Evaluation Abstract

Title, author and date of the evaluation report:

An Organisational Review of IUCN Bangladesh: July 2000

Name of organisation unit:

IUCN Bangladesh Country Office

Mandate of the organisational unit:

Represent IUCN in Bangladesh and manage the IUCN Bangladesh Programme

IUCN area of specialization:

Geographical area:

Bangladesh

Project or programme duration, **or length if not relevant to organization reviews:**

Established 1992

Overall budget of the project, programme or organizational unit: overall budget for 2000:

US154,000.00

Donor(s):

BMZ, UNDP, World Bank, CIDA, WWF

Objectives of the evaluation:

To explore the best ways of shaping changes to meet present and future challenges as envisaged in the draft 'IUCN Country Programme in Bangladesh 2000-2005'; building on these explorations and on experiences from elsewhere in the region, make recommendations to the Director, Asia Region and the CR, IUCNB.

Type of evaluation:

Organisational Evaluation

Period covered by the evaluation:

2000—2004

Commissioned by:

Regional Director IUCN Asia Region and CR IUCN Bangladesh

Audience:

RD, CR and staff of IUCNB, Head M&E and Director Finance / HR Asia Region, ARD

Evaluation team:

Stella Jafri, Advisor OD, IUCN Asia Region

Methodology used:

1. Preparation: Study of IUCNB Programme Documents, Programme Development
   Workshop Reports, Progress and Assessment Reports to ARD
   : Informal 'fishing' for perceptions/issues re IUCNB Regional Programme Heads
2. Overview discussions; preliminary identification of issues, with RD Asia Region, CR IUCNB, Head M&E, Asia Region.
3. One-to-one discussion with CR.
4. Study of staff Contracts/TORs.
5. Study of synopsis of on-going projects to relate to programme areas.
6. One-to-one semi-structured interviews with each member of staff based on 4 key areas of enquiry
7. Discussion with CR, Accounts Officer re HR policies/practices, insurance, provident fund.
8. Initial analysis of issues based on information received.
9. Discussions of findings with CR to sketch out tentative recommendations.
10. Presentation of findings and recommendations to a full staff meeting to receive feed back.
11. Receipt of additional feed back from staff after opportunity to digest, individually or in groups.
12. Refine recommendations with CR and Senior Staff in light of feed back.
13. Debriefing of and consultation with RD and Director Finance/HR on certain issues.
14. Draft report to RD, CR IUCNB, Head M&E, Director Finance/HR, for comment.
15. Finalisation of report and distribution (with request for critique).

Questions of the evaluation:

In terms of: a) organisational structures; b) systems, procedures, mechanisms; c) management practices and

d) personnel issues general/individual, what present and future capacities are needed to manage the new

programme and new ways of working?

Findings:

Since 1998 the profile, potential, expectations of and demands on IUCNB have been raised within the country and within ARD.

There is recognition of the need to shift from the implementation of discrete projects to an integrated programme approach and a programme development process has been put in place and that this shift must be supported by changes in organisational structures and behaviours.

The 'family culture', where each member is something of a 'jack of all trades' no longer suffices. The CR, presently the pivot of all activities, and the sole decision-maker, increasingly feels the need to emerge from the immediate/ urgent to look at the macro-perspective. There is no integrating force with an overview, to support the CR in pulling together the various endeavours of individual programmes so that the achievement of IUCNB becomes greater than the sum of the achievement of its component parts.

The staffing profile lacks balance-- a bevy of young people, one mid-level manager and a limited senior tier. The direct reporting line of each staff member is to the CR. This management gap, together with a lack of enabling management structures and systems contributes to perpetuating the above situation. It also has implications for staff productivity and morale, as does the level of support services provided.

Making time and mobilising resources for creating the necessary organisational backbones to enhance the effectiveness of programme delivery is a major challenge for the current planning period.

