
FINAL

REPORT ON IUCN-SA OFFICE

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SECTION ONE: BACKGROUND AND METHODOLOGY

1.1 BACKGROUND

The IUCN-SA office was established in 1998 as a branch of the regional office based in Harare. The IUCN-SA programme is guided by the agenda set at the World Congress and adapted by ROSA for the Southern Africa region. The SA programme is developed within the ROSA programme for Southern Africa.

The IUCN-SA office has developed activities and programmes to enhance the work of its members and partners. The membership in SA is diverse and consists of approximately 20 organisations, from both the NGO and government sectors.

The mission of the IUCN in Southern Africa “is to facilitate and strengthen an integrated approach for the sustainable and equitable use of natural resources and the conservation of biological diversity. Since the establishment of the IUCN-SA office, the following broad objectives were identified to guide its work. These included:

- The facilitation of information exchange between members;
- The establishment of links between the SA members, the regional office and the various IUCN commissions;
- The facilitation of capacity building;
- The facilitation of fora to allow members an opportunity to provide input into the regional and national databases;
- Facilitation of capacity building amongst partner NGOs and institutions - in particular previously disadvantaged sectors of the country.

It was further established that the IUCN-SA office would be involved with a number of programmes and projects within the area of conservation and development.

The IUCN-SA office has been in existence for approximately four years and has grown from a staff of three to a staff compliment of approximately 20 staff. The organisation is at a point where it needs to review its performance against its mission, strategic objectives, its growth strategy and the contribution towards the regional and global IUCN programme. In view of this an organisational assessment was requested.

Manto Management was invited to submit a proposal to undertake an organisational review of the IUCN-SA office. Details of the approach and methodology utilised for the organisational assessment are outlined below.

1.2 OUR APPROACH TO AN ORGANISATIONAL ASSESSMENT

1.2.1 INTRODUCTION

Leading researchers, academics and development theorists agree that the creation of effectively performing institutions is central to a country's development. The phrase "*institutional capacity development*" is used to capture the intent of a wide assortment of strategies used to help strengthen institutions.¹ It is widely believed that through building institutional capacity, both partner institutions and the international donor community can obtain good value from investment.

While institutional capacity development is strongly assumed to be beneficial, there has been relatively little systematic analysis of institutional capacity and its growth. Organisational capacity is a complex phenomenon involving multiple variables. Both the literature on institutional capacity development and the history of evaluation practices are replete with attempts to conceptualise and measure capacity.

Institutional performance is of central importance to capacity. Generally, it is the need or desire to change performance that drives people to engage in institutional assessments. Performance can be conceived as the tip of the iceberg, the fruits of organisational capacity made visible to the outside world. In the case of IUCN-SA, these fruits are expressed as a more effective and efficient organisation as well as through the organisation's ability to change in order to remain relevant. The organisation's underlying capacity either supports or impedes its performance. Thus an examination of the performance of institutions can be used as an alert to weaknesses as well as strengths in capacity.

Any diagnostic approach must be sensitive enough to identify areas that are progressing well, and reveal capacity gaps – those institutional deficits that are restricting outputs or compromising the quality of service delivery. Such deficits might include the lack of capacity to design programmes, the lack of capacity to leverage resources, poor administrative capabilities etc.

¹ See Senge, Drucker and Kotler

The aim of the model is to guide the IUCN-SA office in identifying issues and collecting information that will be helpful in devising strategies to enhance institutional capacity and performance. The process of institutional assessment advocated is one of empowerment². The data emerging from this process will be used to make decisions regarding:

- input required;
- capacity building requirements;
- necessary changes need to promote more effective and efficient functioning;
- systems needed to be put in place;
- institutional changes required result of enhanced capacity.

1.2.2 DEVELOPING AN INSTITUTIONAL PROFILE

Institutional assessments have been described as *“processes, which use concepts and methods from social and behavioural sciences to assess organisations’ current practices and find ways to increase effectiveness (performance in activities that supports the mission and vision of the organisation) efficiency (performance in relation to the resources available).³*

The social science constructs used by Manto Management to conceptualise the complex process of institutional growth and development are *“institutional capacity development and institutional performance”*. As stated above, it is essential for IUCN-SA to learn what areas of an institution to invest in (institutional strengthening/capacity development) and the impact from these investments that can be expected (institutional performance).

1.3 INSTITUTIONAL ASSESSMENT METHODOLOGY

1.3.1 SPECIFICITY VS. GENERALISATION

There is a strong temptation, when engaging in institutional assessments, to over-generalise issues, or to apply the latest prescriptions of the day in a blanket-style. However, each institution is unique, grounded in a particular history and housing a distinctive culture. Each institution’s mission is unlike that of any other institution and is designed to serve complex and unique stakeholder needs. Circumstances and needs evolve continuously, thus institutions are dynamic entities.

² Empowerment is a process whereby organizations learn from their weaknesses and build on their strengths in an inclusive.

³ Universalis, 1993

The specificity of an institutions does not of itself defeat or invalidate generalisation. It does, however, necessitate the carrying out of analytical groundwork so that a proper understanding of the mission, culture and context become a lens through which performance is viewed. The approach used in this institutional assessment flowed from, and reflects the institution's own ideas and approaches to these ideas – the institutions' own way of knowing about itself.

DESIGN

Because of the complexity of the concepts and issues being assessed, the underlying principle used in the design was a participatory development approach. Both qualitative and quantitative designs were used in the assessment of institutions. The most useful qualitative and quantitative designs are descriptive and analytic, incorporating elements of historical time-series analysis, case study methodology and frequently comparative analysis. These elements foster an in-depth understanding based on a solid foundation of description data.

DATA COLLECTION

For the purposes of this assessment the processes used were as follows:

- A workshop with the SA Country Programme Coordinator, the Project Manager of IUCN-SA and the Programme Director of IUCN-ROSA on the critical elements for the institutional assessment was held.
- Data was collected from the following target groups:
 - Interviews with the Country Programme Coordinator and Senior Managers within IUCN-SA;
 - Focus group discussions with IUCN-SA Staff;
 - Interviews with Regional Director and Managers from IUCN-ROSA;
 - Interviews with NGO-Members;
 - Interviews with Government-Members;
 - Interviews with Government Partners;
 - Interviews with Donors.

Process

- Workshop – the rationale for facilitating a workshop with the IUCN-SA and ROSA staff was to develop an enhanced understanding of issues related to:
 - The external environment;
 - The internal environment;
 - The strengths and weaknesses of the organisation as perceived by staff;
 - The opportunities and threats to the organisation;
 - The capacity available within the organisation;
 - The capacity gaps;
 - Level of investment versus the level of output;
 - Effective and efficient functioning of the organisation.

- The external assessment – this provides for an objective assessment of the organisational performance.

Sources of data

Both qualitative and quantitative data were utilised in the institutional assessment. The sources were both internal and external to the institution. A combination of qualitative and quantitative data is important, for unless tempered by other measures, quantitative measures considered in isolation can erode confidence in the assessment process. By weaving qualitative with quantitative information, a deeper understanding of the institution was achieved.

DATA ANALYSIS AND INTERPRETATION

One of the most difficult aspects of the assessment is making judgements about the data, i.e. whether performance is “good”. In general, it must be decided what types of performance should be measured and what standards are acceptable.

The tools outlined below were used to make assessments and subsequent judgements. These include:

- Benchmarking (using best practices to compare data);
- Reliance on qualitative information;
- Legislation.

The team interpreted the assessment data collected within the framework of the tools utilised. In addition, all data was interpreted within the social, political and historical context and was screened through the institutional lens.

FRAMEWORK FOR THE INSTITUTIONAL ASSESSMENT

1.4.1 INSTITUTION'S ENVIRONMENT

The external environment affects every institution: its region, country etc. The following elements characterise the institutional environment:

- A description and assessment of the administrative/legal environment within which the institution operates;
- A description of the technological environment within which the institutions operates;
- A description and assessment of the external political environment within which the institution operates;
- A description of the social/cultural environment within which the institution operates;
- A description of the major stakeholders of the institution.

What is the impact of these environmental forces on the mission, performance and capacity of the institution? In what ways is the environment friendly or hostile? What are the major opportunities and risks resulting from the environment? These are the questions that the assessment attempted to address.

1.4.2 INSTITUTIONAL MOTIVATION

- Analyse the institutions history;
- Understanding of institution's mission;
- Understanding the institution's culture;
- Understand the institution's incentive/reward structure.

How does motivation affect institutional performance? In what ways do the history, mission, culture and incentive system positively and negatively influence the institution?

1.4.3 INSTITUTIONAL CAPACITY

Institutional performance is underpinned by its capacity. Capacity is understood as:

- Assessing the strengths and weaknesses of strategic leadership in the institution.
 - Leadership (managing culture, setting direction, supporting resource development, ensuring tasks are done);
 - Strategic planning (scanning the environment, developing tactics to attain objectives, goals, mission;)
 - Governance (legal frameworks, decision making process, methods for setting direction, external links);
 - Structure (roles and responsibilities, co-ordinating systems, authority systems, accountability systems);
 - Niche management (area of expertise, uniqueness, recognition of uniqueness).
- Assessing the strengths and weaknesses of the following systems, processes or dimensions of human resources (managerial, technical staff):
 - Human resource planning (recruiting, selecting, orientation);
 - Training and professional development (performance management, monitoring and evaluation);
 - Career management;
 - Compensation;
 - Equity (including gender).
- Assessing the strengths and weaknesses of core resources:
 - Infrastructure (facilities, equipment, maintenance systems, utilities);
 - Technology (information, communication technologies, levels of technology needed/required to perform work);
 - Finance (planning, managing, monitoring, cash-flow and budget, ensuring an accountable and auditable financial system).
- Assessing the strengths and weaknesses of programme management:
 - Planning (identifying needs, setting objectives, costing alternatives and developing evaluation systems);
 - Implementing (adherence to schedules, co-ordination of activities);
 - Monitoring (systems for evaluating progress, communicating feedback to stakeholders).
- Assessing the strengths and weaknesses of process management:
 - Planning (identifying needs, looking at alternatives, setting objectives and priorities, costing activities and developing an evaluation system);

- Problem-solving and decision making (defining problems, gathering data, creating alternatives, deciding on solutions, monitoring decision);
- Communications (exchanging information, achieving shared understanding among organisational members;)
- Monitoring and evaluation (generating data, tracking progress, making judgements about performance, utilising information, changing and improving organisation programme).
- Assessing the strengths and weaknesses of institutional linkages:
 - Networks (type, number, utility, recruitment of appropriate members, co-ordination, participatory governance, management structure, technology, donor support, participation in regional programmes, cost-benefit sustainability);
 - Partnerships (type, nature, number, utilisation, cost-benefit, needs met sustainability);
 - External communications (type, nature, number, utilisation, cost-benefit, needs met).

1.4.4 INSTITUTIONAL PERFORMANCE

Every institution should attempt to meet its goals with an acceptable outlay of resources while ensuring sustainability over the long term. Good performance means the work is done effectively, efficiently and remains relevant to stakeholders. The following issues were raised:

- How effective was the institution in moving toward fulfilment of its mission?
- Has the institution maintained its relevance over time?

SECTION TWO: FINDINGS – GOVERNANCE AND STRATEGY

2.1 INTRODUCTION

All organisations are defined by their purpose. The purpose is usually the expression and development of value. Governance represents the means by which direction and control are applied to stewardship of an organisation's assets – tangible and intangible, financial and non-financial – in the pursuit and delivery of the primary objective of sustainable value creation. It is essentially a function of leadership and direction within the organisation; appropriate risk management and control over its activities; and the manner in which meaningful disclosure relating to its activities is made to stakeholders.

The importance of good governance is widely recognised internationally, a factor driven by the requirements of the global economy. Globalisation brings with it the requirement for alignment of organisational standards, in terms of transparency, accountability and an integrated, stakeholder-inclusive approach to economic, social and environmental stewardship.

The drive for improved standards of good governance essentially comes from two sources: the markets and society in general. The most appropriate for the IUCN context is civil society. There is a growing weight of expectation on organisations to operate as good governance entities. This is because of the influence they exercise on the lives of so many individuals. Each organisation is the sum of its stakeholders, such as members, employees, stakeholders and communities within which it operates. It depends on them individually and collectively for the goodwill required to sustain its operations. Maintaining the appropriate balance between the sometimes-conflicting interests of different stakeholders in the overall interest of the organisation is a fundamental challenge.

The King Report 2002 on Corporate Governance for South Africa attempts to keep standards of governance applicable in South Africa current with changing circumstances, both internationally and at national level. The King Report emphasises the importance of striking a balance between performance, i.e. decisions and actions designed to ensure creation, protection and conformance. This is the demonstrable adherence to due process in coming to such decisions and taking actions. In an organisation this means that the exercise of managements skills, expertise and flair in running organisational operations and creating value

should be encouraged, but must be subject to appropriate checks and balances to ensure that management is, at all times, acting in the interests of the organisation and its stakeholders.

The assessment of governance within IUCN-SA is undertaken within this context as well as with reference to the statutes and regulations.

2.2 GOVERNANCE: PROGRAMME AND STRATEGY

This section evaluates the governance over the SA office operations and programme.

2.2.1 CURRENT SITUATION

When the IUCN-SA office was set-up in 1997, an advisory committee was created to guide the IUCN-SA office. This committee comprised both members and partners. The committee set broad objectives for the SA office and established a number of programmes to be facilitated by the office. Once the office became operational, the function of the committee diminished.

The Country Programme Co-ordinator reports to the Director of the Regional Office of Southern Africa (ROSA). The Director of ROSA has a formal delegation of authority from the Director General of IUCN (per Delegation of Authority document provided by the Country Programme Co-ordinator). The review team is not aware of any formal delegation of authority from the Director of ROSA to the Country Programme Co-ordinator. It is understood that the Country Programme Co-ordinator reviews most major decisions with the ROSA Director.

With no formal IUCN-SA strategy and programme that is approved by the ROSA Director, it is assumed that the strategy and programme implemented by the SA office has the support of the ROSA Director, or that informal direction has been provided with regard to areas of disjuncture.

While there is an absence of a formal delegation of authority, it could be assumed that the Director of ROSA therefore makes all decisions. It is clear from discussions with the Country Programme Co-ordinator, that the Co-ordinator has made, and continues to make, certain decisions with the informal approval of the Director of ROSA.

The Programme Development Committee (PDC) at ROSA also provides a form of governance with regard to the development, initiation and securing of projects with the SA office. The PDC's responsibilities involve reviewing proposed projects and initiatives that ROSA and the IUCN-SA intends undertaking. Their responsibilities involve ensuring that (See Programme Development Guidelines):

- There is a central understanding of all major project initiatives;
- Concepts and proposals are targeted as effectively as possible towards attaining the objectives and addressing the priorities set out in the Strategic Plan, Quadrennial Programme, and annual goals and objectives;
- There is appropriate vertical and horizontal integration of both technical and budgetary components of projects.

The SA office recently appointed a Senior Management Group (SMG) to support the SA Country Co-ordinator in the management of the SA office. The terms of reference for the SMG include:

- Supporting and advising the Country Programme Co-ordinator on decisions to be taken;
- Executing decisions that are delegated by the Country Programme Co-ordinator;
- Supporting the integration of programmes at IUCN-SA;
- Strengthening the relationship between IUCN-SA and ROSA;
- Managing the office in the absence of the Country Programme Co-ordinator;
- Taking responsibility for the strategic direction of IUCN-SA;
- Assisting with fund raising, marketing and other activities aimed at strengthening the organisation;
- Supporting overall organisational and staff development.

2.2.2 STRENGTHS

The governance strengths identified in respect of the IUCN-SA Programme are:

- Since the appointment of the Financial Manager, internal financial governance has been improved and now operates, for the most part within the key guidelines prescribed by ROSA and HQ.
- There is an informal level of authority regarding the management and execution of projects. Project Managers have an informal authority over their project budgets (i.e. in line with agreed budgeted line items defined for the project) and execution of the project.
- The SMG appointed has as its main function the support of the SA Country Co-ordinator in the management of the SA office. This provides a mechanism for staff to participate in decisions, as well as a forum to understand the long term strategic and operational objectives and goals.

2.2.3 WEAKNESSES AND IMPLICATIONS

Weaknesses	Implications
<ul style="list-style-type: none"> ▪ There is a lack of any formal delegation of Authority from the Director of ROSA to the SA Country Programme Co-ordinator. (The review team is not aware of any such delegation of authority or documentation that supports the delegation of authority. This despite much effort to establish such delegation). ▪ There is a lack of clarity regarding the level of authority that resides with the Country Programme Co-ordinator. ▪ As there has been no formal programme or strategy that the SA office was guided by in making decisions, there is a lack of clarity on whether the current strategy and programme implemented by the SA office has the formal approval and support of the ROSA Director. (There is, however, an indication that the Director of ROSA would like to see specific changes in the way the SA office operates – in particular programming and member engagement. ▪ There is a lack of clarity on whether the current SA office's Annual Plan has been formally approved by the Director of ROSA. Sign-off on the Draft Annual Plan was not evident. 	<ul style="list-style-type: none"> ▪ Although the Annual Plan presented by IUCN-SA has been retrofitted in terms of the KRAs and objectives, the IUCN-SA office has not received an official sign-off from ROSA. Without the formal approval and support by the Director of ROSA, the activities and results of IUCN-SA may not meet the objectives and the Key Result Areas outlined in the Quadrennial Plan or the imperatives that the ROSA Director has negotiated with the Country Programme Co-ordinators – e.g. increased engagement with members. The result is that IUCN-SA might be operating outside the parameters, and hence not contributing to the regional objectives and KRAs. If this is so, then the Country Programme Coordinator will be contravening the agreement with the ROSA Director.

Weaknesses	Implications
<ul style="list-style-type: none"> ▪ Currently, there is no formal delegation of authority within the IUCN-SA office. ▪ The SA Country Programme Co-ordinator currently approves almost all decisions within the SA office (i.e. non-project related decisions) ▪ Project Managers do, however, have informal authority to manage their projects within budget, timelines and against agreed upon deliverables. 	<ul style="list-style-type: none"> ▪ With the growth of the SA office, it will be necessary to delegate responsibilities to other members of the office, to ensure effective implementation of the SA office strategy and programme. The absence of a formal delegation of authority disempowers individuals and removes responsibility. This will result in ineffective office management and the desired results not being achieved.
<ul style="list-style-type: none"> ▪ Over the past three years there was a lack of adherence to the Project Development Guidelines – Project Review, Approval and Follow-up process. ▪ Projects were not submitted timeously to the PDC for approval. At least 50% of the projects were submitted after the contracts with the client were signed. 	<p>If projects are not submitted in accordance with the PDC framework:</p> <ul style="list-style-type: none"> ▪ The governance function of the PDC cannot be performed effectively. ▪ The allocation of the Subsystems (financial IT system) project numbers are not possible, resulting in the inability to properly account for project finances or report correctly on current and projected income streams. This in turn affects financial and cash flow decisions that ROSA and the HQ need to make.
<ul style="list-style-type: none"> ▪ Financial sustainability seems to be the only measure for success of the SA office. ▪ Due to the healthy cash-flow and bottom line there has been tolerance by ROSA of IUCN-SA's non-adherence to operational procedures and reporting requirements 	<ul style="list-style-type: none"> ▪ A sole focus on financial sustainability is inadequate. This is particularly so when there are a number of objectives, and key result areas that require focus for successful delivery against the global and regional plans exist. ▪ In some instances, financial success may be achieved with divergence from the global and regional programme, strategy, and principles.
<ul style="list-style-type: none"> ▪ The SMG is ineffective without clear sharing of key sustainability roles (such as fund-raising, promoting of proposal, client / donor relationship management), and formal delegation of authority that goes hand-in-hand with a performance management system. ▪ Although a SMG has been instituted, the devolution of roles and responsibilities has not been effected; hence staff continue to feel disempowered. ▪ From the interviews conducted, there is a strong perception that the Country Programme Co-ordinator primarily makes majority of the decisions. ▪ There is also a strong perception from staff that the Country Programme Co-ordinator is not open to discussion on decisions taken. 	<ul style="list-style-type: none"> ▪ Without delegation of authority to the SMG, the SMG is not empowered to execute decisions. In addition, the SMG members also have no incentive to think through decisions. Hence, responsibility for the IUCN-SA programme still remains with the Country Programme Coordinator. ▪ The lack of succession planning and the absence of a formal delegation of authority to the SMGs places IUCN-SA sustainability at great risk.

2.3 IUCN-SA PROGRAMME AND OPERATIONAL STRATEGY – PROGRAMME DEVELOPMENT

IUCN-ROSA undertakes an extensive process to develop the regional quadrennial plan and programme with: a vision, a mission, themes, objectives and key result areas (KRAs). This process contextualises the HQ defined objectives, key result, specific issues and priorities areas for the region. The last quadrennial planning process included participation by country and regional members and commissions, including the IUCN-SA Country Programme Co-ordinator and SA members. The latest Quadrennial Plan covers the period 2001 to 2004.

The quadrennial objectives and KRAs are operationalised through annual plans that detail specific and achievable results. It is understood that the country offices, which report to the regional office of the IUCN, adapt the regional quadrennial programme and plan to focus their activities around themes, objectives and KRAs relevant to their country's national priorities.

This section of the report assesses the IUCN-SA Programme and Operational Strategy. The emphasis is on:

- How the SA office develops its programme that aligns it to the regional quadrennial plan and programme, whilst considering the SA context including: government priorities; donors' focus; and other stakeholders (in particular members);
- The current programme being used within the IUCN-SA Office;
- The operations strategy used to implement the SA programme and the sustainability of SA office, in line with its overall strategy;
- The SA office's strategy towards members;
- An alignment of the SA office organisation structure to the strategy and programme.

CURRENT SITUATION

The SA Programme Co-ordinator meets with government and donors on an *ad hoc* basis. The knowledge obtained from these interactions are, however, not formally documented or communicated to other members of staff or stakeholders. There is no clarity on the levels of government being consulted. A similar scenario for donors is evident.

The IUCN-SA activities are, therefore, driven by the SA Programme Co-ordinator's understanding of the regional quadrennial and annual plans together with his understanding of SA's environment, government and donor priorities. This statement is based on information gathered during the interviews with government, donors and other stakeholders. Hence, the IUCN-SA programme, priorities and action plans are determined by insight that the Country Programme Co-ordinator has. However, these remain insights and are not documented or communicated to ROSA or IUCN-SA staff.

IUCN-SA has recently begun a process of programming through the drafting of an Annual Plan for 2002. This plan is, however, the result of retrofitting existing projects to the regional quadrennial programme and plan. While inadequate, it does provide a perspective of what the existing activities are and how they tie into the ROSA Quadrennial Plan.

STRENGTHS

Through the Country Programme Coordinator's constant interaction with relevant government organisations such as the Department of Environmental Affairs and Tourism (DEAT), and donors, the Country Programme Coordinator was able to access relevant information, which allows for a quick response to any changing priorities.

WEAKNESSES AND IMPLICATIONS

Weaknesses	Implications
<ul style="list-style-type: none"> ▪ The process that is utilised to analyse the SA situation and to obtain information with respect to government and donor priorities is <i>ad hoc</i> and not fully documented. ▪ Despite the recent retro-alignment of projects to the ROSA Quadrennial Plan there is no strategy to develop a formal programme for IUCN-SA. 	<ul style="list-style-type: none"> ▪ Without a SA situational analysis and strategy for developing a Country Programme: • Many of the requirements and priorities of the key stakeholders in the market, such as government and donors, may not be sufficiently considered by IUCN-SA in developing plans / programmes for the SA office. • Non-alignment of the SA office activities (project development and proposals) to government and donor priorities could put the SA office at risk of not being able to raise funds for its projects. This could also drive the office to more consultancy-oriented assignments, in order to sustain itself.

Weaknesses	Implications
	<ul style="list-style-type: none"> • There is no mechanism in place to share information about the external environment (government's plans, donors focus, etc.) with internal stakeholders such a staff and ROSA. • Furthermore, there is no strategy to customise the regional programme and plan to the South African context. This poses a risk to continuity, as many internal stakeholders are not aware of the local context, and market. • There is no opportunity for internal stakeholders such as staff and ROSA to understand the rationale for a strategy or programme that the Country Programme Co-ordinator adopts. <p>There is also no process in place to obtain buy-in from local members, into activities and plans that IUCN-SA would like to implement</p>
<ul style="list-style-type: none"> ▪ Apart from the Annual Plan that has been retrofitted there has been no formal documentation of the IUCN-SA programme. ▪ IUCN-SA lacks clarity regarding the objectives and components of the ROSA Quadrennial Plan that it wants to focus on within the South African context and priorities. The latter also holds true with regards to donors working within the conservation and development sector within SA. 	<ul style="list-style-type: none"> ▪ The implications of not having a well documented and communicated programme or strategy that all internal and external stakeholders (ROSA, members and staff) are aware of, are as follows: <ul style="list-style-type: none"> • There is no opportunity to demonstrate alignment with the regional programme and plan. This has led to the perception that there is minimal alignment to the ROSA Quadrennial Plan. • Staff will not be aware of the explicit goals, objectives and strategic approach that needs to be implemented. • ROSA is unable to measure the performance of the IUCN-SA, as there are no explicit targets that outline the areas that performance can be measured against. • Members are not engaged in a coherent manner. They do not have guides against which to measure IUCN-SA office. Furthermore, members can continuously place unrealistic demands on IUCN-SA or demands that are not part of the core function of IUCN-SA. Assessment by members can indicate the failure of IUCN-SA in meeting members' needs.

	<ul style="list-style-type: none"> • IUCN-SA activities are seen as being opportunistic and not contributing towards achieving the regional mandate. ▪ IUCN-SA is very dependent on the current Country Programme Co-ordinator, who has a detailed understanding of the SA and donor priorities as well as the contacts and relationships that sustains and continually informs priorities and opportunities. This poses a risk to the long-term sustainability of IUCN-SA.
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2.4 CURRENT SA PROGRAMME

The SA programme is assessed both in terms of the current documented programme/plan as well as in terms of the current projects as they constitute a programme. Without a formal comprehensive documented situational analysis of the South African context, issues and priorities, it is not possible to completely evaluate the current SA project portfolio, as they constitute a programme.

CURRENT SITUATION

IUCN-SA does not have a four-year plan that is adapted to, and integrated with, the regional quadrennial programme and plan. Towards the end of 2001, IUCN-SA, with the assistance of IUCN-ROSA, initiated a programming / planning process. This process resulted in development of a draft Annual Plan for 2002, which was completed in February 2002. Although there was no evidence of formal acceptance of the draft Annual Plan, ROSA integrated the IUCN-SA Plan into the ROSA Quadrennial Plan.

The Annual Plan 2002 includes the following:

- Four primary objectives for IUCN-SA as well as three programme areas of focus for 2002.
- Projects undertaken by IUCN-SA over the period November 2000 to October 2001. This list includes projects that extend into, and beyond, 2002.
- Describes the required results for 2002 together with related activities. These results and activities are presented along Key Result Areas: four for Fresh Water and Wetlands, four for Sustainable Livelihoods and Ecosystems-based Management, and three for Operations.

The current programme / plan is largely focused on existing/planned project activities, having been recently retrofitted, and covers the period 2002.

The following table is a summary of the SA projects reflected against the ROSA Quadrennial Plan's key result areas (KRAs):

Key Result Area	Projects
1. Application of the ecosystems based approaches to E & NRM supported in river basin systems.	<ul style="list-style-type: none"> ▪ Blyde River Catchment's Project (BLYDE)
2. Models for sustainable use of biodiversity components tested and validated in the region.	<ul style="list-style-type: none"> ▪ Access and Benefits Sharing Legislation (ABS); ▪ Fair Trade in Tourism (FTT); ▪ Commercialisation of Indigenous Goat Production for Sustainable Livelihoods through Leather Processing (Agro).
3. Collaborative NRM models and approaches developed, tested and validated.	<ul style="list-style-type: none"> ▪ Access and Benefits Sharing Legislation (ABS); ▪ Fair Trade in Tourism (FTT); ▪ Commercialisation of Indigenous Goat Production for Sustainable Livelihoods through Leather Processing (Agro).
4. Participatory policy processes at national and transborder levels analysed and promoted.	<ul style="list-style-type: none"> ▪ NSSD.
5. Development and implementation of policies related to CBNRM supported	<ul style="list-style-type: none"> ▪ Fair Trade in Tourism (FTT); ▪ Commercialisation of Indigenous Goat Production for Sustainable Livelihoods through Leather Processing (Agro).
6. Development of policies and strategies for water resources strategies supported.	<ul style="list-style-type: none"> ▪ Water Demand Management (WDM); ▪ Blyde River Catchment Project (BLYDE).
7. Emerging priority policy areas to be supported by IUCN.	<ul style="list-style-type: none"> ▪ Think Tank Series; ▪ Trade and Environment; ▪ World Congress on Sustainable Development support to SA Government (WSSD).
8. Drafting and reviewing of national E & NRM legislation.	<ul style="list-style-type: none"> ▪ Access and Benefits Sharing Legislation (ABS).
9. National governments and SADC assisted in addressing the legal implications of international conventions and regional protocols at local and national level.	<ul style="list-style-type: none"> ▪ Access and Benefits Sharing Legislation (ABS).
10. Capacity of individual in key E & NRM organisations enhanced.	<ul style="list-style-type: none"> ▪ Fair Trade in Tourism (FTT).
11. Efficient fund raising strategy and programme (especially financial) management systems developed.	<ul style="list-style-type: none"> ▪ Operations.

STRENGTHS

The strengths identified include:

- The current project portfolio is, to an appreciable extent, consistent with the identified global and regional result areas.

