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Part One – Main Report
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Part Two - Annexes

II. Introduction

Context of review

At the request of the Head of the Species Programme and the Director Global Programme, the Species Programme began a period of renewal and reorganization following recent changes in the Programme. This review is intended to provide the Species Programme and the Director of Global Programmes with analysis, findings and recommendations to support an organizational restructuring.

The timing of this review coincides with two important developments over the last two years: the appointment of a new Head of the Species Programme (1st April 2005) and the election of a new Chair of the Species Survival Commission (SSC). An internal review process carried out by IUCN Human Resources in September 2004 involving Species Programme staff also confirmed the need for an external review.

This review thus coincides with a window of opportunity for change in the Species Programme. In 2005, IUCN commenced a new Intersessional Programme, which will run to 2008.

IUCN Species Programme Overview

III. Methodology

Overview of the approach

The review process consisted of the following five phases, each serving different purposes:

Phase 1: Design & Launch : to finalize the design of the review process; to ensure the effective start-up of the review process; to prepare and launch the communication plan and to get stakeholders' buy-in

Phase 2: Review of As-Is: to collect data on the current situation in all three offices; to get a comprehensive view on Species Programme activities, issues & opportunities

Phase 3: Analysis: to analyze and synthesize gathered data; to investigate opportunities and to generate options

Phase 4: Presentation of Draft Report: to take into account input of senior Species Programme staff on draft review report; to secure support for the recommendations from the review

Phase 5: Delivery of Final Report: to deliver the final report of the Species Programme organization review

1. Design & Launch	2. Review As-Is	3. Analysis	4. Presenta-tion of Draft Report	5. Delivery of Final Report	Management Response & Implementation
• Confirm Scope & Case • Finalize Project team • Define & launch communication plan • Design data collection process: target stakeholders, interview protocols, electronic questionnaire	• Review documentation • Run the electronic questionnaire* • Review questionnaire results • Conduct interviews • Design Facilitated Workshop • Run Facilitated workshop*	• Complete analysis of interviews & questionnaire & workshop • Summarize Findings • Identify improvement opportunities • Draft of report	• Present draft report to SP Senior staff • Refine recommendations	• Write final report • Present final report	• *This phase is not in the proposal scope*

Conference call

A conference call took place on December 15th, 2005, to describe the review process in more detail and to collect the expectations of mainly non-headquartered Species Programme staff regarding the review.

Participants were J.Smart, J.Ragle, N.Velasco, S.Stuart, W.Sechrest, J.Chanson, T.Oldfield, W.Darwall, C.Pollock, C.Bruno, C.Bill, T.Davoine, A.Moiseev (observer).

Feedback on the review process was provided by A. Moiseev after the conference call.

Phase 2 Review As-Is

Several tools and methods were used during this important phase of the review process:

Desktop Review

The key documents which were reviewed prior to the interviews include:

Report of the external review on the Red List Programme Agreement (2005)

Report of the review on Voluntarism for the SSC (2001)

The IUCN Evaluation Policy, October 28-30, 2001

SP staff individual Terms-of-Reference

SSC Strategic Plan 2001-2010, and the 2005-2008 Component Programme Plan

The IUCN Programme 2005-2008

The full list of all documents received and consulted during this review can be found in Annex 4 of the report.

Interviews and Site Visits

A total of 36 interviews were conducted between December 2005 and February 2006, most of them in Gland, Washington DC and Cambridge:

23 Species Programme staff participated in individual interviews

3 members of the Species Survival Commission Steering Committee, including the Chair of the commission, participated in individual interviews

8 senior IUCN management staff participated in individual interviews

2 persons were interviewed twice, to ensure satisfactory comprehensiveness of the data collection process

Site visits – UK and DC – assisted the PwC team to understand, at a detailed level, the local offices circumstances through interviews and observation on January 18th, 2006

PricewaterhouseCoopers also attended a financial tutorial session run by IUCN Global Finance for the Species Programme staff, on February 1st, 2006.

The semi-structured interview protocol used for guiding the interview, securing data consistency and

Groupware technology – called GroupSystems – was used during the voting and brainstorming session. This technology allows for participants to cast a vote or propose a statement anonymously, which is useful to remove peer-pressure, secure maximum creativity and guarantee confidentiality while working together to an agreed solution.

Additional details on the facilitated workshop can be found in Annex 1. Results of the workshop, are available in Annex 2, except the action plans which it was agreed would be given back to the Species Programme in draft form.

Phase 3 Analysis

Analysis, findings and recommendations

The data collected through desk research, inter3(i)4(l)ecd1 1 Tf-8(d1 q)-11(A1(( )-12(G)-8(r)(i)3()-18((am)-18(1.)-1(

IV. Findings, Analysis & Recommendations

The content of this section represents the facts and data that we gathered in our review, the resulting conclusions we formed as a result of our analysis and our recommendations to address the Species Programme challenges. This section contains 3 sub-sections:

A. Role and Objectives of the Species Programme

This section considers the role of the Species Progamme definition within the organization, its definition within the organization, how it interacts with other IUCN programmes and to what extent the activities of the Species Programme currently reflect its stated objectives. It includes some recommendations relating mainly to clarity and communication of the identity, purpose and role of the Species Programme.

