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Resilient nations.*

# PALAU

## LOCAL GOVERNANCE STRENGTHENING PROJECT (LGSP)

### PROJECT PROGRESS REPORT (SEP 2016 – Dec 2017)

*Disclaimer*

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## PROJECT OVERVIEW

**Funding:** USD\$800,000

**Donors:** Government of Palau and UNDP

**Programme Period:** September 2016 – October 2019

**Project Outputs:**

1. Pilot States (Executive and Legislative branches) have enhanced capacities to plan and manage public resources to deliver basic services to their constituencies
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.
3. Local residents from pilot 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.

**Counterpart Institutions:**

Bureau of Domestic Affairs, Ministry of State

## BACKGROUND

The Government of Palau strongly recognizes the challenges and the need to strengthen capacities at local State Government level, especially since the government recognized the importance of Agenda 2030 and the need to localize the SDGs, in a phased approach with central government agencies remaining at the core of planning, budgeting, implementation and monitoring of service delivery. In early 2016, the Palau Government requested technical assistance from UNDP to conduct a local governance needs assessment. UNDP conducted an assessment mission in February 2016 to assess the current local government systems, capacity and options for the basis of programming to support local governance. The assessment outlined a number of challenges at local level including the current substantive fiscal policy, human resource and financial capacity gap at local government level that hinders its ability to effectively progress towards sustainable development at local levels.

The (Modern) Local Governance system in Palau is in its initial stage and remains rooted in traditional governance and decision-making systems, values and beliefs. The traditional system has allowed Palauan society to maintain a good level of social cohesion and solidarity amongst local clans, while also being used to mitigate conflicts, manage land, preserve natural resources and when necessary redistribute growth/resources between the local population. Adoption of the Palau Constitution allowed modern local governance systems to take shape (with a certain degree of success) in the 16 States. This involved establishing local governance units that could perform administrative and legislative tasks, enhance citizens' voice and participation in local decision making and strengthen linkages with central administrations (which in Palau are responsible for delivering services, mainly education and health). While each of the 16 States has its own Constitution, the current sub-national governance system consists of an elected legislative branch that forms the local council and an executive branch led by an elected Governor (2 female Governors out of 16). Although a matriarchal society, the gender gap remains significant in the Palau administration due to limited number of elected women<sup>1</sup> in the congress and state governments and requires special attention, particularly at the local State level. The local Councils (Legislatures) consist of approx. 10-20 elected members, with in some cases, traditional chiefs having permanent seats with some legislative authority and as elected legislature members. Other states maintain a council of traditional chiefs with full advisory roles. Legislatures' mandates are defined by State Constitutions and are often guided by traditional procedures and customary laws which result in councils operating with a mix of *de-jure* and *de-facto* functions, ranging from preparing bills, adopting local acts, managing natural resources and local public lands (that are not under a clan jurisdiction), mitigating local disputes, reviewing local development plans and voting on annual budgets.



Figure 1 "Bai" – Traditional Chief's Meeting Building

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<sup>1</sup> <http://www.pacwip.org/future-elections/palau/>

## INTRODUCTION

The Palau Local Governance Strengthening Project (LGSP), commenced implementation in September 2016 following the official signature of the Project Document between the Government of Palau and UNDP. The Project is funded through financial support from the Government of Palau and UNDP. The Project is directly managed by UNDP Pacific Office in Fiji which provides technical project management, procurement and policy advisory services through its technical advisors.

The project provides assistance to the Government of Palau in improving local governance and service delivery through responsive and accountable governance at the local State level. The project is being implemented in phases; the selection of local states was made through indicators like population, development lag, lack of development infrastructure, gender gaps, poverty and own source revenue base and other political, economic and social indicators the government will prioritize. The project focus is on capacity development of the respective pilot States; namely Aimeliik, Melekeok, Ngeremlengui, Hatohobei, and Kayangel; also taking into account their role in implementing and supporting the 2030 Agenda and the localization of the SDGs. The project outputs include trainings, manuals and guiding documents, participatory planning, development needs assessment, strengthening citizen voluntary organizations, CSO engagement, participatory budgeting (with a focus on women), and inclusive project planning and transparent execution. Technical assistance is also being extended to the Ministry of States (Bureau of States Affairs) as well as to relevant central administrations (incl. MoF, OAG), the House of Delegates and the Senate, in terms of their capacity to interact with local States.

