

Government of Lao PDR
United Nations Development Programme, Lao PDR

Project Document

Project Title	National GPAR Programme Secretariat Support Project (GPAR NGPS)
UNDAF Outcome:	UNDAF OUTCOME 2: 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
UNDAF Outputs:	OUTPUT 2.2: Improved capacity of the civil Service at national and sub-national level to better manage and deliver services to the poor OUTPUT 2.9: Support to Macro-reforms for improved efficiency, accountability and transparency in public administration
Indicative UNDP Country Programme 2012-2015 Outputs:	(1) Increased capacities to deliver pro-poor services (2) Support to macro-reforms for improved efficiency, accountability and transparency in public administration
Expected Output:	Successful implementation of the National GPAR Programme, arising from an enabling policy environment and capacity in the government to manage governance reforms, and contributing to improved quality of life of Lao citizens
Implementing Partner:	Ministry Of Home Affairs (MoHA)
Responsible Parties:	MoHA, UNDP

Brief Description

The overall objective of the National GPAR Programme Secretariat Support Project is 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.

Programme Period:	2012 -2015
Key Result Area:	Governance
Atlas Award ID:	
Start date:	01 February 2012
End Date:	31 December 2015
PAC Meeting Date:	16 November 2011
Management Arrangements:	NIM (MoHA)

2012 AWP budget:	USD 363,500
Total resources required	USD 1,195,000
Total allocated resources:	USD 1,195,000
• UNDP	USD 800,000
• Other:	
o SDC	USD 385,000
o Government (parallel)	USD 10,000
Unfunded budget:	N/A
In-kind Contributions:	N/A

Agreed by MoHA (Implementing Partner):

Agreed by UNDP:



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I. EXECUTIVE SUMMARY

The National Governance and Public Administration Reform Programme (GPAR) of the Government of Lao PDR has been formulated for the period 2011-15. UNDP has formulated this Project to support the Government's implementation and monitoring of the National GPAR Programme titled *National GPAR Programme Secretariat Support Project (GPAR NGPS)*. This document provides the main details of the project, which will initially be supported by UNDP and the Swiss Agency for Development and Cooperation (SDC).

The 7th National Socio-Economic Development Plan: 2011-2015 (NSEDP) stresses the need for the public administration system to be accountable, effective, transparent and responsive. Developing a professional, competent and people-centred public administration, at national and sub-national levels, is an essential component of the 7th NSEDP and also an essential condition for achieving the MDGs by 2015 and the higher levels of human development needed to enable Lao PDR to graduate out of the ranks of the Least Developed Countries by 2020. Important progress has been made, and Lao PDR was recently identified in the latest UNDP Human Development Report¹ as one of the 10 Top Movers, in terms of progress on Human Development over the past 20 years. However, these impressive achievements at the aggregate level also mask important disparities and inequalities and risks of environmental degradation. These critical issues and solutions have been highlighted in the framework for accelerating progress towards the MDGs, highlighting the strategic role of the service delivery systems piloted and scaled up by GPAR interventions in Lao PDR.

The GPAR NGPS project initiative will contribute significantly to the new National GPAR Programme 2011 to 2015. The National GPAR Programme is designed to assist the newly established Ministry of Home Affairs (MOHA) to address a comprehensive package of reforms in public administration to address the capacity constraints and, at the same time, reflect the main work priorities of MOHA. It also marks the transition from a set of development assistance projects (central and sub-national) to a fully integrated programme of the government that has evolved out of the Strategic Plan on Governance (2011-20) and is fully aligned with the new UNDAF 2011-2015 Outcome 2: *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*. It specifically addresses UNDAF outputs OUTPUT 2.2. *Improved capacity of the civil Service at national and sub-national level to better manage and deliver services to the poor* and OUTPUT 2.9. *Support to Macro-reforms for improved efficiency, accountability and transparency in public administration*.

The National GPAR Programme design is based around 8 clusters of outputs, 7 of which address the reforms highlighted above, with the 8th providing support to the management arrangements being in MOHA for oversight and coordination. The comprehensive nature of the Programme design relates to the fact that these reforms (and related work streams of MOHA) are largely inter-dependent and complementary requiring a holistic approach to programme design. The management arrangements for this programme comprise a single Programme Board chaired by the Vice Minister of MOHA and a Programme Secretariat headed by a Director General (DG) of MOHA responsible for reporting and coordination across the 7 Programme clusters. Each cluster of outputs will be managed by a Deputy DG responsible for the cluster of outputs and budgets as approved by the Programme Board.

The overall objective of this project is 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. 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 National GPAR Programme is well coordinated and sufficient resources committed to support implementation of the different programme components

¹ HDR 2010: <http://hdr.undp.org/en/reports/global/hdr2010/>.

SITUATION ANALYSIS

Lao People's Democratic Republic (Lao PDR) has a population of 5.7 million and is classified as a 'Least Developed Country' (LDC), defined by low levels of per capita income, low levels of human resource development and lack of economic diversification. The vast majority of the population lives in rural areas with over 70% of the population engaged in subsistence agriculture. The country has significant natural resources and the economy has become more diversified with a projected GDP growth rate of 8% per annum for 20011-15.

Achievements and issues: Lao PDR is ranked as 138th out of 187 countries on the Human Development Index 2011. It has made significant progress over the years in improving human development and is cited as one of the 10 Top Movers in the UNDP Human Development Report 2010 with a reduction in the proportion of people below the poverty to 26% by 2007-08. There has been an increase in the number of primary schools across the country and the enrolment rate has increased to 93% (2009-2010). Over 78% of the population has access to clean drinking water and 52% to sanitation.

However, these overall achievements mask important disparities and inequalities and risks of environmental degradation. Half of the rural poor live in 7 chronically poor provinces. While overall health and education indicators have improved, literacy in the rural and remote areas, particularly for girls, is still very low. Gender disparities also widen further at each level of education. One fifth of all the Lao villages still do not have a school. The nutrition status of children and food security especially of the rural poor is still of great concern. Infant and maternal mortality is high and only 8% of Lao villages have their own health center and the doctor/population ratio is still among the lowest in South East Asia. Low capacity, lack of preparedness and limited resources make Lao PDR also vulnerable to natural disasters, exacerbated by the increasing effects of Global Climate Change.

It is evident that these shortcomings are the consequence of resource constraints, policy gaps as well as weak implementation at the sub-national level. Earlier phases of the GPAR Programme have been implemented through separate projects at the national and sub-national level. These separate projects have successfully developed policy guidelines as well as piloted important initiatives to address the implementation issues. But several key issues remain to be addressed to integrate these initiatives and deliver an effective GPAR Programme.

The GPAR project (2007-2011) had a limited role in linking policy piloting to the sub-national projects which were operating with separate outputs and work plans. On the other hand, the relatively independent provincial pilots were deprived of crucial vertical linkages to move forward required policy interventions. The lack of a programme approach was recognized as a strategic concern. This was compounded by the constraints experienced in establishing a high level Leading Committee for the GPAR projects.

The second key challenge in establishing a well coordinated intervention was the limited leadership role that the lead agency, the Public Administration and Civil Service Authority (now MoHA), could play in its position as a sub-ministry operating without any office at the sub-national level. Given the limited resources at its command, and dependence on other ministries for pushing the reform implementation agenda, the GPAR Programme faced significant challenges in scaling up its activities to improve service delivery. This was further constrained by the limited human resources available in the departments as well as limitations in the capacities of its core staff.

The transformation of the Governance Sector Group to become a high level body led by two senior Minister's tool place during the last four years. This transformation offered a stronger platform for coordination but required major efforts to bring together an operational Secretariat involving several ministries and offices to work together. The absence of a coherent set of joint activities came in the way of working together, which was partly addressed during the preparation of the Strategic Plan on Governance 2011-20.

Current directions: The 7th NSEDP: 2011-2015 aims to address these challenges by aligning MDG goals and targets with government's own medium term plans, to achieve a reduction in poverty to 19% by 2015 and graduation from the LDC status by 2020. The plan sets specific targets that have been identified as responses to bottlenecks in the framework for accelerating progress to the MDGs, which include reducing malnutrition, reducing infant and maternal mortality rates, increased primary school enrolments, improved access to clean water and others. It also emphasizes the importance of growth with equity, and stresses the need for the public administration system to be accountable, effective, transparent and responsive. The development of a professional, competent and people-centred public administration, at national and sub-national levels, is an essential component of the Plan, to help achieve the MDGs by 2015 and the higher levels of human development that are needed for Lao PDR to graduate out of the ranks of LDCs by 2020. Excellence in public service is therefore a signpost of good governance in Laos.

The 7th NSEDP emphasizes the importance of growth with equity and stresses the need for the public administration system to be accountable, effective, transparent and responsive. The development of a professional, competent and people-centred public administration, at national and sub-national levels, is an essential component of the 7th NSEDP and also a condition for achieving the MDGs by 2015 and higher levels of human development that are needed for Laos to graduate out of the ranks of the Least Developed Countries by 2020. Excellence in public service is therefore a signpost of good governance in Laos. The NSEDP also underlines the importance of popular participation through decentralised systems of state administration. The Strategic Plan on Governance, which is a sub-set of the NSEDP, addresses governance and civil service matters pertaining to improving public service delivery systems and human resources to support the achievement of national goals and policies.

The draft UNDAF Action Plan 2012-2015 emphasises that Good and effective Governance is a precondition and cornerstone for achieving equitable and sustainable economic growth as laid out in the 7th National Socio-economic Development Plan. Thus Good Governance is essential for the achievement of the Millennium Development Goals and Millennium Declaration by 2015 to which the government is fully committed to. To improve the effectiveness and efficiency of public services, the UN system and through its Country Programme Document 2012-2015 UNDP will assist in developing the capacity of the civil service at national and sub-national level including that of the sectors where the overall policy, regulatory framework and guidance apply to better deliver services to the poor and vulnerable. Especially capacities at sub-national levels will be strengthened through decentralized fiscal transfers to better plan and manage the delivery of priority services. Support to effective implementation of key policy initiatives in the 7th NSEDP and the MDG Acceleration Framework will be provided through crosscutting interventions aimed at strengthening governance and delivery capacities at national and sub-national levels.

II. RELEVANT LESSONS LEARNED AND THE PROPOSED PROJECT

A. Background and significance of the project:

Public administration reform has been a priority activity of the Government of Lao PDR from the early 90's. The focal point for this activity has been the Prime Minister's Office (PMO), and the focal agency at this point of time is the Public Administration and Civil Service Authority (PACSA) and Ministry of Home Affairs (MoHA) since mid 2011). Given the wide scope of governance reforms, related activities have been taken up in several ministries and offices of the Government, which include the Ministry of Finance and Ministry of Planning & Investment. The longstanding activity of the Government in this area is the Governance and Public Administration Reform Programme. Four phases of GPAR projects have been implemented from the Prime Minister's Office and PACSA at the central level, and provincial GPAR pilot projects with provincial administrations of Luang Prabang, Saravane, Xiengkhouang, Khammouane and Sekong provinces.

The scope of governance reforms has been outlined in the Strategic Plan on Governance for the periods 2006-10 and 2011-15. The strategic plans emphasize the government's commitment 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", through four major governance themes: "Public Service Improvement, People's Participation, Rule of Law and Sound Financial Management". GPAR activities relate primarily to two pillars: Public Service Improvement and People's Participation, and fall into four broad areas:

- a. Formulation of policy initiatives to strengthen public administration including civil service
- b. Preparation of strategies, methodologies and implementation plans for the above
- c. Training and capacity building to support implementation
- d. Implementation support, including equipment and infrastructure

A strategic part of these interventions focused on improving high level coordination to support the development of a sound policy environment for sector oversight and stakeholder coordination. The key interventions are highlighted here.

Programme approach: The GPAR project worked closely with the Government to develop a Programme approach for the sector, and a platform to establish high level coordination mechanism. As a first stage, the project supported the government to raise the Governance sector working group to a have a higher level of leadership, whereby the Sector Working Group came to be led by the Minister of Justice, and the Minister to the PMO (Chairperson of PACSA). Thereafter, the project helped develop the Programme concept and facilitated dialogue with sub-national administrations and other ministries. Third, the project worked closely with the development of the Strategic Plan on Governance 2011-20 to evolve a much more integrated perspective. As a result, the Programme approach has become well embedded in the long term plans for the sector. MoHA Departments were closely involved in this formulation. Proposals have been formulated to establish a high level Leading Committee on Governance.

Multi-stakeholder Project Board: In line with the UNDP NIM modalities, the national GPAR project established the first multi-stakeholder Project Board in Lao PDR. This enabled cooperating ministries and key development partners to work together in project oversight, and develop a shared understanding of the priorities and options to support the project. This cooperation on tangible activities also reinforced other cooperation platforms like the Sector Working Group. Capacity was developed in the different MoHA departments on project management approaches through close interface with the GPAR project.

Sector Working Group: As mentioned earlier, the Governance Sector Working Group was strengthened with ministerial level leadership, and a multi-stakeholder Secretariat established. Two Sub Sector Working groups were established, with additional Co-Chairs. These changes led to stronger participation of development partners and ministries, including sector ministries who came to see the significance of governance interventions in improving their effectiveness. This cooperation was further strengthened with the ministry of Planning and Investment, and the Ministry of Finance, around the shared responsibilities for the District Development Funds. The structure and participation in the Secretariat was significantly widened in 2011 to enable all relevant ministries and offices to be involved in the activities.

B. Lessons Learned from supporting capacity building and sectoral cooperation:

The various initiatives carried out under GPAR interventions to improve sectoral convergence have produced a number of important results. This is evidenced by the strong support from different ministries for establishing the Leading Board and a broad based National GPAR Programme.

Facilitation of sectoral coordination: The growing need for operational coordination came to be much more intensely recognized as a consequence of the repeated interaction between different sector institutions. The interaction between middle and senior officials enabled greater rapport as well as greater shared understanding and collaboration around sector tasks, as well as better technical collaboration around the DDF. This process also brought to focus the need for high level interaction and coordination mechanisms with political leadership, such as the Leading Committee on Governance. The review of Aid Coordination and Sector Working Groups also called for greater attention to integrating the work of the Public Financial Management Support Programme and the Ministry of Finance into the sector coordination process.

Monitoring sector performance and programme management: The need for formal frameworks and joint mechanisms to track progress was an important shared lesson. While the Sector Information Matrices provided a good starting point, it became evident that good indicators and regular updation required strong capacities in the Governance Sector Working Group Secretariat. The successful pilot of the Citizen Report Card as well as the lessons from the pilot Service Delivery Monitoring exercise offer valuable insights into the importance of SMART well designed systems. The other important lesson is to translate high level policy direction in the Strategic Plan on Governance into operational targets and indicators, to facilitate practical sector performance and programme management.

Capacities in key offices: Reflecting on the role played by the International Cooperation Department which was backstopping the GSWG Secretariat and the involvement of the departments and offices of the Ministry of Justice, it became evident that capacities required for sector coordination need to be developed. The capacities in MoHA in terms of awareness about main tasks among key staff, pose a major challenge alongside the limited facilities that the Ministry has in its offices to address the coordination tasks, as well as preparation of performance indicators and collecting relevant information. Reflecting on the findings of the review on Aid Coordination, dedicated technical assistance and well capacitated teams are essential for successful sector coordination; more so with complex sectors with several stakeholders like governance.

