

TRAINING MISSION REPORT

“Supporting the Implementation of the Palau Local Governance Strengthening Project”

10 October to 18 October, 2016

Background

UNDP is currently supporting the Government of Palau to strengthen capacities around local governance at both national and sub-national levels. This support is being channeled through the Palau Local Governance Strengthening Project which was designed to respond to challenges in the area of local governance in Palau following a scoping study conducted jointly by UNDP and Government of Palau in February 2016. In particular, the Report outlined limited capacities within the Bureau of Domestic Affairs and at State Government level to deliver services to their respective clients.

As an initiation to start the implementation of the Palau LGS Project, UNDP Pacific Office in Fiji together with UNDP Bangkok Regional Hub conducted a joint mission to Palau to: i) Undertake an inception workshop for the Palau LGS Project with the respective stakeholders to ensure there is an adequate level

of understanding and ownership created in Palau by the local stakeholders on the Project; ii) Conduct an induction training for newly elected as well as returning Governors and Legislators on their roles and responsibilities, the importance of good governance and the need for transparency and downward accountability mechanisms; iii) Undertake scoping to initiate the production of key knowledge products under the Palau LGS Project; and iv) Validate and confirm with Government on future activities, future year workplans and delivery of project activities under the Palau LGS Project.



Main objectives of the Inception and Induction workshops

- Ensure an adequate level of awareness and stakeholder recognition of the Palau LGS Project is created through the inception workshop, induction workshop, stakeholder mapping and validation exercise via face-to-face meetings with Government officials and other partners;
- Support the implementation of activities under the Palau LGS Project as agreed with the Government of Palau and deliver trainings/workshop activities under the mission outputs;

- Undertake discussions (around project activities and further resource mobilization), ground-work and support the development of workplans and knowledge materials for future year project implementations.

High level of political commitment and interest for the LG project

The Inception workshop was presided over by HE the President of the Republic of Palau and attended by the Minister of State, senior government officials, Governors and Legislators from the 16 States, as well as Ambassadors. In his key note speech, the President stressed the importance for Palau to enhance the capacities of local States to deliver services and emphasized on accountability and transparency issues, noting that several States still do not have capacities to comply with the new audit law. The President further mentioned the critical role States play in the country's governance system especially to maintain social cohesion and preserve traditional governance values. The President then called on UNDP to help strengthen local capacities for planning, budgeting and reporting on the use of public resources and requested UNDP to scale up the Local Governance project (in a second phase) to cover the remaining States.

In response to the President, Patrick Duong the UNDP Regional advisor on local governance and decentralization, reiterated UNDP's commitment to support the Government enhance State capacities and thanked the President and the Government for allocating USD 450,000 for the project from its national budget. Patrick Duong then gave a rapid overview of the project's goal and expected results by end 2018.

Before officially declaring the workshop opened, the Minister of State, called the States to establish inter-State cooperation mechanisms to share knowledge, resources and/or pool resources to hire technical expertise, for instance to develop standard human resource policies, recruit legal advisors or share heavy road construction equipment.

Following these opening remarks the workshop proceeded as per the agenda. Key issues discussed included:

- Overview on the Palau Local Governance Strengthening Project and discussion on key outputs, outcomes and activities for October-December 2017.
- Discussion to map challenges, possible solutions and brief mapping of stakeholders.
- Brief presentation on Sustainable Development Goals and the importance of strengthening State capacities for the SDGs.

The Inception workshop was then followed by a two-day Induction Training workshop with project stakeholders, including Governors, local legislators, administrative, financial, technical staffs and members of the Bureau of Domestic Affairs (Ministry of State). As indicated in the post-workshop assessment, participants felt that the workshop has raised their awareness and understanding of project (project objectives and management arrangements) as well as the knowledge of local governance concepts and norms and international best practices. Participants also valued the opportunity they had to discuss the relevance of these concepts in the Palawan context within the Local Governance project in particular.

