

# Strategic Review of the Eastern Africa Regional Office (EARO) of IUCN – The World Conservation Union

## Annexes

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# **Annex 1 Terms of Reference**

## **Terms of Reference Strategic and Programmatic Review of the Eastern Africa Regional Office (EARO) of IUCN**

**4 July 2005**

### **1. Context and Rationale**

#### **1.1 IUCN Cycle of Strategic Reviews**

As part of its system of evaluation as set out in the IUCN Evaluation Policy, IUCN undertakes a regular series of Strategic Reviews. These reviews assess a range of key performance criteria including relevance, effectiveness, efficiency, impact and sustainability of an IUCN component programme (regional or thematic) or policy. Strategic Reviews may be conducted as internal peer reviews or be externally led depending on the nature of the circumstances or the preference of those commissioning the review. Until now, Strategic Reviews of IUCN regional and thematic programmes are commissioned by the Director Global Programme, recent changes in senior management functions will shift this responsibility to the Director General.

The IUCN Eastern Africa Regional Office has been included in the 2005 review cycle at the request of the Director General and the Eastern Africa Regional Office. This review coincides with the start of the 2005-2008 programme cycle and the impending departure of the Regional Director and is an opportune time to review the process of the Regional Office in Eastern Africa.

#### **1.2 IUCN Eastern Africa Regional Office**

The Eastern Africa Regional Office was the first regional programme for IUCN. IUCN's presence in Eastern Africa stretches back more than 40 years when it first carried out wildlife conservation projects in the region. Membership grew in the 1970s and early 1980s and the range of IUCN activities expanded, such that a programme of work was required and the Eastern Africa Regional Programme was developed in the mid 1980s.

EARO operates in ten countries in Eastern Africa, the Horn of Africa and the Western Indian Ocean, including Kenya, Tanzania, Uganda, Sudan, Ethiopia, Eritrea, Djibouti, Somalia, Comoros and the Seychelles. Recently, EARO has interacted with the IUCN Regional Office for Central Africa to implement additional activities in Burundi, Rwanda and the Democratic Republic of Congo. EARO also interacts with programmes in Egypt, West Africa and Southern Africa in Malawi and Zambia. EARO is also active in pan-Africa processes such as AU, AMCN and NEPAD.

IUCN has 22 members in the region and includes representatives of all the IUCN Commissions with regional Commission structures in place for the Commission on Environmental Law, the Commission on Education and Communication, the World Commission on Protected Areas and the Species Survival Commission (through the Sustainable Use Specialist Group).

The regional programme consists of four ecosystem related thematic areas: drylands, tree-dominated ecosystems, coastal and marine and water and wetlands; as well as six service thematic components, including: social policy, biodiversity economics, conservation areas,

implementation of international conventions, environmental planning and support to environmental non-governmental organizations.

EARO is also responsible for liaison with UNEP and as such is responsible for delivering on a major portion of IUCN's policy work.

### **1.3 Purpose and Objectives of the Review**

The overall purpose of the Review is to assess the performance of the Eastern Africa Regional Office with regard to its mandate and programme and to make recommendations for the future strategic direction of the Programme and the management and organizational development of the Office.

The specific objectives of the Review are:

Organizational effectiveness and structure:

1. To assess the effectiveness of programmatic and conservation work carried out in the major thematic areas, including drylands, forests, coastal and marine, water and wetlands, biodiversity economics, social policy, implementation of international agreements, environmental planning and support to environmental NGOs. This will include questions of quality of work and outputs, presence of innovation and leading-edge thinking in conservation and employment of the IUCN strategies of knowledge, empowerment and governance (including influence on policies and agreements, development of useful products, linking with stakeholders).
2. To assess the effectiveness of strategic management, leadership, donor relations (including changing donor attitudes and modes of support) and organizational development of the Eastern Africa Regional Office.
3. To assess the financial viability of the Eastern Africa Regional Office.

Programmatic Relevance

4. To assess the continued relevance of the Eastern Africa Regional Programme to the IUCN Members, partners and donors in Eastern Africa, and to the broader IUCN Programme.
5. To assess strategic positioning (niche) of the Eastern Africa Regional Programme in relation to the major sustainable development and conservation issues and trends and other actors in Eastern Africa
6. To identify major gaps in the Eastern Africa Programme and to suggest futures direction for programme development and for programme management and delivery (both content and capacity).

Based on the above review, to make recommendations for the future development, leadership, management and organization and funding of the Eastern Africa Regional Programme.

On the whole, the emphasis of the review will focus largely on the organizational structure (80%) and how this contributes to questions of relevance and strategic positioning (10%) and the effectiveness of programme delivery (10%). The financial review of EARO will be addressed in a separate process led by IUCN's Finance Division, the results of which will be incorporated into this review.

## **1.4 Audience for the Review**

The Review is commissioned by the IUCN Director-General for the purposes of accountability and learning for future improvement. Both the Director Global Programme and the incoming Regional Director are expected to use the Review to make improvements in the 2005-2008 Intersessional Period, including programme implementation, management and organizational systems.

The major stakeholders of the Review are: Members, partners, donors, IUCN thematic programmes staff (both in EARO and in the global thematic programme), IUCN senior management and the staff of the Eastern Africa Regional Office.

## **1.5 Questions and Issues to be covered by the Review**

See Evaluation Matrix (attached)

## **2. Review Team**

The Review Team will be led by Andrew Ingles (Asia Region) and supported by Alex Moiseev (Adviser, Planning and Evaluation), Line Hempel (Finance), and Caroline Muller (Finance).

Andrew Ingles (Team Leader) will provide oversight to the evaluation process, undertake sensitive interviews, participate in the drafting of the evaluation report, findings and recommendations and any confidential memos arising from the review. In keeping with recent evaluation processes, all findings related to human resources issues will be treated confidentially in a management memo to the Director, Human Resources.

Line Hempel will be responsible for reviewing all financial aspects of the review, including propriety of financial reporting, efficient use of resources, appropriateness of the ABC List's management, etc. (see annex 2). Line Hempel will be responsible for analyzing data, drafting findings and recommendations and liaising with the Team Leader and Adviser, Planning and Evaluation to ensure that the financial aspects of this review are adequately and accurately represented in the Review.

Alex Moiseev will be responsible for providing the design of the evaluation, developing interview protocols and questionnaires, undertaking document reviews, interviewing IUCN Senior Managers and EARO staff on-site, convening focus groups (as necessary), analyzing data, drafting results, findings and recommendations and providing liaison with the Team Leader and Financial Officer.

## **3. Methodology**

To address the key objectives and answer the major questions of the Review, the Review team will collect quantitative and qualitative data from key IUCN stakeholders in the Eastern Africa region, including Members, partners and donors, as well as from IUCN Senior Management (e.g. Director Global Programme, GTP Senior Coordinators, Head, Donor Relations, Director General, etc) and Technical Staff (Heads of select Global Thematic Programmes or Senior Programme Staff), EARO Senior Management, Technical and Support Staff,

Data collection instruments will include documentation analysis, semi-structured interviews with stakeholders listed above, to reach a representative sample of all stakeholder groups.

### **3.1 Schedule for the Review**

The Review will be carried out between 16 May 2005 and 30 July 2005. A detailed workplan, including the level of effort during those dates for all team members will developed shortly, but it is anticipated that the most intensive period of the review will occur between mid June and mid July 2005.

Key activities and milestones for the review are:

1. Design and start-up of the Review – finalization of Review Team, Evaluation Matrix, design of interview protocols and questionnaires and scheduling of Review Mission will occur between 4 and 10 July. Documentation Review will commence as early as feasible within this timeframe. Interviews of key stakeholders outside of Eastern Africa (HQ and other locations) will occur between 4 and 14 July.
2. Review missions will be undertaken in two phases. The finance team will visit EARO in the first week of July, including a staff debriefing at the end of the visit. The draft findings will be communicated immediately to the Review Team Leader and Director Global Programme and Chief Financial Officer to revise the ToR as needed. The programmatic aspects of the review will be undertaken from 18 to 25 July in Nairobi, with a briefing of EARO staff on 25 July, followed by a briefing of the Director-General, Director Global Programme and the Senior Coordinators on 26 July.
3. Data Analysis and Drafting of Report, Findings and Recommendations between July 22 and 26, with a draft report produced at this time.
4. Discussion of Finding and Recommendations with key Senior Management (HQ and EARO) 26th July, with a Final Report submitted by the end of July.

### **3.2 Outputs and Deliverables**

The Review process will deliver the following outputs:

1. Final evaluation matrix of questions, methodology, workplan and budget, including interview protocols and questionnaires (if necessary)
2. Data analysis report summarizing the results of interviews.
3. Detailed Review report addressing each of the objectives and questions of the Review, analysis to support findings and recommendations.

Dates to be negotiated for deliverables, but ideally, according to the draft Schedule (above).

### **3.3 Costs of the Review**

The overall costs of the Review include:

1. Staff time of one Senior Coordinator, Global Programme Team; the Adviser, Planning and Evaluation and two Finance Officers.
2. Travel costs for all four to Nairobi, Kenya (airfare and per diem)
3. Local expenses, including communications expenses for telephone interviews and local ground transport

The responsibilities, level of effort and costs/source of funding is detailed below:

| Team Member     | Tasks  | Level of Effort   | Source of funding  |
|-----------------|--|---|--|
| Andrew Ingles   | Oversight of review, participate in review mission to EARO and HQ, drafting of review report, findings and recommendations   | 12 days total   | Staff time (in-kind, Asia Region);<br>Travel costs (GPT) |
| Alex Moiseev    | Drafting of TORs, evaluation matrix, evaluation workplan, questionnaires & interview protocols, draft list of documentation, draft list of stakeholders (in collaboration with GPT, EARO).                                     | 5 days  | Staff-time (GPT)   |
|                 | Participation in review mission to EARO/HQ; interviews, drafting of report, findings and recommendations   | 12 days   | Staff time and travel costs (GPT)                        |
|                 | Technical assistance in drafting of action plan to follow-up review; assistance in tracking changes  | 5 days  | Staff time (GPT)   |
| Line Hempel     | Lead Financial Review mission to EARO; draft report, findings and recommendations  | 5 days  | Staff time and travel costs (CFO)                        |
| Caroline Muller | Assist with Financial Review   | 5 days  | Staff time and travel costs (CFO)                        |
| EARO            | Preparation of documentation and scheduling of interviews.<br><br>Participate in review, discuss findings and recommendations, develop an action plan for follow-up and execute on the review recommendations and action plan. | 5 days<br><br>5 days aggregate participation in interviews and de-brief session | Staff time estimated                                     |
|                 | Support local logistics, including secretarial and local ground travel   |   | EARO   |

## Annex 2 EARO Review Matrix

| EVALUATION ISSUES  | QUESTIONS   | PROPOSED INDICATORS   | PROPOSED DATA SOURCES  | PROPOSED DATA COLLECTION METHODS  |
|--|---|---|--|---|
| 1. Effectiveness of the EARO organizational model in delivering the EARP | 1.1 Describe the current organizational model   | Organizational chart, supporting documentation  | Document<br><br>Senior EARO management   | Document review, discussions with senior EARO management                          |
|  | 1.2 Is the spread and reach of the current organizational structure appropriate for the region?   | Programme stakeholders' satisfaction on the spread and reach of the current structure   | IUCN Programmatic staff, IUCN Senior Management, EARO Senior and Technical staff, Members, National Committee Chairs, Partners, Donors   | Individual or group interviews  |
|  | 1.3 Is current organizational model fostering the development of a strong regional programme that is programmatically and financially sound? <very similar to above>  | Quality of data EARO produces on cost-effectiveness of Programme activities<br><br>Programme stakeholders' satisfaction on current network of offices and organizational model  | Financial records or EARO<br><br>Earlier evaluations or audits<br><br>IUCN Programmatic staff, IUCN Senior Management, EARO Senior and Technical staff, Members, National Committee Chairs, Partners, Donors   | Document review<br><br>Individual or group interviews                             |
|  | 1.4 What is the current EARO Business Plan? Is it programmatically and financially sound?<br><br>(would also look at Communication Strategy, Donor Intelligence and Engagement Strategy, Membership engagements strategy) | Current EARO Business Plan<br><br>Evidence from recent evaluations or audits that the programme is financially sound<br><br>Evidence of a satisfactory OABC List (composition, movement, etc)<br><br>Evidence of the cost-effectiveness of EARO recent and current activities<br><br>EARO stakeholders' perceptions of soundness of Business Plan<br><br>Evidence of sound and accurate donor intelligence. | Financial records or EARO; review of OABC List<br><br>Earlier evaluations or audits<br><br>IUCN Programmatic staff, IUCN Senior Management, EARO Senior and Technical staff, Members, National Committee Chairs, Partners, Donors<br><br>Business Plan, Communication Strategy,<br><br>EARO Financial Officers | Document review, including financial review<br><br>Individual or group interviews |

