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## GOVERNANCE AND PUBLIC ADMINISTRATION REFORM:

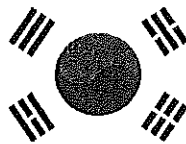
### STRENGTHENING CAPACITY AND SERVICE DELIVERY OF LOCAL ADMINISTRATIONS (GPAR SCSD) (UNDP- AWARD: 00064630)

## PROGRESS REPORT QUARTER 2/2014



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Swiss Agency for Development  
and Cooperation SDC



LE GOUVERNEMENT  
du Grand Prince de Lanxang

## I. PROJECT INFORMATION AND RESOURCES

Project ID and title:	Strengthening Capacity and Service Delivery of Local Administrations (GPAR SCSD) GPAR SCSD-00081322. Award: 00064630
Executing Agency:	Ministry of Home Affairs
Collaborating Ministries/ Government agencies:	Ministry of Finance, Ministry of Planning and Investment, Provincial and District Administrations.
Project duration:	February 3, 2012 - December 31, 2015

Period covered by report:	April 1, 2014 - June 30, 2014
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Total Budget	Original Budget (US\$)	Latest Signed Revision (US\$)
	12,568,800	12,568,800

Resources	Donor	Amount (US\$)
		United Nations Dev. Programme
	United Nations Capital Dev. Fund	1,300,000
	Swiss Agency for Dev. Cooperation	4,000,000
	Republic of Korea	2,000,000
	Luxembourg Government	1,000,000
	GEF (parallel)	2,000,000
	Government (parallel)	702,000
	Yet to be funded	1,166,800

Summary of expenditure for period covered by report	Amount (US\$)	
	Budget for Quarter	409,396 US\$
	Expenditure in Quarter	383,403 US\$
	Delivery Rate %	94%

## Project Performance and Results

### Overview

Strengthening Capacity and Service Delivery of Local Administrations (GPAR SCSD) project was officially launched on 03 February 2012 and became operational from 1<sup>st</sup> July 2012. This project is being implemented in alignment with other projects of the National GPAR Programme. The overall objective of this project is increased capacity in the local administration, leading to better delivery of services which improve the lives of the poor, especially in rural areas of Lao PDR. The strategy is to build around a series of interrelated outputs that take forward proven results and innovations to realise the overall outcome. These include the introduction of district level performance assessments and performance based Block Grants (capital and recurrent) that will provide incentives for improved overall performance linked to the local administration mandate, the project seeks to improve local MDG-targeted service delivery through increased capacity and long term reform.

The seven outputs of the project are:

1. Policies and regulatory frameworks for effective local administration at province and district level.
2. Improved capacities of local administrations to fulfill its service delivery mandates.
3. Improved MDG focused service delivery provided through formula based and equity focused block grants to the districts.
4. Improve Access to Citizens Service through One Door Service
5. GPAR Capacity Development and Modernisation Fund (CADEM) to support strategic innovations in Public Administration reforms
6. Citizens' Feedback and district mechanisms for responsive and accountable service delivery
7. Project administration and support.

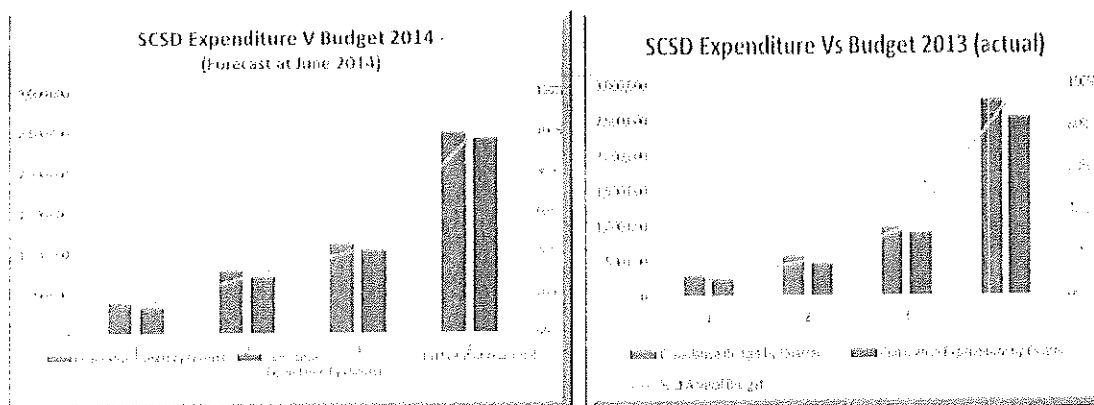
### Overview of activities and results during period

#### Summary of Results emerging in Quarter

- DDF-Sam Sang Review - Terms of Reference for a national consultancy developed and it expected that the review will be undertaken in July.
- NGPAR assessment / DDF review / NGPAR Concept paper: Agreement in principle to design TOR for a combined NGPAR/DDF review and develop GPAR Concept paper;; assignment targeted for Q4 2014.

