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**National Governance and Public Administration  
Reform (NGPAR) programme –  
Strengthening Capacity and Service Delivery of  
Local Administrations (SCSD) 2012-2016**

**District Development Fund (DDF) Final Report  
on Impacts and Lessons Learnt**

**Vientiane, Lao PDR**

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National Governance and Public Administration Reform (NGPAR) programme Secretariat /  
Ministry of Home Affairs (MoHA) of the Government of Lao PDR  
Ground Floor, National Authority for Science and Technology (NAST) Building,  
Nahaidiao Compound, Vientiane, Lao PDR  
Tel: +856-(0)21- 212-710 / 243-028  
Fax: +856-21- 217-619  
Email: [ngpar@moha.gov.la](mailto:ngpar@moha.gov.la)  
Web: [www.moha.gov.la/ngpar/](http://www.moha.gov.la/ngpar/)



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United Nations Development Programme (UNDP)  
Lane Xang Avenue, P.O. Box 345, Vientiane, Lao PDR  
Tel: +856-(0)21-267-777  
Fax: +856-(0)21-267-799  
Email: [info.la@undp.org](mailto:info.la@undp.org)  
Web: [www.la.undp.org/](http://www.la.undp.org/)



United Nations Capital Development Fund (UNCDF)  
Lane Xang Avenue, P.O. Box 345, Vientiane, Lao PDR  
Tel: +856-(0)21-267-728  
Fax: +856-(0)21-267-799  
Web: <http://uncdf.org/en>

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The views expressed in this report do not necessarily reflect the views and policies of the Government of Lao PDR and of UNCDF and UNDP. UNCDF and UNDP do not guarantee the accuracy of the data included in this report and accepts no responsibility for any consequence of their use.

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## Acronyms and Abbreviations

DAIP	District Annual Investment Plan
DDF	District Development Fund
DDF-BBG	DDF Basic Block Grant
DDF-OEBG	DDF Operational Expenditure Block Grant
DDSC	District Development Support Committee
DDST	District Development Support Team
DoAF	District Office of Agriculture and Forestry
DoES	District Office of Education and Sports
DoF	District Office of Finance
DoH	District Office of Public Health
DoHA	District Office of Home Affairs
DoNRE	District Office of Natural Resources and Environment
DoPI	District Office of Planning and Investment
DoPWT	District Office of Public Works and Transportation
DSEDP	District Socio-Economic Development Plan
FY	Financial Year
GoL	Government of Lao PDR
GPAR-GID	Governance and Public Administration Reform programme – Governance for Inclusive Development 2017-2021
GPAR- SBSD	Governance and Public Administration Reform programme - Support for Better Service Delivery 2008-2011
GPAR-SCSD	Governance and Public Administration Reform programme - Strengthening Capacity and Service Delivery of Local Administrations 2012-2016
LWU	Lao Women’s Union
MAF	Ministry of Agriculture and Forestry
MDGs	Millennium Development Goals
MES	Ministry of Education and Sports
MoF	Ministry of Finance
MoH	Ministry of Public Health
MoHA	Ministry of Homes Affairs
MoIC	Ministry of Industry and Commerce
MoNRE	Ministry of Natural Resources and Environment
MPI	Ministry of Planning and Investment
MPWC	Ministry of Public Works and Transportation
NGPAR	National Governance and Public Administration Reform programme
NSEDP	National Socio-Economic Development Plan
PA	Performance Assessment
PCAP	Project for Enhancing Capacity in Public Investment Programme Management
PFM	Public Financial Management
PIP	Public Investment Programme
PM	Performance Measure

PPA	Provincial People's Assembly
PPM	Participatory Planning Manual
PPP	Participatory Planning Process
PRF	Poverty Reduction Funds
PSEDP	Provincial Socio-Economic Development Plan
PST	Provincial Support Team
SDC	Swiss Agency for Development and Cooperation
SDGs	Sustainable Development Goals
SEDPs	Socio-Economic Development Plans
TOT	Training of the Trainers
VDF	Village Development Funds
VDP	Village Development Plan
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Programme

## Executive Summary

**This District Development Fund (DDF) Final Report is to contribute to the Final Project Report on the National Governance and Public Administration Reform programme - Strengthening Capacity and Service Delivery of Local Administrations (GPAR SCSD) 2012-2016**, which has been implemented by the Ministry of Home Affairs (MoHA) in close collaboration with the Ministry of Planning and Investment (MPI) and the Ministry of Finance (MoF) and with the United Nations Development Programme (UNDP) and the United Nations Capital Development Fund (UNCDF) joint programme support provided. The financial support was received from the Swiss Agency for Development Cooperation (SDC), the Government of Republic of Korea and the Government of Luxembourg. This report also informs a comprehensive review of the DDF mechanism to be initiated under the next phase of GPAR programme on Governance for Inclusive Development (GID) 2017-2021. The main features of this report capture the key results (including facts and figures), impacts, and lessons learnt from the DDF implementation being measured against the results framework of the GPAR-SCSD 2012-2016.

**Under the National GPAR programme, the DDF facility forms a key component of the GPAR SCSD 2012-2016.** As a government mechanism, the DDF is a discretionary, incentive driven and performance based block grants for capital investment projects and other public service delivery interventions. The DDF has been built in the government system and channeled directly to, and implemented by, the district administrations, in order to move forward with decentralization process and to finance and strengthen public financial and expenditure management capacities at the local level.

**The allocation of DDF was made to 53 districts of 7 provinces (36% of the country)** - Luang Prabang, Luang Namtha, Saravane, Sekong, Houaphan, Oudomxay and Xiengkhouang - including 21 districts from 7 provinces under the Sam-Sang (three-builds) devolution directive pilot implementation. The formula and performance based grants allocation and implementation according to the DDF guidelines/instructions, which were jointly agreed by the key ministries of MoHA, MoF, and MPI, proved to be effective in terms of enhanced local capacity, ownership, transparency and accountability.

**The major impact of DDF was made at the three levels** as to: (i) demonstration and realization of the Sam-Sang devolution objective on “three builds” of provincial administration as a strategic unit, district administration as an integrated implementation unit and village as development activity unit; (ii) the sub-national level public administrative capacity development, especially public financial and expenditure management practices; and (iii) the community level benefitted from improved public services and livelihoods development.

**As for the lessons learnt**, there was a weak understanding about the purpose of the performance assessment in its direct relation with identifying capacity gaps and provision of commensurate support. In terms of training exercise, the need is to further strengthen civil service management system and practice, especially in the areas of correlation between public information and document management and accountability and transparency. The senior management both at the district and

provincial level expressed a strong need to receive trainings together with technical officials so that they are better equipped with necessary knowledge on where and how to supervise and provide guidance and support as required, especially in the areas of project management process.

**Built on these impacts and lessons learnt, the DDF mechanism could be further reviewed and upgraded** in its entirety to become a more efficient and effective support tool for the government to move forward with its decentralization process for national inclusive and sustainable development. Accordingly, the key aspects for future consideration are summarized at the policy and local capacity development level.



## 1. Introduction

### 1.1. Background and Context

**This report has been prepared to contribute to the Final Project Report on the Strengthening Capacity and Service Delivery of Local Administrations (GPAR-SCSD) 2012-2016** implemented by the Ministry of Home Affairs (MoHA) under the National Governance and Public Administration Reform (GPAR) Programme of the Government of Lao PDR, while technical assistance provided by the United Nations Development Programme (UNDP) and the United Nations Capital Development Fund (UNCDF) and financial support received from the Swiss Agency for Development and Cooperation (SDC), the Government of the Republic of Korea, and the Government of Luxembourg.

The GPAR-SCSD has been operational as part of the Government's efforts to move forward with strengthening public administrative capacity for better service delivery at the sub-national level that improves the people's lives, especially targeting poor rural areas of Lao PDR. **As a key component of the GPAR-SCSD, the District Development Fund (DDF)** has been channeled directly to the district administrations as a government mechanism to finance and improve public financial management (PFM) capacities at the local level, while being built on the existing government system of inter-governmental fiscal transfer and related policies and procedures. The DDF was designed with the technical assistance provided by the UNCDF as a discretionary and incentive driven and performance based block grants system, which provided the local administrations with a useful tool to test and demonstrate decentralized planning, financing and local public service delivery and small scale investment project management in such sectors of health, education, agriculture, public works and transportation, industry and commerce and environment.

**The DDF was first piloted in Saravane province in 2006** using the formula based allocation (population and poverty rate) and scaled up to channel grants for small scale infrastructure development projects in 35 districts from 5 provinces of Houaphan, Oudomxay, Saravane, Sekong and Xiengkhouang under the **GPAR- Support for Better Service Delivery (SBSD) 2007-2012**. Based on the success and lessons learnt from the GPAR-SBSD until 2012, the DDF under the **GPAR-SCSD 2012-2016** was revised to introduce performance based grants system and extended formula allocation base to include size of territory (15%) and equal share (20%) in addition to population (25%) and poverty rate (40%). The DDF comprised the two types of grants, namely the Basic Block Grant (DDF-BBG) for small scale capital investment projects and the Operational Expenditure Block Grant (DDF-OEBG) for other service delivery interventions. The DDF was further scaled up to cover a total of 53 districts of 7 provinces (36% of the country) including 21 districts from 7 provinces under the Sam-Sang (three-builds) devolution directive pilot implementation. While the DDF-OEBG was channeled to all 7 provinces including Luang Prabang and Luang Namtha, the DDF-BBG was implemented incrementally in 5 provinces including Saravane (FY2012-2013, FY2013-2014 and FY2014-2015), Sekong (FY2013-2014 and FY2014-2015), and Houaphan, Oudomxay and Xiengkhouang (FY2015-2016 under the DDF special cycle). The DDF target provinces under the GPAR-SCSD were identified based on the previous experiences of DDF implementation and service delivery using One Door Service and District Service Delivery Monitoring under the GPAR-SBSD.

Figure 1. DDF target districts (53) and provinces (7) in FY2012-2016



## 1.2. Objectives, Methodology and Scope

**The main objectives of this report is to contribute to the Final Project Report on the GPAR-SCSD 2012-2016** and also inform a comprehensive review of the DDF mechanism to be initiated under the next phase of GPAR programme on Governance for Inclusive Development (GID) 2017-2021, with a view to further integration of DDF into the government system across the line ministries as an efficient and effective mechanism to continue to support decentralization efforts. The main features of this report captures the key results, impacts, and lessons learnt from the DDF implementation within the context of evolving decentralization policy and intergovernmental fiscal transfer procedures being measured against **the results framework of the GPAR-SCSD 2012-2016**. As a framework of the DDF impact review, the two Outcomes and three Outputs extracted from the Joint Programme Document on the GPAR-SCSD read as follows:

- Outcome 1. Improved policies and capacities that enable local administrations to initiate and monitor service;
- Outcome 2. Improved capacities of district administrations to finance and implement service infrastructure and delivery that lead to improved access to public services and as well as improvements in human development levels;
- Output 1. Support to development of policies and regulatory framework for more effective local administration at province and district level;
- Output 2. Improved capacity of local administration to fulfill its service delivery mandates; and

Output 3. Improved MDG focused service delivery provided through formula based and equity focused block grants to the districts.

In line with the above mentioned Outcomes and Outputs, this report focuses on **the three levels of DDF impacts at:**

- The policy level development, especially in relation to the Sam-Sang devolution directive and other policies and legislations contributing to strengthening local administrations;
- The local level public administrative capacity development, especially public financial and expenditure management practices focusing on participatory planning and budgeting process;
- The community level livelihoods development as direct beneficiaries of the improved public services.

This report is derived from the analytical findings from the desk review of the GPAR-SCSD progress reports and the key government policies, planning and budgeting related documents directly obtained from the local administrations as well as available at the central level, and from the DDF fact finding mission conducted in November 2016. As part of the desk review process, the major policy and regulatory development aspects conducive to decentralization process were reviewed, which range between the Sam-Sang devolution directive 2012 and its pilot implementation during 2012-2014, the amended State Budget Law 2015, the amended Law on Government 2015, the amended Law on Local Administration 2015, the Law on Provincial People's Assembly (PPA) 2015, the draft Regulation on City and Municipality and the Investment Promotion Law 2009 under ongoing review.

As part of the **DDF fact finding mission**, the key line ministries and departments and development partners based in Vientiane were consulted including the Ministry of Home Affairs – Department of Local Administration, the Ministry of Planning and Investment (MPI) – Department of Planning and Cooperation, the Ministry of Finance – Budget Department, Fiscal Department and Treasury Department, the Poverty Reduction Fund (PRF), the Swiss Agency for Development Cooperation (SDC) and the Luxembourg Embassy. The field visits and local consultations were carried out targeting the Provincial Support Teams (PSTs), the District Development Support Committees (DDSCs), the District Development Support Teams (DDSTs), and the communities benefitted from the 10 small scale investment project sites in 7 districts from 3 provinces as follows:

- Oudomxay province: Houn district and Xay district;
- Saravan province: Saravan district, Lakhonpheng district and Lao Ngam district;
- Sekong province: Lamam district and Thateng district

About 200 local officials both at the provincial and district level consulted in organized meetings with the PSTs, DDSCs and DDSTs. At the community level, focus group discussions were conducted with different groups of beneficiaries (such as village authority, villagers, school teachers and students, health center's management, water user groups etc.). As a result, the human stories were featured including the key facts and figures, success factors, challenges and lessons learnt.

## 2. Findings of DDF Implementation

### 2.1. Key Aspects of DDF Facility

Under the DDF facility, the district administrations have received predictable budget allocations between FY2012-2016 and been assigned with direct responsibility for planning and budgeting, budget execution and financial management, implementation/execution of service delivery and procurement (including investment project management), monitoring, transparency and accountability through timely and accurate reporting and public information management, while oversight, supervision and guidance provided by the provincial and national levels.

**The DDF facility covering both BBG and OEBG under the GAPR-SCSD has been built in the government system implemented jointly by the central ministries and sub-national provincial and district administrations involved and using the government procedures as stipulated in the DDF instruction/guideline packages.** The DDF instructions/guidelines, as listed below, were mandated by the Memorandum of Understanding (MOU) governing the DDF facility, which came into effect on 7 August 2012 signed by the UNCDF and the implementing parties of the Ministry of Home Affairs (MoHA) responsible for overall coordination and facilitation, the Ministry of Finance (MoF) for budget execution, financial management and procurement and the Ministry of Planning and Investment (MPI) for participatory planning and investment project management, and the provincial cabinets involved for oversight functions respectively. The DDF instructions/guidelines include:

- Guidelines on Allocation and Use of DDF-BBG;
- DDF-BBG Implementation Guidelines;
- DDF-OEBG Implementation Guidelines;
- Manual for the Assessment of Districts' Performance (PAM);
- DDF Financial Management and Budget Execution Procedures – With the instruction established to conform with the Government Accounting System, the District Procurement Manual issued by the MoF, the Implementing Rules and Regulations of the Decree No. 03/PM on Government Procurement of Goods, Construction, Maintenance and Services (IRR on 9 Jan. 2004 and amendments on 5 May 2009) and the MOU signed on 7 August 2012 between MoHA, MoF, MPI and UNCDF and the participating provinces, which specifies the modalities and requirements for funds flows;
- DDF Procurement Manual for District Level – In conformity with the Implementing Rules and Regulations of the Decree No. 03/PM.