| EVALUATION ISSUES | QUESTIONS   | PROPOSED INDICATORS  | PROPOSED DATA SOURCES   | PROPOSED DATA COLLECTION METHODS                      |
|-------------------|---|--|---|---|
|                   | 1.5 How efficient and effective is the governance of EARO?            | Written and anecdotal evidence of efficient and effective governance at EARO (sound strategic leadership, etc)   | Documentation on EARO governance.<br><br>IUCN Programmatic staff, IUCN Senior Management, EARO Senior and Technical staff, Members, National Committee Chairs, Partners, Donors   | Document review<br><br>Individual or group interviews |
|                   | 1.6 How efficient and effective is the management of EARO?            | Written and anecdotal evidence of: sound HR management (training, professional development, proper guidance, realistic workload, etc); good office internal and external communication; sound managerial leadership; presence of performance review or self-assessments. | EARO documentation<br><br>IUCN Programmatic staff, IUCN Senior Management, EARO Senior and Technical staff, Members, National Committee Chairs, Partners, Donors  | Document review<br><br>Interviews or questionnaire    |
|                   | 1.7 How efficient and effective is the operational structure of EARO? | Written and anecdotal evidence of effective regional planning and programming; efficient implementation of activities.   | EARO documentation on operational objectives, TORs for staff and internal management mechanisms, etc.<br><br>IUCN Programmatic staff, IUCN Senior Management, EARO Senior and Technical staff, Members, National Committee Chairs, Partners, Donors | Document review<br><br>Interviews or questionnaire    |
|                   | 1.8 To what extent is the financial management of EARO sound?         | FINANCIAL REVIEW TORS- ATTACHED  |   |   |



| EVALUATION ISSUES   | QUESTIONS  | PROPOSED INDICATORS  | PROPOSED DATA SOURCES   | PROPOSED DATA COLLECTION METHODS                       |
|---|--|--|---|--|
|   | 1.9 How does EARO interact with its donors? (responding to changing priorities, negotiating specific types of financial support)   | Presence of adequate resources for EARO activities; cost-effectiveness of engagement with donors; presence of up-to-date, accurate and reliable donor intelligence and donor engagement strategy.  | Documentation<br><br>EARO Senior Staff, HQ Donor Relations Staff, Donors  | Document review<br><br>Interviews                      |
|   | 1.10 Are the roles, responsibilities and incentives of programme staff clearly defined with regard to delivering results and learning from experience?                   | Presence of clear EARO policies and agreements delineating roles and responsibilities; HR policies on incentives.  | EARO policies and agreements delineating roles and responsibilities; HR policies on incentives.<br><br>EARO Programmatic staff; HR staff  | Document review<br><br>Interviews or questionnaire.    |
|   | 1.11 How are new and innovative issues dealt with in the operational management structure?   | Presence and effectiveness of organizational mechanisms for promoting innovation.  | Documentation<br><br>Internal EARO Programme stakeholders   | Document review<br><br>Interviews or questionnaire.    |
|   | 1.12 What recommendations can be made based on the above, to improve the governance and management of EARO to promote more effective and efficient delivery of the EARP? | Recommendations on strengthening the current model   | IUCN Programmatic staff, IUCN Senior Management, EARO Senior and Technical staff, Members, National Committee Chairs, Partners, Donors  | Interviews or questionnaire                            |
| 2. Relevance and rational of the Eastern Africa Regional Programme (EARP) | 2.1 To what extent does the EARP mirror the major sustainable development issues affecting people and ecosystems in Eastern Africa?                                      | Major sustainable development issues identified in IUCN & EARO documents.<br><br>Convergence of the EARP with major sustainable development issues in the region.<br><br>Satisfaction of programme stakeholders with regard to the EARP's alignment with major sustainable development issues. | EARO Situation Analysis, Programme Plan and other documents<br><br>IUCN Programmatic staff, IUCN Senior Management, EARO Senior and Technical staff, Members, National Committee Chairs, Partners, Donors | Document review<br><br>Individual or group interviews: |

| EVALUATION ISSUES | QUESTIONS  | PROPOSED INDICATORS  | PROPOSED DATA SOURCES   | PROPOSED DATA COLLECTION METHODS                      |
|-------------------|--|--|---|---|
|                   | 2.2 To what extent is the EARP aligned with the IUCN Programme?  | Convergence of EARP's Results with the IUCN Key Result Areas<br><br>Convergence of the EARP's Strategies with those of the IUCN Programme  | EARO Programme & IUCN Programme<br><br>IUCN Programmatic staff, IUCN Senior Management, EARO Senior and Technical staff, Members, National Committee Chairs, Partners, Donors                     | Document review<br><br>Individual or group interviews |
|                   | 2.3 What are the new opportunities and/or areas of work for EARO that are not currently considered in the programme? | Programme stakeholders' view of new opportunities and/or areas of work for EARO that are not currently considered in its programme.  | IUCN Programmatic staff, IUCN Senior Management, EARO Senior and Technical staff, Members, National Committee Chairs, Partners, Donors  | Individual or group interviews                        |
|                   | 2.4 To what extent does EARO interact and add-value to the work of other units of IUCN?                              | Evidence of collaboration with and satisfaction of other African Regions (ROSA, BRAC, BRAO, WesCANA).<br><br>Evidence of collaboration with and satisfaction of Global Thematic Programmes (e.g. Forests, Wetlands & Water, Marine, etc) | Regional Directors and/or Programme Coordinators of ROSA, BRAC, BRAO and WesCANA.<br><br>Global Thematic Programme Heads and/or Senior Programme Officers.<br><br>EARO Senior and Technical Staff | Interviews  |

| EVALUATION ISSUES  | QUESTIONS  | PROPOSED INDICATORS   | PROPOSED DATA SOURCES  | PROPOSED DATA COLLECTION METHODS                   |
|--|--|---|--|--|
| 3. Effectiveness of the Eastern Africa Regional Programme (EARP) | 3.1 Are activities and outputs delivered on time, and on budget?   | Planned and actual dates of activities and outputs delivery<br><br>Programme stakeholders' satisfaction regarding timely delivery of EARO activities                                    | Monitoring reports, donor reporting on EARO activities and outputs delivery.<br><br>Financial statements on current activities and EARO Financial Officers<br><br>IUCN Programmatic staff, IUCN Senior Management, EARO Senior and Technical staff, Members, National Committee Chairs, Partners, Donors | Document review<br><br>Interviews or questionnaire |
|  | 3.2 Are outputs of programmes being used to bring about the desired outcomes? (e.g. changes in individuals, communities and organizations)   | Written and anecdotal evidence that programme outputs are used to bring about desired outcomes.   | EARO evaluations and internal reviews on outcomes<br><br>IUCN Programmatic staff, IUCN Senior Management, EARO Senior and Technical staff, Members, National Committee Chairs, Partners, Donors  | Document review<br><br>Interviews or questionnaire |
|  | 3.3 Do the regional programme components have a coherent set of projects throughout the region?<br><br>To what extent security and access affect the countries and themes in which the EARP engages? | Evidence of coherence from EARO Programme plans and documents<br><br>Programme stakeholders' views that the programme components have a coherent set of projects throughout the region. | EARO Programme plans and documents<br><br>IUCN Programmatic staff, IUCN Senior Management, EARO Senior and Technical staff, Members, National Committee Chairs, Partners, Donors   | Document review<br><br>Interviews or questionnaire |
|  | 3.4 To what extent does EARO help deliver on IUCN's global policy work?  | Evidence of interaction and influence as the UNEP focal point   | UNEP stakeholders, IUCN Global Change and Policy Group   | Interviews   |
|  | 3.5 Does the EARP represent leading-edge thinking in conservation and sustainable development?   | Programme stakeholders' views on whether or not the programme represents leading edge thinking in conservation and sustainable development  | IUCN Programmatic staff, IUCN Senior Management, EARO Senior and Technical staff, Members, National Committee Chairs, Partners, Donors   | Individual or group interviews                     |

## **Annex 3 Terms of Reference for the EARO Financial Review**

### **EASTERN AFRICA REGIONAL OFFICE PROGRAMME FINANCIAL REVIEW**

#### **DRAFT TERMS OF REFERENCE – FINANCE ISSUES**

##### **ABC List**

1. Prepare a list of ABC projects/proposals over the last four years indicating the following details and assess the conversion from A to B and then from B to C
  - a. Title of project
  - b. Date development of idea/proposal started
  - c. Date proposal submitted to donor
  - d. Name of donor
  - e. Currency of contract and total amount contracted
  - f. Total project amount in USD (ledger currency)
  - g. Date(s) of follow up with donor
  - h. Key issues raised in follow up
  - i. Date proposal rejected
  - j. Date proposal accepted
  - k. Project amount accepted and committed
  - l. Date Project agreement signed
  - m. Retained amount and percentage payable on submission of final report
  - n. Date work commenced
  - o. Duration of original project
  - p. Project extension – date and duration
  - q. Total committed staff time and management fees on project
  - r. Amount of staff time and mgt fees taken in first year of project
  - s. Amount of staff time and mgt fees taken in 2<sup>nd</sup> year of project
  - t. Amount of staff time and mgt fees taken in 3<sup>rd</sup> year of project
  - u. Amount of staff time and mgt fees taken in 4<sup>th</sup> year of project
  - v. Amount of staff time and management fees not taken at time of the extension

##### **SPECIFIC WORK REGARDING THE ABC LIST**

###### **To prepare before travel to EARO:**

- *Establish ABC lists for the years 2001 – 2005*
- *Extract total budget by project and compare to ABC forecast, actual expenditure in order to identify whether there is a pattern of implementation delay.*
- *Extract from project contracts and budgets total staff time and management fees by project and compare to actual.*
- *Try to establish how many and at what rate A and B project have converted to C.*

###### **In EARO:**

- *Discuss with relevant staff the concept behind the ABC list construction (especially the factoring of A and B projects)*

- *Understand who is involved (finance, programme etc) in ABC list revision and how often the ABC list is revised.*
- *Discuss with relevant staff the discrepancy between actuals and forecast for project expenditure and cost recovery project by project in order to understand why there is a delay in implementation and consequently a shortfall in cost recovery. (C projects)*
- *B project (programmatic)*
- *Go through 2005 C and B projects to establish a realistic picture for 2005 and maybe 2006.*
- *Go through CC budget in details with a view to determining potential areas where expenditure could be cut.*

### **Projects in deficit**

2. Review all projects in deficit and those for which provisions for projects-in-deficit have been made and identify the true reasons for incurring the deficits and what has been done to recover the funds from donors. In particular establish the person responsible for the deficit and assess why the deficits resulted and whether there was non compliance with the terms and conditions of the project agreement.

### **Consultants**

3. Prepare a list of all consultants used on project work over the last four years and indicate the following details. Establish and record the process followed in awarding consultancy contracts
  - a. Name of the firm
  - b. Name of the lead consultant and the assistants if any
  - c. Project name
  - d. Manager of the project
  - e. Nature of work undertaken by consultant
  - f. Main types of skills required for the work
  - g. Duration of the consultant contract
  - h. Amount of consultancy fees
  - i. Amount of travel costs
  - j. Date work started
  - k. Date final report submitted
  - l. Date work finalised
  - m. Date final payment made
  - n. Contract amount currently outstanding if any
  - o. Comments on nature of work or contract or other observations

### **Procurement of goods and services**

4. Review all purchases of goods and services (excluding consultants) valued at more than USD 2,500 each (or a group if done in a batch) over the last four years and establish procedures followed in ensuring there is value for money for IUCN. Record the following details:
  - a. Date of purchase
  - b. Type and quantity of goods or services
  - c. Name of supplier
  - d. Name of alternative suppliers who submitted bids
  - e. General comments and observations

### **Staff costs**

5. Analyse staff costs by category of persons (i.e. by department or section) and compare the total category costs over the last four years and identify the main reasons for cost changes during this time. Staff members who are contracted directly to projects should not be included. List the following details
  - a. Name of division or section
  - b. List of staff members under each of the division or section
  - c. Total payroll costs by year for the last four years (including benefits and statutory costs)
  - d. Rate of general salary increase (for inflation and/or merit) for each category if different

### **Disposal of assets**

6. List all assets with an original cost of more than USD 1,000 disposed of in the last four years and establish the following details:
  - a. Asset name or description
  - b. Original cost in USD
  - c. Date of original purchase
  - d. Date of disposal
  - e. Net book value at time of disposal
  - f. Net sales proceeds
  - g. Name of person who purchased
  - h. Process used in disposing of the asset

### **Receivables and advances**

7. Review outstanding receivables and advances, prepare an aging analysis and determine whether the amounts that are more than 12 months overdue can still be repaid to IUCN. On this analysis, include both staff loans and travel advances. Check to ensure that there is no expenditure being hidden under advances.

