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GOVERNANCE AND PUBLIC ADMINISTRATION REFORM:

Strengthening Capacity and Service Delivery of Local Administrations (GPAR SCSD)

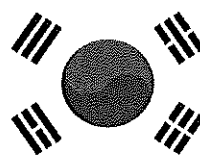
(UNDP- 00081322/ AWARD: 00064630)

PROGRESS REPORT QUARTER 2/2013



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Agency for Development
and Cooperation SDC



LE GOUVERNEMENT
du Royal Pouvoir de Luang Prabang

I. PROJECT INFORMATION AND RESOURCES

Project ID and title:	Strengthening Capacity and Service Delivery of Local Administrations (GPAR SCSD) GPAR SCSD-00081322 & 00082843. Award: 00064630
Executing Agency:	Ministry of Home Affairs
Collaborating Ministries/ Government agencies:	Ministry of Finance, Ministry of Planning and Investment, Provincial and District Administrations.
Project duration:	February 3, 2012 - December 31, 2015

Period covered by report:	April 1, 2013 - June 30, 2013
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Total Budget	Original Budget (US\$)	Latest Signed Revision (US\$)
	12,568,800	12,568,800

Resources	Donor	Amount (US\$)
		United Nations Dev. Programme
	United Nations Capital Dev. Fund	1,300,000
	Swiss Agency for Dev. Cooperation	4,000,000
	Republic of Korea	2,000,000
	Luxembourg Government	1,000,000
	GEF* (parallel)	2,000,000
	Government (in kind)	702,000
	Yet to be funded	1,166,800
<p><i>Note *: GEF project "Effective Governance for small-scale rural infrastructure and disaster preparedness in a hanging climate" (Project ID 00084024) was signed by Ministry of Natural Resources and Environment (MONRE) and UNDP in May 2013. The SCSD joint program will collaborate by delivering Climate Change grants to the local administrations, but does not have any direct control or primary responsibility for these fund, which remains with MONRE as Implementing Partner.</i></p>		

Summary of expenditure for period covered by report	Amount (US\$)	
	Budget for Quarter	278,837 US\$
	Expenditure in Quarter	231,896 US\$
	Delivery Rate %	83%

Project Performance and Results

Overview of SCSD

Strengthening Capacity and Service Delivery of Local Administrations (GPAR SCSD) project was officially launched on 03 February 2012 and became operational from 1st July 2013. This project is being implemented in alignment with other projects of the National GPAR Programme. The overall objective of this project is increased capacity in the local administration, leading to better delivery of services which improve the lives of the poor, especially in rural areas of Lao PDR. The strategy is to build around a series of interrelated outputs that take forward proven results and innovations to realise the overall outcome. These include the introduction of district level performance assessments and performance based Block Grants (capital and recurrent) that will provide incentives for improved overall performance linked to the local administration mandate, the project seeks to improve local MDG-targeted service delivery through increased capacity and long term reform.

Progress towards Key Priorities and Expected Results for 2013

Output 1: Support to the Development of Policies and Regulatory Framework for more Effective Local Administration at Province and District Levels

Target 2013: Support pilot “3 Sang” in 52 Districts

- The majority of the work undertaken to date has been done by government officials and using national budget. SCSD support in 2013 has been applied selectively through CADEM small grants and through the DDF system of trainings and support to selected Districts. 7 of the 26 CADEM grants (amounting to 458 million kip/\$59,301) awarded in 2013 support the efforts of 3 Sang and DDF has invested 3,949,766,000 KIP, - about US \$513,000 – in 21 3 Sang districts together with associated DDF training and support to local officials.

Target 2013: Law on Local Administration updated

- Steady progress is being made in the process to revise the implementation of Local Administration Law. A series of consultation meetings have continued during the year to date. Consultation meetings have taken place across the country: in the North, Central, and, South. These were supplemented by
- A Revision Meeting at Ministerial Level on implementation of Local Administration Law in early 2013,
- A Technical Meeting at Department level to comment on the law, in April 2013

- This was followed by a technical Meeting at Ministerial level to comment on the law in May 2013 that was also supported by GPAR SCSD.

