



Ministry of Education and Sports
Department of Higher Education



**LOAN 3435/ADB GRANT 0500:
Second Strengthening Higher Education Project
(SSHEP)**



Q1 2020 QUARTERLY PROGRESS REPORT

January to March 2020

Contents

A. INTRODUCTION AND BASIC DATA	5
1. Introduction.....	5
2. Background	5
3. Project Basic Data.....	6
4. Project Implementation Arrangements.....	9
B. PROJECT FINANCING PLAN	14
1. FINANCIAL OVERVIEW.....	14
2. CAD PROJECTIONS	15
3. PROJECT SCOPE AND OBJECTIVES.....	15
C. PROJECT IMPLEMENTATION STATUS	16
1. Overall Project Implementation	16
Output 1: Quality and relevance of higher education services in teaching, research and extension is enhanced.....	16
Output 2: Access to modern higher education programs introduced.....	21
Output 3: Governance and management of higher education institutions strengthened.....	22
2. Utilization of Funds	25
Project Design Monitoring Framework.....	Error! Bookmark not defined.
C. Project Specific Assurance and Safeguard Inputs	26
1. Compliance with Grant Covenant and Safeguards	Error! Bookmark not defined.
2. Gender.....	Error! Bookmark not defined.
F. Following up the Agreed Timebound Action	27
G. Conclusions and Recommendations	29
H. Appendices.....	30
1. Project Implementation Plan	30
2. Physical Progress Tracking	33

LIST OF ACRONYMS

ADB	=	Asian Development Bank
ADB LRM	=	Asian Development Bank Lao PDR Resident Mission
CRF	=	Competitive Research Fund
CW	=	Civil Works
CU	=	Champangack University
COE	=	Center of Excellence
DOF	=	Department of Finance
DHE	=	Department of Higher Education
DMF	=	Design Monitoring Framework
DED	=	Detailed Engineering Design
D-PDU	=	Department Project Development Unit
D-PIU	=	Department Project Implementation Unit
EA	=	Executing Agency
GAP	=	Gender Action Plan
HEIs	=	Higher Education Institutes
HECO	=	Higher Education Council Office
HRD	=	Human Resource Development
HRDO	=	Human Resource Development Office
IT	=	Information Technology
IFECA	=	Innovation Fund for Extracurricular Activities
LIEDC	=	Lao – India Entrepreneurship Development Center
LAO PDR	=	Lao People’s Democratic Republic
LUMS	=	Lao University Management System

SSHEP Q1 2020 Progress Report

MOA	=	Memorandum of Agreement
MA	=	Milestone activities
MOES	=	Ministry of Education and Sports
NUOL	=	National University of Laos
PAM	=	Project Administration Manual
PCU	=	Project Coordination Unit
PIC	=	Project Implementation Consultants
PPMS	=	Project Performance Monitoring System
QAC	=	Quality Assurance Center
SKU	=	Savannakhet University
SU	=	Souphanouvong University
SF	=	Special Fund
SDR	=	Special Drawing Rights
RRP	=	Report of Recommendations to the President
TOR	=	Terms of Reference
TTT	=	Training and Technology Transfer, Ltd.
VS	=	Visiting Scholar

A. INTRODUCTION AND BASIC DATA

1. *Introduction*

1. This report covers the period from January to December 2019, highlighting latest accomplishments for the last quarter of the year, October to December 2019. It presents the progress of the Second Strengthening Higher Education Project (SSHEP Project) made during the reporting period.

2. *Background*

2. The project was approved by ADB on 20 September 2016, declared effective on 6 January 2017, is scheduled to close on 30 June 2022 (physical completion by 31 December 2021). The Project has a total estimated cost of \$45.67 million, of which ADB will finance 87.4% through a loan in special drawing rights (SDR) 11,832, 000 (\$16.45 million equivalent) and a grant for \$23.47 million. About \$20.9 million of the loan and grant proceeds are earmarked for civil works, of which more than 90% are reserved to establish a new campus at the SKU.
3. The impact of the project is to establish stronger links between education services and socioeconomic needs¹ and the outcome is to improve quality of higher education services. The project is expected to achieve the outcome through three outputs; (i) Output 1: Quality and relevance of higher education services (teaching, research, extension) enhanced, (ii) Output 2: Access to modern higher education programs introduced, (iii) Output 3: Governance and management of Higher Education Institutes (HEI) strengthened. The project provides support to four public universities (participating universities): CU, NUOL, SKU, and SU, and intends to improve the regulatory framework for HEIs.
4. Key indicators include: (i) number of DHE and university staff with postgraduate degrees increases to 1,550 by 2022 (from 1,355 in 2015); (ii) number of peer-reviewed research articles originating annually from the four universities supported by the project increases to 100 in 2022 (from 83 in 2014); (iii) 12 MOUs signed by MOES and HEIs to provide extension and consultancy services by 2022; (iv) number of university enrollments increases to 45,000 by 2022 (from 38,520 in 2015)

¹ Aligned to National Socio-Economic Development Plan VIII (2016-2020), Government of the Lao People's Democratic Republic, Ministry of Planning and Investment.

3. *Project Basic Data*

5. ADB Grant No.: 0500–LAO (SF)
 Project Title: Second Strengthening Higher Education Project (SSHEP)
 Recipient: The Lao People’s Democratic Republic (LAO PDR)
 Executing Agency: Ministry of Education and Sports
 Implementation Agency: Department of Higher Education

6. The project investment cost is estimated at \$45.7 million comprising of \$39.920M ADB loan and a government counterpart fund of \$5.75M.

7. **Date of completion.** The Project was declared on 6 January 2017, is scheduled to close on 30 June 2022 (physical completion by 31 December 2021).

8. **Date of last ADB review mission.** The last ADB Review Mission for the Project was conducted 19-25 November 2019.

Project Basic Data

ADB Loan Number	Grant 0500-LAO/ Loan 3435-LAO
Project Title	Second Strengthening Higher Education Project
Borrower	Lao People's Democratic Republic
Executing Agency	Ministry of Education and Sports
Implementing Agencies	DHE, Champasack University, National University of Laos, Savannakhet University, and Souphanouvong University
Total Estimated Cost	US\$ 45,670,000
ADB loan	US\$39,920,000
Counterpart funds	US\$5,750,000
Loan Negotiations	08 Sep 2016
ADB Loan Approval Date	29 Sep 2016
ADB Loan Signed Date	08 Nov 2016
ADB Loan Effectiveness Date	06 Jan 2017
Predicted Project Completion Date	30 June 2022
ADB Loan Closing Date	30 June 2022
Total Months	60
Date of First Procurement Plan	31 August 2016
Date of Second Procurement Plan	14 September 2018, Version 2
ADB Loan/Grant Inception Mission	3-12 May 2017
ADB Loan Review Mission	8-12 January 2018

Data of Financing

SSHEP Investment and Financing Plan

Table 2: Project Investment Plan^a

(\$ million)

Item	Amount
A. Base Cost	
1 Enhanced Quality and Relevance of HE Services	10.10
2 Access to Modern Higher Education Programs Introduced	28.02
3 Governance of Higher Education Institutions Strengthened	0.62
4 Effective Project Management and Implementation	1.86
Subtotal (A)	40.60
B. Contingencies	4.59
C. Financial Charges	0.48
Total project (A + B + C)	45.67

^a Includes taxes of \$2.63 million and duties of \$1.36 million which are included in the base cost and to be financed from government resources (in cash and by tax exemption).

^b In mid-2015 prices.

^c Physical contingencies computed at 6.8% for civil works and equipment; and 6.0% for field research and development, training, surveys, and studies. Price contingencies computed at 4.8% on foreign exchange costs and 9.8% on local currency costs.

^d Includes interest charges. Interest on the Asian Development Fund loan has been computed at 1% on the amount disbursed.

Source: Asian Development Bank estimates

Table 3: Financing Plan

(\$ million)

Source	Amount	Share of Total %
Asian Development Bank		
Special Funds Resources (Grant)	23.47	51.4%
Special Funds Resources (Loan)	16.45	36.0%
Government ^a	4.49	9.8%
Partner Foreign Universities	1.26	2.8%
Total	45.67	100.0%

^a Includes contribution of \$0.5 million in kind to project management expenses, and \$3.99 million in taxes and duties to be paid by the Government.

