

## **Evaluation Abstract**

**Title, author and date of the evaluation report:**

Strategic Review of the IUCN Canada Office and Management Note on Follow Up Actions, March 2001

**Name of project, programme or organizational unit:**

IUCN Canada Office

**Objectives of the project, programme or mandate of the organizational unit:**

1. To engage Canada-based institutions in promoting the mission, programmes and networks of IUCN particularly including recruitment and retention of members and related communications.
2. To serve as fundraiser and ambassador of IUCN in liaising with principal development agencies in Canada as well as other organizations and potential partners.
3. To represent the global interest of IUCN to a variety of constituencies, particularly those headquartered in Canada.
4. To manage or participate in a range of global, regional IUCN programmes and initiatives.

**IUCN area of specialisation:** Organizational

**Geographical area:** Canada

**Project or programme duration, length of existence of organisational unit:** 1993 – to date

**Overall budget of the project, programme or organizational unit:** IUCN unrestricted fund allocation: CHF 60,000 (1993); 240,000 (2000)

**Period covered by the evaluation:** 1996 – 2001

**Commissioned by:** IUCN Director General; IUCN Director Global Programme

**Audience:** IUCN Director General; IUCN Global Programme Director; IUCN Senior Management; IUCN Canada Office Director; IUCN Canada staff

**Evaluation team:** Mixed (Internal/External)

**Methodology used:**

- Reviewing of existing information;
- Development of conceptual approach with the support of M&E and Universal Consulting;
- Preparation of data collection tools (a set of Questionnaires and Interview Guidelines for the different stakeholders identified (staff, members, donors, RCOs, Global Programmes));
- Field data collection (over three weeks through Questionnaires, personal interviews, phone interviews, e-mail and focus groups);
- Data processing, report preparation and presentation.

**Questions of the evaluation:**

*Strategic Mandate:* Is the fundamental purpose for the existence of the unit clear? Is it strategically advisable for IUCN to maintain the unit in its current form? How relevant is the unit's work in relation to its constituency? How well respected or credible is its work, both within and outside IUCN?

*Effectiveness/Efficiency:* Is the current project pipeline sufficient to deliver on the planned programme? Has the unit been effective in achieving its own programmatic results and/or contributing to those of the Union? Has the unit efficiently drawn on the resources available within the Union (other component programmes, Commissions, etc) in order to maximize its effectiveness? How well has the unit managed its resources (staff time, funding)? How effective has unrestricted funding investment been in generating new initiatives?

*Financial Viability:* How broad is the funding base for the unit (number/variety of funding sources and level of support)? How dependant has the unit been on IUCN unrestricted funds over the past 3 years? How effective has the unit been in securing external funding? Has the unit been able to keep expenses within budget over the past three years?

In addition, a number of factors contributing to the overall effectiveness and performance (i.e. strategy, structure, programme, stakeholders, HR and financial management, M&E, and administrative support) have been reviewed. A full list of the questions is available in Section 7.9.5.2. of the Report.

**Findings:**

- All stakeholders identified the strategic need for a Canada Office.
- The Canada Office contributed significantly to the IUCN programme in a number of Key Results Areas. Table 1 in the report contains a summary of the main products and results of the IUCN Canada Office for the last three years.
- There are widely differing perceptions of performance between 'external' stakeholders such as

