



UNEP World Conservation Monitoring Centre

To be a Centre of Excellence

**A comprehensive project to transform
UNEP-WCMC into a Centre of
Excellence that evaluates and highlights
the many values of biodiversity and puts
authoritative biodiversity knowledge at
the centre of decision-making**

Transition Plan & Funding Proposal

June 2006

Prepared by UNEP-WCMC staff and consultants
May 2006

Centres of Excellence are physical or virtual centres focused on specific issues. They concentrate existing capacity and resources to facilitate collaboration across disciplines and across organisations on long-term programmes and projects of direct relevance to human needs and aspirations. By definition, centres of excellence are widely known for their work.

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Summary

Accessible and relevant information on the status of biodiversity - the world's plant and animal species, and the ecosystems in which they exist, is essential if environmental sustainability is to be incorporated into policies, plans and action. UNEP-WCMC has been at the forefront of efforts to address this need for over 25 years and has the international support and mandate to continue providing this service at the global level.

UNEP-WCMC provides objective, scientifically rigorous products and services to help decision makers recognise the value of biodiversity and efforts to conserve it, and to apply this knowledge to all that they do. Its core business is: managing data about biodiversity and efforts to protect it; interpreting and analysing the data to provide assessments and policy analysis; and making the results available to national and international decision makers, business and the public.

There is now a compelling need for UNEP-WCMC to shift the emphasis of its work from data management, analysis and the creation of information products, towards information management and the application of knowledge in policy and high-level decisions. This represents a significant change in the manner in which the Centre conducts its work and a detailed Transition Plan has been developed to assist this change.

The purpose of this document is to present the Centre's Transition Plan as a *project* and to seek the resources and other support needed. The aim of the plan is to transform the Centre from a leader in the provision of biodiversity information into a Centre of Excellence that evaluates and highlights the many values of biodiversity, and puts authoritative biodiversity knowledge at the centre of decision-making.

The *project* has five elements:

- a) *To establish a sound new institutional basis*
- b) *To redefine the Centre's strategy, business plan and programme*
- c) *To restructure the Centre's staffing, administration, financing and accounting mechanisms*
- d) *To upgrade the Centre's technical capacity and information architecture*
- e) *To strengthen and broaden the scope of the Centre's external relations*

The conditions are in place for a successful transformation of the Centre, which has a new Director and a number of new staff in key positions. Change will be achieved through a period of transition featuring a comprehensive and carefully structured series of activities clustered within the above elements. While existing staff resources at the Centre will be totally engaged in the process, external consultants and specialists from key partners will complement them.

Change, even for the better, is never easy, and the transition will inevitably disrupt the Centre's work. The Transition Plan is designed to minimise disruption as we transform the Centre to address the biodiversity knowledge demands of the 21st century.

Introduction

Biodiversity conservation is now a major part of the global agenda. At the highest political levels, biodiversity is recognised as the basis for our life-support systems. Degradation of biodiversity will inevitably lead to a lowering of the quality of life for people and will, ultimately, irreversibly damage the earth's ecosystems on which we all depend. But biodiversity continues to be degraded and lost at an alarming rate. Many of the world's ecosystems have been disrupted substantially, with many species of plants and animals under significant threat. These declines are due to multiple causes, including overexploitation of natural resources, inappropriate development, anthropogenic climate change and introduction of invasive species. There is a new sense of urgency in the global resolve to address these problems.

Decision makers at all levels and in all strata of society, from government ministers and company executives to members of the public, require information on which to base their decisions. Having ready access to relevant information on the status of the world's biodiversity is essential if environmental sustainability is to be incorporated into policies, plans and action.

Collecting and collating data, and synthesising and evaluating these data into useful forms, are tasks whose importance cannot be overestimated. There is a compelling need for such work to be undertaken independently and at a level that gives us a true global perspective. For almost 25 years this has been the role of the UNEP World Conservation Monitoring Centre (UNEP-WCMC) working to a model of information management that has focused on the collection and integration of data, and their analysis to create information products. The Centre has both the mandate and the international support to continue playing this role.

However, it is clear that the provision of data, information and analysis is no longer enough. For ecosystems to continue to deliver the services on which we depend, strong political buy-in and action are needed. Data and knowledge may be in the public domain, but decision-makers need 'knowledge and wisdom', which involves delivery directly into processes in which they are themselves engaged. Over the next few years, therefore, the Centre will be working to a new and significantly different model, one that does not ignore the importance of data collection and integration, but recognises that data are best managed *in-situ* and that these distributed data should be linked together with new tools that achieve long-awaited interoperability. In the future we will focus in a very strategic manner on delivering key messages and information into decision-making processes highlighting the many values of biodiversity. To achieve this, the Centre has a new ***vision*** and ***mission statement*** that renews emphasis on the synthesis and analysis of data and information to demonstrate the values of biodiversity, and places a greater focus on the deployment of this knowledge to support decision-making.

UNEP-WCMC's vision is a world where biodiversity counts

UNEP-WCMC's mission is to evaluate and highlight the many values of biodiversity and put authoritative knowledge at the Centre of decision-making

To address its mission effectively, the Centre needs a radical overhaul – of its structures, its systems and its culture – and a well-managed process of transition is essential if the Centre is to reorganise in a rigorous and sustainable way. The conditions are in place for such a radical transformation, not least because the Centre has a new Director and a number of new staff in key positions. This document describes the need for, and the approach to, a process of change and it calls for support from the international community to ensure that UNEP-WCMC can successfully transform itself and fulfil its potential in the pivotal role identified by its partners.

