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# Preface

# 1 Summary and Conclusion

- **Programme –**

- **make64 Tm(within )Tj10.02 0 0 10.0299c 0 Tw A8(makgramme – )Tj/TT-3 1 Tf0.000363Tc 0.201 Tw 10.02 0 0 10.9m**

### 3.1.1 The Members' View of IUCNP's Strengths

### 3.1.3 The Members' View of the Future of IUCNP's Programme

## 3.2 Perceptions, Expectations and Interactions of the Constituency with the IUCNP Programme – the Donors' View

# 4 Programme Issues Emerging from the Analysis

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## 4.2 Relevance of the IUCNP Strategic Direction

### 4.2.1 Improving the Strategic Framework

**Recommendation 8: The Strategic Framework can readily be improved by some clarification and repackaging into: an IUCNP Overview for public consumption; a Strategic Plan for IUCNP staff and partners; a Business Plan; and, Annual Performance Plans.**

- **IUCNP Overview**

### 4.2.2 An Assessment of the Compatibility and Coherence of the Pakistan Program with the Regional and Global Programmes

## 4.6 Financing the IUCNP Programme

# 5 Management Issues Emerging from the Analysis

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## 5.1 Programme Structures and Systems

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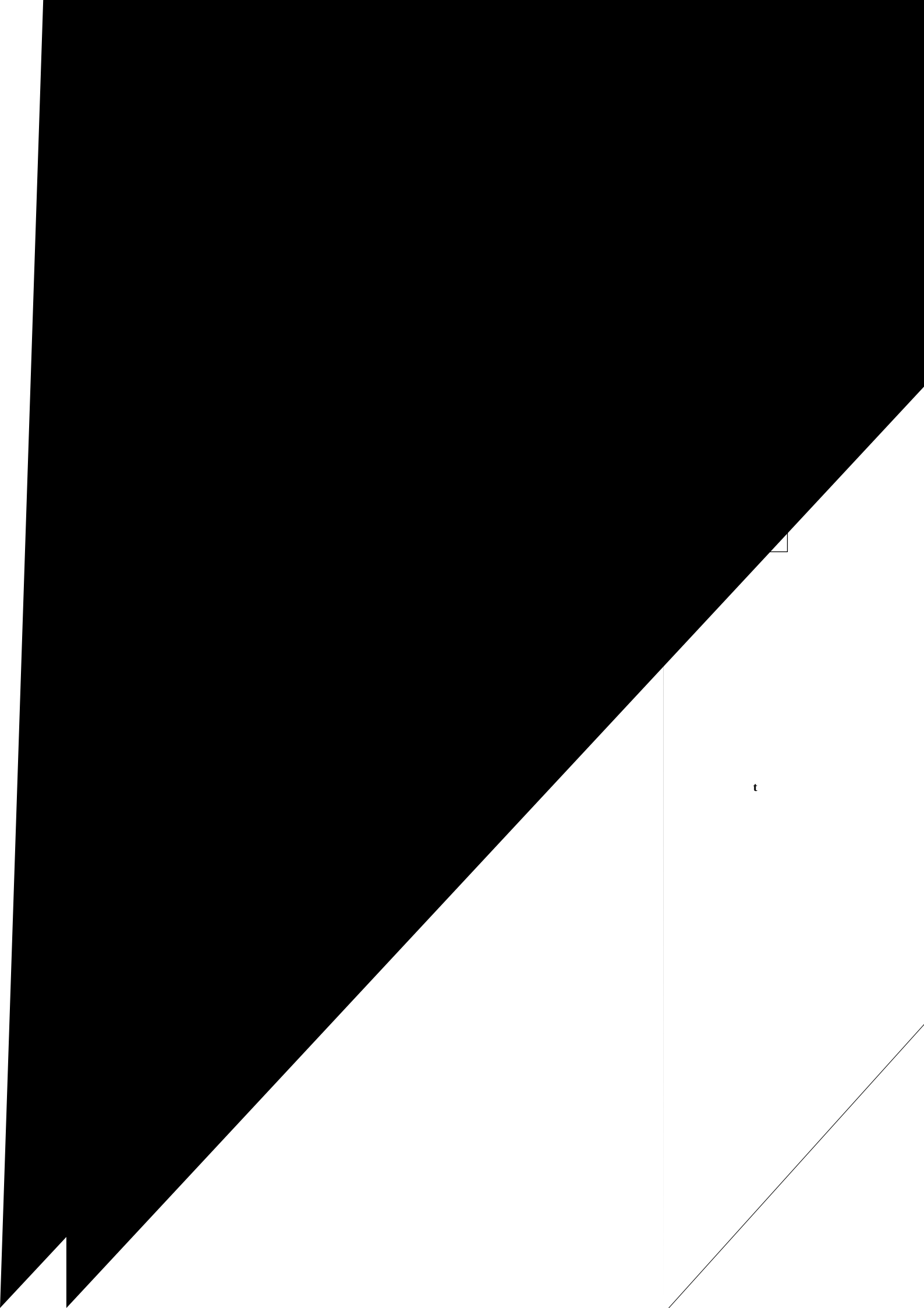
## 5.2 The Philosophy and Practice of Management in IUCNP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- **Communications and Education Unit**

