

# IUCN

The World Conservation Union

## **Representative Office for the CIS**

### **Strategic Review**

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## EXECUTIVE SUMMARY

This strategic review of the Representative Office of the IUCN for the CIS in Moscow, the Russian Federation, was undertaken between March 26 and April 6<sup>th</sup> 2001 as part of a series of such reviews requested by IUCN senior management. The review was conducted by a three-person Review Team comprised of a regional IUCN Director, a senior IUCN staff member from Headquarters, and an independent external consultant. The review process involved the analyses of extensive background documentation, two days of interviewing Thematic Programme Heads at IUCN Headquarters in Gland, a one week mission to Moscow to interview the CIS Office personnel and the Councillor, and telephone interviews with members, donors and partners. The interviews were supplemented by the analysis of questionnaire responses from IUCN Office staff, Thematic Programme heads, members, and donors. The Review Team would like to extend its gratitude to the Monitoring and Evaluation Team at Headquarters, the IUCN-CIS Office management and staff, and to all participants in the review process for the organization of the review, for looking after the logistics, and for their frank contributions to the review.

This report presents the Review Team's principal findings and arising recommendations for the way forward. The following presents a summary of the key recommendations for areas emphasized during the review.

### Mandate and Strategic Focus

- It is of utmost importance for the Office to develop a Strategic Plan. This plan is to define the Office's identity, vision, niche and primary role(s), sphere of activity (Russia, CIS, Europe), priorities (regional, country, local), clients and their needs, the most effective and efficient means of programme delivery, staffing requirements, and monitoring and evaluation procedures to be employed to ensure that the work being conducted actually fulfills the defined strategic direction. The Office could benefit from guidance and assistance provided by HQ in the development of a Strategic Plan.
- The Office should concentrate more on policy and membership development and support, and on its role on project development and facilitation as opposed to project implementation.
- The Office must focus on and develop and enhance its unique role and thus comparative advantage.
- The Office should also develop a Business Plan. This Plan should clearly map out the road towards the Office's financial sustainability.

### Constituency

- The Office should strive to be less isolated and more outward looking.
- The Office should build/strengthen relations with governments and other sectors at the highest levels in all member states to ensure that its membership is more representative of its mandate.
- The Office should also devote much greater effort to expanding and maintaining its constituency.
- The Office should be more cognizant of the members' needs to ensure that the relevance of the Office's work is maximized for the membership.
- The support available from the Commissions and HQ should be utilized to a greater extent than it is at present through the strengthening of the Office's links with Global Programmes at HQ.
- If the Central Asian states will remain under the Office, then the Office will have to devote more time and resources to building up the membership and its capacity in the Central Asian states.
- HQ must show greater commitment to the IUCN - CIS Office or the Union will risk missing out on a tremendous opportunity to strengthen its relevance and impact in the region.

### Geo-Operational

- It is **essential** that the currently confused relationships among HQ, ERO Tilburg and Warsaw, WESCAN, the Central Asian states and the IUCN - CIS Office get resolved as quickly as possible.

This appears to be a situation that has been festering for a while and the lack of a definitive resolution is hampering everyone involved. This is a decision that cannot and should not be postponed. Central to the decision will be whether the current constellation should be maintained, or whether the Russian Federation should have an Office of its own. The latter course of action is recommended.

## Management

- Training or assistance should be provided for the staff of IUCN - CIS in the preparation of a M&E plan, in project proposal writing, and in the development and implementation of fund raising strategies. HQ could assist in this regard.
- Once a Strategic Plan is prepared and staffing needs are identified, staffing should be adjusted as necessary to provide for the effective implementation of the Strategic Plan.

## Effectiveness and Efficiency

- It is essential that a comprehensive M&E system be developed and implemented. Ongoing monitoring and regular reporting should be a central feature of the system.
- Once the key geo-political issue is resolved, clear reporting lines and procedures should be established.

## Financial Viability

- The Office's funding sources should be continually expanded and diversified.
- Considerably more effort should be devoted to fundraising.
- **Most significantly, core funding should be secured for at least a 3 - year period to permit the stabilization of the current situation and the re -orientation of the Office onto a more strategic footing. The importance of providing immediate medium term core funding support to secure the future of the IUCN - CIS Office, and indeed the IUCN in the region, cannot be overstated and should not be underestimated.** It should be seen as an investment. The level of required funding likely would not exceed USD\$ 150,000 annually for three years. This does not seem unreasonable to the Review Team in terms of the long- term benefits that this would provide. Should this funding be forthcoming, there should be a reporting system instituted to indicate the progress achieved in the stabilization of the Office and its re-orientation to a more strategic approach towards its operations.

## The Way Forward

On the basis of the review's findings, the Review Team concludes that there are three key strategic issues that require immediate attention: the need for medium-term core funding support; the resolution of the Office's relationship to ERO and HQ; and, the need for the Office to become more strategic in its operations. Thus, the Review Team feels that the following recommendations are key to the Office moving forward.

- 1. Medium-term (3 years) core funding to stabilize and re-position the Office onto more strategic footing must be secured at earliest opportunity.**
- 2. The currently uncertain and unsatisfying relationship among HQ, WESCANA, ERO Tilburg and Warsaw and the IUCN-CIS Office must be thoroughly reviewed and clarified. In doing so, serious consideration should be given to establishing the Office as an entity independent of the ERO and reporting directly to HQ.**
- 3. The Office must prepare a Strategic Plan to guide its operations. Its preparation, however, is contingent upon the resolution of the above geo-political issue concerning the Office's status and relationships to other IUCN Offices and CIS states.**

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## **1. Introduction**

### **1.1 Background - Origin of the Review**

This strategic review of the IUCN Representative Office for the CIS was precipitated, in part, by the annual budget hearings regarding the allocation of general programme funding held in November 2000. To a lesser extent, Office specific concerns regarding human resource management were identified at HQ as being potentially in need of address. It should be noted, however, that in addition to the CIS Office, four other component programmes were identified for strategic reviews at that time. Although the programmes being reviewed were identified in the course of the annual budget hearings, the strategic reviews also underline the increased emphasis placed within IUCN upon the need for undertaking these reviews as an essential and on-going component of all programme support and delivery.

IUCN is currently moving towards the institutionalization of regular reviews as an integral part of the organization's efforts to develop and implement better monitoring and evaluation systems. Previous reviews were irregularly conducted, suffered from clear linkages between data and conclusions, and were for the most part too issue oriented as opposed to being strategic. This prevented the Director General, Council and Senior Management from obtaining a clear and distinct appraisal of the performance of the various Units within the Union. Thus, through the undertaking of this preliminary round of reviews, IUCN is demonstrating its commitment to improving and standardizing its monitoring and reporting on performance to Council, members, donors and partners. By involving senior managers in the review teams, the Union is also demonstrating its commitment to the development of its own internal peer review skills, capability and experience in conducting the reviews on an expanded and regular basis - including the development and utilization of a common approach, methodology, data collection procedures and analyses.

As a result of the foregoing circumstances and trends, the acting Director General of IUCN, acting upon the recommendations of the Senior Management Team, requested in December 2000 that a strategic review of the IUCN - CIS office be conducted.

The users and applications of the reviews are:

- IUCN DG, Council and/or Bureau - for strategic decision making concerning the rationale for, focus of, content, direction and viability of individual IUCN Units, as well as for annual reporting to IUCN Council;
- IUCN Senior Management - for regular oversight of the performance of IUCN Units world-wide;
- PDG (Programme Development Group) - in its capacity of strategic overseers of the performance of peer component programmes;
- Head, Director or Coordinator of the reviewed Office- for improvement of management and programme systems, and delivery of results;
- Staff of the Office- for improved delivery of results; and;
- Members of the Union - in their governance role as overseers of the programme and performance of the Union at World Congresses.

### **1.2 Mandate - Purpose of the Strategic Review**

This is a strategic review, as opposed to a programmatic one. Strategic reviews differ significantly from in-depth technical reviews (or evaluations), which tend to address programmatic achievement or impact. Specifically, the strategic reviews seek to identify and address the higher order strategic management issues, including any questions or issues relating to the overall mandate of the component programme. Data and qualitative information derived from these reviews allow Senior Management to make key decisions concerning the future directions of an Office within the organization's overall Strategic Plan and Business Plan. Thus, this review's

focus was not upon the relative successes and merits of the IUCN - CIS Office's conservation programme delivery in the Russian Federation and the other constituent states of the CIS. Rather, the emphasis of the review was upon the Office's strategic focus, its effectiveness and efficiency, and its financial viability, and secondarily on factors that affect its overall performance. These include presence of a strategy, work with its constituency, programming, monitoring and evaluation (M&E), its organizational structure and administration, and human and financial resource management. Consequently, the strategic review's objectives were defined as being:

- Analysis of the relevance and strategic focus of the programme of work within the IUCN - CIS Office. This analysis was to be conducted in the context of IUCN's Quadrennial Plan and Business Plan. It was to take note of the strategic opportunities and benefits of an IUCN presence in Russia for the Union, as well as its associated costs;
- Overview of the effectiveness and efficiency of the IUCN - CIS Office as an organizational Unit within IUCN; and,
- Assessment of the long-term financial viability and financial risk of the programme.

In addition to the overall objectives, the following issues of specific interest to the programme in question were also to be analysed:

- Management and financial controls within the Office<sup>1</sup>;
- Management oversight of the Office and lines of communication and reporting;
- Links with global thematic programmes in the IUCN Secretariat;
- Human resource and staffing issues; and,
- Geographic coverage of the programme.

Ultimately, the review sought to determine whether the IUCN - CIS Office has made optimum use of the investment of IUCN resources, as well as what, if any, changes in the form or direction of that investment could be contemplated to improve the effectiveness of that investment in the future.

Finally, a number of factors that contribute to overall effectiveness and performance, that are listed in the appendix to this document, were also to be considered during this review. These factors, such as the existence of basic management and financial systems, were to be assessed in a checklist fashion and were to be analysed in greater detail if any significant areas of concern were identified.

The full Terms of Reference for this strategic review are presented as Annex 1 of this report.

### **1.3 Methodology and Approach**

The review of the IUCN - CIS office was conducted by Dr. Yemi Katerere, Regional Director of IUCN - ROSA (team leader), Ms. Estelle Viguier, Human Resource Officer IUCN - HQ, and Dr. Paul Grigoriev, Consultant, EcoNexus Inc., Canada. The rationale for the composition of the review team was based on the need for familiarity with the programme of the Unit in question, knowledge of methodological approaches with respect to reviews of this type as well as human resource issues, and the desire to have a senior IUCN staff member involved in the conduct of the review so as to build up internal review capacity. Preparations for the review, involving the M&E team in IUCN HQ and the IUCN - CIS Office staff, occurred during the week of March 18, 2001. The review team assembled in Gland on March 28 and conducted interviews with Thematic Programme Heads March 29-30. The review team subsequently travelled to Moscow and conducted the interviews with IUCN - CIS Office staff, members, donors, and partners during the week of April 1. Initial analysis of the

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<sup>1</sup> Note: The issue of financial controls was addressed through a separate evaluation conducted in February 2001.

findings and their presentation to Office staff occurred April 6. The draft report was prepared by May 7 and was circulated for initial comment among the Review Team members. Following their review, the draft final report was prepared by May 14 and circulated to IUCN - CIS and IUCN - HQ for review and comment. The final review report was prepared the week of June 25.

The main stages of the strategic review included:

1. Initial preparation
2. Data collection
3. Analysis and preparation of report
4. Presentation and discussion of the report

The data necessary to conduct this review were derived from the following sources:

1. Review of existing documentation (strategic, programmatic, financial)
2. Facilitating an initial workshop with staff in the Office to clarify objectives and approach;
3. Interviews with senior staff, members, donors, and other key stakeholders outside of the Unit;
4. Focus groups sessions (issue or theme specific) if appropriate;
5. Development and distribution of electronic questionnaires; and,
6. Closing workshop with Office staff to discuss preliminary findings.

The list of all individuals interviewed during the course of the review is presented in Annex 4. The individuals consulted included representatives of the following stakeholder groups:

- IUCN - CIS Office staff;
- Directors and senior staff of IUCN global thematic programmes based in Gland;
- Director, European Regional Office;
- Member representatives, including the Councillor, former Councillor, and Commission members;
- Donor representatives; and
- Past, current and potential partners in IUCN - CIS activities.

Stakeholder consultations were conducted using:

- Personal interviews;
- Group sessions with IUCN -CIS staff;
- Telephone calls; and
- Electronic questionnaires sent a week in advance of the country mission to all of the foregoing stakeholders. The questionnaires were jointly prepared by the M&E team in Gland and by the consulting firm Universalia.

Most of the interviews involved the participation of two of the review team members. Their respective notes were subsequently compared. Interviews specifically related to human resource management issues were conducted by the review team member specializing in human resource management. Overall, 31 face-to-face interviews were conducted. Of these, 9 were conducted in Gland with Thematic Programme Heads and the Acting Director-General, and 22 were conducted in Moscow. In addition, 13 telephone interviews were performed, and 18 responses were received from IUCN -CIS Office staff to the electronic questionnaire, 11 from members, and 2 from donors. In total, 47 people were consulted in this review. Copies of the electronic questionnaires distributed to Thematic Programme Heads, IUCN - CIS Office staff, members and donors are presented in Annex 2. The list of documentation consulted is found in Annex 5.

The information collected was analysed in a general manner against the objectives of the review. In addition, due to factors outlined in the next section, additional parameters were identified and analysed in an attempt to obtain the most comprehensive overview of the most salient and sensitive issues confronting the IUCN - CIS Office.

#### **1.4 Limitations and Constraints of the Review and Resulting Modifications**

A review of this nature is usually constrained by two essential limitations - the time allotted and the geographical expanse to be covered. The IUCN - CIS Office, after all, has a mandate to further the IUCN programmes in countries that collectively constitute approximately one-eighth of the world's land mass. Given that the review team spent only 5 days in Moscow and could not visit any of the other CIS states, the latter constraint was particularly acute in the case of this review. Aside from several telephone interviews and completed electronic questionnaires, it was not possible to better appraise the situation in those other states. Given the vast geographic expanse of the other CIS states and their important biodiversity values, it is unfortunate, and a limitation of this review, that more attention could not have been devoted to them.

Another limitation that became identified early in the review process was the perceived "leading" nature of some of the questions in the staff self-assessment electronic questionnaires. More than one respondent noted that "one must really hate the organization to disagree with anything in the questionnaire". In short, it appeared to the Review Team, and clearly to some of the respondents as well, that some of the questions were of a "motherhood" nature, or next to impossible to disagree with. This was also evident in the members' questionnaire regarding what they considered important for the future success of the IUCN - CIS Office's work. Given this perception, while continuing to use the questionnaires to establish a credible, consistent and documented baseline of views, the Review Team supplemented the questionnaires with additional questions. These additional questions were designed to probe strategic issues that the questionnaires did not appear to touch upon effectively enough. The additional questions were posed to members and partners/donors. The staff questionnaires remained as they were devised.

The supplemental questions for *members* included:

- What is the nature of your relationship with the IUCN - CIS Office?
- What contribution has the Office made to your organization? What has been the value added?
- What has been the nature of your communication with the IUCN - CIS office?
- What do you consider should be the primary role of the IUCN - CIS office?
- What changes should be undertaken, if any, for the future development of IUCN - CIS?

The supplemental questions for *donors and partners* included:

- What has been the nature of your work with the IUCN - CIS Office?
- Do you see IUCN - CIS as having a unique role?
- Do you think that IUCN - CIS has been taking advantage of opportunities in maximizing its effectiveness and its role?
- Do you see opportunity for future collaboration and, if so, then what would it depend on?
- What do you see as being the primary role for IUCN - CIS?
- What are your views concerning what IUCN - CIS has done, is doing and should be doing?

The foregoing additional questions were all designed as open-ended and necessarily qualitative nature in order to permit the delving into additional issues that appeared to have been insufficiently addressed through the more formal and quantitative approach inherent in the electronic questionnaires.



## 1.5 Report Outline

This report presents the findings under the following headings:

- Performance of the Office
- Factors accounting for the performance of the Office
- Principal issues arising from analysis of the information collected
- Summary of findings and conclusions; and,
- Recommendations

Several annexes are attached to the report, including those on the review's Terms of Reference (Annex 1), the questionnaires employed (Annex 2), the IUCN - CIS Office organogram (Annex 3), persons and documents consulted (Annexes 4 and 5), and summarized as well as illustrated responses to the electronic questionnaires employed (Annexes 6 and 7).

