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# **Preface**

The purpose of this Programme and Management review was to help IUCN management in Pakistan and the Asia Regional Programme improve the performance of IUCN Pakistan in terms of its programme, management and relationship with its constituency. The review was commissioned by the Country Representative Pakistan and the Regional Director Asia as part of on an overall strategy to evaluate the compones

## 1 Summary and Conclusion

IUCN Pakistan (IUCNP) is the single largest country programme that IUCN operates. With an average annual operations budget of about US \$ 1,000,000 for the Secretariat and about US \$ 2,500,000 annually in project funds creating a combined staff of about 330¹, the programme costs and the staff size dwarfs other country programmes and is larger than most regional programmes of IUCN. Pakistan is a state member of IUCN, and in addition there are a further 18 government and NGO members in the country. The members show an active interest in IUCN and have a good working relationship with the Secretariat. The review team was unable to determine precisely how many Commission members are located in Pakistan. However, it appears that Commission membership in Pakistan is relatively low – this presents an important opportunity for growth of the IUCN programme in Pakistan.

The Country Office was established in 1985 to help with the development of a National Conservation Strategy for Pakistan. Growing from a handful of employees with a singular focus (completion of the National Conservation Strategy) to an organisation with complex operational and policy responsibilities, IUCNP has placed unique pressures on the management staff. IUCNP is statutorily a part of the West Asia Region, but

section of the review are described below, further details can be found in the final version of the Terms of Reference for the review that are attached as annexe 2.

The Key Tasks set for the review within the Terms of Reference were:

- Ø **Programme** Review the strategic directions, focus, approach, and content of the programme and make recommendations for improvements to ensure its relevance, efficiency, effectiveness and sustainability.
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## 3.1.1 The Members' View of IUCNP's Strengths

Overall, the Review Team found that the membership in IUCN actively participates in IUCN activities at the national, regional and global levels. There is a strong understanding of IUCN and

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

The members had mixed views of where IUCN should focus the development of the IUCNP programme. The views of some members appeared to reflect their own particular areas of interest, which is quite understandable, although taken in the overall context of the programme may not add up to a strategic view.

It was suggested that IUCNP should develop proactive strategies for tackling emerging trends and issues in Pakistan. For example, incorporation of nature conservation into the broader ambit of sustainable development and poverty reduction, a focus on climate change, water and desertification, and consideration of the implications of the World Trade Organisation on the poor and how they manage their natural resources. This issue of IUCNP's focus is raised in more detail in the Programme section of this report.

It should be noted that members did not suggest that it was necessary for IUCN to develop staff skills in all areas, but rather they should use and promote the skills of members and other key partners. Overall there was a view that IUCNP could strengthen relationship with members, including such things as joint projects, improve two-way sharing of information, data and lessons learned and promotion of debates, workshops, seminars and symposiums at national and regional forums. Not all members considered joint projects with IUCN desirable or nece

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

The perce

# 4 Programme Issues Emerging from the Analysis

Key Task from TORs: Revie

- Ø Choose partners that can provide the most 'added value' to the IUCNP programme; and
- Ø Monitor signs that indicate the need for organisational change.

Following these steps and engaging others at the appropriate time will ensure the relevance of the strategic direction of the programme and provide for the continuation of productive relationships in a difficult environment.

#### 4.2 Relevance of the IUCNP Strategic Direction

IUCN has an excellent reputation in Pakistan and its programme has been credited with having a substantial positive impact on the environmental agenda in Pakistan. It has been instrumental in some of the major developments such as the National Conservation Strategy. The programme has been built over a 15 year period until it now has an annual budget of about US\$ 3.5 million and a staff of about 330 which includes both programme and project staff.

The current Strategic Framework (2000 to 2005) identifies four 'key' strategic objectives:

change, water and environment, poverty and wealth, and environmental security. Many of these issues are being explored by IUCNP and the Review team encourages this.

The IUCNP programme would benefit from expanding its strength in some priority areas including biodiversity (which appears to be largely limited to one project at present) and in some aspects of social sciences (anthropology and sociology in particular, although other areas are well covered).

