

LAOS PROGRAM REPORT
JOINT REVIEW OF ADVISER POSITIONS FUNDED BY THE AUSTRALIAN AID PROGRAM

Overview

[A Joint Adviser Review Report](#) was released on 15 February 2011, which provided a synthesis of the findings and key recommendations from individual country reviews, including country specific adviser figures and narrative.

Australia worked bilaterally with a large number of partner country governments to review each adviser position. While the underlying Review methodology and the core content of country-specific reports is consistent across programs, in each case the final country-specific Review Report reflects decisions made by the joint Review teams as appropriate for the specific cultural and language context. As a result there are some presentational differences between reports.

This report presents the findings and recommendations of the joint Review process undertaken between the Governments of Laos and Australia. This Report has been amended to ensure AusAID does not breach its privacy obligations related to individuals and/or relative to information considered sensitive to bilateral relationships.

It is important to note that the Review process involved an assessment of the value and effectiveness of each adviser position – not the performance of individuals in those positions. The Review focused on the role of each position in meeting agreed country program objectives and development outcomes. On the basis of this assessment, the continued funding of adviser positions by AusAID was jointly considered and agreed with partner governments.

1. Executive Summary

In May 2010, Australia's Minister for Foreign Affairs announced that AusAID would work with partner governments to jointly confirm the priority attached to each adviser position and whether it is an effective response to mutually agreed development needs and priorities.

This report provides a summary of the results of the bilateral reviews of all long term adviser positions funded by the Australian aid program in the Laos Program. Conducted jointly with the Government of Laos (GoL), the review confirmed that of the three current long-term adviser positions in the Laos program, two positions were of a high priority and one position was a medium priority.

The review agreed to a process for managing future adviser requests. The review confirmed that a line ministry and AusAID will agree on the need for an adviser position and both jointly prepare the Terms of Reference in line with Australia-Laos development strategy and GoL priorities. The Department of International Development (DIC) will remain the approving agency but will also have an increased role in performance monitoring of advisers throughout their engagement.

2. Introduction/Background

Country program

The Australia-Laos Development Cooperation Strategy 2009-2015 focuses on three main "pillars" – education; trade and investment; and rural development (divided into rural livelihoods, unexploded ordnance and rural infrastructure priorities).

By far the greatest emphasis is on education where Australia is the lead bilateral donor, co-chairing the Education Sector Working Group and supporting GoL efforts to finalise and now implement the Education Sector Development Framework (ESDF). Until late 2009 Australia also took a lead in the trade sector, acting as the Enhanced Integrated Framework¹ Donor Facilitator and co-chair of the Trade and Private Sector Development sub-group.

Underpinning the three strategic pillars are some cross-cutting "supportive" initiatives – Australian scholarships, one performance-linked policy reform initiative and support for public financial management strengthening.

The Lao program is characterised by a high degree of harmonisation. Of fourteen initiatives currently under implementation, eleven are implemented by multilateral partners, one by NGOs, one by Australian tertiary institutions and only one by a Managing Contractor.

¹ A multilateral process designed to assist developing countries to assess their own needs and develop an action plan to achieve accession to the World Trade Organisation.

Country specific context

Human resource capacity is still recognised by both GoL and development partners as a critical constraint to development. This is specifically stated in the recently completed 6th National Socio Economic Development Plan (2006-2010) and the new 7th plan (2011-2015)². This is partly a consequence of poor access to high quality tertiary education over many years (although this situation is starting to improve). Within government, many officials lack the necessary skills to progress reforms or implement development plans. In many cases, it is not just subject specific knowledge that is lacking but also core management skills such as planning, budgeting and monitoring. On a practical level, English language skills are improving but many officials dealing with development partners and projects find it challenging to work through documents in English.

Long- or short-term scholarships to other countries – either in the region or further afield – are highly sought after not only for the academic qualifications and experience but also for the exposure to international practices and ideas.

