

**Mid-Term Review of the
UNDP Lao PDR Country Programme Document
(CPD 2022-2026)**



One World Development Associates

Ian Holland & Jasmine Pourtaheri

Final Report – 30 September 2024

PROGRAMME INFORMATION		
Programme Title	Country Programme for Lao People's Democratic Republic (2022 – 2026)	
Country	Lao People's Democratic Republic (Lao PDR)	
Region	Asia and the Pacific	
Programme dates	Start	Planned end
	January 2022	December 2026
Programme required budget	Core: USD 8,264,000 Non-core: USD 79,295,000	
Programme available budget	USD 42,227,286 cumulative as of March 2024	
Programme expenditure at the time of evaluation	USD 25,068,705 cumulative as of March 2024	
Coordinating Ministry	Ministry of Planning and Investment (MPI)	

EVALUATION INFORMATION		
Country Programme – Lao PDR		
Mid Term Review		
Period under evaluation	Start	End
	January 2022	June 2024
Evaluators	Ian Holland & Jasmine Pourtaheri – One World Development Associates	
Evaluator email address	ianrholland@yahoo.com	jpourtaheri@gmail.com
Implementing party		

Contents

Acknowledgements.....	5
Code of Conduct.....	5
Acronyms.....	6
EXECUTIVE SUMMARY.....	7
INTRODUCTION.....	15
EVALUATION PURPOSE AND SCOPE.....	15
Purpose.....	15
Scope.....	15
EVALUATION APPROACH, METHODOLOGY AND DATA ANALYSIS.....	17
Approach and Methodology.....	17
Data Analysis.....	17
CONTEXT.....	20
Global and Regional Development Policy Context.....	21
DESCRIPTION OF THE CPD INTERVENTION.....	22
KEY FINDINGS.....	22
CPD Assessment of Progress.....	22
Review of Progress on Outcome 1: Inclusive Prosperity.....	24
Review of Progress on Outcome 2: Environment, Climate, and Resilience.....	32
Review of Progress on Outcome 3: Governance and the Rule of Law.....	39
Relevance.....	46
Effectiveness.....	47
Efficiency.....	47
Coherence and Integration.....	48
CROSS-CUTTING ISSUES.....	49
LDC Graduation.....	49
Resilience.....	51
Digital Transformation.....	51
Gender Equality and Women’s Empowerment.....	52
Youth.....	52
Inclusion and Diversity.....	53
Monitoring and Risk Management.....	53
CONCLUSIONS.....	54
RECOMMENDATIONS.....	55
Development Policy Dialogue and Direction.....	55
Strengthening Support for Implementation at the Sub-National Level.....	56
Strengthening CPD Coherence and Integration.....	56
LESSONS LEARNED.....	56
The Challenge of Progressing and Sustaining Implementation.....	57
Challenges to Advancing Gender Equality and Women’s Empowerment.....	58
Barriers to Inclusion.....	58
Operational Issues.....	59
FINAL CONSIDERATIONS.....	59
ANNEXES.....	61

Annex 1. Supplementary Observations for CO Consideration	61
Annex 2. Semi-Structured Interview Sheets	66
Annex 3. List of Stakeholders that Participated in the MTR	119
Annex 4. MTR Review Matrix (Evaluation Matrix)	120
Annex 5. List of Primary Documents Consulted	126
Annex 6. MTR TORs	127
Annex 7. Timeline for conducting the MTR	138

LIST OF TABLES:

Table 1. CPD RRF summary – Heatmap of Progress

Table 2. First Round of Semi-Structured Interviews (8 – 12 July)

Table 3. In country interviews (24 – 29 July)

Table 4. Second Round of Semi-Structured Interviews (1 – 7 August)

Table 5. CPD Budget Targets and Delivery (expenditures) January 2022 - August 2024

Table 6. Mapping of Government priority sectors for implementing the smooth transition strategy from LDC status and the current and prospective UNDP support.

LIST OF FIGURES:

Figure 1. Actual and projected poverty rates and real GDP per capita

Figure 2. Projects in the CPD

Figure 3. Lao PDR, LDC Graduation Criteria

Acknowledgements

The independent consultants, Ian Holland and Jasmine Pourtaheri, Directors of One World Development Associates acknowledge UNDP for the opportunity to conduct this mid-term review (MTR) of the Lao PDR Country Programme Document (CPD) 2022-2026.

Particular gratitude is expressed to the representatives of Government institutions, development partners and UN agencies who generously provided their valuable time and insights to the MTR stakeholder interviews.

Appreciation is also due to the Evaluation Manager, Mr. Ardy Nugraha and to the co-focal point Ms. Vipapone Aphayvanh for sharing key resource documents and for coordinating and managing the evaluation process. Gratitude is extended to the CO leadership, programme and project teams as well as to the UNDP Bangkok Regional Hub for their frank reflections on the progress of the CPD to date during the semi-structured interviews and for their swift and meticulous feedback on the earlier drafts of this report.

Code of Conduct

In pursuing this exercise, the evaluators have reviewed and completed to the best of their knowledge in accordance with the principles and requirements of: i) the UNDP Evaluation Policy (2019), which stems from General Assembly resolutions and UNDP Executive Board decisions; ii) the UNDP Evaluation Guidelines (June 2021); the United Nations Evaluation Group (UNEG) Ethical Guidelines for Evaluation (2020), and; UNEG Norms & Standards for Evaluation (2016). The independent consultants have undertaken to act with independence, impartiality, objectivity, professionalism and integrity at all times in line with the UNEG Code of Conduct.

Acronyms

ADB	Asian Development Bank	MTC	Ministry of Technology and Communications
AWP	Annual Work Plan	NA	National Assembly
BRH	Bangkok Regional Hub	NAP	National Action Plan
CAT	Committee Against Torture	NDC	Nationally Determined Contribution
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women	NDMO	National Disaster Management Office
CO	Country Office	NEET	Not in Education Employment or Training
COP	Conference of the Parties	NHDR	National Human Development Report
COVID-19	Coronavirus Disease	NIM	Nationally Implementation Modality
CPD	Country Programme Document	NRA	National Regulatory Authority
CRPD	Convention on the Rights of Persons with Disabilities	NRM	Natural Resource Management
CSO	Civil Society Organisation	NSEDP	National Socio-Economic Development Plan
DCC	Department of Climate Change	ODA	Official Development Assistance
DFA	Development Finance Assessment	ODSC	One Door Service Centres
DIM	Direct Implementation Modality	OECD-DAC	Organisation for Economic Co-operation and Development's Development Assistance Committee
DRM	Disaster Risk Management	OPDs	Organizations of Persons with Disabilities
DRR	Disaster Risk Reduction	PCIA	Post-Clearance Impact Assessment
EOC	Emergency Operations Centre	PDR	Peoples Democratic Republic
EVI	Economic Vulnerability	PPAs	Provincial People's Assemblies
EWS	Early Warning System	PRA	Provincial Regulatory Authority
FAO	Food and Agriculture Organization	PSC	People's Supreme Court
FDI	Foreign Direct Investment	PWD	Persons with Disabilities
GBV	Gender Based Violence	RBM	Results Based Management
GDP	Gross Domestic Product	RCO	Resident Coordinator Office
GEF	Global Environment Facility	ROAR	Results-Oriented Reporting
GEWE	Gender Equality and Women's Empowerment	RR	Resident Representative
GGGI	Global Green Growth Institute	RRF	Results and Resources Framework
GHG	Greenhouse Gas	RTP	Round Table Process
GIS	Geographic Information Systems	SDGs	Sustainable Development Goals
GNI	Gross National Income	SOP	Standard Operating Procedure
HCVF	High Conservation Value Forest	SSTC	South – South Triangular Cooperation
HDI	Human Development Index	STEPS	Strengthening Capacity and Effectiveness of the People's Assembly System
HDR	Human Development Report	STS	Smooth Transition Strategy
ICESCR	International Covenant on Economic, Social and Cultural Rights	SWG	Sector Working Groups
ICT	Information and Communications Technology	TVET	Technical and Vocational Education and Training
IFI	International Financial Institution	UN-Habitat	United Nations Human Settlements Programme
IHDI	Inequality-Adjusted Human Development Index	UNCBD	United Nations Convention on Biodiversity
ILO	International Labour Organisation	UNCCCD	United Nations Convention to Combat Desertification
IMF	International Monetary Fund	UNCT	United Nations Country Team
INFF	Integrated National Financing Framework	UNDESA	United Nations Department of Economic and Social Affairs
IPU	Inter-Parliament Union	UNDP	United Nations Development Programme
IUCN	International Union for Conservation of Nature and Natural Resources	UNDRR	United Nations Disaster Risk Reduction
IWRM	Integrated Water Resource Management	UNEG	United Nations Evaluation Group
JAO	Job Assist Office	UNEP	United Nations Environment Programme
JICA	Japan International Cooperation Agency	UNFCCC	United Nations Framework Convention on Climate Change
JWP	Joint Work Plan	UNFPA	United Nations Population Fund
LBA	Lao Bar Association	UNICEF	United Nations Children's Fund
LDC	Least Developed Countries	UNJP	United Nations Joint Programme
LGBTQI+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, plus others	UNRC	United Nations Resident Coordinator
LNOB	Leaving No One Behind	UNRCO	United Nations Resident Coordinator's Office
LWU	Lao Women's Union	UNSDCF	United Nations Sustainable Development Cooperation Framework
LYU	Lao Youth Union	USAID	United States Agency for International Development
MEL	Monitoring, Evaluation and Learning	UXO	Unexploded Ordnance
MoF	Ministry of Finance	VLRs	Voluntary Local Reviews
MoFA	Ministry of Foreign Affairs	VNR	Voluntary National Review
MoHA	Ministry of Home Affairs	WHO	World Health Organization
Moj	Ministry of Justice	WWF	Worldwide Fund for Nature
MoLSW	Ministry of Labour and Social Welfare		
MONRE	Ministry of Natural Resources and Environment		
MOPS	Ministry of Public Security		
MPI	Ministry of Planning and Investment		
MSME	Micro, Small and Medium Size Enterprise		

EXECUTIVE SUMMARY

This report is the Mid-Term Review (MTR) of the UNDP Country Programme Document (CPD) for the Lao Peoples Democratic Republic (Lao PDR) (2022-2026). It covers the period from implementation commencement in January 2022 until June 2024. The three programmatic pillars of the CPD are:

1. **Inclusive Prosperity** – to promote inclusive growth that ensures all people benefit from development including women and vulnerable populations such as young people, persons with disabilities (PWD), ethnic groups, and those impacted by unexploded ordnance (UXO).
2. **Environment, Climate Change, and Resilience** – in pursuit of a low-carbon, inclusive growth strategy in urban and rural areas, including strengthening the resilience of communities and institutions to better cope with and recover from shocks.
3. **Governance and Rule of Law** – facilitating the transformation of the governance system in the country and bring it closer to the people and deliver just and inclusive services that will ultimately allow Lao PDR to achieve the Sustainable Development Goals (SDGs).

The methodology pursued for this MTR included a desk review followed by a series of semi-structured interviews with key stakeholders against which CPD implementation progress was subsequently analysed. Core OECD-DAC evaluation criteria were utilized alongside the cross-cutting dimensions of LDC graduation and resilience, digital transformation, and inclusion and diversity, in particular, gender equality and the empowerment of women, youth, persons with disabilities and ethnic groups. The MTR generated eleven key findings, three main conclusions and three recommendations and four lessons learned. A number of further supplementary observations for CO consideration is set out in Annex 1.

KEY FINDINGS

Relevance

Finding 1: The CPD remains valid and relevant to the national development priorities. Although designed at the time of COVID-19, and even after the Mid-Term Review of the 9th NSEDP, the three CPD pillars remain relevant and align directly to the Government priorities of the national plan. CPD Outcome area 1 on Inclusive Prosperity is directly aligned to NSEDP Outcome 1: Sustained, inclusive economic growth with economic vulnerability. CPD Outcome area 2 on Environment, Climate and Resilience is directly aligned to NSEDP Outcome 4: Environmental protection enhanced and disaster risks reduced. CPD Outcome area 3 on Governance and the Rule of Law is aligned to NSEDP Outcome 6: Public governance and administration is improved, and society is equal, fair, and protected by the rule of law.¹²

Effectiveness

Finding 2: Good overall progress in CPD implementation is being achieved, contributing to development results within each pillar. Within the *Inclusive Prosperity pillar* UNDP is engaged in supporting formulation of the 10th NSEDP (2026-2030) building on the recommendations of the 9th NSEDP (2021-2025) Mid Term Review. UNDP support reinforces SDG integration into national, sectoral and sub-national development planning and monitoring systems. UNDP continues to support the Government's Round Table Process, Round Table Meetings^{3/4/5} and Sector Working Groups (SWG).⁶ UNDP also contributed to the development a financing strategy^{7/8} and has since been providing technical assistance to enhance the revenue mobilization capacity of the Ministry of Finance (MoF). The national

¹ 9th Five - Year National Socio-Economic Development Plan (2021-2025) - Library records OD Mekong Datahub (opendevelopmentmekong.net)

² The CPD outcomes are derived from the UNSDCF: Outcome 1 from Strategic Priority 2, Outcome 2 is from Priority 4 and Outcome 3 is from Strategic Priority: <https://laopdr.un.org/en/174699-lao-pdr-united-nations-sustainable-development-cooperation-framework-2022-2026>

³ <https://rtm.org.la/>

⁴ <https://rtm.org.la/2022-round-table-implementation-meeting/>

⁵ https://www.effectivecooperation.org/system/files/2022-02/ENG_9th_NSEDP_Near_Final_Clean_for_Circulation_7OCT2021.v1.pdf

⁶ MTR stakeholder interviews July/August 2024

⁷ Initially through a joint programme between UNDP, UNICEF, UNFPA, UNCDF and WHO

⁸ <https://rtm.org.la/wp-content/uploads/2024/02/9th-NSEDP-Financing-Strategy-ENG-1.pdf>

UXO Sector Strategy, Safe Path Forward III (SFP III) (2021-2030)⁹ was completed in 2022 supported by UNDP, including the extension of operations to 11 out of 13 UXO impacted provinces.^{10/11}

Within the *Environment, Climate and Resilience pillar* UNDP has provided effective support on key aspects of environment, natural resource management (NRM) and climate change adaptation. This has entailed co-chairing the sub-sector Working Group on Climate Change and support to the Nationally Determined Contribution (NDC) group, with inputs provided on greenhouse gas (GHG) emissions.¹² UNDP has provided sustained support to Disaster Risk Management and data management, enabling a functional early warning system (EWS) and Emergency Operations Centre (EOC). UNDP has contributed substantively to a range of other measures such as: Integrated Water Resources Management and Water Resources Protection Zones; transboundary cooperation on forest management and clean air between Lao PDR and Vietnam; reductions in the use of agri-chemicals; forestry and biodiversity conservation initiatives with local communities;¹³ and opportunities for prospective debt for nature swaps for protected areas.¹⁴

Within the *Governance and Rule of Law pillar* UNDP is a co-chair of the Governance Sector Working Group. The CO has provided support to human rights through the Convention on the Rights of Persons with Disabilities (CRPD) review and resultant National Action Plan.¹⁵ Business and Human Rights have been advanced to support workplace diversity¹⁶ in partnership with the private sector.¹⁷ The partnership between UNDP, the National Assembly, and the 18 Provincial People's Assemblies (PPAs) has brought parliamentarians and provincial assembly members into the arena of public policy dialogue and government closer to the people, such as through the 9th NSEDP MTR consultation process. Acceleration of the digital transformation agenda was supported by UNDP through the digital maturity assessment,¹⁸ formulation of the first draft Digital Government Master Plan and launch of the Gov-X App, a one-stop mobile app for public e-services.¹⁹ UNDP has also assisted development of 'One Door Service Centres' (ODSCs), including mobile services to reach the most remote and ethnic populations. UNDP provided support to draft the first Action Plan on Legal Aid²⁰ and supported the finalization of the strategic vision for the Lao Bar Association. A UNFPA and UNDP joint programme provided a package of support for gender equality and to address gender-based violence to key justice and security sector institutions. UNDP continues to be a solid partner to the 16 days of activism.^{21/22}

A summary 'heatmap' of progress across the CPD outputs and indicators is provided at the end of this Executive Summary (see Table 1 below).

Efficiency

Finding 3: UNDP is leveraging its core resources to attract substantial external financing, yet the overall efficiency of delivery is slightly behind track. The CPD has a total estimated five-year financing envelop of US\$ 87.6m.²³ Of that, UNDP had committed around US\$ 8.3m of core funds to leverage US\$ 79.3m of external financing, reflecting an efficient utilization of its core resources. In terms of efficiency of budget execution, after two years and eight months of CPD implementation the CO had delivered US\$ 31.2 million out of a total anticipated budget envelop for the five years of US\$ 87.6m, equating to around 36% of total expected funds (see Table 5 below). Budget execution rates for 2022 and 2023 respectively stood at 92.5% and 84.1%, averaging nearly 88% for the two years. In overall terms, after two and a half years (noting that 2 years and eight months have been reported), financial delivery is still slightly behind

⁹ <https://nra.gov.la/resources/Strategy/SFP%20III%20Eng%20version%20on%2019.1.2023.pdf>

¹⁰ For example, UNDP provided comprehensive support during the development of the strategy and the consultation process, continuing to facilitate connection between the Government authorities and UXO/mine action operators, donors and CSOs.

¹¹ UNDP ROAR 2023 p.14

¹² MTR stakeholder interviews July/August 2024.

¹³ <https://www.undp.org/laopdr/blog/harnessing-lao-pdrs-natural-capital-sustainable-development>

¹⁴ <https://www.undp.org/laopdr/publications/debt-nature-opportunity-lao-pdr-design-feasibility-strategy>

¹⁵ <https://www.undp.org/laopdr/press-releases/un-expert-committee-concludes-review-lao-pdrs-progress-disability-inclusion#:~:text=Geneva%2C%2030%20August%202022%20%E2%80%93%20The%20UN%20Expert,situation%20to%20persons%20with%20disabilities%20in%20Lao%20PDR.>

¹⁶ especially for LGBTQI inclusion.

¹⁷ <https://www.undp.org/laopdr/blog/pride-lao-business-driving-lgbtqi-diversity-and-inclusion-lao-pdr>

¹⁸ The assessment were ranked by pillars of technology, regulatory, capacities, citizens etc at the national and provincial level.

¹⁹ [Gov-X: A One-stop Mobile Application For Public E-services | United Nations Development Programme \(undp.org\)](https://www.undp.org/laopdr/blog/pride-lao-business-driving-lgbtqi-diversity-and-inclusion-lao-pdr)

²⁰ UNDP ROAR 2022 p.19

²¹ [Lao Women's Union Continues in the Fight Against Gender-Based Violence | United Nations Development Programme \(undp.org\)](https://www.undp.org/laopdr/blog/pride-lao-business-driving-lgbtqi-diversity-and-inclusion-lao-pdr)

²² UNFPA Lao People's Democratic Republic | 16 Days of Activism Against Gender-Based Violence in Lao PDR

²³ of the total US\$ 87.6m, US\$ 25.8m (29.4% of the total) was required for outcome 1 (inclusive prosperity), US\$ 40.5m (46.2% of the total) for outcome 2 (environment, climate change and resilience), and US\$ 21.3m (24.3% of the total) for outcome 3 (governance and the rule of law).

target based on an assumption that expenditures are intended to be roughly even across the five years of CPD implementation.

Coherence and Integration

Finding 4: The CPD is coherently implemented with important connections made across programme pillars. There is evidence of connectivity between major interventions facilitated by CO leadership and Programme Unit chiefs. The NSEDP and Round Table Mechanisms enable linkages between the UXO, environment and climate, and governance sectors. Critical linkages between the NSEDP and National Assembly project (STEPS) is taking place enabling dialogue on national development priorities and challenges. This extends to sub-national planning, integration of the SDGs and between PPAs and the roll out of ODSCs. Coherence and integration took place through support for the Digital Assessment and National Digital Strategy and on the gender and sectoral implications of climate change and DRM. Appointment of a CO focal point for vulnerable populations has ensured that women, youth, PWDs and ethnic populations are more present in the design and implementation of projects.

Finding 5: UNDP plays an important facilitator role for development effectiveness in Lao PDR as well as integrating its interventions in support of UNSDCF implementation. UNDP has drawn on its comparative advantages to good effect across the three pillars of the UNSDCF in which it is chiefly involved, working collaboratively with UN agencies on a number of key UN Joint Programmes. On the one hand the CO has provided research and analysis, knowledge leadership and policy products in key areas related to governance, resilience, climate/NRM/DRM and gender equality (all linked to UNDP signature solutions), and on the other, supporting development effectiveness through the Round Table Process and Sector Working Group mechanism, for example, in the separate areas of Governance, Climate and UXO (SDG 18).

LDC Graduation

Finding 6: UNDP is actively supporting implementation of the Government's Smooth Transition Strategy for LDC Graduation.^{24/25} Although analysis suggests that graduation would have limited impact on development cooperation^{26/27} it may yet impact concessional financing. According to the graduation criteria, Lao PDRs greatest challenges are economic and environmental vulnerability. In this regard the CPD Pillar 2 of environment, climate and resilience is providing technical assistance linked closely to this area of LDC graduation, followed by the inclusive prosperity pillar, by virtue of the NSEDP and UXO related activities and associated financing support.

Resilience

Finding 7: Whilst there is evidence of resilience programming being pursued in the environment, climate change and resilience pillar, yet a broader 'whole-of-governance' approach to resilience is required. Resilience transcends all outcome areas yet, it is relatively narrowly pursued through CPD outcome 2 related to environment, climate change and resilience. Concepts and definitions of resilience and risks are much broader than the application currently used in CPD implementation and could be applied more systematically to all outcome areas. Were UNDP to follow the Government's Resilience Framework,²⁸ a much more comprehensive treatment of the concept of resilience would be required.²⁹

Digitalization

Finding 8: UNDP has contributed strategically to advancing digital transformation. UNDP's Accelerator Lab provided strategic assistance to the Government and helped to accelerate the digital

²⁴ <https://www.undp.org/laopdr/publications/lcd-graduation-lao-pdr>

²⁵ As affirmed by the global Triennial Review that year and subsequently in 2021.

²⁶ It is not expected to affect assistance by the World Bank or most United Nations system entities, as most official development assistance (ODA) is received from members of the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD-DAC)5 or via South-South cooperation.

²⁷ Also confirmed by MTR stakeholder interviews July/August 2024.

²⁸ [3_ENG-Presentation-on-Resilience-Framework.pdf \(rtm.org.la\)](#)

²⁹ Based on: i) appraising risks, which is understood as the consequence of the interaction between a threat or hazard, the characteristics that make people and places exposed and vulnerable to that threat or hazard, and the capacities available to manage the risk; ii) By addressing risk drivers, or risk factors, stressors, which are processes or conditions, often related to development and inequality, which influence the level of risk by contributing to exposure and vulnerability or reducing capacities; iii) With a broad definition of risk drivers, which include natural, human-induced and technological hazards, epidemics, economic, shocks, conflicts, insecurity, and human rights violations; iv) With consideration of the multiplicity of stakeholders, as resilience-building cuts across multiple risks, sectors and system; v) With a systemic approach, with varying lenses and scales, as with increasing complexity and interaction of human, economic, political and natural systems, risk becomes increasingly systemic.

transformation agenda in Lao PDR through the digital maturity assessment³⁰ and formulation of the Digital Master Plan. The CO played a convening role to ensure development effectiveness in the digital space³¹ and assisted with the development and launch of the Gov-X App, a one-stop mobile application for public e-services.³² The CO has employed digital solutions across the CPD in the UXO sector, STEP's project, via 'smart' ODSCs as well as through automated digital systems for real time EWS and integrated water management systems.

Gender Equality, Women's Empowerment and Violence Against Women

Finding 9: A comprehensive approach to Gender Equality and Women's Empowerment, including Gender Based Violence in being pursued. The CO Gender Strategy is an impressive document³³ which is strongly aligned to the Government's National Plan of Action on Gender Equality.³⁴ UNDP has commissioned a number of studies in this area, for example, within the National Assembly as well as through the partnership with UNDESA to advance the status of women in the civil service. A Gender Action Plan has been applied to the Lao Bar Association. The UN joint programme with UNFPA is sensitizing and training judicial and security personnel in gender equality and responding to the survivors of violence against women by elevating service standards and access. Gender equality features prominently as part of the Climate Promise project and the implications of climate change for women has been rolled out across multiple national ministries.³⁵ A Gender Action Plan for NDC implementation was also developed and disseminated.³⁶ The CO achieved the silver gender seal in 2023.

Youth

Finding 10: A phased approach is being taken to integrate the emergent Youth Portfolio within the CPD. The 6th National Human Development Report (NHDR) launched in November 2022 provides the stimulus for UNDP's emergent youth portfolio.³⁷ Three key areas have begun to emerge: youth livelihoods and entrepreneurship (leveraging the emergent ICT/digital possibilities); natural resources, biodiversity and climate change; and platforms for youth participation, engagement and empowerment. The CO has facilitated some pilot events with young people to test future potentialities, which included a Youth Conference of the Parties (COP) on climate action simulation event in November 2023.³⁸

Inclusion and Diversity

Finding 11: Good progress is being made on inclusion and diversity, yet more work is needed to achieve impact at scale. The CO appointed Inclusion Officer is working effectively in a cross-cutting function with all pillar units and project teams. Evidence of achievement is apparent in the support provided by UNDP to ensure the Government was able to submit its first report under the International Covenant on Economic, Social and Cultural Rights (ICESCR). UNDP played a key role as chair of the UN system-wide Disability Working Group, including preparatory support to the Lao National Delegation's participation in the CRPD review in Geneva. The CO has also been working with civil society and the private sector on business, human rights, inclusion, diversity and LGBTQI+. Translation of UXO risk education materials into local ethnic languages has occurred; mobile ODSCs seek to reach ethnically remote populations, and; disaster recovery guidance notes across sectors feature disability and child protection issues, among others. In overall terms the intent and direction of progress is promising, yet an assessment of meaningful impact on vulnerable populations has yet to be undertaken.

³⁰ The assessment were ranked by pillars of technology, regulatory, capacities, citizens etc at the national and provincial level.

³¹ MTR stakeholder interviews July/August 2024.

³² [Gov-X: A One-stop Mobile Application For Public E-services | United Nations Development Programme \(undp.org\)](#)

³³ The MTR notes the non-existence of a Gender Theme Group of the UNCT

³⁴ [UNFPA Lao People's Democratic Republic | Advancing women's rights in Lao PDR: the development of a Gender Equality Strategy through awareness and capacity building](#)

³⁵ Climate Promise Prodoc, p.6

³⁶ [Lao PDR is taking gender actions forward in its Nationally Determined Contribution | United Nations Development Programme \(undp.org\)](#)

³⁷ NHDR, Youth as Drivers of Sustainable Development, UNDP: 6th National Human Development Report (NHDR)– Youth as drivers for sustainable development | United Nations Development Programme (undp.org)

³⁸ <https://www.undp.org/laopdr/press-releases/national-climate-forum-2024>

CONCLUSIONS

Development Policy Dialogue and Direction

Conclusion 1: As a close partner to the Government and knowledge leader in development, UNDP is uniquely positioned to facilitate strategic development discourse in order to influence policy direction. Given the central role played by the CO in supporting the 9th NSEDP review and 10th NSEDP formulation, as well as the RTP and SWG mechanism, UNDP is well placed to exert its development policy expertise within these frameworks, platforms and spaces. The Lao PDR policy environment, which is currently beset by economic, financial and social challenges is in need of fresh policy perspectives, drawing on the findings and recommendations from recent global and regional Human Development Reports. These reports speak to the need for a change in direction and emphasis in development policy towards greater inclusion (youth, women, PWDs and ethnic groups), resilience (consistent with the Government policy for resilience and the goal of LDC graduation) and sustainability (fully in line with the principles of the 2030 Agenda for Sustainable Development).

Capacities for Implementation at the Sub-National Level

Conclusion 2: There is a significant capacity gap at the provincial and local levels which is constraining development impact. Whilst the capacity challenges and governance inefficiencies reported to this MTR appear to be structural and run across the across the three pillars of the CPD, the greatest bottleneck to development progress appears at the sub-national level, often at the point of implementation. For example, the whilst the adoption of policies, guidelines and frameworks generally takes place at the national level, their active implementation both within and beyond the project cycle is frequently reported as a key challenge.³⁹ For this reason stakeholders to this MTR encouraged greater UNDP attention to ‘sub-nationalization’ for greater development impact for youth, women, PWDs and ethnic groups, especially in respect of climate change resilience, provincial development plan implementation and the operationalization of ODSCs.

CPD Coherence and Integration

Conclusion 3: Implementation of an integrated and coherent CPD is proceeding well, with further prospects across the second half of CPD implementation. Good progress is being achieved to ensure the CPD is advanced in a well-coordinated manner across the three pillars. CO leadership and programme managers of the three internal pillars have strengthened internal coordination mechanisms to better exploit the linkages between projects and initiatives. There is strong evidence that the RTP and NSEDP project facilitates enhanced levels of collaboration internally within the CO, as well as externally among UN agencies and development partners. The SWG mechanism, and in particular the role played by UNDP within these structures in the governance, digitization, UXO, and environment and climate change sectors and sub-sectors has contributed to improved levels of development effectiveness and mutual accountability. UNDP’s role in actively promoting gender equality and the empowerment of women, the participation of young people, engaging PWDs to a greater extent than ever before, and to ensuring reach and access to ethnic groups is also recognised across this MTR.

RECOMMENDATIONS

Development Policy Dialogue

Recommendation 1: UNDP should continue to take a leadership role in facilitating strategic development discourse. Most MTR stakeholders had a good grasp of UNDP’s CPD. UNDP is a respected, close and trusted partner to the Government. UNDP is therefore encouraged to lift its ambition as a knowledge leader in facilitating development discourse. This might include re-examining the principles and assumptions underlying current development models that have been critiqued in various recent global and regional Human Development Reports for which UNDP is the lead commissioner. UNDP also has comparative advantages and signature solutions in ‘Governance’, ‘Resilience’ and ‘Climate Action’ and

³⁹ MTR stakeholder interviews July/August 2024.

‘Gender Equality and the Empowerment of Women’. The CO can further leverage its Global Policy Network to reinvigorate consultations on how the Government’s Resilience Strategy and Climate Resilience is being mainstreamed within the emergent 10th NSEDP. These actions are integral to and consistent with the implementation of the Government’s Smooth Transition Strategy for LDC Graduation.

Strengthening Capacities for Implementation at the Sub-National Level

Recommendation 2: There is a need for greater emphasis on institutional strengthening at the local level for implementation. Implementation is linked to developing and reinforcing capacities vital for ensuring sustainability after projects end. The institutionalization of policies, guidelines and frameworks beyond project conclusion remains a key challenge. A number of MTR consultation stakeholders suggested a greater focus on implementation was needed throughout the cycle of the 10th NSEDP (2026-2030).⁴⁰ A key Government partner suggested that UNDP needed to “go deeper” and several other participants recommended to focus greater attention on provincial level implementation.⁴¹ Whilst there is emphasis on the policies, regulations, guidelines and tools in NRM, DRM and climate change resilience, their adoption, application and enforcement need strengthening. In the process, even greater attention is needed for vulnerable or marginalized groups to participate and benefit, including women, youth, PWD and ethnic populations.

Strengthening CPD Coherence and Integration

Recommendation 3: The CO can further strengthen internal integration and coherence for enhanced impact within the second half of CPD implementation. Within an already coherent CPD, opportunities still exist to strengthen linkages between the Pillars. Environment and climate initiatives need to be better understood and feature more in Provincial Development Plans. In addition, climate change adaptation, disaster risk management and NRM need more attention among the PPAs, supported through the governance unit. The Environment, Climate and Resilience Unit observed that the results framework does not reflect the strategic nature of their work, with outputs and indicators framed at the project level. Both the governance and environment units expressed desires for longer-term plans, through which they can strengthen linkages between the pillars. The inclusive prosperity team recognises that it lacks a substantive livelihoods and enterprise offer, including linkages to social protection. All three pillars can further strengthen their focus on inclusion to ensure measurable development impact for youth, women, PWDs and ethnic groups.

KEY LESSONS LEARNED

Capacity Challenges

Lessons Learned 1: The systematic lack of capacities, resources and effective governance inhibits more progressive implementation of the CPD. These three core challenges are cross-cutting to CPD implementation. Foremost among these is the fundamental lack of human capacities, followed by fiscal constraints limiting the availability of public financing for implementation, and thirdly the underlying challenge of effective governance. These are longstanding structural challenges that predate the COVID-19 pandemic, yet have been exacerbated by it and form the root causes of Lao PDR’s current crisis. Attention to these structural challenges will need to be systematically strengthened over the second half of CPD implementation and beyond. As one participant to the stakeholder consultations noted: “Against the backdrop of the current economic, financial and capacity crisis we have climate compounded fragility.”⁴²

The Challenge of Progressing and Sustaining Implementation

Lessons Learned 2: Greater emphasis on implementation support at the sub-national level is required going forward. Implementation is linked to capacities, as is the ability to sustain initiatives after projects have come to an end. For most projects institutionalization of policies, guidelines and frameworks beyond the life of the project remains a key challenge. Greater focus on resources and implementation

⁴⁰ MTR stakeholder interviews July/August 2024.

⁴¹ MTR stakeholder interviews July/August 2024.

⁴² MTR stakeholder interviews July/August 2024.

capacities will be needed throughout the cycle of the 10th NSEDP (2026-2030).⁴³ Partners from across the landscape encourage greater focus provincial implementation to ensure impact. In tandem to supporting the development of policies, regulations and guidelines, for example in NRM, DRM and resilience to climate change, their adoption, application and enforcement should be strengthened. It was also noted that law enforcement is very weak; one respondent stated, “we have laws and regulations, but no implementation capacity.”⁴⁴

Challenges to Advancing Gender Equality and Women’s Empowerment

Lessons Learned 3: Barriers to implementing gender equality and women’s empowerment exist.

Significant barriers to gender equality and the empowerment of women were encountered in various facets of CPD implementation. TVET initiatives reported that many female beneficiaries were especially disadvantaged for their lack of capital, which barred them from self-employment. In remote locations, UNDP found that women often registered under their husband’s name, even when they were the ones directly involved and benefiting from projects, making it difficult to assess the true impact on women.⁴⁵ Similarly, there were challenges in reporting women’s participation in elections, as data is only collected on a five-year basis and was unavailable for 2022-2023. The integrated water management projects faced challenges in ensuring equal participation of women in technology-based training such as Geographic Information Systems (GIS) and database management, as the great majority of national and subnational government officials with have relevant IT backgrounds are men. Meanwhile various gender capacity assessments carried out during the first two and a half years of CPD implementation (in the UXO sector, and related to climate impact, among others) revealed “that there is a lot of work to do.”⁴⁶ Not least, a review of the Lao Civil Service revealed significant gender blindness and inequitable practices that discriminate against women.⁴⁷

Barriers to Inclusion

Lessons Learned 4: Significant impediments to inclusion remain, in particular regarding PWDs.

Despite some important interventions by UNDP over the first half of CPD implementation, significant barriers to education and skills-building places persons with disabilities at a severe disadvantage when job-seeking since most workplaces are reluctant to provide the necessary adjustments. The current legislation does not recognize the denial of reasonable access and accommodation for PWD as a form of discrimination. Indeed, progress on the human rights foundations, as evidenced in recent convention reporting processes were reportedly met with some resistance from Government.⁴⁸ Hence, inclusive employment and job retention in Lao PDR is especially challenging for disadvantaged citizens.

FINAL CONSIDERATIONS

Good progress is being achieved to implement the CPD, which remains relevant and aligned to national priorities. There is good overall coherence and evidence of integration. UNDP’s approach to gender equality, women’s empowerment, and more generally to inclusion and leaving no one behind is also making progress despite notable barriers. At the strategic level opportunity exists for UNDP to facilitate reflection and consultation on the development model being used to underpin the emergent 10th NSEDP in the context of the recent succession of global and regional HDRs to refocus efforts towards inclusive and sustainable development. The second area for a more comprehensive engagement relates to reinforcing resilience linked to LDC graduation, and climate and disaster risk. Not least, the CO is encouraged to design and invest more systematically in local institutional strengthening for improved implementation, enabling impact for populations in greatest need.

⁴³ MTR stakeholder interviews July/August 2024.

⁴⁴ MTR stakeholder interviews July/August 2024.

⁴⁵ UNDP ROAR 2022 p.18

⁴⁶ MTR stakeholder interviews July/August 2024.

⁴⁷ MTR stakeholder interviews July/August 2024.

⁴⁸ MTR stakeholder interviews July/August 2024.

Table 1. CPD RRF summary – Heatmap of Progress

Outcome	Output	Indicator	Baseline/Target	Progress ⁴⁹	
Outcome 1: By 2026, people, especially the most vulnerable and marginalized, will benefit from more inclusive, resilient, transformative and sustainable socio-economic and demographic opportunities to reduce poverty and inequalities.	Output 1.1. Development, financing and implementation of pro-poor green growth (COVID-19 recovery) policies, including a comprehensive social protection system, is strengthened.	Indicator 1.1.1. Ninth and Tenth NSEDP with monitoring and evaluation framework and fully costed with financing strategy prepared	Baseline 0 (2020); Target: 2 (2026).	Good	
		Indicator 1.1.2. Ten year fully costed strategy plan and evaluation framework developed for unexploded ordnance sector	(Baseline 0 (2021); Target: 1 (2026).	Good	
	Output 1.2. Select ministries and local authorities in targeted provinces develop, implement and report on sectoral and local development plans that integrate SDGs (including goal 18).	Indicator 1.2.1. Number of provincial plans that integrate SDGs	baseline 0 (2021); target 5 (2026).	Some	
		Indicator 1.2.2. Number of annual SDG reports produced by sectoral ministries	baseline 0 (2021); target 50 (2026).	Some	
		Indicator 1.2.3. Number of NRA central and provincial offices that integrate Goal 18 targets into local development plans	(baseline 0; target 6 (2026).	Good	
	Output 1.3. Vulnerable groups, especially women, young people, persons with disabilities, ethnic groups and those impacted by unexploded ordnance, have increased access to vocational training (IVET), employment and entrepreneurship opportunities.	Indicator 1.3.1. Percentage of trainees with increased income six months after training (disaggregated by sex, age, ethnicity)	(baseline 0% (2021); target 30% (2026).	Some	
		Indicator 1.3.2. Number of people living in areas cleared by unexploded ordnance with UNDP support (disaggregated by sex, age, ethnicity)	(baseline 9,537 (2020); target 20,000 (2026).	Good	
	Outcome 2: By 2026, people, especially the most vulnerable and marginalized, and institutions will be better able to sustainably access, manage, preserve and benefit from natural resources and promote green growth that is risk-informed and disaster and climate resilient.	Output 2.1. State authorities develop policies and guidelines that improve natural resources management, disaster risk management and resilience to climate change.	Indicator 2.1.1. Number of financing solutions for conservation implemented – Percentage increase in financing amount for conservation	baseline 0 (2020); target 3 (2026).	Good
Indicator 2.1.2. Number of functioning and linked early warning systems at national and provincial level in target provinces.			(baseline 0 (2021); target 10 (2026).	Good	
Output 2.2. Local authorities have enhanced capacities to implement integrated natural resources management and DDR systems.		Indicator 2.2.1. Disaster loss database established and operational	baseline 0 (2021); target 1 (2026).	Good	
		Indicator 2.2.2. Number of local governments that adopt and implement local natural resource management strategies, disaggregated by a) province; b) district; c) village	baseline 2 (2021); target 1 (2026) a) province = 5; b) district = 15; c) village = 50	Some	
Output 2.3. Vulnerable rural communities participate in protected area management and conservation of ecosystem and wildlife and increase resilience to natural hazards-induced disasters and climate change.		Indicator 2.3.1. Number of vulnerable communities in selected provinces participating in protected area management and conservation of ecosystem and wildlife	baseline 16 (2021); target 32 (2026)	Good	
		Indicator 2.3.2. Percentage of women in vulnerable communities benefitting from assisted sustainable management of natural resources, forests, ecosystem services	baseline 15% (2021); target 32% women (2026).	Some	
		Indicator 2.3.3. Percentage of women in vulnerable communities benefitting from disaster resilience initiatives	baseline 15% (2021); target 33% women (2026).	Some	
Outcome 3: By 2026, people, especially the most vulnerable and marginalized, will be better served by public institutions at all levels in a transparent and inclusive manner, able to exercise their rights and obligations, and the institutions shall be strengthened and more accountable while the rule of law and international human rights commitments made by the Lao People's Democratic Republic are upheld.		Output 3.1. Transparent and participatory evidence-based policy and decision-making processes further strengthen human rights protection and accountability.	Indicator 3.1.1. Proportion of public sector entities using digital data at central and sub-national level	baseline TBD (2022); target 80% (2026).	Good
			Indicator 3.1.2. Multi-stakeholder engagement platform established (number of institutions using platform disaggregated by type)	baseline 0 (2021); target 1 (2026).	Good
	Indicator 3.1.3. Number of women running for National Assembly and Provincial People's Assemblies seats		baseline 22% (2021); target 30% (2026).	Some	
	Output 3.2. Government bodies have enhanced capacities for more transparent and effective law design, implementation and monitoring.	Indicator 3.2.1. Number of people accessing essential public services online (e-service)	baseline TBD (2022); target 50% of all Government services (2026).	Good	
		Indicator 3.2.2. Number of citizen engagement and outreach mechanisms conducted by delegates	(baseline 0% TBD; target 80% (2026).	Good	
		Indicator 3.2.3. Number and utilization rates of one-stop service centres by women and ethnic groups at a) district level, and b) province level	baseline 44 TBD; target 74 (50% of public services provided at ODSC) (2026).	Good	
		Indicator 3.2.4. Number of justice and police officials trained on gender-sensitive legal aid service provisions and policing.	Baseline 0; Target 250 (50 legal aid service providers/200 police officers) (2026)	Good	
	Output 3.3. People, including vulnerable groups, have greater access to basic and accountable services.	Indicator 3.3.1. Number of target districts that adopt accountability framework	baseline 4 (2020); target 40 districts (2026).	Some	
		Indicator 3.3.2. Percentage of citizens who attended the survey satisfied with the services received	baseline 17% (2019); target 80% (2026)	Some	

⁴⁹ 'good' means that progress is assessed to be roughly on course or ahead of schedule at the mid-point of the CPD based on the RRF indicator, whereas 'some' progress indicates whilst progress is being made it is assessed to slightly behind schedule at the mid-point of the CPD based on the RRF indicator. The is no evidence of 'limited' or 'no progress' recorded in the assessment of indicators at the MTR stage of CPD implementation.

INTRODUCTION

This report sets out the independent MTR into the Country Programme Document of UNDP for Lao PDR (2022 – 2026). It first outlines the evaluation approach and methodology employed. This is followed by a summary situation analysis, including the evolving development policy context for Lao PDR. A brief recap of the CPD, its three pillars and results framework are provided. The key findings of the MTR are then presented following the logic of the CPD by outcome. The implementation of development results is set out with evidence provided regarding progress. Within each of these sections where challenges arose, these are also documented, with suggestions made for potential adjustments (these have been compiled in Annex 1). In the accordance with the TORs for the MTR, key findings are assessed by ‘Relevance’, ‘Effectiveness’, ‘Efficiency’, ‘Coherence and Integration’. Then particular issues as specified in the TORs are discussed related to ‘LDC Graduation’, ‘Resilience’ and ‘Digital Transformation’ as well as ‘Inclusion and Diversity’ including dimensions related to ‘Gender Equality and the Employment of Women’, ‘Youth’ and ‘ethnic groups’. The report closes with a number of conclusions, strategic recommendations and lesson learned for consideration by the Country Office.

EVALUATION PURPOSE AND SCOPE

Purpose

The purpose of the light MTR is to assess progress made, review challenges and lessons learned over the first half of CPD implementation against the programme theory of change and RRF outputs, indicators and targets. The desk review and stakeholder interviews enabled a comprehensive body of evidence to be generated for assessing and explaining progress, challenges and gaps, including suggestions for adjustments. The MTR will be also used to inform policy and future programming, capture innovations, and sustain and scale-up successful approaches and pilot initiatives. The MTR findings are chiefly intended for the UNDP CO, and more broadly for the UNDP Bangkok Regional Hub (BRH). Findings will be shared and discussed with relevant stakeholders, including national partners and donors to advise on the progress made and recommendations on the way forward.

Scope

The MTR covers programme activities from the beginning of the CPD implementation (January 2022-June 2024) funded by various sources, including internal and donor contributions. The scope of the review is sub-divided into two components:⁵⁰

1. Relevance and effectiveness of the country programme while acknowledging the changing of national and global economic situation.
2. Gender and youth mainstreaming in the country programme following the gender seal and youth portfolio development process.

In line with the TORs, the MTR adopted a selection of the OECD-DAC evaluation criteria, in particular relevance, effectiveness and efficiency, and coherence. Principles such as the human rights-based approach and leaving no one behind (LNOB) were applied, in particular to gender equality and women’s empowerment (GEWE), and vulnerable groups (including ethnic groups, persons with disabilities (PWD), etc.). Following presentation of the first draft Inception Plan by the consultancy team, the addition of cross-cutting issues of digital solutions and resilience in the context of Least Developed Country (LDC) graduation were added. As a result, the MTR sought to answer the following core questions as set out in the TORs, which were duly reflected in the semi-structured interviews:

⁵⁰ As per the TORs

1. Given the evolving development context and national development priorities, to what extent is the Country Programme *relevant*?
2. To what extent has the Country Programme mainstreaming *gender and youth*? What are the development outcomes made to the *marginalized groups, such as women and girls, and youth*, so far?
3. To what extent has *digitization and resilience* in the context of *LDC graduation* been integrated across the CPD?
4. What are the *lessons learned* from the programme? What *can be improved* to ensure objectives will be achieved for the rest of programme implementation?

In addition, the following more detailed questions were posed by the MTR TORs:

Relevance:

- Following two years of implementation and the Mid-Term Review of the 9th NSED, to what extent the Country Programme is still *relevant* to the evolving country's political, and socio-economic situation?
- To what extent is the Country Programme *aligned to national priorities* working towards the expected *LDC graduation* by 2026, including associated *dimensions of resilience*?
- To what extent have the *theory of change* and the underlying assumptions of the country programme integrated *gender equality* and other *cross-cutting issues*? To what extent are they still valid or do they need to be *adapted to changes* in the needs or priorities of the country?

Coherence:

- To what extent does the Country Programme *consider UNDP/CO's comparative advantage* to deliver its intended results?

Effectiveness and Efficiency:

- To what extent has *progress* been made so far towards the programme goals, including gender equality, women's empowerment and other cross-cutting issues?
- To what extent does the CO have the *capacity* to achieve the resources and results as articulated in the CPD? Is there a need to *adjust* the scope and the expected results of the Country Programme?

Cross-cutting Issues: GEWE, Youth, Marginalized Communities, Digital Solutions:

- Building on the current initiative on youth and *youth portfolio* sense-making exercise, to what extent can the CO scale up the initiative into a portfolio approach on youth?
- Building on the results of the Gender Seal, what are the strengths and areas to improve in *mainstreaming gender* into the work of the CO?
- Based on UNDP's *digital integrator role* within the UNSDCF, to what extent has this been realised to date, what are the lessons learned, and what more needs to be prioritized for the second half of the CPD?

EVALUATION APPROACH, METHODOLOGY AND DATA ANALYSIS

Approach and Methodology

In accordance with the TORs and Inception Plan the MTR pursues a straightforward methodology for data collection and analysis:⁵¹

- **Phase 1 – Desk review** of relevant literature and programme documentation in pursuit of the questions outlined above.⁵²
- **Phase II – Semi-structured interviews** (online and in-country) with the CO programmatic/projects teams, government partners, donors, UN agencies, civil society and private sector partners, tailored to the initial findings of the desk review. Around 30 interviews took place throughout July and early August. The semi-structured interview sheets are set out as Annex 2. The in-country mission, which focussed on national counterparts, took place between 23-29 July and the same semi-structured interview template was followed (also Annex 2). The full list of stakeholders that participated in the semi-structured interviews can be found at Annex 3.
- **Consultations with CO and Partners on Findings.** Periodic meetings with the CO M&E focal point took place during the course of the MTR exercise. Three meetings with the RR/DRR also took place at key moments, including an induction meeting, then as stakeholders to the review exercise, and subsequently through an initial presentation of early findings on 29 July, following which a draft report and final report were submitted respectfully in August and September, before further presentation to Government and key development partners.

Data Analysis

The MTR reviewed a wide range of internal UNDP documents and external sources provided by UNDP as well as those sourced independently by the evaluation team. Information gleaned from the desk review informed the semi-structured Interviews. Given that data collection was by both qualitative and quantitative methods, various data analysis techniques were adopted for corroboration, triangulation, and validation of results. For example, following on from the initial desk review, which provided the foundation for assessing progress based on UNDP's internal results reporting documents, three phases of semi-structured interviews were conducted through which data generated through the desk review was further explored, tested and corroborated. For further reference the MTR matrix (evaluation matrix) is attached as Annex 4.

Whilst the MTR was designed to provide an overview of implementation of the entire CPD some additional focus was added by way of sampling. Sample projects across the CPD were as follows:

- Pillar 1. Inclusive Prosperity: i) National Planning and Financing for Inclusive Development; ii) UXO Portfolio.
- Pillar 2. Environment, Climate Change and Resilience; iii) Climate Promise II.
- Pillar 3. Governance and Rule of Law; iv) Prevention and Elimination of Violence Against Women (or Khan Hom Project).

The sample projects also served the identification of key partners and stakeholders to participate in the online and in-country semi-structured interviews. UNDP's main Government interlocutors took part in the face-to-face interviews in-country in the period 24-29 July (see Table 3 below)

⁵¹ The timelines for undertaking the MTR can be found as Annex 7

⁵² The list of primary documents consulted can be found as Annex 5

All semi-structured interviews were broken down into four clusters:

Cluster 1 questions explored issues of *relevance and progress*. Participants to the MTR were asked what were the top three development priorities of the Government of Lao PDR, and subsequently how the CO was leveraging UNDP's comparative advantage in those areas. Participants were presented with the CPD RRF including the specific details of outputs, indicators, targets and baselines in the area in which they were engaged. They were asked to comment specifically on the data and highlight areas that were progressing well, and why, as well as areas that were not progressing so well, and why, including any recommended adjustments that might be required.

