5.</p> <p>⊕ In view of after completion of the project, which requires the C/Ps only to deal with, "bus passenger number" would be an apt indicator to be assessed. Considering the proposed OVI, "bus passenger number", "X %" has been identified as follows; Base year: 2019 (100 %) 270% as increment against the base year figure, which makes 370% in total.</p> <p>⊙ "More than 2 issues" are proposed by the Laotian side.</p>

<p>Project Purpose</p> <p>The capacities of relevant institutions in charge of formulating the urban transport master plan of Vientiane are upgraded, and their administrative and managing capacities for implementing urban transport policies from the master plan are strengthened.</p>	<p>① Counterparts who attended serial training sessions on urban transport master plan formulation improve their understandings on the issues, and achieve over X% → 70% on the post-training test scores (X: to be identified after baseline study)</p> <p>② Counterparts who attended training (s) on the project implementation manual improve their understandings, and achieve over X% → 70% on the post-training test scores (X: to be identified after baseline study)</p> <p>③ MPWT, DOT, and DPWT or any other relevant institution officially approves the urban transport master plan and action plan ("any other relevant institution" which is responsible for approving the master plan and action plan" to be identified, if any).</p>	<p>- Report on trainings on urban transport master plan planning</p> <p>- Report on pilot projects</p> <p>- Approval document by GOL</p>	<p>- Consistent development policy of the Government relevant to the urban transport system is maintained.</p>	<p>① Achieved.</p>	<p>Project Purpose ①</p> <p>X% has been identified as "70%", which the Project aims to secure an appropriate range considering technical issues under the technical cooperation project. This also means that the score for the target project is 70% (50% of the target score). The Project aims to improve the level of C/Ps' understandings to achieve the proposed target through the trainings.</p> <p>Series of discussions among the Experts followed by the review and modification of managing overall WG sessions, etc., the scores of the respective C/Ps have become rather stable.</p> <p>C/Ps who scored 70 or above for the post-training test are considered as improved with the other factors shown during the WG sessions as well as the inputs/contributions by the C/Ps throughout the Project.</p> <p>Current average score marked 68.1%. Certain follow ups are to be conducted to achieve the target figure.</p> <p>The OVI as "over 70%" to show the C/Ps' understandings on the said issue has been achieved throughout the project with numerous follow ups by the Experts. To be specific, 76.25% was the final figure with positive elements from majority of the WG members.</p> <p>② With the same reason mentioned in the "Project Purpose ①", "X%" has been identified as "70%", Under process.</p> <p>Trainings on the Project Implementation Manual have been carried out in 11/2022.</p> <p>Through those trainings, post test score marked 88%.</p> <p>③ Under the Project, the approval procedure to be led by the DPWT, which is an implementation agency for various urban transport policy measures.</p> <p>Having in-depth discussions with the concerned C/Ps, the Action Plan has been prepared, and is to be presented during the 6th JCC.</p> <p>Updating the Master Plan, on the other hand, is to be finalized prior to the final JCC, which is to be organized in 05/2023.</p> <p>DPWT & DOT/MPWT level of approval is to be obtained within the Project period. Afterwards, Lao side is to process further.</p>
<p>Outputs</p> <p>1. The mechanism for discussing and sharing the views on the issues of urban transport is established.</p>	<p>① More than X issues → 3 issues identified during the initial stage of the Project are discussed in the meetings of the "Steering Committee to Solve Congestion and Traffic-Management in Traffic Routes in the City of Vientiane Capital" (CTMC) (X: to be identified by the first → second → third (fourth) JCC)</p>	<p>- Record of meetings of Traffic Management Committee</p> <p>- Interview to members of the Committee and authorities related to urban transport</p>	<p>- No large-scale (substantial) reorganization or reshuffle of the personnel of the counterpart institutions occur.</p>	<p>① Within the Project's control; Achieved.</p>	<p>① X issues have been identified as "3 issues" considering the several/different aspects which should be looked into, such as the transport policy, pilot project, master plan, action plan, etc. Tireless efforts have been made by the Expert side to realize the CTMC meeting. Finally, the Governor of VC, who is a chair person of the CTMC, expressed his intention to organize the CTMC meeting in 07/2022, which may be postponed till 09/2022 due to the availability of the concerned parties. Once the said meeting be pushed through, identified issues will be brought to the table of discussion.</p> <p>Organizing the CTMC meeting was rather challenging though the Experts had made efforts to push it through. On the other hand, identified issues, such as the transport policy, pilot project, master plan, action plan, etc., have been discussed during the several JCCs, which involved some members of the CTMC, including the Governor of VC, a Chair person of CTMC.</p>

<p>② More than X issues → <u>3 issues</u> identified during the initial stage of the Project and discussed in the meetings of the "Steering Committee to Solve Congestion and Traffic-Management in Traffic Routes in the City of Vientiane Capital" (CTMC) are dealt by related institutions with follow-up activities (X: to be identified by the first → second → third (fourth) JCC)</p>	<p>① Within the Projects control: Achieved.</p>	<p>1.② In accordance with the above 1.①, once the discussion with the CTMC has been made and agreed upon, DPWT, as a lead institution, is to handle the issues. Refer to the above 1.① While following up with the CTMC meeting, more than 3 issues, namely, the transport policy, pilot project, master plan, and the action plan, have been dealt by the responsible organizations, which lead by DPWT. Likewise, apart from organizing the CTMC meetings, DPWT C/PS have been dealing with the identified issues with necessary follow ups: e.g. reflection of the public opinions on the Pilot Project results, etc.</p>
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<p>2. Urban transport master plan is formulated and trainings (including OJT) are offered to counterparts for their capacity building.</p>	<p>① More than X C/Ps → 18 C/Ps receive training on formulating the urban transport master plan (X: to be identified by the first → second JCC) → More than 70% of the C/Ps receive training on formulating the urban transport master plan</p> <p>② An urban transport master plan for Vientiane Capital is formulated by updating the year 2008 version.</p> <p>③ An action plan is formulated to realize → implement the contents of the master plan.</p>	<p>- Reports on the current situation of urban transport issues - Updated urban transport master plan - Action plan for master plan implementation</p>	<p>① Achieved.</p>	<p>2. ① It is proposed to modify the current OVI to "More than 70% of the C/Ps receive training on formulating the urban transport master plan". There are 12 Working Groups (WGs) for 17 C/Ps (excluding 4 police officers who have difficulties to attend the WGs due to nature of their work), which requires to belong to the several WGs (trainings) for each member. Under such circumstances, it has become not feasible to count the number of C/Ps to receive the said trainings, instead, the total YCS trainings and their average based participation for the WGs so that when the officials in charge (is/are) not available, another (other representative/s) from the same organization can attend. More than 70% of the C/Ps have received the training on formulating the urban transport master plan.</p>
<p>3. Pilot project(s) are implemented and the targeted issues are alleviated/mitigated.</p>	<p>① More than X C/Ps → 3 C/Ps play specific roles in the planning and implementation of the pilot projects (X: to be identified when the pilot project is decided)</p> <p>② More than X C/Ps → 18 C/Ps receive training on the project implementation manual (X: to be identified by the first → second JCC) → More than 70% of the C/Ps receive training on the project implementation manual</p> <p>③ Urban traffic-related indicators improve on average by X% → "average travel speed + 5 km/h" in pilot project areas ("urban traffic-related indicators" and X: to be identified when the pilot project is decided).</p>	<p>- Pilot project implementation reports</p>	<p>② Expected to be achieved.</p> <p>③ Achieved.</p> <p>3. ③ Achieved.</p> <p>② Achieved.</p> <p>③ Partially Achieved.</p>	<p>2. ② Upon completion of the Action Plan, the Master Plan updates is to be completed prior to the final JCC scheduled in 05/2023.</p> <p>2. ③ Action Plan has been completed prior to the 6th JCC, and approved by the said JCC.</p> <p>3. ① Respective C/Ps have been proactively dealing with the preparation for the Pilot Projects (PPs), such as site survey, etc., in particular, during the Experts' absence from Vientiane. Those C/Ps have been even prioritizing the Project related work.</p> <p>The officials of the responsible organizations, lead by DPWT, have been handling a series of PP related activities, including the follow ups. Leading C/Ps are the Director of Division of Transport Management, Head of Transport Department and a technical staff of Division of Transport Management, DPWT.</p> <p>3. ② In relation to the above 2. ①, the same proposed modification is applicable. Training on the project implementation manual has been carried out twice in 11/2022. Participants who directly involve this area of work are marked 9 in total (also others took part), which shows the achievement of this indicator (recorded more than 80% of the C/Ps received the said training).</p> <p>3. ③ Regarding the un-set OVI, it is proposed to consider the "travel speed". Currently, the survey to identify "X%" is underway. It is proposed to modify the given indicator as below to make it more suitable to the context considering the nature of the Project (old): Urban traffic-related indicators improve on average by X% in pilot project areas. (new): Urban traffic-related indicators improve on average travel speed + 5 km/h in pilot project areas. Some parts of the pilot project area has achieved such target while others have not. Thus, the overall average still requires improvement. Some of the Pilot Project areas, namely 2 locations in Khouvieng Intersection, and 1 location in Savang Circus 1 Intersection, have shown the achievements of the target figure. Average travel speed of those locations marked 7.975 km/h. However, other locations require improvements (Note: Pre-condition survey was carried out during the critical time of COVID-19, to be specific on 22/12/2021, which may have affected the survey results while the post-condition survey was done so on 30/03/2022, which was the time that COVID-19 situation had become rather stable). Traffic Police instruction to the drivers to follow the lane mark for smooth traffic flow, would be one of the measures for improvement.</p>

Activities	Inputs	The Laoian side	Important Assumption
<p>1-1. A subcommittee comprised of the representatives of the institutions relevant to urban transport system is established under CTMC.</p> <p>1-2. Support the activities of CTMC as listed below:</p> <p>1-2-1. Discussion and decision-making on the technical, administrative and institutional issues of urban transport.</p> <p>1-2-2. Informing the relevant institutions of the results of the discussions and required actions.</p> <p>1-2-3. Monitoring of progress of the required actions implemented by the relevant institutions.</p> <p>2-1. Existing capacities of relevant institutions for urban transport planning are assessed and the areas which need to be enhanced are identified.</p> <p>2-2. Capacity development plan for urban transport planning is prepared.</p> <p>2-3. Training plan is implemented and the effect of the training courses are evaluated.</p> <p>2-4. A manual for urban transport planning (master plan formulation) is prepared through the process of updating the master plan.</p> <p>2-5. Current situation of urban transport of Vientiane Capital is analyzed (studied) and the issues are identified.</p> <p>2-6. Projects relevant to the urban transport system of Vientiane, including the public transport projects such as BRT project and the project for improvement of bus services, are reviewed.</p> <p>2-7. Contents of the transport master plan of the year 2008 is updated.</p> <p>2-8. An action plan is prepared to realize the contents of the master plan.</p>	<p>The Japanese Side</p> <p>Japanese side</p> <p>(1) Dispatch of Experts</p> <p>1) Chief Advisor / Transport Policy / Organization</p> <p>2) Deputy Chief Advisor / Transport Policy / Organization</p> <p>3) Urban Transport Plan</p> <p>4) Socio-Economic Analysis</p> <p>5) Road Network Plan / Traffic Management Plan</p> <p>6) Public Transport Plan</p> <p>7) Traffic Survey / Traffic Demand Forecast 1/2</p> <p>8) Geospatial Analysis / GIS</p> <p>9) Financial Analysis / Investment plan</p> <p>10) Environmental and Social Considerations</p> <p>11) Pilot Project Plan / Implementation Supervision</p> <p>12) Safety Management / Traffic Facilities / IoT</p> <p>13) Urban Development / Land Use Plan / Legislation System</p> <p>14) Capacity Development Plan / Training Management / Institutional Assessment</p> <p>15) Monitoring / Evaluation</p> <p>16) Project Coordinator / Traffic Demand Forecast Support</p> <p>(2) Training</p> <p>Carrying out training in Japan and/or third countries</p> <p>(3) Equipment</p> <p>Equipment / Instrument</p> <p>(4) Survey Cost</p> <p>Supplemental Survey Cost</p> <p>(5) Seminar</p> <p>Seminars for dissemination of the Project results to the public.</p> <p>(6) Pilot Project Cost</p> <p>Necessary cost for implementing Pilot Projects if necessary.</p>	<p>The Laoian side</p> <p>Lao side</p> <p>(1) Provision of Counterpart personnel</p> <p>- Director General of DOT as Project Director</p> <p>- Director of DPWT as Project Manager, and</p> <p>- Counterpart personnel should be assigned.</p> <p>(2) Provision of office space and equipment for JICA Experts</p> <p>Office facility should be provided so that JICA Experts can work in comfortable environment</p>	<p>- Stakeholders of the pilot project(s) do not oppose the pilot project(s).</p>

