

ICP IV EVALUATION MISSION

Final evaluations:

Project LAO/029 – Skills Development in the Tourism and Hospitality Sector

Project LAO/030 - Local Development Programme for Bokeo, Bolikhamxay, Khammouane and Vientiane Province

Mid-term evaluation:

Project LAO/033 – Strengthening the Effectiveness of Official Development Assistance (ODA) Management in LAO PDR

Terms of Reference

1. GENERAL FRAMEWORK

1.1. Luxembourg-Laos Cooperation

The bilateral cooperation between the governments of Luxembourg and Lao PDR started in 1997, and over the years, projects in various areas including healthcare, vocational training and rural development have been implemented.

The development cooperation programme between Luxembourg and the Lao PDR is governed by a General Cooperation Agreement, which was signed in Vientiane on 16 February 2000, and by consecutive five-year Indicative Cooperation Programmes (ICP) supporting the National Socio-Economic Development Plans (NSEDP) of the Lao Government. The first Indicative Cooperation Programme (ICP) was signed in 2003 and implemented over the period of 2003 to 2006.

The fourth and latest ICP 2016 – 2022 (ICP IV) aims at contributing to poverty reduction in Lao PDR and is aligned with the goals of the eighth NSEDP 2016 – 2020 and objectives of the EU Joint Programming. It has the following specific objectives:

- improved health coverage with a special focus on access for vulnerable groups and on maternal and child health services;
- strengthening local participation in the identification and implementation of local development priorities through strengthening capacities and systems at provincial, district and village level;
- improved quality of, and access of vulnerable groups to, vocational training in the tourism sector; and
- strengthening the rule of law through further improved legal education and training opportunities for practitioners.

ICP IV benefits from strong national and provincial coverage (particularly in Vientiane, Khammouane, Bolikhamxay and Bokeo – see maps in appendix D for an overview per project/programme). Gender, governance for development and environment/climate change are the priority cross-cutting issues.

NB: These evaluations will overlap with the formulation of the next ICP (ICP V) which is now in its final stages (see chapter 2 and appendix F for further details).

1.2. Scope of the evaluation

The scope of this evaluation covers some of the major interventions implemented by LuxDev under ICP IV in Lao PDR.

Final evaluations:

- LAO/029 – “Skills Development in the Tourism and Hospitality Sector” – Skills for Tourism
- LAO/030 – “Local Development Programme for Bokeo, Bolikhamxay, Khammouane and Vientiane Province”

Mid-term evaluation:

- LAO/033 – “Strengthening the Effectiveness of Official Development Assistance (ODA) Management in LAO PDR”

It's recommended that a specific analysis is carried out for each intervention based on the respective situations/contexts and implementation approaches. Experience capitalisations, studies and prior technical evaluations should also be taken into consideration.

1.3. Objectives and areas of intervention

LAO/029 - "Skills Development in the Tourism and Hospitality Sector" – Skills for Tourism

The Skills for Tourism project – or LAO/029 – promotes the sustainable and inclusive growth of the Tourism and Hospitality (T/H) sector in Lao PDR, thereby contributing to poverty reduction.

The project seeks to improve the quality of T/H TVET and skills development programmes, enhance and expand both their variety and scale and ensure that people from disadvantaged backgrounds are included in this programme by means of innovative funding mechanisms. Finally, on a systemic level, the project aims to contribute to an enabling governance, institutional and regulatory framework for TVET and skills development, particularly in T/H. The project is co-funded by Luxembourg and Switzerland and builds on their respective previous and ongoing support for TVET and skills development in Lao PDR.

A strong thematic and geographic alignment to major Lao PDR policy documents is characteristic of the project, particularly the 8th and 9th National Socio-Economic Development Plan, the Lao PDR Tourism Strategy 2006 – 2020, the TVET Development Plans 2016 – 2020 and 2021-2025, the Tourism Human Resources Development Vision and Strategic Recommendations 2010 – 2020, the Lao PDR Tourism Covid-19 Recovery Roadmap 2021 – 2025, the National Green Growth Strategy of the Lao PDR until 2030, and the 5th Labour and Social Welfare Development Plan 2021-2025.

Overall, LAO/029 on the promotion of sustainable and inclusive growth of the T/H sector, with an emphasis on its contribution to poverty reduction (overall objective). The specific objective of the intervention is that graduates, mainly from disadvantaged backgrounds, of improved and expanded T/H TVET and SD find gainful employment or pursue further studies in T/H.

LAO/029 focuses on four key outcomes:

- the quality of technical and vocational education and training and skills development programmes in tourism/hospitality is improved;
- the scale and variety of technical and vocational education and training and skills development programmes in tourism/hospitality is expanded and enhanced;
- people from disadvantaged backgrounds are included in tourism/hospitality technical and vocational education and training and skills development programmes;
- an enabling governance, institutional and regulatory framework for technical and vocational education and training and skills development, particularly in tourism/hospitality, is in place.

LAO/030 – "Local Development Programme for Bokeo, Bolikhamxay, Khammouane and Vientiane Province"

The 'Local Development Programme for Bokeo, Bolikhamxay, Khammouane and Vientiane Province' supports the government's poverty reduction strategy for upland rural development. It focuses on the 14 poorest districts in four provinces, particularly 229 target villages with a population of 152 000, 73% of whom are ethnic minorities.

The programme supports practical community development combined with governance strengthening for poverty reduction. This two-tiered approach means that the government systems can be informed and improved through demand-driven priorities, field evidence, and actual practice, while the practical development work can benefit from better application of policies, programmes, regulations and public services.

The overall objectives of the ongoing LDP for Bokeo, Bolikhamxay, Khammouane and Vientiane Provinces (LAO/030) are based on three objectives from the NSEDP 2016-2020 relevant to development in remote upland areas, namely (i) poverty levels in Lao PDR will be reduced; (ii) hunger will end and stunting and malnutrition will be reduced; and (iii) sustainable environmental management will be secured through better land governance.

To help focus the interventions and make the programme accountable to concrete results, the specific objective is to improve living standards in selected target villages and bring them above the poverty line by the end of the programme. The specific objective is pursued through three main outcome areas: (i) governance strengthening for poverty reduction, (ii) community-led development; and (iii) socio-economic infrastructure access.

The programme has coordinated effectively with other development partners, including ADA, Caritas Luxembourg, and UNCDF. Moreover, **the Swiss Development Cooperation (SDC) has since November 2020 provided additional resources to** expand existing interventions, including climate change actions.).

LAO/033 – “Strengthening the Effectiveness of Official Development Assistance (ODA) Management in LAO PDR”

LAO/033 is a capacity strengthening project that aims to address official development assistance (ODA) management needs of the Ministry of Planning and Investment's Department of International Cooperation and six provincial Sections for International Cooperation. The project will also provide capacity strengthening for the Department of Inspection at Ministry of Planning and Investment, particularly in relation to anti-corruption measures as well as the Sustainable Development Goals Secretariat housed in the Ministry of Foreign Affairs.

The project's overall objective is that ODA effectively supports implementation of the National Socio-Economic Development Plan (NSEDP) whilst the specific objective is that key Lao agencies can effectively manage and coordinate ODA.

The project focuses on two results:

- the Department of International Cooperation has the capacity to effectively manage and coordinate Official development assistance through provincial Sections for International Cooperation and line ministries and report timely on Official development assistance; and
- the cross-cutting issues reflected in the Sustainable Development Goals are appropriately taken into account in Official development assistance interventions and support National Socio-Economic Development Plan.

The logical frameworks for each of these interventions have been included in annex A.

1.4. Institutional framework

LuxDev is the executing agency for the bilateral cooperation programmes funded by the Luxembourg government. It acts under an execution mandate from the Ministry of Foreign and European Affairs (MFEA). The mandate states that LuxDev is responsible for project and programme implementation together with the designated stakeholders and counterparts.

National execution agencies are identified in the Technical and Financial Documents (TFD) of each intervention and in the bilateral agreements signed between both governments:

- LAO/029: Ministry of Education and Sports (MoES) – Technical Vocational Education and Training Department
- LAO/030: Ministry of Planning and Investment (MPI) – Department of Planning
- LAO/033: Ministry of Planning and Investment (MPI) – Department of International Cooperation

1.5. Budget and duration

The interventions, under LuxDev's execution mandate, started in 2016 for an initial period of 5 years except for LAO/033 which was launched in October 2019 for an initial period of 4 years.

The closure date for LAO/029 and LAO/030 is the 31/12/2022 (after time and budget extensions). LAO/033 will be subject to a mid-term review since project closure will occur during the next ICP on 31/08/2023.

The MFEA granted multiple time and budget extensions as summarized in the table below:

Project/ Programme	Initial Budget	Initial Duration	Extension granted	Actual Budget	Disbursement rate (28/02/2022)
LAO/029	15 000 000 EUR (7 500 000 EUR Luxembourg; 7 500 000 EUR SDC)	60 months	+ 353 000 EUR (Luxembourg; + 353 000 EUR (SDC) + 16 months	15 706 000 EUR	89.84%
LAO/030	14 650 000 EUR	60 months	+ 8 353 561 EUR + 6 996 439 EUR + 2 409 343 EUR	32 409 343 EUR	87.26%
LAO/730	1 562 200 EUR (SDC)	18 months	+ 7 months + 7 months	1 562 200 EUR	64.66%
LAO/033	1 300 000 EUR	48 months	n/a	1 300 000 EUR	39.24%

1.6. Present situation and progress of the projects/programmes

The interventions have achieved the following key results since their launch (non-exhaustive list):

LAO/029 - “Skills Development in the Tourism and Hospitality Sector” – Skills for Tourism

- The project has vastly surpassed its initial enrolment targets (5 000 people – 60% women) with a total of 11 335 participants (73% women) having benefited or are still benefiting from T/H and SD facilitated by the project. Of these, over 5 200 people were new entrants’ students seeking to enter the T/H sector: almost 3 600 students on 2-3 year-long programmes, and more than 1 600 students on short three to six- month courses. A further 4 700 were employees already working in the T/H sector who completed short SD (upskilling) courses and almost 1 200 participants completed basic non-formal vocational training courses. In terms of leaving no one behind (LNOB), 84% of the total number of project beneficiaries are from disadvantaged backgrounds.
- The project has rolled out a full suite of competency-based T/H TVET programmes, allowing a qualification pathway from C1 certificate to C4 diploma in the formal TVET sector. These were developed taking into consideration labour market requirements, are aligned with ASEAN common competency standards and benefit from high beneficiary and employer satisfaction rates. LAO/029 has also supported the provision of T/H TVET and SD programmes outside the public formal system.
- Due to the impact of COVID-19, project tracer surveys indicate a decline in labour market insertion for new entrants. Before COVID-19, the ratio was 88%, but this plummeted in early 2020. For participants graduating from February 2020 onward, the overall employment rate was only 51% (37% in 2020 and 65% in 2021). To ensure continuing relevance and mitigate the devastating impact of the pandemic on the T/H and broader TVET and SD sectors, several adjustments were made away from the initial project design. This includes:
 - shift in focus from shorter courses for new entrants to upskilling training for employees in the T/H sector,
 - launch of the Lao Thiao Lao domestic tourism marketing campaign, in collaboration with both public and private sector,
 - development of LaoSafe, a T/H health and hygiene programme to build consumer confidence and support the recovery of the sector in 2021,
 - development of technology-enhanced learning and teaching initiatives,

- investment in additional resources in the provision of equipment for T/H skills training; continuation of support to in-service teacher training to enhance the quality of teachers.

