**00076431 SWEDPRA TERMINAL EVALUATION**

**Lessons learned**

The Evaluators have identified the following lessons that can be drawn from the SWEDPRA project:

1. Successful GEF project design depends on an adequate analysis of barriers in function of the problem statement and scope. This scope must be realistic in relation to the available resources and timeframe. If the scope is too general, many external factors exist which cannot be controlled. It is not sufficient to identify these as potential risks. Instead, a project must be able to actually mitigate these risks and this should be verified. If not, one should reconsider the design and scope of the Project.

2. Project strategy and scope must have a direct relation with the chosen beneficiaries. The main counterpart must have a functional relation with the beneficiaries. If the objective of a project is, to deliver a service to end-users (such as energy to rural households), logical counterparts can be local businesses or public entities promoting delivery mechanisms. If the objective is more high-level, appropriate counterparts can be research institutes (to address a technology barrier), of governmental agencies (to address a policy barrier).

3. The experience with SWEDPRA suggests that the DIM/DEX and NEX modalities are more appropriate for the execution of a GEF Climate Change project, than the UN Agency modality. Although UNOPS proved efficient in the delivery of goods and services, it does not cover the function to keep a project aligned with the envisaged strategy. Timing and complementary actions are crucial for barrier removal; a properly working Steering Committee supported by a dedicated Project Manager, can perform this task more adequately.

4. The context for international agency programmes in DPRK is not easy. Notwithstanding, the experiences with SWEDPRA show that positive results can be achieved. National counterparts are generally committed and well-prepared but communication processes are slow; there is a lack of familiarity with project-based working processes. Procurement is delayed and costly as a consequence of international embargoes, affecting overall performance. Impact verification and sharing of information with international counterparts is also an issue. Project ownership therefore deserves special attention during preparation and start-up phase. Project indicators should be based on a previously agreed monitoring and verification plan.