B. Current Organizational Model – Strengths and Weaknesses

After analyzing the role and objectives of SP, we analyze the current Species Programme Organizational Model using the Peters and Waterman's "Seven S" Framework (explained in section IV.B). We examine the strategic goals, current structure, systems (including support functions), style (with the emphasis on communication), staff, skills, and shared values and assess how the combined elements operate together to support the effectiveness of the programme.

C. Recommendations

At the conclusion of this section, we have listed and prioritized in groups the areas of focus which represent, in our opinion, a significant opportunity for performance improvement of the Species Programme at IUCN.

For these three sub-sections we felt it was valuable to gather data from a variety of sources to ensure a multi-dimensional perspective. Structure, itself, is relatively simple to analyze objectively but it is also important to consider the entire organization as a system to determine how and how well the structure is actually working. The goal is to understand whether the formal structures work effectively. This explains why we gathered information on culture, perceptions, informal communications and other intangibles during the interviews to provide context and to round out our understanding of what impacts the effectiveness and efficiency of the organizational structure. The interview protocol questionnaire is included in the Annex 1 of this report.

We have focused only on the organizational structure and related organizational features including skills sets, rather than on specific staffing or individual performance issues for this study. All personnel-related decisions are the responsibility of Species Programme management and IUCN leadership.

For each of the first two sub-sections, We have listed comments, statistics and quotes which we believe best capture what the Species Programme and their stakeholders say and write about themselves in the sub-sections entitled "**Highlights of Statements, Facts and Data Gathered**." The sources of data that were considered include:

Documentation made available to the review team, including previous reviews of the SP and SSC, and other bodies related to IUCN (Doc)

Interviews and meetings with SP staff and stakeholders (Int). *A complete list of interviewees is*

provided in Annex 3.

The results of the Interactive Dialogue Questionnaire (ID)

The proceedings and results of the GroupSystems (GS) electronic brainstorming and ensuing Action planning (AP) sessions during the staff workshop

Information received from the IUCN finance tutorial on 1 February 2006 in Gland (Tut

"The Species Programme needs to be broadened from an information platform to something more relevant for investment and policy decisions… we need to make species information more relevant, accessible, interesting and useable for agriculture and mining companies, for finance ministries… through tools (SIS) and exposure (UN, business fora, etc)" (Int)

When asked if they thought most SP staff and SSC members shared a common view on what the support of the SP to the SSC should be, almost 50% of participants responded with *no* or *mostly no* (ID)

When asked if it was easy to summarize the role of the Species Programme within the organization in 1 or 2 sentences, almost 50% of respondents answered *no* or *mostly no* and only 10% responded with an outright *yes*. Very similar results were obtained when the same question was asked about the SSC (ID)

When asked if it was easy to describe the difference between the role of the Species Programme and that of the Species Survival Commission within the organization, over 70% of respondents answered *no* or *mostly no* and less than 5% responded with an outright *yes* (ID)

> *How well does the SP interact and compare with other programmes in the organization? How well does the SP interact with the IUCN regional offices?*

"Support for fighting biodiversity threats suffer from a big disconnect between the Species Programme staff and other IUCN structures, including Regional Offices" (Int)

"There seems to be a lack of connection between the SP and most, if not all, of the other IUCN Programs" (ID)

"I'm sure there is duplicity" (ID)

"SP works in a consultative manner with other IUCN programmes" (ID)

"The rest of IUCN appears to be ignorant of what we do and does not make good use of the species information we provide" (ID)

"Attempts to collaborate on joint projects or to get IUCN programmes to use our data have proved difficult" (ID)

"Other programmes are more effective at disseminating their information and proving their relevance to the wider world" (ID)

"Regionalization is partly feasible for the SP: not for the Red List, which needs to stay centralized, but for building conservation-awareness in decision making, where there is no reason to stay global and centralized" (Int)

When asked what percentage of their work currently counted as support to or interaction with the IUCN Regional Offices, the average for all respondents was 19%, but they considered that it should be 35% (ID)

In attempting to identify more specific objectives for the Species Programme itself, the review team could at best only find references to the role of the latter as the secretariat of the SSC in publicly available documentation, often to the point where the identity of the Programme is practically invisible to the public. This includes the use of the term "SSC/SP", or simply "SSC", as the reference organization on SP staff business cards and in e-mail footers.

Internal documentation, and views that were expressed by both SP staff, SSC members and IUCN management, tend to contradict this narrow interpretation of the role of the Programme. Firstly, the Terms of Reference for the Head of SP clearly set out a much wider role for this position, as follows (PwC's bold):

Background

…The position carries substantial delegated authority as the representative of the Director General in relations with international, regional and national authorities (especially where these involve matters of species conservation policy).

Job description

The main tasks include:

Ensuring that the Species Programme responds to the direction set out in the SSC Strategic Plan and IUCN Programme, and addresses directives from the World Conservation Congress and Council.

