USAID | LAOS
PERFORMANCE MANAGEMENT PLAN
(Public Version)

2023-2028

ACRONYMS

A/CORs	Agreement/Contract Officer Representatives
ADS	Automated Directives System
CIRS	Context Indicator Reference Sheets
CLA	Collaborating, Learning, and Adapting
CSO	Civil Society Organization
DIS	Development Information Solution
DO	Development Objective
DQA	Data Quality Assessment
FY	Fiscal Year
GESI	Gender and Social Inclusion
GID	Gender and Inclusive Development
GOL	Government of Lao PDR
ID	Inclusive Development
IP	Implementing Partner
IPS	Indo-Pacific Strategy
IR	Intermediate Results
M&E	Monitoring and Evaluation
MCST	Mid-Course Stocktaking
MEL	Monitoring, Evaluation, and Learning
MTE	Mid-Term Evaluation
NGO	Non-Governmental Organization
NSEDP	National Socio-Economic Development Plan

PDR	People's Democratic Republic
PIRS	Performance Indicator Reference Sheets
PITT	Performance Indicator Tracking Table
PMP	Performance Management Plan
PPR	Performance Plan and Report
PRO	Program Office
PSE	Private Sector Engagement
RDMA	Regional Development Mission for Asia
SF	Strategic Framework
TBD	To Be Determined
TO	Technical Office
USAID	United States Agency for International Development
USAID/W	USAID/Washington
USD	United States Dollars
USG	United States Government

INTRODUCTION

In 2023, the United States Agency for International Development (USAID) Mission in Lao People's Democratic Republic (Lao PDR) developed the USAID/Laos Strategic Framework (SF) for 2023-2028, the first standalone strategy for USAID/Laos after becoming an independent operating unit from the USAID Regional Development Mission for Asia (RDMA). The Strategic Framework (SF) supports the whole-of-government Indo-Pacific Strategy of the United States and aligns with the Government of Lao PDR (GOL) 9th National Socio-Economic Development Plan (NSEDP) 2021-2025, sector strategies, and other Lao-led plans and initiatives for the Sustainable Development Goals. USAID/Laos recognizes that an inclusive and collaborative approach that partners with USAID RDMA and other United States Government (USG) agencies, the GOL, key local stakeholders (including civil society and the private sector), and other development partners is critical to SF design and implementation. The USAID/Laos 2023-2028 Performance Management Plan (PMP) enables the Mission to manage implementation of the five-year SF through an approach centered on monitoring, evaluation, learning (MEL), collaboration, and adaptive management.

This PMP focuses on overall SF results, identifies performance and context monitoring indicators for relevant development objectives (DO) and intermediate results (IR), outlines a Mission-level evaluation plan, and provides guidance on how to ensure learning priorities remain relevant over the coming five years. The PMP is utilization focused and outlines the resources necessary for its implementation throughout the period of the SF. This plan will flow down and affect MEL at the activity level. It will enable USAID/Laos to continuously learn and adapt to improve on-going and future programming, while simultaneously tracking progress toward the U.S Vision for a free, open, connected, prosperous, resilient and secure Indo-Pacific region.

The USAID/Laos SF goal of "Laos-led resilient, sustainable, and inclusive development advanced" maintains and expands the trajectory of current programming and activities, recognizing that development is not achieved in five-year strategies and that the process requires continued long-term support. Within this goal, nested terms reflect USAID/Laos' understanding of both the context they are operating within as well as critical factors for success:

- *Laos-led* emphasizes the importance of engaging with and attaining buy-in from stakeholders at all levels of society;
- *Resilient* reflects the importance of increasing Lao PDR's ability to respond to internal and external shocks;
- *Sustainable* acknowledges that reducing reliance on extractive approaches and increasing investment in social sector programs will improve development outcomes; and
- *Inclusive* advances USAID and GOL goals to ensure improved processes and outcomes are shared across the breadth of society.

