

## Summary of the evaluation study result

1. Outline of the project	
Country: 10 ASEAN nations	Name of the Project: ASEAN University Network/Southeast Asia Engineering Education Development Network (AUN/SEED-Net)
Sector: Higher education	Form of assistance: Technical cooperation project
Office in charge: Technical Education Group, Human Development Department Group 2	Amount (at the time of evaluation): ¥2,273,790,000 (including the amount for fiscal 2007)
Duration	R/D (Thai government): March 11, 2003 ~ March 10, 2008 (5 years)
	Related organizations in the recipient nation: 19 member universities in 10 ASEAN nations  Cooperation organizations in Japan: 11 universities (Hokkaido University, Tokyo University, Tokyo Institute of Technology, National Graduate Institute for Policy Studies, Toyohashi University of Technology, Kyoto University, Kyushu University, Keio University, Waseda University, Shibaura Institute of Technology, Tokai University)
1-1 Background and overview of cooperation	
<p>The Asian economic crisis that started in Thailand in 1997 inflicted an extensive adverse impact upon ASEAN nations which had been enjoying a high economic growth since the late 1980s. With this crisis, ASEAN nations began to share the recognition that it was important to develop human resources in engineering that would support and vitalize the industrial circle for sustainable and stable economic development. Based on this recognition, in 1997 the Hashimoto Initiative was announced to propose assistance for human resource development to promote sustainable economic development. Subsequently, the Obuchi Plan announced in 1999 for developing highly professional human resources proposed assistance in specifics towards realizing the master plan of an ASEAN engineering higher education network with the aim of developing human resources in engineering. As a result of a series of discussions with relevant persons in ASEAN nations based on this policy by the government of Japan, in April 2001 ASEAN</p>	

University Network/Southeast Asia Engineering Education Development Network (AUN/SEED-Net) was established as an independent sub-network in the field of engineering of ASEAN University Network (AUN), an institute of ASEAN. After two years' preparatory period, the project was officially started in March 2003 for the duration of five years. AUN/SEED-Net is composed of nineteen universities (member universities) selected from each member nation as its top universities in engineering. Upon implementing the project, engineering was divided into nine fundamental fields and one member university from advanced nations in ASEAN was designated as the "Host Institution" in each area, which functioned as the core of accepting students from other countries in the region and joint researches. On the other hand, the member universities from less developed nations in ASEAN fulfill their regional roles in participating in activities such as sending out students for studying abroad and joint researches.

## 1-2 Content of cooperation

### (1) Overall goal

Economic sustainability is enhanced through engineering human resource development as to reinvigorate the industrial sector of ASEAN countries

### (2) Project objective

Educational and research capacities of MIs are improved through the active exchange of resources among them and the collaborative relationship with Japanese Supporting University Consortium (JSUC).

### (3) Outputs

Faculty qualifications are upgraded through acquisition of graduate degrees Host graduate programs are enhanced Joint activities and human linkage among the Member Institutions are strengthened Information-dissemination system, activity management system and communication network are established.

### (4) Inputs

#### 1) Japan side

- Total project costs: ¥2,273,790,000 (after fiscal 2003, after, and including the plan for fiscal 2007)

- Dispatch of management experts to the project secretariat (number of posts):

Chief advisor	One person (short-stay commuting-type from the second expert)
Academic advisor	One person (Ditto)
Project coordinator	3 persons