Source: Asian Development Bank estimates.

Detailed Cost Estimates by Outputs

(\$ millions)

	Total Cost	Output 1 - Quality & Relevance of HE Services		Output 2 - Access to Modern HE Programs Introduced		Output 3 - Governance of HEIs Strengthened		Project Management	
		Amount	% of Cost Category	Amount	% of Cost Category	Amount	% of Cost Category	Amount	% of Cost Category
A. Investment Costs^a									
1 Civil Works	20.915	0.172	0.82%	20.742	99.18%	0.000	0.00%	0.000	0.00%
a. Academic Area & Campus Centre	10.207	0.172	1.69%	10.034	98.31%				
b. Student Accommodation	2.055			2.055	100.00%				
c. Infrastructure & Landscaping	4.612			4.612	100.00%				
d. Furniture, fittings & equipment	4.041			4.041	100.00%				
2 Equipment and Vehicles	3.625	1.374	37.90%	2.251	62.10%		0.00%	0.000	0.00%
3 Design and Construction Management	1.500	0.000		1.500	100.00%				
4 Capacity Development	7.174	6.601	92.01%	0.000		0.574	8.00%	0.000	0.00%
a. Curriculum Development	0.768	0.768	100.00%						
b. Training	0.515	0.440	85.44%	0.000		0.075	14.56%	0.000	0.00%
c. Scholarships	3.995	3.829	95.84%	0.000		0.166	4.16%	0.000	0.00%
d. Research and Networking	1.332	1.192	89.49%			0.141	10.58%		
e. Systems Development	0.564	0.372	65.96%			0.192	34.04%		
5 Implementation Consulting Services	2.403	1.542	64.16%	0.000	0.00%	0.020	0.83%	0.841	35.01%
a. Short-term (incl. Visiting Scholars)	0.872	0.872	100.00%	0.000	0.00%	0.000	0.00%	0.000	0.00%
b. Long-term - SSHEP Project Team	1.531	0.670	43.76%	0.000	0.00%	0.020	1.28%	0.841	54.96%
6 Taxes and Duties ^b	3.993	0.413	10.35%	3.526	88.29%	0.023	0.59%	0.031	0.78%
Subtotal (A)	39.610	10.103	25.51%	28.019	70.74%	0.617	1.56%	0.873	2.20%
B. Recurrent Costs									
1 Project Management - TA staff costs	0.490	0.00	0.00%	0.000	0.00%	0.000	0.00	0.490	100.00%
2 Office space, GoL staff, utilities - in kind	0.500	0.00	0.00%	0.000	0.00%	0.000	0.00	0.500	100.00%
Subtotal (B)	0.990	0.00	0.00%	0.000	0.00%	0.000	0.00	0.990	100.00%

	Total Cost	Output 1 - Quality & Relevance of HE Services		Output 2 - Access to Modern HE Programs Introduced		Output 3 - Governance of HEIs Strengthened		Project Management	
		Amount	% of Category	Amount	% of Category	Amount	% of Category	Amount	% of Category
Total Base Cost	40.599	10.103	24.88%	28.019	69.01%	0.617	1.52%	1.862	4.59%
C. Contingencies									
1 Physical ^c	1.925	0.336	17.45%	1.559	80.96%	0.030	1.55%	0.000	0.00%
2 Price ^d	2.669	0.664	24.88%	1.842	69.01%	0.041	1.16%	0.122	4.59%
Subtotal (C)	4.595	1.000	21.77%	3.401	74.02%	0.071	1.53%	0.122	2.66%
D. Financing Charges									
1 Interest During Implementation	0.479	0.048	10.00%	0.431	90.00%	0.000	0.00%	0.000	0.00%
Subtotal (D)	0.479	0.048	10.00%	0.431	90.00%	0.000		0.000	0.00%
Total Project Cost (A+B+C+D)	45.673	11.15	24.41%	31.851	69.74%	0.688	1.51%	1.985	4.35%

^a In mid-2015 prices.

^b Taxes computed at 10% for all domestic procurements attracting value-added tax in Laos; and duties at 8.3% on the estimated cost of imports for project purposes.

^c Physical and price contingencies computed as explained in notes e and f to Table 11 above.

^d Interest during implementation has been computed at 1% a year on amounts disbursed over the period 2017-2021.

Source: PPTA staff estimates.

4. **Project Implementation Arrangements**

9. **Executing Agency.** The Executing Agency is the Ministry of Education and Sports.

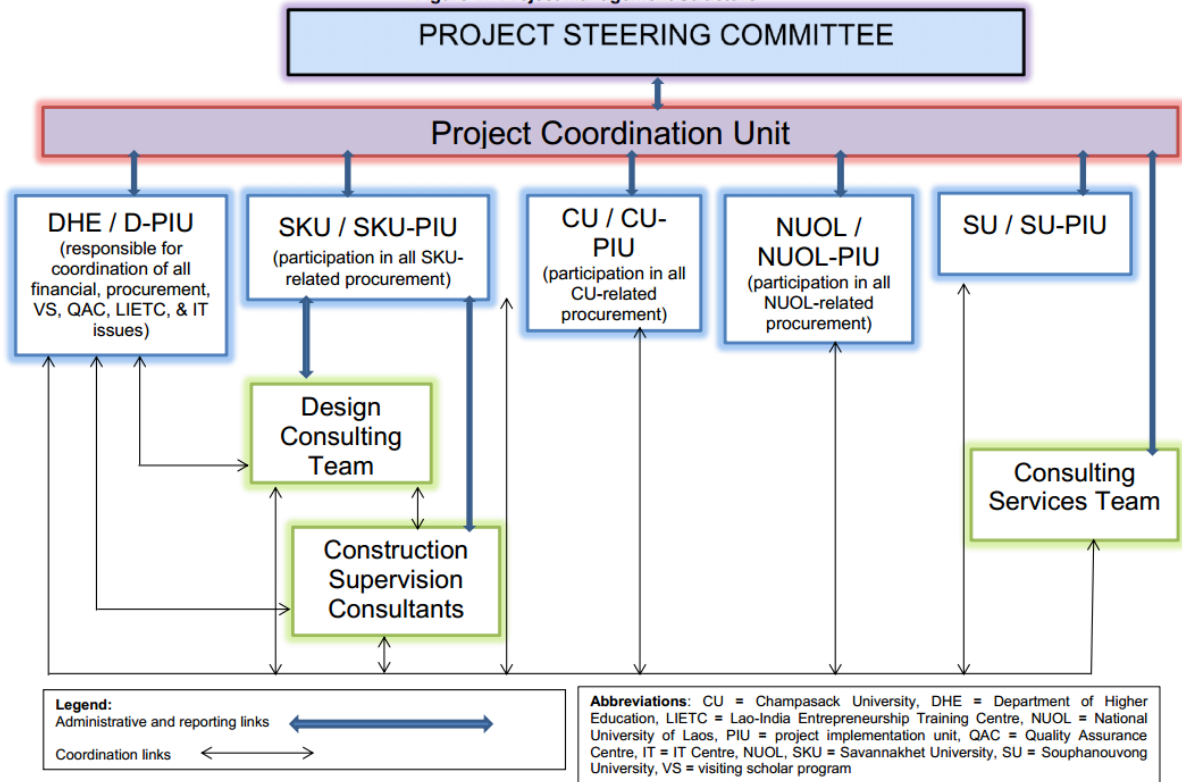
10. **Project Management Organization.** The Ministry of Education (MOE) will be Executing Agency for the Project.