- 263 government officials (67 women) trained in local planning & procurement, financial management and reporting ( DDF guidelines)
- 33 provincial officials benefited from an M&E training for DDF in Xiengkhouang and Houaphan provinces
- 22 small scale district infrastructures and 208 other service interventions are currently being delivered directly by district officials using DDF grants. Total value of these service improvements is \$998,000, which estimated to directly benefit 758,067 local citizens.
- Final installment for projects granted 2014 were transferred to 5 projects (out of 15 projects).
- CADEM Fund guidelines and plans for 2015 revised and finalized. (Announcement for Expression of Interest for grant 2015 opens from Jun – 30 Sept 2014)
- Action plan covering both District-Service Delivery Monitoring System (D-SDMS) and the district Service Users Feedback System (SUFS) developed with national consultant during Quarter 2, for implementation in Q3 & 4.

Overall the project is on track to achieving its annual plan. While expenditure at the mid-year is less than 50% of the annual budget, this is not unexpected and is in line with the implementation cycle of planned activities for the year 2014. This is also in line with similar expenditure pattern in 2013. The Charts below illustrate this situation.



The main activities undertaken by the project during the Quarter are listed below:

**1 Policies and regulatory frameworks for effective local administration at province and district level:**

- **DDF – Sam Sang review.**  
Sam Sang and DDF are two government managed and implemented systems aimed at developing an efficient and effective local administration leading to better delivery of services that improve the lives of the rural poor. The Terms of Reference for a national consultancy has developed and it expected that the review will be undertaken in July. The review will provide technical and facilitation support to assist

GPAR/Ministry of Home Affairs (MoHA) to undertake a comparative review of the DDF and Sam Sang systems and identify opportunities and potential options for DDF to offer closer support to the Sam Sang pilot and improved alignment of these two government systems.

- **DDF Review**

A Terms of Reference was developed during the Quarter for an international consultancy to undertake a forward-looking strategic review of the DDF mechanism. However, in further reflection and discussions it is now proposed to make this DDF review one component part of a wider combined GPAR consultancy. This combined GPAR assignment has three interrelated components / main Deliverables, which will be addressed simultaneously by the Team;

- 1 Assessment of National GPAR to date - assess progress towards achieving expected outcomes, key benefits, achievements and possible gaps in the current Programme.
- 2 Review of District Development Fund (DDF) –the objective of the consultancy is to undertake a forward-looking strategic review of the DDF mechanism, its implementation, and its broad-based impacts (including impacts on poverty, government policies, capacity development, local development, and governance and public administration reform); to identify areas for improvements and articulate a strategy or an approach to enhance the effectiveness of the DDF in supporting the implementation of local development and/or governance reform initiatives in the country. The approach of this review exercise is to build on strengths and successes to date and identify options and opportunities for increased alignment and effectiveness in the short and medium term, within the overall development framework in Lao PDR.
- 3 Develop Concept GPAR 2016-2020 - following on the results and lessons of the above component, and taking into account stakeholder consultations to develop a Concept paper that identifies the required approach/strategy, (with concrete key recommendations related to outcomes / outputs / activities / timeline / budgetary implications) for the formulation of a new phase of the current programme beyond 2015.

- Capacity development on drafting legal/laws through the training was organized in Vientiane Capital from 27-30 April 2014

## **2 Improved capacities of local administrations to fulfill its service delivery mandates:**

The two main streams of support under DDF continued during the Quarter; (i) training and plan making for FY 2014/15 for 53 Districts and (ii) financial support in respect of FY 2013/14 – DDF grants for local services and DDF support to 7 Provincial Support Teams (PST).

