

Ministry of Planning and Investment
Lao People's Democratic Republic

Japan International Cooperation Agency
(JICA)

JICA Technical Cooperation

Lao PDR

Project for Enhancing Capacity in PIP Management (PCAP2)

Progress Report (Third Year)

February 2010

IC Net Limited

JICA Technical Cooperation
Lao PDR Project for Enhancing Capacity in PIP Management (PCAP2)
Progress Report for the Third Year

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Abbreviations

| | |
|---------|---|
| DOF | Provincial Department of Finance |
| DPI | Provincial Department for Planning and Investment |
| GPAR | Governance and Public Administration Reform |
| JCC | Joint Coordinating Committee |
| JICA | Japan International Cooperation Agency |
| 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 |
| NSEDP | National Socio-Economic Development Plan |
| ODA | Official Development Assistance |
| OJT | On-the-Job Training |
| PCAP | Project for Capacity Building in PIP Management |
| PCAP2 | Project for Enhancing Capacity in PIP Management |
| PIP | Public Investment Program |
| PO | Project Owner |
| SOP | Standard Operating Procedure |
| SPAS | Simplified Project Assessment Sheet |
| UNDP | United Nations Development Programme |

1. Project Outline

1.1 Project Overview

The Government of the Lao PDR (GOL) aims to develop and introduce sound Public Investment Program (PIP) management methods, comprising the comprehensive processes of planning, assessment, implementation and evaluation, as one of the most important areas needing improvement. Upon request by the GOL to the Government of Japan (GOJ), the Japan International Cooperation Agency (JICA) conducted a technical cooperation scheme called the Project for Capacity Building in PIP Management (PCAP1) from November 2004 to October 2007, with the objective of developing PIP management methods and building the capacity of the staff involved.

PCAP ended in October 2007 as scheduled. However, the GOL requested continuous support. Thus an agreement was reached for conducting the Project for Enhancing PIP Management (PCAP2) (hereinafter the “Project”), a JICA technical cooperation project to further improve methods and procedures for PIP management, and disseminate these methods and tools throughout the national and local governments. In addition, the Project aims to ensure that the Ministry of Planning and Investment (MPI) will take the leading role in maintaining and upgrading the capacity in the field of PIP management to staffs involved in PIP nationwide. The Project started in March 2008, and is expected to be completed in August 2011.

1.2 Outline of the Report

This report indicates achievements accomplished by the Project from its beginning in March 2008 until January 2010, along with the progress of activities conducted in the past four months from October 2009. The following chart summarizes the outline of the report.

| |
|---|
| 1. Project Outline |
| The outline of the Project and the summary of this report are presented. |
| 2. Progress of Project Implementation and Achievement of Outputs |
| The Project has entered its third year, and is progressing as originally planned. [Output 3: Public Investment Law] The Public Investment Law was approved at the National Assembly in November 2009. [Output 1: Training and OJT] The nationwide PIP management training covered 10 provinces and the Capital by mid-January 2010. 522 participants (12 persons from DPI and 35 persons from related sector departments in each province) completed the training. [Output 2: PIP Budget and Financial Management] PIP budget and financial management training was conducted to MPI staff and DPI staff from each province. Reactions from the participants were positive. [Output 4: Improvement of PIP Management Methods] Newly developed and/or updated methods in the areas of ODA counterpart fund management, District-Level PIP management and Program management were included in the manuals respectively. The contents were introduced in the nationwide PIP management training, along with the distribution of manuals. |
| 3. Progress towards Achieving the Project Purpose |
| The Project has developed tools, methods and standard procedures as planned, and is now in a stage to provide training and monitor the application of the PIP management process for the 2010/11 budget request. Nevertheless, it is still difficult at this point to judge whether the Project Purpose will be achieved. |
| 4. Impact |
| The baseline survey has shown that it is difficult to obtain the indicators for the Overall Goal, and thus it is also difficult to measure the impact of the Project. Therefore, the Project is now discussing with the Lao side to modify the indicators as indicated in the chart included in this section. The achievement of the Overall Goal itself is thus difficult to judge at this stage. |
| 5. Outstanding Issues |
| As one of the measures of sustainable training at the MPI, it was agreed the MPI would cover 1/3 of the costs required for the PIP management training nationwide. The MPI was granted a PIP counterpart fund of over 321 million Kip. However, because there was no treasury, the amount could not be disbursed in November when the training started. This issue is not unique to the Project, but it affects annual PIP budget management, and periodical allotment of the budget. It is necessary to start discussions with the MPI, MOF and other relevant organizations so that the PIP budget can be disbursed at the needed time. |
| 6. Mid-Term Review |
| A Mid-Term Review Study was conducted for the Project from 23 rd November to 8 th December 2009. |
| 7. Other Matters |
| The Project had an opportunity to introduce its outline and project assessment tools at the session on project management in the MBA course at the National University of Laos, with the support of the Lao-Japan Human Resources Center. |

2. Progress of Project Implementation and Achievement of Outputs

The Project has entered its third year, and is progressing smoothly according to plan. The following chart indicates the activities conducted during the last four months from October 2009 to January 2010.

| Items | Activities in the First Half of the Third Year |
|--|---|
| Project Mid-Term Seminar | Conducted at PCAP2 Mid-Term Seminars |
| [Output 3] PIP Management Law Advisory Support | <ul style="list-style-type: none"> • Continuous advisory on drafting the law on PIP management • Advisory on the issuance of application decrees/regulations |
| [Output 1] Training and OJT | <ul style="list-style-type: none"> • Discussions on the institutionalization of training sessions • Developing the training curriculum • Training of Trainers (TOT) • Implementing Nationwide PIP Management Training for the provinces |
| [Output 2] PIP Budget and Financial Management | <ul style="list-style-type: none"> • Developing the training program, curriculum and contents • Training of trainers • Training to provinces and ministries |
| [Output 4] Improvement of PIP Management Methods | |
| | [Output 4-1] ODA Counterpart Fund Management |
| | [Output 4-2] District-Level PIP Management |
| | [Output 4-3] Program Management |

2.1 [Output 3] Activities on PIP Management Law Advisory Support

(1) Expected Achievement of Output 3

The Law on Public Investment was approved at the National Assembly in November 2009. The Law will receive some final adjustments, and will be issued under the name of the President of the Lao PDR within 90 days of the National Assembly approval.

| |
|---|
| [Output 3] A legal framework of effective and efficient PIP management is developed and strengthened. |
| [Indicators] |
| <ol style="list-style-type: none"> 1. A PIP management law and relevant specific decrees have been drafted, submitted and approved by the National Assembly. 2. A PIP management law and relevant decrees specify responsible organizations and legal procedures for reviewing, changing, suspending, and discontinuing PIP projects including ODA projects, and penalizing |

relevant organizations and contractors.

3. The PIP management law and relevant decrees authorize manuals and handbooks, which are developed and upgraded in the Project, as a standard PIP management tool and are disseminated nationwide.

(2) Mid-Term Implementation Plan

The following are the activities conducted from October 2009 to January 2010.

- 1) Continuous advisory for drafting the law on PIP management

The drafted law was already submitted to the Law Study Committee of the National Assembly in October 2009. The Committee discussed the points that were modified from the previous draft, and made final adjustments before submission to the National Assembly in November 2009.

- 2) Advisory on the issuance of application decrees and regulations

Immediately after the Law on Public Investment was approved by the National Assembly, an outline of the law was introduced through the nationwide PCAP2 mid-term seminar. Because of this opportunity, the staff members related to PIP management were able to effectively familiarize themselves with the new law.

(3) Important Points for the Next Half Year

Monitoring of the execution of the law will be conducted through on-the-job training (OJT) sessions nationwide. The Project will further support drafting implementation decrees and regulations that will be issued to support the law. The Project will also ensure that the manuals and handbooks are aligned with the new law.

2.2 [Output 1] Activities for acquiring and establishing skills (Training/OJT)

(1) Expected Achievement of Output 1

The activities related to Output 1, “DPI officials from all the provinces, and planning department officials of all the ministries and other relevant organizations attain basic and overall PIP management knowledge and skills,” have proceeded smoothly up to the present. By mid-January 2010, 522 DPI officials and project owners (“PO”) in total, who were from 10 provinces and Vientiane the Capital, have learned basic and overall PIP management methods through the nationwide PIP management training held by the Project. The Project will continuously implement the nationwide PIP management training courses towards the remaining six provinces and the central ministries and organizations in order to achieve Output 1.

(2) Mid-Term Implementation Review

The activities related to Output 1, which were implemented from October 2009 to January 2010, are as follows.

- | |
|--|
| 1) Discussions towards institutionalizing training |
| 2) Training curriculum development |
| 3) Training of Trainers (TOT) |
| 4) Training for the provinces and ministries |

Please see below for each of the above-mentioned activities.

1) Discussions towards institutionalizing training

To enhance the financial sustainability of PIP management training, the MPI, JICA, and the Project have agreed that the MPI will share one third of the Project's training expenses for this year. In the National Assembly in 2009, 321.34 million kip were officially approved as the MPI's PIP counterpart fund for the Project. However, due to the late disbursement of the counterpart budget by the Ministry of Finance, the MPI could not pay its portion of the budget for the training¹. Therefore, the MPI, JICA, and the Project agreed that the MPI would pay the required amount for conducting OJT instead. The Project will continue to work with the MPI to insure smooth implementation of OJT as well as to reconsider ways to maintain financial sustainability.

2) Training curriculum development

"Brush-up and upgrade" is the theme of the PIP management training held this year. The training curriculum was divided into two parts, namely "Nationwide PIP management training" and "PIP financial management training."² A major difference in the training from last year is that, based on the training theme, three existing PIP management methods have been upgraded and four new methods have been incorporated into the training contents (see the table below).

Table 1: Curriculum of Nationwide PIP Management Training

| | |
|-----------------|---|
| Theme | Brush-up and upgrade |
| Expected output | Introduce new PIP management methods and improve existing methods |
| Schedule | End of November 2009 to mid-February 2010 |
| Target | DPI officials from all of the provinces and planning department officials from all of the ministries and other relevant organizations (Approximately 737-907 personnel in total) ➤ As per province/capital, 7-12 DPI officials and 30-35 PO (Approximately 629-799 personnel in total) ➤ As per central ministries and organizations, 1-2 planning department personnel and 1-2 PO (Approximately 108 personnel in total) |

¹ In November 2009, the Ministry of Finance explained to the MPI that the delay in disbursement was due to the shortage in the national treasury caused by emergency aid being disbursed for a flood which occurred in 2009.

² See Output 2 for the PIP financial management training.

| | |
|-----------------|---|
| Duration | <ul style="list-style-type: none"> ➤ 5 day-training per province and capital held in each respective province and capital ➤ 5 day-combined training for all central ministries and organizations in Vientiane, the Capital |
| MPI trainers | <ul style="list-style-type: none"> ➤ MPI-DOE: 11 officials ➤ MPI-DOP: 1 official ➤ MPI-DIC : 2 officials <p>*MPI trainers are divided into three teams of 3-4 trainers per team.</p> |
| MPI coordinator | <ul style="list-style-type: none"> ➤ MPI-DOOP: 3 officials ➤ Project coordinators (MPI-DOE): 3 officials |
| Main contents | <ul style="list-style-type: none"> ➤ Newly introduced PIP management methods <ul style="list-style-type: none"> 1. Report writing for debt payment 2. PIP management at the district level 3. ODA national contribution budget management ➤ Brushing up PIP management methods <ul style="list-style-type: none"> 4. Progress report writing for ongoing projects 5. Project assessment using SPAS for ongoing projects 6. Sector program management 7. PIP comparative assessment |
| Others | <ul style="list-style-type: none"> ➤ Quizzes on the contents of each training course, training completion tests and training evaluations are also held. |

3) Training of Trainers (TOT)

In November 2009, the Project implemented the TOT program for the above-mentioned training. As a result, 11 officials from the MPI-DOE, one official from the MPI-DOP, and two officials from the MPI-DIC received training. One lesson from the TOT this year is that more intensive training for a longer duration is required for MPI trainers in order to gain a deeper understanding of the contents for each training course prior to the beginning of training.

4) Training for the provinces and central ministries

Nationwide PIP management training started in November 2009 based on the above-mentioned curriculum. By mid-January 2010, 522 DPI officials and POs from 10 provinces and the capital Vientiane learned basic and overall PIP management methods (See Table 2). Based on the results of the training evaluation conducted by the participants, the level of satisfaction with the training program and its contents are high. However, some issues regarding the training program, time allocation, trainers' level of understanding and facilitation skills, have been identified and need further improvement³.

