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**Consolidated Annual Report on Activities Implemented  
under the Joint Programme  
“Governance and Public Administration Reform Programme – Support  
for Better Service Delivery”**

**Report of the Administrative Agent  
for the period 1 January - 31 December 2011**

**Multi-Partner Trust Fund Office  
Bureau of Management  
United Nations Development Programme  
<http://mptf.undp.org>**

**31 May 2012**

## PARTICIPATING UN ORGANIZATIONS



United Nations Capital Development Fund (UNCDF)



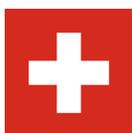
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Luxembourg



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

### ANNUAL PROGRAMME COMBINED NARRATIVE AND FINANCIAL PROGRESS REPORT

REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2011

#### Programme Title & Number

- **Programme Title:** Governance and Public Administration Reform Programme – Support for Better Service Delivery
- **Programme Number: Joint Programme No. 00056568**
- **MPTF Office Atlas Number:**  
Award ID: 00055647  
Project ID: 00067647

#### Country, Locality(s)

Lao PDR: Vientiane Capital and other 4 provinces

#### Thematic Area(s)

Democratic Governance

#### Participating Organization(s)

UNDP  
UNCDF

#### Implementing Partners

- Public Administration and Civil Service Authority (PACSA), Prime Minister's Office, Government of Lao PDR.

#### Programme/Project Cost (US\$)

All AA functions are undertaken at the CO level.

Agency Contribution  
UNDP: \$1,360,000  
UNCDF: \$700,000

Other Contribution (donor):  
SDC: \$3,500,000  
Luxembourg: \$4,000,000  
SNV: \$182,999  
TOTAL: \$9,742,999

#### Programme Duration (months)

Overall Duration: 4 years  
Start Date: 01 July 2007  
End Date or Revised End Date: 30 June 2012  
Operational Closure Date: 30 June 2012  
Expected Financial Closure Date: 30 June 2013

**Programme Assessments/Mid-Term Evaluation**

Assessment Completed - if applicable *please attach*

Yes Date: 24 June-05 August 2009

Mid-Evaluation Report

Yes: Date: 24 June- 05 August 2009

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**ANNUAL PROGRESS REPORT**  
**On Joint Programme on**  
**Governance and Public Administration Reform Programme:**  
**Support for Better Service Delivery**  
**For the period 01/01/2011 – 31/12/2011**

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## **ABBREVIATIONS and ACRONYMS**

<b>ACCSM</b>	ASEAN Conference for Civil Service Management
<b>APR</b>	Annual Project Report
<b>CPAP</b>	Country Programme and Action Plan
<b>CCOP</b>	Central Committee for Organizations and Personnel
<b>DDF</b>	District Development Fund
<b>DIC</b>	Department of International Cooperation
<b>FM</b>	Financial Management
<b>GPAR</b>	Governance and Public Administration Reform
<b>GSWG</b>	Governance Sector Working Groups
<b>HRM</b>	Human Resources Management
<b>MPI</b>	Ministry of Planning and Investment
<b>MoF</b>	Ministry of Finance
<b>MoHA</b>	Ministry of Home Affairs (formerly PACSA)
<b>NAPPA</b>	National Academy of Politics and Public Administration
<b>NCAW</b>	National Committee for Advancement of Women
<b>NSEDP</b>	National Socio-Economic Development Plan
<b>ODSCs</b>	One Door Service Centers
<b>PIMS</b>	Personnel Information Management System
<b>P/B</b>	Planning and Budgeting
<b>PB</b>	Project Board
<b>PMO</b>	Prime Minister's Office
<b>PMSU</b>	Programme Management Support Unit
<b>SBSD</b>	Support for Better Service Delivery
<b>SDC</b>	Swiss Agency for Development and Cooperation
<b>UNCDF</b>	United Nations Capital Development Fund
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNDP</b>	United Nations Development Programme