Background and Justification

History

Since 2000, UNEP-WCMC has been the specialist biodiversity information and assessment centre of the United Nations Environment Programme (UNEP), managed as a partnership between UNEP, the world's foremost intergovernmental environmental organisation, and WCMC 2000, a UK-based charity. The Centre was founded in 1979 by IUCN–The World Conservation Union (IUCN), and in 1988 became an independent institution with the support and substantial involvement of IUCN, WWF and UNEP.

The Centre was created in an effort to draw together the previously scattered expertise that had been built up to compile the international Red Data Books on threatened species. It quickly acquired an impressive array of acknowledged experts covering a wide range of disciplines and an even more impressive collection of data on the status of biodiversity throughout the world including a major database on the world's protected areas. As the Centre expanded its database and areas of knowledge, so it developed its methods and incorporated the latest technology into its information systems. It also rapidly acquired a reputation for providing accurate, scientifically based analysis of the status of ecosystems and species worldwide.

Over recent years the Centre has maintained its solid reputation, but for various reasons its work has not always been sufficiently innovative and strategic. However, with a new Executive Director of UNEP in Nairobi and a new Director and key members of staff at UNEP-WCMC, the conditions now exist for the Centre to reposition itself as *a centre of excellence for the synthesis, analysis and dissemination of global biodiversity knowledge, providing authoritative, strategic and timely information for conventions, countries, organisations and companies to use in the development and implementation of their policies and decisions*. The need has never been greater.

Partnerships

For over 25 years, the Centre has actively sought and established strong partnerships with a wide range of organisations and this remains at the heart of its *modus operandi*. Early partnerships focused in particular on IUCN and WWF, but over the last five years the Centre has worked with, or for, more than 100 partners. This has included intergovernmental agencies (such as FAO and the biodiversity-related conventions), national governments, international, national and local NGOs, academia (including specialist research centres) and the business sector. In its new strategic plan, UNEP-WCMC expresses its intention to work collaboratively with a wider range of national and global partners, focussing heavily on those that support developing countries, and boosting its role as a facilitator and convenor. As part of this process UNEP-WCMC will review its past experience of partnerships and collaboration in order to ensure that the Centre learns from this experience.

Mandates

The international community has increasingly acknowledged the role of UNEP-WCMC by according it the mandate to carry out many essential and critical functions. Of particular importance in this regard is the Governing Council of UNEP which, in decision GC.22/1/III (2003), gave the Centre a mandate to provide a range of biodiversity related services to UNEP, the biodiversity-related conventions and their constituent party-states, and other bodies in the non-governmental and private sectors. The Convention on Biological Diversity, in COP Decisions VIII/15, VIII/24, VII/4, VII/10, VII/28 and VII/30, emphasised the importance of the part to be played by UNEP-WCMC in compiling information relevant to the 2010 target, preparing the second *Global Biodiversity Outlook*, monitoring the implementation of the Global Strategy for Plant Conservation and further developing the World Database on Protected Areas (WDPA). The role of UNEP-WCMC in harmonizing environmental reporting has also been recognised by CBD, the Convention on Migratory Species and the Ramsar Convention. In 2003, the World Parks Congress adopted recommendations endorsing UNEP-

WCMC's work with the WDPA and calling for UNEP-WCMC to play a role in developing and promoting the use of the IUCN Protected Area Management Categories.

Achievements

Since its establishment in 1979, the Centre has always been at the forefront of compilation, management and dissemination of conservation information. From the initial, simple aim of bringing together the international Red Data Book compilers, the Centre rapidly developed a reputation for adopting innovative approaches and providing groundbreaking outputs. In 1981, the Centre became one of the first agencies to computerise conservation data, and was subsequently first in its field to establish a website, online databases, GIS capability and online mapping, each of which confirmed the Centre as a global leader.

Even though now dated, the UNEP-WCMC website still provides astounding quantities of conservation information which is accessed every year by around 4 million individuals or organisations from over 180 countries. The facilities available include interactive maps and databases, such as the World Atlas of Biodiversity and the World Database on Protected Areas. The CITES (Convention on International Trade in Endangered Species of Wild Fauna and Flora) trade database now contains over seven million records of trade transactions in species listed under the Convention with around half a million additions per year, making it by far the most comprehensive data set of this type in the world. Every month, people who want to analyse and use the data make over a thousand downloads from the database via the Internet.

The Centre's landmark publications have included the first maps of world forests and the *Conservation Atlas of Tropical Forests* published more than 10 years ago, the first world atlases of mangroves, coral reefs and seagrasses, the review *Global Biodiversity* prepared for the 1992 Rio Earth Summit, the *World Atlas of Biodiversity* (produced for the Johannesburg Summit), the *World Atlas of Great Apes and their Conservation*, the early "Red Lists" and red data books, the *UN List of Protected Areas*, and the first digital map of Antarctica.

These are individually significant achievements. Put together as the accomplishments of an organisation the size of UNEP-WCMC, they are an outstanding record. Combined with the record of service to UNEP and to international agreements they are remarkable for such a small organisation.

Changing Global Context

Since the Centre was founded, there have been fundamental changes and advances in our understanding of biodiversity conservation (in part attributable to the Centre's impacts) and in the technological tools available to support information and knowledge management. What was cutting edge in the 1980s is now archaic, and the pace of technological change is still increasing. The underlying philosophy of data and knowledge management is also evolving, as demonstrated by the establishment of the "Conservation Commons" which promotes and enables the conscious, effective and equitable sharing of knowledge and resources to advance conservation. UNEP-WCMC has recognised that in order to stay at the forefront of the field, there must be continual evolution and development to keep up with the rapidly changing global context. The challenges faced in the early years of the Centre's existence were very different to those, which now need to be addressed.

