

Asia Regional Office

# **An Organisational Review of IUCN Bangladesh**

**Bangladesh Trip Report**  
24<sup>th</sup> Jan - 3<sup>rd</sup> Feb, 2000

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## Executive Summary

**Genesis** the present CR of IUCN Bangladesh (IUCNB), appointed in May 1998, found a dissonance between the programme document he inherited and the reality, a portfolio of discrete projects. In 1999 a participative programme development process was initiated. The Asia Regional Office (ARO) experience (recorded in 'Bangkok Trip Report -Stella Jafri-Aug 23-Sept 4, 1999') established the value of looking into the organisational structures of Asia Regional Directorate (ARD). The draft 'IUCN Country Programme in Bangladesh 2000-2005' and its 'work-shopping' in Dhaka in Jan 2000 were seen as a valuable tool and an ideal opportunity for an organisational review of IUCN Bangladesh so the Advisor, HR/OD was asked to undertake this back to back with the Programme Development Workshop.

The **prime movers** were the Regional Director Asia, CR IUCNB, Head M&E and the Director Finance/HR, Asia Region.

The staff of IUCNB made a major contribution and have a major stake in the results so become part of the **primary audience** in addition to the group of prime movers. To make the report more accessible to a **wider audience**, mainly ARD and its stakeholders, the details of some recommendations, submitted to the RD and CR IUCNB in the initial draft, have been omitted.

This **report** of the Organisational Review of IUCN Bangladesh has **five main parts**.

Section 2 considers the various groups of people who presently serve IUCNB, lists their perceptions and issues as identified during dialogue with them, and reaches some broad conclusions.

Section 3 and 4 propose (in text and diagramme) how IUCNB should restructure itself. Some of the adjustments, needed to give life to these structure and bring them into working order, are described.

Section 5 suggests the formalisation of processes/mechanisms/fora (some already existing), to attain a greater degree of maturity and effectiveness in their functioning.

Section 6, 7, 8 and 9 deal with a variety of issues which emerged about management practices; finance, operations and human resource management; and the 'nesting' of a Regional Programme in a Country Office.

Section 10 responds to two separate questions about IUCNB's dealings with the external environment, i.e. advocacy and relationships with partners.

The methodology used and some practical tools, e.g., TORs and draft policies are included as annexes.



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# An Organisational Review of IUCN Bangladesh

**Bangladesh Trip Report**  
24<sup>th</sup> Jan - 3<sup>rd</sup> Feb, 2000

## 1. Introduction

### 1.1 Impressions

It was my first visit to Bangladesh. As always when travelling between countries in the sub-continent, there was the lovely feeling of familiarity, of being at home – together with the added spice of spotting and exploring the distinct differences which give each country its own uniqueness.

I enjoyed meeting with all my colleagues in IUCN Bangladesh. I was impressed by the youthful exuberance and the energy of all and sundry as they ploughed through the Himal Workshop, the Programme Development Workshop, their ordinary work, my constant presence and a shift in gear with the announcement of a 'hartal'. The hospitality and warmth was truly overwhelming. I had to insist on two days of fruit and water only, to recover from the feasting! Thank you, one and all, for your kindness and cooperation and for entrusting me with your thinking about IUCNB.

Whilst in Bangladesh I participated in the 'Himal Workshop' (24-25 Jan 2000) and the IUCNB Programme Development Workshop (26-27 Jan 2000). Apart from their intrinsic value, provided a useful opportunity to familiarise myself with IUCNB staff and observe their working mode a useful preliminary to my major task.

### 1.2 Purpose of the Visit

The primary purpose of the visit was to carry out an organisational review of IUCNB (28 Jan - 3 Feb 2000): exploring with staff the best way of shaping changes to meet present and future challenges. Building on these explorations and on experiences from elsewhere in the region, I was then to make recommendations to the Director, Asia Region and the CR, IUCNB. This is the basis of the following report.

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(Note: To make this report more 'generic' in character and less time bound some specific recommendations, already sent to the CR IUCNB and the RD in a draft report, have been omitted).

### **1.3 The Bangladesh Office**

Organisations, like organisms, have a life cycle. They cannot remain static – they live, grow, adjust or die. (Though as, Nishat reminded me, 'tongue in cheek', periods of dormancy or hibernation are essential for some.)

IUCNB is definitely not hibernating. Under Nishat, the profile, the potential, and the expectations of IUCNB have been raised within the country and within ARD. The need for a shift from the implementation of discrete projects to an integrated programme approach has been recognised and a programme development process has been put in place. It is also recognised that this shift needs to be supported by changes in organisational structures and behaviours.

IUCNB is in the painful stage of metamorphosis from an activities based to a results based organisation - undergoing the creative stresses and strains and healthy internal questioning which typify such a change. The family culture, where each member is something of a 'jack of all trades' and everyone pitches in to meet each new challenge (often with duplicated effort) no longer suffices. The leader, who is not only the pivot of all activities, but also the sole decision maker, gets to a point of frustration where he/she, submerged in the need for 'doing' it all, increasingly requires the need to emerge above the surface of the immediate/ urgent to look at the important and the long term from a macro-perspective. Neither the financial nor the human resources are readily available for him/her to do this easily. Mechanisms are ad-hoc in nature, short term in duration, not yet institutionalised. So far there is no felt need for systems and procedures, other than the rudimentary, or those imposed by the larger systems in which IUCNB is embedded. Enabling structures have yet to be created.

Managing time and mobilising resources to think through and create these organisational backbones is the present challenge. The on-going work of the CR could then be elevated to orchestrating the direction and the 'doing' of the whole, concentrating his own 'doing' at the higher reaches of 'political management' and overall accountability.



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## 2. People presently in IUCNB

### 2.1 The Country Representative

#### Perceptions

- a) The Country Representative was seen as the only key figure.
- a man of integrity and stature who can open doors at a high level
  - a generous, accessible man who freely gives of himself and his time in his concern for others
  - an inspirational leader of a high order
  - a mentor and a capacity builder
  - a man who listens and is responsive to critique after time for internalisation
  - the sole decision maker.
- b) Some staff members viewed this with awe and full approbation. Others, whilst equally admiring, had concerns about the management of how to reach the next level of organisational growth in order to meet the forthcoming demands. These concerns were expressed in statements and questions such as:
- 'What responsibilities can be devolved?'
  - 'How can the CR continue with his mentoring role, which everyone values, but also get mentoring and capacity building happening at many different levels?'
  - 'How to get leadership at more than one level of management?'
  - 'Can the CR continue to have an open door policy to all staff and visitors?'
  - 'It's clear that there is a growing need for the CR to focus only on the most important and strategic and give both responsibility and authority to others for decision making, particularly at the micro-level. Are there other people capable and willing of taking on some of the responsibilities?'
- c) The CR, himself expressed similar concerns and is already in the process of thinking through and beginning to act.

#### Conclusions

- a) IUCNB is on the brink of reaching a new programmatic and organisational level. The demands have increased and are increasing further. The CR will need more time to focus on his overall responsibilities for:

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- strategic issues, "political management", policy matters
  - statutory functions of representation, membership, resource mobilisation and accountability in the realms of finance, human resource management and programme achievements/results
  - providing intellectual leadership for motivating, monitoring, taking stock and making course correction for the repositioning and reshaping of the organisation and its systems for maximum productivity
  - managing his role in ARD to the mutual benefit of the Region and of IUCNB
  - as an interim measure he will also need to continue to use his technical expertise to develop and run some programmes.

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them an understanding of the context, opportunities and constraints within which IUCNB works.

As the 'new' IUCNB is created, these concerns about capacity building opportunities need to be given due consideration and balanced along with the need for greater effectiveness and productivity.

- Others see their time at IUCN as:
  - limited, mutually beneficial, a reciprocal arrangement, allowing them to explore and gain experience before moving on to further education or another career path in exchange for contributing to IUCNB's work
  - their interest in organisational structures and management, though real, is academicImplications for turn-over-rate and for management time and effort, should be identified and examined.
- Other comments either from or about the young people were:
  - 'We're doing an awful lot, but does the productivity measure up to the amount of effort?'
  - 'There needs to be more discipline'
  - 'There needs to be an 'equalisation' of effort'
  - 'We need some system of monitoring to see who really does work hard and who does not'
  - 'Some people work late almost everyday and at weekends, others put in minimum time'
  - 'Some people seem to live in the office but are they really doing anything worth while or just making themselves available?'
  - 'Some individuals could take on more responsibility, if given the chance'
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- The finance and operational needs of the Regional Sustainable Use Programme will also need servicing.

b) Secretarial

- It is obvious that, even given the best will in the world, the present secretarial services cannot be stretched much further.
- The CR needs an altogether different level of service, clearly distinguished from those given to others.
- The lack of a telephone exchange and the fact that only CR and the Accounts Officer have direct access to email, makes for poor communications and puts extra stress on the secretarial services.
- The filing system may not be adequate to cope with a growing programme.
- The secretarial and communication needs of the Regional Sustainable Use Programme will have to be met.