Managing Species Programme staff (both headquarters and outposted staff) and overseeing the development and implementation of annual budgets and work plans including implementation of the Red List Programme, the Biodiversity Assessments, and the Wildlife Trade Programme.

Raising funds for the implementation and expansion of the Species Programme.

Acting as the Secretariat focal point between SSC and the IUCN Secretariat

Working closely with other IUCN global programmes, commissions and regions in implementing the IUCN Programme.

Developing and maintaining appropriate **collaboration and partnerships with key organizations** working on species conservation.

Taking the lead for the Union on species conservation issues and **co-ordinating Union-wide input** on these issues.

Acting as **the IUCN focal point** for species-based international conventions including, in particular, CITES, IWC and CMS.

Advising the IUCN Director General and Director, Global Programme on species conservation issues.

are entitled "Annual Plan: Species Programme / SSC" creates new confusion. It is unclear how this could be the annual plan of activities of both the SP and the SSC.

In attempting to gain clarity and understanding on this issue, we asked most of our respondents to depict graphically the relationship between the respective mandates of SP and SSC. We were shown a number of models ranging from distinct to overlapping to concentric circles. Our primary conclusion following this exercise was that there was no clear picture in peoples' minds as to what the proper relationship is or ought to be.

Our conclusion is that there are conflicting demands being placed on the Species Programme of the IUCN, both by the organization's own governing bodies, by IUCN senior management and by the wider stakeholder community. Added to the lack of clarity is the confusion amongst SP staff as to what their guiding objectives should be and who exactly they report to as a unit (this is further developed in section B, under "Structure"). This ambiguity also explains a fear expressed by a few individuals that there is a real threat of SP losing ownership over some of its core activities.

Recommendations:

IUCN senior management should clarify the mandate of the Species Programme by establishing an official and specific set of objectives to reflect what is expected of this part of the organization. These objectives should be clearly communicated to staff, SSC members and the wider IUCN membership, as should the governance arrangements monitoring SP's performance in achieving those objectives.

Recommendations:

If the principal recommendations offered at the end of this section are followed through, it will be simpler to arrive at a clear mapping of activities to objectives, linked to individual Terms of Reference and performance measures. This will also reflect the needs of the structural model that is adopted, with the right balance given to project and technical work on the one hand, and administrative and managerial duties on the other.

B. Current Organizational Model – Strengths and Weaknesses

An organizational model is more than a structure: the "model" aligns strategic goals, encompasses the roles and accountabilities of organization units (including distinct locations) and their people (including management capacity). It measures the unit's performance, defines how workgroups will operate together and the mechanisms that are required to support their effectiveness. The terms of reference for this review requested that the current organizational model of the Species Programme be reviewed but

"We have been operating on an ad-hoc basis. We don't seem to operate according to a strategy" (<u>Int</u>)

"There are major limitations to growth which primarily focus around the seeming inability to prioritise and to find

Structure
"The organization chart that shows who reports to whom and how tasks and responsibilities are divided up and integrated."

Advantages

"The current model lends itself to growth exceptionally well. Decentralization of key operational elements allows the programme to draw on a very wide array of potential talent at the most efficient cost." (ID)

"Reasons for opening offices outside of Switzerland:
- To give the programme more global influence, and not appear European centric.
- To give us access to local donors and help to engage locals in each country to participate in our initiatives.
- To access more fundraising opportunities, as some grants are only made to organizations in certain countries."
(ID)

"Advantages of being in UK:
- close to scientific community and organization
- practical reasons
- trade-related work has no reason to move to Gland unless the focus changes (e.g. sustainable use, database,…)" (Int)

"The US-based portion of the SP is entirely project funded – this is also largely true of the Cambridge-based staff. The Gland office is largely dependent upon core support from IUCN" (ID)

"Concentrating personnel in high-cost cities would limit personnel choices." (ID)

For 80% of staff , the fact that there are 3 locations does no damage to the team spirit (ID)

Disadvantages

"Currently the SP is not a viable model because of a vicious circle (core money is insufficient, time to fundraise is taken up, and then there is not enough time to do the work)" (Int)

"The current model imposes some constraints on growth due to the lack of cross-pollination of ideas and lack of interaction with the staff due to distance." (ID)

"The IUCN funding model may also present some insurmountable realities for programmatic growth in the SP." (ID)

Of 21 SP respondents to the Interactive Dialogue Survey, 47.6% answered that the current organizational model is in a "bad" state (ID)

"The current structure is to some degree overlapping in terms of roles and responsibilities." (ID)

"There is a need for a new structure, as there are too many parallel structures and different reporting lines" (GS)

"The current model with three semi-independent offices and various programmes scattered between them is already difficult to manage to achieve maximum efficiency and cohesion." (ID)

"Species Programme is becoming decentralized too quickly without enough staff to support each location." (ID)

"The Cambridge office sits in a "one shoe fits all" category, where all staff are required to do scientific work, administrative work, handle meeting logistics/organization, fundraising, finances, etc., whereas at HQ there are

some support staff available to do many of the additional tasks that we take on." (<u>ID</u>)