Having noted that IUCN could capture new opportunities in Pakistan, the Review Team observes that the programme is somewhat constrained when tackling new areas of work because staff is over-committed to current projects. The portfolio of projects being developed does not indicate clearly that the opportunities for engaging in new areas of work, or adjusting existing approaches to take on new issues has been widely considered by all programme staff. The current emphasis on second and third phases of existing projects needs to be balanced with exploring new opportunities.

#### 4.2.1 Improving the Strategic Framework

The current Strategic Framework is a mix of strategic direction ('what' the programme will do) and organisational issues ('how' the programme will be implemented). It also attempts to bridge the gaps between a communication document, a historical summary, a strategic plan, and a business plan and suffers because of this. It is not an easy document to read, so it is not a particularly good communication document; it mixes strategic and tactical issues and thus falls short of being a concise strategy and it does not contain sufficient detail to work as business plan. Nevertheless, the Strategic Framework does contain some good material.

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.

These documents would have the following characteristics:

Ø **IUCNP Overview**: A concise background and overview of IUCNP and development of the Mission Goals (long term view that translates IUCN Global to IUCNP). This directly flows to a concise summ A con

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

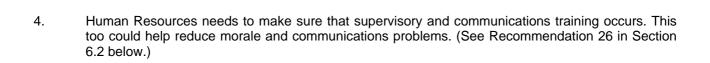
This aspect of the review could not be completed as the Review Team did not have sufficient time to interview regi

Later in this report we provide a number of

IUCNP has many positive attributes and should be proud of its accomplishments. Professional employees have been hired, good projects are being implemented and IUCNP enjoys a positive reputation in Pakistan. However the stress of rapid growth is evident and new management principles must be developed if IUCNP

370

1 395 21
Projects appear to be relevant to the stakeholders in the field areas including government, civil soc02 13464.0.02 of



#### 4.6 Financing the IUCNP Programme

Key tasks from TOR - Financing the Programme

To review and analyse the portfolio of donor funding currently available to IUCN Pakistan, in terms of adequacy, reliability and nature (programme vs. project support);

To review the organisational views and plans for mobilising resources through donors and non-traditional sources of programmatic funds inside and outside Pakistan;

To review the extent and nature of current financing of Pakistan and assess its needs for the future:

To asses the donor thinking and trends in relation to financing environment issues, IUCN and Pakistan;

To ascertain the donor thinking and priorities in Pakistan for feeding into the fundraising efforts of IUCNP and the overall financial strategy under preparation for the Asia Region with the support of PEP (Pakistan Environment Programme)

The Review Team was unable to complete a thorough analysis of the project portfolio due to time constraints. Nevertheless, the review notes that the project portfolio is

### 5 Management Issues Emerging from the Analysis

Key Task from TORs: Assess the efficiency, effectiveness, and relevance of the organisational structures, mechanism and systems (administrative, financial and human resource management), to support programme delivery and institutional development

Programme Structure and Systems

- Ø To analyse the role and inter-relationships of the country office, thematic programmes, programme offices and projects in the delivery of the programme; assess if and how the programme is effectively delivered currently, and make recommendations for improvement;
- Ø To review the relevance, effectiveness and efficiency of the current management structures, mechanisms and systems to plan, co-ordinate, deliver and oversee the programme; and make recommendations for coping with the current and future programme requirements;
- Ø To review the extent to which the present structure and systems for programme development and co-ordination are integrated with the regional and HQ systems and processes for programme development, co-ordination, monitoring and evaluation; advise on any changes in the management structures and systems that would enable a smoother and speedier integration of IUCN Pakistan with the Asia Region.

#### 5.1 Programme Structures and Systems

One of the major areas that the review concentrated on was the structure of the management organization. Growing as it has and shifting its focus as mentioned earlier in the report has placed new demands on the IUCNP management structure and team. Managing a growing organization is very different from managing one that is established, is downsizing functions or shifting to a new strategic focus. IUCNP requires a structure where the reporting lines are clear, where there is clear communication at all levels, and where leadership communicates strategic vision. This requires selecting and retaining strong managers to carry out the programme.

