

External Review of IUCN 2007

Annex 2 of Volume 1

Report on Linking Practice to Policy (Objective 3)

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Summary

Objective three of the review investigated the policy-practice loop in IUCN by looking at the Global Marine and Water Programmes and at a series of projects in the Africa regions. The intention was to build on the work of 2005 Review of IUCN's Influence on Policy.

The review found tremendous interest from members, partners and secretariat staff around the policy issue. There was a unanimous view that policy influencing is key to IUCN's niche and that IUCN has a unique role to play. At the same time there was much concern that for a complex of reasons IUCN is not optimising its potential for policy influencing, particularly at the regional and national scales. From what the review has seen and heard, there is much that could be done to improve the policy-practice loop. The very strong focus on policy in the results of the 2009-2012 programme underscores the importance of greater clarity within IUCN on its policy processes and how it can best utilise field experiences.

The terms of reference for the review focused on the link between field work and policy work at different scales. However, in engaging with members and secretariat staff the review team was constantly brought back to a broader set of issues impacting on IUCN's overall approach to policy influencing.

IUCN does have a rich and diverse array of often successful policy influencing activities at all scales, though more so at the international level (see Annex 2 for a fuller account). The central question here is not whether valuable work is being done - it is - but rather whether there is sufficient coherence and focus given IUCN's value proposition and limited resources. Another central question is whether there should be a better balance between IUCN's attention to global policy processes and its attention to policy processes at regional and national levels, and in particular to those processes that lie outside and yet impact on the conservation domain.

The review found 'policy' to be an ambiguous concept within IUCN with no clear way of delineating what for IUCN is policy work and what is not. This issue is compounded by the fact that IUCN's only strategy on policy is focussed entirely on international conventions and agreements. Policy issues and processes were weakly addressed in the regional situation analysis documents for the two (new) Africa regions. Policy influencing is often mentioned in relation to expected programme results, without any greater specification of what this means in practice. When the term 'policy influencing' is used, generally it is not clear if the focus is only on government policy or on the policies of all actors. Nor is it clear whether what is being referred to is just the establishment of a policy or the wider set of activities that create the conditions for policy change and subsequently enable effective policy implementation, review and adaptation. Further, the relationship between 'policy' and the adoption of sustainable practices by different actors in society is rarely made explicit.

The review recognises gender issues, along with many other specific issues, need to be appropriately integrated into policy influencing processes. While a specific analysis of gender in policy influencing was not the focus of this review, it was noted that along with many other critical social, cultural and political factors, little attention seems to be given to the implications of gender for strategic and policy influencing.

Consequently, the review concludes that policy influencing needs to be placed and understood within a wider context of strategic influencing – what is expressed in IUCN’s mission as ‘influencing, encouraging and assisting societies’. Strategic influencing for IUCN involves at least some combination of: gathering the scientific data to put issues on the agenda; bringing issues to the attention of the media; developing information materials accessible to the wider public; engaging with leaders in business government and civil society; being active in policy forums and multi-stakeholder dialogues; advocating for specific policies; supporting specific policy development in government, business and civil society; developing tools, methodologies and approaches for policy implementation; reviewing how well all actors have lived up to their conservation-related strategies and policies. A wide interpretation of policy influencing could include all these dimensions and would be synonymous with strategic influencing - and thus by definition be largely inclusive of everything IUCN does. The point is that there is currently insufficient clarity how broadly or narrowly ‘policy’ is to be understood in IUCN.

Being driven partly by emerging thinking in the field of new institutional economics, institutional analysis is becoming central to the understanding of social, economic and political change. Here the term institution is used to refer to the full set of cultural beliefs and attitudes, formal and informal rules, organisational arrangements, and structures and processes for decision making that shape the functioning of societies. Government policy often fails because it fails to take account of the wider institutional context. The review found little explicit attention being given to this important link between institutional analysis and policy.

The overarching message from the review for Objective 3 is that IUCN’s ‘policy’ work is being undertaken in the absence of a sufficiently clear and well-understood overall conceptual framework. This has enormous implications for closing the policy-practice loop, learning lessons from field projects, and the design of programmes and projects and coherence across the Union. It is too often not clear what is to be learned about what in order to influence what. This raises the importance of giving more attention in IUCN to the *theories of change* that underpin its intervention strategies.

The review concludes that the entire assumption about the direct relevance between IUCN’s overall project portfolio and specific policy influencing initiatives needs to be more closely questioned. The project portfolio, particularly at the regional level has often developed as a result of donor interests and priorities for particular countries and regions. Historically there has been limited effort to identify and develop regional projects that would directly support global policy initiatives. With initiatives such as Livelihoods and Landscapes and the Water and Nature Initiative this is now beginning to change. Further, the assumption that the information needed for policy influencing could or should come predominantly from IUCN’s field projects seems very questionable. Clearly there is a much wider set of experiences that IUCN should presumably be drawing on in building its resources for strategic influencing.

From members and secretariat staff there was universal consensus that IUCN could be taking a stronger role in policy/strategic influencing at national and regional scales and that at these scales its convening function was being underutilised. Four main reasons for this were commonly expressed. One, there is a lack of resources for doing this work. Two, the portfolio of projects remains too focused on field implementation at the expense of strategic influencing. Three, the secretariat has an inadequate skill set to fully support a more substantial programme of strategic

influencing work. Four, there is insufficient engagement between members, national committees and the secretariat on strategic influencing issues.

Weak monitoring and evaluation and knowledge management systems were universally recognised as a constraint to effectively learning from projects and being able to widely share lessons. This is not simply in terms of the ICT backbone and the weak management information system, although both are certainly an issue. Rather it is the lack of the human organization systems, and the resources to support them, to bring people from across the Union together to reflect on experiences, establish learning agendas and to jointly undertake action-learning initiatives. For example, the review team was struck by how infrequently staff from the different global programmes meet to discuss matters of content that cut across programmes.

IUCN has an enormously rich diversity of policy and strategic influencing experiences, successes and failures from local to global levels across all its programme areas. There are also enormously high expectations for IUCN to be a major player in helping to shape a sustainable future. The dynamics between government, business and civil society in a rapidly changing and globalised world are becoming ever more complex. The challenge for IUCN is to bring an ever higher degree of rigor and focus to its strategic influencing interventions. To achieve this its internal learning systems will need considerable investment and strengthening

The table below shows a summary of the main findings of the review of linking policy between scales. A full discussion of each finding is given in Annex 2.

Main review findings on Linking Policy Between Scales

1	The scope of what is meant by the term 'policy influencing' is not sufficiently well defined within IUCN. When being used it is not always clear if it refers to - global policy processes or processes at all scales - government policy or the policies of all actors – just the establishment of a policy or a full cycle of problem identification, development implementation and review.
2	As illustrated by the Global Marine and Water Programmes, IUCN is involved in a very diverse range of policy influencing processes from local to global levels that are highly relevant to the conservation agenda. While not always well documented or collated anecdotal evidence indicates many successes.
3	Individual staff members within the global programmes studied are extremely articulate about their approach, focus and rationale for policy influencing work in their area. However this valuable information is hardly documented and essentially impossible to access without in-depth personal engagement.
4	With the exception of input into global conventions, IUCN's policy work across the different thematic and regional programmes is essentially fragmented and individually-driven with no overall framework on policy influencing, and relatively little sharing and lesson learning across programmes.
5	The case for relevance, at a general level, in the link between much of IUCN's field work and its policy work (and visa versa) can in general terms be made. However this seems, in hindsight, a less important question than that of clarity of focus and strategy which is far less clear.

6	With a few notable exceptions, it is not clear that overall and collectively IUCN's field projects play a critical role in contributing to IUCN's policy influencing. Rather, it seems that experiences from IUCN's own projects form a relatively small part of the total 'package' that enables effective policy influencing. (This finding excludes specific policy work that is an in-built objective of a project itself.)
7	IUCN's field projects do clearly contribute to keeping most secretariat staff in touch with field realities and examples, which is important for credibility and clear communication of conservation issues.
8	From the field projects studied it seems that projects have most influence on policies directly at the scale of the project or within the country. There is less evidence of lessons being learned from a series of projects across different countries and then the collective lessons being systematically applied to a particular policy issue at high scales and in different locations.
9	Informative publications are often produced from projects. However, such publications have a history of being quite delayed, and not always available on the web-site and there are rarely deliberate strategies for supporting lessons-learned to be taken up in relevant policy processes.
10	Up to this point there is little evidence that IUCN has designed either its projects or its programmes to be purposeful in linking field practice with policy and visa versa. (This finding excludes specific policy work that is an in-built objective of a project itself.) However, the more recent Water and Nature Initiative and Landscape and Livelihoods Programmes are giving very focused attention to this issue and offer a promising model for the future.
11	IUCN has not given sufficient attention to drawing lessons from the experiences of projects being implemented by other organisations that would broaden the experience base considerably.
12	At the national and regional levels IUCN is insufficiently engaged in policy/ strategic influencing activities and lacks sufficient resources and capacities to do so.
13	The weaknesses of IUCN's knowledge management systems and procedures is a severe handicap to any rigorous process of capturing, synthesising and utilising lessons from a series of projects for policy influencing.

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Acronyms and Abbreviations

BRAO	Western Africa Regional Office
CBD	Convention of Biodiversity
CCAMLR	Convention for the Conservation of Antarctic Marine Living Resources
CITES	Convention on the International Trade of Endangered Species of Wild Fauna and Flora
CSD	Commission on Sustainable Development
EARO	Eastern Africa Regional Office
EBCD	European Bureau for Development and Conservation
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FIBA	Fondation Internationale du Banc d'Arguin
GMP	Global Marine Programme
IUCN	International Union for the Conservation of Nature
IWC	International Whaling Commission
IWRM	Integrated Water Resources Management
KEG	Knowledge, Empowerment and Governance (IUCN strategy)
KRA	Key Result Area
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
NGO	Non-Governmental Organisation
OKACOM	Okavango River Basin Commission
PAGEV	Projet d'amélioration de la Gouvernance de l'Eau dans le Bassin du Volta
PRCM	Programme Régional de Conservation de la Zone Côtière et Marine
ROSA	Regional Office Southern Africa
SADC	Southern Africa Development Community
SRFC	Sub-Regional Fisheries Commission

SSC	Species Survival Commission
TCZDP	Tanga Coastal Zone Conservation and Development Programme
UNCCD	United Nations Convention to Combat Desertification
UNCBD	United Nations Convention on Biodiversity Conservation
WANI	Water & Nature Initiative
WCPA	World Commission on Protected Areas
WWF	World Wide Fund for Nature

1. Introduction

This report covers objective three of the 2007 External Review of IUCN's Programme. Objective three assessed the extent to which IUCN's Programme links policy and practice with a particular focus on the theme of marine and water.

The external review was carried out during 2007 by Wageningen International and Mestor and Associates.

1.1 Terms of Reference

The overall objective for this part of the review was: "To assess the extent to which IUCN's Programme links policy from local to global levels, and vice-versa, by comparing a specific set of themes (water and wetlands and marine and coastal areas) in all areas where these thematic programmes are active.

IUCN claims to work with and influence a range of multilateral environmental agreements. Several global thematic programmes have used examples from local projects to inform their positions in national, regional and global policy processes. This part of the review investigated how local practice informs policy at different levels, and conversely, how global policy process impact at the local level as well as IUCN's role in facilitating this exchange between local and global. Building on the Review of IUCN's Influence on Policy (2005), the review assessed a representative number of case studies to trace the policy-practice loop, in particular those linking local and global.

The Sub-objectives were:

1. Based on available documentation, summarise the scope of IUCN's policy influence work on the themes of water and wetlands; and marine and coastal, both in terms of the policy processes and levels; and field practice employed;
2. To assess the extent to which IUCN's field practice is relevant to policy processes at different levels; and the extent to which policy processes are relevant to IUCN's field practice;
3. To assess the extent to which IUCN has been successful in influencing policy processes with field practice and field practice with policy results; and the circumstances under which IUCN is most successful;
4. To assess the extent to which IUCN is purposeful in planning to use field practice to influence policy processes and vice versa.

1.2 Methodology

This review took the 2005 Review of IUCN's Influence on Policy as a starting point. A combination of document reviews, survey of IUCN web-sites, a scoping analysis, field visits to projects sites and regional and national offices in Africa and targeted interviews were used to generate the data for analysis.

The fieldwork examined 12 IUCN projects in 3 regions in Africa (EARO, BRAO, ROSA) which were selected in consultation with the IUCN Secretariat and representatives from the regional offices. Since the policy review only focused on water, wetlands and marine programmes 9 out of these 12 case studies were analysed to assess their contribution to policy influencing and development, see Table 1 below.

Table 1 Cases studies used in the review

Water
1. (BRAO) Réserphe de Biosphère du Delta du Saloum (The reserve is also one of the protected areas of PRCM)
2. (BRAO) Projet d'amélioration de la Gouvernance de l'Eau dans le Bassin du Volta (PAGEV)
3. (BRAO) Programme de Participation du Public à la gestion des Ressources en Eau l'environnement dans le bassin du fleuve Sénégal (PPP)
4. (EARO) The Uganda National Wetlands Conservation and Management programme (Uganda Wetlands)
5. (EARO) Pangani River Basin Management Project
6. (ROSA) Okavango Delta Management Plan
Marine
7. (BRAO) Programme régional de Conservation de la Zone Cotière et Marine (PRCM)
8. (EARO) Tanga Coastal Zone Conservation and Development Programme (TCZDP)
9. (EARO) The Conservation of Coastal and Marine Biodiversity in the Western Indian Ocean (Jakarta Mandate Programme)

During this field work key informants, within and external to IUCN, were interviewed using a semi-structured approach. In addition, attempts were made to assess the capacity of IUCN as a network "to learn". The case study approach was not meant to engage in "project reviews" but rather as tangible entry point to assess the performance of the entire network, its strategic engagement with members, commissions and partners, its niche in policy work and its institutional embedding.

The review attempted to estimate the scope of IUCN's activities in policy work at regional level. A spreadsheet was prepared and sent to the 3 regional IUCN offices (ROSA, BRAO and EARO) for completion. Specific questions included related to policy work were:

1. number of projects and programmes with an explicit policy objective;
2. the levels of engagement in different types of policy work;
3. the number of projects and programmes with that link with other regional and/or global initiatives.

2. Context and Analytical Framework

A challenge for this objective of the review was to understand what is meant by ‘policy’ within IUCN and to delineate the scope of what could be considered ‘policy influencing’ work. That there is lack of clarity within IUCN about what constitutes policy and policy influencing was a key finding from the 2005 Review of IUCN’s Influence on Policy. Given this situation the review decided to take an encompassing perspective of ‘policy influencing’.

The only definition of policy within IUCN that could be found is that given in the 2002 Revised Policy System for IUCN - “policy may be defined as a course or principle of action selected from among alternatives to guide present and future decisions and action”. A very wide definition itself.

The mission of IUCN is “to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable”. For IUCN, to realise its mission it must focus not just on the establishment of policies but also on their implementation. Further, it is not just the policies and actions of governments that are important, but also the policies (positions) and actions of private and civil society sector actors.

For the purposes of this review we take ‘policy’ to be the positions adopted by public, private and civil society actors on **what** goals will be pursued and **how** these goals will be realized as well as the actions taken for implementation and review of these goals. This is in line with the policy cycle concept, introduced in the 2005 Review of IUCN’s Influence on Policy. This cycle makes explicit four dimensions of policy work - agenda setting; policy development; policy implementation and policy review.

This perspective on policy means that virtually everything IUCN does can be seen as linked, in one way or another, to policy. This reflects the finding of the 2005 Review of IUCN’s Influence on Policy that “programmes [regional and global thematic] do not view policy work in a narrow sense ... [and] are inclined to regard “almost everything” done as “policy work””. As will be discussed later in the report, the review suggests that ‘strategic influencing’ may be a more appropriate generic term than ‘policy influencing’.

This difficulty in defining the concept and scope of policy is perhaps why the strategy behind the current and coming intersessional programmes have been articulated in terms of knowledge, empowerment and governance and not specifically in terms of policy influencing. These dimensions of the “KEG” strategy are defined in the 2009-2012 Programme (essentially as they were also defined in the 2005-2009 Programme) as:

Knowledge: IUCN generates knowledge that is applied by intended users to measurably support ecosystem and human wellbeing.

Empowerment : IUCN increases the capacity and ability of key stakeholders to participate in relevant decision making processes.

Governance: IUCN delivers the evidence and guidance for improved and new policies and governance arrangements that conserve biodiversity and improve livelihoods.

2.1 The Policy Dimension in IUCN's Programme and Strategies

2.1.1 Programme 2005-2008

The 2005-2008 Programme does not use policy or policy influencing as a central concept in the programme framework. The framework does however include many dimensions that either relate directly to policy influencing, as broadly defined above, or are essentially policy influencing but in other words. Notably, alongside its knowledge function, IUCN's niche is defined in the Programme Document as:

“A convener of civil society and governments to develop unified approaches, partnerships and forums, including with the business community, for collective action for conservation.”

Of the six Key Result Areas (KRAs) non of them explicitly use the term policy. Of the 26 specified results only three explicitly mention policy. While the programme gives considerable focus to governance, and in particular the participation of stakeholders in decision making processes, relatively little attention is given to specifying which policies of which actors at what scale may need to be influenced or changed to realise the overall goals of the programme and IUCN's mission. Despite some well articulated principles and ambitions related to governance, overall the balance of the programme comes across as more focused on knowledge provision and capacity development than on focused attempts to strategically influence key decision making and policy processes at different scales.

As will be explained below there appears to be a significant shift towards policy influencing in the 2009-2012 Programme.

2.1.2 International Policy Strategy

The “International Conservation Policy Strategy for the Policy and Global Change Group” was developed in 2006 partly in response to the 2005 Policy Review. As the name implies this document focuses predominantly on the international policy arena. The strategy notes that it is “drafted on the assumption that IUCN's international conservation policy work will **promote the contribution of ecosystem goods and services (and, underlying these, biodiversity) in order to improve human well being.**” The strategy focused on four areas:

1. Conservation and poverty
2. Climate change, biodiversity and livelihoods
3. Markets, finance and incentives for ecosystem services
4. Biodiversity and the international environmental system

For each of these areas the rationale for engagement is outlined along with key audiences and a set of specific results. A comprehensive analysis of the various international agendas, processes and agreements in which IUCN will engage is provided. In all this represents an ambitious international policy agenda.

The Strategy gives a good rationale for IUCN's engagement in the four areas. It then remains rather general and gives relatively little attention to analysing what sort of specific blockages to change currently exist in the different areas. It is therefore not clear what sort of specific influencing strategies may be required to help drive change and where IUCN's niche and value added role might, in this regard lie.

2.1.3 Knowledge Strategy

In December 2005 IUCN developed a draft Knowledge Management Strategy. Knowledge management is critical to the linking of field practice and policy making this strategy document of particular importance to this review. The Draft Strategy makes a good analysis of IUCN's knowledge management challenges and provides a sound perspective on the principle and actions required to improve knowledge management across the Union. Appropriately it gives attention to both the cultural and 'human' aspects of knowledge management as well as the ICT requirements.

It appears that the draft strategy was not formally adopted, while some of the directions proposed are being followed up on much of what was proposed is not yet being implemented.

2.1.4 Programme 2009-2012

From a policy perspective the 2009-2012 Programme is notable in that eight of the ten planned results for the 2009-2012 period explicitly focus on policy change. The remaining three can be interpreted as highly policy related. The Programme is a departure from previous programmes in two key regards. First, it has focused on a limited number results. Second, it addresses climate change, energy, economic incentives and poverty as key factors impacting on biodiversity conservation. As the programme notes this reflects a "better integration and understanding of the complex interface between the environmental, economic and socio-cultural components of sustainable development". The direction of the new programme reinforces the importance of the attention being given in this review to the link between the policy concept and IUCN's overall approach to influencing social, economic and political change.

The new Programme document states "given the cultural, economic and political challenges of the twenty-first century, the conservation movement needs to rethink its approaches to achieve 'a just world that values and conserves nature'".

From this perspective IUCN articulates its value proposition as:

1. providing credible, trusted knowledge;
2. convening and building partnerships for action;
3. having a global-to-local and local-to-global reach; and
4. influencing standards and practices.

