



## United Nations Development Programme

Country: Lao PDR

### Programme Document

**Programme Title:** *Realizing the MDGs in Lao PDR - Consolidated Programme of Support to MPI for the Achievement of the Valuable Goals of the 7<sup>th</sup> NSEDP 2011-15*

**UNDAF/CP Outcome 1:** By 2015, the Government has effectively implemented the MDG-based NSEDP for more inclusive, equitable and sustainable development.

**Expected CP Output 1.1:** Substantially strengthened capacities for NSEDP implementation and increased aid effectiveness.

**Implementing Partner:** Ministry of Planning and Investment (Department of International Cooperation (DIC), Department of Planning (DoP), Lao Statistics Bureau (LSB), National Economic Research Institute (NERI), and Department of Investment Promotion (IPD)

**Responsible Parties:** Department of International Organisation (DIO), Ministry of Foreign Affairs, and Pilot Provinces (TBD)

#### Brief Description

*The main objective of this consolidated programme of support is to provide more efficient and results-based support to help Lao PDR achieve the valuable goals of the 7<sup>th</sup> National Socio-economic Development Plan 2011-15, especially more inclusive and equitable growth, the MDGs and substantial further progress towards graduation from Least Developed Country (LDC) status.*

*In order to generate additional synergies, reduce overhead and transactions costs, and further increase managerial and administrative efficiency, the Government has requested that several separately implemented UNDP projects at MPI supporting in various ways the achievement of the goals of NSEDP be consolidated into a single more efficient results-based programme. In particular, three Government implemented capacity building projects supporting respectively NSEDP formulation and monitoring, the Round Table Process, and policy-informing research on human development have been consolidated into a single programme of support to MPI. In addition, more systematic linkages will be developed with other UNDP programme activities, and those of other UN Agencies and development partners.*

*The new consolidated support programme builds upon earlier capacity building support and includes four mutually supportive components each aimed at assisting the Government achieve the valuable goals within the NSEDP. These four components include: 1. Support to consultative planning, implementation, monitoring, assessment and reporting on the NSEDP/MDGs; 2. Support to strengthening effective monitoring and evaluation of progress towards goals of NSEDP/MDG via LaoInfo; 3. Support to strengthening the Round Table Process for achievement of NSEDP/MDGs; and 4. Support to advancing Human Development through policy-informing research on Human Development Issues especially relevant for achieving NSEDP/MDGs.*

*Notably, this more programmatic approach also better conforms with the commitments of the Paris and Vientiane Declarations on Aid Effectiveness.*

Programme Period:	<u>2011-2015</u>
Key Result Area (Strategic Plan):	_____
Atlas Award ID:	<u>00061662</u>
Start date:	<u>01/06/2011</u>
End Date	<u>31/12/2015</u>
PAC Meeting Date	<u>31/03/2011</u>
Management Arrangements	_____

2011 AWP budget:	<u>\$1,117,000</u>
Total resources required	<u>\$9,060,600</u>
Total allocated resources:	_____
• Regular	<u>\$3,417,688</u>
• Other:	
o Luxembourg	_____
o Donor	_____
o Donor	_____
o Government	_____
Unfunded budget:	<u>\$5,642,912</u>
In-kind Contributions	\$ 100,000 worth

Agreed by (Implementing Partner): \_\_\_\_\_

Agreed by UNDP: \_\_\_\_\_

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## I. SITUATION ANALYSIS

### The Socio-Economic Context

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Lao PDR is a landlocked Least Developed Country (LDC) characterised by low levels of per capita income, low levels of human resource development, and lack of economic diversification. The country has a diverse population of just over 6 million people made up of at least 49 main ethnic groups that can be classified into four ethno-linguistic families: Tai-Kadai, Mon-Khmer, Hmong-Mien, and Tibeto-Burman.

Lao PDR has been successfully transitioning from a centrally-planned economy to a much more market-based system since the introduction of the New Economic Mechanism (NEM) in 1986. This has contributed to relatively high economic growth over much of the past two decades including GDP growth averaging more than 7 percent per annum between 2001 and 2010. Overall poverty has almost halved over the past two decades from 46 percent in 1992-93 to 26.7 percent in 2007-08 and significant progress has been achieved with regard to a number of other MDGs (Annex 1a). Over the same period the Human Development Index for Lao PDR improved steadily from 0.240 to 0.497.

While living conditions have improved markedly in urban areas, and poverty has continued to decline, poverty and near poverty still remain widespread, especially in rural areas where the vast majority of Lao people still live and work largely at a subsistence level. Moreover, progress towards several MDGs is seriously behind despite high GDP growth. Special efforts will be needed to accelerate MDG progress in the areas of child malnutrition, maternal mortality, gender equity, environmental sustainability and UXO removal (Annex 1b). Income disparities have also increased significantly in recent years as reflected by a significant rise in the country's GINI coefficient from 28.6 to 35.7 between 1992 and 1997, highlighting the need for more inclusive and equitable growth.

In recent years, high GDP growth has been increasingly driven by high global commodity prices and large inflows of foreign direct investment (FDI) attracted by the country's rich natural resource sectors (hydro, mining, forestry, and increasingly industrial crop plantations). At the same time, the quality of growth (including equity and sustainability), and the underlying quality of FDI, natural resource management and environmental sustainability are critical emerging issues. Similarly, judging from concerns increasingly expressed in the National Assembly, security of land and home for Lao people is also a growing concern due to the rapid growth of foreign investment approvals in land related investments and the still nascent stage of legally secure land titling for most Lao families and communities, especially in rural areas. As a result, FDI will need to be more strategically mobilized to effectively contribute to the achievement of the country's valuable goals outlined in the country's National Socio-Economic Development Plan (NSED) 2011-15 including the MDGs and further advancing the country towards graduation from LDC status.

The country faces additional significant challenges to food security, human security and rural development arising from the scale and extent of unexploded ordnance (UXO) that remains from the second Indo-China War which ended in 1975. All 17 provinces suffer from UXO contamination and on average over 300 citizens per year fall victim to UXO.

Governance systems continue to develop. Lao PDR has made steady progress in adopting and implementing international treaties and norms. The National Assembly is increasingly exercising its role as a legislative, representational and oversight body. The legal system is gradually expanding its

reach. At the same time, new challenges have emerged in recent years in the economic governance of land and natural resources.

### **The National Socio-Economic Development Plan (NSEDP)**

The country's National Socio-Economic Plan (NSEDP) embodies the Government's most important development goals and related plans for their achievement. The NSEDP also serves as the common over-arching framework for the mobilization and coordination of resources from both national and international development partners for the achievement of the country's development goals.

In March 2011, the 7th NSEDP 2011-15 will be approved by the Party Congress, and will then be passed through the National Assembly in June 2011 for endorsement and approval. The 7th NSEDP introduces a much stronger focus on inclusive and equitable growth, achieving the MDGs by 2015, and further advancing the country towards graduation from LDC status by 2020.

According to the near finalized draft of the 7<sup>th</sup> NSEDP 2011—2015, the Government is again aiming for a relatively high GDP growth rate of at least 8% per annum over the next five year period, up from an average of 7.9% in the previous five years. Poverty is to be reduced to below 19% of the population by 2015 and specific targets have been set for achieving the other MDGs including, among others, substantially reducing chronic child malnutrition, reducing the high infant and maternal mortality rates, increasing the primary school enrolment rate, improving access to clean water, further increasing gender equality, accelerating UXO removal and better ensuring environmental sustainability. To achieve annual GDP growth of 8%, total investment of 32% of GDP or about US\$ 15 billion is required. In addition to national sources of finance (8-10%), external sources of official development assistance (ODA) (26% -28%) and domestic credit of 10-12%, the 7<sup>th</sup> NSEDP also plans to rely heavily on FDI (50-56%) to help further fuel GDP growth.

The new NSEDP also aims to increase the quality and inclusiveness of GDP growth including the underlying quality of FDI being mobilized to help achieve the country's development goals. In order to better safeguard the well-being of Lao families and communities especially in rural areas, as well as to safeguard progress already achieved towards the MDGs, the 7<sup>th</sup> NSEDP also commits to issue 1 million new legally-secure land titles over the next five years.

### **The Round Table Process (RTP)**

The Round Table Process (RTP) is the Government's main mechanism for the mobilization and coordination of Official Development Assistance (ODA) for the achievement of the country's development goals as outlined in the NSEDP. Over the past decade, the RTP has evolved into an increasingly effective process for substantive dialogue, helping to develop common understandings on the country's development priorities and further increase aid effectiveness.

At the 10th High Level Round Table Meeting (RTM) in October 2010, Government and Development Partners signed an MDG Compact further reinforcing their collective commitment to achieve the MDGs by 2015. Notably, a new MDG 9 on accelerated UXO removal was included as part of the MDG Compact. In addition, many participants throughout the RTM expressed strong support for ensuring equity across all sectors of society, particularly in education and the workforce. The promotion of mother and child health was emphasized by several development partners, highlighting the multiplier effects that addressing this challenge can have on meeting the other MDGs. The Government commits to further improving the quality of FDI that is approved and admitted into the country and to ensuring effective natural resource management including sound land management. Participants called for the further development of effective governance systems,

and greater efforts at environmental sustainability and minimizing impacts on climate change among others.

In addition to the Round Table Meetings (RTMs), which have traditionally taken place every three years and which have a major focus on new ODA mobilization, a range of related consultations have also come to play an important role within the overall RTP. These include annual Round Table Implementation Meetings or RTIMs (in years between full RTMs), which annually review the progress of NSEDP implementation, consolidate lessons learned and work to achieve consensus recommendations for accelerating progress. There are also more specialized substantive pre-consultations aimed at enriching preparations for the annual RTIMs/RTMs. Quarterly informal donor meetings share relevant information on a quarterly basis and further facilitate Development Partner contributions within the Round Table Process.

In addition, the Sector and Thematic Working Groups formed in June 2005 have become the primary locus of coordination at the sector and thematic levels between Government and development partners. Such Sector and Thematic Working Groups now bring together Government, development partner agencies and INGO representatives in eight key areas: Health; Education; Infrastructure; Agriculture and Natural Resource Management; Governance; Macro-Economics and Private Sector; (UXO) Mine Action; and Drug Control.

The Sector and Thematic working groups provide more focused forums for discussion and consensus-building in support of the development priorities identified in the NSEDP, and work within the government-led common-framework provided by the Vientiane Declaration on Aid Effectiveness, signed by government and a wide range of development partners at the 9th RTM in 2006.

### **The National Human Development Report (NHDR)**

Economic growth is necessary for development, but does not automatically lead to poverty reduction and increased equality. The National Human Development Reports (NHDRs) seek to widen the intellectual frontiers of human development from both global and local perspectives. The NHDRs share the common goal of placing people back at the center of the development process in terms of economic debate, policy and advocacy and in order to shape a clearer path towards achieving the MDGs.

The first NHDR of Lao PDR entitled the *National Human Development Report (1998)* explains the concept and importance of human development. Significantly, for the first time it presents a picture of the state of human development in the country as of 1996, thus providing a baseline for future developmental measurements. The Report also explains some of the initiatives undertaken by the Government to improve the state of human development and refers to the national plans. It also compares the development situation with that of other ASEAN countries, placing Lao PDR in a regional context.

The second NHDR, *Advancing Rural Development (2002)*, takes an in-depth look at different aspects of rural society in Lao PDR. In a country where 80% of the population lives in rural areas, the report provides an important analysis of agricultural systems from wet rice paddies to uplands forestry and looks at the impact of opium growing and unexploded ordnance development. It also assesses the strengths and weaknesses of current government policies regarding rural development and concludes that decentralization is crucial in order to ensure their success. The report also includes informative chapters on ecology and the ethnic diversity of Lao PDR.

*International Trade and Human Development* (2006) is the third NHDR of Lao PDR and recommends the "best path to take that will simultaneously boost trade and human development." The report demonstrates that under the right conditions, increasing international integration and trade in Lao PDR could play a vital role in the realization of the MDGs and in the country's graduation from LDC status by 2020. However, increased trade does not automatically guarantee meaningful and sustainable improvements in people's lives. Greater openness to trade offers significant opportunities for human development, but also has the potential to widen existing inequalities. Concerted efforts on the part of Government are required to ensure that the benefits from international trade accrue to all and are equitably distributed.

The fourth NHDR on *Employment and Livelihoods in Lao PDR* was released in mid-2010 and provides a set of recommendations on how to improve human development in Lao PDR through employment. It suggests improving people's livelihoods through more and better jobs in the non farm sector, raising employability through initiatives targeting vocational training centers and non formal education, improving rural incomes by addressing issues such as agricultural land availability and agricultural productivity, promoting decent work and ensuring that social safety nets are available to migrant workers, and investing in people from the very beginning through an improved formal education system and the promotion of good health.

The strategic selection of human development topics for future NHDRs and the production of Provincial Human Development Reports (PHDRs) is important to ensure that the human development approach will be integrated into planning processes, from the national to provincial level. Participation at the local level is vital to ensure quality planning, and selecting appropriate topics for future NHDRs in support of NDESP implementation and producing PHDRs will help to ensure quality growth from the community level up.

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## II. STRATEGY

### LESSONS LEARNED

The mid-term review of the UNDP Country Programme Action Plan (CPAP) highlights that the support to MPI on the Round Table process, NSEDP planning and implementation, improving national statistics and the NHDR have made important contributions at the macro and policy level toward MDG achievement, graduation from LDC status and donor harmonization and aid effectiveness. Many stakeholders have expressed significant confidence in the process and appreciate the added value of the Round Table process co-chaired by the Government and the UN/UNDP. This confidence is closely linked to the perception that UNDP is a neutral and trusted partner bringing the government and donor community together. The Round Table Process, including the annual Round Table Implementation Meeting, the main RTM and its preparatory events and activities of all Sector Working Groups have all contributed to strengthened Government ownership, increased alignment of ODA with national development priorities and greater donor harmonisation aimed at achieving better results towards donor harmonization aid effectiveness. SWGs are now more closely linked to the Round Table Meetings and this link could be further strengthened not only with the RTMs but also with the annual and five-year planning process. Increased engagement at the provincial level is required to ensure that the realities on the ground are incorporated into national level discussions, building on experience from consultation in Xayaboury in 2009. A web-based ODA database (Aid Management Platform – AMP) has been established to improve ODA monitoring. The next step is to ensure that there is a collaborative effort from the Government and Development Partners to support the functioning of the system by providing the necessary data and inputs as required.

Some important steps have been taken to improve the implementation and monitoring systems of the NSEDP and annual plans through a diagnostic review of the M&E framework and pilot assessment of the current M&E framework at district and village levels in three provinces (Luang Prabang, Khammoune and Attapeu). Steps have also been taken to prepare a participatory planning manual that can be used by all stakeholders. Although the draft manual is available, it needs to be finalised and approved by all stakeholders concerned before it can be used. In addition, capacity strengthening, especially for local planners, is necessary to ensure effective planning and implementation. Limited data availability continues to be a major constraint in economic planning, resource budgeting and management, policymaking and progress monitoring. The Government has made greater efforts in improving statistics as evidenced by the recent upgrading of the Department of Statistics to the Lao Statistics Bureau (LSB). This change will result in the increased standardisation of data collection, processing and dissemination. To facilitate the monitoring of the 7<sup>th</sup> Plan, it has been proposed that the LaoInfo database be upgraded further so that it can be used as a tool to monitor the NSEDP and MDGs based on the indicators that are being finalised for the 7<sup>th</sup> Plan. With support from UNICEF, UNFPA and UNDP, LaoInfo was upgraded from version 4.1 to the new version 5.1 and staff of the LSB has been trained in data processing, analysis and dissemination.

In addition, it was agreed during the final evaluation of the National Human Development Report project that while participation in the NHDR project had strengthened LSB's capacity, further support would be needed to further develop LSB data collection systems and analytical capacity. It has also been noted that UNDP's NHDR project has made a significant contribution to the national planning process. This is especially the case with the 4th NHDR on Employment and Livelihoods which provided important inputs into the drafting of the 7<sup>th</sup> NSEDP Plan. The NHDR project evaluation also recommends that the NHDR team should develop a systematic communication and coordination strategy to improve cooperation, synergies and information exchange with other units within MPI, in particular with Department of Planning and NERI as well as with the Line Ministries.

Despite UNDP's significant achievements in supporting MPI in a wide range of projects and initiatives thus far, many of these small-scale projects have made significant demands on time and effort without always delivering adequate impact. For this reason, the CPAP mid-term review recommended that for any new initiatives of support for MPI, there needs to be a more coordinated approach to programming and better integration with the existing government systems.

## **Rationale**

The main rationale for this consolidated programme of support to MPI is to provide more efficient and results-based support to help the country achieve the valuable goals of the 7<sup>th</sup> National Socio-Economic Development Plan 2011-15, especially the MDGs and substantial progress towards graduation from LDC status by 2020. Based on the Government's request to consolidate several separately implemented UNDP projects at MPI supporting in various ways the achievement of the NSEDP into a single, more efficient results-based programme and in line with the UNDP Country Programme Action Plan (CPAP) review recommendation, UNDP project interventions at MPI are being re-designed and consolidated into a single programme. This new programme, "Consolidated Programme of Support to MPI for the Achievement of the Valuable Goals of the 7<sup>th</sup> NSEDP 2011-15", has been extended to cover the period 2011 – 2015, in line with the Government's decision to better synchronize the Government-led Round Table Process with the NSEDP 2011-15. The three projects concerned had previously been implemented separately by three departments at MPI: the Department of Planning (DOP) implemented "*Support to Planning, Monitoring, and Evaluating the NSEDP*"; the Department of International Cooperation (DIC) implemented "*Enriching the Round Table Process for Increased Aid Effectiveness and Development Results*"; and the LSB implemented "*Strengthening Capacity for National Human Development Reporting*". The new programme will consolidate these three projects into one and will be funded by UNDP and other interested development partners.

The programme aims to strengthen the Government's capacity at central and local levels to improve its planning, implementation and monitoring processes, promoting an integrated and coordinated approach to mainstream poverty reduction, gender equality and achievement of the MDGs. It also aims to improve monitoring and reporting of the 7<sup>th</sup> Plan in order to promote the utilization of information and policy research and analysis for more effective plan implementation and future policy and strategy formulation and planning. Building upon the success of the Round Table Process to date, the programme will further strengthen capacity of the Government for effective management and coordination of Official Development Assistance (ODA) and for mobilizing high quality Foreign Direct Investment (FDI) to contribute to the achievement of the 7<sup>th</sup> Plan priorities.