The Review Team has a number of recommendations in this area and it is one of key areas needing attention and change within IUCNP. However, this shift in management structure is not aimed at being critical of past management efforts to deal with emerging management issues. The current Senior Management team is dedicated and hard working and focused on IUCNP's mission. The emphasis of this section is to move IUCNP in a direction to ensure its effectiveness in the future years to come and to build on the strong existing programme and excellent staff.

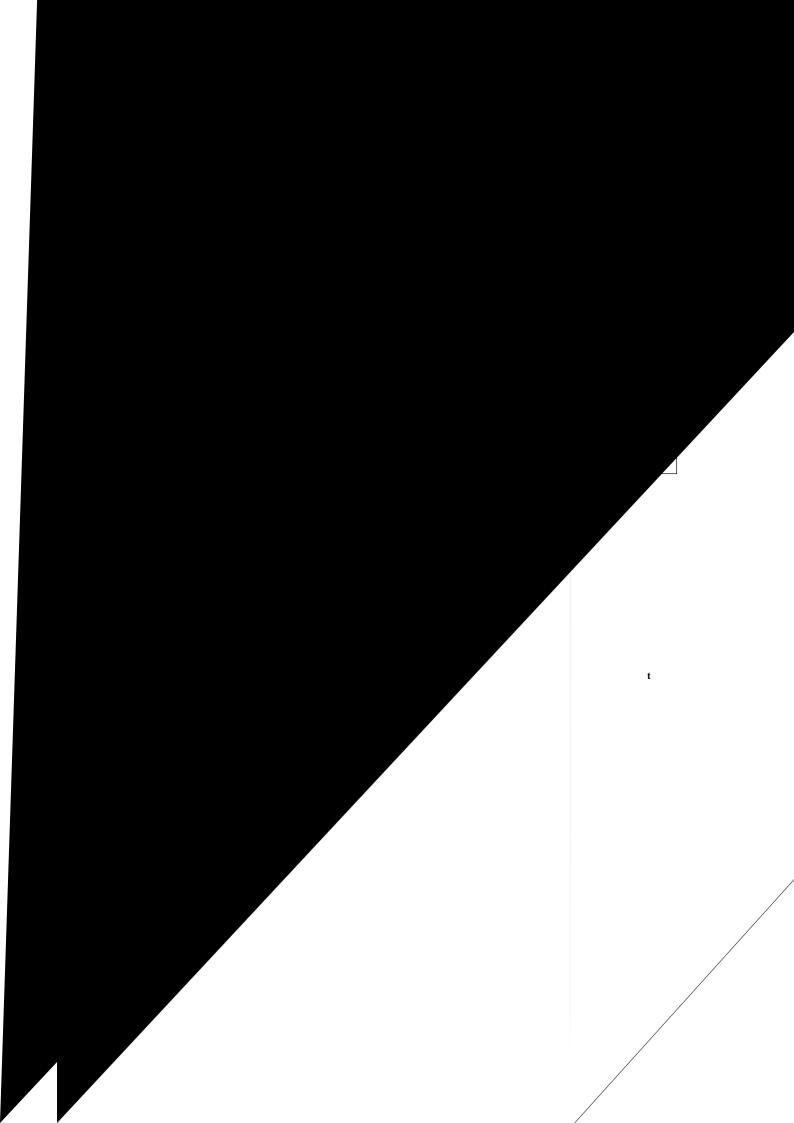
In summary, the key findings of the review team in relation to efficiency, effectiveness, and relevance of the organisational structures, mechanism and systems of IUCNP are:

- Ø Confusion exists over the philosophy and practice of management in IUCNP because of:
  - Ø Lack of clear role and function statements for various levels of management, and the
  - Ø Mixing of participatory decision-ma.oCTm

#### 5.2 The Philosophy and Practice of Management in IUCNP

In discussions with staff at various levels within IUCNP, it was clear that there are at least two competing management philosophies. On the one hand, some staff felt that management decisions within IUCNP should be made the Senior Management Group and that the Country Representative was just first amongst equals. On the other hand, some felt that because the Country Representative is accountable to the Regional Director, and ultimately the Director General, for the delivery of the IUCNP programme at the country level, he/she should have the ultimate say in key decisions, albeit in consultation with Senior Managers.