## SUMMARY OF PROGRESS

The following is a summary of the project progress based on activities defined under the Project work plan adopted for the period September to December 2016 and then from January to December 2017. During the initial period, the project undertook major inception and induction workshops in October 2016 to engage with pilot state governments and also to undertake initial capacity building trainings for newly elected governors, legislators and staff from pilot state governments.

**Output 1: Pilot States (Executive and Legislative branches) have enhanced capacities to plan and manage public resources to deliver basic services to their constituencies**

**Activity Result 1.1: Strengthening capabilities of State governors, legislators and staff on their roles, functions and duties around accountability, transparency and good governance through focused training activities on PFM, good governance and through on the job coaching**

***Organize induction trainings for newly elected Governors and Legislators on their roles and responsibilities, the importance of good governance for the SDGs and the need for transparency and downward accountability mechanisms.***

- A two-day major “Induction Training” workshop was conducted from 12-13 October 2016. The induction workshop was conducted for key project stakeholders from pilot states which included Governors, local legislators, administrative, financial, technical staffs and also staff from the Bureau of Domestic Affairs (Ministry of State). The post-workshop assessment revealed that participants noted an increased level of awareness and understanding of the local governance project (project objectives and management arrangements) as well as increased knowledge of local governance concepts, norms and international best practices. Participants also valued the opportunity they had to discuss the relevance of these concepts in the Palauan context within the Local Governance project in particular.

Participants (total of 38 who went through full comprehensive training) were trained on various aspects of governance, in particular, Traditional Governance System in Palau; Roles and Responsibilities of State Governors, State Legislators and State level finance and administration officers (as per the National Constitution and legal framework) from general affairs point of view, on legal affairs, public financial management; and Roles and Responsibilities (Public participation, access to information, community monitoring) 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). Participants were also trained on action planning to enable state level planning for key activities per year. 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. The induction training report is enclosed in annex for more information.

***Organise an annual one-day Conference for State Governors and State Legislators to meet and advocate for common concerns with Senate and House of Delegates members.***

- Discussions on this activity were held during the Governor's Association meeting in October 2017 and it was initially decided to postpone this activity until November or December 2017. The reason for the postponement was to enable the Governor's Association to discuss the initiative in detail and to determine the appropriate timing, agenda and composition of the annual dialogue conference. However, despite the best efforts of the project team, the event did not take place at the end of 2017 as other priorities became more significant for stakeholders. The project team will aim to implement this activity in the early months of 2018 to continue to progress the activity around providing meaningful dialogue spaces between national and sub-national governments. The presentation made during the October session was critical first step to enable the Governor's to commence this activity.

***Conduct orientation of Governors' office staff on their roles and functions and knowledge sharing between other state government staff***

- This activity was targeted for September 2017, however, due to other priorities within the pilot states, it could not be completed successfully. It is now planned to take place in quarter 2, 2018. However, it should be noted that whilst a full dedicated training was not possible, staff from all pilot states did go through the inception and induction trainings which had sessions focused on state administration (finance), legal and other areas such as community participation. Furthermore, staff from pilot states also received training on strategic planning processes during the major strategic review and planning workshops conducted in July 2017.
- In December 2017, the project obtained a draft proposed training framework from the Office of the Public Auditor to support state governments (mainly for finance and accounting staff) in their efforts to accurately record and disburse public funds. The training framework from the Auditor's Office will focus on state accounting systems and internal control weaknesses and deficiencies on particular areas such as cash receipts; disbursements; payroll; travel, fixed assets; accounts receivables; accounts payable; land leases; and budgets. The framework is expected to be applied in quarter 1, 2018.

***Produce knowledge materials in the form of State Factsheets and information pamphlets/brochures for each supported State***

- A comprehensive Knowledge Management Product (KMP) Reference guide was produced under the Project in 2017. This knowledge material was completed through a two-phased approach, phase i) involved research and consultation for contents, while phase ii) involved localization and validation of contents and materials. Through consultations initiated by the project, the final content included the following subjects:
  - (i) Public Financial Management (including reporting) and National Audit Law regulations and processes for reporting;
  - (ii) Good Local Governance, Accountability and Transparency;
  - (iii) Central and State Governance System (including a snapshot on the Bureau of Domestic Affairs);
  - (iv) Improving State Planning and Budgeting through Action Planning;
  - (v) Gender and Inclusion;
  - (vi) Sustainable Development Goals; and
  - (vii) Factsheet on Local Governance Strengthening Project.