## **I. EXECUTIVE SUMMARY**

The need for the accountable, effective, transparent and responsive public administration system is well recognized by the Government of Lao PDR. Achieving the MDGs by 2015 as well as the success of the 7<sup>th</sup> National Socio-Economic Development Plan (NSEDP) 2011-2015 is largely depending on continued progress and improvement of the enabling public policies and strengthened state institutions. This is echoed by the four elements of the breakthrough strategy approved by the 9th Party Congress in March 2011. Clear directions for governance reforms have been provided by the 9<sup>th</sup> Party Congress, held in March 2011. The breakthrough strategy spells out clearly that developing a professional, competent and people-centered public administration, at national and sub-national levels, is a condition for succeeding the 7th NSEDP and for achieving the MDGs by 2015.

The Lao Government has taken a step to simplify and rationalize its organizational machinery to enable them to improve public service delivery. As a result, 4 new ministries have been established one of which is the Ministry of Home Affairs (MoHA) formerly PACSA. The new ministry is given an increased mandate to lead the ongoing public administration reform and civil service management agenda. MoHA will have a major responsibility to develop policy / technical papers which will be provided as input to the updating of the Constitution, as well as the Law on Government and the Law on Local Administration. This new mandate is in line with the Party directions to establish local councils in the future and to increase the responsibilities of the local administrations. MoHA is also given the responsibility for coordination mechanisms between central agencies and local administrative organizations through the ongoing revision of the Prime Minister's Decree 01/2000 that begun in 2011, which provides the framework for sharing responsibilities across different levels in the administration include assigning executive roles to the districts in implementing local development programmes.

The GPAR Support for Better Service Delivery (SBSD) programme continued the reform agenda in 2011 and provided support to the design of the new national governance reform framework to respond to the emerging reform activities. It builds on the reform and capacity development initiatives since the mid 90's through the Public Administration Reform projects (PAR) and then Governance & Public Administration Reform projects (GPAR) at the central and provincial levels. The main outcome will be.

Through GPAR programme support during 2011, there were continued improvements in the strengthening of capacity for strategic planning, management and monitoring of governance reform for more effective, accountable and transparent public service delivery. The results identify within this Report indicate progress in all strategic areas including the Governance Sector Working Group, the Strategic Plan on Governance, civil service management mechanisms and capacity building, citizens' One-Door-Service-Delivery-Centres, District Development Fund and the demand-driven capacity development fund for public administration (GPAR Fund). Some notable achievements during 2011 included the Decree on zoning local administrations as a basis for more targeted local capacity strengthening; adoption of the Civil Service Management Strategy; successful piloting of an operational expenditure block grant (OEBG) under DDF; and growing public access to One Door service centres (up 24% in 2011). GPAR SBSBD, as the main driver behind governance reforms, also made progress at the macro level during the year by providing space for innovation and debate in politically sensitive areas. The demonstrated success of the District Development Fund (DDF) has

helped informed national policy in terms of decentralization practices with a view to strengthening the role and capacity of sub-national systems and staff.

Finally, to respond to the increasing responsibility of the public administration reform agenda, MoHA, with assistance from a consultancy team, SBSB technical advisors as well as UNCDF-UNDP CO and UNCDF RO, designed a more comprehensive new National Governance and Public Administration Reform Programme (NGPAR) for the period of 2011-2015. The new NGPAR is an overarching framework that brings several governance reform related areas of work together to implement the directions and mandates set out in the new Strategic Plan on Governance 2011-2015.

## **II. PURPOSE**

The GPAR SBSB programme builds upon successful reforms and activities of previous governance reform initiatives under GPAR I and GPAR II. The GPAR SBSB 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 central 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 the implementation of the reform activities.

The SBSB programme strengthens capacity for strategic planning, financing, management and monitoring of governance reform for more effective, accountable and transparent public service delivery. The programme links to the goal of the Government of Lao PDR's goal 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.

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 (MoHA) 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 Ministry of Home Affairs (MoHA) and the responsible parties include UNDP, UNCDF, MoHA 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.