NOTE that, as there was no opportunity to interview DEAT or other relevant government departments or agencies, it was not possible to obtain a view on the alignment of IUCN-SA's activities and programme with regard to government priorities. However, it must be noted that the Department of Environmental Affairs and Tourism (DEAT) is currently engaged with IUCN-SA on a project.

- While a comprehensive situation analysis does not allow for the assessment of the relevance at the country level, a number of the projects are, to an appreciable extent, consistent with IUCN regional and global result areas. However, one project of a contentious nature with regard to alignment with the ROSA Quadrennial Plan is the Fair Trade in Tourism (FTT) project. The project appears to be a purely tourism-marketing focussed project, with no clear link between the goods/services being marketed and conservation and sustainable use. In the Quadrennial Plan, FTT is fitted under a number of result areas such as "models of sustainable use of biodiversity components tested and validated" and "collaborative natural resource management models and approaches developed, tested and validated". Suffice it to mention here that ensuring market access in itself is not a guarantee for sustainable use or better conservation. If not carefully planned it can even lead to over-exploitation of current resources in pursuit of profits. The project's objectives towards the creation of market access opportunities are noble and in support of addressing the constraints identified in the White Paper. In particular it extends benefits from tourism to the disadvantaged groups in society. However, this has to be clearly linked to the core business of IUCN to make it relevant.
- The Annual Plan provides some framework that captures past and existing projects and their activities into 2002.
- The Annual Plan is worded in a results focused manner, which provides clarity on the results to be achieved by the end of the programming year.

WEAKNESSES AND IMPLICATIONS

Weaknesses	Implications
<ul style="list-style-type: none"> ▪ The Annual Plan is incomplete and inadequate as a strategy / programme document for the IUCN-SA office. The plan is more of a work-plan than a framework or strategy. E.g. under the KRA: “Funding for the SA country office secured”, the activity for 2002 is “that a fund raising strategy is developed”. No information is provided about the fund raising strategy for 2002. It is evident that these strategies, approaches and the related detailed actions for 2002 still need to be developed. ▪ There is relatively little analysis of the South African context in terms of: <ul style="list-style-type: none"> • Government priorities; • Donor’s priorities for the country; • Priority themes; • The National Committee or local members focus, skills, and priorities; • Other projects and work within the sector. ▪ Hence, there is little argument as to why the specific annual results are chosen and why the specific activities will best lead to the required result. ▪ There is also no discussion on alternative approaches / activities that could be used to achieve the required results. There are no arguments for why the specific activities were chosen or why others were rejected. 	<ul style="list-style-type: none"> ▪ The SA Office Strategy (such as marketing, fund-raising, project staffing) is not articulated and there is, therefore, no guidance as to how the office will sustain itself while contributing to regional and country objectives. ▪ The strategies will only be implemented during 2002. ▪ Without an analysis of these areas, IUCN-SA is unable to describe how it intends to be successful within SA and in contributing to the objectives of ROSA and HQ. ▪ The programme / plan should provide a framework for management to make decisions, especially when decisions need to be balanced against available resources.
<ul style="list-style-type: none"> ▪ There is no discussion/quantification of the impact of the programme / plan on IUCN’s income/costs/bottom line. ▪ With no linkage to financial resourcing, there is also no prioritisation of activities and results. ▪ The plan provides no guidance beyond 2002. 	<ul style="list-style-type: none"> ▪ IUCN-SA would not be able to adequately resource the projects as there is no effective planning process in place. This could result in existing resources being over committed or because of a crisis situation inappropriate personnel are recruited

Weaknesses	Implications
<ul style="list-style-type: none"> ▪ Whilst there is an emphasis on institutional and policy issues, there is not enough effort in analysing cutting edge technical and practically applied E & NRM issues. There is a programming imbalance between practice and policy. ▪ The majority of projects have little to do with the practical application of natural resource management on the ground. Most activities are presented as workshops, drafting of policy or elements, formulation of concepts for development options etc. rather than practical demonstrations and application of E & NRM management tools, methodologies and principles. 	<ul style="list-style-type: none"> ▪ Although current projects implemented within IUCN-SA are responding to a need within the South African context there is a need to support policy and institutional pronouncements and promulgation with demonstrated benefits on the ground. For long-term sustainability of the IUCN-SA programme a shift needs to be made to practical demonstrations and application of E & NRM management tools, methodologies and principles.
<ul style="list-style-type: none"> ▪ Even though there is a level of alignment with the global and regional key result areas, there is a lack of a clear link between the different projects and a prescribed set of outcomes, which contribute to an overall defined programme goal. ▪ There is no clear direction in the current portfolio of projects. 	<ul style="list-style-type: none"> ▪ There is a lack of programmatic direction within IUCN-SA. This can compromise IUCN-SA's ability to effect the regional mandate locally.
<ul style="list-style-type: none"> ▪ There is a level of short-term consultancy-oriented activities/projects that appear to be responding to other organisations' foci rather than a SA programme. ▪ Many interviewees also perceived that there was an imbalance between consultancy-oriented work and programme initiatives of the IUCN-SA office, with too much emphasis on the former. 	<ul style="list-style-type: none"> ▪ The bias towards consultancy-based projects could result in the SA office not adequately responding to the imperatives, the objectives and KRAs outlined in the ROSA quadrennial plan. ▪ However, without a situational analysis or a formal programme that considers the SA priorities, needs and requirements, it is not possible to assess what guides the response to these consulting oriented demands within the sector. It would appear that the current assignments respond to a need that is prevalent within SA.
<ul style="list-style-type: none"> ▪ There is a lack of awareness of the ROSA quadrennial programme and plan by the recently contracted staff members, donors and partners (interviewed). ▪ Although members interviewed were aware of the ROSA Quadrennial Plan, members were not familiar with its contents and how the IUCN-SA programme is located within the Quadrennial Plan. 	<ul style="list-style-type: none"> ▪ Stakeholders cannot assess alignment of the SA Programme or the SA activities with the Regional programme. Hence, members do not understand what the IUCN-SA office is currently doing.

Weaknesses	Implications
<ul style="list-style-type: none"> ▪ While there has been a lack of a formal programme and plan, there is a lack of communication around the SA office themes, programme areas and KRAs to stakeholders in SA. Many of the interviewees (members, partners, and staff) were not aware of IUCN-SA's programme areas, themes, or result areas. 	<ul style="list-style-type: none"> ▪ Stakeholders, including staff are unaware of any long-term programme within the office or contributions these programmes might have to the regional agenda.
<ul style="list-style-type: none"> ▪ Acronyms such as "... implementation of WC/WDM by CMA's and WSIs in IWRM" in the SA Annual Plan are used without a glossary of terms. 	<ul style="list-style-type: none"> ▪ Without a glossary of terms, technical acronyms do not make the document readable beyond technical staff and stakeholders.

2.4 OPERATIONS STRATEGY AND SUSTAINABILITY

CURRENT SITUATION

There is no formal documented operational strategy that guides the SA office in delivering against the ROSA vision and mission, objectives and KRAs. However, the Country Programme Co-ordinator to date has been able to guide the SA office, achieving success with clients and donors whilst simultaneously funding the SA office. In doing so the Country Programme Co-ordinator has adopted a scope of services to balance the tension between bottom-line sustainability and meeting the objectives of IUCN. The scope of service adopted covers four core areas:

- Projects and initiatives related to the ROSA programme – i.e. IUCN-SA conducting it's own proactive areas of work in alignment with the regional programme objectives, themes, and KRAs;
- Projects as a result of responding to tenders – i.e. responding to requests from government and others within the ambit of conservation and in the areas of policy analysis, specific research and implementation support and project management;
- Consulting-oriented assignments – i.e. a fee oriented service provision;
- Contract Management – i.e. managing a project contract on behalf of a client such as government, for a percentage of the total contract value.

The Country Programme Coordinator expressed that in the past it was necessary to incorporate this broader services model that offered some consulting service. The primary reasons for this was:

- There was a need for some consulting service within the conservation sector, with consulting enabling financial sustainability in the early stages of setting up the office;
- There was a need to establish a diversified source of funds, through catering for some of the different needs in the sector, within areas consistent with IUCN's foci;
- The initial phase of setting up an office in SA required developing a track record and profile within the sector, through emphasizing it's capability of providing a quality service.

STRENGTHS

The strengths identified in respect of the operations strategy and sustainability is as follows:

- Whilst there is no formal documented operational strategy for IUCN-SA, the business model adopted by the Country Programme Co-ordinator has:
 - ✓ Developed a very good profile and reputation within the sector and particularly among clients, donors and partners.
 - ✓ Sustained itself financially since inception, without further financial support from ROSA, other than the initial USD 30 000 that was provided by ROSA.
 - ✓ Delivered projects within the parameters set by its clients and donors, and services rendered to these clients rated the level of service and quality of the project outputs highly.
- The SA office has adopted a model of partnering through joint implementation of activities or as a contractee; the strategy was minimising risk of taking on too much responsibility and having to use too many internal staff.
- The office has developed a good profile among partners and donors, which assists sustainability with regard to continued opportunities.
- While IUCN-SA's consulting-oriented assignments takes it away from its core focus, it has allowed IUCN-SA to develop a profile, and generate some additional income.
- Some percentage of consulting-oriented work provided opportunities to broaden IUCN-SA's client base; and provide additional revenue that allows for retention of skills during periods where core projects have not been awarded.

WEAKNESSES

Weaknesses	Implications
<ul style="list-style-type: none"> ▪ The operations strategy adopted by the IUCN-SA is informal and, therefore, lacks clarity with respect to how the SA office is guided in its implementation of a programme. ▪ There is no formal funding strategy and plan. The current annual plan is an activity plan. ▪ There is no marketing and communication plan (incorporating some engagement plans) that focuses the office around its programme areas, required KRAs, possible projects, funding requirements, and key stakeholders. ▪ There is no resourcing strategy that considers the required resourcing to achieve the annual and longer-term plans. ▪ In some instances the implementation activities are inadequate as a programme implementation strategy / approach. For example, it does not discuss whether partnering will be used, whether collaboration will be required, how short-term consultants may be used to fill particular gaps. ▪ This, however, follows from the fact that no formal programming occurred in the past, with a lack of a documented and comprehensive situational analysis. 	<ul style="list-style-type: none"> ▪ Without a formal operations strategy that guides programme implementation, taking into cognisance the SA context, <i>ad hoc</i> approaches may be attempted that may fail. For example, there may be a lack of specific skills to execute and deliver against certain projects, which may be promoted to donors.
<ul style="list-style-type: none"> ▪ The Country Programme Co-ordinator is the centre / driver of IUCN-SA with minimal input from the SMG. ▪ Many of the interviewees (donors, partners, members and staff) have recognized the Country Programme Co-ordinator as the key to IUCN-SA's success – “his” choice of project managers, “his” technical expertise, and “his” network. ▪ There is a lack of succession planning. In addition, there is no mechanism in place that would facilitate leveraging of past successes, expertise, approaches and networks for new programmes and projects. 	<ul style="list-style-type: none"> ▪ This poses a risk to the long term sustainability of the IUCN-SA office

Weaknesses	Implications
<ul style="list-style-type: none"> ▪ IUCN-SA's consulting-oriented assignments takes it away from its core focus ▪ ROSA, members and staff indicated that they viewed half of the SA activities as being consulting-oriented, and did not fit in with what IUCN-SA should be doing. They did not provide any strategic direction to the role that IUCN should be playing in the future. ▪ Fifty percent of the staff felt that the consulting assignments placed time demands on staff and the Country Programme Co-ordinator that could not always be met (possibly if they were met, it would have taken time away from other core projects). ▪ Sixty five percent of ROSA interviewees were of the opinion that the nature of the short consulting assignments provides risk to the long-term sustainability of the SA office. ROSA staff believed that the projects developed along the programme provided opportunities for much longer-term projects 	<ul style="list-style-type: none"> ▪ The consulting-oriented work is not regarded as the core focus of IUCN, and takes IUCN-SA staff away from the programme activities, which form part of the objectives and results that IUCN needs to deliver against. ▪ Furthermore, it also perpetuates the notion that IUCN-SA is competing with the local members, who may be aligned to, and capable of, delivering the related consulting assignments.
<p>While some partners indicated that they obtained a strategic leverage through IUCN-SA with regard to consulting assignments jointly proposed, there was difficulty with the Country Programme Co-ordinator making himself available for related tasks when it was awarded</p>	<p>If the presence of the Country Programme Coordinator is not felt, the client and the project partner become anxious about delivery. This scenario raises questions about IUCN-SA capacity to deliver on large-scale projects.</p>

2.5 MEMBERS AND NATIONAL COMMITTEE

CURRENT SITUATION

The IUCN-SA office has approximately 20 members based in SA, with a recognised National Committee, as per the statutes.

The only formal means of communication between members and IUCN-SA is through feedback that the SA office provides to the National Committee semi-annually.

In respect to the engagement and participation of members and the National Committee, the following statutes and regulations provide some guidance:

- The Statutes of 5 October 1948, revised on 22 October 1996, Part VII, 71(c) indicates that the National and Regional Committees:
 - “Shall work in partnership with the Secretariat and the Commissions to formulate, coordinate and implement the programme of IUCN within their State or Region.”
- The Regulations revised on 22 October 1996, Part VI, 68 indicates:
 - “The Director General shall nominate a Secretariat official responsible for liaison with each Committee and shall:
 - (a) Keep the Committee informed of IUCN activities;
 - (b) Consult the Committee on applications for IUCN membership, on mechanisms for participation in the IUCN programme and the implementation of the decisions of the World Congress relevant to that State or Region;
 - (c) Involve the Committee in preparations for sessions of the World Congress, regional meetings and other important events;
 - (d) Consult with the Committee about developments of IUCN initiatives in its State or Region;
 - (e) Inform the Committee when IUCN has been consulted on issues of importance to the State or Region; and
 - (f) Inform committees as appropriate of forthcoming official visits by officers and senior staff of IUCN.”
- The Regulations revised on 22 October 1996, Part VI, 67 (h) indicates that the Committees recognized by the Council may:
 - “Participate in the formulation of the IUCN programme for their respective State or Region;”
- The Statutes of 5 October 1948, revised on 22 October 1996, Part VII, 66 indicates:
 - “ Members of IUCN within a State, a Region or part of a Region may organize committees restricted to members of IUCN or their representatives to facilitate cooperation among members, coordination of the components of IUCN, and participation of members in the programme and governance of IUCN. ...”

STRENGTHS

Efforts made by IUCN-SA to inform members through presentations at the semi-annual meetings of the National Committee is an attempt by IUCN-SA's to engage members in the SA Programme.

WEAKNESSES

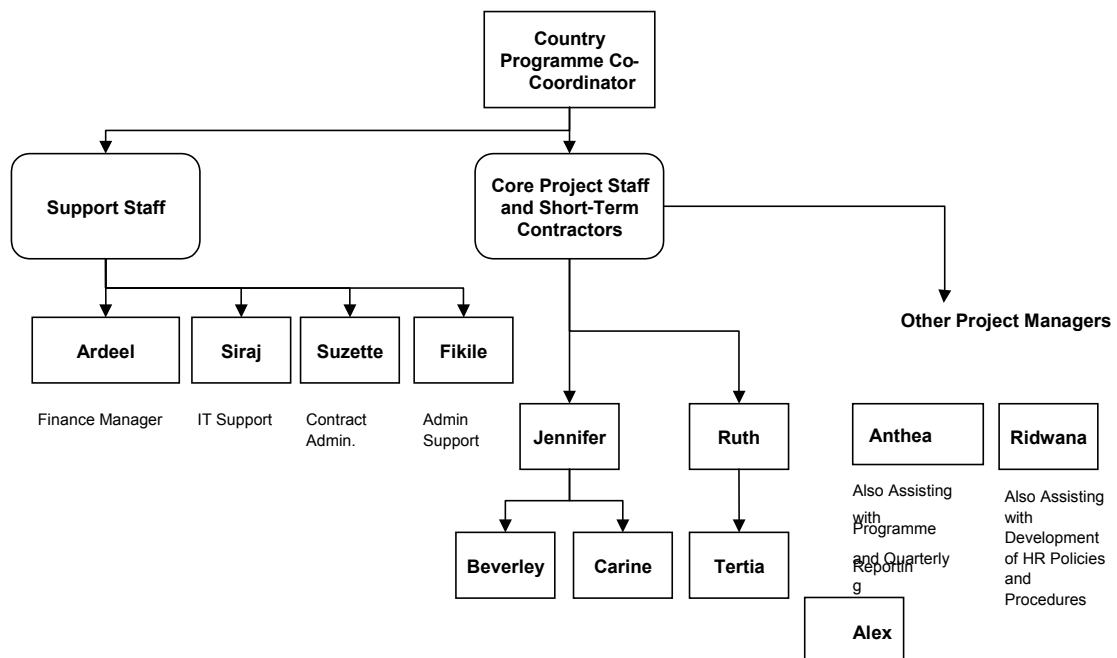
Weaknesses	Implications
<ul style="list-style-type: none"> ▪ There is a lack of clarity on the role and relationship of the National Committee or members with respect to IUCN-SA. ▪ Members are unclear as to the role of IUCN-SA's office and how the National Committee should engage with the office. ▪ There is a lack of clarity regarding the participation of members in the governance of the SA office. Members are not sure what governance role they can play and the level of governance they have over the SA office. ▪ IUCN does not have a clear position on the relationship of local members with respect to a country office. ▪ IUCN-SA staff does not have any clear or consistent understanding of the SA office's required relationship with or commitments to the National Committee or local members. ▪ Since there is no clarity on what members can expect from IUCN, members have different expectations of the level of engagement with the IUCN office 	<ul style="list-style-type: none"> ▪ The lack of clarity regarding the role for IUCN-SA would foster current perceptions and exacerbated levels of mistrust already existing between IUCN-SA and the local members
<ul style="list-style-type: none"> ▪ While there are statutes and regulations, IUCN does not seem to have a clear position or formal guidelines with respect to what form and level of participation country offices should <u>facilitate</u> among members and the National Committee – this decision seems to be left to the Country Programme Co-ordinators. 	<ul style="list-style-type: none"> ▪ Although the statutes and regulations do not specifically provide for it, there is some value in the SA office providing some facilitation, networking and administrative support role to the National Committee and members.

Weaknesses	Implications
<ul style="list-style-type: none"> ▪ All members interviewed felt that there needs to be a greater level of engagement between IUCN-SA and members. All members also felt that the SA office should provide some form of relevant support (co-ordination, facilitation and administrative) to the local members and the national committee. ▪ In any case, there is a lack of consultation or interaction, with members regarding the SA programme, which does not contribute to a coherent country office programme and focus. 	<ul style="list-style-type: none"> ▪ If IUCN-SA does not make an effort to encourage participation of members in the development of the programme, the perception regarding “unfair” competition will remain.
<ul style="list-style-type: none"> ▪ IUCN-SA’s communication with members is poor and inadequate. ▪ Members interviewed were not aware of the SA programme – some members knew of a few projects only. 	<p>The lack of communication regarding the SA programme and plan:</p> <ul style="list-style-type: none"> ▪ Creates the perception that the SA office is opportunistic; ▪ Creates different expectations from members with regard to what the SA office should be doing and is not doing.
<ul style="list-style-type: none"> ▪ While IUCN-SA is viewed as providing a quality service to clients and partners, few members believe that they receive any value from the SA office. ▪ One member interviewed indicated: “Our organisation would not be worse off if there was no country office”. 	<ul style="list-style-type: none"> ▪ Perceptions regarding poor performance of the IUCN-SA office by members will remain.
<ul style="list-style-type: none"> ▪ IUCN-SA’s consulting-oriented work together with a lack of a consultative programme development process has created conflict with regard to the role that members play with the sector (competition). ▪ Some members and donors did indicate that their saw some of IUCN-SA’s activities as being in conflict with members. 	<ul style="list-style-type: none"> ▪ The emphasis on securing projects in a reactive manner rather than in accordance with the programme strategy will continue
<ul style="list-style-type: none"> ▪ A few members raised a concern that DEAT no longer participates in the National Committee (no attendance at the National Committee meetings), and felt that the SA office could play a role in getting DEAT to be more participative and involved. They felt that DEAT’s participation would provide members and IUCN-SA with a forum to understand and influence government’s priorities ▪ 	<ul style="list-style-type: none"> ▪

ORGANISATION STRUCTURE

The following diagram describes the current organisation structure within the SA office:

Current Organisation Structure



➡ This organisation Structure has recently been supported by the Senior Management Group as a proposed mechanism to enhance the management of the S A office.

STRENGTHS

The main strength of the current organogram is that the structure is not very hierarchical in that there are only 2 levels of reporting. This is appropriate for a small organisation.

WEAKNESSES

Weaknesses	Implications
<ul style="list-style-type: none"> ▪ With the growth of the office, increased number of projects, and the fact that most marketing, fund-raising and communications is performed by the Country Programme Co-ordinator himself, there is insufficient time to effectively manage all the direct projects. 	<ul style="list-style-type: none"> ▪ Ineffective management of staff within the SA office.
<ul style="list-style-type: none"> ▪ There is no indication that the structure is based on an understanding of the overall programme and priorities of the SA office. 	<ul style="list-style-type: none"> ▪ The structure, roles and skills may not be aligned to the required programme and long-term operational strategy of the SA office.
<ul style="list-style-type: none"> ▪ Key long-term sustainability roles (such as fund raising, marketing, external stakeholder communication, and government relationship management) are being performed mainly by the Country Programme Co-ordinator. 	<ul style="list-style-type: none"> ▪ This poses a risk to the long-term sustainability of the SA office.
<ul style="list-style-type: none"> ▪ While an organisation structure exists, there is a lack formal delegation of authority to the Country Programme Co-ordinator's direct reports ▪ The Country Programme Co-ordinator has taken some decisions, with inadequate consultation/ discussion with staff members that have been informally delegated a responsibility. ▪ Without a formal level of delegated authority and an appropriate performance management system, members of the SMG are not empowered to execute against some of the terms of reference defined for the SMG. 	<ul style="list-style-type: none"> ▪ Staff are not adequately empowered to deliver against their responsibilities. ▪ Staff may not take their responsibilities seriously and will not be expected to be accountable – they expect the Country Programme Co-ordinator to primarily make decisions and take the ultimate responsibility and accountability.
<ul style="list-style-type: none"> ▪ Furthermore, there is a lack of clarity as to the categories of decisions that should and should not be brought to the SMG. ▪ The Country Programme Co-ordinator takes some decisions without it being tabled at the SMG. 	<ul style="list-style-type: none"> ▪ The SMG may end up having to deliberate over small non-value adding decisions that could easily be dealt with through a delegation of authority.

SECTION THREE: FINDINGS – HUMAN RESOURCE MANAGEMENT

3.1 INTRODUCTION

Strategic Human Resource activities address a broad range of issues relevant to the successful formulation and implementation of organisational programmes and plans. The focus of Human Resource Management (HRM) is on increasing organisational effectiveness and the satisfaction of individual employee needs. Human Resource policies and procedures should strive to achieve both within any organisation. A number of critical issues face organisations and their managers. These include:

- Improving worker productivity through HR programmes, policies and techniques;
- Increasing the quality of work life through programmes such the redesign of jobs.

The main thrust of HRM within an organisation is as follows:

- Job design and analysis;
- Recruitment and selection of staff;
- Induction and internal staffing;
- Appraisal, training and development;
- Compensation and labour relations.

The above is achieved through creating policies, developing guidelines for managers and controlling activities to ensure that employment legislation and HR policies are being followed.

Assessment of the Human Resource domain has been undertaken within this context.

3.2 STAFF MANAGEMENT (CONDITIONS OF SERVICE)

3.2.1 COMPARATIVE ANALYSIS ACROSS THE POLICIES, PROCEDURES AND LEGISLATION

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Contract administration	Staff members	<ul style="list-style-type: none"> Contracts must comply with local laws and IUCN Staff Rules. Any promotion or reassignment to a new post and/or duty station shall be confirmed in writing either as a new contract or a contract amendment. 	No guidelines presented	No guidelines presented
	Temporary personnel	<ul style="list-style-type: none"> All obligations and entitlements must be specified Refer to appropriate staff rules and local conditions of service Refer to Conditions of Employment, (Obligations of Staff Members) 	No guidelines presented	<ul style="list-style-type: none"> For the purposes of this Act, a person whose services have been procured for, or provided to, a client by a temporary employment service is the employee of that temporary employment service, and the temporary employment service is that person's employer. A person who is an independent contractor is not an employee of a temporary employment service, nor is the temporary employment service the employer of that person. The temporary employment service and the client are jointly and severally liable if the temporary employment service, in respect of any employee who provides services to that client, does not comply with the BCEA or a sectoral determination.

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Contract administration	Consultants	<ul style="list-style-type: none"> • The services of consultants are governed exclusively by the terms and conditions set out in the agreement and all obligations and entitlements shall be specified in the contract. • Consultancy contracts must include: <ul style="list-style-type: none"> ○ Reference to IUCN Staff Rules – Obligations of Staff members; ○ Parties involved; ○ Duration of the contract; ○ Duties of the consultant; ○ Remuneration; ○ Issues around health status and insurance; ○ Payment of travel expenses; ○ Modification to the contract; ○ Payment currency; ○ Deliverables; ○ Termination clause; ○ Signatures. 	No guidelines presented	No guidelines presented
Contract administration	Interns	<ul style="list-style-type: none"> • In cases where interns are not nationals of the duty station or holders of valid permits HRMG will assist the interns in obtaining the necessary permit for entry to and stay at the duty station. Interns will require a valid work permit or equivalent, as specified in local legislation, before entry into the country. HRMG will process all necessary paperwork and inform the intern once the permit has been approved. • Appropriate notice time is required. • Every effort will be made by HRMG to assist the intern in finding suitable housing for the internship period. 	No guidelines presented	No guidelines presented

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Contract administration	Interns	<ul style="list-style-type: none"> • Upon arrival, interns report to HRMG and complete the formalities, including arranges for the issuance of necessary attestations. • Relatives of staff members may be accepted as interns provided he/she is in no way under the line of authority of the staff member. • IUCN does not accept any liability for acts of third parties, accident, sickness or losses of any kind, however caused, arising in the course of or from the performance of the internship. Interns shall be obliged to be insured in a medical and accident scheme to cover such risks and contingencies. • Depending on availability of funds, internships are paid by the IUCN office at the duty station concerned. HRMG will suggest management, taking into account the local practice and living costs, the allowance to be given to an intern. Maximum stipends for internships should be established at IUCN offices worldwide. IUCN may contribute to the cost of the return air travel from the airport closest to the place of residence to the duty station up to 75% of the lowest practicable airfare. • Interns carry out their assignments according to the schedule of working hours agreed with management; not to exceed normal working hours except by mutual agreement. • Leave granted to interns shall be specified in the letter of agreement. • Interns submit to his/her line manager written notice in case of illness or other circumstances that might prevent them from maintaining their agreed schedule of working hours. 	No guidelines presented	No guidelines presented

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Contract Administration	Volunteers	<ul style="list-style-type: none"> • Volunteers shall always work under the supervision of a staff member and should never have responsibility or access to any kind of sensitive information. • Volunteers will be asked to provide essential information such as address, citizenship, work permit, insurance, health considerations, and names of persons to be contacted in case of emergency. • The spouse or children of a staff member may be accepted as a volunteer provided that he or she is fully qualified for the assignment and is in no way under the line of authority of the staff member. • IUCN does not accept any liability for acts of third parties, accident, sickness or losses of any kind, however caused, arising in the course of or from the performance of the volunteer's work. Volunteers shall be obliged to be insured in a medical and accident scheme to cover such risks and contingencies. This shall be specified in the written agreement with the volunteer. • Volunteers carry out their assignments according to the schedule of working hours agreed with the line manager • Due to the nature of the appointment, a volunteer is not entitled to annual leave. However, any time-off should be agreed between the volunteer and the manager concerned. • Volunteers should inform his/her supervisor in case of illness or other circumstances that might prevent them from maintaining their agreed schedule of working hours. • Training of volunteers will generally be in the form of on-the-job training. In addition, volunteers will be invited to join orientation courses or selective information sessions concerning the programme work of IUCN and may attend staff meetings as observers. 	No guidelines presented	No guidelines presented

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Contract Administration	Staff seconded from other organisations	<ul style="list-style-type: none"> • There is no contractual relationship between IUCN and the seconded staff. • Seconded staff must remain on the releasing organization’s payroll. • Seconded staff must adhere to their own organization’s staff rules. • Financial disbursements should only be made from IUCN to the releasing organisation or vice versa, within the terms of the agreement. • Salary payments must be done by the releasing organisation. • Benefits are managed by the releasing organisation. • IUCN will administer leave, travel on duty (including reimbursements), visas, work permits as well as installation and repatriation procedures. The responsibilities to cover these costs must be clearly specified in the letter of agreement. 	No guidelines presented	No guidelines presented
	Junior Professional	<ul style="list-style-type: none"> • There is a contractual relationship between IUCN and the JPO under a fixed term contract. • JPO’s adhere to IUCN’s staff rules and regulations. • Financial disbursements should only be made from the sponsoring government to IUCN, within the terms of the agreement. • Some benefits may be managed according to what is specified in the letter of agreement. • JPO’s must be under medical, life and accident insurance. HRMG will make sure the coverage is adequate for the duty station. If there is a need to take additional coverage, the arrangements and responsibilities to cover such costs have to be included in the letter of agreement. • HRMG will make sure that all arrangements for visa and work permits, if necessary, are completed before starting the assignment. • JPO’s may be suspended from duty in justifiable circumstances. In such event, IUCN will consult with the sponsoring government to decide the appropriate consequential action. Such provisions shall be established in the letter of agreement. • Installation and repatriation costs, including travel costs for the seconded staff and his/her dependants and removal of household effects will be determined under and administered by the rules of IUCN. • Arrangements and responsibilities to cover such costs have to be established in the letter of agreement. • IUCN should ask the prospective JPO and sponsoring government for any information as it may reasonably request to enable it to proceed with arrangements. 	No guidelines presented	No guidelines presented

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Contract Administration	Officers	No guidelines provided.	No guidelines presented	No guidelines presented
Conditions of Employment	Equal opportunity	<ul style="list-style-type: none"> IUCN shall apply objective and fair criteria to ensure that staff members are selected, assessed, promoted and treated on the basis of their merits, abilities and experience relevant to their post. (Refer to Selection and Appointment). The Director General shall nevertheless make all reasonable efforts to ensure that senior posts are shared equitably between suitably qualified candidates of both genders and from both developed and developing countries, and that in Regional and Country Offices preference is given, where appropriate, to nationals of those regions or countries. 	No guidelines presented	No guidelines presented
	Obligations of staff members	<ul style="list-style-type: none"> Commitment; Conflicts of interest; External commitments; Gifts; Unauthorised disclosure of information; Writing for publications; Intellectual property; Harassment and/or intimidation; Alcohol dependence and drug abuse. 	No guidelines presented	No guidelines presented
	Training	<ul style="list-style-type: none"> To the extent practicable and subject to the availability of financial resources, IUCN shall undertake to advance, through special training, on the job training and development programmes, the skills and motivation of staff members in pursuit of IUCN's mission and also to assist staff to progress professionally and personally. 	No guidelines presented	No guidelines presented

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Conditions of Employment	Overtime	<ul style="list-style-type: none"> • Staff members may be required to work overtime. The head of the duty station and the staff member's line manager shall do their utmost to provide sufficient advance warning of particular requirements. • Staff in grades 1 to 7 shall be compensated for overtime, duly requested in advance and approved. • Compensatory time off in lieu shall normally be applied but details of compensation shall be specified in the applicable Conditions of Service. • Compensatory time off in lieu may be applied to higher grades at the discretion of the head of the duty station in consultation with the staff member's line manager. 	<ul style="list-style-type: none"> • The overtime form must specify the estimated number of hours to be worked and it requires that the reasons for the time be specified. • Some hours worked overtime shall be compensated monetarily whilst others shall be accrued as leave days. • Overtime shall be paid at the rate of 1 ½ the normal hourly rate for the particular staff member during weekdays and Saturdays. • The rate for Sundays and public holidays is twice the hourly rate. • Staff members in certain grades do not qualify for overtime. 	<p>An employer may not require or permit an employee.-</p> <ul style="list-style-type: none"> • To work overtime except in accordance with an agreement; • To work more than three hours' overtime a day; or ten hours' overtime a week. <p>An employer must pay an employee at least one and one-half times the employee's wage for overtime worked.</p> <p>An employer may not require an employee to work on a public holiday except in accordance with an agreement.</p>

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Conditions of Employment	Office Hours	Normal office hours shall be specified in the applicable Conditions of Service. Opportunities for job-sharing or part-time work shall be encouraged and whenever possible provided if the exigencies, duties and responsibilities of a post can be fully met through the implementation of such arrangements	Normal and official working hours are 40 hours per week. This includes all weekdays other than weekends and any public holidays. A normal working day shall be eight hours long starting from 08:00h to 16.30h with one hour lunch break between 13:00h and 14:00h	<ul style="list-style-type: none"> • An employer may not require or permit an employee to work more than: <ul style="list-style-type: none"> • 45 hours in any week; • 9 hours in a day if the employee works for 5 days or fewer in a week; • 8 hours in any day if the employee works on more than 5 days a week • An employee's ordinary hours of work may by agreement be extended by up to 15 minutes a day but no more than 60 minutes in a week. • An employer must give an employee who works continuously for more than five hours a meal interval of at least one continuous hour. • An agreement in writing may require or permit an employee to work up to twelve hours in a day, inclusive of the meal intervals, without receiving overtime pay. • An agreement in writing may reduce the meal interval to not less than 30 minutes and may dispense with a meal interval for an employee who works fewer than six hours on a day.

