

**Governance and Public Administration Reform Programme – Support for Better Service Delivery**

**ANNUAL programme[[1]](#footnote-1) NARRATIVE progress report**

**REPORTING PERIOD: 1 january – 31 December 2010**

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| Programme Title & Number |  | Country, Locality(s) |
| * Programme Title: Governance and Public Administration Reform Programme – Support for Better Service Delivery * Programme Number: **Joint Programme No.**   UNDP-BU (Core): Award ID: 47224, Project ID: 56568  UNDP-BU (Luxembourg): Award ID: 47224, Project ID: 56568  UNDP-BU (SDC): Award ID: 47224, Project ID: 56568  UNCDF-BU (Luxembourg): Award ID: 47746, Project ID: 57583  UNCDF-BU (UNCDF core): Award ID: 47791, Project ID: 57655   * MDTF Office Atlas Number:   Award ID: 00055647  Project ID: 00067647 | Lao PDR: Vientiane Capital and other 4 provinces  **Thematic Area(s)[[2]](#footnote-2)**  Democratic Governance |

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| Participating Organization(s) |  | Implementing Partners |
| UNCDF  UNDP | * Public Administration and Civil Service Authority (PACSA), Government of Lao PDR. |

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| Programme/Project Cost (US$) | |  | Programme Duration (months) | |
| MDTF Fund Contribution: 00   * *by Agency (if applicable)* |  |  | Overall Duration:  4 years |  |
| Agency Contribution   * *UNDP: $1,360,000* * *UNCDF: $700,000* |  |  | Start Date[[3]](#footnote-3)  01 July 2007 |  |
| Government Contribution: In-kind contribution.  *(if applicable)* |  |  | End Date or Revised End Date: 31 June 2011 |  |
| Other Contribution (donor)  SDC: $3,500,000  Luxembourg: $4,000,000  SNV: $164,496 |  |  | Operational Closure Date[[4]](#footnote-4) 31 June 2011 |  |
| TOTAL: $9,724,496 |  |  | Expected Financial Closure Date: 30 June 2012. |  |

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| Programme Assessments/Mid-Term Evaluation |  | Submitted By |
| Assessment Completed - if applicable *please attach*  Yes Date: 24 June-05 August 2009  Mid-Evaluation Report  Yes: Date: 24 June- 05 August 2009 | * Name: Thilaphong Oudomsine * Title: Programme Specialist * Participating Organization (Lead): UNCDF * Email address: thilaphong.oudomsine@uncdf.org |

# NARRATIVE REPORT FORMAT

# Purpose

The GPAR SBSD programme builds upon successful reforms and activities of previous governance reform initiatives under GPAR I and GPAR II. The GPAR SBSD Programme is more strategic in focus; more accountable for implementation and impacts of Governance reform initiatives; has a strong service delivery orientation; has a clear results orientation; develops a uniform, sustainable and work based training; helps graduate from a project-oriented approach at center level to a service provision oriented approach focusing on health, education, agriculture and rural development sectors targeting the poorest provinces and districts; and establishes a cost-effective mechanism for strengthening implementation.

The Support for Better Service Delivery (SBSD) programme strengthens capacity for strategic planning, financing, management and monitoring of governance reform for more effective, accountable and transparent delivery of services. The design uses five interrelated outputs to realize this outcome. It strengthens policy development, strategic oversight and monitoring of governance reform; improves organisational and systems development for more effective, accountable and transparent services; strengthens Human Resource Management and Human Resource Development policies, procedures and capacity and establish a cost effective and sustainable system for civil service training and development; provides a formula based district development funding mechanisms for devolved service delivery, with a particular focus on the provision of expanded and improved health, education, agriculture, and rural development services, identified as key priorities within the Lao Government’s 5-year National Socio-Economic Development Plan (NSEDP) 2006-2010; supports demand-driven governance reforms at Central and local levels which directly impact on service delivery. The timeframe for the programme is four years until mid 2011 in alignment with the NSEDP.

