

PARTNERSHIP STRATEGY

FOR



**THE LAO PDR – UNITED NATIONS
SUSTAINABLE DEVELOPMENT
COOPERATION FRAMEWORK**



2022–2026



UNITED NATIONS
LAO PDR



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FOREWORD BY THE UN RESIDENT COORDINATOR

With the endorsement of this first Partnership Strategy, the United Nations Country Team in Lao PDR is taking an important step forward in how we work to better support to the achievement of the 2030 Agenda for Sustainable Development.

Complementing our overarching Lao PDR-UN Sustainable Development Cooperation Framework (2022-2026), for the first time the Partnership Strategy gives us a roadmap of specific, practical actions to strengthen how we engage with our key groups of partners and coordinate better for efficient and effective use of development resources.

This is rooted in our dedication to strengthening partnerships across stakeholders and recognizing the vital role of inclusivity and collaboration to drive meaningful change, and sets a new level of commitment to enhanced accountability, transparent resource management, and effective partnerships. Crucially, this includes setting out how we will implement key elements of the global Management and Accountability Framework of the UN Development and Resident Coordinator System, and the Funding Compact between the UN and Member States agreed in 2024.

Following an extensive collaborative process, the actions set out in our Partnership Strategy represent the consensus of all 25 UN agencies, funds, and programmes that make up the Country Team. Building on this shared sense of purpose, I am confident that over the remaining two years of our Cooperation Framework, our Partnership Strategy will drive further transformative progress, marking a new chapter in our collaborative journey to support Government and people of Lao PDR in the pursuit of the Sustainable Development Goals.

Bakhodir Burkhanov
UN Resident Coordinator to Lao PDR

INTRODUCTION





INTRODUCTION

The United Nations Country Team (UNCT) in the Lao PDR is made up of 25 resident and non-resident UN agencies, funds, and programmes working to support the achievement of the Sustainable Development Goals (SDGs) and national developing aspirations through combating poverty, ensuring a rights-based approach to development, supporting the sustainable use of natural resources, preserving cultural heritage, and promoting human rights, gender equality, and good governance. In line with the commitment to leave no one behind, particular attention is given to the most vulnerable population groups.

With the reform of the UN development system that was launched in 2018, the work of all these different entities is being integrated much more tightly to maximize complementarities, eliminate duplication, and increase our contribution to accelerating sustainable development.

In Lao PDR, this has included developing the new generation United Nations Sustainable Development Cooperation Framework 2022-2026" (hereafter 'Cooperation Framework') as the most important instrument for planning and implementation of UN development activities. This brings together all UN projects and programmes delivered individually and jointly by all UN agencies, funds, and programmes (resident and non-resident) into a single coherent structure, with integrated planning, oversight, and reporting.

With this Partnership Strategy to accompany the Cooperation Framework, we are taking the next step in the reform process, by defining in clear, accountable ways how the UNCT will foster and leverage partnerships as a team rather than as individual entities. This is done through the commitment of all UNCT members to a set of specific, strategic actions developed jointly and to be completed over the remaining duration of the Cooperation Framework. Through this the UNCT is taking concrete steps forward with the operationalization of the global Management and Accountability Framework, and the new Funding Compact agreed in 2024.

It is intended to be a concise, practical document that sets out a clear rationale for why partnership areas have been prioritized, what specific actions will be taken, and how they will be measured and reported. It is a complement to the ongoing partnership work done by the individual agencies of the UNCT, which remains essential to the fulfilment of their respective mandates, but aims to take the most important strategic partnership issues to a new -and more integrated- level.

PARTNERSHIP STRATEGY

VISION

As a UN Country Team, to foster collaborative partnerships with diverse stakeholders within and beyond Lao PDR to jointly mobilize resources, develop partnerships, and collaborate in support of the vision of the Cooperation Framework and the achievement of the Sustainable Development Goals.



OBJECTIVE 1

Jointly and efficiently engage with diverse stakeholders to mobilize resources and partnerships for the implementation of the Cooperation Framework and the achievement of the SDGs in Lao PDR.

OBJECTIVE 2

Strategically strengthen collaboration with NGOs, civil society organizations, private sector partners, and/or other stakeholders through joint initiatives that support the implementation of the Cooperation Framework and the achievement of the SDGs in Lao PDR



COUNTRY POOLED FUND



TRANSPARENCY AND RESOURCE MOBILIZATION



DEVELOPMENT PARTNERS



INGO NETWORK AND CSOs



PRIVATE SECTOR



ACADEMIA



YOUTH



2. CONTEXT AND DEVELOPMENT PROCESS

the theme: “Enhance Partnership
of the National Socio-Economic



2.1 CONTEXT

The only landlocked country in Southeast Asia, Lao People’s Democratic Republic (Lao PDR) has achieved considerable development progress over the past decades, taking it to the verge of graduation from the list of Least Developed Countries. However, even with this progress, substantial challenges remain, in particular with regard to the consequences of ongoing economic and financial difficulties as well as in regard to the human rights and rule of law situation, and address continuing threat from unexploded ordnance.

The population is predominantly rural, but growing and urbanizing rapidly placing considerable pressure on infrastructure and public services, necessitating substantial investments in healthcare, education, and social protection systems.

With nearly 60% of the population under the age of 25, the right investments and policy decisions can unlock the opportunity to realize a demographic dividend over the coming decades as many young people enter the workforce, and the ratio of dependents declines. Such policies include improving the quality and accessibility of healthcare services and infrastructure, and improving school completion rates, and enhancing educational quality, and fostering the protection of human rights.