<p>3-1. Pilot project(s) to be implemented in the Project is/are selected. 3-2. Implementation plan of the pilot project(s), including design, is prepared. 3-3. Outline of the pilot project is explained to the stakeholders and their consensus is obtained. 3-4. Pilot project(s) is/are implemented. 3-5. The results of implementing the pilot project(s) are evaluated. 3-6. A manual for project implementation is prepared through the process of implementation of the pilot project(s). 3-7. Training on the project implementation manual is provided to institution staff who will be involved in the implementation of the action plan proposed in the updated master plan.</p>	<p style="text-align: center;">Pre-Conditions</p> <p>- Lao counterpart personnel members for the project are properly assigned and appointed by the top management.</p>
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Project Monitoring Sheet 1 (Revision of Project Design Matrix)

Version 6.0 (Final)

Project Title: The Project for Institutional Capacity Building for Sustainable Urban Transport System in Lao People's Democratic Republic

Implementing Agency: Department of Transport, Ministry of Public Works and Transport (DOT/MPWT), Dept. of Public Works and Transport of Vientiane Capital (DPWT/VC)

Revised: Jan. 2019, Updated: As of 09/2023

Target Group: DOT/MPWT, DPWT/VC

Period of Project: December 2018 - February 2023 → July 2023 - November 2023

Project Site: Vientiane Capital

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification	Important Assumption	Achievement	Remarks
<p>Overall Goal</p> <p>Institutional measures and priority projects proposed in the urban transport master plan are implemented in Vientiane Capital under the leadership of GOL.</p>	<p>① More than 3 projects and/or policies proposed in the master plan are reflected in the annual plans of MPWT, DOT, or other related agencies with budget allocations (X: to be identified by the first 6 months in the final project year)</p> <p>② More than 2 projects and/or policies proposed in the master plan are under discussion → discussed and considered with donors for implementation (X: to be identified by the first 6 months in the final project year)</p> <p>③ More than 5 projects and/or policies proposed in the master plan are realized → implemented (under implementation or completed) (X: to be identified by the first 6 months in the final project year)</p> <p>④ Urban traffic related indicators, bus passenger number, in Vientiane Capital improve by 370% or more (X: to be identified by the first 6 months in the final project year)</p> <p>⑤ The roles of "Steering Committee to Solve Congestion and Traffic-Management in Traffic Routes in the City of Vientiane Capital" (CTMC) are established and more than 2 issues regarding the implementation of the master plan are discussed annually in the CTMC meetings (X: to be identified by the first 6 months in the final project year)</p>	<p>- Official documents prepared by GOL</p> <p>- Interview to related donors and government officials</p>			<p>① "X projects and/or policies" has been proposed to be set as "3". In general, 5-6 projects/year to have been implemented. Out of those, at least 1 project/year to be selected from those listed in the Master Plan, which makes it 3 projects within 3 years in total.</p> <p>② "X projects and/or policies" has been proposed to be set as "2". Potential donors are JICA, the World Bank, and others for 1 project each to discuss with. As such, 2 projects could be feasible.</p> <p>③ "X projects and/or policies" has been proposed to be set as "5". Referring to the above ① (3 projects), as well as those implemented by MPWT and another relevant organization, which is expected 1 project respectively, makes the total as 5.</p> <p>④ In view of after completion of the project, which requires the C/Ps only to deal with, "bus passenger number" would be an apt indicator to be assessed. Considering the proposed OVI, "bus passenger number", "X %" has been identified as follows: Base year: 2019 (100 %) 270% as increment against the base year figure, which makes 370% in total.</p> <p>⑤ "More than 2 issues" are proposed by the Laotian side.</p>

<p>Project Purpose</p> <p>The capacities of relevant institutions in charge of formulating the urban transport master plan of Vientiane are upgraded, and their administrative and managing capacities for implementing urban transport policies from the master plan are strengthened.</p>	<p>① Counterparts who attended serial training sessions on urban transport master plan formulation improve their understandings on the issues, and achieve over X% → 70% on the post-training test scores (X: to be identified after baseline study)</p> <p>② Counterparts who attended training (s) on the project implementation manual improve their understandings, and achieve over X% → 70% on the post-training test scores (X: to be identified after baseline study)</p> <p>③ MPWT, DOT, and DPWT or any other relevant institution officially approves the urban transport master plan and action plan ("any other relevant institution" which is responsible for approving the master plan and action plan" to be identified, if any).</p>	<p>- Report on trainings on urban transport master plan planning</p> <p>- Report on pilot projects</p> <p>- Approval document by GOL</p> <p>- Consistent development policy of the Government relevant to the urban transport system is maintained.</p>	<p>① Achieved</p>	<p>Project Purpose</p> <p>① X% has been identified as "70%", which the Project aims to secure as an appropriate range considering technical transfer under the technical cooperation project. This is also in line with the other projects cases. So far, the average post-test score level is about 50 %, however the Project aims to improve the level of C/Ps' understandings to achieve the proposed target through the trainings. Series of discussions among the Experts followed by the review and modification of managing overall WG sessions, etc., the scores of the respective C/Ps have become rather stable.</p> <p>C/Ps who scored 70 or above for the post-training test are considered as improved with the other factors shown during the WG sessions as well as the inputs/contributions by the C/Ps throughout the Project.</p> <p>Current average score marked 68.1 %. Certain follow ups are to be conducted to achieve the target figure.</p> <p>The OVI as "over 70 %" to show the C/Ps' understandings on the said issue has been achieved throughout the project with numerous follow ups by the Experts. To be specific, <u>76.0 %</u> was the final figure with positive elements from majority of the WG members.</p> <p>② With the same reason mentioned in the "Project Purpose", "X%" has been identified as "70%".</p> <p>Under process.</p> <p>Trainings on the Project Implementation Manual have been carried out in 11/2022. Through those trainings, post test score marked <u>88.2 %</u>.</p> <p>③ Under the Project, the approval procedure to be led by the DPWT, which is an implementation agency for various urban transport policy measures. Having in-depth discussions with the concerned C/Ps, the Action Plan has been prepared, and presented during the 6th JCC held in 02/2023, and agreed. Updating the Master Plan (MP) has been completed in early 09/2023 after numerous review/revisions against the initial version prepared in late 03/2023.</p> <p>It is expected that DPWT and MPWT are to approve the updated MP once the SEA has been validated.</p> <p>Afterwards, Lao side is to process further.</p>
<p>Outputs</p> <p>1. The mechanism for discussing and sharing the views on the issues of urban transport is established.</p>	<p>① More than X issues → 3 issues identified during the initial stage of the Project are discussed in the meetings of the "Steering Committee to Solve Congestion and Traffic Management in Traffic Routes in the City of Vientiane Capital" (CTMC) (X: to be identified by the first → second → third (fourth) JCC)</p>	<p>- Record of meetings of Traffic Management Committee</p> <p>- Interview to members of the Committee and authorities related to urban transport</p> <p>- No large-scale (substantial) reorganization or reshuffle of the personnel of the counterpart institutions occur.</p>	<p>① Achieved</p>	<p>① X issues have been identified as "3 issues" considering the several/different aspects which should be looked into, such as the transport policy, pilot project, master plan, action plan, etc.</p> <p>Tireless efforts have been made by the Expert side to realize the CTMC meeting. Finally, the Governor of VC, who is a chair person of the CTMC, expressed his intention to organize the CTMC meeting in 07/2022, which may be postponed till 09/2022 due to the availability of the concerned parties. Once the said meeting be pushed through, identified issues will be brought to the table of discussion.</p> <p>Organizing the CTMC meeting was rather challenging though the Experts had made efforts to push it through. On the other hand, identified issues, such as the transport policy, pilot project, master plan, action plan, etc., have been discussed during the several JCCs, which involved some members of the CTMC, including the Governor of VC, a Chair person of CTMC.</p> <p>JCC with CTMC members have discussed the issues, such as the transport policy, pilot project, master plan, action plan, etc..</p>

<p>2. Urban transport master plan is formulated and trainings (including OUT) are offered to counterparts for their capacity building.</p>	<p>② More than X issues → 3 issues identified during the initial stage of the Project and discussed in the meetings of the "Steering Committee to Solve Congestion and Traffic-Management in Traffic Routes in the City of Vientiane Capital" (CTMC) are dealt by related institutions with follow-up activities (X: to be identified by the first → second → third (fourth) JCC)</p>			<p>② Achieved</p>	<p>1.② In accordance with the above 1.①, once the discussion with the CTMC has been made and agreed upon, DPWT, as a lead institution, is to handle the issues. Refer to the above 1.①</p> <p>While following up with the CTMC meeting, more than 3 issues, namely, the transport policy, pilot project, master plan, and the action plan, have been dealt by the responsible organizations, which lead by DPWT.</p> <p>Likewise, apart from organizing the CTMC meetings, DPWT C/Ps have been dealing with the identified issues with necessary follow ups; e.g. reflection of the public opinions on the Pilot Project results, etc.</p> <p>The activities discussed in the JCC were carried out.</p>
<p>2. Urban transport master plan is formulated and trainings (including OUT) are offered to counterparts for their capacity building.</p>	<p>① More than X C/Ps → 18 C/Ps receive training on formulating the urban transport master plan (X: to be identified by the first → second JCC) → More than 70% of the C/Ps receive training on formulating the urban transport master plan</p> <p>② An urban transport master plan for Vientiane Capital is formulated by updating the year 2008 version.</p> <p>③ An action plan is formulated to realize → implement the contents of the master plan.</p>	<p>- Reports on the current situation of urban transport issues</p> <p>- Updated urban transport master plan</p> <p>- Action plan for master plan implementation</p>	<p>2.① Achieved</p>	<p>2.① It is proposed to modify the current OVI to "More than 70% of the C/Ps receive training on formulating the urban transport master plan". There are 12 Working Groups (WG) for 17 C/Ps (excluding 4 police officers who have difficulties to attend the WGs due to nature of their work), which requires to belong to the several WGs (trainings) for each member. Under such circumstances, it has become not feasible to count the number of the C/Ps to receive the said trainings. Instead, the total WG trainings and their average participants (%) to be considered. The proposed modification also aims to secure organizational based participation for the WGs so that when the official(s) in charge is(are) not available, another/other representative(s) from the same organization can attend.</p> <p>More than 70% of the C/Ps have received the training on formulating the urban transport master plan.</p>	
<p>3. Pilot project(s) are implemented and the targeted issues are alleviated/mitigated.</p>	<p>① More than X C/Ps → 3 C/Ps play specific roles in the planning and implementation of the pilot projects (X: to be identified when the pilot project is decided)</p> <p>② More than X C/Ps → 18 C/Ps receive training on the project implementation manual (X: to be identified by the first → second JCC) → More than 70% of the C/Ps receive training on the project implementation manual</p>	<p>-Pilot project implementation reports</p>	<p>2.② Achieved</p> <p>③ Achieved</p> <p>3.① Achieved</p>	<p>2.② The Master Plan updates were done by late 03/2023 followed by numerous review/revisions to reflect the given comments within early 09/2023.</p> <p>2.③ Action Plan has been completed prior to the 8th JCC.</p> <p>3.① Respective C/Ps have been proactively dealing with the preparation for the Pilot Projects (PPs), such as site survey, etc., in particular, during the Experts' absence from Vientiane. Those C/Ps have been even prioritizing the Project related work.</p> <p>The officials of the responsible organizations, lead by DPWT, have been handling a series of PP related activities, including the follow ups. Leading C/Ps are the Director of Division of Transport Management, Head of Transport Department and a technical staff of Division of Transport Management, DPWT.</p> <p>3.② In relation to the above 2.① the same propped modification is applicable. Training on the project implementation manual has been carried out twice in 11/2022. Participants who directly involve this area of work are marked 9 in total (also others took part), which shows the achievement of this indicator (recorded 72.7 % of the C/Ps received the said training).</p>	