Project outputs:

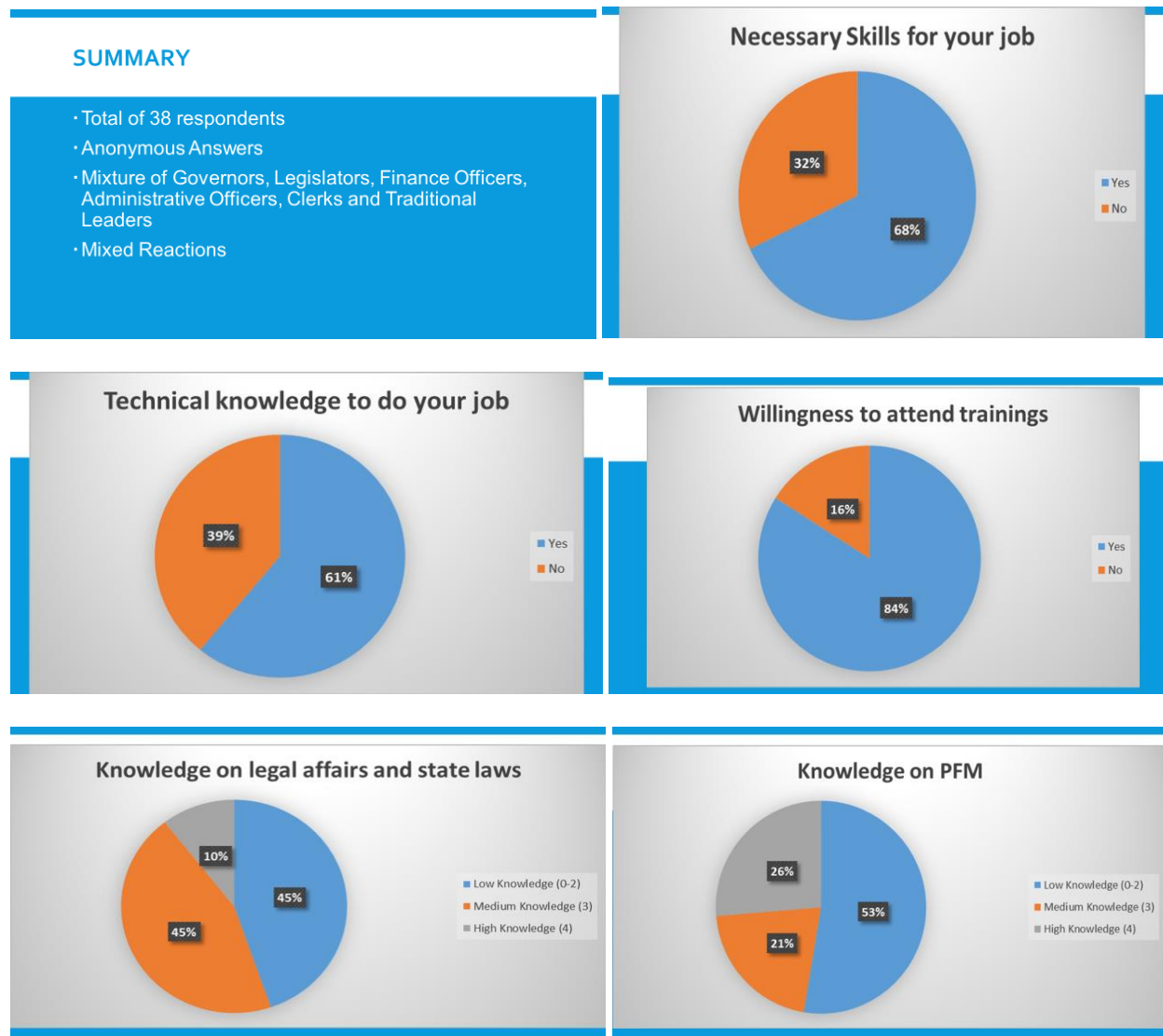
- Output 1: Four States (Executive and Legislative branches) have enhanced capacities to plan and manage public resources to deliver basic services to their constituencies
- Output 2: The Ministry of State (Bureau of Domestic Affairs) has enhanced capacities to support State governments and facilitates relations and operations between central administrations, the Senate, the House of Delegates and State governments.
- Output 3: Local residents from 4 States, including youth and women, have increased understanding of central and local governments' roles and responsibilities and participate more actively in local decision making and oversight.

