



Government
of Ireland
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Programme



2025-2026 Progress Report

(27 November 2025 to 29 May 2026)

The Government of Ireland



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1. Acronyms

CCOP	Central Committee for Organizations and Personnel
CFS	Citizen Feedback Survey
CRPD	Convention on the Rights of Persons with Disabilities
DIDA	Disability-Inclusive Development Association
DPAD	Department of Public Administration Development
EDC	Enterprise and Development Consultants
GEPA	Gender Equality in Public Administration
GSA	Gender Situation Analysis
LEAP	Lao PDR Enhancing Efficiency and Accessibility of Public Services
LLL	Lai Lao Lab
LVG	Low Value Grant
MOAE	Ministry of Agriculture and Environment
MOF	Ministry of Finance
MOHA	Ministry of Home Affairs
MOLSW	Ministry of Labour and Social Welfare
MOPS	Ministry of Public Security
MTC	Ministry of Technology and Communications
NAP	National Action Plan
NPA	National Plan of Action
NCAWMC	National Commission for the Advancement of Women, Mothers and Children
NCPD	National Committee for Persons with Disabilities
NPA	Non-Profit Association
NUoL	National University of Lao PDR
ODSC	One Door Service Center
OPD	Organizations of Persons with Disabilities
PAR	Participatory Action Research
PMO	Prime Minister's Office
SOP	Standard Operating Procedure
ToT	Training of Trainers
UNDP	United Nations Development Programme



2. Summary of Progress and Expected Impacts

From **November 2025** to **May 2026**, the LEAP Project supported the Government of Lao PDR to advance public administration reform through three main areas: building the evidence base for service delivery, reinforcing institutional and legal frameworks, including for One Door Service Centers (ODSCs), progressing the digitalization of public services and expanding citizen engagement with service providers.

The project is implemented as a joint effort between the Government of Lao PDR, UNDP, and the Government of Ireland, with government counterparts leading implementation and policy direction.

Key results achieved during this period include:

- Launch of the **first nationwide Citizen Feedback Survey (CFS)**, generating 4,090 responses and establishing a baseline for citizen experience of public service accessibility, quality and responsiveness.
- Endorsement and launch of the **National Action Plan** on implementing the recommendations of the Committee for the **Convention on the Rights of Persons with Disabilities (CRPD)**.
- **Assessments of 26 ODSCs** across five provinces to identify operational constraints, capacity gaps, and priorities for improving procedures, staffing and service delivery.
- Allocation of **eight low-value grants to NPAs**, enabling community-level engagement to identify service delivery barriers and pilot locally led solutions for vulnerable groups.
- Continued **development of the Smart ODSC platform**, with 98 services mapped for integration across 5 ministries and central agencies.
- Delivery of **disability inclusion training and audits** across ODSCs, contributing to first steps towards improving accessibility and awareness at the service delivery level.

This annual report will highlight key results in the reporting period and outline key institutional changes:

► Institutional Strengthening and Policy Alignment

The project's institutional anchoring within the Prime Minister's Office (PMO) has strengthened coordination of public administration reform and positioned ODSCs within national policy processes. This includes alignment with the revision of the ODSC Decree and ongoing government restructuring, providing clearer directions on service delivery standards, institutional roles, and inter-ministerial coordination.

The revision of the ODSC Decree is a key step in clarifying mandates across central and subnational levels, standardizing service delivery procedures, and supporting the integration of digital solutions within the public administration system. Building the evidence base for service delivery, the Citizen Feedback Survey, launched in February 2026, established a first baseline on citizen experiences in accessing public services. The survey focuses on capturing



feedback on accessibility, quality, and responsiveness, rather than institutionalizing feedback mechanisms at this stage. The results are being used to inform improvements in ODSC procedures, workflow design, and staff training. Initial findings have also contributed to increasing recognition among government counterparts of the importance of citizen feedback in identifying service delivery gaps.

► Advancing Digital Public Service Delivery

The project has supported the development of the Smart ODSC platform as part of a whole-of-government approach to digital public service delivery. Collaboration with 13 ministries has enabled the mapping of 98 services for integration, including priority life-event services such as civil registration and taxation.

This work supports the gradual transition toward a single national platform for service requests, document management, and coordination between ODSCs and line ministries. The Smart ODSC is expected to improve efficiency in service processing and provide a more user-oriented interface for accessing government services.

► Improving Institutional and Legal Frameworks

The LEAP Project has made a significant contribution to improving the legal and policy framework for public service delivery. In particular, the revision of the ODSC Decree provides a clearer institutional basis for ODSC operations, including roles and responsibilities across government entities, coordination mechanisms, and service delivery standards. In parallel, key recommendations from the Gender Equality in Public Administration (GEPA) framework have been integrated into the National Plan of Action on Gender Equality, expanding efforts to promote women's leadership and gender-responsive governance.

► Improving Inclusion and Civil Society Engagement

Through low-value grants, NPAs have been engaged to conduct participatory research and pilot interventions addressing barriers to public services faced by vulnerable groups. This approach has strengthened collaboration between communities, civil society actors, and local authorities, while providing practical insights to inform service improvements. At the same time, disability inclusion has been strengthened through targeted training and accessibility audits, contributing to more inclusive service delivery practices at ODSCs.

► Financial Sustainability (Long-Term Priority)

Ensuring long-term financial sustainability of ODSCs remains a strategic priority that will require gradual government ownership over time. Initial efforts during the reporting period



focused on establishing the foundations for this process, including engagement with central and subnational stakeholders and preparation for national-level dialogue on financing models.

Planned activities, including a National ODSC Committee meeting and a high-level inter-ministerial discussion on the Smart ODSC, will support further analysis, coordination, and planning for future integration of ODSC operations and digital infrastructure into government budgeting processes

3. Activities in 2025-2026 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



Enhancing gender equality: Building on UNDP efforts to promote gender equality in the public administration, through the GEPA, and the recommendations of the GSA, UNDP worked closely with NCAWMC representation at CCOP to incorporate key priority actions from both documents into the National Plan of Action (NPA) on Gender Equality to strengthen gender-responsive governance and leadership in public institutions. This NPA will be submitted to the Government of Lao PDR for official approval and endorsement in June. To strengthen the plan's implementation. UNDP has committed technical support to develop **costed implementation plans** and a structured monitoring, evaluation and learning framework, strengthening government capacity to implement, monitor and report on NPA commitments through clear budget estimates, defined benchmarks and measurable indicators, thereby improving the accountability framework and enabling systematic tracking of results.