In keeping with its determination to meet the needs of the international community, including those of national governments, NGOs and the business sector, the Centre has always been enthusiastic about change and has actively sought new mechanisms and partnerships to pursue its overall goals. This has been reflected in its history and in the nature of its outputs. From the initial role of providing publications on threatened species, the Centre has developed into a global facility for compiling, collating, synthesising, analysing and disseminating data relating to biodiversity and ecosystems. However, there is now an urgent need for a quantum leap in the evolution of the Centre and its work.

New Strategic Directions

UNEP-WCMC has recently drawn up its overall strategy for the period 2006 until 2011, with an updated vision, mission and goal, as well as new objectives and activity areas. The plan was developed in consultation with a wide range of partners, in particular the Centre's Scientific Advisory Council, and will form the basis of the Centre's business plan for the next six years, establishing a framework to readjust its work to the benefit of the biodiversity community.

Since its inception the Centre has been working to a model of information management that has focused on the collection and integration of data, and their analysis to create information products which, it was hoped, would come to the attention of the appropriate audience (Figure 1).

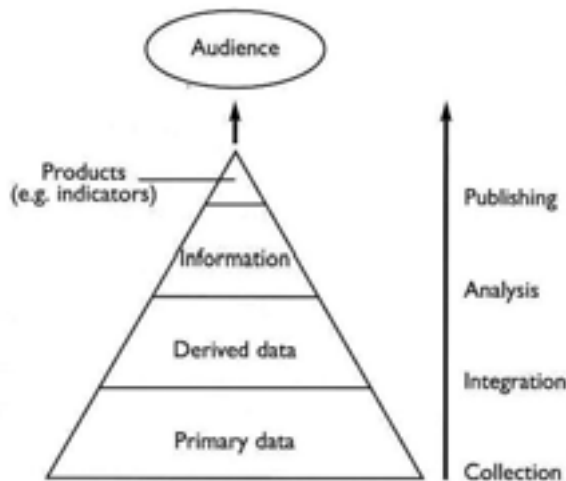


Figure 1. Information Management according to WCMC in 1996

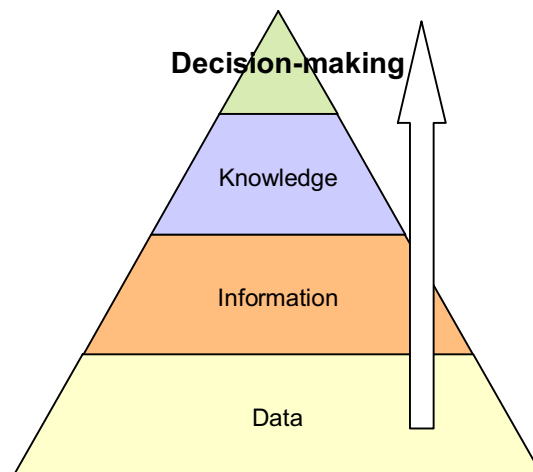


Figure 2. UNEP-WCMC's new information management model

In the newly developed strategy the Centre has adapted this model, placing far more emphasis on the synthesis and analysis of data and information to create knowledge, and on the deployment of this knowledge to support decision-making (Figure 2). This does not ignore the importance of data collection and integration, but it recognises the progress that is being made in joining distributed data through web tools and responds to the need for stronger decision-making support.

The 2006-2011 Strategic Plan

The strategic plan lays the foundation for the Centre's operations and growth in the coming years. It is aligned with the Centre's mission and with the targets set by the international community to reduce the rate of loss of the world's biodiversity by 2010 and reverse the loss of environmental resources by 2015. The Centre has set itself a realistic and achievable **goal**:

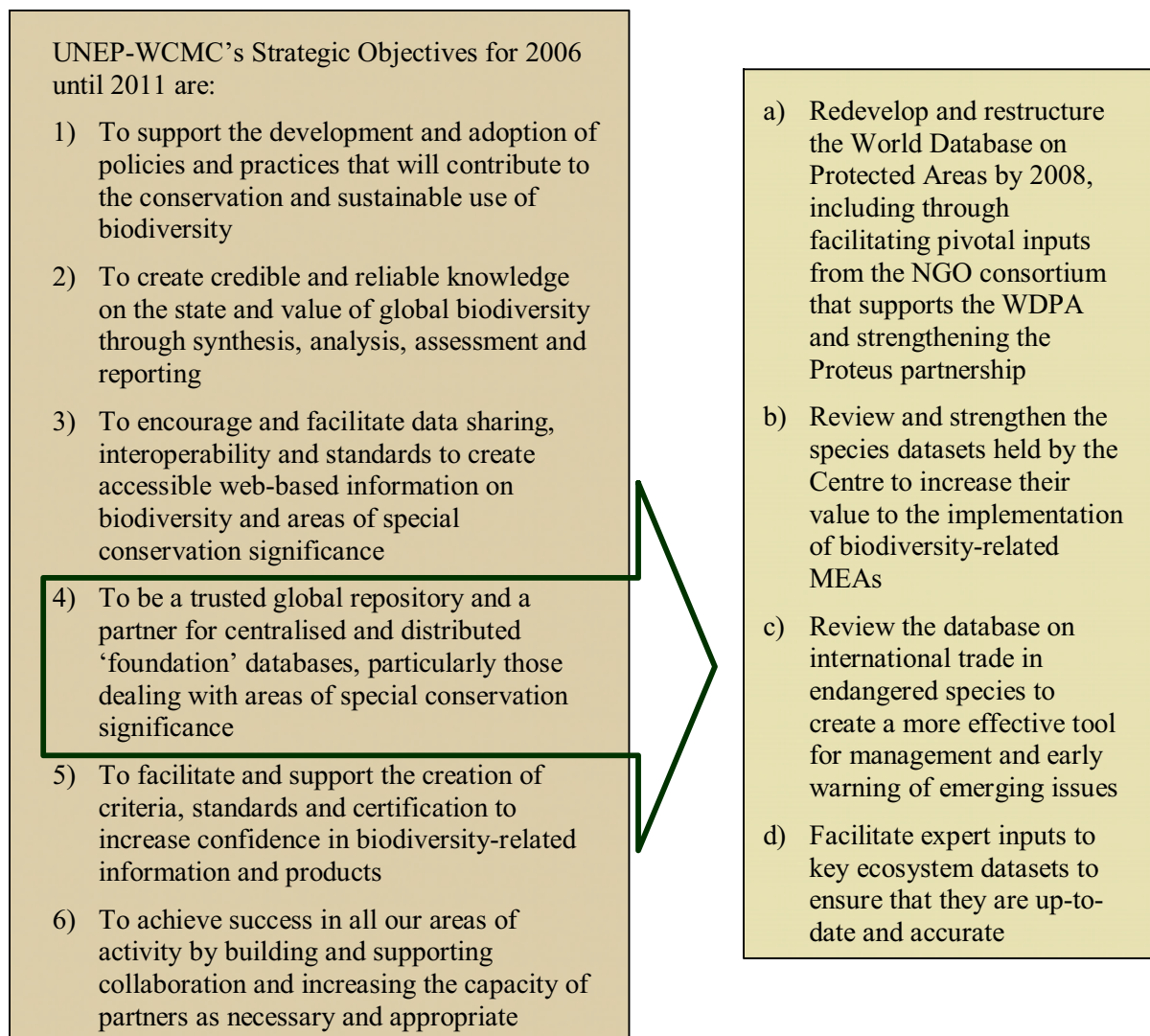
UNEP-WCMC's goal is to be an internationally recognised Centre of Excellence for the synthesis, analysis and dissemination of global biodiversity knowledge, providing authoritative, strategic and timely information for conventions, countries, organisations and companies to use in the development and implementation of their policies and decisions

