

IUCN Nepal Program Review Review Report



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June 2005

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1. INTRODUCTION

The internal review of the IUCN Nepal Program was completed during the month of June 2005 by a joint team from the Asia Regional Office (ARO) and the IUCN Nepal Country Office (IUCN-N) led by the IUCN Asia Regional Director. This review is part of a regular cycle of internal program reviews carried out across different units of IUCN in Asia. The last review of IUCN Nepal was carried out in 1999 and a similar program review was just completed for the Ecosystems and Livelihoods Group 2 (ELG2) based in Colombo, Sri Lanka.

This review is focused on the programmatic aspects of IUCN-N taking into account the findings of the recent joint assessment of the Swiss Development Corporation (SDC)-supported IUCN-N program and providing recommendations on a response to these findings. As well, the internal review aimed to identify priorities for collaboration with both existing and emerging regional thematic programs, and with key partners and donors.

While this review focused on programmatic issues, it also addressed financial, organizational and human resources issues related to the delivery of the program. The core Review Team included:

- Aban Marker Kabraji, Regional Director (Team Leader)
- Sagendra Tiwari, Acting Country Representative, IUCN-N
- Kent Jingfors, Regional Program Coordinator
- Udaya Kaluaratchi, Regional Human Resources Director
- Julia Robinson, Program Coordinator, IUCN-N
- Purna Bahadur (PB) Chhetri, Coordinator, Regional Mountains Program

2. TERMS OF REFERENCE (TORs)

The key objectives of the review were:

- (a) To assess IUCN-N Program's relevance and effectiveness in the global, regional and national contexts taking into account the findings of the SDC review (April/May 2005);
- (b) To assess the appropriateness and adequacy of structure and systems that are supporting coordination and implementation of the IUCN-N Program including projects; and
- (c) To provide feedback and recommendations to IUCN-N and the Asia Regional Director on program direction and opportunities for enhanced collaboration with existing and emerging regional thematic programs.

The complete TORs for the Nepal Program Review are included as Annex 1 of this Report.

3. METHODOLOGY

Basically the review collected information from 4 sources:

- Meetings with key IUCN-N staff on the current status and evolution of the Program, with emphasis on the changing national (including Government) and donor context and how Nepal programs and their projects can adapt to this changing context;

- Meetings with key donors, partners and government agencies to discuss and explore opportunities for further collaboration;
- Analysis of the findings from the joint SDC review and preparation of an IUCN response;
- Communications with key regional staff (Heads of ELG 2 and Regional Emerging Program) prior to the Nepal visit to discuss opportunities for enhanced regional involvement with the Nepal program.

The detailed agenda for the review is included in Annex 2.

4. FINDINGS AND RECOMMENDATIONS

4.1 Joint SDC-IUCN Nepal Assessment

While a formal mid-term review (MTR) was not envisaged in the SDC Credit Proposal for Phase 5 (1st January 2003 to 31st December 2006), the changed and increasingly complex implementation environment in Nepal prompted the need to assess the relevance and effectiveness of the project in the present conflict situation and to make recommendations on changes required in the remainder of the phase. This assessment was done through a joint workshop with external facilitation held in IUCN-N on May 2-3, 2005. The assessment workshop examined Program achievements, strengths and shortcomings and identified key issues to be looked into during the final evaluation (scheduled for early 2006) and suggested potential areas of SDC support to IUCN-N after Phase 5.

Key Findings

The assessment concluded that very good progress has been made by IUCN-N despite the very difficult circumstances in Nepal. Specifically, the conclusions were:

- a) Both the program contents and modality (in terms of strengths and drawbacks of the flexible and responsive programmatic support) are **relevant** to the current context in Nepal and still remains within the overall mandate of IUCN. The participatory approach has laid the foundation to stay relevant and adapt as a response to the conflict. The work done by IUCN to create networks has proven to be very effective and this has facilitated working in difficult areas and under difficult circumstances. It has also proven to be effective in reaching the poorest and most vulnerable communities.
- b) The program has also been **effective** in meeting the objectives related to ecosystems and linking livelihoods and conservation. It has facilitated change in attitude and consciousness of people (e.g. uncontrolled grazing); integration of livelihoods and sustainable ecosystem management; formation of effectively functioning networks at the local level that has facilitated outreach even in these difficult times; potential and demand for replication beyond project/program areas; and translation of local learning to the national level in areas of medicinal and aromatic plants (MAPS), traditional knowledge (TK), Churia Area Programme (CAP) Strategy and gender, poverty and social equity (GPSE).
- c) IUCN has remained **effective even in this conflict situation**, because of the changes and modifications it has made in terms of developing staff capacity to be more conflict-sensitive in planning and implementation, increased transparency of programs, continuous review and

monitoring and exploring new partnerships. In addition to the above, IUCN has continued to be effective because it is trying to address the underlying social causes of conflict that are inequity, rights and livelihoods. Furthermore, the work done by IUCN on issues related to governance has also contributed meaningfully to it remaining effective.

- d) There was acknowledgement of the initiative taken by IUCN to **integrate gender, social equity and poverty concerns** within and across IUCN Nepal's programs and in IUCN as an institution. Even on the issue of integrating GPSE in the broader natural resource management (NRM) sector, there was consensus that IUCN has been very effective and has contributed to a better understanding of these issues among stakeholders.