"'Them' and 'us' perception – communication and interaction between offices – Cambridge, Gland, US" quoted as a strategic management issue hindering performance: (<u>Doc:</u> <u>Preliminary results – SSC Organizational Survey, IUCN HRMG, 2004</u>)

"Central IUCN support to SP fundraising is very limited, and they clearly have other priorities" (<u>ID</u>)

"The discrepancy between the three offices is a structural problem and a major issue : work exposure, funding guarantees and clarity of roles all set different standards" (<u>Int</u>)

The issue "Lack of individual and collective prioritization of tasks" (HR7) was ranked among the issues with most impact by the SP team (rank 4 out of 41, with an average 3.33 on a 1 to 4 scale) (<u>GS</u>)

There was no organizational chart of the Species Programme when the current Head of the Species Programme joined (<u>Doc:</u> <u>Species Programme organigram Interim arrangements 27 Apr 05</u>)

40 % of staff feel that the currently ill-defined roles have a negative impact on workload and team spirit (<u>ID</u>)

 "Why do we pay such high overheads for such little support from Species Programme HQ?" (<u>GS</u>)

"It is a nightmare to deal with 2 bosses, the Head of the SP and the Chair of the SSC" (<u>Int</u>)

The issue "Clear rules of engagement lacking with SSC Chair" (GO4) was ranked among the issues with mo-1(t)2(y)rg@1⁄F3 1 T6

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Systems

Style

"Evidence of what management and staff considers important by the way they spend time and attention and use symbolic behaviour."

Advantages

"Improved global communication technology allows staff members to remain part of one Program" (ID)

"In general the communications between Gland, Washington and Cambridge have improved significantly" (ID)

When asked how they would rate the quality of communication and relationships at work, about 60% of respondents rated these as *mostly good* or *good*, but almost 20% chose the options S*erious action is needed to maintain the cohesion of the team* or *Issues regularly impact the quality of the work of the Species Programme* (ID)

Disadvantages

Familiarity of 3 locations with each other is low. Specifically:
- The Cambridge office is very well known by others
- The DC office is only known by themselves
- Gland is not even well known by itself (only 48% of Gland staff know each other's role) (ID)

"I don't think that we interact enough" (ID)

The issue "Current levels of work/life imbalance unsustainable" (HR4) was ranked among the issues with most impact by the SP team (rank 4 out of 41, with an average 3.33 on a 1 to 4 scale, GS)

"Realize that working non-stop is bad for health, relations and standard of work. Line manager must keep track of staff working hours." (GS)

"Senior IUCN management have other priorities than fixing budgeting and accounting rules" (Int)

"IUCN Programme managers' peace of mind would greatly benefit from identifying activities that would be granted permanent core funding" (Int)

"Some within the Species Programme will keep for themselves information on donor leads to make sure that there is no competition from other IUCN entities" (Int)

"Where does the money go? The Gland office is not very transparent" (Int)

"Senior IUCN Management is not aware of the reality of the work performed by the Species Programme. For them, it produces the Red List and nothing e(s)-3hTf1.6 f19.17t19(il)-1(l)-1( )14(h5u 2125782803 10.08 0.6 refBT/F3 1 Tf9 0 0 9 f2 2125

Staff
"The demographics of who is in the organization."

Advantages

"Due to lack of clarity on roles and the responsiveness of certain individual managers, many staff turn to these dedicated individuals only" (ID)

"The new SIS manager is the first with technical capability" (Int)

Disadvantages

"It still seems that given very limited resources (particularly number of staff available), completing the work we have set for ourselves now is a major struggle." (ID)

"The Red List sub-programme is understaffed" (Int) - "How can the IUCN flagship product - Red List - have only 2 staff?" (GS)

The issue "Conflicting personal agendas generates inefficiencies (SP and more)" (HR5) was ranked among the issues with most impact(rank 12 out of 41, with an average 3.11 impact on a 1 to 4 scale, GS)

"Getting people to be technology minded is a constant battle" (Int)

"The problem is not that the SP is too small, but that the staff and the work are drifting away" (Int)

"3 previous finance assistants have been using different methods for monitoring finance figures" (Int)

"HQ cannot do financial tracking. They have had massive turnover in the Finance Assistant position" (Int)

The issue "General shortage of staff" (HR11) was ranked among the issues with highest impact (rank 2 out of 41, with an average 3.61 impact on a scale of 1 to 4, GS)

Shared values
"Values that go beyond explicit mission statements and include the actual attitudes that motivate employees to carry out their tasks."

Advantages

"Species staff are highly committed and passionate individuals" (Int)

"As a conservationist, I am very happy to be in this organization and what it stands for" (Int)

"I work at the IUCN because the SSC is the most interesting commission, and the SP one of the best IUCN programmes" (Int)

"IUCN people are scientists, and want to publish" (Int)

"I love my job, as it happens to be an interesting mixture of skill and knowledge-based tasks, which suits me. I

Voluntarism, etc.) as well as to recommendations contained in strategy documents such as the IUCN Programme 2005-2008 and the SSC "2005-2008 Component Programme Plan.

If the Species programme wishes to align its mandate with the changing view of conservation, then efforts to address any strategic weaknesses can only be wholeheartedly supported.

