Introduction

The United Nations Development Program (UNDP) is implementing two conservation projects in Nepal with financing from its own budget, the Global Environment Facility (GEF), central Government and a number of other sources, including international conservation organisations.

The Western Terai Landscape Complex Project[1] (WTLCP) was started in 2006 with a life of 8 years, and the Conservation and Sustainable Use of Wetlands in Nepal project (CSUWN) started in 2008 with a life of 5 years. Both projects are relatively complex with multiple components and diverse objectives, and with numerous stakeholders engaged directly in activities or providing additional financing, technical support and/ or parallel activities.

UNDP Nepal introduced a new country programming format (CPAP) in 2008, linked to its global computerised project management and accounting system, ATLAS. Difficulties were encountered when preparing the two projects 2008 work plans and budgets in line with the new CPAP and ATLAS requirements.

During project review meetings for the two projects in March 2008, it was deci

The project management review exercise

A participatory review exercise was organised in Kathmandu from 12 to 24 June 2008, involving the WTLCP and CSUWN project teams, their implementing and executing agencies and partners, and a management consultant, with the aim of resolving as far as possible the various project management and programming issues that had arisen.

The purpose of the exercise was for the two project teams to participate in a structured review to identify and recommend ways of strengthening the plans, logical frameworks, implementation arrangements, and monitoring, evaluation and reporting systems for the two UNDP-GEF biodiversity projects in Nepal, and their alignment with partners and country programming of UNDP and the Government of Nepal, in the light of changes in Nepal since the projects were conceived and formulated.

A series of workshop sessions was used to re-appraise and discuss revinaoT1 0 0 1 235.h TJs EMC /P ÁMCID 38‡

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Summary of Action Points arising from the Project Management Review

Peter Hunnam

Review findings and recommendations for the WTLCP and CSUWN Projects

Review process and findings	Recommendations

A. *Problem mapping*:

Both project teams prepared a diagram of the scope of the issues being tackled by the project and of those surrounding the project, and started to analyse the underlying causes or drivers of each of these issues. Guidance materials used for problem-solution mapping in the review session are in **Attachment 3**.

The problem mapping will be completed by each project subsequent to the review exercise; the partial results from the workshop are summarised in **Attachment 4**.

The session highlighted two important lessons: first, the range of substantive issues facing each of these projects is broad and complex; second there is a lack of clarity in the project teams over the strategies to be used by the projects for tackling the main sets of issues.

1. Each project team should complete preparation of a problem-solution map covering each whole sector of concern, and on this map should identify the overall "strategic area of interest" of the project, and of other projects and activities. The two broad problem-solution maps illustrate the broad programmatic approach required, to deal respectively with:

The management teams of both projects need to ensure that they are comfortable with the scope and level of ambition behind each project, and have adequate capacities within the project and support from

Review process and findings	Recommendations

the implementation strategies described for each component in the project document. A variety of problems were identified, including:

Missing, incorrect use or placement and poor wording of the main LF elements required: Project Objective; Outcome (Component); Output; Activity; Indicator; Target; Baseline; Assumption/ Risk.

WTLCP had no complete log frame; different parts of a log frame were contained in the 15-page Results Framework plus a 10-page Logical Framework Matrix. In the LF Matrix there were 40 Indicators (the majority were Output statements not Indicators) at the Objective or Outcome level, for just 4 Outcomes; there were no Output level objectives or Indicators, and no Targets.

The CSUWN log frame was not usefully structured: 13 pages long, it included for instance 23 sets of Indicators and 23 Targets at the Outcome level, for just three Outcomes; at Output level there were 82 Indicators for 13 Outputs, with the majority being Activity statements not Indicators; there were no Baselines or Targets below Outcome level.

Overall, neither project team had a readily understandable or usable project logical framework.

An additional concern for CSUWN was that there were major discrepancies between the Project Document narrative and the logical framework statements, with no indication in the latter of the scope or extent of what was described in the former.

For reference, the original logical frameworks from both project documents are in **Attachment 5.** to this report, together with the revised versions developed during and immediately8 Tm0 the ediewo execcse
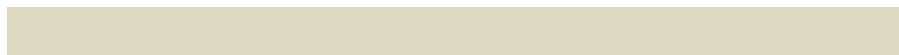
Review process and findings	Recommendations

donor agency s project management and financial administration system. A key issue for project managers and administrators is that the procedures and formats vary between donors, with the result that WTLCP management for example has to prepare one AWP&B for UNDP Nepal Country Office (for UNDP and GEF funds) and another overall version to secure its co-financing (from GoN, WWF, SNV) and parallel financing (WWF). If the AWP&B is not done for each partner and donor – whether providing direct, parallel or in-kind funds and support – there will be a discrepancy between the overall project and budget as stipulated in the formal inclusive project document and the sum of all the workplans and budgets.

UNDP s introduction of a new programming system (CPAP) linked to its project administration software, ATLAS, has caused additional confusion and delays for the two UNDP-GEF Projects. In preparing the A&Q WorkPlans and Budgets, each project team has been required to laboriously re-formulate its planned annual results and quarterly milestones in order to match with and contribute to the series of CPAP Outputs and Targets planned for the year by UNDP Nepal. Because they are re-formulated, the "CPAP Planned Activities" in these WorkPlans and Budgets do not match or link with the project logical framework, and thus become an additional, separate tool for project monitoring and management useful only to the UNDP CO.

A further problem has been caused by the stipulation that each (GEF-funded) project should be entered under only one CPAP Output. This is apparently because the ATLAS system treats activities for one project entered under separate Outputs as separate ATLAS projects for accounting purposes. Both WTLCP and CSUWN projects were entered under two CPAP Outputs,

Review process and findings	Recommendations
and as a consequence to date 2008 funds have been released for each project under just one Output.	the LF numbering). Of the 3

Review process and findings	Recommendations

outcomes. The IUCN Nepal will also provide overall technical guidance to the programme." (b) "A national Programme Management Unit (PMU) will be established in Kathmandu under the guidance of the National Programme Director and the management of the National Programme Manager (both MFSC nominees). The PMU will also house the IUCN Technical Team, under the supervision of a national Chief Technical Advisor. (c) "IUCN Field teams" will be established at the two project sites, where "programme activities... will be facilitated and technically supported by IUCN and implemented by local partners (government and non-government)...". Apparently, these arrangements were discussed and changed somewhat at project inception, amid concerns by GoN and UNDP that it is essential for the national and local government offices involved to gain as much as possible from the project in terms of capacities for program management and wetlands conservation, but that this will not occur if the project is implemented primarily by the NGO, IUCN.

The review exercise also discussed these issues of CSUWN project implementation at length and concluded that the current arrangements are unnecessarily complicated and confusing, and amount to having two half implementing agencies, which will lead to inefficiencies and loss of effectiveness and impact. Under the current arrangement

Review process and findings	Recommendations

Each project has tended to regard

ATTACHMENTS

1. Project management review participants

2. Project review presentation notes, 22 June 2008

3. Problem-solution Mapping – guidance notes

4. Problem Mapping – preliminary drafts for WTLCP and CSUWN

5. Project Logical Frameworks – WTLCP and CSUWN – Revised and Original