The Target to **Develop new district service delivery monitoring system** is linked to Output 6, and dealt with there.

Output 2: Improved Capacity of Local Administration to fulfill its Service Delivery Mandates

Target 2013: 224 officials in 16 new districts can plan & monitor local service priorities

- The training of local officials here is directly linked to the extension of the District Development Fund system to 16 new districts during 2013. The 12 districts of Luang Prabang and 4 remaining districts of Luang Namtha, bring to a total of 53 districts now benefiting from the DDF support and trainings.
- Three batches of training were given during 2013 for the 16 new districts. This builds upon the 5 batches of refreshment trainings, on DDF-BBG and DDF-OEBG guidelines given in 2012, which was the beginning of FY 2012/13. The total number of local officials trained during FY 2012/13 amounts to 963 of which 121 were women. Key participants were the local DDF support organizations, including the District Development Support Committees and District Development Support Teams from 21 districts of 3 provinces (Luangprabang, Luangnamtha and Sekong).
- A total 447 district officers including 57 women received training and refreshment on planning, financial management, implementing local development priorities and monitoring and reporting.

Target 2013: Assessment report for applying civil service performance assessment framework at districts

- Discussions with MoHA's Department of Civil Service Appraisal & Development with a view to assessing the possibilities for applying the civil servant performance assessment framework at the district level. The resultant report will identify options and make recommendations on how best to proceed in this matter, within the current context of evolving District mandates (3 Sang) and national policy and administrative capacity requirements.
- Additional 224 local officers from 16 new districts are able to plan and monitor the investments related to local service priorities.

Output 3: Improved MDG focused Service Delivery provided through Formula based and Equity focused Block Grants to the Districts.

Target 2013: 50 officials across 8 districts can apply performance assessment standards (PAM)

Target 2013: Officials in 16 new districts & 37 existing districts have increased capacity in planning, budgeting, management and finance functions

- The results of increased capacity of local staff across 53 districts – 16 new and 37 existing districts is demonstrated by the results already delivered, and in process, which increase services for their communities.
 - The 37 existing DDF districts supported in FY 2012/13 are approaching the end of a successful cycle of delivering 182 new local service interventions for their communities. This involved the management and investment of 5,230,124,000 KIP, which is about \$655,158 USD.
 - The 16 new districts having undergone training are now being supported in planning their DDF supported service interventions for FY 2013/14. This will mean that 53 districts will receive DDF support for FY 2014/15 with a budget of some \$1million to be invested in local service delivery improvements.

Output 4: Improving Access to Citizen Services

Target 2013: Action Plan to implement PM instruction on ODS developed

Target 2013: Officials 17 provinces understand & can apply new ODS guidelines

- PM Instruction 09/13, on expansion of ODSC, was signed on January 28, 2013. And revised guidelines on ODS have now been approved by the Minister of Home Affairs. The new Ministerial Instruction and guidelines were disseminated and discussed at a recent national workshop. The workshop included participants from concerned ministries, provinces and districts and provided a forum for discussion and exchange of experience on the implementation of ODS. MoHA has been conducting field visits to assess the implementation of ODSC.

Output 5: GPAR Capacity Development and Modernization Fund (CADEM) support strategic innovative in public administration reforms

Target 2013: 15 govt. offices use CADEM to improve administrative procedures

- 15 government offices (5 central & 10 local organizations) used GPAR CADEM Fund to improve administrative procedures - 1,068,167,000 kip (about \$ 135,000 USD). 4 projects focus on gender mainstreaming and 7 projects focus on 3 Sang initiatives and the transfer of the first tranche to the 15 offices was completed in March 2013.

Target 2013: 5 govt. offices use CADEM to improve gender focused interventions

- 4 projects on gender mainstreaming and 7 projects on 3 Sang initiatives
- Some field monitoring for projects granted 2012 has also been conducted and will continue as part of monitoring and evaluation of the CADEM projects supported in 2012 and 2013.

Output 6: Citizen Feedback and District Mechanisms for Responsive and Accountable Service Delivery

Target 2013: DSDMS for at least 4 Districts is designed & endorsed

Target 2013: New Citizen feedback mechanism designed & endorsed.

