

# **TDSP : Challenges and Suggestion**

2015 Annual DICO Retreat

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# M&E UNIT

Challenges	Suggestion
➤ Majority of Implementation Agencies Do Not Submit Monthly and Quarterly Status Report of Projects	➤ DICO and IA need to strengthen relationship in project implementation reporting.
➤ No M & E focal person assigned for each IA project.	➤ DICO will coordinate with IAs on the assignment of an M & E focal person to report on project implementation status.
➤ Number of DICO M & E officers are inadequate.	➤ DICO will recruit at least 2 additional M & E officers.
➤ English proficiency of DICO M & E officers are inadequate.	➤ DICO officials need to undergo English proficiency training on technical report writing.
➤ Outcome and Impact monitoring capacity of DICO M & E officers is weak.	➤ Additional Training on Outcome and Impact monitoring to be conducted among DICO M & E officers by October 2015.

# FINANCE UNIT (1)

Challenges	Suggestion
<ul style="list-style-type: none"><li>➤ TDSP and EIF differs in budgeting, record keeping and reporting</li><li>➤ Difference in format of budgeting and reporting</li><li>➤ Difference in quarterly reporting timeline (TDSP has 45 days to do quarterly reporting after the quarter ends, whereas EIF has 30 days)</li><li>➤ Difference in account codes, components and categories between TDSP and EIF</li></ul>	<ul style="list-style-type: none"><li>➤ First, all donors need to align among themselves before requesting Projects to submit different format of budgets and reports</li><li>➤ In future, donors need to streamline the accounting codes in line with the RGC's Chart of Accounts</li></ul>

# FINANCE UNIT (2)

Challenges	Suggestion
<ul style="list-style-type: none"><li>➤ Many IAs or sub-projects implemented under TDSP and needed to be monitored and tracked their payments</li><li>➤ Lack of commitment to perform duties and follow procedures by IAs</li><li>➤ TOR is not strictly followed by the staff even it has been established</li></ul>	<ul style="list-style-type: none"><li>➤ Right person should be put in the right place/right team</li><li>➤ Motivation and incentive should be set up and practiced</li><li>➤ Performance evaluation of each staff should be conducted every six months or one year</li></ul>
<ul style="list-style-type: none"><li>➤ <u>Implementation and FM aspects</u>: IAs do not comply with timely liquidation of advances and maintaining fixed asset codes and registers</li><li>➤ <u>Annual Audit</u>: The cooperation from IAs during the audit is very minimal or nil in some cases. They do not understand the audit requirements.</li></ul>	<ul style="list-style-type: none"><li>➤ IAs need to assign one staff with accounting knowledge as focal person and work very closely with DICO and especially with the Finance Unit</li></ul>

# AUDIT

Challenges	Suggestion
➤ Lack of management team member to assist the project director in decision making	➤ Establish additional members of program management team
➤ Shortage of skilled staff to accomplish project assignments	➤ Establish new well-re-designed DICO structure
➤ Limitation of each unit staff number	➤ Attract more competent staff to fit key relevant skills
➤ Weak follow up activities to trigger continuously e.g fixed assets register	➤ Monitor and follow up activities in regular basis
➤ Lack of internal control strengthening from project commencement	➤ Conduct timely parallel M& E and internal audit on internal control
➤ Absence of POC leading to degrade staff motivation & performance	➤ Re-offer supplementary or incentive scheme