In pursuit of this goal, UNEP-WCMC will be guided by an set of fundamental values and principles. The Centre will: adhere to the values of the United Nations; respect the views and rights of sovereign Governments and local institutions, remaining politically neutral at all times; adopt a scientific, objective and unbiased approach supervised by an international Scientific Advisory Council; promote the principles of the Conservation Commons, sharing data with as few restrictions as possible; acknowledge and protect the rights and interests of those who share data with it; work

collaboratively, as a facilitator and convenor with a wide range of national and global partners; set realistic targets and measure its performance, encouraging the transparent peer review of its work.

To achieve the Centre's goal a series of six *strategic objectives* has been established. Four of these objectives trace the different levels of the new information management model in Figure 2, another is cross-cutting, while the sixth serves to convert one of the Centre's key values, that of collaboration, into measurable activities. The new strategic objectives are formulated to support its new direction such that the role of UNEP-WCMC will increasingly be to support decision-making and, while its data and information functions will continue, the Centre will deploy its unique convening and facilitating power in these areas to increase the reach and cost-effectiveness of its work.

The six strategic objectives are detailed below. Within each strategic objective the Centre has identified a number of *Activity Areas*, a total of 29 in all, and in the example below the four activity areas in strategic objective 4 are identified.



Each of the activity areas has to be developed through a logical framework approach to specify the detailed activities, outputs, assumptions and timelines, together with the resources needed for their successful implementation.

Transition: A Proposal for Change Management

Assessing the Need

Internal reviews of UNEP-WCMC have made clear to the Centre's management, staff and Scientific Advisory Council that a new strategic plan alone will not guarantee the Centre achieving its own goal and properly fulfilling the important new international role that has been mapped out for it. The most recent review has highlighted key areas that need to be addressed so that they do not become impediments to progress. These include, in no specific order:

Governance

- The legal and institutional framework within which the Centre operates needs to be renegotiated so that the Centre can more effectively support its activities
- The role of the Scientific Advisory Council needs to be clarified, and its impact on strategic direction increased
- There needs to be a clearer understanding of the relationship with the UK government, given the Centre's location in the United Kingdom

Strategy and business plan

- Greater clarity is needed on how, in practical terms, the Centre can properly fulfil its role as the specialist biodiversity information and assessment centre of UNEP
- The Strategic Plan needs to be elaborated to the level of detailed activity and outputs, and roles and responsibilities clearly allocated
- New opportunities provided by initiatives such as the Conservation Commons need to be fully embraced

Internal processes - financial model and culture

- The Centre's culture needs to be adjusted both to better celebrate success, and to provide the conditions that foster innovation and the development of ideas into effective activities
- Standard procedures and tools for project development and planning need to be reviewed and significantly improved
- There needs to be increased consistency and coherence in standard operating procedures, and greater clarity about their implementation.
- The Centre's overhead needs to be properly identified and located, and methodologies and support developed for 'fully-loaded' costing of key activities
- The Centre needs to address the perception by partners that staff costs as expensive, largely due to the inclusion of all the Centre's overhead costs in individual staff charge-out rates
- Mechanisms for setting personal productivity targets for accruing income from externally funded projects needs to be reviewed, and functional overtime policies and monitoring put in place
- The financial model needs to be clarified and more clearly articulated, both internally and externally
- Contracting procedures need to be tightened up, including ensuring that delivery of data and products are the subject of clear written agreements
- Personnel processes need to be reviewed and updated, including job descriptions and contracts, salary bands, performance review procedures and grievance procedures
- The Centre's roster of consultants needs to be broadened to more effectively engage skill sets from overseas - especially from developing countries

Technical capacity – IT, document management and communications

- Recent advances in technology and management practices need to be adopted that enable public and private sector institutions to get more services while allowing managers to focus their resources on the core mission
- The Centre's previously pioneering technology, such as the website, is becoming outdated as information technology advances and this needs to be brought up to date
- Significant improvement is needed in the ways in which library resources are managed by the Centre, and in making key documents, including Centre publications, available digitally

