Quarterly Project Progress Report

Name of project: STRENGTHENING CAPACITY AND SERVICE DELIVERY OF LOCAL ADMINISTRATIONS (GPAR SCSD)

Period of report: July-September 2014

Basic Project Information

Project Title: Strengthening Capacity and Service Delivery of Local Administrations (GPAR SCSD)

UNDP Award ID	00064630
UNDP Project ID	GPAR SCSD-00081322
Project Duration	4 years
Reporting Period	July-September 2014
Implementing Partners	Ministry of Home Affairs
National collaborating agencies	Ministry of Finance, Ministry of Planning and Investment, Provincial and District Administrations.
Other UN/International collaborating agencies	UN Capital Development Fund (UNCDF)
Cost-sharing third parties	Swiss Agency for Development Cooperation, Republic of Korea, Government of Luxembourg
UNDP Programme Officer/Programme Analyst	Viengmala Phomsengsavanh/Thilaphong Oudomsine
UNDAF and Country Programme Outcome	UNDAF OUTCOME 2: By 2015, the poor and vulnerable benefit from the improved delivery of public services, an effective protection of their rights and greater participation in transparent decision making

Total Budget	Original Budget (US$)	Latest Signed Revision (US$)
	12,568,800	12,568,800

Resources		Latest Signed Revision (US$)
	United Nations Dev. Programme	400,000
	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

1. Project Implementation Status and Key Results
Implementation Status Summary at Outcome level *(This needs to be completed by project)*

- DDF-Sam Sang Review - National consultancy begun with object to compare and investigate how DDF modality might operationally align more closely with Sam Sang national pilot, including opportunities/options for co-funding of some district development infrastructure and service enhancements. (Output 1)

- NGPAR assessment / DDF review / NGPAR 2016-2020 Concept paper: Procurement of consultants (2 International; 1 National) is at advanced stage to undertake a combined NGPAR/DDF review and develop GPAR Concept paper. In-country assignment planned for Q4 2014. (Output 1)

- Workshops on Civil Service Appraisal system contributed to increased understanding of the existing civil service appraisal system and the importance of job description in developing a results-based civil service appraisal system as planned for the future. Participants came from key central ministries, party committees and departments. (Output 1)

- The development of a Decree on Ethnic and Religion took a step forward with support to a workshop that provided an opportunity for participants from Ministries and government organisations to engaged and contribute ideas in the developing the policy direction and framework for ethnic and religion. (Output 1)

- 30 provincial officials (5 women) learned how to better monitor and evaluate the implementation of the Operational Expenditure Block Grant (OEBG) of the DDF in Luang Namtha and Luang Prabang provinces. This promotes the capacity of local officials and better analysis of service programmes such as the OEBG. (Output 3)

- The construction of 22 small scale district infrastructures and delivery of 208 other service interventions in the priority areas of Health, Education, Agriculture and Public Works for FY 2013/14 continued and nearing completion. These are delivered directly by district officials using DDF grants and technical support. Total value of these service improvements is $998,000 in FY 2013/14 and estimated to directly impact the lives of 758,067 local citizens (48% female) . (Output 3)

- The opening of a new ODSC in Khong District, Champasak Province move nearer following the workshop on ODSC principles and preparations. The participants now have a greater awareness of ODSC modality and better understanding of relevant issues such as appointment of staff, charging of services and learned how to design service procedure. (Output 4)

- Final installment for CADEM projects granted for 2014 have been transferred to 12

projects (out of 15 approved projects). CADEM grants encourage the public administration to compete with proposals to undertake specific organisational / capacity initiatives. Call for Expression of Interest (proposals) for 2015 CADEM competition closed during Q3 and will be assessed.

- Monitoring missions by MoHA/GPAR for 4 CADEM Fund projects in Champasak province, Luang Prabang Province, Vientiane Capital and Borikhamsay province revealed very good implementation progress against work plans by the local authorities. The assessment report is being finalized.

- The new District Service Delivery Monitoring System (D-SDMS) and Service User Feedback System (SUFS) has progress from design stage. Management and implementation arrangements have now been agreed with provincial and district officials in the two pilot districts (Houn District, Oudomxay & Saravan District, Saravan). This paves the way for the local implementation of the pilots, which are designed to provide district officials with key service data for local level monitoring and planning and to provide a mechanism to gather service users' feedback on key district services.

Implementation Progress Summary at Output level

(Provide details on key Output/Activity during the reporting period in below table. Please add Output/activities as per QWP/AWP. UNDP can pre-fill the table for the first 5 columns. Project needs to complete last 3 columns. Where implementation delays for an activity, please Indicate alternative actions being suggested or taken, e.g. changes to activity dates, proposed meetings to discuss delays and so forth.)