It is still common practice amongst donors to provide qualified personnel to undertake or assist in the implementation of development projects. The model used depends very much on the sector, the specific needs and line ministry concerned, as well as the development partner. For example, the World Bank model allows the government to recruit individuals to specific identified positions as needed to supplement government capacity. The Asian Development Bank model usually requires the recruitment of a full project implementation unit. The German aid agency Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) implement development projects themselves using a combination of German technical assistance and program staff. Japan International Cooperation Agency (JICA) provide technical assistance in several sectors to both national and sub-national levels of government. There appears to be no central record of technical assistance provided by the various development partners.

Methodology

Localised terms of reference for the review are provided at Annex 1. Given the small number of adviser positions to be reviewed in Laos, the methodology was kept as simple as possible. It comprised a mix of initial data collection by AusAID followed by documentation review and stakeholder consultations conducted jointly with a representative from the Department of International Cooperation in the Ministry of Planning and Investment.

² “Attempt to develop knowledge and skills for the government officers at all levels through establishment of public human resource management strategy and training and personnel strengthening strategy in order to respond to the demand of the national socio-development process.” NSEDP7 p54

Review Findings

2.1. Current use of Advisers in the Laos Program

Only three adviser positions came within the scope of the review. Details of the three adviser positions reviewed are at Annex 2.

Of these three adviser positions:

- One is in the education sector, one is in the trade sector and one supports implementation of the Australian Development Scholarships program for Laos.
- 100% are international advisers
- Two positions are filled by men and the third is shared (half-time) by one man and one woman
- All adviser fee rates fall within AusAID's interim guidance on long-term adviser fee rates.
- One position was filled through an open, competitive recruitment process, one through an open tender process and one was directly engaged at the request of the relevant Ministry following an earlier, unsuccessful open recruitment process.

The total cost of these three advisers in 2010-11 is expected to be 2.2% of the overall bilateral program budget.

Senior Education Adviser

The senior education adviser was requested by the Ministry of Education (MoE) following preparation of the sector strategy for education – the Education Sector Development Framework (ESDF) - with AusAID and ADB assistance. The MoE wanted an adviser to assist with the planning and implementation of the ESDF due to capacity constraints within the MoE. Terms of reference were developed in consultation with the MoE who also participated in the recruitment process for the adviser. The adviser is located within the Department of Planning and Cooperation in MoE and works under the direction of the Director-General of the department.

The adviser has so far been instrumental in supporting the development of a new program-based approach for basic education in alignment with the ESDF. He has also helped the GoL to secure \$US30 million in global education funding to support implementation of this program, and supported the development of the country's first costed sector plan for education. He is currently working with the MoE to roll out new planning, budgeting and monitoring procedures to support ESDF implementation to central, provincial and district education officials.

Senior Trade Adviser

A trade adviser position was initially proposed by AusAID (in its capacity as Donor Facilitator) following preparation of Laos' Diagnostic Trade Integration Study³ and Action

³ A comprehensive study conducted as part of the Enhanced Integrated Framework process. The DTIS identifies the constraints to WTO accession and develops an action plan for addressing those.

Matrix in 2006. On completion of the initial adviser assignment, new terms of reference were prepared in consultation with the Ministry of Industry and Commerce. These focus on the provision of high level technical advice on trade issues, assistance with strategic sector planning and monitoring and providing technical support and capacity building for the National Implementation Unit (responsible for implementing the Action Matrix). The adviser is located within the Ministry of Industry and Commerce and works under the direction of the National Implementation Unit Director.

The adviser has so far assisted the NIU to provide sector input to the 7th National Socio Economic Development Plan, provided technical oversight and advice in relation to EIF project-related documentation and planning processes, helped to plan and successfully obtain EIF financing for a government-led update of the Diagnostic Trade Integration Study to take place in early 2011. Feedback from MOIC is that the adviser strongly assists in building the capacity of government staff by working closely with them, providing a wider perspective on many key issues (ie. How specific trade issues have been addressed in other countries) and distilling key messages from English language documents to expand learning.

ADS Program Manager/Training Coordinator

This adviser position is entirely different to the other two positions in that it is the only specified position within a much larger service delivery contract. It was identified in consultation with the Department of Higher Education in MoE during the design process for management of the Lao-Australian Scholarships Program. A representative from the Department participated in the tender assessment panel for the contract.