In addition to comprehensive online research, there was consultation with the pilot state governments on content. This first consultation comprised of 53 stakeholders (70% female participation) who went through comprehensive discussion and debate on possible contents of the KMP. Based on this the local consultant produced a draft KMP which was then further reviewed by BDA, UNDP experts and other key project stakeholders, following which a full draft KMP was produced.



Following the process outlined above, a major validation exercise was conducted in June 2017, with key stakeholders from pilot states (Governor's, Speakers, Legislators and finance & admin staff) and project stakeholders (Ministry of Finance – Bureau of Budget and the Bureau of National Treasury, the Office of the Public Auditor, the Attorney General, Ministry of State – Bureau of Domestic Affairs, the National Congress – the Senate and the House of Delegates) to localize and



validate the KMP.

A round of 3 separate validation meetings on contents and materials were conducted to capture the key interest and endorsement from stakeholders for the KMP. The validation process grouped the stakeholders into 3 focus groups: (1) The Partners, comprising of the ministries and agencies; (2) the States, comprising of the pilot states; and (3) Combination of both groups – Partners and

States. There were a total 52 stakeholders (67% female participation). The KM was validated during this workshop and approved in June.

- A Project Factsheet was also produced to highlight the work of the Palau Local Governance Strengthening Project. This includes a summary of key project information, its link to higher development goals, project outputs, implementation strategy and key partnerships. This was widely circulated as part of the process of ensuring transparency and accountability of the project.

**Activity Result 1.2: Improving institutional policy frameworks (incl. regulations), systems and planning capacities through development of procedures and specialized trainings**

***Conduct orientation for State Legislators and clerks on State powers and regulations related to the drafting and adoption of State regulations and by-laws, including ad-hoc trainings on new national Acts and policies that directly impact and/or require States' support for execution.***

- This activity was postponed. The lack of project presence on the ground and need for pre-mapping of training needs to ensure a comprehensive training package is developed on this, meant that this activity will now be implemented in quarter 2, 2018.
- In terms of direct technical review and policy advisory support through the project, the project supported the review of the Melekeok State Personnel Policy document in April 2017. Comprehensive review and commentary was provided for this policy through BDA to ensure that the policy is user friendly, reflects good governance principles on equal rights at the workplace and staff support for development is provided.

**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.**

**Activity Result 2.1: Capacities strengthened at national government to support State Government, including facilitation of better relations between different arms of Government.**

***Undertake inception workshop and validation exercise to commence project implementation (to include an NGO/ partner mapping exercise).***

- This was successfully completed on 11 October 2016 at Palasia Hotel, Koror, Palau. 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, specially 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.

Several presentations were done by Bureau of Domestic Affairs (BDA) and UNDP to present and validate the project and key activities planned. Some of the key issues discussed and presented 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 enabled achievement of the following key outcomes:

- Ensured 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; and
- Mobilized support from key stakeholders (Public Auditor’s Office and Ministry of Finance) for the implementation of future activities under the Palau LGS Project as agreed with the Government of Palau and for delivery of trainings/ workshop activities.

***Undertake strategic review of the Bureau’s mandate and capacities (incl. a brief gender analysis), including recommendations for enhancing the Bureau’s mandate/strategic plan, its resources, organogram and the staff ToRs***

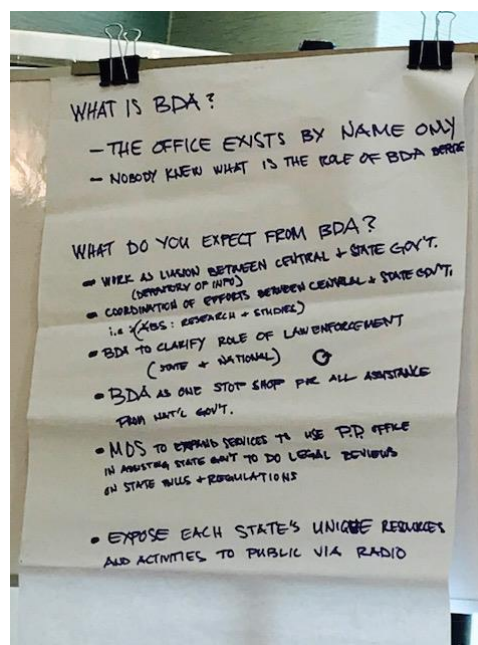
- In order to support the process of enhancing capacity within the national Bureau of Domestic Affairs (BDA), the Project supported a comprehensive Strategic Review exercise to review the Bureau’s mandate and capacities, including recommendations for enhancing the Bureau’s mandate, strategic plans, work plans, its resources, organogram and draft and revise staff ToRs in consultation with relevant stakeholders. A Strategic Review mission was conducted from 26 June to 7 July in Palau to support BDA in its institutional strengthening efforts. A two-day training activity was also conducted for pilot state governments and BDA staff including key partners from Ministry of Finance and Auditor General’s Office on strategic planning. An interactive approach ensured participants mapped out the key priorities and key service delivery required from BDA over the next 4-5 years. This workshop and the pre-assessment workshops were instrumental in determining what services BDA can deliver under its proposed new Strategic Plan. During the workshop with the States, BDA staff and stakeholders, the role and mandates of BDA was substantively analyzed and a



