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WFP EVALUATION

# Evaluation of Lao People's Democratic Republic WFP Country Strategic Plan 2017-2021

Centralized Evaluation Report – Volume II Annexes

OEV/2020/004  
Office of Evaluation0

October 2021

# Acknowledgements

The external evaluation team is grateful for all the assistance provided by Anne-Claire Luzot, Deputy Director of Evaluation, Mari Honjo, Evaluation Manager, and Sameera Ashraf, Research Analyst, of the WFP Office of Evaluation (OEV); Jan Delbaere, Country Director of WFP Lao People's Democratic Republic (Lao PDR); and their many colleagues at headquarters (HQ), regional bureau (RB), country office (CO) and sub-offices.

We also acknowledge with thanks the contribution of the government, multilateral, bilateral, and non-governmental organization participants who generously gave their time and advice during the evaluation process. We would also like to thank the many beneficiaries of the WFP Lao PDR country strategic plan (CSP) who participated in the evaluation and shared their experiences.

## Disclaimer

The opinions expressed are those of the evaluation team, and do not necessarily reflect those of the World Food Programme. Responsibility for the opinions expressed in this report rests solely with the authors. Publication of this document does not imply endorsement by WFP of the opinions expressed.

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# Annex 1: Summary Terms of Reference

## Lao People's Democratic Republic: An Evaluation of WFP's Country Strategic Plan (2017 – August 2020)

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 and 2) to provide accountability for results to WFP stakeholders.

### Subject and Focus of the Evaluation

The evaluation will cover all WFP activities (including crosscutting results) from January 2017 to August 2020. The evaluation will also look at how the CSP builds on or departs from previous activities and assess to what extent the envisaged strategic shift has taken place.

The evaluation will assess WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and changes observed at the outcome level, including any unintended consequences. The evaluation will also focus on assessing protection and gender issues and accountability to affected populations. The evaluation will adopt the norms and standards of the United Nations Evaluation Group (UNEG) and the evaluation criteria of the Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD/DAC), namely: relevance, coherence, efficiency, effectiveness, sustainability as well as connectedness, and coverage as applicable.

### Objectives and Users of the Evaluation

WFP evaluations serve the dual objectives of accountability and learning. The evaluation will seek the views of, and be useful to, a broad range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders. It presents an opportunity for the Country Office to benefit from an independent assessment of its operations and to use the evaluation evidence to inform the design of the new Country Strategic Plan. The evaluation report will be presented at the Executive Board session in November 2021.

### Key Evaluation Questions

The evaluation will address the following four key questions.

Question 1: 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? The evaluation team will reflect on the extent to which: the CSP is relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals; the CSP addresses the needs of the most vulnerable people in the country to ensure that no one is left behind; WFP's strategic positioning has remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs; and the CSP is coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country.

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**Question 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Lao PDR?** The evaluation team will reflect on the extent to which:

WFP delivers expected outputs and contributes to the expected CSP strategic outcomes; WFP contributes to achievement of cross-cutting aims (gender equality, humanitarian principles, protection and accountability to affected populations); the achievements of the CSP are likely to be sustainable; and the CSP facilitated more strategic linkages between humanitarian and development.

**Question 3: To what extent has WFP's used its resources efficiently in contributing to CSP outputs and strategic outcomes?** The evaluation team will reflect on: whether outputs were delivered within the intended timeframe; the appropriateness of coverage and targeting of interventions; cost-efficient delivery of assistance; and whether alternative, more cost-effective measures were considered.

**Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?** The evaluation team will reflect on the extent to which: WFP analyses or use existing evidence on hunger challenges, food security and nutrition issues in the country to develop the CSP; WFP has been able to mobilize adequate, predictable and flexible resources; the CSP leads to partnerships and collaborations with other actors that positively influenced performance and results; the CSP provides greater flexibility in dynamic operational contexts and how did it affect results; and other factors influencing WFP performance and the strategic shift expected by the CSP.

## Scope and Methodology

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 the WFP Executive Board, as well as any subsequent approved budget revisions.

The evaluation will adopt a mixed methods approach; this implies 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.

In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques including: desk review, semi-structured or open-ended interviews, closed answer 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. This evaluation will be carried out in a gender responsive manner and ethical consideration shall be taken into the methodology.

The COVID-19 preventive measures may cause travel restrictions and consequently affect mission plans. Considering evaluability challenges, the evaluation team will identify alternative approaches for data collection as applicable. The evaluation is expected to be coordinated with other events and evaluations planned in-country, including the United Nations Partnership Framework evaluation and decentralized evaluation, as appropriate.

## Roles and Responsibilities

**Evaluation Team:** The evaluation will be conducted by a team of independent consultants with relevant expertise for the Lao PDR CSP.

**OE Evaluation Manager:** The evaluation will be managed by Ms. Mari Honjo, Evaluation Officer in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process. Second level quality assurance will be provided by Ms. Gabrielle Duffy, Senior Evaluation Officer.

**Stakeholders:** WFP stakeholders at country, regional and Headquarters level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, implementing partners and other UN agencies will be consulted during the evaluation process.

## Communications

An internal reference group composed of key WFP staff from the Lao PDR Country Office, the Regional Bureau Bangkok and Headquarters, plays an advisory role, and will review and provide feedback on evaluation products. Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau and Headquarters during a debriefing session at the end of the fieldwork. A country learning workshop will be held to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders. While all evaluation products will be produced in English, arrangements for local translators during fieldwork may be required.

## Timing and Key Milestones

**Inception Phase:** July – mid-September 2020

**Fieldwork Dates:** mid-September-early October 2020

**Fieldwork Debrief:** October 2020

**Reports:** November 2020 – March 2021

**Learning Workshop:** January 2021 (to be determined in consultation with the Country Office)

**Executive Board:** November 2021

# Annex 2: Evaluation timeline and process

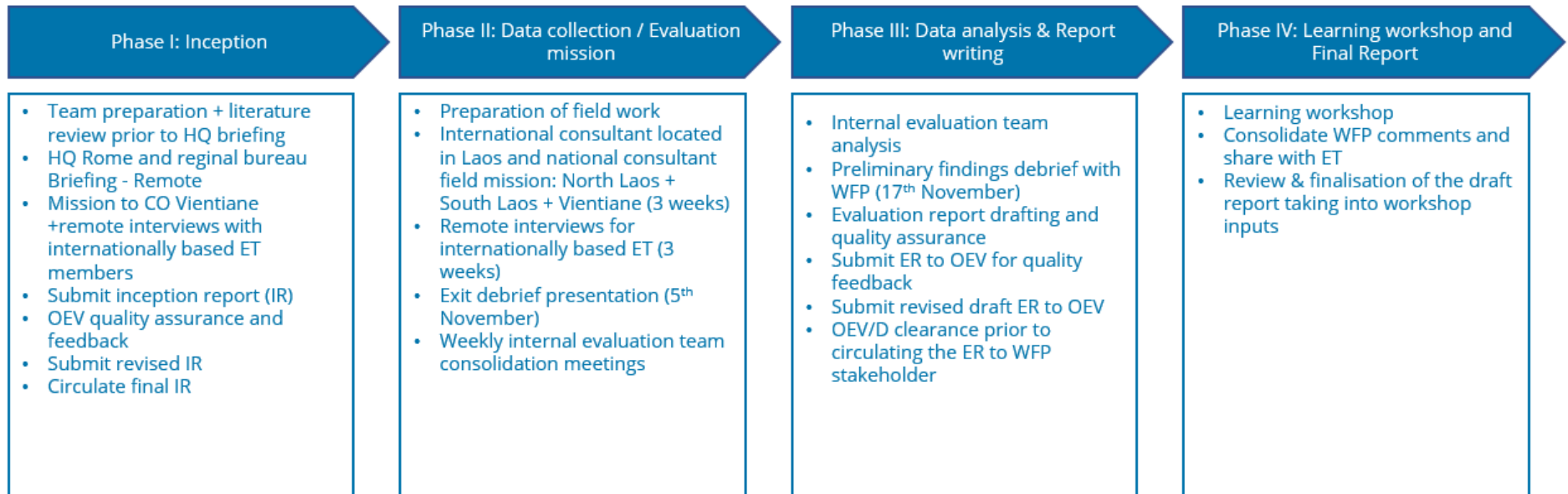
29 June 2020

10 October 2020

November 2020

January 2021

April 2021





# Annex 3: Methodology

## Evaluation scope

The evaluation covered all WFP initiatives as part of each of the four strategic outcomes, as well as cross cutting themes, in the period January 2017 to October 2020.<sup>1</sup> The evaluation included assessment of the extent to which the country strategic plan implementation builds on or departs from the original strategic intent and the extent to which the shifts from service delivery to capacity strengthening and policy level engagement included in the country strategic plan have or have not materialized and the factors influencing this.

Assessing the internal and external coherence of the country strategic plan and its components includes understanding how WFP stands in the development context in Lao PDR. Consideration must also be given to how WFP complements the interventions of other United Nations agencies, development partners and civil society actors and how it approaches and partners with the national Government and the international community. An assessment of country strategic plan also needs to consider how food security sits within a nexus of wider poverty situation, specific environmental factors and its potential/own sustainability.

## Evaluability assessment

An evaluability assessment was conducted during the inception phase examining the extent to which the object of the evaluation could be evaluated in an independent, credible, and useful manner against the specific set of evaluation questions. The results from the evaluability assessment informed the evaluation team's decisions about the proposed evaluation methods, and the type and volume of data that needed to be collected. The key aspects of the assessment are set out below:

- **Data constraints** – both in terms of volume and reliability – were identified as a limitation, particularly within some strategy areas. This included the absence of clear baselines. The evaluation team worked with secondary data – from both WFP and other development partners – to develop an informed perspective as to how key features of the outcome level changes are trending, thereby positioning the work and programme results of WFP within this broader landscape. This was validated by the perspectives of key informants.
- **McGovern-Dole funded support to school meals:** The mid-term review of is being planned (with terms of reference currently being finalized). The CSPE data is expected therefore to inform to some extent the McGovern-Dole evaluation, even though the detailed plan of the McGovern-Dole support has not been received as of November 2021.
- **Cost efficiency and effectiveness analysis:** It was recognized that the current budget/accounting systems in WFP would not support analysis of the cost efficiency and cost effectiveness of aligning costs to outcome-level results. Also, there is no standard definition of cost efficiency and cost effectiveness found at the corporate level. Hence, while cost efficiency and effectiveness were analysed in line with the lines of inquiries as described in the evaluation matrix, a certain limitation of data availability and analysis may be expected.
- **Primary data collection challenge and COVID-19:** The assessment identified challenges of working in Lao PDR during the COVID-19 global pandemic particularly in respect to dialogue with national stakeholders due to travel restrictions to, or to parts of, Lao PDR, the possible risk of sickness and ethical considerations.

## Methodological approach

The majority of the methodology followed was as intended. Where there were differences between the implemented methodology and the approved inception report, they are highlighted below.

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<sup>1</sup> The ToR originally specified “the middle of 2020”.

**Evaluation matrix.** The CSPE addressed four main evaluation questions, which are common to all WFP country strategic plan evaluations. During the inception phase, the evaluation team operationalized each of the subquestions into an evaluation matrix (see Annex 4), in terms of dimensions of analysis, lines of inquiry, and indicators. The evaluation matrix addressed each of the questions and subquestions with identification of data sources and techniques for data collection. The evaluation matrix operationalized results in cross-cutting themes, including humanitarian principles, protection, and accountability to affected populations as well as aspects of gender, equality and inclusion.

The evaluation matrix – at the evaluation question (EQ) and subquestion level – provided guidance to the entire evaluation process, including the desk review, primary data gathering, data analysis and reporting of the results of the evaluation.

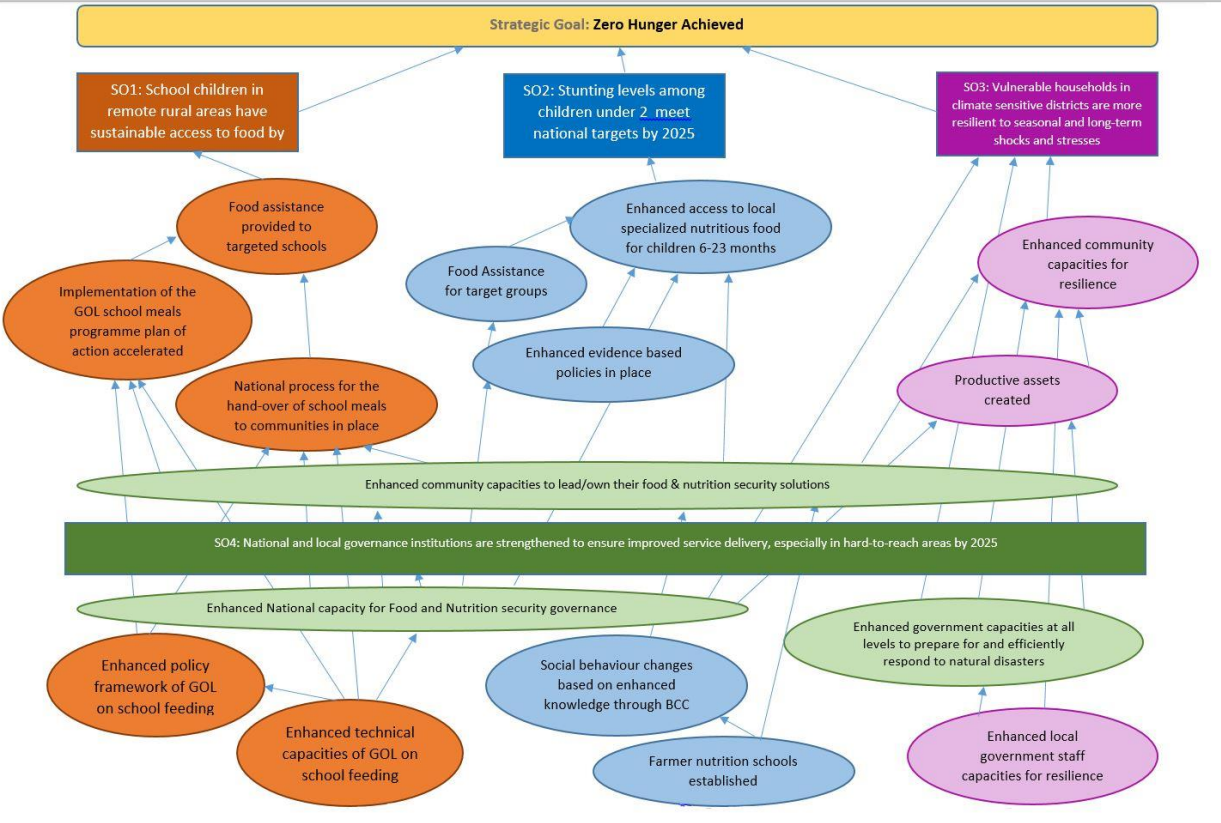
**Theory-based approach.** In order to assess the achievements of WFP during the period 2017-2020 and answer EQ 2, the evaluation made use of a theory-based approach, in which the assessment of the strategy and its implementation was guided by a conceptualization (see Figure 1 below) of a high-level reconstructed theory of change as signaled and constructed by the evaluation team in reference to the strategic outcomes, line of sight and results framework of the Country Strategic Plan (2017-2020), the accompanying narrative of the strategy document and a number of WFP strategic corporate documents.

The indicative theory of change was presented to the country office senior management, at the initial stage of data collection.

The presentation validated fundamental ideas and elements in the indicative theory of change before it was used in the analysis.

The WFP Lao PDR strategy is organized around three main strategic outcomes (SO 1, SO 2 and SO 3 as set out in the top squares in Figure 1, below), with a fourth outcome focusing on capacity strengthening (SO 4, green square in Figure 1, below). Rather than perceived as a separate outcome area, the evaluation team considers SO 4 as a result across the three other outcome areas.

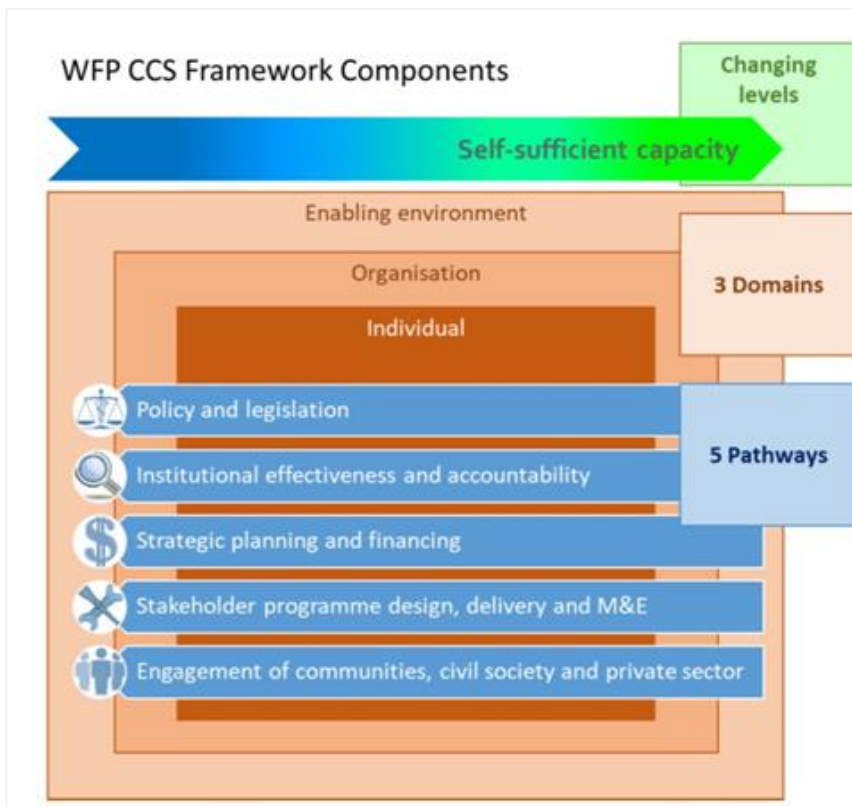
**Figure 1: Reconstructed theory of change in the Lao People’s Democratic Republic**



The construct of a theory of change (ToC) was used in the “analysis step” of the evaluation, with particular use for analysis of EQ 2. The theory of change was used as a way of interpreting initial findings.<sup>2</sup>

With the intended move of the country office under the country strategic plan towards capacity strengthening and policy-level engagement, the overall WFP corporate theory of change for country capacity strengthening was expected to be important. The country capacity strengthening includes the policy and institutional aspects of programming as well as strategic planning, programme design and implementation and engagement with partners. An overview of the five pathways and three domains (individual, organization, enabling environment) is provided in Figure 2 below. In practice it was not possible for the evaluation team to use the country capacity strengthening in the analysis step as it became clear during the inquiry step that there was no clear construct or practical application within the country strategic plan of the corporate framework including related monitoring data.

**Figure 2: Country capacity strengthening framework components**



Source: CCS Toolkit Component 001 – WFP Approach to CCS [APR 17].

The evaluation set out to use the Kirkpatrick Four Level Framework for Training Evaluation<sup>3</sup> in order to analyse the results of capacity strengthening aimed at the individual level, with the identification of four levels of change including: reaction directly after the event, learnings obtained, behaviour changes resulting from a training and results at the level of the organization concerned. However, during the evaluation process, this framework proved too in-depth for what the evaluation team encountered on the ground.

The evaluation was considerate of – but not focused on – the rights and responsibilities of stakeholders concerned (concerns of rights holders as well as duty bearers), for example, in the national process for the handover of school meals to communities (EQ 2.2/ SO 1.3). The field interview protocol opened the space

<sup>2</sup> The evaluation matrix is not based on an explicit ToC but does take into account aspects of the intervention logic running through the WFP documentation.

<sup>3</sup> <https://www.kirkpatrickpartners.com/Our-Philosophy/The-Kirkpatrick-Model>.

for discussion and information related to rights holders and duty bearers, which was drawn on in our overall analysis.

There was a gendered approach to the evaluation, assessing the results in terms of contributions to gender equality and women’s empowerment, as well as mainstreaming of gender in each of the strategic objectives of the programme and in the monitoring and review of results achieved. The evaluation used the gender action plan and the gender transformation programme (GTP) markers to guide the assessment of gender mainstreaming into the country strategic plan.

**Data collection**

The evaluation applied a mixed methods approach to data gathering and analysis, combining qualitative and quantitative methods. Tools included: desk review, review of monitoring data, semi-structured interviews, focus group discussions, direct observations, and email and phone communication for follow up questions. The use of a combination of tools supported triangulation of data across, and enhanced the robustness of, the evidence base.

A desk review of secondary data analysis, which started in the inception phase, included analysis of documents provided during inception and further material identified during the evaluation.

Given the limitations of quantitative primary data gathering in a country strategic plan evaluation, quantitative data gathering relied primarily on secondary data consisting of WFP project monitoring data. The review of monitoring data informed the assessment of results achieved at output and outcome levels of each of the strategic objectives and cross-cutting themes.

Interviews with key informants and focus group discussions were the main source of primary data gathering in the CSPE. Questions were guided by the evaluation matrix.

Given the current COVID-19 preventive measures both in Lao PDR and internationally, the evaluation had aimed to use, where possible, a hybrid nature of primary data collection, using a mix of face-to-face and remote interviewing. For national-level stakeholders in Vientiane, the evaluation team members based in Lao PDR (the local consultant and the international locally based consultant) conducted meetings in person, and where possible, team members based outside Lao PDR participated virtually. In remote locations, without sufficient internet-based connectivity, meetings were conducted by the team members resident in Lao PDR only. In practice the hybrid nature was not used, as it was as deemed culturally inappropriate and logistically unworkable.

The evaluation carried out a short, written questionnaire (hereafter referred to as “gender questionnaire” tailored to the positions of WFP staff members concerned, in order to assess and analyse the extent to which and the way in which WFP has mainstreamed gender into the country strategic plan and its implementation as well as in the systemic aspects of the organization.

Table 1 below outlines the methods used for data gathering. The table 2 below, shows the details on the provinces and districts selected for primary data gathering.

**Table 1: Methods for data gathering and key characteristics**

Method	Description	Objective
Desk review	Study and review of selected documents relevant to the present evaluation and its scope, including programme progress reports, field monitoring reports, country office annual reports and UNPF thematic and annual reports	Informed the background and context of the programme as well as documented details of the CSP and its implementation and results through secondary resources

Method	Description	Objective
Review of the monitoring data (or related quantitative data) gathered at a variety of levels	Assessment of the regular monitoring data (or related quantitative data) gathered at the level of the CSP and the individual strategic objectives	Used to assess and analyse the quantity and quality of monitoring data gathered at the various levels and to inform the assessment of results achieved at output and outcome levels of each of the strategic objectives and cross-cutting themes
Semi-structured interviews including hybrid and full virtual discussions with stakeholders and beneficiaries	Hybrid interviews with national-level stakeholders in Vientiane	Used to gather qualitative and quantitative data on the programme, including its design and implementation at national level
	Hybrid and face-to-face interviews with subnational-level stakeholders in selected provinces in selected parts of the country	Used to gather qualitative and quantitative data on the programme, including its design and implementation at subnational level from the perspective of partner agencies and primary and secondary beneficiaries
	Virtual interviews with selected key informants not present in-country	Used to gather qualitative and quantitative data on the programme, including its design and implementation
Direct observation	Structured and unstructured observations in selected schools and communities	Used to gather data on the outputs of the programme including small infrastructure and actual practices of project participants
Gender questionnaire	Obtaining feedback on a set of gender mainstreaming oriented questions from selected WFP staff members	Used to contribute to the assessment on the mainstreaming of gender in the organizational setup in addition to the programme
Email and phone communication for follow up questions	Focused email messages and phone conversations	Used to address specific gaps in data and information to be obtained from specific stakeholders and persons

## Sampling

The subnational support of the WFP programme is spread out over various geographical areas including parts of the north and south of the country, with lesser prevalence of activities in the middle of the country. As a generalization, the northern provinces where WFP is operational include districts where the school feeding programme (SO 1) handover has begun. In 515 schools the programme has already been handed over, and additional schools are expected to follow. WFP mapping shows that SO 2 (reduced stunting) is implemented in the north, with full coverage across districts in Louang Namtha and Oudomxai provinces, and partial coverage in other northern provinces.

In three southern target provinces, SO 1 is implemented in selected districts in each of the provinces. Meanwhile, the southern team has yet to begin the school feeding handover process. SO 2 (reduced

stunting) and SO 3 (resilience) have been implemented in selected districts of each of the three provinces. Attapeu is notable in the south for SO 3 activities linked with disaster response.

Central regions are primarily notable for SO 3 activities linked to disaster response, in particularly flooding in the Mekong flood plain, with Khammouan province considered notable for the extent and achievement of cash-based transfers (CBTs). WFP staff consider that SO 4 (strengthening governance) is a theme cutting across all locations.

The evaluation team selected field sites for interviewing of key informants across the provinces and districts where the WFP programme is engaged. The selection of these field sites included representation of each of the four implementation areas of the strategic objectives. In each of the selected field sites, the team gathered data from selected provincial and district government representatives, WFP field office staff, school teachers and management and other implementing partners, community members, including women and men, girls and boys as well as from other relevant stakeholders in each of the sites concerned.

Details on sampling were discussed in the meetings conducted with the WFP country office senior management team and staff members and representatives of selected government ministries. Informed by these discussions, the set of criteria was identified for selection of field sites for primary data collection as part of the evaluation process. Criteria concerned include:

1. The need to reflect all of the programme strategic objectives and to include areas where SO 1 has been handed over to the Government as well as areas in which this has not yet been done
2. Focus on the WFP activities implemented in the north and the south of the country since these are the key focus areas of the programme, with activities in the centre not unique in character but able to be included in each of these two parts
3. Inclusion of subnational field offices of WFP in the country from which subnational operations are instigated and managed on a day-to-day basis and regularly monitored (at least one in the north and one in the south of the country)
4. Representation of more accessible as well as less accessible geographical areas
5. Representation of several ethnic groups
6. Selection of upland and lowland areas, which represent differences in ecology, market access and agricultural practices as well as ethnical differences
7. Inclusion of areas with significant levels of humanitarian support provided.

Based on the above selection criteria, three provinces and districts in the north and the south of the country were selected. Details on what these represent in terms of location and accessibility, ethnic group composition, livelihood characteristics and WFP programming are presented in Table 2 below.

**Table 2: Details on the provinces and districts selected for primary data gathering**

Province/ district	Location / accessibility	Ethnic groups	Livelihood characteristics	SOs concerned
NORTHERN PROVINCES				
Oudomxay Beng (or Nga district)	North / accessible	One prominent ethnic group (Khmu (Mon-Khmer ethno- linguistic group) are the majority)	Irrigated rice and upland rice	SO 1 with handover and SO 2
Phongsaly Boontay (or Khua district)	North / less accessible and remote areas	Multiple ethnic groups (incl. Chine-Tibetan linguistic ethno-groups)	Mostly upland rice and non- timber forest products	SO 1 with handover and SO 2 Note: Khua district seems to have no school feeding
Loung Namtha Nalae district	North	Multiple ethnic groups (The Akha (Chine-Tibetan ethno-linguistic) are the larger of the groups, around 25%)		SO 1 with handover and SO 2; involvement of local CSO with local procurement
Houaphan (alternative to Loung Namtha province) Huameuang district	Northeast / accessible and less accessible areas	Multiple ethnic groups (incl/ Hmong; Khmu; Tai Daeng, tai Phuean; Yao)		SO 2 and national school meal programme monitoring
SOUTHERN PROVINCES				
Champasak Phongthong district	South	Primarily Lao-Tai - Lao's majority ethnicity		SO 3 and disaster response
Xekong Thateng and Dak Cheung districts	South	Multiple ethnic groups Incl. Mon-Khmer ethnicities	Thateng Dak Cheung (urbanized areas)	SO 1, SO 2 and SO 3
Attapeu Sanamxay district	South	Multiple ethnic groups Incl. Mon-Khmer ethnicities		SO 1, SO 2 and SO 3 and disaster response

Table 3 sets out the key interviewee/focus group discussion participation/selection considerations.