- e) The **working modality of the partnership** has facilitated IUCN's progress towards achieving its long-term objectives. Specifically, annual work planning has allowed for adjustments and being responsive to changing local situations. The work of IUCN has also enabled better national policy influence on a range of environment and development issues due to varied work with partners. SDC co-financing has played a very important role to extend IUCN's reach. However, the work on additional funds leveraging has not been very successful due to the challenging donor scenario.

Recommendations

Based on the findings of the joint assessment, recommendations were made for the remainder of the phase (i.e. until December 2006). Most of these recommendations confirmed that no major changes are required and that the current focus of IUCN-N's work both locally and nationally should continue. Additional effort should be focused on developing clear indicators and strategies for dealing with critical incidents at field sites (i.e. an emergency response plan). The assessment also reiterated the need for IUCN to continue its efforts for donor diversification in Nepal while also recognizing the current, challenging donor environment in the country.

In a subsequent meeting on 03 June 2005 with Mr. Jorg Frieden (SDC Country Director), SDC confirmed that the current relationship between bilateral donors and government is not good and that long term development assistance to Nepal is at risk. A management decision on SDC's future in Nepal is expected on 17 June. While it is unlikely that SDC will leave Nepal, continued assistance will likely focus on conflict transformation, a more regional approach in geographic scope (e.g. geographic clustering) and adopting a shorter horizon for results. At the end of the meeting, we were informed that a 20% reduction in SDC support to IUCN was being contemplated for the next phase - this is considerably less than the 50% figure floated by the country office during the joint assessment and represents good news! However, this needs to be confirmed as SDC has also said that decisions on a next phase (i.e. after 2006) will not be made until after the final external evaluation.

In terms of follow-up actions and an IUCN response to the joint SDC-IUCN assessment, the following recommendations are made:

- a) IUCN-N should draft a response for ARD signature to SDC appreciating the continued support of SDC and confirming implementation of the recommendations for the remainder of the Phase 5 support, including:

- Development of an emergency response plan for field staff outlining the indicators and steps needed for quick response to escalating conflict. There is considerable experience of working in high-risk conflict situations within IUCN Asia Region and Albert Heatherly (Head of Administration, RDO) should be the focal point for helping IUCN-N develop this plan;
 - Focusing on program development and donor diversification during the remainder of the phase, in addition to completing the ongoing work at the field and national levels. There is considerable opportunity over the next year and a half to use the flexible SDC program support to build a larger and more diversified IUCN-N program.
- b) IUCN-N should try to engage in the Donor Diversification Group (either through SDC or UNDP) to stay on top of the ongoing discussions on donor focus and priorities, and to see where IUCN-N can add value or fill gaps if/when donors reduce their support for natural resource management interventions.
- c) IUCN-N should make some immediate changes to its organizational structure to enable sufficient focus on program development and donor interactions (see Annex 3).

4.2 IUCN Nepal Program - Strengths, Issues and Opportunities

The internal program review focused on analyzing the current IUCN-N program (through a SWOT analysis) to identify issues and opportunities, and make recommendations to help the IUCN-N office operate during the current conflict situation and, where possible, grow as a financially sustainable program.

Key Findings

- a) The positive SDC review was based on a “grounded” program with strengths in both ecosystem and livelihood fields that has been able to adapt to conflict and started to learn from field work. The fact that communities have taken ownership of the field projects and continued to operate these with IUCN-N cooperation during times of intense conflict is a testament to their strength.
- b) The partnerships and networks developed for information sharing/use in relation to gender, poverty and social equity (GPSE), dams, traditional knowledge (TK) and biodiversity have extended the influence of IUCN-N beyond just the SDC project.
- c) IUCN-N has developed excellent team work with both formal (Program & Finance Committee, Program Development Group) and informal management mechanisms. Most decisions are taken by a senior management group in consultations with other staff. The impression of the review team is that IUCN-N is a “happy” office.
- d) One of the questions raised during our meetings with key partners and donors is why the IUCN-N program is not bigger. It has not established itself as a major national player in the conservation - livelihood field, its impact on the ground is restricted to some fairly small field projects, and its links to regional and global IUCN programs are currently very limited. In short, IUCN-N is spread too thin for the current resources and, furthermore, may not have the right skills in the right place. Nonetheless, the IUCN-N team expressed its explicit interest in developing stronger regional partnerships.

- e) A review of the current program and organizational structure (see Annex 3 for details) found that the programmatic areas developed for the SDC support are appropriate but need fine-tuning to focus more on program development for donor diversification.
- f) The current conflict and governance crisis has resulted not only in security concerns but also in shifting donor priorities where environmental considerations are quickly marginalized in favour of humanitarian assistance during “conflict transformation” (a SDC term). However, donors have also recognized that government is currently not capable of operating in the field and, increasingly projects are being implemented directly by other organizations. For example, UNDP in Nepal has been given a clear signal to allow for direct execution (DEX) of projects by non-government partners. ADB has left the forestry sector largely as a result of poor performance by the Ministry of Forests and Soil Conservation.
- g) The current IUCN membership in Nepal (13 members) is characterized by varying capacity, ranging from large, regional organizations (e.g. ICIMOD) to small NGOs. The State member in Nepal is the Department of National Parks and Wildlife Conservation (DNPWC) in the Ministry of Forests and Soil Conservation. The National Committee does not appear to be very effective in either advocacy or overall engagement. This has resulted in some recent criticism (e.g. by WWF-Nepal who is not a member) that IUCN-N is not actively engaging in national conservation issues, such as the proposed oil exploration by CAIRN Energy in the Terai Arc landscape or the continued poaching of rhino and big cats in Nepal. Incidentally, both WWF and another IUCN member (King Mahendra Trust for Nature Conservation) have been supporting DNPWC in anti-poaching and tiger-rhino conservation projects in the Royal Chitwan National Park and it would appear these efforts have not been entirely successful so far.
- h) During our meetings with key partners and donors (e.g. UNDP, ADB, SAARC, ICIMOD), it became obvious that the scope and collaboration for IUCN’s work in Nepal can be substantially expanded to include larger, regional projects focusing on wetlands, mountains, integrated water resource management, water sector strategies, governance and valuation of ecosystem services. One specific interest expressed by both ADB and UNDP was a rapid assessment of the impacts on the environment as a result of the present conflict.

