

PricewaterhouseCoopers

IUCN - The World Conservation Union Species Programme Organization Review

March 2006



Final Report



PRICEWATERHOUSECOOPERS 

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Part One – Main Report

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Part Two - Annexes

I. Executive Summary

The Species Programme of the IUCN fulfills a very important role in the delivery of the organization's overall mission, which is *to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable*. In serving this goal, the Species Programme, together with its associated commission, the Species Survival Commission, provides *conservation and development communities with the information and tools needed for sound decisions about species, ecosystems and the people who depend on them*. This is accomplished in part through publication of the world's most comprehensive and authoritative global surveys of threatened species, the IUCN Red Lists of Threatened Plants and Animals, considered a flagship product of the organization with significant impact on its standing and reputation.

As a key component of the IUCN Programme and the custodian of one of its most prized products, the Species Programme is striving to ensure that it delivers its contribution in the most efficient and effective manner, and that it continues to attract the skills and commitment of the kind of people who have been and continue to be part of its success. Following her appointment, the new Head of the Species Programme decided to commission an organization review in order to address these ambitions, and IUCN chose to partner with a team from PricewaterhouseCoopers to conduct the work.

Our findings are the result of a survey of selected stakeholders, including Species Programme staff, IUCN headquartered management and Species Survival Commission members. The review team analyzed the data and issues that were gathered and identified areas for improvement. These were developed into a series of recommendations, the highlights of which are:

- to seek clarity and to allocate clear responsibility for the Species Programme's overriding objectives and the ensuing activities in which it engages
- to align the organizational model to support the most effective achievement of the Species Programme's objectives and to allow for the best allocation of the roles and responsibilities associated with its activities
- to build into the model sustainable means of responding to paradigm shifts in conservation work while engaging more fully in all aspects of the IUCN Programme, that is the "triple helix" of members, regions and commissions
- to gain high-level sponsorship, commitment and support for the proposed organizational alignment, and to consolidate the necessary transformation by applying best practice change management guidelines

These and further recommendations, supported by a thorough analysis of our findings, make up the main body of this document (Section IV).

The views and ideas of the participants in our review have been instrumental in contributing to what we hope will serve as a basis for the successful implementation of our recommendations, and we are extremely grateful for their helpful input. PricewaterhouseCoopers have been proud to be associated with the noble work of the Species Programme and the IUCN in this way, and look forward to the constructive outcomes that we are convinced can emerge from this report.

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

The Species Programme consists of 23 staff (including a small number of part time positions) located in three offices – HQ, in Gland, Switzerland, and units in Cambridge, UK and in Washington DC, US. Although all staff report to one of the three locations, a number of staff work primarily in non-IUCN offices – either with partners (i.e. UNEP World Conservation Monitoring Centre (WCMC), Conservation International (CI), or within universities (i.e. University of Virginia (UVA), etc.).

The Species Programme is part of the heartland of IUCN and is responsible for producing some of IUCN's key products, including the IUCN Red List of Threatened Species.

Objectives, Scope and Deliverables of the review

Objectives of this review

- This dedicated review will help the Species Programme identify improvement opportunities to design a better organization structure in order to meet expectations and objectives
- The review ultimately provides the Species Programme and the Director of Global Programme with key forward looking analysis, findings and recommendations directing future management decisions

This has been accomplished by addressing the following areas:

- Assessing the extent to which the current management and organizational model (including distribution of staff and offices) supports the effective and efficient delivery of the Species Programme;
- Assessing the extent to which the current management and organizational model is reasonably able to support the Species Survival Commission;
- Assessing the extent to which the Species Programme has the correct mix of human resources assets to support the effective and efficient delivery of the Species Programme and its support to the Species Survival Commission.
- Assessing the current and required capacities, as well as roles and responsibilities necessary to deliver the Species Programme and services to the Species Survival Commission.
- Calibrating optimal structures to allow the Programme to meet the huge financial challenge it is faced with.

Agreed Deliverables

PwC has delivered to IUCN the following items:

- Interviews with over 30 staff and stakeholders
- Interactive Dialogues questionnaire
- GroupSystems Facilitated workshop
- Final report including an executive summary, analysis of the interviews, questionnaires and supporting documentation, findings, longer-term recommendations and an appendix with supporting evidence
- Weekly status and financial reports for project management purposes

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



Schedule

The review started in the final weeks of November 2005. The draft version of the report was delivered as expected during the last week of February 2006:

| Phases | Main Steps | November | | December | | | | January | | | | | February | | | | March | | | |
|--|--|-----------|-----------|----------|-----------|-----------|-----------|---------|---------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|
| | | W47 21 | W48 28 | W49 5 | W50 12 | W51 19 | W52 26 | W1 2 | W2 9 | W3 16 | W4 23 | W5 30 | W6 6 | W7 13 | W8 20 | W9 27 | W10 6 | W11 13 | W12 20 | W13 27 |
| 0. Project Management | Project Team Meeting | | | | | | | | | | | | | | | | | | | |
| | Steering / Governance Meeting ? | | | | | | | | | | | | | | | | | | | |
| | Staff Conference Call | | | | | | | | | | | | | | | | | | | |
| | Other Staff Workshops | | | | | | | | | | | | | | | | | | | |
| 1. Design & Launch | Define scope, team, governance | | | | | | | | | | | | | | | | | | | |
| | Define Planning | | | | | | | | | | | | | | | | | | | |
| | Define Communication Plan | | | | | | | | | | | | | | | | | | | |
| | Define Stakeholders lists x 3 | | | | | | | | | | | | | | | | | | | |
| | Design InteractiveDialogue questionnaire | | | | | | | | | | | | | | | | | | | |
| 2. Review As-Is | Define Interview Protocols | | | | | | | | | | | | | | | | | | | |
| | Conduct Interviews HQ (permanence) | | | | | | | | | | | | | | | | | | | |
| | Run InteractiveDialogue questionnaire | | | | | | | | | | | | | | | | | | | |
| | Review Documentation | | | | | | | | | | | | | | | | | | | |
| | Conduct Interviews UK, US | | | | | | | | | | | | | | | | | | | |
| | Discuss InteractiveDialogue results | | | | | | | | | | | | | | | | | | | |
| | Discuss Interviews Results | | | | | | | | | | | | | | | | | | | |
| | Design GroupSystems WS | | | | | | | | | | | | | | | | | | | |
| | Run GroupSystems WS | | | | | | | | | | | | | | | | | | | |
| 3. Analysis | Discuss GroupSystems WS | | | | | | | | | | | | | | | | | | | |
| | Consolidate findings | | | | | | | | | | | | | | | | | | | |
| | Consolidate Improvement Opportunities | | | | | | | | | | | | | | | | | | | |
| | Analyze scenarios | | | | | | | | | | | | | | | | | | | |
| 4. Presentation of Draft Report | Write Draft Reports | | | | | | | | | | | | | | | | | | | |
| | Discuss Draft Reports with team | | | | | | | | | | | | | | | | | | | |
| | Present Draft Report | | | | | | | | | | | | | | | | | | | |
| 5. Delivery of Final Report | Document Input | | | | | | | | | | | | | | | | | | | |
| | Consolidate Input and Draft | | | | | | | | | | | | | | | | | | | |
| | Write Final Report | | | | | | | | | | | | | | | | | | | |
| | Present Final Report | | | | | | | | | | | | | | | | | | | |
| | Discuss Report & Next Stages | | | | | | | | | | | | | | | | | | | |

Methods and tools

Phase 1 Design & Launch

Kick-off meeting

A project kick-off meeting took place on November 22nd, 2005 in Gland to

- Confirm the scope of the review
- Finalize the planning
- Agree on the review process reporting and governance
- Confirm the list of stakeholders (for interviews, workshops, communication)
- Define the communication goals and plan
- Agree on a process to define the electronic questionnaire and interview protocols

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

comprehensiveness, can be found in Annex 1 of the report

- All information provided to PwC during the interviews remains confidential. Data used as evidence of an issue, in this report, has been modified in form to secure confidentiality. PricewaterhouseCoopers will not, under any circumstances, provide the source of the information collected during interviews. Supporting notes taken during the interview will, however, be kept in PricewaterhouseCoopers' archives.
- A list of interviews conducted can be found in Annex 3 of the report

Electronic Questionnaire

An electronic questionnaire began on January 12th, 2006, and was completed on January 22nd, 2006:

- The electronic questionnaire (also referred to by the name "Interactive Dialogue") was administered to all Species Programme staff to obtain organizational assessment data points based on a consistent set of questions
- The list of questions contained in the electronic questionnaire was determined to take into account inputs provided by IUCN staff on a draft list of questions submitted by PricewaterhouseCoopers. Input was requested and obtained from the Head of the Species Programme, the Deputy Head of the Species Programme, the Chair of the Species Survival Commission and the leader of Monitoring & Evaluation.
- Answers were not anonymous to the PricewaterhouseCoopers team to ensure input consistency between interviews and the electronic questionnaire. The same level of confidentiality will, however, be applied to input provided through the electronic questionnaire as for interviews.
- The electronic questionnaire was sent to 24 persons: all Species Programme staff member and the Chair of the Species Survival Commission. 22 answers were received, a high rate of return compared to review standards.
- The list of questions can be found in Annex 1 of the report. Quantitative results, which secure confidentiality, are included in Annex 2 of the report.

Facilitated Workshop

A facilitated workshop with 20 Species Programme staff, using groupware technology, was held on January 31st, 2006, in Gland:

- The workshop focused on brainstorming solutions for a selection of 23 issues faced by the Species Programme. The issues were drawn from a short list of 41 issues presented by PricewaterhouseCoopers, based on data collected during the interviews and in the electronic questionnaire.
- Participants voted on each submitted issue, along 2 axes: the impact of the issue on the work of the Species Programme, and influence which the group felt they had over factors which could resolve the issue. Brainstorming of potential solutions focused on those issues deemed most critical, and over which the Species Programme had highest influence. Action plans were then formulated by workgroups to implement the suggested solutions.

- 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, interviews, electronic questionnaire and the facilitated workshop was consolidated to serve as a basis for the analysis
- Data was analyzed and sorted into categories
- Answers were provided to each question that addresses the objectives of the review, identifying the key challenges of the Species Programme
- Recommendations for future implementation have been provided to address each of the key challenges of the Species Programme

Phase 4 Presentation of draft report

This draft report includes:

- Highlights of the information useful in addressing the objectives of the review
- The analysis of the key challenges identified by PricewaterhouseCoopers
- Recommendations for future implementation
- Annexes, containing all the data collected during the review which can be presented without breach of confidentiality

Phase 5 Delivery of the final report

In addition to the information contained in the draft report, the final report will incorporate:

- Comments by IUCN management on the draft report
- Adjustment of the analysis, if additional data is provided by IUCN management that was not available prior to the draft report
- Executive summary, with summary of findings and conclusion

The modifications between the draft and the final report have been performed on the basis of new data or obvious errors of misinterpretation.

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 Programme 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)

It should be emphasized that a voluntary selection of statements was made by the review team without reference to the geographical location, role or seniority of the interviewee, and that these statements have been “sanitized” in order to guarantee confidentiality. We have chosen statements that were repeated more than once by different individuals in a similar way, or that were given significant weight in an interview or in the questionnaire. We are also aware that these are time related in that some of the issues that were driving these statements may have been addressed and possibly resolved since the statements were logged. Our intention is simply to capture recurrent messages and language that can be seen to be indicative of the issues at hand.

