

IUCN – The World Conservation Union

**Internal Strategy Review
IUCN Regional Office for Southern
Africa (ROSA)**

January 2004

Final Report

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1 Introduction

2 Review Team and Steering Group

The team for this review comprised William Jackson, Director Global Programme, Bihini Won Wa Musiti, Regional Programme Coordinator, Central Africa and Mine Pabari Regional Programme Manager, Eastern Africa.

Subsequent to the members meeting, the situation analysis was summarized into the ROSA intersessional programme plan and the issues clustered into 5 groups:

- Constraints to biodiversity conservation and natural resources
- Constraints to social equity in relation to biodiversity conservation and NRM
- Constraints to sound conservation incentives including financing
- Constraints to effective application of international and regional conventions
- Constraints to sound ecosystems management and sustainable livelihoods

The refocusing exercise concluded that the summary needed to be revised to better reflect the top six issues facing southern Africa. Accordingly, these issues were defined under the Key Result Areas of IUCN Global programme as follows

1 Issues within KRA 1

- 1.1 Inadequate knowledge on the status & trends of ecosystems, habitats & species
- 1.2 Inadequate Knowledge of magnitudes of impacts of external factors (eg climate change, alien invasive species etc)

2 Issues within KRA 2

- 2.1 Inadequate exploration of local knowledge and culture for improved NRM at local level

3 Issues within KRA 3

- 3.1 Lack of knowledge on the impact of macro-economic policy and practice on natural resource and environment

4 Issues within KRA 4

- 4.1 Inadequate regional and national capacities to effectively domesticate international conventions and agreements in a cross-sectoral manner
- 4.2 Inadequate regional and national skills to ensure incorporation of regional and national concerns into international agreements, policies and conventions

5 Issues within KRA 5

- 5.1 Inadequate Ecosystem management practices
- 5.2 Inadequacy of policy, legislative & institutional frameworks for effective environmental management
- 5.3 Inadequacy of policy, legislative & institutional frameworks for addressing threats to ecosystem health
- 5.4 Inadequate policies & strategies to effectively address inequity issues in natural resource management
- 5.5 Inadequate capacity for the use of scientific data for ecosystem management
- 5.6 Lack of incentives for sustainable resource use
- 5.7 Policies not adequately informed by data/research
- 5.8 Insufficient capacity for the incorporation of environmental considerations in planning & implementation of poverty alleviation programmes
- 5.9 Lack of knowledge for optimal and sustainable use of natural resources

3.2 Niche

The ROSA Programme staff used the situation analysis and feedback from the members meeting to identify a niche for IUCN ROSA. It was agreed that the niche did not capture the true positioning of the IUCN Programme in Southern Africa and after a participatory exercise the niche was redefined as:

IUCN ROSA is the regional conservation organisation that works with its membership to further solutions to conservation and sustainable development issues. IUCN ROSA is the recognised and trusted partner that:

Advocates national, regional and global environmental policy, and ensures implementation and effectiveness through its influence on governance

Synthesizes, interprets and disseminates knowledge on biodiversity conservation and ecosystem management tools

Convenes and facilitates networks of IUCN members, commissions and partners, which allow local communities, civil society and governments to engage

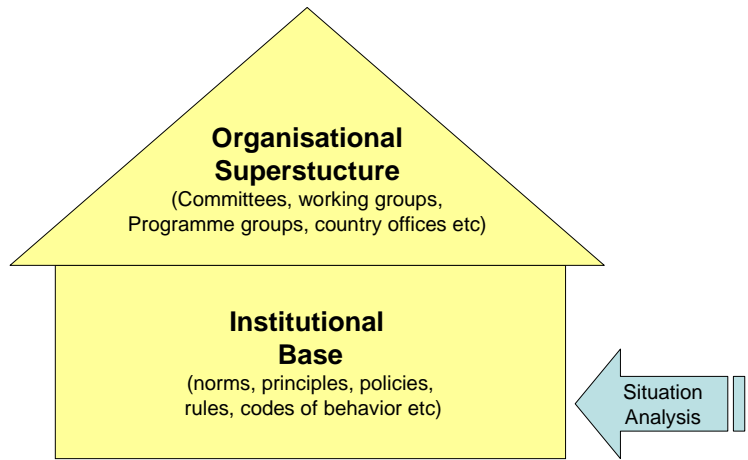
Harnesses the capacity in the region to empower members to achieve improved environmental management

Promotes and encourages conservation livelihoods which enable the restoration of habitats and improve the productivity of land and seascapes

Applies innovative practices towards the conservation and management of ecosystems that

3.3 Programme Objectives and Results

After analysis of the issues reflected in the Program



The staff developed an agreed set of **management principles** to guide their organisational development over the coming years, these principles are:

Of these issues, it was agreed that the following needed urgent elaboration and an agreement on how to address them.

