



TERMS OF REFERENCE

LAO PEOPLE'S DEMOCRATIC REPUBLIC: AN EVALUATION OF WFP'S COUNTRY STRATEGIC PLAN (2017 - 2020)

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1. Background

1. The purpose of these Terms of Reference (TOR) is to provide key information to stakeholders about the proposed Lao People's Democratic Republic Country Strategic Plan Evaluation (2017-2020),¹ to guide the evaluation team and specify expectations during the various phases of the evaluation. The TOR are structured as follows: section 1 provides information on the context; section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; section 3 presents the WFP portfolio and defines the scope of the evaluation; section 4 identifies the evaluation approach and methodology; section 5 indicates how the evaluation will be organized. The annexes provide additional information.

1.1. Introduction

2. Country Strategic Plan Evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan (CSP) and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan and WFP Evaluation Policy.

1.2. Country Context

3. The Lao People's Democratic Republic (Lao PDR) is a land-locked country bordering Cambodia, China, Myanmar, Thailand, and Viet Nam. The country is largely mountainous with the most fertile land found along the Mekong river, which flows from north to south, forming a large part of the border with Thailand.

4. About 7 million people,² of which 50.1 percent is female,³ with 49 officially recognized ethnic groups and hundreds of sub-groups⁴ live in its 18 provinces.⁵ Thirty-two percent of the population is under 14 years old with a life expectancy of 67 years.⁶ Total fertility rate in Lao PDR is 2.6, while adolescent birth rate is high at 62.6.⁷ Sixty-five percent⁸ of the population resides in rural areas, which makes Lao PDR a very sparsely populated country,⁹ even though urban population is growing at a rate of 3.5 percent each year.

5. Lao PDR is a single-party socialist republic, ranked as a lower middle-income country since 2010.¹⁰ It has shown a robust Gross Domestic Products (GDP) growth of an average 7.6 percent over the last decade,¹¹ expanding its GDP per capita from US\$ 3,735 in 2008 to US\$ 6,614 in 2018.¹² In March 2018, it passed the thresholds for Gross National Income (GNI) per capita and the Human Assets Index at the United Nations Committee for Development Policy Review, thus becoming

¹ Note that WFP Lao PDR Country Strategic Plan covers the period 2017-2021.

² 2018 population – 7,061,507. World Bank Open Data: <https://data.worldbank.org/country/lao-pdr?view=chart>

³ 2018 Female population – 3,537,857. World Bank Open Data: <https://data.worldbank.org/country/lao-pdr?view=chart>

⁴ The United Nations in Lao PDR. November 2015. Country Analysis Report: Lao PDR

⁵ The United Nations in Lao PDR. 2016. Lao PDR - United Nations Partnership Framework 2017-2021; A Partnership for Sustainable Development

⁶ 2018 Female population – 3,537,857. World Bank Open Data: <https://data.worldbank.org/country/lao-pdr?view=chart>

⁷ Births per 1,000 women ages 15–19. United Nations Development Programme (UNDP). 2018. Human Development Indices and Indicators 2018 Statistical Update

⁸ World Bank Open Data. An average of 2014-2018.

⁹ World Bank. January 2019. Lao PDR Economic Monitor: Macroeconomic stability amidst uncertainty.

¹⁰ World Bank Country and Lending Groups: <https://datahelpdesk.worldbank.org>

¹¹ Ibid – an average of 2008-2018.

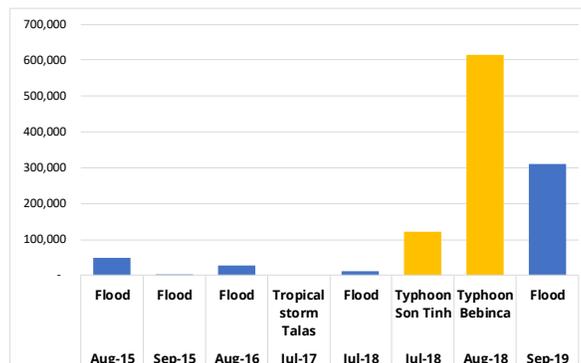
¹² Ibid

eligible for Least Developed Country (LDC) graduation for the first time.¹³ For 2017, Lao PDR's Human Development Index was 0.601, positioning it as Medium Human Development and ranking 139th out of 189 countries.¹⁴

6. Since the nineties, Lao PDR has made significant progress in poverty reduction, cutting the poverty headcount ratio more than half from 46 percent in 1992/93 to 23 percent in 2012/13, achieving Millennium Development Goal target 1-A ahead of time.¹⁵ Although overall household welfare improved in terms of ownership of assets, condition of housing, and access to services and markets, benefits from natural resource-led economic growth were not equitably distributed across all income groups, as reflected in the Gini coefficient of 36.4 in 2012.¹⁶ Disparities in people's wellbeing persist between households from different geographical regions, households with different wealth and education level of mothers, and between ethnic groups.¹⁷ The ethnic groups, who traditionally live in mountainous and remote areas with difficult access, have seen slower progress in poverty reduction.¹⁸ The lowland groups, with the highest levels of education, have the lowest poverty rate. The incidence of poverty is still estimated at 40 percent in rural areas compared to 10 percent in urban areas.¹⁹

7. Lao PDR is highly vulnerable to the impacts of natural hazards and climate, including typhoons, floods, landslides and droughts. From 1990 to 2015, Lao PDR had 21 floods and storms. The economic loss due to the 2018 floods induced by the Tropical Storm Son-Tinh and Bebinca was estimated at approximately US\$ 371.5 million of which 57 percent is from the agriculture, fisheries, livestock, forestry, and irrigation sectors.²⁰ The floods in autumn 2019 affected more than 660,000 people with about 39,500 displaced.²¹

Figure 1: Natural Disasters and Number of Affected People (2015 - Sep 2019) ²²



¹³ United Nations. 2019. 2018 Progress Report – UN Partnership Framework 2017-2021. If it sustains its current progress until the 2021 review, Lao PDR will be recommended to graduate in 2024, following a three year transition period.

¹⁴ UNDP. 2018. Human Development Indices and Indicators 2018 Statistical Update.

¹⁵ The United Nations in Lao PDR. November 2017. Development Goals to Sustainable Development Goals: Laying the base for 2030. Updated poverty ratio is to be updated by the Lao Expenditure and Consumption Survey 2017-2018.

¹⁶ World Bank estimate. World Bank Open Data: <https://data.worldbank.org/country/lao-pdr?view=chart>

¹⁷ United Nations. 2019. 2018 Progress Report – UN Partnership Framework 2017-2021.

¹⁸ The non-Lao-Tai ethnic groups in the country, which is 33 percent of the total population, is also considered one of the most deprived groups with the lowest access to services.

¹⁹ World Bank. January 2019. Lao PDR Economic Monitor: Macroeconomic stability amidst uncertainty.

²⁰ The government of Lao PDR. 2018. Post-Disaster Needs Assessment 2018 floods, Lao PDR

²¹ Emergency Response Coordination Centre – Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG-ECHO) Daily Map Laos Floods, 8 October 2019

²² Source: EM-DAT: The Emergency Events Database - Université catholique de Louvain (UCL) - CRED, D. Guha-Sapir - www.emdat.be, Brussels, Belgium

Food and Nutrition Security

8. Lao PDR has achieved the Millennium Development Goal (MDG) 1-C target of halving the proportion of hungry people²³ with its reaffirmation of commitment to fight hunger and undernutrition through the launch of the National Zero Hunger Challenge in May 2015. At the national level, it has attained food self-sufficiency as measured by kilocalories through increased domestic production of major food and cash crops since 1999.²⁴

9. However, it ranked 83rd in the Global Hunger Index out of 119 qualifying countries in 2018, indicating a “serious” level of hunger with a score of 25.3.²⁵ Food insecurity is mainly rooted in limited and uneven access to food. While 89 percent of the rural households have acceptable food consumption patterns, around 11 percent of rural population still has poor and borderline food consumption.²⁶

10. Households most vulnerable to food insecurity are those living in remote areas with little access to basic infrastructure, households with low engagement in fishing and hunting or unskilled labors, those practicing upland farming on small slopes, and those without kitchen gardens.²⁷ Access to non-timber forest products (NTFPs), which is a highly important food source for rural communities in Laos, is declining. Women are particularly impacted by this dwindling access, as they are the predominant collectors and sellers of NTFPs in most rural communities. Loss of NTFPs also threatens food security and nutrition in already undernourished communities, as forest products like nuts, fruits and vegetables become scarcer in rural diets.²⁸

11. Despite the recent progress of nutrition status that the proportion of undernourished in the population has declined from 42.8 percent in 1990 to around 18.5 percent in 2015, the MDG 1 target of reducing underweight and stunting among children has not been achieved. In 2016, 33 percent of children under five years of age were still stunted, and 9 percent were wasted.²⁹

12. Children in rural areas without roads, whose mothers have no education and from the poorest quintile are approximately three times more likely to be stunted than children in urban settings, where mothers have higher education and are from the richest quintile.³⁰ Determinants for child undernutrition include food availability, diversity and feeding care practices, infectious diseases, hygiene practices and the mother’s health and nutrition, which are sometimes rooted in cultural beliefs, food taboos, women’s status and prevailing power structures.³¹

13. In order to respond to this high level of malnutrition, the government promulgated the National Nutrition Strategy to 2025 and Plan of Action (NNSPA) 2016–2020 as the national strategic policy document for multi-sector efforts to improve nutrition in Lao PDR, building on the first National Nutrition Policy (NNP) in 2008 and the 2010-2015 NNSPA. The objective of the 2016-2020 NNSPA is to tackle the immediate causes at the individual level. It focuses on achieving sufficient food consumption and safety emphasizing the first 1,000 days of life and tackling the underlying

²³ FAO, IFAD, WFP. 2015. The state of food insecurity in the World.

²⁴ WFP. July 2016. Strategic Review of Food and Nutrition Security in Lao People’s Democratic Republic.

²⁵ Global Hunger Index 2018 <https://www.globalhungerindex.org/laos.html>

²⁶ Ministry of Agriculture and Forestry, FAO. 2014. Risk and Vulnerability Survey 2012/13

²⁷ The United Nations in Lao PDR. November 2017. Development Goals to Sustainable Development Goals: Laying the base for 2030.

²⁸ FAO. 2018. Country Gender Assessment of Agriculture And The Rural Sector in Lao People’s Democratic Republic

²⁹ The United Nations in Lao PDR. 2019. 2018 Progress Report – UN Partnership Framework 2017-2021. Gender disaggregated data not available.

³⁰ Ibid

³¹ The United Nations in Lao PDR. November 2015, Country Analysis Report: Lao PDR

causes mostly at household and community levels, including maternal and child health practices with diversified food consumption.³²

14. The National Nutrition Committee (NNC), chaired by the Deputy Prime Minister, was created in 2013 to provide overall leadership and guidance for the multi-sector coordination of the NNSPA in order to achieve the targets. The NNC secretariat, chaired by the Ministry of Health and co-chaired by the Ministries of Agriculture and Forestry, Planning and Investment, and Education and Sports was also formed in 2013.³³

Agriculture

15. The agriculture-forestry sector contributed 27.9 percent to GDP in 2014-2015. It provides employment for 65.3 percent of the population, even though it decreased from 71.3 percent in 2010.³⁴ Lao PDR achieved rice self-sufficiency around 2000, and 72 percent of the total cultivated area is currently dedicated to rice. Other important economic crops include coffee, sugarcane, cassava, sweet potato and industrial tree crops, such as rubber, eucalyptus and acacia.³⁵

16. However, productivity levels in agriculture were four to ten times lower than non-agricultural sectors in 2010.³⁶ Seventy-two percent of the population is employed in agriculture, forestry and fishing and most of them are family-run smallholdings.³⁷ More than half of households are subsistence farmers with annual incomes below US\$ 300,³⁸ and the share of vulnerable employment in agriculture sector was particularly high at 93 percent.³⁹ Although women farmers are responsible for over half of all agricultural activities, they have less access to and control of farming inputs and credit.⁴⁰ Also, the shift from subsistence to market-based agriculture may disadvantage women, who often struggle to access markets.⁴¹

17. Threats to agriculture include soil degradation and decreasing yields linked to land pressure from population and large-scale investment projects, limited access to irrigation, rainfall dependent agricultural practices, disease outbreaks among livestock, and unexploded ordnance (UXO)s, which make farmland unsafe.⁴² Low resilience to natural disasters and climate change and difficulties to find economically attractive legal alternatives drive some farmers to grow opium.

18. The Agriculture Development Strategy 2025 and Vision to 2030 is the core strategy of the Ministry of Agriculture and Forestry.⁴³ This strategy aims at ensuring food security, producing comparative and competitive potential agricultural commodities, developing clean, safe and sustainable agriculture. It envisages a gradual shift to the modernization of a resilient and

³² National Nutrition Committee. 2015. National Nutrition Strategy to 2025 and Plan of Action 2016-2020.

³³ In addition to the NNC, its secretariat and the Centre for Nutrition, the Technical Working Group on Food and Nutrition Security and the Food and Nutrition Security Government Core Group provide additional coordination related to Sustainable Development Goal (SDG) 2.

³⁴ Ministry of Planning and Investment. June 2016. The 8th National Socio-Economic Development Plan

³⁵ FAO, Laos at a Glance <http://www.fao.org/laos/fao-in-laos/laos-at-a-glance/en/> accessed on 13.9.2019.

³⁶ ILO.2017. Decent Work Country Programme 2017-2020.

³⁷ FAO. 2018. Country Gender Assessment of Agriculture And The Rural Sector in Lao People's Democratic Republic

³⁸ IFAD. July 2019. Investing in rural people in the Lao People's Democratic Republic

³⁹ ILO.2017. Decent Work Country Programme 2017-2020.

⁴⁰ The United Nations in Lao PDR. November 2017. Development Goals to Sustainable Development Goals: Laying the base for 2030.

⁴¹ FAO. 2018. Country Gender Assessment of Agriculture And The Rural Sector in Lao People's Democratic Republic

⁴² More than 2 million tons of bombs were dropped on all provinces during the Indochina War between 1964 and 1973, with 30 percent of those failing to detonate to date, affecting 42 of the 46 poorest districts. United Nations in Lao PDR. 2016. Lao PDR - United Nations Partnership Framework 2017-2021

⁴³ Although the strategy is focused on expanding farming systems for commodity production and improving regional and global market linkages, its overall strategic orientation is on food and nutrition security to achieve SDG 2. WFP. July 2016. Strategic Review of Food and Nutrition Security in Lao People's Democratic Republic.

productive agriculture economy, linking with rural development and contributing to the national economic basis.⁴⁴

Climate Change and Vulnerability

19. Climate change is one of the key challenges faced by rural communities in Lao PDR. Changes in rainfall patterns affect agricultural practices and livelihoods. Excessively high rainfall links to severe floods which can significantly waterlog key cash crops and cereals, while higher temperatures in the dry season can exacerbate drought risk. A combination of drought and flood can significantly stress rural livelihoods. Communities dependent on highland paddy are among the most severely affected by climate-related risks.⁴⁵

20. In 2016, Lao PDR became the first country in the Association of Southeast Asian Nations (ASEAN) to ratify the Paris Agreement on Climate. The government prioritizes strengthening implementation of existing national policies and action plans relating to ecosystems and natural resources, which include the 8th NSEDP 2016-2020, Vision 2030 and National Climate Change Strategy (2010).⁴⁶

Education

21. Lao PDR has achieved universal coverage of primary enrolment rates, with the primary net enrolment rate of 98.8 percent in 2016. Nevertheless, around 30,000 primary students drop out from primary education every year, and therefore the survival rate to grade 5 was only around 79.6 percent in 2016 with significant disparity between provinces.⁴⁷ Primary education completion rate also increased from 48 percent in 2007 to 87 percent (male) and 86 percent (female).⁴⁸ Children from certain ethnic groups face particular challenges of being educated in a language that is not necessarily their mother tongue, which has a direct impact on their learning ability and results to graduate from primary education.⁴⁹

22. The national gross enrolment ratio (GER) for lower secondary education reached 82.2 percent in 2015, while lower secondary education completion rate is 57 percent for male and 55 percent for female.⁵⁰ Upper secondary GER increased from below 20 percent in the early 1990s to 47.8 percent, leading to overall secondary GER of 67.2 percent in 2015.⁵¹

23. The gender equality gap has narrowed in all three levels of education enrolment, with gender equity nearly achieved for primary education. However, girls still encounter challenges in continuing with secondary education.

24. Adult literacy rate was 84.66 percent in 2015.⁵² While the female adult literacy rate increased from 63 percent in 2005 to 79 percent in 2015, male literacy rate is still higher rating 90 percent in

⁴⁴ Ministry of Agriculture and Forestry. 2015. 2

Ministry of Agriculture and Forestry: Agriculture Development Strategy to the year 2025 and Vision 2030

⁴⁵ Ministry of Natural Resources and Environment. WFP. 2016. Lao PDR- Consolidated Livelihood Exercise for Analyzing Resilience (CLEAR).

⁴⁶ Also Forestry Strategy to the Year 2020 of the Lao PDR (2005), Climate Change Action Plan of Lao PDR for 2013-2020 (2013), National Adaptation Programme of Action (2009), the Second National Communication to the United Nations Framework Convention on Climate Change (2013) The Government of the Lao PDR. July 2018. Lao People's Democratic Republic: Voluntary National Review on the Implementation of the 2030 Agenda for Sustainable Development

⁴⁷ 2018. Voluntary National Review for SDG

⁴⁸ UNICEF. 2019. The State of the World's Children 2019

⁴⁹ The United Nations in Lao PDR., November 2015, Country Analysis Report: Lao PDR

⁵⁰ UNICEF. 2019. The State of the World's Children 2019

⁵¹ Ibid

⁵² UNESCO Institute of Statistics, <http://data.uis.unesco.org/#>

2015.⁵³ Youth literacy rates are generally higher than those of adults, yet the rate for females, which is 91 percent, is lower than the male ratio of 94 percent.⁵⁴

Gender

Gender equality has advanced in Lao PDR, including in education and health. The Constitution of the Lao PDR guarantees equality between men and women in politics, economy, culture, and society as well as in the family. The Lao Women's Union (LWU), established in 1955 is mandated to represent women of all ethnic groups, to protect women's rights and benefits. A National Plan of Action on Violence against Women and Violence against Children as well as a law on preventing violence have been endorsed.⁵⁵ The National Strategy for Gender Equality (2016–2025), outlining the vision to ensure respect for women's rights and gender equity including eradication of all forms of discrimination against women in all sectors and to promote women's full participation in political, economic, cultural-social and family life, was approved by the Prime Minister in March 2016. About 27.5 percent of members of parliament is female, which exceeds the world average,⁵⁶ while the proportion of women in decision-making positions in the government is 5 percent. Women are also significantly under-represented in leadership positions outside the national level.⁵⁷

25. Nevertheless, with its Gender Inequality Index of 0.463 ranking at 110 among 189 countries, substantial needs to narrow the gender gap remain.⁵⁸ Female migrant workers, women in remote, ethnic communities, and women living with HIV/AIDS are among the marginalized groups in Lao PDR.⁵⁹ Maternal mortality rates dropped significantly from 1,100 per 100,000 live births in 1995 to 206 in 2015, but are still relatively high by international standards.

26. In employment, women predominate in the more vulnerable and non-stable sectors of employment with 71.8 percent of the workforce within the service sector and 63.6 percent within the retail sector. This is partly because the male workforce is better educated than the female workforce.⁶⁰ Education and employment rates are influenced by early marriage, with 35 percent of women married by age 18 and 83 births per 1,000 girls aged 15-19.⁶¹

27. Violence against women (VAW) is a common phenomenon with some cultural toleration. In 2011, 58 percent of women and 49 percent of men reported that VAW was justified if women did not adhere to traditional gender norms, roles and relations.⁶²

Child Protection

28. An estimated 17 percent of girls and 13 percent of boys aged 5–17 years are classified as “working children”, of which two-thirds of all working children were further classified as “child labor”,⁶³ working under conditions hazardous to their health and well-being, even though this is illegal.⁶⁴ Eighty-nine percent of all working children lived in rural areas and 90 percent were

⁵³ The government of Lao PDR. 2018. VNR.

⁵⁴ UNICEF. 2019. The State of the World's Children 2019

⁵⁵ UNWOMEN, <https://www.unwomen.org/en/get-involved/step-it-up/commitments/lao-pdr>, accessed on 18 Sept 2019.

⁵⁶ Proportion of seats held by women in national parliaments (%) in 2018 in the works is 23.969 percent. World Bank Open Data accessed on 18 Sept 2019

⁵⁷ FAO. 2018. Country Gender Assessment of Agriculture And The Rural Sector in Lao People's Democratic Republic

⁵⁸ UNDP, Human Development Report, 2018

⁵⁹ The United Nations in Lao PDR., November 2015, Country Analysis Report: Lao PDR

⁶⁰ 8th NSEDP

⁶¹ UNICEF Laos, <https://www.unicef.org/laos/adolescence-and-youth> accessed on 18 Sept 2019.

⁶² The National Commission for the Advancement of Women. 2014. National Study on Women's Health and Life Experiences

⁶³ The definition of child labour in Lao PDR does not exactly correspond to international definitions. 8.2 percent of girls and 6.6 percent of boys are in hazardous labour .2010 data. (UN in Lao PDR.2017.)

⁶⁴ ILO.2017. Decent Work Country Programme 2017-2020.

employed in the agriculture, forestry and fishing sectors. Sixty-seven percent are in unpaid family work.⁶⁵ The underlying causes include the lack of birth registration and other records, domestic violence, abuse and poverty, resettlement or relocation of villages, and loss of traditional patterns of extended family support.⁶⁶ Although the government has taken measures to increase the number of social workers to address the issue, child protection remains a challenge.