The convention that we use for identifying the source of the data in the “Highlights of Statements, Facts and Data Gathered” subsection is the following:

| |
|--|
| Sources quoted : Doc = Documentation Int = Interviews ID = Interactive Dialogue questionnaire GS = GroupSystems electronic brainstorming AP = Action plan Tut = Finance tutorial |
|--|

Finally, after the Highlights of Statements, Facts and Data Gathered, we have provided our analysis and recommendations of the same areas under the sub-section “**Analysis and Recommendations**”

A. Role and Objectives of the Species Programme

In conducting this review, it was important for the team to consider the overall role and objectives of the Species Programme, specifically in relation to other parts of the organization as well as to the wider IUCN network. The team based the questions and the analysis in this area on the assumption that the strategic objectives of the Species Survival Commission, as stated in the *SSC Strategic Plan 2001-2010* and in the ensuing *2005-2008 Component Programme Plan* were considered to be the highest level objectives for the Species Programme itself.

These objectives are stated as follows:

- decisions and policies affecting biodiversity influenced by sound interdisciplinary scientific information;
- modes of production and consumption that promote the conservation of biodiversity adopted by users of natural resources
- capacity increased to provide timely and practical solutions to conservation problems

1. Highlights of Statements, Facts and Data Gathered¹

To what extent are the role and objectives of the Species Programme clearly understood and adequately achieved?

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

- “We have been operating on an ad-hoc basis. We don’t seem to operate according to a strategy” (Int)
- “Compared to other conservation organizations or foundations, there is a general lack of clarity in the definition of mandates, within IUCN” (Int)
- “Species Programme is the secretariat to the Species Survival Commission - but its role is more than to just support the SSC. This is slightly unclear” (Int)
- “It is a false concept that Programmes and Commissions have to be one. SP is not there to underpin SSC, but to be an enabler for SSC to produce its value” (Int)
- “SP does more than support SSC, for example in supporting Regional Offices” (Int)
- “The objectives stated in the SSC Strategic Plan are too wide and corresponding indicators are too open to interpretation” (Int)

¹ Sources quoted :

| | |
|---|-------------------------|
| <u>Doc</u> = Documentation | <u>Int</u> = Interviews |
| <u>ID</u> = Interactive Dialogue questionnaire | |
| <u>GS</u> = GroupSystems electronic brainstorming | |
| <u>AP</u> = Action planning | |
| <u>Tut</u> = Finance tutorial | |

- “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)
- “SSC Core Staff Support – Who to contact on which issue: Species Programme staff are responsible for coordinating and guiding the activities of SSC Specialist Groups and network-wide initiatives, as well as individual programmes” (Doc: <http://www.iucn.org/themes/ssc/aboutssc/staff.htm>)
- “While species and ecosystems were once our departure points for protecting and restoring nature, we are today forced to recognize that we must redefine our work in terms of systems (e.g. economic, social and political) and cycles (e.g. hydrological, climate, nutrient)” (Doc: Director General’s end of year letter, December 2005)

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)
- “I don’t think my work should be ‘support’ to the regional offices, but there should be a bit of interaction (sharing, learning from, communication on progress, etc) with the regional offices” (ID)
- “The IUCN Regional Offices do not seem very supportive of species conservation” (ID)
- “The regional offices need to develop their capacity to link fully with the SP, and to draw our data into their programmes” (ID)
- “There is confusion and sometimes tension over mutual support. There should be a better two-way support/flow of information” (ID)
- “We cannot both support and raise money for the network (as well as implement programme work) and optimally interact with regions” (ID)

To what extent do the activities of the SP currently reflect its stated objectives?

- “There is a generic problem of not differentiating between core activities and projects” (Int)
- “Blurry lines might come from above the Head of the SP, making it difficult to map the activities of SP staff” (Int)
- “There are external factors that influence the SSC / IUCN distribution of tasks. For instance, a staff member within a SSC Specialist Group is funded by CI” (Int)
- “Red List related activities and ensuing action plans support SP objectives” (Int)
- “We should reduce the time spent in the assessments and increase time in providing information that support fighting biodiversity threats”(Int)
- “Some activities are not necessarily important to the act of conservation but are important to the expansion of the Red List” (Int)
- “A report put on a shelf does not fight loss of biodiversity very well” (Int)
- “I am doing administrative work while I would like a better balance with scientific / technical activities” (Int)
- For staff, not all the stated objectives are clear, nor are they always supported by identifiable activities (ID)
- When asked to indicate how the activities of the SP currently support the stated objectives, the average response showed almost 70% of activities were understood to be in support of the objective of assessing biodiversity (including Red List related work). When asked what the percentage should be in support of that objective, the number dropped to just over 50% (ID)

2. Role and Objectives of the Species Programme: Analysis and Recommendations

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

Analysis:

As stated previously, the review team operated under the assumption that the strategic objectives of the Species Survival Commission, contained in the SSC Strategic Plan 2001-2010 and in the ensuing 2005-2008 Component Programme Plan, could be considered to be the most definitive objectives for the Species Programme itself. In this, the Species Programme takes guidance from the IUCN Programme 2005-2008, whereby Commissions and Programmes are considered to deliver one programme, although this being an enabling rather than a prescriptive view, it is not clearly set out how this is to be achieved.

In carrying out the review, we noted that the SSC objectives were recently reformulated in the revised "By-laws of the IUCN Species Survival Commission" (October 2005). The relevant extract of these by-laws follows:

Mandate of the Species Survival Commission

The Commission shall conduct its activities in accordance with its mandate as established by the World Conservation Congress. The mandate of the Commission includes the following vision, goal and objectives for the period 2005 – 2008:

Vision: A world that values and conserves present levels of biodiversity, within species, between species and of ecosystems.

Goal: The extinction crisis and massive loss in biodiversity are universally adopted as a shared responsibility, resulting in action to reduce this loss of diversity within species, between species and of ecosystems.

Objectives:

1. To influence decisions and policies affecting biodiversity by providing recommendations and guidelines based on sound interdisciplinary scientific information;
2. To encourage users of natural resources to adopt modes of production and consumption that promote the conservation of biodiversity;
3. To promote among the scientific community a greater commitment to the conservation, sustainable use and management of biodiversity and increased integration of findings across disciplines; and
4. To increase the capacity to provide timely, innovative and practical solutions to conservation problems.

We noted that the 3rd objective above was added to the by-laws of the SSC in the course of their revision. This objective was partly contested in terms of its clarity and relevance during the SSC STEERING COMMITTEE MEETING WCC 3.1 in Rolle, on 5th-7th June 2005. Furthermore, the origin of the appearance of the supplementary objective in the by-laws remains obscure.

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.
- **Resolving conflicts** on species conservation issues within IUCN.

Only one specific task out of the ten supports the narrow “secretariat” interpretation (“Acting as the Secretariat focal point between SSC and the IUCN Secretariat.”) Further evidence that the Species Programme has a wider set of objectives can be found in the Annual Plans, although the fact that these

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.

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.

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

Analysis:

We were unable to find many examples of where SP has consistently interacted in an effective manner with other IUCN programmes or Regional Offices.

There seems to be some unhealthy competition between SP and other IUCN programmes, both in terms of mandate and fundraising. Whether this is generally the case within IUCN is an aspect we have not considered, but we have noted that some SP staff feel that other programmes are more effective, especially in the area of communication, some feel that their data is being ignored by other programmes or “used” without due recognition to SP, and only a minority feel that there is a healthy degree of consultation. That being said, we are aware that the financial structure within IUCN does not favor working between cost centers, and that a programme linked to a large commission will have different transaction, funding and opportunity costs as compared to programmes which are mainly project based.

Regarding Regional Offices, it was believed that these did not understand the work of SP or were not collaborative, and the onus was seen to be on the offices rather than on SP to take the initiative for collaboration. There was clear concern expressed as to the ability of SP to increase its interaction with regional offices given programmatic demands on current resource levels. The IUCN’s Regionalization and Decentralization initiative was regarded as incompatible with the requirements and realities of Species work, given the nature and spread of Species work.

Remark: We did not conduct a benchmarking exercise per se between the Species Programme and other IUCN programmes, so we can only partially analyze the second aspect of the question regarding comparison with other IUCN programmes.

Recommendations:

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

This objective could be achieved by identifying common programme objectives or areas where specific programme objectives are mutually dependent and supportive. At the early stages of designing workplans and elaborating budgets, these commonalities and interdependencies must be considered in order to ensure that interaction between SP and other programmes is structurally ensured. Although this requires significant effort at an early stage, we are convinced that SP will be able to realise economies of scale in return, and that teamwork and quality of outputs will be improved.

Although we recognise that the technical nature of species work does not lend itself as well as that of some other thematic areas to an “empowerment” model based on regionalization and decentralization (as per IUCN’s declared strategic initiatives), SP would gain from a more collaborative and coordinated presence in the regional offices.

It is easiest to achieve this recommendation on a case-by-case basis, depending on specific projects that can be carried out in cooperation with individual regional offices, rather than attempting to set in place an organization-wide initiative which would aim to install an SP focal point in all regional offices.

To what extent do the activities of the SP currently reflect its stated objectives?

Analysis:

The “stated objectives” were listed in the beginning of this section, and as they themselves were not clear to many of the respondents, this question is difficult to answer. This difficulty is further amplified in that there was consensus on the somewhat random distribution of activities and workloads within SP and the ensuing lack of prioritization.

Further analysis of the balance of activities within SP shows that undue priority may be given to project work as opposed to “core” activities, although there was no clear consensus as to what exactly the latter comprised. Funding is definitely a driver in this area, and this dynamic brings about a classical tension:

- activity is often concentrated around funded work which carries high visibility;
- project activities require a degree of concentrated effort and commitment that makes fundraising for and planning of future projects very difficult.

Finally, the more scientific objectives of SP are at risk because some of the more senior subject-matter experts are tied up in administrative and managerial duties to the detriment of their technical and analytical role, while the reverse situation may also exist whereby management tasks are not given priority by senior staff who focus on the technical work at hand.

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.

Conclusion:

As has been documented already in a number of previous reviews, we also conclude that there needs to be a much clearer articulation between the high level IUCN-wide strategy (covering all programmes and regions) on the one hand, and the vision, goals and objectives of the Species Survival Commission and the role and objectives of the Species Programme, on the other. This hierarchy of objectives must then not only be reflected in Annual Plans, but also in individual Terms of Reference, from the Head of Programme to support staff. It must also be the driving and determining force in the choice, implementation and maintenance of the organizational model which will most effectively deliver the Programme's value proposition.

In response to a need to better define the successive activities of the Species Survival Commission and the Species Programme which contribute to delivering the assumed objectives, we would suggest creating a value chain as a starting point. This perspective may be likened to a production line, but the emphasis is on **value creation** all along the chain, supporting the final overall **value proposition**. In the course of the review, we have offered our understanding of what the SP value chain may look like and what the value proposition may be, and would willingly participate in their further elaboration.

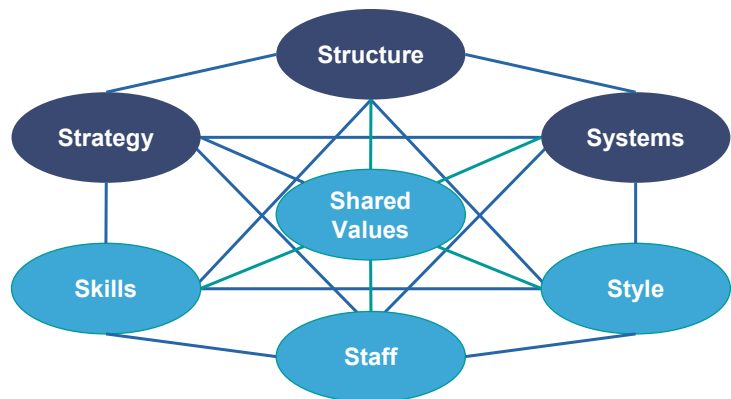
Such a tool could be very useful as a basis for a facilitated discussion with the aim of defining the strategic articulation and alignment we have outlined as being of capital importance before undertaking any further action or recommendation to improve performance.