Fundraising strategy

We have included funding strategy in this section as there is a broad consensus on the fact that the recurrent financial deficit and the lack of fundraising skills and strategy are two key issues of the Species Programme. When separating the components of the fundraising issue, staff agreed that there was no strategy and little coordination within the Species Programme. Moreover, the staff did not all agree on whether people in the Progamme have adequate fundraising skills.

Structure	The organization chart that shows who reports to whom and how tasks and responsibilities are divided up and integrated.

The "Structure" aspect of the Seven S framework was a central concern of this study. For this section, we have elected to concentrate on the organizational chart (including current governance), roles and responsibilities (especially as they relate to the current staff TORs), and finally, the prioritization and distribution of workload.

We are fully aware of and support the actions already undertaken by SP management to begin to address the issues identified below. We believe that this work is not finished, and for this reason we have developed in the "Recommendations" section below an alternative model which could serve as a basis for restructuring the current organizational chart.

Strengths

The current structure of three offices has the advantage of close and mutually beneficial collaborative links with other conservation organizations. Each location focuses on a distinct set of activities

Weaknesses:

Organization Chart

The existing current organigram does not accurately reflect actual reporting lines – nor is it always clearly understood. To visually reflect this, our team used an application to re-create the April 2005 interim organization chart that we were given. We entered staff titles and reporting lines into the required application fields and the application automatically provided this depiction of the organization:
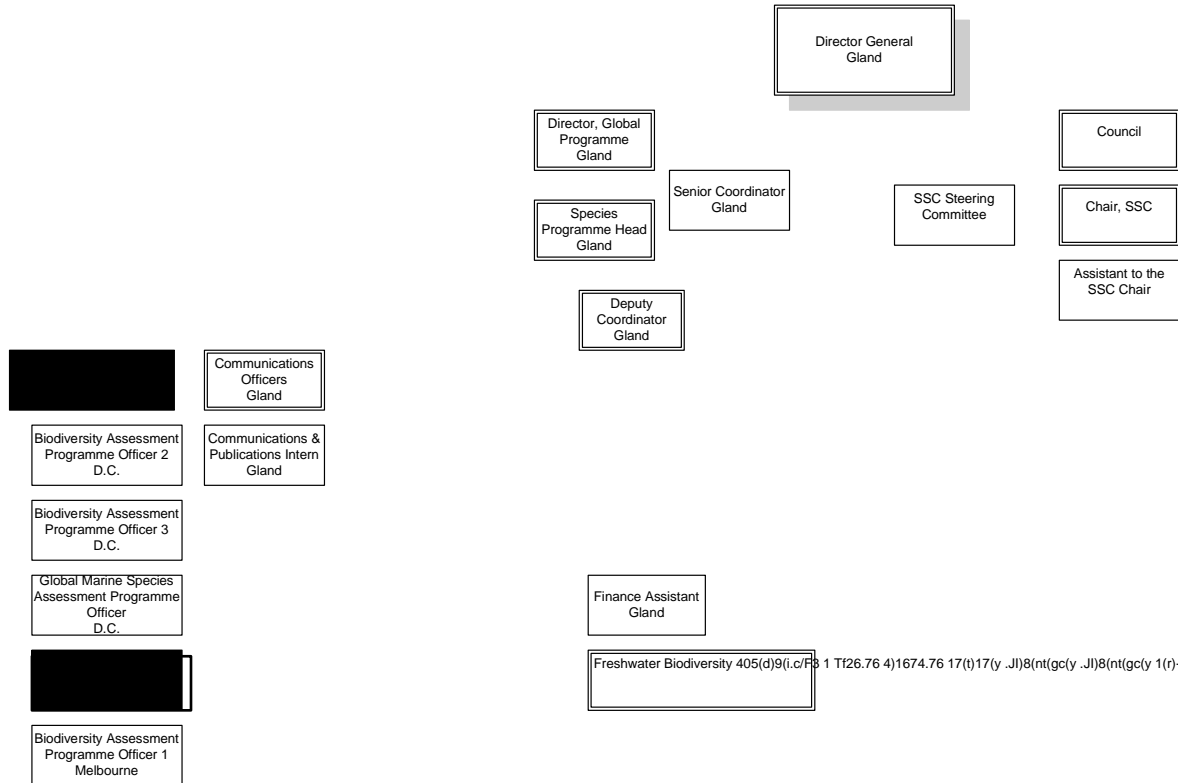
Common inaccuracies within the Terms-of-References are that reporting lines do not reflect the current organizational chart (5 mismatches) or are not mentioned (6 instances where the reporting line was not specified in the TOR). We interpret this discrepancy as a lack of relevance of the current reporting line, or due to obsolete TORs.