29. With increasingly open borders, cases of trafficked, exploited and sexually abused children are likely to increase,⁶⁷ while there are no reliable statistics on sexual abuse of children, as this is often a hidden issue in society.

National Policies and the SDGs

30. Building on the achievement through the 7th National Socio-Economic Development Plan and reflecting the Socio-economic Development Strategy until 2025 and Vision 2030, the government of Lao PDR currently addresses its development priorities through the 8th National Socio-Economic Development Plan (the 8th NSEDP). The overall objective of the 8th NSEDP is to ensure political stability, peace and order in the society, continued poverty reduction in all areas, graduation from LDC status by 2020 through continuous, inclusive and sustainable growth, effective management and efficient utilization of natural resources, enhanced development through the national potential and advantages, and Lao PDR's participation in regional and international integration with ownership.⁶⁸ It is structured around three outcomes and 17 outputs (

31. Figure 2: Integration of the SDGs into the 8th NSEDP).

Figure 2: Integration of the SDGs into the 8th NSEDP

No.	NSEDP Outcome/Output	Linkages of SDGs									
Outcome 1: Sustained, inclusive economic growth, strong economic foundations & reduced economic vulnerability											
1	Output 1 – Sustained and inclusive economic growth	8	10								
2	Output 2 – Macroeconomic stability	16	17								
3	Output 3 – Integrated development planning and budgeting	17	9								
4	Output 4 – Balanced regional and local development	1	9	10	7						
5	Output 5 – Improved public/private labour force capacity	8	4	12							
6	Output 6 – Local entrepreneurs are competitive in domestic and global markets	9	8								
7	Output 7 – Regional and international cooperation and integration	8	17	9							
Outcome 2: Human resources developed, public/private workforce capacity upgraded, poverty in all ethnic groups reduced, equal access by female/male/all ethnic groups to quality education and health services, the unique Lao culture promoted, protected and developed, political stability maintained with social peace and order, justice and transparency											
8	Output 1 – Improved living standards through poverty reduction	1	10	3	7	4	6	18			
9	Output 2 – Ensured food security and reduced incidence of malnutrition	2									
10	Output 3 – Access to high quality education	4									
11	Output 4 – Access to high quality health care and preventative medicine	3	6								
12	Output 5 – Enhanced Social Protection	1									
13	Output 6 – Protection of traditions and culture	8	11	12							
14	Output 7 – Maintain political stability, social peace, order, justice and transparency	16	5								
Outcome 3: Natural resources and the environment protected and sustainably managed, green growth promoted, disaster preparedness enhanced and climate resilience developed											
15	Output 1 – Environmental Protection and Sustainable Natural Resources Management	11	15	13							
16	Output 2 – Preparedness for Natural Disasters and Risk Reduction	1	11	13							
17	Output 3 – Reduced Instability of Agricultural Production	13	2								
NSEDP Cross-Cutting Outputs contributing to all Outcomes											
1	Output 1 – Public governance and administration enhanced	16									
2	Output 2 – Local innovation and use of science, technology and telecommunications promoted, information and communication technologies (ICT) enhanced	17									
3	Output 3 – Gender equality and empowerment of women and youth	5	4	3	8						

Source: Ministry of Planning and Investment. 2019. Pre-Final Draft Mid-Term Review of the Eighth National Socio-Economic Development Plan 2016-2020

32. Lao PDR was among the earliest countries to localize the Sustainable Development Goals (SDGs) and integrate them into its national plan in 2016, with around 60 percent of the 160 NSEDP indicators linked to the SDGs, taking into account the unfinished agenda of MDGs,⁶⁹ which includes full and productive employment, reducing undernutrition, achieving the completion of primary

⁶⁵ The United Nations in Lao PDR. November 2015, Country Analysis Report: Lao PDR

⁶⁶ The United Nations in Lao PDR. November 2015, Country Analysis Report: Lao PDR

⁶⁷ The United Nations in Lao PDR. November 2015, Country Analysis Report: Lao PDR

⁶⁸ Ministry of Planning and Investment. June 2016. The 8th National Socio-Economic Development Plan

⁶⁹ The Government of the Lao PDR. July 2018. Lao People's Democratic Republic: Voluntary National Review on the Implementation of the 2030 Agenda for Sustainable Development

education and achieving secondary and tertiary education.⁷⁰ The Lao PDR has also adopted its own SDG 18, lives safe from unexploded ordinance, due to its presence and impact on the development.

33. The President issued a decree in September 2017 appointing the Prime Minister to chair the National Steering Committee for SDG implementation, which oversees the coordination and implementation of the SDGs through the NSEDP, while the National SDGs Secretariat, led by the Ministry of Foreign Affairs and Ministry of Planning and Investment (Department of Planning and Lao Statistics Bureau), works with line ministries to track the progress of SDG implementation with development partners.

34. In July 2018, a voluntary review on the implementation of the 2030 Agenda for Sustainable Development was conducted. The review identified the needs of extra efforts in planning and coordination to reach the poorest and most disadvantaged groups as well as in strengthening administrative data systems in many goal areas. At the same time, it reaffirmed the government's strong commitment to the 2030 Agenda and to implement the SDGs through its national development plans using various financing sources.⁷¹

35. The government is currently in a process of formulating the 9th NSEDP (2021 – 2025). The objective of the 9th NSEDP will fully focus on socio-economic development based on the existing potential in order to help the country effectively achieve the LDC's criteria through quality, inclusive and green growth and achieve the SDGs by 2030.⁷²

International Development Assistance

36. Lao PDR's economic boom is driven primarily by foreign direct investment in natural resource extraction and hydropower. The foreign direct investment in Lao PDR is dominated by three of its largest neighbours, China, Thailand and Viet Nam, which are also its main trading partners.⁷³

37. Besides, Lao PDR received a yearly average US\$ 448 million net Official Development Assistance during the period 2015-2017 (Figure 3 and Figure 4).⁷⁴ The proportion of net ODA per Gross National Income is between two to three percent.⁷⁵

38. The top five ODA funding sources are International Development Association, Japan, Asian Development Bank, Korea and the United States, followed by Thailand, EU institutions, Germany, Australia, and Switzerland (Figure 5: Top five donors of Gross ODA for Lao PDR, 2016-2017 average, USD million).⁷⁶ Although Lao PDR has not issued humanitarian appeals in the form of UN Humanitarian Response Plans or Flash Appeals since 2010,⁷⁷ humanitarian assistance has been received in sectors such as mine action and flood response from donors including Luxembourg, Norway, Central Emergency Response Fund and European Commission (Figure 6 : Lao PDR: Funding received for Humanitarian Activities (2015-2019)).⁷⁸

⁷⁰ The Government of the Lao PDR. November 2015. The Millennium Development Goals and Lessons Learnt for the Post-2015 Period: A Summary Review

⁷¹ The Government of the Lao PDR. July 2018. Lao People's Democratic Republic: Voluntary National Review on the Implementation of the 2030 Agenda for Sustainable Development

⁷² Director General of Planning Department Ministry of Planning and Investment. 2019. The Initial Concept of the 9th NSEDP (2021-2025)

⁷³ The Organisation for Economic Co-operation and Development (OECD). 2017. OECD Investment Policy Reviews: Lao PDR

⁷⁴ [OECD data website](#) accessed 18 Sept 2019.

⁷⁵ 3.43 percent in 2015, 2.64 percent in 2016, and 2.98 percent in 2017. [OECD data website](#) accessed on 18 Sept 2019.

⁷⁶ Donors for Gross ODA for Lao PDR, 2016-2017. [OECD data website](#) accessed 18 Sept 2019.

⁷⁷ Lao PDR Flash Appeal (Revised) (October 2009 - April 2010)

⁷⁸ 2015-2019. OCHA Financial Tracking System accessed 18 Sept 2019.

Figure 3: International Assistance to Laos (2015-2019)

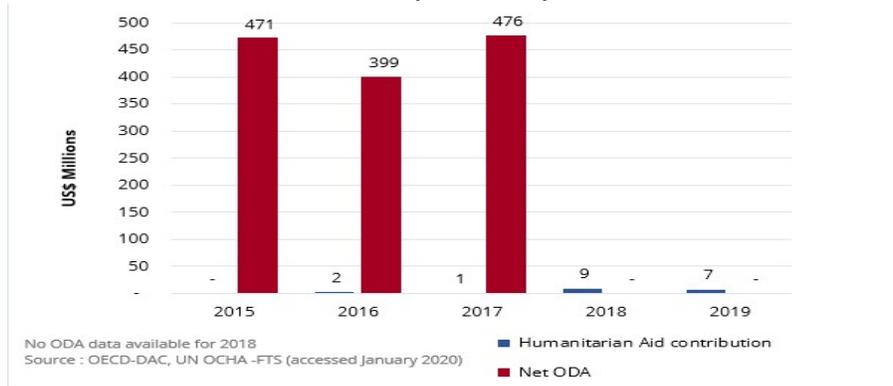
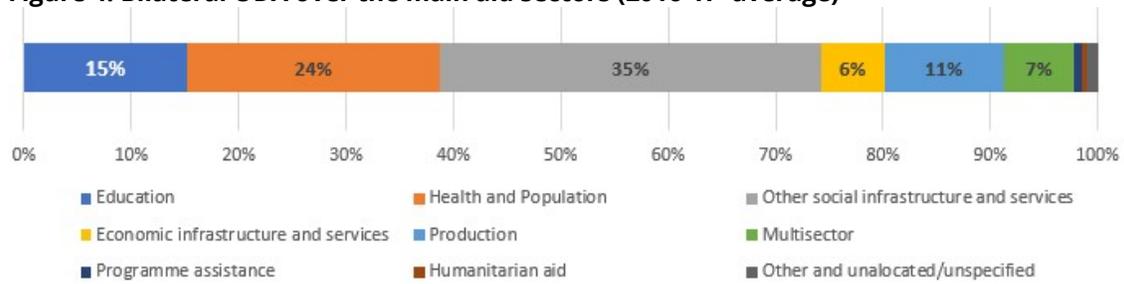
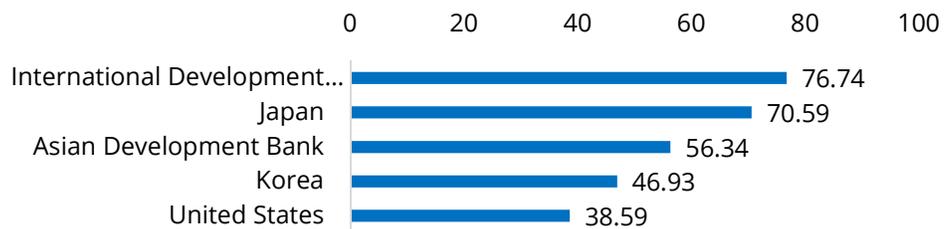


Figure 4: Bilateral ODA over the main aid sectors (2016-17 average)



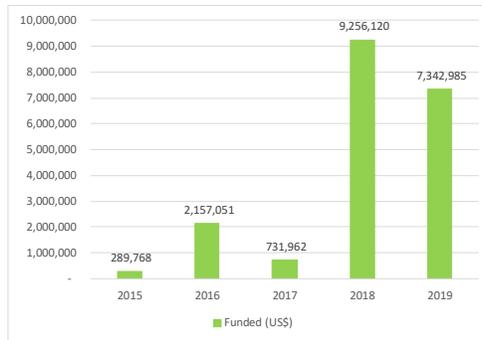
OECD -DAC aid at a glance data (accessed on 16 September 2019)

Figure 5: Top five donors of Gross ODA for Lao PDR, 2016-2017 average, USD million



Source: OECD-DAC, data extracted on 24.01.2020.

Figure 6 : Lao PDR: Funding received for Humanitarian Activities (2015-2019)



Source: OCHA FTS website, data extracted on 21.01.2020.

39. In 2015, the government and its development partners endorsed Vientiane Partnership Declaration 2016-2025, a new ten-year framework for development co-operation that highlights the catalytic role of ODA or traditional aid and places strong emphasis on boosting taxes and other domestic revenues, increasing cooperation with developing countries. Regionally and globally, Lao PDR joined ASEAN in 1997 and the World Trade Organization (WTO) in 2013. The ASEAN Economic Community came into force in 2015.

40. The United Nations in Lao PDR has framed its collective response in the United Nations Partnership Framework 2017-2021 (UNPF). This Framework is based on a comprehensive country analysis, assessment of progress towards the Millennium Development Goals and findings of an evaluation of the United Nations Development Assistance Framework (UNDAF) for 2012-2016 and 8th NSEDP.

41. UNPF covers the period 2017 – 2021 and leverages the expertise, capacity and resources of the United Nations to support the government’s development priorities and aspirations to develop into a modern upper middle-income country. It incorporates areas of improvement identified in the UNDAF evaluation 2012-16 including promotion of joint support and programming, monitoring at outcome and output levels, strengthening UNPF management and accountability, and strengthening mechanisms for consultation and information-sharing with development partners.

42. The UNPF 2017 - 2021 is aligned with the 8th NSEDP, and is anchored by three key pillars that underpin its implementation: Inclusive Growth, Livelihoods and Resilience; Human Development; and Governance, and eight outcomes. The implementation of UNPF is supported by the UN Business Operations Strategy 2017-2021 to ensure coordination and synergies, and to reduce transaction costs. Financial values of UNPF delivery in 2017 and 2018 were US\$ 69.6 million and US\$ 68.8 million respectively (Table 1: UNPF (2017 – 2021) Indicative Financial Overview).

Table 1: UNPF (2017 – 2021) Indicative Financial Overview

(Unit: US \$)	2017 - 2021	2017	2018	2019		2020	
	Total Indicative Resources	Delivery	Delivery	Planned Commitments	Funding Gap	Planned Commitments	Funding Gap
Pillar I - Inclusive Growth, Livelihoods and Resilience							
Outcome 1: All women and men have increased opportunities for decent livelihoods and jobs	\$65,271,000	8,941,913	7,415,551	8,950,836	2,412,248	2,062,203	0
Outcome 2: More people have access to social protection benefits, in particular vulnerable groups and the poor	\$13,685,000	2,092,257	1,550,613	1,230,812	0	883,000	50,000
Outcome 3: Forests and other ecosystems are protected and enhanced, and people are less vulnerable to climate-related events and disasters	\$90,877,000	9,758,703	9,827,066	9,661,392	0	2,317,470	167,470
Pillar II - Human Development							
Outcome 4: Children and youth enjoy better access to inclusive and equitable quality basic education and vocational skills	\$31,420,000	11,546,389	15,455,691	16,544,481	300,000	12,658,515	2,984,445
Outcome 5: People enjoy improved access to quality health services, and water, sanitation and hygiene	\$64,755,000	11,136,103	12,757,146	15,322,892	1,787,015	15,992,368	1,310,000
Outcome 6: The most vulnerable people benefit from improved food security and nutrition	\$92,745,000	16,139,705	15,381,077	28,583,614	0	16,792,318	0
Pillar III - Governance							
Outcome 7: Institutions and policies at national and local level support the delivery of quality services that better respond to people's needs	\$43,958,000	7,001,380	5,081,010	6,061,573	5,142,955	3,540,838	5,074,808
Outcome 8: People enjoy improved access to justice and fulfillment of their human rights	\$23,742,500	3,061,081	1,394,986	2,075,832	3,000,000	1,100,000	3,400,000
Total	426,453,500	69,677,531	68,863,140	88,431,432	12,642,218	55,346,712	12,986,723

Source : Lao PDR - United Nations Partnership Framework 2017 - 2021, and its 2017, 2018 Progress Reports

2. Reasons for the Evaluation

2.1. Rationale

43. Country Strategic Plan Evaluations (CSPEs) have been introduced by the WFP Policy on CSPs in 2016, which states: “under the management of the Office of Evaluation, all CSPs, besides Interim CSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support”. These evaluations are part of a wide body of evidence expected to inform the design of CSPs. The evaluation is an opportunity for the Country Office to benefit from an independent assessment of its portfolio of operations. The timing will enable the Country Office to use the CSPE evidence on past and current performance in the design of the Country Office’s new Country Strategic Plan (CSP) – scheduled for Executive Board consideration in November 2021.

2.2. Objectives

44. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP’s performance for country-level strategic decisions, specifically for developing WFP’s future engagement in Lao PDR and 2) provide accountability for results to WFP stakeholders.

2.3. Stakeholders and Users of the Evaluation

45. The Evaluation will seek the views of, and be useful to, a broad range of WFP’s internal and external stakeholders. It will present an opportunity for national, regional and corporate learning. The key standard stakeholders of a CSPE are the WFP Country Office, Regional Bureau of Bangkok (RBB) and headquarters technical divisions, followed by the Executive Board (EB), the beneficiaries, the government of Lao PDR, local and international NGOs, the UN Country Team and WFP Office of evaluation (OEV) for synthesis and feeding into other evaluations. A matrix of stakeholders with their respective interests and roles in the CSPE is attached in [Annex 4](#).

46. Key stake holders at country level include beneficiaries, national and sub-national government and civil society institutions, international development actors present in the country, including UN system, International Financial Institutions and key donors (also see paragraph 60).

3. Subject of the Evaluation

3.1. WFP’s operations in Lao PDR

47. WFP started providing relief assistance in Lao PDR in 1975 and established its office in 2000. In 2012, responding to the recommendations of the 2009 country portfolio evaluation⁷⁹ and adapting to the operational environment that WFP and the government were moving towards sustainable outcomes through strengthened government systems and institutional capacity, WFP shifted to a four-year Country Programme (CP) 200242 (2012-2015),⁸⁰ consisting of four components: 1) Emergency Preparedness and Response; 2) Mother Child and Health Nutrition; 3) School Meals; and 4) Livelihood Initiatives for Nutrition.

48. **Mid-Term Operation Evaluation of CP 200242:** In 2014, a mid-term operation evaluation of the CP 200242 (2012–2016) highlighted the need for: i) improvement of monitoring functions, ii) narrowing the gap between funding availability and programme needs, iii) capacity building to

⁷⁹ Country Portfolio Evaluation of Lao People’s Democratic Republic [WFP/EB.2/2009/6-F]

⁸⁰ The duration of CP eventually became 5 years until March 2017 to align with the 2012–2016 UNDAF, which was extended to align with the Government’s 8th NSEDP as well as the commencement of the CSP. See paragraph 48.

enable handover to government iv) greater coordination of activities, including more joint programmes with other UN agencies, v) discontinuation of Purchase for Progress (P4P) and Food Fortification and Marketing, vi) improved effectiveness in the area of school meals programme objectives, outreach of Mother and Child Health and Nutrition, nutrition education, school gardens and expansion of Food for Asset (FFA)/Cash for Asset (CFA) focusing on community assets, and vii) more comprehensive assistance to address stunting and persistently high malnutrition rates. The Country Office mostly accepted the recommendations for action by WFP in-country, while it indicated challenges on some actions including joint monitoring with the ministry of Health, funding opportunities, school gardening by secondary school students through FFA activities in light of the situation at the time in 2014.

49. **National Strategic Review:** In November 2015, WFP commissioned a strategic review of food and nutrition security at the request of the Ministry of Planning and Investment. The exercise identified gaps which include: i) the challenge for governance structures to address the complex and cross-sectoral food and nutrition security issues; ii) insufficient budget to achieve SDG 2 targets; iii) limited social protection and safety nets; iv) persistent cultural taboos and poor nutrition knowledge; v) uneven access to food; vi) low levels of productivity of smallholder farmers; and, vii) increased vulnerability to climate risks and diminished capacity of smallholder farmers to cope with weather variations. The high priority actions identified among the 42 recommendations to address these gaps are to i) expand economic and livelihood options and improve basic social protection ii) ensure funding and implementation of the multi-sector plan of action for the National Nutrition Strategy 2016-2020; iii) support and subsidize inputs to smallholder farmers along the value chain iv) support agro-ecology-based food production, which considers the effects of climate change, v) strict enforcement of the 2013 Environmental Protection Law and vi) strengthen coordination mechanisms at all levels and among sectors, and provide technical assistance.

50. **Decentralized Evaluations of McGovern-Dole-supported School Feeding:** The Country Office was selected for the United States Department of Agriculture McGovern-Dole Food for Education grant in 2014. Decentralized mid-term and end-line evaluations of this three-year McGovern-Dole-supported School Feeding Programme in Lao PDR were conducted looking into the period of September 2015 to September 2016 and September 2015 to March 2018 respectively. Both evaluations highlighted positive results of the project design and implementation, and its effects on the communities. The recommendations of the mid-term evaluation include assistance to strengthening government monitoring systems, deployment of WFP personnel at local level, experiment with cash-based local procurement models, positioning of school gardens, strengthening nutrition education activities and mainstreaming gender into field-level activities. The end-line evaluation highlighted the importance of harmonizing with? government's structure and support and made several operational recommendations including school lunch-time breaks, access to water for school gardens and training for school cooks. Recommendations on strengthening WFP monitoring and evaluation (M&E) function and systems, mainstreaming gender aspects and strengthening support to community capacity strengthening activities appeared in both evaluations albeit in different aspects.

51. **Lao PDR Country Strategic Plan:** The CP 200242 was extended until December 2016,⁸¹ in line with the 2012–2016 UNDAF and the 8th NSEDP. In parallel, WFP Lao PDR developed the Country Strategic Plan (CSP) as one of the countries in the first wave of CSP rollout. The CSP was formulated building on consultations with the government, development partners and beneficiaries, contextual and gender analysis, and gap analysis to address the priority issues

⁸¹ It was further extended for 3 months until March 2017 to align with the CSP commencement.

identified by the National Strategic Review as well as the recommendations of evaluations mentioned above.