External relations

- The Centre's increasingly complex and diverse mandates necessitates adjustment to a new skills profile and an even greater emphasis on partnership, facilitation and commissioning
- The unfortunate legacy of inter-agency antagonism and a perceived lack of transparency needs to be dealt with in an appropriate and sensitive manner
- There needs to be an improved understanding of partner expectations, and mechanisms put in place to ensure that these expectations are met in full insofar as this is appropriate
- A marketing strategy for the Centre needs to be put in place, and awareness increased of the Centre's work and potential in some of the key markets where biodiversity knowledge could impact decision making

From this list it can be appreciated that the structure, administration and focus of work of the Centre would need review and reorganisation even if the Centre was not changing its strategic focus, but the planned new approach brings the imperative for change into sharp relief. To move forward the Centre will have to address its institutional structures; strategy, business plan and programme; staffing, administration, financing and accounting; technology, and external relations.

Unfortunately, no matter how strong the imperative for change, it is never easy, even from worse to better. The management of the process of transition will be the responsibility of the Centre's Director, with assistance from senior management and support from at least one external change management specialist. Many of the activities will be undertaken by existing staff, complemented by external specialists and input from key partners. Thus, a radical overhaul will consume significant resources that the Centre currently does not have. Apart from anything else, the extensive change envisaged will require a large investment of time and effort on the part of all the Centre's teams, yet the Centre cannot afford for staff to neglect the development and implementation of revenue-earning activities.

In addition, experience from within the United Nations and elsewhere tells us that change or reform initiatives often fail if there is not a group of managers assigned full-time to making change happen, or if the implementation of change takes too long. Thus, in order to plan, design, establish and implement the changes required within an 18-month timeframe, substantial staff time needs to be made available, and this requires the acquisition of additional funding as a matter of considerable urgency. **The largest part of the cost of the Centre's transformation is to 'buy' staff time so that teams can meet to plan, implement and embed change processes.**

On top of this support, the Centre needs additional financial inputs and in-kind contributions to rehabilitate its technology and information architecture, improve the quality of its datasets and completely restructure the way that its data and information are made available over the Internet.

The Goal and Objectives of the Transition Project

The goal of this project is to fund and implement a transition process that will transform UNEP-WCMC into an institution structured and focused to provide biodiversity information in a manner that will enhance its incorporation into policies and decisions at all levels.

In order to achieve this transformation the following objectives have been established. These have been designed to categorise and encompass as simply as possible all the shortcomings identified in the internal review (many of which have been detailed in the previous section).

The five *project objectives* are:

- 1. To establish a sound new institutional basis**
- 2. To redefine the Centre's strategy, business plan and programme**
- 3. To restructure the Centre's staffing, administration, financing and accounting mechanisms**
- 4. To upgrade the Centre's technical capacity and information architecture**
- 5. To strengthen and broaden the scope of the Centre's external relations**

The activities that need to be undertaken to achieve each of these objectives, and the results that will be achieved as a result, are outlined in the following pages, first in text boxes and then in the form of a logical framework which was used by the Centre's management and finance team to develop the budget for the whole transition process.

1. To establish a sound new institutional basis

Needs and actions

- The existing institutional arrangements are incompatible with the Centre's status and relationship within UNEP and require fundamental reform to enable the Centre to operate effectively and efficiently.
- Links with UNEP require clarification so that the Centre is better integrated into the UNEP structures. Comprehensive review and rationalisation of the status of the Centre is needed with negotiation of new agreements between UNEP, WCMC 2000 and the UK Government and the appointment of a Deputy Director to be responsible for liaison with UNEP.
- A donor funding strategy compatible with UNEP has to be developed and, to ensure reduced dependency on UNEP funding, a new post of Head of Development will be created.
- The role of the Scientific Advisory Council needs review and strengthening to reinforce the scientific status of the Centre and the Council's ability to promote the Centre.
- There is a specific institutional problem with respect to the employment of non-EU personnel, which requires resolution through a new agreement with the UK Government.

Results of the Transition

- The planned activities will result in the Centre having a new and clearly defined institutional basis from which to operate which, in turn, will enable it to improve its performance with respect to its relationship with UNEP, the UK Government and the Scientific Advisory Council.
- Dependency on UNEP funding will be reduced through implementation of the new donor funding strategy resulting in a broader funding base.
- The Centre will have a sound science base for the implementation of international mandates.

2. To redefine the Centre's strategy, business plan and programme

Needs and actions

- The Centre's new strategic direction has to be translated into an effective business plan and work programme.
- The external (including UNEP) perception of WCMC's position, role and mission must be improved and the international mandates for its work emphasised. This will require review of the Centre's work with key partners, the design and adoption of an appropriate business plan and the establishment and implementation of a new programme that responds to partner needs.
- The Centre must establish an active leadership role in the Conservation Commons.

Results of the Transition

- Following the establishment of the new strategic direction, the Centre, its staff, partners, collaborators, contributors and clients will have an improved vision and understanding of its role and position in its sphere of work. This is an essential element in rebuilding the work of the Centre and in promoting the Centre's recognition and reputation at global level.
- The adoption of a forward-thinking business plan and programme, designed to respond to the new strategic direction and to the Centre's international mandates, will strengthen the Centre's standing and provide new motivation to the staff.
- Establishing a leadership role in the Conservation Commons will serve to reinforce the Centre's pioneering approach to the free accessibility of biodiversity data.
- The overall impact of this component of change will be an enhanced perception of the Centre responding to its mandates as a global facilitator and convenor, acting to promote the ability and capacity of others to compile, exchange, analyse and use biodiversity information.