**The DDF facility was designed to be open to integrate other elements in fund allocation such as climate change adaptation and social protection.** In order to enhance climate change resilience aspects of the DDF facility for small scale local infrastructure investment projects in the selected provinces of Sekong and Saravane, which have been supported by the Effective Governance for Small Scale Rural Infrastructure and Disaster Preparedness in a Changing Climate Project implemented by the Ministry of Natural Resources and Environment (MoNRE) with support from the Global Environment Facility (GEF) and the UNDP and the UNCDF, the amended MOU was signed on 2 November 2014 between the parties (UNCDF, MoHA, MoF and MPI) and the MOU on the revised DDF-Climate Resilient Grants (CRG) instructions/guidelines between MoNRE and

UNCDF was subsequently signed in November 2013, being witnessed/counter signed by MoHA and UNDP. The revised DDF-CRG guidelines, while being piloted in 2 provinces only and not being directly a part of this DDF impact assessment of this report, include:

- Guidelines on the Allocation and Usages of DDF-BBG and Climate Resilient Grants (CRG) (CRG system requirements included);
- District Investment Planning Guidelines for the Usage of DDF-BBG (CRG system requirements included); and
- Manual for the Assessment of Districts’ Performance under NGPAR/SCSD-DDF (CRG system requirements included)

## 2.2. Key Results of DDF Implementation – Facts & Figures

As for the key purpose of the DDF facility, a series of **trainings to strengthen local administrative capacity in public financial and expenditure management** focusing on how to implement the DDF guidelines/instructions were organized regularly and resulted in more responsive public services deliveries. Between FY2012-2016, a total of **2,645 officials (including 455 women) from the 53 district and 7 provincial administrations and MoHA received trainings** on planning, budgeting, budget execution and financial management, project management, procurement, reporting and coordination.

**Table 1. Number of Officials Received Trainings in FY2012-2016**

Year	No. of Sessions	Total Participants	Women	MOHA Officials		District & Provincial Officials	
				Total Participants	Women	Total Participants	Women
2012	5	516	64	-	-	516	64
2013	9	641	106	36	13	605	93
2014	10	789	166	-	-	789	166
2015	8	399	87	29	15	370	72
2016	8	300	32	-	-	300	32
<b>Total</b>	<b>40</b>	<b>2,645</b>	<b>455</b>	65	28	2,580	427

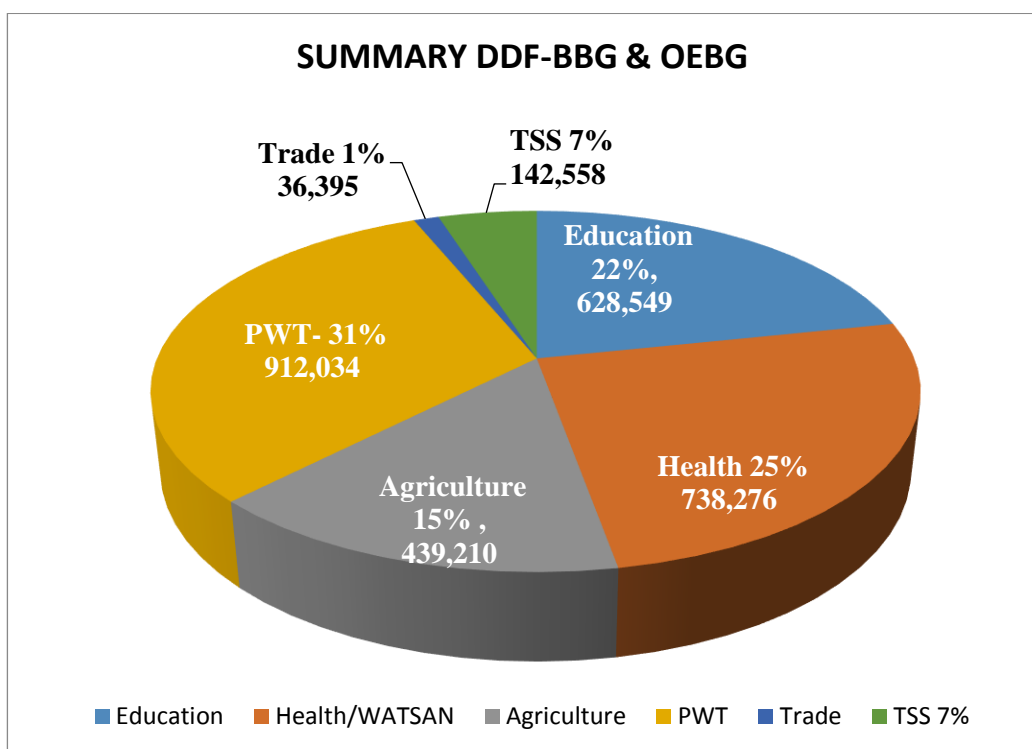
As a result of the local officials received capacity development trainings, all of the 53 districts of 7 provinces targeted successfully implemented the District Annual Investment Plans (DAIPs) on time, within budget and according to priorities identified through participatory planning process in the five sectors including public health (including water and sanitation (WATSAN), education, agriculture, public works and transportation (PWT), and industry and commerce. Between FY2012-2016, a total of **662 small scale capital investment projects and service delivery interventions carried out amounted at USD 2,897,023** (including local contribution from the communities and district administrations made both in cash and in-kind, making 14% of the total amount), which includes **84 small scale investment projects implemented under DDF-BBG amounted at USD 2,064,994** and **578 service delivery interventions made under DDF-OEBG amounted at USD 832,028**.

The types of small scale investment projects delivered under the DDF-BBG included such as construction and rehabilitation of primary schools, kindergarten, irrigation scheme, water supply system, health center amongst others. The types of service delivery interventions carried out under the DDF-OEBG are such as health promotion campaigns and trainings on road maintenance, agriculture production, school management and primary teachers and monitoring and consultations etc. Under the special cycle of DDF-BBG implementation in FY2015-2016 (the project extension period), the three provinces of Oudomxay, Huaphanh, and Xiengkhuang were selected for additional DDF-BBG allocation based on their outstanding service delivery performance assessed jointly by the provincial authorities and the NGPARG Secretariat and subsequently delivered a total of 18 local service investment projects amounted at USD 300,154.

**Table 2. Public Service Deliveries under DDF (BBG & OEBG) by Sectors in FY2012-2016**

Sector	DDF-BBG		DDF-OEBG		Total	
	No. of Project	Amount (LAK)	No. of Project	Amount (LAK)	No. Project	Amount (LAK)
Education	19	3,224,004,887	139	1,820,167,410	158	5,044,172,297
Public Health (WATSAN)	27	4,321,767,415	138	1,602,969,340	165	5,924,736,755
Agriculture	13	1,765,142,000	165	1,759,563,750	178	3,524,705,750
PWT	24	5,824,755,006	136	1,494,410,000	160	7,319,165,006
Industry & Commerce	1	292,077,000	-	-	1	292,077,000
TSS 7%	-	1,144,040,991	-	-	-	1,144,040,991
<b>Grant Total</b>	<b>84</b>	<b>16,571,787,299</b>	<b>578</b>	<b>6,677,110,500</b>	<b>662</b>	<b>23,248,897,799</b>
<b>Total Amount (USD)</b>		<b>2,064,994</b>		<b>832,028</b>		<b>2,897,023</b>

**Figure 2. Public Service Deliveries under DDF (BBG & OEBG) by Sectors in FY2012-2016**



The total number of beneficiaries from small scale development projects and service delivery interventions under the DDF-BBG and -OEBG during FY2012-2016 reached at **225,853 households** and **1,219,693 people** including **612,228 women (50.2%)** in **2,402 villages**.

**Table 3. Beneficiaries under DDF (BBG & OEBG) in FY2012-2016**

Province	District	Beneficiaries						
		Village	Household	People	Women	Poor HH	Poor people	Poor Women
Saravane	8	362	45,711	253,097	128,843	4,993	30,023	15,086
Sekong	4	165	16,148	77,403	43,374	2,328	13,545	6,750
Xiengkhouang	7	371	24,976	132,725	65,295	848	3,550	1,751
Houaphan	10	544	35,120	213,562	105,398	8,023	49,787	24,670
Oudomxay	7	304	36,659	183,662	91,936	7,975	46,381	22,904
Luangnamtha	5	211	25,675	121,560	60,037	2,174	9,582	4,835
Luangprabang	12	445	41,564	237,684	117,345	2,727	14,790	7,336
<b>Total</b>	<b>53</b>	<b>2,402</b>	<b>225,853</b>	<b>1,219,693</b>	<b>612,228</b>	<b>29,068</b>	<b>167,658</b>	<b>83,332</b>

### 2.3. DDF Impact & Lessons Learnt - Policy Level

#### **Support towards decentralization process and strengthened cross-sector coordination**

As a government mechanism to develop local administrative capacity in public financial and expenditure management, the DDF implementation under the GPAR-SCSD 2012-2016 coincided with the pilot implementation of the Sam-Sang devolution directive during 2012-2014. The DDF target districts also involved the 21 Sam-Sang pilot districts. The DDF as an incentive driven and

performance based block grants supported and contributed to demonstration and realization of the **Sam-Sang policy objectives on “three builds”** of provincial administration as a strategic unit, district administration as an integrated implementation unit and village as development activity unit. The Sam-Sang policy extended investment authorization authority of the district administrations to about USD 650,000. The DDF guidelines, instructions and manuals were established fully in line with the government policies and regulations (e.g. planning, budget execution, financial management, procurement, public investment etc.), using the existing government system and implemented by the officials themselves enabling them learning by doing.

Under the DDF, an **institutional framework for oversight, supervision and cross-sector coordination of participatory development planning process** both at the provincial and district levels has been established with clear roles and responsibilities assigned to, namely, Provincial Support Teams (PSTs), District Development Support Committees (DDSCs) and District Development Support Teams (DDSTs). These **provincial and district level cross-sector coordination committees and teams** chaired by Deputy Provincial Governors and Deputy Chief of Districts respectively have been facilitated by home affairs provincial departments and district offices and consisted of members from the key sector departments and offices concerned including planning and investment, finance, health, education, agriculture, public works and transportation, commerce and industry, natural resources and environment and other stakeholders including but not limited to Lao Women’s Unions (LWUs). Other development partners such as the Poverty Reduction Fund (PRF) coordinators were recommended to participate in the district coordination meetings wherever feasible and relevant.

### ***Emerging needs in the evolving policy and regulatory context***

The major policy and regulatory development conducive to decentralization process include the Sam-Sang devolution directive 2012 with its pilot implementation during 2012-2014 and to be applied nation-wide, the amended State Budget Law 2015, the amended Law on Government 2015, the amended Law on Local Administration 2015, the Law on Provincial People’s Assembly (PPA) 2015 with its newly elected members of PPA as of March 2016 (360 members including 113 women, making 31.4% of total PPA membership), the draft Regulation on City and Municipality and the Investment Promotion Law 2009 under ongoing review.

As the DDF introduced the formula based grants allocation (equal share, population, size of territory and poverty rate), **the new State Budget Law 2015** provides local administrations with formula assignments including gender budgeting. The Law pronounces the provincial authority remaining as the sub-national budget holder. The inter-governmental fiscal transfer takes place once from the central level and to provincial authority which could further transfer grants to district administrations under its authority. In this process, stronger strategic planning role is expected to be played by the provincial administrations, while scrutinizing role to be performed by the newly elected members of PPA on sub-national planning and budgeting process.

**The amended Law on Local Administration 2015** gives more clarity on the mandates, roles and functions shared between the different levels of administrations and promotes better relationships between provincial authorities and the National Assembly Constituency Offices and stronger collaboration with mass organizations and civil society, encouraging their participation in the public sector development activities.



These **evolving policy and regulatory framework** raises the needs for adjusting the DDF mechanism to be further harmonized with the government system and procedures as an efficient and effective facility to continue to support its efforts in moving towards with decentralization process for inclusive and sustainable development. While there has been institutional framework set up under the DDF facility enabling better cross-sector coordination represented by PSTs, DDSCs and DDSTs, these structure are considered as temporary and not officially mandated by the whole of the government to continue beyond the period of GPAR-SCSD. Following the participatory planning manual issued by the MPI, there is the Public Investment Project Management Committee (PIPMC) having functioned in parallel with PST, DDSC, DDST at the provincial and district level with the mandate given to monitor and evaluate the Public Investment Projects. The recommended composition of the PIPMC is rather limited, and not open to include the broader sector offices and representatives from other stakeholders such as LWUs. This existing government structure of coordination at the local level needs to be reviewed for further harmonization.

## 2.4. DDF Impact & Lessons Learnt – Local Level Public Financial Management

### A. Planning, Budgeting, Fund Flows, Execution, Financial Management, Procurement, Project Management, Oversight and Reporting

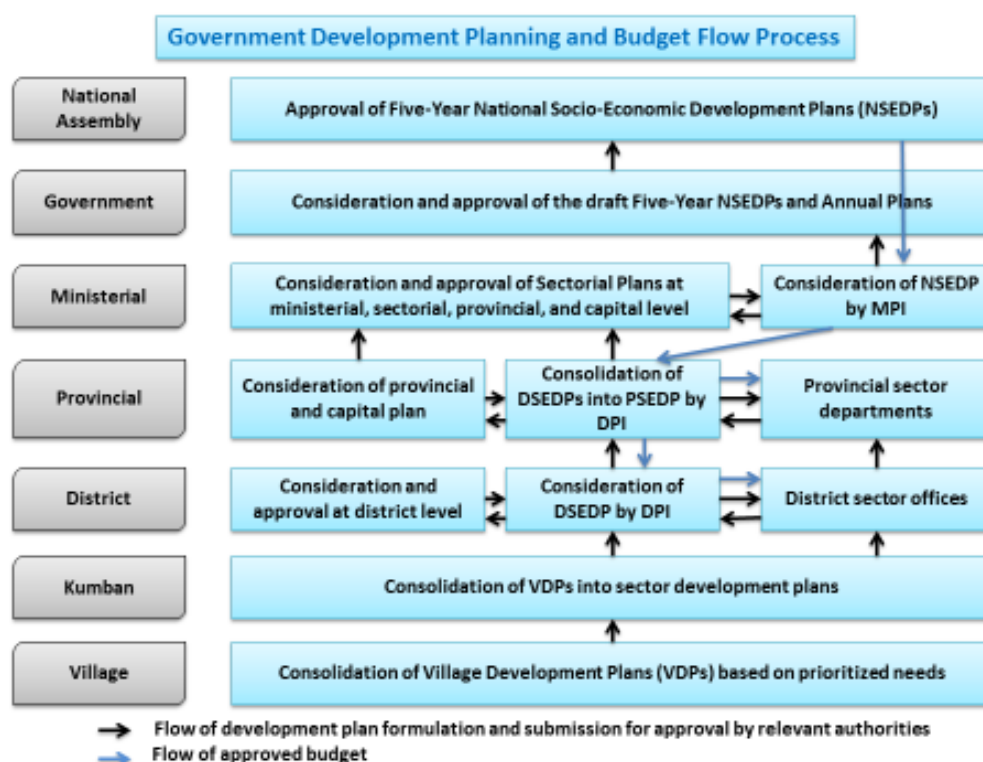
#### *Government planning process*

The Government of Lao PDR employs a combination of top-down and bottom-up approach to planning process. The central government sets national development goals, targets and strategic directions every five years (NSEDPs) and annually. It is communicated horizontally with the line ministries and down to the sub-national levels of provincial, district, kumban and village. The bottom up approach is used for identification and prioritization of public investment projects, requiring its consultation process starting from the village level to be consolidated upwards to kumban, district, provincial, ministerial, and up to the central government level and the final approval by the National Assembly (NA). The Guidelines on District Socio-Economic Development Planning issued by the MPI (November 2013) has been used in the process.