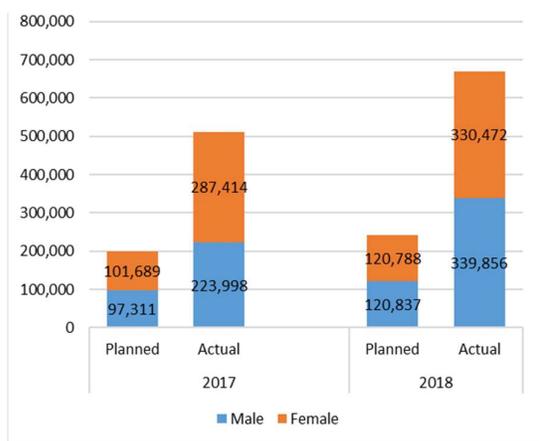
52. WFP Lao PDR commenced implementation of the Lao PDR Country Strategic Plan (CSP) in March 2017 with a total budget of US\$ 85 million. The CSP focuses on four strategic outcomes; i) schoolchildren in remote rural areas have sustainable access to food by 2021 ii) stunting rates among children under 2 in provinces with high levels of malnutrition meet national targets by 2025 iii) vulnerable households in climate-sensitive districts are more resilient to seasonal and long-term shocks and stresses and iv) national and local governance institutions are strengthened to ensure improved service delivery, especially in hard-to-reach areas, by 2025 under four WFP Strategic Results namely 1,2,4 and 5 to achieve Sustainable Development Goals 2 and 17 with four Strategic Outcomes as per the line of sight (see [Annex 7](#)).

53. Through the CSP, WFP Lao PDR takes a phased approach to shift from direct delivery to engaging in policy and building the capacity of both government institutions and communities, with a view to a gradual hand-over leading to community-run and government-financed food and nutrition security programmes in the medium term. The long-term goal is that the government and communities independently design, implement and manage food security and nutrition programmes by 2030.

54. The CSP supports two of the three outcomes of the government’s 8th NSEDP (2017–2021), namely Outcome 2: Human resources development and Outcome 3: Natural resources and the environment protection, promotion of green growth, disaster preparedness and climate resilience, and will also directly contribute to 19 of 22 interventions prioritized in the National Nutrition Strategy to 2025 and Plan of Action 2016-2020. The CSP is also aligned with the UNPF 2017 – 2021.

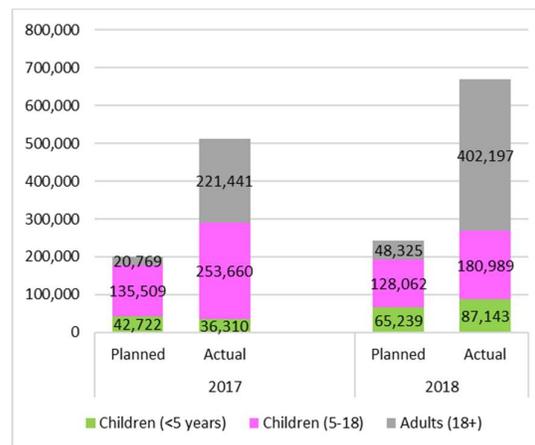
55. **Lao PDR CSP beneficiaries:** The original CSP planned a total of 199,000 beneficiaries. School meals-related activities (Activity 2 and Activity 3 under CSP Strategic Outcome 1) accounted for 75 percent of planned beneficiaries in the CSP. Under Budget Revision 02 in October 2018, the number of planned beneficiaries for both of these activities was reduced to 68 percent of the total revised beneficiary of 242,195, whereas the number of beneficiaries under Activity 7: build community resilience through the creation of productive assets and sustainable livelihood opportunities was increased from 7,500 to 59,136 due to the flood emergencies in 2018 (Figure 7 and Figure 8).

Figure 7: Actual vs. planned beneficiaries by gender in Laos, 2017-2018



Source: Annual Country Report 2017 - 2018

Figure 8: Actual vs. planned beneficiaries by age group in Laos, 2017-2018



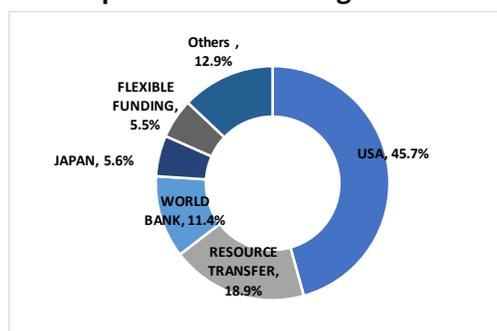
Source: Annual Country Report 2017 - 2018

56. **Lao PDR CSP Mid-Term Review:** In late 2019, the Country Office conducted an internal mid-term review of the CSP (2017 – 2021) to assess the progress towards strategic direction by taking stock of actions taken and identify possible course correction action as necessary. Emerging findings indicate gaps in the areas of communications with stakeholders, supply chain arrangements particularly during emergencies, and funding arrangements of monitoring and evaluation and the vulnerability assessment and mapping (VAM). The CO plans to further analyze the gaps to contribute to the forthcoming formulation of the government’s 9th National Socio-Economic Development Plan in the course of 2020.

57. **Requirement and funding:** After two budget revisions, CSP Lao PDR requires total US\$ 78 million for its five-year CSP cycle. As of January 2020, total contributions allocated for the CSP since its commencement amounted to US\$ 54 million, which corresponds to 69.5 percent of overall needs. The total expenditures are estimated at US\$ 26 million at the end of 2018.⁸² The top five donor sources to the Lao PDR CSP in order of magnitude are: USA, World Bank, Japan, flexible funding and Australia (Figure 9).

58. In 2018, the CSP experienced a positive funding trend across all the Strategic Objectives. Strategic Outcomes 1, 2 and 3 were fully funded against the 2018 needs-based plan. The contributions to Strategic Outcome 1 include those from the United States Department of Agriculture McGovern-Dole Food for Education. The contributions to Strategic Outcome 2 include a multi-year funding to provide technical assistance in policy development of fortified foods and the corresponding supply chain. Strategic Outcome 3 came later in the year, thus, it experienced funding shortage in the first half of the year. For Strategic Outcome 4, multi-year funding fully supported community led solutions for nutrition-sensitive planning (Table 2).⁸³

Figure 9. Lao PDR CSP Top 5 Donors /Funding Sources as of September 2019



Source: WFP FACTory accessed 28.01.2020 - Data reconstructed

Table 2: Cumulative Financial Overview (USD) as of December 2018⁸⁴

Strategic Outcomes	2018 Needs Based Plan		2018 Allocated Resources		2018 Needs based Plan /Allocated Resources (%)
	US\$	% of Total	US\$	% of Total	
SO 1: School children in remote rural areas have sustainable access to food by 2021.	18,332,379	64%	29,629,329	70%	162 %
SO 2: Stunting levels among children under 2 in provinces with high levels of malnutrition meet national targets by 2025	5,773,215	21%	6,499,479	15%	113 %
SO 3: Vulnerable households in climate sensitive districts are more resilient to seasonal and long-term shocks and stresses	2,533,607	9%	3,030,236	7%	120%
SO 4: National and local governance institutions are strengthened to ensure improved service delivery, especially in hard-to-reach areas by 2025	1,958,666	7%	1,761,093	4%	90 %
Non SO Specific	0		1,442,561		
Total Direct Operational Cost	28,597,867		42,362,699		148%

⁸² WFP Annual Country Report Lao PDR 2018. 2019 Data will be available in March 2020.

⁸³ WFP Annual Country Report Lao PDR 2018

⁸⁴ Data to be updated with 2019 figures by the second quarter of 2020. WFP Annual Country Report Lao PDR 2018

Direct Support Cost (DSC)	2,881,478		3,902,505		135%
Total Direct Costs	31,479,345		46,265,204		147 %
Indirect Support Cost (ISC)	2,124,271		2,263,193		
Grand Total	33,603,616		48,528,397		144 %

Source: Lao PDR ACR 2018 (Financial data as at 31 December 2018).

59. **Staffing:** WFP Lao PDR Country Office has approximately 109 staff as of 31 December 2019, of which 38 percent is female. 92 percent of WFP personnel are national staff. 43 percent of staff are based in the capital Vientiane, and 57 percent of staff are based in the field, including field-offices in Bounneua, Xai and Pakse.⁸⁵

60. **Partners:** WFP's national government partners comprise ministries such as the Ministry of Planning and Investment, the Ministry of Education and Sports, the Ministry of Health, the Ministry of Agriculture and Forestry, the Ministry of Labour and Social Welfare, the Ministry of Natural Resources and the Environment, Lao Front for National Development and Lao Women's Union. WFP also closely collaborates with provincial and district level authorities for local level capacity strengthening.

61. WFP works closely with United Nations sister agencies including Food and Agricultural Organization (FAO), the International Fund for Agricultural Development (IFAD), United Nations Children's Fund (UNICEF) and United Nations Population Fund (UNFPA), as a member of the UN Country Team, which consists of 22 UN agencies and affiliated organizations. In addition, WFP partners with multilateral and bilateral donors in the design, funding, delivery and coordination of technical assistance.

62. WFP has also collaborated with a wide range of partners to facilitate the implementation of activities. They include World Bank (WB), Gesellschaft für Internationale Zusammenarbeit (GIZ), private sector, academia, and national and international Non-Governmental Organizations (NGOs) such as Big Brother Mouse. The Scaling-Up Nutrition (SUN) Business network is supported by WFP and the European Union in collaboration with the UNICEF, Population Services International and Save the Children. The Lutheran World Federation was also involved in the implementation of the Local and Regional Procurement (LRP) project.

3.2. Scope of the Evaluation

63. The evaluation will cover all of WFP's activities (including cross cutting results) for the period 2017- mid 2020. The evaluation will also look at how the CSP builds on or departs from the previous activities and assess if the envisaged strategic shift has taken place and what are the consequences. The unit of analysis is the Country Strategic Plan understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP document approved by WFP Executive Board, as well as any subsequent approved budget revisions.

64. In connection to this, the evaluation will focus on assessing WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyze the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with national governments and the international community.

65. The WFP Lao PDR has commissioned decentralized evaluations related to the United States Funded McGovern Dole Food for Education project.⁸⁶ The UN Country Team Lao PDR also plans United Nations Partnership Framework Evaluation in 2020. Building on the evidence collected

⁸⁵ WFP HR Analytics dashboard at 28 January 2020.

⁸⁶ The McGovern Dole Food for Education mid-term evaluation is planned to commence in 2020.

through those evaluations, it is expected that CSPE focuses on the entirety of the CSP including the areas that have not been evaluated in recent years, such as country capacity strengthening, nutrition and outcome level results of school feeding.

66. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria,⁸⁷ namely: relevance, coherence, efficiency, effectiveness, sustainability as well as connectedness and coverage as applicable. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues and accountability to affected populations of WFP's response.

4. Evaluation Questions, Approach and Methodology

4.1. Evaluation Questions

67. The evaluation will address four main questions common to all WFP CSPEs. The evaluation team will further develop and tailor them in a detailed Evaluation Matrix during the inception phase, considering gender differences in beneficiaries' roles disaggregated by sex and age.

EQ1 – To what extent is WFP's strategic position, role and specific contribution based on country priorities and people's needs as well as WFP's strengths?	
1.1	To what extent is the CSP relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?
1.2	To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind?
1.3	To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs?
1.4	To what extent is the CSP coherent and aligned with the wider UN and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?
EQ2 – What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Lao PDR?	
2.1	To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims gender equality, humanitarian principles, protection, and accountability to affected populations?
2.3	To what extent are the achievements of the CSP likely to be sustainable?
2.4	In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian and development?
EQ3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?	
3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent was coverage and targeting of interventions appropriate?
3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?
EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?	
4.1	To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in the country to develop the CSP?
4.2	To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?

⁸⁷ Revised OECD DAC evaluation criteria in 2019

4.3	To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?
4.4	To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

68. During the inception phase, the evaluation team in consultation with OEV will identify a limited number of key themes of interest, related to WFP's main thrust of activities, challenges or good practices in the country. These themes should also be related to the key assumptions underpinning to the logic of intervention of the country strategic plan and, as such, should be of special interest for learning purposes. The assumptions identified should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions

4.2. Evaluability Assessment

Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.

69. Several issues could have Implications for the conduct of the CSP evaluation. Common evaluability challenges may relate to:

- relatively vague definitions of the expected outcomes, or outputs;
- the validity and measurability of indicators;
- the absence of baselines and or limited availability of monitoring data;
- the security/natural hazard situation of the country and its implications for the coverage of field visits during the main mission;
- the time frame covered by the evaluation. CSPE are meant to be final evaluations of a five-year or a three-year programme cycle, conducted during the penultimate year of the cycle. This has implications for the completeness of results reporting and attainment of expected outcomes.

70. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by OEV. At this stage the following evaluability challenges have been identified:

- Targets, baseline, gender and follow-up data disaggregated by sex are not available for some indicators (see [Annex 5](#)). Some data and figures may also need to be analyzed in specific context, referring to different sources. As of January 2020, 89 indicators (20 Outcome indicators, 9 cross-cutting indicators and 60 output indicators) are registered in the CSP logical framework⁸⁸ in the corporate system. Of these, 20 indicators were regularly reported both in 2017 and 2018, and 7 outcome indicators and 4 cross-cutting indicators have baselines. The evaluability assessment is based on 2018 data. Data for 2019 will be available from 31 March 2020.

⁸⁸ COMET Logical Framework version v 3.0 as of 29 March 2019

- Given the CSP's focus on the transition to provision of policy support, capacity strengthening and knowledge-transfer, data availability and quality will have to be assessed, particularly at outcome level, to determine feasibility of the systematic study of WFP's assistance, as well as evaluating efficiency and sustainability of WFP outputs.
- The CSP does not have a theory of change, and there were no quantitative outcome level baselines for Zero Hunger Capacity Scorecard, which was the WFP corporate indicator assessing a qualitative baseline for capacity strengthening activities.⁸⁹ The output indicators in the CSP are mostly quantitative at the activity level. Hence, analysis of the contribution of WFP activities and their outputs to the outcomes set out in CSP as well as those at a national level may be a challenge.
- While there are regularly reported corporate indicators on cross-cutting issues including gender equality and empowerment of women and girls (GEEW) at aggregated level, availability of disaggregated data per locality or other categories such as disabilities or social status needs to be explored during the inception phase to make more nuanced assessments of WFP's contribution to the progress of GEEW in Lao PDR.
- The COVID-19 preventive measures may cause travel restrictions and consequently affect the mission plans.

71. The evaluation team needs to identify alternative approaches for data collection such as school feeding outcome related data collection during the school holiday period (May – August) and/or livelihood activity data during rainy season. The evaluation team is expected to design a strong methodology to analyze data rigorously, with measures to address the evaluability of results directly linked to WFP's activities in food assistance, capacity strengthening and knowledge-sharing, gender equality and women empowerment aspects.

72. The evaluation team should collect and review a range of additional information and data, including on coordination, complementarity and coherence, risk management, contingency planning, resourcing, human resource capacity, and Accountability to Affected Populations (AAP).

73. The evaluation should be coordinated with other events and evaluations planned in-country, including the United Nations Partnership Framework evaluation and decentralized mid-line Evaluation of the McGovern Dole school feeding, to maximize efficiency of evaluation implementation.

74. **National Data:** Lao Statistical Bureau issues the Lao Statistical Yearbook on an annual basis. In addition, results of specialized surveys contribute to provide statistical inputs to track the progress towards NSEDP. Based on the national statistics and surveys, United Nations also tracks the progress of its targets set in the United Nations Partnership Framework (2017-2021). The result of the Food Insecurity Experience Scale (FIES) Survey, which was planned to be issued in 2019,⁹⁰ is awaited. Table 3 lists the available data collection instruments.

Table 3: Key SDG Data collection instruments⁹¹

Area	Survey	Authority	Last conducted
Food Security, minimum dietary energy	Food Insecurity experience Scale (FIES) within the Lao Expenditure and Consumption Survey	Lao Statistics Bureau	2017-2018

⁸⁹ 2017-2021 Corporate Results Framework Outcome and Output Indicator Compendium January 2018 Update.

⁹⁰ The United Nations in Lao PDR. 2019. 2018 Progress Report – UN Partnership Framework 2017-2021.

⁹¹ The Government of the Lao PDR. July 2018. Lao People's Democratic Republic: Voluntary National Review on the Implementation of the 2030 Agenda for Sustainable Development. United Nations. 2019. 2018 Progress Report – UN Partnership Framework 2017-2021. Above is a selected summary of data source, and some sub-indicators can also be referenced to the different surveys and data sources.

Poverty, Income, & Expenditure Survey	Lao Expenditure and Consumption Survey	Lao Statistics Bureau	2017-2018
Education	Ministry of Education and Sports Education Management Information System	Ministry of Education and Sports	2017
Youth and Adult Literacy	Population and Housing Census	Lao Statistics Bureau	2015
Under 5 mortality, access to water, malnutrition, Stunting	Lao Social Indicator Survey II ⁹²	Lao Statistics Bureau	2016/2017
Maternal Mortality	Population and Housing Census	Lao Statistics Bureau	2015
Census	Population and Housing Census	Lao Statistics Bureau	2015
Social Safety Net	National Socio-Economic Development Plan	Ministry of Planning and Investment	2015
Employment, Labor	Labour Force Survey	Lao Statistics Bureau	2017
Violence against women	Lao National Survey on Women's Health and Life Experiences	Lao Statistics Bureau	2014

4.3 Methodology

75. The Agenda 2030 mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger and inequality, encompassing humanitarian and development initiatives in the broader context of human progress. Against this backdrop, the economic, social and environmental dimensions of sustainable development cannot be addressed in isolation from one another. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analyzing development change. WFP assumes the conceptual perspective of Agenda 2030 as the overarching framework of its Strategic Plan 2017 -2021, with a focus on supporting countries to end hunger (SDG 2).

76. In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.

77. The achievement of any SDG national target and of WFP's strategic outcomes is acknowledged to be the results of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be

⁹² The Lao Social Indicator Survey II (LSIS II) was carried out in 2017 by Lao Statistics Bureau (LSB) in collaboration with Ministry of Health and Ministry of Education and Sport, as part of the Global Multiple Indicator Cluster Survey (MICS) Programme. Technical support was provided by the United Nations Children's Fund (UNICEF), with government funding and financial support of UNICEF and United Nations Population Fund (UNFPA), European Union (EU), Luxembourg Government, United States Agency for International (USAID), Swiss Development Cooperation (SDC), World Food Programme (WFP), and United Nations Development Programmes (UNDP), World Health Organisation (WHO) and Japanese International Cooperation Agency (JICA). USAID provided technical support for the data collection and analysis on anaemia.

extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.

78. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage; this would eventually lead to capturing unintended outcomes of WFP operations, negative or positive. In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques including:⁹³ desk review,⁹⁴ semi-structured or open-ended interviews, closed answers questionnaires, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.

79. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in this ToR. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.

80. A key annex ([Annex 11](#)) to the inception report will be an evaluation matrix that operationalizes the unit of analysis of the evaluation into its different dimensions, operational component, lines of inquiry and indicators, where applicable, with corresponding data sources and collection techniques. In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation sub-questions. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that a broader range of voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.

81. This evaluation will be carried out in a gender responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:

- the quality of the gender analysis that was undertaken before the CSP was designed.
- whether the results of the gender analysis were properly integrated into the CSP implementation.

82. The gender dimensions may vary, depending on the nature of the CSP outcomes and activities being evaluated. The CSPE team should apply OEV's Technical Note for Gender Integration in WFP Evaluations and the UN System-Wide Action Plan 2.0 on mainstreaming Gender Equality and Empowerment of Women. The evaluation team is expected to use a method to assess the Gender Marker levels for the Country Office . The inception report should incorporate gender in the evaluation design and operation plan, including gender sensitive context analysis. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations; and technical annex.

⁹³ There is no sequence or order of priority in the techniques listed.

⁹⁴ [Annex 10](#) provides a list of key reference documents to be reviewed, including previous evaluations and studies that could be used as a secondary source of evidence.

83. The evaluation will give attention to assessing adherence to humanitarian principles, protection issues and accountability for affected populations in relation to WFP's activities, as appropriate, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.

4.4. Quality Assurance

84. WFP's evaluation quality assurance system sets out processes with in-built steps for quality assurance and templates for evaluation products based on standardised checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. There will be two levels of quality assurance of the evaluation products, by the OEV Evaluation Manager and by the Senior Evaluation Officer, who will conduct the first and second level quality assurance respectively. This quality assurance process does not interfere with the views and independence of the evaluation team but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

85. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.

86. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP's evaluation quality assurance system prior to submission of the deliverables to OEV.

4.5. Ethical Considerations

87. Ethical consideration shall be taken into the methodology. It will also define risks and appropriate management measures, including issues related to data confidentiality and protection issues, protecting vulnerable respondents, and ensuring that the evaluation team avoids causing harm, and set out ethical safeguards that include provisions for the reporting of ethical concerns.

88. The team will not have been involved in the design, implementation or monitoring of the WFP Lao PDR CSP nor have conflicts of interest. All members of the evaluation team will abide by the 2016 UNEG norms and Standards, the 2007 UNEG Ethical Guidelines and Code of Conduct as well as the principles of 'do no harm'. The evaluation team will also commit to signing Annex 9 of the Long-Term Agreement regarding confidentiality, Internet and Data Security Statement.