### **III. 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 2011 based on the latest revised Annual Work Plan was US\$1,247,034 which came from the following sources:

- Regular (core) resources
  - UNCDF(Core): US\$219,492
  - UNDP (Core): US\$380,000
- Cost-share Contributions:
  - SDC: US\$340,500
  - Luxembourg: US\$296, 892(142,692 from UNCDF Non-Core and 154,220 from UNDP Non-core)
  - SNV: US\$10,150

#### *Human Resources:*

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

### **IV. IMPLEMENTATION AND MONITORING ARRANGEMENTS**

Regular programme monthly meetings were organized to review progress made, challenges and issue faced during the previous month and agree on the planned activities and budget for the following 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.

Regular quarterly Project Board (PB) meetings were organized to approve AWP and to discuss the pending issues and recommend/approve proposals and requests from the project manager and team. Additional monitoring by the government and development partners through the Governance Sector Working Group or Sub-sector Working Group.

In addition, UNDP PMSU and the DIC of MPI conducted two spot check exercises. The first spot check exercise was organized on 08 February 2011. The second spot check exercise was conducted on 07 October 2011. 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 where appropriate. The key findings of the spot checks were overall satisfactory for both exercises. There were some fewer findings that were recommended by the Spot Check Team for improvements such as the need for a proper filing of key documents: NIM Guidelines; information sharing; Procurement Plan to be finalized and signed by the Project Manager and the absence of the project exit strategy. An independent auditing is planned for early 2012 by external auditors.

## **V. RESULTS**

The continued efforts of the Government of Lao PDR, particularly MoHA to strengthen the administrative framework including state management modalities and machinery and structures continued in 2011. GPAR SBSB has been the prime mover of the process towards a better-organized and functioning government through guidance and assistance for a wide scope of governance reforms. The Government of Lao PDR has taken a tremendous effort to develop mechanisms to improve public administrative systems and produce quality civil servants to improve public service delivery. Incentives for civil servants in remote areas has improved through the Decree on policies for working in remote areas, thereby improving availability of services, particularly in health and education sectors. On the improvement of state management, the government has made progress in adopting the decree on zoning of the remote areas and the Civil Service Management Strategy.

With GPAR SBSB support, the Government continued to take important steps to strengthen civil service management. The guidelines to implement the Civil Service Management Strategy has been prepared and reviewed to be presented to the Government for approval. National Curriculum for Civil Servants Training prepared; implementation commenced. The Civil Service Training Centre made progress with its work plans and direction for future support for systematic capacity building. Steps were also taken to increase the capacity of current trainers and add more trainers, through a Training of Trainers programme.

The GPAR SBSB Programme has created space for innovation and debate in an area that remains politically sensitive, namely the governance reform strategy. The Programme supported the government to reflect on the immediate priorities and long term requirements, to strengthen the draft Strategic Plan on Governance as well as the proposals for support in this area from the 7<sup>th</sup> National Socioeconomic Development Plan. The important contributions from the GPAR SBSB Programme were in relation to establishing linkages across different levels that will enable policies to be implemented effectively, placing emphasis on mainstreaming and scaling up successful pilots so as to benefit the wider population, and bring in linkages between structural and fiscal interventions to strengthen service delivery. The latest Strategic Plan on Governance (2011-20), which has been reviewed to incorporate the resolution of the 9<sup>th</sup> Party Congress, follows the earlier framework (2006-2010) with four pillars “Public Service Improvement, People’s Participation, Rule of Law and Sound

Financial Management”. It also outlines the main priorities for governance reform in the immediate and medium term. As a result, the SPG is now waiting for the clearance by the Government Cabinet meeting before submitting to the National Assembly during 2012 for approval.

The operations of the One Door Service Centers created several opportunities for provincial and districts to improve their service delivery to the local communities. So far ODS centres have been established in 10 Provinces and in Vientiane Capital since the Prime Minister’s instructions regarding the expansion of One-Door-Service (ODS) Centers to all provinces (Ordinance 86). The future directions for ODS Centers in Lao PDR was reviewed by stakeholders from different ministries and provinces, in preparation for developing the strategy for strengthening service delivery. During 2011, 24% increase in usage of One Door Service Centers by citizens.

