



Government  
of Ireland  
International  
Development  
Programme



# 2025 Progress Report (November 2024 to November 2025)

## The Government of Ireland

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# Acronyms

|          |                                                       |
|----------|-------------------------------------------------------|
| CCOP     | Central Committee for Organizations and Personnel     |
| CRPD     | Convention on the Rights of Persons with Disabilities |
| DDG      | Deputy Director General                               |
| DIDA     | Disability-Inclusive Development Association          |
| DPAD     | Department of Public Administration Development       |
| EBRS     | Electronic Business Registration System               |
| e-CRVS   | Electronic Civil Registration and Vital Statistics    |
| FGD      | Focus Group Discussion                                |
| GDMS     | Global Digital Management Solutions                   |
| GSWG     | Governance Sector Working Group                       |
| IDSL     | International Day of Sign Language                    |
| LDPA     | Lao Disabled People's Association                     |
| LEAP     | Lao PDR Efficiency & Accessibility Project            |
| LVGs     | Low Value Grants                                      |
| MOF      | Ministry of Finance                                   |
| MOHA     | Ministry of Home Affairs                              |
| MOIC     | Ministry of Industry and Commerce                     |
| MOJ      | Ministry of Justice                                   |
| MONRE    | Ministry of Natural Resources and Environment         |
| MTC      | Ministry of Technology and Communications             |
| NAP      | National Action Plan                                  |
| NCPD     | National Committee for Persons with Disabilities      |
| NPA      | Nonprofit Associations                                |
| NSEDP    | National Socio-Economic Development Plan              |
| ODSC     | One Door Service Center                               |
| OPD      | Organizations of Persons with Disabilities            |
| PAR      | Participatory Action research                         |
| PPA      | Provincial People's Assembly                          |
| PPP      | Public-Private Partnership                            |
| PSI & CE | Public Service Improvement and Citizen Engagement     |
| SDG      | Sustainable Development Goal                          |
| SSWG     | Sub-Sector Working Group                              |
| UNDP     | United Nations Development Programme                  |

# 1. Summary of Progress and Expected Impact

From November 2024 to November 2025, UNDP, through the LEAP Project, supported the Government of Lao PDR to advance digital transformation and citizen engagement in public service delivery across the country.

Since the inception of the project, Ireland's support has allowed UNDP to kick-start the modernization of One-Door Service Centers (ODSCs), strengthen public engagement and enhance participatory accountability mechanisms. The activities engaged a wide range of government officials, service users, Non-Profit Associations (NPAs), academia and private sector partners.

Ireland's support directly helped the following activities:

- The visit and assessments of ODSCs in the remaining provinces: Bolikhamxay, Savannakhet, Khammouane, Huaphan, Xiengkhouang.
- The allocation of small grants to NPAs to apply the skills gained in training sessions directly within their communities. The training supported them to identify concrete challenges in accessing public services, engage constructively with ODSCs, and collaboratively develop and implement solutions with local authorities.
- The broad dissemination of the Citizen Feedback survey through a multitude of channels, which enables extensive outreach nationwide [on-going in Q4].
- The organization of high-level consultations for the development of the Smart ODSC and to secure inter-ministerial agreement and approval on coordinating digitalization efforts on one single platform. These efforts allowed the LEAP project to be acknowledged and recognized by all stakeholders as a model in modernizing public services.
- The development of the Decree on Good Public Services, as the legal and institutional backbone of the LEAP project, by supporting translation services and consultations with key stakeholders.
- The on-going coordination work of the Governance Sector Working Group (GSWG) to enhance collaboration and the participatory process between the government and civil society directly aligns with the LEAP project objectives. This support ensured technical contributions from key stakeholders were received and incorporated into the Governance section in the draft 10<sup>th</sup> National Socio-Economic Development Plan (NSEDPlan).
- UNDP's technical support to strengthen the rights of persons with disabilities by supporting i) the International Day for Persons with Disabilities and ii) the National Assembly to conduct the first ever consultation on challenges faced by persons with disabilities in accessing services and rights.
- The procurement of branding and merchandise for the LEAP project and raising awareness about ODSCs nationwide.<sup>1</sup>

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<sup>1</sup> Citizen engagement with ODSCs will be measured and reported in the 2026 Annual Report

This annual report will highlight several key results during the reporting period, from November 2024 until November 2025, and outline key institutional changes:

### ► 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.<sup>2</sup>

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

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.