## 2.4 Conclusion

Management units should be created to provide oversight, direction, support, guidance, appraisal and growth of staff. These units would be enabling structures for:

- a sharper focus on the achievement of programme results
- greater efficiency/effectiveness of support and control functions
- appropriate delegation of responsibility and authority

## 3. *Recommendations: Structures*

These recommendations are based on the premise that the IUCN Bangladesh Office is an administrative construct intended to give identity to and provide management structures and services to drive and support people in a) carrying out mandatory functions support9 Tf recomme onT2in a) carr F6

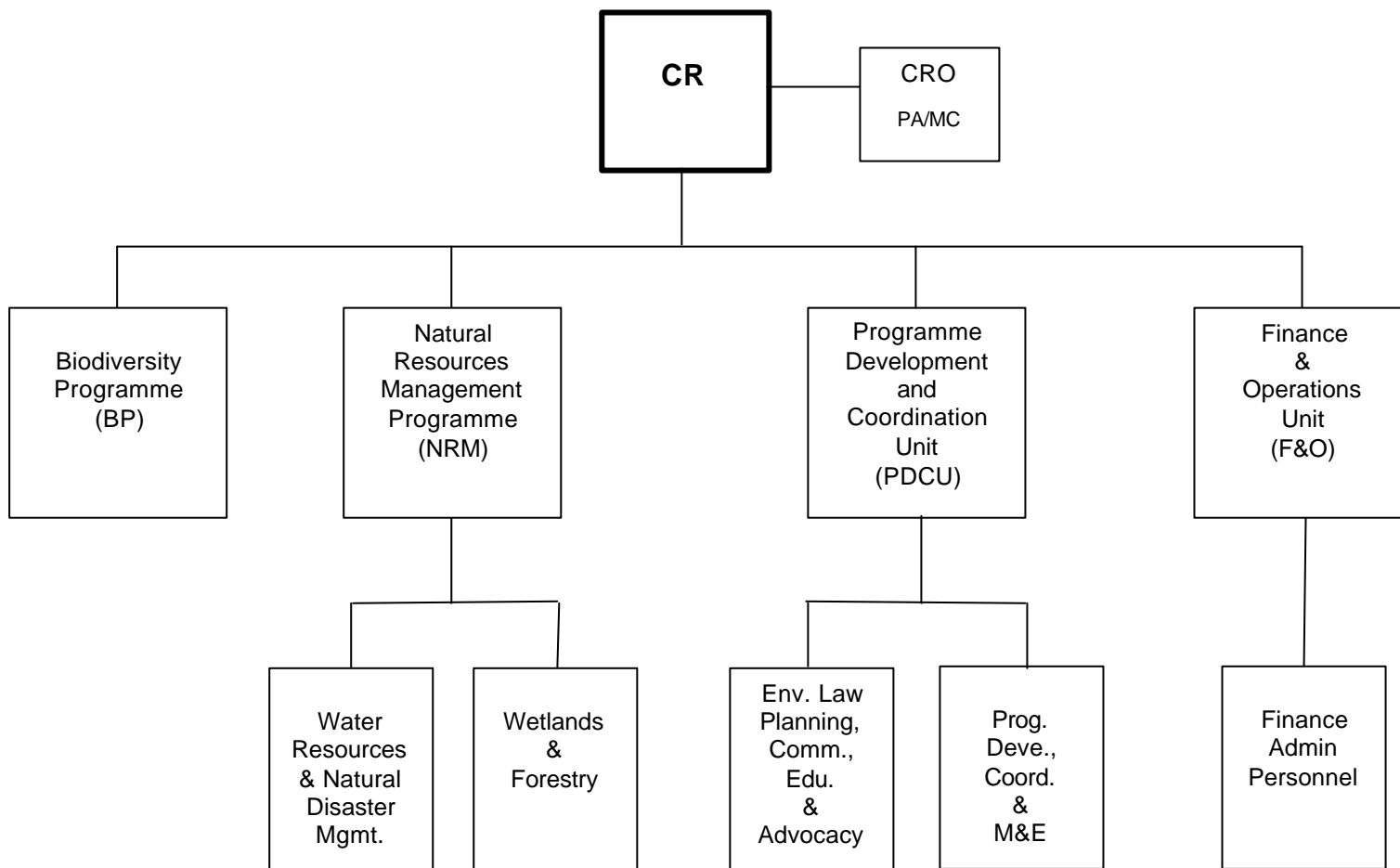
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- Taking into account the present financial and human resource constraints a "concertina effect" has been built into the early stages. Some functions and programmes have had to be compressed in management terms, but as funds begin to flow they can begin to unfold and become separate identities.
  - The Country Representative's Office (CRO) stems from the CR's role and his need for an effective secretariat to support him in carrying out his mandatory functions.
  - The Programmes cover the priority programme areas as articulated in the Bangladesh Programme document:
    - ◊ Biodiversity Programme
    - ◊ Natural Resources Management Programme
    - ◊ Water Resources and Natural Disaster Management Programme(Note: The Biodiversity Programme as shown in Structure Stage 4 is heavily based on the present Red Book projects. It may need re-thinking in terms of an ecosystem approach).
  - The Programme Development and Coordinating Unit (PDCU) is intended to provide:
    - ◊ An integrating force managing and building capacity for:-
      - programme planning and integration
      - quality control of project proposals
      - monitoring & Evaluation (M&E)Initially, as part of the 'concertina effect', it will also manage some programme areas:
    - ◊ Environmental Law Planning
    - ◊ Cross cutting themes
      - information, communication, education, outreach and advocacy
      - gender
  - The Finance and Operations Unit F&O is responsible for financial and HR accountability systems to feed through ARO to HQ and, for providing financial, personnel and administrative support to the Bangladesh Programme.

(Note: In the long term, for accountability purposes, the administrative function will need to be separated from the financial function. The Director Finance/HR will advise further.)

- b) Each management entity should prepare itself to function as a full-blown Sub-Cost Centre by mid 2001.

# Proposed Structure of IUCN Bangladesh Office Stage 1

Fig.1



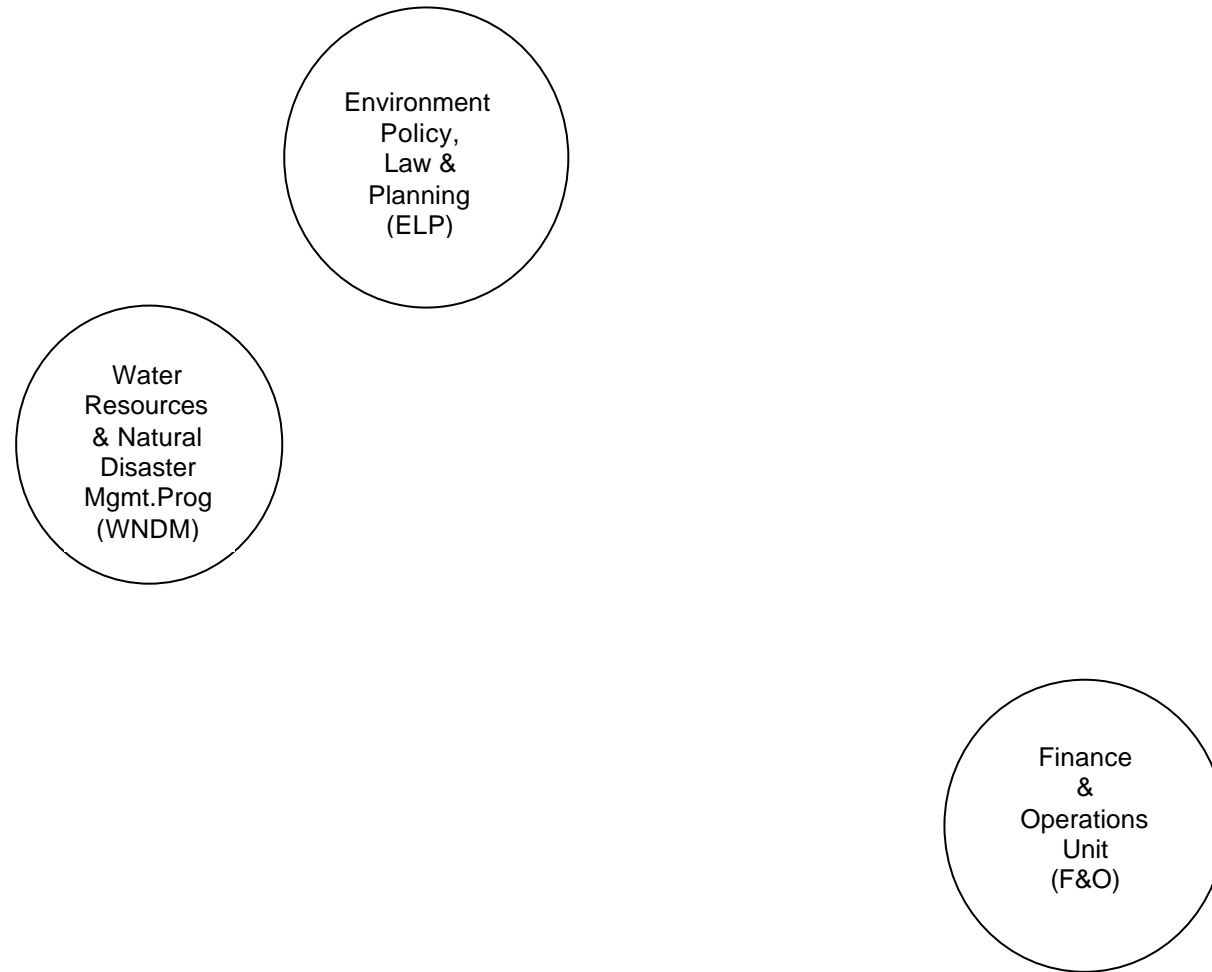




CR

Programme  
Development  
Coordination  
Unit

# Proposed Structure of IUCN Bangladesh Office Stage 4



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organisation and management aspects must also be given due weight if IUCNB is to fulfill its potential as it is now poised.

