



Enhancing Efficiency and Accessibility of Public Services in Lao PDR (LEAP)

Project Progress Report

November 2024 – September 2025

Fiscal Year 2025

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1. Summary of Progress and Expected Impact

From November 2024 to September 2025, the LEAP Project advanced digital transformation and citizen engagement in public service delivery across Lao PDR. The project focused on modernizing One-Door Service Centers (ODSCs), strengthening public engagement and enhancing participatory accountability mechanisms. Activities engaged a wide range of government officials, service users, Nonprofit Organizations (NPOs), academia and private sector partners.

The key results from this reporting period include:

► Improving Institutional and Legal Framework around Public Services

The project strengthened the legal framework governing ODSCs through technical consultations with Ministry of Home Affairs (MOHA) staff on amendments to the Law on Local Administration, including guidance on integrating Sub-District level (Taseng) operations into national service delivery frameworks. In addition, embedded support to MOHA helped support the drafting of a new decree to strengthen the legal framework for One-Door Service Centers, clarifying mandates, inter-agency coordination, and service delivery standards. This helped MOHA to align LEAP project activities with national reform priorities.

Multiple consultations and working sessions with MOHA, provincial authorities and other stakeholders were held to review draft legislation and related policy documents, ensuring that they reflect both government priorities and citizen needs. In addition, assessments and lessons learnt from ODSC pilot sites were integrated into policy and frameworks and helped define institutional responsibilities, preparing the groundwork for scalable, nationwide reforms to public service delivery.

► Strengthening National Digital Public Infrastructure

LEAP conducted comprehensive assessments of 45 ODSCs in eight provinces: Luang Prabang, Xayaboury, Vientiane Capital, Vientiane Province, Champasak, Salavan, Sekong, and Attapeu provinces, identifying capacity gaps and opportunities for increasing efficiency. This has laid the groundwork for more ambitious institutional strengthening efforts in 2025, including digital transformation of ODSC functions and improved citizen engagement for service delivery.

In parallel, LEAP coordinated across all relevant ministries that have designed information systems for public services. This has helped build the foundations of the Smart ODSC system as an innovative digital platform to integrate ministry services, payment systems, telecommunication and logistics. Engagement across Ministries has helped to ensure cross-government ownership of the Smart ODSC initiative.

► Improved Government Accountability through Citizen Engagement

Citizen engagement is an essential component of LEAP. Over the last year, the project has engaged 10 NPOs to develop their capacities and train them on applying Community Score Cards, Citizen Report Cards and Social Audits to ODSCs, aligning with SDG indicator 16.6.2 in promoting more inclusive and accountable service delivery.

The first nationwide Citizen Feedback Survey on public service access and quality is planned in Q3 2025, with results expected by year-end. It is designed to include the perspectives of women and vulnerable groups on public service delivery. Awareness activities designed to improve service uptake among vulnerable and marginalized groups, including women, are also integrated into Smart ODSC rollout plans.

► Strategic Refocusing of Activities (April–September 2025)

During this period, the project prioritized activities that would directly support the roll-out of ODSCs and citizen engagement. Key actions included:

- Design of the Smart ODSC software as a platform to integrate digital services across ministries.
- Development of a comprehensive communications plan, including a branding package and public communication and engagement strategy to promote ODSC services nationwide and roll out strategic campaigns targeting citizens, government staff, and service users.
- Engagement with NPOs to prepare participatory monitoring and accountability mechanisms, including citizen report cards and scorecards.
- Preparatory work for the nationwide Citizen Feedback Survey, ensuring tools and methodologies are ready for implementation once government greenlight is secured.

► Government Restructuring and Impact on Project Priorities

A significant development during this reporting period was the government restructuring, approved by the National Assembly in March 2025, which included the dissolution of the Ministry of Home Affairs (MOHA), the main institutional counterpart for the project.

The restructuring resulted in a significant reduction of engagement with key government actors from April until September 2025, during which information on responsibilities and decision-making processes was not available to UNDP or other development partners. As a result, certain project outputs including 1.1 on national coordination mechanisms and legal frameworks for public services were delayed, including finalizing the decree on ODSCs. Many institutional responsibilities of MOHA have been transferred to the Central Committee for Organization and Personnel (CCOP) and other central bodies, but formal clarity on ongoing responsibilities is still pending.

This temporary freeze required the project to reshape priorities and sequencing of activities. To avoid delays and ensure continued progress, the project team strategically focused on components that would lay the groundwork for accelerated implementation once government restructuring is completed, expected in late 2025 and 2026.

Once the government finalizes the institutional arrangements for the ODSCs, the project is well-positioned to immediately support policy and legal frameworks, while rolling out the already-prepared digital, communications and accountability components.

2. Activities in 2025 and Results Achieved

Outcome 1: Public Administration Meets the Needs of Citizens Through a More Efficient and Effective Service Delivery in Lao PDR and Local Governance is More Accountable and Transparent.

» **Output 1.1: Existing ODSCs are more effective and strengthened through improved inter-ministerial coordination, optimized procedures, and an institutionalized monitoring and evaluation system.**

Activity 1.1.1: Improve coordination mechanisms and legal frameworks

As part of this activity, the UNDP supported MOHA in organizing **three consultations**, on the 20th, 23rd and 26th December 2024, with relevant departments and leadership, as well as other relevant ministries on the establishment, roles and responsibilities of a National Committee on ODSCs, which will be responsible for coordinating and overseeing the management of ODSCs at the provincial and local levels, on the drafting of the Decree on Good Public Services, and on the Law on Local Administration. The project also facilitated coordination with relevant line ministries and departments from MOHA to strengthen collaboration at both central and local levels.

