



Lao PDR

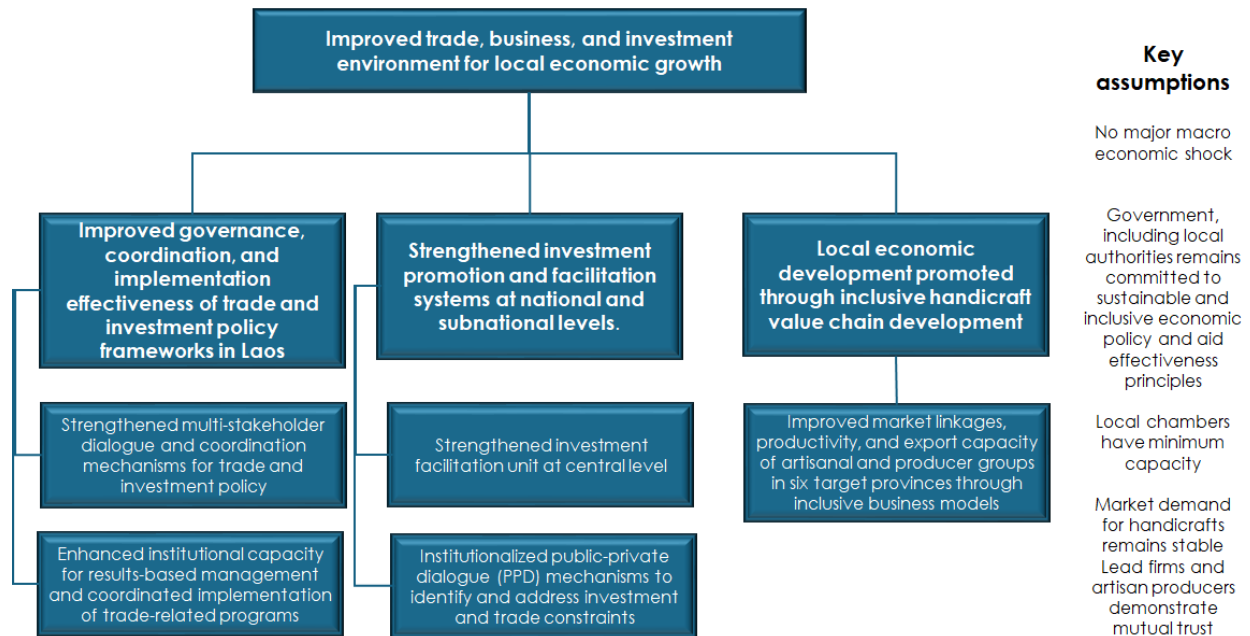
Country program document for EIF Phase Three

**“Promoting Trade, Investment and Inclusive Handicraft Value Chain
Development in Lao PDR”**

Version and date: Final version, 23 July 2026

CPD Annexes

Annex 1: Theory of change diagram – Visual representation of the intervention logic from inputs to long-term impact



Annex 2: Full logical framework (logframe)

Country: Lao PDR

Period: July 2026 - December 2030

Results Chain	Indicator Code	Indicator	Baseline (2025)	Target	Means of Verification	Assumptions
impact <i>improved trade, business and investment environment for local economic development</i>	I.I1	National new business growth rate (%)	4	5	National business registration database	Government remains committed to promoting sustainable and inclusive economic development policy and no major macroeconomic shock.
	I.I2	% of women-owned and led businesses (%)	47	50	National business registration database	
	I.I3	Increase in the share of private investment going to the targeted provinces)	TBD	30	National and local accounts/Statistics.	
	I.I4	Increase in the share of investment going to the craft sector	TBD	30	National and local accounts/Statistics.	
	I.I5	% increase of investments in non-resource sectors by 2030	TBD	30	National and local accounts/Statistics.	
	I.I6	Improvement in Laos' performance in select topics of WB's BR Report:				
	I.I6.1	Business entry	51	56	WBG annual BR reports	
	I.I6.2	Utility services	53	58	WBG annual BR reports	
	I.I6.3	Financial services	71	78.1	WBG annual BR reports	
	I.I7	Reduction in gender income gap between male and female artisans benefiting from the project in %	TBD	15	Household income surveys (baseline & endline)	
	I.I8	Number of jobs created, disaggregated by women and youth	TBD	200 (80% women and 60% youth)	Establish baseline in first year and monitor through project progress report, CPD and project progress reports	

Results Chain	Indicator Code	Indicator	Baseline (2025)	Target	Means of Verification	Assumptions
	I.I9	Average annual household income increase for participating artisan households (disaggregated by gender of household head) (%)	TBD	20 (equal increase between man and women led households)	Household income surveys (baseline & endline); Lead firm purchase records	
Outcome 1 <i>Improved governance, coordination, and implementation effectiveness of trade and investment policy frameworks in Laos</i>	OC1.I1	Number of regulatory/administrative bottlenecks resolved per year	0	5	SWG reports, LBF reports	Government sustain political will and institutional commitment to pursue trade and investment reforms and Regional and global economic conditions, alongside development partner support, remain favorable for strengthening institutions and enhancing participation in trade and investment systems
	OC1.I2	Number of adopted trade/investment reforms effectively implemented	0	12	SWG reports, LBF reports	
	OC1.I3	% of private firms reporting improvement in regulatory and business environment (survey-based)	TBD	50	LBF survey	
	OC1.I4	% of trade-related DP finance technical assistance aligned with PAM priorities	50	75	SWG reports	
	OC1.I5	Average implementation rate of Prioritized Action Matrices (PAMs).	0	75	CPD and project progress reports, PAM monitoring report	
Output 1.1 <i>Strengthened multi-stakeholder dialogue and coordination mechanisms for trade and investment policy</i>	OP1.1.I1	Number of Coordination meetings” Disaggregated by the type of meeting: SWG meeting or Aid Coordination meeting per year	6	12 (30% SWG and 70% aid coordination meetings)	SWG report, CPD and project progress reports	Government and DPs are committed to the dialogue platforms
	OP1.1.I2	TPSWG annual work plan developed and implemented with inclusive stakeholder mapping	2	4	SWG report, CPD and project progress reports	Development partners actively participate in TPSWG.
	OP1.1.I3	Research studies on SME finance, NTMs, and SEZ linkages completed and presented to TPSWG	0	4	Meeting minutes, CPD and project progress reports, LBF reports	Quality consultants are available and selected transparently

Results Chain	Indicator Code	Indicator	Baseline (2025)	Target	Means of Verification	Assumptions
Output 1.2 <i>Enhanced institutional capacity for results-based management and coordinated implementation of trade-related programs</i>	OP1.2.I1	% of trade and investment related programs using results frameworks aligned with national systems	50	75	Meeting minutes, CPD and project progress reports	
	OP1.2.I2	Number of MOIC central and provincial officials trained in RBM and PCM	0	50	Project progress report, CPD and project progress reports	Officials are released by their departments to attend full training
Outcome 2 <i>Improved governance, coordination, and implementation effectiveness of trade and investment policy frameworks in Laos</i>	OC2.I1	% of supported investment leads that materialize into actual investments	0	30	Project progress report, CPD and project progress reports, Annual Provincial Business Forum reports	
	OC2.I2	Number of targeted investment promotion and facilitation actions implemented throughout the CPD implementation	0	8	Project progress report, CPD and project progress reports	
	OC2.I3	Number of trade and investment regulatory bottlenecks identified through local PPD and resolved by provincial authorities	0	12	Project progress report, CPD and project progress reports, Annual Provincial Business Forum reports	Provincial authorities have authority to resolve identified bottlenecks.
	OC2.I4	% of issues raised by women led businesses resolved	0	40	Annual Provincial Business Forum reports	Provincial partners committed to inclusive policy
Output 2.1 <i>Strengthened investment promotion and facilitation systems at national and subnational levels</i>	OP2.1.I1	Number of investment leads supported by the interventions			Project progress report, CPD and project progress reports	
	OP2.1.I2	Establishment of effective investment facilitation unit	0	7	Project progress report, CPD and project progress reports	1 in Vientiane, 6 at provincial level
	OP2.1.I3	Number of investors receiving facilitation services from the Investment Facilitation Unit per year	0	20	Project progress report, CPD and project progress reports	

Results Chain	Indicator Code	Indicator	Baseline (2025)	Target	Means of Verification	Assumptions
Output 2.2 <i>Institutionalized public-private dialogue (PPD) mechanisms in six target provinces to identify and address investment and trade constraints</i>	OP2.2.I1	% of women/youth-led businesses actively participating in PPD platforms	NA	30	Project progress report, CPD and project progress reports	
	OP2.2.I2	Number of investment-related reform proposals developed	0	12	Annual Provincial Business Forum reports	Provincial partners committed to inclusive policy
	OP2.2.I3	Number of provinces with functioning PPD platforms	0	6	Provincial Authorities' Decisions	Provincial chambers of commerce have minimum capacity to host secretariat
	OP2.2.I4	Average number of private sector issues raised per year	0	12	Annual Provincial Business Forum reports	Trust between businesses and local authorities built and maintained
Outcome 3 <i>Local economic development promoted through inclusive handicraft value chain development</i>	OC2.I1	Percentage of supported artisans meeting quality and export compliance requirements	0	30	Project progress report, CPD and project progress reports, Annual Provincial Business Forum reports	Market demand for handicrafts remains stable.
	OC2.I2	Additional value of sales generated through new market linkages (USD), disaggregated by local sales vs export sales in %	0	30 (50:50 between local and exports)	Household income surveys (baseline & endline); Lead firm purchase records	Lead firms maintain consistent sourcing commitments
	OC2.I3	Increase in additional investments (USD) mobilized by targeted sector and beneficiary groups that are linked to, complementing, scaling up on the CPD support in %	0	30	Project progress report, CPD and project progress reports, Annual Provincial Business Forum reports	
	OP2.2.I1	Number of small craftsmen supported to adopt digital trade platforms disaggregated by youth and women	0	18 (80% women and 60% youth)	Project progress reports	Lead firms and producer groups demonstrate mutual trust and co-

Results Chain	Indicator Code	Indicator	Baseline (2025)	Target	Means of Verification	Assumptions
Output 3.1 Improved market linkages, productivity, and export capacity of artisanal and producer groups through inclusive business models	OP2.2.I2	Number of active, functioning lead firm-producer group partnerships (with signed Inclusive Business Plan)	0	18	MOUs with lead firms	demonstrate mutual trust and co-investment.
	OP2.2.I3	Number of household producers supported to integrate high value chains. Disaggregated by male, women and youth lead households	0	540 (80% women and 60% youth)	Project progress reports	Producer groups can organize into collectives/cooperatives
	OP2.2.I4	% of supported producers adopting environmentally sustainable practices	0	75	Project progress reports	
	OP2.2.I5	% annual increased in range of products exported (including local sales to foreign tourists) annually	NA	5	Project progress reports	
	OP2.2.I6	Number of private actors trained in different value chain practices	0	1800	Project progress reports	Low literacy levels can be addressed via pictorial/audio methods.

Annex 3: Work plan (Excel)

Global work plan template

Country: Lao PDR

Period: 2026-2031

Output Statement and Indicator Code <i>(Output from the logframe that the activity contributes to)</i>	Activity Code	Description of the Activity <i>(Action-oriented statement, starting with a verb, that clearly describes what will be done to achieve the output)</i>	Inputs <i>(List the human, financial, technical or material resources needed to implement the activity)</i>	Timeline						Budget (USD) <i>(Cost required for the activity)</i>		Source of Funding		Lead Entity <i>(Name of the institution/unit leading the activity)</i>	Execution Rate <i>(To be filled annually)</i>
				2026	2027	2028	2029	2030	2031	Funding Facility 1	Funding Facility 2	EIF Funding	Other Sources of Funding (Specify)		
Outcome 1 Improved governance, coordination, and implementation effectiveness of trade and investment policy frameworks in Laos										515,050	-	515,050	255,000		
Output 1.1 Strengthened multi-stakeholder dialogue and coordination mechanisms for trade and investment policy										288,400	-	288,400	219,000		
	OP1.1.I1.A1	Review existing policy dialogue platform under TPSWG	Trade and PSD Expert	X						5,400		5,400		NIU/PSO	
	OP1.1.I1.A2	Develop new SWG TOR based on Roundtable Process reform recommendations	Trade and PSD Expert	X						3,600		3,600		NIU/PSO	
	OP1.1.I1.A3	Develop SWG report template and prepare annual SWG reports	Trade and PSD Expert	X	X	X	X	X		14,400		14,400		NIU/PSO	
	OP1.1.I1.A4	Develop SWG annual report	Trade and PSD Expert	X						14,400		14,400		NIU/PSO	
	OP1.1.I1.A5	Consultation WS I - Annual WP	Workshop	X						3,000		3,000		NIU/PSO	
	OP1.1.I1.A6	Consultation WS 2-report template and annual report	Workshop	X						3,000		3,000		NIU/PSO	
	OP1.1.I1.A7	Establish institutionalized feedback loop between TPSWG and LBF and develop coordination guidelines	PSD Expert	x						5,400		5,400			
	OP1.1.I1.A8	Participation in Aft events	Travelling costs							95,000		95,000		NIU/PSO	
	OP1.1.I1.A9	Coordinate day to day operations of SWG	National consultant	X	X	X	X	X		37,500		37,500		NIU/PSO	
	OP1.1.I1.A10	Semi-annual and annual SWG meetings	Meetings										36,000	NIU/PSO	
	OP1.1.I1.A11	Conduct a study on access to finance and digital adoption constraints affecting SMEs and develop recommendations to unlock SME growth		0	X								-	NIU/PSO	
	OP1.1.I1.A11.1	Design the study methodology, analytical framework and data collection tools, and provide technical leadership for implementation and quality assurance	Private sector/SME development expert	X									36,000	NIU/PSO	
	OP1.1.I1.A11.2	Conduct field research, stakeholder consultations and data collection, and support data analysis and preparation of the study report under the supervision of the international expert	National SME Development Consultant	X									13,500	NIU/PSO	

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				2026	2027	2028	2029	2030	2031	Funding Facility 1	Funding Facility 2	EIF Funding	Other Sources of Funding (Specify)		
	OP1.1.I1.A11.3	Organize and facilitate a national validation workshop to present the study findings, gather stakeholder feedback and agree on priority recommendations and follow-up actions	National validation workshop (venue, participants, facilitation, logistics and workshop materials)	X									3,000	NIU/PSO	
	OP1.1.I1.A11.4	Translate, edit, design and publish the final study, and disseminate it to relevant public and private stakeholders through appropriate communication channels	Translation, editing, graphic design, printing/publication and dissemination services										3,000	NIU/PSO	
	OP1.1.I1.A12	Conduct a study on Non-Tariff Measures (NTMs) affecting high-value agricultural exports and disseminate findings to support export growth	0		X								-	NIU/PSO	
	OP1.1.I1.A12.1	Design the study methodology, analytical framework and data collection tools, and provide technical leadership for implementation and quality assurance	Trade and policy expert		X								36,000	NIU/PSO	
	OP1.1.I1.A12.2	Conduct field research, stakeholder consultations and data collection, and support data analysis and preparation of the study report under the supervision of the international expert	National trade specialist		X								13,500	NIU/PSO	
	OP1.1.I1.A12.3	Organize and facilitate a national validation workshop to present the study findings, gather stakeholder feedback and agree on priority recommendations and follow-up actions	National validation workshop (venue, participants, facilitation, logistics and workshop materials)		X								3,000	NIU/PSO	
	OP1.1.I1.A12.4	Translate, edit, design and publish the final study, and disseminate it to relevant public and private stakeholders through appropriate communication channels	Translation, editing, graphic design, printing/publication and dissemination services										3,000	NIU/PSO	

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				2026	2027	2028	2029	2030	2031	Funding Facility 1	Funding Facility 2	EIF Funding	Other Sources of Funding (Specify)		
	OP1.1.I1.A13	Assess opportunities to leverage the Land-Linked Strategy for enhanced infrastructure connectivity and industrial integration, and develop recommendations to support export-led growth.	0			X							-	NIU/PSO	
	OP1.1.I1.A13.1	Design the study methodology, analytical framework and data collection tools, and provide technical leadership for implementation and quality assurance	Trade expert			X				36,000				NIU/PSO	
	OP1.1.I1.A13.2	Conduct field research, stakeholder consultations and data collection, and support data analysis and preparation of the study report under the supervision of the international expert	Economist			X				13,500				NIU/PSO	
	OP1.1.I1.A13.3	Organize and facilitate a national validation workshop to present the study findings, gather stakeholder feedback and agree on priority recommendations and follow-up actions	National validation workshop (venue, participants, facilitation, logistics and workshop materials)			X				3,000				NIU/PSO	
	OP1.1.I1.A13.4	Translate, edit, design and publish the final study, and disseminate it to relevant public and private stakeholders through appropriate communication channels	Translation, editing, graphic design, printing/publication and dissemination services				X			3,000				NIU/PSO	
													-		
	OP1.1.I1.A15	Targeted reform execution support			X								-	NIU/PSO/Line Ministries	
	OP1.1.I1.A15.1	Support line ministries in implementing priority reforms to strengthen private sector development and SME growth.			X								-	NIU/PSO/Line Ministries	
	OP1.1.I1.A15.1.1	International trade facilitation expert	International trade facilitation expert		X								24,000	NIU/PSO/Line Ministries	
	OP1.1.I1.A15.1.2	National trade facilitation expert	National trade facilitation expert			X							9,000	NIU/PSO/Line Ministries	
	OP1.1.I1.A15.1.3	Public private review workshop	Public private review workshop			X							3,000	NIU/PSO/Line Ministries	
	OP1.1.I1.A16.1	Support line ministries in implementing priority reforms related to services and industrial sector regulation	0			X							-	NIU/PSO/Line Ministries	
	OP1.1.I1.A16.1.1	International regulatory expert	International regulatory expert			X				24,000				NIU/PSO/Line Ministries	
	OP1.1.I1.A16.1.2	National regulatory expert	National regulatory expert				X			9,000				NIU/PSO/Line Ministries	

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				2026	2027	2028	2029	2030	2031	Funding Facility 1	Funding Facility 2	EIF Funding	Other Sources of Funding (Specify)		
	OP1.1.I1.A16.1.3	Public private review workshop	Public private review workshop				X			2,000				NIU/PSO/Line Ministries	
	OP1.1.I1.A17.1	Support line Ministries in implementing in reforms in services and industry regulations	0				X						-	NIU/PSO/Line Ministries	
	OP1.1.I1.A17.1.1	International trade expert	International trade expert				X						24,000	NIU/PSO/Line Ministries	
	OP1.1.I1.A17.1.2	National trade expert	National trade expert	X	X	X	X	X					9,000	NIU/PSO	
	OP1.1.I1.A17.1.3	Public private review workshop	Public private review workshop										3,000	NIU/PSO	
	OP1.1.I1.A18	IOC for outcome I	IOC for outcome I							16,200		16,200			
Output 1.2Enhanced institutional capacity for results-based management and coordinated implementation of trade-related programs										226,650	-	226,650	36,000		
	OP1.2.I1.A1	Review PEC/PRC structure	Trade, PSD and Aft expert	X						5,400		5,400		NIU/PSO	
	OP1.2.I1.A2	Develop TOR for new Aft	Trade, PSD and Aft expert	X						2,700		2,700		NIU/PSO	
	OP1.2.I1.A3	Prepare first program review	Trade, PSD and Aft expert	X						4,500		4,500		NIU/PSO	
	OP1.2.I1.A4	Consultation workshop to discuss new governance structure	Workshop	X						3,000		3,000		NIU/PSO	
	OP1.2.I1.A5	Update mapping of initiatives	Trade, PSD and Aft expert	X						6,750		6,750		NIU/PSO	
	OP1.2.I1.A6	Prepare annual Aft report	Trade, PSD and Aft expert	X	X	X	X	X		27,000		27,000		NIU/PSO	
	OP1.2.I1.A7	Capacity building on trade and PSD	Trainings	X	X	X	X	X		65,000		65,000		NIU/PSO	
	OP1.2.I1.A8	Coordinate day to day operations of Aft governance framework under PEC/PRC	National Consultant	X	X	X	X	X		25,000		25,000		NIU/PSO	
	OP1.2.I1.A9	Training needs assesment and conceptualization	Consulting firm	X						3,600		3,600		NIU/PSO	
	OP1.2.I1.A10	Curriculum and material design	Consulting firm	X	X	X				6,750		6,750		NIU/PSO	
	OP1.2.I1.A11	Training program delivery	Consulting firm	X	X	X	X	X	X	40,950		40,950		NIU/PSO	
	OP1.2.I1.A12	Trainings - module 01: The Policy-Project Nexus: How national development plans translate into project ideas	Training	X	X	X				6,000		6,000		NIU/PSO	
	OP1.2.I1.A13	Trainings - module 02: Problem Tree & Objective Tree Analysis: Practical stakeholder mapping	Training		X	X	X	X	X	6,000		6,000		NIU/PSO	
	OP1.2.I1.A14	Trainings - module 03: Logical Framework Approach (LFA): Deep dive into indicators, means of verification, and assumptions	Training		X	X	X	X	X	6,000		6,000		NIU/PSO	
	OP1.2.I1.A15	Trainings - module 04: Public Procurement & Financial Management: The rules of the game	Training		X	X	X	X	X	6,000		6,000		NIU/PSO	
	OP1.2.I1.A16	Trainings - module 05: Risk Management: Identifying bureaucratic, financial, and political risks	Training		X	X	X	X	X	6,000		6,000		NIU/PSO	
	OP1.2.I1.A17	Trainings - module 06: M&E for Learning: Not just for reporting, but for mid-course correction	Training		X	X	X	X	X	6,000		6,000		NIU/PSO	

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				2026	2027	2028	2029	2030	2031	Funding Facility 1	Funding Facility 2	EIF Funding	Other Sources of Funding (Specify)		
	OP1.2.I1.A18	Trainings - module 01: The Policy-Project Nexus: How national development plans translate into project ideas	Training										6,000	NIU/PSO	
	OP1.2.I1.A19	Trainings - module 02: Problem Tree & Objective Tree Analysis: Practical stakeholder mapping	Training										6,000	NIU/PSO	
	OP1.2.I1.A20	Trainings - module 03: Logical Framework Approach (LFA): Deep dive into indicators, means of verification, and assumptions	Training										6,000	NIU/PSO	
	OP1.2.I1.A21	Trainings - module 04: Public Procurement & Financial Management: The rules of the game	Training										6,000	NIU/PSO	
	OP1.2.I1.A22	Trainings - module 05: Risk Management: Identifying bureaucratic, financial, and political risks	Training										6,000	NIU/PSO	
	OP1.2.I1.A23	Trainings - module 06: M&E for Learning: Not just for reporting, but for mid-course correction	Training										6,000	NIU/PSO	
Outcome 2 Improved governance, coordination, and implementation effectiveness of trade and investment policy frameworks in Laos										143,000	358,940	501,940	74,700		
Output 2.1 Strengthened investment promotion and facilitation systems at national and subnational levels										143,000		143,000	-		
	OP2.1..I1.A1	Assesment of current trends in trade and investment between Laos and neighboring countries	Senior Investment Promotion Expert							13,500		13,500			
	OP2.1..I1.A2	Identification of investment opportunities focusing on agro-processing, general manufacturing, tourism and other potential sectors	Senior Economist							20,250		20,250			
	OP2.1..I1.A3	Workshops/trainings on findings and recommendations for A1 and A2	workshops/ trainings							3,000		3,000			
	OP2.1..I1.A4	Publication of the report (translation, layout design and printing)	workshops/ trainings							3,000		3,000			
	OP2.1..I1.A5	Capacity building in investment promotion and facilitation	Senior Investment Promotion Expert							13,500		13,500			
	OP2.1..I1.A6	Develop internal system for consistency in effective facilitation	Senior Investment Promotion Expert							13,500		13,500			
	OP2.1..I1.A7	Developing in house reseach capacity	Senior Economist							11,250		11,250			
	OP2.1..I1.A8	Developing information gateway for investors	Consulting firm							50,000		50,000			
	OP2.1..I1.A9	Workshops/trainings for B1-B3	workshops/ trainings							9,000		9,000			