Leadership

Develop an Organizational Plan

Improve HR management

Programme management

Cost recovery and cost centre system

Programme coordination and organization

Dealing with cross cutting issues

4.2 Leadership

The review did not have time for an extensive discussion on leadership, but there was a recognition that there was a need to clarify the role of senior managers, particularly in relation to their role in leading the organization into the future. Revised terms of reference and improved clarity between the roles of the Regional Director, Regional Programme Coordinator, Country Programme Coordinators and Regional Thematic Coordinators is essential.

The revised organigram is adequate for the short term, but will need to be revised as the new organizational model is developed and this in turn will need to reflect the niche and programme goals.

The review team concluded that ROSA should ensure that personal relationships between the staff do not affect the equilibrium of the working environment. The Regional Director will need to play an active role in building trust among staff and between the programme and the administrative, human resource and financial units. This will

Represent IUCN in the region in a manner that promotes IUCN's mission and enhances the status of the Union among decision-making bodies, inter-governmental agencies and non-governmental organisations.

Oversee preparation, implementation and reporting of multi-year and annual programmes for IUCN's work and projects in the region.

Initiate and facilitate initiatives and dialogues on key issues of conservation policy based on IUCN's regional and global priorities.

Liaise with IUCN's global secretariat and commissions for the purpose of enhancing the work of IUCN in the region.

Develop and maintain long-term fund-raising strategies and nurture relations with the donor community in the region.

Assume the operational management of all IUCN activities in the region and ensure adequate maintenance of financial, human resources and other relevant policies and procedures.

Oversee recruitment and administration of IUCN staff in the region.

Maintain regular contact with governments, existing and potential IUCN members, partner organisations, Councillors, Commissions, Regional and National Committees of members.

Contribute to the overall management of the IUCN Secretariat.

After discussion with the staff, it was suggested that the ROSA Regional Director should also assume overall responsibility for the following:

- Ø Organisation management – outlook, growth & development
- Ø

4.3.3 The Role of the Thematic Programme Coordinator

At the regional level, the Programme Coordinator is accountable for the delivery of the thematic area of the regional programme they are assigned. He/she reports to the Regional Programme Coordinator. The Programme Coordinator has the responsibility for decisions within their theme area including:

- Leadership, high quality management and vision for the Thematic Programme and related Projects
- Strategy and structure for the Thematic Programme and Projects
- Process and standards for the Thematic Programme and Projects
- Skills training, coaching and capacity development in planning, programming, and implementation.
- Resource mobilization
- Co-ordination

The staff felt that the Programme Coordinators should also assume responsibility for the following:

- Ø Thematic Area programme Development, implementation, management and monitoring & evaluation
- Ø Fundraising
- Ø Ensure regionality of thematic programmes
- Ø Technical backstopping to country offices & programmes
- Ø Communication and marketing of the thematic programme
- Ø Programme interface with Members & Commissions

4.3.4 The Role of the Country Programme Coordinator

At the country level, the Country Programme Coordinator is accountable for the delivery of the programme and reports to the Regional Director. The Country Programme Coordinator has the responsibility for decisions within country. The Country Programme Coordinator is part of a larger system that includes higher levels of accountability within IUCN. The authority of the Country Programme Coordinator is delegated from the Regional Director and ultimately from the Director General. In turn, the Country Programme Coordinator must delegate authority to appropriate management levels.

Constituency relationships are an important part of the role of the Country Programme Coordinator. One of the key functions of the position of Country Programme Coordinator is to ensure that the relations with government, members, partners and donors are good. For IUCN to be an effective membership organisation the link between the Country Programme Coordinator and the National Committee is vital.