Considering the dissolution of MOHA, following the ongoing government restructuring, and in the absence of a clear understanding of the operational and institutional oversight of ODSCs, UNDP has faced some challenges in supporting the finalization of the Decree on Good Public Services. As such, this activity has temporarily been paused.

Nevertheless, UNDP has been very active in supporting government partners on a broad range of legislative initiatives. These include supporting Government partners on the technical drafting of the Official Guidance on Taseng (sub-district), especially its alignment with the ODSCs. UNDP further facilitated **three technical drafting sessions** (24 April, 15 May and 16 June 2025) for the revision of the Decree on Good Public Services in support of MOHA legal drafting team. Additionally, UNDP has provided translations for the National Strategy for Digital Government, the Decree on Good Public Service, and the Law on Local Administration.

During the reporting period, UNDP actively engaged with the **Governance Sector Working Group (GSWG)** to strengthen technical knowledge and awareness of legislation among development partners. This included organizing and participating in a working session on 28 April 2025 on the drafting of the 10th NSEDP, which brought together representatives of MOHA, Ministry of Justice (MOJ), the People's Supreme Court, and the Office of the Supreme People's Prosecutor. UNDP provided guidance on monitoring frameworks, supported the drafting of NSEDP indicators related to governance and rule of law Outcome 6 (Effective Government Management, Political Stability, Social Harmony, Justice, and Prosperity), and offered feedback to promote digital transformation of the public administration, NPO inclusion in public service delivery and the use of citizen feedback mechanisms for greater accountability. UNDP also coordinated the collection and consolidation of feedback from GSWG members for submission to government partners, especially the Ministry of Planning and Investment, on 30 April 2025 and 02 September 2025.

Activity 1.1.2: Assess ICT infrastructure and workflow of existing and SMART ODSCs to strengthen and streamline procedures of ODSCs



Assessment of 45 ODSCs in eight Provinces: To support capacity-building efforts in terms of digital and operational skills among ODSC staff, and to understand ICT hardware needs at ODSCs nationwide, four missions of cumulated four weeks, have been organized to date to assess the technical capacity of ODSCs. A questionnaire was developed by UNDP to appraise levels of digital literacy among ODSC staff; levels of internet access and connectivity; and service-user feedback modalities, among other indicators.

Between November 2024 and January 2025, UNDP carried out the first nationwide **One Door Service Center (ODSC) Staff Survey**, reaching **411 staff across 45 centers in eight provinces**. (see *Annex 4*). The findings highlight both systemic constraints and strong foundations for reform. A large majority—75.8% of staff—reported insufficient resources, citing shortages in computers, printers, and reliable internet, while 72% of centers still operate with minimal or no digitalization, and 42% remain fully paper-based. Citizen engagement remains heavily traditional, with 65% of communication still conducted face-to-face, limiting scalability and efficiency. At the same time, the survey underscores important strengths: 78% of staff reported good internal team communication and 95% hold at least a bachelor's degree, indicating strong human capital that is eager to adapt and build digital skills. These results provide clear evidence that while ODSCs are staffed by qualified and motivated personnel, their effectiveness is undermined by structural gaps in infrastructure, training, and standardized procedures—areas that future LEAP investments are now well-positioned to address.

By the end of the year, it is envisaged that all ODSCs in Lao PDR will be evaluated, totaling 73 ODSCs¹. Using the data collected at the ODSCs, UNDP is compiling an ODSC dashboard (*Annex 2*), which can facilitate the disaggregation of data by various indicators, including by province; by number of services delivered; by level of digitalization; by service processing times; and by payment modalities, among others. Critically, this data has served as a baseline for understanding the current technical capacities of ODSCs nationwide.



Image 1: ODSC Assessment in Vientiane Province



Image 2: ODSC Assessment in Xayaboury Province

¹ Assessments have been put on hold because of the government restructuring, until further clarification is received on the final administrative structure governing ODSCs.

Following the conclusion of the ODSC visits, a draft ODSC Assessment Report was drafted (**see Annex 3**). This Assessment Report provides evidence-based logic for the allotment of ICT equipment to ODSCs, procured as part of the project. The report also provides practical information on how ODSCs currently operate and existing workflows. Insights from the Assessment Report will further inform the design and implementation of digital and operational skills training courses, which are envisaged to be rolled out among ODSCs and certain line-ministries' staff in 2026.

The assessment report highlighted several systemic challenges that continue to affect the efficiency of local service delivery and access to services. While a few ODSCs, particularly in Luang Prabang, Vientiane and Champasak provinces, show promising practices, the majority face significant constraints in infrastructure, coordination, staffing, and citizen awareness, several interconnected challenges affecting service efficiency and accessibility. Key issues include inadequate infrastructure and ICT equipment, low digital literacy among staff, limited citizen awareness and outreach, weak coordination between ODSCs and line departments, persistent staffing gaps, and a lack of independent operational budgets. Together, these constraints hinder the ability of ODSCs to deliver integrated, responsive, and sustainable public services, highlighting the need for targeted investments in infrastructure, human resources, digital capacity, and community engagement.