The Review Team found that the competing management philosophies within IUCNP have created a degree of tension among senior staff. While tension can be a creative force within an organisation, the current situation has become somewhat introspective and confusing. The situation has been complicated by a lack of clear i8479 628.4603694.9406502 509.7038 651.440i 628373 651.4403 Tm(phie)T520 1-0.0, the current65(w3sof cy22)



Constituency relationships are an important part of the role of the Count

#### Ø Communications and Education Unit

This unit coordinates one Priority Cross-Eutting Area - advocacymand awareness raising. It 'packages' and communicate lessons learned within IUCNP (and beyond). Publications is an important co

1

Fund-raising should be part of this Unit's responsibility. The key tasks will be to assess and promote

- Ø Strategies for fundraising and communications; and
- Ø Budget preparation.

SMG ensures regular communication between senior staff within a decentralised network. It emphasises cost efficiency, effectiveness and integrity. The Country Representative has the final decision, but would normally be guided by the advice of Senior Management Group.

#### 5.7.2 Programme Coordinating Committee (PCC)

The current PCC is very important, but is expensive and cumbersome and should be downsized. The Review Team recommends that the PCC be comprised of the Policy and Programme Coordination Manager, Provincial Office Managers, the National Project/Framework Unit Manager, Thematic Unit Heads, and Project Managers of large projects. The Country Representative should be an

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

organizations, but these are treated elsewhere as they relate directly to the IUCNP structure and management philosophy.

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

Key tasks from TOR - To consider 'brain drain' issues -- acquiring and retaining competent human resources on a long term basis for an effective and sustained programme delivery without reducing the capacity of the government and members.

The question of 'brain drain' in complex and of serious concern to Pakistan which ahs experienced a large outflow of graduates from the country. In relation to IUCN and 'brain drain' there were mixed views, Some felt that IUCNP drains the government system of staff for proje

It is clear that there are several financial issues to be discussed and resolved between Asia Regional and its largest country programme.

The Review does not provide any conclusions or recommendations on the subject of regional integration on financial matters.

#### 6.5.2 Administrative Services

Concerns were raised with the Review Team about the centralized nature of administrative services at IUCNP. As an example of these concerns, the issue of delegation levels for purchasing was raised by many staff including those in Karachi. The current delegation has apparently been the same amount for many years despite inflation and devaluation. Apparently, a higher level for delegated purchasing authority was proposed two years ago (RS 15,000), but no action was taken.

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

In general, all aspects of delegated authority should be reviewed in light of the new structure and responsibilities proposed in Sections 5.5 and 5.6 above. However, the review team also recognises that delegated authorities require supervision and spot audits by the IUCNP and that swift and decisive action is required when delegated authorities are abused.

In general, staff felt that administrative services were under-resourced in Karachi and in several provincial or project offices and/or some positions were vacant. It appears that, in some projects, reimbursable administrative positions were not built into the project design or that other project parties would not agree to such positions. This is a broad issue, but IUCNP should assure that either appropriate reimbursable positions are built into projects or that the overhead rate which IUCNP charges takes into account that such administrative services are being treated as part of the IUCNP overhead.

incurred in supporting the region will be compensated in any form, but the Review Team considers that there is mid- to long-term potential for considerable benefit for IUCNP and its staff

The issue of the use of reserve funds was discussed with the Regional Director and the Country Representative, but it would be premature to highlight these discussions at this stage. The issue requires further analysis and dialogue with a view to reaching a fair and equitable solution.