Table 2: Schedule of Nationwide PIP Management Training

| Dispatch | Training Date | MPI Team 1 | MPI Team 2 | MPI Team 3 |
|--------------------------|------------------------|-------------|------------|------------|
| 1 st dispatch | 30 Nov. – 4. Dec. 2009 | Xiengkhuang | Houaphanh | — |

³ See Annex 1: "Report of Nationwide PIP Management Training and PCAP2 Mid-term Seminar in Fiscal Year 2009/2010 (First and Second Dispatch)" for details.

| | | | | |
|--------------------------|-----------------|--|-------------------|--------------|
| 2 nd dispatch | 21-25 Dec. 2009 | Bolikhamxay | Vientiane capital | Vientiane |
| 3 rd dispatch | 4-8 Jan. 2010 | Oudomxay | Luangnamtha | Xayabouly |
| | 11-15 Jan. 2010 | Phongsaly | Bokeo | Luangprabang |
| 4 th dispatch | 25-29 Jan. 2010 | Attapeu | Saravan | Savannakhet |
| | 1-5 Feb. 2010 | Xekong | Champasak | Khammouane |
| | 8-12 Feb. 2010 | 42 central ministries/organizations in total | | |

(3) Important Points for the Next Half Year

The following five activities are to be implemented for the next half year. The main focus is that the actual PIP annual budget proceedings in the MPI, provinces and central ministries and organizations are supported through OJT. In addition, a more intensive and longer TOT program should be conducted for MPI trainers to attain a deeper understanding of both content and facilitation skills to improve their work as trainers.

[Output 1] Activities in the next half year

- (1) OJT towards the MPI, provinces and ministries
- (2) Evaluation of training, and meta-evaluation
- (3) Feedback of OJT results
- (4) Training curriculum development
- (5) TOT

2.3 [Output 2] Activities for PIP Budget and Financial Management

(1) Expected Achievement of Output 2

PIP financial management training courses were conducted in all the provincial DPIs in January 2010. Participants understand the details of the financial management contents, and positively accepted the contents. Therefore, it is fair to say that the possibility of achieving the outcome “introduction of the PIP budget and financial management” is high.

To institutionalize the PIP financial management method, it is important that these methods are utilized in the PIP budget formulation process in the MPI and provinces. The PCAP2 team plans to conduct follow-up tasks, including additional training sessions and presentations, to ensure that the PIP financial management tools will be further accepted by the MPI and provinces.

The training component on PIP budget management was not included at this time, as the PIP budget guideline for 2010-11 was not formulated in December.

(2) Mid-Term Implementation Review

The activities conducted for the achievement of this outcome are as follows.

1) Developing a training program, curriculum and materials

The training program for PIP financial management for the provinces was formulated as follows.

- The training is going to be held three times, for the northern, central and southern regions. The provinces are expected to share their experiences in PIP financial management with their neighboring provinces after the training.
- The training is held in Vientiane, not in the provinces, for operational efficiency.
- The duration of the training is 2 days. The first day is to learn the concept of PIP financial management, and the second day is to learn how to conduct financial management. Afterward, all the participants will do a case study in the last half of the second day.

| | | |
|---------------------|-----------|---|
| 1 st day | Morning | Overview of PIP financial management <ul style="list-style-type: none"> ➤ Exercise 1: Calculation of payment duration ➤ Exercise 2: Calculation of payment duration for each province |
| | Afternoon | Provincial PIP financial analysis and budget planning by the DPI <ul style="list-style-type: none"> ➤ Exercise 3: Setting targets on due amounts for provinces ➤ Exercise 4: Analysis on the excess due amounts ➤ Exercise 5: Formulation of PIP mid-term expenditure outlooks |
| 2 nd day | Morning | |
| | Afternoon | Workshop: When the due amounts based on those requested from sector departments are more than the PIP budget capacity <ul style="list-style-type: none"> - How should DPIs communicate with sector departments? - How should DPIs report to governors? |

The following training curricula and contents have been developed.

- a) Overview of the PIP financial management method
- b) Provincial PIP financial analysis and budget planning by the MPI
- c) Provincial PIP financial analysis and budget planning by the DPI

The curricula for provincial training is a) and c), while those for MPI are a) and b).

Training on PIP financial management, focusing on the payment duration, i.e., how many years it takes for a province to complete payments for a project, explains the management of payment durations, setting targets on due amounts, and negotiations with sector departments. In the training, participants did five exercises to improve their analytical skills.

2) Training of trainers (TOT)

TOT was conducted for seven MPI-DOP staff members in January 2010. Trainers conducted facilitation of workshops, and helped participants do exercises.

3) Training for provinces and ministries

Training sessions on PIP financial management were conducted in January 2010 in Vientiane as follows.

- 14-15 January 2010: Training for central provinces
- 19-20 January 2010: Training for southern provinces
- 21-22 January 2010: Training for northern provinces
- 26-27 January 2010: Training for the MPI

The numbers of participants were as follows.

- Central provinces: 20
- Southern provinces: 22
- Northern provinces: 28
- MPI: 11

(3) Important Points for the Next Half Year

1) Development of PIP budget formulation improvement, monitoring of PIP financial management tools, revisions of manuals and handbooks

The contents of the PIP budget management training course are going to be reconsidered after the announcement of the PIP budget guideline for 2010-2011 in February 2010. The Project is going to give recommendations on the content of the guideline and the timing of its announcement.

In February 2010, staff members from MPI-DOP are planning to join OJT, to follow up the PIP financial management training results. In March, the PCAP2 team is planning to conduct additional training to the MPI to help them to deepen their understanding. The PCAP2 team is also planning to visit provinces to examine the problems of the PIP financial management tools.

In May and June, manuals on PIP financial management will be revised and submitted to the MPI for review.

2.4 [Output 4] Activities for Improvement of the PIP Management Methods

2.4.1 [Output 4-1] ODA Counterpart Fund Management

(1) Expected Achievement of Output 4-1

As mentioned in the table below, Indicator 4-1 and 4-3 are going well for achievement that had been scheduled by the end of the project. The manuals including a new sub-component, ODA counterpart fund management had been upgraded, and then they were distributed to the relevant parties when the project implemented the training course from December 2009 to February 2010. More numbers of officials than those planned in the Indicator 4-1 are planned to receive the training with this sub-component. Numbers of trainers from each department in MPI planned to be developed for the sub-component are: two (2) from DIC, three (3) from DOE and one (1) from DOP respectively.

Table of achievement of Output4-1

| Indicators | Achievements | | | | | | | | | | | | |
|---|--|------------------------|-----------------------------|-----|--|-----|---|-----------------------------|---|--|-----------------------|-------|---------------------------|
| 4-1 “Manual for PIP Project Management” and handbooks are upgraded or developed so as to cover ODA counterpart fund management and District-level PIP management. The manual(s) and handbook(s) are approved and distributed to all relevant government personnel. | <ol style="list-style-type: none"> 1) Simplified Project Information Sheet (SPIS) workflow, SPIS format and Revised CompAss (comparative assessment) workflow, which reflects issues of ODA counterpart fund management, were developed, proposed to DIC, MPI. 2) Manuals were revised but handbooks were not issued yet, because PIP management at district level requires coordination with other ministries and other donors. 3) Manuals are being distributed to the relevant government personnel that received training course implemented from December 2009 to February 2010. 4) Training materials of the contents related to the ODA counterpart fund management were developed. | | | | | | | | | | | | |
| 4-3 More than 20 MPI officials and More than 5 planning department officials in each province, ministry and other relevant government organizations are capable of both managing PIP in accordance with manual(s) and handbook(s) that are newly developed or upgraded and training relevant provincial and district officials. | <ol style="list-style-type: none"> 1) As of the end of January 2010, the training is underway on implementation. Numbers of officials who will be trained in the training course are in the table below. 2) The manual and training materials have been upgraded with this sub-component. 3) Capability will be evaluated by Meta-Evaluation that is scheduled to be implemented in mid 2010. | | | | | | | | | | | | |
| <u>Planned numbers of trainee by the training 2009-2010</u> | | | | | | | | | | | | | |
| <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th data-bbox="710 1460 1038 1487">Belonging organization</th> <th data-bbox="1043 1460 1372 1487">Number of officials trained</th> </tr> </thead> <tbody> <tr> <td data-bbox="710 1494 1038 1547">MPI</td> <td data-bbox="1043 1494 1372 1547">approx. 14 personnel (to be trained by TOT)</td> </tr> <tr> <td data-bbox="710 1554 1038 1644">DPI</td> <td data-bbox="1043 1554 1372 1644">approx. 105-180 personnel (except Xiengkhuang and Huaphan provinces)</td> </tr> <tr> <td data-bbox="710 1650 1038 1740">Project Owners in provinces</td> <td data-bbox="1043 1650 1372 1740">approx. 450-525 personnel (except Xiengkhuang and Huaphan provinces)</td> </tr> <tr> <td data-bbox="710 1747 1038 1836">Central ministries and other relevant government organizations</td> <td data-bbox="1043 1747 1372 1836">approx. 108 personnel</td> </tr> <tr> <td data-bbox="710 1843 1038 1868">Total</td> <td data-bbox="1043 1843 1372 1868">approx. 677-827 personnel</td> </tr> </tbody> </table> | | Belonging organization | Number of officials trained | MPI | approx. 14 personnel (to be trained by TOT) | DPI | approx. 105-180 personnel (except Xiengkhuang and Huaphan provinces) | Project Owners in provinces | approx. 450-525 personnel (except Xiengkhuang and Huaphan provinces) | Central ministries and other relevant government organizations | approx. 108 personnel | Total | approx. 677-827 personnel |
| Belonging organization | Number of officials trained | | | | | | | | | | | | |
| MPI | approx. 14 personnel (to be trained by TOT) | | | | | | | | | | | | |
| DPI | approx. 105-180 personnel (except Xiengkhuang and Huaphan provinces) | | | | | | | | | | | | |
| Project Owners in provinces | approx. 450-525 personnel (except Xiengkhuang and Huaphan provinces) | | | | | | | | | | | | |
| Central ministries and other relevant government organizations | approx. 108 personnel | | | | | | | | | | | | |
| Total | approx. 677-827 personnel | | | | | | | | | | | | |

(2) Mid-Term Implementation Review

Activities to achieve Output 4-1, i.e., the strengthening of ODA counterpart fund management, are

going well. The following table summarizes records of the activities.

Records of Activities to Achieve Output 4-1

| Activities | Records |
|--|---|
| 1 Study the process of ODA counterpart fund management, district-level PIP management, and sector program management. | <ol style="list-style-type: none"> 1) Coordination with related departments for kicking off activities and preliminary studies was done for a survey on ODA projects. 2) The responsibilities of the MPI, and the DPI, the budget formulation process of the PIP/ODA budget, analysis on the process of ODA counterpart funds and related projects by other donors were confirmed. 3) Preliminary study was done for reviewing action plans. 4) Identifying challenges of ODA counterpart fund management was conducted. 5) Components of an improvement plan of ODA counterpart fund were summarized. |
| 2 Verify the process and schedule of ODA counterpart fund management, district-level PIP management and sector program management in accordance with the annual budget formulation process and calendar, starting with Oudomxay, Khammuan and Salavan. | The current workflow on ODA national contribution budget was analyzed. |
| 3 Upgrade "Manual for PIP Project Management" and "Manual for PIP Program Management" with a focus on ODA counterpart fund management, district-level PIP management and sector program management. Also, develop handbooks on these issues. | SPIS format and revised CompAss workflow were put in manuals. |
| 4 Produce and distribute the manual(s) and handbook(s) to all relevant organizations (Implement this activity together with 2-4). | The Project Manual was issued without the authorization of the Minister, and the publication of handbooks was postponed to the next fiscal year. |
| 5 Assist the MPI with developing the training curriculum and materials (Implement this activity together with 2-5). | <ol style="list-style-type: none"> 1) The training contents of FY 2009/10 were revised 2) The curriculum and contents development of ODA counterpart fund training were done with candidate lecturers. 3) Training curriculum, training contents and training guide were developed. |
| 6 Assist the MPI with conducting training and workshops for all the provinces and ministries (Implement this activity together with 2-6). | Assistance of the training for all the provinces and all the ministries are being implemented until mid-February. |
| 7 Assist the MPI with conducting OJT for all the provinces and ministries (Implement this activity together with 2-7). | To be implemented in March 2009 onward |
| 8 Assist the MPI with conducting meta evaluations for PIP projects assessed and evaluated; and with monitoring indicators in a sector program. | To be implemented in July 2010 onward |
| 9 Assist the MPI with revising manual(s) and Handbook(s) based on the feedback from activities 4-6 and 4-7 (Implement this activity together with 2-9). | To be implemented in July 2010 onward |

(3) Important Points for the Next Half Year

Remaining tasks to accomplish Output 4-1

To achieve Output 4-1 successfully, the following tasks have been scheduled to take place by the end of the Project.