Cluster 2 questions reflecting issues of *coherence and integration*, as well as the prospect of the CPD interventions generating impact at scale. Stakeholders were asked about the overall CPD policy and programme offer, whether it appeared clear, strategic and coherent, or projectized and fragmented. They were further asked to offer an explanation for their response, with examples where relevant. Specific cases of cross-pillar collaboration and integration were explored, including whether lasting impact at scale had been achieved, or is likely.

Cluster 3 questions explored *cross-cutting thematic issues of resilience, LDC graduation, digital solutions, GEWE, youth and marginalization*. Stakeholders were asked to focus on those areas that they were most familiar with, and all were asked about gender equality, youth and vulnerable populations, including ethnic groups and PWDs.

Cluster 4 questions provided an opportunity for stakeholders to reflect more broadly on their knowledge of the role of UNDP and CPD implementation over the past 30 months and invited more open-ended reflection on the *key lessons learned and possible recommendations* for the CO for the remainder of the CPD cycle.

All interviews were meticulously noted and provided an invaluable bank of information and analysis. The number of interviews conducted is recorded in the tables set out below. Also note that the majority of semi-structured interviews conducted involved multiple participants involving 48 representatives 26 of whom were women.

Table 2. First Round of Semi-Structured Interviews (8 – 12 July)

Remote Data collection and analysis	Number of interviews	Data Source	Contribution to Criteria
Semi-structured Interviews	2	UNDP Leadership Resident Representative & Deputy Representative	Relevance, Effectiveness, Efficiency, Coherence and Integration, Resilience, LDC graduation, Cross-Cutting issues: GEWE, Youth, marginalized, digital.
	3	UNDP Programme Units (Inclusive Growth & UXO; Environment, Climate and Resilience; Governance and the Rule of Law.	
	2	UN agencies (focus on pillars 1 and 2)	
	3	Donors	
Written Representation	1	Donor (Republic of Korea)	

Table 3. In country interviews (24 – 29 July)

In-country interviews and analysis	Number of interviews	Data Source	Contribution to Criteria
Semi-structured Interviews	1	UNRCO / UN Economist	Relevance, Effectiveness, Efficiency, Coherence and Integration, Resilience, LDC graduation,

	9	Government Agencies (MPI, MTC, MoJ, MoHA, MoNRE, Nat. Assembly, MoFA, NRA, UXO Lao	Cross-Cutting issues: GEWE, Youth, marginalized, digital.
	1	UNDP Leadership Resident Representative + M&E focal point	Initial presentation and corroboration of key findings to date.

Table 4. Second Round of Semi-Structured Interviews (1 – 7 August)

Remote Data collection and analysis	Number of interviews	Data Source	Contribution to Criteria
Semi-structured Interviews	1	IFIs – World Bank and Asian Development Bank.	Relevance, Effectiveness, Efficiency, Coherence and Integration, Resilience, LDC graduation, Cross-Cutting issues: GEWE, Youth, marginalized, digital.
	1	Lao Women’s Union	
	1	International Union for Conservation of Nature and Natural Resources	
	1	Government (MoNRE)	
	2	UN agencies – UNDESA, UNFPA	
	1	UNDP Bangkok Regional Hub	

Limitations of the MTR

The MTR was designed as a crisp and ‘lite’ exercise and was not intended to satisfy the full rigor of an end of term evaluation, although the core principles of such were applied. Noting that the CPD was designed during the heavily constrained period of COVID-19, CO management desired to test the extent to which the CPD was still valid and relevant to the priority needs of the country. As such, a short 25-day consultancy exercise was commissioned.

The information gleaned in this report comes primarily from two main sources: A desk review, followed by a more extensive series of stakeholder interviews. One limitation encountered in conducting this MTR is that the desk review depended largely on internal CO self-reporting as entered into in the ROAR. There were no independently reviewed or evaluated project reports available given that the CPD had only commenced implementation just over two years prior. Hence, speaking with a diversity of stakeholders assumed additional importance to corroborate internal CO reporting and bring additional objectivity to the exercise. Extra attention was directed to the interviews as a result, however, only a few consultations with key donors actually took place.

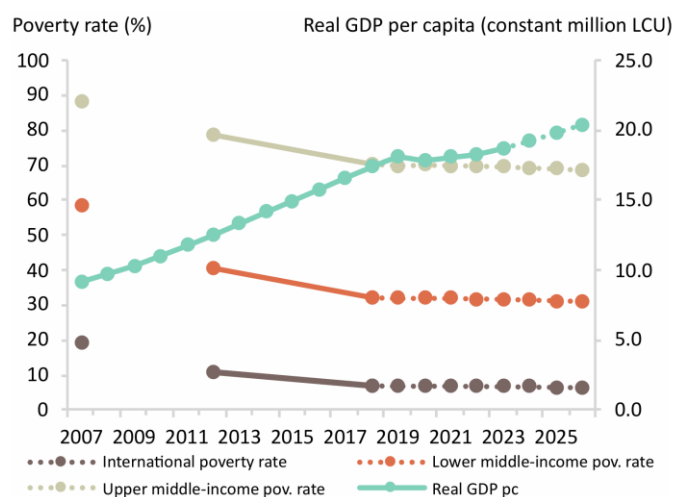
Given the ‘lite’ nature of the exercise only a short mission into the country was organised, chiefly for meeting with Government counterparts. No project site was visited. And although intended, the stakeholder interview with the Lao Youth Union did not take place. Unfortunately, there were no consultations with PWDs or ethnic groups, an issue that will need to be remedied in the TORs for the final evaluation of the CPD. To compensate for these limitations, as noted above, each stakeholder interview probed the extent to which UNDP has considered the role of young people, women and ethnic groups in the design and implementation of the CPD.

Additional feedback from the CO provided on submission of the first draft report enabled some factual details to be amended. Despite these limitations, a robust MTR has been conducted with clear findings, recommendations and lessons learned in accordance with the TORs.

CONTEXT

Lao PDR is a lower-middle-income, landlocked, ethnically diverse country⁵³ with 7.42 million people and a gross national income (GNI) per capita of US \$7,650 as of 2021.^{54/55} More than two-thirds of the population lives in the southern and central parts of the country and over 60% of the population live in rural areas although urbanizing quickly.⁵⁶ Lao PDR's HDI of 0.620 for 2022 puts the country in the Medium human development category, ranking it 139 out of 193 countries. Despite a recent recovery in human development, with an HDI value slightly above the pre-pandemic level of 0.617 in 2019, Laos, like many other countries, has faced a significant slowdown in progress. This has led to lasting setbacks in human development. In 2022, the Inequality-Adjusted Human Development Index (IHDI) reduced the country's HDI to 0.466 - a decline of nearly 25%.⁵⁷ Areas in which Lao PDR continues to make steady progress are reducing child mortality, improving maternal health, and increasing access to improved water sources⁵⁸ as illustrated in the Mid Term Review of the 9th National Socio-Economic Development Plan (NSEDP). However, a series of shocks and underlying vulnerabilities has meant that many SDG targets are no longer on track. A similar picture emerges in relation to poverty, which had declined from 33.5 percent in 2002-2003 to 18.6 percent in 2018-2019 based on the national poverty line.⁵⁹ Poverty reduction⁶⁰ has begun to stagnate at around 32 percent in 2023 due to the COVID-19 pandemic and the macroeconomic crisis⁶¹ (figure 1 below).

Figure 1. Actual and projected poverty rates and real GDP per capita⁶²



Economically, Lao PDR averaged 7 percent GDP growth from 2009 to 2019, stemming principally from foreign-led investment in hydropower and mining, supported by a gradual opening of the economy and regional integration. Yet the growth model had a number of inherent risks. Growth was narrowly based on the expansion of capital-intensive sectors such as mining, hydropower and associated infrastructure. Fiscal risks included low revenue mobilization (mainly due to tax exemptions offered to large investors) and an accumulation of debt as external loans financed a number of large infrastructure projects. Economic growth had increasingly become subject to fluctuations in raw materials and electricity and prices, and not least to unexpected and unpredictable weather events.⁶³ In addition, structural transformation has been slow.⁶⁴

⁵³ There are 50 officially recognized ethnic groups which can be categorized into 4 main groups: Lao-Tai, Mon- Khmer, Hmong-Mien and Chinese-Tibetan.

⁵⁴https://databank.worldbank.org/views/reports/reportwidget.aspx?Report_Name=CountryProfile&id=b450fd57&bar=y&ddd=y&inf=n&zm=n&country=LAO&gl=1*16co1v6*_gcl_au*Mjg1MjcwNDAxLjE3MjA1Mjg3NTM.

⁵⁵ Based on 2017 PPP.

⁵⁶ The urban population increased from 22 percent in 2000 to 36 percent in 2020 (UNDESA, 2019).

⁵⁷ [Launch of the Global Human Development Report 2023/24 in Lao PDR | United Nations Development Programme \(undp.org\)](#)

⁵⁸ Lao Social Indicator Survey (LSIS III), 2023.

⁵⁹ LSB and World Bank, 2020.

⁶⁰ using the poverty rate (measured at the lower-middle-income poverty line of \$3.65 a day 2017 PPP)

⁶¹ <https://thedocs.worldbank.org/en/doc/c6aceb75bed03729ef4f9404dd7f125-0500012021/related/mpo-lao.pdf>
<mpo-lao.pdf> (worldbank.org)

⁶² Warr, Rasphone and Menon, 2015, quoted in the NHDR, 2022, Youth as Drivers of Sustainable Development

⁶³ The share of agriculture in GDP declined from 17 percent in 2016 to 15 percent in 2020; industry increased from 29 to 32 percent and services remained at around 42 percent over the same period based on United Nations (2021) and IMF (2019) reporting.

Meanwhile, Lao PDR's topography and landlocked location makes the country heavily dependent on road (and more recently rail) transportation for trade and economic growth. The country's East-West and North-South economic corridors connect Lao PDR with its Southeast and East Asian neighbours.

The current macroeconomic crisis has witnessed inflation rates that exceeded 40 percent in 2023, but steadied to 26% by October 2023.⁶⁵ This affected around 90 percent of families, forcing them to adopt coping strategies.⁶⁶ Inflation was accompanied by and partly the result of depreciation of the national currency (KIP) further compounding economic difficulties as the large national debt incurred to generate the previous decade of growth is largely owed in foreign currencies. This places a significant squeeze on public finances. The current economic crisis, combined with a lack of domestic resources, data challenges and severe capacity constraints present key barriers to fully achieve the intended impact of the 9th NSEDP and its financing strategy.

From an environment perspective Laos lies in the lower Mekong Basin and approximately 80% of the country's land area is mountainous. The remaining 20% are low lying plains threatened by annual floods. The country is endowed with abundant natural resources, such as water, forests, minerals and biodiversity, and when compared to other Asian nations, many of these assets remain in a comparatively healthy state. However, since the turn of the 21st century, exploitation of natural resources has accelerated, including construction of a cascade of new hydropower dams on the Mekong River and its tributaries. Within this geographic context, flood and drought events occur frequently with nearly 40% of the population potentially at risk.⁶⁷ Similarly, a large proportion of Lao PDR's population rely on agricultural activities as the primary source of livelihood. Climate change is forecast to impact on the country and its inhabitants strongly in relation to water and forestry resources, agriculture, energy, and population health.⁶⁸

Global and Regional Development Policy Context

As noted above, recent NSEDPs in Lao PDR have been founded on natural resources and minerals as the basis economic growth. Yet as a global knowledge and development policy leader, UNDP has a duty to pose difficult questions and to advocate for policy change where relevant. A succession of global and regional human development reports has questioned the basis and assumptions of prevailing economic and social development models such as that adopted by Lao PDR. Statements have arisen, such as: "the growth model that has propelled the rise in the [Asia-Pacific] region's economic powerhouse is now the cause of the current development challenges."⁶⁹ As well as, "the region is at a tipping point. While sustained growth has taken more than a billion people out of poverty since 1990, hundreds of millions remain impoverished, marginalized, and excluded from development progress. The devastating effects of environmental degradation and climate change, which disproportionately affects the poor and marginalized, diminish prospects for future growth. The region risks being locked into unsustainable pathways based on past models of development, while governance performance has stagnated."⁷⁰ There are important implications and learning that can be gleaned for the current Lao PDR crisis and context.

Along similar lines, The global HDR for 2020 concluded: "Though humanity has achieved incredible progress, we have taken the Earth for granted, destabilizing the very systems upon which we rely for survival."⁷¹ The 2019 global HDR stated "Inequalities in human development are a roadblock to achieving the 2030 Agenda for Sustainable Development,"⁷² and in Asia Pacific "Inequality remains deeply entrenched."⁷³ These landmark UNDP knowledge products urge a re-examination of the principles and basic assumptions about development. The most recent of these was the 2024 Asia-Pacific Human Development Report 'Making our Future: New Directions for Human Development in Asia and the Pacific', which argues that unmet aspirations, heightened human insecurity, and a potentially more turbulent

⁶⁵ <https://www.worldbank.org/en/news/press-release/2023/12/01/addressing-debt-and-raising-revenue-key-to-lao-pdr-economic-stability-world-bank>

⁶⁶ Lao Economic Monitor, May 2023: Addressing Economic Uncertainty - Key Findings (worldbank.org)

⁶⁷ UNDP CPD MTR TORs

⁶⁸ Lao PDR - Summary | Climate Change Knowledge Portal (worldbank.org)

⁶⁹ UNDP Asia Pacific Regional Programme Document for Asia and the Pacific, p.1

⁷⁰ UNDP Asia Pacific Regional Programme Document for Asia and the Pacific, p.1

⁷¹ Human Development Report 2020 | Human Development Reports (undp.org)

⁷² <https://hdr.undp.org/content/human-development-report-2019>

⁷³ Asia Pacific Regional Development Report 2024, p.1

future create an urgent need for change. The report paints a qualified picture of long-term progress, but also of persistent disparities and widespread disruption. It foresees a turbulent development landscape and calls urgently for new policy directions to boost human development.⁷⁴ These policy perspectives need to inform the next phase of development planning in Lao PDR.

DESCRIPTION OF THE CPD INTERVENTION

UNDP Lao PDR Country Programme Document (CPD) (2022-2026) is a five-year strategic framework comprising of three interconnected pillars, aimed at addressing the needs of the most marginalized in society, such as ethnic groups, and people with disabilities, as well as women and youth. Approved by the UNDP Executive Board, the CPD is fully aligned to the 9th NSEDP and derives its Results Framework from the United Nations Sustainable Development Cooperation Framework (UNSDCF) for Lao PDR (2022-2026). The Country Programme ensures close coordination with other United Nations agencies to contribute to the achievement of the Sustainable Development Goals. The three pillars of the CPD are

1. **Inclusive Prosperity** – to promote inclusive growth that ensures the benefits of development will reach the vulnerable members of society – women, young people, persons with disabilities, ethnic groups, and those impacted by UXO.
2. **Environment, Climate Change, and Resilience** – in pursuit of a successful, low-carbon, socially inclusive growth strategy in urban and rural areas, including strengthening the resilience of communities and institutions to better cope with and recover from shocks
3. **Governance and Rule of Law** – focusing on facilitating the transformation of the governance system in the country and bring it closer to the people and deliver just and inclusive services that will ultimately allow Lao PDR to achieve the SDGs.

The CPD was designed during the COVID-19 pandemic and its immediate aftermath. Since then and commencement of CPD implementation in 2022, there have been several assessments both internal and external as follows:

- To integrate gender into all programmatic as well as operational areas of the CO. This has resulted in the Silver Gender Seal awarded to the Country Office
- For the design of a Youth Portfolio to tackle challenges identified in the 6th National Human Development Report (2022)
- The conduct of a Digital Maturity Assessment
- A CO Audit that investigated operational and programmatic areas
- Support to the Mid-Term Review of the 9th NSEDP
- Regarding the NSEDP MTR lessons learned so far point to the importance of economic recovery priorities, and for further investments in human development and environmental protection. The results also serve to lay the foundation for the formulation of the 10th NSEDP
- Not least, Lao PDR is also expected to graduate from the LDC status in 2026.

KEY FINDINGS

CPD Assessment of Progress

The following section comprises the main body of the report. The first part of which is specifically focusses on relevance, effectiveness and efficiency, and coherence and seeks to respond to the core MTR questions:

⁷⁴ [Regional Human Development Report | United Nations Development Programme \(undp.org\)](#)

- Following two years of implementation and the Mid-Term Review of the 9th NSEDP, to what extent the Country Programme is still *relevant* to the evolving country’s political, and socio-economic situation?
- To what extent is the Country Programme *aligned to national priorities* working towards the expected *LDC graduation* by 2026, including associated dimensions of *resilience*?
- To what extent have the theory of change and the underlying assumptions of the country programme integrated *gender equality and other cross-cutting issues*? To what extent are they still valid or do they need to be *adapted to changes in the needs or priorities of the country*?
- To what extent has *progress been made* so far towards the programme goals, including *gender equality, women’s empowerment* and other cross-cutting issues?
- To what extent does the CO have the *capacity to achieve the resources and results* as articulated in the CPD? Is there a *need to adjust the scope and the expected results* of the Country Programme?
- To what extent does the Country Programme consider *UNDP/CO’s comparative advantage* to deliver its intended results?

In this regard, each output and indicator are systematically discussed in turn based on the data and analysis. The theory of change is first outlined followed by a presentation of the outputs and respective indicators. It is worth noting that the main engines of CPD implementation are projects. A summary of the main projects in the current CPD are included in Figure 2 immediately below. It provides an overview of the scope of the current and evolving CPD portfolio.

Figure 2. Projects in the CPD

Project	2021	2022					2023					2024					2025					2026					USD million	DP																															
		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J			F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A
Inclusive Prosperity																																																											
Outcome 1	National Planning and Financing for Inclusive Development																																	4	USAID / NZ																								
	Policy Advocacy and Outreach on Social Protection in Lao PDR																																	0.1	UNDP																								
	Supporting Effectiveness and Efficiency in the UXO Sector to Contribute to the Achievement of SDG18 and Safe Path Forward III (SPFIII)																																	18.9	KOICA, NZ Ireland, Canada, Lux																								
																																		23																									
Environment, Climate Change & Resilience																																																											
Outcome 2	GEF 8 Project “Generating multiple benefits through strengthen Intact Forest Landscapes (IFLs) in Lao PDR																																	10	GEF																								
	Global Biodiversity Framework Early Action Support (GBF-EAS)																																	0.26	GEF																								
	Umbrella Programme to Support Development of Biodiversity Finance Plan (BOFIN)																																	0.31	GEF																								
	Support to the preparation of 7th National Biodiversity Reports																																	0.46	GEF																								
	Financing Agrochemicals Reduction and Management (FARM) in Lao PDR																																	4	GEF																								
	GEF Integrated Water Resources Management in Xe Bang Hieng and Luang Prabang (IWRM)																																	5.6	GEF																								
	Climate Promise II: From Pledge to Impact (Lao PDR)																																	0.54	Germany																								
	Enhancing Integrated Water Management and Climate Resilience in Vulnerable Urban Areas of the Mekong River Basin (ROK Mekong)																																	1.6	RoK																								
	HCFC Phase-Out Management Plan, Phase II																																		0.1	Multilateral Fund																							
	Kigali Implementation Plan (KIP)																																		0.04	Multilateral Fund																							
	Ending Plastic Pollution Innovation Challenge (EPPIC III)																																		0.18	NORAD																							
																																			23.09																								
	Governance and Rule of Law																																																										
Outcome 3	STEPS																																	15	USAID																								
	Prevention and Elimination of Violence Against Women (Khan Hom)																																	1.6	KOICA																								
	Lawyer Project																																	1.22	US Dept of State INL																								
	Judicial Integrity Network (JIN) ASEAN (Regional Project)																																	0.025	UNDP BRH																								
Project Initiation Plan – Governance 2024																																	0.15	UNDP BRH																									
																																		18																									

Roles and responsibilities

In *Pillar 1* UNDP supports the Ministry of Planning and Investment and the Ministry of Finance with technical assistance to reinforce institutional, policy and coordination capacities for NSEDP formulation and financing, as well as RTP and SWG facilitation. UNDP also supports the NRA and UXO Lao in institutional strengthening, sector wide coordination and reporting for SDG 18 as well as technical assistance for UXO clearance operations. In *Pillar 2* UNDP provides policy, coordination, financing, technical assistance and capacity development functions in all matters relating to NRM, DRM and climate action. Support is chiefly provided to MONRE, the Ministry of Agriculture, the National Disaster Management Office and respective tiers of the water management authorities, as well as local departments at the sub-national level. UNDP has been increasingly working with local community organisations to strengthen local capabilities for sustainable community-based conservation and bio-diversity management.

In *pillar 3* UNDP provides policy, technical assistance and capacity development to focus units of the Ministry of Home Affairs and Ministry of Justice as well as to the Lao Bar association, Police Services, the Civil Service Commission, the National Assembly and People’s Provincial Assemblies. Leadership and oversight of the CPD is provided by the CO with programmatic content guided by three pillar managers. Project teams are partially embedded within ministries and national institutions to ensure highly contextualise support and systematic institutional strengthening. UNDP works with UN agencies, including through UN joint programmes where priorities converge. Projects (Figure 2 above) are overseen by governing Boards that meet at least twice a year and which are co-chaired by UNDP and the Government implementing agency.

Review of Progress on Outcome 1: Inclusive Prosperity

Theory of Change

Outcome 1: The UNDP CPD Theory of Change for Inclusive Prosperity has been abbreviated from the more comprehensive Theory of Change set out in the UNSDCF.⁷⁵ The UNDP Theory of Change reads: “If there is improved macro-fiscal management, evidence-based and territorial development planning and prioritization of public investments in social and green sectors, the country will shift to a more inclusive and more environmentally responsible, climate-resilient development pathway. Resilient and gender-responsive social protection systems will protect people from falling back into poverty and ensure development progress, even if disasters and shocks hit. This translates into the CPD outcome: By 2026, people, especially the most vulnerable and marginalized, will benefit from more inclusive, resilient, transformative, and sustainable socioeconomic and demographic opportunities to reduce poverty and inequalities”.⁷⁶ The logic of the various UNDP interventions (outputs and indicators) set out in the RRF for Inclusive Prosperity (outputs 1.1 – 1.3) intend to accord with the rationale set out in the Theory of Change.

Assessment of Progress – Output 1.1

Output 1.1. Development, financing and implementation of pro-poor green growth (COVID-19 recovery) policies, including a comprehensive social protection system, is strengthened.	
Indicator 1.1.1. Ninth and Tenth NSEDP with monitoring and evaluation framework and fully costed with financing strategy prepared (Baseline 0 (2020); Target: 2 (2026)).	Good Progress
Indicator 1.1.2. Ten year fully costed strategy plan and evaluation framework developed for unexploded ordnance sector (Baseline 0 (2021); Target: 1 (2026)).	Good Progress

In summary, output 1.1 and indicators 1.1.1 and 1.1.2 set out UNDP’s strategic contribution to national development planning and financing, including for the UXO sector in Lao PDR.

Evidence of Progress

In relation to indicator 1.1.1, in 2022 UNDP played a central role in the formulation of the 9th NSEDP (2021-2025) and facilitation of the annual Round Table Meeting.^{77/78/79} The NSEDP incorporates Lao PDR’s pro-poor, green growth and sustainable development strategies. In addition, due to the deepening macro-economic crisis affecting the country, UNDP contributed, via a UN joint programme,⁸⁰ to the development of the first ever financing strategy⁸¹ for national development priorities, guided by the Integrated National Financing Framework (INFF). Based on the principles of the Doha Programme of Action⁸² the Financing Strategy was endorsed in June 2022 by the Prime Minister and finalized in September 2022⁸³ following an extended 18-month consultation process.⁸⁴ The financing strategy brought key line

⁷⁵ Note that the UNSDCF Theory of Change for Inclusive Prosperity runs to 10 paragraphs and can be found on p.22-23 of the hard copy document (page 36-37) of the electronic version: <https://laopdr.un.org/en/174699-lao-pdr-united-nations-sustainable-development-cooperation-framework-2022-2026>

⁷⁶ UNDP CPD Lao PDR (2022-2026), p.4

⁷⁷ <https://rtm.org.la/>

⁷⁸ <https://rtm.org.la/2022-round-table-implementation-meeting/>

⁷⁹ https://www.effectivecooperation.org/system/files/2022-02/ENG_9th_NSEDP_Near_Final_Clean_for_Circulation_7OCT2021.v1.pdf

⁸⁰ UNDP, UNICEF< UNFPA, UNCDF and WHO

⁸¹ <https://rtm.org.la/wp-content/uploads/2024/02/9th-NSEDP-Financing-Strategy-ENG-1.pdf>

⁸² <https://www.un.org/idea5/doha-programme-of-action>

⁸³ <https://laopdr.un.org/en/239559-remarks-high-level-launch-9th-national-socio-economic-development-plan-2021-2025-financing>

⁸⁴ UNDP ROAR 2023 p.6

ministries together, especially the Ministry of Finance, which is key for implementation. In terms of practical actions, the financing strategy outlined measures to increase resources from multiple sources including development financing beyond ODA, such as tax losses linked to concession agreements.

During 2023 and into the first half of 2024 UNDP supported the MTR of the 9th NSEDP. Key findings were presented at the Round Table Meeting (implementation meeting) in February 2024.⁸⁵ This reaffirmed the centrality of economic recovery and the need for more investment into human capital and environmental protection. UNDP also provided capacity building support to improve the national aid coordination architecture and 10 Sector Working Groups. Additional technical assistance has been provided to enhance the revenue mobilization capacity of the Ministry of Finance (MoF) and development of a results-based management manual and associated training package for line ministries and provincial units.⁸⁶ In this period, UNDP began working with the Government, particularly the Ministry of Planning and Investment (MPI), on formulation of the 10th NSEDP (2026-2030). From a UN system wide perspective, UNDP's convening role in bringing the UN family together to contribute to the NSEDP consultations 'as one' was recognised by other UN agencies. This occurred during the MTR for the 9th NSEDP as well as during the UNCT retreat in 2023.⁸⁷

To support deeper integration of the SDGs into planning in a data-driven manner, UNDP supported the National SDG Secretariat to conduct a data review for all 238 indicators with all SDG focal points in early 2022. The exercise highlighted critical improvements needed in data collection. To address institutional gaps on SDG implementation, UNDP also supported an independent review of the Sector Working Groups (SWGs). The review was completed in October 2022 and was discussed at the annual meeting of Chairs and Co-chairs of SWGs on 18 November 2022 involving various government and development partners. Participants agreed on priority actions to implement the recommendations of the review.⁸⁸

Other accomplishments included improvements to the M&E framework of the 9th NSEDP, finalized in collaboration with UNICEF.⁸⁹ Donor consultations as part of this exercise generated the recommendation for far fewer NSDEP indicators linked to clear data points, and even closer integration between national development planning and financing, which had previously been siloed. More rigorous implementation of the financial framework was also called for.⁹⁰

In relation to indicator 1.1.2 after a long consultation process, the new national UXO Sector Strategy, Safe Path Forward III (SFP III) (2021-2030)⁹¹ was completed and approved in 2022 under the leadership of the National Regulatory Authority (NRA). The strategy is fully aligned with the 9th NSEDP and integrated therein as a national priority.⁹² UXO features as SDG 18 and the strategy for SFP III is faithful to the international commitments under the Convention on Cluster Munitions (CCM),⁹³ including its humanitarian and development dimensions.⁹⁴ UNDP provided comprehensive support during the development of the strategy and the consultation process, continuing to facilitate connections between the Government and UXO/mine action operators, donors and CSOs.⁹⁵ More recently, supervision of the UXO sector was successfully transferred from the Ministry of Labor and Social Welfare to the Ministry of Foreign Affairs, a transition that initially impacted the UNDP UXO programme but enabled enhanced oversight and inter-ministerial collaboration.⁹⁶ UNDP is adopting the translation of UXO risk education materials into local languages and supports UXO Lao operations.

The trusted and privileged position of UNDP as a longstanding partner to the Government, MPI, MOFA and NRA is key to the success in both indicator areas 1.1.1 and 1.1.2, related to the NSEDP and UXO sector. High level access, clear and frequent communications, and regular meetings at all institutional levels

⁸⁵ <https://rtm.org.la/wp-content/uploads/2024/02/Presentation-on-MTR-FS-and-RF-Eng-version.pdf>

⁸⁶ UNDP ROAR 2023 p.10

⁸⁷ MTR stakeholder interviews July/August 2024

⁸⁸ UNDP ROAR 2022 p.13

⁸⁹ UNDP ROAR 2022, p.6 and p.12, and UNDP ROAR 2023, p.9-10

⁹⁰ MTR stakeholder interviews July/August 2024.

⁹¹ <https://nra.gov.la/resources/Strategy/SPE%20III%20Eng%20version%20on%2019.1.2023.pdf>

⁹² MTR stakeholder interviews July/August 2024.

⁹³ <https://www.clusterconvention.org/convention-text/>

⁹⁴ MTR stakeholder interviews July/August 2024.

⁹⁵ UNDP ROAR 2022, p.12

⁹⁶ UNDP ROAR 2023 p.6

serves to maintain a robust and productive working partnership and referred to as “smooth collaboration” between UNDP and the Lao PDR authorities.⁹⁷ In addition, recent joint field visits between MoFA, MoLSW, UNDP and development partners were appreciated.

Challenges to Progress

During 2022, delays were encountered in finalizing the 9th NSEDP financing strategy due to COVID-related restrictions, which also prevented the appointed consultant from conducting in-country work. The same difficulty was encountered at the time of the review of the SWGs, which was also hampered by the inability of consultants to visit the country during the data collection and interview process. Regarding the latter, the finalization of the SWG review report was delayed by differences of approaches between various stakeholders and was finally resolved in September 2022.⁹⁸ Development partners hold different views regarding the functionality of the SWGs; some argued that they were essential for development effectiveness and coordination. However, in cases like the governance SWG, which had been inactive for several years, whilst UNDP had taken on the role of coordination, meaningful dialogue was still lacking.⁹⁹

Regarding the NSEDP financing strategy, one critical challenge required bringing multiple Ministries together, including MoF, whose engagement is key to the future implementation of the strategy. Furthermore, the financing strategy was not fully costed, relying only on general estimates of the investment needs for the 9th NSEDP. This was because the Development Finance Assessment (DFA), which was meant to examine the financing landscape, had not been fully completed in time. However, preliminary findings from the DFA did help shape the design of the financing strategy.¹⁰⁰ Operationalizing the 9th NSEDP Financing Strategy requires dedicated institutional arrangements as was found during the high-level dialogue organized to identify the governance support required to accelerate public finance reforms. Meanwhile stakeholders to this MTR report that public finance management capacities are low and that there are leakages in revenue collection and poor general oversight of the quality of expenditures, resulting in poor value for money.¹⁰¹ UNDP has worked with MoF and is supporting broadening the tax base, including through tracking of tax data with several related projects in the pipeline. One initiative is the prospective Tobacco Tax being pursued in partnership with WHO, despite initial Government apprehensive about tobacco taxation, and lobbying from the main tobacco industry actors.¹⁰² One stakeholder consultation suggested that in the current context UNDP needed a dedicated Economist, whilst others expressed disappointment that the strong signals that emerged from the UN Joint Project to support the strategy did not materialize into a direct successor joint programme, regarding that as a lost opportunity.¹⁰³ On the other hand, the MTR learned latterly that a further UNJP dedicated to green financing is about to be launched and includes UNDP, UNEP, FAO and UN-Habitat.¹⁰⁴

The 9th NSEDP MTR indicated the urgency to allocate state budget resources to targeted priorities for the remaining period of the Plan. It further indicated the data deficit for effectively monitoring the NSEDP as only 10% of the 168 indicators had adequate data.¹⁰⁵ In referring to the Voluntary National Review (VNR) and Voluntary Local Reviews (VLRs) being supported by FAO and UN-HABITAT respectively, Government partners questioned if UNDP had ceded its SDG integrator role to other UN agencies.¹⁰⁶ Not least, efforts to improve the Round Table Process for effective donor coordination were recorded as needed,¹⁰⁷ as well as an enhanced role for UNDP in resource mobilization and development effectiveness (given that ODA was expected to taper off through LDC graduation). Resource mobilization and diversification of sources is also needed for SDG 18 specifically.¹⁰⁸ Several partners interviewed also spoke

⁹⁷ Written submission from a development partner to the UNDP CPD MTR

⁹⁸ UNDP ROAR 2022 p.14

⁹⁹ MTR stakeholder interviews July/August 2024.

¹⁰⁰ UNDP ROAR 2022, p.6 and p.13

¹⁰¹ MTR stakeholder interviews July/August 2024.

¹⁰² UNDP ROAR 2023 p.10-11

¹⁰³ MTR stakeholder interviews July/August 2024.

¹⁰⁴ Feedback to first draft MTR report

¹⁰⁵ UNDP ROAR 2023 p.10-11

¹⁰⁶ MTR stakeholder interviews July/August 2024.

¹⁰⁷ UNDP ROAR 2023 p. 13-14

¹⁰⁸ MTR stakeholder interviews July/August 2024.

to the need for stronger engagement with the private sector in supporting NSEDP and SDG implementation, including SDG 18.

Other challenges include capacities in general,¹⁰⁹ resulting in slow implementation of policies, the need for strengthened cross-government collaboration for steering reforms, and high levels of civil service turnover, with several MTR interview participants referring to civil service personnel “leaving in droves.”¹¹⁰

Several stakeholders to this MTR consultation queried the UNDP focus on national planning and policy making, when implementation capacities were so conspicuously weak, suggesting that a greater focus on implementation was needed in the 10th NSEDP.¹¹¹ A key Government partner suggested that UNDP needed to “go deeper” and several participants recommended greater attention to implementation at the provincial level was required to demonstrate greater impact. Moreover, a succession of NSEDPs have focussed on economic growth, but without sufficient attention to assessing assumptions and risks, nor giving serious consideration to the extractive nature of the development model employed. Ignoring these ‘externalities’ has come at a cost. Greater use of foresight and a deeper understanding of risk in an increasingly interconnected and interdependent world should be a strong feature of national development planning.¹¹² Publication of the 2024 Asia-Pacific Human Development Report ‘Making our Future: New Directions for Human Development in Asia and the Pacific,’ argues that unmet aspirations, heightened human insecurity, and a potentially more turbulent future create an urgent need for change. The report paints a qualified picture of long-term progress, but persistent disparities and widespread disruption, foreseeing a turbulent development landscape and urgently calling for new directions to boost human development.¹¹³ The ideas and concepts come at a perfect moment for reflection as Lao PDR crafts its 10th NSEDP.

Early presentation of the emergent 10th NSEDP were met with some scepticism on the part of development partners that it continued to be skewed towards infrastructure, mining and hydropower, rather than investment in human capital sectors. UNDP and other development partners are advocating for the 10th NSEDP to be more human centric. In this regard, stakeholders commented on “some very good interventions by UNDP, on advocacy and leadership to help move the agenda forward.”¹¹⁴ Constructive dialogues are ongoing with the development research institute (the think tank of the Government located at MPI). In addition, stakeholders engaged in this MTR suggested greater attention to the ‘quintet of change,’ stemming from accurate data, behavioural change, strategic foresight, digitalization, and AI/innovation.¹¹⁵

Although collaboration with ILO has led to joint work on the ‘future of work’ policy note and collaboration with UNICEF has led to joint work on the NSEDP revised indicators, however, UNDP has yet to develop a country-level social protection offer¹¹⁶ in line with the stated aim of strengthening the comprehensive social protection systems, in output 1. This is not for the want of trying, as the CO attempted to enter this space in the period 2020-2021 but were asked to “step aside.”¹¹⁷ More recently, a draft UNJP with UNICEF and ILO has been formulated on social protection and UNDP has “re-entered the social protection space through a 2024 Trac 2 project” allocation.¹¹⁸

Regarding UXO clearance, despite the significant educational efforts to reduce risk-taking behaviour, the number of UXO casualties increased to 47 in 2023, notably with boys and men as victims. This meant that the national target of less than 38 casualties per year was not met. UXO accidents are not only linked to a lack of knowledge, but also to the application of acquired knowledge – behavioural change is critical to

¹⁰⁹ MTR stakeholder interviews July/August 2024.

¹¹⁰ MTR stakeholder interviews July/August 2024.

¹¹¹ MTR stakeholder interviews July/August 2024.

¹¹² MTR stakeholder interviews July/August 2024.

¹¹³ <https://www.undp.org/asia-pacific/hdr2024>

¹¹⁴ MTR stakeholder interviews July/August 2024.

¹¹⁵ MTR stakeholder interviews July/August 2024.

¹¹⁶ UNDP ROAR 2023 p.14

¹¹⁷ MTR stakeholder interviews July/August 2024.

¹¹⁸ Stakeholder feedback on the first draft MTR report.

mitigate risk.¹¹⁹ Other partners interviewed noted that the victim assistance part of the programme needed to be improved and integrated better into the national social protection system.¹²⁰

Assessment of Progress – Output 1.2

Output 1.2 Select ministries and local authorities in targeted provinces develop, implement and report on sectoral and local development plans that integrate SDGs (including goal 18).	
Indicator 1.2.1 Number of provincial plans that integrate SDGs. Baseline 0 (2021); Target 5 (2026)	Some progress
Indicator 1.2.2 Number of annual SDG reports produced by sectoral ministries. Baseline 0 (2021); Target 50 (2026)	Some progress
Indicator 1.2.3 Number of NRA central and provincial offices that integrate Goal 18 targets into local development plans. Baseline 0; Target 6 (2026)	Good progress

Evidence of Progress

Output 1.2 and its corresponding indicators relate to UNDP’s support to enable deeper penetration of the SDGs into provincial and sectoral plans, as well as to the specific objective of ensuring that SDG 18 is a central feature of national and local development plans.

In 2022 UNDP records having provided support the integration of the SDGs into provincial development plans. For example, as a first step, assistance was provided to the National SDGs Secretariat to enhance the capacity of the 50 provincial officials in 3 provinces.¹²¹ Donor partners on the other hand considered that most of UNDP’s support offered via the NSEDP project (National Planning and Financing for Inclusive Development) had been provided at the national level to MPI for the NSEDP, as well as to the RTP and SWG mechanism and that there had been more limited to scope for working to support sub-national integration of the SDGs.¹²² Government partners interviewed for the MTR expressed satisfaction with progress made to integrate the SDGs into sector plans, but that the real need going forward was for UNDP to “go deeper” into strengthening capacities of the provinces in SDG development planning and monitoring.¹²³ Along those lines, whilst some progress has been made in integrating the SDGs sub-nationally, it was also observed that the provincial development planning function remained weak and included a list of hopeful priorities that authorities wished to pursue rather than costed, bankable projects. These were subsequently consolidated by MPI.¹²⁴

In 2023 UNDP followed up its initial support for provincial SDG work through a series of policy dissemination workshops. Their aim being to increase awareness and understanding of SDGs among 60 subnational officers (42% women). As a result, appreciation of the SDGs was raised, and officers have been enabled to integrate them more securely into the sub-national planning process. This has helped build further knowledge and capacity for monitoring SDG implementation. The exercise has also contributed to aligning provincial plans with national priorities. Furthermore, Results-Based Management (RBM) has been introduced and training provided to 30 RBM master trainers with the intention to roll out capacity-building across 10 provinces and line ministries. The training programme has contributed to empowering subnational authorities to translate national development priorities, including the SDGs, into tangible sectoral and provincial development plans. In overall terms UNDP suggests this helps foster a culture of results-oriented governance, ultimately contributing to Lao PDR’s sustainable development agenda.¹²⁵

Regarding support to the NRA, implementation of the SPF III in 2022 also included strengthening provincial-level planning processes to include UXO action as an integral part of district and provincial planning. This ensured that SDG 18 objectives were integrated into local processes. Through support in training and provision of key equipment to Provincial Regulatory Authority (PRA) staff, PRAs in 11

¹¹⁹ UNDP ROAR 2023 p.11

¹²⁰ MTR stakeholder interviews July/August 2024.

¹²¹ UNDP ROAR 2022 p.13

¹²² MTR stakeholder interviews July/August 2024.

¹²³ MTR stakeholder interviews July/August 2024.

¹²⁴ MTR stakeholder interviews July/August 2024.

¹²⁵ UNDP ROAR 2023 p.14

provinces deepened their engagement in provincial and district level planning processes, integrating UXO action at all administrative levels.¹²⁶ In 2023 these initiatives were augmented through further training provided to the PRA staff and provision of teleconference equipment to facilitate PRA’s virtual communication with the NRA. In addition, UNDP support to PRAs extended to 11 out of 13 UXO impacted provinces, linking SDG 18 to provincial and district level planning processes to raise UXO issues as a relevant agenda for local governments. In 2023, 2 out of 13 PRA offices (15%), Xiengkhouang and Khammouane provinces succeeded in fully integrating SDG 18 into the local development plans.¹²⁷

Challenges to Progress

There were several challenges, or issues that arose, that straddled the 2022-2023 period. The initial SDG capacity building workshop at provincial level indicated the lack of in-depth understanding of the SDGs. It also revealed the lack of resources to conduct SDG assessments and outreach at the sub-national level, as well as the lack local SDG coordination mechanisms, despite the existence in some instances of local SDG focal points. Capacity challenges were also apparent as attempts were made to accelerate and expand SDG policy dissemination workshops at the provincial level.¹²⁸ These capacity constraints ultimately hinder the extent to which the SDGs can be fully integrated into subnational development plans. Stakeholders interviewed for this MTR suggested that at the national level the MPI Secretariat also appeared to be under capacity and did not always effectively link up the various sectoral strategies and provincial plans.¹²⁹ This capacity constraint is further exacerbated by the national governance architecture which is very rigid and autocratic in culture. It also serves to make linkages between national and sub-national planning and public financial management systems more difficult.¹³⁰

Within national and sub-national NRA/PRA systems the only major challenge reported in the period related to weak communications between UNDP, the NRA/PRAs and the Ministry of Defence on the implementation of the activities, which resulted in lower UXO clearance results than planned.¹³¹ The establishment of 20 teams for survey and clearance by the humanitarian teams of the Lao People’s Army (Unit 58) as of Q2 2024 has enabled clearance to return to being on track to meet annual targets.

Assessment of Progress – Output 1.3

Output 1.3 Vulnerable groups, especially women, young people, persons with disabilities, ethnic groups and those impacted by unexploded ordnance, have increased access to vocational training (TVET), employment and entrepreneurship opportunities.	
Indicator 1.3.1 Percentage of trainees with increased income six months after training (disaggregated by sex, age, ethnicity). Baseline 0% (2021); Target 30% (2026)	Some progress
Indicator 1.3.2 Number of people living in areas cleared by unexploded ordnance with UNDP support (disaggregated by sex, age, ethnicity). Baseline 9,537 (2020); Target 20,000 (2026)	Good progress

Output 1.3 of the CPD and its two indicators represent UNDP’s intervention in inclusive economic development. In line with the UNSDCF outcome the intervention focuses on named vulnerable groups, including those impacted by UXO.

Evidence of Progress

CPD implementation reported “the expansion of livelihoods through TVET-based skilling, access to assets such as land through UXO clearance, access to job services, cash for work schemes, and through supporting the tourism sector recovery from the impacts of the pandemic” achieved through the following activities:

With support from UNDP, four TVET centres were built and established by the Lao Youth Union and Lao Women’s Union. These centres provided crucial training to 192 youth on agricultural techniques,

¹²⁶ UNDP ROAR 2022 p.13
¹²⁷ UNDP ROAR 2023 p.14
¹²⁸ UNDP ROAR 2023 p.15
¹²⁹ MTR stakeholder interviews July/August 2024.
¹³⁰ UNDP ROAR 2023 p.15
¹³¹ UNDP ROAR 2022 p.10

tailoring, and weaving. As a result, 85% of the 20 vulnerable youth surveyed are now either employed or self-employed, and 33.3% of the 45 women trained have achieved self-employment.

The Job Assist Office (JAO), a career counselling and job readiness service launched by UNDP in December 2021 on the eve of CPD implementation, has also proven successful. Within six months of its launch, 111 youth (53% women), secured employment after utilizing the JAO's services. In total, 240 youth accessed the career support provided by the JAO.

UNDP-supported land surveys and UXO clearance efforts in Xieng Khuang, Bolikhamxay, and Vientiane provinces have significantly improved land usability. A total of 9,928 beneficiaries, half of whom were women, now have better access to land after 2,009 ha were surveyed and 479 ha of high-priority contaminated areas were cleared.¹³² The clearance of these areas has paved the way for agricultural expansion and the construction of essential village-level infrastructure, such as health centres and schools.

In addition, 105 previously unemployed individuals, including 18 women and 16 people from ethnic groups, benefited from tourism-related initiatives. These individuals witnessed improvements in income from increased fees collected at tourism sites after reopening following COVID, as well as from increased sales of refreshments. As of mid-August 2024, the UXO clearance of the 1,792ha and surveying of a further 8,506ha across Bolikhamxay, Champasak, Khammouan, Vientiane, Xekong, Xiengkhuang provinces has not only enhanced land productivity but also contributed to the improved livelihoods of over 40,000 beneficiaries, demonstrating the far-reaching impact of the clearance efforts. In 2023 activities included:

Pilot-testing of a job fair with onsite recruitment, reaching 1,294 youth, 64% of whom were women. Out of those participants, 77 were successfully recruited within a month, highlighting the initiative's effectiveness in connecting young people to employment opportunities.

At the community level, skills development and market linkages were also promoted. A pilot initiative provided 20 vulnerable youth, aged 19 to 24, with training in agricultural farming, marketing, and life skills, along with start-up capital to establish small agricultural businesses. Of these participants, 25% successfully retained their businesses six months after completing the program, marking a positive outcome for sustainable livelihoods.

In collaboration with the Lao Women's Union, vulnerable women and girls enhanced their technical and entrepreneurial skills through a series of trainings in natural dyeing, handbag making, and basic business management in Huaphanh and Salavan provinces. In Salavan, 55% of the trained women formed cooperatives and were linked to the Women's Union Handicraft Shop, increasing their access to broader markets and improving their economic prospects.

UNDP also supported the Lao National UXO Programme and the army's humanitarian demining teams in surveying 2,105 ha of land and clearing 575 ha of high-priority areas across five provinces. This initiative employed 501 people, 25% of whom were women, in clearance operations. Out of the cleared land, 7.8 ha will be converted into schools and medical centres in villages with high poverty rates, while the remaining cleared areas will be used by local farmers to generate income, contributing to both educational and economic development in these communities.¹³³

A further Post-Clearance Impact Assessment (PCIA) of UXO contaminated communities was published highlighting the impact of ordnance contamination and benefits of clearance for long-term rural development. Although out of the CPD period, the results are impressive and serve as a reminder of the UXO challenge in Lao PDR, as well as the opportunities possible once clearance has been initiated.^{134/135} A further UNDP supported analytical study on the depth of UXO discovered that 90% were found within

¹³² UNDP ROAR 2022 p.7

¹³³ UNDP ROAR 2023 p.15

¹³⁴ UNDP ROAR 2023 p.15

¹³⁵ The study found that UXO clearance has contributed to improvements in livelihoods of 505,380 people (in Bolikhamxay Province from 2017 to 2022 and in Xiengkhuang Province from 1999 to 2022). Clearance reduces risk of death and maiming by UXO. Clearance of land for community infrastructure improved access to schools and health centres and provided opportunities for greater community interaction and information sharing.

the top 17 cm, while the current default depth of clearance, as per the National Standard, is 25 cm.¹³⁶ Not least, at the end of July 2024 UNDP published its gender analysis and action plan for the Government and UNDP UXO programme in Lao PDR.¹³⁷

Challenges to Progress

In 2022, implementation delays of some activities, such as operationalizing TVET centres and delivering training, were encountered due to COVID-19 restrictions. Full assessment of the impact of TVET centres and the JAO service in terms of their contribution toward beneficiaries' enhanced levels of income, including the economic empowerment of youth and marginalized groups, will require additional time and resources. In addition, a large proportion of female beneficiaries receiving skilling from the UNDP-supported TVET centres report being disadvantaged for their lack of capital, barring them from self-employment.

UNDP has worked to support the increase of tourism in Lao through the Recovery Roadmap for Tourism Sector (2022), Cash-for-Work projects (2021-2022), the Simply Beautiful promotion campaign (2022) and the identification of investible projects with JICA (2023). Yet, the recovery of the tourism industry was impacted by the global economic downturn and closed borders caused by COVID-19.¹³⁸

More broadly, in the context of worsening macro-economic conditions and research into the world of work, lessons further show that pilot skills development initiatives targeting youth could better integrate entrepreneurship skills, business development, marketing, financial literacy and awareness on social protection entitlements, decent work and pay. Similarly, scaling and mainstreaming successful experimentation initiatives such as the job fair and the internship scheme is critical to catering to the growing number of youth not in education, employment or training (NEET).

Regarding livelihoods linked to UXO clearance, Government partners interviewed for this MTR report that some good activities had been supported by UNDP, but that there was still room for improvement. For example, stakeholders noted that many agencies are working in the area of livelihoods, but greater efforts could be made to coordinate these initiatives where land is being UXO cleared and employment opportunities generated. A UNSDCF output group has since been established on 'Rural Development and UXOs' with the specific objective of coordinating support on UXOs and rural livelihoods led by UNDP and FAO. Similarly, better linking UXO survivors to social protection support is also needed.¹³⁹ Not least, despite UXO clearance and significant risk education efforts to reduce risk-taking behaviour, the number of UXO casualties has increased to 47 in 2023, notably with boys and men as victims, which is above the national target of fewer than 38 casualties per year.¹⁴⁰

For the PCIA¹⁴¹ in UXO contaminated communities, quantitative data was collected to supplement the qualitative analysis where possible, however, differences pre- and post-clearance are not always clear-cut because clearance has been a progressive process over many years and livelihood improvements have also occurred progressively, often with other contributory factors.

Despite the cumulative value of the various initiatives highlighted above, UNDP does not have a significant programme on livelihoods, job creation, or entrepreneurship for example, for women or youth. Neither is UNDP supporting energy sector transition or enabling final mile access to clean energy, green jobs, or jobs based on the improved management of natural resources and the circular economy. There may be greater scope for volunteerism within these areas too.

¹³⁶ UNDP ROAR 2023 p.10

¹³⁷ <https://www.undp.org/laopdr/publications/gender-analysis-and-action-plan-government-and-undp-uxo-programme-lao-pdr>

¹³⁸ UNDP ROAR 2022 p.15

¹³⁹ MTR stakeholder interviews July/August 2024.