In addition to reducing overhead and transactions costs, and increasing operational efficiency, the new consolidated programme is also designed to strengthen linkages and generate additional valuable synergies across these capacity building interventions. Moreover, the support from UNEP and UNDP's Poverty Environment Initiative (PEI) project being implemented by MPI's Investment Promotion Department (IPD) will also be more effectively linked with the new consolidated programme.

The new programme ultimately aims to benefit the poor. Participatory local planning processes will help build capacity of local communities in planning and implementation so that their voices can be



effectively incorporated at the policy level. In addition to the National Human Development Report, the provincial HDR is to be produced with the aim of increasing focus on local human development issues.

The new consolidated programme of support to MPI will comprise four main components, each sharing the common goal of assisting the Government achieve the valuable goals of NSEDP 2011-15, especially more equitable and inclusive growth, the country's MDGs and further advancing the country towards graduation from LDC status.

### **Component 1: Support to Consultative Planning, Implementation, Monitoring, Assessing and Reporting on the NSEDP/MDGs**

The main objective of this first component is to strengthen the capacity of MPI to translate the five-year NSEDP into effective results-based annual implementation plans, including public investment programmes, aiming at securing continual progress towards the valuable goals of the NSEDP. The Department of Planning (DOP) will take the lead in facilitating, coordinating and drafting the annual implementation plans and end-year reviews in close consultation and collaboration with other MPI departments, the Ministry of Finance and other concerned Ministries and Government agencies at the central and provincial levels.

The annual plan formulation and review process will be underpinned by increasingly reliable monitoring data provided by the LSB, formerly Department of Statistics at MPI. Similarly, the annual plan formulation process will be further enriched by the development of more systematic linkages with the Government-led Sector Working Groups (SWGs) facilitated by DIC within the Round Table Process. Policy-informing applied research on human development and MDG-related issues by the National Economic Research Institute (NERI) at MPI will further enrich the annual plans and help guide their implementation towards the achievement of the valuable goals of NSEDP.

This first component will also help develop capacity for local-level consultative planning and implementation while taking into account lessons learned from the kumban experience. Capacity building support will be provided for the further development of monitoring and evaluation of NSEDP at the central and provincial levels.

In close consultation with the Department of International Cooperation (DIC), the Department of Planning (DOP) will ensure that the annual NSEDP implementation plans and reviews are prepared and disseminated in advance, feeding into the discussion at the annual Round Table Implementation Meetings (RTIMs) and Round Table Meetings to help guide substantive dialogue as well as help mobilize and coordinate official development assistance towards the achievement of the NSEDP goals especially in those areas it is most needed.

Formulation of the 8<sup>th</sup> NSEDP 2016-2020 will be informed by all of the above, especially the various reviews of the 7<sup>th</sup> NSEDP and related annual plans, close consultations with the Ministry of Finance and other Government Ministries/Agencies at the central, provincial and sub-provincial levels, inputs from the various Sector and Thematic Working Groups (SWGs/TWGs) as well as consultations with Development Partners particularly on cross-sector/cross-cutting issues such as poverty-environment, gender and HIV/AIDS.

The component 1 also includes capacity building support to the MDGs and LDC Secretariats in the Department of International Organization (DIO) of the Ministry of Foreign Affairs (MoFA) to ensure that Secretariats effectively coordinate and facilitate progress towards the MDGs and implementation of the LDC Plan of Action. Advocacy and awareness raising campaigns for the MDGs and LDC Plan of Action will be conducted both at the central and the local levels, and progress reports for the both initiatives will be prepared, published and disseminated in a timely manner to facilitate substantial dialogues within the RTP over the progress and the way forward. As the MDG deadline is fast approaching in five years, off-track MDGs and innovative options to reach the unreached will be particularly emphasized to accelerate progress towards the MDGs using the principles in the MDG Acceleration Framework published by the Government of Lao PDR and the UN in 2010.

### **Component 2: Support to Effective Monitoring and Evaluation of Progress towards Goals of NSEDP/MDGs via LaolInfo**

The main objective of this component is to strengthen the monitoring of the 7<sup>th</sup> Plan implementation and progress towards the MDGs. This will be achieved through improvement of the common database (LaolInfo) that contains updated data disaggregated by sex, age group, region and ethnicity to support evidence-based planning and decision making at both national and sub-national levels in a timely manner. Assessments and reviews of capacity needs will be conducted, and targeted capacity building assistance will be provided.

Special attention will be given to establishing data uniformity to facilitate common data usage across institutions and sectors, as well as ensuring software compatibility with other data bases including ODA and FDI databases.

Greater focus will be given to dissemination and practical application of data. This second component will also support targeted training to government statisticians, planners and policy-makers where most needed.

### **Component 3: Support to Strengthening the Round Table Process for Achievement of NSEDP/MDGs**

The main objective of this component is to further strengthen the capacity of MPI to lead the effective mobilization and coordination of ODA for the achievement of the valuable goals of NSEDP, especially the MDGs and advancing the country towards graduation from LDC status. This will involve further strengthening the capacity of MPI's Department of International Cooperation (DIC) in helping the Government lead and facilitate the effective mobilization and coordination of ODA provided by the country's growing number of Development Partners.

Additional targeted capacity building support will be provided to help further develop the Government's capacity to lead high quality consultations with its Development Partners at the national, provincial and sector levels. Well-targeted capacity building assistance will be provided to further enhance and enrich the quality of substantive background papers for RTP-related consultations, especially the annual RTIMs/RTMs. The annual NSEDP implementation plans and end-year reviews facilitated and prepared by the Department of Planning will also be made available in advance of the annual RTIMs/RTMs to help develop common understandings on the Government's evolving NSEDP priorities and help guide Development Partner assistance towards the achievement of NSEDP/MDGs. Similarly, policy-informing applied research prepared by the National Economic

Research Institute (NERI) would be provided to enrich RTP consultations when useful for developing common understandings on NSEDP implementation issues especially at the local level.

This third component also provides assistance for organizing and convening Round Table Meetings aimed at mobilizing additional ODA assistance to address any major unplanned or unexpected urgent needs or major shortfalls in achieving progress towards the valuable goals of NSEDP and MDGs.

The work of the Sector and Thematic Working Groups will be made more practical and results-based by better orienting them towards helping to achieve the NSEDP/MDGs through further development of the SWG terms of reference and work plans. Similarly, the work of the SWGs/TWGs within the Round Table Process will also be more systematically linked with DOP's work on the formulation, monitoring and end-year reviews of annual plans. If required, targeted technical assistance and logistical support will also be provided to the individual SWGs/TWGs.

Importantly, targeted capacity building assistance will also be provided to increase aid effectiveness through the framework provided by the Vientiane Declaration on Aid Effectiveness and related Country Action Plan. Further underpinning the Round Table Process, technical assistance will be provided for the further development and sustainable implementation of the ODA data reporting system and its effective use as a tool for increasing the transparency, predictability and effectiveness of ODA to Lao PDR. To strengthen the link between planning, budgeting and monitoring, this ODA monitoring tool (Aid Management Platform – AMP) will be linked to the NSEDP monitoring system (LaolInfo) to provide a holistic analysis on implementation progress as well as resources mobilized for the NSEDP.

#### **Component 4: Support to Advancing Human Development through Policy-Informing Research on Human Development Issues Especially Relevant for Achieving NSEDP/MDGs**

The main objective of the fourth component is to help further develop government capacity to undertake applied policy research on strategically-selected human development issues especially relevant to achieving the goals outlined in the NSEDP, particularly the MDGs and advancing progress towards the country's graduation from LDC status. Such policy-informing research will also help inform the formulation of annual NSEDP implementation plans, and eventually the formulation of the 8<sup>th</sup> NSEDP 2016-2020.

Important activities and outputs will include the research, production, dissemination and use of periodically published National Human Development Reports (NHDRs) and Provincial Human Development Reports (PHDRs) looking at the issues critical to both national and provincial development in order to promote equitable, sustainable growth and gender equality.

More systematic linkages will be developed between the applied research work of MPI's National Economic Research Institute (NERI) and the work of the Department of Planning (DOP), Department of International Cooperation (DIC) and the Lao Statistics Bureau (LSB). Background research papers and related findings will be shared in a timely manner to inform the work of DOP on NSEDP and DIC on the Round Table Process.

Similarly, emerging NSEDP implementation concerns will be more systematically conveyed by DOP to help guide the practical applied research work of NERI.

The regular quarterly macro-economic reports prepared for the Government will include analyses of any emerging issues relevant to NSEDP/MDG implementation. Much greater focus will be given to dissemination and awareness raising of valuable research findings. Targeted training will be supported where most needed.

## **Partnerships**

The consolidated programme of support to MPI is also designed to emphasize linking and partnering with existing and emerging initiatives to generate additional synergies for the achievement of NSEDP/MDGs. Closer linkages and partnerships will be forged with all partners. In particular, there will be a focus on Ministry of Finance, in order to strengthen the linkages between planning and budgeting, and also with Ministry of Foreign Affairs and line ministries, with regard to the ODA database, SWGs and overall coordination and monitoring of the MDGs. The programme will further enhance closer cooperation between research institutes and government agencies within National Research Network (NRN) particularly in jointly conducting research to produce the 5<sup>th</sup> NHDR and provincial HDRs and related research topics to support the implementation of NSEDP.

With Oversight Agencies – The National Assembly (NA) plays the increasingly important role of reviewing the NSEDP prior to final approval for implementation. The NA has also been playing an increasingly valuable role in providing the Government with feedback throughout the NSEDP implementation period, including evolving views and concerns of everyday Lao citizens via the National Assembly's hotline. To better facilitate two-way information flows and feedback between the Government and the NA, linkages can be further strengthened including via the UN supported SELNA project.

Additionally in 2010, the Government further developed the legal basis for the institutional framework required to support the effective planning, implementation and monitoring of the NSEDP. The new Law on Statistics creates and specifies the staffing and tasks of statistics units at each administrative level (village, district, province) and within each Ministry, elevates the status of the MPI Department of Statistics to LSB, and assigns to it the responsibility to train and support these units in a long-term initiative to create a comprehensive and coherent national statistical system to monitor NSEDP implementation and provide regular feedback into the annual and five year planning processes.

With other UNDP projects – The programme is designed to link its activities with other UNDP projects in key areas to further generate potential synergies for the achievement of the NSEDP goals. These include the Poverty and Environment Initiative (PEI), aimed at assisting the Government to further improve the quality of FDI being approved and admitted into the country, decentralized planning procedures, District Development Fund (DDF) and the broader initiatives of the Governance and Public Administration Reform programme and the "Capacity Development for National Implementation" project, among others. Care will be taken to coordinate with Democratic Governance capacity-building interventions at the national and sub-national levels so as to avoid duplication. Particular attention will be paid to coordinating interventions at the village, kumban, district, and provincial level in the two provinces in which the provincial HDR, kumban-level and statistical capacity building for NSEDP monitoring and reporting will be implemented. Special attention will be devoted to coordinating targeted interventions in support of off-track MDGs with the Environment Unit village level activities and to build upon and extend the structures established through PEI project interventions.

With other development partners – The programme will seek to optimize linkages with the programmes of other UN Agencies and Development Partners. Linkages with other UN programmes, funds and specialised agencies, particularly UNFPA and UNICEF will be strengthened, in specific programme areas such as cooperation on Laolnfo updating and implementation and targeted interventions in support of MDGs. Cooperation in joint efforts with UN WOMEN and UNFPA in support of off-track MDG 3 will be a priority. Throughout implementation, the programme will also strengthen collaboration and synergies with other initiatives within MPI, supported by other development partners including the Luxembourg bilateral cooperation to DIC/MPI, ADB and EC technical assistance, and Australian volunteer support to strengthen aid effectiveness, JICA's PCAP programme, GIZ local planning work as well as WB initiative in support of costing and prioritization and the Poverty Reduction Fund while seeking to build on lessons learned from Luxembourg's experience in implementing kumban plans to strengthen the planning process.

The programme will also link with the ILO Social Security Department to provide technical and analytical support to a preliminary cost assessment of the provision of basic social insurance. The ILO/SSD in collaboration with WHO has been researching and piloting expanded social security coverage in low income countries as a key contributing factor to the achievement of the MDGs.

### **Gender Equity**

Although women are well represented at the middle- and upper-middle levels of management in central level, significant effort is needed to improve gender equity at all levels and especially to further address gender issues at the local level. As a result, specific measures are required to encourage and support the engagement of women in decision-making. Significantly, there is no simple tool to integrate gender considerations at all levels of planning, monitoring and reporting on the NSEDP across the country. Successful implementation of the programme will require that gender equity remain an important consideration for each component of the programme and that each output be used as an opportunity to orient activities in a way that promotes gender equity while acknowledging and respecting the cultural-ethnic roles of gender.

### **Geographical Targeting**

Wherever possible, resources will be coordinated to maximize synergies across the four Components and their outputs by targeting the same Provinces and districts. For example: research on NSEDP impact, capacity building for NSEDP monitoring and reporting, PIP process management, targeted action for off-track MDGs (Component 1) and provincial HDRs (Component 4) will be conducted in the same two provinces and/or districts. This work will then feed into the discussion within the Round Table Process at provincial, sectoral and national levels. The same logic will be applied to improving the coordination of related training activities and local level interventions undertaken by the Democratic Governance and Environment programmes, by other UN Agencies and by other Development Partners.

### III. RESULTS AND RESOURCES FRAMEWORK

<b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b> CP Outcome 1.1: Substantially strengthened capacities for NSEDP implementation and increased aid effectiveness.				
<b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b>				
<b>Applicable Key Result Area:</b>				
<b>Partnership Strategy : see page 11</b>				
<b>Project title and ID (ATLAS Award ID):</b> Realizing the MDGs in Lao PDR -- Consolidated Programme of Support to MPI for the Achievement of the Valuable Goals of the 7 <sup>th</sup> NSEDP 2011-15				
<b>Component 1: Support to Consultative Planning, Implementing, Monitoring, Assessing and Reporting on the NSEDP/MDGs</b>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR 5 YEARS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1:</b></p> <p><b>Poverty reduction and MDG priorities incorporated in annual plans and budgets, and prioritized in Public Investment Programmes (PIPs)</b></p> <p><b>Baselines:</b></p> <p>1-1. Instruction to focus more on the MDGs and poverty reduction in the annual plan and provincial plans not available yet</p> <p>1-2. MDG targets and poverty reduction are not particularly addressed in the provincial plans</p> <p>1-3. Mid-term and end-term review of the 7<sup>th</sup> NSEDP conducted and published</p>	<p><b>Target 2011:</b></p> <p>1-1. Government instructions drafted to focus more on the MDGs and poverty reduction incorporated in the annual plan and provincial plans</p> <p><b>Targets 2012:</b></p> <p>1-1. Government instructions issued to focus more on the MDGs and poverty reduction incorporated in the annual plan and provincial plans (2012 onward)</p> <p>1-2. 50% of the selected provinces incorporate poverty reduction and MDG targets in their provincial plans</p>	<p><b>Activity Result 1-1: The 7<sup>th</sup> NSEDP is converted into annual plans and PIPs in a consultative manner that emphasizes poverty reduction/MDGs</b></p> <p>a. Translate, publish and disseminate widely the 7<sup>th</sup> five-year NSEDP</p> <p>b. Translate, publish and disseminate widely the annual plan and PIPs.</p> <p>c. Provide the annual NSEDP implementation plans, mid-year and end-year reviews for discussion at the pre-consultation of RTIM/RTM and dissemination at RTIMs/RTMs to help further guide Development Partner assistance for achievement of NSEDP/MDGs</p> <p>d. Develop government instructions to prioritize the MDGs particularly the off-track MDGs at the central and line ministries and provincial</p>	<p><i>DOP, TAs and National Consultant</i></p>	<p>1.1. NSEDP Printing and translation: \$266,310</p> <p>1.2. Workshops: \$36,000</p> <p>1.3. Missions: \$14,600</p>

<p><b>Indicators:</b></p> <p>1-1. Availability of instruction to focus more on the MDGs and poverty reduction in the annual plan and provincial plans</p> <p>1-2. % of provincial plans in selected provinces that incorporate poverty reduction and MDG targets</p> <p>1-3. Availability of mid-term and end-term review of the 7<sup>th</sup> NSEDP</p>	<p><b>Targets 2013:</b></p> <p>1-2. 100% of the selected provinces incorporate poverty reduction and MDG targets in their provincial plans (2013 onward)</p> <p>1-3. Mid-term review of the 7<sup>th</sup> NSEDP conducted and published</p> <p><b>Target 2015:</b></p> <p>1-3. End-term review of the 7<sup>th</sup> NSEDP conducted and published</p>	<p>annual plans</p> <p>e. Organize consultative meetings at central and provincial levels for reviews and annual planning that focus on the incorporation of poverty reduction and MDGs</p> <p>f. Conduct a review of sample of 2-3 provincial annual plans to better understand how MDGs and poverty reduction priorities are reflected into provincial plans and to identify areas that need capacity support at the provincial levels</p> <p>g. Develop systematic linkages between the consultations/practical work of the SWGs facilitated by DIC and the work of DOP and NERI in formulating, monitoring and end-year reviews of annual plans</p> <p>h. Organize technical training on inter-sectoral and evidence-based planning (DOP-LSB)</p> <p>i. Participate in selected learning events on south-south cooperation particularly on poverty reduction and MDG-based planning and monitoring</p>	<p><i>DOP, TAs and National Consultant</i></p>	<p>1.4. International TA: \$1,090,000</p> <p>1.5. Workshop: \$40,200</p> <p>1.6. Short-term consultant: \$17,910</p>
		<p><b>Activity Result 1-2: Targeted actions to address off-track MDGs and key environment issues incorporated in annual plans</b></p> <p>a. Develop analysis and pilot demonstrations of targeted actions to address off-track MDGs (child nutrition, and mortality, maternal mortality, gender, environment) to support inclusion into annual planning (eg. Link with Global Social Protection Floor assessment in cooperation with ILO/WHO), and support capacity building for application</p>		