- 1) Evaluate capacity of the officials after the training by the meta-evaluation in mid-2010.

- 2) Prepare and issue the handbooks. This activity is in common with the other sub-components, which depend on the future progress of the coordination of the PIP management at the district level with other ministries and other donors, and then on the official approval by the MPI of the manuals.
- 3) To implement the training sessions for the provincial departments' officials in Xiengkhuang and Huaphan provinces. These two provinces have not yet been covered by the last training sessions, because coordination to allocate the trainers from the DIC took longer than the other two departments.

Other important issues in enhancing the impact of the Project

- 4) **Supporting institutionalization of SPIS workflow.** The Project recognizes that the fiscal year 2009-2010 is the trial operation period for the prototype of the SPIS workflow and the fiscal year 2010-2011 will be the official and real operation period endorsed by ODA decree. The Project aims to coordinate the necessary procedures with a close discussion with the MPI represented by H.E. Dr. Bounthavy.
- 5) **Coordinating with the other similar formats.** Coordination with the other formats for ODA management such as one from UNDP's RTM Project and PIS/PIR/PWP has been gradually advancing. The Project shall promote further coordination with other actors regarding the formats so that SPIS and the other formats can function efficiently.

Summary of SPIS and the Other Formats Related to ODA Management

| | Name | Purpose | Who writes? | Collection/delivery term |
|---|-------------------|---|---|--------------------------|
| 1 | ODA List | Compile résumé of all the ODA Projects | Provincial Departments , DPI and Ministries | Within January |
| 2 | PIS/PIR/PWP | Arrangement of project information by PJ Owners | All PJ Directors | Dec-Jan. |
| 3 | FAR Questionnaire | Preparation of FAR | Development Partners | Dec-Jan. |
| 4 | SPIS | Apply for NCB | Provincial Departments, DPI and Ministries, | From Dec-Feb |

Prepared by PCAP2 project team

- 6) **Expanding the number of trainers from the DIC for this sub-component.** Although the DIC is eager to host major training sessions related to ODA subjects including ODA counterpart fund management, no more than two (2) trainers have been allocated in the last series of the training. The DIC deserves credit for trying to overcome shortage of personnel, but the number of trainers

was not enough to cover all the provinces. Thus trainers from the DOE and DOP eventually filled the gap. In the next series of training sessions, the two DIC trainers who have already received the last TOT will be the most capable core trainers on this subject. Therefore, the DIC is expected to increase its commitment to allocate a larger number of trainers for this subject. A dialogue between the MPI and PCAP 2 team is important to find a solution to this issue.

2.4.2 [Output 4-2] District-Level PIP Management

(1) Expected Achievement of Output 4-2

As shown in the following chart, indicators for Output 4-2 are progressing according to schedule for the output's achievement by the end of the Project. New formats for project proposals and assessments need to be studied further with other donor projects for their effective use in the field. However, these new formats are likely to become the standard format for district-level project application and assessment. Along with the formats, new district-level PIP management routes and approaches are reflected the Project Manual.

Table of Achievement, Output 4-2

| Indicator | Achievement |
|---|--|
| 4-2 "Manual for PIP Project Management" and handbooks are upgraded or developed so as to cover District-level PIP management. The manual and handbooks are approved and distributed to all relevant government personnel. | <p>New PIP project proposal and assessment formats were developed for district-level PIP management, and reflected in the Project Manual along with the introduction of various routes and resources for district-level project application including domestic and donor funds for rural development and poverty reduction.</p> <p>At the PIP Management Nationwide Training course, discussions were done among provincial officers on how to support districts in PIP management, as part of the training. Various routes for PIP project application in the specific areas were also discussed, providing opportunities to study the characteristics of the districts within each province.</p> |

(2) Mid-Term Implementation Review

1) Monitoring district-level PIP management methods and training results

At the PIP Management Nationwide Training, the new formats for project proposal and assessment were introduced. Workshops were also held to give provincial staff the opportunity to discuss the characteristics of their districts, and formulate a strategy to support their districts.

(3) Important Points for the Next Half Year

At the central government level, the Project will continue discussions with donors and domestic

funding agencies to unify project application routes and formats. Although it is difficult to unify all processes, the Project will continue promoting this approach in accordance with the Vientiane Declaration.

As for the approach for the districts, the Project will continue engaging the provinces as the key body to train and instruct district levels. In addition to upgrading the Project Manual, the Project will develop handbooks and training kits for effective dissemination.

2.4.3 [Output 4-3] Sector Program Management

(1) Expected Achievement of Output 4-3

As mentioned in the table below, the Indicators 4-2 and 4-3 are going well and should be achieved by the end of the Project. The Program Manual has been upgraded, which includes new contents, case studies of the Program Objective Tree, Chronological Charts and PIP Maps in the three (3) monitor provinces. The study revealed important issues for strengthening the next Five-Year Socio-Economic Development Plans (SEDPs) 2010-2015. The manual has been distributed to the relevant parties in the training course that is underway from December 2009 to February 2010. More officials than planned for in the Indicator 4-3 are scheduled to receive training on this sub-component. Here are the numbers of trainers from each department in the MPI who are to be developed for the sub-component: 4 personnel from DOE, 1 personnel from DOP, and 5 personnel in total, respectively.

Table of Achievement of Output 4-3

| Indicators | Achievements | | | | | | | | | | | | |
|--|---|------------------------|-----------------------------|-----|--|-----|---------------------------|-----|---------------------------|--------------------------------------|-----------------------|-------|---------------------------|
| 4-2 "Manual for PIP Program Management" is upgraded, approved and distributed to all government personnel related to PIP management. | Program manuals were revised by including cases of program tools and challenges on sector program management. | | | | | | | | | | | | |
| 4-3 More than 20 MPI officials and more than 5 planning department officials in each province, ministry and other relevant government organizations are capable of both managing PIP in accordance with manual(s) and handbook(s) that are newly developed or upgraded. The training of relevant provincial and district officials is carried out. | <ol style="list-style-type: none"> 1) As of the end of January 2010, training is underway. The numbers of officials who will be trained in the training course are in the table below. 2) Program manual and training materials have been upgraded with this sub-component. 3) The capability will be evaluated by the Meta-Evaluation in mid-2010. <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>Belonging organization</th> <th>Number of officials trained</th> </tr> </thead> <tbody> <tr> <td>MPI</td> <td>approx. 14 personnel (to be trained by TOT)</td> </tr> <tr> <td>DPI</td> <td>approx. 119-204 personnel</td> </tr> <tr> <td>POs</td> <td>approx. 510-595 personnel</td> </tr> <tr> <td>Central ministries and organizations</td> <td>approx. 108 personnel</td> </tr> <tr> <td>Total</td> <td>Approx. 751-921 personnel</td> </tr> </tbody> </table> | Belonging organization | Number of officials trained | MPI | approx. 14 personnel (to be trained by TOT) | DPI | approx. 119-204 personnel | POs | approx. 510-595 personnel | Central ministries and organizations | approx. 108 personnel | Total | Approx. 751-921 personnel |
| Belonging organization | Number of officials trained | | | | | | | | | | | | |
| MPI | approx. 14 personnel (to be trained by TOT) | | | | | | | | | | | | |
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| POs | approx. 510-595 personnel | | | | | | | | | | | | |
| Central ministries and organizations | approx. 108 personnel | | | | | | | | | | | | |
| Total | Approx. 751-921 personnel | | | | | | | | | | | | |

(2) Mid-Term Implementation Review

Activities to achieve Output 4-3, i.e., strengthening sector program management, are going well. The following table summarizes records of the activities. The activities focus on introducing case studies of the Program Tools in the three monitor provinces to provide useful lessons for preparing the next five-year development plans in each governmental organization in Laos.

Records of Activities to Achieve Output 4-3

| Activities | Records |
|---|---|
| 1 Study the process of ODA counterpart fund management, district-level PIP management and sector program management. | The national development plan, sector development plan, provincial development plan, and the action plan of the national plan were analyzed for reviewing the action plan. |
| 2 Verify the process and schedule of ODA counterpart fund management, district-level PIP management and sector program management. In accordance with the annual budget formulation process and calendar, starting with Oudomxay, Khammuan and Salavan. | 1) Preparatory meetings were held to select pilot sectors as a preparation of sector program formulation. 2) Challenges of a provincial development plan of model sectors were summarized for sector program formulation. 3) Some program tools were done for sector program formulation. |
| 3 Upgrade the "Manual for PIP Project Management" and the "Manual for PIP Program Management" with a focus on ODA counterpart fund management, district-level PIP management and sector program management. Also, develop handbooks on these issues. | Program tools and challenges were included in program manuals as a revision. |
| 4 Produce and distribute the manual(s) and handbook(s) to all relevant organizations (Implement this activity with 2-4). | The Program Manual was issued without the authorization of the Minister, and publication of handbooks was postponed to the next fiscal year. |
| 5 Assist the MPI with developing the training curriculum and materials (Implement this activity together with 2-5). | 1) The training contents of FY 2009/10 were revised. 2) The training curriculum, training contents and training guide were developed. |
| 6 Assist the MPI with conducting training and workshops for all the provinces and ministries (Implement this activity together with 2-6). | Monitoring training for all the provinces and all the ministries is being implemented until mid-February. |
| 7 Assist the MPI with conducting OJT for all the provinces and ministries (Implement this activity together with 2-7). | To be implemented in March 2009 onward. |
| 8 Assist the MPI with conducting meta evaluations for PIP projects assessed and evaluated and with the monitoring indicators in a sector program. | To be implemented in July 2010 onward. |
| 9 Assist the MPI with revising manual(s) and Handbook(s) based on the feedback from activities 4-6 and 4-7 (Implement this activity together with 2-9). | To be implemented in July 2010 onward. |

(3) Important Points for the Next Half Year

- 1) **Upgrading training on Project Objective Tree (POT).** Strengthening program management involves a wide range of subjects, as this sub-component deals with many subjects and for many target groups. The current training schedule in 2009-2010 of the Project focuses on the exercise of analyzing actual POTs. This exercise has revealed important lessons that officials face in PIP management. The exercise may also be useful for extracting better lessons based on deeper analysis of POTs to improve training materials and strengthen the

Training of the Trainers (TOT). In the next half of the implementation term, the Project will upgrade the training contents while bearing this issue in mind.

- 2) ***Reorganizing terminology.*** The counterparts have pointed out that the Program Manual often uses complex technical terms that are likely to confuse its readers. The next version of the manual will be improved on this issue.
- 3) ***Introducing the other program tools.*** The manual already shows case studies on the Chronology chart and PIP Maps in the monitor provinces. However, the Project does not currently provide training on these case studies, due to time constraints among all the training subjects and the priority of the POT exercise for preparation of the next five-year plans. The Project will consider incorporating the case studies into the next version of the training contents.
- 4) ***Scouting potential candidates to be trainers.*** Many MPI officials including newcomers to the Project took part in the TOT in December 2009. Some of them have the potential to be capable trainers. As the MPI implements the other training courses in addition to the PCAP2's training, it can be an efficient approach for expanding the trainees' knowledge for better PIP management to develop a greater number of capable trainers by the Project. Therefore, the Project shall keep providing the opportunity for TOT to increase the number of trained officials.

3. Progress towards Achieving the Project Purpose

As stated in Chapter 2, activities related to the Project outputs are proceeding as laid out in the Plan of Operation, and it is safe to say that the Project is progressing towards achieving the Project Purpose.

The Project Purpose is as follows: “MPI and DPI process PIP projects through a new assessment procedure introduced by the Project within a strict budget ceiling, and conduct monitoring and evaluation.” To achieve this goal, the Project has developed tools, methods and standard procedures as planned, and is now in a stage to provide training and monitor the application at the PIP management process for the 2010/11 budget request. Meanwhile, since the Project is still in its mid-stages, it is still difficult at this point to judge whether the Project Purpose will be achieved.