<p>Program officer (locally hired) 7 persons</p> <ul style="list-style-type: none"> <li>• Dispatch of professors from support universities in Japan: 295 persons/times</li> <li>• Scholarship awardees: 311 persons for master's degrees 133 persons for doctorate degrees (the finalized estimate number including students admitted in fiscal 2007)</li> <li>• Joint research to which grants were awarded: 213 cases (including the plan for fiscal 2007)</li> <li>• Research to which equipment was provided: 92 cases</li> </ul> <p>2) Member university side</p> <ul style="list-style-type: none"> <li>• Establishment of liaison offices and assignment of program coordinators</li> <li>• Tuition fee exemption for an extension period</li> <li>• Funding joint researches</li> </ul> <p>3) Thai government</p> <ul style="list-style-type: none"> <li>• Facilities: Expenses for establishing the AUN/SEED-Net Secretariat office at the Faculty of Engineering in Chulalongkorn University and its utilities Assignment of personnel at the AUN/SEED-Net Secretariat Executive Director, Assistant Executive Director, and two secretaries (The Japan side pays a part of personnel costs.)</li> </ul>
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2. Outline of the evaluation study team			
Member	Area in charge	Name	Organization and study team
	Leader	Takao TODA	Director, Human Development Department G2, JICA
	Engineering education	Akizumi YONEZAWA	Associate Professor, Center for the Advancement of Higher Education, B Tohoku University
	Cooperation policy	Yoshinobu AZUMA	Administrative Official of Foreign Affairs, Grant Aid and Technical Cooperation Department, International Cooperation Bureau, Ministry of Foreign Affairs
	Cooperation planning	Motoharu WATANABE	Director, Technical Education, Human C Development Department G2, JICA
	Study plan	Daisuke	Staff member, Technical Education B

	UEDA	Team, Human Development Department G2, JICA	
Evaluation analysis 1	Ishii MAKOTO	Pantel International	A
Evaluation analysis 2	Yuuji MATSUMOTO	RECS International	B
Evaluation analysis 3	Ayako MINAMIMURA	Interworks, Inc.	C
Team A	Thailand → Vietnam → Laos		
Team B	Malaysia → Indonesia → Cambodia		
Team C	Myanmar → Singapore → Philippines		
Period of study	May 13 ~ May 31, 2007		Type of evaluation: Final evaluation
3. Summary of the evaluation result			
3-1 Confirmation of achievements			
(1) Project objective			
<p>As to the project objective “Educational and research capacities of MIs are improved through the active exchange of resources among them and the collaborative relationship with Japanese Supporting University Consortium (JSUC).,” we evaluate that the initial objective will be attained by the end of the project with varying degrees of achievement among member universities. Looking at the member universities more closely, at the host university we have observed improvements in curricula and teaching methods, increases in the number of researches and research schemes, and improvements in the research environment through the provision of research equipment. On the other hand, at the sending-out university the number of professors with higher academic degrees has been on the rise, thereby contributing to improvements in the quality of its education and research capacity. Notwithstanding, there still remain some issues to be addressed on coming days as to maintaining AUN/SEED-Net without support as a solidly established system.</p>			
(2) Outputs			
(a) We evaluate that the quality of the teaching staff at the member university has been enhanced during the period of this project. As of May 2007, they produced 132 graduates with master’s degrees and eight graduates with doctorate degrees. As of			

now, a number of students are still studying: it is estimated to finally produce 444 graduates in total, 132 graduates with master's degrees and 133 graduates with doctorate degrees, thereby attaining the project's numerical target. The post-return retention rate at university is very high, over 95%, as well. Our interviewees who are related to the project mention that most member universities have a sense that the quality of their professors has been improved through the project activities. Admittedly there are differences among member universities. In particular, there are strong needs for improving the quality of the teaching staff in Cambodia, Laos, Myanmar and Vietnam (CLMV).