<p>③ Urban traffic-related indicators improve on average by X% → "average travel speed + 5 km/h" in pilot project areas ("urban traffic-related indicators", and X: to be identified when the pilot project is decided).</p>	<p>③ Partially Achieved</p>	<p>3.③ Regarding the un-set OVI, it is proposed to consider the "travel speed". Currently, the survey to identify "X%" is underway. It is proposed to modify the given indicator as below to make it more suitable to the context considering the nature of the Project (old): Urban traffic-related indicators improve on average by X% in pilot project areas. (new): Urban traffic-related indicators improve on average travel speed + 5 km/h in pilot project areas. Some parts of the pilot project area has achieved such target while others have not. Thus, the overall average still requires improvement. Some of the Pilot Project areas, namely 2 locations in Khouvieng Intersection, and 1 location in Savang Circus 1 Intersection, have shown the achievements of the target figure. Average travel speed of those locations marked 7.975 km/h. However, other locations require improvements (Note: Pre-condition survey was carried out during the critical time of COVID-19, to be specific on 22/12/2021, which may have affected the survey results while the post-condition survey was done so on 30/03/2022, which was the time that COVID-19 situation had become rather stable). Traffic Police instruction to the drivers to follow the lane mark for smooth traffic flow, would be one of the measures for improvement.</p>	
<p>Activities</p> <p>1-1. A subcommittee comprised of the representatives of the institutions relevant to urban transport system is established under CTMC.</p> <p>1-2. Support the activities of CTMC as listed below:</p> <p>1-2-1. Discussion and decision-making on the technical, administrative and institutional issues of urban transport.</p> <p>1-2-2. Informing the relevant institutions of the results of the discussions and required actions.</p> <p>1-2-3. Monitoring of progress of the required actions implemented by the relevant institutions.</p> <p>2-1. Existing capacities of relevant institutions for urban transport planning are assessed and the areas which need to be enhanced are identified.</p> <p>2-2. Capacity development plan for urban transport planning is prepared.</p> <p>2-3. Training plan is implemented and the effect of the training courses are evaluated.</p> <p>2-4. A manual for urban transport planning (master plan formulation) is prepared through the process of updating the master plan.</p> <p>2-5. Current situation of urban transport of Vientiane Capital is analyzed (studied) and the issues are identified.</p> <p>2-6. Projects relevant to the urban transport system of Vientiane, including the public transport projects such as BRT project and the project for improvement of bus services, are reviewed.</p> <p>2-7. Contents of the transport master plan of the year 2008 is updated.</p> <p>2-8. An action plan is prepared to realize the contents of the master plan.</p>	<p>Inputs</p> <p>The Japanese Side</p> <p>Japanese side</p> <p>(1) Dispatch of Experts</p> <p>2) Chief Advisor / Transport Policy / Organization</p> <p>3) Deputy Chief Advisor / Transport Policy / Organization</p> <p>4) Urban Transport Plan</p> <p>5) Socio-Economic Analysis</p> <p>6) Road Network Plan / Traffic Management Plan</p> <p>7) Public Transport Plan</p> <p>8) Traffic Survey / Traffic Demand Forecast 1/2</p> <p>9) Geospatial Analysis / GIS</p> <p>10) Financial Analysis / Investment plan</p> <p>11) Environmental and Social Considerations</p> <p>12) Pilot Project Plan / Implementation Supervision</p> <p>13) Safety Management / Traffic Facilities / IoT System</p> <p>14) Urban Development / Land Use Plan / Legislation</p> <p>15) Capacity Development Plan / Training Management / Institutional Assessment</p> <p>16) Monitoring / Evaluation</p> <p>17) Project Coordinator / Traffic Demand Forecast Support</p> <p>(2) Training</p> <p>Carrying out training in Japan and/or third countries</p> <p>(3) Equipment / instrument</p> <p>(4) Survey Cost</p> <p>Supplemental Survey Cost</p> <p>(5) Seminar</p> <p>Seminars for dissemination of the Project results to the public.</p> <p>(6) Pilot Project Cost</p> <p>Necessary cost for implementing Pilot Projects if necessary.</p>	<p>The Laotian side</p> <p>(1) Provision of Counterpart personnel</p> <p>- Director General of DOT as Project Director.</p> <p>- Director of DPWT as Project Manager, and</p> <p>- Counterpart personnel should be assigned.</p> <p>(2) Provision of office space and equipment for JICA Experts</p> <p>Office facility should be provided so that JICA Experts can work in comfortable environment</p>	<p>Important Assumption</p> <p>- Stakeholders of the pilot project(s) do not oppose the pilot project(s).</p>

<p>3-1. Pilot project(s) to be implemented in the Project is/are selected. 3-2. Implementation plan of the pilot project(s), including design, is prepared. 3-3. Outline of the pilot project is explained to the stakeholders and their consensus is obtained. 3-4. Pilot project(s) is/are implemented. 3-5. The results of implementing the pilot project(s) are evaluated. 3-6. A manual for project implementation is prepared through the process of implementation of the pilot project(s). 3-7. Training on the project implementation manual is provided to institution staff who will be involved in the implementation of the</p>	
<p>Pre-Conditions</p> <p>- Lao counterpart personnel members for the project are properly assigned and appointed by the top management.</p>	

Activity	2019		2020		2021		Remarks	Issue	Solution
	Plan	Actual	Plan	Actual	Plan	Actual			
2-3 Capacity development training is implemented and the effects of the training courses are evaluated.	○	○	○	○	○	○	JICA	Ground work for this activity will be commenced sometime in July 2019.	
2-4 Manual for urban transport planning is prepared through the process of updating the Master Plan.	○	○	○	○	○	○	JICA	In progress. Site survey to comprehend the current traffic condition has been implemented.	
2-5 Current situation of urban transport of Vientiane Capital is analyzed (studied) and the issues are identified.	○	○	○	○	○	○	JICA	The said site survey has been preliminary implemented by the Japanese Experts. Once the relevant CRPs are assigned for this particular activity, they will be fully involved for the related activities.	
2-6 Projects relevant to the urban transport system of Vientiane are reviewed.	○	○	○	○	○	○	JICA	In progress. Progress of the BRT project has been gradually obtained.	
2-7 Contents of the Transport Master Plan of the year 2008 are updated.	○	○	○	○	○	○	JICA	Information sharing with the BRT project team will be continued.	
2-8 Action Plan which materialize the urban transport Master Plan (updated version) is formulated.	○	○	○	○	○	○	JICA		

Output 3: The pilot project(s) are implemented and the target issues of the pilot project(s) are alleviated/mitigated.

Activity	2019		2020		2021		Remarks	Issue	Solution
	Plan	Actual	Plan	Actual	Plan	Actual			
3-1 Pilot project(s) to be implemented in the Project is/are selected.	○	○	○	○	○	○	JICA	In progress. To select the pilot project(s) site(s) preliminary survey has been commenced by the Japanese Experts.	Once the relevant CRPs are on board, the activity will be carried out jointly.
3-2 Implementation plan of the pilot project(s), including design, is prepared.	○	○	○	○	○	○	JICA		
3-3 Outline of the pilot project is explained to the stakeholders and their consensus is obtained.	○	○	○	○	○	○	JICA		
3-4 Pilot project(s) is/are implemented.	○	○	○	○	○	○	JICA		
3-5 The results of implementing the pilot project(s) are evaluated.	○	○	○	○	○	○	JICA		
3-6 A manual for project implementation is prepared through the process of implementation of the pilot project(s).	○	○	○	○	○	○	JICA		Although the pilot project(s) has/have not been commenced yet, as for the manual, 15-20 copies together with the soft copy will be prepared.
3-7 Training on project implementation manuals provided to the staff of the institution relevant to implement the Action Plan.	○	○	○	○	○	○	JICA		

Duration / Phasing

Activity	2019		2020		2021		Remarks	Issue	Solution
	Plan	Actual	Plan	Actual	Plan	Actual			
Monitoring	○	○	○	○	○	○			
Joint Coordination Committee	○	○	○	○	○	○		The 1st JCC was organized on 1 April 2019.	
Set-up the Detailed Plan of Operation	○	○	○	○	○	○		Version 1 of Monitoring Sheets were distributed to the 1st JCC.	
Submission of Monitoring Sheet	○	○	○	○	○	○		Work plan has been submitted (Japanese Version) in December 2018.	
Reports/Documents	○	○	○	○	○	○		English version has been submitted to JICA HQs in Dec. 2019 while Lao version will be done so JICA Laos Office within April 2019.	
Work Plan	○	○	○	○	○	○			
Inception Report	○	○	○	○	○	○			
Set-up the Target Figures	○	○	○	○	○	○			
Project Completion Report	○	○	○	○	○	○			
Public Relations	○	○	○	○	○	○		Initial PR seminar (targets are concerned parties of the project and their related officials) is expected to be conducted on 28th Mar. 2019, which is expected to have about 100 participants.	
PR related activities	○	○	○	○	○	○			

Activity / Milestone	Start	End	Status	Progress	Achievements	Challenges	Remarks	Responsible Party	Agency	Frequency	Status		Remarks
											Actual	Plan	
2-3 Capacity development training is implemented and the effects of the training courses are evaluated.	○	○	○	○	○	○	○	○	○	○	○	○	Evaluation of pre-post training test and training for WGs 3, 4, 5, 11 & 12 have been conducted. Feedback from WGs and findings will be utilized for up-coming trainings.
2-4 Manual for urban transport planning is prepared through the process of updating the Master Plan.	○	○	○	○	○	○	○	○	○	○	○	○	In progress. Currently, respective WGs are working on the collection of the latest data, such as road development plan, socio-economic factor, etc. Having such information, manual is to be prepared.
2-5 Current situation of urban transport of Vientiane Capital is analyzed (studied) and the issues are identified.	●	○	○	○	○	○	○	○	○	○	○	○	In progress. Site survey, in particular, congestion sites, to comprehend the current traffic condition has been implemented with C/PIs in June 2019. As of 2019/09/09 JICA Experts have conducted surveys on: 1) congested intersections, 2) road conditions, 3) public transport facilities, 4) public transport and paratransit modes, and 5) development zones/on-going transport projects. Based on the conducted survey, current conditions have been assessed. Upon completion of the said site survey, Traffic Analysis Certificate, which would help identifying highly congested locations and selecting Pilot Project No.1 location, will be issued. (Traffic Analysis Certificate has contents of traffic condition, causes, counter measures, etc.) Analysis of current situation of urban transport of VC as well as identification of issues will be completed by the end of December 2019.
2-6 Projects relevant to the urban transport system of Vientiane are reviewed.	○	○	○	○	○	○	○	○	○	○	○	○	In progress. Progress of the BRT project has been gradually obtained. Currently collection of additional information on the other related projects, such as new highways, high speed railroad, development areas, etc., are underway. Information/data on the other related projects will continue to be collected, and those will be taken into consideration in the respective components of the project.
2-7 Contents of the Transport Master Plan of the year 2008 are updated.	○	○	○	○	○	○	○	○	○	○	○	○	In progress. Data on the village boundaries, land use development areas, on-going projects, structure of public transport related organizations, among other types of data are currently in the process of collection. Upon completion of the data collection, contents of the existing Transport Master Plan will be updated.
2-8 Action Plan which materialize the urban transport Master Plan (updated version) is formulated.	○	○	○	○	○	○	○	○	○	○	○	○	In progress. Several candidate pilot projects were identified, and queue length survey has been conducted to select 3-5

Output 3: The pilot project(s) are implemented and the target issues of the pilot project(s) are alleviated/mitigated.

Activity / Milestone	Start	End	Status	Progress	Achievements	Challenges	Remarks	Responsible Party	Agency	Frequency	Status		Remarks
											Actual	Plan	
3-1 Pilot project(s) to be implemented in the Project is/are selected.	○	○	○	○	○	○	○	○	○	○	○	○	On 3 Sep., 2019, 15 candidate pilot projects were identified, and queue length survey has been conducted to select 3-5

Joint Coordination Committee	Plan	[Progress bar]												The 2nd JCC was organized on 27 Sep. 2019.
	Actual	[Progress bar]												
Set-up the Detailed Plan of Operation	Plan	[Progress bar]												Version 2 of Monitoring Sheets were distributed at the 2nd JCC.
	Actual	[Progress bar]												
Submission of Monitoring Sheet	Plan	[Progress bar]												Work plan has been submitted (Japanese Version) in December 2018.
	Actual	[Progress bar]												
Reports/Documents	Plan	[Progress bar]												English version has been submitted to JICA HQs in Dec. 2019 while Lao version has been circulated to the C/P organizations in July 2019.
	Actual	[Progress bar]												
Work Plan	Plan	[Progress bar]												Lao version of Inception Report was submitted to JICA on the 31st of July 2019.
	Actual	[Progress bar]												
Inception Report	Plan	[Progress bar]												Referring to the Monitoring Sheet 1 (PDM), some of the Objectively Verifiable Indicators (OVIs) are to be set later than initially planned.
	Actual	[Progress bar]												
Set-up the Target Figures	Plan	[Progress bar]												Project proposed modification of the timeline for setting-up the target figures.
	Modified Plan	[Progress bar]												
Actual	Actual	[Progress bar]												
	Plan	[Progress bar]												
Project Completion Report	Plan	[Progress bar]												Project introduction brochure has been prepared in July 2019, while Facebook page has been launched in August 2019.
	Actual	[Progress bar]												
Public Relations	Plan	[Progress bar]												
	Actual	[Progress bar]												
PR related activities	Plan	[Progress bar]												
	Actual	[Progress bar]												

■ Activities with fixed period

■ Activities to be continuously conducted, or with tentative schedule

Project Monitoring Sheet II (Revision of Project Design Matrix)

Version 3

(Updated: October, 2020)

