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**Govt. of Lao PDR**



Schweizerische Eidgenossenschaft  
Confédération suisse  
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**Swiss Agency for Development  
and Cooperation SDC**

**Government of Lao People's Democratic Republic**

**Ministry of Home Affairs**

**United Nations Development Programme**

**GOVERNANCE AND PUBLIC ADMINISTRATION REFORM**

**NATIONAL GPAR PROGRAMME SECRETARIAT SUPPORT PROJECT  
(UNDP/00081709)**

**ANNUAL PROJECT REPORT 2013**

**Reporting period: January 1 to December 31, 2013**

## I. PROJECT INFORMATION AND RESOURCES

<b>Project number and title:</b>	UNDP/00081709: National GPAR Programme Secretariat Support Project (GPAR-NGPS)
<b>Implementing Partner:</b>	Ministry of Home Affairs
<b>Responsible Parties:</b>	
<b>Donors:</b>	United Nations Development Programme, Swiss Agency for Development and Cooperation,

Project Starting date		Project completion date	
Originally planned	Actual	Originally planned	Current estimate
3 February 2012	3 February 2012	31 December 2015	31 December 2015

Total Budget	Original Budget (US\$)	Latest Signed Revision (US\$)
	\$1,195,000	\$1,195,000

Resources	Donor	Amount (US\$)
		United Nations Dev. Programme
	Swiss Agency for Dev. Cooperation	385,000
	Government (Parallel)	10,000

Period covered by this report:	January 1 to December 31, 2013
Date of annual review:	January 24, 2014

Current Year	Budget (US\$)	Expenditure till Dec 31, 2013 (US\$)
		397,750
	Delivery rate	91%

## II. PURPOSE

The programme relates to the goal of the Govt. of Lao PDR to “build an effective, efficient, well-trained, honest and ethical public service that is able to meet the needs of the multi-ethnic Lao people”. This project aims to strengthen the capacity of public administration to deliver efficient, effective and accountable services to citizens through high level oversight and leadership, strategic management and support to all components of the national GPAR Programme in Lao PDR. This project is being implemented in alignment with other projects of the National GPAR Programme. The National GPAR Programme Secretariat enables the Ministry of Home Affairs in supporting the coordination and in implementing relevant component of the Strategic Plan on Governance (2011-20) of the Govt. of Lao PDR. The desired results by the end of this project is that effective high level oversight of Strategic Plan on Governance provides clear policy direction, with the National GPAR programme well coordinated and monitored across all programme clusters; and development assistance to the GPAR Programme is well coordinated and sufficient resources committed to support implementation of the different programme components.

## Project Performance and Results

### *Overview*

National GPAR Programme Support Project was officially launched on 03 February 2012. This project aims to strengthen the capacity of public administration to deliver efficient, effective and accountable services to citizens through high level oversight and leadership, strategic management and support to all components of the national GPAR Programme in Lao PDR. This project is being implemented in alignment with other projects of the National GPAR Programme. The National GPAR Programme Secretariat enables the Ministry of Home Affairs in supporting the coordination and in implementing relevant component of the Strategic Plan on Governance (2011-20) of the Govt. of Lao PDR. The desired results by the end of this project is that effective high level oversight of Strategic Plan on Governance provides clear policy direction, with the National GPAR programme well coordinated and monitored across all programme clusters; and development assistance to the GPAR Programme is well coordinated and sufficient resources committed to support implementation of the different programme components.

The three Outputs of the project are:

1. High level institutional mechanisms to provide oversight and coordination across the Governance sector established
2. Strengthening capacity in MoHA to effectively coordinate and monitor the implementation of the GPAR programme and related activities
3. Coordination of development partner assistance through the Governance Sector Working Group, and resource mobilization to support programme implementation

### *Progress towards Key Priorities and Expected Results for 2013*

1. High level institutional mechanisms to provide oversight and coordination across the Governance sector established

#### Contribution to Results

- Policy direction provided by the National Leading Committee on Governance directing ministries, namely, MoHA, MoJ, to focus more attention to improve service delivery at central level in order to be the role model for local level, as well as to perform more effective technical monitoring and inspection.
2. Strengthening capacity in MoHA to effectively coordinate and monitor the implementation of the GPAR programme and related activities

#### Contribution to Results.

- Various capacity development activities contributed to enhanced competency of MoHA staff to take on increased responsibility in the oversight of and in the implementation of the NPGAR Programme. This is increasingly reflected in the active participation of MoHA staff in NPGAR programme activities including in GSWG meetings and field monitoring visits.