These issues underline the need for a multi-pronged strategy addressing infrastructure, digital capacity, human resources, and citizen engagement. Office spaces should be renovated and expanded, with dedicated internet connections and upgraded ICT equipment. Citizen outreach should include awareness campaigns across all villages, local access to forms, and training for village staff on ODSC services. Coordination can be strengthened through regular inter-departmental meetings and a streamlined front desk system for managing inquiries and document flow. Capacity development for staff should focus on digital literacy, customer service, and operational procedures, complemented by peer learning and knowledge-sharing initiatives. Financial sustainability can be supported through clear revenue-sharing mechanisms and independent operational budgets for each ODSC.

- **Streamlining document processes:** During this reporting period, UNDP met with MOHA, Ministry of Industry and Commerce (MOIC), Ministry of Finance (MOF), Ministry of Natural Resources and Environment (MONRE), and Vientiane Capital authorities to streamline the processes of the ODSCs. Meetings with MOHA focused on streamlining citizenship and civil registration services and integrating them with the eCRVS system. Discussions with MOIC addressed the interoperability of the Electronic Business Registration System (EBRS) across district, provincial, and central levels. The meeting with MOF explored linking the TaxRis and Treasury systems to support online payments through the Smart ODSC portal. Engagement with MONRE targeted integration of the LaoLandReg system for land registration services. These consultations collectively contributed to standardizing procedures, improving system interoperability, simplifying citizen-facing processes, and enabling digital tracking of service requests across multiple ministries.

In addition, the ODSCs assessments allowed UNDP to understand and provide a current state analysis on the general process for requesting a public service at the ODSC level.

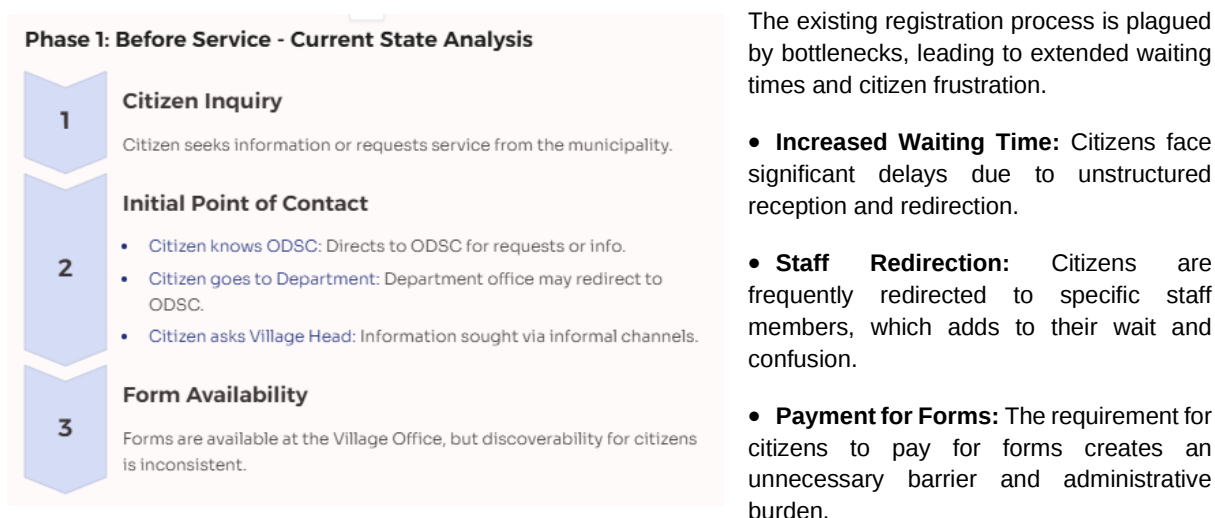


Figure 1: Current state analysis of ODSCs

Recommendations have been identified to ensure a smooth and efficient citizen experience:

- Upon arrival, the service user is received by any available staff, significantly reducing waiting time.
- Staff provide the necessary forms along with clear guidance, eliminating separate payment steps and ensuring accuracy from the start.
- Information and documents are immediately verified on the spot, allowing for rapid validation.
- Once validated, staff promptly begin processing the certificate, ensuring a seamless transition to service delivery.

Considering the ongoing government restructuring, and in the absence of a clear understanding of the operational and institutional oversight of ODSCs, UNDP has faced some challenges in making progress to develop the streamlining of workflows. As such, this activity has temporarily paused.



ODSC Capacity building: Considering this delay, UNDP instead prioritized the procurement process for two firms to provide trainings to the ODSCs staff on digital literacy and operational skills respectively over the next two years. As part of this process, UNDP identified two Lao specialized companies to provide these trainings, with extensive experience in the domains of digitalization and digital skills as well as business operations. These experienced contractors will soon begin the process of designing accessible and relevant training materials to support ODSCs processes streamlining and staff capacity building, especially on the use of newly procured hardware.

As part of the LEAP project's commitment to strengthening digital capacity across public service institutions, UNDP is partnering with the **National University of Laos** to deliver comprehensive **digital literacy training**. This collaboration ensures that training is aligned with national educational standards, leverages local expertise, and contributes to sustainable capacity building. By working directly with the National University, UNDP not only enhances technical skills among participants but also fosters long-term institutional partnerships to support ongoing digital transformation efforts in Lao PDR.