Species Programme Organigram (current situation as per interim organigram and at the time of this review)
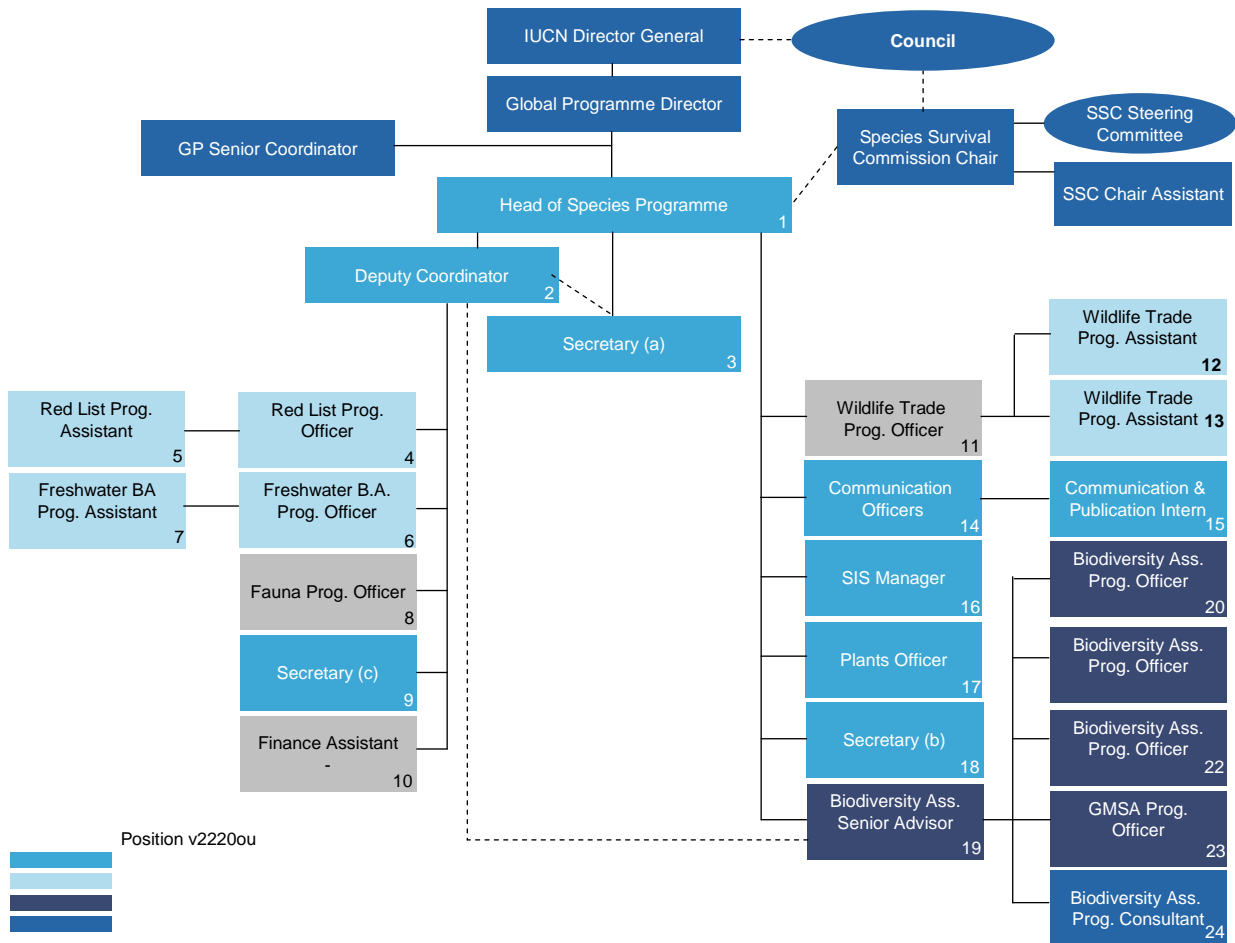
Roles and Responsibilities and Terms-of-References

With a few exceptions, the current delivery of the Species Programme is supported by well-defined roles. The few exceptions include:

Systems	The processes, procedures, routines and flows that show how an organization performs critical functions from day to day.

Mention the word "Systems" to anyone and it immediately conjures up thoughts of technology enabling the activities of the organization. Although technology is considered as part of Systems, the definition here is much broader: it considers the processes, processes, routines and flows that support the Species Programme in the areas of human resources, finance, and IT. This section focuses on the disadvantages of the current "Systems" supporting the Species Programme.

Human Resources

IUCN clearly does not belong to the category of centralized organizations. It is a heavily decentralized organization, with complex working relationships with partners and dependent on volunteers. The Human Resources function can thus not perform in the same way as centralized organizations, with

But other teams will struggle with the estimation of the yet to be secured future funds (B type projects). This could be caused by weak financial skills, by lack of discipline, by reliance on the generosity of other

Style	Evidence of what management and staff considers important by the way they spend time and attention and use symbolic behaviour.

As the scope of our review did not incorporate any "Taylor"[8] type methods to analyze systematically
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respondents with the remit of their colleagues in other locations: on a scale of 0 to 100 (Not well to Very well), the average score in answer to the question: "How well do you feel you know the roles of your colleagues from the Species Programme?" For instance, the question: "would you be able to write their individual Terms-of-Reference?" was 53, and surprisingly the score for Gland was 46.

The lack of effective communication within SP, although not clearly identified by the majority of staff as being too severe, is in our view extremely detrimental to the cohesion, efficiency and effectiveness of the team and should b rou( )-1(t)-d(e)-1(s)-8(po)16(e)-12d

Staff	The demographics of who is in the organization.

