



Lao People's Democratic Republic

Peace, Independence, Democracy, Unity, Prosperity

Manual For Public Investment Program (PIP) Program Management (Version 3.0)

Ministry of Planning and Investment

August, 2010



Preface

This manual provides the general concept and methods of Public Investment Program (PIP) management on a “program” basis. It is designed for government personnel that have duties related to PIP management.

Laws and Decrees prescribe the definition of PIP, and define procedures, roles and responsibilities for agencies concerned in PIP management. However, these Laws and Decrees do not mention deeply as to explain specific methods on how to manage PIP as a program, nor as projects. “PIP Manual for Program Management”, along with “PIP Manual for Project Management”, aims to provide effective PIP management methods and tools that would support the effectuation and enforcement of laws, decrees and regulations in Lao PDR.

This manual explains the basic procedure of PIP program management. It describes the information flow and coordination that are essential for program management between the Ministry of Planning and Investment (MPI), central and provincial government organizations.

It also touches upon technical aspects that are required for PIP program management. However, these aspects are carefully adjusted so that with the current level of general capacity for government officers, they could be able to adapt up with relative ease.

In the latter half of this manual, specific program management methods and tools are introduced. Although some procedures require new tools and systems, it was made sure that they are utilized with minimum modification from the currently existing procedures.

Methods and tools shown in this manual were co-developed by MPI and JICA technical cooperation “Project for Capacity Building in PIP Management (PCAP)” and its second phase “Project for Enhancing Capacity in PIP Management (PCAP2)”, and their validation was taken place through workshops and training sessions in some central and provincial government organizations. These methods and tools will further evolve according to the development of capacity in organizations and individuals.

The Revised Version 3.0 was introduced in August 2010. In addition to the original contents, caseworks of the Project Objective Tree (POT), Chronology Chart and PIP Mapping were newly included. These caseworks were completed thanks to the cooperation from Oudomxay, Khammuan and Saravan Provinces, as well as the Ministry of Public Works and Transportation (MPWT).

Training sessions will be continuously commenced within the initiative of MPI, to ensure that the principles, definitions and methods of PIP management are correctly understood and shared among government personnel related.

Abbreviations

CompAss	Comparative Assessment
DPI	Provincial Department of Planning and Investment
DPSO	District Planning and Statistics Office
EA	Environmental Assessment
ECC	Environmental Compliance Certificate
EIA	Environmental Impact Assessment
EMP	Environmental Management Plan
EPL	Environmental Protection Law
F/S	Feasibility Study
GIS	Geographical Information System
GoL	Government of Laos
IEE	Initial Environmental Examination
JICA	Japan International Cooperation Agency
MAF	Ministry of Agriculture and Forestry
MEM	Ministry of Energy and Mining
MIC	Ministry of Industry and Commerce
MOE	Ministry of Education
MOF	Ministry of Finance
MOFA	Ministry of Foreign Affairs
MOPH	Ministry of Public Health
MPI	Ministry of Planning and Investment
MPI-DIC	Department of International Cooperation, MPI
MPI-DOE	Department of Evaluation, MPI
MPI-DOP	Department of Planning, MPI
MPWT	Ministry of Public Works and Transportation
NSEDP	National Socio-Economic Development Plan
ODA	Official Development Assistance
PCAP	Project for Capacity Building in PIP Management
PCAP2	Project for Enhancing Capacity in PIP Management
PIP	Public Investment Program
PM	Prime Minister
PMO	Prime Minister's Office
PSTEO	Provincial Science Technology and Environment Office
PO	Project Owner
POT	Program Objective Tree
PWT	Public Works and Transportation
SEDP	Socio-Economic Development Plan
SPAS	Simplified Project Assessment Sheet
SPES	Simplified Project Evaluation Sheet
WREA	Water Resources and Environment Administration

Manual for PIP Program Management

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0. General Background of the Manual

0.1. Introduction

Manual for PIP Program Management is a guide to effective Public Investment Program (PIP) management from a comprehensive program-level viewpoint. Contents of this manual deals with PIP program management, as defined in Section I, ***a comprehensive scheme within a sector or region, comprising of individual PIP projects and other investment schemes that share the same development effect.***

This manual is developed for government personnel that have duties of formulating and monitoring public investment plans under their respective Socio-Economic Development Plan (SEDP). However, all government personnel that are related to PIP in some way are recommended to observe the contents for better understanding of the public investment plan and its management concept.

The Public Investment Law issued in December 2009, along with related Decrees and Regulations issued by the government are effective for respective organizations to formulate and manage PIP. However, the statements are confined to basic functions and tasks, and do not mention the specific duties and methods required for each organization, moreover the flow of duties in a standard PIP management flow. As such, this Manual was developed after carefully studying the current PIP management circumstances, and adapted the contents in accordance to its requirements. Existing concepts, methods and tools were utilized as much as possible, along with new features where necessary, so that personnel with current capabilities could understand its outline without totally having to cope with new approaches.

The Manual will evolve in the future in accordance with the development of capacity by the personnel, along with the improvement of PIP management circumstances; such as presence of accurate data and PIP project information.

0.2. Purpose of the Manual

This manual is developed as guidance to government organizations and its personnel involved in PIP management, aiming to create a consensus of definitions, terminologies procedure, methods and tools used in PIP management.

The manual also has a purpose of developing capacity for government personnel related to PIP management. It is for those who require basic knowledge for specific methods or tools within the PIP procedure.

As its name shows, this manual focuses on management of PIP as a program. It touches upon the requirements of managing PIP as a comprehensive and strategic program. Procedure and methods of management for individual PIP projects are mentioned in the ***“Manual for PIP Project***

Management". Development of two manuals "**Manual for PIP Program Management**" and "**Manual for PIP Project Management**" are not intended to clearly separate the concept of the two definitions. Rather, they are separated so that users can understand the importance of program management and project management from both ends. Naturally, there are some topics that are described in both manuals, with their expressions changed due to the objectives of each manual.

0.3. Structure of the Manual

Apart from this section where the background of the manual itself is explained, there are two major sections in this manual. **Section I** explains the Definition of PIP as a Program along with explanation of the PIP program unit. **Section II** explains the management flow of PIP as a program, along with specific methods and tools that constitute a PIP program unit.

0.4. Users of the Manual

Main users of the manual are government personnel whose duties are directly related to management of PIP as a program, namely officers in the Ministry of Planning and Investment (MPI), Planning Departments in government organizations, and provincial Department of Planning and Investment (DPI). These personnel take the core role in the management of PIP as a program. Their duties function not only as a leading role in materializing development targets and plans, but also as advisors to line ministry and sector department personnel, through provision of guidelines to plan and implement better PIP projects.

This manual does not touch the standards or methods of the final authorization process by the Decision Makers. However, it rather functions as a guideline so that Decision Makers may obtain appropriate program strategies that support their decision making.

In this sense, it is requested that Decision Makers also observe this manual, and understand the contents that facilitates their decisions.

Manual for PIP Program Management

Section I Definition and Management Flow of PIP as a Program

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Section I Definition and Management Flow of PIP as a Program

This section explains the overall concept of PIP as a Program is its management flow.

1 Definitions

The terms “**Public Investment Program (PIP)**” and “**PIP project**” are commonly used among government personnel in Lao PDR. This chapter covers the primary definition of these key terms, including how they relate to the achievement of national, sector, and regional development goals.

1.1 NSEDP and SEDP

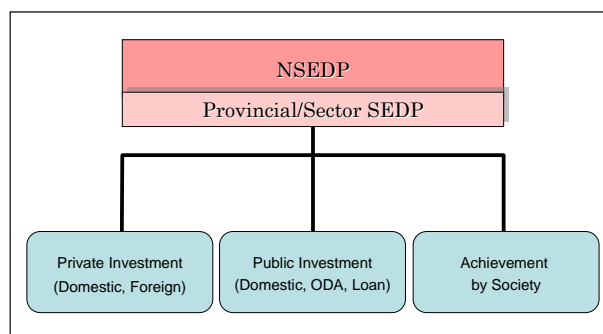
The National Socio-Economic Development Plan (NSEDP) is the national agenda for development, and outlines the government direction to achieve medium-term economic and social development targets. The Sixth NSEDP, 5-Year Plan (2006-2010) is currently under way.

Under the NSEDP, the Socio-Economic Development Plan (SEDP) is made within each sector ministry and region (provinces and districts) to provide its specific targets respectively.

In addition, as of August, 2010, the next NSEDP and the SEDP for 2011 to 2015 in respective sector ministries and regions are also being finalized.

1.2 Three Major Aspects to Achieve Development Target

NSEDP and SEDP targets are achieved through contribution of 3 major aspects. Apart from **public investment** consisting of domestic, ODA and loans, **private investment**; domestic and foreign, and **achievement by society** have their respective targets and goals. NSEDP and SEDP target are achieved only through the contribution of each aspect, whatever sector or region it is managed.



Public investment is defined as investment from government resources, domestic or foreign, with the objective of development in the sector and/or region. Domestic PIP projects, ODA in forms of grant, technical assistance and loan are main components. Provision of public infrastructure (ex. roads, bridges, irrigation systems, public hospitals and schools, rural electrification etc.) and technical promotion (ex. training) is generally done using public investment.

Private investment is defined as investment from private resources. Private companies, domestic and foreign, invest with the objective of making profit, which indirectly benefits the development of

market economy growth. It would also contribute to development of employment, triggering increase of income and stability of life to the people.

Achievement by society is defined as contribution of society and/or individual people. With the nature of the target set in the NSEDP and SEDP, the peoples' efforts for improvement in their living standards and daily activities contribute greatly to its achievement. For example, production activities by farmers have an important role in the development of the nation. Attendance to schools by children or health precautions by families can also be counted as part of contribution from the society.

Importance of Public investment for NSEDP

Amongst these 3 major aspects, it can be said that public investment plays the most important role. It not only contributes directly to the achievement of NSEDP/SEDP targets, it also has a role of being the “mastermind” of promoting private investment and achievements by society, through provision of appropriate surroundings so that they could contribute in their ways. For example, construction of access roads and public markets enable private investors for better performance, triggering further growth of economy. Construction of schools and hospitals and training of teachers, doctors and nurses provide the opportunity for the society to improve their conditions in education and health, all contributing to the NSEDP/SEDP targets respectively.

1.3 Public Investment Program (PIP)

Public investment in Lao PDR is managed under the Public Investment Program (PIP). Key terms related to “PIP” in this manual are defined as follows;

Key Terminology on PIP

< “Project” in general >

A project is an individual investment scheme that has a specific Project Purpose (i.e. completion of infrastructure, achievement of certain output), within a certain scale of time.

Input required for the project is decided in the planning stages. Activities of a project is done within the planned schedule, and referred to as “project implementation”.

< “Program” in general >

A program is a comprehensive scheme within one sector or region, comprising of no less than one project and other investment means that share the same effect.

A program has a target within a certain scale of time, normally in mid-term or long-term bases. It relates to upper strategies such as development plans and targets.

<Public investment project in general>

A public investment project is a project that composes public investment.

Public investment project is a general definition. However, actually in Laos, all the public investment projects are listed in PIP. Therefore, public investment projects in Laos practically mean PIP project.

(about public investment, refer to the previous section 1.2)

<PIP (PIP as a program)>

PIP is a program that unifies individual public investment projects to achieve the Socio-Economic Development Plan (NSED/SEDP) in Lao PDR.

PIP is often expressed with its conceptual framework, PIP Program Units.

<PIP Project>

A PIP Project is a public investment project that composes PIP.

The public investment projects are one of the three measures to achieve the NSED. As all the public investment projects in Lao PDR are managed under PIP, we can call them the PIP projects. Actually a PIP project means “a project in the PIP”.

The above mentioned two conceptual levels in PIP should be separated. In order to distinguish “PIP” and “PIP Project” hereinafter in this manual, we call the Public Investment Program “PIP as a program” and call a project composing PIP “PIP Project”.

<PIP Program Unit>

PIP Program Unit is a conceptual framework within PIP as a program, which comprises PIP projects structurally organized to achieve a common target with indicators in a specific subject in sector and/or area in region.

A PIP Program Unit often has lower levels of the PIP Program Units.

(Source: PCAP2 Project Manual)

Conceptual structure of PIP Program Unit

In this manual, on component unit of PIP as a program is described hereon as a ***PIP program unit***. A PIP program unit has targets that should be achieved within a certain scale of time, normally in mid-term or long-term bases. These targets relate to superordinate strategies and plans such as the development plans and targets. The PIP program units also carry a number of individual PIP projects. These PIP projects are planned and monitored to ensure that the targets within the PIP program units are achieved in the most effective and efficient way.

An individual PIP project within a PIP program unit share logical relations. PIP projects are planned and implemented as an important means to fulfill a PIP program unit.

Although PIP as a program and individual PIP projects share the similar target of achieving

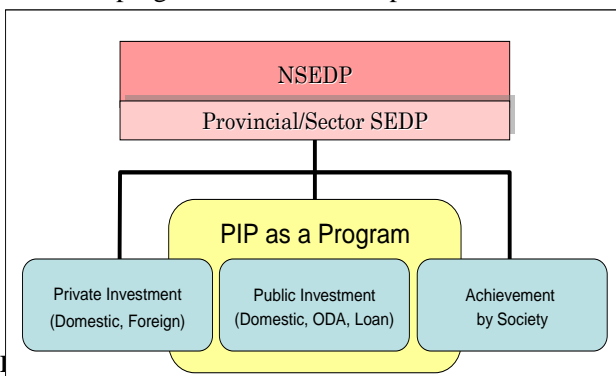
NSEDP/SEDP, they have differences. PIP as a program is more comprehensive and carries large goals, while PIP projects concentrate on certain investment schemes where its goal is limited. It can also be said that while PIP projects have their own budget for implementation, PIP as a program has a conceptual approach, hence does not have specific budget for its implementation.

1.4 Relations between NSEDP and PIP as a Program

PIP is the government's tools to achieve the National Socio-Economic Development Plan. It is done through the utilization of both domestic public expenditure and Official Development Assistance (ODA).

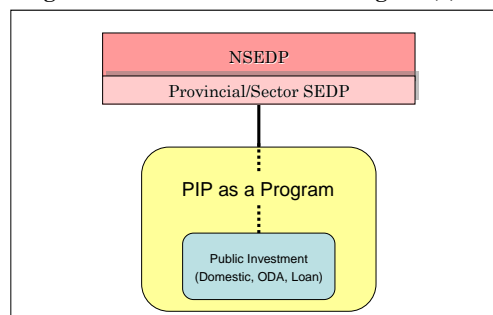
It is generally very difficult to determine the direct influence of the projects in PIP to the NSEDP. Therefore, when considering the relevance of each PIP project, it is important to examine the logical relationship with SEDP and its intermediate goals.

PIP as a program function as a public investment programming tool that translates the NSEDP, SEDP and macroeconomic sector policies into PIP projects. PIP as a program is elaborated and designed in consistency with the NSEDP, with PIP projects carefully selected within the priorities of the PIP program units, and implemented with the aim of maximizing benefits using limited



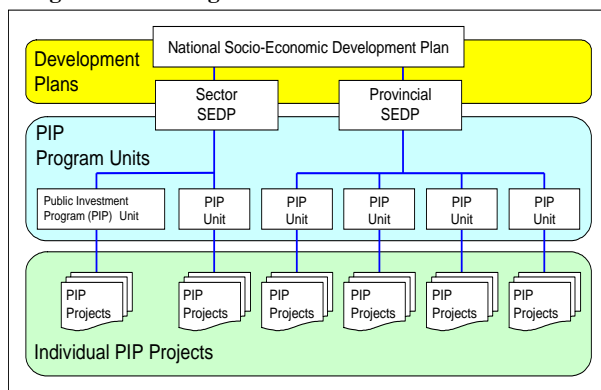
resources. PIP as a program also functions a role of indirectly supporting the promotion of private investment and achievements by society, through provision of appropriate surroundings. Many PIP projects are planned and implemented with the expectations to promote private investment in a certain sector and/or region, or to enhance the society to improve their living standards. In some cases the PIP project itself would be planned and implemented jointly with private investors or the society. PIP as a program works as a guideline when planning and implementing such PIP projects.

Figure 2: NSEDP and PIP as a Program(1)



2 PIP Program Unit

Figure 4: PIP Program Units



A **PIP program unit** is one unit of PIP as a program. It consists of several PIP projects, similar to the sector/province categorization used in the Annual PIP budget list, but are used to monitor PIP project outputs and outcomes toward the development effect. PIP program units are located under development plans, overlooking individual PIP projects. Development plans, PIP program units and individual PIP projects can be sorted in a

cause and effect order. The number of PIP program units varies depending on the development plan of the sector or region.

The benefits of formulating PIP program units are as follows;

- **To form action plan for development targets achievement.** Development plans generally clarifies goals and directions of the nation/sector/region, however it does not state specific plans of action. In order to ensure the achievement of development goals within the target period, strategic planning of action plans with the viewpoint of PIP program units are useful.
- **To realize outcome-based PIP project management.** When planning a PIP project, a clear objective and expected development effect by itself must be formulated, but it is also obliged to formulate the role of contribution toward the achievement of development goals. PIP program units are tools to connect these individual PIP projects to development plans, especially in the planning process.
- **To monitor achievement of development plans.** Monitoring individual PIP projects is essential. However, it is not enough to understand the whole picture of development in the nation/sector/region. PIP program units help monitoring achievements of development plans by linking its intermediate indicators with the performance and effect of PIP projects.
- **To ensure accountability of development plan achievement to the society.** As the responsibility of the nation, it is important to provide intermediate progress of development target achievement to the society. Provision of the achievement progress may trigger motivation and further cooperation from the society for further development. PIP program units act as a tool to display the status quo of progress toward the society in their familiar level.

2.1 Variation of PIP Program Units

PIP program units are formulated under SEDP. Therefore, PIP Program units can be formulated under any sectorial (ministry) or regional (province) SEDP. PIP program units can also be formulated at district/kun-ban/ban levels, as long as their targets and activities (projects) are existent. In all PIP program units, sectorial (or sub-sectorial) and regional coverage must be considered, although the coverage level differs depending on the unit. The following explains characteristics of PIP program units depending on their superordinate SEDP.

(1) PIP Program Units under Sectorial (Ministry) SEDP

Sectorial SEDP or SEDP for ministries set up targets within important sub-sectors in the field of expertise required for that sector. Naturally, PIP program units would be formulated by sub-sectors, and further divided by regions. Since many PIP projects are already categorized under such sub-sectors in its planning stages, it is relatively easy to allot them once the PIP projects are identified. However, since the coverage of sectorial SEDP is on a nationwide level, it is difficult to obtain sub-sector information in regional levels, where PIP projects are done under its own initiative.

(2) PIP Program Units under Provincial SEDP

Provincial SEDP carry targets of important sectors within the province. PIP program units would be formulated by sector, and sub-sectors are divided within the same PIP program unit. It is also necessary to keep sub-regional (districts/kun-ban/ban levels) viewpoint into consideration, because individual PIP projects are still too small to influence the provincial SEDP altogether.

(3) PIP Program Units in District/Kun-ban/Village Levels

Although SEDP at these levels may not exist, PIP program units could still be formulated. It is done by identifying specific targets for the sub-region, and analyzing the activity components (including PIP projects).

The common sectors or regions within PIP program units from ministries, provinces and other levels can be shared. For example, information in the sectorial (ministry) PIP program unit under a certain sub-sector can be shared with a provincial PIP program unit. Through discussions, both parties would eventually benefit by seeking the most efficient and effective way to achieve their own goals.

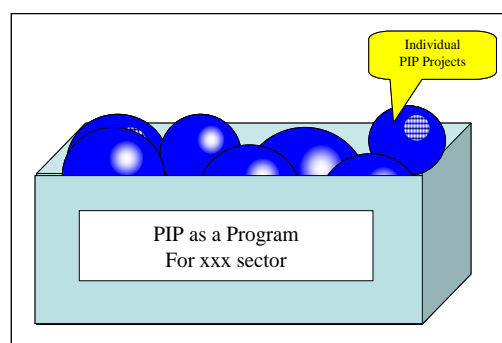
2.2 Concept of PIP Program Unit Management

PIP program units are managed mainly with the initiative of MPI/DPI, but achievement responsibilities for sectorial and regional program units itself lies on the organizations that are directly in charge the unit. It can be said that MPI/DPI is responsible of the framework of PIP as a program, and the organizations of the sector/region is responsible of its contents of the program unit itself.

As mentioned above, the common goal for the nation is to achieve the 5 year NSEDP, and the sectorial/regional SEDP as its intermediate achievement. Although a PIP program unit is comprised of PIP projects in its sector or region, the program unit itself has an objective larger than that of

individual PIP projects. It functions as a “Box with a Signboard” for a particular sector or region, where individual PIP projects inside the unit (or “box”) could be easily categorized and installed.

Therefore, management of a PIP program unit maintains a certain line with management of individual PIP projects. It is ensured that the program unit could always be observed in a large scale.



2.3 Three Perspectives of PIP Program Unit Management

Observing a PIP program unit requires a comprehensive viewpoint. In order to conduct smooth management of a PIP program unit, the following three perspectives have to be covered.

Logical Viewpoint: PIP as a program functions as a link between development plans and individual PIP projects. It can be said that development plans, PIP program units and individual PIP projects are linked in a logical, cause and effect order. The logical order helps to understand the comprehensive coverage of PIP projects under the development target. It also functions to detect whether enough (or more than enough) PIP projects are existent to accomplish certain development targets.

Chronological Viewpoint: In addition to the logical viewpoint, chronological viewpoint, or time sequence in the level of PIP as a program, is also an important factor. Once a mid-term development target is set, the government has to monitor whether the situation is progressing towards its achievement. Especially when individual PIP projects that are logically linked with certain development targets are in progress, or have been completed and providing positive effects, it is essential to monitor their achievement not only from the viewpoint of these individual PIP projects, but also from the comprehensive viewpoint.

Geographical Viewpoint: Regional strategy is an important component for development target achievement. National goals would not be achieved if proper regional coverage is not considered. Also, by observing locations of PIP projects geographically, it would not only allow efficient coverage of similar projects, but also would be able to find out PIP projects of different type that could complement with each other, such as linkage with construction of access roads and hospitals, etc.

When managed through the abovementioned three viewpoints, PIP as a program potentially functions as a supporting method to both development targets and individual PIP projects.