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### 5.7.2 Programme Coordinating Committee (PCC)

**Key Tasks from TOR - An assessment of the IUCNP staff's perceptions of their roles in the organization, pressures and expectations, work environment, productivity, learning and training opportunities, personal and professional growth, career opportunities, staff appraisal and incenti**

**Recommendation 26: IUCNP should ensure that all new staff (including project staff) participate in a proper IUCNP orientation programme and that management and communications systems are conducive to the full integration of project staff into discussions on IUCNP policy and programming.**

### 6.2.2 Work Pressures and Exp

## 6.3 Brain Drain

### 6.5.2 Administrative Services

**Recommendation 29: IUCNP should reassess and update its delegated purchasing authority for Provincial Managers in the interests of operational efficiency.**

- **There is a need to improve working conditions and security for women working in remoter areas and to ca**

| Issues Raised | Recommendations | Views of IUCNP | Actions Proposed | Timeframe and Performance |
|---|---|---|---|---|

| Issues Raised | Review Recommendations | Views of IUCNP | Actions Proposed | Timeframe and Performance Indicators | Status |
|---|---|---|---|---|---|

[redacted]

| Issues Raised | Review Recommendations | Views of IUCNP | Actions Proposed | Timeframe and Performance Indicators | Status |
|---|---|---|---|---|---|
| | | | | | |

| Issues Raised | Review Recommendations | Views of IUCNP | Actions Proposed | Timefra |
|---|---|---|---|---|

| Issues Raised | Review Recommendations | Views of IUCNP | Actions Proposed | Timeframe and Performance Indicators | Status |
|---|---|---|---|---|---|
| **Gender** | | | | | |

# 10 Annexe 1 – Abbreviations

# 11 Annex 2 – IUCN Pakistan Programme and Management Review

**2nd - 15th April 2001**

## Introduction

**to enhance IUCN influence**

**examine, analyse and provide guidance**

**Programme**

## Human Resources

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## Literature Review

**External Review of the Global IUCN (1999)**

**IUCNP Review 2001: Key Questions**

# 12 Annexe 3 – IUCN Pakistan Review Matrix

| Performance Area | | Rationale/Relevance | Effectiveness/Efficiency | Long-term Implications |
|---|---|---|---|---|
| ***Constituency & Governance*** | Current assessment | How relevant is IUCNP to the needs of key stakeholders:<br>Members (present and members who have left over the last 3 years)<br>Commissions<br>Donors<br>Government Partners<br>NGO Partners<br>Other Partners (eg Development Banks)<br>IUCN regional programs<br>IUCN global thematic programs? | How does IUCNP's bi-regional status enhance or impede its effectiveness or efficiency in terms of serving its constituency?<br>To what extent are members willing and able to participate in forums and bodies in both regions? | To what extent is IUCNP perceived as creating leading edge approaches to membership development and services? |
| | Forward Looking | How can IUNCP be more relevant to stakeholders' needs?<br>How can IUCNP develop more beneficial relationships with its constituency? | To what extent can IUCNP provide critical support for members' pa ?20 10.02 -10.02 0 391.74 279.82 T601.52 | |

| Performance Area | | Rationale/Relevance | Effectiveness/Efficiency | Long-term Implications |
|---|---|---|---|---|
| | Current Assessment | How relevant is the IUCNP Programme to national, regional environmental concerns?<br><br>How well aligned is the IUCNP programme to the IUCN Mission?<br><br>Is IUCNP's programme based on an appropriate situational analysis – in the country – region – Union?<br><br>How well is the programme supported by members?<br><br>How effectively is the programme appropriately linked to IUCN core competencies and programs? | To what extent do the programmes and projects carried out by the IUCNP further IUCNP Programme goals and those of IUCN?<br><br>To what extent do the projects and programmes further the priorities and goals of donors? Of members?<br><br>To what extent is information and experience learned from programme implementation shared within IUICNP with other stakeholders? | How relevant, effective and efficient is IUCNP's programme perceived to be by key stakeholders?<br><br>To what extent is the IUCNP Programme affecting the conservation discourse a |

| Performance Area | Rationale/Relevance | Effectiveness/Efficiency | Long-term Implicaa |
| --- | --- | --- | --- |

| | | | | | |
|---|---|---|---|---|---|
| mission of IUCN | | | | | |

3.2 Comment: [Click **here** and type your comments]

| | Strongly Disagree | Disagree | Agree | Strongly Agree | Do not know |
|---|---|---|---|---|---|
| 3.3 IUCN Pakistan is a highly effective at raising funds for the IUCNP program. | | | | | |