Recommendations

- a) IUCN in Nepal should build on its current strengths by consolidating field work, scaling up the field experience to close the field-policy loop, and focus on conservation and livelihood issues of particular relevance to the current conflict situation (i.e. issues of governance, gender and social equity (inclusion), rights and community-based NRM as a foundation for democracy). Incidentally, this focus is diametrically different from that suggested in a meeting with the Secretary of Forests and Soil Conservation when an official suggested that IUCN “...should continue to focus on plants”;
- b) The links between the country program and the region should be strengthened by assigning regional focal points for IUCN Nepal as follows: the regional ELG focal point will continue to be the Head of ELG2; the Coordinator of the Regional Mountains Program will provide support and oversight with respect to regional mountain initiatives (incl. HKKH DSS) and, where requested, assist the Regional Director and the acting Country Representative in some

of the political and management issues related to the program. The Regional Program Coordinator will continue to provide overall programmatic support to IUCN-N;

- c) In addition to current IUCN-N-regional collaboration (WANI/ IWRM, DSS, environmental justice, PA financing & watershed valuation, implementation of GEF wetland project), the following areas should be further explored for joint project development: environmental justice/ equity; environmental economics (including greening the development process); environmental and NRM governance (including community conservation areas, MEA synergy); medicinal plants & NTFPs; access & benefit sharing; conflict & conservation; and adaptation to climate change.
- d) During visits to Nepal, regional ELG staff should continue to share IUCN's work in the region and globally through seminars as this strengthens IUCN's image, visibility and credibility in Nepal (particularly for emerging areas where IUCN has limited current capacity in Nepal).
- e) For the IUCN-N program to grow, a number of organizational changes are required. These are outlined in detail in Annex 3. In summary, the Acting CR assignment will continue until at least the end of 2005. To enable the A/CR to focus on representational duties and building strong relationships with donors and key partners, the A/CR should no longer directly supervise field projects - instead, a Senior Program Officer should be recruited to do this. Additionally, recruitment should be initiated immediately for a new Programme Coordinator (PC) to overlap with the departure of the incumbent who is (unfortunately!) moving on for family reasons. The PC position is key to program development, coordination and the continued good team work of the IUCN-N office;
- f) Attempts should be made to strengthen the IUCN National Committee in Nepal to take on an advocacy role on national environmental issues. It is recognized that often conflicting interests among members make it difficult to develop common positions that could be used to influence government decisions, particularly in the current political climate of Nepal. With respect to species-specific conservation issues (e.g. continued rhino and tiger poaching), IUCN-N should support members (such as KMNTC) and WWF/TRAFFIC to assist the relevant government departments in finding solutions that go beyond a regulatory focus and recognize the importance of addressing the livelihood needs of local communities in the area. This is one of IUCN Nepal's strengths and would be an important contribution in addressing these species conservation issues.
- g) With respect to expanding the country program and its donor base, the following section attempts to outline a resourcing strategy for IUCN Nepal based on emerging areas and feedback from the meetings the Review Team had during the visit to Nepal.

4.3 Resourcing Strategy

Key Findings

- a) The risk of relying on primarily one donor (SDC) has already been discussed. While an argument could be made that, in difficult times of conflict, the prudent approach is to withdraw or downsize, the Review Team feels strongly that IUCN is in Nepal for the long haul and this is the time when the needs are the greatest. Hence, the resourcing strategy is predicated on modest growth of the program;