- TORs for unit staff should be derived from those of the programme/unit heads and so on down in a cascade effect.

### ***Recommendation 3 - Filling the Posts: General***

- a) As an office and its programme becomes more organised and consolidates, people at all levels are expected to grow with it.

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(Capacity building in these areas may also be needed by other Country Offices)

#### ***Recommendation 4 - Filling the Posts: Specifics***

##### ***Recommendation 4.1 Country Representative (CR) & Country Representative's Office (CRO)***

- a) CR
- The post of the CR is already defined and responsibilities expressed in TORs.
  - In addition, as part of the “concertina effect”, the CR will have to continue the lead in managing the two programme areas of Water Resources and Disaster Management and of Natural Resources Management.
- b) CRO
- A single post of PA to CR/Membership Coordinator should be created.  
(The present number of members and their concentration in Dhaka does not justify a full time membership coordinator).

##### ***Recommendation 4.2 Biodiversity Programme (BP), Natural Resources Management Programme (NRM), Water Resources and Natural Disaster Management Programme (WNDN)***

- a) A post with the functional title, Head... Programme, should be created for each programme.
- TORs for each of these posts are attached as Annex-II (a), (b) and (c).
  - Top priority should be given to the assignment/recruitment of appropriately qualified and experienced senior managers to fill these posts.
  - As an interim measure, the CR will have to continue to take direct responsibility for developing and managing certain programmes until recruitment is completed.
- b) Depending on resource flows, consideration should be given to appointing, through assignment, promotion, recruitment, at least one middle manager in each programme whose responsibilities go beyond project activities.
- The responsibility level would differ in each case depending on the size and range of each programme.
  - In some cases it may be necessary to recruit in the upper ranges of mid-level. In others, one of the 'best fit' younger people could be given a one step promotion and assigned a greater degree of management responsibility.
  - A sample TOR for a 'second-in-command' level is attached as Annex-II (d). This may be adapted to other responsibility levels and other programmes.



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- c) The Accounts Officer should continue to have direct responsibility under the CR for personnel administration.
- Non-confidential personnel matters, e.g. leave administration should be done by others, supervised by administration.
  - Access to the personal files of staff members, including contract documents, should be limited solely to the CR and the Accounts Officer. For this purpose, a separate filing cabinet should be kept in the CR's office.

***Recommendation 4.5 Secretarial Services***

- a) A high caliber executive secretary should be recruited to fill the post of PA/MC in CRO.
- b) Secretarial services for staff other than the CR should, for now, be organised as a pool. Later as units become established, secretaries may need to be allotted to them, e.g. one secretary could service both the Biodiversity and Natural Resources Management Programme Units.
- c) Finance and Operations is too stretched at the moment to manage secretarial services. As an interim measure, a secretarial pool-in-charge should be designated. In addition to personally providing secretarial services, the in-charge should take responsibilities for allocating work and monitoring that it is done including;
- drawing up and administering schedules to ensure that during lunch breaks and absences, the telephone is manned
  - all needs for secretarial services are adequately covered during leave or absence of any secretarial staff.
- d) An additional secretary to be recruited for and allocated to the Regional Programme Head, will for all other purposes be part of the pool and be expected to give and receive mutual supports as per TORs.
- e) A 'front office' to deal with telephone, visitors, travel arrangements and possibly transport should be created.
- a telephone exchange should be purchased and installed
  - a receptionist should be recruited.
- f) All programme staff should be given email facilities. This would increase efficiency, free up some of the time of the secretarial staff for more useful work and hopefully prevent some of the complaints one hears of the delay/lack of communication with others in the region.



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- g) TORs for the posts of PA/MC, generic Secretary and a Receptionist are given in Annex-II (f), (g) and (h).

## **5. Recommendations: Processes/Mechanisms/ Fora**

### **5.1 Purchasing Committee**

To strengthen accountability, a formal Purchasing Committee should be created. The Director Finance and HR, ARO should advise on membership and TORs.

### **5.2 Project Proposals Process**

- a) The Bangladesh Office Project Review Group should be formalised.
- The rigour this brings is invaluable. With experience, PRG could pre-empt some of the APDG critique. It would also help to build the institutional capacity of IUCNB in project design and proposal writing.
  - Suggested membership: CR, Accounts Officer (AO), Heads of Units/a rep. from each unit without a head, the focal points for communication and gender.
  - The Head of PDCU would be the Chair; a PDCU staff member would act as secretary.
  - Sign off on each proposal should be; CR, AO and Head of PDCU as Chair of PRG.
- b) My advice is, that spending more time at the front end usually pays off in time and psychic energy saved at the end of pipe, by which time everyone has made a heavy investment so finds it more difficult to accept the need for changes/improvement. (Note for APDG consideration: I sensed a degree of resentment vis-à-vis APDG. Facilitation by the Secretary APDG is greatly appreciated, but is perceived to be in his capacity as individual rather than as one facet of his role in APDG).

### **5.3 Peer Review Group**

- For building the long-term confidence of donors, quality reports are essential. PDCU may wish to institute an internal peer review group whose job it is to supportively critique draft reports to donors.

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- For technical papers, a peer review by external as well as internal reviews may also be useful. (This may already be part of IUCNB's normal practice).

#### **5.4 Staff Meetings**

- Staff meetings should continue to be held on a regular basis.
- It would be good if they can be scheduled well ahead so that people could plan to be available.
- Agendas should be circulated well in time so that people have a chance to think through the issues.
- The exchange of information and view points is seen as a useful way of building up common understandings.
- Apart from this, only substantial issues, which concern the majority of staff, should be tabled.
- Some matters, though a general concern, may be better dealt with by an individual or a small task force subsequent to the meeting.
- Time in the meeting should be spent only on those issues whose resolution needs input from all staff members.
- Individual problems should not be tabled but resolved elsewhere between the members of staff concerned, with the help of their managers if and when necessary.

### **6. Management - General**

- a) As the structures are created and vitalised, the art of delegation, rather than task allotment, should be mastered and practiced from the CR down through to the most junior levels so that everyone exercises a greater degree of responsibility at their own level.
- b) The CR cannot continue an open-door policy either to staff, member representatives or others. All should be asked to make appointments through the PA after careful explanation of the growing need for protecting the CR's time. As part of his schedule, the CR might like to allot a slot of time every week when younger/junior staff could still feel free to drop in so that they still have some access, otherwise they too could make an appointment through the PA.
- c) Present issues on 'acting on behalf of the CR' in his absence may be dealt with through the "Management in Absence of Key Managers Policy" which will be issued shortly.

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d) Internal communications: A state of 'not knowingness' is very stressful. Anxiety and hurt feelings can be avoided if everyone is clear about what is happening. It is important than any changes in roles allocated, tasks forces formed, ad-hoc arrangements and temporary measures are conveyed to everyone and their purpose clearly explained. Staff also have a responsibility to keep themselves informed.

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## **8. Human Resource Management and Personnel Issues**

### **8.1 Recruitment**

- a) The recruitment pattern must be realigned:
- Recruitment should be against defined posts only.
  - Criteria for selection should focus on the match between the candidates capacities and the TORs. This of course does not discount other essential factors; integrity, communication and inter-personal skills, etc.
  - The recruitment guidelines set out by the Director Finance/HRM, Asia Region should be scrupulously followed in letter and spirit.
  - The potential for conflict of interests needs to be explored during interviews and recorded in the assessment sheets in which there should be an appropriate heading.
  - Great care should be taken in panel selection, e.g. members/partners should not be involved in purely internal selections. They may be included when selecting a project head only, if they are a formal partner in that project. 'Political pressure' is a potential hazard which has to be handled tactfully but firmly to pre-empt possible future problems. It must be clearly understood and stated from the start of the process, that IUCN has the right to make the final selection from those short-listed.
  - When the time comes to recruit for more junior posts, there should be an attempt to distinguish not only the potential of the person for the post, but also their readiness to make a commitment if the probation works out well.
- b) • Gender balance and recruitment was a concern. 'In working towards gender balance, does IUCN expect a women candidate to be given preference over a man who is judged to be more competent?'
- The answer to this a categorical, no. Competency to do the job must prevail.
  - The answer lies in ensuring that competent women apply for IUCN posts. This entails quite a bit of work; actively trying, to find suitable people and getting them to apply, contacting organisations which work with women or have a lot of women working for them, building a rapport, sending them copies of the ad.;, asking IUCN members to recommend people for interview (without any promises of course).