- (b) All host universities report in their self-evaluation that the quality of both research and education has improved in their postgraduate programs. Specifically, they make a special mention of the following examples: internationalization of and providing in English postgraduate programs; improvements in teaching methods; qualitative and quantitative improvements in research activities (increase in the numbers of researches and theses); increased diligence among postgraduate students; and rise in world university ranking. Likewise, it is reported as a secondary effect that students' communication skills have improved through accepting students from other nations. In addition, the questionnaire survey conducted to Japanese supporting universities reveals that 90% of the teaching staff of such universities feels that the postgraduate programs of host universities have improved in comparison to the time before the project.
- (c) We judge that the project has laid and solidified the foundation for the networks among universities. Prior to the project, there was almost no connection among universities in ASEAN nations. New human and institutional networks have been built and strengthened through study-abroad within the region, joint researches (168 themes), seminars by field (76 seminars, 1,206 persons), and dispatch of teaching staff from Japanese supporting universities (295 persons). Relations with Japanese supporting universities have been deepened as well through joint researches, dispatch of professors, and studying and training in Japan. Such human networks have just gotten under way in forming their foundation. It will be necessary to make efforts to develop them as financially, organizationally and systemically long-standing networks. At the same time, considerations will be needed to secure the benefits of sending-out universities in activities other than study-abroad.

(d) We evaluate that the management system of AUN/SEED-Net has been built. In its management, trials and errors have been repeated at the initial stage of the project due to the geographical immensity, a great number of persons involved, and diversity and inclusiveness of activities. At present, the persons concerned evaluate highly that all activities are very smoothly carried out. In monitoring activities, active measures have been effectively taken through visits to member universities by the members of the AUN/SEED-Net Secretariat and the steering committee. In information dissemination as well, active efforts have been made such as distribution of newsletters (quarterly), websites (more than 210,000 accesses in total since opening in March 2005), and a mailing list (676 persons). Thus, it is believed that the foundation of AUN/SEED-Net management system has been firmly established. What is required in the future will be that each member university builds a mechanism to maintain and develop the system of AUN/SEED-Net without support. In particular the AUN/SEED-Net Secretariat still depends largely on dispatched Japanese experts. It is important to explore such remedial measures as gradually transferring the functions fulfilled by the Secretariat to the member universities.

### 3-2 Evaluation result in light of the five evaluation criteria

#### (1) Relevance

The project's relevance is high based on the following points:

The policies of ASEAN nations are variable indeed, but human resource development is one of the priority issues in all nations. They typically specify the internationalization of higher education and increases in the number of people in engineering as major issues. Thus, each nation recognizes the importance of developing human resources in engineering for its industrial promotion and economic development. Hence, this project has relevance to the governments' education policies of ASEAN nations.

Viewed from the needs of member universities, they had not been successful in producing qualified people in terms of quality and number who satisfied social needs. Hence, it was necessary to improve the quality of education and research, to increase the size of teaching staff with high academic credentials, and to upgrade the quality of research activities. Under such circumstance, some universities, particularly universities in more advanced ASEAN nations, spelled out the policy to raise the quality of education to international levels or the policy of internationalization. Thus, the project's content to improve the quality of education and research and build a network among universities within the region and with universities in Japan met the needs of the member universities.

The project is also in accord with the Japanese government's policy that attaches further importance to Asia based on close interdependent economic and social relationships with ASEAN nations. The ODA Charter avows the policies that Japan will further strengthen relationships with ASEAN nations and rectify regional disparities with ODA. At the same time, Japan's science and technology promotion policy spells out the principle to strengthen a partnership with Asia including ASEAN nations. This project adopts the scheme in which the host universities in more advanced ASEAN nations accept students from sending-out universities mostly in newcomer ASEAN nations and grant them with high academic degrees. This lies at the root of strengthening relationships and rectifying disparities within the region of ASEAN and also has relevance to the policy of enhancing South-South cooperation.

This project's objective is not only to develop human resources but also to build human networks among people in engineering in ASEAN nations, thereby establishing a framework for human resource development in the whole ASEAN region. Thus, the project was relevant as a multilateral regional project. Particularly, human networks are between students abroad and their supervisor professors as well as among students abroad, but the scheme takes into account a natural expansion of networks through human chains. We conclude that it was appropriate to implement the project as a multilateral regional project involving multiple countries.