As is the case around the world, Lao PDR is highly vulnerable to climate change, with frequent floods, droughts, and other extreme weather events threatening agriculture and food security. Sustainable management of natural resources, including forests, water resources, and biodiversity, is essential for environmental preservation and economic stability, in particular as these precious resources come under increasing pressure

The UN undertook a comprehensive independent Country Context Analysis (CCA) taking stock of the major development challenges and opportunities prior to the design of the Cooperation Framework. CCA Updates are undertaken annually to guide ongoing programming decisions. The CCA and CCA Updates are published on the UN in Lao PDR [website](#).

All UN development work in Lao PDR falls within the Lao PDR-UN Sustainable Development Cooperation Framework 2022-2026 (hereafter Cooperation Framework), which supports the implementation of the 9th National Socio-Economic Development Plan. The Cooperation Framework sets out four strategic priorities, which are to be supported through work in 21 more specific output areas, and adherence to 6 overarching guiding principles.

HOW IT WORKS

4 Collective Outcomes

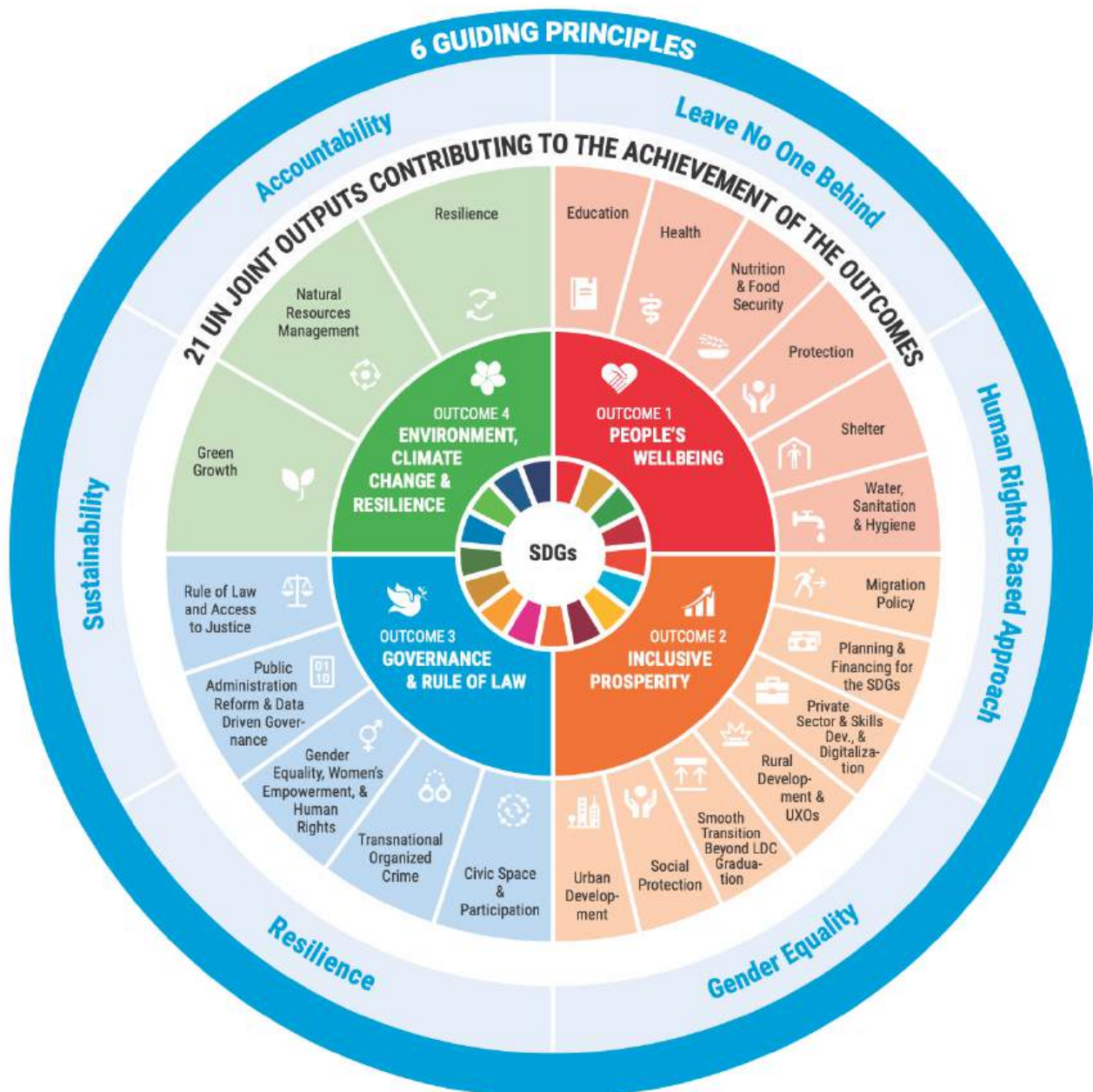
For each of the four Strategic Priorities, the UNSDCF defines a desired outcome that we want to achieve by the end of the programme cycle. Achieving these will be dependent on efforts and contributions from all stakeholders

21 UN Joint Outputs

The UN Joint Outputs are the specific contributions to the achievement of the four Outcomes that the UN in Lao PDR is accountable for

6 Guiding Principles

Throughout all of the work undertaken under the UNSDCF, six Guiding Principles will be consistently applied, which together support the achievement of the necessary transformative shifts to achieve sustainable development





2.2 PARTNERSHIP STRATEGY DEVELOPMENT PROCESS

Reflecting the increasing integration of the UNCT's work, the process of developing this first Partnership Strategy for the UNCT in Lao PDR was inclusive and consultative, going through three phases over five months ahead of implementation.