- b) Approximately 70% of the current budget (\$612K out of annual budget of \$850K) comes from SDC support. Regional projects currently account for only about 10% of the portfolio and, of this, SANDEE contributes 5%. Clearly, the portfolio needs to be diversified by seeking funding for longer, larger projects and by increasing the contribution of regional projects to come closer to the target of 60:40 (national vs. regional project contributions);
- c) Based on financial scenarios of differing probabilities of SDC funding continuing and the UNDP/GEF Wetlands project being approved (Annex 4), it is clear that even in the best case scenario (20% reduction in SDC support and 100% implementation of the GEF project), additional income is required to cover costs over the next 5 years.
- d) Funding opportunities from bilateral donors in Nepal is currently very limited as these are either withdrawing or focusing their support on humanitarian assistance. Hence, the focus needs to be on the multilaterals or, possibly, exploring "gaps" from closing projects (e.g. DANIDA, EU, Australia) or adding on to existing large NRM projects (e.g. LFP, BISEP-ST);
- e) The best bet for a new large project is the UNDP/GEF Terai Wetlands Conservation and Sustainable Use Project (\$4 million over 5 years) that has been under development for a number of years. There has been some resistance from UNDP and government in agreeing to IUCN's implementation role (modified NEX) in this project. However, based on our discussions with the new UNDP Deputy Resident Representative, there appears to be senior level support within UNDP for IUCN's role in this project. IUCN-N should capitalize on UNDP's support to convince HMG (MoF and MoFSC) on IUCN-N's role;
- f) The Mountains Initiative (DSS HKKH) funded by the Italians has a strong Nepal component that will see the Project Management Unit based in the IUCN-N office. Recruitment has just started for a Project Manager and a part-time CTA. This project will be implemented in Nepal, Pakistan and Tibet through a partnership between IUCN, ICIMOD and two Italian partners. While the income to IUCN-N will be limited (estimated at \$75K over a 3-year period), the project may result in a more substantive engagement in new mountains initiatives;
- g) While the Himal WANI is still in its formative stages, the potential for IUCN-N to engage in a regional water governance and management project is considerable and this was confirmed by the interest expressed in our discussions with other partners (ADB, SAARC, and ICIMOD). IUCN-N has contributed a country perspective to the regional scoping paper lead by ELG1 and is keen to support the further development of this project. This project also offers important opportunities for building partnerships with ICIMOD, WWF-Nepal, TMI and others;
- h) Another area of considerable interest to donors is environmental economics, including incentives for pro-poor conservation and valuation of ecosystem services. The co-location of SANDEE does not appear, so far, to have extended to programmatic cooperation or the development of joint concepts or proposals for work either nationally, or in the region, in spite of the IUCN-SANDEE MOU specifying this;
- i) Governance is an area of considerable interest given the current conflict situation and could be pursued locally (e.g. community-based NRM as a foundation for democracy), nationally (e.g. greening development (PRSP) processes) and regionally (e.g. Himal WANI). IUCN-N has developed a governance concept paper that has received only limited regional input but should be vetted among the donors;

Recommendations

- a) Market IUCN as “a long term partner in Nepal” that can contribute towards sustainability, convening power and neutrality;
- b) Engage more directly with the donors both to keep on top of changing priorities and to find opportunities for an IUCN-N niche. This engagement should be both at the senior (A/CR) and operational (PC/Head ESL) levels;
- c) Encourage SDC, both at the country and global levels, to continue providing flexible program funding beyond 2006 (preferably at current levels) to facilitate program development and leverage donor diversification;
- d) Focus on securing a strong IUCN implementation role in the UNDP/GEF wetlands project with government support (but minimal interference);
- e) At the earliest opportunity, ELG1 (RWWP) should visit Nepal to scope out IUCN-N's role and contribution to the Himal WANI project and help build partnerships with key national and regional water stakeholders;
- f) Similarly, ELG2 should take the lead in developing enhanced capacity in IUCN-N to address environmental economics issues and in facilitating stronger linkages with SANDEE. There is a need for both financial and technical support to invest in economics capacity;
- g) ELG1 should involve IUCN-N in the development of a regional medicinal plants project.
- h) Include Nepal as a priority country for regional and global proposals. Explore joint proposal development in areas highlighted above, preferably in multi-year projects.
- i) Involve IUCN-N (and other country programs) from the early design stages when developing regional proposals. Currently, some regional proposals are developed without adequate consultation and review by country programs resulting in confusion about roles and responsibilities during implementation.
- j) Continue to explore means of full cost recovery and operational efficiency including use of staff and services for co-hosted regional projects.

ANNEX 1. Review of IUCN Nepal Country Program 2005 - Terms of Reference

Focus

This internal Program Review will be focused on the programmatic aspects of the IUCN Nepal Country Office (IUCN-N) taking into account the findings of the SDC review and providing recommendations on a response to these findings. As well, the review focuses on identifying priorities for collaboration with existing and emerging regional thematic programs, and also identifying enhanced opportunities for working with key partners and donors in Nepal.

While this review is focused on programmatic issues, it also addresses financial, organizational and human resources issues related to the delivery of the IUCN-N Program.

Team

This internal review is a joint activity between the IUCN Nepal Office and the Asia Regional Office designed to provide programmatic recommendations to the Asia Regional Director and the IUCN Nepal Office immediately following the review. The core team will consist of:

- Aban Marker Kabraji, Regional Director (Team Leader)
- Sagendra Tiwari, Acting Country Representative, IUCN-N
- Kent Jingfors, Regional Program Coordinator
- Udaya Kaluaratchi, Regional Human Resources Director
- Julia Robinson, Program Coordinator, IUCN-N
- Purna Bahadur Chhetri, Coordinator, Regional Mountains Program

Overall objectives

- To assess the relevance and effectiveness of the IUCN-N Program in the global, regional and national contexts taking into account the findings of the SDC review (April/May 2005);
- To assess the appropriateness and adequacy of structure and systems that are supporting coordination and implementation of the IUCN-N Program including projects; and
- To provide feedback and recommendations to IUCN-N and ARD on program direction and opportunities for enhanced collaboration with existing and emerging regional thematic programs, as well as with key partners and donors in Nepal.

Key tasks

- Familiarization (for the new Regional Program Coordinator) with the IUCN-N Program;
- Assessment of the strengths and weaknesses, and identification of challenges and capacities for existing program coordination and implementation;
- Review of SDC findings and preparation of an IUCN response;
- Discussions on strengthening linkages between IUCN-N and the Asia Region (ELGs and Regional Projects);
- Discussions with key partners and donors in Nepal on strengthening program collaboration;
- Provision of feedback and recommendations through debriefing to the Asia Regional Director and IUCN-N staff.