- The LEAP project funded the participation of Armita Azadeh, Governance Analyst, alongside Mme. Kheuavanh Chanthaphouvang, Deputy Director General of the Department of Public Administration Development (DPAD) and Ms. Khampheng Latsamy, Deputy Head of ODSC Division, from MOHA to the **8th Regional Symposium on Effective Governance and AI Transformation for the 2030 Agenda**, which was held in Incheon, South Korea, from 8–11 November 2024. The purpose was to gather insights on regional digital governance trends, AI applications, and innovative public service practices to inform the LEAP Project. The Symposium enabled participants to explore AI integration in government services, digital literacy initiatives, and inclusive governance frameworks. As an outcome, key actions were identified for Laos, including assessing AI regulations, and exploring regional partnerships for smart public service transformation.

Activity 1.1.3. Improve monitoring and evaluation system and integrate service user feedback into existing and new ODSCs



To strengthen the sustainability of the LEAP Project, UNDP has initiated the development of a standardized **monitoring and evaluation (M&E) framework** to track ODSC performance against defined indicators, assess the effectiveness of revised SOPs, and inform evidence-based decision-making on the future delivery of services. This has been notably reflected in the ODSC Dashboard (**See Annex 2**).

Dedicated M&E Expertise will be leveraged in the project to monitor the proper implementation of the new digital monitoring practices at the ODSC level that will be further established. This is complemented by the establishment of a centralized indicator database (ODSC Dashboard), designed to capture both project and ODSC-level data and which will further be integrated in the Smart ODSC.

In addition, the LEAP project, as part of its citizen engagement component, has initiated the development of a nationwide **citizen feedback survey**, which aims to capture service-user perspectives and strengthen citizen-centric decision-making. The survey, still in the drafting phase, comprises 28 questions covering demographics, access, service quality, digital use, satisfaction, and inclusion. It has been designed in close collaboration with government partners to foster shared ownership and build trust in the use of feedback mechanisms across public institutions. A detailed concept note highlighting the methodology and the delivery has been shared and approved by MOHA. (**See Annex 5**)

★ **Best-Practice:** *To ensure the accessibility and cultural relevance of the survey, a Focus Group Discussion (FGD) will be held with a cross-section of Lao citizens, and in collaboration with NPOs. A concept note has been submitted to an existing contractor, who will facilitate the FGD and ensure that the questionnaire is appropriately phrased in Lao language and accessible to diverse segments of society.*

Following validation, the citizen feedback survey will be disseminated through a combination of digital and in-person methods to ensure broad and inclusive coverage. Online distribution will leverage telecom platforms, mobile apps, and QR codes in public spaces, targeting digitally connected populations while supporting local authorities and NPOs to reach underserved areas.

»»» **Output 1.2: Citizen access to efficient and responsive Public Services is enhanced via scaling up the use of Smart ODSCs and piloting new Mobile ODSCs**

Activity 1.2.1: Review of the SMART ODSC Model

 As a foundational step in supporting government digital transformation, LEAP initiated a mapping of government **digital services** following the **whole-of-a-government approach**. The exercise catalogued core platforms led by MTC (e-office, G-Share, GDX, data portals) and inventoried sector systems across other line ministries, highlighting siloed workflows, uneven levels of digital maturity, and interoperability gaps, alongside data-protection. It produced a system map, gap analysis, and interoperability plan that anchors initial integration points for SMART ODSC: MOIC's business registration, MOF's payment/tax platforms (TaxRis), MONRE's land registry, and MOHA's e-CRVS. The mapping informed all functional requirements, API standards, and technical working group agendas for the platform's architecture and rollout (see **Annex 6**).

This work has allowed the UNDP technical team to design, in collaboration with MOHA and in close consultation with MTC, the **SMART ODSC application**. It is envisioned as a multi-channel, citizen-centric platform that integrates online services, and hybrid online-offline models. The system will feature a website and mobile application, allowing citizens to submit digital service requests with integrated payment and appointment booking, and a government-facing backend portal to streamline workflows and data use. These features directly reflect the priorities of the *National Strategy on Public Services through the One Door Service Mechanism 2030*, the Digital Government Masterplan, and is now also aligned with the National Digital Government Strategy, endorsed in July 2025 by the Prime Minister. This evidence base will guide the functional requirements of the SMART ODSC system, ensuring it addresses connectivity limitations, workflow bottlenecks, and inclusivity gaps, particularly for women, persons with disabilities, and ethnic groups.

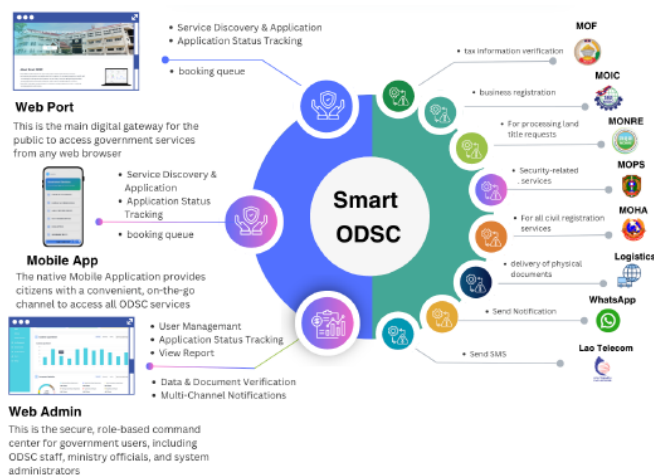


Figure 2: Smart ODSC System Architecture

The project also contracted the services of a local firm, Global Digital Management Solutions (GDMS) to provide in-country **server hosting**. GDMS will provide Lao-based infrastructure compliant with government

regulations to ensure secure, scalable operation of the SMART ODSC application.