Timeline



Phase 1: Preparation (March-April)

- o **Formation of the inter-agency team of focal points:** Primarily agency partnership officers with solid understanding of agency partnership work and priorities. This group (Partnerships Focal Points) functioned as the primary body for detailed discussions on inputs into the Partnership Strategy.
- o **Definition of scope and process:** Analysis to establish the main directions for the Partnership Strategy. Priority areas were identified for improving coordination, optimizing resources, and expanding program coverage. Specific tasks were outlined to achieve the established goals.
- o **Data Collection and Analysis:** focused on coordination methods between different UN agencies and local partners, as well as evaluating the results of these practices. Examples and experience from other countries was reviewed.

Phase 2: Development (May -August)

- o **Definition of Partnership Strategy Vision and Objectives:** Based on the preceding analysis, developed jointly by Partnerships focal points.
- o **Consultation with UN Lao PDR Programme Oversight Group:** composed of deputy heads of entity and senior programme staff, to further refine the scope, vision, objectives, and overall approach for the Partnership Strategy.
- o **Stakeholder Consultations:** including through meetings with development partners, the INGO Network, and the Lao National Chamber of Commerce and Industry (as the overarching private sector representative body) to discuss partnership opportunities and mutual priorities.
- o **Definition of Priority Joint Actions:** identifying specific actions that the UNCT will commit to undertaking within the 2-year timeframe of the Partnership Strategy.

Phase 3: Finalization (August-September)

- o **Drafting** of full Partnership Strategy document.

- o **Definition** of implementation and monitoring arrangements, with periodic reviews of the strategy's implementation to be conducted to assess its effectiveness and make necessary adjustments, and to inform the development of a successor Partnership Strategy to accompany the design of the next Cooperation Framework.
- o **Review** by UN Programme Oversight Group and approval by UNCT.

Phase 4: Implementation (September 2024 – December 2026)

- o **Execution of strategic actions:** All UN agencies and key stakeholders will begin implementing joint activities, including resource mobilization and program execution.
- o **Monitoring and adjustments:** Quarterly reports and financial updates will be presented to the Programme Oversight Group and the UN Country Team. Strategy adjustments will be made as needed.
- o **Stakeholder engagement:** Partnerships with government agencies, the private sector, and NGOs will be strengthened through regular meetings and coordination activities.
- o **Financial management:** A thematic fund will be created to centralize resource management, improving coordination and reducing duplication.

Development of the new Partnership Strategy (January – December 2026)

- o **Evaluation of the current strategy:** An assessment of the results of the 2024-2026 strategy will be conducted to draw lessons.
- o **Consultations and planning:** Consultations with key stakeholders will help define the vision and priorities for a new strategy to support the implementation of the next Cooperation Framework (2027-2031).
- o **Development of the new strategy:** Based on the findings, a new Partnership Strategy for 2027-2031 will be prepared concurrently with the design of the new Cooperation Framework.



3. PARTNERSHIP STRATEGY OBJECTIVES

3.1 PARTNERSHIP STRENGTHS, CHALLENGES, OPPORTUNITIES, AND RISKS

This Partnership Strategy is intended as a practical companion piece to support the achievement of the Cooperation Framework strategic priorities through a clear articulation of specific actions that the UNCT will take jointly to work more effectively with different stakeholders.

The identification of these actions is informed by a frank reflection on the UNCT's strengths, challenges, opportunities, and risks specifically with relevance to strategic joint partnerships to support sustainable development.

Actions are based on consensus within the UNCT on the following key conclusions:

Strengths

1. Convening Power: The UN's unique added value lies in its neutrality and global presence, allowing it to tackle complex and sensitive issues effectively. Its strong credibility and trust among partners enhances its ability to mobilize resources and advocate for policy changes.

2. Established Mandates: A rich set of substantive mandates collectively covering all aspects of work to support sustainable development and the achievement of the SDGs. This is complemented by the UN's commitment to integrated, multi-sectoral approaches that address the root causes of development challenges, considering marginalized and vulnerable groups in planning and implementation.

3. Delivery: Implementation of projects and programmes on a broad range of important development issues across all provinces in the country, including rapid on-the-ground delivery of support in response to emergencies.

4. Existing Partnership capacities with Established Strategies: Well established relationships with key groups of stakeholders amongst different members of the UNCT.

Challenges

1. Competition Among Agencies: UN entities are primarily responsible for individual resource mobilization efforts to implement their respective mandates, with mandates often expanded by decisions taken at global level but responsibility for implementation decentralized to the country level. In a context of limited resources (in particular reductions in core budgets for UN agencies, funds, and programmes) and increasing global pressures on international development assistance, this can lead to real and perceived competition amongst entities for resources to deliver against the expectations placed on them.

This creates a particular challenge to ensure that the UNCT speaks coherently with a single voice on central cross-cutting issues, whilst each agency maintains and cultivates its visibility to be able to deliver against its mandated responsibilities.

2. Administrative and Coordination Mechanisms:

Despite significant progress in harmonizing systems under the UN development system reform, complex administrative processes within UN agencies can delay project implementation and reduce flexibility. Compounding this, procedures vary across agencies, creating challenges for local partners to engage effectively with multiple UN agencies and their varying requirements.

Similarly, continuing to strengthen substantive coordination across agencies on key development issues to ensure that all UN agencies have a shared understanding of the bigger picture on key development issues is an essential foundation for strengthened coherence in our response.