2.2 Policy Implications from Previous Reviews

2.2.1 2003 External Review

The 2003 External review gives relatively little attention to policy influencing as such. However, many of the overall findings and recommendations, in particular related to knowledge management, M&E and Union governance are relevant to the policy issues being raised by this review. Significantly, the 2003 external review put considerable emphasis on the importance of IUCN developing its own policy positions through an improved multi-layered governance structure. The adoption of specific policy positions is a challenging issue for IUCN to which this review will return.

2.2.2 2005 Review of IUCN's Influence on Policy

The most comprehensive assessment of policy in IUCN comes from the 2005 review. This external review took this report as an important starting point. While recognising much valuable policy influencing work the 2005 policy review concluded that in an increasingly complex world IUCN was at risk of losing its influence and that it needed to focus more on new domains and new audiences.

The key conclusions to note from the Policy Review are:

1. Influencing policy is a strategic imperative for IUCN, and is well positioned and has much experience to draw on in doing so.
2. IUCN's position as a leader in conservation policy influencing has weakened considerably over the previous decade and it currently lacks the focus, structure and capacities to rebuild this role.
3. IUCN needs to establish a new set of policy priorities with new audiences in order to deal with the threats to conservation that are driven by factors outside the traditional IUCN "heartland".
4. IUCN could significantly improve the impact of its policy work by being by basing its focus and strategies on more explicit theories of change and clearer identification of "policy levers".
5. IUCN's ability to link practice to policy is generally recognised as weak and there are a clear set of relatively well understood reasons for this situation.

6. IUCN's capacity for policy influencing in terms of both conceptual understanding and practical skills is weak and needs strengthening across both the secretariat and the commissions.
7. The institutional mechanisms for supporting policy work across the secretariat and the commissions need to be reviewed and strengthened
8. IUCN could be more effective in its policy work if it was more purpose/issues rather than event driven.

The management response to the Policy Review largely endorsed the findings and recommendations although disagreed with a number of conclusions and in particular that IUCN's profile as a leader in the conservation policy area had weakened. The management response identified a number of actions to be taken. While a new IUCN Policy Strategy has been developed, the conclusions from this review suggest further attention is required.

The Policy Review highlighted the need to engage with actors beyond government and the traditional conservation sector, and it emphasised the importance of understanding how policy influencing will be different at different stages of the policy cycle. However, despite arguing for the importance of clear theories of change to underpin policy influencing explore to any significant degree the concept of "policy" or the relationship between science, policy influencing, and how the nature of IUCN may shape the type of "policy influencing" that is desirable and feasible.

Never-the-less, as will also be discussed later, the findings from the current external review largely reinforce the findings from the Policy Review. This external review has not sought to duplicate the valuable analysis in the Policy Review Document and considers it a sound basis on which this review can build.

2.3 A Framework For Analysing IUCN's Policy Influencing Work

As described above, although much of IUCN's work is policy orientated, there are no generally accepted and used frameworks in place that specify what policy influencing means for IUCN or how it should be approached given IUCN's niche and value proposition. To make the analysis, required in the terms of reference for this objective of the review, it is necessary to be more specific about the different aspects and mechanisms of policy influencing. The following framework has been developed from examining the implicit dimensions of IUCN's policy work and the concepts and analysis provided by the 2005 Review of IUCN's influence on Policy. To answer the terms of reference the review team considered the following dimensions of policy influencing:

1. The underlying assumptions (paradigms) about how policy can be influenced.
2. The relationship between policy influencing and overall processes of social, economic and political change.

3. The sphere that is the focus of the policy influencing – government, business or civil society – the different approaches needed for the different spheres and how the different spheres interrelate in a total policy process.
4. The sector that is the focus of the policy influencing – the policies of the conservation / environment sector or the policies of other economic sectors or ministries of finance.
5. The scale at which policy is being influenced – global, regional, national or sub-national – and the linkages and influences between these scales.
6. The different phases of the policy cycle – agenda setting, policy formulation, policy implementation and policy review.
7. The different influencing mechanisms appropriate for the different phases and how these relate to IUCN’s knowledge, empowerment and governance strategy.

The review has noted that it can be difficult to usefully generalise about policy processes disconnected from a specific situation

Underlying assumptions: This is not the place for detailed elaboration of this topic, as critical as it is to the whole policy issue. The 2003 Review Of Policy Influencing noted a number of different schools of thought and approaches to policy influencing. Here a very simple distinction will be made between a paradigm of policy influencing that sees it as a largely rationale knowledge based process and one which sees it as being a ‘messy’ political process. There is a continuum between these two extremes, however the position taken along this continuum has very significant implications for the type of policy influencing mechanisms adopted and their effectiveness.

Policy Influencing and the wider context: There is no end of examples of policies that have failed to be implemented or which have been implemented and have still failed to realise their objectives. Some of the key challenges for policy influencing and in particular public policy include:

- The difficulty of realising policy change without broad social and political support
- The influence that powerful interest group have over policy
- The failure of many policies to be actually implemented
- The reality that there are many other institutional factors besides formalised policies that influence behaviour and social, economic and political change
- The failure of policies to achieve their objectives because their implementation mechanisms are not coherent with the ‘realities’ of social, economic and political life
- The tendency for policy formulation to be politically driven and not necessary well founded on evidence and theory

All these factors have significant implications for how, within a particular context, IUCN conceptualises and intervenes in a policy arena. The implication is that to bring about social, economic and political change, policy influencing needs to be understood in a broad way and within a wider context of governance and institutions (formal and informal ‘rules’).

Engaging with government, business and civil society: In the modern world with its globalised economy the influence of public (government) policy, whether at international, regional national or local levels, must be understood alongside the influence, policies and strategies of the private and civil society sector actors. The policies and strategies being pursued by business are often having a more profound influence on social and economic change than public policy. Likewise the influence of civil society organisations on consumer behaviour, public opinion and the media is also a major force of change. The consequence is that if the interests and strategies of all three sectors are aligned there is scope for society to be responsive to emerging issues. If the three sectors are working against each other the scope for change is much more limited. This means that for IUCN engaging with all three sectors and building bridges between them is critical to its effectiveness.

Engaging with different sectors: It is of course obvious that to achieve conservation objectives it will often be the policies of other sectors that need to be influenced. However, this is often quite difficult and those working in the conservation field do not always have the linkages, language, status or understanding to effectively engage with other sectors. That IUCN's membership is exclusively conservation based compounds this challenge.

Scale: To achieve conservation objectives it is necessary to engage with policy processes at all scales from global to local. For global agreements and conventions to be realised, policy change is required at national and local levels. The policy processes and political dynamics at a global level are often considerably different than those at other scales. Further, engagement at the national scale, for example can be critical in terms of influencing global policies. The dynamics between scales and the scale at which most leverage can be achieved is generally quite specific to a particular policy issue.

The Policy Cycle: Policy processes are often described in relation to a cycle of agenda setting, policy formulation, policy implementation and policy review. Without intending to suggest that policy processes necessarily follow a simple linear process, identifying which policy influencing mechanisms may be most effective for these different phases can be helpful in designing an overall policy influencing strategy. It can also be informative to identify where in the policy cycle a particular IUCN programme or set of policy initiatives are focused and the reasons for this. The table below lists some different policy influencing mechanisms according to each phase of the policy cycle. These have been drawn partly from the 2005 Review of Policy Influencing and partly from mechanisms noted during this review. It is important to note that the IUCN strategies of knowledge, capacity development and governance are all relevant to all stages of the policy cycle.

Policy Influencing Mechanisms: Table 2 below provides a list of policy influencing mechanisms. These are indicative, and if found useful by IUCN may merit further development.

Table 2: Policy influencing mechanisms grouped by phases in policy cycle

Agenda Setting	<ul style="list-style-type: none"> • Generating knowledge on conservation trends and environmental, social and economic implications • Generating knowledge on viable options for improvement • Synthesising information to provide a coherent and authoritative knowledge base • Establishing coalitions of interested and concerned stakeholders
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	<ul style="list-style-type: none"> • Packaging information so that it relevant and accessible to different audiences • Public awareness raising and media profiling • Building capacity of relevant stakeholders to engage in analysis, issue promotion, advocacy and lobby • Presenting issues at relevant forums • Convening events to engage key stakeholders in dialogue on the issues • Bilateral engagement with key players
Policy Formulation	<ul style="list-style-type: none"> • Analysis of specific policy barriers and opportunities • Identification of policy mechanisms • Learning from and sharing relevant policy successes and failures • Building capacity for policy analysis and formulation • Convening multi-stakeholder stakeholder dialogues • Making submissions to policy processes • Building coalitions of support for a policy position • Personal engagement of parliamentarians and policy makers • Engaging in negotiation and conflict management processes • Providing technical support to policy formulation • Advocating for policy coherence between scales and sectors
Policy Implementation	<ul style="list-style-type: none"> • Developing tools and approaches for policy implementation • Building capacity of policy makers and other stakeholders for implementation • Formation of multi-stakeholder processes and coalitions to support implementation • Development of demonstration projects • Identification, sharing and use of policy implementation lessons • Convening forums, dialogues and networks and to optimise communication, trust building and knowledge sharing
Policy Review	<ul style="list-style-type: none"> • Establishing criteria for success • Developing tools and methods for monitoring policy implementation • Building capacity of policy makers and other stakeholders for policy monitoring and evaluation • Convening multi-stakeholder processes to review progress and openly discuss successes and failures • Supporting communication strategies for keeping stakeholders informed on progress and encouraging transparency

Finding 1: The scope of what is meant by the term ‘policy influencing’ is not sufficiently well defined within IUCN. When being used it is not always clear if it refers to - global policy processes or processes at all scales - government policy or the policies of all actors – just the establishment of a policy or a full cycle of problem identification, development implementation and review.

3. The Scope of Policy Work in Marine and Water Theme

Based on available documentation, the review was requested to “summarise the scope of IUCN’s policy influence work on the themes of water and wetlands; and marine and coastal, both in terms of the policy processes and levels; and field practice employed”.

This task proved to be a considerable challenge for a number of reasons. First, as already introduced there is no clear or accepted delineation of what constitutes policy influencing work, so it is quite possible to see virtually everything in the marine and water themes as in some way being linked with a policy process. Second, very little has been done within IUCN to synthesise and report on policy related work in a structured way. The policy influencing processes, priorities and activities are often implicitly understood by staff but usually not explicitly outlined in programme and project documents nor are outcomes and impacts explicitly reported on and synthesised. Third, much of the information needed for a comprehensive scoping is either not available on the knowledge network and IUCN’s web-sites or is not structured in a way that enables an overview to be gained.

Despite these challenges a broad perspective on the scope of policy work being done by the two themes is provided below. While not claiming to be comprehensive the review considers this as an adequate reflection of the major policy foci and directions of the two themes.

3.1 Marine and Coastal Theme

3.1.1 Overview

IUCN’s marine and coastal portfolio consists of the work being done by the Global Marine Programme (GMP), projects and initiatives established and run by the regional programmes and the work of a number of the commissions, in particular SSC and WCPA. Over recent years GMP has been playing an increasingly active role in coordinating the overall portfolio of work and now has staff located in regional offices working jointly on global and regional programme activities.

The five areas of the GMP are:

1. Marine Protected Areas;
2. High Seas;
3. Invasive Species;
4. Species Protection;
5. Coral reefs and coastal livelihoods.

Table 3 below illustrates some of the key policy influencing work in the marine and coastal theme grouped according to these 5 focus areas and showing at what scale work is being done. This information was derived from interviews with the staff of the GMP, the IUCN web-sites and from a review of the GMP news letters. The later proved to be the best source for gaining an overview of what IUCN is doing in the marine and coastal areas.

Table 3: Overview of policy related work of the marine and coastal theme

	Global	Regional	National / Local
1. Marine Protected Areas (MPAs)	<ul style="list-style-type: none"> Guidelines for protected areas management Influencing of FAO Committee on Fisheries on importance of MPAs Active engagement in International Marine Protected Areas Congress Summit on marine MPAs to enhance work of WCPA 	<ul style="list-style-type: none"> Guidelines for MPAs in Western Indian Ocean Engagement with Conservation of Antarctic Marine Living Resources Joint meeting hosted by IUCN and European Bureau for Development and Conservation (EBCD) on role of MPAs in fisheries management Reported on MPAs to the annual meeting of the Convention for the Conservation of Antarctic marine Living Resources (CCAMLR) Represented at Antarctic Treaty Consultative Meeting 	<ul style="list-style-type: none"> Resolution rewarding Australian Government for no-take zones Publication on assessing the effectiveness of MPAs in Western Indian Ocean Completion and lessons learned from Hon Mun MPA in Vietnam Assessment of MPA in Sudan Training programme for managers of Red Sea MPA
2. High Seas	<ul style="list-style-type: none"> Participation in High Seas Task Force Observer status on International Seabed Authority Advisory note to all United Nations Country missions. Engagement in International Waters Conference Co-hosting round table of deep sea- 	<ul style="list-style-type: none"> Book on governance of the Mediterranean Sea IUCN/WWF study influences General fisheries commission for the Mediterranean to limit deep water fishing Support for a cooperation forum for the 	

	<p>biodiversity with private sector</p> <ul style="list-style-type: none"> • Participation in panel on high seas governance at Global Oceans Conference • Provided background information for UN Ad Hoc Working Group on biodiversity beyond national jurisdiction • Presentations of need to prohibit deep sea bottom trawling at 8th CBD conference of the Parties • Ministerial level launch of High Seas Task Force Report • Presentation of prototype of list of irresponsible fishing vessels at UN Fish Stocks Agreement Review Conference • Publications on high seas MPAs and ecosystems • Presentation of background document on regional fisheries management organisations to UN Fish Stocks Agreement Review Conference • Participation in Meetings of the International Maritime Organisation • Workshop to assess engagement with the shipping industry 	<p>Patagonia Sea</p> <ul style="list-style-type: none"> • Support for manual on best practices to negotiate fisheries agreements in West Africa • Promoting self assessments by Regional Fisheries Management Organisations 	
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3. Species Protection	<ul style="list-style-type: none"> • Establishment of Global Marine Species Assessment with Species Survival Commission • Greater attention to marine species in Red List • Publication on status of International Plan for Conservation and Management of sharks • Coffee table publications on marine species • Participation at CITES Conference of the Parties 	<ul style="list-style-type: none"> • Production of report on monitoring and law enforcement required to maintain populations of humphead wrasse in Indonesia • Establishment of Western Gray Whale Advisory Committee and work with Sakhalin Energy 	<ul style="list-style-type: none"> • National Plan of Action on shark protection in Ecuador
4. Invasive Species	<ul style="list-style-type: none"> • Marine Invasive Species Workshop in Seychelles 	<ul style="list-style-type: none"> • Publication on gaps and priorities in addressing marine invasive species • Invasive species baseline survey of Chagos Archipelago 	<ul style="list-style-type: none"> • Project to deal with risks of aliens species in Aquaculture in Chile • Marine invasive species survey and training workshop in Pacific
5. Coral reefs and coastal livelihoods	<ul style="list-style-type: none"> • Publication on managing mangroves for resilience to climate change 	<ul style="list-style-type: none"> • Assessment of coral reef degradation in the Indian Ocean • Workshop on building resilience into coral reef conservation in Western Indian Ocean • Engagement in CORDIO meeting in East Africa 	<ul style="list-style-type: none"> • Coastal livelihood workshop in India
6. Other	<ul style="list-style-type: none"> • Workshop on Economic Valuation of Large Marine Ecosystems at GEF International Waters Conference 	<ul style="list-style-type: none"> • Workshop and publication on sustainable aquaculture in Mediterranean • Response given to Green Paper on 	<ul style="list-style-type: none"> • Project to promote sustainable tourism in Egyptian Red Sea Coast

		<p>EU Maritime Policy</p> <ul style="list-style-type: none"> • Co-organised workshop to look at how to improve research and education exchange across East and West Africa 	
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The marine protected Areas (MPAs) theme is a good example of IUCN’s way of linking policy influencing to policy development and field practice. The first experiences with MPAs date from the mid nineties when two IUCN field projects (Samoa and Vietnam) were developed to acquire insights in the conservation possibilities by establishing a marine protected area. These experiences were published and a toolkit was developed¹ to assess the management of the MPA. Thanks to these field cases IUCN, together with its partners, managed to push the issue on the international agenda of the Johannesburg World Summit on Sustainable Development in 2002 and the World Congress on Protected Areas in Durban 2003. MPAs have become mainstream in marine conservation and the toolkits are being used and adapted to other regions. More experiences were developed after the Durban meeting (PRCM in West Africa for example). More lessons are to be learned in the future, but the regional and global MPA networks are supposed to favour such environment. A more recent dimension to the debates on MPAs is the issue of the high seas, beyond national jurisdiction.

As illustrated by the table above, the issue of the high seas is currently a major focus for IUCN. It has arisen over the last 5 years. In 2003 IUCN and WWF jointly organised a meeting in Malaga on the issue of high seas and bottom trawling. The high seas are the zones beyond national jurisdiction of in most cases 200 sea miles. Until relatively recently little fishing happened in these zones, however with declining fish stocks new fishing areas are being sought. Since no Nation State has legal right to these areas, it is an issue of great stakes that can be worked out only at the highest international level, the United Nations. Progress is being made in addressing the issue. From 17 to 19 October 2007, IUCN and its partners organised an informal expert meeting on international marine policy, stating that:

“Building on the provisions of the United Nations Convention on the Law of the Sea, the group also called for the development of a UN Declaration of Principles for the protection of the marine environment and its biodiversity beyond national jurisdiction as an essential first step towards ensuring the consistent application of modern standards to protect ocean health and services.” (IUCN news release 24th October 2007²)

¹ Pomeroy, R. S., Parks, J. E., Watson, L. M. (2004) How is your MPA doing? A guidebook of natural and social indicators for evaluating marine protected area management effectiveness. Gland; IUCN.

² http://www.iucn.org/en/news/archive/2007/10/24_pr_marine.htm.

The first step of putting the issue on the international policy agendas has been successful. The next steps of policy development and implementation will have to follow soon. The biggest challenge in this respect is the lack of scientific research to provide evidence on the state of seamounts for example. The GMP works on the issue in three steps. First, IUCN is seeking funds for research to generate ecological baseline information. Secondly, an assessment of the institutional environment, laws and regulations and conventions regarding the high seas at national, regional and global level is needed. Lastly, based on the information generated through the first and second step, options for a sustainable management of these areas will be developed.

The invasive species issue, GMP's third focus theme, was taken up late 2004. Much more is known of terrestrial invasive species, but with increased shipping traffic and the boom of the aquaculture sector, insights in possible threats and ways for prevention are needed. The issue is emerging and IUCN contributes to the scoping and identification of the issue by means of two projects, an aquaculture project in Chile and a survey project in the Indian Ocean on information gathering in harbour areas. The International Maritime Organisation is taken up the shipping issue. According to the GMP staff, IUCN's role is to be a driving force in pushing the issue forward.

Fourthly, the species protection theme of the GMP can be considered a classical IUCN issue. Traditionally IUCN's Species Survival Commission (SSC) is involved in the monitoring of stocks of endangered species and the IUCN red list. The GMP is particularly engaged in the issue of the Western Gray Whale. Upon the request of Shell, IUCN formulated an independent advice of the stock of the Western Gray Whale. The small population of these whales feed in the waters of the Sakhalin Island, also rich for its Oil and Gas stocks. Collaboration within IUCN between the GMP, the SSC and the Business and Biodiversity Programme of IUCN led first of all to the replacement of the pipeline, south of the key feeding area of the whales. Additionally Shell requested for an ongoing initiative on the western gray whales. An independent panel of 11 experts has been established, able to provide objective information to governments and industries. Although IUCN is also an official member of the International Whaling Commission (IWC), the panel is not formally linked to the IWC. Only the independent image of the panel enables them to discuss with the Russian and Japanese government on the highly political issue of whales. The issue of the Gray Whales is also important for IUCN itself, since it is an example of IUCN's capacity to engage with the private sector and to make full use of its internal complementary advantage.

The last GMP theme is the Coral Reefs and Livelihoods. Coral reefs are an important issue to IUCN, but they are not the only organisation active in this domain. The linkages with the livelihood component lie in the fact that populations are depending on the coral reefs for their living. By tackling the two at the same time, conservation and poverty alleviating are linked. Not all coastal livelihoods issues addressed under the GMP are however lying in coral reef areas (the PRCM in West Africa for example).

