



**Final**  
June 2007

**Government of the Lao People's Democratic Republic**

**United Nations Development Programme**

**PROJECT DOCUMENT**

**“Enriching the Round Table Process for Increased  
Aid Effectiveness and Development Results” July 2007 – June 2010**

The main purpose of this project is to further enrich the quality and effectiveness of the Round Table Process as a process for facilitating substantive dialogue on key development issues relevant to Official Development Assistance (ODA), sharing valuable knowledge and ideas for advancing development, developing common understandings on evolving national priorities, and further enhancing collaboration among all national and international development partners in the implementation of the National Socio-Economic Development Plan (NSED) 2006-2010. Integral to this will be ensuring the mobilization and timely investment of sufficient ODA resources to support effective implementation of the NSED, especially in the priority sectors.

The project will support a substantial increase in aid effectiveness by also strengthening DIC's capacity for coordinating, motivating and monitoring the effective implementation of the Country Action Plan (CAP) of the Vientiane Declaration on Aid Effectiveness signed at the Round Table Meeting in November 2006. The project will also facilitate the further development of effective Sector Working Groups (SWGs) and Thematic Working Groups (TWGs).

In order to further facilitate transparency and easy access to ODA related information, the project will help strengthen the system for monitoring and reporting on Official Development Assistance (ODA) including the development of a reliable and sustainable ODA data base management system and the regular publication of a high quality analytical report on ODA in Lao PDR. Moreover, the project will support the further development of the Round Table Process Website as an efficient and transparent one-stop-shop website for important ODA related matters.

The further development of national capacities will cut across key project objectives and activities to ensure sustainable results.

## Section I

### Part I. Situation Analysis

The Lao PDR is a low income developing country. Average income per capita is in the order of US\$491 per annum<sup>1</sup>. The country has been in transition from a centrally-planned economy to a much more market-based one since the launching of the New Economic Mechanism (NEM) in 1986. As a result, the economy has become more diverse with the development of tourism, the garment and wood products industries, selected cash crops, and hydro-electricity exports. Nevertheless, the vast majority of Lao people, more than 75%<sup>2</sup>, still live and work in rural areas, largely at a subsistence level. The population of 5.9 million people (as of 2005)<sup>3</sup> is ethnically diverse, with ethnic Lao comprising some 55% of the population and 48 other ethnic groups comprising the remaining 47%<sup>4</sup>.

Over the past decade the country has achieved gradual progress towards poverty reduction and a number of other Millennium Development Goals (MDGs). Despite this progress, poverty and near poverty remain widespread in rural areas where most people live. According to the latest Lao Consumption Expenditure Survey (LECS) 2002/2003, some 34% of the population survives below a national poverty line equivalent to some US\$1.5 per day. Health and education indicators also continue to reflect difficult living conditions and weak human resource capacities especially in the more isolated rural areas.

According to the country's Human Development Index, a broad indicator of human well being, Laos ranks 133<sup>rd</sup> of 177 countries. In terms of gender equity, the country ranks 100<sup>th</sup> of 136 countries according to UNDP's Gender-related Development Index (GDI).

Laos is rich in natural resources including timber, a wide range of minerals as well as rich hydro-electricity potential. High economic growth rates in recent years have been largely driven by foreign investor interest in exploiting the country's rich natural resources.

In general, central government budget revenues (excluding ODA) remain low due to the still undeveloped tax and non-tax revenue base, a weak revenue collection system, and persistent imbalances in central provincial fiscal relations. State budget revenue collections amounted to only some 14% of GDP in 2005<sup>5</sup>, still far below what is needed for fiscal self-reliance, implementing the government's National Socio-Economic Development Plan (NSED) and the achievement of the Millennium Development Goals (MDGs). As a result, the central government budget remains heavily dependent on Official Development Assistance (ODA). Notably, ODA continues to finance over 60% of the Public Investment Program<sup>6</sup>.

In this context, the 9<sup>th</sup> Round Table Meeting (RTM) in November 2006 proved to be a success. Donor development partners renewed strong support for effective implementation of the National Socio-Economic Development Strategy (NSED) 2006-2010 with ODA pledges exceeding US\$400 million. Notably, a significant number of non-traditional donors (China, India, Thailand, Philippines, Poland, Viet Nam, and others) participated and pledged strong support for the further development of the Lao PDR. Especially important, government and donor development partners strongly committed themselves to working together for much improved aid effectiveness in the Lao PDR by signing the Vientiane Declaration on Aid Effectiveness, a localized version of the Paris Declaration on Aid Effectiveness.

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<sup>1</sup> Source: UNDP National Human Development Report 2006

<sup>2</sup> Source: NSED 2006-2010

<sup>3</sup> Source: NSED 2006-2010

<sup>4</sup> Source: National Statistics Centre Lao PDR, Census 2005

<sup>5</sup> Source: NSED 2006-2010

<sup>6</sup> Source: Public Investment Program Plan 2006-2010

Also notable, the Round Table Process has developed into much more of a government-led process of ongoing dialogue and cooperation in recent years compared with more than a decade ago when it was largely confined to the organization of a one-off meeting every three years hosted in Geneva. Following the relocation of the Round Table Meetings from Geneva to Vientiane in 1999, the process has become largely government-led and managed with some technical advisory support from UNDP and other development partners.

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 meetings and consultations in between RTMs that have traditionally played an important role within the overall Round Table Process. These include: annual Round Table Information Meetings aimed at sharing information and taking stock of progress near the end of each year; and mini-RTMs aimed at advance consultations for the organization of the major RTMs. Quarterly informal donor meetings also play a valuable role in efficiently pulling together donor inputs and contributions for the Round Table Process.

At the sectoral level, coordination between Government and development partners occurs primarily through the Sector and Thematic Working Groups (as well as through a number of other working groups that exist). These groups were formed in June 2005 when the Ministry of Foreign Affairs announced at the Round Table Information Meeting the Government's wish to merge the existing donor and government working groups, under the coordination of the Department of International Cooperation (DIC). There are currently 8 Sector and Thematic Working Groups that bring together representatives from government and donor agencies, and NGOs in the following key areas of Health, Education, Infrastructure, Rural Development and Natural Resource Management, Governance, Macroeconomics and Private Sector, 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. These groups have developed at varying rates over the past years and their performance is mixed. It is expected that these groups will continue to improve in effectiveness as Government leadership, capacity and engagement increases. A review of Sector Working Groups in May 2007 highlighted a number of recommendations, including the need to strengthen government ownership.

In the first half of 2007, a Country Action Plan (CAP) for the effective implementation of the Vientiane Declaration on Aid Effectiveness was prepared involving the participation of all concerned national and international development partners. The CAP seeks to further strengthen government leadership in the formulation and implementation of key plans, programmes and capacity development frameworks; promotes much greater use of programmatic approaches in priority sectors; promotes alignment by donor development partners to well designed government plans, programmes and systems; aims at greater efficiency and reduced transactions costs through harmonization of procedures; and seeks to increase transparency and accountability of all national and international development partners by strengthening the monitoring and reporting systems for ODA.

The DIC has been designated to help coordinate, facilitate and monitor implementation of the CAP. The various activities within the CAP will be led by selected Lead Government Agencies that have committed to lead implementation of the respective activities supported by selected donor Development Partner Focal Points and other concerned development partners. It is recognized that the CAP implementation, monitoring, reporting and updating are challenging tasks that will require the ongoing commitment of Lead Government Agencies and Development Partners.

In general, further development of technical and analytical capacities within key government ministries and agencies will also be needed to ensure effective implementation of the CAP, further increase ODA effectiveness, and sustain and build upon results achieved to date. Similarly, the ODA information and data management system within the government needs further development and strengthening to enable timely and reliable reporting and analysis on the use and effectiveness of ODA in the Lao PDR. Capacities of ODA management and coordination are particularly weak at the provincial and district levels, yet this is where the majority of ODA funded projects are implemented.