The programme links to the goal of the Govt. of Lao PDR to “build an effective, efficient, well-trained, honest and ethical public service that is able to meet the needs of the multi-ethnic Lao people”. The main objective of the programme is to increase efficiency, effectiveness, transparency, and accountability of the public administration at central and local levels, and directly relates to UNDAF outcome: “Strengthened capacities of public and private institutions to fulfill their duties and greater people’s participation in governance and advocacy for the promotion of human rights in conformity with the UN Millennium Declaration” and CPAP outcome: Strengthened capacities of central administration (PACSA) for decentralized planning, management & service delivery.

Five interrelated outputs are used to achieve this outcome:

1. Strengthened policy development, strategic oversight and monitoring of governance reform
2. Improved organizational and systems development for more effective, accountable and transparent services;
3. Strengthened human resource management and human resource development policies, procedures and capacity, and establish a cost effective and sustainable system for civil service training and development
4. Provision of a formula-based district development funding mechanism for devolved service delivery with a particular focus on the provision of expanded and improved health, education, agriculture, and rural development services
5. Supporting demand-driven governance reforms at central and local levels which directly impact on service delivery

The programme links to UNDAF Outcome 3.3: Increased efficiency, effectiveness, transparency, and accountability of the public administration at both central and local levels; and UNCP/CPAP outcomes 8.1 Strengthened capacities of central administration (PACSA) for decentralized planning, management & service delivery. It also links to MDG goals 1-7, through improved governance and accountable use of public resources. Governance and public administration is a cross-cutting theme that supports the provision of public goods and services to country citizens. If all citizens equally and transparently benefit from government services, their livelihood opportunities will improve.

The main Implementing Partner is the Public Administration and Civil Service Authority (PACSA), Office of the Prime Minister and the responsible parties include UNDP, UNCDF, PACSA and concerned provincial authorities. Other Partners include all lines ministries, Central Committee for Organization and Personnel, National Academics of Politics and Administration (NAPPA), Secretariat of Government, PMO and some selected targeted provincial authorities in Lao PDR. Other development partners are Swiss Agency for Development and Cooperation (SDC) and the Government of Luxembourg. These partners play different roles according to the RBM Project Board Arrangements. They interact through project monthly meetings, quarterly project board meetings and annual review meetings.

# Resources

*Financial Resources:*

The Programme is funded by the Government of Luxembourg, Swiss Agency for Development and Cooperation, UNDP, UNCDF and SNV. Total estimated programme budget for the year 2010 was US$3,241,780 which came from the following sources:

* Regular (core) resources
  + UNCDF(Core): US$150,367
  + UNDP (Core): US$400,000
* Cost-share Contributions:

- SDC: US$832,524

- Luxembourg: US$1,832,069 (1,571,770 from UNCDF Non-Core and 260,299 from UNDP Non-core)

- SNV: US$26,780

*Human Resources:*

* Government: 3 (1 Project Board Executive, Project Manager and Assistant Project Manager)
* National Staff: 8 (programme) and 10 (Operations)
* International Staff: 5 (programme)

# Implementation and Monitoring Arrangements

Regular programme monthly meetings are organized to review progress made, challenges and issue faced during the previous month. On a quarterly basis, the Programme reports the progress against assigned outputs and activities (based on the approved quarterly work plan), challenges and issues in the consolidated report. All logs: Risks, Issues, communication and monitoring, lessons learnt are updated with project management responses. Annual project report (APR) is prepared and shared with all key project stakeholders, development partners and donor communities on the achievements, challenges and issues during the year.

A regular quarterly Project Board (PB) meeting is organized to discuss the pending issues and recommend proposals and requests from the project manager and team. Some important issues related to governance were presented in the Governance Sector Working Group or Sub-sector Working Group for advice and recommendations.

In addition, two spot check exercises were conducted by the UNDP PMSU and the DIC of MPI. The main objective of the spot check is to identify any gaps of all aspects of the project implementation and to assist the project to take immediate corrective actions.