### ► Improving Institutional and Legal Framework around Public Services

The project strengthened the legal framework for ODSCs through technical consultations with Ministry of Home Affairs (MOHA) on amendments to the Law on Local Administration, including guidance on integrating Sub-District level (Taseng) operations into national service delivery frameworks. Embedded support to MOHA also contributed to drafting a new decree clarifying ODSC mandates, inter-agency coordination, and service delivery standards. These efforts positioned MOHA to align LEAP activities with national reform priorities from 2025 onwards.

Project staff held multiple consultations and working sessions with MOHA, provincial authorities and other stakeholders 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.

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<sup>2</sup> For clarity, although the functions referenced now fall under the CCOP, the report will continue to use the term “MOHA” to ensure consistency with previous documentation.

### ► 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 enhancing public service 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 13 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. High level consultation with Ministries has helped to ensure cross-government ownership of the Smart ODSC initiative.

Furthermore, engagement with the National Assembly of Lao PDR through a two-day Policy Dialogue from 4 – 5 November 2025, raised awareness to one hundred parliamentarians (including 25 women) from across 18 provinces on the Smart ODSC initiative and public sector digitalization efforts.



*Image 1: National Assembly Policy Dialogue*

*4-5 November 2025*

### ► Improved Government Accountability through Citizen Engagement

Citizen engagement is an essential component of LEAP. Over the last year, the project has engaged 10 NPAs to develop their capacities and train them on applying Community Score

Cards, Citizen Report Cards, and Social Audits for 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 December 2025, with results expected by early 2026. It is designed to include the perspectives of women and vulnerable groups on public service delivery, while awareness raising activities have been planned to improve service uptake among women, persons with disabilities and ethnic groups, and have been integrated into Smart ODSC rollout plans.

The project intends to **significantly expand citizen feedback and public service performance monitoring from 2026 onward**, moving from the current pilot phase toward a more structured and institutionalized mechanism at both central and sub-national levels. LEAP has already initiated exchanges with UNDP Viet Nam regarding the possible adaptation of the **Public Administration Performance Index (PAPI)** approach, a nationally recognized tool supported by the Government of Ireland in Viet Nam and used annually to measure governance quality and service delivery performance across provinces. Building on this year's citizen feedback survey, the results will serve as an evidence base to **conceptualize a more comprehensive and context-appropriate Performance Evaluation Index for Lao PDR**, supporting the Government in strengthening accountability, transparency, and responsiveness in public administration.

#### ► Strategic Refocusing of Activities (April–November 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 NPAs 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 were ready for implementation once government approved in late October 2025.

## 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, UNDP supported MOHA in organizing **three consultations**, on the 20<sup>th</sup>, 23<sup>rd</sup> and 26<sup>th</sup> December 2024 with key departments, MOHA leadership, relevant ministries on the establishment, roles and responsibilities of a National Committee on ODSCs. This committee will be responsible for; i) coordinating and overseeing the management of ODSCs at the provincial and local levels; ii) drafting the Decree on Good Public Services and; iii) drafting 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.

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** on 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 draft 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, the 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 Outcome 6 on governance and rule of law (Effective Government Management, Political Stability, Social Harmony, Justice, and Prosperity), and offered feedback to promote digital transformation of the public administration, NPA 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 SWG members for submission to government partners, especially the Ministry of Planning and Investment,<sup>3</sup> on 30 April 2025 and 02 September 2025.

On 10 October 2025, UNDP supported the organization of a workshop with the **Sub-Sector Working Group on Public Service Improvement and Citizen Engagement (SSWG PSI&CE)** to analyze recent organizational changes to the structure of the Lao government.