**Table 3: Key interviewee/focus group discussion participation selection**

<b>Government staff National level</b>	key interviewees were the Department Director/ Deputy Director  (Following WFP advise on the specific staff most engaged/ likely to address the evaluation matrix questions based on their engagement with the project)  This also varied depending on which relevant staff are available at the time of the evaluation and if the DG/Director assigns a specific staff member to join the meeting
<b>Government staff Subnational level</b>	As above. In addition, it was that staff from a particular relevant technical department has been strongly engaged, and will have insight on the areas of enquiry
<b>LWU/ LNF</b>	Aimed at key interviewees at the President/ Deputy President (influencing factors described for government staff will also apply)
<b>NGO partners</b>	Manager identified by WFP to be most significantly engaged/ responsible for the partnership actions
<b>SUN Business</b>	Partners identified by WFP to have been strongly engaged in the action
<b>Village authorities</b>	Participants included, to the extent possible, the village chief; Village Lao Women's Union, Village Lao National Front representative, VEDC members
<b>Community participants</b>	It was challenging (particularly in harvest time (October)) to dictate FGD membership. The community leadership selected participants and they need to be strongly encouraged (by WFP local teams) to ensure sufficient participants for separate groups of women and men. The groups included beneficiaries from the relevant SOs /activities that supported the community e.g. parents; those engaged in farming/school gardens; farmer nutrition school beneficiaries; women who benefitted from support as pregnant/lactating/mothers of children under 2 (CU2); FFA/CBT activities
<b>SO1 interviewees</b>	Teachers, cooks and storekeepers, as well as local procurement participants at visited communities will be engaged in specific interviews
<b>SO2 interviewees</b>	SO 2 participants in Sekong (women who benefitted from support as pregnant/lactating/mothers of CU2) will be met as a specific group
<b>SO3 interviewees</b>	SO 3 participants in Champasak (location of emergency flooding support) will be met as a specific group

## Data analysis

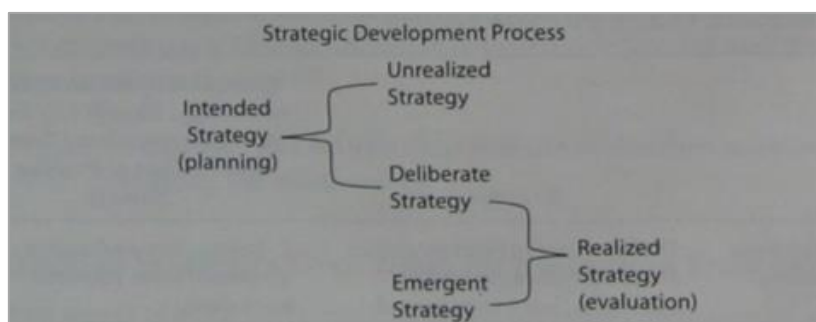
Analysis of the quantitative and qualitative data gathered in the evaluation process was guided by the following:

The evaluation team brought the perspective of a contribution analysis lens, i.e., identification and qualification of key expected and unexpected results from the implementation of the country strategic plan, applying the emergent theory(ies) of change across the strategic outcomes and their related approaches. This included consideration of the internal and external coherence of the programme and its components and the positioning of WFP in the development context in Lao PDR and synergies with the interventions of other United Nations agencies, other development partners and civil society actors.



Overall, at the strategy level, an analytical framework for the tracking strategy was considered as a means of determining the extent to which the country strategic plan (how played out) reflected “strategy”. Differentiating between elements of the planned strategy that were used and emergent aspects that were added to the strategy. This acknowledged the dynamic context in which WFP is working in terms of the implementation of the country strategic plan.

**Figure 3: Evaluation framework for tracking strategy**



Source: Adapted from Mintzberg 2007, in Patton, M.Q. & Patrizi, P.A. (2010). Strategy as the focus for evaluation.<sup>4</sup>

At the output-level results, the evaluation aimed to establish attribution of the changes to the activities conducted by the WFP programme. At the outcome level, changes were assessed in terms of the contribution made by WFP, in addition to other factors that aided the changes concerned. The contribution analysis perspective made use of the reconstructed theory of change that underpins the WFP programme and the mapping of pathways towards intended results.

To facilitate data sharing and analysis, the evaluation team used an Excel spreadsheet, organized in line with the evaluation matrix. In this way key points from all team members were organized in line with the evaluation questions and subquestions outlined in the evaluation matrix.

## QUALITY ASSURANCE

The responsibility within IOD PARC for quality in all aspects of the project delivery for this assignment lay with the designated team leader supported by the IOD PARC project director, providing strategic support and direction. Together they ensured that the quality control and quality assurance of the process met both WFP evaluation quality assurance and IOD PARC’s internal standards.

As the evaluation report was drafted, moving from zero draft to final evaluation report, IOD PARC used a company quality assurance process to verify the quality of each version of the report. WFP has developed a Centralized Evaluation Quality Assurance System (CEQAS) based on the UNEG norms and standards and good practice of the international evaluation community (Active Learning Network for Accountability and Performance (ALNAP) and the Development Assistance Committee (DAC)). It sets out process maps with in-built steps for quality assurance and templates for evaluation products. It also includes checklists for feedback on quality for each of the evaluation products. CEQAS was systematically applied by the evaluation team during the evaluation and it was used by IOD PARC quality assurance.

## Ensuring data quality

To ensure that WFP quality assurance standards were applied the following processes were followed:

- Field check. During the data collection process data was checked for any errors.
- During the drafting of the report, key facts were checked for potential errors. Where errors were identified they were assessed in terms of their impact on the credibility of the report. If they had minimal/no impact they were noted and reported on. If the potential impact was deemed to be significant the team leader in discussion with the IOD PARC evaluation manager

<sup>4</sup> Patrizi, P.A. and M.Q. Patton, (Eds.), Evaluating Strategy. New Directions for Evaluation, 128: 5-28.

and the WFP Office of Evaluation agreed a plan to address the gap through collection of additional data.

- During the drafting of both the Inception and main evaluation reports, the IOD PARC quality assurance (QA) officer adopted a staged internal quality assurance process to ensure the inclusion/ exclusion of information and quality of reports.

## ETHICAL CONSIDERATIONS

IOD PARC adheres to the following for all contexts:

- UNEG Ethical Guidelines for Evaluation, UNEG, March 2020
- UNEG Code of Conduct for Evaluation in the UN System 2007
- DFID Ethics Principles for Research and Evaluation 2011
- ESRC Framework for Research Ethics principles 2012

IOD PARC additionally adheres to the following for research and evaluation contexts where women, men and children are involved:

- Putting Women First: Ethical and safety recommendations for research on domestic violence against women, WHO, 2001
- Minimum Standards for Consulting with Children, Inter-Agency Working Group on Children's Participation (IAWGCP): ECPAT International, Knowing Children, Plan International, Save the Children Alliance, UNICEF EAPRO and World Vision, 2007 and other standards as recommended by UNICEF here:  
[http://www.unicef.org/adolescence/cypguide/resourceguide\\_ethics.html](http://www.unicef.org/adolescence/cypguide/resourceguide_ethics.html)
- Ethical Approaches to Gathering Information from Children and Adolescents in International Settings: Guidelines and Resources, Schenk, Katie and Jan Williamson, Population Council, 2005

IOD PARC's ethical code of conduct is signed up to by all staff and associates. The ethical code of conduct for field work is based on international good practice and draws on a guide published by UNICEF, which was developed through a participatory process. Field work consists of any activity which takes place outside the office environment and/or involves contact with any stakeholders.

The code of conduct is made up of three parts:

- Part A: Evaluation and Research Ethics (standard good research practices which apply to any research at any time and in any location)
- Part B: Community Ethics (standards which are specific to particular communities and cultural contexts at a particular moment in time)
- Part C: Child and Adult Protection Ethics (standards which regulate the behaviour and communications of all those involved in the research in relation to working with children and adults in communities).

A copy of the IOD PARC ethical code of conduct is available on request.

### Specific ethical Issues related to this evaluation

With the current COVID-19 pandemic, the planning, timing, and management of this evaluation took account of:

- Safety of team members

The evaluation team did not request any team member to travel or engage in any activity (face-to-face interviews, meetings) in contravention of national/international guidance relating to COVID-19.

- Sickness, self-isolation of team members

During the evaluation, the original team leader needed to care for family due to COVID-19. The evaluation team informed the WFP evaluation manager of this and negotiated a change in team members.

- Use of data collection tools and approaches

Where the evaluation team conducted face-to-face data collection/interviewing, it followed all guidance to ensure the safety and security of participants being interviewed.

### Specific ethical issues for fieldwork in Lao People's Democratic Republic

**Informed consent:** Consent was obtained from interview participants. The interviewers requested oral consent for participation in the interviews from participants. This included the option not to be involved. An interview cover sheet was read to participants prior to seeking consent, explaining the purpose of the discussion and stating that data will only be used for the country strategic plan evaluation purposes, only de-identified data will be released, and that the data will be kept confidential.

**Transparency:** Relevant stakeholders were informed of the purpose of the interviews prior to the start of the interview (including local authorities, stakeholder partners and interviewees).

The UNEG evaluation guidelines for evaluations guide ethical considerations for fieldwork in reference to the four areas of updated UNEG ethic guidelines.<sup>5</sup>

### Data management

The evaluation team takes a Responsible Data Lifecycle (Oxfam 201783 and USAID 201984) approach to managing client and evaluation participant data. This applies to personally identifying information as well as to the content of interviews, focus group discussions, and surveys. In line with IOD PARC's data protection policy and ethical code of conduct, the evaluation team avoids collecting data that is personally identifying, and if the evaluation team has a reason to collect it, it protects individuals by holding the data on encrypted hardware and anonymizing it at the earliest opportunity. The evaluation team understands that personal identifiable information refers to data such as someone's name, address and contact details; but it also refers to combined data such as a job title within an organization or descriptive characteristics of individuals and their circumstances.

Within this evaluation, the evaluation team ensured the following:

- Confidentiality: Participants' anonymity was and will be protected, and all participants were assured of the confidentiality of any information they shared with us
- Preventing disclosure of identity: the evaluation team will take appropriate measures to prevent individual's data from being published or otherwise released in a form that would allow any subject's identity to be disclosed or inferred
- Informed consent: the evaluation team sought informed consent from all participants, and ensured that participants had the contact details of the evaluation team so that they could and can withdraw or change their consent at any time
- Data security: the evaluation team's data is kept secure on IOD PARC servers; once analysed, all data is anonymized. The evaluation team destroy all personal data within six months of the completion of a project. Only team members will have access to password-protected folders containing the data of the participants for the duration of the project. Raw data (for example interview transcripts) are stored in a protected folder in IOD PARC's document sharing site on the secure server. This folder is accessible only by the evaluation team. The evaluation team and all users of the shared folders have signed confidentiality and data protection agreements.

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<sup>5</sup> <http://www.unevaluation.org/document/detail/2866>

## Annex 4: Evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
<b>Evaluation Question 1: To what extent is the strategic position, role and specific contribution of WFP based on country priorities and people's needs as well as on WFP strengths?</b>				
1.1 To what extent is the country strategic plan relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals?				
1.1.1 Alignment of strategic objectives to national policies, strategies and plans	<p>The extent to which the strategic outcomes and proposed activities outlined in the CSP were relevant to national priorities as expressed in national policies, strategies and plans, including:</p> <ul style="list-style-type: none"> <li>• The 8th National Socio-Economic Development Plan (NSEDPlan)</li> <li>• The National Nutrition Strategy (2015-2025) and Plan of Action (2016-2020)</li> <li>• The Agriculture Development Strategy 2025 and Vision to 2030</li> <li>• Education and Sports Sector Development Plan (2016-2020)</li> </ul>	<p>Degree and quality of matching between CSP strategic outcomes and national objectives outlined in government policies, strategies and plans</p> <p>Degree and quality of matching of CSP activities and proposed interventions set out in government policies, strategies and plans</p> <p>Degree and quality of involvement of the Government in the preparation of the CSP</p>	<ul style="list-style-type: none"> <li>• WFP CSP and consecutive budget revision documents</li> <li>• WFP strategic plan; WFP policies and strategies; research/assessments/evaluations considered when designing the CSP; plans and reports of regional forums/organizations; UNDAF/UNSDCF documents; strategies/workplans/ research/ studies/ evaluations of other UN agencies, regional organizations, CPs considered when designing the CSP; other statistical data of World Bank/UN)</li> <li>• Zero Hunger Review</li> <li>• Government policies plans and programmes including:</li> </ul>	<p>Document review, triangulated through:</p> <p>Semi-structured interviews with MPI; MoES; MoH, MAF</p> <p>Semi-structured interviews with PPI; PESS/DESB; Provincial Health Department (PHD); P/DAFO</p> <p>Gender questionnaire tool</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
<b>Evaluation Question 1: To what extent is the strategic position, role and specific contribution of WFP based on country priorities and people's needs as well as on WFP strengths?</b>				
			8th NSEDP; NNS; Agricultural Development Strategy; Education Sector Development Plan (see lines of inquiry column for list) <ul style="list-style-type: none"> <li>• Senior government officials:</li> <li>• NSEDP: Ministry of Planning and Investment (MPI); and relevant provincial departments</li> <li>• National Nutrition Strategy: Ministry of Health (as well as MPI and MAF) and relevant provincial and district offices</li> <li>• Agriculture Development Strategy: Ministry of Agriculture and Forestry (MAF); provincial/district agriculture and forestry offices</li> </ul>	
1.1.2 Alignment to national SDGs	The extent to which the strategic outcomes outlined in the CSP were aligned with government SDG goals and targets on SDG 2 and SDG 17.9	Degree and quality of matching between CSP strategic outcomes and national SDG goals 2 and 17.9 and targets	<ul style="list-style-type: none"> <li>• WFP CSP and consecutive budget revision documents</li> <li>• National SDG Framework</li> <li>• Interviews with WFP staff</li> </ul>	Document review

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
<b>Evaluation Question 1: To what extent is the strategic position, role and specific contribution of WFP based on country priorities and people's needs as well as on WFP strengths?</b>				
		Explicit reference is made in CSP to national SDG Frameworks	<ul style="list-style-type: none"> <li>• SDGs National Voluntary Review; FAO SDGs Progress Report; UNSTATS SDG indicators; SDG index and dashboards</li> </ul>	
1.1.3 Alignment of strategic objectives to subnational strategies and plans	<p>The extent to which the strategic outcomes and proposed activities outlined in the CSP were relevant to subnational priorities as expressed in subnational strategies and plans</p> <p>Reference in discussion was made to local authority plans which included:</p> <ul style="list-style-type: none"> <li>i) Provincial development plans</li> <li>ii) District development plans</li> <li>iii) Village development plans</li> <li>iv) Emergency/ preparedness plans</li> </ul>	<p>Degree and quality of matching between CSP strategic outcomes and subnational objectives outlined in subnational government strategies and plans</p> <p>Degree and quality of matching of CSP activities and priority interventions set out in subnational government strategies and plans</p> <p>Degree of involvement of subnational governments in the preparation of the CSP</p>	<ul style="list-style-type: none"> <li>• WFP CSP and consecutive budget revision documents</li> <li>• Zero Hunger Review</li> <li>• Subnational government strategies, plans and programmes (where available/ translated) including: i) provincial development plans; ii) district development plans; iii) village development plans</li> <li>• Subnational government officials: <u>Provincial development plans:</u> Provincial offices of Planning and Investment; Health; Education; Labour and Social</li> </ul>	<p>Document review (where possible) – it is assumed the planning can be discussed in interview with relevant departments, but English-translated subnational plans are unlikely to be available)</p> <p>Semi-structured interviews with PPI/DPI; PESS/DESB; Provincial Health Office /District Health Office; P/DAFO</p> <p>Semi-structured interviews with village committees (<i>probably during/combined with village education development committee meetings as often the same people</i>)</p> <p>Regarding emergency response planning/ SO 3:</p> <p>Semi-structured interviews with Ministry of Labour and Social Welfare and its and provincial/district offices</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
<b>Evaluation Question 1: To what extent is the strategic position, role and specific contribution of WFP based on country priorities and people's needs as well as on WFP strengths?</b>				
			Welfare; Agriculture and Forestry <u>District development plans:</u> Offices of Planning and Investment; Health; Education; Labour and Social Welfare; Agriculture and Forestry. <u>Village development plans:</u> Village committee members (Including the Village Education Development Committees (VEDC) <u>Emergency preparedness plans:</u> Labour and Social Welfare	
<b>1.2 To what extent did the country strategic plan address the needs of the most vulnerable people in the country to ensure that no one is left behind?</b>				
Assessment of needs	Identification of needs conducted at the national and subnational level in terms of food security and nutrition (FSN)	Fit of the interventions under SO 1, SO 2 and SO 3 with the needs identified in the assessments  Relevant approach to gender developed based on the gender-specific needs	Needs assessments including gender assessment and available senior government officials:  Subnational government officials	Document review and secondary data analysis  Semi-structured interviews with MPI; MoES; MoH, MAF  Semi-structured interviews with PPI; PESS/DESB; PHD; P/DAFO

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
<b>Evaluation Question 1: To what extent is the strategic position, role and specific contribution of WFP based on country priorities and people's needs as well as on WFP strengths?</b>				
		<p>identified at national and subnational levels</p> <p>The participants consider that the actions carried out under CSP addressed their needs</p>	<p>Village Education Development Committee</p> <p>Community</p> <p>VAM assessments and reports; VAM/monitoring and evaluation (M&amp;E) strategy/workplan; monitoring data; WFP strategies/policies for gender and protection; CO action plan on gender and protection; national and regional statistics on vulnerable groups; possible national vulnerability and livelihood assessment; strategies, plans and reports of regional forums/organizations; UN disability inclusion strategy; International Organization for Migration statistics and assessments)</p>	<p>Semi-structured interviews with village education development committee meetings</p> <p>Gender questionnaire tool</p> <p>Focus group discussions with community (separate for men and women)</p>
	<p>Identification of needs in line with the National Disaster Management Committee</p>	<p>Fit of the disaster response interventions under and SO 3 and SO 4 with the needs identified in the assessments</p>	<p>Needs assessments</p> <p>Labour and Social Welfare</p>	<p>Document review</p>



Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
<b>Evaluation Question 1: To what extent is the strategic position, role and specific contribution of WFP based on country priorities and people's needs as well as on WFP strengths?</b>				
				Semi-structured interviews Ministry and Provincial/District Labour and Social Welfare
Communication related to targeting/ inclusion	How are ethnic languages considered in including communities on activities (e.g. garden activity; asset decisions). How is inclusion of women addressed in programming (issues of communication were considered; language; literacy; gender roles of men and women in decisions and meeting participation)	Project staff communicate with communities/individuals/ethnic group in their own language as needed to support inclusion  Specific actions are taken to further the inclusion of ethnic women (particularly where patriarch culture/ illiteracy/ mobility compound exclusion)	WFP management staff  Lao Women's Union (including district and village level)  Farmer nutrition school participants  Community beneficiaries	Semi-structured interviews  Semi-structured interviews with WFP sub-office managers  Gender questionnaire tool  Semi-structured interviews with Lao Women's Union (within village authority meetings)  Focus group discussions with farmer nutrition school participants within community (women) discussions  Focus group discussions with community (separate for men and women);  FGD with SO 2 women participants
<b>1.3 To what extent has WFP strategic positioning remained relevant throughout the implementation of the country strategic plan in light of changing context, national capacities, and needs?</b>				
Continued alignment or adaptation to contextual change	Continued alignment of strategy or adaptation to emergencies and disasters	WFP response to emergencies (including to COVID-19) and disasters and adaptation of the programme to address	Relevant document/ specific report (e.g. assessment reports; reports on WFP engagement with COVID-19	Document review  Semi-structured interviews with WFP sub office managers

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
<b>Evaluation Question 1: To what extent is the strategic position, role and specific contribution of WFP based on country priorities and people's needs as well as on WFP strengths?</b>				
	Continued alignment of strategy or adaptation to changes in the national economic development planning since the development of the strategy (use of the tracking strategy conceptual frame in analysis step)	these issues over a longer timeframe  Matching / adaptation of the strategy and its implementation to the development of the NSEDP 9 and changes in comparison with NSEDP 8	response (e.g. support to returnee migrants)  WFP management staff  Ministry and Provincial Labour and Social Welfare.  Ministry of Planning and Investment  CSP documents and budget revisions, especially with reference to changes in budget distribution; (Relevant) national/ regional policies, strategies, plans that entered in force after CSP approval; UN system planning documents (including UNDAF/UNPF/UNSDCF)	Focus group discussions with community (separate for men and women):  Semi-structured interviews Ministry and Provincial Labour and Social Welfare  Semi-structured interviews with Ministry of Planning and Investment
<b>1.4 To what extent is the country strategic plan coherent and aligned with the wider United Nations and to what extent does it include appropriate strategic partnerships based on the comparative advantage of WFP in the country?</b>				
Coherence of WFP support with inputs of other UN agencies	Relation of WFP support to SO 1 with the inputs from other UN agencies	How does the work of WFP link with the nutrition and education support of UNICEF and World Bank and with the	UNICEF World Bank  UNESCO, IFAD, FAO, UN Resident Coordinator Office (RCO)	Document review  Semi-structured interview: UNICEF Semi-structured interview: World Bank

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
<b>Evaluation Question 1: To what extent is the strategic position, role and specific contribution of WFP based on country priorities and people's needs as well as on WFP strengths?</b>				
	<p>Relation between WFP support to SO 2 and the inputs from other UN agencies</p> <p>Relation between WFP support to SO 3 and the inputs from other UN agencies</p> <p>Relation between WFP support to SO 4 and the inputs from other UN agencies</p>	<p>education support of UNESCO?</p> <p>How does the nutrition activity for pregnant/ lactating women and infants complement (in practice) the UNICEF, UNFPA, and World Bank support as included in the UNDAF/UNPF?</p> <p>How does the WFP support link with other support to building resilience in the context of Lao PDR?</p> <p>How does the WFP support link with capacity strengthening support of other UN agencies in the context of Lao PDR?</p>	<p>MoES/PESS/DESB</p> <p>CSP documents and budget revisions reflecting WFP comparative advantage in the country; CO partnership agreements; memorandums of understanding (MoU)/ field-level agreements (FLAs) with governmental institutions and CPs; UN system planning documents (including UNDAF/UNPF/UNSDCF)), secondary data analysis of UNPF reports</p>	<p>Semi-structured interview: UNESCO</p> <p>Semi-structured interview: RCO</p> <p>Semi-structured interview: FAO</p> <p>Semi-structured interview: UNFPA</p> <p>Semi-structured interview: MoES/PESS/DESB</p>
Coherence of WFP support with inputs of the Government of Lao PDR and other organizations	Relation between WFP support to SO 1, SO 2, SO 3 and SO 4 and the inputs from the Government and support from other development partners and stakeholders	<p>How does the WFP strategy and support provided fit with the nutrition convergence approach promoted by the Government ?</p> <p>How does the WFP strategy and support provided fit with</p>	<p>WFP staff</p> <p>UNICEF</p> <p>MoH/ PHD</p> <p>World Bank</p> <p>SUN business network representatives</p>	<p>Semi-structured interview: UNICEF</p> <p>Semi-structured interview: World Bank (<i>possibly with staff based in the north where programming overlaps</i>)</p> <p>Semi-structured interview: MoH/ PHD</p> <p>MAF</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
<b>Evaluation Question 1: To what extent is the strategic position, role and specific contribution of WFP based on country priorities and people's needs as well as on WFP strengths?</b>				
		the FSN support provided by other organizations?	MoH MAF	Semi-structured interview: SUN business network

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
<b>Evaluation Question 2: What are the extent and quality of the specific contribution of WFP to CSP strategic outcomes in the country?</b>				
2.1 To what extent did WFP deliver expected outputs and contribute to the expected country strategic plan strategic outcomes?				
Contribution to outcome related changes	Contribution to SO 1: School children in remote rural areas have sustainable access to food by 2021	Reported improvements in children's access to food through school meals  Reported improvements in children's school enrolment and attendance  Achievement of related outputs	WFP monitoring data  WFP CSP documents and budget revision; logFrame; records of CO complaints and feedback mechanism; WFP evaluations; national and regional statistics  MoES data Education Management Information System (EMIS)  UNFPA, UNICEF, UNESCO	Desk review  Quantitative analysis of secondary data  Key informant interviews UN agency staff  Key informant interviews with government staff  Semi structured discussions/ key informant interviews – WFP staff

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
<b>Evaluation Question 2: What are the extent and quality of the specific contribution of WFP to CSP strategic outcomes in the country?</b>				
	Contribution to SO 2: Stunting levels among children under 2 in provinces with high levels of malnutrition meet national targets by 2025	<p>Proportion of eligible population that participates in programme (coverage)</p> <p>Proportion of children 6–23 months of age who receive a minimum acceptable diet</p> <p>Number of people (girls and boys) receiving food/cash-based transfers</p> <p>Achievement of related outputs</p>	<p>WFP CSP documents and budget revision; logFrame; records of CO complaints and feedback mechanism; WFP evaluations; national and regional statistics</p> <p>WFP monitoring data</p> <p>Zero Hunger Capacity Scorecard - All Pathways (Full CCS portfolio)</p> <p>UNFPA</p>	<p>Desk review</p> <p>Quantitative analysis of secondary data</p> <p>Key informant interviews UN Agency staff</p> <p>Key informant interviews with government staff</p> <p>Semi-structured discussions/ key informant interviews – WFP staff</p>
	Contribution to SO 3: Vulnerable households in climate-sensitive districts are more resilient to seasonal and long-term shocks and stresses	<p>Households in climate-sensitive districts are more able to absorb and bounce back from shocks, including evidence of dietary diversity</p> <p>Achievement of related outputs</p>	<p>Zero Hunger Capacity Scorecard - All Pathways (Full CCS portfolio)</p> <p>Ministry of Labour and Social Welfare</p> <p>WFP CSP documents and budget revision; logFrame; records of CO complaints and feedback mechanism; WFP evaluations; national and regional statistics</p>	<p>Desk review</p> <p>Quantitative analysis of secondary data</p> <p>Key informant interviews UN agency staff</p> <p>Key informant interviews with government staff</p> <p>Semi-structured discussions/ key informant interviews – WFP staff</p> <p>Focus group discussions with communities (men and women)</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
<b>Evaluation Question 2: What are the extent and quality of the specific contribution of WFP to CSP strategic outcomes in the country?</b>				
	Contribution to SO 4: National and local governance institutions are strengthened to ensure improved service delivery, especially in hard-to-reach areas by 2025	<p>Relevant capacities built at enabling, institutional and individual levels (use of the Kirkpatrick framework in analysis step)</p> <p>Achievement of related outputs</p>	<p>WFP monitoring data (WFP CSP documents and budget revision; logFrame; records of CO complaints and feedback mechanism; WFP evaluations; national and regional statistics)</p> <p>Zero Hunger Capacity Scorecard - All Pathways (Full CCS portfolio)</p> <p>Senior government officials</p>	<p>Desk review</p> <p>Quantitative analysis of secondary data</p> <p>Key informant interviews UN agency staff</p> <p>Key informant interviews: MPI MoES; MoH; MAF</p> <p>Semi-structured discussions/ key informant interviews – WFP staff</p>
Contribution to output-related changes	SO 1.1: Enhanced capacities of communities and public sector agencies in overcoming acute and transitory food insecurity	<p>Capacity development activities carried out as planned</p> <p>Learning and application of capacity development activities reported</p>	<p>WFP reporting/data (WFP CSP documents and budget revision; logFrame; records of CO complaints and feedback mechanism; WFP evaluations; national and regional statistics)</p> <p>Field observations and confirmation of participation learning and application from interviewees:</p> <ul style="list-style-type: none"> <li>• Communities</li> </ul>	<p>Document review</p> <p>Quantitative analysis of secondary data</p> <p>Focus group discussions with communities (men and women)</p> <p>Focus group discussions with village authorities/ village education development committees (including village LWU and village Lao National Front (LNF))</p> <p>Semi-structured interviews: MoES/PESS/DESB</p> <p>Semi-structured interviews: cooks</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
Evaluation Question 2: What are the extent and quality of the specific contribution of WFP to CSP strategic outcomes in the country?				
			<ul style="list-style-type: none"> <li>Village/school committees</li> <li>MoES/PESB/DESB</li> <li>School cooks</li> </ul>	
	SO 1.2: Implementation of the Government's plan of action for the school meals programme accelerated	<p>Improved access to food items for schools</p> <p>Improved WASH practices in schools</p> <p>Improved access to teaching and learning materials for schools</p>	<p>WFP reporting/ data (WFP CSP documents and budget revision; logFrame; records of CO complaints and feedback mechanism; WFP evaluations; national and regional statistics)</p> <p>Partner reporting/data re literacy activities (e.g. Plan/ Big Brother Mouse)</p> <p>Field observations and confirmation of participation from interviewees:</p> <ul style="list-style-type: none"> <li>Communities</li> </ul>	<p>Document review</p> <p>Quantitative analysis of secondary data</p> <p>Focus group discussions with communities (men and women)</p> <p>Focus group discussions with village authorities/ village education development committees (including village LWU and village LNF)</p> <p>Semi-structured interviews: MoES/PESB/DESB</p> <p>Semi-structured interviews: P/DAFO</p> <p>Semi-structured interviews: NGO partners e.g. Plan; Big Brother Mouse</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
<b>Evaluation Question 2: What are the extent and quality of the specific contribution of WFP to CSP strategic outcomes in the country?</b>				
			<ul style="list-style-type: none"> <li>• Village/school committees</li> <li>• MoES/PESS/DESB</li> <li>• P/DAFO</li> <li>• School cooks (and/or storekeepers)</li> <li>• Pupils (primary school)</li> </ul>	<p>Semi-structured interviews: cooks (and/or storekeepers)</p> <p>Checklist interview: Pupils engaged in school feeding programme</p>
	SO 1.3: A national process for the handover of school meals to communities developed	Government partners consider they were adequately prepared and resourced to take over school feeding (use of a rights-based approach lens)	<p>WFP reporting/ data (WFP CSP documents and budget revision; logFrame; records of CO complaints and feedback mechanism; WFP evaluations; national and regional statistics)</p> <p>Field observations and confirmation of participation from interviewees:</p> <ul style="list-style-type: none"> <li>• Communities</li> <li>• School committees</li> <li>• MoES/PESS/DESB</li> <li>• Lutheran World Federation</li> <li>• Local procurement participants</li> </ul>	<p>Document review</p> <p>Quantitative analysis of secondary data</p> <p>Focus group discussions with communities (men and women)</p> <p>Focus group discussions with village authorities/ village education development committees (including village LWU and village LNF)</p> <p>Semi-structured interviews: MoES/PESS/DESB</p> <p>Semi-structured interviews: Lutheran World Federation</p> <p>Semi-structured interviews: Local procurement participants</p>



Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
<b>Evaluation Question 2: What are the extent and quality of the specific contribution of WFP to CSP strategic outcomes in the country?</b>				
	SO 2.1: Evidence-based policy dialogues enhanced	National institutions staff have improved access and capacity to use evidence for dialogue and policy that enhances national food security and nutrition (use of the Kirkpatrick framework in analysis step)	WFP reporting/ data (WFP CSP documents and budget revision; logFrame; records of CO complaints and feedback mechanism; WFP evaluations; national and regional statistics)  Field observations and confirmation of participation from interviewees  MoH  MPI	Document review  Quantitative analysis of secondary data  Semi-structured interviews: MoH  Semi-structured interviews: MPI
	SO 2.2: Food assistance to pregnant and lactating women and children 6-23 months of age	Quantity of specialized nutritious foods provided  Number of capacity development activities related to provision of nutritious foods  Number of government staff trained in household access to macro- and micro-nutrients  Number of participants of dissemination meeting	WFP reporting/ data (WFP CSP documents and budget revision; logFrame; records of CO complaints and feedback mechanism; WFP evaluations; national and regional statistics)  Field observations and confirmation of participation from interviewees:  • MoH/PHD/DHO	Document review  Quantitative analysis of secondary data  Semi-structured interviews: MoH/PHD/DHO  FGD: Communities – women’s group discussion  FGD: Specific SO 2 FGD where relevant (e.g. in Sekong province where WFP SO 2 officers considered this output was prioritized)  Focus group discussions with village authorities (including village LWU)

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
<b>Evaluation Question 2: What are the extent and quality of the specific contribution of WFP to CSP strategic outcomes in the country?</b>				
		<p>Number of people trained in household access to macro- and micro-nutrients</p> <p>Number of workshop participants</p>	<ul style="list-style-type: none"> <li>Communities – women’s group discussion</li> </ul>	
	SO 2.3: Access to local nutritious food for farmers and communities enhanced	<p>Government counterparts have increased capacity to support farmer nutrition schools (FNS)</p> <p>Members of women-led farmer nutrition schools report enhanced knowledge of and access to nutrient-rich crops, post-harvest handling, food storage, safety, processing, and preservation (through training and grants)</p>	<p>WFP reporting/ data review (WFP CSP documents and budget revision; logFrame; records of CO complaints and feedback mechanism; WFP evaluations; national and regional statistics)</p> <p>Field observations and confirmation of participation from interviewees:</p> <ul style="list-style-type: none"> <li>P/DAFO</li> <li>Communities – women’s group discussion (including farmer nutrition school participants)</li> </ul>	<p>Document</p> <p>Quantitative analysis of secondary data</p> <p>Semi-structured interviews: P/DAFO</p> <p>FGD: Communities – women’s group discussion (with possible specific SO2 FGDs where relevant for FNS if FNS participants (village facilitators/ PLW and mothers of U2 beneficiaries) are not in the women’s group discussion).</p> <p>Focus group discussions with village authorities (including village LWU)</p>
	SO 3.1: Community resilience enhanced through the creation of productive assets	Improved agricultural practices within communities	WFP reporting/ data (WFP CSP documents and budget revision; logFrame; records of CO complaints and feedback	<p>Document review</p> <p>Quantitative analysis of secondary data</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
<b>Evaluation Question 2: What are the extent and quality of the specific contribution of WFP to CSP strategic outcomes in the country?</b>				
	and sustainable livelihood opportunities	<p>Diversified livelihood practices within communities</p> <p>Greater gender balance in control of and access to productive inputs</p> <p>Counterparts' staff have improved knowledge in disaster and climate risk management</p>	<p>mechanism; WFP evaluations; national and regional statistics)</p> <p>Field observations and confirmation of participation from interviewees:</p> <ul style="list-style-type: none"> <li>• PLSW/DLSW</li> <li>• P/DAFO</li> <li>• Communities</li> </ul>	<p>Semi-structured interviews: Provincial Department of Labour and Social Welfare (PLSW)/DLSW</p> <p>Semi-structured interviews: P/DAFO</p> <p>Focus group discussions with communities (men and women)</p> <p>Focus group discussions with village authorities (including village LWU)</p>
	SO 4.1: National capacity for food and nutrition security governance enhanced	Capacity of national nutrition committee members to coordinate implementation of national nutrition strategy strengthened (including capacity for monitoring and reporting on progress towards SDGs 2 and 17) (use of the Kirkpatrick framework in analysis step)	<p>WFP reporting/ data (WFP CSP documents and budget revision; logFrame; records of CO complaints and feedback mechanism; WFP evaluations; national and regional statistics)</p> <p>Interviews with WFP staff interviewees with government staff</p>	<p>Secondary quantitative data analysis</p> <p>Semi-structured interviews – SO 4 staff</p> <p>Semi-structured interviews with MPI; MoES; MoH, MAF</p> <p>Semi-structured interviews with PPI; PESS/DESB; PHD/DHO; P/DAFO</p>
	SO 4.2: Communities enabled to lead and own their food and nutrition security solutions	Communities have nutrition-sensitive community development plans	WFP reporting/ data (WFP CSP documents and budget revision; logFrame; records of CO complaints and feedback	<p>Secondary quantitative data analysis</p> <p>Semi-structured interviews – SO 4 staff</p> <p>Document review</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
<b>Evaluation Question 2: What are the extent and quality of the specific contribution of WFP to CSP strategic outcomes in the country?</b>				
		Communities have increased capacity to implement plans	mechanism; WFP evaluations; national and regional statistics  Interviews with WFP staff  Field observations and confirmation of participation from interviewees: <ul style="list-style-type: none"><li>• Communities</li><li>• Village committee</li></ul>	Focus group discussions with communities (men and women)  Focus group discussions with village authorities (including village LWU)
	SO 4.3: Enhanced government capacity at all levels to prepare for and efficiently respond to natural disasters	Evidence of a range of staff levels within ministries of labour and social welfare, and natural resources and environment with ability to coordinate emergency responses and conduct assessments  Evidence of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support (new)	WFP reporting/ data  Interviews with WFP staff  Field observations and confirmation of participation from interviewees: <ul style="list-style-type: none"><li>• M/P/DLSW</li><li>• Communities</li><li>• Village committee</li></ul>	Document review  Semi-structured interviews – SO 3/SO 4 staff  Semi-structured interviews – M/P/DLSW  Focus group discussions with communities (men and women)  Focus group discussions with village authorities (including village LWU)
2.2 To what extent did WFP contribute to the achievement of cross-cutting aims including humanitarian principles, protection, accountability to affected populations, gender and other equity considerations?				

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
<b>Evaluation Question 2: What are the extent and quality of the specific contribution of WFP to CSP strategic outcomes in the country?</b>				
Cross-cutting aims across outcome areas	Contribution to gender equality and women's empowerment	<p>Extent to which WFP CO has implemented the GTP</p> <p>Evidence of changes within target households to decision-making on the use of food/ cash/ vouchers</p> <p>Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women</p> <p>Strategies to ensure meaningful inclusion of ethnic women in programme activities</p>	<p>WFP reports related to programme implementation. (Monitoring data; records of CO beneficiary complaint mechanism; documentation on CSP monitoring systems on cross-cutting aims (e.g. Protection Guidance Manual; Gender Transformation Programme; gender toolkit analysis; humanitarian access - operational guidance manual); minimum requirements in WFP Gender Policy; national and regional statistics</p> <p>WFP management staff</p> <p>District and village Lao Women's Union</p> <p>Farmer nutrition school participants</p> <p>Village communities/ village Education development committees</p> <p>Community beneficiaries</p>	<p>Document review and quantitative analysis of secondary data</p> <p>Semi-structured interviews with WFP SO 1/ SO 4 managers</p> <p>Semi-structured interviews with WFP sub-office managers</p> <p>Semi-structured interviews with Lao Women's Union</p> <p>FGD: Communities – women's group discussion (with possible specific SO 2 FGDs where relevant for FNS if FNS participants (village facilitators/ PLW and mothers of U2 beneficiaries) are not in the women's group discussion)</p> <p>Focus group discussions with village authorities/ village education development committees (including village LWU and village LNF)</p> <p>Focus group discussions with community (separate for men and women)</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
<b>Evaluation Question 2: What are the extent and quality of the specific contribution of WFP to CSP strategic outcomes in the country?</b>				
	Contribution to humanitarian principles	<p>Extent to which WFP interventions were needs-based (humanity principle)</p> <p>Extent to which WFP interventions reached vulnerable populations regardless of gender, ethnicity, disability, etc. (neutrality)</p> <p>Extent to which WFP interventions considered accountability to affected populations (through participation, beneficiary feedback mechanism) (use of a rights-based approach lens)</p>	<p>WFP records related to food basket monitoring (monitoring data; records of CO beneficiary complaint mechanism; documentation on CSP monitoring systems on cross-cutting aims (e.g. Protection Guidance Manual; Gender Transformation Programme; gender toolkit analysis; humanitarian access - operational guidance manual); minimum requirements in WFP Gender Policy; national and regional statistics</p> <p>WFP management staff</p> <p>Community beneficiaries</p>	<p>Document review and quantitative analysis of secondary data</p> <p>Semi-structured interviews with WFP sub office managers</p> <p>Focus group discussions with community (separate for men and women)</p>
	Contribution to the inclusion of environmental issues	Activities account for environmental risks and, as required, mitigation actions identified	<p>WFP reports related to programme implementation. (Monitoring data; records of CO beneficiary complaint mechanism; documentation on CSP monitoring systems on cross-cutting aims (e.g. Protection Guidance Manual; Gender Transformation</p>	<p>Document review and quantitative analysis of secondary data</p> <p>Semi-structured interviews with WFP SO 1 / SO 4 managers</p> <p>Semi-structured interviews with WFP sub-office managers</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
<b>Evaluation Question 2: What are the extent and quality of the specific contribution of WFP to CSP strategic outcomes in the country?</b>				
			Programme; gender toolkit analysis; humanitarian access - operational guidance manual); minimum requirements in WFP Gender Policy; national and regional statistics  WFP management staff  Community beneficiaries	Focus group discussions with community (separate for men and women)
	Contribution to equity-related issues	Attention paid to ensure women and men and girls and boys from all ethnicities can equally participate and benefit from project activities  Attention paid to ensure women and men and girls and boys with disabilities can equally participate and benefit from project activities  Attention paid to ensure that out of school youth can equally participate and benefit from project activities  Mechanism for cash transfers used to ensure the equal	WFP reports related to programme implementation  Monitoring data; records of CO beneficiary complaint mechanism; documentation on CSP monitoring systems on cross-cutting aims (e.g. Protection Guidance Manual; Gender Transformation Programme; gender toolkit analysis; humanitarian access - operational guidance manual); minimum requirements in WFP Gender Policy; national and regional statistics	Document review and quantitative analysis of secondary data  Semi-structured interviews with WFP SO 1 / SO 4 managers  Semi-structured interviews with WFP sub-office managers  Focus group discussions with community (separate for men and women)  Focus group discussions with village authorities/ village education development committees (including village LWU and village LNF)  Checklist interview: Pupils engaged in school feeding programme.

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
<b>Evaluation Question 2: What are the extent and quality of the specific contribution of WFP to CSP strategic outcomes in the country?</b>				
		inclusion of remote, poor, and vulnerable groups	WFP management staff Community beneficiaries Village authorities Village education development committees School pupils (primary)	
<b>2.3 To what extent are the achievements of the CSP likely to be sustained</b>				
Sustainability	School meal sustainability with handover in post-COVID-19 new normal  Government's preparedness for school handover (based on sample schools/locations visited during fieldwork)	Extent to which school meals are being provided post-handover  Ongoing support needs for handover  Extent of handover preparation before handover	WFP staff  National government partners and local authorities  Village education development committees  CSP documents and budget revision; monitoring data; MoU with Government; government policies, plans and programmes)	Quantitative analysis of secondary data Document review Semi-structured interviews with WFP SO 1/ SO 4 managers Semi-structured interviews with WFP sub-office managers Semi-structured interviews with MPI; MoES; MoH Semi-structured interviews with PPI; PESS/DESB; PHD; P/DAFO Focus group discussions with village authorities/ village education development committees (including village LWU and village LNF)



Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
<b>Evaluation Question 2: What are the extent and quality of the specific contribution of WFP to CSP strategic outcomes in the country?</b>				
	<p>Support for pregnant and lactating women and CU2 following the handover of the SO 2 nutrition activities (e.g. nutri-butter)</p> <p>Food supplement/fortification access sustainability (consider rice fortification: alternatives; link to agriculture approach regarding local food security)</p>	<p>Extent to which specific nutrition needs for this subgroup are being provided post-handover</p> <p>Ongoing support needed for handover</p> <p>Extent of handover preparation before handover</p>	<p>WFP staff</p> <p>National government partners and local authorities</p> <p>Communities (priority women groups)</p>	<p>Quantitative analysis of secondary data</p> <p>Semi-structured interviews with WFP SO 2 managers</p> <p>Semi-structured interviews with WFP sub-office managers</p> <p>Semi-structured interviews with MoH</p> <p>Semi-structured interviews with; PHD/DHO;</p> <p>Semi-structured interviews with; MAF (possibly P/DAFO)</p> <p>FGD: Communities – women's group discussion (with possible specific SO2 FGDs where relevant for FNS if FNS participants (village facilitators/ PLW and mothers of U2 beneficiaries) are not in the women's group discussion)</p>
	<p>What is the sustainability element of the cash for assets (CFA) (cash-based transfers (CBT))</p>	<p>Extent to which assets/ infrastructure developed under CFA/CBT are being used and maintained</p> <p>Degree that CBT and FFA addressed income/food needs or act as a bridge to support more sustainable outcomes</p>	<p>WFP staff</p> <p>National government partners and local authorities</p> <p>Community beneficiaries</p>	<p>Semi-structured interviews with WFP SO 3 managers</p> <p>Semi-structured interviews with WFP sub-office managers</p> <p>Semi-structured interviews with MLSW</p> <p>Semi-structured interviews with PLSW/DLSW</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
<b>Evaluation Question 2: What are the extent and quality of the specific contribution of WFP to CSP strategic outcomes in the country?</b>				
				Semi-structured interviews with village authorities  Focus group discussions with community (separate for men and women) benefitting from SO 3 CBT or FFA
<b>2.4 In humanitarian contexts, to what extent did the country strategic plan facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work?</b>				
Emergency and development linkage	Clarify what emergency actions took place and the related decision-making supporting this  Links between emergency operations and the WFP development programme	Decision making for SO 3 FFA (assets) considered needed to support food security resilience  Food for asset activities were able to link to non-emergency SOs (e.g. an asset supporting school feeding local procurement through improved food security infrastructure  Synergy between SOs 1-3	FFA/CBT targeting reports  WFP staff  National government partners and local authorities  Community beneficiaries	Document review  Quantitative analysis of secondary data  Semi-structured interviews with WFP SO 3 managers  Semi-structured interviews with WFP sub-office managers  Semi-structured interviews with MLSW  Semi-structured interviews with PLSW  Semi-structured interviews with village authorities  Focus group discussions with community (separate for men and women) benefitting from SO 3 CBT or FFA

**Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?**

**3.1 To what extent were outputs delivered within the intended timeframe?**

Timeliness of outputs	Operation of the commodity distribution system and its reach in the various parts of the country	<p>Timeliness of commodity deliveries at WFP warehouses</p> <p>Timeliness of distribution of commodities</p>	<p>Annual reports/ distribution/logistic reports</p> <p>WFP staff</p> <p>National government partners and local authorities</p> <p>Village education development committees</p>	<p>Document review</p> <p>Quantitative analysis of secondary data</p> <p>Semi-structured interviews with WFP logistics managers</p> <p>Semi-structured interviews with WFP sub-office managers</p> <p>Focus group discussions with village education development committees and storekeepers</p>
	Relevant timing of inputs/ activities (focus on school feeding programme handover)	<p>Timeliness of provision of midday lunch in schools</p> <p>Issues around delivery at start of school year as still rainy season</p> <p>Evidence to demonstrate time for CSP of sustainable handover of school feeding to Government at national and subnational level</p> <p>Evidence to demonstrate time for CSP of sustainable handover of school feeding to local communities in the various parts of Lao PDR</p>	<p>WFP staff</p> <p>National government partners and local authorities</p> <p>Village education development committees</p> <p>Documents and budget revision; WFP implementation documents; monitoring data; MoU/FLA with governmental institutions and CPs, Country Office Tool for Managing Effectively (COMET)/Logistics</p>	<p>Document review</p> <p>Quantitative analysis of secondary data</p> <p>Semi-structured interviews with WFP SO 1/ SO 4 managers</p> <p>Semi-structured interviews with WFP sub-office managers</p> <p>Semi-structured interviews with MPI; MoES; MoH</p> <p>Semi-structured interviews with PPI/DPI; PESS/DESB; PHD/DHO; P/DAFO</p> <p>Focus group discussions with village education development committees</p>

**Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?**

			Execution Support System (LESS) data	
3.2 To what extent was coverage and targeting of interventions appropriate?				
Targeting approach of interventions	Targeting approach applied in SO 1, SO 2 and SO 3 of the programme	<p>The way in which geographic location / agro-ecological zones were used in targeting in order to ensure reaching poor and vulnerable groups/ men and women to support transformative change</p> <p>The way in which ethnicity was used in targeting in order to ensure reaching poor and vulnerable ethnic people and groups/ men and women to support transformative change</p> <p>The way in which gender analysis was used in targeting in order to ensure reaching poor and vulnerable women and girls</p> <p>Approach to out-of-school children (girls and boys; ethnicity) and their inclusion in the programme</p>	<p>Government officials</p> <p>Annual reports/ relevant design documents</p> <p>VAM reports/rapid assessments/dashboard</p> <p>WFP field staff</p>	<p>Document review</p> <p>Quantitative analysis of secondary data</p> <p>Semi-structured interviews with WFP SO 1/ SO 4 managers</p> <p>Semi-structured interviews with WFP VAM staff</p> <p>Semi-structured interviews with WFP sub-office managers</p> <p>Gender questionnaire tool</p>

**Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?**

	<p>WFP staffing is able to work with a variety of ethnic groups in the various regions of the country</p>	<p>Staff distribution over the sub-offices in Lao PDR</p> <p>Language abilities of WFP sub-office staff in ethnic languages</p> <p>Staff ability in WFP sub-offices to be mobile and visit schools and communities in remote ethnic minority areas</p> <p>Dissemination materials used by WFP staff are adapted to the requirements of the target groups in terms of language and accessibility to non-literate people</p>	<p>Annual reports/ relevant recruitment and planning documents</p> <p>WFP field staff</p> <p>Cooks/school volunteers engaged with school feeding</p> <p>Village authorities/ village education development committees</p> <p>WFP project beneficiaries</p>	<p>Document review</p> <p>Semi-structured interviews with HR managers</p> <p>Semi-structured interviews with WFP sub-office managers</p> <p>Semi-structured interviews with WFP sub-office field monitors</p> <p>Focus group discussions with village authorities/ village education development committees (including village LWU and village LNF)</p> <p>Focus group discussions with school cooks</p> <p>Focus group discussions with community (separate for men and women) (including participants of trainings e.g. FNS)</p>
<p>Coverage of interventions</p>	<p>Coverage of the outcome/outputs within SO 1, SO 2, SO 3 and SO 4, of the programme (use of the tracking strategy conceptual frame in analysis step)</p>	<p>Coverage of school feeding in comparison with targets set</p> <p>Coverage of the provision of nutritious food to children 6-23 months of age compared to targets set</p> <p>Coverage of farmer nutrition schools and behaviour change</p>	<p>WFP reports related to capacity building actions</p> <p>WFP field staff</p> <p>Government officials in the ministry/department of:</p> <ul style="list-style-type: none"> <li>• Planning and investment</li> <li>• Education and sports</li> <li>• Health</li> <li>• Agriculture and forestry</li> </ul>	<p>Document review</p> <p>Quantitative analysis of secondary data</p> <p>Semi-structured interviews with WFP sub-office managers</p> <p>Semi-structured interviews with PPI/DPI; PESS/DESB; PHD/DHO; P/DAFO</p>

**Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?**

		<p>communication activities compared to targets set</p> <p>Coverage of communities with productive asset creation and support to sustainable livelihood opportunities compared to targets set</p> <p>Coverage of support to communities to lead their own food and nutrition security solutions compared to targets set</p> <p>Coverage of support to national and subnational government agencies to prepare for and efficiently respond to natural disasters compared to targets set</p>		
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**3.3 To what extent were WFP activities cost-efficient in delivery of its assistance?**

Cost efficiency of food distribution	<p>Storage of food in WFP warehouses</p> <p>Mode of WFP food distribution</p>	<p>Food loss during storage in WFP warehouses</p> <p>Means of transportation of food from WFP warehouses to schools</p> <p>Distribution system of food/meals to students at a school</p>	<p>WFP logistic staff</p> <p>Village authority/ village education development committees</p> <p>School cooks/ storekeepers</p> <p>CSP documents and budget revision; funding situation, resource mobilization reports;</p>	<p>CP reports and WFP data</p> <p>Quantitative analysis of secondary data</p> <p>Semi-structured interviews with WFP logistic staff</p> <p>Focus group discussions with village authorities/ village education</p>
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**Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?**

		<p>Distribution of take home rations</p> <p>Transportation and distribution of food in remote areas</p>	<p>data on food and cash distributions</p>	<p>development committees (including village LWU and village LNF)</p> <p>Focus group discussions with school cooks/ storekeepers</p> <p>CP distribution reports</p> <p>WFP logistics data</p>
<p>Cost efficiency of capacity development activities</p>	<p>[Focus on] capacity development for school feeding</p>	<p>Ways in which capacities have been built of national government agencies to support school feeding activities (use of the Kirkpatrick framework in analysis step)</p>	<p>WFP reports related to capacity building actions</p> <p>WFP management staff</p> <p>Senior government officials with experience in:</p> <ul style="list-style-type: none"> <li>• Planning and investment</li> <li>• Education and sports</li> <li>• Health</li> <li>• Agriculture and forestry</li> </ul>	<p>Document review</p> <p>Quantitative analysis of secondary data</p> <p>Semi-structured interviews with WFP SO 1/ SO 4 managers</p> <p>Semi-structured interviews with MPI; MoES; MoH; MAF</p>
		<p>Ways in which capacities have been built of subnational government agencies to support school feeding activities (use of the Kirkpatrick framework in analysis step)</p>	<p>WFP reports related to capacity building actions</p> <p>WFP field staff</p> <p>Government officials with experience in:</p> <ul style="list-style-type: none"> <li>• Planning and investment</li> <li>• Education and sports</li> <li>• Health</li> <li>• Agriculture and forestry</li> </ul>	<p>Document review</p> <p>Quantitative analysis of secondary data</p> <p>Semi-structured interviews with WFP sub-office managers</p> <p>Semi-structured interviews with PPI/DPI; PESS/DESB; PHD/DHO; P/DAFO</p>

**Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?**

		<p>Ways in which capacities of school cooks have been built to prepare nutritious meals and manage local procurement processes</p>	<p>WFP field staff</p> <p>Cooks/school volunteers engaged with school feeding</p> <p>Village education development committees</p>	<p>Quantitative analysis of secondary data</p> <p>Semi-structured interviews with WFP sub-office managers/technical staff</p> <p>Focus group discussions with school cooks</p> <p>Focus group discussions with village education development committees</p> <p>Focus group discussions – local procurement participants</p>
		<p>Ways in which school management capacities have been built to organize for school feeding activities</p>	<p>WFP reports related to capacity building actions</p> <p>WFP field staff</p> <p>Local authorities: education and sports</p> <p>Village education development committees</p>	<p>Quantitative analysis of secondary data</p> <p>Document review</p> <p>Semi-structured interviews with WFP sub-office managers</p> <p>Semi-structured interviews with PESS/DESB</p> <p>Focus group discussions with village education development committees</p>
		<p>Ways in which community capacities have been built to support school feeding activities</p>	<p>Communities</p> <p>Village education development committees</p> <p>Storekeepers/cooks</p>	<p>Quantitative analysis of secondary data</p> <p>Focus group discussions with village authorities/ village education development committees (including village LWU and village LNF)</p> <p>Focus group discussions – local procurement participant.</p>



**Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?**

				<p>Focus group discussions with community (separate for men and women) (should include beneficiaries of FNS; agriculture activities; school gardens)</p> <p>Focus group discussions with school cooks/storekeepers</p>
(Cost efficiency of) WFP staffing in main and sub-offices	Staffing capacity in WFP main offices and sub-offices	<p>Number and composition of WFP staff in the country office in relation to the work to be implemented</p> <p>Staffing structure</p> <p>Number and composition of WFP staff in sub-offices in relation to the activities to be implemented</p> <p>Staff vacancies at the level of main and the sub-offices</p> <p>Staff turnover rates at main and sub-offices</p>	<ul style="list-style-type: none"> <li>WFP HR records and related documentation</li> <li>Interview with relevant staff at WFP country office</li> </ul>	<p>Document review</p> <p>Quantitative analysis of secondary data</p> <p>Semi-structured interviews with WFP HR manager</p> <p>Semi-structured interviews with WFP sub-office managers</p> <p>Gender questionnaire tool</p>
3.4 To what extent were alternative, more cost-effective measures considered?				
Consideration of alternatives	WFP CO internal design and reflection processes	Formal review processes of measures being taken	<ul style="list-style-type: none"> <li>WFP records</li> </ul>	<p>Document review</p> <p>Quantitative analysis of secondary data</p> <p>Semi-structured interviews with WFP senior staff</p>

**Evaluation Question 4: What were the factors that explain WFP performance and the extent to which it has made the strategic shifts expected in the country strategic plan?**

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
4.1 To what extent did WFP analyse or use existing evidence on the hunger challenges and food security and nutrition issues in the country to develop the country strategic plan?				
Strategy informed by analysis	Strategy informed by the FSN (food security, nutrition) situation in Lao PDR (use of the tracking strategy conceptual frame in analysis step)	<p>Data and analysis on stunting have informed the development of the CSP</p> <p>Data and analysis on wasting have informed the development of the CSP</p> <p>Data and analysis on nutritional conditions of children under 2 years of age have informed the development of the CSP</p> <p>Data and analysis on food security in the various (remote) locations of Lao PDR have informed the development of the CSP</p> <p>Data and analysis on hunger in the various (remote) locations of Lao PDR have informed the development of the CSP</p> <p>Data and analysis on commercialization of</p>	<ul style="list-style-type: none"> <li>• WFP CSP and documents that supported its development</li> <li>• Interview with relevant staff at WFP country office</li> <li>• Wider data sets and information sources on Lao PDR</li> <li>• Budget revision; monitoring data; VAM assessments/ reports/ dashboards; Lao PDR CO WFP evaluations; National Zero Hunger Strategic Review; national assessments; SDG review; research/studies/reviews/evaluations of other UN/ regional organizations/ NGOs</li> </ul>	<p>Document review</p> <p>Semi-structured interviews with WFP activity managers, VAM staff (and other related staff as identified by VAM)</p> <p>Gender questionnaire tool</p>

**Evaluation Question 4: What were the factors that explain WFP performance and the extent to which it has made the strategic shifts expected in the country strategic plan?**

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
		agriculture in the various (remote) locations of Lao PDR have informed the development of the CSP		
<b>4.2 To what extents has WFP been able to mobilize adequate, predictable and flexible resources to finance the country strategic plan?</b>				
Resources mobilized	Mobilized resources in place for the implementation of the present CSP (use of the tracking strategy conceptual frame in analysis step)	<p>Level of planned resources versus mobilized resources of the present resource envelope in place</p> <p>Diversity of donors and resources mobilized including earmarking of resources</p> <p>Budget prioritization and contribution earmarking</p>	<ul style="list-style-type: none"> <li>• WFP CSP and consecutive budget revision documents</li> <li>• Interview with relevant staff at WFP country office</li> <li>• Integrated Road Map (IRM) report data, funding situation, resource mobilization reports; ACRs- financial section; IRM analytics on earmarking; WFP Country Operations Management Plan (COMP), budget data</li> </ul>	<p>Document review</p> <p>Quantitative analysis of secondary data</p> <p>Semi-structured interviews with WFP resource mobilization/ donor liaison staff</p>
Future resource mobilization	Development of an approach to mobilize resources for the next strategic cycle	Resource mobilization strategy in place	<ul style="list-style-type: none"> <li>• WFP CSP and consecutive budget revision documents</li> </ul>	Document review

**Evaluation Question 4: What were the factors that explain WFP performance and the extent to which it has made the strategic shifts expected in the country strategic plan?**

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
		Human resources (HR) to focus on mobilization of resources in place	<ul style="list-style-type: none"> <li>Interview with relevant staff at WFP country office</li> </ul>	Semi-structured interviews with WFP resource mobilization/ donor liaison staff; HR manager
Staffing to develop resource mobilization	Human resources in place to adapt resource mobilization to the needs of the programme	<p>Staffing in place with resource mobilization responsibilities</p> <p>Outreach to donors and development partners</p>	<ul style="list-style-type: none"> <li>WFP CSP and consecutive budget revision documents</li> <li>Interview with relevant staff at WFP country office</li> </ul>	<p>Document review</p> <p>Semi-structured interviews with WFP HR management</p>
<b>4.3 To what extent did the country strategic plan lead to partnerships and collaborations with other actors that positively influenced performance and results?</b>				
Partnerships with civil society, private sector and other international agencies	Partnerships developed with civil society organizations in the various parts of the programme	<p>NGOs – CRS; Big Brother mouse; Plan International. The malnutrition prevention activities (NPA)s were opportunities to engage local CSOs reviewed in target provinces</p> <p>Actual partnerships established with civil society organizations and results achieved</p>	<p>Interviews with senior management and staff of CRS; Big Brother Mouse; Plan International. – NPAs</p> <p>CSP implementation documents; MoU/ FLAs with governmental institutions, UN agencies and CPs</p>	<p>Document review</p> <p>Semi-structured interviews with WFP sub-office managers</p> <p>Semi-structured interviews with Plan International; CRS (in Vientiane).</p> <p>Semi-structured interviews -local CSOs (where relevant in the field)</p>
Effectiveness of partnership with other UN agencies	Partnerships developed and active with other UN agencies in the various parts of the programme	Partnerships in relation to convergence in “convergence provinces” – World Bank, IFAD and results achieved	Interviews with senior management and staff of World Bank/IFAD/UNICEF	<p>Document review</p> <p>Semi-structured interviews with World Bank/IFAD (where relevant in the field)</p>

**Evaluation Question 4: What were the factors that explain WFP performance and the extent to which it has made the strategic shifts expected in the country strategic plan?**

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
			CSP implementation documents; MoU/ FLAs with governmental institutions, UN agencies and CPs, UNPF, UNPF reports	Semi-structured interviews UNICEF
4.4 To what extent did the country strategic plan provide greater flexibility in dynamic operational contexts and how did it affect results?				
Adaptation to contextual change: both internal and external factors, including emergencies	Adaptation made in each of the SOs to a significant shift in conditions: e.g. the COVID-19 pandemic and its economic and social effects	Results obtained after adapting SO-related interventions to a significant shift in conditions	WFP management staff WFP field office staff in selected areas Provincial and District Labour and Social Welfare Communities concerned CSP budget revisions; implementation documents; monitoring data; MoU/FLAs with governmental institutions, UN agencies and CPs	Document review  Semi-structured interviews with WFP sub office managers  Focus group discussions with community (separate for men and women)  Semi-structured interviews Provincial / District Labour and Social Welfare
Adaptation to contextual change: response to flooding	Adaptation made in each of the SOs to the flooding in selected areas and economic and social effects	Results obtained after adapting SO-related interventions to flooding	WFP management staff WFP field office staff in selected areas  Provincial and District Labour and Social Welfare	Document review  Semi-structured interviews with WFP sub office managers

**Evaluation Question 4: What were the factors that explain WFP performance and the extent to which it has made the strategic shifts expected in the country strategic plan?**

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
			Communities concerned CSP budget revisions; implementation documents; monitoring data; MoU/FLAs with governmental institutions, UN agencies and CPs	Focus group discussions with community (separate for men and women) Semi-structured interviews Provincial /District Labour and Social Welfare agencies and CPs
<b>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 country strategic plan?<sup>6</sup></b>				
Significant constraining factors to reaching results	Looking across external and internal contextual factors (relative importance) such as: - Access to communities in particular remote communities - Limitations related to the global COVID-19 pandemic - Constraints due to lock down - Economic consequences of lockdown	Rural road access issues in rainy season – related to flooding and poor infrastructure COVID-19 and how it related to pregnant women accessing services during lock down International supplies/ border crossing Inflation (relating to food security) Food security – lack of markets; lack of employment/ labour / remittances	Interviews with WFP sub-office managers Village authorities/school development committee Local authorities (e.g. provincial/ district health/DAFO) FGDs with communities CSP documents and budget revision; Implementation documents; monitoring data; WFP evaluations; CO HR data; CO risk register	Document review Semi-structured interviews with WFP sub-office managers Semi structured interview with village authorities/school committee Semi structured interview: DAFO Semi-structured interviews PHD/district health units Focus group discussions with community (separate for men and women)

<sup>6</sup> This was not addressed in the evaluation.