¹⁴⁰ UNDP ROAR 2023 p.11

¹⁴¹ <https://www.undp.org/laopdr/publications/final-report-post-clearance-impact-assessment-undps-uxo-clearance-support>

Review of Progress on Outcome 2: Environment, Climate, and Resilience

Theory of Change

Outcome 2: Similar to the theory of change for the first outcome, the theory of change for Outcome Two of the CPD (Environment, Climate Change and Resilience) has been condensed down from that found in the UNSDCF.¹⁴² The UNDP version states: “if there is improved sustainable use of ecosystems and biodiversity resources, greater community engagement in use of common property resources, and increased resilience to natural hazards-induced disasters and climate change and reduced damage and losses, then by 2026, people, especially the most vulnerable and marginalized, and institutions will be better able to sustainably access, manage, preserve and benefit from natural resources and promote green growth that is risk-informed, disaster and climate-resilient”.¹⁴³ The logic of the various UNDP interventions (outputs and indicators) set out in the RRF for Environment, Climate, and Resilience (2.1 – 2.3 below) are designed to accord with the rationale set out in the Theory of Change.

Assessment of Progress - Output 2.1

Output 2.1. State authorities develop policies and guidelines that improve natural resources management, disaster risk management and resilience to climate change.	
Indicator 2.1.1. Number of financing solutions for conservation implemented – Percentage increase in financing amount for conservation. Baseline 0 (2020); Target 3 (2026)	Good Progress
Indicator 2.1.2. Number of functioning and linked early warning systems at national and provincial level in target provinces. Baseline 0 (2021); Target 10 (2026)	Good progress

Output 2.1 and the corresponding indicators 2.1.1 and 2.1.2 relate to UNDP support to national resources management (NRM), disaster risk management (DRM), climate change resilience and conservation. Beyond support for national plans and systems there is a deliberate focus on financing solutions for conservation and early warning systems at national and sub-national level.

Evidence of Progress

This MTR found out that UNDP is regarded by Government as the “go to” partner on environment and climate change. It is perceived to operate from a strong leadership position in the sector and embraces a broad portfolio that also includes water resources management, linked especially to the Mekong and its tributaries. It consciously seeks to support both the upstream policy work as well as an extensive reach of community interventions at the grassroots. One of the reasons for UNDP’s leadership in this area, beyond its policy and technical support is also related to it being co-chair of the sub-sector Working Group on Climate Change and provides lead support to the National Determined Contributions (NDC) group. UNDP has supported enhancing the transparency on NDC tracking, monitoring, reporting, scaling and verification. This entails working across sectors such as land use and forestry, energy and agriculture etc. in respect of GHG emissions, targets and means of reduction. However, community engagement is recognised as a gap. For this Government partners suggested they needed strong pilot projects with good levels of community governance at the local level to be able to qualify forests for carbon markets. In this regard, all community forests need to be demarcated, and this process is still at an early stage. Major threats come from encroachment from all sources, including house building and from deforestation. UNDP has been able to secure US\$ 10 million to support protected areas. Output 2.1 of the programme is orientated towards national and provincial support, output 2.2 leans towards disaster risk reduction at the district level, and output 2.3 is very much focussed on vulnerable communities.

¹⁴² Note that the UNSDCF Theory of Change for Inclusive Prosperity runs to 10 paragraphs and can be found on page 28-29 of the hard copy document (page 43-44) of the electronic version: <https://laopdr.un.org/en/174699-lao-pdr-United-nations-sustainable-development-cooperation-framework-2022-2026>

¹⁴³ UNDP CPD Lao PDR (2022 – 2026), p.5

In terms of strategic initiatives in this area, considerable progress has been made in the formulation of nine sectoral disaster recovery guidance notes and ten cross cutting thematic recovery guidance notes. These notes demonstrate the efforts that are being made to mainstreaming disaster recovery planning across sectors and link a variety of topics to risk and resilience including: UXO, conflict sensitivity, community participation, governance, gender, disability, child protection, health, industry, commerce, education, culture and climate change.

UNDP published the first ever scoping study to demonstrate the potential of debt for nature swaps in the country. The report concluded that, while there is a long trajectory for unlocking green finance in Lao PDR, a debt-for-nature swap would be a valuable beginning in alleviating immediate financial pressures, and a first step in pursuing a green debt instrument, such as a sustainability bond. Debt for nature can be viewed as part of a broader effort to access green finance in Lao PDR. UNDP convened a dialogue with the Ministry of Finance and JICA to share the report findings and to reflect on international experience. The seminar was attended by a range of government and development partners (25 in person and 16 online participants). Development partners represented included the World Bank, IMF, Australian Embassy, UNEP and WWF. Participants acknowledged the report findings and the rich and comprehensive dialogue that occurred.

At the national level, the National Disaster Management Office (NDMO) benefitted from capacity strengthening to collect, maintain, update, and analyse disaster data through development of the Lao Disaster Information platform (LaoDi). This database is used by the Ministry of Social Welfare and Ministry of Environment, local authorities and other development partners (World Bank, ADB) to disseminate information on natural disasters. This intervention represented the first step in building a common approach towards a functional early warning system (EWS). Linked to this, an Emergency Operations Centre (EOC) was built to support the NDMO to carry out emergency management, disaster response and relief. The EOC, supported by solar panels, includes telecommunication equipment for efficient coordination before, during and after disasters.¹⁴⁴ In overall terms, these interventions have contributed to Government data management and utilization capacities and enabled national and subnational government officials to enhance evidence-based planning and implementation of policies on water resource management and disaster risk reduction.

UNDP had also contributed strategically to Integrated Water Resources Management. The CO had supported the development of the first guideline on Water Resource Protection Zones for the purpose of enhancing river basin-based multi-sectoral water management. The framework provides for the sustainable management and conservation of water resources by establishing water protection zones involving 42 different stakeholder groups. UNDP also supported the enhancement of the databases on river basin information (LaoWIS). One of the main reasons why UNDP was able to carve out a niche in this important sector was due to its ability to work both at the policy level, as well as its reach at the community level. An additional reason is UNDP's fit with the World Bank and ADB, both of whom tend to work at the infrastructure side of water systems, leaving gaps in respect to water resources management, capacity building, monitoring and support for issues associated with disaster risk management in the sector, including community resilience.¹⁴⁵

Building on the first study in Lao PDR on the circular economy (2017),¹⁴⁶ the CO is also pursuing several initiatives in this area:

To combat plastic pollution, UNDP developed and piloted plastic-free guidelines with six organizations, including the Ministry of Natural Resources and Environment (MONRE). During a one-month experiment, meetings were primarily held without plastic, resulting in the avoidance of over 1,000 plastic bottles. This initiative demonstrated the potential for reducing plastic waste in organizational practices.

¹⁴⁴ UNDP ROAR 2022 p.16

¹⁴⁵ MTR stakeholder interviews July/August 2024.

¹⁴⁶ <https://www.undp.org/laopdr/publications/circular-economy-strategies-lao-pdr>

In Savannakhet Province, UNDP supported the enforcement of regulations for managing protected areas by facilitating the establishment of a team under the Department of Agriculture and Forestry at the Eld's Deer Centre. This initiative aimed to strengthen conservation efforts and enhance the management of local wildlife habitats. Alongside these efforts, forest protection regulations were developed, and public display signs were installed within protected areas to help local communities better understand biodiversity conservation and ecosystem restoration principles.¹⁴⁷

A transboundary collaboration between Lao PDR and Vietnam was also supported to manage the primary forest landscape and key biodiversity areas. This partnership strengthens forest protection and contributes to Lao PDR's goal of achieving 70% forest coverage, underscoring the importance of regional cooperation in conservation efforts.

A Gender Action Plan for the implementation of the NDC was developed and disseminated, involving 120 participants from across the country, 82 of whom were women.¹⁴⁸ Government counterparts particularly appreciated the plan, which highlighted the impacts of climate change on women across various sectors and provided a framework for addressing these challenges.¹⁴⁹

Additionally, a cross-border initiative, "Clean Air Without Borders," co-created by UNDP and WHO, has fostered collaboration between Thailand and Lao PDR to address air quality concerns in the region. Lastly, in December 2023, a new project was launched to promote greener farming systems in Lao PDR. The project focuses on significantly reducing the use of agricultural chemicals, promoting natural resource management, and exploring green growth opportunities for the agricultural sector.¹⁵⁰

Challenges to Progress

Consultations with CO colleagues and UN partners suggested that the results framework for the CPD, inherited from the UNSDCF appears to be caught in a "COVID time capsule" and does not fully reflect the strategic nature of the work that they were engaged in, with outputs, and especially indicators, framed at the project level. One internal stakeholder observed, within the context of the UNSDCF, "it is here that we have the biggest gap between what we were doing and what we said we should have been doing."¹⁵¹ Consultations revealed that whilst a strategic approach is being pursued, e.g. by supporting the Government in the implementation of the major framework agreements (UNFCCC,¹⁵² UN Convention on Biodiversity,¹⁵³ etc). An additional suggestion was made to this MTR was for UNDP to look again at the LDC graduation resilience dimension from an environment and climate perspective and arrange its strategy to follow on from this, including for all sectors and be guided by the LDC graduation benchmarks where relevant. Presently there is some frustration with the CPD RRF as it gives the impression that UNDP is pursuing a lower level projectized approach rather than a strategic approach within the sector. A good example of the latter is the higher level collaboration that took place between UNDP, the World Bank and UNEP in the run up to COP 28, held in Dubai, UAE, in November 2023,¹⁵⁴ which assisted the Government in its strategic and technical preparatory work.¹⁵⁵ That said, CO colleagues also acknowledged that UNDP could lift the conversation to the strategic level in regard to environmental governance as a whole systems approach and ensure that the major environmental conventions are applied more seriously and rigorously across Government. It was also accepted that there needed to be more integration across the triple planetary disaster of climate, pollution, biodiversity, including DRM.

Consultations with the CO indicated that support regarding the climate change agenda had represented something of a gap in the programme over recent years, but that efforts had more recently been made to regain that space. Collaboration with ADB was sound and support was being provided to the Government in respect of its NDCs. The UNDP climate promise had assisted efforts and there was further scope for

¹⁴⁷ UNDP ROAR 2022 p.15

¹⁴⁸ UNDP ROAR 2023 p.16

¹⁴⁹ MTR stakeholder interviews July/August 2024.

¹⁵⁰ <https://www.undp.org/laopdr/projects/financing-agrochemicals-reduction-and-management-farm-lao-pdr>

¹⁵¹ MTR stakeholder interviews July/August 2024.

¹⁵² UNFCCC

¹⁵³ <https://www.cbd.int/>

¹⁵⁴ COP 28: What Was Achieved and What Happens Next? | UNFCCC

¹⁵⁵ MTR stakeholder interviews July/August 2024.

UNDP to offer system wide UN support regarding NDC coordination. There was also a potential gap in strengthening the Government’s environmental regulations within the mining sector.

For most projects institutionalization of policies, guidelines and frameworks beyond the life of the project remains a key challenge. The desk review and stakeholder interviews to this MTR noted that whilst there is a strong emphasis is on the development of policies, regulations, guidelines and tools for NRM, DRM and resilience to climate change, their adoption, application and enforcement should be strengthened. In many cases it was noted that the Government is not simply ready to take over project management after the formal end of the initial project. There are issues of accountability and issues of capacity.^{156/157} The primary reason for this challenge is most often limited human and financial resources in the host ministry or institution. For instance, the implementation of the NDCs aiming to enable Climate Change mitigation and adaptation in Lao PDR is not always tracked properly and is not adequately coordinated with other sectoral ministries.¹⁵⁸

Specifically, the Water Protection Zone guideline development was expected to be finalized by the end of 2023, but the process was delayed due to prolonged consultations with the government partners to agree on the specific area to be covered. It was also noted that the related Decree on the Water Resources Protection Zone covers a wide range of sectors, including various departments of the Ministry of Natural Resources and Environment, as well as other concerned ministries.¹⁵⁹ Horizontal cross-cutting issues within Government such as this were much more difficult to resolve, since this required multi-ministry coordination e.g. between MoNRE, Ministry of Agriculture and MoLSW. A lower-level concern also related to different per DIEMs being paid for UNDP staff and Government staff during field trips to provinces, which did not represent an equal approach. Moreover, sometimes it appeared to Government that different UN agencies were in competition with each other, rather than in collaboration.

Stakeholders to the MTR observed that UNDP’s climate promise is good, but Government needs support from development partners on how to achieve the targets: “We need swift lessons learned from the pilot projects. We need good innovation to see the future. And we need practical actions to be integrated across all sectors. Local communities are key. UNDP can play an enhanced role to emphasize the need for climate action across all sector and population groups at all levels. At present, the budget for Climate promise is too limited.”¹⁶⁰

Assessment of Progress – Output 2.2

Output 2.2 Local authorities have enhanced capacities to implement integrated natural resources management and DDR systems.	
Indicator 2.2.1 Disaster loss database established and operational. Baseline 0 (2021); Target 1 (2026).	Good progress
Indicator 2.2.2 Number of local governments that adopt and implement local natural resource management strategies, disaggregated by a) Province; b) District; c) Village. Baseline 2 (2021); Target 1 (2026) a) Province = 5; b) District = 15; c) Village = 50	Some progress

Whereas output 2.1 focussed on *national policies* for NRM, DRM, climate resilience and conservation financing, output 2.2 (including indicators 2.2.1 and 2.2.2) focusses on the capacities for these functions at the *sub-national level*.

Evidence of Progress

Regarding the pilot project on developing regulations for Community Forest Protected Areas, as noted above, the demarcation of these community forests is currently ongoing, including their size and the actual number of them.

¹⁵⁶ UNDP ROAR 2022 p.16

¹⁵⁷ MTR stakeholder interviews July/August 2024.

¹⁵⁸ UNDP ROAR 2022 p.16

¹⁵⁹ UNDP ROAR 2023 p.17

¹⁶⁰ MTR stakeholder interviews July/August 2024.

At the sub-national level UNDP supported water resources management and DRR in Champasack and Khammouane Provinces. For the first time assessments were conducted using gender-sensitive consultations with 676 persons (including 333 women, 118 teenagers, 73 elderly, 16 people with disabilities and 53 members of ethnic communities) for data-informed and participatory flood-sensitive development planning. As a result, local authorities reinforced their capacities for NRM through the establishment of a Decision Support System (DSS). This enables sub-national authorities to make more informed and transparent decisions on the use of natural resources, e.g. land use planning. The DSS is now being used by the Department of Planning and Investment, Department of Agriculture and Forestry of Savannakhet province and 15 districts of the province.

Further training was provided by UNDP in 2023 to 76 national and sub-national government officials (17 women) on management and usage of disaster and water databases (LaoDi and LaoWIS). The results of the pre- and post-assessment tests showed the average increase in their knowledge by 22%. The enhancement of this digital tool further contributed to enhance evidence-based implementation and planning of relevant policies on water resource management and disaster risk reduction.

A number of other initiatives have been pursued at the sub-national level:

The first pilot Water and Water Resource Protection Zone, spanning 6 ha, was established in Sanasomboune District, Champasack Province. This protected zone covers an area inhabited by 2,709 people, marking a significant step in safeguarding local water resources.

In Khammouane and Champasack provinces, an assessment of strengths and capacity gaps was conducted for seven national and 34 sub-national authorities concerning water and disaster management. Following the assessment, a short-term capacity development plan was devised, prioritizing key actions. As a result, 46 national and sub-national officials now have an improved understanding of integrated water resource management, disaster risk reduction, and environmental flow—a hydrology-based river regulation mechanism.

Training in GIS and its application to hydrological modelling has been introduced at various levels—introductory, intermediate, and advanced—benefiting 136 national and sub-national government officials, including 36 women. Confidence in GIS among participants increased from just 8% pre-training to 53% post-training. Additionally, 50% of intermediate course participants rated their knowledge of ArcGIS software as “relatively high” (4 out of 5 levels), a significant improvement from 0% before the training.

Nearly 100 trainers from local authorities have also reported an increased awareness of climate action, with particular emphasis on the important role that women and girls play in addressing climate change. This reflects growing local capacity to engage in climate-responsive initiatives.¹⁶¹

Challenges to Progress

Similar to the challenges reported under the outputs already covered above, the key issues tend towards actual implementation of any new legislative, policies and regulations developed. This is the case with the Disaster Risk Management Law, at provincial, district, and village levels due to the fragmented project-based approach of the government and variable capacities in different municipalities.

Within the integrated water resource sector, an assessment of issues identified a significant lack of capacity and knowledge on the national policies and the basic concept of integrated water resource management at the sub-national levels. Projects faced challenges in ensuring equal participation of women in technology-based training such as GIS and database management, as the great majority of the national and subnational government officials who have relevant IT background are men. Similarly, a high turnover of government officials remains a systematic challenge for capacity development at both national and sub-national levels.

162

¹⁶¹ UNDP ROAR 2023 p.18

¹⁶² UNDP ROAR 2023 p.18

One of the major challenges reported by development partners to this MTR is that capacities and resources at the local level are so limited there is barely budget for staff salaries. Local authorities depend totally on donor financing for activities. If there is no donor project funding then the activities will simply stop. This is a major challenge to sustainability, unless there is some commercial value that enables the activities to be sustained. Ownership is low as authorities can regard the undertaking as related specifically to activities of a temporary nature. Where capacities are built, too often reshuffling takes place with such frequency that these are lost. In addition, local staff tend not to be appointed based on competency, but on personal connection or relations. Law enforcement is very weak; one MTR respondent stated, “we have laws and regulations, but no implementation capacity.”¹⁶³

Assessment of Progress – Output 2.3

Output 2.3 Vulnerable rural communities participate in protected area management and conservation of ecosystem and wildlife and increase resilience to natural hazards-induced disasters and climate change. Some Progress	
Indicator 2.3.1 Number of vulnerable communities in selected provinces participating in protected area management and conservation of ecosystem and wildlife. Baseline 16 (2021); Target 32 (2026)	Good progress
Indicator 2.3.2 Percentage of women in vulnerable communities benefitting from assisted sustainable management of natural resources, forests, ecosystem services. Baseline 15% (2021); Target 32% Women (2026)	Some progress
Indicator 2.3.3 Percentage of women in vulnerable communities benefitting from disaster resilience initiatives. Baseline 15% (2021); Target 33% Women (2026)	Some progress

Whereas output 2.1 and 2.2 focussed on NRM, DRM and climate resilience at the *national and sub-national levels* respectively, output 2.3 focusses on the *engagement of vulnerable communities* in protected area and forestry management, ecosystem and biodiversity conservation.

Evidence of Progress

Over the past two and a half years, UNDP has worked with communities at the grassroots level to support a number of initiatives in NRM, DRM and resilience. The procedures for engaging LNOB groups, especially ethnic groups, are considered strong. It is also a strong requirement of the vertical funds and reporting against this is systematically followed. For example, regarding the climate promise, the Environment Unit works with a number of youth oriented CSOs. A selection of some of the key projects is set out below:

Two hundred residents (88 women and 112 men) in flood-prone villages in Kongsedone District, Saravane Province, enhanced their resilience through the construction of an evacuation centre via a cash-for-work program. Additionally, 19 women from two of these villages diversified their livelihood opportunities by receiving skills training and sewing machines, improving their economic prospects.

Training provided through the Water and Sanitation for Health Facility Improvement Tool significantly increased knowledge on the safe treatment of medical waste. This training benefited 450 frontline workers (176 women and 274 men) across 21 healthcare facilities, improving safety standards in these institutions. Similarly, over 1,000 staff members, with more than two-thirds being women, from three hospitals benefited from the installation of large-scale autoclaves as part of an occupational safety initiative.

Communities in Savannakhet Province have been empowered to manage natural resources sustainably through the finalization of community land certificates and village forest management schemes. Covering 16 villages and collectively encompassing 53,948 ha, these schemes strengthened biodiversity conservation through Community Conservation Agreements and ranger patrol systems. In an important breakthrough, innovative technology, including mobile applications, were introduced to monitor illegal logging, further

¹⁶³ MTR stakeholder interviews July/August 2024.

involving local communities in the management of 5,780 ha of High Conservation Value Forest (HCVF). This initiative also included the reforestation of 768 ha and the restoration of 3,020 ha.

In Xay District, Oudomxay, waste management was tackled through the GEF SGP project, benefiting more than 5,000 people, including women and youth. Villagers received education on how to properly divide, collect, and dispose of waste, improving overall waste management practices. This initiative was expanded by Plan International into two other villages, following a successful experiment in Hatsady village in Vientiane Capital.¹⁶⁴

A community needs assessment involving 297 people (120 women) identified technical, institutional, and financial gaps to address increasing flood risks in eight villages across Champasack and Khammouane Provinces. The assessment revealed a lack of clarity in roles and responsibilities, inadequate disaster preparedness plans, and insufficient meteorological forecasting capacity. Although the government had established several emergency fund modalities, none were functional. In response, a short-term capacity development plan was implemented, and emergency preparedness goods were procured, including 15 rescue boats, 1,800 lifejackets, nine sets of water tanks and pumps, and four drinking water filters.

In Savannakhet Province, 21 villages across 10 districts participated in identifying challenges related to natural resource management, disaster management, and climate change adaptation. This led to the development of a comprehensive plan for forest management, land allocation, and zoning. The plan, designed to ensure sustainable access to and management of resources, enhanced the resilience of 15 communities through small-scale infrastructure projects, such as water reservoirs, weirs, and groundwater installations, following consultations with local communities and authorities.

In Vientiane, segregated waste bins were installed in 225 households and 20 supermarkets to improve the management of recyclable waste, including plastics, aluminium, and paper. Additionally, UNDP ensured that persons with disabilities contributed to its global strategy on DRM, fostering a more inclusive approach.¹⁶⁵

UNDP was commended by the UN and Development Partners during the MTR for its success in integrating LNOB principle into its projects. Youth from the provinces played a prominent role in the VNR consultations, while gender and youth input into the Climate Promise consultations. UNDP, along with UNFPA, was also recognized for its inclusive approach toward persons with disabilities and LGBTIQ+ communities. UNDP's efforts in highlighting the implications of climate change on women were praised and began influencing policy positions.¹⁶⁶

Challenges to Progress

The following challenges were listed following implementation of the above projects at the local level:

One of the key challenges faced in targeting women as the primary beneficiaries of certain projects was related to gender-disaggregated reporting. It was often observed that women participants registered under their husband's name, even when they were the ones directly involved and benefiting from the project. This practice distorted the accuracy of reporting, making it difficult to assess the true impact on women.¹⁶⁷

In many cases, demarcation and zoning of designated protected areas have yet to be completed. Additionally, land titles or certificates for communities that have lived in these areas for generations have not been issued. This lack of formal recognition poses challenges for land ownership and resource management within these protected areas.

The ongoing financial and economic crisis has exacerbated the vulnerability of communities, leading to increased outmigration and a diminished ability to cope with challenges. Many of these communities have

¹⁶⁴ UNDP ROAR 2022 p.18

¹⁶⁵ UNDP ROAR 2023 p.19

¹⁶⁶ MTR stakeholder interviews July/August 2024.

¹⁶⁷ UNDP ROAR 2022 p.18

seen their resilience weakened, as people leave in search of better opportunities elsewhere, reducing the labour force and local support networks.

Another critical issue is the absence of functional reserve funds to address disaster damages. Without these financial resources, communities struggle to purchase food and relief goods, repair damaged infrastructure such as roads, and provide livelihood support to survivors. This leaves affected areas in a precarious position following natural disasters.¹⁶⁸

Finally, the promotion of cassava as a cash crop, driven by high market demand, has led to unintended environmental consequences. Villagers have increasingly cultivated cassava in close proximity to National Protected Areas, accelerating deforestation. This trend highlights the delicate balance between economic development and environmental sustainability, underscoring the need for better management practices to protect vulnerable ecosystems.

Review of Progress on Outcome 3: Governance and the Rule of Law

Theory of Change

As per outcomes 1 and 2 above, UNDP’s third outcome area on governance and the rule of law, has seen the full UNSDCF Theory of Change¹⁶⁹ abbreviated to read: “The programme is predicated on the belief that public institutions that are responsive and accountable to the public are a necessary precondition for progress. It argues that the best means to reinforce accountability is to strengthen local-level institutions by creating systems that capture the experiences of citizens and translate them into local government reform(s) and capacity building. Accountability will be advanced through strengthened rule of law, focusing on building the capacity of key judicial bodies and ensuring the justice system is inclusive by increasing access to justice for marginalized and vulnerable groups. This is captured in the CPD outcome: By 2026, people, especially the most vulnerable and marginalized, will be better served by public institutions at all levels in a transparent and inclusive manner, able to exercise their rights and obligations, and the institutions shall be strengthened and more accountable while the rule of law and international human rights commitments made by the Lao People’s Democratic Republic are upheld.”¹⁷⁰ The logic of the various UNDP interventions set out in the RRF (outputs 3.1 – 3.3 and respective indicators) for Governance and the rule of law seek to accord with the rationale set out in the Theory of Change.

Assessment of Progress – Output 3.1

Output 3.1 Transparent and participatory evidence-based policy and decision-making processes further strengthen human rights protection and accountability.	
Indicator 3.1.1 Proportion of public sector entities using digital data at central and sub-national level. Baseline TBD (2022); Target 80% (2026)	Good Progress
Indicator 3.1.2 Multi-stakeholder engagement platform established (number of institutions using platform disaggregated by type). Baseline 0 (2021); Target 1 (2026)	Good Progress
Indicator 3.1.3 Number of Women running for National Assembly and Provincial People’s Assemblies seats. Baseline 22% (2021); Target 30% (2026)	Some Progress

Output 3.1 and its related indicators 3.1.1, 3.1.2 and 3.1.3 are intended to strengthen institutions for improved governance.

Evidence of Progress

In terms of success, UNDP has continued to help the Government step up its human rights reporting obligations through evidence-gathering and consultation with affected groups. For example, the Government of Lao PDR successfully submitted its first reports under the International Covenant on Economic, Social and Cultural Rights (ICESCR) and the Convention Against Torture, marking a significant

¹⁶⁸ UNDP ROAR 2023 p.19

¹⁶⁹ UNDP CPD Lao PDR (2022-2026), p.5

¹⁷⁰ UNDP CPD Lao PDR (2022 – 2026), p.6

step in its international human rights obligations. UNDP played a crucial role in supporting advocacy and implementation efforts, including chairing the UN system-wide Disability Working Group. UNDP also provided preparatory support for the Lao National Delegation's participation in the Convention on the Rights of Persons with Disabilities (CRPD) review in Geneva, facilitating the creation of the UNCT Joint Submission, with approximately 95% of its proposals incorporated into the Committee's Recommendations. This assistance enabled the Government and CSOs to better identify gaps in human rights protection, particularly concerning disability, torture, and economic, social, and cultural rights. UNDP's further support led to the finalization of the first National Action Plan (NAP) for 2023-2027 on CRPD implementation, developed in collaboration with 11 national Organizations of Persons with Disabilities (OPDs). The establishment of a National Coordination Mechanism and the adoption of the NAP in early 2024 solidified the Government's ownership of implementation and monitoring. UNDP also facilitated training in job readiness for 88 young persons with disabilities and brought together 32 focal points from line ministries and OPD representatives to contribute to the NAP drafting process.¹⁷¹

UNDP has been assisting the Ministry of Industry and Commerce in mainstreaming business and human rights into their strategic plans and trade development roadmap. This effort includes enhancing Responsible Business Conduct (RBC) and identifying over 150 actionable recommendations to align the national legal framework with the UN Guiding Principles on Business and Human Rights. Additionally, UNDP has been promoting diversity in the workplace through partnerships with Lao businesses, with a special focus on LGBTQI+ communities.¹⁷² UNDP also strengthened human rights and civil society participation, as nine women-led CSOs submitted the first nationally led Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) parallel report. This report contributed to the Committee's list of issues.

The STEPS project is gaining momentum through the partnership between UNDP, the NA, and the PPAs. Stakeholders have noted growing optimism and positive impacts, such as increased empowerment of NA members, including to address questions to the Prime Minister, improved public policy dialogue, and more evidence-based decision-making.¹⁷³ Support to the NA and PPAs over the first two and a half years of CPD implementation has focused on enhancing citizen engagement and oversight missions, which have contributed to the review of the 9th National Socio-Economic Development Plan (NSEDP). As a result, citizen feedback on issues such as mining, road construction, and environmental impacts has been collected, informing law amendments and PPA sessions. UNDP has also supported the NA in publishing key legislative documents, translating international parliamentary resources into Lao, and fostering internal institutional development plans.

Support to the NA and 18 PPAs has grown over the first two and a half years of CPD implementation. For the PPAs engagement with citizens is relatively formative but growing. For example, some citizens have begun to bring disputes to local PPAs where they have failed to resolve matters with Government officials. Healthy exchanges of experience and learning are also taking place laterally between the PPAs, some supported by the STEPS project, others more organically.¹⁷⁴

Key results from 28 oversight missions included the collection of citizen feedback on mining, road construction and environmental impacts from investment projects. This process aligns with the 9th NSEDP Mid-Term Review and local community insights will continue to shape NA and PPA sessions and law amendments.¹⁷⁵ UNDP provided support for the ICT assessment of the National Assembly and PPAs. In addition, the NA and PPA maintain an internal institutional development plan, also supported by UNDP. UNDP provided technical support for capacity building and the development and implementation of NA and PPA's annual plans, ensuring alignment with the 9th NSEDP.¹⁷⁶ The CO supported the NA to publish 1,000 copies of the Petition Law and 400 copies of the LDC Graduation Research Note to Members of

¹⁷¹ UNDP ROAR 2023 p.22

¹⁷² <https://www.undp.org/laopdr/blog/pride-lao-business-driving-lgbtqi-diversity-and-inclusion-lao-pdr>

¹⁷³ MTR stakeholder interviews July/August 2024.

¹⁷⁴ MTR stakeholder interviews July/August 2024.

¹⁷⁵ UNDP ROAR 2023 p.20

¹⁷⁶ UNDP ROAR 2023 p.21

Parliament and 8,522 citizens (2,758 women). The translation of 10 key Inter-Parliament Union (IPU) materials into Lao language supported knowledge building in the NA and PPAs. This included human rights, gender-situation analysis and responsive lawmaking, and immigration in Lao languages for wider distribution. The STEPS project team was appreciated by Government counterparts for its flexibility.

In tandem with the STEPS project, UNDP launched the Civil Society Partnership (CSP) project to improve CSO participation in policy dialogue at the national level. This project strengthens connections between CSOs, organizations representing persons with disabilities, and ethnic communities, and links to the One Door Service Centres (ODSC) initiative with the Ministry of Home Affairs. Additionally, UNDP, in collaboration with UNDESA, helped develop a government action plan to address gender equality gaps in public administration. This involved a series of capacity-building initiatives, culminating in regional and global workshops in 2023. A review of the Lao Civil Service revealed gender blindness with discriminatory practices including a dress code for women, reinforced by the Laos Women's Union, which also imposes rules for "good wives and good mothers,"¹⁷⁷ thereby limiting the reach of gender equality efforts.

UNDP has also been instrumental in accelerating the digital transformation agenda in Lao PDR. By conducting a digital maturity assessment¹⁷⁸ and assisting in the development of the Government's first Digital Government Master Plan, UNDP has played a key role in improving service delivery across ministries. The launch of the Gov-X App, a one-stop mobile application for public e-services, and the ongoing alignment of development partner interventions with the Government's digital strategy have been significant milestones.¹⁷⁹ The Government appreciated UNDP's convening power, which ensured coherence in the digital space, and acknowledged the need for greater integration of SDG reports across ministries.

In partnership with the Ministry of Justice, UNDP supported the drafting of the first Action Plan on Legal Aid, which includes key targets and indicators. This plan aims to improve coordination and effectiveness in providing legal aid to 200,000 vulnerable individuals.¹⁸⁰ Finally, UNDP's work in promoting coherence in the governance sector continues as it co-chairs the Governance Sector Working Group, seeking to strengthen governance and promote inclusive development across Lao PDR.

Challenges to Progress

It was observed that limited reporting regarding some of the key human rights instruments has resulted in an absence of international and domestic pressure for more progress. Stakeholders participating in the MTR interviews noted that there was weak law enforcement in regard to human rights issues. In addition, the gender capacity assessment revealed that there is a lot of work to do.¹⁸¹

Similarly, the format for the presentation of the International Covenant on Economic, Social and Cultural Rights (ICESCR) report and the Convention Against Torture training and drafting activities took place but was quite constrained. This impacted the collaborative learning and sense of ownership across sectoral ministries. There was a subsequent delay in the Government's submission of the Initial State Report to the Committee Against Torture (CAT) despite extensive UNDP technical support. Key challenges relate to limited technical understanding and capacity of the CAT Drafting Committee to collect and analyse data required for effective reporting. Similarly, the implementation of the UN CRPD is inhibited by use of 'charity and medical models' instead of the human rights model.

The commitment to develop a National Action Plan on Business and Human Rights has not yet been fully made by the Government, despite integration of references to a National Action Plan in other planning instruments. The Government is moving cautiously before making a commitment and wishes to hear more from other country examples, to balance between attracting investment and regulating irresponsible business behaviour.

¹⁷⁷ MTR stakeholder interviews July/August 2024.

¹⁷⁸ The assessment were ranked by pillars of technology, regulatory, capacities, citizens etc at the national and provincial level.

¹⁷⁹ [Gov-X: A One-stop Mobile Application For Public E-services | United Nations Development Programme \(undp.org\)](#)

¹⁸⁰ UNDP ROAR 2022 p.19

¹⁸¹ MTR stakeholder interviews July/August 2024.

Data collection in various areas remains a significant challenge, with UNDP prioritizing the sharing of lived experiences from affected groups due to the lack of comprehensive quantitative data. Neither the Government nor CSOs have consistently collected data on human rights risks in a systematic manner.¹⁸²

There were challenges in reporting women’s participation in elections, as data is only collected on a five-year basis and was unavailable for 2022-2023. Additionally, there was limited opportunity to provide direct technical support to the NA during the project’s early stages. The project experienced a slow start in 2022, particularly with delays in approving activities outlined in the Annual Work Plan, which caused frustration among stakeholders.¹⁸³ However, progress improved in 2023 and continues to strengthen in 2024 with UNDP building trust with parliamentary staff and members to enhance accountability and functionality.¹⁸⁴

Several partners interviewed in the MTR commented that one of the main challenges experienced in the UNDP CO was the departure of core programme team from the governance unit.¹⁸⁵ In one project it was commented that there were “3 or 4 different focal points in the CO, including gaps in between, during project implementation.” At the time of the CPD MTR the appointment of the new Governance Unit Chief had been made and the incumbent was due to take up the post imminently. The CO had also sought to strengthen its complement of staff in the governance unit.

Assessment of Progress – Output 3.2

Output 3.2 Government bodies have enhanced capacities for more transparent and effective law design, implementation and monitoring.	
Indicator 3.2.1 Number of people accessing essential public services online (e-service). Baseline TBD (2022); target of all Government services (2026)	Good Progress
Indicator 3.2.2. Number of citizen engagement and outreach mechanisms conducted by delegates. Baseline 0% TBD; Target 80% (2026)	Good Progress
Indicator 3.2.3. Number and utilization rates of one-stop service centres by women and ethnic groups at a) district level, and b) province level. Baseline 44 TBD; Target 74 (50% of public services provided at ODSC) (2026)	Good Progress
Indicator 3.2.4. Number of justice and police officials trained on gender-sensitive legal aid service provisions and policing. Baseline 0; Target 250 (50 legal aid service providers/200 police officers) (2026)	Good Progress

Output 3.2 and the related indicators speak to UNDP’s institutional capacity building of core public service delivery, parliamentary and provincial assembly development, and legal sector strengthening with a particular focus on gender equality and the empowerment of women.

Evidence of Progress

In the period 2022-June 2024 UNDP supported capacity development programmes for a number of public institutions to carry out their mandates more effectively and transparently. As follows:

Advancing court performance by introducing the International Framework of Court Excellence to the People’s Supreme Court, allowing judges to self-assess their performance. Forty judges participated in the survey, identified areas for improvement, and enhanced their capacities for planning and monitoring of court excellence. The Courts focused on improving transparency by responding to feedback from court users.

Capacity training to over 100 government officials on business and human rights with 90% of participants reported improving their understanding of UN Guiding Principles of Business and Human Rights and 88% reported improving their understanding of the concept itself, helping to increase their capacity to implement

¹⁸² UNDP ROAR 2022 p.19

¹⁸³ MTR stakeholder interviews July/August 2024.

¹⁸⁴ UNDP ROAR 2023 p.20

¹⁸⁵ MTR stakeholder interviews July/August 2024.

and monitor the National Action Plan once finalized. Over 100 businesses and industry leaders were also trained to champion responsible business practices of which 98% acknowledged improving their understanding of business and human rights and the process of human rights due diligence accordingly.

The multi-phased UN Joint Programme between UNFPA and UNDP has enabled two iterations of support for gender equality and to address gender-based violence. UNFPA led on the essential service package in line with the global standard for supporting survivors of gender-based violence, in the social and health sectors. UNDP focussed on the justice and policing response side. Over 50 officials from the justice sector (Ministry of Justice, Ministry of Public Security, Office of the Supreme People's Prosecutor, and People's Supreme Court) have increased their understanding of gender, gender equality and gender-based violence to better respond and prevent violence against women. Building on this, UNDP supported the development of an integrated SOP to improve the capacity of key justice agencies to implement the 2nd National Action Plan for Preventing and Combatting Violence Against Women, including requirements for agencies to prepare annual reports and engage other stakeholders, such as CSOs, assisting in improving their effectiveness and transparency.^{186/187} The SOPs are diversity inclusive with persons with disabilities integrated into roll plays and scenarios. Community outreach and awareness has been undertaken in partnership with the Lao Women's Union to ensure remote areas and ethnic groups are reached, in the southern and northern areas. The second phase of the UNJP strengthen the gender desks within the policing system and the rolling out of the programme into the provinces and districts. Protection shelters are being opened in consultation with the Lao Women's Union. UNDP has also been a solid partner to the 16 days of activism.^{188/189} Technical support provided to the Lao Women's Union (LWU), Lao Bar Association (LBA) and Provincial People's Assemblies (PPAs) has enhanced the capacities of these institutions and the National Assembly to effectively design, implement and monitor gender sensitive laws.

UNDP supported the finalization of the first-ever strategic vision for the Lao Bar Association, outlining key priorities and steps to meet its targets, which has been appreciated by development partners. This is set against a very under-developed concept of the legal profession in Laos. The LBA reports to the Ministry of Justice and is open to self-examination. Stakeholder interviews conducted for this MTR confirmed that the UNDP project has contributed to the training of lawyers in the country, yet there are some doubts as to how sustainable the results of that training will prove to be in the longer term. For example, most of the training has been conducted at the national level in Vientiane, yet more could be done to support satellite offices around the country.¹⁹⁰ Training has contributed to the development of a curriculum for Continuous Professional Development. To benefit the most vulnerable, a pro-bono reporting system was established and, following training, lawyers are now better able to comply with their legal obligations on pro-bono. Additional support by UNDP to MoJ complemented these efforts and led to the finalization of the Legal Aid Action Plan that will drive the transformation of the justice system. As a result, the legal aid service benefitted nearly 36,000 citizens. Stakeholders to the MTR suggested that the project is genuinely benefiting women and persons with disabilities.¹⁹¹ Gender sensitive training on the legal and policy areas had been carried out. The Ministry of Justice and Lao Women's Union had worked together with UNDP support to prepare a handbook specific for persons with disabilities and children.

In terms of monitoring laws and enhancing justice sector accountability, UNDP supported the Justice Affairs Committee to conduct parliamentary oversight. The 16 Post-Legislative Scrutiny (PLS) workshops collected evidence to improve laws and led to critical amendments in four key justice laws in the 5th Ordinary Session. This process engaged nearly 2,500 citizens (25% women), including executives, MPs, provincial parliaments, and the public.

Some of the underlying reasons explained to this MTR for the above achievements were based on good relations between UNDP and different Government institutions, as well as the good influence of the

¹⁸⁶ UNDP ROAR 2022 p.19

¹⁸⁷ Written submission from a development partner to the UNDP CPD MTR

¹⁸⁸ [Lao Women's Union Continues in the Fight Against Gender-Based Violence | United Nations Development Programme \(undp.org\)](#)

¹⁸⁹ [UNFPA Lao People's Democratic Republic | 16 Days of Activism Against Gender-Based Violence in Lao PDR](#)

¹⁹⁰ MTR stakeholder interviews July/August 2024.

¹⁹¹ MTR stakeholder interviews July/August 2024.

Acceleration Lab which has been appreciated by Government partners, especially in relation to first mapping and then developing the digital roadmap.¹⁹²

Challenges to Progress

The scale of the STEPS project (fully US-funded) is unprecedented and still a sensitive issue for government, despite formal approval at the design stage and LPAC. After a slow start, coordination with the NA secretariat has become more regular and mutual understanding has grown. Other important challenges include high staff turnover within government and long bureaucratic approval processes that resulted in delays in capacity development, including on business and human rights and gender-based violence.¹⁹³

The important role of lawyers in the justice system is not fully recognized by all relevant stakeholders in Lao PDR and fostering the independence of the LBA is challenging. The programmatic engagement of UNDP has helped to overcome some barriers, but continuous efforts are required to ensure the LBA can pursue its mandate independently and professionally in line with the amended Law on Lawyers. Going forward the LBA request UNDP for more ownership over the design of the AWP, and greater leverage of SSTC in their field would be appreciated, including from neighbouring Thailand and Vietnam which are considered contextually relevant.

In regard to the UNJP between UNDP and UNFPA, there were some early design wrinkles that were overcome to make for a robust working relationship based on a sensible division of labour. Some internal turnover within the UNDP governance team led to disruptions and handovers were not especially smooth. Inter-institution coordination within the Government also delayed the approval of the Justice Sector SOPs and careful negotiation was required to secure collective approval.¹⁹⁴ On the other hand, the need for this SOP to be rolled out was noted, since the training is understood to have only been conducted in some areas, and the impact of the intervention is not yet known.¹⁹⁵ In addition it is expected that UNDP will step up and provide further support to local roll out of the SOPs and related follow up. One challenge is that UNFPA implements through NIM and UNDP through DIM.

Measuring One Door Service Centre utilization rate is a challenge due to lack of funding to support service user monitoring at the 55 ODSCs across Lao PDR.¹⁹⁶

Assessment of Progress - Output 3.3.

Output 3.2 People, including vulnerable groups, have greater access to basic and accountable services.	
Indicator 3.3.1 Number of target districts that adopt accountability framework. Baseline 4 (2020); Target 40 districts (2026)	Some Progress
Indicator 3.3.2 Percentage of citizens who attended the survey satisfied with the services received. Baseline 17% (2019); Target 80% (2026)	Some Progress

The final output of the CPD places a strong focus on the ability of vulnerable populations to access services, with indicators framed towards accountabilities at the district level and citizen satisfaction with those services.

Evidence of Progress

Small scale funding of around US\$ 25,000 for public administration reform was greatly appreciated and considered helpful and effective for raising awareness and training work linked to the One Door Service Centres. These One Door Services Centres being developed and delivered in partnership with MoHA are being rolled out in 3 provinces, and various districts and remote locations within those provinces. An assessment of ethnic minorities identified multiple challenges of some isolated villages, for example, the poor conditions of the roads, language barriers and other cultural obstacles. As a result, some mobile One

¹⁹² MTR stakeholder interviews July/August 2024.

¹⁹³ UNDP ROAR 2022 p.20

¹⁹⁴ MTR stakeholder interviews July/August 2024.

¹⁹⁵ Written submission from a development partner to the UNDP CPD MTR

¹⁹⁶ UNDP ROAR 2023 p.21

Stop Services have been devised to support outreach to these remote rural villages and ethnic groups.¹⁹⁷ One of the most impressive aspects of the emergence of the One Door Service Centres is the model of learning on how to improve them. MoHA adopt a ‘peer to peer’ learning approach, whereby the better performing ODSCs train the other ones. So far 48 are operational and the programme is being finalized for the period 2024-2028 in accordance with the project support under design with UNDP. This will align with the national strategy for ODSCs and within the scope of the three-build policy of decentralization.¹⁹⁸ MoHA recognised from the outset the importance of ownership, quality and sustainability. Whilst there is limited disaggregated information on ODSC usage presently, MoHA plans to introduce disaggregation based on gender, age, PWD and ethnicity going forward. More support will be required to strengthen the citizen feedback surveys and analysis. Core services include access to birth certificates, health documents and services, identification certificates, driving licenses and business permissions and licenses. There are links to Government digital platforms and applications, as well as the roll out of new digital initiatives.¹⁹⁹

Support to 139 volunteers, representing 18 ethnic groups (nearly 50% women) to increase public participation, local knowledge, and social awareness in their communities took place through community radio programming. Community radios operate in mainly remote and ethnically diverse provinces. Local volunteers, with UNDP assistance, have provided vulnerable groups with information on key topics, from safe migration and COVID-19 regulations, to promoting girls’ safe return to schools after COVID-19. Volunteers were empowered with enhanced media and advocacy skills and content to effectively plan and deliver educational radio programming that was broadcasted in local ethnic languages to reach traditionally marginalized groups. Broadcasts reached over 200,000 people in rural areas across the 12 stations. As a result, the majority of listeners surveyed across 6 districts reported that community radio served to improve their quality of life and increase their standard of living, and around 90% believed that community radio meets the needs of their communities

UNDP supported training on disability-inclusive employment for employers, and to provide training on technical skills for young persons with disabilities and job-assisting centres, namely 108 Jobs and Job Assist Office (JAO). 14 PWDs, of which 8 are women, were trained as a result and 3 have reported receiving job interviews afterwards. UNDP supported the development of the first-ever course on the Elementary-Level Lao Sign Language Interpretation and provided training to 17 young students to provide the deaf community with better access to essential services.

UNDP increased the access of vulnerable and marginalized communities to legal services by developing 28 FAQs to assist vulnerable groups in understanding basic legal information on GBV, disability, and land.²⁰⁰ By supporting the Justice Sector to improve the delivery of justice services to citizens, UNDP contributed to strengthening the rule of law. The CO supported the Justice Affairs Committee in facilitating citizens’ access to justice and fairness by improving the petition process in 6 provinces and public hotline service, which is a valuable tool for constituency feedback.

A total of 8,522 citizens (2,758 women) engaged with parliamentary processes and 7 public consultations on legislation drafting and policy implementation were conducted. Including consultations on violence prevention and gender action planning (engaged 1,123 people, 401 women). The CO supported 8 fact-finding missions to gather evidence from constituents in 7 provinces on issues of concern. These citizen engagement activities contributed to parliamentary legislation and enhanced understanding of the mandate and functions of Parliament at subnational levels.

The reasons for the good collaboration are based on a sound long-term working arrangement of over two decades between UNDP and the Ministry of Home Affairs and Ministry of Justice.

¹⁹⁷ MTR stakeholder interviews July/August 2024.

¹⁹⁸ Provincial unit, district unit, village ‘development’ unit.

¹⁹⁹ MTR stakeholder interviews July/August 2024.

²⁰⁰ UNDP ROAR 2022, p.21

Challenges to Progress

The main challenge with the community radios is that there were no plans to ensure their sustainability after the end of the project. Additionally, as they rely on local volunteers, their numbers have shrunk over time as volunteers have moved to paying jobs.

Efforts to secure funding for One Stop Service Centres and citizen surveys, two critical initiatives to achieving Output 3.3, did not prove successful in 2022. Regarding the citizen surveys, these appear somewhat opaque, yet the CO intends to persevere with these.²⁰¹ There were several legacy issues from the previous programme that supported these initiatives, namely GIDP, thus it was challenging to build donor interest in new programming. In addition, the Government would prefer to utilize the NIM project modality.

For the Digital Legal Aid Platform and the Khan Hom (GBV) projects, government counterparts were not able to deliver on time as they were still new to the work they are doing with UNDP. Many scheduled activities were delayed as a result, hampering the projected progress of the platform and implementing the SOP in 2022, thus frustrating efforts to directly support marginalized and vulnerable groups.²⁰²

Inclusive employment and job retention in Laos remains a challenge. Barriers to education and skills-building places persons with disabilities at a severe disadvantage when job-seeking and most workplaces are reluctant to provide reasonable accommodations. The current legislation does not recognize the denial of reasonable accommodation for persons with disabilities as a form of discrimination. More generally, participants to the MTR noted a number of barriers existed to the equitable access to services for some women, ethnic and marginalized groups, for various reasons, including cultural stigmas.²⁰³

There was also a broader concern that with the depending macro-fiscal cost of living crisis that the social contract between the Government and the people had come under considerable strain. Some commentators referred to a “Roadblock” within Government.²⁰⁴

Staff turnover in UNDP governance unit was reported as “a bit of a challenge”.²⁰⁵

Relevance

Finding 1: The CPD remains valid and relevant to the national development priorities. Although the immediacy of the COVID-19 crisis has passed, in terms of an evolving situational analysis, that episode exposed and exacerbated previously known structural challenges that were referenced in the CPD. Prime among these are a shallow and undiversified economy, capacity deficits, access to resources and weaknesses in key areas of governance. The implications of COVID contributed to a macro-fiscal crisis and resulted in high levels of inflation, depreciation of the national currency, a cost-of-living crisis and to out migration. Yet as a programme framework document, covering the “three inter-related pillars”²⁰⁶ of ‘inclusive prosperity’, ‘environment, climate change and resilience’, and ‘governance and the rule of law’ is sufficiently broad and flexible to be able to accommodate the emerging challenges presented without the need for major overhaul.

In terms of relevance the three pillars of the CPD fit directly to Government priorities of the 9th NSEDP. CPD Outcome 1 Inclusive Prosperity is directly aligned to NSEDP Outcome 1: ‘Sustained, Inclusive Economic Growth with Economic Vulnerability (EVI) Reduced to Levels Required for Growth Support’. CPD Outcome 2 on Environment, Climate and Resilience is directly aligned to NSEDP Outcome 4: ‘Environmental protection enhanced and disaster risks reduced’ CPD Outcome 3 is aligned to NSEDP Outcome 6: ‘Public governance and administration is improved, and society is equal, fair, and protected by the rule of law’.²⁰⁷ Similarly, CPD Outcome 1 is derived from Strategic Priority 2 of the UNSDCF. CPD

²⁰¹ MTR stakeholder interviews July/August 2024.