## **The National Socio-Economic Development Plan (NSEDP) 2006-2010**

In line with the Vientiane Declaration on Aid Effectiveness and the related Country Action Plan, the country's National Socio-Economic Development Plan (NSEDP) is the common over-arching framework for all national and international development partners' development efforts and related investments of national resources and ODA.

The NSEDP 2006-2010 aims for relatively high GDP growth averaging some 7.5% - 8% per annum over the five year period 2006-10 up from an average 6.2% in the previous five year period. The NSEDP also incorporates the country's National Growth and Poverty Eradication Strategy (NGPES) which aims to further reduce poverty and advance progress towards the Millennium Development Goals (MDGs). Poverty is to be reduced by another 50% by 2010, and specific targets have been set for further significant improvements in primary school enrolments, reduced infant and child mortality, reduced maternal mortality, access to clean water, and increased life expectancy.

The total planned resource envelope for the five year plan is estimated at 73,900 billions of kip (some US\$ 7.4 billion at 2006 exchange rates). Of the public investment component in the NSEDP amounting to a planned cumulative 23,100 billion kip (or some US\$ 2.3 billion over five years), ODA is targeted at US\$1.785 billion for the five year period (or an average of US\$ 357 million per annum).

A notable feature of the current NSEDP is the growing share of investment expected from the private sector (especially FDI but also domestic investment) amounting to some US\$ 5.1 billion or 22% of planned GDP (up from 15.5% of GDP in the previous period) and 68% of total planned investment. Such planned private sector investment includes US\$3 billion of FDI and the kip equivalent of US\$2.1 billion from the domestic private sector.

Especially notable, the private sector is expected to be the *"engine of growth and poverty reduction"*.

### **Emerging Opportunities and Challenges**

While the NSEDP provides a broad framework to guide the country's development to 2010, the achievement of the valuable goals within NSEDP will very much depend upon effective implementation and much greater focus on the *quality of growth*. There are many different paths to achieve the annual 7.5% - 8% growth rate target in the NSEDP, but some paths will offer far greater benefits to Lao people than others.

In this context, the Lao PDR is facing a number of major opportunities for more rapidly improving the lives of Lao people and more rapidly graduating from developing country status. These same opportunities also present major challenges to longer-term national well-being if not managed carefully in the coming years. Therefore, effectively responding to such opportunities and challenges will greatly determine the success or failure of NSEDP as well as *overall ODA effectiveness*.

Such opportunities and challenges include: facilitating the more rapid development of a competitive domestic private business sector to generate the jobs, incomes, poverty reduction and the broader tax base needed to finance increasingly higher levels of human well-being in a sustainable manner; managing effectively the scheduled further rapid opening up to foreign trade and finance including accession to WTO so that Lao people are net beneficiaries; effectively managing strong foreign investor interest in exploitation of the Lao PDR's rich natural resource wealth so that the majority of Lao people also benefit through increased investment of resource related revenues in health and education; further development of an effective public finance system needed to sustainably finance essential public services; and greater progress on reform of the banking and SOE sectors to free up resources for the further development of the private business sector and further underpin macro-economic and financial stability.

In addition, His Excellency the Prime Minister has recently renewed a strong call for stamping out corruption. This will require a further improvement in the quality of governance, increased transparency and greater participation of Lao people and the media in helping monitor and report on corruption.

In general, capitalizing on these opportunities and meeting the challenges ahead will require further development of and improved access to reliable data and information to better inform the development dialogue and better guide the national decision making process.

## **Part II. Objectives and Strategy**

This project, *“Enriching the Round Table Process for Increased Aid Effectiveness and Development Results”*, aims to build further upon the success of the Round Table Process to date by further enriching the substantive dialogue and the exchange of valuable knowledge and ideas throughout the process; as well as further strengthening the capacity of the Government for effective management and coordination of ODA in order to contribute to the achievement of national development priorities.

In line with the United Nations Development Assistance Framework, the project aims to contribute towards Outcome 1: “By 2011, the livelihoods of poor, vulnerable and food insecure populations are enhanced through sustainable development (within MDG framework)”, and the expected country programme outcome 1.4 “Enhanced ownership and capacity for pro-poor planning and implementation, harmonized aid coordination, and disaster management”.

The project will run for 3 years, from July 2007 until June 2010 and aims to achieve the following six main objectives:

1. Further enriched quality and effectiveness of the Round Table Process for facilitating substantive dialogue, developing common understandings on national priorities, sharing valuable knowledge and innovative ideas to capitalize on emerging opportunities, and improved collaboration for NSEDP implementation.
2. Strengthened Government capacity to coordinate, motivate and monitor the effective implementation of the Country Action Plan for the Vientiane Declaration on Aid Effectiveness.
3. NSEDP and Vientiane Declaration Action Plan implementation assisted by effective Sector Working Groups (SWGs) and Thematic Working Groups (TWGs) which also contribute substantively to Round Table meetings.
4. GoL and DPs have improved access to more accurate and predictable ODA information to enable increased integration of ODA into national planning and budgeting, and to facilitate improved coordination and harmonization of activities.
5. Improved policy, institutional and human resource capacity to manage and coordinate aid effectively.
6. Monitoring effectiveness of ODA for achieving development results and improving human well being as measured by progress towards achieving the MDGs within NSEDP. (RTP as a forum to monitor MDG progress).

The broad strategy for achieving these objectives is outlined below:

### ***Support to Further Enriching the Quality of the Dialogue***

The quality of the dialogue and related documentation at Round Table related meetings has continued to improve in recent years. The 9<sup>th</sup> RTM in November 2006 tabled the NSEDP 2006-2010 which in turn was the product of a precedent setting consultation process involving donor development partners, private sector partners, and academic institutions as well as traditional national stakeholders. Similarly, the Strategic Plan on Governance (2006-2010) was also tabled shared at the 9<sup>th</sup> RTM.

Nevertheless, there is still considerable scope for further raising the quality of the dialogue at future RTP related meetings. The project strategy for achieving this objective will focus on providing support for further improving the quality and practical focus of the documentation, including support to joint analytical work where useful, and reviewing the format of selected meetings to further facilitate useful dialogue.

Meetings in between the major RTMs will focus more on implementation of commitments made at the RTMs including implementation of the NSEDP, implementation of the Vientiane Declaration via the Country Action Plan as well as implementation of donor pledges and commitments made at the RTM.

Hence, the former Round Table Information Meetings will be renamed Round Table *Implementation* Meetings. Documentation will include progress reports on implementation of NSEDP and the Country Action Plan for the Vientiane Declaration.

In addition, progress and contributions made within the various Sector Working Groups and Thematic Working Groups will also be reported and discussed at selected meetings including progress towards any agreed joint monitoring indicators or similar types of benchmarks measuring progress.

Given that a substantial share of ODA is implemented at the provincial and sub-provincial levels, opportunities will be explored for hosting some Round Table related meetings in selected locales outside Vientiane to deepen development partner understanding of the realities of implementation challenges and ODA effectiveness outside the capital city of Vientiane.

Moreover, future RTP related meetings would also aim to facilitate dialogue on other important emerging opportunities and challenges not sufficiently foreseen within NSEDP but that could potentially impact significantly on overall development progress and aid effectiveness. This would be supported by quality analytical documentation to facilitate relevant dialogue, and develop common understandings of related solutions and needed actions.

Advance consultations with Government and development partners would be the basis for supporting further improvements in the nature and quality of the dialogue at RTP related meetings, , under the overall leadership and guidance of the National Steering Committee.