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Conditions of Employment		Annual performance appraisal.	<ul style="list-style-type: none"> • The performance of all staff shall be appraised annually on the basis of clear and objective procedures and indicators that shall be reviewed on a regular. • A staff member's performance shall be appraised against his/her current terms of reference or his/her agreed annual work plan. • The performance appraisal shall normally be undertaken by the staff member's current line manager for the period appraised. 	No guidelines presented.
Conditions of Employment	Re-grading of posts	<ul style="list-style-type: none"> • Post evaluation shall be requested by a staff member's manager to the head of the duty station. The post may be re-graded in accordance with the IUCN position evaluation system and any re-grading shall be approved. • All re-grading shall be confirmed in writing specifying the changes in the contract of the staff member concerned. • If a staff member is required to assume for more than one month, considerably more responsibility than that normally carried by his/her post, e.g. in the prolonged absence of or pending the recruitment of his/her manager, in which case the staff member is required to act in that position, a special discretionary bonus may be awarded for the period of the acting appointment. 	No guidelines presented.	No guidelines presented.

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Conditions of Employment	Relocation	<ul style="list-style-type: none"> • The Director General shall give not less than three months' notice of any relocation of staff from Headquarters or any other duty station within a country or between countries, and shall endeavour to give more than this minimal notice where feasible. The terms on which any relocation of staff members shall take place shall be specified in the applicable Conditions of Service. • In exceptional circumstances especially relating to financial or other crisis (e.g. civil strife) or force majeure, the notice period may be less than three months. In such circumstance the Director General, or the head of the concerned duty station as directed by him/her, shall notify staff members immediately after the decision to relocate has been taken. • Staff whose employment shall be terminated as a result of relocation shall be served the notice period specified in the Conditions of Service applicable to their duty station. 	No guidelines presented.	No guidelines presented.

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Salary management	Post classification review and procedures	No guidelines presented	No guidelines presented	<ul style="list-style-type: none"> • An employer must pay to an employee any remuneration that is paid in money in SA currency, daily, weekly, fortnightly or monthly; and in cash, by cheque or by direct deposit into an account designated by the employee. • Any remuneration paid in cash or by cheque must be given to each employee at the workplace or at a place agreed to by the employee, during the employee's working hours or within 15 minutes of the commencement or conclusion of those hours, and in a sealed envelope, which becomes the property of the employee. • An employer must pay remuneration no later than seven days after the completion of the period for which the remuneration is payable or the termination of the contract of employment.
	Salary structure and review	<ul style="list-style-type: none"> • Salary shall be paid in local currency according to the grade of the post occupied within the range for that grade specified in the salary structure applicable to the duty station. • Salaries appropriate to each grade in each duty station shall be monitored regularly and reviewed periodically in accordance with local laws and local salary movement. The grades of posts and the salary range for each shall be made public unless local conditions are not conducive. • Details of salary payments (e.g. periodicity, currency and method of payment) shall be specified in the applicable Conditions of Service and/or in the staff member's letter of appointment. 	<ul style="list-style-type: none"> • Salaries shall be paid according to the grade and step of the incumbent post • The salary range may differ depending on the duty station, position, work experience, educational qualifications and the number of years in the position • For all regular staff members, salaries shall be paid on the specified dates and wages for temporary workers on the last day of the month subject to the date on which employment commenced. • Locally recruited staff shall be quoted in US dollars but paid in the local currency, preferably into a bank account • Salaries shall be reviewed annually. • All staff members will receive pay slips before the actual payday. 	
	Cost of living	No guidelines presented.	No guidelines presented.	No guidelines presented.
	Special Post allowance	No guidelines presented.	No guidelines presented.	No guidelines presented.

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Professional conduct	Disciplinary procedure	<ul style="list-style-type: none"> • Notification; • Disciplinary measure; • Warning (oral or written) is given for minor offences and is not put on record in the staff member's official status file; • Written reprimand is a more severe measure than a warning and is put on record in the staff member's official status file. It is issued as a continuation of earlier warnings if unsatisfactory behaviour continues, or if the nature of the offence warrants a written reprimand; • Suspension is temporary removal from duty with or without pay and with or without some or all of the benefits to which the staff member is normally entitled. It is given for major offences and the duration depends on its seriousness. Local labour laws determine the procedure and maximum; • Dismissal is separation from service for gross misconduct or for unsatisfactory performance so serious or persistent as to requires this measure; • Any staff being affected by a disciplinary measure must have the opportunity to appeal, orally or in writing, depending on the type of measure being applied. 	No guidelines presented.	<p>There are five forms of disciplinary sanctions which can be taken against any employee, namely:</p> <ul style="list-style-type: none"> • Verbal warning; • Written warning; • Final written warning; • Dismissal with notice; • Dismissal without notice (summary dismissal); • Notice of disciplinary hearing - Within 3 Days of Management becoming aware of the disciplinary infraction; • Disciplinary hearing - Within 4 Days of Notification; • Finding of Disciplinary Hearing - Within 7 Days of Disciplinary Hearing; • Lodgement of Appeal - Within 7 Days of Finding of Disciplinary Hearings; • Convening of Appeal Hearing - Within 7 Days of Receipt of Lodgement of Appeal; • Finding of Appeal Hearing - Within 7 Days of Appeal Hearing.

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Professional Conduct	Grievance procedure	<ul style="list-style-type: none"> • Before recourse is made to the formal grievance procedure, attempts should be made to resolve the grievance informally in order to avoid entrenched positions being reached. • First instance. The staff member shall present the grievance in writing to the immediate manager, clearly specifying the matter at issue or in dispute, the reasons for the complaint and the remedy sought within 15 days of the occurrence. • The manager shall respond, in writing, specifically to the points raised by the grievance and giving reasons for his/her decision within fifteen (15) workdays following receipt of the complaint. • The staff member, after receipt of his/her immediate manager's decision, may appeal the decision to the Ombudsman within five (5) days. It shall be made in writing and shall include the reasons for appealing plus all documents previously submitted. • The Ombudsman shall hold a meeting with the parties. The Ombudsman shall communicate his or her decision in writing to the staff member and manager concerned within ten (10) days following the meeting. • If the grievance is not resolved to the staff member's satisfaction, he/she may appeal to the Council of IUCN within ten (10) days. The Council shall hold a meeting with the parties. • The Council's decision is final and shall be rendered, in writing, to the staff member within fifteen (15) workdays following the meeting. • At all stages' employees who have a grievance or those against whom a grievance is raised have the right to be accompanied at any meeting by an IUCN colleague. 	No guidelines presented..	<p>The Procedure:</p> <ul style="list-style-type: none"> • Incident(s) giving rise to the grievance; • Lodgement of a grievance - Within 7 Days of incident giving rise to grievance; • Notice of a Grievance hearing - Within 3 Days of lodgement of grievance; • Grievance Hearing - Within 4 Days of Notification to Attend Grievance Hearing; • Finding of Grievance Hearing - Within 7 Days of Grievance Hearing.

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Professional Conduct	Outside activities	<p>Staff members shall require no approval for outside activities that meet the following minimum conditions:</p> <ul style="list-style-type: none"> • They are compatible with behaviour appropriate to his/her employment with IUCN; • They do not interfere with the work of the staff member, nor with his/her ability to accept any new assignment which management require the staff member to assume; • They are neither continuous nor recurring, or they take place outside working hours or while the staff member is on leave; • Approval is required for activities that don't meet the above minimal conditions. For approval, the staff member should submit a written request to his/her manager containing a full description of: the nature of the activity, location and duration of the activity, compensation to be received, and any other pertinent information; • Management shall inform the staff member of the decision, normally within one week of receiving the request. If the request is rejected, the staff member is informed of the reasons; • No outside activity is to take place within working hours. If the request for outside activities is approved, this approval can be considered as a basis for granting special leave with or without pay, as appropriate, if such leave is necessary for the conduct of the outside activity; • For approved requests to perform outside activities that involve participation in forums, staff members are still expected to avoid public statements of a controversial nature, particularly insofar as these may relate to national policies and interests. • Activities are authorised for no more than twelve months at a time. 	<ul style="list-style-type: none"> • IUCN staff members can be engaged in private consultancies where they will receive payment from other organisations provided this will not jeopardize his/her work with IUCN ROSA. • The staff member should consult and get authorisation prior to this engagement. • IUCN may want reports from these projects depending on the nature of the work. 	No guidelines presented.

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
General employment procedures	Emergency and evacuation	No guidelines presented.	No guidelines presented.	No guidelines presented.
	Employment of family members	No guidelines presented.	No guidelines presented.	No guidelines presented.
	Secondment or loan of Staff members	No guidelines presented.	No guidelines presented.	No guidelines presented.
	Personal loans	No guidelines presented.	No guidelines presented.	No guidelines presented.
	Staff relocation and transfer	No guidelines presented.	No guidelines presented.	No guidelines presented.
	Miscellaneous	No guidelines presented.	No guidelines presented.	No guidelines presented.
End of service	Notice Period	<ul style="list-style-type: none"> The notice period is specified in the applicable Conditions of Service and/or letter of appointment. In the case of resignation by a staff member, the head of the duty station shall have the authority to require the staff member concerned to work the full notice period. A staff member may request, in the case of termination by IUCN, a reduction of the notice period without pay. 	<ul style="list-style-type: none"> 1 Month's notice or the forfeiture of a month's salary in lieu of resignation. 	<ul style="list-style-type: none"> A contract of employment terminable at the instance of a party to the contract may be terminated only on notice of not less than one week, if the employee has been employed for four weeks or less, two weeks, if the employee has been employed for more than four weeks but not more than one year, four weeks, if the employee has been employed for one year or more; or is a farm worker or domestic worker who has been employed for more than four weeks. A collective agreement may permit a notice period shorter than that required by subsection.

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
End of Service	Obligations of staff members at end of service	<ul style="list-style-type: none"> At the end of service, a staff member shall return to IUCN any material, equipment, documentation, official papers, reference works, whether in printed or electronic form, and computer programmes belonging to IUCN in his/her custody, and all keys provided by IUCN. IUCN is inherently the copyright owner of any unpublished data and documentation which any staff member or consultant may have gathered, reviewed and/or analysed on behalf of IUCN and in IUCN-contracted time. The staff member shall undertake not to use such data or documentation in publications or lectures or in the service of another employer without giving due credit to their origin and to IUCN and shall inform the Director General when so doing. 	No guidelines presented.	No guidelines presented.
	Expiry of Contract	No guidelines presented.	<ul style="list-style-type: none"> Unless a contract is either renewed or extended, a contracted staff member's contract shall cease on the last day of the contract. Renewal will be based on satisfactory performance. 	No guidelines presented.
	Voluntary Resignation	No guidelines presented.	<ul style="list-style-type: none"> Senior staff members may be requested to serve 3 months beyond date of submission. The Regional Director may decide to release a staff member before the completion of the notice period. 	No guidelines presented.

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
End of Service	Dismissal	<ul style="list-style-type: none"> • A staff member may be summarily dismissed (without notice) in the event of: <ul style="list-style-type: none"> ▪ A conviction of a serious criminal offence ▪ Grave misconduct including wilful refusal or persistent neglect or failure to adhere to agreed policies and procedures, or gross indiscretion; ▪ Other reasons specified in local laws and regulations. • Disciplinary action shall consist of at least one verbal, one written, and one final written warning. 	<ul style="list-style-type: none"> • The Regional Director may give notice to terminate a staff member's employment or may place the staff member on special leave with full pay until the end of the notice period 	Employees dismissed for reasons based on the employer's operational requirements are entitled to severance pay of at least one week's remuneration for each completed year of continuous service with the employer
	Redundancy	<ul style="list-style-type: none"> • If there is need for collective redundancy (as defined by local labour laws), the Director General, or the head of the duty station as directed by him/her shall inform the staff and the appropriate Staff Liaison Committee at least five working days prior to taking a final decision on the collective redundancy. In cases where local labour laws do not define collective reduction, such redundancy is defined as ten or more staff members. • In cases of collective redundancy the following steps shall be taken: <ul style="list-style-type: none"> • • Temporary personnel shall be given notice first; • Staff holding fixed-term or indefinite contracts shall be given the opportunity to apply and shall be considered for transfer to vacancies, for which they are suitably qualified, at the duty station concerned or at other duty stations • Staff members shall be invited to volunteer for redundancy. Job-sharing or part-time employment arrangements can be considered; 	<ul style="list-style-type: none"> • Staff should be informed first • Temporary staff shall be given notice first • Staff members holding indefinite or fixed contracts shall be given the opportunity to apply for transfer to vacancies for which they are suitably qualified • Staff members are entitled to remuneration and benefits due to them up to the time of termination 	No guidelines presented.

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
End of Service	Redundancy	<ul style="list-style-type: none"> • If there is still need to reduce numbers, individual staff members whose retention is impracticable in the judgement of the Director General and the head of the concerned duty station, shall be informed • The staff members concerned shall be given as early a warning as possible and a notice period which shall not be less than the period stipulated by local labour laws, as specified in the applicable Conditions of Service. • In redundancy situations involving less than ten staff members, the above steps shall be considered and taken where practicable. • Compensation for redundancy, collective or otherwise, shall be governed by local laws and practice and shall be specified in the applicable conditions of service. 	No guidelines presented.	Employees dismissed for reasons based on the employer's operational requirements are entitled to severance pay of at least one week's remuneration for each completed year of continuous service with the employer
	Retirement	No guidelines presented.	<ul style="list-style-type: none"> • An IUCN staff member shall qualify for retirement at the attainment of 50 years of age for women and 55 for men 	No guidelines presented.

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
End of Service	Obligations of the employer at end of service	No guidelines presented.	No guidelines presented.	<p>On termination of employment an employee is entitled to a certificate of service stating-</p> <ul style="list-style-type: none"> • The employee's full name • The name and address of the employer; • A description of any council or sectoral employment standard by which the employer's business is covered • The date of commencement and date of termination of employment • The title of the job or a brief description of the work for which the employee was employed at date of termination • The remuneration at date of termination • If the employee so requests, the reason for termination of employment

3.2.2 CURRENT SITUATION

The assessment outlined below is based on an analysis of the policies, legislation and guidelines from Head Quarters, ROSA and SA Legislation.

A Human Resources Procedure manual was produced by IUCN Head Quarters and adapted by ROSA for staff management. The Human Resources Manual is intended to outline specific human resources procedures within the framework of Staff Rules developed and the local (country specific) Conditions of Service (COS). These procedures are general rules but provide room for the inclusion of specific conditions or considerations depending on the rules and legislation prevailing at specific duty stations. Each section in the manual provides policy references, an introduction, responsibility, procedures and guidelines for the relevant HR practitioner and specific conditions and considerations. The Sections that are covered in the HQ Human Resource Manual are:

- Selection and recruitment
- Contract Administration
- Salary Management
- Benefit administration
- Performance management
- Professional development and training
- Leave administration
- Professional conduct
- General employment procedures
- End of service

The IUCN-ROSA conditions of service were adapted from the HR procedures manual developed by IUCN headquarters. These conditions of service apply to all IUCN-ROSA staff holding indefinite and fixed term appointments as well as seconded members of staff. These COS form an integral part of the staff member's contract. The COS provide policy guidelines in terms of the following areas:

- Appointments
- Working hours
- Leave
- Remuneration
- Travel
- Conduct, discipline and grievances

- Loans
- The use of IUCN vehicles
- Separation from service
- Consultancies
- Training
- Management of assets

The policies and procedures that are currently being utilised by the IUCN-SA office are a cross between the global HR procedures, the IUCN ROSA conditions of service and general HR practices that are accepted within the SA context

3.2.3 STRENGTHS

- The Conditions of Service (COS) document is comprehensive in that it covers the core areas that an employee would require information on. This positions the document as an information resource for staff.
- The ROSA conditions of service and the IUCN global procedural manual, are clear and concise
- The ROSA condition of service document applies to permanent staff and fixed period contract staff. This combined approach is efficient and appropriate in an environment with limited staff.

3.2.4 WEAKNESSES AND IMPLICATIONS

Weaknesses	Implications
The Conditions of Services (COS) document has been written for ROSA. There is no SA version of this document. The document frequently refers to Zimbabwe and this reduces the overall relevance for the SA office of the IUCN.	There is no alignment to legislation and relevant policies that are applicable to the SA context The conditions of service are not fully operationalised at the SA office level and this could create tension amongst staff.
The current leave Benefits such, as maternity leave and sick leave are not aligned to the Basic Conditions of Employment Act. For example, the current maternity leave benefits are less than that stated in the BCE Act.	IUCN-SA is at risk in terms of the current employees, i.e. the non-alignment to SA legislation places the SA office at enormous risk and can lead to charges of unfair labour practices. Liability against the IUCN-SA could result.
The terms of reference document is attached to each contract but this document is very brief and does not address the particular activities, tasks and competencies that are required to perform a particular function.	There is a lack of clarity in terms of the roles that staff is required to play. This is particularly problematic as it leaves room for interpretation that might facilitate or act as a barrier to staff conducting their primary functions.

Weaknesses	Implications
<p>The mechanisms in place to facilitate the staff management function and support in terms of staff issues are not effectively implemented. Meetings at best are <i>ad hoc</i> and the roles and functions of the Senior Management Group are not clearly defined. In addition, there is no documentation regarding the devolution of powers and responsibility to the SMG.</p>	<p>The lack of appropriate management and support mechanisms for staff can result in tensions amongst staff surfacing. In addition, staff can abuse the situation, as there is not accountability framework for their actions. This can eventually lead to an ungovernable organisation.</p> <p>Without documentation that supports devolution of powers and responsibility to the SMG – in the absence of the Country Programme Coordinator, processes and decisions can become paralysed.</p>
<p>There is confusion as to who staff should engage with in matters relating to HR e.g. where they should submit their leave forms</p>	<p>The lack of clarity regarding whom should staff engage with on Human Resource issues can lead to inaccurate documentation of and management of staff. E.g. staff could take leave and not lodge the correct forms or because the system is not effectively managed may take leave without completing the necessary documentation.</p>
<p>There are no policies that outline benefits and incentives including issues related to payment of the per diems</p>	<p>Not providing staff benefits and incentives compromises loyalty of staff to the organisation. The main implication is that staff would constantly look out for other job possibilities as opposed to investing themselves within the organisation.</p>
<p>There is a lack of a formally developed performance management system. In addition, the current system that is utilised is conducted in an unsystematic <i>ad hoc</i> basis. Performance management is usually carried out on a project by project basis</p>	<p>Without a performance management system in place, the performance of staff cannot be fairly and accurately assessed. In addition, IUCN-SA have not clearly articulated performance measures in the letters of appointment, this prevents the organisation from appraising any staff. If appraisals were done it would be in contravention to the conditions governing performance management outlined in the BCEA.</p>
<p>Although the current COS makes some reference to Grievance Procedures, these procedures are minimally utilised and are not aligned to the LRA and the BCEA. The perception by all staff is that grievance procedures do not exist within the IUCN-SA office.</p>	<p>This contravenes the Labour Relations Act of SA and puts the organisation at risk in terms of unfair labour practices and may be liable for a fine</p>
<p>The COS refers to job evaluation and grading system. There is no evidence that this system is being applied at the IUCN- SA. Office.</p>	<p>Salaries range varies for people that are performing similar functions. It appears as if the contracts are negotiated without any reference to this job grading system</p> <p>This environment does not facilitate consistency and competitive remuneration</p>
<p>There are no job descriptions available to define the various areas of performance of each employee. The terms of reference document that is attached to each letter of appointment makes reference to the generic project deliverables and not to the roles and responsibilities of the individual employee.</p>	<p>As there are no guidelines against which the IUCN-SA office can base their performance appraisal of an employee, performance management is restricted to specific deliverables on projects There is no clarity as to the role that individuals perform. This often leads to role confusion, duplication of roles or abdication of roles and functions.</p>

Weaknesses	Implications
<p>There is no core person responsible for management of the HR function. The function is split between three people. The Assistant Financial Manager manages the payroll and leave administration. A project manager manages the broader HR benefits and a Project officer manages processes and the Personnel Files</p>	<p>The splitting of the HR function, combined with the lack of a dedicated resource for HR, could result in inconsistent application of processes and procedures and important staff issues falling between the “cracks”. The latter can exacerbate the tensions and dissatisfaction currently experienced by staff.</p>
<p>The staff rules require that a staff liaison committee be established to facilitate discussion around issues and concerns that pertain to the staff. There is no evidence of a committee of this nature within the IUCN-SA office.</p>	<p>The lack of a staff liaison committee could result in staff issues not being addressed in a manner that complies with the staff rules. The non-compliance could place the organisation at risk.</p>

3.3 SELECTIONS AND RECRUITMENT

3.3.1 Comparison across Policies, Procedures and Legislation

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Selection and recruitment	Policy	<ul style="list-style-type: none"> • Focus on best-qualified and most suitable candidates. • Preference will be given to staff members whose qualifications and experience meet the criteria subject to the provision of appointments on the basis of merit, equal opportunity, gender equity and geographic balance 	<ul style="list-style-type: none"> • Focus on best-qualified and most suitable candidates. • Preference will be given to staff members whose qualifications and experience meet the criteria subject to the provision of appointments on the basis of merit, equal opportunity, gender equity and geographic balance. 	<ul style="list-style-type: none"> • No person may unfairly discriminate, directly or indirectly, against an employee, in any employment policy or practice, on one or more grounds, including race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language and birth. • It is not unfair discrimination to take affirmative action measures or distinguish, exclude or prefer any person on the basis of an inherent requirement of a job.

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Selection and recruitment	Selection process	<ul style="list-style-type: none"> • Vacancy approval; • Advertising; • Attracting candidates; • Application process; • Selection: <ul style="list-style-type: none"> ▪ Screening applications and short list; ▪ Interview and appointments. ▪ Notification and grade of appointment. 	<ul style="list-style-type: none"> • Vacancy approval; • Advertising (Regionally for ROSA and locally for the Zimbabwe office); • Attracting candidates; • Application process; • Selection: <ul style="list-style-type: none"> ▪ Screening applications and short list; ▪ Interview and appointments; ▪ Notification and Grade of appointment. 	No guidelines presented.
Selection and recruitment	Medical Examination	No comments.	No comments.	Medical testing of an employee is prohibited unless legislation permits or requires the testing or is justifiable in the light of medical facts, employment conditions, social policy, the fair distribution of employee benefits or the inherent requirements of a job.

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Employment Equity	Policy	<ul style="list-style-type: none"> IUCN is committed to ensuring employment equity in their recruitment and selection policies. 	<ul style="list-style-type: none"> IUCN ROSA is committed to ensuring employment equity in their recruitment and selection policies. 	<ul style="list-style-type: none"> Every designated employer must, in order to achieve employment equity, implement affirmative action measures for people from designated groups. A designated employer must prepare and implement an employment equity plan, which will achieve reasonable progress towards employment equity in the employer's work force. A designated employer that employs fewer than 150 employees must submit its first report to the Director-General within 12 months after the commencement of the Act or, if later, within 12 months after the date on which that employer became a designated employer; and thereafter, submit a report to the Director-General once every two years, on the first working day of October.

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Benefit administration	Medical and accident coverage	<ul style="list-style-type: none"> The head of the duty station shall verify that all staff has adequate medical and accident coverage. Details of coverage shall be specified in the applicable Conditions of Service. 	<ul style="list-style-type: none"> All locally and internationally recruited staff shall be entitled to a health insurance policy. In the event that a staff member chooses to have a separate health insurance arrangements, they will forfeit this benefit and will not receive compensation. 	No guidelines presented.
	Life insurance	No guidelines presented.	No guidelines presented.	No guidelines presented.
	Salary Entitlement in The Case of Illness or Accident	<ul style="list-style-type: none"> Salary entitlement in the case of illness or accident shall be in conformity with local laws and regulations and shall be specified in the applicable Conditions of Service. 	No guidelines presented.	No guidelines presented.
	Pension scheme	<ul style="list-style-type: none"> The head of the duty station shall ensure that all staff are covered by the statutory or, where necessary, an additional pension or savings scheme. Details of the scheme in operation at the staff member's duty station shall be specified in the applicable Conditions of Service. 	No guidelines presented.	No guidelines presented.

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Benefit Administration	Educational allowance	<ul style="list-style-type: none"> • The principal criterion of eligibility for an education allowance shall be that the dependant children of the staff member shall clearly be disadvantaged if educated in the language, or under the curriculum, of the duty station or if adequate local public schooling is not available. • An education allowance may be granted in respect of a staff member's dependent children in full-time attendance at a school, university or similar educational institution that is fee-paying. Entitlement to education allowance shall be explored prior to appointment and, if allowed, shall be stated in the staff member's letter of appointment. A staff member who is not eligible for an education allowance at the time of appointment may, if circumstances concerning his/her dependant children change during his/her service with IUCN, apply on an exceptional basis for an award to the head of the duty station who shall consult with the Director, Human Resources. • A staff member who is a national of the country where the duty station is located, or who is a non-national holding a post in grades 1 to 7 shall not be eligible for this allowance. 	No guidelines presented.	No guidelines presented.

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Benefit Administration	Educational allowance	<ul style="list-style-type: none"> Eligibility for an education allowance shall in no case extend beyond the end of the academic year in which the dependent child reaches the age of 25 years. The age limit for eligibility, which may be lower than 25 years, shall be specified in the applicable Conditions of Service and shall be in accordance with local practice. Procedures for the payment of an education allowance shall be specified in the Human Resources Procedures Manual. 		
Benefits Administration	Unemployment Insurance Fund	No guidelines presented.	No guidelines presented.	Employers are required to pay the prescribed contributions monthly, to the unemployment insurance fund.
	Other benefits and incentives	<ul style="list-style-type: none"> Installation and repatriation costs. 	No guidelines presented.	No guidelines presented.
	Income Tax	No guidelines presented.	All long-term staff members are required to pay income tax, National Security contributions and any levies imposed by the government and Consultants shall be responsible for their own income tax payments.	No guidelines presented.

