



ສາທາລະນະລັດ ປະຊາທິປະໄຕ ປະຊາຊົນລາວ
Lao People's Democratic Republic



ອົງການສະໜັບສະໜູນພັດທະນາ
United Nations Development Programme

**Government of Lao People's Democratic Republic
Lao National Chamber of Commerce and Industry (LNCCI)
National Economic Research Institute (NERI)**

United Nations Development Programme Lao PDR

**PROMOTING PRIVATE SECTOR DEVELOPMENT
THROUGH
STRENGTHENING OF LAO CHAMBERS OF COMMERCE
AND INDUSTRY
AND BUSINESS ASSOCIATIONS
00053343**

**ANNUAL PROJECT REPORT
(APR)**

Reporting period:

January 2007 to December 2007

I. PROJECT INFORMATION AND RESOURCES

Project number and title:	00053343 Promoting Private Sector Development Through Strengthening of Lao Chambers of Commerce and Industry And Business Associations
Implementing Partner:	National Economic Research Institute, Lao National Chamber of Commerce and Industry
Responsible Parties (if applicable):	Ministry of Planning and Investment
Donors:	UNDP and UNIDO

Project Starting date		Project completion date	
Originally planned	Actual	Originally planned	Current estimate
31 July 2006	31 July 2006	2010	31 July 2010

Period covered by this report:	January – December, 2007
Date of annual review: <i>[Indicate if planned or actual]</i>	12 March 2008

Total Budget	Original Budget (US\$)	Latest Signed Revision (US\$)
US\$ 2, 326, 075	UNDP US\$ 150,000 UNIDO US\$ 250,000	US\$100,000 US\$ 250,000

Resources	Donor	Amount
	UNDP	US\$ 150,000
	UNIDO	US\$ 250,000

II. PURPOSE

[To be completed in cooperation with UNDP Programme Analyst; Summarizes Main objectives of the project and link to MDG/NSEDP/UNDAF as per the approved UNDP Country Programme Document and Country Programme Action Plan and/or project document]

The main objective of the project is to strengthen business member organizations (LNCCI, 7 provincial CCIs and 5 BAs) in order to enable them to provide effective services to the private sector which in turn will contribute to accelerating private sector growth.

The project seeks to support the development of the private sector in Laos, in particular SMEs, by 1) optimising the use of research findings and recommendations in the areas of private sector development and the business enabling environment; 2) strengthening the capacities of chambers of commerce and industry and business associations so that they can become independent, self-reliant and self-financing organizations providing effective and income generating services to the business community; 3) strengthening the capacities of chambers of commerce and industry and business associations to carry out advocacy on behalf of their members.

Ultimately, the project will contribute to an improved enabling business environment, accelerated growth of private businesses, increased exports, and increase in the number and profitability of SMEs. The project strategy is based on the premise that strong and functional BMOs are essential for the development of a vigorous private business sector. BMOs can support private sector development (i) by providing various kinds of services to their members, or by encouraging others (private business development service providers, training institutes, etc.) to provide such services; and, (ii) by acting as an intermediary between the public sector (central Government, line ministries, provincial governments) and private businesses in a public-private sector dialogue on business sector-related development issues.

UNDAF Goals: Developing and Maintaining an Enabling Macroeconomic Environment, and Strengthening and Deepening the Reform Process.

MDG Targets:

Goal 1. Eradicate extreme poverty and Hunger.

Goal 3. Promote gender equality and empower women.

Goal 8. Develop a global partnership for development.