### **Creditors and accounts payable**

8. Prepare an aging analysis of all amounts owed to creditors or accounts payable and establish the reasons for any long unsettled amounts. In particular check to ensure that there is no income or cost recoveries being hidden under creditors.

### **VAT recoveries**

9. Establish the procedures followed for VAT recoveries and assess whether all due amounts were properly claimed and reimbursed by the Revenue Authority. To do this, record the recoverable VAT per year for the last four year and determine the types of purchases that it is based on. Review in total terms such expenditure and ensure that all due amounts have been correctly claimed.

### **Foreign exchange conversion**

10. Review any foreign exchange conversions undertaken and assess the procedure followed to ensure that the best rates are obtained and if there has been any specific negotiation with the bank. In addition, list the bank accounts and record the major transfers between the accounts in the last 2 years and determine reasons for any major ones.

## Annex 4 Stakeholders Consulted

| Group 1 IUCN secretariat |   |                     |
|--------------------------|---|---------------------|
| <i>Name</i>              | <i>Title or Unit</i>                    | <i>Organization</i> |
| Bill Jackson             | Director Global Programme               | IUCN HQ             |
| Susan Mainka             | Snr. Coordinator, GPT                   | IUCN HQ             |
| Christian Laufenberg     | Programme Officer                       | IUCN HQ             |
| Stewart Maginnis         | Global Forest Programme                 | IUCN HQ             |
| Carl Gustav Lundin       | Global Marine Programme                 | IUCN HQ             |
| Jean-Yves Piro           | ex-WWRP, Senior Coordinator             | IUCN HQ             |
| Ger Bergkamp             | WWRP                                    | IUCN HQ             |
| Danielle Perrot-Maitre   | WWRP                                    | IUCN HQ             |
| Martha Chouchena-Rojas   | PBIA                                    | IUCN HQ             |
| Andrew Deutz             | IUCN US                                 | IUCN US             |
| Simon Rietbergen         | EMP/CEM                                 | IUCN HQ             |
| Jean-Christophe Vie      | Species/SSC                             | IUCN HQ             |
| David Sheppard           | PPA/WCPA                                | IUCN HQ             |
| Nancy MacPherson         | Special Advisor, Performance Assessment | IUCN HQ             |
| Eldad Tukahirwa          | Regional Director                       | EARO                |
| Geoffrey Howard          | Programme Coordinator                   | EARO                |
| Kelly West               | Technical Coordinator                   | EARO                |
| Laurent Ntahuga          | Technical Coordinator                   | EARO                |
| Melita Samoilys          | Technical Coordinator                   | EARO                |
| Ed Barrow                | Technical Coordinator                   | EARO                |
| Florence Chege           | Acting Head of PM                       | EARO                |
| Chiheny Mvovi            | Junior Programme Officer                | EARO                |
| Maureen Babu             | Junior Programme Officer                | EARO                |
| Serah Kiragu             | Programme Officer                       | EARO                |
| Angella Langat           | Programme Officer                       | EARO                |
| Charles Jowi             | Programme Officer                       | EARO                |
| Kimani Kamau             | Programme Officer                       | EARO                |
| Barbara Nkangu           | Programme Officer                       | EARO                |
| Emilie Mottier           | Intern, Programme Officer               | Tanzania CO         |
| Tom Nguli                | Head of Finance                         | EARO                |
| Atieno Onyoni            | Project Finance                         | EARO                |
| Diana Arodi              | Human Resources                         | EARO                |
| Abdulrahman Issa         | Tanzania Country Office                 | Tanzania CO         |
| Alex Muhweezi            | Uganda Country Office                   | Uganda CO           |

| <b>Group 1 IUCN secretariat continued ...</b> |   |   |
|---|---|---|
| <i>Name</i>                                   | <i>Title or Unit</i>  | <i>Organization</i>                             |
| Ibrahim Thiaw                                 | Regional Director   | BRAO  |
| Daniel Ngantou                                | Regional Director   | BRAC  |
| James Murombedzi                              | Regional Director   | ROSA  |
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| Aban Marker Kabraji                           | Regional Director   | ARO   |
| Lucy Emerton                                  | ELG2 Head   | ARO   |
| Enrique Lahmann                               | Former Regional Director  | ORMA  |
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| Richard Bagine                                | Deputy Director, Kenya Wildlife Service                         | Ministry of Environment and Natural Resources   |
| Ali Kaka                                      | Executive Director  | East African Wildlife Society                   |
| Violet Matiru                                 | Acting Executive Director                                       | Environment Liaison Centre International        |
| Selby Remie                                   | Senior Conservation Officer                                     | Ministry of Environment and Transport           |
| Julius Francis                                | Executive Secretary   | Western Indian Ocean Marine Science Assoc.      |
| Emmanuel Severre                              | Director  | Ministry of Tourism, Natural Resources and Env. |
| Mr Bazira                                     | Permanent Secretary   | Ministry of Lands, Water and Environment        |
| David Mutekanga                               | Executive Secretary   | Uganda Wildlife Society                         |
| Holly Dublin                                  | SSC Chair   |   |
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| Susan Matindi                                 |   | WWF, EARPO                                      |
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| <b>Group 4 Donors</b>                         |   |   |
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| <i>Name</i>          | <i>Title or Unit</i> | <i>Organization</i> |
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| Walter Knausenberger |                      | USAID               |
| Kiki Nordern         |                      | SIDA                |
| Allan Rodgers        |                      | UNDP-GEF            |
| Milagre Nuvunga      |                      | Ford Foundation     |

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## Annex 6 Excerpts from the EARO Situation Analysis

| TABLE 4. SUMMARY SITUATION ANALYSIS FOR THE HORN OF AFRICA – SUDAN, ETHIOPIA, ERITREA, DJIBOUTI AND SOMALIA   |   |  |  |   |   |
|---|---|--|--|---|---|
| Status  | Trends  | Pressures  | Driving Forces   | Opportunities   | Responses   |
| <p>Mostly arid and semi-arid with serious droughts and desertification</p> <p>Major economic activity is pastoralism, limited cultivation which has high risk</p> <p>Large areas reserved with consequent increased pressure on land users</p> <p>Significant “under development” and continuing conflicts</p> <p>Significant food insecurity</p> <p>Water restricted to limited sources but unevenly scattered across the area</p> <p>Upstream-downstream potential water conflicts</p> <p>Important centers of endemism (on mountains and in drylands + wetter “patches”)</p> | <p>Climate change already increasing frequency of dry periods and floods</p> <p>Dryland natural resources/biodiversity and pastoralism values increasingly recognised</p> <p>Land-use pressures increasing, land availability decreasing, forest and pastures decreasing</p> <p>Armed conflicts continuing with consequent diminishing infrastructures and increasing refugees and IDPs</p> <p>Pressure increasing for rational water use and</p> | <p>Climate change</p> <p>Population increase and movement + refugee and IDP concentrations</p> <p>HIV-AIDS and human resources</p> <p>Global threats of terrorism</p> <p>Habitat loss through land conversion and degradation</p> <p>Competition for land - between pastoralism, cultivation, forestation, wildlife</p> <p>Human-wildlife conflicts</p> <p>Increasing scarcity or NR especially water,</p> | <p>Population growth and movement + refugees and returnees</p> <p>Food security</p> <p>Resource tenure - access to pasture, water, biodiversity, land, etc.</p> <p>Communal lands seen as commons, not under communal management</p> <p>Water management and integrated river basin management</p> <p>Peace process beginning to have effect</p> <p>Dryland inhabitants and lifestyles tend to be marginalized</p> | <p>NBSAPs, NAPs (for CCD), PRPSs</p> <p>International conventions - CBD, UNFCCC, CCD, Ramsar as most countries are signatories</p> <p>IGAD</p> <p>NEPAD, AU</p> <p>UNEP-ROA, UNECA, UN initiative for the Horn of Africa</p> <p>Biodiversity hotspots and areas of endemism</p> <p>Decentralization</p> <p>Political stability improving</p> <p>Possibilities for</p> | <p>Need for IUCN to engage in the area and support national, regional and international processes related to NRM (incl. CBNRM) and biodiversity conservation/management</p> <p>IGAD increasingly engaged in NRM, CBNRM, biodiversity</p> <p>NEPAD recognition of IGAD and NEPAD Environment Strategy</p> <p>Increasing economic understanding of dryland (and wetland) values and functions</p> <p>Civil society movements including the whole area and becoming vocal in sustainable development and environment</p> |

| <b>TABLE 4. SUMMARY SITUATION ANALYSIS FOR THE HORN OF AFRICA – SUDAN, ETHIOPIA, ERITREA, DJIBOUTI AND SOMALIA</b> |   |   |                       |  |  |
|--|---|---|-----------------------|--|--|
| <b>Status</b>  | <b>Trends</b>   | <b>Pressures</b>  | <b>Driving Forces</b> | <b>Opportunities</b>   | <b>Responses</b>   |
|  | <p>distribution</p> <p>Sectoral policies related to natural resources often changing</p> <p>Biodiversity under valued and diminishing</p> | <p>forests, biodiversity</p> <p>Most rural energy is biomass-based</p> <p>Invasives species spreading</p> |                       | <p>mainstreaming environment in development, rehabilitation, economic planning,</p> <p>Rising voice of CSOs (in some countries)</p> <p>Nile Basin Initiative, etc.</p> | <p>IUCN Drylands Programme and CEM</p> <p>UN and NGOs moving from relief to rehabilitation to sustainable development and seeing need for environmental perspectives</p> |

**TABLE 5. SUMMARY SITUATION ANALYSIS FOR EAST AFRICA – KENYA, TANZANIA, UGANDA (+ RWANDA AND BURUNDI)**

| Status   | Trends  | Pressures   | Driving Forces   | Opportunities   | Responses  |
|--|---|---|--|---|--|
| <p>High rural population densities in some areas (low in others) &amp; growth rates still relatively high</p> <p>Poverty widespread throughout</p> <p>Most people rural and reliant on subsistence farming, livestock, fisheries, forest/woodland products, NR use</p> <p>Arid, semi-arid and well-watered lands + significant water storages (lakes) and river systems</p> <p>Water deficiency critical in some areas</p> <p>Land-locked countries (UG, RW, BU) reliant on coastal neighbours</p> <p>Biodiversity hotspots, high endemism, forests and wetlands of global biodiversity importance</p> <p>PAs many and widespread but not integrated for general biodiversity conservation</p> <p>Water, chemical and solid pollution becoming significant</p> <p>Inadequate financial and political support of environment, environmental</p> | <p>Climate change beginning to have impact on patterns of rainfall and water availability</p> <p>Ecosystems and habitats degrading through over-use and single-usage</p> <p>Poverty increasing in relative and absolute terms and resulting in unsustainable use of water, soils, biodiversity</p> <p>Deforestation, woodland conversion, wetland reduction and pasture shortage as cultivation increases and competition for land increases</p> <p>Increasing human-wildlife conflicts</p> <p>Conflicts increasing over land and natural resources</p> <p>Decreasing availability of good quality water in some areas - for people, industry, agriculture and environment</p> <p>Single-uses of land increasing, communal lands decreasing</p> <p>Increasing awareness of the need for biodiversity conservation and sustainable development - but little change in practice to match that awareness</p> | <p>Climate change - more extreme events of drought and flood - less reliability of "weather"</p> <p>Inefficient and unsustainable harvest of NRs ("mining" of forest, woodland, wetland and dryland resources)</p> <p>Competition for land, water and biodiversity resources (including "wildlife")</p> <p>Habitat and ecosystem conversion, degradation and destruction</p> <p>HIV-AIDS and loss of human resources (including loss of institutional effectiveness &amp; memory)</p> <p>Human population increase with consequent pressures on land and access to NRs</p> <p>Globalization and international trade affecting markets and productivity at the expense of biodiversity</p> <p>Natural processes such as siltation and erosion - enhanced by inappropriate farming and extraction methods</p> <p>Poverty, food security, family security (greed?)</p> | <p>Climate change</p> <p>Population growth and movement</p> <p>Sectoral planning and management of natural resources and environment, i.e. lack of integration across sectors or mainstreaming of environmental perspectives</p> <p>Reducing soil and water quality and availability</p> <p>Perverse economic incentives for non-sustainable NRM</p> <p>Ignorance of the economic value of biodiversity and ecological services</p> <p>Globalization process sidelining and undermining equity and sustainable development initiatives</p> <p>GMOs and invasive species</p> <p>Conflicts – political and environmental</p> | <p>EAC, IGAD, SADC and other regional institutions and programmes such as LVFO, NBI, AMCEN, NEPAD; UNEP, UNECA, Highlands Initiative, CGIAR, etc.</p> <p>Decentralization</p> <p>Community based natural resource management</p> <p>Land review, land reform - policy and practice</p> <p>International and regional agreements related NRM and biodiversity management</p> <p>Concepts of wise use of natural resources and multiple NR use as well as EIA, environmental planning, ecosystem management and IRBM</p> <p>Civil Society involvement</p> <p>IUCN's networks of Members, Partners and Commissions</p> <p>Donor interest - bilateral and multilateral and foundations</p> <p>Improving policy climate</p> <p>Increased awareness of the need for sustainable development and role of NRM, biodiversity conservation and environmental management</p> | <p>Poverty alleviated through sustainable use of NRs and planning with stakeholders</p> <p>Improvement of integration and capacity for environmental views, wise NRM, and biodiversity conservation in regional institutions and programmes</p> <p>Support to the NRM and biodiversity aspects of decentralization and national planning (economic and development)</p> <p>Domestication of regional and international agreements and enhanced capacity to implement them</p> <p>Capacity enhanced for biodiversity management - at ecosystem level and in both "hotspots" and areas of lesser diversity (but of local importance)</p> <p>Landuse planning and environmental planning at local and national levels</p> <p>IRBM, landscape and ecosystem management systems in large ecosystems and across borders</p> <p>Landscape management and restoration promoted and</p> |