## (2) Effectiveness

It is believed that, by the end of the project, the education and research capacity of member universities will be improved through active exchanges among member universities and collaborative relationships among domestic support universities, as a result of the project's implementation. Nonetheless, there still remain some challenges which need to be addressed. They are, for instance, further improvements in education and research capacity of the member universities in CLMV, utilization of human resources developed in phase 1, and sharing of resources. To put it another way, the project formed the foundation of the AUN/SEED-Net framework, and it is essential to build a system in which each member university will be able to develop a self-sustainable framework.

The outputs set for the project brought about an effective approach to achieve the project's objective. For instance, there is a university among member universities that has taken an action to conclude the Memorandum of Understanding (MOU) with an overseas university and promotes a study-abroad program, joint researches, and invitation of professors from overseas countries. Likewise, the governments of Thailand and Indonesia erected a scholarship system for sending teachers from a non-member university to its

SEED-Net member university with the aim of building up the capacity of the teaching staff of the former. Thus, the member universities and the government of each country have been taking actions besides the project activities.

Furthermore, 53% of those who have been conferred academic degrees work as members of the teaching staff and also the remaining 37%, those who continue their doctorate programs after having acquired master's degrees will in all likelihood work in the teaching staff after they have obtained doctorate degrees. Thus, the retention rate will be high after their return.

### (3) Efficiency

We evaluate that the project's efficiency was high in general. The time, quantity and quality of inputs were appropriate in general. However, there was a case in which the procurement of equipment lagged behind, whereby the progress of a research was delayed and an opinion was heard to improve the efficiency of the procurement system. In the project's management, according to the Cooperative Framework agreed in April 2001 that stipulates the framework of AUN/SEED-Net and its management system, a steering committee meeting was held whenever an occasion called for. The AUN/SEED-Net Secretariat was established in Thailand. The Secretariat hired local staff members to make up for the administrative and managerial capacity of the project, which led to efficient management of the project. The level of each member university's commitment is very high in general, and their interest has been mounting as the project progresses. Thus, we have detected no problems. This project was a wide-region project, and efficient management by the Secretariat and the assignment of experienced coordinators by the university side raised the efficiency of this project.

### (4) Impact

The overall goal "economic sustainability is enhanced through engineering human resource development as to reinvigorate the industrial sector of ASEAN countries" is a very ambitious one, and it is too early to judge the probability of achieving the goal. Many factors will be involved in achieving this overall goal in the future. With respect to the indicators of the overall goal, "an increased number of joint researches among member university, Japanese supporting university and private enterprise" and "an increase in the number of exchange activities such as MOU between member university and Japanese supporting university," there is already a member university that is pushing forward similar activities. Thus, there is a visible impact as a result of the project.

Besides the above, we have confirmed an extensive ripple effect; contribution to



laying the foundation for ASEAN integration by enhancing mutual understanding and trust among ASEAN nations, measures to address interdisciplinary and regional emergency issues, vitalization of research activities and university management at member universities, voluntary collaboration outside the project framework, and partnerships with non-member universities in each nation.

#### (5) Self-sustainability

We evaluate that the self-sustainability of the project is somewhat weak.

We consider that policy sustainability will be maintained because support to the policy in each nation has been confirmed through our interviews with the ministry/agency in charge of higher education and the management of universities.

As to institutional sustainability, we judge that this project has formed the foundation of the AUN/SEED-Net framework, but in order for each university to maintain the system and develop its functions, support will be still needed. In the future, the functions performed by the Secretariat should be transferred to universities so that they will be able to manage AUN/SEED-Net.

With regard to technological sustainability, this project has paved the way for developing human resources that will contribute to improvements in the quality of education and researches through the development of human resources in engineering. However, the member university has not yet reached the level to the extent to which it is able to upgrade the quality of education and research without support after the end of the project: ideas and assistance by Japanese experts will be needed. As to human networks, this project laid their foundation, and the networks have begun to function. In order to develop them as long-standing ones, further measures will be required. To that end, knowledge and experience of Japanese supporting universities and support by Japanese experts will be essential.

