Management response template

UNDP management response template
Final Evaluation of "The Governance and Public Administration Reform (GPAR) – Governance for Inclusive Development Programme (GIDP)"
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Evaluation recommendation 1.

The District Development Fund (DDF) is a discretionary IGFT and system that has proved its relevance and effectiveness in the reform of governance development in Lao PDR and is worth continuing. The model should not only be continued but scale up nationally.

Management response: **Partially agree**

UNDP and UNCDF have had discussions with MOHA on using the newly developed SOPs to continue promoting the use DDF model as a discretionary IGFT. Both MOHA and MOF continue to promote the usage of the SOPs but there are budget and capacity limitations in government beyond the GIDP project which will make increased utilization of the tools less likely. While the DDF will continue to be promoted by MOHA and MOF, its scaling up to national level looks unlikely.

Key action(s)	Completion date	Responsible unit(s)	Tracking*	
			Comments	**Status (initiated, completed or no due date)**
MOHA and MOF to continue to promote use of DDF tools by district level authorities.	1/6/2022	MOHA	MOHA and MOF continue to promote use of SOP at district level but budget constraints and capacity limitations limit uptake by district authorities.	Initiated

Evaluation recommendation 2.

In addition to retaining and scaling up the DDF nationally, the DDF needs be introduced as a **provincial level development fund** (i.e. the **PDF**) following similar advances of decentralization in neighbouring countries (Cambodia)*. The PDF will function to support provincial development initiatives and make functional the Provincial Peoples Assemblies thereby promoting a territorial approach to investments,

which will complement the large BRI investments by creating essential backward economic linkages**.

*DDF introduced as a complementary process to the current capital budget. Some development projects work better if implemented through PDF.

**Current DDF involves three layers, district, province and central levels. Therefore, there is delay especially at the central level to complete the bid evaluation. When one considers the checks and balance aspect of governance, the provincial level, the PPA, is who represent the interests of the citizens. PPAs are also involve in SUFs where they can reflect the results of the surveys in to their decision.

Management response: **Partially Agree**

UNDP and UNCDF have discussed the possibility of developing the PDF and have identified some possible interventions that could accelerate this progress of this initiative. However, no decision has yet been made by government to develop a PDF and further discussions are needed with MOHA and MOF to secure policy commitment for PDF as well as further financial support from a donor.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
UNDP and UNCDF to conduct problem framing to development of PDF to both secure policy commitment from MOHA/MOF and funding from donors	28/2/2022	UNDP	The problem framing included discussions with MOHA and UNCDF on next phase of DDF, including possibility of PDF. No current commitment from MOHA for PDF as without IGFT system in place the PDF will not be possible. The problem framing outlines proposal for securing further support for DDF sustainability which may in future be able to support PDF.	Completed

Evaluation recommendation 3.

GoL should continue the roll out of the One Door Service Center (**ODSC**) learning from the two models developed under GIDP, by setting up more ODSCs at the district level and expanding their operations to cover more or all public services. The roll out should focus on continuing to promote transparency, speed and responsiveness in service delivery, as these have been highlighted as strong benefits for service users under the two models implemented. Despite the success, feedback from local authority officials highlighted the need for more specialized training for ODSC staff on the use and operation of office equipment that facilitates the ODSC model, including dashboards and databases. Review the regulatory framework to improve systems for the collection of fees, form fees, service charges, and other necessary charges, and to determine the timelines to receive and submit documents and for the provision of services.

Management response: **Agree**

These key points have been captured in the ODSC Roadmap for 2022-25, for which UNDP has provided technical support. The implementation of the Roadmap is now led by a committee of representatives from different agencies, chaired by Vice Minister MOHA.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
Publish the ODSC Roadmap 2022-25	1/6/2022	MOHA (with support from other ministries)	Draft ODSC roadmap has been prepared with support from UNDP and consultations with key government partners have been held.	Initiated

Evaluation recommendation 4.

The policy of constant staff changes in both ODSCs - adopted as a measure for the allocation of workload and incentives fairly to staff - ought to be discontinued as it is resulting in constant staff turnover at the ODSC centers. Either ODSC staff should not be paid extra money on top of their salary or ODSC staff should be made permanent ODSC's staff at a higher salary scale.

Management response: **Partially Agree**

The ODSC Roadmap outlines a number of steps to be taken to ensure the effectiveness and sustainability of the ODSCs, including personnel management. At this time no concrete policy decision has been made on this regard but the steps outlined in the roadmap will begin important discussions to reform personnel management including possibility of revising pay scales.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
Implement key interventions related to personnel management in the newly published ODSC Roadmap	1/6/2022	MOHA	Draft ODSC roadmap has been prepared with support from UNDP and consultations with key government partners have been held. Implementation expected to begin in Q1 2022, with changes to personnel management likely to take some months.	Initiated

Evaluation recommendation 5.