Manual for PIP Program Management

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Section II Management Flow and Methods of PIP as a Program

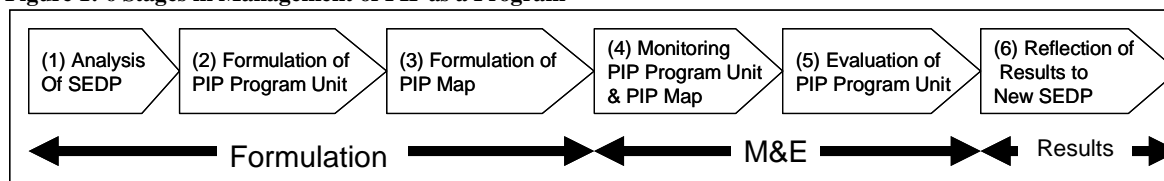
This section explains the steps to manage PIP as a Program. It also explains specific methods and tools used for program management.

1. Management Flow of PIP as a Program

Management of PIP as a program is generally conducted in a *mid-term perspective*. PIP Program Units are formulated from the SEDP 5 Year Plan, and is monitored on an annual basis, and modified in form of an annual rolling plan. It can be said that PIP Program Units are used as monitoring tools for SEDP achievement.

The process for management of PIP as a Program can be divided into the following 6 stages. Detailed explanation of each stage is explained from Chapter 2 onwards.

Figure 1: 6 Stages in Management of PIP as a Program



(1) Analysis of SEDP

Since PIP as a program is formulated based on the SEDP, it is first necessary to *analyze the SEDP*. It is done through comparing the achievements of the past and present SEDP, and find out its new and ongoing features. Since new targets for the coming 5 years are set, it is important the share these targets in prior to formulating PIP Program Units.

(2) Formulation of PIP Program Units

Based on the analysis results, *PIP Program Units* are identified by dividing the main targets of the SEDP. Details of PIP Program Units can be formulated by analyzing the relation of the SEDP and individual PIP projects from a logical viewpoint using the *Program Objective Tree (POT)*. They can further be formulated from the chronological viewpoint using the *Chronology Chart*. This series of studies should be done at the beginning of the mid-term, as soon as the SEDP 5 Year plan is announced.

(3) Formulation of PIP Map

Based on analysis results of the SEDP, PIP Maps are formulated by plotting PIP project locations and other necessary information related to SEDP targets (geographic information, locations of key facilities, social indicators, etc).,. Scale and size of maps used in this process differ depending on the

level of PIP Program Unit studied. For example, when studying a PIP Program Unit in the sectorial (minister) level, a map covering the whole nation is used. When studying a PIP Program Unit in regional levels, smaller scale maps are used according to the scale of region studied (ex. provincial maps, district maps). This series of studies should also be done at the beginning of the mid-term, as soon as the SEDP 5 Year plan is announced.

(4) Monitoring PIP Program Unit and PIP Map

PIP Program Units and the PIP map is generally monitored in an annual basis. After the annual SEDP is announced along with the PIP budget guideline, contents of each PIP Program Unit along with the PIP map is revised according to the changes in its plans. PIP project information is also updated, with new projects included and completed projects checked.

(5) Evaluation of PIP Program Unit

PIP Program Units are evaluated before the 5 Year SEDP concludes. Its objective is to check the achievement level of PIP Program Units within its mid-term period. In addition to checking the performance of individual PIP projects, indirect sectorial and regional performances must also be checked. The evaluation study results would be an important reference to planning the SEDP for the next mid-term plan.

(6) Reflection of Results to New SEDP

Evaluation results, including recommendations and lessons learned from the evaluation studies could be used as reference to the next SEDP. PIP Program Units could be studied comprehensively, along with private investment progress and achievements by the society.

When the new SEDP is planned and announced, it is again analyzed in order to formulate a new set of PIP Program Units.

2. Formulation of PIP as a Program

The 3 first stages in the process of program management flow are procedures for formulation of PIP as a Program. The following sub-chapters explain specific methods of formulating PIP as a program.

2.1. Analysis of SEDP

As explained in Section I, NSEDP is the national agenda for development, outlining the government direction to achieve mid-term economic and social development target. Under the NSEDP, SEDP are made within sector ministries and provinces respectively.

It is done through comparing the achievements of the past and present SEDP, and find out its new and ongoing features. Since new targets for the coming 5 years are set, it is important the share these targets in prior to formulating PIP Program Units.

Although it is important to thoroughly understand the SEDP, the following indicates some of the most important topics that are essential to analyze when formulating PIP as a program.

Chart 1: Topics for SEDP Analysis

Topic	Analysis Points
Composition of existing development plans	<ul style="list-style-type: none"> ➤ Names and objectives of the development plans that have been prepared. ➤ They could be 20 years, 10 years, 5 years, 2.5 years and annual plan. Find the reasons behind the terms (why the certain development plan was set in this certain period)
Overall Development Strategy in the 20 years plan	<ul style="list-style-type: none"> ➤ Understand the development direction of the sector/region, including the general direction in the long-term. ➤ Macro-indicators, main tasks and guidelines within the term also must be studied
Mid-term (10 years) Development Strategy	<ul style="list-style-type: none"> ➤ Understand the development direction of the sector/region, including the general direction in the long-term. ➤ Macro-indicators, main tasks and guidelines within the term also need to be understood. ➤ Check whether the indicators match with longer development plans (such as the 20 years plan), since they can be the mid-term milestones of a long-term plan
Plan Targets and Tasks in the 20 years and 5 years plans	<ul style="list-style-type: none"> ➤ Understand the mid-term economic/social/environmental targets. ➤ Check whether a mid-term PIP budget guideline exists,
Thematic and Cross-Cutting Areas	<ul style="list-style-type: none"> ➤ There are many cross-cutting and multidimensional subjects that cannot be categorized in a certain sector. These subjects must be monitored from a comprehensive viewpoint. Subjects include poverty reduction, gender equity, environmental conservation, private sector development, science & technology etc.
Sectorial and Sub-sectorial Development	<ul style="list-style-type: none"> ➤ Understand goals (along with target indicators) within each sector and its sub-sectors. ➤ Seek connections with cross-cutting areas and other sectors.
Regional Development	<ul style="list-style-type: none"> ➤ Understand goals (along with target indicators) within the regions and sub-regions. ➤ Seek connections among sector and sub-sector strategies (ex. provincial and district strategies). ➤ Seek connections with neighboring regions and sub-regions.

The point of these analyses is to express the SEDP in as quantitatively as possible. If there are important topics that are expressed in a qualitative way, it is important to quantify them.

Casework of Analysis

ANNEX 1 presents examples of the development plan analysis on: 1) Provincial SEDP (PSED) and

2) Sector Development Plan of a model sector, Public Works and Transportation sector (PWTDP) in 3 provinces, a) Oudomxay, b) Khammuan and c) Saravan.

Findings from the analysis

Through the casework analysis, some findings can be shown as follows;

1) *Mid-term plan*

Some provinces do not have a 10 year PSEDP that show mid-term (10 years) development directions, macro indicators and target and tasks. The 10 year plan generally should show those elements as midterm milestones of a 20 year development plan. In addition, the 10 year plan can clarify goals after achievement of the first 5 year plan within the 20 year-span of development strategy. Thus, the goals in 20 years, 10 years and 5 years can be presented in a common development scenario within the span of 20 years. In this sense, development directions, macro indicators, target and tasks to be achieved in 10 years should be prepared at beginning of the 20 year strategy, and reviewed and amended every 5 years in authorized procedures.

2) *Thematic and cross cutting areas*

Every SEDP document describes contents of development contexts by sector. This structure is common as development plan documents. However, it is also essential for the documents to mention about development in cross-cutting areas, such as environment, gender issues and poverty reduction, which has already been described in the NSEDP. Poverty reduction is a particularly important issue in the areas as it can be considered to be the overall goal of all the development plans. In addition, environmental consideration is currently a key global issue for sustainable development. Therefore, it will be necessary that development context in each sector mentions at least how it can contribute to achieve the goals in each of the cross cutting areas.

3) *Regional development issue*

Some PWT plans do not mention target regions, the principle and goals on development. It is necessary even for sector development plans to mention the elements shown in “Chart 1”. In addition, viewpoint of regional development is essential to cross-cutting issues such as reduction of poverty and economic disparity among regions.

4) *Terminology*

Some key technical terms *e.g.* goal, target, objective, indicator, activity, project and program are often used different meaning and coverage depending on the development plan document. Especially, the terms “activity” and “project”; generally considered as a different level in PIP; are often used as the same meaning.. In order to avoid such confusion, it is necessary to clarify the definition of each term as well as the structure among the terms. It is recommendable to attach a glossary of key words in the beginning of the development plans.

5) *Quantitative elements of indicators*

Many indicators in the development plan do not have enough quantitative elements. There are

many indicators that mention just the narrative summary of conditions to be achieved after implementation of the plans. This lack of quantitative elements of the indicators not only weakens concreteness of the subject that the plans aim to achieve but also disables quantitative monitoring and evaluation of progress and achievement of the plans. Indicators generally should mention aspects of: 1) what; 2) how much; 3) how well; 4) by when and; 5) where even in a narrative expression.

2.2. Formulation of PIP Program Units

As mentioned in Section I, PIP as a program becomes a form of PIP Program Units, through logical disassembling of the SEDP. Since the SEDP is formed in a 5 year term, PIP Program Units are also formed in a 5 year cycle. The basic foundation of PIP Program Units would not change during the course of the 5 years unless there is drastic change in the development plan or policy. However, when new subjects or issues arise in the development plan level, new PIP Program Units are considered to be formed or revised.

PIP Program Units are developed through workshops that involve staffs from planning departments and sector organizations.

DPI takes the initiative of the workshop when formulating provincial level PIP Program Units. Representatives from sector departments and districts are invited as workshop members. In principle, Program Units are considered from the sectorial viewpoint. However, when sub-regional (district, kum-bans, village) viewpoint is an important factor (for example, there are districts that are considered as the poorest, thus SEDP instructs a necessity to monitor through its 5 years) they can be considered from both sector and sub-regional viewpoints. MPI members take part as an advisory status.

MPI members, along with support from the Planning Department of the sector ministry would take the initiative of the workshop when formulating ministry level PIP Program Units. Representatives from sub-sector departments and provincial sector departments are invited as workshop members. In principle, the Program Units are considered from the sub-sectorial viewpoint. However, when regional viewpoint is an important factor (for example, a certain sector has special interests in special regions; such as the Boloven Plateau for the agriculture sector development).

The following procedures show the specific steps to formulate PIP Program Units.

(1) Identification of PIP Program Units

Based on the analysis of SEDP, *PIP Program Units* are identified by dividing the main targets of the SEDP. Contents in *Sectorial and Sub-sectorial Development*, along with *Regional Development* would be the candidates for PIP Program Units. If a provincial SEDP is studied, *Thematic and Cross-cutting Areas* would also be a candidate of a PIP Program Unit.

The number of PIP Program Units within an SEDP depends on the scale of the sector or province studied, and its balance of management capacity. A manageable number of PIP Program Units within a

sector or province would be around 10, although it depends on the size and coverage of each PIP Program Unit.

Ensure that quantitative targets for Program Units are clear. For each Program Unit, it is recommendable to have a few quantitative indicators, so that the Program Units have certain dimension towards achievement of its super-ordinate target.

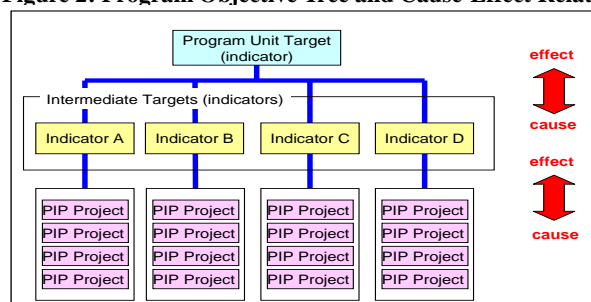
It is very important to determine the categorization and number of PIP Program Units, since these may change the policy and direction of PIP management for the 5 years during SEDP implementation. After it is agreed within the workshop members, it is important to report to Decision Makers for approval, so that there is a clear consensus of the policy and direction.

(2) Formulation of Program Objective Tree

A Program Objective Tree (POT) is formulated for every Program Unit. A POT is a tree-like diagram with 3 main levels. The target of the Program Unit on the top level, intermediate targets are placed in the second/middle level, and PIP projects are located in the third level, below the related intermediate targets respectively.

The vertical relations within the 3 levels are constituted in logical form. Program Unit targets have cause-and-effect relations between each intermediate targets. The intermediate targets also have cause-and-effect relations with their respective PIP projects.

Figure 2: Program Objective Tree and Cause-Effect Relations

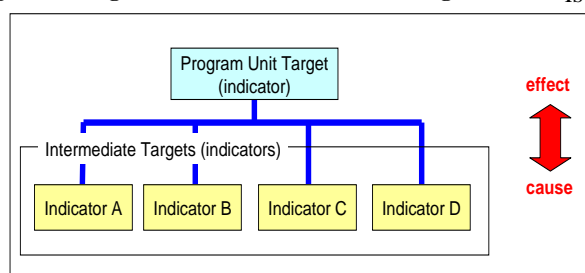


A POT is normally made from the top level, working downwards to the bottom. However, in some cases where the intermediate targets; or the second level; is not clear, it is developed simultaneously with the alignment of PIP projects; or the third level. The following steps are the standard methods on how to develop the POT.

Step 1: Make consensus on the Program Unit target and its indicators

After stage (1), the categorization of the Program Units are made, along with their respective quantitative targets. In order to develop the POT, it

Figure 3: Program Unit and Intermediate Targets



is important to have consensus of the target and coverage of each Program Unit and its indicators.

Step 2: Develop logical intermediate target and its indicators

Since Program Units represent one component of SEDP, they may not have direct

logical connections with individual PIP projects, although they indirectly belong to the same category. Even if they do, it may take accomplishments of many PIP projects; too many to manage; for the achievement of the Program Unit target. Therefore, it is recommendable to break up the Program Unit indicators into smaller components, so that the effects for individual PIP projects could be directly linked with its effect towards the Program Unit target achievement.

Step 3: Align new and ongoing PIP projects that directly relate to the Program Unit target

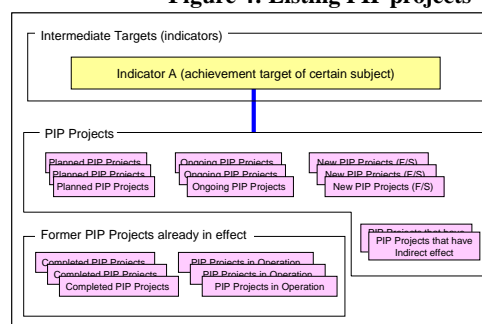
After setting intermediate targets, place PIP projects that affect each target. PIP projects include those that are both new and ongoing. PIP projects that are on feasibility studies are also listed.

In addition, PIP projects that have just completed, or those that are completed recently and are in operation, are also listed. This is to ensure that the true effect of PIP projects, present and past, is monitored so that their contribution is included in the achievement of intermediate goals.

Furthermore, PIP projects that indirectly contribute to the intermediate target, although the project produces a direct effect to another intermediate target, is also included in the list. As a result, some PIP projects may appear under a number of different intermediate targets.

All listed PIP projects must have indicators that show the effect toward its intermediate target indicators. By adding up these indicators, the direct contribution of PIP projects towards the intermediate target, as of present, would be clear.

Figure 4: Listing PIP projects



Step 4: Find out further requirements within the third level to fulfill intermediate targets.

If the SEDP is still in its early years, existing PIP project plans may not be enough to provide effect to fulfill intermediate targets. In this step, the workshop members discuss potential PIP projects, or other alternative methods to achieve the intermediate targets.

If sectors or regions where private investment and achievement of society has a certain direct contribution toward achievement of intermediate goals, it is necessary to quantify them before discussion of potential PIP projects are made.

After these aspects are confirmed, workshop participants discuss on how to achieve the intermediate target through potential direct and indirect PIP projects.

After the workshop agrees to consider planning certain PIP projects, sector/regional department begins project identification and planning as a means to achieve the intermediate target.

Step 5: Find out fundamental issues in the first and second levels that may hinder the achievement of the intermediate target indicators.

Some intermediate targets may not be achieved through increasing or improving PIP projects. Other assumptions may be needed, including causes that are not controllable (natural causes, macro-economic effects etc.). In such cases, there is a need to analyze such causes and find possible countermeasures that enable target achievement.

If countermeasures are unavailable or unrealistic, it may be necessary to report its background to the Decision Maker. It is important that when providing the report, speculation of the achievement level as compared to the original target is needed.

Conclusion and Outputs

The following are the conclusion and outputs through the POT workshop;

POT: A POT would be an important reference when monitoring the PIP Program Unit. It also helps trying to identify the status of the PIP project when conducting absolute and comparative assessments. The POT would be revised annually, according to the development of individual PIP projects and their contribution to the intermediate target.

New PIP Project Identification: New PIP projects may be proposed through the course of discussing the achievement of intermediate goal. However, it does not mean that the newly proposed project is assured. The sector or region that is liable to be responsible of the project would start project identification and feasibility studies.

Suggestions on Intermediate Target Achievement: Further suggestions in the PIP Program Unit level may be turned out to the Decision Maker. Depending on the topic, further discussions may be made to resolve issues.

Caseworks of POT

ANNEX 2 shows caseworks for POT of 1) PSEDP and 2) PWTDP in 3 provinces, a) Oudomxay, b) Khammuan and c) Saravan for 2006-2010. Moreover, an ideal example of POT is recommended at the end of the ANNEX 2, which reflects lessons through the casework .

Findings on the analysis

Through the analysis to formulate POT caseworks, some findings can be shown as follows;

1) Consistency between provincial SEDP and Sector DP

There are some contradictions in development contexts between PSEDPs and PWTDPs. Some sets of both types of plans often show mutually different objectives, Intermediate Targets and even listed PIP projects. Provincial SEDP is an integrated development plan across all the sectors, which should have been merged after the final draft of all the Sector Development Plans in the province, therefore, basically contradiction should not exist. It is supposed that this was caused due to reasons such as: 1) responsible agencies of each plan had obstacles on mutual communication and collaboration or; 2) the draft of Sector Development Plans could not meet the due date of compiling Provincial SEDP.

2) Cause-and-effect relations between intermediate targets and PIP projects

The vertical relations between intermediate targets and PIP projects are often weak. The intermediate

targets should have cause-and-effect relations with their respective PIP projects. However, some PIP projects miss the clear measure to achieve which intermediate target in the plan. In addition, even some intermediate indicators are missing PIP projects that should be linked.

(3) Formulation of Chronology Chart

A Chronology Chart is also formulated for every Program Unit. While POT identifies the relations between intermediate targets and PIP projects from the logical approach, **Chronology Chart** shows their relations in “**time**” **sequence**. It is formed in a chart that illustrates the progress of the intermediate targets and PIP project results.

Chart 2: Chronology Chart

Annual Progress of Target & PIP Project Effect							
Intermediate Targets	Expected Achievement by End of Month	Unit/%	1st Year	2nd Year	3rd Year	4th Year	5th Year
Rice Production for wet seasons in xxx region increases	aaaa tons / wet season	unit	cccc	Annual Achievements (Plans) by volume	ffff	aaaa	
		%	55%	70%	75%	85%	100%
Rice production for dry season in xxxx region increases	bbbb tons / dry season	unit	gggg	Annual Achievements (Plans) by % of Target	kkkk	bbbb	
				80%	80%		100%
PIP Projects	Period/Project Effect Indicators	Period of Project	Project Implementation	2nd Year	3rd Year	4th Year	5th Year
xxx region irrigation project Irrigation for dry season rice production	<Period> in progress (-2) year to 1st year	Project Effect Indicators	project	operation			
	<Project Effect Indicator> Increase in dry season rice production by xxx tons	not	Annual Project Effects	operation rice production in dry season increased by xxx tons	rice production in dry season further increased by xxx tons		
Rice crop improvement project Use and study capabilities of improved crops that have been developed in the agriculture institution	<Period> 3 years from 1st to 3rd year	bar	project			operation	
	<Project Effect Indicator> Increase in dry season rice production by xx tons	unit		1st trial increase by aa tons	2nd trial increase by aa tons	increase by xx tons	
	Increase in wet season rice production by xx tons			increase by bb tons	increase by bb tons	increase by xx tons	
Improvement of water drainage Construction of banks and ridges for wet season crop	<Period> 2 years from 3rd to 4th year	bar			project		operation
	<Project Effect Indicator> Increase in wet season rice production by xx tons	unit				partial operation increase by xx tons	operation increase by xx tons

The following steps are standard methods on how to develop the Chronology Chart.

Step 1: Obtain Indicators

Chronology Chart shows the chronologic improvement of indicators. Therefore, indicators that are measured in intermediate targets and PIP projects are essential. As for PIP projects, indicators showing effects after completion and during operations are also necessary. It is important to obtain annual progress of these indicators, so that true progress and the effect by PIP projects can be observed.

In order to obtain annual progress indicators toward the intermediate target, the SEDP, along with the POT are used. If the SEDP or its surrounding material do not provide such information, statistics and

reports in regions or sectors can be referred. If still not obtained, it is necessary to determine the indicators through discussions with regional and sectorial officials.

In order to obtain annual effects by PIP projects, *project documents* and *assessment reports* are of good reference. As for projects that have positive effects to the intermediate target, and are already completed and in operation, it is necessary to refer to the organization responsible.