In East Africa and the Indian Ocean IUCN developed a consistent methodology on coral bleaching and resilience. The research programme CORDIO, established in 1999 in response to the degradation of the coral reefs in the Indian Ocean, is paid by IUCN and its partners to run the project. A partnership with has been formed with local research institutes, NGOs, managers and governments. Aim is to link field-testing with management programme planning.

Although at time operating independently of the GMP, the Africa regional and national offices also are doing relevant work in the policy arenas of their respective levels. The IUCN programme office in Mauritania is the only and most important partner of the government in any environmental issue. PRCM became a regional referent for MPAs, Oil exploitation in West Africa and a partner of the Sub-Regional Fisheries Commission for better fisheries agreements with for example the EU. In Tanzania, lessons of the Tanga programme were used in the development of a coastal management plan and the fisheries policy and act. The three field case studies on marine and coastal themes of the External Review will be discussed in more detail in the next sections of this report.

3.1.2 Observations

Within the marine theme there are a diverse range of policy influencing initiatives from local to global levels. The high seas agenda illustrates IUCN's considerable policy influencing capacity, when focused on a particular issue. This agenda has been pursued primarily at the international level. The PRCM programme in West Africa along with, the Mangroves for the Future initiative and work at the European level illustrates IUCN's engagement in regional and national policy processes. IUCN has a strong presence in many of the regional and international meetings relevant to marine issues.

The Marine and Coastal theme is notable for its extensive publication series. This theme appears particularly strong at the agenda setting stage of the policy cycle and focuses on generating and documenting the scientific basis for policy change. Indeed those external to IUCN interviewed were very complementary about IUCN's strength in this regard. The focus of the marine and coastal work appears more orientated to the scientific/rational paradigm of policy influencing. Although, the GMP staff are extremely articulate about the politics of marine policy and are able to explain the rational behind their policy influencing strategies from this perspective. The publication of 'coffee table' books also illustrates an understanding of the need to gain wider societal support to achieve policy change.

The policy work in the marine and coastal theme is increasingly engaging with business as illustrated by the work with Shell on the Western Gray whale and the engagement with the fishing industry in relation to the high seas agenda and the shipping industry in relation to invasive species. Clearly the IUCN is engaging outside the just the conservation sector in this theme and operating at all scales. However, the linkages between scales it more difficult to ascertain. Certainly a wide diversity of policy influencing mechanisms are being employed.

What is difficult for an outsider to understand about the marine and coastal theme are the priorities and the specific strategies that will be employed to achieve particular results. It appears that a middle level of planning is missing. Very broad goals and results have been set, particularly in the 2005-2008 Intercessional Plan, that could be inclusive of a wide range of projects and activities. The next level of planning is then apparently at the project level. Take for example the high seas agenda. There is apparently no documented strategy/plan that describes how IUCN will engage in this issue, what the strategic/policy influencing priorities are and the main tactics that will be followed to achieve change given IUCN value proposition. This is not to suggest that endless detailed planning should be done. Rather it is about sufficient explanation and a manner of communication that enables outsiders to understand and connect with what IUCN is doing. A

clearer and more detailed articulation of intervention strategies (policy influencing mechanisms) would also be valuable for underpinning learning and reflection. If the reasons for following a particular strategy are not clear such learning lessons from successes and failures is much more difficult.

It is not being suggested that there is no strategy behind the work of the marine and coastal theme. Indeed the review team was impressed by how staff of the GMP articulated and explained their work. However, communicating this to a wider audience does not seem to be a priority.

The review team was struck by how difficult it is to get an overview of the priorities and strategies of the marine and coastal work and how these relate to the project portfolio and financial investments at both global and regional levels. It is not possible for example to get a full list of IUCN's projects in this theme with brief summaries an indication of who IUCN is working and then groups for example by focus area or region/country. From a policy perspective there is no listing of key policy processes in which IUCN is engaged at different levels and perhaps what some of the key achievements have been. There is a great deal of information on IUCN's web-sites and many very valuable documents can be accessed. Yet it all seems presented in a rather ad-hoc way with little consistency between the global website and those of the regions.

Many of these issues are already well recognised by the Secretariat staff, and indeed they feel the frustration of not being able to make improvements due to wider constraints of IUCN's systems, funding mechanisms and management procedures.

The review noted a considerably more detailed and more results orientated draft Marine Programme for the 2009-2012 period. It would seem valuable to translate and communicate this in a way that would more accessible to the outside world.

The work of the marine and coastal theme is connected to a considerable number of resolutions from the WCC. There is no clearly transparent way to understand the relationship between these resolutions and the work of Secretariat. Though certainly many of the resolutions in the marine area are being responded to. In terms of policy influencing it seems that more could be done to link the resolution process with the overall work of the marine and coastal theme particularly through membership engagement at national and regional levels.

3.2 Water Theme

The second global programme that was reviewed is the IUCN Water Programme. This section will briefly introduce the programme and then go into more depth on the policy work that is done at different levels.

The mission of the IUCN Water programme is closely aligned to the IUCN mission: "to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of water resources is equitable and ecologically sustainable." The Water Programme aims to achieve healthy river basins that provide sustainable ecosystem services to

livelihoods and societies. To achieve this goal, the Water Programme promotes Integrated Water Resources Management using an ecosystem-livelihoods approach and applies a principle-based pragmatic approach that fosters innovation and learning, and engages with a wide variety of actors in the water, environment and conservation sectors (Water Programme Strategy, 2004). The Water Programme has identified four objectives that guide its work and policy is one of them:

The four objectives that guide the work of the IUCN Water Programme

- **Practice:** An ecosystem-livelihoods approach to integrated water resources management (IWRM) is demonstrated
- **Instruments:** Instruments support the mainstreaming of an ecosystem-livelihoods approach to IWRM developed and applied
- **Policy:** Guidance on water-related policies is provided at national, regional and international levels
- **Programme delivery:** The delivery of a high quality Water Programme is ensured

IUCN contributes to water policy development and implementation around the world by focusing on integrating policy and practice. They combine support to members and partners at national levels with its work in demonstration sites. This linkage provides the basis for testing and implementing policies and scaling-up successful field-level results. It creates the necessary capacities amongst state and non-state actors to create sustainable solutions. The underlying assumption is that when knowledge is available and people and institutions are empowered, they can better participate in decision making. This is translated into the Water-Value Chain: the value created by IUCN to influence, encourage and assist water managers to develop more sustainable practices.

The Water Programme of IUCN entails three components; the Water & Nature Initiative, Water for Schools and the Global Environmental Flows Network. This review looked at case studies implemented under the Water & Nature Initiative (WANI).

Currently the water theme is described as having four focal areas: 1) environmental flows, 2) economic valuation and payment for financial services, 3) climate change adaptation and 4) national policy reform. Table 4 shows a number of the key policy related initiatives of the water theme related to each of these focal areas and grouped according to scale. These are further elaborated in appendix 1.

Table 4: Summary of key policy related initiatives at different scales

	Global	Regional	National / Local
1. Environmental Flows	<ul style="list-style-type: none"> ▪ Statements of environmental flow to include in ▪ CSD policy documents ▪ Ramsar Convention ▪ WWF 3 and 4 ▪ Creation of the flow toolkit plus translation (how to put environmental flow in place) ▪ Global environmental network operational (800 people) <p>Specific examples</p> <p>1. Position paper presented to CSD-12 (April 2004) where themes were water, sanitation and human settlements. Paper included environmental flows as one of 4 main policy components. Position paper at CSD-13 (2005) encourages specific strategies for enabling progress on EF.</p> <p>2. 3rd World Water Forum: organized water, nature and environment theme, including plenaries, sessions and statements; statement made to ministerial conference; targeted interventions with delegates to negotiations, in an advisory role.</p> <p>3. FLOW toolkit published in 2003 and since translated into 8 languages. Approx 5000 hard copies distributed and approx. 10,000</p>	<ul style="list-style-type: none"> ▪ Central America, Southern Africa and Asia, State of the art of environmental flows and networks of decision makers and civil servants trained ▪ Different ministries trained in environmental flow assessments; what do environmental flows mean at national level to create an environment conducive to change ▪ Demonstration projects with links to policy level at national level attract interest and build credibility at regional level. For example, in Pangani, EF demonstration has national engagement through key figures and institutions that are active in regional networks, leading to regional policy-level interest and expressed demand for engagement. 	<ul style="list-style-type: none"> ▪ National workshop to raise awareness on environmental flows and project staff will explain how it should be done. ▪ Capacity building of national EF specialist team (Tanzania) ▪ If water policy has environmental flow in it, help with implementation of the policy. Advice on putting it into the law. Advise how policy is implemented. Examples: Vietnam, Tanzania, SADC ▪ Support inclusion of environmental flows in the law ▪ Environmental flow assessments ▪ MS platforms for flow negotiations ▪ IUCN and partners facilitate bridging between levels to enable upward influence of demonstrations and downward mobilisation and tailoring of policy – e.g. community to sub-basin to basin to national. Examples in Pangani, Songkhram (Mekong).

	<p>downloads, Toolkit in awareness raising and as resource for capacity building in demonstrations and in training programmes. Source of credibility for IUCN and entry point for network formation. Translations a mechanism for adapting concepts and agreeing language in new settings.</p>		
<p>2. National Water Reform</p>	<ul style="list-style-type: none"> ▪ Engagement in water forums; offer text/policy advice but not negotiating ▪ Influencing global policy events through being on the steering committee that sets the agenda – e.g. WWF ▪ R&D Transboundary law ▪ Toolkits: RULE, NEGOTIATE, SHARE <p>Create space for national ministries to present their work (institutional reform, legislation)</p> <ul style="list-style-type: none"> • Case studies are included in the toolkits. Which are used in training and capacity development again. 	<ul style="list-style-type: none"> ▪ Setting up new institutions for transboundary water management; e.g. active roles In facilitating agreements establishing the Volta Basin Authority and Lake Tanganyika Management Authority. Set up national and transboundary dialogues and with partners convened Ministerial meetings. ▪ Supporting MS platforms; e.g. Nile Basin Discourse, assisted with mobilising stakeholder forums in Senegal basin and facilitated agreements Senegal basin organization and (distrustful) stakeholder groups. ▪ Helped with drafting of treaties – e.g. Volta treaty and Lake Tanganyika ▪ Mekong region water dialogue; creating new space for interactions. Similarly, engaged in facilitating Himalayan River Dialogue with World Bank. ▪ Convened transboundary dialogue of local government leaders in Central America <p>IUCN facilitates setting up institutions and</p>	<ul style="list-style-type: none"> ▪ Support to parliamentarians. Example: dialogue among SADC parliamentarians on environmental flows. Engagement with Parlatino in Latin America on water. ▪ Support to policy and legal reform; drafting text, latest priorities etc ▪ Min Water resources staff to help them understand technical and legal issues ▪ Helping them with reviews not only water laws but also laws impacting water law ▪ Review of Latin American water law ▪ Convening national and basin forums on water. For example, Ghana, Burkina, Tanzania, Nigeria. Forums negotiated text that is instrumental in opening new ways forward – e.g. water charter agreed among governments (local, state, national), dam operators, development boards, local communities in Komadugu Yobe Basin, northern

		platforms for dialogue	<p>Nigeria</p> <ul style="list-style-type: none"> ▪ Bottom-up development of water institutions in Guatemala, at ‘micro watershed’ level, within void created by lack of agreement on water policy at national level. Led to adoption of approach nationally <p>Most impact in terms of reform:</p> <ul style="list-style-type: none"> ▪ El Salvador, Tanzania, Nigeria ▪ Setting up MS platforms ▪ Micro watershed committees in Latin America ▪ Basin committees in Pangani ▪ Resolution local conflicts ▪ Transboundary community forum in Volta
<p>3. Valuation and Payment of Financial Services</p>	<ul style="list-style-type: none"> ▪ Value and Pay toolkits ▪ Incorporation of IUCN policy statements at CSD and WWF 3 & 4 ▪ Valuation and the Ramsar Convention ▪ Case studies are incorporated into the toolkits. Toolkit providing methodology to do more case studies. Toolkits are used in the training and are disseminated through the 	<ul style="list-style-type: none"> ▪ GEF IW-LEARN (international water); training on different topics for senior government and NGO staff, e.g. economic valuation of ecosystems workshop in West Africa in 2006; future workshop on PAY 	<ul style="list-style-type: none"> ▪ Sri Lanka Ministry of Finance looking to include ecosystems values in national accounts. Training on what values are and how to incorporate them into accounts. ▪ Okavango: valuation is used at national level in Botswana and was an important input to formulation of the Okavango Delta Management Plan. Raising awareness amongst governments, policy makers and politicians about the value of delta to national economy and priorities related to

	<p>networks and internet</p>		<p>poverty</p> <ul style="list-style-type: none"> ▪ Ecuador: SUR active in assisting with development of trust fund and payment scheme for management of Quito watersheds. ▪ At both countries valuation work was incorporated in planning work. ▪ Side level studies on valuation of ecosystem services <p>Documentation of valuation case studies</p>
<p>4. Climate Change and Adaptation</p>	<ul style="list-style-type: none"> ▪ Water & Climate dialogue (2002) ▪ WWF3 ▪ Collaborative programme water & climate 2003-2006; ▪ Development CHANGE toolkit 	<ul style="list-style-type: none"> ▪ Water & Climate dialogue to prepare regional dialogues to come up with water & climate adaptation frameworks/dialogues; West Africa, SE Asia, Central America ▪ Vulnerability assessments Limpopo S Africa 	<ul style="list-style-type: none"> ▪ River basin adaptation plans with WB; West Africa ▪ GEF Project in Pangani basin is focused on climate change. Logic is that adaptation to climate change impacts on water requires protection/restoration of ecosystem services and, moreover, effective governance institutions able to integrate adaptation of water management in development. ▪ Risk management in Tacana project Guatemala. Used flood disaster to raise awareness about need for restoration and sustainable management of watersheds and to mobilize engagement.

The Water & Nature Initiative (WANI)

The Water & Nature Initiative is a programme that brings stakeholders together to demonstrate the sustainable management of water resources. The initiative builds on the *Vision for Water and Nature* and *Framework for Action*, as agreed upon and endorsed by the 2nd World Water Forum in The Hague (March 2000). WANI aims to mainstream an ecosystem approach into river basin policies, planning and management (IUCN Water & Nature Initiative Strategy, 2000). Through field projects IUCN members and partners test how stakeholder participation, improved water governance and innovative financing can improve livelihoods and maintain healthy ecosystems. Work is carried out in several river basins across different continents.

WANI works with governments and local communities to use and manage water resources more sustainably. WANI aims to help reduce poverty and protect the environment by helping people to manage river flows and improving access to all communities.

The first phase of the IUCN Water & Nature Initiative (2001-2006) had six strategic objectives or components:

1. To demonstrate ecosystem management in river basins; demonstrating ecosystem management in river basins
2. To empower people to participate in sustainable water management; empowering people
3. To support wise governance of water resources and wetlands; wise governance
4. To develop and apply economic tools and incentive measures; economics and finance
5. To improve knowledge to support decision-making; creating and sharing knowledge
6. To learn lessons to raise awareness on wise water use; structured learning to raise awareness; structured learning to raise awareness

Central to this initiative was the development of demonstration sites where nature conservation and integrated management of land and water resources is combined with establishing the required institutional, legal and economic frameworks. The WANI demonstration projects are supported by the development of tools for financing, governance, empowerment, and information. Capacities were built at national, provincial and local levels to empower local groups and government agencies in developing and implementing an ecosystem approach to catchment management. Legal reviews and policy dialogues to improve water governance supported this.

The developments of toolkits form a key element to supporting the establishment of legal, economic or outreach instruments and are the centre of the learning process of the WANI programme. Existing toolkits¹ so far include:

- **Flow:** the essentials of environmental flows
- **Change:** adaptation of water management to climate change
- **Value:** counting ecosystems as water infrastructure
- **Pay:** establishing payments for watershed services

The Flow toolkit was produced in 2003 and is now translated in 8 languages, about 5000 hard copies have been distributed and approximately 10000 have been downloaded from the website.

This toolkit contributes to the credibility of IUCN and provides a good starting point for networking (consultation workshop with staff of IUCN HQ, June 2007).

The external review by Spliethoff and Hoefsloot (2005) found that WANI succeeded to initiate interactive dialogues with government institutions on water for food and ecosystems and participatory actions of both men and women for pro-poor development, food security and conservation of water flows in river basins. Its influence in terms of advocating for and identifying options for more sustainable approaches have been considerable and the ecosystems approach seems to be gaining credibility in the international water sector and the private sector at least in progressive companies.

The second phase of the WANI programme is now being formulated and negotiated with the donors and has not been a part of this review.

Environmental flows

Various policy work has taken place at different levels under this part of the Programme. At **global level** IUCN presented a position paper to the twelfth session of the UN Commission on Sustainable Development (CSD-12). This paper included environmental flows as one of the four main policy components. During the third World Water Forum (WWF3) IUCN organized sessions around the water, nature and environment theme, playing an advisory role. As a result a statement was made to the ministerial conference. It is however recognized that IUCN is not in a position to contribute to policy text in such inter governmental negotiations. However they can play an encouraging and supporting role. IUCN, as an International Organisation Partner (IOP) of the Ramsar Convention on Wetlands, is perceived as a credible partner on environmental flows in Ramsar dialogues. At **regional level** IUCN builds the capacity of ministries in environmental flows assessments to create an enabling environment for change. The establishment of networks of decision-makers is however very much secretariat driven and the involvement of members in this vary which undermines the sustainability of such networks. Success is also very much related to the commitment of well connected IUCN staffs that invest in relationships. The lack of strategic capacity development of staff has a considerable impact on the success of initiatives. When **national** policies include environmental flow, as in Tanzania and Vietnam, IUCN advised on policy implementation. This resulted in amendment of policies, draft laws and strategies. Partnerships with for example GWP and WaterNet in South Africa are important to expand the scope of IUCN's activities. **Projects** demonstrating environmental flows and which are linked to national policy level, such as Pangani, attract interest and build credibility at a regional level.

National Water Reform

At **global level** IUCN strongly engages in water forums offering policy advice. They have also been instrumental in influencing global policy events through participation in the steering committee that set the agenda for the WWF. IUCN is now a central player at the global water policy agenda whereas previously they were marginalised to wetlands and species issues. The toolkits, RULE, NEGOTIATE and SHARE were developed under this part of the Water Programme. Case studies on national reform are included in these toolkits which are used in capacity building programmes. Where possible the IUCN water programme works with members

but very often this is not the case due to membership issues; *'to deal with water you have to deal with sustainable development and people. Institutional reform within IUCN is urgently needed'*. Organisations not having conservation in their mission statement can not become a member of IUCN which makes it difficult to work only with members. At **regional level** IUCN has mainly been instrumental in the establishment of new institutions for transboundary water management and the support provided to multi-stakeholder platforms for dialogues. Examples are the setting up of the Volta Basin Authority and Lake Tanganyika Management Authority and mobilising stakeholder platforms in the Senegal river basin. Support to the dialogue of parliamentarians on environmental flows in Latin America, policy and legal reform (e.g. El Salvador, Tanzania, and Nigeria), helping the Ministry of Water Resources understand technical and legal issues and convening national and basin forums are examples of the activities the IUCN Water programme is involved in at **national level**. These initiatives were successful because time was taken to listen to the needs of the stakeholders involved, to adopt their priorities and to build partnerships. Trust and credibility gained during such processes could then be used to integrate ecosystem issues. At **field level** IUCN was successful amongst others in establishing multi-stakeholder platforms, micro watershed committees in El Salvador, Basin Committees in Pangani and a transboundary community forum in Volta.

Valuation and payment of financial services

The VALUE (counting ecosystems as infrastructure) and PAY (establishing payments for watershed services) toolkit were developed at **global level** by IUCN staff and commission members. Case studies were incorporated into the toolkits. The toolkits are used in training programmes and disseminated through the IUCN network and internet. One spin-off of the development of the toolkits is that IUCN has been asked to write a chapter in World Watch Institute; State of the World which has 1 million readers. Another achievement was the incorporation of IUCN policy statements in relation to valuation and payment of financial services at the UN Commission on Sustainable Development (CSD) and World Water Forum (WWF) 3 and 4. IUCN supported the development of the UNECE protocol on new financing mechanisms related to water. At **regional level** IUCN built capacity of senior government and NGO staff on economic valuation of ecosystems in West Africa (GEF IW-LEARN). At **national level** various governments included valuation in their planning work. IUCN was instrumental in different ways; for example IUCN raised awareness of policy makers and parliamentarians about the value of the Okavango delta to national economy and priorities related to poverty issues. As a result valuation became an important input to the formulation of the Okavango Delta Management Plan. At **field level** several studies were implemented on the valuation of ecosystem services and valuable case studies were documented to be used in the toolkits.