[Objectively Verifiable Indicators for the Project Purpose]

- ✧ The percentage of domestically funded PIP projects and the counterpart fund portion of ODA projects, which are assessed, monitored, and evaluated within the annual budget ceiling with a specific budget execution schedule, increases to 100% by the end of PCAP2.
- ✧ Reports for every domestically funded PIP project at each stage (planning/appraisal, monitoring, evaluation) are improved.
- ✧ The MPI and DPI set and implement a budget ceiling at both the central and provincial levels with the MOF and DOF.
- ✧ The amount and ratio of debts in annual PIP budgets decrease.
- ✧ The MPI and sector ministries develop sector programs with specific annual and regional targets, and develop the distribution of domestically funded PIP projects and ODA projects.

4. Impact

According to the baseline survey, indicators for the Overall Goal, i.e., “Sector ministries and provincial sector departments effectively and efficiently implement PIP projects on schedule and in accordance with planned budget execution under an upgraded sector program”, were difficult to obtain. Furthermore, it was feared that it would be difficult to measure the true impact of the Project with these indicators. Therefore, the Project is now discussing with the Lao side to modify the indicators as indicated in the following chart. The achievement of the Overall Goal itself is thus difficult to judge at this stage.

Table 3: Overall Goal Indicators and Issues

| Current Indicators | Proposed Indicators |
|---|--|
| Decreased number and ratio of domestically funded PIP projects and ODA projects that are discontinued or suspended due to budget reasons. | <u>Increased</u> number and ratio of domestically funded PIP projects and ODA projects <u>that are completed as initially scheduled.</u> |
| Decreased number and ratio of domestically funded PIP projects and ODA projects that are poorly maintained, or not maintained after completion. | <u>Increased</u> number and ratio of domestically funded PIP projects and ODA projects <u>that are properly maintained after completion.</u> |
| Decreased number and ratio of domestically funded PIP projects and ODA projects that are underutilized. | <u>Increased</u> number and ratio of domestically funded PIP projects and ODA projects are <u>utilized and operated as originally planned.</u> |
| Decreased number and ratio of domestically funded PIP projects and ODA projects that experience unexpected changes in contracted companies. | Delete |
| Target indicators in each sector program will improve. | <u>In sectors and provinces,</u> target indicators are utilized as <u>PIP project selection criteria.</u> |

5. Outstanding Issues

As one of the measures of sustainable training in the MPI, it was agreed that the MPI will cover one-third of the required costs for the PIP Management Nationwide Training. The MPI was granted the PIP counterpart fund of over 321 million Kip. However, due to a lack of treasury funds, the amount could not be disbursed in November when the training started. The MPI and the Project agreed that the Project will bear all costs for the PIP Management Nationwide Training, while all cost for OJT, originally planned to be borne by the Project, will be covered through the said counterpart fund by the MPI.

Delays in payments due to a lack of treasury funds in the beginning of the fiscal year seem common in Laos. However, if PIP management training is to continue in the future, the appropriate period would be from November to December, just before the PIP budget process begins. Therefore, similar problems may occur even when the budget itself is secured. This issue is not unique to the Project, but is an existing issue that affects annual PIP budget management and its periodical allotment. It is necessary to start discussions with the MPI, the MOF, and other relevant organizations so that the PIP budget can be disbursed at the needed time.

6. Mid-Term Review Studies

A Mid-Term Review Study was conducted for the Project from 23rd November to 8th December 2009.

The following study team conducted the studies.

| In charge | Name | Position |
|----------------------|--------------------|---|
| Team Leader | Mr. Koichi TAKEI | Senior Representative, JICA Laos Office |
| Cooperation Planning | Ms. Yuki YOSHIMURA | Representative, JICA Laos Office |
| Evaluation Analysis | Mr. Yoichiro TODA | Consultant, International Development Center of Japan |

Below is an abstract of the Study Team Report with evaluation results and recommendations to the Project.

The results of evaluation by five criteria are summarized below.

1 Relevance

With the following reasons, relevance of the Project is assured.

In Laos, development projects are implemented as public investment project (PIP) under 5 year National Social Economic Development Plan (NSEDP). Following Prime Minister Decree 58 in 2002, the central ministries and provinces have to do application, assessment, monitoring and evaluation of development projects. In addition, 6th NSEDP stipulates that capacity development of government officials is a major challenge. Therefore, the central ministries and provinces are required to strengthen the capacity of PIP management. Hence, the project purpose of the Project is consistent with Laotian policy.

With respect to the Japanese policy, ODA policy to Lao P.D.R. by the Ministry of Foreign Affairs mentions that “capacity development of governmental officials and institutional building” is one of the major issues. JICA’s Country Assistance Strategy describes “enhancement of quality and capacity of public administration” as a part of major issues. Thus, the Project is in line with the Japanese aid policy to Lao P.D.R.

Coherence with needs of the target group is considered to be secured, because the training contents are useful and practical according to responses of training participants and Director of DOE said that other ministries as well as provinces accept tools prepared by the Project.

In many cases of assistance by other donors, one expert comes and leaves only a report at the end of the Project; however, the Project tackles with capacity development of the counterpart for a long term. And then a training approach to incorporate OJT is appropriate in terms of counterparts’ needs.

2 Effectiveness

Prospects of achieving project purpose cannot be identified at the time of mid-term review. Thus, Effectiveness cannot be evaluated. Considering achievements of outputs, positive aspects can be found to achieve the project purpose, although there are still some improvements to attain outputs. Details of achievements of outputs as follows:

PIP management shall be implemented observing the PIP law, after the establishment of the PIP law on 27 November 2009. Then prospects of the project purpose can be measurable in the budget formulation process of fiscal year 2010/11.

Output 1 is likely to be achieved because training participants could get skills and knowledge about PIP management. In addition, some ministries and provinces spontaneously have distributed training materials and have a plan to organize trainings on PIP management. It was ensured that, out of control of MPI, knowledge and skills of PIP management are spreading out. Output 3 has already attained due to approval of the PIP law. As for Output 2, there is a probability of strengthening financial management capacity through future training. With regard to Output 4, activities of each sub components (strengthening of ODA counterpart fund management, PIP management at the district level and sector program management) are going well. However, delay of approval of ODA counterpart fund formats and necessity of coordination on PIP management at the district level are thought to be hinders to achieve Output 4.

3 Efficiency

With the following evidences, it is reasonable to assure efficiency of the Project, even though counterpart's commitment is concerned.

Input is generally done as planned in R/D and PDM. As for staffing of the counterpart, Director of DOE, has been engaged in the Project as Project Manager since PCAP 1; and then close cooperative relationship with JICA experts. Furthermore, few staff of MPI has moved to other departments since PCAP1 and they are engaged in the Project with enough understanding. Hence the Project has got strong commitment from counterpart; therefore, it is easier to coordinate project formulation and project implementation.

On the other hand, DIC came back to MPI in 2007; thus DIC has less understanding of PIP management than DOE and DOP. In addition, DIC is considered to have insufficient quantity and quality of staff and face some difficulties in differences of donors' approaches. Thus, DIC staff is to be more involved in training for a purpose of capacity building and communication with DIC should be encouraged in order to enhance effects of the Project.

4 Impacts

While prospects to achieve overall goal are not measured, negative impacts cannot be found.

5 Sustainability

With the following evidences, it is reasonable to assure sustainability after the termination of the Project. MPI-DOE has enough capacity to manage training from points of logistics and substance through experiences of the nationwide training before the budget formulation process in the fiscal year 2009/10. And then 6 DPI staff in pilot 3 provinces is able to be a lecturer as a core trainer. Also, it is identified that officials of the central ministries and organizations (Ministry of Finance, Ministry of Health and National Agriculture and Forestry Research Institute), who joined the training provided by MPI, took actions to distribute training materials to their colleagues by themselves. In addition, some ministries have an intention to organize training in their ministries; thus, they have a request for MPI to dispatch lecturers to the training in the ministries. According to Mr. Vixay, Director of DOE, some districts made "project profile" following training contents delivered by MPI.

These incidents prove that technical sustainability could be assured. PIP law was established in November 2009 and a legal framework of PIP management has been prepared; so that institutional sustainability could be also secured. Moreover, it would be a part of measures of securing organizational sustainability that MPI is about to involve Department of Personnel and Organization and a training center of MPI into PIP management training by DOE in order to address the training as a permanent training. Thus, further discussion on PIP management training with utilizing the training center of MPI will be needed with DOE and the training center.

As a part of training cost (Kip 34.57 million) for the nationwide training of 2nd year was acknowledged in the process of budget formulation of fiscal year 2010/11 by the National Assembly as PIP counterpart fund, commitment of the Lao side is deep. However, the Ministry of Finance has dismissed disbursement, since emergency response was required to the damages of disaster by typhoon Ketsana in October 2009. The budget for PIP management training is expected to be secured in the next quarter of fiscal year.

6 Factors to promote realization of effects

Promoting factors of realizing effects are as follows:

First, training contents are practical and directly useful for actual PIP management. Training participants made a comment that they could deeply understand not only theories but also how to utilize the theories in the practical situations through group work. And some participants mentioned that “comparative assessment” was useful for prioritizing and selecting projects to apply within a limited budget. Also, it is considered to contribute to training effects that PIP management training is scheduled before the actual budget formulation process and OJT is conducted following the PIP management training in order to make use of training contents for the actual work process.

With respect to management system, cooperative relationship between JICA experts and MPI-DOE is a positive factor. Director of DOE, has been continuously engaged in the Project as Project Manager for more than 5 years and other staff of MPI also has stayed in the Project. Hence, experiences have accumulated in MPI since PCAP 1, and then close relationship between MPI and JICA experts has contributed positively.

7 Factors to impede realization of effects

There are two major impeding factors of realizing effects. First factor was delay of PIP law establishment. The law was supposed to be acknowledged by the National Assembly in December 2008; however, it was not. And then it was approved in November 2009. Delay of the PIP law establishment caused delay of achievement of Output 3. Furthermore, manuals prepared by the Project resulted in being unofficially distributed and publication of handbooks has been postponed to next year.

Second, acknowledgement of ODA counterpart fund format has been delayed. It would be a hamper of achieving Output 4.

8 Conclusions

The Project has made tangible progress for Output 1 and Output 3. With respect to Output 2 and Output 4, continuous support to activities would be required to achieve the Outputs.

Although the Project has some challenges, especially in Output 2 and Output 4, during the remaining project period, the project purpose is expected to be achieved by continuing the current effort without making major change in the Project Design.

9 Recommendation

Recommendations to the Project based on the above mentioned achievements and evaluation by five criteria are as stated below:

(1) Strengthening of financial management through technical assistance for implementation decrees
With respect to Output 2, it is important to establish implementation decrees of the PIP law on financial management in order that financial management should be properly done in PIP management, because implementation decrees stipulate technical aspects of financial management. Thus, although the PIP law has been approved, the Project is recommended to continuously provide technical support to formulation of implementing decrees on especially financial management such as budget ceiling in terms of enhancing proper financial management of PIP management.

(2) Enhancement of information collection on other donors' activities and collaboration with other donors

Other donors have some related projects, such as SOP project by the World Bank and NIM project by UNDP. Under Vientiane Declaration, an aid coordination framework in which Japan also joins, JICA Laos office should coordinate and harmonize with other donors. In the process of coordination with other donors, the Project should support further information collection on other donors' projects and activities. So that collaboration with other donors is facilitated and effectiveness of the Project will be enhanced.

(3) Approach to Enhancing ODA Counterpart Fund Management

Admittance of ODA counterpart fund formats needs more discussion with DOP and DIC. Also clarification and demarcation of roles among DOE, DOP and DIC could be discussed. In addition, capacity building of DIC staff should be strengthened through further involvement of DIC staff into training, upon understanding merits of an approach of JICA's technical cooperation.

7. Other Matters

The Project had an opportunity to introduce its outline and project assessment tools at the session on project management in the MBA course at the National University of Laos, with the support of the Lao-Japan Human Resources Center.

Annex1

“Report of Nationwide PIP Management Training and PCAP2 Mid-term Seminar
in Fiscal Year 2009/2010 (First and Second Dispatch)”

**Report of
Nationwide PIP Management Training and PCAP2 Mid-term
Seminar
in Fiscal Year 2009/2010 (First and Second Dispatch)**

From November 31st to December 25th

**In Houaphanh Province , Xiengkhouang Province, Bolikhamxay Province, Vientiane Province and
Vientiane Capital**

I. Basic Information

I-1. **Overall Objectives :** In Fiscal Year 2009/2010, PCAP2 organize its second PIP management training session (hereafter referred as “the Training”) with the theme of “brush-up and upgrade” following the training held last year which made success in “coverage” or disseminating the management tools to the whole 16 provinces and Vientiane Capital. The overall objectives of the Training organized this year are in order to share the last year results of the PIP annual budget formulation for the whole country, brushing up the existing knowledge of the government officers and introducing upgraded and newly developed tools by PCAP 2.