Note: Period of JICA Experts' absence from on-site assignment due to COVID-19 : March 2020-September 2020 (tentative)

"Modified 2" reflects the revision after resuming the on-site activities (Oct. 2020: tentative)

The Project for Institutional Capacity Building for Sustainable Urban Transport System		Inputs												Remarks	Issue	Monitoring				
Expert	Domestic assignments (Local to JICA)	2019				2020				2021										
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV			
Chief Advisor/ transport Policy/ Organization (Mr. Sakurai)	3.20 3.20 0.20	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	1) Project target (urban planning) area has been expanded based on the actual city bus operation coverage/urban development plan. 2) Due to COVID-19 outbreak, entire on-site activities/ assignments were suspended during the months of March 2020-xxx. 3) In relation to the above, some of the on-site assignments have been re-allocated to the domestic ones in order to efficiently manage the work in a feasible manner. 4) Together with the said re-allocation of the assignments, additionally-required assignments have been identified. 5) Necessity to secure the Chief Advisor's attendance to meet/discuss with CTMC. (Committee to Solve Congestion and Traffic-Management in Traffic Routes in the City of Vientiane Capital)	Based on the description of the "Issue", the project proposes modification of the Experts assignment schedule as described in "Modified 2", which includes below: 1) Expansion of the target area requires additional site survey, preparation of GIS data/land use plan. Thus 0.80 MM with 2 more trips to Vientiane to be added to Geospatial Analysis/GIS Expert while 0.4 MM with 1 more trip are to be done so for the Urban Development/Land Use Plan/Legislation System Expert. 2) 3) 0.5 MM on-site assignments of the Public Transport Plan Expert are to be shifted to the domestic ones with 0.1 MM of newly added domestic assignment. Likewise, the following Experts' on-site assignments are to be re-allocated to the domestic ones with newly added domestic assignments: Urban Development/Land Use Plan/ Legislation System Expert (0.5 MM with 0.1MM), Geospatial Analysis/ GIS Expert (1.0 MM with 0.2 MM).	
Deputy Chief Advisor/ transport Policy / Organization (Mr. Takeda)	7.70 7.70 0.45 1.15	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual			
Urban Transport Plan (Mr. Watanabe)	4.40 4.40 1.95	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual			
Socio-Economic Analysis (Ms. Mijares)	3.40	Plan	Actual																	
Road Network Plan/Traffic Management Plan (Mr. Wasita/ Mr. Endo)	6.00 6.70 1.95	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual			
Public Transport Plan (Mr. Murayama)	6.00 5.50 1.95	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual			
Traffic Survey /Traffic Demand Forecast 1 (Mr. Arita)	4.00	Plan	Actual																	
Traffic Survey /Traffic Demand Forecast 2 (Mr. Watanabe)	4.00 4.00 3.65	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual			
Geospatial Analysis/GIS (Ms. Miyao)	4.00 4.00 3.65	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual			
Financial Analysis/ Investment Plan (Mr. Tanaka)	3.00 3.00 0.95	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual			
Environmental and Social Considerations (Mr. Hayashida)	7.00 8.00 0.95	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual			
Pilot Project Plan/ Implementation Supervision (Mr. Kongkeo/Mr. Nozawa)	4.40 4.40 3.90	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual			
Safety Management/Traffic Facilities/IoT (Mr. Nozawa)	4.00	Plan	Actual																	
Urban Development/Land Use Plan/Legislation System (Mr. Kuwabara)	4.00 4.40 3.90	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual			
Capacity Development Plan/ Training Management/ Institutional Assessment (Mr. M. Tanaka)	6.00	Plan	Actual																	

Initially, project period was set till Dec. 2021, but 2022 is tentatively added considering the effects of the COVID-19 (under discussion).

Modified 2" reflects the revision after resuming the on-site activities (Oct. 2020: tentative)

Initially, project period was set till Dec. 2021, but 2022 is tentatively added considering the effects of the COVID-19 (under discussion).

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Monitoring/Evaluation (Ms. Taguchi)	Project Coordinator/Traffic Demand Forecast Support (bome by KEI, Mr. Garcia)	2019		2020		2021		2022		Remarks
		1-12	1-12	1-12	1-12	1-12	1-12	1-12	1-12	
		2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	
Equipment		Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	STRADE will be utilized for traffic demand forecast related activities.
STRADA		Modified 2	Actual	Modified 2	Actual	Modified 2	Actual	Modified 2	Actual	Project proposes modification of the plan (Modified 2) considering the said surveys and COVID-19. Required surveys have been identified after several discussions among Working Group (WG) 5. Chapter 2 of the "Guide Book (GB) on Traffic Survey and Demand Forecast" developed by WG 5 states the details of those surveys.
Training in Japan		Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Ground work required; (1) Package I: Person Trip survey (PT Survey for 4,700 households by 316 Villages in 7 Districts) (2) Package II: 1) Screen line survey, 2) Cordon line survey, 3) Traffic count survey in peak hours, and 4) Parking interview survey (on/off street) (1) & (2) have been completed in Oct., 2020. However, schedule of the equipment was also affected by COVID-19.
Training for Counterpart Personnel		Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	2nd training in Japan was supposed to be organized in June 2020. However, because of COVID-19, it has been suspended. Currently, JICA considers to resume the said training (as a whole) after April 2021.

Activities	2019		2020		2021		2022		Issue & Countermeasures/ Remarks
	1-12	1-12	1-12	1-12	1-12	1-12	1-12	1-12	
Sub-Activities									
Output 1: The mechanism for discussing and sharing the views on the issues of urban transport is established.									
1-1 A subcommittee comprising of the representatives of the institutions relevant to urban transport system is established under CTMC (Committee to Solve Congestion and Traffic-Management in Traffic Routes in the City of Ventnane Capital)	●●								Completed. 22 CPs have been assigned since June 2019. Accordingly, 12 Working Groups (WGs) have been established. As of 23 Sep., 2019, 8 WGs have been conducted respective activities (See Remarks: WGs with under bar are the ones that have conducted their activities). Meetings/activities of remaining 4 WGs will be completed in the fall related to the JICA. Expenses will facilitate the WG activities throughout the project period.
1-2 Support the activities of CTMC as listed below;	○								
1-2-1 Discussion and decision-making on the technical, administrative and institutional issues of urban transport.	●●○								In progress. Discussions with the Transport Division, DPWTT, have been organized and agreed issuance of "Traffic Analysis Certificate (TAC)" to identify the issues with proposed countermeasures in order to facilitate proper decision-making.
1-2-2 Informing the relevant institutions of the results of the discussions and required actions.	●●○								Project proposes modified plan of operation affected by COVID-19 as shown in "Modified 2". The results of the 3rd JCC have been reported to the CTMC, in particular, the issues on the pilot project. Immediate Action Plan (IAP) has been prepared to determine the short term, mid-term, as well as long term countermeasures.
1-2-3 Monitoring of progress of	●●○								In progress. Small JCC, which is considered as the 3rd JCC, was organized on 11th Feb, 2020. During the said JCC, several issues have been discussed prior to the meeting with CTMC. Scheduled to be commenced.

Sub-Activities	2019		2020		2021		2022		Issue & Countermeasures/ Remarks
	1-12	1-12	1-12	1-12	1-12	1-12	1-12	1-12	
Output 1: The mechanism for discussing and sharing the views on the issues of urban transport is established.									
1-2 Support the activities of CTMC as listed below;									
1-2-1 Discussion and decision-making on the technical, administrative and institutional issues of urban transport.									
1-2-2 Informing the relevant institutions of the results of the discussions and required actions.									
1-2-3 Monitoring of progress of									

Sub-Activities	2019		2020		2021		2022		Issue & Countermeasures/ Remarks
	1-12	1-12	1-12	1-12	1-12	1-12	1-12	1-12	
Output 1: The mechanism for discussing and sharing the views on the issues of urban transport is established.									
1-2 Support the activities of CTMC as listed below;									
1-2-1 Discussion and decision-making on the technical, administrative and institutional issues of urban transport.									
1-2-2 Informing the relevant institutions of the results of the discussions and required actions.									
1-2-3 Monitoring of progress of									

Sub-Activities	2019		2020		2021		2022		Issue & Countermeasures/ Remarks
	1-12	1-12	1-12	1-12	1-12	1-12	1-12	1-12	
Output 1: The mechanism for discussing and sharing the views on the issues of urban transport is established.									
1-2 Support the activities of CTMC as listed below;									
1-2-1 Discussion and decision-making on the technical, administrative and institutional issues of urban transport.									
1-2-2 Informing the relevant institutions of the results of the discussions and required actions.									
1-2-3 Monitoring of progress of									

While coordinated by the DPWTT, it was supposed to be in progress as initially planned.

		2019	2020	2021	2022	Remarks	Issues	Solution
2-8 Action Plan which materialize the urban transport Master Plan (updated version) is formulated.	Actual							
	Plan	●●●	○○○	○○○	○○○	JICA	DOT/MPWT/DPWT/VC	Free bus tickets distribution to promote public transportation use/raise awareness of such benefit related work, preparation of Mobility Management, etc. have been undertaken.
	Modified 2	●●●	○○○	○○○	○○○	JICA	DOT/MPWT/DPWT/VC	Even though this activity has not been touched upon yet, the Project proposes modified operation plan in line with the other activities due to COVID-19 (see "Modified 2").
Output 3: The pilot project(s) are implemented and the target issues of the pilot project(s) are alleviated/mitigated.								
3-1 Pilot project(s) to be implemented in the Project is/are selected.	Plan	○○○	○○○			JICA	DOT/MPWT/DPWT/VC	In progress. 3rd JCC, which was to mainly discuss the Pilot Projects, including the IAP (Pilot Project 1), was organized on 11 Feb., 2020. Locations of the Pilot Project 1 have been selected during the said JCC.
	Modified 2	○○○	○○○			JICA	DOT/MPWT/DPWT/VC	
	Actual	○○○	○○○			JICA	DOT/MPWT/DPWT/VC	Detailed design was expected to be done by the end of March, 2020. However, due to COVID-19, it was not realized. Project proposes modification of the planned schedule as shown in "Modified 2". Currently, it is planned to be commenced in Feb., 2021.
3-2 Implementation plan of the pilot project(s), including design, is prepared.	Plan	○○○	○○○			JICA	DOT/MPWT/DPWT/VC	
	Modified 2	○○○	○○○			JICA	DOT/MPWT/DPWT/VC	
	Actual	○○○	○○○			JICA	DOT/MPWT/DPWT/VC	During JICA Experts absence, capacity development of the C/Ps has been enhanced through WG meetings/activities.
3-3 Outline of the pilot project is explained to the stakeholders and their consensus is obtained.	Plan	○○○	○○○			JICA	DOT/MPWT/DPWT/VC	Project proposes modified plan of operation affected by COVID-19 as shown in "Modified 2".
	Modified 2	○○○	○○○			JICA	DOT/MPWT/DPWT/VC	
	Actual	○○○	○○○			JICA	DOT/MPWT/DPWT/VC	Project proposes modifying the operation plan as shown in "Modified 2".
3-4 Pilot project(s) is/are implemented.	Plan	○○○	○○○			JICA	DOT/MPWT/DPWT/VC	Implementation plan of the Pilot Project 1 has been agreed at the 3rd JCC held on 11 Feb., 2020. It was also agreed that the stakeholder meeting is to be organized for approval of the detailed design of the said project once such design has been prepared.
	Modified 2	○○○	○○○			JICA	DOT/MPWT/DPWT/VC	
	Actual	○○○	○○○			JICA	DOT/MPWT/DPWT/VC	Refer to the above 3-4.
3-5 The results of implementing the pilot project(s) are evaluated.	Plan	○○○	○○○			JICA	DOT/MPWT/DPWT/VC	
	Modified 2	○○○	○○○			JICA	DOT/MPWT/DPWT/VC	
	Actual	○○○	○○○			JICA	DOT/MPWT/DPWT/VC	
3-6 A manual for project implementation is prepared through the process of implementation of the pilot project(s).	Plan	○○○	○○○			JICA	DOT/MPWT/DPWT/VC	
	Modified 2	○○○	○○○			JICA	DOT/MPWT/DPWT/VC	
	Actual	○○○	○○○			JICA	DOT/MPWT/DPWT/VC	Ground work for the manual preparation has been kicked off, and it was expected that the actual preparation be commenced in May 2020. Project proposes modifying the operation plan affected by COVID-19 as shown in "Modified 2".
3-7 Training on project implementation manuals provided to the staff of the institution relevant to implement the Action Plan.	Plan	○○○	○○○			JICA	DOT/MPWT/DPWT/VC	
	Modified 2	○○○	○○○			JICA	DOT/MPWT/DPWT/VC	
	Actual	○○○	○○○			JICA	DOT/MPWT/DPWT/VC	
Duration / Phasing		Plan	Actual			JICA	DOT/MPWT/DPWT/VC	
Monitoring Plan		Plan	Actual			JICA	DOT/MPWT/DPWT/VC	

