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Abbreviations

CBD	Convention on Biological Diversity
CEC	IUCN Commission on Education and Communication
CEESP	IUCN Commission on Environmental, Economic and Social Policy
CEL	IUCN Commission on Environmental Law
CEM	IUCN Commission on Ecosystem Management
CIDA	Canadian Ini

Review of IUCN Pakistan Constituency, Programme and Management

A Summary of the Report

1. Summary and Conclusions

The work of IUCN in Pakistan has been achieved in an atmosphere of political, economic and financial change and uncertainty and reflects the resilience and adaptability of IUCN in Pakistan (IUCNP). The current management systems have served the programme well, but it is now time to strengthen and adjust these systems to make the programme more relevant, effective and efficient to cope with the recent and rapid expansion of IUCNP.

The Review Team has made recommendations on how IUCNP can improve its undertakings with Members and Donors, programme and projects, and management and administration. The Review Team took into consideration the many strengths and the substantial achievements of IUCNP and also the challenges that it faces.

2. Introduction

2.1 Background to the Review

The IUCN Pakistan Programme and Management Review (PMR) was undertaken at the request of the IUCNP Country Representative (CR) and the Regional Director (RD) to externally assess the progress made, and to improve the organisation in the wake of certain recent changes, including the transition from the founder Country Representative to an internally-recruited Country Representative.

IUCNP has steadily increased its portfolio and network among members and partners over the past many years. Despite working in an atmosphere of political, economic and financial change, IUCNP has been able to show resilience and adaptability. However, its programme and manags

Adjust strategic directions, focus, approaches, and content of the programme to ensure its relevance, effi

2.6 Limitations of the Study of IUCNP

Given its large size and the complexity of its programme, coupled with the limited time available to the review team, it was not possible to undertake a more detailed review. Therefore, the review focussed more on key aspects and issues confining its interaction to Pakistan based staff and constituency. Thus, global and regional staff could not be met. In addition, the team could mek93a.293.60m2 00se defi542156528522 5T60

the need of greater conceptual clarity and agreement before the start of the project/programme.

The NGO members thought that IUCNP leaned too much towards the government. Some g

Several donors noted that there had been good improvement in the financial systems of IUCN. It was noted that IUCNP operates well des

The recently initiated links with IUCN Commissions needs further attention. There is a need for IUCNP to develop a strategy to include two components – the linking of activities in Pakistan to the IUCN international commission membership and the recruiting of commission members in Pakistan.

Recommendation 4: Expand the involvement of Commission members in the IUCNP programme.

Recommendation 5: Approach commissions to establish clear links with IUCNP in order to actively engage the Members in Pakistan and to expand membership.

Recommendation 6: Explore ways to facilitate links between Pakistan-based members

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

1. To integrate environment and development
2. To support institutional and human resource development for the environment
3. To facilitate the creation of a supportive policy and legal framework
4. To increase popular support for the environment.

It was unclear to the Review Team whether the IUCN strategic and future looking programme is addressing the four strategic objectives effectively and was indeed focussing on the environment-development nexus. Many of the staff and donors who were interviewed found the IUCNP Strategic Framework document lacking in clarity, not delivering

However, the issue for IUCNP is not so much the design of the current pr

5.2 The Philosophy and Practice of Management in IUCNP

There seemed to be some confusion among staff on the authority to take management decisions. The review team noted that according to IUCN standard practise, the responsibility and authority to manage IUCNP rests with the CR who has been delegated this authority from the RD on behalf of the DG. Accordingly, at the country level, decisions made by the SMG, or any other staff, are made under the delegated authority of the CR.

5.3 Management Principles

The review team proposes that IUCNP articulates a set of management principles, based on: transparency and integrity; accountability and responsibility based on clear delegation of authority from the Country Representative; efficient and effective management systems; clear and regular communications between all levels (top to bottom, bottom to top and horizontally); a rewarding, nurturing, ethical work environment.

Recommendation 14: IUCNP should promulgate a unified manage

5.5 Suggested Management Model and Approach

The Review Team proposes the following model and approach which provides the basic elements of an adaptive programme management structure. The model proposed is not a blueprint, but it provides a conceptual model on which IUCNP can develop the programme.