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Benefits Administration	Cash in lieu of leave	No guidelines presented.	No guidelines presented.	No guidelines presented.
Performance management	Performance evaluation system	No guidelines presented.	No guidelines presented.	No guidelines presented.
	Staff incentives, awards and recognition	No guidelines presented.	No guidelines presented.	No guidelines presented.
Professional development and training	Training needs assessment and budget	No guidelines presented.	No guidelines presented.	No guidelines presented.
	Internal training	<ul style="list-style-type: none"> To the extent practicable and subject to the availability of financial resources, IUCN shall undertake to advance, through special training, on the job training and development programmes, the skills and motivation of staff. 	<ul style="list-style-type: none"> All members of staff are eligible for short training (less than 3 months); IUCN shall contribute to the training of staff where appropriate. 	No guidelines presented.
	External studies programme	No guidelines presented.	No guidelines presented.	No guidelines presented.
	Staff exchange programme	No guidelines presented.	No guidelines presented.	No guidelines presented.
	Skills development levy	No guidelines presented.	No guidelines presented.	Every employer must pay a skills development levy at a rate of 1% of the total salary bill.

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Leave administration	Process	<ul style="list-style-type: none"> • A staff member wishing to take leave must get signed authorisation from his/her manager. • Requests for leave should be requested at least two weeks in advance. • Authorisations must be submitted to HRMG for review, filing and follow-up purposes. 	<ul style="list-style-type: none"> • A staff member is required to fill in a leave form. • Authorisation must be granted before the leave is taken. • Leave must not be applied in retrospect unless under extenuating circumstances. • Only leave that has accrued may be taken. 	No guidelines presented.
	Annual leave	<ul style="list-style-type: none"> • A staff member shall be entitled to annual leave as specified in the applicable Conditions of Service and the official holidays specified in the applicable Conditions of Service. • The total entitlement shall not normally exceed 35 "working" days per annum. • Where local practice is to award more than the 35 it must be so advised. • If a staff member is employed for less than a full calendar year, the annual leave entitlement is pro rata to the number of calendar months worked. • Where an official holiday falls outside the normal working week, it shall be compensated by one extra day's leave, unless otherwise specified in the applicable Conditions of Service. • When a staff member on duty travel is required to work on a day that is an official holiday specified in the applicable Conditions of Service, due to that day not being a holiday in the country visited, he or she shall be entitled to a compensatory day of leave. 	<ul style="list-style-type: none"> • All regular staff members shall earn a maximum of 24 working days leave, which accrues at the rate of 2 working days per month. • Internationally recruited staff accrue 25 days. • A maximum of 10 days may be carried over. • Any leave days in excess will not be carried over and will be forfeited. 	<ul style="list-style-type: none"> • An employer must grant an employee at least 21 consecutive days' annual leave on full remuneration in respect of each annual leave cycle. • An employee is entitled to take leave accumulated in an annual leave cycle.

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Leave Administration	Special leave	<ul style="list-style-type: none"> In certain circumstances, specified in the applicable Conditions of Service, shall grant special leave on full salary without deductions from the annual leave entitlement. The number of days granted in each circumstance shall be specified in the applicable Conditions of Service and shall normally be based on local practice. Special leave shall be taken when the occasion arises. It may not be carried forward. 	No guidelines presented.	No guidelines presented.
	Compassionate Leave		<ul style="list-style-type: none"> Staff members are advised to use accrued days to attend funerals and to visit sick relatives. 	No guidelines presented.
	Parental Leave (Maternity and Paternity leave)	<ul style="list-style-type: none"> IUCN shall grant maternity leave. The duration of such maternity leave shall be specified in the applicable Conditions of Service. Provisions for paternity leave (if any) shall be based, within reason, on local practice and shall be specified in the applicable Conditions of Service. 	<ul style="list-style-type: none"> Maternity leave can extend for up to 90 days. The leave can be split into half, 45 days before and 45 days after delivery. To qualify for maternity leave, a staff member must have worked for the organisation for at least 12 months. Such leave will have to be taken once every 2 years and a maximum of 3 times with IUCN after which the staff member will have to take unpaid leave. Any nursing mother is entitled to 1 hour off a day, during the first 6 months after returning to work. Paternity leave not exceeding 2 working days shall be granted to a staff member. This leave is granted once every 2 years. 	<ul style="list-style-type: none"> An employee is entitled to at least four consecutive months' maternity leave. An employee may commence maternity leave- at any time from four weeks before the expected date of birth, unless otherwise agreed or on a date from which a medical practitioner or midwife certifies that it is necessary for the employee's health or that of her unborn child. No employee may work for six weeks after the birth of her child, unless a medical practitioner or midwife certifies that she is fit to do so. An employee who has a miscarriage during the third trimester of pregnancy or bears a stillborn child is entitled to maternity leave for six weeks after the miscarriage or stillbirth, whether or not the employee had commenced maternity leave at the time of the miscarriage or stillbirth.

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Leave Administration	Sick leave	<ul style="list-style-type: none"> Staff returning from sick leave should submit to HRMG the corresponding medical certificate, if appropriate. 	<ul style="list-style-type: none"> A staff member who is away from duty for more than 3 days because of illness must produce a doctor's certificate. Failure to do so will result in disciplinary action. Sick leave with full pay shall be granted up to a maximum of 22 working days within a 5-day working week in any 1-year of service. Where as a result of illness or accident a staff member is unable to fulfil his/her contractual obligations for a further period exceeding 1 month, his/her contract of employment may be terminated. 	<ul style="list-style-type: none"> An employer is not required to pay an employee if the employee has been absent from work for more than two consecutive days or on more than two occasions during an eight-week period and, on request by the employer, does not produce a medical certificate stating that the employee was unable to work for the duration of the employee's absence on account of sickness or injury. The medical certificate must be issued and signed by a medical practitioner or any other person who is certified to diagnose and treat patients and who is registered with a professional council established by an Act of Parliament.
	Sabbaticals	<ul style="list-style-type: none"> The manager together with the incumbent should prepare a request for sabbatical leave addressed to the Director General of IUCN, which must include the following: <ul style="list-style-type: none"> IUCN may not be able to guarantee the availability of the staff member's previous position. In such case, IUCN shall endeavour to bring the staff member back to an equivalent position. After return to work, the staff member must submit a complete written report on the results and accomplishments of the sabbatical leave, which must include an account of the financial remuneration, if any, received during such leave. 	<ul style="list-style-type: none"> Staff members wishing to take study leave for the purpose of writing examinations shall have these days deducted from their annual leave. 	No guidelines presented.

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Leave Administration	Accrued Leave	<ul style="list-style-type: none"> • Maximum ten days' accrued annual leave may be carried forward from one calendar year to the next. • Accrued annual leave is not cumulative. • Accrued annual leave may only be compensated in cash at the end of service. The maximum amount that may be compensated in cash shall be specified in the applicable Conditions of Service. • In case of redundancy or dismissal, the cash equivalent of the leave taken by the staff member in excess of the <i>pro rata temporis</i> entitlement may be deducted from the last salary payment. 	<ul style="list-style-type: none"> • Accrued annual leave may only be compensated in cash at the end of service. Such accrued leave that may be compensated may not exceed 35 days. 	<ul style="list-style-type: none"> • An employee is entitled to take leave accumulated in an annual leave cycle.
	Other	No guidelines presented.	<ul style="list-style-type: none"> • All staff members are entitled to an afternoon off during each month to deal with personal business. This cannot be taken on Friday. Any afternoon not taken off cannot be accrued. • For staff members own marriage- they make take2 days. • When a staff member experiences the death of spouse, own child, parent, sister, brother they are entitled to 2 days leave. 	<ul style="list-style-type: none"> • An employer must grant an employee, during each annual leave cycle, at the request of the employee, three days' paid leave, which the employee is entitled to take when the employee's child is born when the employee's child is sick or in the event of the death of the employee's spouse or life partner or the employee's parent, adoptive parent, grandparent, child, adopted child, grandchild or sibling.

3.3.2 Current Status

The assessment outlined below is based on the analysis of the comparative table on policies, procedures and legislation.

Currently staff members are appointed on a fixed term contract. IUCN-SA utilises a skills match process in conjunction with a good working relationship in recruiting staff and consultants. The recruitment is based on referrals and previous working relationship with the individuals. On appointment, staff members are issued with a letter of appointment and attached to this letter of appointment are the following details:

- The title of the post;
- The duty station to which the staff member is appointed to;
- The date on which the staff member will be required to take up his/her duties;
- The period of the appointment;
- The hours of duty per week;
- Details of any statutory deductions;
- Terms of reference;
- Conditions of Service shall be attached; and
- A detailed breakdown of remuneration.

The letter of appointment serves as the contract once countersigned by both the employee and the Country Programme Coordinator.

Once an internal vacancy is created, preference is given to internal staff members. This is indicated in the IUCN HR manual and the ROSA COS,

3.3.3 Strengths

The strengths identified with regards to recruitment are:

- The policy around appointments supports growth from within the organisation. This is in line with best practices and with the prevailing legislation. It also allows for organisational growth through the development of people.
- All employees, whether full-time or on a fixed period contract are required to have a letter of appointment. This clause defines what should be included in the letter ensuring a level of consistency in the letters that are given to staff.

- The issues around working hours are clearly stated. The COS also makes provision for a lunch hour as required by the presiding legislation. The overtime provisions are clearly stated and are in line with the prevailing legislation.
- The selection and recruitment processes are effective in that, as it is, there is a limited amount of experts in the field. Advertising the posts will bear more or less the same results that a referral system can produce. Thus, it saves the IUCN-SA office time in terms of the acquisition of their services.
- The other reason for the current system of appointments is also the fact that the organisation has prior knowledge of the consultants' work and the appointment is based on good work that they may have produced for the IUCN in the past or for other organisation with which the IUCN has got good relationships. Thus appointments are also based on experience and this directly impacts on the quality of the products that are produced by IUCN.

3.3.4 Weaknesses and Implications

Based on the information documented in 3.3.1 the following weaknesses and implications were identified:

Weaknesses	Implications
Currently there are no formal processes that deal with the issue of selection and recruitment of staff at the IUCN-SA office. There is no evidence of interviewing being done on a competency basis as is required. In addition to these factors, the logistics and administration around the recruitment process are not clearly defined.	From the evidence provided on the quality of project delivery, one would assume that there is a thorough assessment of personnel to ensure that a good fit between the project and the skills recruited. Evidence acquired indicates that this is not the norm but rather an exception. This could result in the most appropriate person not being appointed to the project or supporting the inappropriate person for a longer period of time.
The recruitment policy does not detail issues around employment equity in relation to recruitment and appointment. Recruitment and appointment is a key area that needs to be addressed as part of the overall employment equity approach.	Even though the IUCN-SA is not required to comply with the Employment Equity Act, voluntary compliance is appropriate in the South African business environment.

Weaknesses	Implications
<p>Areas that are required to be covered are not in line with the requirements as stated in Section 29 of the Basic Conditions of Employment Act. The gaps identified include:</p> <ul style="list-style-type: none"> ▪ The letter does not say to whom the appointed employee reports to ▪ The letter reflects that contract renewal is based on performance but does not explicitly detail the performance review process; ▪ There is no explicit clause that details contributions to a retirement fund and a medical aid; ▪ Leave benefits and procedures are inconsistently applied across staff. There is no detailing of the type of leave staff can apply for or whether leave accrued on the previous contract can be carried over. Hence staff are unsure about how to apply for leave or secure leave of any kind. ▪ The sick leave benefits are not in line with Section 22 of the BCEA. ▪ The section “Ground for Dismissal” constitutes an unfair labour practice; this needs to be reviewed in terms of the BCEA and the LRA. ▪ The notice period does not indicate whether it is a calendar month or 30 days notice. ▪ The issue of the probation period is not included in the letter of appointment. 	<p>The non-compliance to the South African legislation places the SA office at enormous risk and can lead to charges of unfair labour practices, and the office may be liable to pay some fines.</p>
<p>There is no alignment between the working hours in the Letter of Appointment and the ROSA COS. The working hours in the Letter of Appointment does not address the issue of the required lunch break.</p> <p>The overtime-maximum limits are not stated in the COS. In addition to this, there is no alignment between the ROSA COS and the Staff Rules. The Staff Rules state that time off will be awarded for overtime worked. The ROSA COS states that some overtime will be monetarily compensated.</p>	<p>This non-alignment of leave benefits has resulted in the following:</p> <ul style="list-style-type: none"> ▪ Leave is issued in an inconsistent and inequitable manner, i.e. some staff are entitled to certain categories of leave whilst others are not. ▪ The number of leave days are also inconsistently applied across staff i.e. the number of days allocated to staff differ. <p>Staff can perceive these inequities and inconsistencies staff as “favouritism”.</p>
<p>IUCN-SA office lacks formal processes that support existing and newly appointed staff.</p>	<p>The implications of the lack of formal processes are:</p> <ul style="list-style-type: none"> ▪ Low levels of job satisfaction; ▪ A poor level of commitment to the values and goals of the organisation; ▪ Poor relationships between senior staff and junior staff; ▪ Lack of an understanding of company policies, goals and procedures.

3.4 FRAMEWORKS, TOOLS AND METHODOLOGIES USED TO SUPPORT STAFF MANAGEMENT

3.4.1 REVIEW OF POLICY ACROSS THE DIFFERENT ENTITIES

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Appointment and induction	Process	<ul style="list-style-type: none"> • Approval of appointment; • Contract issuance; • Induction; • Probationary period. 	No guidance is provided in the COS on the appointment and induction of staff	<ul style="list-style-type: none"> • No person may employ a child-who is under 15 years of age or who is under the minimum school-leaving age in terms of any law, if this is 15 or older.
	Letter of Appointment	<p>The letter of appointment shall be in conformity with local employment laws and regulations and shall normally include the following:</p> <ul style="list-style-type: none"> • Staff Rules and the applicable Conditions of Service shall be attached; • The title of the post; • Terms of reference; • The duty station to which the staff member shall be appointed; • The date on which the staff member shall be required to take up his/her duties; • The duration of the probation period to be served upon initial appointment; • The period of the appointment; • The hours of duty per week; • The grade of the post and salary structure and benefits; • Any conditions and exemptions which may be applicable; and • The appointment shall be subject to changes, which may be made subsequently in the Staff Rules and the Conditions of Service. 	<p>The letter of appointment shall include the following:</p> <ul style="list-style-type: none"> • The title of the post and relevant supervisor; • The duty station to which the staff member shall be appointed; • The date on which the staff member shall be required to take up his/her duties; • The duration of the probation period to be served upon initial appointment; • The period of the appointment; • The hours of duty per week; • The grade of the post, starting salary and details of any statutory deductions; • Annexure I: Terms of reference; • Annexure II: Conditions of Service shall be attached; • Annexure 3: A detailed breakdown of remuneration. 	<p>An employer must supply an employee, when the employee commences employment, with the following particulars in writing-</p> <ul style="list-style-type: none"> • The full name and address of the employer; • The name and occupation of the employee, or a brief description of the work for which the employee is employed; • The place of work, and, where the employee is required or permitted to work at various places, an indication of this; • The date on which the employment began; • The employee's ordinary hours of work and days of work; • The employee's wage or the rate and method of calculating wages; • The rate of pay for overtime work • Any other cash payments to which the employee is entitled; • Any payment in kind that the employee is entitled to and the value of the payment in kind.

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Appointment and induction	Letter of Appointment	The letter of appointment shall serve as the contract once countersigned and any promotion or reassignment shall be confirmed in writing either as a new contract or as an amendment.	The letter of appointment shall serve as the contract once countersigned.	<ul style="list-style-type: none"> • How frequently remuneration will be paid; • Any deductions to be made from the employee's remuneration; • The leave to which the employee is entitled; • The period of notice required to terminate employment, or if employment is for a specified period, the date when employment is to terminate; • A description of any council or sectoral determination which covers the employer's business; • Any period of employment with a previous employer that counts towards the employee's period of employment; • A list of any other documents that form part of the contract of employment, indicating a place that is reasonably accessible to the employee where a copy of each may be obtained. <p>An employer must display at the workplace where it can be read by employees a statement in the prescribed form of the employee's rights under this Act in the official languages, which are spoken in the workplace.</p>

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Appointment and induction	The Induction process	<ul style="list-style-type: none"> • Payroll processing and benefit enrolment; • Introduce the employee to fellow staff; • Review the job description with the new employee and discuss performance factors; • Explain reporting and supervisory responsibilities; • Explain the organisational structure; • Give the new employee a tour of the office and any instructions pertaining to the job that may be necessary for him/her to get started. 	No guidelines presented.	No guidelines presented.
Appointment and induction	Obligations of the employer on induction	<p>To convey:</p> <ul style="list-style-type: none"> • Employee benefits; • Taxes and deductions; • Vacations and holidays; • Human Resources Policies and Procedures; • Hours of work; • Pay procedures; • Procedures and staff responsible for providing services and facilities, i.e. office, desk, office equipment, office supplies, etc; • Transportation, parking facilities; • Safety procedures; • Procedures for reporting absences, when necessary; • Length and rules for probationary period. 	No guidelines presented.	No guidelines presented.

DOMAIN	SUB-DOMAIN	GLOBAL HR PROCEDURES MANUAL	IUCN ROSA – CONDITIONS OF SERVICE	SAN LEGISLATION
Appointment and induction	Probation	No guidelines presented.	<ul style="list-style-type: none"> • IUCN ROSA staff members are required to serve a probationary period not exceeding 3 months. • A week before the probation is due to lapse, that staff member, shall be notified in writing whether the appointment is confirmed or nullified. • The probation period can be extended for another 3 months if performance is unsatisfactory. • No staff member shall claim confirmation as a right or virtue. 	<ul style="list-style-type: none"> • An employer may require a newly hired employee to serve a period of probation before the appointment of the employee is confirmed. • The period of probation should be determined in advance and should be of reasonable duration. This should be determined with reference to the nature of the job and the time it takes to determine the employee's suitability for continued employment.

3.4.2 CURRENT STATUS

Based on the comparative information outlined in Section 3.4.1, an analysis of the current situation, the strengths and weaknesses of the current state is presented below:

The current status in respect of frameworks, tools and methodologies in place to support staff can be described as follows:

- There is lack of documentation that clearly articulates the post classification of staff, the salary structures of staff and the process used to review staff salaries;
- Staff are not formally given recognition and awarded for outstanding work;
- There is a lack of alignment between the leave days allocated as part of the COS and the leave days detailed in the letter;
- The leave benefits documented in the letters in most instances are in contravention to the BCEA;
- There is a lack of alignment between the termination of services for the purposes of redundancy as outlined by the IUCN-SA office and Section 189 of the LRA. In addition there is no alignment to the Code of Good Practice in Schedule 8 of the LRA;
- The COS makes reference to job evaluation and grading system – it is perceived that the SA office does not execute this. This perception is strongly supported by a lack of documentary evidence.

3.4.3 STRENGTHS

- The leave process within the IUCN-SA office is managed as part of the payroll. This allows staff to see what leave they have without having to go to an HR officer. Access to this information facilitates effective management of the leave benefit.
- The COS makes provision for the termination of services by resignation, retirement, dismissal, expiration of contract and redundancy. All these options are valid and clearly stated.

3.4.4 WEAKNESSES AND IMPLICATIONS

Weaknesses	Implications
<p>The overall leave policy as stated in the COS is not aligned with the prevailing legislation governing legislation in SA. The gaps in this policy are:</p> <ul style="list-style-type: none"> ▪ There is no alignment between the leave days allocated as part of the COS and the leave days allocated in the Letters of Appointment. ▪ The COS do not make allowance for the family responsibility leave as stated in Section 27 of the BCEA. ▪ The maternity leave provisions are in contravention of the BCEA. This Act makes provision for 4 months maternity leave. The COS does not make any provision for maternity leave. ▪ The sick leave benefits outlined are not phased as per the BCEA. The leave cycle runs for a 36-month period. 	<ul style="list-style-type: none"> ▪ Non-compliance to the South African legislation by the IUCN-SA office places it at enormous risk and can lead to charges of unfair labour practices, and the office could be liable to pay a fine.
<p>The issues around the termination of services for purposes of redundancy need to be aligned with Section 189 of the Labour Relations Act. This section of the Act defines the process that must be undertaken should an employee be dismissed for operational requirements.</p> <p>In addition to the redundancy issues, the IUCN-SA office does not make reference to the clause on “termination by the organisation” as referred to in the Code of Good Practice in Schedule 8 of the Labour Relations Act.</p>	<ul style="list-style-type: none"> ▪ The non-alignment to South African legislation places the SA office at enormous risk and can lead to charges of unfair labour practices, and the office may be liable to pay some fines.

3.5 TRAINING AND DEVELOPMENT

3.5.1 CURRENT STATUS

The IUCN-SA office has not subscribed to the Skills Development Act in terms of paying of the skills levy (1% of the salary bill) or crafting a clearly articulated Skills Development Plan. There is a lack of documentary evidence that details the approach to training and development of staff.

3.5.2 WEAKNESSES AND IMPLICATIONS

Weaknesses	Implications
<p>The SA office currently does not comply with legislation in respect of the Skills Development Act. The non-compliance is in respect of.</p> <ul style="list-style-type: none">▪ A clearly articulated training and development policy and plan for the IUCN-SA office is lacking▪ The office is has not registered with the SARS for deduction of the Skills Levy▪ Have not appointed a Skills Development Facilitator.	<p>The non-compliance to the Act and non-payment of levies could result in the IUCN-SA office paying penalties to the South African Revenue Services.</p>

3.6 SALARY STRUCTURE

3.6.1 REMUNERATION TRENDS, PHILOSOPHIES AND BENEFITS

The remuneration philosophy of an organisation is generally driven by the stated vision and values of the organisation, thereby providing the context for designing appropriate pay and benefits. Fairness, equity and market competitiveness are also key factors in pay and benefits.

Tax and recent changes in the Tax Act places a huge responsibility on organisations to ensure compliance with the new regulations. Reporting requirements are now comprehensive and sophisticated, enabling the receiver of Revenue to crosscheck information. Failure to comply can result in large fines being levied and punitive interest rates being applied to unpaid and overdue taxes.

With regard to benefits, many organisations in South Africa believe that they should provide a minimum level of core benefits in order to remain competitive and to attract and retain quality skills in a skills pool that continues to diminish. Flexibility in choice of benefits is a trend. Individuals are given an opportunity to choose benefits according to their needs as opposed to their organisational level. Remuneration in South Africa is generally structured to recognize individual merit, which is assessed through performance management systems. These systems are generally based on a clear definition of expected results/outcomes and regular, honest feedback on performance.

The principles used in benchmarking IUCN-SA salaries:

- General job category surveys were used to benchmark;
- Job categories were used in the benchmarking exercise (as per contract);
- The private and para-statal sector was used primarily to benchmark against;
- Benchmarking was done on the assumption that the core employees were permanent or on a fixed price contract;
- The 50th percentile is provided for all job categories except for the Programme Director. This was done in terms of the common trend across organisations;
- The 50th percentile is the salary band at which 50% of individuals in the market are remunerated;
- Starting salaried and not 50th percentiles are provided for programme managers;
- A distinction between country scale projects and regional scale projects was not made.

3.6.2 FINDINGS

A review of the remuneration and benefits at the IUCN-SA office reveals that individuals are remunerated on a “Total Cost to Company” basis. Staff are appointed on a fixed-term contract. The general trend in companies is that if individuals are appointed on a contract basis, they are remunerated higher than their permanently employed counterparts. The main finding in respect to the salary benchmarking exercise is that there is enormous variation in salaries for staff performing the same job function. Hence the proposals made for redressing these imbalances are as follows:

- Undertake a job evaluation to understand the importance of positions to the organisation and use this as a base for remuneration;
- IUCN-SA to remain with the Cost to Company approach since this approach allows for easier management of equity between staff. The cost to company approach also

enables the implementation of different types of individual choice decisions, whereby employees may for instance opt to join cheaper medical aid schemes or pension funds;

- In order to address the disparity existing between individual, IUCN-SA can adopt a process of containing higher packages and fast tracking lower packages;
- IUCN-SA needs to develop and apply a Performance Management System in the immediate future.

Job Category	General Job Category	Current Salaries per month	50 th Percentile salaries	
			Parastatal	Private Sector
Assistant Accountant	Accountant	R14,000	* R9,068 ** R13,479	*R10,498 **R15,176
Administrator/Receptionist	Junior Admin Clerk	R5,500		
Country Programme Assistant/Administrator	Senior Admin Clerk	R8,500 R10,000	R9,151	R8,200
Information Technology – Intern	IT Help-desk Assistant	R3,000	R5,500	R6,700
Office Cleaner	Cleaners	R1,300	R3,335	R3,355
Junior Marketing Officer -	Marketing Officers	R4,000	* R5,559 ** R9,416	*R4,559 ** R10,300
Researcher	Junior researcher		R10,220	R13,000
Researcher	Senior Researcher		R15,000	R16,570
Project Manager	Project Manager	R15,000 R16,000 R25,000	R18,000	R20,000
Country Programme Coordinator	Director	R35,000	R25,000	R27,000

*Start-up basic qualifications

** Post-graduate

Other anomalies within IUCN-SA that exist relate volunteers, which have not been addressed in the table above.

3.6.3 STRENGTHS

The remuneration structure and the related benefits are clearly stated. This allows employees to understand what the benefit structures are and what benefits are included in their remuneration packages.

3.6.4 WEAKNESSES AND IMPLICATIONS

Weaknesses	Implications
<p>The key weakness in this section is that there is no link between the COS, the Staff Rules and the Letters of Appointment. The IUCN-SA staff receive a contribution to a pension and medical aid scheme but these schemes are not part of the IUCN-SA payroll structure. There is no process to ensure that each staff members does in fact contribute to a medical aid and a retirement annuity even though an express provision for these benefits are paid as part of the package.</p>	<p>The salary packages are structured to maximize tax efficiency, i.e. the payments for medical aid and retirement are included in the salary as a tax benefit. If these deductions are not made by the IUCN-SA or by the employee, the employee will pay back against these tax benefits.</p>
<p>The area that covers Income Tax is not relevant to the South African environment to facilitate understanding.</p> <p>The other legislated deductions are not stated in the COS and the Letter of Appointment.</p>	<p>There is a lack of alignment between the current structuring of the income tax and that required in terms of the tax law for citizens working within SA. This could result in the individual or IUCN-SA paying substantial penalties on unpaid taxes</p>
<p>The SA office lacks a salary structure. Staff performing similar functions are being remunerated differently because contracts are negotiated without reference to the job grading system</p>	<p>The lack of a grading system can lead to tensions amongst staff that perform the same job but are remunerated differently. This could result in a high staff turnover or loss of good staff because they are dissatisfied with the remuneration.</p>

SECTION FOUR: FINDINGS – PROJECTS

4.1 SECURING PROJECTS

4.1.1 CURRENT SITUATION

Projects are secured through open tendering processes, requests for proposals by the donors and government departments or submissions for grants to international aid organisations. The Country Programme Coordinator of the SA office is fully of fey with the developments within the respective government departments, has a good understanding of the national priorities within the conservation and development arena and is in frequent discussions with local, regional and international donor agencies where information is gathered on the main areas of focus and investment. The business intelligence gathered, together with the mechanisms outlined above, has been used to secure projects during the past four years. From an external perspective this approach appears to be mostly reactive in nature and does not necessarily support the sustainability of projects. However, the approach has been successful in generating a steady revenue stream that has allowed the organisation to increase its human resource capacity and technical skills pool.

4.1.2 STRENGTHS

The approach utilised in securing projects by IUCN-SA has a number of strengths. The identified strengths are as follows:

- The apparent reactive approach to securing projects has required staff to be dynamic and innovative in their management and execution of the respective projects.
- The current process has been effectively used to procure a number of projects. The value of these has created a healthy revenue stream for the SA office. Adhering strictly to the programme guidelines would have limited the number of projects that the SA office could have secured in the first two years since its establishment. This could have negatively affected the revenue generated by the SA office.
- The projects secured have improved the financial status of the country office. The approach utilised has allowed the SA office to become financially viable and sustainable.

- The approach adopted by the SA office in securing projects has created opportunities for recruiting project staff that are multi-skilled and have a wide range of experience.
- This approach has also facilitated the utilisation of different consultants for specific areas of the project for short periods of time while keeping the core project staff for the duration of the project. The mix of skills and combination of short-term and long term project staff has ensured the success of programmes to a large extent.

4.1.3 WEAKNESSES AND IMPLICATIONS

Weakness	Implication
<p>The approach utilised in securing projects in the majority has not adhered to the programme guidelines (OABC Schema), i.e. projects need to meet the requirements of Regional Programme and the mandate presented by members and partners at the world congress.</p>	<p>The Programme Development Committee (PDC) has not reviewed at least 50% of projects secured. The implications are projects do not get approval by the PDC, and Head Quarters does not allocate project numbers. The latter has a negative impact on the financial reporting of the projects, in that income accrued or expenses incurred by the projects cannot be reported effectively within the current financial reporting framework.</p> <p>The current approach fosters a project approach and not a programme approach. This does not always support the achievement of the mission and vision of the Southern African programme or the mandate presented by members and partners at the world congress. The main implication is the contravention of the statutes by the SA office in this regard.</p>
<p>The absence of an IUCN-SA programme results in projects being retro-aligned with minimal focus on forward planning.</p>	<p>This retro-alignment could impede the long-term sustainability of the programme and the organisation as a whole.</p> <p>The retro-alignment also does not facilitate easy reporting in terms of project progress or financial reporting. This inadequate reporting by the SA office on project progress is in direct contravention to the agreement signed between the Country Office Director and the ROSA Director. The main implication of this is that the SA Office Programme Coordinator contract can be rescinded.</p>
<p>The perception that projects are secured in a manner that fosters competition rather than collaboration has been sighted in all interviews with members during this organisational assessment as well as the previous ROSA assessment.</p>	<p>This perception could exacerbate the already existing tensions between the local members and the IUCN-SA office. These tensions could act as an impediment to collaborative efforts and technical leveraging between members and the IUCN-SA Office.</p>

4.2 PROJECT PLANNING FRAMEWORK

4.2.1 CURRENT SITUATION

Projects are planned in accordance with the terms of reference developed as part of the project documentation provided by the client to the IUCN-SA office. The SA Programme Coordinator developed a guide, which assists staff in planning, executing and managing projects. All current project staff received an induction to the guide by Country Programme Coordinator. The project manager who is responsible for the project develops the project plan. The project plan includes the time-lines, the deliverables, the cost of the deliverables and the person responsible for the deliverable. The project is monitored through the project plan.