Monitoring Item	Actual	2019												2020												Remarks	Issue			
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12					
Monitoring																														
Joint Coordination Committee	Plan Modified 2 Actual																												Plan	Prior to the 4th JCC, Technical Working Group (TWG) online meeting is to be held in Dec. 2020 (8 Dec.).
Set-up the Detailed Plan of Operation	Plan Actual																												Plan	
Submission of Monitoring Sheet	Plan Modified 2 Actual																												Plan	Version 4 of Monitoring Sheets together with Monitoring Summary are to be submitted to JICA in Dec., 2020.
Reports/Documents	Plan Actual																												Plan	Work plan has been submitted (Japanese Version) in December 2019.
Work Plan	Plan Actual																												Plan	English version has been submitted to JICA HQs in Dec. 2019 while Lao version has been circulated to the CFP organizations in July 2019.
Inception Report	Plan Actual																												Plan	Lao version of Inception Report was submitted to JICA on the 31st of July 2019.
Set-up the Target Figures	Plan Modified Plan Modified 2 Actual																												Plan	Due to the suspension of the on-site activity caused by COVID-19, setting up the target figures, which were supposed to be done so by the fourth JCC, requires re-scheduling.
Project Completion Report	Plan Modified 2 Actual																												Plan	Once JICA Experts' on-site assignment has been resumed, it will be handled, and the results will be reported to the up-coming JCC (4th one).
Public Relations	Plan Actual																												Plan	Facebook has been updated periodically.
PR related activities	Plan Actual																												Plan	

Activities with fixed period
 Activities to be continuously conducted, or with tentative schedule

Project Monitoring Sheet II (Revision of Project Design Matrix)

Version 4

(Updated: As of end July, 2021)

Note: Period of JICA Experts' absence from on-site assignment due to COVID-19: Mar. 2020 - Feb. 2021

Expert	Plan	2019				2020				2021				2022				Remarks	Issue	Solution			
		On-site assignment/converted-domestic assignment (work in Japan)				Experts' absence from on-site work due to COVID-19				On-site assignment due to COVID-19				Experts' absence from on-site work due to COVID-19									
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV						
Chief Advisor/ transport Policy/ Organization (Mr. Sakurai)	Plan 3,200 Modified for Var. 4	Actual 3,200	0.24																Deputy Chief Advisor, Urban Transport Plan/Traffic Survey/Traffic Demand Forecast 1 & Project Coordinator/Traffic Demand Forecast Support had resumed their on-site work from late 02/2021 with a condition of 2-week self isolation.	Under the unstable situation of COVID-19, scheduling of the Experts' on-site assignments have been rather challenging since it requires 60 days to stay in Lao P.D.R. (instructed by JICA). However, in case the remaining assignments are not sufficient, a minimum of 45 days can be accepted.	Some of the Experts have been adjusting their schedule to meet the said requirement to carry out their work in Laos while others are to convert their on-site assignments to the domestic ones.		
Deputy Chief Advisor/ transport Policy / Organization (Mr. Takeda)	Plan 7400 Modified for Var. 4	Actual 7,700	0.45																Other 3 Experts (Public Transport Plan, Pilot Project Supervision, Spatial Analysis/GIS, Pilot Project Plan / Implementation Supervision) have been assigned since 07/2021.				
Urban Transport Plan (Mr. Watanabe)	Plan 4400 Modified for Var. 4	Actual 1,900	1.90																				
Socio-Economic Analysis (Ms. Mijares)	Plan 3400	Actual 0	0																				
Road Network Plan/Traffic Management Plan (Mr. Watanabe/ Mr. Ende--Mr. Nakashima / Ms. Munakata)	Plan 6000 Modified for Var. 4	Actual 6,700	0																				
Public Transport Plan (Mr. Murayama)	Plan 6000	Actual 5,600	0																				
Traffic Survey/Traffic Demand Forecast 1 (Mr. Arita). (Remaining work to be converted to the domestic one)	Plan 6000 Modified for Var. 4	Actual 1,200	1.20																				
Traffic Survey /Traffic Demand Forecast 2 (Mr. Watanabe)	Plan 4000 Modified for Var. 4	Actual 0	0																				
Geospatial Analysis/GIS (Ms. Miyao)	Plan 4000 Modified for Var. 4	Actual 3,800	0.15																				
Financial Analysis/ Investment Plan (Mr. A. Tanaka)	Plan 4000	Actual 0	0																				
Environmental and Social Considerations (Mr. Hayashida)	Plan 3000 Modified for Var. 4	Actual 0.60	0.60																				
Pilot Project Plan/ Implementation Supervision (Mr. Kongkeo/Mr. Nozawa)	Plan 7000 Modified after 4/10 8,000 0 of 2019 0.56	Actual 0	0																				
Safety Management/Traffic Facilities/IoT (Mr. Nozawa)	Plan 4000 Modified for Var. 4	Actual 0	0																				
Urban Development/Land Use Plan/Legislation System (Mr. Kuwabara)	Plan 4000 Modified for Var. 4 3,900	Actual 0	0																				
Capacity Development/ Training Management/ Institutional Assessment (Mr. M. Tanaka)	Plan 5000 Modified for Var. 4	Actual 0	0																				

The Project for Institutional Capacity Building for Sustainable Urban Transport System

Inputs : Considering the COVID-19/restriction and prospect for normal (like mobilization, Modified for Var. 4 has been set.

Expert

Monitoring/Evaluation (Ms. Taguchi)	2.400 2.401 0.000	Plan	Actual	2019	2020	2021	2022	Responsible Organization	Issue & Countermeasures/ Remarks
		Modified for Ver. 3	Modified for Ver. 4	1 2 3 4 5 6 7 8 9 10 11 12	1 2 3 4 5 6 7 8 9 10 11 12	1 2 3 4 5 6 7 8 9 10 11 12	1 2 3 4 5 6 7 8 9 10 11 12		
Project Coordinator/Traffic Demand Forecast Support (come by KEI, Mr. Garcia)	0.000	Plan	Actual	2019	2020	2021	2022	JICA	Based on the TACs, the construction sites for the Pilot Project (PP1) have been determined. Discussion on the technical, administrative and institutional issues on the urban transport have been handled through the Working Group (WG) sessions. Recently, the review of the current road network has been done by the WG 4.
Equipment		Modified 2	Actual	2019	2020	2021	2022	GoLao	
STRADA (software for demand forecasting)		Plan	Actual	2019	2020	2021	2022	GoLao	As one of the examples of this activity, through the WG 11 sessions, the latest version of the detailed design of PP 1 has been developed. Prior to the CTMC approval, currently it is in the DPWT's approval stage.
Training in Japan		Modified 2	Actual	2019	2020	2021	2022	JICA	
Training for Counterpart Personnel		Plan	Actual	2019	2020	2021	2022	JICA	To start with, the progress of the PP1 will be monitored.
		Modified 2	Actual	2019	2020	2021	2022	IICA	

Activities	Overall Plan of Operation to be modified considering the COVID-19 situation/mobilization restriction as well as prospect to be able to commence on-site assignments without restriction from 04/2022.
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Output 1: The mechanism for discussing and sharing the views on the issues of urban transport is established.

1-1-1 subcommittee	●●	Plan	Actual	2019	2020	2021	2022	JICA	Completed.
representatives of the institutions relevant to urban transport system is established under CTMC (Committee to Solve Congestion and Traffic-Management in Traffic Routes in the City of Vientiane Capital).		Modified 2	Actual	2019	2020	2021	2022	DOT/MPWT/DPWTV/C	
1-2 Support the activities of CTMC as listed below;	○○	Plan	Actual	2019	2020	2021	2022	JICA	In progress. "Traffic Analysis Certificates (TACs)", which are to identify the issues with the proposed countermeasures to facilitate proper decision-making, have been issued.
1-2-1 Discussion and decision-making on the technical, administrative and institutional issues of urban transport.	●●○	Modified 2	Actual	2019	2020	2021	2022	DOT/MPWT/DPWTV/C	
1-2-2 Informing the relevant institutions of the results of the discussions and required actions.	●●○	Plan	Actual	2019	2020	2021	2022	JICA	As one of the examples of this activity, through the WG 11 sessions, the latest version of the detailed design of PP 1 has been developed. Prior to the CTMC approval, currently it is in the DPWT's approval stage.
1-2-3 Monitoring of progress of the required actions implemented by the relevant institutions.	●●○	Modified 2	Actual	2019	2020	2021	2022	DOT/MPWT/DPWTV/C	

Output 2: Medium and long-term urban transport Master Plan (updated version) is formulated and training and OJT to enhance C/Ps' capacity are implemented.

2-1 Existing capacities of the relevant institution for urban transport planning are	○○●○○○○○○○○○○○○○○○	Plan	Actual	2019	2020	2021	2022	JICA	Completed.
	○○○○○○○○○○○○○○○○○○○	Modified 2	Actual	2019	2020	2021	2022	DOT/MPWT/DPWTV/C	

Modified 2 Modified for Ver. 2 Actual		2019			2020			2021			2022			Remarks	Issue	Solution																																								
		1	2	3	4	5	6	7	8	9	10	11	12				1	2	3	4	5	6	7	8	9	10	11	12																												
3-1 Pilot project(s) to be implemented in the Project is/are selected.																													However, the detailed design has been determined by 07/2021.																											
3-2 Implementation plan of the pilot project(s), including design, is prepared.	○●○																												In progress.																											
3-3 Outline of the pilot project is explained to the stakeholders and their consensus is obtained.	○●○																												In progress.																											
3-4 Pilot project(s) is/are implemented.	○●○																												In progress.																											
3-5 The results of implementing the pilot project(s) are evaluated.	●○○																											In progress.																												
3-6 A manual for project implementation is prepared through the process of implementation of the pilot project(s).	○○																											In progress.																												
3-7 Training on project implementation manuals provided to the staff of the institution relevant to implement the Action Plan.	○○																											In progress.																												
Duration / Phasing	Plan																																																							
Monitoring Plan	Actual																																																							
Monitoring	Actual																																																							
Joint Coordination Committee	Modified 2 for Ver. 2																																																							
Set-up the Detailed Plan of Operation	Actual																																																							
Submission of Monitoring Sheet	Modified 2 for Ver. 2																																																							
Reports/Documents	Actual																																																							
Work Plan	Actual																																																							
Inception Report	Actual																																																							
Modified 2 for Ver. 2	Actual																																																							
Actual	Actual																																																							

However, the detailed design has been determined by 07/2021.

In progress.

As described above 3-1, detail design of PP 1 was finalized at last, and the implementation will follow with the plan accordingly. Contents of the PP 2 are under consideration. Both PPs are to be completed within the FY 2021.

In progress.

The detailed design of the PP 1 will be explained for the official approval within DPWT.

PP 1 is planned to be implemented in 09-10/2021 while that of 2 is expected to be commenced in 12/2021.

Once the detailed design has been approved, tender preparation to select a local consultant to carry out the PP 1, will begin.

In progress.

This activity will resume once the construction of the PP 1 has been completed (Refer to the above 3-4).

4th JCC: TBC

Version 4 of the Monitoring Sheets are to be distributed at the relevant timing including the 4th JCC.

Work plan has been submitted (Japanese Version) in December 2018.

English version has been submitted to JICA HQs in Dec. 2019 while Lao version has been circulated to CP organizations in July 2019.

Lao version of Inception Report was submitted to JICA on the 31st of July 2019.

Some of the unset indicators have been identified (Refer to the

Activity	Modified 2 for Ver. 2		Actual		Monitoring Values for this Monitoring Sheet 1)	Monitoring Sheet 1)
	Plan	Actual	Plan	Actual		
Set-up the Target Figures						
Project Completion Report						
Public Relations						
PR related activities						Facebook has been updated periodically so as to enhance the general public awareness on the urban transport planning, etc.

Activities with fixed period
 Activities to be continuously conducted, or with tentative schedule

Project Monitoring Sheet II (Revision of Project Design Matrix)

The Project for Institutional Capacity Building for Sustainable Urban Transport System

Experts' absence from on site work due to COVID-19.