Following the presentation and endorsement of the project management arrangements and 2016 AWP, presentations (incl. use of power-points and short videos) were then made for each of the following topics and followed by Q&A for each of the topics.

	Topics	Presenter
<u>Topic 1:</u>	Creating an Understanding on Local Governance and Decentralization	Patrick Duong UNDP Regional advisor on local governance and decentralization
<u>Topic 2:</u>	Traditional Governance System in Palau	Traditional leaders from each of the 4 States
<u>Topic 3:</u>	Roles and Responsibilities (<u>General affairs</u>) of State Governors, State Legislators and State Officers (as per the National Constitution and legal framework)	Eunice Akiwo Director Bureau of Domestic Affairs
<u>Topic 4:</u>	Roles and Responsibilities (<u>Legal affairs</u>) of State Governors, State Legislators and legal affairs staff in relation to the drafting, public consultation, adoption, documentation and implementation of State Laws	John Bradley Attorney General Republic of Palau
<u>Topic 5:</u>	Roles and Responsibilities (<u>Public financial management</u>) of State Governors, State Legislators, Clerks and State Finance Officers in relation to planning, budgeting, disbursing and reporting on the use of public funds.	Minister of Finance, including senior and technical staffs from the Ministry of Finance and the Auditor General's Office.
<u>Topic 6:</u>	Roles and Responsibilities (<u>Public participation, access to information, community monitoring</u>) of State Governors, State Legislators, State Clerks and State Finance and Administration Officers in relation to participation, information & advocacy on State plans and budgets, community outreach (incl. gender sensitivity) and monitoring of local projects)	Patrick Duong and Mozeem Mohamed (UNDP)

On the second day, participants worked in groups (by State) and prepared an annual Action Plan for activities they are committed to deliver over a period of 6 to 12 months. Each group was asked to identify approx. 4 main challenges (E.g. lack of understanding on State Planning Process), possible solutions and identify activities/milestones, including mapping stakeholders for the solutions and needed resources. Governors from the 4 States also agreed on an annual work plan of joint-activities.

A Training need assessment, including a Gender analysis was conducted on the first day and results reassessed on the last day using a 'post-learning assessment. (see annex).



Key results and findings from the Inception and Induction workshop:

1. Considering local capacities, participants emphasized the importance for UNDP and GoP to adopt a 'pragmatic and phased approach' to capacity development. In the initial phase of the project, activities should mainly aim at enhancing basic capacities (e.g.: office organization and management, planning, budgeting and reporting, law drafting and filling) and avoid complex interventions.
2. Taking into account the political context, UNDP strongly recommends that an Inter-State cooperation policy and mechanism be developed to reduce transaction costs, pool resources, increased economy of scale and improve coordination and sharing amongst States.
3. Trainings and knowledge products are needed and should be developed/design to be accessible for all users, including those with limited education and expertise. Participants recommended the use of flow charts and graphics. The UNDP Regional advisor also suggested knowledge products and training materials to be developed in a phase approach, for instance developing a "State manual' in the form of a binder where training materials on different management and implementation topics can be added/modified over time.
4. Participants requested the project to support the implementation of the Action plans developed during the induction workshop. Support could be provided directly by staffs from the Bureau of Domestic Affairs or by a UNDP national consultant.
5. Considering the project's 2016 work plan, participants mention the urgency to hire a national consultant to develop a first set of knowledge product in close coordination with the Bureau of Domestic Affairs, relevant central administrations and the UNDP offices in Koror and Fiji. Participants expressed the need for a candidate that has solid experience working with local states.
6. Regarding the development of a mobile application (activity mentioned in the 2016 AWP), consultation with local stakeholders and IT/Mobile company suggests it is premature to develop such an application considering internet access and cost and the fact that citizens are not yet used to question/provide feedbacks to their local governments. Instead, interviews pointed to the need/importance to raise awareness of citizens on their rights and obligations as well as on existing laws/regulations and suggested the use of social media for this purpose.
7. Strategic review of the Bureau of Domestic Affairs. Discussion with stakeholders recommended that the review focuses on the existing mandate and functions of the Bureau, mainly its coordination, information sharing role as well as one which can work more effectively as a knowledge, training and information depository station for State Governments. Adding new tasks/responsibilities, if they are not essential for coordination and information functions, could negatively impact on the overall Bureau's performance, considering its current staffing table and capacities.
8. Last but not least, Palau central and State governments requested regular support from the UNDP offices in Koror, Fiji and Bangkok, for smooth implementation of the project, technical support and quality assurance.