### **8.2 Staff Contracts**

- Most, if not all, staff are on one year contracts. Concerns were expressed, and part of the turn over rate was attributed to, the insecurity this engenders.

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- Rest assured that every effort will be made to renew, and renew again, the contracts of those individuals who contribute substantially and are looking for a career path in IUCNB.
  - The normal pattern of development, in any office in the region, is that key staff in core functional posts, (e.g. finance) are, for obvious reasons, the first to get longer contracts. The next stage is to consider key posts in well established programmes with a fairly predictable financial future. When the financial viability of the organisation is pretty certain, factors other than posts can come into play. The capacity, productivity, potential and commitment of individuals, in other words their long term value to the organisation, regardless of the posts they hold, becomes a major factor of consideration in deciding who should have longer term contracts.
  - So have faith! Also internalise that the capacity of the organisation to commit itself to longer-term contracts has to be earned by the people in it.

### **8.3 Probation**

Probation needs to be formalised. A Probation Policy to be issued shortly, should be read by

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- b) Any rationalisation of salaries, if needed, should be done as part of salary adjustments stemming out of the appraisal process.
  - c) Promotions, if any are warranted, should also be an outcome of the appraisal process.

## **8.6 Professional Development**

- a) Management Training has been identified by the CR as one of his most urgent professional needs. This should be addressed in consultation with the Director Finance/HRM, Asia Region.  
As most CRs and their senior levels of management are often recruited from technical, academic or government backgrounds this might also be useful to other CRs and other senior managers.
- b) Training in appraisal management has already been mentioned. Other offices in the region may also need it. The Director Finance/HRM, Asia Region and Advisor HRM/OD should try to find a way to address this need.
- c) Middle and junior staff should continue to have exposure to experiences beyond their immediate responsibilities.
  - Some useful ways of providing this:
    - 'tracking' the CR, i.e. accompanying him to high level advocacy or negotiation meetings
    - attendance at Membership Meetings as observers
    - regional events
    - international events.
  - However, it must be recognised by everyone, that it is not feasible, productive or cost-effective for everyone to do everything. Such events should not be seen as 'up for grabs'. Decisions by senior management should be based on such questions as:
    - Whose programme area is on the agenda?
    - Is there an actual job to be done? If so, who can do it most effectively?
    - Who has not had an opportunity before/recently?
    - Whose extra efforts merit consideration of an award?
    - Most importantly, what effect will attending the event have on the work in hand of the individuals under consideration?

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- d) Some people said they need training in SUN System, PhotoShop and Web Site Development. The immediate usefulness of the latter two needs to be verified.

## **8.7 Hartals**

I was asked for guidelines on how to deal with 'hartals'.

- a) It is extremely difficult to 'legislate' for emergencies, and unpredictable circumstances. How these are handled basically boils down to good judgement based on available information and understanding of the situation.
- The ambiguity about the `real' status of the younger people and Nishat's chivalrous nature may come into play in making decisions during unrest in the city.
  - At present all men are expected to attend office, if they judge it safe to get there. All women are told to stay at home. However, the one mature woman is allowed to use her own judgement.
  - In the case of interns it may be legitimate for a manager to see him/herself in 'loco parentis' as a teacher would be in relationship to a student. However, all staff, regardless of seniority and sex should, as adults and professionals, be asked to exercise their own judgement as to the safety of getting to the office.
- b) To ensure that productivity is maintained, staff are required to cover work on an equivalent number of Saturdays. However, if everyone has to work on too many Saturdays in a row after a series of hartals, this too can hamper productivity. There could be a combination of Saturdays, extended office hours and work done at home. A mix of mandatory and self-imposed measures should be worked out and monitored to ensure that deadlines are met and that work pace and productivity are maintained by each individual as well as the whole.

## **8.8 Insurance**

- There seems to be some dissatisfaction with the health coverage provided. Several members of the staff have opted not to join. The CR is discussing this with staff and will consult with the Director Finance/HRM, Asia Region.
- Life and Accident Insurance, which had lapsed, was under renewal at the time of my visit.





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c) Identity and image:

- Any national staff who are fully or part-time assigned to or employed by a Regional Programme need to view at and identify with regional work (particularly within their own country) from a regional perspective.
- It is legitimate to expect that the presence of a Regional Programme should help to strengthen the RP's particular area of expertise within the host office.
- Optimum use of opportunities to build institutional capacity should be made.
- However the host office should not seek 'most favoured status nor make undue demands on the Regional Programme and expect it to 'do the work for them'.
- The Head of RP should be meticulous in ensuring that in-country contacts, whether with members, commissions, government or other partners, are initiated and continued with and through the CR.
- CR and RPH need to keep each other fully informed about and on occasions work together on donor approaches, particularly in-country, so that there is neither confusion nor competition.
- All staff should be aware of the role of Regional Programmes vis-à-vis Country Programmes, not only for their own working relationships, but also so that they can give a clear answer to any queries.

## **10. Working with others**

### **10.1 Advocacy**

I was asked how IUCN positions itself regarding advocacy.

- a) Advocacy is basically the 'selling' of a concept, a policy change, an approach, a particular measure or set of actions, in preference to alternatives either already in place or proposed.
- b) Possible tactics and methods run over a vast range including; a whisper in the ear of a secretary of a department; the targeted dissemination of research findings and other information, actual demonstration of alternatives; newspaper campaigns; agitation on the streets; even in extreme cases, self-immolation.
- c) • Part of IUCN's mission is "to influence societies"; and to influence, one must advocate. IUCN has assessed how it can best do this and to influence one must

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advocate. As a science based institution it has deliberately chosen, as a matter of policy, to advocate in the 'quieter' realms not at the more vociferous, activist level.

- The Secretariat works behind the scenes in the corridors of power. It acts as scientific advisor to various bodies, e.g. CITES. It demonstrates various alternative approaches through its projects and its working methodologies.
- Through its working partnership with government, it has the opportunity of influencing a variety of policies and may also help with preparation of COPs.
- IUCN may also influence members and networks through discussions on areas of mutual interest.

(Note: IUCNB is involved in such debates on climate change and on forestry issues)

- In disputes, it acts as a neutral forum providing a platform for debate and providing relevant (though not privileged) information equally to all parties and to the media.

(Note: IUCNB has had some interesting experiences which might be of value to others - please contact IUCNB for information)

- It also works with the media for an on-going exposure of environment and conservation issues and advocacy of solutions.
- IUCN has certain stated policies and stances e.g. the WCPA policy on 'Oil and Gas Mining in Protected Areas'. When the law or an IUCN Global Policy is infringed, the Secretariat has no hesitation in forcefully making its own stance known, whilst still keeping its doors open to facilitate solutions through negotiation with and between other stakeholders, IUCN's main stake-holder being the environment itself.

- d) On the other hand, IUCN members are free to make their own choices, either individually or collectively on how and which advocacy issues they wish to work.
- e) The quieter, more behind the scenes style of the Secretariat together with a more vociferous, activist role by members can prove, if well orchestrated and used strategically to be a very powerful combination.

## **10.2 Institutionalisation of Relationships**

- Working relationships with member organisations and government partners have improved and are much closer than in the past. The involvement of members in the programme development process is seen as a step in the right direction. The general opinion is that relationships are still too dependent on personal relationships between individuals in IUCN and individuals within the partner organisations and so precarious. If

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a particular individual in either organisation moves on, the partnership could easily dissolve and one would have to start from scratch again.

- The answer is to build on the present entry-point relationships; identify more allies at a variety of levels in the other institution, widening the number and levels of contact between them and IUCNB.
- Institutional information flows and good communications are vital.
- Working partnerships with key institutions particularly relevant government departments should go beyond project implementation and be clearly articulated in MOUs whenever this is feasible and sustainable.

## 11. Acknowledgements

I make no apologies for the inordinate length of the report and its many annexes. The experience was rich. I chose to record it in full because it may have resonances for other offices. I was asked for advice and practical help in the form of TORs, etc. and have given both aplenty.