Annex 2. Schedule for IUCN-N Program Review

Time	Program Review Activities	Remarks/ Logistics
May 30, 2005 (Monday)		
12:30	Arrival, hotel check-in	Arrival of KJ, ULK & PB Hotel Himalaya
2:00 - 5:00	Initial Team meeting. Brief overview of IUCN Nepal Program - main projects & programs, and team. Discussion of SDC findings. Review of agenda for the week.	KJ, PB, ULK, ST, JR, SK, RCK, UD IUCN Meeting hall
May 31, 2005 (Tuesday)		
9:00 - 1:00	Discussion on IUCN-N Program: 1. SWOT analysis of Program (builds on IUCNN analysis) 2. IUCNN new program priorities and opportunities 3. Collaboration with ELGs/ CPs - builds on IUCNN ideas and new directions of ELGs/ CPs	KJ, PB, ULK, ST, JR, SK & RCK IUCN Meeting hall
2:00 - 5:00	Discussion on IUCNN Operations: 1. Focus on: staffing & organogram; coordination structures & systems; financial health & resourcing (including OABC list) 2. Builds on: SWOT analysis of Operations (IUCNN analysis) & new directions in Asia including reorganization	KJ, ULK, PB, ST, JR, SK, RCK, UD, BS IUCN Meeting hall
June 1, 2005 (Wednesday)		
9:00 - 1:00	Continued discussion: 1. Response to the SDC/ IUCN review. 2. Development of recommendations for ARD.	KJ, ULK, PB, ST, JR, SK, RCK, UD
12:30	AMK arrive and hotel check-in	Summit Hotel
2:00	Briefing to RD - on agenda, external meetings and internal review progress to date	AMK, KJ, ULK, PB, ST, JR, SK
4.30	IUCN-N members meeting	Aban, ST, DJ, KJ, JR
6:30	Dinner meeting hosted by Dr. Sultan Hafeez, ADB <i>Focus: Collaboration with IUCN Nepal</i>	Aban, KJ, PB, ST
June 2, 2005 (Thursday)		
9:00 - 12:00	ARD/IUCNN meeting - findings and recommendations of the internal program review and next steps	AMK, KJ, ULK, PB, ST, JR, SK, RCK, UD, BS
1:15	Mr. Ramesh Wor Khanal, Joint Secretary, Foreign Aid Division, Ministry of Finance (MoF) <i>Focus: IUCN N program and MoU</i>	AMK, KJ, PB, ST
3:00	Dr. H. K Upadhayaya, Honorable Member, National Planning Commission (Chair of IUCN Nepal PSC) <i>Focus: NPC IUCN Partnerships, Support to IUCN</i>	AMK, KJ, PB, ST

Time	Program Review Activities	Remarks/ Logistics
4:00	Mr. Ananta Raj Pandey, Secretary, Ministry of Forests and Soil Conservation (MoFSC) <i>Focus: MoFSC-IUCN Partnership, MoU extension, GEF Wetland project</i>	AMK, KJ, PB, ST
5:30	Mr. Ghulam M. Isaczai, UNDP Deputy Resident Representative (Program) <i>Focus: UNDP/GEF Wetland project, areas of further collaboration</i>	AMK, KJ, PB, ST, SK
June 3, 2005 (Friday)		
9:00	Mr. Jorg Frieden, SDC Country Director and Ms. Dinya Gurung, National Program Officer (Natural Resources) <i>Focus: IUCN N program and the recent review</i>	AMK, KJ, PB, ST
10:30	Dr. Gabriel Campbell, DG ICIMOD <i>Focus: Collaboration with IUCN (notably DSS, Mountains Program, Himal WANI, etc.) and IUCN-N program</i>	AMK, KJ, PB, ST
12:00	Mr. Chenkyab Dorji, Secretary General, SAARC Secretariat <i>Focus: Collaboration with IUCN Asia (formal briefing on IUCN's work; SAARC dialogue for Environment Ministers; ADB/WB Clean Air project in Pakistan; proposed Mangrove Conference)</i>	AMK, KJ, PB, ST Leave SAARC by 12:45 at latest
<i>Parallel Session</i>		
9:00 - 11:00	Meeting with consultants on salary review	ULK, BS, UD
11:00	ULK leaves for Bangkok	
2:00 - 5:00	Program Steering Committee meeting	AMK, ST, KJ, PB, JR, SK, RCK, UD Hotel Himalaya
6:00	Reception with key government and organizational partners, donor representatives and members.	See attached list Hotel Himalaya
June 4, 2005 (Saturday)		
9:00	Staff meeting to share initial findings and recommendations of the internal review and brief staff on new directions in the IUCN Asia.	AMK, KJ, PB All IUCNN staff
1:00	AMK, KJ, PB departure for Karachi	Departure KTM