USAID's consultations and analyses determined that progress toward this goal can best be achieved by co-acknowledging Lao PDR's most pressing development challenges with the GOL and building capacity throughout society to address them. USAID will increase capacity and commitment to address these core challenges through four distinct yet interlinked DOs:

DO 1: Diversified Green Economic Growth Shared Equitably

The DO 1 development hypothesis asserts that: *IF responsible and sustainable investment increases, and IF sustainable employment creation is increased in focused value chains, and IF regional integration is advanced, and IF the clean energy transition and development is sustained, THEN diversified green economic growth will be shared more equitably.*

DO 2: Education Learning Outcomes and Opportunities Expanded

The DO 2 development hypothesis asserts that: *IF the quality and inclusiveness of basic education is improved, and IF higher education opportunities are expanded, and IF the education system is strengthened, THEN, learning opportunities and outcomes will be expanded.*

DO 3: Health and Disability Outcomes Improved

The DO 3 development hypothesis asserts that: *IF resilient and inclusive health systems and services are improved, and IF infectious disease prevention, detection, and response capacity is improved, and IF disability-inclusive services and support are enhanced, THEN health and disability outcomes will be improved.*

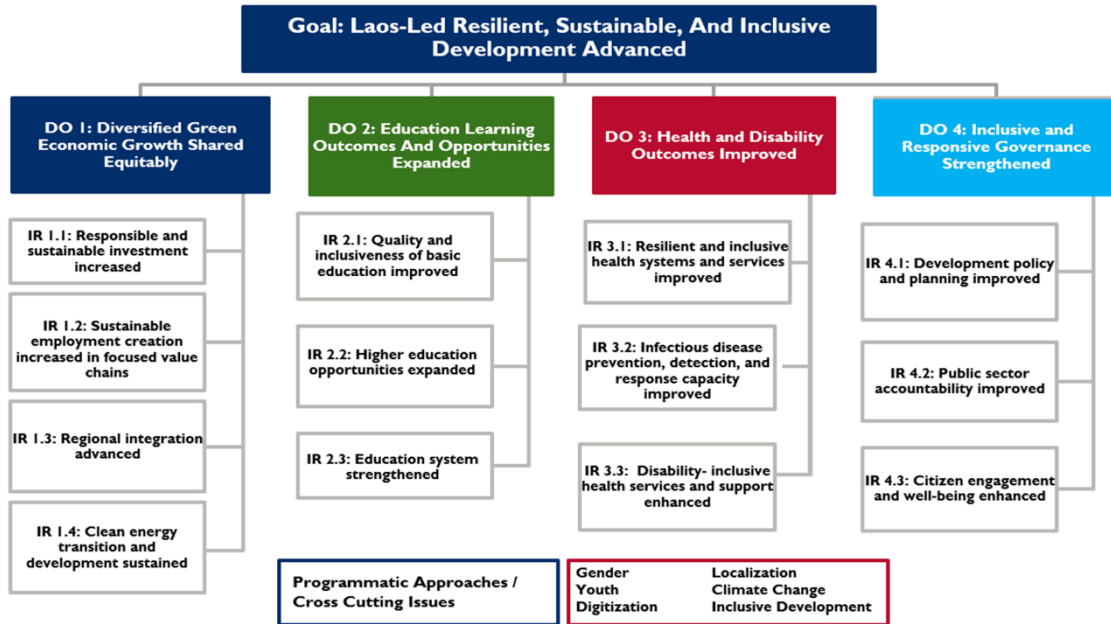**DO 4: Inclusive and Responsive Governance Strengthened**

The DO 4 development hypothesis asserts that: *IF development policy and planning are improved, and IF public sector accountability is improved, and IF citizen well-being is enhanced, THEN inclusive and responsive governance will be strengthened.*

Eight cross-cutting programmatic issues were identified during the development of the SF that are relevant to all DOs: Gender, Youth, Localization, Inclusive Development (ID), Climate Change, Private Sector Engagement (PSE), Development Diplomacy, and Digitization. The full SF can be found in Figure 1 below.

Figure 1: USAID/Laos SF 2023-2028

Goal: Laos-Led Resilient, Sustainable, And Inclusive Development Advanced

DO 1: Diversified Green Economic Growth Shared Equitably
- IR 1.1: Responsible and sustainable investment increased
- IR 1.2: Sustainable employment creation increased in focused value chains
- IR 1.3: Regional integration advanced
- IR 1.4: Clean energy transition and development sustained

DO 2: Education Learning Outcomes And Opportunities Expanded
- IR 2.1: Quality and inclusiveness of basic education improved
- IR 2.2: Higher education opportunities expanded
- IR 2.3: Education system strengthened

DO 3: Health and Disability Outcomes Improved
- IR 3.1: Resilient and inclusive health systems and services improved
- IR 3.2: Infectious disease prevention, detection, and response capacity improved
- IR 3.3: Disability- inclusive health services and support enhanced