**Evaluation Question 4: What were the factors that explain WFP performance and the extent to which it has made the strategic shifts expected in the country strategic plan?**

<b>Dimensions of analysis</b>	<b>Lines of inquiry</b>	<b>Indicators</b>	<b>Data sources</b>	<b>Data collection techniques</b>
Significant enabling factors to reaching results	Potential range of factors including field offices which facilitate CSP implementation at the local level	<p>Spread and location of field offices</p> <p>Staffing and management arrangements of the field offices</p>	<p>Interviews with WFP senior management</p> <p>Interviews with WFP sub-office managers.</p> <p>Interviews with PPI/DPI</p> <p>CSP documents and budget revision; Implementation documents; monitoring data; WFP evaluations; CO HR data; CO risk register</p>	<p>Semi-structured Interviews with WFP senior management</p> <p>Semi-structured Interviews with WFP sub-office managers.</p> <p>Semi-structured Interview PPI/DPI</p>

# Annex 5: Data collection tools

## Introduction

Interviews with key informants and focus group discussions were the main source of primary data gathering in the CSPE. They were used to obtain detailed information from the various stakeholders at national and subnational levels in the CSP and were an important part of the evidence that informs the findings, conclusions and recommendations of the evaluation. Data from different stakeholders provided the opportunity to triangulate data and to enhance the rigor of the evidence concerned. The interviews and focus group discussions formed an important part of the consultative process that is a key aspect of the in-country primary data gathering process.

The list of key informants targeted for interviews was informed by a stakeholder analysis. Questions concerned were guided by the evaluation matrix, which identified the information required to address the evaluation questions and subquestions. The guiding questions were guidelines for the interviews, with interviewers having the flexibility to add subquestions in order to probe issues on which the specific respondent appears knowledgeable and to get less detail on those issues that appear less known by the respondent concerned. In this way, the questions were used in a flexible way, with further subquestioning guided by the issues identified in the evaluation matrix.

## 11.3 Guiding inquiry areas for key informant interviews

### Lao PDR ministries

1. Relevance of WFP contribution in relation to the Lao National Development objectives and the specific details of the Ministry concerned
  - a. Involvement of the Ministry in the design of the WFP CSP
  - b. To what extent has the programme focused on the most vulnerable groups
  - c. To what extent has the programme design made use of government data and analysis of needs concerned including ethnic community and gender specific needs
  - d. Alignment with National policies, plans and SDG framework
2. Contribution of WFP to the development process in Lao PDR regarding FSN related issues, contribution to outcome level change and contribution of output level results (making use of the WFP Lao PDR results framework)
  - a. Extent to which WFP has contributed to direct delivery of FSN related results
  - b. Extent to which WFP has contributed to capacity development at the level of individuals through training, compare situation before and after support
  - c. Extent to which WFP has contributed to capacity development at the level of support to institutional level capacities, compare situation before and after support
  - d. Extent to which WFP has contributed to policy related changes, including provision of data/evidence through studies and pilot initiatives, compare situation before and after support
  - e. Extent to which WFP involvement in the design process of national policies, such as NSEDP?
3. Contribution of WFP to cross cutting issues
  - a. Equity, gender equality and women's empowerment, humanitarian principles, protection and accountability to beneficiaries and affected populations
4. To what extent has the WFP programme been adapted to key contextual changes, including internal changes (MIC status of Lao PDR) and external factors, including the COVID-19 pandemic and its economic impact



5. How do you assess the comparative advantage of WFP in the area of FSN in comparison to other development partners and what has been the specific added value of WFP that sets it apart from other agencies
6. Coordination of programmatic support
  - a. Across and with relevant national and sub-national Ministries and Departments
  - b. Across and with UN agencies and other key development partners involved
7. How efficient has the programme implementation been
  - a. How has the programme been targeted and what has been the coverage, underpinning rationale and its relevance to the context
  - b. WFP's ability to work in a variety of areas, with a variety of different ethnic communities, from three field offices
  - c. Timeliness of the WFP support at the national and sub-national level
  - d. Efficiency of the approach to support in the Strategic Outcome area and opportunities for alternative and more efficient approaches
  - e. Logistical aspects of support provided and issues of efficiency
8. Expected sustainability of results obtained so far
  - a. Phasing out and hand over arrangements included in the design of the programme interventions
  - b. Prioritization of / commitment to of the issues concerned in terms of national and sub-national development agenda
  - c. In terms of capacities build at national and sub-national levels
    - i. Individual staff capacities
    - ii. Institutional mechanisms to manage the issues concerned
  - d. In terms of financial resources concerned
  - e. What have been the linkages between humanitarian and development interventions
9. To what extent did partnerships of WFP with other UN agencies, civil society and other development partners and stakeholders positively influence the achievement of results
10. What constraining factors for reaching results can you identify
11. What do you see as the main lessons learned from WFP programme implementation so far
  - a. What good practices can you identify
  - b. What would you wish to be different in a follow up phase of WFP support to Lao PDR
12. What do you see as the future role of WFP and how do you envisage that to be operationalized in a next CSP for Lao PDR
  - a. What do you consider the added value of WFP in future in a resource constrained environment
  - b. What do you see as WFP comparative advantage in future

#### **Lao PDR subnational government agencies**

1. Relevance of WFP contribution in relation to National and Sub National Development objectives and the specific details of the Department concerned
  - a. Involvement of the Department in the design of the WFP CSP
  - b. To what extent has the programme focused on the most vulnerable groups in the province / districts concerned
  - c. To what extent has the programme design made use of provincial / district government data and analysis of needs concerned including ethnic community and gender specific needs
  - d. Alignment with National policies, plans and SDG framework

2. Contribution of WFP to the development process in Lao PDR regarding FSN related issues, contribution to outcome level change and contribution of output level results (making use of the WFP Lao PDR results framework)
  - a. Extent to which WFP has contributed to direct delivery of FSN related results in the province / district, compare situation before and after support
  - b. Extent to which WFP has contributed to capacity development at the level of individuals through training, compare situation before and after support
  - c. Extent to which WFP has contributed to capacity development at the level of support to institutional level capacities, compare situation
  - d. Extent to which WFP has contributed to policy related changes, including provision of data/evidence through studies and pilot initiatives, compare situation before and after support
3. Contribution of WFP to cross cutting issues
  - a. Equity, gender equality and women's empowerment, humanitarian principles, protection and accountability to beneficiaries and affected populations
4. To what extent has the WFP programme been adapted to key contextual changes, including internal changes (MIC status of Lao PDR) and external factors, including the COVID-19 pandemic and its economic impact
5. How do you assess the comparative advantage of WFP in the area of FSN in comparison to other development partners that provide support to the province / district and what has been the specific added value of WFP that sets it apart from other agencies
6. Coordination of programmatic support
  - a. Across and with relevant national and sub-national Ministries and Departments
  - b. Across and with UN agencies and other key development partners involved
7. How efficient has the programme implementation been
  - a. How has the programme been targeted and what has been the coverage, underpinning rationale and its relevance to the context
  - b. WFP's ability to work in a variety of areas, with a variety of different ethnic communities, from field office concerned
  - c. Timeliness of the WFP support at the sub-national level
  - d. Efficiency of the approach to support in the Strategic Outcome area and opportunities for alternative and more efficient approaches in the context of the province / district
  - e. Logistical aspects of support provided and issues of efficiency
8. Expected sustainability of results obtained so far
  - a. Phasing out and hand over arrangements included in the design of the programme interventions
  - b. Prioritization of / commitment to the issues concerned in terms of sub-national development agenda
  - c. In terms of capacities build at sub-national levels
    - iii. Individual staff capacities
    - iv. Institutional mechanisms to manage the issues concerned
  - d. In terms of financial resources concerned
  - e. What have been the linkages between humanitarian and development interventions within the province / district
9. To what extent did partnerships of WFP with other UN agencies, civil society and other development partners and stakeholders positively influence the achievement of results
10. What constraining factors for reaching results can you identify
11. What do you see as the main lessons learned from WFP programme implementation so far

- a. What good practices can you identify
  - b. What would you wish to be different in a follow up phase of WFP support to the province / district
12. What do you see as the future role of WFP and how do you envisage that to be operationalized in a next CSP for Lao PDR and in particular your province / district
- a. What do you consider the added value of WFP in future in a resource constrained environment
  - b. What do you see as WFP comparative advantage in future

### **UN Resident Coordinator's Office**

1. Main contextual changes 2017 – present that affect UNCT, those relevant before COVID-19 and in 2020 COVID-19 and its economic impact
2. Changing role of UNCT in Lao PDR as MIC and moving towards graduation from LDC status
3. WFP CSP as part of the UNPF in Lao PDR, comparative advantage of WFP vis-à-vis other UN agencies
4. Relevance of WFP's contribution given its change from delivery oriented to policy engagement / capacity development approach in the Lao PDR context
5. WFP added value in a resource constrained environment
  - c. In terms of FSN
  - d. In terms of policy engagement and capacity development
  - e. In terms of cross cutting themes: human rights, gender, Agenda 2030 principle of Leaving no one behind
6. UNCT coordination and role of WFP in particular in relation to FSN, gender, protection and AAP
7. Expectations of the evaluation of the UNPF
8. The future of the UNCT in Lao PDR and the role of WFP
  - f. Expected focus of the next UNPF
  - g. UN working with civil society organizations and private sector actors

### **Other United Nations agencies**

1. Main objectives of FSN related programming and coverage concerned
2. Positioning of WFP CSP as part of the UNPF in Lao PDR, comparative advantage of WFP vis-à-vis other UN agencies
3. Relevance of WFP's contribution given its change from delivery oriented to policy engagement / capacity development approach in the Lao PDR context
4. Coordination with WFP in terms of coverage, overlap experienced and synergy realized, including with UNFPA on gender and with UNICEF on child protection
5. UNCT coordination and role of WFP in particular in relation to FSN
6. WFP added value in a resource constrained environment
  - h. In terms of FSN
  - i. In terms of policy engagement and capacity development
  - j. In terms of cross cutting themes: human rights, gender, Agenda 2030 principle of Leaving no one behind
7. Main contextual changes 2017 – present that affect UNCT, those relevant before COVID-19 and in 2020 COVID-19 and its economic impact
8. The future of FSN in Lao PDR and the role of the UN agency concerned and of WFP
  - k. Expected focus of the next UNPF
  - l. Role of UN agency concerned based on its comparative advantage

- m. Role of WFP based on its comparative advantage

### **WFP programme staff in Vientiane, strategic outcome-specific**

1. Relevance of WFP contribution in relation to the Lao National Development objectives and the specific details of the Ministry concerned
  - a. Involvement of Ministries in the design of the WFP CSP
  - b. To what extent has the programme focused on the most vulnerable groups
  - c. To what extent has the programme design made use of government data and analysis of needs concerned including ethnic community and gender specific needs
  - d. Alignment with National policies, plans and SDG framework
  - e. How could the programme enhance its focus on the needs of the most vulnerable and poor households
2. Contribution of WFP to the development process in Lao PDR regarding FSN related issues, contribution to outcome level change and contribution of output level results (making use of the WFP Lao PDR results framework)
  - a. Extent to which WFP has contributed to direct delivery of FSN related issues
  - b. Extent to which WFP has contributed to capacity development at the level of individuals through training, compare situation before and after support
  - c. Extent to which WFP has contributed to capacity development at the level of support to institutional level capacities, compare situation before and after support
  - d. Extent to which WFP has contributed to policy related changes, including provision of data/evidence through studies and pilot initiatives, compare situation before and after support
  - e. In what ways could results be enhanced
3. Contribution of WFP to cross cutting issues
  - a. Equity, gender equality and women's empowerment, humanitarian principles, protection and accountability to beneficiaries and affected populations
4. To what extent has the WFP programme been adapted to key contextual changes, including internal changes (MIC status of Lao PDR) and external factors, including the COVID-19 pandemic and its economic impact
5. How do you assess the comparative advantage of WFP in the area of FSN in comparison to other development partners and what has been the specific added value of WFP that sets it apart from other agencies
6. Coordination of programmatic support
  - a. Across and with relevant national and sub-national Ministries and Departments
  - b. Across and with UN agencies and other key development partners involved
  - c. How could coordination be enhanced
7. How efficient has the programme implementation been
  - a. How has the programme been targeted and what has been the coverage, underpinning rationale and its relevance to the context
  - b. WFP's ability to work in a variety of areas, with a variety of different ethnic communities, from three field offices
  - c. Timeliness of the WFP support at the national and sub-national level
  - d. Efficiency of the approach to support in the Strategic Outcome area and opportunities for alternative and more efficient approaches
  - e. Logistical aspects of support provided and issues of efficiency
8. Expected sustainability of results obtained so far

- a. Phasing out and hand over arrangements included in the design of the programme interventions
- b. Prioritization of / commitment to of the issues concerned in terms of national and sub-national development agenda
- c. In terms of capacities build at national and sub-national levels
  - v. Individual staff capacities
  - vi. Institutional mechanisms to manage the issues concerned
- d. In terms of financial resources concerned
- e. What have been the linkages between humanitarian and development interventions
- 9. To what extent did partnerships of WFP with other UN agencies, civil society and other development partners and stakeholders positively influence the achievement of results
- 10. What constraining factors for reaching results can you identify
- 11. What do you see as the main lessons learned from WFP programme implementation so far
  - a. What good practices can you identify
  - b. What would you wish to be different in a follow up phase of WFP support to Lao PDR
- 12. What do you see as the future role of WFP and how do you envisage that to be operationalized in a next CSP for Lao PDR
  - a. What do you consider the added value of WFP in future in a resource constrained environment
  - b. What do you see as WFP comparative advantage in future

#### **WFP programme staff in field offices**

- 1. Relevance of WFP contribution in relation to the Provincial and local development objectives and development needs
  - a. To what extent has the programme focused on the most vulnerable groups in the provinces targeted by the WFP programme
  - b. To what extent has the programme design made use of government data and analysis of needs concerned including ethnic community and gender specific needs
  - c. How could the programme enhance its focus on the needs of the most vulnerable and poor households
- 2. Contribution of WFP to the development process in Lao PDR regarding FSN related issues, contribution to outcome level change and contribution of output level results (making use of the WFP Lao PDR results framework)
  - a. Extent to which WFP has contributed to direct delivery of FSN related issues in the provinces targeted by the programme
  - b. Extent to which WFP has contributed to capacity development at the level of individuals through training, compare situation before and after support
  - c. Extent to which WFP has contributed to capacity development at the level of support to institutional level capacities, compare situation
  - d. Extent to which WFP has contributed to policy related changes, including provision of data/evidence through studies and pilot initiatives, compare situation before and after support
  - e. In what ways could results be enhanced
- 3. Contribution of WFP to cross cutting issues
  - a. Equity, gender equality and women's empowerment, humanitarian principles, protection and accountability to beneficiaries and affected populations in the provinces targeted by the WFP programme
  - b. In what ways could results be enhanced

4. To what extent has the WFP programme been adapted to key contextual changes, including internal changes (MIC status of Lao PDR) and external factors, including the COVID-19 pandemic and its economic impact and specific issues in the provinces targeted by the WFP programme
5. How do you assess the comparative advantage of WFP in the area of FSN in comparison to other development partners that provide support in the provinces targeted by the WFP programme and what has been the specific added value of WFP that sets it apart from other agencies
6. Coordination of programmatic support
  - a. Across and with relevant sub-national Departments
  - b. Across and with UN agencies and other key development partners involved in the provinces targeted by the WFP programme
  - c. How could coordination be enhanced
7. Expected sustainability of results obtained so far
  - a. Phasing out and hand over arrangements included in the design of the programme interventions
  - b. Prioritization of / commitment to of the issues concerned in terms of the sub-national development agenda in the provinces targeted by the WFP programme
  - c. In terms of capacities build at sub-national levels in the provinces targeted by the WFP programme
    - vii. Individual staff capacities
    - viii. Institutional mechanisms to manage the issues concerned
  - d. In terms of financial resources concerned in the provinces targeted by the WFP programme
  - e. What have been the linkages between humanitarian and development interventions in the provinces targeted by the WFP programme
8. How efficient has the programme implementation been in the provinces targeted by the WFP programme
  - a. How has the programme been targeted and what has been the coverage, underpinning rationale and its relevance to the context
  - b. WFP's ability to work in a variety of areas, with a variety of different ethnic communities, from three field offices
  - c. Timeliness of the WFP support at the sub-national level
  - d. Efficiency of the approach to support in the Strategic Outcome area and opportunities for alternative and more efficient approaches
  - e. Adequacy of the amount and type of human resources to support the programme at sub-national level
  - f. Logistical aspects of support provided and issues of efficiency
9. To what extent did partnerships of WFP with other UN agencies, civil society and other development partners and stakeholders positively influence the achievement of results in the provinces targeted by the WFP programme
10. What constraining factors for reaching results can you identify in the provinces targeted by the WFP programme
11. What do you see as the main lessons learned from WFP programme implementation so far in the provinces targeted by the WFP programme
  - a. What good practices can you identify
  - b. What would you wish to be different in a follow up phase of WFP support to Lao PDR
12. What do you see as the future role of WFP and how do you envisage that to be operationalized in a next CSP for Lao PDR in the provinces targeted by the WFP programme
  - a. What do you consider the added value of WFP in future in a resource constrained environment

- b. What do you see as WFP comparative advantage in future

### **Community-level focus group discussions (FDGs)**

1. Can you explain briefly the contents of the WFP support to the community and the roles and responsibilities of local officials and local population concerned including community contributions (the discussion below will be tailored based on support provided)
2. Were the interventions in line with the needs of the local community and how were these needs assessed, was the local authority or the population consulted in terms of their needs and requirements
3. Were the interventions in line with other GOL support and / or the support of other development partners to the community
4. What have been the results of the intervention
  - a. Extent to which WFP has contributed to direct delivery of FSN related issues
  - b. Extent to which WFP has contributed to capacity development at the level of individuals through training, compare situation before and after support
  - c. Extent to which WFP has contributed to capacity development at the level of support to institutional level capacities, compare situation before and after support
  - d. How could the intervention have been more successful in reaching results
5. Contribution of WFP to cross cutting issues
  - a. What results have been achieved in terms of equity, gender equality and women's empowerment, humanitarian principles, protection
  - b. What measure have been put into place to enable accountability to beneficiaries and affected populations
  - c. How could the intervention have been more successful in reaching results
6. How efficient has the programme implementation been
  - a. How has the programme been targeted and what has been the coverage, underpinning rationale and its relevance to the context
  - b. WFP's ability to work in a variety of areas, with a variety of different ethnic communities, from three field offices
  - c. Timeliness of the WFP support at the national and sub-national level
  - d. Logistical aspects of support provided and issues of efficiency
  - e. Efficiency of the approach to support in the Strategic Outcome area and opportunities for alternative and more efficient approaches
7. To what extent has the WFP programme been adapted to key contextual changes, including internal local changes and external factors, including the COVID-19 pandemic and its economic impact
8. Expected sustainability of results obtained so far
  - a. Prioritization of / commitment to of the issues concerned in terms of local development agenda and community priorities
  - b. In terms of capacities build at sub-national and local levels
    - i. Individual staff capacities
    - ii. Institutional mechanisms to manage the issues concerned
  - c. In terms of financial resources concerned
  - d. What have been the linkages between humanitarian and development interventions
  - e. How could sustainability of results be enhanced
9. To what extent did partnerships of WFP at the local level positively influence the achievement of results
10. What constraining factors for reaching results can you identify

11. What do you see as the main lessons learned from WFP programme implementation so far
  - a. What good practices can you identify
  - b. What would you wish to be different in a follow up phase of WFP support

**School-level discussions (headmasters, teachers, and parents)**

1. Can you explain briefly the contents of the WFP support to the school and the roles and responsibilities of local officials, school management and teachers and local population concerned including community contributions (the discussion below will be tailored based on support provided)
2. Were the interventions in line with the needs of the school and local community and how were these needs assessed, was the local and/or school authority or the population consulted in terms of their needs and requirements
3. Were the interventions in line with other GOL support and / or the support of other development partners to the community and the school
4. What have been the results of the intervention
  - a. Extent to which WFP has contributed to direct delivery of FSN related issues
  - b. Extent to which WFP has contributed to capacity development at the level of individuals through training, compare situation before and after support
  - c. Extent to which WFP has contributed to capacity development at the level of support to institutional level capacities, compare situation before and after support
  - d. How could the intervention have been more successful in reaching results
5. Contribution of WFP to cross cutting issues
  - a. What results have been achieved in terms of equity, gender equality and women's empowerment, humanitarian principles, protection
  - b. What measure have been put into place to enable accountability to beneficiaries and affected populations
  - c. How could the intervention have been more successful in reaching results
6. How efficient has the programme implementation been
  - a. How has the programme been targeted and what has been the coverage, underpinning rationale and its relevance to the context
  - b. WFP's ability to work in a variety of areas, with a variety of different ethnic communities, from three field offices
  - c. Timeliness of the WFP support at the national and sub-national level
  - d. Logistical aspects of support provided and issues of efficiency
  - e. Efficiency of the approach to support in the Strategic Outcome area and opportunities for alternative and more efficient approaches
7. To what extent has the WFP programme been adapted to key contextual changes, including internal local changes and external factors, including the COVID-19 pandemic and its economic impact
8. Expected sustainability of results obtained so far
  - a. What is the status of handing over of school feeding to local authorities, school management and communities
  - b. Prioritization of / commitment to of the issues concerned in terms of local and school development agenda and community priorities
  - c. In terms of capacities built at sub-national and local levels
    - iii. Individual staff capacities
    - iv. Institutional mechanisms to manage the issues concerned
  - d. In terms of financial resources concerned



- e. What have been the linkages between humanitarian and development interventions
  - f. How could sustainability of results be enhanced
- 9. To what extent did partnerships of WFP at the local level positively influence the achievement of results
- 10. What constraining factors for reaching results can you identify
- 11. What do you see as the main lessons learned from WFP programme implementation so far
  - a. What good practices can you identify
  - b. What would you wish to be different in a follow up phase of WFP support

## Observation template for school feeding

This template was used to record observations on school feeding during the field work undertaken by the evaluation team in October 2020.