In actual practice however, the participatory planning process has not been fully followed, caused by lack of predictable budget information provided and limited capacity of the district administrations. There was no formal coordination mechanism for participatory planning at the village level. In developing five-year socio-economic development plans (SEDPs) and annual plans, each line office would assign its official to visit and consult with village authority and collect data and relevant information from the villages (e.g. district health office working with village health volunteers and village authority to collect health care related data). In reality, the SEDPs were developed based on the available data from the information management system of the line offices (e.g. Education Information Management System of the District Education Office). Based on the SEDPs, each line office would develop annual plans and submit them to District Office of Planning and Investment Office (DoPI). DoPI consolidates them into annual district plans and develops project proposals using the Project for Enhancing Capacity in Public Investment Programme Management (PCAP) template provided by MPI. The budget plans are developed and included in the project plans. However, not knowing the size of budget allocation and whether projects would be funded at all, the district administrations used to produce planning document as

a wishful list. The government planning, budgeting and fund flow process is shown in the below figure 3.

**Figure 3. Government Development Planning and Budget Flow Process**



(Source: Guidelines for District Socio-Economic Development Planning, MPI, 2013)

### **Government budget allocation and fund flow process**

According to the Fiscal Department of the MoF, the government budget allocation to the provincial level also uses the similar formula basis as the DDF, that is population, poverty rate and size of territory, but not including equal share. The new State Budget Law 2015 (article 53) states that the government establishes the government budget allocation instruction based on the mandates, authority, tasks and responsibilities of the sectors and the sub-national administrations, population, number of civil servants, level of poverty, geographical location, remoteness and socio-economic uniqueness of the sectors and the locality. The Law also indicates that the government sets the expenditure ceiling of each sector and sub-national administration. Currently, the MoF has been working on this new official instruction and budget norm for budget allocation to the provincial level and the line ministries. It was confirmed that this formula based budget allocation will be made to the provincial level. The formula is yet to be worked out for budget allocation to the line ministries. The MPI also reported that the same formula based budget allocation will be made to the provincial and district level.

The state budget planning process has been based on the sector needs defined by the central level. With regards to the government budget transfer/flow of funds for the public investment projects, once the SEDPs (including budget) is approved by the NA, the MoF allocates the recurrent budget and the MPI allocates the public investment project budget to the provinces and the line ministries. The provincial authority allocates budget further to the district level as shown in the figure 3. The current practice of the investment project planning and budgeting process under the state budget

is without a definite budget allocation information. Once the MPI and the NA approve the project proposal submitted by the central and provincial administrations, there is still need to find sources of funding of which process often leads to much delayed start of a project and debt payment to contractor over a prolonged period of multiple fiscal years. Since the contractor was requested to make advance payment and the local administrations indebted, it affected the limited capacity of local officials to conduct strict oversight control of procurement and works as part of the investment project management.

As for the existing government oversight mechanism established, the District Investment Management Committee, guided by the MPI under the Investment Promotion Law 2009, is chaired by the District Chief and comprises representatives of the planning and investment and finance. This Committee, in principle, could use administrative budget allocated up to 3% of a project budget for monitoring visits. However, the monitoring visits could have not been organized in practice due to limited budget allocation as well as the delay in budget transfer.

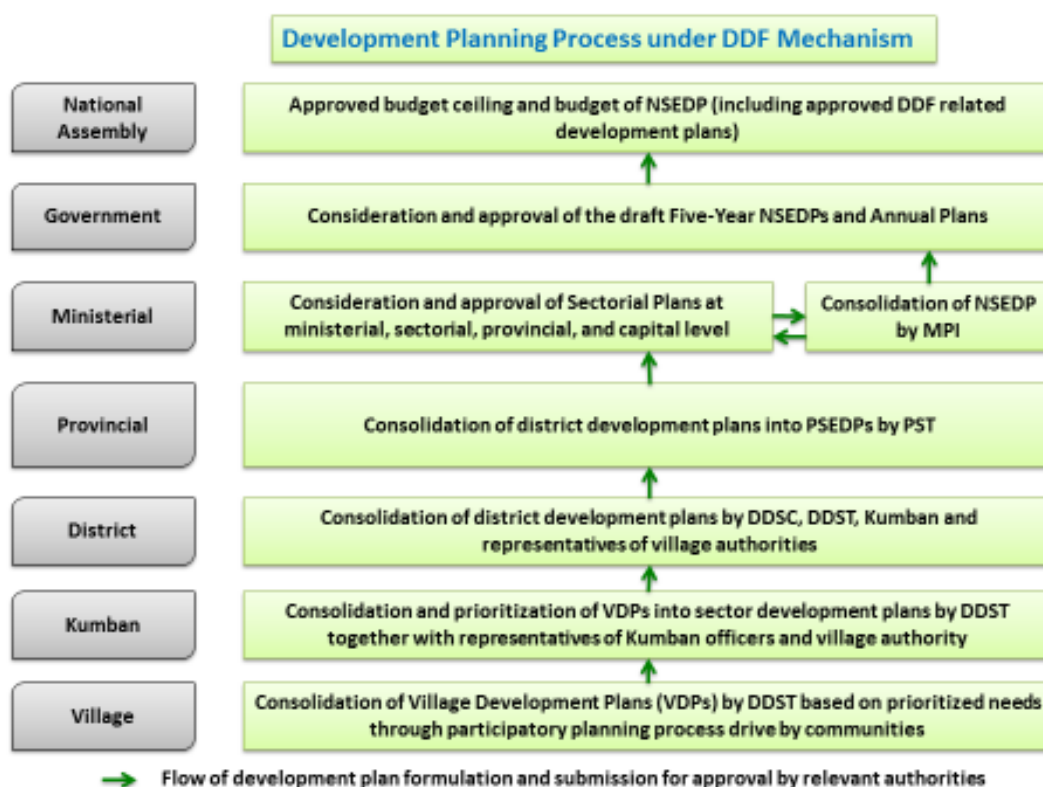
### ***Government reporting process***

Within the government system, the progress reports on the implementation of DSEDPs are produced by the line offices at the district level and made in three copies and shared with the District Cabinet Office and the DoPI and the vertical line departments.

### ***DDF planning process***

The DDF guidelines/instructions in planning, budgeting, financial management and procurement were developed based on the relevant government policies, regulations and procedures and agreed by the key ministries of MoF and MPI. In each district, the participatory planning process was led by the Head of DoPI as the team leader of the DDST. Development priorities were identified at the village level, and compiled and prioritized at the kumban level. The kumban priorities were further compiled and prioritized at the district level within the budget ceiling provided. The district development priorities were solicited and consolidated into the three-year district development plans. The three-year cycle, coming under the Five-Year DSEDPs, was used to match with the GPAR-SCSD project period and the term of the village chiefs. This three-year development plans were reviewed by the DDSCs considering its relevance to the Five-Year DSEDPs. Base on this development plans and following the DDF guidelines/instructions, the members of the DDSTs from the line offices developed annual plans and project proposals in the given DDF template.

## **Figure 4. Development Planning Process under DDF Mechanism**



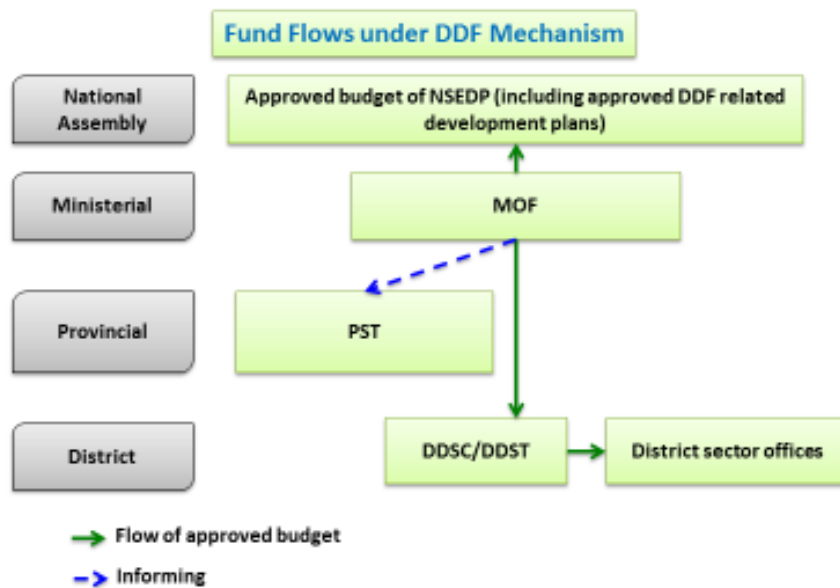
### **DDF formula based budget allocation and fund flow process**

For budget allocation to the target districts, a clear and detailed investment menu eligible or non-eligible for grants allocation was used and the DDF mechanism adopted the expenditure needs and performance driven formula based budget ceiling calculation as follows:

- Population size (25%): To reflect the variation in expenditure needs;
- Poverty level (40%): To reflect the greater need to support the poor areas for improved infrastructure and services;
- Size of territory (15%): To reflect the additional expenditure needs to cover a larger territory;
- Equal share (20%): To ensure every district receives minimum allocation, even the smaller districts with less population

The performance-based formula allocation was made according to the results of the Performance Assessment (PA) using the performance measures (PMs) which provide the Provincial Review Team and the District Assessment Team with tangible indicators for review of the public financial management areas ranging between planning, budget execution and financial management, execution/implementation of service delivery and procurement, and accountability and transparency.

**Figure 5. Fund Flows under DDF Mechanism**



### ***DDF reporting process***

The reporting line under the DDF mechanism is similar to the government procedure. The members of the DDSTs from the sector offices were in charge of producing the reports on delivery of services and small scale investment projects funded under the DDF-BBG and -OEBG respectively. The individual reports were submitted to the DDST Coordinator – DoHA –, while two copies submitted to the District Cabinet Office and the DoPI respectively. The reports were further submitted to the DDSCs, the PSTs and the MoHA/NGPAR Secretariat. The financial reports as a basis for the next disbursement of grants were also submitted to the MoF. However, there was separate reports under the DDF implementation and progress reports on the DSEDPs guided by the MPI.

### ***Achievements and strengths in planning, budgeting, fund flows, financial management, procurement, project management and oversight***

The DDF mechanism has been built in the government system, following the government policies and procedures and implemented by the officials themselves. The 53 district administrations allocated with the untied block grants successfully delivered services based on the approved District Annual Investment Plans (DAIPs), which were formulated by the **participatory and cross-sector coordinated planning process**. It was reported that over the years the district teams have become confident in leading the participatory planning process, by having facilitated planning meetings from the village level and meaningfully engaging with the communities to stimulate and synthesize ideas and priorities to develop the Village Development Plans (VDPs), and further compiling and integrating into the District Socio-Economic Development Plans (DSEDPs) to be aligned with the Provincial Socio-Economic Development Plans (PSEDPs).

Through the **institutional framework for cross-sector coordination** established and the officials within it assigned with clear roles, the sector departments and offices have been brought together

to work as one team at the district and provincial level, which led to the vertical and horizontal cross-sector and participatory development planning process possible. The **clarified roles and responsibilities shared at the three levels of provincial, district and village** are summarized as below:

- At the provincial level, the DDF facility helped to strengthen strategic oversight role of the provincial administrations in line with the Sam-Sang policy by having assigned the PSTs with clear responsibilities to oversee provincial and district socio-economic development planning process and to supervise, advice and support the process of annual investment planning and budgeting, financial management, procurement, monitoring and evaluation and reporting.
- At the district level, the complementarity of DDF to the Sam-Sang policy is most prominent. As it is the primary objective of DDF mechanism, the capacity gaps of the district administrations have been addressed to function as an integrated unit in the sub-national development planning and implementation process. Under the Sam-Sang policy, the district administrations have been authorized to manage public investment projects within the budget of about USD 650,000. The district administrations are now competent in managing this investment projects.
- The **DDSCs** chaired by the Deputy Chief of Districts comprised the Head of District Cabinet, the Head of District Office of Home Affairs (DoHA), the Head of District Office of Finance (DoF), the Head of main sector offices (Education and Sports, Health, Agriculture, Public Works and Transportation, Commerce and Industry, Natural Resources and Environment) and other stakeholders including District LWU and representatives of the Office of the Rural Development and Poverty Reduction and the Poverty Reduction Fund (PRF), where present, and three representatives from each Kumban (Head of Kumban, Village Chief and woman village representative). In receipt of the annual budget ceiling approved, the main roles and responsibilities of the DDSCs included review of and recommendations on the DAIPs for consideration by the Chief of District and review of annual report at the end of the fiscal year.
- The **DDSTs** facilitated and provided technical inputs into district investment planning process. The composition of DDSTs included the Head of District Office of Planning and Investment (DoPI) as the team leader and technical officials from the main sector offices.
- At the village level, the village authorities consulted reported that realization of the community driven participatory planning and budgeting process led to proactive participation in prioritization of community needs and efficient implementation and operation and maintenance of investment projects with the increased community ownership and contribution made both in cash and in-kind supply (e.g. labour, land preparation and monitoring of works by contractor). The community leaders confirmed that they were better able to mobilize community members to participate in the planning process and voice their concerns by having organized separate gender group voting for own priority needs (e.g. women and men groups). In many of the villages visited, the operation and maintenance committees were established and trained to operate and maintain the newly constructed facilities, such as school, water supply system, irrigation, road etc.

It was reported that **formula-based and predictable budget allocation** – setting and providing budget ceiling in transparent manner across the sector offices and making it actually available at

the district level – provided a strong incentive for and proved to be effective in concrete budget based planning practice. The recently adopted formula based budget allocation by the MoF and the MPI mirrors the DDF model.