# Results

The GPAR programme has made several important contributions to preparing the Strategic Plan on Governance 2011-2020 as well as inputs related to the governance sector for the draft NSDEP 2011-15. The efforts of the Government of Lao PDR to strengthen the administrative framework as well as state management modalities and structures continued in 2010. The areas in which contribution were made include formulation of laws and policies, establishing sector strategies, improving institutional mechanisms, establishing mechanisms for enhanced transparency, human resource management in the government, capacity development, policy implementation pilots, innovations in fiscal practices and decentralized transfers, and support for mainstreaming best practices.

During 2010, a series of Multi-stakeholder consultation workshops of government offices and development partners were organized to review, revise and finalize the draft Strategic Plan on Governance to incorporate the projects that will be included in the 7th NSEDP. The Strategic Plan was also presented to the Governance Sector and Sub-Sector Working Groups for comments and inputs.

Key laws were amended and new laws were formulated and approved by the National Assembly including Law on National Statistics, Law on Prevention and Fight against HIV and Law on Consumer Protection. Besides, we observed improved institutional mechanisms such as expansion of One Dorr Service Centers, strengthening of human resource management in the government through the Civil Service Training Center, and policy implementation pilots including fiscal transfers to districts through District Development Fund to strengthen local service delivery.

GPAR Fund provides opportunities as well as a sound platform for all government organizations, nationwide, to come up with practical innovative ideas to address issues they encounter in providing better service delivery and improving governance in Lao PDR. In 2010, follow up on the implementation of the previous round of grantees were carried out. The third round and final cycle of the fund was launched for 13 grantees.

The District Development Fund (DDF) modality is part of a broad programme of public service reforms underway in Lao PDR and is a key element of the government’s Governance and Public Administration Reform (GPAR) programme. The DDF directly supports the goals as laid down in the National Socio-Economic Development Plans (2006-2010 and 2011-2015), both directly in terms of improved service delivery to citizens, and also in terms of promoting sustainable economic development as a basis for eradicating poverty. The DDF supplies a discretionary block grant for infrastructure development and service delivery to district administration officials, as well as procedures to improve the quality of services delivered.

DDF initiative has significantly improved the capacity of the local authoritie to manae public expenditure and plan for small scale investments htat have a direct impact on improved service delivery. The government recognizes the provision of services through the DDF has yield tangible results and that there is a strong need for scaling it up and integrating it into the new national GPAR programme. As the DDF constitutes a model of governance reform in which capacity development and direct service delivery occur simultaneously, it will be a key component of the new GPAAR programme.

During 2010 DDF capital grants were successfully provided as planned, through the national finance system, to 27 local authorities (Districts). This included 7 new Districts operating the DDF system. The DDF Districts successfully delivered within the fiscal year and in accordance with plan/budget. There were 62 DDF local development projects at a total investment of $858,861. These investments represent a significant injection of capital in the local economies and result in both better service delivery facilities and socio-economic infrastructure. DDF capital investments have been made in both pro-poor service delivery infrastructures, such as schools, clinics, water and sanitation, etc and in economic infrastructure.

On a strategic level, DDF represents the beginnings of a fiscal transfer system from national to local governments. The deployment of capital under DDF, both human expertise and financial investment, has enabled an increasing number of local authorities to undertake and successfully deliver local capital investments, without the need for parallel project support.

The DDF approach brings both capacity development and capital investment in one package. The DDF has improved the planning and management capacities of the government and community, especially women and the poor. This has resulted in increased efficiency and effectiveness of expenditure and enhanced accountability and transparency over funds utilization. The DDF has demonstrated the effective use of simple manuals and guidelines to build local capacities and assist in local decision making and compliance. There is clear evidence that the DDF has noticeably increased District Administrations’ skills in project management.

DDF projects have indirectly contributed to poverty reduction as they subsequently been used to improve MDG related infrastructure and services such as: Provision of clean drinking water; Upgrading education and health infrastructure; Construction or rehabilitation of rural roads accessing markets and public services; and Small scale irrigation schemes providing sustainable means of increasing agricultural productivity and nutrition and food security.