The review was unable to asse

 $\ensuremath{{\mathcal O}}$  There is a need to improve working conditions and security for women working in remoter areas and to ca

Issues Raised Review Recommendations Views of IUCNP Actions Proposed Timeframe and Performance

Page 41

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

8: The Strategic Framework can readily be improved by some clarification and repackaging 0 128.88 4Mn4ao69 0 107.56-0.48 ref88.98 795.096 ]>>BDC/CS2 cs 0 0T/f88.98 7moDCBT/TT4 1 Tf-0.0005 ref88.98r1rs

Issues Raised	Review Recommendations	Views of IUCNP	Actions Proposed		Timeframe and Performance Indicators	Status
Management of the Human Resources Function	21: The position of Director of Human Resources should be a full time position with no other responsibilities that could cause a conflict of interest. The Director of Human Resources should be a member of SMG.		0	9		Т

Issues Raised Review Views of IUCNP Actions Proposed Timefra

Recommendations

Issues Raised	Review Recommendations	Views of IUCNP	Actions Proposed	Timeframe and Performance Indicators
Gender	30: The Review Team has the following recommendations on gender:			
	The gender indicator process that has been put in place for projects, or a similar one, should be adapted and applied at the programme level.			
	The current part-time gender focal position is not adequate for ensuring integration of gender issues throughout the programme. The policy and goals for gender need to be reconsidered by IUCNP management and steps taken to ensure their implementation.			
	IUCNP would greatly benefit from linking to members and partners in Pakistan and the broader region who have a good track record on gender issues.			
	Recruitment procedures need to follow more transparent and rigorous procedures to ensure equal employment opportunities.			
	IUCNP management needs to improve the staff gender balance all levels.			
	There is a need to improve working conditions and security for women working in remoter areas and to cater to special needs for the professional development of women within IUCNP.			

Status

### 10 Annexe 1 – Abbreviations

CBD The Convention on Biological Diversity

CEC the IUCN Commission on Education and Communication

CEESP the IUCN Commission on Environmental, Economic and Social Policy

CEL the IUCN Commission on Environmental Law

CEM the IUCN Commission on Ecosystem Management

CIDA Canadian International Development Agency

CITES Convention on International Trade in Endangered Species

DG Director General

ELP the IUCN Environmental Law Programme (includes the Environmental Law Centre and the

Commission on Environmental Law)

IDRC International Development Research Centre

IISD International Institute for Sustainable Development

IUCN International Union for Conservation of Nature and Natural Resources

KEGO Knowledge, Empowerment, Governance and Operations – the strategies followed in the IUCN

Quadrennial Programme

## 11 Annex 2 – IUCN Pakistan Programme and Management Review

2<sup>nd</sup> - 15<sup>th</sup> April 2001

## Introduction

The IUCN Programme in Pakistan (IUCNP) has grown in size and complexity in a context that itself has been constantly changing. To remain relevant and effective, IUCNP has been regularly benefiting from internal and external reviews. The organisation believes that the time for the next review is ripe. However, in contrast to the past reviews that focused mainly on management, this review will address IUCNP's constituency, programme and management, as a comprehensive exercise.

These TORs have been adapted from the draft TORs developed by IUCNP staff to guide the reviewers in undertaking this exercise. The TORs provide a description of the context of the review, its audience, the overall purpose and the objectives, and the key tasks to be undertaken to achieve the objectives.

The TORs include a methodology, a summary of the review team functions, and a statement of deliverables.

- developed largely in isolation, focusing primarily on their respective needs. The Pakistan Programme played a lead role in the evolution and development of the Asia Region. The Pakistan Programme is expected to continue playing an active role and share and exchange its experience, expertise and resources with the other sub-component programmes of the Asia Region for mutual benefit and learning.
- (b) In 2000 IUCN Pakistan made the transition from the founder-Country Representative to the current one who was recruited from within the organisation. The previous Country Representative moved on to become the Regional Director. It is important to bring an outsider's perspective to the outcome and the progress so far to assess the advantages and challenges of such a transition, and to distil learning for the Pakistan Programme itself and the Union as a whole.
- (c) A number of long term programmes which have been the lifeblood of IUCN Pakistan are

The report will be of interest and benefit to other Country Programmes within the Asia Region as well as the collective Asia Regional Directorate. Other parts of the Union may also have an interest.

Within Pakistan the report will be shared with IUCN members and partners including donors and may be available to the wider conservation constituency.

#### Purpose of the Review

The overall purpose of the review is **to enhance IUCN influence** as a lead conservation organisation in Pakistan through the Country Office, which benefits from and contributes to the work, resources and effectiveness of the Union in Asia Region, and globally.