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<sup>3</sup> Under the 2025 Government of Lao PDR restructuring, the Ministry of Planning and Investment is officially merged with the Ministry of Finance and known under the latter name.

This workshop, co-facilitated by MOHA, gave working group members an opportunity to understand the rationale of the restructuring process, and the future direction and plans of the government. The workshop saw the participation of wide range of stakeholders, including representatives of NPAs, private-sector representatives, development partners and academia and provided a forum to discuss the implications of the organizational restructuring at the provincial level.

To view the restructuring in action at the subnational level, on 27 October 2025, UNDP co-facilitated an **inaugural field visit** by the PSI&CE SSWG to the Provincial People's Assembly (PPA) in Bolikhamxay Province. The 25 field-visit participants included working group members, and representatives of CSOs from Bolikhamxay Province and Vientiane Capital. The purpose of this visit was to convene representatives of NPAs and members of the PPA to discuss existing strategies for citizen engagement at the PPA and to consider strategies to enhance the involvement of citizens in local public administration. Given that the participating organizations were already operating in locality, the field visit fostered meaningful dialogue between the NPAs and PPAs and provided the NPAs with a unique platform to demonstrate their local work to the PPA. The visit highlighted opportunities for cross-cutting collaboration in public-service delivery and citizen engagement.



*Image 2: SSWG Participants gather in the Chamber in Bolikhamxay PPA, 27 October 2025*

Furthermore, the exchange also helped to build a shared understanding of community needs and challenges in accessing public services, laying the foundation for more responsive and inclusive local governance. Finally, the exchange also helped the SSWG members to establish working relationships with key actors in governance, setting a positive precedent for future engagement with NPAs and the PPA in Bolikhamsay Province.

*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 digital and operational skills building among ODSC staff, and to understand ODSCs' ICT hardware needs nationwide, the project conducted four assessment missions. UNDP developed a questionnaire 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 conducted 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 as 78% of staff reported good internal team communication and indicates strong human capital as 95% hold at least a bachelor's degree. 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 early 2026, it is envisaged that all ODSCs in Lao PDR will be evaluated, totaling 73 ODSCs<sup>4</sup>. Using the data collected at the ODSCs, UNDP is compiling an ODSC dashboard (see *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 3: ODSC Assessment in Vientiane Province*



*Image 4: ODSC Assessment in Xayaboury Province*

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<sup>4</sup> Assessments have been put on hold because of the government restructuring, until further clarification is received on the final administrative structure governing ODSCs.

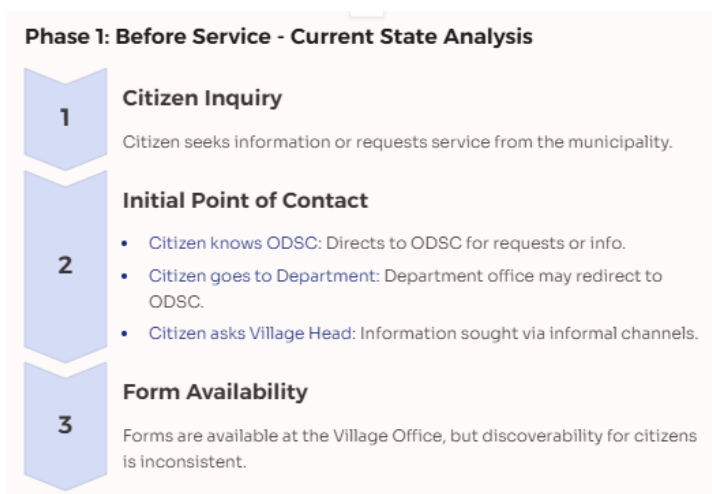
Following the conclusion of the ODSC visits, a draft ODSC Assessment Report was prepared (**see Annex 3**). This Assessment Report provides evidence-based logic for the allotment of ICT equipment to ODSCs, procured as part of the project. The report also provides practical information on how ODSCs currently operate, including 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 selected 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 effective practices, the majority face significant constraints in infrastructure, coordination, staffing, citizen awareness and 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.