The work is however at all levels, very much driven by a few committed individual IUCN staff and commission members. The understanding of valuation at regional IUCN offices is fair but they lack capacity to engage in work on valuation, incentives and financial mechanisms. Also the positioning and relationship with Ministries involved in finance is often weak. Although IUCN sees the need to invest in developing a network of experts that can be drawn from and build upon, regional and national IUCN staff are also concerned that governments do not want for them to be involved in financial issues and that this might bring valuable relationships at risk.

Climate Change and Adaptation

This part of the IUCN Water Programme is starting to develop now. Although IUCN has been involved in the Water & Climate Change dialogue (2002), related topics in the World Water Forum (WWF) 3 and developed the CHANGE toolkit, which deals with the adaptation of water management to climate change at **global level**, it lacks capacity with the Union to position IUCN as credible in this field of work yet. It was emphasised by IUCN HQ unit staff that it is important to invest in people in the organisation who can drive such an initiative. It was also recognised that IUCN should engage in the mainstream of climate change policy dialogues and not focus only on issues such as biodiversity and forests. At **regional level** IUCN supported the development of Water & Climate adaptation frameworks (dialogues) for West Africa, SE Asia and central America. Although the adaptation frameworks have never been used the Water and Climate Dialogue outputs are becoming influential in West Africa which leads to a demand for IUCN engagement by World bank and governments. At **national and field level** little work has been done so far. Some projects address climate change issues such as Pangani in Tanzania and the Tacana project in Guatemala which includes flood risk assessment.

3.2.1 Observations

As with the marine theme, the above description illustrates the wide diversity of policy related work being undertaken at different scales. IUCN's Water Programme builds strongly on the history of IUCN in wetlands, water and ecosystem management and the recent developments in the Water and Nature Initiative. Central to this approach is a strong involvement of regional offices and working across the secretariat with a range of thematic programmes. The IUCN Regional and National Offices are the corner stone for linking demonstration practice to the development and application of instruments, and support to policies and legal frameworks. The Regional Offices lead the development and implementation of river basin demonstration practice. They backstop demonstration site partners on a wide range of issues such as biodiversity assessments, economic valuation, environmental flows, wise use of wetlands, multi-stakeholder platforms, financing, project management and learning. They ensure that the project experiences are used at national, regional and global levels to inform decision makers. IUCN headquarters works closely with regional programmes in developing and implementing water, river basin and wetland activities. Central to its role is linking practice, instruments and policy. It strongly supports the work in demonstration sites and oversees the development of toolkits. It supports the development of regional water policy campaigns and leads on global water policy campaigns (Working for water and People, IUCN).

IUCN commissions working on water focus primarily on state-of-the-art reviews substantiating policies, developing toolkits, backstopping toolkit application and assisting demonstration sites. Examples include the preparation of the tool book Flow in collaboration with the Commission on Environmental Law and the Commission on Ecosystem Management, the Freshwater Biodiversity Assessment in Eastern Africa with the Species Survival Commission, and the development of a FLOW e-learning course with the Commission on Education and Communication. The programme further builds on delivering results on the ground and using this work to inform the development of tools and policy making. It also builds on IUCN's international policy work related to water (e.g. CSD, WWF) and has a direct linkage with the MDGs.

IUCN water work promotes the involvement of its members and partners in the development and implementation of projects. It builds the capacity of its members and partners so they can better engage in planning, decision making and management of water resources, river basins and wetlands. To deliver its work, IUCN engages in a range of scientific and professional networks. Linking with those networks supports the preparation of specific knowledge products: state-of-the-art tools, technical and scientific expertise, cutting-edge analysis. Examples include: EU research networks, Foundation for Science and Development, International Water Association, Mekong Research Network, Global Water Partnership, and the World Water Council.

The water theme (and WANI) illustrates well the concept of an integrated approach to strategic influencing, where specific policy work is just one part of a much broader package of mechanisms to bring about change. The 2005-2008 Intercessional Programme for Wetlands and Water Resources provides a relatively clear, comprehensive and specific perspective on the ambitions for the water theme in this regard. Although as with the marine theme this strategic perspective is not present on the web-site and nor is any presentation of progress towards achieving the results.

Based on the policy influencing mechanisms identified in the 2005 Review of IUCN's Influence on Policy, Appendix 2 shows examples of initiatives under the IUCN Global Water Programme used to influence policy. This table was compiled by staff of the Global Water Programme. Although this table is not comprehensive it provides a good overview of the policy work that is being implemented under the Water Programme. The mechanisms in the table reflect the IUCN strategy for change in providing knowledge, supporting empowerment and strengthening governance.

In this theme IUCN plays a strong convening and networking role facilitating dialogues, bringing stakeholders together and building partnership to enable them to develop a shared understanding of critical policy issues. A good example is the role IUCN played in the Dialogue of Water and Food and Environment together with IMWI.

IUCN enhances governance by advocating positions at international forums such as World Water Forum, the UN Commission on Sustainable Development (CSD) and the Bonn Water Conference. They advice during negotiations (e.g. WCD process) and facilitate regional adaptation of policy documents.

A notable difference with the marine theme is that there are relatively few WCC resolutions directed to the work of the water theme. Further much of work of the water theme is carried out with partners who are not members. The issue here is that while water has emerged as a critical focus for dealing with conservation concerns the membership of IUCN has not changed to reflect this new reality. Many of the partners with whom the water programme is working are not eligible to become members because conservation is not central to their mission.

3.3 Policy Work in Regional IUCN Offices in Africa

The review attempted to gather a broad perspective on the range and type of policy work being conducted by the regional offices and to look at how policy work was integrated into the project portfolio. Historically IUCN has not attempted to summarise or analyse its regional work or portfolio from such a perspective and despite the efforts of the review little useful information was

generated. There were a number of reasons for this. Structuring information in the way being asked for by the review had not been done in the past so it represented a challenging and time consuming task. During the period of the review the Africa Regional Offices were being restructured and were also heavily involved in the global programming process, consequently engaging in such a task was clearly difficult for them. It was beyond the resources of the review to support and follow-up on such data gathering and analysis.

A spreadsheet was prepared and sent to the 3 regional IUCN offices (ROSA, BRAO and EARO) for completion. Specific questions related to policy work were:

1. number of projects and programmes with an explicit policy objective;
2. the levels of engagement in different types of policy work;
3. the number of projects and programmes with that link with other regional and/or global initiatives.

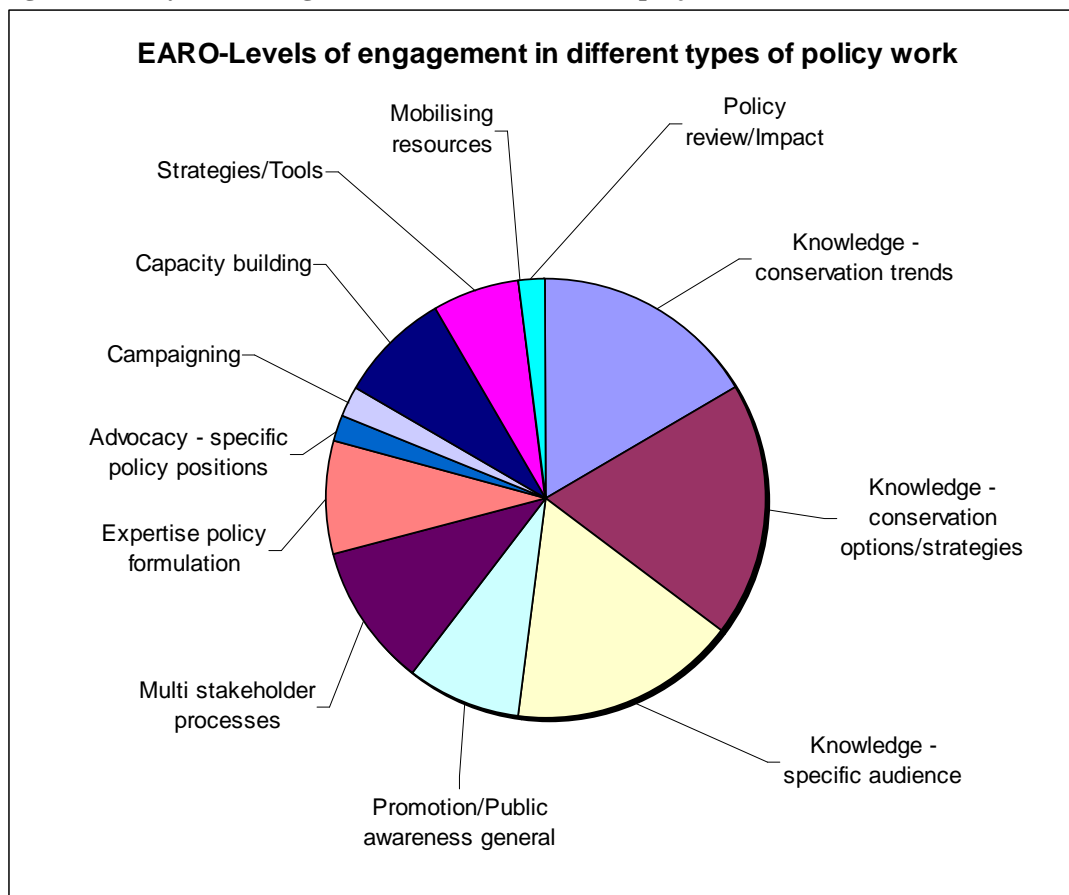
It was hoped to gain an idea about the weight of IUCN's policy work in its overall project portfolio. Despite various follow-ups only EARO provided the requested information (Supported by one of the consultant team who resides in Kenya).

In the case of **EARO**, 60% of the total 72 projects sampled during the scoping analysis engage in policy work. Of the 60%, the majority (~42%) engage in the provision of knowledge (conservation trends, options or strategies or providing knowledge targeting specific audiences). Few engage in campaigning or advocacy, or conducting policy reviews or impact assessments.

Figure 1 illustrates an attempt to understand the type of policy work associated with EARO's portfolio of projects and activities.

The difficulty of being able to quickly and accurately generate an overall picture of the policy influencing work at the regional level lies in a number of deeper issues raised by this review. These include the lack of clarity about how to define and delineate policy and the need for improvement in IUCN's monitoring and evaluation, knowledge management and communication systems.

Figure 1: Policy influencing mechanisms used in EARO projects



As will be discussed later, there are calls for a greater focus on policy influencing at the regional and national level. While clearly much needs to be done to strengthen the regional policy influencing function IUCN offices in the regions have demonstrated the key role they can play in putting conservation issues on the policy agenda's. For example, in East and West Africa (e.g. Uganda, Mauritania) through engaging in capacity building and policy formulation processes. In EARO, IUCN has also gained a lot of experience in policy review and development, not only when developing the Uganda Wetland Policy but also for example with the review of the Wildlife policy and the Forestry Act in Kenya. The IUCN regional programmes in ROSA are strong in linking with regional bodies such as SADC, which has potential significant impact on policy processes (e.g. CBD). A similar approach was chosen in PRCM, which developed a partnership with the Sub-Regional Fisheries Commission (SRFC) aiming to harmonise fisheries policies and to support the regional MPA network.

3.4 Case Study Projects

This section provides an overview of the nine case study projects that were linked with the marine and water themes. Appendix 3 provides more detailed information about the policy dimensions of each project and the lessons that could be drawn. A summary is given in Table 5 below. In the following section of the report the lessons from the cases are drawn on to help answer sub-objectives 2-3 of this part of the review.

Table 5: Summary of the key policy aspects of the case study projects

Cases	Key Policy Aspects of the Project
Water	
1. (BRAO) Réserphe de Biospère du Delta du Saloum (The reserve is also one of the protected areas of PRCM)	Regional fisheries and coastal policy
2. (BRAO) Projet d'amélioration de la Gouvernance de l'Eau dans le Bassin du Volta (PAGEV)	Water governance
3. (BRAO) Programme de Participation du Public à la gestion des Ressources en Eau l'environnement dans le bassin du fleuve Sénégal (PPP)	Regional fisheries and coastal policy
4. (EARO) The Uganda National Wetlands Conservation and Management programme (Uganda Wetlands)	National wetlands and environment policy Implementation of RAMSAR
5. (EARO) Pangani River Basin Management Project	Basin and national level water policy
6. (ROSA) Okavango Delta Management Plan	Basin water governance linked to national policy Implementation of RAMSAR
Marine	
7. (BRAO) Programme régional de Conservation de la Zone Cotière et Marine (PRCM)	Regional fisheries and coastal policy
8. (EARO) Tanga Coastal Zone Conservation and Development Programme (TCZDP)	Local fisheries management policy and institutional arrangements linked to national policy
9. (EARO) The Conservation of Coastal and Marine Biodiversity in the Western Indian Ocean (Jakarta Mandate Programme)	Implementation of the Jakarta mandate linked to the CBD

Table 6: Summary analysis of case study projects

Case	I. Role of IUCN in project? 1. Project implementation 2. Technical / scientific support 3. Project management and administration 4. Convening stakeholders 5. Capacity building 6. Policy influencing 7. Institutional development	II. Project is designed to support global, regional and / or national policy processes	III. Stage(s) of the policy cycle (<i>of the project</i>)? 1. Agenda setting 2. Policy development 3. Policy implementation 4. Policy review	IV. At what level(s)? 1. Local 2. National 3. Regional 4. International	V. Do lessons learned inform policy at different levels? Yes/No	VI. Design of project in coherence with global conventions Yes/ No
1. Saloum	1, 2, 3	No	2	1	Yes	Yes
2. Volta	3, 4, 5, 6, 7	Yes	1, 2	1, 2, 3	Yes	No
3. PPP Senegal river	1, 2, 4, 5, 7	No	2, 3	1, 3	No	Not appl.
4. Uganda wetlands	1, 2, 3, 4, 5, 6, 7	Yes	1, 2, 3, 4	1, 2	Yes	Yes
5. Pangani	2, 3, 4, 6, 7	Yes (depending on project phase)	2, 3	1, 2, 3, 4	Yes	Yes
6. Okavango	2, 3, 4, 5, 6, 7	Yes	3, 4	1	No, no evidence of that	Yes
7. PRCM	1, 2, 3, 4, 5, 6, 7	Yes	1, 2, 3	1, 2, 3	Yes	Yes
8. Tanga	1, 2, 3, 5	No	1, 2	1, 2 (indirectly)	Yes (through TCMP)	No
9. Jakarta Mandate	1, 2, 4	Yes	3	2, 3	No	Yes

Table 5 provides an overview analysis of the policy dimensions of the projects studied. Significantly what this and the general analysis of the projects shows is that these projects do have significant policy components. In other words, some aspects of the policy-practice loop are in fact embedded within the projects. This challenges the assumption, which often seems to be implicitly made, that field projects are not about policy and that lessons have to be drawn from them to influence policy. This observation does not contradict the need for better linking of projects to other or higher level policy processes. Nor is it a comment on the quality of the policy processes within the projects. However it does mean that care has to be taken in making assumptions about the nature of 'field' projects. This is partly the reason why the review team considered an overview analysis of the regional project portfolios important.

An exact analysis of the range and effectiveness of policy influencing mechanisms used in each of the projects was beyond the scope of the review. Nevertheless it is clear that a considerable diversity of the policy influencing mechanisms outlined in Table 2 have been employed. Although, there is little focus on the review phase of the policy cycle.

Six out of the nine projects reviewed aimed to specifically support policy processes at various levels. One of the specific objectives of the **Volta** focuses on policy and institutional change to improve water governance in the Volta river basin in both Burkina Faso and Ghana. The purpose of the **Uganda Wetlands Programme** was to develop a National Wetland Policy to guide the wise use of wetland resources in the country in support of the implementation of the Ramsar Convention.

The Uganda National Wetlands Conservation & Management Programme

The Uganda Wetlands case managed to make the policy practice loop, in 12 years. A national wetland policy framework was developed, outlining actions to implement the provisions of the policy. The project resulted in the establishment of a permanent (and financially self-sufficient) Wetlands Inspection Division. A direct result of the success of the programme was that Uganda hosted the 9th Conference of Parties to the Ramsar Convention on wetlands in November 2005. The experiences of the programme and the whole process were thus shared in the international policy arena.

From the start, the **Pangani project** was explicitly designed to be a pilot project for application in 8 other Tanzanian river basins and to support national and global policy implementation. **Okavango** focuses on the development of an integrated natural resources planning framework for the Okavango Delta Ramsar site. It aims to link this district initiative to the national policy framework and to the regional Okavango River Basin Commission (OKACOM). **PRCM** is composed of several projects in West Africa, some of which were designed to influence policy. The **Jakarta Mandate Programme** was designed to implement the Jakarta Mandate, a global consensus on marine and coastal biodiversity presented to the Conference of Parties of the Convention of Biodiversity (CBD) within the Eastern African Region.

Although not specifically designed as such the remaining three projects are all involved in policy work. Either at very local level in the development of management plans (e.g. **Saloum**) or the establishment of water users associations (e.g. **Senegal river**). The **TCZDP** was not initially designed to support national policy processes but intervened at a district level aiming to prepare district integrated coastal management plans. However the Fishery Policy and Act and the development of the National Integrated Coastal Management Strategy in Tanzania drew lessons from TCZDP contributions and outcomes. The approach of TCZDP has been promoted quite widely.

PRCM

PRCM is a programme of IUCN, WWF, Wetlands International and FIBA in partnership with the SRFC. The programme works on 7 components in about 25 projects. PRCM seeks to contribute to the coherence in coastal zone and marine management throughout West Africa. With the wide range of projects in different domains linked to coastal and marine management, the linkages between practice and policy have a great potential in the programme. The M&E system was developed quite late in the programme and still has some difficulties to function due to the high complexity of the programme including 4 organisations and many projects.

Since its start in January 2004, the programme has become a reference for States and Ministries engaged in fisheries and coastal policy development in West Africa. Furthermore the forums and other meetings enable regular sharing of experience with a large group of stakeholders. On the other hand, PRCM is much less a reference in the coastal zone and project villages. Local stakeholders seem to refer more to the specific organization responsible for that project (Evaluation PRCM Feb 2007). For example the people in Kayar, where an MPA is installed, see WWF as their referent and are not aware of the PRCM.

The experiences in Kayar and other projects sites of the different organizations are used by the organizations to feed the policy influencing process. Although there is no PRCM strategy for policy influence (nor one for IUCN in particular), the organizations individually, as well as PRCM as an ensemble, appear effective in influencing the coastal and marine policies in West Africa.

The policy influencing activities of the organizations and the linkages between policy and practice are numerous in PRCM. This entails for example enhancing the capacities of States towards an integrated coastal zone management, but also supports to the States in the negotiation of fisheries agreements.

PRCM as a programme was first mentioned at the World Congress on Protected Areas in Durban in 2003, when it was still in the inception phase. The Senegalese government announced at the same congress its intention to create Marine Protected Areas. This was later followed up by WWF who organized a big Gift to the Earth Ceremony in 2005, putting the MPA and the government decree of 2004 at the centre of attention. In three years time the MPA became an important issue in region, although even until now the practical content of the MPAs and their management remains vague. PRCM managed to make use of an international forum to push the national policy agendas to engage in a programme on improved coastal and marine management at the regional level.

In the analysis of the nine case studies it is found that IUCN is active at different stages in the policy cycle. As noted in the 2005 Review of IUCN's Influence on Policy's, IUCN is less involved in the review stage and most active in policy development and implementation. For example; the Uganda Wetlands Programme, Okavango and the Jakarta Mandate Programme all implement actions defined under global conventions, respectively Ramsar and CBD, at local settings. The other case studies, except TCZDP and PAGEV, have been designed respecting global conventions.