number of recommendations were noted which are part of the new Strategic Plan.

The Strategic Review exercise further resulted in the following key outputs in addition to the successful training and capacity building activities completed in country:

- A comprehensive Strategic Review Report was produced capturing the process/ methodology applied, the key participants, the content of key presentations and capacity building efforts and key findings and recommendations. A report is attached in the annexes for this exercise.
- A draft Strategic Plan 2018 – 2022 was also drafted and shared with BDA in the latter part of 2017. This Strategic Plan will be thoroughly reviewed/ validated and revised as necessary with BDA and partners to ensure it is reflective of BDA's mandate and its vision for the next 4-years.



***Design the Bureau's Annual Work-plan/s, including integrating new activities that will contribute to achieving the expected outcomes of the LG Project.***

- The development of the BDA work planning process will commence in 2018 once the Strategic Plan document has been finalized and endorsed. This is expected to be undertaken in quarter 1, 2018.

***Develop SOPs, guidelines and forms to enhance the Bureau's operations and performance.***

- Whilst waiting for the Strategic Plan to be finalized, the technical support mission conducted in October 2018 supported the Bureau in HR operations and planning. A strategic meeting was conducted with Director of the Bureau for Public Service System to map the government's recruitment process and discuss how the vacant positions within the newly proposed organization structure of BDA can be filled. Following this, a draft HR Recruitment Plan was produced and presented to the Minister and Director of BDA. This was approved in draft and will be updated as the recruitment process moves further in 2018.
- A new organizational structure was proposed and validated through the October 2017 mission conducted in country. The organization structure was revised based on the discussions and findings of the strategic review process conducted earlier in July 2017. This can be viewed in the Strategic Review Report annexed to this report.
- Further development of relevant SOPs and guidelines will be undertaken in 2018.

***Undertake training and provide on-the-job coaching to Bureau staff members, based on individual ToR, staff performance reviews and TNAs.***

- As part of the Strategic Review exercise and institutional strengthening of BDA, staff TORs were re-produced and new ones were drafted for positions where no staff TOR existed, in particular for newly recommended positions. These can be viewed in the annexes. The new TORs reflect effectively on the core competencies, skills and clear functionalities of each of the position within the Division of Media and the Division of States.

- An upward evaluation exercise was also proposed in quarter 4, 2017 and conducted with staff from BDA. This was to ensure that apart from downward evaluation from employer to employee, staff members also get an opportunity to provide feedback on effective leadership and coaching and guidance required for them to perform better. A brief sample of the evaluation questionnaire is reflected in the annexes.
- The Project also supported training opportunities for BDA Management in 2017 on local governance. This materialized in the form of training in Haiyan, China attended by the Director of Bureau of Domestic Affairs, Ms. Eunice Akiwo. The forum on the Role of Local and Urban Governments in Building Sustainable and Resilient Cities and Rural Areas was held from 19-21 June 2017 and brought together two separate streams of work on disaster risk reduction and climate resilience. The forum was instrumental in highlighting the commonalities between the two streams and the role that sub-national/local governments can play in strengthening efforts on disaster risk and climate resilience within the SDG agenda. A key outcome of the forum was a set of recommendations on strengthening the role of sub-national/local governments in resilience, as part of the SDGs. The participation allowed the enhancement of Palau's understanding on the various tools used in localizing SDGs, connecting to a wider network of individuals working on sub-national governance work and on various resources available for Palau to learn and adopt solutions for state level development work.