I wish to thank Nishat for his unfailing courtesy and sorely tried patience, as we sat in Delihat eating Nagaland food and doing a final threshing through of issues and recommendations. (Some not as digestible as the food!)0r3soidnigvTD 0.074The experiena prmentsaga 9.\*4 etcea7 rich. r6m help inarlen7ts9 4 etcea

## Methodology

*Unfortunately due to a pre-announced 2 day 'hartal' (citywide shutdown), the process had to be compressed. Changes are noted in italics.*

1. Preparation: Study of IUCNB Programme Documents, Programme Development Workshop Reports, Progress and Assessment Reports to ARD  
: Informal 'fishing' for perceptions/issues re IUCNB Regional Programme Heads
2. Overview discussions; preliminary identification of issues, with RD Asia Region, CR IUCNB, Head M&E, Asia Region.
3. One-to-one discussion with CR.
4. Study of staff Contracts/TORs.
5. Study of synopsis of on-going projects to relate to programme area0 Tw (Heads) Tj2-TTD 0.1751 Tc -0.6356

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10. Presentation of findings and recommendations to a full staff meeting to receive feed back.
  11. Receipt of additional feed back from staff after opportunity to digest, individually or in groups.  
*[Not fully possible because of hartal].*
  12. Refine recommendations with CR and Senior Staff in light of feed back.  
*[Not possible but recommendations threshed out via email and on occasions when CR and reviewer met in 'regional' events].*
  13. Debriefing of and consultation with RD and Director Finance/HR on certain issues.
  14. Draft report to RD, CR IUCNB, Head M&E, Director Finance/HR, for comment.
  15. Finalisation of report and distribution (with request for critique).

**TERMS OF REFERENCE**

Name :  
Designation : Senior Programme Officer  
Functional Title : Head, Biodiversity Programme

**REPORTING RESPONSIBILITIES:**

Under the overall direction and guidance of the IUCN Bangladesh Country Representative, reporting relationship will be as follows:

Programme.

- a)
  - Develop a 5-Year plan for the Biodiversity Programme as perceived in the IUCN Bangladesh Programme Document
  - This should include an assessment of trends pertaining to biodiversity work in-country and in the region and opportunities for working collaboratively with:
    - other IUCNB Units
    - joint planning opportunities with IUCN Members and Commissions and other potential partners
    - Regional Programmes
- b) Take a lead role in developing, resourcing and initiating projects derived from the 5-Year plan
- c) Work in close collaboration with the Programme Development and Coordination Unit on developing a) and b)
- d) Manage and have oversight of relevant on-going, pipeline or newly conceptualised projects. (see attached appendix to the TORs)
- e) Develop and manage networks, meetings, workshops related to the Biodiversity Programme
- f) Be the focal point in the Bangladesh Office for interaction with the Regional Biodiversity Programme and other RP's as appropriate
- g) As and when time permits, build IUCNB's understanding of and capacity to deal with biodiversity issues

2. Manage and provide leadership to the Biodiversity Programme Unit.

- a) Prepare, implement and manage the Unit's annual work plan and budget
- b)
  - Manage financial resources of the Unit with prudence and probity and be fully accountable for expenditure in accordance with IUCN's procedures
  - Utilise external and internal market mechanisms to ensure optimal recovery of the staff time of the Unit
- c)
  - Manage, deploy and delegate responsibility to the staff of the Unit for optimum effectiveness and productivity
  - Recruit others as and when programme imperatives demand and financial resources permit
  - Provide leadership to and mentor unit staff, providing optimum on-the-job learning opportunities and relevant exposure to support their professional growth and contribution to IUCN's work
  - Monitor staff and counsel them on performance, productivity and development as part of a continuous assessment process culminating in their annual appraisals





**Appendix to the TORs of Head,  
Biodiversity Programme, IUCNB**

On-going or pipeline projects as of 01.04.00

- Bangladesh National Biodiversity Group (BNBG) Capacity Building
- NCS Implementation Project
- Bangladesh Red Book of Threatened Animals
- Delineation of Bio-eco Zones in Bangladesh
- A Study of Some Aspects of Ecology of Bengal Tigers in Sundarbans
- Conservation of Bengal Tiger Project
- Sunderbans Biodiversity Project, Benefit Monitoring
- Biodiversity Action Plan
- Community Based Conservation and Sustainable Utilization of Medicinal Plan in Chittagong Hill Tracts Area
- Large Scale Plantation of Rare Species of Medicinal Plants
- Conservation Research and Action Plan for Asia Elephants in Bangladesh
- Bangladesh Forestry Sector Project external Monitoring
- Preparation of Red Data Book of the Threatened Plants
- Biodiversity Conservation of Narikel Jinjira Marine Protected Areas
- Support CITES Initiative on Migratory Birds
- IUCN's support to GoB for its commitments under the CBD, e.g. BAP



Resources Management Programme.

- a)
  - Develop a 5-Year plan for the Natural Resources Management Programme as perceived in the IUCN Bangladesh Programme Document.
  - This should include an assessment of trends pertaining to natural resource management work in the region and opportunities for working collaboratively with:
    - other IUCNB Units
    - joint planning opportunities with IUCN Members and Commissions and other potential partners
    - Regional Programmes
- b) Take a lead role in developing, resourcing and initiating projects derived from the 5-Year

- d)
    - Monitor the activities, outputs and performance of the Unit including its projects
    - Ensure timely submission of planning documents, progress reports and financial reports as required
3. Support the development and consolidation of IUCNB as a growing organisation working towards an integrated programme approach.
- a) Support the organisational restructuring and systems development needed to manage a growing programme
  - b) Participate in IUCN's organisational fora/activities/task forces
  - c) Ensure that relevant information is communicated laterally and vertically and externally as appropriate
  - d) Support the institutionalisation of relationships with member, partner and other organisations of IUCNB's constituency
  - e) Provide technical inputs into IUCNB integrated programme planning and other thematic programmes through technical inputs into project proposals, project implementation and monitoring, workshops, publications and papers, etc.
4. Any other appropriate matters as requested by the Country Representative.

**Appendix to the TORs of Head, Natural Resources Management Programme, IUCNB**

On-going or pipeline projects as of 01.04.00

- NCS Implementation Project
- Community Based Haor and Floodplain Resource Management
- Capacity Building of NGOs in Nature and Natural Resources Management
- Sustainable Village Development Programme

**TERMS OF REFERENCE**

Name :  
Designation : Senior Programme Officer  
Functional Title : Head, Water Resources and Natural Disaster Management Programme

**REPORTING RESPONSIBILITIES:**

Under the overall direction and guidance of the IUCN Bangladesh Country Representative, reporting relationship will be as follows:

**Direct Reporting Line**

**Reporting Area**

1. Take the lead role in developing, resourcing, and implementing a 5-Year plan for the Water Resources and Natural Disaster Management Programme.
  - a)
    - Develop a 5-Year plan for the Water Resources and Natural Disaster Management Programme as perceived in the IUCN Bangladesh Programme Document.
    - This should include an assessment of trends pertaining to water resources and disaster management work in-country and in the region and opportunities for working

permit

- Provide leadership to and mentor unit staff, providing optimum on-the-job learning opportunities and relevant exposure to support their professional growth and contribution to IUCN's work
-



**Appendix to the TORs of Head, Water Resources and  
Natural Disaster Management Programme, IUCNB**

1. On-going or pipeline projects as of 01.04.00
  - Study of Environmental Impact of 1988 Flood
  - Water Availability and Usage Regime in Rural Bangladesh
  - Development of Integrated Strategy for Providing Arsenic Free Safe Drinking Water in Rural Bangladesh
  
2. Projects so far identified as needing technical inputs
  - NCS Implementation Project
  - Community Based Haor and Floodplain Research Management
  - Improvement of Policy, Legislation and Institutional Capacity for Sustainable Management of Wetland Ecosystem
  - Sustainable Village Development Programme

**TERMS OF REFERENCE**

Name :  
Designation : Programme Officer  
Functional Title : Programme Officer, Natural Resources Management Programme Unit

**REPORTING RESPONSIBILITIES:**

Under the overall direction and guidance of the IUCN Bangladesh Country Representative, reporting relationship will be as follows:

**Direct Reporting Line**

**Reporting Area**

- |  |  |
|--|--|
| 1. Head, Natural Resources Management Programme Unit | All management and programmatic issues |
|--|--|

**Additional Reporting Line**

**Reporting Area**

- |  |  |
|--|--|
| 1. Accounts Officer                                  | All finance and administrative related matters |
| 2. Head, Programme Development and Coordination Unit | All programme development and M&E matters      |
| 3. Heads of all other Programme Units                | Matters related to their programme areas       |

*Direct reporting lines indicate those staff members providing direct supervision.  
Additional reporting lines indicate reciprocal reporting and information sharing, particularly for defined areas of collaboration and linkages with other IUCN programmes.  
Further cooperation will be extended to all other IUCN staff as appropriate.*

**RESPONSIBILITIES:**

As Programme Officer Natural Resources Unit:

1. Support the development, resourcing, and implementation of a 5-Year plan for the Natural Resources Management Programme.
2. Manage projects and areas of responsibility as assigned.
3. Support the Unit Head in managing the Natural Resources Management Programme Unit.
4. Support the development and consolidation of IUCNB as a growing organisation working towards an integrated programme approach.