The **accounting and financial management** of implementation of service deliveries and small scale investment project management under the DDF-BBG and -OEBG followed the financial regulations and procedures provided by the MoF. Under the DDF mechanism compared to other public investment projects funded under the state budget, however, it was required for a more comprehensive supporting documents (including all the receipts) together with the detailed financial reports were required to be submitted. The excel based accounting entry spread sheets and reporting format was used and trainings on the usage were provided, targeting the members of the DDSTs including the district finance officials.

The DDF **procurement** manual followed the government procurement regulations and procedures provided by the MoF. While most of the procurement activities of the public investment projects under the state budget has been conducted at the provincial level, it was first time for the district officials to have practiced public procurement and gained competence from learning by doing.

It was also noticeable that the **technical support service (TSS)** up to 7% of a small scale investment project under DDF allocation was effectively utilized by PSTs, DDSCs and DDSTs to conduct field visits to and provide the districts and villages concerned with necessary supervision, oversight, and support. The **project monitoring and oversight functions** have been strengthened accordingly. The Project Oversight Committee was chaired by the Deputy Provincial Governor and comprised technical officials from the line agencies, such as from planning and investment, finance, cabinet, LWU, as well as representatives from the kumban and village level. According to the DDF guideline, an oversight committee in each target village was also established to monitor the project implementation process. While not having necessarily been equipped with technical know-how, villagers were empowered to participate in and committed to providing in-kind support and putting in place the necessary operation and maintenance measures after project completion.

### ***Shortcomings and challenges in fund flows, reporting and public information management***

There has been a difference in terms of **inter-governmental fiscal flows** between the government system and the DDF flows. While the DDF fund flows have been purposefully designed to choose direct transfer to the district administrations in order to enable and develop capacity in public financial management at the district level, it was noted that the provincial authority has been bypassed in this process.

Although the DDF facility was designed following the government system, regulations and procedures, a parallel operational procedure existed to a certain extent due to the very existence of the **two planning guidelines issued by the MPI and the DDF facility and the following difference in templates/forms** to be used. There have been different project proposal forms used by MPI (PCAP form) and the DDF facility. As a result, the district officials had to fill out the two different forms which do not have much difference in contents but following different structure, while the DDF template required more detailed information. The investment project proposal formulation and planning process under the DDF have been conducted in addition to the



investment project proposal development and district socio-economic development planning under the state budget.

In many districts, the **document filing and public information** has been rather poorly managed. It was also noted that limited access to modern information and communications technology available (such as computers, internet and printers) subsequently affected weak communications and information sharing practices across the sector offices within the same district, not to mention with the provincial administrations. The sector offices of planning and investment, finance, home affairs, health, education and agriculture are better equipped with computers and internet and use online reporting system communicating with their line departments and ministries.

## **B. Performance Assessment System**

### ***Achievements and strengths in introducing incentive driven and performance based grants transfer system***

As part of the DDF instructions/guidelines, the **Performance Assessment Manual (PAM)** guides the process of conducting performance assessment against the minimum conditions (MCs) to be met to allow access to grants for the next fiscal year and the 21 performance measures/indicators (PMs) to be assessed progressively and to affect the size of allocation of the DDF-BBG for capital investment projects. The performance assessment (PA) system represents the core generic functions of public financial management and public administrative capacity needs, ranging between planning and budgeting (10 PMs), financial management and procurement (3 PMs), implementation/execution and service delivery (5 PMs) and accountability and transparency (3 PMs).

Among the DDF target provinces, the PAs were conducted in 12 districts of 2 provinces of Saravane in FY2012-2013 and FY2013-2014 and Sekong in FY2014-2015, which received the DDF-BBG. The performance assessment teams formed at the provincial level received trainings on how to conduct the PA. The composition of the performance assessment team comprised about four members who were not directly involved in the DDF implementation activities to ensure objectiveness and neutrality as guided by the PAM. The performance assessment process incentivized the better performing districts to be able to receive more grants allocation for more service delivery responsibilities and at the same time enabled to identify capacity gaps and needs for further capacity development support interventions.

It was worth noting that although outside this formalized PA system, three provinces of Oudomxay, Huaphanh, and Xiengkhuang were selected for additional DDF-BBG allocation based on their outstanding service delivery performance assessed jointly by the provincial authorities and the NGPAR Secretariat and subsequently delivered a total of 18 local service investment projects amounted at USD 300,154.

### ***Shortcomings and challenges in linkage between performance assessment and identification of capacity gaps***

In review of the PA reporting practice however, there was lack of consolidated reports well documented following the template and guideline provided by the PAM, especially the individual District Assessment Reports and the Provincial Summary Reports. The available PA reports



provides a rather limited information largely focusing only on scores of PMs, without rationale behind giving certain scores, lacking quality data but a couple of bullet points on strengths and weaknesses and not enough analysis on the results including sources of information and supporting evidence to verify the results, key issues, challenges, and recommendations. All of these, if were to be provided, could have provided a very useful information to further strengthen the system. The strengths and weaknesses reported from the 12 districts were quite similar as to positive feedback on increased efficiency, effectiveness, sustainability of the project management and accountability of the district team in planning and financial management. As for the common weaknesses, poor documents and records filing at the district level was identified, lacking understanding about the importance and centrality of systematic management of public information but being scattered around different offices making it cumbersome to locate and share documents when requested by different offices, letting alone by the public. There was a weak dissemination of information on the PA reports after once being sent to the Chief of District, such as using the public notice board and/or distribution of copies widely. The project signboard including the key project information on total budget and local contribution made was missing in some project sites, which adversely affects the public perception on accountability and transparency.

## 2.5. DDF Impact & Lessons Learnt - Capacity Development Trainings

### ***Achievements and strengths in public financial management practices***

Throughout the DDF implementation process, a series of training sessions were organized and attended by district and provincial officials as well as officials from MoHA and DoHA. Adopting a learning by doing approach, the NGPAR Secretariat provided the local officials with backstopping support as required. The members of the PSTs, the DDSCs and the DDSTs reported positively on much enhanced administrative capacity in public financial management and service delivery.

The district officials, especially members of the DDSTs trained, have become competent in preparing project proposals using the template provided, which has been called as “self-explanatory/self-talking document”. In the beginning, the district official went through a series of trial and error process since reporting format required more detailed information than the existing government template used. Now, the officials have better understanding about how to write a project proposal and project planning. The skills gained are now applied to other work areas such as disaster preparedness planning.

The district officials, especially members of the DDST and the District Office of Finance (DoF), have gained competence in financial and account records keeping and producing financial reports. Although came with accounting and finance background, some DoF officials did not know how to handle financial statement for instance but now capable of checking accuracy and producing financial reports with minimal mistakes.

Procurement is another area that the district teams gained much competency. In the past, procurement was predominantly conducted at the provincial and central levels. Under the DDF, the district officials managed the whole procurement process of public investment projects following the due procurement procedure (e.g. preparing bidding documents).

**Table 4. Trainings Topics and Local Officials Attended by Year**

NO.	Training Topics	Number of Officials Attended	
		Total	Female
<b>2012</b>			
1	MAF-OEBG Training for DDST/DDSC and MDGs off track data collection in 8 districts of Xiengkhouang Province	72	10
2	Refershment training on DDF-BBG and DDF -OEBG for DDST/DDSC of 8 districts of Saravane	113	8
3	Training on DDF-OEBG for DDST/DDSC of 7 districts of Oudomxai and 1 district of Luangnamtha (Sing).	127	12
4	Training on DDF-OEBG for DDST/DDSC of 9 districts of Huaphan.	137	24
5	Training on DDF-OEBG for DDST/DDSC of 4 districts of Sekong	67	10
<b>2013</b>			
1	DDF Launching Workshop and Training on DDF-OEBG for DDST/DDSC of 12 districts of Luangprabang.	258	28
2	DDF Launching Workshop and Training on DDF guidelines for DDST/DDSC of 4 districts of Sekong	73	9
3	DDF Launching Workshop and Training on DDF-OEBG for DDST/DDSC of 5 districts of Luangnamtha.	116	20
4	PAM awareness raising/training for PST and the Provincial assessment team. Saravane province.	35	8
5	DDF Launching Workshop and follow up DDF-OEBG implementation in Luangnamtha for the FY 2012-13.		
6	Training on DDF Guidelines for DoLA and DPC staff in Thalat.	36	13
7	Refreshment on DDF-OEBG Guidelines and financial management for PST, DDST/DDSC of 4 districts of Luangprabang.	28	6
8	Refreshment on DDF- BBG/OEBG Guidelines and financial management for PST, DDST/DDSC of 8 districts of Saravane.	53	15
9	Refreshment on DDF- BBG/OEBG Guidelines and financial management for PST, DDST/DDSC of 4 districts of Sekong.	42	7
<b>2014</b>			
1	Refreshment on DDF-OEBG Guidelines and financial management for PST, DDST/DDSC of 8 districts of Xiengkhouang.	258	6
2	Refreshment on DDF-OEBG Guidelines and financial management for PST, DDST/DDSC of 10 districts of Huaphan	93	24
3	Refreshment on DDF-OEBG Guidelines and financial management for PST, DDST/DDSC of 5 districts of Luangnamtha.	58	26
4	Refreshment on DDF-OEBG Guidelines and financial management for PST, DDST/DDSC of 7 districts of Oudomxai.	77	11
5	Refreshment on DDF-OEBG Guidelines and financial management for PST, DDST/DDSC of 12 districts of Luangprabang.	144	31
6	Refreshment on DDF-BBG & OEBG Guidelines and financial management for PST, DDST/DDSC of 8 districts of Saravane	100	14
7	Refreshment on DDF-OEBG Guidelines and financial management for PST, DDST/DDSC of 7 districts of Xirengkhouang.	67	10
8	Refreshment on DDF-OEBG Guidelines and financial management for PST, DDST/DDSC of 10 districts of Houaphan.	102	15
9	Follow up and support/provide guidance and instruction for DDSTs/DDSCs/PST on DDF- OEBG implementation e.g. planning process, financial report and coordination in 5 districts of Luangnamtha.	80	19
10	Follow up and support/provide guidance and instruction for DDSTs/DDSCs/PST on DDF- OEBG implementation e.g. planning process, financial report and coordination	33	10

in 5 districts of Luangnamthapabang (Chomphet, Luangprabang, Pak Ou, Pakxeng and Phonexai)			
2015		Total	Female
1	ToT - training for selected MoHA officials	19	10
2	DDF guidelines training for MOHA officials	10	5
3	Training on PAM for Sekong assessment team	15	4
4	DDF Special Cycle FY2015-2016, DDF-BBG Guidelines refreshment for 6 selected districts in 3 provinces of Houaphan, Xiengkhouang and Oudomxai	118	32
5		64	17
6	Backstopping/assisting DDSTs/DDSCs of 6 districts of Luangprabang provinces on DDF implementation/preparing financial reports	66	12
7	Backstopping/assisting DDSTs/DDSCs of 3 districts of Saravane province on DDF implementation/preparing financial reports	47	3
8	Backstopping/assisting DDSTs/DDSCs of 4 districts of Sekong province on DDF implementation/preparing financial reports	60	4
2016		Total	Female
1	Backstopping/assisting DDSTs/DDSCs of 2 districts of Luangnamtha (Sing & Viengphoukha) province on DDF implementation/preparing financial reports	47	8
2	Backstopping/follow up DDF-BBG (Special cycle-FY2015-2016) implementation and provide guidance to DDSTs/DDSCs of 2 districts (Houn & Xai) of Oudomxai province	28	3
3	Backstopping/follow up DDF-BBG and OEBG implementation and to finalize/collect financial reports FY2014-15	95	9
4	Backstopping/follow up DDF-BBG and OEBG implementation and to finalize/collect financial reports FY2014-15	28	-
5	Backstopping/follow up DDF-BBG (Special cycle- FY2015-2016) implementation and provide guidance to DDSTs/DDSCs of 2 districts (Viengxai & Xamtai) of Houaphan province on financial report.	34	3
6	Backstopping/follow up DDF-BBG (Special cycle- FY2015-2016) implementation and provide guidance to DDSTs/DDSCs of 2 districts (Phoukout & Kham) of Xiengkhouang province on financial report.	8	-
7	Backstopping/assisting DDSTs/DDSCs of 2 districts of Luangprabang province (Chomphet & Ngoy districts) on DDF implementation/preparing financial reports	27	1
8	Backstopping/follow up DDF-BBG (Special cycle- FY2015-2016) implementation and provide guidance to DDSTs/DDSCs of 2 districts (Xai & Houn) of Oudomxai province on financial report.	33	8

### ***Shortcomings and challenges in comprehensive and systematic capacity development support***

The trained officials, especially from MoHA and DoHA, were expected to act as the trainers themselves, however the result was with limited success, especially DoHA officials becoming active trainers. The main cause has been a frequent change of trained officials in the district administrations and lack of hand over and knowledge transfer made from the predecessors to the successors which made training of the trainers (ToT) approach less effective. There lacked incentive and enforcement mechanism to address this issue systematically. Paradoxically enough, it was often the case that the better trained officials becoming competent were promoted to higher position leaving the district, leading to brain-drain phenomenon.

Under the DDF mechanism, trainings were organized for the management level as well as technical officials, targeting the members of the PSTs and DDSCs together with the DDSTs, the management officials expressed the limited trainings received and need to receive trainings together with technical officials so that the management could better understand, supervise and oversee the

workload carried out by the technical officials. On the other hand, it was often the case that while the management level (e.g. Deputy Directors of Provincial Departments, Heads of District Offices) was invited to attend the trainings, they found themselves often preoccupied with other priorities and sent their technical officials to attend the trainings on their behalf.

Regarding the duration, contents and curricula of the trainings organized, there was suggestion that longer period of trainings with practical exercise sessions included would be more helpful for the trainees to acquire a confident base of knowledge and skills, while learning by doing approach was adopted and coaching and back stopping support readily available from the NPGAR Secretariat.

## 2.6. DDF Impact & Lessons Learnt – Community Level Public Service Delivery

### ***Benefits to empowered community and improved livelihoods***

While the DDF-BBG was used to construct small scale infrastructure (hardware), the DDF-OEBG contributed to providing software services such as outreach public health campaigns and vaccination and agriculture extension trainings for crop cultivation for example. As a result of delivery of public services and small scale investment projects, the communities of the target districts and villages benefitted from better access to primary education and health facilities and services, irrigation for cultivation of diversified crops and vegetables, clean water and sanitation system, and community markets, leading to the increased coverage of education and health, productivity, food security, and income generation opportunities, all of which in turn contributed to the improved livelihoods.

Since the communities themselves were engaged throughout the entire process of project proposal, prioritization, planning, implementation, monitoring and operation and maintenance, it made a positive impact on empowering the community in organizing themselves and collaborating with each other and building self-confidence and sense of ownership and achievement. The operation and maintenance measures of the completed projects were well arranged by the community maintenance committees established and with the certain amount of maintenance fees collected with support provided by the district administrations.