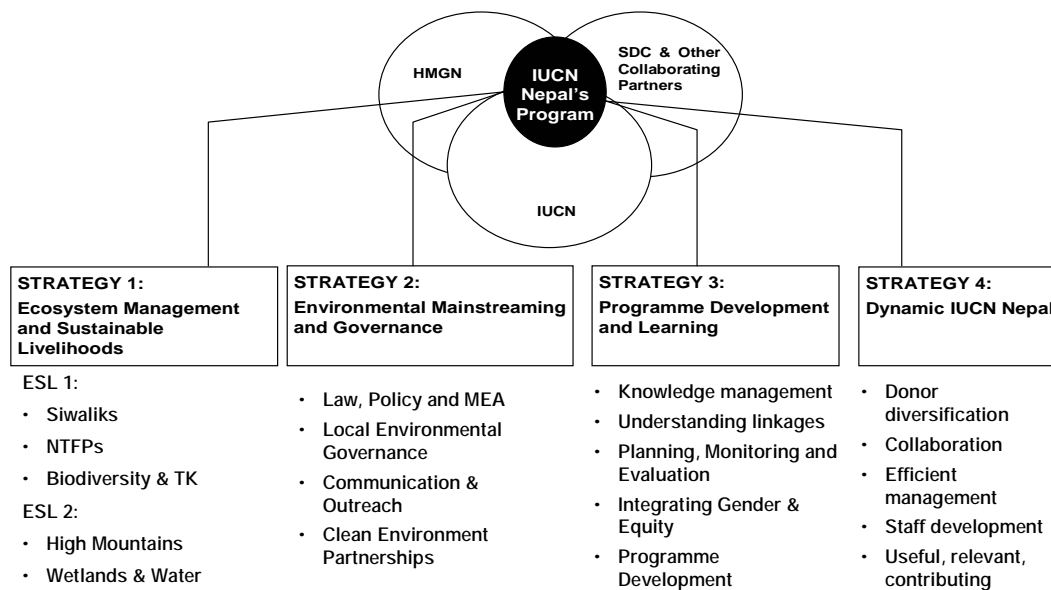
Participants:

IUCN Asia Region		IUCN Nepal			
Aban Marker Kabraji	AMK	Ashish Karmacharya (PDL)	AK	Ram Chandra Khanal (PDL)	RCK
Kent Jingfors	KJ	Bharati Sharma (HR)	BS	Ratnaa Maharjan (Finance)	RM
Udaya Lakshman Kaluaratchi	ULK	Dwarika Aryal (EMG)	DA	Rojina Shrestha (EMG)	RS
P.B. Chhetri	PB	Deependra Joshi (EMG)	DJ	Sagendra Tiwari (CRO/ESL)	ST
		Giridhar Amatya (ESL/field)	GA	Sameer Karki (ESL)	SK
		Julia Robinson (PDL)	JR	Shailendra Kumar Pokharel (ESL/field)	SKP
		Kanchana Subedi (ESL)	KS	Sheela Pradhan (PDL)	SP
		Manik Duggar (SANDEE)	MD	Sugam Shrestha (EMG)	SUS
		Narayan Belbase (EMG)	NB	Sunil Shrestha (Admin)	SS
		Nigma Tamrakar (ESL/field)	NT	Uttam Dhakal (Finance)	UD

ANNEX 3. IUCN Nepal Program Structure

For SDC Phase 5, a program framework was developed to address 4 primary strategies: Ecosystem Management and Sustainable Livelihoods, Environmental Mainstreaming and Governance, Programme Development and Learning and a Dynamic IUCN Nepal with the following components:

2003 - 2007 Programme Framework



As of May 2005 the following people were involved in implementing the various components of this framework, in part because of financial limitations:

Ecosystem Management and Sustainable Livelihoods	Environmental Mainstreaming and Governance	Programme Development and Learning	Management & Administration
<p>Head (ESL 1) - ST</p> <ul style="list-style-type: none"> • Siwaliks (SKP & team) • MAPs (GA & team) • Biodiversity & TK (KS) • PAs & DSS (ST/SK) <p>Head (ESL 2) - SK</p> <ul style="list-style-type: none"> • TMJ (SKP & team) • Wetlands (SK & team) • Water (+SUS) 	<ul style="list-style-type: none"> • Governance, Rights & Law (NB/JR) • Integrating Gender & Equity (JR/ NB) • Communications & Outreach (DJ, DA, SA/ST) • Climate change & Air Quality (RS/JR) • EA (SUS/SK) 	<p>Head - JR</p> <ul style="list-style-type: none"> • Planning, Monitoring and Evaluation (RCK, SP) • Database & KM (AK) • Programme Development (JR & all) • Programme Coordination (JR) 	<p>A/CR - ST</p> <ul style="list-style-type: none"> • Finance Team (UD & team) • Admin & IT Team (SS & team) • Human Resources (BS)

The challenges with the current structure in trying to focus on programme development and donor diversification for the remainder of the Phase 5 period (i.e. until December 2006) include:

- Acting CR is currently supervising field projects and is involved in a number of other thematic areas in addition to trying to represent the IUCN Nepal Country program;
- The Programme Coordinator (PC) is also involved in supervising a number of staff in the Environmental Mainstreaming and Governance unit and leading activities in this unit in addition to leading programme development and learning;
- The current PC is also soon leaving and there is an immediate need to recruit a strong professional (preferably expat) to fill this gap;
- A number of key capacities are lacking (e.g. gender and social equity, environmental economics) while other capacities may not be directly relevant to the short-term focus and/or funds and opportunities of the program (e.g. air quality and climate change);
- Stronger links with the region are necessary to strengthen programme development and growth.

The following adjustments in the current structure are recommended:

- Recruit a Senior Programme Officer for ESL1 to supervise SDC-supported field projects and report to A/CR;
- A/CR should focus on the representational duties with donors and key partners to strengthen relationship and explore new funding opportunities;
- Recruit an experienced Programme Coordinator as a priority to overlap with the current PC and to focus on program development work;
- Head of ESL2 should lead the thematic ESL work and, particularly, the wetlands and water portfolios;
- Recruit a qualified Programme Officer for Gender and Social Inclusion supported by the Coordinator of Governance and Equity;
- Consider downsizing the air quality and climate change programs following the completion of existing commitments (by end of September) to consolidate the focus on key program areas;
- Move communications into the Programme Development and Coordination Unit to strengthen the link between communications and programme. Use the Regional Communications Coordinator to help develop a national communications strategy. This will take effect after the new PC is on board;
- Add capacity for environmental economics either by recruiting a qualified professional (subject to available funding) or by working more directly with ELG2 in Colombo, Sri Lanka, and SANDEE (South Asian Network for Development and Environmental Economics) co-located with the IUCN-N Country office;
- Regional support will be provided by the ELG2 Head (as regional ELG focal point for Nepal), by the Coordinator of the Regional Mountains Program (as lead for the HKKH DSS project and other mountains initiatives), and by the Regional Project Coordinator on programme issues.