- A core activity of the project is support to district level monitoring of activities and outputs in the various sectors, against the plans and targets. The information generated will also provide the basis for a citizen report card exercise to generate feedback from communities on their perception of the quality of public services and improvements in the recent period.
- A consultancy will begin from 29th July is to assist MoHA and the project to develop an overall framework, plan and roadmap to realize an integrated service delivery monitoring system and citizen report card.

Overview of activities during period

The main activities carried out by the project during the Quarter are listed in the Table below:

PROJECT PERFORMANCE

Outputs	Budget for Quarter	Expenditure in Quarter	Update on activities during Quarter	Reasons for delay and constraints
<p>1. Polices and regulatory frameworks for effective local administration at province and district level</p>	<p>2,531 US\$</p>	<p>2,679 US\$</p>	<p>Update on activities during Quarter</p> <ul style="list-style-type: none"> • Steady progress is being made in the process to revise the implementation of Local Administration Law. Consultation meetings have taken place across the country: in the North, , and, South (11-14 June of 2013) • A Technical Meeting at Department level on the Local Administration Law held in April 2013 supported by GPAR SCSD • Two technical Meeting at <u>Ministerial</u> level on Local Administration Law held in May 2013 and 23-24 June supported by GPAR SCSD. 	<ul style="list-style-type: none"> • Linked with Output 6)
<p>2. Improved capacity of local administrations to fulfill its service delivery mandates</p>	<p>62,562 US\$</p>	<p>69,546 US\$</p>	<ul style="list-style-type: none"> • Three batches of training were given during 2013 for the 16 new districts. A total 447 district official including 57 women participated the training. Key participants were the local DDF support organizations, including the District Development Support Committees and District Development Support Teams from 21 districts of 3 provinces (Luangprabang, Luangnamtha and Sekong)DDF BBG (Capital investments)- guidelines/regulations refreshment for Sekong on 6 to 17 May 2013. • OEBG Guidelines/regulations training for Luang Namtha on 5 to 12 June 2013. • Discussions with MoHA's Department of Civil Service Appraisal & Development with a view to assessing the possibilities for applying the civil servant performance assessment framework at the district level. 	<ul style="list-style-type: none"> •

Outputs	Budget for Quarter	Expenditure in Quarter	Update on activities during Quarter	Reasons for delay and constraints
3. Improved MDG focused service delivery provided through formula based and equity focused block grants to the districts	40,505 US\$	24,244 US\$	<ul style="list-style-type: none"> Support to districts to OEBG for OEBG investment plans continued. To date 37 districts has started the implementation of their activities and now are in progress. Second 50% of BBG/OEBG FY 2012/13 to be transferred to Districts in Quarter III 2013. 	<ul style="list-style-type: none">
4. Improved Access to Citizen Services through One Door Service	29,714 US\$	23,768 US\$	<ul style="list-style-type: none"> Revised guidelines on ODS have now been approved by the Minister and published on 30th June of 2013 and new Ministerial Instruction and guidelines were disseminated and discussed at a national workshop on 5-7 June 2013. The workshop included participants from concerned ministries, provinces and district and provided a forum for discussion and exchange of experience on the implementation of ODS. 	<ul style="list-style-type: none">
5. GPAR Capacity Development and Modernisation Fund (CADEM) supports strategic innovations in Public Administration reforms	65,664 US\$	34,191 US\$	<ul style="list-style-type: none"> Backstopping support continued in support to Offices receiving the first tranche of CADEM grants that were transferred to the 15 offices was in March 2013. Field monitoring of CADEM projects granted in 2012 conducted in April 2013. The monitoring team comprising of MoHA, NGPAR and UNDP staff visited a total of XXX_CADEM projects in xxx provinces. The participation of MoHA staff is part of the capacity development process aimed at developing internal capacity for monitoring and evaluation. 	<ul style="list-style-type: none">
6. Citizen Feedback and district mechanism for	17,291 US\$	17,679 US\$	<ul style="list-style-type: none"> Procurement process in process for the services of an international and national team (2 consultants) to develop an overall framework, plan and roadmap to realize an integrated service delivery monitoring 	(Linked with Output 1)