3. Coordination of development partner assistance through the Governance Sector Working Group (GSWG) and resource mobilisation to support program implementation enhanced

#### Contribution to Results

- Priority areas on governance discussed at the High Level Round Table Meeting informed development of agenda for reform
- Stocktaking of GSWG developed an Action Plan identified areas for improvement to enhance effectiveness of GSWG as a forum for exchange of information and dialogue
- Thematic workshops discussed issues to address challenges on One-Door Service Centres, Civil Society Organizations and establishment of a Judicial Training Institute. Insights from the workshop used to inform development of follow-up actions to address challenges in the implementation and expansion of ODSCs, the establishment of Judicial Training Institute and strengthen enabling environment for civil society.

### III. PROJECT PERFORMANCE AND RESULTS

#### 1. Contribution to the strategic goals

<p><b>Outcome:</b> By 2015, the poor and vulnerable benefit from the improved delivery of public services, an effective protection of their rights and greater participation in transparent decision making</p> <p>Related to SRF outcome: Establishing and strengthening high level oversight and leadership, strategic management and support to improve service delivery</p> <p><b>Progress towards achieving outcome:</b> Activities have progressed, in all strategic areas including sector working group, Strategic Plan on Governance, civil service management mechanisms and capacity building, establishing One-Door-Service-Delivery-Centres, and District Development Fund. Block Grants have been provided to 20 districts through the District Development Fund across 4 provinces, and to 22 government offices from the CADEM Fund. Institutional mechanisms for government-donor coordination of governance initiatives (Leading Committee on Governance/GSWG/SSWG) have been established and operational, supported by secretariat(s) hosted by the relevant ministries. For the Public Service Improvement sub-sector working group, administrative system, technical and capacity development support are being provided to MoHA to enable it to effective plan, implement and manage the implementation of multi-donor programmes and coordinate multi-stakeholder dialogues, partnerships and related for a</p>
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Annual outputs and indicators	Key activities completed during reporting period (2013)	Expenditure to date (US\$)	Progress towards achieving outputs/ targets against indicators	Reasons if progress below target and response strategies
<p><b>Output 1: High level institutional mechanisms to provide oversight and coordination across the Governance sector established</b></p> <p><u>Target 2013:</u> Guidance on policy direction from Leading Committee on implementation of governance initiatives</p>	<ul style="list-style-type: none"> <li>The 2<sup>nd</sup> Meeting of the National Leading Committee on Governance (NLCG) was organized on 29 July 2013 at MoHA, chaired by H.E. Mr. Asang Laoly, Deputy Prime Minister, Chairperson of Leading Committee on Governance. The meeting was attended by 22 participants who are members of LCG, NGPAR Boards and the Legal Sector</li> </ul>	<p><b>28,526</b></p>	<ul style="list-style-type: none"> <li>Target achieved.</li> <li>Results. The NLCG provided guidance by directing ministries to pay more attention to improve service delivery at central level in order to be the role model for local level, as well as to perform effective technical monitoring-inspection. The NLCG also emphasized the important role and contribution of governance in</li> </ul>	<p>The 3<sup>rd</sup> meeting of the National Leading Committee on Governance is expected to be organized after the 2013 Annual Review Meeting on January 24, 2014.</p>

