



Summary Report

2022 Round Table Implementation Meeting

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Vientiane, Lao PDR

Prepared by
Department of International Cooperation

Ministry of Planning and Investment

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I. Executive Summary

The annual Round Table Implementation Meeting (RTIM) for 2022 was organized on 26th January 2023 at the National Convention Centre, Vientiane Capital in Lao PDR. The meeting was co-chaired by the Minister of Planning and Investment (MPI) and the UN Resident Coordinator, with technical and financial support provided by UNDP and USAID. The background to the RTIM including the thematic areas covered are summarised in Section II. The key policy recommendations and agreed actions for the relevant responsible parties are captured in Section III.

The 2022 RTIM was held under the theme of ‘Accelerating the implementation of the Ninth National Social Economic Development Plan (9th NSEDP), SDGs, and achieving LDC graduation.’ The objective of the dialogue and discussion was to address the operationalization and prioritization of actions under the following five key focus areas: the implementation of the 9th NSEDP and its Financing Strategy; priority actions set out in the Resilience Framework; the LDC Smooth Transition Strategy; the mid-term review of the 9th NSEDP, and the Sector Working Groups review.

The Government of Lao PDR confirmed its commitment to the implementation of the 9th NSEDP priorities on transforming the economy, achieving green growth and human development. To achieve these, there is a strong willingness to seek active partnerships and to increase the efficiency and productivity of the Round Table Process and stimulate new ideas to address the complex challenges Lao PDR is experiencing.

A total of 17 recommendations were identified. There were eight recommendations for the implementation of the 9th NSEDP and five recommendations under the 9th NSEDP Financing Strategy, one recommendation each for the Resilience Framework and LDC Smooth Transition Strategy, and two recommendations for ensuring effective development cooperation.

The RTIM participants called for greater cross-sectoral coordination, transparency, and predictability, to shift towards a more inclusive and consultative approach and address a slow bureaucracy. Critical to ensuring progress in the five key focus areas is the continued support of the development partners and the continuous improvement of the effectiveness of the Round Table Process.

II. Background

The Round Table Implementation Meeting (RTIM) is conducted on an annual basis to discuss the key priorities of Lao PDR, building upon pre-consultations and policy implementation forums throughout the year. The RTIM facilitates interactive discussions and opens the floor for national counterparts to respond to issues raised by participants. The 2022 RTIM was organised with a strong orientation towards accelerating the implementation of the national development frameworks, learning from the national experience of what works and why, and identifying the actions and capacity development required to accelerate implementation in key thematic areas.

The Government of Lao PDR is committed to ensuring the effectiveness and success of the RTIM, as 2022 marked an important year for development cooperation in Lao PDR. The 2022 RTIM acted as an opportunity to discuss the achievements in the implementation of the 9th NSEDP Agenda, the next Triennial LDC review in 2024 by the UN Committee for Development Policy (CDP), the next Voluntary National Report on SDG progress (mid-2024), the revitalization of the Vientiane Declaration Country Action Plan (VDCAP) and the Sector Working Group (SWG) mechanism.

For these reasons, the 2022 RTIM provided an important policy platform for the Government of Lao PDR and its development partners to collaborate and identify areas of key progress required to fully implement the 9th NSEDP and encourage sustainable growth. The platform acts to strengthen development cooperation and partnerships, and achieve the following primary objectives:

- Facilitate the exchange of views between national stakeholders, international partners and the Government of Lao PDR;
- Follow-up on the decisions and strategic directions set forth in the 2021 High-Level Round Table Meeting;
- Review and consult on the achievements and lessons learned during the second year of the 9th NSEDP implementation.

(Please refer to Appendix 1 for the Agenda of the 2022 RTIM).

More than 150 participants attended the 2022 RTIM, including Ministers, Vice Ministers, high ranking officials and representatives from provincial and national government (Governors, vice-Governors and high-ranking provincial officials), representatives from mass organizations, Ambassadors, heads of missions, high-level representatives of development partners, national non-profit associations (NPAs), INGOs and private sector representatives. The remarks from the Chair, the Co-Chair and statements from the participants are summarized in the Annex of this document, titled 'Proceedings of the 2022 RTIM'.

(Please refer to Appendix 7 for the list of participants).