Outputs	Budget for Quarter	Expenditure in Quarter	Update on activities during Quarter	Reasons for delay and constraints
responsive and accountable service delivery			system and citizen report card. (Consultancy will begin from 29 th July is to assist MoHA and the project)	
7. Project Administration	60,500 US\$	59,789 US\$	<ul style="list-style-type: none"> • National GPAR Programme Board meeting held 18th February 2013, where the Annual Work plan and budgets were approved for SCSD project, among others. • 3 national posts successfully filled - (i) Communications Coordinator (ii) Accountant and (iii) Driver. 	
Total	278,837 US\$	231,896 US\$		

NATIONAL GPAR SCSD PROJECT: COMMUNICATION AND MONITORING PLAN/REPORT 2013

Project Title: National GPAR SCSD Project	Award ID: 00064630	Updated to: 30/06/2013
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Type of Action	Stakeholders	Method of communication	Due by	Completed on	Status
Annual Work Plan and Budget: 2012	UNDP, UNCDF, SDC, Govt of Korea,	Report	01/03/12	16/02/12	Completed
Work plan and FACE form: Q1-2012	UNDP	Report	Project not operational		
Quarterly Progress Report for Q1-2012, including logs	UNDP, UNCDF, SDC, Govt of Korea,	Report			
Work plan and FACE form: Q2-2012	UNDP	Report			
Quarterly Progress Report for Q2-2012, including logs	UNDP, UNCDF, SDC, Govt of Korea,	Report	10/04/12	10/04/12	Completed
Work plan and FACE form: Q3-2012	UNDP	Report	10/07/12	10/07/12	Completed
Quarterly Progress Report for Q3-2012, including logs	UNDP, UNCDF, SDC, Govt of Korea,	Report	10/07/12	10/07/12	Completed
Annual Report 2012	UNDP	Report	01/03/13	14/01/13	Completed
Work plan and FACE form: Q4-2012		Report			Deferred to 2013 as Project Review Meeting
2013					
Annual Work Plan 2013	UNDP, UNCDF, SDC, Govt of Korea,	Report	10/01/13	10/02/13	Completed Endorsed by Prog Board 18/02/13
		Report	10/01/13	10/01/13	Completed
Annual Work Plan 2013	UNDP, UNCDF, SDC, Govt of	Report	10/03/13	10/03/13	Completed

Type of Action	Stakeholders	Method of communication	Due by	Completed on	Status
	Korea, UNDP				
Work plan and FACE form: Q2-2013	UNDP	Report	10/03/13	10/01/13	Completed
Quarterly Progress Report for Q2-2013, including logs	UNDP, UNCDF, SDC, Govt of Korea, Govt of Luxembourg	Report	10/07/13	15/07/13	Completed
Work plan and FACE form: Q3-2013	UNDP	Report	10/07/13	10/07/13	Completed
Quarterly Progress Report for Q3-2013, including logs	UNDP, UNCDF, SDC, Govt of Korea, Govt of Luxembourg	Report	10/10/13		
Annual Report 2013	UNDP	Report	10/01/14		
Joint Annual Technical Review (JATR)	UNDP, UNCDF, SDC, Govt of Korea, Govt of Luxembourg	Report	Mid-2014		Project Review Meeting
2014					
2015					