LAO/030 – “Local Development Programme for Bokeo, Bolikhamxay, Khammouane and Vientiane Province”

- Governance strengthening focuses on improving the systems and capacity of government staff (central, provincial and district levels) for more effective poverty reduction. This includes improved planning, monitoring, evaluation, donor coordination, investment management, and information systems. Overall, the work has progressed well with new activities in IT application, local development planning, (provincial) SEDP preparation now covering all 33 districts in the four (4) target provinces.
- The community-led development component is carried out by the target villages and coordinated by the provincial departments of planning and investment (DPIs) and district planning offices (DPOs). Interventions include capacity strengthening in village development planning and management; economic development through land-use extension, credit schemes, and farmer organization; as well as social development in education, health, and skills development. By end 2021, the 229 villages have carried out a total of 2 579 individual VDF activities, including grant schemes, climate actions, capacity strengthening actions, and emergency funds. Village Credit Schemes are now functional in 126 villages, and the associated capacity strengthening, and management systems have been enhanced in collaboration with ADA and the Lao Microfinance Association. A practical programme for supporting child-centred education has been successfully carried out since 2020, adding further value to the substantial investment in education.
- By the end of 2021, the infrastructure component of the programme has greatly increased access to basic socio-economic infrastructure through more than 200 construction projects in 138 target villages, including the construction of primary and secondary schools, clean water systems, community water supplies and kindergartens. Furthermore, channelling infrastructure funds through government systems has instituted better practices and capacity in managing construction programmes among government partners and communities.
- The additional funding provided by SDC (LAO/730) but managed directly by LAO/030 has enabled the implementation of new initiatives, including, climate change actions, child centred education and infrastructure development.

LAO/033 – “Strengthening the Effectiveness of Official Development Assistance (ODA) Management in LAO PDR”

- Key activities rolled out under result 1 mainly focused on capacity strengthening of MPI DIC and improved coordination and management of ODA. At policy level, key achievements included the dissemination of ODA Decree no. 357, the revision of the guidelines on the management and utilization of government counterpart funds for the implementation of ODA projects. It’s important to note that the ODA Decree, ODA strategy and guidelines were shared in Sector Working Group (SWG) meetings, as part of the preparation for the 13th High Level Round Table meeting in November 2021. In addition, the project successfully developed a video on the ODA Decree, guidelines on the management and utilization of government counterpart funds for implementation of ODA projects and ODA strategy, which were published officially. In terms of direct support to DIC, adapted English language trainings were delivered both virtually for SIC staff and physically for DIC; the ODA MIS needs assessment for the SDGs secretariat and a detailed capacity needs assessment of both DIC and SICs was carried out. Other activities implemented under result 1 included a training on ODA programme management based on standard operating procedures and programme-based approach; and finalizing to mobilise sector working groups into becoming a forum for ODA mobilisation.
- Result 2 primarily aims to improve coordination between DIC and the SDG Secretariat, particularly in terms of better accountability of SDG cross-cutting issues in ODA interventions. Here, the focus was on the development and dissemination of SDG information and advocacy materials and the development of criteria and a mechanism for monitoring SDGs in ODA intervention by using gender (pilot).

NB: Detailed technical reports on each project/programme as well as the monitoring and evaluation matrices will be submitted to the winning bidder.

1.7. Previous evaluations

The mid-term evaluations for LAO/029 and LAO/030 took place between February and July 2019. The executive summaries of the reports are available on the LuxDev website <https://luxdev.lu/fr/documents/section/eval>

These reports are an important source of information for the final evaluations of these programmes.

It is required to take stock of the findings in the mid-term reviews and follow-up on implementation of the recommendations. Recommendation implementation monitoring tables will be made available to the winning bidder.

1.8. ICP IV projects/programmes that fall outside the scope of the evaluation(s)

LAO/027 - “Lao-Luxembourg Health Sector Support Programme – Phase II” – LLHSSP II

The LL-HSSP II focuses on strengthening health systems in three central provinces (VTP, BLX, KMN), with an emphasis on the delivery of quality and accessible Maternal, New-born and Child Health (MNCH). The design of LL-HSSP II is based on the World Health Organisation’s (WHO) building blocks of health system strengthening.

The interventions are grouped into four key result areas:

- establishment of the Joint Participatory Mechanism (JPM) to strengthen governance, ensure adequate resources for Chapter 63 budgets and facilitate the national contribution to the financing of priority activities;
- improvement of quality of health services delivery, particularly for MNCH activities at provincial level;
- creation of adequate infrastructure and technical conditions to support services delivery in the targeted provinces;
- strengthen the health system through result-oriented planning and management of provincial health activities.

LAO/031 – “Support Project to Legal Teaching and Training and to the Promotion of the Rule of Law Concept in Lao PDR”

The overall objective of Luxembourg’s support project – or LAO/031 – for legal teaching and training and for the promotion of the rule of law concept is to contribute to the strengthening of the rule of law in Lao PDR. The project is implemented under ICP IV by the Institute for Legal Support and Technical Assistance (ILSTA) and LuxDev and targets the following specific objectives (SOs) and outcomes:

- the reinforcement of the enabling environment for access to justice (SO1), which should lead to strengthened access to justice through the following results:
 - capacities of targeted legal practitioners and civil servants in law enhanced,
 - formal/informal legal awareness raising campaigns supported, and
 - coordination between academics and practitioners strengthened;
- the continuation of the strengthening of legal education and training (SO2), which should lead to improved legal higher education and strengthened institutional capacity through the following results:
 - new curricula complying with ASEAN standards and requirements are developed,
 - competencies of targeted teachers and practitioners are enhanced, and
 - management and governance of the FLP and the FLA are improved.

Both programmes are scheduled to conclude by 31/12/2022 and it was agreed by LuxDev and the MFEA that prospective work on the development of “theories of action” for the next programme phases of LAO/027 and LAO/031 in ICP V must take precedence over the final evaluations. These have therefore not been included in the present evaluation mission.

2. THE MISSION'S OBJECTIVE

The mission has as its main objectives to provide a summative (quantitative and qualitative) appraisal of the results achieved within the framework of the projects/programmes LAO/029 and LAO/030 and identify findings and lessons learned that can feed into the next phases of the programmes under ICP V. For LAO/033, the mission should focus on a formative mid-term evaluation which analyses progress towards achievement of the specific objective and results at the time of the evaluation.

NB: Operational recommendations from the final evaluations must be directed towards guiding the work of the ICP V implementation teams. These recommendations (e.g., identification of specific needs and quick wins) will be considered during the development of the theories of action (ToA) for LAO/029 and LAO/030 which will begin after validation of the final evaluations.

2.1. Analyse the results and the specific objectives reached at the time of the evaluation, compared to what had been anticipated in the Technical and Financial Document (TFD), in the Annual Operational Plans (AOPs) and/or the Inception Report

Describe the objectives, results achieved and refer to the indicators.

NB: The objective is not to present a detailed list of tasks, activities and (output level) indicators but focus on achievement of results and their role in effecting concrete changes at the level of the targeted beneficiaries.

It will be important to document any discrepancies between changes planned during inception and those observed at project closure.

2.2. Analyse the implementation modalities deployed by the projects/programmes

The evaluation mission should take a critical look at the various implementation modalities deployed by the ICP IV projects/programmes (e.g., direct project management by LuxDev; delegation agreements; execution agreements etc.) and provide an opinion on their complementarity and their contribution to achievement of expected results.

2.3. Analyse the results achieved in terms of capacity strengthening

Since capacity strengthening (CS) is central to each of these interventions, the mission should carry out specific analyses of CS, identify lessons learned and main findings.

For LAO/030 and LAO/033, CS strategies and plans were redesigned using the theory of change methodology so the mission should compare the value added of this approach with previous CS approaches (e.g., in terms of design, planning, implementation and monitoring) and assess partner satisfaction (in terms of participation and ownership).

2.4. Analyse the programmes' management and monitoring, with a specific emphasis on:

- the technical assistance deployed within the projects/programmes including identification of any areas for improvement for the next phases;
- harmonisation and alignment principles; - see also coherence (internal and external);
- monitoring of the different project levels (activities, tasks, results, specific objectives – M&E matrix), including the M&E mechanisms implemented by each intervention. The specific annex on COVID-19 (appendix E) should also be considered;
- analysing risks and assumptions identified in the logical framework and their monitoring;
- take stock of recommendations from the mid-term reviews and determine to what extent they have been monitored and/or implemented.

2.5. Analyse the programmes using the following evaluation criteria, considering cross-cutting aspects (see appendix C for details)

Evaluation criteria:

- relevance;
- coherence;
- effectiveness;
- impact (LAO/029 and LAO/030 only);

- efficiency; and
- sustainability.

Crosscutting aspects:

- governance for development.
- gender equality.
- environment and climate change

The evaluation mission should assess and draw conclusions from how the projects/programmes addressed gender, environment/climate change and governance issues and integrated them into project activities and/or implemented dedicated crossing cross-cutting activities.

2.6. Analyse the following specific evaluation questions

LAO/029

- The mission should assess LAO/029's contribution to the "graduation to gainful employment" pathway in T/H – particularly for people from disadvantaged backgrounds – whilst also considering how the project has managed to maintain its relevance despite the strategic and operational shifts required to respond to the impact of COVID-19 on the sector.
- Have the TVET/SD interventions delivered by the project been able to maintain a good balance between focusing on disadvantaged groups and meeting labour market requirements? What lessons learned can be drawn from the project's engagement with the private sector at central (Vientiane capital) and local levels?
- TVET and SD collaborations (covering T/H and other sectors) at sub-national levels have been expanded since the mid-term review. The mission should take stock of these collaborations and identify those with the most potential for wider uptake during the next phase of a TVET and SD programme.
- The mission should analyse LAO/029's contribution to improved TVET and SD development and governance in Lao PDR either through direct support to relevant ministries/departments or through collaborations with other development partners. A specific focus should be placed on the question of the sustainable financing of the TVET sector in Lao PDR – how has this been addressed by development partners and by LAO/029 more specifically through the collaboration with the Vocational Education Financing Facility (VEFF)?

According to SDC requirements for the preparation of the new project phase, it is important for the mission to include a Cost Benefit Analysis (CBA) of this current phase. This is to assess the monetary value of investment versus results achieved. Especially regarding whether the 11'300 people that had enrolled in the project, were supported and able to generate additional income. The ex-post CBA of this first phase and projections/numbers are important elements for an estimation of the CBA of the second phase. Since 2022, the CBA is a requirement for approval of new projects from the SDC Head Office.