Step 2: Place Intermediate Targets, Including Chronological Progress of its Achievement

After obtaining annual indicators, they are then inserted into the Chronology Chart. The upper rows of the chart are filled out with the following information;

Chart 3: Chronology Chart, Intermediate Targets and their Annual Progress

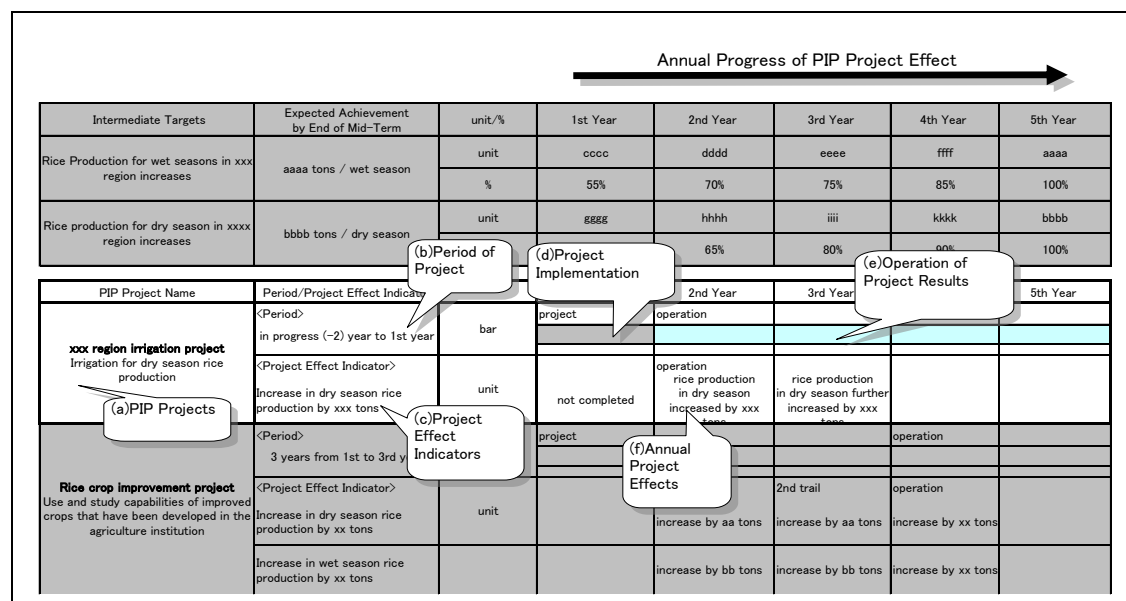
		Annual Progress of Target & PIP Project Effect					
		unit/%	1st Year	2nd Year	3rd Year	4th Year	5th Year
Rice Production for wet seasons in xxx region increases	aaaa tons / wet season	unit	cccc	dddd	eeee	ffff	aaaa
		%	55%	70%	75%	85%	100%
Rice production for dry season in xxxx region increases	bbbb tons /	(C) Annual Achievements (Plans) by volume	8888	iiii		kkkk	bbbb
		(d) Annual Achievements (Plans) by % of Target	45%			90%	100%
PIP Project Name	Period/Project Effect Indicator		1st Year	2nd Year	3rd Year	4th Year	5th Year
	<Period>						
	<Project Effect Indicator>						
	<Period>						

- (a) **Intermediate Targets:** Describe the Intermediate Targets that represents the Program Unit. When more than one Intermediate Targets are present, list all.
- (b) **Mid-term Targets (Indicators):** Write the expected target indicator that should be achieved at the end of the mid-term. If there are any baseline figures (indicators of the current situation), it would be advisable to include these figures, too. (ex. Rice production in xxx region increases from the current level of xxxx tons to a mid-term target of yyyy tons)
- (c) **Annual Achievements (Plans) by Volume:** Indicate the annual progress targets. Obviously at the 5th year, you would expect that the mid-term target has achieved. Depending on the target itself and its approach towards achievement, the annual progress may have fluctuation.
- (d) **Annual Achievement (Plans) by % of Target:** Indicate the percentage of annual progress achievement (plan) as compared to the intermediate target. At the 5th year, this rate should reach 100%.

Step 3: Place PIP Projects, Including Chronological Progress of its Effects

The next step is to insert PIP projects related to the intermediate targets that were identified in the POT. The chart is filled with the following procedure;

Chart 4: Chronology Chart, PIP Projects and their Annual Progress of Effect



- (a) **PIP Projects:** Describe the name of the PIP project that is categorized under the PIP Program Unit. It is preferable if the Project Code is described along with its name, to clarify the exact project.
- (b) **Period of Project:** Describe the (expected) period and duration of PIP project implementation.
- (c) **Project Effect Indicators:** Describe the indicators that affect the intermediate target, with its own target in the project-level. It must be ensured that the target itself relates to the intermediate target.
- (d) **Project Implementation:** Draw a bar within the years of implementation.
- (e) **Operation of Project Results:** If the project effects are likely to take appear only after operation of completed results, or if indicators are liable to improve during operation, draw a bar until the point where the effect does not influence the intermediate target.
- (f) **Annual Project Effects:** Describe annual progress indicators of the effects caused by the project. Continue description after completion of the projects under “operation” if the effects are liable to appear or improve during operation of the project results.

Step 4: Find Out Chronological Issues

After reflecting all intermediate target indicators and PIP projects from the POT, discuss whether the whole Program Unit is chronologically realistic to put into implementation. The physical capacity of work within the region/sector, along with predicted budget/financial limitations must be considered in the discussion.

When issues are raised, discuss countermeasures to resolve them with the first priority of achieving the intermediate target. However, it is necessary for countermeasures to maintain reality by facing and analyzing the actual conditions and limitations.

Conclusion and Outputs

The following are the conclusion and outputs through the completion of Chronology Chart;

Chronology Chart: A Chronology Chart would be an important reference when monitoring the PIP Program Unit in time sequence. It also helps identifying the chronological status of PIP projects when conducting absolute and comparative assessments. The Chronology Chart would be revised annually along with POT, according to the development of individual PIP projects and their contribution to the intermediate target.

Chronological Allocation/Reallocation of PIP Projects: Through the formulation process and discussion process, some PIP projects may be found unrealistic to achieve within its timeframe, or is necessary to speed up its development. In such cases, recommendations toward allocating a new schedule for those PIP projects may arise. For PIP projects that have been suggested through POT, planning, implementation and operations schedules may be discussed and shared.

Suggestions on Intermediate Target Achievement: Further suggestions in the PIP Program Unit level may be submitted to the Decision Maker. Depending on the topic, further discussions may be made to resolve issues.

Caseworks of the Chronology Chart

ANNEX 3 shows caseworks for the Chronology Chart of: 1) Provincial SEDP and 2) Sector Development Plan of a model sector *i.e.* Public Works and Transportation (PWT) sector in 3 provinces, a) Oudomxay, b) Khammuan and c) Saravan for 2006-2010.

Findings on the analysis

Through the analysis to formulate caseworks of Chronology Chart, some findings can be shown as follows;

1) Quantitative element of indicators

As mentioned in articles of the other PIP tools, there are not enough sets of quantitative indicators in the development plans. Therefore, it was difficult to mention target value as milestones of every implementation year in the Chronology Chart. The development plan should have clear indicators with specified numeric value.

2) Cause-and-effect relations between intermediate targets and PIP projects

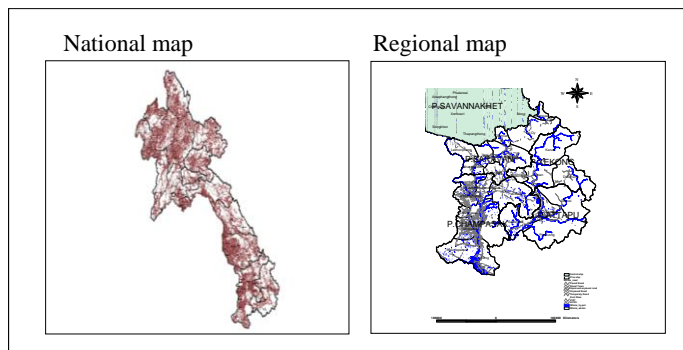
This issue is also referred in the article on POT. As cause-and-effect relations between intermediate target and PIP projects are weak in the plan, the examples of Chronology Chart must have some blanks of PIP projects that would achieve Intermediate target. The development plans should have basic logics that projects are not objectives but measures to achieve specified targets.

2.3. Formulation of PIP Map

After development of the PIP Program Units with logical and chronological viewpoints, it is then observed from a geographical viewpoint. Whatever the coverage of SEDP or PIP Program Unit it is studied, it is important to strategically observe geographical locations of intermediate target distribution and their PIP projects through maps of respective scale. Scale and size of maps differ depending on the level of PIP Program Unit studied.

Figure 5: National-level Map and Regional Level Map

PIP Maps are formulated by plotting PIP project locations and necessary information related to NSEDP targets together on the same map. When studying a PIP Program Unit in the sectorial (ministry) level, a map covering the whole nation is normally used. When studying a PIP Program Unit in regional levels (province, district, kum-ban, village),



smaller scale maps are used according to the scale of region studied. This series of studies should also be done at the beginning of the mid-term, as soon as the SEDP 5 year plan is announced.

Depending on the sector and region of PIP Program Units, a PIP map can be made within a few PIP Program Units that share common interests. A PIP map can also be made within the certain sector or region, or a certain thematic and cross-cutting area such as poverty reduction, gender equity, environmental conservation approach etc.

(1) Formulation of a PIP Map

A PIP map is formulated in a workshop style. Before formulation of the PIP Map, a blank map of suitable scale and size depending on the topic and scale of discussion must be prepared. The PIP mapping workshop is conducted with the following procedure.

Step 1: Obtain Geographic-related Information on Intermediate Goals, PIP Projects and Other Necessary Information

PIP Maps show relation of locations and coverage of intermediate goals and PIP projects. Therefore, accurate information of the coverage and/or location of intermediate goals, along with PIP project sites are essential. If these information is not clear, it is important obtain information beforehand.

In addition to these information, basic social, economic and infrastructure information of the area in subject helps to understand its geographical background. The following standard information could be collected from organizations in charge;

- Natural information such as rivers, mountains, forests, preservation areas etc.
- Social information such as village locations, population, ethnic group etc.
- Infrastructure such as roads, bridges, electricity coverage including power plants, hospitals, clinics, schools etc.
- Economic information such as markets, agriculture fields (including its type), irrigation network, industrial areas, mining, etc.

Types of information required for the particular study can be selected. Additional information can be included when necessary.

Step 2: Plot Information on PIP Map

After collecting accurate geographic information, they are then plotted respectively onto the PIP map.

Intermediate Targets: Plot intermediate targets on the PIP map. If intermediate targets cover the whole range of the map, they can be compiled as explanatory notes. In this case, ensure that the coverage of the targets is clear and accurate.

PIP Projects: Plot PIP projects on the PIP map. Locate the project site accurately. If a certain PIP project covers a certain range within the map, indicate its coverage. Also write indicators of the PIP project effect that is related to the intermediate targets studied. Highlight projects depending on its status i.e. ongoing, new, planning stage etc.

Basic Information: Plot basic information that relate to the PIP Program Units, or the studies.

Step 3: Analyze the Geographical Situation

After plotting all information, analyze the completed PIP map. They could be analyzed from the following two viewpoints;

Coverage of Intermediate Targets: Check whether the coverage is geographically feasible or too small/large. Also check whether the natural, social, infrastructure or economic conditions within the area suitable for intermediate target achievement.

Locations of PIP Projects: Check whether PIP projects are located with a fair coverage to ensure intermediate target achievement. Also check whether the conditions surrounding the PIP projects (natural, social. Infrastructure and economic conditions) are appropriate enough to achieve its intended target.

(2) Conclusion and Outputs

The following are the conclusion and outputs through the completion of PIP Map;

PIP Map: The PIP Map itself shows the comprehensive view of the geographic coverage of indicators, and locations of PIP projects that contribute to the target achievement. It would also show the intensity of PIP projects in certain regions by comparing two different locations in the PIP map.

Geographical Suggestions on PIP Projects: If discussions are made in the process of after completion of the PIP map, they would also be of reference. At the PIP project level, project locations are clarified, and furthermore for new planned projects, strategic suggestions on the locations can be made.

Geographical Suggestions on Intermediate Targets: Further suggestions in the PIP Program Unit level may be turned out to the Decision Maker. Depending on the topic, further discussions may be made to resolve issues.

(3) Using GIS

Since the recommended process of developing the PIP map is through workshops, it is necessary to use blank maps of large size, so that participants can plot information with ease. However, since information technology advancement over the few years would allow new ways to develop the PIP map.

Geographical Information System (GIS) can be utilized by additionally plotting intermediate targets and PIP projects from electronic maps in an efficient manner. Many provinces and ministries obtain GIS maps. It is recommended to obtain GIS information with the necessary data.

Examples of PIP Map using free GIS software

PCAP 2 Project developed examples of PIP maps of the 5 year PWT sector development plan 2006-2010 in 3 provinces, Oudomxay, Khammuan and Saravan. The maps were prepared by a free GIS software, *MapWindow*¹ (see ANNEX 4). Measure features of the maps are as follows;

- 1) Target area: 3 monitor provinces of PCAP2 project
 - Oudomxay
 - Khammuan
 - Saravan
- 2) Embedded data
 - Administrative boundary
 - National Road(All province)
 - Provincial and Rural Road
 - Topography
 - River
 - Village (include health center, school)
 - Location of PIP projects listed in PWT sector development plan for 2006-2010
- 3) Available functions
 - Viewer function: to view
 - ✧ Basic data
 - ✧ Actual Infrastructure
 - ✧ PIP projects in PWT sector listed in plan 2006-2010
 - Editor function: to edit
 - ✧ Basic data
 - ✧ PIP projects in PWT sector listed in plan 2006-2010
 - Data Analysis

3. Monitoring PIP Program Units and PIP Maps

¹ <http://www.mapwindow.org/>

PIP Program Units, including POT and Chronology Chart, along with PIP Maps are formulated based on the mid-term SEDP, and would be the basic framework during its 5 years. However, they need to be monitored and updated annually along with the annual SEDP, in order to keep track of progress towards the achievement of their intermediate targets. The following sub-chapters explain the monitoring methods for each component.

3.1. Monitoring PIP Program Units

Monitoring of PIP Program Units is done simultaneously with the procedure of PIP budget request of the following fiscal year. The objectives of monitoring are to (a) reflect the previous years' results and indicators, (b) confirm the direction of the Program Unit within the annual SEDP and the PIP budget for the current year, and (c) utilize the monitoring results to support the selection of PIP projects and its budget allocation.

With this process, implementing results and its issues of the previous year is identified, and furthermore, general direction towards formulating the annual SEDP and PIP budget request for the following year can be confirmed.

(1) Project Objective Tree

The main task of monitoring the POT is to *arrange PIP projects*. Since status of each PIP project change annually, there is a need to update them into the most recent status. Status of PIP projects that have started its implementation in the previous year is changed from new to ongoing. PIP projects that have just completed must change from ongoing to completed, or in operation. For projects that are completed, obtain the indicators in completion.

For *PIP projects that are newly planned*, a discussion is made on which Program Unit it belongs to. After absolute assessment has been completed, it is temporarily included in the POT. It is officially included after the project, including its budget has been approved by the National Assembly. It is important to make sure that the indicators are related to the intermediate target

Operational projects that have completed accomplishment of their targeted effect may be removed from the POT. However, it must be ensured that the intermediate target figures are adjusted based on the accomplishment of the project results.

A POT, with all PIP project information updated would be completed.

(2) Chronology Chart

Most of the efforts in monitoring are intensified in the Chronology Chart. Since they show the annual flow of targets, indicators and PIP projects, it is important that specific figures are updated.

Chart 5: Chronology Chart Monitoring Points

				Monitoring Year			
Intermediate Targets	Expected Achievement by End of Mid-Term	unit/%	1st Year	2nd Year	3rd Year	4th Year	5th Year
Rice Production for wet seasons in xxx region increases	aaaa tons / wet season	unit	cccc	dddd	eeee	ffff	aaaa
		%	55%	70%	75%	85%	100%
Rice production for dry season in xxxx region increases	bbbb tons / dry season	unit	gggg	hhhh	iiii	jjjj	bbbb
		%	45%	65%	80%	90%	100%
PIP Project Name	Period/Project Effect Indicator		1st Year	2nd Year	3rd Year	4th Year	5th Year
xxx region irrigation project Irrigation for dry season rice production	<Period> in progress (-2) year to 1st year	bar	project	operation			
	<Project Effect Indicator> Increase in dry season rice production by xxx tons	unit	not	operation rice production in dry season increased by xxx tons	rice production in dry season further increased by xxx tons		
Rice crop improvement project Use and study capabilities of improved crops that have been developed in the agriculture institution	<Period>	bar	project			operation	
	<Project Effect Indicator> Increase in dry season rice production by xx tons	unit		1st trial increase by aa tons	2nd trial increase by aa tons	increase by xx tons	
	Increase in wet season rice production by xx tons			increase by bb tons	increase by bb tons	increase by xx tons	
Improvement of water drainage Construction of banks and ridges for wet season crop	<Period> 2 years from 3rd to 4th year	bar			project		operation
	<Project Effect Indicator> Increase in wet season rice production by xx tons	unit				partial operation increase by xx tons	operation increase by xx tons

Monitoring of Chronology Chart is done with the following steps;

Step 1: Obtain Updated Indicators

Obtain all indicators from the annual SEDP, PIP project reports and sectorial/regional resources. Confirm whether updated figures are actual results or estimation, and ensure to update actual figures as soon as they are newly obtained. Compare beforehand whether the actual results and the original plans, and highlight ones that have significantly not reached its expectations.

Step 2: Place Monitoring Indicators for Intermediate Targets

Chart 6: Monitoring Annual Intermediate Targets

				Monitoring Year			
Intermediate Targets	Expected Achievement by End of Mid-Term	unit/%	1st Year	2nd Year	3rd Year	4th Year	5th Year
Rice Production for wet seasons in xxx region increases	aaaa tons / wet season	unit	cccc	dddd	eeee	ffff	aaaa
		%	45% (55%)	70% (70%)	75%	85%	100%
Rice production for dry season in xxxx region increases	bbbb tons / dry season	unit	gggg	hhhh	iiii	jjjj	bbbb
		%	38% (45%)	61% (65%)	80%	90%	100%
PIP Project Name	Period/Project Effect Indicator		1st Year	2nd Year	3rd Year	4th Year	5th Year
xxx region irrigation project Irrigation for dry season rice production	<Period> in progress (-2) year to 1st year	bar	project	operation			
	<Project Effect Indicator>	unit		operation			

It is important to plot the most updated figures, from actual results to its estimations. Ensure that the actual results are plotted as soon as the information is available. As for estimations, it is crucial to first observe the actual results, and check whether increasing indicators are necessary.

After calculating the updated percentage of achievement, if the percentage has dropped as compared to the plan, it is essential that countermeasures for recovery in the remaining years be considered.

Step 3: Place PIP Project Effect Indicators

Chart 7: Monitoring PIP Projects

			Monitoring Year				
PIP Project Name	Period/Project Effect Indicator		1st Year	2nd Year	3rd Year	4th Year	5th Year
xxx region irrigation project Irrigation for dry season rice production	<Period> in progress (-2) year to 1st year	bar	project	operation	operation of Project		
	<Project Effect Indicator> Increase in dry season rice production by xxx tons	unit	not	operation rice production in dry season increased by xxx	rice production in dry season further increased by xxx		
			Annual Project Effects				
Rice crop improvement project Use and study capabilities of improved crops that have been developed in the agriculture institution	<Period>	bar	project	1st trial	2nd trial	operation	
	<Project Effect Indicator> Increase in dry season rice production by xx tons	unit		Increase by aa tons	Increase by aa tons	Increase by xx tons	
	Increase in wet season rice production by xx tons			Increase by bb tons	Increase by bb tons	Increase by xx tons	
Improvement of water drainage Construction of banks and ridges for wet season crop	<Period> 2 years from 3rd to 4th year	bar			project		operation
	<Project Effect Indicator> Increase in wet season rice production by xx tons	unit				partial operation	operation
						Increase by xx tons	Increase by xx tons

Check each PIP project for its annual progress and update the chart, along with any changes of expected plans.

Step 4: Plot New PIP Projects, Remove Achieved projects (or effects)

As for new projects introduced in the POT, they are added to the chart along with their indicators of annual effects. For *operational projects that have completed accomplishment of their targeted effect* that were removed from the POT, it is also removed from the Chronology Chart. However, it must be ensured that the intermediate target figures are adjusted based on the accomplishment of the project results.

Step 5: Check the Overall Accomplishment

Compare the actual results plotted to the original plan. If the achievement level is significantly lower than of annual plan, consider countermeasures for recovery.

3.2. Monitoring PIP Map

The PIP Map is also updated annually. The main task of monitoring the PIP Map is to update intermediate targets and status of PIP projects. Monitoring of the PIP Map is done with the following steps;

Step 1: Obtain Updated Geographic-related Information

With the same reference of the POT, obtain indicators from the annual SEDP, PIP reports and sectorial/regional resources. Find the exact locations for newly planned PIP projects, along with surrounding indicators.

Step 2: Replace Updated Information on PIP Map

Reflect the updated information on the PIP map. If the original PIP Map is made manually on paper, it is recommendable to make a copy and overwrite it, so that the progress would be shown. Plot the locations of new PIP projects. Also plot related information that may affect the intermediate indicators,

from project documents.

Step 3: Monitor Overall Accomplishments and Progress

Compare the actual results plotted to the original plan. If duplication within PIP project coverage is found, consider avoidance through discussions within project owners. If there are any PIP projects that are liable to spread its effects by expanding coverage, suggest to the sector/region in charge of its possibility, along with the project owner.

3.3. Reflection of Monitoring Results to Individual PIP Projects

In the process of monitoring the PIP Program Units, updated information from PIP projects are reflected as much as possible.

Monitored information in PIP Program Units toward individual PIP projects is reflected with 2 steps. The first step is when each PIP project is receiving absolute assessment or evaluation, and the second step is when PIP projects are grouped and are conducting comparative assessment. The following explains the 2 steps of reflecting PIP Program Unit monitoring results to individual PIP projects;

(1) Reflection to Absolute Assessment/Evaluation

Monitoring results of PIP Program Units are utilized in absolute assessment or evaluation. Ways of utilization changes depending on the progress stage of the project that is assessed or evaluated.

Projects in the Identification Level: Although this stage does not require absolute assessment, PIP Program Units can provide guidance to newly identified projects. The general outline of size, coverage and timing of the PIP project which is to be planned, including its expected effects in the operational stage can be worked out based on requirements from POT, Chronology Charts and PIP Maps.

New PIP Projects before Construction: Absolute assessment of newly planned projects is the most important stage in the PIP project planning process. The PIP project in this stage has to be fully relevant to the SEDP in order to be implemented and expected effects during and after the project also must be clear. In order to measure these aspects, PIP Program Units and their tools provide detailed information of these assessment aspects.

Ongoing PIP Projects: PIP Program Unit tools help the assessment of ongoing PIP projects in observing expected effects. Within the Chronology Chart, annual progress of contribution to the intermediate target from the effects of each PIP project is listed. Assessment of relevance and effectiveness can be conducted by comparing the expected progress with the actual situation.

Completed PIP Projects: Terminal evaluation is conducted for completed PIP Projects. PIP Program Unit tools support the evaluation through the Chronology Chart, when checking the effect of the project in completion. For projects that are further handed over for operation, indicators of the project effect can be compared with the operation and maintenance plan of the project, thus confirming both the effect (positive impact) and sustainability of the project.

Completed PIP Projects in Operation: PIP Program Unit tools are also useful when post evaluation is conducted for completed PIP projects that are in operation. Indicators of project effects can be compared with the actual operational effects.

(2) Reflection to Comparative Assessment

A Comparative Assessment Workshop is normally done among PIP projects that are in the same sector or region. In most cases, PIP projects categorized within the same **POT** can be compared. In such case, intermediate targets can be considered as the assessment criteria. Comparing the contribution of each PIP project towards these intermediate targets in volume would be a guideline of scoring each project.

Chronology Chart is also good reference when conducting comparative assessment. By understanding the chronological status toward the intermediate targets within the mid-term plan, the overall direction of comparative assessment may be clarified. Coefficient rating of assessment criteria may also be considered based on the chronological status of the 5 year plan.