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				2026	2027	2028	2029	2030	2031	Funding Facility 1	Funding Facility 2	EIF Funding	Other Sources of Funding (Specify)		
	OP2.1.I1.A10	Publication (translation, layout design and printing)	Publication (translation, layout design and printing)							6,000		6,000			
Output 2.2 Institutionalized public-private dialogue (PPD) mechanisms in six target provinces to identify and address investment and trade constraints										-	358,940	358,940	74,700		
OP2.2.I4	OP2.2.I1.A1	Phase 01 - Foundation and Design for PPD		X	X						-	-		POICs/PCCIs/LNCCI/NIU	
	OP2.2.I1.A1.1	Conduct diagnostic and design governance structure and rules	PPD Consultant	X	X						12,000	12,000		POICs/PCCIs/LNCCI/NIU	
	OP2.2.I1.A1.2	Regional consultation workshop	Stakeholder consultation workshop	X	X	X	X	X			6,000	6,000		POICs/PCCIs/LNCCI/NIU	
	OP2.2.I1.A2	0		X	X	X	X	X			-	-		POICs/PCCIs/LNCCI/NIU	
	OP2.2.I1.A2.1	Establish secretariat and coordination unit in 6 provinces	Project team	X	X	X	X	X	X		44,000	44,000		POICs/PCCIs/LNCCI/NIU	
	OP2.2.I1.A2.2	Establish private sector working groups in 6 provinces	Project team	X	X	X	X	X	X		44,000	44,000		POICs/PCCIs/LNCCI/NIU	
	OP2.2.I1.A2.3	Organize PS working group meetings in 6 provinces	Meetings to identify issues	X	X	X	X	X	X		18,000	18,000		POICs/PCCIs/LNCCI/NIU	
	OP2.2.I1.A2.4	Prioritize issues and develop position papers	PPD Consultant	X	X	X	X	X	X		61,500	61,500		POICs/PCCIs/LNCCI/NIU	
	OP2.2.I1.A2.5	Organize technical level dialogue	Technical level dialogue	X	X	X	X	X	X		24,040	24,040		POICs/PCCIs/LNCCI/NIU	
	OP2.2.I1.A2.6	Organize semi-annual progress review in 6 provinces	Progress review meetings	X	X	X	X	X	X		45,000	45,000		POICs/PCCIs/LNCCI/NIU	
	OP2.2.I1.A2.7	Organize Annual Provincial Business Forums in 6 provinces	Annual event chaired by provincial governors	X	X	X	X	X	X		66,000	66,000		POICs/PCCIs/LNCCI/NIU	
	OP2.2.I1.A3.1	Develop M&E system and update progress	Project Implementation Advisor	X	X	X	X	X	X			-	17,400	POICs/PCCIs/LNCCI/NIU	
	OP2.2.I1.A3.2	Build capacity and foster linkage with national PPD		X	X	X	X	X	X			-	33,300	POICs/PCCIs/LNCCI/NIU	
	OP2.2.I1.A3.3	PPD process coordination	Adm. Assistant	X	X	X	X	X	X		38,400	38,400			
	OP2.2.I1.A3.4	Office and personnel (2 persons per province)		X	X	X	X	X	X			-	24,000		
Outcome 3 Local economic development promoted through inclusive handcraft value chain development										-	1,675,460	1,675,460	393,615		
Output 3.1 Improved market linkages, productivity, and export capacity of artisanal and producer groups through inclusive business models										-	1,675,460	1,675,460	393,615		
	OP3.1.I1.A1			X	X						-	-		PCCIs/Lead firms/LHA/NIU	
	OP3.1.I1.A1.1	Identify and Map Potential Partners	PSD Expert	X	X	X					15,600	15,600		PCCIs/Lead firms/LHA/NIU	
	OP3.1.I1.A1.2	Build Trust and Social Capital	Project team and lead firms	X	X	X	X	X			48,000	48,000		PCCIs/Lead firms/LHA/NIU	
	OP3.1.I1.A1.3	Strengthen Producer Collectives	Lead firms	X	X	X	X	X			337,500	337,500		PCCIs/Lead firms/LHA/NIU	
	OP3.1.I1.A1.4	Production equipment for villagers		X	X	X	X	X			324,000	324,000		PCCIs/Lead firms/LHA/NIU	
	OP3.1.I1.A1.5	Common facilities	Common production facilities for 18 producers' groups	X	X	X	X	X			270,000	270,000		PCCIs/Lead firms/LHA/NIU	
	OP3.1.I1.A2	0		X	X	X	X	X			-	-		PCCIs/Lead firms/LHA/NIU	
	OP3.1.I1.A2.1	Define a Fair and Transparent Partnership Model	PSD Expert	X	X	X	X	X			16,200	16,200		PCCIs/Lead firms/LHA/NIU	
	OP3.1.I1.A2.2	Foster Collaborative Design and Innovation	PSD Expert	X	X	X	X	X			16,200	16,200		PCCIs/Lead firms/LHA/NIU	

Output Statement and Indicator Code <i>(Output from the logframe that the activity contributes to)</i>	Activity Code	Description of the Activity <i>(Action-oriented statement, starting with a verb, that clearly describes what will be done to achieve the output)</i>	Inputs <i>(List the human, financial, technical or material resources needed to implement the activity)</i>	Timeline						Budget (USD) <i>(Cost required for the activity)</i>		Source of Funding		Lead Entity <i>(Name of the institution/unit leading the activity)</i>	Execution Rate <i>(To be filled annually)</i>
				2026	2027	2028	2029	2030	2031	Funding Facility 1	Funding Facility 2	EIF Funding	Other Sources of Funding (Specify)		
OP2.2.I5	OP3.1.i1.A2.3	Invest in Quality and Production Planning	Lead firms								123,000				
	Op3.1.i1.A3	Identify and Map Potential Partners		X	X	X	X	X			-	-		PCCIs/Lead firms/LHA/NIU	
	Op3.1.i1.A3.1	Develop Sustainable Market Linkages and Secure Logistics and Supply chains	Lead firms								90,000				
	Op3.1.i1.A4	0		X	X	X	X	X			-	-		PCCIs/Lead firms/LHA/NIU	
	Op3.1.i1.A4.1	Implement Monitoring, Evaluation, and Feedback Loops	PSD Expert	X	X	X	X	X			15,000	15,000		PCCIs/Lead firms/LHA/NIU	
	Op3.1.i1.A4.2	Foster Shared Ownership and Long-Term Vision	Project team	X	X	X	X	X			61,760	61,760		PCCIs/Lead firms/LHA/NIU	
	Op3.1.i1.A4.3			X	X	X	X	X			-	-		PCCIs/Lead firms/LHA/NIU	
	Op3.1.i1.A4.4	Junior PSD Consultant to lead day to day operations of local PPD and support to village handicraft producer groups in all six target provinces	Coordinate all outcome II activities at local level	X	X	X	X	X			261,000	261,000		PCCIs/Lead firms/LHA/NIU	
	Op3.1.i1.A4.5	IOC for outcome II	IOC for outcome II	X	X	X	X	X			97,200	97,200		PCCIs/Lead firms/LHA/NIU	
	Op3.1.i1.A4.6	Co-financing from lead firms		X	X	X	X	X				-	393,615	PCCIs/Lead firms/LHA/NIU	
Programme management and operations										-	534,800	534,800	200,010		
Program management and operations										-	-	-			
Project director			Program management and reporting	x	x	x	x	x				-	4,860	NIU/POICs/PCCIs	
Project manager			Day to day management at program level	x	x	x	x	x				-	5,400	NIU/POICs/PCCIs	
Provincial project coordinator 1			Day to day management at provincial level	x	x	x	x	x				-	4,725	NIU/POICs/PCCIs	
Provincial project coordinator 2			Day to day management at provincial level	x	x	x	x	x				-	4,725	NIU/POICs/PCCIs	
Provincial project coordinator 3			Day to day management at provincial level	x	x	x	x	x				-	4,725	NIU/POICs/PCCIs	
Provincial project coordinator 4			Day to day management at provincial level	x	x	x	x	x				-	4,725	NIU/POICs/PCCIs	
Provincial project coordinator 5			Day to day management at provincial level	x	x	x	x	x				-	4,725	NIU/POICs/PCCIs	
Provincial project coordinator 6			Day to day management at provincial level	x	x	x	x	x				-	4,725	NIU/POICs/PCCIs	
Office space, utilities			Offices in Vientiane and six target provinces	x	x	x	x	x					140,400	NIU/POICs/PCCIs	
Office furniture			Office furniture for NIU and six provincial offices and provincial chambers of commerce		x								21,000	NIU/POICs/PCCIs	
Operations and administration, Monitoring, evaluation and learning										-		-	-	NIU/POICs/PCCIs	
Deputy Project Manager			Assist project manager on day to day program management, perform MEL and communication functions	x	x	x	x	x			115,000	115,000		NIU/POICs/PCCIs	
Financial management and audit										-	-	-	-	NIU/POICs/PCCIs	
Finance officer			Full time working on FM	x	x	x	x	x			130,000	130,000		NIU/POICs/PCCIs	

Output Statement and Indicator Code <i>(Output from the logframe that the activity contributes to)</i>	Activity Code	Description of the Activity <i>(Action-oriented statement, starting with a verb, that clearly describes what will be done to achieve the output)</i>	Inputs <i>(List the human, financial, technical or material resources needed to implement the activity)</i>	Timeline						Budget (USD) <i>(Cost required for the activity)</i>		Source of Funding		Lead Entity <i>(Name of the institution/unit leading the activity)</i>	Execution Rate <i>(To be filled annually)</i>
				2026	2027	2028	2029	2030	2031	Funding Facility 1	Funding Facility 2	EIF Funding	Other Sources of Funding (Specify)		
Procurement consultant			Partime working on procurement	x	x	x	x	x			35,000	35,000		NIU/POICs/PCCIs	
Fiduciary assistant			Assist FM and procurement team	x	x	x	x	x			41,600	41,600		NIU/POICs/PCCIs	
Financial audit			Conduct external audits	x	x	x	x	x			25,000	25,000		NIU/POICs/PCCIs	
Communications											-	-		NIU/POICs/PCCIs	
Communications firm			Assist in producing specific comm. Products		x	x	x	x			10,000	10,000		NIU/POICs/PCCIs	
Project review and program executive committee meetings				x	x	x	x	x			-	-		NIU/POICs/PCCIs	
Semi-annual project review meetings			Progress review meetings			x		x			35,000	35,000		NIU/POICs/PCCIs	
Midterm and final evaluation			External evaluations								44,000	44,000		NIU/POICs/PCCIs	
Goods											-	-		NIU/POICs/PCCIs	
Office equipment (computers, photocopy machines) for NIU, 6 POIC, 6 PCCI			Office equipment, including computers, printers, photocopy machines for NIU and six provincial offices and provincial chambers of commerce		x						56,000	56,000		NIU/POICs/PCCIs	
IOC and contingencies for NIU and 6 provincial offices			Operating budget	x	x	x	x	x			43,200	43,200		NIU/POICs/PCCIs	
Total budget per Funding Facility										658,050	2,569,200	3,227,250	923,325		
Grand total											4,150,575				

Annual work plan

Country: Lao PDR

Period: 2026

Output Statement and Indicator Code (Output from the logframe that the activity contributes to)	Activity Code	Description of the Activity (Action-oriented statement, starting with a verb, that clearly describes what will be done to achieve the output)	Inputs (List the human, financial, technical or material resources needed to implement the activity)	2026												Budget (USD)		Source of Funding		Lead Entity (Name of the institution/unit leading the activity)	Execution Rate (To be filled quarterly)
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Funding Facility 1	Funding Facility 2	EIF Funding	Other Sources of Funding (Specify)		
Outcome 1														100,300	-	100,300	59,500				
Output 1.1 Strengthened multi-stakeholder dialogue and coordination mechanisms for trade and investment policy														51,900	-	51,900	59,500				
OP1.1.11	OP1.1.11.A1	Review existing policy dialogue platform under TPSWG	Trade and PSD Expert							X	X	X			5,400		5,400		NIU/PSO		
	OP1.1.11.A2	Develop new SWG TOR based on Roundtable Process reform recommendations	Trade and PSD Expert								X	X	X		3,600		3,600		NIU/PSO		
	OP1.1.11.A3	Develop SWG report template and prepare annual SWG reports	Trade and PSD Expert									X	X		3,600		3,600		NIU/PSO		
	OP1.1.11.A4	Develop SWG annual report	Trade and PSD Expert								X	X			3,600		3,600		NIU/PSO		
	OP1.1.11.A5	Consultation WS 1 - Annual WP	Workshop								X				3,000		3,000		NIU/PSO		
	OP1.1.11.A6	Consultation WS 2-report template and annual report	Workshop										X		3,000		3,000		NIU/PSO		
	OP1.1.11.A7	Establish institutionalized feedback loop between TPSWG and LBF and develop coordination guidelines	PSD Expert											X	5,400		5,400		NIU/PSO		
	OP1.1.11.A8	Participation in Aft events	Travelling costs											X	15,000		15,000		NIU/PSO		
	OP1.1.11.A9	Coordinate day to day operations of SWG	National consultant								X	X			7,500		7,500		NIU/PSO		
	OP1.1.11.A10	Semi-annual and annual SWG meetings											X	X			-	4,000	NIU/PSO		
	OP1.1.11.A11	Conduct a study on access to finance and digital adoption constraints affecting SMEs and develop recommendations to unlock SME growth	Private sector/SME development expert												-		-		NIU/DOSME		
	OP1.1.11.A11.1	Design the study methodology, analytical framework and data collection tools, and provide technical leadership for implementation and quality assurance	National SME Development Consultant														-	36,000	NIU/DOSME		
	OP1.1.11.A11.2	Conduct field research, stakeholder consultations and data collection, and support data analysis and preparation of the study report under the supervision of the international expert	Workshop to discuss findings and recommendations														-	13,500	NIU/DOSME		
	OP1.1.11.A11.3	Organize and facilitate a national validation workshop to present the study findings, gather stakeholder feedback and agree on priority recommendations and follow-up actions	Translation and publication														-	3,000	NIU/DOSME		
OP1.1.11.A11.4	Translate, edit, design and publish the final study, and disseminate it to relevant public and private stakeholders through appropriate communication channels															-	3,000				
OP1.1.11.A12	IOC for outcome I	Operations													1,800		1,800		NIU/PSO		
Output 1.2Enhanced institutional capacity for results-based management and coordinated implementation of trade-related programs														48,400		48,400	-				
	OP1.2.11.A1	Review PEC/PRC structure	Trade, PSD and Aft expert									X	X	X		5,400		5,400		NIU/PSO	
	OP1.2.11.A2	Develop TOR for new Aft governance structure	Trade, PSD and Aft expert										X	X	X	2,700		2,700		NIU/PSO	
	OP1.2.11.A3	Prepare first program level supervisory committee meeting	Trade, PSD and Aft expert											X	X	4,500		4,500		NIU/PSO	
	OP1.2.11.A4	Consultation workshop to discuss new governance structure	Workshop											X		3,000		3,000		NIU/PSO	

Output Statement and Indicator Code <i>(Output from the logframe that the activity contributes to)</i>	Activity Code	Description of the Activity <i>(Action-oriented statement, starting with a verb, that clearly describes what will be done to achieve the output)</i>	Inputs <i>(List the human, financial, technical or material resources needed to implement the activity)</i>	2026												Budget (USD)		Source of Funding		Lead Entity <i>(Name of the institution/unit leading the activity)</i>	Execution Rate <i>(To be filled quarterly)</i>
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Funding Facility 1	Funding Facility 2	EIF Funding	Other Sources of Funding (Specify)		
OP1.2.I1	OP1.2.I1.A5	Update mapping of initiatives	Trade, PSD and Aft expert												X	1,350		1,350		NIU/PSO	
	OP1.2.I1.A6	Prepare annual Aft report	Trade, PSD and Aft expert													5,400		5,400		NIU/PSO	
	OP1.2.I1.A7	Capacity building on trade and PSD	Trainings													5,000		5,000		NIU/PSO	
	OP1.2.I1.A8	Coordinate day to day operations of Aft governance framework under PEC/PRC	National Consultant											X	X	5,000		5,000		NIU/PSO	
	OP1.2.I1.A9	Training needs assesment and conceptualization	Consulting firm											X		3,600		3,600		NIU/PSO	
	OP1.2.I1.A10	Curriculum and material design	Consulting firm												X	6,750		6,750		NIU/PSO	
	OP1.2.I1.A11	Training program delivery	Consulting firm												X	2,700		2,700		NIU/PSO	
	OP1.2.I1.A12	Trainings - module 01: The Policy-Project Nexus: How national development plans translate into project ideas	Training												X	3,000		3,000		NIU/PSO	
Outcome 2																-	52,040	52,040	6,300		
Output 2.1 Strengthened investment promotion and facilitation systems at national and subnational levels																-					
	OP2.1..I1.A1	Assesment of current trends in trade and investment between Laos and neigboring countries														0					
	OP2.1..I1.A2	Idenfification of investment opportunities focusing on agro-processing, general manufacturing, tourism and other potential sectors														0					
	OP2.1..I1.A3	Workshops/trainings														0					
	OP2.1..I1.A4	Publication (translation, layout design and printing)														0					
	OP2.1..I1.A5	Capacity building in investment promotion and facilitation														0					
	OP2.1..I1.A6	Develop internal system for consistency in effective facilitation														0					
	OP2.1..I1.A7	Developing in house reseach capacity														0					
	OP2.1..I1.A8	Developing information gateway for investors														0					
	OP2.1..I1.A9	Workshops/trainings														0					
	OP2.1..I1.A10	Publication (translation, layout design and printing)														0					
Output 2.2 Institutionalized public-private dialogue (PPD) mechanisms in six target provinces to identify and address investment and trade constraints																-	52,040	52,040	6,300		
OP2.2.I1	OP2.2.I1.A1	Phase 01 - Foundation and Design for PPD												X	X	X				NIU/POIC/LNCCI/PCI	
	OP2.2.I1.A1.1	Conduct diagnostic and design governance structure and rules	71400 - National personnel - Technical - Output														12,000	12,000		NIU/POIC/LNCCI/PCI	
	OP2.2.I1.A1.2	Regional consultation workshop	75700 - Learning and workshops (all inclusive) - Output														6,000	6,000		NIU/POIC/LNCCI/PCI	
	OP2.2.I1.A2	0	Secretariat, meetings														-	-		NIU/POIC/LNCCI/PCI	
	OP2.2.I1.A2.1	Establish secretariat and coordination unit in 6 provinces															7,500	7,500		NIU/POIC/LNCCI/PCI	
	OP2.2.I1.A2.2	Establish private sector working groups in 6 provinces															7,500	7,500		NIU/POIC/LNCCI/PCI	
	OP2.2.I1.A2.3	Organize PS working group meetings in 6 provinces															2,500	2,500		NIU/POIC/LNCCI/PCI	
	OP2.2.I1.A2.4	Prioritize issues and develop position papers															7,500	7,500		NIU/POIC/LNCCI/PCI	
	OP2.2.I1.A2.5	Organize technical level dialogue															3,040	3,040		NIU/POIC/LNCCI/PCI	

Output Statement and Indicator Code (Output from the logframe that the activity contributes to)	Activity Code	Description of the Activity (Action-oriented statement, starting with a verb, that clearly describes what will be done to achieve the output)	Inputs (List the human, financial, technical or material resources needed to implement the activity)	2026												Budget (USD)		Source of Funding		Lead Entity (Name of the institution/unit leading the activity)	Execution Rate (To be filled quarterly)
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Funding Facility 1	Funding Facility 2	EIF Funding	Other Sources of Funding (Specify)		
	OP2.2.i1.A2.6	Organize semi-annual progress review in 6 provinces															3,000	3,000		NIU/POIC/LNCCI/PCCI	
	OP2.2.i1.A2.7	Organize Annual Provincial Business Forums in 6 provinces															3,000	3,000		NIU/POIC/LNCCI/PCCI	
	OP2.2.i1.A3.1	Develop M&E system and update progress																-	3,000	NIU/POIC/LNCCI/PCCI	
	OP2.2.i1.A3.2	Build capacity and foster linkage with national PPD																-	3,300	NIU/POIC/LNCCI/PCCI	
Outcome 3																-	20,200	20,200	5,050		
Output 3.1 Improved market linkages, productivity, and export capacity of artisanal and producer groups through inclusive business models																	20,200	20,200	5,050		
	OP3.1.i1.A1																3,600	3,600		NIU/POICs	
	OP3.1.i1.A1.1	Identify and Map Potential Partners															6,400	6,400		NIU/POICs	
	Op3.1.i1.A4.4	Junior PSD Consultant to lead day to day operations of local PPD and support to village handicraft producer groups in all six target provinces															9,000	9,000			
	Op3.1.i1.A4.5	IOC for outcome II															1,200	1,200			
	Op3.1.i1.A4.6	Co-financing from lead firms																-	5,050		
Programme management and operations																-	41,000	41,000	19,890		
Staffing and human resources																-	41,000	41,000	19,890		
	Project director																		540	NIU/PSO	
	Project manager									X	X	X	X	X	X				600	NIU/PSO	
	Provincial project coordinator 1									X	X	X	X	X	X				525	NIU/PSO	
	Provincial project coordinator 2									X	X	X	X	X	X				525	NIU/PSO	
	Provincial project coordinator 3									X	X	X	X	X	X				525	NIU/PSO	
	Provincial project coordinator 4																		525	NIU/PSO	
	Provincial project coordinator 5																		525	NIU/PSO	
	Provincial project coordinator 6																		525	NIU/PSO	
	Office space, utilities																		15,600	NIU/PSO	
	Deputy Project Manager																10,000	10,000	-	NIU/PSO	
	Financial management and audit																-	-		NIU/PSO	
	Finance officer																10,000	10,000		NIU/PSO	
	Procurement consultant																5,000	5,000		NIU/PSO	
	Fiduciary assistant																3,200	3,200		NIU/PSO	
	Financial audit																5,000	5,000		NIU/PSO	
	Communications																-	-		NIU/PSO	
	Communications firm																-	-			
	Project review and program executive committee meetings																-	-			
	Semi-annual project review meetings																3,000	3,000			
	Midterm and final evaluation																-	-			
	Goods																-	-			
	Office equipment (computers, photocopy machines) for NIU, 6 POIC, 6 PCCI																-	-			
	IOC and contingencies for NIU and 6 provincial offices																4,800	4,800			
Total budget per Funding Facility																100,300	113,240	213,540	90,740		
Grand total																	304,280.00				