LAO/030

High priority specific evaluation question:

Considering the scale of the VCS under LAO/030 and the high-risk profile of village banking in Lao PDR, a specific and detailed analysis of the mechanism established under LAO/030 is required. Under the VCS, the first loans were issued between November 2020 and March 2021 which means that the first full loan cycle will have been concluded by end 2021/early 2022. The mission should carry out a full assessment of the first loan cycle (e.g., critically appraise loan assessment, disbursement, and reimbursement processes; assess loan purpose; verify respect of client protection principles etc.) based on a representative sample of VCS (size of sample to be agreed with the relevant stakeholders).

Other specific evaluation questions:

- Has LAO/030 been successful in developing inter-linkages between the three main components of the programme and how has this contributed to programme achievements? What recommendations can be made for future improvement?
- Two-thirds of the LAO/030 budget is delegated to implementing partners through Delegation Agreements for Funds and Implementation (DAFI) and Execution agreements. Have these mechanisms achieved the objective of promoting ownership, alignment, and effectiveness?

- The governance component rolled out a structured approach to capacity strengthening (CS) for central to local stakeholders. Has this approach to CS added value to the partners and to the implementation of practical governance activities? What recommendations can be made for possible future application or modifications?
- A key objective of the LAO/030 is to promote public participation through the governance, community-led development, and infrastructure components. Have the chosen approaches been successful in achieving this objective? Have participatory processes been conducive to the achievements of the programme, including in enhancing sustainability?
- To what extent has the programme been successful in promoting the adoption of and ownership to innovations and system improvements, for instance in local development planning, village development funding, development coordinations, and Sam Sang (decentralisation)? What are the remaining bottlenecks and potential solutions for more permanent/sustainable adoption within the government system?
- Have the approaches to reducing malnutrition been effective in addressing the underlying causes of malnutrition within the mandate of the programme, and did the nutrition coordination support of Caritas add to the nutrition outcomes in two target provinces? What improvements
- The mid-term evaluation recommended that climate change and disaster risk reduction should be strengthened under LAO/030. Have these issues been addressed appropriately within each programme outcome (governance, community development, infrastructure)? What challenges and areas for improvement remain within the next programme phase?
- Has access to quality education been addressed in a suitable manner according to the mandate of the programme considering infrastructure development, community-led development, and child-centred education?
- LAO/030 has provided funding and technical assistance to policy dialogue through the Department of Rural Development and Cooperatives (DRDC), the sub-sector working group on rural development, other round-table mechanisms, and development partner network. Has this support been effective in strengthening policy dialogue within the mandate of the Programme?

SDC provided additional budget to LAO/030 in 2021-22. Did this support add to the impact and strategic direction of the programme and contribute to preparing the next phase under ICP V (e.g., improving local planning processes, village/district baseline surveys, mapping and information system development)?

LAO/033

- Criteria and mechanisms for monitoring SDGs in ODA interventions with gender as a pilot have been developed but relevant thematic knowledge (on gender) remains limited at the level of DIC and the national SDG secretariats. How can the project strengthen knowledge and ownership among partners in this domain and more broadly ensure that cross-cutting issues reflected in SDGs are appropriately taken into account in ODA interventions?
- Both LAO/030 and LAO/033 have rolled out structured capacity strengthening activities targeting staff of two departments (DOP and DIC respectively) of the MPI. The mission should investigate whether these interventions are relevant, harmonized and complementary (e.g., no overlap) and where applicable, suggest areas for improvement and/or collaboration.
- How have the different project counterparts, especially MPI DIC and MoFA's Department of International Organisations (DOI) coordinated ODA management and reporting efforts and where can improvements be made?

2.7. Establish lessons learned and provide recommendations for the continuation of the project/programme

- What does the evaluation mission consider to be the most important results/successes for each intervention (maximum two (2) and justify why) and what does the evaluation mission consider to be the most important challenge (maximum two (w), justify why and give a recommendation) to be addressed in the future ICP V.
- In terms of Knowledge Management and Sharing, assess the programmes' achievements in identifying, documenting, and sharing/replicating good practice and/or innovative approaches, possibly also linked to the COVID context (see special appendix E).
- What lessons learned have potential for scale up? Are there any paradigm shifting/innovative elements that would invite having a closer look at (good practices? lessons learned)?

3. TASKS AND METHODOLOGY

3.1. Methodology

The evaluation mission will work in a participatory way, engaging the different parties involved at different levels and ensuring that the specific interests and needs of target beneficiaries are considered.

3.2. Preparation of the mission

- LuxDev briefing via a virtual tool;
- review of the Technical and Financial Documents (latest versions), quarterly reports, annual progress reports, annual operational plans etc.;
- research any other relevant documentation;
- elaboration of questionnaires and evaluation forms for the different stakeholders;
- inception report.

3.3. Field mission

- Briefing at the Regional Office in Vientiane with the Resident Representative, the project/programme teams and (if applicable), representatives from Luxembourg Embassy;
- meet the project/programme teams at their respective offices to collect necessary materials and documents that can be used during the evaluation;
- coordinate and schedule various meetings, interviews and focus group discussions with relevant government stakeholders and development partners;
- meet with various beneficiary groups;
- conditions allowing (e.g., COVID-19 restrictions, monsoon season), field visits in one or two target provinces for LAO/029 and LAO/030 and LAO/033:
 - meetings with provincial and district level authorities,
 - visits to target districts and villages for semi-structured interviews/focus group discussions,
 - visits to Luxembourg supported infrastructure in the target provinces;
- preliminary debriefing session with the Luxembourg Embassy and the Regional Office
- presentation of the mission's main finding and conclusions to stakeholders through an aide mémoire or a PowerPoint presentation. The team leader will coordinate with ROF and the Embassy in terms of the organisation and scheduling of this meeting.

3.4. Reporting and debriefing with the LuxDev Headquarters

- Drafting of the provisional reports;
- debriefing via a virtual tool on the draft version of the reports with LuxDev Headquarters and representatives. Representatives from the Luxembourg Embassy, LuxDev Regional and the project/programme teams may also attend if requested.

Given the number of projects/programmes under evaluation, the winning bidder must coordinate with the Evaluations Department on the best format to adopt for the debriefing (e.g., debrief could be scheduled over two separate sessions or more innovative approaches may be considered);

- finalisation of the reports.

4. REPORTS

The three (3) evaluation reports will be prepared in English. A draft version of the reports will be sent to LuxDev through the Evaluations department by e-mail at least ten (10) working days before the debriefing (date to be set after the field mission).

The Evaluations department will organize report dissemination and the compiling of comments. The final version of the report (electronic file in word format) must be sent to LuxDev at most two weeks after the debriefing.

The draft report, final report and/or executive summary will be translated into Lao as very few staff members are able to benefit from the findings if these are only made available in English. The projects/programmes will organise the translation.

The report will be developed following the LuxDev Model and shall not exceed 30 pages (excluding Appendices):

- executive summary (this is a key document for decision-makers which can be disseminated separately from the full report and must be formulated in clear, easy-to-understand language). The document will be published on LuxDev's website);
- description of the Project's achievements at the time of evaluation:
 - coverage (institutions, area and beneficiaries, M/W),
 - summary of activities conducted,
 - details of the objectives and results achieved;
- description of the implementation:
 - management structure for the Project,
 - measures taken for harmonisation and alignment,
 - measures taken to place capacity strengthening at the heart of the Project,
 - monitoring and evaluation,
 - measures taken to ensure partnership,
 - local contribution;
- project evaluation:
 - relevance,
 - coherence,
 - effectiveness,
 - efficiency,
 - impact,
 - sustainability,
 - crosscutting aspects,
 - specific questions;
- lessons learned and recommendations.

In addition, the winning bidder will also be expected to work with LuxDev's Evaluation and Communications Departments on a 1–2-page poster/flyer that will present the key findings, recommendations and lessons learned for each report in an attractive and accessible manner.

Appendices:

- ToR of the evaluation mission;
- programme of the evaluation mission and persons met;
- project budget (planned and actual, from Luxembourg and the Counterpart) and analysis of the DAC markers;
- logical framework and indicators at the time of evaluation;
- project chronograms (anticipated and actual);
- technical documents;
- bibliography;
- maps;
- pictures, etc.

5. DURATION OF THE MISSION AND REQUIRED PROFILES

The bidder will assign a head of mission to ensure overall coordination of the mission (management of experts, reporting) and carry out the briefing and debriefing with LuxDev HQ. In the methodological note (to be submitted as part of the technical proposal), the bidder will clearly outline how the team will be coordinated and how the head of mission will prepare the field mission. A documentary review period has been planned so that the team can assimilate the most relevant information and submit an inception report prior to the field mission.

It's also recommended to ensure sufficient diversity in the expertise proposed, whether in terms of age and gender and – **most importantly** - involvement of regional and/or local experts to overcome the issue of Lao language and interpretation. In addition to the international expert profiles listed below, at least one national rural development expert, one national TVET and one national rural finance expert should be included in the bidder's offer.

The composition of the team and the input/duration of the various experts can be modified, but the methodological note must demonstrate that the overall expertise to execute the evaluation in a satisfactory way is indeed covered/ensured by the proposed evaluation team.

5.1. Head of Mission – evaluations and institutional analysis expert

International expert with minimum 15 years' experience in the evaluation of international development projects or programmes, including a specific focus on decentralisation and capacity strengthening.

Confirmed experience in governance and local development.

In depth understanding of integrating crosscutting aspects (governance for development; gender equity; environment and climate change) and applying related tools (environmental screening, gender analysis, OECD-DAC marking, etc.). Prior experience in South East essential.

Fluent in English, the team leader should have strong leadership capability with the following soft skills:

- organisation and coordination;
- communication at different levels (policy and operational);
- integrity, strong sense of responsibility;
- availability (main contact person for LuxDev); and
- confirmed capacity to manage and coordinate senior sectoral experts.

Experience in at least two different Asian countries including Laos.

Knowledge of Thai/Lao a plus.

5.2. Expert 2 – TVET/Skills Development expert

Confirmed professional experience in evaluation.

At least 10 years professional experience in vocational education and skills development (ideally in tourism and hospitality) in developing country contexts.

Experience in at least two South-East Asian countries, including Lao PDR.

In depth understanding of integrating crosscutting aspects (governance for development; gender equity; environment and climate change) and applying related tools (environmental screening, gender analysis, OECD-DAC marking, etc.).

Knowledge of Tourism/Hospitality in Lao PDR and the TVET system is considered an important asset.

Knowledge of English and computer skills.

Knowledge of Thai/Lao a plus.

5.3. Expert 3 – Local/rural development expert

Confirmed experience in review and evaluation of local and/or rural development projects, with emphasis on pro poor growth. Professional experience in analysing Climate Change Adaptation (CCA) interventions within the framework of poverty reduction programmes.