Key Issue	Observation	Rating (very good - adequate - poor)	Comments
School records			
Availability			
Completeness			
Accurateness			
Readability			
Other			
School garden			
Size compared to objective			
State of garden			
Safety aspects			
Other			
School pond			
Size compared to objective			
State of garden			
Safety aspects			
Other			
Food storage			
Adequacy of space			
Cleanliness			
Rodent proof			
Other			
Kitchen facilities			
Separate kitchen available			
Adequacy of kitchen			
Cleanliness			
Other			
School feeding			
Organization			
Timing			
Coverage of all children			
Other			

# Annex 6: Fieldwork agenda for in-person data collection

Date	Team 1	Team 2
	(Lead Chris Wardle)	(lead Bouasavanh Khanthaphat)
10/10/20	(Vientiane)	
	<b>Travel to Oudomxai</b>	
	Travel (incl. flight from VTE to Oudomxai)	
	<b>Oudomxai province</b>	
	Meeting with WFP Oudomxai field staff	
	Travel to meeting	
	Meeting at Provincial Governors Office	Meeting with LWU/ LFND
	Travel to meeting	
	Meeting with provincial dept planning and investment	Meeting with provincial health department
	Travel to meeting	
	Meeting with PESS	Meeting with PAFO
		Further discussion with WFP
10/13/20	<b>Beng district, Oudomxai province</b>	
	Travel to district	
	Meeting with DPI	<b>Namtui Village, Beng District</b> Meeting VA (Village Chief; LWU; LNF; VEDC)
	Travel to meeting	
	Meeting with DESB	
		Observe school feeding
	Meeting with DAFO	Check list with students
	<b>Thamuen Village, Beng district</b>	Meeting school teacher; storekeeper/cook
		FGD parents/ (men)
	Meeting VA (E.g. Village Chief; LWU; LNF; VEDC)	
	Meeting school teacher; meet cooks	FGD parents/ nutrition (women)
	Observations	
	Return from village to Pak Nam Noi/ Phongsali (PSL)	Return from village to Pak Nam Noi/ Phongsali (PSL)
	Update call to evaluation team	
10/14/20	<b>Travel to Bountay district, Phongsali (PSL)</b>	
	Travel to Bountay district, leave by 7	
	Introduction with DPI/ WFP PSL/ meeting with DPI and PPI	Introduction with DPI/ WFP PSL
		<b>Village Houaywai, Bountay</b>
13.00		Observe school feeding
	Meeting with DESB	Meeting VA (Village Chief; LWU; LNF; VEDC) + climate smart
	Travel to meeting	Meet school teacher; Meet cooks/ storekeeper
	Meeting with district health	Check list with students

Date	Team 1	Team 2
	Travel to meeting DAFO Travel part way to Loung Namtha	FGD parents/ AFN/ (women) Return from village to district Meet DCF (Phongsali)
10/15/20	<b>Vieng Phoukha, Luang Namtha</b>	<b>Bountay district, Phongsali</b>
	Travel provincial, Luang Namtha	<b>Houaykhong village, Bountay district</b> Meeting VA (Village Chief; LWU; LNF; VEDC); Meet school teacher; meet cooks/ storekeeper AFN focus group discussion/ climate smart
13.00		Lunch
	Travel to meeting Meeting with provincial partners (PPI) Travel to meeting Meeting with PESS	Travel from Bountay District, PSL, to Vieng Phoukha Luang Namtha
10/16/20	<b>Vieng Phoukha, Luang Namtha</b>	
	Meeting with DPI	<b>Namo village, Vieng Phoukha district</b>
	Meeting with DAFO	Meeting with VA (Village Chief; LWU; LNF; VEDC)
	Meeting with DESB	Meet school teacher
	<b>Thiew, Vieng Phoukha District</b>	Check list with students
13.00	Observe school feeding	Observe school feeding
	Meeting with VA/ VEDC	Meet cooks/ storekeeper
	Meet school teacher; meet cooks/ storekeeper	FGD parents/ (women) + nutrition
	FGD parents	FGD parents/ (men) + nutrition
	FGD parents/ (women)	
	Meeting with district health	
	Return from village to provincial centre	Return from village to provincial centre
	Update call to evaluation team	
10/17/20	<b>Travel to VTE (from Loung Namtha) depending on flights)</b>	
10/18/20	<b>Travel to Pakse</b>	
Day/end	<b>Team 1</b>	<b>Team 2</b>
	<b>(Lead Chris Wardle)</b>	<b>(lead Bouasavanh Khanthaphat)</b>
19/10/20	<b>Pakse province</b>	
	Meeting with Pakse sub-office field staff	
	Further discussion/ review field planning for the week	
	<b>Travel to Thateng</b>	
13.00		<b>Kongtayoun village</b>
	Meeting with DPI	Meeting with VA (Village Chief; LWU; LNF; VEDC)
	Travel to meeting	Meet school teacher; meet cooks/ storekeeper
	Meeting with DAFO	Check list with students
	Travel to meeting	
	Meeting with district health	

Date	Team 1	Team 2
20/10/20	<b>Sekong province</b>	<b>Thateng (urban school feeding), Sekong province</b>
		<b>Kongtayoun village (continued)</b>
	Travel to Sekong	FGD parents (men) + nutrition
	Meeting with Sekong PPI	FGD parents/ nutrition (women)
	Travel to meeting	
	Meeting with Sekong PLSW	Travel to Sekong (Lamam)
13.00		
	Travel to meeting	Travel to Dak Cheung (specific for SO 2) (Note Chris (team 1) will not go to Dak Chueng as COI risk)
	Meeting with Sekong PESS	
	<b>Travel to Attapeu</b>	Meeting with district health
		Meeting with district LFND
21/10/20	<b>Attapeu</b>	<b>Dak Cheung, Sekong province</b>
	Travel to meeting	<b>Dak Bong village (SO2)</b>
	Meeting with Attapeu PPI	FGD - <b>SO2 women</b> beneficiaries
	Travel to meeting	FGD - Village authority committee
	Meeting with PLSW	<b>Dak Nyoi (SO21)</b>
		Meeting with school teacher
13.00		Observe school lunch
	Travel to meeting	Student check list
	Meeting with Provincial Governor's office	
	Travel to Xanamxai District	Travel to Attapeu
	Meeting with DPI	
	Update call to evaluation team	
22/10/20	<b>Attapeu province</b>	
	Meeting with DCF Xanamxai	
	Travel/set up between meetings	
	<b>CBT Nonghin village</b>	
	Meeting with VA (Village Chief; LWU; LNF; VEDC)	Meeting with PESS
	Meeting with school teacher	Travel to Sanamxay
	Check list with students	
	Cooks/storekeeper meeting not achieved: no cooks	
13.00	Observe school feeding (not achieved)	

<b>Date</b>	<b>Team 1</b>	<b>Team 2</b>
	Observe assets of CBT (planned site for fishpond)	Meeting DESB
	FGD parents	
	FGD parents/ (women)	Meet LFND
	Travel	Meeting with district department of Labour and Social Welfare
<b>23/10/20</b>		
	Travel to meeting	<b>Pindong village</b>
	Meeting with DAFO	Meeting with VA (Village Chief; LWU; LNF; VEDC)
	Travel to meeting	
	Meeting with District Governor	Meeting with school teacher
	Travel to village	meet cooks/ storekeeper (meeting not achieved)
		check list with students
13.00		(Observe school feeding – not achieved)
	<b>Tamoyoth village</b>	
	Meeting with VA (Village Chief; LWU; LNF; VEDC)	FGD parents nutrition / CBT (men)
	FGD parents/ (women)	FGD parents nutrition / CBT (women)
	Observe assets of CBT (not started yet)	Observe assets of CBT
	Return to Pakse	
<b>24/10/20</b>	<b>Travel to PKE/ travel to VTE</b>	

# Annex 8: Outcome and output data analysis

## Outcome status – 2017-2019

Outcomes are drawn from the 2018, 2018 and 2019 WFP COMET data (CM-R010b). All country strategic plan "target achievement" based on their performance (latest follow up) against country strategic plan year-end targets, based on the following scale:

- "met target": actual result = target
- "somewhat off-target": <30% difference between target and actual result
- "significantly off-target": ≥30% difference between target and actual result

## Outcomes 2019

Source: COMET CM-R010b report 2019

Strategic outcome	Outcome indicator	Combination	Modalities	Base value			Latest follow up			Year-end target			CSP end target			Target achievement ("Latest follow up" vs "year-end target")		
				Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Strategic outcome 01 - School children in remote rural areas have sustainable access to food by 2021	Attendance rate (new)	Laos / pre-primary and primary students / School Meals Programme (SMP): Accelerate the implementation of the Government of Lao's plan of action of the school meals programme / school feeding (on-site)	Cash, food	87.5	87	87.2	93.95	96.05	95	≥98	≥98	≥98	≥98	≥98	≥98	Somewhat off-target	Somewhat off-target	Somewhat off-target
Strategic outcome 01 - School children in remote rural areas have sustainable access to food by 2021	Enrolment rate	Laos / pre-primary and primary students / SMP: Accelerate the implementation of the Government of Lao's plan of	Cash, food	93.25	92.15	92.71	98.12	97.11	97.62	≥98	≥98	≥98	>98	>98	>98	Met target	Somewhat off-target	Met target

Strategic outcome	Outcome indicator	Combination	Modalities	Base value			Latest follow up			Year-end target			CSP end target			Target achievement ("Latest follow up" vs "year-end target")		
				Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
		action of the school meals programme / school feeding (on-site)																
Strategic outcome 01 - School children in remote rural areas have sustainable access to food by 2021	Retention rate / Drop-out rate (new) / Drop-out rate	Laos / pre-primary and primary students / SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme / school feeding (on-site)	Cash, food	5.75	5.45	5.6	4.83	5.37	5.1	≤5	≤5	≤5	<5	<5	<5	Met target	Somewhat off-target	Met target
Strategic outcome 02 - Stunting levels among children under 2 in provinces with high levels of malnutrition meet national targets by 2025	Proportion of children 6-23 months of age who receive a minimum acceptable diet	Laos / Children 6-23 months / malnutrition prevention activities (NPA): Stimulate access to local specialized nutritious food for children aged 6-23 months / prevention of stunting	Food	30.7	30.7	30.7				≥40	≥40	≥40	≥70	≥70	≥70	Data unavailable	Data unavailable	Data unavailable
Strategic outcome 02 - Stunting levels among children under 2 in provinces with high levels of malnutrition	Proportion of children 6-23 months of age who receive a minimum acceptable diet	Laos / children 6-23 months / NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months /	Food				28.9	25.57	27.23							Data unavailable	Data unavailable	Data unavailable



Strategic outcome	Outcome indicator	Combination	Modalities	Base value			Latest follow up			Year-end target			CSP end target			Target achievement ("Latest follow up" vs "year-end target")		
				Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
meet national targets by 2025		prevention of stunting																
Strategic outcome 02 - Stunting levels among children under 2 in provinces with high levels of malnutrition meet national targets by 2025	Proportion of eligible population that participates in programme (coverage)	Laos / Children 6-23 months / NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months / prevention of stunting	Food	91.5	91.5	91.5	92	92	92	≥95	≥95	≥95	≥100	≥100	≥100	Somewhat off-target	Somewhat off-target	Somewhat off-target
Strategic outcome 03 - Vulnerable households in climate-sensitive districts are more resilient to seasonal and long-term shocks and stresses	Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	Laos / government counterpart / asset creation and livelihood activities (ACL): Build community resilience through the creation of productive assets and sustainable livelihood opportunities / climate adaptation and risk management activities	Capacity strengthening			0			2			=3			=6			Significantly off-target
Strategic outcome 03 - Vulnerable households	Proportion of the population in targeted	Laos / households / ACL: Build community	Cash, food			0			98			≥70			≥70			Exceeded target

Strategic outcome	Outcome indicator	Combination	Modalities	Base value			Latest follow up			Year-end target			CSP end target			Target achievement ("Latest follow up" vs "year-end target")		
				Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
in climate-sensitive districts are more resilient to seasonal and long-term shocks and stresses	communities reporting benefits from an enhanced livelihoods asset base	resilience through the creation of productive assets and sustainable livelihood opportunities / food assistance for assets																
Strategic outcome 04 - National and local governance institutions are strengthened to ensure improved service delivery, especially in hard-to-reach areas by 2025	Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	Laos / government counterpart / Institutional capacity strengthening activities (CSI): Enhance government capacity at all levels to prepare for and efficiently respond to natural disasters / institutional capacity strengthening activities	Capacity strengthening			0			1			=1			=3			Significantly off-target
Strategic outcome 04 - National and local governance institutions are strengthened to ensure improved service delivery, especially in	Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	Laos / government counterpart / CSI: Invest in national capacity for food and nutrition security governance / institutional capacity	Capacity strengthening			0			0			=1			=3			Significantly off-target

Strategic outcome	Outcome indicator	Combination	Modalities	Base value			Latest follow up			Year-end target			CSP end target			Target achievement ("Latest follow up" vs "year-end target")		
				Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
hard-to-reach areas by 2025		strengthening activities																
Strategic outcome 04 - National and local governance institutions are strengthened to ensure improved service delivery, especially in hard-to-reach areas by 2025	Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	Laos / government counterpart / CSI: Enable communities to lead and own their food and nutrition security solutions / institutional capacity strengthening activities	Capacity strengthening			0			1			=1			=3			Significantly off-target

Source: COMET CM-R010b report 2019

### Outcomes 2018

Strategic outcome	Outcome indicator	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement ("Latest follow up" vs "year-end target")		
				Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Strategic outcome 01 - School children in remote rural areas have sustainable access to food by 2021	Attendance rate (new)	Cash, food	SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme, SMP: Support a national process for the handover of school meals to communities	87.5	87	87.2	98	98	98	≥98	≥98	≥98	Met target	Met target	Met target
Strategic outcome 01 -	Enrolment rate	Cash, food	SMP: Accelerate the implementation of the	93.25	92.15	92.71	98.34	98.16	98.28	≥98	≥98	≥98	Met target	Met target	Met target

Strategic outcome	Outcome indicator	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement ("Latest follow up" vs "year-end target")		
				Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
School children in remote rural areas have sustainable access to food by 2021			Government of Lao's plan of action of the school meals programme, SMP: Support a national process for the handover of school meals to communities												
Strategic outcome 01 - School children in remote rural areas have sustainable access to food by 2021.	Zero Hunger Capacity Scorecard / % process milestones completed along All pathways (full CCS portfolio)	Capacity strengthening	CSI: Provide policy support, technical assistance and transfer of capacities to Government of Lao, SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme, SMP: Support a national process for the handover of school meals to communities						69			≥10			Met target
Strategic outcome 01 - School children in remote rural areas have sustainable access to food by 2021	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 1 (Policies and legislation)	Capacity strengthening	CSI: Provide policy support, technical assistance and transfer of capacities to Government of Lao, SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme, SMP: Support a national process for the handover of school meals to communities			28			73			≥10			Met target
Strategic outcome 01 - School children in remote rural areas have sustainable access to food by 2021	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 2 (Institutional accountability)	Capacity strengthening	CSI: Provide policy support, technical assistance and transfer of capacities to Government of Lao, SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme, SMP: Support a national process for the			8			67			≥10			Met target

Strategic outcome	Outcome indicator	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement ("Latest follow up" vs "year-end target")		
				Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
			handover of school meals to communities												
Strategic outcome 01 - School children in remote rural areas have sustainable access to food by 2021	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 3 (Strategic planning and financing)	Capacity strengthening	CSI: Provide policy support, technical assistance and transfer of capacities to Government of Lao, SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme, SMP: Support a national process for the handover of school meals to communities						61			≥10			Met target
Strategic outcome 01 - School children in remote rural areas have sustainable access to food by 2021	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 4 (National programme design and delivery)	Capacity strengthening	CSI: Provide policy support, technical assistance and transfer of capacities to Government of Lao, SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme, SMP: Support a national process for the handover of school meals to communities						61			≥10			Met target
Strategic outcome 01 - School children in remote rural areas have sustainable access to food by 2021	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 5 (Engagement and participation of non-state actors)	Capacity strengthening	CSI: Provide policy support, technical assistance and transfer of capacities to Government of Lao, SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme, SMP: Support a national process for the handover of school meals to communities						75			≥10			Met target

Strategic outcome	Outcome indicator	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement ("Latest follow up" vs "year-end target")		
				Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Strategic outcome 02 - Stunting levels among children under 2 in provinces with high levels of malnutrition meet national targets by 2025	Proportion of children 623 months of age who receive a minimum acceptable diet	Food	NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months	30.7	30.7	30.7	27.2	25.1	26.2	≥40	≥40	≥40	Significantly off-target	Significantly off-target	Significantly off-target
Strategic outcome 02 - Stunting levels among children under 2 in provinces with high levels of malnutrition meet national targets by 2025	Proportion of eligible population that participates in programme (coverage)	Food	NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months	91.5	91.5	91.5	92	92	92	≥91.5	≥91.5	≥91.5	Met target	Met target	Met target
Strategic outcome 02 - Stunting levels among children under 2 in provinces with high levels of malnutrition meet national targets by 2025	Zero Hunger Capacity Scorecard / % process milestones completed along All pathways (full CCS portfolio)	Capacity strengthening	CSB: Develop a social behaviour change communication and establish farmer nutrition schools, CSI: Provide technical assistance for evidence-based policy dialogue						41			≥10			Met target
Strategic outcome 02 - Stunting levels among children under 2 in provinces with high levels of malnutrition meet national targets by 2025	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 1 (Policies and legislation)	Capacity strengthening	CSB: Develop a social behaviour change communication and establish farmer nutrition schools, CSI: Provide technical assistance for evidence-based policy dialogue						80			≥10			Met target

Strategic outcome	Outcome indicator	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement ("Latest follow up" vs "year-end target")		
				Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Strategic outcome 02 - Stunting levels among children under 2 in provinces with high levels of malnutrition meet national targets by 2025	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 2 (Institutional accountability)	Capacity strengthening	CSB: Develop a social behaviour change communication and establish farmer nutrition schools, CSI: Provide technical assistance for evidence-based policy dialogue						0			≥10			Significantly off-target
Strategic outcome 02 - Stunting levels among children under 2 in provinces with high levels of malnutrition meet national targets by 2025	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 3 (Strategic planning and financing)	Capacity strengthening	CSB: Develop a social behaviour change communication and establish farmer nutrition schools, CSI: Provide technical assistance for evidence-based policy dialogue						50			≥10			Met target
Strategic outcome 02 - Stunting levels among children under 2 in provinces with high levels of malnutrition meet national targets by 2025	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 4 (National programme design and delivery)	Capacity strengthening	CSB: Develop a social behaviour change communication and establish farmer nutrition schools, CSI: Provide technical assistance for evidence based policy dialogue						47			≥10			Met target
Strategic outcome 02 - Stunting levels among children under 2 in provinces with high levels of	Zero Hunger Capacity Scorecard / % process milestones completed along	Capacity strengthening	CSB: Develop a social behaviour change communication and establish farmer nutrition schools, CSI: Provide technical assistance for			14			29			≥10			Met target

Strategic outcome	Outcome indicator	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement ("Latest follow up" vs "year-end target")			
				Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	
malnutrition meet national targets by 2025	Pathway 5 (Engagement and participation of non-state actors)		evidence-based policy dialogue													
Strategic outcome 04 - National and local governance institutions are strengthened to ensure improved service delivery, especially in hard-to-reach areas by 2025	Zero Hunger Capacity Scorecard / % process milestones completed along All pathways (full CCS portfolio)	Capacity strengthening	CSI: Enable communities to lead and own their food and nutrition security solutions, CSI: Enhance government capacity at all levels to prepare for and efficiently respond to natural disasters, CSI: Invest in national capacity for food and nutrition security governance						67			≥25				Met target
Strategic outcome 04 - National and local governance institutions are strengthened to ensure improved service delivery, especially in hard-to-reach areas by 2025	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 1 (Policies and legislation)	Capacity strengthening	CSI: Enable communities to lead and own their food and nutrition security solutions, CSI: Enhance government capacity at all levels to prepare for and efficiently respond to natural disasters, CSI: Invest in national capacity for food and nutrition security governance			1			0			≥25				Significantly off-target
Strategic outcome 04 - National and local governance institutions are strengthened to ensure improved service delivery, especially in hard-to-reach areas by 2025	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 2 (Institutional accountability)	Capacity strengthening	CSI: Enable communities to lead and own their food and nutrition security solutions, CSI: Enhance government capacity at all levels to prepare for and efficiently respond to natural disasters, CSI: Invest in national capacity for food and nutrition security governance						60			≥25				Met target



Strategic outcome	Outcome indicator	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement ("Latest follow up" vs "year-end target")		
				Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Strategic outcome 04 - National and local governance institutions are strengthened to ensure improved service delivery, especially in hard-to-reach areas by 2025	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 3 (Strategic planning and financing)	Capacity strengthening	CSI: Enable communities to lead and own their food and nutrition security solutions, CSI: Enhance government capacity at all levels to prepare for and efficiently respond to natural disasters, CSI: Invest in national capacity for food and nutrition security governance						50			≥25			Met target
Strategic outcome 04 - National and local governance institutions are strengthened to ensure improved service delivery, especially in hard-to-reach areas by 2025	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 4 (National programme design and delivery)	Capacity strengthening	CSI: Enable communities to lead and own their food and nutrition security solutions, CSI: Enhance government capacity at all levels to prepare for and efficiently respond to natural disasters, CSI: Invest in national capacity for food and nutrition security governance			1			73			≥25			Met target
Strategic outcome 04 - National and local governance institutions are strengthened to ensure improved service delivery, especially in hard-to-reach areas by 2025	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 5 (Engagement and participation of non-state actors)	Capacity strengthening	CSI: Enable communities to lead and own their food and nutrition security solutions, CSI: Enhance government capacity at all levels to prepare for and efficiently respond to natural disasters, CSI: Invest in national capacity for food and nutrition security governance						0			≥25			Significantly off-target

Source: COMET CM-R010b report 2018

## Outcomes 2017

Strategic outcome	Outcome indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement ("Latest follow up" vs "year-end target")		
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Strategic outcome 01 - School children in remote rural areas have sustainable access to food by 2021	Attendance rate (new)	School lunch programme	Cash, food	SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme, SMP: Support a national process for the handover of school meals to communities	87.5	87	87.2	87.5	87	87.2	≥90	≥90	≥90	Somewhat off-target	Somewhat off-target	Somewhat off-target
Strategic outcome 01 - School children in remote rural areas have sustainable access to food by 2021	Enrolment rate	School lunch programme	Cash, food	SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme, SMP: Support a national process for the handover of school meals to communities	93.25	92.15	92.71	92.15	93.25	92.71	≥98	≥98	≥98	Somewhat off-target	Somewhat off-target	Somewhat off-target
Strategic outcome 01 - School children in remote rural areas have sustainable access to food by 2021	Zero Hunger Capacity Scorecard / % process milestones completed along All Pathways (Full CCS portfolio)	School lunch programme	Capacity strengthening	CSI: Provide policy support, technical assistance and transfer of capacities to Government of Lao, SMP: Accelerate the implementation of the Government of Lao's plan of action of the						9			≥10			Somewhat off-target

Strategic outcome	Outcome indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement ("Latest follow up" vs "year-end target")			
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	
				school meals programme, SMP: Support a national process for the handover of school meals to communities													
Strategic outcome 01 - School children in remote rural areas have sustainable access to food by 2021	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 1 (Policies and legislation)	School lunch programme	Capacity strengthening	CSI: Provide policy support, technical assistance and transfer of capacities to Government of Lao, SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme, SMP: Support a national process for the handover of school meals to communities			28			28			≥10				Met target
Strategic outcome 01 - School children in remote rural areas have sustainable access to food by 2021	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 2 (Institutional accountability)	School lunch programme	Capacity strengthening	CSI: Provide policy support, technical assistance and transfer of capacities to Government of Lao, SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme, SMP: Support a			8			8			≥10				Met target

Strategic outcome	Outcome indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement ("Latest follow up" vs "year-end target")		
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
				national process for the handover of school meals to communities												
Strategic outcome 01 - School children in remote rural areas have sustainable access to food by 2021	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 3 (Strategic planning and financing)	School lunch programme	Capacity strengthening	CSI: Provide policy support, technical assistance and transfer of capacities to Government of Lao, SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme, SMP: Support a national process for the handover of school meals to communities									≥10			Data unavailable
Strategic outcome 01 - School children in remote rural areas have sustainable access to food by 2021	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 4 (National programme design and delivery)	School lunch programme	Capacity strengthening	CSI: Provide policy support, technical assistance and transfer of capacities to Government of Lao, SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme, SMP: Support a national process for the handover									≥10			Data unavailable

Strategic outcome	Outcome indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement ("Latest follow up" vs "year-end target")		
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
				of school meals to communities												
Strategic outcome 01 - School children in remote rural areas have sustainable access to food by 2021	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 5 (Engagement and participation of non-state actors)	School lunch programme	Capacity strengthening	CSI: Provide policy support, technical assistance and transfer of capacities to Government of Lao, SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme, SMP: Support a national process for the handover of school meals to communities									≥10			Data unavailable
Strategic outcome 02 - Stunting levels among children under 2 in provinces with high levels of malnutrition meet national targets by 2025	Proportion of children 6–23 months of age who receive a minimum acceptable diet	Prevention to stunting	Food	NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months	30.7	30.7	30.7	30.7	30.7	30.7	≥31	≥31	≥31	Met target	Met target	Met target
Strategic outcome 02 - Stunting levels among children under 2 in provinces	Proportion of eligible population that participates in programme (coverage)	Prevention to stunting	Food	NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months	91.5	91.5	91.5	91.5	91.5	91.5	≥91.5	≥91.5	≥91.5	Met target	Met target	Met target

Strategic outcome	Outcome indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement ("Latest follow up" vs "year-end target")		
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
with high levels of malnutrition meet national targets by 2025																
Strategic outcome 02 - Stunting levels among children under 2 in provinces with high levels of malnutrition meet national targets by 2025	Zero Hunger Capacity Scorecard / % process milestones completed along all pathways (full CCS portfolio)	Prevention to stunting	Capacity strengthening	CSB: Develop a social behaviour change communication and establish farmer nutrition schools, CSI: Provide technical assistance for evidence-based policy dialogue						1			≥10			Significantly off-target
Strategic outcome 02 - Stunting levels among children under 2 in provinces with high levels of malnutrition meet national targets by 2025	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 1 (Policies and legislation)	Prevention to stunting	Capacity strengthening	CSB: Develop a social behaviour change communication and establish farmer nutrition schools, CSI: Provide technical assistance for evidence-based policy dialogue									≥10			Data unavailable
Strategic outcome 02 - Stunting levels among children under 2 in provinces with high	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 2	Prevention to stunting	Capacity strengthening	CSB: Develop a social behaviour change communication and establish farmer nutrition schools, CSI: Provide technical									≥10			Data unavailable

Strategic outcome	Outcome indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement ("Latest follow up" vs "year-end target")		
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
levels of malnutrition meet national targets by 2025	(Institutional accountability)			assistance for evidence-based policy dialogue												
Strategic outcome 02 - Stunting levels among children under 2 in provinces with high levels of malnutrition meet national targets by 2025	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 3 (Strategic planning and financing)	Prevention to stunting	Capacity strengthening	CSB: Develop a social behaviour change communication and establish farmer nutrition schools, CSI: Provide technical assistance for evidence-based policy dialogue								≥10				Data unavailable
Strategic outcome 02 - Stunting levels among children under 2 in provinces with high levels of malnutrition meet national targets by 2025	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 4 (National programme design and delivery)	Prevention to stunting	Capacity strengthening	CSB: Develop a social behaviour change communication and establish farmer nutrition schools, CSI: Provide technical assistance for evidence-based policy dialogue								≥10				Data unavailable
Strategic outcome 02 - Stunting levels among children under 2 in provinces with high levels of	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 5 (Engagement	Prevention to stunting	Capacity strengthening	CSB: Develop a social behaviour change communication and establish farmer nutrition schools, CSI: Provide technical assistance for			14			14		≥10				Met target

Strategic outcome	Outcome indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement ("Latest follow up" vs "year-end target")		
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
malnutrition meet national targets by 2025	and participation of non-state actors)			evidence-based policy dialogue												
Strategic outcome 04 - National and local governance institutions are strengthened to ensure improved service delivery, especially in hard-to-reach areas by 2025	Zero Hunger Capacity Scorecard / % process milestones completed along all pathways (full CCS portfolio)	National and local governance institutions are strengthened to ensure improved service delivery	Capacity strengthening	CSI: Enable communities to lead and own their food and nutrition security solutions, CSI: Enhance government capacity at all levels to prepare for and efficiently respond to natural disasters, CSI: Invest in national capacity for food and nutrition security governance						1			≥5			Significantly off-target
Strategic outcome 04 - National and local governance institutions are strengthened to ensure improved service delivery, especially in hard-to-reach areas by 2025	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 1 (Policies and legislation)	National and local governance institutions are strengthened to ensure improved service delivery	Capacity strengthening	CSI: Enable communities to lead and own their food and nutrition security solutions, CSI: Enhance government capacity at all levels to prepare for and efficiently respond to natural disasters, CSI: Invest in national capacity for food and nutrition security governance			1			1			≥5			Significantly off-target
Strategic outcome 04 -	Zero Hunger Capacity	National and local	Capacity strengthening	CSI: Enable communities to						1			≥5			Significantly off-target



Strategic outcome	Outcome indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement ("Latest follow up" vs "year-end target")			
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	
National and local governance institutions are strengthened to ensure improved service delivery, especially in hard-to-reach areas by 2025	Scorecard / % process milestones completed along Pathway 2 (Institutional accountability)	governance institutions are strengthened to ensure improved service delivery		lead and own their food and nutrition security solutions, CSI: Enhance government capacity at all levels to prepare for and efficiently respond to natural disasters, CSI: Invest in national capacity for food and nutrition security governance													
Strategic outcome 04 - National and local governance institutions are strengthened to ensure improved service delivery, especially in hard-to-reach areas by 2025	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 3 (Strategic planning and financing)	National and local governance institutions are strengthened to ensure improved service delivery	Capacity strengthening	CSI: Enable communities to lead and own their food and nutrition security solutions, CSI: Enhance government capacity at all levels to prepare for and efficiently respond to natural disasters, CSI: Invest in national capacity for food and nutrition security governance								≥5					Data unavailable
Strategic outcome 04 - National and local governance institutions are strengthened to ensure	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 4 (National	National and local governance institutions are strengthened to ensure improved	Capacity strengthening	CSI: Enable communities to lead and own their food and nutrition security solutions, CSI: Enhance government capacity at all			1					≥5					Data unavailable

Strategic outcome	Outcome indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement ("Latest follow up" vs "year-end target")			
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	
improved service delivery, especially in hard-to-reach areas by 2025	programme design and delivery)	service delivery		levels to prepare for and efficiently respond to natural disasters, CSI: Invest in national capacity for food and nutrition security governance													
Strategic outcome 04 - National and local governance institutions are strengthened to ensure improved service delivery, especially in hard-to-reach areas by 2025	Zero Hunger Capacity Scorecard / % process milestones completed along Pathway 5 (Engagement and participation of non-state actors)	National and local governance institutions are strengthened to ensure improved service delivery	Capacity strengthening	CSI: Enable communities to lead and own their food and nutrition security solutions, CSI: Enhance government capacity at all levels to prepare for and efficiently respond to natural disasters, CSI: Invest in national capacity for food and nutrition security governance									≥5				Data unavailable

Source: COMET CM-R010b report 2017

## Output status 2017-2019

Outputs are drawn from the 2017, 2018 and 2019 WFP COMET data provided by WFP (CM-R008)

All country strategic plan "target achievement" ratings are a rough indication assigned by IOD PARC based on "% achieved"

\*2019 data on outputs against target unavailable on COMET CM-R008 report. Data used to generate 2019 "target achieved" from Annual Country Report 2019 - strategic outcome and output results