4.2.2 STRENGTHS

All staff have been introduced to the project-planning guide. However, the guide provided is inconsistently utilized. This has necessitated staff to be creative and innovative, both of which are characteristics that management would surely like to nurture. The project plans generated although developed on a project-by-project basis, provides the project manager with a tool against which the progress of the project and the project deliverables can be measured. If the project plan is effectively utilised the project manager can report project outcomes in an efficient manner to the client.

WEAKNESSES AND IMPLICATIONS

Weakness	Implication
Even though there is a guide for project planning, management and execution, the inconsistent, and in some instances non-utilisation of the guide, has resulted in project planning taking place on a project-by-project basis	The project-by-project planning although allows the project manager to measure project progress, promotes minimal planning at the programme level.
	The project-by-project planning limits the transference of project management skills and knowledge from one project to another. This situation is particularly problematic in instances where the project manager was only contracted for the duration of the project. The implication here is that the intellectual capital developed on project planning, management and execution is dissipated. The processes need to be re-established. The backlash of re-establishing processes is repetition of similar mistakes and possible delays in project start-up.

Weakness	Implication
<p>Although the Project Implementation Guide meets the minimal requirements, the guide however is not comprehensive in terms of tools and processes. For example, there are no tools in the guide to undertake quality management, risk management, monitoring and evaluation and project management.</p>	<p>If a comprehensive project implementation guide is not in place, there would be over-reliance on the skills of the project manager. This could be detrimental to the project in particular where the project managers' skills are mediocre to poor.</p>
	<p>In cases where project hand over was necessary, the project-by-project approach does not easily facilitate the continuity or a smooth project hand over.</p>
	<p>Individual project planning facilitates a silo operational approach. Projects are not viewed as part of a whole in terms of the contribution they make to the programme and the aims and vision of the organisation neither does it assist with sharing of information between projects. What it successfully does is keep staff focussed in a way that impedes collaboration, fosters unhealthy competition and creates an environment that does not support organisational learning but supports individual learning.</p>
	<p>The project-by-project planning approach creates a culture of reactive programming as opposed to proactive programming. In addition, the former approach supports retro-alignment of projects and bias towards a particular Key Result Area and Programme Objective. The ability to apply a proactive developmental strategy is also limited.</p>
<p>Even though projects are planned in terms of the time frames and deliverables, there is a lack of planning with regards to resource allocation.</p>	<p>The best skills match may not always be attained and this could impact on the delivery of the project.</p>
	<p>Resource management and monitoring is made difficult.</p>
	<p>Capacity issues arise around the support staff and the role they play in project implementation.</p>

4.3 PROJECT IMPLEMENTATION

4.3.1 CURRENT SITUATION

All the current projects have project managers appointed to them. These project managers are held accountable for the running and implementation of the project and make the majority of the decisions related to the project. While each project has its own individual filing system electronic documents are named according to a stipulated procedure. Staff are generally allowed to run with the project and ensure that requirements are met. Use of existing project management software facilitate planning of projects.

The secretarial/support staff is not allocated to any specific project. However, these services are provided to all the projects executed by the SA office. There is no formal resource allocation process but the current procedure does align the requirements of the project with the skills available in the office.

The Country Programme Coordinator in conjunction with the project managers, approve projects locally. Utilising the Programme Development Committee (PDC), which meets quarterly, has restraints in terms of turn-around time regarding the approval processes. In addition, there is a lack of awareness by IUCN-SA staff on the role and functions of the PDC. The project numbering system is time consuming and there is not enough knowledge available or confidence, that the system would support the turn-around time required for projects that have to be responded to in short periods of time.

4.3.2 STRENGTHS

The strengths identified in terms of project implementation are as follows:

- Project managers are empowered as they make most of the decisions relating to their projects and take the associated responsibility for the decisions made.
- Providing project managers with opportunities to manage projects independently encourages an environment where being dynamic and being able to “make things happen” becomes an essential skill.
- The current skill pool of project implementation staff facilitates efficient and effective delivery of projects.

- Even though a project might not have been assessed by the PDC, but was awarded by the client, the staff at the IUCN-SA office commenced with implementation upon the award of the project.
- The clients interviewed during the organisational assessment are very satisfied with the quality of services delivered on projects by the IUCN-SA staff.

4.3.3 WEAKNESSES AND IMPLICATIONS

Weaknesses	Implications
<p>The Programme Development Guideline clearly articulates the approval process for projects. However, there is a lack of understanding and inconsistent application by the IUCN-SA project staff in effecting the approval process.</p>	<p>The lack of appreciation of the approval process and the inconsistent application results in projects being implemented without going through the approval process. The major implication is that projects are not allocated a number and hence cannot incur any expenses and cannot report any income on the Sun System. This can create an untenable situation on the financial management side of the project. This situation can threaten the continued delivery of the project.</p> <p>The IUCN-SA office forms part of a bigger organisation and it does not bode well if the country office disregards standard operating procedures. Not following procedures may be misconstrued as insubordination or creating disunity in the programme.</p>
<p>There is no standard operating procedure on how projects should be implemented.</p>	<p>In the absence of any formal procedures, project execution and the quality of delivery is entirely dependent on the skills and knowledge of the project manager. While this allows for dynamic project management and implementation it can also be an impediment where project managers do not have the requisite skills.</p> <p>The lack of regulated project implementing procedures impedes communication between projects, thus impacting negatively on creating a learning environment.</p>

4.4 PROJECT MANAGEMENT

4.4.1 CURRENT SITUATION

The overall management of projects is done on a project-by-project basis. In a few projects a project reference team is established to monitor the quality of project

delivery. The nature of some projects does not allow for monitoring and evaluation or quality assurance, as the measures are not always articulated clearly in the project plan. The staff recruited for the project implementation generally has a good mix of generic project management skills and technical skills. The skill mix ensures that the projects are implemented effectively and efficiently and the product delivered is of good quality.

4.4.2 STRENGTHS

Despite the lack of a well articulated programme operational strategy and appropriate project management processes, monitoring and evaluation and quality assurance the majority of the projects are delivered in an efficient and cost effective manner to the satisfaction of the clients.

4.4.3 WEAKNESSES AND IMPLICATIONS

Weaknesses	Implications
The implementation of projects is largely dependent on the skills and expertise of the project manager. There could be a danger in this particularly if the project manager or team members do not necessarily have the full skills composite.	Over dependence on the project manager to deliver projects in an effective and efficient manner with minimal supervision can put a project at risk in two ways: <ul style="list-style-type: none"> ▪ In the event of project managers or project staff resigning, the transition can be difficult; ▪ In the event of poor project management projects can fail and negatively impact on the organisation.
Although projects have an external reference team and in some instances specialists assess projects, there is no overall monitoring and evaluation framework that guides the implementation of projects.	Projects can be subjected to unfair evaluation; this can bias the project both negatively or positively.
There is a lack of optimal utilisation of project management system.	The lack of a project planning system, project designing system and proper QA/QC could mean that them being within budget and on time is just as a result of the direct intervention of the Country Programme Coordinator.
	The absence of a formal project management system also compromises the organisation in utilising a programme approach and encourages more reactive programming than proactive programming. In addition, the projects would continue to operate in isolation of each other without being able to establish whether projects are contributing to the Key Result Areas and the Programme Objectives.

4.5. LESSONS LEARNT

CURRENT SITUATION

Not all information and knowledge generated from the past projects has been shared. While information does exist (the framework of the final report would dictate whether or not knowledge sharing was a deliverable), it is currently very difficult to access. As a result lessons learnt cannot always be incorporated into future projects.

WEAKNESSES AND IMPLICATIONS

Weaknesses	Implications
Lack of formal institutional framework to capture lessons.	As there is no formal framework for staff to share lessons learnt from projects, projects would continue to operate in a silo manner.
	Accessing information on projects to systematically report against the Key Result Areas and Programme Objectives is very difficult. The main implication is inadequate and inappropriate reporting at the Regional Meetings, which itself could contribute to the disjuncture between the Regional Programme and SA programme.

SECTION FIVE: FINDINGS – COMMUNICATIONS

5.1 COMMUNICATION WITHIN THE SA OFFICE

5.1.1 CURRENT SITUATION

A number of mechanisms to facilitate internal communication is utilised within the IUCN-SA country office. These are staff meetings, SMG meetings, electronic mail or memos from the Country Programme Coordinator. With certain projects newsletters are produced. However this is not the norm.

5.1.2 STRENGTHS

Communication within the IUCN-SA office exists and has improved considerably with the institution of the staff meetings and the SMG meetings. The drafting of project-specific newsletters has facilitated the sharing of project information. Memos and the use of electronic mail have also improved internal communication.

5.1.3 WEAKNESSES AND IMPLICATIONS

Weaknesses	Implications
<p>Although staff meetings are held, these are held on an <i>ad hoc</i> basis.</p>	<p>Currently there are no established forums within the IUCN-SA office to mediate and resolve grievances or issues of conflict. The staff meeting is utilised as a mechanism for sharing information and for resolving issues. If meetings are irregular and <i>ad hoc</i> there are delays in resolving issues as well as delays in disseminating information. Firstly, this results in a build-up of tension around unresolved issues as well as the perception by staff that these issues are not important and hence can be “put off”. Secondly, information intended for dissemination during the staff meeting does not get disseminated or when it does get disseminated it does so in a form that staff cannot always engage with.</p> <p>The <i>ad hoc</i> nature of staff meetings could create the perception that staff meetings aren’t that important, hence planning for these meetings and ensuring that all staff are present is not an imperative. Staff could also view these meetings as not being important and hence their participation in such meetings could be minimal or non-existent.</p>

Weaknesses	Implications
A regular and reliable forum for sharing projects information and resolving issues related to projects is lacking within the IUCN-SA office.	Since the staff meeting is seen as the only vehicle for sharing project information, the <i>ad hoc</i> nature of these meetings reinforces the silo manner in which projects operate and diminishes the possibility of any learning across projects taking place. The <i>ad hoc</i> nature of staff meetings also delays resolution of issues related to projects, which could negatively impact on the delivery of the project and the morale of implementing staff.
Communication within the IUCN-SA office is perceived as lacking a culture of openness. This is further exacerbated by the leadership style. It is perceived that the leadership style does not create an atmosphere whereby individuals “feel free” to express their opinions.	The lack of a suitable forum for sharing concerns and issues openly fosters a negative culture that of “gossiping”, attacking fellow staff personally as opposed to dealing with the issues at hand and not resolving issues and concerns in an amicable manner.
IUCN-SA staff attending meetings at the Regional Office does not systematically communicate all issues to the local staff. Hence, local staff are not always aware of regional developments or developments related to their specific work	The lack of sharing information by managers alienates staff further from the regional programme. This is further exacerbated by the existing situation where staff are not aware of the current regional programme and the role and function of IUCN-ROSA or Head Quarters.

5.2. COMMUNICATION WITH ROSA

5.2.1 CURRENT SITUATION

The Country Programme Coordinator attends the quarterly management meetings held at the ROSA office. In addition, the regional office receives a copy of all the project reports. In the past six months members of the Senior Management Group have been in communication with the regional office on a number of issues, i.e. project information, finance management, issuing of project numbers etc. In addition, where the Country Programme Coordinator could not attend workshops or meetings, a member of the SMG attended these meetings. The IUCN-SA office also communicates frequently with the regional office through e-mails, telephone and faxes.

5.2.2 STRENGTHS

The communication is conducted on an ‘as and when required’ basis. Communication is regulated to some extent through the attendance at the quarterly meetings and the financial reporting between the two offices. Both offices perceive

that the communication between them has improved significantly during the past six to eight months.

Weaknesses	Implications
While the communication processes between IUCN-ROSA and IUCN-SA (Country Programme Coordinator) has improved the dissemination of this information to staff within the country office is not done in a timeous and effective manner.	The implications of not disseminating information by the country office in a timeous and efficient manner could result in staff not being aware of the developments within ROSA, the requirements in terms of programmes, reporting, communication etc. that need to be met by all country office staff. In addition, the lack of communication does not facilitate a culture of working together as part of one organisation but rather fosters fragmentation and working in a disjointed manner.
The most effective way that the IUCN-SA office can communicate with ROSA on project and programme developments and progress is through the quarterly reporting. However, the reporting framework is inconsistently applied and under-utilised.	The main implication is that the Country Programme Coordinator is in direct contravention with his contract agreement with IUCN-ROSA.

5.3 COMMUNICATION WITH HEAD QUARTERS

5.3.1 CURRENT SITUATION

Head Quarters produce a newsletter that is circulated to the country office. The IUCN web site provides another avenue for communication that the country office uses. Staff at HQ and IUCN-SA communicates extensively through electronic mail. Most of the communication is about projects and is directed to the Country Programme Coordinator. Communication between IUCN-SA and HQ on the World Summit for Sustainable Development has been extensive. The IUCN-SA offices' involvement has necessitated creating a direct line of communication between the Country Programme Coordinator and the Director General. Apart from this particular project all information and communication with the IUCN-SA office is channelled through the ROSA Director.

5.4 COMMUNICATION WITH MEMBERS AND PARTNERS

5.4.1 CURRENT SITUATION

Meetings with the IUCN members are minimal and *ad hoc*. The mechanisms used to communicate with local members are through the National Committee meeting and

through direct communication with individual members. IUCN-SA makes two presentations annually at the National Committee meetings. The main thrust of the IUCN-SA presentation is sharing of information on the projects and programmes that IUCN-SA is currently implementing as well as projects that will be implemented during the following six to twelve months. Communication with individual members focuses mainly on disseminating information from ROSA on technical issues, capacity building programmes, regional and global meetings and ‘think tank’ articles.

5.4.2 STRENGTHS

The communication between IUCN-SA and members is conducted semi-annually through the National Committee meetings and when necessary individually with members. IUCN-SA also shares technical information with the local members.

5.4.3 WEAKNESSES AND IMPLICATIONS

Weaknesses	Implications
<p>There is limited effort made by the IUCN-SA office to communicate with the local members.</p> <p>There is minimum communication with members between the National Committee meetings.</p> <p>Presentations are made at the National Committee meetings. However, members do not engage with this information in a meaningful manner.</p>	<p>The first implication is that the IUCN-SA office is contravening its objective of servicing and working with members in a collaborative manner.</p> <p>The second implication is the growing tension between the IUCN-SA office and the local members. These tensions will not dissipate if communication between IUCN-SA and local members at best is <i>ad hoc</i> and minimal. Tensions will grow and there would be continuous questions about the role and function of the IUCN-SA office, what services is offered by the country office and what support is provided for local members. The situation reached would be untenable and could compromise the work done by the local office.</p>
<p>Although members participate globally and regionally in the development of the programme, local members do not participate in the development of the IUCN-SA programme.</p>	<p>According to the Statutes and Regulations (<i>October, 1996</i>), members shall have the right to:</p> <ul style="list-style-type: none"> ▪ Communicate their views to the components of IUCN, (p.5); ▪ Work in partnership with the Secretariat and Commissions to formulate, coordinate and implement the programme of IUCN within the State or Region, (p.20); <p>If members are not provided with opportunities to participate in components of IUCN or assist with the formulation of the programme, then it could be interpreted that the Secretariat is contravening the Statutes and Regulations.</p>

Weaknesses	Implications
There is a lack of understanding of the IUCN vision, mission and programme objectives by members. This is further compounded by the absence of a dedicated strategy to work and communicate with local members.	If there is no dedicated marketing and communication strategy with local members, the perceptions regarding competition with members and the tensions currently experienced between members and IUCN-SA office would remain. The main implication is that the relationship would deteriorate to the extent that members would begin raising objections to the existence of an IUCN-SA office.
The type of information and the medium used to distribute information to the members is perceived by most as ineffective and not “user friendly”.	When information is perceived as being presented in an inaccessible manner this can create a barrier to information transfer.

5.5 COMMUNICATION BETWEEN PROJECTS

5.5.1 CURRENT SITUATION

Communication across projects is done informally and on an *ad hoc* basis. The structure that is put in place to facilitate the sharing of information on projects is the staff meetings. However, these meetings are irregular with extensive time lapses (6 weeks to 3 months) between them. The communication within the individual projects is adequate. However, the communication across projects is very limited.

STRENGTHS

Communication within projects is very good. Project teams meet regularly, plan and resolve problems experienced by projects.

WEAKNESSES AND IMPLICATIONS

Weaknesses	Implications
Although the staff meetings have been instituted to facilitate communications across projects, the infrequent nature of these meetings does not facilitate adequate sharing of information.	There could be duplication of work.
	The learning accrued from a project is lost if not documented in an accessible way or shared in a structured forum.
	The inadequate sharing of information results in lost opportunities, which brings with it the dissipation of the intellectual capital within the organisation.

SECTION SIX: RECOMMENDATIONS

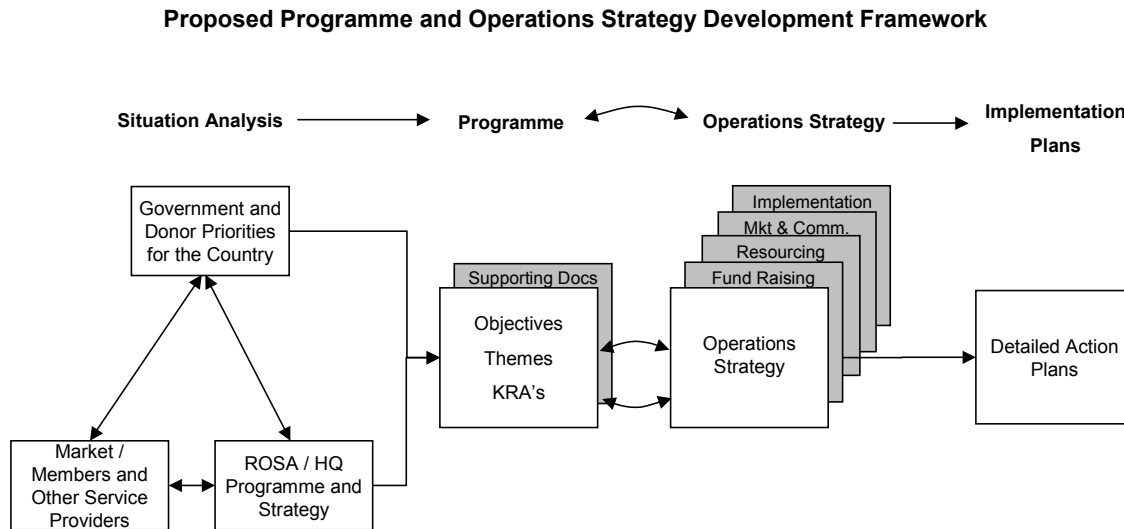
6.1 STRATEGY

6.1.1 STRATEGY / PROGRAMME DEVELOPMENT

It is recommended that the SA office follow a formal process of developing a strategy and programme. A successful strategy development process for IUCN-SA is:

- Aligned to the broad programme framework set by the ROSA Quadrennial Plan;
- Externally oriented – starts with the clients/funders/beneficiaries/market;
- Consider the key stakeholders (such as members) and the related challenges and impacts;
- Based on information/analysis, not just management opinions;
- Logical - the strategy and programme flows from the situation analysis and priorities of government, donors, and the IUCN itself. The activities and actions from the strategy / programme;
- Focused on critical issues;
- Option-based, i.e. chooses the best alternative;
- Quantifiable in terms of 'value capture' (how do you sustain the SA office / what are the critical areas of attention that will provide the maximum value);
- Translates the strategy / programme into other actions/implementation plans and measurable targets;
- Realistic in terms of: the market, funds available from donors and clients, resources (internally and within SA), and competencies required;
- Championed by the entire senior management team;
- Preferably simple and communicable to align and incentivise all staff, show alignment with ROSA and HQ, and engage with members.

The following high-level programme and operations strategy development framework is recommended:



6.1.2 SITUATIONAL ANALYSIS

The programme development process should incorporate a comprehensive situational analysis that considers:

- The SA conservation and sustainable use issues, priorities and focus, as determined and driven by key stakeholders such as all tiers of government and donors;
- The HQ and ROSA quadrennial programme objectives, themes, principles and KRAs;
- The market and environment sector (members, partners and other agencies, NGOs and service providers) – current market resources, competencies and skills, organisation focus, current and proposed projects, skill gaps, etc.

This information should be obtained through processes (interviews, workshops, etc.) and formally documented and communicated to key stakeholders. This would provide the basis and buy-in for a programme that the SA office puts in place.

Members and partners could participate in the data / information gathering and analysis of the current SA context, issues and priorities.

6.1.3 PROGRAMME DEVELOPMENT

The situational analysis should provide a foundation and argument for the SA programme, its focus, objectives, particular priority themes, and specific key result areas.

The SA office needs to then formally generate a customised SA programme that assists in addressing SA issues and priorities while balanced against the HQ and ROSA programme objectives and required results, and consider the conservation and sustainable use sector within SA. The aim is to narrow down on the result areas and being more focused in establishing synergistic linkages between themes.

The programme should be developed by the SA office with at least some level of consultation and input from key stakeholders, in particular members. The SA office should undertake a visioning exercise with its members and major partners to develop a vision and approaches to the envisaged programme, based on the situational analysis. This would:

- Be a good starting point for consolidating the partnerships and gaining acceptance/consensus on the programme ideas and approaches to avoid conflicts of interest;
- Also support leverage and encourage synergies with other stakeholders.

Note that the SA office should still use the quadrennial programme framework used by HQ and ROSA, in describing and articulating its programme.

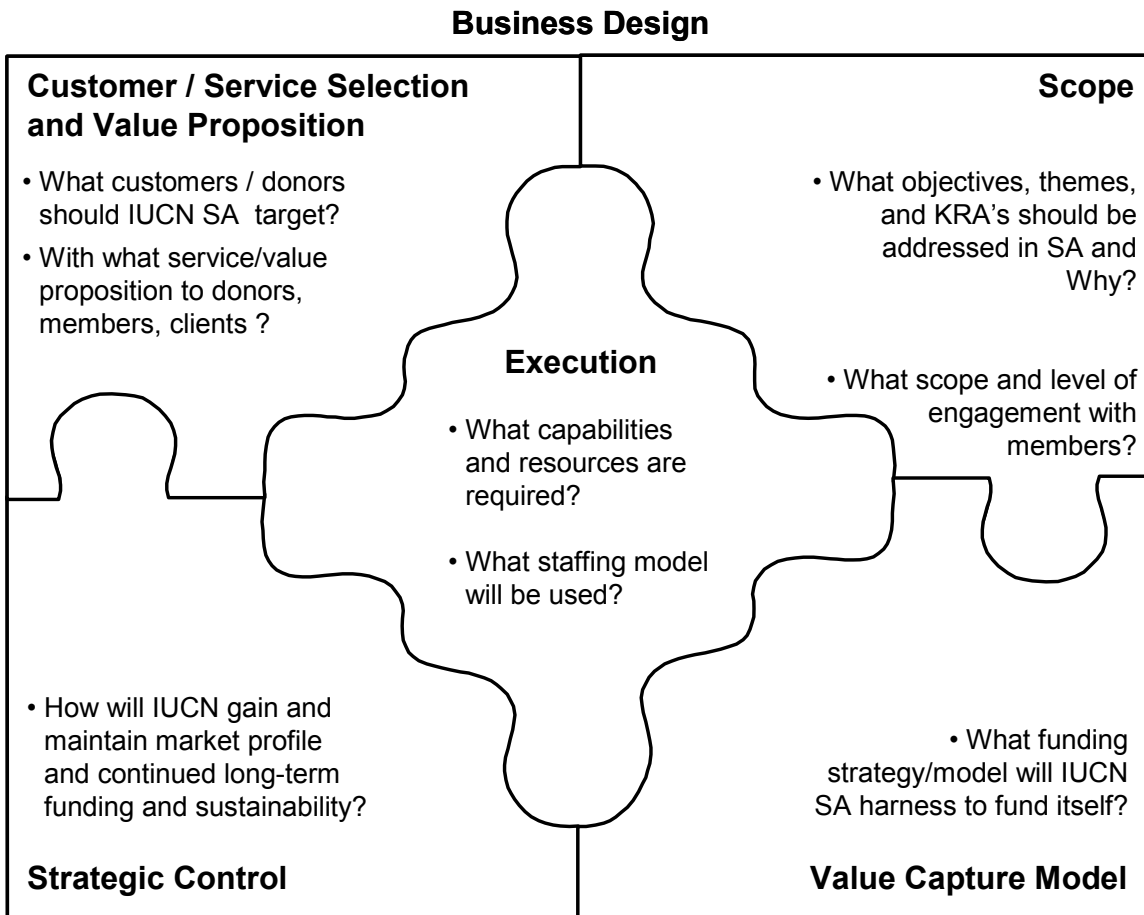
6.1.4 OPERATIONS STRATEGY

The SA programme and its required results and activities against which deliverables can be assessed, provides an imperative. The SA office, in consideration of the SA situational analysis, needs to determine how it will organise itself to deliver against the programme:

- How will it raise funds for the activities and envisaged programme results?
- How will it market itself and partners?
- How will it communicate with key stakeholders to be effective in delivering against the programme?

- What staffing / resourcing strategy will be adopted (internal staff, sub-contracting, partnering, member collaboration, etc.)?

In developing its programme and operating strategy, it is recommended that IUCN-SA phase down its short term consulting oriented type of requests and release time for the development of long-term projects



6.1.5 Implementation Plans

The programme and operations strategy then provides a basis for the development of action plans to deliver against the programme and to put in place structures and processes that are aligned to the operations strategy adopted. The programme and operations strategy together will form a “Business Design” for the SA office:

Once a detailed programme is developed with effective consultation of all necessary and agreed stakeholders, the SA office can then be measured against its programme and plan. The programme and plan then provides a platform for measuring the success of the SA office. This focuses the office on the programme. Hence, the office can adopt the appropriate level of consultancy to sustain itself during programme initiatives, but within a delivery and performance framework.

Furthermore, this provides a basis for the PDC to evaluate proposals submitted by the SA office within the project development cycle. The SA office, therefore, needs to continue following the Programme Development Guidelines when initiating and securing projects.

6.2 PROGRAMMES AND OPERATIONS STRATEGY

Based on the move to a more focused programmatic mode of operation within the SA office, the following general programme / operational strategy recommendations are made:

- The office undertakes a visioning exercise with its members and major partners to develop a vision and approaches to the envisaged programme:
 - ✓ This would be a good starting point for consolidating the partnerships and gaining acceptance/consensus on the programme ideas and approaches to avoid conflicts of interest.
 - ✓ This would also support leverage and encourage synergies with other stakeholders.
- In developing the programme IUCN-SA should make a deliberate move to finding innovative ways of having an appreciable presence in projects that show tangible results on the ground. This will foster both partner and investor confidence in the programme. Working to develop joint projects with partners and members with a

good record of experience on the ground could be the starting point. Building on the existing on the ground presence as in areas where the agro biodiversity project is operating.

- The SA office should phase down the short consulting-oriented requests and release time for the development of long-term projects.

6.3 KNOWLEDGE MANAGEMENT

There is a need for mechanisms and systems to manage knowledge across IUCN offices and its components (Secretariat and Commissions). This will capture:

- Knowledge generated across the world that can be re-used and enhanced through further work of the IUCN and its components;
- Lessons from programme implementations so that there is opportunity for continuous improvement across offices and components of IUCN.

6.4 GOVERNANCE

To ensure that there is regulatory compliance and good organisational citizenship a corporate governance model may be required for country offices. Governance of a country office could entail, with the correct balance between conformance with governance constraints and performance (see KING II Report on Corporate Governance for detailed guidelines that could be applied):

- Guiding and confirming operational strategy and programme of the country office;
- Monitoring management in the implementation of operational strategy and programme;
- Tracking of the Country's achievements against its own programme and plan;
- Defining levels of authority, reserving specific power to itself and delegating other matters to management;
- Conducting of assessments of the impact of the country's strategy and programme with regard to the perspective of internal and external stakeholders;
- Ensuring regulatory compliance;
- Identifying best practice across IUCN, and introducing measures to ensure that the Country office emulates these best practices;

- Ensuring that appropriate metrics, other than financial, are developed to track progress and to identify gaps;
- Ensure effective communication between the country office and internal and external stakeholders;
- The governance model should also:
 - Consider and clarify participation of stakeholders (in particular members) with regard to the level and form of participation as well as guiding frameworks/mechanisms that could facilitate the required participation and engagement;
 - Provide guidelines / best practice for staff participation in management of the country offices;
 - Provide guidelines / best practice for delegation of authority to the Country Programme Co-ordinator and within the country office.

In the absence of an overarching governance model for country offices, it is recommended that:

- As the ROSA Director has a formal delegation of authority from the Director General, there should be a formal review and sign off against the SA Programme and Operational Strategy by the ROSA Director IUCN-SA must formally report progress against the programme and plan and provide some report on the effectiveness of its operational strategy in delivering against its programme and plan.