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



Improved government understanding of ODSC performance gaps and operational needs across 26 centers: This was achieved through three field missions covering five provinces, during which the Project assessed operational performance, MEL practices, coordination mechanisms, and readiness for training rollout and digitalization.

During each mission, the Project met with respective Provincial Governors, helping to strengthen high-level provincial ownership and support for ODSC implementation. These



engagements provided a key opportunity to discuss operational challenges directly with provincial leadership, reinforce the strategic importance of ODSCs within broader public administration reforms, and encourage stronger coordination and resource allocation at the local level.



***Image 1:** Visit to Outhoumphone District ODSC in Savannakhet Province, January 2026*



***Image 2:** Visit to Muang Et District ODSC in Houaphan Province, May 2026*

The visits generated **baseline operational data for 26 ODSCs**, including staffing arrangements, workflows, financial management, customer-feedback modalities, digital readiness, and staff training priorities. The results of these evaluations were systematically documented on the ODSC Dashboard where key information and insights on **88 ODSCs** are now stored and used regularly to inform on activity planning. The findings highlight **systemic constraints**, including inadequate resourcing, insufficient physical and digital infrastructure, as well as the continued impact of the organizational restructuring and ODSC management.

Nationwide, ODSCs reported unclear guidance and direction for operating the centers following the merger of ministries and a new requirement to open ‘Tasengs’, the newly formed local governance structures between the village and district level. These insights have been critical for the revision of the ODSC Decree, and development of new Standard Operating Procedures (SOPs) and ODSC Operational Guidelines.

In the majority of districts, community awareness of the ODSCs remains low; reflecting **limited or ad-hoc outreach efforts** by staff. This is particularly evident in the lower-performing ODSCs where service utilization and overall productivity lags significantly behind the top tier centers. In addition, approaches to collecting service-user feedback are not yet standardized and currently do not systematically inform service improvements. While several centers have installed feedback boxes and report receiving positive verbal feedback from citizens, these mechanisms are not yet effectively utilized for performance monitoring or adaptive management. A notable observation from the field visits was the rollout of the Citizen



Feedback System (CFS), which has shifted attitudes towards citizen feedback. There is growing recognition among ODSC staff and local authorities of feedback as an important tool for improving service quality, responsiveness, and citizen satisfaction.

ODSC visits also contributed to **increased awareness of, and readiness for systemic reforms**, specifically the introduction of the Smart ODSC platform and the rollout of professional training programmes for staff (see Annex 11 for further information). By consulting with the center staff, the Project gathered key insights to support the localization of training content and identified suitably qualified participants from intermediate and advanced ODSC to participate in the **Training of Trainers (ToT)** programme. This will be further outlined under Activity 1.1.2.

Additional Activity: Institutionalize regular coordination between central-level authorities and ODSCs nationwide



Launch of quarterly ODSC coordination meetings: To facilitate peer-to-peer learning and information exchange between ODSCs; CCOP with technical support from UNDP, facilitated **two regional-level online coordination meetings** in April and May 2026 with ODSCs grouped geographically across northern and central regions.

As consistently observed during field visits, significant disparities remain between the strongest- and weakest-performing ODSCs, particularly in relation to service delivery efficiency, staffing capacity, and resource management. In response, this coordination mechanism was established to support the gradual improvement of operationally weaker centers through shared learning and collaboration.

With over **90 participants** across both regional cohorts, CCOP increased staff awareness of upcoming institutional reforms, including the implementation of SOPs, the development and

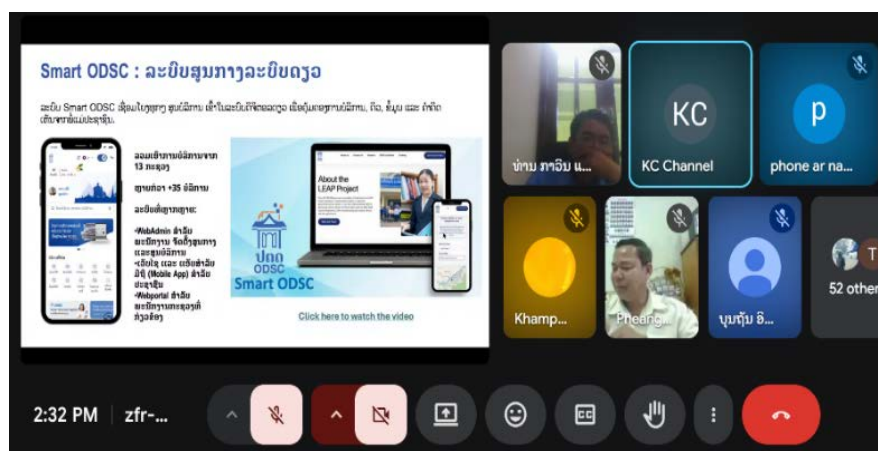


Image 3: Online Coordination Meeting with ODSCs in the Northern Region, May 2026



rollout of the Smart ODSC platform; and dissemination of the CFS. As a result, participating ODSCs were better positioned to understand and engage with the ongoing reform process.

The strong participation and engagement of ODSC staff demonstrated the effectiveness of the regional meetings as a platform for institutional collaboration, peer learning, and knowledge exchange. As ODSCs transition towards a more standardized operating model, this coordination mechanism will support a more consistent and orderly adoption of reforms across provinces, while improving communication and cooperation within the ODSC network and between the central and subnational levels.

Activity 1.1.2. Build capacity of ODSC staff through training sessions

Improve ODSC effectiveness by developing and rolling out targeted training courses:



To build digital and operations skills of ODSC and line ministry staff, the Project collaborated with the National University of Lao PDR (NUoL) and Enterprise and Development Consultants (EDC) to finalize **training curricula** and prepare a ToT programme for ODSC staff.

The ToT programme, finalized during this reporting period, will be conducted from **1 – 5 June 2026** in Vientiane Capital, bringing together **25 candidates from 11 provinces**. The programme will establish a cohort of ODSC-based trainers equipped to co-deliver digital literacy and SOP training alongside expert facilitators, thereby improving in-house technical and training capacities across the ODSC network.

Training content was refined through regular technical coordination discussions to ensure alignment with ODSC operational needs. Contributions from Smart ODSC developer Lai Lao Lab (LLL) incorporated practical onboarding modules and user guidance for the digital platform, helping prepare staff for the adoption of new digital systems.