3.4.1 Insights on Policy Influencing and Policy-Practice Links from the Project Case Studies

Although in the planning and design of projects, policy influencing and development were not always a priority, numerous lessons can be drawn from the individual case studies. The various cases provide good insights in the enabling environment needed to be successful in policy development and influencing. In some cases similar lessons have been drawn resulting from positive or negative project results.

For example, in the Saloum case one major lesson learned is the importance of engaging all stakeholders to build local ownership and to ensure sustainability of the management plan. In the PAGEV case the same lesson was learned because sustainability and ownership issues were not sufficiently addressed. In both cases it was realised that capacities of the decentralised government representatives need to be strengthened and the knowledge of community-based organisations should increase to ensure sustainable resource management.

The lessons from the Pangani River Basin Management project at national level are similar to those of the Saloum Delta at the local level. It was understood that full involvement of all stakeholders in the design, planning and implementation of the project enhances ownership and thus the potential for success. Moreover the WANI project in Pangani was explicitly designed as a pilot for other Tanzanian river basins and includes mechanisms ensuring that lessons will be shared in regional and international water debates.

The Uganda Wetlands Programme experience is an excellent example of how the policy-practice loop could work, and how the experiences and expertise gained in the policy process can be shared in international debates. It is however difficult to access these lessons learned in reports and at websites. The exposure of these results at national, regional and global level could therefore have been much larger if dissemination of the project approach and outputs would be well communicated. IUCN should build on such successful experiences by valuing the project process from a policy influencing and development perspective and develop strategies out of it for other projects with similar potential.

As with the Uganda Wetlands Programme, Okavango and Jakarta Mandate are also projects seeking to implement global conventions in a national context. In both cases, the impact of these projects is however still modest. The link with the mandate of the national governments and carefully engage them in planning and design of the project seems to be missing and needs to be addressed. This requires a clear policy influencing strategy at the onset of the project, which was lacking in both cases.

In several case studies, accidental spin-offs occurred that led to the use of project practices in policy development. The TCZDP programme for example was carried out at district level, but its approach and experiences were later used as an example for the development of the Tanzanian Fisheries Act. PRCM is another example. This programme comprises so many projects that a number of field-oriented projects can be used to support the more policy-oriented aims of the overall programme. The programme would benefit from the development of a strategy which provides guidance in using the separate project outputs in support of policy work.

A final lesson learned is that the key for the projects to be effective in policy development and influencing, seems to lie in the necessity to develop strategies on how to approach policy work from the start of the project, to improve monitoring and evaluation, and to make better use of best practices at all levels within IUCN.

3.5 A Summary - The scope of IUCN's policy work

As the above description illustrates the scope of IUCN's policy work is very diverse. In just two themes there are almost countless different initiatives underway at all scales. While not made very explicit, the nature of this work does indicate a shift within IUCN from a more traditional rational/knowledge based paradigm of to a more complex understanding of the political, social and economic that need to be influenced to bring about change. In both themes there are clear efforts and success in engaging with government, business and civil society organisations. Although the business engagement is still in its infancy. There is also clear evidence of IUCN working to engage with the sectors beyond the conservation domain. While it is hard to be very precise it appears that the relative attention to the different phases of the policy cycle is in the order of agenda setting, policy implementation, policy formulation and policy review, with very little attention going to the later. There is more attention to policy formulation at the global level than at regional and national levels. A wide diversity of policy influencing mechanisms are being employed, although this remains relatively focused on knowledge products. IUCN is also heavily involved in convening and capacity development work.

Currently at the national and regional levels, with some exceptions, IUCN is relatively weak at maintaining a 'standing watch' on policy developments and then responding quickly and proactively to emerging issues and opportunities. The heavy focus on specific project funding makes this difficult.

While IUCN is moving towards more complex processes of strategic and policy influencing the analysis and rationale behind the strategies adopted are not generally very transparent and arguably weaker than they should be. At the global level there is considerable strategic networking occurring with influential groups and individuals, however, this appears less the case at regional and national levels.

A considerable amount of work done by the Secretariat happens with relatively little involvement of the membership. There also appears to be limited engagement of the membership at regional and national level in analysing policy issues and in setting directions and formulating strategies for joint policy influencing work.

Finding 2: As illustrated by the marine and water themes, IUCN is involved in a very diverse range of policy influencing process from local to global levels that are highly relevant to the conservation agenda. While not always well documented or collated anecdotal evidence indicates many successes.

Finding 3: Individual staff members within the global programmes studied are extremely articulate about their approach, focus and rationale for policy influencing work in their area however this valuable information is hardly documented and essentially impossible to access without in-depth personal engagement.

Finding 4: With the exception of input into global conventions, IUCN's policy work across the different thematic and regional programmes is essentially fragmented and often individually driven with no overall framework on policy influencing, and relatively little sharing and lesson learning across programmes.

4. The Link Between Field Practice and Policy Process

This section examines in the findings to the sub-objectives ii – iv:

- ii. To assess the extent to which IUCN's field practice is relevant to policy processes at different levels; and the extent to which policy processes are relevant to IUCN's field practice;
- iii. To assess the extent to which IUCN has been successful in influencing policy processes with field practice and field practice with policy results; and the circumstances under which IUCN is most successful;
- iv. To assess the extent to which IUCN is purposeful in planning to use field practice to influence policy processes and vice versa.

4.1 Relevance

At a general level there is clear relevance between IUCN's field work and its policy work at different scales. The themes and issues on which IUCN is working have considerable commonality between field projects and policy processes. However in terms of direct linkages and direct inputs from field projects into policy processes, the relevance is much less clear and a more complex picture emerges.

At national and regional levels, most of IUCN's field projects were found to be relevant to the broader policy objectives. Projects are often designed to *implement* existing policies (global, such as the Jakarta Mandate Programme; or national, such as the Tanzania's National Water policy in the case of the Pangani project). Other projects are designed to *influence* policy (e.g. PRCM at the regional level). And lastly, some IUCN projects are designed to *develop* policy (e.g. Uganda Wetlands, Okavango and Volta). Global policy processes are also relevant to some of IUCN's field practices. Several field projects, Uganda Wetlands Programme, Okavango and the Jakarta Mandate, have been designed to implement actions that are defined under global conventions such as the Ramsar Convention on Wetlands or the Convention on Biological Diversity.

Field projects designed under the newer global programmes initiates (WANI, Livelihoods and Landscapes) have given more attention to the practice policy loop in their design. This will likely enhance the relevance of the outputs of field projects in the international policy arena in the future.

Most of the field projects examined directly include a policy influencing dimension whether it be a local government national or regional scales. The Uganda Wetlands Projects was a particularly striking example of success in this regard.

What is very clear however is that there is very little structured drawing together of lessons and experiences from across the project portfolio to create knowledge relevant for policy influencing at higher scales. Although, the global staff with whom the review engaged were generally informed about field projects and could draw examples from field work when engaging in policy dialogues. The extent to which this is done and its impact was not possible to determine. Never-the-less having a field presence is clearly important for general credibility.

The observations of the review raise significant questions about the automatic assumption of relevance between field work and policy processes. Further, it is not necessarily helpful to consider this issue in a generic way. For example there is much more relevance between field projects and policy in relation to the protected areas agenda than there is for the high seas agenda.

Four important generalisations can be made:

1. Most national, regional and global policy influencing processes require a diverse range of knowledge inputs of which lessons from IUCN's fields projects, irrespective of how well they are being captured and documented, would only ever be a small part of this required knowledge base.
2. Historically there has been at best limited effort to clearly identify the policy questions that could be answered through focused field work and to then establish projects to provide these answers. As is well known, because of the funding structure many field projects emerge in an ad-hoc way and are not necessarily well aligned with IUCN's main policy influencing focus at a particular point in time.
3. IUCN's portfolio of secretariat implemented field projects is very small relative to the set of conservation related projects being implemented by members and others. The assumption that knowledge for policy influencing should be drawn mainly from IUCN's 'own' field projects rather than from the wider set of field experiences needs much closer scrutiny.
4. The lack of a clear framework to guide IUCN's policy/strategic influencing work creates a vacuum for clearly thinking through the how to maximise relevance between field projects and policy processes.

The bottom line is that, with some notable exceptions, the direct relevance of IUCN's field projects to specific policy processes (beyond those connected to a specific project) appears marginal. To change this situation IUCN would need to be much more specific and focused about the knowledge needs for specific policy influencing processes and structure projects (or cross project investigations) to meet this need. Further, considerable improvements in the systems, capacities and incentives for this to happen would be required.

The concern by secretariat staff about this issue has been well noted as has been the thinking and efforts to try and improve the situation. IUCN does have examples of how improvement could be made such as WANI and the Livelihoods and Landscapes Programme and work within the Forest Conservation Programme (which was not part of this review). As will be discussed later in this report there remain deeper structural issues hampering these newer efforts.

A key factor influencing relevance is how a priority area/policy agenda is determined at the onset and a key question is who should be driving the agenda; determining the approach and what should IUCN's role be? Given that IUCN consists of the Secretariat, the Membership & the Commissions and works at many different levels (national, regional and global) – the responses to this obviously vary.

Finding 5: The case for relevance, at a general level, in the link between much of IUCN's field work and its policy work (and visa versa) can be made, however this seems, in hindsight, a less important question than that of clarity of focus and strategy which is far less clear.

4.2 The success in using field experience to influence policy processes

As indicated by Section 3 on scoping, IUCN is actively involved in a diversity of 'policy' influencing activities at all scales and there are plenty of examples of success. With this said, the question of success in using field experience to influence policy proved to be very difficult to directly and comprehensively answer for four reasons that come back to the bigger issues for IUCN about policy influencing.

One, because the boundaries of what constitutes policy influencing are not clearly established, and hence almost everything IUCN does can be considered as related to policy influencing, a specific focus for the review was hard to establish. Two, and related to the first point, specific policy influencing objectives and desired results are not clearly established by either the global thematic programmes or the regional programmes. Three, the monitoring, evaluation and reporting systems do not clearly report on or synthesise policy influencing activities and results. Much of the monitoring and reporting that does exist is structured around specific projects. This means that, despite the programme results reporting system, policy influencing initiatives that cut across projects and much of the work of programme staff that lies outside specific projects is only partially reported. Four, policy influencing is often complex political process where being able to directly attribute success to the inputs from a single organisation is difficult even with the best of monitoring systems in place.

Within the context of these constraints the review is able to offer the following observations and findings.

To date, the clearest and most direct impact on policy processes from IUCN's field projects occurs when the policy influencing is closely linked to the projects (the lessons from each of the field projects studies is given in appendix 3). From these case studies, the Uganda Wetlands Project is a most striking example of success in this regard. It clearly had a major influence on the whole policy and institutional framework for wetland management in Uganda. The Tanga Coastal Zone project had a significant influence on local level policies and institutional arrangements. Anecdotally, it has apparently influenced subsequent coastal zone and fisheries policy in Tanzania,

but exactly how and to what extent is difficult to ascertain. It does seem that some of its influences were not sustained once it closed down.

Policy influencing at the national and regional level, not connected to specific projects, was widely observed by members, staff, donors and partners to be much weaker than IUCN global policy work and in need of strengthening. There is relatively little evidence of experiences and lessons from a range of projects being collated and then used to specifically influence national or regional policy processes. There are two notable, and probably other, exceptions. One is the work of the Water and Nature Initiative, where the programme has been specifically designed to use field work to influence water policy. The results and lesson from the first phase of this initiative are currently being prepared, however the initial impressions are that some considerable success has been achieved. Although not part of the terms of reference for this review there are successes and valuable lessons to be learned from the Forest Conservation Programme that has recently been reviewed.

The role of field projects and hence their success in influencing global policy processes seems marginal. There are few examples that the review team could find of lessons from a range of field projects being comprehensively collated and then used to influence global policy processes.

Partners of a number of the case study field projects (including Jakarta and Tanga) felt that insufficient effort had been made to involve relevant decision makers (such as the central government authorities). In the case of the Pangani project, it was pointed out that while IUCN worked closely with the government, the fact that they have not fully integrated the project management unit within the structures of the implementation partner and retain full responsibility for financial and administrative decisions is problematic. In other cases local management structures were build (as in PPP Senegal), or existing organisations were given project coordination mandate during implementation (e.g. Okavango), but due to lack of authority in decision-making, sustainability can become an issue. The message is that the way field projects are embedded in the institutional setting can have a significant impact on their policy influencing potential.

Questions related to the approach of IUCN are closely linked to changes in the institutional environment within the African regions. The levels of capacity of both government and non-government organisations are considerably different from what they were just ten years ago; as are the institutional environments within which they operate.

Governments are gradually taking greater control and ownership of initiatives (for example the shift from donor funded projects to sector wide approaches implies that governments often have more control over priority setting); and many countries are moving towards a more decentralised approach with responsibilities gradually being transferred from the Centre. Subsequently, the traditional IUCN model of taking full responsibility for implementing field projects through external experts and technical advisors may no longer be as acceptable or relevant to existing needs as it may have once been. In many instances, it was felt that local organisations have the capacity to implement field based projects but still require assistance in, for example, analysing information and experiences and using this to generate new and innovative knowledge.

Consequently, in view of the changes described above; in order to maintain and strengthen the relevance of its initiatives, particularly at regional and national levels, IUCN may need to rethink its existing models of engagement. For example, the way IUCN shares and generates lessons and insights for policy processes at different levels has implications for their *perceived* relevance to decision makers. Engaging decision makers as recipients of information (e.g. Jakarta), as opposed to building their capacity to generate the lessons and insights themselves, has implications for ownership and consequently impact of the knowledge generated, with regards to policy influence. PRCM and the Uganda Wetlands Programme, on the other hand, invested considerable effort in engaging key actors in decision-making and implementation. One of the outcomes of this approach is the current level of ownership by stakeholders of the Programme.

IUCN projects developed more recently (such as PRCM) appear to be more focused and designed to feed into the broader policy agenda. It would be strategic to deliberately learn from these processes in order to strengthen future initiatives as is already happening in IUCN's Global Water and Forest Conservation Programmes. For example, WANI projects include a budget for the dissemination and sharing of lessons learned in the field to the international policy arena. The Pangani project was explicitly designed under the WANI programme to support national and global policy implementation. Other WANI programmes for example facilitate the establishment of new institutions for transboundary water management (Volta Basin Authority, Tanganyika Management Authority) and multi-stakeholder platforms for dialogues at regional, (e.g. the Mekong region and the Himalayan water dialogue, PPP Senegal) and national level (e.g. Ghana, Burkina Faso, Tanzania and Nigeria).

Factors that contributed to successful policy influencing in various projects included:

- Clear focus and inclusion of policy influencing explicitly in the design of the field projects (for example, the Uganda Wetlands Programme);
- Strategic engagement for a longer period in time increases the chance of success (for example Pangani);
- Well-connected individuals, actively driving the policy influencing process and nurturing the relationships with key people;
- Strategic capacity development of stakeholders involved (e.g. PRCM)
- Involvement of existing institutions from the onset of the project
- Documentation of lessons learned and best practices (e.g. WANI Programme)

Finding 6: With a few notable exceptions, it is not clear that overall and collectively IUCN's field projects play a critical role in contributing to IUCN's policy influencing. Rather, it seems that experiences from IUCN's own projects form a relatively small part of the total 'package' that enables effective policy influencing. (This finding excludes specific policy work that is an in-built objective of a project itself.)

Finding 7: IUCN's field projects do clearly contribute to keeping most secretariat staff in touch with field realities and examples, which is important for credibility and clear communication of conservation issues.

Finding 8: From the field projects studied it seems that projects have most influence on policies directly at the scale of the project or within the country. There is less evidence of lessons being learned from a series of projects across different countries and then the collective lessons being systematically applied to a particular policy issue at high scales and in different locations.

Finding 9: Informative publications are often produced from projects. However, such publications have a history of being quite delayed, and not always available on the web-site and there are rarely deliberate strategies for supporting lessons learned to be taken up in relevant policy processes.

4.3 Planning to use field practices to policy processes

From what has been described above, it becomes clear that planning to use field experiences for policy influencing and visa versa has not been one of IUCN's particular strengths. Although, recent developments particularly in the water and forest conservation programmes are certainly moving much more in this direction.

Planning in this context is taken to cover the full range of IUCN's planning processes and documents. This includes global and regional situation documents, global and regional programme plans, strategies and business plans and the various planning frameworks of the commissions and projects plans. From having studied the documented outputs of many of these various planning processes this review concludes that detailed conceptualisation and planning of policy and more broadly strategic influencing is, across the board, weak or non-existent. As discussed earlier in this report the problem begins with the lack of any clear framework to guide thinking and planning about policy influencing. With the exception of the International Conservation Policy Strategy most situation analysis and programme documents do not spell out specific policy influencing agendas, objectives, processes and success criteria. Given this limited higher order policy planning it is not then surprising to find little or no attention in project designs for how they could contribute to higher level policy processes.

To conclude, IUCN's planning for the use of field practices in policy processes and vice versa is relatively weak. The planning of the use of field practices in policy processes and vice versa could be improved at two levels. Firstly at the programmes and projects level strategies to capture and disseminate lessons should be included in the design. Good examples of purposeful planning are IUCN's global Water and the Forest Conservation programme. These should be used as lessons for other project and programme development. Secondly, a coherent policy influencing strategy should be developed and adjusted to all levels within the organisation. This way specific requirements to be effective in policy processes at national and regional level will be addressed and relevant field practices identified to feed into policy processes in a purposeful way.

Little evidence was found of IUCN actively looking at how experiences and lessons from non-IUCN projects (i.e. those of members or partners) could be integrated into a learning network to support policy influencing.

- Finding 10:** Up to this point there is little evidence that IUCN has designed either its projects or its programmes to be purposeful in linking field practice with policy and *visa versa*. (This finding excludes specific policy work that is an in-built objective of a project itself.) However, the more recent Water and Nature Initiative and Landscape and Livelihoods Programmes are giving very focused attention to this issue and offer a promising model for the future.
- Finding 11:** IUCN has not given sufficient attention to drawing lessons from the experiences, of projects being implemented by other organisations which would broaden the experience base considerably.

5. Emerging issues

As mentioned earlier, the review team was almost overwhelmed by the enthusiasm, and sometimes the frustration, with which people engaged on the policy influencing issue. Despite much effort in trying to tie people down to specific examples, discussion of case studies and the issue of the policy-practice loop, interviews invariably circled back to the bigger issues confronting IUCN in the policy domain. This section provides the insights gained from these wider ranging discussions. Informants included IUCN members, Commission members, IUCN staff from projects and national, regional and global levels of the secretariat; government representatives; partners and donors. Appendix 4 provides an analysis of issues raised during the field visits in the Africa regions.

The messages heard very much align with the findings of the 2005 Review of IUCN's Influence on Policy.

5.1 Strengthening the Strategic Influencing Role

Universally, informants argued that IUCN could be taking a stronger role in policy/strategic influencing. IUCN's efforts in influencing the international conservation agenda are well recognised and applauded. However, it is becoming increasingly clear that global conventions and agreements need to be translated into national policies that are then effectively implemented. Further, influencing the innovations and business practices of the private sector, at all scales, as already clearly articulated by IUCN, is also crucially important. Significantly, many of the drivers towards or away from conservation goals lie beyond the conservation and environment sectors. As the 2009-2012 Programme has clearly recognised this has major implications for the IUCN Programme and how it engages in policy and strategic influencing.

IUCN does have good examples of national and regional level policy influencing. However, the overall situation is that regional programmes are largely dominated by field projects and have limited resources for engaging in policy processes in a proactive, strategic and well informed way. Concern over this situation was extremely widespread.

Examples noted by the review and raised by informants illustrate the potential of IUCN. For example, IUCN played a large role in integrating environmental issues in to the PEAP and the development of the national Wetlands Policy in Uganda. In Mauritania, IUCN is the only organisation with the relevant knowledge, capacity and expertise on environmental issues in the country and thus plays a crucial role in environmental capacity building and policy development at government level.

IUCN has also been instrumental in translating international environmental conventions to national policies. At national level, government informants appreciate that IUCN supports them in preparing for, and building position in, international meetings such as Convention of Parties, UNCBD and UNCCD (United Nations Convention to Combat Desertification). Additionally, in international

development policies such as the Millennium Development Goals and the Poverty Reduction Strategies, IUCN is playing a role at the national level. For example, IUCN Senegal office piloted the MDG 7 action plan for the Ministry of Environment.