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 did not provide a specific definition of the concept. For the purposes of the review, we have based our analysis on the above definition.

To answer the question “*What are the advantages and disadvantages of the current model?*” from a broader perspective, the question of strengths and disadvantages above will be addressed using Peters and Waterman’s “Seven S’ Framework².” The Seven-S framework is based on the theory that an organization is not just “Structure”, but is comprised of seven elements distinguished by the “hard” S’s and “soft” S’s. The hard elements, Structure, Strategy, and Systems, are practical and easily identifiable and can be found in strategy statements, plans, and charts. The four soft S’s, Skills, Staff, Style, and Shared Values, are somewhat less easily discerned and are less tangible. Continuously evolving and changing, the soft S’s are determined by the people at work in the organization and hence, are difficult to anticipate or to influence. Although subterranean in nature, they can and do have a great impact on the hard S, Structures, Strategies and Systems of the organization as we have observed during this study.

The Seven-S diagram depicts how each of the elements influences, and is influenced by all of the other elements. The framework is a heuristic device. We use it not to suggest that it be employed in all circumstances, but rather to stimulate questions and discipline in thinking about organizational structures.



The Hard S’s are:

Strategy - A coherent set of actions to gain a sustainable advantage over competition, improving stakeholder focus, and allocating resources.

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

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

The Soft S’s are:

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

Staff - The demographics of who is in the organization.

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

² Peters, T., Waterman, R. (1982) “*In Search of Excellence*”, New York, London: Harper & Row

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

The Seven-S Framework serves to heighten management’s awareness of the less tangible, but critically important factors required for an organization to be successful. The following section “Highlights of Statements, Facts and Data Gathered” attempts to show IUCN’s personal reflections on the advantages and disadvantages of the organization based on the seven elements of the framework.

1. Highlights of Statements, Facts and Data Gathered³

Strategy (Partnerships and Growth)

“A coherent set of actions to gain a sustainable advantage over competition, improving stakeholder focus, and allocating resources.”

Advantages

- “Without strong support from partners, both a direct support and fundraising assistance, the SP would probably be half of its current size.” (ID)
- “There is no lack of clarity between the CI and IUCN roles at the strategic level” (Int)
- “Funding by wealthy not-for-profit organizations is a smart move (but it comes with strings)” (Int)
- “There are people under contract with the an academic institution who work on associated Species Programme projects” (Int)
- “The DC office has really benefited from GIS capabilities offered by CI. Other SP offices lack it” (Int)
- “Communication about the Red List is support to SSC as it promotes the work of SSC members” (Int)
- Of IUCN press clippings for November and December 2005, the largest part were on the topics of Species and the Red List/Species Conservation Status (Doc: Communication 10.01.2006 by Global Media Relations Officer)
- “There are examples of good provision of information to decision makers by the Species Programme (eg. Wildlife Trade programme)” (Int)

Disadvantages

- “Individuals within the current model all have different visions and expectations, so we are not working together as a cohesive team.” (ID)

³ Sources quoted :

| | |
|---|-------------------------|
| <u>Doc</u> = Documentation | <u>Int</u> = Interviews |
| <u>ID</u> = Interactive Dialogue questionnaire | |
| <u>GS</u> = GroupSystems electronic brainstorming | |
| <u>AP</u> = Action planning | |
| <u>Tut</u> = Finance tutorial | |

- “We have been operating on an ad-hoc basis. We don’t seem to operate according to a strategy” (Int)
- “There are major limitations to growth which primarily focus around the seeming inability to prioritise and to find agreement on the main responsibilities and deliverables for the SP and how it fits into the overall IUCN Programme” (ID)
- “Our growth model is often very opportunistic.” (ID)
- The issue “Unclear rules of engagement with donors and partners” (OP1) was ranked among the issues with most impact (rank 10 out of 41, with an average 3.17 impact on a 1 to 4 scale, GS)
- “The reason for poor fundraising is the disconnection with the field, lack of focus on implementation, excess focus on publications” (Int)
- “Not differentiating core activities and projects is a generic problem of the Species Programme” (Int)
- “Compared to other conservation organizations or foundations, there is a general lack of clarity in the definition of mandates, within IUCN” (Int)
- “It is hard to develop realistic targets because if realistic, they look pathetic.” (GS)
- “We receive confusing messages: focus on core business, AND get involved in livelihood issues” (Int)
- “IUCN has a legacy of not having a public profile” (Int)
- “It is often IUCN members or partners that get the coverage” (Int)
- “It is extremely important that we improve our communication to the outside world... we need to improve our communications to make people aware of the outputs we produce and their potential application to species conservation and sustainable use” (ID)
- “On a strategic level, the SP is very good at collecting information, but very bad at channeling it to the right parties, that could use it” (Int)
- A majority of staff think that the quality of communication and relationships with decision makers, donors and IUCN Regional Offices could be improved (ID)

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.” (ID)

- “‘Them’ and ‘us’ perception – communication and interaction between offices – Cambridge, Gland, US” quoted as a strategic management issue hindering performance: (Doc: [Preliminary results – SSC Organizational Survey, IUCN HRMG, 2004](#))
- “Central IUCN support to SP fundraising is very limited, and they clearly have other priorities” (ID)
- “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” (Int)
- 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) (GS)
- There was no organizational chart of the Species Programme when the current Head of the Species Programme joined (Doc: [Species Programme organigram Interim arrangements 27 Apr 05](#))
- 40 % of staff feel that the currently ill-defined roles have a negative impact on workload and team spirit (ID)
- “Why do we pay such high overheads for such little support from Species Programme HQ?” (GS)
- “It is a nightmare to deal with 2 bosses, the Head of the SP and the Chair of the SSC” (Int)
- The issue “Clear rules of engagement lacking with SSC Chair” (GO4) was ranked among the issues with most impact (rank 9 out of 41, with an average 3.28 impact on a scale of 1 to 4, GS)
- “Some staff in IUCN Regional Offices are considered Species staff although they are not in the Species Programme reporting line” (Int)
- “The fact that the UK office is not registered prevents us from raising some UK funds” (Int)
- “The SP has very high fixed costs, mostly salaries, providing no room for reducing costs” (Int)
- “The IUCN central function for fundraising is currently weak” (Int)
- “It is necessary to resolve the competition for funding between the SSC and the SP” (Int)
- “There is a danger of different programmes within IUCN approaching the same donor” (GS)

Systems

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

Advantages

- “Staff have regained trust in the project with the new SIS manager” ([Int](#))
- “SIS is now becoming a reality” ([Int](#))
- “Using the GIS technology to spatially present data is one of the best way to communicate this data to non-specialist people, including decision-makers and policy people” ([Int](#))
- “One minute after the Red List data was made downloadable over the internet, a long-awaited but postponed improvement, we registered the first download” ([Int](#))
- “There is a big growth potential with GIS” ([Int](#))

Disadvantages

- “We need to better embrace new technologies and realize that the current structure operates around an outdated view of how conservation research is done. “ ([ID](#))
- “I am still waiting for the Human Resources to hold their promise of getting back to us regarding a salary review” ([Int](#))
- “Salaries and expense payment processes are different for the Species Programme staff in Gland and for staff in other offices” ([Int](#))
- “Individual Performance assessment depends on your line manager’s personality and skills” ([Int](#))
- “My performance evaluation is more than 1 year overdue” ([Int](#))
- “The individual appraisal framework lacks indicators to provide evidence of under-performance” ([Int](#))
- “The current individual performance appraisal system has many deficiencies, in particular the absence of continuous improvement, the lack of consistency in managements facilitation skills and judgment, the lack of standard appraisal criteria” ([Int](#))
- “I don’t know the role of the central Human Resources department in reviewing the quality of the assessment process” ([Int](#))
- Standard evaluation forms in the “Performance Assessment Procedures” are inconsistent: performance criteria are included for the “end of probationary period review “(Annex 7) and the “manager performance evaluation” (Annex 9) but not for the “staff performance evaluation” (Annex 8) ([Doc: IUCN Human Resources Procedures Manual – updated May 2003](#))
- The issues “Weak overall investment in technologies within IUCN” and “New technologies not embraced within SP” were ranked among the issues with most impact Workshop (rank 12 out of 41, with an average 3.11 impact on a scale of 1 to 4, [GS](#))

- “SIS has not gone beyond the high-level vision” ([Int](#))
- “User needs have been poorly taken into account in the SIS project” ([Int](#))
- “People are neither interested in nor realistic about technology. You don’t train a GIS expert in 3 days” ([Int](#))
- “Whatever the reason, IUCN IT department has never been involved in the SIS project” ([Int](#))
- “SIS cannot be implemented within an IUCN environment because IUCN does not currently have the technical infrastructure and knowledge” ([Int](#))
- “The amount of time and energy needed for setting up the on-line registration tools is not acceptable” ([Int](#))
- The issue “Recurrent financial deficit” (F11) was ranked among the issues with high impact on the SP (rank 4 out of 41, with an average 3.33 impact on a scale of 1 to 4, [GS](#))
- “The Species Programme has a tendency to be optimistic, when estimating the likelihood of obtaining funds for B-type projects” ([Int](#))
- “The rule for A and B type projects (maximum 40 % of total budget) is an invitation to financial deficit” ([Int](#))
- “Revenue targets are unrealistic” ([Int](#))
- Total Programme Budget figures mix secured funding, potential funding and absence of funding: figures for projects with pending donor approval (B type) and figures for projects to be funded by the core account (A type) are included in the total Budget Species Programme figures, along with figures for funded projects (C type) ([Tut](#))
- “SP is often operating on a supply-basis rather than on a demand-basis : any cost reduction is badly seen by the SSC network, and it instantly becomes political” ([Int](#))
- “Coordination is lacking between the hundreds of SSC specialist groups and the dedicated resources to fundraising with foundations” ([Int](#))
- “The IUCN funding model is an issue, and reduced access to donor money is a growing source of discontent within the SSC” ([Int](#))
- “Clear guidelines and enforced policies for budget documentation are missing. For instance, there are missing lines for project and finance management in budgets” ([Int](#))
- “I worked for the UN and universities. It usually took me 5 to 10 minutes to figure out how a budget sheet worked. After weeks, I still don't get the SP version of it. I am not able to figure out, in particular, how much money is left.” ([Int](#))
- “There is no defined process for the validation of press releases and other communication content” ([Int](#))
- “People within the Headquarters do not use the IUCN Internal Auditor as a way to provide sensitive information” ([Int](#))
- “People within the Species Programme do not use the Monitoring & Evaluation function as a way to provide sensitive information” ([Int](#))

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 *Serious 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 else” (Int)
- “More support from IUCN management beyond Species Programme is a key factor for growth” (ID)
- “Communication between different parts of SP is not as good or as transparent as it should be” (ID)
- “Sometimes the DC office does not ask my support (in HQ), even when it is my role” (Int)
- “Misunderstandings frequently arise because of poor communication. There is a lack of transparency regarding some issues, which leads to further misunderstandings and a breakdown in trust” (ID)

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)

Skills

“Characteristic capabilities of the organization, including the capabilities of its staff.”