### ***Support to Effective Implementation of the Country Action Plan for the Vientiane Declaration on Aid Effectiveness***

The lead role and responsibilities of DIC have been greatly increased with the endorsement of the Country Action Plan (CAP) for the Vientiane Declaration on Aid Effectiveness. DIC is being called upon to help coordinate, motivate and monitor the implementation of the CAP, and prepare regular consolidated reports on progress in CAP implementation. Given the breadth and complexity of the CAP, the capacity of DIC to carry out these additional responsibilities will clearly require strengthening.

The project strategy for achieving this objective involves supporting the development of a skilled and dedicated secretariat comprising Government and Donor members to support DIC in coordinating the joint monitoring, reporting and updating of the CAP through the periodic CAP Review Meetings.

Importantly, the CAP needs to remain squarely on the annual agendas of the RTIM and the RTM, to ensure visibility and accountability of progress.

The OECD-DAC Survey findings are important to the monitoring of the CAP, and therefore this project will also look to strengthen the capacity of DIC to coordinate the OECD-DAC taskforce on an on-going basis.

This component of the project will also set aside funds to support the participation of government officials from central and line ministries in relevant conferences regarding the global aid effectiveness agenda and the implementation of Localised Paris Declarations.

### ***Facilitating Development of More Effective Sector Working Groups and Thematic Working Groups***

In March 2007 a review of the SWGs was conducted by UNDP upon the request by DIC. The review provides a number of recommendations to improve the SWG mechanism to better respond to the needs of Government and the development community.

The review, and subsequent consultation meeting held on 11 May 2007, has sparked discussion on the number and role of the groups; however, there is general consensus that they should be demand driven and government led. In this context, DIC's role needs to evolve more into a "facilitation" rather than "management" role of the SWG / TWG mechanism. DIC's role should be to coordinate information flows between the groups via the RTM website, and organising regular meetings between the Chairs; provide the necessary support resources to the chairing ministries to facilitate their effective leadership over the groups; and facilitate the effective substantive participation of the SWGs in the RTP meetings - should the groups themselves, wish to do so.

The project will support DIC in the preparation of suggested guidelines to facilitate the further development of the SWGs/TWGs and their effectiveness for assisting in the implementation of NSEDP and the CAP where relevant.

The project will provide financial (eg, support meeting costs), secretariat (minutes, translations), and technical support to the SWGs / TWGs. It is important to stress that this support should be seen as a *temporary* substitute until more sustainable support within the ministry itself is established.

### ***Information on ODA More Easily Accessible, Reliable and Transparent***

Improving the ODA information tracking system has been on the Government's agenda for some time now, and the recent meetings held for the formulation of the Vientiane Declaration Country Action Plan, Government and Development Partners again expressed the need for more transparent and predictable ODA information to enable improved decision making.

The Round Table Process communications system will be reviewed and further developed to facilitate information sharing and transparency on ODA. The RTM website will be upgraded to a one-stop shop for all important ODA related information. This in turn will facilitate access to important ODA related information, and facilitate participation and decision making including by non-resident donor agencies.

The ODA data management system will be further reviewed with the aim of redressing remaining weaknesses on the timely and reliable reporting of ODA information in order to facilitate government and donor ODA related decision making. Regular and timely reporting of ODA flows sufficiently disaggregated by type, purpose, signed commitments, disbursements, donors, recipients, sectors, geographical location, will be developed. Crucial to the success of an accurate, functional ODA information system is the commitment from key government agencies and development partners to sustain the system and use the information.

A periodic high quality report analysing ODA data and trends will also be prepared to facilitate ODA related decision making and further improvements in aid effectiveness, and improved integration into national planning and budgeting processes.

Well targeted training and capacity development assistance will be provided to manage, maintain and sustain the various information management and reporting systems. The training will show how ODA tracking supports: (i) planning, implementation, and monitoring of 6th National Plan and Sector Plans outturn and results; (ii) implementation of the Vientiane Declaration Country Action Plan; (iii) provision of credible figures on achievements and remaining resource requirements to Round Table Process meetings. Access to information is important, however, equally so, is the capacity to analyse information and use it to make better decisions.

### ***Capacity Strengthened for Increased Aid Effectiveness***

A more holistic review of capacities needed for achieving and sustaining increased aid effectiveness will be undertaken and a capacity development framework and programme will be developed to further strengthen such capacities taking into account other capacity development activities planned within the Country Action Plan for the implementation of the Vientiane Declaration on Aid Effectiveness.

Human resource capacity needs will be reviewed as well as the policy and institutional framework impacting ODA effectiveness at the macro and cross-sectoral levels. The capacity needs assessment, which will target both the institutional and individual levels, will start with DIC and then be expanded to line ministries. Given that a substantial share of ODA is implemented at the provincial and sub-provincial levels, the review will also cover several pilot provinces.

The objective of this project in terms of capacity development will be to build the capacities of DIC and other government agencies to manage and analyse ODA.

The ultimate success of increasing aid effectiveness will depend on the capacity to get all stakeholders on board. Line ministries should be able to provide relevant ODA data to DIC and be able to prepare project profiles. In this regard, it will be important for DIC to clearly communicate with line ministries and provinces in order for them to better understand their roles and responsibilities in the area ODA management.

One area already identified for attention, is the need to strengthen government capacities to follow-up on donor pledges. While the pledging process provides a useful indication to Government on potential resources, the follow-up mechanisms and absorptive capacities of the Government to follow up with pledges remain weak and unclear, and this is compounded by the currently ineffective ODA tracking system.

### ***Progress Towards MDGs as ultimate test for aid effectiveness***

The ultimate test of aid effectiveness is significant improvement in human well-being. The Millennium Development Goals (MDGs) are designed to free millions of people from extreme poverty, and global partnerships between developing and developed countries is the most important element in achieving the MDGs. In Lao PDR, the MDGs have been incorporated into the NSEDP 2006-2010. This project will provide support to the MDG secretariat for monitoring and reporting on progress towards the MDGs. A second MDG report will be prepared and published, along with timely updates on progress when useful, to help guide decision making and future resource allocations towards the achievement of the MDGs within the NSEDP framework. An accompanying MDG strategy paper and MDG advocacy campaign will also be developed to address identified areas in order to successfully achieve MDG targets by 2015.

### **Risks and Mitigations**

The project is exposed to both generic and more specific risks such as:

- lack of sustained commitment both from government agencies and development partners: it is essential that all stakeholders remain committed to the Vientiane Declaration Action Plan and are ready to provide their support to ensure proper implementation of the aid effectiveness agenda
- potential reluctance to share data and information: in order to improve ODA management, it is essential that both government agencies and development partners are willing to share their data and information; transparency is also very important in order to further enrich dialogue during RTMs
- non-sustainability of capacity development efforts
- non-sustainability of ODA management database: with the installation of any database, there is always the risk that the database is not being kept up to date or used properly for providing the necessary information

In order to mitigate the above mentioned risks, it will be of utmost importance for DIC to maintain constant dialogue with all partners and to ensure that there is continued political will and commitment at the highest level both from the GoL and development partners.

Regarding the sustainability of capacity development efforts, this will be addressed by building capacity not only at the individual level but also at the institutional level. Moreover, the training activities provided through this project will focus on the weaknesses highlighted in the comprehensive capacity gap assessment to be carried out at the beginning of the project and will be followed by hands-on assistance from technical staff.

For the potential risks associated with the ODA management database, extensive consultation will take place prior to choosing one particular system. It will then be important to train staff not only on how to update information in the database but also on how to use it and how to disseminate useful information to stakeholders.

A risk log will be maintained by the project manager and be updated on a regular basis. In addition, the annual project review with all stakeholders will assess external risks.