²⁰² UNDP ROAR 2022 p.21

²⁰³ MTR stakeholder interviews July/August 2024.

²⁰⁴ MTR stakeholder interviews July/August 2024.

²⁰⁵ MTR stakeholder interviews July/August 2024.

²⁰⁶ UNDP CPD Lao PDR (2022 – 2026), p.4

²⁰⁷ 9th Five - Year National Socio-Economic Development Plan (2021-2025) - Library records OD Mekong Datahub (opendevelopmentmekong.net)

Outcome 2 is derived from Priority 4 of the UNSDCF and CPD Outcome 3 is derived from Strategic Priority 3 of the UNSDCF.²⁰⁸

Effectiveness

Finding 2: Good overall progress in CPD implementation is being achieved, contributing to development results within each pillar. A description of progress, footnoting sources of evidence has been set out above following each of the three programmatic pillars of the CPD. Each section broadly corresponds with the structure of the respective outputs and indicators. In addition, a summary ‘heatmap’ of progress (see Figure 1 at the end of the Executive Summary above), compiled based on evidence generated, conveys an overall assessment of progress at the mid-point of CPD implementation.

Within CPD Outcome 1 significant emphasis is placed on providing policy and strategic planning support to the Government in respect to the national development planning process through the preparation, monitoring, review and financing framework of the 9th and 10th NSEDPs. This entails the integration of the SDGs at national and sub-national levels, including support for VNR and VLR reporting. It also involves support for the Round Table Mechanisms and Round Table Meetings as well as ensuring development effectiveness chiefly through overall facilitation and oversight support of the (currently 10) Sector Working Groups. Outcome 1 also includes the strategy, coordination and implementation of SDG 18 (UXO sector), which remains one of Lao PDRs highest priorities.

Within CPD Outcome 2 rests Lao PDRs greatest challenge to LDC graduation; the country’s exposure and vulnerability to environmental risks. Through the Climate Promise, UNDP is providing lead support the Government in providing policy and technical support for NDC implementation and reporting. UNDP is at the forefront of facilitating the integration of climate impact across the priority sectors of Government and for studies and action plans that demonstrate the intersection and implications of climate change on women. UNDP also plays a lead role in supporting natural resource management, with a strong line of programming related to integrated water management systems. Conservation financing and community management forests also feature prominently in UNDP’s environmental portfolio. Finally, disaster risk management continues to be integrated with UNDP support at all levels – national, provincial, district and at the community level, with increasing attention paid to vulnerable populations, women, young people, persons with disabilities and ethnic groups.

Through CPD Outcome 3, UNDP has been an increasingly strong advocate for human rights-based development in the current programming cycle, playing a notable role in upholding and supporting reporting on key human rights instruments, such as the Convention on the Rights of Persons with Disabilities and an active proponent of gender equality and the empowerment of women across its governance programme, including within the civil service. This includes working with the police and justice institutions to craft a new raft of SOPs and training to ensure survivors of gender-based violence gain access to appropriate services and support. The Governance programme supports several high profile and strategically significant projects, including support to the National Assembly and Peoples Provincial Assemblies, support for the Digital Readiness Survey, the National Digital Strategy and evolution of the Gov X App. Support to the Ministry of Home Affairs has been ramped up in pursuit of the Government’s ODSC at Provincial, District and village levels. Remote ODSCs intend to reach vulnerable and remote populations and ethnic groups.

Efficiency

Finding 3: The MTR finds that UNDP is leveraging its core resources to attract substantial external financing, yet the overall efficiency of delivery is slightly behind track. The CPD has a total estimated five-year financing envelop of US\$ 87.6m.²⁰⁹ Of that, UNDP had committed to provide around US\$ 8.3m, in order to leverage around US\$ 79.3m of external financing. This represents a fairly efficient

²⁰⁸ <https://laopdr.un.org/en/174699-lao-pdr-United-nations-sustainable-development-cooperation-framework-2022-2026>

²⁰⁹ of the total US\$ 87.6m, US\$ 25.8m (29.4% of the total) was required for outcome 1 (inclusive prosperity), US\$ 40.5m (46.2% of the total) for outcome 2 (environment, climate change and resilience), and US\$ 21.3m (24.3% of the total) for outcome 3 (governance and the rule of law).

use of UNDP core funds. In terms of efficiency of budget execution, after two years and eight months of CPD implementation the CO had delivered US\$ 31.2 million out of a total anticipated budget envelop for the five years of US\$ 87.6m, equating to around 36% of total expected funds (see Table 5 below). The budget execution rates for 2022 and 2023 respectively stood at 92.5% and 84.1%, averaging nearly 88% for the two years. In overall terms, after two and a half years (noting that 2 years and eight months have been reported), financial delivery is behind target based on an assumption that expenditures are intended to be roughly even across the five years of CPD implementation.

Table 5. CPD Budget Targets and Delivery (expenditures) January 2022²¹⁰ - August 2024²¹¹

2022		2023		2024 (Jan-Aug)		Sub-totals 2022-Aug 2024		Total CPD Estimated Financing ²¹²	
All figures in US\$ (millions)									
Target	Delivery	Target	Delivery	Target	Delivery	Target	Delivery	Budget	Expenditures to date as a % of total
12	11.1	13.0	12.1	13.1	8.0	38.1	31.2	87.6	35.6%

Coherence and Integration

Finding 4: The CPD is coherently implemented with important connections made across programme pillars. Evidence of internal connectivity between some of the major interventions is taking place, increasingly facilitated by UNDP’s CO leadership and the Programme Unit chiefs. This gives an overall sense of coherence and integration across the major streams of UNDP’s programming. In this regard, UNDP is exercising its SDG integrator through its national development planning and financing project via its NSEDP support and the related Round Table Mechanism whereby the SDGs relevant to the UXO sector (SDG 18), the entire environment sector, and the governance sector (SDG 16) are all drawn together. There are critical linkages between the NSEDP and STEPs project for the facilitation of dialogue around development priorities. Early connections are being made between sub-national planning and the role of PPAs, which can be further strengthened, as well as between PPAs and the roll out of Government’s ODSCs. Some of UNDP’s most effective projects that promote coherence and integration are more horizontal and cross-cutting by design, including support for the Digital Assessment and National Digital Strategy and recent work on the gender implications of climate change and its implications across many sectors. Disaster risk is another example, which again impacted a number of key sectors. UNDP’s appointment of a focal point for vulnerable populations has ensure that women, youth, persons with disabilities and ethnic populations are much more present in the design, consultation platforms and implementation of projects is an exemplar. This is consistent with the design of the CPD and aligned with the principle of Leave No One Behind and a fundamental assist to the notion of human-rights based approach to development.

Finding 5: UNDP plays an important facilitator role for development effectiveness in Lao PDR as well as integrating its interventions in support of UNSDCF implementation. UNDP has drawn on its comparative advantages to good effect across the three pillars of the UNSDCF in which it is chiefly involved, working collaborative with UN agencies. Within Pillar 1 UNDP lends direct and indirect support for strategic coordination and development effectiveness: i) through operationalization of Round Table and Sector Working Group mechanism; ii) via consultations informing the formulation and review of successive NSEDPs; and iii) the development of national financing strategy – the latter via particular collaboration with the RCO and IFIs. These efforts periodically bring all sectoral ministries, development partners, UN agencies and IFIs together, and occasionally representation from civil society and private sector. Likewise, UNDP plays a lead role in supporting a sector wide approach to SDG 18 through its collaboration with the NRA and UXO Lao, co-hosting a biannual Board meeting for coordination among major donors, UN agencies and implementing partners. In addition, a UNJP is emergent between UNDP, ILO and UNICEF in regard to social protection, linked closely to analysis and support provided to the Government by the

²¹⁰ United Nations Lao PDR Annual Report 2022, p.37

²¹¹ United Nations Lao PDR Annual Report 2023, p.47

²¹² UNDP CPD Lao PDR, p.9-13

World Bank. In pillar 2 UNDP is co-chair of the sub-sector Working Group on Climate Change and provides key support to the Nationally Determined Contribution (NDC), both of which entail cross-ministry collaboration and engagement with key development partners, IFIs and UN agencies. UNDP was also instrumental in facilitating the Debt for Nature consultations attended by a range of government and development partners, including representatives from the World Bank, ADB, IMF, Australian Embassy, UNEP, and WWF. The CO leadership role in promoting disaster risk management and integrated water management strategies, and in particular community based natural resource management has brought it into partnership working with UNDRR, FAO and IFIs as well as with local partners working with or under the umbrella of the International Union for Conservation of Nature and Natural Resources (IUCN). These various initiatives are closely aligned to advancing UNSDCF goals and targets as per the annual JWPs. Within pillar 3, UNDP is chair of the Governance Sector Working Group, a joint Government, development partner, UN agency platform for coordinating support for the governance sector. As such UNDP plays a key role in facilitating development effectiveness for governance wide support. UNDP has played a prominent role in helping the government to craft its digital strategy through which development partners, IFIs and UN agencies have acknowledged its leadership and coordinating role. UNDP and UNFPA also enjoy good collaborative working via the UNJP on the prevention and elimination of violence against women (Khan Hom), as well as the UNDP-UNDESA collaboration on supporting women within the civil service.

CROSS-CUTTING ISSUES

As per the TORs this next part of the MTR reports specifically on the cross-cutting issues: LDC Graduation, Resilience, Digital Transformation, Gender Equality and Women’s Empowerment, Youth, and Inclusion and Diversity. It also draws on the main evidence and analysis of progress across the three pillars of the CPD discussed above and seeks to respond to the key MTR questions below:

- To what extent has *digitization and resilience in the context of LDC graduation* been integrated across the CPD? Based on UNDP’s *digital integrator role* within the UNSDCF, to what extent has this been realised to date, what are the lessons learned, and what more needs to be prioritized for the second half of the CPD?
- To what extent has the Country Programme *mainstreaming gender and youth*? Building on the current initiative on youth and *youth portfolio* sense-making exercise, to what extent can the CO scale up the initiative into a portfolio approach on youth? Building on the results of the Gender Seal, what are the strengths and areas to improve in *mainstreaming gender* into the work of the CO? What are the development outcomes made to the marginalized groups, such as women and girls, and youth, so far?

LDC Graduation

Finding 6: UNDP is actively supporting implementation of the Government’s Smooth Transition Strategy for LDC Graduation. Lao PDR has a long-cherished goal to graduate from LDC status.²¹³ In 2018 the country met the criteria to graduate.²¹⁴ In February 2021 the United Nations Committee for Development Policy recommended Lao PDR for graduation with an extended five-year preparatory period to 2026, reflecting the severe and ongoing impact of COVID-19. The report further concluded that graduation would have limited impacts on development cooperation.^{215/216} However, it was assessed that graduation may result in less favourable terms on concessional loans for example, from Japan and the Republic of Korea, and a gradual shift from grants to soft loans by Germany. Figure 3 below shows where the country stands in relation to the criteria for graduation, the Achilles heel being economic and

²¹³ <https://www.undp.org/laopdr/publications/lde-graduation-lao-pdr>

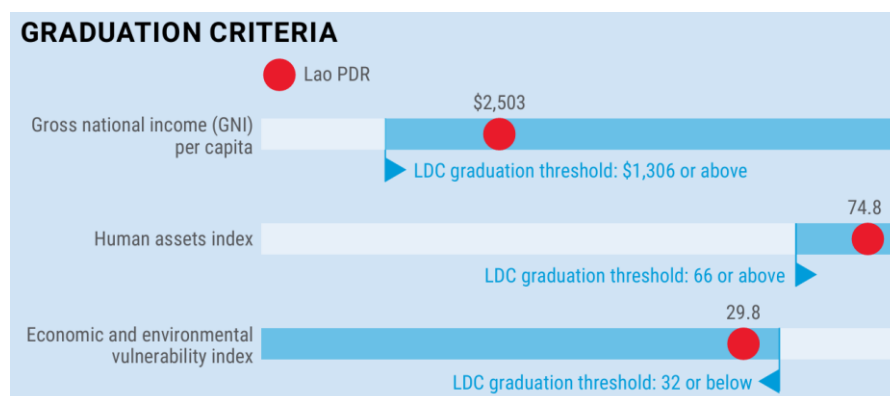
²¹⁴ As affirmed by the global Triennial Review that year and subsequently in 2021.

²¹⁵ It is not expected to affect assistance by the World Bank or most United Nations system entities, as most official development assistance (ODA) is received from members of the Organisation for Economic Co-operation and Development’s Development Assistance Committee (OECD-DAC)5 or via South-South cooperation.

²¹⁶ Also confirmed by MTR stakeholder interviews July/August 2024.

environmental vulnerability. This provides reinforcement that as to where UNDP should continue to best assist the Government.

Figure 3. Lao PDR, LDC Graduation Criteria²¹⁷



The Government’s Smooth Transition Strategy (STS)²¹⁸ for LDC Graduation sets out a number of actions split across four pillars. Table 6 below maps out UNDP’s current and prospective additional interventions to support implementation of the STS.

Table 6. Mapping of Government priority sectors for implementing its smooth transition strategy from LDC status and the current and prospective UNDP support.

Priority action from the Government’s LDC STS for graduation	Current CPD	Prospective Additional Interventions
Macroeconomic Stability and Financial Sustainability; including measures to secure macroeconomic stability, and safeguard investments in human capital, the environment, and climate action.	NSEDP and financing strategy. Support to diversify domestic revenue streams.	Additional work on widening the tax base, and on climate and sustainability financing.
Trade and Investments; including measures for trade and FDI promotion and improving the business environment for inclusive growth.	NSEDP and Green Growth. Business and Human Rights.	Strengthened partnership with private sector for the SDGs.
Human Capital Development and Structural Economic Transformation; including measures to promote human capital development and decent jobs, rural development, and urban development.	NSEDP, inclusive prosperity.	Need for sustainable and fit for purpose Social Protection System. Enterprise and economic diversification strategy and interventions for women and youth. Local inclusive development strategies linked to community NRM management.
Climate change and Disaster Management; including measures for integrated and sustainable natural resources management for low-carbon development, and climate resilience and disaster risk reduction.	UXO strategy and clearance. Integrated Sustainable NRM for water, forests and biodiversity. Debt for nature swaps. NDCs GHG emission reductions. Climate resilience across all sectors. DRM at all levels.	

Guided by the UNDP supported policy note on LDC Graduation for Lao PDR²¹⁹ the CO is currently playing an important role in supporting implementation the Government’s STS. Pillar 2 of the CPD ‘environment, climate and resilience’ is arguably providing the greatest amount of technical assistance, followed by inclusive prosperity, by virtue of the NSEDP, UXO and financing support, which is making a

²¹⁷ UN Committee for Development Policy 2024.

²¹⁸ STS-ENG-updated-waiting-for-clearance.pdf (rtm.org.la)

²¹⁹ LDC Graduation For Lao PDR | United Nations Development Programme (undp.org)

contribution to all four lines of action of the Government's STS. Whilst governance is not mentioned directly in the STS, clearly it is a cross-cutting enabler for LDC graduation.

Viewed through the lens of Table 5 above, gaps in UNDP's support provide further opportunities for consideration. These include the prospect of crafting a more robust livelihoods offer and strengthening national social protection systems. The latter features under output 1.1 of the CPD, yet there is little in UNDP's annual results-oriented reporting (ROAR) for 2022 and 2023 suggesting that much progress has been made in this regard, despite indications that some efforts have been made, noting that decent jobs and social protection as one of the UNSGs six transitions.

Resilience

Finding 7: Whilst there is evidence of resilience programming being pursued in the environment, climate change and resilience pillar, yet a broader 'whole-of-governance' approach to resilience is required. Resilience is a function of capacities and transcends all outcome areas. Presently resilience is only captured in outcome 2 of the CPD in relation to the environment, climate change and resilience portfolio. The majority of the CO's approach to resilience is seen through the lens of resilience the climate change and disaster resilience. Yet concepts and definitions resilience and risks are much broader than the application currently being used in CPD implementation and transcends all outcome areas. For example, resilience is defined as "the ability of individuals, households, communities, cities, institutions, systems and societies to prevent, resist, absorb, adapt, respond and recover positively, efficiently and effectively when faced with a wide range of risks, while maintaining an acceptable level of functioning without compromising long-term prospects for sustainable development, peace and security, human rights and well-being for all".²²⁰

The focus of the Government's Resilience Framework²²¹ is to increase the resilience capacities of Lao PDR:

- ❖ By appraising risks, which is understood as the consequence of the interaction between a threat or hazard, the characteristics that make people and places exposed and vulnerable to that threat or hazard, and the capacities available to manage the risk
- ❖ By addressing risk drivers, or risk factors, stressors, which are processes or conditions, often related to development and inequality, which influence the level of risk by contributing to exposure and vulnerability or reducing capacities.
- ❖ With a broad definition of risk drivers, which include natural, human-induced and technological hazards, epidemics, economic, shocks, conflicts, insecurity, and human rights violations.
- ❖ With consideration of the multiplicity of stakeholders, as resilience-building cuts across multiple risks, sectors and systems
- ❖ With a systemic approach, with varying lenses and scales, as with increasing complexity and interaction of human, economic, political and natural systems, risk becomes increasingly systemic.

Hence, the application of this more holistic appreciation of resilience undoubtedly has implication for projects in the current CPD portfolio as well as those currently in design phase. Perhaps learning more about the approach to resilience and implications becomes part of the learning journey of the CO prior to a more inclusive adoption of resilience within the next programming cycle.

Digital Transformation

Finding 8: UNDP has contributed strategically to advancing digital transformation. UNDP's Accelerator Lab provided strategic assistance to the Government and helped to accelerate the digital transformation agenda in Lao PDR. It conducted the digital maturity assessment²²² followed by the formulation of the first draft Digital Government Master Plan in partnership with Ministry of Technology and Communication. The CO played a convening role to ensure development effectiveness in the digital

²²⁰ [UN-Resilience-Guidance-Final-Sept.pdf](#)

²²¹ [3 ENG-Presentation-on-Resilience-Framework.pdf \(rtm.org.la\)](#)

²²² The assessment were ranked by pillars of technology, regulatory, capacities, citizens etc at the national and provincial level.

space.²²³ Support for implementation has so far taken the form of assisting with the development and launch of the Gov-X App, a one-stop mobile application for public e-services.²²⁴ UNDP needs to maintain its preeminent contribution to digital transformation and assist the Government with the sequenced implementation of that strategy. Meanwhile the CO has employed digital solutions across its own country programme. In the UXO sector GIS and satellite mapping assessments and education risk management materials have been prepared using digital systems, with drones being piloted for surveying UXO contaminated sites, as well as prospectively for clearing sites.²²⁵ A digital legal aid platform created for training staff in the provinces.²²⁶ ICT and digital solutions for the National Assembly and 18 PPAs have been installed for enhanced communications and connections nationwide. Digital services are integral to the ‘smart’ One Door Services Centres being rolled out with MoHA. Automatic digital systems enhance real time early-warning systems and figure within integrated water management systems. In the emergent portfolio for young people digital transformation and AI look to feature prominently in the UNDP offer.

Gender Equality and Women’s Empowerment

Finding 9: A comprehensive approach to Gender Equality and Women’s Empowerment, including Gender Based Violence in being pursued. The UNDP Gender Strategy is an impressive document²²⁷ and activities related to gender are strongly aligned to the Government’s National Plan of Action on Gender Equality (2021-2025).²²⁸ UNDP is supporting improved disaggregated data by gender within the NSEDP M&E framework. A raft of gender equality studies, measures and interventions have been commissioned by UNDP either integral to existing projects or as separate initiatives. For example, gender analysis and impact studies have been conducted in the UXO sector, within the National Assembly as well as with MoHA as part of a public administration initiative in partnership with UNDESA to encourage greater Government support for the advancement of women in civil service functions. Within the UXO female demining teams have begun to emerge. A Gender Action Plan has been applied to the Lao Bar Association through which to encourage more female legal practitioners, including the need for greater women’s representation on their Board. The UN joint programme with UNFPA is sensitizing and training judicial and security personnel in gender equality and responding to the survivors of violence against women by elevating service standards and access. Gender features prominently as part of the Climate Promise project and the implications of climate change and women has been rolled out across multiple ministries at the national level.²²⁹ A Gender Action Plan for the implementation of the Nationally Determined Contribution (NDC) was developed and disseminated.²³⁰ UNDP has been a dependable advocate and participant in the 16 days of activism.²³¹ For its comprehensive approach to gender equality the CO achieved the silver gender seal in 2023.

Youth

Finding 10: A phased approach is being taken to integrating the emergent Youth Portfolio within the CPD. The 6th NHDR on youth was launched in November 2022 and provides the stimulus for the design of UNDP’s emergent portfolio focussing on young people. The NHDR sets out some of the key challenges affecting young people in Lao PDR with some startling facts: Over a quarter²³² of all young people are not in education employment or training (NEET), by far the highest rate in South East Asia; there is a mismatch between skills and aspirations in youth and the needs of the labour market; nearly 1 million Lao migrants reside in Thailand, more than 80% of whom are young.²³³ The CO is wisely taking its time to scan horizontally across its current and pipeline programme to identify areas through which to organically craft a coherent youth portfolio. Arising from the internal ‘Sensemaking exercise there is also a

²²³ MTR stakeholder interviews July/August 2024.

²²⁴ Gov-X: A One-stop Mobile Application For Public E-services | United Nations Development Programme (undp.org)

²²⁵ MTR stakeholder interviews July/August 2024.

²²⁶ MTR stakeholder interviews July/August 2024.

²²⁷ The MTR notes the non-existence of a Gender Theme Group of the UNCT

²²⁸ UNFPA Lao People’s Democratic Republic | Advancing women’s rights in Lao PDR: the development of a Gender Equality Strategy through awareness and capacity building

²²⁹ Climate Promise Prodoc, p.6

²³⁰ Lao PDR is taking gender actions forward in its Nationally Determined Contribution | United Nations Development Programme (undp.org)

²³¹ <https://www.undp.org/laopdr/press-releases/laos-womens-union-continues-fight-against-gender-based-violence>

²³² Deeper into the Sensemaking report a figure of nearly 40% is quoted (slide 21)

²³³ NHDR, Youth as Drivers of Sustainable Development, UNDP: 6th National Human Development Report (NHDR) – Youth as drivers for sustainable development | United Nations Development Programme (undp.org)

transition needed in the way initiatives involving young people are designed by UNDP, moving from traditional project ‘beneficiary’ to a ‘partner with agency’ approach. Civil Society, including the Lao Youth Union is emerging as a strategic partner.²³⁴ The timing of the intervention is good in order for the country to tap the opportunity of the demographic dividend.²³⁵ Three key areas have begun to emerge: youth livelihoods and entrepreneurship (leveraging the emergent ICT/digital possibilities); natural resources, biodiversity and climate change; and platforms for youth participation, engagement and empowerment. To date the CO has facilitated some pilot events with young people to test future potentialities. For example, a Youth COP climate action simulation event was organized in November 2023 with UNDP support with prizes were awarded to the best videos and essays produced.²³⁶

Inclusion and Diversity

Finding 11: Good progress is being made on inclusion and diversity, yet more work is needed to achieve impact at scale. A means of implementation is required to deliver all intentions, and in this regard the decision of the CO to appoint a dedicated ‘inclusion officer’ is an inspired decision. The CO Inclusion Officer has a cross-cutting brief to work with all pillars, programme and project teams to ensure that UNDP’s commitment to ensuring that no one is left behind is realized to the extent possible. Careful reading of the CPD results framework also sees the extent to which reaching and impacting vulnerable populations is central to UNDP’s work in Lao PDR. Evidence of achievement is apparent in the support provided by UNDP to ensure the Government was able to submit its first report under the International Covenant on Economic, Social and Cultural Rights (ICESCR). UNDP played a key role as chair of the UN system-wide Disability Working Group, including preparatory support to the Lao National Delegation’s participation in the Convention on the Rights of Persons with Disabilities (CRPD) review in Geneva. The CO has also been working with civil society and the private sector on business, human rights, inclusion, diversity and LGBTIQI+. In regard to reaching ethnic communities, UNDP has supported the translation of UXO risk education materials into local ethnic languages, in partnership with the Ministry of Home Affairs, it has assisted the development of mobile ‘One Door Service Centres’ to reach ethnically remote locations and populations. The CO has also supported the formulation of disaster recovery guidance notes across multiple sectors which feature disability and child protection. In overall terms the intent and direction of progress is promising, yet an assessment of meaningful impact on vulnerable or marginal populations has yet to be undertaken.

Monitoring and Risk Management

The MTR did not look specifically at the CO *monitoring systems*, since these lay beyond the bounds of the TORs. That said, the CO does appear to be endowed with sufficient capacities, having one full time international and one full time national staff dedicated to M&E. As noted in the limitations section of this MTR above, the desk review part of the exercise depended almost wholly on internal CO self-reporting as entered into the ROAR. In addition, there were no independent reviews of projects available at the time of the MTR for further verification of development results. This would have substantiated further its key observations and findings.

Similarly, with regard to an assessment of risk management, this was not a feature of the MTR TORs. UNDP is known to apply a comprehensive treatment of risks at various tiers across the organisation via its Enterprise Risk Management (ERM) platform at corporate and CO levels. The main pillars of UNDP approach is broadly fourfold: i) methodology for risk identification and management; ii) systems and tools to support risk management decision making; iii) governance and accountabilities, and; iv) capacities for learning. A dedicated CO risk committee utilizes risk logs and risk registers in issues of risk management, including via the governance structures of projects via Project Boards. The MTR did not look at the specifically at functioning of Project Boards.

²³⁴ UNDP Sensemaking Strategic Report, Phase 1, 2023.

²³⁵ UNDP ROAR 2023 p.12

²³⁶ <https://www.undp.org/laopdr/press-releases/national-climate-forum-2024>

Within this context, the main risks most pertinent to implementing the CPD at the MTR point related to the criteria of ‘relevance’ and ‘effectiveness and efficiency’. Both issues are referred in the main body of the report. For example, the CO noted in the TORs that the CPD was designed during the constrained period of COVID, and initiated this MTR to determine if it was still *relevant* to the evolving development priorities of the country. Conducting the MTR, which is not mandatory, appeared as a sensible and pragmatic approach commissioned by the CO as a means to assess and mitigate that risk. As concluded below, the CPD is still deemed to be highly relevant to the circumstances in Lao PDR, notwithstanding the post-COVID operating environment.

In regard to ‘*effectiveness and efficiency*’ however, the limitations of operating in the COVID-19 environment in 2022 - year one of CPD implementation - clearly risked a slower execution rate than may have been envisioned. This affected a number of projects as reported in this MTR, and when combined with other communication and project design issues with national counterparts, as well as staff transitions in the CO governance unit, as also reported, these risks from a programmatic and operational perspective might have been better anticipated and managed. In this regard, the ‘operational issues’ in the lessons learned section below and Annex 1 provide further insights and considerations for the CO going forward.

CONCLUSIONS

The MTR draws three overarching conclusions and three related recommendations from its analysis of CPD implementation to date. These conclusions and recommendations are integral and apply equally to all three pillars of the CPD. In this sense they should be viewed as strategic, and that implementation arrangements for the second half of the CPD cycle should give due consideration to their implications. They are chiefly concerned with shifts that stakeholders to this MTR anticipate need to be made by UNDP to more constructively influence policy direction, strengthen development effectiveness and impact. For this reason, no additional recommendations are made in order to ensure the forward-looking strategic focus of the CO on what matters most. Four lessons learned are also offered, together with a couple of recurrent operational issues. As noted previously, Annex 1 provides an additional log of adjustments, many of which the CO has already set in motion, for ongoing consideration.

Development Policy Dialogue and Direction

Conclusion 1: As a close partner to the Government and knowledge leader in development, UNDP is uniquely positioned to facilitate strategic development discourse in order to influence policy direction. Given the central role played by the CO in supporting the 9th NSEDP review and 10th NSEDP formulation, as well as the RTP and SWG mechanism, UNDP is well placed to exert its development policy expertise within these frameworks, platforms and spaces. The Lao PDR policy environment, which is currently beset by economic, financial and social challenges is well in need of fresh policy perspectives, drawing on the findings and recommendations from recent global and regional Human Development Reports. These reports speak to the need for a change in direction and emphasis in development policy towards greater inclusion (youth, women, PWDs and ethnic groups), resilience (consistent with the Government policy for resilience and the goal of LDC graduation) and sustainability (fully in line with the principles of the 2030 Agenda for Sustainable Development).

Capacities for Implementation at the Sub-National Level

Conclusion 2: There is a significant capacity gap at the provincial and local levels which is constraining development impact. Whilst the capacity challenges and governance inefficiencies reported to this MTR appear to be structural and run across the across the three pillars of the CPD, the greatest bottleneck to development progress appears at the sub-national level, often at the point of implementation. For example, the whilst the adoption of policies, guidelines and frameworks generally takes place at the national level, their active implementation both within and beyond the project cycle is too frequently

reported as a key challenge.²³⁷ For this reason stakeholders to this MTR encouraged greater UNDP attention to ‘sub-nationalization’ for greater development impact for youth, women, PWDs and ethnic groups, especially in respect of climate change resilience, provincial development plan implementation and the operationalization of ODSCs.

CPD Coherence and Integration

Conclusion 3: Implementation of an integrated and coherent CPD is proceeding well, with further prospects across the second half of CPD implementation. Good progress is being achieved to ensure the CPD is advanced in a well-coordinated manner across the three pillars. CO leadership and programme managers of the three internal pillars have strengthened internal coordination mechanisms to better exploit the linkages between projects and initiatives. There is strong evidence that the RTP and NSED project facilitates enhanced levels of collaboration internally within the CO, as well as externally among UN agencies and development partners. The SWG mechanism, and in particular the role played by UNDP within these structures in the governance, digitization, UXO, and environment and climate change sectors and sub-sectors has contributed to improved levels of development effectiveness and mutual accountability in these areas. UNDP’s role in actively promoting gender equality and the empowerment of women, the participation of young people, engaging PWDs to a greater extent than ever before, and to ensuring reach and access to ethnic groups is also recognised across this MTR.

RECOMMENDATIONS

Development Policy Dialogue and Direction

Recommendation 1: UNDP should continue to take a leadership role in facilitating strategic development discourse. Most stakeholders to the MTR had a good grasp of UNDP’s country programme across its three pillars. UNDP is respected as a close and trusted partner to the Government, yet this also bestows an opportunity to influence the development agenda. In this regard UNDP was encouraged to lift its ambition as a knowledge leader in facilitating development discourse. This might include re-examining the principles and assumptions underlying current models of development that have been critiqued in a succession of global and regional human development reports for which UNDP is the lead commissioner. Most recently the Asia-Pacific HDR. UNDP also has comparative advantages and signature solutions in ‘Governance’, ‘Resilience’ and ‘Climate Action’ and ‘Gender Equality and the Empowerment of Women’. The CO leverage its Global Policy Network to reinvigorate consultations on how the Government’s Resilience Strategy and how Climate Resilience is being mainstreamed within the emergent 10th NSED. These are also themes which are integral and consistent with implementation of the Government’s Smooth Transition Strategy for LDC Graduation.

Greater use of foresight and deeper understanding of risk in an increasingly interconnected and interdependent world should be a strong feature of national development planning.²³⁸ Publication of the 2024 Asia-Pacific Human Development Report ‘Making our Future: New Directions for Human Development in Asia and the Pacific,’ argues that unmet aspirations, heightened human insecurity, and a potentially more turbulent future create an urgent need for change. The report paints a qualified picture of long-term progress, but persistent disparity and widespread disruption, foreseeing a turbulent development landscape and urgently calling for new directions to boost human development.²³⁹ The ideas and concepts come at a perfect moment for reflection as Lao PDR crafts its 10th NSED.

Early presentation of the emergent 10th NSED were met with some scepticism on the part of development partners that it continued to be skewed towards infrastructure, mining and hydropower, rather than investment in human capital sectors. UNDP and others are advocating for the 10th NSED to be more human centric. In this regard, development partners commented on “some very good interventions by

²³⁷ MTR stakeholder interviews July/August 2024.

²³⁸ MTR stakeholder interviews July/August 2024.

²³⁹ <https://www.undp.org/asia-pacific/rhdr2024>

UNDP, on advocacy and leadership to help move the agenda forward.”²⁴⁰ Constructive dialogues are ongoing with the development research institute (the think tank of the Government located at MPI). In addition, stakeholders engaged in this MTR suggested greater attention to the ‘quintet of change,’ stemming from accurate data, behavioural change, strategic foresight, digitalization, and AI/innovation.²⁴¹

Strengthening Support for Implementation at the Sub-National Level

Recommendation 2: There is a need for greater emphasis on institutional strengthening at the local level for implementation. Implementation is linked to developing and reinforcing capacities which in turn are vital for ensuring sustainability after projects have come to an end. For most projects institutionalization of policies, guidelines and frameworks beyond the life of the project remains a key challenge. A number of stakeholders to this MTR consultation suggested a greater focus on implementation was needed throughout the cycle of the 10th NSEDP (2026 – 2030).²⁴² A key Government partner suggested that UNDP needed to “go deeper” and several other participants recommended to focus greater attention to implementation at the provincial level was needed to demonstrate greater impact.²⁴³ Whilst there is a strong emphasis is on the development of policies, regulations, guidelines and tools in NRM, DRM and resilience to climate change, their adoption, application and enforcement should be strengthened. In the process, even greater attention is needed for vulnerable or marginalized groups, including women, PWD and ethnic populations.

Strengthening CPD Coherence and Integration

Recommendation 3: The CO can further strengthen internal integration and coherence for enhanced impact within the second half of CPD implementation. Within an already coherent CPD, opportunities still exist for UNDP strengthen the linkages between Pillar 2 (environment, climate and resilience) with that of Pillars 1 and 3. Environment and climate initiatives need to be better understood and feature more prominently within Provincial Development Plans. In addition, climate change adaptation, disaster risk management and NRM need more attention among the Peoples Provincial Assemblies, supported through the governance unit (pillar 3). The Environment, Climate and Resilience Unit of the CO observed that the results framework for the CPD does not fully reflect the strategic nature of the work that they were engaged in, with outputs, and especially indicators, framed at the project level. Both the governance and environment units of the CO expressed a desire to craft longer-term strategic plans to further guide their work, and in that context excellent opportunity exists to strengthen the linkages between them. The inclusive prosperity team recognises its weakest link is the lack of a substantive offer on livelihoods and enterprise, including linkages to social protection, as set out in output 1.1 of the current CPD. All three pillars can further strengthen their focus on inclusion to ensure measurable greater development impact for youth, women, PWDs and ethnic groups.

LESSONS LEARNED

The following lessons learned have been generated through the process of implementing the CPD.

Lessons Learned 1: The systematic lack of capacities, resources and effective governance inhibits more progressive implementation of the CPD. Consultations and analysis have identify three core challenges which are cross-cutting to the three pillars of the CPD. Foremost among these is the fundamental lack of human capacities, followed by fiscal constraints limiting the availability of public financing for implementation, and thirdly the underlying challenge of effective governance. These are longstanding structural challenges that pre-date the COVID-19 pandemic, although they have been exacerbated by it. Collectively they are the root causes of Lao PDRs current crisis. Attention to them will need to be systematically strengthened over the long term and over the second half of CPD implementation. A large

²⁴⁰ MTR stakeholder interviews July/August 2024.

²⁴¹ MTR stakeholder interviews July/August 2024.

²⁴² MTR stakeholder interviews July/August 2024.

²⁴³ MTR stakeholder interviews July/August 2024.

number of stakeholders noted that weak government capacities, an over-reliance on donors and implementing partners, and a lack of public financing had a significant bearing on the sustainability of projects.²⁴⁴ Participants to the MTR also reflected on their experience of the slow and ponderous bureaucratic governance processes and shrinking civil society space, and in some places, an atmosphere of fear and suspicion.²⁴⁵ In the words of one UNDP colleague interviewed for this MTR, against this backdrop we have “climate compounded fragility.”²⁴⁶

Weak capacities were reported across the three pillars of CPD implementation. In pillar one, it was noted that “public finance management capacities are low and that there are leakages in revenue collection and poor general oversight of the quality of expenditures, resulting in poor value for money.”²⁴⁷ Weak understanding of the SDGs, and weak capacities for local coordination help to explain how challenging it has been to meaningfully integrate the SDGs into Provincial Development Plans. Stakeholders interviewed for this MTR suggested that at the national level the MPI Secretariat also appeared to be under capacity and did not always appear to manage linking up the various sectoral strategies and provincial plans.²⁴⁸ Within the integrated water resource sector, an assessment of issues identified a significant lack of capacity and knowledge on the national policies and the basic concept of integrated water resource management at the sub-national levels. One of the major challenges reported by development partners to this MTR is that capacities and resources at the local level are so limited there is barely budget for staff salaries. In relation to the International Covenant on Economic, Social and Cultural Rights (ICESCR) report there was limited technical understanding and capacity of the drafting committee to collect and analyse data required for effective reporting. The high turnover of government officials remains a systematic challenge for capacity development at both national and sub-national levels.²⁴⁹ Several partners interviewed in the MTR commented that the UNDP had also experienced a difficult transition through the departure of some key CO governance staff.²⁵⁰ One project counterpart commented that there were “3 or 4 different focal points in the CO, including gaps in between, during project implementation”.²⁵¹

The Challenge of Progressing and Sustaining Implementation

Lessons Learned 2: Greater emphasis on implementation support at the sub-national level is required going forward. Implementation is linked to capacities, as is the ability to sustain initiatives after projects have come to an end. For most projects institutionalization of policies, guidelines and frameworks beyond the life of the project remains a key challenge. A number of stakeholders to this MTR consultation queried the UNDP focus on national planning and policy making, when implementation capacities were so conspicuously weak, suggesting that a greater focus on implementation was needed throughout the cycle of the 10th NSEDP (2026 – 2030).²⁵² A key Government partner suggested that UNDP needed to “go deeper” and several participants recommended to focus greater attention to implementation at the provincial level was needed to demonstrate greater impact. The desk review and stakeholder interviews to this MTR noted that whilst there is a strong emphasis is on the development of policies, regulations, guidelines and tools, for example in NRM, DRM and resilience to climate change, their adoption, application and enforcement should be strengthened. In many cases it was noted that the Government is simply not ready to take over project management after the formal end of the initial project. There are issues of accountability and issues of capacity.^{253/254} The primary reason for this challenge is most often limited human and financial resources in the host ministry or institution (as noted above). For instance, the implementation of the NDCs aiming to enable Climate Change mitigation and adaptation in Lao PDR is

²⁴⁴ It was also reported that government officials are joining foreign missions as the Government wage is not a living wage. People are leaving the civil service in droves and participants to this MTR reported that morale among civil servants is low. Source: MTR stakeholder interviews July/August 2024.

²⁴⁵ It was also reported that government officials are joining foreign missions as the Government wage is not a living wage. People are leaving the civil service in droves and participants to this MTR reported that morale among civil servants is low. Source: MTR stakeholder interviews July/August 2024.

²⁴⁶ MTR stakeholder interviews July/August 2024.

²⁴⁷ MTR stakeholder interviews July/August 2024.

²⁴⁸ MTR stakeholder interviews July/August 2024.

²⁴⁹ UNDP ROAR 2023 p.18

²⁵⁰ MTR stakeholder interviews July/August 2024.

²⁵¹ MTR stakeholder interviews July/August 2024.

²⁵² MTR stakeholder interviews July/August 2024.

²⁵³ UNDP ROAR 2022 p.16

²⁵⁴ MTR stakeholder interviews July/August 2024.

not always tracked properly and, despite efforts to do so, is not adequately coordinated with other sectoral ministries.²⁵⁵ A tangible example is UNDP’s Climate Promise, which is good, but Government seeks deeper implementation support from UNDP and development partners on how to practically achieve the targets: “We need swift lessons learned from pilot projects and good innovation to see the future. We need to emphasize the need for implementing climate actions across all sectors and with specifically targeted communities.²⁵⁶ The same case can be made for implementation of DRM initiatives at the national and sub-national level. Stakeholders to the MTR also noted that law enforcement is very weak; one MTR respondent stated, “we have laws and regulations, but no implementation capacity.”²⁵⁷

Challenges to Advancing Gender Equality and Women’s Empowerment

Lessons Learned 3: Barriers to implementing gender equality and women’s empowerment exist.

The following challenges were recorded during implementation of the CPD in respect of gender equality and the empowerment of women. In the TVET supported project, a large proportion of female beneficiaries receiving skilling from the centres reported being especially disadvantaged for their lack of capital, which essentially barred them from the self-employment option. A further challenge that occurred whilst working in more remote locations where women were the intended beneficiaries was related to gender-disaggregated reporting. It was often observed that women participants registered under their husband’s name, even when they were the ones directly involved and benefiting from the project. This practice distorted the accuracy of reporting, making it difficult to assess the true impact on women.²⁵⁸ Similarly, there were challenges in reporting women’s participation in elections, as data is only collected on a five-year basis and was unavailable for 2022-2023. The integrated water management projects faced challenges in ensuring equal participation of women in technology-based training such as GIS and database management, as the great majority of the national and subnational government officials who have relevant IT background are men. Meanwhile various gender capacity assessments carried out during the first two and a half years of CPD implementation (in the UXO sector, related to climate impact, among others) revealed “that there is a lot of work to do”.²⁵⁹ Not least, a review of the Lao Civil Service revealed significant gender blindness, discriminatory practices, including a dress code for women reinforced by the Laos Women’s Union, which also imposes rules for ‘good wives and good mothers,’ which limited the reach of gender equality efforts.²⁶⁰ More generally, participants to the MTR noted a number of barriers existed to the equitable access to services for some women, ethnic and marginalized groups, for various reasons, including cultural stigmas.²⁶¹

Barriers to Inclusion

Lessons Learned 4: Significant impediments to inclusion remain, in particular regarding PWDs.

Despite some important interventions by UNDP over the first half of the CPD implementation period, significant barriers to education and skills-building places persons with disabilities at a severe disadvantage when job-seeking since most workplaces are reluctant to provide the necessary adjustments. The current legislation does not recognize the denial of reasonable access and accommodation for persons with disabilities as a form of discrimination. Indeed, progress on the human rights foundations as evidenced in recent convention reporting processes were met with some resistance from Government.²⁶² Hence, inclusive employment and job retainment in Lao PDR is especially challenging for disadvantaged citizens. Moreover, the ongoing financial and economic crisis has exacerbated the vulnerability of certain population cohorts and communities at greatest risk of being left behind. Many of these communities have seen their resilience weakened, as people who are able to leave in search of better opportunities elsewhere, reducing the labour force and local support networks.

²⁵⁵ UNDP ROAR 2022 p.16

²⁵⁶ MTR stakeholder interviews July/August 2024.

²⁵⁷ MTR stakeholder interviews July/August 2024.

²⁵⁸ UNDP ROAR 2022 p.18

²⁵⁹ MTR stakeholder interviews July/August 2024.

²⁶⁰ MTR stakeholder interviews July/August 2024.

²⁶¹ MTR stakeholder interviews July/August 2024.

²⁶² MTR stakeholder interviews July/August 2024.

Operational Issues

In addition, although not at the same status as a formal lessons learned, the MTR also found that there is a need for greater clarity and partnership working in the design and implementation arrangements. Two issues emerged that the CO may wish to turn its attention to swiftly:

- i) **The MTR found a number of projects had experienced implementation delays.** At the commencement of CPD implementation, COVID-related restrictions impacted a number of projects, including the finalization of the financing strategy and the sector-working group review, preventing the consultants from undertaking in-country work. Similarly with operationalization of the TVET centres and associated training. Finalization of the SWG review report was delayed by differences of approaches between various stakeholders.²⁶³ The Water Protection Zone guideline development was delayed due to prolonged consultations with the government partners regarding the specific area to be covered. The related Decree on the Water Resources Protection Zone covering a range of sectors required complex inter-ministerial consultations that were challenging to resolve. Inter-institution coordination within the Government also delayed the approval of the Justice Sector SOPs.²⁶⁴ The demarcation and zoning of designated protected areas was delayed and land titles or certificates for communities that have lived in these areas for generations failed to be issued in a timely fashion. The STEPs project experienced a slow start, with early misunderstanding and delays in approving activities outlined in the Annual Work Plan, which caused frustration among stakeholders.²⁶⁵ The joint programme between UNDP and UNFPA experienced some early design wrinkles, including some minor disruptions and delays linked to gaps and transitions within the CO office governance team. Both the Digital Legal Aid Platform and the Khan Hom (GBV) projects were initially delayed due to government counterparts getting up to speed with the scheduled activities.²⁶⁶ High staff turnover within government and long bureaucratic approval processes also resulted in delays in capacity development related to business and human rights and gender-based violence.²⁶⁷
- ii) **There is a need for clarity concerning implementation modalities.** Several national stakeholders to the MTR asked UNDP to reconsider its recent transition to using the Direct Implementation Modality (DIM) for the execution of projects. The traditional in Lao PDR has been predisposed towards the Nationally Implementation Modality (NIM). The CPD makes clear that the programme will be “nationally executed”.²⁶⁸ National partners enquired if the decision to change the modality was due to capacity issues within the Government, donor preference or corporate instruction. As a point of principle, the use and strengthening of national systems had been the norm, where possible. The UN joint programme with UNFPA witnesses the UFPA component pursued by NIM and the UNDP component by DIM. There is a need for an explanation and consistency of approach across the UN systems.
- iii) A number of supplementary issues for CO consideration generated from the MTR is provided in tabular form as Annex 1.

FINAL CONSIDERATIONS

In summary, good progress is being achieved across each of its three pillars, which remain relevant and aligned to national priorities. There is good overall coherence and good evidence of integration. UNDP's approach to gender equality, women's empowerment, and more generally to inclusion and leave no one behind is succeeding well, despite periodic setbacks and resistance in some quarters. No major course

²⁶³ UNDP ROAR 2022 p.14

²⁶⁴ MTR stakeholder interviews July/August 2024.

²⁶⁵ MTR stakeholder interviews July/August 2024.

²⁶⁶ UNDP ROAR 2022 p.21

²⁶⁷ UNDP ROAR 2022 p.20

²⁶⁸ UNDP CPD Lao PDR (2022 – 2026), p.7

adjustment is needed, nor recommended. At the strategic level, however, an opportunity exists for UNDP to facilitate a more sober reflection on the development model being used to underpin the emergent 10th NSEDP. At the highest level the CO has access to the recent succession of global and regional HDRs through which to create a platform with the Government or utilize the Round Table Mechanism to promote series of national dialogues on this impressive, accumulated knowledge bank in order to tweak the national development policy towards long-term human centred development. The second level of policy considerations is related to the inter-linked areas of LDC graduation, disaster risk and resilience and climate action, which cuts across all sectors. Not least, in light of the findings of this MTR the CO may wish to invest more systematically in capacity development. It may also wish to place greater emphasis on support implementation at the sub-national level, reinforcing capabilities and systems that enabled impact to be felt by those populations in greatest need.

ANNEXES

Annex 1. Supplementary Observations for CO Consideration

	Issue	Responsible
1	Support to NSEDP: Enhance its support to develop national planning and M&E capacities through greater focus on Results Based Management (RBM). Many partners have also emphasized that challenges with the implementation of NSEDPs also stem from issues with how the plan is developed, in particular without adequate consideration of resource constraints, and without a clear plan for how sectoral (including SWG) and sub-national authorities will be accountable for NSEDP targets. Furthermore, adoption of a core or critical set of NSEDP indicators as acknowledged in the NSEDP MTR. UNDP was encouraged to use its influence in the NSEDP formulation process to ensure a more inclusive approach considerate to at risk LNOB groups, including persons with disabilities, ethnic groups and LGBTQI+ communities. UNDP should ensure these recommendations feed into the design of the M&E framework for the 10th NSEDP. Whilst facilitating greater alignment between the NSEDP outcomes, SWGs and key data points for M&E, UNDP should ensure the continuation of support to MPI in its coordination and integration functions across ‘whole of Government development planning’, including M&E.	Pillar 1 Programme and NSEDP Project Team
2	Functioning of the SWGs: UNDP can play a key role by addressing the challenges of the functioning of the Sector Working Groups. It will be important to streamline their activities so that they are aligned to and focused on the outcomes and priorities of the 10th NSEDP in due course. Hence, there may be fewer SWGs, aligned to Gov’t outcomes going forward.	Pillar 1 Programme and NSEDP Project Team
3	Partnerships: Beyond working with the Government (see below), there was a sense among stakeholders that UNDP needs to engage more strategically with three sets of actors: i) IFIs; ii) private sector; iii) civil society, in order to better understand their perspectives, and to collaborate in areas of common concern. Revisit the UNDP CO partnerships strategy.	CO Management and Programme Units
4	Operationalization of the priorities of the Financing Strategy: UNDP should continue to foster a stronger relationships with MoF (as well as World Bank and Asian Development Bank) to support operationalization of the priorities of the Financing Strategy. This may entail UNDP help set up a joint secretariat/hub between the Ministry of Planning and Investment and the Ministry of Finance to steer the implementation of financing reforms. This will include meeting quarterly with key MoF Departments and be directly involved in the new programme on planning and financing. UNDP will continue support to track tax expenditures for the Ministry of Finance.	Pillar 1 Programme Team
5	UNDP SDG Integrator role and VNR/VLRs: UNDP to consider its SDG integrator role positioning for strategic support to ongoing VNR and VLR exercises.	CO Management
6	UNJP on Social Protection: Building on the internal stock-taking, UNDP will need to further collaborate with ILO and UNICEF and other partners to finalize the UNDP offer on social protection. Work on a joint programme has begun but requires further efforts. Work on the national protection system needs to be synergized with ongoing support to UXO victims and survivors.	CO Management and Pillar 1.
7	NRA / UXO Sector – Financing, procurement and assessments: Further support to NRA to assist long-term diversification of financing sources for the UXO sector. A strengthened capacity building approach to the partnership is invited. For example, concerns were raised about the length of time it takes UNDP to finalize and approve budgets and final reports. There is a national SOP for NIM and UXO Lao has its own procurement means in place, yet UNDP CO undertakes	Pillar 1 and UXO Project team.