PIP Maps are useful especially when comparing projects within the same region. PIP projects could be selected based on undone areas of development or areas where further improvement is needed, as compared to other regions and sectors.

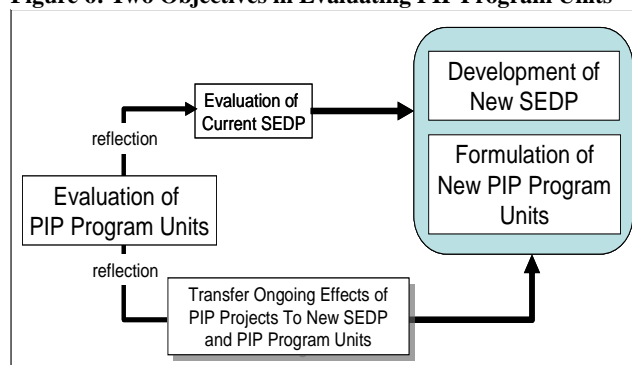
4. Evaluation of PIP Program Units

There are 2 objectives in evaluating PIP Program Units. The first objective is to support the evaluation of the current SEDP, and second is to transfer effects of PIP projects to the new SEDP and its PIP Program Units.

Nearing the completion of the 5-year term for the SEDP, the SEDP needs to be evaluated with the objective of understanding the progress toward the 2020 target, and refer the evaluation results towards the formulation of the upcoming SEDP for the next 5 years. Since PIP Program Units are closely related to the SEDP, it is recommendable to conduct evaluation sessions for PIP Program Units first so that it would be a good reference when evaluating the SEDP.

Some individual PIP projects and their effects in progress would cross over current and new SEDP periods. These PIP projects must be identified in the process of evaluating the PIP Program Units, so that their effects will be reflected in the new SEDP.

Figure 6: Two Objectives in Evaluating PIP Program Units



Evaluation of PIP Program Units is done before the formulation of the coming SEDP. Therefore, it has to be done as soon as the final year of monitoring for the PIP Program Units is completed.

The following sub-chapters explain the procedure of evaluation for PIP Program Units.

4.1. Achievements and Progress of PIP Program Unit Targets

Before conducting evaluation, it is important to measure the previous achievements of the PIP Program Unit. It is done by monitoring the PIP Program Units as is done annually. Since evaluation is generally done in its final year, the results are compared with the original plans. For intermediate targets that have not achieved its original expectations, it is highlighted for further analysis during the evaluation session.

It is also important to observe the past progress of intermediate target achievements within the 5 years, whether or not the targets have been achieved. They must be further analyzed during the evaluation session.

4.2. Evaluation Through 5 Evaluation Criteria

PIP Program Units are evaluated through 5 evaluation criteria. Although the same criteria is used with PIP project management, specific evaluation questions are different due to the different objectives at the project and program levels. Furthermore, they are not scored or rated in the way PIP project assessment is done. The evaluation study team provides comprehensive comments of the PIP Program Unit based on the results. The following are the specific evaluation questions in each criterion, and which program tool may be useful to find the comments related to the question;

(1) Relevance

Relevance is measured whether the PIP Program Unit is still relevant at the point of evaluation. In rare cases, although the PIP Program Unit was fully relevant at the time of planning, the status may have changed due to the changes in the surroundings (i.e. environment, policy, international relations, economy, natural causes etc.). Therefore, it is necessary to reconfirm the status as of today. PIP Program Unit in evaluation is studied from both the effect (SEDP) and cause (PIP projects) viewpoints. Following are the specific points of studies.

- Whether the logical structure among SEDP and the PIP Program Unit is relevant at the time of evaluation. (POT)
- Whether the logical structure between the PIP Program Unit and PIP projects are relevant at the time of evaluation. (POT)
- Whether the area coverage of the PIP Program Unit was relevant. (PIP Map)

(2) Effectiveness

Effectiveness of the PIP Program Unit is, plainly, whether the PIP program achieved its expected target. It also ensures whether the PIP projects that were logically located have contributed to its achievement.

- Whether the PIP Program Unit was effective. Whether the PIP Program Unit achieved its

- expected target. (POT)
- Whether the intermediate targets directly affected the achievement of the PIP Program Unit, or has any assumptions positively/negatively affected. (POT/Chronology Chart)

(3) Efficiency

Efficiency of the PIP Program Unit is measured based on the combination of effects within PIP projects. It measured whether their performance, combination, financial distribution, chronological alignment and geographical distribution of PIP projects within the PIP Program Unit are efficiently considered.

- Whether the combination of PIP projects (new/ongoing/operation, domestic/ODA) were efficient enough. (POT)
- Whether performance of individual PIP project(s) have affected efficiency of PIP Program Unit. (Chronology Chart)
- Whether financial distribution among PIP projects have affected efficiency of PIP Program Unit. (POT/Chronology Chart)
- Whether the chronological alignment of PIP projects were efficient enough. (Chronology Chart)
- Whether the geographical distribution of PIP projects were efficient enough. (PIP Map)

(4) Impact

Measurement of Impact is done in both positive and negative viewpoints. It is also measured whether the PIP Program Unit had direct impact to its SEDP, and whether there were any indirect impacts to other Program Units or SEDP topics.

- (Positive Direct Impact) Whether the PIP Program Unit has affected positively to the SEDP in subject. (POT/Chronology Chart)
- (Positive Indirect Impact) Whether the PIP Program Unit has affected positively to other PIP Program Units. (POT)
- (Negative Direct Impact) Whether the PIP Program Unit has affected negatively to the SEDP in subject. (POT/Chronology Chart)
- (Negative Indirect Impact) Whether the PIP Program Unit has affected negatively to other PIP Program Units or other areas in SEDP. (POT)

(5) Sustainability

Specifically speaking sustainability will not be a direct criterion, since the PIP Program Unit is completed once the current SEDP has ended. However, realistically, many components of the current PIP Program Unit would be further handed over for accomplishment, in order to achieve the long term goal in 2020. Therefore, questions are asked whether the provision of effect is needed in both sectorial and regional viewpoints.

- Whether the PIP Program Unit has potential to continue to provide effect toward 2020 goal in;
 - Sectorial strategic viewpoint. (Chronology Chart)
 - Regional strategic viewpoint. (PIP Map)

4.3. Conclusion and Recommendations

After studying abovementioned questions, study results are compiled and provided with overall conclusion. Furthermore, recommendations are made with the consideration of the following aspects;

- As reference when conducting evaluation of the current SEDP
- Guideline when setting up new goals in the new SEDP.
- Reference when setting up realistic targets in the new SEDP

- Reference of geographical progress and its distribution for the new SEDP.
- Transfer ongoing effects of the current PIP Program Unit to new SEDP and PIP Program Unit.

Obviously, PIP Program Units that have not achieved their targets are important issues to be further discussed. Therefore, careful analysis on the issues must be done, and included in the conclusion. Countermeasures should also be studied and provided as recommendations.

4.4. Reflection of Evaluation Results

As indicated in the beginning of this chapter, the conclusion and recommendations of PIP Program Unit evaluation could be reflected to two aspects; one for SEDP evaluation and the other to the new SEDP and PIP Program Unit. Following are guidelines of reflecting the evaluation results to each of the aspects;

(1) To Evaluation of SEDP

PIP Program Units combined logically form the SEDP. However, there are still other aspects of contribution, such as private investment or achievement of the society, of which they are combined with PIP Program Units, form the achievement of the SEDP as a whole.

Therefore, by evaluating all PIP Program Units, it is capable to understand the *direct contribution of PIP to SEDP*, as well as *indirect contribution*; supporting private investment and the society. Through further analysis, sectorial and regional weight for the current SEDP can be evaluated so the distribution of new SEDP can become reasonable.

By understanding the direct influence of PIP by sector and region toward SEDP, it would help in formulating the new SEDP along with direct expectations from PIP contribution.

(2) To New SEDP Through Project Effects

Although a fresh target in the SEDP is set up every 5 years, some PIP project effects may take longer terms to appear, and range over two SEDP periods. Through PIP Program Units evaluation, these PIP projects are identified and its information is transferred to the next SEDP (and PIP Program Unit that relates to the PIP project). This helps the start of a new SEDP implementation.

Underachieved PIP Program Units, as well as PIP projects also have to be listed, along with possible countermeasures. These countermeasures should be considered, and it necessary, included in the next SEDP or PIP Program Units for follow-up.

ANNEX

Examples of PIP tools in Monitor Provinces of PCAP2 Project

ANNEX1. Summary Table of development Plan Analysis

- (1) Oudomxay Province
 - 1) 5 year Provincial Socio Economic Development Plan 2006-2010-
 - 2) 5 year Public Works and Transportation Sector development Plan 2006-2010-
- (2) Khammuane Province
 - 1) 5 year Provincial Socio Economic Development Plan (PSEDP) 2006-2010
 - 2) 5 year Public Works and Transportation Sector development Plan 2006-2010
- (3) Saravane Province
 - 1) 5 year Provincial Socio Economic Development Plan 2006-2010
 - 2) 5 year Public Works and Transportation Sector development Plan 2006-2010

ANNEX 2. Program Objective Tree

- (1) Oudomxay Province
 - 1) 5 year Provincial Socio Economic Development Plan 2006-2010
 - 2) 5 year Public Works and Transportation Sector development Plan 2006-2010
- (2) Khammuane Province
 - 1) 5 year Provincial Socio Economic Development Plan (PSEDP) 2006-2010
- (3) Saravane Province
 - 1) 5 year Provincial Socio Economic Development Plan 2006-2010
 - 2) 5 year Public Works and Transportation Sector development Plan 2006-2010
- (4) Ideal Structure of POT

ANNEX 3. Chronology Chart

- (1) Oudomxay Province
 - 1) 5 year Public Works and Transportation Sector development Plan 2006-2010
- (2) Saravane Province
 - 1) 5 year Public Works and Transportation Sector development Plan 2006-2010

ANNEX 4. Mapping

- (1) Oudomxay Province
 - 5 year Public Works and Transportation Sector development Plan 2006-2010
- (2) Khammuane Province
 - 5 year Public Works and Transportation Sector development Plan 2006-2010
- (3) Saravane Province
 - 5 year Public Works and Transportation Sector development Plan 2006-2010

Note: The PCAP study team could not obtain the theoretical document of 5 year Public Works and Transportation Sector Development Plan 2006-2010 in Khammuane Province, except project list. Therefore, this manual could not prepare Program Objective Tree and Chronology Chart of the plan in Khammuane province.

ANNEX

Examples of PIP tools in Oudomxay, Khammuan and Saravan Provinces

ANNEX1. Summary Table of Development Plan Analysis

(1) Oudomxay Province

1) 5 year Provincial Socio-Economic Development Plan (PSEDP) 2006-2010

No	Topic	Analysis points	Contents
1	Composition of existing plans		<p>1. The 20-year strategy by 2020: Socio-Economic Development Plan Now-2000 an Now -2020 of Oudomxay Province (Department of Planning and Cooperation, issued date: 5/3/1999)</p> <p>2. The 10-year plan by 2010: The 10-year SEDP Development Plan in Oudomxay province was not available for the study team*</p> <p>3. The 5-year plan by 2010: (Draft) The 6th 5-year of Socio-economic Development Plan (2006-2010) of Oudomxay Province (DPI of Oudomxay, Issued date: 12/1/2009)</p> <p>4. The mid term review at 2.5 years of 5-year plan: Summary of the Implement of the 6th 5-year Socio-economic Development Plan from 2005-2007 of Oudomxay Province (DPI of Oudomxay, issued date: August, 2008)</p> <p>5. The annual plan: The Socio-economic Development Plan for 2008-2009 of Oudomxay Province (DPI of Oudomxay, issued date: September 29, 2008)</p>
2	Overall development strategy in the 20 year strategy	<p>Long term development directions</p> <p>To expand the Resolutions of the Central Party Congress VI and of the Provincial Party Committee IV and V by interpreting the plan into programs and projects based on the 8 national priority programs</p> <p>Macro indicators</p> <p>1. PGDP per capita is \$2000, and annual average economic growth 9-10%</p> <p>2. Annual Revenue collection will be 12-13% of PGDP</p> <p>3. Low inflation based on the actual capability</p> <p>4. Achieving the objectives and targets of the socio-economic development requires the annual investment as equivalent to 30-35% of GDP of which the public investment should not be less than 14% of GDP.</p> <p>5. It is estimated that the total financing from 2001-2020 would be 900 billion kip of which the public investment is 800 billion kip and 100 billion kip from bank credits, the private domestic and foreign investment and etc</p> <p>Plan Targets and Tasks</p> <p>1. Economic Development</p> <p>(1). Share of agriculture and forestry cover 42%, (2). industry covers 28%, and (3). services covers 30%</p> <p>(1). Agriculture and forestry grows by 7%, (2). Industry grows by 12-13% and (3). service sector grows by 10-11% of PGDP</p> <p>2. Socio-Development</p> <p>(1). Adult literacy rate of people aged 15-40 reaches 80% by 2000</p> <p>(2). School-age children enrollment rate reaches 75%</p> <p>(3). Life expectancy reaches 56 for men and 58 for women</p>	
3	Mid-term development strategy in the 10 years plan for 2010	Mid-term (10 years) development directions, macro indicators and target and tasks	The plan was not available for the study team*
4	5 years development strategy for 2010	<p>5 years development directions</p> <p>To develop socio-economic continuously. Agriculture and forestry, industry, and services production grow 2-3 times compared to current time. Upgrade living standard of ethnic people and escape from basic poverty. Education, health, culture, labor and social welfare will be developed.**</p> <p>Macro indicators</p> <p>1. PGDP will be 2,016.33 billion kip, PGDP per capita is \$640, Annual economic growth is 16.6%,</p> <p>2. Annual Revenue collection will be 3.5-4% of PGDP</p> <p>Plan Targets and Tasks</p> <p>1. Economic Development</p> <p>(1). Agriculture and forestry grows by 1.5time, (2). Industry grows 28.8% and (3). service sector grows 21% of PGDP compared to 2005</p> <p>(1). Share of agriculture and forestry covers 41%, (2). industry covers 30% and (3). services covers 25%</p> <p>2. Socio-Development</p> <p>(1). Adult literacy rate of people aged 15-40 reaches 100%</p> <p>(2). 95% of children aged 6-10 will be able to access to school</p> <p>(3). Life expectancy approximately 66 years</p> <p>(4). Complete eradicating basic poverty by 2010</p>	
5	Thematic and cross cutting areas in the 5 years plan	Multi-sectorial and cross cutting issues related to overall and sectorial targets such as poverty reduction	Did not mention in the plan
6	Regional development in the 5 years plan	Target region, principle and goals on development in the region	<p>There are 3 priority focal areas for development in provincial level including (1). Nambak, Xay district; (2). Nahome, Bang district; and (3). Namka, Houn district.</p> <p>There are 7 priority focal areas in district level including (1). Namhang, Xay district; (2). Tardmouan, La district; (3). Namsetai, Namor district; (4). Houingouan, Nga district; (5). Namkon, Bang district; (6). Namphoun, Houn district; and (7). Namkong, Parkbang district.</p>

* It is confirmed by Department of Planning and Investment of Odomxay Province, February 24, 2009

2) 5 year Public Works and Transportation Sector Development Plan 2006-2010

No	Topic	Analysis points	Contents
1	Composition of existing PWT sector plans		<p>1. The 20 year strategy by 2020: Communication, Transport, Post and Construction Sector Development Plan from 2008-2015-2020 (Department of CTPC issued date:)</p> <p>2. The 10-year Plan by 2010: The 10-year development plan until 2010 was not available for the study team*</p> <p>3. The 5-year Plan by 2010: (Draft) the Implementation of the Socio-economic Development Plan from 2001-2005 and the Plan for 2006-2010 (Department of Communication, Transport, Post and Construction, issued date: April 5, 2005)</p> <p>4. Mid-term review of the 5 year plan: There have not been combined yet. There are only by sub-sectors review. Confirmed by Department of PWT Sector, February 24, 2009</p> <p>5. Annual Plan: Summary of the Implementation of Socio-economic Development Plan for 2007-2008 and the Plans for 2008-2009 (Department of PWT, issued date: September, 2008)</p> <p>6. The 5-year Priority Plan by 2010: (Draft) the Priority Plan for Public Works and Transport Sector Activities during (2006-2010) of Oudomxay Province (Updated version, January 2008) (Department of Public Works and Transport, issued date: January 2008)</p>
2	Overall development strategy in the 20 year PWT sector plan by 2020	Long term development directions	<p>1. To expand the Resolutions of the Central Party Congress VIII and directions of the Provincial and Ministry of Public Works and Transport by continuing develop communication to access to focal areas of province and districts.</p> <p>2. Facilitate other sectors development especially food production, health, education, and other sectors to reduce poverty</p>
		Long term macro indicators	<p>(1) Tarred roads reach 30%, (2) laterite-paved roads reach 70%, (3) construct 10 bridges; (4) Construct tarred roads in urban planning areas 70% and (5) Pave laterite in urban planning areas 100%</p> <p>(6) To complete constructing bus stations in all districts</p> <p>(7) Construct waste disposal areas in all districts</p>
3	Mid-term development strategy in the 10 years PWT sector plan by 2010	Mid-term development goals by 2010	The plan was not available for the study team*
4	5 years development strategy in PWT sector by 2010	5 years development goals by 2010	<p>1. To expand the Resolutions of the Central Party Congress VI and of the Provincial Party Committee and the directions and targets of Ministry of Transport and Public Works. TPW development is contribute strongly to poverty reduction and facilitates other sectors development especially on socio-economic development</p>
		5 years macro indicators by 2010	<p>1. Roads access to villages for 70% (usable for 2 seasons) and 80% (usable for 1 season) of all villages.</p> <p>2. Construct 2 post offices</p> <p>3. Inland transportation for goods and passengers reach 33,712tons and 27,748 people; Water transportation for goods and passengers reach 8,442 tons and 38,189 people; and Air transportation for goods and passengers reach 16.98 tons and 7,250 respectively</p>
5	Thematic and cross cutting areas in the 5 years PWT sector plan	Multi-sector and cross cutting issues related to overall and sector targets such as poverty reduction	Did not mention
	Sectorial and Sub-sectorial Development in the 5 years PWT sector plan	Objectives of (PWT) sector and sub-sectors	<p>* Communication:</p> <p>1 Communication plays an important role on accessing production areas and village groups for development throughout the province.</p> <p>2 To reduce no. of villages without road access</p> <p>3 To solve poverty problem and facilitate other sectors development</p> <p>* Transportation</p> <p>1 To have better facilitate on tourism development, traveling and contacting to each other</p> <p>* Post and Telecommunication</p> <p>Did not mention</p> <p>* Urban Planning and Water Supply</p> <p>1 Try to develop urban areas in all aspects</p> <p>* Housing, Company Management and Construction Techniques</p> <p>1 To have better promote and manage these activities, the district will grow well</p>

6	Sectorial and Sub-sectorial Development in the 5 years PWT sector plan (continued)	Goals of sub-sectors in PWT sector	<p>* Communication:</p> <ol style="list-style-type: none"> 1. Construct and upgrade national roads and bridges 2. Construct and upgrade provincial, district and rural roads and bridges 3. Maintain the existing roads and bridge 4. Pay attention on water communication and airport to be able to use regularly <p>* Transportation</p> <ol style="list-style-type: none"> 1. Construct 1 public transportation facility (station) 2. Open public transportation route to Vietnam 3. Improve public transportation association in 7 districts <p>* Post and Telecommunication</p> <ol style="list-style-type: none"> 1. Expand post offices and service unit to focal areas 2. Improve post services including saving 3. Expand tele. system to each district and to focal areas that have condition 4. Install fiber optic cable in 5 districts <p>* Urban Planning and Water Supply</p> <ol style="list-style-type: none"> 1. Install light along the provincial roads 2. Establish waste management unit in each district 3. Construct water supply system in 2 districts 4. Construct roads in 7 districts urban planning areas 5. Expand and upgrade road in urban planning areas 6. Construct tarred roads in provincial capital 7. Construct waste disposal area <p>* Housing, Company Management and Construction Techniques</p> <ol style="list-style-type: none"> 1. Improve construction management 2. Manage private construction 3. Support the local arts 4. Manage producing and importing construction materials
		Connection of the above goals with cross cutting areas and the other sectors	To facilitate other socio-economic sectors development
7	Regional development in the 5 years PWT sector plan	Target region, principle and goals on development in the region	Development areas and village groups for development

* Confirmed by PWT Department, February 24, 2009

(2) Khammuan Province

1) 5 year Provincial Socio Economic Development Plan (PSED) 2006-2010

No	Topic	Analysis points	Contents
1	Composition of existing plans		<p>1. The 2020 Plan: The report of Master Plan for Socio-economic Development of Khammouan Province from 1998-2020 (Committee for Planning and Investment, Planning Department, issued date: 12/1998)</p> <p>2. The 10 years plan by 2010: The 10 years SEDP Development Plan in Khammouan province was not available for the study team*</p> <p>3. The 5 Year Plan by 2010: Summary of the 5 years Socio-economic development (2000-2004) and the Socio-economic Development Plan until 2010 of Khammouan Province (Issued date:)</p> <p>4. The 2.5 Year Plan: Mid-term Review of Socio-economic Development Plan for 2006-2010 of Khammouan Province (Department of Planning and Investment, issued date:)</p> <p>5. The Annual Plan: The Implementation of Socio-economic Development Plan for 2007-2008 and the Plan for 2008-2009 of Khammouan Province (Department of Planning and Investment of Khammouan Province, issued date:)</p>
2	Overall development strategy in the 2020 Plan	Long term development direction	Reduce poverty and eradicate hunger
		Macro indicators	(1). PGDP is \$510 by 2010, (2). \$1208 by 2020; (3). During 2001-2010, PGDP grow 11-12% and (4). During 2010-2020, PGDP will grow 9-9.5%; (5). The average of GDP per capita is \$922-1033/person/year by 2010 and (6). \$1791-2015/person/year by 2020 7.) To earn revenue 18-19% of PGDP by 2010 and 8.) 20-21% of provincial GDP by 2020
		Plan Targets and Tasks	<p>1. Economic Development By 2020, (1). the share of Agriculture and Forestry will cover 25%, (2). Industry and Handicraft will cover 45.63% and (3). Services sectors will cover 28.63% of GDP</p> <p>2. Culture and Social Development By 2010, (1). 100% of total urban population and (2). 65% of highland population will have access to clean water</p>
3	Mid-term development strategy in the 10 years plan for 2010	Mid-term (10 years plan) development directions, macro indicators and target and tasks	The 10 Year Socio-economic Development Plan was not available for the study team*
4	5-year Development Strategy	5 years development directions	To reduce poverty
		Macro indicators	<p>1. PGDP 1931,4billion kip, PGDP per capita meet \$400-450</p> <p>2. Annual average economic growth rate 8-10%</p> <p>3. Annual revenue collection will be 70 billion kip or over 10-12% of provincial GDP</p> <p>4. Public investment will be 25-30% of PGDP</p>
		Plan Targets and Tasks	<p>1. Economic Development * Share of (1). Agriculture and Forestry covers 47.6%, (2). Industry covers 32.9%, and (3). services covers 19.5% of GDP * Increase productivity of (1). agriculture and forestry to 6%, (2). industrial and handicraft to 9.9%, and (3). services to 10.2%</p> <p>2. Culture and Social Development (1). Primary school enrollment rate reaches 95% and (2). dropout rate decreases to 2%</p>
5	Thematic and cross cutting areas in the 5 years plan	Multi-sectorial and cross cutting issues related to overall and sectorial targets such as poverty reduction	<p>1. Expected that Foreign Investments in Khammouan will be about 1,428 million, domestic investments (private) will be about 370.85 billion kip</p> <p>2. Eradicate poverty by 70% of total poor households in mountainous area and 95% of poor households in flatland areas by investing in 69 projects including infrastructure development.</p> <p>3. Promote science and technology</p>
6	Regional development in the 5 years plan	Target region, principal and goals on development in the region	<p>1. Flatland (18.7%) covers Hinboun, a part of Naikai and Yommallard districts. These areas are suitable to plant crops, trees, raise livestock and big industries.</p> <p>2. Plateau area (46.3%) covers Thakak, Nongboke, Sebangfai, Xaybouathong and a part of Hinboun. These areas are suitable for agriculture (crops and livestock) especially rice and short-life crops</p> <p>3. Highland area (35%) covers Boualapha, a part of Yommallard and Nakai districts. These areas are suitable for planting fruits, long-term commercial trees, raising big livestock</p>