**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.**

**Activity 3.1: Increase understanding of citizens on roles and responsibilities of central and local governments and participate in local decision making and oversight**

***Undertake feasibility to provide recommendations to create a mobile app system or related innovation tools to (using mobile technology and social media) for citizen awareness raising and public participation on local governance and SDGs.***

- During the Project Inception mission, a meeting with the Palau National Communications Company (PNCC) was conducted to determine the feasibility for development and running of an app for citizen awareness and engagement. It was noted that based on current internet capabilities in the States, apart from the good speed and access in Koror, investment in a fully functional mobile app will not be feasible at this stage. PNCC highlighted that this can become possible only after the introduction of fiber and more hot spots being created in the remote states.

***Establish online tracking tool to monitor app usage and perform data analysis for future review.***

- Refer to update above on feasibility assessment with PNCC.

***Organize public events to stimulate public participation in local governance***

- Direct face to face discussions were undertaken with Melekeok and Hatohobei State Governments to determine how this activity can be designed and implemented. Whilst public forums per state was proposed initially, the activity will be implemented in quarter 1 and 2 in 2018 in the form of state governance clinics. A concept note is attached for this activity in the annex.

**KEY CHALLENGES**

- **Geographical** – given the geographical distance from the capital Koror, where most of the government's satellite offices are based and also some of the satellite offices for the pilot states, reaching out to communities in those states can be an ongoing challenge. Furthermore, internet penetration in the states is still at a very early stage of development and hence regular

communication, development and usage of innovative apps for fast-paced development support to governors and staff cannot be fully administered.

- **Administration** – State Government are still at very early stages of development and have not yet become fully capable of managing all administrative, financial obligations and meeting national level audit laws. There is need for continued support in this area to the States. In terms of Project implementation, managing administration work together with coordination on the ground can be sometimes very challenging due to need to continuously travel and meet regularly with state representatives to plan project activities.
- **Human Resources** – currently the project has one full time Project Officer based in Palau and Project Management and Administration support is provided through UNDP Pacific Office in Fiji. The Project Officer was recruited around mid-2017, which did result in challenges in implementing project activities in 2017 and adequate planning to proceed. One of the key areas for Project to be more successful is engaging constantly with Project Partners and ensuring project activities are adequately planned and delivered on agreed timeframes. However, having just one person in country could be sometimes challenging but project progress has generally picked up in later 2017. This was noted in the Risk Log as one of the associated risks under the Project.

The challenge associated with international experts also needs to be reviewed in concern to hiring experts who have not worked in the Pacific and not well versed with the way Pacific systems work, particularly Palau. The challenge is related to the selection of International Consultant hired for the Strategic Review and Planning work under the Project whereby the quality and overall outputs were not up to the standard and contextualization to Palau as expected. There were also challenges associated in getting regular feedback from BDA on various aspects and key information which also posed challenges in having the process completed in 2017, hence, its proposed that in 2018, there are much more regular and rigorous dialogues and discussions to ensure delays do not affect project activities and results.

## FINANCIAL REPORT

The following tables presents the financial statements noting income, budget and expenses for the project against the 3 project outputs. The statement reflects expenses against total budgets per output for the financial period 1 September 2016 to 31 December 2017.

2016

<b>Output 1: Pilot States (Executive and Legislative branches) have enhanced capacities to plan and manage public resources to deliver basic services to their constituencies</b>		
<b>Activity 1.1: Institutional capacity strengthening of State Governments (executive and legislative branches) and systems for improved service delivery</b>		
<b>Account Code</b>	<b>Account Description</b>	<b>USD Amount</b>
64398	Cost recovery, facilities/admin, and other project activity related charges.	195.11
64398	UNDP Advisory, Project Management, Finance and Admin Support costs	9,708.64
71305	IC Contractual Payments for Clarinda Ziegler	6,600.00
64398	International Consultant/UNDP BRH Support provided	14,700.00
71600	Travel related to technical advisory, training & workshops	8,954.95
74200	Printing and Production	5,523.14
75700	Workshop/ trainings (related to BDA trainings)	7,958.34
	<b>Total Output 1</b>	<b>53,640.18</b>
<b>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</b>		
<b>Activity 2.1: Capacities strengthened at national government to support State Government, including facilitation of better relations between different arms of Government</b>		
<b>Account Code</b>	<b>Account Description</b>	<b>USD Amount</b>
71600	Travel related to technical advisory, training & workshops	8,200.00
	<b>Total Output 2</b>	<b>8,200.00</b>
<b>Project Total Expenses 2016</b>		<b>61,840.18</b>