Several partners, members and IUCN staff recognise the big role that IUCN plays in policy influencing in forestry in East Africa. They appreciate the facilitating role IUCN plays in the development of policy briefs to decision makers, the way they bring stakeholders together and the advice given to policy makers and parliamentarians.

It is recognised that one of IUCN's key strengths is that it is perceived as a neutral body (an "*honest broker*") that has the capacity to bring together and facilitate dialogue between diverse stakeholder groups.

In contrast to the above success a significant number of informants felt that IUCN is losing some of the strengths that have historically set it apart. Informants pointed out that, increasingly, other conservation organisations are positioning themselves in what was once IUCN's exclusive convening and facilitating position. Additionally, the role that IUCN does and can play in supporting policy makers in international conventions, such as the COP and CBD meetings is not well known or understood by all of the partners. Linked to this is the perception that IUCN is not visible enough in some of the key policy forums and processes affecting regional and national issues.

In light of the above, many felt that IUCN should take a more proactive role in demonstrating their potential to government, members and partners and make themselves more visible. Many government representatives pointed out that IUCN should engage more at strategic levels to ensure that environmental and conservation issues are integrated into national policy guidelines. A similar message comes from members and government partners, who recommended that IUCN should engage with other institutions, than those already committed, to mainstream environmental issues into development planning.

A number of donors mentioned that IUCN is not sufficiently playing a 'watchdog' role over the national government to ensure that environmental issues emerge and are being addressed which the donors themselves cannot do since they are providing budget support to the government. Moreover some donors and government officials expect IUCN to take on an active role in the discussions around controversial issues related to nature conservation and development.

Finding 12: At the national and regional level IUCN is insufficiently engaged in policy / strategic influencing activities and lacks sufficient resources and capacities to do so.

5.2 Towards A Framework for Strategic and Policy Influencing

The 2005 Review of IUCN's Influence on Policy argued that:

“... many similarities [exist] between the current status of IUCN's policy work and the programming crisis of 1999. These similarities include fragmentation in planning and implementation, inadequately formulated desired results and theories of change, a lack of coherence across the system and insufficient focus on strategic leadership to shape and guide the policy work”.

This review largely confirms and underscores this statement. However, at this point in time this review sees that a positive prognosis can be made. The issue is “hot” within the IUCN community, people are very actively thinking about the questions raised by this and the previous policy review. There is clearly a strong interest and desire for change. The 2005 Review of IUCN's Influence on Policy, the Report on Regionalisation and Decentralisation and the Draft Knowledge Strategy provide much of the analysis and many of the directions and recommendations needed to quickly move forward. Further, innovations within the programme, particularly over the last four years, such as WANI, Livelihoods and Landscapes Programme, the locating of Marine Programme staff in regional offices and work in the Forest Conservation Programme and the Business and Biodiversity Programme (amongst undoubtedly others that fall outside this review) offer good models for moving forward.

Where this review departs from The 2005 Review of IUCN's Influence on Policy is on the possibility and practicality of delineating policy influencing as a clearly defined arena of work for IUCN. Rather, this review leans towards the notion that for major areas of IUCN's work, for example, the high seas, there needs to be an overall strategic influencing strategy within which there are clearly defined policy targets. An overall strategic influencing strategy means having a clear analysis of the current and likely constraints to overall economic, political and social change and then clearly identifying how IUCN can be most influential given its niche and value proposition. In some situations this may require focused efforts to change or introduce specific policies. In many situations a much broader and integrated range of influencing activities will likely be required. Clearly policy implementation is becoming an increasingly critical factor, which requires much work on forming coalitions for action, building capacity, negotiating for resources, demonstrating success, providing practical tools and resources. Taking the full policy cycle with a broad understanding, such implementation activities can be considered as policy influencing. However, this is probably not what most people would think of when they hear the term policy influencing.

The clear conclusion from this review is that IUCN needs to urgently establish a more rigorous and widely shared understanding of how IUCN can be most effective as a strategic influencer and what the practical implications are for the design of specific programmes and projects. Certainly this needs to be documented. However, what is more important is to evolve a deeper shared understanding across the Union of how IUCN can be most effective as a strategic influencer. This

needs to become a key focus for internal learning and reflection and be a key point of discussion in the design of programmes, projects and monitoring and evaluation systems.

Of critical importance at this point in time is strengthening the strategic/policy influencing role at the national and regional level. It was regularly noted by those interviewed that the global policy strategy of IUCN is not well attuned to the actual challenges at national and regional level and that the regional and national offices also lack a policy strategies appropriate for their fields of intervention. It seems clear that much could be done to strengthen the regional situation analysis documents in terms of strategic and policy influencing. While influencing policies has become common within many of the regional and thematic programme results, it is often not clear how such policy change will be brought about by IUCN nor what the expected link is between the policy change and achieving a particular conservation objective.

As has already been illustrated the regions do have some good examples of strategic and policy influencing work. However, too often these emerge as ad hoc and relatively random initiatives. What seems needed at this point in time is serious thinking and reflection at the regional and national level, with members and partners, about how to strengthen the strategic influencing role. This requires time and investment. As has so often been reported to the review team, and will be discussed further below, the regions have become too locked into the acquisition and implementation of projects with insufficient time, resources and capacities to think about, let alone develop a more strategic approach to achieving IUCN's mission.

Most of the key informants interviewed at the regional level said that IUCN does not seem to have a clear policy influencing strategy/vision at regional and national level and were not familiar with this global strategy. This is closely linked to the perception that IUCN's policy work is highly driven by individuals within the organisation and does not follow an institutional approach.

Although the Policy and Global Change Group at IUCN HQ has developed a common international conservation policy strategy at global level this does not address how to go about policy influencing at regional and national level.

IUCN partners share the feeling that IUCN, rather than presenting the global IUCN agenda, is working with a project approach in the region without seeing how projects fit in the global IUCN agenda or creating linkages with regional or national issues at stake. Regional IUCN staff also recognise that while IUCN uses field practices in policy work, this does not happen systematically and is dependent on individuals involved and budgets available.

Many also felt that there are a number of aspects regarding IUCN's approach to project implementation that require strengthening:

- It is felt, especially by partners, government and members involved in project implementation, that IUCN does not sufficiently value the importance of working within the existing government structures when implementing their field projects.

- It was pointed out that IUCN seems to prefer working with their own staff and/or external experts to provide advisory services. While this is understandable, it does not facilitate capacity strengthening of national or regional partners.
- It was also observed that the lack of an exit strategy in the project design hampers the sustainability of project benefits in the long run. IUCN should think of strategies on how to engage and invest in appropriate institutions right from the onset of the project to ensure change and enhance their ability to bring about sustainable impact.

5.3 Organisational Roles, Structures and Capacities

Much was raised at all levels and from all groups of informants about improvement that could be made in organisational roles structures and capacities to better support strategic/policy influencing. Many of these issues go the heart of the wider set of challenges being faced by the Union and which are more fully discussed in the Volume One – the Synthesis Report of this Review.

The most commonly raised issues were:

- Lack of clarity about the role of national committees and insufficient connection to the work of the secretariat
- Insufficient engagement between the membership and the secretariat at national and regional levels
- The relative absence of the commissions in a large proportion of the regional programme work
- A secretariat authority structure that does not always facilitate the best linkages and working relationships between global thematic programmes and regional programmes
- The need to strengthen capacity at the regional level to fully support the more strategic and policy orientated programme wide initiatives of the global thematic programmes
- The need to strengthen skills and capacities at the regional and national levels for analysing and engaging in strategic policy process and for initiating and supporting high level convening and advocacy activities.

A number of informants from within IUCN felt that the organisational structure and accountability processes do not facilitate an effective and flexible approach to policy influencing or development at national and regional level. In particular, the following issues were highlighted;

- It is felt that while the regional offices have relevant expertise to support national offices; their staff is often overloaded so little strategic collaboration takes place. The collaboration between the national offices and regional offices therefore depends very much on individual engagement and interest from regional level.
- It is believed that the administrative procedures and decision-making authority at the regional office are not supporting operations at national offices and in the field projects (e.g.

long delays in transmission of funds). Furthermore, one national office staff member mentioned that the operational model and the hierarchy of IUCN does not allow for the offices to issue statements or to develop partnerships in name of IUCN. Linked to this is the Delegation of Authority from the IUCN Director General which specifies what actions can be taken at which levels. The Delegation has bearing on whether or not national and regional offices can respond directly to emerging issues; and therefore, IUCN's ability to respond quickly.

The above issues link closely with the findings and recommendations of both the 2007 Regionalisation and Decentralisation Report and the 2005 Strategic Review of EARO.

Another important emerging issue with regards to the organisational structure relates to the membership. The question of needing to work with arms of government, development NGOs and business who are unable to become IUCN members was regularly raised. Another issue related to policy influencing is the role of government. It was noted that Government representation has the potential for conflicts of interest. As one respondent put it; *"the government is a member that is being represented but at the same time it is the same the government that has to be influenced"*. On the other hand, partners and non-government members especially emphasised that by having government as members, the access of IUCN to the policy arena is strongly facilitated. This involvement of government is of course key to the whole structure of the Union. However, it again underlines the importance of clear thinking about strategic influencing strategies and the particular niche for IUCN given its membership structure. The issue of membership is dealt with in Volume two of this report and not further elaborated here.

Policy work obviously requires the buy-in and ownership of those with the mandate to develop and implement policy. A significant number of IUCN Members, particularly government representatives, did not feel they had been sufficiently or appropriately involved in decision making processes regarding IUCN's directions. Some members, for example, felt that more effort could be made in ensuring that national priorities are identified and reflected in IUCN's Programmes (with some stating that their involvement was more a "rubber stamping exercise" than anything else). It was also noted by the review that IUCN's regional membership meetings are not necessarily attended by the heads or more senior staff of the membership organisations and that some of the key organisations are not present. This raises the question of whether more could be done to raise the profile and importance of regional members meetings and processes.

During the review process a workshop was conducted with 16 members of staff from the Global Secretariat with a good representation from thematic programme heads, the global policy unit and the advisors. The workshop discussed and identified the key 'systems' needed for IUCN to be effective in policy (strategic) influencing and then scored the current status of these systems. The results are presented here (Table 7) as an indication of how a cross section of Global Secretariat staff judge the Union's current strengths and weaknesses to engage in effective policy influencing. The picture that emerged again reinforces many of the deeper underlying issues that have kept emerging during this review.

Table 7: Systems for policy influencing and their current performance

System	Perceptions of Current Status		
	<i>Green</i>	<i>Amber</i>	<i>Red</i>
1) Resolutions Union governance	1	11	5
2) Linkages field-policy	0	14	2
3) Effective linkages with members	0	8	5
4) Issue and Policy Analysis	4	8	2
5) Strategic priority setting	0	5	10
6) IUCN's own policy development process	2	12	0
7) Internal and external communication	0	6	10
8) Monitoring and evaluation	0	0	14
9) Fundraising	0	3	11
10) Information management	1	11	3
11) Secretariat structures, processes and skills	0	2	12
12) Regional representation	0	6	7

A major concern of staff at all levels in the secretariat was a lack of the necessary competencies to engage in policy influencing and advocacy work. Further, it was claimed that there is essentially no staff development in this regard and little learning and reflection happening between different programme groups. Despite the importance of political, social and economic perspectives for strategic influencing IUCN's competency profile appears significantly biased towards the biophysical sciences. Many staff with a biophysical background are extremely interested in the social science dimension of their work and are often already actively engaged in integrated the social and biophysical. However, the depth of understanding and analysis that could be helpful in a more effective approach to strategic influencing could be improved.

5.4 Learning, M&E, Knowledge Management and Communication

An effective policy-practice loop in IUCN is highly dependent on the processes and systems for learning, M&E, knowledge management and communication across the Union

Learning – reflecting on IUCN's experiences at all levels, capturing the lessons and then using them to improve practice – was something that all secretariat staff saw as being critical to IUCN's

effectiveness and felt deeply about. They were also often frustrated that lack of time and resources and poor M&E and knowledge management makes this difficult and currently sub-optimal. Yet, IUCN could not possibly achieve what it does without a considerable amount of internal learning and sharing. The review suspects that much more learning is happening in an informal way for which insufficient credit is given. Many of IUCN's publications do in fact capture lessons from field experience. But still much could clearly be done to considerably strengthen the learning related functions within IUCN. This is illustrated by scores for points 7, 8, 9 and 11 in Table 7 above.

This review has found that experiences with policy influencing at all levels but particularly in the at the regional and national level are not well reflected on, documented, collated and communicated. This then is a constraint to improving policy influencing work and to demonstrating to funders what IUCN is capable of in the policy influencing domain. In part this can be seen as a vicious cycle whereby there are insufficient funds for such reflection, document and communication which in turn means that the foundation for being able to argue for a different type of funding is not being established.

Almost all key informants recognised that IUCN has access to a large group of scientists and practitioners whose knowledge and experience can be tapped into for advice, particularly related to conservation. Although this service is appreciated by all partners, government officials in particular seemed to value and use these services. The potential of IUCN to transfer knowledge and experiences from global to local level and vice versa was seen as a key strength. The ability to bring international best practices down to solve local problems and use lessons learned at project level in support of policy development at national was seen as important.

Yet, key informants also indicated that it is not easy to find information at the IUCN website. Regular updates of the IUCN website seemed to be lacking, important lessons learned in the field are not always shared with others via the website or are difficult to find. Project reports, outputs and other materials are also not always shared with all involved or readily accessible. This reflects the review teams own review of the web-sites and attempts to access information. It was also noted that knowledge products are generated and disseminated without a clear target group or specific policy messages or recommended actions. This limits IUCN's ability to influence policy through knowledge generation.

IUCN staff of national offices state that although IUCN has a communication strategy, it is not being implemented well. Dissemination of information to and communication with staff, members and partners seems to take place in an ad-hoc way.

In terms of reflection and learning, generally, on strategic/policy influencing specifically, there is apparently very little engagement across the global thematic programmes. When the review team brought members of the different programmes together they had apparently not met together for a considerable period of time. They could not remember when they had last had a discussion together to share ideas about the content and strategies of their programmes. The structures, processes, management systems and funding situation is running the risk of creating a 'silo' model within the secretariat. It was noted by a number of programme staff that the level of frustration with corporate wide systems was such that they quite consciously retreat into their own programme

areas where they feel they can achieve results. This is then accompanied by giving minimal attention to what corporate wide systems to exist and so aggravating the overall problem. These issues need attention for the learning potential of IUCN to be fully realised.

The current situation with learning, M&E, knowledge management and communication mirrors to a significant extent the situation with policy influencing in general. That is that there is an insufficiently clear framework, shared across the Union, of: what IUCN is trying to achieve in this domain; how to achieve it; the systems and resources required; expectations of good practice; and accountability mechanisms. This situation is well articulated in the Draft Knowledge Management Strategy (2005) and the companion document - Background to IUCN Knowledge Management Strategy. While recognising the ambitious nature of the Strategy, this review largely concurs with the analysis of the current situation and the actions proposed.

This review has not been able to find much evidence of processes that explicitly identify the questions that need to be answered by field projects to support policy influencing. There seems to often to be an assumption that useful lessons will somehow 'fall-out' of field projects that just happen to be useful. There are of course exceptions to this such as using experiences from marine protected areas projects, the focus on specific areas of investigation in WANI and some of the initiatives of the Forest Conservation Programme, which was not part of this review.

Although over the last decade some significant efforts have been made to improve M&E systems in IUCN they remain weak to very weak. Developing effective M&E systems is an enormous challenge for any large organisation and IUCN is absolutely not alone in struggling with this issue. A particular challenge for IUCN is not just the M&E of specific projects but also the synthesising and collating of information to present a coherent picture of what is being achieved by the Union as a whole and by specific programmes and commissions. Currently, IUCN largely tells its story and communicates its achievements through individual projects and initiatives. This can make it hard to see the overall added value of the Union. Even some very simple things could dramatically improve the situation. Related to policy influencing, for example, a list of the most important specific policy influencing activities IUCN is involved, that includes IUCN roles, progress and achievements could be produced. This could be searchable by theme and geographic location and a link given to a contact person and associated projects. An annual review of such a list would enable a highlights of IUCN's policy work to be easily generated. An overview and highlights of IUCN strategic/policy influencing work is, for example, notably absent from the 2006 Programme Report. In a similar vein, a Union wide and complete project list with brief descriptions and searchable according to different criteria, including for example aspects of policy influencing, would be enormously helping in gaining a better overview of IUCN work and achievements. The review is aware that efforts are being made in these directions (discussed in more detail in the Synthesis Report) so this reflects what has been observed at the time of the review.

A final point on closing the policy-practice loop. Ultimately what counts is the use of information to progress IUCN's agenda. It was noted by both the review and a series of informants that publication sometimes seems to be the end point for IUCN rather than the means to an end. Just as a well designed and structured process is required to capture and document lessons learned an equally well focused, designed and structured process is required for such lessons to be used and

for value to be added. Further it is not simply about disseminating or communicating information but engaging with those who could potentially use the knowledge and doing so in a way that enables innovation and learning by the 'end users'.

Finding 13: The weaknesses of IUCN's knowledge management systems and procedures is a severe handicap to any rigorous process of capturing, synthesising and utilising lessons from a series of projects for policy influencing.

5.5 Funding and the Project Portfolio

The nature of IUCN's funding and its project portfolio is currently a significant constraint to engaging more proactively and extensively policy/strategic influencing work, particularly at the regional and national level. This funding structure also means that there are limited resources for doing the overarching learning, synthesis and communication activities that are key to closing the policy-practice loop across different scales.

This issue of the business model of IUCN, which was found to be equally important for all three objectives of this review is fully discussed in the synthesis report. Below the key messages from informants at the regional and national scale, that were captured while discussing the policy-practice link, are given.

Key informants in government recognised that the level of engagement of IUCN in policy processes is highly dependent on the availability of funds and staff capacity. Both donors and government officials did recognise that due to the existing funding models, IUCN is not constrained in how it can respond to emerging issues in conservation and how pro-actively it can be in supporting decision makers in their policy work. The significant in the growing shift from projects to programmes and budget/sector wide support was also recognised. As a consequence of environment and conservation is often viewed as a cross cutting issue integrated within the other sectors. In order for IUCN to be able to tap into these resources, it would need to strengthen its capacity to engage with the more development oriented sectors such as agriculture, water and health.

Regional and national IUCN staff as well as members and partners of IUCN in the entire African region indicated that due to limited funding allocation from IUCN HQ to the regional and national offices most staff time was invested in securing sufficient funds through field projects to keep the offices running as opposed to being able to intervene at more strategic levels. Consequently limited staff time and resources are seen as key constraint to policy innovation and active engagement in policy influencing and development. For example, due to budgetary constraints, meetings with IUCN staff of the regional and national offices for participatory work planning, progress reporting and exchange on technical issues and lessons learned were not continued. This has an impact on the coherence and harmonization of positions taken in policy development and influencing by regional and national IUCN offices.

Partners also mentioned that although IUCN is often the most suitable organisation to involve in projects or policy processes, due to their high rates organisations and government agencies do not necessarily have the financial means to engage IUCN. This is particularly significant for IUCN as more and more donor funding is provided to governments as budget support.

Staff in IUCN regional offices see it as being difficult to raise funds to work explicitly on policy issues. As discussed in the Synthesis Report the review considers that it may well be possible to increase the resources available for policy and policy learning related work and much more discussion should be had with donors on this important issue.

6. Conclusion and Recommendations

The original focus of this objective was on the link between policy and practice (specifically IUCN's field work). What has been found by this review is that there are a much bigger set of issues related to policy influencing that need to be tackled before a specific focus on the policy-practice loop makes much sense.

There is no-doubt that IUCN is involved in a very difference range of important and relevant policy influencing work at all scales. There is more policy influencing work happening directly within 'field projects' than is perhaps generally assumed. Certainly there are 'organic' and informal mechanisms that lead to a degree of knowledge sharing between field projects and policy processes at different scales. In terms of the focus of field and policy work at different scales there is no major disconnect.

Yet much of IUCN's policy influencing work is happening within a relative vacuum of Union wide thinking, planning, coordination and learning. Consequently it is hard to be convinced that the Union is optimising its potential leverage in this regard. Certainly there are strong calls from across the board for IUCN to be more focused on its convening and strategic influencing potential especially at regional and national levels. And, for this to be done in better concert with members. Weakness in the business model and in the systems and capacities of the secretariat are hampering progress in this regard.