	<p>some procurement activities.²⁶⁹ Greater efficiencies may be possible. There have also been challenges associated with depreciation and the need for close communications. Additional capacity building for national staff provides an empowerment route for more efficient and effective teams.</p> <p>In addition, with a specific focus on the UXO sector, and building on the PCIA, the CO should continue to undertake quantitative baseline surveys to measure the direct impact of clearance on affected communities, with a comparative survey at the end of the programme cycle. This will aid decision-making regarding the development of the national prioritization system of clearance, which will put more weight on clearing development lands, linking UXO clearance with local development plans, while balancing the clearance of agricultural lands to ensure the safety of the farmers. Such surveys may provide the economic basis for blending public and private financing for future UXO clearance.</p>	
8	UNDP Economist: UNDP may need its own economist to help advise Government on the Macro-Fiscal Crisis linked to the NSEDP.	CO Management
9	SDG socialization: To address the limited awareness of the SDGs at the local level several tools have been developed to promote SDG information dissemination and outreach. This includes digital innovations, such as the SDG website and mobile application, alongside additional SDG advocacy materials. Whilst UNDP is appreciated for its work as a champion for the SDGs in Laos, a government stakeholder encouraged UNDP to “reimagine new ways to reach more people for SDG implementation. A broader appeal to a diversity of stakeholders at all levels is required: with private sector, with civil society, with the National and Provincial Assemblies, and with Districts and Communities at the local level, with school children and students at all stages of their education and training, with women, people with disabilities and with ethnic communities. Everyone can play a role. We need a whole of society approach to mobilize us for the SDGs, and leverage spaces and platforms that we have not imagined before.”	CO Management
10	UNDP Livelihoods Offer: Respondents to the MTR confirm the value of some of UNDP’s livelihoods interventions, whilst at the same time observing the piecemeal nature of them. Hence, there is a need to ensure coherence and to build a UNDP, or UN system-wide branded intervention for young people that could serve as a national model. This might be initiated through an assessment of what is already understood to be a crowded market, and then identification of the niche where UNDP can add value, drawing on the ideas and options set out in the 6th NHDR. In the process UNDP should assess the impact of its various pilot projects, such as: JAO; strengthening the quality of TVET services; facilitating access to capital for MSMEs through innovative financing instruments, and digital classrooms, to determine if they can be applied to wider educational, skilling and institutional service provision settings, as also mentioned in the 6th NHDR.	Pillar 1. Programme Team
11	Climate change, NDC implementation, DRM and resilience: UNDP will continue to work closely with the Department of Climate Change (DCC) of MONRE to support the inclusive, robust and transparent process through which to implement, track and further strengthen the NDC process. Going forward, this process is being refined to bring greater inclusion, gender-responsiveness and inter-sectoral dimensions into the NDC. UNDP also intends to support the Government alongside other development partners such as Global Green Growth Institute (GGGI), in strengthening coordination among public authorities to develop readily implementable policies and guidelines that improve NRM, DRM and resilience to climate change in line with the NDC. This will present a more strategic response to UNDPs agenda for strengthening resilience.	Pillar 2 Programme and Project Teams.
12	Reduction in the use of agricultural chemicals: Building on its partnership with FAO, UNDP will strengthen early work with the Department of Forest Resources Management of the Ministry of Agriculture and Forestry to craft regulatory frameworks for sound agricultural chemicals management. This work will identify agrochemical waste and reduce the use of	Pillar 2 Programme and Project Teams.

²⁶⁹ 8Feedback to the first draft MTR report suggested that in the NIM SOP, there is a guideline on the types of procurements and the thresholds that should be procured by UNDP, for risk management purposes.

	harmful agrochemicals. Investment and financial frameworks will be developed in order to make these regulations as effective as possible. ²⁷⁰	
13	UN agency parallel working: Regarding assessments on climate vulnerability in the first couple of years of CPD implementation different organisations / donors were working in parallel, although there has since been an attempt to bring them together. Likewise different UN agencies have been working on similar topics and agendas, and with the same Government agency, but without joining up their programmes. The UNSDCF JWP process could be better utilized to ensure the harmonization and integration of programming among UN agencies with Government partners to improve efficiency and impact and avoid duplication. ²⁷¹	Pillar 2 Programme and Project Teams.
14	UNDP can continue to elevate and be bold on discussions on the national policies related to water resources management and climate finance, etc. to the level of at least to Vice-Minister level, whereas it is currently often constrained at the Department level. This will enable inter-department and inter-ministerial consultation and dialogue. ²⁷²	Pillar 2 Programme and Project Teams.
15	Integrated DRM: Through newly launched projects, inter-agency knowledge sharing should be strengthened, and harmonized approaches for disaster risk reduction promoted. A capacity development plan, with a focus on sub-national level officials should support more systematic training and support to the provincial and district levels and build in a more practical approach to long term sustainability of the impact.	Pillar 2 Programme and Project Teams.
16	Generating learning and further progress of IWRM: Building on earlier lessons and successes, further Integrated Water Resource Management (IWRM) Plans should be developed in target districts of Thakhek and Nongbok, Khammouan Province; and Pakse and Sanasomboun of Champasak Provinces. Further elaboration of IWRM Plans will allow the concerned stakeholders to better plan the distribution of water among competing sectoral demands and to reduce the emergence of risk of natural disasters due to water mismanagement. They will also help to better manage water resources in general from a resource, economic and efficiency point of view.	Pillar 2 Programme and Project Teams.
17	Strategic Risk Assessments and Mitigation: Over and above the various initiatives outlined above, a more comprehensive and integrated approach to risk may ultimately be needed by the Government, through which to inform multi-risk exposure and prevention and through which the Government can be better prepared to mitigate those risks and be more adaptive. For example, every year there are weather events and floods of some sort, but there is no comprehensive risk management, risk prevention or strategic response approach in place.	Pillar 2 Programme and Project Teams.
18	Gender Equality in NRM: Staff and partners will be further trained on gender-disaggregated data collection and analysis and each project should have a gender action plan agreed upon between UNDP, Government partner agencies at the central and local levels, and beneficiary communities. Implement regular audits and spot checks to ensure gender-disaggregated data is accurately collected and recorded throughout project cycles. These systems should be supported by digital tools that facilitate easy data entry and verification.	Pillar 2 Programme and Project Teams / Gender Equality Focal Point.
19	NRM, Community Capacities and Legal Empowerment. Successful natural resource management needs to support the sustainable livelihoods of communities. At the same time, working with multiple stakeholders like agriculture, forestry, commercial sectors and other are key for sustainability. To formalise land tenure for vulnerable communities, UNDP must collaborate with Government Agencies to expedite land title issuance for communities living in designated protected areas, prioritising communities that have been residing in these areas for generations to provide them with legal ownership and	Pillar 2 Programme and Project Teams.

²⁷⁰ UNDP ROAR 2022 p.16

²⁷¹ MTR stakeholder interviews July/August 2024.

²⁷² UNDP ROAR 2023 p.17

	security. Local communities and environmental experts should be involved in participatory land zoning to ensure that protected areas are clearly demarcated and that agricultural practices do not threaten ecological sustainability.	
20	Financing Disaster Response: For long-term disaster resilience of the country’s most vulnerable communities, a functional and accountable funding mechanism needs to be established at the national and local levels to support those affected by disasters. Such mechanisms should be part of the national systems to ensure sustainability and ownership. Moreover, UNDP should support the establishment of community-based support systems that offer immediate assistance to vulnerable groups facing economic and financial hardships. These networks can provide temporary relief, access to microcredit, and essential goods. To reduce dependency on single crops, the Government should seek to promote livelihood diversification programs for community resilience against economic fluctuations and outmigration pressures.	Pillar 2 Programme and Project Teams.
21	Human Rights Conventions: Improving the sectoral Ministries’ understanding and ownership of ICESCR and CAT Reports to ensure better coordination, in addition to the quality of other upcoming reports, human rights treaty report activities could benefit from focusing on increasing two-way learning and drafting processes through a longer-term series of interactive and practical workshops, and involving external experts, including current or former Committees Members.	Pillar 3 Programme Team
22	PWDs and Human Rights: Socialization of the disability-inclusive development concept to the Government and the 32 focal points for the NAP of the UN CRPD will be essential. UNDP will leverage its convening role to achieve this and ensure protection of the rights of persons with disabilities.	Pillar 3 Programme Team
23	Business and Human Rights: Continue to collect more primary data on business and human rights issues, including on sexual harassment and environmental impacts of business activity. Platforming companies who actively strengthen human rights protection and become ‘Business and Human Right Champions’ and will socialize Business and Human Right principles and initiate private sector change. A prospective study exchange to Vietnam to learn more about their journey and the benefits of developing a National Action Plan on Business and Human Rights should be considered, subject to available funding.	Pillar 3 Programme Team
24	Gender Equality in the Political Sphere: UNDP should continue to scale up gender equality and women’s empowerment programming in the NA and PPAs in 2024. Seek to enable the measurement of women’s engagement in elections annually.	Pillar 3 Programme Team / CO Gender Equality focal point.
25	Deepen the impact of digital solutions: To accelerate digitalization in public administration, UNDP should continue to focus on digitalizing public service delivery and resource mobilization for ODSCs. Consider that for every international consultant that a national consultant should also be hired to benefit from the capacity building process – this would have helped in the case of the digital assessment and strategy, for example, to avoid items that were not culturally or contextually applicable. This would have helped accelerate adoption of the plan, and its localization to a national firm to assist with design adjustments and implementation support. When a local consultant was hired this made a big difference and the Gov-X App was developed by a local company, whereas G rooms was supported by a consultancy in India, but for which Laos did not have the capacity for.	Accelerator Lab – Digital Solutions.
26	Strengthening the Governance programme and accelerating SDG 16. There is a growing sense within the CO leadership and governance unit to wish to bring the various project stream in operation into a more coherent programmatic approach to the sector, guided by a longer-term Governance strategy. Intrinsic to a more strategic approach is the commitment to a stronger MEL framework and results logic, as well as improved communications. Within such a framework, a more systematic capacity building programme might emerge working with the civil service commission at the national and sub-national level for the capacity building of Lao civil service, building on the UNDP/UNDESA collaboration to address gaps in gender equality in public administration. This could be under the intention of governance modernization or governance reform. UNDP might also look to the prospect if assisting the Government in the area of anti-corruption.	Pillar 3 Programme Team

27	Sub-national implementation: Several Government partners in the governance section of the CPD also encouraged UNDP to “go deeper” to the Provinces and Districts to ensure actual impact on the ground. UNDP was also encouraged to play a more active role on resource mobilization, not just as a donor and be more proactive in this regard.	CO Management, All Pillar Programme and Project Teams
28	DIM Vs NIM: Government partners (MPI/MoHA/NA/RRA) observed the intention for UNDP to transition its implementation back towards DIM, whereas they preferred NIM. The point was made that NIM invests more into national systems, national capacities and national ownership.	CO Management
29	STEPS project joint review: UNDP has worked to clarify the project’s purpose and approach with partners by fostering frequent interactions and implementing trust-building measures as part of the STEPS project. These efforts have helped the project gain traction and establish a stronger foundation for collaboration. In the future, some form of joint review of the project aims and implementation arrangements will be necessary to resolve misunderstandings from the design phase. As government is accustomed to a different work style, UNDP should be flexible yet target expanding the buy-in degree at all government levels. Project personnel hired this year will be embedded part time in the NA and are expected to help align the project’s support with the NA’s priorities and foster trust.	Pillar 3. Programme Team + STEPS project team.
30	Institutional Development: UNDP needs to maintain a focus on developing institutional capacity by developing new systemic approaches, tools and training modules (including periodic refresher training) given the high staff turnover in government.	How to systematically strengthen institutional capacities. A common approach across all three programme pillars (1 – 3)
31	Justic Sector training needs: UNDP’s ongoing work with the Justice Sector on court user engagement and feedback mechanisms revealed wider training needs for newly accredited judges. UNDP intends to support the Government to improve training mechanisms and foster the effective induction of judges in the national court system.	Rule of Law related projects / LBA Project team
32	Engaging ethnic groups in democratic institutions: To increase citizen engagement with the People’s Assemblies, UNDP will need to continue to consciously support the members of parliament to conduct meaningful and inclusive public consultations and constituent outreach. Specific focus will need to include engaging citizens in hard-to-reach areas, encompassing marginalized and vulnerable groups.	STEPS project team together with CO LNOB focal point

Annex 2. Semi-Structured Interview Sheets

MTR Lao PDR - Semi-Structured Interviews Matrix

CO LEADERSHIP RR/DRR – GUIDING QUESTIONS & DISCUSSIONS

	Q's Cluster 1: RELEVANCE to NATIONAL PRIORITIES	Q's Cluster 2: COHERENCE, EFFECTIVENESS & EFFICIENCIES	Q's Cluster 3: RESILIENCE & DIGITIZATION	Q's Cluster 4: LNOB & LESSONS LEARNED
	UNDP COMPARATIVE ADVANTAGE, STRATEGIC PLAN, SIGNATURE SOLUTIONS	POLICY COHERENCE, INTEGRATION ACROSS THE THREE PRIORITIES, EVIDENCE OF CPD RRF PROGRESS	LDC GRADUATION, EVIDENCE OF INTEGRATION OF DIGITAL SOLUTIONS	FOCUS ON LNOB 'AT RISK' GROUPS GEWE, YOUTH, PWD, ETHNIC/MARGINALIZED, LESSONS LEARNED
	<p>1. What are the top 3 development priorities of the GoL and how is the CO leveraging UNDP's comparative advantage in those areas? [inc. how is the CO leveraging the GPN and Sig Sols – which ones]</p> <p>2. In light of response to Q1:</p> <ul style="list-style-type: none"> a) which areas of the CPD are progressing well, and why? b) Which area's not so well, and why? c) what adjustments are needed, and why? 	<p>3. In your opinion, is the overall CPD policy and programme offer of UNDP Lao clear, strategic and coherent, or projectized and fragmented – provide an explanation for your response, with examples?</p> <p>4. What evidence is there of:</p> <ul style="list-style-type: none"> a) Strong CO leadership in collaboration and integration across the three CPD priorities / pillars? b) UNDP leadership of UN system integration, inc. integration for the SDGs? <p>5. Has impact at scale been achieved, or is likely, in any area of the CPD</p>	<p>6. Within the context of the Gov't's longstanding goal of LDC graduation, how is CPD implementation systematically strengthening the resilience of institutions and systems?</p> <p>7. Have digital solutions been integrated into programme design and implementation?</p> <ul style="list-style-type: none"> a) If so, where, and to what effect? b) If not, why not, key constraints? c) Are there any opportunities to do so? 	<p>8. What evidence and effect are there of the CPD implementation focussing on:</p> <ul style="list-style-type: none"> a) GEWE b) Youth c) 'At Risk' populations, e.g. PWD, ethnic groups, d) other marginalized populations (which ones) <p>9. Reflecting on CPD implementation over the past 30 months, what are your top three reflections, lessons learned, recommendations for the next 30 months?</p>

UN RC/RCO – GUIDING QUESTIONS & DISCUSSIONS

<p align="center">Q's Cluster 1: RELEVANCE to NATIONAL PRIORITIES</p>	<p align="center">Q's Cluster 2: COHERENCE, EFFECTIVENESS & EFFICIENCIES</p>	<p align="center">Q's Cluster 3: RESILIENCE & DIGITIZATION</p>	<p align="center">Q's Cluster 4: LNOB & LESSONS LEARNED</p>
<p align="center">UNDP COMPARATIVE ADVANTAGE, STRATEGIC PLAN, SIGNATURE SOLUTIONS</p>	<p align="center">POLICY COHERENCE, UN SYSTEM REFORM, INTEGRATION ACROSS THE UNSDCF PILLARS / PRIORITIES,</p>	<p align="center">LDC GRADUATION, EVIDENCE OF INTEGRATION OF DIGITAL SOLUTIONS</p>	<p align="center">FOCUS ON LNOB 'AT RISK' GROUPS GEWE, YOUTH, PWD, ETHNIC/MARGINALIZED, LESSONS LEARNED</p>
<p>1. What are the top 3 development priorities of the GoL to which UNDP leveraging its comparative advantage to support UNSDCF implementation?</p> <p>2. In light of response to Q1:</p> <ul style="list-style-type: none"> a) which areas of UNDP contribution are progressing well, and why? b) Which areas of UNDP support are not progressing as well as hoped, and why? c) What adjustments may be needed, and why? 	<p>3. In your opinion, is the overall UNDP policy and programme offer clear, strategic and coherent, or projectized and fragmented – provide an explanation for your response, with examples?</p> <p>4. What evidence is there of UNDP support for the six UN system wide transformations or 'deal room' engagement in: (1) food systems; (2) energy access and affordability; (3) digital connectivity; (4) education; (5) jobs and social protection; and (6) climate change, biodiversity loss and pollution, for achieving impact at scale.</p> <p>5. Reflecting on UN joint programmes, where has UNDP excelled, and/or where should UNDP better engage in the second period of the UNSDCF?</p>	<p>6. Within the context of the Gov't's longstanding goal of LDC graduation, what is your view on where and how UNDP is contributing systematically to strengthening the resilience of institutions and systems?</p> <p>7. Returning to one of the six transformations, how assertive has UNDP been in seeking to integrate digital solutions?</p> <ul style="list-style-type: none"> a) If so, where, and to what effect? b) If not, why not, key constraints? c) Are there any opportunities to do so? 	<p>8. What evidence and effect are there of UNDPs contribution to:</p> <ul style="list-style-type: none"> a) GEWE b) Youth c) 'At Risk' populations, e.g. PWD, ethnic groups, d) other marginalized populations (which ones) <p>9. Reflecting on UNDPs programmatic performance over the past 30 months, what are your top three reflections, lessons learned, recommendations for the next 30 months?</p>

**CO MANAGEMENT UNITS [CPD Pillar 1 - 'UNDP CO CPD Pillar 1: Inclusive Growth Unit & UXO Unit]
GUIDING QUESTIONS & DISCUSSIONS - See also attached RRF**

	Q's Cluster 1: RELEVANCE to NATIONAL PRIORITIES	Q's Cluster 2: COHERENCE, EFFECTIVENESS & EFFICIENCIES	Q's Cluster 3: RESILIENCE & DIGITIZATION	Q's Cluster 4: LNOB & LESSONS LEARNED
	UNDP COMPARATIVE ADVANTAGE, STRATEGIC PLAN, SIGNATURE SOLUTIONS	POLICY COHERENCE, INTEGRATION ACROSS THE THREE PRIORITIES, EVIDENCE OF CPD RRF PROGRESS	LDC GRADUATION, EVIDENCE OF INTEGRATION OF DIGITAL SOLUTIONS	FOCUS ON LNOB 'AT RISK' GROUPS GEWE, YOUTH, PWD, ETHNIC/MARGINALIZED, LESSONS LEARNED
	<p>1. Which national priorities is your area of intervention supporting?</p> <p>Within CPD pillar 1 / priority 1:</p> <p>a) which areas of the programme are progressing well, and why?</p> <p>b) Which area's not so well, and why?</p> <p>c) what adjustments are needed, and why?</p>	<p>1. In your opinion, is the overall CPD policy and programme offer of UNDP Lao clear, strategic and coherent, or projectized and fragmented – provide an explanation for your response, with examples?</p> <p>2. What evidence is there of:</p> <p>a) Strong CO leadership in collaboration across the three CPD priorities / pillars – give examples of linkage?</p> <p>b) UNDP facilitation within the UN system inc. joint programmes / programming acceleration of the SDGs?</p> <p>3. Has impact at scale been achieved, or is likely, in your results area of the CPD/RRF?</p>	<p>4. Within the context of the Gov't's longstanding goal of LDC graduation, how is the part of the programme implementation strengthening the resilience of institutions and systems?</p> <p>5. Have digital solutions been integrated you're your component of programme design and implementation?</p> <p>a) If so, where, and to what effect?</p> <p>b) If not, why not, key constraints?</p> <p>c) Are there any opportunities to do so?</p>	<p>6. Within the part of the programme for which you are responsible, what evidence and effect is there of a focus on:</p> <p>a) GEWE</p> <p>b) Youth</p> <p>c) 'At Risk' populations, e.g. PWD, ethnic groups,</p> <p>d) other marginalized populations (which ones)</p> <p>7. Reflecting on both your programme, and overall CPD implementation over the past 30 months, what are your top three reflections, lessons learned, recommendations for the next 30 months?</p>

Relevant CPD RRF Extract – related to: **CPD Pillar 1 - 'National Planning and Financing for Inclusive Development'**

INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (United States dollars)
<p>Output 1.1. Development, financing and implementation of pro-poor/ green growth (COVID-19 recovery) policies, including a comprehensive social protection system, is strengthened</p> <p>1.1.1. Ninth and Tenth NSEDP with monitoring and evaluation framework and fully costed with financing strategy prepared <i>Baseline: 0 (2020) Target: 2 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.1.2. Ten-year fully costed strategy plan and monitoring and evaluation framework developed for unexploded ordnance sector <i>Baseline: 0 (2021) Target: 1 (2026)</i> <i>Source: NRA</i> <i>Frequency: Annual</i></p>	<p>Ministry of Planning and Investment (MPI), Ministry of Foreign Affairs (MoFA) MoLSW/National Regulatory Authority (NRA), ILO, UNICEF and Ministry of Information, Culture and Tourism (MICT)</p> <p>Other partners: World Bank Asian Development Bank (ADB) United Nations organizations and the private sector</p>	<p>Regular: \$2,864,000 Other: \$22,960,000</p>
<p>Output 1.2. Select ministries and local authorities in targeted provinces develop, implement and report on sectoral and local development plans that integrate SDGs (including Goal 18)</p> <p>1.2.1. Number of provincial plans that integrate SDGs <i>Baseline: 0 (2021) Target: 5 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.2.2. Number of annual SDG reports produced by sectoral ministries <i>Baseline: 0 (2021) Target: 50 (2026)</i> <i>Source: MPI/ Project report</i> <i>Frequency: Annual</i></p> <p>1.2.3. Number of NRA central and provincial offices that integrate Goal 18 targets into local development plan <i>Baseline: 0 (2021) Target: 6 (2026)</i> <i>Source: NRA/Project report</i></p>	<p>MPI, MOFA, Sectoral ministries, MLSW/NRA, Lao National Unexploded Ordnance Programme (UXO Lao)</p>	

Output 1.1:
Indicator:
1.1.1

Output 1.2:
Indicator:
1.2.1
1.2.2

Relevant CPD RRF Extract – related to: CPD Pillar 1 - 'UXO Portfolio'

INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (United States dollars)
<p>Output 1.1. Development, financing and implementation of pro-poor/green growth (COVID-19 recovery) policies, including a comprehensive social protection system, is strengthened</p> <p>1.1.1. Ninth and Tenth NSEDP with monitoring and evaluation framework and fully costed with financing strategy prepared <i>Baseline: 0 (2020) Target: 2 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.1.2. Ten-year fully costed strategy plan and monitoring and evaluation framework developed for unexploded ordnance sector <i>Baseline: 0 (2021) Target: 1 (2026)</i> <i>Source: NRA</i> <i>Frequency: Annual</i></p>	<p>Ministry of Planning and Investment (MPI), Ministry of Foreign Affairs (MoFA) MoLSW/National Regulatory Authority (NRA), ILO, UNICEF and Ministry of Information, Culture and Tourism (MICT)</p> <p>Other partners: World Bank Asian Development Bank United Nations organizations and the private sector</p>	<p>Regular: \$2,864,000 Other: \$22,960,000</p>
<p>Output 1.2. Select ministries and local authorities in targeted provinces develop, implement and report on sectoral and local development plans that integrate SDGs (including Goal 18)</p> <p>1.2.1. Number of provincial plans that integrate SDGs <i>Baseline: 0 (2021) Target: 5 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.2.2. Number of annual SDG reports produced by sectoral ministries <i>Baseline: 0 (2021) Target: 50 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.2.3. Number of NRA central and provincial offices that integrate Goal 18 targets into local development plan <i>Baseline: 0 (2021) Target: 6 (2026)</i> <i>Source: NRA/Project report</i></p>	<p>MPI, MOFA, Sectoral ministries, MLSW/NRA, Lao National Unexploded Ordnance Programme (UXO Lao)</p>	
<p>Output 1.3. Vulnerable groups, especially women, young people, persons with disabilities, ethnic groups and those impacted by unexploded ordnance, have increased access to vocational training (TVET), employment and entrepreneurship opportunities</p> <p>1.3.1. Percentage of trainees with increased income six months after training (disaggregated by sex, age and ethnicity) <i>Baseline: 0% (2021) Target: 30% (2026)</i> <i>Source: LWU and LYU/Project reports</i> <i>Frequency: Annual</i></p> <p>1.3.2. Number of people living in areas cleared of unexploded ordnance with UNDP support (disaggregated by sex, age and ethnicity) <i>Baseline: 9,537 (2020) Target: 20,000 (2026)</i> <i>Source: NRA</i> <i>Frequency: Annual</i></p>	<p>NRA UXO Lao Lao Women's Union (LWU) Lao Youth Union (LYU) MICT Private sector</p>	

Output 1.1:
Indicator:
1.1.2

Output 1.2:
Indicator:
1.2.3

Output 1.3:
Indicator:
1.3.1
1.3.2

**CO MANAGEMENT UNITS [CPD Pillar 2 - 'Environment, Climate Change & Resilience Unit]
GUIDING QUESTIONS & DISCUSSIONS - See also attached RRF**

Q's Cluster 1: RELEVANCE to NATIONAL PRIORITIES	Q's Cluster 2: COHERENCE, EFFECTIVENESS & EFFICIENCIES	Q's Cluster 3: RESILIENCE & DIGITIZATION	Q's Cluster 4: LNOB & LESSONS LEARNED
UNDP COMPARATIVE ADVANTAGE, STRATEGIC PLAN, SIGNATURE SOLUTIONS	POLICY COHERENCE, INTEGRATION ACROSS THE THREE PRIORITIES, EVIDENCE OF CPD RRF PROGRESS	LDC GRADUATION, EVIDENCE OF INTEGRATION OF DIGITAL SOLUTIONS	FOCUS ON LNOB 'AT RISK' GROUPS GEWE, YOUTH, PWD, ETHNIC/MARGINALIZED, LESSONS LEARNED
<p>1. Which national priorities is your area of intervention supporting?</p> <p>Within CPD pillar 2 / priority 2:</p> <p>a) which areas of the programme are progressing well, and why?</p> <p>b) Which area's not so well, and why?</p> <p>c) what adjustments are needed, and why?</p>	<p>8. In your opinion, is the overall CPD policy and programme offer of UNDP Lao clear, strategic and coherent, or projectized and fragmented – provide an explanation for your response, with examples?</p> <p>9. What evidence is there of:</p> <p>a) Strong CO leadership in collaboration across the three CPD priorities / pillars – give examples of linkage?</p> <p>b) UNDP facilitation within the UN system inc. joint programmes / programming acceleration of the SDGs?</p> <p>10. Has impact at scale been achieved, or is likely, in your results area of the CPD/RRF?</p>	<p>11. Within the context of the Gov't's longstanding goal of LDC graduation, how is the part of the programme implementation strengthening the resilience of institutions and systems?</p> <p>12. Have digital solutions been integrated you're your component of programme design and implementation?</p> <p>a) If so, where, and to what effect?</p> <p>b) If not, why not, key constraints?</p> <p>c) Are there any opportunities to do so?</p>	<p>13. Within the part of the programme for which you are responsible, what evidence and effect is there of a focus on:</p> <p>a) GEWE</p> <p>b) Youth</p> <p>c) 'At Risk' populations, e.g. PWD, ethnic groups,</p> <p>d) other marginalized populations (which ones)</p> <p>14. Reflecting on both your programme, and overall CPD implementation over the past 30 months, what are your top three reflections, lessons learned, recommendations for the next 30 months?</p>

Relevant CPD RRF Extract – related to: CPD Pillar 2 - ‘Environment, Climate Change and Resilience’

<p>Output 2.1. State authorities develop policies and guidelines that improve natural resources management, disaster risk management and resilience to climate change</p>	<p>MONRE, MAF, MPI, Ministry of Finance (MOF) and MLSW (Department of Social Welfare – National Disaster Management Office)</p>	<p>Regular: \$2,700,000 Other: \$37,765,000</p>	<p>Output 2.1: Indicator: 2.1.1 2.1.2</p>
<p>2.1.1. Number of financing solutions for conservation implemented Percentage increase in financing amount for conservation <i>Baseline: 0 (2020) Target: 3 (2026)</i> <i>Source: MONRE and MLSW/Project reports</i> <i>Frequency: Annual</i></p> <p>2.1.2. Number of functioning and linked early warning systems at national and provincial level in target provinces. <i>Baseline: 0 (2021) Target: 10 (2026)</i> <i>Source: MONRE and MLSW/Project reports</i> <i>Frequency: Annual</i></p>	<p>UNEP, FAO, UNDRR, UNCDF International Union for Conservation of ADB, World Bank</p>		
<p>Output 2.2. Local authorities have enhanced capacities to implement integrated natural resources management and DRR systems</p>	<p>MLSW MAF MONRE Local government UNDRR FAO UNEP</p>		<p>Output 2.2: Indicator: 2.2.1 2.2.2</p>
<p>2.2.1. Disaster loss database established and operational <i>Baseline: 0 (2021) Target: 1 (2026)</i> <i>Source: MLSW</i> <i>Frequency: Annual</i></p> <p>2.2.2. Number of local governments that adopt and implement local natural resource management strategies, disaggregated by (a) province, (b) district, and (c) village <i>Baseline 2: (2021) Target: (2026) (a) province =5, (b) district 15 and (c) village 50</i> <i>Source: UNDP/MAF/ MONRE</i> <i>Frequency: Annual</i></p>			
<p>Output 2.3. Vulnerable rural communities participate in protected area management and conservation of ecosystems and wildlife and increase resilience to natural hazards-induced disasters and climate change</p>	<p>MAF MONRE CSOs UNDRR UNEP FAO</p>		<p>Output 2.3: Indicator: 2.3.1 2.3.2 2.3.3</p>
<p>2.3.1. Number of vulnerable communities in selected provinces participating in protected area management and conservation of ecosystem and wildlife <i>Baseline: 16 (2021) Target: 32 (2026)</i> <i>Source: UNDP, MAF and MONRE</i> <i>Frequency: Annual</i></p>			
<p>2.3.2. Percentage of women in vulnerable communities benefiting from assisted sustainable management of natural resources, forests, ecosystem services <i>Baseline: 15% (2021) Target: 33% women (2026)</i> <i>Source: UNDP, MAF and MONRE/Project report</i> <i>Frequency: Annual</i></p>	<p>2.3.3. Percentage of women in vulnerable communities benefiting from disaster resilience initiatives <i>Baseline: 15% (2021) Target: 33% women (2026)</i> <i>Source: UNDP, MAF and MONRE/Project report</i> <i>Frequency: Annual</i></p>		

**CO MANAGEMENT UNITS [CPD Pillar 3 - ‘Governance & the Rule of Law Unit]
GUIDING QUESTIONS & DISCUSSIONS - See also attached RRF**

	Q’s Cluster 1: RELEVANCE to NATIONAL PRIORITIES	Q’s Cluster 2: COHERENCE, EFFECTIVENESS & EFFICIENCIES	Q’s Cluster 3: RESILIENCE & DIGITIZATION	Q’s Cluster 4: LNOB & LESSONS LEARNED
	UNDP COMPARATIVE ADVANTAGE, STRATEGIC PLAN, SIGNATURE SOLUTIONS	POLICY COHERENCE, INTEGRATION ACROSS THE THREE PRIORITIES, EVIDENCE OF CPD RRF PROGRESS	LDC GRADUATION, EVIDENCE OF INTEGRATION OF DIGITAL SOLUTIONS	FOCUS ON LNOB ‘AT RISK’ GROUPS GEWE, YOUTH, PWD, ETHNIC/MARGINALIZED, LESSONS LEARNED
	<p>1. Which national priorities is your area of intervention supporting?</p> <p>Within CPD pillar 3 / priority 3:</p> <p>a) which areas of the programme are progressing well, and why?</p> <p>b) Which area’s not so well, and why?</p> <p>c) what adjustments are needed, and why?</p>	<p>2. In your opinion, is the overall CPD policy and programme offer of UNDP Lao clear, strategic and coherent, or projectized and fragmented – provide an explanation for your response, with examples?</p> <p>3. What evidence is there of:</p> <p>a) Strong CO leadership in collaboration across the three CPD priorities / pillars – give examples of linkage?</p> <p>b) UNDP facilitation within the UN system inc. joint programmes / programming acceleration of the SDGs?</p> <p>4. Has impact at scale been achieved, or is likely, in your results area of the CPD/RRF?</p>	<p>5. Within the context of the Gov’t’s longstanding goal of LDC graduation, how is the part of the programme implementation strengthening the resilience of institutions and systems?</p> <p>6. Have digital solutions been integrated you’re your component of programme design and implementation?</p> <p>a) If so, where, and to what effect?</p> <p>b) If not, why not, key constraints?</p> <p>c) Are there any opportunities to do so?</p>	<p>7. Within the part of the programme for which you are responsible, what evidence and effect is there of a focus on:</p> <p>a) GEWE</p> <p>b) Youth</p> <p>c) ‘At Risk’ populations, e.g. PWD, ethnic groups,</p> <p>d) other marginalized populations (which ones)</p> <p>8. Reflecting on both your programme, and overall CPD implementation over the past 30 months, what are your top three reflections, lessons learned, recommendations for the next 30 months?</p>

Relevant CPD RRF Extract – related to: **‘Governance & Rule of Law –**

Project Focus: ‘Prevention and Elimination of Violence Against Women (or Khan Hom Project)’

<p>Output 3.1. Transparent and participatory evidence-based policy and decision-making processes further strengthen human rights protection and accountability</p> <p>3.1.1. Proportion of public sector entities using digital data at central and subnational level <i>Baseline:</i> TBD (2022) <i>Target:</i> 80% (2026) <i>Source:</i> Ministry of Technologies and Communications (MTC) and NSEDP <i>Frequency:</i> Annual</p> <p>3.1.2. Multi-stakeholder engagement platform established (number of institutions using platform disaggregated by type) <i>Baseline:</i> 0 (2021) <i>Target:</i> 1 (2026) <i>Source:</i> Governance Sector Working Group (GSWG) <i>Frequency:</i> Annual</p> <p>3.1.3. Number of women running for National Assembly and Provincial People’s Assemblies seats. <i>Baseline:</i> 22% (2021) <i>Target:</i> 30% (2026) <i>Source:</i> United States Agency for International Development (USAID) STEPS project <i>Frequency:</i> Annually</p>	<p>GSWG, Ministry of Home Affairs (MOHA), MoJ MTC</p>	<p>Output 3.1: Indicator: 3.1.1 3.1.2 3.1.3</p>
<p>Output 3.2. Government bodies have enhanced capacities for more transparent and effective law design, implementation and monitoring</p> <p>3.2.1. Number of people accessing essential public services online (e-service). <i>Baseline:</i> TBD (2022) <i>Target:</i> 50% of all government services (2026) <i>Source:</i> MCT and NSEDP <i>Frequency:</i> Annual</p> <p>3.2.2. Number of citizen-engagement and outreach mechanisms conducted by delegates <i>Baseline:</i> 0% (TBC) <i>Target:</i> 80% (2026) <i>Source:</i> USAID STEPS project <i>Frequency:</i> Annual</p> <p>3.2.3. Number and utilization rates of one-stop service centres by women and ethnic groups at: (a) district level, and (b) province level <i>Baseline:</i> 44 (TBC) <i>Target:</i> 74 (50% of public services provided at ODSC) <i>Source:</i> MOHA and NSEDP <i>Frequency:</i> Annual</p> <p>3.2.4. Number of justice and police officials trained on gender-sensitive legal aid service provisions and policing <i>Baseline:</i> 0 <i>Target:</i> 250 (2026) (50 legal aid service providers/200 police officers) <i>Source:</i> MOJ and Ministry of Public Security <i>Frequency:</i> Annual</p>	<p>MOPT, MOJ, MOHA, National Assembly and Provincial People’s Assemblies, Supreme People’s Court, Office of Supreme People’s Prosecutor, courts, local government</p>	<p>Output 3.2: Indicator: 3.2.1 3.2.2 3.2.3 3.2.4</p>
<p>Output 3.3. People, including vulnerable groups, have greater access to basic and accountable services</p> <p>3.3.1. Number of target districts that adopt accountability framework <i>Baseline:</i> 4 (2020) <i>Target:</i> 40 Districts (2026) <i>Source:</i> MOHA and NSEDP <i>Frequency:</i> Annual</p> <p>3.3.2. Percentage of citizens who attended the survey satisfied with public services received <i>Baseline:</i> 17 (2019) <i>Target:</i> 80% (2026) <i>Source:</i> MOHA/SUFS <i>Frequency:</i> Annual</p>	<p>MOHA, MOJ CSOs</p>	<p>Output 3.3: Indicator: 3.3.1 3.3.2</p>

DEVELOPMENT PARTNERS / DONORS [USAID & NZ] – GUIDING QUESTIONS & DISCUSSIONS

CPD Pillar 1 - ‘National Planning and Financing for Inclusive Development’ – See attached RRF

<p align="center">Q’s Cluster 1: RELEVANCE to NATIONAL PRIORITIES</p>	<p align="center">Q’s Cluster 2: COHERENCE, EFFECTIVENESS & EFFICIENCIES</p>	<p align="center">Q’s Cluster 3: RESILIENCE & DIGITIZATION</p>	<p align="center">Q’s Cluster 4: LNOB & LESSONS LEARNED</p>
<p align="center">UNDP COMPARATIVE ADVANTAGE, STRATEGIC PLAN, SIGNATURE SOLUTIONS</p>	<p align="center">POLICY COHERENCE, INTEGRATION ACROSS THE THREE PRIORITIES, EVIDENCE OF CPD RRF PROGRESS</p>	<p align="center">LDC GRADUATION EVIDENCE OF INTEGRATION OF DIGITAL SOLUTIONS</p>	<p align="center">FOCUS ON LNOB ‘AT RISK’ GROUPS GEWE, YOUTH, PWD, ETHNIC/MARGINALIZED LESSONS LEARNED</p>
<p>1. From an overall perspective, what are the top 3 development priorities of the GoL, and how do you see UNDP leveraging its comparative advantage in those areas?</p> <p>2. In the areas of the CPD in which you are making a contribution (National Planning and Financing for Inclusive Development):</p> <ul style="list-style-type: none"> a) Which aspects are progressing well, and why? b) Which area’s not so well, and why? c) What adjustments are needed? 	<p>3. Do you have a sense that the overall UNDP programme offer in Lao PDR is clear, strategic and coherent, or projectized and fragmented – provide an explanation for your response, with examples?</p> <p>4. Are you aware of:</p> <ul style="list-style-type: none"> a) Strong CO leadership in collaboration and integration across the UNDPs other priorities / pillars? (e.g. UXO, governance, environment / climate? b) UNDP facilitation of integration within the UN / UNCT / UNSDCF for the SDG progress? <p>5. Has impact at scale been achieved, or is likely, in the area you are supporting?</p>	<p>6. Within the context of the Gov’t’s longstanding goal of LDC graduation, how do you see UNDP contributing to systematically strengthening the resilience of institutions and systems within the project / programme you are supporting?</p> <p>7. Are you aware of any digital solutions that been integrated by UNDP into programme design and implementation?</p> <ul style="list-style-type: none"> a) If so, where, and to what effect? b) If not, why not, key constraints? c) Are there any opportunities to do so? 	<p>8. What evidence and effect are there of the project / programme you are supporting focussing on:</p> <ul style="list-style-type: none"> a) GEWE b) Youth c) ‘At Risk’ populations, e.g. PWD, ethnic groups, d) other marginalized populations (which ones) <p>9. Reflecting on overall UNDP CPD implementation over the past 30 months, or on the specific programme or project is which you are invested, what are your top three reflections, lessons learned, recommendations for the next 30 months?</p>

Relevant CPD RRF Extract – related to: CPD Pillar 1 - ‘National Planning and Financing for Inclusive Development’

INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (United States dollars)
<p>Output 1.1. Development, financing and implementation of pro-poor/ green growth (COVID-19 recovery) policies, including a comprehensive social protection system, is strengthened</p> <p>1.1.1. Ninth and Tenth NSEDP with monitoring and evaluation framework and fully costed with financing strategy prepared <i>Baseline: 0 (2020) Target: 2 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.1.2. Ten-year fully costed strategy plan and monitoring and evaluation framework developed for unexploded ordnance sector <i>Baseline: 0 (2021) Target: 1 (2026)</i> <i>Source: NRA</i> <i>Frequency: Annual</i></p>	<p>Ministry of Planning and Investment (MPI), Ministry of Foreign Affairs (MoFA) MoLSW/National Regulatory Authority (NRA), ILO, UNICEF and Ministry of Information, Culture and Tourism (MICT)</p> <p>Other partners: World Bank Asian Development Bank (ADB) United Nations organizations and the private sector</p>	<p>Regular: \$2,864,000</p> <p>Other: \$22,960,000</p>
<p>Output 1.2. Select ministries and local authorities in targeted provinces develop, implement and report on sectoral and local development plans that integrate SDGs (including Goal 18)</p> <p>1.2.1. Number of provincial plans that integrate SDGs <i>Baseline: 0 (2021) Target: 5 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.2.2. Number of annual SDG reports produced by sectoral ministries <i>Baseline: 0 (2021) Target: 50 (2026)</i> <i>Source: MPI/ Project report</i> <i>Frequency: Annual</i></p> <p>1.2.3. Number of NRA central and provincial offices that integrate Goal 18 targets into local development plan <i>Baseline: 0 (2021) Target: 6 (2026)</i> <i>Source: NRA/Project report</i></p>	<p>MPI, MOFA, Sectoral ministries, MLSW/NRA, Lao National Unexploded Ordnance Programme (UXO Lao)</p>	

Output 1.1:
Indicator:
1.1.1

Output 1.2:
Indicator:
1.2.1
1.2.2

**DEVELOPMENT PARTNERS / DONORS [KOICA, New Zealand, Ireland, Luxembourg, Canada]
GUIDING QUESTIONS & DISCUSSIONS: CPD Pillar 1 - 'UXO Portfolio' – See attached RRF**

Q's Cluster 1: RELEVANCE to NATIONAL PRIORITIES	Q's Cluster 2: COHERENCE, EFFECTIVENESS & EFFICIENCIES	Q's Cluster 3: RESILIENCE & DIGITIZATION	Q's Cluster 4: LNOB & LESSONS LEARNED
UNDP COMPARATIVE ADVANTAGE, STRATEGIC PLAN, SIGNATURE SOLUTIONS	POLICY COHERENCE, INTEGRATION ACROSS THE THREE PRIORITIES, EVIDENCE OF CPD RRF PROGRESS	LDC GRADUATION EVIDENCE OF INTEGRATION OF DIGITAL SOLUTIONS	FOCUS ON LNOB 'AT RISK' GROUPS GEWE, YOUTH, PWD, ETHNIC/MARGINALIZED LESSONS LEARNED
<p>1. From an overall perspective, what are the top 3 development priorities of the GoL, and how do you see UNDP leveraging its comparative advantage in those areas?</p> <p>2. In the areas of the CPD in which you are making a contribution (UXO Portfolio):</p> <ul style="list-style-type: none"> a) Which aspects are progressing well, and why? b) Which area's not so well, and why? c) What adjustments are needed? 	<p>3. Do you have a sense that the overall UNDP programme offer in Lao PDR is clear, strategic and coherent, or projectized and fragmented – provide an explanation for your response, with examples?</p> <p>4. Are you aware of:</p> <ul style="list-style-type: none"> a) Strong CO leadership in collaboration and integration across the UNDPs other priorities / pillars? (e.g. SDG planning, governance, environment / climate? b) UNDP facilitation of integration within the UN / UNCT / UNSDCF for the SDG progress? <p>5. Has impact at scale been achieved, or is likely, in the area you are supporting?</p>	<p>6. Within the context of the Gov't's longstanding goal of LDC graduation, how do you see UNDP contributing to systematically strengthening the resilience of institutions and systems within the project / programme you are supporting?</p> <p>7. Are you aware of any digital solutions that been integrated by UNDP into programme design and implementation?</p> <ul style="list-style-type: none"> a) If so, where, and to what effect? b) If not, why not, key constraints? c) Are there any opportunities to do so? 	<p>8. What evidence and effect are there of the project / programme you are supporting focussing on:</p> <ul style="list-style-type: none"> a) GEWE b) Youth c) 'At Risk' populations, e.g. PWD, ethnic groups, d) other marginalized populations (which ones) <p>9. Reflecting on overall UNDP CPD implementation over the past 30 months, or on the specific programme or project is which you are invested, what are your top three reflections, lessons learned, recommendations for the next 30 months?</p>

Relevant CPD RRF Extract – related to: CPD Pillar 1 - ‘UXO Portfolio’

INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (United States dollars)
<p>Output 1.1. Development, financing and implementation of pro-poor/ green growth (COVID-19 recovery) policies, including a comprehensive social protection system, is strengthened</p> <p>1.1.1. Ninth and Tenth NSEDP with monitoring and evaluation framework and fully costed with financing strategy prepared <i>Baseline: 0 (2020) Target: 2 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.1.2. Ten-year fully costed strategy plan and monitoring and evaluation framework developed for unexploded ordnance sector <i>Baseline: 0 (2021) Target: 1 (2026)</i> <i>Source: NRA</i> <i>Frequency: Annual</i></p>	<p>Ministry of Planning and Investment (MPI), Ministry of Foreign Affairs (MoFA) MoLSW/National Regulatory Authority (NRA), ILO, UNICEF and Ministry of Information, Culture and Tourism (MICT)</p> <p>Other partners: World Bank Asian Development Bank United Nations organizations and the private sector</p>	<p>Regular: \$2,864,000 Other: \$22,960,000</p>
<p>Output 1.2. Select ministries and local authorities in targeted provinces develop, implement and report on sectoral and local development plans that integrate SDGs (including Goal 18)</p> <p>1.2.1. Number of provincial plans that integrate SDGs <i>Baseline: 0 (2021) Target: 5 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.2.2. Number of annual SDG reports produced by sectoral ministries <i>Baseline: 0 (2021) Target: 50 (2026)</i> <i>Source: MPI/ Project report</i> <i>Frequency: Annual</i></p> <p>1.2.3. Number of NRA central and provincial offices that integrate Goal 18 targets into local development plan <i>Baseline: 0 (2021) Target: 6 (2026)</i> <i>Source: NRA/Project report</i></p>	<p>MPI, MOFA, Sectoral ministries, MLSW/NRA, Lao National Unexploded Ordnance Programme (UXO Lao)</p>	
<p>Output 1.3. Vulnerable groups, especially women, young people, persons with disabilities, ethnic groups and those impacted by unexploded ordnance, have increased access to vocational training (TVET), employment and entrepreneurship opportunities</p> <p>1.3.1. Percentage of trainees with increased income six months after training (disaggregated by sex, age and ethnicity) <i>Baseline: 0% (2021) Target: 30% (2026)</i> <i>Source: LWU and LYU/ Project reports</i> <i>Frequency: Annual</i></p> <p>1.3.2. Number of people living in areas cleared of unexploded ordnance with UNDP support (disaggregated by sex, age and ethnicity) <i>Baseline: 9,537 (2020) Target: 20,000 (2026)</i> <i>Source: NRA</i> <i>Frequency: Annual</i></p>	<p>NRA UXO Lao Lao Women’s Union (LWU) Lao Youth Union (LYU) MICT Private sector</p>	

Output 1.1:
Indicator:
1.1.2

Output 1.2:
Indicator:
1.2.3

Output 1.3:
Indicator:
1.3.1
1.3.2

DEVELOPMENT PARTNERS / DONORS [ROK] – GUIDING QUESTIONS & DISCUSSIONS

CPD Pillar 2 - 'Environment, Climate Change & Resilience' – See attached RRF

	Q's Cluster 1: RELEVANCE to NATIONAL PRIORITIES	Q's Cluster 2: COHERENCE, EFFECTIVENESS & EFFICIENCIES	Q's Cluster 3: RESILIENCE & DIGITIZATION	Q's Cluster 4: LNOB & LESSONS LEARNED
	UNDP COMPARATIVE ADVANTAGE, STRATEGIC PLAN, SIGNATURE SOLUTIONS	POLICY COHERENCE, INTEGRATION ACROSS THE THREE PRIORITIES, EVIDENCE OF CPD RRF PROGRESS	LDC GRADUATION EVIDENCE OF INTEGRATION OF DIGITAL SOLUTIONS	FOCUS ON LNOB 'AT RISK' GROUPS GEWE, YOUTH, PWD, ETHNIC/MARGINALIZED LESSONS LEARNED
	<p>1. From an overall perspective, what are the top 3 development priorities of the GoL, and how do you see UNDP leveraging its comparative advantage in those areas?</p> <p>2. In the areas of the CPD in which you are making a contribution (Env, CC, & Resilience – Climate Promise):</p> <p>a) Which aspects are progressing well, and why?</p> <p>b) Which area's not so well, and why?</p> <p>c) What adjustments are needed?</p>	<p>3. Do you have a sense that the overall UNDP programme offer in Lao PDR is clear, strategic and coherent, or projectized and fragmented – provide an explanation for your response, with examples?</p> <p>4. Are you aware of:</p> <p>a) Strong CO leadership in collaboration and integration across the UNDPs other priorities / pillars? (e.g. SDG planning, UXO, governance?</p> <p>b) UNDP facilitation of integration within the UN / UNCT / UNSDCF for the SDG progress?</p> <p>5. Has impact at scale been achieved, or is likely, in the area you are supporting?</p>	<p>6. Within the context of the Gov't's longstanding goal of LDC graduation, how do you see UNDP contributing to systematically strengthening the resilience of institutions and systems within the project / programme you are supporting?</p> <p>7. Are you aware of any digital solutions that been integrated by UNDP into programme design and implementation?</p> <p>a) If so, where, and to what effect?</p> <p>b) If not, why not, key constraints?</p> <p>c) Are there any opportunities to do so?</p>	<p>8. What evidence and effect are there of the project / programme you are supporting focussing on:</p> <p>a) GEWE</p> <p>b) Youth</p> <p>c) 'At Risk' populations, e.g. PWD, ethnic groups,</p> <p>d) other marginalized populations (which ones)</p> <p>9. Reflecting on overall UNDP CPD implementation over the past 30 months, or on the specific programme or project is which you are invested, what are your top three reflections, lessons learned, recommendations for the next 30 months?</p>

Relevant CPD RRF Extract – related to: CPD Pillar 2 - ‘Environment, Climate Change and Resilience’