For example, if there is a requirement by the Secretariat to provide a specific support function to members in the country, this is enforced through the delegation of authority and the operational strategy, programme and plan of the SA office

This avoids a country office from having unfettered powers of decision.

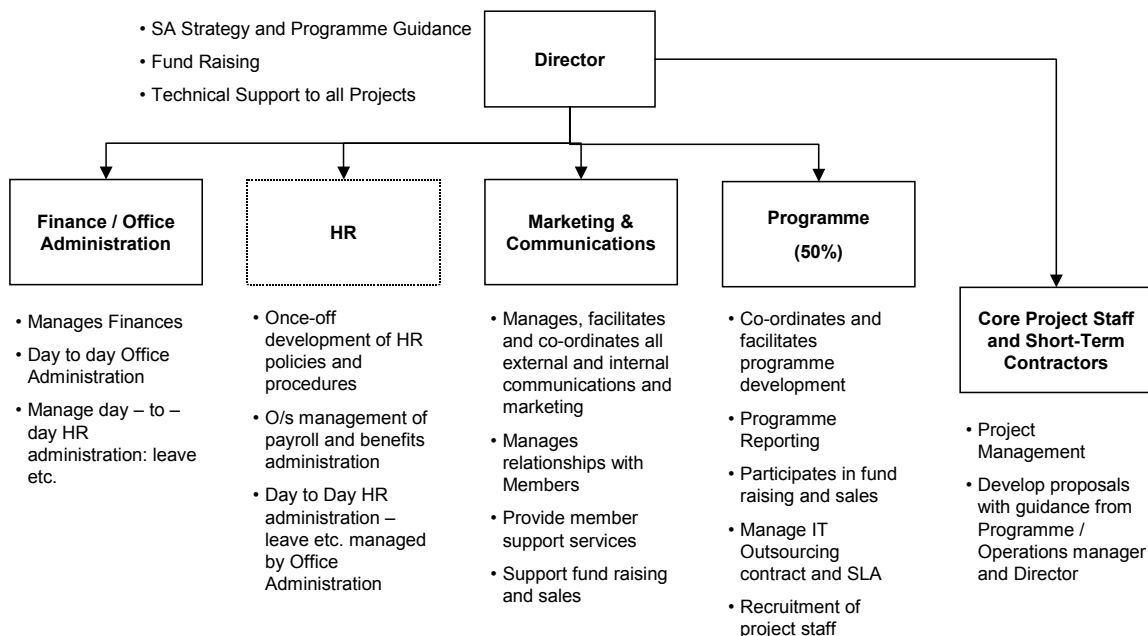
- The ROSA Director issues a formal delegation of authority to the SA Country Programme Co-ordinator
- That once the SA office has confirmed its organisation structure (in line with recommendations from this review or from a comprehensive programme and operational strategy development process), The Country Programme Co-ordinator formally delegate certain levels of authority that empowers certain roles within the office and free up the Country Programme Co-ordinator from these roles.

6.5 ORGANISATIONAL STRUCTURE

The following organisation structure is recommended to address the identified gaps with the current SA office:

Proposed Organisation Structure

DRAFT



This organisation structure needs to go hand-in-hand with a performance management system in order to ensure effectiveness and required results, and a delegation of authority that empowers relevant personnel appropriately. It will allow for the sharing of key sustainability roles with other IUCN-SA staff that will reduce the risk of having one person that drives the IUCN-SA programme and office.

In implementing this or another structure, it is also recommended that IUCN-SA put in place a succession plan – preferably internal to IUCN-SA. The plan should ensure key sustainability roles to be immediately shared among other staff members, with the appropriate empowering of the staff members.

It is also recommended that the SA office programme and plans be mapped to an integrated set of specific activities that each of the positions within the structure need to execute. This together with a performance management system will contribute to the enhanced alignment to a programme and improved success of the SA office.

It is also recommended that the Country Programme Co-ordinator undertake a development or mentoring programme to enhance his management capacity and skills.

6.6 MEMBERS

The following recommendations are made with respect to members:

- In order to ensure consistency across regional and country offices, IUCN HQ through a members' needs analysis and in alignment with the overall IUCN strategy and approach, there should be standardisation on the type of relationship, engagement, and interaction that the different decentralised offices will have with members. However, in the short term, we recommend that IUCN-SA start's providing some basic communication support to members.
- We recommend that IUCN-SA, together with ROSA, evaluate possible administrative support and networking activities that IUCN-SA should be provided. This evaluation should consider:
 - The strategic nature of the activities with regard to the benefits that can be achieved by having the activity performed by IUCN-SA;
 - The statutes and regulations – clarifying the level and form of participation and engagement envisaged by the statutes and regulations;
 - IUCN's decentralisation strategy and drive, and the implication that some of it's secretariat services are being de-centralised;
 - All of the members interviewed felt that there would be good value in some facilitation / networking and administrative support role that the SA office provides the National Committee and Members.

In addition, the following were compiled from the interviews with members:

- Maintain an up-to-date membership database – tracking organisations joining / leaving the membership, changing individuals, etc.
- Organise meetings of members and keeping minutes – central archive of National Committee and other member meetings;
- Keep members informed about all conservation related projects in the country – IUCN and non-IUCN initiatives;
- Keep members informed about project opportunities;
- Co-ordinate and organise meetings with key experts / dignitaries / officials, when they visit SA;

- Co-ordinate combined Committee and IUCN statements on issues, or combined lobbying (e.g. Lottery funds);
- Provide mechanisms / opportunities for interaction and debate on topics, policies and issues – a report / newsletter is not adequate in this regard;
- IUCN-SA to be a hub or conduit for information flows between SA members and IUCN;
- IUCN-SA to provide regular information on HQ co-ordinated programmes.

6.7 PROJECTS

With respect to projects the following recommendations are proposed:

- Induct all staff on the Programme Guideline and Project Implementation Guide to ensure consistent application.
- Develop a more comprehensive Project Implementation Guide to ensure that the following tools are in place. This will cover:
 - The quality management tool;
 - Risk management tool;
 - Monitoring and evaluation framework and tool;
 - Project management tool, which includes process from inception to evaluation of projects.
- Future projects should be secured on the basis that it contributes to achieving the objectives and the Key Result Areas for the IUCN-SA programme.
- Documentation of projects learnings should be institutionalised to ensure that there is project information shared across projects.
- A clear guideline should be developed in respect of the process required to secure projects.

6.8 COMMUNICATIONS

The main recommendation in respect of the communication domain is the need to develop a communication strategy to facilitate effective communication between:

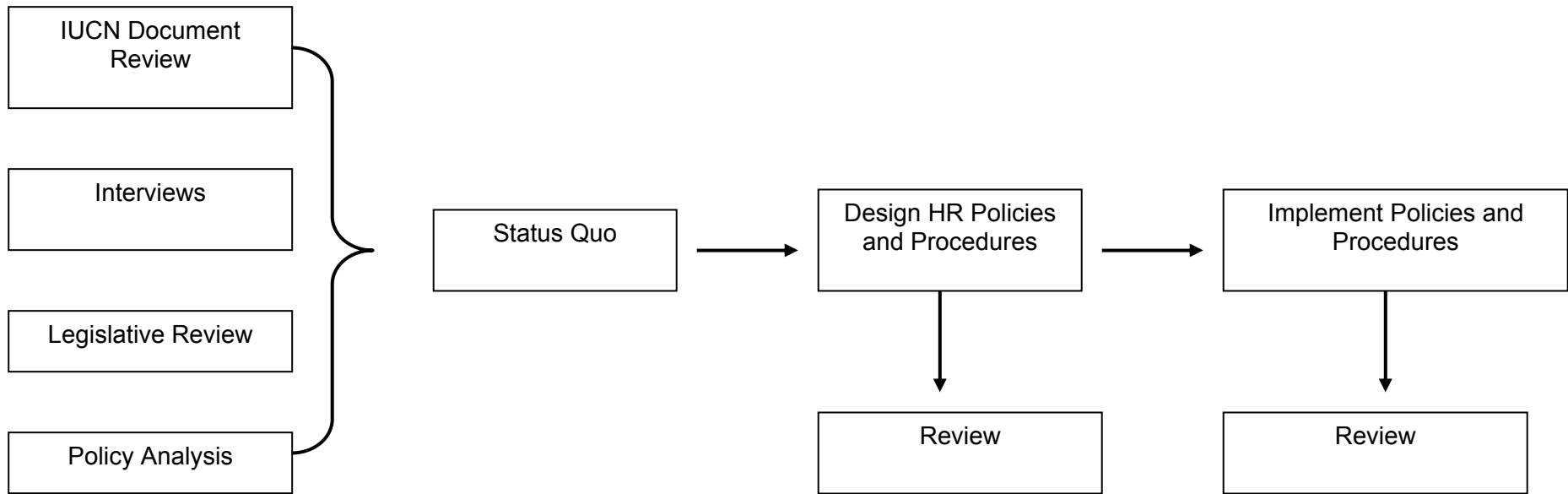
- IUCN-SA and ROSA;
- IUCN-SA and members;
- Within IUCN-SA;
- Across projects within IUCN-SA.

6.9 HUMAN RESOURCE MANAGEMENT

In respect of the Human Resource Management domain the following recommendations were made

- A training and development policy should be designed and put in place. This policy should map issues such as the IUCN-SA approach to training and developing staff. It should also indicate the requirements that training courses will have to meet to be approved by the IUCN-SA.
- A detailed discipline and grievance procedure needs to be included in the COS. This is as reflected above.
- A performance management procedure and policy need to be developed and implemented. Contract renewal is based on performance but there is no evidence to suggest that a performance management system is in place to facilitate the effective management of staff delivery. This could result in the IUCN having to demonstrate areas of non-performance should a dispute arise around non-renewal of a contract. In line with good organisational practices and the overall development of people it is recommended that this system be implemented.
- These COS need to be updated and made relevant to the SA environment. They need to be referred to in the various employment contracts.
- It is recommended that the IUCN-SA include some statement of their intention to give preference to previously disadvantaged individuals in the recruitment and appointment process.
- The COS should detail the recruitment process. It should address the nature of the interviews if an interview process is to be utilised. It should also address issues around head hunting should this approach be adopted as a broader recruitment strategy. It is recommended that the details that are listed for inclusion in the Letters of Appointment be updated to reflect the list in the BCEA. In addition, the Letters of Appointment need to be adjusted to reflect the legislated requirement.
- The probation period should be included in all the contracts of employment. Clear goals should be set with the employee on commencement of his or her service with the IUCN-SA and their performance should be measured against these goals. This will assist in ensuring that competent staff are employed.

- The letter of appointment and the COS need to reflect the legislated requirements. Clarity around the IUCN-SA approach to overtime compensation needs to be defined. Staff need to understand the requirements for being compensated monetarily for overtime worked if the IUCN-SA office selects that option.
- The overall leave section of the COS needs to be updated to meet the stated requirements of the BCEA. It is critical that this is undertaken immediately as the current benefit structures leave the IUCN-SA office exposed to labour action as a result of benefits that are below the minimum stated in the Act. The two areas that require serious attention are the maternity and family responsibility leave
- The remuneration section needs to be written in terms that are appropriate to the SA environment. Income tax should be referred as SITE and PAYE. Issues such as UIF should also be address.
- In addition to these areas, the IUCN-SA could utilise a tax efficient package structuring approach. This would allow employees to structure their packages as tax efficiently as possible. A review of the actual payroll indicates that packages are structured with car and entertainment allowances.
- To ensure that the IUCN-SA is compliant with the prevailing legislation it is recommended that the policy around redundancy and organisational termination be aligned to the various sections of the Labour Relations Act.
- In addition to the development of these areas it is recommended that a disciplinary code and procedure be included in the COS. This will allow staff to understand what the potential sanctions are for misconduct. A policy on incapacity should be included within the overall disciplinary procedure.
- A grievance procedure should also be included in this section of the COS. This will prevent employees from declaring disputes at the CCMA immediately there is a grievance. This in turn will allow for an internal solution to be developed for any disputes that arise.



RECOMMENDATIONS

- **Once off development of policies and procedures for the IUCN-SA office**
- **Continued outsourcing of payroll management and benefits administration**
- **Day-to-day HR administration to be facilitated by the Office Administrator/Financial Manager**

APPENDIX A

The following list of instruments were utilised in conducting interviews during the review (Copies of instruments are available from IUCN SA):

Instrument
The IUCN staff instrument
The Financial Manager Instrument
The Director/Senior Management Group instrument
The Donor Instrument
The Short Term Consultant Instrument
Government Member instrument
Non-government Member
Non-government Organisation
ROSA instrument

Interviews were conducted with the following organisations:

Donors	Name	Date
DANCED	Peter Jonsson	30 April 2002
UNDP	Nik Sekhran	03 May 2002

Members	Name	Date
GEM	Quinton Espey	09 May 2002
DACEL	Joanne Yawitch	02 May 2002
Botanical Society	Bruce McKenzie	24 April 2002
National Botanical Institute	Chris Willis	02 May 2002
EWT	John Ledger	29 April 2002

Partners/Other	Name	Date
IOD	Steve Toppan	02 May 2002
Steward Scott	Edgar Johnson	26 April 2002
DWAF	Michael Singh	14 May 2002

ROSA/HQ	Name	Date
ROSA	Yemi Katerere	15 May 2002
	Eben Chonguica	29 April 2002
	Carmel Mbizvo	29 April 2002
	Yves Sikwila	29 April 2002
	Hastings Chikoko	29 April 2002

Staff were interviewed individually and in focus groups:

Staff Members	Date
Saliem Fakir	15/19 April 2002
Ardeel Le'tang	15 April 2002
Jennifer Seif	25 April 2002
Ruth Beukman	24 April 2002
Chris Clark	07 May
Ridwana Yusuf-Jooma	30 April 2002 & 14 May 2002
Anthea Stephens	02 May 2002
Ellen Mahlasi (ex-staff member)	25 April 2002
Focus group 1	
Siraj Khan	16 April 2002
Alexandra Baillie	16 April 2002
Fikile Shongwe	16 April 2002
Beverly Opperman	16 April 2002
Focus group 2	
Anthea Stephens	30 April 2002
Tertia Uitenweerde	30 April 2002
Suzette De Wet	30 April 2002
Carine Munting	30 April 2002
Short Term Consultants	
Lala Steyn	06 May 2002
Rachel Wynberg	25 April 2002

A number of documents were consulted during the review. These documents included:

Documents
Labour Relations Act (Act 66 1995)
Basic Conditions of Employment (Amendment Bill 2001)
IUCN Staff Rules (July 2000)
IUCN Human Resources Manual (October 2001)
ROSA Conditions of Service (Applicable to HQ July 2000)
Delegation of Authority (Director General)
IUCN ROSA Programme Development Guidelines V1
Project Design and Management Manual (Undated)
ROSA Quadrennium Plan (2001-2004 Abridged Version)
IUCN Statutes and Regulations (October 1996)
Marketing Positioning Paper (January 2002)
ROSA Programme Booklet (2000-2004)
The Reporting Matrix for the Greening Initiative on the WSSD (2002)
Contracts and Terms of Reference for IUCN South African staff
South African-Danish Country Programme For Environmental Assistance (1998-2002)
Regional Office Financial Report for Financial Year 2001
Water Demand Management Programme – Progress report (Aug. 2000 – Aug. 2001)

Documents
Water Demand Management Programme – Progress report (Sept. 2001 – Feb. 2002)
IUCN Manual (Last Updated 24 July 1995)
Internal Office Memos (Country Programme Co-ordinator to Staff)
Government Gazette Vol. 427 12 January 2001 No 21972
Newsletter from the WSSD project (25 March 2002)
Newsletter from the FTT project (March 2002)
Short-term Consultant Contracts
South African Country Office Annual Plan 2002
Six Month Progress Report – SA Office (June 1998)
Six Month Progress Report – SA Office (June 2000)
List of Report Papers & Publications by IUCNSA for 2000-2001
Summary of IUCN South Africa Projects for 1999
Summary of IUCN South Africa Projects for 2000
Summary of IUCN South Africa Projects for 2001
Minutes of IUCNSA staff meetings (10 Jan 2001)
Minutes of IUCNSA staff meetings (01 Feb 2002)
Purchasing Guidelines-Policy Guideline Series 3 (May 1998)
Mid-Term Review of the Programme-Regional Networking and Capacity Building Initiative for Southern Africa (NETCAB) (April 1998)

APPENDIX B

OBJECTIVES	KEY RESULT AREAS	Blyde River Catchment project	ABS	FTT	AGRO	NSSD	WDM	Think Tank Series	Trade and Environment	WSSD	Operations
Objective 1: Knowledge Generation	1.1										
	1.2										
	1.3										
	1.4										
	1.5										
	1.6										
	1.7										
	1.8										
	1.9										
	1.10										
	1.11										
	1.12		■								
	1.13										
	1.14										
	1.15										
	1.16										
	1.17					■					
	1.18			■							
	1.19										
	1.20										
	1.21			■		■					
	1.22										
	1.23										

OBJECTIVES	KEY RESULT AREAS	Blyde River Catchment project	ABS	FTT	AGRO	NSSD	WDM	Think Tank Series	Trade and Environment	WSSD	Operations
Objective 2: Governance	2.1										
	2.2					■					
	2.3										
	2.4			■	■						
	2.5										
	2.6		■								
	2.7	■									
	2.8										
	2.9						■		■	■	
	2.10										
	2.11		■	■							
2.12		■	■								
Objective 2: Governance	2.13										
	2.14										
	2.15										
	2.16			■							
	2.17										
Objective 3: Information	3.1										
	3.2										
	3.3										
	3.4										
	3.5										
	3.6										
	3.7										
	3.8										
	3.9										
	3.10										

Objective 4: Operations	4.1										
	4.2										■
	4.3										
	4.4										
	4.5										
	4.6										
	4.7										

**IUCN SA: Organisational
Assessment**

**Overview of Findings and
Recommendations**

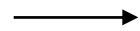
24 October 2002

- Findings
 - – Governance
 - Programme Development
 - Current Programme & Operational Strategy
 - Member Engagement
 - Sustainability
 - Organisation Structure
- Findings and Recommendations
 - Projects
 - Communications
 - Human Resources
- Overarching Recommendations

There is an inadequate level of non-financial governance of the SA office, mainly due to the lack of a formal programme, operating strategy and effective reporting.

- Lack of compliance to programme implementation governance – programme development guidelines
 - Some projects are not submitted for approval to the Programme Development Committee and are submitted after the contract is awarded.
- There is a perception that financial sustainability is the only measure for success of the SA office
 - This is supported by ROSA’s tolerance of the SA office’s non-compliance with procedures and reporting requirements in the past.
- Without a clear and documented programme and strategy and without effective reporting, it is not possible to “monitor and evaluate the implementation of strategies, policies, management performance criteria and business plans” [an element of effective corporate governance – from the King II Report on Corporate Governance].
- Lack of formal Delegation of Authority from Director: ROSA to SA Country Programme Co-ordinator
 - Lack of clarity on level of authority that resides with Country Programme Co-ordinator
- Lack of formal delegation of authority within the SA office – i.e to other staff
- Certain strategic decisions, such as the level of engagement with members, are made only by the Country Programme Co-ordinator - This would however be resolved by a formal documented programme and operational strategy that is agreed with the Director of ROSA.

- Findings



- Governance

- Programme Development

- Current Programme & Operational Strategy

- Member Engagement

- Sustainability

- Organisation Structure

- Findings and Recommendations

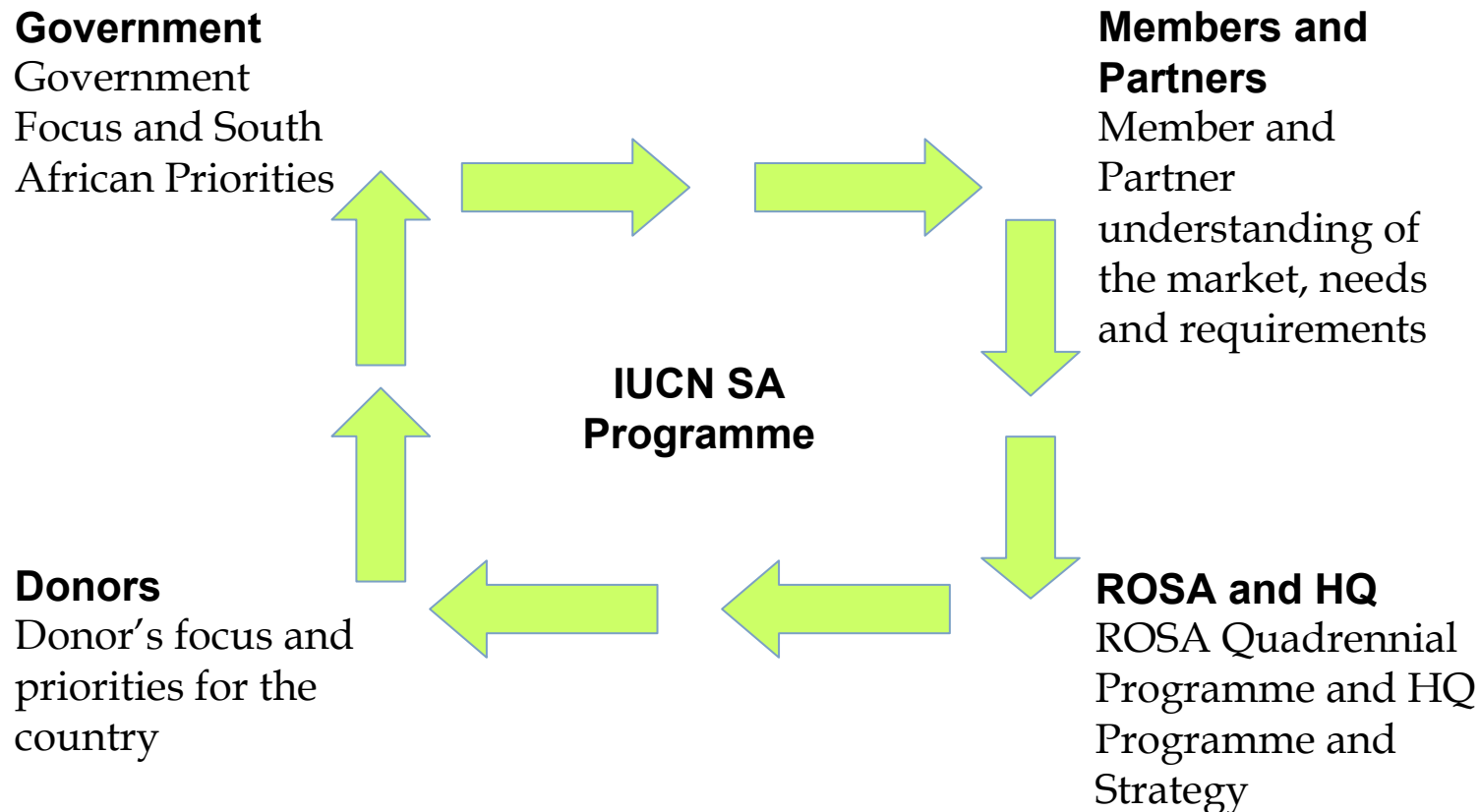
- Projects

- Communications

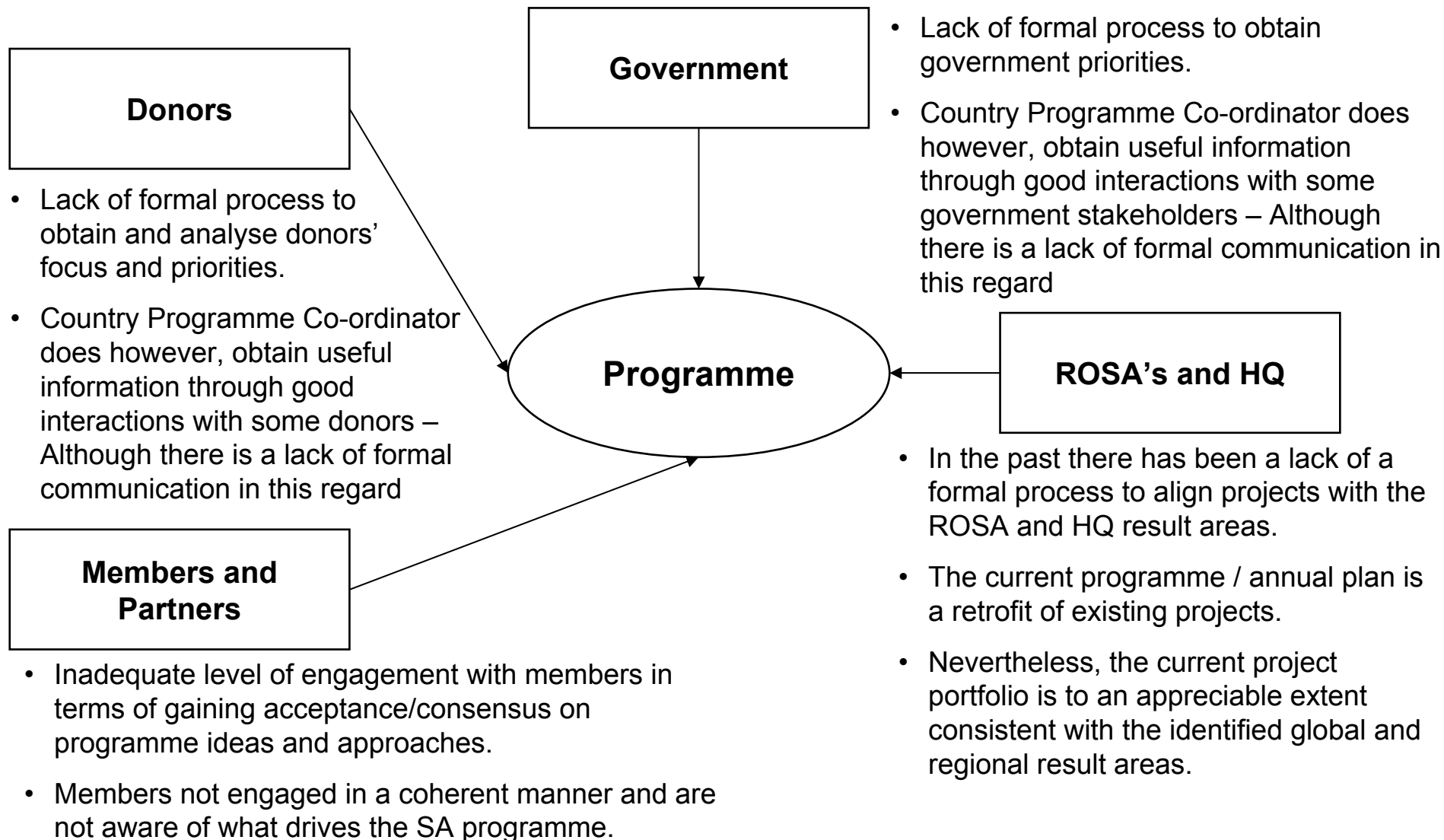
- Human Resources

- Overarching Recommendations

Programme Development for IUCN SA should incorporate a situational analysis that at minimum considers and integrates:



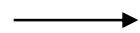
There is a lack of a formal and comprehensive documented national situational analysis that provides a basis and argument for the SA programme and operational strategy



- Findings

- Governance

- Programme Development



- Current Programme & Operational Strategy

- Member Engagement

- Sustainability

- Organisation Structure

- Findings and Recommendations

- Projects

- Communications

- Human Resources

- Overarching Recommendations

The latest documented programme is a retrofit of current projects to the ROSA result areas, hence an assessment of both the current documented programme/plan as well as the current projects as they constitute a programme is required.

Assessment considers:

- Completeness and adequacy of the documented programme/plan for the SA office
- Programme relevance (in terms of conditions, needs or problems to which it is intended to respond to) and programme direction (does the current projects constitute a programme)
- Operational strategy / programme implementation approach – what approach is adopted to operationally implement the programme

The current documented annual plan is incomplete and inadequate as a programme and operational strategy. There is also little indication that the current portfolio of projects constitute a well defined programme.

Programme Completeness and Adequacy

- The current documented Annual Plan is incomplete and inadequate as a programme and operational strategy
 - More of a workplan than a programme – e.g. a key result of “Fund raising strategy is developed”
- There is a lack of analysis of the South African context and situation
- Little argument as to why specific programme areas and results were chosen or why the specific activities will best lead to the required result
- No discussion/quantification of the impact of the programme / plan on IUCN SA’s income/costs/bottomline
- No prioritisation of activities and required results.

Programme Relevance and Direction

- With good focus on institutional and policy issues, there is not enough effort in analysing cutting edge *technical and practically applied* E&NRM issues – need a balance between practice and policy.*
- While a comprehensive situation analysis does not allow for the assessment of the relevance at the country level, a number of the projects is to an appreciable extent consistent with IUCN regional and global result areas.*
 - One project of contentious nature with regard to alignment with the ROSA Quadrennial plan is the Fair Trade in Tourism (FTT) project.
- There is a lack of a clear link between the different projects and a prescribed set of outcomes which contribute to an overall defined programme goal*

*: This finding is specific to Misael Kokwe’s technical review of the SA programme and projects – it was not validated through the Manto interviews and review.

Whilst there is no formal operational strategy that discusses how the SA office will go about implementing it's programme, the business model adopted has had some success.