Recommendations:

1. *Restructuring*

   a) IUCNB to be restructured, in a phased manner (figures 1-4 attached) into management entities which focus on priority programmatic areas as per programme document i.e. Biodiversity, Natural Resources Management, Water Resources and Natural Disaster Management or organisational functions i.e. Programme Development & Coordination**,** Finance and Operations.
   b) Each management entity should function as a full-blown sub-cost centre by mid 2001.

2. *Creating Posts*

   Eventual fit into the future structure, as well as present programme maturity, level and number of activities and resource availability should to be used as the criteria for deciding on the number, level and type of posts for each unit.

3. *Designing TORs*

   New TORs to be based on the functions of the new posts; current responsibilities, duties and reporting lines should be clearly spelt out but future directions should also be indicated.

4. *Filling the Posts: General*

   Present staff to be considered against posts stemming out of the new structures, be slotted into them at appropriate responsibility levels and their work realigned against the new TORs*.*
   The next step is to identify where crucial gaps still remain, scrutinise financial resources and depending on amount available, recruit against posts in priority order.

5. *Filling the Posts: Specifics*

   a) Thematic Programme and Programme Development Units
      Priority should be given to the assignment/recruitment of appropriately qualified and experienced senior managers to fill the posts of heads for each unit.

      Depending on resource flows, consideration should be given to appointing, through assignment, promotion, recruitment, at least one middle manager, with responsibilities going beyond project activities, in each Unit

      Focal points should be designated for crosscutting themes.

   b) Finance and Operations
      Until the volume and complexity of income and expenditure, the increase in projects and staff warrants it, full-blown post of Head Finance/Operations should not be considered.

      There is an urgent need for a full time person within the unit to take on administrative responsibilities including supervision of the support staff.

      The Accounts Officer should continue at present to have direct responsibility under the CR for personnel administration.

   c) Secretarial Services
      A single post of PA to CR/Membership Coordinator should be created and a high caliber executive secretary recruited to fill the post.

      A 'front office' to deal with telephone, visitors, travel arrangements and possibly transport should be created.

      All programme staff should be given email facilities.