III. Key Policy Recommendations

To achieve the objectives of the 2022 RTIM, **five key focus areas** were identified. These agenda items are discussed below with key policy recommendations and agreed actions:

To achieve the objectives of the 2022 RTIM, **five key focus areas** were identified. These agenda items are discussed below with key policy recommendations as follows:

1. Implementation of the 9th NSEDP for the fiscal year 2022 and plan for 2023, this involves recounting the challenges and reviewing the efforts to address them.
2. 9th NSEDP Financing Strategy and seeking development partner support for its implementation.
3. Resilience Framework setting out immediate priority actions for 9th NSEDP implementation.
4. LDC Smooth Transition Strategy (STS) developed by the Government for broader stakeholders, in anticipation of opportunities for more detailed feedback to be organized after the RTIM.
5. Review of progress on development cooperation and the review of the Sector Working Groups (SWGs).

Agenda Item 1: Achievements of the National Socio-Economic Development Plan (NSEDP) for the fiscal year 2022 and plan for 2023

RTIM participants commended the Government of Lao PDR for the progress made in achieving the six outcomes of the 9th NSEDP, despite the compounding challenges and disruptions in development Lao PDR experienced in 2022, including the impact of COVID-19, regional and international uncertainties as well as increasing economic and financial difficulties.

Eight key policy recommendations were identified under this agenda item.

- **Sustainable and inclusive pathways of development and moving towards green circular economy**

As the natural environment in Lao PDR is under heavy pressure, it is crucial for the country's development to focus on green and sustainable growth. Therefore, there are urgent needs to improve the compatibility of the economic growth model with the environmental goals of the 9th NSEDP. The triple planetary crises of climate change, biodiversity loss, and pollution, are currently not sufficiently addressed and increased attention to address these crises are further needed.

Recommendation 1: To ensure sustainable development, it is important for the country to prioritize focus on quality investments that take into account environmental and social considerations. In addition to adhering to the priorities outlined in the National Green Growth Strategy and the 9th NSEDP, growth will need to be inclusive and provide opportunities, especially for vulnerable segments of the population. The continued expansion of the labour force in the coming years also presents a unique opportunity for Lao PDR to catalyse green growth.

- **Quality education**

Education is a unique and powerful instrument in transforming societies, reducing poverty, and improving health, gender equality, peace, and ensuring social stability. To adapt to periods of uncertainty, education systems need to empower learners with knowledge, skills, values, and attitudes required to be resilient and adaptable.

While the Government has been working with its partners to improve the quality of education, the role of the private sector in providing technical and vocational education and training was discussed, specifically to enhance the quality of human resources for the sustainable development of the country.

Recommendation 2: While the political commitment to achieving quality education for all is high, realizing Lao PDR's commitment to education financing under the Education law is of critical importance, especially given recent cuts in the education budget. As a substantial portion of the labour force consists of low skilled workers, increasing investment in adult education is also important.

Recommendation 3: RTIM participants emphasised the critical importance of scientific knowledge as Lao PDR transitions towards a knowledge society and green economy. This transition requires increased attention, resources, and investment into scientific research as well as the application of advances in science, technology, and innovation.

- **Universal Health Coverage**

COVID-19 demonstrated that public health infrastructure, universal access, and well-trained medical personnel are of strategic importance for a resilient society. In this regard, it is essential to strengthen primary healthcare; support people to take the initiative to stay healthy; coordinate healthcare initiatives pertaining to hygiene, disease prevention and health promotion; and, build a culture of improved nutritional diets.

Recommendation 4: Achieving these health goals requires action beyond the health sector itself, in particular when it comes to financing. The establishment of a coordination mechanism among the Ministries of Health, Finance, and Planning and Investment will be imperative to attaining universal health coverage.

- **Participation and Inclusion of all members of society**

Progress has been made in various aspects of public administration and governance. To reflect different needs and requirements, efforts have been made to increase the participation and inclusion of all members of society, which will help to ensure inclusive socio-economic growth.

The civil society perspective broadens the basis for knowledge exchange, which is a precondition for inclusive and sustainable development and unleashing the full potential of Lao PDR's future generations. It was recognised that more could be done to create robust participation and systematic engagement with civil society members and the private sector.

Recommendation 5: There is a need to speed up the process of providing further entry points for exchange, discussion, and participation with all segments of society. Specifically, there is a collective call for further consideration of streamlining processes to help development partners deliver assistance with, and through, civil society participation in a more efficient and timely manner.