#### DDF Training and Planning:

- During Quarter 2, refreshment DDF guidelines for District Development Support Team (DDST) and Committee (DDSC) of Saravane province and Luang Prabang province was implemented. This was continuation of earlier trainings done in Quarter 1. Since January to March 2014, four batches of training/refreshment on DDF Guidelines have been organized for DDST/DDSC/PST of Xiengkhouang, Houaphan, Oudomxai and Luangnamtha. A total 263 government officials including 67 women participated in those trainings. Additionally the Performance Assessment<sup>1</sup> exercise (PAM) was completed for 8 districts in Saravane province in February 2014.
- Complementary to capacity strengthening support for local officials under DDF, MoHA with SCSD project support has also conducted training on monitoring and evaluation (M & E) for local officials at province level to better enable them to oversee and report on DDF activities. In Quarter 2, 33 provincial officials benefited from an M&E workshop in Xiengkhouang and Houaphan provinces. The training was chaired by the Chief of Cabinet with participants from the Provincial Planning and Investment Department, Provincial Finance Department, Provincial Department of Home Affairs, Provincial Inspection Committee, and Provincial Lao Women's Union, respectively. Feedback from the workshops showed that all participants valued the DDF-OEBG as very useful support to Districts in terms of both on –the-job training and for the rapid and visible impact on local service delivery. However, they reported varying levels of ownership across districts leading to delays with submission of investment plans and subsequent reporting. They proposed that the OEBG grant be released in only 1 tranche instead of 2 as is the current regulations. The Report from the M&E exercises, in Lao language, is under consideration with MoHA and GPAR.

This brings the overall number of local government officials given strengthened skills under DDF during the first half of 2014 to 540 of whom 118 were women.

Summary of trainings for Local officials under DDF		
Quarter 2, 2014	Women participants	Total Local Officials trained
Saravan	14	100
Luang Prabang	31	144
XiengKhouang	6 + 4 M & E	35 + 18 M & E
Houaphan	24 + 2 M & E	93 + 15 M & E
Oudomxai	11	77
Luang Namtha	26	58
	<b>118</b>	<b>540</b>

- During the Quarter, the support contribution of \$3,500 to the Provincial Support Team, which offers guidance and oversight to District Administrations under DDF, was transferred to one Province (Xiengkhouang) that had successfully submitted their DDF reports.

<sup>1</sup> See Annex for summary of results of first PAM

- GPAR SCSD supported the survey on the Civil Service Performance Appraisal in 5 provinces in the first Quarter Plan and the survey result is being analyzed during Q2.

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

#### **DDF grants**

- In the Quarter, 1,925,633,600 Kip (\$239,265.31 USD approx.) was been transferred to 26 district accounts.
- The participating Districts are implementing their approved DDF plan for the current fiscal year (FY 2013-2014) for local service infrastructures (22 small scale infrastructures (DDF-Capital grants) and 208 other service interventions (DDF-OEBG) with a total value of \$998,000, estimated to directly benefit 758,067 local citizens.

#### **Other DDF Activities**

The Ministry of Natural Resources and Environment (MONRE), with the support of the GEF LDCF2 project, is collaborating with UNDP and UNCDF in a project entitled "Effective Governance for small-scale rural infrastructure and disaster preparedness in a changing climate". The overall objective of the project is to improve local administrative systems affecting the provision and maintenance of small scale rural infrastructure, through participatory decision making that reflects the genuine needs of communities and natural systems vulnerable to climate risk. As part of its implementation arrangements, the project will use the existing District Development Fund (DDF) operating under SCSD project to deliver local climate change adaptation infrastructures in Saravanne and Sekong provinces.

Within this framework of the Memorandum of Understanding and related Description of Services (DoS), SCSD developed a Terms of Reference for a consultancy to review current design documentation, develop appropriate climate change performance based grant system, including indicators & monitoring system and to align supporting documents to ensure effective common implementation of the LDCF and DDF sourced District grant funds. The in-country part of the mission is currently underway from 23rd June – 4th July 2014.

### **4 Improve Access to Citizens Service through One Door Service**

- A Dissemination Seminar and Workshop on ODS for key provincial departments and districts was organized in Champasak Province on March 31-April 2, 2014. The workshop was attended by 87 participants of which 12 were women.
- Vacancy Announcement for Local Consultant to assess the ODS implementation and Action Plan was noticed on newspaper. There was only one local applicant, however, and the selection is under discussion with UNDP.