		<ul style="list-style-type: none"> <li>b. Identify targeted actions for key environment issues in cooperation with relevant stakeholders and support inclusion into the annual planning, and support capacity building for application (DOP-PEI)</li> <li>c. Develop government instructions to address investment management for quality investment in the annual plan at the central and provincial levels</li> <li>d. Support to formulation of annual plans to mobilize quality FDI and private domestic investments at the central and district levels to achieve NSEDP goals incorporating MDGs and poverty reduction (DOP-PEI-DIP)</li> <li>e. Establish appropriate monitoring framework in the selected pilot provinces tapping into PEI's experience in the PEI provinces (DOP-PEI-DIP)</li> </ul>		
		<p><b>Activity Result 1-3: Formulation of the 8<sup>th</sup> NSEDP informed by lessons learned from the 7<sup>th</sup> NSEDP</b></p> <ul style="list-style-type: none"> <li>a. Conduct mid-term and end-term review of the 7<sup>th</sup> NSEDP in a participatory manner that involves all key stakeholders at the national and sub-national levels including line ministries, local authorities, development partners through the RTP and SWGs, private sector and other civil society organizations.</li> <li>b. Publish and disseminate mid-term and end-term review of the 7<sup>th</sup> NSEDP</li> <li>c. Analyze lessons and recommendations from the mid-term and end-term review of the 7<sup>th</sup></li> </ul>	<p><i>DOP, TAs, National Consultan, Short-term consultant</i></p>	<p>1.7. Short-term consultant: \$76,400</p> <p>1.8. Workshops: \$14,400</p> <p>1.9. Publication: \$47,500</p> <p><b>Output 1 Total: \$1,603,320</b></p>



		NSEDP and provide to the 8 <sup>th</sup> NSEDP formulation bodies		
<p><b>Output 2:</b>  <b>Macroeconomic analysis conducted on a regular basis to inform the Government on key macroeconomic issues that may have implications for the 7<sup>th</sup> NSEDP</b></p> <p><b>Baseline:</b>  2-1. Quarterly reports on macroeconomic analysis produced  2-2. SWGs organized quarterly</p> <p><b>Indicators:</b>  2-1. Availability of quality quarterly reports on macroeconomic analysis  2-2. Number of macroeconomic analysis and/or supporting documents provided to the SWG meetings and pre-consultation meetings of the RTMs/RTIMs</p>	<p><b>Target 2011:</b>  2-1. Quality quarterly reports on macroeconomic analysis produced (2011 onward)  2-2. At least 2 macroeconomic analysis or supporting documents provided to the SWG meetings and pre-consultation meetings of the RTIM</p> <p><b>Target 2012:</b>  2-2. At least 3 macroeconomic analysis or supporting documents provided to the SWG meetings and pre-consultation meetings of the RTIM</p> <p><b>Target 2013:</b>  2-2. At least 4 macroeconomic analysis or supporting documents provided to the SWG meetings and pre-consultation meetings of the RTM (2013 onward)</p>	<p><b>Activity Result 2-1: The result from the analysis and reports are incorporated into annual plans through a consultative manner which emphasizes on macro level management to achieve the NSEDP Goals and the MDGs</b></p> <p>a. Conduct monthly consultation meetings with key sectors in charge of macroeconomic management (MPI, MOF, BOL, MOSW) to enable the preparation of monthly macroeconomic updates for the Government</p> <p>b. Provide quality macroeconomic updates and analysis at the government monthly meeting and quarterly meetings including SWG meetings on macroeconomic and private sector development</p> <p>c. Organize technical training on macroeconomic management to support result-based management and planning</p> <p>d. Organize learning events on south-south cooperation on macroeconomic analysis and management</p>	<p><i>DOP, TAs, National Consultant</i></p>	<p>2.1. Workshops: \$25,400  2.2. Trainings: \$17,400  2.3. Missions: \$14,600  2.4. National consultant: \$111,000</p>

				<b>Output 2 Total: \$173,400</b>
<p><b>Output 3:</b></p> <p><b>Capacity for local planning and implementation improved at the central and local levels</b></p> <p><b>Baseline:</b></p> <p>3-1. Draft participatory planning manual finalized but not yet shared with Development Partners and not yet approved.</p> <p>3-2. No evaluation of kumban experience conducted by MPI</p> <p>3-3. Limited capacity building exercises on off-track MDGs, environment and gender issues, and human development concepts for local planning exercises</p> <p><b>Indicators:</b></p> <p>3-1. Official approval and application of participatory planning manual during the local level planning process at the selected poorest districts</p> <p>3-2. Availability of evaluation of kumban experience</p> <p>3-3. Number of capacity building exercises on off-track MDGs, environment issues, human development concepts and gender issues</p>	<p><b>Target 2011:</b></p> <p>3-1. Consultation meeting for participatory planning manual approved and officially applied during the local level planning process in selected poorest districts</p> <p>3-2. Evaluation of kumban experience conducted and draft report circulated to stakeholders</p> <p>3-3. At least two capacity building exercises on off-track MDGs, environment issues, human development concepts and gender issues conducted</p> <p><b>Target 2012:</b></p> <p>3-2. Evaluation of kumban experience finalized and published.</p> <p>3-3. At least three capacity building exercises on off-track MDGs, environment issues, human development concepts and gender issues conducted</p> <p>Target 2013 onward:</p> <p>3-3. At least three capacity building exercises of off-track MDGs, environment issues, human development concepts</p>	<p><b>Activity Result 3-1: Increased understanding on kumban planning experiences on the ground to further improve the process</b></p> <p>a. Participatory planning manual approved, translated, printed and disseminated widely</p> <p>b. Conduct evaluation of kumban experience thus far to capture lessons learned and produce concrete recommendations to further improve the process</p>	<p><i>DOP, TAs, National Consultant, Short-term Consultant</i></p>	<p>3-1. Publication: \$7,500</p> <p>3-2. Short-term consultant: \$7,000</p> <p>3-3. Workshops: \$400</p>

	and gender issues conducted			
		<p><b>Activity Result 3-2: Capacity for local, district and provincial level planners enhanced to promote the use of participatory approaches, to incorporate poverty-environment issues and off-track MDGs</b></p> <p>a. Conduct capacity building activities including Training of Trainers for local level planning facilitators at the central and provincial levels incorporating lessons learnt in the Activity Agreement 4 (AA4) pilot projects</p> <p>b. Conduct technical training to improve proposal writing skills among planning staff at the central, provincial, district levels and some pilot villages</p> <p>c. Conduct actual participatory planning at selected poorest districts of pilot provinces using new approved manual</p> <p>d. Prioritize PIPs and improve their management at least in two pilot provinces through prioritization of poverty, environment and off-track MDGs</p> <p>e. Identify and incorporate specific poverty-environment issues, human development concepts and gender issues into the local level participatory planning manual and process, and support capacity building for application (DOP-PEI-LSB)</p> <p>f. Integrate off-track MDGs into local level planning and budgets (including child nutrition and mortality, maternal mortality, gender, environment) at selected poorest districts</p>		<p>3-1. Publication: \$15,000</p> <p>3-2. Workshops: \$4,450</p> <p>3-3. Trainings: \$15,200</p> <p>3-4. Missions: \$107,700</p>

				<b>Output 3 Total: \$157,250</b>
<p><b>Output 4: Enhanced capacity of MPI and planners at the selected districts/provinces to monitor and report on the plan implementation and MDGs through an improved monitoring framework and tools</b></p> <p><b>Baseline:</b></p> <p>4-1. Key NSEDP monitoring indicators being finalised by LSB</p> <p>4-2. LaoInfo partly populated but is not yet able to support the NSEDP monitoring</p> <p><b>Indicators:</b></p> <p>4-1. Availability of a set of approved 7<sup>th</sup> NSEDP monitoring indicators</p> <p>4-2. Availability of 7<sup>th</sup> NSEDP annual progress report generated from LaoInfo every year</p>	<p><b>Target 2011:</b></p> <p>4-1. A set of 7<sup>th</sup> NSEDP monitoring identified and approved</p> <p>4-2. Progress report of 7<sup>th</sup> NSEDP with key indicators and harmonized metadata published</p> <p><b>Target 2012 onward:</b></p> <p>4-2. 7<sup>th</sup> NSEDP annual progress report generated from LaoInfo every year</p>	<p><b>Activity Result 4-1: Strengthen monitoring and reporting capacity of MPI and planners with the use of improved and updated data from LaoInfo</b></p> <p>a. Coordinate with LSB and ensure key indicators are adequately established to monitor the 7<sup>th</sup> NSEDP and MDGs on an ideally annual but at least mid-term (2.5 or 3 years) basis (DOP-LSB)</p> <p>b. Coordinate with LSB and ensure monitoring framework is established for the 7<sup>th</sup> NSEDP with clear lines of responsibility, action and reporting between stakeholders (DOP-LSB)</p> <p>c. Build capacity to assess the MDGs, poverty-environment and gender indicators to monitor the 7<sup>th</sup> NSEDP implementation (DOP-LSB-PEI)</p> <p>d. Strengthen capacity of planners at DOP, line ministries and planning divisions at provincial levels in the use of development statistics, especially from LaoInfo and use of research analysis for improved planning and decision-making at national and in pilot sub-national areas (DOP-LSB)</p>	<p><i>DOP, TAs, National Consultant, DevInfo</i></p>	<p>4.1. Admin cost: \$69,400</p> <p>4.2. Trainings: \$5,100</p> <p>4.3. Workshops: \$149,750</p> <p><b>Output 4 Total: \$224,250</b></p>

<p><b>Output 5: Strengthened capacity of the MDG and LDC Secretariats to coordinate, advocate and facilitate progress towards the MDGs and implementation of the LDC Plan of Action (MOFA).</b></p> <p><b>Baseline:</b></p> <p>5.1. 2008 Second MDG Progress Report available</p> <p>5.2. MDG advocacy materials not available for public</p> <p><b>Indicators:</b></p> <p>5.1. Availability of draft report on Brussels LDCs Plan of Action</p> <p>5.2. Production of new MDG advocacy materials for public</p>	<p><b>Target 2011:</b></p> <p>5.1. New LDC Plan of Action drafted</p> <p>5.2. MDG advocacy materials produced and disseminated (2011 onward)</p> <p><b>Target 2012:</b></p> <p>5.1. New LDC Plan of Action finalized and disseminated</p>	<p><b>Activity Result 5-1: Increased MDG advocacy and awareness of the LDC Plan of Action at provincial levels</b></p> <p>a. Develop MDG advocacy campaign to address identified areas in order to successfully achieve the targets by 2015</p> <p>b. Produce MDG Advocacy materials in Lao language including the Second MDG Progress Report and the MDG Acceleration Framework</p> <p>c. Disseminate MDG progress and LDC Plan of Action at provincial levels</p> <p>d. Support the MDG/LDC Secretariats for monitoring and reporting on progress towards the MDGs and LDC Plan of Action. Specifically, the third and/or final MDG progress report will be prepared and published, along with timely updates on progress at the 11<sup>th</sup> RTM in 2013 to help guide decision-making and future resource allocations for the achievement of the MDGs within the NSEDP framework</p>	<p>MDG and LDC Plan of Action Secretariats, Department of International Organization, MOFA, DOP</p>	<p>5.1. Admin cost: \$50,680</p> <p>5.2. Missions: \$53,000</p> <p>5.3. Workshops: \$58,000</p> <p>5.4. Short-term consultant: \$70,500</p> <p>5.5. Publication: \$34,500</p> <p>5.6. Training: \$18,000</p> <p><b>Output 5 Total: \$284,680</b></p>
<p><b>Component 1 Total</b></p>				<p><b>US\$2,437,900</b></p>

## Component 2: Support to Effective Monitoring and Evaluation of Progress towards Goals of NSEDP/MDGs via LaoInfo

INTENDED OUTPUTS	OUTPUT TARGETS FOR 5 YEARS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1: An effective common database upgraded to support evidence-based reporting, planning and decision-making at the national and sub- national levels to support implementation of NSEDP/MDGs.</b></p> <p><b>Baseline:</b>                      1.1. Draft indicators developed to monitor and evaluate the implementation of NSEDP/MDGs                      1.2. Common official database does not exist                      1.3. LaoInfo data base established and contains some economic and social data</p> <p><b>Indicators:</b>                      1.1. Availability of official indicators to support the monitoring and evaluation of the implementation of NSEDP/MDGs                      1.2. Availability of a common official data base to monitor and evaluate the implementation of NSEDP/MDGs                      1.3. Number of government institutions and sectors using data from LaoInfo for their plans and reports</p>	<p><b>Q4 2011:</b>                      1.1. ICT hard and software updated or installed according to specifications, and operating satisfactorily.</p> <p><b>Q4 2011:</b>                      1.2. MPI Department statistical focal points (ODA,FDI and Macro Economic data domain) and officials at management level trained</p> <p><b>Q4 2011:</b>                      1.3. Key indicators with metadata to monitor NSEDP are available.</p> <p><b>Q1 2012:</b>                      1.4. Line Ministry reports systems is in line with Article 22 of the Law on Statistics (2010)</p> <p><b>Q3 2012:</b>                      1.5. Common database (Lao Info) on economic, socio and environment data is operational (based on well defined indicators) and available online.</p> <p><b>From Q4 2012:</b>                      1. 6. Quarterly and annual NSEDP monitoring reports based</p>	<p><b>Activity Result 1.1: Shared database for MPI departments and other users upgraded and regularly updated with data needed to support effective implementation of NSEDP/MDGs</b></p> <p>a. Conduct a technical assessment of LSB hardware and software capacity and future needs to support NSEDP/MDG monitoring and produce technical specifications /requirements for database provider (DevInfo) contract</p> <p>b. Establish administrative infrastructure and consolidated reporting system to manage Line Ministry reports systems (LSB-DOP)</p> <p>c. Update ICT system infrastructure hardware and software to handle increased data flows down to the local level and data management systems to process, analyse and manage both administrative input/output data and survey outcome and impact data and ensure software compatibility between NSEDP monitoring and ODA, FDI database (software application)</p> <p>d. Train MPI Department statistical focal points and officials at management level on data utilization and analysis, e.g. LaoInfo, ODA database (LSB-DIC-DOP)</p> <p>e. Conduct a series of workshops among key statistics producers, users and stakeholders on the development and harmonization indicators (input, output, outcome and impact) toward the NSEDP M&amp;E including the development of metadata so as to ensure disclosure of the data quality for the</p>	<p><i>LSB Lead Department, DIC, DOP</i></p>	<p>a. Establish reporting system US\$75,400                      b. ICT equipment for common database US\$ 84,000                      c. trainings and workshops US\$47,000                      d. TA US\$698,670</p> <p style="text-align: right;"><b>Output 1 total: US\$ 905,070</b></p>

	<p>on agreed/selected indicators are produced in a timely manner</p> <p><b>Q1 2013 – Q4 2015:</b> 1.7. Training activities for statistical focal points to continue throughout</p>	<p>users and gender disaggregated data.</p> <p>f. Build up, consolidate and establish a common database (Lao Info) on economic, socio and environment factors (based on well defined indicators) in MPI for monitoring of NSEDP and MDGs and other related indicators</p>		
<p><b>Output 2:</b> <b>Increased stakeholder awareness and participation, improved advocacy and dissemination to ensure the best use of official statistics.</b></p> <p><b>Baseline:</b> 2.1. Lack of full effective use of statistics in the country 2.2. Limited access to training opportunities on statistics 2.3. Limited access to statistics</p> <p><b>Indicators:</b> 2.1. Availability of statistical literacy training materials 2.2. Percentage of trained core professional group who understand the importance of statistical data and are confident in using the statistical data for planning and reporting. 2.3. Availability of advocacy and</p>	<p><b>Q3 2011:</b> 2.1. Workshops among NSS statisticians on specific topics and developments in dissemination conducted on annual basis 2.2. User needs and satisfaction study/survey conducted</p> <p><b>Q4 2011:</b> 2.3. Statistical literacy training materials produced 2.4. Key (core) technical oversight body established and training coordinator appointed</p> <p><b>Q2 2012:</b> 2.5. All training materials produced, training cadre delegated from relevant units and first round TOTs conducted</p> <p><b>Q4 2012:</b> 2.6. SWG, National Assembly and key line Ministry trainees at each level identified and first round of capacity building for each target group conducted</p>	<p><b>Activity Result 2.1: Capacity building support established for statistics users, planners and administrators</b></p> <p>a. Establish technical oversight body to supervise creation of NSEDP and MDG-based statistical literacy training materials.</p> <p>b. Establish Training of Trainers (TOT) program for local level facilitators</p> <p>c. Training cadre (core professional group) identified, established and trained</p> <p>d. Identify members of SWGs, National Assembly, and district, provincial and Line Ministries to participate in training courses which will be conducted on regular basis</p>	<p><i>LSB Lead Department, TA, Outsources Specialist</i></p>	<p>a. TA US\$ 25,000 Travel US\$9,000 Workshops US\$13,000</p> <p>b. TA US\$ 8,000 Travel US\$6,000 Workshops US\$ 6,000 Printings US\$13,000</p> <p>c. TA US\$ 11,000 Travel US\$9,000 Workshops US\$ 8,000 Printings US\$17,000</p> <p>d. Travel US\$8,000 Trainings US\$ 10,000 Printings US\$3,000</p>

dissemination outreach plan	<p><b>By 2014:</b> 2.7. The trained trainers able to conduct trainings to line ministries and provinces</p>			
	<p><b>Q2 2011:</b> 2.4. A dissemination plan updated with appropriate statistics dissemination and access policy</p>	<p><b>Activity Result 2-2: Improved dissemination of official statistics</b></p> <p>a. Finalize and implement advocacy and dissemination outreach plan</p> <p>b. Improve capacity to produce data exchange and disseminate data useful for monitoring development at national level and in pilot sub-national areas through LaoInfo.</p> <p>c. Organize workshops on practical knowledge of and use of recent statistics (Statistical Forum)</p> <p>d. Conduct user needs and satisfaction assessment toward comprehensive and accurate data delivery</p>		<p>a. No cost</p> <p>b. Travel US\$10,000 Trainings US\$ 10,000 Printings and translation US\$19,000</p> <p>c. Travel S\$9,000 Trainings US\$ 13,500 Printings and translation US\$9,000</p> <p>d. TA US\$5,500 Printing US\$3,000</p> <p><b>Output 2 total: US\$ 225,000</b></p>