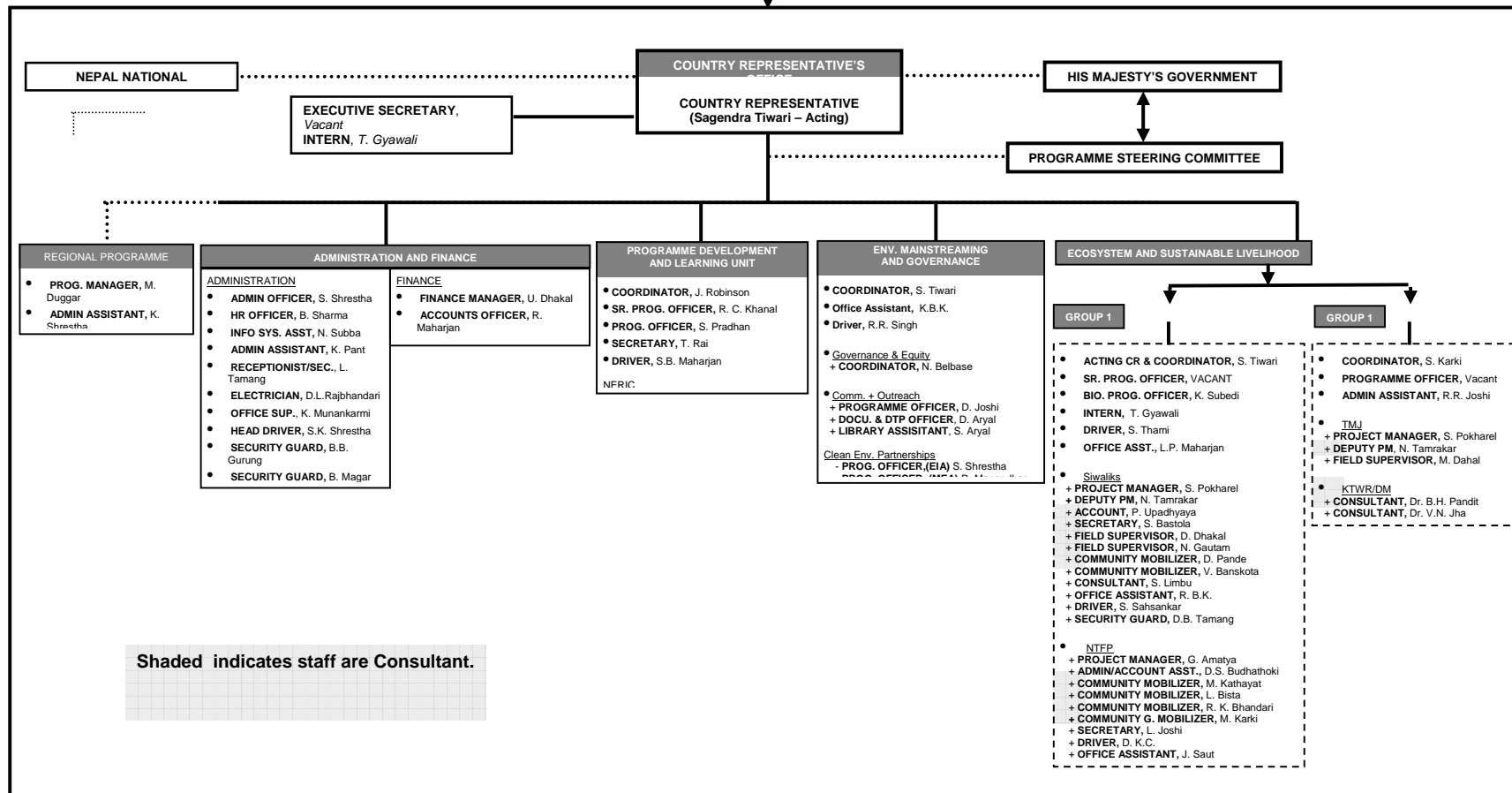
The following org charts describe the current situation (prior to the review) and the proposed changes aimed at creating an ELG (Ecosystem and Sustainable Livelihood Group) at the country level that should be fully operationalized by late 2005 or early 2006.