Table 4: Roles and Responsibilities

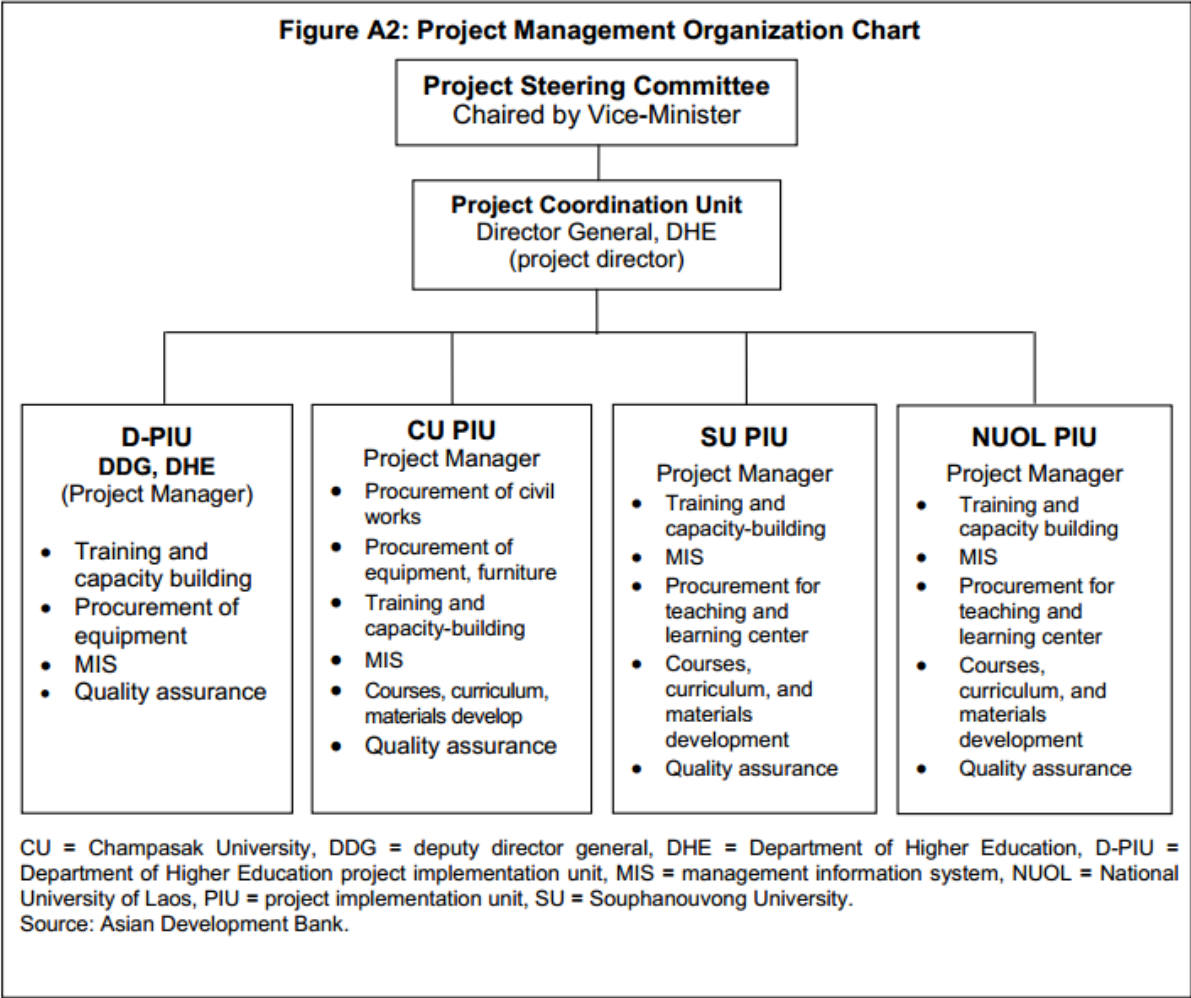
Project implementation organizations	Management Roles and Responsibilities
<ul style="list-style-type: none">• Executing agency MOES	<ul style="list-style-type: none">➤ Establish project implementation unit.➤ Establish project steering committee.➤ Establish systems, procedures, and mechanisms to ensure effective and efficient project implementation.➤ Oversee overall project implementation and management activities to ensure smooth and timely implementation and completion of project activities.
<ul style="list-style-type: none">• Project Steering Committee	<ul style="list-style-type: none">➤ Support cross-agency dialogue➤ Approve annual budgets and plans for the project.➤ Oversee progress in project implementation.➤ Guide and support project implementation.➤ Provide coordination between ministries and other stakeholders involved in project implementation.
<ul style="list-style-type: none">• Implementing agency MOES/Project Coordinating Unit	<ul style="list-style-type: none">➤ Supervise all project activities➤ Facilitate policy dialogue across MOES departments and the participating universities➤ Facilitate day-to-day coordination with other relevant agencies➤ Consolidate project reporting➤ Review withdrawal applications for endorsement by the MOES's Department of Finance.
<ul style="list-style-type: none">• MOES Department of Higher Education Project Implementation Unit (D-PIU)	<ul style="list-style-type: none">➤ Assume day-to-day management of the project.➤ Coordinate and implement project activities, including procurement, recruitment, disbursement, contract administration, monitoring, and reporting.➤ Prepare, on behalf of the executing and implementing agencies, bidding documents, terms of reference, reports, and other supporting documents and submit them for review and approval.➤ Prepare and submit withdrawal applications and supporting documents, quarterly and annual reports, annual audit reports and financial statements.
<ul style="list-style-type: none">• ADB	<ul style="list-style-type: none">➤ Provide technical support for project implementation.➤ Supervise and ensure compliance by the executing and implementing agencies with Asian Development Bank's policies and procedures in project implementation.

Source: Page 15 of the PAM

Figure 1: Project Management Structure



Source: Page 17 of the PAM



11. A project steering committee will provide overall guidance to the Project and support cross- agency policy dialogue. The MOES vice minister in charge of higher education will chair the committee, which will comprise representatives of MOE and the three concerned public universities, as well as representatives from the Ministry of Finance, Ministry of Foreign Affairs, Ministry of Planning and Investment, and Office of the Prime Minister. Within DHE, a (i) project coordination unit headed by the DHE director general, as project director, will be established to facilitate policy dialogue across MOE departments and the participating universities and supervise and oversee project implementation; and (ii) a DHE project implementation unit (D-PIU) headed by the DHE deputy director general, as project manager, will be established to implement and supervise central 9 project activities including consolidation of project reporting and review of withdrawal applications for endorsement by the MOE's Department of Finance. MOE departments and institutions will be responsible for activities that fall within their area of responsibility. PIUs will be established in each participating university (NUOL, CU and SU), headed by the respective universities' vice presidents as project managers to coordinate with the D-PIU and concerned provincial authorities in implementing and supervising the Project, including procurement activities, monitoring, and reporting. The project management structure is in Appendix 2. To implement the staff and faculty development strategies and plan, a PDU will be established under DHE, which will be located at NUOL, and linked to outreach PDUs established at CU and SU and D-PIU. The MOE vice minister and DHE director general, together with the Center for Integrated Education (formerly the Gender and

Ethnic Groups Education Unit), will be responsible for overseeing implementation of the gender and ethnic groups action plan.

12. Key persons who are involved in project implementation are per below:

Key Persons Involved in Implementation

<p>Executing Agency Ministry of Education and Sports Department of Higher Education</p>	<p>Assoc. Prof. Dr. Saikhong Saynasine Project Director-SSHEP Director General Department of Higher Education (DHE) Ministry of Education and Sports Lane Xang Avenue Vientiane Capital, Lao PDR ssaynasine@hotmail.com</p>
<p>ADB Southeast Asia Regional Department</p>	<p>Ms. Ayako Inagaki Director, SEHS +632 632 6612 ainagaki@adb.org</p>
<p>Mission Leaders</p>	<p>Ms. Yumiko Yamakawa Education Specialist, SEHS +632 6831668 yyamakawa@adb.org</p> <p>Ms. Khamtanh Chanthy Senior Project Officer Lao Resident Mission +856 21 250 444 kchanthy@adb.org</p> <p>Ms. Arlene Bacasmas -de Guzman Project Analyst, SEHS aqdeguzman@adb.org</p>

B. PROJECT FINANCING PLAN

1. FINANCIAL OVERVIEW

13. Please see Project costing overview by category and sorted between ADB and GOL financing (in USD):

SSHEP Investment and Financing Plan
Table 2: Project Investment Plan^a
(\$ million)

Item	Amount
A. Base Cost	
1 Enhanced Quality and Relevance of HE Services	10.10
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^a Includes taxes of \$2.63 million and duties of \$1.36 million which are included in the base cost and to be financed from government resources (in cash and by tax exemption).