Contribution to outcome level

Through GPAR programme support, capacity, accountability and responsiveness of the public administration at central and local levels have been further strengthened through:

* comprehensive programme design which addresses all aspects of strengthening governance, including legislation and decrees, reorganizing Ministries, setting up procedures and mechanisms for financing initiatives mechanisms to improve performance
* models for improved service delivery in health and licensing offices, that can be scaled up for use across the country
* institutional mechanism to train civil servants in several areas, that serve to improve administrative efficiency and effectiveness of service delivery
* expansion of service delivery across 25% of the country through District Development Fund (DDF) modality, benefiting over a hundred thousand poor Lao citizens in 27 districts of the 4 target provinces
* increasing number of people made use of speeded up procedures through one door service centres during 2010.introduction of operational grants offering has shown large and widespread improvement in service delivery, with very small input of funds, as compared to the large capital grants
* small grants programme that has widened demand based capacity development at national and sub-national level – 300 initiatives proposed in 2010

Contribution to gender equality

Gender equity in the civil service has been enhanced through:

* revised gender in governance strategy that provides clear proposals to improve gender equity in recruitment, service conditions, career advancement and capacity building for women in civil service
* integration of gender in governance initiatives with national strategy on gender equity in coordination with Lao NCAW
* preparation of action plan to implement the gender in governance strategy

**Implementation of the Vientiane Declaration on Aid Effectiveness and its Action Plan**

The Governance Sector Working Group (GSWG) has been very active and made significant contribution to governance reform agenda. The GSWG is a platform which plays a substantive role in driving forward the policy dialogue, information sharing, consensus building and contributions to the Strategic Plan on Governance and governance sector inputs for the 6th NSEDP during 2010. There is a need to make sure that support and attention is given to the Sector Working Group mechanism to maintain its effectiveness in facilitating better coordination and alignment of development assistance in the sector. Through DDF implementation: participatory, transparent, and accountable processes, UNCDF has also played an important role to contribute to the implementation of the Vientiane Declaration on Aid Effectiveness and its Action Plan. The following progresses have been made in 2010:

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| * Support to the Donor Round Table Meeting in 2010 and provide inputs into the draft 7th NSEDP * Governance Sector Working Group, two Sub Sector Working Groups and Secretariat operational (GSWG) * Sector Working Group and Sub Sector Working Group meetings and reports completed * Governance Reform Information Matrices completed * Governance Sector Working Group consultations in preparation of Strategic Plan on Governance (2011-15) and sector recommendations for the 7th NSEDP |

**Update on partnerships**

Throughout 2010, GPAR SBSD continued to build closer working relationships and partnerships with all provincial GPAR projects in both technical and policy advice.

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| * Close partnership with provincial GPAR projects, provincial and district administrations through technical and policy support from GPAR SBSD, particularly a series of DDF training activities and the preparation for the project conclusion. * Partnership with Ministry of Planning and Investment (MPI) & Ministry of Finance (MoF) on DDF Implementation including DDF training on the participatory planning and fund transfer from the Bank of Lao PDR to the district DDF bank accounts. Also, regular sharing of DDF district progress reports to both ministries. * Support to PACSA to play a strong leadership and ownership of DDF implementation and expansion, covering Khammouane (funded by World Bank) and Bolikhamxay (funded by Lux-Dev. These two provinces are not covered by GPAR SBSD but replicating DDF modality by other programmes implemented in these two provinces. * Collaboration with Lao NCAW on preparing and revising the Gender in Governance Strategy and its action plan. |

**Main challenges and issues (if any) faced during reporting**

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| **Challenge/Issue** | **Response** |
| * Postponed revision of Law on Government and Law on Local Administration | * Activity deferred to next year |
| * Resources for next Citizen Report Card | * To be addressed during planning for 2011 |
| * Multi-level services through ODSCs | * Recommendations under review |
| * Web based PIMS software | * Modifications addressed in-house |
| * Approval of draft Code of Conduct | * Being discussed in government with stakeholders |
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| * Initiation of Performance Management pilot | * Discussions with districts and provinces in progress |
| * Social Protection activities | * Social Protection to be taken up in next phase |
| * Budget not yet fully funded | * Activities readjusted within available budget |

# Future Work Plan (if applicable)

The following projected activities are planned for the following reporting period (1 January-30 June 2011), using the lessons learned during the previous reporting period.