5. Organization of the Evaluation

5.1. Phases and Deliverables

The evaluation is structured in five phases summarized in the table below. The evaluation team will be involved in phases 2 to 5 of the CSPE. **Annex 3: Tentative Timeline**

89. **(may subject to shift particularly considering the COVID-19 related measures)** presents a more detailed timeline. The Country Office and Regional Bureau Bangkok have been consulted on the timeframe to ensure good alignment with the Country Office planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Table 4: Summary of Tentative Timeline - key evaluation milestones (may subject to shift particularly considering the COVID-19 related measures)

Main Phases	Timeline	Tasks and Deliverables
1.Preparatory	April 2020 April – May 2020	Final TOR Evaluation Team and/or firm selection & contract

	May 2020 13 - 14 May 2020	Document review by ET Briefing at HQ
2. Inception	18 - 22 May 2020 5 June 2020	Inception Mission (possibly remotely – TBD) Inception report
3. Evaluation, including fieldwork	Late July – Beginning August 2020 August 2020 September 2020	Evaluation mission, data collection Exit debriefing Remote Debriefing
4. Reporting	September 2020 November 2020 November 2020 (TBC) February 2021 March 2021	Report Drafting (Draft 0 submission) Stakeholder Comments Process Learning Workshop Final evaluation report Summary Evaluation Report
5. Dissemination	May – November 2021	Evaluation Report Formatting Management Response and Executive Board Preparation

5.2. Evaluation Team Composition

90. The CSPE will be conducted by a gender balanced team, which consists of a total of four international and national consultants with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (English and Lao) who can effectively cover the areas of evaluation.

91. The team leader should have excellent synthesis and evaluation reporting writing skills in English. The team leader will have the responsibility for overall design, implementation, reporting and timely delivery of all evaluation products, thus, should have excellent methodological competencies in designing feasible data capture and analysis.

92. All team members must be fluent in English, with evaluation competencies in designing and conducting data collection, analysis, synthesis and reporting through evaluation experience in humanitarian and development contexts.

93. The evaluation team may consider, where appropriate, whether local/ national enumerators will be needed for primary data collection from people receiving WFP assistance. Such needs shall be reflected in the evaluation design.

Table 5: Summary of areas of expertise required

Areas of CSPE	Experience, knowledge and skills required *
Team Leadership	<ul style="list-style-type: none"> • Team leadership, coordination, planning and management including the ability to resolve problems. • Strong experience in evaluating implementation of strategic plans and organizations’ strategic positioning/planning related to food assistance and capacity strengthening activities with its contribution towards higher goals such as SDG2 and 17. • Relevant knowledge and experience on food and technical assistance in Lao PDR or in similar context; a strong experience of evaluation in humanitarian and development contexts. • Mainstreaming cross cutting themes such as gender, protection and accountability to affected populations. • Skills on high-quality analysis and synthesis in the CSPE products and their timely submission; Strong communication and presentation skills.

School Feeding and Nutrition	<ul style="list-style-type: none"> • Related skills and experience to evaluate WFP’s food and technical assistance to the nutrition and school feeding programmes in Lao PDR. • Evaluate nutrition and school feeding components of the CSP design, assessment, implementation, outputs and outcomes and monitoring systems. • Assess WFP assistance to national and community level capacity strengthening and partnerships in the school feeding and nutrition, including those at outcome levels.
Food security, and livelihoods	<ul style="list-style-type: none"> • Evaluate food and technical assistance activities to strengthen resilience of vulnerable Lao PDR people/community and WFP’s intervention related to the effect of climate change; operational partnerships with other UN agencies, international financial institutions and private sector. • Review food security assessments, Vulnerability Assessment and Mapping, food security monitoring and evaluation processes and products.
Emergency Preparedness and Response (EPR)/ Supply Chain	<ul style="list-style-type: none"> • Related skills and experience to evaluate WFP’s emergency response and its assistance to the government and the wider humanitarian community and national institutions in strengthening institutional capacities for emergency preparedness and responses. • Knowledge and experience in supply chain including logistics management of humanitarian assistance. • Assess accountability to affected populations including feedback mechanisms, targeting, humanitarian principles and protection, partnerships, and security, risk assessment and management.
Cross Cutting Themes	<ul style="list-style-type: none"> • Experience in evaluating community capacity/rural development • Experience in gender analysis. • Experience in evaluating efficiency and cost-effectiveness.
Research and Data analysis	<ul style="list-style-type: none"> • Relevant understanding of evaluation and research, fieldwork experience in providing research support to evaluation teams. Knowledge of food assistance. • Qualitative and quantitative research, data searches, storages, cleaning, analysis, documentation, formatting, arranging/ facilitating meetings/calls supporting the team's work and evaluation products.

* Note that one evaluator may have expertise in multiple areas listed above, and it does not imply each thematic area requires different specialists.

5.3. Roles and Responsibilities

94. This evaluation is managed by the WFP Office of Evaluation (OEV). Mari Honjo has been appointed as Evaluation Manager (EM). The EM has not worked on issues associated with the subject of evaluation. She is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the stakeholders learning in-country workshop; supporting the preparation of the field mission; drafting Summary Evaluation Report; conducting the 1st level quality assurance of the evaluation products and soliciting WFP stakeholders’ feedback on draft products. The EM will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Gabrielle Duffy, Senior Evaluation Officer, will provide second level quality assurance. Andrea Cook, Director of Evaluation, will

approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2021.

95. An internal reference group composed of selected WFP stakeholders at Country Office , Regional Bureau Bangkok and HQ levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team. The Country Office will facilitate the evaluation team's contacts with stakeholders in Lao PDR; provide logistic support during the fieldwork and organize an in-country stakeholder learning workshop. Sengarun Budcharern has been nominated the WFP Country Office focal point and will assist in communicating with the EM and CSPE team, and to set up meetings and coordinate field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

96. The contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or insecurity reasons. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training and attending in-country briefings.

5.4. Communication

It is important that Evaluation Reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis who to disseminate to, involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

97. All evaluation products will be produced in English. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. A communication plan (see [Annex 9](#)) will be refined by the EM in consultation with the evaluation team during the inception phase.

98. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2021. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report.

5.5. Budget

99. The evaluation will be financed through the CSP budget.

Annexes

Annex 1: Map with WFP Offices in 2019



Source: WFP Lao PDR. Draft 2019 Annual Country Report.

Annex 2: Country Factsheet

No.	Parameter/(source)	2015	2017
General			
1	Human Development Index (1)	0.593	0.601
2	Total number of people of concern (Refugees, asylum seekers, others of concern)	No data	No data
Demography			
7	Population total (millions) (2)	6.741	6.953
8	Population, female (% of total population) (2)	49.85	49.78
9	% of urban population (1)	38.6	34.4
10	Total population by age (1-4) (millions) (6)	0.564	0.792 ^a
11	Total population by age (5-9) (millions) (6)	0.679	0.761
12	Total population by age (10-14) (millions) (6)	0.718	0.713
13	Total Fertility rate, per women (10)	3.1 ^k	2.6 ^f
14	Adolescent birth rate (per 1000 females aged between 15-19 years) (1)	64.1	62.6
Economy			
15	GDP per capita (current USD) (2)	2134.7	2,567.5 ^f
16	Income Gini Coefficient (1)	36.4 ^c	No data
17	Foreign direct investment net inflows (% of GDP) (2)	7.49	7.28 ^f
18	Net official development assistance received (% of GNI) (4)	3.4	3.0
19	SDG 17: Volume of remittances as a proportion of total GDP (percent) (9)	1.315	1.499
20	Agriculture, forestry, and fishing, value added (% of GDP) (2)	17.588	15.703 ^f
Poverty			
21	Proportion of population pushed below the \$1.90 (\$ 2011 PPP) poverty line by out-of-pocket health care expenditure (%) (2)	No data	No data
22	Population near multidimensional poverty (%) (1)	18.5	18.7
23	Population in severe multidimensional poverty (%) (1)	18.8	22.0
Health			
24	Maternal Mortality ratio (%) (lifetime risk of maternal death: 1 in:) (3)	150	180
25	Healthy life expectancy at birth (2)	66.546	67.277
26	Prevalence of HIV, total (% of population ages 15-49) (2)	0.3	0.3 ^f
27	Current health expenditure (% of GDP) (2)	2.454	2.361 ^e
Gender			
28	Gender Inequality Index (1)	0.468	0.461
29	Proportion of seats held by women in national parliaments (%) (2)	25	27.5 ^f
30	Labour force participation rate, total (% of total population ages 15+) (modeled ILO estimate) (2)	78.132	78.287 ^g
31	Employment in agriculture, female (% of female employment) (modeled ILO estimate) (2)	70.922	69.335

Nutrition			
32	Prevalence of moderate or severe food insecurity in the total population (%) (7)	No data	No data
33	Weight-for-height (Wasting - moderate and severe), prevalence for < 5 (%) (3)(11)	Moderate: 6.4 ^b	Moderate: 9.0 Severe: 3.0
34	Height-for-age (Stunting - moderate and severe), prevalence for < 5 (%) (3) (11)	Moderate: 43.8 ^b	Moderate: 33.0 Severe: 12.7
35	Weight-for-age (Underweight - moderate and severe), prevalence for < 5 (%) (3) (11)	Moderate: 2 ^b	Moderate: 21.1 Severe: 4.9
36	Mortality rate, under-5 (per 1,000 live births) (2)	53.6	47.3 ^f
Education			
37	Adult literacy rate (% ages 15 and older) (1)	84.66 ⁱ	No data
38	Population with at least secondary education (% ages 25 and older) (1)	36.4 ^h	39.2 ⁱ
39	Current education expenditure, total (% of total expenditure in public institutions) (2)	85.025 ^d	No data
40	School enrolment, primary (% gross) (2)	113.97	102.36 ^f
41	Net attendance ratio, primary school - female (%) (3)	85 ^j	89.4
42	Gender parity index (primary and secondary enrollment) (10)	0.937 ^m	0.948 ^{f m}

Sources: **(1)** UNDP Human Development Report – 2016 and 2018; **(2)** World Bank. WDI; **(3)** UNICEF SOW; **(4)** OECD/DAC; **(5)** UNHCR; **(6)** UN stats; **(7)** The State of Food Security and Nutrition report - 2019; **(8)** WHO; **(9)** SDG Country Profile; **(10)** UNFPA **(11)** Lao Social Indicator Survey II 2017

^a Includes ages 0-4

^b Value is from 2011

^c Value is from 2012

^d Value is from 2014

^e Value is from 2016

^f Value is from 2018

^g Value is from 2019

^h Value is the last available measurement in the period 2005-2015

ⁱ Value is the last available measurement in the period 2006-2017

^j Value is the last available measurement in the period 2009-2014

^k Value is the last available measurement in the period 2010-2015

^l Exceptionally, data source is UNESCO Institute for Statistics as HDR did not cite the latest available data [<http://data.uis.unesco.org/#>]

^m Refers to GPI in gross enrollment. Exceptionally, data source is World Bank [<https://data.worldbank.org/indicator/SE.ENR.PRSC.FM.ZS?locations=LA>]

Annex 3: Tentative Timeline

(may subject to shift particularly considering the COVID-19 related measures)

Phase 1 - Preparation			
TOR	Draft TOR cleared by Director of Evaluation	DOE	03 March 2020
	Draft TOR circulated to LTA Firms for Proposals	EM/LTA	03 March 2020
	Stakeholder review on draft TOR and send comments to OEV	WFP Stakeholders	3 - 10 March 2020
	Final TOR sent to WFP Stakeholders and LTA	EM	23 March 2020
Evaluation Firm (LTA) selection	Proposal Deadline based on the Final TOR	LTA	6 April 2020
	LTA Proposal Review and clearance	EM/OEV/DOE	24 April 2020
	Contracting evaluation team/firm	EM	04 May 2020
Phase 2 - Inception			
ET preparation	Team preparation, literature review prior to HQ briefing	Team	5 - 12 May 2020
HQ Brief	HQ & RB Inception Briefing (some sessions may be done remotely)	EM & Team	13 - 14 May 2020
Inception Mission	Inception Mission in Vientiane - Lao PDR (possibly remotely - TBD)	EM + TL	18 - 22 May 2020
Inception Report	Submit draft Inception Report (IR)	TL	05 June 2020
	OEV quality assurance and feedback	EM	12 June 2020
	Submit revised IR	TL	19 June 2020
	IR Review and Clearance	EM	03 July 2020
	IR Clearance	OEV/DOE	10 July 2020
	EM circulates final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	13 July 2020
Phase 3 - Evaluation Phase, including Fieldwork			
Field Mission	Field visits Lao PDR	Team	20 July - 5 August 2020
Exit Brief	Exit in-country Debrief (ppt)	TL	05 August 2020
Debrief	Remote Debriefing with CO, RBB and HQ	EM&TL	1 September 2020
Phase 4 - Reporting			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	25 September 2020
	OEV quality feedback sent to TL	EM	02 October 2020
Draft 1	Submit revised draft ER to OEV	TL	09 October 2020
	OEV quality check	EM	23 October 2020
	Seek OEV/D clearance prior to circulating the ER to WFP Stakeholders.	OEV/DOE	30 October 2020
	OEV shares draft evaluation report with WFP stakeholders for their feedback.	EM/ Stakeholders	2 - 13 November 2020
	Learning workshop (TBD with the CO, subject to shift to strategic timing)	EM/TL	10 - 11 November 2020
	Consolidate WFP comments and share with Team	EM	20 November 2020
Draft 2	Submit revised draft ER to OEV based on the WFP's comments, with team's responses on the matrix of comments.	EM	27 November 2020
	Review Draft 2	EM	18 December 2020
Draft 3	Submit final draft ER to OEV	TL	15 January 2021
	Review Draft 3	EM	29 January 2021

	Seek final approval by OEV/D	OEV/DOE	05 February 2021
Phase 5 - Executive Board (EB) and follow-up			
Summary Evaluation Report (SER)	Draft Summary Evaluation Report	EM	8 - 19 February 2021
	Seek OEV/DOE clearance to send the summary Evaluation Report (SER) to Executive Management	OEV/DOE	05 March 2021
	WFPs Executive Management reviews draft SER for comment	EM	8 - 19 March 2021
	OEV consolidates comments on draft SER	EM	26 March 2021
	Seek final approval by DOE	OEV/DOE	09 April 2021
	Submit SER/recommendations to RMP for management response + SER to EB Secretariat for editing and translation	EM	April - May 2021
	Tail end actions, OEV websites posting, EB Round Table Etc.	EM	September - October 2021
	Presentation of Summary Evaluation Report to the EB	DOE	November 2021 with CSP
	Presentation of management response to the EB	D/RMP	November 2021

Note: TL=Team Leader; EM=Evaluation Manager; DOE= Director of Evaluation; OEV=Office of Evaluation.

RMP = Performance and Accountability Management

CO /Stakeholder involvement

Annex 4: Preliminary Stakeholder Analysis

Stakeholders	Interest in the evaluation	Participation in the evaluation
A. Internal (WFP) stakeholders		
Country Office	Primary stakeholder of this evaluation. Being responsible for the country level planning and overall Country Strategic Plan (CSP) implementation, it has a direct stake in the evaluation and will be a primary user of its results to reposition WFP in the country context, if necessary, and readjust advocacy, analytical work, programming and implementation as appropriate to design the new CSP.	CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft ER, and management response to the CSPE. The CO will also assist the Evaluation Team to liaise with in-country stakeholders and assist field mission.
WFP Senior Management and Regional Bureau	WFP Senior Management and the Regional Bureau in Bangkok (RBB) have an interest in learning from the evaluation results, because of the progress towards achieving SDG 2 in Lao PDR in relation to the WFP's assistance from the point of view of corporate and regional plans and strategies.	RBB will be key informants and interviewees during the main mission, provide comments on the draft Evaluation Report and will participate in the debriefing at the end of the evaluation mission. It will have the opportunity to comment on Summary Evaluation Report and management responses to the CSPE.
WFP Divisions	WFP technical units such as programme policy including areas of school feeding, capacity strengthening, resilience, nutrition, gender, CBT, vulnerability analysis, performance monitoring and reporting, climate and disaster risk reduction, safety nets and social protection, partnerships, and supply chain have an interest in lessons relevant to their mandates.	The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation with interest in improved reporting on results. Some may be engaged in the initial briefing with the evaluation team. They will have an opportunity to review and comment on the draft ER, and management response to the CSPE.
WFP Executive Board	Accountability role, but also an interest in potential wider lessons from Lao PDR's evolving contexts and about WFP roles, strategy and performance.	Presentation of the evaluation results is planned at the November 2021 session to inform Board members about the performance and results of WFP activities in Laos.

B. External stakeholders		
<p>United Nation Agencies including FAO, IFAD, UNFPA, UNICEF, WHO, UNDP, RC Office and UNCT agencies (in addition to the above, IAEA, ILO, ITC, IOM, UN-Habitat, UN Women, UNAIDS, UNCDF, UNCITRAL, UNCTAD, UNEP, UNESCO, UNHCR, UNICEF, UNIDO, UNODC, UNOPS and UNV are in the UN System in Lao PDR)</p>	<p>UN agencies in Lao PDR have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination. The UN Country Team agencies have an interest in ensuring synergies that WFP activities are effective and aligned with their programmes and UNPF to collective goals. UNCT also share interest to strategic focus, coordination, result-orientation, efficiency and cost-effectiveness under the UN Business Operations Strategy in Lao PDR.</p>	<p>The evaluation team will seek key informant interviews with the UN and other partner agencies involved in EPR, food security, knowledge sharing, nutrition, school feeding and national capacity strengthening.</p>
<p>Non-Governmental Organizations Agrisud; Association for Aid and Relief Japan (AAR); Plan International; Population Services International; Big Brother Mouse; Lutheran World Federation, and Lao Disabled People's Association</p>	<p>As partners in WFP's CSP implementation, Non-Governmental Organizations will be adopting the approaches that prove to be effective and which might affect future implementation modalities, strategic orientations and partnerships. The NGOs involved in thematic groups such as gender group and SUN Network have an interest in the evaluation results to strengthen response capacity and coordination. More broadly, Non-Governmental Organization working in Lao PDR have an interest in knowing the WFP's evaluation as a member of wider development/humanitarian community in Lao PDR. NGOs are WFP partners while at the same time having their own activities.</p>	<p>The NGO partners in WFP-supported project will be involved in interviews, feedback sessions, report dissemination. The CO will keep NGO partners, other international organizations informed of the evaluation's progress.</p>
<p>International Organizations: GIZ, CRS, EU, World Bank, Lao Red Cross, Lux Development</p>	<p>WFP established collaborative partnerships with International Organizations . Hence, International organizations working in Lao PDR have an interest in knowing the WFP's evaluation as a member of development/ humanitarian community in Lao PDR as well as partners of WFP.</p>	<p>Involvement in interviews, feedback sessions, report dissemination.</p>
<p>Donors USA, World Bank, Japan, Australia, UN CERF, Russian Federation, the government of Laos, France and Private Donors</p>	<p>WFP activities are supported by several donors who have an interest in knowing the results of projects that their funds have been spent and if WFP's work is effective in alleviating food insecurity of the most vulnerable population.</p>	<p>Involvement in interviews, feedback sessions, report dissemination.</p>
National Partners		
<p>National government</p>	<p>The government of Lao PDR has a direct interest in knowing whether WFP activities in the country are aligned with their priorities, and meet the expected results, as stipulated in the CSP. The government is responsible for co-ordination of humanitarian and development activities to which WFP contributes through UN country framework, and for oversight of WFP collaboration with ministries.</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>

Ministry of Planning and Investment	WFP signed a memorandum of understanding with the Ministry of Planning and Investment in May 2017 and further solidified its partnerships with government counterparts. Hence, the Ministry has a stake in WFP's CSP implementation status and progress in the country, and the evaluation.	Interviews both policy and technical levels and feedback sessions.
Ministry of Education and Sports,	The Ministry of Education and Sports is WFP's key partner in implementing the school meals programme, foreseeing an eventual phased handover of school meals to the Ministry. Hence, the Ministry has a stake in WFP's CSP implementation status and progress in the country, and the evaluation.	Interviews both policy and technical levels and feedback sessions.
Ministry of Health	The Ministry of Health, with support of WFP, initiates the Lao Food Fortification Strategic Action Plan, and is leading the social behavior change component of the Agriculture for Nutrition project funded by the Global Agriculture and Food Security Programme (Activity 6), implemented with the Ministry of Agriculture and Forestry and Ministry of Health. Hence, the Ministry has a stake in WFP's CSP implementation status and progress in the country, and the evaluation.	Interviews both policy and technical levels and feedback sessions.
Ministry of Agriculture and Forestry	The Agriculture for Nutrition project funded by the Global Agriculture and Food Security Programme (Activity 6) was implemented with the Ministry of Agriculture and Forestry and Ministry of Health, of which WFP is leading the social behavior change component. Hence, the Ministry has a stake in WFP's CSP implementation status and progress in the country, and the evaluation. WFP also worked to strengthen capacity of the government and local farmers through the Disaster Risk Management in Agriculture (DRM) project. Hence, the Ministry has a stake in WFP's CSP implementation status and progress in the country, and the evaluation.	Interviews both policy and technical levels and feedback sessions.
Ministry of Labour and Social Welfare	WFP supported the Ministry of Labour and Social Welfare to conduct a joint rapid needs assessment in the southern provinces following widespread flooding. Hence, the Ministry has a stake in WFP's CSP implementation status and progress in the country, and the evaluation.	Interviews both policy and technical levels and feedback sessions.
The Ministry for Natural Resources and the Environment	WFP engaged with the Ministry for emergency preparedness and response. Hence, the Ministry has a stake in WFP's CSP implementation status and progress in the country, and the evaluation.	Interviews both policy and technical levels and feedback sessions.
Provincial Authorities/ Governors	WFP and the Ministry of Planning and Investment conducted CSP workshops for relevant line ministries at provincial level, and WFP has a wide field presence to implement CSP activities in the field. Hence, the provincial level authorities have a stake in WFP's CSP implementation status and progress in the country, and the evaluation.	Interviews both policy and technical levels and feedback sessions.
National Nutrition Center	WFP has the strategic partnership with the National Nutrition Centre to implement the nutrition activities, specifically providing policy support and the implementation of nutrition-related interventions through the technical working group on Food and Nutrition Security.	Interviews both policy and technical levels and feedback sessions.
Lao Women's Union	WFP cooperated with the Union in support of community mobilization and the promotion of gender equality throughout activities. Hence, the union has a stake in WFP's CSP implementation status and progress in the country, and the evaluation.	Interviews with focal point in the Union.