^b In mid-2015 prices.

^c Physical contingencies computed at 6.8% for civil works and equipment; and 6.0% for field research and development, training, surveys, and studies. Price contingencies computed at 4.8% on foreign exchange costs and 9.8% on local currency costs.

^d Includes interest charges. Interest on the Asian Development Fund loan has been computed at 1% on the amount disbursed.

Source: Asian Development Bank estimates

Table 3: Financing Plan
(\$ million)

Source	Amount	Share of Total %
Asian Development Bank		
Special Funds Resources (Grant)	23.47	51.4%
Special Funds Resources (Loan)	16.45	36.0%
Government ^a	4.49	9.8%
Partner Foreign Universities	1.26	2.8%
Total	45.67	100.0%

^a Includes contribution of \$0.5 million in kind to project management expenses, and \$3.99 million in taxes and duties to be paid by the Government.

Source: Asian Development Bank estimates.

2. CAD PROJECTIONS

14. Project CAD projection is per below:

Baseline Projections – Project Level (Official)
LAO: Second Strengthening Higher Education Project: 48127-002
Version 3 (Current - Actualized 2018)

	Contract Awards (in USD million)					Disbursements (in USD million)				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
2017	0.000000	0.227600	0.000000	0.100000	0.327600	0.000000	0.800000	0.000000	0.000000	0.800000
2018	1.160000	0.598584	1.918475	0.100000	3.777059	0.049797	0.087336	0.072486	0.571581	0.781200
2019	18.171518	1.500000	1.000000	1.500000	22.171518	7.418800	3.500000	3.500000	3.500000	17.918800
2020	2.000000	1.500000	1.500000	2.000000	7.000000	3.000000	3.500000	3.000000	3.000000	12.500000
2021	1.250000	1.250000	1.500000	1.670000	5.670000	2.000000	2.000000	1.700000	2.226000	7.926000
2022	0.250000	0.250000	0.000000	0.000000	0.500000	0.000000	0.000000	0.000000	0.000000	0.000000
	Total Contract Awards				39.446177	Total Disbursements				39.926000

Status Actualized (Annual)

Total ADB Financed/Administered Net Amount:	39.926000
Total Unallocated Amount:	0.000000
Total IDC Amount:	0.000000
Total FEF Amount:	0.000000
Total SC Amount:	0.479823
Total Value of Contract to be Awarded:	39.446177
Total Value for Disbursement:	39.926000

3. PROJECT SCOPE AND OBJECTIVES

Project Objectives

15. To maintain progress towards its overall socio-economic development goals, Government continues to support the development and transformation of higher education (HE). Present focus is on transformation of education delivery systems, to build the foundations for research and to inculcate necessary skills as well as knowledge in the HE system's graduates in order to raise competitiveness and regional engagement in relation to the AEC.

Project Scope

16. The project provides support to four public universities: Champasack University, National University of Laos (NUOL), Savannakhet University, and Souphanouvong University, and intends to improve the regulatory framework for higher education institutions (HEIs).

C. PROJECT IMPLEMENTATION STATUS

1. Overall Project Implementation

Output 1: Quality and relevance of higher education services in teaching, research and extension is enhanced.

17. Under Output 1, there are eight sub-outputs. Progress on each sub-output is summarized below:

18. **(i) establish centers of excellence (COEs) in participating universities.** The project supports the establishment of the following centers of excellence (COE) at: (i) CU (for agronomy, focusing on crops production); (ii) NUOL (for environmental science focusing on project based research); (iii) SU (for tourism management through inter-departmental coordination including faculty of economics and tourism and faculty of architect); and (iv) SKU (for logistics engineering and management based on its locational advantage in between eastern and western economic corridors). COE is relatively a new concept for the universities in Lao PDR and different level of understanding has been observed among the universities.

19. The PIC consultant conducted in-depth analysis on research capacity with the universities and from these findings developed a draft COE strategy and action plan which was presented to and discussed with the universities in joint workshops in July 2019. The draft strategy was completed and consolidated by the Consultant in October 2019 and submitted to ADB for information in December 2019.

20. The project finances the construction of new COE buildings at the following:

21. CW NUoL - 95% complete
22. 2. CW CU - 100% complete
23. 3. COE CU - delivered but inspection scheduled next week (both lots)
24. 4. COE NUoL - ongoing based on 180 days delivery period
- 25.

University	Estimated Cost/Signed Contract Cost	Status
COE for NUOL Center of Environmental Excellence	1,669,691,601 LAK	95% completed
COE for CU	1,788,005,546 LAK	100% Completed
COE equipment for CU		Delivered but inspection scheduled by end of March 2020.
Lot 1: Laboratory equipment	391,479 USD	
Lot 2: Laboratory Furniture	538,501,818 LAK	

COE Equipment for NUOL		Ongoing based on 180 days delivery period
Lot 1: Laboratory equipment	941,984 USD	
Lot 2: Laboratory furniture	178,685 USD	
CW: SKU Fixtures and Furnishings	4,000,000 USD	Q3 2021

1. **(ii) develop curricula for blended learning. (ii) develop curricula for blended learning.** The universities continued to work on the development of curriculum for blended learning per selected courses aligned with the COE areas Environmental Science (Environmental Education) for NUOL, Agriculture (Crop Production) for CU, Tourism Management for SU and Logistics Engineering for SKU) from August to December 2019. The workshops conducted in December 2019 were geared towards introducing international curriculum practices to universities and in disseminating updated NCS, because the 4 curricular will have to be aligned to the updated NCS.

26. The 4 target programs are being developed aligned to international curriculum practices and the updated NCS. The adoption workshops are supposed to be conducted at each university from mid-March to the beginning of April (CU: 17-20 March; SU: 24-27 March; SKU: 01-04 April; and NUOL: 06-09 April). However, it can only be conducted at CU with 41 participants: 27 males and 14 females. The rest will be organized once COVID-19 crisis is over. Then new programme content development will be conducted from June – August 2020.

27. The adoption workshop on learning and teaching materials for Entrepreneurship was finally conducted on 15 – 16 January 2020 (28 participants/08 female) to fix textbook content and format of the 4 modules. LEDC and NUOL plan to meet on 1st April 2020 to finalize and combine the 4 modules as a textbook before conducting TOT workshop at the 4 target universities (SKU: 25-29 May; CU: 01-05 June; 08-12 June and NUOL: 15-19 June). The process of printing of textbook is targeted for July 2020, and digitizing it into e-learning will be done from August to October, 2020.

2. Modern pedagogical principles include blending ICT-based assistive technologies within a traditional learning environment — referred to as "blended learning". They also include pedagogical paradigms known as "e-learning" and "distance learning". Activities in 2020, Q1 have concentrated on helping each of the four HEIs in scope draft an e-Learning Policy in alignment with the "(Draft) Resolutions on E-Learning education in Higher Education Institutions" promulgated by the Ministry of Education and Sports. The finalization of e-Learning Policies is due to complete in 2020, Q2.

- (iii) strengthen capacities for research and delivery of extension services by (a) establishing competitive research grants, (b) upgrading research laboratories, and (c) providing capacity building programs.**

3. **(a) establishing competitive research grant-** \$1.3 million have been earmarked for research grants. Grants shall be utilized by university lecturers and researchers. The project team estimates that about 50 research projects can be implemented over the

project duration.