# ADMIN UNIT

Challenges	Suggestion
<ul style="list-style-type: none"><li>➤ Capacity constraints on individual and institutional level</li><li>➤ Need to be updated and simplified for financial requesting</li><li>➤ Complicated procedures in project implementation.</li></ul>	<ul style="list-style-type: none"><li>➤ Continue to work closely with consultants for strengthening all activities involved with project.</li><li>➤ Continue/Provide the training course to DICO's officials on other subjects</li></ul>
<ul style="list-style-type: none"><li>➤ Too much work overload</li><li>➤ Lack of officials to work for Admin Unit</li></ul>	<ul style="list-style-type: none"><li>➤ Request to add new officials to work for Admin unit.</li></ul>
<ul style="list-style-type: none"><li>➤ DICO's Structure are not responsive and needs further review</li></ul>	<ul style="list-style-type: none"><li>➤ Try to promote officials of admin. unit to hard work for projects passed DICO.</li></ul>
<ul style="list-style-type: none"><li>➤ Lack of cooperation among WG members of each unit</li><li>➤ Lack of information from unit to unit</li><li>➤ Overlapped work with units</li></ul>	<ul style="list-style-type: none"><li>➤ Continue to extend the cooperation with units.</li></ul>

# PROCUREMENT (1)

Challenges	Suggestion
<p><b>Contract Management:</b></p> <p>a). Out-put based contract gone invalid without prior notification from IA/Consultant/Client.</p> <p>b). Contract Implementation and its failure notice/record.</p>	<ul style="list-style-type: none"><li>➤ IAs shall ensure the efficiency and effectiveness of contract being implemented by Consultant against required ToR. By doing so, the IA may rather track and record the consultant's achievement and their deliverables for it would be necessary to scrutinize possible extension/termination by the end of contract term.</li><li>➤ Procurement Team continues to stay closed to tracking and update regularly.</li><li>➤ Need a Procurement Clinic on Contract Management to be provided by the World Bank.</li></ul>

# PROCUREMENT (2)

Challenges	Suggestion
<p><b>Delay of technical inputs from IA:</b></p> <p>a). ToR and Specification preparation keeps delaying to commencing the procurement process and moderate satisfactory tracking data.</p> <p>b). Interactive communication/ confirmation of procurement result as a reference.</p>	<ul style="list-style-type: none"><li>➤ Project Technical Team and IAs continue to assist in spec and ToR preparation and submit the document in a timely manner.</li><li>➤ Clarification request and other queries shall rather be responded in a suggested period, normally it is noted in email.</li><li>➤ IAs request a Meeting with Procurement Team as deemed appropriate to solve the case.</li></ul>
<p><b>Issues in Delivery of Goods:</b></p> <p>a). Acceptance of goods is not under contracted schedule.</p> <p>b). Approving on Delivery Note by Management reflects delay in payment process.</p>	<ul style="list-style-type: none"><li>➤ Arrangement of Goods delivery in advance and provide schedule to relevant officers.</li><li>➤ Coordinate and Corporate by IAs; Otherwise, next delivery site should rather be at MoC.</li><li>➤ Assigned technical officer for goods recipient shall has the right to sign on receipt, by not needing to pend for top management's approval. It delays in payment process.</li><li>➤ Complaint/clarification request on delay of procurement process shall be addressed via emails. Procurement Team could always justify as deemed appropriate.</li></ul>

# PROCUREMENT (3)

Challenges	Suggestion
<p><b>Warranty and Maintenance of Goods:</b></p> <p>a). IAs always contact Procurement Officer for concern on software maintenance and fix.</p> <p>b). Procurement people can share and explain the contract term based on query being raised, but shall not coordinating to fix the computer/software.</p>	<p>➤ IAs shall directly address Technical issues, on goods/computer/software that has already been delivered, to awarded bidders and not Procurement Team.</p>

# COMMUNICATION

Challenges	Suggestion
➤ Lack of functional structure (Internal and External)	➤ Create Communication Unit with two dedicated officials (Full/Part-time)
➤ Lack of devoted officials to absorb and skills from the Consultants	➤ Select internal or outsource two officials from other departments who wish to be professional communicators.
➤ Lack of collaboration from Internal and initiative from Implementation Agencies.	➤ Conduct two-days training on Strategic Communication and media skills for AIs / officials and regular meeting to follow up the works.
➤ Lack of professional supporting tools and equipment	➤ Buy professional equipment to support new established communication unit.