**It must be stressed that although the views of all consulted stakeholders have been taken into deliberation, the contents, and ultimately the conclusions and recommendations, of this report strictly represent the interpretation of the findings by the Review Team members and not those of the Union. The IUCN Senior Management Team and the Director General that commissioned this review will take this report into consideration, and will act upon the recommendations as deemed appropriate.**

## 2. Performance of the IUCN - CIS Office

### 2.1 Introduction

As stated in the Terms of Reference, the purpose of the Strategic Review was to evaluate the following principal areas of the IUCN - CIS Office's performance: its strategic mandate and relevance, its effectiveness/efficiency as an organizational Unit within IUCN, and its financial viability as a component programme within the Union. To help assess performance in these areas, the review focused upon the following factors contributing to overall performance: the presence of a strategy; the Office's structure and administration; its programming; the Office's work with its constituency; HR and financial management; and monitoring and evaluation. To obtain a comprehensive and objective assessment of performance, each of these areas was assessed from the perspective of all stakeholder groups: the IUCN - CIS Office staff; IUCN - HQ staff; the ERO Office, members, and donors-partners. The detailed documentation of the findings upon which the following is based is available from the Monitoring and Evaluation Unit at IUCN -HQ. Annex 6 provides a summary and illustration of the findings for each of the four groups of stakeholders, and Annex 7 illustrates the data for all groups except for donors.

### 2.2 Findings

#### a) Strategic Mandate and Focus of Work

The IUCN - CIS Office has articulated its mission as follows: "To contribute to a sustainable Europe by influencing policy development and implementation for biodiversity and landscape conservation, restoration and sustainable use in the countries of the CIS".

On the basis of documentation reviewed, presentations made by IUCN - CIS Office staff, and personal interviews, it is clear that the Office has a well-defined mandate that is in concert with the IUCN global mandate. It is also in line with the IUCN Quadrennial Plan and Business Plan. The IUCN - CIS mandate includes the following:

- To influence key cross-cutting strategic and policy initiatives at the regional/global level by increasing the CIS countries' contribution through the implementation of the Pan-European Biological and Landscape Diversity Strategy (PEBLDS) in Eurasia.
- To influence policies for the integration of biological and landscape diversity considerations into economic sectors taking into account sub-regional particularities and supporting integration through practical actions.
- To support implementation of the Convention on Biological Diversity (CBD), World Heritage Convention (WHC), Convention on International Trade in Endangered Species (CITES), the Ramsar Convention and other international legal instruments in the CIS through the PEBLDS.
- To increase Europe's role in new global policy initiatives providing regional support to Pan-European processes (EU directives and CoE Conventions) and bringing the CIS countries' unique nature conservation experience to Pan-European and global levels.
- To develop an IUCN Regional Programme for Russia/CIS and relevant Sub-Regional Programmes integrated into IUCN Global and Regional Programmes by adding value to existing initiatives (from and via the members, Commissions and partners, using their expertise, and historical, cultural, economic and scientific links in nature conservation), targeting priority activities and preventing duplication through new initiatives.
- To build the capacity of IUCN constituencies by increasing and strengthening IUCN membership in the Region and by providing services to existing members and Commission members using communication tools and fundraising.

While the mandate and strategic focus of activities appear well-defined and in line with IUCN priorities, the issue of the realization of the Office's mandate in the CIS, nevertheless, is somewhat problematic for several reasons. First, there is a great need for a clearer articulation of IUCN policy and positioning in the region as a whole. A key question that must be addressed is a geo-political one concerning the geographic scope of the Office's mandate and operations. There are various opinions and positions concerning this, including the position that the Office should become a Russia Programme Office, with a separate Office for the other CIS countries based in Kazakhstan. The relationship among the IUCN - CIS Office, Ukraine, Moldova, and the Tilburg and Warsaw offices is somewhat muddled at present and should be resolved. It is also obvious that the currently available resources are overstretched and incapable of delivering on a mandate of such breadth and over such a large geographic area. Secondly, the Office must come to some decision concerning the geo-political level at which it should operate to maximize its effectiveness under current conditions, be that the regional, national, or local level. Unfortunately, the Office's current preoccupation with survival has detracted from the development of a clear policy on its optimal strategic positioning and engagement.

Secondarily, all stakeholders recognize the IUCN as an organization that is uniquely positioned to influence government policies. The primary focus of the Office, therefore, should be on influencing policy formulation. It was brought to the Review Team's attention, however, that the Office is deficient in this regard. First, there is only one state member, from the Russian Federation, with no state membership from the other countries of the CIS. All members in the other countries are either NGOs or research institutes. Over the past four years, however, there have been inquiries regarding state membership from the Republic of Sakha (Yakutia), Ukraine, Moldova, Georgia, Kazakhstan and Azerbaijan. The principal obstacle to joining the Union appears to be the prohibitive membership fee. It was also noted that the Office is becoming progressively involved in the development and implementation of projects at the expense of its primary focus. Thus, there is a feeling that the Office should concentrate upon the provision of assistance to project implementation by members. This situation is likely a result of the absence of core funding and the need for the Office to seek out potential sources of project funding to ensure its own survival. The unfortunate result, however, is that the Office is seen as being somewhat self-absorbed and thus isolated, and that projects are essentially developed and implemented "in-house" with little involvement of or benefit to other stakeholders. In particular, the Office should foster closer

and more regular communication with state membership. There appears to be a need, therefore, for the Office to concentrate more on its role of a project facilitator as opposed to that of a project implementer.

## **b) Relevance**

There are two aspects concerning the issue of relevance. One concerns the relevance of the presence of the IUCN - CIS Office in the CIS in the context of the Union's mandate. The other aspect pertains to the relevance of the Office in the meeting of stakeholders' needs.

There is no question that the IUCN - CIS Office's presence in the CIS is of tremendous potential value. Considering that the Office is responsible for furthering the Union's mandate in such a huge and biodiversity rich area, its presence and activities are of tremendous relevance. The importance of the Office's presence is further heightened by the fact that at present, there is still a relatively low level of environmental consciousness in the CIS, and there are still few environmental organizations and NGOs that fill the niches. Taking into account the past history of the CIS, and associated inherited environmental and biodiversity conservation challenges, all stakeholders interviewed unanimously agreed that the Office has a very significant role to play in the region. Its active involvement in pursuing its mandate is clearly understood and supported by all stakeholders.

The Review Team found, however, that there is a considerable range of opinion concerning the relevance of the work of the IUCN - CIS Office in relation to its constituency. Clearly not all stakeholders felt that the Office is fulfilling either its mandate or their particular needs.

The responses of Thematic Programme Heads in HQ concerning the relevance of IUCN - CIS Office activities for work being conducted on Thematic Programmes ranged from not relevant at all (14%), to very relevant (14%), depending on the theme. For the most part, however, it was considered to be somewhat relevant (57%). It was also thought that the work being done by IUCN - CIS was not particularly innovative (85%) and essentially represented accepted practices. Exceptions to this perception may be the emphasis and work on the development of ecological networks (ECONET), the development of the Strategy for the Conservation of Rare Species, and work on Public Involvement in Environmental Management. What this underscores, nevertheless, is that the nature of the relationship between HQ programmes and those in the Office is still relatively weak. Communication difficulties do exist. Currently, the greatest collaboration exists in the Forests, Species, and Protected Areas Programmes. The Temperate and Boreal Forest Programme has been the only Global Programme to directly invest in the Office's development through the provision of funds and staff time. This has clearly contributed to successful programme development and may be seen as a model for the provision of assistance in the development of other IUCN-CIS Office programmes.

The majority of members (70%) also felt that the IUCN - CIS Office's activities were only somewhat relevant to their needs. An important observation, however, was that the only state member did not share this opinion, feeling that aside from personal and informal contacts, there was not much information forthcoming from the IUCN - CIS Office. Similarly, there is a perception that the IUCN - CIS Office appears to be isolated from the Councillor. This perception is not shared by the Office, since various initiatives on its part have been cited as evidence of its attempts to establish a close link. The same criticism was leveled about how projects are developed. Clearly, therefore, there is a strong and urgent need for the Unit to continue making every effort to foster and develop stronger links with the state member, the Councillor, and indeed with all members. Closely related to this is the observation that the value added by the IUCN - CIS Office to the members could use some improvement since the majority of members (70%) only considered it adequate while 20% saw little value being added. None of this of course negates or diminishes the efforts and accomplishments of the Office to date, particularly under the difficult conditions that it operates under. Rather, it underscores the need to define the Office's specific niche and role in terms of its relationship with and contributions to the membership.

Donors did not provide any comments concerning the relevance of the Office's work, aside from that they feel that the work is in line with their priorities (which obviously is not surprising since they usually would not donate funds to the activities otherwise), and that they are satisfied with the quality of the work. The feeling was also expressed that the role for which the IUCN is uniquely positioned is to influence government policy and that it likely should focus on that. Likewise, an opinion was expressed that while the Office has concentrated on work in the Russian Federation, the need for assistance and involvement is likely higher in the Central Asian states and that they should not be neglected. The need to include state members from the Central Asian states was also identified as being of paramount importance.

Partners of IUCN - CIS all agreed that the mandate of the Office is very relevant to the needs of the CIS. It was observed that the Office enjoys good relations with its partners, even though they are not regular. It was also noted that the Office appears on track to achieve its potential over the next 3-5 years, but that it needs a strategic plan to guide its effective development, more stable funding, and that it should attempt to optimize its uniqueness, partly by focusing its activities primarily at the federal level where policies may be more directly influenced. Given the recent creation of seven administrative "super -districts" in the Russian Federation, effort should also be devoted to establishing close connections with the respective new power structures in each of these districts.

### **c) Effectiveness and Efficiency**

From an organizational viewpoint, the IUCN - CIS Office, through its recent growth, has established a good core of personnel to perform essential functions. It was noted by all stakeholders that the Office is well managed and that the staff is well respected and professional in its dealings with the constituents. Essential management systems are in place and the Office is functioning effectively. Some noted shortcomings in the Office included the low level of training opportunities provided to staff, and, aside from financial reporting, the absence of any formalized M&E of Office and programme effectiveness. Additional information concerning human resource and Office management is presented under the Human Resources and Financial Management section of the report.

The Review Team noted, however, that IUCN - CIS has not maximized the use of the Union's available resources. Although contacts exist and certain global programmes and Commissions (SC, TBFP and WCPA in particular) have been tapped into by the Office, the breadth of available resources remains rather under-utilized. In this regard, the Office must also seek to establish a close working relationship with the Councillor, who feels that he has been neglected by the Office to date.

Another observation was that while effort has gone into programme conceptualization and development, the preoccupation with individual projects likely detracts from actual planned programme development as the programmatic results are dependent more on opportunity and circumstance than on strategy. It is the conclusion of the Review Team that this may not be the most effective or efficient manner in which already scarce resources may be utilized. This also relates to the issues of staffing, as well as the relevance and strategic focus of the Office. To maximize its effectiveness and efficiency, it is critically important for the Office to develop a clear vision of their unique identity and to develop their programming, and only subsequently staffing, accordingly.

### **d) Financial Viability**

The Review Team reached the inevitable conclusion that this is one area of the Office's performance that is particularly worrisome at present. There is no doubt whatsoever that this issue is of central concern to the Office's management as well.

In the absence of core funding, the Office has proven to be effective in broadening its potential sources of funding and in actually securing funds. Funding levels from various donors have been increasing steadily over

the past three years. The current shortfall originated when the Dutch funding could not be released due to extenuating circumstances beyond the control of the Office itself. It is unfortunate, but it also underlines the severity of the under-funding, that recently the Office had to advance funds from a future project to pay salaries. The diversified funding base and the OABC list are encouraging and should prove to be adequate but, unfortunately, securing the bulk of the targeted funding remains a little uncertain.

The prevailing uncertainty has led the Office to develop and consider a set of options or "strategies" for the Office's future development. These vary in terms of the goal and geographical sphere of activity for the Office, its relationship with ERO and HQ, and possible financing arrangements. At the extreme, the Office has considered the potential of operating as a consultancy. The formulation of these "strategies" is a direct consequence of the absence of core funding and the continuing unsettled funding and operational environment. The Office's perceived need to develop and assess such options should serve as a warning sign of the seriousness of the situation that it currently faces.

In spite of the foregoing, the overall impression of the Review Team is that while the Office is currently under-financed due to extenuating circumstances, it could be financially viable over the medium to long term i.e. longer than 3 years. What is required is a predictable and assured level of interim financing to stabilize the currently unsettled situation. This stabilization period and associated funding should be used exclusively for addressing some of the priorities identified earlier by Office management, and those pertinent ones arising from this Review. Foremost among these should be the development of a Strategic Plan and, subsequently, a proper Business Plan to guide the Office's engagement and future development in the most effective and efficient manner.

### **3. Factors Related to the Performance of the IUCN - CIS Office**

#### **3.1 Strategy**

Overall, it was unclear to the Review Team whether the Office has a "strategy" to guide its operations. The IUCN - CIS Office has yet to develop a Strategic Plan. This is a **major** deficiency that undermines the relevance and effectiveness/efficiency of the Office's operations. Without a Strategic Plan, it is also difficult for the members to appreciate the true sense of the Union. Similarly, the absence of a Strategic Plan ultimately undermines the Office's identity, credibility and thus efforts at fund-raising. This is a key deficiency, and likely the most serious one, that the Review Team has identified.

Nevertheless, the Office undoubtedly has some unwritten "strategy" that has ensured its survival. While it may have been effective to date, it will not ensure the Office's future effectiveness or even necessarily its survival.

#### **3.2 Programming**

It must be borne in mind that the IUCN - CIS presence dates back to only 1994 when a project office with a staff of one was created. Difficulties, including financial ones, were encountered in the formative years that collectively precluded planned and rational office and programme development. It became the Russia Country Office in 1995 and the office for the CIS in 1998, with a staff of two. Thus, most of the Office's development and growth has been only very recent. Currently, the Office has a complement of 18 project-funded staff, 16 of which are full-time and 100% project funded, one is seconded for a one year term from a private firm, and one is a volunteer.

The IUCN -CIS to date has focussed upon the development of the following programme components:

- Forest Conservation

- ECONET and Protected Areas
- Species Conservation
- Sustainable Agriculture and Rural Development
- Public Relations and Communication

The Forest Conservation Programme addresses:

- Forest biodiversity
- Hotspots of biodiversity in the Russian Far East
- Russian Temperate and Boreal Forest Programme (TBFP) component
- Facilitation of the Global Forest Watch (GFW) initiative in Russia
- Public involvement in Russian forest management
- Management effectiveness of forest protected areas
- Non-timber forest products (NTFPs) in the Russian Far East
- Strategy for mountainous forests

The ECONET and Protected Areas Programme addresses:

- Action Plan for protected areas in North Eurasia (Vice-Chair WCPA)
- Development of ecological networks in CIS
- ECONET manual
- Protected areas management effectiveness information support
- Model regional projects

The Species Conservation Programme addresses:

- National strategy development
- Oriental white stork
- Measures of territorial protection
- Economically valuable species
- Species as indicators
- Invasive species
- Rare domestic species diversity
- Public involvement ("Vanishing World" annual children's art project)

The Sustainable Agriculture and Rural Development Programme addresses:

- Integration of sustainable agriculture principles into agrarian policy
- Social and environmental development of rural regions
- Conservation of biodiversity in agricultural landscapes
- Public awareness raising
- Development of transition to sustainable agriculture strategy
- Attraction of investments into ecologically sustainable rural enterprises
- Replication of lessons learned

The Public Relations and Communications Programme addresses:

- Promotion of the IUCN mission
- Public support for conservation initiatives
- Membership relations
- Communication strategy development and implementation
- Support for global initiatives: TBFP, Reuters-IUCN, WCD

In addition, in 2000 the IUCN -CIS Office initiated the development of an Arctic Programme in 2000, and is planning to develop a Mountain Programme and a Sustainable Fishery Programme in the future. In recognition of the great importance of wetland, coastal and marine/freshwater issues, programming has recently begun on these issues. The Strategic Plan that must be developed should further address this issue.

While the above list is rather expansive, It became clear to the Review Team that programming essentially has been conducted "in-house" without the active participation of the membership or other parts of the Union. While this may work for the Office under its set of operating conditions, it clearly detracts from the realization of its overall mandate. Members and Thematic Programme heads all voiced this concern and expressed their desire to be included in the Office's programming efforts. Members in the Central Asian states all felt that the Office should involve them to a greater extent in programme development.

At the risk of overstating the point, programming by the Office should involve a greater range of stakeholders and it should flow from a Strategic Plan. In the absence of both, current programming run the risk of being perceived as being self-serving, and of missing strategically defined opportunities for the future work of the Unit.

### **3.3 Work with Constituency**

This is one area to which the stakeholders all agree that the IUCN - CIS Office needs to devote more attention. Considerable effort has been devoted by the IUCN - CIS Office to the development of its membership over the past three years and the results of the effort are indeed encouraging. Nevertheless, there is an obvious requirement for the Office to spend more time on strengthening its ties to the entire constituency spectrum, as well as to the improvement of the nature of the interaction. While much effort has gone into building up the membership, the Office's ties and relations with its other constituents generally remain weaker than they should be. This applies equally to its relations with HQ, Commissions, their Councillor, and partners. While being generally satisfied with the communication between the Office and themselves, members also would like closer ties and more direct and regular involvement.