<p><b>Output 3: Improved networking and statistical cooperation at the national, regional and international level</b></p> <p><b>Baseline:</b></p> <p>3.1. Attendance of LSB staff at regional and international meetings.</p> <p>3.2. Draft donor coordination TOR</p> <p><b>Indicators:</b></p> <p>3.1. Workshop reports indicating how the Lao participants have benefited from the workshop</p> <p>3.2. Availability of donor coordination mechanism and technical working groups</p>	<p><b>Q4 2011:</b></p> <p>3.1. Donor coordination TOR finalised</p> <p><b>Q2 2012:</b></p> <p>3.2. Three technical working groups ( production, dissemination and capacity building) established and functioned</p> <p><b>2011 to 2015</b></p> <p>3.1. LSB Staff participated in international and regional meetings, conferences and trainings.</p>	<p><b>Activity Result 3.1: Enhanced capacity of LSB to coordinate work on statistics with line ministries and development partners.</b></p> <p>a. Support the finalization of the coordination TOR and structure</p> <p>b. In collaboration with donor focal points and DIC, provide necessary support to the statistics working group and technical working group</p> <p>c. In collaboration with other development partners, support the participation of LSB Staff in selected regional and international meetings, trainings (e.g ASHOM, Statistics Commission (UNESCAP and UNSD) and other MDGs, Statistics related trainings)</p>	<p><i>LBS Lead Department, Line Ministries, Development partners (Bilateral and multilateral)</i></p>	<p>a. Workshops and Printings US\$8,600</p> <p>b. participation of LSB Staff in selected regional and international meetings, trainings US\$55,500</p> <p>c. supporting staff US\$52,000</p> <p>d. project office setup US\$25,000</p> <p>e. ISS and other MISC US\$31,330</p> <p><b>Output 3 total: US\$ 172,430</b></p>
<p><b>Component 2 total</b></p>				<p><b>US\$1,302,500</b></p>

### Component 3: Support to Strengthening the Round Table Process for Achievement of NSEDP/MDGs

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1: Further enriched quality and effectiveness of the Round Table Process for facilitating substantive dialogue and closer partnerships in the implementation of NSEDP and the achievement of important national development goals such as the MDGs.</b></p> <p><b>Baseline:</b></p> <p>1.1. Annual roadmap for each RTIM/RTM developed but lists and theme of the meetings were not pre-defined.</p> <p>1.2. One provincial pre-consultation organised in Xayaboury province in 2009.</p> <p>1.3. Round table process is a national forum for aid coordination and effectiveness.</p> <p>1.4. Reports and documents prepared but analytical works not always jointly conducted and background documents for each RTIM/RTM usually available less than one month before the meeting.</p> <p><b>Indicators:</b></p> <p>1.1. Availability of the draft RTIM/RTM</p>	<p><b>Targets:</b></p> <p><b>From 2011 onwards:</b></p> <p>1.1. Annual roadmap and theme for RTIM/RTM is prepared and consulted through Sector Working Groups annually.</p> <p>1.2. At least one provincial development issues are included in the list of Pre-consultation topics for RTIMs/RTMs.</p> <p>1.3. Annual results-oriented RTIMs focused on most important issues and recommended actions needed to advance effective implementation of NSEDP/MDGs organised.</p> <p>1.4 At least one high quality analytical documents which support RTP produced and delivered in a timely manner and in accordance with annual consultation plan.</p> <p><b>2013:</b></p>	<p><b>Activity Result 1-1: Annual RTIMs/triennial RTMs effectively organised to increase common understanding of national development priorities and to mobilise necessary support for NSEDP implementation</b></p> <p>a. Provide high quality technical support to ensure successful organisation of results-oriented RTMs/RTIMs focused on implementation of NSEDP, MDGs, and VDCAP.</p> <p>b. Identify key objective and develop clear guidelines for preparing results-based meetings within the Round Table Process, including annual meeting schedules, list of topics and themes for pre-consultations.</p> <p>c. Based on the 7<sup>th</sup> NSEDP Mid-Term Review and MDG progress reports, organize consultation meetings with DPs within the framework of RTP to address challenges and mobilize necessary support as highlighted in the review.</p> <p>d. Assess opportunities for hosting Round Table or related meetings at least once a year in selected provinces in northern, central and southern parts, in order to: 1) deepen development partner's understanding of the realities and local development challenges outside the capital city; and 2) mobilize resources for provinces, depending on each year's focused themes/issues.</p> <p>e. Maintain broad based participation in RTP meetings by increasing engagement from all</p>	<p>DIC, TA</p>	<p>1.1. Technical Advisor : US\$1,080,000</p> <p>1.2. Workshop, and organizing costs for RTIM/RTM : US\$ 138,500</p> <p>1.3. Printing and translation: US\$71,000</p> <p>1.4. Travel costs including provincial trips: US\$250,500</p> <p>1.5. Audio equipment: US\$10,200</p> <p>1.6. Admin, supplies cost: US\$59,500</p>

<p>theme, consultation topics and roadmap by Q1 each year.</p> <p>1.2. Number of provincial development issues included in the list of Pre-consultation topics for RTIMs/RTMs.</p> <p>1.3. Existence of the RTIM/RTM which are organised according to the agreed meeting framework and theme.</p> <p>1.4. Availability of quality reports and analytical documents prepared and delivered one month prior to RTIM or RTM consultations.</p>	<p>1.3. Successful organisation of the 11<sup>th</sup> RTM highlighting issues related to NSEDP mid-term review and MDG progress and challenges to mobilise additional needed support.</p> <p><b>2015:</b></p> <p>1.3. Successful organisation of 12<sup>th</sup> High Level RTM mobilizing donor support to the 8<sup>th</sup> NSEDP and LDC graduation attainment.</p>	<p>stakeholders including civil society, members of the National Assembly and the private sector at both national and sub-national level.</p> <p>f. Prepare and implement a well-defined resource mobilisation strategy, including outreach strategy to increasingly engage emerging or non traditional donors into the Round Table Process and to mobilise support for NSEDP implementation.</p>		
		<p><b>Activity Result 1-2: Increased quality, practical focus and coherence of documentation for RTIMs/RTMs and pre-consultation meetings</b></p> <p>a. Through coordination and integration of relevant inputs from SWGs and LMs and DPs, prepare and develop a high quality substantive background document for each RTM/RTIM focused on achieving the goals within the NSEDP, especially the MDGs.</p> <p>b. Prepare other high quality documents as needed for each RTM/RTIM including ODA related documents and reports on key and/or emerging issues relevant to NSEDP and MDGs.</p> <p>c. Disseminate in advance of RTIMs/RTMs the annual NSEDP implementation plans and end-year reviews to facilitate consultations for further improving implementation of NSEDP/MDGs.</p> <p>d. Provide technical support for further improving the quality and practical focus of the documentations, including support to joint analytical work and inputs from policy informed researches conducted by NERI.</p> <p>e. Review and improve mechanism and procedures for preparing background documentation for</p>	<p><i>DIC Lead Department, MPI, MOF, MOFA and LMs, DPs and TA</i></p>	<p><i>1.1. Printing and translation: US\$19,000</i></p> <p><i>1.2. Admin and Supplies: US\$3,700</i></p> <p><b>Output 1 Total: US\$1,632,400</b></p>

		ensuring high quality and timely preparation of documentation for RTM/RTIM and related meetings.		
<p><b>Output 2: DIC capacities further enhanced to more effectively guide Sector Working Groups for effective implementation NSEDP and MDG achievement.</b></p> <p><b>Baseline:</b></p> <p>2.1. SWG reviews conducted in 2007 and 2010 providing forward looking recommendations for sector working group improvement.</p> <p>2.2. Lack of clear guideline and benchmark to effectively guide the work of SWGs.</p> <p>2.3. Coordination mechanism for all SWGs is still not systematic and needs further improvement.</p> <p><b>Indicators:</b></p> <p>2.1. Number of SWG meetings focused on their sectoral issues which contribute to NSEDP annual formulation and implementation.</p> <p>2.2. Availability of clear guidance that includes benchmarks and review mechanism for SWGs.</p> <p>2.3. Establishment of common coordination tools between SWGs.</p>	<p><b>Targets:</b></p> <p><b>By Q4 2011:</b></p> <p>2.1. Results-oriented SWG guidance note including an MDG focus finalized.</p> <p>2.3. Common coordination tools between SWGs established.</p> <p><b>By Q4 2012:</b></p> <p>2.1. At least 2 meetings and dialogue per SWG per year are focused on their sectoral issues which contribute to NSEDP annual formulation and implementation</p> <p>2.2. SWG benchmarks to measure their progress developed.</p> <p><b>By 2013:</b></p> <p>2.1. At least 4 meetings and dialogue per SWG per year are focused on their sectoral issues which contribute to NSEDP annual formulation and implementation</p> <p><b>By 2014:</b></p>	<p><b>Activity Result 2-1: Support and facilitate further development of more effective SWGs to better respond to the needs of Government in achieving NSEDP.</b></p> <p>a. Based on 2010 SWG Review, develop clear SWG guidelines and benchmark or SWG review mechanism as a monitor and guide SWG contributions to goals of NSEDP/MDGs as well as implementation of aid effectiveness agenda through the RTP.</p> <p>c. Provide guidance and technical support for further development of skilled and dedicated SWG secretariat.</p> <p>d. Provide technical support to DIC in order to enhance its capacity for coordinating information flows and facilitating the work of SWGs including regular meetings with Chairs and Co-Chairs of SWGs.</p> <p>e. Review and maintain systematic linkages between the consultations/practical work of the SWGs facilitated by DIC and the work of DOP in formulating, monitoring and reviewing annual plans, so that the inputs from SWGs are effectively fed into annual NSEDP plans.</p> <p>f. Conduct periodic reviews of structure and effectiveness of SWGs to ensure value-added and effectiveness in light of evolving priorities within NSEDP</p> <p>g. Provide technical support to DIC to facilitate SWGs to have a clear work plan including</p>	<p><i>DIC, TA, SWG Secretariats</i></p>	<p><i>1.1. Training and workshop: US\$94,000</i></p> <p><i>1.2. Travel cost (in country): US\$70,000</i></p> <p><i>1.3. Printing and translation: US\$18,100</i></p> <p><i>1.4. Admin and Supplies: US\$33,800</i></p> <p><b>Output 2 Total: US\$215,900</b></p>

	2.1. At least 6 meetings and dialogue per SWG per year are focused on their sectoral issues which contribute to NSEDP annual formulation and implementation	conducting activities of SWGs at provincial level especially in provinces where NSEDP/MDG related issues and aid effectiveness issues are especially relevant.  h. Develop a common practice and procedure for sharing information, organising joint activity, joint meetings and activity progress among SWGs.		
<p><b>Output 3: Increased effective utilisation and management of aid through effective implementation of the Vientiane Declaration on Aid Effectiveness Country Action Plan (VDCAP) and other aid effectiveness commitments.</b></p> <p><b>Baseline:</b></p> <p>3.1. Recent VDCAP revision completed and endorsed in 2010.</p> <p>3.2. Monitoring procedure of VDCAP implementation needs improvement.</p> <p>3.3. Reports and documents not shared after the participation in the global and regional events.</p> <p><b>Indicators:</b></p> <p>3.1. Availability of the updated version of VDCAP which integrated new Aid Effectiveness Commitments.</p> <p>3.2. Availability of VDCAP monitoring system and tools, and annual VDCAP progress reports.</p> <p>3.3. Number of reports and documents produced and shared as a result of</p>	<p><b>Targets</b></p> <p><b>2011:</b></p> <p>3.2. Monitoring procedure for assessing progress on VDCAP implementation is redefined and established.</p> <p><b>From 2012 onward:</b></p> <p>3.1. The VDCAP is updated and new action plans from Busan HLF-4 and related aid effectiveness agenda are integrated into it.</p> <p><b>Q2 2012:</b></p> <p>3.2. Quarterly update of VDCAP implementation progress through Chair and Co-Chair SWG Meeting.</p> <p>3.2. Annual publication of VDCAP implementation report.</p> <p><b>From 2011:</b></p> <p>3.3. DIC effectively shares lessons learnt and</p>	<p><b>Activity Result 3-1: Implementation of VDCAP is progressively measurable and promotes increased effectiveness of ODA integration into NSEDP/MDGs implementation.</b></p> <p>a. Review procedure and system for monitoring the progress of VDCAP implementation linking VDCAP monitoring to the AMP.</p> <p>b. Provide technical support for further development of a skilled and dedicated VDCAP Secretariat.</p> <p>c. Provide technical support to DIC in coordinating the joint monitoring, reporting and reviewing/updating the Country Action Plan.</p> <p>d. Update and integrate VDCAP with Post-Busan HLF action plan and related emerging agenda.</p> <p>e. Facilitate preparation of VDCAP implementation progress reports that show the linkage with NSEDP and MDGs implementation, as well as to global aid effectiveness targets using information and analysis generated from ODA database.</p>	DIC, SSA, VDCAP Secretariat	<p>1.1. International SSA: US\$25,000</p> <p>1.2. Training and workshop: US\$20,000</p> <p>1.3. Travel cost (international): US\$12,000</p> <p>1.4. Printing and translation: US\$39,600</p> <p>1.5. Admin and supplies: US\$5,400</p>
		<p><b>Activity Result 3-2: Strengthening capacity of the Government to enhance implementation of aid effectiveness agenda at global and regional level</b></p> <p>a. Provide technical support to DIC in taking parts and monitoring global aid effectiveness including PD Survey 2011.</p> <p>b. Provide logistic support to government officials</p>	DIC, TA	<p>1.1. Training and workshop: US\$11,000</p> <p>1.2. Travel cost (international): US\$132,000</p> <p>1.3. Printing and</p>

<p>participating global and regional events.</p>	<p>recommendations from all the attended events and translate into local aid effectiveness action plan.</p>	<p>from central and line ministries in attending selected global and regional forums on aid effectiveness.</p> <p>c. Promote the role of DIC as an aid coordinating agency by advocating South-South Cooperation and gaining benefits from regional aid effectiveness schemes including Capacity Development for Development Effectiveness (CDDE) facility.</p>		<p><i>translation:</i> US\$7,000</p> <p><i>1.4. Admin and supplies:</i> US\$4,600</p> <p><b>Output 3 Total:</b> <b>US\$256,600</b></p>
<p><b>Output 4: The ODA related data, information and analysis are timely, reliable, accessible and transparent.</b></p> <p><b>Baseline:</b></p> <p>4.1. Aid Management Platform (ODA database) has been established in DIC/MPI since 2010, but not fully implemented yet.</p> <p>4.2. The ODA project dataset in AMP requires systematic and regular population.</p> <p>4.3. AMP is solely implemented at central level and not yet expanded to from provincial level.</p> <p>4.4. Annual FAIR is produced but information on ODA generated was not systematically managed and collected.</p> <p>4.5. RTM website exists, but its content is not regularly updated.</p> <p><b>Indicators:</b></p>	<p><b>Targets:</b></p> <p><b>2011:</b></p> <p>4.1. AMP official implementation launched and open access for DPs.</p> <p><b>From Q3 2011:</b></p> <p>4.2. 50% of ODA projects entered into the AMP system.</p> <p><b>Q1 2012:</b></p> <p>4.5. RTM website becomes a center containing relevant ODA information and quarterly updates</p> <p><b>2012:</b></p> <p>4.2. At least 70% of ODA projects entered into the AMP system.</p> <p>4.4. Annual publication of FAIR</p>	<p><b>Activity Result 4-1: The Aid Management Platform (ODA Database) is in place and fully operational as a tool to effectively analyse and plan ODA needs.</b></p> <p>a. Further refine the data management plan and reinforce process of data population.</p> <p>b. Further customise the AMP as a tool: 1) to predict donor ODA supports and follow up donor pledges and commitments to help guide achievement of NSEDP/MDGs; 2) to facilitate ODA-related decision making and improved integration of ODA into national planning and budgeting process; and 3) to produce ODA analysis report, such as Foreign Aid Implementation Report (FAIR).</p> <p>c. Conduct a technical study to assess possible integration with other databases, such as LaoInfo.</p> <p>d. Identify and implement well targeted training and technical support to end users, such as line ministries and development partners. This includes a joint training with LaoInfo as to ensure linkages between the two systems.</p> <p>e. Enable the AMP module on ODA funded through NGOs to Ministry of Foreign Affairs.</p> <p>f. Conduct a feasibility study and then roll out the</p>	<p><i>DIC Lead Department, LSB, MoF, MoFA and LMs, Development Gateway</i></p>	<p><i>1.1. Contractual services with Development Gateway :</i> <i>US\$458,000</i></p> <p><i>1.2. Travel and DSA cost : US\$25,500</i></p> <p><i>1.3. IT equipment: US\$68,000</i></p> <p><i>1.4. Training and Workshop: US\$5,000</i></p> <p><i>1.5. Printing, copying and translation: US\$4,200</i></p> <p><i>1.6. Admin and Supplies: US\$12,900</i></p>

<p>4.1. The AMP is fully operation by 2011.</p> <p>4.2. % of ODA projects entered into the AMP system.</p> <p>4.3. The AMP in selected provinces is activated so they are able to use and manage AMP.</p> <p>4.4. Availability of annual FAIR and related ODA publications by Q4 of each year</p> <p>4.5. Information on ODA and SWG activities on RTM website is updated quarterly.</p>	<p>produced by AMP and quarterly newsletter that circulated during the RTIM/RTM each year.</p> <p><b>2013:</b></p> <p>4.3. AMP rolled out to 2 selected provinces.</p> <p><b>2015:</b></p> <p>4.1. All Line Ministries, pilot provinces and DPs are using the AMP system as their official ODA recording and analytical system.</p>	<p>AMP to selected provinces.</p> <p>g. Facilitate and promote emerging donors' access to expand the use of the AMP to cover wider range of ODA providers.</p>		
		<p><b>Activity Result 4-2: Regular communication and publication of quality Foreign Aid Implementation Reports and related ODA analytical reports/documents</b></p> <p>a. Provide technical support to DIC in producing quality ODA publications including Foreign Aid Implementation Report (FAIR), quarterly newsletter, etc.</p> <p>b. Regularly update the RTM website.</p> <p>c. Provide techniques and strategy for DIC to further improve its information gathering processes and the website features and content especially strengthening its linkages to the work of SWGs and their websites.</p> <p>d. Provide technical support to DIC in updating its communication strategy and translating this into regular actions.</p>	<p>DIC, TA</p>	<p>1.1. Local consultant: US\$234,600</p> <p>1.2. International UNV: US\$ 144,000</p> <p>1.3. Printing, copying and translation: US\$73,000</p> <p>1.3. Mid and Final evaluation: US\$90,000</p> <p>1.4. Joint review meeting: US\$37,700</p> <p>1.5. Computer and IT equipment: US\$9,500</p> <p>1.6. Joint Audit: US\$90,800</p> <p>1.7. ISS Charge: US\$86,000</p> <p>1.8. Audio-visual equipment: US\$20,300</p> <p>1.9. Admin and Supplies: US\$46,100</p>