<p><b>Target 2013: Updated Governance Information Matrix and Report on Governance reforms drafted</b></p>	<p>Master Plan (LSMP) Board. The meeting reported on the half year progress of the implementation of NPGAR Programme, LSMP Programme and Governance Sector Working Group. The meeting recognized the important support provided by both the NPGAR and LSMP programmes. The NPGAR Programme was requested to assist in helping improve the existing system and the performance of civil servants to enhance service deliver through the DDF and GPAR CADEM Fund; and to explore possibility of extending the support of the CADEM Fund to other organizations with limited resources.</p>		<p>building greater understanding and capacity of the public administration system was emphasized with the country's forthcoming integration with ASEAN Economic Community in 2015. The NLCG emphasized that the success of LSMP requires the involvement, cooperation and ownership of the different organizations to ensure sustainability.</p>	
	<ul style="list-style-type: none"> <li>• GSWG Information matrix has been circulated to GSWG members for further updating</li> <li>• Paper on 'Enabling Environment: Governance and Public Financial Management' drafted as part of the official background document for the 11<sup>th</sup> High-level Round Table Meeting on November 19, 2013</li> </ul>		<ul style="list-style-type: none"> <li>• Target partially achieved</li> <li>• The Governance Information Matrix (GIM) was updated. However, there are still sections where updating is needed on status of initiatives.</li> <li>• Discussion on Governance and Public Financial Management' at the High Level Round Table Meeting identified issues and highlighted the importance of macroeconomic instability created by the on-going fiscal challenges. The government has since taken steps to address on-going fiscal constraint through a number of measures aimed at improving</li> </ul>	<p>The Governance Information Matrix (GIM) requires the collection of detailed and up to date information across a number of ministries and equivalent organizations which precludes its timely updating. The scope of the information requirement of the GIM needs to be reviewed to focus only on the most relevant information on the status of the critical elements of governance reform.</p>

<p><b>Output 2: Strengthening capacity in MoHA to effectively coordinate and monitor the implementation of the GPAR programme and related activities</b></p> <p><u>Target 2013: MoHA officials are equipped with sufficient capacity for planning, budgeting, implementing and results-based monitoring / reporting</u></p>		222,620	<p>revenue collection, expenditure management and debt management.</p>	
<p><u>Formal and informal Capacity Development activities provided to MoHA staff through NNGPAR activities</u></p> <ul style="list-style-type: none"> <li>• <i>Training Workshop on IT</i> for staff and official of the Ministry of Home Affairs from March 18-22, 2013, (total 28 participants (4 female (14%) &amp; Dec 23-26, 2013 , (total 21 participants (6 female ( 28,5%))</li> <li>• Training on Result-Based Management, Monitoring &amp; Evaluation on June 2013 for MoHA and MPI staff, (total 39 participants (21 female (54%))</li> <li>• Training on Financial Management - 30 April - 3 May 2013 for finance and planning staff of MoHA, (total 8 participants (3 female (37%))</li> <li>• Training on Communication for MoHA staff - October 31-Nov 1 2013 , (total 50 participants (29 female (58%))</li> <li>• Participation of staff from the Department of Planning and Cooperation in the field</li> </ul>			<ul style="list-style-type: none"> <li>• Target completely achieved</li> <li>• These various capacity development activities have helped increase understanding and contributed to enhanced competency of MoHA staff to take on increased responsibility in the oversight and implementation of the NNGPAR Programme. This is reflected in the more active participation of MoHA staff in NNGPAR programme activities including in GSWG meetings and field monitoring visits.</li> </ul>	<p>Continuing capacity development support will be provided to MoHA in 2014. Attention will focus on getting MoHA Departments assume progressively increased responsibility in leading and implementing activities with the support of the NNGPAR Secretariat.</p>

	<p>monitoring visits of CADEM Fund project activities in various provinces (cf SCSD)</p> <ul style="list-style-type: none"> <li>Participation of MoHA staff in DDF Training in Luang Namtha (Sept 27) and Training on Performance-based Assessment (PAM) in Saravan province (August 23-24) (cf SCSD)(See Annex for breakdown on the number of female participants)</li> </ul>			
<ul style="list-style-type: none"> <li><u>Support to Programme Management, Coordination, Communication and Reporting</u></li> <li>NGPAR Programme Annual Review Meeting - Feb 18, 2013</li> <li>2<sup>nd</sup> NGPAR Programme Board Meeting - Feb 18, 2013</li> <li>NGPAR Programme Monthly, &amp; Quarterly Meetings</li> <li>Project Implementation Review Meeting - July 25, 2013</li> <li>NGPAR Secretariat - MoHA Departments workplanning meeting - Nov 21, 2013</li> <li>Field Visit of Development Partners in Xiengkhouang Province - Feb 19-21, 2013</li> <li>NGPAR Communications Coordinator recruited</li> <li>Design of NGPAR Website</li> </ul>			<ul style="list-style-type: none"> <li>These initiatives have contributed: (1) to increased engagement and understanding by Development Partners on how the GPAR programme is contributing to good governance; (2) increased public awareness of GPAR activities; and (3) better management and oversight of the NGPAR programme.</li> </ul>	<ul style="list-style-type: none"> <li>To fill up the gap left by the departure of the NGPAR Communication Coordinator in 2013, the NGPAR Secretariat submitted a request for the same position under KOICA through UNDP. KOICA is currently considering the request and identifying qualified KOICA volunteers for short-listing</li> </ul>