In-depth understanding of integrating crosscutting aspects (governance for Development; gender equity; environment and climate change) and applying related tools (environmental screening, gender analysis, OECD-DAC marking, etc.).

Knowledge of Lao PDR is considered as an important asset.

Knowledge of English and computer skills.

Knowledge of Thai/Lao a plus.

5.4. Expert 4 – Governance expert

Confirmed experience in ODA management and a very good knowledge of cooperation and development issues.

Experience in evaluation of development projects an asset.

At least 10 years professional experience.

Understanding of integrating crosscutting aspects (governance for development).

Knowledge of English and Computer Skills.

Knowledge of Thai/Lao a plus.

5.5. Expert 5 – Inclusive finance expert

Confirmed experience in analysis and assessment of inclusive finance interventions, especially village banking and with a focus on financial management, performance indicators assessment and best practices.

Experience in evaluation of inclusive finance and/or rural development projects an asset.

Previous experience with a rating agency, an investor and/or risk management/financial management a strong asset.

At least 10 years professional experience.

Knowledge of English and computer skills.

Knowledge of Thai/Lao a plus.

5.6. Cross-cutting expertise available within members of the evaluation team

Gender: Confirmed experience in gender and social analyses.

Environment and climate change.

Capacity development: Confirmed experience in structured approaches to capacity strengthening at individual, organizational and institutional levels.

5.7. Estimated duration of the mission (in working days)

	Expert 1	Expert 2	Expert 3	Expert 4	Expert 5	Expert 6	Expert 7	Expert 8
	Head of mission	TVET/SD	RD expert	Governance expert	inclusive finance expert	National TVET expert	National rural development expert	National rural finance expert
Preparation and briefing	9 Days	6 Days	6 Days	3 Days	3 Days	1 Day	1 Day	1 Day
Field mission	15 Days	15 Days	15 Days	10 Days	20 Days	15 Days	15 Days	20 Days
Submission of provisional reports	10 Days	7 Days	7 Days	5 Days	5 Days	3 Days	3 Days	3 Days
Debriefing in/with Luxembourg								
Reporting	3 Days	2 Days	2 Days	2 Days	2 Days	1 Day	1 Day	1 Day
(Integration of comments MAEE/LuxDev and submission of final report)								
Total	37 Days	30 Days	30 Days	20 Days	30 Days	20 Days	20 Days	25 Days

The mission is scheduled to take place by September/October 2022 and the mission details (scheduling, logistics) will be worked out in advance with ROF and the project/programme teams. Local travel for the field missions will also be facilitated by the projects/programmes.

Entry requirements in Lao PDR are subject to ongoing change, due to COVID-19 developments in SE Asia (currently two (2) days quarantine must be observed). LuxDev will immediately update the winning bidder on this situation as it evolves.

Title	Competencies	Functions
Expert 1 - Head of Mission	Evaluation specialist Institutional analysis Decentralisation and capacity strengthening	<ul style="list-style-type: none"> • Mission launch and team management; • supervises and supports the other expert missions; • responsible for the production and overall coherence of all of the reports; • covers the following topics: evaluation criteria, institutional aspects, capacity strengthening; governance, implementation modalities and instruments; • ensures that cross cutting issues are adequately treated in the evaluation reports; • pilots the <i>briefing</i> and <i>debriefing</i> in Luxembourg.
Expert 2	TVET/SD expert Evaluation	<ul style="list-style-type: none"> • Evaluation of LAO/029; • manages all organisational aspects in relation to the intervention; • document management for LAO/029 ; • responsible for coordinating with the Head of Mission on relevant subjects such as CC issues; • responsible for drafting and ensuring coherence of the LAO/029 evaluation report.
Expert 3	Local/rural development expert Evaluation	<ul style="list-style-type: none"> • Evaluation of LAO/030; • manages all organisational aspects in relation to the intervention; • document management for LAO/030; • responsible for coordinating with the Head of Mission on relevant subjects such as CC issues; • responsible for coordinating with the inclusive finance expert on the VCS component of LAO/030; • responsible for drafting and ensuring coherence of the LAO/030 evaluation report.
Expert 4	Governance expert Evaluation	<ul style="list-style-type: none"> • Evaluation of LAO/033; • manages all organisational aspects in relation to the intervention; • document management for LAO/033; • responsible for coordinating with the Head of Mission on relevant subjects such as CC issues; • responsible for drafting and ensuring coherence of the LAO/033 evaluation report.
Expert 5	Inclusive finance expert	<ul style="list-style-type: none"> • Evaluation of VCS component under LAO/030; • manages all organisational aspects related to the VCS intervention; • supports and coordinates with the head of mission and local development expert for the LAO/030 evaluation; • responsible for drafting relevant sections of the LAO/030 evaluation report.
Expert 6	National expert RD	<ul style="list-style-type: none"> • Supports evaluation of LAO/030; • provides technical and organisational support to experts 3 and 5; • document management for LAO/030;

		<ul style="list-style-type: none"> • Lao-English/English-Lao translations and interpretations.
Expert 7	National TVET expert	<ul style="list-style-type: none"> • Supports evaluation of LAO/029; • provides technical and organisational support to expert 2; • document management for LAO/029; • Lao-English/English-Lao translations and interpretations.
Expert 8	National rural finance expert	<ul style="list-style-type: none"> • Supports evaluation of VCS component under LAO/030; • provides technical and organisational support to expert 5; • Lao-English/English-Lao translation and interpretations

Experts that have been directly involved in project/programme implementation during ICP IV and/or that have been involved in the identification/formulation of the next ICP V may not be included in the evaluation team.

The consultancy company should provide the necessary backstopping to the proposed evaluation team and ensure verification and quality assurance (content, language and form) of the required documents according to LuxDev requirements.

Appendices:

Appendix A: Logical Frameworks

Appendix B: DAC Markers

Appendix C: Evaluation Criteria

Appendix D: Maps

Appendix E: Analysis of the COVID-19 context and impact

Appendix F: Status update – Formulation ICP V

INTERVENTION LOGIC	RESULTS CHAIN	OBJECTIVELY VERIFIABLE INDICATORS (SMART)	MEANS AND SOURCES OF VERIFICATION	ASSUMPTIONS
Promotion of sustainable and inclusive growth of the Lao PDR tourism and hospitality sector thereby contributing to poverty reduction.	Overall Objective			
Graduates of improved and expanded T/H TVET and SD, including people from disadvantaged backgrounds, find gainful employment or pursue further studies in T/H	Specific Objective	<ul style="list-style-type: none"> - 5000 people – 60% female – have participated in a T/H TVET and SD training programme - 75% of graduates of T/H TVET and SD programmes are employed or pursuing further studies within three months of graduation - 80% of employed graduates have an income (cash or in-kind) at or above minimum wage 	<ul style="list-style-type: none"> - Student records and results transcripts from education and training providers - Graduate tracer studies 	<ul style="list-style-type: none"> - Training providers maintain accurate records of enrolments and academic performance - Demand for skilled employees for the T/H sector will increase - Graduates will participate in tracer studies - Employers will pay above minimum wage for skilled employees
The quality of skills development programs in tourism and hospitality is improved	Outcome 1	<ul style="list-style-type: none"> - T/H TVET and SD programmes are developed taking into consideration labour market requirements - 65% of employers graduates of new programmes are T/H satisfied TVET and with SD - 65% of graduates are satisfied with the T/H TVET and SD programme they completed 	<ul style="list-style-type: none"> - T/H TVET programme documents and SD - Report of employer satisfaction survey - Report of graduate satisfaction survey 	<ul style="list-style-type: none"> - TVET and SD programme documents include a section on labour market orientation - Employers will participate in the satisfaction survey - Graduates will participate in the satisfaction survey
A prototype T/H LMIS is developed	Key Output 1.1	<ul style="list-style-type: none"> - National T/H Enterprise Employment and Skills Survey has been conducted - 3 T/H Labour Market Bulletins produced 	<ul style="list-style-type: none"> - Report of 2017 T/H Enterprise 	<ul style="list-style-type: none"> - Enterprises will engage with the National T/H Enterprise Employment and Skills Survey

INTERVENTION LOGIC	RESULTS CHAIN	OBJECTIVELY VERIFIABLE INDICATORS (SMART)	MEANS AND SOURCES OF VERIFICATION	ASSUMPTIONS
			Employment and Skills Survey - T/H Labour Bulletins for 2019, 2020 External assessment	- MoLSW, MoES and MICT will continue to collaborate for the maintenance of the T/H LMIS Decision makers consider research outcomes, M&E results and lessons
Competence-based curricula and resource material are widely used for T/H TVET and SD	Key Output 1.2	<ul style="list-style-type: none"> - 3 competence-based T/H TVET and SD programmes are developed - 65% of public TVET and SD training providers apply the new T/H programmes and curricula 	<ul style="list-style-type: none"> - T/H TVET programme documents and SD - TVET and SD provider student enrolment records - Report surveys of teacher - Student transcripts from education and training providers 	<ul style="list-style-type: none"> - MoES, MoLSW, VEDI wish to develop competence-based TVET and SD programmes - Demand for T/H TVET and SD programmes will continue to increase - Translated manuals will be approved - TVET and SD training providers are motivated to adopt competency-based programmes
The quantity and quality of T/H teachers and trainers is increased	Key Output 1.3	<ul style="list-style-type: none"> - 150 new T/H teachers/ trainers – 60% female – complete teacher training (preservice training) - 150 existing T/H teachers/trainers – 60% female – complete upskilling training (in-service training) - 75% of teachers and trainers are satisfied with the quality and relevance of the training received 	<ul style="list-style-type: none"> - LANITH, VEDI and IMCT student records - Training records provider - Report of trainee satisfaction surveys 	<ul style="list-style-type: none"> - There will be sufficient demand to undertake teacher training - Teachers/trainers will be released from duty to participate in training - IMCT has capacity to deliver sufficient ASEAN National Trainer and Assessor courses - Trainees will participate in satisfaction surveys