OUTPUT[1] In line with QWP/AWP	INDICATOR (Including Baseline and Target at the end of the project as per Project Document	MILESTONE (Target of the current reporting year)	STATUS OF TARGET (Achieved, On Track or Off Track)	PLANNED ACTIVITIES List all activities to be undertaken during the period as stated in QWP/AWP	ACTIVITY PROGRESS TO DATE Give detailed explanation of the status. Provide justification if delayed and new schedule planned and provide response strategy if any	RESULTS ACHIEVED Describe concrete, key results (policy, publication, key event etc.) achieved so far, vis-à-vis the specific targets set in the QWP/AWP. Please provide data/evidence to support the results	BENEFICIARY Approximate number of beneficiaries reached by project activities (disaggregated by sex/age), etc.
Output1. Polices and regulatory frameworks for effective local administration at province and district level	Result 1: New policies enable local administrations to implement service delivery in line with local priorities Baselines: - Budget Law 2006 offering more robust basis for district budgeting but not aligned with PM 01/2000 - Absence of performance	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	1. On Track 2. Deferred pending SamSang review and MoHA inputs to drafting new Constitution 3. On Track	a) Assessment of DDF support to SamSang. b) DDF impact review c) Support new/update regulations on administration d) Improve Civil Service performance management framework/guidelines, etc	a) On track -National DDF-Sam Sang consultancy began in Q3. b) On track-Now combined with GPAR assessment & concept. Team being recruited and to begin Q4. c) Workshop on development	c) Initial contribution to policy direction & framework for a decree on Ethnic and Religion.. d) (i) W/S exercises show participants now understand how to conduct the Civil Service Appraisal & need to do so annually as basis for promotion, etc. (ii) Ministries request to have more training on the system (ii) The	c) 31 officials (7 women) from MoHAs, Government Cabinet Office, Lao Construction Committee, National Socio Science Authority, and concerned ministries. d) (i) 97 staff (32 women) from Personnel Divisions from different

Output	Indicators / Baselines	Targets		Activities	Progress	
	incentives for district administrations Indicators: - Policies on implementation of PM 01/2000 and related directions Mechanisms that promote effective use of resources assigned for local administration and service delivery	(Linked to Output 6)			framework of Ethnic and Religion d) In progress - (i) Workshop to present the survey analysis on existing civil service appraisal system (ii) Workshop on Civil Service Appraisal System for VTE Capital Depts and DoHAs	PACSA Ordinance No.01 on Civil Service Appraisal System is planned to upgrade to PM degree under the Law on Civil Service Management which is expected to discuss in 2014 or 2015.	departments and DoHAs of Vientiane Capital attended and (ii) 45 representatives from key ministries, Central Committee Organization and Personnel, Government Cabinet and MoHA
Output 2: Improved capacity of local administration to fulfil its service delivery mandates	Result 2: Staff from 66 district administrations and related Kumban representatives are able to prepare plans and monitor investments in priority services related to MDGs Baselines: - Performance evaluation of civil servants based only on job descriptions	Targets: 1. Additional 224 local officers from 16 new districts able to plan and monitor investments relating to local service priorities	1. Achieved 2. Overtaken by support to Civil Service Performance Appraisal System (Output 1 above)	a) TOT on DDF for MoHA staffs (DDF guidelines, PAM & M&E)	a) Off Track- Deferred to Q4 due to competing priorities and commitments.	

	- Tools and systems yet to reflect civil servant performance in relation to district targets Indicators: - Plans produced by district staff to meet local priorities related to MDGs Performance assessment of district staff linked to district service delivery targets	2. An assessme nt report with recommen dations for applying the civil servant performan ce assessme nt framework at district level prepared.				
Output 3: Improved MDG focused service delivery provided through formula based and equity focused block grants to the districts	Result 3: At least 540 infrastructure & service delivery interventions improve access to services for 40,000 households (50% serve women & girl children) Baselines: - Block grants established in 35 districts for capital expenditure - Block grants piloted in 2 districts for	Targets: Improved access to services through increased number of infrastructures & service delivery interventions by districts.	On Track	a) Provide DDF formula-based grants to selected districts b) Provide technical support to districts in finalization of their DDF plans for FY 2014/15 c) Monitoring DDF district performance against targets	☐ in progress a) During Q3 total LAK 2,932,233,69 5 of the second DDF installment of FY 2013-14 was transferred to district accounts. The amount includes DDF BBG – LAK 2,221,048,14	a) To date, BBG second installment of FY 2013-14 was transferred to 11 of total 12 DAs. And, OEBG was transferred only to 31 of 52 DAs. Some delay from districts and improper submit financial report by district team. b) Verifying OEBG proposals from 7 provinces. To date 199 proposals from	a) For FY 2013-2014 total 22 SSI and 208 OEBG activities are implemented in 52 districts of seven provinces (23 SSI & 159 OEBG in FY 2012/13). Total 140,088 households with population of total 758,067 people including 362,898 women in 1,695 villages benefited. b) (Beneficiaries arise