Operational Strategy

- The business model adopted by the Country Programme Co-ordinator in implementation of projects has:
 - Developed a good profile and reputation of IUCN SA particularly among clients, donors and partners
 - Sustained IUCN SA since inception
 - Delivered projects within the parameters set by clients and donors
 - Delivered a highly rated level of service and quality to clients and donors
- The delivery model adopted is one of partnering through joint implementation of activities and as a contractee – minimising risk.
- However, a look at the activities and projects undertaken (1999 to 2001), and a view from interviewees highlights:
 - A level of short-term consultancy-oriented activities/projects that appear to be responding to other organisations' foci rather than the SA programme.
 - That some consulting assignments put demands on staff and the Country Programme Co-ordinator that could not always be met.
 - However, it also indicates that IUCN SA has identified a niche with regard institutional and policy issues that may be related to SA's institutional transformation and policy changes to accommodate the historically disadvantaged population*
 - Nevertheless, many of the interviewees felt that this consulting-oriented activities need to be balanced with a good programme focus going forward

*: This finding is specific to Misael Kokwe's technical review of the SA programme and projects – it was not validated through the Manto interviews and review.

- Findings

- Governance
- Programme Development
- Current Programme & Operational Strategy
- – Member Engagement
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- Organisation Structure

- Findings and Recommendations

- Projects
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- Human Resources

- Overarching Recommendations

What do the statutes and regulations say ?

Statutes

- 71(c) indicates that National and Regional Committees:
“shall work in partnership with the Secretariat and the Commissions to formulate, co-ordinate and implement the programme of IUCN within their State or Region.”
- 66 indicates members of the IUCN within a State may organise committees:
“...to facilitate cooperation among members, coordination of the components of IUCN, and participation of members in the programme and governance of IUCN.
...”

Regulations

- 67(h) indicates that the committees recognised by the Council may:
“participate in the formulation of the IUCN programme for their respective State or Region”
- 68 indicates that the DG shall nominate an official for liaison with each Committee and shall
“(a) keep the committee informed of IUCN activities;
...
(d) Consult with the Committee about developments of IUCN initiatives in its State or Region.
...”



In interpreting the Statutes and Regulations, there is no clarity as to form and level of participation of the members in the Country programme. E.g. Compliance could be based on the fact that members participate at the Regional level

Nevertheless, the level of engagement with the members and the National Committee is poor and inadequate, both in line with the Statutes/Regulations and the expected level of participation by members interviewed.

Programme Development

- Some members are unclear as to the role of the SA office and what the members / National Committee's form and level of participation should be.
- While there exists the Statutes and Regulations, IUCN does not seem to have a clear position or guideline with respect to what form and level of participation Country offices should facilitate among members and the National Committee – this decision seems to be left to the Country Programme Co-ordinators.
- In any case, there is a lack of consultation or interaction, with members regarding the SA programme which does not contribute to a coherent Country office programme and focus.

Programme Communication

- IUCN SA's programme related communication with members is poor and inadequate.
 - Members interviewed were not aware of the SA programme – some members knew of a few projects only
- There is a lack of communication regarding the SA programme and plan:
 - Creates the perception that the SA office is opportunistic
 - Creates different expectations from members with regard to what the SA office should be doing and is not doing

Co-ordination and Support

- While IUCN SA is viewed as providing a quality service to clients and partners, some members believe that they receive very little value from the SA office.
- While the statutes and regulations do not specifically provide for it, there is some value in the SA office providing some facilitation, networking and administrative support role to the National Committee and members.
- IUCN SA's consulting-oriented work together with a lack of a consultative programme development process, has created conflict with regard to role that members play within the sector (competition).

- Findings

- Governance
- Programme Development
- Current Programme & Operational Strategy
- Member Engagement
- – Sustainability
- Organisation Structure

- Findings and Recommendations

- Projects
- Communications
- Human Resources

- Overarching Recommendations

The SA office has been successful in sustaining itself since inception. However, there are some weaknesses that may pose a risk to long term sustainability of the SA office.

Strengths

- Beyond the seed funding of USD 30 000, the SA office has been able to sustain itself since inception
- The office has developed a good profile among clients, donors and partners
- Although IUCN SA's consulting-oriented assignments takes it away from it's core focus,
 - it has allowed the SA office to develop a good profile and to generate some additional income.
 - It has also met the need for institutional and policy related transformation in SA
 - It provides some additional income that allows for retention of skills.

Weaknesses

- The lack of a formal, and comprehensive situational analysis that drives the SA programme, could pose a risk to the sustainability of the SA office.
- The Country Programme Co-ordinator is the centre / driver of IUCN SA. Together with a lack of succession planning, this poses a risk to long term sustainability of the SA office.
- IUCN SA's consulting oriented focus takes it away from it's core focus, and takes IUCN SA staff away from the programme activities which form part of the objectives and results that IUCN needs to deliver against.
- Furthermore, it also perpetuates the notion that IUCN SA is competing with the local members, who may be aligned to and capable of delivering against the related consulting assignments.

- Findings

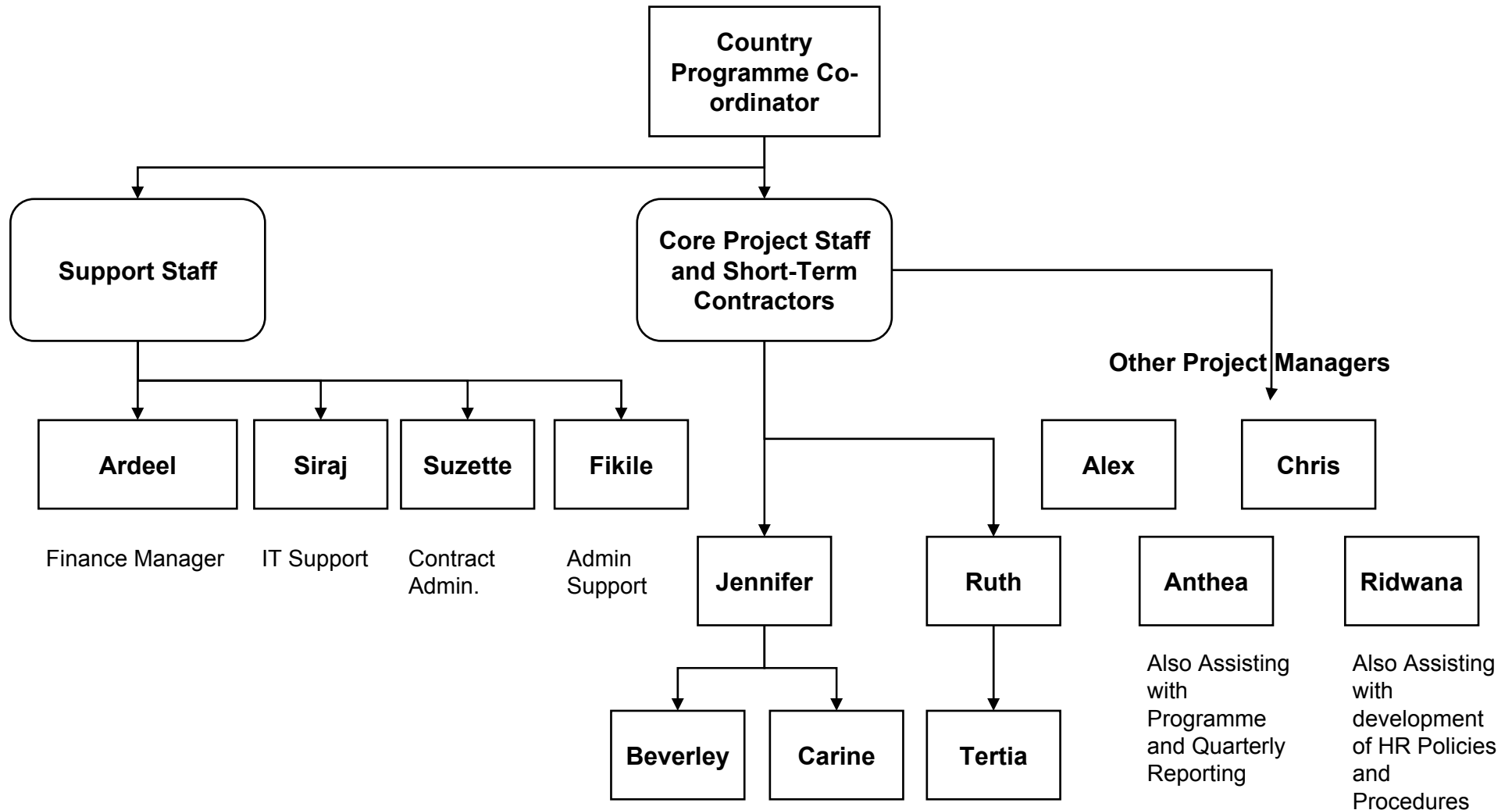
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Current Organisation Structure



This organisation Structure has recently been supported by the Senior Management Group as a proposed mechanism to enhance the management of the SA office.

The current organisation structure and responsibilities may be inadequate to support the operational delivery of the future programmes; and long-term sustainability of the SA office.

- With the growth of the office, the number of projects, and the fact that most marketing, fund-raising and communications is performed by the Country Programme Co-ordinator himself, there is insufficient time to effectively manage all the direct reports.
- There is no indication that the structure is based on an understanding of the overall programme and priorities of the SA office.
- Key long term sustainability roles (such as fund raising, marketing, external stakeholder communication, and government relationship management) are being performed mainly by the Country Programme Co-ordinator.
- While an organisation structure exists, there is a lack of formal delegation of authority to the Country Programme Co-ordinator's direct reports
 - Some decisions taken, with inadequate consultation/discussion with staff members that have been informally delegated a responsibility.
- Without a formal level of delegated authority, members of the SMG (Senior Management Group) are not empowered to execute against some of the terms of reference defined.
- Furthermore, there is a lack of a clear formal guideline as to what types of decisions will and will not be brought to the SMG
 - Some decisions are taken by the Country Programme Co-ordinator without being tabled at the SMG.

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Securing Projects	Project Planning	Project Implementation
<p>STRENGTHS</p> <ul style="list-style-type: none">• The current approach has led to staff being dynamic and innovative• The current process has been successful in securing projects which have generated a healthy revenue stream• The process has improved the overall financial viability of the office <p>WEAKNESSES</p> <ul style="list-style-type: none">• The approach utilised in securing projects in the majority has not adhered to the programme guidelines• Projects are being aligned with a fair amount of difficulty and not always successfully• The current environment is competitive rather than collaborative	<p>STRENGTHS</p> <ul style="list-style-type: none">• The current process has created an environment where the staff have had to be innovative and creative• The project plans generated, although developed on a project-by-project basis, provides the project manager with a tool against which the progress of the project and the project deliverables can be measured <p>WEAKNESSES</p> <ul style="list-style-type: none">• Inconsistent and sometimes non-utilisation of the project planning guide• Lack of formal resource allocation	<p>STRENGTHS</p> <ul style="list-style-type: none">• The process empowers project managers with regards to decision making• The process has created an environment where being dynamic and the skill to 'make things happen' is essential• The staff have not let the slow turn around time for the awarding project numbers hinder them in implementing the project <p>WEAKNESSES</p> <ul style="list-style-type: none">• Lack of understanding and inconsistent application of the Programme Development Guideline• No standard operating procedure on how projects should be implemented

Project Management

STRENGTHS

- The current process uses a skills mix (both generic project management skills and technical skills) which ensures projects were implemented efficiently and effectively

WEAKNESSES

- High level of dependency on the project manager for delivery
- Lack of an overall monitoring and evaluation framework
- Lack of a formal project management system

Lessons Learnt

STRENGTHS

- Introduction of a newsletter in some projects has facilitated sharing of information

WEAKNESSES

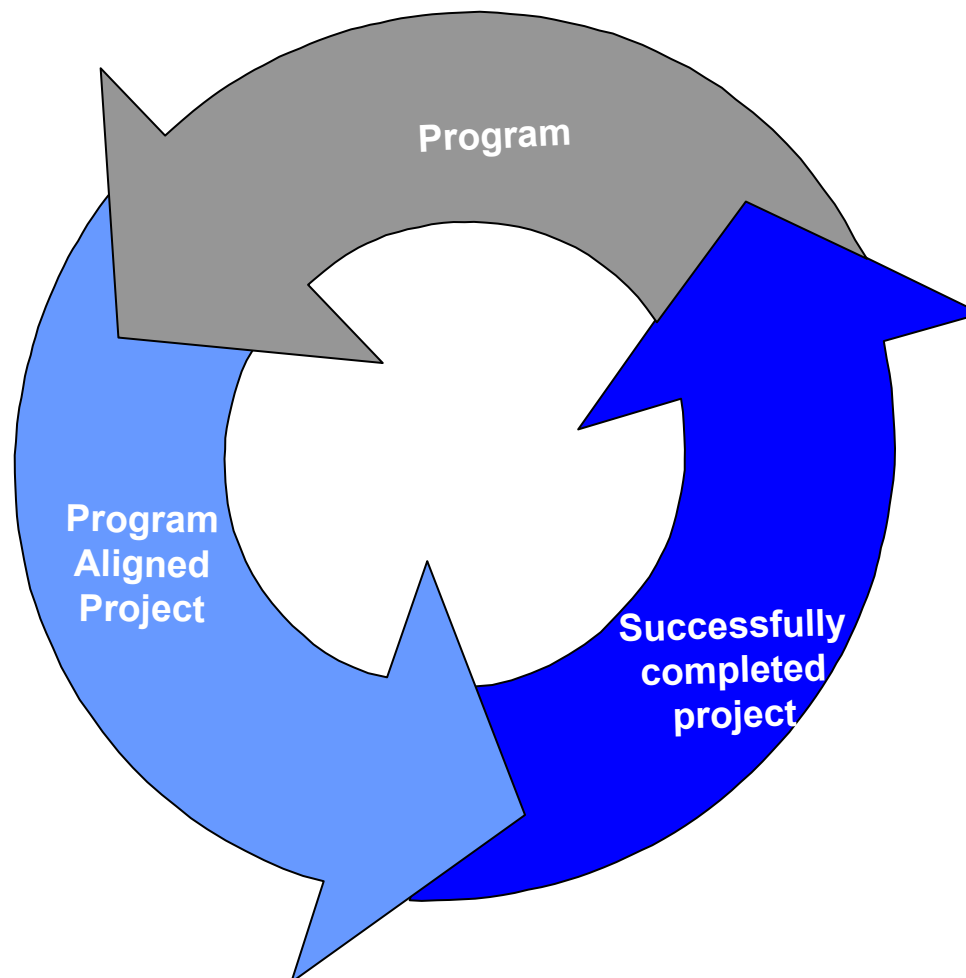
- Lack of a formal institutional framework to capture lessons learnt

The programme should drive the selection and securing of projects.

Impact

- All the projects that the country office is appointed on will fall within the programme
- The subsequent environment that is produced will be collaborative which is in keeping with the objectives of the IUCN as an organisation
- The project identified within a specific programme would guide the recruitment of staff
- Lessons learnt from the project based approach should be incorporated into the programme approach when securing future projects
- The programme approach should clearly indicate the approved procedure for securing and designing projects

The benefits of having a programme drive the selection and securing of the projects.



The programme is designed and developed by all the relevant stakeholders. As a result all the projects successfully implemented by the organisation re-enforce the vision and mission identified in the programme.

Induct all project staff on the Programme Guideline and the Project Implementation Guide to ensure consistent application across projects.

Impact

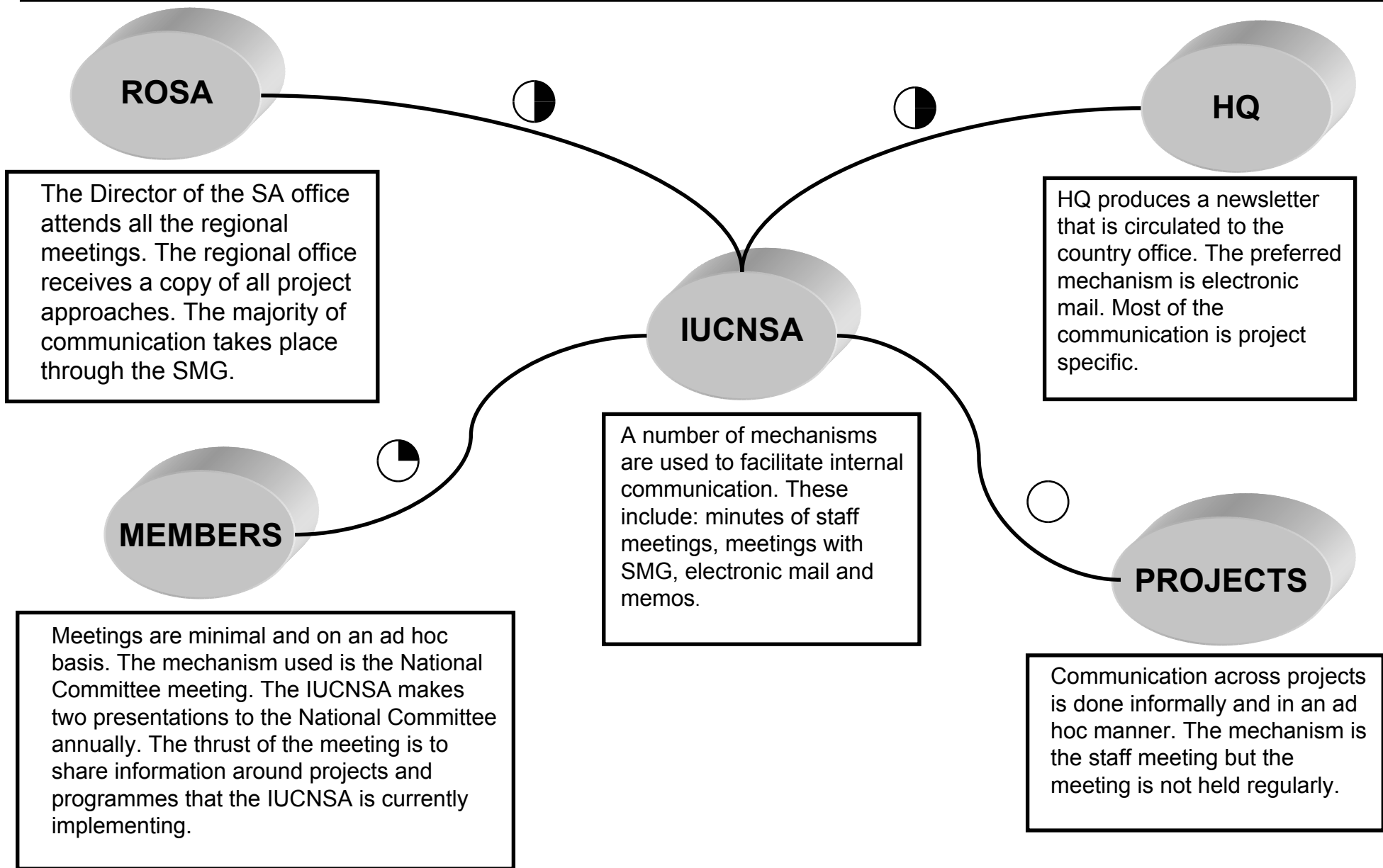
- All the staff currently busy on projects will have a clear understanding of the processes that are necessary to implement a project that meets all the requirements as set out by the organisation.
- Project deliverables will be scheduled according to a plan and will be delivered within budget.
- Resources will be properly allocated to allow for monitoring and management.
- The quality assurance and control aspects of projects will be guaranteed.
- Performance during the project will be monitored using the monitoring and evaluation tool.
- All the project lessons learnt will be captured into the framework and be easily accessible.

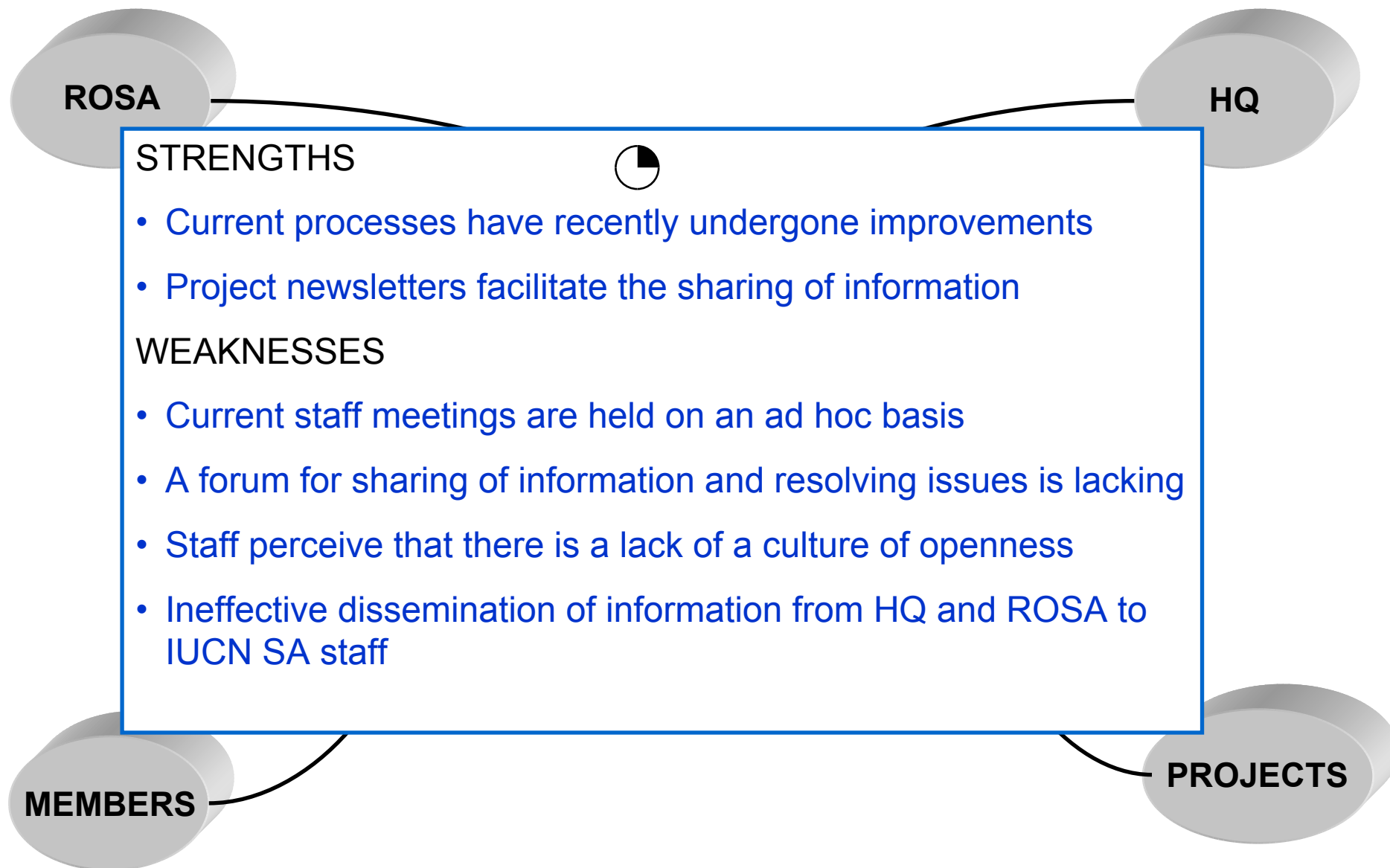
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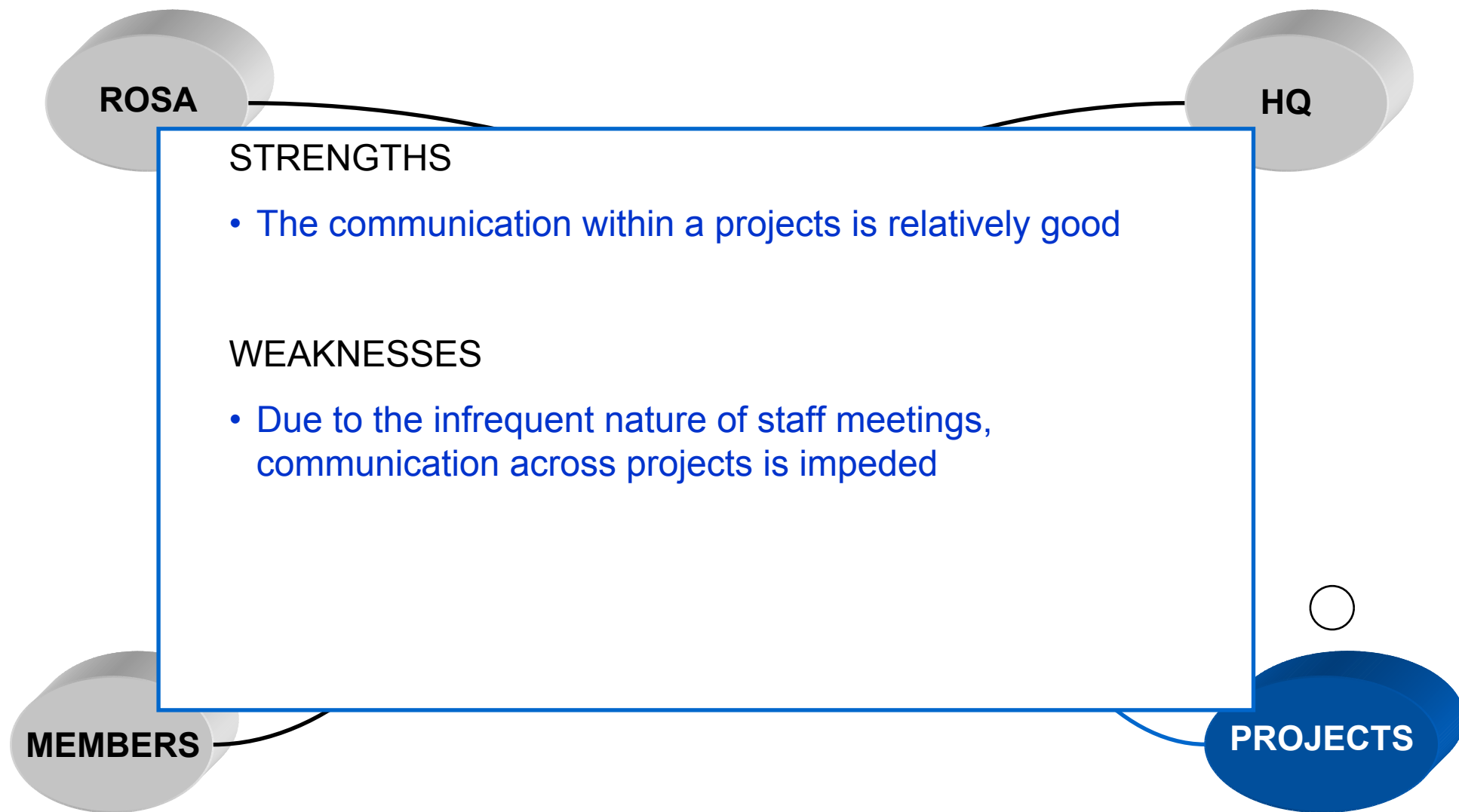
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FINDINGS: Current Situation







ROSA

STRENGTHS

- The communication focuses on dissemination of information from ROSA on Technical issues and is usually project specific

WEAKNESSES

- Communication with the members is very limited
- Members contribute minimally to developing the SA programme
- Members lack an understanding of the vision, mission, role and function of the IUCN SA office
- Types of information and the medium is perceived as ineffective



MEMBERS

PROJECTS

ROSA

HQ

STRENGTHS

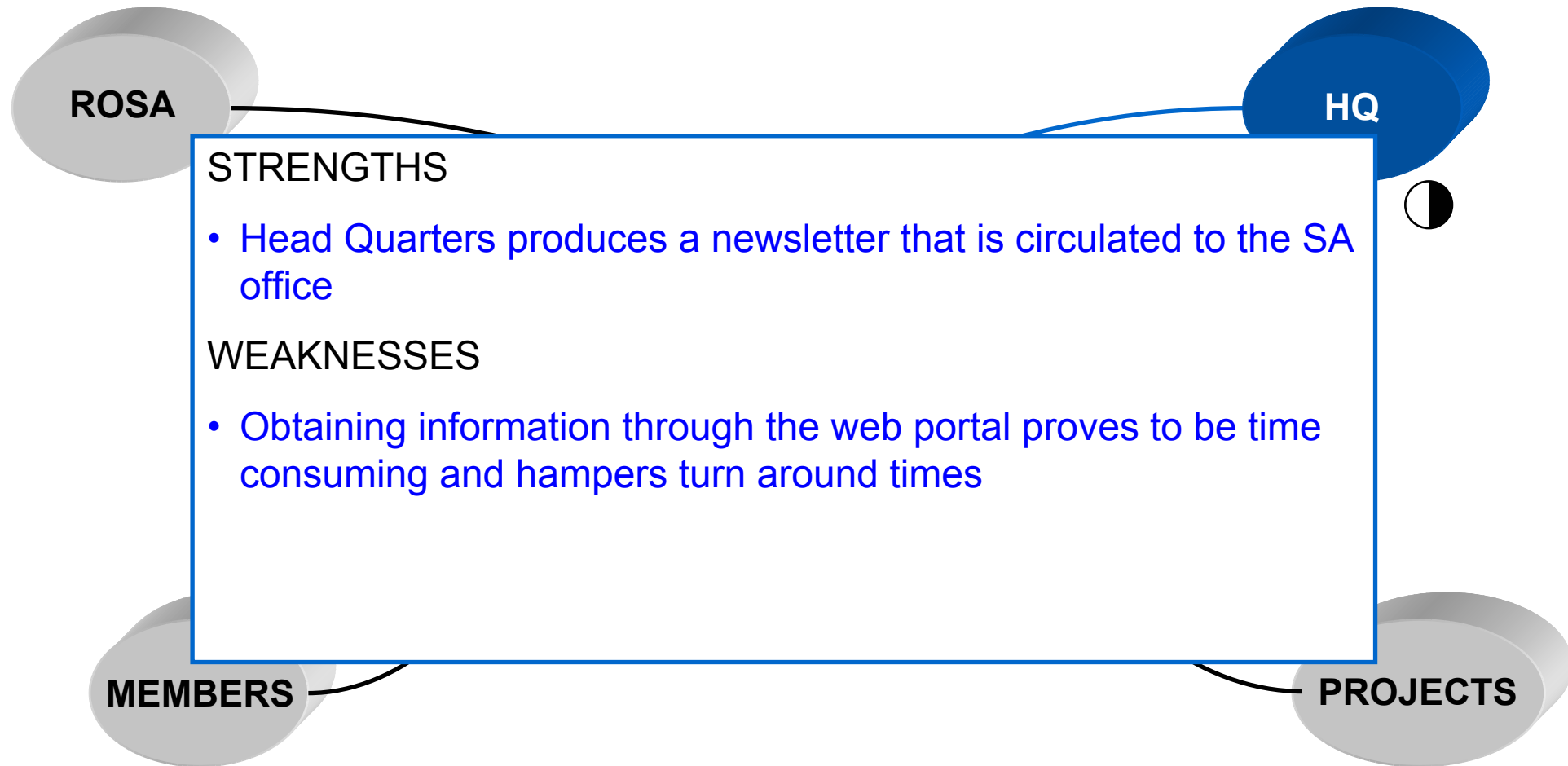
- The communication process between the two offices has improved recently
- IUCN ROSA's financial reporting requirements are now being met