INTERVENTION LOGIC	RESULTS CHAIN	OBJECTIVELY VERIFIABLE INDICATORS (SMART)	MEANS AND SOURCES OF VERIFICATION	ASSUMPTIONS
The scale and variety of TVET and SD programmes in T/H is expanded and enhanced	Outcome 2:	<ul style="list-style-type: none"> - T/H TVET and SD outside the public formal system is provided in 10 provinces and Vientiane Capital - 65% of graduates are satisfied with the T/H TVET and SD programme they completed - 65% of employers are satisfied with graduates of new T/H TVET and SD programmes 	<ul style="list-style-type: none"> - T/H TVET and SD programme documents - Training provider records 	<ul style="list-style-type: none"> - Programmes developed by training providers outside the public formal system will be approved - Private sector training providers and T/H enterprises will be permitted to deliver training using project funds - Private sector training providers and T/H enterprises are interested in delivering training for the T/H sector - Training providers are willing to deliver training in all provinces
Delivery of T/H TVET and SD particularly outside the public formal system is expanded and enhanced	Key Output 2.1:	<ul style="list-style-type: none"> - 3 new competence-based T/H TVET and SD programmes are Developed and accredited - 15 training providers outside the public formal system are delivering programmes - 10 education-enterprise agreements have been signed partnership - 65% of TVET/IVET schools/colleges are implementing good practice internship 	<ul style="list-style-type: none"> - Student transcripts from education and training providers - Signed internship agreements. - Signed partnership agreements 	<ul style="list-style-type: none"> - Demand for T/H TVET and SD programmes will continue to increase - Schools and colleges wish to improve the model of internship for students - T/H training providers and T/H enterprises wish to engage in structured cooperation
Training facilities and standards of IVET and TVET schools and colleges are improved	Key Output 2. 2	<ul style="list-style-type: none"> - 65% of TVET/IVET schools/colleges have improved facilities for practical skills training - 1 TVET/IVET has been equipped with a new practical skills training facility 	<ul style="list-style-type: none"> - Drawings photographic evidence (before/after) 	<ul style="list-style-type: none"> - Facilities upgrading will be confined to schools/colleges implementing the new T/H programmes and curricula

INTERVENTION LOGIC	RESULTS CHAIN	OBJECTIVELY VERIFIABLE INDICATORS (SMART)	MEANS AND SOURCES OF VERIFICATION	ASSUMPTIONS
Delivery of T/H SD (upskilling) is expanded and enhanced for existing workers, particularly in MSMEs	Key Output 2.3	<ul style="list-style-type: none"> - 150 T/H enterprises support staff participate in upskilling programmes to Training records 	<ul style="list-style-type: none"> - Training provider records 	<ul style="list-style-type: none"> - Employers will be willing to release employees for upskilling training - Employers will contribute towards the cost of upskilling training - Employees will be willing to participate in upskilling training
People from disadvantaged backgrounds are included in T/H TVET and SD	Outcome 3:	<ul style="list-style-type: none"> - 50% of project beneficiaries are people from disadvantaged backgrounds 	<ul style="list-style-type: none"> - Project M&E records - Financing mechanism records 	<ul style="list-style-type: none"> - The demand for T/H education and training will continue to grow - Funds available are sufficient to achieve expected output - Decision-making regarding applications to the financing mechanism will be transparent
A T/H access and inclusion financing mechanism is designed and implemented	Key Output 3.1	<ul style="list-style-type: none"> - Financing mechanism, including management and administration unit, is in place - 2000 people from disadvantaged backgrounds have been supported to access T/H education, training and employment via an inclusive access financing mechanism 	<ul style="list-style-type: none"> - Management and administration procedures manual - Financing mechanism financial records - Copies of applications received 	<ul style="list-style-type: none"> - A temporary financing mechanism structure can be put in place in a timely manner - The financing mechanism will receive a sufficient number of applications - The financing mechanism will receive good quality applications from eligible individuals, T/H training providers and T/H enterprises - Individuals, training providers and enterprises will undertake activities to the required standard

INTERVENTION LOGIC	RESULTS CHAIN	OBJECTIVELY VERIFIABLE INDICATORS (SMART)	MEANS AND SOURCES OF VERIFICATION	ASSUMPTIONS
An inclusive action plan implemented outreach strategy and is developed and	Key Output 3.2	<ul style="list-style-type: none"> - Outreach campaign has been rolled out in 17 provinces and Vientiane Capital 	<ul style="list-style-type: none"> - Media coverage - 50 % of applications for support under the financing mechanism were motivated by the outreach campaign 	<ul style="list-style-type: none"> - Provincial and district organisations are willing to engage with the outreach campaign - T/H enterprises and training providers will actively participate in raising the profile of the T/H sector
T/H awareness raising and basic vocational skills training at district and village levels are supported	Key Output 3.3	<ul style="list-style-type: none"> - 500 people have undertaken vocational skills training course a basic 	<ul style="list-style-type: none"> - T/H basic vocational skills course documents - Training provider records 	<ul style="list-style-type: none"> - The NFE Department is willing to get involved in the project - There is demand for T/H basic vocational skills training
An enabling governance, institutional and regulatory environment for TVET and SD, particularly in T/H, is in place	Outcome 4	<ul style="list-style-type: none"> - The TVET and SD regulatory framework supports institutional mandates - The private sector is increasingly involved in T/H TVET and SD governance 	<ul style="list-style-type: none"> - Evidence of laws, decrees, decisions and regulations - Attendance records of NTC and TWG meetings 	<ul style="list-style-type: none"> - There will be good collaboration with the VELA and SSTVET projects in relation to TVET and SD governance

INTERVENTION LOGIC	RESULTS CHAIN	OBJECTIVELY VERIFIABLE INDICATORS (SMART)	MEANS AND SOURCES OF VERIFICATION	ASSUMPTIONS
A policy platform and the T/H TWG supporting labour-market driven TVET and SD are reinforced	Key Output 4.1	<ul style="list-style-type: none"> - 1 meeting of the NTC is held annually - 2 meetings of the T/H TWG are held annually 	<ul style="list-style-type: none"> - Meeting minutes - Records of staff development activities 	<ul style="list-style-type: none"> - Relevant authorities are committed to engaging with NTC - The relevant authorities and private sector representatives are motivated to engage in the T/H TWG - Staff is willing to engage in capacity development activities
A legal and regulatory framework, that supports respective institutional roles and responsibilities for enhanced T/H TVET and SD, is streamlined	Key Output 4.2	<ul style="list-style-type: none"> - 3 regulatory frameworks strengthened 	<ul style="list-style-type: none"> - Revised TVET Law - Decree TVET Fund on NTF/ Development 	<ul style="list-style-type: none"> - The MoES will proceed with revision of TVET Law - The government approves the development of a NTF/TVET Development Fund
Organisational management capacities are enhanced to support improved T/H TVET and SD	Key Output 4.3	<ul style="list-style-type: none"> - 3 capacity development plans have been formulated for key agencies - 30 staff of key organisations have engaged in capacity development activities 	<ul style="list-style-type: none"> - Reports organisational assessments of - Copies of capacity development plans - Records of development activities staff 	<ul style="list-style-type: none"> - Key organisations are interested to engage in organisational assessments - Staff are willing to engage in capacity development activities

RESULT CHAIN	INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
Overall Objective 1	Poverty levels in Lao PDR will be reduced	% of villages defined as poor in the target provinces and districts decreased according to local targets	NSEDP M&E system	The NSEDP poverty alleviation strategy is funded and successfully carried out
Overall Objective 2	Hunger will end; stunting and malnutrition will be reduced	% CU5 affected by stunting by province decreased according to local targets	NSEDP M&E system	The National Nutrition Strategy is implemented successfully and with sufficient sector coordination
Overall Objective 3	Environmental Protection and Sustainable Natural Resources Management will have improved	% of target villages where land use classification is completed according to local targets	NSEDP M&E system	Environmental laws and regulations are enforced
Specific Objective	Target villages will have improved living standards and will be over the poverty line	32 % of poor villages supported by the Programme improving selected living standards conditions 46 % of households in target villages supported by the Programme, improving selected living standards conditions	PSEDPM&E system based on sector and LSIS data. LAO/030 M&E system	Major population moves will not undermine local development progress Regulations and competing land-uses will not prevent farmers' access to land and natural resources
Result 1	The ability of the Government in local development will be strengthened in the target districts and provinces	30 % increased performance of DPis supported by the Programme 96 % of Programme-delegated funds disaggregated by component are disbursed each year	LAO/030 M&E system	Government partners are allowed and committed to use bottom-up approaches Staff availability and transfers managed to secure continuity of activities;
Result 2	Community-led development will have been promoted and utilised in the target villages	30 % of VDC fully capable to carry out development activities in the Programme area 20 % of Programme trained farmers having adopted at least one measure of economic activity (by gender) 100 % of villages having repayment rates above 95% for Programme supported credit schemes At least 30 % of programme-trained people are women	LAO/030 M&E system	Government departments and communities are committed to the participatory principles.

RESULT CHAIN	INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
Result 3	Access to socio-economic infrastructure will have been improved with the use of additional funds in the target villages and their clusters	More than 90 % of Programme constructions are contracted timely according to the annual work plan	LAO/030 M&E system	Prioritization of schools and water access can be upheld despite other needs

*Indicate with a star those indicators that are aligned to the national policy / strategies and/or to the Luxembourg ICP.

INTERVENTION LOGIC	RESULTS CHAIN	OBJECTIVELY VERIFIABLE INDICATORS* (SMART)	MEANS AND SOURCES OF VERIFICATION	ASSUMPTIONS
<p>OVERALL OBJECTIVE: ODA effectively supports implementation of NSEDP</p>	<p>Impact</p>	<ul style="list-style-type: none"> - Implementation pace of NSEDP is good or at least satisfactory* - Achievement pace of SDGs is good or at least satisfactory* - Lao PDR graduates from LDC status in 2020* 	<ul style="list-style-type: none"> - NSEDP reviews - SDG Voluntary National Review - UN categorisation 	<p>In addition to strengthening of management and coordination of ODA as a result of LAO/033 a number of other challenges expressed in the NSEDP review must be tackled (see also Chapter 1 of the TFD)</p>
<p>SPECIFIC OBJECTIVES: Key Lao agencies effectively manage and coordinate ODA to support NSEDP and the achievement of SDGs</p>	<p>Final Outcomes</p>	<ul style="list-style-type: none"> - Increase % of ODA reported on in terms of provinces and line ministries by 2023. - Increase % of ODA committed funding that is actually disbursed by 2023 	<ul style="list-style-type: none"> - MIP Annual ODA Report 	<p>DPs implement and follow Vientiane Partnership Declaration.</p> <p>Harmonisation of planning and ODA financing is improved.</p> <p>Government finds ways and means to enforce that line ministries and provinces follow Decree 75 and SOP and prudently and timely report to DIC (and SICs) on ODA.</p>