				<b>Output 4 Total: US\$832,000</b>
<p><b>Output 5: Research, analytical and negotiation capacity of DIC in areas of aid coordination, effectiveness and mobilisation is enhanced.</b></p> <p><b>Baseline:</b></p> <p>5.1. DIC capacity to effectively coordinate aid limited, and proper training plan is needed.</p> <p>5.2. Initial draft Capacity Development Framework developed but not updated.</p> <p>5.3. Independent DIC's aid issue analysis and report not conducted.</p> <p><b>Indicators:</b></p> <p>5.1. Availability of training plan and number of training courses implemented.</p> <p>5.2. Availability of capacity development needs and framework on aid effectiveness.</p> <p>5.3. Availability of Independent DIC production of aid issue analysis and reports.</p>	<p><b>Targets:</b></p> <p><b>From 2011 onward:</b></p> <p>5.1. A focused training plan is prepared annually.</p> <p><b>Q3 2011:</b></p> <p>5.2. Common capacity development framework on Aid effectiveness is redefined.</p> <p><b>2011:</b></p> <p>5.2. Capacity development needs assessment is conducted and completed.</p> <p><b>By Q2 2012 and ongoing:</b></p> <p>5.1. Well targeted training outlined in the CDF initiated and implemented.</p> <p>5.3. Independent aid issue analysis and reports produced by DIC.</p> <p><b>By 2015:</b></p> <p>5.3. Based on the DIC aid issue analysis and reports, DIC able to advise the government on</p>	<p><b>Activity Result 5-1: A Capacity development needs assessment is conducted, comprehensive capacity development framework is developed and DIC research, analytical and negotiation capacity is strengthened</b></p> <p>a. Conduct a capacity development needs assessment on aid effectiveness that meets both institutional and individual levels of DIC/MPI.</p> <p>b. Provide technical support to facilitate revision of the capacity development framework (CDF) and programme that take into account gender mainstreaming, capacity needs to implement VDCAP, ODA analysis, website management and management related skills.</p> <p>c. Develop a training plan based on the needs identified in the CDF especially capacity and skills needed for strengthening DIC's capacity to analyse, further advise and communicate the importance of aid effectiveness and management with line ministries and provinces.</p> <p>e. Develop and implement training programme that strengthen DIC capacity to effectively monitor and keep track of DP commitments made and their schedule for disbursement.</p>	<p><i>DIC under the Bilateral Project Framework supported by the Government of Luxembourg</i></p>	None



	aid effectiveness decisions and independently analyse issues related to assistance planning and strategies.			
<b>Component 3 Total</b>				<b>US\$3,510,500</b>

**COMPONENT 4: SUPPORT TO ADVANCING HUMAN DEVELOPMENT THROUGH POLICY-INFORMING APPLIED RESEARCH ON HUMAN DEVELOPMENT ISSUES ESPECIALLY RELEVANT FOR ACHIEVING NSEDP/MDGs**

INTENDED OUTPUTS	OUTPUT TARGETS FOR 5 YEARS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1: Further enhanced awareness of the concept of Human Development (HD), and capacity for MDG and Human Development reporting at National and sub-national levels</b></p> <p><b>Baseline:</b></p> <p>1.1. HD awareness workshops initiated, but broad public awareness remains low</p> <p>1.2. HD advocacy and training materials available in English</p> <p><b>Indicators:</b></p> <p>1.1. HD concepts incorporated into University curriculum or general educational materials as well as selected provincial and national plans</p> <p>1.2. Availability of HD advocacy and training materials in Lao and other ethnic languages</p>	<p><b>Targets</b></p> <p><b>2011:</b></p> <p>1.1. At least 3 trainings/workshops to be organized on HD concept, data needs and HDI calculations at national level</p> <p>1.2. HDR network/focal point at line ministries established</p> <p><b>Q2 2012</b></p> <p>1.3. HD/HDI modules developed for university classes</p> <p><b>2013 onwards:</b></p> <p>1.4. HD/HDI modules taught at universities at national level.</p> <p><b>2013:</b></p> <p>1.5. HD concept incorporated into pilot sector plan</p>	<p><b>Activity Result 1-1: National level awareness and capacity building for Human Development reporting and MDGs among line ministry staff and educational institutions</b></p> <p>a. Develop the HD/HDI modules for national university of Laos and training modules for government officials</p> <p>b. Translate the HD advocacy and training material into Lao</p> <p>c. Conduct training on the HD concept, and HD Reporting (TOT)</p> <p>d. Organise presentations by trainees to their peers and colleagues on HD concept and reporting</p> <p>e. Create a network of partners/stakeholders to ensure sustainability and set up a regular communication plan.</p>	<p><i>NERI/LSB/TA/MOE</i></p>	<p>a. TA US\$22,500 Printing US\$9,000</p> <p>b. Translation US\$15,500</p> <p>c. Trainings US\$22,200</p> <p>d. Establish network of partners/ stakeholders US\$18,000</p>

	<p><b>Targets:</b></p> <p><b>2012 forward:</b></p> <p>1.6. At least 2 training/workshops to be organized on HD concept, data needs and HDI calculations at provincial level per year</p> <p>1.7. HDR network/focal point at provincial line departments established</p> <p>1.8. Targeted HD advocacy and training materials available in Lao language</p> <p><b>2013:</b></p> <p>1.9. Targeted HD advocacy materials available in ethnic languages (Khmu, Hmong )</p>	<p><b>Activity Result 1-2: Provincial and district level awareness enhanced and capacity for Human Development and MDG reporting among line department staff and educational institutions in selected provinces strengthened in collaboration with planning activities (in component 1)</b></p> <p>a. Translate the HD advocacy and material into ethnic languages as appropriate to target provinces (Khmu, Hmong )</p> <p>b. Conduct three workshops and training on the HD concept, and HD Reporting at the provincial level.</p> <p>c. Create a network of partners/stakeholders to ensure sustainability at provincial level through establishing a focal point from each selected provinces and set up a common communication plan.</p>		<p>a. Translation and printing US\$13,000</p> <p>b. Training US\$59,500</p> <p>c. Establish network of partners/ stakeholders US\$18,000</p>
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	<p><b>Q4 2013:</b></p> <p>1.14. Advocacy tools for the 1<sup>st</sup> PHDR produced</p> <p><b>Q4 2014:</b></p> <p>1.15. Advocacy tools for the 5<sup>th</sup> NHDR produced</p>	<p><b>Activity Result 1-4: National/provincial dissemination strategy and advocacy tools developed and implemented</b></p> <p>a. Design a coordination plan to use HD concept and HDI training workshops, topic selection consultations, background report presentations and chapter draft discussions to raise awareness and broaden audience reception and discussion of report contents. Link with DG district and village level activities and expand use of non-print, non-mainstream media such as community radio</p> <p>b. Produce advocacy tools (e.g. advocacy video) and a CD Rom including the NHDR/PHDR, technical papers, videos and Human Development Concepts</p> <p>c. Coordinate the use of video for TV and radio programmes by liaising with public media and UN communication group.</p>	<p><i>NERI, TA</i></p>	<p>a. TA US\$10,000 WSs US\$6,000 Printings US\$4,000</p> <p>b. TA US\$21,000 Travel US\$20,000 WSs US\$14,500 Printings US\$24,000</p> <p>c. Video production US\$14,500</p> <p><b>Output 1 total: US\$ 355,500</b></p>

<p><b>Output 2: One high quality National Human Development Report, and/or Provincial Human Development Reports produced</b></p> <p><b>Baseline:</b></p> <p>2.1. 4 NHDRs produced, zero provincial HDRs</p> <p><b>Indicator:</b></p> <p>2.1. 1 NHDR or 1 PHDR produced by 2015</p>	<p><b>Q1 2012:</b></p> <p>2.1. Provincial HD research team is established</p> <p><b>Q4 2013</b></p> <p>2.1. PHDR is produced</p>	<p><b>Activity Result 2-1: Research developed for HD on provincial issues for selected provinces</b></p> <p>a. Through consultative process, select strategic human development themes/topics in selected provinces for applied policy research in order to further advance the achievement of the valuable goals within NSEDP including MDGs and graduation from LDC status</p> <p>b. Formulate a detailed action plan and design outline of report</p> <p>c. Create a Provincial Advisory Board (PAB) and actively engage members in discussions and presentations of ongoing research</p> <p>d. Organise consultations with stakeholders to adapt focus topics to local priorities and coordinate background research with other ongoing or planned future initiatives.</p> <p>e. Identify writers/authors and coordinate with them for the drafting of the technical background paper</p> <p>f. Coordinate PHDR process and presentation of drafts to different stakeholders</p> <p>g. Produce PHDR (design, translation, editing, printing, etc)</p>	<p><i>NERI/NAB, TA (Writer)</i></p>	<p>a. and</p> <p>b. Workshops to select PHDR theme, to formulate work plan US\$5,500</p> <p>c. TA (lead author) US\$480,000 Travel US\$13,000 PAB meeting and WSs US\$29,000</p> <p>d. and</p> <p>e. Background research US\$ and technical paper US\$ 105,000</p> <p>f. WSs presenting draft PHDR US\$20,000</p> <p>g. design, translation, editing, printing, etc US\$87,000</p>
	<p><b>Q4 2012:</b></p> <p>2.1. NHDR research team established</p> <p><b>Q4 2014:</b></p> <p>2.1. 5<sup>th</sup> NHDR is produced</p>	<p><b>Activity Result 2-2: Research support for NHDR established and NHDR produced</b></p> <p>a. Through consultative process, select strategic human development themes/topics for applied policy research in order to further advance the achievement of the valuable goals within NSEDP including MDGs and graduation from LDC status</p>	<p>NERI/NAB</p>	<p>a. and</p> <p>b. Workshops to select PHDR theme, to formulate work plan US\$6,500</p> <p>c. TA (lead author) US\$240,000 Travel</p>

		<p>b. Formulate detailed action plan and design outline of Report</p> <p>c. Create Advisory Board and actively engage members in public discussions and presentations with members of the writing team of ongoing research to RTM meetings, SWGs, members of the National Assembly, and other stakeholder groups</p> <p>d. Organise consultations with stakeholders to coordinate background research with other ongoing or planned future initiatives.</p> <p>e. Identify writers/authors and coordinate with them for the drafting of technical background papers</p> <p>f. Coordinate NHDR process and presentation of drafts to different stakeholders and Liaise with UNDP HDR Team in Lao PDR and with HDRO in NY</p> <p>g. Produce PHDR (design, translation, editing, printing, etc)</p>		<p>US\$10,000 NAB meeting and WSs US\$26,000 d. and e. Background research US\$ and technical paper US\$ 86,000 f. WSs presenting draft PHDR US\$18,000 g. design, translation, editing, printing, etc US\$82,000</p> <p><b>Output 2 total: US\$ 1,208,000</b></p>
<p><b>Output 3: Evidence-based research and analysis to support the implementation of the NSEDP/MDGs</b></p> <p><b>Baseline:</b></p> <p>3.1. Macroeconomic Quarterly reports have been produced regularly</p> <p>3.2. Research dissemination meeting at MPI organized regularly</p> <p>3.3. Research is used to link the research output into the planning process but needs strengthening</p>	<p>3.1. At least one high quality reports produced per year</p> <p><b>From Q2 2011:</b></p> <p>3.2. Research to support Macroeconomic Quarterly report has been carried out regularly</p>	<p><b>Activity Result 3-1: Undertake other selected targeted applied research on macro-economic, sector and cross-sector issues especially relevant to achieving valuable goals within NSEDP/MDGs</b></p> <p>a. Provide technical inputs to macro-economic updates for the Government and facilitate dialogue on critical and emerging macroeconomic issues at the meetings including SWG meetings</p> <p>b. Undertake practical/applied research on impact of FDI on MDGs and Poverty Reduction.</p> <p>c. Support to research on impact of NSEDP implementation on rural livelihoods and well-being in one or two selected provinces</p>		<p>a. Meeting US\$5,000 b. And c. Research papers US\$49,000</p>

<p><b>Indicators:</b></p> <p>3.1. Number of high quality Macroeconomic Quarterly Reports with more practical results-oriented focus on issues relevant to achievement of NSEDP/MDGs</p>				
<p>3.2. Number of high quality macroeconomic background research papers relevant to achievement of NSEDP/MDGs produced; used as RTM background paper and circulated including for SWG meetings</p> <p>3.3. Practical result-oriented research findings integrated into planning implementation process through MPI procedures</p>	<p><b>2012 and onward:</b></p> <p>3.3. Reports issued on the impact of NSEDP impact on rural livelihoods and well-being</p> <p>3.4. Practical/applied research on impact of FDI on MDGs and Poverty Reduction conducted</p>	<p><b>Activity Result 4-2: Practical/applied research to support macroeconomic performance and advance effective implementation of NSEDP conducted and integrated into planning implementation procedures within relevant MPI departments</b></p> <p>a. Apart from monthly economic analysis prepared by DoP, produce high quality macroeconomic quarterly reports with practical results-oriented focus on achieving NSEDP/MDGs</p> <p>b. Organize monthly research dissemination meeting at MPI regularly</p> <p>c. Organize two Practical/Applied Research Network workshops per year to support NSEDP/MDGs</p>	<p><i>NERI Lead, Research Institutes from National Research Network</i></p>	<p>a. TA US\$86,000</p> <p>b. WSs US\$5,700</p> <p>c. Workshop US\$6,000</p> <p>d. Supporting staff US\$83,500</p> <p>e. Project office US\$ 29,000</p> <p>f. ISS and MISC US\$36,000</p> <p><b>Output 3 total: US\$ 246,200</b></p>
<p><b>Component 4 total</b></p>				<p><b>US\$1,809,700</b></p>
<p><b>Programme Total</b></p>				<p><b><sup>1</sup>US\$9,060,600</b></p>

<sup>1</sup> In case the programme cannot mobilize additional fund, beside the available UNDP TRAC US\$3,417,688, the programme will be operated based on the programme overall work plan as per annex 5.

<sup>1</sup>In case the programme cannot mobilize additional fund, beside the available UNDP TRAC US\$3,417,688, the programme will be operated based on the

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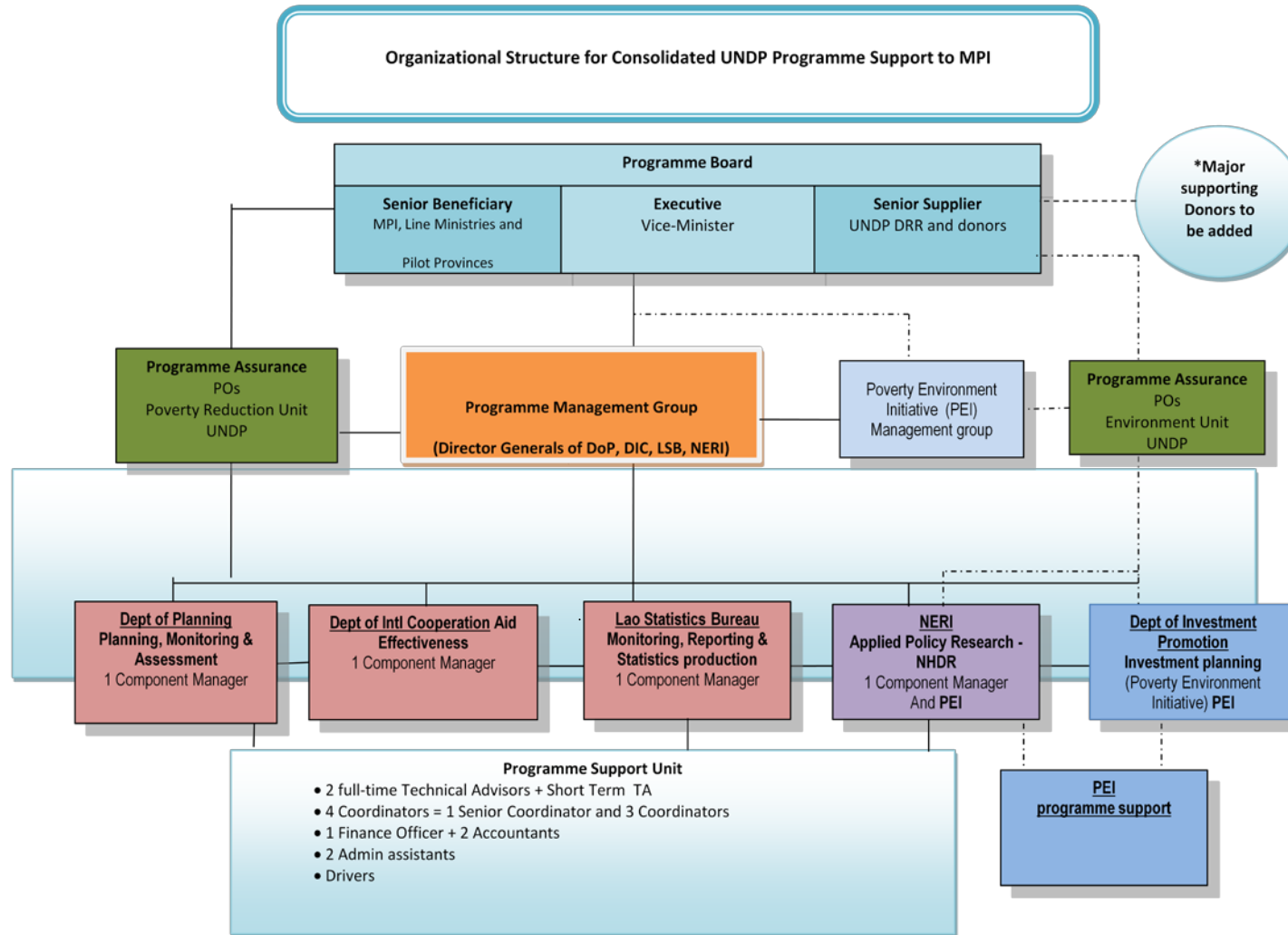
#### **IV. ANNUAL WORK PLAN**

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programme overall work plan as per annex 5.