In this context, this Partnership Strategy identifies **OPPORTUNITIES** to:

1. Act as a catalyst for collaboration: Strong relationships with Government partners can be leveraged for joint advocacy on key development issues, connecting relevant expertise from different agencies and regional and global centers, with established programmes and relationships with policymakers. The UN can act as a bridge, facilitating collaboration, inclusive dialogue, and partnerships among different stakeholders, including:

- Expanding partnerships with the private sector to leverage expertise, innovation, and engagement with policy discussions.

- Deepening strategic partnerships with non-governmental development actors to facilitate engagement with policy discussions.

2. Strengthen joint UN partnership activities. Leverage progress under the UN development system reform to strengthen cross-UNCT initiatives to streamline processes and coordinate resource mobilization efforts.

- Individual entity partnerships with various counterparts can be integrated into a broader, more cohesive strategy.

- Improving internal processes and systems for information sharing and planning can support more effective and efficient external outreach.

Overall **RISKS** for the implementation of the Cooperation Framework are managed by the UNCT through regular management and reporting processes. However, specific key risks to the realization of the opportunities identified in this Partnership Strategy include:

1. Individual resource mobilization incentives undermining commitment to joint and coordinated efforts, especially in the global context of more limited resource availability.

2. Poor coordination and lack of a cohesive strategy among UN agencies can lead to duplication of efforts, fragmented interventions, and potential damage to the UN's reputation.

3. Changes in global funding priorities by donors that shift resources away from supporting development in Lao PDR.

3.2 VISION AND OBJECTIVES

Reflecting the key conclusions from this analysis, the UNCT commits to working towards the following partnership **VISION**:

As a UN Country Team, to foster collaborative partnerships with diverse stakeholders within and beyond Lao PDR to jointly mobilize resources, develop partnerships, and collaborate in support of the vision of the Cooperation Framework and the achievement of the Sustainable Development Goals.

Objectives

This is to be achieved by working towards the achievement of two **objectives**:

- 1. Jointly and efficiently engage with diverse stakeholders to mobilize resources and partnerships for the implementation of the Cooperation Framework and the achievement of the SDGs in Lao PDR.*
- 2. Strategically strengthen collaboration with NGOs, civil society organizations, private sector partners, and/or other stakeholders through joint initiatives that support the implementation of the Cooperation Framework and the achievement of the SDGs in Lao PDR.*



4. JOINT PARTNERSHIP INITIATIVES

4.1 PRIORITY AREAS

Under each of the Partnership Strategy objectives, the UNCT identified priority areas where joint action would have the greatest potential to contribute to progress within the remaining period of the Cooperation Framework.

OBJECTIVE 1:

Jointly and efficiently engage with diverse stakeholders to mobilize resources and partnerships for the implementation of the Cooperation Framework and the achievement of the SDGs in Lao PDR:

o Through determining practical means of applying relevant elements of the Management and Accountability Framework and the UN Sustainable Development Group Funding Compact, clarify processes for ensuring **transparency** and coordination within the UNCT on **resource mobilization** efforts. Establish clearer processes and criteria for determining joint programming priorities as a UNCT. This will support UNCT efforts to best leverage available SDG financing to maximize development impact.

o Reflecting the value of efficient administrative processes to facilitate more collaborative and strategic working, take steps towards the establishment of the first **Country Pooled Fund** for the UN in Lao PDR.

By pooling resources from multiple sources in a strategic, transparent, and accountable way, this is intended to enhance coordination among donors, reduce fragmentation, and provide the flexibility needed to allocate funds efficiently to areas that require immediate attention, thus ensuring a more strategic and impactful use of financial resources.

Work under these objectives will contribute towards mitigating the identified risk of individual agency resource mobilization incentives undermining commitment to joint and coordinated efforts, through strengthening incentives for joint programming and resource mobilization.

Photo by FAO



OBJECTIVE 2:

Strategically strengthen collaboration with NGOs, civil society organizations, private sector partners, and/or other stakeholders through joint initiatives that support the implementation of the Cooperation Framework and the achievement of the SDGs in Lao PDR, making best use of all available SDG financing:

- o Improve joint UN engagement with key **development partners** (including embassies and other bilateral and multilateral development partners), building on strong existing partnerships with individual agencies. Leveraging the consolidated UN priorities and structures under the Cooperation Framework, more joint engagements can help maximize impact, minimize duplication of efforts, and promotes a cohesive strategy for sustainable development.

- o Deepening and building on the existing partnership with the **INGO** Network and **CSOs** to create a strategic forum for identifying opportunities for coordinated programming, joint advocacy, and joint capacity building initiatives. These organizations bring diverse expertise and resources to the table, facilitating the implementation of projects aimed at improving health, education, and social welfare.

- o Fostering improved strategic UN partnerships with the private sector through structured engagement with the Lao National Chamber of Commerce and Industry (LNCCI) and its membership as the national umbrella body, building on existing partnerships with individual agencies.

- o Building on existing agency partnerships, take limited practical steps to strengthen joint UNCT engagement with **academia** and **youth**.

- o Academic institutions, including universities and research centers, provide critical insights, conduct essential research, and develop the skilled workforce needed for the country's sustainable development. Collaboration with academia can help to ensure that UN development work is grounded in context-appropriate evidence and reaches key audiences.

- o By involving young people in decision-making processes and development programs, the UN can better meet their needs and aspirations, and amplify their key perspectives in relevant policy discussions.