	<ul style="list-style-type: none"> <li>Publication and dissemination of NGPAR Newsletter Vol 1 2013 Quarterly and Annual Project Reports and Reports to Donors</li> </ul>			
	<p><u>Support to MoHA's Engagement with Development Partners and Participation in International Fora</u></p> <ul style="list-style-type: none"> <li>Support to MoHA's engagement with ADB Project on <i>Governance and Capacity Development in Public Sector Management</i></li> <li>Inputs to EU programming and revision of EU-UNDP SLIFEPA ProDoc</li> <li>Country papers and presentations on governance and public administration initiatives in Lao PDR presented in various international conferences (Myanmar, India, Mongolia, Thailand, Korea)</li> </ul>		<ul style="list-style-type: none"> <li>Contributed to sharing good practice experience, e.g. Operational Expenditure Block Grant, based on the results of NGPAR programme.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

Annual outputs and indicators	Key activities completed during reporting period	Expenditures to date (US\$)	Progress towards achieving outputs & targets against indicators	Reasons if progress below target and response strategies
Output 3: Coordination of development		112,369		

<p>partner assistance through the Governance Sector Working Group, and resource mobilization to support programme implementation</p>	<p>Target 2013: GSWG AWP 2013 implemented</p>	<ul style="list-style-type: none"> <li>• 2013 GSWG implemented by different partners</li> <li>• GSWG Annual Meeting convened on November 12, 2013. The meeting presented and discussed the draft background document on governance for the HL-RTM and the draft report on the Stocktaking of the GSWG</li> <li>• Support to High-Level Round Table Meeting - GSWG Booth</li> </ul>	<ul style="list-style-type: none"> <li>• Briefing on the implementation of 'Sam Sang' organized by the GSWG Secretariat was chaired Mr Cheung Sombounkhan, Chair of Propaganda Board/Deputy Chair and Standing Member for PM 16/2012 Pilot Committee on August 14, 2013 to selected members of the diplomatic community and development partners. The briefing highlighted the progress and challenges in the implementation of the Sam Sang pilot. Key progress include: (1) the on-going delegation of responsibilities to provinces and district authorities such as (i) approval</li> </ul>		<ul style="list-style-type: none"> <li>• Target achieved</li> <li>• Adjustment in the timing of the implementation of GSWG activities esp thematic workshops, were made during the year due to competing priorities among the members of the GSWG.</li> </ul>	<ul style="list-style-type: none"> <li>• Target achieved</li> <li>• Sam Sang. The Briefing on Sam Sang provided DPs updated information and a more informed perspective on the implementation of Sam Sang and how DPs might align their on-going and or future support to complement and or contribute to the objectives of Sam Sang.</li> <li>• ODSC. The discussion on ODSC especially the feedback by district and provincial authorities highlighted key challenges in implementing ODSCs in Lao PDR. The workshop underscored the need to address on-going implementation issues before embarking on significant</li> </ul>		<p>As a follow-up to the issues raised at the ODS workshop, a review of ODSC implementation will be conducted in 2014. The review is aimed at developing an action plan that will provide concrete suggestions to address the various issues. It is envisaged that the review will also propose a suitable institutional arrangement to strengthen cross sector coordination.</p>
<p>Target 2013: Thematic workshop on CSOs and 3 Sang organized</p>								