## V. MANAGEMENT ARRANGEMENT



The Programme will be nationally implemented under UNDP's National Implementation Modality (NIM). The Ministry of Planning and Investment is the Implementing Partner of this programme based on the results of prior capacity assessments. While there will be international technical support, the programme will be locally driven by national teams across the different components. The national implementation of the programme promotes more responsiveness to the Government's needs and the integration of programme activities with the country's priorities.

The programme is supervised by the Programme Board which will provide policy guidance and monitor the performance (timely implementation of all components) of the programme. Members of the Programme Board will be collectively responsible for the management of the component outputs as identified in the Programme Document.

The main roles and responsibilities of the Programme Board (Executive, Senior Beneficiary and Senior Supplier), Programme Management Team, Programme Assurance and Programme Support are as follows:

**Programme Board** is a group responsible for reaching management decisions by consensus for a Component when guidance is required by the Programme Manager, including recommendations for UNDP/Implementing Partner approval of programme plans and revisions. The Programme Board will:

- Provide overall guidance and direction to the programme, ensuring it remains within any specified constraints;
- Appoint a senior national Programme Management Team;
- Address programme issues as raised by the Programme Management Team;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on the Programme Management Team's tolerances as required;
- Review the Programme Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Programme Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review;
- Provide ad-hoc direction and advice for exceptional situations when tolerances are exceeded;
- Assess and decide on programme changes through revisions.

**Executive** is an individual representing the programme ownership to chair the Programme Board. The Executive for this Programme is the Vice Minister of MPI.

**Senior Supplier** is a group representing the interests of the parties concerned which provide funding and/or technical expertise to the programme. The Senior Supplier is represented by the UNDP Deputy Resident Representative and representatives from main donors contributing to the programme. The primary function is to provide guidance regarding the technical feasibility of the programme.

**Senior Beneficiary** is a group of individuals representing the interests of those who will ultimately benefit from the programme. Senior Beneficiaries include MPI, Line Ministries and Pilot Provinces. The primary function is to ensure the realization of programme results from the perspective of programme beneficiaries.

**Programme Management Group:** has the authority to run the programme on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Programme Board. Programme Management Team is responsible for day-to-day management and decision-making for the programme. Given the scope of the programme, the Programme Management Group consists of the following:

- Director General of Department of Planning – Responsible for Component 1
- Director General of Lao Statistics Bureau - Responsible for Component 2
- Director General of Department of International Cooperation – Responsible for Component 3 and overall programme coordination
- Director General of National Economics Research Institute (NERI) – Responsible for Component 4

The Programme Management Group will:

- Plan the activities of the programme and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiate activities, including drafting TORs and work specifications;
- Monitor events as determined in the Programme Monitoring Schedule Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Be responsible for preparing and submitting financial reports to UNDP on a quarterly basis;
- Manage and monitor the programme risks initially identified, submit new risks to the Programme Board for consideration and decide on possible actions if required, and update the status of these risks by maintaining the Programme Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log;
- Prepare the Programme Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Programme Board and Programme Assurance;
- Prepare the Annual Review Report, and submit the report to the Programme Board and the Outcome Board;
- Prepare the AWP for the following year, as well as Quarterly Plans if required;
- Update the Atlas Programme Management module if external access is made available.

**Programme Assurance** is the responsibility of each Programme Board member; but can be delegated. The programme assurance role supports the Programme Board through independent programme oversight and monitoring functions. Programme Assurance will:

- Ensure that funds are made available to the programme;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical programme information is monitored and updated in Atlas, using the Activity Quality Assessment page in particular;
- Ensure that Programme Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that financial reports are submitted to UNDP on time, and that CDRs are prepared and submitted to the Programme Board;
- Perform oversight activities, such as periodic monitoring visits and “spot checks”;

- Ensure that the Programme Data Quality Dashboard remains “green”.

**Programme Support** provides programme administration, management and technical support to the Programme Management Team as required by the needs of the programme or Programme Management Team. Deputy Directors of the Departments may deputise on behalf of the Programme Management Team in their absence, including the preparation of the routine reports required by Government and donors (including annual work plans, quarterly work plans, UN FACE forms based submissions/requests).

Programme Support will:

- Set up and maintain programme files;
- Collect programme related information data;
- Update plans;
- Administer Programme Board meetings;
- Administer programme revision control;
- Establish document control procedures;
- Compile, copy and distribute all programme reports;
- Assist in the financial management tasks under the responsibility of the Programme Manager;
- Provide support in the use of Atlas for monitoring and reporting;
- Review technical reports;
- Monitor technical activities carried out by responsible parties.

Support staff includes:

1. Four Coordinators - one is the Senior Coordinator responsible for one component and consolidation of all four components and one coordinator for each component
2. One Finance Officer – Responsible for financial reporting of one component and consolidating all financial reports into FACE form
3. Two Accountants – Responsible for financial reporting of two components (LSB will use in-house finance officer)
4. Two Administrative Assistants
5. Two Drivers

This Programme Board will also oversee the implementation of the UNDP-UNEP Poverty – Environment Initiatives (PEI), being implemented by the Department of Investment Promotion and NERI, MPI to ensure overall coordination and synergy. Joint Annual Review Meetings will be conducted for the MPI programme and the PE initiatives. The MPI Programme Board will also review and approve the Annual Workplan of the PEI components implemented by MPI Departments.

The Programme Management Team will ensure that there is regular consultation among key government and international stakeholders to facilitate coordination, strengthen national ownership and continue international interest. The Team responsible for each component of the Programme will conduct a monthly meeting with responsible UNDP programme Officer. To ensure the overall coherence and progress of the whole programme, the Programme Teams for all four components will meet on a quarterly basis to discuss the direction and activities of the four components towards achieving the programme results.

### Responsible Partners:

The activities related to the Investment Promotion Department (IPD) under Component 1, will be implemented by the PEI team to ensure overall coordination and consistency. UNDP will contribute necessary funding while the PEI project management team will ensure the efficient and effective use of the funds for the intended results.

The activities related to the MDG/LDC Action Plan reporting and advocacy will be under the responsibility of Department of International Organization (DIO), Ministry of Foreign Affairs (MOFA).

### **Model for Provision of Technical Assistance**

The approach to technical assistance (TA) proposed here envisions greater use of more targeted short term, technical advisory support and training-of-trainers, followed and supported by extended twinning and mentoring by one or two long-term Technical Advisors. This represents a gradual shift to a model of TA provision based on a limited and more focused use of external technical advisors, placing more emphasis on preparing national experts and civil service staff to take on greater responsibility over the course of the programme cycle.

Through the national implementation modality, UNDP will continue to support the Government to further strengthen the national capacities during the proposed programme, which is directly supporting the mandates of the four MPI Departments concerned. The Programme will ensure that by the end of the programme, necessary capacity is built to enable the MPI departments concerned to sustain programme outputs and results that have been generated during the course of the programme.

### ***UNDP Support Services***

As per the Letter of Agreement (LOA) between the Government of Lao PDR and UNDP with respect to the provision of support services by the UNDP Country Office for nationally implemented projects and programmes, the UNDP Country Office may provide, at the request of the Implementing Partner, the following support services for the activities of this programme, and recover the actual direct and indirect costs incurred by the Country Office in delivering such services as stipulated in the LOA:

- a. Payments, disbursements and other financial transactions;
- b. Recruitment of staff, programme personnel, and consultants;
- c. Procurement of services and equipment, including disposals;
- d. Organization of training activities, conferences, and workshops, including fellowships;
- e. Travel authorization, Government clearances ticketing, and travel arrangements;
- f. Shipment, custom clearance, and vehicle registration.

### **➤ *Prior obligations and prerequisites***

The Government will reconfirm its request for UNDP support, committing itself to making any adjustments in procedure needed for the programme to succeed. Such a renewed request will include the in-kind contribution (see below) as well as assurance that the Government will take steps to ensure that human resources management reforms will be undertaken to retrain and plan for succession of programme personnel and to retain beneficiaries in the public service for a minimum

of 5 years until the end of 2015. These will include remuneration packages and other non-monetary incentives and will draw on UN advice based on practices in other countries including LDCs.

➤ ***Summary of the inputs to be provided by partners***

The Government will provide in-kind contribution to the programme. The Government will make available civil servants in the output areas specified by the programme, including the Programme Manager, Programme Support personnel from DIC, DoP, LSB and NERI as well as personnel from DIO, MOFA.

UNDP will commit its Regular (Core) Resources under the next Country Programme Document and facilitate coordination and harmonization. UNDP and Government will join efforts in mobilizing development partners' support for the programme.

➤ ***Audit arrangements***

An audit will be conducted in a form of joint exercise among the four components and in accordance with the UNDP NIM Audit policies and procedures, and based on UNDG's Harmonised Cash Transfer (HACT) policy framework.

➤ ***Agreement on intellectual property rights and use of logo on the programme's deliverables***

These will be retained by the employing organisation of the personnel who develops intellectual products, either Government or UN/UNDP in accordance with respectively national and UN/UNDP policies and procedures.

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## **VI. MONITORING FRAMEWORK AND EVALUATION**

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the programme will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Programme Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the programme implementation.
- Based on the above information recorded in Atlas, a Programme Progress Reports (PPR) shall be submitted by the Programme Manager to the Programme Board through Programme Assurance, using the standard report format available in the Executive Snapshot.

- A programme Lessons-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the programme.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

#### Regular Monitoring

- Monthly meeting within each component with respective UNDP PO(s).
- Quarterly meeting with all four components to discuss progress and plan for the following quarter.

#### Annually

- **Joint Annual Review Report.** An Annual Review Report shall be prepared by the Programme Manager or his/her delegates and shared with the Programme Board and the Outcome Board. As a minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Joint Annual Programme Review.** Based on the above report, an annual programme review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the programme and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Programme Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. This Annual Programme Review should also cover the review of the PEI components within MPI.
- **External Mid-term and Final Evaluation.** In light of the complexity of this programme, its extended time-frame, and the need for new arrangements and adaptations on the parts of all of the participating Departments, an external mid-term review and an external final evaluation are included in the programme budget.

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## **VII. LEGAL CONTEXT**

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Programme Document as referred to in the Standard Basic Assistance Agreement (SBAA) [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with Article III of SBAA, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the programme is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Programme Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Programme Document.



## Annex 1a

### MDG Progress in Lao PDR

MDGs	Target	Seriously off Track	Off Track	On Track	No Target	Data Gaps
Goal 1: Poverty and Hunger	Reduce extreme poverty by half			●		
	Reduce hunger by half	●				
	Achieve full and productive employment and decent work for all				●	
Goal 2: Universal Primary Education	Universal primary schooling		●			
Goal 3: Gender Equality and Women's Empowerment	Eliminate gender disparity in all levels of education		●			
Goal 4: Child Mortality	Reduce child mortality under five years of age by two-thirds			●		
Goal 5: Maternal Health	Reduce maternal mortality by three-quarters		●			
	Universal access to reproductive health	●				
Goal 6: HIV/AIDS, malaria, and other diseases	Halt and reverse the spread of HIV/AIDS			●		
	Achieve universal access to HIV/AIDS treatment			●		
	Halt and reverse the spread of malaria			●		
	Halt and reverse the spread of TB			●		
Goal 7: Environmental Sustainability	Reverse the loss of environmental resources	●				
	Reduce rate of biodiversity loss				●	
	Halve the number of people without safe drinking water in rural areas		●			
	Halve the number of people without safe drinking water in urban areas			●		
	Halve the number of people without sanitation in rural areas		●			
	Halve the number of people without sanitation in urban areas			●		

Source: Adapted from MDG Progress Report 2008

## Annex 1b

### MDG Targets Needing Priority Efforts in NSEDP Implementation

MDG	Indicator	Baseline	Current status	2015 target
<b>1: Eradicate extreme poverty and hunger</b>	1.5 Employment-to-population ratio	47	49	<b>No target</b>
	1.8. Prevalence of underweight children under-five years of age	44 (1993)	37 (2006)	<b>22</b>
	1.8A. Prevalence of stunting in children under-five years of age	48 (1993)	40 (2006)	<b>34</b>
<b>2: Achieve universal primary education</b>	2.2. Proportion of pupils starting grade 1 who reach grade 5	48 (1991)	62 (2005)	<b>95</b>
	2.3. Literacy rate in the age-group of 15-24 years	71 (1991)	84 (2005)	<b>99</b>
<b>3: Promote gender equality and empower women</b>	3.1. Number of girls per 100 boys enrolled in	(all 1991)	(all 2006)	
	- Primary	77	86	<b>100</b>
	- Lower secondary	66	78	<b>100</b>
	- Upper secondary	56	74	<b>100</b>
	- Tertiary	49	62	<b>100</b>
	3.2 Share of women in wage employment	38 (1995)	50 (2006)	<b>No target</b>
<b>4: Reduce child mortality</b>	4.1. Under-5 Mortality Rate	170 (1995)	98 (2005)	<b>55**</b>
	4.3. Proportion of 1 year-old children immunised against measles	41.8 (2000)	40.4 (2005)	<b>90</b>
<b>5: Improve maternal health</b>	5.2. Proportion of births attended by skilled birth personnel	14 (1994)	21.1* (2005)	<b>50</b>
	5.4 Antenatal Care coverage rate			
	- at least one visit	-	28.5* (2005)	<b>60*</b>
	- at least 4 visits	-	-	<b>40</b>
<b>7: Ensure environmental sustainability</b>	7.1 Proportion of land areas covered by forests (%)	70	42 (2002)	<b>60***</b>
	7.2. CO <sub>2</sub> emissions and consumption of ozone-depleting substances (mt)	50 (1999)	18 (2006)	<b>No target</b>

Source: MDG Progress Report 2008, unless otherwise specified

\* As reported in MoH-MNCH Strategy (2009-2015);

\*\* MoH has changed the target from 80% to 55% in the MNCH Strategy (2009-2015). ;

\*\*\*Ministry of Agriculture and Forestry, GoL Forestry Sector Strategy

## ANNEX 2: INITIAL RISK LOG

<b>Programme Title:</b> Realizing the MDGs in Lao PDR: Realizing the MDGs in Lao PDR - Consolidated Programme of Support to MPI for the Achievement of the Valuable Goals of the 7 <sup>th</sup> NSEDP 2011-15	<b>Award ID:</b>	<b>Date:</b> 07 December 2010
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mgmt response	Owner	Submitted, updated by	Last Update	Status
1	Government unable to contribute the envisaged in-kind contributions (i.e. human resources)	07 Dec '10	Organizational	The main deliverables might not materialize  Probability (P) on a scale from 1 (low) to 5 (high) = 1 Impact (I) = 5  P=1, I= 5, Total = 6	Consult with MPI Department heads – DIC, DOP, LSB, DIP and NERI on staffing plan  Prepare a human resource reinforcing back-up plan (e.g. additional, consultants)	Component Managers	ARR/PRG, UNDP	31 Mar 2011	No change
2	The programme's deliverables become irrelevant to, or are not accepted by the, Government as it adopts other donor's approach	07 Dec '10	Organizational / Strategic	It would jeopardize the whole the programme, but unlikely that another donor would take over RTM, some possibility of WB/ADB competition over NSEDP monitoring  P = 1, I = 5, Total = 6	Maintain discussions with MPI, MoFA, MoF, improve partnership with WB and ADB and with Bilateral donors like Japan, Australia	Programme Management	ARR/PRG, UNDP	31 Mar 2011	No change

3	ExCom agencies fail to agree on details of coordination (NSEDIP) or IFI's fail to participate fully in RTM (ODA database)	07 Dec '10	Strategic	It would limit the scope and success of the results on harmonizing aid practices. Would also reduce effectiveness of UNDP-supported interventions (e.g. off-track MDGs)  P = 2, I = 4, Total = 8	Collaborate more closely with UN Agencies and SWG lead DPs to identify areas of common interest and potential joint initiatives	Component Managers	ARR/PRG, UNDP	31 Mar 2011	No change
4	UNDP fails to provide the envisaged full amount of Core Resources	07 Dec '10	Financial	It would limit the scope of the project  P = 1, I = 5, Total = 5	Prioritize the outputs and activities  Prepare a strategic resource mobilization action plan to ensure the core needs are met	Component Managers	ARR/PRG, UNDP	13 May 2011	Potential contribution from Luxembourg. However, overall funding gap remains substantial
5	Certain decision making and/or activity implementation delayed (e.g. PIU consolidation)	07 Dec '10	Organizational /Operational	This would entail cost implications and reduce efficiency of project.  P = 5, I = 3, Total 8	Agree concrete steps to implementation/ consolidation with MPI Dept. heads and monitor achievement by regular component and programme meeting	Component Managers	ARR/PRG, UNDP	31 Mar 2011	No change
6	Recruitment of key personnel delayed or not materialized	07 Dec '10	Operational	It would hinder delivery of planned output(s) and activity result(s)  P = 2, I = 3, Total 6	Prepare all necessary documentation (e.g. TOR, ad, etc) in advance; Tap rosters; Plan interviews ahead to secure interviewers	Component Managers	ARR/PRG, UNDP	13 May 2011	Recruitment process is in progress

## Annex 3 – TORs of the TAs

### A. Technical Advisor to support the Implementation of the Seventh National Socio-Economic Development Plan

<b>I. Position Information</b>	
<p>Job Code Title: Technical Advisor to support the Implementation of the Seventh National Socio-Economic Development Plan</p> <p>Position Number: 00059041</p> <p>Department: Department of Planning, Ministry of Planning and Investment (MPI)</p> <p>Reports to: UNDP Resident Representative</p> <p>Position Status: Vacant</p>	<p>Current Grade: P5</p> <p>Approved Grade: P5</p> <p>Position Classified by: OHR, BOM</p> <p>Classification Approved by :OHR, BOM</p>

<b>II. ORGANIZATIONAL CONTEXT</b>
<p>In March 2011, the 7th National Socio-Economic Development Plan (NSEDP) for 2011-2015, a common over-arching framework for all national and international development partners' development efforts in Lao PDR, was approved by the Party Congress, which will then be passed through the National Assembly in June 2011 for implementation beginning in FY 2011/2012.</p> <p>The 7th NSEDP aims to achieve sustainable economic growth and poverty reduction to further progress towards achieving the MDGs by 2015 and graduating from the LDC status by 2020. Specifically, the NSEDP aims to achieve an annual economic growth of at least 8%, decrease poverty below 19% by 2015, and achieve other significant improvements in the social sector, such as increased primary school enrolments, reduced infant and child mortality, reduced maternal mortality, and improved access to clean water.</p> <p>The 7th NSEDP particularly introduces a stronger focus on poverty reduction and achieving the MDGs, including planned increases in social sector and MDG-related expenditures, particularly in the area of health, education, agriculture and infrastructure as well as other cross-cutting areas such as governance, gender mainstreaming and environment.</p> <p>With the approval of the 7<sup>th</sup> NSEDP, the challenge now is to strengthen capacity to monitor and evaluate implementation progress of the NSEDP, ensuring that the MDGs and poverty reduction programmes are successfully incorporated into the annual plans and budgets at the provincial and district level to achieve higher level of human development in the country. Another challenge is to strengthen local-level planning that promotes participation of the poor and other vulnerable groups especially women and ethnic groups in deciding on and managing development activities in their villages, Kumbans, districts and provinces.</p> <p>Over the years, UNDP has provided strategic support to the Ministry of Planning and Investment (MPI) of the Lao PDR through a number of projects which are implemented by several</p>

Departments within the MPI, including: 1) support to the National Socio-Economic Development Plan (NSEDP); 2) the Round Table Process for aid effectiveness and coordination; 3) the National Human Development Project and Support to the National Statistical System in the Lao PDR; 4) Poverty-Environment Initiatives. These projects are coming to an end by the end of 2010. In response to the Government's request to continue providing support in these areas, UNDP is currently formulating a new round of cooperation which will integrate all these relevant elements into a single five-year programme (2011-2015) to improve efficiency, and create synergies across the components.