III. PROJECT PERFORMANCE AND RESULTS

1. Contribution to the strategic goals [To be completed in cooperation with UNDP Programme Analyst]

Outcome [Indicate if included in SRF]	Progress towards achieving outcome [A brief analysis of the status of the situation and any observed change, any project contribution.]			
Annual outputs and indicators [According to project document and/or annual work plan]	Key activities completed during reporting period	Expenditures [Actual expenditures against activities completed]	Progress towards achieving outputs and targets achieved against indicators	Reasons if progress below target and response strategies [If applicable, explore underlying factors and reasons for gaps in output and target]
<p>Output 1: Undertaking reviews of existing research findings and recommendations and repackaging or remarketing them in concise, actionable presentations</p>	<p>Private sector study: - The Study was prepared using participatory approach, qualitative research methods, and some elements of quantitative analysis - The expert team and NERI representatives also visited and interviewed government officials, Chambers of Commerce and Industry (CCIs) and private businesses in Champasack, Savannakhet and Luang Prabang Provinces to identify best</p>	<p>Review existing PSD reports: 24,621,782 Kip International consultant: 9,559 USD National consultant: 2,880 USD</p>	<p>3rd draft of PSD study completed</p>	<p>1. The reports collecting stage has taken more time than planned (particularly the Lao language reports) due to the staff rotation in the key agencies and delays in providing the reports that ensued. 2. The volume of valuable reports available was underestimated at the project planning stage (by 40%-50%, particularly on Trade which is extremely important) and it would be very useful to incorporate the identified/collected</p>

	<p>practices at the provincial level and possible gaps between the central-level policies and their implementation</p>		<p>recommendations.</p> <p>3. Many reports have no executive summaries and/or summary recommendations that leads to reading through the documents to extract valuable recommendations and data and it requires additional time.</p> <p>4. The Study needs more NERI's involvement in terms of information provision, technical inputs and promoting the research available in the NERI library.</p> <p>5. The National Consultant had to spend at least eight-ten extra days collecting the information and meeting key PS players that were not available in the period of 7-19 November</p> <p>6. The International Consultant had to have an unplanned work interruption in the period of 8.12.07-17.12.07 due to sickness</p>
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Output 2: Undertaking gap-filling research as needs are identified	Training of NERI staff on advanced statistical data analysis software	SPSS training: 22,179,500 Kip	Completed	
	Training of LNCCI staff on basic research methodologies		Completed	
	Support the “gap-filling research by conducting a study with LNCCI about Private enterprises in Champasak, Savannakhet, Louangprabang and Vientiane Capital. The enterprise survey was collected as follows: - Total number of enterprises in province (CCI member and non-member) - Classified by size of enterprise (small, medium and large) - Classified by type of ownership (state own, FDI or joint venture) - Classified by sector (agriculture, industry or service) - Classified by market		Data collected and partly analyzed	

	destination (domestic, export)	International Expert = EUR 15, 518	Completed	
<p>Output 2: Strengthen Leading Role of LNCCI</p>	<p>One expert is focusing on drafting new Articles of Association both for LNCCI & regional CCIs (by-law expert).</p> <p>First of all, the statute should be formulated to be a reference for the LNCCI operation. At present, the new Decree of the Prime Minister on Organization of Businesses is being formulated. This organization includes the LNCCI, associations and groups, local chambers of commerce and industry and organizations of foreign business people, who invest in the Lao PDR. The Decree will be completed on June 2008.</p>	<p>Hiring LTM (national law firm) in writing Decree & Article = US\$ 15, 000</p>	<p>This work is still in progress and set to be completed on June 2008.</p>	
	The executive committee of LNCCI, CCIs and BA	47, 464, 790 Kip	Completed	

	<p>conference was held on 2 / 11 / 2007 at Lao Plaza Hotel</p>			
	<p>There were 80 participants who included the Executive Board of Directors and Board of Advisor of LNCCI, the president from 09 Provincials CCI (Champasak, Savanhnakheth, Khammouane, Borlikhamxay, Bokeo, Luangprabang, Xienegkhuang and Salavan). The representatives from Business Associations (BA), and observed by the representatives from the Ministry of Commerce & Industry, Law Firm as well as from Ministry of Justice. Also the representative from the UNDP/UNIDO PSD Project Team Members.</p>			