## **5 GPAR Capacity Development and Modernisation Fund (CADEM) to support strategic innovations in Public Administration reforms**

- All 26 projects (granted year 2012 and 2013) already closed the projects and bank accounts
- Questionnaires and interview targeted projects 2012- and 2013 for assessment are completed.
- Final installment for projects granted 2014 were transferred to 5 projects out of 15 projects. (IT System improvement (CLFNC); Capacity development of Village authorities (PoHA Bokeo); Violence against Women Awareness (CAW-XK; Village authority improvement & staff management (DoHA-Xaythany); Local Administration improvement for 3 Sang administrators (PoHA Champasak).
- CADEM Fund guidelines and plans for 2015 were revised and finalized. (Announcement for Expression of Interest for grant 2015 opens from Jun – 30 Sept 2014)

## **6 Citizens' Feedback and district mechanisms for responsive and accountable service delivery**

- An international mission developed a framework on District Service User Feedback Survey (D-SUFS) in March 2014. As part of the plan of action for field trials of both the D-SDMS and the D-SUFS during 2014 a national consultant was engaged. Action plan covering both District-Service Delivery Monitoring System (D-SDMS) and the district Service Users Feedback System (SUFS) developed with national consultant during Quarter 2, for implementation in Q3 & 4. Since the selecting process for Local Consultant was delayed, therefore, the Consulting Workshop with pilot D-SDM, revalidation indicators and sample sizes, and preparing the tool (implement manual, training module) will be conducted in Quarter 3.



**PROJECT PERFORMANCE**

Outputs	Targets 2014	Budget for Quarter	Expenditure in Quarter	Update on activities during Quarter	Reasons for delay and constraints
<p>1. Polices and regulatory frameworks for effective local administrative n at province and district level</p>	<p>Targets:                      1. Support the pilot of the PM 16/2012 (Sam Sang) in 52 target districts.                      2. Amendments on the Law on Local Administration is finalized.                      3. Design, development and endorsement of the new District Service Delivery Monitoring System in 2013 (Linked to Output 6)</p>	<p>64,895 US\$</p>	<p>64,803 US\$</p>	<ul style="list-style-type: none"> <li>• The Terms of Reference for a national DDF-Sam Sang consultancy developed. Expected to undertake a comparative review of the DDF and Sam Sang systems and identify opportunities and potential options for DDF to offer closer support to the Sam Sang pilot and improved alignment of these two government systems, in Q3 2014.</li> <li>• Capacity development on drafting legal/laws through the training was organized in Vientiane Capital from 27-30 April 2014</li> <li>• The concerned department is analysing the survey on Civil Service Performance Appraisal System and will discuss next step in Q3.</li> <li>• DDF Review TOR developed, but now proposed to be one component part of a wider combined GPAR consultancy, to be undertaken in Q4 2014</li> <li>• (D-SDMS – see Output 6).</li> </ul>	<ul style="list-style-type: none"> <li>• This is the second 50% installment to 7 provinces (52</li> </ul>
<p>2. Improved capacity of local</p>	<p>Targets:                      1. Additional 224 local officers from 16 new</p>	<p>58,012 US\$</p>	<p>34,938 US\$</p>	<ul style="list-style-type: none"> <li>• Combined total of 540 local officers trained on planning and monitoring local service interventions under DDF.</li> </ul>	<ul style="list-style-type: none"> <li>• This is the second 50% installment to 7 provinces (52</li> </ul>

Outputs	Targets 2014	Budget for Quarter	Expenditure in Quarter	Update on activities during Quarter	Reasons for delay and constraints
<p>administrations to fulfill its service delivery mandates</p>	<p>districts able plan and monitoring investments related to local service priorities.  2. An assessment report with recommendations for applying the civil servant performance assessment framework at district level prepared.</p>			<p>Update on activities during Quarter</p> <ul style="list-style-type: none"> <li>Refreshment training on DDF guidelines for District Development Support Team (DDST) and Committee (DDSC) of Saravane province and Luang Prabang province was implemented. This was continuation of earlier trainings done in Quarter1.</li> <li>The DDF-OEBG monitoring exercise in Xiengkhouang and Houaphan provinces implemented in May 2014 and the draft report, in Lao language, under consideration with MoHA.</li> <li>Support contribution of \$3,500 to the Provincial Support Team, which offers guidance and oversight to District Administrations under DDF, was transferred to one Province (Xiengkhouang) that had successfully submitted the DDF reports.</li> <li>GPAR SCSD supported the survey on the Civil Service Performance Appraisal in 5 provinces in the first Quarter Plan and it the survey result is being analyzed during Q2.</li> </ul>	<p>Reasons for delay and constraints</p> <p>districts). During QII three provinces had submitted their reports e.g. Saravane, Huaphan and Xiengkhouang, but only Xiengkhouang had met the requirements. It is expected that the remaining 6 reports will be successfully submitted in Q3 and then the balance of \$ 19,000 will be transferred to the 6 PST.</p>
<p>3. Improved MDG focused service delivery provided through formula based and equity</p>	<p>Targets:  Improved access to services through increased number of infrastructures &amp; service delivery interventions by districts.</p>	<p>71,555 US\$</p>	<p>155,547 US\$</p>	<ul style="list-style-type: none"> <li>In the Quarter, 1,925,633,600 Kip (\$239,265.31 USD approx.) was transferred to 26 district accounts.</li> <li>The participating Districts are currently implementing their approved DDF plan for 22 local service infrastructures and 208 other service interventions under DDF-OEBG with a total value of \$998,000, estimated to directly benefit 758,067 local citizens.</li> </ul>	<ul style="list-style-type: none"> <li>The low capacity in some Districts in submission of proper financial reports on the 1<sup>st</sup> Tranche often results in delay in transferring the 2<sup>nd</sup> Tranche funds to</li> </ul>