The support programme includes three components: Planning; Monitoring, reporting, and support to statistics, including national human development reporting; and Aid effectiveness. The programme approach conforms with the commitments of the Paris and Vientiane Declarations and will reduce the burden of project monitoring and reporting on ministry staff and provide greater flexibility for the sharing of resources, information, and experience among ministry departments and through them to beneficiaries at the provincial and district level. The objective of the programme is to support the government for the successful implementation of the 7th NSEDP, achievement of the MDGs and Lao PDR graduation from the least developed countries status, primarily through strengthening the capacity in planning, implementation, financing, monitoring and evaluation in the Lao PDR.

In this context, the Technical Advisor (TA) is required to provide high level technical and policy support and related assistance to the Government of Lao PDR, in particular the Department of Planning (DOP) of MPI. The TA is required to provide practical support working closely with relevant Line Ministries and provincial authorities.

## **VIII. III. FUNCTIONS / KEY RESULTS EXPECTED**

### **Summary of key functions:**

While the TA will closely work with other Technical Advisors to achieve the overall programme objectives, s/he is primarily required to achieve the following outputs of the component which supports the overall planning, implementation, monitoring and evaluation of the NSEDP as required by the different phases of the national planning cycle.

- (i) Incorporation of gender sensitive poverty reduction and MDG targets in the Seventh Plan (2011-2015) in annual plans, budgets and Public Investment Plans (PIP);
- (ii) Improved capacity for the gender sensitive local planning, implementation and monitoring;
- (iii) Improved gender sensitive M&E framework and enhanced capacity of MPI, selected Line Ministries and two Provinces/districts to monitor and report on plan implementation, using the Lao Info as a tool to facilitate monitoring.
- (iv) Strengthened evidence-based research and analysis required for the implementation of the NSEDP; and
- (v) Support in ensuring consistency and coordination between the planning component and the other three key components of the programme as well as ensuring synergy with the Poverty – Environment Initiative programme.

**The key functions that the TA is expected to undertake are as follows:**

(i) Incorporation of gender sensitive poverty reduction and MDG priorities and programmes in the Seventh Plan (2011-2015) in annual plans, budgets and Public Investment Plans (PIPs)

- Provide practical support and assistance to the GoL for further strengthening the planning and integration of the planning mechanism into the budget formulation system, including the formulation process at the sub-national level and line ministries, coordination and compilation arrangements within MPI, and the approval process by the National Assembly
- Coordinate a gender sensitive review of the annual plans and budgets for the relevant provinces and line ministries and assess the extent to which they align with the 7<sup>th</sup> NSEDP and incorporate the MDGs and targeted poverty reduction programmes
- Provide practical support and assistance to further strengthen the integration of gender sensitive targeted poverty reduction programmes and MDGs into annual plans and budgets at national, sub-national level and sectoral level, and subsequent monitoring and evaluation
- Provide support and assistance to strengthen the linkages between the Round Table Process and its Sector Working Groups with the planning process to effectively support the implementation and monitoring of the 7<sup>th</sup> NSEDP, including the Public Investment Programme.
- Provide support and assistance for improving gender sensitive participatory planning exercises based on the revised manual in poor districts, including the existing districts and Kumban profiles
- Provide overall support and assistance to the National Project Director (NPD), project manager (PM) and projects management team
- Provide policy recommendations, support and assistance for strengthening the Government's capacity to prepare the 8<sup>th</sup> NSEDP
- Provide practical support to MPI on the 8<sup>th</sup> Plan formulation guideline
- Provide support to ensure coherence between planning and budgeting processes
- Support the Plan Formulation Steering Committee to ensure consistency in sector inputs
- Work closely with the Department of International Cooperation (DIC) – the Round Table Process component to strengthen the link with SWGs for sector inputs and organize regular consultations with DPs on the progress of plan formulation

**(ii) Improved capacity for the gender sensitive local planning, implementation and monitoring**

- Provide support and assistance to implement targeted actions for off-track MDGs included into local level planning in two pilot districts
- Provide support and assistance to improve PIP process management in two pilot districts
- Provide practical support to conduct external evaluation of kumban experience thus far with lessons learned and concrete recommendations for revisions to the process
- Provide support and assistance to strengthen capacity for local level planning facilitators

- Ensure that poverty-environment issues are incorporated into the kumban-level participatory planning manual and process and support capacity building for application
- Provide technical and policy support to improve proposal writing skills among line ministry staff and planning staff at the central, provincial and district levels

**(iii) Improved M&E framework and enhanced capacity of MPI, selected Line Ministries and two Provinces/districts to monitor and report on plan implementation, using the Lao Info as a tool to facilitate monitoring**

- Review existing diagnostic assessments of existing Monitoring and Evaluation system, and propose recommendations for improving the system
- Work closely with National Statistics Bureau and provide technical inputs to support the finalization of key indicators to monitor the 7<sup>th</sup> Plan including the MDGs on an annual or mid-term bases, including identification of data sources
- Provide technical support and assistance to strengthen capacity of MPI and selected key Ministries and agencies to systematically monitor and report on annual NSEDPs especially using the Lao Info as a tool to facilitate the reporting
- Provide support and assistance to strengthen capacity to monitor and report on annual and the 7<sup>th</sup> NSEDP in two pilot provinces
- Provide/conduct training on planning, monitoring and evaluation for planning officers
- Ensure revised monitoring and evaluation tools are institutionalised in the two pilot provinces in collaboration with National Statistics Bureau.

**(iv) Strengthened evidence-based research and analysis required for the implementation of the NSEDP**

- Consult with relevant MPI departments and selected Ministries and Agencies regarding the research components that feed into the 7<sup>th</sup> Plan including the focus of the next National Human Development Report and selected provincial HDRs.
- Provide technical inputs to macro-economic sector working group as required
- Provide support and assistance in conducting research on impact on NSEDP implementation on rural livelihoods and wellbeing in two provinces
- Provide support and assistance in analysing data from Lao Info and other relevant sources to inform policy discussions and direction for annual planning exercise.

**(v). Support in ensuring consistency and coordination between the planning component and the other three key components of the programme as well as ensuring the synergy with Poverty – Environment Initiative (PEI) programme**

- Work closely with the Department of International Cooperation (DIC) – the Round Table Process component to organize regular consultations with DPs on the progress of plan formulation
- Work closely with the National Statistics Bureau in ensuring technical inputs into effective development of monitoring and reporting system in support of the NSEDP implementation especially through the use of Lao Info database
- Work closely with the National Economic Research Institute in ensuring that the NHDR and provincial HDRs focus on key development issues to inform the implementation of the 7<sup>th</sup> NSEDP and the formulation of the 8<sup>th</sup> NSEDP.
- Work closely with the Department of Investment Promotion and the PEI programme



team in ensuring that environmental concerns are mainstreamed into national plans and investment policies are consistent with and supportive of sustainable and equitable growth.

#### **IV. IMPACT OF RESULTS**

A more integrated and coordinated approach to mainstream gender sensitive poverty reduction and achievement of the MDGs by providing support for piloting capacity strengthening for planning at the central (National) and local (provinces and districts) levels.

Improved “downstream” gender sensitive participatory planning, budgeting, implementation and monitoring and evaluation capacities by piloting and institutionalizing the requisite approaches within provincial and district governments.

More effective gender sensitive monitoring and evaluation of the implementation of the 7th Plan to promote the utilization of the information for more effective future implementation, policy and strategy formulation and planning.

Initiating and nurturing of a research network in the country (involving NERI and selected Ministries and Agencies) for undertaking policy research as an important input to planning, implementation, monitoring and evaluation. More effective and coordinated programme results are ensured.

#### **V. COMPETENCIES**

##### **Corporate Competencies:**

- Demonstrates integrity and fairness by modeling UN values and ethical standards;
- Displays cultural and gender sensitivity and adaptability;
- Treats all people fairly and without favoritism; and
- Shows strong corporate commitment

##### **Functional Competencies;**

###### Development and Operational Effectiveness

- Ability to lead strategic planning supporting crucial decision making at the highest levels of government;
- Ability to lead the formulation, implementation, monitoring and evaluation of strategic policies and sound development programmes in a gender sensitive manner;
- Ability to generate creative, practical approaches to overcome challenging situations;
- Demonstrates strong technical and practical leadership and knowledge in issues related to strategic development planning, aid management, coordination and effectiveness;
- Familiarity with UN system and role of key stakeholders in the area of national development plans, local-level planning, aid management, coordination and effectiveness

### Knowledge Management and Learning

- Promotes knowledge management and a learning environment through leadership and personal example;
- Experience in capacity development and transformational leadership;
- Experience and knowledge of other Southeast Asian countries or similar contexts

### Management and Leadership

- Builds strong relationships with clients, focuses on impact and responds positively to constructive feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates good oral and written communication skills;
- Demonstrates excellent presentation skills;
- Excellent computer skills, and applications for report and project planning;
- Excellent organizational skills and proven ability to deliver projects within assigned deadlines;
- Demonstrates openness to change and ability to manage complexities;
- Excellent interpersonal skills and objectivity; and
- Experience working collaboratively in a team structure in a multicultural environment

## **VI. Recruitment Qualifications**

Education:

Master's degree in Economics or another relevant discipline

Experience:

- A minimum of 10 years of relevant experience in the field of development, working with national development planning processes including PRSP, monitoring and evaluation at the national and sub-national levels. Experience in Lao PDR or in a similar country context in related issues is an asset;
- Substantive experience in facilitating government-led ODA coordination in development planning, partnership building for development and resource coordination and integrating ODA into planning and budgeting in developing countries
- Extensive experience in research and analysis, reviewing and conducting assessment, and developing recommendations to inform plan formulation and implementation;
- Prior experience with UNDP/UN agencies or international organizations, particularly in developing countries is an asset; and
- Good interpersonal skills. Strong written and verbal

	communication skills.
Language Requirements:	Excellent knowledge of English and ability to communicate clearly in written and spoken English. Ability to speak Lao is an asset.

## B. Technical Advisor to the National Round Table Process

I. Position Information	
Job Code Title: Technical Advisor to the National Round Table Process Position Number: Department: Department of International Cooperation, Ministry of Planning and Investment Reports to: UNDP DRR Position Status: <i>Vacant</i>	Current Grade:P5 Approved Grade: Position Classified by: Classification Approved by:

II. ORGANIZATIONAL CONTEXT
<p>UNDP has supported the Government of Lao PDR in aid coordination and effectiveness through an increasingly successful Round Table Process and related Round Table Meetings (RTMs). The Round Table Process (RTP) has succeeded in developing into a government-led process of ongoing dialogue and cooperation in recent years. The Government and Development Partners strongly committed themselves to work together for much improved aid effectiveness in the Lao PDR. At the 9<sup>th</sup> Round Table Meeting (RTM) in November 2006, they signed the Vientiane Declaration on Aid Effectiveness, a localized version of the Paris Declaration on Aid Effectiveness. At the 10<sup>th</sup> Round Table Meeting in October 2010, the Government presented its strategic directions over the next five years as outlined in the 7<sup>th</sup> National Socio-Economic Development Plan (NSEDP 2011-2015). In addition, the MDG Compact for Lao PDR, introducing a localized MDG 9 on UXO and Victim Assistance was signed by the Government and the UN as well as other development partners at the 10<sup>th</sup> RTM.</p> <p><i>In March 2011, the 7th NSEDP for 2011-2015, a common over-arching framework for all national and international development partners' development efforts in Lao PDR, will be approved by the 9<sup>th</sup> Party Congress, which will then be passed through the National Assembly in June 2011 for implementation beginning in FY 2011/2012.</i></p> <p><i>The 7th NSEDP particularly introduces a stronger focus on poverty reduction and achieving the MDGs, With the introduction of the 7<sup>th</sup> NSEDP, the challenge now is to strengthen capacity to monitor and evaluate implementation progress of the NSEDP, ensuring that the MDGs and poverty reduction programmes are successfully incorporated into the annual plans and budgets at the provincial and district level. Another challenge is to strengthen local-level planning that promotes participation of the poor and other vulnerable groups in deciding on and managing development activities in their villages, Kumbans, districts and provinces.</i></p> <p>To better facilitate support for the implementation of the NSEDP and the achievement of the country's national development goals, the Government-led Round Table Process is being synchronized and focused on the 7<sup>th</sup> NSEDP as an overarching framework for mobilizing and coordinating resources including development partner assistance for the achievement of the country's national development goals, including the MDGs.</p>

In addition to the major Round Table Meetings (RTMs) organized every three years in Vientiane, there are now a range of other Round Table related consultations in between RTMs that have traditionally played an important role within the overall RTP. These include annual Round Table Implementation Meetings aimed at taking stock of progress and lessons learned in the implementation of NSEDP and Vientiane Declaration and developing common understandings and recommendation for advancing progress; as well as more specialized substantive consultations in needed areas in preparation for the major RTMs.

At the sector level, coordination between Government and development partners occurs primarily through the 8 Sector Working Groups that bring together representatives from government and donor agencies, and international NGOs in the following key areas of Health; Education; Infrastructure; Agriculture, Rural Development and Natural Resource Management; Governance; Macroeconomics and Private Sector Development; Mine Action; and Drug Control. The groups are forums to discuss and build consensus about development priorities identified in the NSEDP, and improve sectoral aid coordination and effectiveness as set out in the Vientiane Declaration Country Action Plan.

*Over the years, UNDP has provided strategic support to the Ministry of Planning and Investment (MPI) of the Lao PDR through a number of projects which are implemented by several Departments within the MPI, However, these projects are coming to an end. In response to the Government's request to continue providing support in these areas, UNDP is currently formulating a new round of cooperation which will integrate all relevant elements of supports into a single five-year programme (2011-2015) to improve efficiency, and create synergies across the components and to conform with the commitments of the Paris and Vientiane Declaration on Aid Effectiveness.*

*The support programme includes four components:*

- 1- Support to Consultative Planning, Implementation, Monitoring, Assessing and Reporting on the NSEDP/MDGs, *implemented by Department of General Planning (DoP);*
- 2- Strengthen the Round Table Process for Achievement of NSEDP/MDGs, *implemented by Department of International Cooperation (DIC);*
- 3- Develop Common Database to Effectively Monitor, Evaluate and Guide Progress Towards Goals of NSEDP/MDGs, *implemented by Lao Statistics Bureau (LSB); and*
- 4- Advance Human Development through Policy-Informing Research on Human Development Issues especially Relevant for Achieving the NSEDP/MDGs, *implemented by National Economic Research Institute (NERI).*

*The main objective of the programme is to support the government for the successful implementation of the 7th NSEDP, achievement of the MDGs and Lao PDR graduation from the least developed countries status, primarily through strengthening the capacity in planning, implementation, financing, monitoring and evaluation in the Lao PDR.*

In this context, a Technical Adviser to the MPI programme is required to support the Government especially the Ministry of Planning and Investment (MPI), Department of International Cooperation (DIC), which is responsible for coordinating the Round Table Process (RTP), mobilizing and coordinating development resources including ODA for the implementation of the NSEDP as well as to support and ensure a quality preparation of the NSEDP, annual Plans and related Public Investment Programmes (PIPs) . The Technical Adviser will work closely with other Technical Advisors working in the programme to achieve the overall

programme objectives although his/her direct responsibilities lie on the RTP component of the programme. The Technical Advisor (TA) is also required to provide policy and technical support by working with relevant provincial authorities and line ministries.

### III. FUNCTIONS / KEY RESULTS EXPECTED

Summary of key functions:

- 1- Provide high quality policy and technical support to the Government of Lao PDR (GoL) in particular MPI for further elevating the quality and effectiveness of the Round Table Process in support of the implementation of the NSEDP;
- 2- Provide support in planning and organization of high quality Round Table Meetings (RTMs), annual Round Table Implementation Meetings (RTIMs) and more focused thematic pre-consultations including drafting high quality background documents and relevant strategies and papers;
- 3- Provide substantive assistance in the further strengthening the effectiveness of the Government-led Sector coordination mechanisms (Sector Working Groups -SWGs-) and their coherence within the RT process;
- 4- Strengthened systematic linkage between the SWGs' valuable work with annual review, planning and budgeting process of the Government by providing technical assistance to co-ordinate and facilitate the process.
- 5- Provide assistance in the effective implementation and monitoring of the Country Action Plan (CAP) of the Vientiane Declaration on Aid Effectiveness and other global aid effectiveness commitments;
- 6- Support the GoL in further enhancing reliability and accessibility of the ODA data and integrating ODA with national planning and budget processes and aligning with national priorities;
- 7- Assist in partnership building and resource mobilization for the programme
- 8- Assist on capacity building for the effective mobilization, management, coordination and investment of ODA; and
- 9- Ensure overall programme coordination and synergy with the other two components on statistics and research.