The staff felt that the Country Programme Coordinators should also assume responsibility for the following:

- Ø Membership relations
- Ø The corporate strategy within the country
- Ø Fundraising
- Ø Coordinating input from the Regional Office
- Ø Partnership agreements and the signing of contracts (to an agreed limit)
- Ø Implementing the Regional Programme at the Country level, and ensuring integration with the Regional Programme
- Ø Liaison with the Regional Programme Coordinator on new Programme Initiatives
- Ø Assist in research and writing of proposals
- Ø Developing projects responding to country needs

4.4 Internal Governance

4.4.1 The Executive Committee

The Executive Committee will comprise the Regional Director (chair), the Regional Programme Coordinator, the Head of HR, the Head of Finance, A representative Country Programme Coordinator (rotated on a quarterly basis), and a representative Regional Programme Thematic Head (rotated). The Special Adviser to the Regional Director will act as Secretary to the Committee.

The group recommended that the Executive Committee's key functions should be to advise the Regional Director on the following at a strategic level:

- Ø Fundraising Strategies
- Ø Human resource relations
- Ø Membership issues
- Ø Finances & financial decisions that impact the organisation
- Ø Policy issues
- Ø Organisational policy decisions
- Ø Programme Implementation
- Ø External relations
- Ø Strategic decisions and mediation on issues of concern and conflict

It was further recommended that the Executive meets on a monthly basis and ensure regular and transparent communication between senior staff within a decentralised network. It will emphasise cost efficiency, effectiveness and integrity. The Regional Director will have the final decision, but would normally be guided by the advice of the Executive Committee.

4.4.2 Programme Committee (PC)

The current PCM has proven to be a useful organizational strategy for communicating programme issues, however, its efficacy is reduced because of its lack of clear purpose and accountability. Accordingly, a revised committee structure and function is proposed.

The committee should be downsized to comprise the Regional Programme Coordinator (Chair), Programme Coordinators, Country Programme Coordinators or a senior delegate, Head of Finance, The Regional Director shall be ex-officio members. The committee may invite project managers from major and important projects to join the committee. The Regional Programme Coordinator will have the final decision (subject to endorsement by the Regional Director and SMG as necessary) , but would normally be guided by the advice of Programme Committee.

The PC can initiate sub-committees as necessary.

It was recommended that the role of the PC should include:

Recommend on the content, focus, quality, relevance, reporting, effectiveness, efficiency and innovation aspects of the programme, including policy;

4.4.3 Project development guidelines

A review of project development is summarized in the table below:

Key Issues	Task	Responsibility
1. Project Development guidelines	Strengthen team building approaches within PDC through the exchange of experiences and tools between its members	RPC and TPC must consider integration as a result of a good collaboration between the PDC members.

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6 Financial and Administration Systems

A review of financial planning is summarized in the table below:

Key Issues	Task	Responsibility
Financial planning		
1. The ABC lists and the current budget could in a short/medium run affect ROSA financial situation.	The RD and the RPC must pay special attention to the project portfolio at regional and country level.	All senior programme staff must recognize their shared responsibility for project and portfolio development.
2. Collaboration between the Finance & Administration and the Programme be should be strengthened.	The RPC, the Thematic Programme Coordinators (TPC) and the Programme assistants must work closely with the Finance department notably for the determination of projects staff time and budget scenario.	The RPC and the Finance and Admin Manager should work together for the development of the financial plan 2005-2008 in the framework of ROSA Business Plan
3. The country finance officers should timely report monthly to the Regional finance and administration Manager.	Ensure that the reports are regularly sent and feed back received.	The Country Office head should assist to speed the process.
4. As a result of the end of NETCAB project, an efficient monitoring of finance in ROSA is required to avoid deficit.	The ROSA Programme must take all necessary measures to manage any deficit internally in 2004.	The RD, the RPC, the TPC and the Country Heads should contribute in this process.

7 Conclusions and Next Steps

At the conclusion of the review, senior ROSA staff felt that the exercise had been very useful and had helped move the Regional Programme forward with regards to clearly identifying key areas that requiring strengthening, and recommendations on how to do so. The following "next steps" were agreed upon:

Finalise the 2005-2008 Programme and resubmit the programme@iucn.org and enter into the knowledge network no later than the end of February 2004.