The overall program includes the selection processes for Australian scholarships, up to 12 months of “foundation studies” to bring students to a level acceptable for entry to an Australian institution, all pre-departure support, liaison with Australian institutions for placement etc, support for the Australian alumni association, provision of English language training for Government officials under a “Pre-ADS” activity and a range of other ADS-related services. The adviser position is essentially responsible for oversight and quality control of the entire program.

No separate objectives have been set in the terms of reference for the adviser position. However, in the two years since the contract commenced, no scholars have failed to gain entry to an Australian institution. The Lao scholarships program has high on-award success rates and return rates and returned scholars are in high demand by the Government of Lao, donors and the private sector. Feedback from the Department of Higher Education is that pre-ADS students have improved English language skills that they are able to use in their government work. In this respect, the position is ensuring that program objectives are achieved.

2.2. Key effectiveness issues

Discussion revealed the following lessons to ensure effective use of advisers:

- It is beneficial to have the advisers located within the ministry and working under the direction of the ministry. This gives the adviser a better understanding of the

local context (ie priorities, realistic understanding of capacity constraints). Short term, or external, technical assistance don't necessarily tailor their inputs for the local context. This also means that the ministry can closely monitor whether the adviser is on track towards objectives and whether skills and knowledge are being transferred to counterparts.

- It is important that there be a commitment from the ministry to make counterparts available to each adviser to ensure a skills transfer. If the adviser is working alone this becomes a case of “substitution” rather than “supplementation” and capacity is not built in the ministry.
- Advisers alone cannot provide the full extent of capacity building required by line ministries. There is an ongoing need for advisory support to be supplemented by short and long-term training opportunities for GoL staff. This can be in the form of short courses either in-country or abroad, long-term scholarships to study abroad (particularly at postgraduate levels), English language training and, possibly, internships or attachments to Australian agencies.
- DIC especially is concerned that line ministries need to have a plan for phasing out technical assistance in the long-term. However, this requires that there be needs assessments carried out and human resource development plans prepared. This is underway in MoE, but much less advanced in MOIC.

3. Recommendations

3.1. Commitment to adviser positions

The respective GoL ministries assigned the following priority to existing adviser positions:

- Senior Education Adviser – HIGH priority
- Senior Trade Adviser – HIGH priority
- ADS Program Manager/Training Coordinator – MEDIUM priority⁴

3.2. Implications

In all cases, it is recommended that the achievements of each position be reviewed before the end of existing contracts and that agreement be reached at that time on the continuing need for an adviser.

The **Senior Education Adviser** contract will end in June 2011. Financial approval has already been obtained for continuation of an adviser position under the EFA/FTI Initiative. The Ministry of Education believe that there will be a need for an ongoing, full-time, adviser for at least two years. After that it may be possible to reduce adviser inputs to periodic blocks throughout the year.

⁴ Note that the adviser position was seen as a medium priority by the GoL although it was acknowledged that the overall ADS service delivery contract remained a high priority to support the scholarships program.

Capacity building by the adviser will be focused on mid-level management in the MoE (Directors-General, Deputy DGs, Directors and deputies). In the longer-term this needs to be supplemented by upgrading the skills and qualifications of younger and more junior officials – particularly through scholarships.

The **Senior Trade Adviser** contract will also end in June 2011 although a short extension may be required if work on the DTIS update is not complete by that date. The Ministry of Industry and Commerce believe that some ongoing support is necessary after that date but the actual form of support is still to be determined. AusAID has proposed earmarking funds within the Trade Development Facility⁵ for the NIU to recruit its own adviser as required.

The **ADS Program Manager/Training Coordinator** position will end in December 2012, when the Lao-Australian Scholarships Program contract finishes, and the Department of Higher Education in MoE agrees that the position is required until that time. The need for a similar type of adviser in future will need to be considered at the same time as the design of a new phase of scholarships support. In the longer term, the Department has requested that AusAID consider whether some ADS management functions could be carried out by the National University of Laos or parts of MoE if they were provided with supplementary support. There would be significant cost savings if we could pursue this course of action.