DO 4: Inclusive and Responsive Governance Strengthened
- IR 4.1: Development policy and planning improved
- IR 4.2: Public sector accountability improved
- IR 4.3: Citizen engagement and well-being enhanced

Programmatic Approaches / Cross Cutting Issues

Gender, Youth, Digitization, Localization, Climate Change, Inclusive Development

ADDRESSING LEARNING PRIORITIES

The initial learning themes identified below are critical to the SF's programmatic and operational decisions and implementation. They help identify how the Mission will validate the development hypotheses articulated in the results framework with implications for achieving and understanding progress toward expected results. Therefore, the SF for the USAID/Laos PMP begins by identifying what is important to measure from the Mission's viewpoint. These learning priorities will link to approaches that will be used to help answer their associated learning questions.

Learning priorities drive the structure of the PMP and MEL approaches flow from the learning priorities, as described in Figure 2 above. Learning priorities for USAID/Laos fall under three main categories: **(1) Gender and Inclusive Development (GID), (2) Localization, and (3) Private Sector Engagement (PSE).** Learning priorities will be addressed through a variety of PMP processes, including performance and context monitoring, evaluations, and other learning approaches as outlined in Tables 1-3 below.

Table 1: Gender and Inclusive Development-associated Learning Questions and MEL Approaches

Learning Priority #1: Gender and Inclusive Development (GID)[1]
Learning Questions
- What progress is being made on gender equity as a result of programming? Where are we seeing progress or lack thereof? What is enabling or hindering this progress? How can USAID scale successes?   - How well does USAID/Laos programming reach youth/adolescents? How can USAID/Laos best meet youth/adolescents needs (e.g., digital education, health, workforce development/skills, etc.)?   - How well is USAID/Laos reaching the most marginalized populations? How can USAID/Laos increase the reach and impact of its programming on marginalized communities?   - How can USAID/Laos further improve inclusive programming and decision making? In what ways has USAID's programming increased people's participation, inclusion, and transparency in Lao PDR?

Table 2: Localization-associated Learning Questions and MEL Approaches

Learning Priority #2: Localization
Learning Questions
- What are the challenges faced by local actors specific to the Lao context that hinder USAID reaching its programming goals? How can these challenges be mitigated?   - What are the contributions of local actors to USAID's programming goals? What has contributed to their success?   - How can USAID/Laos most effectively promote locally led development and integrate localization efforts into current and future programming? Where are there emerging opportunities and who are the primary champions in each DO/IR sector that can most effectively advance USAID/Laos localization efforts?   - How can USAID/Laos most effectively provide support and improve capacity for local actors, including but not limited to the private sector, GOL counterparts, academic institutions/civil society organizations (CSOs)/ non-governmental organizations (NGOs), and associations or representative groups of communities?

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[1] USAID/Laos will take a broad-based view of inclusive development to include a variety of marginalized populations which are defined as those who have traditionally been excluded from power and access to resources, and may include ethnic groups, LGBTQIA+ populations, women and girls, youth, individuals with disabilities, or other similar groups.

Table 3: PSE-associated Learning Questions and MEL Approaches

Learning Priority #3: Private Sector Engagement (PSE)
Learning Questions
● What gaps and constraints remain in Lao policy and institutional frameworks that are key to accelerate private sector growth and create an inclusive society and economy? How can USAID/Laos most effectively provide support to mitigate these constraints?   ● Where are the greatest opportunities for PSE in Lao PDR? What are the most relevant best practices and/or most effective mechanisms to leverage PSE in Lao PDR? What PSE gaps exist specific to each DO/IR?   ● In areas where USAID/Laos has not yet engaged the private sector in existing programming, what are the opportunities for innovative engagement with the private sector to advance USAID/Laos strategic objectives and create shared value where there is minimal current programming and/or resources?   ● Is subsequent PSE contributing to better outcomes? Under what conditions? How effectively is USAID/Laos leveraging private sector resources in each DO/IR?   ● How can USAID most effectively support and promote the private sector to access finance? How can USAID most effectively support the private sector to use available funding effectively?

MONITORING PLAN

Evidence gleaned from monitoring USAID/Laos' activities guides SF implementation and informs the SF learning priorities and questions. This PMP describes how performance, context, and other learning topics are monitored across all SF results to inform decision-making. Based on the learning priorities outlined above, USAID/Laos' monitoring can help address the following two questions:

1. Is USAID/Laos achieving the intended results envisioned in its SF? (Addressed through performance monitoring)
2. How are shifts in context in Lao PDR and/or the region related to program areas affecting USAID's work? (Addressed through context monitoring)

DO 1: Economic competitiveness increased.