Finance-wise, the cost sharing amount has been gradually increasing since the start of the project together with the diversification of its content. Myanmar, for example, is a nation that finds it difficult to share the cost. However, many member universities have committed themselves to sharing costs including scholarships and partial travel expenses. Thus, the commitment has been secured to sharing costs, but without JICA's assistance, it will be difficult to maintain the same level of activities as now. In particular, funding is an imperative factor to sustain the project's activities, and in the future some action should be taken to promote the use of overseas fund sources such as the acquisition of competitive research funds and assistance from various funds related to ASEAN. Or, it may be necessary to adopt some ideas such as building a cost-effective framework for

AUN/SEED-Net from the standpoint of “selection and concentration.”

### 3-3 Factors contributing to the achievement of outputs

Such factors include; the management of member universities understood the effect of, actively participated in and promoted the project; cooperation and commitment of Japanese support universities; and great management capacity of the AUN/SEED-Net Secretariat.

During the preparatory period of two years preceding the project’s five-year duration and the first year of its implementation, the persons concerned could not understand the effects of the project and the member universities did not eagerly participate in the project. As the project activities got on the right track, their effects began to be realized, which, in turn, vitalized the activities. In the backdrop of vitalized activities there was obviously an effort to draw out the initiative from member universities, for instance, to formulate a strategic paper each for nine areas of the backbone engineering.

### 3-4 Conclusions

#### 3-4-1 Significance of AUN/SEED-Net

The AUN/SEED-Net project was an unprecedented effort in that it developed human resources in engineering that will support sustainable economic and social development in the ASEAN region through collaborative activities among universities within the ASEAN region and the construction of networks to enhance collaboration between universities in ASEAN and universities in Japan. At the initial stage of the project, people were faced with many problems caused by the complexity of this unprecedented project and its regional and budgetary size. Currently, each program is managed very smoothly, thereby resulting in producing effects in developing human resources and improving education and research capacity of the member universities. As a result, the governments of the nations and universities in the region evaluate the project very highly in general and repeatedly expressed their strong request to continue Japan’s cooperation to this project. Based on such high evaluation from the persons concerned, information was inclusively collected and analyzed for the evaluation at the end of project. The result demonstrates an extremely high significance of the project. Hence, we can reasonably conclude that continual cooperation will be relevant in order to further develop human resources in engineering that contribute to sustainable economic and social development in the ASEAN region, founded upon the outputs of the past cooperation.

#### 3-4-2 Result of evaluation

All the member universities appraise, with varying degrees of achievement, that their education and research capacity have been improved. Hence, the project objective “Educational and research capacities of MIs are improved through the active exchange of resources among them and the collaborative relationship with Japanese Supporting University Consortium (JSUC).,” will be evidently achieved in general. The outputs of the project have been attained as well. There still remain some issues: the level of achievement is variable among member universities; concerning 1) the quality of the teaching staff will be improved and 2) the postgraduate program will be improved in the host university, there are still needs; and concerning 3) building and solidifying networks among member universities and 4) management system of AUN/SEED-Net, the issue of securing self-sustainability poses a challenge.

In the evaluation by the five criteria, relevance, effectiveness and efficiency are high and various ripple effects are confirmed. On the other hand, the issue of self-sustainability is weak in terms of system, technology and funding. Thus, we see the necessity of tackling with these issues.

#### 3-4-3 Issues towards further development

The initial objective and outputs of this project have been attained in general. In addition to the needs for further development of human resources in CLMV, it is necessary to further strengthen or upgrade the system, technology and funding as to the self-sustainability of the framework and activities of AUN/SEED-Net. Hence, continual assistance will be necessary. It is expected that the implementation of phase 2 will enable to develop AUN/SEED-Net, based on the foundation laid in phase 1, into a self-sustainable framework for the development of human resources in engineering in the ASEAN region and at the same time generate a greater ripple effect to non-member universities, the industrial circle, and community as well as member universities.