## Objective

The objective of the review is to **examine, analyse and provide guidance** to further IUCNP's aspirations to be a dynamic, learning organisation with an enhanced capacity to:

- a) optimise the pursuit of IUCN's mission and work in Pakistan through more effective interactions amongst the Secretariat, Members, Commissions, other working partners and the wider conservation constituency;
- b) adjust strategic directions, focus, approaches, and contentg

(d) the role and support that the members might require in performing their dual role, and how best IUCN Pakistan might provide such a support;

To assess the demands, constraints and opportunities that such a dual role might bring on to the Pakistan Programme;

To assess the potential and prospects of engaging the members and commission structure of IUCN in Pakistan in increasing the outreach, efficacy and influence of the programme;

To identify and analyse the reasons for the recent decline in IUCN membership in Pakistan; how not only this trend should be contained, and the membership in Pakistan even further expanded.

## **Programme**

#### **Human Resources**

To elicit and analyse the staff's perceptions of their roles in the organisation, the pressures, expectations future direction, work environment, productivity, learning, exposure and training opportunities, personal and professional growth, career opportunities, incentive for good performance and career advancement, staff appraisal system; and internalise the outcome in recommendations for enhancing the motivation, productivity and job satisfaction of IUCN staff in Pakistan;

- Ø Analysis and preparation of report
- Ø Presentation and discussion of the report

The timing and duration of the review itself preclude following the steps in a completely linear fashion. In particular the team will not have the report finalised by the 15<sup>th</sup> April. Collection of data necessary to conduct this review will be derived from the following sources:

- 1. Review of existing documentation (strategic, programmatic, financial)
- 2. Briefings by the Regional Director and Country Representative
- 3. Development and distribution of electronic questionnaires;
- 4. Facilitating an initial workshop with staff in the unit to clarify objectives and approach;
- 5. Semi structured interviews with senior staff, donors, members, Commission members and partners and other key stakeholders;
- 6. Focus groups sessions (issue or theme specific, etc.);
- 7. Visit at least one project to obtain the 'field' perspective
- 8. Closing workshop with unit staff to discuss preliminary findings.
- 9. Debrief of Regional Director and Country Representative

10.

## **Literature Review**

A- HQ Documents

Quadren

Planning Documents/ Inception Reports of the above

Mid-Term Reports of PEP, NCS, SPCS and ERNP

Draft documents on the Bio/Forests/Business Programme

Draft documents of PSDN Case Studies, Paper on Devolution Plan, etc

PEP Outcomes Report

PEP-The Big Picture

PEP RBMs, PEP TA reports

MR-I/ MR-II Documents

PCC, PRG and SMG Minutes, Finance and Administration procedures

IUCNP Annual Reports, IUCNP Human Resources Manual

Proposals on Sarhad, Indus Delta, ICZM, ADB RETA, NDP, Junipers etc.

OAB lists

IUCN HQ Programme Development Group Meeting November 2000 minutes

IUCN HQ Proposed Budget 2001 report

WCC programme resolutions

Any other relevant document (to be added later)

Programme and Management Review is to review the specific programme of IUCN Pakistan from the latter perspective.

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

The external review of the Global IUCN, commissioned by its institutional donors in 1999 was one of the most significant reviews of the Union undertaken to-date. While acknowledging the contribution of the Union towards the conservation of nature and natural resources, the review made useful recommendations for improving the direction, focus, management and performance of its programme.

Asia Region was one of two regions sampled for the review. Some mission members including the team leader also visited the Pakistan Programme and met with some of its partners and members. The review recommended to formally place the IUCN Pakistan Programme under the Asia Region. This and other findings and recommendations of the review, especially those related to the Asia Region and Pakistan are important to take into account Programme and Management Review.

#### **IUCNP Review 2001: Key Questions**

IUCN Pakistan is the largest country Programme of IUCN in the world. It has actively participated in, and substantially contributed to, the global processes of the Union. It has played a particularly useful role in facilitating and establishing the Asia Region by sharing its fiscal and human resources as well as its experiences and knowledge of programme planning, operation and human resource management with the fledgling Regional Office. IUCNP programme relevance, effectiveness, efficiency and sustainability, then needs to be addressed through, but not limited to, the following key questions.