Many of the issues raised above by this objective of the review had commonalities with those from the other two objectives. Consequently, the Synthesis Report deals with these in some detail and gives a full set of recommendations. Below eight general recommendations are given which have then been taken up in more detail in the Synthesis report.

1. **Developing and Articulating Theories of Change** - IUCN instigate a process to deepen understanding and more clearly articulate the underlying assumptions about how it aims to strategically influence society on conservation issues. This be based on current thinking in the political and social sciences. This more rigorous understanding and articulation be integrated into all programme plans, strategies, project designs, situation analysis documents and monitoring and evaluation.
2. **Programme design for Strategic and policy influencing** - Based on a deeper understanding of processes of social change, IUCN be much more rigorous in the way it designs its programmes and projects to achieve strategic and policy change.
3. **Broadening the experience base** - IUCN look beyond its secretariat and commission projects to the work of members and others in order to learn lessons and gather knowledge about effective linkages between field realities and strategic / policy work.
4. **Reflection, Learning and M&E** - The time, resources, capacities and incentives for effective reflection, learning and M&E processes, that can contribute to strategic influencing, be more explicitly integrated into programme and project designs

5. **Enhancing Knowledge Management** - IUCN urgently resource and implement of an effective knowledge management system and learning network to support its strategic and policy influencing role.
6. **Organisational structure and clarity of roles** - IUCN clarify the roles, responsibilities and interactions between the membership, commissions and the secretariat in strategically influencing social and political process from local to global scales.
7. **Strategic influencing, Policy and Advocacy capacities** - IUCN significantly enhance the policy and advocacy capacities of its global and regional secretariats and provide greater policy and advocacy support from the secretariat to the commissions.
8. **Funding For Strategic Influencing Processes** - IUCN take a much more proactive role with donors at national, regional and global levels in gaining funds and designing projects that will enable it to more effectively contribute to its strategic influencing role and link field experiences with higher level policy processes.

Appendix 1 Overview Activities of the IUCN Water Programme

ENVIRONMENTAL FLOWS				
	WHAT	WHOM	RESULTS/FAILURES Red: does not work Green: this worked Blue: in between?	WHY
GLOBAL	<ul style="list-style-type: none"> ▪ Statements of environmental flow to include in ▪ CSD policy documents ▪ Ramsar Convention ▪ WWF 3 and 4 ▪ Creation of the flow toolkit plus translation (how to put environmental flow in place) ▪ Global environmental network operational (800 people) <p>Specific examples</p> <p>1. Position paper presented to CSD-12 (April 2004) where themes were water, sanitation and human settlements. Paper included environmental flows as one of 4 main policy components. Position paper at CSD-13 (2005) encourages specific strategies for enabling progress on EF.</p> <p>2. 3rd World Water Forum: organized water, nature and environment theme, including plenaries, sessions and statements; statement made to ministerial conference; targeted interventions with delegates to negotiations, in an advisory role.</p>	<ul style="list-style-type: none"> ▪ CSD: IUCN water team staff (everybody in secretariat, global team and regional teams) ▪ Ramsar: IUCN members (IOP) ▪ WWF3: IUCN water team staff members. Preparing things with members in session. Use project work and experiences and present it at that meeting ▪ Law commission <p><i>Do we want to engage in a global water convention? Do we want to initiate this? How to get beyond activities that do not have an impact.</i></p> <p><i>Ideal model of work; better coordinated engagement in series in meeting and better coordination of who does what?</i></p>	<ul style="list-style-type: none"> ▪ Influenced in CSD keeping environment on the agenda ▪ Ramsar convention very specialized; <ul style="list-style-type: none"> ○ for converted ○ not IUCN niche ○ but contributed to STRP, ○ connected to groundwater issues and influence on broadening uptake of EF ▪ WWF3: Environmental issues on the agenda, Latin America statement was very strong. Outcome of Ministerial seen as weak, but advisory role of IUCN valued by delegations ▪ Press coverage 	<ul style="list-style-type: none"> ▪ IUCN has nothing to offer on policy text in inter-governmental negotiations. This should be done between governments; but IUCN has lots to offer in ‘encouraging and assisting’ ▪ Ramsar: IUCN is an IOP to Ramsar. Therefore always at the table and seen as relevant and credible. Highly credible voice on EF in Ramsar dialogues for example. ▪ WWF: IUCN has strong voice in organization and messages that are delivered. Influencing national and global government and non governmental processes is very difficult. WWG faces the challenge to get greater access to decision making processes at national and global level. IUCN has high profile at WWF

	<p>3. FLOW toolkit published in 2003 and since translated into 8 languages. Approx 5000 hard copies distributed and approx. 10,000 downloads, Toolkit in awareness raising and as resource for capacity building in demonstrations and in training programmes. Source of credibility for IUCN and entry point for network formation. Translations a mechanism for adapting concepts and agreeing language in new settings.</p>			
<p>REGIONAL</p>	<ul style="list-style-type: none"> ▪ Central America, Southern Africa and Asia, State of the art of environmental flows and networks of decision makers and civil servants trained <ul style="list-style-type: none"> ○ Different ministries trained in environmental flow assessments; what do environmental flows mean at national level to create an environment conducive to change ▪ Demonstration projects with links to policy level at national level attract interest and build credibility at regional level. For example, in Pangani, EF demonstration has national engagement through key figures and institutions that are 	<ul style="list-style-type: none"> ▪ Regional courses; <ul style="list-style-type: none"> ○ regional staff ○ IUCN members that have capacity to give training. ○ Partners are co-implementers or are beneficiaries. ○ Members could also be beneficiaries ▪ Key partners active in regional networks, for example national directors. <p><i>Importance of members in this is very diverse. In South America really present in projects</i> <i>Depending on presence, capacity and interest of members has big impact on involvement and role of members</i></p>	<ul style="list-style-type: none"> ▪ CCAD Statement <p><i>The main result or impact drives demand from in country support for environmental flows</i></p>	<p>Success is very much related to staff that stay for longer time and nurture relationship with key people and are well connected. Commitment is very high.</p> <p>Regional thematic coordinator plays a crucial role making the connection to policy influencing. 3 out of 5 regional coordinators are successful.</p> <p>No strategic capacity in staff development exists in IUCN. This is a huge problem. Low salary scales are matched with no capacity development.</p>

	<p>active in regional networks, leading to regional policy-level interest and expressed demand for engagement.</p>	<p><i>Primarily it is Secretariat driven involving members and partners in process. If Secretariat leaves whole thing would fall apart</i></p> <p>Environmental flow: Regional staff with members as co-organise and beneficiaries</p>		
NATIONAL	<ul style="list-style-type: none"> ▪ National workshop to raise awareness on environmental flows and project staff will explain how it should be done. ▪ Capacity building of national EF specialist team (Tanzania) ▪ If water policy has environmental flow in it, help with implementation of the policy. Advice on putting it into the law. Advise how policy is implemented. Examples: Vietnam, Tanzania, SADC ▪ Support inclusion of environmental flows in the law 	<ul style="list-style-type: none"> ▪ Led by regional and project staff. Partnerships important to expand reach – e.g. in southern Africa, IUCN in consortium with GWP and WaterNet to lead training on EF. 	<ul style="list-style-type: none"> ▪ Acceptance of consult with key SH government and otherwise ▪ Amendment of policies and draft laws, and strategies – e.g. Tanzania, Vietnam ▪ Increased capacity and awareness about and how to implement – e.g. Pangani, Songkhram, Limpopo <p>examples in annual report!!</p>	<p>Staff stay for longer time and nurture relationship with key people and are well connected</p>
FIELD	<ul style="list-style-type: none"> ▪ Environmental flow assessments ▪ MS platforms for flow 	<ul style="list-style-type: none"> ▪ CBOs – e.g. Pamoja in Tanzania, NGO specializing in NR conflict 	<p>Nowhere the flow of the river has been changed! But enabling environment has</p>	<p>Competent dedicated staff staying on Project level people are key (Nigeria is</p>

	<p>negotiations</p> <ul style="list-style-type: none"> ▪ IUCN and partners facilitate bridging between levels to enable upward influence of demonstrations and downward mobilisation and tailoring of policy – e.g. community to sub-basin to basin to national. Examples in Pangani, Songkhram (Mekong). 	<p>management</p>	<p>been created so change is imminent. Pangani river, Blyde river (S Africa), Songkhram (Thailand), Huong (Vietnam)</p>	<p>good example)</p>
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NATIONAL WATER REFORM				
GLOBAL	<ul style="list-style-type: none"> ▪ Engagement in water forums; offer text/policy advice but not negotiating ▪ Influencing global policy events through being on the steering committee that sets the agenda – e.g. WWF ▪ R&D Transboundary law ▪ Toolkits: RULE, NEGOTIATE, SHARE <p>Create space for national ministries to present their work (institutional reform, legislation)</p> <p>Case studies are included in the toolkits. Which are used in training and capacity development again.</p>	<ul style="list-style-type: none"> ▪ Law Commission ▪ Law Programme ▪ Champion Alejandro Iza <p>Secretariat driven. Commission members do parts of the work. Consultants provide advice</p> <p><i>Where possible they work with members but very often not (due to membership issues; conservation on agenda as required).</i></p>	<ul style="list-style-type: none"> ▪ Statements ▪ Shift in perspectives on IUCN: now a central player in global water policy agenda, whereas previously marginalized to wetlands and species issues. <p><i>To deal with water you have to deal with sustainable development and people. Institutional reform within IUCN is very urgently needed!!</i></p>	<ul style="list-style-type: none"> ▪ Not tangible enough at global level. Not working on new groundwater convention, mining etc. ▪ Not linked with security ▪ Have been explicit in avoiding marginalization into narrow conservation concerns, instead constantly seeking to engage around issues set as priorities in global policy processes (e.g. poverty, rights... in future security (?))
REGIONAL	<ul style="list-style-type: none"> ▪ Setting up new institutions for transboundary water management; e.g. active roles in facilitating agreements establishing the Volta Basin Authority and Lake Tanganyika Management Authority. Set up national and transboundary dialogues and with partners convened Ministerial meetings. ▪ Supporting MS platforms; e.g. Nile Basin Discourse, assisted with mobilising stakeholder 	<ul style="list-style-type: none"> ▪ Regional water coordinators, with support from ELC. ▪ Project staff in the case of Volta, based on personal credibility and relationships on different sides of borders and issues. ▪ Engagement with champions outside of IUCN – e.g. water director in Tanzania – able to influence regionally 	<ul style="list-style-type: none"> ▪ Opportunity space needed for reform to take shape ▪ Volta basin authority ▪ Lake Tanganyika management authority set-up (alongside GEF, AfDB, FAO kept process moving along) ▪ Time scale needed for changes; no breakthrough ▪ Ice berg model; 18 months project builds on activities implemented before 	<ul style="list-style-type: none"> ▪ Positioning of IUCN by coordinators in regional processes and institutions. Engagement and relationships they broker. ▪ Case of Volta: once VBA established, IUCN seen as having self-interest in environment and therefore parties became wary. Process of positioning and creating perspectives therefore had to restart.

	<p>forums in Senegal basin and facilitated agreements Senegal basin organization and (distrustful) stakeholder groups.</p> <ul style="list-style-type: none"> ▪ Helped with drafting of treaties – e.g. Volta treaty and Lake Tanganyika ▪ Mekong region water dialogue; creating new space for interactions. Similarly, engaged in facilitating Himalayan River Dialogue with World Bank. ▪ Convened transboundary dialogue of local government leaders in Central America <p>IUCN facilitates setting up institutions and platforms for dialogue</p>			
<p>NATIONAL</p>	<ul style="list-style-type: none"> ▪ Support to parliamentarians. Example: dialogue among SADC parliamentarians on environmental flows. Engagement with Parlantino in Latin America on water. ▪ Support to policy and legal reform; drafting text, latest priorities etc ▪ Min Water resources staff to help them understand technical and legal issues ▪ Helping them with reviews not only water laws but also laws impacting water law ▪ Review of Latin American water law 	<ul style="list-style-type: none"> ▪ Regional coordinators ▪ ELC/Alejandro Iza ▪ Project staff – e.g. in case of KYB, Nigeria, where success of project grew from work by project manager to establish credibility of IUCN in water and development, where there was suspicion previously because of narrow interest on ‘wetlands and birds’. 	<ul style="list-style-type: none"> ▪ Water charter and catchment management plan agreed in Komadugu Yobe Basin, Nigeria, enabling coordination among basin states leading to removal of impasse and opening ▪ National micro watershed project initiated by Government of Guatemala based on successes in Tacana, aiming to support development of local-level watershed management in the absence of working national policy and paralysis of central authority on the issue. 	<ul style="list-style-type: none"> ▪ Unpredictable and challenging to sustain. Lose people with credibility relationships and back to square one. ▪ In El Salvador, process slowed by national elections, emphasizing need to remain ‘neutrally’ aligned to politicians and parties, to retain credibility and continuity. ▪ Taking time to listen, understand priorities of different actors and build partnerships needed to gain momentum. Brokering dialogues among parties who were previously not communicating.

	<ul style="list-style-type: none"> ▪ Convening national and basin forums on water. For example, Ghana, Burkina, Tanzania, Nigeria. Forums negotiated text that is instrumental in opening new ways forward – e.g. water charter agreed among governments (local, state, national), dam operators, development boards, local communities in Komadugu Yobe Basin, northern Nigeria ▪ Bottom-up development of water institutions in Guatemala, at ‘micro watershed’ level, within void created by lack of agreement on water policy at national level. Led to adoption of approach nationally <p>Most impact in terms of reform: El Salvador, Tanzania, Nigeria</p>			<p>Having flexibility within project planning to 1. take the time needed and 2. embrace stakeholders’ priorities. Then use credibility and trust gained to integrate ecosystem issues.</p>
<p>FIELD</p>	<ul style="list-style-type: none"> ▪ Setting up MS platforms ▪ Micro watershed committees in Latin America ▪ Basin committees in Pangani ▪ Resolution local conflicts ▪ Transboundary community forum in Volta 	<ul style="list-style-type: none"> ▪ El Salvador, government & NGO ▪ Tanzania: project staff and partners in water office and NGOs 	<ul style="list-style-type: none"> ▪ Micro watershed and basin committees ▪ Conflict resolution ▪ Transboundary community fora 	

VALUATION & PAYMENT OF FINANCIAL SERVICES				
	WHAT	WHOM	RESULTS/FAILURES	WHY
GLOBAL	<ul style="list-style-type: none"> ▪ Value and Pay toolkits ▪ Incorporation of IUCN policy statements at CSD and WWF 3 & 4 ▪ Valuation and the Ramsar Convention <p><i>Case studies are incorporated into the toolkits. Toolkit providing methodology to do more case studies. Toolkits are used in the training and are disseminated through the networks and internet</i></p>	<ul style="list-style-type: none"> ▪ Lucy Emerton (Value) ▪ Pay toolkit (Mark Smith); Dolf the Groot (commission member) <p><i>Work with commission members. Not attached to 1 commission but using them as resource to implement the programme</i></p>	<ul style="list-style-type: none"> ▪ As result of toolkits asked to provide Chapter in World watch Institute; State of the World (1 million readers) ▪ Supported drafting of UNECE protocol on new financing mechanisms related to water 	<ul style="list-style-type: none"> ▪ Worked because of the staff champion (Lucy) ▪ Transfer function from science to practice ▪ Networks of members
REGIONAL	<ul style="list-style-type: none"> ▪ GEF IW-LEARN (international water); training on different topics for senior government and NGO staff, e.g. economic valuation of ecosystems workshop in West Africa in 2006; future workshop on PAY 	<ul style="list-style-type: none"> ▪ HQ team ▪ lack of capacity in many regional offices; though e.g. important entry point for water in SUR ▪ Worldbank secondment: Claudia. This is secretariat driven ▪ Major lack of support from regional advisor on this area <p><i>BIG GAP; Talk to Lucy why she thinks this gap is still there</i></p>	<ul style="list-style-type: none"> ▪ understanding of valuation at IUCN regional level is fair, but lack of capacity to engage in work on finance mechanisms, and positioning with respect to e.g. finance ministries often weak ▪ Need to invest in development of a network of experts that can be drawn from and build upon 	<ul style="list-style-type: none"> ▪ Lack of capacity in IUCN and policy makers to follow this up at regional level. Both on valuation and incentives and mechanisms
NATIONAL	<ul style="list-style-type: none"> ▪ Sri Lanka Ministry of Finance looking to include ecosystems values in national accounts. Training on what values are and how to incorporate them into accounts. 	<ul style="list-style-type: none"> ▪ Lucy Emerton ▪ Consultants ▪ SUR staff members 	<ul style="list-style-type: none"> ▪ Okavango and Sri Lanka; Influenced Ministry of finance Documented results ▪ Ecuador help to improve payment for ecosystem service scheme for Quito 	<ul style="list-style-type: none"> ▪ Lucy worked in Sri Lanka ▪ Capacity and resources in Okavango are available ▪ Clear objectives ▪ Champion and coalition of advocates for financing scheme in

	<ul style="list-style-type: none"> ▪ Okavango: valuation is used at national level in Botswana and was an important input to formulation of the Okavango Delta Management Plan. Raising awareness amongst governments, policy makers and politicians about the value of delta to national economy and priorities related to poverty ▪ Ecuador: SUR active in assisting with development of trust fund and payment scheme for management of Quito watersheds. ▪ At both countries valuation work was incorporated in planning work. 		<p>See strategy WANI (Dec 2000). Chapter 4 sets out what they aimed to do. See mid term review WANI II is build around experiences and lessons learned from WANI I. <i>Mekong closed down (changed objectives every year)</i></p>	<p>Quito</p> <ul style="list-style-type: none"> ▪ Concern in some IUCN regions among staff of a risk that IUCN will be told by governments to stay out of financial issues, and therefore degrade valuable relationships. Fear is that IUCN will be seen as arguing that environment must take precedence over development (example: West Africa). <p>Resources:</p> <ul style="list-style-type: none"> -<i>networks (access to people,</i> -<i>Staff (competence and commitment of staff</i> -<i>Resources to hire staff money, capacity etc) give you capacity to deliver</i>
<p>FIELD</p>	<ul style="list-style-type: none"> ▪ Side level studies on valuation of ecosystem services ▪ Documentation of valuation case studies 	<p>PAY no capacity to implement it in the field FLOW; Network exists to follow this up. Through consultants</p>		<ul style="list-style-type: none"> ▪ Lack of capacity and confidence in some regional offices.