Overall Objectives of the Training

- To brush-up existing knowledge and skills about PIP Management and introduce upgraded and newly developed tools to government officers involved in PIP management, namely DPI officers and project owners from the sector departments in 16 provinces and the Capital
- To share the results of the PIP annual budget formulation of last year

Firstly, this year’s Training main focus is about on-going projects, because from observation and analysis of last year’s results regarding PIP Management, only a few provinces gave importance in assessing on-going projects. On that basis, the training has been designed in order to address an important message about the assessment of on-going projects.

✓ **Brush-up and upgraded**

- Progress report writing of ongoing projects
- assessment of ongoing projects
- Sector Program management
- Comparative assessment

Another main focus is the introduction of new management methods and tools as listed below.

✓ **Newly Introduced**

- Debt payment report writing for on-going projects
- PIP management at district level
- ODA national contribution budget management

It should also be noted that the PCAP2 mid-term seminar (hereafter referred as “the Seminar”) is jointly held with the Training to share the progress and future activities of PCAP2 and to disseminate the newly approved PIP law¹ to the provincial government officers involved in PIP management.

¹ PIP law was approved at the National Assembly on 27 November 2009.

I-2. Specific objectives to each component

Specific objectives to each component or topic of the Training are as follows².

| Existing and Upgraded Components |
|--|
| -Progress Report and SPAS for Ongoing Projects |
| <ol style="list-style-type: none">1. For project owners to understand the difference between the two types of on-going projects, namely ongoing PIP projects and debt repayment projects.2. For project owners to understand the importance of writing progress reports for on-going projects and submit to the concerned agencies.3. For DPI to understand the methodologies of assessment or procedure of on-going projects by the different types of on-going projects. |
| -Sector Program Management |
| <ol style="list-style-type: none">1. Understand the structure of the Program Tools through case studies mentioned in Program Manual.2. Analyze present 5 year plan of each department3. Discuss problems in structure of the plans4. Conclude and compile recommendation for the next 5 year plans. |
| -Modified Comparative Assessment |
| <ol style="list-style-type: none">1. Review the Comparative Assessment process and its method.2. Understand the necessity of including ODA project that require counterpart funding within the Comparative Assessment workshop.3. Review the roles of the PO and DPI in the Comparative Assessment workshop.4. Understand how to approach the Decision Maker on the outputs of the Comparative Assessment workshop. |
| New Components |
| -Debt Payment Report for Ongoing Projects |
| <ol style="list-style-type: none">1. Understand the difference between ongoing PIP projects and debt repayment projects.2. Understand the necessity of sharing information concerning PIP debt repayment projects among the Project Owner and DPI.3. Understand the procedures and methods of requesting budget for debt repayment in completed PIP projects.4. Understand the procedures and methods of assessing debt repayment PIP projects. |
| -PIP Management at District Level |
| <ol style="list-style-type: none">1. Understand the importance of district-level PIP management as a national priority.2. Understand the roles of provincial levels for support of PIP management in districts, koumbans and villages3. Understand the various existing routes and process of PIP project request, and4. Planning a realistic strategy for district training at the provincial levels |
| -ODA National Contribution Budget Management |
| <ol style="list-style-type: none">1. Understand objective of SPIS2. Understand SPIS workflow |

² The component of ODA national contribution budget management is incorporated from the second dispatch of the Training.

3. Understand structure of SPIS
4. Learn how to fill up SPIS sheets A and B
5. Try to fill up SPIS sheets A and B
6. Share information about data source documents for SPIS

I-3. MPI/PCAP2 Training Team Composition and Responsibility

Overall, MPI training teams are composed of 20 officers in total from Department of Evaluation (DOE), Department of International Cooperation (DIC), Department of Planning (DOP), and Department of Organization and Personnel (DOOP) of MPI, described as follows.

| Name of departments composing the training teams | Number of officers |
|--|--|
| Department of Evaluation (DOE) | 11 officers |
| Department of International Cooperation (DIC) | 2 officers |
| Department of Planning (DOP) | 1 officer |
| Department of Organization and Personnel (DOOP) | 3 officers as Training coordinators and evaluators |
| PCAP2 coordinators (DOE) | 3 officers |
| Total | 20 officers |

When conducting the Training, three MPI training teams are composed and each team is responsible for delivering the Training to each respective province. Besides the team members, the MPI high ranking officers also participate to the Training and the Seminar to disseminate the newly approved PIP law to provincial government officers involved in PIP management. On the other hand, PCAP 2 coordinators are responsible for managing the Training as a whole, while Japanese experts, together with local consultants, are in charge of assisting the Training, validating the effectiveness of introduced methods and tools, and evaluating the effectiveness of the Training as a whole.

I-4. Target and Schedule of the Training Session

Target trainees are approximately 629-799 provincial government officers involved in PIP management in total, namely DPI officers and project owners from the sector departments in all the 16 provinces and the Capital. It should also be noted that the Training main target are the officers who attended the last year's training.

The whole Training session is from November 2009 to February 2010 which is divided into the four dispatches targeting each respective province as follows.

| Dispatch | Date | Team 1 | Team 2 | Team 3 |
|--------------------------|--------------------|--------------|-----------|--------|
| 1 st Dispatch | Nov 30-Dec 4, 2009 | Xiengkhouang | Houaphanh | |

| | | | | |
|--------------------------|---------------------|-------------|-------------------|---------------|
| 2 nd Dispatch | Dec 21-Dec 25, 2009 | Bolikhambay | Vientiane Capital | Vientiane pro |
| 3 rd Dispatch | Jan 4-Jan 8, 2010 | Oudomxay | Luangnamtha | Sayabouly |
| | Jan 11-Jan 15, 2010 | Phongsaly | Bokeo | Luangprabang |
| 4 th Dispatch | Jan 25-Jan 29, 2010 | Attapeu | Saravan | Savannakhet |
| | Feb 01-Feb 05, 2010 | Xekong | Champasak | Khammouane |

I-5. Agenda of the Training

Duration of the Training with the Seminar is 5 days in total per province, in which the first half day is designed to hold the PCAP 2 mid-term seminar and the following 4 days and a half to organize the Training. See the appendix 1 for an example of the 5 day agenda of the Training and the Seminar

II. Results of the 1st and 2nd Dispatch of the Training in Houaphanh, Xiengkhouang, Vientiane Capital, Vientiane Province and Bolikhambay Province

II-1. MPI Team Members

The members responsible for the 1st and 2nd dispatch of the training held in provinces, was composed by Mr Vixay XAOVANNA, Director of DOE, Mr Phoukhong Bannavong, Deputy Director of DOE, Mr Sengmany Keolangsy, Deputy Director of DOE, Mr Khankham Sengaphay, Deputy Director of DOE, and the three MPI training teams.

II-2. Attendants

The number of attendants in the Training in the 1st and 2nd dispatches is, as follows:

| Organization | | Houaphanh | Xiengkhouang | Vientiane Province | Vientiane Capital | Bolikhambay | Total (person) |
|--------------|------------|----------------|----------------|--------------------|-------------------|----------------|------------------|
| DPI | Planning | 10 | 8 | 20 | 11 | 14 | 63 |
| PO | Eco sector | 9 | 5 | 6 | 8 | 8 | 36 |
| PO | Soc sector | 4 | 5 | 2 | 3 | 4 | 18 |
| PO | Others | 21 | 19 | 24 | 32 | 19 | 115 |
| TOTAL | | 44 (36) | 37 (31) | 52 (32) | 54 (48) | 45 (36) | 232 (183) |

*in (), is the number of participants who completed the evaluation form and passed the completion test in each province

- Here is the total number of participants to the training from day 1 to day 5 (or until day 4 for dispatch 1)

II-3. Schedule

The Training and Seminar (half day) for the 1st and 2nd dispatch, were held from November 30th to December 25th 2009, for a total of 4 days per province for the 1st dispatch and 5 days per province for the 2nd dispatch.

II-4. Main Findings and issues identified in the training session

- Below are the main findings and issues identified in the training session based on the observation by PCAP2 Japanese experts and local consultants in Houaphanh, Xiengkhouang, Vientiane Capital, Vientiane Province and Bolikhamxay province between 30th November and 25th December 2009. All the seven components, “*Progress Report for on-going projects*”, “*SPAS for on-going projects*”, and “*Debt Payment Report for on-going projects*”, “*PIP Management at district level*”, “*Sector Program Management*”, “*ODA national contribution budget management*” and “*Modified comparative assessment*”, were observed.

A part of the findings and issues identified in the training are based on both observation and information gathered from evaluation forms and completion tests.

✚ Findings and issues identified in the 5 provinces where observation has been performed

| Main Findings and issues identified in training sessions in provinces | | |
|--|---|--|
| Topics and Contents | Effective and efficient points | Points to be further improved for the next training |
| <i>I. Training course Program as a whole</i> | | |
| | <p>The overall observation of training in all provinces reveals that it was performed at a quite high level. The MPI teams have shown a very considerable involvement and ownership of the training.</p> <p>Some of the newly introduced topics raised a high interest of participants as well as considerable results in terms of understanding.</p> | <p>Some of the contents and also concept of this year’s training are still not clear for either participants or trainers, based on observation and results of the completion test.</p> <p>More training (TOT) on a regular basis will have to be designed and performed, in order to improve the level of understanding of each topic of the course program as well as its main concept (or to be reminded)</p> |
| <i>II. Training Course Management as a whole</i> | | |
| <i>Organization</i> | <p>Some of the training teams met difficulties in organizing the training course in provinces at the first stage due to a high participation of Government officers without basic knowledge in PIP Management, but knew well to adapt and improve it for the following training sessions by pairing up new and old officers together and by giving extra explanation when needed.</p> <p>They are also now well organized and take the leadership of their own responsibilities during the sessions</p> | <p>To ensure with the Provincial DPI that the main targeted participants are the ones involved in PIP Management at some stage, as it is the main target. Maybe we will have to ensure prior to provide training to be on the same wave length with the Provincial DPI Coordinators about that point to avoid any future confusion or major unexpected change during the training and allows it to be conducted in a smooth way.</p> |
| <i>Availability and efficiency of the trainers for the</i> | <p>The trainers were available and responded well to the needs of participants and provided them</p> | <p>Some issues raised by participants regarding the contents that the trainers still cannot respond (Program Management, PIP District</p> |

| | | |
|--|--|---|
| <i>participants' needs</i> | guidance during the whole training. | Management, Debt Payment report) One more explanation/briefing between the materials developing team and trainers to reach the same level of understanding regarding the contents of each topic. |
| <i>Time management</i> | Overall, the Power Point presentations have been performed according to the schedule, while it was still under the satisfaction level for some teams. | Eventually some business management training will be needed for the training teams, in order to enhance their capacities in better manage time with effectiveness and also to strengthen their capacities in public speaking. |
| III. Materials as a whole | | |
| From observation, the materials were suitable to the learning of the participants during the training, but some parts still need to be amended in order to fit with the real utilization. | | |
| Materials need to be improved per topic | | |
| <i>Progress Report for ongoing projects</i> | Some issues with contents of Format II-3: contents and titles don't match. The format is destined to Construction projects but the contents are about technical promotion projects. Check and amend this part | |
| <i>Debt Payment Report for ongoing projects</i> | Some issues with the wording (Lao/English) in the format II-7 which don't match and lead to some misunderstandings for the calculations and figures needed for the format. Clarification with the project team and the trainers has been done and for the next training session, modifications will be brought to the format. | |
| <i>PIP Management at district level</i> | Some of the exercises were not clearly defined (Definition and comparison of the 5 routes to request budget) which made confusions among trainers and participants about its objective. Clarification will be needed among the teams who prepared the exercises for the training and definition of objectives per each exercise will have to be done. | |
| <i>Sector Program Management</i> | Definition of "program" in Part I is a bit difficult to understand for the participants Make short bullet points with only the important words | |
| <i>Modified comparative assessment</i> | Different understanding of the comparative assessment sheet regarding the classification of projects. Need clarification from the Project side (mixing classification or by type of projects) | |
| IV. Team management building | | |
| The trainers were very involved to the training and gave facilitation to each other (main and sub-trainers) during the presentation and the group workshops. They succeeded in organizing the team and defining responsibilities to each for each of the training steps. | | |
| V. Presentation Skills | | |

| | | |
|---|---|---|
| | The overall presentation skills of the trainers were at a satisfying level and of quality. The trainers succeeded in keeping the entire attention and interest of the participants during the whole training. | More practice is still needed in order to combine quality and time efficiency. |
| VI. Group exercises management by Facilitators and Sub trainers | | |
| The facilitators showed good management skills regarding group exercises and knew well how to manage groups, and facilitate and support both trainers and participants when exercises were not well understood or when guidance was needed. | | |
| VII. Q & A Games | | |
| In general | Q & A Games sessions were very successful with the participants who demonstrated enthusiasm during the whole time trainers asked questions. | Need to continue with this type of sessions for next time and also think about other types of games which can allow more participation and which can also be a way for the Project to review and check the participants' knowledge. |

II-5. Level of understanding by the Attendants

The level of understanding by the attendants to PIP Management training has been evaluated based on their responses to a completion test prepared by the Project team.