With the support of the GPAR SBSB project, MoHA has been instrumental in the establishment of the Governance Sector Working Group (GSWG), two Sub Sector Working Groups and Secretariat operational, which provide effective discussion for different national interests and development partners. The mechanisms also strengthen the leadership role, mandate and functioning of the government in the management of development and aid effectiveness. The GSWG and sub-groups have played the lead role in the very successful UN sponsored Round Table Meetings (RTM) , where government and development partners jointly consider national development policies and priorities for support.

Significant progress has been achieved in expanding the use of information technology in governance. The government’s Personnel Information Management System (PIMS) continued to be expanded. Support to the implementation of PIMS by GPAR SBSB continued in 10 ministries. PIMS has been introduced across 26 government offices at central and provincial levels. An implementation instruction for mandatory use of PIMS across the country will be issued by the Government in the near future. Applications related to information management for ministries such as e-document, e-archive, e-inventory and e-registration have been installed, connected and trained in 130 offices, as well as e-households book in 40 villages. Over 600 officers were trained on ICT.

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 2011, demand-driven grants were transferred to 10 grantees representing cross section of national and sub-national public administration and all 10 projects were successfully completed. Lesson learnt Workshop was also organized with all key stakeholders to review and assess the GPAR funding modality and its progress. Key lessons learnt from the 2 phases showed that GPAR Fund strengthened capacity of government at all levels in implementing the administration reforms in efficient, effective, accountable and transparent way. From the competitive-open process the demand for public administration reform has grown at all levels. It is also produced transparent and participatory selection process through ratings by a multi-stakeholder leadership framework/committee which has been the key to ensuring that the best proposals were selected for grant making. This approach demonstrated the feasibility of scaling up good practices without putting in place large project management units. As a result, the small grants approach proved to be extremely cost effective and

successful in capacity development. Thus it is suggested to scale up throughout the country under the new NGPAR programme.

The successful District Development Fund (DDF), of UNCDF's signature local development instrument in Lao PDR, is a key element of the government's development programme and GPAR SBSB project. The DDF directly supports the goals as laid down in the National Socio-Economic Development Plans (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.

During 2011, a series of multi-stakeholder consultation workshops of government offices and development partners were organized by MoHA to review and take stock of progress and lessons learnt of DDF implementation. The implementation of DDF local level investments successfully concluded in 2011 with the implementation of DDF district final plans in 27 districts of 5 provinces under GPAR SBSB support. In addition to the GPAR SBSB supported DDF, (two other provinces: Borlikhamxay and Khammouane were supported by LUX-DEV and WB respectively, replicating DDF modality.) With the planned closure of the SBSB joint programme, no new funding is committed for the fiscal year 2011-2012, but DDF will be brought forward under the umbrella of the government's new National GPAR Programme 2011-15.

Under SBSB joint programme 2007-2012, DDF has invested in 216 local development capital projects, at the total investment of \$2,818,075 channeled through the national finance system. During this time, DDF has successfully demonstrated the feasibility and development efficiency and effectiveness of directly support local level administrations. DDF projects have also indirectly contributed to poverty reduction by supporting 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 that provide sustainable means of increasing agricultural productivity and nutrition and food security.

In addition to the DDF's capital investments, the Operational Expenditure Block Grants (OEBG) was designed and piloted in 2011. The pilot, in two districts, successfully broadened the scope of DDF from purely capital investments to also include recurrent expenditure support for priority services outreach in core areas. The experience with OEBG shows a higher return on initial, smaller, investment in terms of number of beneficiaries that can be reached with key services. The relatively smaller investment in OEBG compared to capital also results in a higher leverage ratio of OEBG to District total funding.

Given the DDF success, the Government of Lao PDR and key development partners announced the continuation of the modality in the new GPAR programme. The New National GPAR 2011-15 joint programme (Strengthening Capacity and Service Delivery of Local Administration – SCSD) was publically launched on 3 February 2012, with an initial budget of \$12.7m and is well positioned to have a growing influence on the direction of local government in Lao PDR and strengthened local governance. The new generation DDF/OEBG has been formulated to play a pivotal role in supporting the roles and capacities of Local Government. The SCSD joint programme has a strong sub-national support focus and incorporates a performance based DDF and greater emphasis on OEBG.