<p>Output 2.1. State authorities develop policies and guidelines that improve natural resources management, disaster risk management and resilience to climate change</p> <p>2.1.1. Number of financing solutions for conservation implemented Percentage increase in financing amount for conservation <i>Baseline: 0 (2020) Target: 3 (2026)</i> <i>Source: MONRE and MLSW/Project reports</i> <i>Frequency: Annual</i></p> <p>2.1.2. Number of functioning and linked early warning systems at national and provincial level in target provinces. <i>Baseline: 0 (2021) Target: 10 (2026)</i> <i>Source: MONRE and MLSW/Project reports</i> <i>Frequency: Annual</i></p>	<p>MONRE, MAF, MPI, Ministry of Finance (MOF) and MLSW (Department of Social Welfare – National Disaster Management Office)</p> <p>UNEP, FAO, UNDRR, UNCDF International Union for Conservation of</p> <p>ADB, World Bank</p>	<p>Regular: \$2,700,000</p> <p>Other: \$37,765,000</p>	<p>Output 2.1:</p> <p>Indicator: 2.1.1 2.1.2</p>
<p>Output 2.2. Local authorities have enhanced capacities to implement integrated natural resources management and DRR systems</p> <p>2.2.1. Disaster loss database established and operational <i>Baseline: 0 (2021) Target: 1 (2026)</i> <i>Source: MLSW</i> <i>Frequency: Annual</i></p> <p>2.2.2. Number of local governments that adopt and implement local natural resource management strategies, disaggregated by (a) province, (b) district, and (c) village <i>Baseline 2: (2021) Target: (2026) (a) province =5, (b) district 15 and (c) village 50</i> <i>Source: UNDP/MAF/ MONRE</i> <i>Frequency: Annual</i></p>	<p>MLSW MAF MONRE Local government UNDRR FAO UNEP</p>		<p>Output 2.2:</p> <p>Indicator: 2.2.1 2.2.2</p>
<p>Output 2.3. Vulnerable rural communities participate in protected area management and conservation of ecosystems and wildlife and increase resilience to natural hazards-induced disasters and climate change</p> <p>2.3.1. Number of vulnerable communities in selected provinces participating in protected area management and conservation of ecosystem and wildlife <i>Baseline: 16 (2021) Target: 32 (2026)</i> <i>Source: UNDP, MAF and MONRE</i> <i>Frequency: Annual</i></p> <p>2.3.2. Percentage of women in vulnerable communities benefiting from assisted sustainable management of natural resources, forests, ecosystem services <i>Baseline: 15% (2021) Target: 33% women (2026)</i> <i>Source: UNDP, MAF and MONRE/Project report</i> <i>Frequency: Annual</i></p>	<p>MAF MONRE CSOs UNDRR UNEP FAO</p>	<p>2.3.3. Percentage of women in vulnerable communities benefiting from disaster resilience initiatives <i>Baseline: 15% (2021) Target: 33% women (2026)</i> <i>Source: UNDP, MAF and MONRE/Project report</i> <i>Frequency: Annual</i></p>	<p>Output 2.3:</p> <p>Indicator: 2.3.1 2.3.2 2.3.3</p>

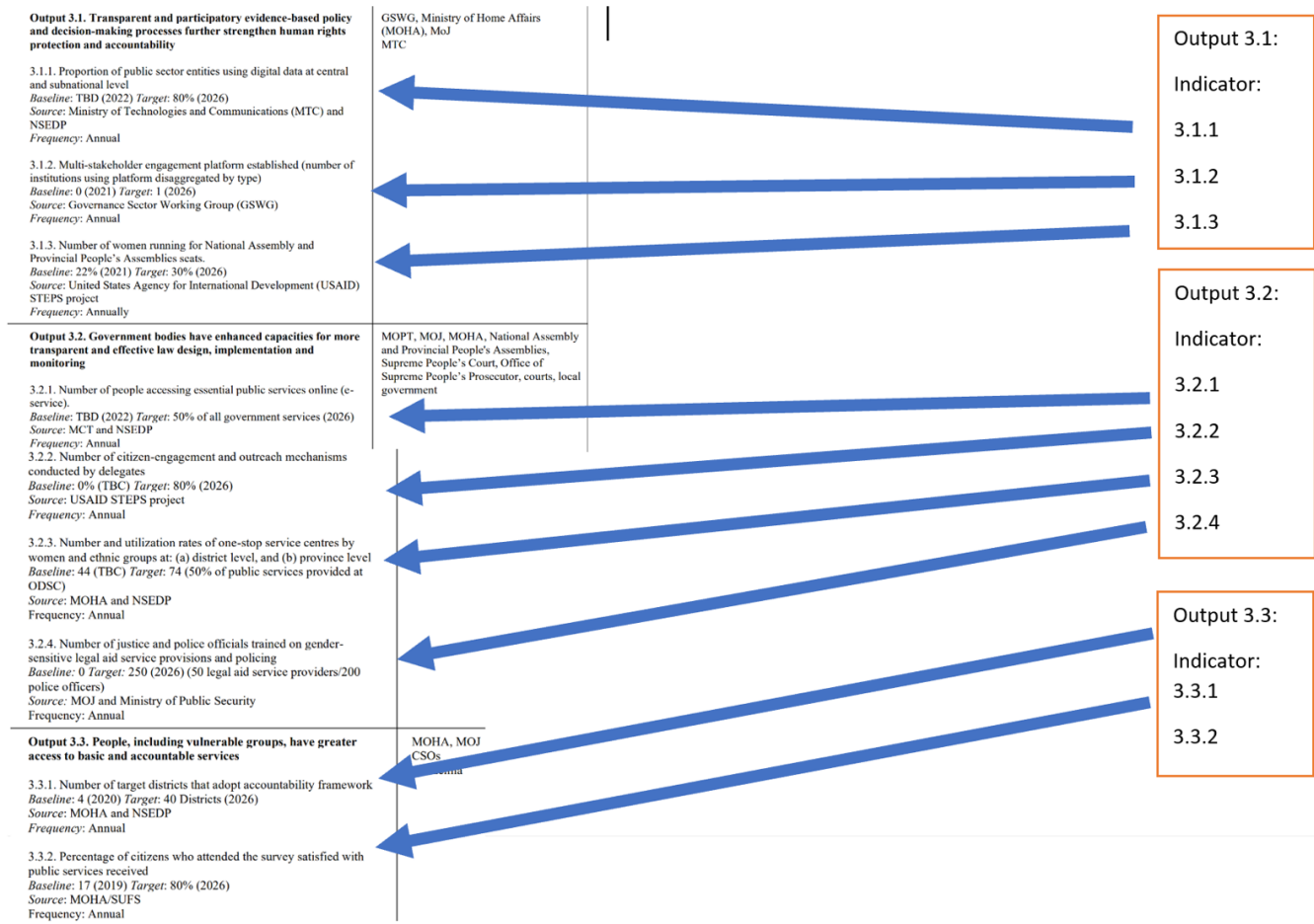
DEVELOPMENT PARTNERS / DONORS [KOICA, INL, USAID] – GUIDING QUESTIONS & DISCUSSIONS

CPD Pillar 3 - ‘Governance & Rule of Law - Project Focus: ‘Prevention and Elimination of Violence Against Women (or Khan Hom Project)’– See attached RRF

	Q’s Cluster 1: RELEVANCE to NATIONAL PRIORITIES	Q’s Cluster 2: COHERENCE, EFFECTIVENESS & EFFICIENCIES	Q’s Cluster 3: RESILIENCE & DIGITIZATION	Q’s Cluster 4: LNOB & LESSONS LEARNED
	UNDP COMPARATIVE ADVANTAGE, STRATEGIC PLAN, SIGNATURE SOLUTIONS	POLICY COHERENCE, INTEGRATION ACROSS THE THREE PRIORITIES, EVIDENCE OF CPD RRF PROGRESS	LDC GRADUATION EVIDENCE OF INTEGRATION OF DIGITAL SOLUTIONS	FOCUS ON LNOB ‘AT RISK’ GROUPS GEWE, YOUTH, PWD, ETHNIC/MARGINALIZED LESSONS LEARNED
	<ol style="list-style-type: none"> 1. From an overall perspective, what are the top 3 development priorities of the GoL, and how do you see UNDP leveraging its comparative advantage in those areas? 2. In the areas of the CPD in which you are making a contribution (Prevention and Elimination of Violence Against Women): <ol style="list-style-type: none"> a) Which aspects are progressing well, and why? b) Which area’s not so well, and why? c) What adjustments are needed? 	<ol style="list-style-type: none"> 3. Do you have a sense that the overall UNDP programme offer in Lao PDR is clear, strategic and coherent, or projectized and fragmented – provide an explanation for your response, with examples? 4. Are you aware of: <ol style="list-style-type: none"> a) Strong CO leadership in collaboration and integration across the UNDPs other priorities / pillars? (e.g. SDG planning, UXO, environment / climate? b) UNDP facilitation of integration within the UN / UNCT / UNSDCF for the SDG progress? 5. Has impact at scale been achieved, or is likely, in the area you are supporting? 	<ol style="list-style-type: none"> 6. Within the context of the Gov’t’s longstanding goal of LDC graduation, how do you see UNDP contributing to systematically strengthening the resilience of institutions and systems within the project / programme you are supporting? 7. Are you aware of any digital solutions that been integrated by UNDP into programme design and implementation? <ol style="list-style-type: none"> a) If so, where, and to what effect? b) If not, why not, key constraints? c) Are there any opportunities to do so? 	<ol style="list-style-type: none"> 8. What evidence and effect are there of the project / programme you are supporting focussing on: <ol style="list-style-type: none"> a) GEWE b) Youth c) ‘At Risk’ populations, e.g. PWD, ethnic groups, d) other marginalized populations (which ones) 9. Reflecting on overall UNDP CPD implementation over the past 30 months, or on the specific programme or project is which you are invested, what are your top three reflections, lessons learned, recommendations for the next 30 months?

Relevant CPD RRF Extract – related to: **Governance & Rule of Law –**

Project Focus: 'Prevention and Elimination of Violence Against Women (or Khan Hom Project)'



UN AGENCIES [ILO, FAO, WFP, UNICEF, UNFPA, WHO] – GUIDING QUESTIONS & DISCUSSIONS
CPD Pillar 1 - ‘National Planning and Financing for Inclusive Development and UXO Portfolio’
– See attached RRF

	Q’s Cluster 1: RELEVANCE to NATIONAL PRIORITIES	Q’s Cluster 2: COHERENCE, EFFECTIVENESS & EFFICIENCIES	Q’s Cluster 3: RESILIENCE & DIGITIZATION	Q’s Cluster 4: LNOB & LESSONS LEARNED
	UNDP COMPARATIVE ADVANTAGE, STRATEGIC PLAN, SIGNATURE SOLUTIONS	POLICY COHERENCE, INTEGRATION ACROSS THE THREE PRIORITIES, EVIDENCE OF CPD RRF PROGRESS	LDC GRADUATION EVIDENCE OF INTEGRATION OF DIGITAL SOLUTIONS	FOCUS ON LNOB ‘AT RISK’ GROUPS GEWE, YOUTH, PWD, ETHNIC/MARGINALIZED LESSONS LEARNED
	<ol style="list-style-type: none"> 1. From an overall perspective, what are the top 3 development priorities of the GoL, and how do you see UNDP supporting the UN system using its comparative advantage in those areas? 2. In the areas of the UNSDCF in which you are collaborating with UNDP: <ol style="list-style-type: none"> a) Which aspects are progressing well, and why? b) Which area’s not so well, and why? c) What adjustments are needed? 	<ol style="list-style-type: none"> 3. Do you have a sense that the overall UNDP programme offer in Lao PDR is clear, strategic and coherent, or projectized and fragmented – provide an explanation for your response, with examples? 4. What evidence is there of UNDP supporting the six UN system wide transformations or ‘deal room’ engagement in: (1) food systems; (2) energy access and affordability; (3) digital connectivity; (4) education; (5) jobs and social protection; and (6) climate change, biodiversity loss and pollution, for achieving impact at scale. 	<ol style="list-style-type: none"> 5. Within the context of the Gov’t’s longstanding goal of LDC graduation, how do you see UNDP contributing to systematically strengthening the resilience of institutions and systems within the project / programme you working with UNDP to support? 6. What collaboration has there been with UNDP on integrating digital solutions into programme design and implementation? <ol style="list-style-type: none"> a) If so, where, and to what effect? b) If not, why not, key constraints? c) Are there any opportunities to do so? 	<ol style="list-style-type: none"> 7. What were the roles and responsibilities, and evidence and effect of any UN/UNDP collaboration on: <ol style="list-style-type: none"> a) GEWE b) Youth c) ‘At Risk’ populations, e.g. PWD, ethnic groups, d) other marginalized populations (which ones) 8. Reflecting on your overall or project specific engagement with UNDP over the past 30 months, what are your top three reflections, lessons learned, recommendations for UNDP for the next 30 months?

Relevant CPD RRF Extract – related to: CPD Pillar 1 - ‘National Planning and Financing for Inclusive Development’

INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (United States dollars)
<p>Output 1.1. Development, financing and implementation of pro-poor/ green growth (COVID-19 recovery) policies, including a comprehensive social protection system, is strengthened</p> <p>1.1.1. Ninth and Tenth NSEDP with monitoring and evaluation framework and fully costed with financing strategy prepared <i>Baseline: 0 (2020) Target: 2 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.1.2. Ten-year fully costed strategy plan and monitoring and evaluation framework developed for unexploded ordnance sector <i>Baseline: 0 (2021) Target: 1 (2026)</i> <i>Source: NRA</i> <i>Frequency: Annual</i></p>	<p>Ministry of Planning and Investment (MPI), Ministry of Foreign Affairs (MoFA) MoLSW/National Regulatory Authority (NRA), ILO, UNICEF and Ministry of Information, Culture and Tourism (MICT)</p> <p>Other partners: World Bank Asian Development Bank (ADB) United Nations organizations and the private sector</p>	<p>Regular: \$2,864,000 Other: \$22,960,000</p>
<p>Output 1.2. Select ministries and local authorities in targeted provinces develop, implement and report on sectoral and local development plans that integrate SDGs (including Goal 18)</p> <p>1.2.1. Number of provincial plans that integrate SDGs <i>Baseline: 0 (2021) Target: 5 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.2.2. Number of annual SDG reports produced by sectoral ministries <i>Baseline: 0 (2021) Target: 50 (2026)</i> <i>Source: MPI/ Project report</i> <i>Frequency: Annual</i></p> <p>1.2.3. Number of NRA central and provincial offices that integrate Goal 18 targets into local development plan <i>Baseline: 0 (2021) Target: 6 (2026)</i> <i>Source: NRA/Project report</i></p>	<p>MPI, MOFA, Sectoral ministries, MLSW/NRA, Lao National Unexploded Ordnance Programme (UXO Lao)</p>	

Output 1.1:
Indicator:
1.1.1

Output 1.2:
Indicator:
1.2.1
1.2.2

Relevant CPD RRF Extract – related to: CPD Pillar 1 - 'UXO Portfolio'

INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (United States dollars)
<p>Output 1.1. Development, financing and implementation of pro-poor/green growth (COVID-19 recovery) policies, including a comprehensive social protection system, is strengthened</p> <p>1.1.1. Ninth and Tenth NSEDP with monitoring and evaluation framework and fully costed with financing strategy prepared <i>Baseline: 0 (2020) Target: 2 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.1.2. Ten-year fully costed strategy plan and monitoring and evaluation framework developed for unexploded ordnance sector <i>Baseline: 0 (2021) Target: 1 (2026)</i> <i>Source: NRA</i> <i>Frequency: Annual</i></p>	<p>Ministry of Planning and Investment (MPI), Ministry of Foreign Affairs (MoFA) MoLSW/National Regulatory Authority (NRA), ILO, UNICEF and Ministry of Information, Culture and Tourism (MICT)</p> <p>Other partners: World Bank Asian Development Bank United Nations organizations and the private sector</p>	<p>Regular: \$2,864,000 Other: \$22,960,000</p>
<p>Output 1.2. Select ministries and local authorities in targeted provinces develop, implement and report on sectoral and local development plans that integrate SDGs (including Goal 18)</p> <p>1.2.1. Number of provincial plans that integrate SDGs <i>Baseline: 0 (2021) Target: 5 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.2.2. Number of annual SDG reports produced by sectoral ministries <i>Baseline: 0 (2021) Target: 50 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.2.3. Number of NRA central and provincial offices that integrate Goal 18 targets into local development plan <i>Baseline: 0 (2021) Target: 6 (2026)</i> <i>Source: NRA/Project report</i></p>	<p>MPI, MOFA, Sectoral ministries, MLSW/NRA, Lao National Unexploded Ordnance Programme (UXO Lao)</p>	
<p>Output 1.3. Vulnerable groups, especially women, young people, persons with disabilities, ethnic groups and those impacted by unexploded ordnance, have increased access to vocational training (TVET), employment and entrepreneurship opportunities</p> <p>1.3.1. Percentage of trainees with increased income six months after training (disaggregated by sex, age and ethnicity) <i>Baseline: 0% (2021) Target: 30% (2026)</i> <i>Source: LWU and LYU/Project reports</i> <i>Frequency: Annual</i></p> <p>1.3.2. Number of people living in areas cleared of unexploded ordnance with UNDP support (disaggregated by sex, age and ethnicity) <i>Baseline: 9,537 (2020) Target: 20,000 (2026)</i> <i>Source: NRA</i> <i>Frequency: Annual</i></p>	<p>NRA UXO Lao Lao Women's Union (LWU) Lao Youth Union (LYU) MICT Private sector</p>	

Output 1.1:
Indicator:
1.1.2

Output 1.2:
Indicator:
1.2.3

Output 1.3:
Indicator:
1.3.1
1.3.2

UN AGENCIES [UNEP, UNDRR] – GUIDING QUESTIONS & DISCUSSIONS
CPD Pillar 2 - ‘Environment, Climate Change and Resilience’
– See attached RRF

Q’s Cluster 1: RELEVANCE to NATIONAL PRIORITIES	Q’s Cluster 2: COHERENCE, EFFECTIVENESS & EFFICIENCIES	Q’s Cluster 3: RESILIENCE & DIGITIZATION	Q’s Cluster 4: LNOB & LESSONS LEARNED
UNDP COMPARATIVE ADVANTAGE, STRATEGIC PLAN, SIGNATURE SOLUTIONS	POLICY COHERENCE, INTEGRATION ACROSS THE THREE PRIORITIES, EVIDENCE OF CPD RRF PROGRESS	LDC GRADUATION EVIDENCE OF INTEGRATION OF DIGITAL SOLUTIONS	FOCUS ON LNOB ‘AT RISK’ GROUPS GEWE, YOUTH, PWD, ETHNIC/MARGINALIZED LESSONS LEARNED
<ol style="list-style-type: none"> 1. From an overall perspective, what are the top 3 development priorities of the GoL, and how do you see UNDP supporting the UN system using its comparative advantage in those areas? 2. In the areas of the UNSDCF in which you are collaborating with UNDP: <ol style="list-style-type: none"> a) Which aspects are progressing well, and why? b) Which area’s not so well, and why? c) What adjustments are needed? 	<ol style="list-style-type: none"> 3. Do you have a sense that the overall UNDP programme offer in Lao PDR is clear, strategic and coherent, or projectized and fragmented – provide an explanation for your response, with examples? 4. What evidence is there of UNDP supporting the six UN system wide transformations or ‘deal room’ engagement in: (1) food systems; (2) energy access and affordability; (3) digital connectivity; (4) education; (5) jobs and social protection; and (6) climate change, biodiversity loss and pollution, for achieving impact at scale. 	<ol style="list-style-type: none"> 5. Within the context of the Gov’t’s longstanding goal of LDC graduation, how do you see UNDP contributing to systematically strengthening the resilience of institutions and systems within the project / programme you working with UNDP to support? 6. What collaboration has there been with UNDP on integrating digital solutions into programme design and implementation? <ol style="list-style-type: none"> a) If so, where, and to what effect? b) If not, why not, key constraints? c) Are there any opportunities to do so? 	<ol style="list-style-type: none"> 7. What were the roles and responsibilities, and evidence and effect of any UN/UNDP collaboration on: <ol style="list-style-type: none"> a) GEWE b) Youth c) ‘At Risk’ populations, e.g. PWD, ethnic groups, d) other marginalized populations (which ones) 8. Reflecting on your overall or project specific engagement with UNDP over the past 30 months, what are your top three reflections, lessons learned, recommendations for UNDP for the next 30 months?

Relevant CPD RRF Extract – related to: **CPD Pillar 2 - 'Environment, Climate Change and Resilience'**

<p>Output 2.1. State authorities develop policies and guidelines that improve natural resources management, disaster risk management and resilience to climate change</p> <p>2.1.1. Number of financing solutions for conservation implemented Percentage increase in financing amount for conservation <i>Baseline: 0 (2020) Target: 3 (2026)</i> <i>Source: MONRE and MLSW/Project reports</i> <i>Frequency: Annual</i></p> <p>2.1.2. Number of functioning and linked early warning systems at national and provincial level in target provinces. <i>Baseline: 0 (2021) Target: 10 (2026)</i> <i>Source: MONRE and MLSW/Project reports</i> <i>Frequency: Annual</i></p>	<p>MONRE, MAF, MPI, Ministry of Finance (MOF) and MLSW (Department of Social Welfare – National Disaster Management Office)</p> <p>UNEP, FAO, UNDRR, UNCDF International Union for Conservation of</p> <p>ADB, World Bank</p>	<p>Regular: \$2,700,000</p> <p>Other: \$37,765,000</p>	<p>Output 2.1:</p> <p>Indicator:</p> <p>2.1.1</p> <p>2.1.2</p>
<p>Output 2.2. Local authorities have enhanced capacities to implement integrated natural resources management and DRR systems</p> <p>2.2.1. Disaster loss database established and operational <i>Baseline: 0 (2021) Target: 1 (2026)</i> <i>Source: MLSW</i> <i>Frequency: Annual</i></p> <p>2.2.2. Number of local governments that adopt and implement local natural resource management strategies, disaggregated by (a) province, (b) district, and (c) village <i>Baseline 2: (2021) Target: (2026) (a) province =5, (b) district 15 and (c) village 50</i> <i>Source: UNDP/MAF/ MONRE</i> <i>Frequency: Annual</i></p>	<p>MLSW MAF MONRE Local government UNDRR FAO UNEP</p>		<p>Output 2.2:</p> <p>Indicator:</p> <p>2.2.1</p> <p>2.2.2</p>
<p>Output 2.3. Vulnerable rural communities participate in protected area management and conservation of ecosystems and wildlife and increase resilience to natural hazards-induced disasters and climate change</p> <p>2.3.1. Number of vulnerable communities in selected provinces participating in protected area management and conservation of ecosystem and wildlife <i>Baseline: 16 (2021) Target: 32 (2026)</i> <i>Source: UNDP, MAF and MONRE</i> <i>Frequency: Annual</i></p> <p>2.3.2. Percentage of women in vulnerable communities benefiting from assisted sustainable management of natural resources, forests, ecosystem services <i>Baseline: 15% (2021) Target: 33% women (2026)</i> <i>Source: UNDP, MAF and MONRE/Project report</i> <i>Frequency: Annual</i></p>	<p>MAF MONRE CSOs UNDRR UNEP FAO</p>	<p>2.3.3. Percentage of women in vulnerable communities benefiting from disaster resilience initiatives <i>Baseline: 15% (2021) Target: 33% women (2026)</i> <i>Source: UNDP, MAF and MONRE/Project report</i> <i>Frequency: Annual</i></p>	<p>Output 2.3:</p> <p>Indicator:</p> <p>2.3.1</p> <p>2.3.2</p> <p>2.3.3</p>

UN AGENCIES [UN AGENCIES - TBD] – GUIDING QUESTIONS & DISCUSSIONS

**CPD Pillar 3 - ‘Governance and the Rule of Law - Project Focus: ‘Prevention and Elimination of Violence Against Women (or Khan Hom Project)’
– See attached RRF**

	Q’s Cluster 1: RELEVANCE to NATIONAL PRIORITIES	Q’s Cluster 2: COHERENCE, EFFECTIVENESS & EFFICIENCIES	Q’s Cluster 3: RESILIENCE & DIGITIZATION	Q’s Cluster 4: LNOB & LESSONS LEARNED
	UNDP COMPARATIVE ADVANTAGE, STRATEGIC PLAN, SIGNATURE SOLUTIONS	POLICY COHERENCE, INTEGRATION ACROSS THE THREE PRIORITIES, EVIDENCE OF CPD RRF PROGRESS	LDC GRADUATION EVIDENCE OF INTEGRATION OF DIGITAL SOLUTIONS	FOCUS ON LNOB ‘AT RISK’ GROUPS GEWE, YOUTH, PWD, ETHNIC/MARGINALIZED LESSONS LEARNED
	<ol style="list-style-type: none"> 1. From an overall perspective, what are the top 3 development priorities of the GoL, and how do you see UNDP supporting the UN system using its comparative advantage in those areas? 2. In the areas of the UNSDCF in which you are collaborating with UNDP: <ol style="list-style-type: none"> a) Which aspects are progressing well, and why? b) Which area’s not so well, and why? c) What adjustments are needed? 	<ol style="list-style-type: none"> 3. Do you have a sense that the overall UNDP programme offer in Lao PDR is clear, strategic and coherent, or projectized and fragmented – provide an explanation for your response, with examples? 4. What evidence is there of UNDP supporting the six UN system wide transformations or ‘deal room’ engagement in: (1) food systems; (2) energy access and affordability; (3) digital connectivity; (4) education; (5) jobs and social protection; and (6) climate change, biodiversity loss and pollution, for achieving impact at scale. 	<ol style="list-style-type: none"> 5. Within the context of the Gov’t’s longstanding goal of LDC graduation, how do you see UNDP contributing to systematically strengthening the resilience of institutions and systems within the project / programme you working with UNDP to support? 6. What collaboration has there been with UNDP on integrating digital solutions into programme design and implementation? <ol style="list-style-type: none"> a) If so, where, and to what effect? b) If not, why not, key constraints? c) Are there any opportunities to do so? 	<ol style="list-style-type: none"> 7. What were the roles and responsibilities, and evidence and effect of any UN/UNDP collaboration on: <ol style="list-style-type: none"> a) GEWE b) Youth c) ‘At Risk’ populations, e.g. PWD, ethnic groups, d) other marginalized populations (which ones) 8. Reflecting on your overall or project specific engagement with UNDP over the past 30 months, what are your top three reflections, lessons learned, recommendations for UNDP for the next 30 months?

Relevant CPD RRF Extract – related to: **Governance & Rule of Law –**

Project Focus: 'Prevention and Elimination of Violence Against Women (or Khan Hom Project)'

<p>Output 3.1. Transparent and participatory evidence-based policy and decision-making processes further strengthen human rights protection and accountability</p> <p>3.1.1. Proportion of public sector entities using digital data at central and subnational level <i>Baseline: TBD (2022) Target: 80% (2026)</i> <i>Source: Ministry of Technologies and Communications (MTC) and NSEDP</i> <i>Frequency: Annual</i></p> <p>3.1.2. Multi-stakeholder engagement platform established (number of institutions using platform disaggregated by type) <i>Baseline: 0 (2021) Target: 1 (2026)</i> <i>Source: Governance Sector Working Group (GSWG)</i> <i>Frequency: Annual</i></p> <p>3.1.3. Number of women running for National Assembly and Provincial People's Assemblies seats. <i>Baseline: 22% (2021) Target: 30% (2026)</i> <i>Source: United States Agency for International Development (USAID) STEPS project</i> <i>Frequency: Annually</i></p>	<p>GSWG, Ministry of Home Affairs (MOHA), MoJ MTC</p>	<p>Output 3.1:</p> <p>Indicator:</p> <p>3.1.1</p> <p>3.1.2</p> <p>3.1.3</p>
<p>Output 3.2. Government bodies have enhanced capacities for more transparent and effective law design, implementation and monitoring</p> <p>3.2.1. Number of people accessing essential public services online (e-service). <i>Baseline: TBD (2022) Target: 50% of all government services (2026)</i> <i>Source: MCT and NSEDP</i> <i>Frequency: Annual</i></p> <p>3.2.2. Number of citizen-engagement and outreach mechanisms conducted by delegates <i>Baseline: 0% (TBC) Target: 80% (2026)</i> <i>Source: USAID STEPS project</i> <i>Frequency: Annual</i></p> <p>3.2.3. Number and utilization rates of one-stop service centres by women and ethnic groups at: (a) district level, and (b) province level <i>Baseline: 44 (TBC) Target: 74 (50% of public services provided at ODSC)</i> <i>Source: MOHA and NSEDP</i> <i>Frequency: Annual</i></p> <p>3.2.4. Number of justice and police officials trained on gender-sensitive legal aid service provisions and policing <i>Baseline: 0 Target: 250 (2026) (50 legal aid service providers/200 police officers)</i> <i>Source: MOJ and Ministry of Public Security</i> <i>Frequency: Annual</i></p>	<p>MOPT, MOJ, MOHA, National Assembly and Provincial People's Assemblies, Supreme People's Court, Office of Supreme People's Prosecutor, courts, local government</p>	<p>Output 3.2:</p> <p>Indicator:</p> <p>3.2.1</p> <p>3.2.2</p> <p>3.2.3</p> <p>3.2.4</p>
<p>Output 3.3. People, including vulnerable groups, have greater access to basic and accountable services</p> <p>3.3.1. Number of target districts that adopt accountability framework <i>Baseline: 4 (2020) Target: 40 Districts (2026)</i> <i>Source: MOHA and NSEDP</i> <i>Frequency: Annual</i></p> <p>3.3.2. Percentage of citizens who attended the survey satisfied with public services received <i>Baseline: 17 (2019) Target: 80% (2026)</i> <i>Source: MOHA/SUFS</i> <i>Frequency: Annual</i></p>	<p>MOHA, MOJ CSOs</p>	<p>Output 3.3:</p> <p>Indicator:</p> <p>3.3.1</p> <p>3.3.2</p>

**Government Counterparts - MPI [CPD Pillar 1 - 'UNDP CO CPD Pillar 1: National Planning and Financing for Inclusive Development]
GUIDING QUESTIONS & DISCUSSIONS - See also attached RRF**

	Q's Cluster 1: RELEVANCE to NATIONAL PRIORITIES	Q's Cluster 2: COHERENCE, EFFECTIVENESS & EFFICIENCIES	Q's Cluster 3: RESILIENCE & DIGITIZATION	Q's Cluster 4: LNOB & LESSONS LEARNED
	UNDP COMPARATIVE ADVANTAGE, STRATEGIC PLAN, SIGNATURE SOLUTIONS	POLICY COHERENCE, INTEGRATION ACROSS THE THREE PRIORITIES, EVIDENCE OF CPD RRF PROGRESS	LDC GRADUATION, EVIDENCE OF INTEGRATION OF DIGITAL SOLUTIONS	FOCUS ON LNOB 'AT RISK' GROUPS GEWE, YOUTH, PWD, ETHNIC/MARGINALIZED, LESSONS LEARNED
	<p>1. Which national priorities is UNDP supporting?</p> <p>Within CPD pillar 1 / priority 1:</p> <p>a) which areas of the programme are progressing well, and why?</p> <p>b) Which area's not so well, and why?</p> <p>c) what adjustments are needed, and why?</p>	<p>2. In your opinion, is the overall CPD policy and programme offer of UNDP Lao clear, strategic and coherent, or projectized and fragmented – provide an explanation for your response, with examples?</p> <p>3. What evidence is there of:</p> <p>a) Strong CO leadership in collaboration across the three CPD priorities / pillars – give examples of linkage?</p> <p>b) UNDP facilitation within the UN system inc. joint programmes / programming acceleration of the SDGs?</p> <p>4. Has impact at scale been achieved, or is likely, in your results area of the CPD/RRF?</p>	<p>5. Within the context of the Gov't's longstanding goal of LDC graduation, how is the part of the programme implementation strengthening the resilience of institutions and systems?</p> <p>6. Have digital solutions been integrated you're your component of programme design and implementation?</p> <p>a) If so, where, and to what effect?</p> <p>b) If not, why not, key constraints?</p> <p>c) Are there any opportunities to do so?</p>	<p>7. Within the part of the programme for which you are responsible, what evidence and effect is there of a focus on:</p> <p>a) GEWE</p> <p>b) Youth</p> <p>c) 'At Risk' populations, e.g. PWD, ethnic groups,</p> <p>d) other marginalized populations (which ones)</p> <p>8. Reflecting on both your programme, and overall CPD implementation over the past 30 months, what are your top three reflections, lessons learned, recommendations for the next 30 months?</p>

Relevant CPD RRF Extract – related to: CPD Pillar 1 - ‘National Planning and Financing for Inclusive Development’

INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (United States dollars)
<p>Output 1.1. Development, financing and implementation of pro-poor/ green growth (COVID-19 recovery) policies, including a comprehensive social protection system, is strengthened</p> <p>1.1.1. Ninth and Tenth NSEDP with monitoring and evaluation framework and fully costed with financing strategy prepared <i>Baseline: 0 (2020) Target: 2 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.1.2. Ten-year fully costed strategy plan and monitoring and evaluation framework developed for unexploded ordnance sector <i>Baseline: 0 (2021) Target: 1 (2026)</i> <i>Source: NRA</i> <i>Frequency: Annual</i></p>	<p>Ministry of Planning and Investment (MPI), Ministry of Foreign Affairs (MoFA) MoLSW/National Regulatory Authority (NRA), ILO, UNICEF and Ministry of Information, Culture and Tourism (MICT)</p> <p>Other partners: World Bank Asian Development Bank (ADB) United Nations organizations and the private sector</p>	<p>Regular: \$2,864,000 Other: \$22,960,000</p>
<p>Output 1.2. Select ministries and local authorities in targeted provinces develop, implement and report on sectoral and local development plans that integrate SDGs (including Goal 18)</p> <p>1.2.1. Number of provincial plans that integrate SDGs <i>Baseline: 0 (2021) Target: 5 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.2.2. Number of annual SDG reports produced by sectoral ministries <i>Baseline: 0 (2021) Target: 50 (2026)</i> <i>Source: MPI/ Project report</i> <i>Frequency: Annual</i></p> <p>1.2.3. Number of NRA central and provincial offices that integrate Goal 18 targets into local development plan <i>Baseline: 0 (2021) Target: 6 (2026)</i> <i>Source: NRA/Project report</i></p>	<p>MPI, MOFA, Sectoral ministries, MLSW/NRA, Lao National Unexploded Ordnance Programme (UXO Lao)</p>	

Output 1.1:
Indicator:
1.1.1

Output 1.2:
Indicator:
1.2.1
1.2.2

Government Counterparts – Ministry of Technologies and Communications
[Whole CPD ? GUIDING QUESTIONS & DISCUSSIONS]

Q's Cluster 1: RELEVANCE to NATIONAL PRIORITIES	Q's Cluster 2: COHERENCE, EFFECTIVENESS & EFFICIENCIES	Q's Cluster 3: RESILIENCE & DIGITIZATION	Q's Cluster 4: LNOB & LESSONS LEARNED
UNDP COMPARATIVE ADVANTAGE, STRATEGIC PLAN, SIGNATURE SOLUTIONS	POLICY COHERENCE, INTEGRATION ACROSS THE THREE PRIORITIES, EVIDENCE OF CPD RRF PROGRESS	LDC GRADUATION, EVIDENCE OF INTEGRATION OF DIGITAL SOLUTIONS	FOCUS ON LNOB 'AT RISK' GROUPS GEWE, YOUTH, PWD, ETHNIC/MARGINALIZED, LESSONS LEARNED
<p>1. Which national priorities is UNDP supporting?</p> <p>a) which areas of the UNDP programme are progressing well, and why?</p> <p>b) Which areas not so well, and why?</p> <p>c) what adjustments are needed, and why?</p>	<p>2. In your opinion, is the overall CPD policy and programme offer of UNDP Lao clear, strategic and coherent, or projectized and fragmented – provide an explanation for your response, with examples?</p> <p>3. What evidence is there of:</p> <p>a) Strong CO leadership in collaboration across the three CPD priorities / pillars – give examples of linkage?</p> <p>b) UNDP facilitation within the UN system inc. joint programmes / programming acceleration of the SDGs?</p> <p>4. Has impact at scale been achieved, or is likely, in your results area of the CPD/RRF?</p>	<p>5. Within the context of the Gov't's longstanding goal of LDC graduation, how is the part of the programme implementation strengthening the resilience of institutions and systems?</p> <p>6. Have digital solutions been integrated you're your component of programme design and implementation?</p> <p>a) If so, where, and to what effect?</p> <p>b) If not, why not, key constraints?</p> <p>c) Are there any opportunities to do so?</p>	<p>7. Within the part of the programme for which you are responsible, what evidence and effect is there of a focus on:</p> <p>a) GEWE</p> <p>b) Youth</p> <p>c) 'At Risk' populations, e.g. PWD, ethnic groups,</p> <p>d) other marginalized populations (which ones)</p> <p>8. Reflecting on both your programme, and overall CPD implementation over the past 30 months, what are your top three reflections, lessons learned, recommendations for the next 30 months?</p>

**Government Counterparts – Ministry of Labour & Social Welfare
[Pillar 1 and 2 CPD - GUIDING QUESTIONS & DISCUSSIONS]**

	Q's Cluster 1: RELEVANCE to NATIONAL PRIORITIES	Q's Cluster 2: COHERENCE, EFFECTIVENESS & EFFICIENCIES	Q's Cluster 3: RESILIENCE & DIGITIZATION	Q's Cluster 4: LNOB & LESSONS LEARNED
	UNDP COMPARATIVE ADVANTAGE, STRATEGIC PLAN, SIGNATURE SOLUTIONS	POLICY COHERENCE, INTEGRATION ACROSS THE THREE PRIORITIES, EVIDENCE OF CPD RRF PROGRESS	LDC GRADUATION, EVIDENCE OF INTEGRATION OF DIGITAL SOLUTIONS	FOCUS ON LNOB 'AT RISK' GROUPS GEWE, YOUTH, PWD, ETHNIC/MARGINALIZED, LESSONS LEARNED
	<p>1. Which national priorities is UNDP supporting?</p> <p>a) which areas of the UNDP programme are progressing well, and why?</p> <p>b) Which areas not so well, and why?</p> <p>c) what adjustments are needed, and why?</p>	<p>2. In your opinion, is the overall CPD policy and programme offer of UNDP Lao clear, strategic and coherent, or projectized and fragmented – provide an explanation for your response, with examples?</p> <p>3. What evidence is there of:</p> <p>a) Strong CO leadership in collaboration across the three CPD priorities / pillars – give examples of linkage?</p> <p>b) UNDP facilitation within the UN system inc. joint programmes / programming acceleration of the SDGs?</p> <p>4. Has impact at scale been achieved, or is likely, in your results area of the CPD/RRF?</p>	<p>5. Within the context of the Gov't's longstanding goal of LDC graduation, how is the part of the programme implementation strengthening the resilience of institutions and systems?</p> <p>6. Have digital solutions been integrated you're your component of programme design and implementation?</p> <p>a) If so, where, and to what effect?</p> <p>b) If not, why not, key constraints?</p> <p>c) Are there any opportunities to do so?</p>	<p>7. Within the part of the programme for which you are responsible, what evidence and effect is there of a focus on:</p> <p>a) GEWE</p> <p>b) Youth</p> <p>c) 'At Risk' populations, e.g. PWD, ethnic groups,</p> <p>d) other marginalized populations (which ones)</p> <p>8. Reflecting on both your programme, and overall CPD implementation over the past 30 months, what are your top three reflections, lessons learned, recommendations for the next 30 months?</p>

Relevant CPD RRF Extract – related to: CPD Pillar 1 - ‘National Planning and Financing for Inclusive Development’

INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (United States dollars)
<p>Output 1.1. Development, financing and implementation of pro-poor/ green growth (COVID-19 recovery) policies, including a comprehensive social protection system, is strengthened</p> <p>1.1.1. Ninth and Tenth NSEDP with monitoring and evaluation framework and fully costed with financing strategy prepared <i>Baseline: 0 (2020) Target: 2 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.1.2. Ten-year fully costed strategy plan and monitoring and evaluation framework developed for unexploded ordnance sector <i>Baseline: 0 (2021) Target: 1 (2026)</i> <i>Source: NRA</i> <i>Frequency: Annual</i></p>	<p>Ministry of Planning and Investment (MPI), Ministry of Foreign Affairs (MoFA) MoLSW/National Regulatory Authority (NRA), ILO, UNICEF and Ministry of Information, Culture and Tourism (MICT)</p> <p>Other partners: World Bank Asian Development Bank (ADB) United Nations organizations and the private sector</p>	<p>Regular: \$2,864,000 Other: \$22,960,000</p>
<p>Output 1.2. Select ministries and local authorities in targeted provinces develop, implement and report on sectoral and local development plans that integrate SDGs (including Goal 18)</p> <p>1.2.1. Number of provincial plans that integrate SDGs <i>Baseline: 0 (2021) Target: 5 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.2.2. Number of annual SDG reports produced by sectoral ministries <i>Baseline: 0 (2021) Target: 50 (2026)</i> <i>Source: MPI/ Project report</i> <i>Frequency: Annual</i></p> <p>1.2.3. Number of NRA central and provincial offices that integrate Goal 18 targets into local development plan <i>Baseline: 0 (2021) Target: 6 (2026)</i> <i>Source: NRA/Project report</i></p>	<p>MPI, MOFA, Sectoral ministries, MLSW/NRA, Lao National Unexploded Ordnance Programme (UXO Lao)</p>	

Output 1.1:
Indicator:
1.1.1

Output 1.2:
Indicator:
1.2.1
1.2.2

Relevant CPD RRF Extract – related to: **CPD Pillar 1 - 'UXO Portfolio'**

INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (United States dollars)
<p>Output 1.1. Development, financing and implementation of pro-poor/ green growth (COVID-19 recovery) policies, including a comprehensive social protection system, is strengthened</p> <p>1.1.1. Ninth and Tenth NSEDP with monitoring and evaluation framework and fully costed with financing strategy prepared <i>Baseline: 0 (2020) Target: 2 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.1.2. Ten-year fully costed strategy plan and monitoring and evaluation framework developed for unexploded ordnance sector <i>Baseline: 0 (2021) Target: 1 (2026)</i> <i>Source: NRA</i> <i>Frequency: Annual</i></p>	<p>Ministry of Planning and Investment (MPI), Ministry of Foreign Affairs (MoFA) MoLSW/National Regulatory Authority (NRA), ILO, UNICEF and Ministry of Information, Culture and Tourism (MICT)</p> <p>Other partners: World Bank Asian Development Bank United Nations organizations and the private sector</p>	<p>Regular: \$2,864,000 Other: \$22,960,000</p>
<p>Output 1.2. Select ministries and local authorities in targeted provinces develop, implement and report on sectoral and local development plans that integrate SDGs (including Goal 18)</p> <p>1.2.1. Number of provincial plans that integrate SDGs <i>Baseline: 0 (2021) Target: 5 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.2.2. Number of annual SDG reports produced by sectoral ministries <i>Baseline: 0 (2021) Target: 50 (2026)</i> <i>Source: MPI/ Project report</i> <i>Frequency: Annual</i></p> <p>1.2.3. Number of NRA central and provincial offices that integrate Goal 18 targets into local development plan <i>Baseline: 0 (2021) Target: 6 (2026)</i> <i>Source: NRA/Project report</i></p>	<p>MPI, MOFA, Sectoral ministries, MLSW/NRA, Lao National Unexploded Ordnance Programme (UXO Lao)</p>	
<p>Output 1.3. Vulnerable groups, especially women, young people, persons with disabilities, ethnic groups and those impacted by unexploded ordnance, have increased access to vocational training (TVET), employment and entrepreneurship opportunities</p> <p>1.3.1. Percentage of trainees with increased income six months after training (disaggregated by sex, age and ethnicity) <i>Baseline: 0% (2021) Target: 30% (2026)</i> <i>Source: LWU and LYU/ Project reports</i> <i>Frequency: Annual</i></p> <p>1.3.2. Number of people living in areas cleared of unexploded ordnance with UNDP support (disaggregated by sex, age and ethnicity) <i>Baseline: 9,537 (2020) Target: 20,000 (2026)</i> <i>Source: NRA</i> <i>Frequency: Annual</i></p>	<p>NRA UXO Lao Lao Women's Union (LWU) Lao Youth Union (LYU) MICT Private sector</p>	

Output 1.1:
Indicator:
1.1.2

Output 1.2:
Indicator:
1.2.3

Output 1.3:
Indicator:
1.3.1
1.3.2

Relevant CPD RRF Extract – related to: CPD Pillar 2 - 'Environment, Climate Change and Resilience'

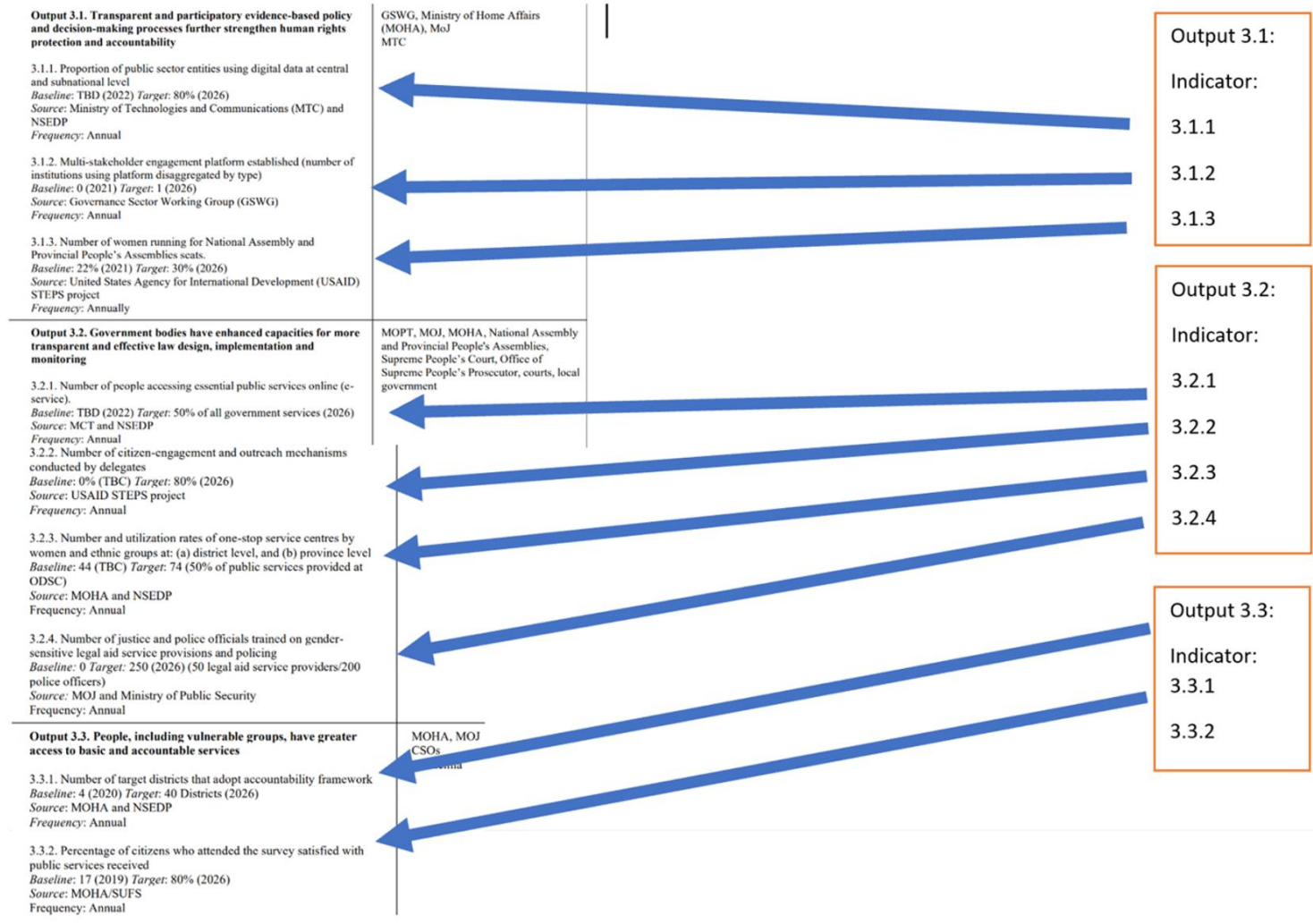
<p>Output 2.1. State authorities develop policies and guidelines that improve natural resources management, disaster risk management and resilience to climate change</p> <p>2.1.1. Number of financing solutions for conservation implemented Percentage increase in financing amount for conservation <i>Baseline: 0 (2020) Target: 3 (2026)</i> <i>Source: MONRE and MLSW/Project reports</i> <i>Frequency: Annual</i></p> <p>2.1.2. Number of functioning and linked early warning systems at national and provincial level in target provinces. <i>Baseline: 0 (2021) Target: 10 (2026)</i> <i>Source: MONRE and MLSW/Project reports</i> <i>Frequency: Annual</i></p>	<p>MONRE, MAF, MPI, Ministry of Finance (MOF) and MLSW (Department of Social Welfare – National Disaster Management Office)</p> <p>UNEP, FAO, UNDRR, UNCDF International Union for Conservation of</p> <p>ADB, World Bank</p>	<p>Regular: \$2,700,000</p> <p>Other: \$37,765,000</p>	<p>Output 2.1:</p> <p>Indicator: 2.1.1 2.1.2</p>
<p>Output 2.2. Local authorities have enhanced capacities to implement integrated natural resources management and DRR systems</p> <p>2.2.1. Disaster loss database established and operational <i>Baseline: 0 (2021) Target: 1 (2026)</i> <i>Source: MLSW</i> <i>Frequency: Annual</i></p> <p>2.2.2. Number of local governments that adopt and implement local natural resource management strategies, disaggregated by (a) province, (b) district, and (c) village <i>Baseline 2: (2021) Target: (2026) (a) province =5, (b) district 15 and (c) village 50</i> <i>Source: UNDP/MAF/ MONRE</i> <i>Frequency: Annual</i></p>	<p>MLSW MAF MONRE Local government UNDRR FAO UNEP</p>		<p>Output 2.2:</p> <p>Indicator: 2.2.1 2.2.2</p>
<p>Output 2.3. Vulnerable rural communities participate in protected area management and conservation of ecosystems and wildlife and increase resilience to natural hazards-induced disasters and climate change</p> <p>2.3.1. Number of vulnerable communities in selected provinces participating in protected area management and conservation of ecosystem and wildlife <i>Baseline: 16 (2021) Target: 32 (2026)</i> <i>Source: UNDP, MAF and MONRE</i> <i>Frequency: Annual</i></p> <p>2.3.2. Percentage of women in vulnerable communities benefiting from assisted sustainable management of natural resources, forests, ecosystem services <i>Baseline: 15% (2021) Target: 33% women (2026)</i> <i>Source: UNDP, MAF and MONRE/Project report</i> <i>Frequency: Annual</i></p>	<p>MAF MONRE CSOs UNDRR UNEP FAO</p>	<p>2.3.3. Percentage of women in vulnerable communities benefiting from disaster resilience initiatives <i>Baseline: 15% (2021) Target: 33% women (2026)</i> <i>Source: UNDP, MAF and MONRE/Project report</i> <i>Frequency: Annual</i></p>	<p>Output 2.3:</p> <p>Indicator: 2.3.1 2.3.2 2.3.3</p>

