





**Recommendations:**

The following three recommendations are considered key to the development of IUCN-CIS:

- 1) Medium-term (3 years) core funding to stabilize and re-position the Office onto more strategic footing must be secured at earliest opportunity.
- 2) The currently uncertain and unsatisfying relationship among HQ, WESCANA, ERO Tilburg and Warsaw and the IUCN-CIS Office must be thoroughly reviewed and clarified, with serious consideration to establishing the Office as an entity independent of ERO and reporting directly to HQ.
- 3) The Office must prepare a Strategic Plan and Business Plan to guide its operations.

The report also contains a comprehensive list of recommendations by review area. Some highlights are presented below:

- Mandate and Strategic Focus: In addition to a Strategic Plan, the Office must develop a Business Plan to map out the road towards financial sustainability. [also see (3) above]
- IUCN-CIS should concentrate more on policy and membership development and support, and on its role on project development and facilitation, as opposed to project implementation.
- Constituency: The Office should build/strengthen relations with governments and other sectors at the highest levels in all member states to ensure its membership is more representative of its mandate. It should also be more cognizant of members' needs to ensure that the relevance of its work is maximized.
- The support available from the Commissions and HQ should be utilized to a greater extent by strengthening the Office's links with Global Programmes. More time should also be devoted to building membership and capacity in the Central Asian states, in case they remain under its mandate.
- Geo-Operational: see (2) above
- Effectiveness and Efficiency: It is essential that a comprehensive M&E system be developed and implemented, as well as clear reporting lines and procedures established.
- Financial Sustainability: Considerably more effort should be devoted to fundraising. [also see (1) above]
- Management: Training or assistance should be provided to office staff in the preparation of a M&E plan, project proposal writing, and the development and implementation of fundraising strategies.

**Lessons Learned:** Not specified

**Language of the evaluation:** English

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