- **Macroeconomic Vulnerabilities**

In 2022, Lao PDR faced significant macroeconomic challenges, disrupting progress towards the achievement of NSEDP targets. Efforts to address these challenges were prioritised in the National Agenda on Addressing Economic and Financial Difficulties, which is set to conclude in 2023.

The 9th NSEDP Financing Strategy, developed through inter-ministerial and multi-stakeholder consultations, sets out the cross-government priorities and expectations placed on all actors

of society to enhance allocative efficiency and increase allocated resources to align with national development priorities in this challenging context, aiming to accelerate progress towards targets (see Agenda Item 2).

Recommendation 6: To further advance the implantation of the 9th NSEDP Financing Strategy, MPI requested policy recommendations from the World Bank and the Asian Development Bank. The resulting “Reform Roadmap” consists of 37 actions to be undertaken by the end of 2023, with a strong emphasis on stabilizing the country’s macro-economy. The five priority reform areas of the roadmap were:

- 1) Review tax exemptions granted in the past which are now depriving the budget of much needed revenues for funding essential spending on social services;
- 2) Improve the governance of public investment and public-private partnerships, as inefficient investments and weaknesses in public procurement have contributed to the government’s liabilities;
- 3) Restructure public debt through concluding ongoing negotiations with bilateral creditors, inclusive of transparent communication of outcomes to markets, as prolonged high public debt levels undermine macroeconomic stability and constrain fiscal space;
- 4) Better monitor vulnerabilities in the banking system and put in place mechanisms in case of need, and
- 5) Improve the operating environment for businesses, which would help encourage foreign investment and increased exports to create more and better jobs.

Discussions on the recommendations of the “Reform Roadmap” with the government, including the Bank of the Lao PDR, will continue in line with and within the framework provided by the 9th NSEDP and its accompanying Financing Strategy.

- **Youth empowerment and participation in employment and entrepreneurship**

Lao PDR’s young population is a potential key driver for sustainable development. The young population offers the country a great opportunity to train, empower, include, and capitalise on generations of citizens, leaders, entrepreneurs, teachers, intellectuals, artists, technicians, and more to drive successful transformations.

To benefit from a vibrant young population, significant investments in health, education, and social protection are required to ensure that the right opportunities, decent jobs and a healthy environment are accessible to the population. It is critical that the reversal in human development progress, reported in 2022 for the first time in 30 years, does not jeopardize these prospects.

- **Collective efforts to achieve gender equality and reduce intersectional vulnerability**

Gender equality is crucial for continued socioeconomic development. Empowered women drive thriving economies by enhancing productivity and growth. RTIM participants were pleased to see the specific steps proposed for increasing women’s representation in politics, including targets at all levels of government.

Moving forward, all stakeholders need to work together to strengthen the collective efforts to achieve gender equality and reduce intersectional vulnerability. As in many parts of the world, norms and practices still hold back many girls and women from equal development, infringing their rights and opportunities to thrive. By the same token, the intersectional vulnerability that people face because of their gender, age, disabilities, ethnic groups, and geographic locations should be addressed. All RTIM participants committed to the 2030 Agenda pledge to "Leave No One Behind", and so all face an imperative to take action to address every form of exclusion and discrimination.

Recommendation 7: Develop comprehensive gender-based analyses for all major government policies and programs to ensure that gender considerations, as a key cross-cutting enabler of growth and development, are present and accounted for in all of the policy decisions that Lao PDR makes.

- **Making the country an attractive ecological and cultural tourism destination**

Eco-tourism has the potential to significantly increase tourism's contribution to GDP in the long run. Lao PDR can make cultural heritage count more as a driver for development as the country has rich ethnic diversity and cultural and natural heritage, which are valuable assets for sustainable development to be nurtured and protected.

Recommendation 8: Accelerating tourism recovery and making the sector a pillar of Lao PDR's sustainable development could include the exploration of incentives for eco-tourism development, global standards and labels/awards that Lao businesses could align to/receive, and regulatory updates in certain areas.

Agenda Item 2: 9th NSEDP Financing Strategy

The presented Financing Strategy has received positive feedback from all stakeholders. and participants in the RTIM supported all key proposed actions. Specific emphasis has been placed on key following areas:

1. Priorities related to green and climate finance

The efforts to implement a financing strategy which will decouple economic growth and public revenue generation from environmental degradation are pressing. All partners are looking forward to the implementation of key actions to ensure environmental sustainability, which is mainstreamed throughout the Strategy.