Note: Period of JICA Experts' absence from on-site assignment due to COVID-19: Mar. 2020 - Feb. 2021

Inputs : Expert	Plan	2019												2020												2021												2022												Issue	Solution
		IV			III			II			I			IV			III			II			I			IV			III			II			I																
		12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12													
On-site assignment/Converted domestic assignment (work in Japan)	3,200,028	Plan	Modified for Ver. 4	Actual	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4														
Chief Advisor/ transport Policy/ Organization (Mr. Sakurai)	7,400,045	Plan	Modified for Ver. 4	Actual	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Finally, JICA's mobilization rule has been reconsidered, and "45 days or more" restriction has been lifted in late 04/2022. Meanwhile, the Lao government has relaxed the entry-exit measures on 09/05/2022. Having such remarkable progress, the Experts' mobilization has been accelerated. Mr. Nakashima, Road Network Plan/Traffic Management Plan Expert, has been replaced by Mr. Omura due to their company's internal reason. Currently Ms. Munakata and Mr. Omura are in charge of the said position since 01/05/2022.													
Deputy Chief Advisor/ transport Policy / Organization (Mr. Takeda)	7,700,045	Plan	Modified for Ver. 4	Actual	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4														
Urban Transport Plan (Mr. Watanabe)	4,400,190	Plan	Modified for Ver. 4	Actual	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4														
Socio-Economic Analysis (Ms. Mijares)	3,400	Plan	Modified for Ver. 4	Actual	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4														
Road Network Plan/Traffic Management Plan (Mr. Weather / Mr. Edge -> Mr. Ashikake -> Mr. Omura / Ms. Munakata)	6,000 6,700	Plan	Modified for Ver. 4	Actual	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4														
Public Transport Plan (Mr. Murayama)	6,000 5,001,600	Plan	Modified for Ver. 4	Actual	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4														
Traffic Survey / Traffic Demand Forecast 1 (Mr. Arita). (Remaining work to be converted to the domestic one)	6,000 6,001,200	Plan	Modified for Ver. 4	Actual	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4														
Traffic Survey / Traffic Demand Forecast 2 (Mr. Watanabe)	4,000 4,003,300,151	Plan	Modified for Ver. 4	Actual	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4														
Geospatial Analysis/GIS (Ms. Miyao)	4,000	Plan	Modified for Ver. 4	Actual	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4														
Financial Analysis / Investment Plan (Mr. A. Tanaka)	4,000	Plan	Modified for Ver. 4	Actual	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4														
Environmental and Social Considerations (Mr. Hayashida)	3,000 3,000,000	Plan	Modified for Ver. 4	Actual	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4	Modified for Ver. 4														

After 4th Qtr of 2019

1st 4th Qtr of 2019

Activities Sub-Activities	2019												2020												2021												2022												Remarks	Issue	Monitoring
	2019				2020				2021				2022				2021				2022				Responsible Organization	Achievements	Solution																								
	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV																															
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4																															
Output 1: The mechanism for discussing and sharing the views on the issues of urban transport is established. 1-1-A subcommittee comprising of the representatives of the institutions relevant to urban transport system is established under CTMC (Committee to Solve Congestion and Traffic Management in Capital) Routes in the City of Vientiane 1-2 Support the activities of CTMC as listed below: 1-2-1 Discussion and decision-making on the technical, administrative and institutional issues of urban transport. 1-2-2 Informing the relevant institutions of the results of the discussions and required actions. 1-2-3 Monitoring of progress of the required actions implemented by the relevant institutions.	Plan																										JICA	Completed.	Issue & Countermeasures/ Remarks																						
	Actual																																																		
	Plan																																																		
	Actual																																																		
	Plan																																																		
	Actual																																																		
	Modified 2																																																		
	Modified for Ver.5																																																		
	Actual																																																		
	Plan																																																		
	Modified 2																																																		
	Modified for Ver.5																																																		
	Actual																																																		

Once the Project tried to consider some alternative solutions regarding the CTMC due to the fact that the internal procedure (re-nomination of the representatives) had been taking rather too long to organize the meetings. However, the Mayor of VC, a chairperson of CTMC, informed that such procedure is no longer necessary, and would hold CTMC meeting in 07/2022, which may be postponed to 09/2022 or so due to the availability of the concerned parties. Starting from the 4th JCC, the Mayor has been taking the lead during the JCC, which explains the gradual realization of 1-2-1 activity.

1-2-2 activity to be continued by the C/Ps of the respective WGs, including the JCC.

Construction of the PPP has commenced on 13/12/2021, and expected to be completed by mid-02/2022. Management Committee has been established under DPWT to monitor the progress.
The Management Committee, established under the DPWT in 10/2021, has been monitoring the progress and taking necessary actions; e.g. the Pilot Project related follow ups, etc.

Duration / Phasing		2019												2020												2021												2022												Remarks	Issue	Solution										
		I			II			III			IV			I			II			III			IV			I			II			III			IV																											
		12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Monitoring Plan	Plan	[Gantt Chart]																																																												
	Actual	[Gantt Chart]																																																												
Joint Coordination Committee	Plan	[Gantt Chart]																																																												
	Actual	[Gantt Chart]																																																												
Set-up the Detailed Plan of Operation	Plan	[Gantt Chart]																																																												
	Actual	[Gantt Chart]																																																												
Submission of Monitoring Sheet	Plan	[Gantt Chart]																																																												
	Actual	[Gantt Chart]																																																												
Reports/Documents		[Gantt Chart]																																																												
Work Plan	Plan	[Gantt Chart]																																																												
	Actual	[Gantt Chart]																																																												
Inception Report	Plan	[Gantt Chart]																																																												
	Actual	[Gantt Chart]																																																												
Set-up the Target Figures	Plan	[Gantt Chart]																																																												
	Actual	[Gantt Chart]																																																												
Project Completion Report	Plan	[Gantt Chart]																																																												
	Actual	[Gantt Chart]																																																												
Public Relations		[Gantt Chart]																																																												
PR related activities	Plan	[Gantt Chart]																																																												
	Actual	[Gantt Chart]																																																												
Remarks		5th JCC has been organized on 14/09/2022. TWG meeting was conducted on 08/06/2022 prior to the said JCC.																																																5th JCC has been organized on 14/09/2022. TWG meeting was conducted on 08/06/2022 prior to the said JCC. Coordination of the schedule among the concerned parties has been rather a challenge to set the JCC.	Inquiry for their availability and secure their time to be done well in advance.											
Issue		Version 5 of the Monitoring Sheets have been distributed at the 5th JCC.																																																Note: Joint monitoring was conducted in 02/2022 by emailing to the monitoring in-charge C/Ps, and the Monitoring Sheets Ver. 5 were submitted to JICA in 03/2022. Updated Ver. 5 is considered as official Ver. 5.												
Solution																																																														

Activities with fixed period
 Activities to be continuously conducted, or with tentative schedule

Version 6 (Updated: As of 02/2023)

Project Monitoring Sheet II (Revision of Project Design Matrix)
The Project for Institutional Capacity Building for Sustainable Urban Transport System

Inputs: Expert	2019				2020				2021				2022				2023				Issue	Solution													
	Plan		Actual		Plan		Actual		Plan		Actual		Plan		Actual		Plan		Actual																
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8			9	10	11	12	1	2	3	4	5	6	7	8	9
Having normalized mobilization. Modified on Ver. 4. Has been set to domestic assignment (lock in).	<p>Experts' absence from on-site assignment due to COVID-19.</p> <p>Note: Period of JICA Experts' absence from on-site assignment corresponding to COVID-19: Mar. 2020 - Feb.</p>																																		
Chief Advisor/transport Policy/Organization (Mr. Sakurai)																													Urban Transport Plan Expert was mobilized in late 08/2022 for 17 days together with the tasks for the Traffic Survey/Traffic Demand Forecast 2. Likewise, Safety Management/Traffic Facilities/OT Expert handled dual tasks with Pilot Project Plan/implementation Supervision related work from late 08/2022 for 25 days, followed by another mission in 11-12/2022.						
Urban Transport Plan (Mr. Watanabe)																													6 Experts delit with their respective work in Ventiane (Deputy Chief Advisor/transport Policy						
Socio-Economic Analysis (Ms. Miyares)																													Organization, Urban Transport Plan & Traffic Survey/Traffic Demand Forecast 2; Socio-Economic Analysis; Road Network Plan/Traffic Management Plan; Road Network Plan/Traffic Management Plan and Project Coordinator/Traffic Demand						
Road Network Plan/Traffic Management Plan (Mr. Maizumi / Mr. Etsuo - Mr. Nakashima - Mr. Omura / Ms. Munakata)																													Forecast Support). In 02/2023, Environmental and Social Considerations Expert as well as Monitoring/Evaluation Expert joined on site.						
Public Transport Plan (Mr. Murayama)																													Chief Advisor/Transport Policy/Organization Expert was mobilized to oversee the 6th ICC.						
Traffic Survey /Traffic Demand Forecast 1 (Mr. Anita), (Remaining work to be converted to the domestic org)																													The project duration has been extended till the end of 07/2023 considering the 2nd Training in Japan as well as the Project Completion Report preparation.						
Traffic Survey /Traffic Demand Forecast 2 (Mr. Watanabe)																																			
Geospatial Analysis/GIS (Ms. Miyao)																																			
Financial Analysis/ Investment Plan (Mr. A. Tanaka)																																			

Version 6 Final Updated from Ver. 5.01 (2022.3)
 Updated As of 09/2023

Project Monitoring Sheet II (Revision of Project Design Matrix)

The Project for Institutional Capacity Building for Sustainable Urban Transport System (Experts' absence from on site from 2022.10.27 to 2023.1.13)

Inputs	2019												2020												2021												2022												2023											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Expert	[Gantt chart showing expert presence with color-coded bars for different activities]																																																											
Chief Advisor/transport Policy/ Organization (Mr. Sakurai)	[Gantt chart showing Chief Advisor presence]																																																											
Deputy Chief Advisor/transport Policy/ Organization (Mr. Itaketa)	[Gantt chart showing Deputy Chief Advisor presence]																																																											
Urban Transport Plan (Mr. Watanabe)	[Gantt chart showing Urban Transport Plan activities]																																																											
Socio-Economic Analysis (Ms. Miyatake)	[Gantt chart showing Socio-Economic Analysis activities]																																																											
Road Network Plan/Traffic Forecast (Mr. Kishida, Mr. Enoki, Mr. Akashi, Mr. Onura, Ms. Minakata)	[Gantt chart showing Road Network Plan/Traffic Forecast activities]																																																											
Public Transport Plan (Mr. Kobayashi)	[Gantt chart showing Public Transport Plan activities]																																																											
Traffic Survey/Traffic Demand Forecast (Remaining work to be completed by the domestic staff)	[Gantt chart showing Traffic Survey/Traffic Demand Forecast activities]																																																											
Traffic Survey/Traffic Demand (Mr. Watanabe)	[Gantt chart showing Traffic Survey/Traffic Demand activities]																																																											
Geospatial Analysis/GIS (Ms. Muro)	[Gantt chart showing Geospatial Analysis/GIS activities]																																																											
Financial Analysis/ Investment Plan (Mr. A. Tanaka)	[Gantt chart showing Financial Analysis/ Investment Plan activities]																																																											
Environmental and Social Considerations (Mr. Hayashi)	[Gantt chart showing Environmental and Social Considerations activities]																																																											
Pilot Project Plan/ Implementation Supervision (Mr. Kojima/Mr. Nozawa)	[Gantt chart showing Pilot Project Plan/ Implementation Supervision activities]																																																											
Safety Management/Traffic Facilities/KOT (Mr. Aizawa)	[Gantt chart showing Safety Management/Traffic Facilities/KOT activities]																																																											
Urban Development/Land Use Plan/Legislation System (Mr. Kuwahara)	[Gantt chart showing Urban Development/Land Use Plan/Legislation System activities]																																																											
Capacity Development/ Project Management/ Institutional (Mr. M. Tanaka)	[Gantt chart showing Capacity Development/ Project Management/ Institutional activities]																																																											
Monitoring/Evaluation (Ms. Taguchi)	[Gantt chart showing Monitoring/Evaluation activities]																																																											
Project Coordinator/Traffic Demand Forecast Support (done by KEI, Mr. Ganeai)	[Gantt chart showing Project Coordinator/Traffic Demand Forecast Support activities]																																																											
Remarks	<p>Urban Transport Plan Expert was mobilized in site from 2022.10.27 to 2023.1.13. The remaining work for the Chief Advisor/transport Policy/ Organization (Mr. Sakurai) and Deputy Chief Advisor/transport Policy/ Organization (Mr. Itaketa) has been completed. The remaining work for the Chief Advisor/transport Policy/ Organization (Mr. Sakurai) and Deputy Chief Advisor/transport Policy/ Organization (Mr. Itaketa) has been completed. The remaining work for the Chief Advisor/transport Policy/ Organization (Mr. Sakurai) and Deputy Chief Advisor/transport Policy/ Organization (Mr. Itaketa) has been completed.</p>																																																											
Issue																																																												
Solution																																																												

Table with columns for months (2019-2023), categories (Pilot projects, Duration/Phasing, Monitoring, etc.), and rows for various project tasks. Includes Gantt-style progress bars and detailed text in the 'Issue' and 'Solution' columns.