Activity 1.2.2: Digitalize public service delivery in target Provinces

 **Provision of IT equipment to 70 ODSCs in 18 Provinces.** Following the ODSC assessments, the project completed procurement of a standardized ICT package for 70 provincial/district ODSCs and MOHA, of a total value of 380,000 USD. Addressing internet connectivity and ICT infrastructure represent a key step towards the digitalization of ODSCs.

The package equips counters with modern all-in-one desktops and peripherals, including tablets for queue management, digital citizen service feedback, and public browsing of available services. ODSCs will be equipped with barcode scanners for easy tracking of applications and document processing through a QR code/barcode system; thermal printers for queue numbering and receipt printing; as well as high-speed document scanners/MFPs to digitize records.

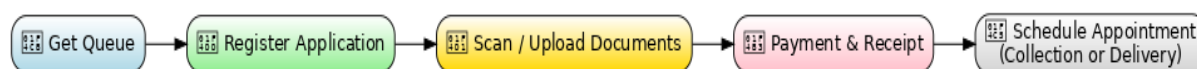


Figure 3: Smart ODSC workflow supported through IT infrastructure

This configuration operationalizes the SMART ODSC workflow, which aims at reducing paper handling, improving data quality and customer service ahead of pilot deployments.

The IT equipment will also enable the establishment of a dedicated **Digital Center at the MOHA ODSC**. The space for the center has been provided by MOHA to act as a hub where civil society and other ODSC users can access and participate in digital training sessions.

To advance the development of the SMART ODSC platform, the project prioritized procurement of **long-term technical services** to design, develop and deploy the SMART ODSC system. Following a competitive bidding process, UNDP has selected the services of Lao software development firm Lailaolab. The contract covers maintenance for five years, capacity building - including tailored training for the MOHA and ODSC staff on digital service management - and service user support. This marks a critical step in shifting from preparatory assessments to actual implementation, ensuring that technical development proceeds in parallel with institutional readiness. Deployment will begin in selected pilot provinces (Luang Prabang, Xayaboury, Champasak and Vientiane Capital), allowing for iterative testing and refinement before scaling nationally. Through this approach, the project is laying the groundwork for a sustainable and inclusive digital public service model that reduces transaction costs, increases transparency and improves accessibility. Beyond the project, however, sustainability will need to be ensured through strong government ownership and investment, for which the project supports different activities, such as public-private partnership (PPP) trainings and capacity-building for senior management in fiscal management and financial planning.

Activity 1.2.3: Enhance the accessibility of public services through piloting new mobile ODSCs, in hard-to-reach communities in select provinces

The ODSC assessment showed that most districts, such as Muang Khorb in Xayaboury Province, Muang Khong in Champasak Province, or Muang Ngoi in Luang Prabang Province, have already established services similar to the mobile ODSC to provide public services access for remote communities, with district offices conducting regular visits. This activity under the project therefore will be rolled out following detailed analysis of existing initiatives, including in provinces which still lack mobile service provision.

Activity 1.2.4: Awareness raising on ODSC and online application



LEAP developed a sequenced communications plan (see **Annex 7**) for the project's duration, aligned with MOHA priorities. This was the result of extensive assessments that identified as a key priority enhanced means of public engagement and communication to communities.

The plan sets clear objectives, defines priority audiences (including citizens in rural/remote areas; women; persons with disabilities; ethnic groups; local officials/front-line staff), and establishes a message matrix that explains what services are available, what documents are needed, how to apply online/assisted, how to track status, and how to complain/appeal. It maps communication channels and integrates accessibility measures from the start. A simple accompanying MEL framework will allow UNDP and MOHA to track impact.

To deliver the plan on scale, UNDP has procured the services of an international communications firm for two years, which is partnering with Lao professionals to ensure a combination of international expertise and local knowledge. The firm will deliver varied means of citizen-facing content, including events and online content. It will run inclusion campaigns including targeting people with disabilities, and public awareness campaigns will be anchored around key moments, most notably Lao ODSC week - a project flagship public services campaign, two provincial outreach roadshows, community radio events, and an online digital campaign to accompany the SMART ODSC rollout with simple, instructional content.

In addition, during the reporting period an international graphic designer was engaged to develop a unified **visual identity and brand** for ODSCs and the LEAP project, following inclusive design standards. The final logo and brand guidelines are pending completion and clearance by MOHA, after which they will be used in the procurement of branded merchandise.