### ***Challenges remaining for lack of operational budget allocated by the local administrations***

At the district level, lack of operational budget available and allocated to support maintenance of the completed infrastructure projects were prominent, although some fees collected by the villagers were made sufficient for a small scale maintenance work.

## Human Stories

## Story 1. Rehabilitation of irrigation system for rice cultivation in Ban Kiewyab village, Houn district, Oudomxay

### Village overview:

Ban Kiewyab is a poor and remotely located village, reachable via non-paved road, approximately 24km away from Houn district town in Oudomxay province. The total population is 410 (including 210 female) and 65 households. The main occupation of villagers is for maize and rice plantation and livestock breeding.



### Project overview:



With the DDF support grants provided, Kiewyab village rehabilitated irrigation canal, which was previously built by the villagers with a total of watering capacity at about 25 hectare of paddy field, but became deteriorated. Villagers had to use the upland rice cultivation instead, which was very labour intensive with chronic low yield. It required a lot of weeding and carrying harvest back to the village from the upland field for very long distance crossing over several mountains. Villagers were faced with insufficient rice harvest (covering only 20-30% of the households) and chronic food insecurity. It was therefore pressing need to rehabilitate irrigation system to enable cultivation of rice for food security and of maize for additional income. Through the participatory planning meetings organized at the village, rehabilitation of the irrigation system was voted as the priority project to be funded under the DDF-BBG. The villagers made contribution by providing the required labour for the construction works which is amounted at 6,100,000 Lao Kip (USD 744) in monetary value.

### Benefits to livelihoods development with self-sufficient rice cultivation:

With the upgraded irrigation system built, about 46 hectare of paddy rice field is now cultivated which produces enough rice to feed the entire villagers. The maize cultivated is now sold in a market and brought additional cash income for the villagers. Villagers expressed that “the irrigation system changed their lives”. The main benefits reported are:

- Reduction of poor households by 80%
- Reduced labour work for cultivation
- Increased food security
- Income generated



### Operation and maintenance:

Once the irrigation system rehabilitated, a water management rules and five water user groups were established. The irrigation usage fee is collected to contribute to the irrigation system maintenance fund. For the case of small repair work, it is paid under the fund. If there is major repair required, additional contribution will be collected from each household. Thus far, the maintenance has been going well. Before the rice planting season, the heads of water user groups would gather villagers to clean the canal and repair some broken parts. During rice planting season, the heads of groups would take turn to monitor.

### Key success factors:

- Responding the pressing needs of the community
- Presence of the highly committed and strong community leaders
- Strong support from the district team



### Story 2. Construction of water supply system for vegetable plantation in Ban Viengsa village, Xay district, Oudomxay province

#### Village and project overview:

Ban Viengsa village is located near Oudomxay provincial town. Approximately half the households in the village are involved in vegetable plantation as a main source of livelihoods. These vegetable growers

previously relied on the upland and limited rice paddy field which did not produce enough yield. They started growing vegetable as a good source of income to support family. With the old irrigation system built in 1995, however, the vegetable plantation was not possible during the dry season and the district was faced with the high maintenance costs since the water canal was seriously damaged in 2009. It was therefore at the high priority of the district and the villagers to rebuild the water supply system. In building the water supply system, villagers contribution amounted at 13,950,000 Lao Kip / 1,701 USD, making 15% of total project costs at 90,741,000 Lao Kip / 11,066 USD. With the new water supply system built, the extension official from the District Office of Agriculture and Forestry (DoAF) provided much needed technical support such as teaching vegetable growing techniques, and how to organize production groups and form a group saving scheme.

Benefits to improved irrigation for vegetable plantation and increased income:

Now, the villagers grow vegetable all year around and income has increased by approximately 40% - 50%.

Operation and maintenance:

The production groups are in charge of maintaining the water supply system.

The head of the group assigned one person at a time to check water tank every 10<sup>th</sup> day and whenever interruption in running water occurs.

The water usage fee is collected according to the guidance issued by the District Office of Finance. 20% of the fee

collected is contributed to the district water supply maintenance fund, while 80% is placed under the village water system management committee, 60% of which is reserved for the village water maintenance fund and 40% of which is given to the management committee. However, water management regulation at the village level is yet to be established.



Key success factors:

- Responses to the high priority of the community and the district level together;
- Strong support provided by the district officials in terms of skills development and organizing management groups;
- Well organized operation and maintenance mechanism in place.

### Story 3. New primary school construction in Ban Laowa village, in Xay district, Oudomxay province

Village overview:

Ban Laowa village is a relocated poor village along the main road from Oudomxay to Luang Prabang. Total population is 596 (including 296 female) with 96 households (including 35 households still living in the old village located in five hours walking distance). Villagers are mostly upland rice farmers.

Project overview:

While there was an old primary school built with tin roofing and simple wooden stick wall, it was not a complete structure to protect students from hot sunlight, cold wind and heavy rain. The project proposal was developed by the villagers and teachers together, with the support provided by the District Office of Education and Sports



(DoES). The village contribution was made at the amount of 21,180,000 Lao Kip / 2,583 USD, making approximately 10% of the total project costs at 212,047,000 Lao Kip / 25,860 USD.

**Benefits to increased school enrollment rate:**

The new school building with three classrooms was constructed in April 2016 under the special cycle of DDF-BBG. The total number of currently enrolled students covering four grades from 1 to 4 are 98 (52 girls) covering a total of 90% enrollment rate.

**Operation and maintenance:**

According to the village head, the deputy village head is responsible for education matter of the village and also maintenance of the school, mobilizing villagers to repair the school building whenever needed. The Village Education Development Committee is yet to be formed, but money will be mobilized by the villagers and the Chinese company which buys tea leaves from the village.

**Challenge remaining:**

While the new school building with a toilet facility was constructed, there is no running water supply. The contractor, who built the school, purchased water pipes but no installation was made. The village authority failed to mobilize villagers to build water supply for school, while some technical difficulty faced with difficult access to main road. One suggestion was to build a water tank to collect rainwater.

**Story 4. New health center in Buttaphanh village, Lakhonpheng district, Saravane province**

**Village overview:**

Buttaphanh village is located about 35 km away from the district center in Lakhonepheng district,



Saravane province. A total of village inhabitants is 534 (304 female) with 89 households.

**Project overview:**

The project to build health center was selected during the village meeting with a majority voting by female

group, while men group preferred building school. Since the village is located far from the district center, people had to travel far to the Champasack Hospital. The total construction cost at 230 million kip was jointly funded by the DDF-BBG and the village contribution made at 30 million kip in cash and in-kind supply including provision of land and timber and labour in preparing the construction site.

**Benefits to each access to health services:**

With the new health center opened operated by the four doctors assigned as of June 2016, all villagers including in 7 neighbouring villages with a total of 4,208 inhabitants (2,226 women) now have access to the health service. Thus far, a total of 339 people visited the health center. The vaccination rate increased by more than 70%. Women can deliver baby without having to travel far and saving money from travelling costs. Villagers have better access to public health information with the public health campaign launched by the District Public Health Office.



#### Operation and maintenance:

The village authority made agreement with the villagers on the terms of the health center maintenance, designating cleaning days by the villagers.

### **Story 5. Construction of water supply system for households in Ban Phonehin – Daxia village, in Lao Gnam district, Saravan province**

#### Village overview:

Phonehin – Daxia is a big village where the kumban office is located and one of the Sam-sang focal development villages with the population of 2,081 (1,039 female) and 341 households. The population comprises Lao and Xouay ethnic groups. The main occupations of villagers are coffee growers and rice farmers.

#### Project overview:

Through the participatory planning process, water supply system construction was chosen by the majority village vote as the pressing need for the village. Each household happily contributed at 310,000 Lao Kip / 38 USD, totaling the village contribution amounted at 42,500,000 Lao Kip / 5,183 USD. Villagers also contributed labour for digging canal for pipelines. The village authority also took part in monitoring of the construction process.

#### Benefits to improved hygiene and reduced labour for water collection:

Before, the villagers had to walk between 500m-1.2km to reach the water stream for collecting water for household consumption, many times a day and mostly by women and children. Now with the water supply system connected to each household, women and children can enjoy reduced labour work spent in collecting water and improved hygiene and sanitation. Growing vegetables was also made possible.

#### Operation and maintenance:

The District Office of Health (DoH) helped villagers and the village authority to set up water system maintenance technical team as well as rules for water usage and maintenance. A reserved fund was established for water system maintenance purpose. 5,000 Lao Kip per household per year is collected for maintenance purpose and kept with the village treasurer. The technical team is in charge of maintenance and repair work as needed. The village authority is responsible for oversight of water usage, maintenance and enforcement of rules, and the protected forests areas in the community which provides water sources.

#### Key success factors:

- Good operation and maintenance mechanism in place and the villagers are well organized under the strong leadership of the village authority and the instruction of the kumban officers

### **Story 6. Community water supply system built in Jakuud village of Thateang district, and new kindergarten construction in Phone village of Lamam district, in Sekong province**

#### Village overview:

In four districts of Sekong province, there were 11 investment projects completed under the DDF-BBG with the total 7,352 beneficiaries, and 46 service delivery activities under the DDF-OEBG with

the 189,166 beneficiaries. Amongst many, the community water supply system was built in Jakuud village of Thateang district and the new kindergarten was constructed in Phone village of Lamam district, in Sekong province. Jakuud village has 250 people (110 female) and 46 households. Phone village is a Sam-Sang village and the former district center of Lamam, inhabited by a total of 2,329 people (including 1,146 female) and 463 households.



Benefits to reduce labour work to fetch water for women with the community water supply system built:

Women and children in Jakuud village of Thateang district had to walk up to 1km to fetch spring water several times a day for



daily drinking, cooking, bathing, and cleaning. With the new community water system built, the 46 households in the community with 250 people including 110 women are now enjoying better status of life with reduced labour work spent in water collection and improved sanitation and hygiene status.

Benefits to increased productivity of rice cultivation and income with the new irrigation system built:

In Jakuud Phone village and the six neighbouring villages, the local community was faced with a severe water shortage for rice fields, especially during the dry season due to the old irrigation system breakdown. After the new irrigation system built, the rice harvest increased from 2-2.5 ton per hectare to 4 ton per hectare. Together with the Jakuud Phone village, the neighbouring villages also benefit from the new irrigation system. Villagers also plant other crops and vegetables such as long bean and cucumbers even during the dry season and contributed to increased income.

Benefits to parents having more time for farming:

Building kindergarten was prioritized by the district taking into consideration of its contribution to increased income for the most parents as rice farmers, and thereby reduced poverty.



Lessons learnt from the missing project signboards:

While clear benefits to the communities witnessed, the project signboards were missing in these two project sites. The villagers wanted to know the total costs of the projects completed and their collected contribution made, but the information was not visible due to missing project signboard.

## 3. Summary Conclusions and Way Forward

### 3.1. Impacts

The major impact of DDF was made at the three levels including: (i) demonstration of the Sam-Sang devolution objective on “three builds” of provincial administration as a strategic unit, district administration as an integrated implementation unit and village as development activity unit; (ii) the sub-national level public administrative capacity development, especially public financial and expenditure management practices; and (iii) the community level benefitting from improved public services and livelihoods development.

- The DDF guidelines, instructions and manuals established fully in line with the government policies and regulations (e.g. planning, budget execution, financial management, procurement, public investment etc.), used the existing government system and implemented by the officials themselves;
- Strengthened capacity and ownership of the district administrations in public service delivery and in public financial and expenditure management;
- Strengthened participatory planning and budgeting process with enhanced cross-sector coordination between different line offices working as one team, provided with predictability and transparency of budget allocation with budget ceiling and clear investment menu and guideline established under DDF;
- Data and information based planning made possible with OEBG allocation utilized for consultation and monitoring field visits by the district officials;
- Strengthened project monitoring and oversight functions by PSTc, DDSCs and DDSTs, and the Project Oversight Committee comprising the concerned technical officials to monitor project implementation utilizing the Technical Support Service (TSS) up to 7% of a total project budget;
- Improved expenditure reporting with concrete and detailed information included in comparison to the state budget expenditure reporting;
- Increased accountability and responsibility of local officials by strictly applying rules and procedures of the DDF facility;
- Enhanced relationships between local officials and private sector and increased interests by private contractors in biddings for public investment projects at the local level due to positive experiences from timely and fixed term payments under DDF supported small scale investment projects (compared to delayed process of the government contracted payment);
- Closer relationships between the local administrations and the community people;
- Realization of the community driven participatory planning and budgeting process leading to proactive participation in prioritization of community needs and efficient implementation and operation and maintenance of investment projects with the community contribution made both in cash and in-kind support (e.g. labour, land preparation, labour, monitoring of works etc.);
- Higher satisfaction from the communities with the fast project implementation and completion within the given fiscal year according to own priorities selected;

- The operation and maintenance measures of the completed projects well established by the community with support provided by the district administrations;
- Tangible and visible public service delivery results achieved at the community level such as better access to primary education and health facilities and services, irrigation for cultivation of diversified crops and vegetables, clean water and sanitation system, and community markets, leading to the increased coverage of education and health, productivity, food security, and income generation opportunities, all of which in turn contributed to the improved livelihoods;
- The community empowered in organizing themselves and collaborating with each other and building self-confidence and sense of ownership and achievement.

### 3.2. Lessons Learnt

- There is a need to further **strengthen civil service management system and practice**, especially in the areas of correlation between public information management and accountability and transparency.
  - While a frequent staff change is witnessed in the district level, there was a weak management of handover note and transfer of information and knowledge by the officials trained, caused by low morale and absence of incentive and enforcement mechanism, which adversely affected capacity development support efforts;
  - Weak document filing and public information sharing practice across the different offices and departments at the district and provincial level (e.g. using the public notice board for the citizens);
  - Many district offices still lack modern information and communications technology such as computers, printers and internet which makes information sharing challenging;
  - Upon completion of the small scale investment projects, some districts lacked understanding of the importance of installing signboard as an ultimate transparency and accountability mechanism provided with clear indication of the total budget and indication of community contribution publicly available.
- Under the DDF, **trainings** were organized mainly targeting technical officials. The senior management both at the district and provincial level expressed a strong need to receive trainings together with technical officials so that they are better equipped with necessary knowledge on where and how to supervise and provide guidance and support as required, especially in the areas of project management process (e.g. feasibility study, project evaluation and assessment for project prioritization etc.).
- There was a weak understanding about the purpose of the **PA** having been mainly perceived as an evaluation exercise of investment project management, and failed to understand the importance of identifying capacity gaps and commensurate capacity development needs in public financial management and public service delivery. Poor reporting on the PA results was made which was not shared widely across the district offices once received by the Chief of Districts.