C. National GPAR Programme

The National Governance and Public Administration Reform Programme (GPAR) 2011 to 2015 is the new National Government programme which will guide the overall work of the Government and its partners in further developing an efficient and effective local administration and local service delivery systems. The Ministry of Home Affairs (MoHA) provides leadership for this programme. The new programme marks the transition from a set of development assistance projects (central and sub-national) to a fully integrated programme of the government that has evolved out of the Strategic Plan on Governance (2011-20) and is fully aligned with Outcome 2 of the new UNDAF 2011-2015.

The overall direction of the new programme is well aligned to the breakthrough strategy approved by the 9th Party Congress' which emphasized improved governance and management systems and the development of human resources as a prerequisite for growth and poverty reduction. The programme design also addresses the draft 7th NSEDP priorities for increased socio-economic development through governance and public administration reform in Lao PDR. The new national programme provides the institutional framework for integrating all development assistance for governance and public administration reform. The umbrella National GPAR Programme is based on 8 clusters, 7 of which correspond to a specific area of work of MOHA as listed below, whilst the 8th cluster is aligned to the work of the management structure which will be established within MOHA. These clusters have been designed to address the main capacity development priorities of MOHA in relation to strengthening:

1. Strengthening legal and institutional frameworks for effective public administration
2. Organizational development in the state machinery
3. Organizational development in the local administration
4. Strengthening capacity and service delivery of local administrations

5. Strengthening civil service management systems
6. Civil Service Training Institute
7. Strengthening institutional frameworks and capacity to expand civil society
8. National Programme Secretariat and sector partnerships

These clusters align closely with the main work streams of the MOHA thus ensuring that specific project activities within the programme are fully mainstreamed into the routine work plans of the Ministry rather than being imposed activities that sit alongside other regular work responsibilities of government. These clusters therefore correspond to the main capacity development priorities of MOHA with respect to strengthening public administration and governance reform. As can be seen from the above, the clusters cover a comprehensive package of reform related work in MOHA ranging from institutional and legal reform to organisational improvement in government, an enabling regulatory environment for local administration, improved capacity for service delivery at district level, strengthening human resource management and training in the civil service and strengthening the role of civil society organisations in governance. Cluster 8 covers the overall programme management arrangements to direct, guide and coordinate work within and across the respective clusters and work streams of MOHA and support activities to any specific cluster/s provided through one or more donor partners.

An important feature of the new programme is that it is fully integrated into MOHA, which has assumed the former roles and responsibilities of PACSA along with a number of additional functions including survey and mapping, ethnic affairs etc. At the same time the new national programme is fully aligned with and integrated into MOHA and hence the project will be fully integrated into the work of the Ministry. This represents an important development in the evolution of the GPAR programme where it is now a fully owned Ministry programme with the facility for development partners to support one or more areas of work depending on their priorities and interests. Whilst a number of the clusters including devolved block grant mechanisms for innovative service delivery, one door service centres, personnel information management system and small grants for capacity development, relate to the scaling up previous successful pilots, others represent smaller but strategic initiatives designed to support the wider processes of reform. The Government has committed about US\$ 8 million to the GPAR Programme budget, estimated to be about \$44 million.

The new programme is well aligned to the following focal areas of work of MOHA:

- Public administration policies & legislation (structures, systems & procedures)
- Decentralised administration and local service delivery
- Civil service management and training

In addition, there are a number of other significant features that represent a departure from previous phases of support. The project together with the wider programme represents a coherent and comprehensive strategy to address the elements of public administration reform in Lao PDR at various levels of government including:

- Upstream with National Government – on policy and legal frameworks
- Midstream with Provinces and Districts – on planning, management, financing and monitoring
- Downstream with communities and civil society – on participation, information and accountability

The new Programme (and its clusters) will deliver all outputs & results through the government system as opposed to parallel project structures. This modality builds reinforces the value of:

- Coherent partnership with Government/ MOHA
- Optimising available resources for capacity development
- Enhancing sustainability for programme/ project activities

Programme oversight will be strategically located under a Leading Committee on Governance and a Programme Board. These initiatives will provide a strong institutional base for all project activities and outputs. This will not only increase the sustainability of project outputs and results but will also ensure lessons and learnings are endorsed at strategic level in government as well as being embedded into the regular work of the Ministry.

III. STRATEGY

A. Overall Objective

The overall objective of this project is to strengthen the capacity of public administration to deliver efficient, effective and accountable services to citizens, by establishing high level oversight and leadership, strategic management and support to all components of the new national Governance and Public Administration Programme (GPAR) in Lao PDR.

The specific objective of the NGPS is to:

Objective 1: 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

Outcome 1.1: High level oversight and systematic coordination of all components of the GPAR Programme, implemented at national and sub-national levels, by national authorities, led by the National Leading Committee on Governance and National GPAR Programme Board

Outcome 1.2: Multi-stakeholder collaboration, coordination and resource mobilization for the National GPAR Programme, through an effectively operating Governance Sector Working Group

B. Strategy

The strategy for this project integrates high level strategic leadership, capacity development, and programme monitoring. While focusing on developing interventions that facilitate high level oversight, the project will also develop capacity of stakeholders in MoHA and the Governance Sector Working Group Secretariat to support sector level coordination, linked to a simple sector monitoring framework.

The project strategy directly addresses the key issues that were identified in the situation analysis. It seeks to facilitate the provision of high level leadership for the sector as a whole, which would directly address the priority of establishing a sound Programme based approach with government leadership. The strategy also seeks create and strengthen the capacities that were not yet in place in the leading institutions, thereby enabling the government to effectively play its role of providing consistent national leadership and coherent management. Thirdly, the strategy seeks to build on the multi-stakeholder platform that has been evolving, and make the Governance Sector Working Group a fully functional and active platform for stakeholders to dialogue and coordinate support for the sector.

The main outputs comprise:

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

The strategy is designed to achieve the following **Results**:

Output	Objective	Intended Result (s)
1	High level Governance oversight mechanism functioning to provide leadership and coordination on governance reform.	Effective high level oversight of Strategic Plan on Governance provides clear policy direction
2	Strengthened capacity in MoHA to manage and coordinate programme activities and development partner assistance	National GPAR programme is well coordinated and monitored across all programme clusters
3	Increased regional and international cooperation initiatives in governance supporting improvements of the Lao public administration	Development assistance to the GPAR Programme is well coordinated and sufficient resources committed to support implementation of the different programme components

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

The main oversight and leadership mechanism for the governance sector as a whole will be a high level Leading Committee on Governance. This committee will provide direction and review progress on matters related to all four pillars of the Strategic Plan on Governance, namely People's Representation, Public Service Improvement, Rule of Law and Sound Public Financial Management. Given the different national Programmes that support these four pillars, the multi-stakeholder Programme Boards will have access to this Leading Committee for direction and guidance. This arrangement will provide a useful mechanism for promoting better coordination with the other lead agencies responsible for implementation of the Strategic Plan on Governance: 2011-20.

The Leading Committee will comprise members from other Ministries with broad Governance mandates including members at the level of Vice Ministers of the National Assembly, CCOP, MOF and MOJ and selected Provincial Administrations. The main functions of this high level mechanism will be to provide direction on achieving the new Breakthrough Strategy, the Strategic Plan on Governance and Governance Road Map. The mechanism will also oversee the implementation of these plans and strategies through half yearly reviews with heads of executive boards of the national programmes for the respective sub sectors of the Plan. The mechanism will help to coordinate activities across the main implementing agencies and help to address any bottlenecks in implementation. Finally, the mechanism will help to oversee the provision of development assistance for implementing the Strategic Plan on Governance.

From the perspective of the National GPAR Programme, this Leading Committee will provide high level guidance on policies and strategies in the governance sector, ensuring alignment with national priorities and the effective implementation of the respective activities in MOHA as well as the Strategic Plan on Governance. A high level oversight and monitoring system will thus help to direct and shape governance reform in line with the key governance priorities indicated in the 7th NSEDP.

Output 2: Strengthening capacity in MoHA to effectively coordinate and monitor the implementation of the GPAR programme and related activities

This output will be mainly concerned with support to the relevant Departments of MoHA that support the Secretariat of the National GPAR Programme, to develop the capacity and meet the requirements of service the Programme Board and Leading Committee as well as coordinate activities across clusters and between the MoHA departments.

The Secretariat of the National GPAR Programme, led by the Department of Planning and Cooperation, will play a coordinating role with respect to the provision of specialist long and short term technical inputs in order to streamline TA provision and benefit from certain economies of scale working across clusters. Donor partner support to the Programme Secretariat will thus allow the wider programme to benefit from specialized long and short term technical assistance in an efficient and practical manner without duplicating skills and inputs at cluster level. This output represents an efficient and cost effective way of ensuring the programme has access to appropriate types of technical support and high level direction and oversight.

The National GPAR Programme Secretariat will report to the GPAR Programme Board, through the Secretariat Manager. The Secretariat Manager will be responsible for providing technical inputs and resources to the respective clusters and for coordinating across clusters. The Programme Secretariat will also work with all existing Heads of Department in MOHA of the respective Programme Clusters in the form of a Programme Management Group to ensure the programme supports the on-going work of MOHA. The Head of the Secretariat will be part of an internal management group comprising heads of relevant MOHA departments responsible for ensuring that the programme activities are harmonized and aligned with department's work streams as much as possible.

Administrative functions of the Programme Secretariat will be as follows:

- Coordinate with clusters to ensure that activities meet National GPAR Programme targets
- Compile information on risks from clusters and propose steps to the PMG
- Monitor events in the Programme Monitoring Plan, and update plans periodically
- Mobilize goods and services to initiate activities, including TORs and work specifications;
- Manage requests for financial resources, using advance of funds and direct payments;
- Monitor financial resources and accounting ensuring accuracy and reliability of reports;
- Preparing and submitting financial reports on a quarterly basis;
- Prepare the Programme Progress Report for the Programme Board;
- Prepare the Annual Review Report, and submit to the Programme Board;
- Prepare the AWP for the following year, as well as Quarterly Plans if required;
- Recruitment of staff and procurement of equipment and materials
- Maintain the pool of international TA to support the Programme
- Documentation and knowledge management
- Shared facilities such as internet access, accounting team, etc.

The Programme Secretariat will not be directly responsible for implementing activities or managing allocated budgets that have been assigned to other clusters.

Output 3: Coordination of development partner assistance through the Governance Sector Working Group, and resource mobilization to support programme implementation

This output will be responsible for strengthening cooperation of development partner assistance through the Governance Working Group as well as through other channels and mechanisms. It will aim to keep partners well informed of programme activities and achievements as well as seeking to leverage additional resources and any parallel support initiatives that would contribute to the wider programme objective and/ or respective programme clusters. The output will also help develop a Results Based Monitoring Framework to form the basis of the new national programme monitoring system to ensure consistency between programme outputs and MOHA objectives. It will link to wider Governance Roadmap and Strategic Plan on Governance (2011-2015).

This output will also aim to maintain a database of all external cooperation initiatives of relevance in Lao PDR along with an action plan to capitalize on potential opportunities for donor harmonization of support to public administration and to build on and deepen existing or new relations between MOHA and respective donor partners and foreign missions.

IV. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:				
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				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:				
1) Indicator: Existence of a competence and merit-based civil service performance management system; Baseline: Only draft CSMS available; Target: Competence and merit-based civil service management system in place				
2) Indicator: No. of districts benefiting from decentralized fiscal transfers; Baseline: 35; Target: 70				
Applicable Key Result Area:				
Successful implementation of the National GPAR Programme, arising from an enabling policy environment and capacity in the government to manage governance reforms, and contributing to improved quality of life of Lao citizens				
Partnership Strategy :				
Broad partnership at the National GPAR Programme level with several ministries, provinces and districts, as well as development partners, including the SDC, Republic of Korea, European Union, Asian Development Bank, etc. with the National GPAR Programme Support Project playing a key coordination and oversight role				
Project title and ID (ATLAS Award ID): National GPAR Programme Secretariat Support Project – GPAR NGPS				
INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 1: High level institutional mechanisms to provide oversight and coordination across the Governance sector established <u>Baselines:</u> 1.1 Integrated national oversight mechanism for Governance Sector not yet established 1.2 Operating modalities to support high level coordination in the Governance sector not in place <u>Indicators:</u> 1.1 Integrated national oversight in the Governance Sector 1.2 Extent of systematic high level coordination among different stakeholders	Targets : 1.1 Leading Committee on Governance established 1.2 Half yearly meetings of the Leading Committee on Governance 1.3 Directions from Leading Committee, as required, to stakeholders to help improve coordination 1.4 GPAR Programme Secretariat provides required support to the Leading Committee on Governance	Result 1: Effective high level oversight of Strategic Plan on Governance provides clear policy direction Activities: 1.1 Implementation of PM’s instructions on Leading Committee on Governance including preparation of ToRs. 1.2 Design Governance Sector monitoring and oversight system 1.3 Support meetings of Leading Committee on Governance / Programme Secretariat to carry out coordination and monitoring of Strategic Plan on Governance 1.4 Programme Secretariat support and Leading Committee to implement Strategic Plan on Governance	Stakeholders: a. Leading Committee on Governance b. GPAR Programme Secretariat c. International TAs d. National Consultant	<ul style="list-style-type: none"> • National staff • Technical Asst • Meetings: • Printing • Translations • Training:

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 2:</p> <p>Strengthening capacity in MoHA to effectively coordinate and monitor the implementation of the GPAR programme and related activities</p> <p>Baselines:</p> <p>1.1 New Ministry finalizing GPAR Programme leadership</p> <p>1.2 Simple multi-donor supported project in operation</p> <p>1.3 GPAR Programme monitoring carried out as project task</p> <p>Indicators:</p> <p>1.1 Clarity of MoHA leadership for GPAR Programme</p> <p>1.2 Systems in MoHA to coordinate & monitor complex multi-donor multi-level Programme</p> <p>1.3 MoHA official's capacity to coordinate and monitor Programme activities</p>	<p>Targets :</p> <p>1.1 MoHA instruction on GPAR Programme management arrangements and delegation of roles</p> <p>1.2 Systems established for MoHA to coordinate and monitor GPAR activities at Programme/Project levels</p> <p>1.3 All relevant MoHA officials trained for managing complex multi-donor Programme activities implemented at multiple levels of administration</p>	<p>Result 2: National GPAR programme is well coordinated and monitored across all programme clusters</p> <p>Activities:</p> <p>1.1 Prepare MoHA instructions on GPAR management arrangements</p> <p>1.2 Training programmes for relevant MoHA officials on Programme management</p> <p>1.3 Design GPAR Programme monitoring and oversight system and train implementors</p> <p>1.4 Support meetings of MoHA/ Programme Secretariat to carry out coordination and monitoring of National GPAR Programme</p> <p>1.5 Knowledge management system to enable documentation, compilation and sharing of information, as well as lessons.</p>	<p>Stakeholders:</p> <p>a. MoHA Cabinet</p> <p>b. GPAR Programme Secretariat</p> <p>c. International TAs</p> <p>d. National Consultant</p>	<p>Inputs</p> <ul style="list-style-type: none"> • National staff • Int. Tech. Asst • Meetings: • Printing/Translation • Field Travel • Training • Equipment