3. To restructure the Centre's staffing, administration, financing and accounting mechanisms

Needs and actions

- The Centre's current financial and accounting mechanisms are inadequate with respect to budgeting and overhead recovery and this is constraining the Centre's ability to provide a cost-effective service. These mechanisms must be reviewed and completely restructured to rationalise budgeting, the overhead recovery system, external contracting procedures and all aspects of internal accounting.
- The lack of an effective core-funding strategy hampers the Centre's activities by placing reliance on project funding. A sustainable and diversified core-funding strategy has to be developed and adopted to address this problem.
- The staffing structure, contracts, conditions of employment, personnel assessment processes and training have to be totally reviewed and overhauled if they are to promote the working environment essential for efficient and effective functioning.

- Other aspects of the Centre’s management need to be revised to improve efficiency, including the introduction of standard operating procedures, new arrangements for the Centre’s tenant services and the establishment of project planning tools and procedures.

Results of the Transition

- The complete review and reform of all of the Centre’s internal management systems and procedures will provide a much-needed boost to staff morale. For the Centre to operate effectively and efficiently, it is essential that the staff maintain a high level of motivation and feel a strong sense of “ownership” of the work of the Centre. The restructuring and training elements will provide the necessary impetus for this, and will encourage the recognition of potential for personal advancement.
- The establishment of new and carefully designed budgeting, costing and overhead recovery mechanisms will transform the Centre’s complex and precarious financial status into an efficient and stable condition. This will enable the Centre’s management to operate more effectively and transparently with respect to all financial matters, including the entry into contractual agreements with clients and consultants.
- Staff training in project planning and other areas will increase work efficiency and a diversified funding strategy will provide a broader financial base for the Centre and thus greater long-term financial stability.

4. To upgrade the Centre’s technical capacity and information architecture

Needs and actions

- There is an urgent need for investment in the latest technology. Both hardware and software need to be standardized and upgraded and a carefully planned schedule for routine replacement put in place.
- The Centre’s web presence is now outdated and the services it provides is in need of complete overhaul.
- Internal IT procedures need reviewing and updating.
- Document management policies and practises need to be reviewed and upgraded, including ensuring unique and valuable material is digitised and made available online
- There is need to review possibilities for cost saving through outsourcing.

Results of the Transition

- Investment in the latest technology will have multiple effects on the Centre’s ability to operate effectively and to provide an efficient service in response to the increasing demand for high quality, easily accessible information and knowledge. This will result in improved outputs, increased effectiveness and enhanced reputation.
- As a result of establishing a routine schedule for upgrading the Centre’s IT, its position at the forefront will be maintained and the ability to continue to improve performance will be secured.
- The Centre will become a trusted digital repository for key publications and reports, as well as for biodiversity and conservation data and information.

- The Centre's website and web presence will play an increasingly important part in promoting and supporting the Centre's mission and global image, and the redesign of these elements will ensure that this aspect is adequately addressed in the process of transforming the Centre into an effective global coordinator of biodiversity knowledge.

5. To strengthen and broaden the scope of the Centre's external relations

Needs and actions

- Existing partnerships have to be strengthened through direct engagement following a careful analysis of these relationships.
- There is a need to create a new post to coordinate relationships with the private sector and international NGOs.
- The Centre's conference infrastructure needs upgrade to provide adequate meeting facility.
- A targeted promotional and marketing campaign has to be developed and implemented to maximise the potential of the Centre's best-known products and services.
- The Centre's network of consultants has to be broadened, especially within developing countries.

Results of the Transition

- New and improved relationships with partners, collaborators, contributors and clients.
- Increased emphasis on the Centre as a facilitator/convenor with upgraded meeting facility.
- Improved marketing of UNEP-WCMC products and services through a targeted promotional initiative to bring the work of the Centre to a wider audience and set the scene for the effective implementation of the new strategic plan, particularly with respect to the strengthening of decision-making on biodiversity.
- Broader network of, and links with, consultants in developing countries to enhance recognition of the Centre and its work, and to promote collaboration and cooperation.

Logframe Matrix	Project title: UNEP-WCMC Transition Plan – To be a Centre of Excellence		Project period: Apr 2006 - Dec 2007 Logframe matrix completed: 5 May 2006
Project strategy	Objectively quantifiable indicators	Sources of verification	Assumptions
Overall objective			
Transformation of UNEP-WCMC into a Centre of Excellence that evaluates and highlights the many values of biodiversity and puts authoritative biodiversity knowledge at the centre of decision-making.	<ul style="list-style-type: none"> • Increased ability to respond to international mandates • Increased recognition of the Centre’s work by governance and advisory bodies of international agreements. • Increased use of the Centre by industry for accessing information and knowledge for use in supporting decision-making. • Increased use of the Centres’ services and products, including the website. 	<ul style="list-style-type: none"> • Annual report and mandate specific reports • Reference in decisions and recommendations of intergovernmental meetings • Role in preparation of official documents for intergovernmental meetings • Records on use made of the Centres’ information and information services by the private sector • Analysis of web statistics and feedback requested • Sales of publications and other products and services 	
Immediate objective			
1. To establish a sound new institutional basis	<ul style="list-style-type: none"> • New governance agreements and processes in place • Strengthened advisory processes in place • Funding secured and being sought from a broader base 	<ul style="list-style-type: none"> • Annual reports • Agreements • Reports of meetings • Financial records • Development records 	<ul style="list-style-type: none"> • Willingness of stakeholders to reach closure on key issues, and availability of resources
2. To redefine the Centre’s strategy, business plan and programme	<ul style="list-style-type: none"> • New strategic plan guiding both the Centre’s development and stakeholder understanding of what the Centre is about • New business plan and programme facilitating implementation of the Strategic Plan 	<ul style="list-style-type: none"> • Strategic Plan • Business plan and programme • Annual programmes • Progress reports 	<ul style="list-style-type: none"> • Willingness of partner organisations and other stakeholders to engage
3. To restructure the Centre’s staffing, administration, financing and accounting mechanisms	<ul style="list-style-type: none"> • New staffing policies and procedures in place and being acted upon • New project budgeting and cost recovery approaches in place • Assessment of staff training needs and skills gaps completed and being acted upon 	<ul style="list-style-type: none"> • New policies • New processes and procedures • Revised job descriptions • Staff training plan 	<ul style="list-style-type: none"> • Ability of the Centre to reach agreement on new policies and procedures in time to test and implement them during the life of the project