### **Part III. Management Arrangements**

The project management structure reflects the need to ensure that the project:

- is aligned with the principles of the Vientiane Declaration on Aid Effectiveness, endorsed by the GoL and donors at the Roundtable Meeting on 29 November 2006;
- is guided by the priorities of the Government through the National Steering Committee and the RTP Technical Working Group; and
- is effectively managed and coordinated by the Department of International Cooperation

The Department of International Cooperation (DIC) is the implementing partner of the RTP project. For the MDG component (output 6), the Department of International Organizations will be the responsible partner. The project will run for 36 months, from July 2007 – June 2010. Refer Annex 1 for Project Management Structure.

The project is supervised by the Project Board (Refer Annex 3 for TOR). The Project Board will provide policy guidance and monitor the performance (timely implementation of all components) of the project. Members of the Project Board will be collectively responsible for the management of the project outputs as identified in the Project Document and the Annual Work Plans. The Project Board is responsible for reviewing progress on a periodic basis in terms of the delivery of project results and benefits. The Project Board will provide guidance on matters concerning overall project management and project finances.

The day to day implementation of the project will be the responsibility of the Project Manager (who is not a member of the Project Board). Project implementation will be carried out according to an agreed workplan and within set budget ceilings.

It is reasonable to anticipate a few emerging priorities and new opportunities which were not earlier envisaged. Under such circumstances, where substantive revisions in the workplan (defined as an increase of 15% or more in the financial costs than budgeted) are required, a Project Board meeting shall be convened to carefully consider the case so that an appropriate decision can be taken and duly noted for the record. The board will work on a consensus basis. The Board comprises three roles, including:

- 1) An Executive to chair the group - the Director General of the Department of International Cooperation (DIC)
- 2) A Senior Supplier to provide guidance regarding the technical feasibility of the project - UNDP Assistant Resident Representative and a Representative of donors from whom resources are mobilized
- 3) A Senior Beneficiary to ensure the realization of project benefits from the perspective of project beneficiaries – representative(s) from the Government’s “Chairs of the SWG”

The UNDP Programme Analyst carries out the function of “Project Assurance” and supports the Project Board by carrying out objective and independent project oversight and monitoring functions that are mandatory for all projects.

The Project Team will implement the project’s activities. This team comprises management, technical and support staff. The Project Team will be based at DIC. In terms of management and support staff it will comprise the following staff for the full duration of the project:

- **A National Project Manager:** In support of continued Government ownership the PM will be a senior government official who will have previous experience in managing complex projects involving several Government agencies. The PM will facilitate the Government’s engagement in all project activities; thereby ensuring that line departments and staff are available to lead and support actions and activities within target ministries and provinces working alongside project personnel. The PM will be responsible for the human resource and financial management of the Project. In this regard annual performance evaluations will be completed for all project staff, including consideration of professional development needs and provision of access to appropriate development programs. The PM will be appointed by the Government (Refer Annex 4 for TOR)
- A **Project Coordinator** will be recruited to support the project manager to prepare workplans and budgets, coordinate internal and external project-related meetings and prepare associated documentation.
- A **Project Translator** will be recruited
- A **Project Accountant/Secretary** will be recruited
- A **Project Administration Assistant** will be recruited
- A **Project Driver** will be recruited

As signatories to the Vientiane Declaration on Aid Effectiveness (November 2006), UNDP and the Lao Government will ensure that the project will be supported by international and national technical assistance, with a progressive shift towards developing and utilizing national capacities, wherever possible. However, it is also recognized that there will be a continuing need for significant inputs from experienced international technical advisors backed by a strong national support team.

The technical staff includes:

- A Roundtable Process Advisor: All outputs (Refer Annex 6 for TOR)
- Donor Coordination / Aid Effectiveness Specialist: Outputs 2,3 plus support to the STA as required
- Communications Specialist: Output 4, plus support to other outputs as required
- ODA Database Manager (x1), assistant (x1) and outreach team (x4): Output 4
- Aid Effectiveness Capacity Development Advisor: Output 5

In addition, national and international institutions / organisations, as well as other short-term consultants may also be contracted on a shorter-term basis to assist with the implementation of specific components of the project such as training provision and particular research assignments.

The Project Team will ensure that there is regular consultation among key government and international stakeholders to facilitate coordination, encourage national ownership and continuing international interest. The Project Team (Management, Technical and Support staff), including the UNDP programme officer, will meet on a monthly basis to review progress.

To ensure coherence of assistance, the Project Teams of the RTP and NSEDP support projects will meet on a quarterly basis to discuss directions and activities of the two projects towards integrating ODA with national planning.

***National Bodies: National Steering Committee and the Chairs of the SWG/TWG***

Established in 2000, the National Steering Committee is chaired by the Prime Minister and comprises 8 senior members of Government from the core and line ministries. The Committee oversees the Roundtable Process and NSEDP implementation, providing high-level advice and guidance. It is a national supervisory institution. Refer Annex 2 for TOR and members.

The DIC will convene and chair periodic meetings of the “Chairs of the SWG/TWGs” and report to the National Steering Committee.

***The Government Inputs***

The government will provide inputs in kind to the project. These government inputs will take the form of:

- 1) Identification and nomination of a senior level government official as the Project Manager.
- 2) Identification and assignment of qualified officials in line ministries of the 4 NSEDP priority sectors (Health, Education, Agriculture and Transportation), in CPI, MOF to support the ODA database.
- 3) Identification and nomination of qualified staff for training events, study tours, conferences, workshops and other related events.
- 4) Provision of office space and other logistical support.
- 5) Arranging for visas for foreign personnel (and family members, as needed) identified and recruited to support the project.

#### **Part IV. Monitoring and Evaluation**

The project will be monitored by UNDP. A set of performance indicators have been included in the results frame work. Monthly meetings will be held with the project management team with the involvement of technical consultants and UNDP.

The project management team will prepare and submit annual work plans and quarterly progress reports to the Project Board. A Project Annual Review meeting will be convened each year by the Project Board to discuss the progress made, review and approve the work plan for the following year, confirm continuing relevance of the project or initiate revisions if needed. An evaluation will be undertaken at the conclusion of the project.

#### **Part V. Legal Context**

The project document shall be the instrument referred to as such in Article 1 of the standard Basis Assistance Agreement between the Government of Lao PDR and the United Nations Development Programme, signed by the parties on 10 October 1988. The host country-implementing agency shall, for the purpose of the Standard Basis Assistance Agreement, refer to the Government co-operating agency described in that Agreement.

The following types of revisions may be made to this project document with the agreement and signature of UNDP Resident Representative only, provided he or she is assured that the other signatories of the project document have no objections to the proposed changes.

- a. Revisions in or addition of any of the annexes of the project document.
- b. Revisions which do not involve significant changes in the objectives, outputs or activities of the project, but are caused by arrangement of inputs agreed to or by cost increases due to inflation; and
- c. Mandatory annual revisions, which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.