<p>RESULTS 1: DIC has the capacity to effectively manage and coordinate ODA through provincial SICs and line ministries and report timely on ODA</p>	<p>Intermediate outcomes</p>	<ul style="list-style-type: none"> - 95% of increase satisfactory of line ministries and provinces on ease of reporting through ODA MIS (Pilot selected MDAs: LWUN, MOES, BOL, BOK) - 70% of staff from line ministries, provinces and DPs receiving training and dissemination workshops increased knowledge and understanding (from pre to post evaluation) related to Decree 357, ODA Strategy and Gol counterpart contribution fund - 40 % of line ministries and provinces submit report on ODA in its respective sector responsibilities timely - SWG with a role in ODA mobilization is established and functional - Capacity needs assessment conducted and long-term capacity development strategy for DIC formulated and implemented by DIC-MPI - 30 DIC and PPID including SICs staff (trainees) completing certificate in English and/or English training institution supported by the project - 70% of DPs submit report on ODA timely 	<ul style="list-style-type: none"> - Project survey report - Project report - ODA annual report - Agenda followed by SWG meetings - Project Annual Report - Project Report and English training provider students report - ODA annual report 	<p>Development of ODA MIS and training on its use by line ministries, provinces and all involved is carried to the end and ODA MIS is rolled out and widely used.</p>
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<p>RESULTS 2: The cross-cutting issues reflected in SDGs are appropriately taken into account in ODA interventions and support NSEDP</p>	<p>Intermediate outcomes</p>	<ul style="list-style-type: none"> - 3 SDG advocacy information materials (development impact success stories) are developed, shared and disseminated widely to the public including private sector and provinces - Number of staff in SDG Secretariat increased knowledge and skills from selected capacity development activities supported by the project LAO/033 - The M&E criteria for ODA interventions include also crosscutting SDGs such as gender equality, climate change and anti-corruption applied and piloted - 70% of participants (from Provinces and Districts) demonstrate increased knowledge and skills from pre to post evaluation on anti-corruption related laws and regulation workshops organized by DOI and supported by the project - Increase % of annual report on anti corruption submitted by provinces to DOI 	<ul style="list-style-type: none"> - National SDG Secretariat monitoring report - Comparison of DIC and SDG Secretariat monitoring results report - ToRs of DPs evaluation - DOI Training Report - DoI training report 	<p>Cooperation and communication between DIC and the SDG Secretariat has been improved and is flawless</p>
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Code	Project/Programme's title	CRS sector classification (5 digit code) and description	Budget (EUR), including T0	Markers **										
				Gender Equality	Participatory Development / Good Governance	Trade Development	Aid to Environment	Rio - Biodiversity	Rio - Climate Changes (Mitigation)	Rio - Climate Changes (Adaptation)	Rio - Combat Desertification	Aid in support of reproductive, maternal, Capacity Development	Programme Approach	
LAO/029	Skills for Tourism	11330 - Vocational Training	7 853 000,00	1	0	0	1	0	0	0	0	0	1	0

** The marking system consists of the following three values:

- the thematic marker represents a principal objective (score 2): that means that the thematic marker can be identified as being fundamental in the design and impact of the Project/Programme and which are an explicit objective of the Project/Programme. It can be determined by answering the question "would the Project/Programme have been undertaken without this objective (thematic)?";
- the thematic marker represents a significant objective (score 1): although important, are not one of the principal reasons for undertaking the activity;
- the thematic marker is not targeted to the policy objective (score 0): the thematic has been screened, but was found not to contribute to the policy objective.

A Project/Programme can have more than one principal or significant objective. To qualify for a score principal (2) or significant (1), the objective has to be explicitly promoted in the TDF. Avoiding negative impact is not a sufficient criterion.

Concerning the "Capacity Building" and the "Programme Approach" markers, the only markers applicable are 0 or 1.

Concerning the "Aid in support of reproductive, maternal, newborn and child health (RMNCH)" marker, the marking system consists of the following five values:

- 4 RMNCH represents an explicit primary objective.
- 3 Most, but not all of the funding is targeted to the RMNCH.
- 2 Half of the funding is targeted to the RMNCH.
- 1 At least a quarter of the funding is targeted to the RMNCH.
- 0 Negligible or no funding is targeted to RMNCH activities/results. RMNCH is not an objective of the Project/Programme.

LAO/030 - Local Development Programme for Bokeo, Bolikhamxay, Khammouane and Vientiane Provinces

Result	Result's Title	CRS sector classification (5 digit code) and description	Budget (EUR), including T0 *	Markers **										
				Gender Equality Participatory Development / Good Governance	Trade Development	Aid to Environment	Rio - Biodiversity	Rio - Climate Changes (Mitigation)	Rio - Climate Changes (Adaptation)	Rio - Combat Desertification	Aid in support of reproductive, maternal, newborn and child health (RMNCH)	Capacity Development	Programme Approach	
R1	The ability of the Government for local development is strengthened at target districts and province level	15112 Decentralisation and support to subnational government	3'379'600	0	1	0	1	0	0	0	0	0	1	1
R2	Community-led development is promoted and utilised in the target villages	15150 Democratic participation and civil society	7'548'742	0	1	0	1	0	0	0	0	0	1	0
R3	Access to socio-economic infrastructures is improved with the use of additional funds in the target villages and their clusters	16010 Social/ welfare services	6'933'659	0	1	0	0	0	0	0	0	0	1	1

** The marking system consists of the following three values:

- principal objective (score 2): the principal objectives of a Project are those which can be identified as being fundamental in the design and impact of the Project and which are an explicit objective of the Project. They can be determined by answering the question "would the Project have been undertaken without this objective?";
 - significant objective (score 1): although important, are not one of the principal reasons for undertaking the activity;
 - not targeted to the policy objective (score 0): the Project has been screened against, but was found not to contribute to, the policy objective.
- A Project can have more than one principal or significant objective. To qualify for a score principal (2) or significant (1), the objective has to be explicitly promoted in the Project Document. Avoiding negative impact is not a sufficient criterion.

Concerning the "Capacity Building" and the "Programme Approach" markers, the only markers applicable are 0 or 1.

Concerning the "Aid in support of reproductive, maternal, newborn and child health (RMNCH)" marker, the marking system consists of the following five values:

- 4 Explicit primary objective.
- 3 Most, but not all of the funding is targeted to the objective.
- 2 Half of the funding is targeted to the objective.
- 1 At least a quarter of the funding is targeted to the objective.
- 0 Negligible or no funding is targeted to RMNCH activities/results. RMNCH is not an objective of the Project/Programme.

*T0 budget has been split between the results.

Code	Project/programme's title	CRS sector classification (5 digit code) and description	Budget (EUR)	Markers **											
				Gender Equality	Participatory Development / Good Governance	Trade Development	Aid to Environment	Rio - Biodiversity	Rio - Climate Changes (Mitigation)	Rio - Climate Changes (Adaptation)	Rio - Combat Desertification	Aid in support of reproductive, maternal, newborn and child health (RMNCH)	Capacity Development	Programme Approach	
LAO/033	Strengthening the Effectiveness of Official Development Assistance (ODA) Management in Lao PDR	15110 Public sector policy and administrative management	1'300'000.00	0	2	0	0	0	0	0	0	0	0	1	0

** The marking system consists of the following three values:

- The thematic marker represents a principal objective (score 2): that means that the thematic marker can be identified as being fundamental in the design and impact of the project/programme and which are an explicit objective of the project/programme. It can be determined by answering the question "would the project/programme have been undertaken without this objective (thematic)?"
 - The thematic marker represents a significant objective (score 1): although important, are not one of the principal reasons for undertaking the activity;
 - The thematic marker is not targeted to the policy objective (score 0): the thematic has been screened, but was found not to contribute to the policy objective.
- A project/programme can have more than one principal or significant objective. To qualify for a score principal (2) or significant (1), the objective has to be explicitly promoted in the TDF. Avoiding negative impact is not a sufficient criterion.

Concerning the "Capacity Building" and the "Programme Approach" markers, the only markers applicable are 0 or 1.

Concerning the "Aid in support of reproductive, maternal, newborn and child health (RMNCH)" marker, the marking system consists of the following five values:

- 4 RMNCH represents an explicit primary objective.
- 3 Most, but not all of the funding is targeted to the RMNCH.
- 2 Half of the funding is targeted to the RMNCH.
- 1 At least a quarter of the funding is targeted to the RMNCH.
- 0 Negligible or no funding is targeted to RMNCH activities/results. RMNCH is not an objective of the Project/Programme.

Relevance – Is the intervention doing the right thing?

The extent to which the intervention objectives and design respond to beneficiaries¹, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.

- adequacy of the Project in relation to actual problems and identified as priorities in the national strategies for poverty reduction and in the sectorial and thematic strategies and plans;
- the Project's consistency and/or complementarity with other initiatives implemented by the Local Government;
- take into account the local absorption and implementation capacities at the time of the Project's conception;
- take into account recommendations made by earlier evaluation missions of the Project or in similar Projects carried out by LuxDev in the country;
- consideration of the specific objectives and their link to crosscutting issues (OECD-DAC Markers 1 or 2).

Poverty reduction:

- which specific dimension of poverty did the Project take into account (improved access to social services, creation of economic opportunities, decrease of vulnerability, fight against exclusion, etc. each dimension expressed in a gender specific way M/W)?
- which mechanisms were implemented or which measures taken by the Project to fight against poverty? In how far did the most vulnerable part (M/W) of the population benefit from this Project? What risks exist that could exclude this group from benefitting of the intervention's benefits?
- if possible, supply quantitative information, if possible disaggregated by sex and presented by category of poor beneficiaries: increase in schooling rate, income increase, etc.

Coherence – How well does the intervention fit?

The compatibility of the intervention with other interventions in a country, sector or institution.

- the extent to which other interventions (particularly policies) support or undermine the intervention, and vice versa. Includes internal coherence and external coherence:
 - internal coherence addresses the synergies and interlinkages between the intervention and other interventions carried out by the same institution/government, as well as the consistency of the intervention with the relevant international norms and standards to which that institution/government adheres.
 - external coherence considers the consistency of the intervention with other actors' interventions in the same context. This includes complementarity, harmonisation and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort.

Effectiveness – Is the intervention achieving its objectives?

The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.

Note: Analysis of effectiveness involves taking account of the relative importance of the objectives or results.

- analyse to what extent the results obtained have led to the specific objectives targeted by the Project. What were the impacts on the social groups, the environment and from a gender perspective?
- evaluation of the Project management and its monitoring qualities;
- relevance of OIV's and eventually suggest better adapted OIV's;
- what are the unintended positive or negative developments? How can you situate and assess them in the overall context? How did the Project and the partner react on them?
- take into account recommendations made by earlier evaluation missions of the Project.

¹ Beneficiaries is defined as, "the individuals, groups, or organisations, whether targeted or not, that benefit directly or indirectly, from the development intervention." Other terms, such as rights holders or affected people, may also be used.

Efficiency – How well are resources being used?

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

Note: “Economic” is the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes and impacts, in the most cost-effective way possible, as compared to feasible alternatives in the context. “Timely” delivery is within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context. This may include assessing operational efficiency (how well the intervention was managed).

- analyse the adequacy of the means provided by the Project;
- assess the Project costs as compared to similar interventions?
- could the same results have been achieved for a lower cost;
- take into account recommendations made by earlier evaluation missions of the Project;
- etc.

Sustainability – Will the benefits last?

The extent to which the net benefits of the intervention continue, or are likely to continue.

Note: Includes an examination of the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits over time. Involves analyses of resilience, risks and potential trade-offs.