4. The funding for each research project will be in the range of \$4,800 to \$28,000. To ensure a smooth implementation of research projects and subsequent disbursement of funds, the PIU with PIC assistance prepared a guideline on preparation and selection of research proposal. A research team is established at each university to review and endorse research reports. Disbursement procedure was incorporated in the guideline and is currently being reviewed by the DOF.
5. ADB approved the CRF guideline in December 2019. To date, 210 proposals were received from the 4 universities. The PIC completed review of the CRF proposals as follows: Group1 (Pedagogy), Group 2 (Letters), Group3 (Social Science, Law, Business, Economics), Group 4 (Science, Engineering, IT, Architecture, Sport Science and Group 5 (Agriculture, Forestry, Environmental Science, Food Science and Water Resource Management). According to Project Design, the first CRF round will fund: (i) 3 projects for Group 1, (ii) 3 projects for Group 2, (iii) 6 projects for Group 3; (iv) 10 for Group 4, and (v) 6 for Group 5. For the 2nd round, the following will be funded: (i) 2 for Group 1, (ii) 2 for Group 2, (iii) 5 for Group 3, (iv) 8 for Group 4, and (v) 5 for Group 5. All research projects will be completed on or before 31 Dec of 2021, especially for Groups 4 and 5 needing 18 months to complete. PIC recommended to accept/submit to SSHEP 18 projects from Group 4 (out of 5 very good research proposals and 15 good from group 4) and 11 projects from Group 5 (out of 8 very good and 15 good). Groups 1 to 3 may be considered during the 2nd round, that is in early 2021. Please see summary of research projects received per table below:

Proposals Received

University	Group 1	Group 2	Group 3	Group 4	Group 5	Total
NUOL	10	3	35	19	33	100
SU	12	3	11	7	15	48
SKU	4	3	7	7	17	38
CU	0	0	2	9	4	15
Total	26	9	55	42	69	201
Very good	1	1	1	5	8	16
Good	4	2	10	15	15	46
Promising	12	4	30	15	27	88
Non-compliant	9	2	14	7	19	51

6. **(b) upgrading research laboratories.** Research laboratories have been constructed in the COEs. Please refer to Output 2.
7. **(c) providing capacity building programs.** Per the draft CRF guideline, capacity building programs for research and grant fund implementation were conducted in January to February 2020.

8. **(iv) postgraduate scholarships at NUOL or foreign partner universities to selected faculty and staff members.** \$2.5 million have been earmarked for master degree and doctoral matching scholarship programs for 115 university faculty staff. The project will finance a total of 115 scholarships (55 master (local), 33 master (international) and 27 doctorate degree (international)).
9. The selection process has been completed for 100 beneficiaries, 53 (53%) out of 100 staff receives postgraduate scholarships were female. To achieve the target 15 more beneficiaries, need to be identified and provided scholarship assistance.

Type of Degree	Total	# female	MoES/uni administrative staff	# female administrative staff	Uni academic staff	# female academic staff
MA (International)	25	11	4	2	21	9
PhD (International)	22	8	4	1	18	7
MA (Local)	53	34	12	10	41	24
TOTAL	100	53 (53%)	20	13 (57%)	80	40 (43%)

10. As of April 2020 (academic year 2019-20), 40 (43%) out of 80 academic staff attended NUOL or foreign HEIs to upgrade their qualifications and skills are female:

Type of Degree	Uni academic staff	# female academic staff
MA (International)	21	9
PhD (International)	18	7
MA (Local)	41	24
TOTAL	80	40 (43%)*

11. **(v) establish mechanisms for providing continuing faculty and staff development programs.** Per DMF 1b, 600 academic staff receive training in teaching pedagogy and instructional methods (at least 40% women) by 2021. SSHEP completed training for 149 teachers so far. Planned training activity for 240

teachers: (i) NUOL-80; (ii) CU- 60; (iii) SU – 60; and, (iv) SKU- 60 was agreed to be reprogrammed in 2020 after the teacher training modules are improved, per recognition that the current modules being used need updating to be relevant and effective. Continuous training will be implemented thereafter to complete the DMF target.

12. Universities conducted TNAs and results were consolidated by the PIC² and developed into the Professional Training Development Plan (PTDP)³. The four universities have implemented some activities (12 out of 24) since the 2019 Work Plan was approved in July 2019. Remaining activities were incorporated in the approved 2020 work plan.
13. **(vi) create or strengthen existing international university partnerships and networks for upgrading local programs and services.** Per the last Mission, ADB clarified with the participating universities that the objective of this sub-output are to: (1) increase the capacity of foreign teachers/students to be able to learn in English-language courses which is currently being offered at NOUL and SKU; and (2) promote future student exchange programs and attract foreign students from the ASEAN region. This has been included in the final TORs of the visiting scholars approved by ADB in February 2020. Recruitment process for VS started in March 2020 and is expected to be completed in Q2 2020. Partnership and networking with international universities remain the main objective of this sub-activity.
14. **(vii) develop university information technology infrastructure systems.** Internet connections at all participating universities have been upgraded. IT facility at Savannakhet University will take place at a later stage when civil works are completed.

² PIC consolidated the findings of needs assessment study done by university and developed the capacity building program which includes: (i) training methods, (ii) number trainees, (iii) budget and (iv) timeline.

³ **NUOL:** (1) Developing QA guidelines by adopting AUN-QA into NUOL QA Framework; (2) Developing Policy Guideline and Regulation for Outcomes-Based Curriculum (OBC); (3) Determining and Developing a good multiple-choice item test for NUOL entrance examination; **SU:** (4) Development of the Book Registration and E-Library System for the Library; (5) Library Administration and Management System; (6) Writing Research Proposals for Junior Lecturers; (7) Exchanging on International Diplomatic Relation; **CU:** (8) Training on JAVA and PHP for the development and management of the university website; (9) Training on Student Online registration; (10) Training on University Network Management; (11) Training on WordPress Software for the development of the University Website; (12) Training on Software development for Teacher Assessment Online; (13) Training on Maintenance of IT Equipment in the IT Center (NUOL IT Center); (14) Training on Library operation and management; (15) Training and knowledge sharing on Online Library operation and management; (16) Training Workshop on Thesis writing for the final year students; (17) Training Workshop on Data Analysis and Econometric Package; (18) Training Workshop on HE Course Credit Accreditation System for 2019; **SKU:** (19) Research Technique Skills for lecturers in data mining and analysis; (20) Basic Science Laboratory Utilization and Management; (21) Faculty Members Capacity Development Training Packages; (22) Training of Logistics Engineering lecturers and staff, (23) Mobility Training including exposure visit (Faculty Staff Capacity Development Training Packages in accordance to the TNA ; **Training to senior managers, governors, academic staff of MOES, NUOL, SU, CU and SKU: For Managers-** (24) Leadership and Networking, Strategic Planning for university in the future and good governance.

DHE aims that the internet service provider supports LUMS and blended learning courses with higher performance and larger bandwidth.

15. The selection of a firm for the development of four new LUMS modules was completed in 2019, Q4. Q1 focused on supervising the initial steps during the Firm’s inception period. That includes technical matters such as the definition of domain names, and project management matters such as the scheduling of training seminars. The situation now appears to be under control and the completion of the requested software engineering effort and overall project wrap-up is expected within 12 months i.e. 2021, Q1. The Firm is awaiting SSL card purchase for Fedena platform installation.

16. **(viii) support employment skills development through the creation of an innovation fund for extracurricular activities (IFECA).** \$95,000 is earmarked to support extracurricular activities. The PIC assisted in the preparation of guideline on how to use the fund by engaging private & public companies and communities. IFECA guideline was approved by ADB in December 2019. The funds will be operational in Q1 2020, with receipt of 9 proposals from NUOL (6) and CU. SKU and SU are due to submit their IFECA proposals as of this writing.

Output 2: Access to modern higher education programs introduced

40. The Project will support the establishment of a modern campus at Savannakhet University (SKU) following international standards, with an initial capacity of 3,700 students. The new campus will include faculty buildings (classrooms and laboratories), administration facilities and student dormitory with furniture and equipment. The Project will also strengthen systems for student selection and admissions applicable at the university level. A design firm (C+A MSA Joint Venture) was contracted to prepare the detailed engineering design (DED) for SKU new campus.

41. The EA and senior management of SKU confirmed the prioritization of buildings for the project to finance. Per the mission, two civil work packages were designed below:

	Package	Estimated cost (million \$)	Package no.
1	CW 1	6.4	Awarded in Q1 2020
2	CW 4	10	For bidding in Q2 2020

42. **Agreed procurement schedule:** The EA, senior management of SKU and the latest ADB Mission agreed key steps to follow with target dates per below. For CW 1, the International Procurement Specialist under PIC consultant was deployed to assist in bid evaluation, working closely with the Procurement Specialist and Local Procurement Consultant of the Project. The technical evaluation of the bids for CW was submitted to ADB in December 2019.