| <b>TABLE 5. SUMMARY SITUATION ANALYSIS FOR EAST AFRICA – KENYA, TANZANIA, UGANDA (+ RWANDA AND BURUNDI)</b>  |  |   |                       |  |  |
|--|--|---|-----------------------|--|--|
| <b>Status</b>  | <b>Trends</b>  | <b>Pressures</b>  | <b>Driving Forces</b> | <b>Opportunities</b>                     | <b>Responses</b>   |
| <p>aspects of development and value of NRs in economic plans</p> <p>International environmental agreements not well understood, managed or domesticated</p> <p>EIA and environmental planning gradually taking hold - but still limited</p> <p>CSO (NGO, CBO, etc.) involvement in NRM and biodiversity management still not widely accepted</p> | <p>Changing institutions and emphasis on environmental and biodiversity management in govts</p> <p>Local stakeholders becoming more aware of their rights and responsibilities for NRM but often lacking policies and capacity to do so</p> <p>Policy and legal environments for national and local NRM and biodiversity conservation improving but not yet adequate across the region</p> | <p>Alien invasive species of both animals and plants</p> <p>Inadequate support from financial support systems for both government and non-government organizations with mandates for NRM And biodiversity management</p> <p>Inadequate capacity for NRM and biodiversity management</p> |                       | <p>Interest in ecosystem restoration</p> | <p>effected - including control of invasives</p> <p>All-stakeholder involvement in planning and management of NRs and biodiversity - capacity and policy enhanced</p> <p>Equity made essential in access and use of natural resources</p> <p>Mechanisms for conflict resolution developed and supported</p> <p>CSOs involved in planning and implementation of sustainable development</p> <p>Economic incentives for biodiversity conservation explored</p> |

**TABLE 6. SUMMARY SITUATION ANALYSIS FOR EASTERN AFRICA COAST AND ASSOCIATED MARINE SYSTEMS**

| Status  | Trends   | Pressures   | Driving Forces   | Opportunities   | Responses  |
|---|--|---|--|---|--|
| <p>A long mainland coast (approx 6,900 km) extending along six countries</p> <p>High biodiversity in the Red Sea and significant coral reefs, seagrass beds and mangroves along most of the coast</p> <p>Significant and diverse fisheries along the coast, off-shore and in the deep ocean</p> <p>Two small island developing states with significant biodiversity, endemism and reliance on NRs - both coastal and terrestrial</p> <p>Large proportion of the regions people living at the coast and depending upon coastal resources</p> <p>Small populations on the islands with consequent lack of capacity to manage NRs, biodiversity and environment generally</p> <p>Off-shore and deep-ocean fisheries exploited by other countries and often without regulation</p> <p>Unsustainable fishing pressures and methods prevalent along the mainland coast and islands</p> <p>Sea level rise predicted throughout</p> | <p>Declining shallow marine and coastal habitats (corals, seagrass beds, mangroves)</p> <p>Declining coastal fish populations and local marine biodiversity</p> <p>Declining pelagic fisheries</p> <p>Rapidly declining large threatened species such as dugongs and seas turtles</p> <p>Increasing human populations and urbanization at the coast</p> <p>Coral reef bleaching from</p> | <p>Climate change and sea-level rise</p> <p>Increasing human populations</p> <p>Costal people dependent on marine resources for food and income</p> <p>Overexploitation of fisheries resources and unsustainable fishing methods</p> <p>Coral mining</p> <p>Declining mollusc populations</p> <p>Siltation resulting from inappropriate agriculture, deforestation, etc</p> <p>Alteration (reduction) of stream flows affecting</p> | <p>Climate change and sea-level rise</p> <p>Land-use pressures affecting coastal resources</p> <p>Globalisation and markets driving unsustainable fishing methods and intensities</p> <p>Inadequate fisheries legislation</p> <p>Poor policy practice on landuse</p> <p>Inadequate capacity to manage marine emergencies (e.g. oil spills)</p> | <p>International conventions and agreements relating to the high seas and fisheries</p> <p>Regional agreements such as Jakarta mandate and Nairobi convention</p> <p>EAC and IGAD as well as NEPAD</p> <p>Environment acts, policies and institutional bodies</p> <p>Strong research community and institutions (such as KMFRI, CRCP, CORDIO, UoN, ) and conservation agencies and NGOs (such as CDA, TARDA, ICZM, KCMI, WWF, IFAW, EAWS, WIOMSA)</p> | <p>Establishment of integrated conservation approach</p> <p>Strengthening the activities of MPAs</p> <p>Strengthening policies related to EIA, coastal and land tenure, etc.</p> <p>Strengthening and increase of coastal and marine research and research institutions</p> <p>Establishment of conservation associations and societies</p> <p>Predictions outlining mitigation measures</p> <p>Public awareness campaigns</p> |



|   |   |   |  |  |   |
|---|---|---|--|--|---|
| <p>Land-based pollution affecting coastal systems</p> <p>Threats from oil-spills and marine invasives</p> | <p>time to time</p> <p>Increasing siltation and land-based pollution affecting estuaries and coastal habitats</p> <p>Conflicts in coastal management</p> <p>Inadequate policies and insufficient enforcement of regulations for use of coastal and marine resources</p> | <p>coastal and marine habitats</p> <p>Coastal erosion</p> <p>Solid (and other) waste disposal</p> <p>Pollution from shipping</p> <p>Dumping of dangerous wastes at sea and on coasts</p> <p>Invasive species through shipping pathways and larval migration</p> |  | <p>Strong donor relationship (with, for example, UNDP, GTZ, NORAD, SIDA)</p> <p>Greater involvement of community in planning and decision making processes</p> <p>Established Marine Protected Areas</p> <p>Possibilities for mainstreaming environment in development, rehabilitation, economic planning,</p> <p>Political goodwill</p> | <p>Strengthening of institutional capacities</p> <p>Support for ecosystem restoration</p> <p>Empowerment of local communities</p> <p>Adaptive management</p> <p>Donor funded projects on poverty alleviation, HIV/AIDS</p> <p>Trials on alternative livelihoods</p> |
|---|---|---|--|--|---|

## Annex 7 EARO's Programmatic Evolution

EARO work in the late 1980s and early 1990s was mostly in protected areas – both for wildlife and forests – through large Conservation and Development projects in, e.g., Serengeti, Ngorongoro, TANAPA, East Usambaras, Garamba, Mt Elgon. The ecosystem focus began in 1991 with wetlands, added forests and marine in 2002 then general biodiversity in 2003. By 2005, the emphasis had changed to “working in four key ecosystems” on a range of cross-cutting conservation and NRM issues (e.g. PAs, economics, MEAs, EA and EIA, sustainable development and social issues). In the last ten years this has continued but the emphases have changed as below...

| Theme & Location                               | What we did 5-10 years ago   | What we do now   | Comment Impact/Rationale  |
|--|--|--|---|
| Wetlands – Uganda (also in Tanzania and Kenya) | <ul style="list-style-type: none"> <li>Developed wetland programme (beginning 1989) – inventories on extent and condition</li> <li>Built capacity for wetland management</li> <li>Developed wetland policy and in Wetland Departments in government and wetlands strategies</li> </ul> | <ul style="list-style-type: none"> <li>Handed over to the Ugandan government and two NGOs</li> <li>(continue to) add specific small technical inputs to members and partners in wetland management</li> </ul>  | <ul style="list-style-type: none"> <li>Famous across Africa and world-wide</li> <li>Led to Ramsar COP9 in Uganda</li> <li>Stimulated other countries in the region to do the same</li> </ul>                                      |
| Forests – Uganda, Kenya, Tanzania (CDPs)       | <ul style="list-style-type: none"> <li>Four large forest conservation and development site projects</li> <li>Initiated CBNRM at sites, community contracts, improved management, provided inputs to national policies</li> </ul>   | <ul style="list-style-type: none"> <li>Handed over to national governments and NGOs</li> <li>Moved to regional multi-country forest issues and CBNRM in other critical forests</li> </ul>                      | <ul style="list-style-type: none"> <li>No need to continue on CDPs, basis developed for others</li> <li>Moved to new issues: climate change, water catchment values and biodiversity hot spots related to river basins</li> </ul> |
| Marine and coastal                             | <ul style="list-style-type: none"> <li>ICZM and MPAs</li> </ul>  | <ul style="list-style-type: none"> <li>Completed long-term Tanga project, now a model for rest of TZ and EA coast</li> <li>Moving to Red Sea and Somali coasts – very different problems and issues</li> </ul> | <ul style="list-style-type: none"> <li>Established EARO/IUCN as a leader in ICZM involving community both in-shore and off-shore and in marine systems</li> </ul>   |

| <b>Theme &amp; Location</b> | <b>What we did 5-10 years ago</b>  | <b>What we do now</b>   | <b>Comment Impact/Rationale</b>  |
|-----------------------------|--|---|--|
| Drylands                    | <ul style="list-style-type: none"> <li>• Began process seven years ago in Somalia and three years ago in Sudan (East and West)</li> <li>• Pastoral areas in Kenya, Ethiopia, Eritrea and Djibouti</li> </ul>                               | <ul style="list-style-type: none"> <li>• CBNRM, pastoralism as a form of dryland biodiversity conservation and the most effective strategy for livelihood support in arid lands</li> </ul>              | <ul style="list-style-type: none"> <li>• New area for IUCN this century – new approaches to pastoralism, dryland biodiversity and coping strategies</li> <li>• Also refugee issues</li> </ul>                                    |
| Ecosystem restoration       | <ul style="list-style-type: none"> <li>• Began one year ago</li> </ul>   | <ul style="list-style-type: none"> <li>• Sudan and Eritrea – drylands</li> <li>• Uganda - wetlands</li> </ul>   | <ul style="list-style-type: none"> <li>• Concepts developing, trials beginning</li> </ul>  |
| WANI                        | <ul style="list-style-type: none"> <li>• IRBM, IWRM began 2002</li> <li>• Nairobi Rivers began 2001</li> </ul>   | <ul style="list-style-type: none"> <li>• Environmental flows, sub-catchment partnerships,</li> <li>• Detailed IRBM with NGO and civil society as partners</li> <li>• Water users as partners</li> </ul> | <ul style="list-style-type: none"> <li>• Established role for IUCN beyond wetlands to water conservation and management,</li> <li>• Environmental flows still evolving</li> </ul>  |
| Regional wetlands           | <ul style="list-style-type: none"> <li>• Established wetlands as “respectable ecosystems”</li> </ul>   | <ul style="list-style-type: none"> <li>• Finalized in Kenya, Tanzania, Uganda, Ethiopia, Sudan – no need for IUCN except in specific details</li> </ul>   | <ul style="list-style-type: none"> <li>• Wetlands a word known throughout Eastern Africa – mechanisms, capacity built – new ideas for management now possible</li> </ul>   |
| MEAs in the region          | <ul style="list-style-type: none"> <li>• Ramsar support</li> <li>• CBD introduced</li> <li>• NBSAPs and National reports</li> <li>• CMS and CITES</li> <li>• Global Biodiversity Forums</li> <li>• Regional Biodiversity Forums</li> </ul> | <ul style="list-style-type: none"> <li>• Moved to specific parts of work programmes and country activities – e.g. ABS, IAS and Plant Conservation Strategy</li> </ul>                                   | <ul style="list-style-type: none"> <li>• IUCN helped to get countries to understand MEAs and their roles. No longer needed except in specific details... moving to synergies between MEAs</li> </ul>                             |
| Nile                        | <ul style="list-style-type: none"> <li>• Began 2001, established in 2002,3 then stopped in 2004 due to donor misunderstanding</li> <li>• Provides essential CS support for involvement in large-scale development planning</li> </ul>      | <ul style="list-style-type: none"> <li>• Revived 2005 – civil society input in support of the NBI</li> <li>• CS capacity and awareness being</li> </ul>   | <ul style="list-style-type: none"> <li>• Work of 2003/4 has become a model for Niger and Congo River Basins and is being planned for Zambezi</li> <li>• Has become a vehicle for Dams Commission concepts in practice</li> </ul> |