* Confirmed by department of planning and investment of Khammouan province on February 24, 2009

2) 5 year Public Works and Transportation Sector Development Plan 2006-2010

	Topic	Analysis points	Contents
1	Composition of existing PWT sector plans		<p>1. The 20 year strategy by 2020: was not available for the study team*</p> <p>2. The 10-year Plan by 2010: was not available for the study team*</p> <p>3. The 5-year plan by 2010: was not available for the study team except only draft projects' list **.</p> <p>4. The 2.5 years plan: the Mid-term Review of the Implementation of Socio-economic Development Plan of PWT Sector of Khammouan Province (Department of PWT, issued date: August 28, 2008)</p> <p>5. The annual plan: Summary of the Implementation of Socio-economic Development Plan the first half of 2007-2008, expect for the second half of 2007-2008 and the plan for 2008-2009 of PWT sector (Department of PWT, issued date: March 27, 2008)</p>
2	Overall Development Strategy in the 2020 Strategy Plan	Long term development direction	Was not available for the study team
		Macro indicators	
3	Mid-term development strategy in the 10 years PWT sector plan	Mid-term (10 years by 2010) development goals	Was not available for the study team
4	5 years development strategy in PWT sector	5 years development goals by 2010	Was not available for the study team
		5 years macro indicators by 2010	Was not available for the study team
5	Thematic and cross cutting areas in the 5 years PWT sector plan	Multi-sartorial and cross cutting issues related to overall and sartorial targets such as poverty reduction	Was not available for the study team
6	Sectorial and Sub-sectorial Development in the 5 years PWT sector plan	Objectives of (PWT) sector and sub-sectors	Was not available for the study team
		Goals of sub-sectors in PWT sector	Was not available for the study team
		Connection and relation of the target sectors to objective sector analysis	Was not available for the study team
7	Regional development	Target region, principle and goals on development in the region	Was not available for the study team

* Confirmed by Department of PWT of Khammouan

** Only the projects' list is existed (Department of Transportation and Public Works of Khammouan Province, issued date: 29/1/2009)

(3) Saravane Province

1) 5 year Provincial Socio Economic Development Plan (PSED) 2006-2010

No	Topic	Analysis points	Contents
1	Composition of existing plans		<p>1. The 20 years strategy by 2020: (Draft) The Strategy Plan for Socio-economic Development of Saravane Province from 2001-2020 (Department Planning and Investment of Saravane Province, issued date: 24/10/2001)</p> <p>2. The 10 years plan by 2010: The 10 years SEDP Development Plan in Saravane Province was not available for the study team*</p> <p>3. The 5 Years Plan by 2010: Report of the Implementation of the 5th 5 Years Socio-economic Development and the 6th 5 Years of Socio-economic Development Plan (2006-2010) of Saravane Province (Department of Planning and Investment of Saravane Province, issued date: 12/2/2006)</p> <p>4. The mid term review at 2.5 years of 5 years plan The Report of Mid-term Review of the Six 5 Years of Socio-economic Development (2006-2008) and the plan for 2008-2010 (Department of Planning and Investment of Saravane Province, issued date: ...2008)</p> <p>5. The Annual Plan: Summary of the Implementation of the Socio-economic Development Plan for 2007-2008 and the plan for 2008-2009 (Department of Planning and Investment of Saravane Province, issued date: October 27, 2006)</p>
2	Overall development strategy in the 20 year strategy	Long term development direction	1. By 2020, The living standard level of people in Saravane Province will be 3 times better than living standard of people in 2005
		Macro indicators	<p>1. To increase provincial GDP up to 3.332.9 billion kip, annual economic growth on average 9-10% and the average of GDP per capita is \$960-1000/person/year</p> <p>2. To invest in Economic sectors 50%, culture and social sectors 30% and other sectors 20%</p> <p>3. To invest in (1). flatland areas 25%, (2). Plateau areas 25%, (3). highland areas 20%, (4). border areas 15% and (5). urban areas 15%</p> <p>4. Annual revenue collection 12-15% of PGDP</p>
		Plan Targets and Tasks	<p>1. Economic Development</p> <p>* The share of : 1). Agriculture and Forestry covers 52%, 2). Industry and Handicraft covers 20%, and 3). Services sectors covers 26% of GDP</p> <p>2. Culture and Social Development</p> <p>1). Develop Human Capacity to be better than current time 80%, to meet 100% of literate</p> <p>2). To ensure the social security</p>
3	Mid-term development strategy in the 10 years plan for 2010	Mid-term (10 years) development directions, macro indicators and target and tasks	The 10 Year Socio-economic Development Plan is no existence, it was confirmed by Department of Planning and Investment, March 2009.
4	5 years development strategy for 2010	5 years development directions	1. By 2010, The living standard level of people in Saravane Province will be 3 times better than living standard of 2005
		Macro indicators	<p>1. To increase Provincial GDP on average 9-10% /year, GDP per capita meet \$800</p> <p>2. To earn revenue up to 70 billion kip/year which is equal to over 15% of provincial GDP</p>
		Plan Targets and Tasks	<p>1. Economic Development</p> <p>* The share of (1). Agriculture and Forestry covers 52.38%, (2). Industry and Handicraft covers 20.72%, and (3). Services sectors covers 26.9% of PGDP</p> <p>2. Culture and Social Development</p> <p>* To focus on human resource development. (1). 90% of school-age children can access to school. (2). Adult literacy (Aged 15-48) rate up to 95%</p> <p>* (1).The life expectancy will be at least 66-70 years, (2). Mortality of children under 5 will be reduced from 96.6/1000 live births (2000) to 70/1000live births (2010) and (3). Infant mortality will be reduce from 75.8/1000 live births (2000) to 50/1000 live births (2010)</p>
5	Thematic and cross cutting areas in the 5 years plan	Multi-sartorial and cross cutting issues related to overall and sartorial targets such as poverty reduction	<p>1. Focal village groups for Economic, culture and social development including 67 village groups in 8 districts; namely</p> <p>(1). Saravane district (11 village groups, 167 villages), each village group has to complete village development 40% of all villages in the group</p> <p>(2). Laongam district (8 village groups, 112 villages), each village group has to complete village development 50% of all villages in the group</p> <p>(3). Kongxedone district (9 village groups, 107 villages), each village group has to complete village development 50% of all villages in the group</p> <p>(4). Lakhonepheng district (8 village groups, 90 villages), each village group has to complete village development 50% of all villages in the group</p> <p>(5). Vapy district (6 village groups, 65 villages), each village group has to complete village development 40% of all villages in the group</p> <p>(6). Toumlan district (7 village groups, 67 villages), each village group has to complete village development 30% of all villages in the group</p> <p>(7). Taoy district (10 village groups, 56 villages), each village group has to complete village development 30% of all villages in the group</p> <p>(8). Samuay district (8 village groups, 58 villages), each village group has to complete village development 30% of all villages in the group</p> <p>2. From 2006-2010, the province must complete eradicating poverty of the entire 106 poor villages and releasing households' poverty at least 80% of total households</p>
6	Regional development in the 5 years plan	Target region, principle and goals on development in the region	<p>Dividing focal regions for development which depend on location, real potential of each region, technique, budget from each sector (domestic and ODA), Saravane was divided into three focal region for development:</p> <p>1. Flatland areas for development covers 5 districts (Saravane, Khongxedone, Lakonepheng, Vapy and Toumlan districts) which focus on (1) Planting rice, (2) industrial crops and (3) trees, (4) raising small livestock, (5) promoting handicraft and (6) tourism</p> <p>2. Plateau areas for development covers Laongam district, part of Saravane, Khongxedone, and Vapy districts which focus on (1) planting industrial trees and (2) long-term and short-term crops; (3) Establishing agro-processing industries</p> <p>3. Highland (Mountainous) area covers 2 districts (Taoy and Samuay districts) which focus on (1) Planting commercial trees and crops; (2) raising big livestock, (3) Promoting eco-tourism including ethnicity, historical objects, and natural tourist sites; (4) upgrade services, trade and investment along Lao-Vietnam border; (5) develop communication and telecommunication sector, and human resource</p>

* Confirmed by department of planning and investment of Saravane Province on February 24, 2009

2) 5 year Public Works and transportation Sector Development Plan 2006-2010

No.	Topic	Analysis points	Contents
1	Composition of existing PWT sector plans		<p>1. The 20 year strategy by 2020: The 20 years strategy by 2020 was not available for the study team except only the projects' list of Infrastructure Development Plan of PWT until is existed (Department of PWT of Saravane Province, no. 1581, issued date: 9/2008). *</p> <p>2. The 10-year Plan by 2010: The 10 years development plan until 2010 was not available for the study team*</p> <p>3. The 5-year plan by 2010: The 5 years Strategy Plan for Public Works and Transport Sector Development from 2006-2010 of Saravane Province (Department of CTPC of Saravane Province, issued date: 5/2006)</p> <p>4. Mid-term review of the 5-year plan: The Summary of the Implementation of Public Works and Transport Sector Development Plan for 2006-2010 (Mid-term Summary) (Department of PWT of Saravane Province, issued date: February 2007)</p> <p>5. The annual plan: Summary of the Implementation of PWT Sector Development Plan for 2007-2008 and the Plan for 2008-2009</p> <p>6. The priority Plan: The Priority Plan of Public Works and Transport Sector Development during 2006-2010 (Updated version, January 2008) (Department of PWT of Saravane Province, Issued date: 1/2008)</p>
2	Overall development strategy in the 20 year PWT sector plan by 2020	Long term development direction	The plan was not available for the study team*
		Long term macro indicators	
3	Mid-term development strategy in the 10 years PWT sector plan by 2010	Mid-term development goals by 2010	No existence, it is confirmed by Department of PWT of Saravane Province on February 24, 2009
4	5 years development strategy in PWT sector	5 years development goals by 2010	Continue to develop communication network to reduce poverty of ethnic groups especial in highland and facilitate other activities related to national socio-economic development
		5 years macro indicators by 2010	Did not mention
4	5 years development strategy in PWT sector by 2010	Overall directives by 2010	<ol style="list-style-type: none"> 1 Continue implementing the 5-year socio-economic development plan (2006-2010) of the Party Committee 2 Continue follow all instructions of the higher level and create Marco-management work plan 3 To have seminar on political thinking to CTPC staff to be strongly aware of policies and become senior staff 4 To review, plan, and implement short-term and long-term CTPC development plan 5 To review and follow the laws and regulation on CTPC activities correctly and appropriately 6 To have wide cooperation between internal and external 7 Cooperate with ministry, international organizations to attract development fund to have more CTPC activities 8 To follow up, inspect, manage on collecting technical and service charge revenues correctly and on time
5	Thematic and cross cutting areas in the 5 years PWT sector plan	Multi-sector and cross cutting issues related to overall and sector targets such as poverty reduction	Did not mention
	Sectorial and Sub-sectorial Development in the 5 years PWT sector plan	Objectives of (PWT) sector and sub-sectors	<p>* Communication:</p> <ol style="list-style-type: none"> 1 Communication play an important roles on facilitate other works to grow, therefore, communication should be expanded more quickly 2 To have better Marco management by dividing clear tasks between provincial and district level (province is strategy unit and district is planning unit) 3 To make Saravane province to have a way access to the sea and to have more convenient and faster trading with Vietnam and Thailand 4 To reduce poverty of ethnic people especially people who live in mountainous and remote areas and increase provincial revenue year by year <p>* Transport and Vehicles Management</p> <ol style="list-style-type: none"> 1 Improve transportation for goods and services (passengers) to have access to all district municipalities and to focal areas for development 2 To have suitable service charge management 3 Improve searching, arranging and keeping systems of vehicles' documents and strictly prevent documents from any losses and damages. 4 Restrict on the regulations and declarations of MCTPC on importing all types of vehicles. 5 Collecting and seeking for revenue on time and correctly <p>* Post and Telecommunication</p> <ol style="list-style-type: none"> 1 To make post and telecommunication access districts through out the province and extend to focal areas for development 2 Concentrate on improving post and telecommunication services. <p>* Housing and Urban Planning</p> <ol style="list-style-type: none"> 1 Pay attention on housing management in some districts 2 Manage annual price per unit of construct building 3 To have better urban areas development (Saravane district) 4 To cooperate with MCTPC to attract urban development project to develop Saravane district <p>* Water Supply</p> <ol style="list-style-type: none"> 1 Expand water supply network to cover 90% of urban areas and plan to expand to one more district that has possible condition 2 Cooperate with public health sector to expand water-shed system in 2 district that have possible condition 3 Encourage and support provincial water supply state-own enterprise to have self-sufficiency in term of finance
		Goals of sub-sectors in PWT sector	<p>* Communication:</p> <ol style="list-style-type: none"> 1 Cooperate with MCTPC to construct and improve national road in Saravane area which make it useable for 2 seasons 2 Concentrate on constructing and repairing roads between provinces and districts (8 districts) to be useable for 2 seasons 3 Concentrate on constructing roads and bridges including for big vehicles to be usable for 2 seasons covering 337 villages and usable for 1 season covering 198 villages 4 Continue conducting survey-design to ask for approval to construct Tarred roads with length of 299km including national roads 220km, provincial roads 46k, municipal roads 17km, and specific roads 16km 5 Propose to conduct survey-design for constructing 2 new roads (new arrival) with length of 43km

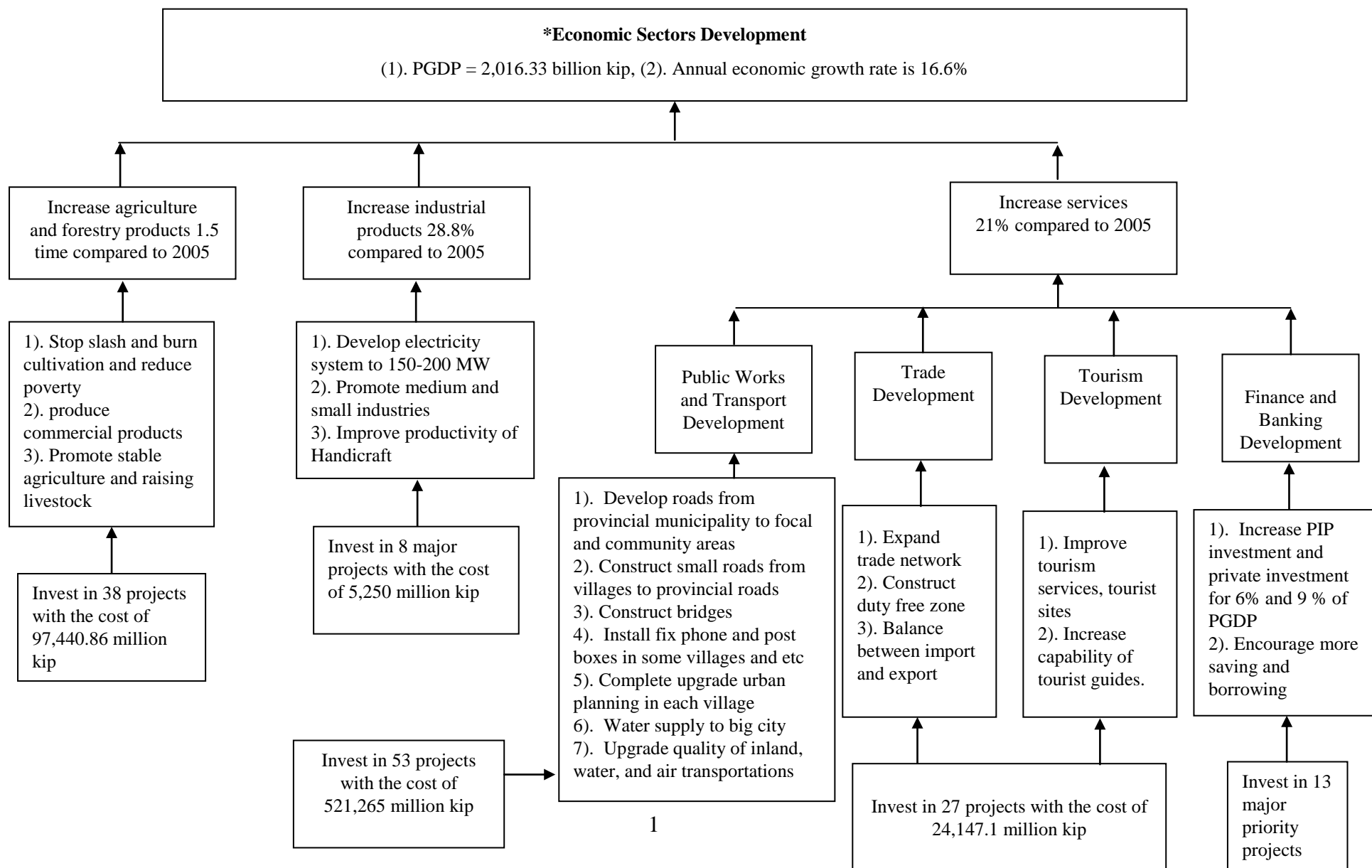
6	Sectorial and Sub-sectorial Development in the 5 years PWT sector plan (continued)	Goals of sub-sectors in PWT sector (continued)	<p>* Transportation:</p> <ol style="list-style-type: none"> Continue improving inland transportation for goods and upgrade technical standard of vehicles by constructing 1 truck station and establishing truck association between Lao-Vietnam and Lao-Thai borders for 1 company Continue improving inland transportation services to be more convenient and safer Improve water transportation for goods and passengers in Kangkhonglouang-Thailand check point to have big ships for caring 3-6 tons goods and ships for passengers must have rescue cloth Encourage weight measurement staff to strict on the rules To propose to MCPTC to Construct 2 modern weight measurement check points <p>* Vehicles and Traffic</p> <p>Continue implementing vehicles and traffic management such as:</p> <ol style="list-style-type: none"> To complete changing new no. plates by 2006. To have better manage registered no license, prevent them from being faked, and ensure faster services Continue to improve driving school Continue to inspect and follow up using walkie-talkie illegally <p>* Post</p> <ol style="list-style-type: none"> Continue to improve post system to be faster and ensure preventing any losses and damages Expand post network to 3 mountainous districts Open Western Union money transfer between countries <p>* Telecommunication</p> <p># Basic Telephone Center and Wireless Phone Project (CDMA)</p> <ol style="list-style-type: none"> Increase 512 no. for telephone center for Saravane provincial capital Increase 1,024 phone no. in 2 districts Install call center 512 no. and wireless 800no. in Lakonpheng district Install wireless phone for 800 no. in Toumlane district <p># Project of Installing Rural Home Phone and Mobile Phone</p> <ol style="list-style-type: none"> Install home phone in 3 highland districts for 72 no. and mobile phone for 900 no. <p># Installation of Cable and Fiber Optic Cable project</p> <ol style="list-style-type: none"> Increase cable for 3 districts with length of 12,500m Install Fiber Optic Cable from Km 21, road to Parksong to Saravane district <p># Installation of Public Phone Boxes Project</p> <ol style="list-style-type: none"> Install 4 public phone boxes in 4 districts <p># Installation of Households Electricity and Construct buildings</p> <ol style="list-style-type: none"> Run electricity line to Tongkam village, Laongam district and install 75 kw automatic electric machine Construct fence and parking lot for provincial telecommunication office and construct telecommunication office in Toumlan and Taoy districts <p>*Housing</p> <ol style="list-style-type: none"> Pay attention on managing, monitoring, and observing houses' construction prices, quality, and technical standard Collecting the actual price annually to control the central price and improve construction companies to follow the MCPTC's standard Prepare establishing Association of Architect and Construction Engineer <p>* Urban Planning</p> <ol style="list-style-type: none"> Concentrate on establishing urban planning for 3 districts covering 950 ha Encourage investors from several sectors to make the concession on waste disposal in 4 districts Establish management and urban development (outside Saravane district municipality) committees <p>* Saravane District Development</p> <ol style="list-style-type: none"> Construct Tarred roads with length 4000m, pave DBST on the existing tarred road with length 2000m, and construct drainage system with length 500m Construct roads a long river with length 2500m Construct 2 parks Construct waste disposal areas 5000 ha Install roadsides light 7000m (only for Tarred roads) Arrange one village model for sector wide development Manage constructing buildings in urban areas by basing on urban planning that has been set <p>* Water Supply</p> <ol style="list-style-type: none"> Propose budget for conducting survey-design water supply system in 2 districts Cooperate with health sector to expand water-shed in 2 highland districts Support and manage project for constructing water supply system in rural areas (only possible areas) Continue expanding the existing water supply system in urban areas to reach 90% and control waste water for 15% Encourage and strengthen provincial water supply state-own enterprise to become self-sufficiency in of term of financial support
7	Regional development in the 5 years PWT sector plan	Target region, principle and goals on development in the region	<p>Connection and relation of the target sectors to objective sector analysis</p> <p>To facilitate other activities related to socio-economic development</p> <p>Did not mention</p>