**Section II PROJECT RESULTS AND RESOURCES FRAMEWORK**

<p><b>Intended Outcome as stated in the Country Results Framework:</b> Enhanced ownership and capacity for pro-poor planning, implementation and harmonized aid coordination, and disaster management</p>			
<p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and target:</b></p> <p>Government exercises effective leadership role in coordinating aid at macro, sectoral and cross-sectoral levels, and aid is more transparent, predictable and aligned with and integrated into national planning and budgeting frameworks and contributes more effectively to achieving development results.</p> <p>Substantial measured progress towards the goals of NSEDP and the MDGs.</p> <p>Substantial measure progress in implementation of the Country Action Plan on Aid Effectiveness:                      - <u>2005/06 Baseline:</u> 72% of ODA is recorded on national budget. <u>2010/11 Target:</u> 85% of ODA is recorded on national budget                      - <u>2005/06 Baseline:</u> 5% of ODA is delivered through programme-based approaches (PBA) under GoL strategies. <u>2010/11 Target:</u> 33% of ODA is delivered through PBAs.                      - <u>2005/06 Baseline:</u> Gap between DP’s disbursed ODA and GoL recorded as disbursed is 30%. <u>2010/11 Target:</u> Gap reduced to 15%.</p>			
<p><b>Applicable MYFF Service Line:</b> 1.4 Globalization benefiting the poor</p>			
<p><b>Partnership Strategy:</b> Strong partnerships with a wide range of government, donor and NGO development partners will clearly be essential to the successful achievement of the project’s most important objectives. Regular consultations and close collaboration will be critical to mobilizing sufficient ODA resources for NSEDP implementation, effective implementation of the Country Action Plan for the Vientiane Declaration on Aid Effectiveness, advancing the development of effective Sector Working Groups and Thematic Working Groups, and re-establishing an effective aid tracking system. Under government leadership, detailed consultations will be held with World Bank, ADB, Japan and other concerned partners to identify the synergies between the ongoing public financial management reform and the reestablishment of an ODA tracking system for monitoring external resources and results. The project will also explore scope to collaborate with ADB, EC and World Bank on provision of technical support for implementation of Vientiane Declaration Action Plan and ensuring selected Sector Working Groups can function effectively to support its implementation. A strong partnership with a potential private sector supplier of an effective ODA tracking system will also be essential to ensure strong results and good value for money.</p>			
<p><b>Project title and ID:</b> Enhancing the Round Table Process for Increased Aid Effectiveness and Development Results (July 2007 – June 2010)</p>			
Intended Outputs	Output Targets	Indicative Activities	Inputs
<p>1. Further enriched quality and effectiveness of the Round Table Process for facilitating substantive dialogue, developing common</p>	<ul style="list-style-type: none"> <li>2007-2010 objectives/ themes for future RTIMs, RTM developed collaboratively and shared in advance</li> <li>NSC and TWG</li> </ul>	<p>1.1 Through consultations with national and international development partners, identify in advance the objectives and key substantive issues for dialogue at upcoming RTIMs, mini RTMs and the 10<sup>th</sup> RTM in 2009. Explore feasibility / merit of holding RTIM 2008 in a provincial city to encourage stronger focus on local issues of NSEDP implementation and aid effectiveness.</p> <p>1.2 Draw up the work plan (calendar of events) for National Steering</p>	<ul style="list-style-type: none"> <li>Senior technical advisor (shared with all outputs)</li> <li>Meeting costs to support National Steering Committee and RTP TWG meetings, donor consultation meetings</li> </ul>

<p>understandings on national priorities, and further increasing collaboration among all national and international development partners in the implementation of NSEDP.</p>	<p>workplan</p> <ul style="list-style-type: none"> <li>• SWGs and TWGs contribute substantively to RTIMs and RTM</li> <li>• Substantive issues papers / joint analytical work prepared for each RTIM and RTM.</li> <li>• NSEDP / PIP implementation progress reports prepared prior to RTIMs, RTM</li> <li>• RTIMs, mini RTMs and 10<sup>th</sup> RTM well organized</li> </ul>	<p>Committee , and organize / support scheduled meetings.</p> <p>1.3 As a basis for informed and productive dialogue, prepare and/or coordinate preparation of high quality substantive issues papers and joint analytical work in selected areas. Coordinate and integrate relevant inputs from various Sector and Thematic Working Groups.</p> <p>1.4 Coordinate/collaborate with CPI in the preparation of timely and well-prepared progress reports on the implementation of the NSEDP/PIP as a basis for mobilizing financial and technical resources to further advance implementation of NSEDP/PIP.</p> <p>1.5 Assist preparation of advance consultation missions when useful to selected donor countries/headquarters in advance of major RTMs;</p> <p>1.6 Help ensure high quality organizational/logistical arrangements well in advance of all such Round Table related meetings as well as related follow-up arrangements (eg. invitations and documentation sent out well in advance, quality proceedings prepared and disseminated in follow-up to major meetings, media releases, etc.)</p>	<ul style="list-style-type: none"> <li>• Costs associated with preparation of background papers / joint analytical work: - Int'l and Nat'l research consultants, Institutional contracts with NERI, NSC, NUOL, travel and meetings costs, printing costs</li> <li>• International travel costs, DSA</li> <li>• Costs of organizing RTIM, mini RTMs and 10<sup>th</sup> RTM</li> </ul>
<p>2. Strengthened Government (DIC) capacity to coordinate, motivate and monitor the effective implementation of the Country Action Plan (CAP) for the Vientiane Declaration on Aid Effectiveness.</p>	<ul style="list-style-type: none"> <li>• Skilled secretariat developed and operational</li> <li>• All Lead GoL Agencies, DP Focal Points and other signatories are reporting regularly on progress</li> <li>• Annual independent assessment of CAP</li> </ul>	<p>2.1 Support the development of a dedicated secretariat to strengthen DIC's capacity to effectively coordinate, motivate, monitor and report on the implementation of the Vientiane Declaration Country Action Plan (CAP), update the CAP with concerned partners when needed, and undertake OECD-DAC surveys</p> <ul style="list-style-type: none"> <li>- Roles and responsibilities identified (TOR developed)</li> <li>- Members identified</li> </ul> <p>2.2 Coordinate, motivate and facilitate joint reporting on CAP implementation progress by Lead GoL Agencies, DP Focal Points and other signatories</p> <ul style="list-style-type: none"> <li>- Prepare reporting templates</li> <li>- Identify various lines of reporting needed</li> <li>- Organize CAP review meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Donor Coordination / aid effectiveness specialist (UNV, international) – shared with Output 3</li> <li>• Costs of developing secretariat</li> <li>• Cost of short-term int'l consultant to conduct review of CAP progress.</li> <li>• Costs of organizing CAP Review Meetings</li> <li>• Costs of international conferences</li> <li>• International travel costs</li> </ul>

	<p>implementation progress (2008, 2009).</p> <ul style="list-style-type: none"> <li>• CAP Review Meeting held once in 2007, and 1-2 per year thereafter</li> <li>• Consolidated report of CAP Implementation Progress presented at 2007 RTIM and posted on Website</li> <li>• CAP updated on an annual basis after RTIM / RTM and disseminated</li> <li>• GoL is present at key international conferences on aid effectiveness and actively participates</li> </ul>	<p>2.3 Recruit external/independent consultant to undertake assessment of bottlenecks impeding entire CAP implementation progress (or parts thereof) to facilitate discussion at CAP Review Meetings and promote further CAP implementation progress.</p> <p>2.4 Prepare annual reports on CAP implementation progress to present at RTIMs / RTM.</p> <p>2.5 Participation of key staff from DIC, core and line ministries at international conferences / training courses relevant to the implementation and monitoring of the Localized Paris Declarations:</p> <ul style="list-style-type: none"> <li>- Third High Level Forum on Aid Effectiveness, Ghana, 2008</li> </ul>	<ul style="list-style-type: none"> <li>• Printing and distribution costs of updated CAP</li> </ul>
<p>3. NSEDP and Vientiane Declaration Action Plan implementation assisted by effective Sector Working Groups which also contribute substantively to Round Table meetings.</p>	<ul style="list-style-type: none"> <li>• DIC's role in SWG /TWG coordination reviewed, and further refined if needed</li> <li>• SWG/TWG guidelines shared by October 2007</li> <li>• 4 SWGs have improved ToR by Q4 2007</li> <li>• Two annual reviews/ reports of SWG</li> </ul>	<p>3.1 Strengthen DICs capacity to coordinate information flows and facilitate work of SWGs and TWGs within the overall Round Table Process, including periodic meetings with the Chairs of the SWGs/ TWGs".</p> <p>3.2 Based on SWG Review (May 07) develop SWG/TWG guidelines for effective SWGs and TWGs to ensure coherence and value-added</p> <p>3.3 Determine minimum criteria to assist the government in reviewing the performance of existing SWGs/TWGs and for deciding on the value-added of new groups</p> <p>3.4 Dissemination of the SWG/TWG guidelines and performance criteria to assist working groups in developing effective TOR and work plans that focuses on support to NSEDP and CAP.</p> <p>3.5 Provide "emergency" secretariat, technical and financial support to</p>	<ul style="list-style-type: none"> <li>• Financing of logistics of SWG and TWG meetings, including translation and interpretation services, only in the absence of this support being forthcoming from donor Co-Chair or other members.</li> </ul>