**DUTIES:**

1. Support the development, resourcing, and implementation of a 5-Year plan for the Natural Resources Management Programme.

- a)
  - Contribute to the development of a 5-Year plan for the Natural Resources Management Programme as perceived in the IUCN Bangladesh Programme Document.
  - Assist in assessing the trends pertaining to natural resource management work in-country and in the region and opportunities for working collaboratively with:
    - other IUCNB Units
    - joint planning opportunities with IUCN Members and Commissions and other potential partners
    - Regional Programmes

b) Contribute to the development, resourcing and initiating of projects derived from the Unit373 Tw (Programme)

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**TERMS OF REFERENCE**

Name :  
Designation : Senior Programme Officer  
Functional Title : Head, Programme Development and Coordination Unit

**REPORTING RESPONSIBILITIES:**

Under the overall direction and guidance of the IUCN Bangladesh Country Representative, reporting relationship will be as follows:

**Direct Reporting Line**

**Reporting Area**

- |                           |  |
|---------------------------|--|
| 1. Country Representative | All management, structural and programmatic issues |
|---------------------------|--|

**Additional Reporting Line**

**Reporting Area**

- |   |   |
|---|---|
| 1. Accounts Officer                           | All finance and administrative related matters              |
| 2. Heads of all other Programme Units         | All matters related to their programme areas                |
| 3. Head, Regional Environmental Law Programme | All matters related to Regional Environmental Law Programme |

*Direct reporting lines indicate those staff members providing direct supervision.*

*Additional reporting lines indicate reciprocal reporting and information sharing, particularly for defined areas of collaboration and linkages with other IUCN programmes.*

*Further cooperation will be extended to all other IUCN staff as appropriate.*

**RESPONSIBILITIES:**

As Head, Programme Development and Coordination Unit:

1. Take the lead in the development, resourcing, coordination, monitoring and evaluation of an integrated programme for IUCN Bangladesh and its component parts.
2. Manage activities pertaining to Environmental Law, Planning and Assessment, Education and Advocacy.
3. Manage and provide leadership to the Programme Development and Coordination Unit which at present also includes Environmental Law, Planning and Assessment, Education and Advocacy.
4. Work towards developing an independent Environmental Law, Planning and Assessment, Education and Advocacy Programme Unit.
5. Support the development and consolidation of IUCNB as a growing organisation working towards an integrated programme approach.

## **DUTIES:**

1. Take the lead in the development, resourcing, coordination, monitoring and evaluation of an integrated programme for IUCN Bangladesh and its component parts.
  - a)
    - Further develop and refine the 5 year Programme and its Documentation
    - Coordinate linkages and integration of the IUCNB Programme with the IUCN Asia Region Programme and Global Programme
    - Establish systems, mechanism and procedures, e.g. Project Review Group, to enable and ensure the cross-fertilisation of ideas and inputs from all thematic programmes into the integrated programme and project proposal development
    - Collaborate with accounts on the management of the O, A, B lists and preparation of programme and project budgets at the proposal development stage
  - b)
    - Oversee and supervise the development of sound project proposals for presentation to APDG
    - Assist, oversee and monitor the development of thematic programmes
    - Build capacity for and assist with the development of annual planning for the various programmes, units and projects
  - c)
    - Integrate and coordinate with the programme and M&E functions and cycle of ARD
    - Develop and operationalise M&E systems, tools and methods and build capacity which enables programmes and projects to monitor their own progress and performance
    - Support managers in the monitoring of their on-going programmes and projects
    - Monitor the timely preparation and submission of work plans, progress and financial reports to donors, ARO and HQ
    - Liaise with the Advisor, M&E, ARO, for any M&E missions
    - Catalyse mutual learning and internalising of lessons learned in the field
  - d) Work with the CR to establish and nurture donor contacts to pursue secured funding for programmes and projects
  
2. Manage activities pertaining to Environmental Law, Planning and Assessment, Education and Advocacy.
  - a) Manage and have oversight of relevant on-going, pipeline or newly conceptualised projects. (see attached appendix to the TORs)
  - b) Be the focal point for liaison with the Bangladesh NCS and NEMAP
  - c)
    - Supervise liaison with the press and any awareness raising or advocacy initiatives
    - Supervise the management of the library and documentation centre of the Country Office

- Supervise matters related to publications and their dissemination
  - d) Interact and coordinate with other IUCN Environmental Law, Planning and Assessment, Education and Advocacy Programmes in the region
3. Manage and provide leadership to the Programme Development and Coordination Unit which at present also includes Environmental Law, Planning and Assessment, Education and Advocacy.
- a) Prepare, implement and manage the Unit's annual work plan and budget
  - b)
    - Manage financial resources of the Unit with prudence and probity and be fully accountable for expenditure in accordance with IUCN's procedures
    - Utilise external and internal market mechanisms to ensure optimal recovery of the staff time of the Unit
  - c)
    - Manage, deploy and delegate responsibility to the staff of the Unit for optimum effectiveness and productivity
    -





**Appendix to the TORs of Head Programme  
Development and Coordination Unit**

On-going or Pipeline Projects as of 01.04.00

- Development of a Review Report on National Policies and Legal Framework regarding Conservation of Natural Resources and Ecosystem
  
- Improvement of Policy, Legislation and Institutional Capacity for Sustainable Management of Wetland Ecosystem
  
- Enhancement of Judicial Mechanisms of Natural Resource Management (NRM) and Relevance of the Proposed Environment Court
  
- IUCNB's support to the assessment of wellbeing of Bangladesh Using Well-being Assessment Method

**TERMS OF REFERENCE**

Name :  
Designation : Coordinator  
Functional Title : Personal Assistant to the Country Representative/  
Membership Coordinator

**REPORTING RESPONSIBILITIES:**

Under the overall direction and guidance of the IUCN Bangladesh Country Representative, the reporting relationships will be as follows:

**Direct Reporting Line**

**Reporting Area**

- |                           |  |
|---------------------------|--|
| 1. Country Representative | All matters pertaining to the running of the CRO and Membership matter |
|---------------------------|--|

**Additional Reporting Line**

**Reporting Area**

- |                                   |  |
|-----------------------------------|--|
| 1. Director, Finance & Operations | All finance and administration related matters as relevant to CRO and as requested by the CR |
|-----------------------------------|--|

*Direct reporting lines indicate those staff members providing direct supervision.*

*Additional reporting lines indicate reciprocal reporting and information sharing, particularly for defined areas of collaboration and linkages with other IUCN programmes.*

*Further cooperation will be extended to all other IUCN staff as appropriate.*

**LOCATION:** Bangladesh Country Office, Dhaka

**RESPONSIBILITIES:**

1. Facilitation of maximum operating efficiency of the Country Representative through general secretarial support and day to day management of operations, information and networking
2. Membership Coordination

**DUTIES:**

1. Facilitation of maximum operating efficiency of the Country Representative through general secretarial support and day to day management of operations, information and networking:
  - a) Maintain the engagement diary and make appointments for the CR including schedules of official meetings and preparing meeting folders
  - b) Maintain the 'corporate' identify of IUCN by ensuring that all letters, memos, faxes, proposals and reports of the programme and project adhere to the IUCN style
  - c) Manage domestic and international travel arrangements (including visa, air ticket and accommodation requirements) for the CR
  - d) Ensure that the CR's itinerary and tour programme is circulated to IUCNB Offices, ARD mailing list and HQ
  - e) Deal with and record telephone calls, email messages and visitors with appropriate actions and responses
  - f) Establish and maintain an organisational filing and data system, in hard copy as well as computerized form as appropriate – maintain an updated files list that includes archived as well as current files
  - g) Develop and maintain a computerized mailing list, as well as an information database on the CR's principal contact addresses, telephone, email and fax numbers
  - h) In the absence of the CR:
    - be informed about the movements of and keep in touch with the CR at all times
    - review all incoming mail, email, phone calls, queries – sort into low and high priority categories
    - bring urgent issues to the attention of an appropriate staff member
    - circulate memos, emails, letters, faxes, etc. to concerned staff
    - give holding responses
    - track pending issues or respond as appropriate
  - i) Ensure against slippage, develop and manage a 'pending issues' or 'wake-up file' for papers/actions tracking and follow up
  - j) Ensure that admin/finance/personnel forms are available and used as and when required within the systems
  - k) Through regular liaison with office administration, ensure that:
    - CR office space is well maintained, neat and secure
    - equipment is well maintained
    - stationery is supplied and accounted for
  - l) Organise and/or attend internal meetings when required: minute and follow-up where necessary
- 2.