Advantages

- “In the other offices, you have staff working on their very specific tasks. They have the technical competence to carry out the tasks in their purview (but it does not extend beyond this)” (ID)
- “Scientists have a good skill set, not only for science but also for management (but they tend only to apply them to science)” (Int)
- “The Species Programme has proven fundraising skills” (Int)
- A total of 48% of respondents rated the fit between existing and required skills as good or very good (ID)
- In response to the questions “Do you feel that your skills are adequate to perform your job ?” and “Do you feel that your skills are used to their maximum potential ?”, a majority of respondents replied with yes or mostly yes (ID)
- “Scientists are in the best position to provide information to decision and policy makers” (Int)

Disadvantages

- “There is a definite void at the management level in terms of engaging at the highest technical levels” (ID)
- “Lack of Project Management skills will be a challenge to regionalization and re-enforcement of SP presence in regional offices” (Int)
- “Lack of institutional support and poor project management skills explain the SIS failure” (Int)
- In rating the Fundraising skills of the Species Programme as a whole on a scale of 1-10, the overall average was lower than 5 (4.2) (ID)
- In rating their individual skills for performing a number of core activities, SP staff rated themselves lowest (individually and collectively) in the areas of “influencing key decision makers” and “fundraising” (ID)
- In ranking issues facing SP, participants rated “Lack of fundraising strategy and skills” as having the highest impact of all issues voted on (3.72/5.00) (GS)
- “Unadjusted staff skills is one of the major cause of problems in the Species Programme” (Int)
- “How can people perform a job where such diverse skills are required, some of which are unrelated to their background” (Int)
- “IUCN Managers are scientists without management experience - they are not used to tough decisions, there is a collegial atmosphere, they don't do what they say they should do (e.g. adjust staff TOR and train in fundraising)” (Int)
- “SP lacks languages skills” (Int)
- “Peoples' skills not being used correctly or to the full” (ID)

- “There is a lack of capacity and knowledge of how to go about fundraising which is a specialized skill” (ID)
- “There are fewer opportunities to exercise my technical and writing skills” (ID)
- “My analytical skills are not drawn upon enough within the programme” (ID)
- “Species Programme managers should show more conflict management skills” (ID)
- “The Species Programme is in desperate need of IT skills, analytical skills and GIS skills” (ID)
- “The problem is not fundraising skills; it is time to do it and support from IUCN central functions” (Int)
- ‘Every staff member is a fundraiser model’ does not work, is not appropriate in absence of strategy and dedicated fundraiser role (ID)
- “Scientists are not in the best position to provide information to decision and policy makers” (Int)

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 have worked many extra hours every week with pleasure" (ID)
- "Over the past year I have been able to work on a broader range of species, which has increased my satisfaction with the position" (ID)
- "Since I joined the Species Programme, my duties and responsibilities have grown and I am happy that they have followed my ability and confidence to do the job" (ID)

Disadvantages

- "Scientists may not be people persons..." (Int)
- "We are always working on a rush, even when it would be possible to anticipate" (Int)
- "Staff in Cambridge worked 24 hours a day to meet the RL publication objective" (Int)
- "Managers don't know how to say 'no'" (Int)
- "I have moved away from using my key skills" (ID)
- "Many skills are not being fully used" (ID)
- "We are not informed because Species Programme managers are always traveling" (Int)
- "I am not in a position to tell whether some of the people under my reporting line are performing well or not" (Int)
- "Interns are not taken seriously and are used as cheap labour" (Int)
- "I take initiative to do a better job than what is expected, but no one notices" (Int)
- "People are not interested in changes" (Int)
- "I am only making use of some of my skills set" (ID)
- "I would like to have more time for technical work and for keeping current with the literature" (ID)

2. Current Species Programme Organizational Model: Analysis

Strategy

A coherent set of actions to gain a sustainable advantage over competition, improving stakeholder focus, and allocating resources.

In the previous section (*Section A – Role and Objectives of the Species Programme*), we considered the overall role and objectives of the SP with IUCN and wider network. In the following sub-section, we will be referring to “strategy” as per the Seven S Framework to show the strengths and weaknesses of SP’s current organizational model in these terms. A specific emphasis has been placed on SP’s strategic partnerships, strategic communication and a separate sub-section on fundraising strategy.

Strengths

Based on the definition presented, PwC can confirm that strategic plans exist (with articulated goals, objectives and targets), and are linked with broader IUCN Programme. Some of the action and work plans are both detailed and prescriptive, while others being simply broad frameworks.

The Species Programme is also strong in developing partnerships to improve “stakeholder focus”, having developed intelligent relationships with other conservation organizations and academic institutions in regions outside of Switzerland (e.g. Conservation International, Birdlife, WCMC, University of Virginia, etc.) According to repeated comments heard in interviews, these partners consider IUCN (SP and SSC) a necessary partner for the analysis of the programme’s biodiversity and species data. University affiliations also allow for greater collaboration on the SP mandate that would not otherwise be possible as they bring both financial and human resources to the SP. The universities benefit from the arrangement as it brings an element of applied research into existing scientific programmes that previously did not exist. In summary, there appears to be a benefit in these strategic relationships for both the partners and for the Species programme.

Weaknesses:

The lack of clarity of SP’s strategic objectives has been fully discussed in Section A. The Species Programme, however, also lacks a self-regulating operating model for its activities: one that would more fully integrate the different parts and levels of the organization and its relationships to others, both within and outside of the larger organization. This deficiency vitiates the ability of the Species Programme to realize its mandate efficiently: the resultant inefficiencies and redundancies waste both financial and human resources. As a result, there is a lack of common understanding on the means to deliver the mandate of the Species Programme.

Further, some of the work/action plans are unachievable due to aggressive deadlines or lack of funding. As a result, some the actions tend to be driven by donors (and their agendas) who are willing to fund activities (including staff) to carry out activities that they themselves are not capable of. Donor-driven activities are rarely fully insulated from the core activities of the Programme. Thus, while the additional resources are welcome, their net effect is to weaken the organization as a whole. Attention and resources are strained by the additional work, and the additional funds usually do not fully compensate for these diversions.

The existing partnerships also carry another disadvantage in that often personnel working within the donor's premises have a dual identity. Dual business cards, dual e-mail addresses, and press releases where personnel are quoted to be working for the partner or an institution (and not IUCN) are common occurrences outside of headquarters⁴. Some personnel have said that their donor often embrace them more rapidly than IUCN (by providing e-mail addresses, access to servers, etc. before IUCN support functions act on their behalf, etc.). Others explain that their dual identities are an asset in that there are occasions when it is necessary to provide IUCN as their employer (e.g. government lobbying), and other times when their donor's identity opens the door more easily (e.g. fund-raising). The two examples just given highlight a profound ambiguity for the fundraising staff. In some circumstances they may need to stress their roles within IUCN; in others, their roles with their partners. Over time and repeated fundraising activities, such ambiguities have undermined the integrity and effectiveness of the staff as a whole. This arrangement has been effective but needs to be structured and carefully maintained to avoid conflicting and internal competition for limited funds.

Species Programme (with the possible exclusion of the Red List) has been described as the IUCN's best kept secret. This assessment captures the degree to which external communication of SP activities and products is also ineffective. Further evidence of this fact was provided by the absence of any reference to SP or even to the IUCN in a recent article in *The Economist*⁵ on species taxonomies and databases. Such an omission is a massive indictment of the visibility of the organization. As such it is our opinion that the Species Programme is still, at this stage, struggling to find a consistent articulation of its work with other IUCN entities that takes into account its resources and current operating model.

As mentioned above, despite being the home of IUCN's flagship product, the Red List, the Species Programme is not widely known outside of conservation circles, and often has to take a back seat while other organizations get recognition and public acclaim for work which would not have been possible without the input provided by SP.

In analyzing this situation, we believe that the challenge may lie in the network model of the IUCN, where it is often the members or partners that are more quickly identified and recognized in the public eye than the Union itself. This was, in part, the reason for the recent review of the Red List consortium. A further challenge is presented by the paradigm shift in the nature of conservation work, which is probably still not quite understood even within the organization, and therefore not communicated with the necessary degree of conviction.

Finally, on the subject of strategy, the Species Programme had, over time, developed a culture of commissioning reviews with poor follow-up. This weakness extended to recommendations of strategy documents such as "The IUCN Species Programme/Species Survival Commission Strategic Plan 2001-2010". Additionally, this resistance to change may have suggested a lack of creativity and imagination or possibly courage on the part of IUCN leadership in the past. These deficiencies were serious in a field of study that is constantly changing and responding to unanticipated threats and problems.

We have noted that it is the clear intention of SP management today to take a clear role in relation to the paradigm shift described earlier. In pursuit of this goal, careful attention is now being paid to the findings and recommendations of studies and reviews (e.g. "Red List Programme Agreement (Consortium)",

⁴ Three separate Factiva Dow Jones & Reuters newsprint and periodical searches were performed on 30 January 2006 by our team. All three queries used a current member of staff in the search field and then the words: "IUCN," "(The) World Conservation Union," and "Conservation International." Between 2001 and 2004, the queries resulted in 11 articles for "IUCN," 11 entirely different articles for "World Conservation Union" and 7 further different articles for "Conservation International" for a total of 29 different articles.

⁵ *The Economist*, February 11-17th 2006; "Today we have naming of parts"

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 Programme have adequate fundraising skills.

In the absence of a defined fundraising strategy, there are several additional observations that can be made:

First, the current interaction with donors, in general, is considered by the Species Programme as weak. The link with some key historic donors, such as CI, can be considered good – even though there are questions around the conduct of the partnership. The relationship with donors has relied more on personal relationships, and excellent individual networking skills, than with the Species Programme as an entity. As a whole, the cultivation of existing and new donor relationships has been neglected.

Second, the staff clearly indicated that they individually wish to do less fundraising whether due to a lack of interest, skills or any other potential reason. Everyone agrees that the total time spent on fundraising should be more than twice what it is now (from 5% to 13% of total time of the SP, in average), but staff think they should spend, in the future, only 7% of their own time on fundraising (on average). The discrepancy between the perceived need and the willingness of staff to work toward meeting that need is troubling: it is difficult to see how that discrepancy can be narrowed without more explicit guidance, delegation of responsibility, and commitment to a fundraising strategy.

Third, some basic steps for providing a larger donor base are only now being taken. The fact that the Cambridge office was not officially registered as such at the time of the review has drastically reduced access to the UK donor base. There is no guarantee that an extension of the Species Programme donor base to include UK funds would in the end provide more funds, but it is an indicator of poor fundraising leverage. A systematic review of similar structural impediments to normalized fundraising activities should be undertaken, and efforts to eliminate those impediments should be a distinct element of the fundraising strategy.

It would appear then that the contribution to fundraising which each staff member, at least at professional staff level, is required to make, should be reflected in their TOR and supported by adequate levels of training, communication and coordination.

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.