Annex 4: Budget breakdown (Excel)

Detailed Budget

Country: Lao PDR
 Start date: 01/07/2026
 End date: 31/12/2030



Activity code (Same as the Workplan)	Description of the activity (Same as the work plan)	Input account and title (As per below listed)	Input Description	Funding Facility (FF1, FF2)	Unit	Year 1 2026			Year 2 (2027)			Year 3 (2028)			Year 4 (2029)			Year 5 (2030)			Total Budget	Remarks
						No Units	Unit Cost	Total	No Units	Unit Cost	Total	No Units	Unit Cost	Total	No Units	Unit Cost	Total	No Units	Unit Cost	Total		
Outcome I																						
OP1.1.1.I.A1	Review existing policy dialogue platform under TPSWG	71400 - National personnel - Technical - Output	Trade and PSD Expert	FF1	Manday	12.00	450.00	5,400.00													5,400.00	Estimated number of required days and unit cost are based on similar assignments that NIU executed under on going and previous donor funded projects, namely LCTP and EIF ECL, Infa projects for policy related assignments
OP1.1.1.I.A2	Develop new SWG TOR based on Roundtable Process reform recommendations	71400 - National personnel - Technical - Output	Trade and PSD Expert	FF1	Manday	8.00	450.00	3,600.00													3,600.00	Estimated number of required days and unit cost are based on similar assignments that NIU executed under on going and previous donor funded projects, namely LCTP and EIF ECL, Infa projects
OP1.1.1.I.A3	Develop SWG report template and prepare annual SWG reports	71400 - National personnel - Technical - Output	Trade and PSD Expert	FF1	Manday	8.00	450.00	3,600.00	6.00	450.00	2,700.00	6.00	450.00	2,700.00	6.00	450.00	2,700.00	6.00	450.00	2,700.00	14,400.00	Estimated number of required days and unit cost are based on similar assignments that NIU executed under on going and previous donor funded projects, namely LCTP and EIF ECL, Infa projects
OP1.1.1.I.A4	Develop SWG annual report	71400 - National personnel - Technical - Output	Trade and PSD Expert	FF1	Manday	8.00	450.00	3,600.00	6.00	450.00	2,700.00	6.00	450.00	2,700.00	6.00	450.00	2,700.00	6.00	450.00	2,700.00	14,400.00	Estimated number of required days and unit cost are based on similar assignments that NIU executed under on going and previous donor funded projects, namely LCTP and EIF ECL, Infa projects
OP1.1.1.I.A5	Consultation WS1 - Annual WP	75700 - Learning and workshops (all inclusive) - Output	Workshop	FF1	Lumpsum	1.00	3,000.00	3,000.00													3,000.00	Cost of workshop is based on standard meeting package of USD50 per person/day
OP1.1.1.I.A6	Consultation WS 2-report template and annual report	75700 - Learning and workshops (all inclusive) - Output	Workshop	FF1	Lumpsum	1.00	3,000.00	3,000.00													3,000.00	Cost of workshop is based on standard meeting package of USD50 per person/day
OP1.1.1.I.A7	Establish institutionalized feedback loop between TPSWG and LBF and develop coordination guidelines	71400 - National personnel - Technical - Output	PSD Expert	FF1	Manday	12.00	450.00	5,400.00													5,400.00	Established market rate for senior national consultant in policy areas
OP1.1.1.I.A8	Participation in Aft events	71600 - Travel and missions - Output	Travelling costs	FF1	Lumpsum	1.00	15,000.00	15,000.00	1.00	20,000.00	20,000.00	1.00	20,000.00	20,000.00	1.00	20,000.00	20,000.00	1.00	20,000.00	20,000.00	95,000.00	Estimated cost of attending international events by senior officials based on assumption of USD5000 per trip per person.
OP1.1.1.I.A9	Coordinate day to day operations of SWG	71400 - National personnel - Technical - Output	National consultant	FF1	Man month	3.00	2,500.00	7,500.00	3.00	2,500.00	7,500.00	3.00	2,500.00	7,500.00	3.00	2,500.00	7,500.00	3.00	2,500.00	7,500.00	37,500.00	Standard market rate for middle level professional staff with Master degree and over five year relevant work experience is USD2500 per month. This is mid range salary from all donor funded projects for consultant with similar profile
OP1.1.1.I.A10	Semi-annual and annual SWG meetings	Co-financing from other TRTA	Meetings	Other TRTA	Lumpsum	1.00	4,000.00	4,000.00	2.00	4,000.00	8,000.00	2.00	4,000.00	8,000.00	2.00	4,000.00	8,000.00	2.00	4,000.00	8,000.00	36,000.00	80 participants per meeting at 50USD total cost per person
OP1.1.1.I.A11	Conduct a study on access to finance and digital adoption constraints affecting SMEs and develop recommendations to unlock SME growth																					
OP1.1.1.I.A11.1	Design the study methodology, analytical framework and data collection tools, and provide technical leadership for implementation and quality assurance	Co-financing from other TRTA	Private sector/SME development expert	Other TRTA	Manday	45.00	800.00	36,000.00													36,000.00	Daily rate for international expert in trade and PSD space with over 15 year relevant work experience is between USD800-1,200. The lower range is used
OP1.1.1.I.A11.2	Conduct field research, stakeholder consultations and data collection, and support data analysis and preparation of the study report under the supervision of the international expert	Co-financing from other TRTA	National SME Development Consultant	Other TRTA	Manday	45.00	300.00	13,500.00													13,500.00	Daily rate for national consultant with at least master degree and research background is USD300. This is an average rate that NIU used in the past 05 years
OP1.1.1.I.A11.3	Organize and facilitate a national validation workshop to present the study findings, gather stakeholder feedback and agree on priority recommendations and follow-up actions	Co-financing from other TRTA	Workshop to discuss findings and recommendation s	Other TRTA	Lumpsum	1.00	3,000.00	3,000.00													3,000.00	Cost of workshop is based on standard meeting package of USD50 per person/day
OP1.1.1.I.A11.4	Translate, edit, design and publish the final study, and disseminate it to relevant public and private stakeholders through appropriate communication channels	Co-financing from other TRTA	Translation and publication	Other TRTA	Lumpsum	1.00	3,000.00	3,000.00													3,000.00	Standard cost for translation and printing of 100 copies of 50 page reports
OP1.1.1.I.A12	Conduct a study on Non-Tariff Measures (NTMs) affecting high-value agricultural exports and disseminate findings to support export growth																					
OP1.1.1.I.A12.1	Design the study methodology, analytical framework and data collection tools, and provide technical leadership for implementation and quality assurance	Co-financing from other TRTA	Trade and policy expert	Other TRTA	Manday				45.00	800.00	36,000.00										36,000.00	Daily rate for international expert in trade and PSD space with over 15 year relevant work experience is between USD800-1,200. The lower range is used
OP1.1.1.I.A12.2	Conduct field research, stakeholder consultations and data collection, and support data analysis and preparation of the study report under the supervision of the international expert	Co-financing from other TRTA	National trade specialist	Other TRTA	Manday				45.00	300.00	13,500.00										13,500.00	Daily rate for national consultant with at least master degree and research background is USD300. This is an average rate that NIU used in the past 05 years

Activity code (Same as the Workplan)	Description of the activity (Same as the work plan)	Input account and title (As per below listed)	Input Description	Funding Facility (FF1/FF2)	Unit	Year 1 2026			Year 2 (2027)			Year 3 (2028)			Year 4 (2029)			Year 5 (2030)			Total Budget	Remarks
						No Units	Unit Cost	Total	No Units	Unit Cost	Total	No Units	Unit Cost	Total	No Units	Unit Cost	Total	No Units	Unit Cost	Total		
OP1.1.11.A12.3	Workshop	Co-financing from other TRTA	Workshop to discuss findings and recommendation s	Other TRTA	Lumpsum				1.00	3,000.00	3,000.00										3,000.00	Cost of workshop is based on standard meeting package of USD50 per person/day
OP1.1.11.A12.4	Translate, edit, design and publish the final study, and disseminate it to relevant public and private stakeholders through appropriate communication channels	Co-financing from other TRTA	Translation and publication	Other TRTA	Lumpsum				1.00	3,000.00	3,000.00										3,000.00	This lumpsum amount is based on estimated translation cost of USD1000 (50 pages X 20) and printing cost of 2000 (50 copies x 40)
OP1.1.11.A13	Assess opportunities to leverage the Land-Linked Strategy for enhanced infrastructure connectivity and industrial integration, and develop recommendations to support export-led growth.																				-	
OP1.1.11.A13.1	Design the study methodology, analytical framework and data collection tools, and provide technical leadership for implementation and quality assurance	71210 - International consultants - Technical - Output	Trade expert	F1	Manday							45.00	800.00	36,000.00							36,000.00	Daily rate for international expert in trade and PSD space with over 15 year relevant work experience is between USD800-1,200. The lower range is used
OP1.1.11.A13.2	Conduct field research, stakeholder consultations and data collection, and support data analysis and preparation of the study report under the supervision of the international expert	71400 - National personnel - Technical - Output	Economist	F1	Manday							45.00	300.00	13,500.00							13,500.00	Daily rate for national consultant with at least master degree and research background is USD300. This is an average rate that NIU used in the past 05 years
OP1.1.11.A13.3	Workshop	75700 - Learning and workshops (all inclusive) - Output	Workshop to discuss findings and recommendation s	F1	Lumpsum							1.00	3,000.00	3,000.00							3,000.00	Cost of workshop is based on standard meeting package of USD50 per person/day
OP1.1.11.A13.4	Translate, edit, design and publish the final study, and disseminate it to relevant public and private stakeholders through appropriate communication channels	75700 - Learning and workshops (all inclusive) - Output	Translation and publication	F1	Lumpsum							1.00	3,000.00	3,000.00							3,000.00	This lumpsum amount is based on estimated translation cost of USD1000 (50 pages X 20) and printing cost of 2000 (50 copies x 40)
																					-	
OP1.1.11.A15	Targeted reform execution support																				-	
OP1.1.11.A15.1	Support line ministries in implementing priority reforms to strengthen private sector development and SME growth.																				-	
OP1.1.11.A15.1.1	International trade facilitation expert	Co-financing from other TRTA	International trade facilitation expert	Other TRTA	Manday				30.00	800.00	24,000.00										24,000.00	Daily rate for international expert in trade and PSD space with over 15 year relevant work experience is between USD800-1,200. The lower range is used
OP1.1.11.A15.1.2	National trade facilitation expert	Co-financing from other TRTA	National trade facilitation expert	Other TRTA	Manday				30.00	300.00	9,000.00										9,000.00	Daily rate for national consultant with at least master degree and research background is USD300. This is an average rate that NIU used in the past 05 years
OP1.1.11.A15.1.3	Public private review workshop	Co-financing from other TRTA	Public private review workshop	Other TRTA	Lumpsum				1.00	3,000.00	3,000.00										3,000.00	Cost of workshop is based on standard meeting package of USD50 per person/day
OP1.1.11.A16.1	Support line ministries in implementing priority reforms related to services and industrial sector regulation																				-	
OP1.1.11.A16.1.1	International regulatory expert	71210 - International consultants - Technical - Output	International regulatory expert	F1	Manday							30.00	800.00	24,000.00							24,000.00	Daily rate for international expert in trade and PSD space with over 15 year relevant work experience is between USD800-1,200. The lower range is used
OP1.1.11.A16.1.2	National regulatory expert	71400 - National personnel - Technical - Output	National regulatory expert	F1	Manday							30.00	300.00	9,000.00							9,000.00	Daily rate for national consultant with at least master degree and research background is USD300. This is an average rate that NIU used in the past 05 years
OP1.1.11.A16.1.3	Public private review workshop	75700 - Learning and workshops (all inclusive) - Output	Public private review workshop	F1	Manday							1.00	2,000.00	2,000.00							2,000.00	Cost of workshop is based on standard meeting package of USD50 per person/day
OP1.1.11.A17.1	Support line Ministries in implementing in reforms in services and industry regulations																				-	
OP1.1.11.A17.1.1	International trade expert	Co-financing from other TRTA	International trade expert	Other TRTA	Manday										30.00	800.00	24,000.00				24,000.00	Daily rate for international expert in trade and PSD space with over 15 year relevant work experience is between USD800-1,200. The lower range is used
OP1.1.11.A17.1.2	National trade expert	Co-financing from other TRTA	National trade expert	Other TRTA	Manday										30.00	300.00	9,000.00				9,000.00	Daily rate for national consultant with at least master degree and research background is USD300. This is an average rate that NIU used in the past 05 years
OP1.1.11.A17.1.3	Public private review workshop	Co-financing from other TRTA	Public private review workshop	Other TRTA	Manday										1.00	3,000.00	3,000.00				3,000.00	Cost of workshop is based on standard meeting package of USD50 per person/day
OP1.1.11.A18	IOC for outcome I	74000 - Operating costs - Management	IOC for outcome I	FF1	Lumpsum	6.00	300.00	1,800.00	12.00	300.00	3,600.00	12.00	300.00	3,600.00	12.00	300.00	3,600.00	12.00	300.00	3,600.00	16,200.00	
Sub total- Output 1.1								111,400.00			136,000.00			135,000.00			80,500.00			44,500.00	507,400.00	507,400.00
Co-financing								59,500.00			99,500.00			8,000.00			44,000.00			8,000.00	219,000.00	
OP1.2.11.A1	Review PEC/PRC structure	71400 - National personnel - Technical - Output	Trade, PSD and Aff expert	FF1	Manday	12.00	450.00	5,400.00			-			-			-			-	5,400.00	Daily rate for senior national expert with over 15 years experience in trade and PSD based on actual rate used by NIU for ongoing and completed projects

Activity code (Same as the Workplan)	Description of the activity (Same as the work plan)	Input account and title (As per below listed)	Input Description	Funding Facility (FF1/FF2)	Unit	Year 1 2026			Year 2 (2027)			Year 3 (2028)			Year 4 (2029)			Year 5 (2030)			Total Budget	Remarks
						No Units	Unit Cost	Total	No Units	Unit Cost	Total	No Units	Unit Cost	Total	No Units	Unit Cost	Total	No Units	Unit Cost	Total		
OP1.2.11.A2	Develop TOR for new Aft governance structure	71300 - National personnel - Management	Trade, PSD and Aft expert	FF1	Manday	6.00	450.00	2,700.00													2,700.00	Daily rate for senior national expert with over 15 years experience in trade and PSD based on actual rate used by NIU for ongoing and completed projects
OP1.2.11.A3	Prepare first program level supervisory committee meeting	71600 - Travel and missions - Output	Trade, PSD and Aft expert	FF1	Manday	10.00	450.00	4,500.00													4,500.00	Daily rate for senior national expert with over 15 years experience in trade and PSD based on actual rate used by NIU for ongoing and completed projects
OP1.2.11.A4	Consultation workshop to discuss new governance structure	75700 - Learning and workshops (all inclusive) - Output	Workshop	FF1	Lumpsum	1.00	3,000.00	3,000.00													3,000.00	Cost of workshop is based on standard meeting package of USD50 per person/day
OP1.2.11.A5	Update mapping of initiatives	71400 - National personnel - Technical - Output	Trade, PSD and Aft expert	FF1	Manday	3.00	450.00	1,350.00	3.00	450.00	1,350.00	3.00	450.00	1,350.00	3.00	450.00	1,350.00	3.00	450.00	1,350.00	6,750.00	Daily rate for senior national expert with over 15 years experience in trade and PSD based on actual rate used by NIU for ongoing and completed projects
OP1.2.11.A6	Prepare annual Aft report	71400 - National personnel - Technical - Output	Trade, PSD and Aft expert	FF1	Manday	12.00	450.00	5,400.00	12.00	450.00	5,400.00	12.00	450.00	5,400.00	12.00	450.00	5,400.00	12.00	450.00	5,400.00	27,000.00	Daily rate for senior national expert with over 15 years experience in trade and PSD based on actual rate used by NIU for ongoing and completed projects
OP1.2.11.A7	Capacity building on trade and PSD	75700 - Learning and workshops (all inclusive) - Output	Trainings	FF1	Lumpsum	1.00	5,000.00	5,000.00	3.00	5,000.00	15,000.00	3.00	5,000.00	15,000.00	3.00	5,000.00	15,000.00	3.00	5,000.00	15,000.00	65,000.00	regional and int'l trainings with estimated full training cost of USD50000 per person, including training fees, travelling and accommodation costs
OP1.2.11.A8	Coordinate day to day operations of Aft governance framework under PEC/PRC	71400 - National personnel - Technical - Output	National Consultant	FF1	Man month	2.00	2,500.00	5,000.00	2.00	2,500.00	5,000.00	2.00	2,500.00	5,000.00	2.00	2,500.00	5,000.00	2.00	2,500.00	5,000.00	25,000.00	Standard market rate for middle level professional staff with Master degree and over five year relevant work experience is USD2500 per month. This is mid range salary from all donor funded projects for consultant with similar profile
OP1.2.11.A9	Training needs assessment and conceptualization	72100 - Sub-contract - Entities - Output	Consulting firm	FF1	Manday	8.00	450.00	3,600.00													3,600.00	Daily rate for senior national PCM expert with over 15 year experience derived from NIU managed project portfolio for similar assignment and similar profile of consultant. This service will be procured with local consulting firm.
OP1.2.11.A10	Curriculum and material design	72100 - Sub-contract - Entities - Output	Consulting firm	FF1	Manday	15.00	450.00	6,750.00													6,750.00	Daily rate for senior national PCM expert with over 15 year experience derived from NIU managed project portfolio for similar assignment and similar profile of consultant. This service will be procured with local consulting firm.
OP1.2.11.A11	Training program delivery	72100 - Sub-contract - Entities - Output	Consulting firm	FF1	Manday	6.00	450.00	2,700.00	15.00	450.00	6,750.00	20.00	450.00	9,000.00	25.00	450.00	11,250.00	25.00	450.00	11,250.00	40,950.00	Daily rate for senior national PCM expert with over 15 year experience derived from NIU managed project portfolio for similar assignment and similar profile of consultant. This service will be procured with local consulting firm.
OP1.2.11.A12	Trainings - module 01: The Policy-Project Nexus: How national development plans translate into project ideas	75700 - Learning and workshops (all inclusive) - Output	Training	FF1	Lumpsum	1.00	3,000.00	3,000.00				1.00	3,000.00	3,000.00							6,000.00	Estimated cost of two day training package, including travelling costs for provincial participants for 30 pax is USD3000 (30 persons X2daysXS0USD per day per person)
OP1.2.11.A13	Trainings - module 02: Problem Tree & Objective Tree Analysis: Practical stakeholder mapping	75700 - Learning and workshops (all inclusive) - Output	Training	FF1	Lumpsum				1.00	3,000.00	3,000.00				1.00	3,000.00	3,000.00				6,000.00	Estimated cost of two day training package, including travelling costs for provincial participants for 30 pax is USD3000 (30 persons X2daysXS0USD per day per person)
OP1.2.11.A14	Trainings - module 03: Logical Framework Approach (LFA): Deep dive into indicators, means of verification, and assumptions	75700 - Learning and workshops (all inclusive) - Output	Training	FF1	Lumpsum				1.00	3,000.00	3,000.00							1.00	3,000.00	3,000.00	6,000.00	Estimated cost of two day training package, including travelling costs for provincial participants for 30 pax is USD3000 (30 persons X2daysXS0USD per day per person)
OP1.2.11.A15	Trainings - module 04: Public Procurement & Financial Management: The rules of the game	75700 - Learning and workshops (all inclusive) - Output	Training	FF1	Lumpsum							1.00	3,000.00	3,000.00				1.00	3,000.00	3,000.00	6,000.00	Estimated cost of two day training package, including travelling costs for provincial participants for 30 pax is USD3000 (30 persons X2daysXS0USD per day per person)
OP1.2.11.A16	Trainings - module 05: Risk Management: Identifying bureaucratic, financial, and political risks	75700 - Learning and workshops (all inclusive) - Output	Training	FF1	Lumpsum							1.00	3,000.00	3,000.00				1.00	3,000.00	3,000.00	6,000.00	Estimated cost of two day training package, including travelling costs for provincial participants for 30 pax is USD3000 (30 persons X2daysXS0USD per day per person)
OP1.2.11.A17	Trainings - module 06: M&E for Learning: Not just for reporting, but for mid-course correction	75700 - Learning and workshops (all inclusive) - Output	Training	FF1	Lumpsum							1.00	3,000.00	3,000.00	1.00	3,000.00	3,000.00				6,000.00	Estimated cost of two day training package, including travelling costs for provincial participants for 30 pax is USD3000 (30 persons X2daysXS0USD per day per person)
OP1.2.11.A18	Trainings - module 01: The Policy-Project Nexus: How national development plans translate into project ideas	Definitions of Funding Facilities: Training	GOL	Lumpsum				-				2.00	3,000.00	6,000.00							6,000.00	Estimated cost of two day training package, including travelling costs for provincial participants for 30 pax is USD3000 (30 persons X2daysXS0USD per day per person)
OP1.2.11.A19	Trainings - module 02: Problem Tree & Objective Tree Analysis: Practical stakeholder mapping	Definitions of Funding Facilities: Training	GOL	Lumpsum											2.00	3,000.00	6,000.00				6,000.00	Estimated cost of two day training package, including travelling costs for provincial participants for 30 pax is USD3000 (30 persons X2daysXS0USD per day per person)
OP1.2.11.A20	Trainings - module 03: Logical Framework Approach (LFA): Deep dive into indicators, means of verification, and assumptions	Definitions of Funding Facilities: Training	GOL	Lumpsum														2.00	3,000.00	6,000.00	6,000.00	Estimated cost of two day training package, including travelling costs for provincial participants for 30 pax is USD3000 (30 persons X2daysXS0USD per day per person)