The assessment highlights 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.



The existing registration process is hindered by bottlenecks, leading to extended waiting times and citizen frustration.

- **Increased Waiting Time:** Citizens face significant delays due to unstructured reception and redirection.

- **Staff Redirection:** Citizens are frequently redirected to specific staff members, which adds to their waiting time and to confusion.

- **Payment for Forms:** The requirement for citizens to pay for forms creates an unnecessary barrier and administrative burden.

*Figure 1: Current state analysis of ODSCs*

Recommendations have been made for 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 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 was temporarily paused, with activities resuming in December 2025.



**ODSC Capacity building:** Considering this delay, UNDP 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 specialized companies based in Lao PDR, with extensive experience in digitalization and digital skills, as well as business operations. Since October, the contractors have begun 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 academic expertise, and contributes to sustainable capacity building. By working directly with the National University, the project not

only enhances technical skills among participants but also fosters long-term institutional partnerships with academia to support ongoing digital transformation efforts in Lao PDR.

- The LEAP project funded the participation of Armita Azadeh, Governance Analyst, alongside Mme. Kheuavanh Chanthaphouvong, 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 Lao PDR, including assessing AI regulations, and exploring regional partnerships for smart public service transformation.

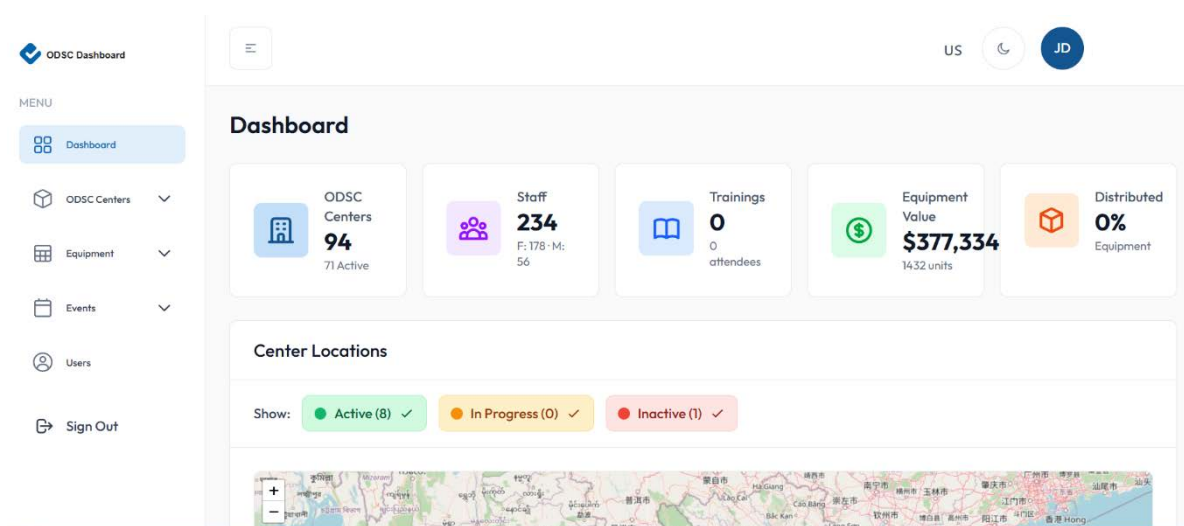
### *Activity 1.1.3. Improve monitoring and evaluation system and integrate service user feedback into existing and new ODSCs*



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 into the Smart ODSC.

As part of the LEAP project, an ODSC Dashboard system has been developed to strengthen coordination, monitoring, and evidence-based management of service delivery (**see Image 4**). The dashboard consolidates data collected from each ODSC during field visits, assessments, and follow-up missions, enabling the project team and government counterparts to track



operational progress and identify challenges in real time. It also includes an inventory management function, allowing users to monitor all equipment purchased and deployed to specific centers, which is especially important for troubleshooting and maintenance. Government counterparts at central level have been trained in accessing and updating the dashboard, ensuring that the tool can be sustainably used beyond the project period. Looking ahead, LEAP will facilitate regular coordination meetings with northern, central, and southern provinces to ensure continuous data updates, shared learning, and strengthened oversight across the ODSC network.