- are the Project’s positive results susceptible to continue to exist after the Project end? Analyse according to the existing political support, the institutional capacities, socio-cultural facts, financial and economic aspects and technical questions.
- with regards to the achievements related to integrating the crosscutting issues, what measures have been taken for the assets to last?
- regarding more specifically the financial aspects, has an estimation of the costs generated by the Project’s results (expenses linked to salaries, management and maintenance) been made, and is there a local budget available for taking over these expenses?
- is the transfer phase (take-over/hand-over) being well prepared and implemented (for final evaluation missions only)?
- take into account recommendations made by earlier evaluation missions of the Project.

One has to consider the following definition of sustainability taking into account different perspectives:

By definition, the overall goal of Luxembourg’s Development Cooperation is to contribute to poverty reduction and sustainable Development. For a Development intervention to be sustainable, it is essential to secure the greatest social, environmental and economic long-term benefits, for as many segments of the population as possible, given available resources. This would mean at the minimum²:

- SOCIAL:
 - empowering disadvantaged groups and ensuring equal and fair benefit sharing and access to Project opportunities, regardless of gender, ethnicity, beliefs etc.;
 - holding institutions accountable to respond to the public interest in a transparent, effective, efficient and fair way; building lasting capacities among the beneficiaries, based on participation by all Project affected groups at all socio-economic levels; and
 - enabling women and men to work together to address common needs, overcome constraints and consider diverse interests in a civil way.

2 See: See World Bank Social Development Strategy 2005a, Social and Environmental Sustainability of Agriculture and Rural Development Investments, 2007. OECD DAC Guidelines for Strategies for sustainable development, 2001. EC Toolkit on mainstreaming gender equality in EC development cooperation, https://ec.europa.eu/europeaid/sites/devco/files/toolkit-mainstreaming-gender-introduction_en.pdf, EC Integrating environment and climate change into EU international cooperation and development, Tools and Methods Series, Guidelines No.6, European Commission, 2016. https://ec.europa.eu/europeaid/sites/devco/files/guidelines-env-climate-change-sust-dev-20160201_en.pdf.

- ECONOMIC:
 - securing economically profitable and efficient solutions, affordable by the poor, with provisions for correct maintenance and running cost coverage after completion and handing over. Poverty reduction and intergenerational equity are part of economic sustainability.

Where social and economic capacities are negatively impacted by the intervention, the Project takes responsibility for reducing or mitigating the inevitable negative effects and for improving the management of the residual sustainability risks arising out of the Development intervention.

Taking into account of the crosscutting aspects:

In what measure did the Project take into account the following crosscutting aspects:

Governance for Development:

- did the Project implement mechanisms, which aim at governance for Development? Have strategies aiming at the participation of all target groups, and particularly those traditionally excluded (e.g. women, socio-ethnic groups, rural population, etc.), been implemented and where they relevant, successful?
- think: information circulation, associative organisation, responsibility sharing, human/women's rights groups, consultation of different groups, transparency in the decision taking process and management, etc.;
- have the measures for empowering the less autonomous groups been taken, and with what outcome?
- refer to the DAC Marker: value 0, 1 or 2 of "Participatory Development/Good governance". Value 0 or 1 for capacity Development;
- take into account recommendations made by earlier evaluation missions of the Project.

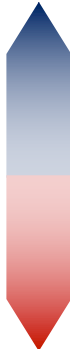
Gender equality:

- did gender or national gender policies influence the design, implementation and results of the Project?
- has the Project worked with the authorities responsible for promoting equality between men and women in the partner country (e.g. Ministry of Women and gender units within Ministries) or with the civil society active in this field? Did the Project strengthen these actors?
- was a gender analysis conducted during the Project formulation / inception? Did the Project take into account any existing situation of inequality between men/women, their causes and factors of influence? Have inequalities in access and control of resources, as well as access and control of Project benefits been considered? Have strategies been adopted to reduce these inequalities? Did the Project have positive effects on these situations?
- how did the Project take into account the specific needs and strategic interests of men and women? In what measure was the participation of men/women instigated?
- has the Project monitoring system-integrated sex disaggregated data?
- refer to the DAC Marker: value 0, 1 or 2 of "Gender equality";
- take into account recommendations made by earlier evaluation missions of the Project.

Interdependence of crosscutting issues:

- to what extent is the interdependence of crosscutting issues considered in the Project (f.i. the effect of natural resource management measures on gender relations)?

Evaluation scoring:

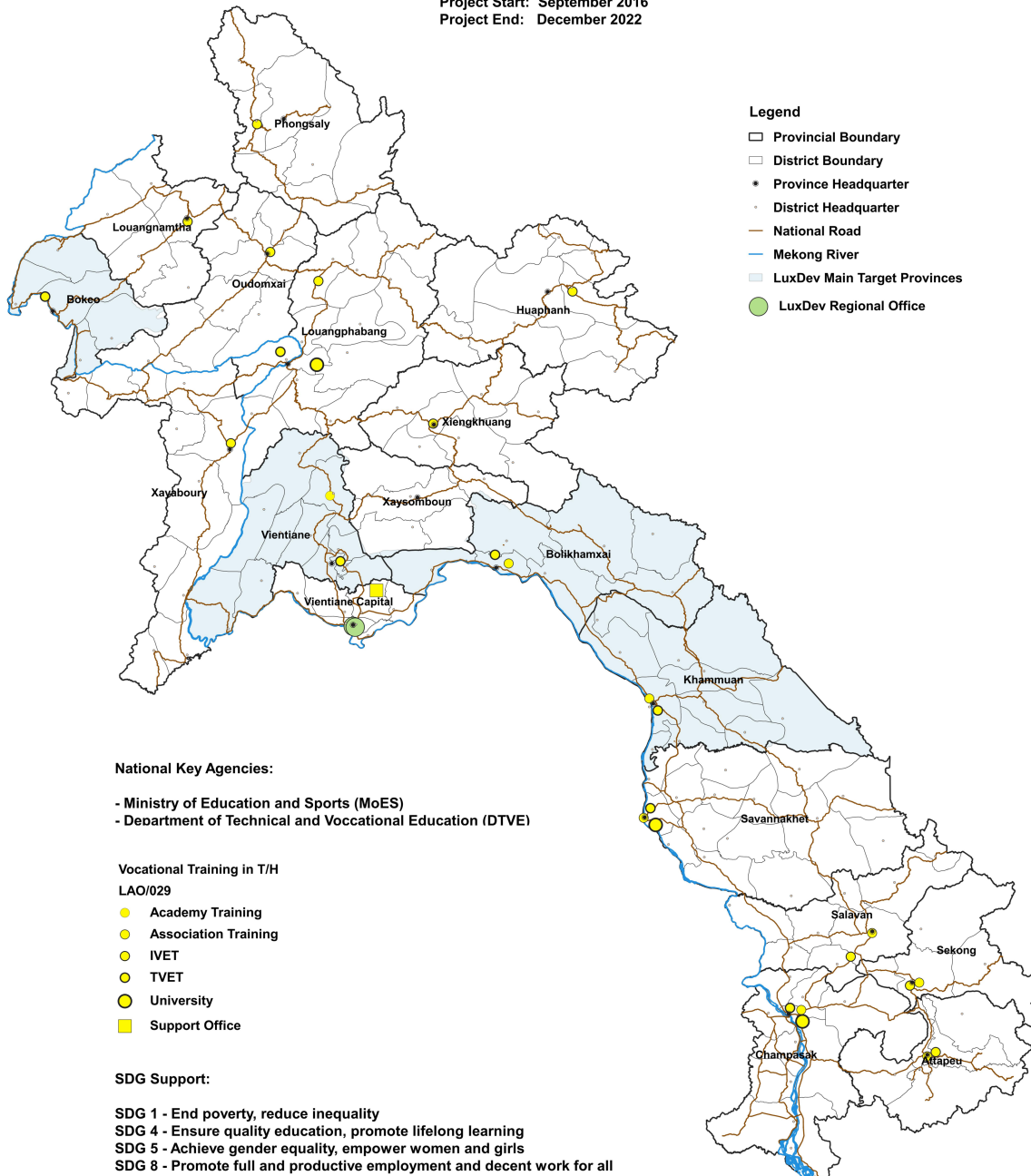
Evaluation scoring	
	1 Excellent results, significantly better than expected.
	2 Above average results, performance in certain areas better than expected.
	3 Expected results but there is scope for improvement.
	4 Below average results, clear need for improvement.
	5 Red flagged, the Project needs to be urgently reviewed / restructured.
	6 The Project was unsuccessful, or the situation has deteriorated on balance.



LAO/029 Skills for Tourism



Budget: 15 Mill Euro
Project Start: September 2016
Project End: December 2022



- Legend**
- Provincial Boundary
 - District Boundary
 - Province Headquarter
 - District Headquarter
 - National Road
 - Mekong River
 - LuxDev Main Target Provinces
 - LuxDev Regional Office

National Key Agencies:

- Ministry of Education and Sports (MoES)
- Department of Technical and Vocational Education (DTVE)