Strategic Result 1: Everyone has access to food														
Strategic outcome 01: School children in remote rural areas have sustainable access to food by 2021														
A: Food assistance to WFP targeted schools														
Year(s) applicable	Output indicator	Unit	2017				2018				2019*			
			Target value	Actual value	% achieved	CSP target achievement*	Target value	Actual value	% achieved	CSP target achievement*	Target value	Actual value	% achieved	CSP target achievement*
<b>Act 01. Provide policy support, technical assistance and transfer of capacities to Government of Lao</b>														
2019	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	unit				N/A this year				N/A this year	9	9	100%	Met target
<b>Act 02. Accelerate the implementation of the Government of Lao's plan of action of the school meals programme</b>														
2017	Number of institutional sites assisted	school		1429		Data unavailable				Data unavailable				Data unavailable
2017, 2018, 2019	Number of institutional sites assisted	garden	500	450	90.0%	Somewhat off-target	400	400	100.0%	Met target	578	578	100%	Met target
2018, 2019	Number of institutional sites assisted	individual	0	9774		Data unavailable	6000	6122	102.0%	Exceeded target	6600	18897	286%	Exceeded target
2018, 2019	Number of institutional sites assisted	school	0			Data unavailable	500	176	35.2%	Significantly off-target	150	206	137%	Exceeded target
2017, 2018, 2019	Quantity of non-food items distributed	item	32000	31188	97.5%	Somewhat off-target	30000	35600	118.7%	Exceeded target	10314	122500	1188%	Exceeded target

2019	Number of institutional sites assisted	unit				N/A this year				N/A this year	500	489	98%	Met target
2019	Quantity of non-food items distributed	non-food item				N/A this year				N/A this year	31678	33,711	106%	Exceeded target
2019	Average number of school days per month on which multi-fortified or at least 4 food groups were provided (nutrition-sensitive indicator)	days				N/A this year				N/A this year	14	12	86%	Somewhat off-target
2019	Feeding days as percentage of total school days	%				N/A this year				N/A this year	70	60	86%	Somewhat off-target
<b>Act 03. Support a national process for the handover of school meals to communities</b>														
2017, 2018, 2019	Number of institutional sites assisted	school	101			Data unavailable	237	236	99.6%	Met target	236	236	100%	Met target
2017, 2018, 2019	Number of institutional sites assisted	fish pond	0			Data unavailable	189	190	100.5%	Met target	4	3	75%	Somewhat off-target
2017, 2018	Number of institutional sites assisted	number	0			Data unavailable	155	159	102.6%	Met target				N/A this year
<b>Strategic Result 2: No one suffers from malnutrition</b>														
<b>Strategic outcome 02: Stunting levels among children under 2 in provinces with high levels of malnutrition meet national targets by 2025</b>														
<b>Act 04. Provide technical assistance for evidence-based policy dialogue</b>														
2019	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	unit				N/A this year				N/A this year	2	2	100%	Met target
2019	Number of people engaged in capacity	individual				N/A this year				N/A this year	69	52	75%	Somewhat off-target

	strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)													
<b>Act 05. Stimulate access to local specialized nutritious food for children aged 6-23 months</b>														
2017	Number of government staff trained in household access to macro- and micro-nutrients	individual	12	12	100%	Met target				N/A this year				N/A this year
2017	Number of participants of dissemination meeting	individual	71	71	100%	Met target				N/A this year				N/A this year
2017	Number of people trained in household access to macro- and micro-nutrients	individual	14,450	14,436	99.9%	Met target				N/A this year				N/A this year
2017	Number of workshop participants	individual	115	115	100%	Met target				N/A this year				N/A this year
<b>Act 06. Develop a social behaviour change communication (SBCC) and establish farmer nutrition schools</b>														
2017	Number of smallholder farmers supported/trained	individual		61		Data unavailable				N/A this year				N/A this year
2017	Number of smallholder farmers supported/trained	module		3		Data unavailable				N/A this year				N/A this year
2017	Number of smallholder farmers supported/trained	module		1		Data unavailable				N/A this year				N/A this year
2017	Number of smallholder farmers supported/trained	individual		0		Data unavailable				N/A this year				N/A this year

2017	Number of smallholder farmers supported/trained	training session		14		Data unavailable				N/A this year				N/A this year
2017	Number of capacity development activities related to provision of nutritious foods	individual		71		Data unavailable				N/A this year				N/A this year
2017	Number of capacity development activities related to provision of nutritious foods	individual		14436		Data unavailable				N/A this year				N/A this year
2017	Number of capacity development activities related to provision of nutritious foods	individual		115		Data unavailable				N/A this year				N/A this year
2017, 2018, 2019	Number of smallholder farmers supported/trained	village	61	61	100.0%	Met target	205	223	108.8%	Exceeded target	331	406	123%	Exceeded target
2018, 2019	Number of smallholder farmers supported/trained	individual	1525	0		Data unavailable	5125	5376	104.9%	Exceeded target	5854	9674	165%	Exceeded target
2017, 2018, 2019	Number of smallholder farmers supported/trained	individual	183	183	100.0%	Met target	615	612	99.5%	Met target	384	615	160%	Exceeded target
2019	Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	individual				N/A this year				N/A this year	163	121	74%	Significantly off-target
2019	Number of people reached through	number				N/A this year				N/A this year	6028	9848	163%	Exceeded target

	interpersonal SBCC approaches													
2019	Number of people reached through interpersonal SBCC approaches	number				N/A this year				N/A this year	3000	2647	88%	Somewhat off-target
<b>Strategic Result 4: Food systems are sustainable</b>														
<b>Strategic outcome 03: Vulnerable households in climate-sensitive districts are more resilient to seasonal and long-term shocks and stresses</b>														
<b>Act 07. Build community resilience through the creation of productive assets and sustainable livelihood opportunities</b>														
2017, 2018, 2019	Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	individual	0			Data unavailable	900	500	55.6%	Significantly off-target	5000	8005	160%	Exceeded target
2017, 2018	Number of people trained	individual	0	44		Data unavailable	230	106	46.1%	Significantly off-target				Data unavailable
2017, 2018	Number of people trained	individual	76	431	567.1%	Exceeded target	160	440	275.0%	Exceeded target				Data unavailable
2019	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	unit				N/A this year				N/A this year	3	7	233%	Exceeded target
2019	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	training session				N/A this year				N/A this year	5	5	100%	Met target

2019	Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	individual				N/A this year				N/A this year	40	40	100%	Met target
2019	Number of people trained	number				N/A this year				N/A this year	1300	1222	94%	Somewhat off-target
2019	Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	kilometres				N/A this year				N/A this year	2	12	600%	Exceeded target
2019	Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	kilometre				N/A this year				N/A this year	3	6	200%	Exceeded target
2019	Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	number				N/A this year				N/A this year	40			Data unavailable
2019	Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	number				N/A this year				N/A this year	4	3	75%	Somewhat off-target



2019	Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	number				N/A this year				N/A this year	7	7	100%	Met target
2019	Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	number				N/A this year				N/A this year	24	16	67%	Significantly off-target
2019	Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	number				N/A this year				N/A this year	6	0	0%	Significantly off-target

**Strategic Result 5: Countries have strengthened capacity to implement the Sustainable Development Goals**

**Strategic outcome 04: National and local governance institutions are strengthened to ensure improved service delivery, especially in hard-to-reach areas by 2025**

**Act 08. Invest in national capacity for food and nutrition security governance**

2017	Number of technical support activities provided	item		1		Data unavailable				N/A this year				N/A this year
2017	Number of technical support activities provided	individual		84		Data unavailable				N/A this year				N/A this year
2017	Number of technical support activities provided	training session		2		Data unavailable				N/A this year				N/A this year
2017, 2018, 2019	Number of technical support activities provided	individual	0			Data unavailable	600	981	163.5%	Exceeded target	600	240	40%	Significantly off-target
2017, 2018, 2019	Number of technical support activities provided	activity	1	2	200.0%	Exceeded target	30	18	60.0%	Somewhat off-target	15	8	53%	Significantly off-target

2019	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	unit				N/A this year				N/A this year	15	8	53%	Significantly off-target
2019	Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	individual				N/A this year				N/A this year	600	240	40%	Significantly off-target
<b>Act 09. Enable communities to lead and own their food and nutrition security solutions</b>														
2017, 2018	Number of technical support activities provided	household	5185	4268	82.3%	Somewhat off-target	17425	10709	61.5%	Somewhat off-target				Data unavailable
2017, 2018	Number of technical support activities provided	village	61	61	100.0%	Met target	205	223	108.8%	Exceeded target				Data unavailable
2019	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	unit				N/A this year				N/A this year	126	183	145%	Exceeded target
2019	Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance	individual				N/A this year				N/A this year	17425	14274	82%	Somewhat off-target

	national food security and nutrition stakeholder capacities (new)														
<b>Act 10. Enhance government capacity at all levels to prepare for and efficiently respond to natural disasters</b>															
2017, 2018, 2019	Number of partners supported	partner	1	1	100.0%	Met target	2	3	150.0%	Exceeded target	3	3	100%	Met target	
2019	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	unit				N/A this year				N/A this year	10	6	60%	Significantly off-target	
2019	Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	individual				N/A this year				N/A this year	700	300	43%	Significantly off-target	

# Annex 9: Cross-cutting indicator data analysis

## Cross-cutting indicators 2019–2017

Target achievement rating are a rough indication assigned by evaluation team based on the difference between "Latest follow up" and "Year-end target"

## Cross-cutting indicators 2019

Cross-cutting result	Cross-cutting indicator	Combination	Target group	Activities	Activity tag	Modalities	Base value			Latest follow up			Year-end target			Target achievement (Latest follow up vs. year-end target)		
							Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	Proportion of targeted people having unhindered access to WFP programmes (new)	Laos / men and women / ACL1: 07. Build community resilience through the creation of productive assets and sustainable livelihood opportunities / food assistance for assets	Men and women	ACL1: 07. 07. Build community resilience through the creation of productive assets and sustainable livelihood opportunities	Food assistance for assets	Capacity strengthening, cash, food	0	0	0	96	94	95	=100	=100	=100	Somewhat off-target	Somewhat off-target	Somewhat off-target
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	Proportion of targeted people receiving assistance without safety challenges (new)	Laos / men and women / ACL1: 07. Build community resilience through the creation of productive assets and sustainable livelihood opportunities / food assistance for assets	Men and women	ACL1: 07. 07. Build community resilience through the creation of productive assets and sustainable livelihood opportunities	Food assistance for assets	Capacity strengthening, cash, food	96	98	97	96	96	96	≥98	≥96	≥97	Met target	Met target	Met target

Cross-cutting result	Cross-cutting indicator	Combination	Target group	Activities	Activity tag	Modalities	Base value			Latest follow up			Year-end target			Target achievement (Latest follow up vs. year-end target)		
							Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	Proportion of targeted people who report that WFP programmes are dignified (new)	Laos / men and women / ACL1: 07. Build community resilience through the creation of productive assets and sustainable livelihood opportunities / food assistance for assets	Men and women	ACL1: 07. 07. Build community resilience through the creation of productive assets and sustainable livelihood opportunities	Food assistance for assets	Capacity strengthening, cash, food	90	90	90	94	94	94	≥94	≥94	≥94	Met target	Met target	Met target
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	Proportion of targeted people who report that WFP programmes are dignified (new)	Laos / pre-primary school and primary students / SMP1: 02. Accelerate the implementation of the Government of Lao's plan of action of the school meals programme / School feeding (on-site)	Pre-primary school and primary students	SMP1: 02. 02. Accelerate the implementation of the Government of Lao's plan of action of the school meals programme	School feeding (on-site)	Cash, food	90	90	90	96	96	96	≥96	≥96	≥96	Met target	Met target	Met target
Affected populations are able to hold WFP and partners accountable for meeting	Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	Laos / men and women / ACL1: 07. Build community resilience through the creation of	Men and women	ACL1: 07. 07. Build community resilience through the creation of productive assets and	Food assistance for assets	Capacity strengthening, cash, food	82	84	83	86	86	86	≥85	≥85	≥85	Met target	Met target	Met target

Cross-cutting result	Cross-cutting indicator	Combination	Target group	Activities	Activity tag	Modalities	Base value			Latest follow up			Year-end target			Target achievement (Latest follow up vs. year-end target)		
							Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
their hunger needs in a manner that reflects their views and preferences		productive assets and sustainable livelihood opportunities / food assistance for assets		sustainable livelihood opportunities														
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	Laos / pregnant & lactating women (PLW) and (en who are village facilitators / CSB1: 06. Develop a social behaviour change communication and establish farmer nutrition schools / prevention of stunting	Pregnant & lactating women (PLW) and men who are village facilitators	CSB1: 06. 06. Develop a social behaviour change communication and establish farmer nutrition schools	Prevention of stunting	Capacity strengthening	82	84	83	84	85	85	≥84	≥85	≥85	Met target	Met target	Met target
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views	Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	Laos / pre-primary and primary students / SMP1: 02. Accelerate the implementation of the Government of Lao's plan of action of the school meals	Pre-primary and primary students	SMP1: 02. 02. Accelerate the implementation of the Government of Lao's plan of action of the school meals programme	School feeding (on-site)	Cash, food	82	84	83	96	96	96	≥85	≥85	≥85	Met target	Met target	Met target

Cross-cutting result	Cross-cutting indicator	Combination	Target group	Activities	Activity tag	Modalities	Base value			Latest follow up			Year-end target			Target achievement (Latest follow up vs. year-end target)		
							Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
and preferences		programme / school feeding (on-site)																
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements	Laos / men and women / ACL1: 07. Build community resilience through the creation of productive assets and sustainable livelihood opportunities / food assistance for assets	Men and women	ACL1: 07. 07. Build community resilience through the creation of productive assets and sustainable livelihood opportunities	Food assistance for assets	Capacity strengthening, cash, food	-	-	75	-	-	100	-	-	=100			Met target
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements	Laos / pre-primary and primary students / SMP1: 02. Accelerate the implementation of the Government of Lao's plan of action of the school meals programme / school feeding (on-site)	Pre-primary and primary students	SMP1: 02. 02. Accelerate the implementation of the Government of Lao's plan of action of the school meals programme	School feeding (on-site)	Cash, food	-	-	75	-	-	100	-	-	=100			Met target
Improved gender equality and women's empowerment	Proportion of food assistance decision-making entity – committees,	Laos / pre-primary and primary students / SMP1: 02.	Pre-primary and primary students	SMP1: 02. 02. Accelerate the implementation	School feeding (on-site)	Cash, food	-	-	29	-	-	29	-	-	≥30			Somewhat off-target

Cross-cutting result	Cross-cutting indicator	Combination	Target group	Activities	Activity tag	Modalities	Base value			Latest follow up			Year-end target			Target achievement (Latest follow up vs. year-end target)		
							Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
ent among WFP-assisted population	boards, teams, etc. – members who are women	Accelerate the implementation of the Government of Lao's plan of action of the school meals programme / school feeding (on-site)		on of the Government of Lao's plan of action of the school meals programme														
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / decisions jointly made by women and men	Laos / men and women / ACL1: 07. Build community resilience through the creation of productive assets and sustainable livelihood opportunities / food assistance for assets	Men and women	ACL1: 07. 07. Build community resilience through the creation of productive assets and sustainable livelihood opportunities	Food assistance for assets	Capacity strengthening, cash, food	-	-	15	-	-	76	-	-	≥34			Met target
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / decisions made by men	Laos / men and women / ACL1: 07. Build community resilience through the creation of productive assets and sustainable livelihood opportunities / food	Men and women	ACL1: 07. 07. Build community resilience through the creation of productive assets and sustainable livelihood opportunities	Food assistance for assets	Capacity strengthening, cash, food	-	-	30	-	-	7	-	-	≤33			Significantly off-target



Cross-cutting result	Cross-cutting indicator	Combination	Target group	Activities	Activity tag	Modalities	Base value			Latest follow up			Year-end target			Target achievement (Latest follow up vs. year-end target)		
							Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
		assistance for assets																
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / decisions made by women	Laos / men and women / ACL1: 07. Build community resilience through the creation of productive assets and sustainable livelihood opportunities / food assistance for assets	Men and women	ACL1: 07. 07. Build community resilience through the creation of productive assets and sustainable livelihood opportunities	Food assistance for assets	Capacity strengthening, cash, food	-	-	20	-	-	17	-	-	≤33			Significantly off-target
Targeted communities benefit from WFP programmes in a manner that does not harm the environment	Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified	Laos / men and women / ACL1: 07. Build community resilience through the creation of productive assets and sustainable livelihood opportunities / food assistance for assets	Men and women	ACL1: 07. 07. Build community resilience through the creation of productive assets and sustainable livelihood opportunities	Food assistance for assets	Capacity strengthening, cash, food	-	-	100	-	-	100	-	-	=100			Met target
Targeted communities benefit from WFP programmes in a manner that does not harm the	Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified	Laos / pregnant & lactating women / CSB1: 06. Develop a social behaviour change	Pregnant & lactating women	CSB1: 06. 06. Develop a social behaviour change communication and establish farmer	Prevention of stunting	Capacity strengthening, cash	-	-	100	-	-	100	-	-	=100			Met target

Cross-cutting result	Cross-cutting indicator	Combination	Target group	Activities	Activity tag	Modalities	Base value			Latest follow up			Year-end target			Target achievement (Latest follow up vs. year-end target)		
							Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
environment		communication and establish farmer nutrition schools / prevention of stunting		nutrition schools														

Source: COMET report CM-R009b 2019

### Cross-cutting indicators 2018

Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement (Latest follow up vs. year-end target)		
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	Proportion of targeted people accessing assistance without protection challenges	Agriculture for nutrition	Capacity strengthening	CSB: Develop a social behaviour change communication and establish farmer nutrition schools	96	98	97	96	98	97	≥90	≥90	≥90	Met target	Met target	Met target
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	Proportion of targeted people accessing assistance without protection challenges	Community resilience through productive assets and livelihood	Capacity strengthening, cash, food	ACL: Build community resilience through the creation of productive assets and sustainable livelihood opportunities	96	98	97	95	95	95	≥95	≥95	≥95	Met target	Met target	Met target
Affected populations are able to	Proportion of targeted people accessing assistance	Prevention to stunting	Food	NPA: Stimulate access to local specialized	89	88	88	91	90	91	≥90	≥90	≥90	Met target	Met target	Met target

Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement (Latest follow up vs. year-end target)			
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	
benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	without protection challenges			nutritious food for children aged 6-23 months													
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	Proportion of targeted people accessing assistance without protection challenges	School lunch programme	Cash, food	SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme, SMP: Support a national process for the handover of school meals to communities	96	98	97	92	92	92	≥95	≥95	≥95	Somewhat off-target	Somewhat off-target	Somewhat off-target	
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	Proportion of targeted people accessing assistance without protection challenges		Capacity strengthening, cash	CSB: Develop a social behaviour change communication and establish farmer nutrition schools	96	98	97							Data unavailable	Data unavailable	Data unavailable	
Affected populations are able to benefit from WFP programmes in a manner	Proportion of targeted people accessing assistance without protection challenges		Capacity strengthening, cash, food	ACL: Build community resilience through the creation of productive assets and	96	98	97							Data unavailable	Data unavailable	Data unavailable	

Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement (Latest follow up vs. year-end target)				
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall		
that ensures and promotes their safety, dignity and integrity				sustainable livelihood opportunities														
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	Proportion of targeted people accessing assistance without protection challenges		Capacity strengthening, food	SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme	96	98	97									Data unavailable	Data unavailable	Data unavailable
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	Proportion of targeted people accessing assistance without protection challenges		Food	NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months	89	88	88									Data unavailable	Data unavailable	Data unavailable
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	Proportion of targeted people receiving assistance without safety challenges (new)		Capacity strengthening, cash, food	ACL: Build community resilience through the creation of productive assets and sustainable livelihood opportunities	96	98	97									Data unavailable	Data unavailable	Data unavailable

Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement (Latest follow up vs. year-end target)		
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	Proportion of targeted people receiving assistance without safety challenges (new)		Capacity strengthening, cash, food	CSB: Develop a social behaviour change communication and establish farmer nutrition schools	96	98	97							Data unavailable	Data unavailable	Data unavailable
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	Proportion of targeted people receiving assistance without safety challenges (new)		Capacity strengthening, food	SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme	96	98	97							Data unavailable	Data unavailable	Data unavailable
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	Proportion of targeted people receiving assistance without safety challenges (new)		Food	NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months	89	88	88							Data unavailable	Data unavailable	Data unavailable
Affected populations are able to hold WFP and partners accountable for meeting	Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	Agriculture for nutrition	Capacity strengthening	CSB: Develop a social behaviour change communication and establish	82	84	83	84	84	84	≥85	≥85	≥85	Somewhat off-target	Somewhat off-target	Somewhat off-target

Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement (Latest follow up vs. year-end target)		
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
their hunger needs in a manner that reflects their views and preferences				farmer nutrition schools												
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	Community resilience through productive assets and livelihood	Capacity strengthening, cash, food	ACL: Build community resilience through the creation of productive assets and sustainable livelihood opportunities	82	84	83	86	86	86	≥85	≥85	≥85	Met target	Met target	Met target
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	Prevention to stunting	Food	NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months	78	86	84	80	80	80	≥80	≥80	≥80	Met target	Met target	Met target
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their	Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	School lunch programme	Capacity strengthening, cash, food	CSI: Provide policy support, technical assistance and transfer of capacities to Government of Lao, SMP: Accelerate the implementation of the	82	84	83	88	88	88	≥85	≥85	≥85	Met target	Met target	Met target

Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement (Latest follow up vs. year-end target)			
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	
views and preferences				Government of Lao's plan of action of the school meals programme, SMP: Support a national process for the handover of school meals to communities													
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)		Capacity strengthening	CSB: Develop a social behaviour change communication and establish farmer nutrition schools	82	84	83								Data unavailable	Data unavailable	Data unavailable
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)		Capacity strengthening, cash, food	ACL: Build community resilience through the creation of productive assets and sustainable livelihood opportunities	82	84	83								Data unavailable	Data unavailable	Data unavailable
Affected populations are able to hold WFP and partners accountable	Proportion of assisted people informed about the programme (who is included, what		Capacity strengthening, food	SMP: Accelerate the implementation of the Government of Lao's plan of	82	84	83								Data unavailable	Data unavailable	Data unavailable

Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement (Latest follow up vs. year-end target)			
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	
for meeting their hunger needs in a manner that reflects their views and preferences	people will receive, length of assistance)			action of the school meals programme													
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)		Food	NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months	78	86	84							Data unavailable	Data unavailable	Data unavailable	
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements	Community resilience through productive assets and livelihood	Capacity strengthening, cash, food	ACL: Build community resilience through the creation of productive assets and sustainable livelihood opportunities	-	-	75	-	-	100	-	-	=100			Met target	
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that	Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements	Prevention to stunting	Food	NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months	-	-	75	-	-	100	-	-	=100			Met target	



Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement (Latest follow up vs. year-end target)			
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	
reflects their views and preferences																	
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements	School lunch programme	Cash, food	SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme, SMP: Support a national process for the handover of school meals to communities	-	-	75	-	-	100	-	-	=100				Met target
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements		Capacity strengthening, cash, food	ACL: Build community resilience through the creation of productive assets and sustainable livelihood opportunities	-	-	75										Data unavailable
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their	Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements		Capacity strengthening, food	SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme	-	-	75										Data unavailable

Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement (Latest follow up vs. year-end target)		
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
views and preferences																
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements		Food	NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months	-	-	75									Data unavailable
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women	Prevention to stunting	Food	NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months	-	-	29	-	-	29	-	-	≥30			Somewhat off-target
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women	School lunch programme	Cash, food	SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme, SMP: Support a national process for the handover of school meals to communities	-	-	29	-	-	29	-	-	≥30			Somewhat off-target
Improved gender equality and women's empowerment	Proportion of food assistance decision-making entity – committees, boards, teams, etc. –		Capacity strengthening, food	SMP: Support a national process for the handover of	-	-	29									Data unavailable

Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement (Latest follow up vs. year-end target)		
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
among WFP-assisted population	members who are women			school meals to communities												
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women		Food	NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months	-	-	29									Data unavailable
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / decisions jointly made by women and men	Community resilience through productive assets and livelihood	Cash	ACL: Build community resilience through the creation of productive assets and sustainable livelihood opportunities	-	-	15	-	-	33	-	-	≥34			Somewhat off-target
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / decisions jointly made by women and men	Prevention to stunting	Food	NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months	-	-	11	-	-	63	-	-	≥34			Met target
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of households where women, men, or both women and men make decisions on the use		Cash	CSB: Develop a social behaviour change communication and establish	-	-	15									Data unavailable

Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement (Latest follow up vs. year-end target)		
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
assisted population	of food/cash/vouchers, disaggregated by transfer modality / decisions jointly made by women and men			farmer nutrition schools												
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / decisions jointly made by women and men		Cash, food	ACL: Build community resilience through the creation of productive assets and sustainable livelihood opportunities	-	-	15									Data unavailable
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / decisions made by men	Community resilience through productive assets and livelihood	Cash	ACL: Build community resilience through the creation of productive assets and sustainable livelihood opportunities	-	-	30	-	-	18	-	-	≥33			Significantly off-target
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality /	Prevention to stunting	Food	NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months	-	-	20	-	-	20	-	-	≥33			Significantly off-target

Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement (Latest follow up vs. year-end target)		
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
	decisions made by men															
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / decisions made by men		Cash	CSB: Develop a social behaviour change communication and establish farmer nutrition schools	-	-	30									Data unavailable
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / decisions made by men		Cash, food	ACL: Build community resilience through the creation of productive assets and sustainable livelihood opportunities	-	-	30									Data unavailable
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / decisions made by women	Community resilience through productive assets and livelihood	Cash	ACL: Build community resilience through the creation of productive assets and sustainable livelihood opportunities	-	-	20	-	-	49	-	-	≥33			Met target
Improved gender equality and women's empowerment	Proportion of households where women, men, or both women and men make	Prevention to stunting	Food	NPA: Stimulate access to local specialized nutritious food for children	-	-	69	-	-	17	-	-	≥33			Significantly off-target

Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			Target achievement (Latest follow up vs. year-end target)		
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
among WFP-assisted population	decisions on the use of food/cash/vouchers, disaggregated by transfer modality / decisions made by women			aged 6-23 months												
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / decisions made by women		Cash	CSB: Develop a social behaviour change communication and establish farmer nutrition schools	-	-	20									Data unavailable
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / decisions made by women		Cash, food	ACL: Build community resilience through the creation of productive assets and sustainable livelihood opportunities	-	-	20									Data unavailable
Targeted communities benefit from WFP programmes in a manner that does not harm the environment	Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified	Agriculture for nutrition	Capacity strengthening	CSB: Develop a social behaviour change communication and establish farmer nutrition schools	-	-	0	-	-	100	-	-	≥100			Met target

Source: COMET report CM-R009 2018

## Cross-cutting indicators 2017

Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			CSP end target			Target achievement (Latest follow up vs. year-end target)		
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	Proportion of targeted people accessing assistance without protection challenges	Agriculture for nutrition	Capacity strengthening	CSB: Develop a social behaviour change communication and establish farmer nutrition schools	96	98	97	96	98	97	≥80	≥80	≥80	≥90	≥90	≥90	Met target	Met target	Met target
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	Proportion of targeted people accessing assistance without protection challenges	Community resilience through productive assets and livelihood	Capacity strengthening, cash, food	ACL: Build community resilience through the creation of productive assets and sustainable livelihood opportunities	96	98	97				≥85	≥85	≥85	≥95	≥95	≥95	Data unavailable	Data unavailable	Data unavailable
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	Proportion of targeted people accessing assistance without protection challenges	Prevention to stunting	Food	NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months	89	88	88	89	88	88	≥85	≥85	≥85	≥90	≥90	≥90	Met target	Met target	Met target
Affected populations	Proportion of targeted people	School lunch	Cash, food	SMP: Accelerate	96	98	97	96	98	97	≥85	≥85	≥85	≥95	≥95	≥95	Met target	Met target	Met target

Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			CSP end target			Target achievement (Latest follow up vs. year-end target)		
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	accessing assistance without protection challenges	programme		the implementation of the Government of Lao's plan of action of the school meals programme, SMP: Support a national process for the handover of school meals to communities															
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	Proportion of targeted people accessing assistance without protection challenges		Capacity strengthening, cash	CSB: Develop a social behaviour change communication and establish farmer nutrition schools	96	98	97										Data unavailable	Data unavailable	Data unavailable
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	Proportion of targeted people accessing assistance without protection challenges		Capacity strengthening, cash, food	ACL: Build community resilience through the creation of productive assets and sustainable livelihood opportunities	96	98	97										Data unavailable	Data unavailable	Data unavailable



Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			CSP end target			Target achievement (Latest follow up vs. year-end target)			
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	Proportion of targeted people accessing assistance without protection challenges		Capacity strengthening, food	SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme	96	98	97											Data unavailable	Data unavailable	Data unavailable
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	Proportion of targeted people accessing assistance without protection challenges		Food	NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months	89	88	88											Data unavailable	Data unavailable	Data unavailable
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	Proportion of targeted people receiving assistance without safety challenges (new)		Capacity strengthening, cash, food	ACL: Build community resilience through the creation of productive assets and sustainable livelihood opportunities	96	98	97											Data unavailable	Data unavailable	Data unavailable
Affected populations are able to benefit from	Proportion of targeted people receiving assistance		Capacity strengthening, cash, food	CSB: Develop a social behaviour change	96	98	97											Data unavailable	Data unavailable	Data unavailable

Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			CSP end target			Target achievement (Latest follow up vs. year-end target)		
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	without safety challenges (new)			communication and establish farmer nutrition schools															
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	Proportion of targeted people receiving assistance without safety challenges (new)		Capacity strengthening, food	SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme	96	98	97										Data unavailable	Data unavailable	Data unavailable
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	Proportion of targeted people receiving assistance without safety challenges (new)		Food	NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months	89	88	88										Data unavailable	Data unavailable	Data unavailable
Affected populations are able to hold WFP and partners accountable for meeting	Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	Agriculture for nutrition	Capacity strengthening	CSB: Develop a social behaviour change communication and establish farmer	82	84	83	82	84	83	≥85	≥85	≥85	≥85	≥85	≥85	Somewhat off-target	Somewhat off-target	Somewhat off-target

Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			CSP end target			Target achievement (Latest follow up vs. year-end target)		
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
their hunger needs in a manner that reflects their views and preferences				nutrition schools															
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	Community resilience through productive assets and livelihood	Capacity strengthening, cash, food	ACL: Build community resilience through the creation of productive assets and sustainable livelihood opportunities	82	84	83				≥50	≥50	≥50	≥85	≥85	≥85	Data unavailable	Data unavailable	Data unavailable
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	Prevention to stunting	Food	NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months	78	86	84	78	86	84	≥80	≥80	≥80	≥80	≥80	≥80	Somewhat off-target	Met target	Met target
Affected populations are able to hold WFP and partners accountable for meeting their hunger	Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	School lunch programme	Capacity strengthening, cash, food	CSI: Provide policy support, technical assistance and transfer of capacities to Government	82	84	83	82	84	83	≥85	≥85	≥85	≥85	≥85	≥85	Somewhat off-target	Somewhat off-target	Somewhat off-target

Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			CSP end target			Target achievement (Latest follow up vs. year-end target)			
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	
needs in a manner that reflects their views and preferences				of Lao, SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme, SMP: Support a national process for the handover of school meals to communities																
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)		Capacity strengthening	CSB: Develop a social behaviour change communication and establish farmer nutrition schools	82	84	83											Data unavailable	Data unavailable	Data unavailable
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that	Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)		Capacity strengthening, cash, food	ACL: Build community resilience through the creation of productive assets and sustainable livelihood opportunities	82	84	83											Data unavailable	Data unavailable	Data unavailable

Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			CSP end target			Target achievement (Latest follow up vs. year-end target)			
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	
reflects their views and preferences																				
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)		Capacity strengthening, food	SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme	82	84	83											Data unavailable	Data unavailable	Data unavailable
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)		Food	NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months	78	86	84											Data unavailable	Data unavailable	Data unavailable
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their	Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements	Community resilience through productive assets and livelihood	Capacity strengthening, cash, food	ACL: Build community resilience through the creation of productive assets and sustainable livelihood opportunities	-	-	75				-	-	≥80	-	-	=100			Data unavailable	

Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			CSP end target			Target achievement (Latest follow up vs. year-end target)		
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
views and preferences																			
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements	Prevention to stunting	Food	NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months	-	-	75	-	-	75	-	-	≥80	-	-	=100			Somewhat off-target
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements	School lunch programme	Cash, food	SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme, SMP: Support a national process for the handover of school meals to communities	-	-	75	-	-	75	-	-	≥80	-	-	=100			Somewhat off-target
Affected populations are able to hold WFP and partners accountable for meeting their hunger	Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into		Capacity strengthening, cash, food	ACL: Build community resilience through the creation of productive assets and sustainable	-	-	75												Data unavailable

Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			CSP end target			Target achievement (Latest follow up vs. year-end target)		
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
needs in a manner that reflects their views and preferences	programme improvements			livelihood opportunities															
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements		Capacity strengthening, food	SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme	-	-	75											Data unavailable	
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements		Food	NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months	-	-	75											Data unavailable	
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women	Prevention to stunting	Food	NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months	-	-	29	-	-	29	-	-	≥30	-	-	≥35		Somewhat off-target	

Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			CSP end target			Target achievement (Latest follow up vs. year-end target)		
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women	School lunch programme	Cash, food	SMP: Accelerate the implementation of the Government of Lao's plan of action of the school meals programme, SMP: Support a national process for the handover of school meals to communities	-	-	29	-	-	29	-	-	≥30	-	-	≥35			Somewhat off-target
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women		Capacity strengthening, food	SMP: Support a national process for the handover of school meals to communities	-	-	29												Data unavailable
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women		Food	NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months	-	-	29												Data unavailable
Improved gender equality and women's empowerment among WFP-	Proportion of households where women, men, or both women and men make decisions on the use of	Community resilience through productive assets	Cash	ACL: Build community resilience through the creation of productive assets and	-	-	15				-	-	≥34	-	-	≥34			Data unavailable



Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			CSP end target			Target achievement (Latest follow up vs. year-end target)		
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
assisted population	food/cash/vouchers, disaggregated by transfer modality / decisions jointly made by women and men	and livelihood		sustainable livelihood opportunities															
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / decisions jointly made by women and men	Prevention to stunting	Food	NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months	-	-	11	-	-	11	-	-	≥34	-	-	≥34			Significantly off-target
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / decisions jointly made by women and men		Cash	CSB: Develop a social behaviour change communication and establish farmer nutrition schools	-	-	15												Data unavailable
Improved gender equality and women's empowerment among WFP-	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouch		Cash, food	ACL: Build community resilience through the creation of productive assets and sustainable	-	-	15												Data unavailable

Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			CSP end target			Target achievement (Latest follow up vs. year-end target)		
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
assisted population	ers, disaggregated by transfer modality / decisions jointly made by women and men			livelihood opportunities															
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / decisions made by men	Community resilience through productive assets and livelihood	Cash	ACL: Build community resilience through the creation of productive assets and sustainable livelihood opportunities	-	-	30				-	-	≥33	-	-	≥33			Data unavailable
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / decisions made by men	Prevention to stunting	Food	NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months	-	-	20	-	-	20	-	-	≥33	-	-	≥33			Significantly off-target
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality		Cash	CSB: Develop a social behaviour change communication and establish farmer nutrition schools	-	-	30												Data unavailable

Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			CSP end target			Target achievement (Latest follow up vs. year-end target)		
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
	/ decisions made by men																		
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / decisions made by men		Cash, food	ACL: Build community resilience through the creation of productive assets and sustainable livelihood opportunities	-	-	30											Data unavailable	
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / decisions made by women	Community resilience through productive assets and livelihood	Cash	ACL: Build community resilience through the creation of productive assets and sustainable livelihood opportunities	-	-	20				-	-	≥33	-	-	≥33		Data unavailable	
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / decisions made by women	Prevention to stunting	Food	NPA: Stimulate access to local specialized nutritious food for children aged 6-23 months	-	-	69	-	-	69	-	-	≥33	-	-	≥33		Met target	

Cross-cutting result	Cross-cutting indicator	Target / location	Modalities	Activities	Base value			Latest follow up			Year-end target			CSP end target			Target achievement (Latest follow up vs. year-end target)		
					Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / decisions made by women		Cash	CSB: Develop a social behaviour change communication and establish farmer nutrition schools	-	-	20												Data unavailable
Improved gender equality and women's empowerment among WFP-assisted population	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / decisions made by women		Cash, food	ACL: Build community resilience through the creation of productive assets and sustainable livelihood opportunities	-	-	20												Data unavailable
Targeted communities benefit from WFP programmes in a manner that does not harm the environment	Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified	Agriculture for nutrition	Capacity strengthening	CSB: Develop a social behaviour change communication and establish farmer nutrition schools	-	-	0							-	-	=100			Data unavailable

Source: COMET report CM-R009 2017

# Annex 10: Findings, conclusions and recommendations mapping

Recommendation	Conclusions	Findings
<p><b>Recommendation 1:</b></p> <p><b>WFP needs to deepen its utilization of up-to-date evidence that supports the shaping and implementation of a realistic scope and focus for the new CSP (2021-2025).</b> WFP should:</p> <p>1.1 Develop a theory of change that articulates and maps out clear pathways from activities and outputs through to intermediate outcomes and strategic outcomes. This necessitates:</p> <ul style="list-style-type: none"> <li>i. development of a situational analysis that articulates the factors facilitating and impeding achievement of the current strategic objectives;</li> <li>ii. for clarity in the design of the next CSP and to ensure that activities under the next CSP are appropriately adjusted, updating WFP's targeting guidelines, clarifying prioritization of indicators used to identify the most vulnerable people and utilizing the results of recent primary and secondary information;</li> <li>iii. development of a prioritization plan for reaching the most vulnerable people or maximizing the number of beneficiaries reached;</li> <li>iv. analysis of policy gaps to better understand the mechanisms that support or impede the financing of the school meals programme and the financing that the Government is able to provide for the programming;</li> <li>v. analysis of the institutional capacity of the Government at national, community and village levels to manage and monitor the school meals programme independently; and</li> <li>vi. identification of the internal and external synergies between WFP programming and development partners.</li> </ul>	<p>The execution of the CSP as a strategy would have benefitted from a stronger analysis of both internal and external capacities to implement and engage in the shift (para 250)</p> <p>The CSP intent of a more strategic engagement and its high-level intervention logic remains largely unfulfilled (para 249)</p> <p>Several factors, including logistical challenges, have limited the extent to which the CSP was able to reach some of the most vulnerable people. (para 240)</p> <p>The objectives and approaches of the CSP aligned with those of sister UN organizations, as</p>	<p>Paragraphs: 68, 81, 83, 84, 86, 97, 98, 103, 104, 105, 106, 107, 108, 109, 111, 114, 115, 117, 118, 119, 120, 121, 123, 124, 125, 131, 133, 142, 147, 154, 155, 156, 172, 187, 188, 190, 191, 192, 193, 196, 197, 200, 209, 216, 217, 218</p> <p>Paragraphs 151, 153, 155</p> <p>Paragraphs: 79, 80, 200</p> <p>Paragraphs: 83, 84, 85, 86, 87, 224, 225, 226, 227, 228, 229</p>

Recommendation	Conclusions	Findings
<p>1.2 Tailor and integrate adapted interventions to target the most vulnerable population groups, including women, men, girls and boys of ethnic groups and people living in remote rural areas.</p> <p>1.3 During implementation of the new CSP, periodically review staffing (the number of staff and their skills) and funding against the needs identified under recommendation 1.1 and unfolding challenges.</p> <p>1.4 At corporate level refine the corporate results framework and at the country level strengthen the CSP monitoring and evaluation frameworks to develop systems that generate and use information and evidence beyond the output level, monitor the results of capacity strengthening activities and provide disaggregated data, including by ethnicity.</p>	<p>well as other development actors in Lao PDR (para 238)</p> <p>Development partners in Lao PDR appreciate WFP for its traditional strengths and extensive reach (para 239)</p> <p>There has been successful and significant progress to address the root causes of food insecurity for school children in remote areas. Greater success and sustainability are constrained by barriers that WFP has yet to overcome (para 241)</p> <p>Limitations in the country office's monitoring framework restricted understanding of effectiveness, sustainability and targeting (para 247)</p>	<p>Paragraphs: 86, 87, 222, 223, 224, 225, 226, 227, 229</p> <p>Paragraphs: 93, 94, 96, 97, 98, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 226, 228</p> <p>Paragraphs: 90, 91, 127, 151, 180, 188, 198, 213</p>
<p><b>Recommendation 2:</b></p> <p><b>Engage strategically with partners in order to better integrate partnerships into programming and to enhance resource mobilization.</b> Actions to support this include:</p> <p>2.1 Identification and mapping of existing and potential partnerships and their positions with regards to the strategic objectives of the united Nations development system and WFP outcomes.</p> <p>2.2 Efforts to strategically expand joint programming with other United Nations agencies, particularly FAO, IFAD and UNICEF.</p>	<p>The execution of the CSP as a strategy would have benefitted from a stronger analysis of both internal and external capacities to implement and engage in the shift (para 250)</p>	<p>Paragraphs: 68, 81, 83, 84, 86, 97, 98, 103, 104, 105, 106, 107, 108, 109, 111, 114, 115, 117, 118, 119, 120, 121, 123, 124, 125, 131, 133, 142, 147, 154, 155, 156, 172, 187, 188,</p>

Recommendation	Conclusions	Findings
<p>2.3 Streamlining of the partnership process and/or develop long-term agreements with selected organizations that facilitate strategic working.</p> <p>2.4 An annual meeting with partner international and non-governmental organizations and non-profit associations to exchange information and experiences.</p> <p>2.5 Finalization of the fundraising strategy in line with the next CSP, focusing on:</p> <ul style="list-style-type: none"> <li>i. diversifying funding sources;</li> <li>ii. continuing to advocate donors for flexible and multi-year funding.</li> <li>iii. mobilizing resources for under-resourced activities in resilience strengthening and the provision of technical assistance and national capacity strengthening.</li> </ul>	<p>The objectives and approaches of the CSP aligned with those of sister UN organizations, as well as other development actors in Lao PDR (para 238)</p> <p>Development partners in Lao PDR appreciate WFP for its traditional strengths and extensive reach (para 239)</p> <p>Significant donor earmarking has limited WFP flexibility to allocate funds across SOs within the CSP (para 251)</p> <p>WFP has not yet realized the comprehensive approach to developing resilience that is needed for successful delivery of the CSP as a coherent strategy and the constituent strategic outcomes (para 245)</p>	<p>190, 191, 192, 193, 196, 197, 200, 209, 216, 217, 218</p> <p>Paragraphs: 83, 84, 85, 86, 87, 224, 225, 226, 227, 228, 229</p> <p>Paragraphs: 86, 87, 222, 223, 224, 225, 226, 227, 229</p> <p>Paragraphs 129, 133, 142, 194, 215, 216, 217, 218, 219,</p> <p>Paragraphs: 142, 147, 148, 149, 150, 182, 193, 194, 195, 196, 197,</p>
<p><b>Recommendation 3:</b></p> <p><b>Develop and integrate a country office approach to resilience strengthening and emergency preparedness and response.</b></p> <p>3.1 Incorporate emergency preparedness and response into the new CSP, developing links between humanitarianism and development work.</p>	<p>WFP has not yet realized the comprehensive approach to developing resilience that is needed for successful delivery of the CSP as a coherent strategy and the constituent strategic outcomes (para 245)</p>	<p>Paragraphs: 142, 147, 148, 149, 150, 182, 193, 194, 195, 196, 197,</p>

Recommendation	Conclusions	Findings
<p>3.2 Build on good relationships with partners to support the mainstreaming of resilience strengthening activities for climate-proofed activities under strategic outcomes 1 and SO 2.</p>	<p>The CSP provided the space for WFP to adapt its operations and to respond to requests to support the government response to flooding and COVID-19 (para 236)</p>	<p>Paragraphs: 81, 82, 85, 87, 134, 142, 165, 177, 195, 231, 233</p>
	<p>The execution of the CSP as a strategy would have benefitted from a stronger analysis of both internal and external capacities in order to implement and engage in the shift (para 250)</p>	<p>Paragraphs: 68, 81, 83, 84, 86, 97, 98, 103, 104, 105, 106, 107, 108, 109, 111, 114, 115, 117, 118, 119, 120, 121, 123, 124, 125, 131, 133, 142, 147, 154, 155, 156, 172, 187, 188, 190, 191, 192, 193, 196, 197, 200, 209, 216, 217, 218</p>
<p><b>Recommendation 4:</b></p> <p><b>Strengthen the capacity of WFP staff to design and implement country capacity strengthening.</b></p> <p>4.1 Continue to increase the proportion of national staff in the country office by temporarily increasing the use of short-term consultants to work with national staff to build internal capacity in the key area of country capacity strengthening.</p> <p>4.2 As an agent of change with regard to government institutional systems, increase efforts to recruit staff with blended technical expertise and influencing skills in priority areas identified through the gap analysis referred to in Recommendation 1.3. At the corporate level, review the efficiency of existing WFP tools for assessing capacity gaps. Based on the review, refine a suite of tools for assessing country capacity strengthening.</p> <p>4.3 At the corporate level establish a skills development programme for building the capacity of country office staff involved in capacity strengthening activities.</p>	<p>The execution of the CSP as a strategy would have benefitted from a stronger analysis of both internal and external capacities in order to implement and engage in the shift (para 250)</p>	<p>Paragraphs: 68, 81, 83, 84, 86, 97, 98, 103, 104, 105, 106, 107, 108, 109, 111, 114, 115, 117, 118, 119, 120, 121, 123, 124, 125, 131, 133, 142, 147, 154, 155, 156, 172, 187, 188, 190, 191, 192, 193, 196, 197, 200, 209, 216, 217, 218</p>



Recommendation	Conclusions	Findings
<p><b>Recommendation 5:</b></p> <p><b>Reappraise and reinforce the WFP's approach to supporting the Government's strategy to take over the school meal programme.</b></p> <p>5.1 Conduct an in-depth survey of the school meals programme in the schools where the programme has already been handed over to the Government.</p> <p>5.2 Conduct a structured and systematic series of participatory lessons-learned workshops with the central Government and local authorities to facilitate the identification of solutions to challenges that face the successful transition of the school meal programme to the Government.</p> <p>5.3 With the Government, develop a longer-term transition plan that ensures the sustainability of the school meals programme. Drawing from the WFP country capacity strengthening framework and working through a SABER (Systems Approach for Better Education Results) exercise, the plan should systemically address the existing gap in five policy pathways:</p> <ul style="list-style-type: none"> <li>– Policy pathway 1 – Policy framework: Building on the policy analysis for school health and nutrition conducted by the country office in 2020, support the engagement of national stakeholders to devising an action plan for the policy framework improvements required for the sustainability of the school meals programme.</li> <li>– Policy pathway 2 – Budget and financing: carry out an analysis of the budgetary support required for the sustainability of the school meals programme after handover.</li> <li>– Policy pathway 3 – Institutional capacity and coordination: Based on an institutional capacity assessment (recommendation 1) develop an approach to strengthening institutional capacity at the central and school level (including by developing guidance, processes and human resources for continued support to schools after handover when necessary);</li> <li>– Policy pathway 4 – Programme delivery (design, implementation, and monitoring and evaluation): To support the handover of the school meals programme at school level, design a gradual handover process</li> </ul>	<p>There has been successful and significant movement to address the root causes of food insecurity for school children in remote areas. Greater success and sustainability are constrained by barriers that WFP has yet to overcome. (para 241)</p> <p>A community capacity analysis (CCA) informed WFP and MoES of communities' capacities to manage school meal handover. However, the measures designed to support increased community awareness and capacity based on the assessments have not always produced the expected results, and evidence showed poor community ownership and a lack of technical capacity to manage the transfer of resources (para 242)</p> <p>The Lao PDR CSP was one of the first group of country strategic plans to be developed by WFP. The CSP intent of a more strategic engagement and its, predominantly implicit and its high-level intervention logic remain a challenge to be addressed (para 249)</p>	<p>Paragraphs: 93, 94, 96, 97, 98, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 226, 228</p> <p>Paragraph: 105, 116, 118, 121, 189, 192</p> <p>Paragraphs 151, 153, 155</p>

Recommendation	Conclusions	Findings
<p>that uses the grading of schools as an indicator of their readiness for handover; develop links between food security and nutrition activities and poverty alleviation activities for communities that lack the resources to contribute food for the programme; and develop (and institutionalize into national systems and frameworks) structured guidance for the handover process, communicating the guidance to local authorities and communities early in the process.</p> <p>– Policy pathway 5 – Role and participation of non-governmental stakeholders (including communities): Develop (and institutionalize into national systems and frameworks) an approach to building capacity relevant to community ownership of the school meals programme.</p>	<p>The execution of the CSP as a strategy would have benefitted from a stronger analysis of both internal and external capacities to implement and engage in the shift (para 250)</p>	<p>Paragraphs: 68, 81, 83, 84, 86, 97, 98, 103, 104, 105, 106, 107, 108, 109, 111, 114, 115, 117, 118, 119, 120, 121, 123, 124, 125, 131, 133, 142, 147, 154, 155, 156, 172, 187, 188, 190, 191, 192, 193, 196, 197, 200, 209, 216, 217, 218</p>

# Annex 11: People interviewed

## Inception period

WFP country office			WFP RBB			WFP HQ			Lao PDR Government (central)			Other organization			Grand total
Women	Men	Total	Women	Men	Total	Women	Men	Total	Women	Men	Total	Women	Men	Total	
15	22	37	7	5	12	4	3	7	3	5	8	0	1	1	65

Women (W), Men (M)

Name	Affiliation / position	W/M
WFP Lao PDR country office		
Jan Delbaere.	Country Director	M
Hakan Tongul.	Deputy Country Director	M
Fumitsugu Tosu.	Head of Programme	M
Sengarun Budcharern.	Monitoring & Evaluation Officer (CSPE Focal Point)	M
Ildiko Hamos.	Partnerships and Communications Coordinator	W
Outhai Sihalath.	Deputy Head of Programme	W
Dale Wilson.	Climate Change Officer	M
Edwin de Korte.	Chief Technical Advisor (Agriculture for Nutrition)	M
Phouthasinh Khamvongsa	Programme Policy Officer	M
Yangxia Lee	Government Partnership Officer	W
Air Sensomphone.	Programme Policy Officer	M
Sengphet Laopaoher.	Programme Policy Officer	M
Khangneun Oudomphone	Programme Policy Officer (Nutrition)	W
Sorraphong Pasomsouk	Programme Policy Officer (Food Security & Climate Change)	M
Lalongkone Chanthamaly	Programme Policy Officer (Emergency)	M
Joelle Dahm	United Nations Volunteer (Programme)	W
Boonmaly Phisayavong	Human Resources Officer	W
Phonesavanh Nidsavathvong	Human Resources Associate	W
Khammon Phommakeo	Programme Associate, M&E	W

Name	Affiliation / position	W/M
Thai Thao	Programme Associate, M&E	M
Somphone Inthavong	Information & Communication Technology Officer	M
Voutthisack Phomnao	IT Operations Associate	M
Manithaphone Mahaxay	Vulnerability Analysis and Mapping Officer	W
Viengmany Onepaseuth	Logistics Officer	W
Phonesavanh Vongsaya	Senior Finance Associate	W
Vongphet Khamsouksavath	Administrative Assistant	M
Chanthamaly Phanaphet	Finance Assistant	W
Paramee Keosouvanh	Procurement Assistant	W
Samlarn Bounthavong	Procurement Officer	M
Toulor Xiama	Programme Officer for Logistics Cluster	M
Alichit Phommahack	Head of Field Office, Pakse	W
Phonesavanh Sanavongxay	Programme Associate, Pakse Field Office	M
Pheang Xaydongvanh	Programme Policy Officer, Houaphanh Field Office	M
Bouavone Phasouk	Head of Field Office, Oudomxay	W
Thongvanh Sayasan	Programme Policy Officer, Oudomxay Field Office	M
Phouttha Khamphanthong	Head of Field Office, Phongsaly	M
Kongphet Phetsavong	Programme Policy Officer, Phongsaly Field Office	M
WFP regional bureau in Bangkok		
Barbara Pfister.	Programme Policy Officer- CBT & Social Protection	W
Benedict Nixon.	Regional Emergencies Officer	W
Britta Schumacher.	Senior Regional Nutrition Advisor	W
Fausto Arya De Santis.	Regional Protection, AAP and Inclusion Advisor	M
George Gegelia.	Senior Procurement Officer HQ (former Regional Supply Chain Officer)	M
Jeppe Andersen.	Regional Emergencies Officer	M
Luna Kim.	Regional Monitoring and Evaluation Officer	W
Michelle Sanson	Programme Policy Officer Myanmar (former Laos Gender Focal Point)	W
Mulugeta Handino	Cash-Based Transfers Consultant	M
Nadya Frank	Regional School Feeding Officer	W

Name	Affiliation / position	W/M
Noor Aboobacker	Social and Behaviour Change Communication Expert (Nutrition)	W
Ralph OFUYO	Regional Supply Chain CBT Coordinator & Market Analyst	M
WFP headquarters		
Ronald Tranbahuy	Deputy Director, Research, Assessment and Monitoring Division (RAM)	M
Natasha Nadazdin	Chief, Monitoring Unit (RMPM), Monitoring and Evaluation Liaison (CPPM)	W
Katri Kangas	Programme Policy Officer, Technical Assistance and Country Capacity Strengthening Service (PROT), Country Capacity Strengthening	W
Catherin Bellamy	Programme Policy Officer, PROT, Country Capacity Strengthening	W
Sergio Lenci	Senior Evaluation Officer, OEV	M
Cristian Maneiro	Research Analyst, OEV	M
Lia Carboni.	Research Analyst, OEV	W
Lao PDR government officials		
Mrs. Sisomboun Ounavong.	Ministry of Planning and Investment	W
Mr. Vilayphong Sisomvang	Director General, Social Welfares Department Ministry of Labour and Social Welfares	M
Mme Dala Khiemthammakhoun	Acting Director, Inclusive Education Centre Ministry of Education and Sports	W
Mr Pinar Soukchaleurn	Head of Division School Food and Nutrition Promotion, Inclusive Education Centre	M
Mr Thanongchit Phanthapa	Deputy Head for School Food and Nutrition Promotion. Inclusive Education Centre, MoES	M
Ms Southasone Mounmanivong	Official, Inclusive Education Centre. MoES	W
Dr Soutsakhone Chantaphone.	Director of the Centre of Water Supply and Env. Health (MoH)	M
Mr Phonephisack Khamchamphone.	Technical Assistant. Centre of Water Supply and Env. Health (MoH)	M
Other Organizations		
Mr. Kongkham Meeboun	Director of Centre of Water Supply and Env. Health (MoH)	M

Note: above list does not include persons met during the Lao PDR United Nations Country Team evaluation coordination meeting, including Resident Coordinator Office, UNDP, UNFPA and UNICEF and their evaluation teams.