Indicators			
operational expenditure Indicators: - No. of districts with capacity in planning, management & finance functions - No. of Districts receiving formula based grants - No. of Infrastructure and service interventions implemented by districts Households benefiting from improved access to MDG services		5 and OEBG- LAK 711,185,550 ☐ in progress b) Backstopping support provided to districts in preparation of reports on FY 2013/14 implementation and for plans FY 2014/15 c) In progress - OEBG M&E training provided to more 2 provinces	7 provinces have been sent for verifying. c) So far 4 provinces submitted their reports and request for second installment e.g. Xiengkhouang, Oudomxai, Saravane and Houaphan. A total LAK 124,521,000 equivalents 15,500 USD was transferred. (During this period every districts through the country have Party meeting, thus both DDSC and DDST had to concentrate on organizing the event). d) 30 local officials (5 women) can now better understand and monitor & appraise OEBG implementation against work plan.
			in next FY 2014/15) c) 30 provincial (5 women) officials

| Output 4:
Improving Access to Citizen Services through One Door Service | Outcome 4:
70 One Door Service Centres providing 50% faster and more convenient services and information to citizens, leading to 25% increase in revenue collection

Baselines:
- 16 One Door Service Centres operational
- Pilot Provincial Governance Info. Centre successfully tested
- PM's instruction on establishing One Door Service Centres

Indicators:
- Citizen satisfaction with ODS services
- Increase in speed of services
- Increase in revenue collection | 1. Action Plan to address ODS implementation issues developed and approved

2: Officials in 17 provinces have understanding of ODS concept and new ODS Guidelines and be able to apply the guidelines. | 1 In progress

2 In progress | a) National consultancy to develop action plan on ODSC

b) Provide support & training to ODSC systems and procedures | a) Off track – Re advertised by UNDP due to unsatisfactory response to early advertisement in Q2

b) Partially achieved –– Workshop on ODS principle and Preparation to set up new ODS Center in Khong district, Champasack Prov. | b) Participants now have understanding of ODSC principles & preparation required, e.g. appointment of staff, fees, service procedure design. Lessons learnt from Pakse ODS were shared | b) (i) District decided to establish new ODS in late this year. Provincial Governor has approved. (ii) Immediate beneficiaries were 40 from concern offices in the District, DoHA, PoHA, District Cabinet office and Financial, and MoHA. Ultimate beneficiaries will be the residents of the district. |

Output 5:	Result 5:					
GPAR Capacity Development and Modernisation Fund (CADEM) supports strategic innovations in Public Administration reforms	50 demand driven capacity development initiatives to improve service delivery implemented by government offices, of which at least 50% are at the subnational level. Baselines: - GPAR Fund piloted with 32 projects - Multi-agency working group manages GPAR Fund - Capacity developed and good practices replicated in 32 offices Indicators: - Small grant fund to support capacity development in governance - Multi-agency partnership to manage small grant programme Number of offices	1. 12 Government offices are using CADEM Grants to improve administration practices. 2. At least 4 Government offices are implementing gender focused interventions using CADEM Grants in 2014	1 Achieved 2 Achieved	a) Grant release b) CADEM monitoring c) Monitoring were implemented in 4 projects in Champasack, Luang Prabang, Vientiane Capital and Borikhamsay provinces d) CADEM Internal Aessment report is drafted	a) In progress – Final installment for 12 (of 15) grants transferred. b) Completed – MoHA/GPAR monitoring of 4 CADEM grant awards against work plans. (Champasak, Luang Prabang, Vientiane Capital, Borikhamsay)	b) Good implementation against work plans in all 4 locations – final installments of the CADEM fund is being released to those projects. Report drafted and undergoing final clearance.
						b) 5 The staff from MoHA – Dept. planning and cooperation, Dept. of Local Administration and 2 staff from NGPAR secretariat office also engaged and learned from monitoring mission and assessment