### **3.4 Human Resource Management**

The human resources review focussed on the human resources policies, procedures and practices in the Office, their adequacy in providing support for the delivery of an effective programme, and any changes that may be needed to ensure effective programme delivery.

Sixteen of the eighteen office staff completed a questionnaire prepared by the HR Management Group, HQ and fourteen of the staff provided additional information and comments in follow up personal interviews. The Head of the IUCN - CIS Office and the HR and Finance Director also provided additional comprehensive information on HR procedures and practices.

The overall conclusion of the review team is that IUCN is fortunate to have staff in the CIS office that are very dedicated and hardworking, and whose team spirit is good. Internal communications are good, including weekly staff meetings and an informal newsletter, and there are regular social activities. These help to maintain an office culture where information and ideas are shared generously.

The HR review covered five specific areas:

Organizational structure and staff planning: In the absence of a strategic plan and a secure funding base for the office, the organizational structure required to deliver the programme has not been clearly defined. Thus, some staff members have been recruited on an ad hoc or anticipatory and opportunistic basis. It is important for the future to review the staff complement on a regular basis, and systematically address the need - perceived or real -

to recruit additional staff in order to deliver the CIS programme and the core functions of the office (e.g. communications, fundraising, membership services). If additional staff cannot be recruited due to the lack of funds, current staff could be deployed more flexibly among functions. Given the lack of long-term financial resources and core funding, it is important to define clearly what the current staff must achieve, focussing on a small number of priority targets rather than being stretched over a large list of desirable future activities.

The office has grown opportunistically over the last two to three years and recruitment has also been opportunistic. Standard IUCN recruitment and selection procedures are not in place. Most of the current staff was either introduced to IUCN by staff already in place, or they started as volunteers, and/or were known to IUCN through their previous employment. This may reflect standard recruitment practices in Russia, especially in the context of an environmental organization with a limited recruitment market and no funds for recruitment (e.g. to advertise). However, without a clear methodology and basic recruitment procedures, as well as tested criteria to select the best qualified candidate for any job, there is a real risk that the skills being brought to the office may not adequately match the job requirements and subsequently not the organization's immediate needs.

There is an organization chart (Annex 3) as well as clearly established reporting lines. The delegation (and limitation) of authority are evident and seem to be well understood. Appropriate reporting relationships are in place among the organizational units. The current reporting lines appear effective and efficient but if there were to be significantly more projects and more project staff in the future, a "Programme Director" may need to be designated, in order to limit the number of direct reports to the Head of office who could then devote more time to strategic planning and the implementation of the business plan.

Development and training: A few development opportunities took place in 2000-2001, notably the staff retreat in August 2000 that started to develop a strategy for the Office, the programming, monitoring and evaluation seminar in February 2001, and ongoing English language training. Training needs have been identified for all staff - ranging from language to fundraising and management - but no external training can be envisaged or undertaken without funding. The Office relies on informal induction for staff when they join IUCN and on-the-job training that may be provided by either a supervisor or others in the Office. Almost all staff rated the guidance/support they receive from their supervisor as excellent.

Work plans and performance management: All but one of the staff members have work plans and regularly report back on their targets and discuss work-related problems with their supervisor. Almost all feel that their skills, technical competence and experience are being fully used and that they are able to meet the work objectives/requirements of their positions.

Salaries and employment procedures: All staff members are required to pay tax but a scheme has been worked to alleviate the tax burden on salaries, whereby the majority of the salary is paid as a tax-free grant. Taxes are paid immediately on a monthly basis. Staff members are covered for work-related accidents through their medical insurance coverage that is obligatory both at the federal and Moscow levels. The office makes contributions only to the State social security system (medical insurance and pension). Given the low level of the old age pension in Russia, it would be preferable, if there were sufficient funds, for staff to be covered through a private pension scheme.

The financial insecurity of the Office pending the preparation, submission and approval of project proposals to potential donors - leads to insecurity among staff. Most staff members occasionally have not been receiving their salary, in total or part, for several months at a time. Most staff members do not consider IUCN salaries to be particularly competitive when compared to similar positions within other organizations in Moscow. A chart of salaries for comparable positions in organizations based in Moscow was provided to the Review Team.

The Review Team was informed that employment procedures are in line with Russian law but that they do not necessarily always follow the HR practices and policies of IUCN. There are systems in place for administration



of leave, and the probationary and notice periods are each of three months. There is no financial risk to IUCN for the payment of indemnities upon the termination of a contract. Written contracts are in fact not required under Russian law. Instead, the Head of Office signs an order which authorises a person to work for IUCN and serves as the justification for salary to be paid, review by the tax authorities, and registration for social security purposes. On the other hand, the Head of Office's contract that was issued by ERO, has expired. This needs to be followed up by the HRMG in consultation with the Director of the ERO.

It will be important for the Head of Office and the HR/Finance Director of the IUCN - CIS Office to review with the HRMG at HQ the Human Resources Procedures Manual (currently in preparation) for the purpose of identifying procedures that can be implemented as drawn up or refined and developed to better suit the local context. It will also be important to ensure the application of IUCN's human resources policies and standards over the longer term.

### **3.5 Financial Management**

Financial management systems are in place and functioning adequately, although somewhat "mysteriously" to the Review Team due to the intricacies of Russian Federation legislation and banking practices. That everything is above board was confirmed by the earlier assessment of financial controls conducted in February 2001.

### **3.6 Monitoring and Evaluation**

The IUCN - CIS Office has yet to develop a formal M&E process for its projects. The need for this has been recognized, however, and initial steps are being taken to develop and implement M&E procedures. The development of a set of evaluation criteria and indicators will be central part of this exercise. The M&E Unit at HQ should provide guidance in the development of a M&E process for the Office. Once a M&E process is developed and implemented, it will be incumbent upon Office management to ensure that appropriate staff receive the required training in M&E procedures.

### **3.7 Administrative Support**

Although there is a need for certain repairs to the building itself, the Office's physical environment appears adequate for the time being. Due to the recent rapid expansion of the number of staff, the office has become a little crowded. IUCN - CIS is examining options for relocation into more spacious office space. Essential office equipment exists and a list of desired additional equipment has been prepared. The essential administrative functions are currently staffed. To improve Office coordination and management, there is a plan to establish an Office Management Team.

## **4. Issues Arising from the Analysis**

The Review Team's findings can be summarized under the following headings: general findings; programmatic issues; organizational and management issues; geo-operational issues; membership issues; and, tools. In addition, comments are provided on the review process itself.

### **4.1 General Findings**

The over-riding conclusion is that the IUCN - CIS Office has made notable progress in establishing its presence and in developing its programme base over a relatively short period of time under what may be considered very challenging political and financial circumstances. The Head of Office and the staff are certainly to be commended. Nevertheless, the Review Team notes that there also exist potentially serious issues that must be

effectively addressed in the near term for the Office to remain relevant, effective and financially viable in the future.

It is clear that the IUCN - CIS Office is staffed by very dedicated, capable and hardworking individuals. Their dedication and commitment is underlined by the fact that they continue to conduct work under extremely trying and unsettled circumstances, including the absence of salaries for months at a time. The office possesses a good team spirit, and internal communication among staff members is open and regular. The use of the office retreat also helped in this regard. The office staff is likewise well respected by the members, donors and partners.

Office management and administrative systems are in place but still require further development and refinement over the next few years. Comments and recommendations made under the Human Resources section should be acted upon.

The uniqueness of the IUCN's role is recognized by the Office's staff, members, donors and partners. While the specific and unique organizational niche is recognized, there is a feeling among stakeholders outside of the Office that the further refinement and development of this strategic positioning of the organization still requires considerable attention. In this regard, the Office must become more "outward" looking.

Good progress has been made on programme development over the past two to three years. Of particular note is progress in the forestry and protected area (ECONET) programmes. There is a concern, however, that programming is to a considerable extent donor driven and opportunistic as opposed to being strategic.

Membership has also grown considerably over the past two years. Nevertheless, of particular concern is that there is only one state member. For the IUCN - CIS Office to fulfill its mandate, it must necessarily involve governments in states other than the Russian Federation. More attention must also be paid to member needs, and to their direct engagement in project development and implementation.

## **4.2 Programmatic Issues**

Likely the biggest deficiency at present is the absence of a Strategic Plan for the Office. In the absence of a plan, the Office operates largely opportunistically in order to survive. Operating in a survival mode inevitably detracts from the focus and unique identity of the Office. Similarly, potential opportunities may be missed if they are not foreseen and planned for in advance.

The absence of a Business Plan that serves as an instrument of rational programme delivery also hinders effectiveness. It appeared that the OABC list was considered by many staff members as a Business Plan. The Strategic Plan must be developed to define programming and the Business Plan should provide for the programme delivery. In the absence of both, programme planning and delivery will remain ad hoc. Ultimately, this may undermine the Office's credibility and effectiveness.

Given the foregoing shortcomings, and in the absence of secure core funding, the situation developed in which the Office has become occupied with the pursuit of numerous relatively small-sized projects. It appears that this strains the Office's available resources even further. The definition and implementation of fewer but larger projects may be advisable as the situation permits. Again, the development of the Strategic Plan should help in this regard.

The process of programme development, as previously mentioned, is largely opportunistic. It appears that programme development is also largely done "in-house". There should be greater involvement of a broader range of stakeholders in this process, and the placing of a greater emphasis on members' needs.

Related to this is that although programming is essentially consistent with the global thematic programmes in HQ, there does not appear to be much active collaboration between IUCN - CIS and HQ in programme development. The same applies to the use by IUCN - CIS Office of the various Commissions' expertise.

IUCN - CIS must also better define its sphere of operations, be that at the national, regional or municipal level. This should occur as part of the definition of its specific niche to maximize its effectiveness, and the development of the Strategic Plan.

### **4.3 Organizational and Management Issues**

The IUCN - CIS Office is well managed and the Office staff is well respected by the constituency on both professional and personal levels. The Office must, however, further develop its unique identity, and also a clear vision of where the Office should be in the future. The recent and current preoccupation with survival has precluded this so far. The Office must leverage its uniqueness to a greater extent. It is one of a few organizations in the Russian Federation that is in an enviable position since it does not have to pay tax on grants. It is also the only one that has direct linkages to government through its membership. Thus, as a result of its unique constituency and comparative advantage, it should not be competing with other organizations for similar projects but rather developing an entirely unique portfolio of opportunities. To this end, the Office must strive to become more proactive and innovative in defining these opportunities for maximizing its unique identity, role and contributions.

It appeared to the Review Team that there may be reason to reassess hiring procedures, as well as staff planning and deployment. At present, not all employees brought the desired skill sets and experience with them to their positions. Likewise, in the absence of a Strategic Plan, staffing is not done strategically but opportunistically. Once a Strategic Plan is prepared, the Office's staffing and programmes should be designed to effectively implement the strategy.

### **4.4 Geo-Operational Issues**

The Review Team has come to the conclusion that the current arrangement between the IUCN - CIS Office and the ERO is deficient and untenable. In fact, it may be detracting from the effective operations of the former. First, it appears that the ERO office lacks the capacity to provide desired or at least adequate levels of supervision, guidance and others forms of support. Reporting difficulties exist and communication between the offices also is an area that requires improvement. It was also brought to the Review Team's attention that interest in the Office from both ERO and HQ has decreased. Moreover, there is a perception that the Northern Eurasia region is of no great interest to the IUCN. Secondly, the operational boundaries between the ERO, WESCANA and the IUCN - CIS Office are somewhat confusing and lack clarity. This is particularly evident in the case of the CIS countries' relations between WESCANA and the CIS office, and within the CIS itself in the case of Moldova and Ukraine that deal with the Moscow office and the Warsaw office. These deficiencies, whether they are real or perceived, and the overall lack of organizational clarity require attention in the near term.

### **4.5 Constituency Issues**

It is noteworthy that currently there is only one state member. While membership has been increasing over the past two years, clearly at present there is a low level of membership for such a large geographic area. The majority of members also are from Russia, while membership in the other CIS states remains relatively weakly developed. It was made evident that members are satisfied with the levels of formal communication with the IUCN - CIS Office. However, many are not satisfied with their involvement in setting programme goals and in other aspects collaboration. The value added by the IUCN - CIS Office to their own operations is questioned by some. Servicing of member needs, and involvement of members in programme development and implementation are, therefore, areas that require further attention and improvement. It was brought to the

attention of the review team on numerous occasions that this situation is recognized but that in the absence of Secretariat funding for membership services, this situation cannot improve in the near term. While some CIS states report to other offices, as in the case of Moldova and Ukraine, because of historical and cultural ties, and shared methodological approaches to nature conservation, their affinity is toward the IUCN - CIS Unit. This is both a membership and a "geo-operational" issue that also requires attention.

It is somewhat alarming that there exists a perception among some stakeholders, including Councillors and partners, that the IUCN - CIS Office is rather insular in its operations. The Office is not reaching out to others and making connections but is rather concentrating more on itself. For example, in the drafting of an Environmental Doctrine requested by President Putin, other NGOs and the Councillor were involved but IUCN was not. It appears, therefore, that the Office must devote more effort to membership development, recruitment, strengthening of relations with its constituency, and to overall increased collaboration with current and potential stakeholders. In short, the Office must "open up" to its constituency to a greater extent.

#### **4.6 Tools**

Currently there is no Office public relations and marketing strategy. The IUCN - CIS Office is aware of the need for developing such a strategy to raise its profile and define its identity. To this end, it has identified a need to conduct public surveys and to conduct a strengths-weaknesses-opportunities-threats (SWOT) analysis. Following this, the intent is to develop the much-needed PR and marketing strategy. An essential element of such a strategy's development will be the identification of clients and their particular needs.

While members, for the most part, are satisfied with communication with the IUCN - CIS Office, most of this communication seems to be of a formal nature. Thus, greater effort should be devoted by the Office to increasing and further improving communication with the membership. In this regard, the frequency, means, and content of communication should be re-examined.

At present, there is no formally practiced M&E process in place to track and evaluate the effectiveness of programme delivery. Without this mechanism, the Office is in no position to evaluate its impact and relevance, and thus does not have a basis for maximizing its impact, effectiveness and efficiency. This is a serious drawback to its operations and needs remedying in the near term.

It is obvious that the lack of consistent or at least predictable financing undermines the operations of the Unit. Clearly, this has many repercussions. What is of utmost importance for the Unit, assuming that this situation is likely not to improve in the near term, is to define options by which the seemingly inevitable gaps in funding between projects may be bridged. Unless such options for bridge funding are determined and implemented, the Office's viability will be seriously undermined.

#### **4.7 The Strategic Review Process**

This was one of the earlier Strategic Reviews undertaken and thus it presented opportunities to learn and make adjustments in approach and methodology for future reviews. In this light, the review team, as well as some participants in the process, felt that the review was too "inward" as opposed to "outward" looking. While it was designed with the specific purpose in mind of assessing performance of the Office in several key areas, there is likely value to be gained in reviewing how the Unit, as an element of the Union, operates within a larger context. While the Unit, and indeed the Union itself, may appear to be relevant within its own self-defined niche of operations, it may not be leaving a significant imprint in a larger sphere of conservation activities in the CIS.

The questionnaires employed, in concert with personal interviews, were valuable in soliciting information for the review. Some of the questions asked, however, did not appear to be of any particular value to the review largely due to the predictable nature of the responses. This was particularly true in the members' questionnaire

concerning the relative importance of various characteristics of the IUCN - CIS to ensuring its success. Similarly, the staff self-assessment questionnaire did not provide much room for disagreement due to the leading nature of the questions posed. Some of the questions employed, therefore, could use some refinement to optimize the value of the information gained.

## **5. Summary and Conclusions**

The over-riding conclusion of the Review Team is that the IUCN - CIS Office is currently at a critical point in its development. The decisions and actions that will be taken to address the issues identified in this report will determine the future relevance, effectiveness and viability of the Office's operations in the CIS.

It is clear that the presence of the IUCN in the region is extremely important, particularly so since the countries involved are in a state of flux - a situation that presents enormous opportunities for the Union to strategically position itself and solidify its role and contributions at the highest levels of decision-making. The mandate and work of the Union and Office are extremely relevant during this time of economic and political transition in the CIS.

While the opportunities for carving out its particular niche and influencing policy formulation and decision-making are practically limitless, for a variety of reasons, some of which are beyond the Office's immediate control, the Office **and** the Union have collectively been under-achieving in their capitalization upon this potential. It would be extremely unfortunate if this opportunity would be allowed to pass by.

Over the past three years, under the effective leadership of the Office's management, much progress has been made over a short period of time and many positive results have been achieved. Included among these are a build up of Office capacity through the assembly of an effective core of staff, the development of administrative procedures, a significant increase in membership, the increase and diversification of the Office's external funding base, greater involvement with civil society, increased PR and communications, and the broadening of the partnerships. This progress is particularly admirable and is to be commended given the difficult circumstances under which the Office has been operating. It is indeed a tribute to the Office's leadership and dedicated staff that the Office has accomplished what it has, and the staff is still enthusiastic and full of potential. Nevertheless, some deficiencies have been identified by the Review Team, as have challenges confronting the Office.