Development of the new National GPAR Programme:

* Greater efforts and time for the completion of the new National Governance and Public Administration Reform Programme (2010-2011)
* Ensure that the new programme framework and their components are developed, consulted and endorsed by the Government of Lao PDR
* Launching the new GPAR programme

Priority steps to overcome constraints:

* Focused efforts to complete the Results & Resources Framework targets
* Detailed review with project stakeholders on areas with delays
* Preparatory steps for next year’s GPAR Fund grants initiated

Steps to build on current achievements:

* District capacity development follow up training for District officials
* Wider scale of implementation of national curriculum to train civil servants
* Roll out of Personnel Information Management System
* Design of the next GPAR Programme

Steps to build on partnerships:

* Formulation of Lao component of ASEAN Conference on Civil Services Matters (ACCSM) collaboration with Plus Three countries such as China, Korea and Japan.
* Interface with key ministries and wider set of development partners for Programme formulation
* Close linkages with provincial administrations for scale up of GPAR best practices

Use of lessons learned:

* Support for capacity development at district level envisaged in the draft 7th NSEDP
* Expanding the scale of delivery of training for civil servants
* Expanding the role of Sector Working Group Secretariat to support Government oversight
* Detailed documentation on project activities and results to enable systematic evaluation

**Major adjustments in the strategies, targets or key outcomes and outputs planned.**

1. Dissemination Strategy for Strategic Plan on Governance developed and implemented (2006-10)

It was planned that the Strategic Plan on Governance (2006-10) would be disseminated on the basis of a clearly articulated strategy. However, the discussions on formal approval were taking time. Hence, the dissemination was initiated without preparation of clear strategy, through annual conferences of civil servants for the central and provincial level and through capacity building workshops for heads of district administration.

1. Governance Reform Monitoring framework & Progress of Strategic Plan (2006 – 2010) regularly reported to Government

It was planned that the Strategic Plan on Governance (2006-10) would be monitored through a clearly defined monitoring framework. Since the formal acceptance of targets set in the Strategic Plan did not take place, an information sharing exercise on these targets was initiated, in the form of Governance Sector Information Matrices. This enables the Sector Working Group to track and monitor progress of reforms in the Governance sector.

1. Performance award mechanism

The performance appraisal system being developed under Output 3 is yet to be ratified by the Government. Hence this activity has been deferred till such ratification is complete and appraisals under the new system are taking place regularly.

1. Improved Policy analysis and formulation capacity of the Government

The initial plans included modest support for building public policy formulation capacity in key offices of the government. Since a large ADB supported initiative took on this task, this output would have been duplication – hence the output was terminated.

1. Workforce Planning

It was anticipated that Organizational Analysis of all key government offices would take place during the project period, which would make it possible to review and define staff ratios and gaps, and implement activities to address related targets in priority service sectors. However, the Organizational Analysis exercise is yet t be rolled out, and not expected to be complete before end of the current phase of the project. Hence the output has been deferred to a later stage.

1. Municipal Development

The initial plans of the project envisaged a substantial set of activities. After the operational guidelines for establishing municipalities was prepared, it emerged that legal frameworks needed to be amended before implementation could take place. Hence, subsequent steps related to organizational reviews completed for Vientiane, preparation of municipal finance policy, piloting of municipality in Luang Prabang and Vientiane, evaluation of pilot municipalities, strategy for implementation in additional sites and Implementation in additional sites, were deferred.

1. Kumban Development

The kumbans have been operational as a development support platform. Since they have not been established a formal administrative level, no Government regulations have been prepared. Hence the capacity building support has been oriented towards the Ban (Village) level.