Activity code (Same as the Workplan)	Description of the activity (Same as the work plan)	Input account and title (As per below listed)	Input Description	Funding Facility (FF1/FF2)	Unit	Year 1 2026			Year 2 (2027)			Year 3 (2028)			Year 4 (2029)			Year 5 (2030)			Total Budget	Remarks	
						No Units	Unit Cost	Total	No Units	Unit Cost	Total	No Units	Unit Cost	Total	No Units	Unit Cost	Total	No Units	Unit Cost	Total			
OP1.2.1.I.A21	Trainings - module 04: Public Procurement & Financial Management: The rules of the game	Definitions of Funding Facilities	Training	GOL	Lumpsum						-					-		2.00	3,000.00	6,000.00	6,000.00	Estimated cost of two day training package, including travelling costs for provincial participants for 30 pax is USD3000 (30 persons X2daysXS0USD per day per person)	
OP1.2.1.I.A22	Trainings - module 05: Risk Management: Identifying bureaucratic, financial, and political risks	Definitions of Funding Facilities	Training	GOL	Lumpsum						-	2.00	3,000.00	6,000.00							6,000.00	Estimated cost of two day training package, including travelling costs for provincial participants for 30 pax is USD3000 (30 persons X2daysXS0USD per day per person)	
OP1.2.1.I.A23	Trainings - module 06: M&E for Learning: Not just for reporting, but for mid-course correction		Training	GOL	Lumpsum						-				2.00	3,000.00	6,000.00	-	-	-	6,000.00	Estimated cost of two day training package, including travelling costs for provincial participants for 30 pax is USD3000 (30 persons X2daysXS0USD per day per person)	
Sub total: Output 1.2								48,400.00			39,500.00			59,750.00			56,000.00			59,000.00	262,650.00		
Co-financing Outcome II														12,000.00			12,000.00			12,000.00	36,000.00		
OP2.1.1.I.A1	Assesment of current trends in trade and investment between Laos and neighboring countries	71400 - National personnel - Technical - Output	Senior Investment Promotion Expert	FF1	Manday				30.00	450.00	13,500.00										13,500.00	Estimated number of required days and unit cost are based on similar assignments that NIU executed under on going and previous donor funded projects, namely LCTP and EIF ECL, Infa projects. Consultat with over 15 year relevant experience	
OP2.1.1.I.A2	Identification of investment opportunities focusing on agro-processing, general manufacturing, tourism and other potential sectors	71400 - National personnel - Technical - Output	Senior Economist	FF1	Manday				45.00	450.00	20,250.00										20,250.00	Estimated number of required days and unit cost are based on similar assignments that NIU executed under on going and previous donor funded projects, namely LCTP and EIF ECL, Infa projects. Consultat with over 15 year relevant experience	
OP2.1.1.I.A3	Workshops/trainings	75700 - Learning and workshops (all inclusive) - Output	workshops/ trainings	FF1	Lumpsum			-	1.00	1,500.00	1,500.00	1.00	1,500.00	1,500.00							3,000.00	Estimated cost of one day training package, including travelling costs for provincial participants for 30 pax is USD1500 (30 personsXS0USD per day per person)	
OP2.1.1.I.A4	Publication (translation, layout design and printing)	75700 - Learning and workshops (all inclusive) - Output	workshops/ trainings	FF1	Lumpsum			-				1.00	3,000.00	3,000.00							3,000.00	Cost of workshop is based on standard meeting package of USD50 per person/day	
OP2.1.1.I.A5	Capacity building in investment promotion and facilitation	71400 - National personnel - Technical - Output	Senior Investment Promotion Expert	FF1	Manday			-				30.00	450.00	13,500.00							13,500.00	Daily rate of senior natinal expert is based on rate used for similar assignments that required similar qualifications in the past projects	
OP2.1.1.I.A6	Develop internal system for consistency in effective facilitation	71400 - National personnel - Technical - Output	Senior Investment Promotion Expert	FF1	Manday			-				30.00	450.00	13,500.00							13,500.00	Daily rate of senior natinal expert is based on rate used for similar assignments that required similar qualifications in the past projects	
OP2.1.1.I.A7	Developing in house reseach capacity	71400 - National personnel - Technical - Output	Senior Economist	FF1	Manday			-				25.00	450.00	11,250.00							11,250.00	Daily rate of senior natinal expert is based on rate used for similar assignments that required similar qualifications in the past projects	
OP2.1.1.I.A8	Developing information gateway for investors	72100 - Sub-contract - Entities - Output	Consulting firm	FF1	Lumpsum			-						-	1.00	50,000.00	50,000.00				50,000.00	Estimated cost for building an information portal based on experience from other donor funded projects managed by NIU in the past	
OP2.1.1.I.A9	Workshops/trainings	75700 - Learning and workshops (all inclusive) - Output	workshops/ trainings	FF1	Lumpsum			-				2.00	1,500.00	3,000.00	2.00	1,500.00	3,000.00	2.00	1,500.00	3,000.00	9,000.00	Estimated cost of two day training package, including travelling costs for provincial participants for 30 pax is USD3000 (30 persons X2daysXS0USD per day per person)	
OP2.1.1.I.A10	Publication (translation, layout design and printing)	75700 - Learning and workshops (all inclusive) - Output	Publication (translation, layout design and printing)	FF1	Lumpsum			-						-	2.00	3,000.00	6,000.00				6,000.00	This lumpsum amount is based on estimated translation cost of USD1000 (50 pages X 20) and printing cost of 2000 (50 copies x 40) for two publications	
Sub total: Output 2.1								-			35,250.00			45,750.00			59,000.00			3,000.00	143,000.00		
Co-financing																							
OP2.2.1.I.A1	Phase 01 - Foundation and Design for PPD																						
OP2.2.1.I.A1.1	Conduct diagnostic and design governance structure and rules	71400 - National personnel - Technical - Output	PPD Consultant	FF2	Manday			40.00	300.00	12,000.00											12,000.00	Daily rate used is average rate that NIU estimated from its ongoing and completed projects for national consultant with at least master degree and over 10 year relevant experience	
OP2.2.1.I.A1.2	Regional consultation workshop	75700 - Learning and workshops (all inclusive) - Output	Stakeholder - consultation workshop	FF2	Lumpsum			3.00	2,000.00	6,000.00											6,000.00	Provincial level cost of workshop is based on estimated 01 day package, including travelling cost between provinces plus DSA is USD100 per person assuming 20 participants per WS	
OP2.2.1.I.A2								-													-		
OP2.2.1.I.A2.1	Establish secretariat and coordination unit in 6 provinces	71600 - Travel and missions - Output	Project team	FF2	Lumpsum			5.00	1,500.00	7,500.00	5.00	1,500.00	7,500.00	6.00	1,500.00	9,000.00	10.00	1,000.00	10,000.00	10.00	1,000.00	10,000.00	Average travelling cost to provinces for PPD team consisting of 5 persons representing NIU, LNCCI, and consultants is 1,500 per 3 day trip (3000USD per day per person)
OP2.2.1.I.A2.2	Establish private sector working groups in 6 provinces	71600 - Travel and missions - Output	Project team	FF2	Lumpsum			5.00	1,500.00	7,500.00	5.00	1,500.00	7,500.00	6.00	1,500.00	9,000.00	10.00	1,000.00	10,000.00	10.00	1,000.00	10,000.00	Average travelling cost to provinces for PPD team consisting of 5 persons representing NIU, LNCCI, and consultants is 1,500 per 3 day trip (3000USD per day per person)
OP2.2.1.I.A2.3	Organize PS working group meetings in 6 provinces	75700 - Learning and workshops (all inclusive) - Output	Meetings to identify issues	FF2	Lumpsum			5.00	500.00	2,500.00	5.00	500.00	2,500.00	6.00	500.00	3,000.00	10.00	500.00	5,000.00	10.00	500.00	5,000.00	Estimated meeting package of USD25 per person per day for 20 participants in provinces
OP2.2.1.I.A2.4	Prioritize issues and develop position papers	71400 - National personnel - Technical - Output	PPD Consultant	FF2	Manday			25.00	300.00	7,500.00	45.00	300.00	13,500.00	45.00	300.00	13,500.00	45.00	300.00	13,500.00	45.00	300.00	13,500.00	Daily rate used is average rate that NIU estimated from its ongoing and completed projects for national consultant with at least master degree and over 10 year relevant experience

Activity code <i>(Same as the Workplan)</i>	Description of the activity <i>(Same as the work plan)</i>	Input account and title <i>(As per below listed)</i>	Input Description	Funding Facility <i>(FF1/FF2)</i>	Unit	Year 1 2026			Year 2 <i>(2027)</i>			Year 3 <i>(2028)</i>			Year 4 <i>(2029)</i>			Year 5 <i>(2030)</i>			Total Budget	Remarks
						No Units	Unit Cost	Total	No Units	Unit Cost	Total	No Units	Unit Cost	Total	No Units	Unit Cost	Total	No Units	Unit Cost	Total		
OP2.2.1.I.A2.5	Organize technical level dialogue	75700 - Learning and workshops (all inclusive) - Output	Technical level dialogue	FF2	Lumpsum	3.00	1,000.00	3,040.00	3.00	1,000.00	3,000.00	6.00	1,000.00	6,000.00	6.00	1,000.00	6,000.00	6.00	1,000.00	6,000.00	24,040.00	Estimated meeting package of USD25 per person per day for 40 participants in provinces
OP2.2.1.I.A2.6	Organize semi-annual progress review in 6 provinces	75700 - Learning and workshops (all inclusive) - Output	Progress review meetings	FF2	Lumpsum	3.00	1,000.00	3,000.00	3.00	2,000.00	6,000.00	6.00	2,000.00	12,000.00	6.00	2,000.00	12,000.00	6.00	2,000.00	12,000.00	45,000.00	Estimated meeting package of USD25 per person per day for 80 participants in provinces
OP2.2.1.I.A2.7	Organize Annual Provincial Business Forums in 6 provinces	75700 - Learning and workshops (all inclusive) - Output	Annual event chaired by provincial governors	FF2	Lumpsum	3.00	1,000.00	3,000.00	3.00	3,000.00	9,000.00	6.00	3,000.00	18,000.00	6.00	3,000.00	18,000.00	6.00	3,000.00	18,000.00	66,000.00	Estimated meeting package of USD25 per person per day for 120 participants in provinces
OP2.2.1.I.A3.1	Develop M&E system and update progress	Co-financing from other TRTA	Project Implementation Advisor	Other TRTA	Manday	10.00	300.00	3,000.00	12.00	300.00	3,600.00	12.00	300.00	3,600.00	12.00	300.00	3,600.00	12.00	300.00	3,600.00	17,400.00	Average daily rate for senior national consultant with over 10 year relevant experience
OP2.2.1.I.A3.2	Build capacity and foster linkage with national PPD	Co-financing from other TRTA	Project Implementation Advisor	Other TRTA	Manday	11.00	300.00	3,300.00	10.00	300.00	3,000.00	30.00	300.00	9,000.00	30.00	300.00	9,000.00	30.00	300.00	9,000.00	33,300.00	Average daily rate for senior national consultant with over 10 year relevant experience
OP2.2.1.I.A3.3	Coordination	71300 - National personnel - Management	Adm. Assistant	FF2	Man month				12.00	800.00	9,600.00	12.00	800.00	9,600.00	12.00	800.00	9,600.00	12.00	800.00	9,600.00	38,400.00	Monthly rate calculated based on past NIU experience
OP2.2.1.I.A3.4	Office and personnel (2 persons per province)	PS contribution	PS contribution						12.00	500.00	6,000.00	12.00	500.00	6,000.00	12.00	500.00	6,000.00	12.00	500.00	6,000.00	24,000.00	Estimated cost of office and 02 personnels: office space at 200 USD per month and staff cost of 100USD per month per person
Subtotal: Output- 2.2								58,340.00			71,200.00			98,700.00			102,700.00			102,700.00	433,640.00	
Co-financing								6,300.00			12,600.00			18,600.00			18,600.00			18,600.00	74,700.00	
Outcome III																						
OP3.1.1.I.A1																						
OP3.1.1.I.A1.1	Identify and Map Potential Partners	71400 - National personnel - Technical - Output	PSD Expert	FF2	Manday	12.00	300.00	3,600.00	10.00	300.00	3,000.00	10.00	300.00	3,000.00	10.00	300.00	3,000.00	10.00	300.00	3,000.00	15,600.00	Average daily for senior consultant with over 10 year work experience calculated from niu managed portfolio
OP3.1.1.I.A1.2	Build Trust and Social Capital	71600 - Travel and missions - Output	Project team and lead firms	FF2	Filed visit	2.00	3,200.00	6,400.00	3.00	3,200.00	9,600.00	7.00	3,200.00	22,400.00	3.00	3,200.00	9,600.00				-	Estimated cost for village mobilization (15 villages), participatory needs assesment (450 households), baseline study, and formation of 15 producer groups is 3,200 per group
OP3.1.1.I.A1.3	Strengthen Producer Collectives	72100 - Sub-contract - Entities - Output	Lead firms	FF2	Group				3.00	20,000.00	60,000.00	9.00	20,000.00	180,000.00	3.00	20,000.00	60,000.00	15.00	2,500.00	37,500.00	337,500.00	Estimated cost for capacity building, including training 20 master trainers, 450 artisan skill training-weaving for 20 days, artisan skill training-natural dyeing for 15 days, business and financial literacy training, design and product development workshops, follow up refresher training is 22,500 per group with a total 450 households. This cost estimate will be revisited during finalization of inclusive business plan, which will be subject to ES/UNOPS's prior approval
OP3.1.1.I.A1.4	Production equipment for villagers	72210 - Equipment for beneficiaries - Output		FF2	Houshold				90.00	600.00	54,000.00	270.00	600.00	162,000.00	180.00	600.00	108,000.00				324,000.00	Estimated cost for production equipment, including handtools, weaving looms, natural dying kits, storage bins and safety kits is 600 per houshold (600X540). This item is subject to prior approval from ES/UNOPS
OP3.1.1.I.A1.5	Common facilities	72210 - Equipment for beneficiaries - Output	Common production facilities for 18 [rducers' groups	FF2	Producer group				3.00	15,000.00	45,000.00	9.00	15,000.00	135,000.00	6.00	15,000.00	90,000.00				270,000.00	Estimated cost of common facilities, including large shared equipment (dying vats, rats, finishing tables), quality checking station, storage racks, furniture, ventilation and lighting upgrade is 15,000 per facility assuming villages will provide roofed space. This item is subject to prior approval from ES/UNOPS
OP3.1.1.I.A2		0																			-	
OP3.1.1.I.A2.1	Define a Fair and Transparent Partnership Model	71400 - National personnel - Technical - Output	PSD Expert	FF2	Manday				15.00	300.00	4,500.00	15.00	300.00	4,500.00	12.00	300.00	3,600.00	12.00	300.00	3,600.00	16,200.00	Average daily rate for senior national consultant with over 10 year relevant experience
OP3.1.1.I.A2.2	Foster Collaborative Design and Innovation	71400 - National personnel - Technical - Output	PSD Expert	FF2	Manday				15.00	300.00	4,500.00	15.00	300.00	4,500.00	12.00	300.00	3,600.00	12.00	300.00	3,600.00	16,200.00	Monthly rate calculated based on past NIU experience
OP3.1.1.I.A2.3	Invest in Quality and Production Planning	72100 - Sub-contract - Entities - Output	Lead firms	FF2	Group				3.00	6,000.00	18,000.00	9.00	6,000.00	54,000.00	6.00	6,000.00	36,000.00	15.00	1,000.00	15,000.00	123,000.00	Estimated cost for quality and production planning, including development of pictorial quality assurance manual, train 15 village quality champions for 3 days,train 400 households for 3 days, production planning system, quality audits and sampling (quarterly), follow up refresher training is 7,000 per group with a total 450 households. This item is subject to prior approval from ES/UNOPS
Op3.1.1.I.A3	Identify and Map Potential Partners																				-	
Op3.1.1.I.A3.1	Develop Sustainable Market Linkages and Secure Logistics and Supply chains	72100 - Sub-contract - Entities - Output	Lead firms	FF2	Group				3.00	5,000.00	15,000.00	9.00	5,000.00	45,000.00	6.00	5,000.00	30,000.00				90,000.00	Estimated cost for buyer identifications, matchmaking events, partnership agreements, pilot orders coordination, logistics et up, packaging materials, digital catalog, logistics costs is 5,000 per producer group. This item is subject to prior approval from ES/UNOPS
Op3.1.1.I.A4																					-	
Op3.1.1.I.A4.1	Implement Monitoring, Evaluation, and Feedback Loops	71400 - National personnel - Technical - Output	PSD Expert	FF2	Manday				15.00	300.00	4,500.00	15.00	300.00	4,500.00	10.00	300.00	3,000.00	10.00	300.00	3,000.00	15,000.00	Unit cost for senior local expert is based on prevailing market rate and past projects managed by NIU, including ECL, Infa, LCTP
Op3.1.1.I.A4.2	Foster Shared Ownership and Long-Term Vision	71600 - Travel and missions - Output	Project team	FF2	Field visit				10.00	1,500.00	15,000.00	10.00	1,500.00	15,000.00	10.00	1,500.00	15,000.00	10.00	1,500.00	16,760.00	61,760.00	Estimated cost of field visits to 16 target villages across six provinces for provincial and Vientiane based project teams
Op3.1.1.I.A4.3																					-	

Activity code <i>(Same as the Workplan)</i>	Description of the activity <i>(Same as the work plan)</i>	Input account and title <i>(As per below listed)</i>	Input Description	Funding Facility <i>(FF1/FF2)</i>	Unit	Year 1 2026			Year 2 2027			Year 3 2028			Year 4 2029			Year 5 2030			Total Budget	Remarks
						No Units	Unit Cost	Total	No Units	Unit Cost	Total	No Units	Unit Cost	Total	No Units	Unit Cost	Total	No Units	Unit Cost	Total		
Op3.1.11.A4.4	Junior PSD Consultant to lead day to day operations of local PPD and support to village handicraft producer groups in all six target provinces	71400 - National personnel Technical - Output	Coordinate all outcome II activities at local level	FF2	Man month	9.00	1,000.00	9,000.00	36.00	1,000.00	36,000.00	72.00	1,000.00	72,000.00	72.00	1,000.00	72,000.00	72.00	1,000.00	72,000.00	261,000.00	The proposed monthly salary of USD 1000 per locally recruited staff member at the provincial level is directly derived from the established rates of the completed ECL project. Each position is structured as a full-time national consultant role, essential for providing continuous technical support and harnessing localized knowledge to ensure the seamless execution of all sub-national outputs. We strongly advocate for a dedicated consultant per province. While a shared arrangement across two provinces might appear economical on paper, it would prove significantly more expensive in practice due to the vast distances and high transportation costs involved. Critically, beyond the direct financial burden, a shared consultant would face unsustainable travel schedules, compromising their ability to respond swiftly to local needs, maintain consistent stakeholder engagement, and monitor field activities effectively—risks that could jeopardize the overall quality and timeliness of project delivery
Op3.1.11.A4.5	IOC for outcome II	74000 - Operating costs Management	IOC for outcome II	FF2	Lumpsum	4.00	300.00	1,200.00	12.00	2,000.00	24,000.00	12.00	2,000.00	24,000.00	12.00	2,000.00	24,000.00	12.00	2,000.00	24,000.00	97,200.00	Overhead cost includes Stationary, communications, fuel cost related to administrative tasks and etc
Op3.1.11.A4.6	Co-financing from lead firms			PS co-financing				5,050.00			66,750.00			171,750.00			108,750.00			41,315.00	393,615.00	Co-financing from lead firms (25% of the total investment in village producers' group, which includes cost of equipment, trainings and other capacity building activities)
Subtotal: Output: 3.1								25,250.00			359,850.00			897,650.00			566,550.00			219,775.00	2,069,075.00	
Co-financing								5,050.00			66,750.00			171,750.00			108,750.00			41,315.00	393,615.00	
Program management and operations																						
Project director	Overall program management		Program management and reporting	GoL	Lumpsum	1.00	540.00	540.00	1.00	1,080.00	1,080.00	1.00	1,080.00	1,080.00	1.00	1,080.00	1,080.00	1.00	1,080.00	1,080.00	4,860.00	GOL contribution (1/3 salary of DG/DDG level)
Project manager	Day to day program management		Day to day management at program level	GoL	Lumpsum	1.00	600.00	600.00	1.00	1,200.00	1,200.00	1.00	1,200.00	1,200.00	1.00	1,200.00	1,200.00	1.00	1,200.00	1,200.00	5,400.00	GOL contribution (1/2 of director level salary)
Provincial project coordinator 1	Day to day program management at provincial level		Day to day management at provincial level	GoL	Lumpsum	1.00	525.00	525.00	1.00	1,050.00	1,050.00	1.00	1,050.00	1,050.00	1.00	1,050.00	1,050.00	1.00	1,050.00	1,050.00	4,725.00	GOL contribution (1/2 of senior technicia officer's salary)
Provincial project coordinator 2	Day to day program management at provincial level		Day to day management at provincial level	GoL	Lumpsum	1.00	525.00	525.00	1.00	1,050.00	1,050.00	1.00	1,050.00	1,050.00	1.00	1,050.00	1,050.00	1.00	1,050.00	1,050.00	4,725.00	GOL contribution (1/2 of senior technicia officer's salary)
Provincial project coordinator 3	Day to day program management at provincial level		Day to day management at provincial level	GoL	Lumpsum	1.00	525.00	525.00	1.00	1,050.00	1,050.00	1.00	1,050.00	1,050.00	1.00	1,050.00	1,050.00	1.00	1,050.00	1,050.00	4,725.00	GOL contribution (1/2 of senior technicia officer's salary)
Provincial project coordinator 4	Day to day program management at provincial level		Day to day management at provincial level	GoL	Lumpsum	1.00	525.00	525.00	1.00	1,050.00	1,050.00	1.00	1,050.00	1,050.00	1.00	1,050.00	1,050.00	1.00	1,050.00	1,050.00	4,725.00	GOL contribution (1/2 of senior technicia officer's salary)
Provincial project coordinator 5	Day to day program management at provincial level		Day to day management at provincial level	GoL	Lumpsum	1.00	525.00	525.00	1.00	1,050.00	1,050.00	1.00	1,050.00	1,050.00	1.00	1,050.00	1,050.00	1.00	1,050.00	1,050.00	4,725.00	GOL contribution (1/2 of senior technicia officer's salary)
Provincial project coordinator 6	Day to day program management at provincial level		Day to day management at provincial level	GoL	Lumpsum	1.00	525.00	525.00	1.00	1,050.00	1,050.00	1.00	1,050.00	1,050.00	1.00	1,050.00	1,050.00	1.00	1,050.00	1,050.00	4,725.00	GOL contribution (1/2 of senior technicia officer's salary)
Office space, utilities	Offices in Vientiane and six target provinces		Offices in Vientiane and six target provinces	GOL	Month	6.00	2,600.00	15,600.00	12.00	2,600.00	31,200.00	12.00	2,600.00	31,200.00	12.00	2,600.00	31,200.00	12.00	2,600.00	31,200.00	140,400.00	GOL contribution (Estimated cost of office rental per month: 800USD for Vientiane office and USD300 for provincial offices)
Office furniture	Office furniture for NIU and six provincial offices and provincial chambers of commerce		Office furniture for NIU and six provincial offices and provincial chambers of commerce	GOL	Package	1.00			7.00	3,000.00	21,000.00										21,000.00	GOL contribution. Estimated costs of office furniture including office renovation, partition, desks, chairs, and meeting facilities at 3000USD per office
Operations and administration, Monitoring, evaluation, and learning																						
Deputy Project Manager	Assist project manager on day to day program management, perform MEL and communication functions	71300 - National personnel Management	Assist project manager on day to day program management, perform MEL and communication functions	FF2	Man month	4.00	2,500.00	10,000.00	12.00	2,500.00	30,000.00	12.00	2,500.00	30,000.00	12.00	2,500.00	30,000.00	6.00	2,500.00	15,000.00	115,000.00	Monthly salary of USD2500 for project coordinator with at least master degree and over five year project management experience derived from lower range of salaries paid by projects under NIU
Financial management and audit								-			-		-	-	-	-	-	-	-	-	-	