Develop a business plan, using the revised niche and vision etc and particularly emphasizing the organisational model that will be put in place over the coming year. The organisational model needs to focus on delivering the programme results and be consistent with the agreed niche. It also need to enable opportunities for the improved vertical and horizontal integration within the secretariat, for integration with members and with partners. The ROSA team agreed on the general principles of the organisational model, but the exact details will need to be further re

Annexe 1 Method used to analyse Positioning of the ROSA Programme

Review the new Programme framework for its content (**what**) and also **how** it was developed (ie the consultation process) including identification of gaps and overlaps (see Alex's review notes). Consider

Situation analysis – including the ROSA situation analysis, the summary in the programme document and other relevant documents. Does the situation analyses adequately describe:

The condition and trends of people and ecosystems in Southern Africa;

The pressures being exerted on the environment by human activities and the underlying forces driving these pressures;

An identification of the major responses to the pressures; and

A stakeholder/institutional analysis for the region that identifies key partners and competitors

Niche -- The niche should identify the degree of specialisation that the programme will emphasize. It should emphasize the relevance and significance of IUCN's work. Is the niche suited to ROSA's comparative advantages.

Are the comparative advantages identified, e.g.:

- § Government – nongovernmental nature
- § Commissions and networks
- § Its local to regional spread
- § Convening and facilitating ability

The **Programme description**

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Annexe 2 Method used to analyse Organisational model:

A. Management and administrative structures and processes

- a. Decision making and leadership including functioning as a team:
 - i. People relationships
 - ii. Process for decision making (eg individuals versus committees and the roles of various committees)
- b. Financial management
- c. Human Resources Management

B. Programme management

- a. Structure – roles and responsibilities, including coordination
- b. Dealing with new and innovative issues
- c. Horizontal and vertical linkages
- d. M&A systems (including coherence between units within the programme (eg water and ecosystems))
- e. Fundraising
- f. Strategic partnerships, including with SADC, membership, commissions, other regions and Global Programme, private sector and civil society.

Process –

- Collect and analyse TORs for key staff and committees
- Review the organizational chart
- Review documents and identify key issues for discussion
- Discuss with coordinators (What works, what doesn't work?)
- Develop scenarios and agree with staff on which is most feasible

Outputs – to be implemented in short, medium and long term, depending on issue and available resources
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Annex 3 Review Matrix – Key Issues & Factors considered by the ISR

Area	Issues
<i>Positioning of the ROSA Programme</i>	<p>How well is IUCN ROSA's programme based on an appropriate situational analysis?</p> <p>Does the situation analysis accurately describe:</p> <ul style="list-style-type: none">The condition and trends of people and ecosystems in Southern Africa;The pressures being exerted on the environment by human activities and the underlying forces driving these pressures;The major responses to the pressures; andThe stakeholders and institutions relevant to the region? <p>How effectively is the programme linked to IUCN core competencies?</p> <p>How well has the niche for the IUCN Programme been identified?</p>

Area	Issues
	<p>How does IUCN ROSA need to refine its management structure and systems?</p> <p>How do staff perceive the work environment, rewards and career potential at IUCN ROSA? What are the long-term management and financial implications for IUCN ROSA under the current management structure, systems and fundraising plan?</p> <p>To what extent is the present management structure and systems integrated with IUCN HQ systems?</p> <p>How effective are the existing financial management control systems and procedures and to what extent are they integrated with those of the IUCN HQ?</p>

Programme management

How relevant are strategic partnerships, including with SADC, membership, commissions, other regions and Global Programme, private sector and civil society.

How efficient and effective is the current structure of programme management in ROSA—roles and responsibilities, including coordination

What are the advantages & disadvantages of the current model in delivering the next intersessional plan

Annex 5 Agenda

<i>Date & Time</i>	<i>Meeting</i>
19 January 2004	All documents circulated to reviewers (Eben)
25 January 04	Bill and Eldad arrive in Harare
26 January 2004 (SMG Meeting)	
0900 – 1200hrs	Meeting SMG members £ <i>Overview of the ISR</i> £ <i>Review of objectives of ISR</i> £ <i>Discussion of information requirements</i> £ <i>Discussion of agenda for rest of ISR</i> £ <i>Briefing on EARO model (Eldad)</i> £ <i>AOB</i>
1300hrs – 1400hrs	Lunch Reviewers & SMG (<i>at the Art Café, Avondale</i>)
27 January 2004 (PCM)	
0900hrs – 1100hrs	Meeting with Proj0.3g with Ian4 (ProaTT&AR05 Smw[0]oAR(0)oAR(0)oAmw[0]oers &0.1(g)-6.4n1 7