#### 3-5 Recommendations

##### 3-5-1 Issues to be addressed during the remaining cooperation period

###### (1) Improvement of evaluation and recognition of AUN/SEED-Net

To secure the self-sustainability and social impact of AUN/SEED-Net, it is essential to raise evaluation and recognition of AUN/SEED-Net among relevant governments (the governments of ASEAN nations and Japan), universities/research institutes and the industrial circle. To that end, all parties related to AUN/SEED-Net including the member universities, the governments of member nations, AUN/SEED-Net Secretariat and JICA need to carry out public relations activities as to the significance and

effects of AUN/SEED-Net by maximally utilizing every available opportunity. As the first step, one idea is to organize a meeting to create an opportunity to share the achievements of AUN/SEED-Net with delegates representing relevant ministries and agencies in all member nations so that the governments of the member nations will correctly and accurately appreciate the effects of AUN/SEED-Net.

### 3-5-2 Recommendations for Phase 2

#### (1) Improvement of self-sustainability (financial, institutional, systemic and technical)

##### (a) It is necessary to transfer the project's funding source from JICA to other sources.

That is, the member nations and universities share its costs and/or the use of external resources should be explored. Funding capability varies with the member nation and university. Hence, the cost sharing amount must be decided depending on the situation of each country and university instead of demanding the same amount of cost sharing. On the other hand, it is a must that the project costs be shared among the governments of member nations and member universities, but it will be difficult to maintain a current level of activities of AUN/SEED-Net without getting funds from external sources. Efforts must be made to secure external resources such as competitive funds and the ASEAN Fund. It will be also important to modify the framework into a more cost-effective system/structure than the present one through selection and concentration and/or reforms in the project's management method.

##### (b) Institutional and systemic self-sustainability

At present, almost all functions of the Secretariat are concentrated in the AUN/SEED-Net Secretariat office situated at Chulalongkorn University. To improve the efficiency of management and self-sustainability of AUN/SEED-Net, it is recommended that some of the AUN/SEED-Net Secretariat's functions, if possible, be transferred to member universities.

##### (c) Technical self-sustainability

Under this project human networks have been formed among related universities and produced effects. In order to make the networks sustainable, knowledge, experience, and know-how need to be transferred from Japan.

#### (2) Increases in the number of dispatch of teaching staff from Japanese supporting universities and prolongation of dispatch period

Both host universities and sending-out universities requested that the number of teaching staff to be dispatched from Japanese supporting universities be increased and the dispatch period be prolonged for upgrading the quality of joint researches and joint

supervision of students abroad. Particularly, the sending-out universities have only a limited number of opportunities to receive teaching staff members from Japanese supporting universities. An objective of phase 2 is to open graduate schools and improve the research capacity of universities in CLMV countries. Hence, in light of this plan, the above issue needs to be examined in phase 2. As to the dispatch of teaching staff from Japanese supporting universities, the following possibility may be explored: promoting the participation of younger staff (associate professors, lecturers, and assistant professors) and post-doctorate fellows, utilization of JICA-Net, video conferences using PC (Skype, etc.), and dispatch of professors retired from Japanese universities (it will be better if they are from domestic support universities from the viewpoint of building and strengthening systematic networks) as overseas senior volunteers.

(3) Support to the research conducted by returnee students (teaching staff) of AUN/SEED-Net

The CLMV countries suffer from a serious want of research expenditure and equipment necessary for researches. It is planned in phase 2 to provide assistance to the member universities in Cambodia and Laos that have a plan to open courses for master's degrees. The assistance includes the dispatch of teaching staff from Japanese supporting universities and other member universities and short-term training within the region and in Japan. Through such activities, it will be possible to address this issue. Some efforts should be made such as providing the equipment in disuse at domestic support universities and other member universities (National University of Singapore/Nanyang Technological University, etc.) to other member universities and secure research expenses by obtaining and utilizing competitive research funds outside the framework of AUN/SEED-Net (for instance, Japan Society for the Promotion of Science and the Special Coordination Funds for Promoting Science and Technology, etc.). This is an issue that should be promoted also from the viewpoint of long-standing self-sustainability of the AUN/SEED-Net framework.