Government Counterparts – Ministry of Justice
[Pillar 3 CPD - GUIDING QUESTIONS & DISCUSSIONS]

	Q's Cluster 1: RELEVANCE to NATIONAL PRIORITIES	Q's Cluster 2: COHERENCE, EFFECTIVENESS & EFFICIENCIES	Q's Cluster 3: RESILIENCE & DIGITIZATION	Q's Cluster 4: LNOB & LESSONS LEARNED
	UNDP COMPARATIVE ADVANTAGE, STRATEGIC PLAN, SIGNATURE SOLUTIONS	POLICY COHERENCE, INTEGRATION ACROSS THE THREE PRIORITIES, EVIDENCE OF CPD RRF PROGRESS	LDC GRADUATION, EVIDENCE OF INTEGRATION OF DIGITAL SOLUTIONS	FOCUS ON LNOB 'AT RISK' GROUPS GEWE, YOUTH, PWD, ETHNIC/MARGINALIZED, LESSONS LEARNED
	<p>1. Which national priorities is UNDP supporting?</p> <p>a) which areas of the UNDP programme are progressing well, and why?</p> <p>b) Which areas not so well, and why?</p> <p>c) what adjustments are needed, and why?</p>	<p>2. In your opinion, is the overall CPD policy and programme offer of UNDP Lao clear, strategic and coherent, or projectized and fragmented – provide an explanation for your response, with examples?</p> <p>3. What evidence is there of:</p> <p>a) Strong CO leadership in collaboration across the three CPD priorities / pillars – give examples of linkage?</p> <p>b) UNDP facilitation within the UN system inc. joint programmes / programming acceleration of the SDGs?</p> <p>4. Has impact at scale been achieved, or is likely, in your results area of the CPD/RRF?</p>	<p>5. Within the context of the Gov't's longstanding goal of LDC graduation, how is the part of the programme implementation strengthening the resilience of institutions and systems?</p> <p>6. Have digital solutions been integrated you're your component of programme design and implementation?</p> <p>a) If so, where, and to what effect?</p> <p>b) If not, why not, key constraints?</p> <p>c) Are there any opportunities to do so?</p>	<p>7. Within the part of the programme for which you are responsible, what evidence and effect is there of a focus on:</p> <p>a) GEWE</p> <p>b) Youth</p> <p>c) 'At Risk' populations, e.g. PWD, ethnic groups,</p> <p>d) other marginalized populations (which ones)</p> <p>8. Reflecting on both your programme, and overall CPD implementation over the past 30 months, what are your top three reflections, lessons learned, recommendations for the next 30 months?</p>

Relevant CPD RRF Extract – related to: **Governance & Rule of Law –**

Project Focus: 'Prevention and Elimination of Violence Against Women (or Khan Hom Project)'

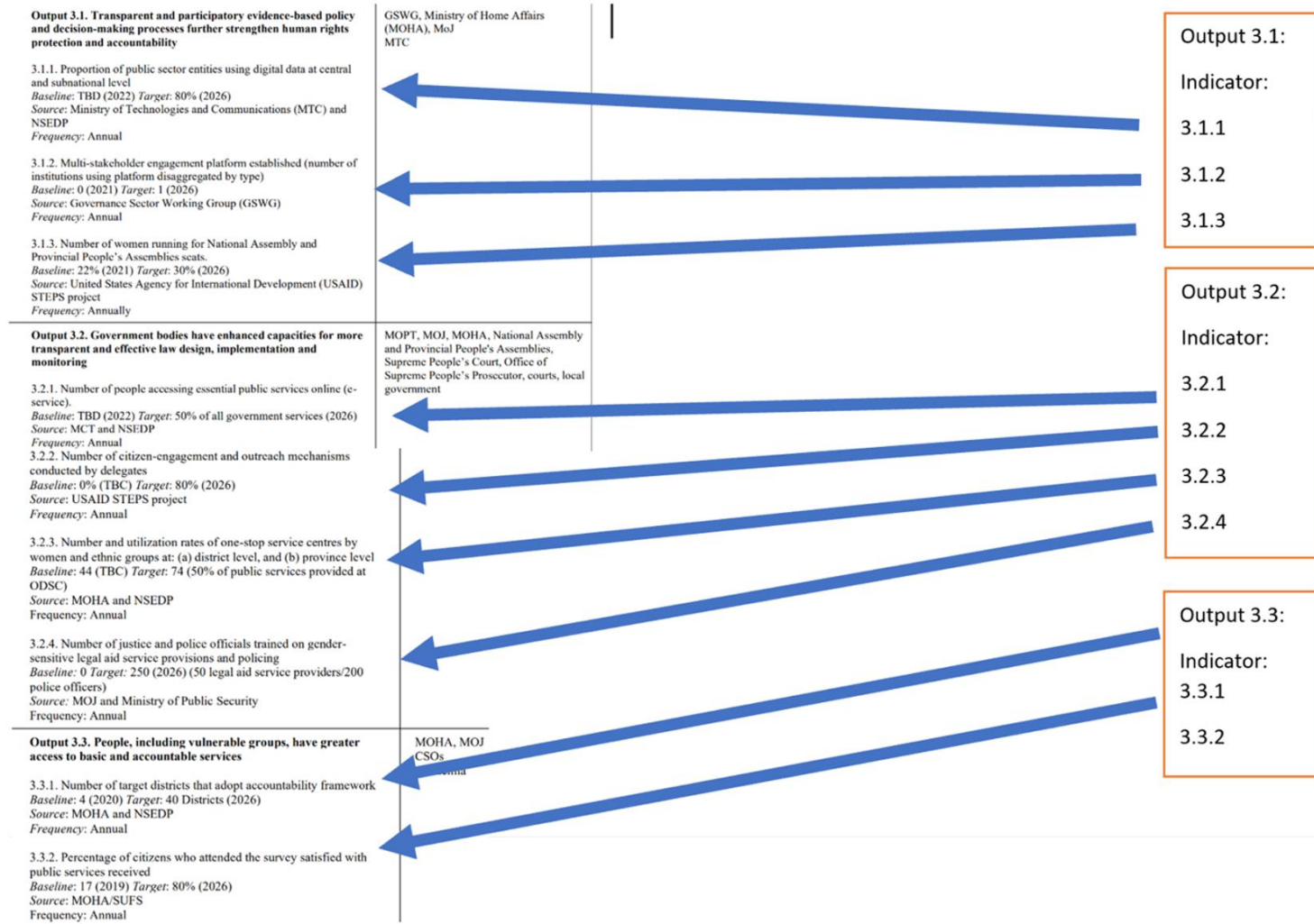


**Government Counterparts – Ministry of Home Affairs
[Pillar 3 CPD - GUIDING QUESTIONS & DISCUSSIONS]**

	Q's Cluster 1: RELEVANCE to NATIONAL PRIORITIES	Q's Cluster 2: COHERENCE, EFFECTIVENESS & EFFICIENCIES	Q's Cluster 3: RESILIENCE & DIGITIZATION	Q's Cluster 4: LNOB & LESSONS LEARNED
	UNDP COMPARATIVE ADVANTAGE, STRATEGIC PLAN, SIGNATURE SOLUTIONS	POLICY COHERENCE, INTEGRATION ACROSS THE THREE PRIORITIES, EVIDENCE OF CPD RRF PROGRESS	LDC GRADUATION, EVIDENCE OF INTEGRATION OF DIGITAL SOLUTIONS	FOCUS ON LNOB 'AT RISK' GROUPS GEWE, YOUTH, PWD, ETHNIC/MARGINALIZED, LESSONS LEARNED
	<p>1. Which national priorities is UNDP supporting?</p> <p>a) which areas of the UNDP programme are progressing well, and why?</p> <p>b) Which areas not so well, and why?</p> <p>c) what adjustments are needed, and why?</p>	<p>2. In your opinion, is the overall CPD policy and programme offer of UNDP Lao clear, strategic and coherent, or projectized and fragmented – provide an explanation for your response, with examples?</p> <p>3. What evidence is there of:</p> <p>a) Strong CO leadership in collaboration across the three CPD priorities / pillars – give examples of linkage?</p> <p>b) UNDP facilitation within the UN system inc. joint programmes / programming acceleration of the SDGs?</p> <p>4. Has impact at scale been achieved, or is likely, in your results area of the CPD/RRF?</p>	<p>5. Within the context of the Gov't's longstanding goal of LDC graduation, how is the part of the programme implementation strengthening the resilience of institutions and systems?</p> <p>6. Have digital solutions been integrated you're your component of programme design and implementation?</p> <p>a) If so, where, and to what effect?</p> <p>b) If not, why not, key constraints?</p> <p>c) Are there any opportunities to do so?</p>	<p>7. Within the part of the programme for which you are responsible, what evidence and effect is there of a focus on:</p> <p>a) GEWE</p> <p>b) Youth</p> <p>c) 'At Risk' populations, e.g. PWD, ethnic groups,</p> <p>d) other marginalized populations (which ones)</p> <p>8. Reflecting on both your programme, and overall CPD implementation over the past 30 months, what are your top three reflections, lessons learned, recommendations for the next 30 months?</p>

Relevant CPD RRF Extract – related to: **Governance & Rule of Law –**

Project Focus: 'Prevention and Elimination of Violence Against Women (or Khan Hom Project)'

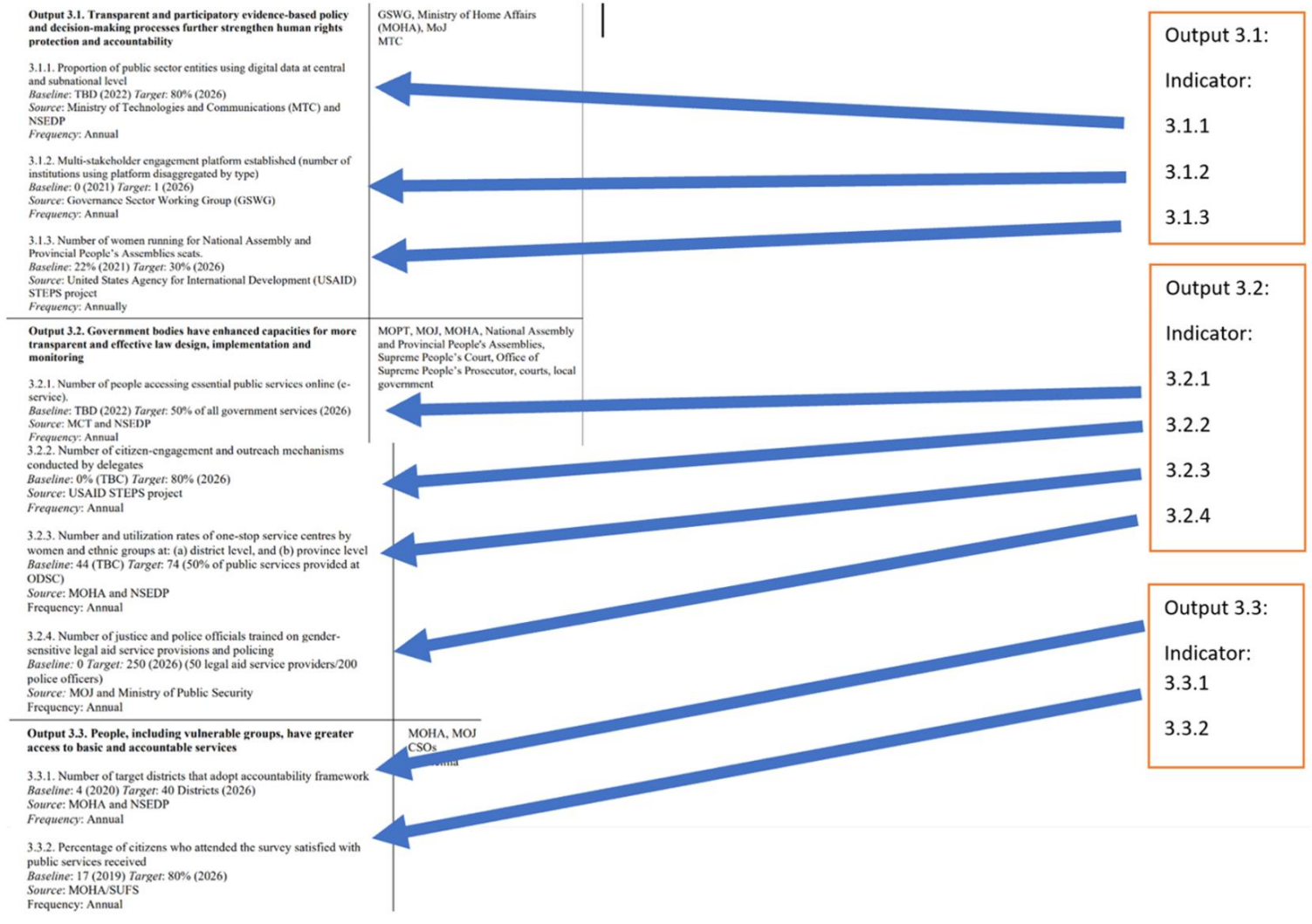


Government Counterparts – National Assembly
[Pillar 3 CPD - GUIDING QUESTIONS & DISCUSSIONS]

	Q's Cluster 1: RELEVANCE to NATIONAL PRIORITIES	Q's Cluster 2: COHERENCE, EFFECTIVENESS & EFFICIENCIES	Q's Cluster 3: RESILIENCE & DIGITIZATION	Q's Cluster 4: LNOB & LESSONS LEARNED
	UNDP COMPARATIVE ADVANTAGE, STRATEGIC PLAN, SIGNATURE SOLUTIONS	POLICY COHERENCE, INTEGRATION ACROSS THE THREE PRIORITIES, EVIDENCE OF CPD RRF PROGRESS	LDC GRADUATION, EVIDENCE OF INTEGRATION OF DIGITAL SOLUTIONS	FOCUS ON LNOB 'AT RISK' GROUPS GEWE, YOUTH, PWD, ETHNIC/MARGINALIZED, LESSONS LEARNED
	<p>1. Which national priorities is UNDP supporting?</p> <p>a) which areas of the UNDP programme are progressing well, and why?</p> <p>b) Which area's not so well, and why?</p> <p>c) what adjustments are needed, and why?</p>	<p>2. In your opinion, is the overall CPD policy and programme offer of UNDP Lao clear, strategic and coherent, or projectized and fragmented – provide an explanation for your response, with examples?</p> <p>3. What evidence is there of:</p> <p>a) Strong CO leadership in collaboration across the three CPD priorities / pillars – give examples of linkage?</p> <p>b) UNDP facilitation within the UN system inc. joint programmes / programming acceleration of the SDGs?</p> <p>4. Has impact at scale been achieved, or is likely, in your results area of the CPD/RRF?</p>	<p>5. Within the context of the Gov't's longstanding goal of LDC graduation, how is the part of the programme implementation strengthening the resilience of institutions and systems?</p> <p>6. Have digital solutions been integrated you're your component of programme design and implementation?</p> <p>a) If so, where, and to what effect?</p> <p>b) If not, why not, key constraints?</p> <p>c) Are there any opportunities to do so?</p>	<p>7. Within the part of the programme for which you are responsible, what evidence and effect is there of a focus on:</p> <p>a) GEWE</p> <p>b) Youth</p> <p>c) 'At Risk' populations, e.g. PWD, ethnic groups,</p> <p>d) other marginalized populations (which ones)</p> <p>8. Reflecting on both your programme, and overall CPD implementation over the past 30 months, what are your top three reflections, lessons learned, recommendations for the next 30 months?</p>

Relevant CPD RRF Extract – related to: **Governance & Rule of Law –**

Project Focus: 'Prevention and Elimination of Violence Against Women (or Khan Hom Project)'



**Government Counterparts – Ministry of Agriculture and Forestry
[Pillar 2 CPD - GUIDING QUESTIONS & DISCUSSIONS]**

	Q's Cluster 1: RELEVANCE to NATIONAL PRIORITIES	Q's Cluster 2: COHERENCE, EFFECTIVENESS & EFFICIENCIES	Q's Cluster 3: RESILIENCE & DIGITIZATION	Q's Cluster 4: LNOB & LESSONS LEARNED
	UNDP COMPARATIVE ADVANTAGE, STRATEGIC PLAN, SIGNATURE SOLUTIONS	POLICY COHERENCE, INTEGRATION ACROSS THE THREE PRIORITIES, EVIDENCE OF CPD RRF PROGRESS	LDC GRADUATION, EVIDENCE OF INTEGRATION OF DIGITAL SOLUTIONS	FOCUS ON LNOB 'AT RISK' GROUPS GEWE, YOUTH, PWD, ETHNIC/MARGINALIZED, LESSONS LEARNED
	<p>1. Which national priorities is UNDP supporting?</p> <p>a) which areas of the UNDP programme are progressing well, and why?</p> <p>b) Which areas not so well, and why?</p> <p>c) what adjustments are needed, and why?</p>	<p>2. In your opinion, is the overall CPD policy and programme offer of UNDP Lao clear, strategic and coherent, or projectized and fragmented – provide an explanation for your response, with examples?</p> <p>3. What evidence is there of:</p> <p>a) Strong CO leadership in collaboration across the three CPD priorities / pillars – give examples of linkage?</p> <p>b) UNDP facilitation within the UN system inc. joint programmes / programming acceleration of the SDGs?</p> <p>4. Has impact at scale been achieved, or is likely, in your results area of the CPD/RRF?</p>	<p>5. Within the context of the Gov't's longstanding goal of LDC graduation, how is the part of the programme implementation strengthening the resilience of institutions and systems?</p> <p>6. Have digital solutions been integrated you're your component of programme design and implementation?</p> <p>a) If so, where, and to what effect?</p> <p>b) If not, why not, key constraints?</p> <p>c) Are there any opportunities to do so?</p>	<p>7. Within the part of the programme for which you are responsible, what evidence and effect is there of a focus on:</p> <p>a) GEWE</p> <p>b) Youth</p> <p>c) 'At Risk' populations, e.g. PWD, ethnic groups,</p> <p>d) other marginalized populations (which ones)</p> <p>8. Reflecting on both your programme, and overall CPD implementation over the past 30 months, what are your top three reflections, lessons learned, recommendations for the next 30 months?</p>

Relevant CPD RRF Extract – related to: CPD Pillar 2 - 'Environment, Climate Change and Resilience'

<p>Output 2.1. State authorities develop policies and guidelines that improve natural resources management, disaster risk management and resilience to climate change</p> <p>2.1.1. Number of financing solutions for conservation implemented Percentage increase in financing amount for conservation <i>Baseline: 0 (2020) Target: 3 (2026)</i> <i>Source: MONRE and MLSW/Project reports</i> <i>Frequency: Annual</i></p> <p>2.1.2. Number of functioning and linked early warning systems at national and provincial level in target provinces. <i>Baseline: 0 (2021) Target: 10 (2026)</i> <i>Source: MONRE and MLSW/Project reports</i> <i>Frequency: Annual</i></p>	<p>MONRE, MAF, MPI, Ministry of Finance (MOF) and MLSW (Department of Social Welfare – National Disaster Management Office)</p> <p>UNEP, FAO, UNDRR, UNCDF International Union for Conservation of</p> <p>ADB, World Bank</p>	<p>Regular: \$2,700,000</p> <p>Other: \$37,765,000</p>	<p>Output 2.1:</p> <p>Indicator: 2.1.1 2.1.2</p>
<p>Output 2.2. Local authorities have enhanced capacities to implement integrated natural resources management and DRR systems</p> <p>2.2.1. Disaster loss database established and operational <i>Baseline: 0 (2021) Target: 1 (2026)</i> <i>Source: MLSW</i> <i>Frequency: Annual</i></p> <p>2.2.2. Number of local governments that adopt and implement local natural resource management strategies, disaggregated by (a) province, (b) district, and (c) village <i>Baseline 2: (2021) Target: (2026) (a) province =5, (b) district 15 and (c) village 50</i> <i>Source: UNDP/MAF/ MONRE</i> <i>Frequency: Annual</i></p>	<p>MLSW MAF MONRE Local government UNDRR FAO UNEP</p>		<p>Output 2.2:</p> <p>Indicator: 2.2.1 2.2.2</p>
<p>Output 2.3. Vulnerable rural communities participate in protected area management and conservation of ecosystems and wildlife and increase resilience to natural hazards-induced disasters and climate change</p> <p>2.3.1. Number of vulnerable communities in selected provinces participating in protected area management and conservation of ecosystem and wildlife <i>Baseline: 16 (2021) Target: 32 (2026)</i> <i>Source: UNDP, MAF and MONRE</i> <i>Frequency: Annual</i></p> <p>2.3.2. Percentage of women in vulnerable communities benefiting from assisted sustainable management of natural resources, forests, ecosystem services <i>Baseline: 15% (2021) Target: 33% women (2026)</i> <i>Source: UNDP, MAF and MONRE/Project report</i> <i>Frequency: Annual</i></p>	<p>MAF MONRE CSOs UNDRR UNEP FAO</p>	<p>2.3.3. Percentage of women in vulnerable communities benefiting from disaster resilience initiatives <i>Baseline: 15% (2021) Target: 33% women (2026)</i> <i>Source: UNDP, MAF and MONRE/Project report</i> <i>Frequency: Annual</i></p>	<p>Output 2.3:</p> <p>Indicator: 2.3.1 2.3.2 2.3.3</p>

Government Counterparts – Ministry of Finance
[Pillar 1 CPD - GUIDING QUESTIONS & DISCUSSIONS]

	Q's Cluster 1: RELEVANCE to NATIONAL PRIORITIES	Q's Cluster 2: COHERENCE, EFFECTIVENESS & EFFICIENCIES	Q's Cluster 3: RESILIENCE & DIGITIZATION	Q's Cluster 4: LNOB & LESSONS LEARNED
	UNDP COMPARATIVE ADVANTAGE, STRATEGIC PLAN, SIGNATURE SOLUTIONS	POLICY COHERENCE, INTEGRATION ACROSS THE THREE PRIORITIES, EVIDENCE OF CPD RRF PROGRESS	LDC GRADUATION, EVIDENCE OF INTEGRATION OF DIGITAL SOLUTIONS	FOCUS ON LNOB 'AT RISK' GROUPS GEWE, YOUTH, PWD, ETHNIC/MARGINALIZED, LESSONS LEARNED
	<p>1. Which national priorities is UNDP supporting?</p> <p>a) which areas of the UNDP programme are progressing well, and why?</p> <p>b) Which areas not so well, and why?</p> <p>c) what adjustments are needed, and why?</p>	<p>2. In your opinion, is the overall CPD policy and programme offer of UNDP Lao clear, strategic and coherent, or projectized and fragmented – provide an explanation for your response, with examples?</p> <p>3. What evidence is there of:</p> <p>a) Strong CO leadership in collaboration across the three CPD priorities / pillars – give examples of linkage?</p> <p>b) UNDP facilitation within the UN system inc. joint programmes / programming acceleration of the SDGs?</p> <p>4. Has impact at scale been achieved, or is likely, in your results area of the CPD/RRF?</p>	<p>5. Within the context of the Gov't's longstanding goal of LDC graduation, how is the part of the programme implementation strengthening the resilience of institutions and systems?</p> <p>6. Have digital solutions been integrated you're your component of programme design and implementation?</p> <p>a) If so, where, and to what effect?</p> <p>b) If not, why not, key constraints?</p> <p>c) Are there any opportunities to do so?</p>	<p>7. Within the part of the programme for which you are responsible, what evidence and effect is there of a focus on:</p> <p>a) GEWE</p> <p>b) Youth</p> <p>c) 'At Risk' populations, e.g. PWD, ethnic groups,</p> <p>d) other marginalized populations (which ones)</p> <p>8. Reflecting on both your programme, and overall CPD implementation over the past 30 months, what are your top three reflections, lessons learned, recommendations for the next 30 months?</p>

Relevant CPD RRF Extract – related to: **CPD Pillar 1 - 'National Planning and Financing for Inclusive Development'**

INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (United States dollars)
<p>Output 1.1. Development, financing and implementation of pro-poor/ green growth (COVID-19 recovery) policies, including a comprehensive social protection system, is strengthened</p> <p>1.1.1. Ninth and Tenth NSEDP with monitoring and evaluation framework and fully costed with financing strategy prepared <i>Baseline: 0 (2020) Target: 2 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.1.2. Ten-year fully costed strategy plan and monitoring and evaluation framework developed for unexploded ordnance sector <i>Baseline: 0 (2021) Target: 1 (2026)</i> <i>Source: NRA</i> <i>Frequency: Annual</i></p>	<p>Ministry of Planning and Investment (MPI), Ministry of Foreign Affairs (MoFA) MoLSW/National Regulatory Authority (NRA), ILO, UNICEF and Ministry of Information, Culture and Tourism (MICT)</p> <p>Other partners: World Bank Asian Development Bank (ADB) United Nations organizations and the private sector</p>	<p>Regular: \$2,864,000 Other: \$22,960,000</p>
<p>Output 1.2. Select ministries and local authorities in targeted provinces develop, implement and report on sectoral and local development plans that integrate SDGs (including Goal 18)</p> <p>1.2.1. Number of provincial plans that integrate SDGs <i>Baseline: 0 (2021) Target: 5 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.2.2. Number of annual SDG reports produced by sectoral ministries <i>Baseline: 0 (2021) Target: 50 (2026)</i> <i>Source: MPI/ Project report</i> <i>Frequency: Annual</i></p> <p>1.2.3. Number of NRA central and provincial offices that integrate Goal 18 targets into local development plan <i>Baseline: 0 (2021) Target: 6 (2026)</i> <i>Source: NRA/Project report</i></p>	<p>MPI, MOFA, Sectoral ministries, MLSW/NRA, Lao National Unexploded Ordnance Programme (UXO Lao)</p>	

Output 1.1:
Indicator:
1.1.1

Output 1.2:
Indicator:
1.2.1
1.2.2

**Government Counterparts – Ministry of Natural Resources & Environment – Dept. of Climate Change
[Pillar 2 CPD - GUIDING QUESTIONS & DISCUSSIONS]**

Q's Cluster 1: RELEVANCE to NATIONAL PRIORITIES	Q's Cluster 2: COHERENCE, EFFECTIVENESS & EFFICIENCIES	Q's Cluster 3: RESILIENCE & DIGITIZATION	Q's Cluster 4: LNOB & LESSONS LEARNED
UNDP COMPARATIVE ADVANTAGE, STRATEGIC PLAN, SIGNATURE SOLUTIONS	POLICY COHERENCE, INTEGRATION ACROSS THE THREE PRIORITIES, EVIDENCE OF CPD RRF PROGRESS	LDC GRADUATION, EVIDENCE OF INTEGRATION OF DIGITAL SOLUTIONS	FOCUS ON LNOB 'AT RISK' GROUPS GEWE, YOUTH, PWD, ETHNIC/MARGINALIZED, LESSONS LEARNED
<p>1. Which national priorities is UNDP supporting?</p> <p>a) which areas of the UNDP programme are progressing well, and why?</p> <p>b) Which areas not so well, and why?</p> <p>c) what adjustments are needed, and why?</p>	<p>2. In your opinion, is the overall CPD policy and programme offer of UNDP Lao clear, strategic and coherent, or projectized and fragmented – provide an explanation for your response, with examples?</p> <p>3. What evidence is there of:</p> <p>a) Strong CO leadership in collaboration across the three CPD priorities / pillars – give examples of linkage?</p> <p>b) UNDP facilitation within the UN system inc. joint programmes / programming acceleration of the SDGs?</p> <p>4. Has impact at scale been achieved, or is likely, in your results area of the CPD/RRF?</p>	<p>5. Within the context of the Gov't's longstanding goal of LDC graduation, how is the part of the programme implementation strengthening the resilience of institutions and systems?</p> <p>6. Have digital solutions been integrated you're your component of programme design and implementation?</p> <p>a) If so, where, and to what effect?</p> <p>b) If not, why not, key constraints?</p> <p>c) Are there any opportunities to do so?</p>	<p>7. Within the part of the programme for which you are responsible, what evidence and effect is there of a focus on:</p> <p>a) GEWE</p> <p>b) Youth</p> <p>c) 'At Risk' populations, e.g. PWD, ethnic groups,</p> <p>d) other marginalized populations (which ones)</p> <p>8. Reflecting on both your programme, and overall CPD implementation over the past 30 months, what are your top three reflections, lessons learned, recommendations for the next 30 months?</p>

Relevant CPD RRF Extract – related to: CPD Pillar 2 - 'Environment, Climate Change and Resilience'

<p>Output 2.1. State authorities develop policies and guidelines that improve natural resources management, disaster risk management and resilience to climate change</p> <p>2.1.1. Number of financing solutions for conservation implemented Percentage increase in financing amount for conservation <i>Baseline: 0 (2020) Target: 3 (2026)</i> <i>Source: MONRE and MLSW/Project reports</i> <i>Frequency: Annual</i></p> <p>2.1.2. Number of functioning and linked early warning systems at national and provincial level in target provinces. <i>Baseline: 0 (2021) Target: 10 (2026)</i> <i>Source: MONRE and MLSW/Project reports</i> <i>Frequency: Annual</i></p>	<p>MONRE, MAF, MPI, Ministry of Finance (MOF) and MLSW (Department of Social Welfare – National Disaster Management Office)</p> <p>UNEP, FAO, UNDRR, UNCDF International Union for Conservation of</p> <p>ADB, World Bank</p>	<p>Regular: \$2,700,000</p> <p>Other: \$37,765,000</p>	<p>Output 2.1:</p> <p>Indicator: 2.1.1 2.1.2</p>
<p>Output 2.2. Local authorities have enhanced capacities to implement integrated natural resources management and DRR systems</p> <p>2.2.1. Disaster loss database established and operational <i>Baseline: 0 (2021) Target: 1 (2026)</i> <i>Source: MLSW</i> <i>Frequency: Annual</i></p> <p>2.2.2. Number of local governments that adopt and implement local natural resource management strategies, disaggregated by (a) province, (b) district, and (c) village <i>Baseline 2: (2021) Target: (2026) (a) province =5, (b) district 15 and (c) village 50</i> <i>Source: UNDP/MAF/ MONRE</i> <i>Frequency: Annual</i></p>	<p>MLSW MAF MONRE Local government UNDRR FAO UNEP</p>		<p>Output 2.2:</p> <p>Indicator: 2.2.1 2.2.2</p>
<p>Output 2.3. Vulnerable rural communities participate in protected area management and conservation of ecosystems and wildlife and increase resilience to natural hazards-induced disasters and climate change</p> <p>2.3.1. Number of vulnerable communities in selected provinces participating in protected area management and conservation of ecosystem and wildlife <i>Baseline: 16 (2021) Target: 32 (2026)</i> <i>Source: UNDP, MAF and MONRE</i> <i>Frequency: Annual</i></p> <p>2.3.2. Percentage of women in vulnerable communities benefiting from assisted sustainable management of natural resources, forests, ecosystem services <i>Baseline: 15% (2021) Target: 33% women (2026)</i> <i>Source: UNDP, MAF and MONRE/Project report</i> <i>Frequency: Annual</i></p>	<p>MAF MONRE CSOs UNDRR UNEP FAO</p>	<p>2.3.3. Percentage of women in vulnerable communities benefiting from disaster resilience initiatives <i>Baseline: 15% (2021) Target: 33% women (2026)</i> <i>Source: UNDP, MAF and MONRE/Project report</i> <i>Frequency: Annual</i></p>	<p>Output 2.3:</p> <p>Indicator: 2.3.1 2.3.2 2.3.3</p>

**Government Counterparts – National Regulatory Authority (NRA)
[Pillar 1 CPD - GUIDING QUESTIONS & DISCUSSIONS]**

	Q's Cluster 1: RELEVANCE to NATIONAL PRIORITIES	Q's Cluster 2: COHERENCE, EFFECTIVENESS & EFFICIENCIES	Q's Cluster 3: RESILIENCE & DIGITIZATION	Q's Cluster 4: LNOB & LESSONS LEARNED
	UNDP COMPARATIVE ADVANTAGE, STRATEGIC PLAN, SIGNATURE SOLUTIONS	POLICY COHERENCE, INTEGRATION ACROSS THE THREE PRIORITIES, EVIDENCE OF CPD RRF PROGRESS	LDC GRADUATION, EVIDENCE OF INTEGRATION OF DIGITAL SOLUTIONS	FOCUS ON LNOB 'AT RISK' GROUPS GEWE, YOUTH, PWD, ETHNIC/MARGINALIZED, LESSONS LEARNED
	<p>1. Which national priorities is UNDP supporting?</p> <p>a) which areas of the UNDP programme are progressing well, and why?</p> <p>b) Which areas not so well, and why?</p> <p>c) what adjustments are needed, and why?</p>	<p>2. In your opinion, is the overall CPD policy and programme offer of UNDP Lao clear, strategic and coherent, or projectized and fragmented – provide an explanation for your response, with examples?</p> <p>3. What evidence is there of:</p> <p>a) Strong CO leadership in collaboration across the three CPD priorities / pillars – give examples of linkage?</p> <p>b) UNDP facilitation within the UN system inc. joint programmes / programming acceleration of the SDGs?</p> <p>4. Has impact at scale been achieved, or is likely, in your results area of the CPD/RRF?</p>	<p>5. Within the context of the Gov't's longstanding goal of LDC graduation, how is the part of the programme implementation strengthening the resilience of institutions and systems?</p> <p>6. Have digital solutions been integrated you're your component of programme design and implementation?</p> <p>a) If so, where, and to what effect?</p> <p>b) If not, why not, key constraints?</p> <p>c) Are there any opportunities to do so?</p>	<p>7. Within the part of the programme for which you are responsible, what evidence and effect is there of a focus on:</p> <p>a) GEWE</p> <p>b) Youth</p> <p>c) 'At Risk' populations, e.g. PWD, ethnic groups,</p> <p>d) other marginalized populations (which ones)</p> <p>8. Reflecting on both your programme, and overall CPD implementation over the past 30 months, what are your top three reflections, lessons learned, recommendations for the next 30 months?</p>

Relevant CPD RRF Extract – related to: **CPD Pillar 1 - 'UXO Portfolio'**

INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (United States dollars)
<p>Output 1.1. Development, financing and implementation of pro-poor/ green growth (COVID-19 recovery) policies, including a comprehensive social protection system, is strengthened</p> <p>1.1.1. Ninth and Tenth NSEDP with monitoring and evaluation framework and fully costed with financing strategy prepared <i>Baseline: 0 (2020) Target: 2 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.1.2. Ten-year fully costed strategy plan and monitoring and evaluation framework developed for unexploded ordnance sector <i>Baseline: 0 (2021) Target: 1 (2026)</i> <i>Source: NRA</i> <i>Frequency: Annual</i></p>	<p>Ministry of Planning and Investment (MPI), Ministry of Foreign Affairs (MoFA) MoLSW/National Regulatory Authority (NRA), ILO, UNICEF and Ministry of Information, Culture and Tourism (MICT)</p> <p>Other partners: World Bank Asian Development Bank United Nations organizations and the private sector</p>	<p>Regular: \$2,864,000</p> <p>Other: \$22,960,000</p>
<p>Output 1.2. Select ministries and local authorities in targeted provinces develop, implement and report on sectoral and local development plans that integrate SDGs (including Goal 18)</p> <p>1.2.1. Number of provincial plans that integrate SDGs <i>Baseline: 0 (2021) Target: 5 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.2.2. Number of annual SDG reports produced by sectoral ministries <i>Baseline: 0 (2021) Target: 50 (2026)</i> <i>Source: MPI/ Project report</i> <i>Frequency: Annual</i></p> <p>1.2.3. Number of NRA central and provincial offices that integrate Goal 18 targets into local development plan <i>Baseline: 0 (2021) Target: 6 (2026)</i> <i>Source: NRA/Project report</i></p>	<p>MPI, MOFA, Sectoral ministries, MLSW/NRA, Lao National Unexploded Ordnance Programme (UXO Lao)</p>	
<p>Output 1.3. Vulnerable groups, especially women, young people, persons with disabilities, ethnic groups and those impacted by unexploded ordnance, have increased access to vocational training (TVET), employment and entrepreneurship opportunities</p> <p>1.3.1. Percentage of trainees with increased income six months after training (disaggregated by sex, age and ethnicity) <i>Baseline: 0% (2021) Target: 30% (2026)</i> <i>Source: LWU and LYU/ Project reports</i> <i>Frequency: Annual</i></p> <p>1.3.2. Number of people living in areas cleared of unexploded ordnance with UNDP support (disaggregated by sex, age and ethnicity) <i>Baseline: 9,537 (2020) Target: 20,000 (2026)</i> <i>Source: NRA</i> <i>Frequency: Annual</i></p>	<p>NRA UXO Lao Lao Women's Union (LWU) Lao Youth Union (LYU) MICT Private sector</p>	

Output 1.1:
Indicator:
1.1.2

Output 1.2:
Indicator:
1.2.3

Output 1.3:
Indicator:
1.3.1
1.3.2

Government Counterparts – UXO Lao
[Pillar 1 CPD - GUIDING QUESTIONS & DISCUSSIONS]

	Q's Cluster 1: RELEVANCE to NATIONAL PRIORITIES	Q's Cluster 2: COHERENCE, EFFECTIVENESS & EFFICIENCIES	Q's Cluster 3: RESILIENCE & DIGITIZATION	Q's Cluster 4: LNOB & LESSONS LEARNED
	UNDP COMPARATIVE ADVANTAGE, STRATEGIC PLAN, SIGNATURE SOLUTIONS	POLICY COHERENCE, INTEGRATION ACROSS THE THREE PRIORITIES, EVIDENCE OF CPD RRF PROGRESS	LDC GRADUATION, EVIDENCE OF INTEGRATION OF DIGITAL SOLUTIONS	FOCUS ON LNOB 'AT RISK' GROUPS GEWE, YOUTH, PWD, ETHNIC/MARGINALIZED, LESSONS LEARNED
	<p>1. Which national priorities is UNDP supporting?</p> <p>a) which areas of the UNDP programme are progressing well, and why?</p> <p>b) Which areas not so well, and why?</p> <p>c) what adjustments are needed, and why?</p>	<p>2. In your opinion, is the overall CPD policy and programme offer of UNDP Lao clear, strategic and coherent, or projectized and fragmented – provide an explanation for your response, with examples?</p> <p>3. What evidence is there of:</p> <p>a) Strong CO leadership in collaboration across the three CPD priorities / pillars – give examples of linkage?</p> <p>b) UNDP facilitation within the UN system inc. joint programmes / programming acceleration of the SDGs?</p> <p>4. Has impact at scale been achieved, or is likely, in your results area of the CPD/RRF?</p>	<p>5. Within the context of the Gov't's longstanding goal of LDC graduation, how is the part of the programme implementation strengthening the resilience of institutions and systems?</p> <p>6. Have digital solutions been integrated you're your component of programme design and implementation?</p> <p>a) If so, where, and to what effect?</p> <p>b) If not, why not, key constraints?</p> <p>c) Are there any opportunities to do so?</p>	<p>7. Within the part of the programme for which you are responsible, what evidence and effect is there of a focus on:</p> <p>e) GEWE</p> <p>a) Youth</p> <p>b) 'At Risk' populations, e.g. PWD, ethnic groups,</p> <p>c) other marginalized populations (which ones)</p> <p>8. Reflecting on both your programme, and overall CPD implementation over the past 30 months, what are your top three reflections, lessons learned, recommendations for the next 30 months?</p>

Relevant CPD RRF Extract – related to: **CPD Pillar 1 - 'UXO Portfolio'**

INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (United States dollars)
<p>Output 1.1. Development, financing and implementation of pro-poor/ green growth (COVID-19 recovery) policies, including a comprehensive social protection system, is strengthened</p> <p>1.1.1. Ninth and Tenth NSEDP with monitoring and evaluation framework and fully costed with financing strategy prepared <i>Baseline: 0 (2020) Target: 2 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.1.2. Ten-year fully costed strategy plan and monitoring and evaluation framework developed for unexploded ordnance sector <i>Baseline: 0 (2021) Target: 1 (2026)</i> <i>Source: NRA</i> <i>Frequency: Annual</i></p>	<p>Ministry of Planning and Investment (MPI), Ministry of Foreign Affairs (MoFA) MoLSW/National Regulatory Authority (NRA), ILO, UNICEF and Ministry of Information, Culture and Tourism (MICT)</p> <p>Other partners: World Bank Asian Development Bank United Nations organizations and the private sector</p>	<p>Regular: \$2,864,000 Other: \$22,960,000</p>
<p>Output 1.2. Select ministries and local authorities in targeted provinces develop, implement and report on sectoral and local development plans that integrate SDGs (including Goal 18)</p> <p>1.2.1. Number of provincial plans that integrate SDGs <i>Baseline: 0 (2021) Target: 5 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.2.2. Number of annual SDG reports produced by sectoral ministries <i>Baseline: 0 (2021) Target: 50 (2026)</i> <i>Source: MPI/ Project report</i> <i>Frequency: Annual</i></p> <p>1.2.3. Number of NRA central and provincial offices that integrate Goal 18 targets into local development plan <i>Baseline: 0 (2021) Target: 6 (2026)</i> <i>Source: NRA/Project report</i></p>	<p>MPI, MOFA, Sectoral ministries, MLSW/NRA, Lao National Unexploded Ordnance Programme (UXO Lao)</p>	
<p>Output 1.3. Vulnerable groups, especially women, young people, persons with disabilities, ethnic groups and those impacted by unexploded ordnance, have increased access to vocational training (TVET), employment and entrepreneurship opportunities</p> <p>1.3.1. Percentage of trainees with increased income six months after training (disaggregated by sex, age and ethnicity) <i>Baseline: 0% (2021) Target: 30% (2026)</i> <i>Source: LWU and LYU/ Project reports</i> <i>Frequency: Annual</i></p> <p>1.3.2. Number of people living in areas cleared of unexploded ordnance with UNDP support (disaggregated by sex, age and ethnicity) <i>Baseline: 9,537 (2020) Target: 20,000 (2026)</i> <i>Source: NRA</i> <i>Frequency: Annual</i></p>	<p>NRA UXO Lao Lao Women's Union (LWU) Lao Youth Union (LYU) MICT Private sector</p>	

Output 1.1:
Indicator:
1.1.2

Output 1.2:
Indicator:
1.2.3

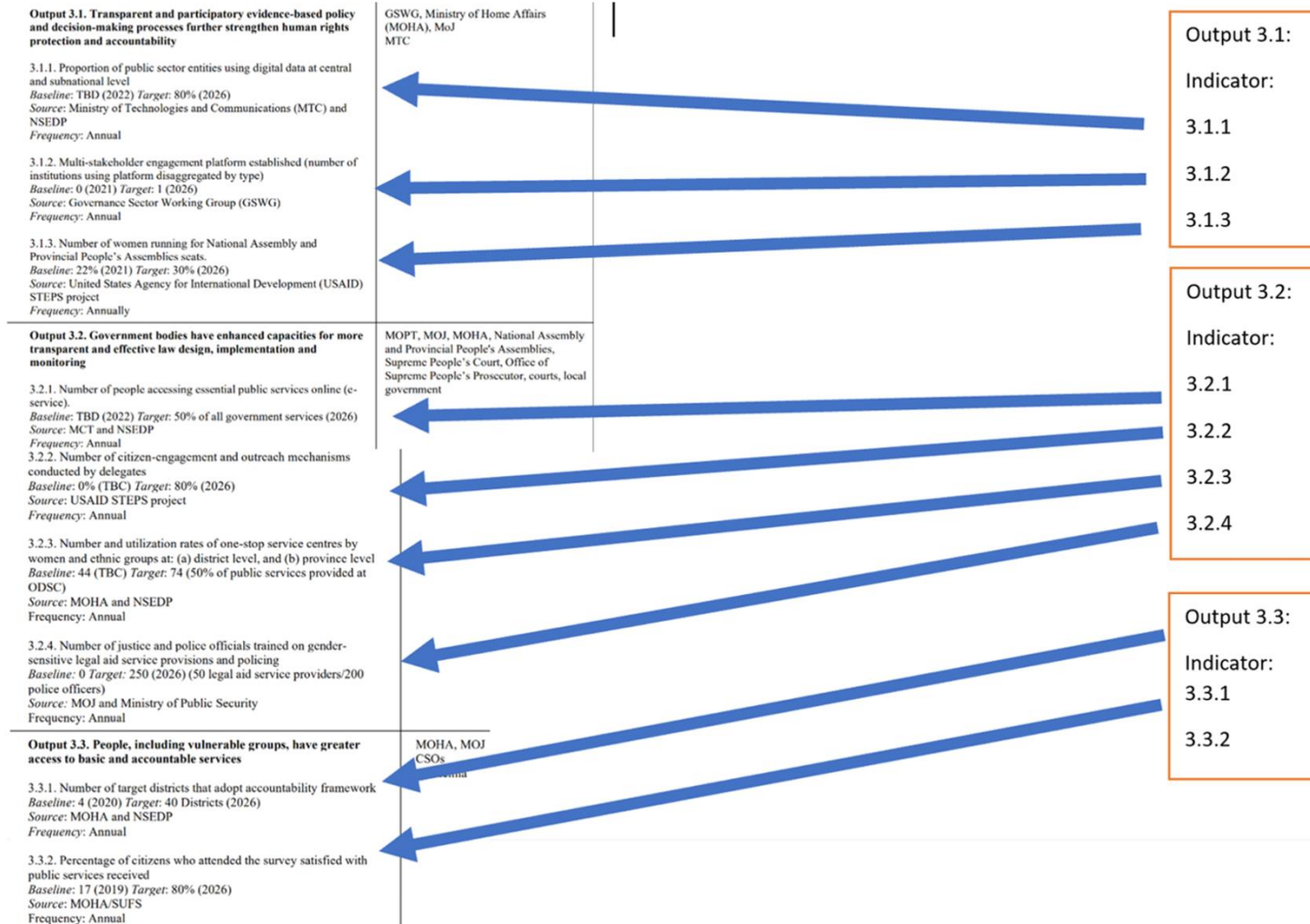
Output 1.3:
Indicator:
1.3.1
1.3.2

Government Counterparts – Lao Women’s Union
[Pillar 3 CPD - GUIDING QUESTIONS & DISCUSSIONS]

	Q’s Cluster 1: RELEVANCE to NATIONAL PRIORITIES	Q’s Cluster 2: COHERENCE, EFFECTIVENESS & EFFICIENCIES	Q’s Cluster 3: RESILIENCE & DIGITIZATION	Q’s Cluster 4: LNOB & LESSONS LEARNED
	UNDP COMPARATIVE ADVANTAGE, STRATEGIC PLAN, SIGNATURE SOLUTIONS	POLICY COHERENCE, INTEGRATION ACROSS THE THREE PRIORITIES, EVIDENCE OF CPD RRF PROGRESS	LDC GRADUATION, EVIDENCE OF INTEGRATION OF DIGITAL SOLUTIONS	FOCUS ON LNOB ‘AT RISK’ GROUPS GEWE, YOUTH, PWD, ETHNIC/MARGINALIZED, LESSONS LEARNED
	<p>1. Which national priorities is UNDP supporting?</p> <p>a) which areas of the UNDP programme are progressing well, and why?</p> <p>b) Which areas not so well, and why?</p> <p>c) what adjustments are needed, and why?</p>	<p>2. In your opinion, is the overall CPD policy and programme offer of UNDP Lao clear, strategic and coherent, or projectized and fragmented – provide an explanation for your response, with examples?</p> <p>3. What evidence is there of:</p> <p>a) Strong CO leadership in collaboration across the three CPD priorities / pillars – give examples of linkage?</p> <p>b) UNDP facilitation within the UN system inc. joint programmes / programming acceleration of the SDGs?</p> <p>4. Has impact at scale been achieved, or is likely, in your results area of the CPD/RRF?</p>	<p>5. Within the context of the Gov’t’s longstanding goal of LDC graduation, how is the part of the programme implementation strengthening the resilience of institutions and systems?</p> <p>6. Have digital solutions been integrated you’re your component of programme design and implementation?</p> <p>a) If so, where, and to what effect?</p> <p>b) If not, why not, key constraints?</p> <p>c) Are there any opportunities to do so?</p>	<p>7. Within the part of the programme for which you are responsible, what evidence and effect is there of a focus on:</p> <p>a) GEWE</p> <p>b) Youth</p> <p>c) ‘At Risk’ populations, e.g. PWD, ethnic groups,</p> <p>d) other marginalized populations (which ones)</p> <p>8. Reflecting on both your programme, and overall CPD implementation over the past 30 months, what are your top three reflections, lessons learned, recommendations for the next 30 months?</p>

Relevant CPD RRF Extract – related to: **‘Governance & Rule of Law –**

Project Focus: ‘Prevention and Elimination of Violence Against Women (or Khan Hom Project)’