- While OEBG allocation was made to the four main sectors of agriculture, education, health, and public works and transportation, some sector officials questioned a benefit of implementing activities under OEBG which was considered as a small budget compared to other sources of funding received.

### 3.3. Way Forward

Built on these impacts and lessons learnt, the DDF mechanism could be further reviewed and upgraded in its entirety to become a more efficient and effective support tool for the government to move forward with its decentralization process and national inclusive and sustainable development. Accordingly, the key aspects for future consideration are summarized as follows:

#### *Policy level considerations:*

- In line with the new and amended policies and legislations of the government and in support of the Sam-Sang devolution directive applied nation-wide, consider revising and upgrading DDF facility as an official government tool for inter-governmental fiscal transfer from central to local level and for public financial and expenditure management strengthening mechanism at the sub-national level, while taking a note on the followings:
  - Strengthening policy dialogue and coordination mechanism between the line ministries at the central level;
  - An appropriate legal mandate for DDF to be effective across the country moving from the pilot stage approach applicable only to a limited number of target districts and provinces (e.g. an official agreement and instruction to be applied nationwide via joint issuance by the concerned ministries etc.);
  - Reflected on the ASEAN and regional integration dimension and its associated opportunities and risks, engaging with sub-national authorities in national policy dialogue and promoting policy dialogue at the local level;
  - To develop economic infrastructure and harness the private sector at the sub-national level, supporting capacity development for close public and private partnerships at the provincial level and expand public-private business fora to all provinces;
  - Applying the amended Investment Promotion Law under current review by the NA which states clear the division of labour between central and local administrations.
- To facilitate harmonized and integrated vertical and horizontal development planning and budgeting process involving different sectors and layers of administrations, consider revision of DDF guidelines/instructions with a view to converging with the government guidelines, instructions, manuals and procedures and the commensurate templates/forms available via joint review engaging with all the line ministries and agencies concerned, while taking a note on the followings:
  - Following the inter-government fiscal transfer system according to the State Budget Law 2015, according to which the strategic oversight role of the provincial authorities as the budget holder and the scrutinizing role of the PPAs to be strengthened;
  - In line with and/or joint review of state budget planning process, budget norms and state chart of account (led by the MoF);

- In line with and/or joint review of participatory development planning guidelines and public investment project management process (led by the MPI);
- Incorporating climate resilience concern into the planning and budgeting of public investment projects;
- Developing PSEDPs and DSEDPs consistent with the goals, outcomes, outputs, targets and indicators of the 8<sup>th</sup> NSEDP and the Sustainable Development Goals (SDGs) with its localized indicators;
- Reviewing the Performance Assessment system and the Performance Measures to be further developed as a common government monitoring and evaluation tool jointly developed and used by the line agencies to monitor and evaluate the key outputs of the SEDPs and Annual Investment Plans at the provincial and district level in line with the NSEDPs and also the public administrative practices.

#### *Local capacity development considerations:*

- Taking a comprehensive and systematic approach to capacity development support at the local level, coordinated implementation to be sought out by the Public Administration and Civil Service Training and Research Institute and the concerned ministries wherever applicable, taking into consideration of the followings:
  - Developing a comprehensive and joint capacity development strategy based on capacity gap analysis (current and emerging needs) at the sub-national level targeting both provincial and district senior management and technical officials;
  - Structuring the training areas and designing training curricular and materials focusing on a cross cutting and common competency areas of public administration and public financial management, which range between planning and budgeting, budget execution, financial management, accounting, procurement, investment project designing and management, reporting and documents filing, data, information and knowledge management, ICT for public administration and women's empowerment and gender mainstreaming and budgeting, climate resilient infrastructure development amongst others;
  - Enabling easy access to the hands-on training sessions and materials online using ICT;
  - Building close linkages between the revised/updated DDF guidelines, instructions and manuals, and the training materials attached with practical exercise books and commensurate template/forms to be used (e.g. accounting, book keeping, expenditure and financial management and reporting, project designing and management etc.).
  - Strengthening training of the trainer (TOT) approach and enabling the district administrations to build capacity of the village authorities (following the Sam-Sang policy) by organizing trainings on developing village development plans and conducting monitoring and evaluation and statistics/data collection etc.;
  - Enhancing civil service and public administration management according to the evolving policies and legislations;
  - Clarifying the roles and responsibilities of individual officials by developing terms of reference and providing incentive and enforcement mechanism for following due public administration procedures including rewarding good practice of information and knowledge sharing.



Annex 1: List of DDF-BBG Investment Projects Completed By Sectors in FY2012-2016  
(in five provinces of Saravane, Sekong, Xiengkhouang, Houaphan and Oudomxai)

DDF Small Scale Infrastructure Projects							Beneficiaries						
Number by Sectors		Investment (LAK)					Village	No. of Household		No. People		Women	
Sector	Number	DDF	Community Contribution	Government Contribution	% Local Contribution	Total Amount		Total	Poor	Total	Poor	Total	Poor
Education	19	3,224,004,887	705,954,875	49,967,000	23%	3,979,926,762	108	10,185	18	47,618	89	47,194	43
Health & WATSAN	27	4,321,767,415	347,690,871	8,390,000	8%	4,677,848,286	215	22,173	-	95,819	-	96,237	-
Agriculture	13	1,765,142,000	163,079,200	-	9%	1,928,221,200	110	12,928	-	49,211	-	54,077	-
PWT	24	5,824,755,006	529,006,124	534,166,000	18%	6,887,927,130	148	15,799	-	78,057	-	57,850	-
Trade	1	292,077,000	-	-	0%	292,077,000	9	817	-	6,678	-	3,324	-
Technical Support Service (TSS) 7%		1,144,040,991	-	-		1,144,040,991							
<b>Total</b>	<b>84</b>	<b>16,571,787,299</b>	<b>1,745,731,070</b>	<b>592,523,000</b>	<b>14%</b>	<b>18,910,041,369</b>	<b>590</b>	<b>61,902</b>	<b>18</b>	<b>277,383</b>	<b>89</b>	<b>258,682</b>	<b>43</b>

DDF Small Scale Infrastructure Project Profile											Beneficiaries						
FY	Description					Investment (LAK)					Village	No. of Household		No. People		Women	
	Province	District	Location (Village/Kumban)	Title	Sector	DDF	Community Contribution	Government Contribution	% Local Contribution	Total Amount		Total	Poor	Total	Poor	Total	Poor
FY2012-13	SRV	Ta Oy	Ban Thetsaban	Construction of Kindergarten	Educatio	278,667,000	27,866,700		10%	306,533,700	3	470		2,356		1,032	
	SRV	Lakhong	Ban Phoua	Supply of construction material for primary school construction	Educatio	50,000,000	200,000,000		400%	250,000,000	2	246		1,136		549	
	SRV	Lakhong	Ban Donen	Supply of construction material for primary school construction	Educatio	89,924,119	161,000,000		179%	250,924,119	1	117		524		252	
FY2013-14	Saravan	Saravan	Kumban Naxai	Construction of Sapone non-completed primary school	Educatio	226,471,750	22,647,175	-	10%	249,118,925	3	321	-	947	-	1,833	-
	Saravan	Ta Oy	Tessaban village	Supply of teaching/learning equipment for Kindergarten	Educatio	81,974,000	-	-	0%	81,974,000	56	4,137	-	14,938	-	28,942	-
	Sekong	Dakche	Ban Xiengluang	Construction of library for School	Educatio	306,557,018	-	-	-	306,557,018	1	75	-	265	-	429	-
FY2014-15	Saravan	Saravan	Ban Kengsim, Kumban 10	Construction of primary school	Educatio	325,053,000	20,505,000	12,000,000	10%	357,558,000	3	242	-	1,494	-	774	-
	Saravan	Ta Oy	Ban Paloixai	Primary school construction ( 3class room + 1 office)	Educatio	360,000,000	36,000,000		10%	396,000,000	3	340	-	2,108	-	1,004	-
	Saravan	Ta Oy	District urban	Supply furniture for school (primary & secondary)	Educatio	25,248,000	-		0%	25,248,000	2	384	-	2,375	-	1,159	-
	Saravan	Lakhong	Ban Okat	Supply construction material for the construction of primary school	Educatio	122,311,000	119,069,000	-	97%	241,380,000	1	194	-	904	-	430	-
	Saravan	Lakhong	Ban Thakhanxounxua	Supply construction material for the construction of primary school	Educatio	50,000,000	60,078,000	-	120%	110,078,000	1	148	-	748	-	354	-
	Sekong	Lamam	Ban Phone	Construction of Kindergarten	Educatio	286,121,000	17,599,000	-	6%	303,720,000	1	433	-	2,185	-	1,119	-
	Sekong	Dakche	Ban Dak Vor	Construction of primary school	Educatio	224,478,000	11,380,000	-	5%	235,858,000	1	52	-	397	-	191	-
FY2015-16	Xiengkhouang	Kham	Ban Naxai	Construction of concrete floor of secondary school Long Khao	Educatio	75,944,000	8,000,000	-	11%	83,944,000	5	295	-	1,883	-	899	-
	Xiengkhouang	Phoukout	Ban Phouxeo, KB Ang	Supply tables/desks/chairs for secondary school Phouxeo	Educatio	38,869,000	-	-	0%	38,869,000	1	138	-	922	-	449	-
	Oudomxai	Xai	Ban Lak 41, KB Houa Nam Nga	Construction of elementary school ( Grade 1 to Grade 3)	Educatio	212,047,000	21,810,000	-	10%	233,857,000	1	72	-	484	-	230	-
	Oudomxai	Xai	Ban Houay Houm	Additional work - Construction of Toilet for school.	Educatio	19,162,000			0%	19,162,000	1	146	18	683	89	340	43
	Oudomxai	Hounxai	Ban Sivilay	Construction of lower secondary school (3 class rooms)	Educatio	142,364,000	-	37,967,000	27%	180,331,000	3	753	-	3,277	-	2,142	-
	Oudomxai	Hounxai	Ban Houay Hok	Construction of secondary school ( 3 class rooms)	Educatio	308,814,000	-	-	0%	308,814,000	19	1,622	-	9,992	-	5,066	-
			<b>Total</b>		<b>19</b>	<b>3,224,004,887</b>	<b>705,954,875</b>	<b>49,967,000</b>	<b>23%</b>	<b>3,979,926,762</b>	<b>108</b>	<b>10,185</b>	<b>18</b>	<b>47,618</b>	<b>89</b>	<b>47,194</b>	<b>43</b>



DDF Small Scale Infrastructure Project Profile											Beneficiaries							
FY	Province	District	Description			Investment (LAK)					Village	No. of Household		No. People		Women		
			Location (Village/Kumban)	Title	Sector	DDF	Community Contribution	Government Contribution	% Local Contribution	Total Amount		Total	Poor	Total	Poor	Total	Poor	
FY2012-13	Saravan	Saravan	Ban Huayle	Health centre construction	Health	226,521,975	11,326,099.0	-	5%	237,848,074	5	499	-	2,596	-	1,320	-	
	Saravan	Ta Oy	Ban Kokbok	Repair reservoir of water supply system	WATSAN	94,244,740	9,424,474	-	-	103,669,214	1	135	-	964	-	545	-	
	Saravan	Ta Oy	Ban Pachoudone	Construction of Gravity water supply system	WATSAN	232,256,000	23,225,600	-	-	255,481,600	1	138	-	715	-	376	-	
	Saravan	Vapi	District Health	Renovation of roofing structure of delivery house	Health	35,000,000	-	-	0%	35,000,000	55	7,809	-	37,792	-	19,593	-	
	Saravan	Vapi	Health centre	Purchase Microscope	Health	15,000,000	-	-	0%	15,000,000	-	-	-	-	-	-	-	-
	Saravan	Khongse	Ban Nateui	Construction of Gravity water supply system (Ban Nateui - Namek)	WATSAN	310,606,050	-	-	0%	310,606,050	2	414	-	2,260	-	975	-	
Saravan	LaoNga	Sanuemma	Construction of Gravity water supply system	WATSAN	58,140,000	10,000,000	-	17%	68,140,000	1	51	-	273	-	134	-		
FY2013-14	Saravan	Saravan	Kumban 13;10;5and 2.	11 Deep well Boring	WATSAN	200,000,000	10,000,000	-	5%	210,000,000	8	355	-	899	-	1,855	-	
	Saravan	Ta Oy	District Hospital	Supply of medical equipment	Health	32,000,000	-	-	0%	32,000,000	56	4,137	-	14,938	-	28,942	-	
	Saravan	Ta Oy	Phortang village	Gravity water supply construction	WATSAN	372,000,000	37,200,000	-	10%	409,200,000	1	34	-	148	-	282	-	
	Saravan	Toumla	District urban	Supply of medical equipment for district hospital	Health	101,610,000	-	8,390,000	8%	110,000,000	37	4,728	-	13,966	-	27,736	-	
	Saravan	LaoNga	Daxiaphonhine	Extension the existing water supply system	WATSAN	137,764,650	20,664,698	-	15%	158,429,348	1	385	-	938	-	2,003	-	
	Sekong	Lamam	Kasang Kang Health center	Supply medical equipment	Health	80,000,000	-	-	0%	80,000,000	5	185	-	950	-	2,173	-	
	Sekong	Kaleum	Ban Vangpa Ngor	Construction of Gravity Water Supply system	WATSAN	257,572,000	12,710,000	-	5%	270,282,000	1	48	-	216	-	420	-	
	Sekong	Kaleum	Ban Vangpa Ngor	Supply medical equipment for health centre	Health	12,710,000	-	-	-	12,710,000	-	-	-	-	-	-	-	
Saravan	Thateng	Ban chounla (Chakout Nai Unit)	Construction of Communities' Water Supply System	WATSAN	196,647,000	15,112,000	-	8%	211,759,000	1	47	-	124	-	250	-		
FY2014-15	Saravan	Ta Oy	Ban Ten	Health centre construction	Health	359,280,000	35,928,000	-	10%	395,208,000	7.00	729.00	-	4,467.00	-	2,292.00	-	
	Saravan	Toumla	Health centre Ban Nalachang, KB Toumlane	Water supply system - Bore deep well and construction of elevated water tank for health centre.	WATSAN	54,130,000	-	-	0%	54,130,000	5.00	544.00	-	4,080.00	-	1,997.00	-	
	Saravan	Lakhong	Ban Bouttaphane	Health centre construction	Health	200,000,000	30,000,000	-	-	230,000,000	10.00	828.00	-	4,171.00	-	2,176.00	-	
	Sekong	Kaleum	Ban Tanueng	Water supply system	WATSAN	267,870,000	14,860,000	-	6%	282,730,000	2.00	67.00	-	542.00	-	277.00	-	
	Sekong	Kaleum	Ban Panone	Supply of medical equipment	Health	14,860,000	-	-	0%	14,860,000	1.00	35.00	-	135.00	-	84.00	-	
	Sekong	Dakche	Ban Dak Vor	Supply construction material for latrine construction	WATSAN	96,204,000	12,580,000	-	13%	108,784,000	-	-	-	-	-	-	-	
	Sekong	Thateng	Ban Paleng Tai	Construction of community water supply system	WATSAN	204,719,000	18,200,000	-	9%	222,919,000	1.00	45.00	-	296.00	-	145.00	-	
FY2015-16	Xiengkhouang	Kham	Ban Naphan	Gravity water supply construction	WATSAN	172,284,000	17,200,000	-	10%	189,484,000	1	49	-	236	-	119	-	
	Xiengkhouang	Phoukout	Ban Douk, KB Sui Viengxai	Gravity water supply and well construction (concrete casing/ liner)	WATSAN	217,000,000	17,462,000	-	8%	234,462,000	1	123	-	720	-	341	-	
	Houaphan	Xamtaihan	Ban Huayni, KB Nongkham	Health centre construction (Building B)	Health	334,385,000	45,598,000	-	14%	379,983,000	11	749	-	4,236	-	2,134	-	
	Houaphan	Viengxai	Ban Tong, Phonethong cluster	Extension of gravity water supply system	WATSAN	38,963,000	6,200,000	-	16%	45,163,000	1	39	-	157	-	68	-	
	<b>Total</b>						<b>27</b>	<b>4,321,767,415</b>	<b>347,690,871</b>	<b>8,390,000</b>	<b>8%</b>	<b>4,677,848,286</b>	<b>215</b>	<b>22,173</b>	<b>-</b>	<b>95,819</b>	<b>-</b>	<b>96,237</b>