In general, some of the existing topics seem not yet well understood by the attendants. This has two possible explanations: the first one would be due to the participation of a high number of new officers, for whom PIP Management is a new assignment from their heads of departments. The second explanation could be that there is a need to do some further modifications and adaptations of the tools and materials used in the training, and improvement of trainers' presentation and facilitation skills.

It is also remarkable that a considerable number of respondents reached a high score by responding right to some of the questions related to new topics. Debt Payment for ongoing projects, ODA National Contribution Budget Management and PIP District management were also understood by a considerable number of participants.

A. Contents of the completion test

The completion test is composed by 10 questions for the first dispatch (as the planning was on a 4 days basis without ODA National budget topic) and 12 questions for the second one (2 more questions about ODA have been added).

The questions formulated are in relation with the different topics of PIP Management for both old and new, as listed below:

- 1 question about **Debt Payment** (Question 1)
- 2 questions about **PIP District Management** (Question 2 and Question 12)
- 1 question about **report for Ongoing projects** (Question 5)
- 2 questions about **SPAS for Ongoing projects** (Question 7 and Question 9)
- 3 questions about **Sector Program Management** (Question 4 , Question 8, and Question 11)
- 2 questions about **ODA national contribution budget management** (Question 6 and Question 10)
- 1 question about **Comparative assessment** (Question 3)

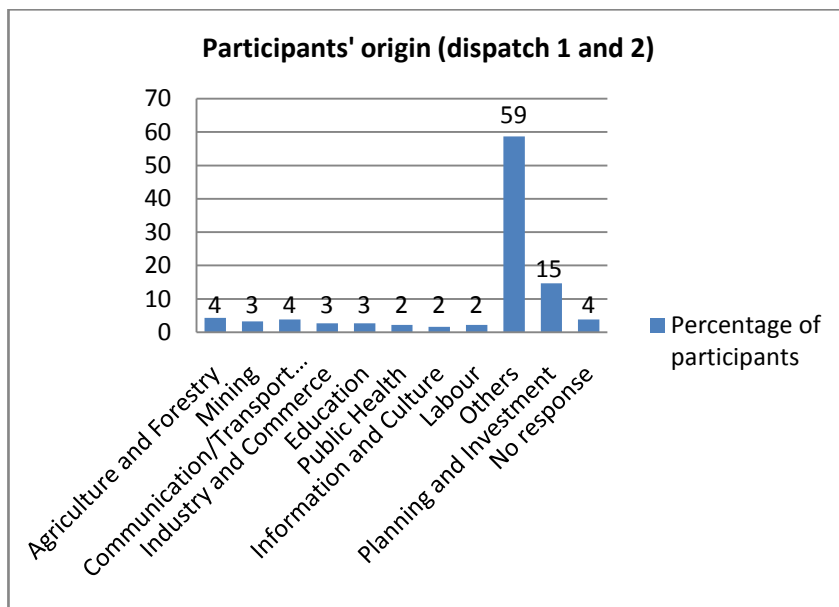
B. Number and origin of the respondents

✚ General overview:

There is a total of 183 participants to the PIP Management training held in the 4 provinces and Vientiane Capital (1st and 2nd dispatch.)

From the figure 1 below, we can observe that 15% of the participants are from DPI. As for the participants from the sector departments, 59% of the participants are from Other Sector while 14% and 9% in total are from Economic and Social Sector departments respectively.

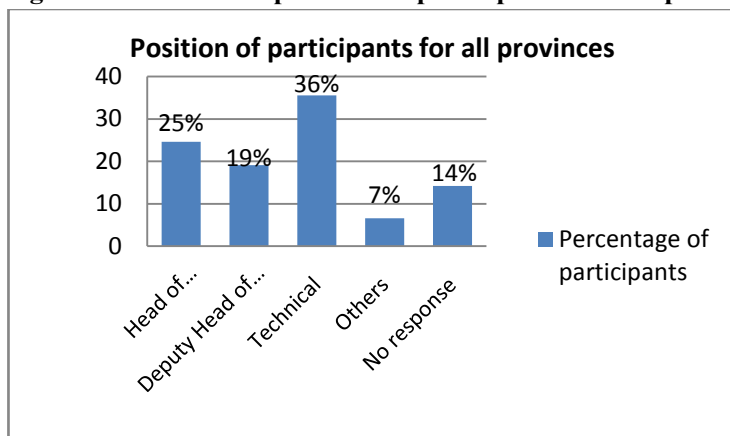
Figure 1. Origin of participants to trainings held in provinces from dispatch 1 and 2



The attendants to the PIP Management training in dispatch 1 and 2, are mostly technical officers (36 %) and Head of departments (25%) as shown in the figure 2 below.

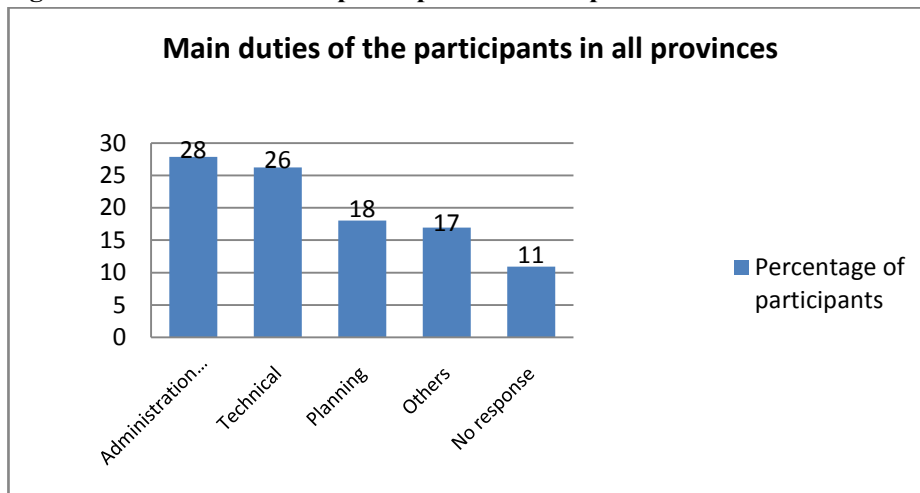
Note: 14% of the participants didn't give any information regarding their position either in the evaluation form or completion test. It is then hard to determine in which category they belong to.

Figure 2: Overview of positions of participants in the 4 provinces and Vientiane Capital in dispatch 1 and 2)



Most of the attendants to the training have administration/finance (28%) and technical duties (26%).

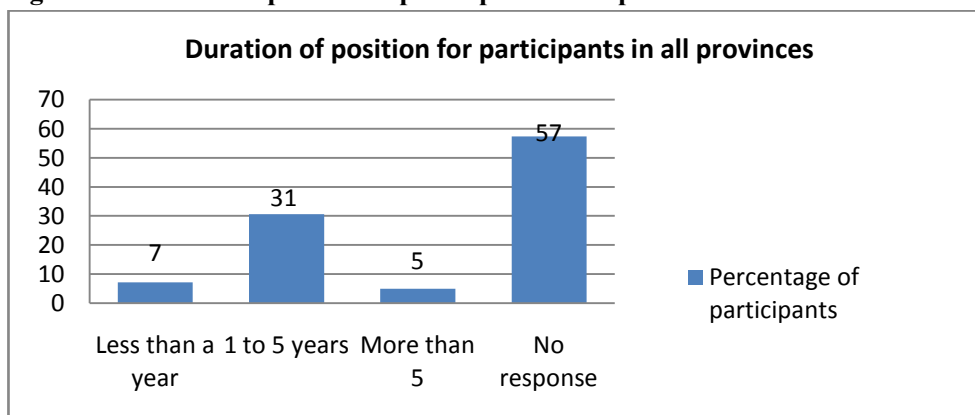
Figure 3: Main duties of all participants from dispatch 1 and 2



Regarding the duration of the current position of participants to the PIP Management training, it is difficult to determine, as a high percentage of them didn't give any information (57%).

Based on the figure 4 hereafter, we can observe that despite this, 31% of the participants have experience between 1 and 5 years, when new officers represent here 7%.

Figure 4: Duration of position of participants in all provinces



C. Results of the completion test

The correction of the completion test has been processed according to certain evaluation criteria of the responses given by the respondents.

- 1 point is given to a right but incomplete answer
- 2 points are given to a full right answer (based on the criteria)
- None point given to a non answered question or wrong answer

Below is a table which summarizes the scores of participants in Houaphanh, Xiengkhouang, Bolikhamxay, Vientiane Province and Vientiane Capital, obtain by addition.

Here the calculation of points is different as for dispatch 1: Houaphanh and Xiengkhouang provinces, there were only 10 questions as ODA topic was not included, so a total of 20 points if the test is 100% correct.

For dispatch 2: Vientiane Province, Vientiane Capital and Bolikhamxay, there were 12 questions (including ODA topic), so the score is calculated and evaluated on a 24 points basis if the test is 100% correct.

Here the level of satisfaction for the score obtained by participants is set to 70%. To reach this level, the participants from dispatch 1 should, at least, get 14 points out of 20, and participants from dispatch 2, 17 points out of 24.

Based on the table below, we can conclude that the results of the completion tests are relatively low, as 35 people or 19% of all the participants achieved to get to that level of satisfaction. The best score recorded here is for Bolikhamxay, with 39% of its participants who obtained at least 17 points (7 is the lowest score and 23, the highest one in this province). We can note that the average score of the province is about 16 points, which is close to satisfaction level (17 points) and quite positive compared to other provinces. On the other hand, the two weakest provinces are Houaphanh and Vientiane capital, which marked relatively low average scores as 7.5 and 10 points respectively.

Figure 5: Summary of the score on completion tests for all participants in dispatch 1 and 2

| | Vientiane Province | Vientiane Capital | Bolikhamxay | Houaphanh | Xiengkhouang | Total |
|---|--------------------|-------------------|-------------|-----------|--------------|-------|
| Total Nb of participants | 32 | 48 | 36 | 36 | 31 | 183 |
| Required points corresponding to 70% | 17 POINTS | 17 POINTS | 17 POINTS | 14 POINTS | 14 POINTS | |
| Nb of people reached to 70% | 6 | 7 | 14 | 0 | 8 | 35 |
| Percentage of people reached to 70%/Total | 19% | 15% | 39% | 0% | 26% | 19% |
| Average score in points | 12.5 | 10 | 16 | 7.5 | 11 | |

The best scores have been obtained on the following topics and questions (based on the table below):

- **Ongoing projects progress report**
Question 5: What are the two types of ongoing projects?
- **Debt Payment report**
Question 1: When do we need to report on debt payment for ongoing projects?
- **PIP District Management**
Question 2: What are the five routes to request budget from villages to the central level?
Question 12: What are the roles of the province, district and village, according to the Circular no. 01?

The weakest scores have been obtained on the following topics and questions:

- **SPAS for Ongoing projects**

Question 9: What are the things in order to measure efficiency of the project?

- **Sector Program Management**

Question 8: What are the 3 types of investment that contribute to achieve NSEDP and SEDP targets?

Question 11: What are the 3 tools to be used for Program Management Flow?

Based on these scores, it is possible to analyze the results of the completion test as follows:

✚ For the good scores:

We can assume that the participants have a good assimilation of one of the main topics of this year’s training, which is writing progress report for ongoing projects and are able to distinguish the two types of ongoing projects.

We can assume that the participants know the main elements regarding the right period to report on debt payment for ongoing projects, which is a new introduced topic for this year.