Timebound action plan (CW1 and CW4)

Key Action	Target	Responsible Unit
CW-1		
1. Obtain BER NOL from ADB	13 Dec 2019	ADB
2. Obtain clearance from MOES minister	16 -20 Dec 2019	SSHEP/MOES
3. Notification to successful bidder	23 Dec 2019	SSHEP/MOES
4. Contract issue/performance security	March 2020	SSHEP
5. Contract signing	March 2020	SSHEP
6. Contractor mobilization	May 2020	Contractor
7. Construction (24 months)	20 Feb 2020- 20 Feb 2022	Contractor

CW4

	Key Action	Target	Responsible Unit
1	Draft bid documents	27 April - 30 April 2020	SSHEP
2	ADB review and approval	4-15 May 2020	ADB
3	IFB advertisement	18 May, 2020	ADB
4	Bid opening	29 June, 2020	SSHEP
5	Bid evaluation	1 Jul - 15 Aug 2020	SSHEP, BEC
6	Obtain BER NOL from ADB	3-14 Aug 2020	ADB
7	Notification and award	17 Aug-11 Sep 2020	SSHEP/MOES
8	Contractor mobilization	12 Oct -11 Nov 2020	Contractor
9	Construction (36 months)	16 Nov 2020- 15 Nov 2023	Contractor

43. For Package CW4 and its cost was proposed for bidding to ADB in April 2020.

44. **Construction Supervision** package was advertised on CMS on 28/10/2019 for 10 days. SSHEP is currently finalizing the contract with the construction supervision firm. Final contract will be submitted to ADB in April 2020.

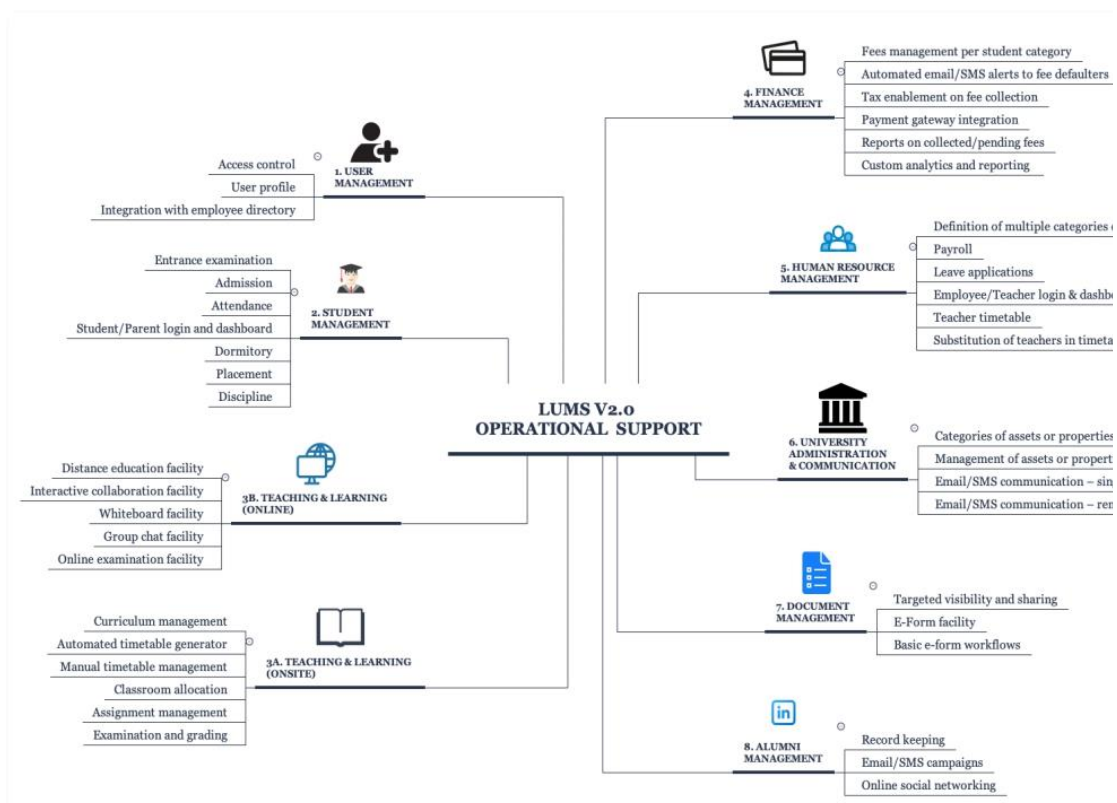
45. In response to ADB's suggestion to strengthen DHE and SKU capacity to manage the construction, DHE DG informed ADB in the October 2019 video conference that the Minister/Vice Minister will issue the agreement to establish the construction committee, which will include various members from related departments and universities. The committee will play a major role in monitoring the construction to ensure on-time quality completion.

Output 3: Governance and management of higher education institutions strengthened.

46. Under Output 3, there are seven sub-outputs. Progress of each sub-output is summarized below:
47. **(i) staff development of participating university managers and administrators.** (i) staff development of participating university managers and administrators. This sub-output relates to DMF 3a. 200 senior managers, governors, MOES staff, and academic leaders of participating HEIs will receive capacity building and mentoring in leadership, strategic mgt, and institutional planning (at least 30% women) by 2020. This task is originally assigned to be carried out by the TL and DTL per their terms of reference and per PAM.
48. Various modes are installed to deliver the staff development training for university managers and administrators, through: (i) study visits; and (ii) visiting scholars. Study visits are currently planned and ongoing; incorporated in the 2020 work plan. Visiting scholars will be deployed to deliver university-based trainings.
49. **(ii) international visiting scholar programs to the Lao PDR as part of the continuing professional development for university officials.** This sub-output will support the progress of sub-output 3.1 and the visiting scholar TORs will align with the universities' needs assessment findings that are unable to be addressed by existing university trainings or courses. Three visiting scholars were fielded in November and December 2019 to do preliminary works and discuss needs and priorities with universities, see related progress in: *(v) establish mechanisms for providing continuing faculty and staff development programs.* 9 additional visiting scholars will be recruited and deployed in 4 universities in Q1-Q2. TORs were approved in February and recruitment process is ongoing to complete in May 2020.
50. **(iii) review of the regulatory and financing framework for HEIs.** Universities under MOES introduced the collection of tuition fees to strengthen their management and financial capacity. The approved terms of reference and need for a Firm to conduct the policy study on regulatory and financing framework for HEIs was submitted to ADB was advertised. Firm evaluation was completed with contract negotiation with the Firm concluded in April 2020. Contract signing is targeted in May 2020.
51. **(iv) tracer studies and employer surveys, including assessment of higher education sector performance.** It was clarified by the last mission that tracer studies should be embedded in the ongoing university monitoring systems, and eventually LUMS 2.0, thus, there is no need to bring in an additional visiting scholar for this activity. The universities will proactively use data from these studies to revise their curricula to ensure quality and relevance. In same mission, it was agreed that the first round of employer surveys will be designed and implemented in small scale by the universities. A complete employer survey plan, including scope, methodology, sample size, time frame, and budget was approved by ADB in October 2019. Universities are conducting the surveys for completion in May 2020.
52. **(v) upgrade of the higher education management information system.** The project issued a request for proposal to upgrade the Lao University Management System (LUMS) in June 2019. The Mission confirmed that the objective of this sub-output is to expand access of LUMS in its second version (LUMS 2.0) to the other 3 participating universities and DHE, beyond NUOL. Basic data functions will include; data entry and

management of university staff numbers, student enrolment (per year, gender, and course), record of academic staff receiving training (by type and number), and record of grant allocation.

53. SSHEP LUMS contract was signed with the service provider in December 2019. LUMS contract includes the following scope of work: (i) setting up suitable project management, communication and reporting tools, and obtaining approval from Project Owner to enable access and online monitoring by Project Owner; (ii) selecting a suitable application development framework and technology stack to support the software engineering effort. This needs obtaining approval from Project Owner; (iii) presenting software architecture and design choices; (iv) developing and delivering intermediate software Release #1; (v) developing and delivering intermediate software Release #2; (vi) developing and delivering intermediate software Release #3; (vii) Developing and delivering LUMS V2.0 Final Release; and, (viii) delivering technical documentation and user guide for LUMS V2.0 Final Release. A synopsis of all eight (8) operational areas to be supported by LUMS V2.0 is presented as a visual diagram in Figure 1 below.