<p>Output 2: Enable Functioning Interaction</p>	<p>The main objective of the conference was to discuss on the draft of BMOs Decree and Articles, as well as the discussion on planning and improving the chamber for the year 2008. All participants were aware of pointing their idea on the draft of Decree. From brainstorming will be further modify by law firm and make it completed in March 2008.</p>			
	<p>The LNCCI training centre has conducted the Member Relationship & Business Information Service Training by the supporting of UNIDO fund on 04 – 08 / 06 / 2007. - The training was participated by LNCCI staff, the 9 provincial CCIs and the Business Association. The idea was to exchange working experiences between the</p>	<p>US\$ 3, 350</p>	<p>Completed</p>	

	<p>LNCCI, regional CCIs and the BAs introduced how to provide information and services to their members. Approach of work relations among each others was formed.</p>			
	<p>The workshop on APEX Chambers' Online Support Systems for BMOs was held on 27 / 11 / 2007 at LNCCI.</p> <p>There were 35 participants mainly LNCCI's staff and IT people from associations. Due to this workshop was quite technical and it was scheduled as a follow-up to the July workshop, it also aimed at reaching consensus with the development & direction of an online support service system of LNCCI for the Lao BMOs.</p>	<p>3, 521, 000 Kip</p>	<p>Completed</p>	

Output 2: Strengthen Role of Executive Offices	<p>Another expert is focusing on business membership organizations (BMO expert). He has conducted the BMO Management Training as follows:</p>	<p>EUR 22, 834</p>	<p>Completed</p>	
	<p>The first workshop on 05 July, 2007 was intended to cover three main topics “BMO Quality Standards, Teamwork, Team Leadership”.</p>	<p>US\$ 1, 529</p>	<p>Completed</p>	
	<p>The second training took place on 10 July, 2007 and covered topics of ‘Member Communication and BMO Online Support Systems’.</p>			
	<p>And the third workshop was scheduled on 12 July 2007 and covers the topics of “Member Acquisition and Retention, Public Relations, and BMO Branding”.</p> <p>A series of three</p>			

			<p>workshops were to further build the capacity of the executive offices (full-time leadership & staff) of LNCCI, CCIs, and BA. The workshops considerably strengthened the participants' understanding of international best practice in BMO management & chamber work, improved their ability to apply modern concepts in their daily work, and injected new ideas on the further development of the BMOs and their executive offices.</p>	
	<p>In company with the work plan of the project all activities are included in the LNCCI work plan of 2008.</p>	-	<p>All trainings conducted are related in the approach to provide services to members. Due to a concentration of efforts on reviewing and adjusting the legal basis of the entire BMO system and on preparing LNCCI support services for BMOs in a multi-layered approach</p>	
			<p>Output 3: Strengthened Services to Business from LNCCI and Bas (CCIs)</p>	

			<p>to membership services, the improvement of direct services of LNCCI to members was not a priority in 2007. However, membership services were continued and further improved, as we can see on increasing number of members (from 800 in 2005 to 1300 in 2007) proved a growing attraction of small & medium-sized enterprises to LNCCI, CCIIs and Bas.</p>	
<p>Output 4: Strengthened analytical and advocacy capacities of LNCCI and Bas (CCIIs)</p>	<p>- The LNCCI Board held a series of meeting with representatives of the Lao gov. in 2007 and successes in being taken serious by their counterparts.</p> <p>- Main efforts were concentrated on improving the legal regulations concerning LNCCI</p>	<p>-</p>	<p>All this is in LNCCI's strategy.</p>	

	<p>and the BMOs themselves.</p> <ul style="list-style-type: none"> - The initiative and participation of LNCCI in drafting a new PM Decree on BMOs is expected to prove a successful. This will be the first time in Lao PDR that a draft law or PM Decree has not been initiated by the gov. but instead by a non-gov. Organization - It is expected that the new PM Decree will contain a series of new legal tasks transferred from the gov. to LNCCI and the others BMO. 			
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2. Update on implementation of the Vientiane Declaration and its Action Plan

[Brief update on any achievement and/or problem related to the implementation of the Vientiane Declaration. It should also include issues related to the introduction of HACT and actions planned for the following period.]

The main objective of LNCCI for this year is focusing on the BMOs ' Decree & Article, as the wholehearted support to achieve the goal it should have any statute to be reference. To further make LNCCI strengthening it needed a clear vision and strategy, strong leadership and all staffs perceive the same objective. However, the 2008 Annual Work Plan of our project can help a lot in term of capacity building.