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 3:</p> <p>Coordination of development partner assistance through the Governance Sector Working Group, and resource mobilization to support programme implementation</p> <p>Baselines:</p> <p>1.1 Governance Sector Working Group (GSWG) is operational and consulted by Govt. partners</p> <p>1.2 Resource mobilization for GPAR Programme through direct interface with GSWG members</p> <p>1.3 Progress monitoring primarily focused on Govt. partner's commitments in Strategic Plan on Governance</p> <p>1.4 Tools and systems to monitor and oversee Governance Sector Programmes not yet in place</p> <p>Indicators:</p> <p>1.1 Coordination between Govt. and development partners using GSWG to plan and monitor sector programmes</p> <p>1.2 GSWG involvement in resource mobilization for Gov. Sector programmes</p> <p>1.3 Resource mobilization strategy for National GPAR Programme</p> <p>1.4 Integration of Govt. partner's and development partner's commitments in progress monitoring</p> <p>1.5 Use of tools and systems by high level bodies to monitor progress of Gov. Sector programmes</p>	<p>Targets :</p> <p>1.1 Coordination and review meetings of Govt. and development partners</p> <p>1.2 Discussions on resource requirements for sector plans in the GSWG</p> <p>1.3 Resource mobilization strategy for GPAR Programme</p> <p>1.4 Integrated planning & monitoring of Gov. Sector programmes</p> <p>1.5 Progress reports on Sector Programmes prepared and reviewed twice a year</p> <p>1.6 Reviews of Govt. partner activities & development partner support</p> <p>1.7 Sub sector working groups conduct thematic reviews</p>	<p>Result 3: Development assistance to the GPAR Programme is well coordinated and sufficient resources committed to support implementation of the different programme components</p> <p>Activities:</p> <p>1.1 Assist GSWG to harmonise, coordinate & review development partner activities</p> <p>1.2 Assist GSWG Secretariat in preparing a strategic plan for coordination and review, of Govt. & development partner activities</p> <p>1.3 Provide GSWG/ development partners with progress reports on achievements/ results in Governance Sector</p> <p>1.4 Assist MoHA to develop a resource mobilizations strategy & plans for the National GPAR Programme</p> <p>1.5 Provide MOHA with regular information flow on potential sources of funding to governance sector from dev partners and foreign/ diplomatic missions</p> <p>1.6 Prepare materials and literature on Governance Reforms and Achievements</p> <p>1.7 Support capacity building in the GSWG Secretariat</p>	<p>Stakeholders:</p> <p>a. GSWG Programme Secretariat</p> <p>b. International TAs</p> <p>c. National Consultant</p>	<p>Inputs</p> <ul style="list-style-type: none"> • National staff • Technical Asst • Meetings • Printing/Translations • Training

V. ANNUAL WORK PLAN

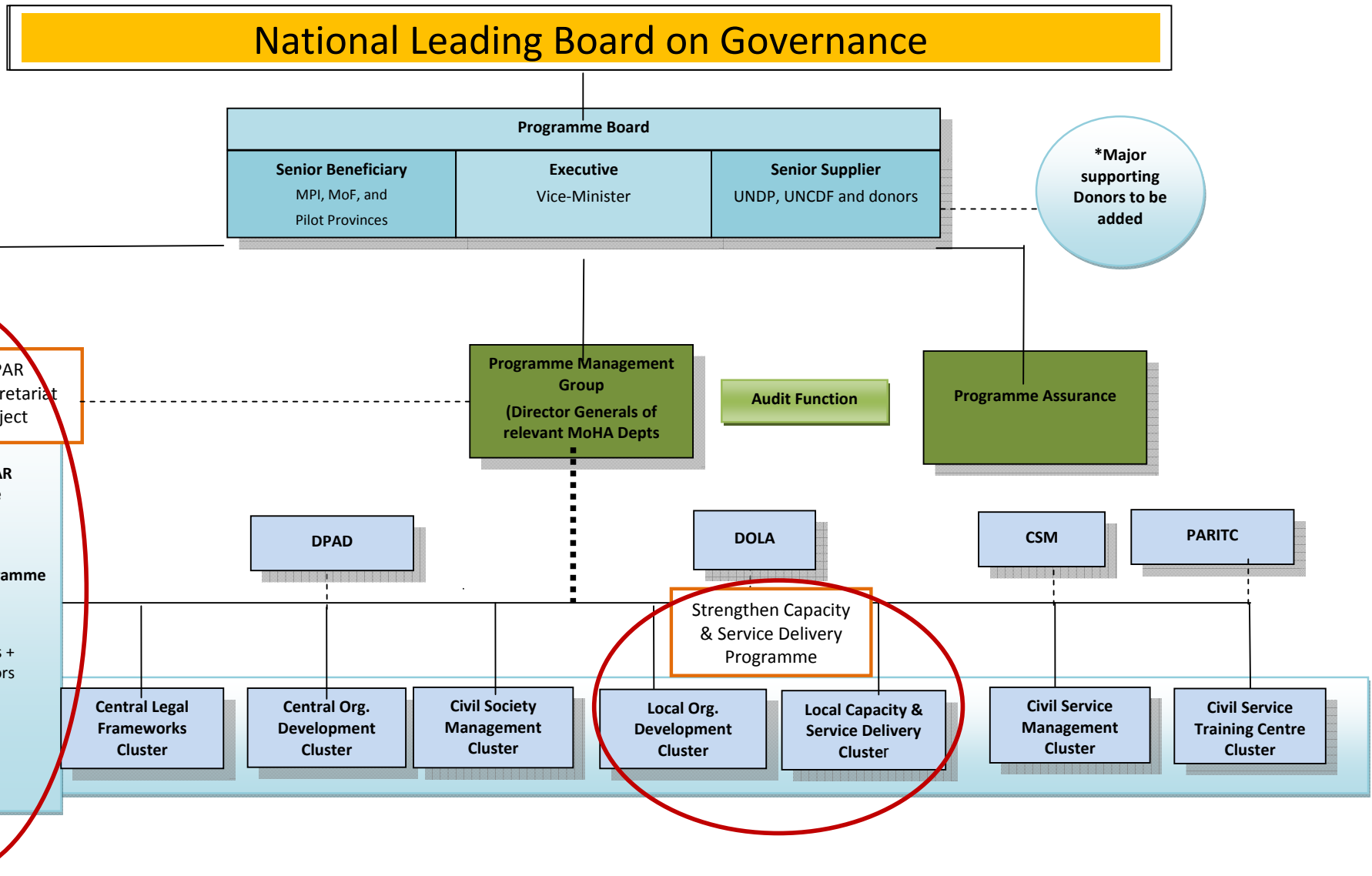
Year: 2012

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (US\$)
Output 1: High level institutional mechanisms to provide oversight and coordination across the Governance sector established Baselines: 1.1 Integrated national oversight mechanism for Governance Sector not yet established 1.2 Operating modalities to support high level coordination in Governance sector not in place Indicators: 1.1 Integrated national oversight in the Governance Sector 1.2 Extent of systematic high level coordination among different stakeholders Targets: 1.1 Leading Committee on Governance established 1.2 Half yearly meetings of the Leading Committee on Governance 1.3 Directions from Leading Committee, as required, to stakeholders to help improve coordination 1.4 GPAR Programme Secretariat provides required support to the Leading Committee on Governance <i>Related CP outcome:</i>	1.1 Implementation of PM's instructions on Leading Committee on Governance including preparation of ToRs. 1.1.1 Consultation workshops	X	X			MOHA	UNDP-SDC	Workshop	4,000
	1.2 Design Governance Sector monitoring and oversight system 1.2.1 Technical assistance		X	X		MOHA	-	-	-
	1.3 Support meetings of Leading Committee on Governance / Programme Secretariat to carry out coordination and monitoring of Strategic Plan on Governance 1.3.1 Consultation Workshops		X		X	MOHA	UNDP-SDC	Workshop	4,000
	1.4 Programme Secretariat support and Leading Committee to implement Strategic Plan on Governance 1.4.1 Meetings		X		X	MOHA	-	-	-
	1.5 Output support 1.5.1 International Advisor 1.5.2 GSWG Coordinator	X	X	X	X	MOHA	TRAC	Int TA	15,250

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 2: Strengthening capacity in MoHA to effectively coordinate and monitor the implementation of the GPAR programme and related activities <u>Baselines:</u> 1.1 New Ministry finalizing GPAR Programme leadership 1.2 Simple multi-donor supported project in operation 1.3 GPAR Programme monitoring carried out as project task <u>Indicators:</u> 1.1 Clarity of MoHA leadership for GPAR Programme 1.2 Systems in MoHA to coordinate & monitor complex multi-donor multi-level Programme 1.3 MoHA official's capacity to coordinate and monitor Programme activities <u>Targets:</u> 1.1 MoHA instruction on GPAR Programme management arrangements & delegation of roles 1.2 Systems established for MoHA to coordinate and monitor GPAR activities at Prog./Project levels 1.3 All relevant MoHA officials trained for managing complex multi-donor Programme activities implemented at multiple levels of administration <i>Related CP outcome:</i>	2.1 Prepare MoHA instructions on GPAR management arrangements 2.1.1 Internal consultations	X				MOHA	-	-	-
	2.2 Training programmes for relevant MoHA officials on Programme management 2.2.1 Training workshops		X	X		MOHA	UNDP-SDC	Workshop	5,000
	2.3 Design GPAR Programme monitoring and oversight system and train implementors 2.3.1 TA: Monitoring & oversight system 2.3.2 Training		X	X	X	MOHA	UNDP-SDC	Training	5,000
	2.4 Support meetings of MoHA/ Programme Secretariat to carry out coordination and monitoring of National GPAR Programme 2.4.1 Meetings	X	X	X	X	MOHA	UNDP-SDC	Workshop	5,000
	2.5 Knowledge management system to enable documentation, compilation and sharing of information, as well as lessons 2.5.1 Meetings 2.5.2 Design of knowledge system			X	X	MOHA	UNDP-SDC	Workshop	5,000
	2.6 Output support 2.6.1 International Advisors 2.6.2 National technical coordinators 2.6.3 Administrative coordinators/staff 2.6.4 Office overheads & printing 2.6.5 Office Equipment 2.6.6 Vehicle	X	X	X	X	MOHA	TRAC TRAC TRAC TRAC UNDP-SDC	Int. TA Loc. Contracts Office costs Study visits Equipment Vehicle	15,250 113,250 24,500 5,000 60,000 36,000

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 3: Coordination of development partner assistance through the Gov. Sector Working Group, and resource mobilization to support programme implementation Baselines: 1.1 Governance Sector Working Group (GSWG) is operational and consulted by Govt. partners 1.2 Resource mobilization for GPAR Programme through direct interface with GSWG members 1.3 Progress monitoring primarily focused on Govt. partner's commitments in Strategic Plan 1.4 Tools and systems to monitor and oversee Governance Sector Programmes not yet in place Indicators: 1.1 Coordination between Govt. and dev. partners using GSWG to plan & monitor sector programmes 1.2 GSWG involvement in resource mobilization for Gov. Sector programmes 1.3 Resource mobilization strategy for National GPAR Prog. 1.4 Integration of Govt. partner's and development partner's commitments in progress monitoring 1.5 Use of tools and systems by high level bodies to monitor progress of Gov. Sector programmes Targets: 1.8 Coordination and review meetings of Govt. and development partners 1.9 Discussions on resource for sector plans in the GSWG 1.10 Resource mobilization strategy for GPAR Prog. 1.11 Integrated planning & monitoring of Gov. Sector 1.12 Progress reports on Sector reviewed twice a year 1.13 Reviews of Govt. partner activities & development partner support 1.14 Sub sector working groups conduct thematic reviews Related CP outcome:	3.1 Assist GSWG to harmonise, coordinate & review development partner activities	X	X	X	X	MOHA	UNDP-SDC	Workshop	17,500
	3.1.1 Sector Working Group meetings								
	3.2 Assist GSWG Secretariat in preparing a strategic plan for coordination and review, of Govt. & development partner activities		X			MOHA	UNDP-SDC	Workshop	2,500
	3.2.1 Consultation workshops								
	3.2.2 TA: Strategic Plan for coordination								
	3.3 Provide GSWG/ development partners with progress reports on achievements/ results in Governance Sector				X	MOHA	UNDP-SDC	Workshop	2,500
	3.3.1 Consultation workshops								
	3.4 Assist MoHA to develop a resource mobilization strategy & plans for the National GPAR Programme	X				MOHA	UNDP-SDC	Workshop	2,500
	3.4.1 Consultation workshops								
	3.5 Provide MOHA with regular information flow on potential sources of funding to governance sector from dev partners and foreign/ diplomatic missions			X		MOHA	UNDP-SDC	Workshop	2,500
	3.5.1 Consultation workshops								
	3.6 Prepare materials and literature on Governance Reforms and Achievements			X		MOHA	UNDP-SDC	Printing	5,000
	3.6.1 Printing								
	3.7 Support capacity building in the GSWG Secretariat		X			MOHA	UNDP-SDC	Workshop	2,500
3.7.1 Training									
3.8 Output support									
3.8.1 International Advisor	X	X	X	X	MOHA	TRAC	Int. TA	15,500	
3.8.2 Gov. Sector Support Coordinator						TRAC UNDP-SDC	Loc. Contracts GMS	16,500 7,000	
TOTAL								348,500	

VI. MANAGEMENT ARRANGEMENTS OVERALL N-GPAR PROGRAMME



Management and Coordination Arrangements

The National GPAR Programme Secretariat Project will be implemented through National Implementation (NIM), which is the principal implementation modality under the UNDP 2012-2015 Country Programme in Lao PDR.

The management and accountability structure for the GPAR NGPS Project will be aligned to the management arrangements that will be established by MOHA for the overall National GPAR Programme. These arrangements will comprise, a National GPAR Programme Board, headed by the Vice Minister of MOHA, which will be responsible for the overall National GPAR Programme along with all its respective components. The Programme Board will, in turn, report to a high level Leading Committee on Governance which will be responsible for reviewing progress of the national Governance Strategy.

The Programme Board will be supported by a Programme Secretariat headed by a Director General of MOHA. The Secretariat will be responsible for all coordination, management and reporting of outputs from the respective clusters. The Secretariat will also coordinate the provision of Technical Assistance inputs to the respective clusters in line with work plans and budgets approved by the Programme Board. Each cluster will be headed by a Deputy Director of MOHA and responsible for all day to day management of cluster outputs, activities and related budgets. The higher level management arrangements are as following:

Leading Committee on Governance: Leadership for implementing the GPAR national programme will rest with the government. The mechanism commonly used by the government of Lao to exert national leadership over important programmes is to establish a Leading Committee, composed of relevant ministries and high level bodies. The overall political direction, coordination and monitoring of the programme will be at the level of the new Leading Committee on Governance Reform in Lao PDR, which will oversee the implementation of the Strategic Plan on Governance, including activities to be undertaken under the national GPAR programme and this project as a subset thereof. The Leading Committee will be co-chaired by the Deputy Prime Minister and the Deputy Speaker of the National Assembly and will include among its members all the key ministries and ministry-equivalent agencies, as well as mass organizations that have a key role to play in the implementation of the governance strategy. The Leading Committee will meet at least twice a year. The Ministry of Home Affairs will operate as the secretariat to this Leading Committee.