54. The IT Specialist under PIC continues to provide assistance to the universities in upgrading the higher education management information system. He was scheduled to visit in April 2020, but has to reschedule his visit due to the COVID-19 crisis.

55. **(vi) implementation of the government's national human resource development strategy, 2016-2025.** Consultation workshops to review the student-staff quota plan have been conducted and 6 other workshops were planned and completed by HRDO in 2019. HRDO expressed the need to print National Human Resource Development strategies (NHRD) and distribute to Human Resource Development Committee in the provinces. In the previous dissemination workshops conducted, there was no sufficient budget to do the printing in a large number as the documents are big. The hard copies of the strategies will further enhance the understanding of the provincial committee. HRDO will submit official request to the EA in October 2019.
56. 2020 work activities were proposed by the HRDO and were incorporated in the SSHEP 2020 work plan.
57. **(vii) further strengthening of quality assurance for HEIs.** Two resource persons to support the Quality Assurance Center to assist with drafting a report on the Laos higher education QA system were recruited in September 2019; they were fielded for their first mission in December 2019 to assist with preparing tools for data collection. Data collection in 4 universities planned for December 2019 was postponed to January 2020. After data gathering, data analysis will be done to be used as basis for the preparation of a self-assessment report. The report will then be sent to ASEAN Quality Assurance Network and independent evaluators by Q2 2020. Further works were requested support under SSHEP and were incorporated in the 2020 work plan.

2. Utilization of Funds

58. Please see status of loan and grant as of March below from ADB LFIS/GFIS. Out of the total \$39.8 ADB Grant/Loan total contract award was 13.89M (35%) while disbursement was \$6.42M (16%):

Cat	Description	Allocation	Contract Award	Disbursement	Uncommitted Balance	Undisbursed Balance
Loan 3435						
01	Works-Net of Tax	15,537,775.68	4,776,106.20	-	10,761,669.48	15,537,775.68
02	Interest Charge	466,786.84		9,960.42		456,826.42
99	Advance Account	33,190.38		1,936,311.87		(1,903,121.49)
Subtotal		16,037,752.90	4,776,106.20	1,946,272.29	10,761,669.48	14,091,480.61
Percent to Total Loan Amount			30%	12%		
Grant 0500						
3201	Works-Net of Tax	6,274,386.00	2,046,902.66	-	4,227,483.34	6,274,386.00
3901	Other Project Costs-Net of Tax	17,195,614.00	7,065,941.94	2,676,181.95	10,129,672.06	14,519,432.05
	Advance Account			1,800,000.00	-	
Subtotal		23,470,000.00	9,112,844.60	4,476,181.95	14,357,155.40	20,793,818.05
Percent to Total Grant Amount			39%	0.19		
TOTAL		39,507,752.90	13,888,950.80	6,422,454.24	25,118,824.88	34,885,298.66
Percent to Total Loan/Grant Amount			35%	16%		

59. The CAD targets were reviewed and the below was drafted by the PIU with assistance from the consultant for consideration for further discussion with ADB:

Loan No 3435										
	Contract Awards					Disbursements				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
2017	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
2018	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
2019	0.274	0.000	0.000	4.900	5.174	0.000	0.000	1.936	0.169	2.105
2020	0.000	7.000	0.000	0.000	7.000	0.490	0.513	1.136	1.250	3.388
2021	0.000	0.000	2.800	0.000	2.800	1.236	1.249	1.236	1.516	5.235
2022	0.000	0.000	0.000	0.000	0.000	2.356	1.890	0.000	0.000	4.245
	Total Contract Awards				14.974	Total Disbursements				14.974
	IDC									0.479
	Savings				0.997					0.997
					15.971					16.450

Grant 0500										
	Contract Awards					Disbursements				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
2017	0.000	0.228	0.000	0.100	0.328	0.000	0.800	0.000	0.000	0.800
2018	1.160	0.599	1.918	0.100	3.777	0.050	0.087	0.072	0.572	0.781
2019	0.270	0.083	0.447	2.547	3.348	0.468	0.352	0.456	0.697	1.974
2020	3.727	4.373	0.149	0.384	8.633	3.029	1.721	2.306	1.290	8.346
2021	0.936	2.165	1.331	0.384	4.817	1.230	1.462	1.008	1.245	4.945
2022	0.061	0.000	0.000	0.000	0.061	2.392	1.150	0.000	0.000	3.542
	Total Contract Awards				20.964	Total Disbursements				20.389
	To reverse from 2017-2018				0.575					
	Savings				3.081					3.081
					23.470					23.470

D. Project Achievement

60. Please see Annex A for the project design monitoring framework:

C. Project Specific Assurance and Safeguard Inputs

61. Environmental safeguards per the covenant were observed during construction of COEs at the NUOL and CU and there were no issues. The Environmental Safeguards Specialist will be hired in Q2 2020 to observe environmental safeguards per the covenant for CW 1 and CW4. The ESS will formulate environmental code of conduct for CW1 and CW4 which will be attached to the contracts of the CW contractors. The ESS will also train environmental officers from SKU to report on environmental issues during construction per the code of conduct. Code of conduct will be monitored and reported for compliance by contractors. IEE preparation and approval for SKU

construction have been completed and duly approved by proper authorities prior bid advertisement. Please see Annex B for Compliance to Grant Covenants and Safeguards.

62. Please see Annex C for GAP implementation status.

F. Following up the Agreed Timebound Action

63. Below is fulfillment status of agreed actions per the last ADB Mission:

Project Time-bound Action Plan

No.	Action/ Milestone	Target Date	Responsibility	Status
1	Submit draft letter to Minister MOES for extension and reallocation of taxes and duties	26 Nov 2019	DHE	Completed at MOES/In process at MOF
2	Submit updated procurement plan	30 Nov 2019	DHE, PIC	Completed
3	Submit request letter for extension and reallocation of taxes and duties to MOF	29 Nov 2019	DHE, MOES	Completed
4	Request letter for extension and reallocation of taxes and duties sent to ADB	6 Dec 2019	DHE, MOF	In process for submission in Q1 2020
5	Submit revised scholarship guidelines to ADB	16 Dec 2019	MOES	Completed
6	Share decision on project savings reallocation priorities with ADB	16 Dec 2019	DHE	Completed
7	Submit withdrawal application 0014 to MOF	12 Dec 2019	DHE, DOF, PIC	Completed
8	Submit workplan for year 2020	31 Dec 2019	DHE, PIC	Completed
9	Approval on CRF and IFECA guidelines by MOES minister	31 Dec 2019	DHE, DOF	Completed
10	Finalize COE strategies for NUOL, SKU, CU, SU	31 Dec 2019	DHE, PIC, NUOL, SKU, CU, SU	Completed
11	Mobilize firm for policy study on a regulatory and financing framework for HEIs	Apr 2020	DHE, PIC	In Process
12	Approve COE curricula	May 2020	DHE	In Process

13	Loan Review Mission	May 2020	ADB, DHE, PIC	Not yet due
14	Mid-Term Review Mission	Q4 2020	ADB, DHE, PIC	Not yet due

G. Conclusions and Recommendations

64. **Summary of Accomplishments.** Major accomplishments during the period are as follows: (i) contract awarding of CW4 Package amounting to \$6.4 million; (ii) approval of CRF and IFECA guidelines and solicitation of proposals; (iii) TOR approval and advertisement for the 9 visiting scholars; (iv) evaluation of the proposal for HEI financing study; (v) contract negotiation on for construction supervision; and (vi) review of final costing for CW4.
65. **Tax Inclusion request.** Taxes as part of CW cost chargeable against SSHEP needs to be approved by the MOF to facilitate timely and smoother implementation.
66. **Slow implementation pace.** Management must closely monitor the 2020 work plan and ensure that all activities are implemented on time. Quarterly meeting must be conducted to monitor planned and approved activities. Management must ensure timely release of funds for the activities.
67. **CW and procurement.** CW 1 was awarded in March 2020. CW 4 must be awarded in Q2 2020, or at the latest Q3 2020 so that SSHEP can keep its completion timeline.
68. **PPMS needs to be set up.** The guideline for the Project Performance Monitoring System was completed in March 2020. Monitoring partners need to be trained as soon as possible,
69. **COVID-19 Crisis.** It is expected that most of the planned activities in Q1 and probably Q2 2020 will be delayed due to the COVID-19 crisis. While there is no certainty as to when the situation will be normalized, it is important that the Project is able to prioritize and implement doable tasks. Workshops, field visits, deployment of experts are those that will be definitely delayed. Hopefully, CW1 construction could start as soon as situation is normalized in Vientiane.