- (a) Does the IUCNP programme, as implemented in the past and as currently formulated, meet the needs and expectation of IUCN's constituency in Pakistan? How effectively it has or will contribute to the IUCN Mission in Pakistan and beyond? What are the implications of ever changing context, especially of the changes in the country's economic and political situation, for the Programme?
- (b) What are the imperatives and implications of IUCN's integration with the Asia Region, programmatically and organisationally?
- (c) How do the new IUCN global and regional programme, processes and changes in governance affect the definition and pursuit of the IUCN programme in Pakistan? What are the lessons for the programmes and projects under revision or due for revision?
- (d) How has the transition from the founder Country Representative to her successor progressed and with what outcome? What is the learning from such an internal change for the Pakistan Programme and the organisation at large?
- (e) How effective has been the pursuit of IUCN mission and programme delivery in Pakistan in the past? What have been the factors that positively or negatively influenced IUCN Pakistan's efficacy and influence? What learning does it provide for the future?
- (f) Are the present functions, structures and systems of IUCNP adequate for an efficient, effective delivery of its programme? Which of these need to be strengthened further? What is needed additionally? Are there any redundancies? What overall and specific changes might be needed to effectively manage the current and future programme?
- (g) What is nexus between organisational structures and mechanisms, especially the sub-national programme offices, thematic programmes and Programme Directorate, and the projects? How does the nexus function? What are the needs and opportunities for changes and improvements?
- (h) How can IUCN Pakistan retain and enhance the ability to adapt its programme and management to its constantly changing institutional environment? How does it function as a dynamic organisation?
- (i) How adequate and reliable the current funding for the IUCN Pakistan Programme? What are strengths and weaknesses of its current financing strategy? What might be the resource requirement in future in terms of both the size and nature of funding?
- (j) What are the current donor thinking and trends of donors in terms of their support to environment in general and IUCN in particular, globally, regionally and in Pakistan? What would be the best strategy for IUCNP to meet resource requirements for its programme?

## 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:  Members (present and members who have left over the last 3 years)  Commissions  Donors  Government Partners  NGO Partners  Other Partners (eg Development Banks)  IUCN regional programs  IUCN global thematic programs?	How does IUCNP's bi-regional status enhance or impede its effectiveness or efficiency in terms of serving its constituency?  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?

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

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# Assessment

to national, regional environmental concerns?

How well aligned is the IUCNP programme to the IUCN Mission?

Is IUCNP's programme based on an appropriate situational analysis – in the country – region – Union?

How well is the programme supported by members?

How effectively is the programme appropriately linked to IUCN core competencies and programs?

# projects carried or by the IUCNP further

IUCNP Programme goals and those of **IUCN?** 

To what extent to the projects and programmes furthe the riorities and goals of donors? Of members?

To what extent is information and experience learned from pr ramme implementation shared with YUICNP with other stakeholders?

IUCNP's programme perceived to be by key stakeholders?

To what extent is the IUCNP Programme affecting the conservation discourse a

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May

9

**Performance Area** 

Rationale/Relevance

Effectiveness/Efficiency

Long-term Implicaa

Confidential 2003 Page 63 9 May

mission of IUCN					
3.2 Comment: [Click here and type your comme	nts]			<u>l</u>	
	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 comme	nts]			l	
4. Programme					
	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 <b>here</b> and type your comme	nts]	L		1	

Strongly Disagree

Disagree

Agree

Page 64

May

9

Strongly Do not Agree

Confidential 2003

# 6. IUCNP Workplace

Strongly Disagree Agree Strongly Do not Agree know

6.1 IUCNP's staff roles are generally well understood by all/P k6l

Strong

# Thank you for your cooperation

REVIEW OF THE IUCN PAKISTAN COUNTRY PROGRAMME
MEMBER QUESTIONNAIRE

3.3 How clear is IUCN Pakistan's mandate to you?

Confidential 2003	Page 70	9	Ma
3.17 To what extent does IUCNP share information and experience learned from its			

3.18 Comment: [Click here and type your comments]

projects with members.

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