Activity code <i>(Same as the Workplan)</i>	Description of the activity <i>(Same as the work plan)</i>	Input account and title <i>(As per below listed)</i>	Input Description	Funding Facility <i>(FF1/FF2)</i>	Unit	Year 1 2026			Year 2 (2027)			Year 3 (2028)			Year 4 (2029)			Year 5 (2030)			Total Budget	Remarks
						No Units	Unit Cost	Total	No Units	Unit Cost	Total	No Units	Unit Cost	Total	No Units	Unit Cost	Total	No Units	Unit Cost	Total		
Finance officer	Responsible for program financial management	71300 - National personnel Management	- Full time working on FM	FF2	Man month	4.00	2,500.00	10,000.00	12.00	2,500.00	30,000.00	12.00	2,500.00	30,000.00	12.00	2,500.00	30,000.00	12.00	2,500.00	30,000.00	130,000.00	Monthly salary of USD2500 for project finance officer with at least advanced degree in finance and over five year work experience derived from lower range of salaries paid by projects under NIU
Procurement consultant	Responsible for program procurement activities	71300 - National personnel Management	- Partime working on procurement	FF2		2.00	2,500.00	5,000.00	6.00	2,500.00	15,000.00	6.00	2,500.00	15,000.00			-			-	35,000.00	Monthly salary of USD2500 for project procurement officer with at least advanced degree in finance and over five year work experience derived from lower range of salaries paid by projects under NIU
Fiduciary assistant	Support both finance and procurement teams	71300 - National personnel Management	- Assist FM and procurement team	FF2	Man month	4.00	800.00	3,200.00	12.00	800.00	9,600.00	12.00	800.00	9,600.00	12.00	800.00	9,600.00	12.00	800.00	9,600.00	41,600.00	Monthly salary of USD600 for assistant position based on lower range of salaries for similar positions paid under ongoing and completed projects within MOIC
Financial audit	External audit	74120 - Audit - Management	- Conduct external audits	FF2	Lumpsum	1.00	5,000.00	5,000.00	1.00	5,000.00	5,000.00	1.00	5,000.00	5,000.00	1.00	5,000.00	5,000.00	1.00	5,000.00	5,000.00	25,000.00	Estimated cost of external audits for qualified auditing firms approved by WB
Communications								-			-	-	-	-	-	-	-	-	-	-	-	-
Communications firm	Assist program on specific tasks	72100 - Sub-contract - Entities Output	- Assist in producing specific comm. Products	FF2	Lumpsum				1.00		-	1.00	10,000.00	10,000.00						-	10,000.00	This estimated cost will be determined in closed coordination with ES and UNOPS once detailed TOR for firm is developed during project implementation
Project review and program executive committee meetings								-													-	
Semi-annual project review meetings	Semi-annual progress review	75700 - Learning and workshops (all inclusive) Output	- Progress review meetings	FF2	Lumpsum	1.00	3,000.00	3,000.00	2.00	4,000.00	8,000.00	2.00	4,000.00	8,000.00	2.00	4,000.00	8,000.00	2.00	4,000.00	8,000.00	35,000.00	Estimated cost of meeting based on estimated meeting package, including travelling and accommodation cost of USD50 per person. Estimated number of participants for year 1 is 60 and increased to 80 after year 02
Midterm and final evaluation	Program evaluation	74110 - Evaluation Management	- External evaluations	FF2	Manday							25.00	800.00	20,000.00				30.00	800.00	24,000.00	44,000.00	Daily rate for international consultant for similar assignments
Goods				FF2																	-	
Office equipment (computers, photocopy machines) for NIU, 6 POIC, 6 PCCI	Office equipment, including computers, printers, photocopy machines for NIU and six provincial offices and provincial chambers of commerce	72220 - Equipment for IP Management	- Office equipment, including computers, printers, photocopy machines for NIU and six provincial offices and provincial chambers of commerce	FF2	Package				7.00	8,000.00	56,000.00										56,000.00	Subject to prior approval before launching procurement process. Detailed specifications with pre-determined procurement methods will be submitted to ES/UNOPS for approval
IOC and contingencies for NIU and 6 provincial offices	Operating budget	74000 - Operating costs Management	- Operating budget	FF2	Operating budget	6.00	800.00	4,800.00	12.00	800.00	9,600.00	12.00	800.00	9,600.00	12.00	800.00	9,600.00	12.00	800.00	9,600.00	43,200.00	Office expenses for six provincial offices and one office in Vientiane benchmarked from ECL project
Subtotal: Program Management & Operations								60,890.00			223,980.00			176,980.00			131,980.00			140,980.00	734,810.00	
Co-financing								19,890.00			60,780.00			39,780.00			39,780.00			39,780.00	200,010.00	
Grand TOTAL								304,280.00	-	-	865,780.00	-	-	1,413,830.00	-	-	996,730.00	-	-	569,955.00	4,150,575.00	
Total non-EIF fund								90,740.00	-	-	239,630.00	-	-	250,130.00	-	-	223,130.00	-	-	119,695.00	923,325.00	22%
Total EIF fund								213,540.00	-	-	626,150.00	-	-	1,163,700.00	-	-	773,600.00	-	-	450,260.00	3,227,250.00	78%

Note:

For procurement purposes, activities requiring consultants with similar qualifications will be grouped into a single assignment to reduce the number of procurement actions. For instance, assessing the effectiveness of the SWG, PEC, and PRC—all of which require a senior consultant—will be bundled as one assignment.

Budget Summary

Country:

Start date:

End date:

Lao PDR

01/072026

31/12/2030



Budget Summary									
Activity	Year 01	Year 02	Year 03	Year 04	Year 05	Total	Sources of funding		
							FF1	FF2	Non-EIF
Outcome 1 <i>Improved governance, coordination, and implementation effectiveness of trade and investment policy frameworks in Laos</i>	159,800	175,500	194,750	136,500	103,500	770,050	515,050	-	255,000
Output 1.1 Strengthened multi-stakeholder dialogue and coordination mechanisms for trade and investment policy	111,400	136,000	135,000	80,500	44,500	507,400	288,400		219,000
Output 1.2 Enhanced institutional capacity for results-based management and coordinated implementation of trade-related programs	48,400	39,500	59,750	56,000	59,000	262,650	226,650		36,000
Outcome 2 <i>Improved governance, coordination, and implementation effectiveness of trade and investment policy frameworks in Laos</i>	58,340	106,450	144,450	161,700	105,700	576,640	143,000	358,940	74,700
Output 2.1 Strengthened investment promotion and facilitation systems at national and subnational levels	-	35,250	45,750	59,000	3,000	143,000	143,000		-
Output 2.2 Institutionalized public-private dialogue (PPD) mechanisms in six target provinces to identify and address investment and trade constraints	58,340	71,200	98,700	102,700	102,700	433,640		358,940	74,700
Outcome 3 <i>Local economic development promoted through inclusive handicraft value chain development</i>	25,250	359,850	897,650	566,550	219,775	2,069,075		1,675,460	393,615
Output 3.1 Improved market linkages, productivity, and export capacity of artisanal and producer groups through inclusive business models	25,250	359,850	897,650	566,550	219,775	2,069,075		1,675,460	393,615
Program management and operations	60,890	223,980	176,980	131,980	140,980	734,810		534,800	200,010
Total	304,280	865,780	1,413,830	996,730	569,955	4,150,575	658,050	2,569,200	923,325

Summary budget per account

Country: Lao PDR
Start date: 01/07/2026
End date: 31/12/2030



Funding Facility	Input Account	Input Account Title	Budget per Calendar Year						Remarks
			Year 1	Year 2	Year 3	Year 4	Year 5	Total	
Funding Facility 1								-	
	1 71210 - International consultants - Technical - Output		-	-	60,000.00	-		60,000.00	
	2 71220 - International consultants - Management							-	
	3 71400 - National personnel - Technical - Output		46,250.00	58,400.00	85,400.00	24,650.00	24,650.00	239,350.00	
	4 71300 - National personnel - Management		2,700.00	-	-	-	-	2,700.00	
	5 71600 - Travel and missions - Output		19,500.00	20,000.00	20,000.00	20,000.00	20,000.00	99,500.00	
	6 72600 - Sub-grants - Output							-	
	7 72100 - Sub-contract - Entities - Output		13,050.00	6,750.00	9,000.00	61,250.00	11,250.00	101,300.00	
	8 72210 - Equipment for beneficiaries - Output							-	
	9 72220 - Equipment for IP - Management							-	
	10 75700 - Learning and workshops (all inclusive) - Output		17,000.00	22,500.00	42,500.00	30,000.00	27,000.00	139,000.00	
	11 74000 - Operating costs - Management		1,800.00	3,600.00	3,600.00	3,600.00	3,600.00	16,200.00	
	12 74110 - Evaluation - Management							-	
	13 74120 - Audit - Management							-	
	14 75100 - Management fee of the MIE - Management							-	
Sub-total Funding Facility 1			100,300.00	111,250.00	220,500.00	139,500.00	86,500.00	658,050.00	
Funding Facility 2								-	
	71210 - International consultants - Technical - Output		-	-		-		-	
	71220 - International consultants - Management							-	
	71400 - National personnel - Technical - Output		32,100.00	66,000.00	102,000.00	98,700.00	98,700.00	397,500.00	
	71300 - National personnel - Management		28,200.00	94,200.00	94,200.00	79,200.00	64,200.00	360,000.00	
	71600 - Travel and missions - Output		21,400.00	39,600.00	55,400.00	44,600.00	36,760.00	197,760.00	
	72600 - Sub-grants - Output								
	72100 - Sub-contract - Entities - Output		-	93,000.00	289,000.00	126,000.00	52,500.00	560,500.00	
	72210 - Equipment for beneficiaries - Output		-	99,000.00	297,000.00	198,000.00	-	594,000.00	
	72220 - Equipment for IP - Management		-	56,000.00	-	-	-	56,000.00	
	75700 - Learning and workshops (all inclusive) - Output		20,540.00	28,500.00	47,000.00	49,000.00	49,000.00	194,040.00	
	74000 - Operating costs - Management		6,000.00	33,600.00	33,600.00	33,600.00	33,600.00	140,400.00	
	74110 - Evaluation - Management				20,000.00		24,000.00	44,000.00	
	74120 - Audit - Management		5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	25,000.00	
	75100 - Management fee of the MIE - Management							-	
Sub-total Funding Facility 2			113,240.00	514,900.00	943,200.00	634,100.00	363,760.00	2,569,200.00	
Total EIF funding			213,540.00	626,150.00	1,163,700.00	773,600.00	450,260.00	3,227,250.00	

Annex 5: MEL plan

The program's MEL functions are integrated into the existing governance and implementation structure. The program will employ a mix of quantitative and qualitative data collection methods to ensure a comprehensive understanding of progress and results. Below is project monitoring plan.

Entity	MEL Responsibilities
Program Executive Committee (PEC)	• Provide strategic oversight on MEL • Review and endorse annual work plans and progress reports • Ensure that MEL findings inform policy direction
Project Review Committee (PRC)	• Review semi-annual progress reports and detailed work plans • Assess implementation progress against targets • Provide technical guidance on MEL findings
National Implementation Unit (NIU)	• Lead overall MEL coordination and implementation • Develop and maintain MEL systems, tools, and manuals • Consolidate progress data from provincial implementing agencies • Prepare semi-annual progress reports and annual reports • Manage mid-term and end-term evaluations • Include M&E role in project coordinator's TOR
Provincial Offices of Industry and Commerce	• Collect and report MEL data from provincial-level activities • Maintain records of training participants, PPD meetings, and partnership progress • Support field visits and evaluation exercises
ES and TFM	• Provide oversight and technical support on MEL • Conduct implementation support missions to review progress • Ensure compliance with donor MEL requirements

The program's performance will be tracked against a set of core indicators, disaggregated where relevant by gender, ethnicity, and province. A detailed indicator matrix with baselines and targets is included in the logical framework (Annex 02).

Project Monitoring Plan

No.	Indicator <i>(as per the project logframe)</i>	Data Source <i>(document or system from which indicator information is collected)</i>	Means of Verification <i>(specific evidence that allows the reported data to be checked and confirmed)</i>	Collection Method <i>(e.g. surveys, interviews, fieldwork, document reviews)</i>	Frequency	Responsible Party	Use of Findings
1	Average annual growth rate in services (%)	National accounts/Statistics.		Document review	Annually	NIU/PSO	Monitor the impact
2	Average annual growth rate in manufacturing industry (%)	National accounts/Statistics.		Document review	Annually	NIU/PSO	Monitor the impact
3	National new business growth rate (%)	National business registration database		Document review	Annually	NIU/PSO	Monitor the impact
4	% of women-owned and led businesses (%)	National business registration database		Document review	Annually	NIU/PSO	Monitor the impact
5	Increase employment in promoted sectors at national and provincial level disaggregated by youth, gender and ethnic groups (%)	National and local accounts/Statistics.		Document review	Annually	NIU/PSO	Monitor the impact
6	Improvement in Laos' performance in select topics of WB's BR Report:			Document review	Annually	NIU/PSO	Monitor the impact
7	Business entry	WBG annual BR reports		Document review	Annually	NIU/PSO	Monitor the impact
8	Utility services	WBG annual BR reports		Document review	Annually	NIU/PSO	Monitor the impact
9	Financial services	WBG annual BR reports		Document review	Annually	NIU/PSO	Monitor the impact
10	Number of regulatory/administrative bottlenecks resolved per year	Annual SWG report		Document review	Annually	NIU/PSO	Monitor the implementation progress and make necessary adjustments
11	% of of adopted trade/investment reforms effectively implemented	CPD and project progress reports, PAM monitoring report		Document review	Annually	NIU/PSO	Monitor the implementation progress and make necessary adjustments
12	% of private firms reporting improvement in regulatory and business environment (survey-based)	LBF Survey		Survey	Annually	NIU/PSO/LNCCI	Monitor the implementation progress and make necessary adjustments
13	% of trade-related DP finance technical assistance aligned with PAM priorities	SWG report, CPD and project progress reports		Document review	Annually	NIU/PSO	Monitor the implementation progress and make necessary adjustments

No.	Indicator (as per the project logframe)	Data Source (document or system from which indicator information is collected)	Means of Verification (specific evidence that allows the reported data to be checked and confirmed)	Collection Method (e.g. surveys, interviews, fieldwork, document reviews)	Frequency	Responsible Party	Use of Findings
14	Average implementation rate of Prioritized Action Matrices (PAMs).	Meeting minutes		Document review	Annually	NIU/PSO	Monitor the implementation progress and make necessary adjustments
15	Increases in investment in promoted sectors at national and provincial level (%)	SWG report, CPD and project progress reports		Document review	Annually	NIU/PSO	Monitor the implementation progress and make necessary adjustments
16	Number of high-level policy dialogue meetings (TPSWG) held annually.	Meeting minutes, CPD and project progress reports		Document review	Annually	NIU/PSO	Monitor the implementation progress and make necessary adjustments
17	Number of high level aid coordination meeting held	SWG report, CPD and project progress reports		Document review	Q1 2027	NIU/PSO	Monitor the implementation progress and make necessary adjustments
18	TPSWG annual work plan developed and implemented with inclusive stakeholder mapping	Meeting minutes, CPD and project progress reports		Document review	Annually	NIU/PSO	Monitor the implementation progress and make necessary adjustments
19	Research studies on SME finance, NTMs, and SEZ linkages completed and presented to TPSWG	Project progress report, CPD and project progress reports		Document review	Annually	NIU/PSO	Monitor the implementation progress and make necessary adjustments
20	Adoption of new TOR for program implementation structure	Project progress report, CPD and project progress reports		Document review	Annually	NIU/PSO	Monitor the implementation progress and make necessary adjustments
21	Annual program level meetings and semi-annual project level review meetings	Project progress report, CPD and project progress reports		Document review	Annually	NIU/PSO	Monitor the implementation progress and make necessary adjustments
22	% of trade and investment related programs using results frameworks aligned with national systems	Project progress report, CPD and project progress reports		Document review	Annually	NIU/PSO	Monitor the implementation progress and make necessary adjustments

No.	Indicator (as per the project logframe)	Data Source (document or system from which indicator information is collected)	Means of Verification (specific evidence that allows the reported data to be checked and confirmed)	Collection Method (e.g. surveys, interviews, fieldwork, document reviews)	Frequency	Responsible Party	Use of Findings
23	Number of MOIC central and provincial officials trained in RBM and PCM	Project progress report, CPD and project progress reports		Document review	Annually	NIU/PSO/POICs/PCCIs	Monitor the implementation progress and make necessary adjustments
24	Average number of trainings delivered per year	Household income surveys (baseline & endline); Lead firm purchase records		Document review and field work, survey	Annually	NIU/PSO/POIC/Lead firms	Monitor the implementation progress and make necessary adjustments
25	Number of targeted investment promotion action plans developed	Household income surveys (baseline & endline); Lead firm purchase records		Document review and field work, survey	Annually	NIU/PSO/POIC/Lead firms	Monitor the implementation progress and make necessary adjustments
26	Establishment of effective investment facilitation unit	Provincial Authorities' Decisions		Document review	Annually	NIU/PSO/POICs/PCCIs	Monitor the implementation progress and make necessary adjustments
27	Number of investors receiving facilitation services from the Investment Facilitation Unit"	Project progress report		Document review	Annually	NIU/PSO/concerned departments	Monitor the implementation progress and make necessary adjustments
28	Reduction in gender income gap between male and female artisans benefiting from the project in %	Annual Provincial Business Forum reports		Document review	Annually	NIU/PSO/POICs/PCCIs	Monitor the implementation progress and make necessary adjustments
29	Number of jobs created, disaggregated by women and youth	MOUs with lead firms		Document review	Annually	NIU/PSO/POIC/Lead firms	Monitor the implementation progress and make necessary adjustments
30	% increase of investments in non-resource sectors by 2030	Project progress reports		Document review	Annually	NIU/PSO/POIC/Lead firms	Monitor the implementation progress and make necessary adjustments
31	% of supported investment leads that materialize into actual investments	Project progress reports		Document review	Annually	NIU/PSO/POIC/Lead firms	Monitor the implementation progress and make necessary adjustments

No.	Indicator (as per the project logframe)	Data Source (document or system from which indicator information is collected)	Means of Verification (specific evidence that allows the reported data to be checked and confirmed)	Collection Method (e.g. surveys, interviews, fieldwork, document reviews)	Frequency	Responsible Party	Use of Findings
32	Number of trade and investment regulatory bottlenecks identified through local PPD and resolved by provincial authorities	Project progress reports		Document review	Annually	NIU/PSO/POIC/Lead firms	Monitor the implementation progress and make necessary adjustments
33	Average annual household income increase for participating artisan households (disaggregated by gender of household head) (%)	Project progress reports		Document review	Annually	NIU/PSO/POIC/Lead firms	Monitor the implementation progress and make necessary adjustments
34	% increase in productivity of small craftsmen and handicraft producer groups (average increase in output per producer)	Project progress reports		Document review	Annually	NIU/PSO/POIC/Lead firms	Monitor the implementation progress and make necessary adjustments
35	% increase in export sales of participating handicraft producer groups	Project progress reports		Document review	Annually	NIU/PSO/POIC/Lead firms	Monitor the implementation progress and make necessary adjustments
36	Number of provinces with functioning PPD platforms	Project progress reports		Document review	Annually	NIU/PSO/POIC/Lead firms	Monitor the implementation progress and make necessary adjustments
37	Average number of private sector issues raised per year	Project progress reports		Document review	Annually	NIU/PSO/POIC/Lead firms	Monitor the implementation progress and make necessary adjustments
38	Number of issues raised by women led businesses resolved	Project progress reports		Document review	Annually	NIU/PSO/POIC/Lead firms	Monitor the implementation progress and make necessary adjustments
39	Number of investment-related regulatory bottlenecks identified through PPD	Project progress reports		Document review	Annually	NIU/PSO/POIC/Lead firms	Monitor the implementation progress and make necessary adjustments
40	% of women/youth-led businesses actively participating in PPD platforms	Project progress reports		Document review	Annually	NIU/PSO/POIC/Lead firms	Monitor the implementation progress and make necessary adjustments

No.	Indicator (as per the project logframe)	Data Source (document or system from which indicator information is collected)	Means of Verification (specific evidence that allows the reported data to be checked and confirmed)	Collection Method (e.g. surveys, interviews, fieldwork, document reviews)	Frequency	Responsible Party	Use of Findings
41	Number of investment-related reform proposals developed	Project progress reports		Document review	Annually	NIU/PSO/POIC/Lead firms	Monitor the implementation progress and make necessary adjustments
42	Number of small craftsmen supported to adopt digital trade platforms	Project progress reports		Document review	Annually	NIU/PSO/POIC/Lead firms	Monitor the implementation progress and make necessary adjustments
43	% of women and youth beneficiaries	Project progress reports		Document review	Annually	NIU/PSO/POIC/Lead firms	Monitor the implementation progress and make necessary adjustments
44	Number of active, functioning lead firm-producer group partnerships (with signed Inclusive Business Plan)	Project progress reports		Document review	Annually	NIU/PSO/POIC/Lead firms	Monitor the implementation progress and make necessary adjustments
45	Number of household producers	Project progress reports		Document review	Annually	NIU/PSO/POIC/Lead firms	Monitor the implementation progress and make necessary adjustments
46	Number of women led household producers	Project progress reports		Document review	Annually	NIU/PSO/POIC/Lead firms	Monitor the implementation progress and make necessary adjustments
47	% of supported producers adopting environmentally sustainable practices	Project progress reports		Document review	Annually	NIU/PSO/POIC/Lead firms	Monitor the implementation progress and make necessary adjustments
48	% annual increased in range of products exported (including local sales to foreign tourists) annually	Project progress reports		Document review	Annually	NIU/PSO/POIC/Lead firms	Monitor the implementation progress and make necessary adjustments
49	Number of trainings delivered per year	Project progress reports		Document review	Annually	NIU/PSO/POIC/Lead firms	Monitor the implementation progress and make necessary adjustments