3. Update on partnerships *[Brief update on any achievement and/or problem in developing partnerships and inter-agency collaboration. It should also include strategies for south-south cooperation]*

The two partners have difference role and duty, also they have to play it own function which are not related to each others. Therefore, collaboration between partners was not well enough to share and exchange information on the activities/achievement of each target activities.

4. Update on gender mainstreaming *[Brief update on any achievement and/or problem in terms of mainstreaming gender within the project activities. Strategy for the following period]*

Recognizing the importance of SME development in job creation, poverty alleviation, economic growth and innovation, the GOL have the capacity to develop an SME "friendly" legal, regulatory and administrative environment. The project supports legislation and regulation that is gender insensitive, rule of law and rules of the game apply equally to men and women.

5. Update on audit recommendations *[Brief update on progress achieved and problems encountered. Actions planned for the following period]*

The project hasn't been audited yet.

6. List main challenges and issues (if any) faced during reporting period [as well as response strategies adopted]

- Unclear operative manual of partners. Difficulties in understanding working methods among three different organizations: UNDP, LNCCI and NERI.

- The project won't get any incentives (DSA) for their research work that has been done in Vientiane capital.

- Difficulties in understanding the process of project implementation and several UNDP's rules and policies.

- PM and DPD in separated agencies

- The LNCCI is not well known to public, many people even know when we are talking about Lao National Chamber of Commerce & Industry. People do not have any idea who is LNCCI, what they are doing and doing for what purposes. In order to promote private sector by strengthening of LNCCI we have to create a good image of LNCCI. Make it open to public and it need more advertise connection, and communication to public. It is very challenging to make it reasonable & available as above.

7. Rating on progress towards results

Output: [From table 1. Contribution to Strategic Goals]		
Output 1	<input checked="" type="checkbox"/>	Positive change
	<input type="checkbox"/>	Negative change
	<input type="checkbox"/>	Unchanged
Output 2	<input checked="" type="checkbox"/>	Positive change
	<input type="checkbox"/>	Negative change
	<input type="checkbox"/>	Unchanged
Output 3	<input checked="" type="checkbox"/>	Positive change
	<input type="checkbox"/>	Negative change
	<input type="checkbox"/>	Unchanged
Output 4	<input checked="" type="checkbox"/>	Positive change
	<input type="checkbox"/>	Negative change
	<input type="checkbox"/>	Unchanged
Output 5	<input checked="" type="checkbox"/>	Positive change
	<input type="checkbox"/>	Negative change
	<input type="checkbox"/>	Unchanged

IV. ADDITIONAL ACTIVITIES WHICH CONTRIBUTE TO THE OUTCOME AND/OR OUTPUTS

Provide information about any activities undertaken by the project that were NOT envisaged in the work plan but which contributed to the outcome and/or outputs?
E.g. advocacy and policy dialogue.

N/A

V. FUTURE WORK PLAN

1. What are the priority actions planned for the following year to overcome constraints, build on achievements and partnership, and use of the lessons learned during the previous year?

- Develop information sharing mechanism of the project to ensure circulation of project information to all partners
- Change the implementation structure
- Revitalize the project by considering taking new approaches / initiatives into account (i.e. Platforms)
- The work plan for the first half of 2008 aims at combining objectives of output 2 (strengthened management capacities), output 3 (strengthened services for businesses), and output 4 (strengthened analytical and advocacy capacities) in most activities, thus to utilize UNIDO inputs as efficiently and effectively as possible. Key to achieve outputs 2, 3, and 4 simultaneously is a strong, benevolent, and integrating leadership function of LNCCI. This requires further advocacy in regard to obtaining a suitable legal framework (2.3), modern internal work procedures and equipment (2.2), and the capacity and determination to provide required services to BMOs, improving decentralized services for businesses in a Multi-layered approach to membership services (2.1).