	<p>of projects worth 3-5 Billion KIP by the District; (ii) delegation of certain revenue collection functions to District and retention of certain percentage share of revenue collected, etc; (2) selection of Vientiane capital as pilot for revenue collection; and (3) the reform at the district and village levels with the issuance of the PM Decree on Management of Village, among others.</p> <p>Challenges in the implementation include (i) limited capacity at the sub-national level especially on public financial management; (ii) difficult of finding the right competency and qualification for staff despite quota. To address this gap, ministries have temporarily seconded staff to provinces as necessary. It was announced that the current Sam Sang pilot is now extended to two years to end Nov 2014. An initial assessment of the current pilot is scheduled in Nov 2013 with the final assessment to be held in November 2014.</p> <ul style="list-style-type: none"> <li>PSI SSWG Thematic Workshop on CSO and One-Door Service Centre held on October 15, 2013 at the National Convention Centre. The PSI-SSWG Thematic</li> </ul>		<p>expansion of ODSCs. The discussions also underscored that some of the issues around the ODSCs are linked to the proper definition and allocation of roles and functions between the national, provincial and district levels that are at the core of the pilot implementation of Sam Sang. The workshop highlighted the need to have a clear mechanism for inter-sectoral coordination and a coherent road map that identifies concrete steps in addressing the various issues that affect the delivery of service through the ODSCs. Civil Society Organizations. The workshop provided a good venue to highlight challenges as well as progress made in creating an enabling environment of civil society in Lao PDR. The discussion highlighted areas of progress and suggested steps where both DPs and Lao CSOs can work with MoHA and the Government to further develop the enabling environment for CSOs. Some of suggested areas include: (i) developing a work plan indicating time lines and priorities to implement the capacity development assessment finding; (ii) Coordinate and communicate the status of Lao CSO applications for registration; (iii) stimulating knowledge</p>
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<p>Target 2013: Recommendations form Stocktaking submitted and discussed by GSWG</p>	<p>Workshop on ODSC was preceded by a meeting of senior government officials held on October 28, 2013 to discuss the government's policy on ODSC and how to expedite the implementation and expansion of ODSCs in Lao PDR. The discussion on ODS highlighted challenges in the implementation of the ODSCs. The discussion on CSOs highlighted the results of the capacity assessment conducted in 2012 and the capacity development strategy developed to address identified concerns. The thematic workshop also highlighted progress, and on-going initiatives in reviewing existing decrees that govern the operation of NPAs and foundations in Lao PDR.</p> <ul style="list-style-type: none"> <li>• LIO-SSWG Thematic Workshop on <i>Judicial Training Institute</i> organized on October 28, 2013 at the National Convention Centre. The workshop presented the draft action plan and challenges in the establishment of a judicial training institute</li> </ul>		<p>exchange fora through the support to CSO umbrella organizations; (iv) Hold annual monitoring / oversight / information sharing meetings between MOHA and Lao CSO; and (v) including the participation of the Lao CSOs in the review of the legal framework. The workshop was seen as providing a good platform by both DPs and CSOs in contributing towards moving the policy reform agenda for CSOs forward.</p>	
	<ul style="list-style-type: none"> <li>• Stocktaking of the GSWG in-country mission was held from July 22-August 5, 2013 that included consultations with</li> </ul>		<ul style="list-style-type: none"> <li>• Target achieved. The Stocktaking led to the development of a GSWG Action Plan and Monitoring Framework. The final draft of the</li> </ul>	<p>Follow-up discussions to be pursued in 2014 to advance and get agreement on some of the recommendations in</p>

<p>Target 2013: Consolidated report on progress of governance sector reform initiatives prepared</p>	<p>various stakeholders and a debriefing meeting with the members of the GSWG Secretariat. Results of GSWG Stocktaking were presented and discussed at the GSWG Annual Meeting held on November 12, 2013. The Stocktaking also developed an Action Plan that contains actions that need to be pursued in the future.</p> <ul style="list-style-type: none"> <li>Background Paper on Governance developed and submitted to the Ministry of Planning and Investment. This helped inform the drafting of the Mid-Term Review of the 7<sup>th</sup> NSEDP</li> <li>Paper on 'Enabling Environment: Governance and Public Financial Management' drafted as part of the official background document for the 11<sup>th</sup> High-level Round Table Meeting on November 19, 2013. The background paper highlighted progress in the implementation of various governance and public financial management initiatives at the mid-term of the 7<sup>th</sup> NSEDP 2011-2015. The report also identified priority reform initiatives in various areas of governance and public financial management reform.</li> </ul>		<p>Stocktaking report has been disseminated electronically to members of the GSWG Secretariat.</p> <ul style="list-style-type: none"> <li>Target achieved.</li> <li>The updated Governance Information Matrix was used as an input to the drafting of the document for HL-RTM.</li> </ul>	<p>the GSWG Action Plans, e.g. establishment of a separate working group on people's participation. A number of the recommendations will be reflected in the 2014 AWP and implemented.</p>
	<p>Total expenditure 2013 =</p>	<p>363,515</p>		