GoL should complement the expansion of the **ODSC** with an increase in the pace of digitalization of public services.

Management response: Agree

Key to expansion of these services, to avoid fragmentation and lack of coherency in terms of infrastructure and policy, will be the development of the Digitalization Master Plan, which is supported by UNDP. The digital master plan will be built on the digital maturity assessment which includes assessment of public services being offered online. These are the next key steps to ensure the acceleration of digitalized public service sin Lao PDR.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	**Status (initiated, completed or no due date)**
Publish Digitalization Master Plan	31/12/2022	MTC (support from UNDP)	Digital maturity assessment drafted due to be published in Q1 2022 but Master Plan developed thereafter.	Initiated

Evaluation recommendation 6.
The Service Users Feedback System (**SUFS**) should be integrated in GoL planning processes and should continue to be supported as it helps to identify which services need improvement using evidence based approaches to public administration reform and promotes client orientation in local service delivery.

Management response: **Agree**

There are already commitments form the local authorities of the two participating districts, and the two relevant PPAs, to review and use the findings from SUFS-2 once released. SUFS-1 results have already been integrated into local development planning in two provinces.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	**Status (initiated, completed or no due date)**
Publish SUFS-2 results and provide technical support to two participating districts to integrate results into local planning	1/6/2022	MOHA (support from UNDP)	SUFS-2 drafted and nearing completion by Feb 2022. Following publication will be dissemination and promotion efforts.	Initiated

Evaluation recommendation 7.

PPAs should advocate/articulate the need for expansion of **SUFS** to other districts in order to increase their oversight over the executive.

Management response: **Partially Agree**

PPAs in the participating districts have commented that they find the results very useful in their oversight work. UNDP under the new STEPS project will continue to encourage PPAs from the relevant districts who have undertaken SUFS to use the results. In parallel UNDP will continue to seek funding to support MOHA to carry out SUFS. UNDP will continue to encourage PPAS to use results and promote the development of further SUFS, subject to the availability of resources.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	**Status (initiated, completed or no due date)**
Conduct problem framing with MOHA on SUFS to secure funding for further rounds of the survey	1/2/2022	UNDP	Problem framing with Local Administration Department of MOHA conducted.	Completed

Evaluation recommendation 8.

The Governance Sector Working Group (**GSWG**) and the wider Sector Working Groups (SWGs) functioning should to be reviewed by the GoL to ensure that the results framework of such groups provide strategic inputs into the Round Table Mechanism (RTM) process as well as to sector-specific planning.

Management response: **Agree**

UNDP is supporting an evaluation of the wider sector working groups mechanism, including GSWG.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	**Status (initiated, completed or no due date)**
Evaluate current SWG mechanism and develop number of recommendations for reform	1/6/2022	MPI (support from UNDP)	Consultancies for conducting review of GSWG have been advertised and review expected to be completed by Q2 2022.	Initiated

Evaluation recommendation 9.

MoHA and development partners in the Chair and Co-Chair positions of the GSWG should be more engaged with the **GSWG** in playing a facilitating and advocacy role to ensure that the SWGs are more effective in their functioning in order to create synergies among and between them.

Management response: **Agree**

The GSWG members have been consulted in the development of a multiyear workplan, which includes suggested increased advocacy and facilitation role of the chairs.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
Publish GSWG Workplan 2022-25	1/6/2022	EU, MOHA, UNDP, MOJ	Draft prepared since Aug 2021. Final comments to be received and then plan published by end of Q1 2022.	Initiated

Evaluation recommendation 10.

There should be some procedures in place to encourage all members of the GSWG, including members of the Secretariat participating in the GSWG, especially the junior officials, to speak up. Firm commitment from the senior leaders is essential as an enabling environment for this to succeed.

Management response: **Agree**

As above, a number of key interventions for reform of the GSWG have been identified by members, including co-chairs, to maximize participation in GSWG meetings.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
Publish GSWG Workplan 2022-25	1/6/2022	EU, MOHA, UNDP, MOJ	Draft prepared since Aug 2021. Final comments to be received and then plan published by end of Q1 2022.	Initiated

Evaluation recommendation 11.

Continued support for **PSIF** and district administrations should be encouraged by MoHA and MPI to collaborate with non-government actors in local development and service delivery.

Management response: **Partially Agree**

A number of issues in terms of the effective implementation of the PSIF were experienced under GIDP. There are still further discussions to be had with MOHA on the continued implementation of the PSIF. In

the absence of existing additional funding, outside of government budget, MOHA are not currently committed to continuing PSIF.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
Conduct problem framing with MOHA on PSIF to explore possibility of securing funding for further rounds of the Facility	1/6/2022	UNDP	Early discussions with MOHA on continuation of PSIF indicate no strong commitment for further programming. Review of problem framing will provide last opportunity for MOHA to include PSIF in next phase.	Initiated