Logframe Matrix	Project title: UNEP-WCMC Transition Plan – To be a Centre of Excellence		Project period: Apr 2006 - Dec 2007 Logframe matrix completed: 5 May 2006
Project strategy	Objectively quantifiable indicators	Sources of verification	Assumptions
4. To upgrade the Centre's technical capacity and information architecture	<ul style="list-style-type: none"> • ITC strategy developed and being used to focus investment in hardware and software • Redevelopment and remarketing of the Centre's website and related services • Increased access to the Centre's publications and other key published resources • Review of options for outsourcing ITC and web services 	<ul style="list-style-type: none"> • ITC Strategy • New hardware and software • Progress reports • Website • Future options review 	<ul style="list-style-type: none"> • Successful conclusion to discussion with key partners in the ITC industry and those supporting project Proteus
5. To strengthen and broaden the scope of the Centre's external relations	<ul style="list-style-type: none"> • Improved relationships with the Centre's stakeholders, including partners, collaborators, contributors and clients • Use of the Centre's facilities for meetings, bringing an increasing number of people to the Centre • Improved marketing of the Centre products and services • A network of collaborators and potential consultants all over the world, and in particular in developing countries 	<ul style="list-style-type: none"> • Agreements with partner agencies • Visitor and meeting records • Increased use of products/services • Consultant contracts 	<ul style="list-style-type: none"> • Willingness of partner organisations and other stakeholders to engage
Outputs			
1.1 Clearly defined institutional basis for operation	<ul style="list-style-type: none"> • Clear legal status within the UN and effective integration into UNEP • Clarified relationships between UNEP, WCMC 2000 and the UK Government • Clear legal status within the UK, in particular with respect to employment issues 	<ul style="list-style-type: none"> • Written agreements • Adopted procedures 	<ul style="list-style-type: none"> • That agreement can be reached between the different stakeholders • That the UK government can legally provide special status on employment

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	Project strategy	Objectively quantifiable indicators	Sources of verification	Assumptions
1.2 Broadened funding base and approach	<ul style="list-style-type: none"> Increased funding from a broader range of sources Reduced dependence on UNEP financial support 	<ul style="list-style-type: none"> Funding strategy Records of funding approaches Financial records 	<ul style="list-style-type: none"> That sufficient new funds can be secured within the project lifespan 	
1.3 Reinvigorated and strengthened Scientific Advisory Council	<ul style="list-style-type: none"> SAC members with sufficient experience and authority to cover the breadth of the Centre's interests SAC advice of direct relevance to the programme of the Centre and being acted upon 	<ul style="list-style-type: none"> Analysis of SAC membership against an agreed set of criteria Reports on follow up to recommendations prepared for SAC meetings 	<ul style="list-style-type: none"> That appropriately qualified individuals are willing to support the Centre through SAC membership 	
2.1 New Strategic Plan and its effective communication	<ul style="list-style-type: none"> Availability of Strategic Plan to guide the Centre's planning and development Wide dissemination of Strategic Plan, in particular to staff, partners, collaborators, contributors and clients 	<ul style="list-style-type: none"> Published Strategic Plan Dissemination plan for the Strategic Plan Statistics on web downloads of the Strategic Plan 	<ul style="list-style-type: none"> None 	
2.2 New business plan and programme based on the strategic plan	<ul style="list-style-type: none"> Availability of business plan and programme to facilitate implementation of the Strategic Plan Involvement of partner organisations and other stakeholders in development of the business plan and programme 	<ul style="list-style-type: none"> Business plan and programme Correspondence and meetings with partner organisations and other stakeholders. 	<ul style="list-style-type: none"> Willingness of partner organisations and other stakeholders to engage 	
2.3 Perception of UNEP-WCMC's position, role and mission improved	<ul style="list-style-type: none"> New partnership opportunities being developed with all sectors New responsibilities given to UNEP-WCMC in the context of MDGs and the 2010 target Opportunities for implementing larger parts of the UNEP Programme of Work and biodiversity aspects of other UN programmes 	<ul style="list-style-type: none"> Contracts, memoranda of understanding and letters of intent 	<ul style="list-style-type: none"> Willingness of other organisations to collaborate with the Centre, and their ability to provide further opportunities 	