- b) Guide and facilitate Government agencies, NGOs, etc., who show an interest in becoming IUCN members; initiate the Membership enrollment procedure
  - c) Organise BNC Executive Committee and BNC Members meetings. Prepare and circulate the agenda and the minutes as required by the chairperson
  - d) Liaise with Finance Unit and HQ regarding Membership dues and follow up with Members
  - e) Coordinate all Membership activities with HQ (invitations, events, liaison with the Councilors and Commission Chairs)
  - f) Provide assistance to Members with regard to their travel, visa accommodation and other arrangements when they travel for any meeting/workshop/seminar/training/course, etc. on behalf of IUCN or for an event which is funded by IUCN
  - g) Liaise with Finance Unit on Membership funds
  - h) Monitor Membership requirements and ensure that these are being adequately responded to by different components of the IUCNB Programme
  - i) Introduce new and potential Members to their responsibilities in belonging to the Union
  - j) Liaise with other IUCN Regional Offices on Membership issues as required
  - k) Prepare a budget when members travel for Regional meetings viz Regional Conservation Forum and for the World Conservation Congress
  - l) Prepare an overall Membership budget and submit to HQ along with a proposal. Pursue with HQ in order to obtain funds
3. Any other appropriate matters as requested by the Country Representative, IUCNB.

Name :  
Designation :  
Functional Title :

**REPORTING RESPONSIBILITIES**

Under the overall direction of the IUCN Bangladesh Country Representative, the reporting relationships will be as follows:

**Direct Reporting Line**

1. \_\_\_\_\_  
(fill as appropriate)

**Additional Reporting Lines**

1. Administration (or Secretarial) in-charge

Unit

IUCN Bangladesh Country Representative, the reporting relationships will be as follows:

**Reporting Area**

Secretarial & operational services related to Unit(s) and programme management

**Reporting Area**

All matters related to standards of secretarial

1. Unretacomponamms goroughhe reporting

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1. Unretacomponamms goroughhe reporting

- Independently handle routine letters and queries addressed to the unit(s) in writing or verbally.
- Deal with and record telephone calls, email messages and visitors on the programme/project and IUCN with appropriate actions and responses.
- Deal with faxing, courier mailing and general mailing.
- Establish and maintain an organisational filing and data system, in hard copy as well as computerized form as appropriate – maintain an updated files list that includes archived as well as current files.
- Develop and maintain a computerized mailing list, as well as an information database on the programme's principal contact addresses, telephone, email and fax numbers.
- To ensure against slippage, develop and manage a 'pending issues' or 'wake-up file' for papers/actions tracking and follow up.
- Ensure that admin/travel/finance/personnel forms are available and assist in their processing as required within the systems.
- Manage, in coordination with reception, travel arrangements (including visa and accommodation requirements) for programme staff and circulate itineraries.
- Be informed about the movements of and keep in touch with the head of unit(s) at all times.
- In the absence of the Head of Programme:-

- a) Relieve the receptionist on the telephone exchange as asked by the Admin (or see pool in-charge)
  - b) Provide secretarial support to other parts of the office in times of particular stress, e.g. illness, leave or a particular event (as and when requested through the unit head); reciprocal support may be negotiated.
  - c) Help with the setting up of an efficient filing system.
  - d) Explore new ideas for the better management of secretarial duties, enhance own capacity and support others.
3. Any other appropriate work that may be required for the effective performance of the \_\_\_\_\_ (*fill as appropriate*) Unit(s) and the Bangladesh Office.

## **Annex-II (h)**



- a) Manage the telephone exchange and all related matters:
    - service all outgoing and incoming phone calls
    - when requested, make appointments for Country Representative and IUCN personnel
    - develop and maintain a computerised telephone directory, ensuring that it is updated from time to time
    - keep a record of outgoing calls
    - provide monthly printouts of telephone calls of each extension and programme/unit
    - ensure that personal phone calls are registered and prepare personal bills on a monthly basis
    - maintain and update the rate list on computer of phone charges within and outside the country
    - develop and utilise a system for 'spelling' at reception which ensures its smooth running
    - provide in-house training of staff on handling the telephone exchange and reception when required.
  - b) Attend the reception counter and provide information to visitors as required.
  - c) Maintain an efficient system to:
    - receive and record incoming mail, both registered and normal, and ensure the mail is sent to the related staff/unit
    - record outgoing mail.
  - d) Through regular liaison with office administration, ensure that:-
    - programme office space is well maintained, neat and secure;
    - equipment is well maintained;
    - stationery is supplied and accounted for.
2. Management of the travel arrangements for IUCNB staff and travel related assistance to official visitors.
- a) Manage drivers and transport scheduling  
(*Nishat: This may or may not be included*)
  - b) Ensure smooth and cost effective domestic and international travel arrangements:
    - liaise with travel agents and airlines to arrange tickets keeping in mind the cost effectiveness, convenient routing, upgrading
    - liaise with travel agents/embassies/consulates for obtaining visas for trips abroad
    - complete travel request forms for signature and submit to admin
    - arrange travel advance, if required
    - handle all correspondence related for accommodation within or outside country
    - handle on departure/arrival transport and liaison with the admin
    - circulate travel plans to all staff/offices
    - handle international travel, visa and other arrangements for all ARD staff visiting IUCNB Office
    - facilitate and
    -



## HOW TO TRAIN THE BOSSES

You should get them to be organised enough to be able to think through, first thing in the morning, who they need to speak to that day and then, either write you a list and send it to you or call and dictate it. Then they should leave you to make the connections as best you can, or tell you when to, example, afternoon, "after an hour" etc. If something urgent comes up during the day the call and ask you to add it to their list.

If messages come in and you send them a slip, they should send them back to you asking you to connect, and when.

The next morning, they should call you / or you them and review the status of any left over calls from the previous day, and tell you if they still want the connection (sometimes it gets done or is no longer necessary between one day and the next).

A good receptionist is also part secretary. For example the boss often asks us to send out a message to someone, remind someone, call someone to see him, send instructions to their homes for things might want done.

## INTERRUPTIONS

What do you do when you are attending to a call and two or three persons from the office want your attention and keeps interrupting you? Put the party on hold for a moment and politely tell the others you will get back to them when you have finished attending to the first call and so on. Some of the staff want their calls immediately and are most impatient, but if you have other calls before that, tell them courteously that you have a lot of other calls and would take about five or ten minutes to get, unless it is most urgent.

## BUSY NUMBERS AND FORGOTTEN NUMBERS

If a number is busy and you cannot get through, inform the person and keep trying. It is impossible to get some numbers and sometimes we forget to get the numbers asked for. When asked "What about my calls I asked for" do not make up stories but apologize and say that you are sorry you forgot, and will try again. Not only will you feel good but the other person will not complain too much.

### 3. RECEIVING MESSAGES

When you take messages for staff or others, write them down immediately and make sure the persons get their messages. Keep a note pad or message slips at hand all the time. Jot down the name of the person calling - For whom - Date and Time of call.

A recent survey done by Digital Equipment Corporation showed that ninety percent of people still prefer human voices on the phone to that of answering machines. But telephonists, must remember that answering machines always give messages except when there is an electricity failure. So we should try to beat out the answering machines by writing down and conveying the messages received. This will make the office staff and callers feel that we have an efficient Telephonist attending to them. Of course, we cannot be one hundred percent efficient but at least ninety percent would make a difference.

### 4. KEEPING A RECORD OF OUTGOING CALLS

Keep a register or a logbook to record outgoing calls daily e.g.

Date : Serial No.	Name	Ext. No.	Company Name	Calling # Long	Calling # Long Distance	Time Limit
01	AMK	212	UNDP-ISB		051-279165	8.29 mins.
02	SJ	257	British Council	5863714		

At the end of the day you would know exactly how many calls you made during the day. When you have given the number tick it off so that you will know which ones are still pending and will remember that you

have to try them again later. The record also helps if any staff member asks at a later date when he/she made a call to a certain person or number.

#### **5. UPDATING YOUR TELEPHONE INDEX**

Keep your telephone index updated all the time. This is necessary because of the change of telephone numbers every few weeks, the increase of telephone numbers and also the increase of staff and clients. I know it is difficult.

I keep a master file(box) for my telephone index and just keep adding pages to it as the ready made telephone index we get from the stationer does not have enough pages to list all the phone numbers, I have listed more than four thousand numbers.

To make it easier for the other operators to find the numbers in the telephone index, I list them in the Company's name - Name of the person - First and last names as well.

#### **6. RECEIVING THE MAIL**

When receiving mail keep a daily register and write down the Date - For Whom received - Name & Company received from - by Airmail/Courier/By hand etc. So that the letters do not go astray and are delivered in time. At least the urgent mail/courier mail should be recorded if not all the ordinary mail as we do receive a lot on some days.

#### **7. ENSURING UNINTERRUPTED SERVICE**

If you have to leave your desk for any reason, make sure someone takes over. Give your substitute a list of things to be done, e.g. what tasks and calls are pending and which should be given priority. They need to take full responsibility while you are away and give you a briefing on what they have dealt with and whether any problem arose in your absence. You also need to check on what is now pending.