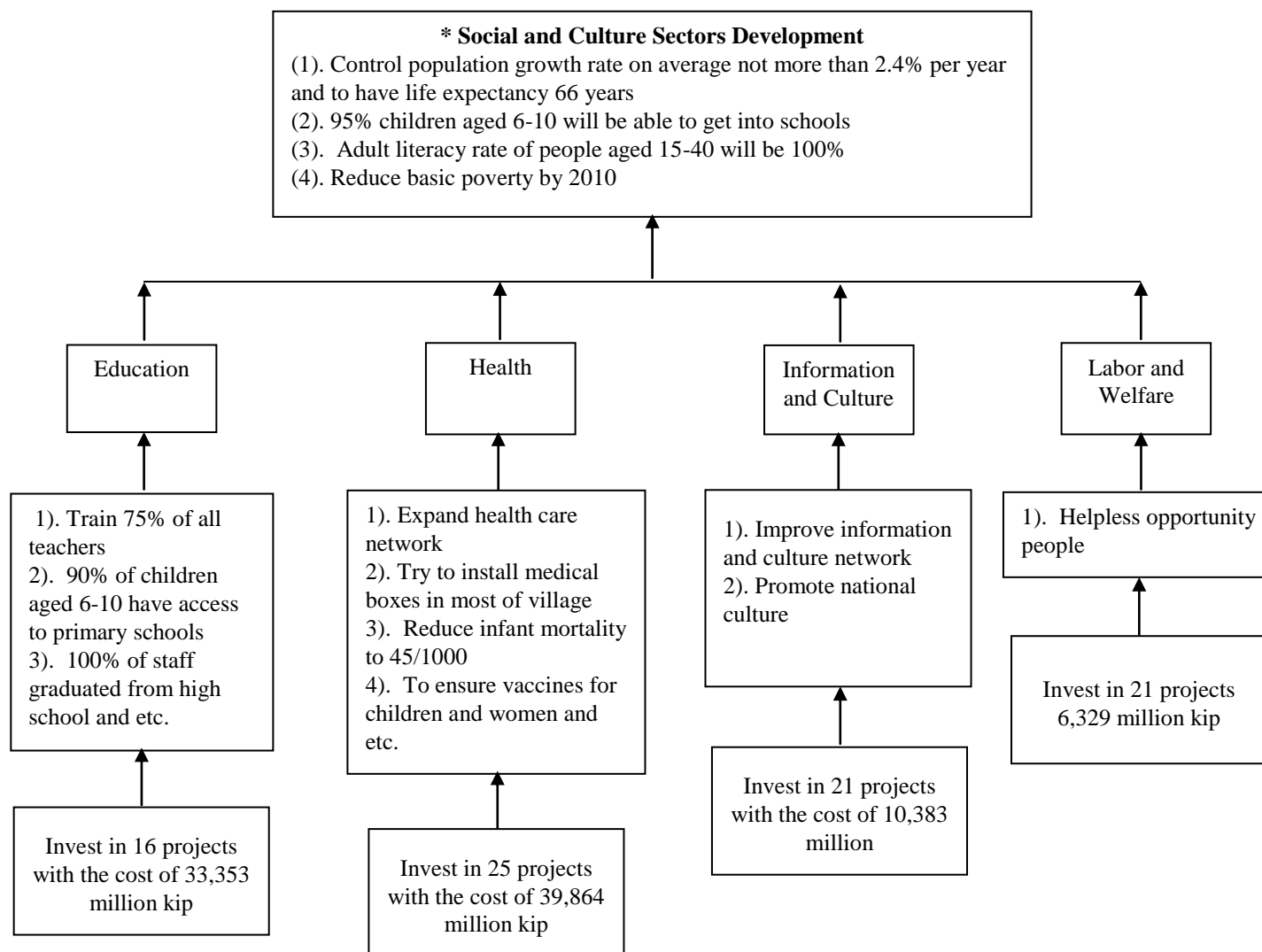
* Confirmed by PWT Department, February 24, 2009

ANNEX 2. Program Objective Tree

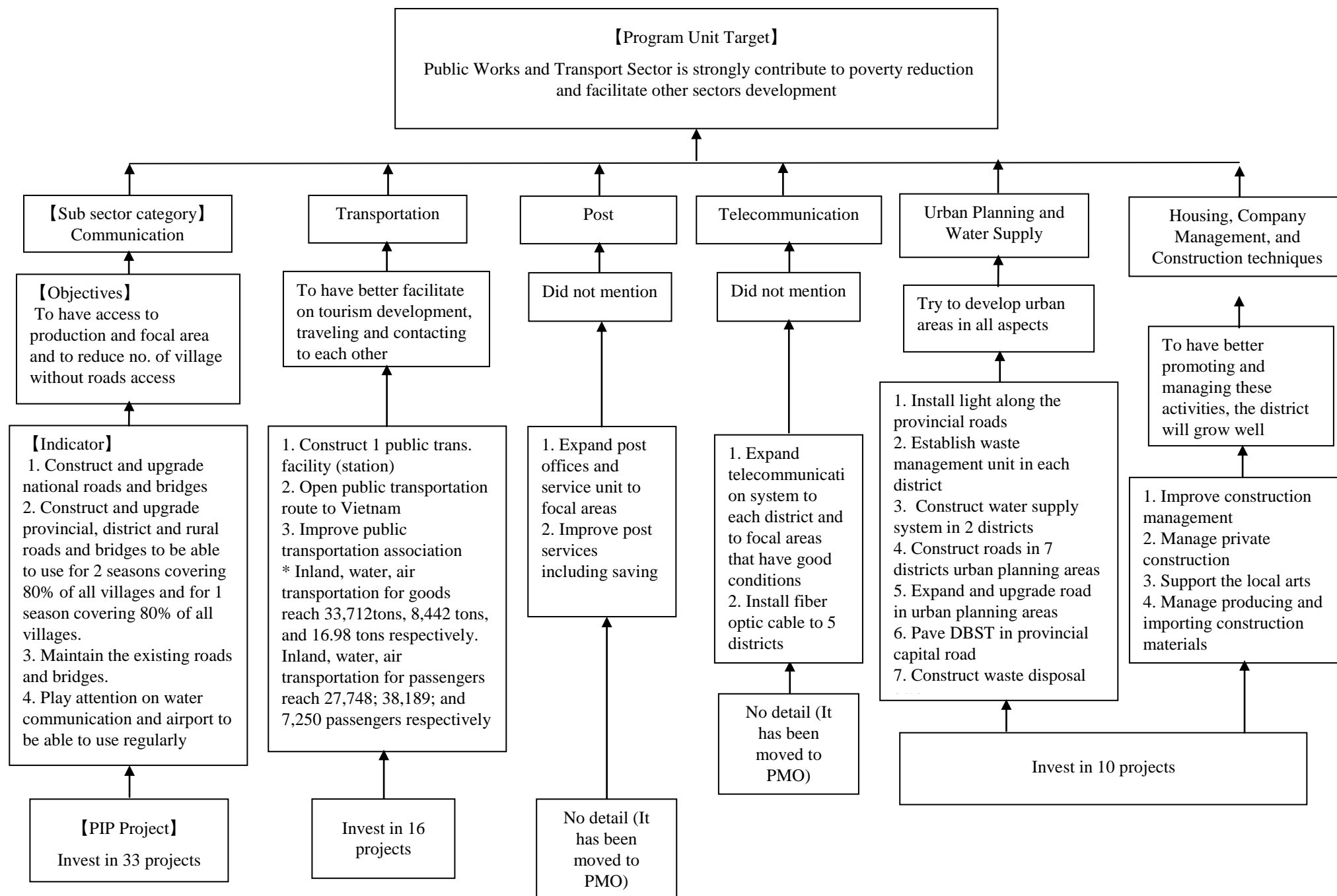
(1) Oudomxay Province

1) 5 year Provincial Socio Economic Development Plan 2006-2010



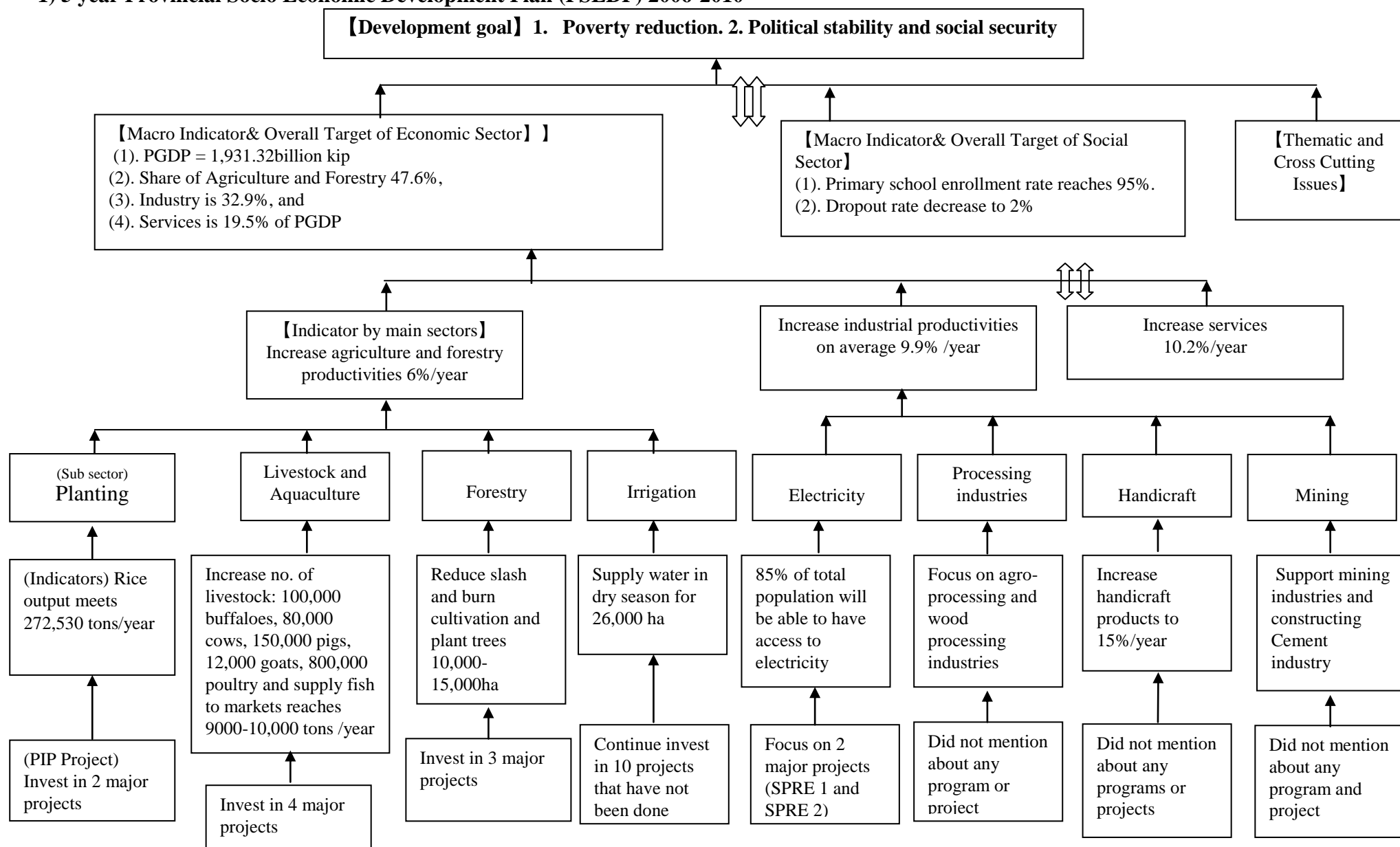


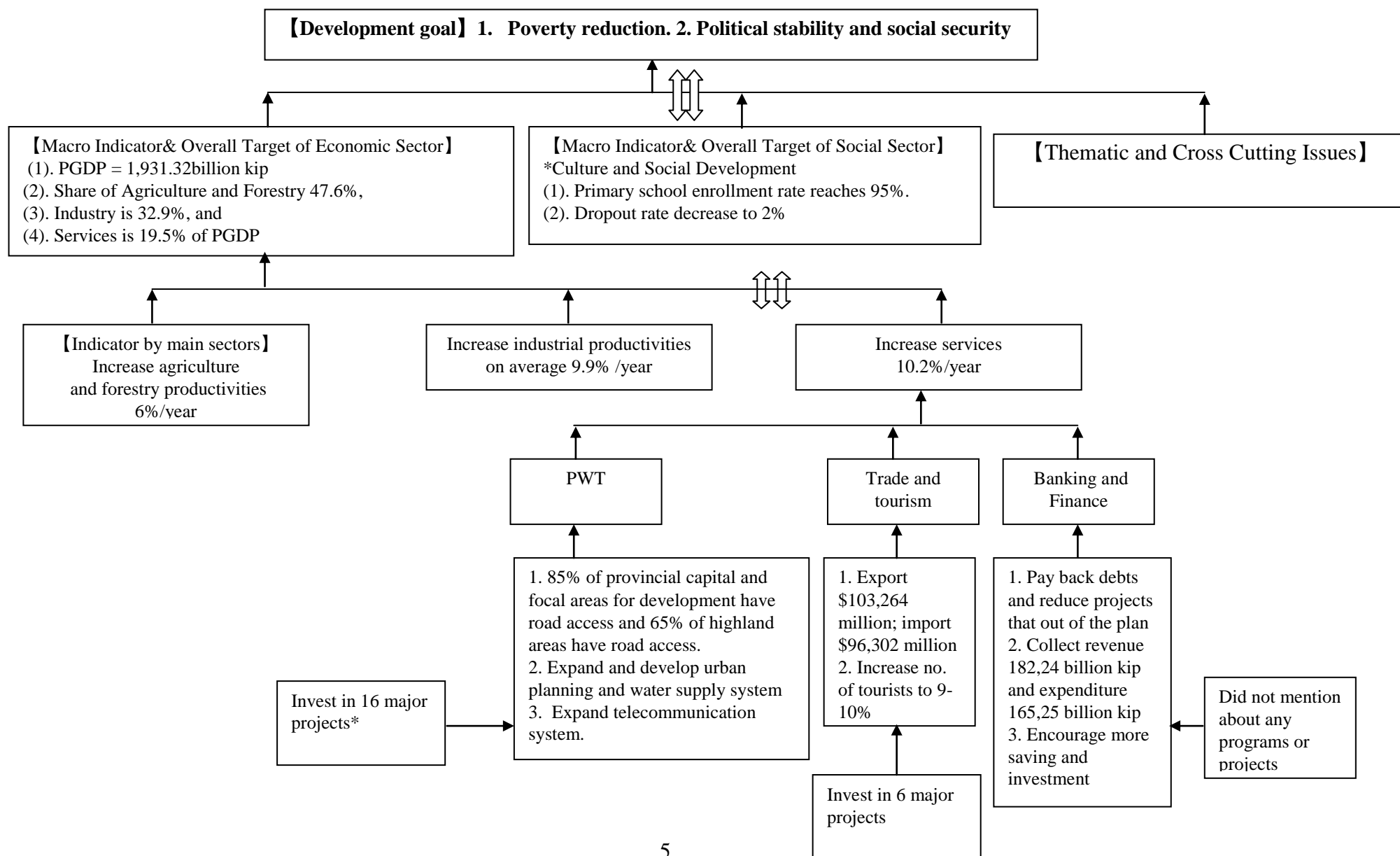
2) 5 year Public Works and Transport Sector Development Plan 2006-2010