Table 4: DO 1 Performance Monitoring

PMP Code	Performance Indicator	IR	Standard or Custom	Output or Outcome
DO 1: Diversified Green Economic Growth Shared Equitably				
IR 1.1: Responsible and sustainable investment increased				
P.1.1.a	Number of known barriers to trade and trade-related investment reduced as a result of USG support	1	Standard - IPS (O2)	Outcome
P.1.1.b	Value of private sector resources leveraged by the USG to support United States Foreign Assistance Objectives	1	Standard (PSE-4)	Outcome
IR 1.2: Sustainable employment creation increased in focused value chains				
P.1.2.a	Percent of individuals with better employment following participation in USG-assisted workforce development programs	2	Standard (EG.6-15)	Outcome
IR 1.3: Regional integration advanced				
P.1.3.a	Number of firms receiving USG funded technical assistance for improving business performance	3	Standard (EG.5.2-1) & Standard IPS (O3.2)	Output
P.1.3.b	Number of firms receiving USG-funded technical assistance to export	3	Standard (EG.2.2-1)	Output
IR 1.4: Clean energy transition and development sustained				
P.1.4.a	Amount of investment mobilized (in United States Dollars [USD]) for clean energy as supported by USG assistance	4	Standard (EG.12-4) & IPS Asia Edge	Outcome
P.1.4.b	Projected greenhouse gas emissions, estimated in metric tons of carbon dioxide equivalent, reduced, sequestered, or avoided through clean energy actions as supported by USG assistance	4	Standard (EG.12-7) & IPS Asia Edge	Outcome

DO 2: Education Learning Outcomes and Opportunities Expanded.

Table 5: DO 2 Performance Monitoring

PMP Code	Performance Indicator	IR	Standard or Custom	Output or Outcome
DO 2: Education Learning Outcomes and Opportunities Expanded				
IR 2.1: Quality and inclusiveness of basic education improved				
P.2.1.a	Percentage of learners targeted for USG assistance who attain a minimum grade-level proficiency in reading skills	1	Standard (ES.1-1)	Outcome
IR 2.2: Higher education opportunities expanded				
P.2.2.a	Number of individuals attending higher education institutions with USG scholarship or financial assistance	2	Standard (ES.2-2)	Output
P.2.2.b	Number of individuals affiliated with higher education institutions receiving capacity development support with USG assistance	2	Standard (ES.2-52)	Output
IR 2.3: Education system strengthened				
P.2.3.a	Education system strengthened through USG-assisted policy reform	3	Standard (ES.1-59)	Outcome

DO 3: Health and Disability Outcomes Improved.

Table 6: DO 3 Performance Monitoring

PMP Code	Performance Indicator	IR	Standard or Custom	Output or Outcome
DO 3: Health and Disability Outcomes Improved				
IR 3.1: Resilient and inclusive health systems and services improved				
P.3.1.a	Number of women giving birth in a health facility receiving USG support	1	Standard (HL.6.2-2)	Outcome
IR 3.2: Infectious disease prevention, detection, and response capacity improved				
P.3.2.a	Number of World Health Organization and World Organization for Animal Health (formerly Office International des Epizooties)-reportable emerging infectious disease outbreaks responded to with USAID support	2	Standard (HL.4.3-3)	Output
P.3.2.b	Average States Parties Self-Assessment Annual Reporting score for USAID-supported technical areas	2	Standard (HL.4-1)	Outcome
IR 3.3: Disability-inclusive health services and support enhanced				
P.3.3.a	Percentage of target service delivery systems with improved capacity to provide people-centered care	3	Custom	Outcome
P.3.3.b	Number of individuals with functioning difficulties	3	Custom	Outcome

PMP Code	Performance Indicator	IR	Standard or Custom	Output or Outcome
	demonstrated improved functional abilities			
P.3.3.c	Number of persons with disabilities and their household with improved economic self-sufficiency	3	Custom	Outcome