Output	Results / Indicators / Baselines / Targets	Status	Activities	Progress	Assumptions / Risks	Notes
	served by small grants programme					a) 58 provincial and district officials, and MoHA, PoHA, DoHA, of Houn & Saravan understand the logic and approach to the two new pilots. Ultimate beneficiaries will be the residents of the pilot Districts – and potentially nationwide as the systems are designed to provide district officials with key service data for local level monitoring and planning and to provide a mechanism to gather service users' feedback on key district
Output 6: Citizen Feedback and district mechanisms for responsive and accountable service delivery	Result 6: Feedback from citizens and service providers in 70 districts shows improved access to services and informs service delivery strategies Baselines: - Pilot Citizen Report Card complete in three provinces - Service Delivery Monitoring system piloted Indicators: - Districts and provinces covered by Citizen Report Card Districts and provinces covered by Service Delivery Monitoring System	Targets: 1. The new District Service Delivery Monitoring System for selected services in at least 4 districts designed and endorsed. 2. The new citizen feedback mechanism for selected local service delivery at district level developed	1 Achieved 2 Achieved	a) Consultation workshop on DSDMS and SUFS with concerned districtts offices where piloting in Houn and Saravan districts b) Draft manuals for pilot support	a) On track - W/S held successfully b) On track – draft manuals for D-SDMS & SUFS prepared and discussed with concerned officials	a) Management Arrangements for implementation of pilots agreed (ii)Indicators of DSDMS, sample size of SUFS were agreed (ii) Resources (required human resource, equipment, capacity building supports) were defined	

| Output 7: Programme support (oversight, management, coordination and results based monitoring) | Result 7: Well-functioning and effectively coordinated Programme Baselines: - Successful GPAR projects since 1994 - PACSA/MoHA experience in managing multi-stakeholder project Indicators: - Implementation of activities in line with work plans and budgets - Reporting to Programme Board and external stakeholders - Participation of key stakeholders in oversight mechanism | Indicators: 1 Implementation of activities in line with work plans and budgets 2 Reporting to programme Board and external stakeholders 3 Participation of key stakeholders in oversight mechanisms such project review meetings and field missions. | 1. On track 2. On track 3. On track | a) Annual work plans prepared b) Quarterly Progress reports and Annual Report & Review c) Partner field monitoring visits d) IT & Equipment e) Staff costs f) Overheads & Audit g) Planning Retreat | In progress per plans. | A well-functioning project. | services Increased capacity of local administration that helps deliver services that improve the lives of the poor, especially in rural areas. |

2. Financial Management

Financial Information Summary

Reporting Period: July 2014 to September 2014

Output	Annual Work Plan 2014 (USD)	Activity Budget (USD)	Expenditure of the current reporting period July-Sep 14 (USD)	Accumulated Expenditure by the current reporting period (USD)	Delivery Rate of the current reporting period Jan-Sep 2014 (%)	Accumulated Delivery Rate by the current reporting period (%)
Output 1	229,982	77,251	31,216	164,444	40%	72%
Output 2	208,060	29,506	-3152	72,575	-11%	35%
Output 3	1,285,783	79,012	42,338	224,596	54%	18%
Output 4	112,556	33,580	3,657	48,285	11%	43%
Output 5	223,811	29,468	16,689	195.055	57%	87%
Output 6	105,188	36,211	20,989	63,146	58%	60%
Output 7	305,130	114,212	36,524	148,020	32%	49%
Totals	2,470,510	399,241	148,261	916,120	37%	37%

3. Project Management and Oversight

Monitoring and Evaluation

(Indicate how progress monitoring and acquisition of data from project interventions are being captured and utilized.)

The Project is on track with its regular monitoring plans (please see Logs in Annex). A combined NGPAR assessment / DDF review & NGPAR 2016-2020 Concept paper will be undertaken in Q4/2014, in collaboration with stakeholders and partners. A spot-check by a combined UNDP and DIC (MPI) team was carried out in September and the report on findings is awaited.

Risk management

No new risks arose during the Quarter. (please see Logs in Annex)

Communication and advocacy

Project communication is ongoing as per Communication Log in Annex. Arrangements are being made for a visit (31st Oct-3rd Nov 2014) to Laos by Ms. Judith Karl, the new Executive Secretary of UNCDF. Ms.Karl will meet with government and others as part of her stock-take of the activities of UNCDF and to reflect with UNCDF partners on the avenues and modalities of cooperation ahead.