Outputs	Targets 2014	Budget for Quarter	Expenditure in Quarter	Update on activities during Quarter	Reasons for delay and constraints
focused block grants to the districts				<ul style="list-style-type: none"> <li>The second batch of DDF installment to Special Account at BOL of total 120,204 USD has been completed.</li> </ul>	these Districts, To date the second DDF 50% installment to district accounts had completed only one district while other 51 districts will be done in Q 3.
4. Improved Access to Citizen Services through One Door Service	<p>1. Action Plan to address ODS implementation issues developed and approved</p> <p>2: Officials in 17 provinces have understanding of ODS concept and new ODS Guidelines and be able to apply the guidelines.</p>	33,741 US\$	15,551 US\$	<ul style="list-style-type: none"> <li>Vacancy Announcement for Local Consultant to assess the ODS implementation and Action Plan was noticed on newspaper. There was only one local applicant, however, and the selection is under discussion with UNDP.</li> </ul>	
5. GPAR Capacity Development and Modernisation Fund (CADEM) supports strategic innovations in Public Administration	<p>1. 12 Government offices are using CADEM Grants to improve administration practices.</p> <p>2. At least 4 Government offices are implementing gender focused interventions using CADEM Grants in 2014</p>	69,538 US\$	49,432 US\$	<ul style="list-style-type: none"> <li>All 26 projects (granted year 2012 and 2013) already closed the projects and bank accounts</li> <li>Questionnaires and interview targeted projects 2012- and 2013 for assessment are completed.</li> <li>Final installment for projects granted 2014 were transferred to 5 projects out of 15 projects.</li> <li>CADEM Fund guidelines and plans for 2015 were revised and finalized. (Announcement for Express of Interest for grant 2015 opens from Jun – 30 Sept 2014)</li> <li>3 offices implementing gender focused</li> </ul>	<ul style="list-style-type: none"> <li>It was intended to fund at least 4 gender based projects in 2014, but due to insufficient EOJ of acceptable quality, only 3 gender based projects could be awarded.</li> </ul>

Outputs	Targets 2014	Budget for Quarter	Expenditure in Quarter	Update on activities during Quarter	Reasons for delay and constraints
n reforms				activities in 2014	
6. Citizen Feedback and district mechanism for responsive and accountable service delivery	<p>Targets:</p> <ol style="list-style-type: none"> <li>1. The new District Service Delivery Monitoring System for selected services in at least 4 districts designed and endorsed.</li> <li>2. The new citizen feedback mechanism for selected local service delivery at district level developed</li> </ol>	31,622 US\$	13,277 US\$	<ul style="list-style-type: none"> <li>Action plan covering both District-Service Delivery Monitoring System (D-SDMS) and the district Service Users Feedback System (SUFS) developed with national consultant during Quarter, for implementation in Q3 &amp; 4.</li> </ul>	<ul style="list-style-type: none"> <li>Since the selecting process for Local Consultant was delayed, therefore, the Consulting Workshop with pilot D-SDM, revalidation indicators and sample sizes, and preparing the tool (implement manual, training module) will be conducted in Q3.</li> </ul>
7. Project Administration	<p>Indicators:</p> <ol style="list-style-type: none"> <li>1) Implementation of activities in line with work plans and budgets</li> <li>2) Reporting to programme Board and external stakeholders</li> </ol>	80,032 US\$	49,855 US\$	<ul style="list-style-type: none"> <li>Mid-Year Review meeting preparation in Quarter</li> </ul>	