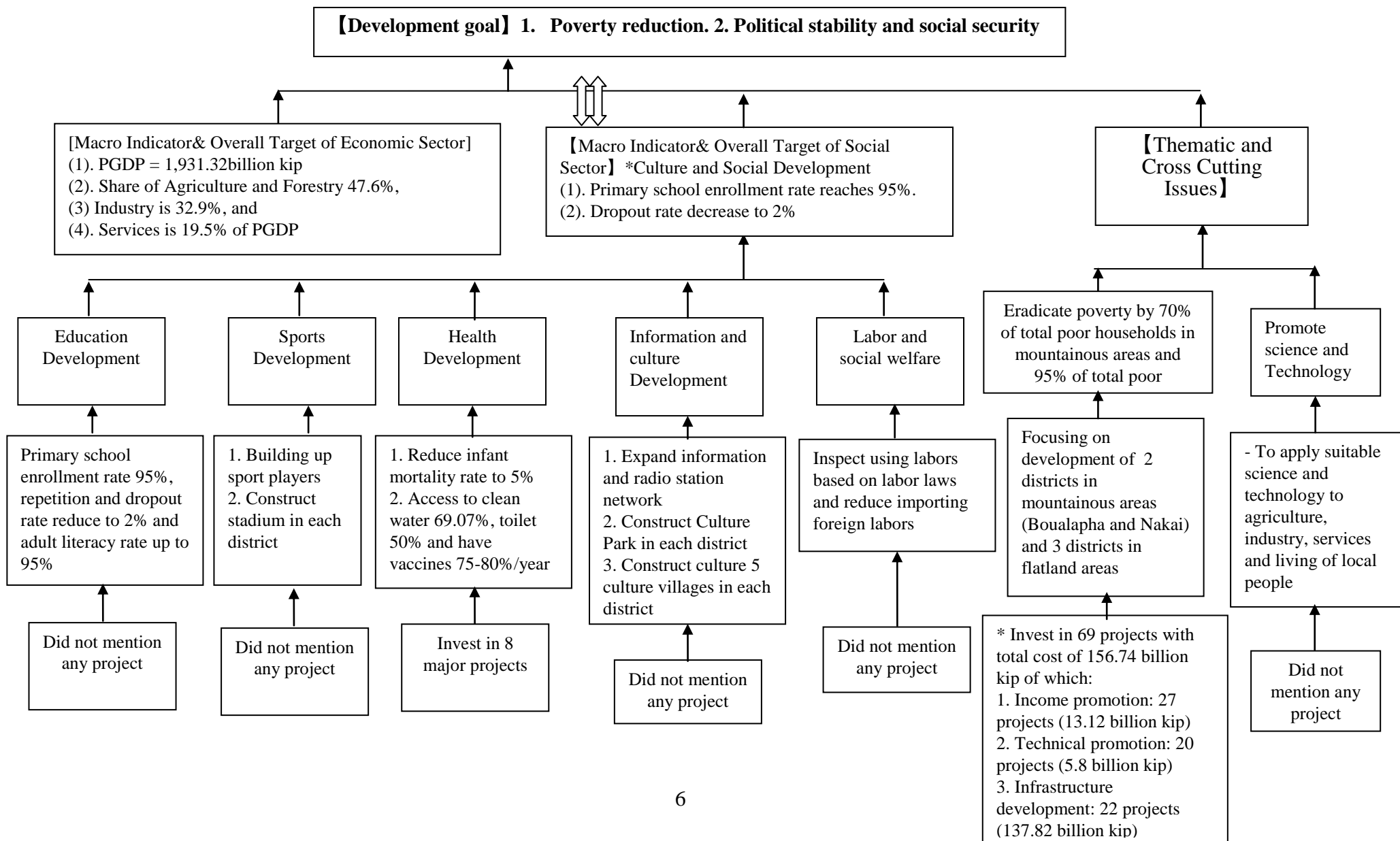


(2) Khammouan Province

1) 5 year Provincial Socio Economic Development Plan (PSED) 2006-2010







(2) Khammuan Province

1) 5 year Provincial Development Plan (PSED) 2006-2010

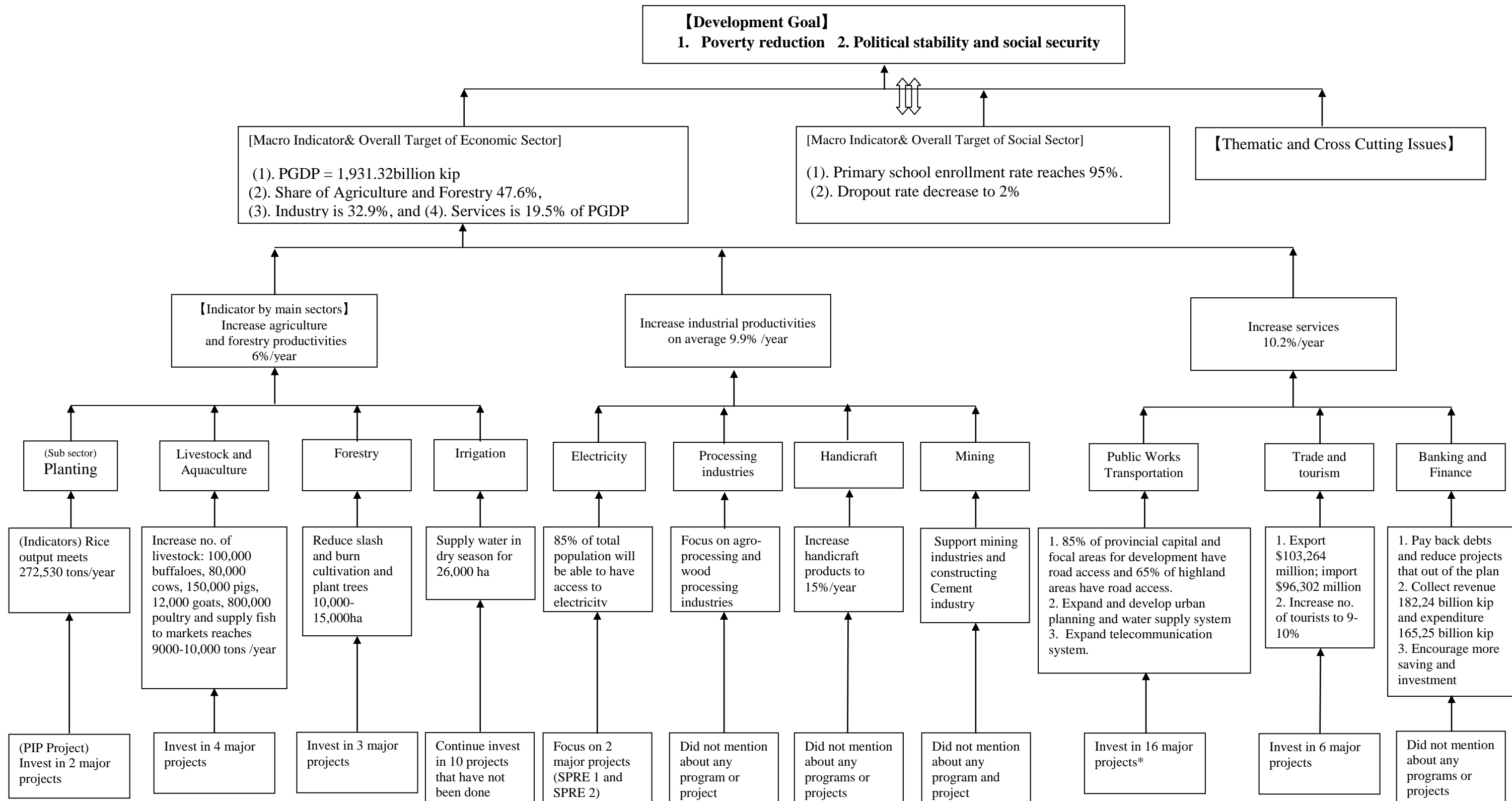
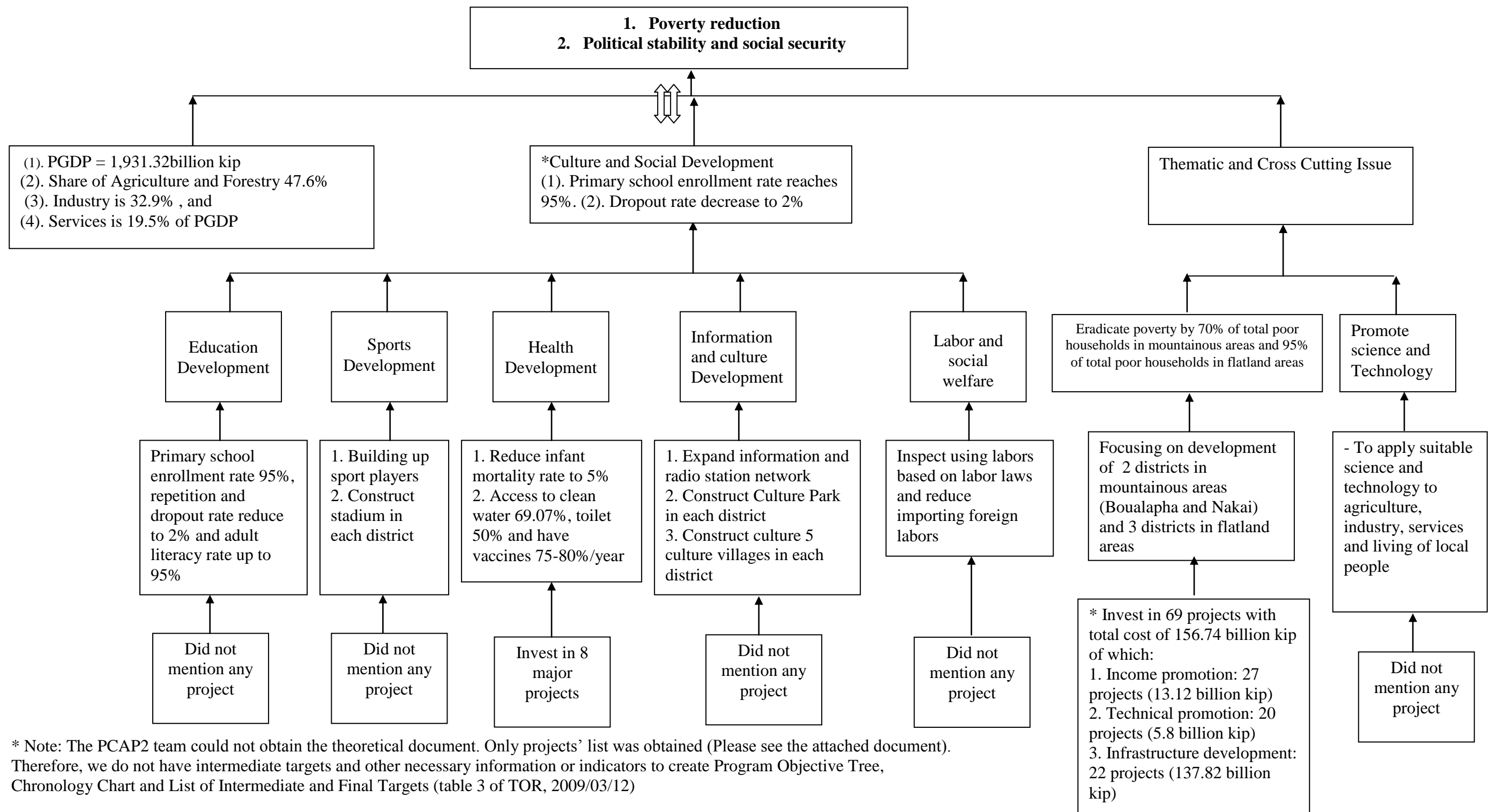
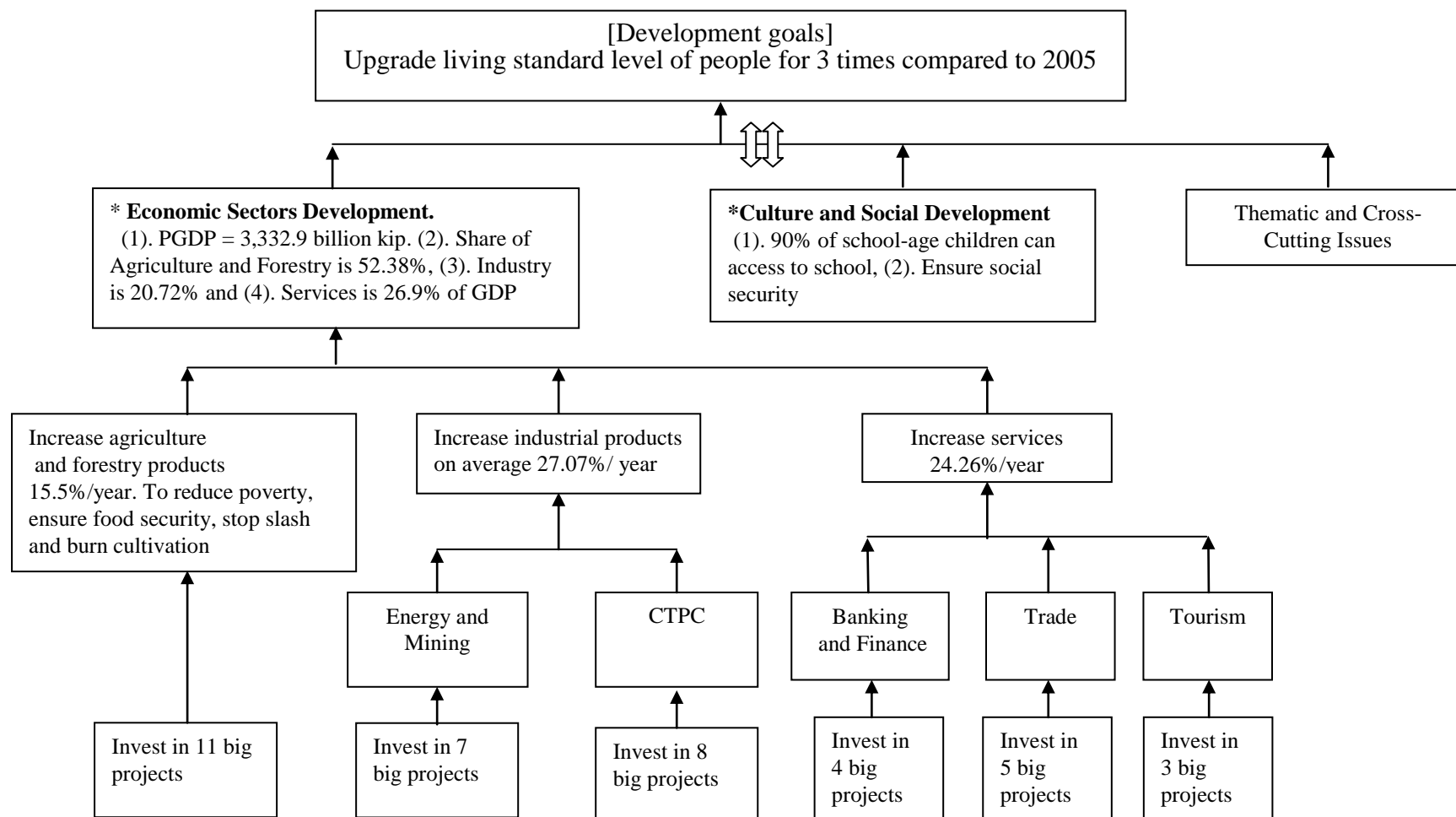


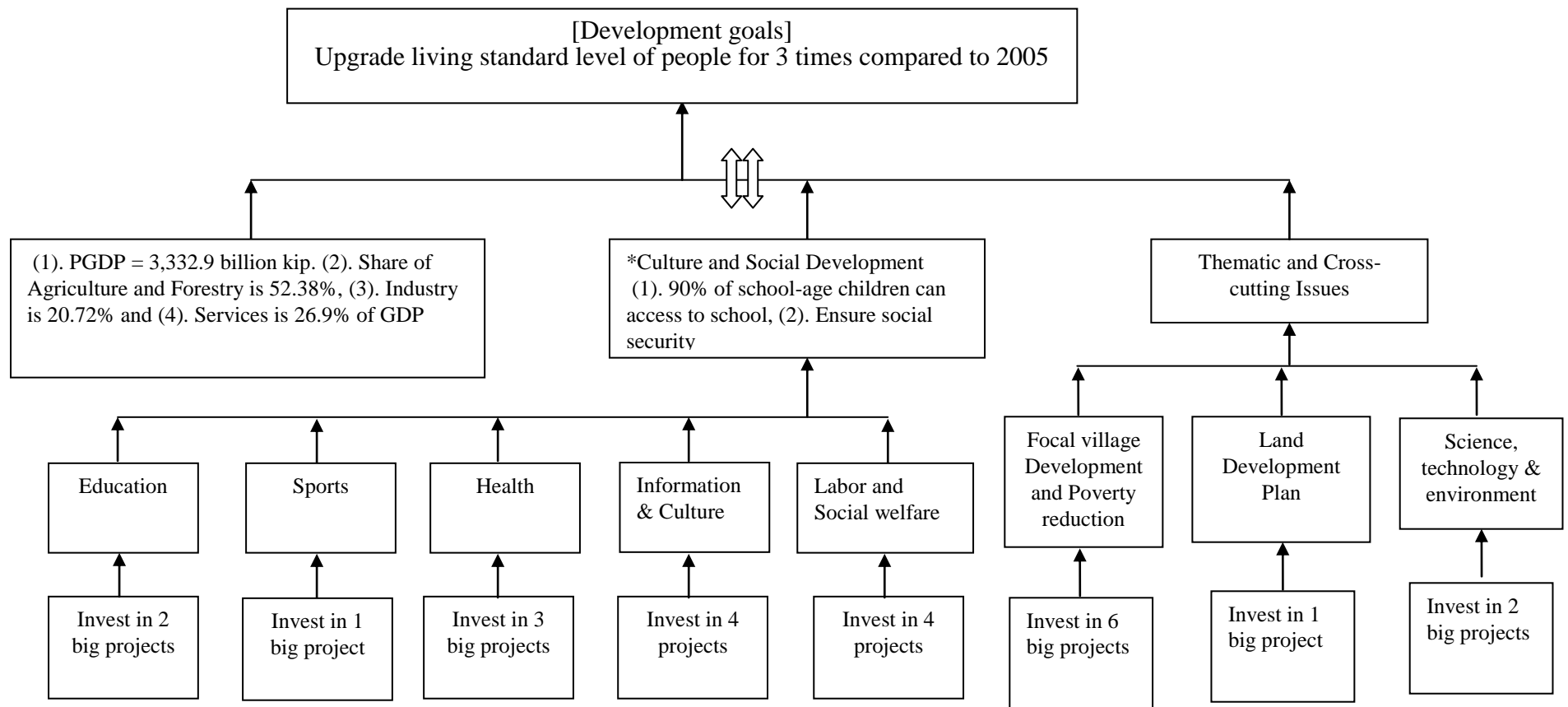
Figure 2: Program Objective Tree of the 5-year Public Works and Transport Sector Development Plan of Khammuan Province



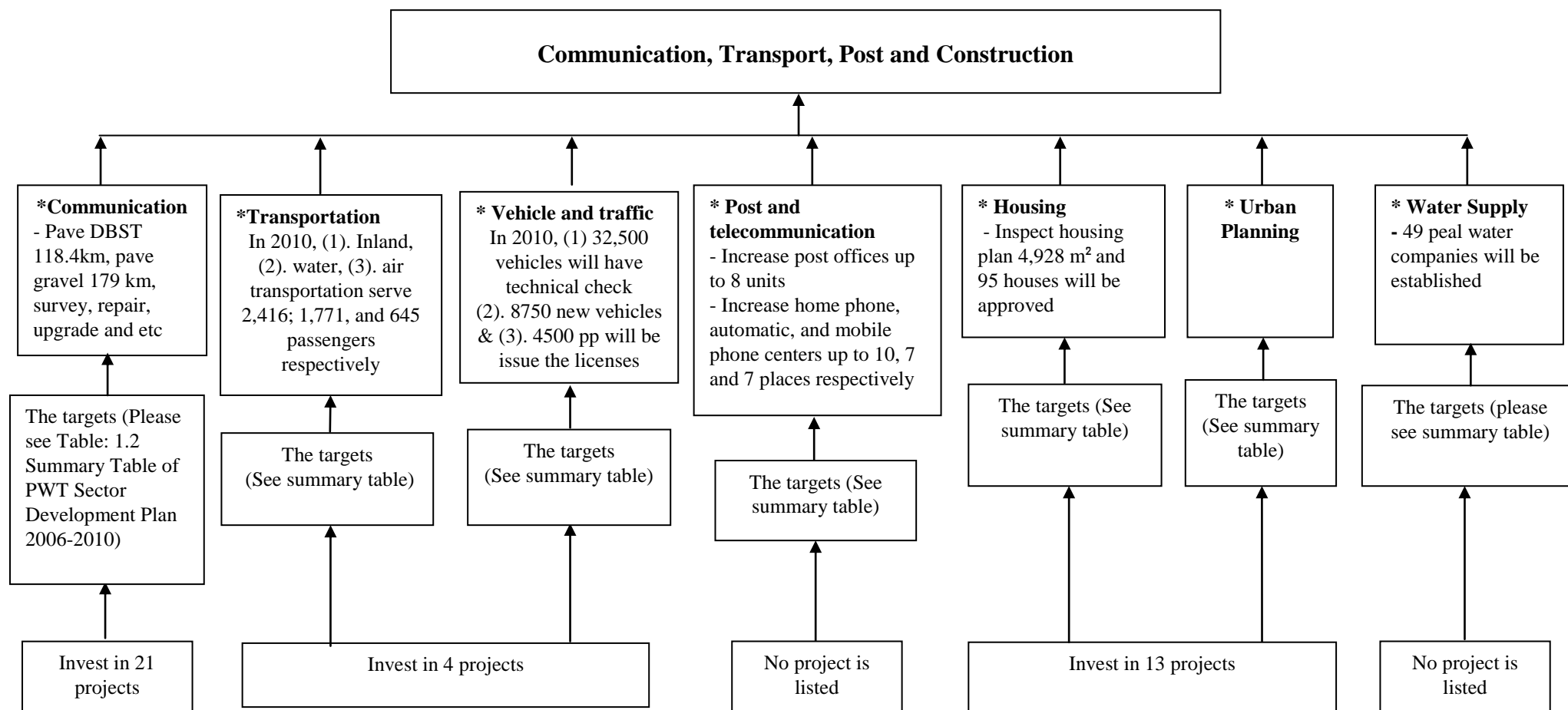
(3) Saravane Province

1) 5 year Provincial Socio Economic Development Plan (PSED) 2006-2010

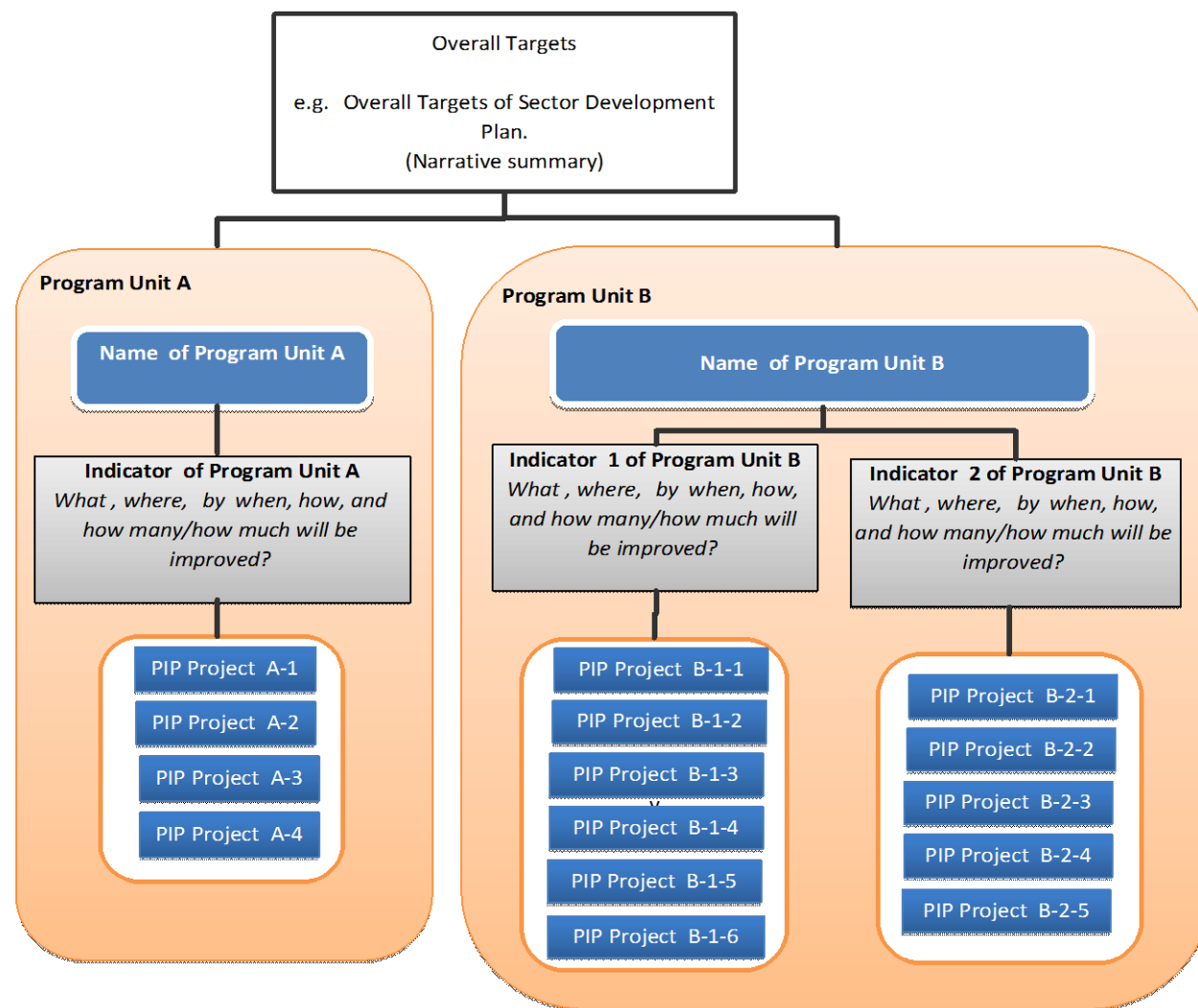




2) 5 year Public Works and Transport Sector Development Plan (2006-2010)

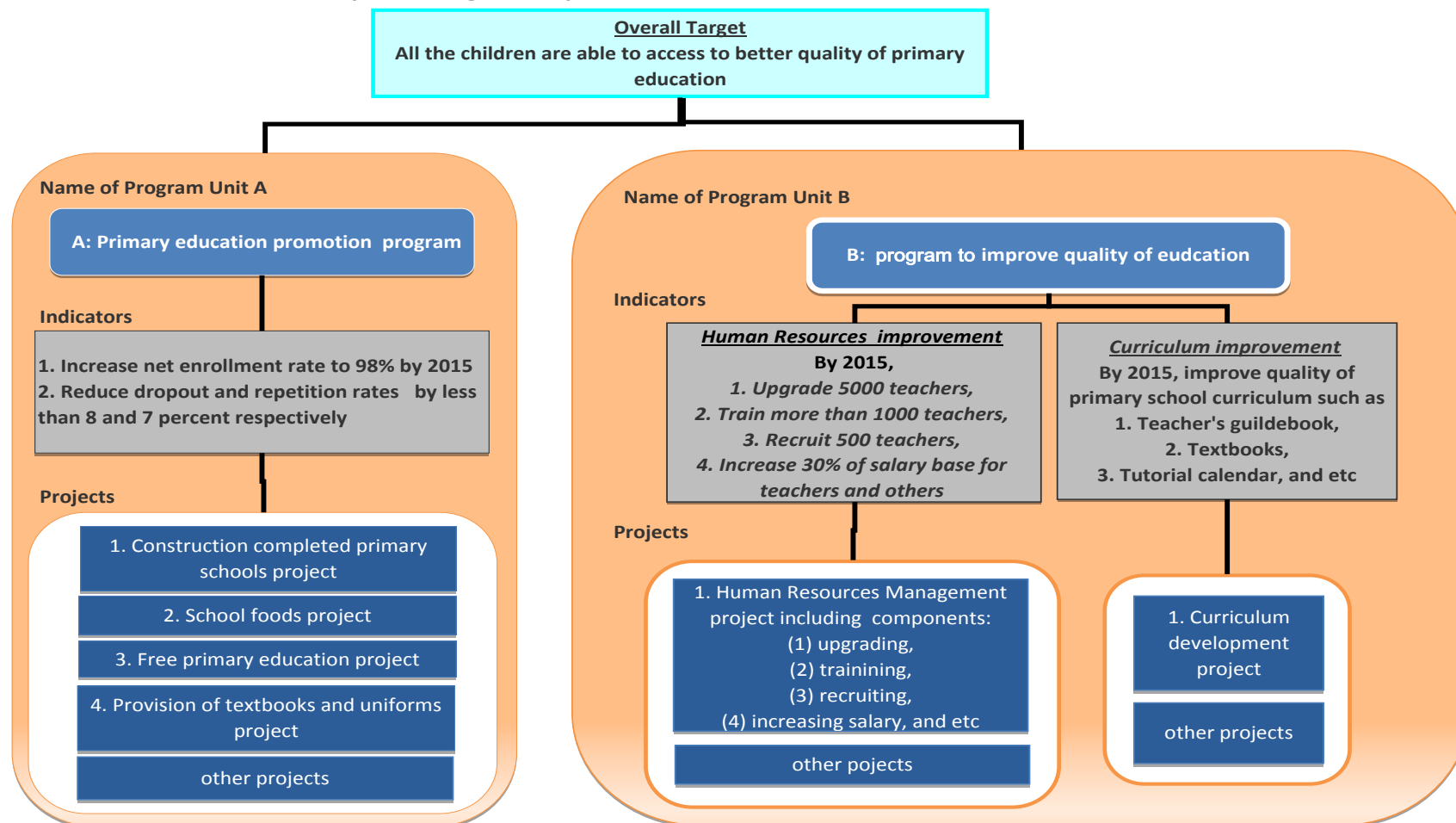


(4) 1. Ideal Structure of POT



2. An Example of Ideal Structure of POT


Example of Program Objective Tree of Education Sector (not real)