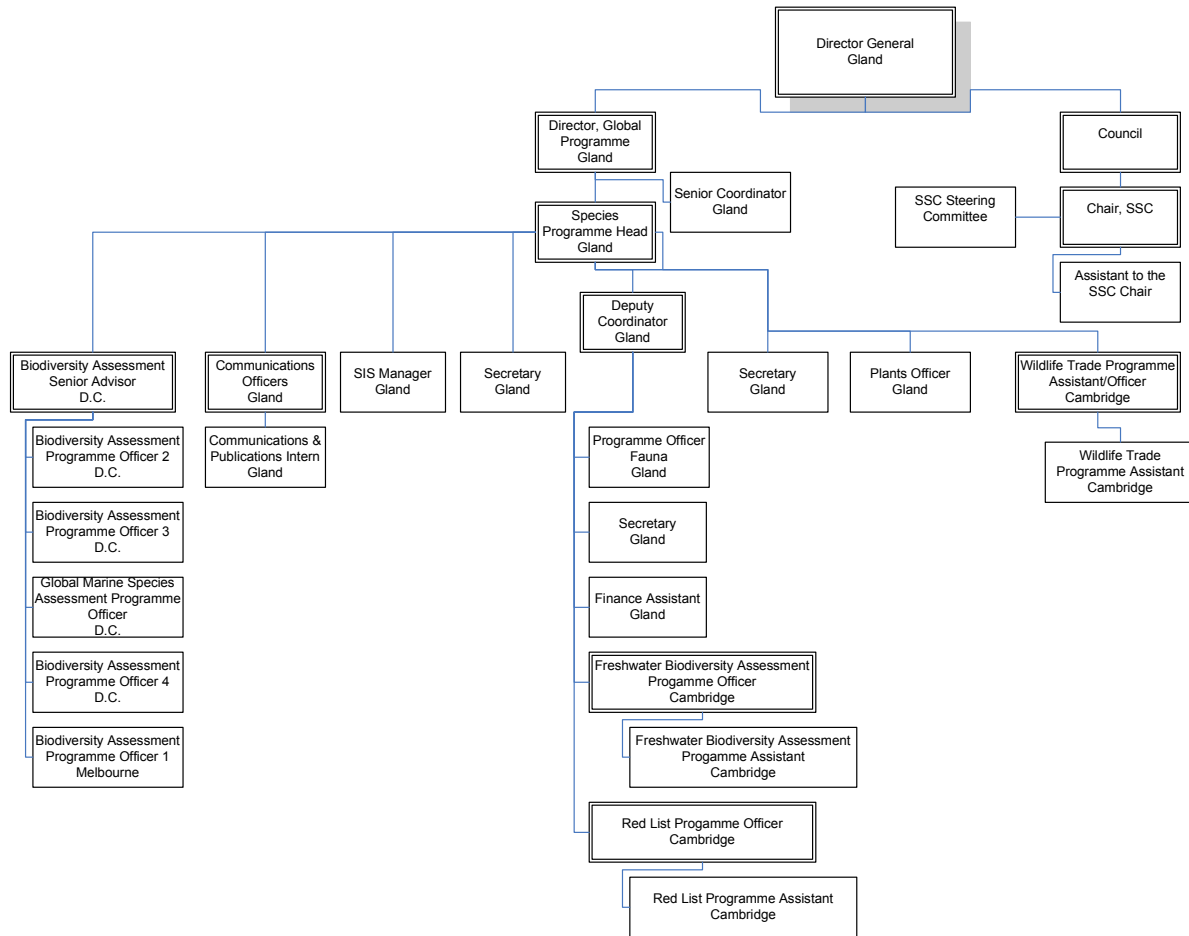
Strengths

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 (Cambridge: Wildlife Trade Programme, the Red List and the Freshwater Biodiversity Assessment; Washington: Biodiversity assessments; Gland: Plant, Fauna and Communication Officers, the Species Information Service, Administrative Support and Overall SP management) all of which enable the delivery of SSC’s purpose and vision as well as implementing the IUCN programme.

Weaknesses:

Organization Chart

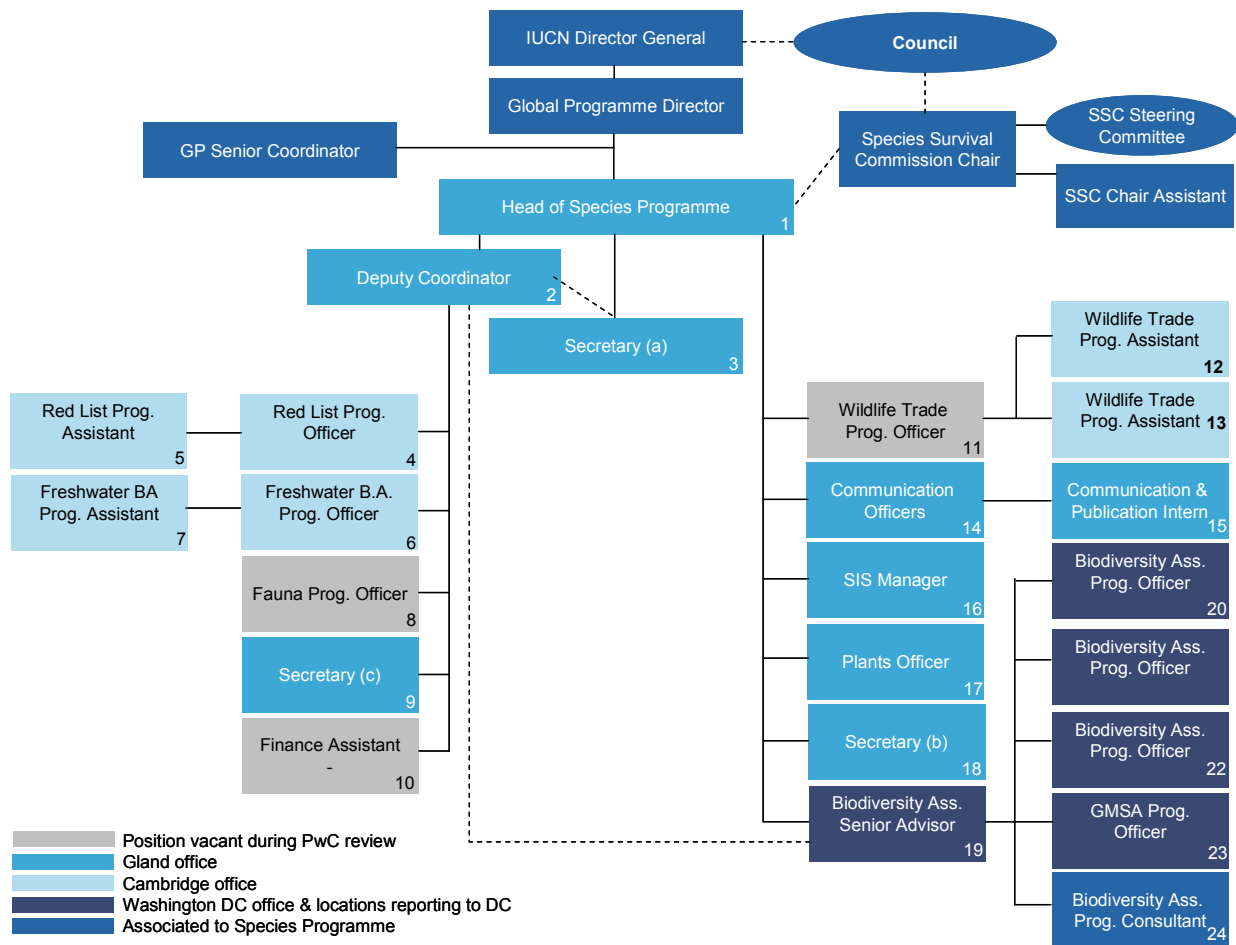
The existing current organigram does not accurately reflect actual reporting lines – nor is it always clearly understood. To visually reflect this, our team used an application to re-create the April 2005 interim organization chart that we were given. We entered staff titles and reporting lines into the required application fields and the application automatically provided this depiction of the organization:



Although visually different, this chart uses the same reporting lines as the April 2005 interim organigram (dotted reporting lines are not shown). When viewing this chart, there appears to be no clear rationale as to why the current eight support and scientific staff report to the SP Head and five complementary support and scientific staff roles to the SP Deputy Coordinator. Because reporting lines are not always understood, staff have complained that there is uneven spread of workload, utilization of existing skills, and prioritization of tasks (ranked as the fourth highest issue during the 31 January workshop).

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)



What is clear from the organizational chart is that authority in various areas has been geographically determined, and not based upon a coherent understanding of the organization as a whole. As pointed out above, the geography of the SP has a solid basis in the genesis of each office, but the cumulative effect of this approach is to fragmentize authority, obligations, and responsibilities. Centralization of authority within the organization is not necessarily the preferred method of addressing this fragmentation. At a minimum, however, a significantly higher level of cooperation and coordination is imperative.

In parallel with a clarification of its mandate, the tasks, responsibilities and associated set of actions required to carry out SP strategy need to be reviewed in depth, while also taking into account existing commitments.

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:

- The communication role, which is suffering from the lack of clarity around the interaction of the Species Programme with the Species Survival Commission.
- The SSC Database and Membership Support Secretary, where the new on-line registration tool has a significant impact on the tasks associated with this role;
- The role of the Deputy Coordinator of the Species Programme, which may have served as a protective layer or buffer role for previous Heads of the Species Programme;
- Roles and relationships between the Senior Advisor on Biodiversity Assessments, the Red List Programme Officer and the Freshwater Biodiversity Assessment Officer, which, to a lesser extent, are lacking clarity.

Current Status of individual Terms-of-References:

“Not Specified” denotes absence of relevant information on copies received by review team

A date followed by “?” denotes unclear meaning of the date mentioned

| Role | | Terms-of-Reference | | | Org Chart |
|------|--|----------------------|----------------------|------------------------------------|--|
| # | Job title | Last update | # of tasks described | Reports to | Reports to |
| 1 | Head - Species Programme | 2004 | 10 | Director Global Programme | Director Global Programme |
| 2 | Deputy Coordinator – Species Programme | <i>Not Specified</i> | 14 | The Coordinator, Species Programme | SP Head |
| 3 | Senior Secretary | 2003 | 18 | Deputy Coordinator | SP Head <i>(Secondary line: Deputy Coordinator)</i> |
| 4 | Red List Officer | 2003 | 14 | SP Head | SP Head |
| 5 | Programme Assistant | 2003 | 16 | Red List Officer | Red List Officer |
| 6 | Freshwater Biodiversity Assessment Officer | 2001 | 8 | <i>Not Specified</i> | Deputy Coordinator |
| 7 | Freshwater Biodiversity Assessment Programme Assistant | 2005 | 10 | Freshwater B.A. Officer | Freshwater B.A. Officer |
| 8 | Programme Officer – Fauna | 2003 | 11 | Deputy Coordinator | Deputy Coordinator |
| 9 | SSC Database and Membership Support Secretary | 2003 | 12 | Deputy Coordinator | Deputy Coordinator |
| 10 | Finance Assistant | 2005 | 14 | Deputy Coordinator | Deputy Coordinator |

| Role | | Terms-of-Reference | | | Org Chart |
|------|---|----------------------|----------------------|----------------------------------|--|
| # | Job title | Last update | # of tasks described | Reports to | Reports to |
| 11 | Wildlife Trade Programme Officer | <i>Not Specified</i> | 27 | <i>Not Specified</i> | SP Head <i>Position Vacant</i> |
| 12 | Wildlife Trade Programme Assistant | <i>Not Specified</i> | 26 | <i>Not Specified</i> | Wildlife Trade Programme Officer |
| 13 | Wildlife Trade Programme Assistant (Interim: role # 11,12,13) | Interim 2005 | 18+9+14 (3 roles) | SP Head | SP Head (<i>ad interim</i>) |
| 14 | Communications Officers (60%/40%) | 2004 ? | 12 | Deputy Coordinator | SP Head |
| 15 | Intern | 2005 | 8 | Deputy Coordinator | Communications Officers |
| 16 | SIS Manager | 2005 ? | 6 | SP Head | SP Head |
| 17 | Senior Plants Officer | 2003 | 11 | Deputy Head | SP Head |
| 18 | Publications Senior Secretary | 2003 | 19 | Deputy Coordinator | SP Head |
| 19 | Biodiversity Assessment Programme Senior Advisor | <i>No TOR found</i> | <i>No TOR found</i> | <i>No TOR found</i> | SP Head (<i>Secondary line: Deputy Coordinator</i>) |
| 20 | Biodiversity Assessment Programme Officer | <i>No TOR found</i> | <i>No TOR found</i> | <i>No TOR found</i> | Biodiversity Assessment Programme Snr Adv |
| 21 | Biodiversity Assessment Programme Officer | 2005 ? | 8 | <i>Not Specified</i> | Biodiversity Assessment Programme Snr Adv |
| 22 | Programme Officer on Biodiversity Assessment | 2001 | 6 | Senior Advisor Biodiversity Ass. | Biodiversity Assessment Programme Snr Adv |
| 23 | Global Mammal Assessment Lead Coordinator | <i>Not Specified</i> | 9 | <i>Not Specified</i> | Biodiversity Assessment Programme Snr Adv |
| 24 | Global Marine Species Assessment Coordinator | <i>Not Specified</i> | 10 | <i>Not Specified</i> | Biodiversity Assessment Programme Snr Adv |