Close coordination between NUoL and EDC also enabled the consolidation of training schedules into a single integrated programme, reducing travel and allowance costs by requiring ODSC staff to travel only once while reinforcing complementary competencies across digital literacy, SOP implementation, and business operations.

Despite initial delays caused by external operational constraints, particularly global fuel shortages, the programme adapted successfully to evolving conditions. The launch of the ToT programme in June 2026 represents a key milestone in establishing a sustainable pool of trainers drawn from ODSCs across Lao PDR, who will support the scale-up and localization of training delivery nationwide.

Activity 1.1.2. Strengthen and streamline procedures of ODSCs



Streamline procedures through refinement of SOPs for new ODSC model: To support the phased digitalization of public services and operationalize the new ODSC model, the Project developed three sets of workflows aligned with emerging service-delivery approaches. Designed to complement the Smart ODSC platform and new digitalized



processes, the SOPs establish standardized workflows across three service-delivery scenarios: fully in-person and non-digitalized services, hybrid delivery models combining online and offline processes, and fully digital service centers.

These SOPs establish a **unified operational framework for ODSCs**, clearly defining the roles and responsibilities of ODSCs, line ministries, and other relevant government agencies. The guidelines standardize service-processing workflows, strengthen accountability and performance monitoring, and support the integration of digital service delivery through the Smart ODSC. They also provide structured guidance for managing the transition from in-person services to hybrid and fully digital service-delivery models.

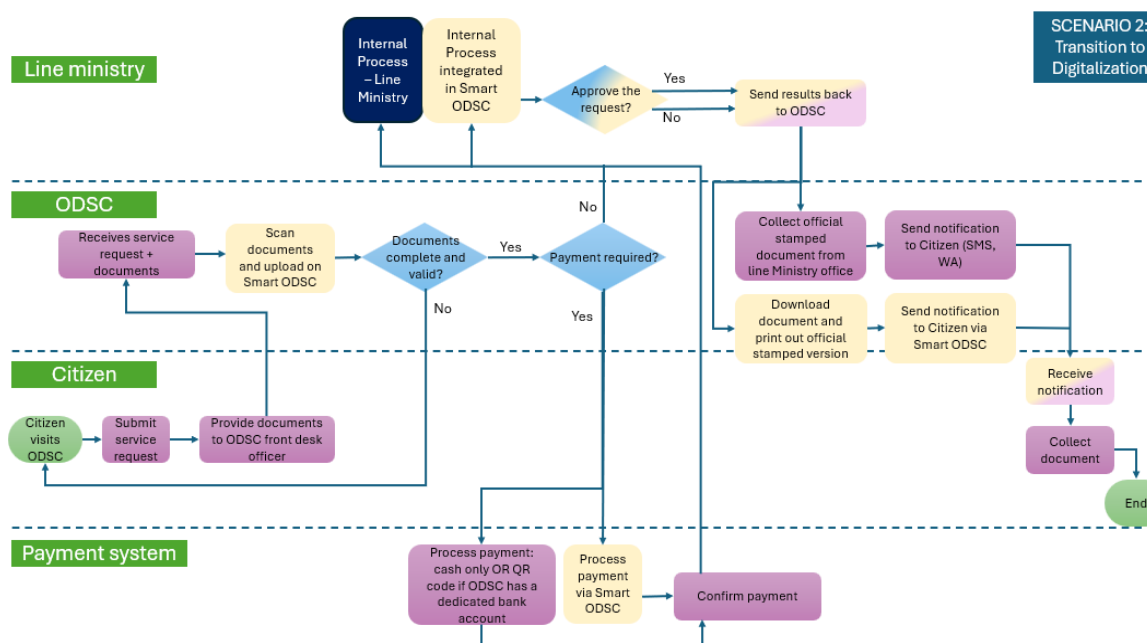


Figure 1: Standardized Operating Procedure for ODSCs in the “Transition to Digitalization” Scenario

The institutional framework further clarifies the **mandates of government institutions**. CCOP will provide overall strategic oversight, national policy development, standards setting, and coordination of service delivery reforms. MTC will provide technical oversight of the Smart ODSC, ensuring interoperability between government systems, and supporting digital infrastructure and cybersecurity.

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



Launch of the nationwide Citizen Feedback Survey (CFS): To strengthen citizen-responsive service delivery system, UNDP supported the Government of Lao PDR to launch the country’s first nationwide CFS in February 2026. The survey collected



responses on **key dimensions of service delivery**, including accessibility, quality, and responsiveness and recorded **4,090 responses** as of 29 May 2026.



Image 4: Poster for Fully Digital Citizen Feedback Survey, Accessible by QR Code

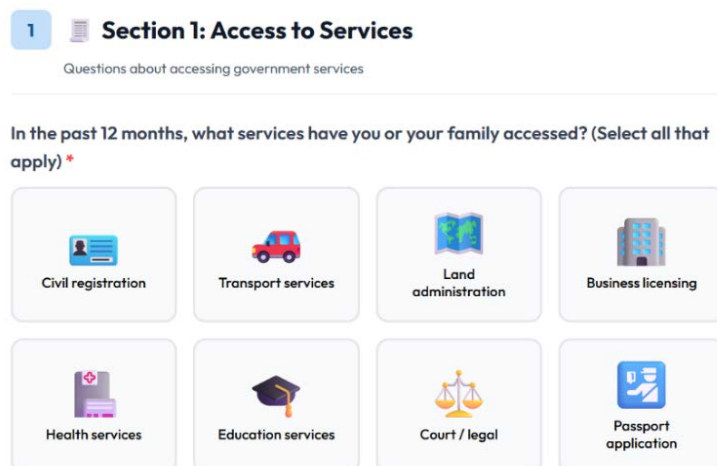


Image 5: Digital Interface of the Citizen Feedback Survey as Seen by Citizens

Led and endorsed by the Government, the rollout of the CFS established a measurable baseline for citizen satisfaction and marked an important step towards **institutionalizing citizen feedback within the public service system**. While the campaign generated strong public engagement, challenges remain in converting awareness into completed responses, reflecting limited familiarity with feedback mechanisms and concerns around anonymity and potential repercussions for reporting dissatisfaction. Repeated annual implementation will therefore be important for building public trust and encouraging broader participation.