Apart from the Initiation Plan (IP), GPAR SBSB and UNCDF formulation project also provide financial and technical support to MoHA in formulating the new National GPAR Programme 2011-2015, marking the transition from a set of development assistance projects to a fully integrated programme of the government, which provides the institutional framework to integrate all development assistance in this area. This represents an important evolutionary step towards 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.

### Contribution to outcome level

Through GPAR programme support during 2011, capacity, accountability and responsiveness of the public administration at central and local levels have been further strengthened through:

- The support of the GPAR programme, a space for innovation and debate has been created, in an area that remains politically sensitive and GPAR SBSB has been the main driver behind governance reforms in general.
- The Decree on the Zoning of the remote location categorization has been adopted and implemented in 2011. This will help mapping the gaps for strengthening capacity of local administration for public service improvement
- Government machinery and institutional mechanism to capacitate civil servants in several areas that serve to improve administrative efficiency and effectiveness of service delivery are further fine-tuning and implemented during 2011
- Adoption of the Civil Service Management Strategy is a big step to prepare for capacity development of civil servants of the country
- The DDF approach continued to bring both capacity development plus capital/recurrent investment in one package, which improved the planning and management capacities of the local government and community, for better service delivery especially to women and the poor. The use of the DDF process has resulted in increased efficiency and effectiveness of expenditure and enhanced accountability and transparency over local funds utilization.
- There is evidence that the demonstrated success of the District Development Fund (DDF) modality in terms of decentralization practices, local capacity strengthening has informed national policy. The government has launched a review of its decentralization regulations and practices with a view to strengthening the role and capacity of sub-national systems and staff.
- More and more people made use of speeded up procedures through one door service centers during 2011 (24% increase in usage by citizens during 2011)
- The piloting of an operational expenditure block grant (OEBG) under DDF during 2011 has shown the potential for large and widespread improvement in service delivery through more outreach activities by core service sectors. OEBG will be a key part of the new NGPAR and new SCSD joint programme 2012-15.
- Continuing small grants programme for reform activities (GPAR Fund) that has widened demand based capacity development at national and sub-national level – more than 300 Expression of Interests proposed by different government agencies in 2011, of which 10 projects are successfully implemented.
- A well articulated new National Governance and Public Administration Reform Programme (NGPAR) for 2012-2015 which addresses, in a more harmonized manner, all aspects of reform agenda and scaling up the best practices and lessons learnt from the previous and current phases of GPAR programme

### Contribution to gender equality

Gender equity in the civil service continues to be enhanced through:

- 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 has been shared with wider stakeholders
- Action Plan for Gender in Governance Strategy developed and be ready for implementation after the strategy is approved by the Government – expected the approval during 2012
- Workshop on capacity development for all the national Implementing Partners organized 2011 on the linkage between gender equality/gender mainstreaming and Managing for Development Results (MfDR)/Results-based Management (RBM), especially in terms of the use of gender-responsive indicators in the work plans.
- Partnership with Lao NCAW in revising Gender in Governance Strategy and Action Plan

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

The Governance Sector Working Group (GSWG) and its 2 sub-sector Working Groups continued to play an active role and significantly contribute to governance reform agenda. Support to the Governance Sector Working Group led to an enabling environment for aligning development assistance to the national plans, and becomes 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 2011-20 and governance sector inputs for the 7<sup>th</sup> NSEDP during 2011, and contributed to the development of the Strategic Plan on Governance.

With participation of development partners and establishing effective government leadership, the implementation of Vientiane Declaration on Aid Effectiveness and its Action Plan help ensure 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 approach and implementation, which uses government systems and staff without the need for a parallel project, UNCDF has also played an important role to contribute to the implementation of the Vientiane Declaration on Aid Effectiveness and its Action Plan as it promotes participation, ownership and harmonization.