Lao Front for National Development	The Front worked with WFP to empower the community and develop ownership of activities and projects; they also monitor and report on WFP activities. The Front, which has a village presence across the nation, offered full-time contact locally to WFP beneficiaries to reinforce key WFP messages on literacy, nutrition, livelihood, and WASH.	Interviews with focal point in the organisation.
the Lao Disabled People's Association	In partnership with the Lao Disabled People's Association, WFP started building the capacity of all staff to mainstream disability, with the objective of ensuring people with disabilities have adequate access to WFP assistance. Hence, the association has a stake in WFP's CSP implementation status and progress in the country, and the evaluation.	Interviews with focal point in the association
Private sector partners	The first Lao National Nutrition Technical Symposium and SUN Business Network that WFP cooperated had participation of the private sector entities.	Interviews with focal point in the private sector partner
Academia's	Participating in the first Lao National Nutrition Technical Symposium	Interviews with focal point in the Academia partner
Affected population /(indirect) Beneficiary Groups. disaggregated by gender and age groups (women, men, boys and girls), ethnicity, resident groups (e.g. displaced people due to natural disasters or other reasons), primary school children (SO 1), children aged 6 -23 months and PLW (SO 2) smallholder farmers, training activity participants, flood affected communities (SO 3), rural communities (SO 4), the vulnerable groups such as people with disabilities, ethnic minority groups, targeted or not targeted by the government and partner programmes assisted by WFP	As the ultimate recipients of food assistance supported by WFP through capacity strengthening and technical advisory, (indirect) beneficiaries have a stake in WFP determining whether its assistance is relevant, appropriate and effective.	They will be interviewed and consulted during the field missions. Special arrangements may have to be made to meet school children and teachers.

Annex 5: Evaluability Assessment

CSP Lao PDR 2017-2021 log frame analysis

Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 13/2/2017	Total nr. of indicators	10	6	17
v 2.0 4/12/2017	New indicators	2	-	5
	Discontinued indicators	-	-	-
	Total nr. of indicators	12	6	22
v 3.0 29/3/2019	New indicators	8	3	38
	Discontinued indicators	-	-	-
	Total nr. of indicators	20	9	60
Total nr. of indicators that appear across all versions of the logframe:		10	6	17

Source: COMET report CM-L010 (accessed 21.1.2020.)

Analysis of results reporting in Lao PDR Annual Country Reports 2017-2018

		ACR 2017	ACR 2018
Outcome indicators			
	Total number of indicators in applicable logframe	12	12
Baselines	Nr. of indicators with any baselines reported	7	7
	<i>Total nr. of baselines reported</i>	25	17
Year-end targets	Nr. of indicators with any year-end targets reported	11	7
	<i>Total nr. of year-end targets reported</i>	46	30
CSP-end targets	Nr. of indicators with any CSP-end targets reported	11	7
	<i>Total nr. of CSP-end targets reported</i>	46	30
Follow-up	Nr. of indicators with any follow-up values reported	9	7
	<i>Total nr. of follow-up values reported</i>	20	30
Cross-cutting indicators			
	Total number of indicators in applicable logframe	6	6
Baselines	Nr. of indicators with any baselines reported	5	6
	<i>Total nr. of baselines reported</i>	39	36
Year-end targets	Nr. of indicators with any year-end targets reported	5	6
	<i>Total nr. of year-end targets reported</i>	33	36
CSP-end targets	Nr. of indicators with any CSP-end targets reported	5	6
	<i>Total nr. of CSP-end targets reported</i>	33	36
Follow-up	Nr. of indicators with any follow-up values reported	5	6
	<i>Total nr. of follow-up values reported</i>	29	36
Output indicators			
	Total number of indicators in applicable logframe	22	22
Targets	Nr. of indicators with any targets reported	9	9
	<i>Total nr. of targets reported</i>	26	18
Actual values	Nr. of indicators with any actual values reported	9	9
	<i>Total nr. of actual values reported</i>	26	18

Annex 6: WFP Lao PDR presence in years pre-CSP

Timeline and funding level of Laos CP (2015-2017) Laos CSP (2017-2021)

Operation	Time Frame	2015	2016	2017	2018	2019	2020	2021	LEGEND Funding Level
External events					July-Aug: tropical storms/flooding Dam failure/flood - Sanamxay distr. Flooding in 79 distr. + 14 provinces				> 75 %
Country Programme Lao PDR 200242 (2012-2015)	January 01 2012 - March 31 2017	Req. US\$ 104,400,323 Rec: US\$ 59,745,163 Funded: 57.23%***							Between 50 % and 75 %
Lao PDR Country Strategic Plan LA01 (2017-2021)	March 01 2017** - December 31 2021			Req. US\$ 78,717,956 Rec: US\$ 49,205,285 Funded: 62.51%					Less than 50 %
Direct Expenditures (US\$)†		13,148,000	10,983,000	11,083,000	12,945,000				
Total Cash & Voucher distributed (US\$)		-	-	46,820	466,565	934,652‡			
Total Food Distributed (MT)		6,124	5,458	2,844	-				
Total Beneficiaries (actual)		239,897	301,420	511,412	670,329				

* CP timeline was extended to December 31 2016 in Budget revision 08 in November 2015 (WFP/EB.2/2015/8-A/1), to February 28 2017 in BR 10, to March 31 2017 in BR 11.

** The original CSP document lists March 1 2017 as the CSP start date. Budget revision 02 and ACR 2017 refer to April 01 2017 as the CSP start date

*** CP 200242: Laos CP 200242 Funding Overview as of September 30 2019; LA01: Laos CPB Resource Situation as of September 25 2019

† Source: APR 2015-2018

‡ Source: COMET CM-C004 as of November 12 2019

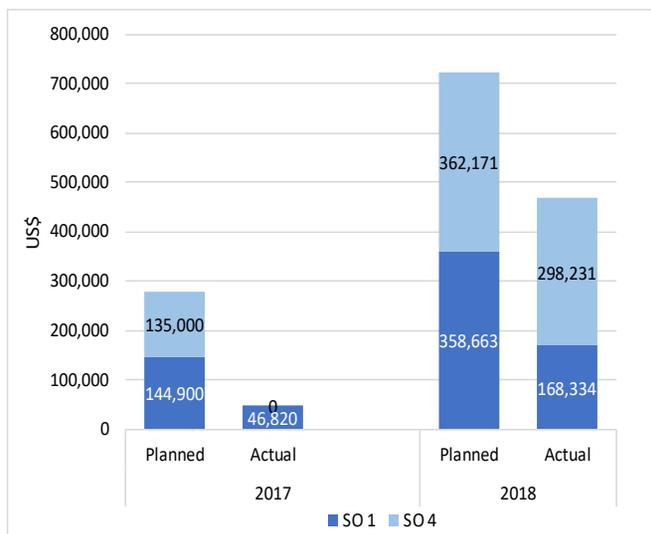
Annex 7: Line of Sight

WFP Strategic Goal 1 (SDG2) Support Countries to achieve zero hunger US\$ 61,822,069			WFP Strategic Goal 2 (SDG17) Partner to support implementation of the SDGs
WFP Strategic Objective 1 End Hunger by protecting access to food	WFP Strategic Objective 2 Improve Nutrition	WFP Strategic Objective 3 Achieve food security	WFP Strategic Objective 4 Support SDG implementation
US\$ 42,786,045	US\$ 12,787,451	US\$ 6,248,483	US\$ 4,931,702
Strategic Result 1 (SDG target 2.1) Everyone has access to food	Strategic Result 2 (SDG target 2.2) No one suffers from malnutrition	Strategic Result 4 (SDG target 2.4) Food systems are sustainable	Strategic Result 5 (SDG target 17.9) Developing countries have strengthened capacity to implement the SDGs
Root Causes Strategic Outcome 01	Root Causes Strategic Outcome 02	Resilience Building Strategic Outcome 03	Root Causes Strategic Outcome 04
Schoolchildren in remote rural areas have sustainable access to food by 2021 (Nutrition-sensitive)	Stunting levels among children under 2 in provinces with high levels of malnutrition meet national targets by 2025 (Nutrition- sensitive)	Vulnerable households in climate- sensitive districts are more resilient to seasonal and long- term shocks and stresses	National and local governance institutions are strengthened to improve service delivery, especially in hard-to-reach areas, by 2025
US\$ 42,786,045	US\$ 12,787,541	US\$ 6,248,483	US\$ 4,931,702
Output 1: Capacity development to enhance communities and the public sector in overcoming acute and transitory food insecurity (contribution to SDG 4)	Output 1: Technical assistance to improve nutrition among targeted populations	Output 1: Technical assistance and capacity development to improve households' adaptation and resilience to climate and other shocks (Contribution to SDG 13.3) Output 2: Food and CBTs for participants in food assistance-for- assets activities	Output 1: Technical assistance and capacity development to improve service delivery for food-insecure and nutritionally vulnerable populations
Output 2: Food assistance for WFP- targeted schools	Output 2: Food assistance for pregnant and lactating women, and for children aged 6–23 months		
Activity 1: Provide policy support, technical assistance and transfer of capacities to the Government	Activity 4: Provide technical assistance for evidence-based policy dialogue	Activity 5: Stimulate access to local specialized nutritious food for children aged 6–23 months	Activity 7: Build community resilience through the creation of productive assets and sustainable livelihood opportunities
US\$ 3,678,611	US\$ 1,732,862	US\$ 4,993,929	US\$ 6,248,48
Activity 2: Accelerate implementation of the Government's plan of action for the school meals programme	Activity 6: Develop a social behaviour change communication and establish farmer nutrition schools		Activity 8: Invest in national governance capacity for food and nutrition security governance.
US\$ 32,211,841	US\$ 6,060,750		US\$ 1,226,487
Activity 3: Support a national process for the hand-over of school meals to communities			Activity 9: Enable communities to lead and own their food and nutrition security solutions.
US\$ 6,895,594			US\$ 3,229,516
			Activity 10: Enhance government capacity at all levels to prepare for and respond to natural disasters
			US\$ 475,699

Source: Lao PDR CSP (2017-2021), Country Operations Management Plan (2017-2021)

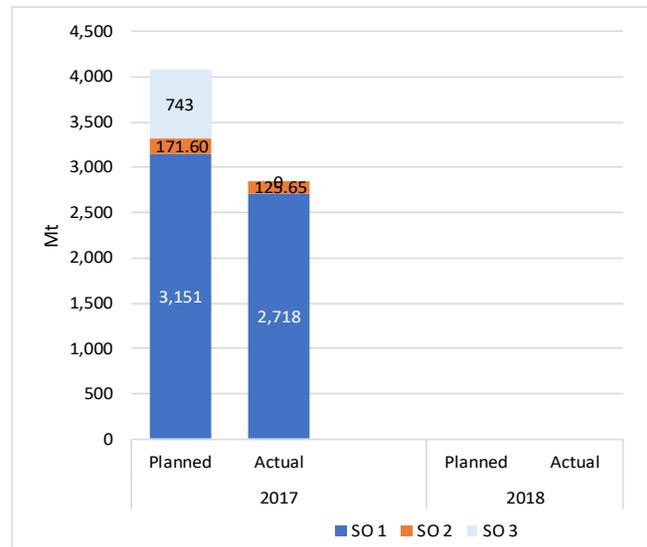
Annex 8: Key information on beneficiaries and transfers

Planned vs. actual cash transfer in Lao PDR 2017-2018 (US\$)



Source: WFP Lao PDR Annual Country Report 2017-2018

Planned vs. actual food distribution in Lao PDR (MT)



Note: No commodity information available in 2018 Report

Source: WFP Lao PDR Annual Country Report 2017-2018

Annex 9: Communication and learning plan (may subject to shift considering the COVID-19 related measures)

Internal Communications								
When Evaluation phase	What Communication product/ information	To whom Target group or individual	What level Organizational level or communication, e.g. strategic, operational	From whom		How Communication means	When	Why Purpose of communication
				Lead OEV staff + other OEV staff views	Evaluation Team - TL Involvement			
Preparation		CO, RB, HQ	Consultation	Mari Honjo EM		Consultations, meetings, email communications	October 2019 - January 2020	Review/ feedback for information
TOR	Draft ToR Final ToR	CO, RB, HQ CO, RB, HQ	Operational & Strategic	Mari Honjo EM+ G. Duffy, 2nd level QA		Emails Web	March 2020 March 2020	Review/ feedback for information
HQ briefing Inception mission	Draft IR/Eval Matrix Final IR	CO, RB, HQ	Operational Operational & informative	Mari Honjo EM+ G.Duffy, 2nd level QA		email, meeting at HQ or remotely	May 2020 June - July 2020	Review / feedback for information
In-country - Field work debriefings	Presentation	CO, RB, HQ	Operational	Mari Honjo, EM	TL	Email, Meeting at HQ + teleconference with CO and RB	July - August 2020	Sharing preliminary findings. Opportunity for verbal clarification w/ evaluation team
Evaluation Report	D0/D1 ER	CO, RB, HQ	Operational & Strategic	Mari Honjo EM+ G.Duffy, 2nd level QA		email	September - October 2020	Review / feedback
Learning Workshop in Vientiane	D1 ER/ Presentation	CO, RB, (HQ)	Operational & Strategic	Mari Honjo EM	TL	Workshop	November 2020 TBD	Enable/facilitate a process of review and discussion of D1 ER
Evaluation Report	D2 - Final ER	CO, RB, HQ	Strategic	Mari Honjo EM+ G.Duffy, 2nd level QA		email	November - February 2021	Review / feedback
Summary Evaluation Report	SER	CO, RB, HQ	Strategic	Mari Honjo EM+ G.Duffy, 2nd level QA	(TL)	email	March 2021	Review / feedback (EMG on SER)
Post-report/EB	Presentation, 2-page evaluation brief	CO, RB, HQ	Informative	Mari Honjo EM+ G.Duffy, 2nd level QA		Email, interactions in meetings and events	April - November 2021	Dissemination of evaluation
Post-report/General	Briefing materials such as webinars and evaluation brief	CO, RB, HQ	Informative & Strategic	Mari Honjo EM+ G.Duffy, 2nd level QA	(TL)	Email, interactions in meetings and events	November 2021 onwards	Information about linkage to CSPE Series

External Communications							
When Evaluation phase	What Communication product/ information	To whom Target group or individual	From whom		How Communication means	When	Why Purpose of communication
			Lead OEV staff with name/position + other OEV staff views	Evaluation Team - TL Involvement			
TOR	Final ToR	Public	OEV		Website	February 2020	Public information
Reporting	Final report (SER included) and Mgt Response	Public	OEV and RMP		Website	February - May 2021	Public information
Evaluation Brief	2-page evaluation brief	Board members and wider Public	OEV		Website	September - October 2021	Public information
EB Annual Session	SER	Board members	OEV & RMP		Formal presentation	November 2021	For EB consideration
Post-Report	Materials such as posters	Stakeholders in Lao PDR including affected populations	OEV & CO	(TL)	To be consulted with the CO	November 2021 onwards	Public information

*TL – Evaluation Team Leader, indicating where team leader role is significant in dissemination and communication of the evaluation products. This does not indicate all the deliverables from evaluation team to OEV, i.e. Inception Report and Evaluation Reports are submitted by the Evaluation Team Leader, while they will be disseminated by OEV. (TL) means that the TL may be consulted for the contents of the products.

Annex 10: E-library

Folder name / File name	Author	Date
0. Evaluation process		
Timeline & TOR	OEV	2019
1. Corporate Documents on Monitoring and Performance Management		
1.1 WFP Strategic Plan (2014-2017), (2017-2021)		
2013 Strategic Plan (2014-2017)	WFP	2013
2013 Strategic Results Framework (2014-2017)	WFP	2013
2014 Management Results Framework (2014-2017) Brief	WFP	2014
2014 WFP Performance Management Policy (2014-2017)	WFP	2014
2017 WFP Corporate Results Framework (2017-2021)	WFP	2017
2017 WFP Revised Corporate Results Framework (2017-2021)	WFP	2018
2014-2017 Strategic Results Framework Indicator Compendium	WFP	2015
1.2 WFP Integrated Roadmap to Zero Hunger		
2016 Strategic Plan 2017-2021	WFP	2016
2016 Corporate Results Framework 2017-2021	WFP	2016
2016 Financial Framework Review	WFP	2016
2016 Policy on Country Strategic Plans	WFP	2016
2017-2021 Corporate Results Framework Indicator Compendium	WFP	2017-2019
2018 Corporate Results Framework 2017-2021 Revised	WFP	2018
Country Portfolio Budget Guidelines	WFP	2018
Minimum Monitoring Requirements	WFP	2018
1.3 WFP Management Plans		
Management Plans 2013-2018	WFP	2013-2018
2. WFP Policies & Strategic Plans & corporate docs		
2.1 Corporate Performance Management & monitoring		
2.1.1. Annual Performance Reports	WFP	2010-2018
2.1.2. WFP Zero Hunger Advocacy Framework	WFP	2015-2016
2.2. Access & Principles		
WFP Humanitarian Principles	WFP	2004
Policy on Humanitarian Access	WFP	2006
Humanitarian Access - Operational Guidance Manual	WFP	2017
2.3 Emergencies and Transition		
WFP's Role in Peacebuilding in Transition Settings	WFP	2013
Update on Peacebuilding policy	WFP	2014
WFP OSZ Emergency and Transition Programming Framework	WFP	2015
Emergency Preparedness and Response Package and Annexes	WFP	2016
Joint Strategy on Enhancing Self-Reliance in Food Security and Nutrition in protracted refugee situations	WFP	2016
WFP Emergency Preparedness Policy	WFP	2017
Emergency Preparedness and Response Simulation Manual	WFP	2017
WFP OSZPH Refugee Assistance Guidance Manual	WFP	2017
Interim WFP Emergency Activation Protocol for Level 2 and Level 3 Emergencies	WFP	2018
2.4 Protection & AAP		
WFP Humanitarian Protection policy & update	WFP	2012 & 2014
WFP OSZPH Protection Guidance	WFP	2013-2016

AAP (Brief, ToC, Strategy, baseline, CFM minimum standards)	WFP	2015-2017
2015 Guide to Personal Data Protection and Privacy	WFP	2015
Circular/Factsheet - Protection from Sexual Exploitation and Sexual Abuse	WFP	2014
2.5. Gender		
Gender policy & Update	WFP	2015 & 2017
Gender Transformation Programme	WFP	2017
Gender Action Plan and Revision	WFP	2016 & 2017
WFP OSZPH Gender-Based Violence Manual	WFP	2016
RBB Gender Implementation Strategy	WFP	2016
Gender Toolkit	WFP	2018
Gender Tip Sheet	WFP	2018
2.6. Anti-fraud and anti-corruption		
Anti-Fraud and Anti-Corruption Policy	WFP	2015
FAQ about Anti-Fraud and Anti-Corruption Policy	WFP	2015
2.7 Country Capacity Strengthening		
WFP Policy on Capacity Development - An Update on Implementation	WFP	2009
The Design and Implementation of Technical Assistance and Capacity Development	WFP	2015
Evaluation of the WFP Policy on Capacity Development: an Update on Implementation (2009)	WFP	2016
Country Capacity Strengthening (CCS) Framework and Toolkit	WFP	2017
Guidance on Capacity Strengthening of Civil Society	WFP	2017
Transitioning to Country Capacity Strengthening: what does it mean in practice?	WFP	2017
2.8. Partnerships		
How to Work with WFP Handbook	WFP	2005
Partnerships Yearly Key facts and figures	WFP	2010-2015
Memorandum of Understanding between UNHCR and WFP and Addendum with Annexes	WFP	2011 & 2018
WFP Corporate Partnership Strategy (2014 -2017)	WFP	2014
Partnership - Tools and Guidelines Booklet	WFP	2015
2015 An Insight into Partnerships at HQ, RB and WFP Offices	WFP	2015
Mapping 2015 Partnerships at Country Office Level	WFP	2016
Field Level Agreements templates	WFP	2018
2.9 VAM Monitoring Assessments		
2009 Emergency Food Security Analysis Handbook	WFP	2009
2009 Comprehensive Food Security and Vulnerability Analysis Guidelines	WFP	2009
2017 Remote technology for Monitoring	WFP	2017
2015 Comprehensive Food Security Assessment		
2.10 Risk Management		
Corporate Risk register - Circular & Summary	WFP	2012, 2016, 2017
Risk management definitions	WFP	2015
Risk appetite statement	WFP	2016
Global Risk Profile report	WFP	2016
Crisis management - Circular	WFP	2016