DDF Small Scale Infrastructure Project Profile											Beneficiaries						
Description						Investment (LAK)					Village	No. of Household		No. People		Women	
FY	Province	District	Location (Village/Kumban)	Title	Sector	DDF	Community Contribution	Government Contribution	% Local Contribution	Total Amount		Total	Poor	Total	Poor	Total	Poor
FY2012-13	SRV	Saravane	Ban Chane	Repair Irrigation scheme	Agriculture	149,670,000.0	8,980,200.0	-	6%	158,650,200	2	80	560		270		
	SRV	Toumlai	Ban Dindar	Construction of fish breeding tank	Agriculture	16,303,000	-	-	-	16,303,000	37	4,528	26,501		13,145		
	SRV	Vapi	Ban Maed	Repair existing irrigation	Agriculture	149,965,000	22,500,000	-	15%	172,465,000	1	201	824		436		
FY2013-14	Saravane	Saravane	Chanetai	Repair irrigation scheme	Agriculture	198,000,000	9,900,000	-	5%	207,900,000	1	85	-	180	-	425	-
	Saravane	Vapi	District Agriculture and Forestry Office	Supply Soil Test equipment	Agriculture	25,000,000	-	-	0%	25,000,000	55	7,574	-	19,233	-	38,349	-
	Sekong	Lamam	Ban Phone	Repair irrigation scheme	Agriculture	193,525,000	15,475,000	-	8%	209,000,000	4	110	-	180	-	525	-
014	Saravane	Samoua	Ban Lalaisoi	Repair of Irrigation scheme	Agriculture	435,065,000	27,000,000	-	6%	462,065,000	1.00	46.00	-	288.00	-	195.00	-
FY2015-16	Xiengkhouang	Kham	Ban Na Yong (Vang Boua)	Repair irrigation canal	Agriculture	147,884,000	13,100,000	-	9%	160,984,000	4	83	-	415	-	220	-
	Houaphan	Xamtai	Ban Kang, KB Phonxai	Repair irrigation scheme	Agriculture	107,730,000	16,144,000	-	15%	123,874,000	1	20	-	103	-	47	-
	Houaphan	Viengxai	Ban Fong Nga	Irrigation-Weir construction	Agriculture	150,960,000	16,500,000	-	11%	167,460,000	1	72	-	283	-	144	-
	Houaphan	Viengxai	Ban Vieng	Repair irrigation scheme	Agriculture	70,540,000	7,500,000	-	11%	78,040,000	1	56	-	264	-	128	-
	Houaphan	Viengxai	Ban Heo (Additional activity)	Additional work - Construction of irrigation canal.	Agriculture	29,759,000	12,030,000	-	40%	41,789,000	1	45	-	216	-	109	-
	Oudomxai	Xai	Ban Viengsa, KB Thetsabane	Construction of concrete water tank	Agriculture	90,741,000	13,950,000	-	15%	104,691,000	1	28	-	164	-	84	-
<b>Total</b>					<b>13</b>	<b>1,765,142,000</b>	<b>163,079,200</b>	<b>-</b>	<b>9%</b>	<b>1,928,221,200</b>	<b>110</b>	<b>12,928</b>	<b>-</b>	<b>49,211</b>	<b>-</b>	<b>54,077</b>	<b>-</b>



DDF Small Scale Infrastructure Project Profile											Beneficiaries						
Description					Investment (LAK)						Village	No. of Household		No. People		Women	
FY	Province	District	Location (Village/Kumban)	Title	Sector	DDF	Community Contribution	Government Contribution	% Local Contribution	Total Amount		Total	Poor	Total	Poor	Total	Poor
	Saravan	Toumla	Ban Tham Malue	Community Market shed construction	Trade	292,077,000	-	-	0%	292,077,000	9.00	817.00	-	6,678.00	-	3,324.00	-

## Annex 2. Mission Itinerary

Date	Time	Activity	Participants (Name, Position Title, Organization)	Location (Village, District, Province)
9 Nov. 2016	12:30	Arrival in ODX	HJ&TL (UNCDF), SC (conslt)	
	14:30-16:30	Meeting with PST	HJ&TL (UNCDF), SC (conslt)	ODX PoHA office, Xay Dist., ODX Prov.
	16:00-18:00	Traveling to Houn District	HJ&TL (UNCDF), SC (conslt), 2 PST	
10 Nov. 2016	8:30 – 10:00	Meeting with Houn DDSC & DDST	HJ&TL (UNCDF), SC (conslt), 2 PSTs, DDSC & DDST	Houn District Administrative Office, Houn District, ODX
	10:00 – 11: 30	Site visit and interview beneficiary	HJ&TL (UNCDF), SC (conslt), 2 PSTs, beneficiary	Kiewyab Village, Hound District, ODX
	13:00 – 16:00	Site visit and interview beneficiary	HJ&TL (UNCDF), SC (conslt), 2 PSTs, beneficiary	Namoun Village, Hound Dist., ODX
11 Nov. 2016	8:30 – 10:00	Meeting with Xay DDSC & DDST	HJ&TL (UNCDF), SC (conslt), 2 PSTs, DDSC&DDST	Xay District Administration Office, ODX
	10:00 – 11: 30	Site visit and interview beneficiary	HJ&TL (UNCDF), SC (conslt), 2 PSTs, DDSC&DDST	Xay Dist., ODX
	13:00 – 16:30	Site visit and interview beneficiary	HJ&TL (UNCDF), SC (conslt), 2 PSTs, DDSC&DDST	Xay Dist., ODX
	16:30	Arrival Xay District	HJ&TL (UNCDF), SC (conslt), 2 PSTs	Xay District Administrative Office, Houn District, ODX
12 Nov. 2016		Arrival in VTE	HJ&TL (UNCDF), SC (conslt)	
14 Nov. 2016	9:45	Arrival in Pakse	HJ(UNCDF), SC (conslt), CR (NGPAR)	Pakse District, CPS
	10:00-11:00	Traveling to Lakhonpheng	HJ(UNCDF), SC(conslt), CR (NGPAR)	Lakhonpheng District, SRV
	11:00	Meeting with Lakhonpeng DDSC&DDST	HJ(UNCDF), SC(conslt), CR (NGPAR), 2 PST	Lakhonpheng District, SRV
	13:30-15:30	Interview beneficiary	HJ(UNCDF), SC(conslt), CR (NGPAR), 2 PST, DDSC&DDST	Health Center, Bouttaphah village, Lakhonepheng Dist., SRV
	15:30-	Traveling to SRV	HJ(UNCDF), SC(conslt), CR (NGPAR)	
15 Nov. 2016	8:30 – 10:00	Meeting with SRV PST	HJ(UNCDF), SC(conslt), CR (NGPAR), PSTs	SRV PoHA Office, SRV district, SRV
	10:15-11:45	Meeting with SRV DDSC&DDST	HJ(UNCDF), SC(conslt), CR (NGPAR), 2PST	SRV district, SRV
	13:30 – 16:00	Interview beneficiary	HJ(UNCDF), SC(conslt), CR (NGPAR), 2PST	Incompletion Primary School Sapone Village, SRV dist., SRV
16 Nov. 2016	9:00 – 11:30	Meeting with LaoNgam DDSC&DDST	HJ(UNCDF), SC(conslt), CR (NGPAR), 2PST, DDSC&DDST	LaoGnam District Administration Office, SRV
	13:45 – 15:30	Interview village and Kumban officers	HJ(UNCDF), SC(conslt), CR (NGPAR), 2PST, Kumban and Village authorities	Gravity Water Supply Sistem, Dasia Village, LaoNgam District, Saravane Province
	16:30	Arrival in Lamam	HJ(UNCDF), SC(conslt), CR (NGPAR)	Lamam Dist., SK
17 Nov. 2016	8:45-10:00	Meeting with SK PST	HJ(UNCDF), SC(conslt), CR (NGPAR), PSTs	Lamam Provincial Government Administrative Office, SK
	10:15-11:45	Meeting with Lamam DDSC&DDST	HJ(UNCDF), SC(conslt), CR (NGPAR), 2PSTs	Lamam District Administrative Office,SK

	13:15-14:45	Interview village staffs	HJ(UNCDF), SC(conslt), CR (NGPAR), 2PSTs	Phone Village, Lamam District, Sekong Province
	14:45-15:00	Visiting Kindergarten school	HJ(UNCDF), SC(conslt), CR (NGPAR), 2PSTs	Phone Village, Lamam District, Sekong Province
	15:15-16:15	Meeting with Provincial Performance Assessment Team	HJ(UNCDF), SC(conslt), CR (NGPAR), 2PSTs, Performance Team	Lamam District Administrative Office, SK
18 Nov. 2016	9:00-10:00	Interview beneficiary	HJ(UNCDF), SC(conslt), CR (NGPAR), 2PSTs, DDSC	Community Water Supply, Jakut village, Thateng district, SK
	10:00-11:45	Meeting with Thateng DDSC&DDST	HJ(UNCDF), SC(conslt), CR (NGPAR), 2PSTs, DDSC&DDST	Thateng District Planning and Investment Office
	13:15-	Traveling back to Pakse	HJ(UNCDF), SC(conslt), CR (NGPAR)	
	17:30-	Traveling to VTE	HJ(UNCDF), SC(conslt), CR (NGPAR)	
<u>Note:</u> HJ: Ms. Hyun Jee (UNCDF) TL: Mr. Thilaphong Oudomsine (UNCDF) SC: Ms. Somchay Soulitham (Consultant) CR: Mr. Chareun (NGPAR)				

## Annex 3. List of Stakeholders Consulted

### NGPAR Secretariat / Ministry of Home Affairs

Mr. Nisith Keopanya, Head of the Planning and Cooperation Department, Manager of NGPAR  
Mr. Chareun Bounithiphol, DDF Coordinator, NGPAR

### Local Administration Department, Ministry of Home Affairs

Mr. Bounphak Sombandith, General Director

### Department of Fiscal Policy, Ministry of Finance

Mr. Pasomphet Khamtanh, deputy director of department  
Mr. Vileth Kinnavong, head of division  
Ms. Vilana Sisaat, deputy head of division  
Mr. Kealoun Duangphachanh, deputy head of division

### Department of National Budget, Ministry of Finance

Mr. Seansack Soulisack (Phd.), deputy director of the department  
Mr. Souksanh Panyasavath, technical staff of department

### Service Division, Department of National treasury, Ministry of Finance

Ms. Kan Singthavongxay, head of service division

### Department of Planning, Ministry of Planning and Investment

Mr. Lienthong Souphany, deputy director  
Mr. Kaluna, Head of Social Development Planning division  
Mr. Thanongsinh, technical staff from social development planning division

### Poverty Reduction Funds (PRF)

Mr. Sengphet Vannavong, Head of Community Development Division

### Oudomxay province

No	Full Name	Position	Organization	Mobile
1	Mr. KuaNeng YangChualong	Head of sector	Department of Home Affairs (DoHA)	22968844
2	Mr. ChanhSouk Fongthala	Vice	Provincial office	030 9494999
3	Mr. Sulisack Xayvongkham	Head of Audit Office	Finance Department	030 9839507
4	Ms. BuaBonsavanh Xaiyabodsi	Head of sector	PWT	28113344
5	Ms. Phonesavanh Sittilard	Technical Staff	DoHA	99954032
6	Mr. Thongsavanh Khamhuengse	Technical Staff	DoHA	28107131
7	Mr. Sengdow Soiviengvong	Head of sector	DoHA	98333334
8	Mr. Khamphone Phimmalard	Head of sector	DoHA	55880085
9	Mr. Khamin Aounlakhone	General of Director	DoHA	23209555
10	Mr. Duengchanh BoudnaKho	Deputy of General Director	DoHA	22837018
11	Mr. KuaNeng YangChualong	Head of sector	DoHA	22968844
12	Mr. ChanhSouk Fongthala	Vice	Provincial office	030 9494999
13	Mr. Sulisack Xayvongkham	Head of Audit Office	Finance Department	030 9839507
14	Ms. BuaBonsavanh Xaiyabodsi	Head of sector	PWT	28113344
15	Ms. Phonesavanh Sittilard	Technical Staff	DoHA	99954032
16	Mr. Thongsavanh Khamhuengse	Technical Staff	DoHA	28107131



17	Mr. Sengdow Soiviengvong	Head of sector	DoHA	98333334
18	Mr. Khamphone Phimmalard	Head of sector	DoHA	55880085
19	Mr. Khamin Aounlakhone	General of Director	DoHA	23209555
20	Mr. Duengchanh BoudnaKho	Deputy of General Director	DoHA	22837018
21	Mr. Souliyadet Chanthavong	Technical Staff	Department of Planning and Investment (DPI)	58368789