To support implementation, UNDP provided support to the Government on the survey design, accessibility aspects, and overall rollout. **Focus group discussions** informed revisions to improve usability, including simplifying language, increasing font sizes, and integrating visual elements to make the survey more accessible across diverse population groups. The survey was optimized for both desktop and mobile use to reflect high levels of mobile-phone access in Lao PDR.



CFS outreach: A nationwide **multi-channel outreach campaign**, implemented in partnership with Jäger Consulting, combined digital, community-based, and public-facing engagement strategies to maximize participation and build public confidence in the initiative (Annex 3). Trust was built through consistent messaging on anonymity and Government willingness to translate survey results into action, reinforced through the campaign tagline “complete the survey, shape your public services today.”



Image 6: Instructional Video for Citizen Feedback Survey Including Lao Sign Language, and Lao Subtitles (Annex 2)



Image 7: Street Banner for the Citizen Feedback Survey in Pakse, Champasack Province, March 2026

A short **instructional video** in Lao, with subtitles, explaining the purpose of the survey and how to participate also enhanced public trust by demystifying the CFS. Recognizing concerns around scams in Lao PDR, particular attention was given to **credibility signals**, including the use of an official government domain, consistent Government branding, and the establishment of a 24-hour hotline managed by CCOP to respond to public queries. As a **fully digitalized initiative**, the campaign centered on a simple user journey through QR-code scanning and verified survey links. High-visibility placements, including billboards, LED screens, and street banners in Vientiane Capital and Pakse, reinforced campaign legitimacy and directed citizens to the survey portal. Social media outreach on Facebook and Instagram further expanded reach (Annex 3). Strategic partnership with Lao news platform Tholakhong and its 1.6 million followers, significantly increased visibility and engagement (Annex 4).



Image 8: Booth for the Citizen Feedback Survey at the NPA Fair, March 2026



Image 9: ODSC Facebook Post with High Engagement



The project partnered with the **private sector, NPAs, and telecommunications** providers to expand outreach through QR stands, SMS campaigns, and community networks. This included partnerships with the Agricultural Promotion Bank (APB), Lao Telecom and UNITEL. NPAs supported dissemination through their networks, while direct engagement at the Civil Society Fair in Vientiane created opportunities for in-person participation and interaction.

Public service offices, including ODSCs and district and provincial offices, supported outreach through the nationwide distribution of 4,000 flyers, 300 posters, and 73 QR stands, with government staff promoting participation and reinforcing key messages on anonymity and the importance of citizen feedback. Radio broadcasts in **Lao, Hmong, and Khmu languages**, aired multiple times daily on national and local stations, further extended outreach to rural and ethnic minority communities.

As the first nationwide implementation of the CFS, the initiative generated important lessons on effective outreach channels, public trust-building, accessibility, and survey completion barriers. These insights will directly inform the methodology and communications strategy for future iterations of the CFS, helping strengthen participation, improve inclusivity, and build greater public confidence in citizen feedback mechanisms over time.

The Project expanded the functionalities of the **ODSC Dashboard** to systematically collect data, monitor response rates at the subnational level, and provide **real-time disaggregation on key indicators**, including satisfaction rates, and payment of unofficial fees/informal payment (see Image 10). This functionality allowed the Project to assess the relative effectiveness of different outreach channels, including social media, partner dissemination, and offline engagement.

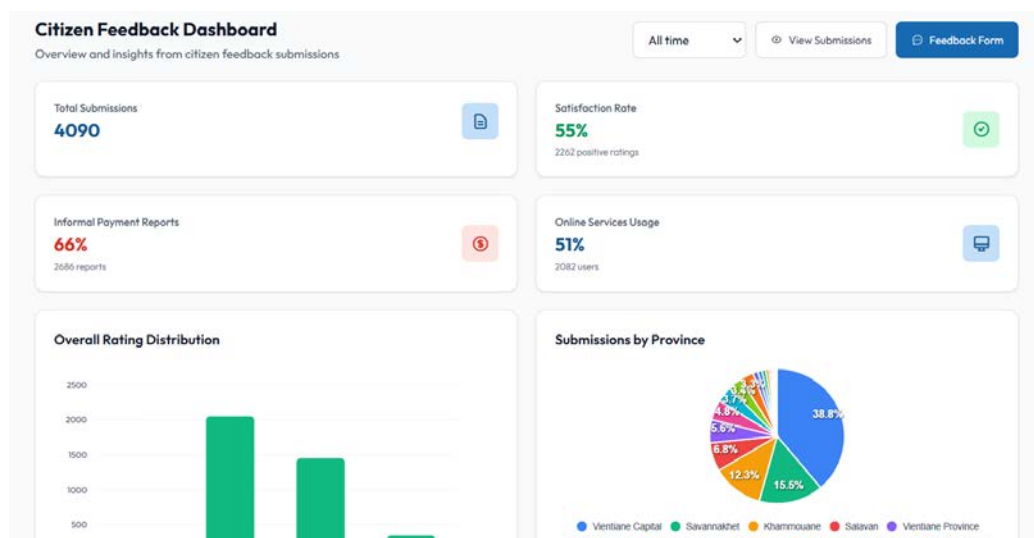


Image 10: Citizen Feedback Dashboard with Preliminary Data Analysis



➤➤➤ 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: Development of Smart ODSC platform



On-going development of multi-channel Smart ODSC platform: The project, through its software developer Lai Lao Lab (LLL), has developed the **core system architecture**, including prototype **frontend** and **backend components** (Annex 1). This prototype includes a citizen-facing mobile application and web platform, a portal for public servants and a central administration system to support oversight and user management.