#### **8. PROBLEMS FACED BY TELEPHONIST/RECEPTIONIST**

We telephonist feel rather upset and find our work quite tiring and our workload is tremendous. We do not get a break at all during the hours we are at the switchboard, whereas the heads of departments can close their office room doors and relax a while or put up a "DO NOT DISTURB" sign outside their door. The secretaries too get a break when their bosses are away at a meeting or on an official tour. We are at our desks all the time and are answerable to everybody in the office. But our work is more like that of a PR person and so to be a really good Telephonist/Receptionist we just have to be at our jobs

**Probation Assessment Form**

**Programme Directors, Deputy Programme Directors and Unit Heads**

**2-A Factors Affecting Managerial Performance**

2A.1 Professional Competence (skills required for job; technical know how; completeness/comprehensiveness):

-----  
**Low Moderate High NA**

Comments: \_\_\_\_\_

2A.2 Analysis and judgement (exploring alternative courses of action; taking decisions; prioritizing; balancing efforts to results)

-----  
**Low Moderate High NA**

Comments: \_\_\_\_\_

2A.3 Planning, organizing (deriving goals, objectives, translating into outputs/activities, work packaging, focusing on the significant rather than the trivial).

-----  
**Low Moderate High NA**

Comments: \_\_\_\_\_

2A.4 Organizational/strategic perspective (looking at the whole rather than a part; ability to assess impacts of decisions).

-----  
**Low Moderate High NA**

Comments: \_\_\_\_\_

2A.5 Leadership/organizational management (contributing to company management; helping to build/clarify organizational values/goals; ownership of what the organization stand for).

-----  
**Low Moderate High NA**

Comments: \_\_\_\_\_

2A.6 Coordination/integration skills (inter and intra unit integration; ability to function in the matrix style; share resources; discuss/clarify; build a sense of cohesion, pride and ownership, give people credit).

-----  
**Low Moderate High NA**

Comments: \_\_\_\_\_

2A.7 Teambuilding/Conflict management (clarify goals and relating individual to team goals; listen to people; involve others; explain what and why; resolve interpersonal issues; promote collective performance; monitor performance and give feedback; support failure as a learning tool).

-----  
**Low Moderate High NA**

Comments: \_\_\_\_\_

**Professional Staff other than Programme Directors, Deputy Programme Directors and Unit Heads.**

**2-B Factors Affecting Performance - (Inputs/Skills and Processes)**

2B.1 Professional Competence (skills required for job; technical know how; completeness/comprehensiveness):

-----  
**Low Moderate High NA**

Comments: \_\_\_\_\_

2B.2 Mental Skills (agility, quickness of mind, ability to grasp the issues, judgment, problem solving

-----  
**Low Moderate High NA**

Comments: \_\_\_\_\_

2B.3 Interpersonal skills (tact, diplomacy, ability to peers, juniors and seniors).

-----  
**Low Moderate High NA**

Comments: \_\_\_\_\_

2B.4 Team-playing skills (ability to listen; contribute to teams effort; accept criticism).

-----  
**Low Moderate High NA**

Comments: \_\_\_\_\_

2B.5 Work planning (prioritizing, work organization, focusing as the significant rather than the trivial)

-----  
**Low Moderate High NA**

Comments: \_\_\_\_\_

2B.6 Ability to work without instructions (take decisions on one's own; being comprehensive).

-----  
**Low Moderate High NA**

Comments: \_\_\_\_\_

2B.7 Initiative (energy, resourcefulness, finding a way, will and willingness, enterprise).

-----  
**Low Moderate High NA**

Comments: \_\_\_\_\_

2B.8 Creativity (originality of ideas; new solutions to old problems).

-----  
**Low Moderate High NA**

Comments: \_\_\_\_\_

2B.9 Dependability (ability to take responsibility).

-----  
**Low Moderate High NA**

Comments: \_\_\_\_\_

2B.10 Ownership (identification with organizational values; acceptance and a willingness to make systems work).

-----  
**Low Moderate High NA**

Comments: \_\_\_\_\_

**III Assessment and sign off by Assessor**

Comment on staff members other skills, need to redefine, expand or contract job requirements and future potential of the staff member in the same or other position.

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Recommendation (to be transferred to cover page)

Confirmed      Not confirmed      Probation extended up to \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**IV Development Needs**

What skills/competencies/attributes need to be enhanced/developed? How and when is it proposed that these should be worked on? ( job rotation; apprenticeship; self-learning: formal training etc.)

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**V Comments and sign off**

Assessee:

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Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Reviewer

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Signature: \_\_\_\_\_ Date: \_\_\_\_\_



## NOTES/GUIDELINES FOR REVIEW OF END OF PROBATION ASSESSMENT

1.     Assessee                     =     probationer  
       Assessor                   =     the immediate supervisor/line manager  
       Reviewer                   =     the immediate supervisor/line manger of assessor
  
2.     The immediate supervisor has the prime responsibility for ensuring that the assessment is done in a timely manner, i.e. in time for the process to be carried forward and completed before the end of the probationary is on the period.
  
3.     State objectives both in terms of work and organizational understanding:
  - develop understanding of organization, its mission/activities, internal processes;
  - develop understanding of overall job content and how it fits into the unit and organization;
  - produce a workplan.
  
4.     If objectives or priorities have changed over the period, take these into consideration.
  
5.     Consider factors both within and outside control of assessee.
  
6.     Ratings:
  - E:**     Excellent; staff member exceeds requirements in most areas;
  - VG:**    Very good; staff member exceeds requirement in some significant areas;
  - G:**     Good; staff member meets requirements in most areas;
  - S:**     in most areas satisfactory; needs improvement in some areas;
  - U:**     Unsatisfactory in most areas.

**Probation Assessment Form**

**2. Assessment and sign off by Assessor:**

Comment on staff members overall performance and other skills.

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**3.**

## **NOTES/GUIDELINES FOR REVIEW OF END OF PROBATION ASSESSMENT**

1. Assessee = probationer
2. Assessor = the immediate supervisor/line manager
3. Reviewer = the immediate supervisor/line manger of assessor
4. The immediate supervisor has the prime responsibility for ensuring that the assessment is done in a timely manner, i.e. in time for the process to be carried forward and completed before the end of the probationary period.
5. State Assessment Criteria both in terms of work and organizational fit.
6. If Assessment Criteria or work has changed over the period, take these into consideration.
7. Consider factors both within and outside control of assessee.
8. Ratings:
  - E:** Excellent; staff member exceeds requirements in most areas;
  - VG:** Very good; staff member exceeds requirement in some significant areas;
  - G:** Good; staff member meets requirements in most areas;
  - S:** in most areas satisfactory; needs improvement in some areas;
  - U:** Unsatisfactory in most areas.

## Draft Performance Appraisal Policy

### Goal

To provide a formal opportunity for discussions of performance between a line manager and staff to reach better mutual understanding and review progress in order to support:

- the continuous improvement of each staff member's job knowledge, competencies, effectiveness and output
- salary adjustments necessary to a performance related pay system

and provide a basis for appropriate changes in TOR and for the following year's appraisal

### Policy

1. The annual appraisal is the formal summarisation and record of the staff member's achievements and performance for the whole reporting period in relation to the objectives agreed in the previous year.
2. The annual discussion and assessment should in no way replace other semi-formal discussions, at least quarterly, and the day-to day informal discussions between staff members and line managers with regard to levels of performance, contribution and professional development. Thus, the formal review of performance should not contain any surprises to either the line manager or the staff member.
3. Eligibility
  - a) All staff, both professional and support, on open ended or fixed term staff contracts (other than temporary) will participate in a Performance Appraisal process once a year.
  - b) Long term TA's/Consultants will be expected to participate.

- c) Newly appointed staff will be appraised only if they joined before 01 July of the current year.
- d) The end of probation and the Annual Appraisal may coincide. In case the staff member is to:
- be confirmed then the discussion and assessment for both processes should be merged. However both forms should be completed so that the staff member's record is complete and confirmation formalities completed
  - be given an extension of probation. The above process is followed plus a reference to the extension of probation should be made on the Appraisal Form
  - have services discontinued the Annual Appraisal process should not be initiated.

## Procedure

1. The responsible person (CR, HR Director/Unit) should initiate the process by issuing a schedule together with the Appraisal Forms in time to ensure that the whole appraisal forms are submitted by 31 December each year so that the whole appraisal process can be completed by 31 January of the following year.

***Please note: Forms for support staff may be different from those for professionals.***

2. Line managers will ensure that all reporting staff receive an appraisal form and stick to schedule.
3. The staff member will use TOR / Work Plans as the base to complete the self-assessment portion of the Annual Appraisal Form in a manner which objectively reflects achievements, shortfalls and deviations from the TORs/ Work Plans.
4. Where there are multiple and/or additional reporting lines, a fair assessment requires input from other appropriate managers. It is the responsibility of the line manager to obtain and incorporate this.
5. The appraiser will review and discuss the staff appraisee's contribution, level of output and strengths and weaknesses and record appropriately.
6. Based on this, the appraiser will assign a rating in accordance with the guidelines on the appraisal form.