The following progresses have been made in 2011:

- Support to the Donor Round Table Implementation Meeting in 2011 and provide inputs into the draft 7<sup>th</sup> NSEDP
- Governance Sector Working Group, two Sub Sector Working Groups and Secretariat continue operational (GSWG) through regular high-level and technical levels
- Secretariat strengthened and roles assigned
- Sector Working Group and Sub Sector Working Group meetings and reports completed
- Governance Information Matrices completed
- Governance Sector Working Group consultations on new National GPAR Programme

## Update on partnerships

Throughout 2011, GPAR SBSB continued to build closer working relationships and partnerships with all key concerned parties.

- Close partnership with provincial and district administrations on capacity development
- Partnership with Ministry of Planning & Ministry of Finance on DDF Implementation
- Multi-ministry partnerships around PIMS scale up
- Collaboration with Lao NCAW on finalizing the Gender in Governance Strategy and its action plan.

## Main challenges and issues

Challenge/Issue	Response
• Approval of Strategic Plan on Governance by Government has been postponed	• Dissemination of this key policy will be supported after approval is complete
• Training for village administrations	• Upcoming clarifications in mandate of different levels of administration will provide basis for developing new training package
• Developing civil service management law to take into account several institutions	• Large multi-stakeholder consultations initiated and will be followed up in next Programme
• Approval of Gender in Governance Strategy has been delayed	• Follow up with MoHA to ensure that the strategy is submitted to the upcoming Cabinet Office at the end of March/early April 2012.

## VI. FUTURE WORK PLAN

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

### Priority steps to overcome constraints:

- Follow up plans to address dissemination of Strategic Plan on Governance in place
- Follow up to build capacity of village administrations based on clarifications to PM 01/2000
- Support to formulate civil service management law in place, through EU-UNDP funded project
- Fully funded National GPAR Programme Secretariat Project to roll out of GPAR Programme

### Steps to build on current achievements:

- High level leadership being formulated to provide direction and oversee sectoral reforms
- Strengthened Programme approach to facilitate scale up and mainstreaming
- Emphasis on sub national capacity development to ensure that benefits reach people
- Wider scale of capacity development for civil servants

Steps to build on partnerships:

- Formulation of National GPAR Programme involving several new development partners
- New programme formulation involving cooperation on climate change and MDGs

Use of lessons learned:

- Lessons learned provide strong inputs for formulating new GPAR Programme
- Successful initiatives being taken forward from SBSB to new NGPAR
- DDF approach has helped influence national policy on sub-national administrations and development
- Lessons provide shared body of knowledge used by Government and development partners
- Stakeholders from national and sub-national level contributing valuable insights and lessons

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

1. Dissemination of Strategic Plan on Governance (2011-20)  
The Strategic Plan on Governance 2011-20 has been submitted for approval by the Government and National Assembly. Given the sensitiveness of this strategy, dissemination can commence only after it is formally approved.
2. Village Administration training  
The manual for training village administrators was prepared, but the training plans deferred in the light of proposed changes in mandates that will emerge from clarification of PM 01/2000 in 2012.
3. Code of Conduct guidelines  
The Code of Conduct document was revised and clarified, making the need for separate guidelines redundant.
4. Civil Service Management Law  
Initial support to review the current decree on civil service management has been completed. The detailed formulation of the new Civil Service Law will be part of the next GPAR Programme.
5. Social Protection Pilot  
The formulation of the new National GPAR Programme did not place the social protection pilot as a priority initiative. Hence, the design of a Social Protection pilot was not further pursued.