No.	Indicator <i>(as per the project logframe)</i>	Data Source <i>(document or system from which indicator information is collected)</i>	Means of Verification <i>(specific evidence that allows the reported data to be checked and confirmed)</i>	Collection Method <i>(e.g. surveys, interviews, fieldwork, document reviews)</i>	Frequency	Responsible Party	Use of Findings
	Reporting Plan						
	Type of Report <i>(e.g quarterly, semi-annual)</i>		Report destined to whom? <i>(key stakeholder, e.g., EIF Focal Point, NSC, EIF Executive Secretariat)</i>	Purpose of Report		Reporting Frequency	Person(s) Responsible
	Semi-annual progress reports		PRC/PEC, ES/UNOPS	Monitor progress and adjust work plan		Semi-annually	Project director -DPS
	Annual progress reports		PRC/PEC, ES/UNOPS	Monitor progress and adjust work plan		Annually	Project director -DPS
	Annual audit reports		PRC/PEC, ES/UNOPS	Make management decisions based on the findings		Annually	Project director -DPS
	Evaluation Plan						
	Type of Evaluation	Evaluation Approach		When (Start and End Date)	Contract Type	Person Responsible	Status
	Baseline Assessment/Study	Internal-Self Evaluation		Jan - June 2027	NA	Project director -DPS	
	Mid-term evaluation	External Evaluation		June - November 2028	Competitive Selection	Project director -DPS	
	Final Country Programme Evaluation	External Evaluation		July-December 2030	Competitive Selection	Project director -DPS	
CPD Project Completion Report	Participatory Assessment		October - December 2030	NA	Project director -DPS		

Annex 6: Communications plan

Vision/Mission - Improve trade, business and investment environment for local economic development

No.	Objective	Activity	Channel/Format	Responsible	Frequency	Timeline	Budget	Status
1	Raise awareness Share updates Engage partners Raise funds Other		Par exemple, Email, Newsletter, Newspaper, Radio/TV, Press releases Social media, Meetings, Reports, Other					Ongoing Planned Completed
2	Raise awareness	Program Launch Event	High-level event with Minister of MOIC, development partners, provincial leaders, media	NIU with UNOPS support	One-time	Month 1-2 (Inception Phase)	Allocated in annual work plan	Planned
3	Raise awareness	Project Webpage/Microsite	Dedicated page on MOIC/T4D website with program overview, documents, news, photo gallery	NIU	Ongoing	Throughout program	Allocated in annual work plan	Planned
4	Share updates	Quarterly Newsletter/E-bulletin	Short updates on key milestones, success stories, upcoming events via email and posted online	NIU	Quarterly	Throughout program	Allocated in annual work plan	Planned
5	Engage partners	Social Media (Facebook)	Regular posts featuring success stories, training events, PPD meetings with visuals and short videos	NIU with provincial offices	Every quarter	Throughout program	Allocated in annual work plan	Planned
6	Engage partners	Public-Private Dialogue (PPD) Meetings	Structured meetings at provincial level to discuss business environment reforms; media may be invited	Provincial Offices, LNCCI, PCCI	Bi-annually	Throughout program	Allocated in annual work plan	Planned
7	Engage partners	Capacity Building Workshops	Hands-on training sessions for producer groups; communications materials (manuals, toolkits) provided	NIU, Provincial Offices, Lead Firms	As per training schedule	Throughout program	Allocated in annual work plan	Planned
8	Raise awareness	Community Radio / Village Loudspeakers	Announcements about training sessions, consultations, and partnership opportunities in remote villages	Provincial Offices	As needed	Aligned with activity schedules	Allocated in annual work plan	Planned

No.	Objective	Activity	Channel/Format	Responsible	Frequency	Timeline	Budget	Status
9	Share updates	Progress Reports (Semi-Annual)	Formal reports submitted to PEC and development partners; summary versions shared publicly	NIU	Semi-annually	Throughout program	Allocated in annual work plan	Planned
10	Share updates	Success Stories / Case Studies	Written and video profiles of lead firms and producer groups benefiting from the program	NIU, PCCIs, lead firms	Mid-term and end-of-project; as stories emerge	Throughout program	Allocated in annual work plan	Planned
11	Engage partners	Mid-Term and Final Evaluation Dissemination	Workshops to present evaluation findings and lessons learned	NIU with ES/UNOPS	Mid-term, project end	Months 30-36	Allocated in annual work plan	Planned
12	Others	Local Language Materials	Brochures, posters, and pictorial guides in Lao, Hmong, and Khmu explaining program and partnership opportunities	NIU with Social Development Specialist	At start of Phase 1 for each province	Months 1-6	Allocated in annual work plan	Planned

Annex 7: Risk management matrix

#	Risk Description	Type of risk	Risk Matrix				Risk Mitigation Target Implementation Date	Status-related Mitigation Target Implementation Date	Responsible Party	Risk Status	Comment
			Probability (Low/Med/High)	Impact (Low/Med/High)	Risk Exposure (Impact*Probability)	Mitigation Strategy					
1		Strategic risks (that affect the long-term objectives, direction or positioning of the EIF) Financial risks (related to funding, budgeting and resource management) Operational risks (that affect the day-to-day delivery of activities or outputs) External risks (factors outside the initiative's control) Reputational risks (that could harm EIF credibility or public trust)						Ahead of schedule On track Behind Schedule Pending		Open Closed Under review	
2	Shifting Government Priorities: A change in government policy or a reduction in the prioritization of trade and private sector development, potentially leading to a lack of ownership for the program's objectives, especially those related to TPSWG and local PPD structures.	Strategic risks	Medium	High	High	Strong Alignment: Ensure program objectives explicitly linked to NSEDP and Vientiane Declaration. Multi-Level Ownership: Foster ownership at central and provincial levels through engagement in PEC/PRC governance. Flexible Implementation: Design capacity building and economic analysis studies to be demand-driven and responsive to evolving government needs.	Within first 6 months	On track	NIU, MOIC	Under review	
3	Macroeconomic Instability: Currency fluctuations, high inflation, or fiscal constraints could impact project budgets, increase costs of imported goods/consultants, and undermine private sector viability and partnerships.	Financial risks	Medium	High	High	Budgeting for Contingency: Allocate contingency line in budget to absorb moderate currency fluctuations. Local Currency Management: Manage timing of fund transfers to minimize exchange rate losses per Foreign Exchange Policy. Private Sector Resilience: Incorporate financial risk assessment into support for lead firms under Component 2.	Within first 6 months	On track	NIU, MOIC	Under review	
4	Exclusion of Vulnerable Groups: Failure to effectively mainstream DEI could result in the program benefiting only "low-hanging fruit" while exacerbating inequality for women, ethnic minorities (Hmong, Khmu), and poorest households in remote northern provinces.	Social risks	Medium	High	High	Mandatory GESI Actions: Implement comprehensive GESI plan including mandated representation in PPD structures, weighting "inclusiveness" in lead firm selection, translating materials into local languages. Dedicated Specialist: Recruit independent social development specialist under NIU to coordinate and provide consultation. Targeted Outreach: Conduct disaggregated training needs assessment by sex, ethnicity, and age to identify barriers.	Within first 6 months	On track	NIU, Social Development Specialist	Under review	
5	Climate and Supply Chain Shocks: Extreme weather events (floods, droughts) affecting agricultural supply chains or disrupting raw material supply (natural dyes) for textile handicraft producers in target provinces.	External risks	Medium	Medium	Medium	Resilience in Partnerships: Include training on sustainable and eco-friendly materials and practices in capacity building modules. Diversification: Encourage product diversification to mitigate over-reliance on single material or product line. Flexible Implementation: Adjust work planning to respond to climate-related disruptions.	Within first 12 months	Planned	NIU, Lead Firms	Under review	
6	Implementation Capacity Constraints: NIU and Provincial Offices may lack capacity (staff, skills, time) to manage complex technical, fiduciary, and coordination demands, especially given existing workload and reliance on matrix structure.	Operational risks	High	High	High	Targeted Capacity Building: Deliver comprehensive capacity building program in project cycle management, inclusive of financial management, procurement, and M&E. Technical Assistance: Provide both international and national technical assistance to support NIU functions. Strengthened Coordination: Use established governance structure (PEC, PRC) to streamline decision-making and clarify roles.	Within first 6 months	On track	NIU, UNOPS	Under review	
7	Private Sector Partnership Failure: Innovative model of linking lead firms with village producer groups may fail due to mismatched expectations, lack of trust, poor product quality, or lead firm backing out.	Operational risks	Medium	High	High	Phased and Structured Approach: Adhere to four-phase process (Foundation, Partnership Structuring, Operationalization, Sustainability). Rigorous Partner Selection: Use "lead firm assessment grid" to ensure selected firms have strong social commitment and financial capacity. Facilitation and Co-Creation: Independent social development specialist to broker partnerships and facilitate "Inclusive Business Plans" with fair terms. Quality Assurance: Include quality control as core training module.	Within first 12 months	Planned	NIU, Social Development Specialist, Lead Firms	Under review	

#	Risk Description	Type of risk	Probability (Low/Med/High)	Impact (Low/Med/High)	Risk Exposure (Impact*Probability)	Mitigation Strategy	Risk Mitigation Target Implementation Date	Status-related Mitigation Target Implementation Date	Responsible Party	Risk Status	Comment
8	Fiduciary and Compliance Risks: Non-compliance with World Bank Procurement Regulations and Government of Lao PDR financial management procedures could lead to audit findings, disallowed expenditures, or reputational damage.	Financial risks	Low	High	Medium	Adherence to Procedures: Strictly follow procurement thresholds and selection methods. Dedicated Procurement Specialist: Provide hands-on support and oversight to ensure procedures correctly followed. Regular Audits: Conduct annual independent audits by qualified firm, results submitted to UNOPS and MOIC. Clear Manuals: Utilize existing Financial Management Manual and develop clear procurement manual.					

Annex 8: Value for Money Framework

No.	Value for Money Dimension (Economy/Efficiency/ Effectiveness/Equity)	Indicator	Measurement Method	Baseline	Target	Frequency	Responsible Party	Status
1	Economy	Percentage of procurement contracts awarded through competitive processes	Review of procurement documentation	0%	100%	Quarterly	NIU Procurement Specialist	On track
2	Economy	Budget variance (actual vs. planned expenditure)	Financial report analysis	N/A	<10% variance	Quarterly	NIU Finance Unit	On track
3	Economy	Unit cost per beneficiary of capacity building activities	Cost tracking against number of participants trained	N/A	Decreasing unit cost over time	Annually	NIU M&E Officer	Planned
4	Efficiency	Number of outputs delivered per USD spent	Activity tracking against budget expenditure	N/A	Increasing efficiency ratio	Quarterly	NIU M&E Officer	Planned
5	Efficiency	Time from activity approval to implementation	Activity tracking records	N/A	<30 days for approved activities	Quarterly	NIU	Planned
6	Efficiency	Percentage of program activities completed on schedule	Work plan vs. actual implementation tracking	N/A	>90%	Quarterly	NIU M&E Officer	Planned
7	Efficiency	Percentage of budget disbursed against planned timeline	Financial reports	N/A	>75% of planned disbursement	Annually	NIU Finance Unit	Planned
8	Effectiveness	Number of trade and investment regulatory bottlenecks resolved	PPD meeting minutes, LBF reports	0	15 (national and provincial)	Annually	NIU	Planned

No.	Value for Money Dimension (Economy/Efficiency/ Effectiveness/Equity)	Indicator	Measurement Method	Baseline	Target	Frequency	Responsible Party	Status
9	Effectiveness	Percentage of adopted trade/investment reforms effectively implemented	CPD and project progress reports, PAM monitoring report	Baseline to be established	>75%	Annually	NIU/PSO	Planned
10	Effectiveness	Number of investment-related regulatory bottlenecks identified through PPD	Project progress reports	0	30	Annually	NIU/PSO/POICs/PCCIs	Planned
11	Effectiveness	Number of high-level policy dialogue meetings (TPSWG) held annually	Meeting minutes, CPD and project progress reports	2	4	Annually	NIU/PSO	Planned
12	Effectiveness	Number of provinces with functioning PPD platforms	Project progress reports	0	6	Annually	NIU/PSO/POICs/PCCIs	Planned
13	Effectiveness	Number of active, functioning lead firm-producer group partnerships	Project progress reports	0	15	Annually	NIU/PSO/POIC/Lead firms	Planned
14	Effectiveness	Average annual household income increase for participating artisan households	Project progress reports, surveys	Baseline to be established	20%	Annually	NIU/PSO/POIC/Lead firms	Planned
15	Effectiveness	Number of jobs created, disaggregated by women and youth	MOUs with lead firms, project progress reports	0	200	Annually	NIU/PSO/POIC/Lead firms	Planned

No.	Value for Money Dimension (Economy/Efficiency/ Effectiveness/Equity)	Indicator	Measurement Method	Baseline	Target	Frequency	Responsible Party	Status
16	Equity	Percentage of women/youth-led businesses actively participating in PPD platforms	Project progress reports, meeting attendance sheets	Baseline to be established	>30%	Annually	NIU/PSO/POICs/PCCIs	Planned
17	Equity	Percentage of women and youth beneficiaries	Project progress reports	Baseline to be established	>50%	Annually	NIU/PSO/POIC/Lead firms	Planned
18	Equity	Number of issues raised by women-led businesses resolved	Project progress reports	0	15	Annually	NIU/PSO/POICs/PCCIs	Planned
19	Equity	Number of women-led household producers	Project progress reports	0	200	Annually	NIU/PSO/POIC/Lead firms	Planned
20	Equity	Percentage of supported producers adopting environmentally sustainable practices	Project progress reports	Baseline to be established	>30%	Annually	NIU/PSO/POIC/Lead firms	Planned

Annex 9: Prioritized Action Matrix (PAM)

Country: Lao PDR

Goal: A diversified, sustainable, and regionally competitive economy driven by innovation and inclusive private sector growth												
#	Priority action	Priority area	Source of action	Lead Institution	Expected Results/identified constraints	Indicative Budget (In Mill. USD)	Funding Secured (USD)	Source(s) of Secured Funding	Funding Gap (USD)	Status	Last Update (add the date)	Comments
	Strategic outcome I - Industry Competitiveness Advanced					3,732.00	1,485.50		2,246.50			
	Output I: General manufacturing					679.50	165.00		514.50			
1	Strengthen linkages and cooperation with regional and international partners by expanding bilateral/multilateral industrial collaboration, technology transfer, skills development, and responsible industrial development aligned with ESG principles	Strengthening industrial linkage	MOIC FYP, WB's CEM, NSEDP X, dtisu 2022	DOMI	Improved market access and expanded supply chain efficiency	2.00	-		2.00	Not started		
2	Improve the investment environment and industrial competitiveness by simplifying licensing, harmonizing incentives and standards, driving targeted FDI attraction, and enhancing transparency through integrated digital monitoring systems	Strengthening industrial linkage	MOIC FYP	DOMI, DOEM	Simplified licensing procedures and harmonized incentives	3.00	-		3.00	Not started		
3	Upgrade the production base and strengthen domestic value chains by developing industrial parks/SEZs, improving SME-large firm linkages, and enhancing logistics and connectivity to reduce transport costs	Development of strategic value chain	MOIC FYP, WB CEM	DOMI, DOSMEP	Increased investment, reduced costs and improved logistics	5.00	-		5.00	Not started		
4	Promote sustainable and environmentally friendly manufacturing by scaling clean technologies, strengthening ESG and pollution control systems, and adopting international quality and environmental standards	Promote sustainable and green manufacturing	MOIC FYP	DOMI, DOSMEP	Improved ESG compliance and competitiveness	3.00	-		3.00	Not started		
5	Advance balanced, green, and sustainable industry by implementing Green Industry Policy, strengthening circular economy capability, and expanding chemical/emissions monitoring for green factory models	Promote sustainable and green manufacturing	MOIC FYP	DOMI, DOSMEP	Improved green industry capacity and monitoring system	1.50	-		1.50	Not started		
6	Develop strategic and supporting industries by prioritizing the potash-to-fertilizer value chain, ensuring stable ESG-compliant potash mining, establishing NPK processing capacity, and enabling long-term cluster development	Development of strategic value chain	MOIC FYP	DOMI, DOPPE	Increased domestic value added and exports	600.00	100.00		500.00	Feasibility study is being carried out		Private sector investment
7	Promote regionally and locally based processing industries by strengthening agro-processing and handicraft clusters, improving rural-to-market linkages, and empowering SMEs through cluster and value-chain development	Strengthening industrial linkage	WB CEM, MOIC FYP	DOSMEP, DOMI	Improved SME competitiveness, rural market access and increased standard compliance	65.00	65.00	ADB	-	Team mobilization phase		
	Output II: Energy sector					3,014.00	1,310.50	-	1,703.50			

#	Priority action	Priority area	Source of action	Lead Institution	Expected Results/identified constraints	Indicative Budget (In Mill. USD)	Funding Secured (USD)	Source(s) of Secured Funding	Funding Gap (USD)	Status	Last Update (add the date)	Comments
1	Finalize a Comprehensive Power Sector Reform Roadmap, including the Financial Sustainability of EDL, Improved Governance and Regulation, and Modernize ESG framework.	Energy policy and regulatory reform	MOIC FYP, WB CEM	DOPPE, DOE	This will address financial sustainability of EDL, governance, regulations and ESG deficiency	3.00	3.00	ADB	-	Inception phase		Technical assistance to enhance power sector reform
2	Diversify Lao PDRs Energy Mix through Accelerating the development of Non-Hydropower Renewables	Diversify energy mix	MOIC FYP, WB CEM	DOPPE, DOE, EDL	Reduced heavy reliance on hydropower that makes Laos vulnerable to climate variability, including prolonged droughts and fluctuating water levels, directly impacting power generation.	1,000.00	500.00	Australian, France Government, ADB, PPP	500.00	Project concept finalization phase		Lao Australia Sustainable Partnership Phase II. AFD and French Government TA on Pumped Storage. Most of the investment is expected to come from private sector
3	Modernize Transmission and Distribution Infrastructure through securing funding and implementing projects to upgrade and expand the national transmission and distribution grid.	Modernize grid infrastructure	MOIC FYP, WB CEM	DOPPE, DOE, EDL	Despite being a major electricity exporter, Laos experiences regular blackouts and a net power trade deficit in certain periods, especially during the dry season. The country lacks a fully modern and robust national transmission system, hindering efficient power distribution and integration of its previously isolated grids	2,000.00	800.00	China Development Bank, EDL-T, ADB, WB, Private Developers	1,200.00	Implementation in phases		Private investment and loans from WB, ADB and possibly AIIB
4	Enhance Domestic Value Addition to support industrial development by providing incentives aimed at facilitating the establishment of mineral processing and smelting plants (steel, silicon, copper) to maximize the economic benefits from Laos's natural resources and reduce reliance on raw material exports	Energy policy and regulatory reform	MOIC FYP, WB CEM	DOPPE, DOE, EDL	Mineral processing and smelting plants (steel, silicon, copper) driven by its energy resources developed	3.00	3.00	Australian Government, ADB	-	Activity plan finalization phase		Lao Australia Sustainable Partnership Phase II. Technical assistance to enhance power sector reform
5	Adjust tariff structures to improve cost-reflectiveness with peak/off-peak, seasonal, FX and fuel indexation	Energy policy and regulatory reform	MOIC FYP, WB CEM	DOPPE, DOE, EDL	Tariffs remain below cost-recovery; current structure does not reflect system costs; subsidies are poorly targeted	1.00	1.00	Australian Government, ADB	-	Activity plan finalization phase		Lao Australia Sustainable Partnership Phase II. Technical assistance to enhance power sector reform
6	Establish a PPA standardization and approval process to reduce take-or-pay exposure	Energy policy and regulatory reform	MOIC FYP, WB CEM	DOPPE, DOE, EDL	PPAs vary widely in structure and risk allocation; inconsistent indexation and payment-security terms; fragmented approval pathways; lack of consolidated PPA oversight and cumulative fiscal visibility	1.00	1.00	Australian Government, ADB	-	Activity plan finalization phase		Lao Australia Sustainable Partnership Phase II. Technical assistance to enhance power sector reform
7	Advance EDL's transformation through organizational and financial restructuring, and capability building	Energy policy and regulatory reform	MOIC FYP, WB CEM	DOPPE, DOE, EDL	Reform efforts remain fragmented; limited programme-management capacity; weak cross-department coordination	3.00	1.00	ADB	2.00	Activity plan finalization phase		Technical assistance to enhance power sector reform
8	Establish a national mandate requiring all export generations to connect through the EDL network to prioritize domestic dispatch	Energy policy and regulatory reform	MOIC FYP	DOPPE, DOE, EDL	Project-based exports limit EDL visibility and dispatch control; bilateral contracts bypass commercial oversight; regulatory responsibilities spread across agencies; divided EDL-Gen /EDL-T / EDL roles weaken system-wide coordination	1.00	-		1.00	Not started		

#	Priority action	Priority area	Source of action	Lead Institution	Expected Results/identified constraints	Indicative Budget (In Mill. USD)	Funding Secured (USD)	Source(s) of Secured Funding	Funding Gap (USD)	Status	Last Update (add the date)	Comments
9	Develop a national asset-management framework to optimize utilization of post-BOT assets	Energy policy and regulatory reform	MOIC FYP	DOPPE, DOE, EDL	Post-BOT assets lack unified governance; no standardized evaluation criteria; limited ability to optimize assets collectively	1.00	0.50	EU	0.50	Not started		
10	Introduce CPPAs for large industrial users with 3rd-party grid access and transparent wheeling charges	Energy policy and regulatory reform	MOIC FYP	DOPPE, DOE, EDL	Single-buyer model concentrates liquidity and FX risks in EDL; industrial users lack procurement alternatives; no established rules for wheeling, forecasting discipline or payment security; uncertainty for developers	0.50	0.50	IFC	-	Activity plan finalization phase		Lao Enabling Private Investment Project
11	Separate market policy, operator and regulatory functions to strengthen governance and transparency	Energy policy and regulatory reform	MOIC FYP	DOPPE, DOE, EDL	Overlapping mandates across institutions cause inconsistent approvals, unclear accountability and limited regulatory independence; weak monitoring and tariff-review capacity further undermine governance	0.50	0.50	Australian Government	-	Project concept finalization phase		Lao Australia Sustainable Partnership Phase II. Technical assistance to enhance power sector reform
Output III: Mining sector						38.50	10.00	-	28.50			
1	Complete nationwide geological mapping	Geological mapping and data management	MOIC FYP	DOGM	Limited domestic funding; high cost of technical mapping; dependence on foreign expertise.	20.00	10.00	China	10.00	Completed the first phase		Technical Assistance (TA) from China
2	Strengthen mining governance and law enforcement, starting with prioritized minerals (bauxite, potash, gold/copper, rare earths)	Mining sector policy and regulatory reform	MOIC FYP, WB CEM	DOGM, DSM	Fragmented and inconsistent licensing processes; unclear investor requirements; blanket moratorium limiting responsible investment; weak enforcement and monitoring capacity	3.00			3.00	Not started		
3	Enhance environmental and social impact management by enforcing rigorous ESI requirements, deploying ESG sandbox mechanisms for priority minerals, conducting strategic environmental assessments for mining corridors, addressing capacity gaps in oversight agencies, implementing tailored governance solutions, and advancing rare earths through anchor partnerships and controlled pilot mining to ensure responsible, lower-risk development.	Mining sector policy and regulatory reform	MOIC FYP, WB CEM	DOGM, DSM, MAE	Weak ESI enforcement; limited technical capacity in environmental oversight; lack of ESG-aligned operational models; early-stage rare earth development with high technical uncertainty.	3.00	-		3.00	Not started		
4	Improve data management and transparency by establishing centralized databases for production, financial obligations, and concession management, and creating an online minerals database that consolidates and digitizes geological information to support informed decision-making, reduce overlaps, and enhance investor confidence	Geological mapping and data management	MOIC FYP, WB CEM	DOGM, DEM	Limited digital infrastructure; outdated or inaccessible geological records; lack of standardized reporting; weak data-sharing between central and provincial offices; low transparency reducing investor trust	5.00	-		5.00	Not started		