It is also remarkable that regarding PIP District Management (which is also one of the new introduced topics), the five routes to request budget from villages to the central level are well understood by the participants, as well as the roles of the province, the district and village, in terms of PIP Management.

✚ For the weak scores:

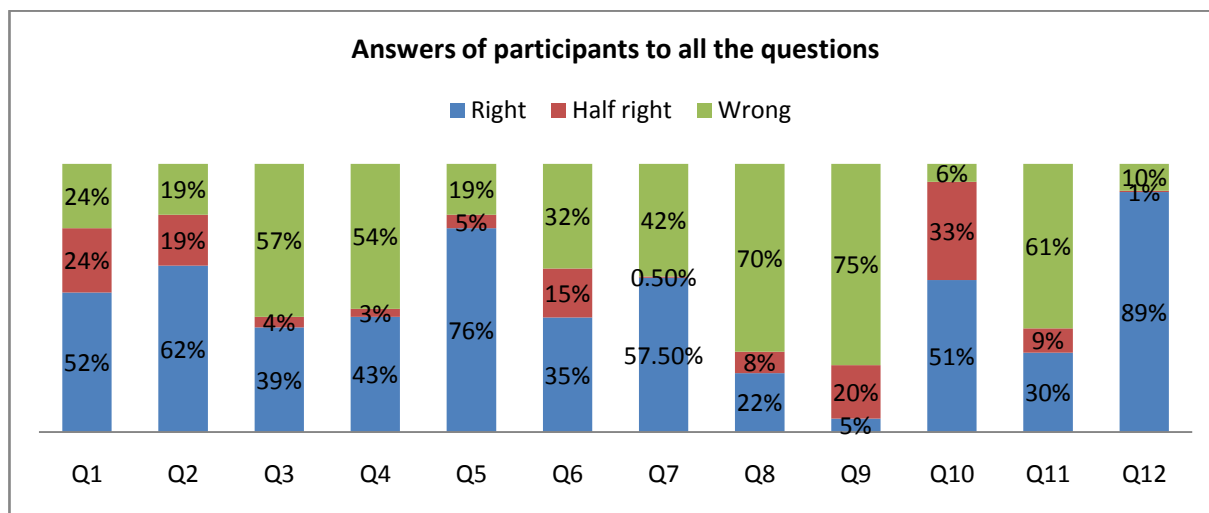
We can assume also that the two main topics which are still issues and source of confusion for the participants are SPAS for Ongoing projects and Sector Program Management.

Based on the wrong answers from the completion tests, the participants obviously still mix effectiveness with efficiency.

When it is about the tools to use for the Sector Program Management Flow, most of the participants gave an answer which doesn’t match with the question.

Question: is this due to a misunderstanding of the question (which will need to consider and modify in that case) or is the fact that the participants don’t master or understand yet the topics?

Note: Chart summarizing answers of participants for whole provinces for each question



Based on the above chart, we can see that the questions the participants had more difficulties to answer completely are:

- **Question number 2 about PIP District Management:** What are the five routes to request budget from villages to the central level? To this question, 62% of the respondents answered completely right against 19% wrong,
- **Question number 5 about Progress report for ongoing projects:** What are the two types of ongoing projects? To this question, more than half of the respondents gave a completely right answer (76%),
- **Question number 12 about PIP District Management:** What are the roles of the province, district and village according to the Circular n. 01? Here considerably 89% of the respondents gave the right answer to this question.

The questions which gave more difficulties to the participants are:

- **Question number 8 about Sector Program Management:** What are the 3 types of investment that contribute to achieve NSEDP and SEDP targets? To this question, the percentage of people who answered wrong is about 70%, which is quite high compared to the 22% who gave the correct answer.
- **Question number 9 about SPAS for ongoing projects:** What are the things in order to measure efficiency of the project? We also observe for this question, that the distinction between efficiency and effectiveness is not so clear for the participants as well as the elements to measure the efficiency, because the majority of them answered wrong for 75%, when only 5% (about 9 people who gave the correct response),
- **Question number 11 about Sector Program Management:** What are the 3 tools to be used for Program Management Flow? Here about 61% of the respondents gave a wrong response to this question (about 111 people).

D. Recommendations on the topics which need further improvements and attention for the design of the next training session in provinces

The main topics which mainly need to be improved or which imply more support and guidance from the Project team and trainers to the officers are:

- **SPAS for ongoing projects:** a lot of respondents gave a wrong answer to this question, due generally to the misunderstanding of indicators to measure efficiency and effectiveness of a project, and also difficulties to distinguish the difference between both definitions.
- **Comparative Assessment:** with regards to the numerous answers for the question related to this topic, we can conclude that there is a real confusion between Absolute Assessment and Comparative Assessment.
- **Sector Program Management:** the 3 types of investment contributing to the achievement of the National Socio-Economic Development Plan and Sector Socio-Economic Development Plan are unknown to some of the respondents, as well as the tools to use for the Sector Program Management Flow. This result can be explained by the fact that program management methods are unfamiliar to many of the participants and

maybe some further rearrangements or design of the material will be considered in order to enable a better understanding of the content by next year training.

- **ODA National Contribution Budget Management:** is a new topic introduced to the participants this year. They seem to not understand yet the frame of the utilization of the SPIS form.

II-6.Results of the Training Evaluation by the Attendants

At the end of each training week, a training evaluation form is distributed to each of the attendants, in order to collect their opinions about the PIP Management training organized by the Project team and trainers.

A. Frame of the training evaluation form

The evaluation form is composed by 6 main parts, described as follows:

A. Course Program

1. Did the course fill your personal expectation?
2. Did the course program raise your knowledge over PIP Management?
3. Were the contents of the course useful for a better PIP Management?

B. Course Management

1. Did the trainers (facilitators) correspond appropriately when the participants needed?
2. Were the equipments (including room, light, table) used for the presentation/workshop, appropriate?
3. Was the course carried out as planned?

C. Materials used during the course

1. Were the training materials distributed at suitable time?
2. Was the quality of materials used during the session, suitable to your understanding?
3. Were the materials useful for your learning?

D. Training Methods (presentation towards all/groups)

1. Were the presentations towards all, provided suitable knowledge which can apply to PIP Management?
2. Were group workshops designed to facilitate participants to participate?
3. Did the group workshops provide suitable tools which can apply to PIP Management?
4. Was the balance of theory (presentation) and practice (workshop) good in the course?

E. Technical skills

1. Did the presenters show high technical knowledge and experience to the theme?
2. How was time management of the presentations towards all?
3. Were the participants' concern and interests, maintained during the presentations?

F. Workshop facilitators

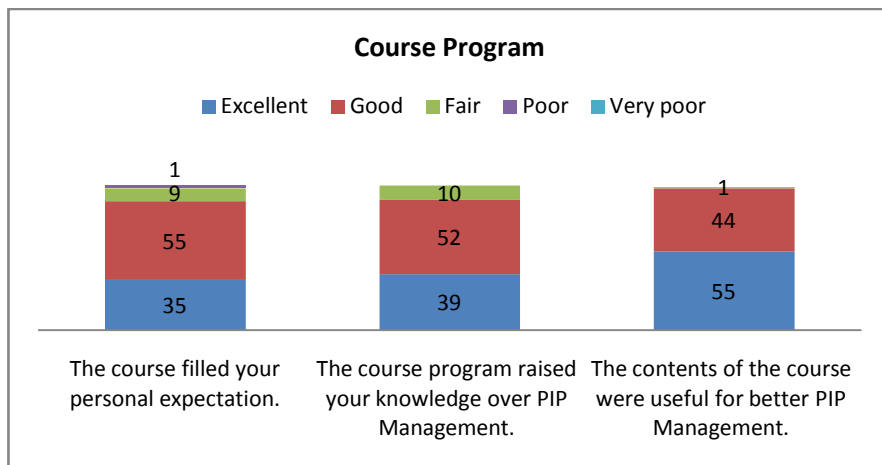
1. Did the facilitators show high technical knowledge and experience to the theme?
2. How was time management of the group workshop?

3. Were participants/ concern and interests, maintained during the group workshop?

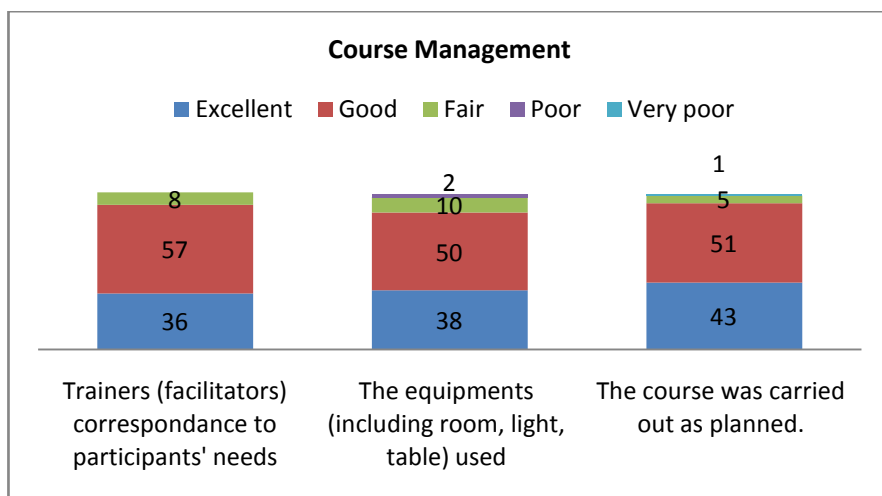
B. General opinion of the attendants to the training

A global analysis has been done based on the evaluation forms gathered in Houaphanh, Xiengkhouang, Bolikhamxay, Vientiane Province and Vientiane Capital.

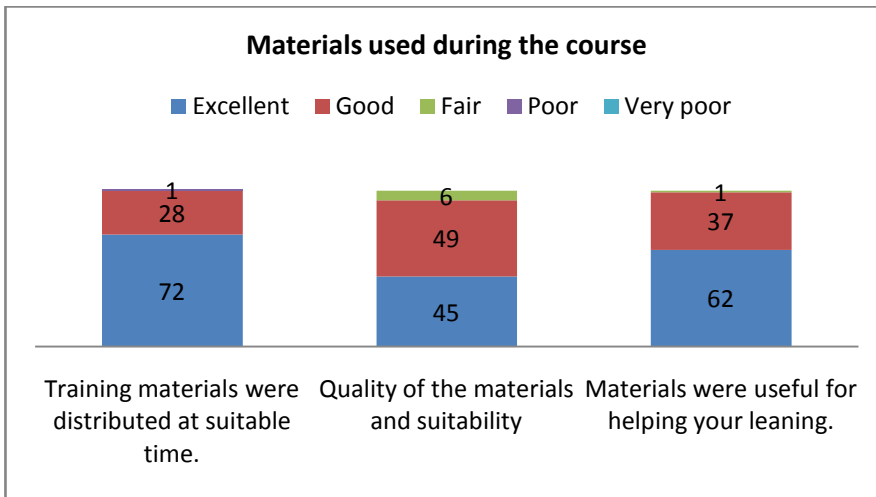
The overall performance of the project team and trainers during this first and second dispatch reached considerably the expectation of the attendants as shown below, regarding the course program, the overall management, the overall presentation as well as the presenters and facilitators, whose performance was also good.



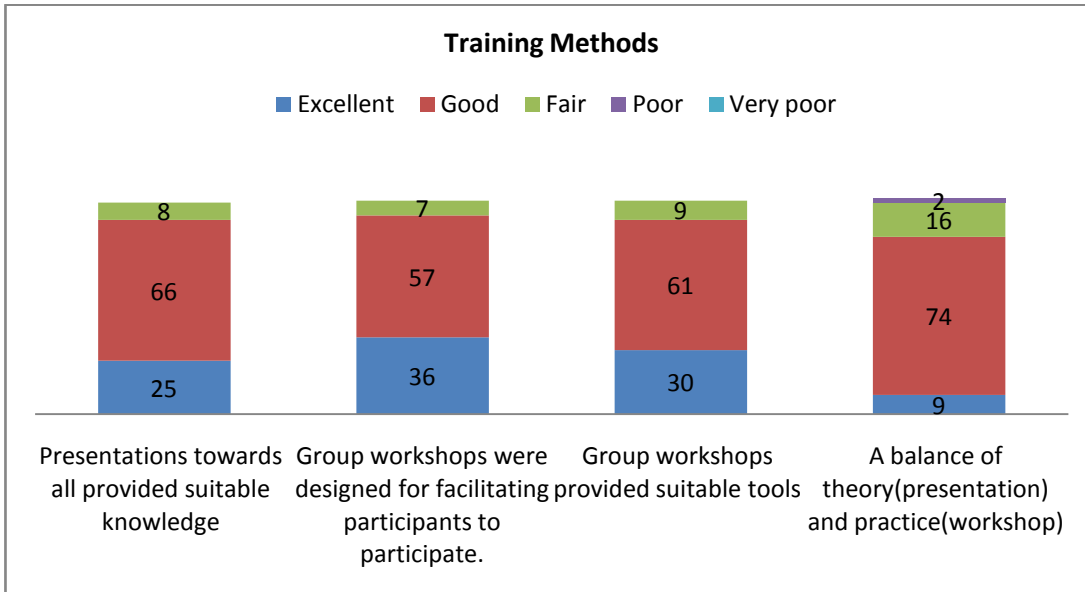
Regarding the course program, in overall, has reached the personal expectation of the participants at a high level (90%) as well as it is up to the expectation level to raise their knowledge and use for PIP Management for respectively 91% and 99%.