Staff are mostly satisfied with the definition of their role as per the Terms-of-References⁶. Whether those Terms-of-Reference accurately reflect the activities of the staff is in fact little cause for concern for the staff. Very often, when roles have changed from their description in the Terms-of-Reference, staff have accepted the changes orally and have transitioned into their new responsibilities. This is evidenced by the fact that of the 22 filled positions within the Species Programme, two TORs did not exist. For the

⁶ In our electronic questionnaire, we asked staff if their current TOR reflected their current responsibilities. 5 answered "yes," 11 answered "mostly yes" and 3 answered "no."

remaining 20 staff, five TORs did not have the last updated date specified. Of the 15 TORs that did exist and contained revision dates, four were last updated in 2005, two in 2004, seven in 2003 and two in 2001. Although it is commendable to have TORs for all positions within the programme, these are only effective if they are reviewed according to a time-bound process and where necessary updated, possibly on an annual basis in line with the assessment period.

Prioritization and distribution of workload

The Species Programme needs to increase performance in prioritization of tasks and workload distribution. Many staff operate on an ad-hoc basis and require further guidance from their line manager. Line managers often lack the time to provide this guidance. Frequent although necessary travel accounts for part of this problem, but line managers are in no better situation than most of the staff: they are over-loaded by tasks in general, and tasks of providing guidance to their direct reports in particular.

Personal loyalty to the cause and to the organization are indispensable components of a successful non-profit organization. These advantages can only be exploited effectively to the extent that effective demands and limits are defined in ways that seem manageable and reasonable to the staff. Particular attention must be paid to limiting enthusiasm for "good" ideas. The real criteria for taking on new projects must be based on the consistency of those new projects with ongoing activities. Such consistency is only possible when all who participate in the decision-making process are well aware of the ongoing responsibilities and commitments of all involved. Without effective communication, all new projects will remain disembodied from the organization's central mission.

Governance in relation to SSC Chair

Although our terms of reference only cover the SP, it is important to highlight the currently undefined rules of engagement of the SSC Chair with the SP. This issue was rated ninth (out of 41 issues voted on) in our 31 January 2006 workshop confirming perceptions that the current SSC Chair is engaging with staff, regions and thematic programmes in an unclear manner and far more often than is warranted (daily in some cases), having an adverse impact on the Chair's and the staff's work. One comment from the survey is particularly revealing: "Given high transaction costs of interacting with the Chair, we are not able to adequately support the network." This ambiguity results in staff perceiving they have "two bosses" – adding to the already difficult task of priority setting. In our survey, staff were asked how often they interact with the SSC Chair directly and how much they felt this amount should be (ID questions 56 and 57). Although the SSC chair currently interacts with more programme officers than administrative staff (ID Question 45), the programme officers answer was unambiguous – their time spent must be drastically reduced when dealing with the SSC Chair directly. Survey results suggested that this interaction should to be between an average of once a week and once per month – depending on the defined role/need.

Although the roles and responsibilities of Commission Chairs are clear (*refer to the extract below*), the rules of engagement with the Programmes do not appear to be stipulated. We understand that a formal annual appraisal of Commission Chairs will be required as of 2006. This will certainly assist in appraising the effectiveness and leadership of the Chair's performance. The appraisal will be most effective if tailored, specific objectives are set at the beginning of each year.

Roles and responsibilities of Commission Chairs⁷:

- a) To provide creative, dynamic and visionary leadership for the activities of the Commission to enable it to fulfill its mission as defined in the mandate adopted by the World Conservation Congress.
- b) To serve as the lead representative for the Union in the substantive field of expertise of the Commission.
- c) To maintain a network of Commission members.
- d) To supervise the organization of the work of the Commission.
- e) Within the preceding, to ensure that the Commission works closely with the other IUCN Commissions, IUCN's membership, its National and Regional Committees and the Union's other components to further the objectives of IUCN and its integrated programme.
- f) To raise financial resources, supplementary to the budget of the Union for the activities of the Commission.
- g) To represent the Commission at national and international fora directly related to the implementation of the Commission's programme of activities.
- h) Responsible for the appointment or re-appointment of the members of the Commission and the assessment of their participation.
- i) Responsible for ensuring that there is proper authorization of expenditure for Commission activities and operations and that there is proper accounting of all Commission funds.
- j) Presentation of a report at each ordinary or extraordinary session of the World Congress and each year to the Council.
- k) Member of Council, providing guidance on the overall development and implementation of the Union's policies and programmes for the period between sessions of the World Conservation Congress and fulfilling the functions of the IUCN Council as outlined in Article 46 of the Statutes.

⁷ Ref Doc: "IUCN Commission Chairs Election, Role and Function

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 standard staff management rules.

The capabilities of an organization degrade over time without a sustained commitment to superior performance. If a performance assessment process is not given full attention, a unit such as the Species Programme is at risk of its quality being compromised.

Based on evidence from the survey and interviews, there is agreement that the performance assessment framework has long been inefficient. It has suffered from a lack of guidance and a questionable accountability culture, with the result that SP has been employing staff that are no longer productive or whose skills only incompletely measure up to their responsibilities.

Under the current system, performance assessments are not completed on a regular basis, and are often overdue. When done, they are inconsistent and depend on the line managers’ skills and commitment. Guidance for line managers is weak if existent at all. The performance assessment receives weak and inconsistent institutional support. We have little evidence that the Human Resources department is able to promote and guarantee the quality of the performance assessment outputs using the current system, although we are fully aware that this is now being addressed very seriously across the IUCN.

Finance

Budgeting tools

The lack of adequate budgeting procedures leads to wasteful spending, a dissipation of scarce resources, and a marked decline in the ability of the organization to meet its objectives. Not surprisingly, there is a general consensus on the fact that the recurrent financial deficit is one important issue of the Species Programme.

We understand that the 40 % rule for A and B projects could be a cause for the financial deficits. Some cost centers have the discipline, skills and perhaps the luck to operate in a stable environment, and will make good use of the flexibility provided by this rule. The estimated budget for the year can certainly be higher if you take into account likely sources of future income.

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 partners, or by an environment which is less stable. We therefore feel that the 40% figure, given the past Species Programme circumstances, is too generous. In the end, this generosity has backfired, and was one of the key factors that brought about the troubled situation which has evolved over the years.

Overhead costs

In IUCN terminology, “Cost recovery” or overhead costs covers staff time and a management fee. The work of IUCN Central function and Species Programme management will be covered by the management fee. Technical expertise and project management will be covered by staff time.

Based on what we have seen in other organizations, it is not common to include the output of a project in the “overhead” section of a budget. Much of the output of the Species Programme staff, and possibly of other IUCN programme staff, is coordination and project management. Therefore, IUCN Global Finance should consider if staff time should be included in the “overhead” line of a project budget and weigh the benefits of practical differences.

Resource Allocation

There is little question that some of the groups within SP are grossly understaffed. The Red List sub-programme is one such area where under-capacity may be critical.

The question “How many people should work for the Species Programme and how do you fund their work?” provided very different answers. Some people confessed that they didn’t know and had no clear sense of how to rectify the problem. Others seemed to have an idea how to address the issue, but no one, however, was able to provide any criteria.

Opportunistic growth, where the Species Programme engages in new temporary activities with dedicated funding, provided it is consistent with the strategy, is an option. The only viable solution to the effective allocation of existing resources is to define more concretely the priorities of the organization as a whole and to map out the resources necessary to support effectively the most important ones. But the target budget is one key element. Knowing how to meet the budget with funds is another. Defining what budget items are permanent, and what are temporary (projects) is yet another.

Those elements, in the end, all tie into the strategy of the Species Programme, which many interviewees regretted was lacking.

The Species Programme is a big IUCN programme, and does not rely on IUCN central functions for all support functions, such as communication. The Species Programme has thus specific “internal overhead costs”: the cost of those central functions that cannot be directly project-funded (such as administrative, communication, technology support, management). The SP should make the provision of these functions a top priority of its budget allocations.

Budget Allocation Process

The budget allocation process of the IUCN core funds aggravates the financial insecurity of the SP. The IUCN process is not clear for all and raises questions on how to measure contribution to the organization.

Many expect a tighter link between core funding and contribution to the IUCN overall mission, but also agree that it is hard to measure contribution. For instance, the Red List is a flagship product of IUCN. But how does this translate in financial terms? What amount of donor money can be secured by the IUCN as a whole because of the Red List contribution to the conservation world? How much of the IUCN core funds should the Species Programme receive for producing the Red List? How do you value and should you pay for the contribution of the Species Survival Commission volunteers?

We suggest that the efforts and resources devoted to producing the Red List be fully documented and measured. Without such substantive and quantitative information, it is virtually impossible to make an intelligent and informed judgment about how the budget should be allocated to support the SP's, and possibly the IUCN's, most important product. As it is certainly the most visible product, we believe that the Red List should clearly be identified as one of the most important priorities of the organization. This product also has great potential for future income generation, as long as current capacity issues are addressed.

It is also important to address the question regarding how much of a programme is funded through free gift of volunteer time as we see increasing changes in national legislations regarding financial reporting requirements for organizations that rely on voluntary contributions.

Whether there will be new documented criteria for the allocation of IUCN core funds or not, the IUCN budget team could certainly benefit from more information.

To summarize, the following information is lacking:

- Estimate of the financial equivalent of the contribution of activities to the IUCN and to the cause of conservation (revenue generated)
- Estimate of the financial equivalent of the effort required by the activity (costs)

IUCN should dedicate its activities to raising significantly more money, using its priority projects as hooks, but reserving the right to allocate parts of the new money to less donor-attractive projects. Perhaps IUCN may wish to determine a percentage basis for such reallocations on a predictable scale, making sure that all donors are apprised of the fact that their money does not go exclusively to their pet project.

In conclusion, there is some room for improvement in finance skills, tools, procedures and communication. In a number of not-for-profit organizations, finance figures are a burden. Finance staff who work in the private sector are generally better-off: some of the finance figures (revenue) are a direct measurement of the good work done by the company. Those finance figures are a measure for success, in theory. But most non-profit organizations have a clear sense of mission that can be concretely measured. The Red List is one such measure and should be touted as the preferred measure of success even given the differences of the Red List from the other objectives. Since it is the most important priority of the SP, one should seek to develop tangible and comparable measures of success.