2. Acceleration of Public Financial Management (PFM)

There is a need to expedite the ongoing reform process, particularly through rigorous enforcement of the existing regulatory framework and monitoring performance. This will enhance the government's capacity to efficiently allocate resources in alignment with national development priorities, with a particular focus on supporting increased investment in social sector.

3. Diversified development finance

Given the current global circumstances, international public development finance is increasingly limited. Therefore, it is essential to intensify efforts to mobilize and align other sources of financing with national priorities is increasingly important.

Recommendation 9: There was an urgent call to increase national efforts to seek development finance that comes from sources other than ODA, including 1) domestic public finance (through increased tax revenue collection by the Lao Government), as well as 2) domestic

private finance, (private investments etc.) and 3) international private finance, (remittances, foreign direct investment, etc). Diversifying financing sources will enhance financial resilience and thereby support the country's development goals.

4. Balance economic and environmental considerations for quality Foreign Direct Investment (FDI)

Foreign Direct investment (FDI) has been a significant source of capital to support economic development. However, it is essential to strike a balance economic and environmental considerations when assessing / evaluating new investments to ensure that they align with sustainable, green, and quality development envisioned in the 9th NSEDP.

Recommendation 10: To achieve this balance, consultations should happen at all levels with involvement of diverse stakeholders. Additionally, comprehensive environmental impact assessments need to be carried out in a clear and transparent manner. Ensuring the balance of economic and environmental considerations will ensure the preservation of natural resources and well-being of the people of Lao PDR.

5. The investment in human capital

With 59 percent of people in Lao PDR being below the age of 25, the country has a considerable youth population, presenting the potential to realize a demographic dividend. However, to realize this dividend, it is crucial to make the right investments in human capital now.

Recommendation 11: To harness the demographic dividend, substantial increase in investment in education and health is necessary. It is also important to further empower women and girls who play a vital role in society. By investing in human capital, socio-economic growth can be propelled across Lao PDR.

6. Gender-sensitive investments

During times of limited financial resources, it is important to prioritize investments in areas with the highest development returns. Approximately 60% of women wish to have fewer children. Family planning within the reproductive, maternal, neonatal child and nutrition sectors has demonstrated the highest return on investment, with significant socio-economic benefits and savings. For every dollar invested, \$6 in savings and over \$120 in benefit is returned. Approximately 60% of women wish to have fewer children. Enabling women to have greater agency in their reproductive health, to choose if and how many children to have, has proven to reduce stunting rates by almost 6 percentage points.

Recommendation 12: To maximize returns, increased consideration should be given to gender sensitivity in investment prioritisation considerations, in light of high rates of return.

7. Evidence-based investment

It is imperative to utilize quality data, collected according to international standards to make informed decisions. There is a clear need to continue to use and invest in having high quality data across all sectors, especially as we look towards reviewing, evaluating, and assessing which areas require the most investments.

Recommendation 13: Ensure that high-quality data collection through the Lao Statistics Bureau, as the central responsible authority for maintaining statistical standards in the country, including leveraging the population and housing census (which provides the largest evidence base with respect to the status of the country’s population).

Recommendation 13: Ensure the high-quality data collection through the Lao Statistics Bureau, as the central authority responsible for maintaining statistical standards in the country. Leveraging data from the population and housing census can provide a robust evidence base for reviewing, evaluating and prioritizing investment effectively.

Agenda Item 3: Lao PDR Resilience Framework 2022 – 2025

Across the five pillars of the Resilience Framework, the RTIM participants expressed their agreement that the 73 priority actions have been defined. In particular, there is a clear link between the Resilience Framework, and the principle of sustainable development that have also been at the core of the 9th NSEDP and its Financing Strategy. Key highlights emerging from the discussions are as follows:

1. Three levels of resilience: Three levels of resilience have been identified which are important for the implementation of the 9th NSEDP.

First is to have a system that is resilient. Apart from the necessity to have a sustainable development model, there is also a need to have a policy framework that is resilient to the different crises that may affect the country.

Second is to have public institutions that are also resilient in their capacity to implement the policy framework.

Third is related to the whole population/communities, specifically the need to strengthen the capacities of vulnerable communities to cope with crises more generally.