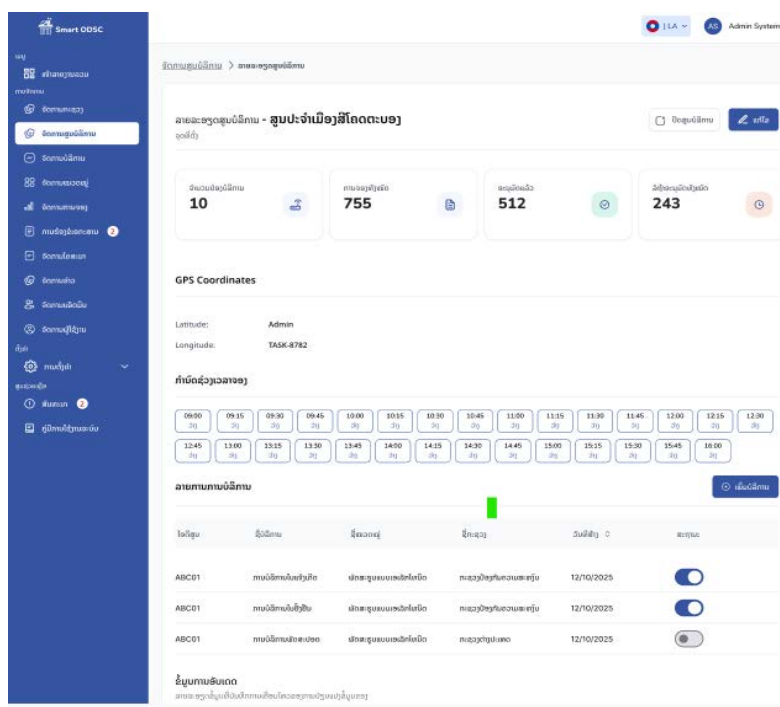


Image 11: Administrative Portal for Smart ODSC platform, Part of the Backend System Architecture

Significant progress was also achieved in preparing government services for digital integration into the Smart ODSC. Following a **whole-of-government approach** to service integration, LLL identified and mapped the workflows of **98 services** in collaboration with four ministries and CCOP, including:

- Ministry of Agriculture and Environment (MOAE) - **56 services**
- Ministry of Culture and Tourism (MCT) - **16 services**
- Ministry of Public Works and Transport (MPWT) - **12 services**
- Ministry of Labour and Social Welfare (MOLSW) - **9 services**
- Central Committee for Organization and Personnel (CCOP) - **5 services**



The **workflow mapping** enabled LLL to identify systemic inefficiencies in service processes and propose streamlined procedures to improve the efficiency, transparency, and accountability of digitally integrated services. Strategically supported by CCOP, the process also strengthened inter-ministerial coordination and reinforced the role of the Smart ODSC as the primary citizen-facing entry point for public services.

To accelerate service cataloguing and **strengthen government ownership**, CCOP is developing memoranda of understanding (MoUs) with key ministries, especially the Ministry of Finance (MOF), Ministry of Public Security (MOPS), and the Ministry of Technology and Communication (MTC). These agreements will formalize inter-ministerial collaboration on service digitalization, system governance, and operational responsibilities, including payment integration, civil registration systems, and digital identity services.

Integration of government payment systems, in collaboration with MOF, will be critical to the **long-term financial sustainability** of the Smart ODSC by enabling digital payments, strengthening revenue collection, and enabling future platform operation and expansion under Government ownership. To formalize these partnerships and advance sustainability planning beyond the project period, CCOP will convene a high-level inter-ministerial meeting with UNDP technical support, as further outlined in Section 5.



Image 12: Lai Lao Lab and CCOP Meet Counterparts at the Ministry of Education and Sports, November 2025

To support service integration, LLL developed a three-phase migration model for priority public services, beginning with **high-demand services** such as passport applications, tax payments, residency certificates, criminal record tracking, and e-visas. The phased approach reduces implementation risks while enabling continuous refinement during rollout. LLL also initiated task-based testing of both citizen- and government-facing components of the Smart ODSC platform, with feedback informing further system improvements prior to wider implementation.



A legal assessment confirmed that Lao PDR has a strong foundation for digital governance, but gaps remain in electronic signatures, interoperability, and paperless service delivery. In response, the LEAP Project will support the gradual implementation of electronic signatures, data-sharing and interoperability frameworks, digital identity integration, and strengthen cybersecurity to ensure the Smart ODSC operates as an efficient and legally compliant national platform.

Activity 1.2.2: Digitalize public service delivery in target provinces



Digitalize services through the provision of IT equipment to ODSCs nationwide and Digital Training Centre in Vientiane Capital: ICT equipment procured in 2025 addressed critical infrastructure gaps and supported the transition towards integrated and digital public services. In May 2026, ICT equipment valued at **USD 377,000** was handed over to the Government of Lao PDR for **70 provincial and district ODSCs**. Although customs clearance procedures and the fuel crisis affected delivery and nationwide distribution, the delay enabled the Project to further refine distribution plans based on ODSC operational needs.

An initial package of 20 all-in-one computers was delivered to DPAD in November 2025 to establish a **Digital Training Centre** within the CCOP ODSC in Vientiane Capital, with the official handover and opening ceremony conducted in 2026 (Annex 5). The center will serve as a hub for digital-skills training for government officials, civil society organizations, and ODSC staff, improving national capacities to deliver public services and operate effectively in an increasingly digitalized environment.



Image 13: ODSC Social Media Post on Handover of ICT Equipment to the Government of Lao PDR, May 2026



Image 14: Visit to Digital Training Centre by UNDP Deputy Resident Representative, May 2026



Activity 1.2.4: Awareness raising campaign on ODSC and online application

During the reporting period, the project **established official Facebook and Instagram accounts** for the ODSC Network, significantly enhanced public awareness and citizen engagement on public services and the CFS. Between February and May 2026, the campaign generated significant nationwide online engagement, including:

- **2.46 million** Facebook content views;
- **1.93 million** unique Facebook viewers;
- **18,057** Facebook link clicks;
- **11,357** content interactions; and
- **1,450** new Facebook followers.

The campaign also reached **715,588 people** through seven paid advertising campaigns, generating over 2.4 million impressions and more than 14,000 survey link clicks.

Facebook emerged as the project's primary outreach platform, with most of the engagement originating from Lao PDR (98.2%), particularly Vientiane Capital and major provincial centers while Instagram helped establish a younger audience base. The platforms are currently managed by UNDP and will progressively transition to CCOP ownership. To support sustainability, a local communications firm will provide capacity-building support to CCOP staff on social media management and digital communications.