3.4 Comment: [Click **here** and type your comments]

---

| | Strongly Disagree | Disagree | Agree | Strongly Agree | Do not know |
|---|---|---|---|---|---|
| 4.1 IUCN Pakistan's program and projects are relevant to the major concerns of the Pakistan conservation community | | | | | |

4.2 Comment: [Click **here** and type your comments]

| | Strongly Disagree | Disagree | Agree | Strongly Agree | Do not |
|---|---|---|---|---|---|

| | Strongly Disagree | Disagree | Agree | Strongly Agree | Do not know |
|---|---|---|---|---|---|
| 6.1 IUCNP's staff roles are generally well understood by all/P ₭6l | | | | | |

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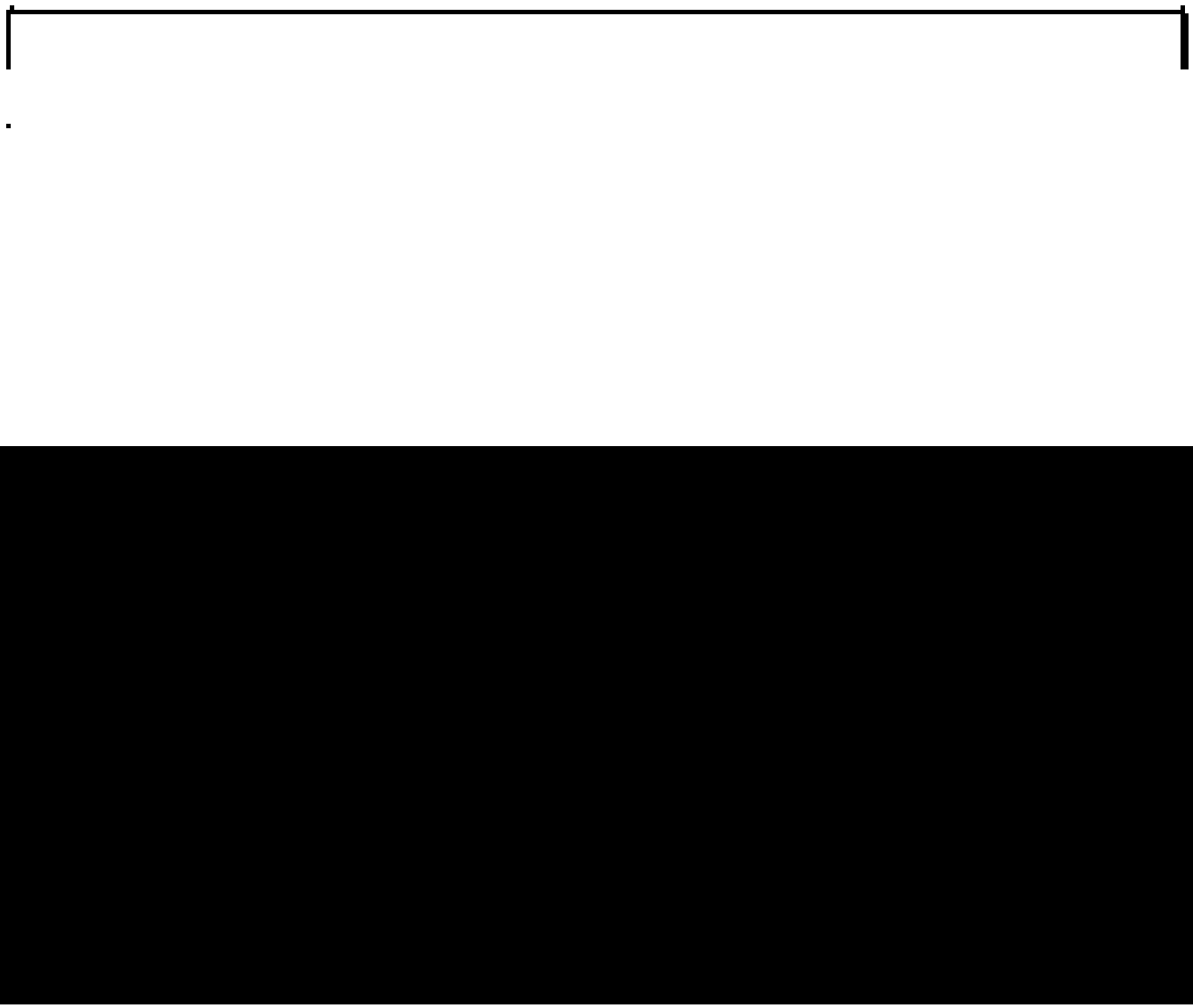

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