2. Clear deadlines and measurable goals: Challenges remain to put priorities into action.

Recommendation 14: Include in the Resilience Framework, clear deadlines and measurable goals for the proposed actions and prioritize a number of these actions as top priorities through the mid-term review of the 9th NSEDP.

3. Intersectionality and multi-sectoral approach

The 73 priority actions must respect the cross-cutting dimensions of gender, youth, reliable data, and policy convergence in order to succeed. In this regard, it is vital that all relevant sectors continue to build on ongoing work in a coordinated way. Single-sector solutions are insufficient to build resilience and are unlikely to adequately address the complexity of the challenges to be tackled. As such, all sectors are urgently required to come together in a coordinated way to provide the services and interventions that are needed to achieve economies of scale and human capital results.

Agenda item 4: Lao PDR Smooth Transition Strategy for LDC Graduation

RTIM participants congratulated Lao PDR on meeting the criteria for LDC graduation and for the detailed and thorough work carried out in preparing the draft Smooth Transition Strategy. Key highlights emerging from this agenda item are summarised as follows:

1. Facilitation and development of quality trade relationships

There is an opportunity to ensure that graduation is both smooth (mitigating against the loss of International Support Measures) and sustainable by engaging Lao PDR into negotiations with current and potentially new trade partners. This work will require rapidly building capacity to ensure that the country's interests are represented in negotiations, for mutually beneficial trade relationships and the promotion of Lao goods and services.

This could include strengthening negotiation capacity and the organisation of trade and communication campaigns, feeding into what are often long negotiation processes.

2. Improving the quality and sustainability of infrastructure projects

Infrastructure investments that have been made have the potential to make important contributions to sustainable development and the LDC graduation. For all major projects, efforts are needed to ensure greater transparency, environmental oversight, improved labour standards and more robust inclusion of local populations.

3. Human Capital

If Lao PDR does not have a healthy and well-educated young population that can participate in an economy that creates sufficient and decent jobs, then it will not achieve a smooth, quality, and sustainable graduation. In the context of a shrinking budget for health and education expenditures, falling health and nutrition outcomes due to the recent crises, and the learning losses stemming from COVID-19, the upward trajectory of human capital development will be seriously challenged.

4. A coordinated approach to donor transition

Establishing a strong coordination mechanism with the Government is critical for strategic planning to ensure sustainable financing and strategic engagement with development partners. This will be imperative in the coming years as Lao PDR goes through LDC graduation, which may affect support from some partners.

In the health sector, the Government has been preparing for smooth donor transition, as the country aims to graduate from LDC Status. However, due to the impact of the COVID-19 pandemic and the current economic situation, the planned transition has been heavily affected.

Recommendation 15: Establishing a coordination mechanism between the Ministries of Health, Finance, and Planning and Investment would be critical to secure government funding to sustain essential health services and negotiate with relevant development partners. The existing health sector development group and respective technical sub-working groups could be reactivated to meet more regularly and support this process. It is also crucial that development partners continue to engage and support relevant priorities sectors.

Agenda Item 5: Way Forward on Effective Development Cooperation in light of VDCAP and SWG reviews

The key findings of the VDCAP review and the SWG review should be addressed as part of a systematic and coordinated approach with involvement of all stakeholders (central ministries, provinces, development partners, private sector, civil society and others).

Recommendation 16: Formation of a working group of relevant stakeholders to develop a concrete proposal for a 'refresh' of SWG architecture and processes, drawing on all relevant reviews and feedback.

Key highlights emerging from the discussion to guide the implementation of the VDCAP and revitalization of SWGs in the coming year are summarised as follows:

1. Efficiency and productivity of Round Table Process including SWGs

While maintaining the Government of Lao PDR's ownership of the SWGs, partners are committed to continue consulting and working closely with the relevant parties to make the SWGs and Round Table Process more productive in a way that involves more active participation from a broader range of stakeholders.

Recommendation 17: Efforts should be made to increase efficiency and productivity, for instance, by setting up an annual schedule of meetings, sharing conference documents well in advance of the meeting, and effectively connecting technical working groups with sector working groups (SWG).

There was also a call to ensure more flexibility in the appointment of SWG DP co-Chairs and to establish a simple rotation system to allow greater flexibility over time.

2. Call for greater cross-sectoral coordination for effective implementation

Partners congratulated the Government of Lao PDR for its efforts in developing the three frameworks presented during the meeting, all of which have great potential to support the achievement of the 9th NSEDP, and a smooth graduation from LDC status.