**1. Function / Expected Results:** Provide high quality policy and technical support to the Government of Lao PDR (GoL) for further elevating the quality and effectiveness of the Round Table Process in support of the implementation of MDG-centered NSEDP.

- Quality and effectiveness of the Round Table Process further elevated including as a process for facilitating substantive dialogue, and developing common understandings on national priorities and challenges;
- Improved the effectiveness of the RTP in supporting implementation of the National Socio-Economic Development Plan (NSEDP) including Public Investment Programmes

(PIPs);

- Successful organization of high quality Round Table Meetings (RTMs), annual Round Table Implementation Meetings (RTIMs) and more focused Thematic pre-consultations including drafting high quality background documents and relevant strategic papers;
- A strategy for ensuring a sufficient level of ODA pledges, commitments and disbursements in support of the NSEDP developed and effectively implemented; and
- Effective collaboration with the Department of Planning (DoP) to organize regular consultations with DPs on the progress of NSEDP annual plan formulation and costing

**2. Function / Expected Results:** Provide assistance in the further strengthening effective Government-led Sector coordination mechanisms (Sector Working Groups -SWGs) and their coherence within the Round Table Process

- Strengthened 8 Sector Working Groups (WSGs) and their coherence within the RT process;
- Strengthened systematic linkage between the SWGs' valuable work with annual review, planning and budgeting process of the Government by providing technical assistance to co-ordinate and facilitate the process.
- Guidelines for SWGs involvement in implementing the Seventh Plan and the VD CAP developed and implemented;
- Further align SWG TORs and workplans to specific NSEDP goals including specific MDGs
- Annual RTP related consultations schedule and themes developed to guide SWGs' work; and
- Knowledge and experience sharing among SWGs promoted.

**3. Function / Expected Results:** Provide assistance in the effective implementation and monitoring of the Country Action Plan (CAP) of the Vientiane Declaration on Aid Effectiveness and other global aid effectiveness commitments, including Busan results

- Implementation of the VDCAP reviewed every two years at the Annual RTIM or Sector Working Group meetings;
- VD CAP updated to reflect progress and new aid effectiveness commitments/ challenges; and
- Monitoring of VDCAP and other aid effectiveness commitments conducted and effectively led by the Government.

**4. Function / Expected Results:** Support the GoL in further enhancing reliability and accessibility of the ODA data and integrating ODA with national planning and budget processes and aligning with national priorities

- Improved integration among ODA, planning and budgeting process; \
- Aid Management Platform (ODA dataset) fully functioned and support the monitoring of ODA planning and alignment with national priorities; and
- Quality and timely publication of Foreign Aid Implementation Reports and ODA related

reports.

**5. Function / Expected Results:** Assist on capacity building for the effective mobilization, management, coordination and investment of ODA

- Capacity development framework developed for the Department of International Cooperation;
- Well targeted training plans that suits the need and increase capacity of DIC to advice on aid effectiveness and management;
- ODA related research papers produced to inform ODA policy direction in the country; and
- Provision of advice and assistance in other relevant areas of the Round Table Process as required

**6. Function/ Expected Results:** Assist the Programme Management Team in ensuring overall programme coordination and synergy among all components

- Inter-connected plans and strategic directions of all outputs of the RTP component and with the Planning component;
- Programme annual workplans developed in a consistent manner across all the 4 key components of the programme;
- Support provided in ensuring programme reviews and evaluation take place as planned; and
- Support provided to DIC to ensure overall synergy and coordination among all TAs (supported by other development partners) working in the Department of International Cooperation, MPI
- Support programme management team in partnership building and resource mobilization
- Reports to the Government, DIC/MPI.



#### **IV. Impact of Results:**

The key result of the post contributes to improve policy, institutional and human resource and capacity to manage and coordinate aid effectively. It strengthens Government-led partnerships with Development Partners aimed at responding to the country's evolving ODA related needs during the implementation of NSEDP 2011-15. The post will also result in a more integrated and coordinated approach to mainstream poverty reduction and achievement of the MDGs by providing support for piloting capacity strengthening for planning at the central (National) and local (provinces and districts) levels.

It further enriches quality and effectiveness of the Round Table Process for facilitating substantive dialogue, developing common understandings on evolving national priorities, and improved collaboration for NSEDP implementation including through increased effectiveness of the Sector Working Groups (SWGs) and exploring of Sector-Wide Approaches (SWAPs).

The post also contributes to strengthening Government capacity to coordinate, motivate and monitor the effective implementation of the Country Action Plan for the Vientiane Declaration on Aid effectiveness including through effective Sector Working Groups (SWGs) and reliable and timely ODA information system needed to enable increased integration of ODA into national planning and budgeting, and to facilitate implementation for achieving development results and improving human well being as measured by progress towards the MDGs.

Finally, the post also contributes to increased effectiveness of overall programme effectiveness and efficiency.

#### **V. COMPETENCIES**

**Corporate Competencies:**

- Demonstrates integrity by modeling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism

**Functional Competencies:**Job Knowledge & Expertise:

- A high intellectual capacity to understand and interpret national development issues especially related to ODA;
- Ability to provide quality policy and technical support services on economic and ODA issues
- A high intellectual capacity to understand, interpret and formulate high quality background documents and policy related documents to facilitate the dialogues
- Ability to lead strategic planning supporting crucial decision making at the highest levels of government;
- Ability to lead the formulation, implementation, monitoring and evaluation of strategic policies and sound development programmes;
- Strong knowledge of government institution
- Applies the required depth and breadth of knowledge and expertise to meet job demands
- Uses Information Technology effectively as a tool and resource
- Specialized knowledge in issues relevant to ODA coordination, planning, and integration
- Strong analytical skills combined with political judgment

People Skills:

- Recognizes and responds appropriately to the ideas, interests, and concerns of others; gives credit to the contributions of others
- Promotes a learning environment; facilitates the development of individual and team competencies
- Flexibility and strong inter-personal skills, able to work in a multi-cultural environment and in Government offices
- Ability to work effectively in a team

Managing for Results:

- Plans and prioritizes work activities to meet the project objectives and goals.
- Pro-active, and capable of initiating and effectively organizing work under government leadership
- Ability work under pressure and tight deadlines
- Translates strategic aims into achievable plans, with established priorities; manages to them, making periodic adjustments as required.

Partnering & Networking:

- Builds and sustains relationships with key constituents (internal/external/ bilateral/ multilateral/public/private; civil society)
- Seeks and applies knowledge, information, and best practices from within and outside of UNDP

Innovation, Flexible & Sound Judgment:

- Strong strategic, analytical and research skills, including the ability to analyze audiences, attitudes, media, communications products and messages and to translate them into an effective communications strategy;
- Conceptualizes and analyzes problems to identify key issues, underlying problems, and how they relate
- Generates creative, practical approaches to overcome challenging situations

## VI. Recruitment Qualifications

Education:	Master's Degree in Economics or Development Economics
Experience:	<p>At least 10 years of substantive experience in development planning, in facilitating government-led ODA coordination, in partnership building for development and resource coordination and integrating ODA into planning and budgeting in developing countries.</p> <p>Extensive experience in the field of development, working with national development planning processes, monitoring and evaluation, and the national and sub-national levels, research and policy advocacy in developing countries.</p> <p>Extensive experience with an in depth understanding of government/donor coordination mechanisms. i.e round table process, and familiarity with evolving global debate on aid effectiveness issues. Experience in Laos or similar transition economy structure in related issues is an asset.</p>
Language Requirements:	Strong English language communication skills, especially strong English language drafting skills. Ability to speak Lao is an asset.

## **Annex 4– TORs of staff in Programme Supporting Unit**

### **Senior Coordinator**

Under supervision of the Component Manager, and working as a member of the programme support unit, the Senior Coordinator will provide a day to day support to the Programme Management Group under component 2 on Round Table Process and coordinate all inputs from the other three components.

#### **Duties and Responsibilities**

National senior coordinator will be contracted to assist the Component Manager (Component 2 on Aid Effectiveness) and work closely with the Technical Advisor (TA) in daily management activities in their respective component team (s). S/he is expected to work closely with the concerned government officials and liaise with other component coordinators.

- Assist the Component Manager with the design of strategies, work plans (including yearly and quarterly) for component as well as programme implementation, and budgets and progress reports.
- Act as a liaison point among the component team, government agencies concerned and other component coordinators to ensure timely implementation of the whole programme.
- Provide input to the Component Manager on follow up actions required for the successful implementation of component activities on a day-to-day basis.
- Assist the Manager and TA with the preparation of meetings, workshops, training programmes, technical discussion papers and VDCAP implementation meeting.
- Assist the team in strengthening their understanding and ability to develop programme financial, planning and administrative procedures consistent with the principles of results based management. This includes providing an advice to other component coordinators in order to ensure consistency of reporting and programme outputs.
- Set up and maintain Programme files in a systematic manner.
- Provide necessary translation and interpretation (Lao-English and vice versa)
- Perform other coordination related duties as required by the respective component.

#### **Qualifications and Experience**

- University degree in Economics, International Development and/or Social Sciences.
- A minimum of 3 years of relevant professional and technical experience working in development projects. Experience working with UNDP funded project will be an asset.
- Knowledge and professional experience in Round Table Process, Aid Coordination and Management, development planning.
- Demonstrate understanding of government system and procedures
- Excellent communication skills in both English and Lao
- Excellent coordination and networking skills
- Generates creative, practical approaches to overcome challenging situations
- Excellent computer skills, including full working knowledge of standard word processing, and presentation software packages, etc
- Applies the required depth and breadth of knowledge and expertise to meet job demands
- Uses information technology effectively as a tool and resource
- Plans and prioritizes work activities to meet organizational goals
- Demonstrate effective communication skills in a multidisciplinary working environment
- Demonstrate respect to knowledge and culture and religion in a multidisciplinary working environment

### **Component Coordinator**

#### **Duties and Responsibilities**

The Component coordinator will be contracted to assist the Component Manager and work closely with the Technical Advisor in daily management activities in their respective component team (s). S/he is expected to work closely with the concerned government officials.

- Assist the Component Manager with the design of strategies, work plans (including yearly and quarterly) for component as well as programme implementation, and progress reports.
- Act as a liaison point between the component team, government agencies concerned and UNDP for the timely design and implementation of the component.
- Assist the Manager and TA with the preparation of meetings, workshops, training programmes, technical discussion papers and relevant documents.
- Advise in substantive terms on planning with respect to experts and consultants mission.
- Provide input to the Component Manager on follow up actions required for the successful implementation of component activities on a day-to-day basis.
- Assist the team in strengthening their understanding and ability to develop programme financial, planning and administrative procedures consistent with the principles of results based management.
- Set up and maintain Programme files in a systematic manner.
- Provide necessary translation and interpretation (Lao-English and vice versa)
- Perform other coordination related duties as required by the respective component.

### **Qualifications and Experience**

- University degree in Economics, International Development and/or Social Sciences.
- A minimum of 3 years of relevant professional and technical experience working in development projects. Experience working with UNDP funded project will be an asset.
- Knowledge and professional experience in project/programme management and development planning.
- Demonstrate understanding of government system and procedures
- Excellent communication skills in both English and Lao
- Excellent coordination and networking skills
- Generates creative, practical approaches to overcome challenging situations
- Excellent computer skills, including full working knowledge of standard word processing, and presentation software packages, etc
- Applies the required depth and breadth of knowledge and expertise to meet job demands
- Uses information technology effectively as a tool and resource
- Plans and prioritizes work activities to meet organizational goals
- Demonstrate effective communication skills in a multidisciplinary working environment
- Demonstrate respect to knowledge and culture and religion in a multidisciplinary working environment

### **Finance Officer**

Under supervision of the Component Manager, and working as a member of the programme support unit, the Finance Officer provides support to the development of all financial matters related to the assigned component and the overall programme, consolidating the said financial matters of all the components into one. The Finance Officer will be responsible for advising on the financial management of the assigned component as well as the overall programme and the maintenance of accurate accounting and financial records and reports, in accordance with the programme document and UNDP Guidelines for National Implementing Projects. The Finance Officer's major tasks will include, but not necessarily be limited to, the following:

## **Duties and Responsibilities**

- Maintaining proper financial records and files in accordance with prevailing procedures;
- Preparing draft financial reports for the programme support unit and advising them accordingly;
- Monitoring and supervising expenditures by the assigned component and the programme as a whole;
- Monitoring and analyzing expenditures of the assigned component and the programme as a whole with respect to approved budgets and work-plans;
- Assisting the Component Manager and the Programme Management Group to prepare work plan, budgets and estimates of quarterly expenditure of the assigned component and the programme as a whole; and
- Realizing, on a monthly basis, bank, CDR and expenditures reconciliations against the component and programme budget;
- Compiling monthly, quarterly and annual expenditure reports for the Component Manager, Programme Management Group and programme support unit and providing expenditure updates as required;
- Preparing requests for direct payment and requests for advance to the assigned component and the entire programme operating account;
- Preparing and maintaining updated ledgers and inventories of supplies and non-expendable property;
- Liaising with UNDP Finance Unit and UNDP Programme Analyst and Programme Associate as required;
- Ensuring financial guidelines are followed and best practices maintained during the implementation of entire programme activities;
- Performing other relevant duties as required.

## **Qualifications and Experience**

- Bachelor degree or equivalent on financial management, accounting, business administration or related fields
- Knowledge of modern accounting and office procedures
- At least five years accounting experience
- Proven spreadsheet (Excel), typing, word-processing and PC ability
- Experience working with development projects an advantage
- Fluency in English and Lao, with reasonable written and oral communications skills

## **Accountant**

Under supervision of the Component Manager, and working as a member of the programme support unit, the Accountant provides support to the development of all financial matters related to the assigned component. The Accountant will be responsible for advising on the financial management of the assigned component and the maintenance of accurate accounting and financial records and reports, in accordance with the programme document and UNDP Guidelines for National Implementing Projects. The Accountant's major tasks will include, but not necessarily be limited to, the following:

### **Duties and Responsibilities**

- Maintaining proper financial records and files in accordance with prevailing procedures;
- Preparing draft financial reports for the programme support unit and advising them accordingly;
- Monitoring and supervising expenditures by the assigned component;
- Monitoring and analyzing component expenditures with respect to approved budgets and work-plans;

- Assisting the Component Manager and the Programme Management Group to prepare work plan, budgets and estimates of programme the assigned component quarterly expenditure;
- Realizing, on a monthly basis, bank, CDR and expenditures reconciliations against component budget;
- Compiling monthly, quarterly and annual expenditure reports for the Component Manager and the Programme Management Group and programme support unit and providing expenditure updates as required;
- Preparing requests for direct payment and requests for advance to the assigned component of programme operating account;
- Preparing and maintaining updated ledgers and inventories of supplies and non-expendable property;
- Liaising with UNDP Finance Unit and UNDP Programme Analyst and Programme Associate as required;
- Ensuring financial guidelines are followed and best practices maintained during the implementation of all component activities;
- Performing other relevant duties as required.

### **Qualifications and Experience**

- Bachelor degree or equivalent on financial management, accounting, business administration or related fields
- Knowledge of modern accounting and office procedures
- At least three years accounting experience
- Proven spreadsheet (Excel), typing, word-processing and PC ability
- Experience working with development projects an advantage
- Fluency in English and Lao, with reasonable written and oral communications skills

### **Administrative Assistant**

Under the direct supervision of the Component Manager, and working as a member of the programme support unit, s/he will perform the following functions:

- Ensures that administrative and financial directives and guidelines of the Government and UNDP are reflected in all project activities;
- Assumes primary responsibility for the preparation of the financial aspects of the Annual Work & Financial Plan;
- Monitors regularly the project actual expenditures versus planned expenditures and ensures the timely compliance to funding requests and liquidation of expenditures of the project funds;
- Prepares quarterly and monthly financial reports using the UNDP-prescribed forms for review of the Project Coordinator and for submission to UNDP;
- Prepares requirements for procurement procedures in accordance with Government & UNDP policies, rules and regulations;
- Reports regularly at the weekly progress meetings and provides clerical and administrative support to the Project Coordinator and the Technical Experts;
- Organizes and maintains a comprehensive filing system in the project office with guidance from the Project Coordinator and support from the Technical Experts;
- Provides general finance and administrative support to the Project Coordinator and Technical Experts, including but not limited to, arranging meetings and travel, filling out, faxing and/or mailing documents; and running occasional out of office errands;
- Monitors attendance, workload and distribution of activities to staff and driver of the project;
- Performs other project related activities which may be assigned by the Project Manager.

**Qualification and Experience:**

- Post Secondary Education, preferably with specialized certification/diploma in Business Administration.
- At least 3 years of relevant experience in secretarial position or relevant administrative experience is required at the national or international level.
- Experience in the usage of computers and office software packages (MS Word, Excel, etc.).
- Good communication and drafting skill.
- Good written and spoken communication in both English and Lao.
- Experience working with development projects an advantage

**Driver**

Under the overall supervision of Component Manager and the direct supervision of the Administrative Assistant, and working as a member of the programme support unit, the Driver shall perform a variety of tasks/ functions as outlined below:

**Duties and Responsibilities:**

- Keeping track of vehicle's log book;
- Ensuring proper maintenance and servicing of vehicles;
- Ensuring that all vehicles are clean and road worthy;
- Driving official vehicle for the transport of authorized personnel;
- Meeting official personnel and visitors at the airport
- Monitoring and producing weekly and monthly vehicle reports;
- Supporting the Project Assistant in planning and monitoring field trips, including advance notification of scheduled trips for the purpose of obtaining relevant security clearance, if and whenever required;
- Ensuring cost-savings through proper use of vehicle through accurate maintenance of daily vehicle logs, provision of inputs to preparation of the vehicle maintenance plans and reports.
- Ensuring that appropriate steps required by UNDP rules and regulations are taken in case of involvement in accident;
- Responsible for maintenance of inventory of vehicle equipment;
- Responsible for maintenance of inventory of security/communication equipment (VHF radios);
- If necessary, make research and suggest accommodation possibilities that suit the travel location in question;
- Collecting and delivering mail and distributing material when required (including hand delivery);

**Qualification and Experience:**

- Secondary education; valid driving license
- Minimum of 5 years work experience as a driver; safe driving record; knowledge of driving rules and regulations and skills in minor vehicle repair.



## **Annex 5: Programme overall work plan with UNDP TRAC only**

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<sup>1</sup> Lao PDR has adopted a localized MDG 9 - UXO removal and Victim Assistance.