DO 4: Inclusive and Responsive Governance Strengthened

Table 7: DO 4 Performance Monitoring

PMP Code	Performance Indicator	IR	Standard or Custom	Output or Outcome
DO 4: Inclusive and Responsive Governance Strengthened				
IR 4.1: Development policy and planning improved				
P.4.1.a	Percentage of milestones achieved for the implementation of NSEDP M&E framework	1	Custom	Outcome
P.4.1.b	Percentage of actions implemented for the NSEDP financing strategy	1	Custom	Outcome
IR 4.2: Public sector accountability improved				
P.4.2.a	Number of executive oversight actions taken by the legislature receiving USG assistance	2	Standard (DR.2.1-1)	Output
P.4.2.b	Number of actions from government bodies to improve services, in response to USG-funded public accountability activities	2	Custom	Outcome
IR 4.3: Citizen engagement and well-being enhanced				
P.4.3.a	Number of laws/public policies/regulations proposed, adopted, amended, enacted, or implemented as a result of citizen consultations	3	Custom	Outcome
P.4.3.b	Percentage of marginalized populations receiving public services supported by USG-assistance	3	Custom	Output

CONTEXT MONITORING

USAID/Laos will continue to monitor context indicators included as part of the USAID Country Roadmap for Laos and will track complementary shifts in context that could affect the overall Mission SF or necessitate an adjustment to the programming approach. The selected context indicators are included in Table 8 below

Table 8: Context Indicators by DO

DO	Context Indicator	Data Source
All	Risk of External Debt Distress (USAID Country Road Map indicator)	IMF, Debt Sustainability Analysis for Low-Income Countries.
All	Social Group Equality (USAID Country Road Map indicator)	Varieties of Democracy (V-Dem), Social Group Equality in Respect for Civil Liberties.
All	Economic Gender Gap (USAID Country Road Map indicator)	World Economic Forum, Global Gender Gap Report, Economic Participation and Opportunity Sub-Index.
All	USAID/Activity MOU approval time	Internal USAID records
DO 1	Business & Investment Environment (USAID Country Road Map indicator)	Legatum Institute, Prosperity Index.
DO 1	Trade Freedom (USAID Country Road Map indicator)	Heritage Foundation, Index of Economic Freedom.
DO 1	Macroeconomic Stability indicators (Inflation rate, Interest rate, USD Foreign Exchange rate)	World Bank
DO 2	Education Quality (USAID Country Road Map indicator)	World Bank, Human Capital Index, Learning-Adjusted Years of Schooling Indicator.
DO 2	GOL national budget allocation to education sector	GOL MOES Annual Report
DO 2	Number of multigrade teachers in Lao PDR	GOL MOES Multigrade Teaching Research Report
DO 3	Child Health (USAID Country Road Map indicator)	Columbia University Center for International Earth Science Information Network (CIESIN).
DO 4	Corruption Perceptions Index	Transparency International
DO 4	Government Effectiveness (USAID Country Road Map indicator)	World Bank, Worldwide Governance Indicators. TIP report,

ENSURING QUALITY, CONSISTENCY, AND RELIABILITY OF MONITORING DATA

The Mission uses multiple types and formats of evidence for SF implementation across all MEL functions. The amount and types of data varies by the complexity, geographic distribution, and budgets of Mission activities. IPs provide and manage most data and information, with additional data being collected through specialized data collection firms contracted by the Mission or its IPs, other donors, or other publicly available data sources.

DATA QUALITY ASSESSMENTS (DQAS)

A DQA serves as an important tool to help Mission and IP staff understand the strengths and limitations of its performance data, assess and understand how confident they should be in the data used to

manage an activity, and report on the activity's success. It ensures that the Mission is aware of the data strengths and weaknesses as determined by applying the five standards of data quality. These standards – validity, integrity, precision, reliability, and timeliness – ensure that performance indicator data are credible and sufficient for decision-making. DQAs raise USAID's awareness of the extent to which the data integrity can be trusted to influence management decisions, as well as the apparent accuracy and consistency of the data. These assessments are a learning opportunity to discover new insights into indicator data quality through a participatory process with IPs.

FIELD MONITORING AND SITE VISITS

Site visits are a critical means to ensure accountability and improve learning about what is and what is not working to inform program implementation. Routine field monitoring occurs through site visit reports and data collection. Most types of monitoring data are collected by USAID and/or the IP, though third-party data collection may be procured, if needed. Despite limitations to visiting certain sites regularly, A/CORs maintain the primary responsibility for tracking and monitoring activity progress to ensure that results are achieved; implementation risks are identified, addressed, and mitigated; funding is effectively utilized; and relevant stakeholders are informed about activity progress.