Information Technology

Strong technology management skills have never been part of the Species Programme skills set. Up to recently, some self-acquired technology management skills could be found within the team, born of necessity. However, these self-taught skills have been developed unevenly, by people whose job was not technology management. Nonetheless, thanks to these efforts, basic technology needs have been met.

In most organizations, technology management requires a dedicated person. It is very rare to find people who have responsibilities in technology management and in core business activities, such as programmatic or scientific work.

There are two reasons to explain the lack of technology management skills. First, it takes time to acquire technology management skills. A technical education background is not a necessity: many people acquire technology management skills on the job, but over a long period of time (several years). The second main reason is that, for large enough projects such as SIS or GIS, resources are required to drive the project, to inventory user needs, to make sure user needs are consistent with budget and technical infrastructure, to translate user needs into technical language, to provide training and support, to define and monitor time targets.

The addition of the group of proven technology management skills through the recruiting of an experienced technology manager for the SIS manager position was thus a very good choice that is evidenced by the positive feedback provided by the Species Programme team members

However, the institutional framework for the optimal use of technology is inadequate. The Species Programme will be relying on external expertise and infrastructure to fulfill its need in technology, as IUCN is lacking such internal resources. This is evident in the discussions currently underway regarding the external hosting of the Red List database and the Species Information Service. Other organizations, such as WCMC, also have technology capacity which surpasses that of IUCN and is thus attractive to SP.

Other than basic needs, IUCN has not been in a position to service the technology needs of its users. Financial resources, technical expertise, relationships with users are probably the reasons why IUCN is barely offering more than maintenance. This abdication of responsibility by the parent organization is inexcusable. Given the wide-ranging thematic and geographical scope of the organization, the only cost-effective choice for the IUCN is to assure consistency and support for common technological support systems.

The potential applications of new technologies potential are not fully exploited by the Species Programme. For instance, Geographical Information Systems (GIS) have not consistently been used. Only the DC office has had access to such technology, provided by their host, Conservation International.

It is possible to speculate that if the Species Programme had had the time to pause and define a more coherent set of objectives, including the need to strengthen the delivery of information to policy and decision makers; it may have identified the new GIS technology amongst others as a tool to efficiently deliver information to non-specialists. Once again, without a strategy, technology will never be fully embraced.

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 behaviour within the workplace, we collated some general comments from interviews and the survey to address the assessment topic of “Style.” This includes tangible evidence on how time is spent by staff and management and internal communication.

Strengths:

Although the definition of style considers management’s behaviour and not staff behaviour, we felt it was necessary to review how staff were spending their time and attention based upon the messages they were receiving from their line management. To that extent, we therefore examined the responses to the question “How would you say your time is spent (daily)?” 23% responded that they spend the majority of their time (average is about 3 hours) on scientific data gathering, editing and publication. This is evident as the SP is one of the key programmes whose staff publishes in *Nature* and *Science*. This clearly brings scientific credibility to the IUCN. Many other IUCN programmes publish internal papers which are critical to the core of IUCN but do not necessarily reach the masses outside of the Union.

In addition to scientific literature, there is broad recognition of the value and quality of the products which are associated with the Species Programme: Red List, CITES Analyses and CBD Policy Work were all quoted within the 2004 IUCN HRMG Organizational Survey as a strong assets to the programme. Although many of the teams working on these tasks are small (groups less than two people), the motivation and team spirit of personnel supportive of each other – even if virtual – allows them to excel.

So, how does management spend its time and attention? They are also committed to their work and are considerate about their staff. But their demands mean that they are stretched thin in a careful balancing act of managing staff, admin, travel, fundraising and policy work. This is all required of them but they need to be cautious to effectively delegate and empower staff where appropriate and where the skills are available. More importantly, management should make absolutely sure that the allocation of their time is determined by the objectives of the organization as whole, and not as a result of contingent pressures, such as donor funding opportunities or events in the outside world pertinent to the overall mission of the IUCN.

Weaknesses:

Internal communication within the Species Programme, and between SP staff and other IUCN staff is not effective and improvements should be made at both levels. Colleagues within the same office communicate quite well as a rule, although the quality and frequency of meaningful exchanges is hampered by busy travel schedules for more senior staff, explained by being in different buildings in both Cambridge and Washington D.C. and general work overload everywhere.

Communication between offices is far less effective than would be expected in a team of this size and given the capabilities offered by modern technology. This is exemplified by the lack of familiarity of

⁸ Frederick W. Taylor, *The Principles of Scientific Management* (New York: Harper Bros., 1911): 5-29

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 be addressed as a priority.

This is further compounded by the complexity and opacity of relations between SP and the Species Survival Commission, leading to both under- and over-communication and the ensuing misunderstandings and frustrations.

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.

Analysis

The effective and efficient delivery of the Species Programme and services to SSC requires a number of non-technical skills (managerial, technical, financial, administrative and fundraising). These need to be situated efficiently with the scientific skills (assessment, analysis) needed to meet the higher conservation objectives that support the overall vision and mission (see section A).

All of these skills can be found amongst current SP staff, but they are not evenly distributed nor are they sufficiently developed to meet the diverse and growing demands placed on the Programme by the Commission and by the wider IUCN network.

Furthermore, we have approached this question in two ways: first, we analyzed the relationship between current staff and skills as requested, and second, we added the dimension of personal interests in order to assess how well these are being met given the individual skills sets and job requirements. This is an important measure of motivation, which in turn is a driver of performance.

The **current mix of non-technical skills** can best be described as unequally distributed, specifically in the area of fundraising, but also in an area which we have described as “influencing key decision makers”. These two areas are obviously closely linked, which would seem to indicate that the actions required to address these inadequacies can be coordinated.

The view that **fundraising skills** were lacking amongst staff was not shared unanimously amongst respondents, and was often tempered with a reference to the lack of a coordinated fundraising strategy. This was corroborated by isolated examples of very successful fundraising initiatives, either by groups of individuals or single individuals, but seemingly on a random basis. Our view is that the model whereby “everybody is a fundraiser” is not feasible for three reasons:

- fundraising requires a specific set of well honed skills, which are often not found or are poorly developed in individuals who have strong administrative or technical skills,
- unless the Programme, and potentially the wider IUCN, can demonstrate a coordinated fundraising strategy, even the best fundraisers will be challenged to provide a sustainable pipeline of funding in the complex environment of donors, partners and members which characterizes the organization, and
- without a clear fundraising strategy, fundraising can divert the organization away from its central mission.

The skill set described as “**influencing key decision makers**” can be described as being the ability to make the outputs of the Species Programme available to policy and investment decision makers in a form which they can understand and use. This requires a set of analytical and communicative skills, and presumably the ability to identify and maintain contact with the relevant decision makers. These skills are in part present in current individual SP staff members, but not in a consistent, sustained, or transparent manner.

On the question of **managerial skills**, respondents were quick to point to the challenge in having qualified technical experts in management positions, as the skill sets or personal interests may not be compatible. We refer to this dichotomy in the section on “shared values”. The current mix of managerial skills is balanced, in our view, but we feel that the personal interests of the individuals who have those

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 be 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.

Shared values

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

Strengths:

There is an inherent strength in the subject matter that the Species Programme deals with. Species is core to the wider mandate of IUCN, as evidenced in our recent discussion with the Director General. The mission of IUCN and the implied mission of the Species Programme is to conserve nature – as such, this overall goal needs to be kept as the absolute target. The personal values and commitments of the members of the programme reflect this notion, as they are all fully committed to the cause of conservation, and most would agree that the IUCN is a leading name in this field. In the same way that members of the SSC volunteer their time to contribute to the work of the respective Specialist Groups, the staff of SP will sacrifice free time in order to carry out their tasks.

Weaknesses:

As much as the above mentioned commitment and passion should rightly be admired and encouraged, our analysis is that it cannot be sustained, and especially not in a situation where some of the additional contribution needed in terms of personal time could be avoided by better organizing and prioritizing the tasks to be carried out and providing more effective support to accomplish them.

Also, as discussed in Section A, there is currently a disconnect in the cross-linkages between the SP and other IUCN programmes. The general relationship appears to be more one of competition than collaboration. Furthermore, there simply seems to be a limitation on the amount of time made available for cross-linkages with other programmes and the regions.

Many perceive that IUCN management is spending a lot of time and resources on issues that are not central to IUCN's mission, largely donor-driven. The feeling is sometimes that IUCN has to re-focus on doing what it does best and remain committed to it.

In this context, the sheer drive that we have observed in the majority of SP staff risks being weakened or taken elsewhere, which would be very detrimental to the Programme and the IUCN in terms of delivering its mandate and maintaining its attractiveness as an employer.

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 SSC Chair and the Programme (management and staff) need to be defined and communicated to all the parties concerned.

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 is essential that SP should engage more systematically and constructively with other IUCN programmes and with the regional offices.

This objective could be achieved by identifying common programme objectives or areas where specific programme objectives are mutually dependent and supportive. At the early stages of designing workplans and elaborating budgets, these commonalities and interdependencies must be considered in order to ensure that interaction between SP and other programmes is structurally ensured. Although this requires significant effort at an early stage, we are convinced that SP will be able to realise economies of scale in return, and that teamwork and quality of outputs will be improved.

Although we recognise that the technical nature of species work does not lend itself as well as that of some other thematic areas to an “empowerment” model based on regionalization and decentralization (as per IUCN’s declared strategic initiatives), SP would gain from a more collaborative and coordinated presence in the regional offices.

It is easiest to achieve this recommendation on a case-by-case basis, depending on specific projects that can be carried out in cooperation with individual regional offices, rather than attempting to set in place an organization-wide initiative which would aim to install an SP focal point in all regional offices.

To what extent do the activities of the SP currently reflect its stated objectives?

Recommendations:

If the further 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.

As has been documented already in a number of previous reviews, we concluded in section A that there needs to be a much clearer articulation between the high level IUCN-wide strategy (covering all programmes and regions) on the one hand, and the vision, goals and objectives of the Species Survival Commission and the role and objectives of the Species Programme, on the other. This hierarchy of objectives must then not only be reflected in Annual Plans, but also in individual Terms of Reference, from the Head of Programme to support staff. It must also be the driving and determining force in the choice, implementation and maintenance of the organizational model which will most effectively deliver the Programme’s value proposition.