WEAKNESSES

- The dissemination of information is not done timeously
- The reporting framework is under utilised

MEMBERS

PROJECTS

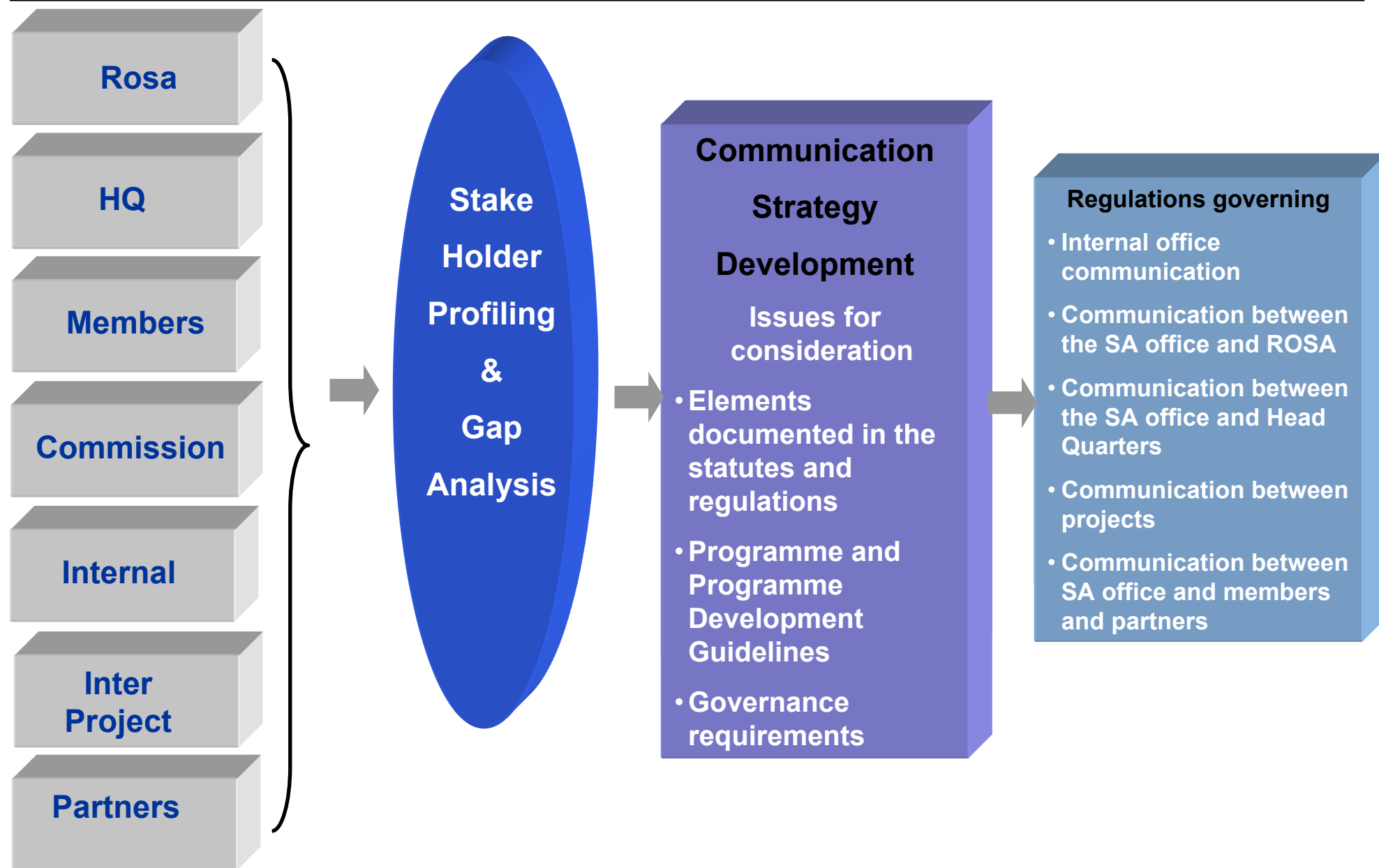


Develop a communication strategy.

Benefits

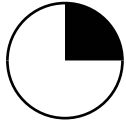
- Improve the communication between the IUCN South African Office and its stakeholders.
- The strategy will help define the communication profiles of the stakeholders (i.e. the type of information they require and also the frequency). It will also indicate the responsible individual.
- The dissemination of the information will also be covered in the new strategy.
- The strategy will leverage off the positive aspects of the current process.

RECOMMENDATIONS: Develop a communication strategy

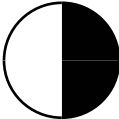


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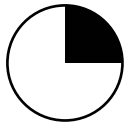
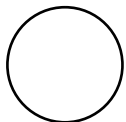
Topline FINDINGS: Human Resource Management

DOMAIN	STATUS	FINDINGS	
		STRENGTHS	WEAKNESSES
Staff Management		<ul style="list-style-type: none"> The Conditions of Service (COS) document is comprehensive in that it covers the core areas that an employee would require information on The ROSA COS document applies to permanent staff and fixed period contract staff. The combined approach (HQ and ROSA) is efficient and appropriate in an environment with limited staff 	<ul style="list-style-type: none"> The COS document has been written for ROSA, this has not been customised for IUNC SA IUCN SA has not clearly articulated a leave and benefits policy. The terms of reference is too brief and does not address specificities around activities, tasks and competencies Mechanisms to facilitate effective management of staff are not optimally functioning A delegated resource in terms of HR issues is non-existent within IUCN SA A comprehensive and user friendly performance management system is not in place There are no grievance and disciplinary procedures and the process utilised currently are not aligned to the BCEA and LRA IUCN SA lacks a job evaluation and job grading system The terms of reference attached to the letter of appointments does not adequately describe the roles and functions of the employee.

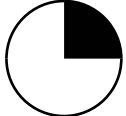
Topline FINDINGS: Human Resource Management

DOMAIN	STATUS	FINDINGS	
		STRENGTHS	WEAKNESSES
Selection and Recruitment		<ul style="list-style-type: none"> • The policy around appointments supports growth from within the organisation. This is in line with best practices and within prevailing legislation • All employees, whether full time or on a fixed period contract, are required to have a letter of appointment • The issues around working hours are clearly stated. The COS also makes provision for a lunch hour as required by the presiding legislation • The selection and recruitment process has been effective in securing consultants that are experienced in the conservation and development sector 	<ul style="list-style-type: none"> • Currently there are no formal processes that deal with the issue of selection and recruitment of staff at the IUCN SA office • The recruitment process does not consider issues around employment equity in relation to recruitment and appointments • In terms of the recruitment and the selection of staff, IUCN SA does not comply fully with the BCEA • There is no alignment between the working hours in the letter of appointment and the ROSA COS • IUCN SA lacks formal processes that support existing and newly appointed staff, specifically it lacks a formal induction process

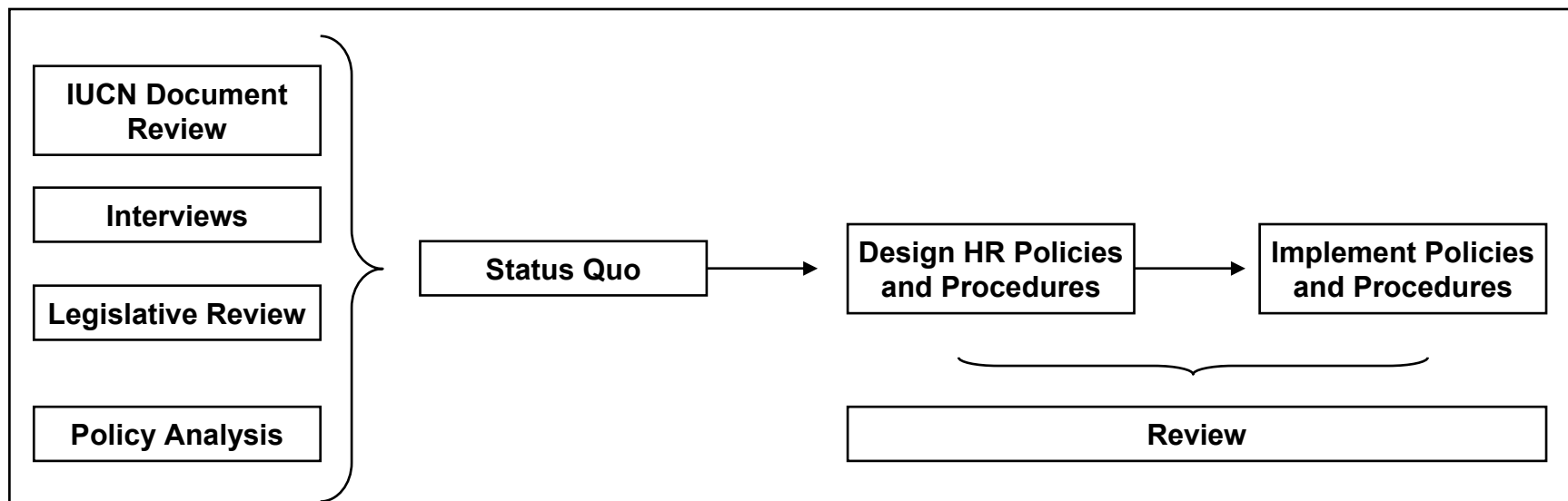
Topline FINDINGS: Human Resource Management

DOMAIN	STATUS	FINDINGS	
		STRENGTHS	WEAKNESSES
Frameworks, Tools and Methodologies for Supporting Staff Management		<ul style="list-style-type: none"> The leave process within the IUCN SA office is managed as part of the payroll. This allows staff to see what leave they have without having to go to an HR officer The COS makes provision for the termination of services by voluntary resignation, retirement, dismissal, expiry of contract and redundancy. All these options are valid and clearly articulated. 	<ul style="list-style-type: none"> The overall leave policy as stated in the COS is not aligned with the prevailing legislation in South Africa The issues around termination of services for purposes of redundancy are not aligned with the requirements of the LRA In addition to the redundancy issues, the IUCN SA office does not make reference to the clause on “termination by the organisation” as referred to in the Code of Good Practice in the Labour Relations Act
DOMAIN	STATUS	STRENGTHS	WEAKNESSES
Training and Development			<ul style="list-style-type: none"> A clearly articulate training and development policy and plan for the IUCN SA office is lacking The office has not registered with the SARS for deduction of the Skills Levy

Topline FINDINGS: Human Resource Management

DOMAIN	STATUS	FINDINGS	
		STRENGTHS	WEAKNESSES
Salary Structure		<ul style="list-style-type: none"> The remuneration and benefits are clearly stated in the contracts and letters of appointment 	<ul style="list-style-type: none"> There is no link between the COS, Staff Rules and Letters of Appointment The area that covers income tax is not relevant to the South African environment to facilitate understanding The other legislated deductions are not stated in the COS and the Letter of Appointment The SA office lacks a salary structure. Staff performing similar functions are being remunerated differently because contracts are negotiated without reference to the job grading system

Topline RECOMMENDATION: Human Resource Management



RECOMMENDATIONS

- **Once off development of policies and procedures for the IUCN SA office.**
- **Outsourcing of payroll management and benefits administration to be continued.**
- **Day to day HR administration – leave etc., managed by office administration / finance.**

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To ensure that there is regulatory compliance and good organisational citizenship a formal corporate governance model should be developed for Country offices.

Governance of the country office could entail, with the correct balance between conformance with governance constraints and performance*:

- Guiding and confirming operational strategy and programme of the Country office.
- Monitoring management in the implementation of operational strategy and programme.
- Tracking of the Country's achievements against its own programme and plan.
- Defining levels of Authority.
- Conducting of assessments of the impact of the Country's strategy and programme with regard to the perspective of internal and external stakeholders.
- Ensuring regulatory compliance.
- Identifying best practice across IUCN, and introducing measures to ensure that the Country office emulates these best practices.
- Ensuring that appropriate metrics, other than financial, are developed to track progress and to identify gaps.
- Ensure effective communication between the Country office and internal and external stakeholders.

*: See King II Report on Corporate Governance for detailed guidelines that could be applied.

The governance model should also provides guidelines and mechanisms for implementation of the model

The governance model should also:

- Consider and clarify participation of stakeholders (in particular members) with regard to the level and form of participation as well as guiding frameworks/mechanisms that could facilitate the required participation and engagement.
- Provide guidelines / best practice for staff participation in management of the Country Offices.
- Provide guidelines / best practice for delegation of authority to the Country Programme Co-ordinator and within the Country office.

*: See King II Report on Corporate Governance for detailed guidelines that could be applied.

In the absence of an overarching governance model for Country offices, we recommend:

- That as the ROSA Director has a formal delegation of authority from the Director General, there should be a formal review and sign off against the SA Programme and Operational Strategy by the ROSA Director
 - IUCN SA must formally report progress against the programme and plan and provide some report on the effectiveness of its operational strategy in delivering against its programme and plan.
 - E.g. If there is a requirement by the Secretariat to provide a specific support function to members in the Country, this is enforced through the delegation of authority and the operational strategy, programme and plan of the SA office.
 - This avoids a Country Office from having unfettered powers of decision.
- The ROSA Director issues a formal delegation of authority to the SA Country Programme Coordinator.
- That once the SA office has confirmed its organisation structure (in line with recommendations from this review or from a comprehensive programme and operational strategy development process), The Country Programme Co-ordinator formally delegates certain levels of authority that empowers certain roles within the office and free up the Country Programme Co-ordinator from these roles.

The following recommendations are made with respect to Members:

- In order to ensure consistency across regional and country offices, IUCN HQ through a members' needs analysis and in alignment with the overall IUCN strategy and approach, there should be standardisation on the type of relationship, engagement, and interaction that the different decentralised offices will have with members. However, in the short term, we recommend that IUCN-SA start's providing some basic communication support to members.
- We recommend that IUCN-SA, together with ROSA, evaluate possible administrative support and networking activities that IUCN-SA should be provided. This evaluation should consider:
 - The strategic nature of the activities with regard to the benefits that can be achieved by having the activity performed by IUCN-SA;
 - The statutes and regulations – clarifying the level and form of participation and engagement envisaged by the statutes and regulations;
 - IUCN's decentralisation strategy and drive, and the implication that some of it's secretariat services are being de-centralised;
 - All of the members interviewed felt that there would be good value in some facilitation / networking and administrative support role that the SA office provides the National Committee and Members.

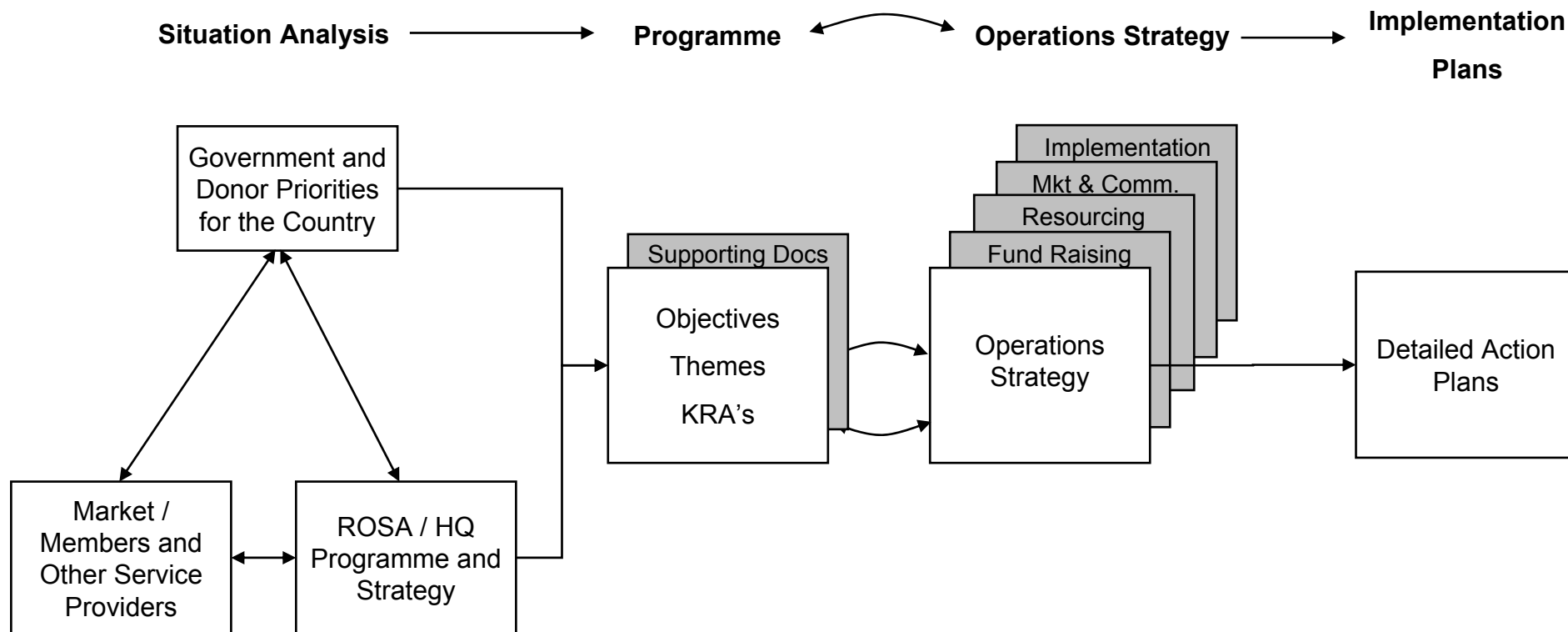
In addition, the following were compiled from the interviews with members, and should be considered when finalising the relationship with members.

Members suggestions included:

- Maintain an up-to-date membership database – tracking organisations joining / leaving the membership, changing individuals, etc.
- Organise meetings of members and keeping minutes – central archive of National Committee and other member meetings;
- Keep members informed about all conservation related projects in the country – IUCN and non-IUCN initiatives;
- Keep members informed about project opportunities;
- Co-ordinate and organise meetings with key experts / dignitaries / officials, when they visit SA;
- Co-ordinate combined Committee and IUCN statements on issues, or combined lobbying (e.g. Lottery funds);
- Provide mechanisms / opportunities for interaction and debate on topics, policies and issues – a report / newsletter is not adequate in this regard;
- IUCN-SA to be a hub or conduit for information flows between SA members and IUCN;
- IUCN-SA to provide regular information on HQ co-ordinated programmes.

We recommend that IUCN SA implement a coherent programme development process that incorporates a comprehensive situational analysis and that further helps to guide the most appropriate operational model to implement the programme.

Proposed Programme and Operations Strategy Development Framework



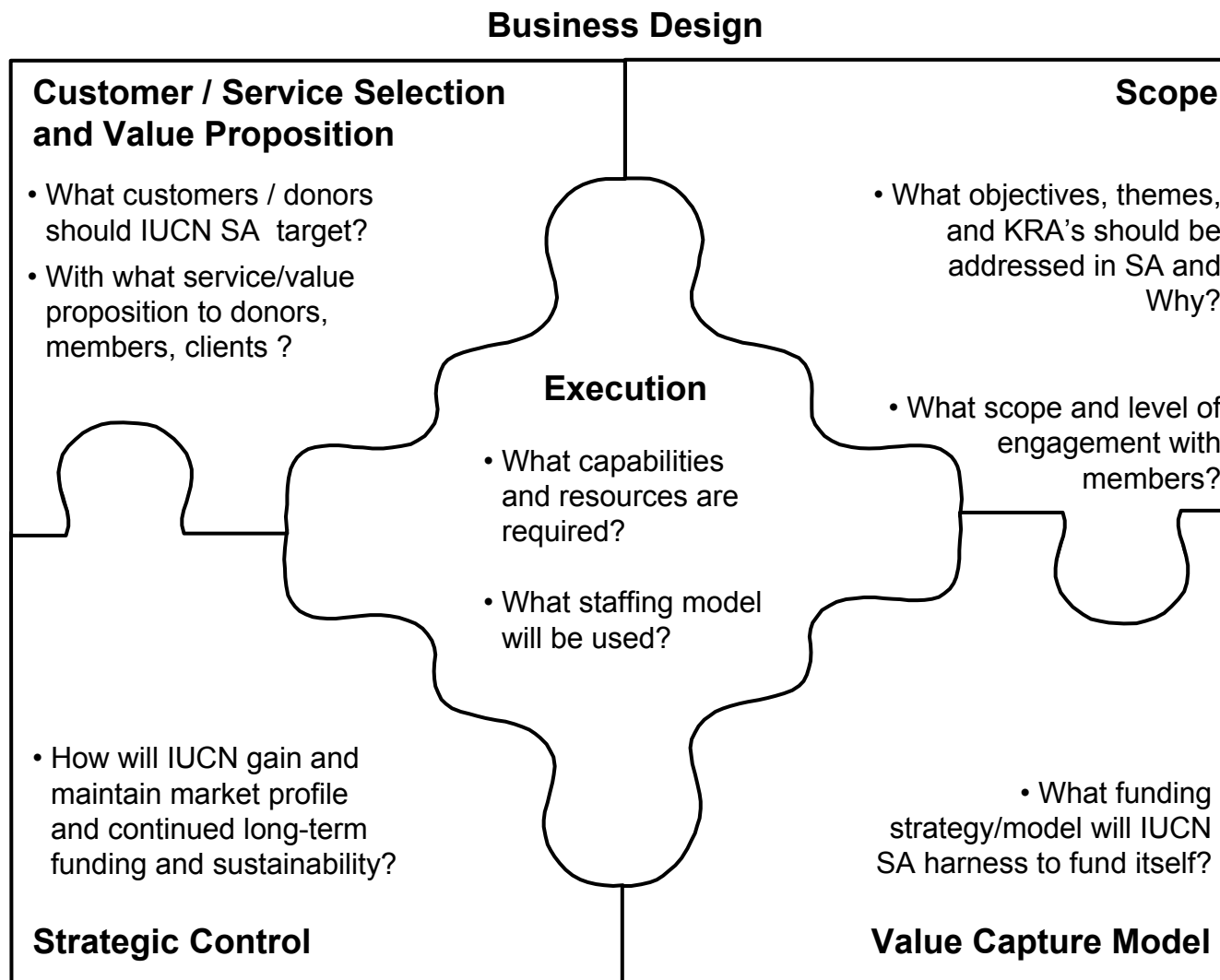
Based on the move to a more focused programmatic mode of operation with the SA office, it is recommended that:

- The office undertakes a visioning exercise with its members and major partners to develop a vision and approaches to the envisaged programme
 - This would be a good starting point for consolidating the partnerships and gaining acceptance/consensus on the programme ideas and approaches to avoid conflicts of interest.
 - This would also support leverage and encourage synergies with other stakeholders.
- The programme should make a deliberate move to finding innovative ways of having an appreciable presence in projects that show tangible results on the ground.
- The SA office should phase down the short consulting oriented type of requests and release time for the development of long-term projects.

A successful strategy development process for IUCN SA is:

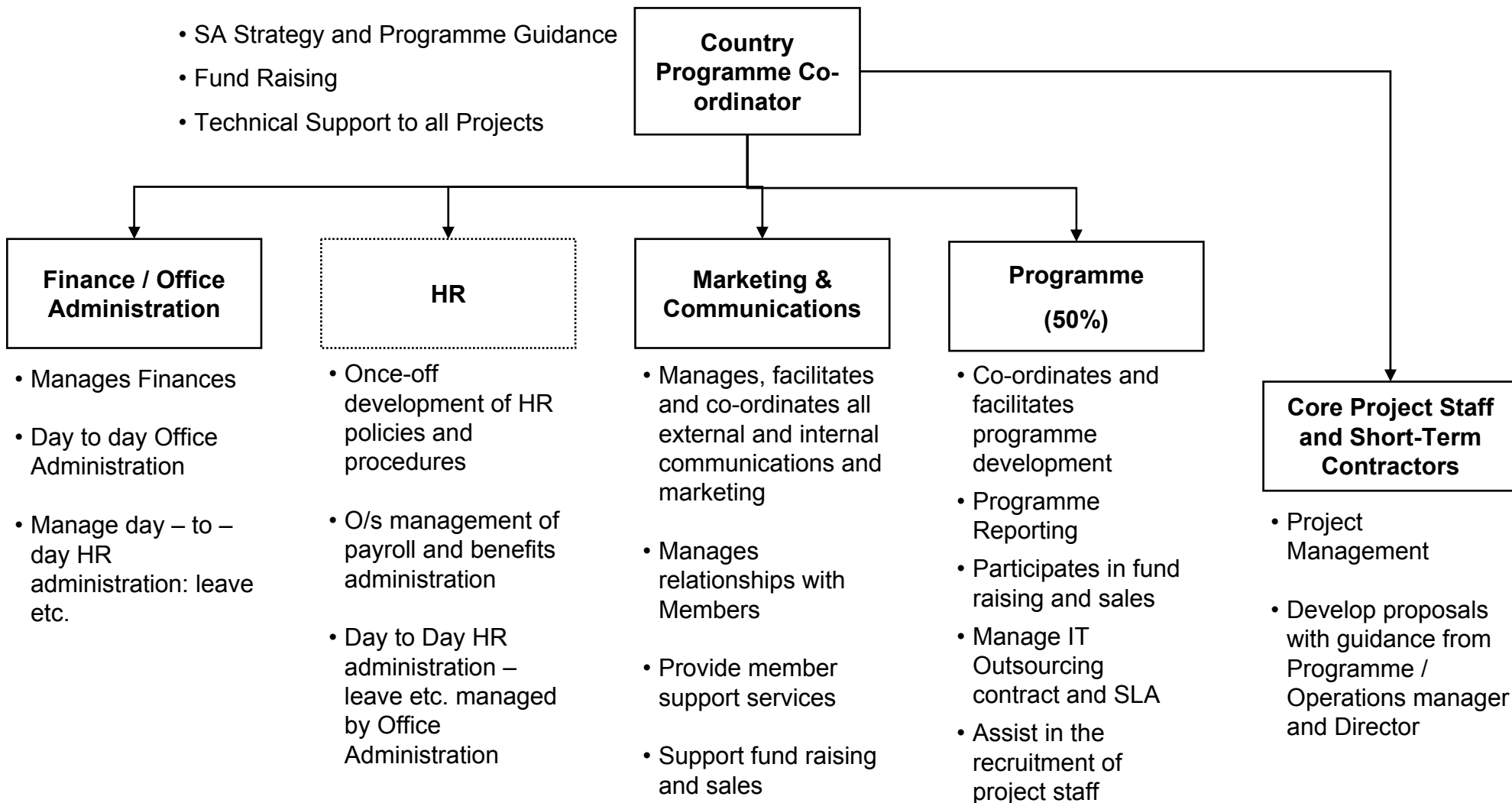
- Aligned to the broad programme framework set by the ROSA Quadrennial Plan
- Externally oriented – starts with the clients/funders/beneficiaries/market
- Considers the key stakeholders (such as members) and the related challenges and impacts
- Based on information/analysis, not management opinions
- Logical - the strategy and programme flows from the situation analysis and priorities of government, donors, and the IUCN itself. The activities and actions from the strategy / programme
- Focused on critical issues
- Option-based, i.e. chooses the best alternative
- Quantifiable in terms of ‘value capture’ (how do you sustain the SA office / what are the critical areas of attention that will provide the maximum value)
- Translates the strategy / programme into other actions/implementation plans and measurable targets
- Realistic in terms of: the market, funds available from donors and clients, resources (internally and within SA), and competencies required
- Championed by the entire senior management team
- Preferably simple and communicable to align and incentivise all staff, show alignment with ROSA and HQ, and engage with members

In delivering against it's programme, IUCN SA's operational strategy should be based on achieving a sustainable business design that meets all stakeholder requirements.



RECOMMENDATION: Organisational Structure

The following organisational structure is recommended to address identified gaps. This structure may need to be reviewed after a complete programme development and operational strategy development process is undertaken.



To support the recommended structure, we also recommend:

- This organisation structure goes hand-in-hand with a performance management system in order to ensure effectiveness and required results.
- That once a complete and comprehensive programme and operational strategy has been put in place for the SA office, it is mapped to an integrated set of activities that each of the positions within the structure need to execute. Together with the performance management system, this will contribute to the enhanced alignment of the structure to a programme.
- That the Country Programme Co-ordinator undertakes a development or mentoring programme to further enhance his management skills.

There is a need for mechanisms and systems to manage knowledge across IUCN offices and its components (Secretariat and Commissions). This will support:

- The capturing of knowledge generated across all offices and components of IUCN that can be re-used and enhanced through further work of the IUCN and its components.
- The capturing of lessons from programme and project implementations so that there is opportunity for continuous improvement across offices and components of IUCN.