2.11 Security		
Guidelines for Security Reporting	WFP	2011
Security Risk Management (SRM) Manual	WFP	2015
Report - WFP Field Security	WFP	2016-2017
2.12 Monitoring & Third-Party Monitoring		
Beneficiaries, Targeting and Distribution Guidance	WFP	2005 & 2012
Counting Beneficiaries in WFP	WFP	2012
SOPs for ME Final	WFP	2013
Third Party Monitoring Guidelines	WFP	2014 & 2017
Corporate Monitoring Strategy (2015-2017) & (2017-2021)	WFP	2015 & 2017
Monitoring and Evaluation Guidance	WFP	2018
Guidance Note on Estimating and Counting Beneficiaries	WFP	2019
2.13 Nutrition		
WFP Nutrition Policy 2012, Follow-Up to WFP Nutrition Policy 2012, and 2013/2016 Updates on the WFP Nutrition Policy	WFP	2012, 2013, 2016
WFP Nutrition Policy 2017 and Update on the Nutrition Policy 2017	WFP	2017
Implementation Plan of the Nutrition Policy 2017 and Update on the Implementation Plan of the Nutrition Policy 2017	WFP	2017
WFP Minimum Standards for Nutrition in Emergency Preparedness	WFP	2017
2.14 Resilience & Safety Net		
Update of WFP's Safety Nets Policy	WFP	2012
WFP Policy on Building Resilience for Food Security & Nutrition	WFP	2015
Food Assistance for Asset Guidance Manual	WFP	2016
Humanitarian Capital? Lessons on Better Connecting Humanitarian Assistance and Social Protection	WFP & WBG	2018
2.15 Cash & Voucher		
Cash & voucher Policy & Update	WFP	2008 & 2011
Cash and Food Transfers - A Primer	WFP	2007
WFP's 2008 Cash and Voucher Policy (2008-14): A Policy Evaluation	WFP	2014
WFP C&V Manual	WFP	2009 & 2014
3. WFP Operation in Lao PDR		
3.1 - Operations in Lao PDR		
CP 200242 (2012-2016) Project document and budget revisions	WFP	2012-2017
CP 200242 (2012-2016) Standard Project Reports	WFP	2015, 2016
Laos PDR Country Strategic Plan (2017-2021) and budget revision	WFP	2017-2021
Laos PDR Annual Country Reports	WFP	2017, 2018
Laos PDR Country Operations Management Plan (COMP)	WFP	2017-2021
3.2 - VAM & Assessments		
Follow-up Emergency Food Security Assessment	WFP	2011
Food and Nutrition Security Atlas Lao PDR	WFP	2013
Food and Nutrition Security Profiles	ASEAN, EU, FAO, UNICEF, WFP, WHO	2014
Comprehensive Food Security Assessment (CFSA)		2015
Lao Food and Nutrition Security Survey - Summary of Findings	Lao Dept of Statistics	2016

Strategic Review of Food and Nutrition Security in Lao PDR	WFP	2016
Macro Financial Assessment Laos	WFP	2019
Post-Disaster Needs Assessment, 2018 Floods, Lao PDR	Government of Lao PDR	2018
3.3 - Briefs, factsheets, dashboards, SIT REPs		
Lao PDR Country Briefs	WFP	2014-2019
Lao PDR Executive Briefs	WFP	2014-2018
Lao PDR Daily Operational Briefs	WFP	2016-2019
Luangnamtha Province Dashboard April 2015	WFP	2015
Oudomxay Province Dashboard April 2015	WFP	2015
Sekong Province Dashboard April 2015	WFP	2015
3.4 - Evaluations, Reviews, Audits		
Country Portfolio Evaluation Lao PDR	WFP	2009
Private Sector Partnership and Fundraising Strategy	WFP	2012
WFP's School Feeding Policy: a Policy Evaluation – Evaluation Report	WFP	2012
Four Strategic Evaluations on the Transition from Food Aid to Food Assistance: A Synthesis	WFP	2012
Synthesis Report of Operation Evaluations (July 2013 – July 2014)	WFP	2014
WFP Policy on Capacity Development: AN Update on Implementation (2009)	WFP	2015
Synthesis Report of the Evaluations of WFP's Emergency Preparedness and Response	WFP	2015
Decentralized Evaluation: Mid-Term Evaluation of McGovern-Dole-supported School Feeding Programme in Lao PDR	WFP	2017
Evaluation of WFP Policies on Humanitarian Principles and Access in Humanitarian Contexts	WFP	2018
Evaluation of WFP Humanitarian Protection Policy	WFP	2018
Strategic Evaluation of the Pilot Country Strategic Plans	WFP	2018
Strategic Evaluation of WFP Support for Enhanced Resilience	WFP	2018
Decentralized Evaluation: End-Line Evaluation for USDA McGovern-Dole Food for Education Grant FY14-16 supported School Feeding Programme in Lao PDR	WFP	2018
Update of WFP's Safety Nets Policy: Policy Evaluation	WFP	2019
WFP Lao PDR Country Strategic Plan Mid-Term Review (draft)	WFP	2019
3.8 - School Meals		
Do School Feeding Programs Help Children?	The World Bank	2012
School Meals Factsheet WFP in Lao PDR	WFP	2015
Connecting smallholder farmers to the school meals programme	WFP, USDA	2017
Recipe Ideas for Primary School and Home Meals – Lao PDR	WFP	2017
Cost-Benefit Analysis of the School Meals Programmes in Lao PDR	WFP	2018
The Secret Garden (comic book)	WFP	2019
3.9 - Disaster Management		
WFP in Lao PDR Emergency Preparedness and Response Factsheet	WFP	2015
Lao PDR Disaster Response Plan (August 2018-December 2018)	WFP	2018
3.10 - Livelihood		
Cash/Food Assistance for Assets Factsheet	WFP	2015

CLEAR Consolidated Livelihood Exercise for Analyzing Resilience	WFP	2016
Strengthening the capacity of ASEAN Member States to design and implement risk-informed and shock-responsive social protection systems for resilience – Lao PDR case study	WFP	2019
3.11 - Nutrition		
WFP in Lao PDR Nutrition Factsheet	WFP	2015
Fill the Nutrient Gap Lao PDR	WFP	2017
Fill the Nutrient Gap results on the Cost of diet for adolescents & qualitative research on delivery platforms	WFP	2017
Rice Landscape Analysis – Feasibility of and opportunities for rice fortification in the Lao PDR	WFP	2017
Healthy food choices for the people of Lao PDR	WFP	
4. External Documents		
4.1 Government of Lao PDR		
Decree on Establishment of National Disaster Management Committee	Government of Lao PDR	1999
Strategic Plan on Disaster Risk Management in Lao PDR 2020, 2010 and action plan (2003-2005)	Ministry of Labour and Social Welfare	2003
Strategy on Climate Change of the Lao PDR	Government of Lao PDR	2010
The 7 th and 8 th Five-Year National Socio-Economic Development Plan (2011-2015), (2016-2020)	Ministry of Planning and Investment	2011 & 2016
National Growth and Poverty Eradication Strategy (NGPES)	Government of Lao PDR	2013
Lao PDR Census of Agriculture 2010/11	Ministry of Agriculture and Forestry	2014
Agriculture Development Strategy to 2025 and Vision to the year 2030	Ministry of Agriculture and Forestry	2015
Education and Sports Sector Development Plan 2016-2020	Ministry of Education and Sports	2015
Development Strategy of the Crop Sector 2025 and Vision 2030	Ministry of Agriculture and Forestry	2015
National Nutrition Strategy to 2025 and Plan of Action 2016-2020	Government of Lao PDR	2015
Vientiane Declaration on Partnership for Effective Development Cooperation (2016-2025)	Government of Lao PDR	2015
The Millennium Development Goals and Lessons Learnt for the Post-2015 Period: A Summary Review	Government of Lao PDR	2015
Vision 2030: 10 Year Socio-Economic Development Strategy 2016-2025	Government of Lao PDR	2016
Where are the Poor? Lao PDR 2015 Census-Based Poverty Map	Lao Statistics Bureau	2016
Voluntary National Review on the Implementation of the 2030 Agenda for Sustainable Development	Government of Lao PDR	2018

Lao Social Indicator Survey II	Lao Statistics Bureau	2018
8th NSEDP, LDC Graduation and SDGs Integration	Ministry of Planning and Investment	2018
Mid-Term Review of the 8th NSEDP 2016-2020 (Draft)	Ministry of Planning and Investment	
National Food Fortification Strategy		2018
4.2 Lao Statistical Yearbook		
Lao Statistical Yearbook 2014-2017	Lao Statistics Bureau	2014-2017
4.3 UN in Lao PDR		
Lao PDR UNDAF (2007-2011)	Government of Lao PDR and UN	2006
UNDAF Action Plan (2012-2015) Lao PDR	Government of Lao PDR and UN	2012
Inter-Agency Contingency Plan	UN Resident Coordinator's Office	2014
Lao PDR UNDAF Evaluation Report	UN in Lao PDR	2015
Discussion Paper: The Sustainable Development Goals in the context of the Lao People's Democratic Republic	UN in Lao PDR	2015
Country Analysis Report: Lao PDR Analysis to inform the Lao People's Democratic Republic-United Nations Partnership Framework (2017-2021)	UN in Lao PDR	2015
UNDAF Progress Report 2015, 2016	UN in Lao PDR	2016, 2017
Lao PDR - United Nations Partnership Framework 2017-2021 A Partnership for Sustainable Development	UN in Lao PDR, Government of Lao PDR	2016
Business Operations Strategy. A Partnership for Sustainable Development: United Nations - Lao PDR Partnership Framework 2017 - 2021	UN in Lao PDR	2017
Tracking progress towards National Development Goals and Sustainable Development Goals	UN in Lao PDR	2017
From Millennium Development Goals to Sustainable Development Goals: Laying the base for 2030	UN in Lao PDR	2017
UNPF Progress Report 2017, 2018	UN in Lao PDR	2018, 2019
4.4 Other		
Risk and Vulnerability Survey 2012/13 Analysis Report	FAO	2013
The Economic Consequences Of Malnutrition in Lao PDR: A Damage Assessment Report	UNICEF & NERI	2013
Lao Development Report Expanding Productive Employment for Broad-based Growth	The World Bank	2014
Poverty Profile in Lao PDR: Poverty Report for the Lao Consumption and Expenditure Survey 2012-2013	The World Bank	2014

Lao National Survey on Women's Health and Life Experiences 2014: A Study on Violence against Women and Summary Report on Violence Against Women	UNFPA & LBS	2015
Poverty Policy Notes. Drivers of Poverty Reduction in Lao PDR	The World Bank	2015
Universal Periodic Review. Human Rights in Lao PDR	UN Human Rights Council	2015
Decent Work Country Programme 2017-2021 Lao	ILO	2017
MANAGING TRANSITION Reaching the Vulnerable while Pursuing Universal Health Coverage	The World Bank	2017
Scaling Up Nutrition Lao PDR Country Profile	SUN	2018
Report on the twentieth session	UN Committee for Development Policy	2018
Investing in rural people in the Lao PDR	IFAD	2019
5. Datasets		
Logframe, outcome and output indicators data	WFP	2017, 2018
Funding data 2012-2021	WFP	2012-2021
Partnerships data 2016-2017	WFP	2016-2017
SPR/ACR data	WFP	2016-2018
VAM data	WFP	2019

Annex 11: Template for Evaluation Matrix

Evaluation Question - text from TORs					
Sub questions	Dimensions of Analysis	Operational Component	Lines of inquiry and/or indicators (as appropriate)	Data source	Data collection technique
Evaluation sub-question – text from TORs	[evaluation team to complete]	[evaluation team to complete]	[evaluation team to complete]	[evaluation team to complete]	[evaluation team to complete]

Annex 12 : Lao PDR Country Strategic Plan



World Food Programme

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Lao People's Democratic Republic Country Strategic Plan (2017–2021)

Duration	1 March 2017–31 December 2021
Total cost to WFP	USD 85,344,103
Gender marker*	2A

* <https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf>

Executive Summary

Lao People's Democratic Republic is moving towards middle-income country status. Economic growth is strong, with reduced poverty and a decline in the proportion of hungry people. However, the country is behind on stunting reduction, and one-fifth of the population consumes less than the minimum dietary energy requirements.

This Country Strategic Plan supports the Government's vision of "a prosperous country, with a healthy population, free from food insecurity, malnutrition and poverty." It takes important steps in WFP's new strategic direction for strengthened national and local capacities to enable the Government and communities to own, manage and implement food and nutrition security programmes by 2030.

Lao People's Democratic Republic is in transition. This Country Strategic Plan builds on investments made since 2012 as WFP transitioned from emergency and recovery to development work, and entails a shift from direct delivery of programmes for enhancing schoolchildren's access to food, preventing stunting – with a focus on the first 1,000 days following conception – and building the resilience of vulnerable communities towards increased policy engagement, capacity development and knowledge sharing in preparation for the hand-over of gender-sensitive and culturally appropriate programmes.

The Country Strategic Plan is based on consultations with the Government, development partners and beneficiaries, contextual and gender analysis, and gap analysis and recommendations from the national strategic review on food and nutrition security.

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It seeks to achieve the following strategic outcomes:

- i) Schoolchildren in remote rural areas have sustainable access to food by 2021.
- ii) Stunting rates among children under 2 in provinces with high levels of malnutrition meet national targets by 2025.
- iii) Vulnerable households in climate-sensitive districts are more resilient to seasonal and long-term shocks and stresses.
- iv) National and local governance institutions are strengthened to improve service delivery, especially in hard-to-reach areas, by 2025.

The Country Strategic Plan will contribute to implementation of the Government's National Socio-Economic Development Plan (2016–2020), sector strategies and plans of action and the United Nations Partnership Framework (2017–2021), and to achievement of Sustainable Development Goals 2 and 17. It is aligned with WFP's Strategic Results 1, 2, 4 and 5.

Draft decision*

The Board approves Lao People's Democratic Republic Country Strategic Plan (2017–2021) (WFP/EB.1/2017/7/6) at a total cost to WFP of USD 85.3 million.

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

1. Country Analysis

1.1 Country Context

1. Lao People's Democratic Republic (Lao PDR) is a land-locked and least-developed country, ranking 141st of 188 countries in the 2015 Human Development Index.¹ The country's population of 6.5 million people² is predominantly rural and ethnically diverse, with 49 officially recognized ethnic groups.
2. Lao PDR ranks as the world's 73rd most vulnerable country to climate change³ because of its dependence on climate-sensitive natural resources and its low adaptive capacity. It is susceptible to drought, floods and typhoons.
3. Annual growth in gross domestic product (GDP) is about 7 percent,⁴ largely from exploitation of natural resources. This growth contrasts with rising inequalities among regions and population groups.
4. Lao PDR ranks 57th of 145 countries in the Global Gender Gap Index 2015. Based on documents from Lao Women's Union, it is estimated that only 3 percent of village heads are women, and village committees often have only one woman member. The adult literacy rate is 77.4 percent for men and 68.7 for women,⁵ reflecting gender inequalities, which are magnified in remote ethnic communities. While the overall primary school enrolment rate is 98 percent, rates in areas with school meals are up to 8 percent higher than those in areas without. Attendance remains low, particularly in rural areas and among ethnic groups.

1.2 Progress Towards SDG 2

Progress on SDG 2 targets

5. *Access to food.* While Lao PDR has managed to reduce the proportion of hungry poor people from 33 to 23 percent over the past decade,⁴ the 2015 Global Hunger Index still rates hunger levels in the country as "serious".⁶
6. On average, 14 percent of the rural population is food-insecure. A household's access to food is constrained by poverty, declining land availability, volatile farmgate prices and low agricultural productivity. Changing climate patterns combined with poor access to both markets and diverse livelihoods worsen the situation in remote upland areas, where 25 percent of households are food-insecure.
7. Food and nutrition insecurity is closely associated with poverty and vulnerability. An estimated 30 percent of the population lives below the national poverty line of USD 1.25 per day.¹
8. *Nutrition.* Malnutrition remains a major challenge, with stunting affecting 37.6 percent of boys and 33.6 percent of girls.⁷ The annual economic cost of undernutrition is estimated at 2.4 percent of GDP, or USD 197 million.⁸

¹ United Nations Development Programme (UNDP). Human Development Report 2015.

² Of whom 50.3 percent are women or girls, and 49.7 percent are men or boys. Lao Statistics Bureau and World Bank. 2014. Poverty Profile in Lao PDR; and Lao Statistics Bureau. 2015. Results of the Population and Housing Census, 2015.

³ Germanwatch e.V. Global Climate Risk Index. 2016.

⁴ Lao Statistics Bureau and World Bank 2014. Poverty Profile in Lao PDR.

⁵ Lao Social Indicator Survey. 2011–2012.

⁶ International Food Policy Research Institute (IFPRI). 2015. *2015 Global Hunger Index: Armed Conflict and the Challenge of Hunger*.

⁷ Ministry of Health and United Nations Children's Fund (UNICEF). 2015. Lao Child Anthropometry Assessment Survey, add-on to the 2015 National Immunization Survey, 2015.

⁸ National Economic Research Institute (NERI), 2013. *The Economic Consequences of Malnutrition in Lao PDR: A Damage Assessment Report*.

9. Malnutrition is influenced by dietary restrictions during pregnancy and suboptimal child feeding practices linked to cultural beliefs and taboos. Only 40 percent of children under 6 months of age are exclusively breastfed, and 52 percent of infants aged 6–8 months receive complementary feeding.⁹
10. Causes of malnutrition include poverty; low education levels; insufficient access to potable water; poor sanitary conditions; geographic isolation; lack of basic health care, disease treatment and prevention; and traditional gender norms and child weaning practices.
11. *Smallholder farmer productivity and incomes.* Lao PDR is a predominantly agrarian society; 76 percent of households are engaged in agriculture,⁹ which accounts for 23.2 percent of GDP.¹⁰ Productivity in the non-farm sector is low.¹¹ Subsistence farming remains widespread, with 90 percent of rural households growing rice and 30 percent growing additional crops.
12. Livelihoods are sensitive to changes in food prices and the availability of land. As there are more sellers than buyers of rice, especially in surplus areas in the country's centre and south, an increase in rice prices has a net benefit, while a decrease results in reduced welfare.
13. *Sustainable food systems.* Climate change is a major challenge faced by rural livelihoods. Changes in rainfall quantities and the onset of the rainy season affect the conditions for paddy and cash crops. Increases in temperature and shorter but more intense rainy seasons increase the risk of both drought and floods. Only 17 percent of cultivable land is utilized, mainly for rice. The availability of forest foods is declining as a result of deforestation and inappropriate gathering methods.¹² These challenges increase women's workload and reduce dietary diversity for vulnerable communities.

Macroeconomic environment

14. Lao PDR is one of the fastest growing economies in the East Asia and Pacific region. The economic outlook remains favourable, with GDP growth of about 7 percent expected to continue, supported by the power sector and increasing integration into the Association of Southeast Asian Nations (ASEAN).¹³

Key cross-sector linkages

15. All strategic outcomes will contribute to Sustainable Development Goal (SDG) 2 and be in synergy with the other SDGs, particularly SDG 5 on gender, SDG 4 on education (strategic outcome 1), and SDG 13 on climate action (strategic outcome 3) and sustainable development.

1.3 Hunger Gaps and Challenges

16. The national strategic review of food and nutrition security carried out in 2015/2016 involved consultations with stakeholders at the central level and in 17 provinces, including the Government, United Nations agencies, financial institutions, civil society, the private sector, academia and groups of women and men in communities. Members of the team carrying out the review visited Viet Nam to learn how it achieved food and nutrition security.
17. The review identified the following main challenges: i) weaknesses in the governance structures for addressing the complex and cross-sector issues of food and nutrition security and translating strategies and plans into implementation; ii) insufficient budget to achieve SDG 2 targets; iii) limited social protection and safety nets; iv) persistent cultural taboos and poor nutrition knowledge; v) uneven access to food; vi) low levels of productivity among smallholder farmers; and vii) increased vulnerability to climate risks and decreased capacity to cope with weather variations among smallholder farmers.

⁹ Lao Census of Agriculture, 2010–2011.

¹⁰ Lao Statistics Bureau. 2014. Statistical Yearbook 2014.

¹¹ World Bank. 2014. *Drivers of Poverty Reduction*.

¹² Ministry of Agriculture and Forestry. 2016. *Comprehensive Food Security Assessment*.

¹³ World Bank, 2016. Overview: Lao PDR.

1.4 Country Priorities

Government

18. Lao PDR has well-defined national strategies guiding socio-economic programmes. The objectives of the 8th National Socio-Economic Development Plan (NSEDP) are to graduate to middle-income country (MIC) status, eradicate poverty, achieve sustainable human development, and ensure effective management and utilization of natural resources.
19. The National Nutrition Strategy (2016–2025) and Action Plan (2016–2020) emphasize a multi-sector and cohesive approach to reducing all forms of malnutrition. Lao PDR joined the Scaling Up Nutrition (SUN) movement in 2011, and established a national nutrition committee in 2013 to coordinate implementation of the action plan.
20. The Agricultural Development Strategy to 2025 focuses on achieving food security through sustainable agriculture and a strengthened agricultural production system. The 2010 National Strategy on Climate Change reinforces the Government's commitment to climate change adaptation and mitigation efforts.
21. The Plan of Action of the School Meals Programme (2016–2020) and the 2014 Policy on Promoting School Lunch recognize that school meals contribute to food security.
22. The National Strategy for Gender Equality (2016–2025) includes activities for eradicating discrimination against women and girls in food and nutrition security and providing opportunities for women and girls to have the same access to quality food as men and boys have.
23. Finalized with support from WFP, the National Disaster Response Plan sets out roles and responsibilities for stakeholders in coordinated responses to natural disasters.

