4. RECOMMENDATIONS

4.1 Recommendations on Project Goals, Objectives and Outputs

65. During the preparation of a new logical framework analysis for 2005-2008, the PR&GU revised the GSP goal and objectives and introduced a degree of realism in these drivers of project design. There is a need, however, to re-visit the goals and objectives (as well as the outputs) of GSP and its ongoing and pipeline projects, and introduce a greater degree of realism in these. There is, in particular, a definite need to simplify GMP&D and make it more realistic by revisiting its objectives and outputs, and even reducing these by one or two. Examples relating to other projects have been given earlier in this report, and the GSP has already embarked upon an exercise to work with this recommendation.

66. Two other directions of change at the level of goal and objectives are also indicated, namely:

(c) If it is feasible, GSP should re-visit the limited notion of governance it has adopted, incorporate civic governance in its approach to governance, and shift more towards civil society and private sector.

(d) Where appropriate, GSP should attempt to enhance synergy and coordination through project objectives; for example, by stating an objective for which GRBI and GMP&D, or GJTMA and WPS may coordinate with each other.

67. The gender analysis given in project documents, though by and large adequate, could be further improved in order to establish clearer links between project interventions and identifiable groups of men and women. A much stronger alignment of project objectives with the poverty emphasis of GSP and UNDAF is also called for. Wherever possible, the projects should introduce interventions for identifiable groups of poor; for example, in:

(a) GRBI: focus by gender and socio-economic status (e.g., lowest versus highest expenditure quintile, lagging district, etc.), and question the assumption that certain sub-sector expenditures are inherently pro-poor and generally adequate. Some examples of focusing on identifiable groups of the poor are present in the gender-aware policy analysis completed by GRBI, but the approach needs to be more systematic.

(b) GMP&D: same approach as proposed above for GRBI, plus, the project could introduce systematic review of the gender dimensions of poverty in the planning and M&E processes.

(c) GJTMA: this project could introduce direct interventions or linkages to social safety nets to support poorer victims of violence: enhancing the staying power of the poor matters in dispute resolution.
(d) WACT, CELDAC and GEN-PROM: these income generating projects could include beneficiaries, and monitor their participation in project activities, on the basis of beneficiary income levels.

4.2 Recommendations for Management and Coordination

68. Although several issues related to the PCOM were raised during the MTE, the pressing need is to organize PCOM orientation sessions for new staff. There is also a need to take a look at the issues listed in paragraph 37 and take decisive action wherever appropriate, so that irritants could be removed and some of the management processes streamlined. Review of one of the daily subsistence allowance rates and appointment of alternate bank account signatories are two desirable measures.

69. At the level of individual projects, there is a clear and pressing need to strengthen the ownership of the GMP&D at the high levels of government. There is also a need to strengthen the management and development of training modules and toolkits. An additional senior position in GMP&D seems appropriate in view of the diversity of project objectives. More generally, implementation delays need to be overcome as soon as possible.

70. At the programme level, the GSP needs to decide what to do with the small projects (WACT, NICGAP and IS-NCSW) in order to enhance the economies of scale in management. It may consider phasing out, scaling up or merging these projects with other ones. Even if this is done, the number of ongoing and pipeline projects would remain large and there is little doubt that programme management would need to be strengthened. Adding high-quality expertise for programme management, poverty analysis and knowledge management within the PMSU would seem to be priorities.

71. Beyond the PMSU, the GSP needs to systematically revisit coordination issues in various dimensions. It needs to work out the practical needs for coordination, the potential for synergy among various projects, the kind of functions and structure the CACs should adopt, and so on. Informal examples of coordination (e.g., in Balochistan) may shed light on coordination arrangements, but it is not quite clear that every project would benefit from a standard arrangement for coordination.

72. Finally, the MTE concludes that GJTMA, WACT and GRBI may be considered as pilot initiatives, but not all of them are equally fortunate in the prospects they face for scaling up. Given that replication and scaling up are important for UNDP, there is a need for the GSP to identify clearly, and nurture methodically, the pilots through a well articulated innovation promotion process, with particular attention to the kind of partnerships that are required for various purposes (innovation and testing, documentation and dissemination, policy decisions, scaling up, etc.).