DATA COLLECTION, ANALYSIS, AND REVIEW

USAID relies on a mix of data sources, including primary data and secondary data. Primary data include data collected by USAID staff or by IPs at USAID's instruction, including any contracted MEL/data collection firms or external evaluators. IPs collect most performance indicator data across the full range of Mission activities. Primary data collection allows the Mission and its IPs to focus data collection efforts on its own activity beneficiaries in the technical sectors and geographic regions in which the Mission operates. This includes data collected through activity records, observations, surveys, participant sign-in sheets, interviews, pre- and post-tests, photos, and Geographic Information Systems, as appropriate.

The Mission utilizes secondary data including data generated by government systems, research institutions, multilateral and bilateral organizations, and international donors. Secondary data are mainly used by USAID to track context indicators and establish proxy baselines that can inform target setting. Results reviews pay the greatest dividends from the Mission's efforts to collect and maintain performance, context, and learning data. These reviews may include portfolio reviews, activity reviews, stakeholder/host government reviews/mapping, and sectoral reviews. USAID/Laos staff conduct periodic meetings with IPs to triangulate data and coordinate efforts.

EVALUATION PLAN

This section identifies all currently planned evaluations and will be updated as new evaluations are designed. All evaluations will be informed by the learning priorities identified in the PMP.

A summary of currently planned evaluations is included in Table 9 below. Each evaluation is or will be collaboratively scoped with USAID's relevant offices, the IPs, and government counterparts and timed to promote evaluation use. The Mission will, to the extent possible, schedule the evaluations to maximize their use in informing Mission's programming, follow-on designs, and ongoing implementation.

Table 9: Summary of Planned Evaluations by DO

Summary of Planned Evaluations by DO					
Evaluation	**IR**	**Type**	**Link to learning priorities**	**Timing**	**Use**
DO 1: Diversified Green Economic Growth Shared Equitably					
Laos Business Environment Activity	1.1, 1.3	Mid-Term Evaluation (MTE), Performance Evaluation	Gender & Inclusive Development, Localization, PSE.	FY 2023 (completed)	Inform follow-on designs and ongoing implementation
New Economic Growth Follow on Activity	1.1, 1.2. 1.3	MTE, Performance Evaluation (TBD)	Gender & Inclusive Development, Localization, PSE.	FY 2028	Inform follow-on designs and ongoing implementation
Laos Energy Security Activity	1.4	Final, Performance Evaluation	Gender & Inclusive Development, Localization, PSE.	FY 2025	Inform follow-on design and strategic approach
Energy Sector Support Follow on Activity	1.4	MTE, Performance Evaluation (TBD)	Gender & Inclusive Development, Localization, PSE.	FY 2028	Inform follow-on designs and ongoing implementation
DO 2: Education Learning Outcomes and Opportunities Expanded					
New Basic Education Follow-on Activity	2.1, 2.3	MTE, Performance Evaluation (TBD)	Gender & Inclusive Development, Localization, PSE.	FY 2028	Inform follow-on designs and ongoing implementation

Summary of Planned Evaluations by DO					
Evaluation	**IR**	**Type**	**Link to learning priorities**	**Timing**	**Use**
New Higher Education Activity	2.2, 2.3	MTE, Performance Evaluation	Gender & Inclusive Development, Localization, PSE.	FY 2026	Inform follow-on designs and ongoing implementation
DO 3: Health and Disability Outcomes Improved					
Laos Maternal Child Health and Nutrition Activity	3.1	Baseline Impact Evaluation	Gender & Inclusive Development, Localization, PSE.	FY 2023/ 2024	Baseline establishment
		Midline Impact Evaluation	Gender & Inclusive Development, Localization, PSE.	FY 2026	Midline progress tracking
Okard Disability Inclusive Development Activity	3.3	Final, Performance Evaluation	Gender & Inclusive Development, Localization, PSE.	FY 2027	TBD
DO4: Inclusive and Responsive Governance Strengthened					
New Rule of Law Activity	4.3	MTE, Performance Evaluation	Gender & Inclusive Development, Localization, PSE.	FY 2027	Inform follow-on designs and ongoing implementation

COLLABORATION, LEARNING, AND ADAPTATION PLAN

USAID/Laos utilizes CLA to ensure that the Mission's SF, programming, and operations are coordinated and aligned, based on evidence, and iteratively adjusted as necessary to remain relevant and effective throughout implementation. The Mission actively supports developing and nurturing CLA processes in a systematic manner, including by being intentional and ensuring that CLA efforts are adequately resourced in terms of both funding and personnel.