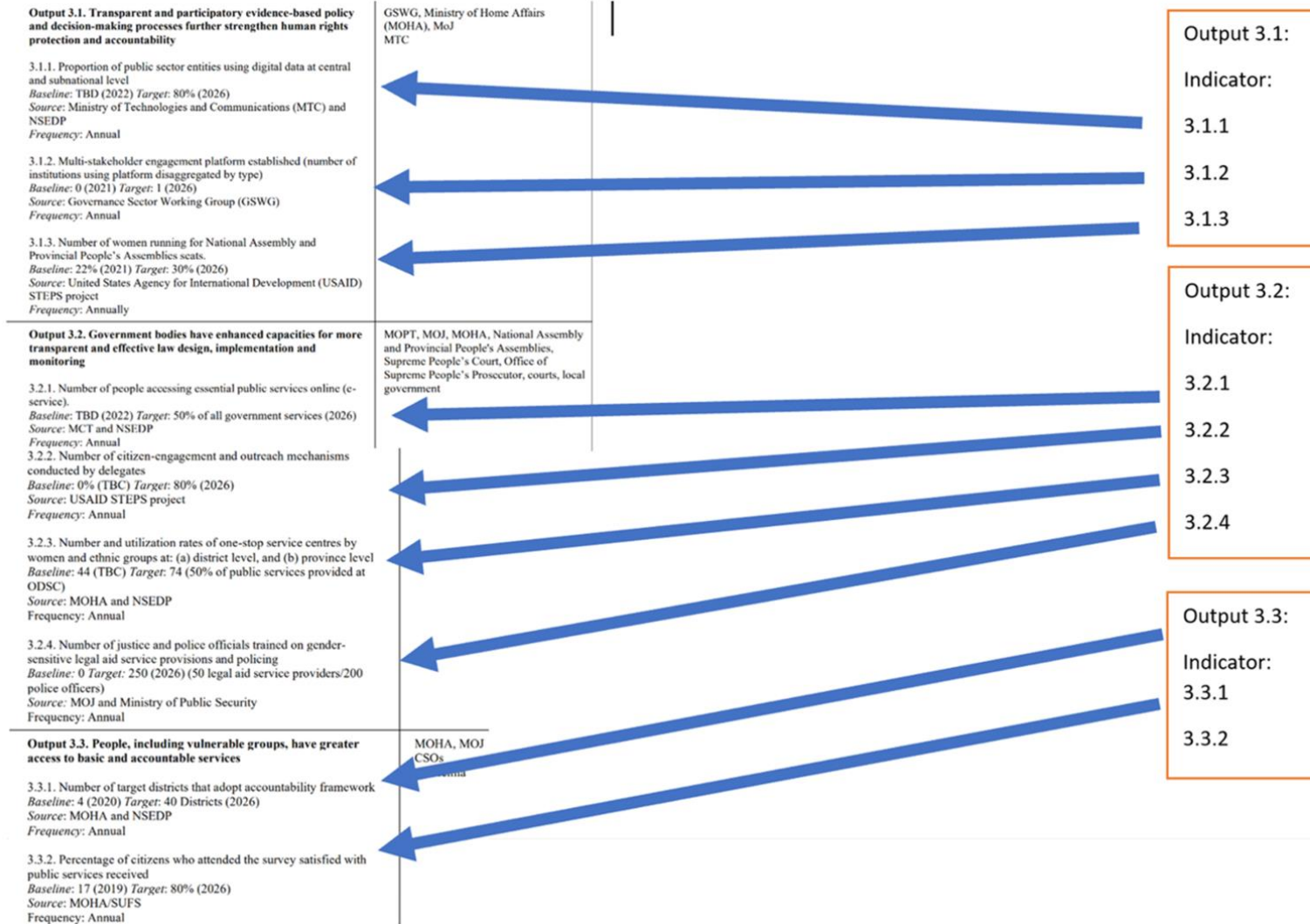


Government Counterparts – Lao Youth Union
[Pillar 3 CPD - GUIDING QUESTIONS & DISCUSSIONS]

	Q's Cluster 1: RELEVANCE to NATIONAL PRIORITIES	Q's Cluster 2: COHERENCE, EFFECTIVENESS & EFFICIENCIES	Q's Cluster 3: RESILIENCE & DIGITIZATION	Q's Cluster 4: LNOB & LESSONS LEARNED
	UNDP COMPARATIVE ADVANTAGE, STRATEGIC PLAN, SIGNATURE SOLUTIONS	POLICY COHERENCE, INTEGRATION ACROSS THE THREE PRIORITIES, EVIDENCE OF CPD RRF PROGRESS	LDC GRADUATION, EVIDENCE OF INTEGRATION OF DIGITAL SOLUTIONS	FOCUS ON LNOB 'AT RISK' GROUPS GEWE, YOUTH, PWD, ETHNIC/MARGINALIZED, LESSONS LEARNED
	<p>1. Which national priorities is UNDP supporting?</p> <p>a) which areas of the UNDP programme are progressing well, and why?</p> <p>b) Which areas not so well, and why?</p> <p>c) what adjustments are needed, and why?</p>	<p>2. In your opinion, is the overall CPD policy and programme offer of UNDP Lao clear, strategic and coherent, or projectized and fragmented – provide an explanation for your response, with examples?</p> <p>3. What evidence is there of:</p> <p>a) Strong CO leadership in collaboration across the three CPD priorities / pillars – give examples of linkage?</p> <p>b) UNDP facilitation within the UN system inc. joint programmes / programming acceleration of the SDGs?</p> <p>4. Has impact at scale been achieved, or is likely, in your results area of the CPD/RRF?</p>	<p>5. Within the context of the Gov't's longstanding goal of LDC graduation, how is the part of the programme implementation strengthening the resilience of institutions and systems?</p> <p>6. Have digital solutions been integrated you're your component of programme design and implementation?</p> <p>a) If so, where, and to what effect?</p> <p>b) If not, why not, key constraints?</p> <p>c) Are there any opportunities to do so?</p>	<p>7. Within the part of the programme for which you are responsible, what evidence and effect is there of a focus on:</p> <p>a) GEWE</p> <p>b) Youth</p> <p>c) 'At Risk' populations, e.g. PWD, ethnic groups,</p> <p>d) other marginalized populations (which ones)</p> <p>8. Reflecting on both your programme, and overall CPD implementation over the past 30 months, what are your top three reflections, lessons learned, recommendations for the next 30 months?</p>

Relevant CPD RRF Extract – related to: ‘Governance & Rule of Law –

Project Focus: ‘Prevention and Elimination of Violence Against Women (or Khan Hom Project)’



**Government Counterparts - Ministry of Foreign Affairs MoFA [CPD Pillar 1: National Planning and Financing for Inclusive Development]
GUIDING QUESTIONS & DISCUSSIONS - See also attached RRF**

	Q's Cluster 1: RELEVANCE to NATIONAL PRIORITIES	Q's Cluster 2: COHERENCE, EFFECTIVENESS & EFFICIENCIES	Q's Cluster 3: RESILIENCE & DIGITIZATION	Q's Cluster 4: LNOB & LESSONS LEARNED
	UNDP COMPARATIVE ADVANTAGE, STRATEGIC PLAN, SIGNATURE SOLUTIONS	POLICY COHERENCE, INTEGRATION ACROSS THE THREE PRIORITIES, EVIDENCE OF CPD RRF PROGRESS	LDC GRADUATION, EVIDENCE OF INTEGRATION OF DIGITAL SOLUTIONS	FOCUS ON LNOB 'AT RISK' GROUPS GEWE, YOUTH, PWD, ETHNIC/MARGINALIZED, LESSONS LEARNED
	<p>1. Which national priorities is UNDP supporting?</p> <p>Within CPD pillar 1 / priority 1:</p> <p>a) which areas of the programme are progressing well, and why?</p> <p>b) Which area's not so well, and why?</p> <p>c) what adjustments are needed, and why?</p>	<p>2. In your opinion, is the overall CPD policy and programme offer of UNDP Lao clear, strategic and coherent, or projectized and fragmented – provide an explanation for your response, with examples?</p> <p>3. What evidence is there of:</p> <p>a) Strong CO leadership in collaboration across the three CPD priorities / pillars – give examples of linkage?</p> <p>b) UNDP facilitation within the UN system inc. joint programmes / programming acceleration of the SDGs?</p> <p>4. Has impact at scale been achieved, or is likely, in your results area of the CPD/RRF?</p>	<p>5. Within the context of the Gov't's longstanding goal of LDC graduation, how is the part of the programme implementation strengthening the resilience of institutions and systems?</p> <p>6. Have digital solutions been integrated you're your component of programme design and implementation?</p> <p>a) If so, where, and to what effect?</p> <p>b) If not, why not, key constraints?</p> <p>c) Are there any opportunities to do so?</p>	<p>7. Within the part of the programme for which you are responsible, what evidence and effect is there of a focus on:</p> <p>a) GEWE</p> <p>b) Youth</p> <p>c) 'At Risk' populations, e.g. PWD, ethnic groups,</p> <p>d) other marginalized populations (which ones)</p> <p>8. Reflecting on both your programme, and overall CPD implementation over the past 30 months, what are your top three reflections, lessons learned, recommendations for the next 30 months?</p>

Relevant CPD RRF Extract – related to: **CPD Pillar 1 - 'National Planning and Financing for Inclusive Development'**

INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (United States dollars)
<p>Output 1.1. Development, financing and implementation of pro-poor/green growth (COVID-19 recovery) policies, including a comprehensive social protection system, is strengthened</p> <p>1.1.1. Ninth and Tenth NSEDP with monitoring and evaluation framework and fully costed with financing strategy prepared <i>Baseline: 0 (2020) Target: 2 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.1.2. Ten-year fully costed strategy plan and monitoring and evaluation framework developed for unexploded ordnance sector <i>Baseline: 0 (2021) Target: 1 (2026)</i> <i>Source: NRA</i> <i>Frequency: Annual</i></p>	<p>Ministry of Planning and Investment (MPI), Ministry of Foreign Affairs (MoFA) MoLSW/National Regulatory Authority (NRA), ILO, UNICEF and Ministry of Information, Culture and Tourism (MICT)</p> <p>Other partners: World Bank Asian Development Bank (ADB) United Nations organizations and the private sector</p>	<p>Regular: \$2,864,000 Other: \$22,960,000</p>
<p>Output 1.2. Select ministries and local authorities in targeted provinces develop, implement and report on sectoral and local development plans that integrate SDGs (including Goal 18)</p> <p>1.2.1. Number of provincial plans that integrate SDGs <i>Baseline: 0 (2021) Target: 5 (2026)</i> <i>Source: MPI/Project report</i> <i>Frequency: Annual</i></p> <p>1.2.2. Number of annual SDG reports produced by sectoral ministries <i>Baseline: 0 (2021) Target: 50 (2026)</i> <i>Source: MPI/ Project report</i> <i>Frequency: Annual</i></p> <p>1.2.3. Number of NRA central and provincial offices that integrate Goal 18 targets into local development plan <i>Baseline: 0 (2021) Target: 6 (2026)</i> <i>Source: NRA/Project report</i></p>	<p>MPI, MOFA, Sectoral ministries, MLSW/NRA, Lao National Unexploded Ordnance Programme (UXO Lao)</p>	

Output 1.1:
Indicator:
1.1.1

Output 1.2:
Indicator:
1.2.1
1.2.2

Annex 3. List of Stakeholders that Participated in the MTR

Government of Lao PDR:

1. Mme. Sisomboun Ounavong, Director General of Department of International Cooperation, Ministry of Planning and Investment (MPI)
2. Ms. Vannapha Phommathansy, Deputy Director General, Digital Government Center, Ministry of Technologies and Communications
3. Ms. Saykhit Visysombath, Deputy Director General of the Department of International Cooperation, Ministry of Justice
4. Ms. Vipaphet S. Phabmixay, Department of International Cooperation, Ministry of Justice
5. Mr. Vanna BOUPHA, Director General Cabinet Office, Ministry of Home Affairs
6. Mr. Phetsomphone Souvanvixay, Division Director, International Cooperation Division, Ministry of Home Affairs
7. Mr. Vanphone Cheuasongkham, Deputy Division Director International Cooperation Division, Ministry of Home Affairs
8. Ms. Phakkavanh Phissamay, Director General, Department of Planning and Finance, GEF Operational Focal Point, Ministry of Natural Resources and Environment
9. Ms. Daovinh, Deputy Head of Policy Division, and Project Manager of Climate Promise, Ministry of Natural Resources and Environment
10. Dr. Bounthan Bounvilay, Head of International Cooperation and Project Management Secretariat (ICPMS), National Assembly
11. Ms. Moukdavanh Sisoulith, Deputy Director General of Department of International Organizations, Ministry of Foreign Affairs
12. Mr. Bounpheng Sisawath, Acting Director-General, National Regulatory Authority,
13. Mr. Anousak Phongsa, National Programme Director, UXO Lao
14. Mr. Vilaivanh.Thongmanivong, Chief of Programme and Public Information

Quasi-Government/Civil Society:

15. Ms. Sisavanh Detvongsone, Deputy Permanent Secretary, Lao Women's Union (LWU)

IFIs, Donors and International Organisations:

16. Ms. Pathoumthip Khounthalyvong, Asian Development Bank (ADB)
17. Ms. Chindavanh Vongsaly, World Bank
18. Mr. Sanva Saephan, World Bank
19. Mr. Lee Xiong, Country Director, International Union for Conservation of Nature and Natural Resources (IUCN)
20. Ms. Silavanh Vongphosy (Development Assistant Specialist), Governance and Vulnerable Populations, USAID Laos

21. Mr. William Solley, Director, Bureau of International Narcotics and Law Enforcement Affairs (INL),
22. Ms. Souliyakhom Thammavong, Programme Specialist, Bureau of International Narcotics and Law Enforcement Affairs (INL):

UN agencies:

23. Mr. Toscan Vermast (working on Air Pollution, NBSAP, NDC, Co-Chair with FAO of RG4, Green Growth, etc), UNEP
24. Mr. Sanjay Pariyar (working on IACP, resilience group, EWS, etc.), UNDRR
25. Mr. Matthew Johnson-Idan, Senior Economist, UNRCO
26. Ms. Shairi Mathur, Head of Office, UNRCO
27. Ms. Vankham Bounvilay, M & E Officer, UNRCO
28. Ms. Valentina Resta, UNDESA
29. Ms. Victoria Dart, United Nations Population Fund (UNFPA)

UNDP:

30. Ms. Martine There, UNDP Resident Representative
31. Mr. Dao Xuan Lai, UNDP Deputy Resident Representative
32. Ms. Varany Khanthavong (Head of Governance Unit OIC)
33. Ms. Fulvia Clerici (Project Manager of Khan Hom) CO Governance Unit:
34. Mr. Alexander Read, STEPS project
35. Ms. Armita Azadeh, Governance Unit
36. Mr. Abdvakkos Abdurahmanov (Head of Env Unit)
37. Ms. Chindavone Sanlath (Project Coordinator of Climate Promise II), CO Environment Unit
38. Mr. Benjamin Rapp, Environment Unit
39. Ms. Eriko Nakanishi, Environment Unit
40. Mr. Sinthavy Malavong (Head of IGU)
41. Ms. Minyoung Kim (Head of UXO Portfolio), CO Inclusive Prosperity Unit:
42. Mr. Ardy Nugraha, Evaluation Focal Point, Programme Support Unit.
43. Mr. Sharad Neupane, Programme Specialist (Lao PDR Desk Officer), Bangkok Regional Hub
44. Ms. Louisa Mammeri, Innovation Community Specialist, Bangkok Regional Hub
45. Ms. Ida Uusikyla, Innovation Specialist, UNDP, Istanbul Regional Centre

Annex 4. MTR Review Matrix (Evaluation Matrix)

CPD Outcome 1: Inclusive Prosperity				
Exercise	Programme Focus	Evidence gathering	Analysis	Sources of information
Desk Review (phase 1)	<p>Outcome 1 output level results, as per CPD RRF:</p> <p>i) with strong links to results in Outcomes 2 & 3 as recommended in the previous CPD evaluation</p> <p>ii) focus on women, youth and marginal groups.</p> <p>iii) integration of digital solutions</p> <p>iv) resilience from an LDC graduation perspective</p> <ul style="list-style-type: none"> • Role of Programme Units in contributing to outcome, in support of implementation of the CPD) • Review of sample projects, inc. their contribution to the outputs of the RRF 	<ul style="list-style-type: none"> • Review TOC • Trace and document contribution and causality to results chain through output/output indicators, to outcome indicators to outcomes. • Contribution made by UNDP signature solutions from CO, BRH, GPCs etc. 	<p>Focus on (noting lite review process):</p> <ul style="list-style-type: none"> • Effectiveness/efficiency • Relevance, Coherence • GEWE, youth and marginalized groups. <p>Where possible, includes extent to which UNDP leverages its knowledge leadership, integration, UNDP SDG integrator and UNSDCF digital solutions role, innovation.</p> <p>Generation of lessons learned, drivers of success, gaps and recommendations.</p>	<p>As per TORs:</p> <ul style="list-style-type: none"> • UNDP Strategic Plan (2022 – 2025); • UN Sustainable Development Cooperation Framework (UNSDCF) 2022 – 2026 for Lao PDR; • The UNDP CPD (2022 – 2026); 9th National Socio-Economic Development Plan of Lao PDR; • 9th National Socio-Economic Development Plan Financing Strategy of Lao PDR; • Round Table Implementation Meeting (2024) Report; • Mid-Term Review Report of the 9th National Socio-Economic Development Plan of Lao PDR; • Audit of UNDP Country Office in Lao PDR 2024 (draft); • UNDP Lao PDR Results Oriented Analysis Report (ROAR) 2022 and 2023;

				<ul style="list-style-type: none"> • 6th National Human Development Report (NHDR) Lao PDR; • UNDP Global and Regional Human Development Report (2023 – 2024); • Country Office Business Plan (COBP) Analysis 2022 and 2023; • Partnership and Communications Strategy Action Plan 2023 - UNDP Lao PDR; • UNDP Gender Equality Seal Final Report 2021 – 2023 - Lao PDR; • Digital Maturity Assessment – Lao PDR (2022); • Lao PDR Resilience Framework (2022-2025); • The Lao PDR LDC Graduation Smooth Transition Strategy (2022-2026); • The Third Voluntary National Review (Draft); • The National Green Growth Strategy of the Lao PDR till 2030;
--	--	--	--	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

				<ul style="list-style-type: none"> • National Biodiversity Strategy and Action Plan till 2025; • Nationally Determined Contributions (NDC) under the Paris Agreement; • Periodic national communications (NCs) to global environmental conventions (UNFCCC, UNCBD and UNCCCD) • Lao Youth and Adolescent Development Strategy (2021-2030).
Structured Interviews – both online and in-country (phase 2)	<p>Outcome 1, output level results with links to results in Outcomes 2 & 3:</p> <ul style="list-style-type: none"> • Policy & Programme Team contributions • Project Teams contributions • Contributions of Govt partners, UN and development partners and donors • Seek to elicit what is working and why, and what is not working and why? 	<ul style="list-style-type: none"> • Discuss TOC • Glean information and understand the different perspectives and contributions to results from different partners, based on their comparative advantages. • Discuss UNDP signature solution. • Cross-cutting issues, (human rights) GEWE, youth and marginalized groups, integration of digital solutions and consideration of LDC graduation and issues of resilience. 	<p>Perspectives gathered and triangulated through consultation with:</p> <ul style="list-style-type: none"> • Internal UNDP CO programme / operational units and project teams. <p>Strategic partners:</p> <ul style="list-style-type: none"> • Government counterparts • UN agencies • IFIs • Private sector • Civil society • Global/vertical thematic funds 	

CPD Outcome 2: Environment, Climate Change, and Resilience				
Exercise	Focus	Evidence gathering	Analysis	Sources of information
Desk Review (phase 1)	<p>Outcome 2, output level results, as per CPD RRF:</p> <p>i) with strong links to results in Outcomes 1 & 3 as recommended in the previous CPD evaluation</p> <p>ii) focus on women, youth and marginal groups.</p> <p>iii) integration of digital solutions</p> <p>iv) resilience from an LDC graduation perspective.</p> <ul style="list-style-type: none"> • Role of Programme Units in contributing to outcome, in support of implementation of the CPD) • Review of sample projects, inc. their contribution to the outputs of the RRF 	<ul style="list-style-type: none"> • Review TOC • Trace and document contribution and causality to results chain through output/output indicators, to outcome indicators to outcomes. • Contribution made by UNDP signature solutions from CO, BRH, GPCs etc. 	<p>Focus on (noting lite review process):</p> <ul style="list-style-type: none"> • Effectiveness/efficiency • Relevance, Coherence • GEWE, youth and marginalized groups. • LDC graduation implications, associated resilience challenges, and UNDP support. <p>Extent to which UNDP leverages its knowledge leadership, integration, UNDP SDG integrator and UNSDCF digital solutions role, innovation.</p> <p>Generation of lessons learned, drivers of success, gaps and recommendations.</p>	<p>See list of documents to be consulted as per outcome 1 above.</p>
Structured Interviews – both online and in-	<p>Outcome 2, output level results with links to results in Outcomes 1 & 3:</p> <ul style="list-style-type: none"> • Policy & Programme Team contributions 	<ul style="list-style-type: none"> • Discuss TOC • Glean information and understand the different perspectives and contributions to results 		<p>Perspectives gathered and triangulated through consultation with:</p>

country (phase 2)	<ul style="list-style-type: none"> • Project Teams contributions • Contributions of Govt partners, development partners and donors • Seek to elicit what is working and why, and what is not working and why? 	<p>from different partners, based on their comparative advantages.</p> <ul style="list-style-type: none"> • Discuss UNDP signature solution. • Cross-cutting issues, (human rights) GEWE, youth and marginalized groups, integration of digital solutions and consideration of LDC graduation and issues of resilience. 		<ul style="list-style-type: none"> • Internal UNDP CO programme / operational units and project teams. <p>Strategic partners:</p> <ul style="list-style-type: none"> • Government counterparts • UN agencies • IFIs • Private sector • Civil society • Global/vertical thematic funds
--------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

CPD Outcome 3: Governance and Rule of Law				
Exercise	Focus	Evidence gathering	Analysis	Sources of information
Desk Review (phase 1)	<p>Outcome 3, output level results, as per CPD RRF:</p> <ul style="list-style-type: none"> i) with strong links to results in Outcomes 1 & 3 as recommended in the previous CPD evaluation ii) focus on women, youth and marginal groups. iii) integration of digital solutions iv) resilience from an LDC graduation perspective. 	<ul style="list-style-type: none"> • Review TOC • Trace and document contribution and causality to results chain through output/output indicators, to outcome indicators to outcomes. • Contribution made by UNDP signature solutions from CO, BRH, GPCs etc. 	<p>Focus on (noting lite review process):</p> <ul style="list-style-type: none"> • Effectiveness/efficiency Relevance, Coherence • GEWE, youth and marginalized groups. • Extent to which UNDP leverages its knowledge leadership, integration, UNDP SDG integrator and UNSDCF digital solutions role, innovation. • LDC graduation implications, associated 	<p>See list of documents to be consulted as per outcome 1 above.</p>

	<ul style="list-style-type: none"> • Role of Programme Units in contributing to outcome, in support of implementation of the CPD) • Review of sample projects, inc. their contribution to the outputs of the RRF 		<p>resilience challenges, and UNDP support.</p> <p>Generation of lessons learned, drivers of success, gaps and recommendations.</p>	
<p>Structured Interviews – both online and in-country (phase 2)</p>	<p>Outcome 3, output level results with links to results in Outcomes 1 & 2:</p> <ul style="list-style-type: none"> • Policy & Programme Team contributions • Project Teams contributions • Contributions of Govt partners, development partners and donors • Seek to elicit what is working and why, and what is not working and why? 	<ul style="list-style-type: none"> • Review TOC • Trace and document contribution and causality to results chain through output/output indicators, to outcome indicators to outcomes. • Role of UNDP signature solutions • Cross-cutting issues, (human rights) GEWE, youth and marginalized groups, integration of digital solutions and consideration of LDC graduation and issues of resilience. 		<p>See list of documents to be consulted as per outcome 1 above.</p>

Annex 5. List of Primary Documents Consulted

The review team consulted the following documents, among others:

- UNDP Strategic Plan (2022-2025)
- UN Sustainable Development Cooperation Framework (UNSDCF) 2022-2026 for Lao PDR
- The UNDP CPD (2022-2026)
- 9th National Socio-Economic Development Plan of Lao PDR
- 9th National Socio-Economic Development Plan Financing Strategy of Lao PDR
- Round Table Implementation Meeting (2024) Report
- Mid-Term Review Report of the 9th National Socio-Economic Development Plan of Lao PDR
- Audit of UNDP Country Office in Lao PDR 2024 (draft)
- UNDP Lao PDR Results Oriented Analysis Report (ROAR) 2022 and 2023
- 6th National Human Development Report (NHDR) Lao PDR
- UNDP Global and Regional Human Development Report (2023-2024)
- Country Office Business Plan (COBP) Analysis 2022 and 2023
- Partnership and Communications Strategy Action Plan 2023
- UNDP Lao PDR; UNDP Gender Equality Seal Final Report 2021-2023
- Lao PDR; Digital Maturity Assessment – Lao PDR (2022)
- Lao PDR Resilience Framework (2022-2025)
- The Lao PDR LDC Graduation Smooth Transition Strategy (2022-2026)
- The Third Voluntary National Review (Draft)
- The National Green Growth Strategy of the Lao PDR until 2030
- National Biodiversity Strategy and Action Plan until 2025
- Nationally Determined Contributions (NDC) under the Paris Agreement
- Periodic national communications (NCs) to global environmental conventions (UNFCCC, UNCBD and UNCCCD)
- Lao Youth and Adolescent Development Strategy (2021-2030)
- Knowledge products, selected project reports, annual work plans, articles etc.
- Other relevant documents that inform analysis of the environment in which UNDP in the Lao PDR operates.

Annex 6. MTR TORs

TERMS OF REFERENCE

MID-TERM REVIEW OF THE UNDP LAO PDR COUNTRY PROGRAMME 2022 – 2026

Position : One (1) International Consultant to conduct a mid-term review of the Lao PDR Country Programme 2022 – 2026

Duty Station : Home-based, with one mission to Vientiane Capital

Contract Type : Individual Contract (IC)

Reporting to : Deputy Resident Representative, UNDP Lao PDR

Start Date : 17 June 2024 End Date: 30 August 2024

Durations : 25 working days

PROGRAMME INFORMATION		
Programme Title	Country Programme for Lao People's Democratic Republic (2022 – 2026)	
Country	Lao People's Democratic Republic (Lao PDR)	
Region	Asia and the Pacific	
Programme dates	Start	Planned end
	January 2022	December 2026
Programme required budget	Core: USD 8,264,000 Non-core: USD 79,295,000	
Programme available budget	USD 42,227,286 cumulative as of March 2024	
Programme expenditure at the time of evaluation	USD 25,068,705 cumulative as of March 2024	
Coordinating Ministry	Ministry of Planning and Investment (MPI)	

I. BACKGROUND AND CONTEXT

Country Context

The Lao People's Democratic Republic (PDR) is a landlocked country with a population of 7.1 million and has been among the fastest growing economies in Southeast Asia with an average growth rate of 7.8 per cent between 2006-2016²⁷³. Poverty rates have fallen from 46 per cent (2007-2008) to 18.3 per cent (2018-2019)²⁷⁴. However, income inequality has risen, with the Gini index increasing from 36.6 to 38.8 between 2012 and 2019²⁷⁵. While the country's population is young, youth unemployment is high and increasing as the COVID-19 pandemic has affected the service sectors in which they are employed. The country remains vulnerable to climate change, environmental shocks and natural disasters.

²⁷³ 8th NSEDP mid-term review 2018

²⁷⁴ World Bank, Lao PDR Poverty Profile and Poverty Assessment 2020, accessible here:

<https://www.worldbank.org/en/country/lao/publication/lao-pdr-poverty-profile-and-poverty-assessment-2020>

²⁷⁵ Ibid.

Frequent floods, landslides and droughts impact crop production and increase the risk of food insecurity and agriculture losses. Resilience in communities is low due to the prevalence of monoculture, lack of diversity in livelihoods, limited infrastructure and connectivity of human settlements.

Access to justice for ethnic groups, women and children at risk, lesbian, gay, bisexual, transgender/transsexual, intersex, and questioning/queer (LGBTIQ), persons with disabilities, among others, remains a challenge. Gender inequality remains high, especially in rural areas and among ethnic groups. Many women lack equal access to economic opportunities, resources and decision-making institutions. Moreover, the presence of unexploded ordnance from the Indochina conflict (1964-1973) continues to destroy lives and limit agricultural production. There is a strong correlation between unexploded ordnance contamination and the prevalence of poverty, with 42 of the 46 poorest districts affected by unexploded ordnance²⁷⁶.

According to the global Human Development Report 2023 – 2024, Lao PDR is considered a in Medium Human Development group with a value of 0.620 and is ranked 139, a slight increase from 0.615 (rank 140) in 2021²⁷⁷.

In 2022, Lao PDR experienced an economic crisis as the share of public debt to GDP went beyond 100 percent. Despite signs of economic recovery, Lao PDR continued to face severe macro-economic stress in 2023. GDP growth forecast for 2023 is 3.7% backed by recovery in tourism, transport and logistics services²⁷⁸. Despite debt service deferrals amounting \$2bn to China for the period 2020-2023, Government continues to face fiscal pressures constraining financing of the 9th National Socio-Economic Development Plan (NSED) and SDGs. Combined public spending on education and health has declined from 4.2 percent of GDP in 2017 to approximately 2.6 percent in 2022²⁷⁹.

Also in 2023, Lao PDR experienced record-breaking temperatures and continued to be highly exposed to climate and disaster risks, particularly flooding, with 39.7% of the population at risk. A Financial Protection Strategy against Disaster Risks was launched to strengthen resilience. In response to fiscal pressures, the Government has further expanded the use of its vast natural resources to generate revenue. In that context, UNDP leveraged its environment programming to advocate for and promote sustainability-linked development and financing policies.

Country Programme 2022 – 2026

UNDP Lao PDR Country Programme Document (CPD) is a five-year strategic framework comprising of three interconnected pillars, aimed at addressing the needs of the most marginalized in society, such as women, youth, ethnic groups, and people with disabilities. Approved by the UNDP Executive Board, the CPD is fully aligned to the national development priorities, reflected in the 9th National Socio-Economic Development Plan (NSED) 2021 – 2025 and the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2022 – 2026. The Country Programme ensures close coordination with other United Nations agencies to contribute to the achievement of the Sustainable Development Goals. The summary of UNDP CPD Lao PDR 2022 – 2026 can be accessed [here](#). Please refer to [UNDP Lao PDR Country Programme Document 2022 - 2026](#) for the integrated results and resource frameworks.

The CPD employs a holistic approach within specific provinces/districts, emphasizing human rights-based approach, social and environmental standards, and gender equality across all aspects. The focus

²⁷⁶ UNDP Country Programme Document 2022 - 2026

²⁷⁷ UNDP Human Development Report 2023 – 2024

²⁷⁸ World Bank, Lao PDR Overview, accessible here:

<https://www.worldbank.org/en/country/lao/overview#:~:text=Structural%20challenges%2C%20macroeconomic%20instability%2C%20and,recovery%20in%20the%20services%20sector.>

²⁷⁹ Regional Human Development Report 2024

is on enhancing the overall environment and empowering both those responsible for ensuring rights and those entitled to them, fostering collaboration and efficiency throughout the programme.

1. Inclusive Prosperity

The objective is to promote inclusive growth that ensures the benefits of development will reach the marginalized community - women, young people, persons with disabilities, ethnic groups, and those impacted by unexploded ordnance (UXO).

2. Environment, Climate Change, and Resilience

UNDP's work in this pillar supports the Government in implementing and conducting a successful, low-carbon, socially inclusive growth strategy in urban and rural areas. The Country Programme aims to strengthen the resilience of communities and institutions to better cope with and recover from the shocks caused by climate change, and other natural disasters.

3. Governance and Rule of Law

This pillar focuses on facilitating the transformation of the governance system in the country and bring it closer to the people and deliver just and inclusive services that will ultimately allow Lao PDR to achieve the SDGs.

Since the beginning of the CPD implementation in 2022, there have been several assessments and reviews both internal and external. From 2022 – 2023, the CO has undertaken consistent efforts to integrate gender into all programmatic as well as operational areas of the CO. This has resulted in the Silver Gender Seal being awarded to the Country Office. The CO is designing a Youth Portfolio to tackle challenges identified in the 6th National Human Development Report (2022) and shape the CO's approach in addressing youth-related issues. On top of that, in 2022, the Digital Maturity Assessment of the Lao Government was concluded and found that overall the country's digital maturity level is at the bottom of the scale, that is digitally nascent. However, the report noted that the country has made good progress and is moving into the next level, digitally emerging. Lastly, the CO has recently undergone the CO Audit that looked into operational and programmatic areas.

At the same time, the Government of Lao PDR conducted the Mid-Term Review of the 9th NSEDP (2021 – 2025) and was recently concluded in late 2023. The results of mid-term review point out the importance of economic recovery priorities, and further investment to be made for human development and environmental protection. The results also serve to lay the foundation for the formulation of the 10th NSEDP. Lao PDR is also expected to graduate from the Least Developed Country (LDC) status in 2026. Therefore, this is an opportunity to get strategic direction to further align the country programme with the national development priorities taking into account the different aforementioned factors, and the challenges faced and aspects that hinder progress.

Based on the above trends, UNDP is undertaking an assessment of the CPD implementation to assess preliminary progress of intended results and ensure programme priorities remain on track and what the emerging needs are. As such, it is imperative that the review will take into account the different assessments and reviews that have taken place recently. This way, the CPD will continue to be relevant with national and global priorities.

II. REVIEW PURPOSE, SCOPE AND OBJECTIVES

Purpose

The purpose of the light mid-term review is to assess progress made, review challenges and lessons learnt over the first half of the CPD implementation against the programme theory of change and planned targets. **The review will then be used to inform policy and future programming and adjust implementation, help capture innovations that work and sustain and scale-up successful approaches and pilot initiatives.**

The review findings will be shared and discussed with relevant stakeholders, including national partners, donors and shared publicly to inform on the progress made and recommendations on the way forward,

including on as well as whether existing and potential resources are sufficient to achieve the intended goals articulated in the CPD. Furthermore, the results of the review are also expected to reassess the existing risks and assumptions to shape the future programming of UNDP in Lao PDR. Therefore, the findings must incorporate lessons learned, and forward-looking recommendations from project interventions and other assessments made at the output level.

Scope and Objective

The mid-term review will cover programme activities from the beginning of the programme up to the day of the review, January 2022 – June 2024, funded by various sources, including internal and donor contributions. This means the scope of the review will fall into two components that are relatively light: **(1) the relevance and effectiveness of the country programme while acknowledging the changing of national and global economic situation; (2) gender and youth mainstreaming in the country programme following the gender seal and youth portfolio development process.**

Therefore, the objective of the MTR is expected, but not limited to, to assess the following aspects:

- The Theory of Change (TOC) and logical framework articulated in the country programme in the context of emerging new priorities and post-COVID in Lao PDR
- The country programme's relevance considering the dynamics economic situation and changing development landscape in Lao PDR
- The development outcome to the poor, women, girls, ethnic groups, people with disabilities, people affected by UXO, and other marginalized groups in Lao PDR.

III. REVIEW CRITERIA AND KEY QUESTIONS

The review will use some of the OECD-DAC frameworks, investigating the following criteria: relevance, coherence, and effectiveness and efficiency. Additional criteria such as UNSDG Agenda 2030 principles of human rights and leaving no one behind (LNOB), and other cross-cutting issues including gender equality and women's empowerment (GEWE), ethnic groups, people with disability (PWD) will be considered. Essentially, the light review will attempt to answer the following fundamental questions:

1. Given the evolving development context and national development priorities, to what extent is the Country Programme relevant?
2. To what extent has the Country Programme been mainstreaming gender and youth? What are the development outcomes made to the marginalized groups, such as women and girls, and youth, so far?
3. What are the lessons learned from the programme? What can be improved to ensure objectives will be achieved for the rest of the programme implementation?

In addition, the following questions below are more specific into the review criteria. The list can serve as the guiding questions and should be further refined and added by the MTR team in close consultation with UNDP and key stakeholders.

Relevance:

- Following two years of implementation and the Mid-Term Review of the 9th NSEDP, to what extent the Country Programme is still relevant to the evolving country's political, and socio-economic situation?
- To what extent is the Country Programme aligned to national priorities working towards the expected LDC graduation by 2026?
- To what extent have the theory of change and the underlying assumptions of the country programme integrated gender equality and other cross-cutting issues? To what extent are they still valid or do they need to be adapted to changes in the needs or priorities of the country?

Coherence:

- To what extent does the Country Programme consider UNDP/CO's comparative advantage to deliver its intended results?

Effectiveness and Efficiency:

- To what extent has progress been made so far towards the programme goals, including gender equality, women’s empowerment and other cross-cutting issues?
- To what extent does the CO have the capacity to achieve the resources and results as articulated in the CPD? Is there a need to adjust the scope and the expected results of the Country Programme?

Cross-cutting: GEWE, Youth, and Marginalized Communities

- Building on the current initiative on youth and youth portfolio sense-making exercise, to what extent can the CO scale up the initiative into a portfolio approach on youth?
- Building on the results of the Gender Seal, what are the strengths and areas to improve in mainstreaming gender into the work of the CO?

IV. METHODOLOGY

The review methodology must be participatory and inclusive given the complexity of the programme and how development challenges are always intertwined. **The review approach must be gender-responsive and use a human rights-based approach and leave no one behind (LNOB) principle and consider other cross-cutting issues in analyzing the information and evidence gathered from the MTR process.**

The findings and the recommendation in the MTR products must be strictly supported by hard-evidenced, credible, useful and reliable data. The following are the methodologies that the evaluators may consider applying. The MTR team is responsible for revising the approach as necessary. Any changes should be in-line with the international criteria and professional norms and standards (as adopted by the UN Evaluation Group). They must also be approved by UNDP before being applied by the MTR team. The MTR will be carried out in accordance with UNEG Evaluation Norms and Standards and OECD/DAC Principles.

a. Desk Review

The review team is suggested to review the following recommended documents:

- UNDP Strategic Plan (2022 – 2025)
- UN Sustainable Development Cooperation Framework (UNSDCF) 2022 – 2026 | Lao PDR
- Country Programme Document 2022 – 2026 | Lao PDR
- 9th National Socio-Economic Development Plan of Lao PDR
- 9th National Socio-Economic Development Plan Financing Strategy of Lao PDR
- Round Table Implementation Meeting (2024) Report
- Mid-Term Review Report of the 9th National Socio-Economic Development Plan of Lao PDR
- Audit of UNDP Country Office in Lao PDR 2024 (draft)
- UNDP Lao PDR Results Oriented Analysis Report (ROAR) 2022 and 2023
- 6th National Human Development Report (NHDR) Lao PDR
- UNDP Global and Regional Human Development Report (2023 – 2024)
- Country Office Business Plan (COBP) Analysis 2022 and 2023
- Partnership and Communications Strategy Action Plan 2023 | UNDP Lao PDR
- UNDP Gender Equality Seal Final Report 2021 – 2023 | Lao PDR
- Digital Maturity Assessment – Lao PDR (2022)
- Lao PDR Resilience Framework (2022-2025)
- The Lao PDR LDC Graduation Smooth Transition Strategy (2022-2026)
- The Third Voluntary National Review (Draft)

- The National Green Growth Strategy of the Lao PDR till 2030
- National Biodiversity Strategy and Action Plan till 2025
- Nationally Determined Contributions (NDC) under the Paris Agreement
- Periodic national communications (NCs) to global environmental conventions (UNFCCC, UNCBD and UNCCCD)
- Lao Youth and Adolescent Development Strategy (2021-2030)
- Knowledge products, selected project reports, annual work plans, articles etc.
- Other relevant documents that inform analysis of the environment in which UNDP in the Lao PDR operates.

(List of reference materials (to be finalized during the inception phase).c

b. Semi-structured Interview

The review team is suggested to conduct interviews with a representative sample of relevant stakeholders, including UNDP personnel, key national and sub-national partners, donors, CSOs, beneficiary groups, and other partners if necessary.

The review team is expected to develop a set of interview questions with guidance from the list of questions (see section III) with the final confirmation from UNDP before the data collection commences.

c. Post-data Collection Debriefing

The MTR team is expected to conduct a debriefing following the data collection activities. The debriefing is to triangulate and validate the preliminary finding to the stakeholders and seek clarifications, if needed, prior to drafting the MTR report.

V. MID-TERM REVIEW PRODUCTS (KEY DELIVERABLES)

The review team is expected to deliver the following products:

a. Inception Report. An inception report is the result of preliminary discussion between UNDP and the desk review of the relevant documents. The inception report must be produced before any further MTR activities, such as interviews and field visits. The inception report should include an elaborated workplan of the review process together with the timeline as accurate as possible. **Inception report should include a review matrix that maps out the review design and methodology to approach stakeholders.** Please see ANNEX F for matrix template. The inception report should be between 10-15 pages.

b. Draft Review Report. Following the activities done by the MTR team collecting data and evidence, a draft report is expected to be submitted to UNDP for comments and feedback. It should be between 20-40 pages. Please refer to ANNEX G for the outline of the report.

UNDP and other relevant stakeholders are expected to provide comments on the draft MTR report. The comments and feedback must be compiled in one document where the MTR team is to address them. The response to the comments by the MTR team must also be retained.

c. Review Debriefings. The MTR team is expected to provide a final debriefing as required to UNDP, coordinating Ministry, donors, and other relevant stakeholders.

d. Final Review Report. Following the comments from UNDP and other relevant stakeholders, the MTR team is expected to produce the final MTR report that addresses the comments as well as

questions and clarifications if there is any in the Audit Trail. The final report must be logically structured, supported the evidence-based findings and provides conclusion with recommendations.

The recommendation part of the review is essential. The formulated recommendations should be solution-oriented, linked to findings, evidence based, and as specific as possible. Therefore, the MTR team should propose a maximum of seven (7) concrete, coherent, and actionable recommendations.

The final report should be between 30-50 pages, excluding the Annexes.

VI. MID-TERM REVIEW TEAM COMPOSITION AND REQUIRED COMPETENCIES

The potential consultant must not have been involved in the preparation of the evaluation and/or in the implementation of the project to avoid conflict of interest with the evaluation.

The potential international consultant must have the following required qualifications. :

Education:

Master's degree or equivalent in economics, international relations, governance and public policy, political/social science, or other relevant multi-disciplinary field of study.

Technical knowledge and experience:

- Minimum 10 years of solid experience in strategic planning, results-based management, programme or project management and MEALP (monitoring, evaluation, accountability, learning, and planning).
- Demonstrated experience in conducting and/or leading programme formulation and review/evaluation.
- Strong technical expertise on programme management, integrated development approach, complex analysis, multi-disciplinary project, sustainable development, inclusive growth, UXO/mine action, environment, governance and related cross-cutting development issues.
- Strong working knowledge of Lao PDR, including deep understanding of Lao Government development priorities, strategies, and policies.
- Solid knowledge and experience in applying human rights-based approach and Gender and Social Inclusion (GESI) in the evaluation.
- Demonstrated experience in conducting qualitative evaluation methods.
- Demonstrated experience in working with international development organization. Experience with the UN agencies is preferable.

Competencies:

- Excellent interpersonal and communication skills (written and verbal).
- Strong analytical and reporting skills with the ability to conceptualize, articulate, and present (written and verbal) about complex development challenges.
- Demonstrated integrity and ethical standards with the ability to maintain impartiality during evaluation.
- Excellent cultural, gender, age, and nationality sensitivity and ability to work with people from different backgrounds.

Language skills:

Fluency in English is a requirement.

The international consultant may need to hire local consultant to act as interpreter/facilitator/translator. Any translation service should be the responsibility of the international consultant.

VII. EVALUATION ETHICS

This review will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’ which are available here: <http://www.unevaluation.org/document/detail/2866>. The consultants must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the review and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the review process must also be solely used for the review and not for other uses without the express authorization of UNDP and partners.

Review consultants will be held to the highest ethical standards and are required to sign a **pledge of ethical conduct** upon acceptance of the assignment.

VIII. MANAGEMENT AND IMPLEMENTATION ARRANGEMENTS

UNDP’s Resident Representative as the **review commissioner** will be acting as the advisory body that ensures the independency of the MTR team and UNDP’s ownership of the report’s findings and recommendations.

To manage impartiality, **UNDP Programme Support Unit** plays a supporting role in ensuring that the MTR team have the necessary documents and data for the review process. The programme teams also facilitate the review team with the stakeholders for interview and data collection if needed.

Review manager (UNDP Deputy Resident Representative) facilitates and guides overall review process and ensures the quality of the review. The review manager plays an essential role in reviewing and approving the inception report, the draft and final review report as well as the management of the review recommendation ensuring that UNDP and all relevant stakeholders implement them accordingly.

The International consultant will be responsible for leading the review and ensure delivery of the outputs as stated in the TOR within the agreed timeline.

IX. INDICATIVE TIMELINE OF THE REVIEW MILESTONES

Activity	Estimated Timeframe (2024)
Phase I: Desk Review and Inception Report	
Preliminary meeting	3 rd week of June
Desk review, review design, methodology, and workplan including the list of interviewees	3 rd and 4 th week of June
Submission of inception report	4 th week of June
Comments and approval of inception report	4 th week of June
Kick-off meeting of the Mid-term Review with all relevant stakeholders	1 st week of July
Phase II: Formal Review Process	
Data collection activities and mission to Vientiane, Lao PDR: Field visits,	2 nd and 3 rd week of July

consultations, in-depth interviews, FGDs, and any other methods that will be used	
Debriefing to UNDP and key stakeholders	3 rd week of July
Phase III: Finalization Review Report	
Report writing	3 rd week of July to 1 st week of August
Submission of draft review report	1 st week of August
Comments and approval of review report (captured in Audit Trail)	1 st and 2 nd week of August
Debriefing with UNDP and key stakeholders	2 nd week of August
Finalization of the review report taking into consideration the comments from UNDP	3 rd and 4 th week of August
Submission of the final review report	4 th week of August

X. SUBMISSION PROCESS AND BASIS FOR SELECTION

Criteria	Max. Points
Technical Criteria	70
<u>a. Education background</u> - The individual meets the educational requirements	10
<u>b. Technical knowledge and experience</u> - The individual meets the technical knowledge and experience requirements	25
<u>c. Competencies</u> - The individual meets the competencies requirements	20
<u>d. Proposed workplan and methodology</u> - All aspects of the TOR have been addressed in sufficient detail - Implementation schedule (and timing) - Quality assurance measure	15
Financial Criteria - Transportation and DSA costs to Laos should be factored into the financial proposal	30
Total point obtainable	100

XI. PAYMENT TERMS

Payments will be made based on the delivery of outputs outlined below certified by the Evaluation Manager.

No.	Deliverable	Due Date	Payment Amount (add up to 100%)
1	MTR Inception Report that includes detailed workplan and timeline for the review process.	27 June 2024	15%
2	Draft Review Report (must be between 20 – 40 pages) including a debriefing session following the data collection	05 August 2024	35%
3	Final Review Report (30 – 50 pages) including the Evaluation Audit Trail	22 August 2024	50%

XII. TOR ANNEXES - LINKS TO SUPPORTING BACKGROUND INFORMATIONS/DOCUMENTS AND UNDP EVALUATION GUIDELINES

- ANNEX A: Programme Theory of Change
The programme theory of change can be found on the Country Programme Document, p. 4-6.

- ANNEX B: Key stakeholders and partners.

UNDP:

- Senior Management: Resident Representative, Deputy Resident Representative, Operation Manager, Heads of Units (IGU, UXO, Environment, Governance, PSU), Country Economist
- Programme Analysts, Project Coordinators, Chief Technical Specialists/Advisors

Other UN Agencies:

- RCO, UNFPA, UNCDF, WHO, FAO, ILO, UNICEF

Government Counterparts:

1. Ministry of Planning and Investment (MPI)
2. Ministry of Foreign Affairs (MoFA)
3. Ministry of Home Affairs (MoHA)
4. Ministry of Finance (MoF)
5. Ministry of Labour and Social Welfare (MoLSW)
6. Ministry of Natural Resources and Environment (MoNRE)
7. Ministry of Agriculture and Forestry (MAF)
8. Ministry of Health (MoH)
9. Ministry of Industry and Commerce (MoIC)
10. Ministry of Technology and Communications (MTC)
11. Ministry of Justice (MoJ)
12. Ministry of National Defense (MoND)
13. National Assembly (NA)
14. People's Supreme Court (PSC)
15. Lao Women's Union (LWU)
16. Lao Youth's Union (LYU)
17. National Regular Authority (NRA)
18. UXO Lao
19. Unit 58
20. Lao Statistics Bureau (LSB)

Development Partners and Donors:

1. United States Agency for International Development (USAID)
2. The Government of Republic of Korea
3. Korea International Cooperation Agency (KOICA)
4. The Government of New Zealand
5. The Government of Ireland
6. The Government of Luxembourg
7. The Government of Canada
8. The Government of Germany
9. The Government of People's Republic of China
10. The European Union
11. The World Bank
12. The Asian Development Bank
13. Bureau of International Narcotics and Law Enforcement Affairs (INL), the U.S. Department of State

- ANNEX C: Outline of the review report format

The final MTR report must include, but not limited to, the sections outlined in the report template in the following link: [Sec 4 Template 6 Standard evaluation report content full details.docx \(live.com\)](#)

- ANNEX D: Pledge of ethical code of conduct
Members of the MTR team is required to read carefully, understand, and duly sign the Code of Conduct for Evaluation in the UN System. Please attach the duly signed form together with the contract agreement.

Please find the Pledge in the following link:
<http://www.unevaluation.org/document/detail/2866>

- ANNEX E: Evaluation Matrix
A tool that allows the MTR team to map out and visualize the review plan, its methods, and key review questions including how to address them. For reference, below can be considered as a template:

Relevant evaluation criteria	Key questions	Specific sub-questions	Data sources	Data collection methods/tools	Indicators/Success standards	Methods for data analysis

- ANNEX F: UNDP Evaluation Guidelines
<http://web.undp.org/evaluation/guideline/index.shtml>

For reference:

- a. Inception report template (section 4)
 - b. Evaluation report template and expected content (section 4)
 - c. Quality assessment process (section 6) – please refer to ANNEX H for the updated quality assessment framework
- ANNEX G: Updated UNDP evaluation quality assessment
The quality assessment questions and structure have been updated in January 2024 and will be effective immediately for evaluations conducted in 2024. For reference:
 - a. The two-pager on New QA Questionnaires
 - b. Changes in Section 6 of Quality Assessment in Evaluation

Annex 7. Timeline for conducting the MTR

	June			July					August				September
	10	17	24	1	8	15	22	29	5	12	19	26	
Commencement of Contract and Inception Meeting													
Submission of Inception Report													
Desk Review													
Feedback and Revision of Inception Report													
Semi-Structured Interviews (online)*													
Semi-Structured Interviews (in-country 24-29 July)**													
Presentation of Initial Findings to CO													
Draft Report													
Feedback on Draft Report													
Final Report & Presentation													