Ironically, the continued pursuit of previously effective "strategies" may prove to be deleterious to the Office's long-term effectiveness unless the issues identified in this report are effectively addressed. The lack of devotion of time to the development of the Office's vision and strategy are key in this regard. Without these, the Office will be unable to capitalize upon current opportunities in the development of its identity and the positioning of itself in an effective manner in the policy formulation arena. There is no doubt that this is the primary challenge facing the Office and must be acted upon immediately. While it is understandable that the Office is preoccupied with the development of projects to ensure its survival, it is also clear that the continuation of this means of operation will effectively prevent the Office from realizing its full potential in the CIS.

A related central issue concerns the geo-political aspect of the Office's operations. As mentioned earlier, the relationships between HQ, ERO Tilburg and Warsaw, WESCANA and the IUCN - CIS Office are unclear at present. Likewise, the issue of whether the Russian Federation should have its Office and the Central Asian countries their own is on the table and requires a decision. Decisions on these issues must be made by the DG and the Senior Management Team as soon as is feasible.

## **6. Recommendations**

The major recommendations arising from this Strategic Review are grouped under several headings.

## 6.1 Mandate and Strategic Focus

- As stated throughout this report, it is of utmost importance for the Office to develop a proper Strategic Plan. This plan is to define the following:
  - the identity, vision, niche and primary role(s) of the Office
  - the Office's sphere of activity (Russia, CIS, Europe)
  - the Office's priorities - regional, country, local
  - the Office's clients
  - the clients' needs
  - the most effective and efficient means of programme delivery and means of delivery
  - staffing requirements
  - monitoring and evaluation to be employed to ensure that the work is on target.
- The Office could benefit from guidance and assistance provided by HQ in the development of a proper Strategic Plan.
- The Office should concentrate more on policy and membership development and support, on project development and facilitation as opposed to implementation, and on its role of a broker and organizer.
- The Office must focus on and constantly develop and enhance its unique role and comparative advantage. In this respect, it should consider the development of fewer larger unique projects as opposed to the development and implementation of more numerous smaller ones that effectively detract from the fulfillment of the Unit's, and the Union's principal mandate.
- The Office should also develop a Business Plan for the realization of the Strategic Plan once it is developed. This Plan should indicate the road towards the Office's financial sustainability.

## 6.2 Constituency

This is one area to which the Office must devote considerably more resources and effort. More specifically:

- The Office should strive to be less isolated and more outward looking. It should embrace collaborative opportunities instead of feeling threatened but to do this it must first develop clearer vision of itself and its specific role.
- The Office should build/strengthen relations with governments and other sectors at the highest levels and not just with one ministry in one state. Considerably more effort is required in defining and pursuing members at the highest levels of policy formulation and decision-making in all states to ensure that its membership is more representative of its mandate.
- The Office should also devote much greater effort to building its constituency and to maintaining it once built up through greater openness and involvement and support for all constituents.
- The Office should be more cognizant of the members' needs. In this regard, members' needs and satisfaction surveys should be instituted to promote collaboration and to ensure that the relevance of the Office's work is maximized for the membership. Adequate support by the Office to national and/or regional Committees of members is fundamental to the Committees' engagement and effectiveness.
- The support available from the Commissions and HQ should be utilized to a greater extent than it is at present. The Office should, therefore, strengthen its links with Global Programmes at HQ.
- The Office should improve its contact with the Councillor.
- Likewise, the Office should strengthen its current relationship with the only state member, and engage it to a much higher extent in programme development.
- If the Central Asian states will remain under the Office, then the Office will have to devote more time and resources to building up the membership and its capacity in the Central Asian states.
- HQ must show greater commitment to the IUCN - CIS Office or the Union will risk missing out on a tremendous opportunity to strengthen its relevance and impact in the region and, in the worst case scenario, the spinning away of the Office from the Union.

### 6.3 Geo-Operational

- It is essential that the currently confused relationships among HQ, ERO Tilburg and Warsaw, WESCANA, the Central Asian states and the IUCN - CIS Office get resolved as quickly as possible. This appears to be a situation that has been festering for a while and the lack of a definitive resolution is hampering everyone involved. This is a decision that cannot and should not be postponed. Central to the decision will be whether the current constellation should be maintained, or whether the Russian Federation should have an Office of its own.

### 6.4 Management

- Training or assistance should be provided for the staff of IUCN - CIS in the preparation of a M&E plan. Perhaps HQ could assist in this regard.
- Training should also be provided in project proposal writing (HQ).
- Training should also be provided in fund raising strategies.
- Once a Strategic Plan is prepared and staffing needs are identified, staffing should be adjusted as necessary to provide for the effective implementation of the Strategic Plan.
- Annual office retreats should continue to build up a sense of community in the Office and to enhance communication.
- Requirements for staff training should be identified and pursued pending the availability of funding

### 6.5 Effectiveness and Efficiency

- It is essential that a comprehensive M&E system be developed and implemented, with the assistance of the HQ M&E Unit. Ongoing monitoring and regular reporting should be a central feature of the system. Reporting should also address the lessons learned so that the Office's operations promote constant learning and resulting adaptation to enhance its effectiveness.
- Once the key geo-political issue is resolved, clear reporting lines and procedures should be established and adhered to.
- The development and implementation of a Strategic Plan and a Business Plan will assist greatly in improving the Office's effectiveness and efficiency.

### 6.6 Financial Viability

- The funding sources should be continually expanded and diversified. Contacts should be continually broadened. In this regard, opportunities for collaboration with and support from the private sector should be explored and pursued on the basis of strict criteria of propriety.
- Considerably more effort should be devoted to fundraising.
- Most significantly, core funding should be secured for at least a 3 - year period to permit the stabilization of the current situation and the re-orientation of the Office onto a more strategic footing. The core funding should be utilized to enhance service to the members, for increasing the PR effort and the Office's profile through publications and media, for training and support of meetings with members, and partly for salaries. **The importance of medium term core funding support now to the future of the IUCN - CIS Office cannot be overstated and should not be underestimated.** Above all else, the availability of core funding will demonstrate HQ and Union support for the Office, and will enable the Office to become more strategic and thus ultimately more effective over the long term. It should be seen as an investment. The level of required funding likely would not exceed USD\$ 150,000 annually for three years. This does not seem unreasonable to the Review Team in terms of the long- term benefits that this would provide. Should this funding be forthcoming, there should be a reporting system instituted to indicate the progress achieved.

## ANNEX 1

# Strategic Review of the Russia Country Office

## Terms of Reference

### Introduction

The purpose of Strategic Reviews in IUCN is to analyze, either on a regular or selective basis, the strategic focus, relevance, effectiveness/efficiency, and financial viability of a component programme within the Union. The programmes normally implicated in reviews of this type are global thematic programmes, regional programmes, and Commissions, although similar reviews may be adapted to other organizational units within IUCN (such as country offices, service units, and projects). Data and analysis from these reviews allow Senior Management, from time to time, to make key decisions concerning the future directions of a Unit within the organization's overall strategic plan and business plan. These reviews differ significantly from in-depth technical reviews (or evaluations), which tend to address programmatic achievement or impact. Specifically, these reviews seek to answer the higher order strategic management issues noted above, including any questions or issues relating to the overall mandate of the component programme.

### Objectives of the Review

The objectives for the Strategic Review of the Russia Country Office flow directly from the overall purpose of strategic reviews within IUCN as noted in the introduction. Specifically, the overall **objectives** of the review may be summarised as follows:

- Analysis of the relevance and strategic focus of the programme of work within the Russia Country Office. This analysis will be conducted in the context of IUCN's Quadrennial Plan and Business Plan. It will take note of the strategic opportunities and benefits of an IUCN presence in Russia for the Union, as well as its associated costs;
- Assessment of the long term financial viability and financial risk of the programme;
  - Overview of the effectiveness and efficiency of the Russia Country Office as an organizational unit within IUCN.

In addition to the overall objectives, the following issues of specific interest to the programme in question will also be analysed:

- Management and financial controls within the Russia Country Office<sup>2</sup>;
- Management oversight of the Office and lines of communication;
- Links with global thematic programmes in the IUCN Secretariat;

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<sup>2</sup> Note: The issue of financial controls will be addressed through an audit, to be conducted in association with this review.



- Human resource and staffing issues;
- Geographic coverage of the programme.

Ultimately, the review seeks to determine whether the Russia Country Office has made optimum use of the investment of IUCN resources, as well as what (if any) changes in the form or direction of that investment could be contemplated in order to improve the effectiveness of that investment in future.

Finally, a number of factors that contribute to overall effectiveness and performance, which are listed in the appendix to this document, will also be considered during the course of this review. These issues, such as the existence of basic management and financial systems, will be assessed in checklist fashion and will be analysed in greater detail should any significant areas of concern be identified.

### **Methodology and Approach**

The overall objectives noted above represent the primary focus of the review, and will be given priority weighting in the analysis of results and presentation of recommendations. The issues specific to the Russia Country Office, as well as those contributing to overall management effectiveness and performance, will in most cases be accorded secondary importance in the presentation of results. In the case where a significant area (or areas) of concern are identified in the overview of management systems, the review team may propose that this issue be considered of primary importance in terms of the weighting of overall results.

The main stages of the strategic review (detail for each provided in the appendix of this document) will be the following:

6. Initial preparation
7. Data collection
8. Analysis and preparation of report
9. Presentation and discussion of the report

Collection of data necessary to conduct this review will be derived from the following sources:

7. Review of existing documentation (strategic, programmatic, financial)
8. Facilitating an initial workshop with staff in the unit to clarify objectives and approach;
9. Interviews with senior staff, members, donors, and other key stakeholders outside of the unit;
10. Focus groups sessions (issue or theme specific, etc.) if appropriate;
11. Development and distribution of electronic questionnaires (if necessary);
12. Closing workshop with unit staff to discuss preliminary findings.

The identification of key questions to be addressed during the course of these reviews will provide the necessary framework both to analyse relevant background documents as well as to develop an interview guide. The definition of these questions will be the responsibility of the review team. Sample questions, developed by the IUCN M&E Initiative, are provided in the appendix to this document

The development of a list of individuals to interview during the course of the review will be the responsibility of the review team, in close consultation with staff in the Russia Country Office.

Interviews should be conducted either in person or via telephone, and wherever possible be conducted by at least two interviewers on the review team. Questionnaires, circulated electronically or by other means, may also be used - although it may be necessary to follow on the submission of questionnaires with a short interview (provided confidentiality is not an issue) to help ensure data accuracy and improve response rates. Ideally, questionnaires circulated electronically should be sent to recipients at least one week ahead of the field work component of the exercise. At a minimum, the review team should draw on the following groups in the development of an interview list:

- Senior programme and administrative staff in the component programme being reviewed;
- Former staff members where appropriate
- Senior representatives of IUCN members in the country/region;
- Senior staff from other component programmes working with the unit being reviewed;
- Senior financial and administrative staff from IUCN-HQ

### **Steering Group and Review Team**

The IUCN Senior Management Team has initiated and commissioned the Strategic Review of the Russia Country Office, as well as a number of other similar reviews. As such, the Senior Management Team will act as the steering group for this review and be the primary consumers of the results. The Senior Management Team will also provide guidance where necessary prior to and during the conduct of the review.

The rationale for the composition of the review team is based on the need for familiarity with the programme of the unit in question, knowledge of methodological approaches with respect to reviews of this type, as well as the necessity to have a senior IUCN staff member involved in the conduct of the review. Based on these criteria and the availability of staff, the team for this review will be made up of Dr. Yemi Katerere, Regional Director IUCN-ROSA, Ms. Estelle Viguet, Human Resources Officer, IUCN-HQ, and Dr. Paul Grigoriev, Consultant, EcoNexus Inc .Dr. Katerere will act as team leader for the review.

### **Timeframe and Reporting**

It is expected that the review will be conducted over a two to three week period, split roughly between analysis of background material/write-up and field work. Field work will take place between April 2-6, while write up of the draft report would take place before April 30.

A draft summary report, containing the key findings and recommendations as well as an outline of the overall report, will be prepared within 2 weeks of the completion of the field work component of the review. A complete draft final report, taking into account comments or feedback received, will be prepared within 3 weeks of the completion of field work.

## Appendix

### Objectives: Key questions to be addressed

- Strategic Mandate
1. Is the fundamental purpose for the existence of the unit clear – has the senior management of the unit adhered to that purpose?
  2. Is it strategically advisable for IUCN to maintain this unit in its current form – what recommendations can be made in this regard?
  3. How relevant is the unit's work in relation to its constituency (membership, donors, other IUCN component programmes)?
  4. How well respected or credible is the work of the unit, both within and outside IUCN?
- Financial Viability
1. How broad is the funding base for the unit (number/variety of funding sources and level of support from these sources)?
  2. How dependant has the unit been on IUCN unrestricted funds over the past 3 years – what has been the trend?
  3. How effective has the unit been in securing external (non-IUCN) funding or its programme (trend over the past three years)?
  4. Has the unit been able to keep expenses within budget over the past three years?
- Effectiveness/Efficiency
1. Is the current project pipeline (OABC list) sufficient to deliver on the planned programme as well as meet the needs of unit financial viability (above)?
  2. Has the unit been effective in achieving its own programmatic results and/or in contributing to those of the Union?
  3. Has the unit efficiently drawn on the resources available within the Union (other component programmes, Commissions, etc.) in order to maximise its effectiveness?
  4. Overall, how well has the unit managed its resources (staff time, funding)?
  5. How effective has unrestricted funding investment been in generating new initiatives for the unit or the Union as a whole?

### Checklist of factors contributing to overall performance<sup>3</sup>

- Strategy
- a) Does the unit have a strategic plan to guide its work?
  - b) Is the plan aligned with the current IUCN Quadrennial Plan?
- Structure
- a) Does the structure of the unit (management, decision making) facilitate the achievement of results?
  - b) Are roles and responsibilities of staff clearly defined?
- Programme
- a) Does staff at different levels receive adequate guidance from the senior

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<sup>3</sup> These will be addressed at a level of secondary importance to the Objectives noted above

- managers of the unit?
- b) Is the programme of the unit integrated with that of other component programmes?
- c) How innovative are the projects and programme?

- Stakeholders
- a) What is the perception from donors of the unit's products and services – and how is the unit affected by trends in donor funding?
  - b) What is the perception from membership of the unit's products or services?
  - c) Within this context, has the unit developed a viable niche for itself?

- HR Management
- a) How well do staff profiles fit programme and project needs?
  - b) What incentives exist for performance and career development?
  - c) Is the overall working environment conducive to supporting good staff performance?
  - d) Is there an effective performance appraisal system in place?

- Financial Management
- a) What is the quality and timeliness of the financial information produced by the office?
  - b) Has the unit been regularly audited?
  - c) Do managers receive timely information on the financial status of their activities?

- Monitoring & Evaluation
- a) Does the unit have basic systems in place for ongoing monitoring and periodic evaluation of its programme?
  - b) Is the staff trained in approaches to monitoring and evaluation?

- Administrative Support
- a) Is the necessary equipment, tools, and administrative staff support in place to ensure the smooth delivery of the programme?

**The main stages of the Strategic Review are:**

1. Initial Preparation:

- Identification of the unit to be reviewed – and the audience / client for the Review. (Who needs to know what.)
- Agreement on the purpose, objectives and uses of the Review – who will use the results for what purposes.
- Development of TOR and methodology for the Review, and identification of sources of data
- Selection of the Review Team and TOR for the Team
- Distribution of tasks among the members of the Team
- Identification of participants and preparation of protocols for interviews and questionnaires to be used.

2. Data collection

- Collection of reports, desk studies.
  - Start-up workshops with participants of the review to clarify purpose, objectives, questions, data.
  - Carrying out interviews (in person or by phone)
  - Focus groups if appropriate
  - Distribution and receipt of questionnaires (paper and electronic),
  - Identification and review of the documentation
  - Visits to members, partners and donors, etc.
  - De-briefing workshop with unit staff at the end of the field work component of the exercise
3. Data analysis and preparation of Report.
- After entering data, the Review Team meeting to analyze the data, produce findings, reach conclusions and draft the Review Report.
4. Presentation and discussion of the report.
- Depending on the scope of the Review, the urgency of the matter and the time available there may be an several cycles of comment and response on the report before the report is considered final by the client.

## ANNEX 2

### QUESTIONNAIRES EMPLOYED

#### **STRATEGIC REVIEW: IUCN CIS OFFICE STAFF SELF-ASSESSMENT**

IUCN Senior Management Team have required that a series of Strategic Reviews be carried out in early 2001 for the purpose of reviewing the rationale, effectiveness and financial viability of a selected number of IUCN offices and programs. The IUCN CIS Office is among the first set of Reviews.