Outputs	Targets 2014	Budget for Quarter	Expenditure in Quarter	Update on activities during Quarter	Reasons for delay and constraints
	3) Participation of key stakeholders in oversight mechanisms such project review meetings and field missions.				
Total		409,395 US\$	383,403 US\$		

**NATIONAL GPAR SCSD PROJECT: COMMUNICATION AND MONITORING PLAN/REPORT**

<b>Project Title:</b> National GPAR SCSD Project	<b>Award ID:</b> 00064630	<b>Updated to:</b> 30/06/2014
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Type of Action	Stakeholders	Method of communication	Due by	Completed on	Status
Annual Work Plan and Budget: 2013	UNDP, UNCDF, SDC, Govt of Korea, GD of Luxembourg	Report	01/03/13	18/02/13	Completed
Tentative Work plan and FACE form: Q1-2013	UNDP	Report	10/01/13	10/01/13	Completed
Quarterly Progress Report for Q1-2013, including logs	UNDP, UNCDF, SDC, Govt of Korea, GD of Luxembourg	Report	10/04/13	10/04/13	Completed
Work plan and FACE form: Q2-2013	UNDP	Report	10/04/13	10/04/13	Completed
Quarterly Progress Report for Q2-2013, including logs	UNDP, UNCDF, SDC, Govt of Korea, GD of Luxembourg	Report	10/07/13	10/07/13	Completed
Work plan and FACE form: Q3-2013	UNDP	Report	10/07/13	10/07/13	Completed
Quarterly Progress Report for Q3-2013, including logs	UNDP, UNCDF, SDC, Govt of Korea, GD of Luxembourg	Report	10/10/13	10/10/13	Completed
Work plan and FACE form: Q4-2013	UNDP	Report	10/10/13	10/10/13	Completed
Annual Report 2013 (incl. Q4-2013, including logs)	UNDP, UNCDF, SDC, Govt of Korea, GD of Luxembourg	Report	10/01/14	10/01/14	Completed
Joint Annual Technical Review (JATR)	UNDP, UNCDF, SDC, Govt of Korea, GD of Luxembourg	Report	31/12/13	Replaced by Mid Term Review held on 25/07/13	Completed
Annual Work Plan 2014	UNDP, UNCDF, SDC, Govt of Korea, GD of Luxembourg	Report	31/01/14	10/01/14	Completed
Tentative Work plan and FACE form: Q1-2014	UNDP	Report	10/01/14	10/01/14	Completed

Quarterly Progress Report for Q1-2014, including logs	UNDP , UNCDF, SDC, Govt of Korea, GD of Luxembourg	Report	10/04/14	10/04/14	Completed
Work plan and FACE form: Q2-2014	UNDP	Report	10/04/14	10/04/14	Completed
Quarterly Progress Report for Q2-2014, including logs	UNDP , UNCDF, SDC, Govt of Korea, GD of Luxembourg	Report	10/07/13	30/06/13	Completed
Work plan and FACE form: Q3-2013	UNDP	Report	10/07/13	10/07/13	Completed