United Nations and other partners

24. The United Nations Partnership Framework (UNPF) 2017–2021 supports the Government in becoming an MIC whose people benefit equally from quality services.
25. The UNPF is based on country analysis, assessment of progress towards the Millennium Development Goals and findings of an evaluation of the United Nations Development Assistance Framework (UNDAF) for 2012–2016.
26. Food and nutrition security is one of the outcomes in the UNPF human development pillar, which underlines the need to focus on the first 1,000-days after conception and to transition from subsistence to market-oriented agricultural production, adapted to climate change and the needs of smallholder farmers.
27. Non-governmental organizations (NGOs) provide capacity development and policy support, and implement food and nutrition security projects. Plan International coordinates the SUN Civil Society Alliance supporting the Government's nutrition agenda.
28. Donors provide multi-year development assistance, directly to the Government or through international organizations, and bilateral technical cooperation.

2. Strategic Implications for WFP

2.1 WFP's Experience and Lessons Learned

29. WFP started providing relief assistance in Lao PDR in 1975, establishing a country office in 2000. In 2012 it shifted to a five-year development portfolio providing school meals and activities for mother-and-child health and nutrition, asset creation and emergency preparedness and response. In view of the changing operational environment, WFP and the Government are moving towards sustainable outcomes, including through strengthened government systems and institutional capacity at all levels.

30. The 2014 mid-term evaluation of the country programme (2012–2016) highlighted the need for: i) enhanced sustainability through closer alignment of WFP's activities with national plans and capacity development of government counterparts for gradual hand-over; and ii) more comprehensive assistance to address stunting and persistently high malnutrition rates.
31. A 2015 baseline survey of the school meals programme identified the need to address limited dietary diversity, limited access to water, poor hygiene practices and low literacy rates. The 2016 Systems Approach for Better Education Results (SABER) school feeding analysis concluded that a policy framework for school meals has been established, but the financial and institutional capacities for coordinating and implementing school feeding are still being developed.
32. An inter-agency simulation exercise facilitated by WFP in 2016 identified gaps in emergency preparedness and response capacity, needs assessments, response planning and coordination arrangements. The Government and humanitarian actors working in the country have prepared an action plan for addressing these challenges.

2.2 Opportunities for WFP

33. The strategic review identified six priority actions: i) strengthen coordination mechanisms at all levels and among sectors, and provide technical assistance; ii) ensure funding and implementation of the multi-sector plan of action for the national nutrition strategy; iii) provide basic social benefits for the most vulnerable people; iv) promote dietary diversity through consumption of locally available nutrient-rich food; v) support smallholder farmers along the value chain; and vi) increase farmers' awareness of climate risks for agriculture.

2.3 Strategic Changes

34. The CSP aims to address the challenges and implement the priority actions identified in evaluations, the strategic review and consultations with the Government, development partners and communities. It highlights the need for WFP to continue providing food assistance in the short-term while also working to strengthen national and local capacities and investing in sustainable food and nutrition security programmes to support the country's progress towards MIC status and achievement of SDG 2.
35. The CSP builds on WFP's long-term partnership with the Government, and its comparative advantages and complementarities with partners. It is aligned with the NSEDP, supports the resilience and human development pillars of the UNPF and contributes to WFP's Strategic Results 1, 2, 4 and 5.

3. WFP Strategic Orientation

3.1 Direction, Focus and Intended Impacts

36. The national nutrition strategy provides the framework for WFP's contribution to the achievement of national food and nutrition security targets. Developed with the aim of achieving SDG 2, this strategy uses a multi-sector cohesive approach with 22 priority interventions. WFP's strategic outcomes contribute directly to 19 of these.
37. Through this CSP, WFP plans to shift from providing food assistance to engaging in policy and capacity development for gradual hand-over, leading to community-run and government-financed food and nutrition security programmes in the medium term, with the Government and communities independently designing, implementing and managing their own programmes by 2030.
38. In alignment with the Government's strategy and WFP's commitments to being accountable to affected populations, communities will be at the centre of all actions, ensuring equitable participation in and ownership of activities to be incorporated into local development plans and structures.

39. The plan aims to contribute to the following strategic outcomes:
- i) Schoolchildren in remote rural areas¹⁴ have sustainable access to food by 2021.
 - ii) Stunting rates among children under 2 in provinces with high levels of malnutrition¹⁵ meet national targets by 2025.
 - iii) Vulnerable households in climate-sensitive districts are more resilient to seasonal and long-term shocks and stresses.
 - iv) National and local governance institutions are strengthened to ensure improved service delivery, especially in hard-to-reach areas, by 2025.

3.2 Strategic Outcomes, Focus Areas, Expected Outputs and Key Activities

Strategic outcome 1: Schoolchildren in remote rural areas have sustainable access to food by 2021

40. WFP will play a leading role in supporting the Government's goal of improving access to food and achieving food security, as stated in the National Policy on Promoting School Lunch. The Government and WFP have designed a school lunch model, which is coupled with capacity development and knowledge transfer to ensure sustainability and national ownership.
41. This strategic outcome contributes to achievement of SDG target 2.1 and WFP's Strategic Result 1.

Focus areas

42. This strategic outcome will focus on addressing the root causes of food insecurity and low education indicators in remote and ethnically diverse districts through the implementation of a school meals programme.

Expected outputs

43. The food security of pre- and primary schoolchildren will be ensured by providing a daily snack or meal, with the Government and WFP investing in communities so that they can provide local inputs, engage with farmers and contribute to the school environment, leading to sustainable management of the programme. This output is linked to SDG 4 in ensuring that girls and boys complete primary education.
44. Strategic outcome 1 will be achieved through two outputs:
- i) Capacity development to enhance communities and the public sector in overcoming acute and transitory food insecurity.
 - ii) Food assistance for WFP-targeted schools.

Key activities

45. *Activity 1: Provide policy support, technical assistance and capacity transfer.* The Ministry of Education and Sports, WFP and Catholic Relief Services co-chair the coordination group on school meals. This platform positions WFP as a partner of choice in policy dialogue, development of legislative frameworks and assessment of financing solutions.
46. WFP will support the Government's efforts to integrate a structure for implementing a school meals programme into the Ministry of Education and Sports, deploying technical staff to enhance institutional capacity for programme design and implementation, and a monitoring and evaluation (M&E) system.
47. *Activity 2: Accelerate implementation of the Government's plan of action for the school meals programme.* WFP will transition from school snacks to the lunch modality, which will include inputs grown by schools in addition to food provided by WFP. This will be facilitated through the establishment of school vegetable gardens and fishponds and the raising of chickens,

¹⁴ Attapeu, Luang Namtha, Luang Prabang, Oudomxay, Phongsaly, Saravane, Khammouane, and Sekong provinces.

¹⁵ Luang Namtha, Oudomxay and Sekong provinces.

in partnership with the Food and Agriculture Organization of the United Nations (FAO) and NGOs such as the Japan Association for Aid and Relief.

48. In line with the Government's plan of action, WFP will adopt a multi-sector and integrated approach with the World Bank, UNICEF, the German Agency for International Cooperation, Big Brother Mouse and Plan International to deliver a package of assistance including access to water, hygiene, literacy and deworming activities, and clean stoves to reduce women's exposure to smoke and their workloads in collecting fuelwood and water. WFP, UNICEF and FAO will develop nutrition education materials and advocate for their inclusion in the primary school curriculum for girls and boys. As an incentive to supporting the programme, cooks and storekeepers will receive transfers of rice.
49. *Activity 3: Support a national process for hand-over of the school meals programme to communities and the Government.* To support the transition to a national school meals programme using the community-led and local food-based model designed by WFP and the Ministry of Education and Sports, school lunches will include rice provided by communities, vegetables and animal protein from school gardens and projects, and cash to procure additional items from farming families to ensure dietary diversity.
50. Given the variations in community resources and capacities, WFP and the Ministry of Education and Sports will develop a tool for assessing communities' readiness to manage school meal programmes, and design capacity development activities according to needs. The tool will be integrated into the national school profiling system, while school feeding programmes are integrated into local development plans. As communities become ready for hand-over, 500 schools will be integrated into the national school meals programme by 2019–2020, and the remaining 936 by 2020–2021. As schools are handed over, the Ministry of Education and Sports will provide them with cash and ensure implementation of activities.
51. The strategic review highlighted improved access to diversified food in schools as a priority in promoting basic social protection for children. WFP and partners will support the Government in establishing this social protection, using the national school meals programme as an entry point. Once a social protection system has been developed, WFP will be at the forefront in developing other schemes as part of an integrated strategic approach to social protection.

Strategic outcome 2: Stunting levels among children under 2 in provinces with high levels of malnutrition meet national targets by 2025

52. Preventing stunting is a priority in the national development agenda, and WFP will support the Government's work towards the target of reducing the malnutrition rate to 25 percent by 2025, using the multi-sector cohesive approach outlined in the national nutrition strategy.
53. As recommended by the strategic review, WFP and partners will support the Ministry of Health with nutrition-specific and -sensitive interventions, addressing gaps in policy frameworks, providing support for research and knowledge-sharing and developing institutional capacity.
54. This strategic outcome contributes to achievement of SDG target 2.2 and WFP's Strategic Result 2.

Focus areas

55. This strategic outcome addresses the direct and underlying causes of malnutrition through institutional capacity development, coordination, surveillance, analysis of gender roles and scaling up of nutrition interventions.

Expected outputs

56. Nutrition among targeted populations will be improved through a multi-sector approach that includes education on feeding practices, and nutrition education and social behaviour change.

57. Strategic outcome 2 will be achieved through three outputs:
- i) Technical assistance to improve nutrition among targeted populations.
 - ii) Food assistance for pregnant and lactating women, and for children aged 6–23 months.
 - iii) Establishment and strengthening of access to local food farmers for communities.

Key activities

58. *Activity 4: Provide technical assistance for evidence-based policy dialogue.* The national nutrition strategy and the strategic review emphasize the need to invest in strengthening institutions and human capacities. With partners such as UNICEF, FAO, the European Union and the World Health Organization (WHO), WFP will support the Ministry of Health by: i) facilitating the establishment of a SUN Business Network; ii) supporting the development of a nutrition surveillance system; iii) analysing nutrient gaps to obtain insights into the drivers of food choices, food availability and affordability; and iv) assessing national food fortification.
59. *Activity 5: Stimulate access to local specialized nutritious food for children aged 6–23 months.* To ensure sustainability and reduce WFP's reliance on internationally procured Nutributter, WFP will support the Government in exploring private sector-led supply chains for locally available, affordable nutritious food for children.
60. To accelerate progress in reducing stunting, WFP will complement the Government's efforts by providing Nutributter for children aged 6–23 months, promote good infant and young child feeding and hygiene practices and address the higher prevalence of stunting among boys.
61. *Activity 6: Develop a social behaviour change communication strategy and nutrition schools for farmers.* In line with the Government's policy for achieving sustainable impact at scale in improving dietary diversity among pregnant and lactating women, WFP will provide Nutributter until 2019 while enhancing nutrition knowledge, awareness and practices by supporting the national social behaviour change communication strategy. This strategy covers infant and young child feeding practices, maternal nutrition components and the inclusion of men and boys in nutrition activities.
62. To reduce gender inequality and improve dietary diversity, particularly for adolescent girls and women, WFP will work through the Global Agriculture and Food Security Program (GAFSP) with the Ministry of Agriculture and Forestry, the Ministry of Health, the International Fund for Agricultural Development (IFAD) and the Lao Women's Union to support farmer nutrition schools, and are led by women to enhance knowledge of and access to nutrient-rich crops, post-harvest handling, food storage, safety, processing and preservation. In line with the WFP Gender Policy, the nutrition schools will empower women by increasing their ownership of and control over household agricultural production and income. The Government will provide financial contributions, technical support and coordination of activities.

Strategic outcome 3: Vulnerable households in climate-sensitive districts are more resilient to seasonal and long-term shocks and stresses

63. Given the country's vulnerability to the effects of climate change, and with 70 percent of the population relying on subsistence agriculture for its livelihood, adaptation and mitigation actions are government priorities.
64. The strategic review noted the need to increase awareness of climate change and ensure appropriate adaptation activities. Working with FAO, IFAD and other partners, WFP will assist communities in building their own resilience to climate change.
65. This strategic outcome contributes to achievement of SDG target 2.4 and WFP's Strategic Result 4.

Focus areas

66. WFP will assist vulnerable communities in shock-prone areas in adapting to climate change and building long-term resilience against climate risks.

Expected outputs

67. This outcome is linked to SDG 13 on climate action. The capacity of vulnerable communities will be strengthened to reinforce their resilience and protect their livelihoods through awareness-raising and education activities, human and institutional capacity development and asset creation.
68. Strategic outcome 3 will be achieved through two outputs:
- i) Technical assistance and capacity development to improve households' adaptation and resilience to climate and other shocks.
 - ii) Food and cash-based transfers (CBTs) for participants in food assistance-for-assets activities.

Key activities

69. *Activity 7: Build community resilience through the creation of productive assets and sustainable livelihood opportunities.* Based on community-driven, bottom-up, multi-sector planning, and complementing IFAD's work through the GAFSP, WFP and its partners will: i) enhance agro-ecology and climate-adaptive local food production; ii) strengthen smallholder farmers' capacity through improved agricultural practices; and iii) support asset creation programmes to provide alternative livelihood options for vulnerable communities. As women account for 54 percent of the agricultural workforce, activities will be designed to increase the gender balance in control of and access to productive inputs. Findings from the 2015 Consolidated Livelihood Exercise for Analysing Resilience will be used to identify the geographic areas that are least resilient to climate change and affected by increasingly frequent natural disasters.
70. WFP will partner the National Agriculture Research Institute, providing technical support for real-time weather forecasting, the development of farmer field schools specializing in climate issues, and the dissemination of agroclimate information to women and men farmers to facilitate their decision-making on mitigating risks to food security and livelihoods and adapting to climate variations. The current environment is not conducive to a weather-based insurance pilot, but WFP will reassess the feasibility of carrying out a pilot later in the CSP period.

Strategic outcome 4: National and local governance institutions are strengthened to improve service delivery, especially in hard-to-reach areas, by 2025

71. As highlighted by the strategic review, the Government puts food and nutrition security at the top of the development policy agenda, with an extensive range of strategies and action plans. However, there are challenges in implementing and monitoring these plans, and governance systems face difficulties in addressing the complex and cross-sectoral issues of food and nutrition security.
72. WFP and partners will contribute to strengthening central and local governance and monitoring progress towards national SDG targets.
73. This strategic outcome facilitates work towards strategic outcomes 1, 2 and 3, and contributes to achievement of SDG target 17.9 and WFP's Strategic Result 5.

Focus areas

74. The focus of this strategic outcome is on addressing the root causes of challenges in national governance structures and their application at the subnational level through a strengthened decentralization policy and a multi-sector coordinated approach. This cross-cutting outcome will facilitate the achievement of the other three outcomes.

Expected outputs

75. This outcome is linked to SDG 5 in facilitating gender equality in participation in and benefits from development. The Government and communities will be provided with resources and capacity to design action plans that ensure household food and nutrition security.

76. Strategic outcome 4 will be achieved through one output:
- i) Technical assistance and capacity development to improve service delivery for food-insecure and nutritionally vulnerable populations.

Key activities

77. *Activity 8: Invest in national governance capacity for food and nutrition security.* The National Nutrition Committee coordinates implementation of the plan of action for the national nutrition strategy. Given the need for a multi-sector approach to achieving SDG 2, WFP will deploy an expert to the committee to coordinate among ministries and provide technical support.
78. WFP will also provide technical assistance to the Ministry of Planning and Investment in monitoring and reporting on progress towards SDGs 2 and 17 through regular data collection and analysis.
79. *Activity 9: Enable communities to lead and own food and nutrition security solutions.* In support of the *Sam Sang*¹⁶ decentralization policy – which supports capacity development at the community level to facilitate integrated rural development – and to ensure complementarity with IFAD, WFP will work through the GAFSP to strengthen rural communities' capacity to prepare and lead their own three-year community development plans. These multi-stakeholder, multi-sector and nutrition-sensitive plans will enable communities to use their own resources and capacity to ensure local food and nutrition security. To maximize ownership and mainstream gender equality and women's empowerment, village-level processes will involve both women and men from different age groups.
80. *Activity 10: Enhance the capacity of government at all levels to prepare for and respond to natural disasters.* As highlighted by an inter-agency simulation exercise, the national disaster response plan defines roles and responsibilities clearly, but there are challenges in its implementation and capacity development is needed at all levels to prepare for and respond to emergencies. WFP will support the ministries of labour and social welfare, and natural resources and environment in: i) facilitating the establishment of early-warning systems and drafting a decree creating a fund for disaster victims; ii) conducting assessments and integrating the data generated into the Government's system, to enhance ownership and management of food security information; and iii) coordinating multi-stakeholder emergency responses.

3.3 Transition and Exit Strategies

81. This CSP represents a shift for WFP from country programmes based on direct provision of food assistance to the provision of capacity development, policy guidance and support to national- and local-led programmes as Lao PDR moves towards MIC status.
82. WFP will ensure that activities are integrated into national development plans for gradual hand-over, while developing and transferring capacities to the Government and communities. Women's essential role in communities will be recognized and their inputs will be incorporated into programme design, implementation and monitoring. To ensure sustainability and ownership of programmes, communities will be active partners able to make their own decisions and ensure food and nutrition security with their own inputs and capacities.

¹⁶ "Three Builds" – province, district and village levels.

4. Implementation Arrangements

4.1 Beneficiary Analysis

83. Activities for strategic outcome 1, which supports access to food for pre- and primary schoolchildren, will target districts with low education indicators and high food insecurity levels. The 2015 Food and Nutrition Security Survey identified areas with high stunting rates, where children aged 6–23 months and pregnant and lactating women will be assisted through strategic outcome 2 on reducing stunting. The 2015–2016 food security assessment carried out by WFP and the Ministry of Agriculture and Forestry and the 2015 Consolidated Livelihood Exercise for Analysing Resilience will be used to target livelihood activities for increasing resilience to climate change among vulnerable communities for strategic outcome 3. WFP's beneficiary and transfer management platform SCOPE will be used for beneficiary registration.

Strategic outcome	Activity	Women/girls	Men/boys	Total
1	2–3 Provide school meals	82 260	66 240	148 500
2	5 Provide Nutributter for children aged 6–23 months to supplement complementary feeding	10 140	9 360	19 500
	6 Provide Nutributter for pregnant and lactating women	13 000	-	13 000
3	7 Create productive assets and sustainable livelihood opportunities to build community resilience	9 720	8 280	18 000
4	9 Develop capacity of rural communities in designing and implementing nutrition-sensitive development plans			
TOTAL		115 120	83 880	199 000

4.2 Transfers

Food and cash-based transfers

84. With the findings of a rapid assessment indicating that CBTs could be a suitable assistance transfer modality, WFP will undertake in-depth needs assessments in rural areas with ethnically diverse communities to confirm whether they are appropriate in all contexts.
85. Food transfer modalities will assist in achieving strategic outcomes 1, 2 and 3, with activities encompassing school meals, nutrition programmes and asset creation. Throughout the CSP period, food transfers will gradually reduce.

	Strategic outcome 1		Strategic outcome 2	Strategic outcome 3
	Activity 2		Activity 5	Activity 7
	Pre- and primary schoolchildren		Children aged 6–23 months and pregnant and lactating women	Vulnerable households in climate-sensitive areas
	Food and CBTs for schools (snack)	Food and CBTs for schools (lunch)	Food	CBTs
Cereals		100		
Pulses		40		
SuperCereal	80			
Oil	15	10		
Nutributter			20	
Sugar	15			
Total kcal/day	497	584	108	
% kcal from protein	11.6	12.5	9.8	
CBTs (USD/person/day)		0.10		3
Number of feeding days	175	175	365	30

Food type/CBT	Total (mt)	Total (USD)
Cereals	9 108	5 511 315
Pulses	2 702	3 512 432
Oil and fats	779	923 840
Mixed and blended foods	396	280 504
Other	1 106	3 604 740
TOTAL (food)	14 091	13 832 831
CBTs (USD)		9 630 525
TOTAL	14 091	23 463 356

Capacity strengthening including South–South cooperation

86. Capacity development and technical assistance will be provided for all strategic outcomes as WFP gradually shifts from direct implementation. Strong partnerships with ministries will facilitate the development of skills and capabilities that support national ownership and sustainability.

87. WFP will facilitate exchange of knowledge, skills and expertise through South-South cooperation with the WFP Centre of Excellence against Hunger in Brazil to strengthen the capacities of the government and communities in managing school meals programmes. Partnership opportunities will be explored with centres of excellence for asset creation in China and for food and nutrition security in India. WFP will liaise with ASEAN to ensure that emergency preparedness and response systems follow regional standards.

4.3 Supply Chain

88. Supply chain networks are well established for food commodities that arrive through Bangkok. Local procurement is difficult because of high prices and the limited availability of commodities and suppliers that meet WFP's quality standards. Food is transported overland to warehouses in Vientiane and in the country's north and south. To reduce transport costs, each delivery provides food for more than one activity. To avoid pipeline breaks, food is pre-positioned before the monsoon season when access to some areas becomes difficult.

4.4 Country Office Capacity and Profile

89. WFP will maintain the comparative advantage of its large field presence, with three suboffices covering northern and southern provinces, and a field presence in 31 districts.
90. To support the focus on nutrition, country office staff include international and national nutritionists. Experts in partnerships with government, CBTs, social protection and safety nets, climate change and resilience will be needed for the new direction of the CSP. A clear road map will guide the transfer of knowledge and responsibilities to national staff, for nationalization of the country office by 2019.