National GPAR Programme Board: The GPAR NGPS will be institutionally housed in the Ministry of Home Affairs (MoHA) and will be directly accountable to the National GPAR Programme Board under the guidance of the Vice-Minister. The Programme Board will meet four times per year to discuss GPAR progress and endorse programme orientations. It will be responsible for providing oversight to the implementation of all GPAR projects including the NGPS project. The Programme Board will be responsible for preparing and endorsing the quarterly work plans, quarterly progress reports, annual work plans and annual progress reports. It will supervise the overall programme implementation and management.. It will meet on a quarterly basis. The Programme Board will consist of:

- Vice-Minister of MoHA (Chair)
- Ministry of Finance (MoF)
- Ministry of Planning and Investments (MPI)
- Ministry of Natural Resources and Environment (MoNRE)
- One representative in rotation, from Office of Governor of pilot provinces
- UNDP
- UNCDF
- Participating development partners (SDC, ROK, etc.)

Programme Management Group (PMG): The Programme Management Group will comprise the MOHA Heads of Department (DGs) with responsibility over the various project clusters under the National Programme, and will be responsible for coordination of activities involving multiple clusters. The Provincial Sub-Projects will be represented in the PMG by the Chief of Cabinet of the particular provinces, and will attend the PMG meetings. This group will:

- Plan the activities of the programme in line with the frameworks for the National GPAR Programme as a whole, as well as the scope and specific targets for the particular clusters
- Review programme risks identified by clusters, discuss new risks with the Programme Board, and propose possible actions if required; and
- Review progress of events in the Programme Plan, and approve changes

National GPAR Programme Secretariat: The Programme Management Group (PMG) will be supported by the Programme Secretariat, which will carry out the following tasks for the National GPAR Programme:

- Coordinate with clusters/projects to ensure that activities meet National GPAR Programme targets
- Compile information on risks from clusters and propose steps to the PMG
- Monitor events in the Programme Monitoring Plan, and update plans periodically
- Mobilize goods and services to initiate activities, including TORs and work specifications;
- Manage requests for financial resources, using advance of funds and direct payments;
- Monitor financial resources and accounting ensuring accuracy and reliability of reports;
- Preparing and submitting financial reports on a quarterly basis;
- Prepare the Programme Progress Report for the Programme Board;
- Prepare the Annual Review Report, and submit to the Programme Board;
- Prepare the AWP for the following year, as well as Quarterly Plans if required;
- Recruitment of staff and procurement of equipment and materials
- Coordinate the pool of international and national TA to support the Programme
- Documentation and knowledge management
- Shared facilities such as internet access, accounting team, etc.
- Support to Programme communication, knowledge management and partner outreach

The responsibility for the delivery of this project is with the Executive of National GPAR Programme Board, and assisted for matters related to the UNDP-UNCDF Joint Programme activities by a Programme Manager designated by the Programme Board, who will be usually be the Head of the Programme Secretariat. Operational responsibility for specific outputs will be assigned to the specific divisions of the Ministry of Home Affairs or equivalent office at the provincial and district level, and the person in charge designated the Output Coordinator. The activities related to these outputs will be part of the annual work plans of the particular offices. Administrative responsibility for planning, budgeting, preparing quarterly funding plans, tracking of activities and outputs, settlement of resources utilized, and reporting, will rest with relevant Deputy Director Generals, who will be Cluster Managers responsible for more than one output, from the NGPS project as well as other projects of the National GPAR Programme. The Cluster Managers will report vertically to their Director Generals for technical purposes, and for programme administration matters to the Programme Secretariat.

The members of the National GPAR Programme Secretariat will consist of the following members:

- Head of National Programme Secretariat (MOHA Director General); also National Programme Manager
- Assistant to National Programme Manager (MOHA Staff)
- National GPAR Programme Cluster Managers (MOHA Deputy Director General) – ex officio members
- Lead Governance Advisor (International) (NGPS & SCSD supported position)
- Local Governance Advisor (International) (SCSD supported position)
- Governance Sector Support Coordinator
- Local Governance Support Coordinator
- Organization Development Support Coordinator (Gov. Policy and OD supported position)
- Capacity Development Support Coordinator (PPTP supported position)
- Civil Service Management Support Coordinator (CSMP supported position)
- Local Planning and Budgeting Coordinator
- Local Finance and Procurement Coordinator
- Monitoring and Coordination Coordinator
- Communication Coordinator (Gov. Policy and OD supported position)
- Information Technology Services Coordinator
- Programme Finance Support Coordinator
- Programme Accountant (Gov. Policy and OD supported position)

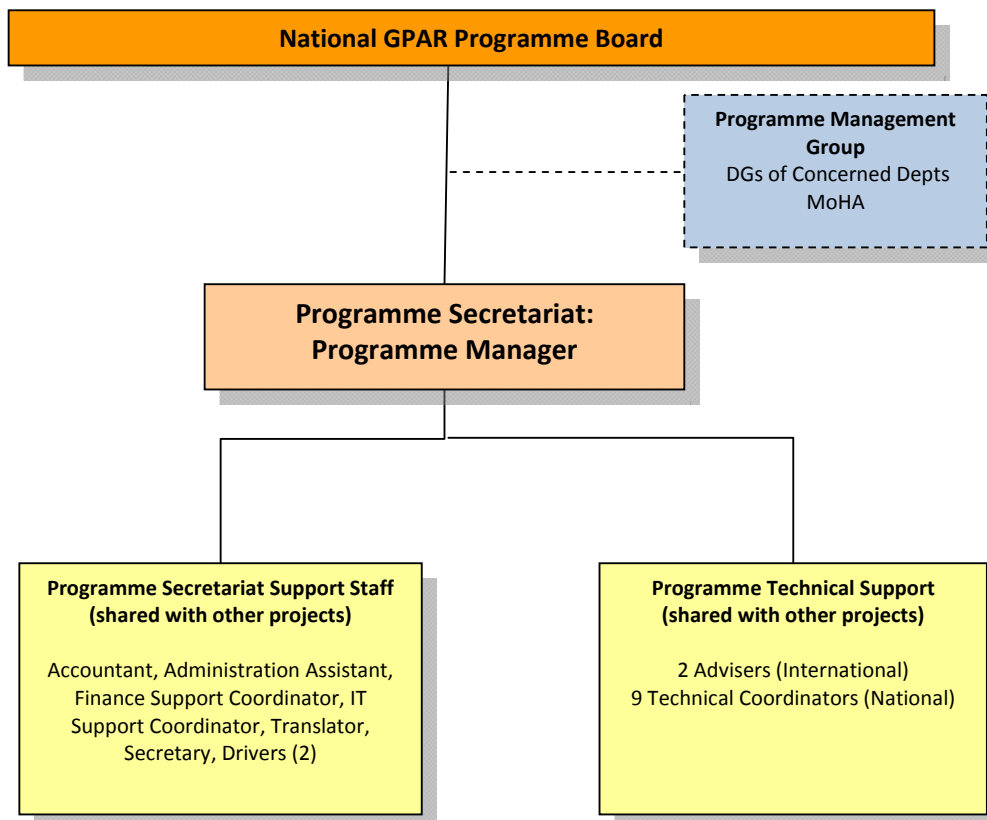
- Translator (CSMP supported position)
- Programme Administration Assistant
- Programme Secretary
- Drivers (2) (1 SCSD supported position)
- Cleaner

The core team for these outputs will consist of an international technical advisers and national technical staff namely Governance Sector Support Coordinator and Monitoring and Coordination Coordinator, and draw support from the full fledged multidisciplinary competencies and administrative services managed by the Secretariat, including other projects in the National GPAR Programme. Short term specialist assistance will be sourced as per requirements.

Project Coordination: The close coordination and support will be provided through quarterly coordination meetings which will take place before the Programme Board meetings as required. The Programme Coordination meetings will be attended by nominated managers for the 7 outputs, the Programme Officers from UNDP and UNCDF, as well as contributing donors. Representatives from provinces, in rotation, will participate in these coordination meetings. The representatives of district projects will meet at the provincial office of the Governor, twice a year, to ensure coordination and oversight.

Project Assurance: Delegated by the Programme Board, the Project Assurance role will be ensured by the Governance Unit of the UNDP Country Office. Project assurance will ensure that the project management delivers planned outputs as per the annual work plan on the basis of the monthly, quarterly and annual progress reports.

Donor Partners: The new national GPAR programme is designed so as both to accommodate a range of development partners across a variety of support areas and to also offer flexibility to scale up the size and timing of implementation in line with the availability of existing and new funding. Thus, the new programme can accommodate existing development partners who may wish to increase their financial support in more areas and to facilitate new development partners to participate in selected areas of their interest.



VII. MONITORING FRAMEWORK AND EVALUATION

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Programme Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Programme Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events
- **Quarterly Project Reviews:** The NGPAR Programme Board Meeting will be conducted on a quarterly basis to review the extent to which progress is being made toward achievement of outputs. The fourth quarter meeting of the year will also be an opportunity to approve the Annual Work Plan (AWP) for the following year.
- **Quarterly Review Reports:** Quarterly Review Reports shall be prepared by the Programme Manager and shared with the Programme Board in preparation for the Quarterly Project Review. As minimum requirement, the Quarterly Review Report shall consist of financial and physical progress of activities for the quarter under review, as well as a summary of progress towards achieving pre-defined targets at the output level.

Annually

- **Annual Review Report:** An Annual Review Report shall be prepared by the Programme Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Programme Review:** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
- **Mid-term Review:** The programme will be subject to a mid-term review, in compliance with the UNDP evaluation requirements in the UNDP Evaluation Policy. The ARM in the third year of the project implementation will serve as the mid-term review. The mid-term review will focus on assessing programme relevance, efficiency, effectiveness, and likely sustainability of results and make recommendations in response to the findings.

Monitoring Framework

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
Output 1: High level institutional mechanisms to provide oversight and coordination across the Governance sector established	<p>Baselines:</p> <p>1.1 Integrated national oversight mechanism for Governance Sector not yet established</p> <p>1.2 Operating modalities to support high level coordination in Governance sector not in place</p> <p>Indicators:</p> <p>1.1 Integrated national oversight in the Governance Sector</p> <p>1.2 Extent of systematic high level coordination among different stakeholders</p>	<ul style="list-style-type: none"> • Leading Committee (LC) Agenda and Minutes • Periodic policy directives from LC • Amendments updates to Governance Strategy 	<ul style="list-style-type: none"> • Collation of LC agenda items and minutes • Analysis of policy notes • Analysis of Governance Strategy 	<ul style="list-style-type: none"> • Leading Committee, • MOHA Secretariat 	<ul style="list-style-type: none"> • Leading Committee is established and functioning with inter ministerial representation • Risk that Leading committee not able to reach clear policy consensus
Output 2 Strengthening capacity in MoHA to effectively coordinate and monitor the implementation of the GPAR programme and related activities	<p>Baselines:</p> <p>1.1 New Ministry finalizing GPAR Programme leadership</p> <p>1.2 Simple multi-donor supported project operational</p> <p>1.3 GPAR Programme monitoring carried out as project task</p> <p>Indicators:</p> <p>1.1 Clarity of MoHA leadership for GPAR Programme</p> <p>1.2 Systems in MoHA to coordinate & monitor complex multi-donor multi-level Programme</p> <p>1.3 MoHA official's capacity to coordinate and monitor Programme activities</p>	<ul style="list-style-type: none"> • MOHA Programme management arrangements in place • Prog. Board functioning via quarterly meetings • Secretariat fully operational with all staff & TA in place • Coordination mechanisms functioning across clusters 	<ul style="list-style-type: none"> • Approved programme mgmt. structure • PB agenda and minutes • Secretariat reports, appraisals & reviews • Requests for TA inputs, Coordination meeting notes 	<ul style="list-style-type: none"> • MoHA, • Secretariat, Cluster Managers Provincial Reps 	<ul style="list-style-type: none"> • MOHA management arrangements not approved • Secretariat not adequately equipped to support PMB and LC • Secretariat has insufficient authority to coordinate across clusters • budgets not approved
Output 3 Coordination of development partner assistance through the Governance Sector Working Group, and resource mobilization to support programme implementation	<p>Baselines:</p> <p>1.1 Governance Sector Working Group (GSWG) is operational and consulted by Govt. partners</p> <p>1.2 Resource mobilization for GPAR Programme through direct interface with GSWG members</p> <p>1.3 Progress monitoring focused on Govt. partner's commitments in Strategic Plan on Governance</p> <p>Indicators:</p> <p>1.1 Coordination between Govt. and DP's using GSWG to plan and monitor sector programmes</p> <p>1.2 GSWG involvement in resource mobilization for Gov. Sector programmes</p> <p>1.3 Resource mobilization strategy for National GPAR Programme</p> <p>1.4 Integration of Govt. partner's and development partner's commitments in progress monitoring</p>	<ul style="list-style-type: none"> • GSWG meetings and reports • Resources mobilised 	<ul style="list-style-type: none"> • Analysis of meeting content and reports • MoUs with development partners 	<ul style="list-style-type: none"> • MOHA • Secretariat 	<ul style="list-style-type: none"> • Development partners not adequately aware of MOHA National GPAR programme • No additional resources leveraged from development partners • Development partners not working in coordination

VIII. LEGAL CONTEXT

This document together with the UNDAF Action Plan signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP/UNDAF Action Plan provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

UNDP Support Services

As per the Letter of Agreement (LOA) between the Government of Lao PDR and UNDP with respect to the provision of support services by the UNDP Country Office for nationally implemented programmes and projects, the UNDP Country Office may provide, at the request of MoHA, the following support services for the activities of this project, and recover the actual direct and indirect costs incurred by the Country Office in delivering such services as stipulated in the LOA:

- a. Payments, disbursements and other financial transactions
- b. Recruitment of staff, project personnel, and consultants
- c. Procurement of services and equipment, including disposals
- d. Organization of training activities, conferences, and workshops, including fellowships
- e. Travel authorization, Government clearances ticketing, and travel arrangements
- f. Shipment, custom clearance, and vehicle registration

Agreement on intellectual property rights and use of logo on the Programme's deliverables

These will be retained by the employing organisation of the personnel who develops intellectual products, either Government or UNDP/UNCDF in accordance with respectively national and UNDP/UNCDF policies and procedures.

Disposal of Assets

All transfer and disposal of project equipment, supplies and other property financed or provided by UNDP/UNCDF will be governed by the applicable UNDP/UNCDF policies. The ownership of any equipment, supplies and other property financed or provided by UNDP/UNCDF for the Initiation Plan may be transferred to DIC/MPI, at any time during the life of the Initiation Plan, if so agreed between UNDP/UNCDF and MoHA.