	<p>mechanism prepared by 2008/09.</p>	<p>SWG, only in the absence of this support not being provided by the Chairing ministries, co-chairing organizations or others.</p> <p>3.6 Develop an efficient monitoring and review system for DIC to conduct periodic reviews of SWG/TWG performance and value-added, as a basis for encouraging further improvements in performance.</p>	
<p>4 GoL and DPs have improved access to more accurate and predictable ODA information to enable increased integration of ODA in national planning and budgeting, and facilitate improved coordination and harmonization of activities.</p>	<ul style="list-style-type: none"> <li>• Communications strategy by Q4 2007</li> <li>• RTM website further upgraded by Q2 2008 and managed by the Government by Q4 2008</li> <li>• Quarterly RTP Newsletters</li> <li>• Clear agreement reached among key GoL Agencies and DPs to collaborate on a new ODA tracking system by Q4 2007.</li> <li>• ODA legislation revised</li> <li>• Needs and capacity assessment carried out by Q1 2008</li> <li>• GoL &amp; DPs Trained (Q3-4 2008)</li> <li>• Prototype database established and piloted by Q4, 2008</li> <li>• Full system rolled out in 2009. Public access provided to basic project data.</li> <li>• High Quality FAR produced in 2009 and</li> </ul>	<p>4.1 Develop an effective communications strategy and system for the Round Table Process. Review existing information flows and tools (website, newsletters) and provide recommendations for improvements to further meet needs of GoL, Donors, INGOs.</p> <p>4.2 Based on communications strategy, further develop the RTM Website as an efficient and transparent one-stop-shop for all important aid coordination matters.</p> <p>4.3 Train DIC staff in maintaining the website, and getting relevant inputs from RTMs, RTIMS, SWGs, TWGs new ODA database, etc.</p> <p>4.4 Prepare quarterly RTP newsletters in Lao and English for dissemination to Government (Central and Provincial) and Development Partners (Resident and Non-Resident)</p> <p>4.5 Undertake needs and capacity assessment for new ODA database system. Consult with policy and line ministries, DPs and PEMSP and PRSO teams. Further review current ODA data management and reporting systems, as well as proven reliable systems used in other countries with capacities similar to Lao PDR. Identify suitable database option for Lao PDR and get commitment for support from key GoL Agencies and donors.</p> <p>4.6 Regulatory requirement to report on all ODA (irrespective of whether it passes through Government or through other channels) included in revised ODA legislation.</p> <p>4.7 Ensure close consultations and collaboration with selected pilot ministries and provinces in the design and piloting of the ODA tracking system.</p> <p>4.8 Provide training to central and line ministries and DPs on ODA database.</p> <p>4.9 Publish a concise mid-year report and a more detailed annual Foreign Aid Report.</p> <p>4.10 Prepare strategy for maintenance and sustainability of system using local expertise (Government or other) to ensure system continues to respond to evolving needs.</p>	<ul style="list-style-type: none"> <li>• Communications consultant</li> <li>• Dedicated international ODA database manager (minimum 12 months)</li> <li>• ODA database assistant (national, 12 months)</li> <li>• 4 National ODA database outreach officers within core policy ministries, selected pilot line ministries, and provinces (minimum of 12 months)</li> <li>• Upgraded servers, fast and dedicated line to internet, additional computers.</li> <li>• Database consultancy contract to design, implement and maintain for an initial period.</li> <li>• Local consultancy or agreement with government agency to maintain system once initial supplier contract complete.</li> <li>• Travel and DSA costs.</li> <li>• Report design, publication and distribution costs.</li> </ul>

	<p>onwards.</p> <ul style="list-style-type: none"> <li>• Arrangement with local IT firm or Government agency to provide defined quality services for maintenance and further development in place (by 2008/2009)</li> </ul>		
<p>5. Improved policy, institutional and human resource capacity to manage and coordinate aid effectively.</p>	<ul style="list-style-type: none"> <li>• Capacity development plan completed and disseminated (2008)</li> <li>• 2-5 priority recommendations implemented</li> <li>• Development Partners aligning their support to Capacity Development Plan</li> <li>• Modular training course open to a minimum 10 officials a year for 3 years (2007-2009)</li> <li>• Strategy developed and in implementation by Q1 2008</li> <li>• Increase in high quality proposals submitted from GoL to donors</li> </ul>	<p>5.1 Conduct an assessment to identify specific capacity constraints to GoL leadership of the aid effectiveness agenda at the macro and cross-sectoral levels and identify a Capacity Development Plan to remedy this. Assessment carried out at the central level, and at provincial level (pilot provinces).</p> <p>5.2 Disseminate Capacity Development Plan amongst DPs to mobilise support and align their assistance to this Plan.</p> <p>5.3 Seed money set aside to implement priority actions identified by Government Agencies that are identified in the Capacity Development Plan</p> <p>5.4 Draw on capacity gap analysis to identify, with relevant ministries, officials who can benefit from high quality aid management training courses held locally and/or abroad.</p> <p>5.5 Develop and implement strategy to strengthen government capacity to follow-up on donor pledges, convert to effective commitments for implementation of NSEDP and ensure timely and effective disbursements for agreed public investments:</p> <ul style="list-style-type: none"> <li>- Closely coordinate/collaborate with NSEDP project at CPI to strengthen capacity of CPI and selected line ministries to prepare effective and well-costed PIP with supporting project profiles for high priority projects, and identification of resources gaps</li> <li>- Support the development of skills in selected line ministries and CPI to prepare and present high quality convincing project proposals for the highest priority projects within NSEDP</li> <li>- English language training (which could also include the training of Lao interpreters).</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of capacity needs assessment – International and National Consultant</li> <li>• Cost of “kick start” fund</li> <li>• Cost of modular training course</li> <li>• Training in project proposal writing</li> <li>• Travel and DSA abroad</li> </ul>

<p>6. Monitoring effectiveness of ODA for achieving development results and improving human well being as measured by progress towards achieving the MDGs within NSEDP. (RTP as a forum to monitor MDG progress).</p>	<ul style="list-style-type: none"> <li>• Second MDG Progress Report published and disseminated by Q1 2008</li> <li>• MDG advocacy strategy prepared by Q407, and activities implemented in 2008</li> </ul>	<p>6.1 Ongoing support to the MDG Secretariat</p> <p>6.2 Preparation of the second MDG Report and strategy</p> <p>6.3 Develop and implement an MDG advocacy campaign</p>	<ul style="list-style-type: none"> <li>• Office supplies and recurrent costs</li> <li>• Meetings/ Workshops costs</li> <li>• Copy writer / editor costs</li> <li>• Layout, publishing costs</li> </ul>
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**SIGNATURE PAGE**