2. List major adjustments in the strategies, targets or key outcomes and outputs planned.

NERI

1. Complete the final report of review of existing PSD studies/reports
2. Workshops to disseminate the result of the review of existing PSD studies/reports including the final report
3. Identify research topics for the gap-filling research

LNCCI

2.1. LNCCI BMO Support Systems (Outputs 2 and 3)

A focus of the work plan for the first half of 2008 is on improving support services of LNCCI for the provincial CCIs and other BMOs.

2.1.1. BMO Management Training

With the objective to strengthen the capacity of LNCCI to provide management training to regional CCIs and other BMOs, the following activities will be supported:

- Training / consultancy on planning / preparing curricula,
- Training of trainers on BMO management,
- Sample implementation of training modules,
- Improvement of LNCCI training facilities.

2.1.2. BMO Online Support System

With the objective to strengthen the capacity of LNCCI to provide online support services to regional CCIs and other BMOs, a support system will be set up and initial training will be provided. High-speed internet and domestic hosting expenses will be covered by LNCCI.

2.2. Internal Capacity of LNCCI (Outputs 2 and 3)

2.2.1. In-house IT Support

With the objective to enable the LNCCI IT department to design, develop, implement, and administer internal database, local network, printing, file sharing, as well as hardware and software support services to the other departments of LNCCI, one high-end computer to be used as internal file and printer server and as design and development system will be provided.

2.2.2. In-house Document Archiving System

With the objective to enable a functioning document flow and retrievable document archive at LNCCI, the set up of one room for a document archive and internal library with CCI catalogue system will be supported.

2.2.3. Receptionist and Telephone System

With the objective to improve LNCCI accessibility to members and BMOs, a central telephone switchboard with automatic functions will be installed.

2.2.4. Accounting and Budget Planning

With the objective to modernize financial procedures of LNCCI, software for accounting and budget planning will be installed and training on using the accounting and budget planning software provided.

2.2.5. Advice on Internal Capacity Building

With the objective for LNCCI to improve internal work processes, information and advice on international best practice in chamber working procedures will be provided.

2.3. Legal Framework (Outputs 2, 3, and 4)

2.3.1. BMO Decree

With the objective to establish a suitable legal basis for modern chamber and BMO operations and representation, the following activities will be supported:

operations and representation, the following activities will be supported:

- Meeting of major BMO leaders to discuss and amend recommended draft of decree,
- Press conference on the occasion of decree signing,
- Consulting on advocacy and building consensus on legal documents.

2.3.2. Articles of Association

With the objective to optimize the text of the articles and find common positions on controversial elements, mediation and advice will be provided.

3. Estimated total budget required for the following year:

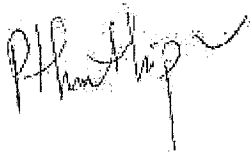
UNDP US\$ 50,000
UNIDO EUR 110, 850

VI ANNEXES

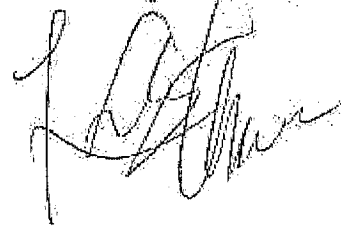
1. Annex 1: Combined Delivery Report
2. Annex 2: Annual Work Plan for following year
3. Annex 3: Monitoring and Evaluation Plan
4. Annex 4: Project Issue Log
5. Annex 5: Lessons learned log
6. Annex 4: Project Risk Log

PREPARED AND APPROVED BY:

Ms. Phonethipha Sensoulintha
Assistant/Accountant



Dr. Leebor Leebouapao
National Project Director



Annex 1: Combined Delivery Report

Annex 2: Annual Work Plan for year 2008

Annual Project Work Plan 2008
Promoting Private Sector Development Through Strengthening of Lao Chamber of Commerce and Industry and Business Associations