Firstly, the 9th NSEDP Financing Strategy. 40% of its actions seek to ensure environmental sustainability, with a priority policy area on "Green and Climate Finance."

Second, the National Resilience Framework prioritizes actions to enhance Lao PDR's resilience to a variety of shocks, including the increasingly frequent and severe environmental and climate shocks to which Lao PDR remains highly exposed and vulnerable.

Third, while still under development, the STS features environmental priorities – including green low-emissions growth, sound natural resource management, and climate adaptation and resilience.

With multiple strategies cutting across many sectors of the national economy, it will be important to ensure cross-sectoral coordination, integration and buy-in for their effective implementation.

3. Transparency and predictability

Collecting accurate information on development cooperation is important. The Official Development Assistance Management Information System (ODA-MIS) of Lao PDR is essential to support effective coordination, especially during the project formulation and programming stages. Therefore, it is important that all parties share high-quality and timely information on development co-operation, which helps the government in planning and managing resources for results and can guide development partners in coordinating their support with other providers, as to avoid fragmentation and duplication of efforts.

4. Inclusive and consultative approach

Expanding space for diverse representation in policies brings more resources and energy to meet and achieve the socio-economic goal of Lao PDR. Co-ordination structures and processes will need to be more effective, including through further efforts to widen stakeholder participation to include INGOs, NPAs, south-south

partners and the private sector. While these partners are invited to participate in and contribute to cooperation and planning initiatives and many report good cooperation with Government, especially at the local level, more space can be made to ensure that these groups can make a more meaningful contribution to Lao PDR's national development.

5. Increasing aid effectiveness

Ensuring the effectiveness of aid means that both the Government and development partners need to speed up approval procedures. For development partners, this also means that there is a need to follow relevant guidelines, legislation, considering the priorities of local and provincial levels to complete the approval procedures. It was recommended, once a project has been formulated and validated and agreed by relevant parties, to find practical ways to accelerate the signing of financing agreements and project MOUs, following consultations with all relevant stakeholders.

Several NGOs reported that they were spending considerable time on administration requested by the central government and provincial authorities, delaying NGOs from implementing vital work to support national development. International organizations including NGOs need to follow relevant guidelines, legislation of local and provincial levels to proceed the project implementation.

If the processes in Lao PDR are excessively complicated and time-consuming, it is possible that ODA budgets, which are already stressed, could be redirected to other countries. This is because these other countries are seen as providing easier and faster development assistance, which causes a legitimate concern. It is important to recognize that simplifying processes in Lao PDR should be a priority to ensure efficient utilization of ODA funds. Streamlining administrative procedures and reducing bureaucratic hurdles can help attract and retain development assistance in the country.

IV. APPENDICES

Appendix 1 – 2022 RTIM Agenda - https://rtm.org.la/wp-content/uploads/2023/01/Agenda-RTIM-2022-ENG21_1_2023.pdf

Appendix 2 – Presentation on Achievements of the 9th National Socio-Economic Development Plan (NSEDP) for 2022 and plan for 2023. https://rtm.org.la/wp-content/uploads/2023/01/1_ENG-Presentation-on-Achievements-of-the-9th-National-SocioEconomic-Development-Plan-NSEDP-for-2022-and-plan-for-2023-.pdf

Appendix 3 – Presentation on 9th NSEDP Financing Strategy. https://rtm.org.la/wp-content/uploads/2023/01/2_ENG-Presentation-on-Financing-Strategy.pdf

Appendix 4 – Presentation on Lao PDR Resilience Framework 2022 – 2025. https://rtm.org.la/wp-content/uploads/2023/01/3_ENG-Presentation-on-Resilience-Framework.pdf

Appendix 5 – Presentation on Lao PDR Smooth Transition Strategy for LDC Graduation. https://rtm.org.la/wp-content/uploads/2023/01/4_ENG-Presentation-on-Smooth-Transition-Strategy-for-LDC-Graduation.pdf

Appendix 6 – Presentation on Way Forward of Effective Development Cooperation in light of VDCAP and SWG reviews. https://rtm.org.la/wp-content/uploads/2023/01/5_ENG-VDCAP-review-2021-and-SWG-review-2022.pdf

Appendix 7 – List of Participants (To-be-added)