4. Annex/s

(Example of annexes attached to the report are at a minimum as the following, more annexes can be added as appropriate)

- ❖ *Combined Delivery Report (provided by UNDP & validated by UNDP & IP)*
- ❖ *Budget Analytical Review of the quarter (optional)*
- ❖ *Quarterly Work Plan for the following quarter*
- ❖ *Project Monitoring and Communication Plan (if there is any revision to the annual plan)*
- ❖ *Project Risk Log for the following quarter (as per Annex 15 - Project Risk Log of the NIM-SOPs)*
- ❖ *Project Issue Log for the following quarter (as per Annex 16 – Project Issue Log of the NIM-SOPs)*
- ❖ *Project Lesson Learned Log for the following quarter (as per Annex 17 - Project Lesson Learned Log of the NIM-SOPs)*
- ❖ *List if there is any detailed project information (financial details, activity report, maps, brochures, M&E report, field visit reports, etc).*

NATIONAL GPAR SCSD PROJECT: COMMUNICATION AND MONITORING PLAN/REPORT

Project Title:	National GPAR SCSD Project	Award ID:	00064630	Updated to: 30/09/2014

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	Completed

Description		Type			Status
Annual Work Plan 2014	UNDP , UNCDF, SDC, Govt of Korea, GD of Luxembourg	Report	31/01/14	25/07/13	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	10/01/14	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	10/04/14	Completed
Work plan and FACE form: Q3-2014	UNDP	Report	10/07/13	30/06/13	Completed
Quarterly Progress Report for Q3-2014, including logs	UNDP , UNCDF, SDC, Govt of Korea, GD of Luxembourg	Report	10/10/14	10/07/13	Competed
Work plan and FACE form: Q4-2014	UNDP	Report	10/10/14	10/10/14	Competed

NATIONAL GPAR SCSD PROJECT: RISK LOG

Project Title:	National GPAR SCSD project	Award ID:	00064630	Last Reviewed Date: 30/09/2014

#	Description	Date	Type	Impact & Probability	Countermeasures / Mgmt.	Owner	Submitted/	Last	Status

15

		Identified		response		updated by	Update	
1	Other government bodies are reluctant to enhance coordination under NGPAR	01/02/12	Strategic	impact of the public administration reforms will be limited. P=2; I=3; PXI=6	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 nation-wide, will be postponed with impact on MDG progress. P=2; I=4; PXI=8 (down fro 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	01/02/12	Strategic	Sustainability and/ or nation-wide roll out of the reforms could become	Resource mobilization coordinated by MoHA in liaison with the DIC (MPI). Possibility	Programme Manager	Programme Manager	30/06/2012	No change

#	Date Identified	Type	Risk Description	Countermeasures / Mgmt. response	Owner	Submitted by	Last Update	Status
			components or sub-components compromised. P=3; I=3; PxI=9	of GPAR Trust Fund could be explored.				
6	01//02/12	Strategic	GEF funds may be delivered through a parallel project NGPAR Programme framework will be basically altered P=5; I=2; PXI=10	Discussions with MONRE and UNDP initiated to develop suitable framework	Programme Manager	Programme Manager	30/06/2012	Changed – moved to Issues
7	15/05/12	Operational	MAF sub-project may delay other implementation plans Core activities implementation delayed P=2; I=3 PxI=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

Project Title:	National GPAR SCSD project	Award ID:	00064630	Last Reviewed Date: 30/09/2014

#	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	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

#	Risk	Date	Type	Impact / Description	Response	Owner	Status	Date	Notes
	Board								
2	Delay in appointment of GPAR CTA	1/07/12	Operational problem	Delays in key programme/activities delivery P=4; I=4 PxI=16	Discussion between MoHA/UNDP 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

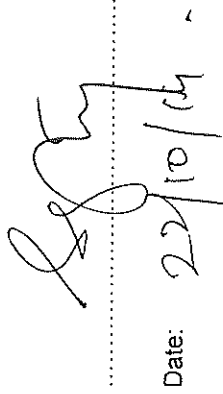| Lesson ID	Date logged	Type	Description	Recommendation
01	30/03/12	Positive	Programme framework allows for several implementation mechanisms to operate in parallel enabling good alignment	• Documentation of various options that can be shared with potential partners
02	31/03/13	Positive	MAF-OEBG successfully implemented in 2012 & approach & tools adopted by OEBG for general use	• MAF-OEBG Review conducted & available. Inform DP of successes & impact on local beneficiaries of DDF – created DVD for advocacy

PREPARED BY PROGRAMME MANAGER

Date: 1 0 OCT 2014

APPROVED BY EXECUTIVE PROGRAMME BOARD

NGPAR

Date: 1 0 OCT 2014

RECEIVED AND REVIEWED BY UNDP

Date: 22/10/14