Activities with fixed period
Activities to be continuously conducted, or with tentative schedule

Appendix 3 JCC 議事録及び JCC 資料

MINUTES OF MEETING
THE FIRST JOINT COORDINATION COMMITTEE (JCC) MEETING
FOR
THE PROJECT FOR INSTITUTIONAL CAPACITY BUILDING FOR SUSTAINABLE
URBAN TRANSPORT SYSTEM
IN
LAO PEOPLE'S DEMOCRATIC REPUBLIC

In accordance with the Record of Discussions (R/D) signed on 15th August, 2018 and the subsequent assignment of the JICA Experts, the first JCC meeting of the Project for Institutional Capacity Building for Sustainable Urban Transport System in Lao People's Democratic Republic ("the Project") was held on 1st April 2019, attended by the representatives from the Ministry of Public Works and Transport (MPWT), Department of Public Works and Transport, Vientiane Capital (DPWT), Public Works and Transport Research Institute (PTRI), Department of Traffic Police (DTP), National University of Laos (NUOL), and Japan International Cooperation Agency (JICA) , JICA Advisory Committee and JICA Expert Team.

Lao side and Japanese side agreed the minutes of the meeting as summarized below and in the annexes.

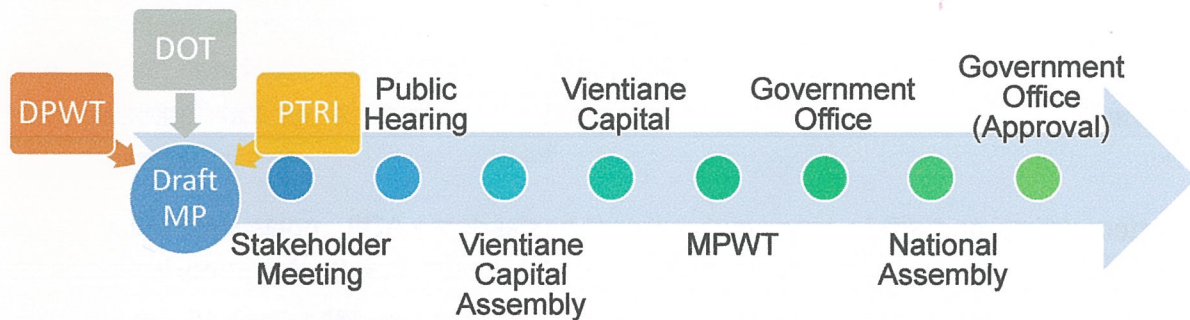
1. After the signing of the R/D on 15th August, 2018, the Project has started at the kick-off meeting on 18th December, 2018.
2. Both side agreed that Project Design Matrix (PDM) was updated as version 2 based on the current situation and the discussion in the kick-off meeting as the attached Annex 1.
3. Both side confirmed that the Project had the JICA Advisory Committee to obtain practical and technical advice to the Project, consisting of the following experts:

Name	Title	Organization
Dr. Fumihiko Nakamura	Chair / Urban Transportation Planning	Vice President, Professor, Yokohama National University
Dr. Kuniaki Sasaki	Traffic Demand Forecast	Professor, Waseda University
Dr. Ayako Taniguchi	Mobility Management	Associate Professor, Tsukuba University

4. The Project has counterparts from various organizations as attached Annex 2. Therefore, both side agreed that the Project should have regular joint-working mechanisms such as weekly meetings under Technical Working Group so that Japanese experts and the counterpart members could discuss and share the progress, issues, and activities in order to effectively achieve capacity development.

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5. Both side agreed that the updated Urban Transport Master Plan in the Project should be endorsed by the Lao side through the following procedure. DPWT is responsible to carry on with the steps needed for the approval.



6. Both side agreed the purpose, component of the pilot projects as follows:

(1) Purpose

It is planned to conduct two (2) pilot projects during the Project period. They shall be implemented for the following aims;

- to show the importance and effectiveness of appropriate transport policies and measures to manage the traffic to the citizen of Vientiane;
- to enhance the capacity of the relevant organizations to implement the actual transportation measures and projects; and
- to improve the current traffic congestions at the sites.

(2) Component

The pilot projects shall be composed of the following components;

1) Pilot project 1

The pilot project 1 shall be implemented at the early stage of the Project. The JICA expert team and counterpart personnel will formulate the "Immediate Action Plan (IAP)" to propose necessary actions to improve the traffic situations, through reviewing and analyzing the current traffic situation of the city. The component of the pilot project 1 would be selected from the IAP, and it should be approved at the Project Steering Committee (PSC) by both side, whose member is the Minister of MPWT, Mayor of Vientiane Capital, and JCC members.

2) Pilot project 2

The pilot project 2 shall be implemented at the middle/late stage of the Project. The component of the pilot project 2 would be selected from mid/long term issues identified the process of updating the urban transport master plan. The pilot project 2 shall adopt an innovative technology of Japanese small and medium enterprises. The component of the pilot project 2 should be approved at PSC by both side.

7. Professor Sasaki provided a presentation on “person trip survey”, and Associate Professor Taniguchi provided on “mobility management”. Professor Sasaki explained that collecting the accurate data would be crucial for the transportation planning, by providing the demand forecast. Associate Professor Taniguchi stated that “Communication”, “Infrastructure”, and “Enforcement” are the keys to the success in Mobility Management. Both bottom up and top down approaches shall be implemented simultaneously. The discussion concluded that the proper urban transportation system is not only for traffic management but for a whole society and environment in Vientiane Capital and in generations.
8. During the discussion, JICA emphasized that the ownership of the Lao counterparts is the most important for the success of the Project. Since there are four (4) organizations designated as a counterpart, co-working and coordination mechanism as a Technical Working Group should be established. In response to this, the counterparts, such as representatives from DPWT/VT and Department of Traffic Police, expressed their commitment to the Project.
9. Since some important projects of urban transport in Vientiane are being prepared by Lao side such as BRT project supported by ADB, Lao side agreed to share necessary information and coordinate discussions with these projects to maximize its synergy effects.

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Ms. Akiko SANADA
Senior Representative
JICA Lao Office
Japan International Cooperation Agency



Mr. Ounneua SILAVONG
Deputy Director General
Vientiane Capital Department of Public
Works and Transport



1st April, 2019 Vientiane, Laos

Dr. Bounta ONNAVONG
Director General
Department of Transport
Ministry of Public Works and
Transport

T. Sakurai

Mr. Tatsuyuki Sakurai
Chief Advisor,
The Project for Institutional Capacity
Building for Sustainable Urban
Transport System

Annex 1: Project Design Matrix Version 2

Annex 2: List of Counterpart Members

T. Sakurai 眞

MINUTES OF MEETING
THE SECOND JOINT COORDINATION COMMITTEE (JCC) MEETING
FOR
THE PROJECT FOR INSTITUTIONAL CAPACITY BUILDING FOR
SUSTAINABLE URBAN TRANSPORT SYSTEM
IN
LAO PEOPLE'S DEMOCRATIC REPUBLIC

The second JCC meeting of the Project for Institutional Capacity Building for Sustainable Urban Transport System in Lao People's Democratic Republic ("the Project") was held on 27th September 2019, attended by the representatives from Department of Transport (DOT), Department of Public Works and Transport of Vientiane Capital (DPWT) and Public Works and Transport Research Institute (PTRI) of the Ministry of Public Works and Transport (MPWT), Department of Traffic Police (DTP), National University of Laos (NUOL), Japan International Cooperation Agency (JICA), and the JICA Expert Team (JET).

The Lao side and Japanese side agreed on the minutes of the meeting as summarized below and in the annexes.

1. In reference to the amendment of the target area, both sides agreed on its expansion based on the minimum case scenario proposed by JET (refer to Annex 2). The inclusion of an additional area located in the Mai District (refer to Annex 2) was proposed by the Urban Planning Management Unit of DPWT, however, it was agreed by the present members to not be included.

The minimum case scenario proposed by JET foresees the inclusion of northern and eastern areas, under the argument that these areas are already under development and serve as endpoints for bus routes connecting to the city center. Additionally, the border line of the previous target area was found to not follow actual administrative boundaries of villages, hence the amendment accommodates the necessary adjustments to match the target area with the actual administrative boundaries of villages. Urban development planning also needs to be taken into account in conducting project activities.

2. Both sides agreed on proposing the implementation of bus priority signal control to the Congestion and Traffic Management Committee (CTMC) for its approval and subsequent implementation. This is based on the positive results obtained from the social experiment conducted under the scope of the JICA Project to Enhance the Capacity of Vientiane Capital State Bus Enterprise Phase II.
3. Public transportation policy will be discussed in the Project after the person trip survey data is analyzed. The MP should contain implementation guidelines for

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operators of alternative transportation modes currently operating in Vientiane such as songteo and tuk-tuk. These guidelines should be planned in cooperation with Vientiane Capital State Bus Enterprise.

4. In relation to the selection of the contents and location for Pilot Project No. 1, after an outline of the selection process and the introduction of a list of candidate locations by counterpart and JET members, both sides agreed that the relevant parties will be informed of the final proposals for the contents and locations to be covered by Pilot Project No. 1 and will take part in the final decision.
5. The Vice-Mayor of Vientiane Capital, Mr. Athsaphangthong SIPHANDONE, was announced to be the new chairman for the next JCC meeting by the Lao side under the argument that the current Project needs high-level political will and support to make the necessary changes needed for its progress and ensure the continuity of the strategies and policies to be recommended. Therefore, the appointment of a high-level official was considered to be appropriate and agreed upon in the current JCC meeting.

27th September, 2019 Vientiane, Laos



Ms. Akiko SANADA
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JICA Lao Office
Japan International Cooperation Agency



Dr. Bounta ONNAVONG
Director General
Department of Transport
Ministry of Public Works and
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Mr. Ounneua SILAVONG
Deputy Director General
Vientiane Capital Department of Public
Works and Transport

Mr. Tatsuyuki SAKURAI
Chief Advisor,
The Project for Institutional Capacity
Building for Sustainable Urban
Transport System

Annex 1: Project Design Matrix Version 2
Annex 2: Amendment of Target Area

MINUTES OF MEETING
THE 3rd JOINT COORDINATION COMMITTEE (JCC) MEETING
FOR
THE PROJECT FOR INSTITUTIONAL CAPACITY BUILDING FOR
SUSTAINABLE URBAN TRANSPORT SYSTEM
IN
LAO PEOPLE'S DEMOCRATIC REPUBLIC

The 3rd JCC meeting of the Project for Institutional Capacity Building for Sustainable Urban Transport System in Lao People's Democratic Republic ("the Project") was held on 11th February 2020, attended by the representatives from the Ministry of Public Works and Transport (MPWT), Department of Public Works and Transport of Vientiane Capital (DPWT), Public Works and Transport Research Institute (PTRI), Department of Traffic Police (DTP), National University of Laos (NUOL), Japan International Cooperation Agency (JICA), and the JICA Expert Team (JET).

The Lao side and Japanese side agreed on the minutes of the meeting as summarized below and in the annexes.

1. The meeting has reached a consensus on the component of Immediate Action Plan (IAP) of which will be taken as short-term countermeasures and the location for the 1st pilot project.
2. Prior to the implementation of pilot projects, further detailed study and design will consider the technical matters and traffic management. Moreover, stakeholder meeting including Vientiane City Office for Management and Service (VCOMS) must be conducted for detailed design approval.
3. Vientiane Urban Transport Master Plan will be developed and considered as long term countermeasures. Thus, further discussion and clarification of future Vientiane vision from the aspect of Vientiane transport system is very important. In addition, Land Use Plan of Vientiane Capital 2030 will be soon approved by the National Assembly and take into force.
4. In parallel with Urban transport system, the best practice of social experiment from bus project (bus priority lane) should be continuously implemented in Vientiane capital since it's not only assisted in reducing travel time but also being a tool to mitigate the congestion.
5. Eventually, the meeting agreed with further cooperation and discussion with

counterparts and stakeholders on the development of Vientiane Urban Transport Master Plan. The results of today's meeting on IAP, pilot project locations and the implementation of bus priority lane will be proposed to CTMC meeting on 12th February 2020 by the chairperson of this JCC.

11 February, 2020 Vientiane, Laos



Ms. Akiko SANADA
Senior Representative
JICA Lao Office
Japan International Cooperation Agency



Mr. Soulivanh PHOMMAHAXAY
Director General
Vientiane Capital Department of Public
Works and Transport



Dr. Bounta ONNAVONG
Director General
Department of Transport
Ministry of Public Works and
Transport



for Mr. Tatsuyuki Sakurai
Chief Advisor,
The Project for Institutional Capacity
Building for Sustainable Urban
Transport System

Annex 1: Immediate Action Plan and Progress on Pilot Project.