In our introduction of the "Findings, Analysis and Recommendations" section, we affirmed that we would focus on the organization structure and related organizational features, rather than specific personnel issues for this study. Therefore, we have not provided any in-depth analysis on the demographics in the organization. Some comments on the people within the Species Programme are found within the TOR section of "Structure" and comments on their commitment to conservation can be found within the section "Shared Values."

Skills   Characteristic capabilities of the organization, including the capabilities of its staff.

Strengths:

Technical skills are generally strong, although we are not in a position to assess this adequately given the high degree of specialization involved in the activities of Species Programme scientific staff.

Administrative skills are sufficiently strong in Gland.

Analytical skills are strong, although these are not always being used to maximum advantage.

Weaknesses:

Imbalances and inadequacies in the skills sets of current SP staff were identified as follows:

Individual fundraising skills are not adequately known by the organization as a whole or valued in the absence of a coordinated fundraising strategy.

The expectation that every staff member should be a fundraiser is not realistic given the current skills sets, and may be incompatible with a number of individual Terms of Reference.

The capacity to generate accessible and useable materials for policy and investment decision makers is lacking both in terms of the current skill set, and in terms of a dedicated position to this effect.

Financial and administrative skills are not sufficiently developed amongst those staff who are required to manage large projects, including the budgeting and financial tracking aspects thereof.

The complexity of IUCN's financial cycles and processes would require at least one person in each location to demonstrate very strong understanding of financial questions.

We also identified gaps in the overall capabilities of the SP in the areas of:

foreign languages

applied sciences (with a combination of field and theoretical work)

information technology, especially regarding Geographical Information Systems, web design and programming

indicators (KBA)

policy (insights into the business world in terms of strategies, networking and communications)

conflict management skills at management level.

skills may not always be compatible with the roles that are associated with their positions. This inconsistency is especially evident when considering the geographical or thematic dimensions of the current structure, and is further complicated by the unclear reporting lines as evidenced in the section on "structure". We therefore conclude that the necessary managerial skills are not lacking, but that they cannot being utilized to the full within the current structure.

Financial skills are currently unevenly distributed within the Species Programme, and the difficulty which the SP has had recently in retaining a competent Finance assistant indicates that this is a serious issue. Technical staff have moderate to fair financial skills, but these are probably insufficient to deal with complex project financing requirements. Support staff generally have sufficient financial skills to deal with simple accounting and budgeting questions.

Administrative skills, including event management, travel, logistics, documentation and planning are sufficiently present in Gland, but are lacking in the outlying offices as there are no SP specific support positions. This is an area where even modern communication technology cannot compensate for physical presence.

We also noted the existence of a publications senior secretary position in Gland, staffed with the appropriate skills, but no longer aligned to the current structure of the Programme given that SP no longer publishes its own documents and that IUCN's publications unit is located in Cambridge, U.K..

Our analysis has provided clear insight into the existing levels of job satisfaction and professional motivation, and has shown that these are far from satisfactory. Firstly, staff members feel either out of their depth in performing certain functions or that their skills are being underutilized, and secondly, personal interests are not always being served.

This has an impact both on the quality of outputs and on staff morale in general, and could be rated as one of the major underlying causes of many of the other issues identified in this report. Furthermore, this imbalance feeds the general culture of overwork and long hours, as staff struggle to accomplish tasks for which they may not necessarily be best equipped. The Species Programme is saved in this respect by the sheer dedication of the individuals involved, but this is not a sustainable model.

C. Recommendations

> The Species Programme of the IUCN should refine the definition of its objectives and the ensuing priority activities in which it will engage. It should then **align its organizational model** to support the most effective achievement of its objectives and to allow for the best allocation of the roles and responsibilities associated with its activities.

As the focus of this review was not to consider high-level objectives, we have not attempted to offer any recommendations at this level other than those given in sub-section A of this chapter ("Role and Objectives of the Species Programme"). The latter recommendations were precisely aimed at seeking clarification, and setting the scene for structural changes, as encapsulated in the statement above. We have stated this at the outset as being a **precondition to the success of any of the further recommendations given later in this chapter**. Further success factors include a carefully designed change and communication plan, and full sponsorship, engagement and ongoing support from IUCN Senior Management.

For ease of reference, the points of analysis and ensuing recommendations contained in section A are repeated here:

How well is the role of the SP defined within the organization?

> **Recommendations:**
>
> IUCN senior management should clarify the mandate of the Species Programme by establishing an official and specific set of objectives to reflect what is expected of this part of the organization, specifically in relation to the challenge of serving the triple helix of members, regions and commissions. The objectives thus obtained should be clearly communicated to staff, SSC members and the wider IUCN membership, as should the governance arrangements monitoring SP's performance in achieving those objectives.
>
> The objectives thus obtained and agreed upon should then clearly cascade into the individual Terms of Reference of each job posting, in a specific, measurable, and achievable form. This should be done irrespective of the person currently holding that position, and should be linked to realistic timeframes.
>
> Finally, as part of gaining clarity on the role of SP, clear rules of engagement for interaction between the

How well does the SP interact and compare with other programmes and IUCN regional offices in the organization?