NATIONAL GPAR SCSD PROJECT: RISK LOG - 2012-13

Project Title: National GPAR SCSD project	Award ID: 00064630	Last Reviewed Date: 30/06/2013
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#	Description	Date Identified	Type	Impact & Probability (P:1-5 & I:1-5)	Countermeasures / Mgmt. response	Owner	Submitted/ updated by	Last Update	Status
1	Other government bodies are reluctant to enhance coordination under NGPAR	01/02/12	Strategic	impact of the public administration reforms will be limited. P=2, I=3; PXI=6	Multi-Stakeholder Leading Committee and Programme Board guidance to initiate dialogue with relevant Government offices	Programme Manager	Programme Manager	30/06/2012	No change
2	Lack of buy-in from the local authorities who see the programme as a new top down approach to GPAR.	01/02/12	Strategic	Lack of buy in at the local level may hamper project implementation P=2; I=3; PXI=6	Early discussions to explain new modus operandi but that the provinces and districts will remain in the lead at the local level. Provincial participation in Prog. Board	Programme Manager	Programme Manager	30/09/2012	Risk reduced from 9, following successful local Workshops
3	Limited resources will directly compromise the implementation of programme activities	01/02/12	Strategic	Plans to scale up nation-wide, will be postponed with impact on MDG progress. (P=2; I=4; J=8 (down from 12)	Continuous dialogue with donor community and coordination of all resource mobilization by MoHA	Programme Manager	Programme Manager	30/06/2012	Changed. \$1million from Govt Luxembourg
4	Programme approach introduces a new way of operating, both for the government and for the donor community	01/02.12	Strategic	Time & resources lost to project management and reporting rather than implementation. (P=3; I=3)=9	Programme Board play a key role in overseeing all projects under the programme framework.	Programme Manager	Programme Manager	30/06/2012	No change
5	There could be a stronger attraction by DPs to fund certain components or sub-components	01/02/12	Strategic	Sustainability and/ or nation-wide roll out of the reforms could become compromised. (P=3; I=3)=9	Resource mobilization coordinated by MoHA in liaison with the DIC (MPI). Possibility of GPAR Trust Fund could be explored.	Programme Manager	Programme Manager	30/06/2012	No change
6	GEF funds may be delivered through a parallel project	01/02/12	Strategic	NGPAR Programme framework will be basically altered	Discussions with MONRE and UNDP initiated to develop suitable framework	Programme Manager	Programme Manager	30/06/2012	Changed – moved to

7	MAF sub-project may delay other implementation plans	15/05/12	Operational	P=5; I=2; PXI=10 Core activities implementation delayed (P=2; I=3)=6	Merge MAF and SCSD/OEBG activities where possible	Programme Manager	Programme Manager	30/09/12	Risk reduced from 9 following successful DDF trainings. New Risk
8	DDF funds held in BoL suffer depreciation due to Foreign Exchange losses	03/04/13	Operational	Shortage of DDF when come to transfer to Districts. (KIP) (P=4, I=4) + 16	Discussions with MoF and UNCDF to open KIP Account for DDF in BoL	Program Manager	Program Manager	30/06/13	

NATIONAL GPAR SCSD PROJECT: ISSUES LOG - 2012-13

Project Title:	National GPAR SCSD project	Award ID:	00064630	Last Reviewed Date:	30/06/2013
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#	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; PXI=15	Discussions initiated by Ministry of Home Affairs	Project Manager	Changed	30/06/12	Resolved;- Prog Board members appointed
2	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 temporary reassignment of urgent/critical GPAR duties to UNCDF Local Governance Advisor in SCSD.	Project manager	Changed	30/09/12	CTA will arrive 1/11/12. Urgent/critical GPAR support being provided by UNCDF Advisor
3	GEF funds may be delivered through a parallel project	31/03/13	Strategic	NGPAR Programme framework will be basically altered P=5; I=2; PXI=10	Discussions ongoing with MONRE and UNDP on collaboration and implementation modality	Programme Manager	Changed	30/06/13	GEF Project signed. MONRE will be responsible & account for their CC grants funds, which will be delivered to districts by SCSD / UNCDF

NATIONAL GPAR SCSD PROJECT: LESSONS LEARNED LOG

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"> Documentation of various options that can be shared with potential partners
02	31/03/13	Positive	MAF-OEBG successfully implemented in 2012 & approach & tools adopted by OEBG for general use	<ul style="list-style-type: none"> MAF-OEBG Review conducted & available. Inform DP of successes & impact on local beneficiaries of DDF - create DVD for advocacy.
03	30/06/13	Positive	<ul style="list-style-type: none"> DVD made by UNDP-Korea MDG Trust Fund, featuring DDF impacts 	<ul style="list-style-type: none"> Use for Advocacy.



Certified by: Nisith Keopanya, Programme Manager,
National GPAR Programme

Date: July 10, 2013