Photo by UNDP

4.2 JOINT ACTIONS

4.2.1 Actions under Objective 1:

Jointly and efficiently engage with diverse stakeholders to mobilize resources and partnerships for the implementation of the Cooperation Framework and the achievement of the SDGs in Lao PDR

1. Cross-UNCT Process for transparency and coordination in resource mobilization

Applying the principles of the Management and Accountability Framework, the UNCT will establish clear steps within the annual programming and planning cycle under the Cooperation Framework for information sharing and prioritization of resource mobilization efforts within substantive areas.

This will be done through explicit inclusion of resource mobilization plans (for joint and individual entity work) as part of the annual Cooperation Framework Joint Work planning process, with regular updates on changes provided to the UNCT over the course of the year.

2. Prioritized Resource Mobilization support by the UN Resident Coordinator

The UN Resident Coordinator, as the most senior UN official in Lao PDR, will focus resource mobilization efforts on key initiatives prioritized in annual Joint Workplans. This will include presentation on strategic UN engagements with different groups of stakeholders. Through this, partners will have a clear indication of which are the highest priority initiatives developed by the UNCT, and assurance that initiatives have been fully consulted with all relevant entities.

3. Establish a thematic Country-Level Pooled Fund in Lao PDR

The UNCT will work towards the creation of a strategic mechanism to facilitate the pooling of resources from multiple partners to work with multiple UNCT entities in an efficient way towards shared goals. This will support improvements in the development results that can be achieved, streamline administrative processes, and reduce duplication.

Recognizing that fully establishing such a pooled fund for the first time in Lao PDR will require time, in the two years remaining under the Cooperation Framework, the UNCT will specifically commit preparatory steps towards the establishment of a fund to support the implementation of the next Cooperation Framework (2027-2031):

- a. Agree Pooled Fund objectives and focus align with national priorities and SDGs, including in consultation with potential external partners.
- b. Establish Governance Structure with representation from all key stakeholders.
- c. Formulate joint resource mobilization strategy for the pooled fund.

4.2.2. Actions under Objective 2:

Strategically strengthen collaboration with NGOs, civil society organizations, private sector partners, and/or other stakeholders through joint initiatives that support the implementation of the Cooperation Framework and the achievement of the SDGs in Lao PDR.

The Lao PDR Round Table Process remains the most inclusive forum for discussion of pressing development issues. The UN, as co-chair of the process, will continue to place a high priority on ensuring that this functions as an effective mechanism for these discussions, including through facilitating engagement by these key stakeholder groups

Development Partners:

1. Institutionalizing Joint Head of Mission Level Meetings:

To foster continuous dialogue, strategic alignment, and collaboration on key development issues, the UNCT will institutionalize Joint Head of Mission Level Meetings with development partners. These meetings will be convened twice per year and will serve as a platform for high-level discussions, ensuring that the UN and its partners are cohesively working towards shared development objectives in Lao PDR.

2. Conducting Bilateral and Smaller Group Meetings:

The UNCT will organize ad-hoc bilateral or smaller group meetings with key development partners to address specific issues and deepen collaboration. The selection of meeting topics and participants will be determined by the UNCT,

ensuring the involvement of relevant Heads of Agency and senior technical staff. These targeted engagements aim to facilitate focused dialogues that can lead to more effective and tailored development interventions.

3. Joint Outreach to Non-Resident Development Partners:

Led by the UN Resident Coordinator (RC), the UNCT will embark on annual joint missions to strategic locations such as Bangkok and Hanoi to engage with Non-Resident Development Partners. These missions will include participation from relevant Heads of Agency and senior technical staff. The objective is to strengthen relationships, explore avenues for collaboration, and align efforts with regional development priorities that can positively impact Lao PDR.

INGOs (International Non-Governmental Organizations) and CSOs (Civil Society Organizations):

1. Institutionalizing Collaboration through UN-INGO Bi-Annual Network Meetings:

In alignment with the UN's commitment to fostering strong partnerships, the UNCT will institutionalize the UN-INGO Network Bi-Annual Meetings. These forums will serve as

a strategic platform for consultation on respective regular planning processes and for the identification of annual priority areas for collaboration. The meetings will define specific annual areas for joint and collaborative work between the UNCT and INGO Network.

2. Institutionalizing UN-CSOs Collaboration through Annual Network Meetings:

In line with the UN's dedication to fostering strong partnerships, the UNCT will formalize the Annual Meetings of the UN-CSOs Network. These meetings will provide a strategic platform for regular consultations on planning processes and for identifying key priority areas for collaboration each year. During these meetings, specific focus areas for joint and coordinated efforts between the UNCT and the CSOs Network will be determined. This approach will enable both parties to synchronize their actions, effectively allocate resources, and address the most critical societal needs, thereby reinforcing partnerships and enhancing the achievement of shared objectives.

3. Joint Public Awareness Campaigns:

The UN and INGOs will jointly lead in coordinating joint public awareness campaigns, focusing on raising awareness of key issues such as gender equality, environmental conservation, and human rights. These campaigns will be strategically designed to maximize reach and impact, ensuring that the targeted messages resonate with diverse audiences across Lao PDR, with the focus each year to be agreed in the bi-annual UNCT-INGO meetings.

4. Joint Capacity Building Exercises:

The UNCT, in collaboration with INGOs, will organize annual joint capacity-building exercises. These initiatives will be based on mutual priorities identified during the Bi-Annual Network Meetings and will build on positive experiences, such as the PSEA training. The goal is to strengthen the capacity of both UN and INGO staff to effectively contribute to the implementation of the Cooperation Framework.