This self-assessment is one component of the IUCN strategic review that your regional office is currently participating in. All office managers and staff are requested to complete the self-assessment. Reviewers are also gathering independently generated hard data where available (reviews, budgets etc.) to address many of the questions contained in the assessment. However, wherever you know of some documents that illustrate the responses given or are in some other way pertinent to a question please indicate the name and location of the document.

If you require more space for comments related to a self-assessment question please record them on a separate piece of paper with the question # clearly noted and return with the assessment form.

Please fax completed assessments to \_\_\_\_ at \_\_\_\_ by \_\_\_\_

Your individual responses will be kept strictly confidential. Thank you for your participation.

#### **Identification**

Respondent's name \_\_\_\_\_

Position \_\_\_\_\_

Contact information: Phone/e-mail \_\_\_\_\_

Date completed \_\_\_\_\_

#### **IUCN CIS Overview**

	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
IUCN CIS is highly effective at engaging CIS-based institutions in promoting the mission, programs and networks of IUCN	0	0	0	0	0

Comment: \_\_\_\_\_

\_\_\_\_\_

	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
IUCN CIS participates in a range of IUCN global and regional programs	0	0	0	0	0

Comment: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**Programming**

	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
IUCN CIS's projects and programs are relevant to the major concerns of the conservation community	0	0	0	0	0

Comment: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
Each project and program is based on an appropriate situational analysis – both within the CIS and in the regions	0	0	0	0	0

Comment: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
IUCN CIS's projects and programs are highly supported by members.	0	0	0	0	0

Comment: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
The projects and programs objectives reflect IUCN's core competencies (page 10 of the Quadrennial Programme)	0	0	0	0	0

Comment: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
Project and program objectives demonstrably contribute to the Key Result Areas detailed in the Quadrennial Plan	0	0	0	0	0

Comment: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
IUCN CIS's projects and programs reflect state of the art knowledge and techniques in the conservation field.	0	0	0	0	0

Comment: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
IUCN CIS's projects and programs are viewed by our stakeholders as generally effective.	0	0	0	0	0



Comment: \_\_\_\_\_  
 \_\_\_\_\_

**Financial Viability**

	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
IUCN CIS has generated the external funds needed to ensure a viable IUCN CIS office in the 1996-1999 triennial.	0	0	0	0	0

Comment: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
IUCN CIS's Business Plan has been successful in ensuring the short-term financial viability of the office	0	0	0	0	0

Comment: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
The IUCN CIS office has the potential to become financially self-sufficient	0	0	0	0	0

Comment: \_\_\_\_\_  
 \_\_\_\_\_

	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
IUCN CIS has a revenue development strategy and plan with goals and measurable objectives which is reviewed periodically and updated annually.	0	0	0	0	0

Comment: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**IUCN Membership**

	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
The activities, projects and programs of IUCN CIS are relevant to the needs of IUCN members	0	0	0	0	0

Comment: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
IUCN CIS has a clear understanding of the needs of its members.	0	0	0	0	0

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
IUCN CIS has an effective membership recruitment and retention strategy.	0	0	0	0	0

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	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
IUCN CIS communicates effectively with its members.	0	0	0	0	0

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	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
IUCN CIS adds value to its members' programs and activities.	0	0	0	0	0

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	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
IUCN CIS's services are increasingly demanded by its members.	0	0	0	0	0

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**STRATEGIC REVIEW: IUCN CIS  
HEADS OF THEMATIC PROGRAMS &  
COMMISSION FOCAL POINTS QUESTIONNAIRE**

IUCN is currently conducting a strategic review of IUCN CIS. As part of this review heads of IUCN's global thematic programs and Commission focal points are asked to take about 15 minutes to complete the following questionnaire in order to provide their perspective as a key part of the review.

Please email your completed questionnaire to [CISReview@iucn.org](mailto:CISReview@iucn.org) by Saturday, March 31st, 2001 or hand it to a Review Team member. If you have any questions concerning the review or this questionnaire please contact Tom Hammond at [teh@hq.iucn.org](mailto:teh@hq.iucn.org)

If any of your comments extend beyond the space provided please include them on a separate sheet of paper with the question number referred to clearly marked on each additional sheet.

Your individual responses will be kept strictly confidential. Thank you for your input to this review.

**Identification**

Name \_\_\_\_\_

Position \_\_\_\_\_

Organization \_\_\_\_\_

Contact information (Phone, e-mail) \_\_\_\_\_

Date \_\_\_\_\_

Do you work with the CIS Office? Yes / No \_\_\_\_\_

1.7 If yes, what is nature of your involvement? \_\_\_\_\_

**Programme and Management Performance**

	Very relevant	Somewhat relevant	Not very relevant	Not relevant at all	Do not know
How relevant are the IUCN CIS activities and projects to the work of your program?	θ	θ	θ	θ	θ

Comments on 2.1 \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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	Very Clear	Clear	Somewhat unclear	Very unclear	Do not know
How clear are the objectives of IUCN CIS to you?	0	0	0	0	0

Comments on 2.3 \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

	Very ineffective	Fairly ineffective	Fairly effective	Very effective	Do not know
How effective is IUCN CIS's leadership on conservation issues in your view?	0	0	0	0	0

Comments on 2.5 \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

	Very ineffectively	Fairly ineffectively	Fairly effectively	Very effectively	Do not know
How effectively is IUCN CIS managed?	0	0	0	0	0

Comments on 2.7 \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

	No emphasis	Little emphasis	Adequate emphasis	Significant emphasis	Do not know
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How much emphasis does IUCN CIS place on the quality of the service it provides to your thematic program?

0 0 0 0 0

Comments on 2.9 \_\_\_\_\_

\_\_\_\_\_

Not innovative at all      Somewhat innovative      Fairly innovative      Very innovative      Do not know

How innovative is IUCN CIS perceived to be in its approach to working with other IUCN programmes?

0 0 0 0 0

Comments on 2.11 \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

No value      Little value      Adequate value      Significant value      Do not know

How much value has IUCN CIS added to your global program and activities?

0 0 0 0 0

Comments on 2.13 \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Not all representative      Not very representative      Fairly representative      Very representative      Do not know

How representative of the conservation community is IUCN CIS membership?

0 0 0 0 0

Comments on 2.15 \_\_\_\_\_

\_\_\_\_\_

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**How important is each of the following to ensuring IUCN CIS success?**

	Not at all important	Slightly important	Important	Very important	Of utmost importance
A strong emphasis on innovation in conservation activities.	0	0	0	0	0

Comments on 2.17 \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

	Not at all important	Slightly important	Important	Very important	Of utmost importance
Superior delivery of service in projects and programs	0	0	0	0	0

Comments on 2.19 \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

	Not at all important	Slightly important	Important	Very important	Of utmost importance
Significant linkages with global thematic programs.	0	0	0	0	0

Comments on 2.21 \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

	Not at all important	Slightly important	important	Very important	Of utmost importance
Clear organizational vision.	0	0	0	0	0



Comments on 2.23 \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

	Not at all important	Slightly important	important	Very important	Of utmost importance
Strong organizational values.	0	0	0	0	0

Comments on 2.25 \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

What do you feel are the strengths of IUCN CIS?

\_\_\_\_\_  
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What do you feel are the weaknesses of IUCN CIS?

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Are there any other comments you would like to add that you think may be relevant to our strategic review?

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***Thank you for your cooperation.***

## IUCN STRATEGIC REVIEW: CIS OFFICE MEMBER QUESTIONNAIRE

IUCN Senior Management Team have required that a series of Strategic Reviews be carried out in early 2001 for the purpose of reviewing the rationale, effectiveness and financial viability of a selected number of IUCN offices and programs. The IUCN CIS Office is among the first set of Reviews.

Please fax your completed questionnaire back to \_\_\_\_\_ by \_\_\_\_\_. If you have any questions concerning the review or this questionnaire please contact \_\_\_\_\_ at \_\_\_\_\_@iucn.org

If any of your comments extend beyond the space provided please include them on a separate sheet of paper with the question number referred to clearly marked on each additional sheet.

Thank you for your input to this review.

### Identification

Name \_\_\_\_\_

Position \_\_\_\_\_

Organization \_\_\_\_\_

Contact information (Phone, e-mail) \_\_\_\_\_

Date \_\_\_\_\_

### Performance

	Very relevant	Somewhat relevant	Not very relevant	Not relevant at all	Do not know
How relevant are IUCN CIS's activities and projects to the work of your organization?	0	0	0	0	0

Comments on 2.1 \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

	Very Clear	Clear	Somewhat unclear	Very unclear	Do not know
How clear is IUCN CIS's mandate to you?	0	0	0	0	0

Comments on 2.3 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

	Very effective	Somewhat effective	Somewhat ineffective	Very ineffective	Do not know
In your view, how effective is IUCN CIS's leadership on conservation issues?	0	0	0	0	0

Comments on 2.5 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

	Very effectively	Somewhat effectively	Somewhat ineffectively	Very ineffectively	Do not know
How effectively is IUCN CIS managed?	0	0	0	0	0

Comments on 2.9 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

	No emphasis	Little emphasis	Adequate emphasis	Significant emphasis	Do not know
How much emphasis does IUCN CIS place on the quality of the service it provides and projects it undertakes?	0	0	0	0	0

Comments on 2.9 \_\_\_\_\_

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	Very innovative	Somewhat innovative	Not innovative	Do not know
How innovative is IUCN CIS perceived to be in its approach to working with members?	0	0	0	0

Comments on 2.11 \_\_\_\_\_

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	Significant value	Adequate value	Little value	No value	Do not know
In your view, how much value does IUCN CIS add to its members' programs and activities?	0	0	0	0	0

Comments on 2.13 \_\_\_\_\_

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	Very effective	Somewhat effective	Some what ineffective	Very ineffective	Do not know
How effective is IUCN CIS in retaining members?	0	0	0	0	0

Comments on 2.15 \_\_\_\_\_

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	Very representative	Fairly representative	Not very representative	Not all representative	Do not know
How representative of the CIS Conservation community is IUCN CIS's membership	0	0	0	0	0

Comments on 2.17 \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

**How important is each of the following to ensuring IUCN CIS's success?**

	Not at all important	Slightly important	Important	Very important	Of utmost importance
A strong emphasis on innovation in conservation activities.	0	0	0	0	0

Comments on 2.19 \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

	Not at all important	Slightly important	important	Very important	Of utmost importance
Superior delivery of service in projects and programs	0	0	0	0	0

Comments on 2.21 \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

	Not at all important	Slightly important	important	Very important	Of utmost importance
Significant support to member organizations.	0	0	0	0	0

Comments on 2.23 \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

	Not at all important	Slightly important	important	Very important	Of utmost importance
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Clear organizational vision.

0 0 0 0 0

Comments on 2.25 \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Not at all      Slightly      important      Very      Of utmost  
important      important

Strong organizational values.

0 0 0 0 0

Comments on 2.27 \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

What do you feel are IUCN CIS's strengths?

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What do you feel are IUCN CIS's weaknesses?

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## **IUCN STRATEGIC REVIEW: CIS DONOR INTERVIEW GUIDE**

IUCN CIS is currently conducting a strategic review in order to build the organization's capacity and improve its services. We are asking that IUCN CIS donors take about 30 minutes to participate in an interview as part of this review. As a donor your input is a key component of the review and we thank you in advance for your time.

All individual responses will be kept strictly confidential.

### **Identification**

Name of person interviewed \_\_\_\_\_

Position \_\_\_\_\_

Organization \_\_\_\_\_

Contact information (phone/e-mail) \_\_\_\_\_

Interviewed by \_\_\_\_\_

Date \_\_\_\_\_

### **Performance of IUCN CIS**

	Not clear at all	Needs some clarification for me	Adequately clear	Very clear	Do not know
How clear is IUCN CIS's mandate to you?	θ	θ	θ	θ	θ

Comments on 2.1 \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

	Poorly aligned	Adequately aligned	Well aligned	Do not know
To what extent is IUCN CIS's mandate aligned with your organization's direction?	θ	θ	θ	θ

Comments on 2.3 \_\_\_\_\_

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	Generally low	Generally adequate	Generally high	Do not know
How high is the caliber of IUCN CIS's staff?	0	0	0	0

Comments on 2.5 -----  
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	Low emphasis	Adequate emphasis	High emphasis	Do not know
How much emphasis does IUCN CIS place on the quality of service that it provides?	0	0	0	0

Comments on 2.7 -----  
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	Slowly	Adequately	Very quickly	Do not know
How quickly does IUCN CIS respond to your requests?	0	0	0	0

Comments on 2.9 -----  
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	Poorly managed	Adequately managed	Well managed	Do not know
How well managed is IUCN CIS?	0	0	0	0

Comments on 2.11 -----

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	Do not meet our expectations	Meet our expectations	Exceed our expectations	Do not know
How well do IUCN CIS's reports meet your requirements?	0	0	0	0

Comments on 2.13 -----  
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	Plans poorly	Plans adequately	Plans well	Do not know
How well does IUCN CIS plan its projects?	0	0	0	0

Comments on 2.15 -----  
-----  
-----

	Poorly	Adequately	Well	Do not know
How well does IUCN CIS monitor and evaluate its projects?	0	0	0	0

Comments on 2.17 -----  
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	Not innovative	Fairly innovative	Very innovative	Do not know
How innovative is IUCN CIS in its approach conservation issues?	0	0	0	0

Comments on 2.19 -----

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	Poor value	Adequate value	Good value	Do not know
How much value does IUCN CIS provide for the funds granted by your organization?	0	0	0	0

Comments on 2.21 -----  
 -----  
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**Issues and IUCN CIS's success**

	Not important at all	Slightly important	Important	Very important	Do not know
How important is having a strong emphasis on innovation to ensuring IUCN CIS's success?	0	0	0	0	0

What suggestions, if any, would you give IUCN CIS to improve itself in this regard? -----  
 -----  
 -----

	Not important at all	Slightly important	Important	Very important	Do not know
How important is providing superior delivery of service to ensuring IUCN CIS's success?	0	0	0	0	0

What suggestions, if any, would you give IUCN CIS to improve itself in this regard? -----  
 -----  
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Not important at all	Slightly important	Important	Very important	Do not know
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How important is having a significant impact on other conservation organizations across the CIS to ensuring IUCN CIS's success?

0                      0                      0                      0                      0

What suggestions, if any, would you give IUCN CIS to improve itself in this regard? \_\_\_\_\_

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Not important at all	Slightly important	Important	Very important	Do not know
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How important is having a clear organizational vision to ensuring IUCN CIS's success?

0                      0                      0                      0                      0

What suggestions, if any, would you give IUCN CIS to improve itself in this regard? \_\_\_\_\_

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Not important at all	Slightly important	Important	Very important	Do not know
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How important is having strong organizational values to ensuring IUCN CIS's success?

0                      0                      0                      0                      0

What suggestions, if any, would you give IUCN CIS to improve itself in this regard? \_\_\_\_\_

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**Funding environment**

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Increase	Remaining at current levels	Decrease	Do not know
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As you know, IUCN CIS delivers conservation and sustainable use programs in a variety of geographic and thematic areas. Do you think that the level of available funding for these types of projects from your organization is likely to increase, remain at current levels or decrease over the next five years?.

0 0 0 0

Comments on 4.1 \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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Increase	Remaining at current levels	Decrease	Do not know
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Do you think that the level of available funding for these types of projects from other funding agencies in the CIS is likely to increase, remain at current levels or decrease over the next five years?

0 0 0 0

Comments on 4.3 \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**IUCN CIS and your experience**

I would like to ask you a couple of more general questions related to your experience with IUCN CIS. Any anecdotes or specific descriptions of your experience with IUCN CIS are especially encouraged. All comments will of course be kept anonymous.

What do you feel are IUCN CIS's strengths? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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What are IUCN CIS's weaknesses? \_\_\_\_\_

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Excellent	Good	Fair	Poor	Do not know
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In your opinion, how well does IUCN CIS rate overall in comparison with other organizations that you fund?