*Image 5: ODSC Dashboard Prototype (5 November 2025)*

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 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 NPAs. 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, including Lao Telecom, mobile apps, and QR codes in public spaces, targeting digitally connected populations while supporting local authorities and NPAs to reach underserved areas through community radios and village leadership.

## »» **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 a **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, interoperability gaps, and data-protection issues. 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.

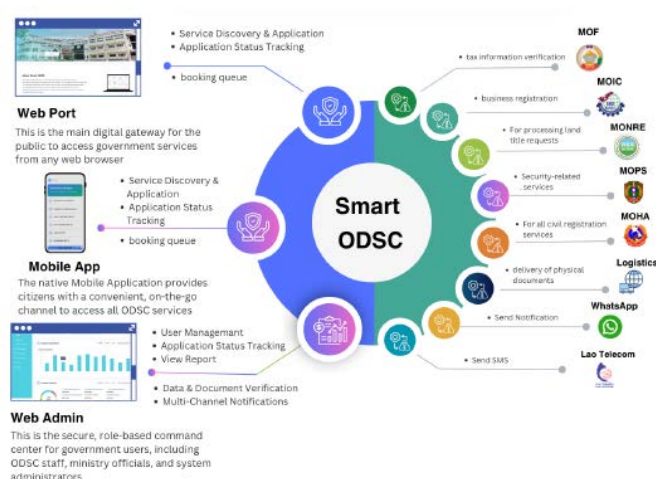


Figure 2: Smart ODSC System Architecture

The project also contracted the services of a local firm, Global Digital Management Solutions (GDMS) to provide in-country **server hosting** until 2030. 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 USD 380,000. Addressing internet connectivity and ICT infrastructure represent a key step towards the digitalization of ODSCs<sup>5</sup>.

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

<sup>5</sup> These equipments were procured through USAID funding.

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.

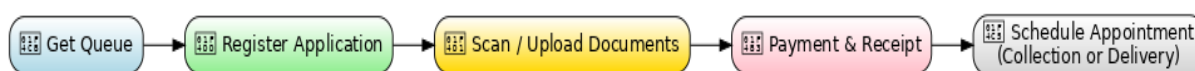


Figure 3: Smart ODSC workflow supported through IT infrastructure

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-up 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 to those remote communities. 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 outset. An 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 communications 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, targeting notably people with disabilities, and public awareness campaigns will be anchored around key moments, most notably for the Lao ODSC week (a project flagship public services campaign), the Citizen Feedback Survey dissemination, 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 developed a unified **visual identity and brand** for ODSCs and the LEAP project, following inclusive design standards. The final logo and brand guidelines have been cleared by MOHA and will be used for upcoming 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, NPA 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).



Image 6: Facebook Publication on the visit of ODSCs in Champasak, Attapeu, Xekong and Salavan Provinces

**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: NPAs 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 (NPAs)*



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 NPAs 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 NPAs' 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 requested more hands-on support with proposal writing and field applications. The initiation of the Low-Value Grants (LVGs) in the LEAP project will enable the implementation of these PAR studies and research methods.



*Image 7: Participants at the PAR training held at UN House from 9 - 13 June 2025*

### *Activity 2.1.2 Conduct NPA-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 NPAs to identify and address barriers to public service delivery for vulnerable groups, the LEAP project launched a Call for Proposals in July 2025 for NPA-led, evidence-based research utilizing PAR. It invited registered NPAs 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 NPAs that took part in the project's PAR training, underscoring the training's effectiveness and reach. The evaluation process was completed in October by MOHA and UNDP. A total of eight NPAs were selected in this process and will be provided with a LVG of USD 15,000 each.