Expected Output	Key Activities	Q1 2008				Q2 2008				Q3 2008				Q4 2008				Planned Budget		
																		Donor	Budget Description	2008
<p>Outcome 1: Reports of synthesized, simplified, user friendly research findings and new research findings</p>																				
<p>1.1 Undertaking reviews of existing research findings and recommendations and repackaging or remarketing them in concise, actionable presentations.</p>	<p>1.1.1. Complete the final report of review of existing PSQ studies/reports. -Translation and editing (Report/research finding) -Finalized -Printing</p> <p>1.1.2 Update and summarize existing research findings and prepare for publication (including translation) and dissemination. Research examine regional, policy making on the provincial level, economic relationship with neighbouring countries (taxes, registration issues, etc)</p> <p>-Field work (Document/reports collection) -Writing report (Review and prioritize</p>	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	UNDP	International consultant	5,000	
																		UNDP	National consultant	2,000
																		UNDP	Coping documents	1,000
																		UNDP	Rent & Maintenance Other Equipment	4,500
																		UNDP	Travel (local officers)	2,000
																		UNDP	DSA (for NER)	2,500
																		UNDP	DSA (for local officers)	3,700
																		UNDP	Travel of NER staff	1,500
																		UNDP	Car rental	800
																		UNDP	Translation/interpreters	700

previous recommendations from previous reports) -Workshops to present research findings -Publication (including Ray Mallon Study) 1.1.3 Workshop to dissemination the result of the review of existing PSD studies/reports including the final report. -Technical workshop. -Dissemination workshop. -Final Workshops.	UNDP	742110	Coping hand-out	500																		
	UNDP	74525	Coffee/break/ lunch	600																		
	UNDP	74525	Supply	500																		
	UNDP	742110	Printing report	10,000																		
	UNDP	74220	Translation of report and editing	10,000																		
	UNDP	71605	Travel of intl consultant (in ticket)	2,500																		
	UNDP	71610	Travel of intl consultant (in-country travel)	700																		
	Total				39,500																	
	Administrational costs	UNDP	71405	National project admin assistant/accountant	4,000																	
		UNDP	73500	Reimbursement costs	1,500																	
UNDP			Microassessment	5,000																		
Total				10,500																		
Sub total				50,000																		

Outcome 2: Strengthened management capacities of selected Chambers of Commerce and Industry (CCIs) and Business Associations (Bas).

2.1. LNCCI BMO Support System.	2.1.1. LNCCI to provide management training to regional CCIs and other	UNIDO	1150	Training/consultancy on planning/preparing curricula																	

<p>BMOs.</p> <p>2.1.2. Strengthen the capacity of LNCCI to provide online support services to regional CCIs and other BMOs.</p>					<p>UNIDO</p>	<p>1750</p>	<p>Training of trainers on BMO management</p>	
				<p>UNIDO</p>	<p>3300</p>	<p>Sample implementation of training modules</p>		
				<p>UNIDO</p>	<p>4500</p>	<p>Improvement of LNCCI training facilities</p>		
				<p>UNIDO</p>	<p>1750</p>	<p>System set up and initial training. High speed internet and domestic hosting</p>		
<p>2.2. Internal Capacity of LNCCI.</p> <p>2.2.1. Enable the IT department to design, develop, implement, and administer internal database, local network, printing, file sharing, as well as hardware and software support services to the other departments of LNCCI.</p> <p>2.2.2. Enable a functioning document flow and retrievable document archive.</p> <p>2.2.3. Improve accessibility to members and BMOs.</p> <p>2.2.4. Modernize financial procedures, accounting and budget planning.</p> <p>2.2.5. Use international best practice in internal processes.</p>			<p>X</p>	<p>X</p>	<p>LNCCI</p>	<p>UNIDO</p>	<p>4500</p>	<p>One high-end computer to be used as internal file & printer server & as design & development system</p>
				<p>UNIDO</p>	<p>4500</p>	<p>Set up one room for document archive & internal library with CCI catalog system</p>		
				<p>UNIDO</p>	<p>4500</p>	<p>Install central telephone switchboard with automatic functions</p>		
				<p>UNIDO</p>	<p>5100</p>	<p>Install software for accounting & budget planning</p>		
				<p>UNIDO</p>	<p>3300</p>	<p>Training on accounting and budget planning software</p>		
				<p>UNIDO</p>	<p>1150</p>	<p>Provide information & advice on practical improvement in</p>		