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	Logframe matrix completed: 5 May 2006		
Project strategy	Objectively quantifiable indicators	Sources of verification	Assumptions
2.4 Established leadership role within the Conservation Commons	<ul style="list-style-type: none"> Position on Conservation Commons Steering Committee Leadership in one or more major projects in the Conservation Commons 	<ul style="list-style-type: none"> Conservation Commons website and reports of meetings 	<ul style="list-style-type: none"> Willingness of other members of the Conservation Commons to see UNEP-WCMC taking a major role
3.1 Well motivated staff with appropriate skills	<ul style="list-style-type: none"> New staff policies in place Revised job descriptions and annual work plans completed Revised appraisal process Assessment of staff training needs and skill gaps within the Centre Staff training in project planning and management Staff training in other key areas identified as skills gaps 	<ul style="list-style-type: none"> Policy documents Job descriptions Annual work plans Appraisal forms and guidelines Assessment with training and recruitment recommendations Staff training days 	<ul style="list-style-type: none"> Resources available to recruit to fill skill gaps Resources available to implement all necessary staff training
3.2 Revised budgeting and cost recovery mechanisms	<ul style="list-style-type: none"> Review of options on fully-loaded costing New mechanisms in place and being used effectively 	<ul style="list-style-type: none"> Analysis of cost recovery options and fully-loaded costing Guidelines on budgeting and cost recovery for use by staff New budgetary and financial planning tools available 	<ul style="list-style-type: none"> Definition and agreement on new approaches in time to implement for the next financial year
3.3 Strategy guiding approaches and negotiations on future core funding	<ul style="list-style-type: none"> Strategy being used in trying to secure core funding 	<ul style="list-style-type: none"> Strategy document 	<ul style="list-style-type: none"> Ultimate value of the strategy is dependent on the availability of resources and the willingness of donors to fund core activities

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	Logframe matrix completed: 5 May 2006		
Project strategy	Objectively quantifiable indicators	Sources of verification	Assumptions
4.1 Improved IT capacity and upgrade strategy	<ul style="list-style-type: none"> • Future IT investment, development and maintenance guided by an IT strategy • Substantial further development of hardware and software • Adequate IT support for meeting the Centre's needs 	<ul style="list-style-type: none"> • Hardware and software inventory • IT strategy, including upgrade plan • Agreements on future of Proteus 	<ul style="list-style-type: none"> • Directions may depend on ongoing discussion with potential donors
4.2 Reinvigorated web presence	<ul style="list-style-type: none"> • Substantially improved website • Increase in use of the website, in particular by partners, collaborators, contributors and clients 	<ul style="list-style-type: none"> • Website • Web use statistics and their analysis (including use by key stakeholders) 	<ul style="list-style-type: none"> • Use of the website is in part dependent on the needs of users, and while these can be anticipated and catered for we are essentially not in control of the majority of users
4.3 Improved document management policy and practise	<ul style="list-style-type: none"> • Collections policy and strategy • Up-to-date catalogue of documents held by the Centre • Digital copies of the Centre's publications available online 	<ul style="list-style-type: none"> • Policy documents • Catalogue database • Website 	<ul style="list-style-type: none"> • The key assumption is that permission for digitisation will be given by those holding copyright, otherwise the material digitised cannot be made publicly available
4.4 Review of options for outsourcing IT and web-related tasks	<ul style="list-style-type: none"> • Assessment of outsourcing options competed and guiding considerations on future investment and development 	<ul style="list-style-type: none"> • Internal review paper on options for outsourcing 	<ul style="list-style-type: none"> • None

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Project strategy	Objectively quantifiable indicators	Sources of verification	Assumptions
5.1 New and improved relationships with partners, collaborators, contributors and clients	<ul style="list-style-type: none"> • Appointment of a partnership coordinator • Review of partnership arrangements and how to improve them completed • Increased partnership with conservation and development agencies in delivering information products and services 	<ul style="list-style-type: none"> • Appointment made • Review report • Agreements with partner agencies 	<ul style="list-style-type: none"> • That the various stakeholders identified wish to increase their collaboration with the Centre
5.2 Increased use of UNEP-WCMC as a meeting location	<ul style="list-style-type: none"> • Increased use of meeting facilities and increase in visitors to the Centre 	<ul style="list-style-type: none"> • Records of meeting room use • Records of visitors to the Centre 	<ul style="list-style-type: none"> • Willingness of stakeholders to bring their meetings to Cambridge and to UNEP-WCMC
5.3 Improved marketing of UNEP-WCMC products and services	<ul style="list-style-type: none"> • Increased use of UNEP-WCMC products and services 	<ul style="list-style-type: none"> • Marketing materials • Sales records • Records of downloads from website • Records of access to identified services on website • Records of delivery of services and products to particular client groups 	<ul style="list-style-type: none"> • Interest in the products and services that UNEP-WCMC is marketing
5.4 Broader network of consultants and collaborators in developing countries.	<ul style="list-style-type: none"> • Increase in use of collaborators and consultants from developing countries • Increase in ongoing contact with former Chevening Scholars • Increase in short term postings to the Centre from appropriately qualified individuals from developing countries 	<ul style="list-style-type: none"> • Consultant and collaborator contracts and related financial records • Records of Chevening Alumni • New scholarship programmes 	<ul style="list-style-type: none"> • Availability of suitable candidates for available work in the timescale required.

Activity Schedule for the UNEP-WCMC Transition 2006/7

	Apr-Jun 2006	Jul-Sep 2006	Oct-Dec 2006	Jan-Mar 2007	Apr-Jun 2007	Jul-Sep 2007	Oct-Dec 2007
1.1	Clearly defined institutional basis						
1.2		Broadened funding base and approach					
1.3	Strengthened Scientific Advisory Council						
2.1	New Strategic Plan and its effective implementation						
2.2	New Business Plan and Programme						
2.3	Perception of UNEP-WCMC position, role and mission improved						
2.4	Establish central role in Conservation Commons						
3.1	Motivated staff with appropriate skills						
3.2	Revised budgeting and cost recovery mechanisms						
3.3		Strategy guiding approaches and negotiations on future core funding					
4.1	Improved IT capacity and upgrade strategy						
4.2	Reinvigorated web presence						
4.3	Improved document management policy and practise						
4.4	Review of options for outsourcing IT and web-related tasks						
5.1	Improved relationships with partners						
5.2	Increased use of UNEP-WCMC as a meeting location						
5.3	Improved marketing of UNEP-WCMC products and services						
5.4	Broader network of developing country consultants/collaborators						