## 2. Update on implementation of the Vientiane Declaration and its Action Plan

- Governance Sector Working Group, two Sub Sector Working Groups and Secretariat operational
- Secretariat strengthened and roles assigned; training conducted on project management, financial management, results-based monitoring, and communications conducted for MoHA staff and officials
- Sector Working Group and Sub Sector Working Group meetings and reports completed, disseminated, discussed and actioned at GSWG/SSWGs.
- Report on Stocktaking of GSWG highlights areas for improvement
- Governance Information Matrices updated and disseminated; the GIM needs to be reviewed to further simplify and reduce the burden of its updating
- Governance Sector Working Group thematic workshops (results of CSO capacity assessment, Legal reform - Judicial Training Institute, 3 Build and One-Door Service Center) and meetings on the National GPAR Programme conducted
- Background Paper on Governance and document on Enabling Environment: Governance and Public Financial Management drafted and presented at the 11<sup>th</sup> High-Level Round Table Meeting on November 19, 2013

## 3. Update on partnerships

- Close partnership with provincial and district administrations on capacity development. Expansion of DDF in 2013 to 6 additional districts
- Partnership with Ministry of Planning & Ministry of Finance on DDF Implementation
- Start-up implementation of the ADB-supported project on Governance and Capacity Development in Public Sector Management
- Partnership between UNDP/UNCDF and MONRE in the implementation of GEF funded project on *'Effective Governance for Small-scale rural infrastructure and disaster preparedness in a changing climate. infrastructure climate'*

## 4. Update on gender mainstreaming

- Support to gender mainstreaming is promoted by ensuring that female are adequately represented in the activities implemented under the NPGAR Programme.

## 5. Update on audit recommendations

The Project undergone its first audit of 2012 in April 2013, in accordance with UNDP standard procedures and timetable. Audit recommendations were implemented during 2013 and will continue in 2014. A complementary 'spot check' led by MPI was conducted in November 2013 with favorable findings.

## 6. List main challenges and issues (if any) faced during reporting

Challenge/Issue	Response
<ul style="list-style-type: none"> <li>• Updating of the Governance Information Matrix. The GIM requires detailed and extensive information to be collected from different ministries and organizations both project related as well as policies and activities implemented by Govt organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Simplify, reduce the scope of information collected for the GIM and focus update and reporting on key governance reform initiatives only.</li> </ul>

as part of their mandate.	
<ul style="list-style-type: none"> <li>Transition from project to programme approach utilizing government system and processes, and MoHA's transition to a new ministry with expanded powers and functions</li> </ul>	<ul style="list-style-type: none"> <li>Continuing capacity development support of MoHA to develop staff in-depth understanding of GPAR reform initiatives and develop competencies to plan, implement and manage governance and public administration reform initiatives</li> </ul>
<ul style="list-style-type: none"> <li>Arrangement for Government-Development partners coordination on governance sector requires new ways of working, and collaboration; requires intensive inputs and time in collecting and disseminating information, documentation and reporting, and organizing dialogues and related fora. Current technical and coordination support to the GSWG dependent on the CTA and Governance Coordinator, both of whom are concurrently involved in project implementation.</li> </ul>	<ul style="list-style-type: none"> <li>More proactive and systematic approach to facilitating dialogues / consultations and timely reporting</li> <li>Continuing capacity development of MoHA &amp; NGRPAR secretariat to enhance government-development partner coordination and partnership</li> <li>Expand the pool of government staff providing support to the GSWG on a rotational arrangement, and provide capacity development training.</li> </ul>
<ul style="list-style-type: none"> <li>Although a communication staff was recruited, the staff did not stay on as envisaged.</li> </ul>	<ul style="list-style-type: none"> <li>A request was submitted for a KOICA volunteer to fill in the post for the Communications Coordinator of the NGRPAR Secretariat.</li> </ul>