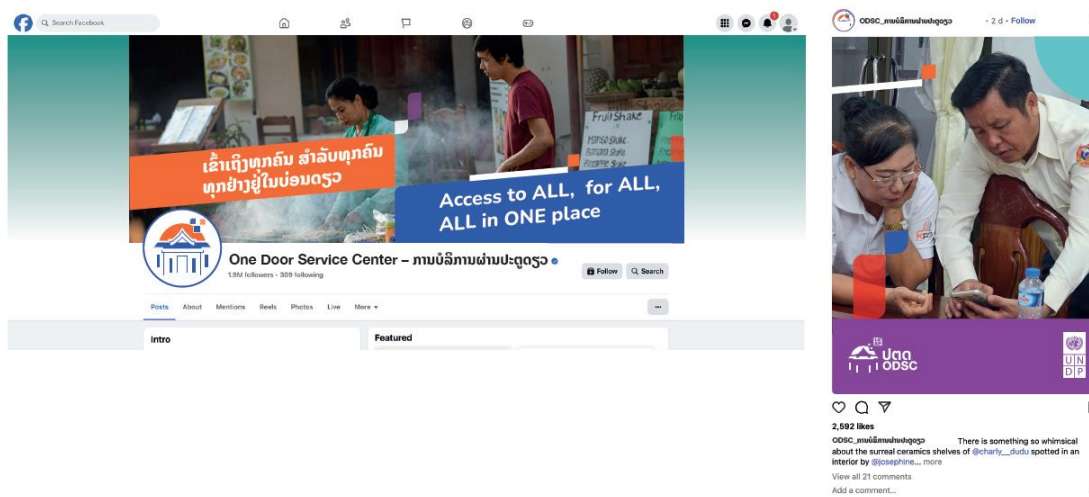


Figure 4: Samples of Branding Packaging for the ODSC and LEAP project

The project has effectively leveraged UNDP Lao PDR's social media presence to conduct public outreach and amplify key messages on ODSCs. Key communication outputs included a press release to inform the public, government, NPO partners, development partners, and private sector, of the project's launch: [The LEAP Project Launch: Transforming Public Service Delivery in Lao PDR | United Nations Development Programme](#). (Annex 9).



Figure 5: Facebook Publication on the visit of ODSCs in Champasak, Attapeu, Xekong and Salavan Provinces²

² (6) UNDP Lao PDR - ODSC Assessments Ongoing! After visiting 30 One... | Facebook

Outcome 2: Civil society of Lao PDR plays a strong role in promoting effective, inclusive, and accountable public services while acting as a key stakeholder in national-level policy discussions.

»»» Output 2.1: NPOs effectively contribute to the government's efforts to improve quality service delivery to vulnerable groups.

Activity 2.1.1 Training in Participatory Action Research for Non-Profit Organizations (NPOs)



From 9–13 June 2025, UNDP hosted and delivered a five-day training on Participatory Action Research (PAR) in Vientiane for 20 participants—18 from 10 NPOs including one OPD and two MoHA staff (including six women, and three persons with disabilities). The purpose was to empower communities to identify challenges, collect data, and implement solutions to improve public service delivery. The training aimed at strengthening NPOs' capacities to conduct community-based research, apply social accountability tools from the SDG 16+ Civil Society Toolkit, and generate evidence for policy dialogue and service reform. The workshop combined interactive sessions, case studies, and hands-on exercises to translate research into actionable solutions.

Baseline data showed 71.4% had no prior exposure to community scorecards, citizen report cards, or social audits, and 57.1% reported low confidence in conducting community-based research. Post-training, 90% reported feeling confident or very confident (0% “not confident”) and could accurately describe PAR. Each organization left with a draft PAR concept, topic, questions, goals/objectives, and selected tools e.g., community scorecards, problem/objective tree, citizen report cards, social audit. Participants asked for more hands-on support with proposal writing and first field applications; the forthcoming call for proposals for Low-Value Grants (LVGs) will enable implementation of these PAR studies.



Image 3: Participants at the PAR training held at UN House from 9-13 June 2025

Activity 2.1.2 Conduct NPO-Led Research to Identify and Address Barriers to Public Service Delivery



Following the PAR training, and in line with the project's objective to enable NPOs to identify and address barriers to public service delivery for vulnerable groups, the LEAP project launched a Call for Proposals in July 2025 for NPO-led, evidence-based research using PAR. It invited registered NPOs to identify priority bottlenecks, produce a PAR report with recommendations, and implement one to three practical actions in partnership with authorities and communities, generating products for governmental dialogues and public outreach.

In total, 21 proposals were received, including submissions from all 10 NPOs that took part in the project's PAR training—underscoring the training's effectiveness and reach. Evaluation by MOHA and UNDP is in progress, after which eight LVGs of 15,000 USD will be provided under the LEAP project to the selected NPOs. Several topics were selected by the NPOs, including support for persons with disabilities and underprivileged groups, participatory tools for ethnic communities, and community protection and justice access, all designed to align with and strengthen future ODSC operations. To ensure that resulting research is responsive and aligned with project objectives, an expert consultant in PAR has been contracted to support NPOs throughout community engagement, research, and implementation processes.

Activity 2.2.2 Low-Value Grants (LVGs) for Organizations of Persons with Disabilities (OPDs)-Led Training on Disability Inclusion for targeted One Door Service Centers (ODSCs)



Figure 6: Announcement poster after UNDP grant award

To support organizations of persons with disabilities (OPDs) to improve the efficiency and accessibility of public services, the project launched a Call for Proposals focused on capacity building for disability-sensitive services and carrying out accessibility audits at selected ODSCs. The call aligns with recommendations from the Convention on the Rights of Persons with Disabilities (CRPD) Committee and project's commitment to inclusive service delivery.