If no longer needed by the Programme (e.g. when the Programme is closed, or it no longer sees a value of it), assets may be transferred to (A) another UNDP/UNCDF-supported project, or to (B) the Government, or (C) it may be disposed of by sale or donation. For a transfer to another UNDP/UNCDF project (case A), an explicit written consent shall be exchanged between MoHA and the receiving project. In a case of a transfer to the Government (case B), the Implementing Partner (MoHA) will discuss the terms and conditions for the transfer of projects assets with the relevant Government agencies. It should be clearly mentioned in the minutes of the Board meeting, or a monthly meeting between UNDP/UNCDF and MoHA, or the Programme Final Review Meeting. The process of approving disposal of project assets requires approval of UNDP (e.g. the Country Office-based Contract, Asset and Procurement (CAP) Committee, and Resident Representative).

Audit arrangements

Audit will be conducted in accordance with the UNDP NIM Audit policies and procedures, and based on UN Harmonised Cash Transfer (HACT) policy framework.

IX. ANNEXES

- Annex 1: Risk Analysis
- Annex 2: Terms of Reference for Project positions
- Annex 3: HACT Micro Assessment

GPAR NGPS PROJECT: INITIAL RISK LOG

Project Title: GPAR NGPS PROJECT	Award ID:	Date: 01/12/2011
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#	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	01/12/11	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		
2	Stakeholder coordination to set up targets and enable reporting may need time to be developed	01/12/11	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		
3	MoHA officials may be transferred after they are trained	01/12/11	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		

TERMS OF REFERENCE
LEADING COMMITTEE ON GOVERNANCE
(Version 1: 07 August 2011)

I. Background: Governance Reform

The Strategic Plan on Governance (2011-20) provides the overarching framework for governance reform in Lao PDR. The Strategic Plan has four pillars: People's Representation and Participation, Public Service Improvement, Rule of Law and Public Financial Management. The lead offices to lead implementation of the Strategic Plan are the National Assembly, Ministry of Home Affairs, Ministry of Justice and Ministry of Finance, respectively.

However, the implementation of activities under the Strategic Plan involves all offices of the Government, to at least some extent, and good coordination between the four lead agencies. It is evident that these offices belong to different parts of the State; hence a suitable high-level mechanism needs to be in place to successfully guide, coordinate and oversee the implementation of this Strategic Plan. It is in this context that the Ministry of Home Affairs is proposing that a National Leading Committee on Governance, be established under the leadership of the Deputy Prime Minister, to guide, coordinate and oversee the implementation of the Strategic Plan on Governance.

II. Objectives of the National Leading Committee on Governance

The key objectives of the National Leading Committee on Governance are to:

- Provide high-level guidance on policy interventions and strategies in the governance sector, so as to reflect national priorities, and the Government's development policies and strategies;
- Ensure effective and timely implementation of the Strategic Plan on Governance, by overseeing policies, programmes and activities being implemented, and guiding inter-agency coordination;

III. Mandate and scope of the National Leading Committee on Governance

To achieve these objectives, the National Leading Committee on Governance will:

- Review and endorse strategies taken by the ministries and offices in the governance sector to implement the Breakthrough Strategy, and periodically monitor progress
- Review and endorse the implementation plan for the Strategic Plan on Governance, as well as the 'road-map', including the performance indicators, timing and responsible agencies
- Oversee the implementation of the Strategic Plan on Governance and 'road-map' through half yearly reviews with heads of executive boards of national programmes for the sub sectors implementing the Strategic Plan on Governance
- Examine and provide guidance on initiatives and challenges related to establishing and implementing policies that involve multiple ministries and sectors, including special meetings
- Monitor the delivery and utilization of development assistance to implement the Strategic Plan on Governance, that are taking place through various sectoral programmes and projects
- Receive reports, review and provide endorsements where required for initiatives of the Governance Sector Working Group
- Receive periodic reports and provide guidance to Programme Boards of sub sector programmes such as Legal Sector Master Programme, National GPAR Programme and Public Financial Management Support Programme

IV. Leadership and members of National Leading Committee on Governance

The National Leading Committee on Governance will be chaired by the Deputy Prime Minister, who has been designated to oversee matters of administration, and would include senior representatives of the key stakeholder agencies. The other members of the Committee may be at the level of Vice Ministers or equivalent, selected by name from:

- Central Committee for Organization and Personnel (1)
- Secretariat of the Government, Prime Minister's Office (1)
- Ministry of Home Affairs (1)
- Ministry of Justice (1)

- Ministry of Finance (1)
- Provincial Administration (1)

V. Support for the National Leading Committee on Governance

The National Leading Committee on Governance will be supported by a Secretariat, based in the Ministry of Home Affairs. This Secretariat will be chaired by the Vice Minister of Ministry of Home Affairs, and the members would consist of representatives, of the level of Director General, from the following agencies:

- National Assembly (1)
- Central Committee for Organization and Personnel (1)
- Ministry of Home Affairs (1)
- Ministry of Justice (1)
- Ministry of Finance (1)

The Secretariat of the National Leading Committee will have an office to provide necessary support to the Leading Committee, to organize meetings, provide necessary documentation and analysis, and follow up with stakeholders to implement the decisions and guidelines provided by the Leading Committee. In order to address these tasks, the Secretariat may have one full time Coordinator nominated from the staff of the Ministry of Home Affairs (of level Deputy Head of Division, International Cooperation), and one part-time Coordinator (of level Deputy Head of Division, International Cooperation), nominated from the other offices represented in the Secretariat. This Secretariat could receive administrative support as well as technical assistance for its regular activities, from the National GPAR Programme or other development assistance projects.

Ad hoc task forces may be set up drawing on relevant expertise from different offices, and using technical assistance when required, to address tasks beyond the available capacities in the Secretariat.

VI. Frequency of meetings and reporting

The National Leading Committee on Governance, being a high level oversight body rather than an administrative committee, could normally meet twice a year, to discharge its mandate. Special meetings of the Committee could be organized, when required, to discuss specific important issues.

Minutes of discussions of the National Leading Committee on Governance will be made and follow-up action will be the responsibility of individual representatives or organizations as directed by National Leading Committee.

TERMS OF REFERENCE NATIONAL GPAR PROGRAMME BOARD

Overall responsibilities: The National GPAR Programme Board is ultimately responsible for making sure that the Programme remains on course to deliver the desired results. It is responsible for making by consensus, management decisions for the Programme*:

- at designated decision points during the implementation of the Programme (see specific responsibilities below);
- when guidance is required by the National GPAR Programme Manager and Cluster Managers; and,
- when tolerances (normally in terms of time and budget) have been exceeded

The National GPAR Programme Board reviews and approves the annual work plans (AWP) and authorizes any major deviation from these plans. It ensures that the required resources are available, arbitrates on any conflicts within the project and negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the National GPAR Programme Manager and Cluster Managers. It may also decide to delegate its Project Assurance responsibilities to a staff of UNDP, UNCDF and/or the Implementing Partner.

Composition and organization:

1. The Executive of the National GPAR Programme Board will be: **Vice Minister of the Ministry of Home Affairs**. The Executive is Chairperson of the National GPAR Programme Board, and is ultimately responsible to the National GPAR Programme Board. He/she has to ensure that the project remains focused on achieving its objectives and is cost-effective.
2. The representatives of the Senior Suppliers will be: [Five representatives to be identified from among UNDP, UNCDF, EU, SDC, ADB, Embassy of the Republic of Korea, TO BE CONFIRMED AT FIRST NATIONAL GPAR PROGRAMME BOARD MEETING]. The Senior Suppliers represent the collective interests of the parties providing resources and/or technical expertise to the project. Their primary function within the Board is to provide guidance regarding the technical feasibility and ensuring effective use of resources by the Programme. They are accountable for the quality of the resources (funding or technical assistance) provided to the Programme by the suppliers.
3. The representatives of the Senior Beneficiaries will be: [Five representatives from among Ministry of Planning and Investment, Ministry of Finance, Ministry of Natural Resources and Environment, TO BE CONFIRMED AT FIRST NATIONAL GPAR PROGRAMME BOARD MEETING]. The Senior Beneficiaries represent the collective interests of those who will ultimately benefit from the project. They monitor the accomplishments and outputs of the project against the agreed requirements.
4. In addition, the following partners will attend the meetings of the National GPAR Programme Board as observers: [Dept. of International Cooperation of MPI, TO BE CONFIRMED AT FIRST NATIONAL GPAR PROGRAMME BOARD MEETING]

Specific responsibilities:

When the Programme is initiated

- Agree on the responsibilities of the National GPAR Programme Manager and other Programme Cluster Managers, as well as the responsibilities of the other members of the Project team;
- Delegate any Project Assurance function as appropriate;
- Review and appraise detailed Project Plans and AWP, including the risk log and the monitoring and communication plan.

During the implementation of the project

- Provide overall guidance and direction to the project;
- Address project issues as raised by the National GPAR Programme Manager and other Programme Cluster Managers;
- Provide guidance and agree on possible management actions to address specific risks;
- Agree on National GPAR Programme Manager and other Programme Cluster Manager tolerances within the AWP;

* Decisions by consensus are essential to reflect the joint accountability of the Government, UNDP and UNCDF in accordance with the project document and applicable regulations, rules, policies and procedures.

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- Conduct regular meetings as it may deem appropriate (e.g. to review the different Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans; to review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner);
 - Appraise the Programme Annual Review Report, make recommendations for the next AWP;
 - Provide ad-hoc direction and advice for exception situations when tolerances are exceeded;
 - Assess and decide on project changes through revisions.

When the Programme is being closed

- Assure that all Programme deliverables have been produced satisfactorily;
- Review and approve the Final Programme Review Report, including Lessons-learned;
- Make recommendations for follow-on actions;
- Commission Programme evaluation if it is required;
- Notify operational completion of the Programme.

Meetings: The National GPAR Programme Board meets:

- On a quarterly basis to review and approve the regular Programme reports.
- At any other time a meeting is requested by one of its members, the National GPAR Programme Secretariat Support Project Manager or other Programme Cluster Managers, or the Project Assurance because guidance is required, tolerances have been exceeded, or a particular issue or risk requires the intervention of the Programme Board.

Note on Programme Assurance and Tolerances

Programme Assurance is the responsibility of each Programme Board member. However the role can be delegated by the Programme Board. When this happens, the designated Project Assurance person supports the Programme Board by carrying out objective and independent project oversight and monitoring functions. The Programme Assurance function has to be independent of the Programme Manager; therefore the Programme Board cannot delegate any of its assurance responsibilities to the Manager. A UNDP/UNCDF Programme Officer typically holds the Programme Assurance role given UNDP/UNCDF's ultimate fiduciary responsibility for the project.

The following list includes the key elements that need to be checked for assurance purposes throughout the project.

- Maintenance of thorough liaison throughout the Programme between the members of the Programme Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Programme Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- The scope of the project is not "creeping upwards" unnoticed
- Internal and external communications are working
- Applicable UNDP/UNDCF rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to monitoring and reporting requirements and standards

Specific responsibilities of the assurance function:

During the implementation of the programme

- Ensure that funds are made available to the programme;
- Ensure that programme outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that Programme's Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs and FACE are prepared and submitted to the Programme Board;
- Perform oversight activities, such as periodic monitoring visits and "spot checks".
- Ensure that the Programme Quality Dashboard remains "green"

When the programme is being closed

- Ensure that the programme is operationally closed in Atlas;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that programme accounts are closed and status set in Atlas accordingly.

Tolerances proposed in case of National GPAR Programme:

The National GPAR Programme Manager will need to refer to the Programme Board as soon as it will appear that

- total budget requirements for a quarter are more than 10% higher than planned
- delivery is more than 15% below targets for a quarter
- any new workshop/travel/activity costing more than \$3,000 is required
- the estimated cost of any of the activities is increased by more than \$5,000
- the implementation of any of the activities is delayed by more than 3 months

TERMS OF REFERENCE NATIONAL GPAR PROGRAMME MANAGER

In support of continued Government ownership, the National GPAR Programme Manager will be Director General of the Dept. of Planning & Cooperation of the Ministry of Home Affairs, and will perform this function on a full-time basis. The PM will be responsible for coordinating the delivery of outputs under the Programme, through managing the coordination efforts between MoHA departments, the responsible Cluster Managers and the different projects constituting the Programme including GPAR SCSD. The PM will facilitate MoHA's engagement in all project activities; thereby ensuring that line departments and staff are available to lead and support reform actions and activities within target ministries and provinces working alongside project personnel. The PM will manage inter-ministerial coordination of the implementation of the Strategic Plan on Governance (2011-2015) ensuring effective establishment of the monitoring and evaluation framework and institutionalization within government structures and systems.

The PM will be responsible for all matters concerning the day-to-day running of the project on behalf of the Programme Board. S/he will be Vice-Chair the Programme Management Group (PMG) which will meet monthly to review progress. The PMG will comprise the Executive of the Programme Board, Programme Manager, Director General's of the relevant Departments of MoHA, and Chiefs of Cabinet of provinces implementing block grants.

DUTIES AND RESPONSIBILITIES

- a) oversight and coordination of execution of outputs according to the programme/project document and the procedures in the NIM manual
- b) compiling, preparing and updating annual programme/project workplans with budgets; submission for approval to the Programme Board of the annual and quarterly workplans and budgets; assignment and allocation of resources according to the work plan; and quarterly reporting of progress against the work plan
- c) selection, recruitment and performance management of administrative support staff for the programme/project; including coordination, supervision and performance evaluation of personnel
- d) in collaboration with the UNDP country office and UNCDF, ensuring that all government letters of agreement are prepared and negotiated with appropriate parties, as needed (e.g. such agreements with pilot provinces and ministries)
- e) initiation and mobilization of all project inputs not covered by the government letters of agreement in accordance with the relevant procedures in the NIM manual, and authorization of expenditures for these inputs (and in certain cases, requiring joint approval and/or sign off by the local UNDP office).
- f) ensuring the compliance of activities according to the agreed work plans in order to produce the specified outputs, results and outcomes
- g) ensuring close co-ordination of the project with other agencies at central and local levels of government
- h) timely preparation and submission of the quarterly and Annual Reports and any other required progress reports, and assurance that reports prepared by programme/project personnel or participants are prepared, reviewed and acted upon as required
- i) reporting to the Programme Board on a regular basis and identification and resolution of implementation issues, with the assistance of the Programme Board and UNDP/UNCDF as necessary

SELECTION CRITERIA

- Strong understanding of the Government's priority initiatives and indicator targets for reform as outlined in the NSEDP 2011 - 2015 and Strategic Plan on Governance (2011 – 2020);
- Strong understanding of public administration, project and management skills and experience;
- High level capacity to work with, and support, other agencies to achieve results;

- Strong technical knowledge and experience related to program management, governance and public administration reform;
- Demonstrated capacity to lead reform programs;
- Well developed English reading, writing and speaking skills
- Strong focus on results-based performance and ability to monitor performance against agreed targets;
- Strong advocacy and representational capacity

TERMS OF REFERENCE
GPAR CLUSTER MANAGER (MULTIPLE)

In line with the alignment of project activities with respective work plans of the relevant government office, a Cluster Manager (CM) of the rank of Deputy Director General will oversee and manage a set of outputs related to her/his responsibilities on a full time basis. The CM will be responsible for the delivery of programme/project outputs assigned to her/him. The CM will facilitate of assigned project activities, through Output Coordinators, who will be Directors/Deputy Directors of Divisions that are directly responsible for the activity.