Duration and composition of the Mission

The mission was conducted from 10 October to 18 October in country in Palau. The mission was undertaken by Patrick Duong, Regional Programme Advisor, Local Governance and Decentralization, UNDP Regional Hub in Bangkok; Mohammed Mozeem, Governance Programme Analyst, UNDP Pacific

Office in Fiji; and supported in country by Sharon Sakuma, UN Coordination Officer, UN Joint Presence Office in Palau.

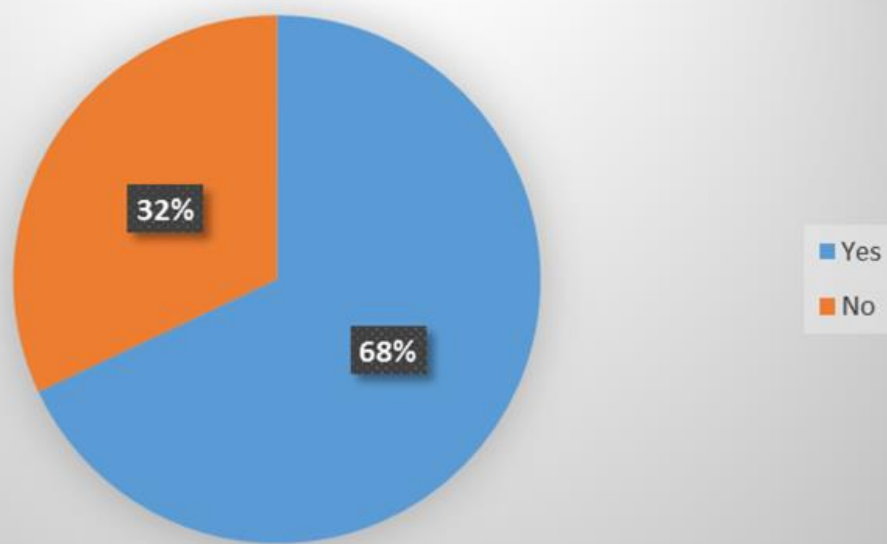
Annex:

Training Needs Assessment Findings Summary and template

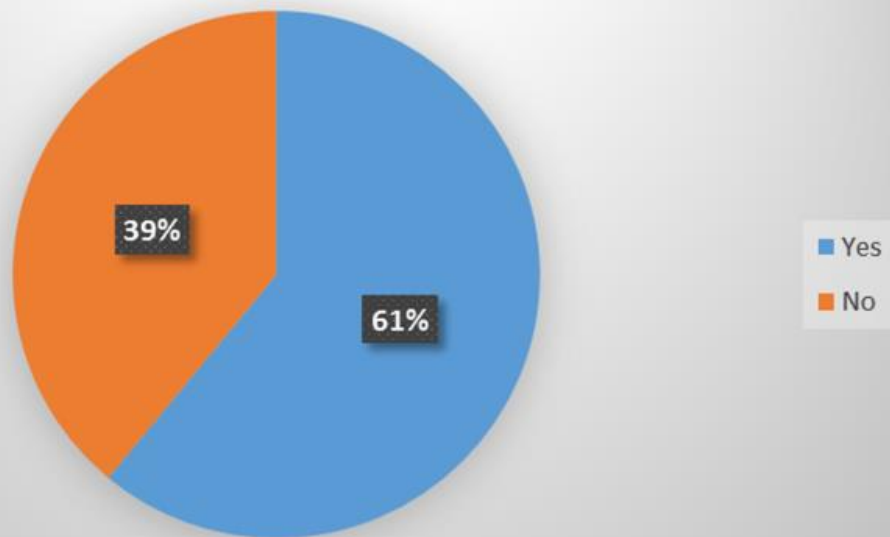
SUMMARY

- Total of 38 respondents
- Anonymous Answers
- Mixture of Governors, Legislators, Finance Officers, Administrative Officers, Clerks and Traditional Leaders
- Mixed Reactions