#	Priority action	Priority area	Source of action	Lead Institution	Expected Results/identified constraints	Indicative Budget (In Mill. USD)	Funding Secured (USD)	Source(s) of Secured Funding	Funding Gap (USD)	Status	Last Update (add the date)	Comments
5	Review and optimize concession agreements by establishing transparent procedures for awarding new concessions, standardizing fiscal terms, introducing Mining Stability Agreements for strategic projects, and strengthening MOIC staff capacity to effectively monitor compliance and enforce obligations across the sector	Mining sector policy and regulatory reform	MOIC FYP, WB CEM	DOGM, DEM, CIPM	Investor uncertainty due to changing policies; lack of long-term fiscal clarity; fragmented training and capacity-building mechanisms.	2.50	-		2.50	Not started		
6	Promote downstream processing and value addition through integrated mineral clusters by facilitating government-backed offtake frameworks for key minerals, establishing SEZs/industrial parks dedicated to potash-to-fertilizer and bauxite-to-alumina value chains, and developing regional logistics corridors to improve access to critical inputs and export markets.	Promoting value addition	MOIC FYP, WB CEM	DOGM, DEM, DOMI, CIPM	Limited domestic processing capacity and coordination between upstream mining and downstream industries; insufficient offtake certainty for investors; gaps in SEZ readiness; dependency on imported industrial inputs (e.g., caustic soda for alumina, N, P chemicals for fertilizer); limited cross-border trade facilitation	5.00	-		5.00	Not started		Over billion USD private investment is required
Strategic outcome II - Trade Increased and Market Access Improved						29.80	14.00	-	15.80	-		
Output I: Trade Policy						14.80	8.00	-	6.80			
1	Simplify tariff and customs procedures by eliminating nuisance tariffs, rationalizing tariff schedules, and expanding digital customs and single-window platforms to automate documentation, improve transparency, and reduce clearance times	Trade facilitation	MOIC FYP, DTISU 2022	DFT, NTTFC, MOF	Complex tariff structure; manual processes; unpredictable clearance.	0.50	0.50	Australian Governemnt/WB	-	Preparation phase		Phase II of the Lao PDR Competitiveness and Trade Project (LCTP)
2	Streamline non-tariff measures (NTMs) by reviewing and reducing redundant or restrictive requirements—especially for environmental goods and industrial inputs—and strengthening inter-agency harmonization of NTMs	Trade facilitation	MOIC FYP, NTTF Action Plan, DTISU 2022	DFT, Line ministries, NTTFC	Overlapping approvals; inconsistent NTMs; high compliance burden.	0.80	0.50	Australian Governemnt/WB/ADB	0.30	Preparation phase		Phase II of the Lao PDR Competitiveness and Trade Project (LCTP) and Operationalizing Trade Reforms and Strengthening Trade Climate Linkages
3	Enhance trade facilitation and border efficiency by simplifying permit requirements, improving coordination at key checkpoints, and introducing joint inspections and digital cargo-tracking systems to reduce delays.	Trade facilitation	MOIC FYP, NTTF Action Plan, DTISU 2023	DFT, Line ministries, NTTFC	Multiple permits; fragmented border management; long delays	0.50	0.50	Australian Governemnt/WB	-	Preparation phase		Phase II of the Lao PDR Competitiveness and Trade Project (LCTP)
4	Advance digital trade tools and services by promoting e-certificates of origin, e-invoicing, and e-payment systems; strengthening readiness for logistics/ICT services; and establishing clear governance of the Lao Trade Portal for improved utilization	Trade facilitation	MOIC FYP, NTTF Action Plan, DTISU 2024	DFT, Line ministries, NTTFC	Low digital adoption; unclear portal governance; weak services-trade readiness.	2.00	1.00	Australian Governemnt/WB	1.00	Preparation phase		Phase II of the Lao PDR Competitiveness and Trade Project (LCTP)

#	Priority action	Priority area	Source of action	Lead Institution	Expected Results/identified constraints	Indicative Budget (In Mill. USD)	Funding Secured (USD)	Source(s) of Secured Funding	Funding Gap (USD)	Status	Last Update (add the date)	Comments
5	Deepen regional integration by negotiating regional and bilateral trade frameworks with Thailand, Vietnam, China, and ASEAN—including harmonizing standards, certification systems, and customs documentation—to facilitate trade in fertilizers, minerals, and other priority products	Regional integration	MOIC FYP, DTISU 2022	DFT, DNC, DSM,	Lack of product-specific agreements; divergent standards; limited accredited labs	2.00	2.00	EU	-	Preparation phase		LEAP Building Opportunity for Sustainable Trade (BOOST). Uk asean Economic Partnership
6	Strengthen cross-border logistics and connectivity by securing trade corridor MOUs, enhancing multimodal transport links, and developing bonded/specialized logistics zones near major SEZs to reduce transport time and costs	Regional integration	MOIC FYP	DFT, NTTFC, MPWT	High logistics costs; weak corridor integration; no bonded logistics capacity	2.00	2.00	World Bank	-	Implementation phase		Southeast Asia Regional Economic Corridor and Connectivity Project
7	Enable priority industrial value chains by facilitating import of essential industrial inputs (nitrogen, phosphate, catalysts, reagents) and aligning trade facilitation with SEZ and industrial park development to ensure integrated customs and logistics services	Trade facilitation	MOIC FYP	DFT, DOGM, DOMI, NTTFC, MPWT, CIPM	Delays importing critical inputs; weak SEZ—customs coordination	1.00	-		1.00	Not started		
8	Ensure regulatory coherence and transparency by requiring Regulatory Impact Assessments (RIAs) for all trade-related regulations and publishing all updates on the Lao Trade Portal for real-time public access	Trade facilitation	MOIC FYP, DTISU 2022	DFT, DPPE, NTTFC	Weak transparency; inconsistent regulatory drafting; limited consultation	1.00	1.00		-	Not started		
9	Enforce competition and consumer protection by operationalizing mechanisms for the Business Competition Law and Consumer Protection Law to promote fair markets, prevent anti-competitive behavior, and safeguard consumer rights	Competition and consumer protection	MOIC FYP	DOIT, DEM	Weak enforcement capacity; unclear mechanisms; low awareness.	5.00	0.50	UK Government	4.50	Implementation phase		UK-ASEAN economic integration partnership
Output II: National Quality Infrastructure						5.00	1.00		4.00			
1	Promote gradual shift to a more demand-driven, sustainable, and integrated NQI that effectively supports Lao trade competitiveness, industrial development, and consumer safety through: Establishment of a formal, high-level NQI Council chaired by the MOST or MOIC with members from key ministries, to develop a unified national policy on quality. 1) Establishment of a formal, high-level NQI Council chaired by the MOST or MOIC with members from key ministries, to develop a unified national policy on quality.	NQI	MOIC FYP	DSM (MOIC), Line Ministries, DOA (MAE)	Limited adoption and implementation of international standards set by organizations like the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC) and low capacity of local institutions.	5.00	1.00	EU, ADB	4.00	Preparation phase		LEAP Building Opportunity for Sustainable Trade (BOOST). Sustainable agrifood systems sector project

#	Priority action	Priority area	Source of action	Lead Institution	Expected Results/identified constraints	Indicative Budget (In Mill. USD)	Funding Secured (USD)	Source(s) of Secured Funding	Funding Gap (USD)	Status	Last Update (add the date)	Comments
	2) Encourage investment in private laboratories to upgrade critical testing equipment.											
	3) Actively participate in ASEAN sectoral working groups to ensure Lao standards and technical regulations are aligned, minimizing trade barriers. Focus on key ASEAN Mutual Recognition Arrangements (MRAs) and increase conformity assessment and assist businesses to improve quality and compliance with both technical regulations and private standards for a wider range of goods to be exported to fast growing regional markets and to the OECD, especially for agricultural products											
	Output III: Intellectual Property					10.00	5.00		5.00			
	Promote IP as a strategic tool to leverage Laos unique strengths through the following activities:	IPR	MOIC FYP, IP Strategy	DIP	Lao PDR stands at a critical juncture in its economic development. While rich in cultural heritage and biological resources, its intellectual property (IP) system is still nascent. Effectively harnessing IP can be a powerful tool for economic diversification, cultural preservation, and attracting foreign investment. However, this potential is constrained by significant institutional, infrastructural, and awareness-related challenges.	10.00	5.00	Korea, EU, WIPO	5.00	Impleemntation phase		LEAP Building Opportunity for Sustainable Trade (BOOST), WIPO and KOICA Support
	1) MOIC will Launch a National Awareness Campaign using simple language and local media to educate businesses, farmers, and artists about the practical benefits of trademarks, GIs, and copyright.											
	2) Support a few high-potential products (like coffee and silk) to achieve GI status. This has the potential to create success stories that will demonstrate the tangible value of IP.											
	3) Deepen collaboration with ASEAN neighbors, particularly Thailand and Vietnam, to share best practices, streamline cross-border enforcement, and tackle transnational IP crime.											
	4) Create a legal framework for the protection of traditional knowledge that is accessible to local communities and ensures equitable benefit-sharing.											
	5) Invest in a user-friendly e-filing IP platform and digital databases to increase transparency and accessibility.											
	Strategic outcome III - Private Sector and Enterprise Development Promoted					292.60	180.50		112.10			
	Output I: Business environment					42.90	37.50	-	5.40			

#	Priority action	Priority area	Source of action	Lead Institution	Expected Results/identified constraints	Indicative Budget (In Mill. USD)	Funding Secured (USD)	Source(s) of Secured Funding	Funding Gap (USD)	Status	Last Update (add the date)	Comments
1	Deepening business entry reforms, including the sustainable use of the Electronic Business Registration System (EBRS), increasing efficiency and improving geographical coverage, especially in provinces, districts, and special economic zones (SEZs) and establishing a risk-based business licensing framework through a business informational portal to reduce regulatory burdens on business licensing and lower costs in searching for investment and trade opportunities	Business entry reform	MOIC FYP, DTISU 2022	DEM, Line ministries	Multiple processes, duplicative information requirements across multiple agencies. Lack of clarity on documentary requirements and lack of digitalization	1.00	1.00	Australian Government	-	Preparation stage		Phase II of the Lao PDR Competitiveness and Trade Project (LCTP)
2	Establish a risk-based licensing framework through an online business information portal to reduce the regulatory burden on business licensing and lower the costs in searching for investment and trade opportunities	Business entry reform	MOIC FYP, DTISU 2023	DEM, Line Ministries	Current licensing regimes are administered by sector level regulations with limited coordination between agencies and risk-based approaches are not used across agencies	5.00	0.50	Australian government	4.50	Preparation stage		Phase II of the Lao PDR Competitiveness and Trade Project (LCTP)
3	Improve Capacity of Business Membership Organizations (BMOs) through review of existing regulations governing LNCCI and Foreign Chamber of Commerce, and Industry Associations	Access to finance, labor, market, and information	MOIC FYP, DTISU 2024	PSO/MOIC, LNCCI, PCCI	Foreigners are restricted from representing their firms/organizations in Business Associations and cumbersome procedures for establishing industry associations	0.20	0.20	MOIC	-	Implementation phase		MOIC and LNCCI resource
4	Review investment incentives instruments to ensure alignment with GOL investment goals (i.e., increasing diversification and greater linkages within the economy)	Investment policy	MOIC FYP, DTISU 2025	PSO/MOIC, CIPM	Dependence on Tax Holidays and tax/duty exemptions is problematic	0.30	0.30	IFC/WBG	-	Implementation phase		IFC TA
5	Join the International Centre for the Settlement of Investment Disputes (ICSID)	Investment policy	MOIC FYP, DTISU 2026	MOJ/MOIC/LNCCI	Slow and uncertain legal process	0.20	-		0.20	Not started		
6	Eliminate entry restrictions for key service sectors (logistics, transport) to promote competition and efficiency	Business entry reform	MOIC FYP, DTISU 2027	MOPW, MOIC	Limited range of support services available, adversely impacts aggregate competitiveness	0.50	-		0.50	Not started		
7	Provide information and technical advice to support businesses to satisfy core labor, environmental and governance regulations and standards to comply with emerging social and environmental requirements in major foreign markets (e.g., EUDR, CSDDD)	Access to finance, labor, market, and information	MOIC FYP, DTISU 2028	DOSMEP, BMOs	Low level of awareness among SMEs about the new EU social and environmental requirements	1.50	1.50	EU	-	Preparation stage		LEAP Building Opportunity for Sustainable Trade (BOOST)
8	Coordinate with the Ministry of Education and Sports and the MOLSW to increase investment in upskilling and reskilling curriculum to match the skill needs in Laos' growing sectors. Actively engage the private sector in designing and delivering skills development to align with industry demand	Access to finance, labor, market, and information	MOIC FYP, DTISU 2029	MOMI, DOSMEP, MOES, MOLSW	Country is experiencing a severe labor shortage driven primarily by low wages, high inflation, and the weakening Lao kip, which have compelled many workers to seek better opportunities abroad in countries like Thailand, South Korea, and Japan and demand and supply mismatch is a serious issue	30.00	30.00	ADB, WB, SDC, Japan	-	Ongoing		Grant and concessional Loans from major development partners

#	Priority action	Priority area	Source of action	Lead Institution	Expected Results/identified constraints	Indicative Budget (In Mill. USD)	Funding Secured (USD)	Source(s) of Secured Funding	Funding Gap (USD)	Status	Last Update (add the date)	Comments
9	Coordinate with the Ministry of Labor and Social Welfare (MOLSW) to gradually adjust the minimum wage to reduce differentials with neighboring economies and to create incentives for subsistence workers to enter the Lao labor market	Access to finance, labor, market, and information	MOIC FYP, DTISU 2030	MOLSW, MOMI	Amid rising cost of living in Laos, exacerbated by macroeconomic weaknesses, it is essential to gradually adjust the minimum wages to create incentives for subsistence workers to remain in the domestic labor market and improve their standard of living	0.20	-		0.20	Not started		
10	Coordinate with MOLSW to invest in a labor market information system to provide relevant and timely labor market statistics, including monitoring skill levels	Access to finance, labor, market, and information	MOIC FYP, DTISU 2031	MOLSW, MOMI, LNCCI	A lack of efficient market information on labor demand and supply can indeed worsen labor shortages because it hinders the ability of employers and workers to make informed decisions, leading to mismatches in skills, location, and quantity of jobs and workers available	2.00	2.00	ADB, WB	-	Implementation phase		ADB, WB
11	Increase Communication and Outreach, strengthen availability of business and trade policies and regulations through regular update of information on the Lao Trade Portal, Business Operating Licensing Portal and other information portals	Access to finance, labor, market, and information	MOIC FYP, DTISU 2032	PSO, DOEM, DOFT, DOSMEP, line ministries	Limited awareness of business and trade policies across the private sector and with provincial and district level implementing agencies	2.00	2.00	Australian Government, EU, LASEP	-	Ongoing		Phase II of the Lao PDR Competitiveness and Trade Project (LCTP, LEAP Building Opportunity for Sustainable Trade (BOOST))
Output II: MSME Competitiveness						247.00	140.50	-	106.50			
1	Enable MSME formalization by streamlining enterprise registration processes to reduce administrative burdens and processing time and introducing clear incentive policies and benefits that encourage MSMEs to register properly and gain access to finance, markets, and government support programs	MSME formalization	MOIC FYP, MSME Development Plan	DOEM, DOSMEP	Complex registration procedures; insufficient incentives for MSMEs to formalize; limited awareness of benefits associated with formal registration	2.00	-		2.00	Not started		
2	Expand affordable MSME loan access by streamlining lending procedures, reducing borrowing costs, strengthening financial institutions through accelerating operations of newly established Lao Credit Guarantee Company	MSME - Access to finance, labor, market, and information	MOIC FYP, MSME Development Plan	DOSMEP	High borrowing costs and complex loan procedures; stringent collateral requirements and burdensome documentation discourage MSMEs; no MSME Development Bank limits accessibility; producer groups lack tailored financial products	50.00	5.00	GoL	45.00	Preparation stage		SME Development Fund plans to allocate initial registered capital to LCG Company
3	Diversify MSME financing by developing varied investment mechanisms such as venture capital, investment companies, and angel funds, expanding value-chain financing through commercial banks and modern retailers, and designing specialized financial products to support all types of demand	MSME - Access to finance, labor, market, and information	MOIC FYP, MSME Development Plan	DOSMEP, BOL	Lack of venture and angel investment vehicles; limited value-chain financing options for small producers; no specialized financial products for green MSME promotions; financing instruments do not match MSME growth stages or risk profiles	150.00	120.00	SME Development Fund, LAF Fund, ADB	30.00	Ongoing		

#	Priority action	Priority area	Source of action	Lead Institution	Expected Results/identified constraints	Indicative Budget (In Mill. USD)	Funding Secured (USD)	Source(s) of Secured Funding	Funding Gap (USD)	Status	Last Update (add the date)	Comments
4	Improve public and private financial institutions by upgrading the Credit Information Bureau to strengthen credit assessments, operationalizing the Credit Guarantee Company through capital and adequate staffing, and enhancing lending effectiveness through regular training programs for credit officers	MSME - Access to finance, labor, market, and information	MOIC FYP, MSME Development Plan	Lao Credit Information Company, DOSMEP	Limited availability of reliable credit data; the credit guarantee mechanism is not yet operational due to insufficient capital and staffing; credit officers lack consistent training	1.50	-		1.50	Not started		
5	Accelerate FinTech usage in MSME lending by expanding digital financial solutions, supporting technology upgrades through co-funding mechanisms, and enabling broader adoption of digital platforms to strengthen efficiency across the lending ecosystem	MSME - Access to finance, labor, market, and information	MOIC FYP, MSME Development Plan	DOSMEP, BOL, MOF, MTC	Low adoption of digital financial tools among MSMEs; fragmented digital infrastructure constrains efficient MSME lending	2.00	-		2.00	Not started		
6	Foster startup and entrepreneur ecosystem by establishing innovation centers to support idea-to-market development, organizing business plan competitions and promoting co-working spaces, Startup Weekends, and networking events to strengthen collaboration among entrepreneurs and investors	MSME-Capacity building	MOIC FYP, MSME Development Plan	DOSMEP, LNCCI, other BMOs	Weak connectivity between entrepreneurs, mentors, and investors; lack of structured programs that provide financial and technical backing for startup growth; insufficient facilities for innovation, incubation, and product development	10.00	5.00	KOICA	5.00	Ongoing		
7	Strengthen MSME productivity by implementing the National Productivity Master Plan, MSME Development Plan and deepening collaboration with the Asian Productivity Organization and other regional and international SME development institutions to align programs with regional standards and promote nationwide productivity awareness	MSME-Capacity building	MOIC FYP, MSME Development Plan	DOSMEP, DOMI	Weak institutional capacity for coordinating initiatives; insufficient and unstable funding	5.00	0.50	WB	4.50	Ongoing		
8	Enhance MSME capabilities by recruiting more business and technical specialists, promoting private-sector participation in coaching and mentorship, and training programs on digitalization, financial literacy, and entrepreneurship	MSME-Capacity building	MOIC FYP, MSME Development Plan	DOSMEP, LNCCI, other BMOs	Shortage of qualified specialists; limited engagement from experienced private-sector practitioners; weak MSME management capacity and financial literacy; insufficient access to structured training programs on digital and entrepreneurial skills	6.00	-		6.00	Not started		
9	Foster MSME innovation and productivity excellence by establishing recognition systems that highlight outstanding performance and encourage development	Capacity building	MOIC FYP, MSME Development Plan	DOSMEP, LNCCI, other BMOs	Limited incentives for MSMEs to innovate; absence of formal mechanisms that acknowledge technological advancement and sustainable practices; low visibility of exemplary MSME performance that could inspire broader productivity improvements	0.50	-		0.50	Not started		

#	Priority action	Priority area	Source of action	Lead Institution	Expected Results/identified constraints	Indicative Budget (In Mill. USD)	Funding Secured (USD)	Source(s) of Secured Funding	Funding Gap (USD)	Status	Last Update (add the date)	Comments
10	Expand MSME market access by strengthening partnerships with modern retail and trading channels, increasing MSME participation in public procurement, enabling export opportunities through linkages with large enterprises and foreign investors to integrate MSMEs into domestic, regional, and global value chains, and prioritizing high-potential products and sectors for targeted international market development	MSME - Access to finance, labor, market, and information	MOIC FYP, MSME Development Plan	DOSMEP, MOF, LNCCI, other BMOs	Limited access to modern distribution channels; insufficient linkages between MSMEs, startups and entrepreneurs and large enterprises or foreign investors; lack of financing and institutional support for exports; few structured platforms for buyer-seller matching; lack of clear prioritization of high-potential products for export expansion	5.00	3.00	EU	2.00	Preparation stage		
11	Optimize MSME value-chain integration by promoting cluster formation and collaborative networks and conducting value-chain analyses to identify and resolve bottlenecks across production, supply, and distribution stages to enhance efficiency, competitiveness, and market access	MSME-Capacity building	MOIC FYP, MSME Development Plan	DOSMEP, DOMI, LNCCI, other BMOs	Weak MSME linkages within value chains; insufficient analytical capacity to diagnose systemic value-chain constraints	10.00	5.00	ADB	5.00	Ongoing		
12	Raise MSME product quality by promoting ODOP and Geographical Indications to strengthen market visibility and provide technical and financial support for MSMEs to obtain required standards, quality marks, SPS certifications, and food safety approvals such as GMP and HACCP to meet domestic and international market requirements	MSME-Capacity building	MOIC FYP, MSME Development Plan	DOSMEP, DSM, DIP, LNCCI, other BMOs	Low adoption of product standards and certifications; insufficient technical and financial capacity for MSMEs to obtain international quality and safety requirements.	5.00	2.00	EU	3.00	Preparation stage		
Output III: SOE Reform						2.70	2.50		0.20			
1	Classifying SOEs: Complete the identification of strategic and non-strategic SOEs based on clearly defined criteria. These criteria must include the entity's capacity to generate sustainable revenue and profit growth, and its importance to national security or critical public service provision	SOE Reform	MOIC FYP	PSO, DOE, DOIT	Improving the coverage, quality and efficiency of services provided by EDL, LSFC	1.00	1.00	WB, ADB TA	-	Ongoing		
2	Withdrawing from non-strategic SOEs: The GOL plans to divest non-strategic SOEs as early as is realistic. While attempting to restructure before a sale is often seen as a prerequisite, it may not be financially rational; therefore, all methods, including outright sale or liquidation, will be evaluated based on the expected financial return	SOE Reform	MOIC FYP	PSO, DOE, DOIT	Improving the coverage, quality and efficiency of services provided by EDL, LSFC	0.50	0.50	WB, ADB TA	-	Ongoing		
3	Corporatizing Strategic SOEs: For those SOEs classified as strategic (i.e., those to be kept under state control, such as EDL and the Lao State Fuel Company (LSFC)), they should be formally transformed into state companies in full compliance with the Enterprise Law	SOE Reform	MOIC FYP	PSO, DOE, DOIT	Improving the coverage, quality and efficiency of services provided by EDL, LSFC	1.00	1.00	WB, ADB TA	-	Ongoing		