| Theme & Location                       | What we did 5-10 years ago  | What we do now  | Comment Impact/Rationale  |
|--|---|---|---|
| Lake Victoria                          | <ul style="list-style-type: none"> <li>Nile perch economics and livelihoods</li> </ul>  | <ul style="list-style-type: none"> <li>Procedures for CBNRM in Nile perch and beaches</li> <li>Other L.Victoria initiatives</li> <li>Support to shared ecosystems and cross-border management through the East African Community</li> </ul> | <ul style="list-style-type: none"> <li>From a specific focus on Nile perch issues to general fisheries and biodiversity of the lake and its catchment –including shared resources between KE, TZ , UG</li> <li>Support to the Lake Victoria initiatives of SIDA and NORAD and other lake organisations</li> <li>EARO now an authority on L. Victoria</li> </ul> |
| Livelihoods and conservation           | <ul style="list-style-type: none"> <li>Stimulated by Nile perch and other ideas of sustainable livelihoods in early 2000/1</li> </ul> | <ul style="list-style-type: none"> <li>Has become the mainstay of Nile perch project</li> <li>Very much a part of most forest, coastal and dryland efforts – linking to livelihood improvement</li> </ul>                                   | <ul style="list-style-type: none"> <li>Resulted in many (scores) of case studies and policy recommendations at village and sub-national levels; impacted our work with PRSPs</li> </ul>   |
| Social aspects of ecosystem management | <ul style="list-style-type: none"> <li>Slow start in late 1990s</li> </ul>  | <ul style="list-style-type: none"> <li>KRA 2 now the largest in the EA 2005-8 regional programme; largest in 2005 workplan with inputs in KRA 1 and 3 as well</li> </ul>  | <ul style="list-style-type: none"> <li>Social/livelihood/poverty concerns now throughout the field and general projects</li> <li>EARO becoming know regionally for this aspect of conservation</li> </ul>   |
| EIA                                    | <ul style="list-style-type: none"> <li>1990-2000 assisted with EIA scoping, planning, technical inputs and assessments</li> </ul>     | <ul style="list-style-type: none"> <li>New approach is building capacity, developing regional networks and supporting structures and training across Africa</li> </ul>  | <ul style="list-style-type: none"> <li>A revival of EIA in concert with the new environmental institutions in then region (e.g. NEMA)</li> <li>Situating EARO to have EIA influence in the many NEPAD and NBI development plans and projects</li> <li></li> </ul>   |

| <b>Theme &amp; Location</b>  | <b>What we did 5-10 years ago</b>  | <b>What we do now</b>  | <b>Comment Impact/Rationale</b>   |
|--|--|--|---|
| NEPAD and other African Programmes   | <ul style="list-style-type: none"> <li>Entered the arena of NEPAD after WSSD</li> </ul>  | <ul style="list-style-type: none"> <li>Focus on the NEPAD Environmental Action Plan</li> <li>AMCEN and AU and Africa Convention</li> </ul>   | <ul style="list-style-type: none"> <li>Appreciated for our role in the IGAD Sub-Regional Environment Action plan development,</li> <li>More emphasis needed on NEPAD in the EA context</li> </ul> |
| PA Issues  | <ul style="list-style-type: none"> <li>Originally supporting management planning</li> </ul>  | <ul style="list-style-type: none"> <li>Pan African processes</li> <li>PA~management effectiveness</li> </ul>   | <ul style="list-style-type: none"> <li>New approaches to PAs primarily for biodiversity management</li> </ul>   |
| Economics  | <ul style="list-style-type: none"> <li>Developed capacity in assessment in forests and wetlands</li> </ul>                           | <ul style="list-style-type: none"> <li>EARO wants to expand to all ecosystems and to continue to assist with the evaluation of NR in national accounting</li> </ul>                  | <ul style="list-style-type: none"> <li>(Short of technical expertise at present)</li> </ul>   |
| The VEMPs concept (Village Environmental Management Plans) to balance conservation with NRM and more efficiency and use of local resources | <ul style="list-style-type: none"> <li>Began in Rufiji in 1998 as a trial for village level input to district planning</li> </ul>    | <ul style="list-style-type: none"> <li>Now current in coastal processes, in dryland work in Sudan and wetland planning at village level</li> </ul>                                   | <ul style="list-style-type: none"> <li>Provides a local form of environmental governance and is beginning to drive district planning</li> </ul>   |
| Southern Sudan   | <ul style="list-style-type: none"> <li>Watched for decades but unable to enter with any certainty of impact or efficiency</li> </ul> | <ul style="list-style-type: none"> <li>Several concepts developed in mid 2005 – EIA, environmental governance, wetland and forest management</li> </ul>                              | <ul style="list-style-type: none"> <li>A new area for IUCN requiring new partners and new approaches in a new government</li> </ul>   |
| HIV/AIDS and conservation  |  | <ul style="list-style-type: none"> <li>Initiating work on the relationship of HIV (and malaria) to NRM and biodiversity conservation in the coastal situation of Tanzania</li> </ul> | <ul style="list-style-type: none"> <li>EARO hopes that this can stimulate similar work and solutions to this problem in other parts of EA without jumping on the HIV-AIDS “bandwagon”</li> </ul>  |

EARO, July, 2005

## **Annex 8 Presentations**

To be added

# Annex 9 Data Collection Instruments

## EARO REVIEW - INTERVIEW PROTOCOL SENIOR MANAGERS, REGIONAL DIRECTORS AND PROGRAMME COORDINATION

### Background

In support of the Eastern Africa Regional Office Review, we are interviewing a range of stakeholders from inside and outside of IUCN. This review is primarily focused on the organizational and managerial aspects of EARO and how this informs the effective and efficient delivery of a programme relevant to IUCN and the need of Eastern Africa. This protocol has been sent to you so that you may have a guide to the questions asked during the interview. Please do not fill out this questionnaire. Your responses will be held in confidence.

The interview will last approximately 30 minutes.

### 1. Background

Name & Position

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#### 1.1 Stakeholder Group

|                          |                          |                          |                             |                          |
|--------------------------|--------------------------|--------------------------|-----------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>    | <input type="checkbox"/> |
| EARO Senior Manager      | EARO Staff               | Donor                    | Member, Partner, Commission | IUCN Senior Manager      |

### 2. Programmatic Relevance

2.1 What sort of interaction do you have with EARO? Please list and describe.

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2.2 (If applicable) To what extent does EARO help you deliver your programme?

|                          |                                |                               |                                     |                          |
|--------------------------|--------------------------------|-------------------------------|-------------------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/>       | <input type="checkbox"/>      | <input type="checkbox"/>            | <input type="checkbox"/> |
| Key Partner              | Helps deliver some key results | Helps deliver some activities | Does not help deliver our programme | Don't know or unsure     |

2.3 Comments

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2.4 (If applicable) To what extent do you help EARO deliver its programme?

|                          |                               |                              |  |                          |
|--------------------------|-------------------------------|------------------------------|--|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/>      | <input type="checkbox"/>     | <input type="checkbox"/>               | <input type="checkbox"/> |
| Key Partner              | Help deliver some key results | Help deliver some activities | Do not help EARO deliver its programme | Don't know or unsure     |

2.5 Comments

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2.6 Do you have any joint programming activities with EARO? Please list.

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2.7 From the perspective of your programme, what issues would you like to see EARO address in its programme?

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2.8 In your opinion, does EARO's Programme meet the key conservation and sustainable development challenges in Eastern Africa?

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Yes, absolutely          | In some key aspects      | In a few instances       | Not at all               | Don't know               |

2.9 Comments

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### 3. Programme Coordination and Delivery

3.1 To your knowledge, are activities and products delivered on time?

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Always                   | Usually                  | Occasionally             | Seldom or never          | Don't Know               |

3.2 Comments – examples of late delivery?

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3.3 From your perspective, are the products and services of EARO of good quality and credibility?

|                              |                          |   |                               |                          |
|------------------------------|--------------------------|---|-------------------------------|--------------------------|
| <input type="checkbox"/>     | <input type="checkbox"/> | <input type="checkbox"/>                    | <input type="checkbox"/>      | <input type="checkbox"/> |
| High quality and credibility | Adequate overall         | Inadequate overall, but with some positives | Completely inadequate overall | Don't know               |

3.4 Examples of good or poor quality/credibility

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3.5 To what extent do you think that the outputs produced by EARO are bringing about the kinds of changes indicated by their programme (can talk generally or in terms of specifics)?

|                          |                          |                          |                          |                              |
|--------------------------|--------------------------|--------------------------|--------------------------|------------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>     |
| Considerably             | In specific instances    | Marginally               | Not at all               | Don't know/no basis to judge |

3.6 Can you provide any specific examples with which you are familiar?

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3.7 (If you answered “marginally” or “not at all” why do you think this is the case?)

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**4. Reporting (Christian and Sue only)**

4.1 In your opinion, what is the quality of EARO’s quarterly and annual reporting?

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Very Good                | Adequate                 | Marginally acceptable    | Unacceptable             | Don't know               |

4.2 What issues have been revealed by the quarterly reporting?

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4.3 How were these issues dealt with?

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**5. Business Model & Plan**

5.1 Are you familiar with the Business Plan or Model of EARO? If not, why not?

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5.2 Which elements of the Business Plan appear most sound?

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5.3 Which elements of the Business Plan require strengthening?

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## 6. Organizational Model

6.1 Are you familiar with EARO's organizational structure?

If yes, proceed to Question 6.2, otherwise, skip to Question 7.1

6.2 In comparison to other organizational models you have seen across IUCN how effective is the EARO organizational model in facilitating the delivery of its programme?

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Very effective           | Somewhat effective       | Not very effective       | Not at all effective     | Don't know               |

6.3 Comments

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6.4 In comparison to other organizational models you have seen across IUCN, how efficient is the EARO organizational model in facilitating the delivery of its programme?

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Very efficient           | Somewhat efficient       | Not very efficient       | Not efficient at all     | Don't know               |

6.5 Comments

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6.6 What advantages do you see to EARO's Programme Coordination structure? (highly centralized programme and project coordination, country offices delivering on the EARP)

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6.7 What are the disadvantages?

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6.8 What changes would you suggest for EARO's Programme Coordination structure or organizational model?

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## 7. Management of EARO

7.1 How well managed is the Eastern Africa Regional Office as an organization?  
(Probe on leadership if offered)

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Very well managed        | Fairly well managed      | Poorly managed           | Very poorly managed      | Don't know               |

7.2 If you answered "Fairly," "Poorly," or "Very poorly," what changes would you suggest to strengthen leadership at the organizational level?

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7.3 How well-managed is EARO's Programme?

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Very well managed        | Fairly well managed      | Poorly managed           | Very poorly managed      | Don't know               |

7.4 If you answered "fairly well," "poorly," or "very poorly," what changes would you suggest to strengthen management of the EARO Programme?

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## 8. Other Issues

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### **For Commission Focal Points**

Can you suggest any key Commission members from Eastern Africa, familiar with EARO, with whom we should speak?

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**EARO REVIEW – INTERVIEW PROTOCOL  
QUESTIONS FOR MEMBERS AND PARTNERS**

**Background**

In support of the Eastern Africa Regional Office Review, we are interviewing a range of stakeholders from inside and outside of IUCN. This review is primarily focused on the organizational and managerial aspects of EARO and how this informs the effective and efficient delivery of a programme relevant to IUCN and the need of Eastern Africa. This protocol has been sent to you so that you may have a guide to the questions asked during the interview. Please do not fill out this questionnaire. Your responses will be held in confidence.

The interview will last approximately 30 minutes.

**Name and position**

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1.1 Stakeholder Group

|                          |                          |                          |                             |                          |
|--------------------------|--------------------------|--------------------------|-----------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>    | <input type="checkbox"/> |
| EARO Senior Manager      | EARO Staff               | Donor                    | Member, Partner, Commission | IUCN Senior Manager      |

2.1 Overall, how would you characterize your relationship with EARO?

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Excellent                | Adequate                 | Inadequate               | Poor                     | Don't know               |



2.2 Comments

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2.3 What kinds of activities are you undertaking with EARO?

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2.4 From your perspective, does EARO's Programme meet your objectives in Eastern Africa?

|                          |                              |                               |                          |                          |
|--------------------------|------------------------------|-------------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/>     | <input type="checkbox"/>      | <input type="checkbox"/> | <input type="checkbox"/> |
| Completely               | Meets some of our objectives | Meets a few of our objectives | Not at all               | Don't know               |

2.5 Comments

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2.8 (2.2) To what extent does EARO help you deliver your programme?

|                          |                                |                               |                                     |                          |
|--------------------------|--------------------------------|-------------------------------|-------------------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/>       | <input type="checkbox"/>      | <input type="checkbox"/>            | <input type="checkbox"/> |
| Key Partner              | Helps deliver some key results | Helps deliver some activities | Does not help deliver our programme | Don't know or unsure     |

2.9 (2.7) Comments?