## 7. Rating on progress towards results

<b>Output:</b>		
Output 1: High level institutional mechanisms to provide oversight and coordination across the Governance sector established	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Positive change Negative change Unchanged
Output 2: Strengthening capacity in MoHA to effectively coordinate and monitor the implementation of the GPAR programme and related activities	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Positive change Negative change Unchanged
Output 3: Coordination of development partner assistance through the Governance Sector Working Group, and resource mobilization to support programme implementation	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Positive change Negative change Unchanged

## IV. ADDITIONAL ACTIVITIES WHICH CONTRIBUTE TO OUTCOME AND/OR OUTPUTS

Provide information about any activities undertaken by the project that were NOT envisaged in the work plan but which contributed to the outcome and/or outputs? E.g. advocacy and policy dialogue.

<ul style="list-style-type: none"> <li>Stocktaking of GSWG</li> <li>Training on Results-based M&amp;E</li> <li>Training on Communication</li> </ul>
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## V. FUTURE WORK PLAN

4. What are the priority actions planned for the following year to overcome constraints, build on achievements and partnership, and use of the lessons learned during the previous year?

Priority steps to overcome constraints:

- Follow up plans to strengthen capacity of MoHA staff to effectively coordinate and monitor GPAR activities at all levels
- Continuing support to developing the technical capacity of MoHA to enable it to implement governance sector activities within its mandate and responsibilities
- Support to the implementation in 'strengthening legal and institutional framework for public administration', through EU-UNDP funded project
- Follow-up recruitment of KOICA Volunteer to fill the post of communications coordinator
- Develop training material and conduct workshop for MoHA and government staff on governance concept to increase understanding of what governance is and how it is related to their work

Steps to build on current achievements:

- Continuing capacity development support
- Organize workshop(s) to increase understanding of governance as concept and practice area to Government staff
- Follow up of thematic workshops held in 2013 such as the CSO capacity assessment, ODSC and the GSWG stocktaking)

Steps to build on partnerships:

- Further strengthen support and active engagement in coordinating the GSWG and sub-sector working groups.
- Expand collaboration with other development actors, e.g. CSOs, private sector and local authorities

Use of lessons learned:

- Inform strategies and approach to implementation and capacity development

5. List major adjustments in the strategies, targets or key outcomes and outputs planned.

No change

3. Estimated total budget required for the following year: US\$280,000

## VI. ANNEXES

1. Annex 1: Combined Delivery Report
2. Annex 2: Annual Work Plan for following year
3. Annex 3: Communication and Monitoring Plan
4. Annex 4: Project Risk Log
5. Annex 5: Issues Log



6. Annex 6: Lessons Learned log
7. Annex 7: Updated Audit Action Plan
8. Annex 8: Training conducted by NGPAR Program

CERTIFIED BY



Mr. Khammoune Viphongxay  
Executive of Project Board  
NGPAR Programme

Dated 25 January 2014

**Annex 1: COMBINED DELIVERY REPORT**

**Annex 2: DRAFT ANNUAL WORK PLAN 2014**

Annex 3: GPAR NGPS: Communication & Monitoring Plan/Report - 2013 p1

Project Title:	National GPAR Programme Support Project	Award ID: 00055088		Last Reviewed Date: 10/10/2012		
		Stakeholders	Method of communication	Due by	Completed on	Status
Type of Action						
Annual Work Plan and Budget: 2013		UNDP and SDC	Report	01/03/12	16/02/13	Completed
Work plan and FACE form: Q1-2013		UNDP	Report	01/03/12	20/02/13	Completed
Quarterly Progress Report for Q1-2013, including logs		UNDP and SDC	Report	10/04/12	<del>13/04/13</del> 10/04/13	Completed
Work plan and FACE form: Q2-2013		UNDP	Report	10/04/12	10/04/13	Completed
Quarterly Progress Report for Q2-2013, including logs		UNDP and SDC	Report	10/07/12	<del>31/07/13</del> 10/07/13	Completed
Work plan and FACE form: Q3-2013		UNDP	Report	10/07/12	10/07/13	Completed
Project Inception Report		UNDP and SDC	Report	10/07/12		Completed
Quarterly Progress Report for Q3-2013, including logs		UNDP and SDC	Report	10/10/12	<del>15/10/13</del> 10/10/13	Completed
Work plan and FACE form: Q4-2013		UNDP	Report	10/10/12	10/10/12	Completed
Quarterly Progress Report for Q4-2013, including logs		UNDP and SDC	Report	31/12/12		Completed
Annual Report 2013		UNDP and SDC	Report	31/12/14	21/01/13	Completed