Several topics were selected by the NPAs, including support for persons with disabilities and underprivileged groups, participatory tools for ethnic communities, community protection and access to health and education services, all designed to align with and strengthen future ODSC operations. To ensure that resulting research is responsive and aligned with project objectives, a local expert consultant in PAR has been contracted to support NPAs throughout community engagement, research, and implementation processes.

Here below is the list of the NPAs that have been selected:

- **AMA** (Association for Mutual Assistance) has long-standing trusted relationships with Hmong community leaders and families, and experience applying GALS and PAR tools to address gender norms, enabling meaningful dialogue and community-driven solutions to improve women and girls' access to education and protection mechanisms.
- **LDPA Champasak** (Lao Disabled People's Association) brings direct experience in disability-inclusive development and has established cooperation with district health services, enabling joint assessment and planning to improve inclusive access to essential healthcare services for persons with disabilities.
- **LaoCYDA** (Lao Chil and Youth Development Association) specializes in youth empowerment and has demonstrated capacity to engage vulnerable youth as co-researchers, linking vocational and SRH services with ODSCs through structured youth-led participatory processes.
- **NCA** (Namjai Community Association) has a strong track record working with ethnic minority communities and district education authorities to improve learning outcomes, with applied experience using PAR to co-develop creative, locally relevant teaching practices.
- **PUA** (Persons of Disabilities and Underprivileged Association) is led by experienced disability rights advocates and has extensive experience in inclusive community engagement with persons with disabilities and UXO survivors, supported by strong operational partnerships with district authorities and service providers.
- **HJA** (Huam Jai Asasamak Association) has proven experience in climate-resilient and environmentally friendly agricultural livelihoods, and a participatory approach that

enables disadvantaged youth, women and persons with disabilities to develop practical, community-owned solutions.

- **DCYA** (Disadvantaged Child and Youth Association) has deep access to ethnic minority communities, a multilingual facilitation team, and experience conducting culturally sensitive participatory research to document community perspectives and co-develop feasible service improvement solutions with local health stakeholders.

*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)*



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.

*Figure 5: Announcement poster after UNDP grant award*

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 Government of Lao PDR in implementing the CRPD and addressing the Committee's recommendations, the project is has successfully supported the National Committee for Persons with Disabilities (NCPD) to finalize the CRPD National Action Plan (NAP). The NAP received formal approval from the Prime Minister in mid-November 2025, indicating the government's commitment to applying CRPD recommendations. 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.

The LEAP project has connected disability inclusion efforts to the operationalization of ODSCs, ensuring that public service delivery platforms become more inclusive and accessible to persons with disabilities. The project in the coming years will support the drafting and submitting of the combined second to fifth periodic reports to the CRPD Committee, the technical support in monitoring and evaluation for relevant stakeholders responsible in collecting and monitoring relevant data for the CRPD reporting and participating in the CRPD Conference of State Parties to share progress and mobilize support.

Furthermore, the project assisted OPDs in organizing advocacy events to raise awareness on key international observances for persons with disabilities. This includes the 4th International Day of Sign Languages (IDSL) which took place on 23 September 2025 and the upcoming International Day of Persons with Disabilities (3 December 2025).



*Images 8 & 9: International Sign Language Day with OPD-led performances from young people who are deaf*