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2.10 (2.8) In your opinion, does EARO's Programme meet the key conservation and sustainable development challenges in Eastern Africa?

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Yes, absolutely          | In some key aspects      | In a few instances       | Not at all               | Don't know               |

2.11 (2.9) On what other issues do you think EARO should be working?

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2.12 What do you see as EARO's comparative advantage relative to other organizations you work with?

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2.13 What else should EARO be doing to better exploit its comparative advantage?

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2.14 In your opinion, is EARO working in the right countries in Eastern Africa? If no, where should EARO be working?

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2.15 (Members) What kinds of services do you receive from EARO as a Member?

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2.16 (Members) What kinds of services do you expect to receive from EARO as a Member?

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2.17 Overall, how satisfied are you with the services you receive from EARO?

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Very satisfied           | Somewhat satisfied       | Not very satisfied       | Not at all satisfied     | Don't know               |

3.3 From your perspective, are the products and services of EARO of good quality and credibility?

|                              |                          |   |                               |                          |
|------------------------------|--------------------------|---|-------------------------------|--------------------------|
| <input type="checkbox"/>     | <input type="checkbox"/> | <input type="checkbox"/>                    | <input type="checkbox"/>      | <input type="checkbox"/> |
| High quality and credibility | Adequate overall         | Inadequate overall, but with some positives | Completely inadequate overall | Don't know               |

3.4 Comment

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3.5 To what extent do you think these products and services are bringing about the kinds of changes indicated by their programme?

|                          |                          |                          |                          |                              |
|--------------------------|--------------------------|--------------------------|--------------------------|------------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>     |
| Considerably             | In specific instances    | Marginally               | Not at all               | Don't know/no basis to judge |

3.6 Can you provide any specific examples with which you are familiar?

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6.1 Are you familiar with the organizational structure of EARO?

6.2 If familiar, how effective do you think EARO's organizational model is in facilitating delivery of its Programme [or perhaps the specific projects being funded]

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Very effective           | Somewhat effective       | Not very effective       | Not at all effective     | Don't know               |

6.3 Comment

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7.1 How well managed is the Eastern Africa Regional Office as an organization? (Probe on leadership if offered)

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Very well managed        | Fairly well managed      | Poorly managed           | Very poorly managed      | Don't know               |

7.2 If you answered "Fairly," "Poorly," or "Very poorly," what changes would you suggest to strengthen leadership at the organizational level?

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7.3 How well-managed is EARO's Programme?

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Very well managed        | Fairly well managed      | Poorly managed           | Very poorly managed      | Don't know               |

7.4 If you answered "fairly well," "poorly," or "very poorly," what changes would you suggest to strengthen management of the EARO Programme?

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9.1 How well does EARO manage its relationship with you?

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Very well                | Fairly well              | Not very well            | Poorly                   | Don't know               |

9.2 What should EARO do differently to improve its relationship with you?

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9.3 How might you manage your relationship with EARO differently?

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Other Issues?

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**EARO REVIEW – INTERVIEW PROTOCOL  
QUESTIONS FOR DONORS**

**Background**

In support of the Eastern Africa Regional Office Review, we are interviewing a range of stakeholders from inside and outside of IUCN. This review is primarily focused on the organizational and managerial aspects of EARO and how this informs the effective and efficient delivery of a programme relevant to IUCN and the need of Eastern Africa. This protocol has been sent to you so that you may have a guide to the questions asked during the interview. Please do not fill out this questionnaire. Your responses will be held in confidence.

The interview will last approximately 30 minutes.

**Name and position**

---

**1.1 Stakeholder Group**

|                          |                          |                          |                             |                          |
|--------------------------|--------------------------|--------------------------|-----------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>    | <input type="checkbox"/> |
| EARO Senior Manager      | EARO Staff               | Donor                    | Member, Partner, Commission | IUCN Senior Manager      |

2.1a Overall, how would you characterize your relationship with EARO?

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Excellent                | Adequate                 | Inadequate               | Poor                     | Don't know               |



2.2a Comments

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2.3a What sort of activities are you funding for EARO?

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2.4a From your perspective, does EARO's Programme or general work meet your objectives in Eastern Africa?

|                          |                              |                               |                          |                          |
|--------------------------|------------------------------|-------------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/>     | <input type="checkbox"/>      | <input type="checkbox"/> | <input type="checkbox"/> |
| Completed                | Meets some of our objectives | Meets a few of our objectives | Not at all               | Don't know               |

2.5a Comments

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2.8 (2.2) To what extent does EARO help you deliver your programme

|                          |                                |                               |                                     |                          |
|--------------------------|--------------------------------|-------------------------------|-------------------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/>       | <input type="checkbox"/>      | <input type="checkbox"/>            | <input type="checkbox"/> |
| Key Partner              | Helps deliver some key results | Helps deliver some activities | Does not help deliver our programme | Don't know or unsure     |

2.9 (2.7) From your perspective, what issues would you like to see EARO address in its programme?

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2.10 (2.8) In your opinion, does EARO's Programme meet the key conservation and sustainable development challenges in Eastern Africa?

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Yes, absolutely          | In some key aspects      | In a few instances       | Not at all               | Don't know               |

2.11 (2.9) Comment

---



---



---



---

2.12 What do you see as EARO's comparative advantage relative to other organizations you work with?

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---

---

---

2.13 What else should EARO be doing to better exploit its comparative advantage?

---

---

---

---

2.14 In your opinion, is EARO working in the right countries in Eastern Africa? If no, where should EARO be working?

---

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---

---

3.1 In your experience, are activities and products delivered on time?

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Always                   | Usually                  | Occasionally             | Seldom or never          | Don't Know               |

3.2 Comment

---



---



---

3.3 From your perspective, are the products and services of EARO of good quality and credibility?

|                              |                          |   |                               |                          |
|------------------------------|--------------------------|---|-------------------------------|--------------------------|
| <input type="checkbox"/>     | <input type="checkbox"/> | <input type="checkbox"/>                    | <input type="checkbox"/>      | <input type="checkbox"/> |
| High quality and credibility | Adequate overall         | Inadequate overall, but with some positives | Completely inadequate overall | Don't know               |

3.4 Comment

---



---



---

3.5 To what extent do you think that the outputs (products and services) produced by EARO are bringing about the kinds of changes indicated by their programme?

|  |  |  |  |  |
|--|--|--|--|--|
|  |  |  |  |  |
|--|--|--|--|--|

|                          |                          |                          |                          |                              |
|--------------------------|--------------------------|--------------------------|--------------------------|------------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>     |
| Considerably             | In specific instances    | Marginally               | Not at all               | Don't know/no basis to judge |

3.6 Can you provide any specific examples with which you are familiar?

---



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---

4.1 In your opinion, what is the quality of EARO's reporting to you?

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Very Good                | Adequate                 | Marginally acceptable    | Unacceptable             | Don't know               |

4.2 What issues have been revealed in the reporting?

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4.3 How have these issue been dealt with?

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6.1 Are you familiar with the organizational structure of EARO?

6.2 If familiar, how effective do you think EARO's organizational model is in facilitating delivery of its Programme [or perhaps the specific projects being funded]

|                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Very effective           | Somewhat effective       | Not very effective       | Not at all effective     | Don't know               |

6.3 Comment

---

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---

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9.1 What should EARO do differently to improve its relationship with you?

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9.2 How might you manage your relationship with EARO differently?

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Other Issues?

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Thank you!

## Questions for Regional Director

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- What are the most important things the new Regional Director needs to know about EARO's context?
- What do you see as EARO's niche in the next four year that allows EARO to fully exploit its comparative advantage?
- What are the most important organizational challenges facing EARO?
- What are the most important programmatic challenges facing EARO?
- What is the geographic reach of EARO? Should it be expanded? How?
- What is the donor engagement strategy? How do we address SWAPs, budgetary support?
- What are the immediate changes you see required in the next 6 months?
- What are the medium term changes you see required in the next 18 to 24 months



## **Questions for Regional Programme Coordinator**

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### ***Leadership***

- To what extent do you think EARO has been well-led over the past ...?
- What qualities should a new RD have to successfully lead EARO in this intersessional period?

### ***Programme***

- What sort of leadership do you receive from the Regional Director on programmatic matters? What is his/her role in setting priorities?
- What sort of guidance do you receive from HQ on programmatic matters?
- What sort of guidance do you receive from Global Thematic Programmes?
- What is the rationale behind an integrated programme?
- How is the EARP developed?
- How is the Annual workplan developed?
- How is innovation brought into the EARP?
- What are the advantages to integrating the Country Offices into a single programme? What are the disadvantages?
- How is the EARO implemented?
- Who are EARO's implementation partners?
- How do you choose which partners to work with on implementation?
- What would you change about partnership arrangements?

### ***Organizational Model***

- How is EARO's programme organized in practice?
- By what mechanisms do you organize the Programme staff? (e.g. Describe TPG, PMD)
- What is the rationale behind a Project Management Department?
- Why are Programme Officers in a pool, rather than assigned to Technical Coordinators?
- What role do the Country Offices play in the organizational model? Do you see this as optimal?

### ***Programme and Project Coordination Mechanisms***

- In the current structure, what is your role in coordinating the TCs and PMD?
- What is your role in the Technical Programme Group?
- What is the mechanism for agreeing on the timing and extent of input from the TCs into PMD work? What are the strengths and weaknesses of this approach?

### ***Donor Relations***

- Is there a donor database? Issues, visits, intel, etc?
- Is there a policy – formal or informal – for engaging donors?
- Do you shop concepts? or full project documents?
- Have you pursued regional framework agreements? What has been done?

### ***Partnerships***

- How do you choose the partners with which you work?
- How do you manage those relationships?

### ***Interactions with other sub-regions of Africa (or other regions in general)***

- Do you have joint programming with other sub-regions of Africa?
- To what extent do you think Pan-Africa programme is appropriate for IUCN?

### ***Interactions with HQ – Programme and Policy***

- What support have you received from HQ? from GPT?
- What sort of support would you expect from HQ? from GPT?
- How do you interact with the Policy and Global Change Group?
- In what ways does EARO support IUCN's policy work?
- In what ways does EARO support IUCN's policy work with UNEP?
- In what ways does EARO support IUCN's policy work on invasive species?
- What role would you expect PGCG to play in supporting EARO?
- What role would you prefer to see EARO support PGCG and IUCN's policy work?

## Questions for the Human Resources Director

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- How are staff recruited?
- How are terms of reference developed?
- How are skills matched to jobs?
- How are staff salaries determined?
  - New job classifications and salary scales?
  - Comparison of this with existing staff salaries (outliers and future costs core staff)?
- How are conflicts resolved?
- How are staff appraisals used?
- What incentives exist for good performance?
- What sanctions exist for poor performance?

### Appraisal System

- Is the appraisal system different for Senior Technical and Coordination staff?
- How are staff appraised on a yearly basis?
  - Deliverables or outputs established at the start of the year?
  - Are these related to annual workplans?

### Consultant contracting

- What is HR role in consultant contracting?

### Secondments, interns and volunteers

- What strategy, arrangements and current staffing level in this category

### Handling variation in portfolio size

- Is there a core staff identified (as opposed to temporary or project staff)?

### DOCUMENT – unpublished paper on staff conflict resolution process?

- Local conditions and terms of service

### Data on Staff List and Categories

- In different categories, over past three years
- Staff turnover in different categories
-

## Questions for Technical Coordinators

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*This is intended to be a semi-structured interview. It is possible to raise additional issues throughout.*

### **Workflow and workload**

- How is your work broken down? (need some categories like: a) admin, b) programme development c) donor relations d) implementation e) programmatic and project reporting f) financial reporting g) supervision of junior staff h) supervision of consultants i)
- Is the ratio appropriate with regard to your terms of reference and priorities for the year?
- What incentives exist for good performance?
- What disincentives exist for good performance?
- What sanctions exist for poor performance?
- Do you feel that you are adequately rewarded, in financial terms or otherwise for your work?

### **Leadership**

- How effective is the leadership of EARO?
- How efficient is the leadership of EARO?
- What are the ideal characteristics of someone to lead EARO?

### **Organizational Structure**

- How effective is the organizational structure?
- How efficient is the organizational structure?
- What would you change about the organizational structure of EARO?

### **Programme Coordination**

- How effective is the organization of programme coordination?
- How useful is the Technical Programme Group?
- How effective is the Project Management Department?
- How efficient is the PMD?
- Do the programmes officers have the correct skills to add value to your theme?
- What are the advantages or disadvantages of a centralized Project Management Department? [e.g. Finance]
- How effectively are Country Offices utilized in the programme coordination structure?
- What changes would you suggest to the management of the Programme Coordination function?
- What changes would you suggest to the utilization of Country Offices in the Programme?