(4) Problem of limitation to the duration of a Sandwich PhD Program

Some host universities expressed the opinion that it was difficult to limit the duration of a doctoral program to three years viewed from the time required for deciding a research theme and schedule adjustment of external examiners who would appraise the thesis. This problem was discussed in the Tenth Steering Committee Meeting (in Manila) and the member universities came to agreement that, in principle, the duration should be set

for three years, but if the time got longer than three years, a host university would pay the tuition fees during the extension period. In the future, it is recommended to review this issue based on the analysis of actual situation.

(5) Continuous connection with the host university when going on to a doctoral program in Japan

First of all, it is essential both for students and for teaching staff to make efforts to keep in touch even after advancing to a doctoral course in Japan. Specific ways of keeping communication will be the participation of a student who studies PhD in Japan in a SEED-Net field-wise seminar (once during the period of study abroad), use of the opportunity to make a short-term visit to Japan by the former supervisor of a host university, and participation in joint researches conducted by the host university one graduated from.

(6) Selection of themes for joint researches

Sending-out universities (Institute of Technology of Cambodia and Hanoi University of Technology) expressed an opinion that the themes of joint researches did not necessarily meet their needs. On the other hand, host universities claimed that involvement in and commitment to joint researches were not very strong among sending-out universities. Thus, the theme-setting of joint researches poses a problem. It is difficult to have perfect matching, but actions should be taken to select themes of joint researches that are commonly shared by the persons concerned by improving communication among relevant persons through a seminar by area and by the programs among member universities and of short-term visits to Japan. In particular, it is recommended that the needs/requests of sending-out universities be met as much as practicable in joint researches.

(7) Redefinition of the purpose and function of the field-wise seminar

The building of human networks among the member universities, which was one of the main purposes of the field-wise seminar, was achieved. Thus, it is necessary to re-define the purposes and proper frequency suited for each area of study.

(8) Response to the desire to become a host university

Sending-out universities and their countries such as Ho Chi Minh City University of Technology, Hanoi University of Technology and Bandung Institute of Technology express their desire that they want to participate in AUN/Seed-Net not only as

sending-out universities but also host universities. It is anticipated that phase 2 will enable them to partly perform the functions of the host university through its joint postgraduate program.

(9) Confines of study-abroad within the region and in Japan

There is a strong need for study-abroad within the region and in Japan, particularly in the CLMV nations. On the other hand, limitations are imposed on the number of such students. As a result, there are cases in which a sending-out university is not able to send out its students for studying abroad despite its request, thereby affecting its human resource development planning. JICA will not be able to expand the scope of its present program for overseas students. Therefore, this issue needs to be addressed by increasing the amounts of cost sharing by host universities and sending-out universities and/or by promoting partnerships with external resources (ASEAN Fund and study-abroad with government scholarships)..

(10) Request for the expansion of member universities

The governments of Malaysia, Indonesia and Vietnam have requested to expand member universities to their other domestic universities. The primary purpose of AUN/SEED-Net lies in strengthening the top universities, thereby aiming at producing a ripple effect to other domestic universities. It is expected that the government of each country will make some arrangement (as an example: domestic study-exchange system) to bring about a ripple effect through a partnership between member universities and domestic universities.

(11) Decentralization of the Secretariat's functions

It is recommended from the viewpoint of self-sustainability that the Secretariat transfers its functions, starting from those that can be handled by university (including holding a seminar by area, arrangement of travels for students studying abroad within the region, and the first screening of a financial report of the member university, etc.), to the member universities while discerning the situation of each university.

(12) Necessity of public relations activities on the merits of AUN/SEED-Net in comparison to other scholarship systems

In order to get bright students, it will be necessary to carry out public relations activities to sending-out universities, whenever there is an occasion, as to the significance of study-abroad within the ASEAN region and the advantages of the AUS/SEED-Net's

programs in comparison to studying in America and Europe.