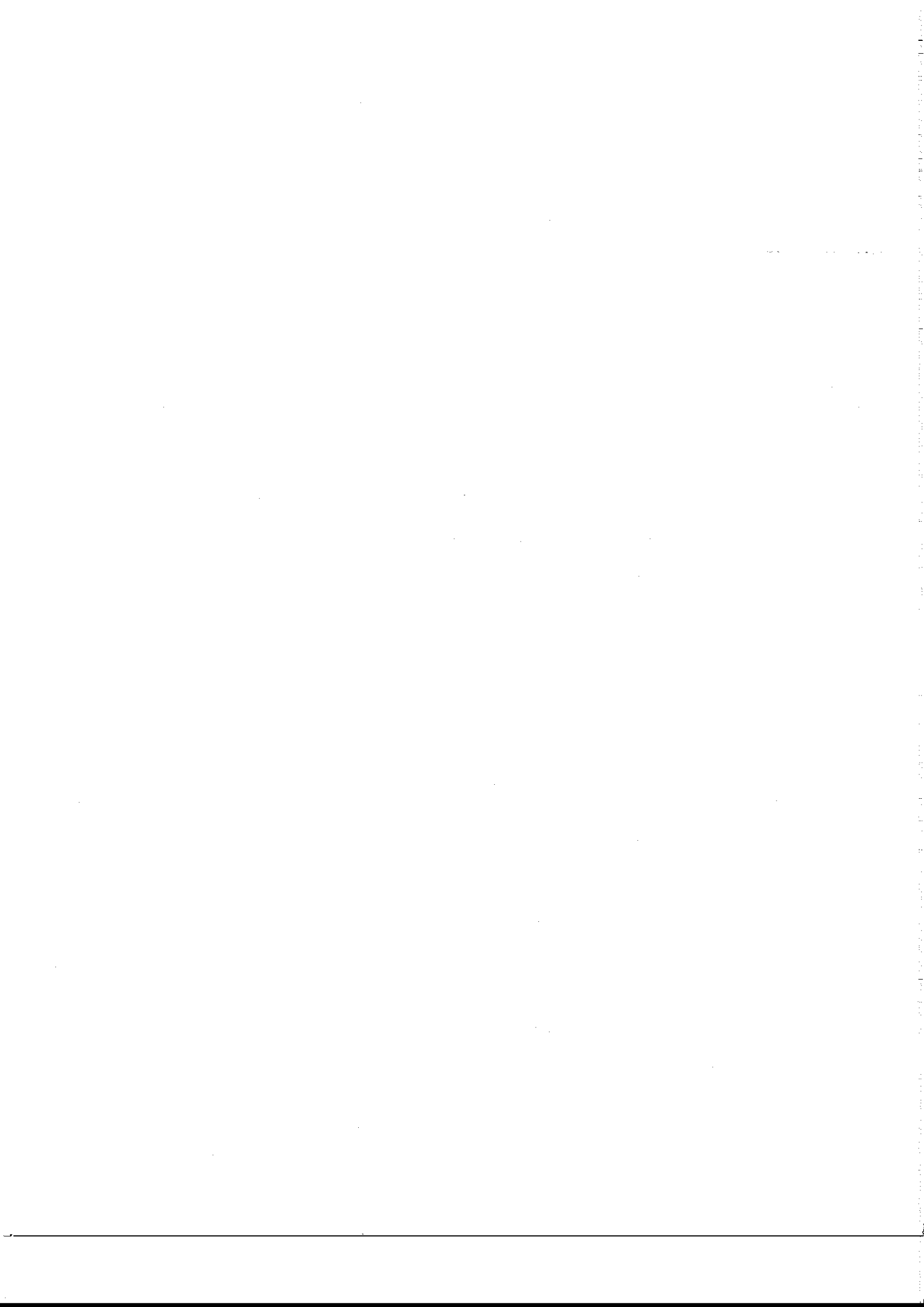


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**ACTIONS TAKEN ON THE RECOMMENDATIONS  
OF THE EXTERNAL REVIEW OF THE IUCN PROGRAMME 1991 - 1993  
(Christoffersen Report - October 1993)**

September 1994

**BACKGROUND**

integrating conservation and development. The

In October 1993, a team of external consultants undertook a three-week review of the IUCN Programme for the period 1991-1993. The review was based on IUCN's agreement with SIDA which stated that during the third year of the Programme period "IUCN shall, together with SIDA and other interested donor organizations supporting the Programme, commission an independent review of the Programme and its implementation, including organizational and institutional aspects."