Recommendation 18: IUCNP should adopt a new Organisational Model taking into account the basic elements of the adaptive programme management structure described below.
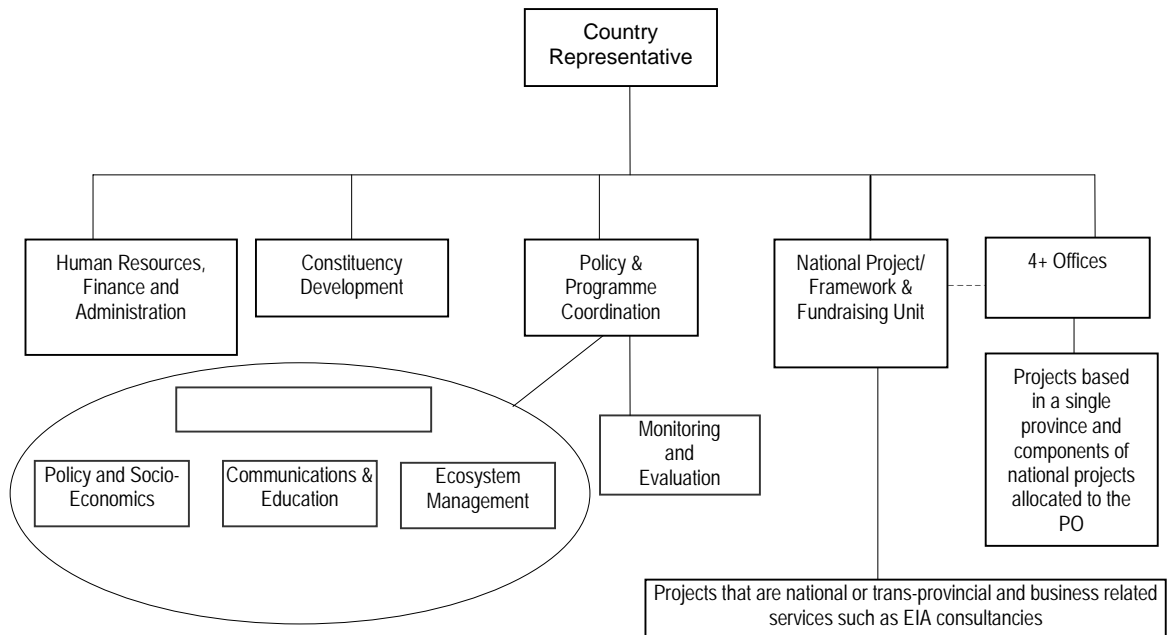
5.5.2 Policy, Programme and Evaluation Co-ordination

This function is based in the Country Office and manages the thematic units. On behalf of the Country Representative, it prepares the annual Country Programme reports; compiles the Country Programme Workplan; undertakes programme and project planning work, as required; advises on the quality of IUCNP reports; commissions technical reviews of reports or issues, as requested; sets programme and Monitoring and Evaluation standards with the Programme Coordinating Committee; and ensures that lessons learned are captured through appropriate analysis and disseminated throughout IUCNP and other fora, as appropriate. This latter point is important as it is recognised that provincial and project-based groups are unlikely to ensure that key lessons are learned, internalised and communicated within IUCNP as a whole.

The Policy and Programme Coordination Division maintains links with the Asia Regional Programme Development Group.

5.5.3 The Thematic Group

It is a part of the Policy and Programme Coordination and comprises three or more thematic units focussed on priority technical and cross cutting areas. They provide specialized technical support and contribute to making IUCNP a "learning" organisation.

The Review proposes three technical units: Ecosystem Management Unit; Policy and Socio-economic Unit and Communications and Education Unit.

5.5.4 Provincial Offices

Provincial Offices were established as proposed by the second PMR (1996) as a decentralised consolidation model. This approach has not been fully implemented. Given the size and complexity of the Progr

functions to the Provincial Offices. Recommendations related to the HR function are made later in the report.

5.7 Internal Governance

5.7.1 The Senior Management Group (SMG)

The SMG comprises of the CR, Policy and Programme Coordination, Managers of Provincial Office, National Project/Framework Unit Manager and Heads of HR and Finance. It advises the CR on matters such as: policies and strategies; fundraising; mme Coo

6.2.4 Staff Appraisal and Incentive Systems

Review of existing salary scales was proposed by most staff, more so by the support staff. Concern was also raised about the unevenness in the way managers undertook staff appraisal process.

Recommendation 28: IUCNP should ensure proper supervisory training which would include sessions on the completion of staff appraisals and effective staff communications.

6.2.5 Work Environment

Despite the above concerns, most staff generally enjoyed working for IUCNP and were committed to its cause. They valued the professional nature of senior staff; the fact that they were treated with respect; and that staff were committed to the IUCNP/project cause.

6.3 Brain Drain

The question of 'brain drain' is complex and of serious concern to Pakistan which has 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 and that these staff do not always return to the government system. There has been considerable brain drain from IUCNP during 1999 and 2000, though it also includes staff who were either project staff whose contracts had expired or those who were terminated by IUCNP itself. The issue of some staff going to the Asia Region was also raised though it has also built capacities within IUCNP.

6.4 Integration of IUCNP Human Resources policies and systems with IUCN Asia Region

In theory, country level Human Resources policies are supposed to be prepared within delegated authorities from the Region to the Country. For instance, the Region will have oversight responsibilities to ens

The team was not made aware of any problems with financial reports to donors, the Asia Regional Office, or IUCN HQ.

6.5.2 Administrative Services

The limits of delegated purchasing power were questioned.

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

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 at 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.

8.2 Social Issues

Despite being key to the implementation of the IUCNP Programme, social science capacity was found to be low particularly on sociology and anthropology. This capacity needs to be enhanced by recruitment, linkages with relevant Members and