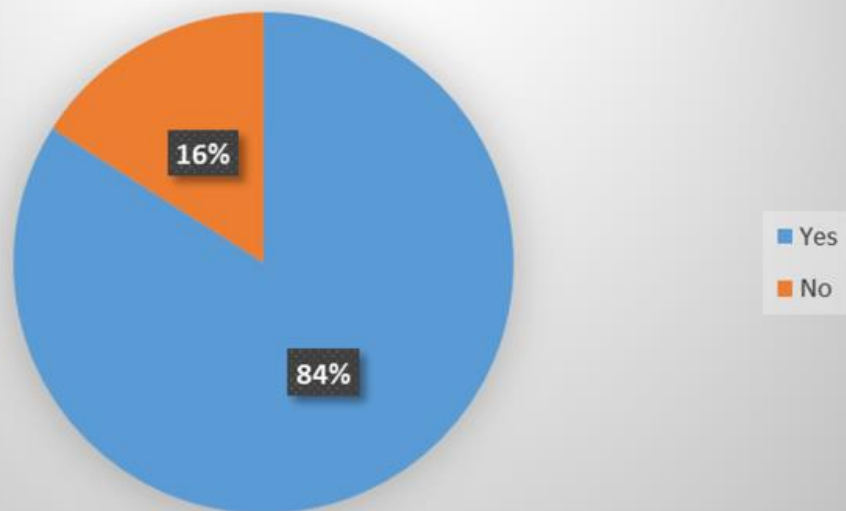
Necessary Skills for your job



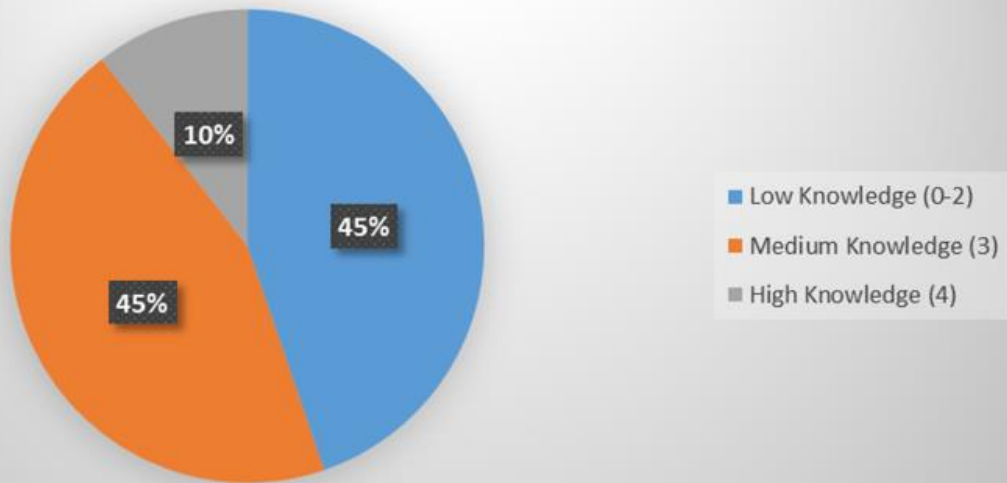
Technical knowledge to do your job



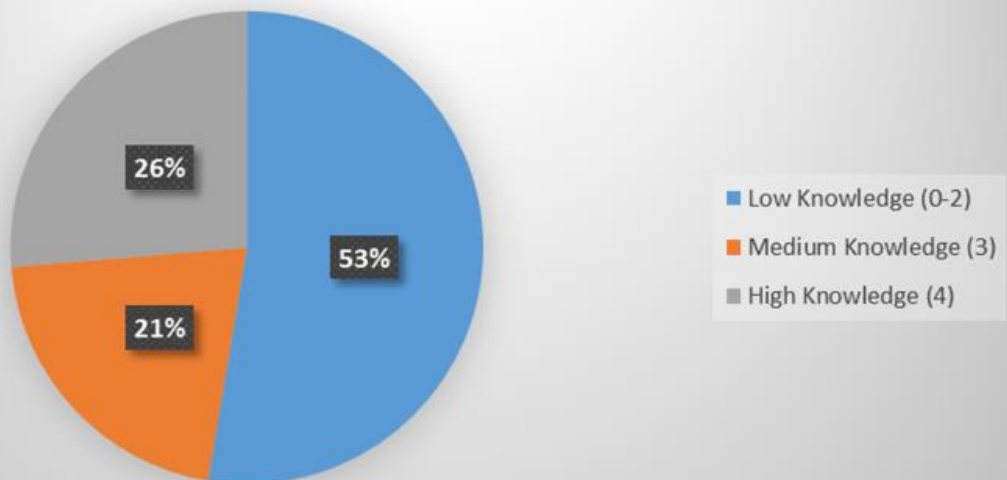
Willingness to attend trainings



Knowledge on legal affairs and state laws



Knowledge on PFM



**Local Governance Strengthening Project
Rapid Local Governance and Training Need Assessment (Year 1)**

NOTE: Please answer all questions and note this is an ANONIMOUS and CONFIDENTIAL survey.

Thank you.

Date (Day-Month-Year):/...../.....

For each of the questions below, please circle answer.

Your Organization: Ministry of State (Mos) – Bureau of Domestic Affairs
MoS – other bureaus
Ministry of Finance
Office of the Public Auditor
Office of the Attorney General
States (targeted by the Local Governance GOP-UNDP project)
Other States
Others: provide details:.....

Gender:	Female	Age group:	Under 25	Education:	Primary completed
	Male		26 – 35		Secondary completed
			36 – 45		College
			46 – 60		Bachelors
			Above 60		Masters and above

Occupation:	Governor	Number of years of experience:	Less than 3
	Deputy Governor		3 to 5
	Legislator		6 to 8
	Technical staff		9 to 12
	Administrative staff		13 - 15
	Finance staff		15 and more
	Legal staff		
	Clerk		
	Other	Your nationality:	

How many years have you spent in the current position: Less than a year
1 to 3 years
4 to 7 years
7 years and more

Do you have **another job** on top of the one you have with the State administration? Yes

No

If Yes, what kind of job is it?

Where can you access **internet**?
At my workplace
At home
On my mobile phone
In an Internet café close to my house

Do you have a **computer at home**? Yes No Do you have an **email**? Yes No

Do you use **social media**:
Facebook
Twitter
Instagram
None