3.3. Agreed process/mechanism for discussing and managing future requests for advisers

GoL agencies were generally happy with the way in which adviser positions were established. The requests arose through strong existing partnerships and the GoL counterparts were involved in the preparation of terms of reference and selection processes.

As the main agency mandated to oversee all development partnerships, the Department of International Cooperation (DIC) in the Ministry of Planning and Investment also needs to be involved in decisions about future adviser positions.

The agreed process for managing future adviser requests will be as follows:

- Line ministry and AusAID agree on the need for an adviser position
- Line ministry and AusAID jointly prepare terms of reference with specific objectives and measureable outcomes that are closely aligned with the Australia Laos Development Cooperation Strategy 2009-2015 and GoL development priorities
- Line ministry submits request to the DIC for approval of an adviser position and DIC notifies approval
- Line ministry and AusAID conduct recruitment process to select adviser and provides details of the successful applicant to DIC for clearance and visa approval

⁵ Government-executed Trust Fund managed by the World Bank and financed by AusAID and the European Commission. Funds are provided to support implementation of the DTIS action matrix.

- Line ministry provides brief reports to DIC about adviser achievements at key points (eg. mid-assignment, end of assignment)
- Any request for extension will also be made by the line ministry to DIC and will be accompanied by a brief report on adviser achievements.

4. Next Steps

The agreed process for identifying and approving future request for advisers will be implemented immediately. DIC expanded role of adviser performance monitoring will also be implemented immediately.

As no current adviser positions have been identified as low priority, the next steps for the three adviser positions are:

Senior Education Adviser: completion of current contract in June 2011 with Ministry of Education seeking approval for continuing this adviser support position for an additional two years with expectation of phasing out this support.

Senior Trade Adviser: completion of current contract in June 2011 with possible minor extension pending work priorities. Following an evaluation of capacity requirements, the Ministry of Industry and Commerce may seek continued adviser support in current or another form.

ADS Program Manager/Training Coordinator: no immediate steps required as this position is due to cease in December 2012.

Joint Review of Technical Advisers in the Laos-Australia Development Cooperation Program

Terms of Reference

1. Background

On the 11 May 2010, Australia's Minister for Foreign Affairs announced that AusAID would undertake a review of all adviser positions engaged through the aid program. In the spirit of partnership, the review is to be undertaken jointly with partner governments, to assess and confirm that each adviser position is the most effective, value-for-money response to meeting development needs and mutual priorities.

Major AusAID programs including Papua New Guinea, East Timor and Indonesia have already completed their reviews. These terms of reference set out the objectives, methodology and timeframe for the review of advisers within the development cooperation program with Laos.

2. Objectives

The review will look at the role that advisers play within the Lao program, and will focus on the contribution that those positions⁶ make in meeting the program objectives and outcomes under the Australia-Laos Development Cooperation Strategy 2009-2015. On the basis of this examination, the continued funding of adviser positions will be jointly considered with the Government of Laos.

There are four main objectives for the review:

- (i) To assess how effective each adviser position is in meeting agreed program objectives and outcomes
- (ii) To confirm the priority attached to each adviser position,
- (iii) To agree on a future course of action for each adviser position (end, phase-out, continue) including consideration of timeframes and implications of agreed action, and
- (iv) To agree on a process for assessing future requests for advisers.

The review will also provide key statistical information regarding the use of advisers in the aid program in Laos (eg. numbers, sectors, national versus international, key trends in adviser use).

3. Scope

The review **will** consider:

- 'adviser positions' only, not the individuals in these positions, nor 'Technical Assistance' more broadly;
- 'long term' advisers – those providing at least 6 months input per year; and

⁶ The review will be of the *position*, not the individual in the position – it will be important to be able to separate the position from the individual and to ensure that privacy considerations are taken into account.