UNDP received five proposals, and two OPDs, the Lao Disabled People's Association (LDPA) and the Disability-Inclusive Development Association (DIDA), were awarded LVGs of USD 28,500 each to deliver practical training for ODSC staff and conduct accessibility audits at

targeted centers in selected provinces, the results of which will feed into public service delivery improvements. MOHA has been actively engaged in assisting UNDP to identify the ODSCs that will benefit from the training support.

Activity 2.2.2: Technical Support to the National Committee for Persons with Disabilities (NCPD), Ministry of Labour and Social Welfare.



Building on UNDP's long-standing support to the Lao Government in implementing the CRPD and addressing the Committee's recommendations, the project is strengthening the National Committee for Persons with Disabilities (NCPD) to finalize the CRPD National Action Plan (NAP). In parallel, disability inclusion is being embedded in the ODSCs, positioning them as key entry points for accessible public services.

Following consultations with NCPD senior management, it was agreed that the NAP can be completed once technical support is secured and multi-stakeholder consultations concluded. Key activities include finalizing and officially launching the CRPD National Action Plan (NAP) with multi-stakeholder consultations, translating the CRPD into accessible formats such as Lao-language materials and videos, and building the capacity of NCPD members on CRPD provisions and M&E frameworks. UNDP has committed funding to facilitate these consultations and to support these activities.

Through the LEAP project, these disability inclusion efforts are also connected to the operationalization of ODSCs, ensuring that public service delivery platforms become more inclusive and accessible to persons with disabilities. The project covers drafting and submitting the combined second to fifth periodic reports to the CRPD Committee, exploring ratification of the Optional Protocol and the Marrakesh Treaty to enhance rights protection and accessibility, and participating in the CRPD Conference of State Parties to share progress and mobilize support.

Preparations are also underway to assist OPDs in organizing advocacy events to raise awareness on key international observances for persons with disabilities, including the 4th International Day of Sign Languages (IDSL) (23 September 2025) and the International Day of Persons with Disabilities (3 December 2025).

3. Project Governance

Project governance under the LEAP project was anchored in a system of regular coordination meetings between the UNDP project team and the MOHA team, typically held on a weekly basis and, and sometimes every two weeks when daily collaboration and continuous updates made weekly sessions unnecessary. These meetings proved highly effective in ensuring information flow and collective planning. They provided a platform for the UNDP to present progress across activities, including field assessments, legal reviews, and joint missions with government counterparts. They also facilitated coordination with other ministries and partners, while serving as an essential channel for timely updates on government restructuring, institutional changes, and ongoing legal amendments.

Over time, this approach significantly strengthened coordination and engaged MOHA in a smooth and structured manner throughout project implementation. For each activity, MOHA counterparts were directly involved from the design and concept note stage through implementation and monitoring, ensuring that training received was operationalized and translated into practice.

To strengthen transparency and follow-up, recap minutes and PowerPoint summaries were systematically prepared and uploaded after each session. In cases where meetings could not be convened due to the unavailability of the DDG, both MOHA and UNDP circulated written

updates by email, ensuring continuity of communication and oversight. This flexible and responsive governance arrangement contributed to maintaining alignment, anticipating risks, and jointly adapting the project to a rapidly evolving institutional landscape.

4. Planned Activities for the Upcoming Quarter

Activities to be directly implemented by UNDP	Outcome 1: ▶ LEAP will continue to provide technical support to MOHA on the drafting and finalization of laws and decrees most relevant to the operationalization and effectiveness of ODSCs ▶ LEAP will lead a workshop with the Sub-Working Group on Public Service Improvement and Citizen Engagement (SSWG) to analyze institutional changes in government structures and is preparing a field visit to Bolikhamxay Province in early October to engage NPOs and strengthen citizen participation in service delivery. ▶ UNDP will advocate with the Government for the establishment of a National Committee on ODSCs. ▶ UNDP will continue to assess ODSCs in the six remaining provinces, Savannakhet, Khammouane, Bolikhamxay, Huaphanh, Xieng Khouang, Oudomxay, and visits will be conducted to those without ODSCs, Bokeo, Luang Namtha, Xaysomboun, and Phongsaly ▶ Training plans will be drafted for ODSCs and MOHA staff on digital skills and process improvement. ▶ Technical expertise will be leveraged to develop standard operation procedures for ODSCs nationwide. ▶ The citizen feedback survey will be launched, with its launch commencing in priority provinces. OSDC week will take place, with a major objective of survey result dissemination. However, the LEAP ODSC Week might be postponed to Q1 2026. ▶ A branding package for the project and MOHA ODSC will be finalized. Communications activities will continue, with regular social media updates, press releases. The development of project materials such as banners, posters, merchandise will commence. ▶ LEAP will equip and configure select ODSCs with ICT equipment ▶ LEAP will commence the development of the SMART ODSC software, which will include a series of follow-up consultations with government and all line ministries. Outcome 2: ▶ Eight NPOs will be selected to implement Low Value Grants to conduct participatory action research. Community research will commence in provincial sights. ▶ Two OPDs will begin to train ODSC staff on disability inclusive development and conduct disability audits of select ODSCs ▶ LEAP will support OPDs' disability rights advocacy during two major annual events, namely International Day of Sign Languages (September) and International Day of Persons with Disabilities (December)
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	▶ LEAP will begin to support NCPD on consultations to ensure finalization of the CRPD NAP and on the translation of the CRPD into accessible formats
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5. Financial Performance