Have you (or are you currently) **attending an education** or training programme? Yes No

If 'Yes', please describe the education/training programme:.....

.....

For your current job, do you think you have the:

- Necessary **skills** (a skills is for example the 'capacity to listen to people'; 'speak in public' or 'build consensus', etc.)? Yes No

Please explain the type of skills you would like to gain:.....

.....

- Necessary **competencies** (a competency is for example the 'capacity to manage staff' or 'develop partnerships', etc.)? Yes No

Please explain the type of competencies you would like to gain:.....

.....

- Necessary **technical knowledge** (a technical knowledge is about knowing the different processes, rules, regulations, SOPs and tools that exist to perform a specific task)? Yes No

Please explain the type of technical knowledge you would like to gain:.....

.....

For your current job, do you:

Have **access to information** (rules, regulations, manuals, web-sites): Yes

No

Know **where to get the information** you need? Yes

No

For your current job have you attended **specific training or orientations over the last 2 years?** Yes

No

If 'Yes', please describe:

.....

For your current job, **are you willing to attend trainings?** Yes

No

Please explain your answer:

.....

What kind of training are you interested in?

.....

.....

Would you **prefer:**

- On-the-job-training (during working hours)
- Evening or weekend trainings
- Special leave training options
- Self-learning (manuals, social-media, internet)

Are you **willing to mentor/coach or train** a colleague or a peer? Yes

No

If 'Yes' what is the area or topic you think you can mentor/coach or train a colleague?.....

.....

For each of the below questions, **please rate yourself from 1 to 4 (lowest is 0)**. Circle the answer.