- advisers in place during the 2010/11 financial year and beyond (if known)

The review **will not** capture:

- ‘Short term’ adviser positions (those providing less than six months input per year).
- Adviser positions on programs being delivered by multilateral organisations or partner governments where procurement processes are those of the partner organisation.
- AusAID staff whose primary role is the management of aid program activities.
- Volunteers.
- Head office staff and company representatives of managing contractors and other implementing partners.

AusAID’s definition of advisers for the purposes of the review is at Attachment A. The list of programs captured and excluded by the terms of the review is at Attachment B. Note that there are no advisers in Laos provided by other Australian Government agencies.

4. Methodology and Timing

The review will be led by the senior AusAID officer in country and will involve a representative from the Department of International Cooperation within the Ministry of Planning and Investment. Consultations will be undertaken in respect of each adviser position with representatives from the relevant Ministry.

As there are only a small number of adviser positions to be reviewed in Laos, the methodology will be kept as simple as possible. It will comprise a mix of initial data collection followed by documentation review and stakeholder consultations.

The review team will:

- Collect data about the advisers to be covered by the review. The stocktake of technical assistance completed in August 2010 will provide some of this data but the information provided may need to be supplemented.
- Analyse documentation related to specific adviser positions eg. specific terms of reference for individual adviser positions, background documentation relating to adviser requests or selection, monitoring and evaluation reports.
- Conduct interviews with stakeholders within AusAID (eg. program managers), within GoL (eg. line ministries, direct counterparts, Department of International Cooperation). Guiding questions for the interviews are at Attachment C.

5. Timeframe

The review must be completed 30 November for submission to the Deputy Director General, ASIA.

Finalise TORs and data collection	by 9 November
Complete document analysis	by 16 November
Conduct stakeholder interviews	by 24 November
Draft report for final agreement with GoL	by 26 November
Final report submitted	1 December

ATTACHMENT A

Definition of Advisers

The following definition should be used to identify advisory positions to be considered by the review.

Adviser: An adviser provides advice – to one or more interlocutors – on the strategic direction and/or implementation of Australian aid. This includes personnel that perform one or more the following functions:			
(1) <u>Based in-country</u> , provide technical expertise and advice to counterpart governments and/or other in-country development partners such as NGOs, churches	(2) <u>Based in-country</u> , provide technical expertise and advice to AusAID	(3) <u>Based in-country</u> , is engaged to provide leadership and oversight and/or technical inputs for the delivery of an AusAID activity	(4) <u>Based in Australia, a partner country or a third country</u> , provide short term technical inputs to counterpart governments, other development partners or AusAID
Methods of engagement: - Directly by AusAID - Through a managing contractor - Whole of Government (WofG) deployee - Contracted by WofG agency using ODA funds	Methods of engagement: - Directly by AusAID on a commercial contract or a non-ongoing employment contract - Through a managing contractor	Methods of engagement: - Through a managing contractor - Directly by AusAID	Methods of engagement: - Period offer/panels - Through a managing contractor - Directly by AusAID
Eg: Technical project/program staff based in a counterpart office	Eg: Thematic adviser based in a Post	Eg: Team Leaders	Eg: Members of design or evaluation teams; short term project personnel.
Advisers are not: permanent/ongoing employees of AusAID; volunteers; administrative and logistical staff engaged under an AusAID program; or company representatives/head office staff of managing contractors or other implementing agencies.			

ATTACHMENT B – PROGRAMS CAPTURED AND EXCLUDED BY THE ADVISER REVIEW

List of Current Programs Captured by Adviser Review

Initiative	Implementing Partner	Reasons Captured
INJ 396 Education for All Fast Track Initiative in Laos	World Bank (MoE)	Sector adviser falls into categories 1 and 2 of the AusAID definition
INH412 Delivering Better Education in Laos	World Bank (MoE), Save the Children Australia	Sector Adviser falls into categories 1 and 2 of the AusAID definition
INH095 Lao-Australian Scholarships Program	Vientiane College	Adviser falls into category 3 of the AusAID definition
INH726 Laos Enhanced IF and Trade Development Facility	World Bank (MOIC)	Sector adviser falls into categories 1 and 3 of the AusAID definition