0                      0                      0                      0                      0

Are there any other comments you would like to make that you think would be relevant to this review?\_\_

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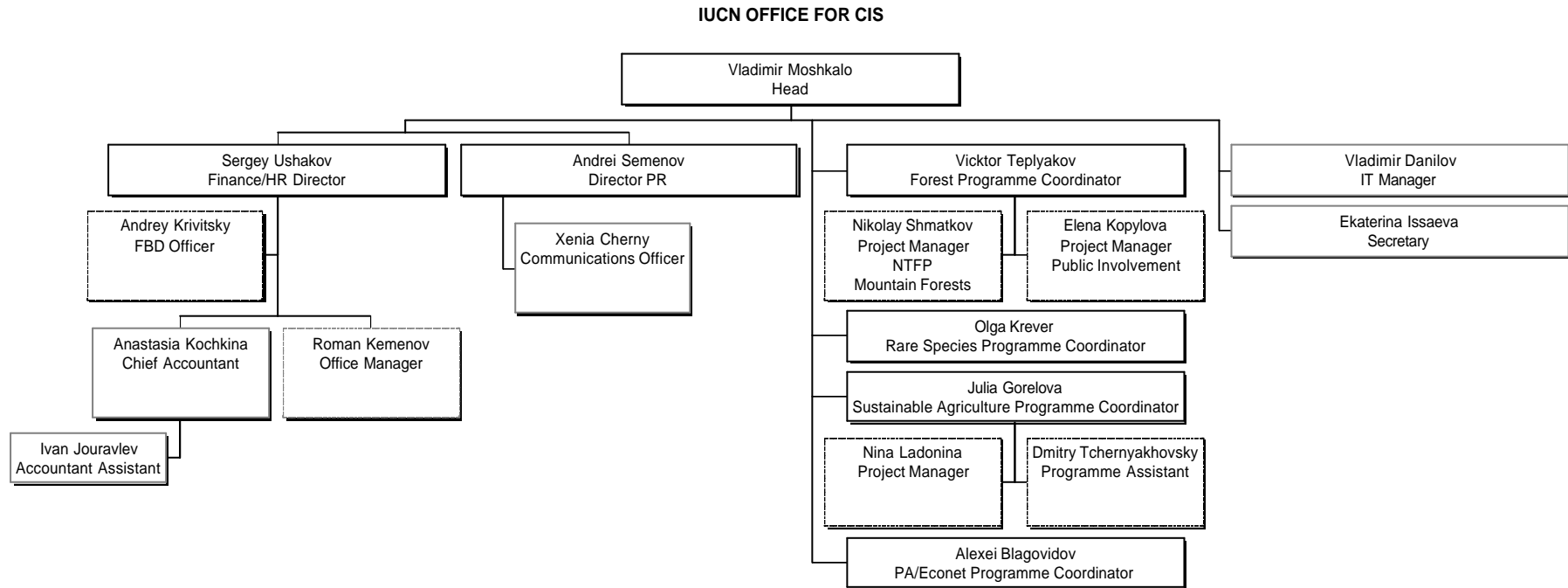
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***Thank you for your cooperation***

**ANNEX 3**

**IUCN - CIS OFFICE ORGANOGRAM**





## ANNEX 4 PEOPLE CONSULTED

### IUCN - CIS Office Staff

Alexei Blagovidov  
Xenya Cherny  
Vladimir Danilov  
Julia Gorelova  
Ekaterina Issaeva  
Ivan Jouravlev  
Roman Kemenov  
Anastasia Kochkina  
Elena Kopylova  
Olga Krever  
Andrey Krivitsky  
Nina Ladonina  
Vladimir Moshkalo  
Andrei Semenov  
Nikolay Shmatkov  
Dmitry Tchernyakhovsky  
Victor Teplyakov  
Sergey Ushakov

### Members

Amirkhan Amirkhanov - Russian Federation  
Ministry of Natural Resources and former  
Councillor  
Alexei Andreev - BIOTICA Ecological Society  
Moldova  
Ivan Barishpol - All Russian Society for  
Conservation of Nature - Moscow  
Natalia Danilina - Environmental Education Centre  
"Zapovedniks", Moscow  
Roman Jashenko - Tethys Scientific Society -  
Kazakhstan  
Anatoly Kovshar - Kazhakstan Central Asian  
Zoological Society  
Alexander Kulikov - The Wildlife Foundation,  
Khabarovsk Krai  
Elena Mukhina - Uzbekistan Zoological Society  
Emil Shukurov - Ecological Movement of  
Kyrgyzstan "Aleyne"  
Vladimir Zakharov - Centre of Russian  
Environmental Policy -  
Moscow  
Alexei Zimenko - Biodiversity Conservation Centre  
- Moscow

### IUCN - HQ Staff

Veronique Lavorel  
Sue Mainka  
Jeff McNeely  
Francis Parakatil  
Jean-Yves Piro  
Simon Rietbergen  
David Sheppard  
Simon Stuart  
Frank Vorhies

### IUCN - Canada

Andrew Deutz

### IUCN - ERO

Liz Hopkins

### Councillor

Alexey Yablokov - Councillor

### Donors

Jan Jaap Hooft - Royal Netherlands Embassy  
Diana Merlini - Canadian International  
Development Agency (CIDA)

### Partners

Igor Chestin - WWF - RPO  
Alexander Gudyma - UNEP, Moscow  
Peter Newton - UNDP - Russia Country Office  
Vladimir Tsirkunov - The World Bank, Moscow

## ANNEX 5

### DOCUMENTATION CONSULTED

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## ANNEX 6

## QUESTIONNAIRE RESPONSE SUMMARIES

### IUCN - CIS STAFF SELF-ASSESSMENT QUESTIONNAIRE

QUESTION	Strongly disagree	Disagree	Agree	Strongly agree	Do not know
2.1 IUCN CIS is highly effective at engaging CIS-based institutions in promoting the mission, programmes and networks of IUCN.	0	1	4	12	0
2.3 IUCN CIS participates in a range of IUCN global and regional programmes	0	0	5	12	0
3.1 IUCN CIS's projects and programmes are relevant to the major concerns of the conservation community	0	0	7	8	2
3.3 Each project and programme is based on an appropriate situation analysis - both within the CIS and in the regions	0	0	7	9	1
3.5 IUCN CIS's projects and programmes are highly supported by members	0	1	7	7	2
3.7 The projects and programme objectives reflect IUCN's core competencies	0	0	4	10	3
3.9 Project and programme objectives demonstrably contribute to the Key Result Areas detailed in the Quadrennial Plan	0	0	7	9	1
3.11 IUCN CIS's projects and programmes reflect state of the art knowledge and techniques in the conservation field	0	0	3	12	2
3.13 IUCN CIS's projects and programmes are viewed by our stakeholders as generally effective	0	0	6	5	5
4.1 IUCN CIS has generated the external funds needed to ensure a viable IUCN CIS office in the 1996-1999 triennial	0	0	4	12	1
4.3 IUCN CIS's Business Plan has been successful in ensuring the short-term financial viability of the office	0	0	14	1	2
4.5 The IUCN CIS office has the potential to become financially self-sufficient	0	0	11	6	0
4.7 IUCN CIS has a revenue development strategy and plan with goals and measurable objectives, which is reviewed periodically and updated annually	0	0	9	4	4
5.1 The activities, projects and programmes of IUCN CIS are relevant to the needs of IUCN members	0	0	15	1	1
5.3 IUCN CIS has a clear understanding of the needs of its members	0	0	10	5	2
5.5 IUCN CIS has an effective membership recruitment and retention strategy	0	1	9	6	1
5.7 IUCN CIS communicates effectively with its members	0	3	7	7	0
5.9 IUCN CIS adds value to its members' programmes and activities	0	0	12	3	1
5.11 IUCN CIS's services are increasingly demanded by its members	0	0	5	9	2

## IUCN CIS MEMBER QUESTIONNAIRE

QUESTION	Very relevant	Somewhat relevant	Not very relevant	Not relevant at all	Do not know
2.1 How relevant are IUCN CIS's activities and projects to the work of your organization?	2	6	2	0	0
	Very clear	Clear	Somewhat unclear	Very unclear	Do not know
2.3 How clear is IUCN CIS's mandate to you?	2	3	5	0	0
	Very effective	Somewhat effective	Somewhat ineffective	Very ineffective	Do not know
2.5 In your view, how effective is IUCN CIS's leadership on conservation issues?	0	8	2	0	0
	Very effectively	Somewhat effectively	Somewhat ineffectively	Very ineffectively	Do not know
2.7 How effectively is IUCN CIS managed?	0	7	1	0	2
	No emphasis	Little emphasis	Adequate emphasis	Significant emphasis	Do not know
2.9 How much emphasis does IUCN CIS place on the quality of the service it provides and projects it undertakes?	0	4	4	1	1
	Very innovative	Somewhat innovative	Not innovative	Do not know	-
2.11 How innovative is IUCN CIS perceived to be in its approach to working with members?	0	6	3	1	-
	Significant value	Adequate value	Little value	No value	Do not know
2.13 In your view, how much value does IUCN CIS add to its members' programmes and activities?	1	6	2	1	0
	Very effective	Somewhat effective	Somewhat ineffective	Very ineffective	Do not know
2.15 How effective is IUCN CIS in retaining members?	0	7	0	0	3
	Very representative	Fairly representative	Not very representative	Not at all representative	Do not know
2.17 How representative of the CIS conservation community is IUCN CIS's membership?	1	3	4	1	1
<b>How important is each of the following to ensuring IUCN CIS's success?</b>	<b>Not at all important</b>	<b>Slightly important</b>	<b>Important</b>	<b>Very important</b>	<b>Of utmost importance</b>
2.19 A strong emphasis on innovation in conservation activities?	0	3	4	3	0
2.21 Superior delivery of service in projects and programmes?	0	2	2	6	0
2.23 Significant support to member organizations?	0	1	2	5	2
2.25 Clear organizational vision?	2	1	5	1	1
2.27 Strong organizational values?	0	1	6	2	1

## **HEADS OF THEMATIC PROGRAMMES AND COMMISSION FOCAL POINTS QUESTIONNAIRE RESPONSES**

QUESTION	Very relevant	Somewhat relevant	Not very relevant	Not relevant at all	Do not know
2.1 How relevant are the IUCN CIS activities and projects to the work of your programme?	1 Very clear	4 Clear	1 Somewhat unclear	1 Very unclear	Do not know
2.3 How clear are the objectives of IUCN CIS to you?	1	1	5		
	Very ineffective	Fairly ineffective	Fairly effective	Very effective	Do not know
2.5 How effective is IUCN CIS's leadership on conservation issues in your view?		4	3		
	Very ineffectively	Fairly ineffectively	Fairly effectively	Very effectively	Do not know
2.7 How effectively is IUCN CIS managed?		2	2		3
	No emphasis	Little emphasis	Adequate emphasis	Significant emphasis	Do not know
2.9 How much emphasis does IUCN CIS place on the quality of the service it provides to your thematic programme?	1	3	1		2
	Not innovative at all	Somewhat innovative	Fairly innovative	Very innovative	Do not know
2.11 How innovative is IUCN CIS perceive to be in its approach to working with other IUCN programmes?	4	2	1		
	No value	Little value	Adequate value	Significant value	Do not know
2.13 How much value has IUCN CIS added to your global programme and activities?	2	3	1		1
	Not at all representative	Not very representative	Fairly representative	Very representative	Do not know
2.15 How representative of the conservation community is IUCN CIS membership?		3	1		3
<b>How important is each of the following to ensuring IUCN CIS success?</b>	Not at all important	Slightly important	Important	Very important	Of utmost importance
2.17 A strong emphasis on innovation in conservation activities.			1	5	1
2.19 Superior delivery of service in projects and programmes.			3	4	
2.21 Significant linkages with global thematic programmes.		1	1	3	2
2.23 Clear organizational vision.			2	5	
2.25 Strong organizational values.			3	4	

## DONOR QUESTIONNAIRE

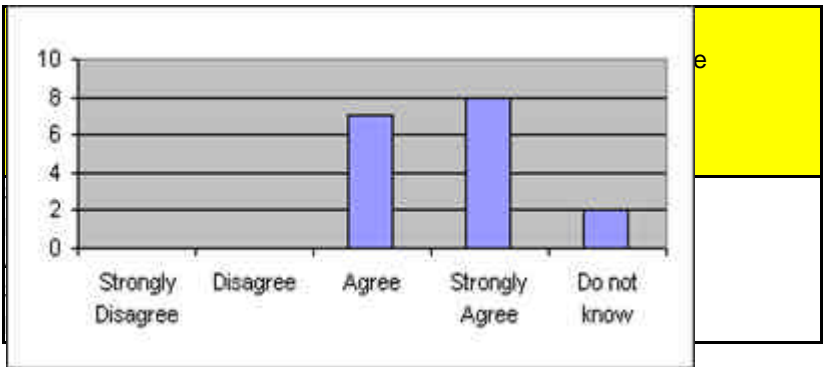
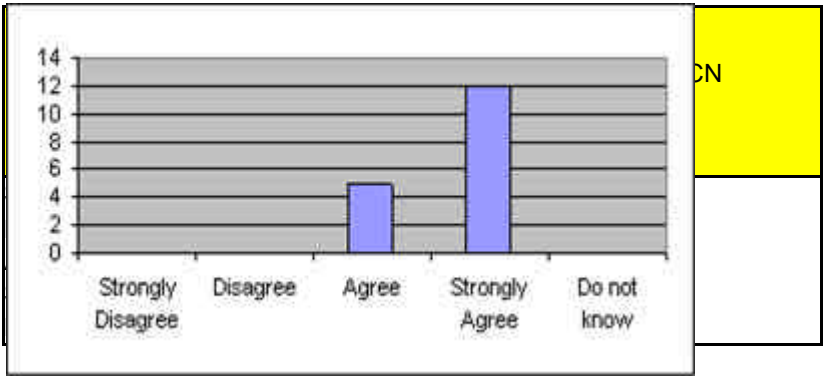
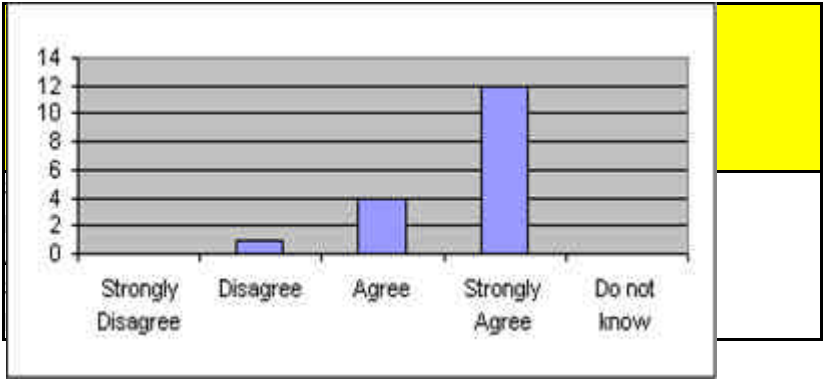
QUESTION	Not clear at all	Needs some clarification for me	Adequately clear	Very clear	Do not know
2.1 How clear is IUCN CIS's mandate to you?	<b>Poorly aligned</b>	<b>Adequately aligned</b>	<b>1 Well aligned</b>	<b>Do not know</b>	-
2.3 To what extent is IUCN CIS's mandate aligned with your organization's direction?	<b>Generally low</b>	<b>Generally adequate</b>	<b>1 Generally high</b>	<b>Do not know</b>	-
2.5 How high is the caliber of IUCN CIS's staff?	<b>Low emphasis</b>	<b>Adequate emphasis</b>	<b>1 High emphasis</b>	<b>Do not know</b>	-
2.7 How much emphasis does IUCN CIS place on the quality of service that it provides?	<b>Slowly</b>	<b>Adequately</b>	<b>1 Very quickly</b>	<b>Do not know</b>	-
2.9 How quickly does IUCN CIS respond to your requests?	<b>Poorly managed</b>	<b>Adequately managed</b>	<b>1 Well managed</b>	<b>Do not know</b>	-
2.11 How well managed is IUCN CIS?	<b>Do not meet our expectations</b>	<b>Meet our expectations</b>	<b>1 Exceed our expectations</b>	<b>Do not know</b>	-
2.13 How well do IUCN CIS's reports meet your requirements?	<b>Plans poorly</b>	<b>1 Plans adequately</b>	<b>Plans well</b>	<b>Do not know</b>	-
2.15 How well does IUCN CIS plan its projects?	<b>Poorly</b>	<b>Adequately</b>	<b>1 Well</b>	<b>Do not know</b>	-
2.17 How well does IUCN CIS monitor and evaluate its projects?	<b>Not innovative</b>	<b>Fairly innovative</b>	<b>1 Very innovative</b>	<b>Do not know</b>	-
2.19 How innovative is IUCN CIS in its approach to conservation issues?	<b>Poor value</b>	<b>Adequate value</b>	<b>1 Good value</b>	<b>Do not know</b>	-
2.21 How much value does IUCN CIS provide for the funds granted by your organization?	<b>Not important at all</b>	<b>Slightly important</b>	<b>Important</b>	<b>Very important</b>	<b>Do not know</b>
3.1 How important is having a strong emphasis on innovation to ensuring IUCN CIS's success?			<b>1</b>		
3.3 How important is providing superior delivery of service to ensuring IUCN CIS's success?			<b>1</b>		
3.5 How important is having a significant impact on other conservation organizations across the CIS to ensuring IUCN CIS's success?			<b>1</b>		
3.7 How important is having a clear organizational vision to ensuring IUCN CIS's success?			<b>1</b>		