Knowledge of Palau's Constitution and legal framework: 0 - 1 - 2 - 3 - 4

Knowledge of your State Constitution and legal framework: 0 - 1 - 2 - 3 - 4

Knowledge of your role and responsibility (as per the legal framework): 0 - 1 - 2 - 3 - 4

Knowledge of your obligations (as per the legal framework):	0 - 1 - 2 - 3 - 4
Knowledge of the <u>national</u> systems, rules, regulations:	0 - 1 - 2 - 3 - 4
Knowledge of the <u>State</u> systems, rules, regulations (general):	0 - 1 - 2 - 3 - 4
Knowledge of State General affairs: (i.e.: Core functions, management, security, human resources, etc.):	0 - 1 - 2 - 3 - 4
Knowledge of State Legal affairs and State laws: (i.e.: Represent people, draft, adopt, implement and review local laws):	0 - 1 - 2 - 3 - 4
Knowledge of State Planning processes: (i.e.: Public consult., local develop mapping, planning, design, etc.):	0 - 1 - 2 - 3 - 4
Knowledge of State Budgeting processes and revenue forecast: (i.e.: Use of local resources and fiscal transfers, Budgeting SOPs, etc.):	0 - 1 - 2 - 3 - 4
Knowledge of State Public Financial Management: (i.e.: prep and submission of annual budgets, financial & audit reports:	0 - 1 - 2 - 3 - 4
Knowledge of public consultation processes: (i.e.: organizing public forums, sharing information, inclusiveness, etc.):	0 - 1 - 2 - 3 - 4

How would you rate your **understanding of following concepts (lowest is 0)**:

Concept of decentralization:	0 - 1 - 2 - 3 - 4
Concept of local governance:	0 - 1 - 2 - 3 - 4
Concept of local democracy:	0 - 1 - 2 - 3 - 4
Concept of gender sensitivity:	0 - 1 - 2 - 3 - 4
Concept of rule of Law:	0 - 1 - 2 - 3 - 4
Concept of the Sustainable Development Goals (SDG):	0 - 1 - 2 - 3 - 4

How would you rate your **understanding of following principles (lowest is 0)**:

Principle of downward accountability:	0 - 1 - 2 - 3 - 4
Principle of transparency:	0 - 1 - 2 - 3 - 4
Principle of participation:	0 - 1 - 2 - 3 - 4
Principle of ethics:	0 - 1 - 2 - 3 - 4
Principle of inclusion and gender:	0 - 1 - 2 - 3 - 4

Gender Analysis

In your State/Ministry is there a Gender policy? Yes
 No
 Don't know

In your State is there a formal Women group (representing women interests):
Yes
No
Don't know

Does the group attend planning meetings and can it influence decisions?
Yes
No
Don't know

How many women are part of the group?.....

How many legislators does your State have:..... and how are women legislators:.....

How many women are currently employed in the State administration:.....

What are their main functions (circle answer):

- Senior management
- Middle management
- Technical staff (incl. teachers, nurse, etc)
- Administrative staff
- Other

Does your State (or Ministry) implement Gender Based Programming and Budgeting:
Yes
No
Don't know

Are local development and infrastructure projects reviewed with a gender analysis (for example are you considering women needs when you are discussing the construction of a road?)
Yes
No
Don't know

How many days of maternity leave can a women take in your State/Ministry:.....

How far is the first health post from the State Office (in Km):.....

How far is the first primary school from the State Office (in Km):.....

How far is the first local market from the State Office (in Km):.....

Can you say that most households in your State have access to (circle answer):

- Piped water: All – Most - Few - None
- Electricity: All – Most - Few - None
- Radio broadcast All – Most - Few - None

- TV broadcast: All – Most - Few - None
- Internet connections: All – Most - Few - None
- Garbage collection: All – Most - Few - None

Does your State implement any of these programmes?

- Support for women economic empowerment (training, micro-grants): Yes – No - Don't know
- Legal aid and counselling: Yes – No - Don't know
- Awareness raising on human rights: Yes – No - Don't know
- Women and child protection: Yes – No - Don't know
- Information and access to family planning: Yes – No - Don't know
- Activities to prevent and respond to Gender Based Violence: Yes – No - Don't know
- Women shelter: Yes – No - Don't know
- Community support for vulnerable and victimized women: Yes – No - Don't know
- Dedicated Police support team (or call-in number): Yes – No - Don't know

Thank you! Please be reminded that **your answers are anonymous and will be kept confidential.**

Let us know if you have any additional information or comments you wish to share:

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.....