**Houn district, Oudomxay province**

No	Full Name	Position	Organization	Mobile
1	Mr. Khamphaiphone Khavongchanh	Head of Financial	Finance	22376458
2	Mr. Khamse Yongtuague	Deputy of office	Home affairs office of Xai district	22399939
3	Ms. Viengphone Phengmueng	Head of Office	Planning	23290000
4	Ms. Chanh Saiyasone	Head of sector promote	Healthy office of Xai district	22377794
5	Mr. ThongThip Souphunse	Deputy of office	Education	22039992
6	Ms. Nalin Sorlasend	Technical Staff	Department of Home affair	99994330
7	Ms. Kongse Soulivanh	Technical Staff	Finance	2283604
8	Mr. Singha	Technical Staff	PWT	23376612
9	Ms. Aounchanh Porpaset	Deputy president of women	LWU	55543740
10	Ms. Buasavanh Saiyabodse	Head of sector	PST	28113344
11	Mr. BounPeng LorniChanh	Vice of party	Houn District	54554533
12	Mr. Osay SesouPhun	Head of office	Planning	22358882
13	Mr. Bounthun Soupatphone	Head of office	Administration office	95611333
14	Mr. Phonekeo Youdmany	Head of office	Department of Home affair	020 23456659
15	Mr. Oula MingKhuanha	Technical Staff	Education office	22068833
16	Mr. Somvung Sesamlarn	Technical Staff	Financial office	030 5128589
17	Mr. Bounsai Bounsu	Head of office	Forestry	55986715
18	Mr. Khampeng Phonejalearn	Deputy Head	Industry and Trade	55365780
19	Mr. Lardsamy Thaibuavone	Technical Staff	PWT	22377710

**Xay district, Oudomxay province**

No	Full Name	Position	Organization	Email/Mobile
1	Mr. Khamphaiphone Khavongchanh	Head of office	Financial	22376458
2	Mr. Khamse Yongtuague	Vice of head office	Planning	23290000
3	Ms. Viengphone Phengmueng	Healthy	Head of promote	22377794
4	Ms. Chanh Saiyasone	Education	Deputy of office	22039992
5	Mr. ThongThip Souphunse	Department of Home affair	Technical Staff	99994330
6	Ms. Nalin Sorlasend	Financial	Technical Staff	22833604
7	Ms. Kongse Soulivanh	PWT	Technical Staff	23376612
8	Mr. Singha	PST	Head of sector	28113344
9	Ms. Aounchanh Porpaset	LWU	vice	55543740

**DDSC & DDST, Lakhonpheng District, Saravan Province**

- 1) Mr. Phounsouk Rathahao, the Vice District Mayor
- 2) Mr. Bounlanh Sihaphom, Head of District Planning and Investment Office
- 3) Mr. Bouphe Phommaly, Head of District Financial Office
- 4) Mr. Kanya Xayaosa, Head of District Home Affairs Office
- 5) Ms. Souksaveng Vongnady, Head of Unit, District Financial Office
- 6) Ms. Wanchay Keanmanysod, head of unit, District Lao Women Union
- 7) Mr. Xaysongkham Chitavong, technical staff, District Public Work and Transport Office
- 8) Mr. Sangkhom Duangmala, head of unit, District Home Affairs Office
- 9) Mr. Phummy Khemvilay, head of unit, District Public Health Office
- 10) Mr. Khamphet Bounsongkan, Head of District Public Works and Transport
- 11) Mr. Thipkesone Kunlavong, Head of Unit, District Agriculture and Forestry Office
- 12) Mr. Khamphai Vonghatheab, head of District Industrial and Trade Office
- 13) Mr. Khamvanh Sisaath, Deputy Head of District Education and Sport Office
- 14) Ms. Khammuan Nanthaphet, technical staff, District Public Health Office
- 15) Mr. Chanthavysouk Keophilaphanh, deputy head, District Administrative Office
- 16) Mr. Phanith Keophinman, Head of Unit, Provincial Home Affairs Department

**Project site visit:** Health Center in Bouttaphah, Lakhonepheng District, Saravan Province

**Date:** 15<sup>th</sup> November 2016

**PST, Saravan Province**

- 1) Mr. Sengaloun Bounphasy, Director of PoHA
- 2) Mr. Phanith Keophiman, Head of Unit, PoHA
- 3) Mr. Bounlom Insoutha, Deputy Director of Planning and Investment Department
- 4) Mr. Sonphet Thiemsavanh, Deputy Director of Provincial Financial Department
- 5) Ms. Douangmala Sisamouth, Vice President of Provincial Lao Women Union
- 6) Mr. Outhong Mounlasy, Deputy Director of Provincial Administrative Office

**DDSC & DDST, Saravan District, Saravan Province**

- 1) Ms. Khaophone Chanthabouly, deputy head, Planning Office
- 2) Mr. Somebath Taiyalath, deputy head, District Administrative Office
- 3) Mr. Davone Kheanyany, deputy head, DONREA
- 4) Ms. Pheangchanh Laddavong, head of Lao District Women Union Office
- 5) Ms. Khemphone Manvilay, deputy head, Educational and Sport Office
- 6) Mr. Fongsaly Laphayain, deputy head, District Home's Affairs Office
- 7) Mr. Soukanh Souliyavong, head of District Public Works and Transport Office
- 8) Mr. Bounthavy Champathong, deputy head of District Financial Office
- 9) Mr. Phatsavanh Xayyavong, deputy head of District of Financial Office
- 10) Mr. Phanith Keophiman, head of unit, Provincial Home's Affairs Department
- 11) Mr. Bounsa Khiemmanykhanxay, head of District Planning office
- 12) Ms. Viengphone Lathasith, head of unit, DONREA
- 13) Ms. Souvannaphone Lathasith, head of unit, District Financial Office
- 14) Mr. Khamfeang Thammavongsa, head of unit, District Agriculture and Forestry Office
- 15) Mr. Khamvileth Ounsavanh, head of unit, District Planning Office
- 16) Mr. Phetsamai Sithinalongsy, head of unit, District Public Works and Transport
- 17) Mr. Phouttha Mingsisouvanh, technical staff, District Administrative Office
- 18) Mr. Souliyothai Khamvongsa, technical staff, District Educational and Sport Office
- 19) Mr. Syno Xaphakdy, deputy head, District Public Health Office

**Project site visit:** Primary School in Sapone Village, New Chong Hamlet, Saravan district, Saravan Province

**Date:** 16<sup>th</sup> November 2016

**DDSC & DDST, LaoNgam district, Saravan Province**

- 1) Mr. Vixay Bounmany, Head of District Planning Office
- 2) Mr. Lienxay Chanthala, deputy head of District Home's Affairs Office
- 3) Mr. Phonphanom Sionkeo, Vice Mayor of district
- 4) Ms. Siphachanh Keovoravong, technical staff, District Educational and Sport Office
- 5) Ms. Souphaphone Singmanychanh, technical staff from District Lao Women Union
- 6) Mr. Souksomxay Hanxana, District Agriculture and Forestry Office

- 7) Mr. Lina Thanythong, Technical Staff from District Information, Cultural and Tourism Office
- 8) Mr. Molith Khamsay, technical staff, District Administrative Office
- 9) Mr. Khitsamay Thongmanyong, technical staff from district Planning Office
- 10) Mr. Phisamay Keovongsack, head of the District Educational and Sport Office
- 11) Mr. Phanith Keophiman, head of unit, Provincial Home's Affairs Department
- 12) Mr. Khamsean Kithisack, head of DONREA
- 13) Mr. Bouaphan Naphaivanh, deputy head of District Agriculture and Forestry Office
- 14) Mr. Phanthoulath Vorada, head of district public health office
- 15) Mr. Bountieng Phommasan, technical staff from District public health office
- 16) Mr. Souklamphone Sengsoulith, technical staff from district public works and transport
- 17) Ms. Bounthan Phouonsa, head of District Lao Women Union
- 18) Mr. Someboun Vannavong, head of DoHA
- 19) Mr. Phomma Keopaseuth, Deputy head of district information, cultural and tourism office
- 20) Mr. Nalon Noupphanly, deputy head of Industrail and Trading Office
- 21) Mr. Bounthong Ponvilay, Head of District Public Works and Transport Office
- 22) Mr. Viengvilaykham Southasack, head of District Administrative Office
- 23) Mr. Singmano Phanoulangsy, technical staff, district financial office

**Dasia Village, LaoNgam District, Saravan Province**

Project name: Gravity Water Supply Sistem

- 1) Mr. Savieng Hueangpathoumthong, head of Kumban Public Security officer
- 2) Mr. Sangvan Sengsai, Village Party Committee member
- 3) Mr. Vangveha Keongam, head of Kumban National Defence officer
- 4) Mr. Souklamphone, technical staff from District Public Works and Transport Office
- 5) Mr. Khambon, Village Party Secreteriate
- 6) Mr. Thid, Vice head of village
- 7) Mr. Siho, Village National Defence officer
- 8) Mr. Somchay, vice head of village
- 9) Mr. Iew, Inspection Authority member,
- 10) Mr. Somphou, Village Volunteer
- 11) Mr. Singmano Phanoulangsy, village financial staff

**Date: 17<sup>th</sup> November, 2016**

**Provincial Support Team (PST)**

- 1) Ms. Sysagna keoduangdy, Director of PoHA
- 2) Mr. Phoxay Phimmason, Deputy head of provincial administration office
- 3) Mr. Saisamone Phithaksih, deputy head of PoHA
- 4) Ms. Keosomvang Chandavong, deputy head of Provincial Lao Women Union
- 5) Mr. Bounlai Boutthi, deputy head of PONREA
- 6) Mr. Sengathid Phanthuvong, technical staff from Provincial Administration Office
- 7) Mr. Bounhon Liebsekong, deputy head of provincial department
- 8) Mr. Sisaath Sihavong, deputy head of unit, Provincial Planning and Investment Department

**Lamam DDSC+DDST, Sekong Province**

- 1) Mr. Sasamone Phithaksinh, deputy head of PoHA
- 2) Ms. Khamseng Thummavongsa, Vice District Mayor
- 3) Mr. Souphab Phiewkhampha, head of DoHA
- 4) Mr. Bounong Khamphoumy, head of District Planning and Investment Office
- 5) Mr. Khamlai Nonglao, head of District Industrial and Commercial Office
- 6) Mr. Bounon Phommanasa, Deputy head of DONREA
- 7) Mr. Kethmany Xakamnanh, deputy head of District Public Works and Transports Office
- 8) Mr. Sinoi, Bounphasong, staff from District Public Works and Transports Office
- 9) Ms. Neamkeo Phondala, District Lao Women Union
- 10) Ms. Somphone, from District Public Health Office
- 11) Ms. Khanthong, staff from District Public Health Office
- 12) Mr. Latsamani, deputy head of District Planning and Investment Office
- 13) Mr. Simoi, staff from District Education and Sport Office
- 14) Mr. Thilathep Sousavanh, head of unit, DoHA
- 15) Mr. Vanhxay Keokhounmeung, head of District Financial Office

- 16) Mr. Sisaath Sihavong, deputy head of unit, DPI
- 17) Mr. Sounthavy Sihavong, deputy head of District Agriculture and Forestry Office
- 18) Mr. Sengathith Phanthavong, technical staff from Provincial Administration Office

**Sekong Provincial Performance Assessment Team**

- 1) Mr. Oudone Homesoukhi, head of unit, PoHA
- 2) Mr. Sengvongsa Laathavixay, head of unit, Provincial Rural Development Office
- 3) Mr. Ounheun Xayyavong, head of administrative division, Provincial Administration Office

**Project site visit:** Kindergarten School and Irrigation maintenance in Phone Village, Lamam District, Sekong Province

- 1) Mr. La Kunlavong, technical staff from District Agriculture and Forestry Office
- 2) Mr. Chanthone, Village Public Security Officer
- 3) Mr. Khean Xaybounsong, vice village head
- 4) Ms. Siphoun Khounsy, vice village head
- 5) Ms. Phajik Inthavongsa, Head of Village Lao Women Union

**Date:** 18<sup>th</sup> November 2016

**Project site visit:** Jakut Village, Thateng District, Sekong

**Thateng District, Sekong Province, DDSC+DDST**

- 1) Mr. Saysamone Phithaksinh, deputy head of PoHA
- 2) Mr. Sisaath Sihavong, deputy head of unit, DPI
- 3) Ms. Viengphanh Bouphathilath, vice head of district Lao women Union
- 4) Mr. Thavisack, deputy head of District Agriculture and Forestry Office
- 5) Mr. Khamyad Keopaseuth, deputy head of Unit from District Financial Office
- 6) Mr. Phoxaha Xaysena, deputy head of District Public Works and Transport Office
- 7) Mr. Khampheuy Tanavong, Deputy head of DONREA
- 8) Mr. Sakhone Phommasak, deputy head of district industrial and commercial
- 9) Mr. Soukamai Vongsanouphit, head of DoHA
- 10) Mr. Soukanh Chaleunphone, Deputy head of District Planning and Investment Office

## Annex 4. References

- Annual Project Progress Report (APPR) (NGPAR, 2013, 2014, 2015, 2016)
- Annual Review Meeting 2015 and Project Board Meeting (NGPAR, 19 February 2016)
- Annual Work Plan and Budget (NGPAR, 2013, 2014, 2015, 2016)
- Five Year Socio-Economic Development Plan of Lao Ngam district 2010-2015 (Saravane province, Lao Ngam district, 2010)
- GPAR Assessment & Concept Development, Evaluation Team (Mr. Juan Luis Larrabure, Mr. Souklaty Sysaneth, Luz Lopez-Rodriguez, Ms. Ny Luangkhot, 2014)
- GPAR-SCSD DDF Review Report (24 January 2015)
- Guidelines, District Socio-Economic Development Planning (English version) (MPI, November 2013)
- Guideline, Village and Kumban Development Planning Process (Lao version) (PRF, Phase 2; February 2015)
- Guidelines, Allocation and Use of Basic Block Grant (GPAR-SCSD, MoHA, 2012)
- Guideline, Basic Block Grant Implementation (GPAR-SCSD, MoHA, 2012)
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- Nine monthly report on implementation of the socio-economic development plan and future plan for the upcoming three months of FY2015-2016 (Saravane district, DPI, 2016)
- Instruction, DDF Financial Management and Budget Execution Procedure (GPAR-SCSD, MoHA, 2012)
- Law on Investment Promotion (NA, 2009)
- Manual for the Assessment of Districts' Performance (GPAR-SCSD, MoHA, 2012)
- Manual for Public Investment Programme (PIP) Project Management (MPI, August 2010)
- Minutes, DDF Lessons Learnt Workshop of (Lao version) (GPAR-SCSD, MoHA, February 2016)
- Mission Report on Upgraded DDF Modality and Provincial Management Group (PMG) Design (DDF Lessons Learnt Workshop, 24 February 2016)
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- Population statistics of Lakhonpheng District (Lakhonpheng district, DPI, District Statistic Center, 2016)
- Performance Assessment Form (Sekong province, Lamam district, 2015)
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- Performance Assessment Form (Sekong province, Kaleum district, 2015)
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- Population statistics 2015-2016 and future estimates for 2016-2017 (Saravane district, District Statistic Center, 2016)
- Report on the results of performance assessment results of Saravane province (Saravane province, Provincial Performance Assessment Committee, 2014)
- Report on the results of performance assessment on implementation of the DDF in Khongsedone district of 2012-2013 (Saravane province, Provincial Performance Assessment Committee, 2014)
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- Summary of the Expenditure on Public Investment Projects of 2015-2016 and Investment Plan for 2017 (Lakhonpheng district, DPI, 2016)
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