COLLABORATING

The focus of internal collaboration is to strengthen synergies, build on best practices, and promote cross-DO learning and coordination. The main emphasis of external collaboration is to foster ownership of the USAID/Laos SF; reduce effort and duplication; and enhance the effectiveness and responsiveness of the SF to the needs of program participants. Key external partners for collaboration include but are not limited to IPs, beneficiaries, other development partners, CSOs, media, the private sector, universities, and the GOL (at the national and sub-national levels).

Over the next five years, USAD will further strengthen its external collaboration, particularly with GOL partners and other local actors. USAID/Laos believes that localized collaboration is critical to the sustainability of USAID programs to build on local knowledge and evolve its people-to-people programming approach. As such, USAID/Laos will collaborate with relevant stakeholders to create, share, and use knowledge in the following ways:

- **When hosting a pause and reflect event or undertaking an evaluation, special study, or other research initiative**: The technical team will identify relevant stakeholders, including from IPs, GOL, local civil society, and the private sector to participate in facilitated sessions. For studies and evaluations, this may include scoping conversations to develop and finalize research questions, data validation and participatory analysis workshops, and utilization workshops.
- **When organizing site visits:** Technical teams will identify possible government counterparts and other appropriate partners to join and/or will share relevant parts of reports with counterparts.
- **When convening Mid-Course Stocktaking (MCST)**: The Mission will compile and utilize feedback from external stakeholder consultations on the Mission's portfolio to inform any perceived adjustments to the SF, and to co-reflect on development efforts to advance Lao PDR as an increasingly self-reliant, well-governed, and prosperous Indo-Pacific partner.

USAID and its partners may implement other participatory elements and approaches to facilitate collaboration. This might include coordination and engagement on pilot activities or extended scenarios to test aspects of a development hypothesis prior to full implementation.

LEARNING

USAID/Laos will integrate numerous learning approaches that fall outside of its monitoring and evaluation plans to address key learning priorities. These approaches will enable USAID/Laos to make use of the knowledge generated through monitoring or evaluations, internalize the learning, and decide on adaptations and next steps. Table 10 summarizes USAID/Laos' learning approaches.

USAID/Laos Learning Approaches Summary			
Required Learning Approaches	**Description**	**Links To Learning Priorities**	**Timing And Use**
Portfolio Reviews	The Mission will hold at least one portfolio review per year. This is the main opportunity for the entire Mission to review progress at the activity and SF level. Portfolio reviews may be conducted more traditionally among USAID staff, bring in external actors, or be field based, as appropriate. The SF's final portfolio review in 2028 will look back on the entire five-year strategy period.	All	Annually Learn and adapt programming; update SF; adapt activities
MCST	MCST will take place approximately mid-way through SF implementation (and will replace that year's portfolio review). It will be an opportunity to review evaluations, performance and context data, and the SF's risks and assumptions to align implementation with changes in the context and with USAID's direction; and to synthesize learning against the PMP learning priorities.	All	Late 2026 Learn and adapt programming to align with 10th NSEDP priorities; update SF's assumptions and context; adapt activities
Special Studies	Special studies are typically rapid assessments with targeted learning questions and may be conducted at the Mission or activity level. Potential special studies include: *GESI:* Update of the Mission's GESI assessment and/or analysis of external data on progress and barriers; GESI analyses at the activity level. *Localization:* A study to map out USAID targeted local entities and their existing collaboration or possible future collaboration; and to identify areas where USAID can escalate Localization efforts. *PSE:* Update of Private Sector Landscape Analyses; special studies for specific PSE technical areas.	Depends on study/research objectives; each study contributes to at least one learning priority.	Timing depends on study/research objectives. Use as evidence to support programmatic and operational decision and implementation of SF and activities.