### 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 Q4, 2025 & Q1, 2026

|                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| <p><b>Activities to be directly implemented by UNDP</b></p> | <p><b>Outcome 1:</b></p> <ul style="list-style-type: none"> <li>▶ The flagship citizen feedback survey will be launched in priority provinces. OSDC week will take place, with a major objective of survey result dissemination in Q1 2026.</li> <li>▶ 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. In December 2025 and in Q1 2026, a technical focus will be on the Legal Decree for Public services.</li> <li>▶ UNDP will advocate with the Government for the establishment of a National Committee on ODSCs and support the organization of the first committee.</li> <li>▶ UNDP will continue to assess ODSCs in the six remaining provinces, Savannakhet, Khammouane, Bolikhamxay, Huaphanh, Xieng Khouang, Oudomxay, and strategic visits will be conducted to those without ODSCs in Q1, 2026. This includes Bokeo, Luang Namtha, Xaysomboun, and Phongsaly.</li> <li>▶ Training plans will be drafted for ODSCs and MOHA staff on digital skills and process improvement.</li> <li>▶ Technical expertise will be leveraged to develop standard operation procedures for ODSCs nationwide.</li> <li>▶ Communications activities will continue, with regular social media updates and press releases. The dissemination of project materials such as banners, posters, merchandise will commence.</li> <li>▶ LEAP will equip and configure select ODSCs with the ICT equipment that has been procured.</li> <li>▶ LEAP will continue the development of the SMART ODSC software, following extensive ministerial consultations in Q4, 2025.</li> </ul> <p><b>Outcome 2:</b></p> <ul style="list-style-type: none"> <li>▶ Eight NPAs will begin implementing Low Value Grants to conduct participatory action research. Community research will commence in provincial sights.</li> <li>▶ Two OPDs will begin to train ODSC staff on disability inclusive development and conduct disability audits of select ODSCs.</li> <li>▶ LEAP will support OPDs' disability rights advocacy during two major annual events, namely International Day of Persons with Disabilities (December).</li> <li>▶ 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.</li> </ul> |
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## 5. Financial Performance

| PROJECT BUDGET LINES                     | ANNUAL FUNDING ALLOCATION 2024 - 2025 |                  |                   |
|------------------------------------------|---------------------------------------|------------------|-------------------|
|                                          | Budget                                | Expenditure      | Remaining Balance |
| Outcome 1: ODSC Component                | \$147,125                             | \$36,261         | \$110,864         |
| Outcome 2: CSO Component                 | \$40,954                              | \$118,202        | -\$77,248         |
| <b>Total Outcomes 1 &amp; 2</b>          | <b>\$188,079</b>                      | <b>\$154,463</b> | <b>\$33,616</b>   |
| Outcome 3: Project Management Costs      | \$43,358                              | \$45,081         | -\$1,723          |
| UNDP Oversight & Quality Assurance (DPC) | \$16,443                              | \$36,443         | -\$20,000         |
| <i>General Management Services (8%)</i>  | <i>\$19,618</i>                       | <i>\$18,662</i>  | <i>\$956</i>      |
| <b>Total Outcome 3</b>                   | <b>\$79,419</b>                       | <b>\$100,186</b> | <b>-\$20,768</b>  |
| <b>TOTAL (USD)</b>                       | <b>\$267,497</b>                      | <b>\$254,649</b> | <b>\$12,848</b>   |
| <b>TOTAL (EUR)</b>                       | <b>€ 250,000</b>                      | <b>€ 219,166</b> | <b>€11,058</b>    |

Conversion Rate EUR-USD 14 November 2025: €1.1619 = \$1.<sup>6</sup>

Following the termination of the USAID agreement in September 2025, it was agreed with the Government of Ireland (July 2025) that part of the Irish contribution would be used to ensure continuity of core project management and coordination functions previously expected to be co-funded by USAID. As shown in the budget table, the expenditure under **Outcome 3: Project Management Costs** (USD 100,186) exceeded the original allocation (USD 79,419), reflecting the shift in financial responsibility to the Irish-funded component. This adjustment was necessary to maintain

<sup>6</sup> **Disclaimer:** Differing EURO budget and expenditure is reflective of the conversion rate at time of receiving the annual budget in 2024 compared to conversion rate in November 2025.

implementation oversight, financial administration, monitoring and reporting, and the coordination of the Low-Value Grants under Outcome 2. The reallocation does not increase the total project envelope but rather ensures uninterrupted delivery of activities, particularly in the context of the expanded NPA component and citizen feedback mechanisms. The Government of Ireland's flexibility has therefore enabled LEAP to sustain project management capacity and continue implementation without disruption.

## 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](#)