**GOVERNMENT OF LAO PEOPLE'S DEMOCRATIC REPUBLIC  
UNITED NATIONS DEVELOPMENT PROGRAMME LAO PDR**

<b>UNDAF Outcome(s)/Indicator(s):</b>	Enhanced ownership and capacity for pro-poor planning and implementation, harmonized aid coordination, and disaster management (UNDAF Outcome 1.4)
<b>Expected Outcome(s)/Indicators(s):</b>	Government exercises effective leadership role in coordinating aid at macro, sectoral and cross-sectoral levels, and aid is more transparent, predictable and aligned with and integrated into national planning and budgeting frameworks and contributes more effectively to achieving development results.
<b>Expected Output(s)/Indicator(s):</b>	<ol style="list-style-type: none"> <li>1. Further enriched quality and effectiveness of the Round Table Process for facilitating substantive dialogue, developing common understandings on national priorities, sharing valuable knowledge and innovative ideas to capitalize on emerging opportunities, and improved collaboration for NSEDP implementation.</li> <li>2. NSEDP and Vientiane Declaration Action Plan implementation assisted by effective Sector Working Groups (SWGs) and Thematic Working Groups (TWGs) which also contribute substantively to Round Table meetings.</li> <li>3. Strengthened Government capacity to coordinate, motivate and monitor the effective implementation of the Country Action Plan for the Vientiane Declaration on Aid Effectiveness.</li> <li>4. GoL and DPs have improved access to more accurate and predictable ODA information, which for GoL enables increased integration of ODA in national planning and budgeting, and for DPs means improved coordination and harmonization of activities.</li> <li>5. Improved policy, institutional and human resource capacity to manage and coordinate aid effectively.</li> <li>6. Monitoring effectiveness of ODA for achieving development results and improving human well being as measured by progress towards achieving the MDGs within NSEDP. (RTP as a forum to monitor MDG progress).</li> </ol>
<b>Implementing Partner:</b>	The Department of International Cooperation (DIC), MOFA
<b>Responsible Parties:</b>	The Department of International Organizations, MOFA (output 6), DIC (all other outputs)

<b>Programme Period:</b>	2007-2010
<b>Programme Component:</b>	MYFF Goal 1: Achieving the MDGs and reducing human poverty
<b>Project Title:</b>	Enhancing the Round Table Process for Increase Aid Effectiveness and Development Results (2007-2010)
<b>Project Short Title:</b>	Enhanced RTP
<b>Project Code:</b>	
<b>Project Duration:</b>	36 months

<b>Total Budget:</b>	USD 2,584,850
<b>Allocated Resources:</b>	
• <b>Government</b>	
• <b>Regular (TRAC Funds)</b>	USD 1,500,000
• <b>Other (including in-kind contributions)</b>	
○ <b>DGTF</b>	
○ <b>Donor: ADB</b>	USD 500,000 <sup>7</sup>
○ <b>Donor: EC<sup>8</sup></b>	
<b>Unfunded Budget:</b>	USD 584,850

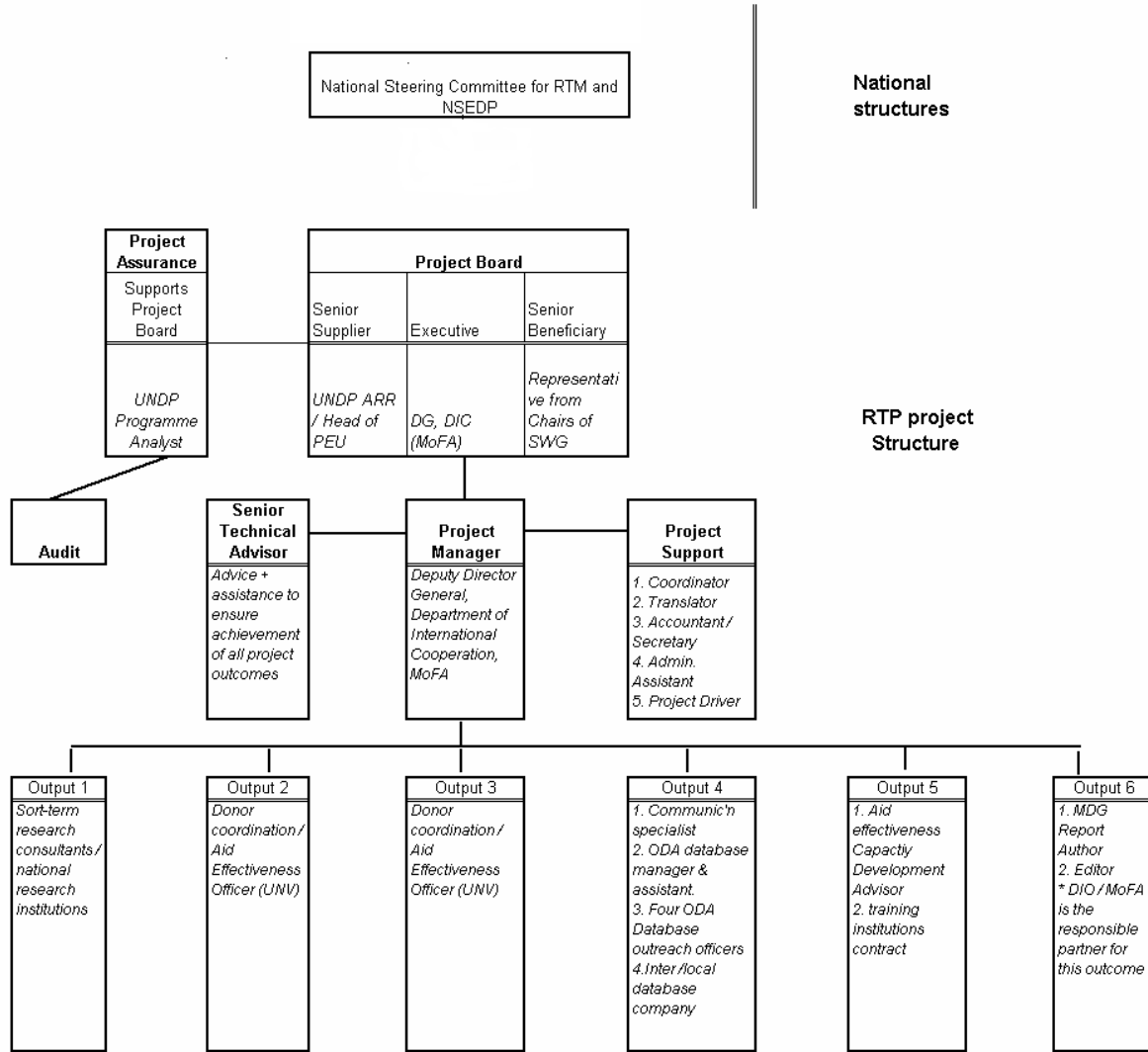
<b>Agreed by:</b>	<b>Signature</b>	<b>Date</b>	<b>Name/Title</b>
<b>Implementing partner</b>	_____	_____	H.E Mr. Phongsavath Boupha Vice-Minister
<b>UNDP</b>	_____	_____	Sonam Yangchen Rana Resident Representative

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<sup>7</sup> To be confirmed. The amount is subject to adjustment.

<sup>8</sup> The EC is looking into the possibility of contributing funds for short-term technical assistance.