6. Processes/ Mechanisms/ Fora
   a) To strengthen accountability, a formal Purchasing Committee should be created.

b) A Bangladesh Office Project Review Group should be formally established.
c) An internal peer review group, to supportively critique draft reports to donors, should be instituted.
d) A peer review by external as well as internal reviews for technical papers, may also be useful.
e) Regular staff meetings (with formal agendas and minutes) should be held to exchange information and deal with substantial issues which concern the majority of staff,
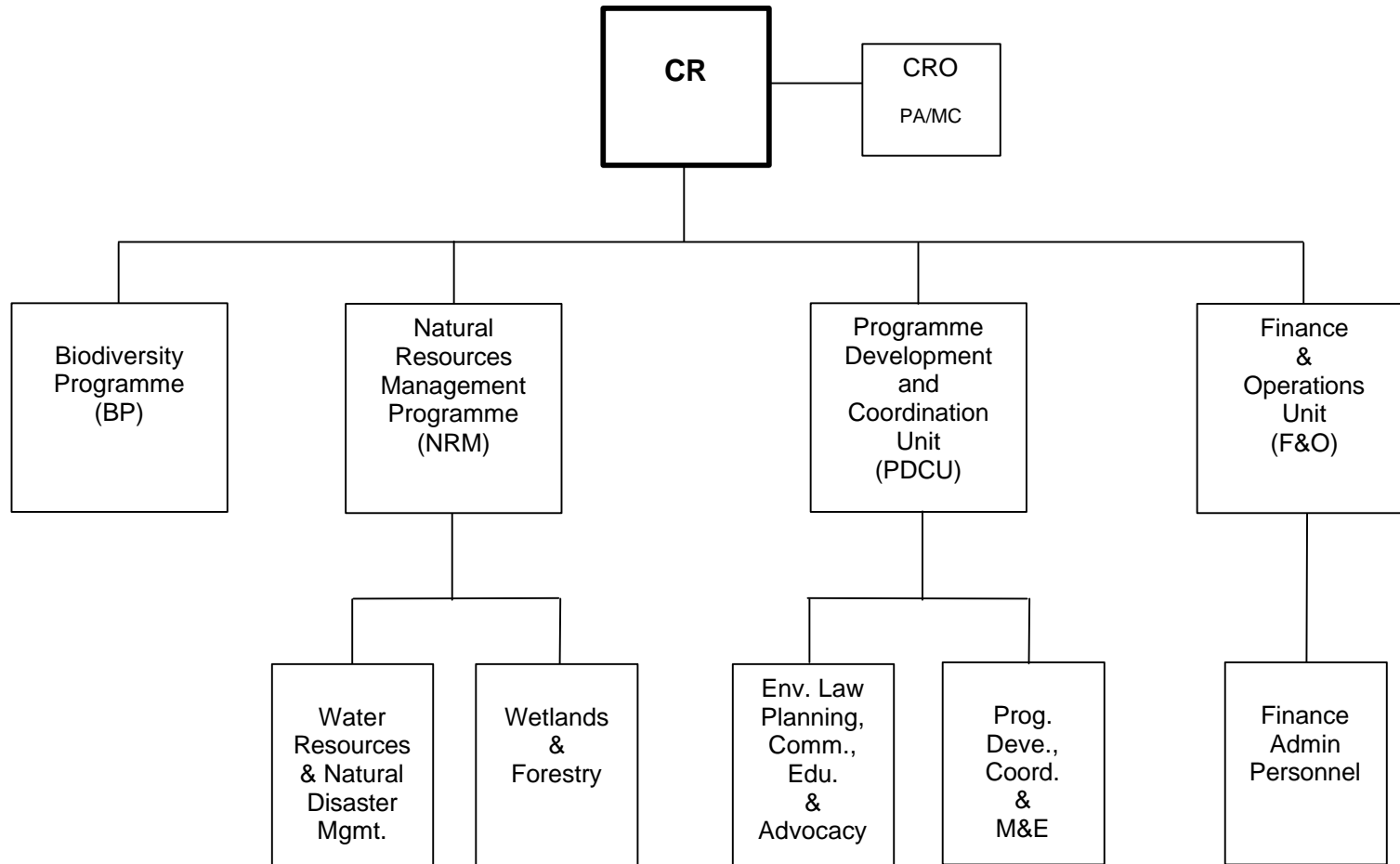
Language of the evaluation:

English
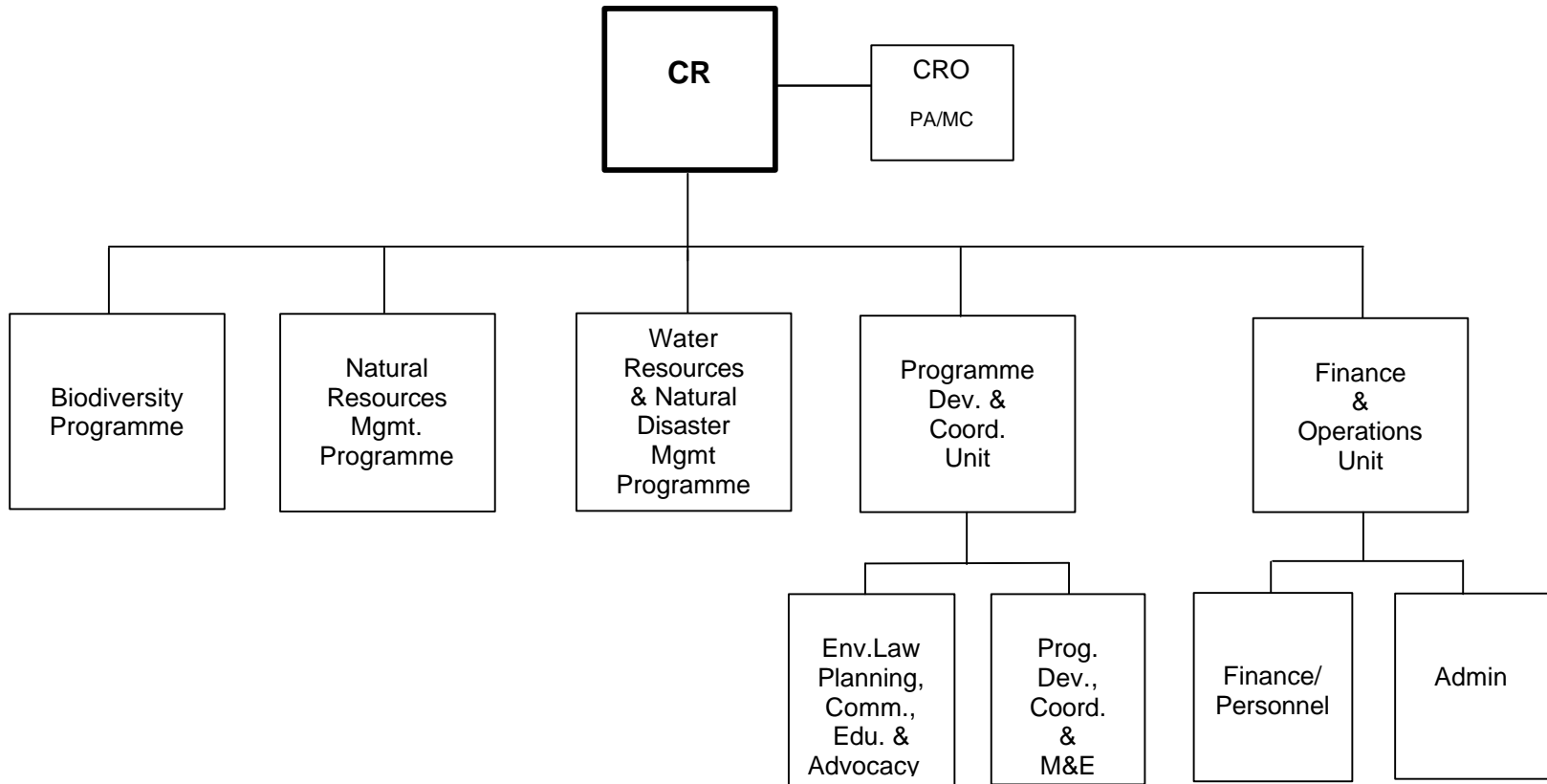
Available from:

Regional Director's Office, IUCN Asia

**Proposed Structure of
IUCN Bangladesh Office
Stage 1**

Fig.1

**Proposed Structure of
IUCN Bangladesh Office
Stage 2**

Fig.2


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                              ┌──────┐   ┌──────────┐
                              │  CR  │───│   CRO    │
                              │      │   │  PA/MC   │
                              └──┬───┘   └──────────┘
        ┌──────────┬────────────┼────────────┬──────────────┐
  ┌─────────┐ ┌──────────┐ ┌──────────┐ ┌──────────┐ ┌──────────┐
  │Biodiver-│ │ Natural  │ │  Water   │ │Programme │ │ Finance  │
  │ sity    │ │Resources │ │Resources │ │ Dev. &   │ │    &     │
  │Programme│ │  Mgmt.   │ │& Natural │ │ Coord.   │ │Operations│
  │         │ │Programme │ │ Disaster │ │  Unit    │ │  Unit    │
  │         │ │          │ │  Mgmt    │ │          │ │          │
  │         │ │          │ │Programme │ │          │ │          │
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                                 │Planning,│ │ Dev., │ │Person- │ │       │
                                 │ Comm.,  │ │ Coord.│ │ nel    │ │       │
                                 │ Edu. &  │ │   &   │ │        │ │       │
                                 │Advocacy │ │  M&E  │ │        │ │       │
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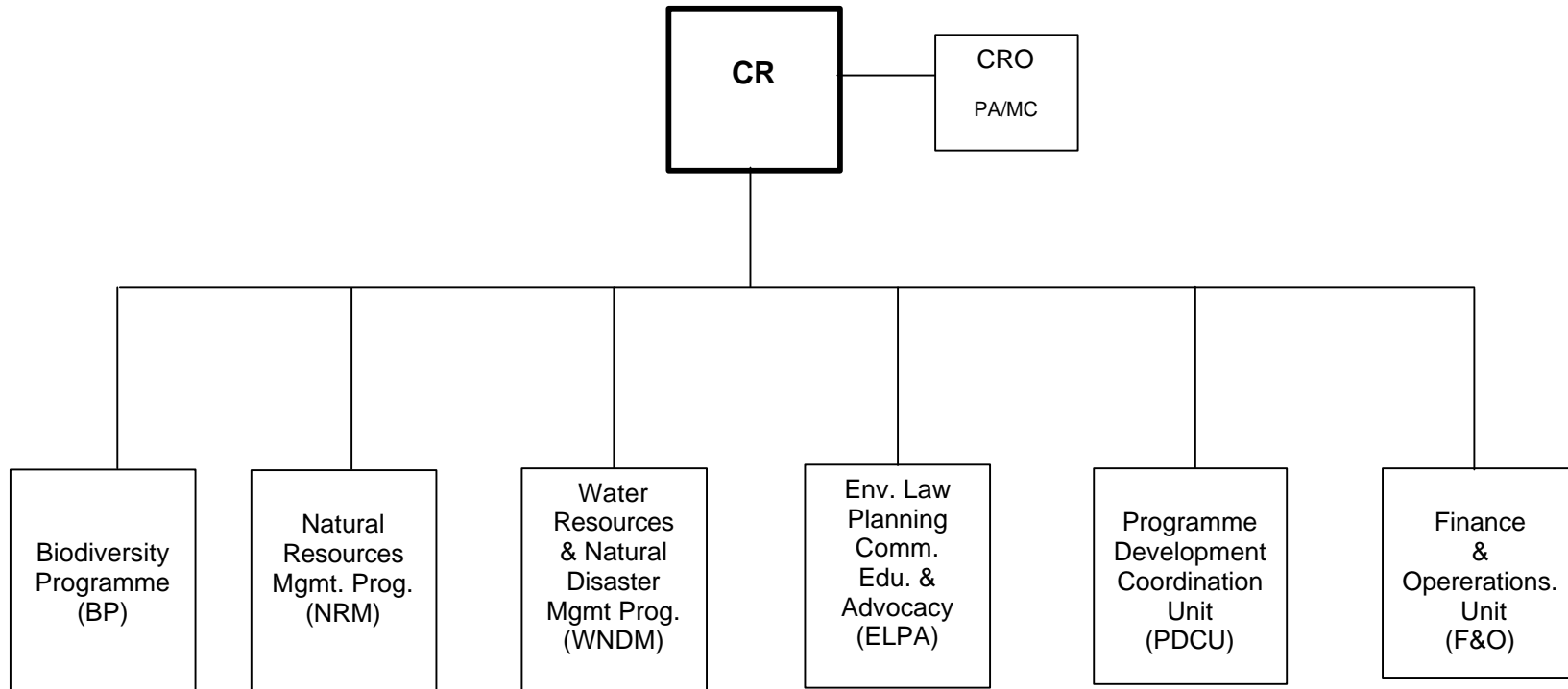```

**Proposed Structure of
IUCN Bangladesh Office
Stage 3**

Fig.3

**Proposed Structure of
IUCN Bangladesh Office
Stage 4**

Fig.4

*Cross Cutting Themes*

Gender
Publication
Communication &
Outreach

Environment
Policy,
Law &
Planning
(ELP)

Comm./
Edu.
Advocacy
Prog.
(CEA)

M&E

Programme
Dev. &
Coord.
Unit
(PDCU)

Planning

Water Mgmt.

Water
Resources
& Natural
Disaster
Mgmt.Prog
(WNDM)

Climate
Change

Quality

**CR**

CRO

Finance

Forests

Natural
Resources
Mgmt.Prog.
(NRM)

Finance
&
Operations
Unit
(F&O)

HRM

Sustainable
Use

Admin

Wetland

*Legend*

Biodiversity
Prog.
(BP)

Fauna

Director Reporting

Flora

- - - - Additional Reporting

PA

BAP

◯ Prog or Func. Unit