List of Programs Excluded from Adviser Review

Initiative	Implementing Partner	Reasons Excluded
INF976 Access to Basic Education in Laos	UNICEF World Food Programme	Adviser positions on activities funded by AusAID which are being implemented by multilateral organisations and where the advisers were procured using their processes.
INJ264 Scholarships – Laos ADS Initial	Australian institutions	Fees and in-Australia costs of scholarship awardees only. No advisory inputs.
INH910 Poverty Reduction Support Operation and Public Financial Management Strengthening Program	World Bank (MoF)	Adviser positions on activities funded by AusAID which are being implemented by multilateral organisations and where the advisers were procured using their processes.
ING310 Laos-Australia NGO Cooperation Program	Care, World Vision Oxfam, Save the Children	The review must include personnel that provide technical expertise and advice to NGOs where the NGO is implementing an activity on AusAID's behalf in a manner akin to a managing contractor. Where AusAID funds an NGO to undertake its core business and adviser procurement is undertaken using the NGO's own procurement processes it is excluded. The activities undertaken through LANGOCA are core NGO business. They are also reviewed individually by MoFA and <u>all</u> staff positions are stringently examined. LANGOCA falls outside the intent of the review and will be excluded.
INH950 Laos Northern Transport Improvement Project	ADB (MPWT)	Adviser positions on activities funded by AusAID which are being implemented by multilateral organisations and where the advisers were procured using their processes.
INH748 Lao PDR Rural Electrification	World Bank (MEM)	Adviser positions on activities funded by AusAID which are being implemented by multilateral organisations and where the advisers were procured using their processes.

INI953 Laos: Capacity building to UXO Lao & NRA	UNDP (NRA and UXO Lao)	Adviser positions on activities funded by AusAID which are being implemented by multilateral organisations and where the advisers were procured using their processes.
ING221 HIV AIDS Asia Regional Program - Laos	UNODC (LCDC)	Adviser positions on activities funded by AusAID which are being implemented by multilateral organisations and where the advisers were procured using their processes.
INJ953 Lao Agriculture Census 2010	FAO (MAFF)	Adviser positions on activities funded by AusAID which are being implemented by multilateral organisations and where the advisers were procured using their processes.
INI697 Support to UNICEF WASH program in Laos	UNICEF	Adviser positions on activities funded by AusAID which are being implemented by multilateral organisations and where the advisers were procured using their processes.

Guiding questions for stakeholder interviews

- What are the key challenges and capacity constraints facing the Ministry? What role do advisers play in helping to address these?
- Around how many technical advisers are there working with the Ministry?
- Are advisers effective in building capacity in your Ministry and are there clear examples of this?
- What are the factors that make advisers effective or ineffective in achieving results and outcomes?
- Given that international advisers are costly, is this a cost-effective way of addressing the constraints and challenges facing your Ministry? Are there other ways that might be more cost-effective and have these been explored?
- How much ownership does the Ministry have over advisers – how involved have you been in designing their inputs, selecting them and managing their day-to-day work?

In regard to this position:

- How was the Ministry involved in the specifications, development of terms of reference and recruitment?
- What role does the Ministry play in managing the adviser?
- Would you regard this adviser position as a high, medium or low priority? Why?
- Do you think there could be a better way to access the expertise provided? Would another form of technical assistance provide the same or better results? (Refer TA list over)

Alternative forms of technical assistance

- Short-term training
- Cooperation between developing countries
- Initiating inter-provincial/district exchanges and peer learning
- Equipment, buildings, refurbishments, facilities, vehicles and other supplies regarded as necessary for organisations to achieve their objectives and for competencies and capabilities to be demonstrated
- Study tours
- Scholarships
- Workshops, symposia
- Exchanges
- Twinning
- Budget support
- Grants – direct, co-financed, incentive-based
- Payments on having completed actions
- Internal professional development programs
- Inclusion in professional associations and networks (local, regional, bilateral or global)
- Support in establishing professional associations in partner countries
- Support for annual regional conferences
- Collaborative research and collaborative reviews/evaluations (including mix of stakeholders, eg local Universities, other donors etc.)
- Joint program and policy development, or joint participation in internal or external working groups within or beyond partnerships
- Joint direct or indirect development of manuals, procedures, best practice advice within or beyond partnerships
- Blended approaches – combining some of the above into one approach