5. Collaborative Data Collection and Analysis:

The UN and the INGO Network will enhance collaborative data collection and analysis in

key areas of mutual focus. This collaboration will provide a stronger evidence base approach for policy formulation, program development and monitoring, ensuring effective use of resource and contributing directly to the achievement of the SDGs in Lao PDR.

6. Proactively Enhancing Information Sharing:

To improve strategic alignment and operational efficiency, the UN will promote proactive information sharing with INGOs. This will involve the mutual sharing of respective surveys, reports, and analytical products, facilitating better coordination and collaboration across various initiatives.

7. Strengthen Humanitarian Coordination:

The UNCT will continue to leverage the existing Inter-Agency Standing Committee (IASC), in collaboration with INGOs, as the main platform for preparation for response to humanitarian emergencies. These mechanisms will be critical in ensuring that joint efforts are well-coordinated in the event of an emergency requiring rapid response.

Private Sector:

1. Annual UN-Private Sector Dialogue:

The UNCT, in collaboration with the Lao National Chamber of Commerce and Industry (LNCCI), the Ministry of Industry and Commerce, and the Ministry of Foreign Affairs, will co-convene an annual joint discussion with the private sector. This dialogue aims to facilitate partnerships between UN agencies and potential private sector partners, fostering a collaborative environment that aligns with the strategic goals of the Cooperation Framework. The discussions will serve as a platform to explore opportunities for joint initiatives that contribute to the achievement of the SDGs in Lao PDR.

2. Incorporating Private Sector in High-Level UN Meetings:

The UNCT will ensure mutual participation in significant events by inviting LNCCI representatives as observers to the annual High-Level Joint Steering Committee. This inclusion aims to integrate private sector perspectives into UN decision-making processes, thereby enhancing the relevance and impact of UN-supported initiatives in the country.

3. Engaging Private Sector in Policy Advisory Work:

The UNCT is committed to engaging private sector representatives in UN-supported policy advisory work. This engagement will be facilitated through partnerships with LNCCI and will focus on ensuring that private sector contributions are aligned with national development priorities and the SDGs. The involvement of the private sector in policy advisory roles will help in shaping policies that are both inclusive and sustainable.

4. Promoting Compliance with the UN Guiding Principles of Business and Human Rights and Inclusive and Sustainable Business Practices::

Through its programming, the UN will actively promote Corporate Social Responsibility and inclusive and sustainable business practices among private sector entities. This may include the promotion of inclusive business models, promoting green businesses and the green transition of SMEs and engaging private investors in financing inclusive and sustainable business models. These efforts will be integrated into the broader UN strategy for advancing sustainable development in Lao PDR, ensuring that private sector activities contribute positively to the social, economic, and environmental well-being of the people, in particular the most vulnerable.

Academia

1. Facilitation of Joint Research Initiatives:

The UNCT will facilitate the development and implementation of joint research projects between UN agencies and academic institutions in Lao PDR. These initiatives will focus on addressing pressing development challenges that are critical to the achievement of the SDGs. By leveraging the expertise and resources of both the UN and academic institutions, these research projects will contribute valuable insights and innovative solutions to the country's development agenda.

Youth

1. Establishment of the UN Lao PDR Youth Advisory and Advocacy Group:

The UNCT will establish a UN Lao PDR Youth Advisory and Advocacy Group to actively engage young people in setting the agenda and participating in key meetings at various levels. To ensure the Youth Advocacy Group is representative and capable, volunteers will be identified through an open, transparent, and competitive selection process. This group will play a critical role in strategic analytical, policy, and programming discussions, ensuring that the perspectives and voices of the youth are represented in national and, where appropriate, international forums. These consultations will be integral to the UN's decision-making processes, allowing youth to contribute to shaping policies and programs that affect their futures. The establishment of this group aligns with the UN's broader commitment to inclusive and participatory governance, which is crucial for achieving the SDGs.