## Main mission

### Key informant interview (per affiliation)

WFP country office			WFP RBB			WFP HQ			Grand total
Women	Men	Total	Women	Men	Total	Women	Men	Total	
14	10	24	1	3	4	1	0	1	
Lao PDR Government (Central)			Lao PDR Government (Subnational)			Other organizations			Grand total
Women	Men	Total	Women	Men	Total	Women	Men	Total	
4	16	20	60	86	147	10	4	14	<b>210</b>

Name	Affiliation / position	Date	W/M
WFP Lao PDR country office			
Sorrachong Pasomsouk	Programme Policy Officer (Food Security & Climate Change)	21/10/20	M
Outhai Sihalath	Deputy Head of Programme	22/10/20	M
Viengmany Onepaseuth	Logistic Officer	22/10/20	W
Michelle Sanson	Ex-Laos Gender/ Protection	23/10/20	W
Joelle Dahm	United Nations Volunteer (Programme)	23/10/20	W
Boonmaly Phisayavong	Human Resources Officer	23/10/20	W
Yangxia Lee	Government Partnership Officer	23/10/20	W
Khangneun Oudomphone	Programme Policy Officer (Nutrition)	27/10/20	W
Alichit Phommahack	Head of Field Office Pakse	27/10/20	W
Phouttha Khamphanthong	Head of Field Office Phongsaly	27/10/20	M
Fumitsugu Tosu	Head of Programme	27/10/20	M
Kevin Howley	Supply Chain Officer, Philippines (Ex-Laos Logistics Officer)	29/10/20	M
Jacqueline de Groot	Deputy Country Director	29/10/20	W
Phasouk Phommavong	Administration and Finance Officer	30/10/20	W
Jan Delbaere	Country Director	30/10/20	M
Bouavone Phasouk	Head of Field Office Oudomxay	30/10/20	W
Ildiko Hamos	Partnerships and Communications Coordinator	30/10/20	M
Manilay Vanphavong	Programme Policy Officer (SUN Business Networks)	02/11/20	W
Mr. Thongvanh	Programme Policy Officer WFP Oudomxay	12/10/2020	M

Name	Affiliation / position	Date	W/M
Mr. Khamkheuang	Senior Programme WFP Oudomxay	12/10/2020	M
Mr. Souksamai	Logistics Assistant WFP Oudomxay	12/10/2020	M
Ms. Thippaphone	Senior Programme Associate WFP-Southern Provinces WFP-Champasak	19/10/2020	W
Ms. Phetsamone Keophanya	Monitoring Assistant, Sanamxay district	22/10/2020	W
Ms. Alichid	Head of Field Office WFP-Southern Provinces WFP-Champasak	19/10/2020	W
WFP Regional			
Jeppe Andersen	Regional Emergencies Officer	27/10/20	M
Jean-Luc Kohler	Supply Chain Officer	29/10/20	M
George Gegelia	Senior Procurement Officer HQ (former Regional Supply Chain Officer)	29/10/20	M
Nadya Frank	Regional School Feeding Officer	12/11/20	W
WFP HQ-based			
Tinda Bex	Supply Chain Officer (Rome-based)	10/11/20	W
Other organizations			
Mr. Jock Rutherford	Resident Coordinator's Office (RCO) / CERF	06/10/20	M
Ms. Sophie Thitsy	World Bank	23/10/2020	W
Ms. Janneke Blomberg	UNICEF Nutrition Manager	23/10/20	W
Ms. Tej Ram Jat	UNFPA Lead for the Youth Unit	23/10/20	W
Mr. Vilasack Viraphanh	Head of Education and Skills. Plan International	27/10/20	M
Ms. Kaykhoun Khounvisith	Department of Foreign Affairs and Trade (DFAT), Australian Government	10/11/20	W
Ms. Anna Dyason	DFAT, Australian Government	10/11/20	W
Ms. Irene Lorete	Coordinator, Technical Team Manager for Nutrition	10/11/20	W
Ms. Asiya Khalitova	Russian Embassy	10/11/20	W
Ms. Inpone Senekhamty	EU Delegation / European Union External Action	11/11/20	W
Ms. Chindavanh Vongsaly	EU Delegation / European Union External Action	11/11/20	W
Ms. Assunta Testa	EU Delegation / European Union External Action	11/11/20	W
Mr. Soulivanh Pattivong	Deputy Team Leader Lao IFAD	11/11/2020	M
Mr. Eric Mullis	U.S. Department of Agriculture (USDA - McGovern Dole Program)	12/11/20	M

Name	Affiliation / position	Date	W/M
Central government officials			
Mr. Sysomphone Phetdaoheuang	Deputy Director, Department of International Cooperation, Ministry of Planning and Investment (DIC/MPI)	06/10/2020	M
Mr. Alousit Maniphan	Deputy Head of Division, DIC / MPI	06/10/2020	M
MR. Mixay Sengchanthavong	Deputy Director, Department Ministry of Labour and Social Welfare	06/10/2020	M
Mr.Vandee Chansombath	Deputy Director, Ethnic Affairs Department, Lao Front for National Development	06/10/2020	M
Mr. Kongkham Meeboun	Head of Clean Water Centre, Ministry of Public Health	06/10/2020	M
Mr. Vilayphong Keobounthan	Director General of Social Welfare Department, Ministry of Labour and Social Welfare	06/10/2020	M
Mr. Phanisone Xamounry	Deputy Head of Division, Planning and Finance, Ministry of Agriculture and Forestry	06/10/2020	M
Mr. Soupaxay Khamphanthong	Deputy Head of Science Research and Nutrition Surveillance, National Nutrition Centre, Ministry of Public Health	06/10/2020	M
Ms. Ammasa Xaymounry	Official, Inclusive Education Centre, Ministry of Education and Sports	06/10/2020	W
Mr. Vanhdy	Deputy Director of Ethnic Department Lao Front for National Development (LFND) Central LFND	27/10/2020	M
Mr. Soulided	Technical Official LFND Central LFND	27/10/2020	M
Mr. Vilayphong	Director General of Social Welfare Department MLSW Ministry LSW	28/10/2020	M
Ms. Dala Khiemthammakhoun	Acting Director of Inclusive Education Department, MoES	29/10/2020	W
Ms. Ninpaseuth Xayaphonesy	Director General Department of Women in Development, Department of Women in Development Central Lao Women's Union	29/10/2020	W
Mr. Phouvang Siriphanthong	Deputy Director of Water Supply Department, Centre of Water Supply and Environmental Health (CWSEH) Ministry of Public Health	02/11/2020	M
Mr. Chansanith Louangvanna	Technical Official CWSEH Ministry of Public Health	02/11/2020	M
Mr. Sengphet Keomany	Technical Official CWSEH, Ministry of Public Health	02/11/2020	M
Mr. Phonephisack Khemchanphone	Technical Official CWSEH, Ministry of Public Health	02/11/2020	M
Mr. Maali Worabout	Director of EMIS Centre, EMIS Centre Ministry of Education and Sports	03/11/2020	M
Ms. Sengmany Nochalern	Head of Nutrition Centre, Nutrition Centre Ministry of Public Health	06/11/2020	W



**Key informant interviews – Lao PDR Government (subnational)** *(names redacted to ensure anonymity of KIIs)*

Affiliation / position	District/province	Date
Field Visit in northern provinces		
Department of Planning and Investment Official x4	Beng District, Oudamxay Province	13/10/2020
District Agriculture and Forestry Office Official x3	Beng District, Oudamxay Province	13/10/2020
District Education and Sports Bureau Official x3	Beng District, Oudamxay Province	13/10/2020
District Education Official x3	Beng District, Oudamxay Province	13/10/2020
Teacher x10	Beng District, Oudamxay Province	13/10/2020
Village-Level Official x4	Beng District, Oudamxay Province	13/10/2020
Department of Planning and Investment Official x2	Bountai District, Phongsaly Province	14/10/2020
District Agriculture and Forestry Office Official x2	Bountai District, Phongsaly Province	14/10/2020
District Education and Sports Bureau Official x2	Bountai District, Phongsaly Province	14/10/2020
Policy Programme and Innovation Division Official	Bountai District, Phongsaly Province	14/10/2020
Provincial Health Official x2	Bountai District, Phongsaly Province	14/10/2020
Teacher x9	Bountai District, Phongsaly Province	14/10/2020
Policy Programme and Innovation Division Official x4	Luang Namtha Province	15/10/2020
Provincial Education and Sports Service Official x2	Luang Namtha Province	15/10/2020
Teacher x1	Luang Namtha Province	15/10/2020
Provincial Agriculture and Forestry Official x5	Oudamxay Province	12/10/2020
International Cooperation Unit Official x2	Oudamxay Province	12/10/2020
Lao National Front for Development Official	Oudamxay Province	12/10/2020
Lao Women's Union Official	Oudamxay Province	12/10/2020
Local Government Official	Oudamxay Province	12/10/2020
Policy Programme and Innovation Division Official	Oudamxay Province	12/10/2020
Provincial Education and Sports Service Official x7	Oudamxay Province	12/10/2020
Provincial Health Official x6	Oudamxay Province	12/10/2020
Department of Planning and Investment Official	Viengphoukha District, Luang Namtha Province	16/10/2020
District Agriculture and Forestry Office Official x2	Viengphoukha District, Luang Namtha Province	16/10/2020

District Education and Sports Bureau Official	Viengphoukha District, Luang Namtha Province	16/10/2020
Local Government Official x2	Viengphoukha District, Luang Namtha Province	16/10/2020
Teacher x13	Viengphoukha District, Luang Namtha Province	16/10/2020
Field visit in southern provinces		
Lao National Front for Development Official x4	Attapeu Province	22/10/2020
Local Government Official	Attapeu Province	21/10/2020
Policy Programme and Innovation Division Official x2	Attapeu Province	21/10/2020
Provincial Department of Labour and Social Welfare Official x2	Attapeu Province	21/10/2020
District Health Official x2	Dak Cheung District, Sekong Province	20/10/2020
Lao National Front for Development Official	Dak Cheung District, Sekong Province	20/10/2020
Teacher x3	Dak Cheung District, Sekong Province	21/10/2020
Department of Planning and Investment Official x5	Sanamxay District, Attapeu Province	21/10/2020
District Agriculture and Forestry Office Official	Sanamxay District, Attapeu Province	23/10/2020
District Education and Sports Bureau Official x3	Sanamxay District, Attapeu Province	22/10/2020
Local Government Official	Sanamxay District, Attapeu Province	23/10/2020
Teacher x9	Sanamxay District, Attapeu Province	22/10/2020
Village-Level Official x9	Sanamxay District, Attapeu Province	23/10/2020
Policy Programme and Innovation Division Official	Sekong Province	20/10/2020
Provincial Department of Labour and Social Welfare Official x2	Sekong Province	20/10/2020
Provincial Education and Sports Service Official	Sekong Province	20/10/2020
Department of Planning and Investment Official	Thateng District, Sekong Province	19/10/2020
District Agriculture and Forestry Office Official x2	Thateng District, Sekong Province	19/10/2020
District Health Official	Thateng District, Sekong Province	19/10/2020
Policy Programme and Innovation Division Official	Thateng District, Sekong Province	19/10/2020

### Focus group discussions

District	Total FGD	Women participants	Men participants	Total participants
Beng, Oudomxay	3	25	4	29
Bountai, Phongsaly Province	2	9	6	15

DarkCheung, Sekong	2	10	1	11
Sanamxay, Attapue	6	35	39	74
Tateng District, sekong provice	3	5	12	17
Viengphoukha, Lungnamtha Province	3	32	9	41
<b>Total all</b>				<b>187</b>

### Focus group discussions – Participant ethnicity

Akha	15
Hmong	11
Khmu	44
Koiuy	4
Lao	27
Laven	20
Lue	2
Oiy	2
Tai Dam	5
Talieng	4
yae	6
Yru	6
Yuan	2
Zou	39

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# Annex 13: WFP Country Strategic Plan (2017-2021) line of sight

WFP Strategic Goal 1 (SDG 2) <sup>7,8</sup>			WFP Strategic Goal 2 (SDG17)
Support countries to achieve zero hunger USD 61,822,069			Partner to support implementation of the SDGs
WFP Strategic Objective 1	WFP Strategic Objective 2		WFP Strategic Objective 3
End hunger by protecting access to food	Improve nutrition		Achieve food security
USD 42,786,045	USD 12,787,451		USD 6,248,483
Strategic Result 1 (SDG target 2.1)	Strategic Result 2 (SDG target 2.2)		Strategic Result 4 (SDG target 2.4)
Everyone has access to food	No one suffers from malnutrition		Food systems are sustainable
Root causes	Root causes		Root causes
Strategic outcome 1	Strategic outcome 2		Strategic outcome 3
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
USD 42,786,045	USD 12,787,451		USD 6,248,483
<b>Output 1:</b> Capacity development to enhance communities and the public sector in overcoming acute and transitory food insecurity (contribution to SDG 4)	<b>Output 1:</b> technical assistance to improve nutrition among targeted populations	<b>Output 3:</b> Establishment and strengthening of access to local food farmers for communities	<b>Output 1:</b> Technical assistance and capacity development to improve households' adaptation and resilience to climate and other shocks (Contribution to SDG 13.3)
<b>Output 2:</b> Food assistance for WFP-targeted schools	<b>Output 2:</b> Food assistance for pregnant and lactating women, and for children aged 6-23 months		
<b>Activity 1:</b> Provide policy support, technical assistance and transfer of capacities to the Government	<b>Activity 4:</b> Provide technical assistance for evidence-based policy dialogue	<b>Activity 7:</b> Build community resilience through the creation of productive assets and sustainable livelihood opportunities	
USD 3,678,611	USD 1,732,862	USD 4,993,929	USD 6,248,48
<b>Activity 2:</b> Accelerate implementation of the Government's plan of action for the school meals programme	<b>Activity 6:</b> Develop a social behaviour change communication and establish farmer nutrition schools		<b>Activity 8:</b> Invest in national governance capacity for food and nutrition security governance
USD 32,211,841	USD 6,060,750		USD 1,226,487
<b>Activity 3:</b> Support a national process for the handover of school meals to communities			<b>Activity 9:</b> Enable communities to lead and own their food and nutrition security solutions
USD 6,895,594			USD 3,229,516
			<b>Activity 10:</b> Enhance government capacity at all levels to prepare for and respond to natural disasters
			USD 475,699

<sup>7</sup> Lao PDR CSP (2017-2021) Country Operations Management Plan (2017-2021).

<sup>8</sup> WFP. Laos PDR. Annual Country Report 2019.

# Annex 14: Details on the country strategic plan geographic areas of operation by strategic outcome

Table 4 is extracted from data included in the operations map produced by the WFP Lao VAM department, May 2019; WFP Lao PDR: 2019 Areas of Operation.

**Table 4: Areas of operation – summary**

Area	Province	Districts	WFP target districts					NSMP monitoring
			WFP target provinces	Districts per province	WFP target districts	SO 1	SO 2	
North	Houaphan	10	8		4		4	6
North	Phongsali	7	7	6	4		4	1
North	Luangnamtha	5	5	5	5			
North	Oudomxai	7	7	6	7		2	1
North	Luang Prabang	12	3	3				
North	Sayabouli	11	2			1		1
North	Xiengkhouang	7	2		2		2	
Central	Vientiane capital	9	1	1				
Central	Boulikhamxai	6	2			1		1
Central	Khammouane	10	5	1		4		
Central	Savannakhet	15	2			2		
South	Champasak	10	1			1		
South	Salavan	8	4	4		2		
South	Sekong	4	4	3	4	1		
South	Attapeu	5	4	3	1	3		
Total		126	57	32	27	15	12	10

**Table 5: Implementation of different strategic outcomes per province (2017-2020)**

Province	2017				2018				2019				2020			
<b>Vientiane Capital</b>	SO1				SO1				SO1				SO1			
<b>North</b>																
Phongsaly	SO1	SO2		SO4	SO1			SO4	SO1	SO2		SO4	SO1		SO3	SO4
Luang Namtha	SO1	SO2			SO1	SO2	SO3		SO1	SO2			SO1	SO2		
Oudomxay	SO1	SO2		SO4	SO1	SO2	SO3	SO4	SO1	SO2	SO3	SO4	SO1	SO2		SO4
Bokeo															SO3	
Luang Prabang	SO1				SO1		SO3		SO1				SO1			
Huaphanh		SO2		SO4		SO2		SO4		SO2		SO4		SO2		SO4
Xayabury			SO3				SO3				SO3				SO3	
<b>Central</b>																
Xiengkhuang		SO2		SO4		SO2		SO4		SO2		SO4		SO2		SO4
Vientiane																
Borikhamxay			SO3				SO3				SO3					
Khammuane			SO3		SO1		SO3		SO1		SO3		SO1		SO3	
Savannakhet			SO3				SO3				SO3				SO3	
<b>Central</b>																
Saravane	SO1		SO3		SO1		SO3		SO1		SO3		SO1		SO3	
Sekong	SO1	SO2			SO1	SO2	SO3		SO1	SO2	SO3		SO1	SO2	SO3	
Champasack			SO3				SO3				SO3					
Attapeu	SO1		SO3		SO1		SO3		SO1	SO2	SO3		SO1	SO2	SO3	
Xaysomboune																

Source: WFP, CO October 2020

# Annex 15: Country Strategic Plan logical framework

## 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
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Country: Lao People's Democratic Republic

CSP start date: 01/03/2017 CSP end date: 31/12/2021

LOGICAL FRAMEWORK	
<b>Strategic Goal 1:</b> <i>Support countries to achieve Zero Hunger</i>	
<b>Strategic Objective 1:</b> <i>End hunger by protecting access to food</i>	
<b>Strategic Result 1:</b> <i>Everyone has access to food</i>	
<b>National SDG targets and indicators</b> 8 <sup>th</sup> Five-year National Socio-Economic Development Plan (8 <sup>th</sup> 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.	
<b>SDG 2.1:</b> 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.	
<b>SDG indicators:</b> 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	
<b>UNPF (United Nations Partnership Framework) priorities</b> <b>Outcome 2:</b> More people have access to social protection benefits, in particular vulnerable groups and the poor <b>Outcome 4:</b> Children and youth enjoy better access to inclusive and equitable quality basic education and vocational skills <b>Outcome 5:</b> People enjoy improved access to quality health services, and water sanitation and hygiene	
<b>Strategic outcome 1:</b> Schoolchildren in remote rural areas have sustainable access to food by 2021. <i>Nutrition-sensitive</i>	<b>Alignment to output category</b> 1.3 Enhanced social and public-sector capacity to assist populations facing acute, transitory or chronic food insecurity <b>Outcome indicator</b> 1.3.1 Zero Hunger Capacity Scorecard

LOGICAL FRAMEWORK	
<b>Output 1:</b> Capacity development to enhance communities and the public sector in overcoming acute and transitory food insecurity <i>Contributes to SDG 4</i>	<b>Alignment to output category</b> C. Capacity development and technical support provided
<b>Output 2:</b> Food assistance for WFP-targeted schools	<b>Alignment to output category</b> A2. Conditional resources transferred
<b>Activity 1:</b> <i>Provide policy support, technical assistance and transfer of capacities to the Government</i>	<b>Alignment to activity category</b> Institutional capacity strengthening activities
<b>Activity 2:</b> <i>Accelerate implementation of the Government's plan of action for the school meals programme</i>	<b>Alignment to activity category</b> School meal activities
<b>Activity 3:</b> <i>Support a national process for the hand-over of school meals to communities</i>	<b>Alignment to activity category</b> School meal activities
<b>Strategic Goal 1:</b> <i>Support countries to achieve zero hunger</i>	
<b>Strategic Objective 2:</b> <i>Improve nutrition</i>	
<b>Strategic Result 2:</b> <i>No one suffers from malnutrition</i>	
<b>National SDG targets and indicators</b> 8 <sup>th</sup> Five-year National Socio-Economic Development Plan (8 <sup>th</sup> 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.	
<b>SDG 2.2:</b> 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.	
<b>SDG indicators:</b> 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.	
<b>UNPF (United Nations Partnership Framework) priorities</b> <b>Outcome 5:</b> People enjoy improved access to quality health services, and water sanitation and hygiene <b>Outcome 6:</b> The most vulnerable people benefit from improved food security and nutrition <b>Outcome 7:</b> Institutions and policies at national and local level support the delivery of quality services that better respond to people's needs.	

LOGICAL FRAMEWORK	
<b>Strategic outcome 2:</b> Stunting levels among children under 2 in provinces with high levels of malnutrition meet national targets by 2025 Nutrition-sensitive	<b>Alignment to outcome category</b> 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
<b>Output 1:</b> Technical assistance to improve nutrition among targeted populations	<b>Alignment to output category</b> C. Capacity development and technical support provided
<b>Output 2:</b> Food assistance for pregnant and lactating women, and for children aged 6–23 months	<b>Alignment to output category</b> B. Nutritious foods provided
<b>Activity 1:</b> Provide technical assistance for evidence-based policy dialogue	<b>Alignment to activity category</b> Institutional capacity strengthening activities
<b>Activity 2:</b> Develop a social behaviour change communication and establish farmer nutrition schools	<b>Alignment to activity category</b> Individual capacity strengthening activities
<b>Output 3:</b> Establishment and strengthening of access to local food farmers for communities	<b>Alignment to output category</b> F. Purchases from smallholders completed
<b>Activity 1:</b> Stimulate access to local specialized nutritious food for children aged 6–23 months	<b>Alignment to activity category</b> Malnutrition prevention activities
<b>Strategic Goal 1:</b> Support countries to achieve zero hunger	
<b>Strategic Objective 3:</b> Achieve food security	
<b>Strategic Result 4:</b> Food systems are sustainable	
<b>National SDG targets and indicators</b> 8 <sup>th</sup> Five-year National Socio-Economic Development Plan (8 <sup>th</sup> 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. <b>SDG 2.4:</b> 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 <b>SDG indicator:</b> 1.4.1. Proportion of agricultural area under productive and sustainable agriculture	

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

LOGICAL FRAMEWORK	
<b>Strategic Goal 2:</b> Partner to support implementation of the SDGs	
<b>Strategic Objective 4:</b> Support SDG implementation	
<b>Strategic Result 5:</b> Developing countries have strengthened capacity to implement the SDGs	
<b>National SDG targets and indicators</b> 8 <sup>th</sup> Five-Year National Socio-Economic Development Plan (8 <sup>th</sup> 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. <b>SDG 17.9.</b> 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. <b>SDG indicator:</b> 17.9.1 Dollar value of financial and technical assistance (including through North-South, South-South, and triangular cooperation) committed to developing countries.	
<b>UNPF (United Nations Partnership Framework) priorities</b> <b>Outcome 6:</b> The most vulnerable people benefit from improved food security and nutrition <b>Outcome 7:</b> Institutions and policies at national and local level support the delivery of quality services that better respond to people's needs.	
<b>Strategic outcome 4:</b> National and local governance institutions are strengthened to improve service delivery, especially in hard-to-reach areas by 2025	<b>Alignment to outcome category</b> 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 <b>Outcome indicator</b> 5.1.1 Zero Hunger Capacity Scorecard

LOGICAL FRAMEWORK	
<b>Output 1:</b> Technical assistance and capacity development to improve service delivery for food-insecure and nutritionally vulnerable populations <b>Output 1 contributes to SDG 5.5.</b>	<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
<b>Cross-cutting results:</b> 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	

Source: Lao PDR Country Strategic Plan (2017-2021)



# Annex 16: Acronyms

<b>AAP</b>	Accountability to Affected Populations
<b>ACR</b>	Annual Country Report
<b>ADPC</b>	Asian Disaster Preparedness Centre
<b>AFN</b>	Agriculture for Nutrition
<b>ALNAP</b>	Active Learning Network for Accountability and Performance
<b>APR</b>	Annual Performance Report
<b>ASEAN</b>	The Association of Southeast Asian Nations
<b>BCC</b>	Behaviour Change Communication
<b>BNC</b>	BEQUAL NGO Consortium
<b>CBT</b>	Cash-Based Transfers
<b>CCA</b>	Community Capacity Assessment
<b>CCS</b>	Country Capacity Strengthening
<b>CEDAW</b>	Convention on the Elimination of all Forms of Discrimination Against Women
<b>CEQAS</b>	Centralized Evaluation Quality Assurance System
<b>CFA</b>	Cash for Asset
<b>CLL</b>	Comité de Coopération avec le Laos
<b>CO</b>	Country Office
<b>COMET</b>	Country Office Tool for Managing (programme operations) Effectively
<b>COMP</b>	Country Operations Management Plan
<b>COVID-19</b>	Coronavirus Disease
<b>CP</b>	Country Programme
<b>CPB</b>	Country Portfolio Budget
<b>CSO</b>	Civil Society Organization
<b>CRF</b>	Corporate Results Framework
<b>CRS</b>	Catholic Relief Services
<b>CSI</b>	Institutional Capacity Strengthening
<b>CSP</b>	Country Strategic Plan
<b>CSPE</b>	Country Strategic Plan Evaluation
<b>CWSEH</b>	Centre of Water Supply and Environmental Health
<b>DAFO</b>	District Agriculture and Forestry Office
<b>DCF</b>	District Community Facilitator
<b>DESB</b>	District Education and Sports Bureau
<b>DFAT</b>	Department of Foreign Affairs and Trade
<b>DFID</b>	Department for International Development

<b>DIC/MPI</b>	Department of International Cooperation, Ministry of Planning and Investment
<b>DPI</b>	Department of Planning and Investment
<b>DPSL</b>	Decree on Promotion of School Lunch
<b>DNC</b>	District Nutrition Committees
<b>EB</b>	Executive Board
<b>EM</b>	Evaluation Manager
<b>EMIS</b>	Education Management Information System
<b>EMG</b>	Evaluation Management Group
<b>EQ</b>	Evaluation Question
<b>ER</b>	Evaluation Report
<b>ERG</b>	Evaluation Reference Group
<b>EPRP</b>	Emergency Preparedness and Response Programme
<b>ESRC</b>	Economic and Social Research Council
<b>ESS</b>	Environmental and Social Safeguards
<b>ET</b>	Evaluation Team
<b>EU</b>	European Union
<b>EVI</b>	Extremely Vulnerable Individuals/Households
<b>FAO</b>	Food and Agriculture Organization
<b>FFA</b>	Food Assistance for Assets
<b>FGD</b>	Focus Group Discussion
<b>FLA</b>	Field Level Agreement
<b>FNS</b>	Farmer Nutrition School
<b>FSN</b>	Food Security and Nutrition
<b>GAM</b>	Gender and Age Marker
<b>GAFSP</b>	Global Agriculture and Food Security Programme
<b>GDP</b>	Gross Domestic Product
<b>GEWE</b>	Gender Equality and Women's Empowerment
<b>GIS</b>	Geographic Information System
<b>GiZ</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit
<b>GNI</b>	Gross National Income
<b>GOL</b>	Government of Lao
<b>GTP</b>	Gender Transformation Programme
<b>HDDS</b>	Household Dietary Diversity Score
<b>HI</b>	Humanity and Inclusion
<b>HQ</b>	Headquarters
<b>HR</b>	Human Resources
<b>IAWGCP</b>	Inter-Agency Working Group on Children's Participation

<b>IDRC</b>	International Development Research Centre
<b>IFAD</b>	The International Fund for Agricultural Development
<b>INGO</b>	International Non-Governmental Organization
<b>IOM</b>	International Organization for Migration
<b>IR</b>	Inception Report
<b>IRG</b>	Internal Reference Group
<b>IRM</b>	Integrated Road Map
<b>KAP</b>	Knowledge Attitude and Practice
<b>KM</b>	Knowledge Management
<b>LDPA</b>	Lao Disabled People's Association
<b>LESS</b>	Logistics Execution Support System
<b>LFND</b>	Lao Front for National Development
<b>LNGO</b>	Local Non-Governmental Organization
<b>LRP</b>	Local and Regional Procurement
<b>LSIS</b>	Lao Social Indicator Survey
<b>LWF</b>	Lutheran World Federation
<b>LWU</b>	Lao Women's Union
<b>MAF</b>	Ministry of Agriculture and Forestry
<b>MCH</b>	Maternal and Child Health
<b>MGD</b>	McGovern Dole
<b>MDG</b>	Millennium Development Goals
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MIC</b>	Middle-Income Country
<b>MLSW</b>	Ministry of Labour and Social Welfare
<b>MMRs</b>	Minimum Monitoring Requirements
<b>MoAF</b>	Ministry of Agriculture and Forestry
<b>MoES</b>	Ministry of Education and Sports
<b>MoH</b>	Ministry of Health
<b>MoU</b>	Memorandum of Understanding
<b>MPI</b>	Ministry of Planning and Investment
<b>MT</b>	Metric Tons
<b>MTR</b>	Mid-Term Review
<b>NCAW</b>	National Commission for the Advancement of Women
<b>NGO</b>	Non-Governmental Organization
<b>NNC</b>	National Nutrition Committee
<b>NNI</b>	National Nutrition Institute
<b>NNS</b>	National Nutrition Strategy
<b>NNSPA</b>	National Nutrition Strategy and Plan of Action

<b>NPA</b>	Malnutrition Prevention Activities
<b>NSMP</b>	National School Meals Programme
<b>NPPSL</b>	National Policy on Promoting School Lunch
<b>NSEDP</b>	National Socio-Economic Development Plan
<b>NSGES</b>	National Growth and Poverty Eradication Strategy
<b>OCHA</b>	United Nations Office for the Coordination of Humanitarian Affairs
<b>OECD/DAC</b>	Organisation for Economic Co-operation and Development/Development Assistance Committee
<b>OEV</b>	Office of Evaluation
<b>OUD</b>	Oudomxay
<b>PAFO</b>	Provincial Agriculture and Forestry Office
<b>PA-SMP</b>	Plan of Action of School Meals Programme
<b>PDR</b>	People's Democratic Republic
<b>PESS</b>	Provincial Education and Sports Service
<b>PHC</b>	Population and Housing Census
<b>PLSW</b>	Provincial Department of Labour and Social Welfare
<b>PLW</b>	Pregnant and Lactating Women
<b>PPI</b>	Provincial Departments of Planning and Investment
<b>PPT</b>	Powerpoint
<b>PROT</b>	Technical Assistance and Country Capacity Strengthening Service
<b>PSEA</b>	Protection against Sexual Exploitation and Abuse
<b>PSL</b>	Phongsali
<b>P4P</b>	Purchase for Progress
<b>QA</b>	Quality Assurance
<b>RB</b>	Regional Bureau
<b>RBB</b>	Regional Bureau in Bangkok
<b>RCO</b>	Resident Coordinator's Office
<b>RMP</b>	Performance Management and Monitoring Division
<b>ROC</b>	Resident Coordinator Office (UN Country Team)
<b>SABER</b>	Systems Approach for Better Education Results
<b>SD</b>	Standard Deviation
<b>SDG</b>	Sustainable Development Goals
<b>SER</b>	Summary Evaluation Report
<b>SR</b>	Strategic Results
<b>SO</b>	Strategic Outcome
<b>SMP</b>	School Meals Programme
<b>SNF</b>	Specialized Nutritious Food
<b>SNV</b>	Stichting Nederlandse Vrijwilligers

<b>SBCC</b>	Social Behaviour Change Communication
<b>SUN</b>	Scaling Up Nutrition
<b>SUN NIPN</b>	Scaling Up Nutrition National Information Platforms for Nutrition
<b>SUNCSA</b>	Scaling Up Nutrition Civil Society Alliance
<b>SABER</b>	Systems Approach for Better Education Results
<b>TOC</b>	Theory of Change
<b>THR</b>	Take-Home Ration
<b>TL</b>	Team Leader
<b>ToR</b>	Terms of Reference
<b>UN</b>	United Nations
<b>UNCT</b>	United Nations Country Team
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNDP</b>	United Nations Development Programme
<b>UNDRR</b>	United Nations Office for Disaster Risk Reduction
<b>UNEG</b>	United Nations Evaluation Group
<b>UNESCO</b>	United Nations Educational Scientific and Cultural Organization
<b>UNFPA</b>	United Nations Population Fund
<b>UNICEF</b>	United Nations Children’s Fund
<b>UNICEF EAPRO</b>	UNICEF East Asia and the Pacific
<b>UNODC</b>	United Nations Office on Drugs and Crime
<b>UNPF</b>	United Nations Partnership Framework
<b>USAID</b>	United States Agency for International Development
<b>USDA</b>	United States Department of Agriculture
<b>USD/\$</b>	United States Dollar
<b>UXO</b>	Unexploded Ordnances
<b>VA</b>	Village Association
<b>VF</b>	Village Facilitators
<b>VAM</b>	Vulnerability Analysis and Mapping
<b>VEDC</b>	Village Education Development Committee
<b>VDPCC</b>	Village Disaster Prevention and Control Committees and Control Committees
<b>VDPU</b>	Village Disaster Prevention Unit
<b>VEDC</b>	Village Education Development Committees
<b>VIP</b>	Village Infrastructure Plans
<b>WASH</b>	Water Sanitation and Hygiene
<b>WB</b>	World Bank
<b>WFP</b>	World Food Programme
<b>WHO</b>	World Health Organization

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