### **Programme and Project Coordination Mechanisms**

- In the current structure, what is your role in coordinating the TCs and PMD?
- What is your role in the Technical Programme Group?
- What is the mechanism for agreeing on the timing and extent of input from the TCs into PMD work? What are the strengths and weaknesses of this approach?

### **Role of the Programme Coordinator**

- How often do you interact with your PC?
- How does the Programme Coordinator add value to your theme?
- What services does the PC provide?
- Is the PC effective in this regard?

- Does the PC help increase efficiency in your theme?
- How effective is the management style of the Programme Coordinator?

### ***The integrated Programme***

- How effective is the integrated programme?
- How efficient is the integrated programme?
- To what extent does the integrated programme facilitate or inhibit integration with other themes?
- Does the programme coordination mechanism facilitate or inhibit the integrated programme?
- How is innovation brought into the EARP?
- What incentives exist for you to promote innovation in your theme?

### ***Partnerships***

- How do you choose the partners with which you work?
- How do you manage those relationships?

### ***Project Development and Fundraising***

- What new projects do you have in your pipeline?
- Do you have any joint programming with the other themes/Technical Coordinators?
- How would you characterize your relationship with your donors?
- What are the programmatic priorities in the medium term for your theme? How will you resource these priorities?

### ***Policy***

- How do you link your work to policy
- Do you have interaction with IUCN's policy units (e.g. PBIA, US/Europe, Law)?

### ***Donor Relations***

- Who is responsible for donor management or coordination?
- Is there a donor database? Issues, visits, intel, etc?
- Is there a policy – formal or informal – for engaging donors?
- Do you shop concepts/portfolios or just full project documents?
- What marketing approaches do you use?
- Have you pursued regional framework agreements? What has been done?

### ***Other issues?***

- To what extent do security and conflict issues impact your work?

## Annex 10. Detailed finance review

EARO visit Line Hempel and Caroline Muller:

04 July – 08 July 2005

**NOTE: all recommendations in the following annex are incorporated into the main report**

### 1. Overall Financial Situation

For the last three years, EARO have realized significant Cost Centre deficits totaling USD 670k. The incurred deficit is not a result of overruns of the expenditure budget, but rather a lack of sufficient income to cover the costs of the cost centre as well as the inflexibility in the cost centre budget which makes it difficult to cut costs. The table below shows income and expenditure for the years 2002 – 2004.

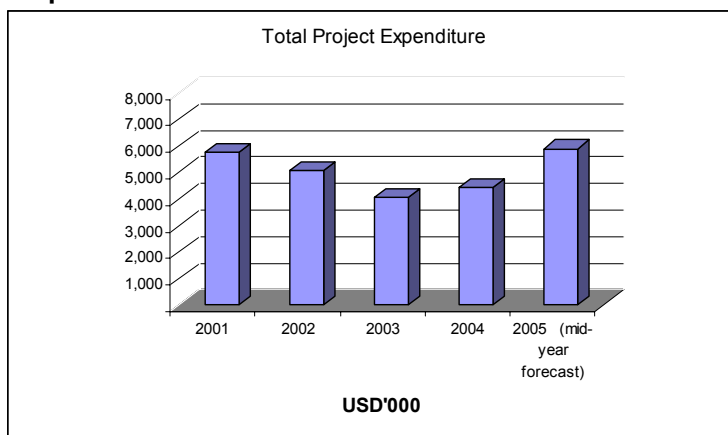
**Table 1: EARO Income & Expenditure 2001 - 2005 (USD'000)**

|                              | 2001         | 2002         | 2003         | 2004         | 2005<br>(mid-year<br>forecast) |
|------------------------------|--------------|--------------|--------------|--------------|--------------------------------|
| <b><u>Income</u></b>         |              |              |              |              |                                |
| Framework allocation (gross) | 347          | 483          | 473          | 500          | 500                            |
| Cost Recovery                | 1,106        | 906          | 747          | 994          | 1,034                          |
| Other Income                 | 43           | 39           | 39           | 41           | 31                             |
| <b>Total Income</b>          | <b>1,497</b> | <b>1,428</b> | <b>1,258</b> | <b>1,535</b> | <b>1,565</b>                   |
| <b>Expenditure</b>           | <b>1,718</b> | <b>1,662</b> | <b>1,792</b> | <b>1,719</b> | <b>1,657</b>                   |
| <b>Surplus/(deficit)</b>     | <b>(221)</b> | <b>(234)</b> | <b>(534)</b> | <b>(184)</b> | <b>(92)</b>                    |

EARO depends largely on cost recovery to balance their cost centre budget. Approximately 73% of the budget of USD 1.5m is financed by cost recovery from the project portfolio.

By the end of 2002 several large projects which generated significant amounts of cost recovery came to an end. Although the region had built up the B list to compensate for the completion of the C projects, donor funding changed direction to fund projects directly through governments in the region which left EARO unable to access funds that previously had been available to them. The graph below shows total project expenditure for the years 2001 - 2004.

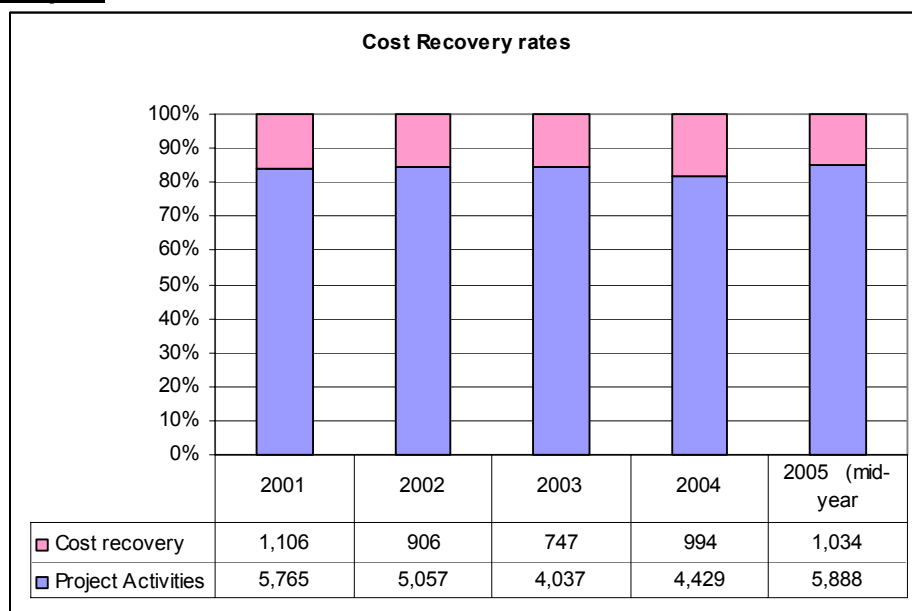
**Graph 1.**



The EARO Cost Centre annual budget which amounts to approximately USD 1.5m is financed by a core income allocation of USD 420k, with the balance to be financed by cost recovery from the ABC list. In order for the region to realize sufficient cost recovery to cover its expenses, annual project activities has to be approximately USD 5,5m with a cost recovery of 20%.

As can be seen from the graph below the average cost recovery rates for the period 2001 – 2004 was 19.5%, with a 2005 forecast of 18%.

**Graph 2.**



There is virtually no flexibility in the Cost Centre budget as 80 % of the budget is staff costs. EARO has thus been unable to cut its cost on order to be inline with the decreased income scenario. However, the out look for 2005 and beyond is one of improvement of the financial situation. The B list is strong with several large projects proposals under negotiations some of them close to signature with donors such as NORAD, UNDP/GEF, DFID, and WANI. However as these projects are not to be signed before the 3<sup>rd</sup> and 4<sup>th</sup> quarter of 2005 it is expected that the region will have a deficit between USD 90-130 at the end of 2005.

### **Recommendation:**

As mentioned above, the region needs to implement project activities to a minimum amount of USD 5.5m in order to recover sufficient income to finance the expenditure of the Cost Centre. Research into the current climate a donor interest of the Eastern Africa region should be carried out in order to determine whether the outlook is satisfactory enough to sustain the current office structure and associated costs.

Cost recovery rates need to improve. The current average suggests that the Region and IUCN is subsidizing projects. As a rule of thumb, total cost recovery on a project should be 30% of the project budget. This is a problem not only for EARO, but for the Union overall so it is important that the Global Directorates look at the whole issue of cost recovery and develop adequate guidelines and policies which will help Programmes in their negotiations with donors.

If the region is to keep its current size, management need to look into the possibility of providing the region with a "project development fund" which would help EARO to develop project proposal that fits the donor priorities in the region as well as IUCN's 2005-2008 Programme plan. The fund should be allocated to EARO with the clear understanding that it is not a permanent fund, and its use must be clearly earmarked for project development subject to the recommendations from the Programme Review.

There is a clear need for support from the Conservation Finance and Donor Relations Unit to help develop a fundraising strategy and for increased support for entry points into donor headquarters which might be interested in funding projects in the region, as local donor agencies tend to as mentioned above, channel funds through local government. The technical coordinators have little access to the donors at their HQ (de Hague, Oslo, Stockholm, Brussels, Washington D.C etc) and would thus need help from the Corporate fundraising services.

### **2. Budget and forecasting.**

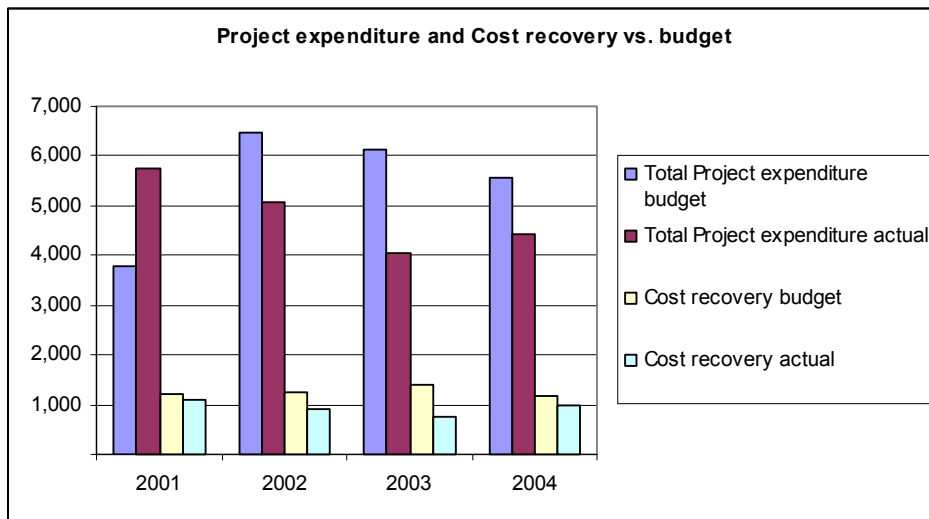
As mentioned in the previous section, the Cost Centre budget has virtually no flexible costs and has thus little or no ability to cut down on expenditure

For the period 2001-2004, EARO has forecasted project activities which have been significantly higher than the actual realized expenditure. The forecast has given a wrong situation analysis of the regions capacity to deliver which in turn has impacted the financial situation with regards to cost recovery. This has a ripple effect for the future as the incapacity to deliver results and consequently the demand for non-cost extensions for projects for which all cost recovery has already been charged, decreases the future cost recovery for the region.

In addition, in order to deliver the region has had to sub-contract a lot of the technical work, which can present a certain reputation risk with regards to the quality of the work as well as a question of efficiency as the TC has to spend a lot of time reviewing outsourced work.

For 2005, the Region has been more realistic in its forecasting of the C list and is at mid-year on track having realized 48% of forecasted expenditure for the year, and gives a truer picture of the actual situation of the Region. The table below shows project activities and cost recovery compared to budget for the years 2001-2004.





Projects implemented in the region are to a large extent implemented with IUCN and implementing partners. Being dependent on third parties for the implementation of projects always exposes an organization to external risk factors beyond its control such as delays in the rate of implementation which in turn can affect reputation, and the financial situation.

The region also tends to be over optimistic with regards to the probabilities of realization of the A and B list as the year progresses. This is illustrated in graph 3. IUCN's policy of allowing up to 40% of total income to be from the A and B list represent a relatively low risk at the time of budget submissions, but if this percentage is not significantly reduced by the time of the mid-year forecast, the cost centre is likely to end in a deficit.

**Recommendation:**

It is important to factor unforeseen circumstances such as those mentioned above into the budget and forecasting cycle allowing for more time to implement the project than is currently forecasted on the ABC list.

The region should also be realistic about the factoring of it AB projects, especially at the time of the mid-year review exercise.

The two recommendations above will negatively affect the annual cost recovery, but it will illustrate the annual income available to the region in a more realistic manner, thus giving EARO Management as well as the Global Programme Directorate a true situation analysis upon which decisions and strategic choices can be made.