JOINT REVIEW OF LONG TERM ADVISER POSITIONS

#	PARTNER GOVERNMENT	POSITION DETAILS					RELEVANCE		
	Relevant counterpart agency or organisation	Sector	Program	Position title	Position description and key objectives	ToR available	Function	How the position aligns with current priorities of the partner government/country strategy	Origin of the position
1	Ministry of Education	Education	Delivering Better Education in Laos (DBEL)	Senior Education Specialist	<ul style="list-style-type: none"> - Provide high level policy advice and analysis to the Government-Donor Education Sector Working Group (ESWG) - Assist the MoE in ongoing development, coordination and implementation of the long-term sector plan - the Education Sector Development Framework (ESDF). This includes identifying the need for further technical analysis; evaluating financing projections, performance assessment framework and risk management; recommending concrete steps for improving implementation and phasing of ESDF; recommending clear steps to integrate sector budget development and assisting in preparation of annual costed sector plans. - Lead and coordinate a small Technical Advisory Group attached to the ESWG to support ESDF implementation and associated capacity building within the MoE - Provide advice and support to strengthen liaison and linkages between government and donors and between various parts/levels of government. 	Yes	To support implementation of the Education Sector Development Framework through provision of technical advice. The position reports directly to the Director General of the Department of Planning and Cooperation in MoE.	The position directly supports government and partner implementation of the Government's sector strategy for education (ESDF). It also directly contributes to Strategy objectives 1 and 2 from the Australia-Laos Development Cooperation Strategy 2009-2015: SO1 - Mitigation of key constraints to equitable access to a quality basic education in targeted poor geographic areas SO2 - Better management of Government of Laos and donor resources available to the education sector through implementation of a jointly agreed 10-year education sector framework.	Originated in discussions with MoE around DBEL design. Terms of reference were developed in consultation with the MoE and MoE participated in adviser recruitment.
2	Ministry of Industry and Commerce	Governance	Lao PDR Enhanced Integration framework and Trade Development Facility Initiative	Trade Adviser	<ul style="list-style-type: none"> - Provide policy advice and technical assistance to the MOIC as required - Support the National Implementation Unit (NIU) for the Enhanced Integrated Framework (EIF) on project identification, design, implementation and monitoring; updating and validating the Diagnostic Trade Integration Study; and, facilitate donor coordination - Support the NIU in all aspects of Trade Development Facility implementation - Assist the MOIC with sector performance monitoring and strategic planning - Strengthen liaison and linkages between government and donors and between various levels and parts of government. 	Yes	To support implementation of the Government-led trade reforms through the provision of technical advice. The position reports directly to the Director of the National Implementation Unit in MOIC.	The position directly supports government implementation of key trade reforms articulated in the Diagnostic Trade Integration Study and Action Matrix. It also directly contributes to Strategy objective 3 in the Australia-Laos Development Cooperation Strategy 2009-2015: SO3 - Policy and institutional impediments to trade and investment addressed in sectors that contribute to inclusive growth.	Terms of reference were developed in consultation with the MOIC and the MOIC participated in adviser recruitment.
3	Ministry of Education	Education	Lao-Australian Scholarships Program (LASP)	Program Manager/ Training Coordinator	<ul style="list-style-type: none"> - Supervise and manage the in-country management of the different Australian government scholarship arrangements open to Laos - Oversee the conduct of the Pre-departure Training Program, the Foundation Studies Program for Undergraduates and the provision of the English Language Program for Government of Laos officials 	Yes	Program management of the in-country components of the scholarships programs	The position contributes to human resource development in Laos in accordance with National Socio-Economic Development Plans 6 (2006-2010) and 7 (2011-2015). It also supports the scholarships program which underpins all of the strategic objectives in the country strategy.	The position was identified during design of the scholarships program and TORs were agreed with MoE during design approval. MoE participated in the tender process for the LASP.