**NATIONAL GPAR SCSD PROJECT: RISK LOG**

<b>Project Title:</b> National GPAR SCSD project	<b>Award ID:</b> 00064630	<b>Last Reviewed Date:</b> 30/06/2014
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mgmt. response	Owner	Submitted/ updated by	Last Update	Status
1	Other government bodies are reluctant to enhance coordination under NPAR	01/02/12	Strategic	impact of the public administration reforms will be limited. P=2; I=3; Pxi=5	Multi-Stakeholder Leading Committee and Programme Board guidance to initiate dialogue with relevant Government offices	Programme Manager	Programme Manager	30/06/2012	No change
2	Lack of buy-in from the local authorities who see the programme as a new top down approach to GPAR.	01/02/12	Strategic	Lack of buy in at the local level may hamper project implementation P=22; I=3; Pxi=66	Early discussions to explain new modus operandi but that the provinces and districts will remain in the lead at the local level. Provincial participation in Prog. Board	Programme Manager	Programme Manager	30/09/2012	Risk reduced from 9, following successful local Workshops
3	Limited resources will directly compromise the implementation of programme activities	01/02/12	Strategic	Plans to scale up nationwide, will be postponed with impact on MDG progress. P=2; I=4; Pxi=8 (down from 12)	Continuous dialogue with donor community and coordination of all resource mobilization by MoHA	Programme Manager	Programme Manager	30/06/2012	Changed. \$1million from Govt Luxembourg
4	Programme approach introduces a new way of operating, both for the government and for the donor community	01/02.12	Strategic	Time & resources lost to project management and reporting rather than implementation. P=3; I=3; Pxi=9	Programme Board play a key role in overseeing all projects under the programme framework.	Programme Manager	Programme Manager	30/06/2012	No change
5	There could be a stronger attraction by DPs to fund certain components or sub-components	01/02/12	Strategic	Sustainability and/ or nationwide roll out of the reforms could become compromised. P=3; I=3; Pxi=9	Resource mobilization coordinated by MoHA in liaison with the DIC (MPI). Possibility of GPAR Trust Fund could be explored.	Programme Manager	Programme Manager	30/06/2012	No change



6	GEF funds may be delivered through a parallel project	01//02/12	Strategic	NGPAR Programme framework will be basically altered P=5; I=2; Pxl=10	Discussions with MONRE and UNDP initiated to develop suitable framework	Programme Manager	Programme Manager	30/06/2012	Changed – moved to issues
7	MAF sub-project may delay other implementation plans	15/05/12	Operational	Core activities implementation delayed P=2; I=3 Pxl=6	Merge MAF and SCSD/OEBG activities where possible	Programme Manager	Programme Manager	30/09/12	Risk reduced from 9 following successful DDF trainings.

**NATIONAL GPAR SCSD PROJECT: ISSUES LOG**

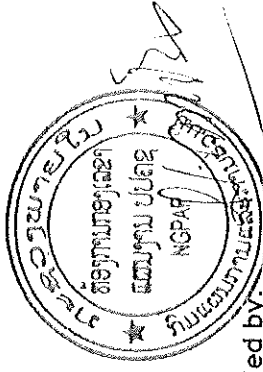
<b>Project Title:</b> National GPAR SCSD project	<b>Award ID:</b> 00064630	<b>Last Reviewed Date:</b> 30/06/2014
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#	Description	Date Identified	Type	Priority (P) & Impact (I)	Countermeasures / Mgmt. response	Owner	Status change	Last update	Current status
1	Delay in nomination of members the Programme Board	15/03/12	Problem	Key activity involving leadership for the Programme P=5; I=3; PXI=15	Discussions initiated by Ministry of Home Affairs	Project Manager	Changed	30/06/12	Resolved;- Prog Board members appointed
2	Delay in appointment of GPAR CTA	1/07/12	Operational problem	Delays in key programme/activities delivery P=4; I=4 Pxl=16	Discussion between MoHA/JUNDP on speeding process and with UNCDF on temporary reassignment of urgent/critical GPAR duties to UNCDF Local Governance Advisor in SCSD.	Project manager	Changed	21/04/134	CTA report on 11/2012
3	GEF funds will be delivered through a parallel project		Operational problem	NGPAR Programme framework will be basically altered with less funds for SCSD project P=5; I=2; PXI=10	Agreement was reached between UNDP/MONRE and UNCDF/GPAR that the DDF mechanism in SCSD will be used to channel Climate Change funds to district on behalf of the LDCF2 Project (GEF). LDCF2 Project will deploy a national consultant to manage/ coordinate some of the additional expected work load on SCSD/DDF.	Project Manager	New	31/12/13	Clarified

**NATIONAL GPAR SCSD PROJECT: LESSONS LEARNED LOG**

Lesson ID	Date logged	Type	Description	Recommendation
01	30/03/12	Positive	Programme framework allows for several implementation mechanisms to operate in parallel enabling good alignment	<ul style="list-style-type: none"> <li>Documentation of various options that can be shared with potential partners</li> </ul>

02	31/03/13	Positive	MAF-OEBG successfully implemented in 2012 & approach & tools adopted by OEBG for general use	<ul style="list-style-type: none"> <li>MAF-OEBG Review conducted &amp; available. Inform DP of successes &amp; impact on local beneficiaries of DDF - created DVD for advocacy</li> </ul>
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Certified by: \_\_\_\_\_  
 Nisith Keopanya, Programme Manager,  
 National GPAR Programme

Date: July 1, 2014