4.5 Partnerships

91. In line with the WFP Corporate Partnership Strategy (2014–2017) and the Vientiane Declaration on Partnership for Effective Development Cooperation (2016–2025), WFP will leverage its long-term relationship as a trusted partner of the Government to achieve maximum impact towards a shared vision for 2030, together with the ministries of agriculture and forestry, education and sport, health, labour and social welfare, and natural resources and environment.
92. The strategic review positions WFP as a generator of knowledge; with the Ministry of Planning and Investment, WFP will explore the possibilities for periodic monitoring of implementation of the review's recommendations.
93. Through the UNPF, and to strengthen synergies, coherence and efficiency, WFP will expand its partnerships with the other Rome-based agencies to achieve the strategic outcomes by using the agencies' comparative advantages and complementarities. Through the GAFSP, WFP will partner IFAD to accelerate implementation of the national nutrition strategy by developing the capacities of rural communities in creating and operating infrastructure for nutrition-sensitive agriculture, and empowering women to achieve sustainable improvements in family nutrition. Through a local-level memorandum of understanding, FAO and WFP will collaborate on food security assessments, nutrition-sensitive agriculture, disaster risk reduction and management, and disaster response. WFP will partner UNICEF, the United Nations Human Settlements Programme and the World Bank on the school meals programme, and will explore partnership opportunities with WHO for improved nutrition service delivery, and with UNDP on livelihoods and resilience.
94. In the enabling environment provided by the Vientiane Declaration, WFP will strengthen strategic and operational partnerships with NGOs and projects, such as the *Soum Son Seun Jai* Programme, supported by IFAD, to achieve common objectives and ensure cost-effective, sustainable, gender-sensitive and culturally appropriate implementation of food security and nutrition initiatives. As Lao PDR's civil society is young, WFP will develop the technical and organizational capacities of non-profit associations for implementation at the local level and will expand its partnership with the Lao Women's Union. The value of these partners includes their presence in remote ethnic communities with different languages and cultural practices, and their capacities in community mobilization and asset creation.

95. WFP will develop relationships with the private sector to: i) encourage commercial supply chains to reach rural communities with nutritious foods; ii) explore the feasibility of local food fortification; iii) mobilize resources to support the initiatives of WFP and the Government; and iv) strengthen cooperation and innovation by establishing a SUN Business Network. WFP will collaborate with academia and research institutes to generate evidence for policy processes and develop social behaviour change communication strategies.
96. Recognizing the vulnerability and isolation of the most food-insecure people, WFP will incorporate protection and gender considerations – including prevention of sexual exploitation and abuse – and accountability to affected populations into all of its partnerships.

5. Performance Management and Evaluation

5.1 Monitoring and Evaluation Arrangements

97. Guided by the country office monitoring strategy, and in line with the NSEDP and the UNPF, WFP will develop an M&E system that measures progress towards the strategic outcomes, ensuring accountability, providing evidence of results achieved, and informing any necessary adjustments.
98. Indicators are collected by WFP and government staff of both sexes, and will be disaggregated by sex and age, where possible. Performance will be analysed in annual outcome and biannual monitoring reports. These will be complemented by food security and nutrition assessments and monitoring of market prices. Baseline data for strategic outcomes will be established in 2017, a decentralized mid-term evaluation of some CSP activities is planned for 2020 and a country portfolio evaluation for 2021.
99. The country office has a solid M&E and vulnerability assessment and mapping unit. Nearly 70 percent of staff will be located in the field, and most will be responsible for monitoring. Government reporting structures will be strengthened and used to ensure sustainability. At quarterly meetings, WFP and the Government will measure progress and results against established action plans.
100. Based on WFP's Gender Policy (2015–2020), and in line with the Asia-Pacific Gender Implementation Strategy, the country office has an action plan for gender mainstreaming and targeted actions. The plan is reviewed every six months to assess how well the needs of women, men, girls and boys are being addressed. All WFP staff have been trained in gender and protection, and newly recruited staff are also trained in humanitarian principles.
101. Based on WFP's Humanitarian Protection Policy (2012), a protection action plan develops awareness of WFP's protection programmes among groups of women, men, girls and boys. The beneficiary feedback mechanism included in the plan takes into account the needs of rural ethnic women, who often do not speak or read Lao.
102. The country office tool for managing effectively (COMET) and the Monitoring e-Data Collection and Analysis tool will be used to track performance indicators, and for planning and managing responses. Data from the field level will be collected electronically for real-time submission and analysis. Financial resources for staff, baseline monitoring and evaluations have been budgeted.

5.2 Risk Management

103. The contextual risks include: i) localized natural disasters – WFP will assist the Government in establishing an early-warning system and developing capacity in emergency preparedness and response; and ii) lack of capacity in communities – to be mitigated by the formulation and implementation of capacity development plans.
104. The main institutional risks are insufficient national budget allocations for activities after hand-over, and limited capacities. WFP will advocate for fund mobilization, explore alternative financing solutions with the Government, and develop capacities at all levels.

105. The major programmatic risk is lack of funding. WFP will work with current donors, seek to broaden the funding base, and strengthen joint fundraising with other organizations. A prioritized action plan has been prepared for each strategic outcome.
106. The country office has incorporated protection considerations into its programme activities. All programme sites will have mechanisms for facilitating accountability to affected populations. Environmental and social risk management will be developed through community mobilization.
107. Lao PDR is classified as being at the minimal United Nations security level, except for one area – without a WFP presence – where security is low. WFP offices and operating procedures are in compliance with minimum operating security standards.

6. Resources for Results

6.1 Country Portfolio Budget

Strategic outcome	Year 1	Year 2	Year 3	Year 4	Year 5	Total
1	9 468 069	10 426 987	9 665 167	10 519 982	8 582 068	48 662 272
2	3 950 446	4 808 024	5 435 435	4 471 560	4 895 138	23 560 603
3	1 765 248	1 907 657	1 621 426	1 667 603	1 468 822	8 430 757
4	1 470 506	852 018	697 291	925 098	745 559	4 690 472
TOTAL	16 654 270	17 994 686	17 419 318	17 584 243	15 691 587	85 344 103

108. The CSP has a budget of USD 85 million, with annual spending (Table 4) reflecting the shift from direct service delivery towards support for policy and capacity development, with the objective of achieving hand-over by 2021. This approach entails a progressive decrease in food transfers and aims to ensure sustainability for each of the strategic outcomes.
109. The objective of strategic outcome 1 is to ensure sustainable access to food for pre- and primary schoolchildren. This outcome has the largest budget, with USD 48.7 million or nearly 60 percent of total resources. A shift from food to CBTs is foreseen. The budget for this outcome covers a preparatory phase to transfer schools to the school lunch programme, assessments of community capacities to determine the package of support needed, and the shift to a national programme. Significant investments in capacity development at the community level will be made in all five years.
110. Strategic outcome 2 addresses stunting by combining supplementary feeding for children under 2 with increasing work in behaviour change, nutrition awareness and access to locally available nutritious food. The phase-out of food transfers for pregnant and breastfeeding women is planned for 2019. At a total cost of USD 23.6 million, this outcome accounts for 27 percent of the budget.
111. Strategic outcome 3 promotes increased resilience among vulnerable households in climate-sensitive areas. In total, USD 8.4 million – 10 percent of the budget – is allocated to this outcome for strengthening coping mechanisms and communities' resilience to climate change-induced shocks and stresses. Food transfers will gradually be replaced by CBTs in 2018, and WFP will provide technical assistance to smallholder farmers.
112. Strategic outcome 4 focuses on capacity development for improved service delivery. Activities support governance systems in coordinating and implementing multi-sector response plans. This strategic outcome supports achievement of the other three, and requires USD 4.7 million.
113. More than 15 percent of total expenditure for all strategic outcomes is allocated to gender activities.

114. As the strategic outcomes are interlinked and have complementary activities, responsibilities will have to be clearly defined to avoid duplication and ensure that expenditures can be linked to outcomes achieved so that assistance is provided efficiently and with accountability.

6.2 Resourcing Outlook

115. The CSP is expected to be funded mostly by traditional government donors and, to some extent, the private sector. On average, WFP received USD 14 million per year for its activities in Lao PDR between 2012 and 2016. Contributions have remained stable and WFP is positioned to maintain similar funding levels until 2021 as donors are interested in supporting the country's transition to MIC status.
116. It is expected that strategic outcome 1 will be fully funded throughout the CSP period. Based on confirmed contributions and indications from donors, strategic outcomes 2 and 3 will be 50 percent funded and strategic outcome 4, 75 percent.

6.3 Resource Mobilization Strategy

117. Resource mobilization and communication strategies highlight WFP's new strategic direction and the support it can provide as Lao PDR graduates to MIC status and achieves its national SDG targets.
118. In line with the new strategic direction, a dual approach will be adopted. WFP will engage increasingly in policy support, community empowerment, capacity development and knowledge generation to ensure sustainable interventions and hand-over. Food assistance – through food transfers or CBTs – will be continued in the initial years to consolidate the investments made, and will then be phased out as local inputs are introduced.
119. WFP will continue its engagement with donors through briefing meetings in Vientiane, Bangkok and Hanoi. These meetings ensure regular communication on results achieved and constraints, and increase accountability and transparency, facilitating opportunities for finding new sources of funding. WFP also engages with private-sector donors and has received positive indications regarding their future support.

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ANNEX I

LOGICAL FRAMEWORK FOR LAO PEOPLE'S DEMOCRATIC REPUBLIC COUNTRY STRATEGIC PLAN (YEAR 2017–2021)

Items formulated at the country level	Elements from the Strategic Plan	Categories and indicators from the Corporate Results Framework
Country: Lao People's Democratic Republic CSP start date: 01/03/2017 CSP end date: 31/12/2021		
LOGICAL FRAMEWORK		
Strategic Goal 1: <i>Support countries to achieve Zero Hunger</i>		
Strategic Objective 1: <i>End hunger by protecting access to food</i>		
Strategic Result 1: <i>Everyone has access to food</i>		
National SDG targets and indicators: 8 th Five-year National Socio-Economic Development Plan (8 th NSEDP) Outcome 2: Human resources are developed and the capacities of the public and private sectors are upgraded; poverty in all ethnic groups is reduced, all ethnic groups and both genders have access to quality education and health services; the unique culture of the nation is protected and consolidated; political stability, social peace and order, justice and transparency are maintained. SDG 2.1: By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round. SDG indicators: 2.1.1. Prevalence of undernourishment 2.1.2. Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale		
UNPF (United Nations Partnership Framework) priorities Outcome 2: More people have access to social protection benefits, in particular vulnerable groups and the poor Outcome 4: Children and youth enjoy better access to inclusive and equitable quality basic education and vocational skills Outcome 5: People enjoy improved access to quality health services, and water sanitation and hygiene		
Strategic outcome 1: Schoolchildren in remote rural areas have sustainable access to food by 2021. <i>Nutrition-sensitive</i>	Alignment to output category 1.3 Enhanced social and public-sector capacity to assist populations facing acute, transitory or chronic food insecurity Outcome indicator 1.3.1 Zero Hunger Capacity Scorecard	

LOGICAL FRAMEWORK	
Output 1: Capacity development to enhance communities and the public sector in overcoming acute and transitory food insecurity <i>Contributes to SDG 4</i>	<i>Alignment to output category</i> C. Capacity development and technical support provided
Output 2: Food assistance for WFP-targeted schools	<i>Alignment to output category</i> A2. Conditional resources transferred
<i>Activity 1: Provide policy support, technical assistance and transfer of capacities to the Government</i>	<i>Alignment to activity category</i> Institutional capacity strengthening activities
<i>Activity 2: Accelerate implementation of the Government's plan of action for the school meals programme</i>	<i>Alignment to activity category</i> School meal activities
<i>Activity 3: Support a national process for the hand-over of school meals to communities</i>	<i>Alignment to activity category</i> School meal activities
Strategic Goal 1: <i>Support countries to achieve zero hunger</i>	
Strategic Objective 2: <i>Improve nutrition</i>	
Strategic Result 2: <i>No one suffers from malnutrition</i>	
National SDG targets and indicators 8 th Five-year National Socio-Economic Development Plan (8 th NSEDP) Outcome 2: Human resources are developed and the capacities of the public and private sectors is upgraded; poverty in all ethnic groups is reduced, all ethnic groups and both genders have access to quality education and health services; the unique culture of the nation is protected and consolidated; political stability, social peace and order, justice and transparency are maintained. SDG 2.2: By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons. SDG indicators: 2.2.1. Prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age.	
UNPF (United Nations Partnership Framework) priorities Outcome 5: People enjoy improved access to quality health services, and water sanitation and hygiene Outcome 6: The most vulnerable people benefit from improved food security and nutrition Outcome 7: Institutions and policies at national and local level support the delivery of quality services that better respond to people's needs.	

LOGICAL FRAMEWORK	
Strategic outcome 2: Stunting levels among children under 2 in provinces with high levels of malnutrition meet national targets by 2025 Nutrition-sensitive	<i>Alignment to outcome category</i> 2.1. Improved consumption of high-quality, nutrient-dense foods among targeted individuals Outcome indicator 2.1.1. Proportion of eligible population that participates in programme (coverage) 2.1.3. Proportion of children 6–23 months of age who receive a minimum acceptable diet
Output 1: Technical assistance to improve nutrition among targeted populations	<i>Alignment to output category</i> C. Capacity development and technical support provided
Output 2: Food assistance for pregnant and lactating women, and for children aged 6–23 months	<i>Alignment to output category</i> B. Nutritious foods provided
<i>Activity 1: Provide technical assistance for evidence-based policy dialogue</i>	<i>Alignment to activity category</i> Institutional capacity strengthening activities
<i>Activity 2: Develop a social behaviour change communication and establish farmer nutrition schools</i>	<i>Alignment to activity category</i> Individual capacity strengthening activities
Output 3: Establishment and strengthening of access to local food farmers for communities	<i>Alignment to output category</i> F. Purchases from smallholders completed
<i>Activity 1: Stimulate access to local specialized nutritious food for children aged 6–23 months</i>	<i>Alignment to activity category</i> Malnutrition prevention activities
Strategic Goal 1: <i>Support countries to achieve zero hunger</i>	
Strategic Objective 3: <i>Achieve food security</i>	
Strategic Result 4: <i>Food systems are sustainable</i>	
National SDG targets and indicators: 8 th Five-year National Socio-Economic Development Plan (8 th NSEDP) Outcome 3: Natural resources and the environment are effectively protected and utilized according to green-growth and sustainable principles; there is readiness to cope with natural disasters and the effects of climate change and for reconstruction following natural disasters. SDG 2.4: By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality SDG indicator: 1.4.1. Proportion of agricultural area under productive and sustainable agriculture	

LOGICAL FRAMEWORK	
<p>UNPF priorities</p> <p>Outcome 1: All women and men have increased opportunities for decent livelihoods and jobs</p> <p>Outcome 3: Forests and other ecosystems are protected and enhanced, and people are less vulnerable to climate-related events and disasters</p> <p>Outcome 7: Institutions and policies at national and local level support the delivery of quality services that better respond to people's needs.</p>	
<p>Strategic outcome 3: Vulnerable households in climate-sensitive districts are more resilient to seasonal and long-term shocks and stresses</p>	<p><i>Alignment to outcome category</i></p> <p>4.1. Improved household adaptation and resilience to climate and other shocks.</p> <p><i>Outcome indicators:</i></p> <p>4.1.1. Food consumption score (FCS), disaggregated by sex of head of household</p> <p>4.1.2. Coping Strategy Index (CSI)</p> <p>4.1.6. Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks.</p>
<p>Output 1: Technical assistance and capacity development to improve households' adaptation and resilience to climate and other shocks</p> <p>Contributes to SDG 13.3</p>	<p><i>Alignment to output category</i></p> <p>C. Capacity development and technical support provided</p>
<p>Output 2: Food and CBTs for participants in food assistance-for-assets activities</p>	<p><i>Alignment to output category</i></p> <p>A.2. Conditional resources transferred</p>
<p><i>Activity 1: Build community resilience through the creation of productive assets and sustainable livelihood opportunities</i></p>	<p><i>Alignment to activity category</i></p> <p>Asset creation and livelihood support activities</p>

LOGICAL FRAMEWORK	
Strategic Goal 2: Partner to support implementation of the SDGs	
Strategic Objective 4: Support SDG implementation	
Strategic Result 5: Developing countries have strengthened capacity to implement the SDGs	
<p>National SDG targets and indicators</p> <p>8th Five-Year National Socio-Economic Development Plan (8th NSEDP) Outcome 2: Human resources are developed and the capacities of the public and private sectors are upgraded; poverty in all ethnic groups is reduced, all ethnic groups and both genders have access to quality education and health services; the unique culture of the nation is protected and consolidated; political stability, social peace and order, justice and transparency are maintained.</p> <p>SDG 17.9. Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the SDGs, including through North-South, South-South, and triangular cooperation.</p> <p>SDG indicator:</p> <p>17.9.1 Dollar value of financial and technical assistance (including through North-South, South-South, and triangular cooperation) committed to developing countries.</p>	
<p>UNPF (United Nations Partnership Framework) priorities</p> <p>Outcome 6: The most vulnerable people benefit from improved food security and nutrition</p> <p>Outcome 7: Institutions and policies at national and local level support the delivery of quality services that better respond to people's needs.</p>	
Strategic outcome 4: National and local governance institutions are strengthened to improve service delivery, especially in hard-to-reach areas by 2025	<p><i>Alignment to outcome category</i></p> <p>5.1 Enhanced capacities of public and private institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations</p> <p>Outcome indicator</p> <p>5.1.1 Zero Hunger Capacity Scorecard</p>

LOGICAL FRAMEWORK	
Output 1: Technical assistance and capacity development to improve service delivery for food-insecure and nutritionally vulnerable populations Output 1 contributes to SDG 5.5.	<i>Alignment to output category</i> K. Partnerships supported
<i>Activity 1: Invest in national capacity for food and nutrition security governance</i>	<i>Alignment to activity category</i> Institutional capacity-strengthening activities
<i>Activity 2: Enable communities to lead and own their food and nutrition security</i>	<i>Alignment to activity category</i> Institutional capacity-strengthening activities
<i>Activity 3: Augment government capacity at all levels to prepare for and efficiently respond to natural disasters</i>	<i>Alignment to activity category</i> Institutional capacity-strengthening activities
Cross-cutting results: C.1 Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences C.2 Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity C.3 Improved gender equality and women's empowerment among WFP-assisted population C.4 Targeted communities benefit from WFP programmes in a manner that does not harm the environment	

ANNEX II

INDICATIVE COST BREAKDOWN (USD)					
WFP Strategic Results/SDG Targets	Strategic Result 1 (SDG target 2.1)	Strategic Result 2 (SDG target 2.2)	Strategic Result 4 (SDG target 2.4)	Strategic Result 5 (SDG target 17.9)	Total
WFP Strategic outcomes	1	2	3	4	
Focus area	Root causes	Root causes	Resilience-building	Root causes	
Transfer	35 715 353	16 731 606	6 224 727	3 304 568	61 976 254
Implementation	5 114 458	3 029 658	849 959	634 020	9 628 095
Adjusted direct support costs	4 648 947	2 257 991	804 526	445 030	8 156 495
Subtotal	45 478 759	22 019 255	7 879 212	4 383 618	79 760 844
Indirect support costs (7%)	3 183 513	1 541 348	551 545	306 853	5 583 259
TOTAL	48 662 272	23 560 603	8 430 757	4 690 472	85 344 103

ANNEX III

Relative status of food and nutrition security in Lao People's Democratic Republic



World Food Programme

Date created: 03-03-2016

Website: <https://www.wfp.org/countries/lao>

Data source: C/FA 2015-2016, LECS 2012-13, LSS 2011-12, and P/SS 2015



The boundaries and names and the designations used on this map do not imply any endorsement or acceptance by the United Nations.

The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the World Food Programme (WFP) concerning the legal status of any country, territory, city or area or of its frontiers or boundaries.

Acronyms Used in the Document

ASEAN	Association of Southeast Asian Nations
CBT	cash-based transfer
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GAFSP	Global Agriculture and Food Security Program
GDP	gross domestic product
IFAD	International Fund for Agricultural Development
M&E	monitoring and evaluation
MIC	middle-income country
NGO	non-governmental organization
NSEDP	National Socio-Economic Development Plan
SABER	Systems Approach for Better Education Results
SDG	Sustainable Development Goal
SUN	Scaling Up Nutrition (movement)
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNPF	United Nations Partnership Framework
WHO	World Health Organization

Annex 13 List of Internal Reference Group (as of February 2020)

	Division	Division Acronym	Focal Point	Position	Contact	
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Acronyms

CSPE	Country Strategic Plan Evaluation
CO	Country Office
CSP	Country Strategic Plan
FAO	Food and Agriculture Organization
GDP	Gross Domestic Product
GII	Gender Inequality Index
IRM	Integrated Road Map
IOM	International Organization for Migration
Lao PDR	The Lao People's Democratic Republic
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
NNSPA	National Nutrition Strategy and Plan of Action
NSEDP	National Socio-Economic Development Plan
NGO	Non-Governmental Organization
OCHA	United Nations Office for Coordination of Humanitarian Affairs
ODA	Official development assistance
OEV	Office of Evaluation
RBB	WFP Bangkok Regional Bureau
SDGs	Sustainable Development Goals
TOR	Terms of Reference
UNFPA	United Nations Population Fund
UNICEF	United Nation Children's Fund
UNDP	United Nations Development Programme
UNPF	the United Nations Partnership Framework
VAM	Vulnerability Assessment and Mapping
WFP	World Food Programme