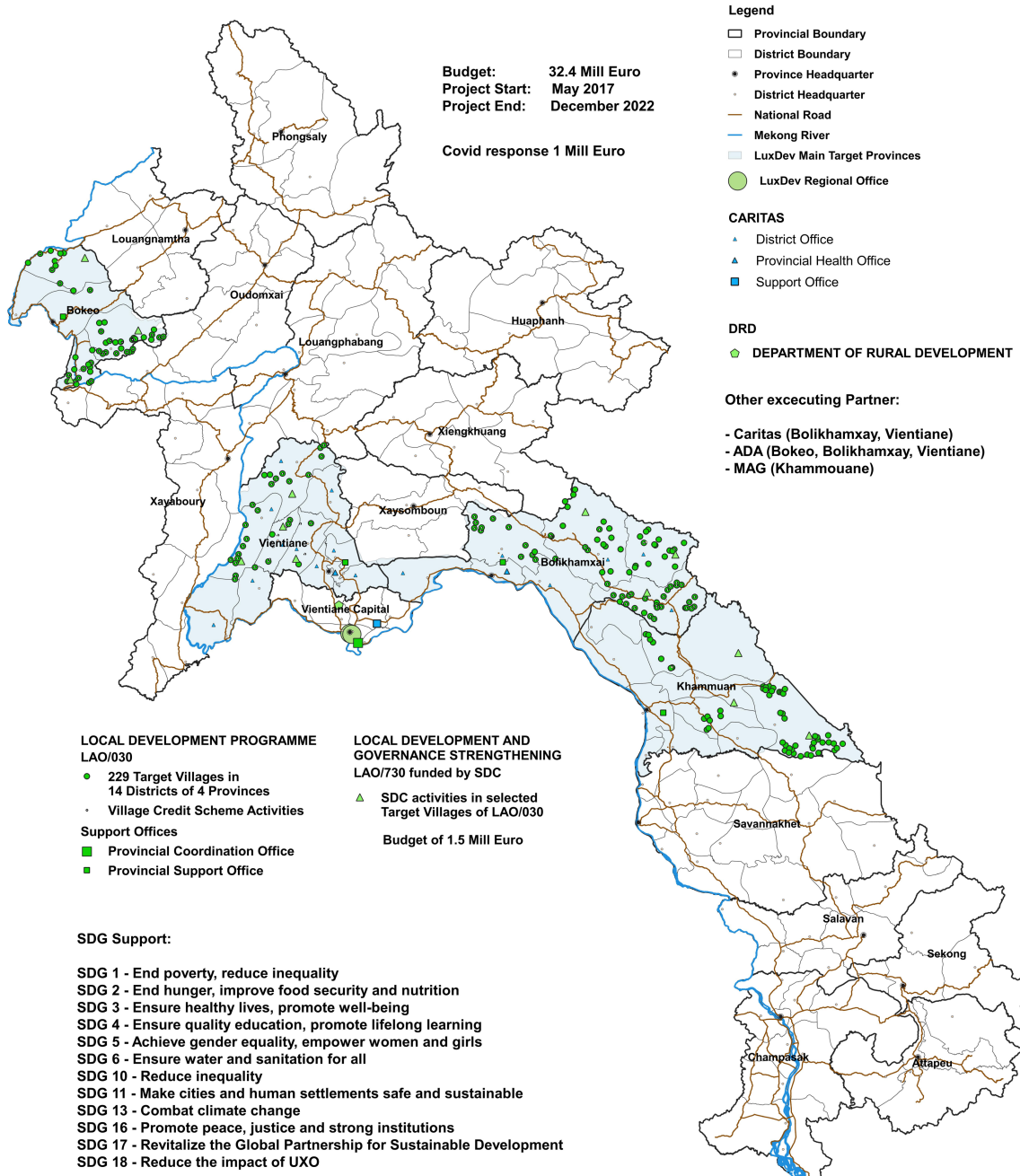
**Vocational Training in T/H
LAO/029**

- Academy Training
- Association Training
- IVET
- TVET
- University
- Support Office

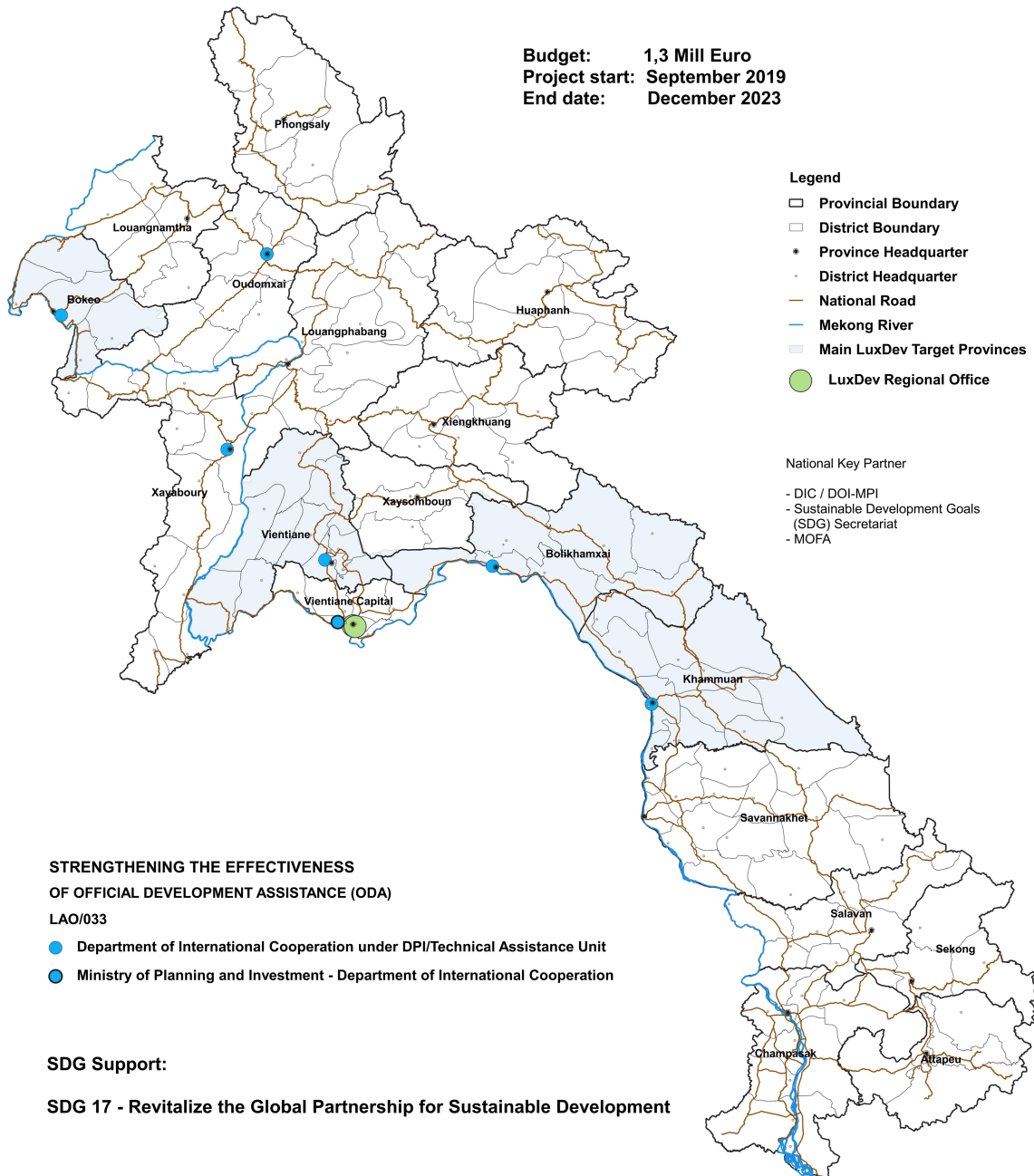
SDG Support:

- SDG 1 - End poverty, reduce inequality
- SDG 4 - Ensure quality education, promote lifelong learning
- SDG 5 - Achieve gender equality, empower women and girls
- SDG 8 - Promote full and productive employment and decent work for all
- SDG 17 - Revitalize the Global Partnership for Sustainable Development





Budget: 1,3 Mill Euro
Project start: September 2019
End date: December 2023



- Legend**
- Provincial Boundary
 - District Boundary
 - * Province Headquarter
 - District Headquarter
 - National Road
 - Mekong River
 - Main LuxDev Target Provinces
 - LuxDev Regional Office

- National Key Partner**
- DIC / DOI-MPI
 - Sustainable Development Goals (SDG) Secretariat
 - MOFA

**STRENGTHENING THE EFFECTIVENESS
OF OFFICIAL DEVELOPMENT ASSISTANCE (ODA)
LAO/033**

- Department of International Cooperation under DPI/Technical Assistance Unit
- Ministry of Planning and Investment - Department of International Cooperation

SDG Support:

SDG 17 - Revitalize the Global Partnership for Sustainable Development

- **Relevance:** How did COVID affect the objectives and design of the intervention in relation to the needs, policies and priorities of the beneficiaries? How were systems strengthened and lives protected?
- **Coherence:**
 - **Internal:** If there were direct responses to COVID organised by the project, what synergies and interdependencies were created between other interventions carried out by the same institution/administration?
 - **External:** Responsiveness of development assistance - how have donors adapted to new realities and coordinated their assistance?
- **Effectiveness:** Analyse the extent to which the COVID situation has had an impact on results and objectives achievement? Propose adjustments and recommendations if necessary.
- **Efficiency:** Analyse the extent to which COVID has had an impact on the project's efficiency, considering budgets, expertise, time, etc. What lessons can we learn about the flexibility of our systems in terms of strategic and operational reorientation?
- **Sustainability:** Did the COVID context affect the project's sustainability? Propose adjustments and recommendations if necessary. For interventions in their final phase, has the transfer phase (handover/takeover) been affected? The evaluation should here also consider the development partner capacity that has been built or strengthened as a result of the intervention as well as the resilience built to external changes and shocks, in this particular case COVID-19 to ensure that the net benefits continue into the future.
- **Learning:** Exploring how challenges have been addressed, what new opportunities and potential innovations have been identified. What opportunities or innovations have arisen that could improve interventions or implementation in the future?

FORMULATION ICP V

The formulation of the 5th Indicative Cooperation Programme (ICP V) between the governments of Luxembourg and the Lao PDR (2023-2027) was fraught with delays in 2021, caused by the ongoing Covid-19 pandemic. Nonetheless, the six-week formulation mission in-country was able to go ahead in February and March 2022, and the first drafts of the four Technical and Financial Documents are expected in mid-April.

ICP V, with a total budget of 95 000 000 EUR, was agreed and signed in July 2021 at the bilateral Partnership Commission meeting between both governments. ICP V was conceived in response to the priorities identified within the framework of the Lao government's 9th National Socio-Economic Development Plan (2021-2025), which was endorsed by the Lao PDR National Assembly in March 2021.

The consequent formulation mandates and terms of reference of the formulation exercise were finalized in September and October 2021. Plans to organize the formulation on the ground in the Lao PDR in the final quarter of 2021 (at two occasions) were cancelled on due to the ongoing Covid-19 situation and associated restrictions. These restrictions entailed a two-week quarantine for those entering the country, limits on the number of meeting participants, limited availability of counterparts, limits on interprovincial travel, lengthy requirements for paperwork, and unconfirmed flight dates.

As a result of these delays and the evolving Covid-19 restrictions, some identified international experts could no longer confirm their availability for the eventual start date of the formulation, which in the meantime had been planned to finally go ahead starting early February 2022.

The main strategic orientations and principles agreed in 2021 by the Lao PDR and Luxembourg regarding ICP V are that existing projects and programmes will be expanded, upscaled and converted into following outcome areas: health and nutrition, skills development and employability, local development, inclusive governance and the rule of law. Target provinces are as follows, but not limited to: Bolikhamxay, Vientiane, Khammouane, Bokeo.

The Theory of Change (ToC) methodology was applied in the formulation of ICP V with the interventions linked through a common human capital development approach for increasing chances towards more sustainable development.

As part of the preparation for the formulation of ICP V, during Q2 and Q3 of 2021, guidelines were developed to facilitate mainstreaming of the following cross-cutting issues within the sectoral interventions: gender, human rights, environment and climate change, digital for development (D4D), and capacity development. During the formulation mission, the formulation experts were briefed on the crosscutting issues by LuxDev's in-house thematic experts and by Lao national focal points.

As part of the in-country formulation, field visits and a series of sectoral working groups were organized to obtain feedback for the elaboration of the Theories of Change and the Technical and Financial Documents.

Additionally, a variety of capitalisation notes on past or current strategies/interventions under ICP IV had been drafted, as part of LuxDev's wider knowledge management efforts. These capitalisation notes and materials in the form of surveys, toolkits and white papers could serve as useful inputs to the formulation process.

It was reconfirmed at the Second Formulation Committee Meeting, held on 10th March 2022, that the first drafts of the four Technical and Financial Documents are expected to be submitted in mid-April, and the final drafts at the end of June 2022.