ANNEX 3 Chronology Chart

(1) Oudomxay Province

1) 5 year Public Works and Transport Sector Development Plan 2006-2010

Annual Progress of Target & PIP Project Effect 							
** Communication Sub-sector							
Intermediate targets	Expected achievement by the end of the mid-term	unit/%	1st year	2nd year	3rd year	4th year	5th year
1. Concentrate on constructing and improving national road 13N (Nateui-Parkmong) and 2 W (Parkbang - Meungngeun)							
2. Construct, upgrade and repair provincial and district capital roads and rural roads to be able to use for 2 seasons and be sustainable use. Roads access to 70% of all villages (use for 2 seasons) and 80% of all villages (use for 1 season)							
3. Pay attention on maintaining the existing roads to be able to use throughout the year and be sustainable use							
PIP project name	Period/project effect indicator		1st year	2nd year	3rd year	4th year	5th year
Lao- SIDA Project management	5 years from the first to the fifth year		Project				
			xx				
IFAD Project management	2 years from the first to the second year		Project		Operation of project results		
			xxxxxxxxxxxxxxxxxxxx				

Management of the regular repair in 7 districts	5 years from the first to the fifth year		Project				
			XX				
Management of the Period repair and rehabilitation	5 years from the first to the fifth year		Project				
			XX				
Purchasing road construction materials	5 years from the first to the fifth year		Project				
			XX				
Regular repair of 36 roads with length 657km	5 years from the first to the fifth year		Project				
			XX				
Period repair and rehabilitation of roads in Xay district	5 years from the first to the fifth year		Project				
			XX				
Period repair and rehabilitation of roads in Lar district	5 years from the first to the fifth year		Project				
			XX				
Period repair and rehabilitation of roads in Namor district	5 years from the first to the fifth year		Project				
			XX				
Period repair and rehabilitation roads in Nga district	5 years from the first to the fifth year		Project				
			XX				
Period repair and rehabilitation of roads in Bang district	5 years from the first to the fifth year		Project				
			XX				

Period repair and rehabilitation of roads in Houn district	5 years from the first to the fifth year		Project				
			xxx				
Period repair and rehabilitation of roads in Parkbang district	5 years from the first to the fifth year		Project				
			xxx				
Unexpected repair of local roads	5 years from the first to the fifth year		Project				
			xxx				
Unexpected repair of bridge and concrete pipes	5 years from the first to the fifth year		Project				
			xxx				
Expand and upgrade road from Khouang village to Phongsaly border	5 years from the first to the fifth year		Project				
			xxx				
Expand and upgrade road from Thakard- Namhang	2 years from the second to the third year			Project	Operation of project results		
				xxxxxxxxxxxxxxxxxxx			
Expand and upgrade road from Sienglae-Kanvang	2 years from the first to the second year		Project	Operation of project results			
			xxxxxxxxxxxxxxxxxxx				
Expand and upgrade road from km62/13N-Nakham village	1 year in the second year		Project	Operation of project results			
			xxxxxxx				

Expand and upgrade road from Homexay-Houihoke	2 years from the forth to the fifth year					Project	
						xxxxxxxxxxxxxxxxxxxx	
Expand and upgrade road from Phouthong village- Houipod	2 years from the forth to the fifth year					Project	
						xxxxxxxxxxxxxxxxxxxx	
Expand and upgrade road from Naxay-Namvinneur	1 year in the forth year					Project	Operation of Project
						xxxxxxx	
Expand and upgrade road from Nasavang-Namkam village	2 years from the second to the third year			Project		Operation of project results	
				xxxxxxxxxxxxxxxxxxxx			
Expand and upgrade road from Phouat-Sopjalang	2 years from the first to the second year		Project		Operation of project results		
			xxxxxxxxxxxxxxxxxxxx				
Expand and upgrade road from Fan village-Tardnamkad	1 year in the first year		Project	Operation of project results			
			xxxxxxx				
Expand and upgrade road from Mokka-Namjong	1 year in the first year		Project	Operation of project results			
			xxxxxxx				
Expand and upgrade road from Namhangtai-Saluang	1 year in the first year		Project	Operation of project results			
			xxxxxxx				

Expand and upgrade road from Phonhome-Houihere	1 year in the second year			Project	Operation of project results		
				xxxxxxx			
Expand and upgrade road from Namhangtai-Moklahung	1 year in the second year			Project	Operation of project results		
				xxxxxxx			
Expand and upgrade road from Nampa-Tongpang	1 year in the third year				Project	Operation of project results	
					xxxxxxx		
Construct new road from Nga district-Lardhan (Luangphabang border)	2 years from the first to the second year		Project		Operation of project results		
			xxxxxxxxxxxxxxxxxx				
Construct new road from Tangkok-Nalae (Luangnamtha border)	2 years from the first to the second year		Project		Operation of project results		
			xxxxxxxxxxxxxxxxxx				
Construct new road from Houn district-Houihoke (Borkeo border)	2 years from the second to the third year		Project		Operation of project		
			xxxxxxxxxxxxxxxxxx				
Construct new road from Tardmonun, Lar district-Namlang, Xay district	1 year in the first year		Project	Operation of project results			
			xxxxxxx				
Construct new road from Parkbang-Parktha, Khonkoud (Borkeo border)	3 years from the second to the forth			Project		Operation....	
				xxxxxxxxxxxxxxxxxxxxxxxxxxxxxx			
Construct new road from Namor-Xay-Bang-Houn districts	No detail						

Construct new road from Namphoun area- Bang border	4 years from the second to the fifth year			Project			
				xx			
Construct new road from Houihoke-Phouviengxay	3 years from the third to the fifth year				Project		
					xx		
Construct new road from Phoutoum-Katangnga	1 year in the first year		Project	Operation of project results			
			xxxxxxx				
Construct new road from Siengdy-Sibouheung	No detail						
Construct new road from Laovang-Parkpoui	No detail						
Construct new road from km 17/2-Tanogpor	No detail						
Construct new road from Mang village-Meunghongtongsaleung village	No detail						
Construct new road from Phonsaard-Meunghougtonsaleung village	No detail						
Construct the third Namkor bridges	No detail						
Construct Nampark bridge (Lar district)	1 year in the first year		Project	Operation of project results			
			xxxxxxx				
Construct Namsae bridges (Namor district)	1 year in the first year		Project	Operation of project results			
			xxxxxxx				

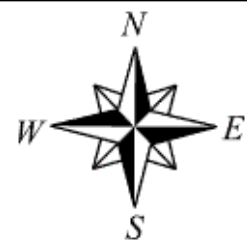
(2) Saravane Province

1) 5 year Public Works and Transport Sector Development Plan 2006-2010

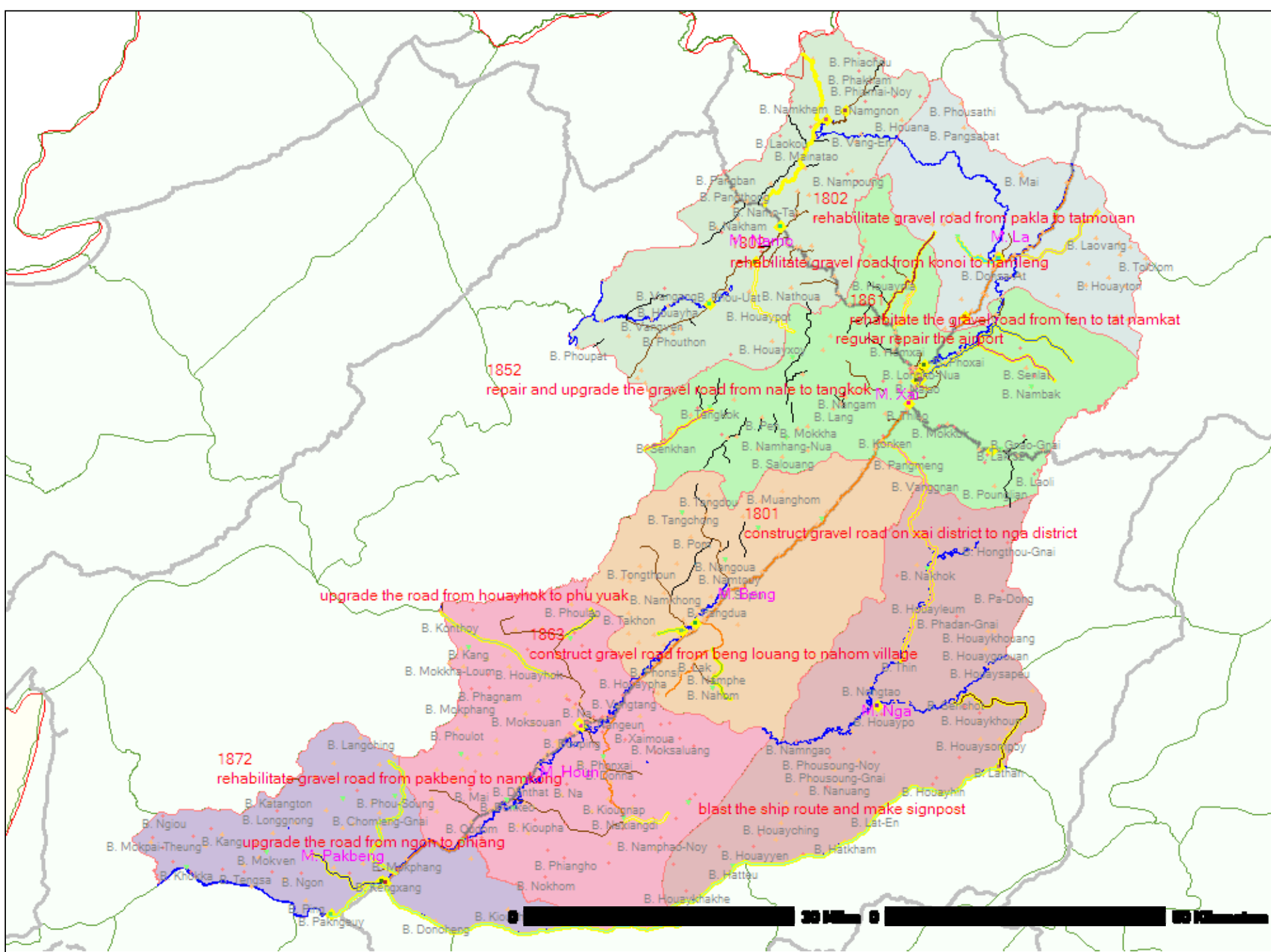
Annual Progress of Target & PIP Project Effect							
** Communication Sub-sector							
Intermediate targets	Expected achievement by the end of the mid-	unit/%	1st year	2nd year	3rd year	4th year	5th year
1. Improve and construct National Roads in Saravanh area to be able to use for 2 seasons							
2. Construct and repair provincial and district roads in 8 districts							
3. Construct road access to villages that can be able to use for 1 or 2 seasons for 535 villages (88%)							
4. Survey and pave DBST for 299km including national roads 220km, provincial capital roads 46km and district municipality road 17km and special road 16km							
5. Survey and construct new roads							
PIP project name	Period/project effect indicator		1st year	2nd year	3rd year	4th year	5th year
1. Survey and pave DBST on National road no. 15 Saravanh- R16 border (Vietnam)	3 years from the first to the third year		Project			Operation of project	
			xxxxxxxxxxxxxxxxxxxxxxxxxxxx				
2. Survey and pave DBST on National road no. 15 B with 1 concrete bridge from Napong to Saravanh	2 years from the second to the third year		Project			Operation of project	
			xxxxxxxxxxxxxxxxxxxxxxxx				
3. Survey and pave DBST on road no. 6901 from Junction 13S-Kangkongluang port	1 year in the third year				Project	Operation of project	
					xxxxxxx		

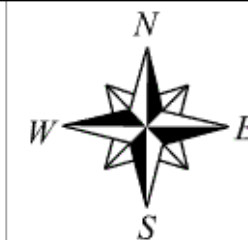
4. Survey and pave DBST on road no. 6905 from Junction 15(check point 71)-S3 border	1 year in the third year			Project	Operation of project results		
				xxxxxxx			
5. Pave laterite on Route no. 6958 from junction 1G, Toumlane district-junction no. 15 with Bele bridge	1 year in the second year			Project	Operation of project results		
				xxxxxxx			
6. Pave laterite Route no. 6910 junction 15, Samoui district-R11 border with Bele bridge	2 years from the forth to the fifth year					Project	
						xxxxxxxxxxxxxxxxxxx	
7. Pave DBST on Saravanh District municipality roads with walking path	2 years from the forth to the fifth year					Project	
						xxxxxxxxxxxxxxxxxxx	
8. Pave DBST on Laongam District municipality roads with concrete pipes	1 year in the second year			Project	Operation of project results		
				xxxxxxx			
9. Pave DBST on Samoui District municipality roads	1 year in the second year			Project	Operation of project results		
				xxxxxxx			
10. Pave laterite on Route no. 6903 from junction 15-Sunjayon, Kareum border with Bele bridge	1 year in the first year		Project	Operation of project results			
			xxxxxxx				
11. Pave laterite on Route no. 6915 from Thataopoun-Kareum district border with Bele bridge	1 year in the second year			Project	Operation of project results		
				xxxxxxx			
12. Pave laterite on Route no. 6906 from Vapee district- junction 6906, Natandong village with Bele bridge	1 year in the third year				Project	Operation of project	
					xxxxxxx		

13. Pave laterite on Route no. 36 from junction 1H-Hangphou village with Bele bridge	1 year in the first year		Project	Operation of project results			
			xxxxxxx				
14. Pave laterite on Route no. 6951 from junction 13S-Thakhansoumsour village	1 year in the fifth year						Project
							xxxxxxx
15. Pave laterite on Route no. 6934 from junction 15-Nongfungyong	1 year in the first year		Project	Operation of project results			
			xxxxxxx				
16. Pave DBST on Route no. 7273 Tardlor area	1 year in the first year		Project	Operation of project results			
			xxxxxxx				
17. Pave DBST on Route no. 7278 junction 15-Kangkoung (Parkset)	1 year in the second year			Project	Operation of project results		
				xxxxxxx			
18. Construct route no. 5501 Parksebangnoun-Thakhansoumsour village with Bele bridge (Provincial road)	1 year in the second year			Project	Operation of project results		
				xxxxxxx			
19. Construct route no. 6907 from Nongboua village -Junction 1G Phonsavanh village (district road)	1 year in the first year		Project	Operation of project results			
			xxxxxxx				

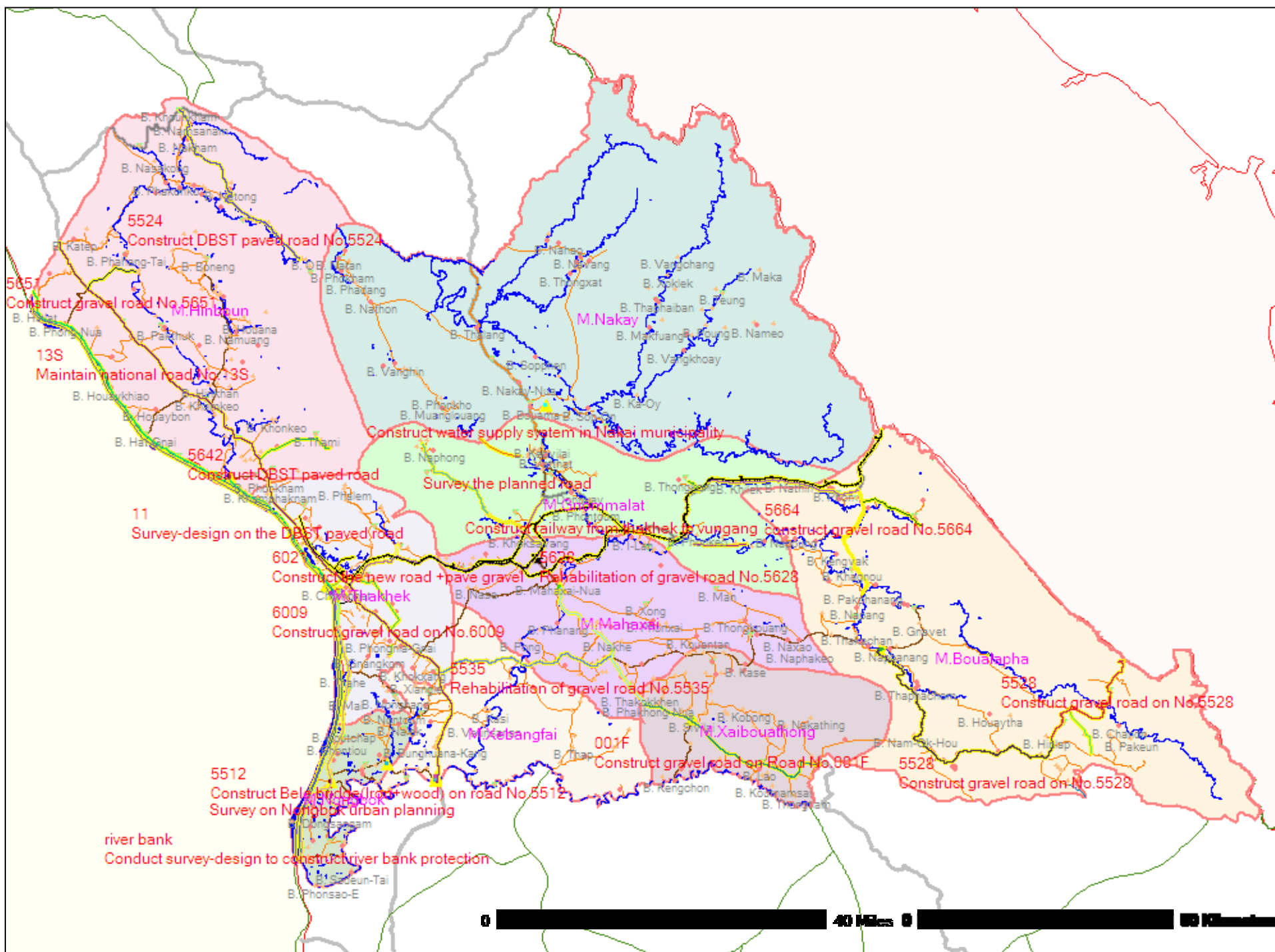


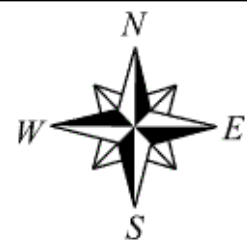
PIP Map of PWT
sector 5 year plan
2006-2010 in
Oudomxay Province



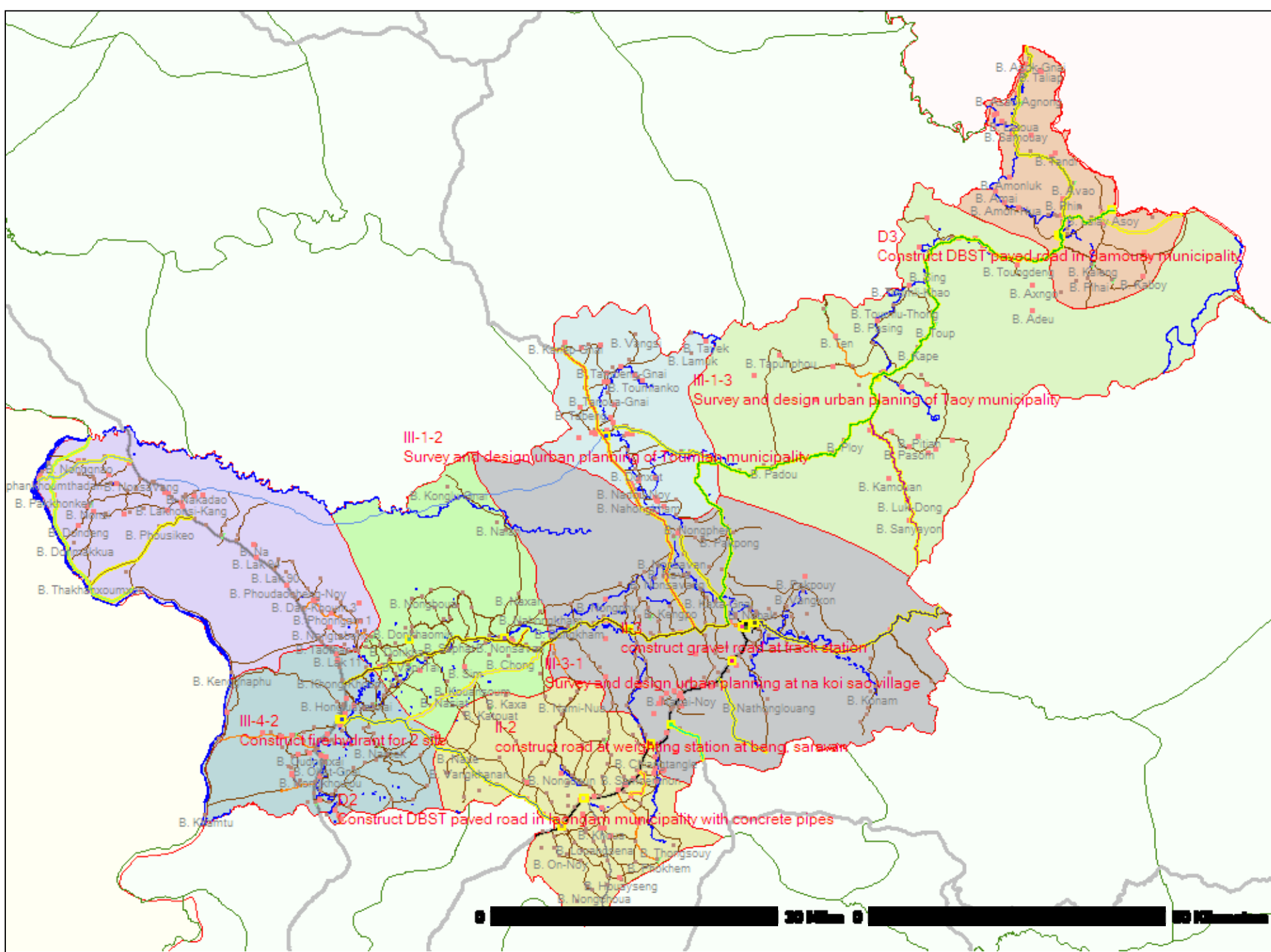


PIP Map of PWT
sector 5 year plan
2006-2010 in
Khammouane
Province





PIP Map of PWT
sector 5 year plan
2006-2010 in
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