4.3 ACTION MATRIX

Objective 1: Jointly and efficiently engage with diverse stakeholders to mobilize resources and partnerships for the implementation of the Cooperation Framework and the achievement of the SDGs in Lao PDR				
TRANSPARENCY FOR RESOURCE MOBILIZATION				
Action 1 - Cross-UNCT Process for transparency and coordination in resource mobilization				
<i>Tasks</i>	<i>Indicator</i>	<i>Agencies Engaged</i>	<i>Lead Unit</i>	<i>Timeline</i>
Incorporation of resource mobilization plans in annual Cooperation Framework Joint Workplans	Cooperation Framework sub-outputs (ongoing and pipeline) identify plans to close outstanding resource gaps.	All Cooperation Framework signatories.	Programme Oversight Group	Annually, in line with Joint Workplan process (by end March each year).
	6-monthly updates on resource mobilization efforts at regular UNCT meetings.	All Cooperation Framework signatories.	UNCT, POG	2025-2026 (every 6 months)
Action 2 - Prioritized Resource Mobilization support by the UN Resident Coordinator				
<i>Tasks</i>	<i>Indicator</i>	<i>Agencies Engaged</i>	<i>Lead Unit</i>	<i>Timeline</i>
Presentation of priority initiatives requiring resources at regular UN-Development Partner briefing.	Priory initiatives included in agenda for presentation at four regular Development Partner briefings (2 per year).	Result Group Leads and Programme Oversight Group	Resident Coordinator's Office	2025-2026 (twice per year)
Resident Coordinator shares information on priority initiatives in bilateral meetings and communications with Development Partners, and provides updates to the UNCT	6 monthly updates on resource mobilization efforts at regular UNCT meetings	Result Group Leads and Programme Oversight Group.	Resident Coordinator	2025-2026 (ongoing)
COUNTRY-LEVEL POOLED FUND				
Action - Establish a thematic Country-Level Pooled Fund in Lao PDR				
<i>Tasks</i>	<i>Indicator</i>	<i>Agencies Engaged</i>	<i>Lead Unit</i>	<i>Timeline</i>
Agree Pooled Fund objectives and focus.	Pooled Fund Concept Note approved by UNCT	All Cooperation Framework signatories.	POG and UNCT	Q3 (Jul-Sep) 2025
Establish governance structure with representation from all key stakeholders	Pooled Fund Governance Structure Concept Note approved by UNCT.	Relevant agencies to be agreed depending on focus.	Resident Coordinator and lead agency to be agreed depending on focus.	Q3 (Jul-Sep)
Formulation of joint resource mobilization strategy for Pooled Fund	Pooled Fund Resource Mobilization Strategy approved by UNCT	Relevant agencies to be agreed depending on focus.	Resident Coordinator and lead agency to be agreed depending on focus.	Q1 2026
Objective 2: Strategically strengthen collaboration with NGOs, civil society organizations, private sector partners, and/or other stakeholders through joint initiatives that support the implementation of the Cooperation Framework and the achievement of the SDGs in Lao PDR:				
DEVELOPMENT PARTNERS				
Action 1 - Institutionalizing Joint Head of Mission Level Meetings:				
<i>Tasks</i>	<i>Indicator</i>	<i>Agencies Engaged</i>	<i>Lead Unit</i>	<i>Timeline</i>
Bi-annual UNCT-Development Partners (Head of Mission level) meeting	Four meetings over 2025-2026	All Cooperation Framework signatories.	UNRCO	2025-2026 (twice per year)

Action 2 - Conducting Bilateral and Smaller Group Meetings				
<i>Tasks</i>	<i>Indicator</i>	<i>Agencies Engaged</i>	<i>Lead Unit</i>	<i>Timeline</i>
Ad-hoc meetings at technical (not Head of Mission) level with individual and groups of key development partners around key issues or strategic frameworks; including consideration of use of existing Sector Working Groups under the Roundtable Process.	Not less than 3 meetings during 2025-2026	All Cooperation Framework signatories	UNRCO	2025-2026 (as appropriate)
Action 3 - Joint Outreach to Non-Resident Development Partners				
<i>Tasks</i>	<i>Indicator</i>	<i>Agencies Engaged</i>	<i>Lead Unit</i>	<i>Timeline</i>
Joint mission with key Government counterparts to regional centres (Bangkok and Hanoi) to meet with non-resident development partners.	Two joint missions per year (one each to Bangkok and Hanoi)	Result Group Leads and POG Leads	Resident Coordinator	2025-2026 (once per year)
INGOs (INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS)				
Action 1 - Institutionalizing UN-INGO Collaboration through Bi-Annual Network Meetings				
<i>Tasks</i>	<i>Indicator</i>	<i>Agencies Engaged</i>	<i>Lead Unit</i>	<i>Timeline</i>
Bi-annual UNCT-INGOs (Head of Mission level) meeting	Four meetings over 2025-2026	All Cooperation Framework signatories	UNRCO	2025-2026 (twice per year)
Action 2 Institutionalizing UN-CSOs Collaboration through Annual Network Meetings				
<i>Tasks</i>	<i>Indicator</i>	<i>Agencies Engaged</i>	<i>Lead Unit</i>	<i>Timeline</i>
Annual UNCT-CSOs (Head of Mission level) meeting	Two meetings over 2025-2026	All Cooperation Framework signatories	UNRCO	2025-2026 (once per year)
Action 3 - Joint Public Awareness Campaigns				
<i>Tasks</i>	<i>Indicator</i>	<i>Agencies Engaged</i>	<i>Lead Unit</i>	<i>Timeline</i>
Relevant UNCT members and INGOs implement a joint focused advocacy campaign on an issue agreed during bi-annual UNCT-INGO Network meetings	Two joint priority campaigns (one per year)	To be agreed depending on annual focus	To be agreed depending on annual focus	2025-2026 (once per year)
Action 4 - Joint Capacity Building Exercises				
<i>Tasks</i>	<i>Indicator</i>	<i>Agencies Engaged</i>	<i>Lead Unit</i>	<i>Timeline</i>
The UNCT, and INGO Network, will organize an annual joint capacity-building exercise, based on mutual priorities identified during the Bi-Annual Network Meetings	Two joint capacity building sessions (one per year)	To be agreed depending on annual focus	UNRCO	2025-2026 (once per year)
Action 5 - Collaborative Data Collection and Analysis				
<i>Tasks</i>	<i>Indicator</i>	<i>Agencies Engaged</i>	<i>Lead Unit</i>	<i>Timeline</i>
Joint Save the Children-WHO assessment of carbon emissions in the health sector	Number of data collection initiatives jointly funded by UN agencies and INGOs	To be agreed depending on annual focus. WHO	POG and LEAD	