1. Workforce Planning in activities involving Centre-Local relations

The review of tasks that involve central-local relations in service sector agencies were to be taken up as part of this exercise. However, the Organizational Analysis exercise is yet t be rolled out, and not expected to be complete before end of the current phase of the project. Hence the output has been deferred to a later stage, as in Point 5 above

1. National Training Delivery Network

A national Training Delivery Network was envisaged as a support mechanism for civil service capacity building. However, the Civil Service Training Centre has been set up recently, and the pool of trainers are being identified and developed. Hence, the establishment of this network has been deferred to a later stage.

1. Performance Management system

The Performance Management system for the civil service has been recently completed, and is expected to be approved soon. Hence preparation of the national implementation strategy and the evaluation of the operational system have been deferred till the system has been approved, piloted and mainstreamed.

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| **Estimated total budget required for the following year:** | $ 1,150,000 |

**VIII. INDICATOR BASED PERFORMANCE ASSESSMENT**

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|  | **Performance Indicators** | **Indicator Baselines** | **Planned Indicator Targets** | **Achieved Indicator Targets** | **Reasons for Variance**  **(if any)** | **Source of Verification** | **Comments**  **(if any)** |
| **Outcome** Increased efficiency, effectiveness, transparency, and accountability of the public administration at both central and local levels | | | | | | | |
| **Output 1**  Strategic oversight, monitoring framework pro-vides for evidence based policy and performance analysis in governance reform | Indicator 1.1 | Draft governance strategy for period 2006-10 | Draft governance strategy for period 2011-15 | Achieved; all stakeholders consulted in the drafting process |  | Drafting of Strategic Plan |  |
| Indicator 1.2 | Sector Information matrix of 2009 | Sector information matrix 2010 | Achieved; three reform information matrices complete |  | Sector information matrix covering three pillars |  |
| Indicator 1.3 | S Pilot Citizen Report Card 2007 | Service Delivery Baseline Monitoring Report 2010 | Partly achieved; full baseline yet to be completed | Limited availability of baseline data at districts | Pilot baseline for service delivery monitoring in two districts |  |
| **Output 2**  Improved org. structures and systems enable delivery of more equitable, effective accountable and transparent services | Indicator 2.1 | Orgn. Analysis piloted in 2 service agencies | Orgn. Analysis in one Ministry & lessons report | Partially achieved; lessons analysis and report to be completed | Lessons analysis deferred till report on MoFA Orgn. Analysis complete |  | Orgn. Analysis carried out MoFA; report to be finalized |
| Indicator 2.2 | Traditional training package for Naibans | Revised curriculum for training Naibans | Achieved; revised Naiban training curriculum complete |  |  |  |
| Indicator 2.3 | No systematic training on service delivery for districts | Revised curriculum on service delivery for districts | Achieved; revised manual used for pilot implementation |  |  |  |
| Indicator 2.4 | 7 operation One Door Service Centres in the country | 10 operational ODSCs in the country | Achieved; 10 operational ODSCs |  |  |  |
| **Output 3**  HRM and HRD policies, procedures and capacity are strengthened | Indicator 3.1 | Draft Decree HRM operational procedures | 1 new HRM procedure: Performance Mgmt. Guidelines | Partially achieved; performance mgmt. guidelines to be piloted and finalized | Approvals required to commence pilot | Draft of performance mgmt. guidelines |  |
| Indicator 3.2 | No reporting of personnel data through PIMS | 10 offices prepared to report personnel data in PIMS | Partially achieved; to be implemented in more offices during 2011 | Delays in finalizing the manual and data entry |  |  |
| Indicator 3.3 | Office Mgmt. and Org. Development module tested | 2 more modules of Civil Service Curriculum piloted | Achieved; two more modules piloted through civil service training programmes |  |  |  |
| Indicator 3.4 | No training delivered by Civil Service Training Centre | 4 trainings delivered by Civil Service Training Centre | Achieved; all planned trainings for civil servants completed |  |  |  |
| Indicator 3.5 | Traditional Performance Mgmt. System | Pilot implementation of improved Perf. Mgmt. System | Partially achieved; performance mgmt. system to be piloted | Approvals required to commence pilot | Draft of Performance management implementation plan |  |
| Indicator 3.6 | Outdated English Language training curriculum for civil servants | New English Training Curriculum for civil servants | Achieved; Curriculum for Level 1 complete |  | English Language for Government Official Elementary level 1 |  |
| Indicator 3.7 | Preparatory Meeting and Main Conference of ACCSM | Technical meeting, Governance Forum and ACCSM+3 | Achieved; Technical meeting, Governance Forum and ACCSM+3 Conference complete |  |  |  |
| Indicator 3.8 | Draft Gender in Governance Strategy | Finalized Gender in Gov. Strategy and Action Plan | Partially achieved; Gender in Gov. Strategy and Action Plan submitted for approval | Multi – stakeholder approval required to finalize Strategy |  | * Revision of Gender in Governance Strategy and Action Plan * Submission for approval |
| **Output 4** | Indicator 4.1 | Basic Block Grant in use, Social Protection pilot designed | Design of Operational Expenditure Block Grant | Achieved; operational expenditure to be implemented in 2011 |  | * Survey on operational expenditure * Design of operational expenditure block grant modality |  |
| Indicator 4.2 | Minimum conditions assessed in 20 districts | Minimum conditions met in 27 districts | Achieved; all 27 districts complied with conditions |  | Minimum conditions guidelines |  |
| Indicator 4.3 | District officials of 20 districts trained in FM & Procurement | Officials of 27 dist. trained in P/B, FM & procurement | Achieved; officials from 27 districts trained in P/B, FM & procurement |  |  |  |
| **Output 5** | Indicator 5.1 | 9 sub-projects supported by GPAR Fund | 20 sub-projects supported by GPAR Fund | Achieved; twenty two sub projects selected, and grants released |  |  |  |
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**ANNEX 1: ABBREVIATIONS and ACRONYMS**