Recommendations:

In moving towards the vision of redefining conservation work in terms of systems and cycles, it essential that SP should engage more systematically and constructively with other IUCN programmes and with

Further recommendations

Building on our analysis of the strengths and weaknesses of the current structure, both in terms of geographical locations, reporting lines and individual terms-of-reference, we attempt on the following pages to provide a starting point for an alternative model which we believe would better serve the role and objectives of the Species Programme. The exact implications in terms of re-allocation of certain responsibilities and tasks, revision of individual terms-of-reference and restructuring of certain positions, would need to become the object and focus of a task force comprising SP management and IUCN Human Resources specialists, and may involve potential further input from an external partner.

Some comments about the diagrams which follow:

in attempting to draw what we believe to be the best structure for SP, we have created positions such as "Species Senior Scientist", have grouped some activities under "Special Technical Projects", have allocated scientific and managerial "Focal Point" roles and put forward the idea of a cross-cutting coordinating role for support staff

given that the suggested "Focal Point" roles create an intermediate level of management within the Programme, the original role of Deputy Coordinator has been redefined in the proposed structure as part of this management tier

we recommend that very clear terms-of-reference be drawn up for the proposed new positions, should they be adopted

estimated capacity requirements are given in Full Time Equivalent posts (FTE). For the sake of continuity, the FTE figures given would include the current mix of staff on permanent contracts, employed interns, a consultant on retainer and a part-time extra-budgetary position (staff "on loan" from a donor)

the calculation of the total number of FTE posts may not be exactly what was provisioned for in the current budget, which may mean phasing some of the positions in over the next 18 months if they are deemed to be appropriate

Figure 1: Suggested structural adjustment: dimensions for matrix structure
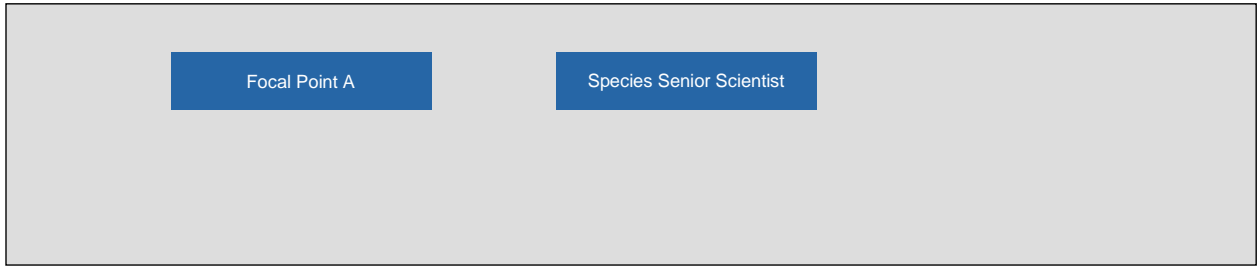
In the interest of clarity, we have set out the detailed recommendations which we believe flow from the suggested structural adjustments in the form of a table with cross references below.

Recommendation	Comments	References

	Recommendation	Comments	References
#	**Title**	**Description and initial remarks**	**Refers to**
7	Strengthen network support function	The SP gives support to the wider network, which is the triple helix of members, regions and commissions, specifically the Species Survival Commission, in a number of areas. The functions which provide this support should be labeled as such, and this should include a dedicated communications role ("**Network Support and Communications**.")	IV A "Role and Objectives of SP" Recommendations # 1, # 2
8	Strengthen innovative capacity	In order to remain relevant and to maximize its contribution to the "paradigm shift" within the conservation movement, SP must continue to allocate resources to innovative projects in areas which have been identified as aligned with medium to long term strategy. The Species Information System is an existing example, but further examples such as Climate Change, Invasive Species and Indicators were also put forward and deserve full attention. We recommend the creation of a "**Special Technical Projects**" portfolio, and that this responsibility be allocated to one of the scientific "Focal Points".	IV A "Role and Objectives of SP" IV B "Skills" Recommendations # 1, # 2, # 4
9	Strengthen financial management capacity	A clear need exists for the SP to better manage its financial planning and reporting. This can be achieved in part by creating a middle-management "**Financial Focal Point**" role (see # 4 above), but this role must be supported by the dedicated finance assistant, who in turn has the necessary support from IUCN Global Operations. In some Not-for-Profit organizations, the finance assistance can be very effectively provided by a retiree with a finance administration background.	IV B "Skills" Recommendations # 1, # 2, # 4

Recommendations which we believe could be implemented independently of the suggested structural adjustments are listed below:

Recommendation		Comments	References
#	Title	Description and initial remarks	Refers to
10	Define fundraising strategy	This recommendation includes both the clear allocation of overall responsibility for fundraising within the SP, as well as a strengthening of communications and coordination between Conservation Finance & Donor Relations and the SP. It also requires the registration of the Cambridge office to be undertaken as soon as possible, and refers to the training requirements identified elsewhere.	IV B "Systems" IV B "Skills"

VI. Conclusion