H. Appendices

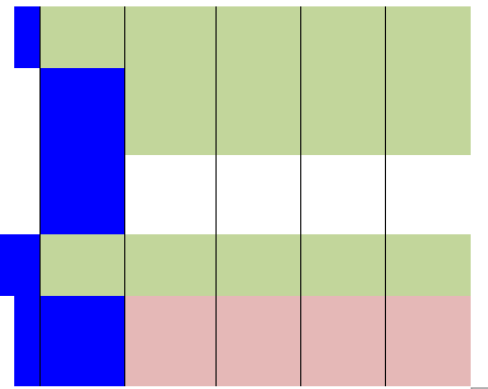
1. Project Implementation Plan



Table 3: Overall Project Implementation Plan

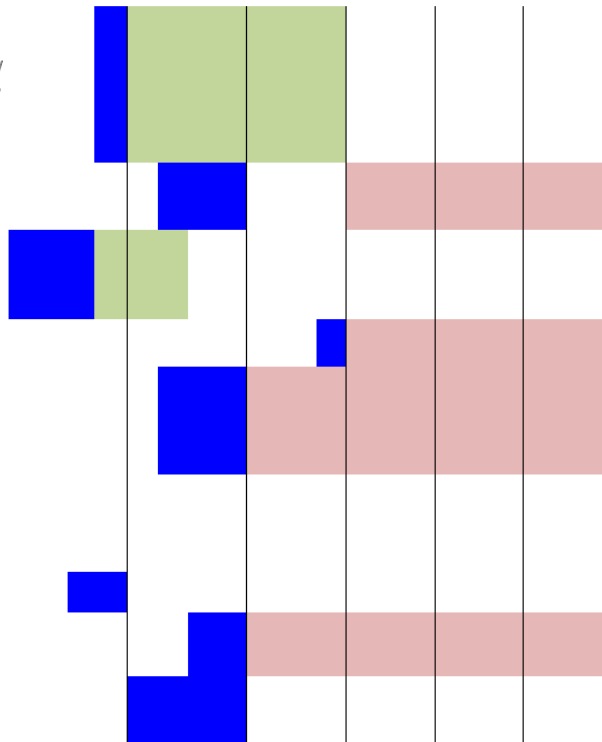
Activities	2017 (Quarter)				2018 (Quarter)				2019 (Quarter)				2020 (Quarter)				2021 (Quarter)				2022 (Quarter)			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
A. DMF																								
Output 1 Quality of higher education services improved																								
Activity 1.1 Identify, develop, trial and disseminate interdisciplinary common courses in 4 subjects to participating HEIs by 2018																								
Activity 1.2 Revise TTPD content and materials, trial and deliver training program on academic staff teaching pedagogy and instructional methods by 2017.																								
Activity 1.3 Develop entrepreneurship program standards, curriculum, and instructional materials, and train relevant administrative and academic staff, by 2018																								
Activity 1.4 Assess the recent online mathematics interactive learning pilot and its feasibility for extension by 2017																								
Activity 1.5 Develop design features and selection criteria for scholarship program for academic staff of participating HEIs by 2017																								
Activity 1.6 Develop matching scholarship program design features, develop selection criteria and identify partner foreign HEIs by 2017																								
Activity 1.7 Connect SKU to the existing e-library at NUOL by 2017																								
Activity 1.8 Support extracurricular activities through establishing of an innovation fund by 2018																								
Activity 1.9 Develop research policies and regulations that help to enhance and inspire lecturers' and staff members to do research by 2018																								

Activity 1.10 Develop design features of competitive research fund, including administrative setup and selection criteria by 2017
 Activity 1.11 Establish systems of research support and industry engagement by 2018



Activities	2017 (Quarter)	2018 (Quarter)	2019 (Quarter)	2020 (Quarter)	2021 (Quarter)	2022 (Quarter)
Activity 1.12 Provide capacity-building and research equipment to NUOL by 2018		Blue				
Activity 1.13 Evaluate options and determine feasibility for innovative design, delivery, financing and maintenance of laboratories in participating HEIs by 2017	Blue	Green	Green	Green	Green	Green
Activity 1.14 Incorporate the research findings as part of the teaching subjects in the study programs by 2019		Blue	Blue	Red	Red	Red
Output 2 Access to modern higher education programs introduced						

Activity 2.1 Complete resettlement and site clearance for new Savannakhet University campus by 2017
 Activity 2.2 Conduct prefeasibility study on use of PPP modality for delivery of noncore services (dormitories, cafeteria, parking, security, etc.) at Savannakhet University new campus by 2018
 Activity 2.3 Prepare the agreed procurement process to deliver Savannakhet University campus, by 2017
 Activity 2.4 Commence full operation of Savannakhet University at its new campus, by 2019.
 Activity 2.5 Develop a mechanism that helps enhance equitable access (modality of admission), by 2018



Output 3 Governance and management of HEIs strengthened
 Activity 3.1 Complete assessment of higher education MIS by 2017
 Activity 3.2 Train staff in use of higher education MIS by 2018
 Activity 3.3 Complete assessment of regulatory and funding framework for HEIs, and issue Ministerial decree implementing new framework, by 2018
 Activity 3.4 Identify priority areas, design features, administrative setup, and selection criteria for human resources development

Activities	2017 (Quarter)	2018 (Quarter)	2019 (Quarter)	2020 (Quarter)	2021 (Quarter)	2022 (Quarter)
program by 2017	Blue					
Activity 3.5 Develop research program (including studies to be undertaken, timeline and work program) for the assessment of the present practices of HEI administration systems, and quality, performance, labor market outcomes, effectiveness and efficiency of the higher education subsector by 2017	Blue	Green	Green	Green	Green	Green
Activity 3.6 Identify potential international university partners and develop student and academic staff exchange program by 2018		Blue	Green	Red	Red	Red
Activity 3.7 Identify the prioritized areas of administration for further strengthening by 2017	Blue	Red	Red	Red	Red	Red
Activity 3.8 Train administration staff from various administrative offices by 2018	Blue	Blue	Red	Red	Red	Red
Activity 3.9 Provide short and long term visiting scholars to support improving administration capacity of different offices by 2017	Blue					
B. Management Activities						
1. Procurement plan key activities to procure contract packages						
1.1 ICB works		Orange				
1.2 NCB works		Orange				
1.3 ICB goods		Orange				
1.4 NCB vehicles		Orange	Orange			
1.5 NCB goods		Orange				
2. Consultant selection procedures						
2.1 Consulting services for capacity building and project implementation (Q4, 2016)	Orange	Orange				
2.2 Consulting services for design and supervision	Orange	Orange				
2.3 Visiting scholars		Orange	Orange	Orange		
2.4 Software development and upgrading of LUMS		Orange				
3. Environment management plan key activities	Orange	Orange	Orange	Orange		
4. Gender action plan key activities	Orange	Orange	Orange	Orange		
5. Communication strategy key activities	Orange	Orange	Orange	Orange		
6. Annual/Mid-term review (MTR marked X)		Orange	Orange	Orange X	Orange	Orange

Activities	2017 (Quarter)	2018 (Quarter)	2019 (Quarter)	2020 (Quarter)	2021 (Quarter)	2022 (Quarter)
7. Project completion report						Orange

	Indicates preparatory phase with project funding
	Indicates delivery phase with project funding
	Indicates delivery phase under MOES/HEI recurrent funding
	Indicates key management activities

2. *Physical Progress Tracking -Refer to Annex D*