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| **ACCSM** | ASEAN Conference for Civil Service Management |
| **APR**  **CPAP** | Annual Project Report  Country Programme and Action Plan |
| **CCOP** | Central Committee for Organizations and Personnel |
| **DDF**  **DIC** | District Development Fund  Department of International Cooperation |
| **FM** | Financial Management |
| **GPAR** | Governance and Public Administration Reform |
| **GSWG** | Governance Sector Working Groups |
| **HRM**  **MPI** | Human Resources Management  Ministry of Planning and Investment |
| **MoF** | Ministry of Finance |
| **NAPPA**  **NCAW**  **NSEDP** | National Academy of Politics and Public Administration  National Committee for Advancement of Women  National Socio-Economic Development Plan |
| **ODSCs** | One Door Service Centers |
| **PACSA**  **PIMS** | Public Administration and Civil Service Authority  Personnel Information Management System |
| **P/B** | Planning and Budgeting |
| **PB** | Project Board |
| **PMO**  **PMSU**  **SBSD** | Prime Minister’s Office  Programme Management Support Unit  Support for Better Service Delivery |
| **SDC** | Swiss Agency for Development and Cooperation |
| **UNCDF** | United Nations Capital Development Fund |
| **UNDAF** | United Nations Development Assistance Framework |
| **UNDP** | United Nations Development Programme |
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1. The term “programme” is used for programmes, joint programmes and projects. [↑](#footnote-ref-1)
2. Priority Area for the Peacebuilding Fund; Sector for the UNDG ITF. [↑](#footnote-ref-2)
3. The start date is the date of the first transfer of the funds from the MDTF Office as Administrative Agent. Transfer date is available on the [MDTF Office GATEWAY](http://mdtf.undp.org/) (http://mdtf.undp.org). [↑](#footnote-ref-3)
4. All activities for which a Participating Organization is responsible under an approved MDTF programme have been completed. Agencies to advise the MDTF Office. [↑](#footnote-ref-4)