.....

**Government of the Republic of Palau
UNDP**

Local Governance Strengthening Project

POST INDUCTION FORM

NOTE: You have now attended an Induction workshop, please answer all questions and note this is an ANONYMOUS and CONFIDENTIAL survey.

Thank you.

Date (Day-Month-Year):/...../.....

For each of the questions below, please circle answer.

Your Organization: Ministry of State – Bureau of Domestic Affairs
Ministry of State – other bureaus
Ministry of Finance
Office of the Public Auditor
Office of the Attorney General
States (target by the Local Governance GOP-UNDP project)
Other States
Other: Provide details:.....

Gender:	Female	Age group:	Under 25	Education:	Primary completed
	Male		26 – 35		Secondary completed
			36 – 45		College
			46 – 60		Bachelors
			Above 60		Masters and above

Occupation:	Governor	Number of years of experience:	Less than 3
	Deputy Governor		3 to 5
	Legislator		6 to 8
	Technical staff		9 to 12
	Administrative staff		13 - 15
	Finance staff		15 and more
	Legal staff		
	Clerk		

Other **Your nationality:**

For each of the below questions, **please rate yourself from 0 to 4 (lowest is 0)**. Circle the answer.

Knowledge of Palau's Constitution and legal framework: 0 - 1 - 2 - 3 - 4
Knowledge of your State Constitution and legal framework: 0 - 1 - 2 - 3 - 4
Knowledge of your role and responsibility (as per the legal framework): 0 - 1 - 2 - 3 - 4
Knowledge of your obligations (as per the legal framework): 0 - 1 - 2 - 3 - 4
Knowledge of the national systems, rules, regulations: 0 - 1 - 2 - 3 - 4

Knowledge of the State systems, rules, regulations (general): 0 - 1 - 2 - 3 - 4
Knowledge of State General affairs:
(i.e.: Core functions, management, security, human resources, etc.): 0 - 1 - 2 - 3 - 4
Knowledge of State Legal affairs and or laws:
(i.e.: Represent people, draft, adopt, implement and review local laws): 0 - 1 - 2 - 3 - 4
Knowledge of State Planning processes:
(i.e.: Public consult., local develop mapping, planning, design, etc.): 0 - 1 - 2 - 3 - 4
Knowledge of State Budgeting processes and revenue forecast:
(i.e.: Use of local resources and fiscal transfers, Budgeting SOPs, etc.): 0 - 1 - 2 - 3 - 4
Knowledge of State Public Financial Management:
(i.e.: prep and submission of annual budgets, financial & audit reports: 0 - 1 - 2 - 3 - 4
Knowledge of public consultation processes:
(i.e.: organizing public forums, sharing information, inclusiveness, etc.): 0 - 1 - 2 - 3 - 4

How would you rate your **understanding of following concepts (lowest is 0)**:

Concept of decentralization: 0 - 1 - 2 - 3 - 4
Concept of local governance: 0 - 1 - 2 - 3 - 4
Concept of local democracy: 0 - 1 - 2 - 3 - 4
Concept of gender sensitivity: 0 - 1 - 2 - 3 - 4
Concept of rule of Law: 0 - 1 - 2 - 3 - 4
Concept of the Sustainable Development Goals (SDG): 0 - 1 - 2 - 3 - 4

How would you rate your **understanding of following principles (lowest is 0)**:

Principle of downward accountability: 0 - 1 - 2 - 3 - 4
Principle of transparency: 0 - 1 - 2 - 3 - 4
Principle of participation: 0 - 1 - 2 - 3 - 4
Principle of ethics: 0 - 1 - 2 - 3 - 4
Principle of inclusion and gender: 0 - 1 - 2 - 3 - 4

Evaluation and comments on the work-shop:

How would you rate the quality of this Induction workshop? 0 - 1 - 2 - 3 - 4
How would you rate the relevance of the topics discussed? 0 - 1 - 2 - 3 - 4
Would you like to attend similar workshops in the future? Yes or No

Please provide additional comments (i.e: topics that are important for you, training methods, etc.):

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