The Cost Centre expenditure as well as the current staffing level and associated cost of the region will then have to be put in context with the real available income.

**3. Financial Management**

The current structure as well as the obvious tensions between the Project Development Department (PMD) and the Finance Department leaves several issues of financial management falling through the gaps as the roles and responsibilities of

the PMD and the Finance Unit with regards to financial management of projects is not clearly defined.

### **Contract negotiations**

The Project Management Department plays an important role in budgeting of activities and cost recovery rates before signature of a project agreement and will highlight to the Finance Unit issues that might have a financial impact on the Regional Office. However, the Finance Department does not have clear mandate or authority in reviewing project agreement with regards to performing due diligence in financial matters.

The due diligence exercise with regards to the above-mentioned issues is clearly a role which should fall under the responsibility of the Finance Department who possesses the necessary skills. However, as this role is not clearly defined in the current structure, adequate due diligence with regards to financial issues of project agreements is not exercised on a regular basis. This can lead to EARO accepting conditions in project agreements that in essence are unacceptable to IUCN and exposes the organization to undue risks. The IUCN Project Operational Guidelines have clear rules and regulations for financial conditions of project agreements such as audit costs, budget flexibility, payment schedules, foreign exchange, and cost recovery rates.

### **Project implementation**

Other than proper keeping of the EARO accounts, the Finance Group has a clear responsibility for providing oversight and general financial management for project agreements under implementation. During discussion with both Finance staff and Programme staff it became apparent that during project implementation the following areas are currently lacking financial control and management.

- Project balances with regards to cash flow balances
- Managing project budgets and foreign exchange
- Consultants' contracts, conditions of payment
- Contracts with implementing agencies
- Liquidity management
- Project accruals

Currently two projects have significant deficit balances and it is at this moment unclear whether these deficit balances can be recovered. The projects in question are "Comoros" and "Mnazi Bay" with deficit balances of USD 149k and 180k respectively. Based on discussions with both the Finance Team and the PMD, it became clear during the review that despite the deficit balances, spending on the projects has continued as none of the units felt it was their responsibility to raise the warning flag and halt the spending. If these balances are unrecoverable it is the IUCN Secretariat Contingency Fund that will have to cover the deficits as the Region has no local reserves.

Project budgets have to be managed in the context of the currency in which it receives income and the currency in which it spends. The current situation for EARO does not present a huge risk in terms of foreign exchange fluctuation as most of the donor income is in USD, but this has resulted in significant deficits on projects in the past (Rufiji Delta, shift from Dutch Guilders to EURO), and can easily do so again if the USD appreciated relative to the EURO. In the current structure, neither PMD nor Finance is whether it is their responsibility to manage this risk for which the potential consequences are obvious.

Finance does not have a clear role in the clearing process of consultant contracts or contracts with implementing partners, which is a large part of the region's expenditure. As a result, Finance Officers tend to exercise judgment and review of the contractual conditions at time of payment. This is an inopportune moment to do so and creates aggravation and frustration among the programme staff. It is however important that Finance clears consultant and implementing partners contracts to ensure that they comply with IUCN's financial policies, and do not expose IUCN to any undue risk.

As the Finance Department does not play an active role in contract negotiations, there is no procedure for ensuring that an acceptable payment schedule for the receipt of donor funds is in place in order to avoid that IUCN pre-finances project activities. Added to the lack of monitoring of project balances, this is resulting in an unstable liquidity situation.

Project managers ask for committed amounts to be accrued to the various projects towards the end of a project life in order to have clear picture of the financial situation of a project. During discussions with both the Finance staff and the PMD staff it became clear that nobody considers it their responsibility to clear the accruals. The EARO accounts show at the end of June 2005, accrued amounts totaling USD 269k, some of which dates more than 12 months back. We did not receive an explanation of the status quo on these accruals, and the risk pertains to double booking of expenditure and also liquidity as it is unclear when these accruals are to be paid.

### **Recommendations**

It is important and urgent, that the role of the Finance department with regards to financial management is re-established with the Regional Office. Finance has a clear role and responsibility in both contract negotiations and implementation. If the definitions of these roles are unclear, then some kind of workshop with all relevant staff facilitated by someone from the Global Finance Group is an option to consider.

Once the roles and responsibilities of the Finance Group has been clarified and understood by all parties, its performance can be measured against clearly defined tasks, and several of the financial risks which is currently unmanaged would automatically be reduced.

It is important that both groups communicate and understand each others issues and work better so that the Finance Group can be a unit that has and is considered to have added-value to the Programme, and so that Programme can understand the reason for some of the rules and regulations with regards to financial management. Likewise, the Finance Group needs to understand the nature of the work of the Programme Group and find ways to better assist Technical Coordinators and Project Managers.

## **4. Financial Information & Reporting**

### **Management reporting**

The EARO management only receives status reports for the overall status of the Region's finances on a quarterly basis. Also, it does not receive any information on the balance sheet. As a result the Regional Director does not have clear and full picture of the Regional Office's finances and risks making decisions without the proper information at hand.

**Recommendation:**

Monthly reports on the income and expenditure and the balance sheet have to be provided and discussed with a management on a monthly basis. The Finance Group should put together a set of reports that give financial indicators upon which management can base itself when they make decisions. If there is a need for management to be further trained of financial issues and understanding of financial issues this should be provided.

**Reporting on Project Agreements and budget control**

Both Finance and Program observed that they were most of the times unsure about the actual expenditure to date and remaining project budget. It appears that this is mainly due to untimely recording of income expenditure which Finance explained resulted from an excessive workload of the person that does the data entry of financial transactions in the accounting system. Another issue that came to light is the fact that the Finance staff changes coding of transactions without consulting the project managers.

**Recommendation:**

It is of imperative importance that project managers receive accurate information on the financial status of their projects, in order to be able to monitor their projects. Finance must communicate and seek the agreement of the project staff for any changes of coding to activities. Furthermore, if an excessive workload is the reason for the delay in accounting entries, the Head of Finance must look at options for re-organizing the duties of his Group in order to relieve the person in question. This can be by requesting that other member of the Finance Groups help in data entry in peak periods.

**Donor Reporting**

At the time of the review, six technical and four financial donor reports were delayed. The main reason for the delays in reporting is the delays in the implementation of the project for reasons mentioned in previous sections. Reporting delays represents a credibility and reputation risk not only for the EARO but for IUCN as a whole.

**Recommendation:**

Accurate and timely donor reporting is of imperative importance. Every effort must be made to report in time. If delays in implementation occur, it is preferable to report financially and technically on actual achieved results and incurred expenditure for the contractual reporting period rather than delay reporting. During project negotiations realistic reporting dates must be set, and delays of implementation should be factored into the reporting schedule. It is also important to communicate with the donor if delays occur, as silence can be perceived with suspicion.

**5. Accounting Issues****Staff accounts balances and reimbursement**

Staff accounts form a continuous topic for disagreement. An overview of amounts due on each staff account is distributed monthly but staff complain that they do not understand the overview and that the information is often incorrect. There have also been complaints that exchange rate differences were calculated on staff advances, resulting in the staff member having to repay more than was initially advanced due to currency fluctuations.

**Recommendation:**

A more complete and understandable overview of personal accounts should be provided to individual staff members. If requested supporting documentation and an explanation should be given by Finance. An agreed upon procedure should be established on repayment of the different components. To that extent it would be advisable to separate the components of staff accounts in three separate accounts: 1) staff loans, 2) staff advances for official purposes and 3) staff personal account (for personal expenditure as telephone, private tickets etc). Each component may have a different reimbursement policy. It is advised that personal expenditure should be repaid immediately. The exchange rate calculated on the expenditure should be the same as on the advance and any real exchange losses absorbed by the organization.

**Account reconciliation:**

It is advised that the AA Account Allocation function in Sun Accounts is used to aid the reconciliation process for staff accounts, bank accounts, suspense accounts etc. and thus increase efficiency by reducing the manual way of reconciliation. Explanation of the AA function was provided during the visit.

**Segregation of duties not optimal**

Although the Finance department has five staff members the functions of Petty Cash custodian, payments, journal entry and reconciliation are concentrated with one person.

For purposes of internal control, it is recommended that the function of payment, recording and reconciliation are distributed among three persons.

**Unbalanced task distribution among Finance staff:**

As mentioned in the pervious section, it seems that a large proportion of tasks were concentrated with one staff member who at times is overburdened. This sometimes results in delays in journal entry and reporting and in mistakes. An additional staff member was hired to assist in journal entry but this person is not doing any journal entry.

**Recommendation:**

It is recommended that journal entry should more evenly be distributed among staff and that in busy periods before deadlines all staff should be willing to take on entry tasks.

**6. Efficiency**

Although the review concentrated mostly on financial issues, time was spent discussing with EARO staff the organizational model the Regional Office is currently operating within.

At the time of the big decline in the EARO project portfolio few years ago, a decision was taken to keep all staff and to restructure what is called the Project Management Department (PMD). This Department totals nine staff and is a unit designed to support the technical coordinators in the managerial side of project development and implementation. The restructuring resulted in a department that has strong project management skills in terms of planning and budget tracking, but no specific technical background, thus does not provide technical support to the TC.

**Recommendation:**

It might be more efficient both in terms of costs and in actual delivery of outputs as well as building technical capacity in the Regional Office if the skills of the PMD staff

were more of a technical and project management mix instead of the current skill sets of only project management.

The Finance Department is currently organized in a way that leaves room for improvements. The person that handles petty cash is also dealing with all data entry, and as well as being overloaded she is constantly disrupted by staff needing petty cash for travel.

One member of the Finance Department has very good Sun and IT knowledge, but does seem to empower his colleagues by helping them develop skills that would facilitate their work. Consequently all reporting from Sun Accounts and the other financial management tools fall on one staff member.

The Head of Finance is disrupted for large amount of time every day for clearing and signing payments. In addition he controls each expense claim to be processed by Finance.

**Recommendation:**

The distribution of petty cash should be limited to fixed times of the day. This will prevent the staff member responsible for petty cash from being too disrupted and will give her more time for data entry which seems to be a bottle neck.

Finance staff members should be further trained on the financial systems and tools available so that they can use them properly and become more efficient in their work. This should also free up some time of the staff member currently doing all the IT reporting so that he can assist in the data entry.

The Head of Finance should propose fixed days for which payments will be signed and sent to the bank. In this way he can organize his time better and not feel stressed about payment files pending on his desk.

The checking of expense claims before processing should be done by a staff member more junior and the Head of Finance. This is not a good use of his time. The junior staff member can check the claims, make sure they are within the financial rules of the Regional Office, and only bring to the attention of the Head of the office those for which there seem to be an issue.

**8. Other Issues**

**Communication and cooperation**

There is a lack of understanding and communication between Program staff and Finance staff. This results in dysfunctional communication and inefficiency.

There appears to be a lack of understanding of the functions of the other party and increased mistrust. It was noted that Finance staff provide judgmental analysis which fall outside their competencies and area of responsibility. It was also mentioned that sometimes coding is overruled without consultation. There is a perception in Program of Finance being a costly nuisance. On the other hand, Finance feels Program is not working hard enough to acquire new projects and is absorbing too much money.

Both the cause and result is that Finance (feels it) is not involved in crucial steps in the project development and contract agreement process, which then results in contract conditions that are not always according to auditing standards which in its turn creates more distrust, delays, questions etc.; in other words a vicious circle.

**Recommendation:**

It is important that this situation is resolved as soon as possible. Cooperation between the two “sides” of the house is imperative for the well functioning of the Office as well as for ensuring the efficient management with regards to Finances. Options to resolve this situation could be a Team Building workshop facilitated by an outsider (professional company specializing in such workshops) or a workshop facilitated by a member from the Global Programme Team and the Global Finance Group from HQ.

**Salary increases:**

For two years no salary increase has been applied to salaries, a decision which has been blamed on the deficits incurred by the Office. Although salaries still appear to be in line with competitors, a real loss is perceived equal to the cost of living increase of 10-20% over the last 2 years.

**Recommendation:**

The decision not to grant cost of living increase has contributed to a decrease in staff morale, motivation. Staff members feel that they are taking the consequences of the deficit situation a net decrease in salary. The long term cost of not awarding a salary increase may be a lot higher than the deficits. This situation should be reviewed and preferably be corrected as soon as possible.

**WASAA Trust:**

Concern was expressed that the WASAA Trust would be making a profit to the expense of the EARO office. It was explained that the WASAA Trust is only a legal vehicle for ownership of the office building and estate and would not make a profit.

**Recommendation:**

The CFO and the Senior Finance Officer should clarify together with the Head of Finance in EARO and the Regional Director the exact status of the WASAA Trust. EARO Clarification should further be provided on the continuation of rental payments after the WASAA Trust had repaid the loan provided by the WCTF.