USAID/Laos Learning Approaches Summary

Required Learning Approaches	Description	Links To Learning Priorities	Timing And Use
Sub-national consultations	Consultations at provincial and/or district level to improve understanding of socio-cultural norms and nuances of local situations; and to adapt intervention according to local needs.	Tied to the Localization learning priority	During the first year of activity implementation at targeted provinces or districts. Results and information from the consultation will be fed into programming, evaluations, and context indicators for relevant DOs.
Stakeholder Consultation Meetings	Holding consultation meetings that bring together GOL officials, private sector, CSOs, and other donors already working in the same areas as USAID to share learning activities, challenges, and promote cooperations and synergies.	Depends on consultation topics. Includes topics that improve the efficacy, efficiency and sustainability of USAID/Laos investments and promote synergies with other development actors.	Ad hoc nature To exchange lessons learned, strengthen cooperation, and capture information related to learning questions.
IP Meetings	Holding meetings with IPs on common issues by theme, sector, or geography that promote collaboration and coordination among partners. This approach has proven to be an effective learning approach for PRO on MEL topics and can be expanded to TOs.	Depends on meeting objectives. Includes topics that support advancing coordination among IPs and improve efficiency and effectiveness of programing.	Annually A forum to advance coordination among IPs and improve efficiency and effectiveness of programing.
Pause and Reflect Events	PRO will provide support to TOs to conduct Pause and Reflect sessions based on specific programming needs (IR level, activity, etc.). Pausing and reflecting could include After Action Reviews, or sessions with specific purposes based on learning needs. At the activity level, it is becoming standard for IPs and GOL partners to hold Pause and Reflect events annually or quarterly to inform work planning.	Depends on learning objectives; Focuses on programming needs at Mission and activity level	Annually/quarterly Events that allow USAIDs Laos, IPs, and GOL partners to continue learning and adapt programming for better results.

ADAPTING

USAID/Laos will institutionalize adaptive management by using the knowledge generated from its monitoring, evaluation, and other learning approaches to inform its activity designs and ongoing implementation.

Design. Learning from previous experience, evaluations, monitoring data, and other knowledge generated will inform the basis of new activity designs. Technical teams will base their theories of change on existing evidence or identify knowledge gaps that do not have a sufficient evidence base for exploration during implementation. Each new design will be an opportunity to potentially reset the technical approach and any new projects or activities that continue implementation more or less "as is" will need to provide evidence of effectiveness to justify maintaining the status quo.

Implementation. The critical opportunities to adjust implementation of the SF will be annual portfolio reviews and the MCST exercise. At the activity level, Pause and Reflect sessions and post-evaluation workshops will provide this opportunity. USAID/Laos will encourage IPs to use annual activity-level Pause and Reflect sessions, and realizes that facilitation support for these events, especially for potentially complicated undertakings, aid in their effectiveness. When not done annually, Pause and Reflect sessions will be timed to coincide with decision points and will inform work planning. At the end of each of these efforts, key decisions will be recorded with appropriate staff to follow-up. The Mission will use its internal management structures (including supervisory relationships and senior staff meetings) to follow-up on actions to ensure that decisions become reality.

Review of PMP. The Mission will review and update the PMP to adjust assumptions, indicators, planned evaluations, and targets for the following fiscal year after annual portfolio reviews. This will ensure targets align with learning from the previous year. The PMP will be amended, as needed, off-cycle when new activities are designed or for other triggers.

IMPLEMENTING THE PMP

USAID/Laos recognizes that all staff need to view performance management functions as a key component of their responsibilities to effectively implement the PMP and ensure strong, evidence-based decision-making. As such, PRO will work in close partnership with technical staff throughout the PMP and program lifecycle. The Mission MEL and Inclusion Specialists, in collaboration with the Director and Deputy Director of PRO, will serve as the primary coordinators for USAID/Laos' PMP implementation and updates.

SCHEDULE OF PERFORMANCE MANAGEMENT TASKS

Table 11: Expected Performance Management Tasks Schedule

PMP Task	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
PPR		PPR reporting										
Portfolio Reviews		Annual Portfolio Review – SF results, activities & learning										
PMP Annual Updates and Revisions				Includes update of assumptions/risks, roles, resources, and task/schedule								
PMP Monitoring and Evaluation Plans – implementation, updates and revisions				Update Monitoring and Evaluation Plan								
PMP Learning Agenda – implementation, updates, and revisions				Update Learning Agenda								
Indicator Reference Sheets – PIRS, CIRS	Ongoing – developed as indicators are established for new activities											
				Annual indicator review & update								
Quarterly reports from IPs	Quarterly			Quarterly			Quarterly			Quarterly		
DQAs	Ongoing as needed											
Activity Data Alignment Analysis	Ongoing or updated as needed; SF results included in new activity procurement packages											
CLA Updates/Events	Ongoing as needed											