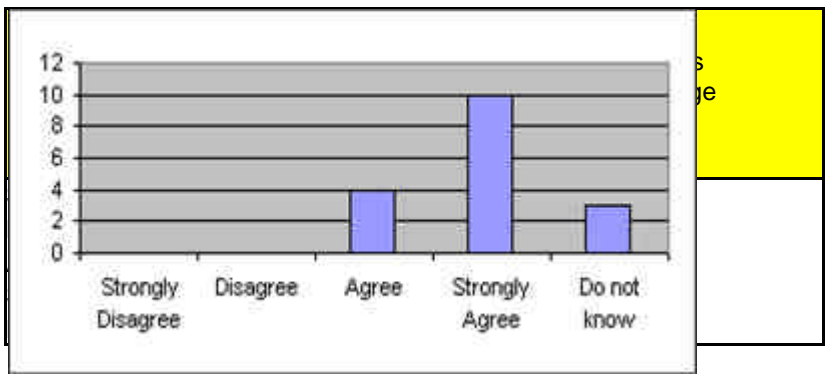
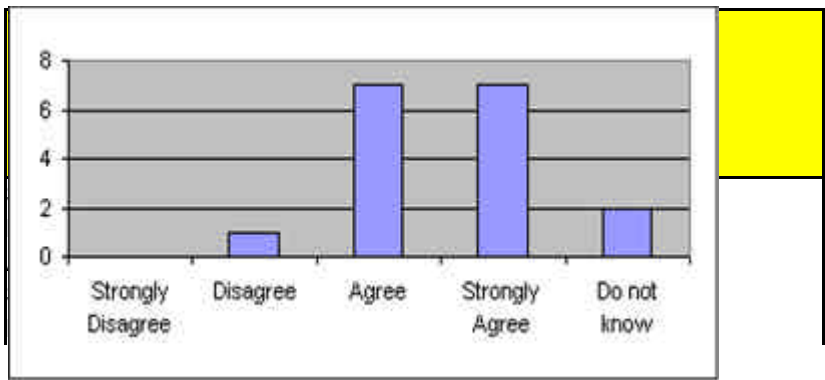
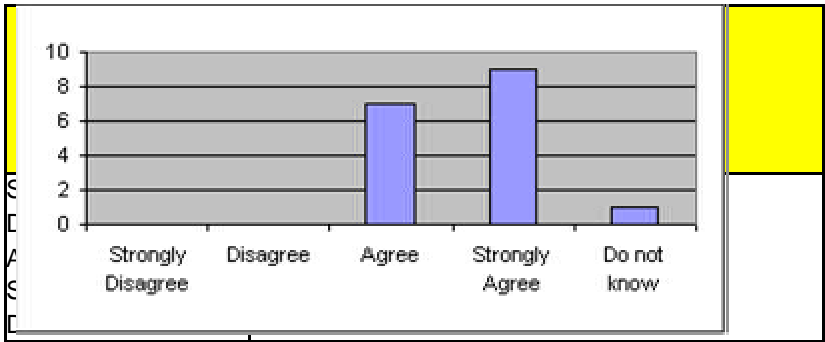
3.9 How important is having strong organizational values to ensuring IUCN CIS's success?	<b>Increase</b>	<b>Remain at current levels</b>	<b>Decrease</b>	<b>1</b> <b>Do not know</b>	<b>-</b>
4.1 As you know, IUCN CIS delivers conservation and sustainable use programmes in a variety of geographic and thematic areas. Do you think that the level of available funding for these types of projects from your organization is likely to increase, remain at current levels or decrease over the next five years?		<b>1</b>			
	<b>Increase</b>	<b>Remain at current levels</b>	<b>Decrease</b>	<b>Do not know</b>	<b>-</b>
4.3 Do you think that the level of available funding for these types of projects from other funding agencies in the CIS is likely to increase, remain at current levels or decrease over the next five years?	<b>1</b>				
	<b>Excellent</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Do not know</b>
5.3 In your opinion, how well does IUCN CIS rate overall in comparison with other organizations that you fund?	<b>1</b>				

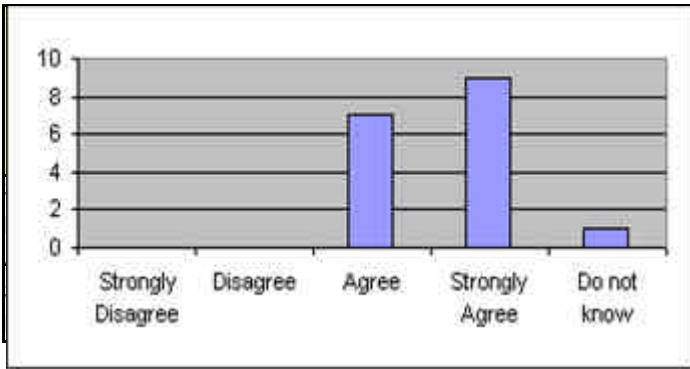
\* One other donor was interviewed but did not submit a completed questionnaire response.



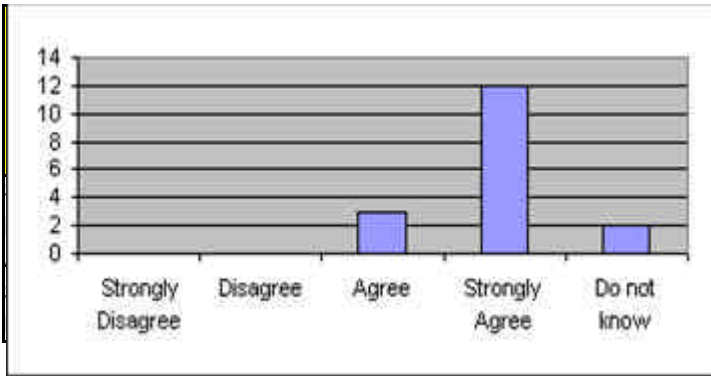
**DATA ILLUSTRATION OF STAFF QUESTIONNAIRE RESPONSES**



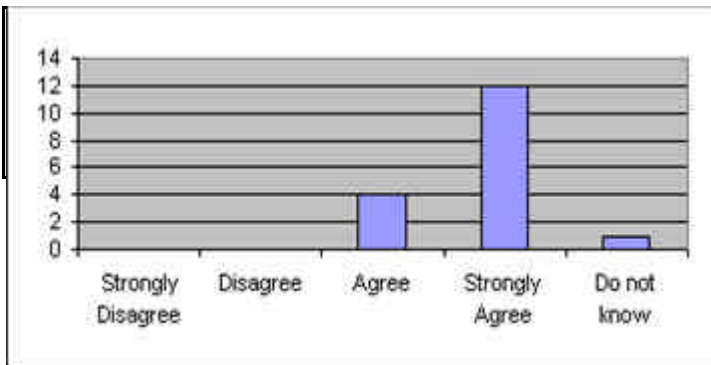
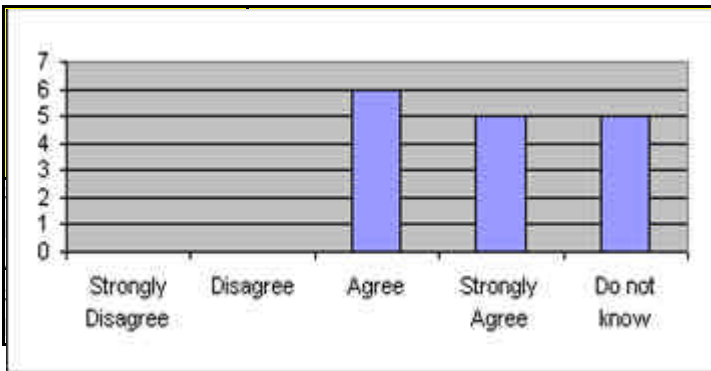




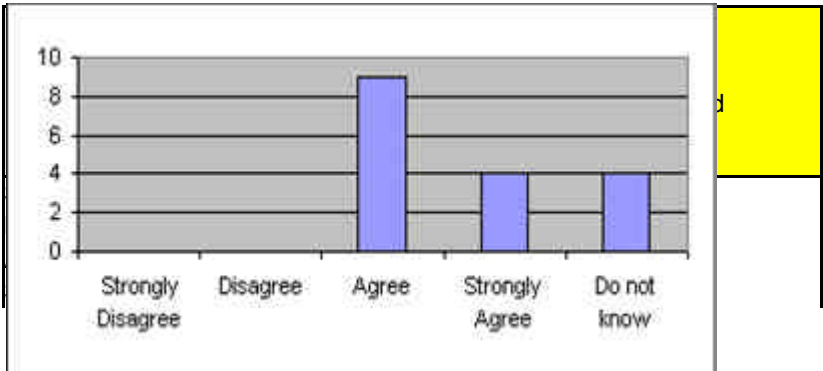
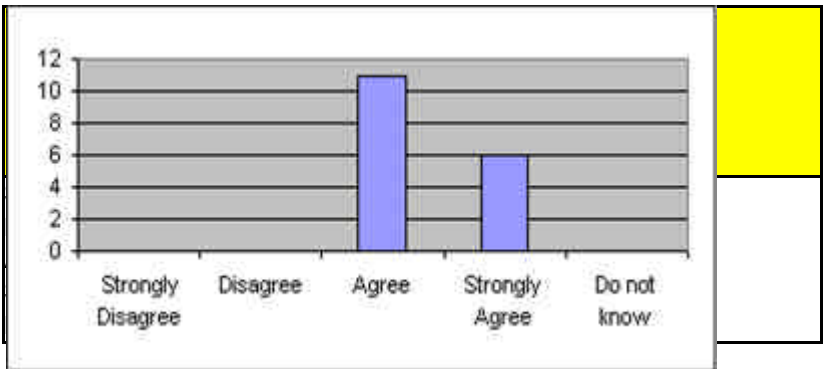
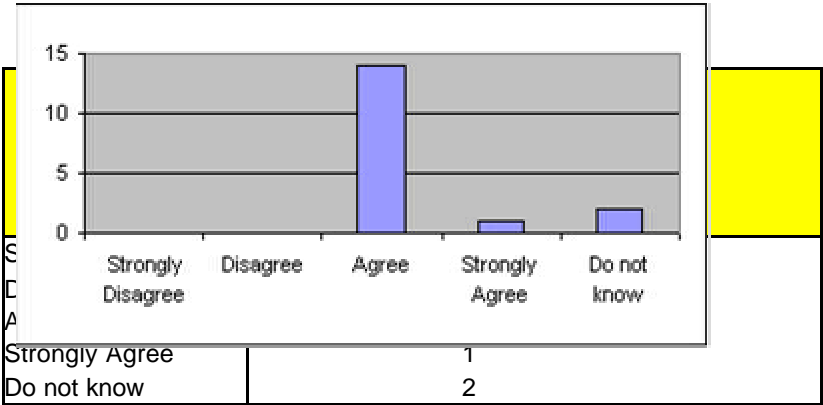
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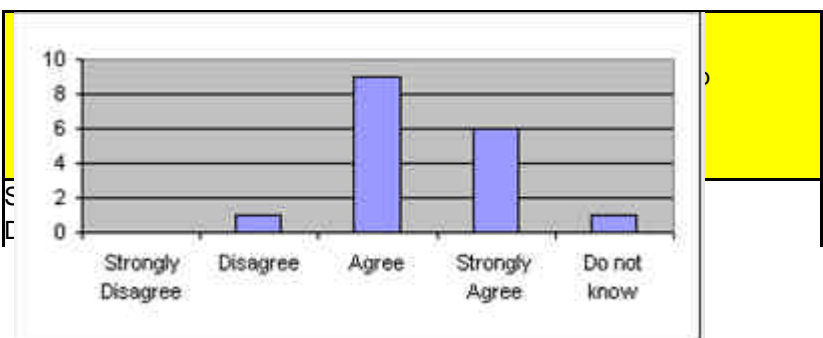
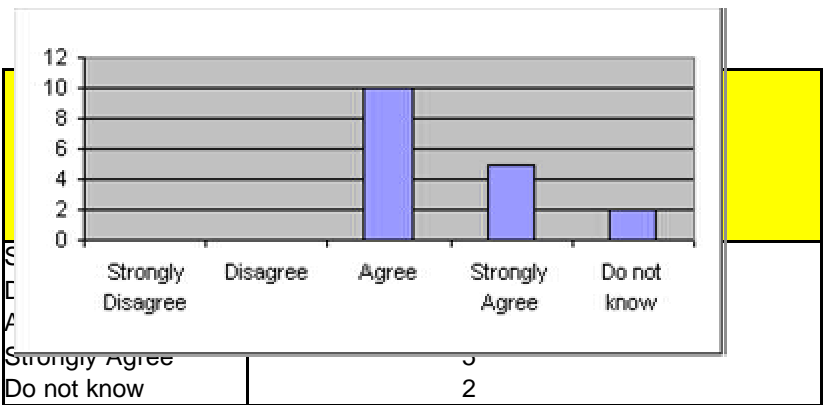
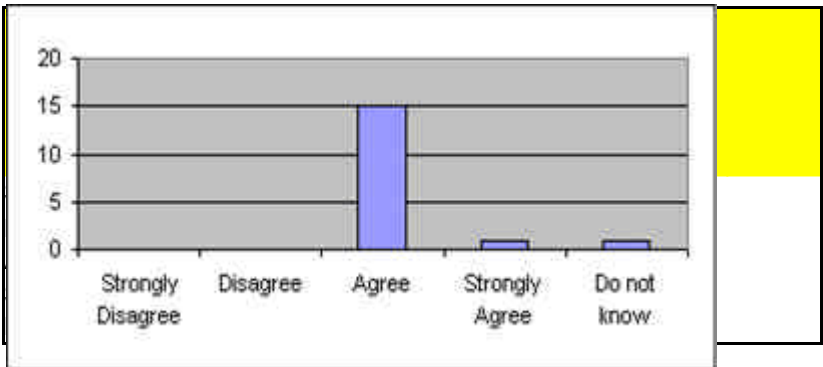
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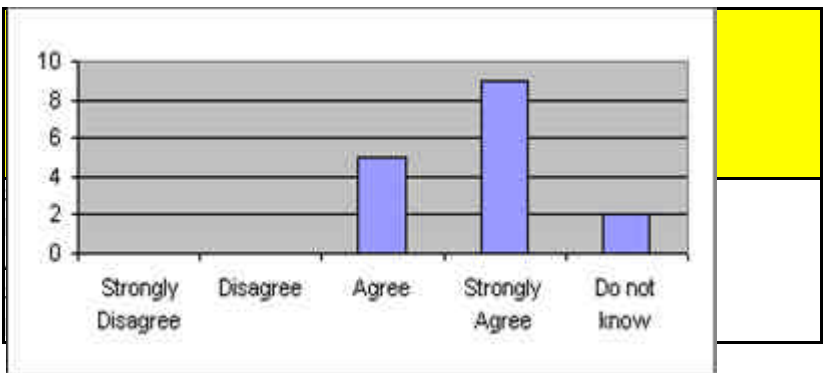
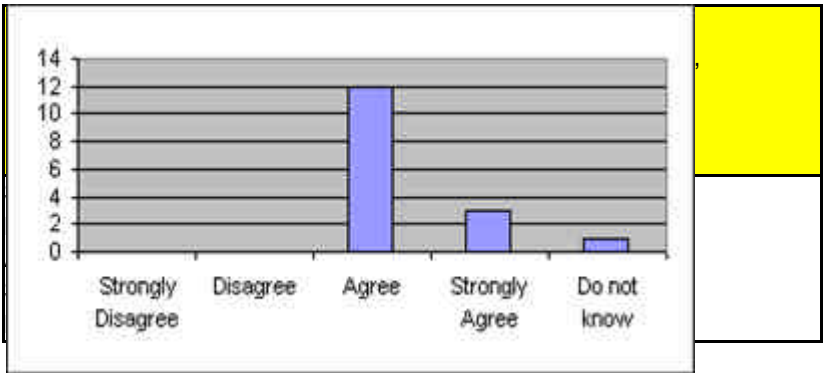
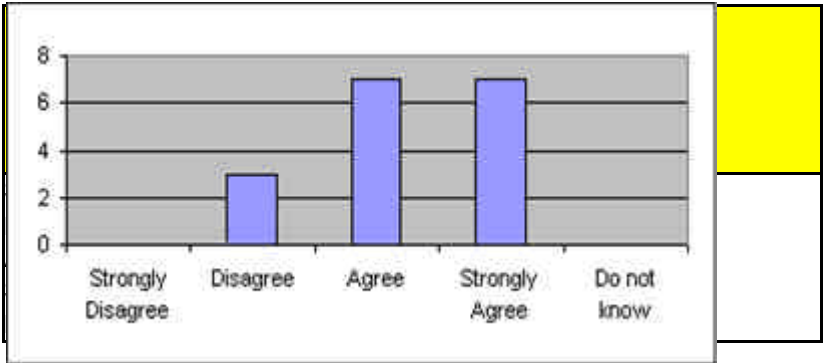
Strongly Disagree	0
Disagree	0
Agree	4
Strongly Agree	12
Do not know	1