IUCN Nepal

Organisational Chart (May 2005)

Headquarters

Region

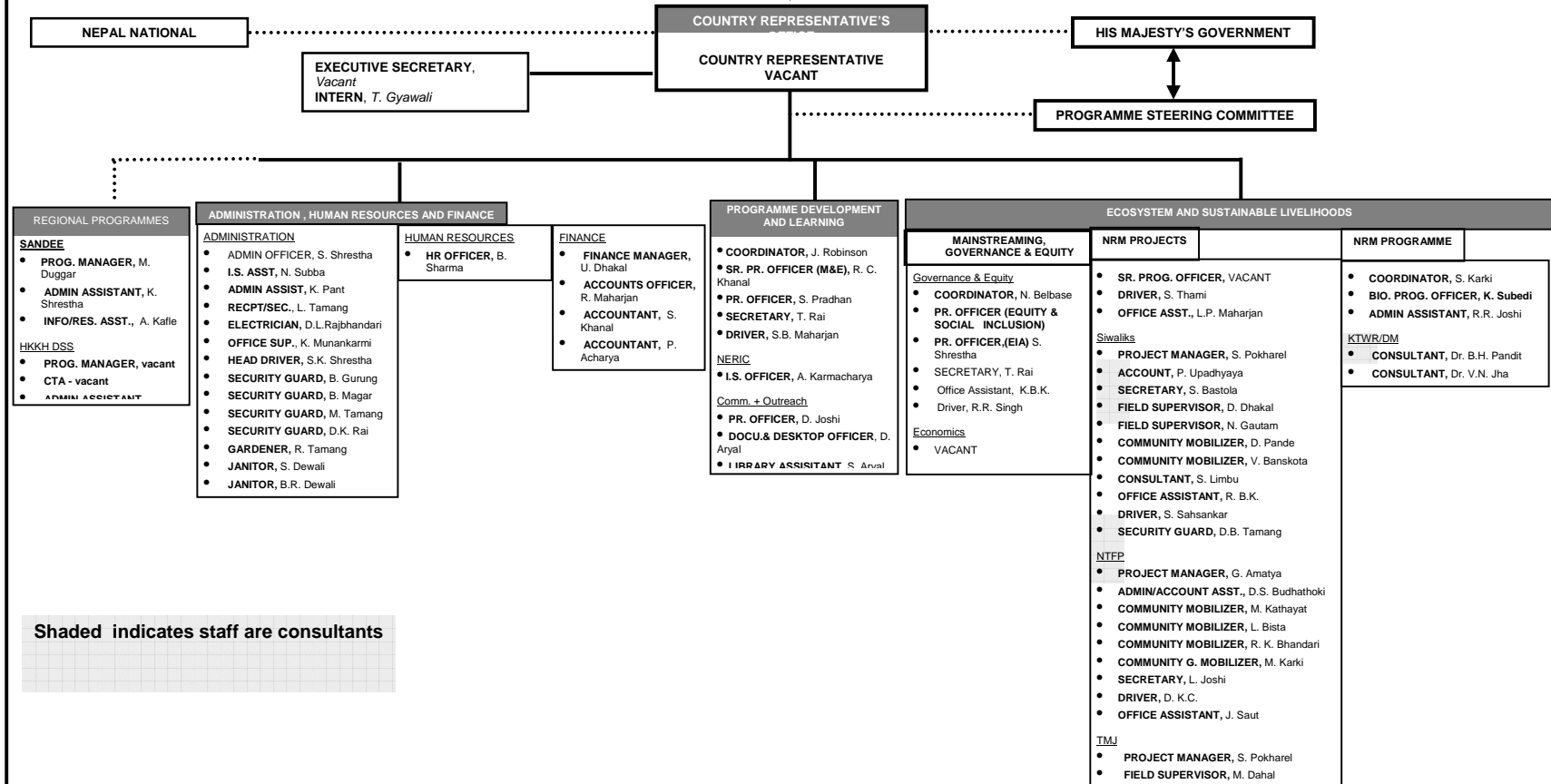


IUCN Nepal

Organisational Chart (proposed changes June 2005)

Headquarters

↓
Region



ANNEX 4. IUCN Nepal Program - Financial scenario analysis

S1 (100% GEF & 50% SDC)	2007	2008	2009	2010
Income	222,315	222,315	218,101	220,208
Expenditure	283,325	297,491	312,365	327,983
Surplus/(Deficit)	(61,010)	(75,176)	(94,264)	(107,775)
Additional funds requirement	289,521	356,746	447,331	511,447
S2 (50% GEF & 50% SDC)	2007	2008	2009	2010
Income	174,902	198,714	218,101	220,208
Expenditure	283,325	297,491	312,365	327,983
Surplus/(Deficit)	(108,423)	(98,777)	(94,264)	(107,775)
Additional funds requirement	514,521	468,746	447,331	511,447
S3 (100% GEF & 80% SDC)	2007	2008	2009	2010
Income	260,246	236,645	256,032	258,139
Expenditure	283,325	297,491	312,365	327,983
Surplus/(Deficit)	(23,079)	(60,846)	(56,333)	(69,844)
Additional funds requirement	109,521	288,746	267,331	331,447
S4 (50% GEF & 80% SDC)	2007	2008	2009	2010
Income	206,511	230,323	249,710	251,817
Expenditure	283,325	297,491	312,365	327,983
Surplus/(Deficit)	(76,814)	(67,168)	(62,655)	(76,166)
Additional funds requirement	364,521	318,746	297,331	361,447
S5 (Nil GEF & 80% SDC)	2007	2008	2009	2010
Income	159,098	206,511	249,710	251,817
Expenditure	283,325	297,491	312,365	327,983
Surplus/(Deficit)	(124,227)	(90,980)	(62,655)	(76,166)
Additional funds requirement	589,521	431,746	297,331	361,447

In order to break-even after 2006, we need to resort to a combination of the following measures:

1. Increase the funding portfolio (bigger & small projects) as indicated by the above sustainability analysis;
2. Requesting core funding from HQ to cover the deficit (authorised deficit);
3. Increase regional program funding to cover the gap;
4. Reduction of core costs (e.g. reducing controllable costs, office rental, etc.)