**Estimated total budget required for the following year:** \_\_\_\_\_ \$ 297,000

## ANNEX I: INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
<b>Outcome</b> Increased efficiency, effectiveness, transparency, and accountability of the public administration at both central and local levels							
<b>Output 1</b> Strategic oversight, monitoring framework provides for evidence based policy and performance analysis in governance reform	Indicator 1.1	Draft strategic Plan on Governance for period 2011-2015	Draft Governance Strategic Plan 2011-15 widely discussed among stakeholders	Target partly achieved; dissemination deferred till Plan is formally approved	New National Assembly and Government to approve plan; follow up by MoHA	Strategic Plan on Governance submitted to Cabinet for approval in March 2012	
	Indicator 1.2	Sector Information matrix of 2011	Sector information matrix 2011 Prepared	Target Achieved; information matrices complete		Sector information matrix available for implementation	
	Indicator 1.3	Strategic Plan Monitoring System designed	Preparation of Strategic Plan Monitoring system	Achieved; Strategic Plan Monitoring system prepared		Strategic Plan Monitoring system in place	
	Indicator 1.4	National GPAR Programme (2011-15) designed	Formulation of National GPAR Programme (2011-15) & 3 projects completed	Target Achieved; Programme and designed & 3 projects complete		The NNGPAR programme and its 2 projects are launched on 3 February 2012	
<b>Output 2</b> Improved org. structures and systems enable delivery of more equitable, effective accountable and transparent services	Indicator 2.1	Training module for Org. Analysis practitioners in Govt.	Lessons learned workshop and training for practitioners	Achieved; Team established and first round of training provided			
	Indicator 2.2	Team of District Admn. Resource persons	Training for 12 districts to conduct district capacity building	Achieved; Teams from 12 districts on district capacity building			
	Indicator 2.3	Team of Village Admn. Training Resource persons	None	Not Achieved; Task not yet initiated by Government	Will be carried out in next phase of GPAR Programme		

<b>Output 3</b> HRM and HRD policies, procedures and capacity are strengthened	Indicator 3.1	Draft of Civil Service Management Law	Drafting of civil service management law commenced	Partially achieved; reviews of earlier legal frameworks complete	Further review and drafting by Govt. in 2012		
	Indicator 3.2	Implementation of PIMS in 10 offices	PIMS implementation in 16 offices	Achieved; PIMS implemented in 16 offices			
	Indicator 3.3	Draft Guidelines to implement Code of Conduct	Instructions to implement Code of Conduct included in draft of code	Achieved; instructions for implementation in Code of Conduct completed		Instructions are in available to follow	
	Indicator 3.4	Draft of Civil Service Training Centre Strategy	Draft Civil Service Management Strategy prepared for ARTI Proposal to support Civil Service Training through PPTP-2	Achieved; Civil Service Training Strategy available for MoHA to pursue scale up plans			
	Indicator 3.5	Elementary. English Language Curriculum for civil servants - Materials	Material for Elem. English Lang. Curriculum prepared by TA	Achieved; Material for Elem. English Lang. Curriculum available			
	Indicator 3.6	Gender in Governance Strategy disseminated	Gender in Governance Strategy workshop with stakeholders	Achieved; Gender in Governance Strategy shared with stakeholders			
<b>Output 4:</b> Decentralized finance and planning increase access to services for the poor and vulnerable	Indicator 4.1	Pilot Operational. Exp. Block Grants in 2 districts	Operational expenditure block grant piloted in 2 districts Lessons learned documented	Achieved; operational expenditure successfully implemented in 2 districts			

	Indicator 4.2	Design for Social Protection Pilot	Activity deferred	Not achieved: Deferred	Did not emerge as immediate priority in NGPAR formulation		
	Indicator 4.3	National DDF Strategy outlined in new GPAR Programme	Formulation of new GPAR Programme, PBG approach and scale up of OEBG	Achieved; DDF strategy in “Strengthening Capacity and Service Delivery Programme”			
	Indicator 4.4	Delivery & utilization of grants for 2010-11 in 27 districts	delivery of grants and completion in line with plans for 2011	Achieved; Grants delivered & utilized as planned in 27 districts			
<b>Output 5:</b> Funding support for public service improvement for improved service delivery	Indicator 5.1	Delivery & utilization of grants for 2010-11	Grants released to 10 subprojects All projects completed	Achieved; grants delivered and projects completed			
	Indicator 5.2	Lessons learnt document - GPAR Fund grants: 2010-11	Lessons learned workshop in GPAR Fund organized	Achieved; GPAR Fund Lessons learned document completed			