#	Priority action	Priority area	Source of action	Lead Institution	Expected Results/identified constraints	Indicative Budget (In Mill. USD)	Funding Secured (USD)	Source(s) of Secured Funding	Funding Gap (USD)	Status	Last Update (add the date)	Comments
4	Clarify purpose and mandate of Lao Mineral Development Enterprise to be a commercially disciplined SOE, mobilize strategic investment and partnerships, lead upstream-to-downstream integration and build national capacity and technical expertise	SOE Reform	MOIC FYP	PSO, DOGM	Unlock the country's mineral potential by bridging public and private sectors to navigate regulatory processes and accelerate credible project development	0.20	-		0.20			
	Total:					4,054.40	1,680.00	-	2,374.40	0		

Public finance (PIP, SME DF, CF)	74.40	3.4%
Official development assistance	100.00	4.2%
Private finance	2,200.00	92.7%
	2,374.40	100%

Annex 10: Trade and investment mapping matrix

Mapping of ongoing and planned initiatives FOR 2026-2030

Country: Lao PDR

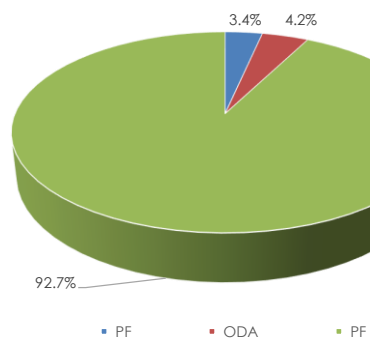
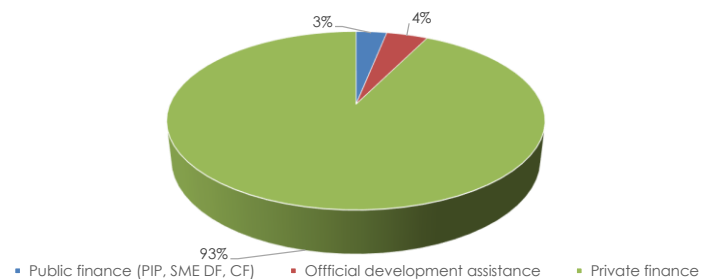
#	Title of the Initiative (Project/Programme)	Scope or Coverage	Priority Area 1	Priority Area 2	Lead Implementing Entity	Sub- Implementing Entities	NIU/PSO Involvement	Timeline	Main Objectives or Expected Results	Budget (USD) in Mill.	Funding Source(s)	Status	Key Achievements to Date	Contact Person (Email address, Tel. #)	Website	Last Update (add the date)
Strategic outcome I - Industry Competitiveness Advanced																
1	Laos-Australia Sustainable Energy Partnership (LASEP)	Regional	Energy sector policy and regulatory reform	Diversify energy mix	P4I, DOPPE, DOE, EDL		Involved in project coordination	May 2023-Jun. 2026	Support a more sustainable, reliable and profitable energy sector in Laos, including the clean energy transition	3.3	Australian Government	Ongoing – currently being implemented.	Built capacity on energy system planning and grid integration of variable renewable energy, developed concept for an energy regulatory. Delivered TA on solar power development, and assessed potential for green hydrogen ammonia value chain and TA to revision of Electricity Law			Jan. 2026
2	The New Zealand-Laos Renewable Energy Facility(NZ Facility)	National	Energy sector policy and regulatory reform	Diversify energy mix	Contracted facility manager, DOPPE, DOE, EDL		Involved in project coordination	2022-2026	Strengthen the power system planning and operational capability of the National Control Centre (NCC) and the System Planning Division (SPD) within EDL	7.1	New Zealand Government	Ongoing – currently being implemented.	Development of renewable energy strategy, energy efficiency policy and roadmaps, and technical standards and user guides, completed dam safety reviews for 35 small dams and 30 geologist and hydrologist reviews for 30 large dams, 6 emergency action plans, preparation of new grid emission factors, and supported assessment of options for ownership and operation options for hydropower plant (HPP) assets: Houay Ho, Nam Theun2, and Super Holding.			Jan. 2026
3	Dam Safety Technical and Institutional Assistance in Lao PDR	National	Energy sector policy and regulatory reform		Helvitas, DOE, DOEM, DOPPE		Involved in project coordination	2021-2026	Enhance dam safety regulations, technical standards, and institutional capacities. It aims to strengthen safety for over 100 dams to protect downstream communities and infrastructure.	6	Swiss Government	Ongoing – currently being implemented.	Supported the implementation of the 2022 Dam Safety Law, launched the first-ever dam engineering course at the National University of Laos in February 2025 to build local expertise, operationalized the Lao Dam Management System (LDMS) and established the Lao Association on Dams (LAD), enhanced safety for downstream communities by strengthening emergency plans and inspection protocols, and facilitated the inclusion of Lao PDR as a full member of the International Commission on Large Dams (ICOLD) in 2020.			Jan. 2026
4	Power distribution improvement project	National	Modernize grid infrastructure	Energy sector policy and regulatory reform	EDL		Involved in project coordination	2023-2028	Strengthen the capacity and efficiency of the distribution system in the Project Areas and improve EDL's financial management capacity; and in case of an Eligible Crisis or Emergency, respond promptly and effectively to it	51	WB	Ongoing – currently being implemented.	Implementation of the projects' activities remains slow due to difficulties in managing the Owner Engineer contract such as failure by the consultant to mobilize key technical expertsrequired under the contract. The overall project disbursement rate remainslow only at eight (8) percent as of the date of the mission.			Jan. 2026
5	Power Sector Enhancement for Fiscal Sustainability	National	Energy sector policy and regulatory reform	Diversify energy mix	DOE, DOEM, DOPPE		Involved in project coordination	2025-2028	The TA aims to support the implementation of governance and policy reform actions for creating sustainable and reliable clean electricity supply	3.2	ADB	Ongoing – currently being implemented.	Inception phase			Jan. 2026
6	Pumped Storage Hydro Power – PSHP TA	National	Diversify energy mix		DOE, DOEM, DOPPE		Involved in project coordination	2026-2029	Share good practice in promoting and regulating pumped storage hydro power focusing on establishing favourable legal and regulatory framework	0.29	AFD	Ongoing – currently being implemented.	Inception phase			Jan. 2026
7	Laos-Australia Sustainable Energy Partnership (LASEP II)	National	Energy sector policy and regulatory reform	Diversify energy mix	NIU/PSO	DOE, DOPPE, EDL	Involved in design and coordination	2026-2030	improve the policy and regulatory environment, enhancing energy system planning, renewable energy investment in the Lao domestic market and improving the enabling environment for inclusion and equity in the energy sector	4.9	Australian Government	Pipeline – proposed or under preparation, not yet approved.				Jan. 2026
Strategic outcome II - Trade Increased and Market Access Improved																
1	Lao Competitiveness and Trade Project -LCTP II	National	Trade facilitation	Business entry reform	NIU/PSO	DOFT, DEM, LNCCI	Involved in design, implementation and coordination	2026-2029	Improve the efficiency of Lao PDR's regulatory environment for business entry and trade facilitation through digitalization of procedures	4.9	Australian Government	Pipeline – proposed or under preparation, not yet approved.	Preparation phase			Jan. 2026
2	LEAP Inclusive Market and Private Sector Transformation (IMPACT)	National								4.1						

#	Title of the Initiative (Project/Programme)	Scope or Coverage	Priority Area 1	Priority Area 2	Lead Implementing Entity	Sub- Implementing Entities	NIU/PSO Involvement	Timeline	Main Objectives or Expected Results	Budget (USD) in Mill.	Funding Source(s)	Status	Key Achievements to Date	Contact Person (Email address, Tel. #)	Website	Last Update (add the date)
3	LEAP Building Opportunity for Sustainable Trade (BOOST)	National	Regional integration	Access to finance, labor, market, and information	NIU/PSO	DOFT, DTN, DSM, DOIP, LNCCI, EU Chamber	Involved in design, implementation and coordination	2026-2030	Increase export and investment opportunities through strengthening public-private sector coordination, raising capacity in meeting EU standards and regulations and supporting the implementation of international commitments (ASEAN and EU)	6.9	EU	Pipeline – proposed or under preparation, not yet approved.	Preparation phase			Jan. 2026
4	Operationalizing Trade Reforms and Strengthening Trade Climate Linkages	Regional	Development policy/strategy		PSO, DOPPE		Involved in design and coordination	2025-2026	Support development of MOIC Trade and Industry Development Five Year Plan 2026-2030 and streamlining NTMs for environmental goods	0.2	ADB	Ongoing – currently being implemented.	Three drafts of MOIC FYP were developed			Jan. 2026
Strategic outcome III -Private Sector and Enterprise Development Promoted																
1	MSME Access to Finance Emergency Support and Recovery	National	MSME - Access to finance, labor, market, and information	Capacity building	DOSMEP	BOL and PFIs	Involved in project coordination	01/2021-05/2026	Enhance access to finance for MSMEs in the context of the COVID-19 emergency and recovery	40	IDA credit	Ongoing – currently being implemented.	Two out of three PDO indicators are on track or exceeding targets. The volume of sub-loans to MSMEs has reached 71% of the target, and 99% of MSMEs supported have survived the COVID-19 crisis, surpassing the target. The third PDO indicator, MSMEs benefitting from TA and obtaining credit—is below target but expected to improve with upcoming training.			Jan-26
2	Human resource development for innovative digital startup and MSMEs		MSME-Capacity building		KOICA, DOSMEP and IIE		Involved in design and coordination	12/2022-12/2026	Establish startup and MSME Innovation Center	5	Korean Government	Ongoing – currently being implemented.	Completion of revisions to the project implementation arrangements and action plan; remodeling design and required equipment			Jan. 2026
3	Enhancing business opportunities for Lao SMEs in China	National	MSME-Capacity building		ITC and DOSMEP		Involved in design and coordination	06/2024-05/2026	Enhance export competitiveness of agro and manufacturing products in Chinese market	0.79	SDG Fund	Ongoing – currently being implemented.	Supported 150 SMEs to participate at various trade fairs in China, and 4 SMEs to open online shops with Alibaba platform			Jan. 2026
4	Enhance green economy through quality , climate resilient and inclusive value chain	National	MSME-Capacity building		NIU, DOSMEP		Involved in design and implementation	2025 - 2028	Improve governance of the coffee and teas sectors and recognition of emerging quality labels	0.225	AFD	Ongoing – currently being implemented.	Development of proposal to join ICO			Jan. 2027
5	Sustainable agrifood systems sector project	National	Strengthening industrial linkage	MSME - Access to finance, labor, market, and information	DOSMEP, BOL	Banks and MFIs	Involved in project coordination	2025-2030	Improve MSME and smallholder access to finance, productivity, nutrition, and food safety for inclusive growth and exports	63	ADB	Ongoing – currently being implemented.	Team mobilization stage			Jan. 2026
6	Capacity building of Apex Financial Institutions, Participating Financial Institutions, and strengthening Agriculture Sector Financial Services	National	MSME - Access to finance, labor, market, and information		DOSMEP, BOL		Involved in project coordination	2025-2028	Strengthen the capacity of LAFF and the MSMEPF as apex financial institutions and provide support to their PFIs with the aim of improving financial inclusion	3.2	ADB	Ongoing – currently being implemented.	Team mobilization stage			Jan. 2026
7	Developing sustainable coffee export strategies and traceability for a green, sustainable, and inclusive economy in Asia	National	MSME - Access to finance, labor, market, and information		Korean Science Academy, DSM		Involved in project coordination	2023-2027	Establish the testing and measurement system and laboratory and offer policy consultation	2.5	Korean Government	Ongoing – currently being implemented.	Master plan is being developed			Jan. 2026
8	The Lasting Laos Project (SUSTOUR 2)	National	MSME - Access to finance, labor, market, and information		Plan Int'l, Inci	DOSMEP	Involved in design and implementation	2025-2028	Support MSMEs and young entrepreneurs in the Lao tourism value chain to adopt sustainable consumption, production, and circular economy practices, including the "Lasting Laos" certification for local businesses	2.1	EU	Ongoing – currently being implemented.	Inception phase			Jan. 2026
9	Consumer Protection in ASEAN Project (PROTECT II)	National	Strengthening Consumer Protection Regime in ASEAN		ASEAN Secretariat	DIT	Involved in project coordination	2023-2026	The consumer protection systems in selected ASEAN Member States (AMS) are strengthened in accordance with commitments under the ASEAN Economic Community (AEC) 2025.	0,29 EUR	German Federal Ministry for Economic Cooperation and Development (BMZ), implemented by GIZ	Ongoing – currently being implemented.	1. Support the Establishment of Lao Consumer Protection Association. 2. Support the Annual Meeting of Consumer Protection 2025. 3. Support the Initiatives of Inclusive Business Practices Events. 4. Support the Young Consumer Champion Program of Lao PDR. 5. Support the Development of Consumer Complaints App (LAOVOICE APP).	Technical Advisor: silivanh.viphaxay@giz.de / Tel: 020 29885988 Project Coordinator: sina.thiessen@giz.de	giz2025-en-consumer-protection-asean ii 1.pdf	Feb-26

#	Title of the Initiative (Project/Programme)	Scope or Coverage	Priority Area 1	Priority Area 2	Lead Implementing Entity	Sub- Implementing Entities	NIU/PSO Involvement	Timeline	Main Objectives or Expected Results	Budget (USD) in Mill.	Funding Source(s)	Status	Key Achievements to Date	Contact Person (Email address, Tel. #)	Website	Last Update (add the date)
10	Women's Economic Empowerment in Lao PDR Project (EMPOWER)	Regional	Women's Economic Empowerment		DOSMEP	LNCCI, Provincial Department of Industry and Commerce, CSOs, Businesses	Involved in project coordination	2025-2028	The Economic Participation of Women in selected provinces (Luang Namtha, Salavan, and Vientiane Province) in Laos has improved.	3 EUR	BMZ, implemented by GIZ	Ongoing – currently being implemented.	Completion of the Implementing Agreement Signing	Head of Project: anja.reder@giz.de / Tel: 020 5906 5681 Technical Advisor: silivanh.viphaxay@giz.de / Tel: 020 29885988	Laos GIZ	Feb-26
11	Strengthening the Digital Economy of Lao PDR Project (DEL)	National	Strengthening Digital Economy		DNC	DIT, DOSMEP, PSO	Involved in project coordination	2025-2027	To strengthen the digital economy in Lao PDR by improving the prerequisites for the effective implementation of the ASEAN Digital Economy Framework Agreement (DEFA) in selected areas.	0,4 EUR	BMZ, implemented by GIZ	Ongoing – currently being implemented.	Completion of project activities plan with relevant stakeholders	Project Director: sina.thiessen@giz.de / Tel: 020 5664 4009 Technical Advisor: silivanh.viphaxay@giz.de / Tel: 020 2988 5988	Laos GIZ	Feb-26
12	Promotion of Trade-Related Aspects for Circular Economy in ASEAN	National	Promotion of Circular Economy		ASEAN Secretariat	DNC	Involved in project coordination	2025-2029	Trade-related aspects of circular economy are operationalised by relevant public and private sector actors in the ASEAN region.	0,98 EUR	BMZ, implemented by GIZ	Ongoing – currently being implemented.	Completion of project activities plan with relevant stakeholders	Project Coordinator: sina.thiessen@giz.de / Tel: 020 5664 4009 Technical Advisor: kolakanh.khampilavong@giz.de / Tel: 020 5547 3555	Laos GIZ , https://www.giz.de/en/regions/asia/indonesia	Feb-26
13	TICAF	National	Development of strategic value chain	MSME - Access to finance, labor, market, and information	GIZ, AFD	MAF	Involved in project coordination		Contribute to green, sustainable and inclusive growth through increased domestic production, processing, exports, national revenue and decent job creation in the coffee, tea and forest-based value chains, supporting Lao PDR delivering on its NDC through forests and biodiversity sustainable management and protection		EU, France, Germany	Ongoing – currently being implemented.			INTPA-CZ@ec.europa.eu	

	Priority areas	Indicative budget	Funding secured	Financing gap
I	Advancing industrial development	3,732.00	1,489.50	2,242.50
	1. Manufacturing	679.50	165.00	514.50
	2. Energy sector	3,014.00	1,310.50	1,703.50
	3. Mining sector	38.50	14.00	24.50
II	Increasing trade and improving market access	29.80	14.00	15.80
1	1. Trade policy	14.80	8.00	6.80
2	2. NQI	5.00	1.00	4.00
3	3. IPR	10.00	5.00	5.00
III	Promoting private sector and enterprise development	292.60	180.50	112.10
	1. Business environment	42.90	37.50	5.40
	2. MSME competitiveness	247.00	140.50	106.50
	3. SOE Reform	2.70	2.50	0.20
	Total:	4,054.40	1,684.00	2,370.40

Public finance (PIP, SME DF, CF)	74.40	3.4%
Official development assistance	100.00	4.2%
Private finance	2,200.00	92.7%
	2,374.40	100%



PF
ODA
PF

3.4%
4.2%
92.7%
100%

Annex 11: Lead firm assessment grid

The following assessment tool is designed to select lead firms for implementing sub-component 2.1. The tool assesses lead firms on seven criteria: 1) social commitment; 2) Existing supply chain network; 3) financial capacity for co-investment; 4) management and human resources; 5) reputation; 6) inclusiveness; and 7) marketing.

Lead firms must certify that information provided in this document is true. Data collected will be cross-checked with farmers, trading partners and local officials. Any applicant found to have provided false information is automatically disqualified. Final selection of partners is based on the results of screening interviews with project staff, and a high score on this selection tool does not guarantee participation in the project.

Criteria 1: Social commitment - Demonstrated social commitment and willingness to engage fairly with silk farmers and value chain partners.

Factor	Instruction	Assessment	Remarks
What investments do you make in villages? What benefits do you provide?	Please state if and how you invest in production and post-harvest handling in villages (i.e. inputs, credit, technical support etc.)		
Did you support village social life and special events? -If yes, what kind of support? - How much do you spend per year?	List any parties, festivals or other social events that you support in the villages you work with and provide an estimate of how much you spend per year on these events		
Did you assist farmers to deal with government officials and political issues? If yes, state issue/s	State whether you help farmers deal with local or provincial government officials when they have problems		

Criteria 2: Existing supply chain network - Companies should have a history of working with small farmers. They should be able to demonstrate they have direct contact with farmers or farmer groups to buy their products, to provide inputs, credit and (extension) services.

Factor	Instructions	Assessment	Remarks
Do you have any direct buying-selling relationships with farmers in the villages? How many households do you work with?	State the number of villages you work with and the total number of farmers you buy from directly in these villages		
How many farmer groups have you engaged in contract farming? How many farmers have you had a trading relationship with?	State the number of farmer groups you have engaged in trading relations, including: - provision of credit - provision of input - guaranteed price - other		
Have you provided cash credit to farmers? Do you plan to provide cash credit to farmers? Have you provided extension inputs to farmers?	State the number of farmers you provided credit to (cash only) last year and the number you plan to provide credit to this year. Also provide the average amount of credit given to each farmer and the number of years you have been providing credit		
How many farmers did you provide with inputs or seeds each year?	State the number of farmers you provided inputs to last year and the number you plan to provide to this year. Also provide the average value		

How many silk farmers do you plan to provide inputs to this year?	of inputs you provide to farmers each year.		
Do you support farmers with technical assistance?	State the number of farmers you help with technical assistance such as extension, improvements to post-harvest handling or other technical issues. How many days per year do you spend working on these issues?		

Criteria 3: Financial capacity for co-investment - Companies should have the capacity to co-invest in rural silk production and support farmers. This section measures access to working capital and other financial resources.

Factor	Instructions	Assessment	Remarks
How many farmers/households would you like to expand to this year? How much money do you expect to spend per farmer/household? What sources of funds will you use for expansion?	State the number of famers/households that your business is capable to expand to. State the investment that you expect to spend per farmer/household. Money sources such own money, bank loan, relatives...		
Access to external financing and loans. Do you receive any credit from the bank for your business? If yes, how much?	State the amount of money you could borrow from banks or other sources, including information about the interest rate and the source of the loan (banks, family, investors, etc.)		
	State any debt you have related to your business, and list how much		

	money is owed to banks, suppliers, investors or others.		
What is the total amount of money you have invested in your silk business?	State the approximate amount of money you have invested in your silk business, including land, machinery, vehicles and other assets.		

Criteria 4: Management and human resources - Companies should have good management skills and the ability to assign sufficient human resources to project activities. This may include new or existing staff needed to implement activities inclusive of business plans.

Factor	Instructions	Assessment	Remarks
Total number of staff	Give the total number of staff working in your company, specifying how many are full-time, part-time and seasonal employees		
Human resources available for project activities	State the number of staff you have available to work on project activities, including both full-time, part-time and seasonal staff		
Human resources available for marketing and promotion	State the total number of people in your business who are responsible for promoting, marketing or selling products to customers, and estimate what percentage of their time is spent on these activities.		
Human resources available for extension and support for farmer groups	State the number of employees able to work directly with farmers to organize farmer groups or to provide extension support		
Extra skills relevant to the project	Provide examples of any other skills or abilities you or your employees have that are relevant to the project (i.e. foreign language skills, business connections etc.)		

Criteria 5: Reputation - The reputation of the project depends on the reputation of the lead firms selected. A good reputation is also a sign of social commitment, honesty and good business practices. Self-assessed reputation scores will be checked with farmers, trading partners and local officials.

Factor	Instructions	Assessment	Remarks
Reputation for paying all debts on time and in full	Provide names and contact information for at least 3 suppliers, banks or other people who have provided you with credit in the last 2 years.		
Farmer perceptions that you provide a fair price	State at least 2 villages that you buy raw material from, and give names and contact details for one person in each village.		
Number of long-term relationships with silk buyers, including foreign traders	State the number of silk traders, retailers, institutions or other buyers you sell to in a normal year. Also provide contact information for the 3 most important sales customers.		
Tax and business registration status with authorities	Provide details about all business licenses, registration with local authorities and tax registration.		
Terms of payment with farmers	Describe how you pay for raw material.		

Criteria 6: Inclusiveness - Inclusiveness and diversity will be considered when selecting lead firms.

Factor	Instructions	Assessment	Remarks
Representation of women in ownership and management	State the number of women who own or are involved in management of your company. Also describe the role of each of these women.		

Criteria 7: Marketing – Marketing is important to ensure the success and sustainability of the project intervention.

Factor	Instructions	Assessment	Remarks
Sales trend over five years	State the quantity and value of the sales for each of the last 5 years		
Ability to explore and tap new market opportunities	Describe any efforts made to identify and sell to new customers in the last 5 years, including research, advertising or marketing		