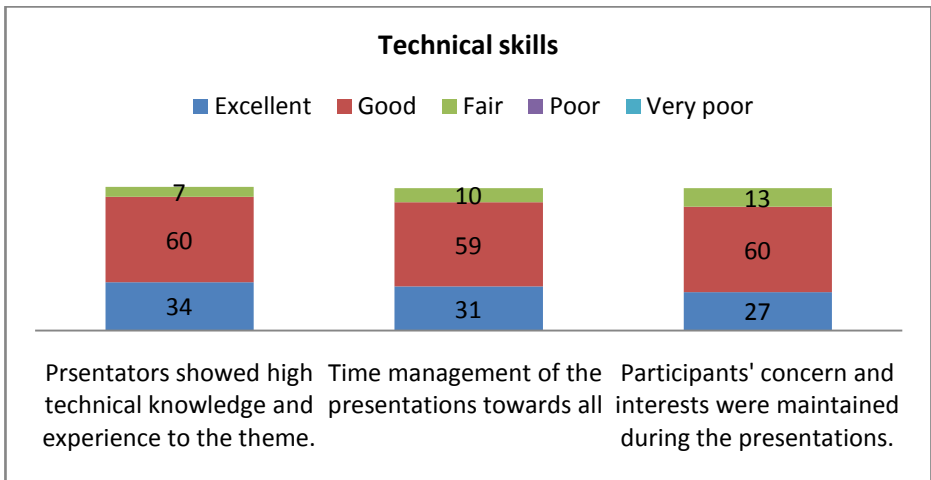
The whole course management is rated as “excellent” and “good” for the major number of participants. When asking about the trainers’ correspondance to their needs, 36% of the participants found it “excellent”, 57% “good”. The opinions about the equipment used and the course plan, are at the same satisfaction level as previously mentioned.



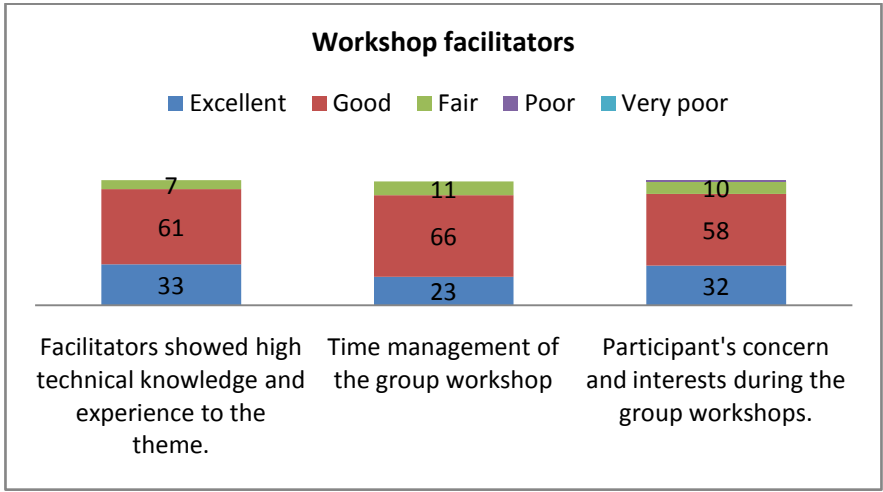
When question is asked about the materials used during the training course, it is with success that the materials suit the participants and helped them in their learning. Its distribution was considered as “excellent” for 72%, its quality “excellent” for 45% of the respondents as well as its utility for 62%.



In overall, the training methods used by the trainers were judged satisfying according to the opinions of participants. It provided them a suitable knowledge for 91%. For 83% of the respondents, the trainers managed well to make the balance between the presentation and the workshop. With regards to the group workshops, the tools used (for 91%, was satisfying) and its design were appropriate and facilitated their participation (for 93%).



In overall, the presenters of the training showed high technical skills which reached the satisfaction of the participants for 94%. Time management of the whole presentation was also highly rated by the participants for about 90%. The presenters also succeeded in keeping concerns and interests of the attendants for about 87%.



The facilitators also showed high technical skills to all the themes during the group workshops and got the satisfaction of almost the total number of participants (94%). They also gave good support to manage time during the group workshops according to the participants' observation, who judged it "excellent" for 23% and "good" for 66%. The facilitators, in overall, achieved in keeping concerns and interests of the attendants at a satisfying level (according to 90% of the respondents).

II-7.Lessons learned /Recommendations from the 1st Dispatch of the Training

Lessons learned and recommendations from the 1st and 2nd dispatch of the Training held in Houaphanh, Xiengkhouang, Bolikhamxay, Vientiane Capital and Vientiane province are summarized as follows.

First of all, considering the quite satisfying evaluation by the participants and observation by the PCAP 2 team members in Xiengkhouang and Houaphanh provinces, overall, the Training met its general objectives of 1)

sharing the last year results of the PIP annual budget formulation for the whole country, 2) brushing up the existing knowledge of the government officers and introducing upgraded and newly developed methods and tools. However, by looking at the results of the completion test, there are some needs for the participants' better understanding in several Training topics.

It is also to be noticed that overall, there was a very good interaction between trainers and the participants. The trainers ask questions to the participants on a regular basis to ensure that all have well understood the topics presented. However, there are some issues need to be taken into consideration as follows.

Some issues to be considered

✓ **Level of understanding about the topics by trainers**

- Level of understanding to each topic of the Training by the MPI trainers are not yet reached to the expected level. The counter approach to this is to organize more intensive learning session among MPI officers and PCAP 2 team to enhance the trainers' understanding for the next dispatch of the Training (Training Of Trainers).

✓ **Overall training management**

- From time to time, training procedures were not applied as planned which created some confusion for both participants and trainers, especially during the exercises and include some delays in the training session.
- Training procedures especially for the exercise sessions need to be clarified and demonstrated again among the MPI teams prior to the next Training dispatch.
- Time allocated to each presentation was for too long for some topics and not long enough for some others. Also to be noted that for some provinces, trainers needed to give more explanations and/or answer to more questions from the participants. Need will be to define new timing or to work with the trainers on time management skills.
- A better and closer coordination with the provincial DPI would have avoided some issues such as, the high participation of Government officials from various sector departments without basic knowledge about PIP Management or to have no or insufficient documents to base on for the exercises.
- It is also needed to work with the training teams on presentation skills as some of the trainers have a too low tone when speaking, when some have a too fast speech. Trainers will have to work on these two points in order to adapt to the participants capacities to understand the different topics presented.

Remarks: The main reason is in major part due to time constraints in giving training procedures, support and recommendations at a proper time prior to deliver the training in provinces.

✓ **Materials and contents:**

- Some documents were missing for topics about PIP management at district level for the first training sessions (such as evaluation forms and completion tests for each province in the second dispatch)
- Some parts of the presentations will have to be amended in order to be clear and easily understandable for the participants (such as PIP District management presentations for example).
- Some clarifications are also necessary for some materials which made confusion for trainers and participants
- Some agreement will have to be defined among trainers and the Project Team as some issues occurred regarding the font used to develop the Power Point presentations and which may not suit the laptop computer settings, used during the training.
- Some participants in Bolikhamxay province for example, expressed their enthusiasm in giving more time on exercise session, by allocating time to present exercises of each group after the session is done; this will help them a lot in identifying their mistakes and check their understanding during the whole training.
- From observation, there is also a need from the participants for the trainers to show a right filled sample of each format they are working during the practice time, to enable a better understanding.

Regarding all these issues listed above, a verification of all batches of presentations will be necessary to detect any eventual mistake or missing.

Annex1: Training
and Seminar
Agenda

| Schedule of PCAP2 Mid-term Seminar / Nationwide PIP Management Training from Nov 2009 to Feb 2010 | | | | | | | | |
|--|-----------------|--|-------------------|--|------------------|--|----------------|--|
| Day1 (Monday) | Day 2 (Tuesday) | | Day 3 (Wednesday) | | Day 4 (Thursday) | | Day 5 (Friday) | |
| PCAP2 Mid-term Seminar | | | | | | | | |
| 08:30 - | 08:00 - | Registration | 08:00 - 08:30 | Registration | 08:00 - | Registration | 08:00 - 08:30 | Registration |
| 08:30 - | 08:30 - 09:15 | [EXC]:Continue exercise | 08:30 - 08:45 | Q&A game for report writing for debt payment | 08:30 - 08:45 | Q&A game for PIP management at district level and program management | 08:30 - 08:45 | Q&A game for ODA national contribution budget management |
| 09:00 - | 09:15 - 10:00 | [EXC]:SPAS for on-going projects | 08:45 - 09:15 | [PPT]:PIP management at district level | 08:45 - 10:00 | [PPT]:ODA national budget management | 08:45 - 09:30 | [PPT]:Modified comparative assessment |
| 09:20 - | | | 09:15 - 10:00 | [EXC]:PIP management at district level | | | 09:30 - 10:00 | [EXC]:Preparation of comparative assessment sheet |
| 09:35 - | | | | | | | | |
| 10:00 - | 10:00 - | Break | 10:00 - 10:15 | Break | 10:00 - | Break | 10:00 - 10:15 | Break |
| 10:15 - | 10:15 - 11:30 | [EXC]:Continue exercise | 10:15 - 11:15 | [EXC]:Continue exercise | 10:15 - 11:30 | [EXC]:Exercise Part 1 | 10:15 - 11:30 | [EXC]:Comparative assessment workshop |
| 10:25 - | | | 11:15 - 11:30 | Review of the topic/Q&A | | | | |
| 11:00 - | | | | | | | | |
| 11:15 - | | | | | | | | |
| PIP Management Training | | | | | | | | |
| 13:00 - | 13:00 - 13:25 | Review of the topic/Q&A | 13:00 - 13:30 | [PPT]:Program management (introduction of case studies on program objective tree, chronology table, and mapping) | 13:00 - 14:30 | [EXC]:Exercise Part 2 | 13:00 - 13:30 | [EXC]:Group presentation |
| 13:15 - | 13:25 - 13:40 | Q&A game for progress report writing/SPAS for on- going projects | | | | | 13:30 - 13:55 | Review of the topic/Q&A |
| 13:20 - | | | | | | | 13:55 - 14:15 | Completion Test |
| 13:40 - | 13:40 - 14:00 | [PPT]:SPAS for on-going projects | 13:30 - 14:45 | [EXC]:Analyze current 5 year plan and draw lessons for the next plan | | | 14:15 - 14:30 | Training evaluation |
| 14:00 - | 14:00 - 14:30 | [EXC]:Progress report writing for on-going projects | | | | | | |
| 14:30 - | 14:30 - | Break | 14:45 - 15:00 | Break | 14:30 - | Break | 14:30 - 14:45 | Break |
| 14:45 - | 14:45 - 15:45 | [EXC]:Continue exercise | 15:00 - 15:25 | [EXC]:Continue exercise | 14:45 - 15:15 | [EXC]:Continue exercise Part 2 | 14:45 - 15:15 | [CRM]:Closing Ceremony |
| | | | 15:25 - 16:00 | [EXC]:Group presentation and Review of the topic/Q&A | 15:15 - 15:45 | [EXC]:Group presentation | | [SPC]:Closing remarks |
| 15:55 - | 15:45 - 16:00 | Review of the topic/Q&A | | | 15:45 - 16:00 | Review of the topic/Q&A | | |
| | | | | | | | | |

[SPC]:Speech, [PPT]:Power Point Presentation, [CRM]:Ceremony, [VDO]:Video Visioning, [EXC]:Group Exercise