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 2.1.2 Conduct NPA-led research to identify and address barriers to public service delivery



Launch of 8 NPA community-based activities in seven provinces: Using participatory action research (PAR) methodologies, NPAs utilized low-value grants (LVGs) to conduct community-based research, generate evidence-based reports, and design interventions addressing barriers to delivering public services for vulnerable groups. Activities covered a wide thematic focus:

- Improving access to public services for Hmong women and girls - **AMA (Association for Mutual Assistance)**
- Supporting ethnic minority women to navigate hospital services - **DCYA (Disadvantaged Child and Youth Association)**
- Addressing the impacts of chemical use in agriculture and promoting climate-resilient solutions – **HJA (Huam Jai Asasamak Association)**



- Empowering youth through job creation, local enterprise development, adolescent sexual reproductive health, and the utilization of ODSCs - **LaoCYDA (Lao Child and Youth Development Association)**
- Improving healthcare access for persons with disabilities - **LDPA Champasak (Lao Disabled People's Association)**
- Strengthening Lao language and mathematics proficiency among ethnic minority children – **NCA (Namjai Community Association)**
- Identifying and addressing barriers faced by persons with disabilities and UXO survivors in accessing public services - **PUA (Persons of Disabilities and Underprivileged Association)**
- Protecting the rights and interests of women and children through child protection network mechanisms - **Sengsavang**

During the reporting period, AMA, DCYA, HJA, LaoCYDA, LDPA Champasak, NCA, and PUA launched their activities through provincial- and district-level stakeholder meetings involving local authorities, mass organizations, and frontline service providers. These engagements helped align interventions with local priorities, clarify implementation roles, and strengthen collaboration between NPAs and government counterparts.



Image 15: Data Collection in Bolikhamxay Province with PUA, April 2026



Image 16: Data Collection in Xayabouly Province with LaoCYDA, April 2026

A key focus across all projects was introducing Participatory Action Research (PAR), a methodology largely unfamiliar within target communities. Supported by the project's PAR Specialist, orientation and training sessions used practical and localized approaches to build understanding and community ownership of the PAR process. In Champasak Province, for example, participants identified practical measures to improve accessibility for persons with disabilities at local health facilities. Following these training courses, co-researchers conducted extensive community data collection activities. This included LaoCYDA engaging



100 youth participants in schools across Xayabouly Province and PUA completing surveys across **19 villages** in Bolikhamxay Province.

Implementation required adaptive management due to administrative approval delays, seasonal livelihood pressures, and rising operational costs, particularly due to fuel prices. In response, timelines were adjusted, activities consolidated where possible, and coordination with local authorities strengthened to maintain implementation momentum and community participation. To enhance coordination and responsiveness, the Project established **weekly check-in clinics** with NPAs to monitor progress, address challenges, and provide technical guidance, creating an effective platform for ongoing consultation and collaboration between UNDP, the Government of Lao PDR, and NPAs.

Several NPAs, including DCYA, NCA, and Sengsavang experienced delays in commencing activities due to lengthy administrative approval procedures. CCOP supported expediting the approval process where possible, though at the provincial level all NPAs are required to obtain activity approvals through multiple levels of local government endorsement which creates operational bottlenecks.

Activity 2.2.2. LVGs for organizations of persons with disabilities (OPDs)-led training on disability inclusion for targeted ODSCs



Improved service accessibility through disability-inclusion training and accessibility audits: To strengthen disability-inclusive public service delivery, the project partnered with the Disability Inclusive Development Association (DIDA) to deliver **disability inclusion training** and conduct **accessibility audits** at targeted ODSCs identified with CCOP.

Between January and April 2026, DIDA trained **47 staff** across **14 ODSCs** using practical exercises to demonstrate how physical environments and service-delivery approaches can create barriers for persons with disabilities (Annex 6). The training significantly improved staff understanding of disability inclusion and promoted more respectful, citizen-centered approaches to service delivery, improving the capacity of ODSCs to better serve vulnerable groups and persons with disabilities.

DIDA also conducted accessibility audits in 10 ODSCs across Savannakhet, Salavanh, and Champasack Provinces, identifying key physical and environmental barriers affecting independent access to public services (Annex 7). Using the lived experience and technical expertise of an OPD ensured the assessments were user-centered and aligned with the principle of “*nothing about us, without us*”. Findings from the audits will inform targeted infrastructure improvements at selected ODSCs moving forward.



Image 17: Disability Audit in ODSC in Champasak District



Image 18: Facebook Post for Disability Inclusive Training

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



Provision of technical support to the NCPD on implementing CRPD recommendations:

Building on UNDP's long-standing support to the Government of Lao PDR on CRPD implementation, the project supported the NCPD to finalize and launch the 2026–2030 CRPD NAP. Developed through seven national consultations between 2023–2025, the NAP consolidates CRPD Committee recommendations into a multi-sectoral framework covering coordination, accountability, and monitoring across sectors including education, health, transport, justice, labor, and social protection.

Following endorsement by the PMO in October 2025, the NAP was **officially launched in February 2026** through a national event attended by approximately 150 representatives from government, OPDs, development partners, UN agencies, and NPAs (Annex 8). UNDP also supported the production of a video story highlighting the consultative development process and the expected impact of the NAP on persons with disabilities in Lao PDR (Annex 9).

Following the launch, implementation activities have commenced, including **translation of the CRPD** into Lao, development of accessible awareness materials featuring sign language and subtitles, and **support to strengthen NCPD monitoring capacities**. This includes development of a monitoring and evaluation (M&E) framework, training on data collection and monitoring tools, and cascading regional training involving line ministries, OPDs, and provincial NCPD representatives to strengthen accountability in implementation of the NAP.

Furthermore, the project is supporting two NCPD representatives to participate in the Conference of States Parties to the CRPD in New York in June 2026, strengthening Lao PDR's



engagement in global disability rights dialogues and international partnerships. These initiatives, specifically the formulation of a clear M&E framework for the NAP, will support preparation for Lao PDR's next CRPD reporting cycle, now expected in 2032 (delayed from 2027 due to OHCHR operational constraints).



Image 19: Lao Sign Language Interpreter at the NAP Launch, February 2026

4. Project Governance

Following the annual Project Board Meeting in January 2026, **the Project was formally institutionalized** within the Prime Minister's Office (PMO). To strengthen and formalize ministerial collaboration, four Memoranda of Understanding (MOUs) were developed and are currently under review by key government counterparts, including the PMO, Central Committee for Organization and Personnel (CCOP), Ministry of Labour and Social Welfare (MOLSW), and Ministry of Technology and Communication (MTC).

Regular coordination with CCOP, the lead counterpart responsible for overseeing the 88 ODSCs, has been key to sustaining progress and addressing emerging challenges. Weekly coordination meetings enabled effective joint planning of key activities, including field assessments, legal reviews, and government missions, while also providing timely updates on institutional restructuring, legal developments, and public administration reforms.