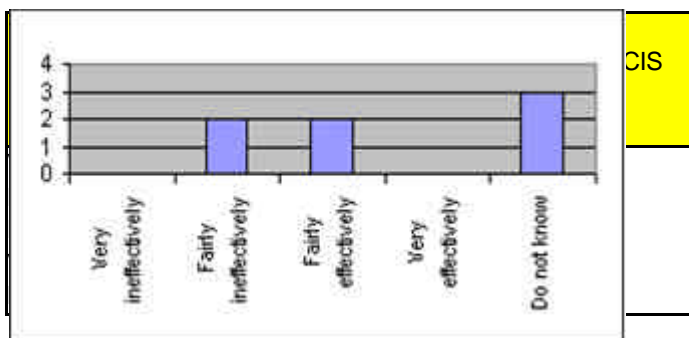
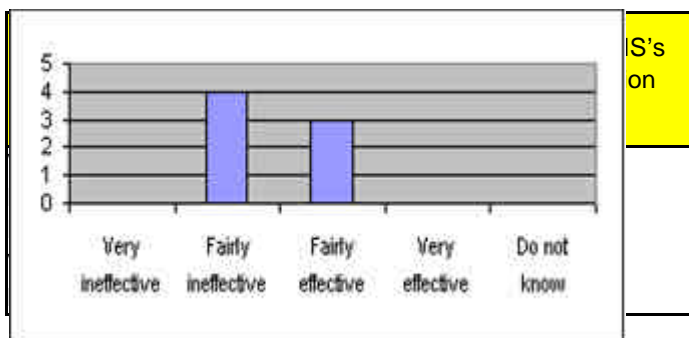
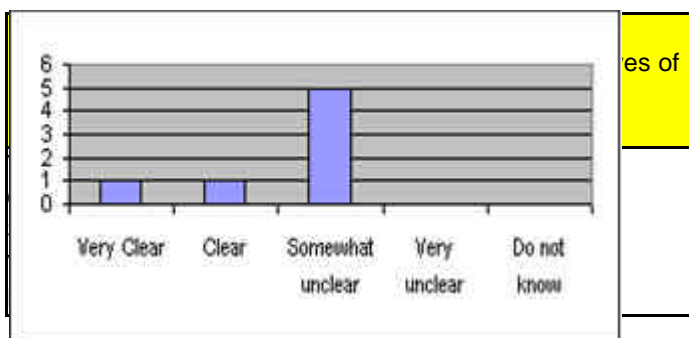
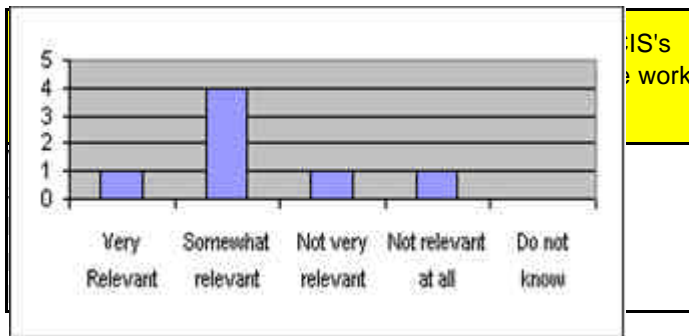
Do not know	4
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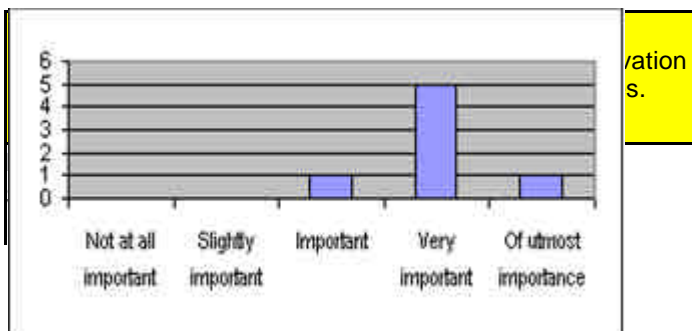
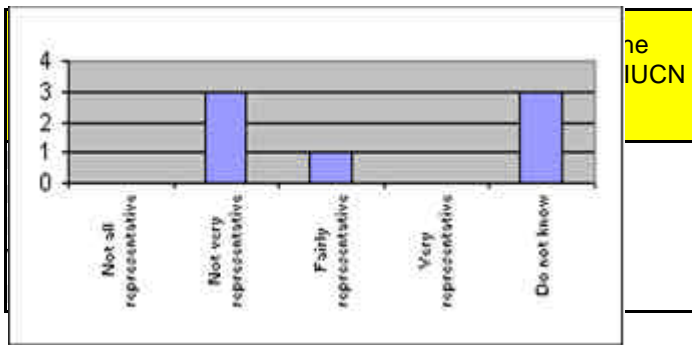
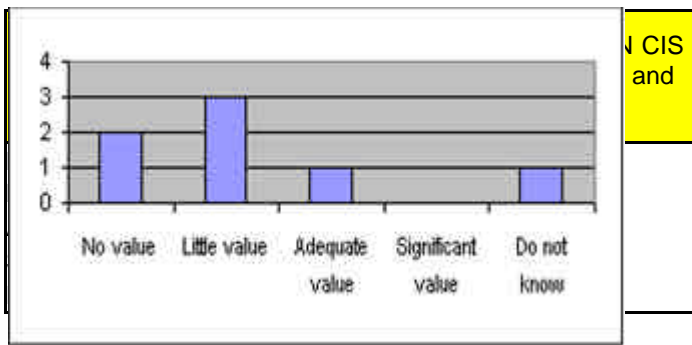
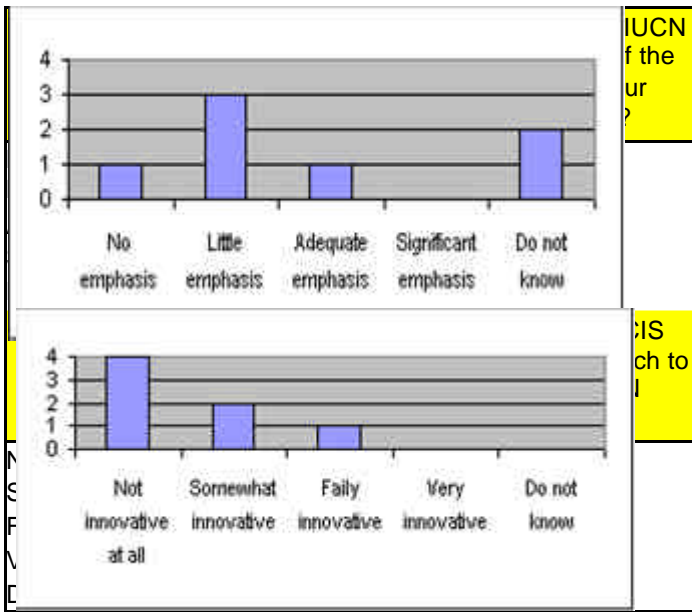


Agree	9
Strongly Agree	6
Do not know	1



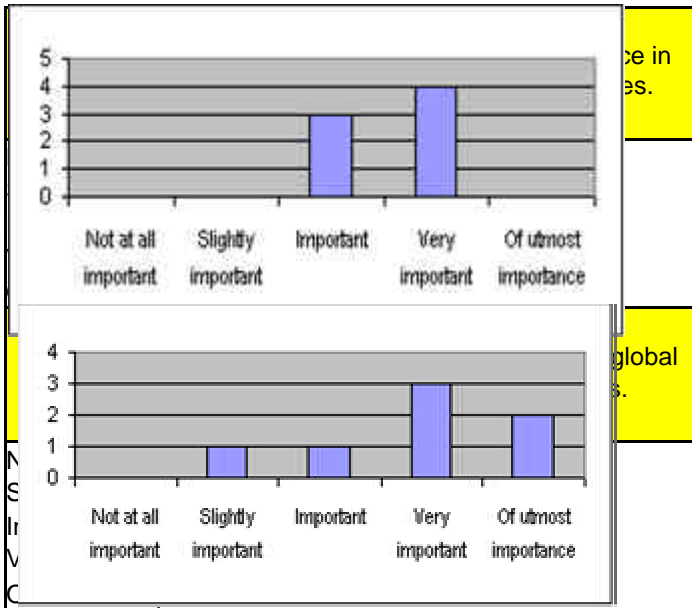
**DATA ILLUSTRATION OF THEMATIC PROGRAMME HEAD QUESTIONNAIRE RESPONSES**





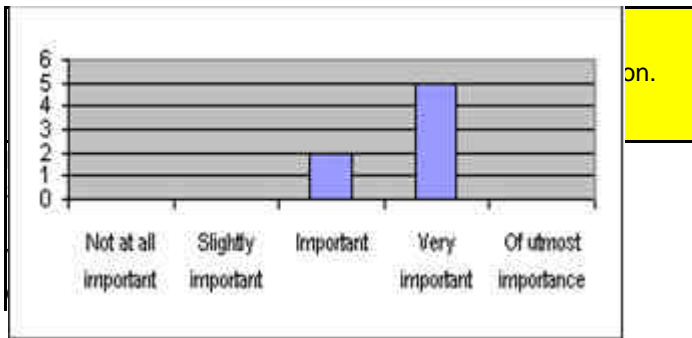


Very important	5
Of utmost importance	1

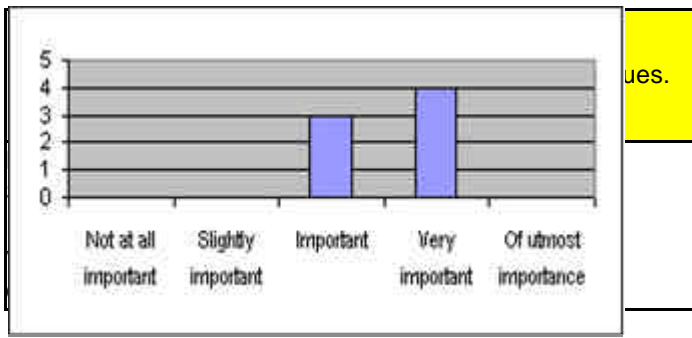


importance in  
as.

global  
s.

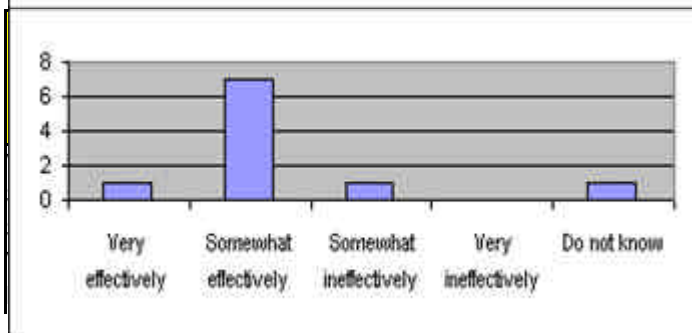
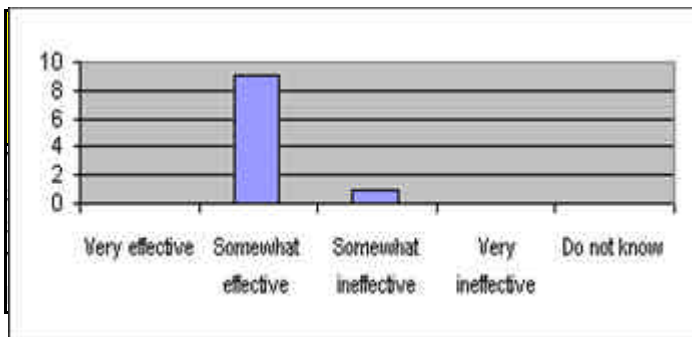
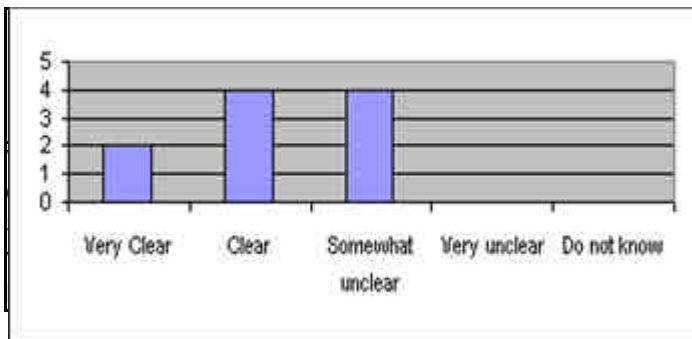
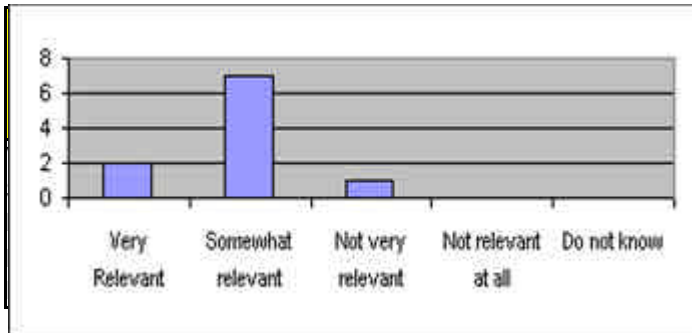


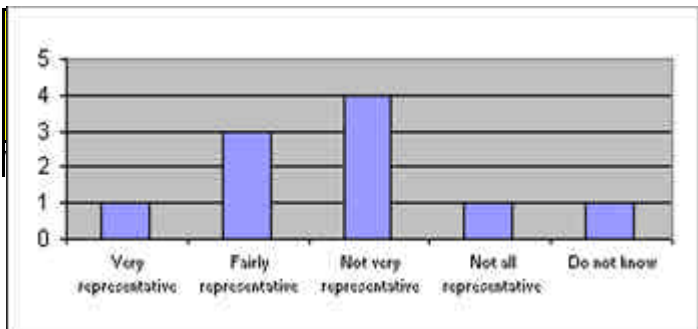
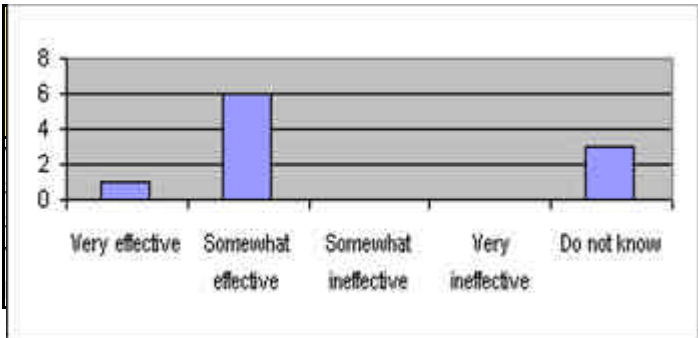
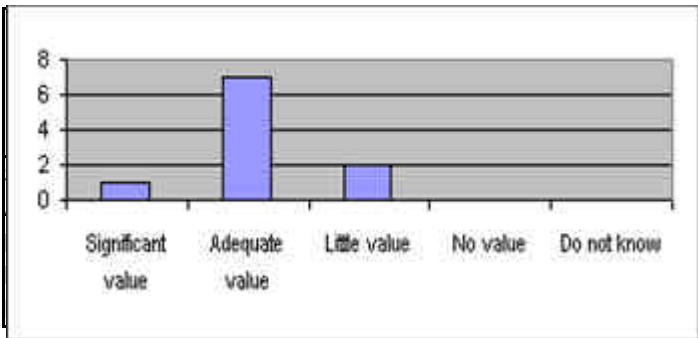
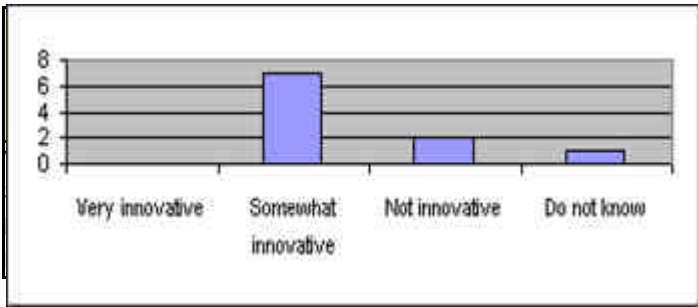
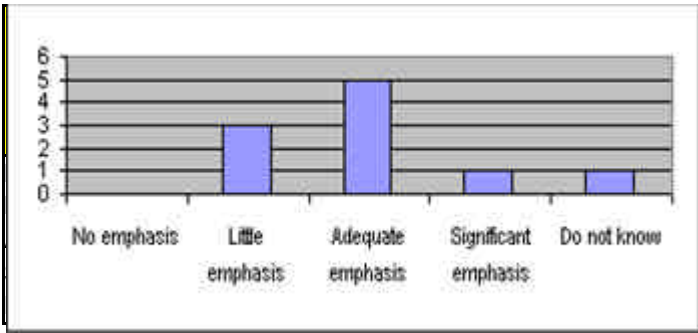
on.



ues.

## DATA ILLUSTRATION OF MEMBERS' QUESTIONNAIRE RESPONSES





Fairly representative	3
Not very representative	4
Not all representative	1
Do not know	1