The CM will be responsible for all matters concerning the timely delivery of outputs on behalf of the Programme Board. S/he will assume full responsibility for the implementation and management of assigned project activities in the right quantity, at the right standard of quality and within the stipulated budget so as to realise intended outputs. The CM will, in her/his capacity as Deputy Director General be accountable for activities and outputs to the Director General of the Department, and in addition, report to the Programme Secretariat in terms of planning, budgeting, implementing and reporting on completion of outputs and activities being supported through the programme/project budget.

DUTIES AND RESPONSIBILITIES

- a) operational management of the production of outputs, in line with the programme/project document and in compliance with the procedures in the NIM manual
- b) preparation and submission of annual workplans and budgets for the particular clusters to the Programme Secretariat for approval by the Programme Board; identifying specific resources according to the cluster work plan; and quarterly reporting of progress against the work plan.
- c) participation in processes of selection, recruitment and performance management of consultants and support staff related to the cluster; including coordination, supervision and performance evaluation of related personnel
- d) overseeing and coordinating according to the agreed work plans in order to produce the specified outputs, results and outcomes
- e) ensuring close co-ordination of the cluster activities with activities of other clusters.
- f) timely preparation and submission of the quarterly progress reports, and review of reports prepared by Outputs Coordinators or other relevant staff
- g) reporting to the Programme Secretariat on a regular basis on activities, and identification and resolution of implementation issues, with the assistance of the Programme Management Group as necessary

SELECTION CRITERIA

- Strong understanding of the Government's priority initiatives and targets, particularly with reference to the assigned areas of responsibility
- High level capacity to work with, and support, other agencies to achieve results;
- Strong technical knowledge and experience related to program management, governance and public administration reform;
- Demonstrated capacity to lead reform programs;
- Well developed English reading, writing and speaking skills
- Strong focus on results-based performance and ability to monitor performance

TERMS OF REFERENCE
GPAR OUTPUT COORDINATORS (MULTIPLE)

In line with the alignment of project activities with respective work plans of the relevant government office, Output Coordinator(s) (OC) of the rank of Directors/Deputy Directors of Divisions will be appointed, who are directly responsible for the activity that will lead to the particular output. The OC will oversee and manage the particular outputs related to her/his responsibilities on a full time basis, and be responsible for the delivery of assigned outputs in line with the department's work plan.

The OC will be responsible for all matters concerning the timely delivery of outputs to the Deputy Director General, who will be the Cluster Manager. S/he will have full responsible for the implementation and management of assigned project activities in the right quantity, at the right standard of quality and within the stipulated budget so as to realise intended outputs.

DUTIES AND RESPONSIBILITIES

- a) operational management of activities for the production of outputs, in line with the programme/project document and in compliance with the procedures in the NIM manual
- b) preparation and submission of annual workplans and budgets for the particular outputs to the Cluster Manager for further compilation and submission to the Programme Secretariat ; identifying specific resources according to the output work plan; and quarterly reporting of progress against the work plan.

SELECTION CRITERIA

- Strong understanding of the Government's priority initiatives and targets, particularly with reference to the assigned areas of responsibility
- High level capacity to achieve results;
- Strong focus on results-based performance and ability to monitor performance

TERMS OF REFERENCE INTERNATIONAL LEAD ADVISOR

The Lead Advisor (international) will focus primarily on strategic, advisory and technical support to assist the Executive of the Programme Board, PM and the PM Assistant in overall project management, including both on substantive and administrative matters, as required. The LA will be responsible for providing broad policy and technical advice at both central and local levels, liaison with donors and support to MoHA, as necessary. The incumbent will support the Governance Sector Working Group and National GPAR Programme Secretariat in the development and implementation of the oversight monitoring and evaluation mechanisms including the Governance reform 'road-map' and Citizen feedback initiatives. The Lead Advisor will also support capacity building, policy research and analysis as well as provide higher level coordination across the different projects under the National GPAR Programme, and with the provincial and district interventions. The Lead Advisor, with assistance from short-term technical advisors (where required), will also support the Local Governance initiatives involving Central-Local Relations, One Door Service and GPAR CADEM. Where required, the Lead Advisor will provide technical assistance on broader governance reform issues e.g. anti-corruption and public finance management reforms as needed.

Duties and Responsibilities with Respect to Overall Programme Support

The Lead Advisor will:

- Advise the government on the design and implementation of the National GPAR Programme and on its linkages with the other major programs related to the Strategic Plan on Governance 2011-20 as well as the National Socio-Economic Development Plan
- Advise the government on identifying and designing projects and initiatives related to governance and public administration reform; and to facilitate the national, regional and international transfer of know-how and experiences in these subject areas
- Advise the government on methodologies and practices associated with program management and support the National Programme Manager in project and program monitoring, reporting and evaluation
- Assist the government in designing systems for expanding experiences, lessons learned and addressing policy issues throughout the Government system.
- Support the government in the development and maintenance of programme/project annual and quarterly work-plans, budgeting, resource allocation, workload management, and performance assessment
- Advise and support the government in the development of policy papers and technical-legal documents as required
- Support and be involved in the organization and facilitation of project meetings, workshops etc.
- Provide general technical inputs and advice in areas of reform activity where capacity gaps otherwise exist in the project team
- Support regular ongoing communication with the National Programme Manager and Project Board Executive, in order to advise on the activity of project staff, and on-going involvement in donor relations
- Support the government and the UNDP in the functions of donor coordination, coordination of governance-reform related donor funded projects, and the mobilization of additional donor funding to the Governance sector
- Provide other such advice and support as may be required by the Government and the UNDP as is to be expected in a dynamic process of governance reform

Duties and Responsibilities with Respect to Specific Programme and Project Support areas

- Advise the government and the relevant Cluster Manager on the design and implementation approaches to specific components of the National GPAR Programme Secretariat Support Project:
 - Output 1: High level institutional mechanisms to provide oversight and coordination across the Governance sector;
 - Output 2: Strengthening capacity in Ministry of Home Affairs to effectively coordinate and monitor the implementation of the GPAR programme and related activities
 - Output 3: Coordination of development partner assistance through the Governance Sector Working Group, and resource mobilization to support programme implementation;

- Advise the government and the relevant Cluster Managers on the design and implementation approaches to specific components of the Strengthening Capacity & Service Delivery of Local Administration Programme :
 - Output 4: Improving Access to Citizen Services;
 - Output 5: GPAR Capacity Development and Modernisation Fund (CADEM) supports strategic innovations in Public Administration reforms;
 - Output 6: Support responsive service delivery, including Citizen, CSO & Community service delivery information and reporting
 - Output 7: Programme support - oversight, management, coordination and results based monitoring)

Skills/Competencies required

The Lead Advisor is an experienced professional with a demonstrated track record in providing sound policy advice, strategic planning and organizational guidance. S/he has extensive experience in the governance sector understanding the complex inter-related nature of public sector reform, justice and legal sectors, and institutional strengthening. S/he has excellent interpersonal skills and is able to negotiate with diplomacy and tact. S/he has excellent written English and capacity to provide high quality reports in a professional and timely manner. Therefore s/he is expected to have:

- Solid relevant experience (at least 10 years) in governance and public administration, reform and change management, both regionally and internationally
- Strong understanding of the requirements of effective governance sector reform
- Substantive experience in policy development, workshop facilitation and secretariat functions
- Substantive experience in implementing large scale capacity development interventions, including small grants programmes
- Solid experience in program and project management, monitoring and evaluation including beneficiary driven evaluations
- Familiarity and experience with the Lao program or similar programs in the region and internationally.
- Solid experience in process facilitation.
- Excellent oral and written English communications skills, results oriented, strong team player.
- Sound judgment, flexibility and adaptability, cultural sensitivity.
- Minimum of Masters degree in Public Administration/Public Management or closely related field

Work Conditions

Based in Vientiane, able to participate on a regular basis in provincial missions

**TERMS OF REFERENCE
INTERNATIONAL LOCAL GOVERNANCE ADVISOR**

The Local Governance Advisor (international) will provide strategic, advisory and technical support to the National GPAR Programme in relation to strengthening local governance, with primary responsibilities for providing broad policy and technical advice, at both central and local levels, to improving systems and effective roll out of the block grant supported capacity development for district administrations, and required liaison with donors and support to MoHA, as necessary. The Local Governance Advisor will also be responsible for providing policy advice to the GPAR SCSD programme/ MoHA and GoL through the preparation of policy papers, workshops and other technical assistance.

Duties and Responsibilities with Respect to Programme Policy Support

The Local Governance Advisor will advise the government and the relevant Cluster Managers on the design and implementation approaches to specific components of the Strengthening Capacity & Service Delivery of Local Administration Programme. This will include:

- Provide policy advice and be a resource-person to the National GPAR Programme for developing an evidence-based policy framework for sub-national service delivery and local public finance
- Provide policy lessons from the National GPAR Programme as input into ongoing policy discussions on local government and administration in Lao PDR.
- Assist the National GPAR Programme in identifying areas where external technical assistance will be required, draft ToR, provide guidance, and assist in translating recommendations into action.
- Provide other such advice and support as may be required by the National GPAR Programme.
- Provide other relevant professional advice and assistance as needed.

Duties and Responsibilities with Respect to Programme Technical Support

- Support to strengthen local governance as specified in Output 1: Support to development of policies and regulatory framework for more effective local administration at province and district level
- Work with the counterparts at national and sub national levels to develop capacity for implementing local governance interventions as specified in Output 2: Improved capacity of local administration to fulfill its service delivery mandates
- Provide overall technical guidance for roll-out into selected provinces as specified in Output 3: Improved MDG focused service delivery provided through formula base and equity focused block grants to the districts
- Liaise with and report to the National Programme Manager with regards to progress of implementation, emerging issues and problems, and proposing options for their resolution in relation to Output 7: Programme support - oversight, management, coordination and results based monitoring
- Determine need for additional technical assistance and develop ToRs, guide these short term technical advisors, and interpret recommendations into implementation plans for implementation.
- Facilitate the preparation of annual work plans in collaboration with the overall National GPAR Programme Secretariat and UNCDF/UNDP.
- Review periodic progress reports and outputs produced to redesign and improve outputs.
- Support implementation of M&E mechanisms in collaboration with NPGAR Programme Secretariat
- Assist in the supervision of national staff and international consultants.

Skills/Competencies required

The Local Governance Adviser is an experienced professional with a demonstrated track record in providing sound technical support and policy advice to projects/ programmes in the area of finance and planning. The Local Governance Adviser will have experience in designing funds flow and funding mechanisms with strong familiarity of participatory planning processes and local accountability systems. S/he has extensive experience in advising counterpart agencies of appropriate policies, strategies and systems that can be sustained. S/he has high level interpersonal skills and is able to negotiate with diplomacy and tact. S/he has excellent written English and capacity to provide high quality reports in a professional and timely manner. Therefore s/he is expected to have:

- A post-graduate degree in public administration, public finance or a related subject.
- At least seven years of practical experience in working on sub-national service delivery issues;
- Familiarity with the range of financing modalities to facilitate better local governance
- A sound knowledge of Lao PDR and its local administrative system.
- A proven track record of leading a team of professionals and of working in a team
- At least ten years of practical experience in working on aspects of local government oversight of service delivery, local government monitoring & evaluation, and other related fields.
- Knowledge of UNCDF's regional programme
- Good communications and facilitation skills
- Fluent command of spoken and written English
- Knowledge of the Lao language would be an advantage.

TERMS OF REFERENCE

LOCAL PLANNING & BUDGETING COORDINATOR

The Local Planning and Budgeting Coordinator (national) will report to the relevant Cluster Manager and work under the technical supervision of the Local Governance Adviser, to assist in the development of local activity plans, including design, implementation and capacity development, of all aspects of the block grant related to the planning process at sub district (village, kum ban) district and provincial levels. The Local Planning and Budgeting Coordinator will also be responsible for facilitating and supporting the liaison between MoHA and relevant ministries, as well as provincial and district administrations, and ensuring compliance and convergence with agreed approaches.

Duties and Responsibilities

- Providing practical assistance for the design of sub-national planning, budgeting systems and the effective implementation
- Overseeing the timely implementation of sub-national planning and budgeting at provincial and district levels, in compliance with guidelines
- As and when necessary, adapting district planning and other procedures in order to take into account lessons learned through implementation.
- Ensuring that planning and budgeting capacities developed are consistent with SCSD procedures.
- Backstopping planning, budgeting, and implementation activities at provincial and district levels.
- Providing mentoring to provincial and district officials.
- Contributing to regular reporting on SCSD progress.
- Provide support for relevant related activities, including assisting in preparing documents for meetings, workshops, translations, training, and reporting

Skills/Competencies required

The Local Planning and Budgeting Coordinator will be a development professional with extensive experience in local and participatory planning and budgeting systems and procedures. S/he will have experience of designing simple planning procedures as well as training and mentoring staff on the use and implementation of planning tools. S/he has high level interpersonal skills and is able to negotiate with diplomacy and tact. S/he has excellent written English and capacity to provide high quality reports in a professional and timely manner. Therefore s/he is expected to have:

- A relevant Bachelor Degree in the social sciences or related disciplines.
- Five years with work experience on local and community development issues Lao PDR
- Experience of working with local administrations in Lao PDR.
- Experience of local level planning and budgeting
- Hands on experience in organizing and facilitating meetings and workshops
- A proven track record of team working.
- A sound knowledge of spoken and written English.
- A sound knowledge of data processing and analysis tools
- Good communications and facilitation skills.

TERMS OF REFERENCE

LOCAL FINANCE AND PROCUREMENT COORDINATOR

The Local Finance and Procurement Coordinator will report to the relevant Cluster Manager and work under the technical supervision of the Local Governance Adviser, to assist in developing and implementing financing plans, including capacity development and procurement, related to block grants provided to district administrations. The Local Finance and Procurement Coordinator will also be responsible for facilitating and supporting the liaison between MoHA and relevant ministries, as well as provincial and district administrations, and ensuring compliance and convergence with agreed approaches.