Similarly, counterparts at MTC and MOLSW have been instrumental in designing, implementing and monitoring project activities, supporting the long-term sustainability and cross-government ownership of the project. To strengthen accountability, recap minutes and PowerPoint summaries were prepared and uploaded after each meeting with the counterparts



with a clear delegation of responsibilities and timelines. This management approach helped maintain alignment, anticipate, mitigate, and address implementation risks, and support adaptive project delivery within a rapidly evolving institutional environment, while reinforcing government ownership and ensuring compliance with UNDP programme and financial oversight standards.

5. Update On Project Risks & Mitigation Measures

During the reporting period, several risks emerged that had an impact upon the implementation of several project activities (Annex 10). The **fuel crisis in Lao PDR**, driven by rising global fuel prices, foreign currency shortages, exchange rate depreciation and broader macroeconomic pressures. Between April and May, nationwide fuel shortages and significant price increases (an approx. 74% increase in petrol/diesel) became pronounced and resulted in the Government introducing a temporary work-from-home order for civil servants. This required government staff to work remotely three days per week to combat rising operational costs and transportation challenges, this was lifted at the central level by mid-May.

These measures affected the availability of government counterparts and participants, particularly for in-person provincial activities and training workshops. As a result, **one assessment mission to Houphane Province and 34 training sessions**, originally scheduled to start from April, were postponed and subsequently implemented from late May onwards. To mitigate the impact of increased transportation costs, the project **allocated additional funding remaining from the 2025 budget**, to support the trainings on digital literacy, implementing new SOPs and Smart ODSC in the districts. To improve efficiency and reduce costs during the next reporting period, project contractors EDC and NUOL consolidated civil servant training activities where feasible. This risk has been reflected in the updated Risk Register (Annex 11).

In addition, the **National Assembly and Provincial People's Assembly elections** held on 22 February 2026 contributed to delays in legal and policy review processes linked to the project, particularly the ODSC Decree and the Law on Public Administration. Reduced availability of government stakeholders affected consultations and feedback processes for draft legal documents. The ODSC Decree is now scheduled to undergo final consultations in July and August before submission for endorsement in October 2026. Once adopted, the Decree will establish a comprehensive framework defining mandates, responsibilities, and implementation standards for ODSCs at provincial and district levels.

These revisions have become increasingly important in the context of ongoing government restructuring, which has disrupted ODSC operations and administrative coordination at district level, alongside the introduction of the *Taseng* model, which is reshaping local governance and service delivery arrangements. While these developments affected implementation



timelines, the project team worked closely with counterparts to adjust schedules and maintain momentum where possible.

Financial sustainability remains a long-term objective requiring progressive government ownership. In response, the project is advancing a **dual-track approach** focused on strengthening local revenue generation and financial management within ODSCs, while also promoting central-level ownership and budget allocation for the Smart ODSC platform. This includes analytical work and a forthcoming national workshop to identify financing pathways, develop a costing framework, and support the progressive integration of digital public service infrastructure into government planning and budgeting processes. In parallel, discussions throughout the ODSC Decree drafting process have consistently underscored **financial sustainability as a key priority**. The Government drafting committee has highlighted the importance of close collaboration with the Ministry of Finance to explore sustainable financing arrangements that support the long-term operation and expansion of ODSCs nationwide.

In summary, these **risks reflect the broader institutional transition** underway in Lao PDR, including governance reforms, fiscal constraints, and capacity pressures linked to digital transformation and decentralized service delivery. In response, the Project is supporting contingency planning, consolidating activities where possible, and accelerating the institutionalization of reforms to support continuity, government ownership, and long-term sustainability.



6. Planned Activities (17 June 2026 – 15 February 2027)

Activities to be directly implemented by UNDP	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 • The High Level Inter-Ministerial meeting on the Smart ODSC scheduled for June 2026 will represent a key project milestone and will be provisionally co-chaired by the Deputy Prime Minister (pending endorsement of Deputy PM as Chair of the ODSC Committee). The meeting will bring together senior officials from ministries and government agencies to showcase the Smart ODSC platform, socialize the new SOPs, and secure endorsement of the platform as the primary national portal for public service delivery. The meeting is expected to strengthen whole-of-government ownership, coordination, and political commitment towards integrated and citizen-centered service delivery. • A National ODSC Committee Coordination Meeting, tentatively scheduled for June/July 2026 and co-chaired by the Prime Minister's Office (PMO) and CCOP, will provide a high-level platform for strategic dialogue, coordination, and decision-making on the future development of ODSCs. Bringing together key ministries, provincial authorities and ODSC representatives from all districts, the meeting will validate recent institutional and legal developments, strengthen coordination between central and subnational levels, review progress under the LEAP Project, including the Citizen Feedback Survey and Smart ODSC rollout, and reinforce government ownership of a modern, digital, and citizen-centered public service system. • In Q3 2026, the project will convene a national Financial Sustainability Workshop with the PMO, MOF, CCOP, and relevant stakeholders to explore sustainable financing options for ODSC operations and the Smart ODSC platform. This will include development of initial costing approaches and support discussions on integrating digital public service infrastructure into national planning and budgeting processes. • ODSC Decree consultations in 3 target provinces and centrally with the Ministry of Finance (MOF) and Ministry of Technology
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	and Communication (MTC) to ensure revisions and updated standards can be implemented at the provincial and district levels. • Dissemination of the Citizen Feedback Survey (CFS) results will be undertaken alongside preparatory work for the next iteration of the survey, including refinement of the methodology, outreach approach, and communications strategy based on lessons learned from the first nationwide rollout. • The project will commence scoping and feasibility assessments for the piloting of mobile ODSCs to expand access to public services in remote and underserved areas. Utilizing ODSC assessment data and in-province monitoring missions, the team will identify key locations for piloting mobile ODSCs for underserved communities. • Building on the disability accessibility audits conducted by DIDA, the project will support targeted small-scale infrastructure improvements to establish model accessible ODSCs and demonstrate inclusive approaches to delivering public services. • A total of at least 40 trainings, delivered by EDC and NUOL will be rolled out nationwide from June 2026 onwards, focusing on digital literacy, implementation of the new SOPs and utilizing the Smart ODSC application for key ODSC and local authority staff. • Continued user testing and refinement of the Smart ODSC platform will be undertaken alongside the progressive integration of additional services and ministries into the system. Subject to readiness and government endorsement, the tentative launch of the Smart ODSC platform is planned for early 2027. • Development of an M&E framework for the National Plan of Action (NPA) for Gender Equality will be supported by the project to promote women's leadership in public administration. 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 • The project will expand disability inclusion and accessibility activities through the delivery of 'Disability Inclusive Development' (DID) trainings and accessibility audits in four additional provinces; Houaphan, Luang Prabang, Oudomxay, and Xayabouly.
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	• To finalize the 8 NPA-led PAR initiatives, a validation meeting to the Government of Lao PDR will present key findings and recommendations to strengthen evidence-based service delivery reforms. • In parallel, 3 new NPAs will be supported to initiate a second round of PAR in local communities. • To strengthen implementation of the CRPD National Action Plan (NAP), the project will support development of a monitoring and evaluation (M&E) and costing framework in collaboration with the NCPD and provincial authorities, supporting accountability, planning, and resource mobilization for disability-inclusive policy implementation.
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7. Financial Performance