MINUTES OF MEETING
THE FOURTH JOINT COORDINATION COMMITTEE (JCC) MEETING
FOR
THE PROJECT FOR INSTITUTIONAL CAPACITY BUILDING FOR
SUSTAINABLE URBAN TRANSPORT SYSTEM
IN
LAO PEOPLE'S DEMOCRATIC REPUBLIC

The fourth JCC meeting of the Project for Institutional Capacity Building for Sustainable Urban Transport System in Lao People's Democratic Republic ("the Project") was held on 1st December 2021, attended by the representatives from Vientiane Capital, Department of Public Works and Transport (DPWT), Department of Transport (DOT), and Public Works and Transport Research Institute (PTRI) of the Ministry of Public Works and Transport (MPWT), Department of Traffic Police (DTP), National University of Laos (NUOL), Japan International Cooperation Agency (JICA) and the JICA Expert Team (JET).

The Lao side and Japanese side agreed on the minutes of the meeting as summarized below and in the annexes.

1. Both sides agreed to amend the target year for the Master Plan (MP) from 2035 to 2040, in consideration of the number of remaining years to the target year.
2. Due to the impact of COVID-19, the project was extended to February 2023 and the timeline for developing the MP was reorganized. The schedule for the remaining period was confirmed among the participants.
3. The urban transport policy which was discussed in Working Group 1 was shown and all participants confirmed the concept has consistency with the existing development plans and Lao national policy. All relevant organizations agreed with setting "Towards an accessible, livable and sustainable city for everybody in 2040" as the vision statement for the MP and "Create an inclusive, sustainable and modern urban transport system along with a joyful and walkable environment" as its mission.
4. Since the vision and mission are key to the remaining activities of the project and all strategies will be developed based on them, as a next step, proper governmental approval is preferred to be obtained. The Lao side agreed to hold a Congestion and Traffic Management Committee (CTMC) meeting to confirm

among committee members the vision and mission approved in this JCC and to formally give it government endorsement.

5. The Lao side requested that the formulating strategy in the remaining studies, to be based on the vision and mission, should also account for connectivity, integration and consistency with several transport-related projects, such as railways, logistic facilities (including the dry port) and expressways. In addition to defining the prioritization of projects to be implemented in the short, mid, and long-term. Moreover, securing the financial sustainability of the strategies to be proposed by the MP, as well as budget planning for the required maintenance is also needed to be included in the action plan. Finally, the Lao side requests to take into account the damage suffered by public transport due to COVID-19 and to include recovery measures as part of a short-term implementation plan.

6. PDM amendment

Objectively Verifiable Indicators

【Project Purpose】

Before	Amended Version
1. C/Ps who attended serial training sessions on urban transport MP formulation improve their understandings on the issues, and achieve over "X%" on the post-training test scores	1. C/Ps who attended serial training sessions on urban transport MP formulation improve their understandings on the issues, and achieve over 70% on the post-training test scores
Reason: X% has been identified as "70%", which the Project aims to secure as an appropriate range considering technology transfer under the technical cooperation project. This is also in line with the other projects cases.	

Before	Amended Version
2. C/Ps who attended training (s) on the project implementation manual improve their understandings, and achieve over "X%" on the post-training test scores	2. C/Ps who attended training (s) on the project implementation manual improve their understandings, and achieve over 70% on the post-training test scores
Reason: With the same reason mentioned in the "Project Purpose 1", "X%" has been identified as "70%"	

【Output 1】

Before	Amended Version
<p>1. More than “X” issues identified during the initial stage of in the Project are discussed in the meetings of the CTMC</p> <p>2. More than “X” issues identified during the initial stage of in the Project and discussed in the meetings of the CTMC are dealt by related institutions with follow-up activities</p>	<p>1. More than <u>3 issues</u> identified during the initial stage of in the Project are discussed in the meetings of the CTMC</p> <p>2. More than <u>3 issues</u> identified during the initial stage of in the Project and discussed in the meetings of the CTMC are dealt by related institutions with follow-up activities</p>
<p>Reason: X issues have been identified as "3 issues" considering the several/different aspects which should be looked into, such as the transport policy, pilot project, master plan, action plan, etc.</p>	

【Output 2】

Before	Amended Version
<p>1. More than 18 C/Ps receive training on formulating the urban transport MP</p>	<p>1. More than 70% of the C/Ps receive training on formulating the urban transport master plan</p>
<p>Reason: There are 12 Working Groups (WG) for 16 C/Ps (excluding 4 police officers who have difficulties to attend the WGs due to nature of their work), which requires to belong to the several WGs (trainings) for each member. Under such circumstances, it has become not feasible to count the number of the C/Ps to receive the said trainings. Instead, the total WG trainings and their average participants (%) to be considered.</p>	

【Output 3】

Before	Amended Version
<p>1. More than “X” C/Ps play specific roles in the planning and implementation of the pilot projects</p>	<p>1. More than <u>3 C/Ps</u> play specific roles in the planning and implementation of the pilot projects</p>
<p>Reason: Respective C/Ps have been proactively dealing with the preparation for the Pilot Projects, such as site survey, etc., in particular, during the Experts' absence from Vientiane. Those C/Ps have been even prioritizing the Project related work.</p>	

Before	Amended Version
<p>2. More than 18 C/Ps receive training on the project implementation manual</p>	<p>2. More than 70% of the C/Ps receive training on the project implementation manual</p>

Reason: In relation to the above Output 2,1 the same propped modification is applicable.

1st December, 2021 Vientiane, Laos



Mr. Toshio NAGASE
Chief Representative
JICA Lao Office
Japan International Cooperation Agency



H.E. Phoukhong BANNAVONG
Vice Mayor of Vientiane Capital



Mr. Soulivanh PHOMMAHASAY
Director General
Vientiane Capital Department of Public
Works and Transport



Mr. Bounyavath NIRAXAY
Deputy Director General
Department of Transport
Ministry of Public Works and Transport



Mr. Keisuke TAKEDA
Deputy Chief Advisor,
The Project for Institutional Capacity
Building for Sustainable Urban Transport
System

MINUTES OF MEETING
THE FIFTH JOINT COORDINATION COMMITTEE (JCC) MEETING
FOR
THE PROJECT FOR INSTITUTIONAL CAPACITY BUILDING FOR
SUSTAINABLE URBAN TRANSPORT SYSTEM
IN
LAO PEOPLE'S DEMOCRATIC REPUBLIC

The fifth JCC meeting of the Project for Institutional Capacity Building for Sustainable Urban Transport System in Lao People's Democratic Republic ("the Project") was held on 14th September 2022, attended by the representatives of Vientiane Capital, Department of Public Works and Transport (DPWT), Department of Transport (DOT), and Public Works and Transport Research Institute (PTRI) of the Ministry of Public Works and Transport (MPWT), Department of Traffic Police (DTP), National University of Laos (NUOL), Japan International Cooperation Agency (JICA) and the JICA Expert Team (JET).

The Lao side and Japanese side agreed on the minutes of the meeting as summarized below and in the Annexes.

1. Both sides agreed to select Scenario 2, Public Transport Intensive, among the three scenarios, as shown below since Scenario 2 is the most suitable with the Vision and Mission of the Masterplan which is agreed in the last JCC in December 2021. The action plan will be prepared in line with the scenario and it will be presented in the next JCC.

Scenario 1: Do minimum

Scenario 2: Public Transport Intensive

Scenario 3: Road Intensive

Vision: Towards an accessible, livable and sustainable city for everybody in 2040

Mission: Create an inclusive, sustainable and modern urban transport system along with a joyful and walkable environment

2. A working group session will be organized in order to review the progress and remaining works from the view point of project design matrix. The project period will be discussed in this meeting considering required time for finalizing the activities. Both sides will proceed to the amendment of the period of the project based on the conclusion of this working group session.

3. PDM amendment

Objectively Verifiable Indicators

【Overall Goal】

1.	Before	Amended Version
	More than "X" projects and/or policies proposed in the master plan are reflected in the annual plans of MPWT, DOT, or other related agencies with budget allocations	More than 3 projects and/or policies proposed in the master plan are reflected in the annual plans of MPWT, DOT, or other related agencies with budget allocations
	Reason: In general, 5-6 projects/year to have been implemented. Out of those, at least 1 project/year to be selected from those listed in the Master Plan, which makes it 3 projects within 3 years in total.	
2.	Before	Amended Version
	More than "X" projects and/or policies proposed in the master plan are discussed and considered with donors for implementation	More than 2 projects and/or policies proposed in the master plan are discussed and considered with donors for implementation
	Reason: Potential donors are JICA, the World Bank, and others for 1 project each to discuss with. As such, 2 projects could be feasible.	
3.	Before	Amended Version
	More than "X" projects and/or policies proposed in the master plan are implemented (under implementation or completed)	More than 5 projects and/or policies proposed in the master plan are implemented (under implementation or completed)
	Reason: Referring to the above "1." (3 projects), as well as those implemented by MPWT and another relevant organization, which is expected 1 project respectively, makes the total as 5.	
4.	Before	Amended Version
	Urban traffic related indicators in Vientiane Capital improve by X% or more	As Urban traffic related indicators in Vientiane Capital, number of the bus passengers increase by X% or more
	Reason: In view of after completion of the project, which requires the C/Ps only to deal with, the "number of the bus passengers" would be an appropriate indicator to be assessed.	

5.	Before	Amended Version
	The roles of "Steering Committee to Solve Congestion and Traffic-Management in Traffic Routes in the City of Vientiane Capital" (CTMC) are established and more than "X" issues regarding the implementation of the master plan are discussed annually in the CTMC meetings	The roles of "Steering Committee to Solve Congestion and Traffic-Management in Traffic Routes in the City of Vientiane Capital" (CTMC) are established and more than 2 issues regarding the implementation of the master plan are discussed annually in the CTMC meetings
	Reason: "More than 2 issues" are proposed by the Laotian side.	

14th September, 2022 Vientiane, Laos



Mr. Noriyuki ITO
Senior Representative
JICA Laos Office



Mr. Soulivanh PHOMMAHAXAY
Director General
Department of Public Works and
Transport, Vientiane Capital



Dr. Bounyavath NIRAXAY
Deputy Director General
Department of Transport,
Ministry of Public Works and Transport



Mr. Tatsuyuki Sakurai
Chief Advisor
The Project for Institutional Capacity
Building for Sustainable Urban
Transport System

MINUTES OF MEETING
THE SIXTH JOINT COORDINATION COMMITTEE (JCC) MEETING
FOR
THE PROJECT FOR INSTITUTIONAL CAPACITY BUILDING FOR
SUSTAINABLE URBAN TRANSPORT SYSTEM
IN
LAO PEOPLE'S DEMOCRATIC REPUBLIC

The sixth JCC meeting of the Project for Institutional Capacity Building for Sustainable Urban Transport System in Lao People's Democratic Republic ("the Project") was held on 21st February 2023, attended by the representatives of Vientiane Capital, Department of Public Works and Transport (DPWT), Department of Transport (DOT), and Public Works and Transport Research Institute (PTRI) of the Ministry of Public Works and Transport (MPWT), Department of Traffic Police (DTP), National University of Laos (NUOL), Japan International Cooperation Agency (JICA) and the JICA Expert Team (JET).

The Lao side and Japanese side agreed on the minutes of the meeting as summarized below and in the Annexes.

21st February 2023 Vientiane, Laos



Mr. Noriyuki ITO
Senior Representative
JICA Laos Office



H.E. Dr. Ath Saphangthong
SIPHANDONE
Governor of Vientiane Capital



Mr. Soulivanh PHOMMAHASAY
Director General
Department of Public Works and
Transport, Vientiane Capital



Mr. Bounyavath NIRAXAY
Deputy Director General
Department of Transport,
Ministry of Public Works and
Transport



Mr. Tatsuyuki Sakurai
Chief Advisor
The Project for Institutional Capacity
Building for Sustainable Urban Transport
System

1. In order to implement the Mission "Create an inclusive, sustainable and modern urban transport system along with a joyful walkable environment", an action plan in line with the "Public Transport Intensive" scenario was explained and agreed upon. The Action Plan consists of the following three practical approaches: 1) approach to public transport sector, 2) approach to road network and traffic management, and 3) approach to people's behavior change.

On the other hand, the above-mentioned approaches 1) and 2) alone will not be sufficient to achieve the goal of raising the public transportation utilization rate to 30.0% in 2040. Therefore, a change in transportation behavior of both the government and citizens is strongly required. In addition, while the above three approaches need to be implemented in a coordinated manner, it is particularly important to strengthen enforcement against illegal parking and drunk driving.

Annex 1: Action List

2. The approval procedure for the MP was agreed upon in 1st JCC as shown in Figure 1. However, after internal confirmation within MPWT involving MPWT's minister, central government approval is not required for this case since the MP is considered under the umbrella of the Development MP which has already been approved by the central government. Therefore, validity of the MP can be ensured with approval from Vientiane Capital. Both sides agreed that the Urban Transport Master Plan will be endorsed by the Lao side through the following procedure (Figure 2). DPWT-Vientiane Capital is responsible to carry on with the steps needed for the approval.