Duties and Responsibilities

- Providing practical assistance for the design of sub-national financing modalities through block grants, as well as related financial management, procurement and implementation procedures
- Overseeing implementation of financial management functions and procurement procedures at national, provincial and district levels
- Ensuring that capacity-building in the area of local financial management and procurement are consistent with SCSD Programme procedures.
- Backstopping and mentoring of provincial and district finance offices in the use of financial management procedures.
- Liaising with the Ministry of Finance and Ministry of Home Affairs with regard to disbursement procedures.
- Tracking and recording block grant related expenditures and fund flows
- Facilitating timely provision of information for performance based grant allocation
- Provide support for relevant related activities, including assisting in preparing documents for meetings, workshops, translations, training, and reporting

Skills/Competencies required

The Local Finance and Procurement Coordinator will be a trained finance professional with experience in public financial management. S/he will have experience in designing simple financing modalities as well as financial accounting and audit. S/he has high level interpersonal skills and is able to negotiate with diplomacy and tact. S/he has excellent written English and capacity to provide high quality reports in a professional and timely manner. Therefore s/he is expected to have:

- A relevant Bachelor Degree in public finance, public administration or related fields.
- Five years of professional/practical experience with public expenditure management and/or public administration.
- Experience of working with local administrations in Lao PDR.
- Experience in monitoring, analyzing and auditing local finances
- A proven track record of team working.
- Some experience in using financial management software.
- A sound knowledge of spoken and written English.
- Good communications and facilitation skills.

TERMS OF REFERENCE

NATIONAL GOVERNANCE SECTOR SUPPORT COORDINATOR

The Governance Sector Support Coordinator (national) will report to the relevant Cluster Manager and work under the technical supervision of the Lead Adviser, to assist in activities related to sector oversight by the Leading Committee on Governance, sector coordination through the Governance Sector Working Group, facilitating National GPAR Programme oversight by the National GPAR Programme Board and implementation of the CADEM. The Governance Sector Support Coordinator will also be responsible for facilitating and supporting the liaison between MoHA and relevant ministries, with regard to sector coordination and programme oversight.

Duties and Responsibilities

- Support the National GPAR Programme Secretariat on establishing and sustaining effective coordination between Dept. of Planning & Cooperation of MoHA, the Governance Sector Working Group Secretariat and related stakeholders, which will include
 - High level institutional mechanisms to provide oversight and coordination across the Governance sector;
 - Strengthening capacity in Ministry of Home Affairs to effectively coordinate and monitor the implementation of the GPAR programme and related activities
 - Coordination of development partner assistance through the Governance Sector Working Group, and resource mobilization to support programme implementation;
 - Plan, coordinate and implement GPAR Capacity Development and Modernisation Fund (CADEM), and ensure regular monitoring and reporting of results
 - Programme support - oversight, management, coordination and results based monitoring
- Provide ongoing support, particularly in the research, analysis and summary of key documents;
- Provide support for relevant related activities, including assisting in preparing documents for meetings, workshops, translations, training, and reporting

Skills/Competencies required

The Governance Sector Support Coordinator is an early to mid-career professional with experience in providing sound administration, coordination and secretarial support in governance, coordination and financial management. S/he will have an understanding of funding mechanisms with some experience in planning processes. S/he has experience in supporting teams in complex activities and has high level interpersonal skills, being able to negotiate with diplomacy and tact. S/he has excellent written English and capacity to provide high quality reports in a professional and timely manner. Therefore s/he is expected to have:

- A relevant Bachelor Degree in business or public administration, finance, law or equivalent;
- At least 5 years experience in similar work or related fields;
- Sound working knowledge of MS Word, Excel and Powerpoint;
- Excellent written and oral English and Lao language skills
- Good interpersonal, communication, facilitation and reporting skills.
- Strong organizational and analytical skills;
- Experience in conducting research; and
- Experience working within a multicultural team

In addition, s/he should be available to undertake travel to the provinces to provide support to project activities for prolonged durations as necessary.

TERMS OF REFERENCE NATIONAL LOCAL GOVERNANCE COORDINATOR

The Local Governance Coordinator (national) will report to the relevant Cluster Manager and work under the technical supervision of the Lead Adviser and Local Governance Advisor, to assist in activities related to development of policies and regulatory framework for effective local administration, strengthening One Door Service and expansion of ODS network, and facilitating district service delivery alongside implementation of Citizen Report Card studies. The Local Governance Coordinator will also be responsible for facilitating and supporting the liaison between MoHA and relevant ministries, with regard to strengthening frameworks for improved service delivery and programme oversight.

Duties and Responsibilities

- Support the effective coordination between National GPAR Programme, Dept. of Local Administration of MoHA, and related stakeholders, for implementing:
 - Support to development of policies and regulatory framework for more effective local administration at province and district level
 - Improved capacity of local administration to fulfill its service delivery mandates
 - Improving Access to Citizen Services
 - Support responsive service delivery, including Citizen, CSO & Community service delivery information and reporting
- Provide ongoing support, particularly in the research, analysis and summary of key documents;
- Provide support for relevant related activities, including assisting in preparing documents for meetings, workshops, translations, training, and reporting

Skills/Competencies required

The National Local Governance Coordinator is an early to mid-career professional with experience in providing sound administration, coordination and secretarial support in the area of local governance. The National Local Governance Coordinator will have an understanding of governance and public administration reform, with practical experience in Central-Local Relations including fiscal and functional relations. S/he has experience in supporting teams in complex activities and has a high level of interpersonal skills, being able to negotiate with diplomacy and tact. S/he has excellent written English and capacity to provide high quality reports in a professional and timely manner. Therefore s/he is expected to have:

- A relevant Bachelor Degree in business or public administration, finance, law or equivalent;
- At least 5 years experience in similar work or related fields;
- Sound working knowledge of MS Word, Excel and Powerpoint;
- Excellent written and oral English and Lao language skills
- Good interpersonal, communication, facilitation and reporting skills.
- Strong organizational and analytical skills;
- Experience in conducting research; and
- Experience working within a multicultural team

In addition, s/he should be available to undertake travel to the provinces to provide support to project activities for prolonged durations as necessary.

TERMS OF REFERENCE ORGANIZATIONAL DEVELOPMENT SUPPORT COORDINATOR

The Organizational Development Support Coordinator (national) will report to the relevant Cluster Manager and work under the technical supervision of the Lead Advisor, to assist in activities related to development and implementation of policies and practices by the Ministry of Home Affairs to facilitate capacity development, organizational effectiveness and service delivery. The Organizational Development Support Coordinator will also be responsible for facilitating and supporting the liaison between MoHA and relevant ministries, with regard to strengthening frameworks for capacity development and mainstreaming best practices to carry out organizational analysis and improve organizational effectiveness.

Duties and Responsibilities

- Support the effective coordination between National GPAR Programme, Dept. of Public Administration Development of MoHA, and related stakeholders, for implementing:
 - Support to development of policies and regulatory framework for more effective administration at national level, and initiating roll out to the province and district level
 - Enabling organizational analysis and other analytical work to identify and implement steps to improve organizational effectiveness
 - Facilitate systematic capacity development and ensure best practices are mainstreamed across the administration
 - Support efforts to improve inter-ministerial and centre-local coordination in implementing national policies
- Provide ongoing support, particularly in the research, analysis and summary of key documents;
- Provide support for relevant related activities, including assisting in preparing documents for meetings, workshops, translations, training, and reporting

Skills/Competencies required

The Organizational Development Support Coordinator is an early to mid-career professional with experience in providing sound administration, coordination and secretarial support in the area of organizational development and capacity development. The Organizational Development Support Coordinator will have an understanding of governance and public administration reform, with practical experience in assessing organizational performance and capacity gaps. S/he has experience in supporting teams in complex activities and has a high level of interpersonal skills, being able to negotiate with diplomacy and tact. S/he has excellent written English and capacity to provide high quality reports in a professional and timely manner. Therefore s/he is expected to have:

- A relevant Bachelor Degree in business or public administration, finance, law or equivalent;
- At least 5 years experience in similar work or related fields;
- Sound working knowledge of MS Word, Excel and Powerpoint;
- Excellent written and oral English and Lao language skills
- Good interpersonal, communication, facilitation and reporting skills.
- Strong organizational and analytical skills;
- Experience in conducting research; and
- Experience working within a multicultural team

In addition, s/he should be available to undertake travel to the provinces to provide support to project activities for prolonged durations as necessary.

TERMS OF REFERENCE

CAPACITY DEVELOPMENT SUPPORT COORDINATOR

The Capacity Development Support Coordinator (national) will report to the relevant Cluster Manager and work under the technical supervision of the Lead Advisor, to assist in activities related to development and implementation of policies and practices by the Ministry of Home Affairs to facilitate capacity development and delivery of training programmes by the Civil Service Training Centre. The Capacity Development Support Coordinator will also be responsible for facilitating and supporting the liaison between MoHA and relevant ministries, with regard to developing curricula aligned with generic competency requirements as well as specific competencies required for roll out of particular policies and regulations, developing teaching materials, coordinating faculty and evaluating benefits and value added by interventions to improve the effectiveness of the civil service.

Duties and Responsibilities

- Support the effective coordination between National GPAR Programme, Civil Service Training Centre of MoHA, and related stakeholders, for:
 - Supporting the preparation of capacity development strategies and plans, and coordinating the implementation of the same to strengthen the civil service of Lao PDR
 - Facilitate the preparation of suitable curricula, teaching materials, and effective delivery of specific training, including the Public Policy Training Programme
 - Coordination with faculty, both national and international, for development and delivery of training modules
 - Coordination with organizations of the government on selecting, sponsoring and enabling the participation of civil servants in programmes of the Civil Service Training Centre
 - Systematic evaluation of training programmes, performance of trainees and reporting
- Provide ongoing support, particularly in the research, analysis and summary of key documents;
- Provide support for relevant related activities, including assisting in preparing documents for meetings, workshops, translations, training, and reporting

Skills/Competencies required

The Capacity Development Support Coordinator is an early to mid-career professional with experience in providing sound administration, coordination and secretarial support in the area of capacity development and training. The Capacity Development Support Coordinator will have an understanding of governance and public administration reform, with practical experience in developing and delivering training. S/he has experience in supporting teams in complex activities and has a high level of interpersonal skills, being able to negotiate with diplomacy and tact. S/he has excellent written English and capacity to provide high quality reports in a professional and timely manner. Therefore s/he is expected to have:

- A relevant Bachelor Degree in business or public administration, finance, law or equivalent;
- At least 5 years experience in similar work or related fields;
- Sound working knowledge of MS Word, Excel and Powerpoint;
- Excellent written and oral English and Lao language skills
- Good interpersonal, communication, facilitation and reporting skills.
- Strong organizational and analytical skills;
- Experience in conducting research; and
- Experience working within a multicultural team

In addition, s/he should be available to undertake travel to the provinces to provide support to project activities for prolonged durations as necessary.

TERMS OF REFERENCE

CIVIL SERVICE MANAGEMENT SUPPORT COORDINATOR

The Civil Service Management Support Coordinator (national) will report to the relevant Cluster Manager and work under the technical supervision of the Lead Advisor, to assist in activities related to development and implementation of civil service management policies and practices by the Ministry of Home Affairs to effective human resource management in the Lao civil service. This support will cover several areas such as Code of Conduct, Job Descriptions, Pay and Compensation Surveys, Civil Service Performance Appraisal, and the like. The Civil service Management Support Coordinator will also be responsible for facilitating and supporting the liaison between MoHA and relevant ministries, with regard to developing particular adjustments of policies and practices, to facilitate effective implementation.

Duties and Responsibilities

- Support the effective coordination between National GPAR Programme, Civil Service Management Department of MoHA, and related stakeholders, for:
 - Supporting the preparation of civil service management strategies, related implementation plans and regulations, and manuals and guidance for roll out
 - Coordinate with the civil service training centre and other capacity development support programmes to ensure alignment with changing policies and practices
 - Facilitate the preparation of suitable technical papers and documents in close alignment with resource persons and partner institutions
 - Coordination with organizations of the government on planning and roll out of policies and guidelines
- Provide ongoing support, particularly in the research, analysis and summary of key documents;
- Provide support for relevant related activities, including assisting in preparing documents for meetings, workshops, translations, training, and reporting

Skills/Competencies required

The Civil Service Management Support Coordinator is an early to mid-career professional with experience in providing sound administration, coordination and secretarial support in the area of capacity development and training. The Civil Service Management Support Coordinator will have an understanding of governance and public administration reform, with practical experience in working on matters dealing with civil service management. S/he has experience in supporting teams in complex activities and has a high level of interpersonal skills, being able to negotiate with diplomacy and tact. S/he has excellent written English and capacity to provide high quality reports in a professional and timely manner. Therefore s/he is expected to have:

- A relevant Bachelor Degree in business or public administration, finance, law or equivalent;
- At least 5 years experience in similar work or related fields;
- Sound working knowledge of MS Word, Excel and Powerpoint;
- Excellent written and oral English and Lao language skills
- Good interpersonal, communication, facilitation and reporting skills.
- Strong organizational and analytical skills;
- Experience in conducting research; and
- Experience working within a multicultural team

In addition, s/he should be available to undertake travel to the provinces to provide support to project activities for prolonged durations as necessary.

TERMS OF REFERENCE MONITORING & COORDINATION COORDINATOR

The Monitoring & Coordination Coordinator (national) will report to the relevant Cluster Manager and work under the technical supervision of the Local Governance Adviser and Lead Advisor, to assist in monitoring the progress of activities of the National GPAR Programme, and hold particular responsibility in relation to tracking and reporting on the activities related to district level activities. The Monitoring & Coordination Coordinator will also be responsible for facilitating and supporting information sharing between MoHA and relevant ministries, as well as provincial and district administrations, and ensuring timely transmission and follow up on directions and requests for actions.

Duties and Responsibilities

- Providing practical assistance for the design of National GPAR Programme monitoring and reporting framework, tools and implementation process
- Overseeing the timely implementation of information flows, analysis of information and reporting by provincial and district levels, in compliance with guidelines
- As and when necessary, adapting the monitoring framework in order to take into account lessons learned through implementation.
- Ensuring that monitoring and review capacities developed are consistent with SCSD procedures.
- Backstopping monitoring and coordination of activities at provincial and district levels.
- Contributing to regular reporting on SCSD progress.
- Provide support for relevant related activities, including assisting in preparing documents for meetings, workshops, translations, training, and reporting

Skills/Competencies required

The Monitoring & Coordination Coordinator will be a development professional with extensive experience in the monitoring and evaluation area, with particular focus on implementing systems at the sub national level. S/he will have experience of designing simple monitoring procedures as well as training and mentoring staff on the use and implementation of monitoring tools. S/he has high level interpersonal skills and is able to negotiate with diplomacy and tact. S/he has excellent written English and capacity to provide high quality reports in a professional and timely manner. Therefore s/he is expected to have:

- A relevant Bachelor Degree in the social sciences or related disciplines.
- Five years with work experience on monitoring and evaluation issues in Lao PDR
- Experience of working with local administrations in Lao PDR.
- Experience of local level planning and budgeting
- Hands on experience in organizing and facilitating meetings and workshops
- A proven track record of team working.
- A sound knowledge of spoken and written English.
- A sound knowledge of data processing and analysis tools
- Good communications and facilitation skills.

TERMS OF REFERENCE

NATIONAL GPAR PROGRAMME COMMUNICATIONS COORDINATOR

The Communication Support Coordinator (national) will report to the relevant Cluster Manager and work under the technical supervision of the Lead Advisor, to assist in communicating information related to progress and achievements of the National GPAR Programme. The Communication Support Coordinator will be responsible for dissemination of information, sharing of lessons learned, replication of activities, and facilitation of efficient communications between the national GPAR Programme, government agencies, development partners and the wider community. This position will also support the increasing need to ensure efficient and effective document management across a wide range of activities, as well as support bilingual facilitation and translation needs, including drafting speeches and presentations.