2017

<b>Output 1: Pilot States (Executive and Legislative branches) have enhanced capacities to plan and manage public resources to deliver basic services to their constituencies</b>		
<b>Activity 1.1: Strengthening capabilities of State governors, legislators and staff on their roles, functions and duties around accountability, transparency and good governance through focused training activities on PFM, good governance and through on the job coaching</b>		
<b>Account Code</b>	<b>Account Description</b>	<b>USD Amount</b>
18099	Acquisition of Equipment, Audio Visual etc	1,465.49
60000	UNDP Advisory, Project Management, Finance and Admin Support costs	5,651.47
64397	Cost recovery, facilities/admin, and other project activity related charges.	531.78
64397	Advertisement and media related charges	1,638.34
64397	Shipping charges for procurement from Fiji to Palau	1,222.28
71305	IC Contractual Payments for Clarinda Ziegler	4,620.00
71400	Project Coordination Support costs in country (Tarita Holm)	10,540.73
71600	Travel related to technical advisory, training & workshops	8,367.83
73105	Overhead costs (Premises, Rental of Meeting Rooms etc for trainings, workshops)	833.03
75705	In country Training, Workshops and Conference	4,416.48
	<b>Total Output 1.1</b>	<b>39,287.43</b>
<b>Output 1 : Pilot States (Executive and Legislative branches) have enhanced capacities to plan and manage public resources to deliver basic services to their constituencies</b>		
<b>Activity 1.2 : : Improving institutional policy frameworks (incl. regulations), systems and planning capacities through development of procedures and specialized trainings</b>		
<b>Account Code</b>	<b>Account Description</b>	<b>USD Amount</b>
60000	UNDP Advisory, Project Management, Finance and Admin Support costs	12,292.14
71400	Project Coordination Support costs in country (Tarita Holm)	2,685.46
74596/75105	Cost recovery, facilities/admin, and other project activity related charges.	380.30
	<b>Total Output 1.2</b>	<b>15,357.90</b>
<b>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</b>		
<b>Activity 2.1: Capacities strengthened at national government to support State Government, including facilitation of better relations between different arms of Government.</b>		
<b>Account Code</b>	<b>Account Description</b>	<b>USD Amount</b>

60000	UNDP Advisory, Project Management, Finance and Admin Support costs	8,102.87
64397	Cost recovery, facilities/admin, and other project activity related charges.	350.80
71200	IC Contractual Payments International Consultant Sanjoy Nayak	10,406.53
71300	IC Contractual Payments for Merewalesi - UNDP Admin	847.95
71400	Project Coordination Support costs in country (Tarita Holm)	3,565.02
71600	Travel related to technical advisory, training & workshops	7,864.72
72500	Procurement of office Supplies for Project office	329.15
74596	ICT Related charges	133.89
74725	Shipping charges for procurement from Fiji to Palau	125.72
74596	Cost recovery, facilities/admin, and other project activity related charges.	304.23
73105	Overhead costs (Premises, Rental of Meeting Rooms etc for trainings, workshops)	833.03
75700/76135	Training, Workshop related expenses ( Eunice's training to China)	2,140.18
	<b>Total Output 2.1</b>	<b>35,004.09</b>
<b>Output 3: Local residents from pilot 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.</b>		
<b>Activity 3.1: : Increase understanding of citizens on roles and responsibilities of central and local governments and participate in local decision making and oversight.</b>		
<b>Account Code</b>	<b>Account Description</b>	<b>USD Amount</b>
60000	UNDP Advisory, Project Management, Finance and Admin Support costs	10,451.17
64397	Overhead costs (Premises, Rental of Meeting Rooms etc for trainings, workshops)	237.25
18094	Acquisition of Equipment, Audio Visual etc	1,700.01
71400	Project Coordination Support costs in country (Tarita Holm)	3,616.42
71635	Workshop/ trainings (related to BDA trainings)	1,000.00
72400	Acquisition of Equipment, Audio Visual (Projector) etc	2,600.39
74596	Cost recovery, facilities/admin, and other project activity related charges.	397.74
74725	Shipping charges for procurement from Fiji to Palau	129.54
75105	Overhead costs (Premises, Rental of Meeting Rooms etc for trainings, workshops)	583.69
	<b>Total Output 3.1</b>	<b>20,716.21</b>
<b>Project Total Expenses 2017</b>		<b>110,365.63</b>

## **ANNEXES**

1. Knowledge Management Product
2. BDA Strategic Review Report
3. BDA Staff Recruitment Plan
4. Palau LGSP Project Factsheet
5. Staff TORs
6. BDA Revised Organisation Chart
7. Local Governance – Practical Tools