Annual Work Plan 2014	SDC	Report	31/12/12	21/01/13	Completed
	UNDP and SDC				

**Annex 4: GPAR NGPS: RISK LOG - 2012 p1**

Project Title: National GPAR Programme Support Project						Award ID: 00065088		Last review Date: 20/12/2013	
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mgmt. response	Owner	Submitted/ updated by	Last Update	Status
1	Outputs requiring Govt. actions as pre-conditions may be delayed	15/03/12	Strategic	Project outputs not achieved as per target dates P=2; I=3; PXI=6	Multi-Stakeholder Programme Board guidance to initiate dialogue with relevant Government offices	Programme Manager	Programme Manager	30/06/2012	No change
2	Stakeholder coordination to set up targets and enable reporting may need time to be developed	15/03/12	Strategic	Output related to sector coordination may not be fully realized during the first year P=3; I=3; PXI=9	Early discussions with stakeholders to prepare targets and discuss formats for reporting	Programme Manager	Programme Manager	30/06/2012	No change
3	MoHA officials may be transferred after they are trained	15/03/12	Operational	Key activities will be delayed till replacements are trained P=3; I=3; PXI=9	Training teams instead of particular officials to ensure continuity	Programme Manager	Programme Manager	30/06/2012	No change

4	GEF funds may be delivered through a parallel project	30/03/12	Strategic	NFPAR Programme framework will be basically altered P=5; I=2; Pxl=10	Discussions with MoNRE and UNDP initiated to develop suitable framework	Programme Manager	Programme Manager	30/06/2012	No change
5	Delay in agreeing DP's representation on NGPAR Programme Board	15/06/12	Strategic	Key activities requiring Board approval may be delayed P=3; I=3 Pxl=9	UNDP asked to coordinate DP's views and refer to MoHA	Programme Manager	Programme Manager	30/06/12	No Change

### Annex 5: GPAR NGPS : ISSUE LOG - 2012

Project Title:		National GPAR Programme Support Project			Award ID: 00065088		Last Review Date: 20/12/2013		
#	Description	Date Identified	Type	Priority (P) & Impact (I)	Countermeasures / Mgmt. response	Owner	Status change	Last update	Current status
1.	Delay in nomination of members the Programme Board	15/03/12	Problem	Key activity involving leadership for the Programme P=5; I=3; Pxl=15	Discussions initiated by Ministry of Home Affairs	Project Manager	Changed	30/06/12	Prog Board members appointed
2.	Delay in finalizing Work Plan of Sector Working Group	15/03/12	Problem	Key activity for the sector P=5; I=3; Pxl=15	Draft work plan being discussed with Co-Chairs	Project Manager	Changed	30/06/12	Work Plan 2013 approved
3.	Delay in appointment of GPAR CTA	1/07/12	Operational problem	Delays in key programme/activities delivery P=4; I=4 Pxl=16	Discussion between MoHA/UNDP on speeding process and with UNCDF on	Project manager	Changed	5/12/12	CTA reported Nov 2012

					temporary reassignment of urgent/critical GPAR duties to UNCDF Local Governance Advisor in SCSD.				
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**Annex 6: GPAR NGPS: LESSONS LEARNED LOG p1**

Lesson ID	Date logged	Type	Description	Recommendation
01	30/03/12	Positive	Programme framework allows for several implementation mechanisms to operate in parallel enabling good alignment	<ul style="list-style-type: none"> <li>• Documentation of various options that can be shared with potential partners</li> </ul>