The report of the review ("Christoffersen Report") was published in October 1993 and discussed by the General Assembly in January 1994. The General Assembly endorsed the

of an external review. The Head of the Forest Programme has also contributed to planning a project in Congo and in this context the conservation/development linkage has been given special emphasis. The reviews of the two projects were undertaken by using the logical framework concept and the staff of the projects were assisted in undertaking a logical analysis of what factors, technical as well as policy-related, need to be addressed to form the linkage between conservation and development.

In cooperation with WWF, the Social Policy Service and the Forest Programme have been discussing and planning joint activities to address the linkage between conservation and

*A new position of Environmental Economic Advisor should be established and recruitment sought among candidates with good networking contacts and skills.*

*Gender issues should be explicitly treated in both economic and social analysis. In order to ensure that this is given due attention we strongly recommend the Director-General lay down precise guidelines and ensure that these are followed within all programme components. Sensitizing staff and bringing them into contact with organizations and individuals able to support IUCN on gender analysis, need to be given priority.*

economist to IUCN. One candidate was interviewed in April but was not found suitable. In cooperation with the Norwegian Ministry for Foreign Affairs, the search for an appropriate candidate is continuing. Once an economist is in post it will be possible to address the issues referred to in the review team's report and, as shown above, preparatory work has already been done.

Two of the programme areas mentioned above address gender issues. The Joint Management programme area will address issues such as which groups in a society control what part or process related to utilization of the resource base. Women will no doubt feature as one of

*A small monitoring and evaluation unit should be established at headquarters. It should provide*

on evaluating the effectiveness of sustainability strategies is under way. But as most

for membership development will be drawn up, addressing both the need to recruit and retain a balanced membership, representative of the conservation movement, and also the need to

from the amount proposed in the budget presented to the General Assembly, SFR470,000, to SFR610,000. It is foreseen that this amount will be used to

headquarters is to coordinate and animate the Commissions and other voluntary networks rather than Secretariat staff being the implementors of many of the activities. Similarly, the

of these such that the Union does indeed address global and regional priorities. The proposed regions are: East Asia; Southeast Asia; South Asia; Central Asia; North Africa; and

## 7. OVERCOMING IMAGE PROBLEMS

**Recommendations of the review team:** *The Director General should make it a high priority*

The post of Regional Director for Eastern Africa will shortly be filled by a national from the region. Three of the programme staff of that office will also vacate their posts within the next few months. This will

*headquarters staff dominated by a few "Anglo-phone" countries. It is the team's firm conviction that such changes can be made without jeopardizing the high standards of professional excellence of which IUCN is justifiable proud.*

*It is our judgment that progress in this point can substantially improve IUCN's ability to expand its membership base and considerably enhance its acceptance and support from the international community. The Director General should*

opportunity for redressing the imbalance in that office.

## 8. WEAK FINANCIAL POSITION

**Recommendations of the review team:** *A special advisory panel should be appointed to look into the financial issues commented upon by the external evaluation team, for the purpose of*



from only two sources. While it is quite clear

Firstly, we have spent all funds received (and on occasions slightly more) and secondly, IUCN never had any substantial financial reserves in

a tighter, more focused programme, a more substantial reserve, together with increased efforts to promote IUCN's work in the main desec-

act as a buffer in particularly lean years, or when projected income did not materialise for one reason or another. It is considered that with

countries and increased efforts to broaden the funding base, IUCN's financial problems will become far more manageable.

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