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

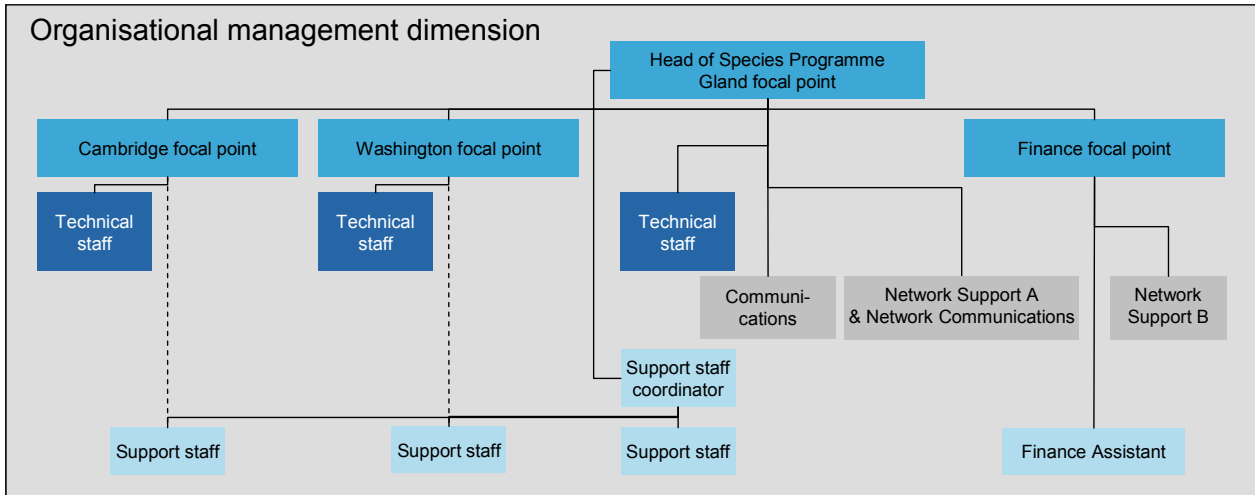
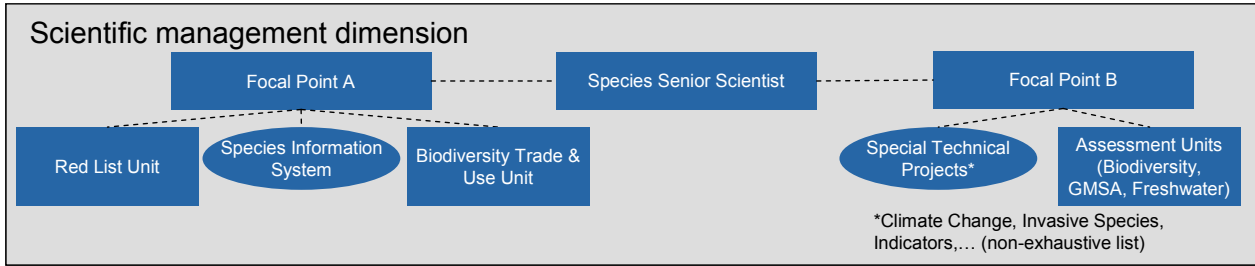
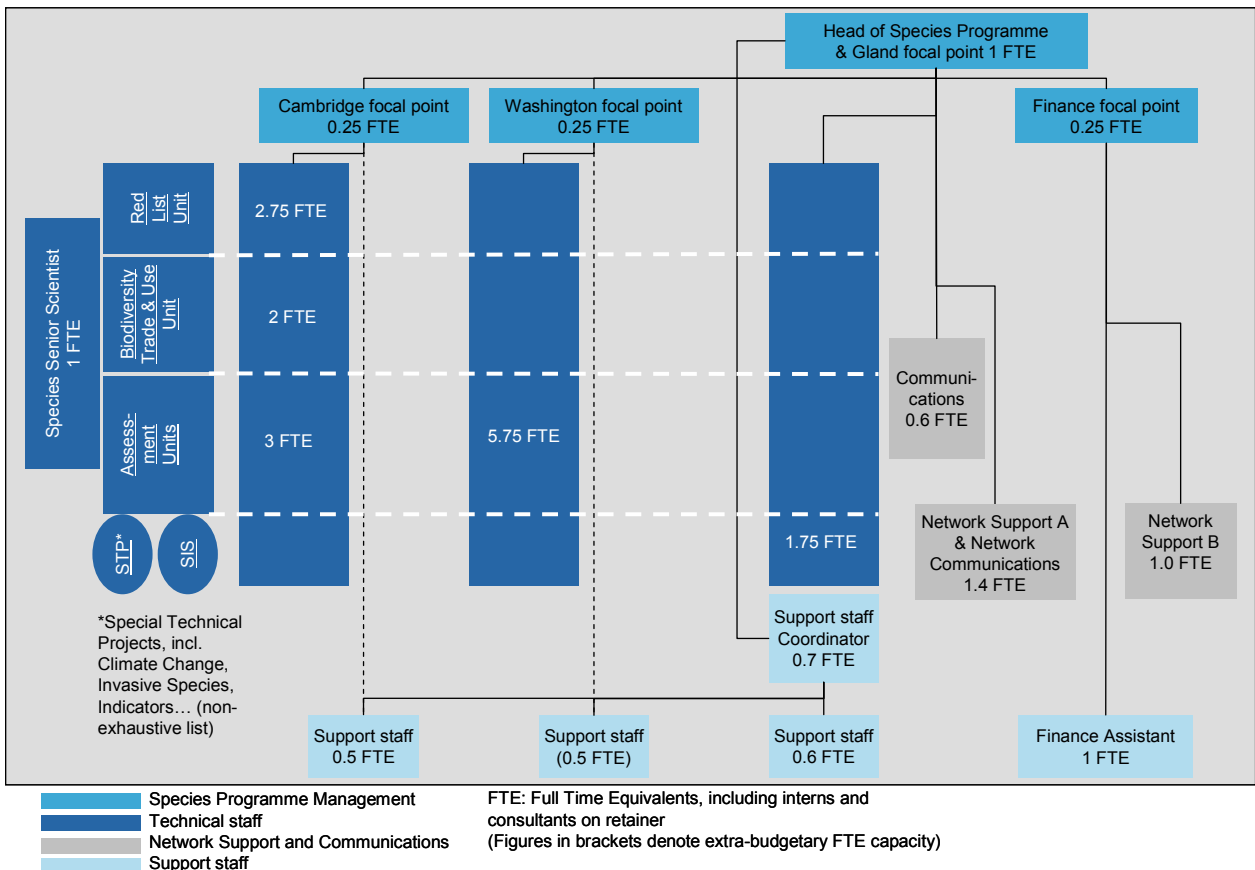


Figure 2: Suggested structural adjustment: matrix structure organization chart



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 |
|----------------|---|---|---|
| # | Title | Description and initial remarks | Refers to |
| 1 | Approve suggested structural adjustments | To meet the dual challenge of managing the programme while continuing to deliver scientific analyses, we recommend a matrix structure , as presented on the preceding page. The feasibility and cost of implementing such an adjustment must be considered. Sponsorship for the changes must be obtained from IUCN Senior Management. | IV A “Role and Objectives of SP” IV B “Current Organizational Model” |
| 2 | Create Task Force | The re-allocation of responsibilities and tasks, revision of individual terms-of-reference and restructuring of certain positions, should be the object and focus of a task force comprising SP management and IUCN Human Resources specialists. This may involve potential further input from an external partner with specific expertise in organizational redesign. | Recommend. # 1 IV B “Current Organizational Model” |
| 3 | Consolidate overall management responsibility | Strong leadership is a prerequisite for organizational performance, even more so during transformation. We recommend a clear dual leadership model which reflects the 2 dimensions of the matrix model, and would require the creation of a “ Species Senior Scientist ” role. | IV B “Structure” IV B “Skills” Recommendations # 1, # 2 |
| 4 | Create intermediate management level | Managerial skills are not lacking. What must be decided and instituted is the middle-management layer of the suggested model, referred to as “ Focal Points ”. This must take both the scientific and organizational dimensions into account, including the need to delegate operational management of the 2 remote locations. | IV B “Skills” Recommendations # 1, # 2, # 8, # 9 |
| 5 | Create support staff coordinator role | Redistributed support staff capacity (see below) will only be sustained by implementing a coordinator role which must be attributed to a respected and dedicated support staff member, reporting directly to the head of Programme. This role must be designed to ensure fair and adequate prioritization of administrative and support tasks. | IV B “Structure” Recommendations # 1, # 2, # 6 |
| 6 | Redistribute support staff capacity | Better use of support staff capacity where it is most needed can be obtained by re-allocating responsibilities and tasks and restructuring certain support positions to properly reflect the geographical spread of SP activities (e.g. publications position in Gland, whereas the IUCN publications unit is in Cambridge). We recommend that there be a local support staff position in each of the 3 locations, coordinated out of Gland. | IV B “Structure” Recommendations # 1, # 2, # 5 |

| 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" |
| 11 | Ensure continued access to technology | As SP continues to enhance the technological underpinnings of the programme (Red List database, SIS), there must be stronger assurance that the required technology will continue to be available, either on offer by 3 rd parties or internally to the IUCN. This requires a technology plan which identifies current and future needs, sources which can service those needs and potential funding to pay for them. | IV B "Systems" Recommendation # 10 |
| 12 | Strengthen skills sets | Areas in which we recommend that SP concentrate its efforts in terms of capacity building are: <ul style="list-style-type: none"> ▪ Language skills ▪ Information technology skills ▪ Project management skills ▪ Finance management skills ▪ Fundraising-related skills (proposal writing, presentations, negotiation) | IV B "Skills" Recommendation # 10 |
| 13 | Strengthen communications | Given that it is recommended to maintain three distinct locations for strategic reasons, it is very important that the SP makes a concerted effort to create a sense of common belonging and purpose through informal knowledge sharing and a formal communication framework. This may take the form of regular, structured conference calls around a specific subject (e.g. budget review, resource allocation, fundraising opportunities, technical briefs), but should also include documented communication other than e-mail (e.g. progress reports, mid-term staff reviews, upward and/or 360° feedback, etc.) | IV B "Style" Recommendations # 14, # 17 |
| 14 | Improve resource allocation and task prioritization | The SP should examine ways in which staff utilization and workloads could be tracked in order to assess whether tasks being accomplished are in accordance with objectives, whether they are being distributed ad-hoc, and how this is impacting effectiveness and morale. This should be a combination of a staffing tool and a process whereby tasks are allocated. Such a mechanism can also be used in driving improved communications (see # 13) | IV B "Style" IV B "Shared values" Recommendation # 13 |

| Recommendation | | Comments | References |
|----------------|--|---|---|
| # | Title | Description and initial remarks | Refers to |
| 15 | Effectively manage partnerships | As SP has chosen to engage in a number of strategic partnerships, these need to be clearly governed by the appropriate, binding memoranda of understanding and service level agreements. Responsibility within SP for maintaining and monitoring the relationships with each partner must be established and communicated. Particular attention must be paid to potential confusion in reporting lines where partnerships include seconded staff positions. | IV B "Strategy" |
| 16 | Undertake wider stakeholder survey | In order to optimize engagement between SP and its wider stakeholder community (SSC, other IUCN Programmes and Commissions, Regional Offices), we recommend that a full, detailed survey be conducted. | IV A "Role and Objectives of SP" IV B "Strategy" |
| 17 | Ensure common identity and image of SP | In order to avoid confusion regarding staff responsibilities and allegiances, we recommend that clear directives be given regarding the printing of business cards and the use of e-mail footers. | IV B "Strategy" Recommendation # 13 |

Most of the recommendations on the previous pages can be implemented by Species Programme management, obviously with the full support and commitment of IUCN Senior Management.

In the course of this review, we also asked SP staff to identify issues which they felt impacted the performance of the Programme but over which they felt they had little or no influence. These are captured in the table on p. 61 of Part 2 of this report

VI. Conclusion

We trust that the findings, analyses and recommendations presented on the preceding pages will be used as intended by the review team, and that they fairly reflect concerns which were expressed by the participants and possibilities that are open to the Species Programme at this point in time.

In conducting this review, we have been able to observe at close range the challenges which come from maintaining a team of highly-skilled specialists, spread out between distant locations, serving a vast, loosely-structured but demanding network and competing for funding in an increasingly tough environment. We have also observed the sheer determination and commitment with which the Species Programme staff rise to that challenge. Against this backdrop, we are convinced that there is every good reason for the recommendations in this report to deliver the expected benefits, if they are fully embraced and carefully implemented.

As indicated both during the review and in the preceding pages, PricewaterhouseCoopers would welcome the opportunity to accompany the Species Programme in further phases of the transformational process on which it is embarking.

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