Action 6 - Proactively Enhancing Information Sharing:				
<i>Tasks</i>	<i>Indicator</i>	<i>Agencies Engaged</i>	<i>Lead Unit</i>	<i>Timeline</i>
<p>UNCT members share relevant publications and analysis through INGO Network.</p> <p>INGO members share relevant publications and analysis with UNCT through RCO</p>	<p>RCO shares consolidated set of relevant UNCT publications twice per year.</p> <p>INGO Network shares consolidated set of relevant INGO publications twice per year</p>	All Cooperation Framework signatories	UNRCO, INGO Network	2025-2026 (twice per year)
Action 7 - Strengthen the Humanitarian Coordination				
<i>Tasks</i>	<i>Indicator</i>	<i>Agencies Engaged</i>	<i>Lead Unit</i>	<i>Timeline</i>
Increase the frequency and improve quality of cluster meetings through meaningful engagement with government sectoral ministries, humanitarian partners, and the private sector	Increased number of stakeholders actively engaged and contributing, leading to more frequent and quality discussions	All cluster members	UNRCO	2025-2026 (Quarterly)
PRIVATE SECTOR				
Action 1 - Annual UN-Private Sector Dialogue				
<i>Tasks</i>	<i>Indicator</i>	<i>Agencies Engaged</i>	<i>Lead Unit</i>	<i>Timeline</i>
Bi-annual UNCT-LNCCI meeting, at least one annual meeting, at least some interactions at technical level in between	Four meetings over 2025-2026	All Cooperation Framework signatories	UNRCO	2025-2026 (twice per year)
Action 2 - Incorporating Private Sector in High-Level UN Meetings				
<i>Tasks</i>	<i>Indicator</i>	<i>Agencies Engaged</i>	<i>Lead Unit</i>	<i>Timeline</i>
LNCCI representative joins annual Government-UN High-Level Joint Steering Committee meeting as an observer. To be agreed with MoFA	Two meetings over 2025-2026	All Cooperation Framework signatories	UNRCO	2025-2026 (once per year)
UNCT representative joins LNCCI annual general meeting	Two meetings over 2025-2026	To be agreed with LNCCI	UNRCO	2025-2026 (once per year)
Action 3 - Engaging Private Sector in Policy Advisory Work				
<i>Tasks</i>	<i>Indicator</i>	<i>Agencies Engaged</i>	<i>Lead Unit</i>	<i>Timeline</i>
UNCT engages private sector (through LNCCI) in consultations on strategic policy advice and support by the UN. Specific policy areas to be agreed during bi-annual meeting	Request agencies to suggest relevant policy areas	All Cooperation Framework signatories	To be based on agreed policy focus (e.g. lead for 10th NSEDP would be UNDP)	2025-2026
Action 4 - Promoting Corporate Social Responsibility (CSR) and Inclusive and Sustainable Business Practices				
<i>Tasks</i>	<i>Indicator</i>	<i>Agencies Engaged</i>	<i>Lead Unit</i>	<i>Timeline</i>
UNCT briefs the private sector (through LNCCI) on opportunities to develop and invest in inclusive and sustainable business models.	Two meetings over 2025-2026	ESCAP, others as relevant	ESCAP	2025-2026

ACADEMIA				
Action 1 - Facilitation of Joint Research Initiatives				
<i>Tasks</i>	<i>Indicator</i>	<i>Agencies Engaged</i>	<i>Lead Unit</i>	<i>Timeline</i>
UNCT engages academia in relevant research and data initiatives. Specific initiatives to be identified through the Learning Evaluation and Data (LEAD group).				
YOUTH				
Action 1 - Establishment of the UN Lao PDR Youth Advisory and Advocacy Group				
<i>Tasks</i>	<i>Indicator</i>	<i>Agencies Engaged</i>	<i>Lead Unit</i>	<i>Timeline</i>
Establish a youth SDG advocacy and advisory group to engage with UNCT advocacy activities and advise on UN programming and priorities	8 young people appointed as to UN Lao PDR Youth Advisory Council	All Cooperation Framework signatories	UNRCO and/or agreed agency	2025-2026 Group established by Q2 2025
Youth Advisory and Advocacy Group is engaged in strategic policy and programming discussions through a regular consultation platform	4 Youth Advisory Council meetings (twice per year)	All Cooperation Framework signatories	UNRCO and/or agreed agency	2025-2026 Two meetings per year



5. IMPLEMENTATION ARRANGEMENTS

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Responsibility for the implementation of the Partnership Strategy is shared by all members of the UNCT. Beyond the implementation of the specific action set out in section 4.3, this chapter sets out overall arrangements and responsibilities for monitoring, reporting, and governance of the Strategy

	Key Responsibilities	Responsible Group(s)
Workplanning	Preparation of detailed annual workplan for Partnership Strategy implementation for inclusion in consolidated UNCT Joint Workplan.	Draft prepared by RCO, for review by POG and approval by UNCT
Monitoring and Reporting	<ul style="list-style-type: none"> - Develop reporting template(s). - Collate information from agencies. - Prepare POG and UNCT meeting presentations. 	RCO
	Provide light updates on actions taken to implement the Partnership Strategy to the RCO for consolidation and onward sharing with the POG and UNCT every 6 months.	Nominated focal points in UN Agencies (Coordinated by RCO)
	Provide updates on resource mobilization efforts to close the financing gap set out in the Joint Workplans every 6 months.	Nominated focal points in UN Agencies (Coordinated by RCO)
	Review 6-monthly monitoring and resource mobilization updates during regular POG and UNCT meetings; make recommendations and take decisions regarding implementation as appropriate.	POG and UNCT
	Report on Partnership Strategy implementation to be included in the CF Annual Results Report.	UNCT
Adaptation and Continuous Improvement	Adjust the Partnership Strategy based on monitoring and evaluation results to remain responsive to emerging needs and evolving conditions. Review after year 1, then during year 2 will develop new Partnership Strategy for next CF	POG and UNCT
	Capture lessons learned and best practices throughout the implementation period to inform future strategies and partnerships	RCO



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UNITED NATIONS
LAO PDR