Table 1. Summary of Total Budget and Expenditure								
	Total contribution USAID	Annual Expenditure (2024)	Balance (2025)	Budget (2025)	Budget (2026)	Annual Expenditure (2025)	Ongoing Commitments (2025-2026)	Grand Balance (03.09.2025)
Output 1.1	\$817,500.00	\$24,512.64	\$792,987.36	\$450,487.36	\$280,000.00	\$106,565.75	\$503,800.00	\$182,621.61
Output 1.2	\$940,250.00	\$-	\$940,250.00	\$510,250.00	\$430,000.00	\$259,483.83	\$671,000.00	\$9,766.17
Total Output 1	\$1,757,750.00	\$24,512.64	\$1,733,237.36	\$960,737.36	\$710,000.00	\$366,049.58	\$1,174,800.00	\$192,387.78
Output 2.1	\$175,123.00	\$-	\$175,123.00	\$107,596.00	\$46,125.00	\$57,860.07	\$-	\$117,262.93
Output 2.2	\$144,831.00	\$-	\$144,831.00	\$40,318.00	\$59,575.00	\$57,000.00	\$81,000.00	\$6,831.00
Total Output 2	\$319,954.00	\$-	\$319,954.00	\$147,914.00	\$105,700.00	\$114,860.07	\$81,000.00	\$124,093.93
Output 3 (Direct Enabling Costs)	\$ 672,566.00	\$ 62,143.46	\$ 610,422.54	\$ 456,039.70	\$ 395,485.37	\$ 276,960.05	\$ -	\$ 333,462.49
GMS	\$220,022.00	\$7,535.31	\$212,486.69	\$147,155.28	\$127,694.83	\$184,666.49		\$27,740.20
TOTAL	\$2,970,292.00	\$94,191.41	\$2,876,100.59	\$1,711,846.34	\$1,338,880.20	\$942,536.19	\$1,174,800.00	\$677,684.40

Table 2. Ongoing commitments in 2025	
Output 1.1	\$503,800.00
Output 1.2	\$671,000.00
Output 2.1	\$-
Output 2.2	\$81,000.00
TOTAL	\$1,255,800.00

6. Success Stories



Transforming Digital Literacy and Practices at MOHA

The LEAP Project's approach to **on-the-job training and mentoring** has had a demonstrable impact on the digital literacy and operational efficiency of the **DPAD team from MOHA**. By focusing on on-the-job support and practical application rather than one-off training, the project has helped MOHA staff integrate digital tools into their daily work, particularly in **policy drafting, coordination, and monitoring**.

- ▶ A key shift has been the **transition from informal channels, such as WhatsApp, to official digital platforms**. Using **Microsoft Teams**, staff now participate in structured shared conversations, collaborate on shared documents, and clearly understand the difference between files saved locally on a desktop versus those saved on the shared platform. This approach has reinforced good practices in document management and official communications. The project also promoted the use of **official email addresses** for correspondence, enhancing coordination between MTC and MOHA and improving record-keeping for critical communications.
- ▶ Although MOHA staff received only a **single full-day training session** from the Ministry of Technology and Communications (MTC), the project leveraged **continuous mentoring and practical applications** to embed learning. LEAP's ICT consultant observed and supported application of the training, ensuring that knowledge was translated into action.
- ▶ The methodology extended to **virtual engagement and collaboration**, building on a virtual provincial consultation at the design phase of the project that brought together over 70 participants from all 18 provinces. Support by the project, to conduct virtual meetings have **shifted mindsets**, encouraging MOHA staff to organize and engage online, including regular project coordination calls, instead of travelling to remote locations. This improves efficiency and saves Ministry and project funds.
- ▶ The adoption of **digital survey tools** during the ODSCs assessments has also benefited Ministry policy making. MOHA staff not only adopted the survey tools but also recognized their value for data analysis and evidence-based decision-making. This foundational experience has prepared them to actively engage with the **upcoming nationwide Citizen Feedback Survey**, ensuring they can manage and interpret survey data effectively and feed this evidence into the policy making process.
- ▶ The **online ODSC Dashboard**, built as a live Google document, has transformed monitoring and reporting practices. MOHA staff can now update information in real time, and all authorized users have access to the latest data, fostering transparency, collaboration and timely decision-making across the ministry.

Through this combination of **practical training, mentoring, and digital tool integration**, the LEAP Project has not only improved technical capacity but also cultivated a **culture of continuous learning and digital adoption** within MOHA, laying the groundwork for more efficient, accountable, and citizen-focused public service delivery.

7. Annexes

[Annex 1: Performance Indicator Tracker](#)

[Annex 2: ODSC Dashboard](#)

[Annex 3: ODSC Assessment report](#)

[Annex 4: ODSC Staff Survey report \(link to the survey\)](#)

[Annex 5: Citizen Feedback Survey Concept note \(officially approved\)](#)

[Annex 6: Smart ODSC and digital mapping report](#)

[Annex 7: Communications Strategy and Action Plan](#)

[Annex 8: PAR training assessment](#)

[Annex 9: Press Release for the launch of the project](#)

[Annex 10: Project Weekly Meeting - Sample](#)