## Annex 1 Project Management Structure



## ANNEX 2

### NATIONAL STEERING COMMITTEE- ROUNDTABLE PROCESS 2007-2010

#### Terms of Reference:

##### Main Duties and Responsibilities

The National Steering Committee will:

- Ensure overall co-ordination regarding to National Socio-Economic Development Plan and consequent resource mobilization.
- Decide on priorities regarding NSEDP implementation and resource mobilization to successfully pursue the Roundtable Process.
- Elaborate and approve main tasks and working methods of the Committee
- Co-ordinate and work closely with ministries, ministry-equivalent agencies, provinces, capital cities, special economic zones and both national and international organizations concerned in realizing RT/ NSEDP Process related activities
- Report regularly to the Government on the progress of the RT/NSEDP Process related issues
- Perform other duties related to RT/NSEDP Process assigned by the Government
- Provide advice and guidance on the Sector and Thematic Working Group Mechanism

#### Members<sup>9</sup>

1. H. E. Deputy Prime Minister, Minister of Foreign Affairs- President
2. H.E President of the Committee for Planning and Cooperation - Vice-President
3. H.E Minister of Finance – Vice-President
4. H.E Vice Minister, Ministry of Education
5. H.E Vice Minister, Ministry of Health
6. H.E Vice Minister, Ministry of Communications, Transport, Post and Construction
7. H.E Vice Minister, Ministry of Agriculture and Forestry

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<sup>9</sup> Subject to changes.

**ANNEX 3**  
**TERMS OF REFERENCE**  
**PROJECT BOARD**

**Overall responsibilities:**

The Project Board is the group responsible for making executive management decisions for a project when guidance is required by the Project Manager, including approval of project plans and revisions. This group is consulted by the Project Manager for decisions when project manager tolerances have been exceeded.

Based on the approved annual work plan (AWP), the Project Board reviews and approves project Annual Workplan and authorizes any major deviation from these agreed work plans. It is the authority that signs off the completion of each AWP as well as authorizes the start of the next AWP. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

**Composition and organization:**

This group contains three roles, including:

- 4) An Executive representing the project ownership to chair the group,
- 5) A Senior Supplier to provide guidance regarding the technical feasibility of the project, and
- 6) A Senior Beneficiary to ensure the realization of project benefits from the perspective of project beneficiaries.

**Specific responsibilities:** To be responsible for the project, the Project Board should

*For the processes of justifying, defining and initiating a project:*

- Agree on Project Manager's and Project Management Team's responsibilities;
- Appraise and approve workplans submitted by Project Manager;
- Delegate any Project Assurance roles as appropriate;
- Commit project resources required by the next work plan.

*For the process of running a project:*

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Agree on Project Manager's tolerances in the work plan;
- Review each completed project work plan and approve the next work plan;
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes;
- Assure that all planned deliverables are delivered satisfactorily and programme management directives are complied;
- Conduct annual review of AWP and pass on the results to Programme Component Review.

*For the process of closing a project:*

- Assure that all products deliverables are delivered satisfactorily;
- Review and approve the end project report;
- Make recommendations for follow-on actions and post project review plan;
- Notify project closure to the Outcome Board.

## **ANNEX 4**

### **TERMS OF REFERENCE PROJECT MANAGER**

**Overall responsibilities:** The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Group. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the AWP, to the required standard of quality and within the specified constraints of time and cost.

The Implementing Partner appoints a Project Manager.

**Specific responsibilities** would include:

*Overall project management:*

- Manage the production of the required deliverables
- Direct and motivate the project team
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project
- Agree technical and quality strategy with appropriate members of the Project Board
- Identify and obtain any support and advice required for the management, planning and control of the project
- Be responsible for project administration
- Liaise with any suppliers
- May also perform Team Manager and Project Support roles

*Project planning:*

- Produce the Project Document (as appropriate)
- Prepare Project Annual Workplans, Quarterly Workplans and, Monthly workplans in conjunction with Team Managers and appointed Project Assurance roles and agree them with the Project Board

*Project monitoring:*

- Plan and monitor the project
- Manage the risks, including the development of contingency plans
- Take responsibility for overall progress and use of resources and initiate corrective action where necessary
- Be responsible for change control and any required configuration management

*Project reporting:*

- Prepare and report to the Project Board through Highlight Reports and Quarterly Reports
- Prepare the Lesson Learned Report
- Prepare any Follow-on Action Recommendations required

## ANNEX 5

### TERMS OF REFERENCE PROJECT SUPPORT

**Overall responsibilities:** The Project Support role provides project administration and management support to the Project Manager as required by the needs of the individual project or Project Manager. The provision of any Project Support on a formal basis is optional. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

**Specific responsibilities:** Some specific services of the Project Support would include:

*Provision of administrative services:*

- Set up and maintain project files
- Collect project related information data and forecasts
- Update plans
- Administer the quality review process
- Administer Project Board meetings

*Project documentation management:*

- Administer project revision control
- Establish document control procedures
- Compile, copy and distribute all project reports

*Central source of expertise in*

- Specialist knowledge (for example, estimating, risk management)
- Specialist tool expertise (for example, planning and control tools, risk analysis)
- Specialist techniques and standards.

## **ANNEX 6**

### **TERMS OF REFERENCE**

#### **ROUNDTABLE PROCESS ADVISOR**

##### **General Description:**

The RTM Process Advisor<sup>10</sup> will advise and assist the Government of Lao PDR (GoL) and, in particular, the RTP National Steering Committee, DIC and DGP (CPI) in the following ways:

- Provide ongoing advice and assistance to the GoL for further elevating the quality and effectiveness of the RTM process including as a process for facilitating substantive dialogue, and developing common understandings on national priorities;
- Provide advice and assistance for improving the effectiveness of the RTM process in supporting implementation of the National Socio-Economic Development Plan (NSEDP) including Public Investment Programme (PIP);
- Provide advice and assistance in the planning and organization of high quality Round Table Meetings (RTMs), annual Round Table Implementation Meetings (RTIMs) and more focused Thematic and Mini Round Table Meetings;
- Provide advice and assistance in the further development of effective Government-led Sector Working Groups (SWGs) and their coherence within the RTM process;
- Provide advice and assistance in the effective implementation of the Country Action Plan (CAP) for the Vientiane Declaration on Aid Effectiveness;
- Provide advice in developing a strategy for ensuring a sufficient level of ODA pledges, commitments and disbursements in support of the NSEDP;
- Advise the GoL in further integrating ODA with national planning and budget priorities, particularly in operationalizing the new structure of aid coordination machinery within government and with its external partners;
- Advise and assist the GoL in strengthening the monitoring system including the development of a useful and reliable ODA database and the regular publication of a regular high quality report on ODA in Lao PDR
- Advise and assist on capacity building for the effective mobilization, management, coordination and investment of ODA;
- Advise and assist in other relevant areas of the Round Table Process when requested;

##### **Qualifications and Experience:**

- Graduate degree in Economics or another relevant discipline;
- Considerable practical experience in facilitating government-led ODA coordination;

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<sup>10</sup> The TORs of the RTM advisor will complement those of the NSEDP advisor. It is expected that the two advisors will work closely together and communicate on a regular basis. Their roles and responsibilities will be complementary.

- Knowledge and experience in integrating ODA into planning and budgeting in developing countries.
- Practical experience as senior adviser to senior government officials on the development of national development strategies, plans and programmes;
- Strong English language communication skills, especially strong English language drafting skills;
- Strong analytical skills combined with practical judgment;
- Flexibility and strong inter-personal skills;
- Pro-active, and capable of initiating and effectively organizing work under government leadership.
- Broad understanding of opportunities and challenges facing developing countries;
- Extensive experience with and in depth understanding of the RTM/ PRSP process
- Good understanding of Lao PDR's economic and social development context;
- Ability to speak Lao (or Thai) an asset, but not essential;
- Qualified female candidates strongly encouraged to apply;

**Reporting:**

The Senior Advisor will adhere to the Standard UNDP rules and procedures.

**Duty station, duration, and commencement:**

Vientiane, Lao PDR

**Duration:** One year (renewable)

**Start Date:** As soon as possible.