PROJECT BUDGET LINES	Workplan November 2025 - May 2026		
	Budget	Expenditure	Balance
Outcome 1: ODSC Component	\$ 128,525	\$ 153,220	-\$24,696
Outcome 2: CSO Component	\$ -	\$ 568	-\$568
Total Outcomes 1 & 2	\$ 128,525	\$ 153,788	-\$25,263
Outcome 3: Project Management Costs (UNDP Oversight & Quality Assurance)	\$ 117,531	\$ 119,419	-\$1,888
General Management Services (8%)	\$ 19,684	\$ 19,684	-
1% Coordination Levy	\$ 2,897	\$ 2,897	-
Total Outcome 3	\$ 140,112	\$ 142,000	-\$1,888
Unbudgeted Funds for 2026	\$ 21,050	\$ 14,303	\$6,747
Total Budget for Outcome 1,2,3	\$ 289,687		
TOTAL CONTRIBUTION (EUR)	€ 250,000		
TOTAL CONTRIBUTION (USD)	\$ 289,687		
Remaining Funds from 2025	\$ 12,848	\$ 12,848	
Total (USD)	\$ 302,535	\$ 295,788	\$ 6,747
			€ 5,802
			98%

Conversion Rate EUR-USD 29 May: €0.89 = \$1



Financial Note: As of 29 May 2026, expenditure is **98% of the total budget**. Remaining funds will be reflected in the June 2026 to February 2027 workplan.

Expenditure under Outcomes 1 and 2 exceeded the original allocation by USD 27,151, primarily due to the additional costs of the in-province trainings (DSA, transportation and fuel costs). This variance was fully covered through the remaining 2025 funds (USD 12,484) and unbudgeted funds (USD 21,050) which totaled USD 33,898, resulting in a remaining balance of USD 6,747. Total expenditure during the reporting period was USD 295,788 against an available budget of USD 302,535, leaving an unspent balance of **USD 6,747 (EUR 5,802)**.



8. Success Stories



The **launch of Lao PDR's first nationwide Citizen Feedback Survey (CFS)** marked an important step in generating evidence on public service delivery and enabling citizens to share their experiences in Lao PDR. Led and endorsed by the Government of Lao PDR, the survey provided citizens across the country with a safe and anonymous platform to share experiences of accessing public services, including on sensitive issues such as informal payments, service quality, and responsiveness.

In a governance context where public feedback mechanisms remain limited, the survey became an **important national conversation starter** and generated some of the first large-scale evidence demonstrating the prevalence of informal payments within parts of the public sector. The initiative also demonstrated growing government willingness to engage with citizen perspectives and strengthen evidence-based service delivery reforms.

The successful rollout reflected nearly four years of sustained dialogue and trust-building between UNDP and government counterparts to secure approval for a survey of this nature and overcome institutional sensitivities and operational barriers. Achieving full government ownership and endorsement therefore represents a significant achievement for participatory governance and accountability in Lao PDR.

Beyond generating valuable data, the CFS established a baseline for future reforms and laid the foundation for institutionalizing citizen feedback as a regular practice within public service delivery monitoring and improvement efforts.



The **implementation of the 8 Non-Profit Associations (NPAs) research** initiatives empowered citizens to take an active role in addressing local public-service challenges by fostering problem-solving between communities and service providers, and piloting innovative, locally led solutions.

By introducing Participatory Action Research (PAR), NPAs enabled **over 400 citizens** to move from passive service users to **active problem solvers** within their communities. Acting as trusted interlocutors, between citizens and local authorities, NPAs created safe spaces for communities to identify challenges, provide feedback and co-develop practical solutions to issues affecting their daily lives. In a context where citizen participation in local governance remains limited, this process helped build public confidence to engage constructively with local authorities and advocate for improved public services, from healthcare access in Oudomxay Province to education outcomes in Bokeo Province.

The PAR process strengthened the capacity of NPAs to deliver evidence-based interventions while reinforcing their role as **trusted partners** for local government. In Xayabouly Province, LaoCYDA strengthened its engagement with local authorities through youth-focused PAR



activities, while in Bolikhamxay Province, PUA enhanced its expertise in disability inclusion and research skills through extensive community data collection.

Beyond research outputs, the **greatest impact of the research has been to improve collaboration and trust between CCOP, NPAs, and local communities** within a constrained civil society environment. The process created constructive channels for dialogue and cooperation between government and community actors, while increasing citizen participation, awareness, and collective problem-solving, demonstrating PAR's long-term value in fostering more inclusive and responsive local governance.



Image 20: LaoCYDA PAR with youth in Xayaboury Province, April 2026



Image 21: DCYA PAR with citizens in Oudomxay Province, May 2026



9. Annexes

1. [Smart ODSC Platform Prototype \(Frontend\)](#)
2. [Video: Step-by-Step Instructions to Complete CFS](#)
3. [ODSC Survey on Facebook March 2026](#)
4. [Viral Tholakhong post on the CFS 27 March 2026](#)
5. [Video: ICT Handover to the Government of Lao PDR](#)
6. [Video: Advancing Disability-Inclusive Public Services in Lao PDR](#)
7. [DIDA Accessibility Audit Savannakhet Province](#)
8. [Launch of the National Action Plan for the CRPD](#)
9. [Video: Implementing the CRPD NAP](#)
10. [Video: LEAP Project Digitalization Plan](#)
11. [Risk Register \(Updated May 2026\)](#)