									Internal work processes based on international best practice experience	
2.3. Legal Framework.	2.3.1. Establish a suitable legal basis for modern chamber and BMO operations and representation. 2.3.2. Optimize text of articles and find common positions on controversial elements.	X	X				LNCCI	UNIDO	3300	Meeting of major BMO leaders to discuss & amend recommended draft of decree
								UNIDO	3300	Press conference on the occasion of decree signing
								UNIDO	1150	Consulting on advocacy & building consensus on legal documents
								UNIDO	1150	Mediation & advice

Outcome 5: Project management and technical services pertaining to outputs 1 to 4 delivered.

5. Project management and technical services pertaining to outputs 1 to 4 delivered.	5.1. Management of planning, budgeting, implementation and reporting on all project outputs. 5.2. Provision of advisory services and training (largely, on - the - job). 5.3. Preparation and conduct / servicing of project advisory committee meeting(s); preparation of four - partite review meeting.	X	X				LNCCI	UNIDO	1150	Preparation of / reporting on annual & quarterly work plans & budgets
								UNIDO	1300	
								UNIDO	1500	
								UNIDO	1600	
								UNIDO	4500	

Annex 3: Monitoring and Evaluation Plan

Date: Award ID: Description:				
Type of Action	Stakeholders	Due by	Completed on	Status
Monthly Meeting	NPD, project staff, PO			
Annual review meeting	PM, NPD, Project Staff, UNDP	January 2008		
Project Board meeting	PM, NPD, Project Staff, UNDP	February 2008		
Donor report	PM, NPD, Project Staff, PO	July 2008		
Audit	PM, NPD, Project Staff, UNDP	March 2008		
Workshops	PM, NPD, Project Staff, PO			
Quarterly Work plans	PM, NPD, Project Staff, PO	Quarterly		

Annex 4: Project Issue Log

ID	Type	Date Identified; Author	Description and Comments	Status	Status Change Date	Owner
1	Operational	Ms. Sengdavone Bangonesengdet	Unclear operations manual of partners. Difficulties in understanding working methods among three different organizations: UNDP, LNCCI and NERI	Unchanged		Ms. Sengdavone Bangonesengdet
2	Operational	Ms. Sengdavone Bangonesengdet	Difficulties in understanding the process of project implementation modalities and several UNDP's rules and policies	Unchanged		Ms. Sengdavone Bangonesengdet
3	Financial	Ms. Sengdavone Bangonesengdet	NERI; The project don't get incentives (DSA) for their research work that has been done in Vientiane capital	Unchanged		Ms. Sengdavone Bangonesengdet

Annex 5: Risk log

ID	Type	Date Identified; Author	Description	Comments	Status	Status Change Date	Owner
1	Operational	Ms. Sengdavone Bangonesengdet	New complicated UNDP procedures introduced		Unchanged		Ms. Sengdavone Bangonesengdet
2	Operational	Ms. Sengdavone Bangonesengdet	Inadequate cooperation between two separate agencies that are responsible for the project assurance		Reducing		Ms. Sengdavone Bangonesengdet
3	Operational	Ms. Sengdavone Bangonesengdet	Inadequate cooperation among two implementing counterparts		Reducing		Ms. Sengdavone Bangonesengdet

4	Political	Ms. Sengdavone Bangonesengdet	Lack of commitment on behalf of the selected BMOs		Unchanged		Ms. Sengdavone Bangonesengdet
5	Operational	Ms. Sengdavone Bangonesengdet	Lack of available staff in implementing partner		Unchanged		Ms. Sengdavone Bangonesengdet
6	Political	Ms. Sengdavone Bangonesengdet	Inadequate recognition by Government officials of strong and independent BMOs		Reducing		Ms. Sengdavone Bangonesengdet

Annex 6: Lessons learned log

Lesson ID	Date logged	Type	Description	Recommendation
01	01/01/2008	Bad	NPD and PM in separate institutes is complicated for project implementation and decision making	NPD and PM should be from the same agency.