Evaluation Abstract

Title, author and date of the evaluation report:
Internal Strategy Review, IUCN Regional Office for Southern Africa (ROSA), Final Report, January 2004

Name of project, programme or organizational unit:
IUCN Regional Office for Southern Africa (ROSA)

Objectives of the project, programme or mandate of the organizational unit:
The objectives of ROSA are captured in the revised 2005-2008 Intersessional Plan, organized around the following topics:
1. Understanding Biodiversity:
2. Interdependence of Social Equity and Natural Systems
3. Conservation Incentives and Finance
4. Regional and International Agreements, Processes and Institutions
5. Ecosystems and Sustainable Livelihoods

IUCN area of specialisation: Organizational

Geographical area: Southern Africa

Project or programme duration, length of existence of organisational unit: 1987 – to date

Overall budget of the project, programme or organizational unit: Not specified

Donor(s): Not specified

Objectives of the evaluation:
1. Review the positioning of the IUCN ROSA Programme, including an analysis of the ROSA situation analysis, the regions' niche identification and the process of programme development for the 2005-2008 IUCN Intersessional programme
2. Assess and make recommendations for short, medium and long term change to the current organisational model in relation to:
   a. Management and administrative structures and processes
      i. Decision making and leadership including internal communications
      ii. Financial management
      iii. Human Resources Management
   b. Programme management
      i. Structure – roles and responsibilities, including coordination
      ii. Dealing with new and innovative issues
      iii. Horizontal and vertical linkages
      iv. M&A systems (short and long term)
      v. Fundraising
      vi. Strategic partnerships, including membership and commission and HQ engagement, private sector and civil society
   c. Governance
      i. Regional Advisory Committees, national committees etc

Type of evaluation: Organizational

Period covered by the evaluation: Not specified

Commissioned by: IUCN Director General; IUCN Director Global Programme

Audience: IUCN Director General; IUCN Global Programme Director; IUCN Senior Management; IUCN-ROSA Regional Director; IUCN-ROSA staff

Evaluation team: Internal

Methodology used:
- Initial preparation by IUCN ROSA staff and consultants, including preparation of reports and collation of documents;
- Preliminary briefing by the ROSA Senior Management Group and regular feedback from Senior Managers during the refocusing week;
- Participatory workshops and group sessions;
- Analysis and preparation of report; and
- Presentation and discussion on the basis of the report.

Annex 1 and 2 contain a detailed description of the methods used in analyzing the Positioning of the ROSA Programme and its Organizational model, respectively.

Note: The review built on previous ROSA internal reviews and did not collect any primary stakeholder data outside of ROSA staff.

Questions of the evaluation:
The following areas were covered in the Review: positioning of the ROSA Programme; strategic management and leadership; human resources; constituency and governance; management and administrative structures and processes; programme management; and financial viability and fundraising strategies.

Annex 3: Review Matrix contains a detailed list of the specific questions.

Findings:
Programmatic Positioning:
In the course of the participatory workshops, the Review Team modified its initial critique on the situation analysis, niche and programme results. The situation analysis was revised to better capture the top six issues facing Southern Africa. The niche was revised to encompass the true positioning of IUCN in Southern Africa. It was also agreed that there was a disconnect between programme objectives and results. The objectives were removed and results redrafted to address the key issues in Southern Africa and identify proper outcomes.

Programme Structure and Systems:
The review focused on assisting ROSA management in finding a new direction in ensuring relevance and effectiveness. The following set of management principles was developed by staff to guide their organisational development:
- Transparency and integrity;
- Participation, accountability and responsibility based on clear delegation of authority;
- Respect diversity and each other;
- Efficient and effective management systems;
- Clear and regular internal communications between all levels;
- An equitable, rewarding, reliable, nurturing and ethical work environment.

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A table summarizing the institutional issues identified, the responsible parties, and the status of change is available on page 9-11 of the report.

The following issues were highlighted as in need of being urgently addressed: leadership, development of an organizational plan, HR management improvement, programme management (cost recovery and cost center system, programme coordination and organization; and cross-cutting issues).

Leadership: While the Review did not have time for an extensive discussion on leadership, there was recognition that there was a need to clarify the role of senior managers, particularly in relation to their role in leading the organization into the future. Revised terms of reference and improved clarity between the roles of the Regional Director, Regional Programme Coordinator, Country Programme Coordinators and Regional Thematic Coordinators, was considered essential.

Roles and Accountabilities within the ROSA Organisation:
The Review offers a brief description of key regional office positions, such as Regional Director, Regional Programme Coordinator, Thematic Programme Coordinator, and Country Programme Coordinator. Suggestions are offered on the range of responsibilities that each position should assume, based on interviews with ROSA staff.

Internal Governance:
The current Programme Committee (PC) is seen as a useful organizational strategy for communicating programme issues. However, it is believed that its efficacy has reduced due to lack of clear purpose and accountability. A revised committee structure and function is proposed. The role and functions of the Executive Committee are also discussed.

Human Resource Management Issues / Financial and Administration Systems:
A table summarizing ROSA's human resource and financial planning policies is available on page 16-17 of the report.

Recommendations:
The following "next steps" were agreed upon with ROSA senior staff at the conclusion of the Review:

- Finalise the 2005-2008 Programme and enter into the knowledge network by the end of February 2004.

- Develop a business plan, using the revised niche and vision etc and particularly emphasizing the organisational model that will be put in place over the coming year. The organisational model will focus on delivering the programme results and will be consistent with the agreed niche. It will also enable opportunities for improved vertical and horizontal integration within the secretariat, for integration with members and with partners.

Lessons Learned: Not specified

Language of the evaluation: English

Available from: IUCN Global Monitoring and Evaluation Initiative, Gland, Switzerland; IUCN Regional Office for Southern Africa (ROSA)