Duties and Responsibilities

- Assist in developing output profiles and reports, to communicate with partners;
- Assist in information management, including paper and electronic records;
- Support implementation of communication action plans aligned with outputs;
- Coordinate the production and publication of the National GPAR Programme newsletter;
- Support press conferences and write/edit press releases, speeches, articles and reports
- Support the maintenance and updating of information on the MoHA/GPAR website;
- Support the production of brochures, handouts, leaflets, videos and photographs;
- Assist with translation of related documents: English to Lao, and Lao to English;
- Support the organization of conferences, workshops, functions and stakeholder meetings;

Skills/Competencies required

The Communication Support Coordinator will need to be an early to mid-level professional volunteer with at least a Bachelor degree in the field of communications/public relations or a related field which could include public administration, business administration, management or journalism. S/he has experience in working within a developing environment, and clearly demonstrates high levels of creativity, initiative, and interpersonal skills. Therefore s/he is expected to have:

- Minimum three years experience in communications/public information/ public relations;
- Experience in creating reports, press releases, pamphlets, training materials etc;
- Prior experience in graphic design and layout of publications;
- Prior experience in organising events, preparing action plans and conducting research;
- Results orientation, with strong analytical, interpersonal, facilitation and reporting skills;
- Mature personality with experience working in mixed cultural teams
- Sensitivity to gender and ethnic minority issues.
- Strong oral and written English and Lao communications skills.
- Sound knowledge of MS Word, Excel, PowerPoint, Publisher and relevant software;
- In addition, s/he should be available to undertake travel to the provinces to provide support to project activities for durations as necessary.

TERMS OF REFERENCE

INFORMATION TECHNOLOGY SERVICES COORDINATOR

The Information Technology Services Coordinator (national) will report to the relevant Cluster Manager, under the National GPAR Programme Secretariat, to ensure fully operational information technology services for the different offices under the National GPAR Programme, and under the guidance of the Lead Advisor facilitate implementation of information technology solutions that would be established under the Programme. This position will also support needs in relation to website design and development, installing networks, maintenance and general support to ICT management, as well as assisting target ministries and provinces in identifying and implementing management information systems and e-business solutions.

Duties and Responsibilities

The Information Technology Services Coordinator will support a range of needs, which will include:

- Advise MoHA on information and communications technology policies and procedures, and advise on the adaptation and maintenance of such systems and methodologies.
- Support development, implementation and maintenance of the civil service data base (PIMS);
 - to oversee national implementation and support regular updating of data base;
 - to support the development and implementation of the payroll module; and
 - to assist MoHA in producing regular reports on the civil service population;
- Reviewing existing IT systems in line ministries, and advise MoHA on the development of IT networks to ensure proper linkages (e.g. with Ministry of Finance – payroll management, and Ministry of Labour and Social Welfare – Social Security) between these data bases and PIMS;
- Collaborating with the province-level GPAR activities in assessing and facilitating the linkages between the IT systems at the local level and the GPAR initiatives
- Advising the government on information technology requirements (e.g. computers and related facilities such as backup systems), development of specifications, and support to procurement;
- Actively participating in work analyses of identified systems and related activities, to support the establishment of technical standards and review the work outputs including sub-contracts;
- Supporting the management of systems sub-contracts to ensure that deliverables are produced on time, according to scope and within budget/contract parameters;
- Facilitating the transfer of information technology and communications know-how to PACSA staff and sites of the GPAR program, through means such as coaching and formal training;
- Supporting the technical training of government staff, to enable them to assume responsibility for maintenance and support of implemented systems and networks.

Skills/Competencies required

The ICT Coordinator will need to be an experienced ICT professional with a demonstrated track record in providing broad ICT-related support and guidance to counterpart agencies. S/he should have high level interpersonal skills and is able to negotiate with diplomacy and tact. S/he would also need very good written English and capacity to provide high quality reports in a professional and timely manner. Therefore s/he is expected to have:

- Minimum of Bachelors Degree, in Information Technology and/or related areas;
- At least 5 years of relevant experience in an ICT environment, with experience in;
 - information management and administrative systems;
 - systems development (needs analysis, feasibility studies, systems design implementation)
 - a range of proprietary software products such as Windows, Windows NT (or other network software), operating systems, data base management;
 - technical and operations support, and systems trouble-shooting;
 - data communications, networks, Internet, web design;
 - systems project management, including systems contract management;
 - systems planning, including development of specifications and architectures;
 - the installation and support of computer systems networks;
 - developing technical specifications and supporting systems procurement;
 - systems and technical training
- Excellent written and oral communication in English; results oriented, strong team player
- Initiative, adaptability and skill in adapting techniques to local circumstances;
- Sound judgment, flexibility and adaptability, cultural sensitivity; and
- Ability to adapt to diverse education and cultural backgrounds

TERMS OF REFERENCE

NATIONAL GPAR PROGRAMME FINANCE SUPPORT COORDINATOR

The National GPAR Programme Finance Support Coordinator (national) will support the Head of the Finance Office of the Ministry of Home Affairs to execute programme finance management, and support the National Programme Manager in preparing annual & quarterly budgets and expenditure reports, required by different development partners supporting the national GPAR Programme. This position will also support needs in relation to capacity development in the Ministry of Home Affairs to take on a growing role in managing external assistance as well as support channeled to other ministries, provinces, districts or other offices by the Ministry of Home Affairs.

Duties and Responsibilities

- Establish and help MOHA implement oversight of all programme accounting activities including financial records, reporting, payments, and support for related project activities
- Assist MoHA to prepare annual and quarterly budget plan
- Facilitate MoHA's team to carry out regular updating of financial system and records, and compilation of monthly, quarterly and annual budget expenditure reports,
- Enable MoHA to release field advances and petty cash funds in accordance with the NIM guidelines and other applicable financial procedures related to agreements with particular development partners
- Assist MoHA to verify payment, direct advance and contract payment request and settle advances
- Follow up on reconciliation of direct payments executed by development partners, including UNDP
- Prepare reports for settling advances from development partners, and related advance requests
- Monitor and analyse programme transactions in relation to approved budgets, for budget revisions
- Advise MoHA on acceptable and requisite accounting and financial management practices
- Ensure recommendations/guidelines/instructions from Audit reports are complied with
- Provide and present report to Monthly Programme Meetings

Skills/Competencies required

The National GPAR Programme Finance Support Coordinator position is a mid-level professional with prior experience in supporting a diversified portfolio of development assistance, with strong analytical skills and reporting expertise. S/needs to have experience in working within a developing project environment, clearly demonstrates high levels of responsibility, initiative, and interpersonal skills, and has an ability to negotiate with diplomacy and tact. Therefore s/he is expected to have:

- Minimum of a Bachelor degree in the field of accounting or finance management
- Minimum of five years experience in the field of financial management
- Solid experience in creating technical reports
- Results orientation, with strong analytical, interpersonal, communication and reporting skills;
- *Sound working knowledge of MS Word, Excel, PowerPoint, and other relevant software;*
- Excellent written and oral English;
- Some experience in training and skills transfer; and
- Experience working within a multicultural, consultative team.

In addition, s/he should be available to undertake travel to the provinces to provide support to project activities as necessary.

TERMS OF REFERENCE

NATIONAL GPAR PROGRAMME ACCOUNTANT

The National GPAR Programme Accountant (national) will support the Head of the Finance Office of the Ministry of Home Affairs to perform routine accounting functions, and support the National Programme Manager and National GPAR Programme Finance Support Coordinator in preparing annual & quarterly budgets and expenditure reports, required by different development partners supporting the national GPAR Programme. This position will also support the Finance Office in relation to managing external assistance channeled to other ministries, provinces, districts or other offices by Ministry of Home Affairs.

Duties and Responsibilities

- Support MoHA for carrying out all routine financial transactions and preparation of related documents such as payment requests, vouchers and reconciliation related to the National GPAR Programme
- Facilitate timely completion of accounting documents to enable regular updating of financial system and records, including monthly, quarterly and annual expenditure reports
- Assist MoHA in preparation of payment requests, advance requests, contract payments, and making and settling field advances and petty cash funds in accordance with NIM/other relevant guidelines
- Support MoHA and the National GPAR Programme Finance Support Coordinator in liaising with the finance offices of different development partners supporting the National GPAR Programme
- Participate in meetings to review/monitor budgets and expenditure and assist the GPAR Programme Finance Support Coordinator in preparing and presenting report to Monthly Project meetings

Skills/Competencies required

The National GPAR Programme Accountant is a mid-level professional with prior experience in accounting functions with a large diversified portfolio of development assistance, displaying high levels of systematic work and strong organizational skills. S/he needs to have experience in working within a developing project environment, clearly demonstrates high levels of responsibility, initiative, and interpersonal skills, and has an ability to negotiate with diplomacy and tact. Therefore s/he is expected to have:

- Minimum of a Bachelor degree in the field of accounting or finance management
- Minimum of two years experience in accounting, and preparing related vouchers and documentation
- Hands on experience in managing advances and petty cash with development assistance projects
- Track record of systematic document management and superior interpersonal and reporting skills
- *Sound working knowledge of MS Word, Excel, PowerPoint, and other relevant software;*
- Good written and oral English
- Experience working within a multicultural, consultative team.

In addition, s/he should be available to undertake travel to the provinces to provide support to project activities as necessary.

TERMS OF REFERENCE

NATIONAL GPAR PROGRAMME TRANSLATOR

The National GPAR Programme Translator (national) will support the National Programme Manager and the National GPAR Programme Secretariat in translating and preparing programme documents and related technical documents, in Lao and English. This position will assist the international advisors and short term international consultants during meetings with interpretation support, and deliver simultaneous interpretation support for trainings, workshops and meetings, as required.

Duties and Responsibilities

- Support the GPAR Programme Secretariat to carry out written and oral translation work as required by the Programme. He/she will translate a range of documents from English to Lao and vice-versa.
- Perform translation duties in regular meetings, workshops, seminars etc. as well as high level events
- Assist with preparation of the Programme's publications, particularly translation of articles;
- Assist with gathering and classifying all relevant documents for the programme
- Select, and organize relevant information from the Lao media and translate the same when needed

Skills/Competencies required

The National GPAR Programme Translator is a mid-level professional with prior experience in providing translation and interpretation functions for development assistance projects, with a track record of systematic work. S/he needs to have experience in working within a developing project environment, clearly demonstrates high levels of responsibility, initiative, and interpersonal skills, and has an ability to communicate with diplomacy and tact. Therefore s/he is expected to have:

- Minimum of a Bachelor degree in the field of economics, public administration or related subject
- Minimum of five years experience in development projects
- Hands on experience with translation/interpretation for development assistance projects
- Track record of systematic document preparation and tactful oral communication
- Sound working knowledge of MS Word, Excel, PowerPoint, and other relevant software;
- Good written and oral English and Lao languages
- Experience working within a multicultural, consultative team.

In addition, s/he should be available to undertake travel to the provinces to provide support to project activities as necessary.

TERMS OF REFERENCE

NATIONAL GPAR PROGRAMME ADMINISTRATION ASSISTANT

The National GPAR Programme Administration Assistant (national) will support the National GPAR Programme Manager and the Dept. of Planning & Cooperation of MOHA, in organizing and implementing the activities of the National GPAR Programme Secretariat. This position will also support needs in relation to events organized by the Secretariat for the Ministry of Home Affairs, procurement of assets and services supported by the Programme, maintaining inventories and stocks, and facilitate services required for using international personnel.

Duties and Responsibilities

- Assist the Programme Secretariat to prepare annual project procurement plan and provide logistical support for implementing programme activities
- Assist the Programme Secretariat to manage procurement of office supplies, materials, printing and services, and manage/maintain the inventory list and maintenance list for all project equipment
- Facilitate logistical support for organizing workshops, conferences and meetings
- Assist the Programme Secretariat to maintain files and documents of all official correspondence, and draft and finalize minutes of meetings such as monthly meetings
- Prepare documentation and provide support to recruit international consultants, and manage visa formalities, travel arrangements, etc. related to project staff and international consultants
- Assist in communications to key stakeholders-government organizations and donors
- Receive visitors and answer telephones when required, and accompany Lao officials and international staff to meetings

Skills/Competencies required

The National GPAR Programme Administration Assistant is an early to mid-level professional with prior experience in supporting development projects diversified portfolio of development assistance, with strong analytical skills and reporting expertise. S/needs to have experience in working within a developing project environment, clearly demonstrates high levels of responsibility, initiative, and interpersonal skills, and has an ability to negotiate with diplomacy and tact. Therefore s/he is expected to have:

- Minimum of a Bachelor degree
- Minimum of five years experience in working with development projects
- Solid experience in providing administrative and logistical support to projects
- Good knowledge of government administrative procedures (visa)
- Good time management skills
- Flexible and adaptable
- Strong oral and written English communications skills, results oriented, strong team player
- Sound judgment, flexibility and adaptability, cultural sensitivity.

In addition, s/he should be available to undertake travel and drive official vehicles to provide support for programme activities, as necessary.

TERMS OF REFERENCE

NATIONAL GPAR PROGRAMME SECRETARY

The National GPAR Programme Secretary (national) will support the National GPAR Programme Manager and the Dept. of Planning & Cooperation of MOHA, in organizing and implementing the activities of the National GPAR Programme Secretariat. This position will also support needs in relation to events organized by the Secretariat for the Ministry of Home Affairs, management of documents, interfacing with visitors, organizing and scheduling meetings, managing petty cash (when required), and telecommunication on behalf of the project.

Duties and Responsibilities

- Assist the Programme Secretariat to receive, screen, register and file or route correspondence;
- Receive visitors, place and screen telephone, fax and email communications effectively;
- Make all practical arrangements for meetings taking place in the office, confirm date and venue with participants, prepare meeting room and supplies;
- Type correspondence, documents and reports, and ensure proper editing of the documents;
- Where requested create brief communications (emails, memos, letters)
- Maintain list of names, addresses and other contact details of all working contacts;
- Ensure registration of outgoing documents and arrange for distribution of these documents to concerned parties;
- Ensure proper filing and archiving of all office documents;
- Maintain petty cash record for daily office expenditures
- Coordinate/manage the project log books for all project vehicles (including analysis of petrol usage)

Skills/Competencies required

The National GPAR Programme Secretary Assistant is an early professional, who is well organized and communicates effectively. S/needs to have some experience in working within a developing project environment, clearly demonstrates high levels of responsibility, initiative, and interpersonal skills, and has an ability to negotiate with diplomacy and tact. Therefore s/he is expected to have:

- Minimum of a Bachelor degree
- Minimum of two years experience in working with development projects
- Good knowledge of a range of software programs
- Good English language skills
- Strong organizational skills and ability to manage time effectively
- Capacity to establish and maintain office procedures
- Strong team player, who is flexible and adaptable and displays cultural sensitivity.

Capacity Assessment: Results of HACT Micro Assessment of Public Administration and Civil Service Authority, which has now been upgraded and expanded to become the Ministry of Home Affairs (separate file)