CLIMATE CHANGE & ADAPTATION...starting to develop				
	WHAT	WHOM	RESULTS/FAILURES	WHY
GLOBAL	<ul style="list-style-type: none"> ▪ Water & Climate dialogue (2002) ▪ WWF3 ▪ Collaborative programme water & climate 2003-2006; ▪ Development CHANGE toolkit 	<ul style="list-style-type: none"> ▪ World Panel to be set up for next WWF, entailing development of new coalition and reaching out to new partners. 	<ul style="list-style-type: none"> ▪ Marginalised in efforts; ▪ Capacity is not available in the secretariat and outside ▪ CHANGE toolkit was a bit ahead of its time. Scope to refresh and relaunch, especially as there is strong emerging need for system-based adaptation approaches that are alternatives to purely technical fixes. <p><i>Started 2002, Very new at doing adaptation.</i></p> <p><i>To have the right people within the organization that are driving this is crucial.</i></p> <p>Also, important to engage in mainstream of climate change policy dialogue and not marginalize IUCN's messages by focusing narrowly on 'heartland' issues (biodiversity and forests). Attention brought to heartland issues will be more effective if argued from mainstream platforms (e.g. relating ecosystems to reducing vulnerability, economic resilience etc.)</p>	<ul style="list-style-type: none"> ▪ too early, and no champion that worked this through ▪ Priority level rising externally and working to position IUCN as credible on water and climate change adaptation

REGIONAL	<ul style="list-style-type: none"> ▪ Water & Climate dialogue to prepare regional dialogues to come up with water & climate adaptation frameworks/dialogues; West Africa, SE Asia, Central America ▪ Vulnerability assessments Limpopo S Africa 	<ul style="list-style-type: none"> ▪ Regional coordinators 	<ul style="list-style-type: none"> ▪ Adaptation frameworks have been developed but never been used ▪ Water and Climate Dialogue outputs becoming influential in e.g. West Africa, leading to demand for IUCN engagement by World bank and governments 	
NATIONAL	<ul style="list-style-type: none"> ▪ River basin adaptation plans with WB; West Africa 	<ul style="list-style-type: none"> ▪ Regional coordinators 		
FIELD	<ul style="list-style-type: none"> ▪ GEF Project in Pangani basin is focused on climate change. Logic is that adaptation to climate change impacts on water requires protection/restoration of ecosystem services and, moreover, effective governance institutions able to integrate adaptation of water management in development. ▪ Risk management in Tacana project Guatemala. Used flood disaster to raise awareness about need for restoration and sustainable management of watersheds and to mobilize engagement. 	<ul style="list-style-type: none"> ▪ Regional coordinators ▪ Project staff in Tacana 	<ul style="list-style-type: none"> ▪ Proposals written for Pangani ▪ Successful alignment of climate change focus on demand for watershed management in Tacana 	

Appendix 2 Influencing Mechanisms Used in the IUCN Water Programme at Various Stages of the Policy Cycle

Based on 2005 Review of IUCN's Influence on Policy (2005), p. 46

	Agenda Setting			Policy Development		Implementation		Policy Review		
	Problem Identification	Agenda setting	Research	Negotiation	Formulation	Implementation	Enforcement	Accountability	Evaluation	Review
Providing Knowledge										
Provide technical advice		Development of restoration strategy for Zarqa river, with Min of Environment, Jordan	Engagement with Min of Finance, Sri Lanka on ecosystem valuation	Advice on setting up negotiation platforms – eg. Nigeria, Tanzania	Advice – eg. Tanzania, Costa Rica, Guatemala, Vietnam, Botswana; advice to Ministry of Water, China on EFlows	Advice – eg to Volta Basin secretariat				
Synthesise knowledge	World Business Council on Sustainable Development water scenarios report; water audits eg. Volta, KYB, Okavango	SH validation of water audits	Water audits eg. Volta, KYB, Okavango	eg. Synthesis inputs to WCD; EF Assessment, Tanzania						
Generate knowledge			eg Tai baan village, Mekong; Biodiversity assessments;		eg. information gathering for PES development, Ecuador					Institutional review

			EF assessments							for Mekong
Develop methods/ tools		Capacity building with toolkits	Case studies for toolkit application		Decision support tools – eg. Volta	Assist with application of tools – eg EF assessment				
Conduct research			Transboundary water law reviews, Latin America; eg. regional technical papers for Dialogue on Water and Climate							change processes and managing change in water management
Investigate emerging areas			Sit on Ramsar Scientific & Technical Review Panel							
Supporting empowerment										
Convene stakeholders	Situation analysis workshops – eg. Pangani	eg. Dialogue on Water, Food & Environment, with IWMI; regional meeting of mayors – Central America; Himalayan rivers dialogue; Dialogue		eg. Nigeria, Volta, Senegal, Tacana	eg. Botswana, L Tanganyika	Organise meetings – eg L Tanganyika				eg Mekong dialogues

		on water and climate								
Form partnerships	Horizontal and vertical partnerships, linking demonstrations to national level – eg. Pangani, Tacana, Mekong			Partnerships used to create negotiation platforms		Partnerships for demonstrations			Dialogue with governments, basin organisations over demonstration results	
Utilise networks		eg. southern Africa EF network and training; journalist/media network		Positioning in networks to encourage	Positioning in networks to advise; support through EF network	Support through EF network		Engagement of journalist/media network		
Build capacity to engage		eg. micro watershed committees – Mexico, Guatemala, El Salvador		eg. training in Okavango; support for L Tanganyika process						
Support implementation					Capacity development – eg. secondment to Gov. of El Salvador	eg. Volta, SADC protocol, Nigeria; ELC help desk on water law; partnership with Min of Environment, Jordan,		Observer on Ramsar Standing Committee; also, eg. backstop oversight of EIA, Cameroon		

						on Zarqa river restoration				
Enhancing Governance										
Advocate positions	Tales of Water project and media outputs	World Water Forums, CSD – eg influencing agenda, position papers; International Water Association Congress; Bonn Water Conference 2001		eg. advise parties at Ramsar CoPs	eg. Advice to Parlantino on water law			Testimony to Human Rights Commission, Thailand		
Engage in policy formulation				Advise during negotiations, eg. at WWFs; influence on WCD process	Assist governments in developing text – eg water charters in Volta, Nigeria	Facilitation of regional adaptation of WCD – eg Mekong				

Appendix 3 Lessons from Case Studies

Cases	Strengths / Highlights	Weaknesses / Limitation	Levels of policy influence and development	Lessons Learned
Water				
1. (BRAO) Réserphe de Biosphère du Delta du Saloum (the reserve is also one of the protected areas of PRCM)	<p>International Conventions such as Ramsar and the Convention on Biological Diversity have been translated to the local settings through the development of Local Integrated Management Plan, which is endorsed by the local government.</p> <p>All relevant stakeholders in the Saloum Delta were involved in the design of the management plan creating ownership of the management plan.</p> <p>The project approach served as a guideline for the development of management plans of other National parks and reserves in Senegal.</p>	<p>Not all policies (e.g. fisheries) have been decentralised yet, complicating the local management of resource use.</p> <p>Although two publications have been produced, the project design did not include the documentation and dissemination of lessons learned.</p>	The policy development took place at the local level, guided by international conventions.	Stakeholder involvement is essential to ensure sustainable management of the delta.
2. (BRAO) Projet d'amélioration de la	In line with the design of the project, the institutional	Communication about the project experiences internally	The policy development takes place at the	The transboundary nature of the project poses challenges for

Gouvernance de l'Eau dans le Bassin du Volta	<p>structure for water distribution and management was revitalised and formalised by the water Ministers from Burkina and Ghana.</p> <p>The multi-stakeholder approach of the project has built partnerships between conservation and development organisations and promoted inter-sectoral joint planning.</p>	and with the outside world on governance in the Volta basin has been weak	transboundary scale from the local to the national level of the two project countries Ghana and Burkina Faso.	<p>planning and implementation</p> <p>The capacity of the local government institutions needs to be strengthened to build long-term ownership.</p> <p>The change of attitude of the communities to land and water conservation will ensure the sustainability of the activities after the end of the project.</p>
3. (BRAO) Programme de Participation du Public à la gestion des Ressources en Eau l'environnement dans le bassin du fleuve Sénégal	The project recognises the importance of improved understanding of the functioning of the OMVS by all resource users in the basin and the participation of stakeholders in the planning and management processes.	The financial means of this component are insufficient to fulfil the objective of improved participation of stakeholders in decision-making processes.	The project seeks to improve integrated policy development from the local level to the regional level of the four states member of the OMVS.	Although PPP is in its third year, it is not sufficiently advanced yet to have obtained lessons to be used in policy
4. (EARO) The Uganda National Wetlands Conservation and Management programme	<p>The Uganda National Wetlands Policy was developed in line with the Ramsar Convention.</p> <p>A national wetland policy framework was developed outlining actions to implement the provisions of the policy.</p>	<p>The outputs and lessons learned of this successful 12-year project are difficult to trace and cannot be found on the IUCN website.</p> <p>The approach of developing a national policy and establishing legal and institutional frameworks for</p>	The project started just after Uganda ratified the Ramsar Convention in 1988. It developed a national policy on the sustainable use of wetlands. In 2005, the Wetlands Inspection Division, a direct result of the project, organised the 9 th Ramsar Convention.	Working directly with and within Government structures and personnel can contribute significantly to long term sustainability

	<p>The project resulted in the establishment of a permanent Wetlands Inspection Division (WID) in the Ministry of Environment with a Wetland Commissioner. The WID became self-sufficient financially.</p> <p>Following the success of the programme, Uganda hosted the 9th Conference of Parties to the Ramsar Convention on Wetlands in November 2005.</p>	<p>wetlands management have not been sufficiently replicated in other IUCN projects.</p>	<p>So global policies led to the development of a national policy, consequently experience and expertise gained in this process is now shared in turn in international debates.</p>	
<p>5. (EARO) Pangani River Basin Management Project</p>	<p>As a WANI project it was designed to share lessons learned in regional and international water debates e.g. the World Water Forum for Water and Politics (2005 Marseille), 10th International River symposium and Environmental Flow Conference (2007, Brisbane).</p> <p>The project built on existing structures in the field, integrating the experience of development organisations such as SNV and the national NGO PAMOJA.</p>	<p>The Pangani River Basin Management Project is in fact three different projects with different funding and objectives (WANI, GEF/UNDP and now EU). The continuity and complementarity between the projects should be looked after.</p>	<p>The project was designed as a pilot project to serve as input for the development of a national policy of Integrated Water Resource Management Plan.</p>	<p>Engaging with Partners to effectively build capacity and ownership requires mechanisms to transfer responsibility, share decision making and transparency.</p> <p>IUCN's full control of all budgetary decisions; and lack of full integration of the PMU into the PBWO seems to have a negative impact on the partnerships being established.</p>

	<p>The successful dialogue-approach of the Pangani project was applied in other basins in Tanzania but without success, since a top-down management approach was used (a.o. Rufiji and Ruwaha.).</p> <p>The role of civil society in water management and planning has been strengthened; the NGO PAMOJA was invited by the Tanzanian government to draft a water strategy based on Tanzanian's water policy.</p>			
<p>6. (ROSA) Okavango Delta Management Plan</p>	<p>The project was developed as a direct consequence of Botswana's ratification of the Ramsar Convention.</p> <p>The project has prompted participating departments and organisations to reassess sector policies and practice at district level in order to bring these more in line with the sustainable use of the wetland.</p> <p>The adopted planning process changed the mindset of the involved stakeholders</p>	<p>The management plan was drafted before the finalisation of a number of sector studies that were supposed to support it.</p> <p>The Okavango Delta Management Plan process did not succeed in having the Botswana National Wetland Policy and Strategy, drafted in 2001, approved.</p> <p>The coordinating government agency has not been given any power by law to enforce the</p>	<p>The project was intended to link district level to the national policy framework and to the regional level of the Permanent Okavango River Basin Commission. In reality upward linkages with national and regional policy frameworks have been limited.</p>	<p>There is little evidence that the planning practice in Okavango has informed relevant policy debates at the national and regional levels.</p>

	towards a more integrated management approach	implementation of the management plan.		
Marine				
7. (BRAO) Programme régional de Conservation de la Zone Cotière et Marine	<p>Since this regional programme started three years ago, PRCM became the main reference for MPAs in West Africa for politics and international fora.</p> <p>The programme was first mentioned by an IUCN staff member at the World Congress on Protected Areas in Durban 2003, which immediately resulted in the political engagement of the Senegalese government.</p> <p>The partners of the programme developed a partnership with the Sub Regional Fisheries Commission in order to enhance political impact. In collaboration with the SRFC the programme seeks to build the capacities of member states in the negotiation of fisheries agreements with the EU.</p>	<p>As stated in the mid-term evaluation, PRCM is so far a wrap up of most of the individual projects of the partner NGOs. The influence in policy fields could increase when a more coherent focus on policy would be integrated throughout the programme as a whole</p>	<p>The regional programme is combining field projects (e.g mullet project) with interventions at the regional or international level (e.g negotiation capacities fisheries agreements). Evidence of each of the projects can be used as lessons for other projects of PRCM.</p>	<p>In order to play its role as a regional reference point for marine and coastal management in West Africa, PRCM needs a high flexibility to take up policy related issues when needed. For example when off shore petrol was found in the region, PRCM was able to take up the issue right from the start.</p>

<p>8. (EARO) Tanga Coastal Zone Conservation and Development Programme</p>	<p>Despite the fact that the project was not explicitly designed for policy influencing, it contributed considerably to the development of national coastal management policies and structures (e.g the current fisheries policy and act).</p> <p>The programme resulted in a collaborative management of the area through the involvement of local communities in the decision making processes and resource use and monitoring.</p> <p>In the third phase of the project a comprehensive monitoring system was developed which facilitated the dissemination of lessons learned.</p>	<p>Although the project worked successfully at local level, national authorities were involved at a very late stage, which hampered sustainability of the activities and the processes initiated at district level.</p> <p>The project failed to build sufficient capacity of district staff to sustain the policy processes initiated and to secure funds to sustain activities.</p>	<p>The programme was implemented on district and village level.</p> <p>The process for preparing district level integrated coastal management plans has been build upon during the development of national policies and strategies</p>	<p>The project provides a model for a locally based programme, of which the approach is adopted by international partners in development cooperation.</p> <p>Although initially the experiences and lessons learned of the project were actively used at global level and in support of national policy development, at the time of the review however the impact of the project on national policy work is not very visible anymore.</p> <p>It is necessary to work both at local (i.e. district & regional levels) as well as central government levels in order to build support for the projects initiatives</p> <p>Having technical advisors with skills and knowledge in institutional development and participatory processes in the first phase of the project supported building of capacity in the districts. However technical advisors with purely “scientific skills” seem to have limited IUCN’s ability to build institutional capacity to sustain programme benefits in the long term.</p>
<p>9. (EARO) Jakarta Mandate</p>				

Appendix 4 Key Messages & Recommendations from Informants per Stakeholder Group

KEY MESSAGES

Key messages from:		Weakness	Strengths
Member		<ul style="list-style-type: none"> • Policy development and influencing is highly driven by individuals within the organisation and does necessarily follow an institutional approach (III) • IUCN has no learning policy that includes their members • There is a conflict of interest in policy influencing; The government is a member, but it is the same government that has to be influenced • Having governments as members is like locking the wolves and the goats into the same stable (in having this type of membership IUCN becomes a victim of its own success) 	<ul style="list-style-type: none"> • IUCN is strong in policy engagement
Government		<ul style="list-style-type: none"> • (Also member) IUCN should use lessons learnt from field projects in policy influencing • IUCN's engagement in policy processes at national level is limited by funding (III) • The relevant ministries for the Tanga Project were only involved (just informed) at a very late stage (fisheries), this hampers facilitate sustainability 	<ul style="list-style-type: none"> • IUCN has engaged actively in the policy processes in Uganda, for example the integration of the environment in to the PEAP and the development of the national Wetlands Policy • IUCN brings politicians together in information sharing meetings, they create a dialogue, are independent and can lobby at national level • IUCN has managed to bring stakeholders involved in transboundary management of protected parks together to collectively develop and implement a management plan

		<ul style="list-style-type: none"> IUCN tends to engage its own staff to provide consultancy (advisory) services; this is not a guarantee for quality. 	<ul style="list-style-type: none"> IUCN helps the government in building position in international meetings (for example in preparation of COPs UNCBD and UNCCD) (Pi) IUCN put conservation and environment on the policy agenda in Mauritania (III) In all environmental issues in Mauritania, IUCN played or plays a crucial role since they are the only organisation with the knowledge The change in approach of working with external expert to employ staff of local organisation has resulted in more sustainability and ownership of project activities Local government values the position of IUCN and their capacity to transfer knowledge and experiences from global to local level and vice versa
Partner		<ul style="list-style-type: none"> Their influence in policy is not clear IUCN is no longer at the cutting edge of marine/global issues (W and M) A clear vision on where to go with policy influencing is lacking, but this is a general concern for all partners involved The goals and targets of marine and coastal policy influencing are not clearly defined (W and M) IUCN does not invest in the skills to engage with the government, they rather work with (their own) experts. To be sustainable you should invest in institutions to ensure change and create sustainable impact IUCN has no clear strategy for influencing policy (VI) IUCN gets carried away with on the ground implementation and loose focus on policy influence IUCN is working with a project approach in the region, rather than presenting the global IUCN agenda Other NGOs seem to be taking over the role of IUCN in bringing stakeholders together at the local level 	<ul style="list-style-type: none"> In the past IUCN appeared to be good at influencing policy at government level, came up with well analyzed documents, and were able to brand themselves as parting innovative knowledge (effectiveness was however never measured) (Forest Conservation Programme) IUCN plays a big role in policy influencing. They facilitate the development of policy briefs to decision makers, convene stakeholders and give advise to policy makers and parliamentarians (II) IUCN supported development of guidelines for policy development and training with the engagement of the IUCN Global Policy Office IUCN contributed to a number of policy processes in Uganda IUCN has played a very active and key role in putting environment on the agenda in Uganda through engaging in capacity building and policy formulation processes IUCN has good working relationships with many of the government agencies IUCN has a good system with the governments behind them, but they also put themselves in a unique situation and cannot be

		<ul style="list-style-type: none"> • IUCN became less visible in the policy arena, this may be due to budgetary constraints, changes in funding models and understaffing (Uganda) • The role IUCN plays in the COP and CBD meetings is not well known to partners • There is less and less discussion between IUCN and the government • IUCN does not take up an active role in the discussions around controversial activities by other stakeholders (e.g. Tanzania, internat. airport in national park) • IUCN has never been very involved in the issue of marine conservation (beside corals) and the marine programme has remained small due the lack of capacities of IUCN staff and a shortage of collaboration with partners • A local partner of IUCN Netherlands Committee in Senegal is not a member of IUCN and has no collaboration with IUCN National office • IUCN is weak in policy influencing in the region (EARO) • Although IUCN has been instrumental at playing a convening role in policy processes at district and local level, they have not been able to facilitate a similar process at national level in Tanzania 	<p>considered as an NGO</p> <ul style="list-style-type: none"> • IUCN has gained a lot of experience in policy review and development, such as Wildlife policy in Kenya, Forestry Act • IUCN is an internationally recognised hallmark that guarantees quality. This positively affects (rubs off on) partners. However, IUCN's performance (and recognition) in declining (in Southern Africa).
<p>Donor</p>		<ul style="list-style-type: none"> • IUCN does not sufficiently budget for awareness building activities on conservation amongst politicians • IUCN is not proactive enough in informing its main donor on emerging issues in conservation • It is doubtful whether the regional office has capacity to design and implement large, integrated, regional programmes 	<ul style="list-style-type: none"> • IUCN has very solid people with good expertise and with close contact with all the relevant stakeholder groups important for policy influencing • IUCN has access to a large group of academics and practitioners whose knowledge can be quickly tapped into for advice to the embassy.

		<ul style="list-style-type: none"> IUCN is not sufficiently playing a ‘watchdog’ role over the national government to ensure that environmental issues emerge and are being addressed which cannot be done by the embassy since they are the ones providing budget support to the government. 	
IUCN	<i>National</i>	<ul style="list-style-type: none"> Limited staff capacity to engage in policy influencing (II) The funding model at global level does not facilitate operation of the national offices (V) Administrative procedures and decision-making authority at the regional office are not supporting operations at national offices and in the field projects (e.g. long delays in transmission of funds) (VII) IUCN does not communicate the project approaches outputs very well. Lessons learned at national level are not used at regional level EARO has a communication strategy but it is not being implemented EARO and national offices do not have a communication officer The IUCN doctrine is to derive local programmes from the regional programme but in practice it is rather the other way around; they integrate local programmes into the regional programme IUCN always needs to be diplomatic The operational model and the hierarchy of the organisation do not allow national offices to issue statements or to develop partnerships in name of IUCN The collaboration between the national offices and EARO depends very much on individual engagement and interest at regional level (II) The role and responsibilities of the representative of Global 	<ul style="list-style-type: none"> The regional offices have relevant expertise to support national offices, but they are overloaded IUCN’s strength in policy influence derives from its neutral position The marine programme should plan their activities together with the country and the regional offices, this way the needs of these offices are integrated

		<p>Marine Programme is not integrated in the planning and budget of the national office, despite the fact that half of their time should be spend in support of the national office</p> <ul style="list-style-type: none"> • The technical programme group, composed of technical coordinators and programme officers used to meet quarterly until last year on regional level to report progress and plan for the next quarter, share knowledge funding etc. Due to budgetary constraints it was not continued (II) • Communication between project level and regional offices about operational and funding matters often take place with one individual only, this causes delays in budget transfer and decision making once the person is committed elsewhere 	
	<i>Regional</i>	<ul style="list-style-type: none"> • IUCN is not strong in advertising themselves (V) • The EARO regional office does not have a staff member dedicated to policy work • The regional offices do not have a strategy on policy influencing • IUCN has difficulties to raise funds for policy staff in the region (III) • The funding allocation from HQ to the region covers a small amount of the regional budget (15%), as a consequence the time available to be innovative and engage in policy work is limiting • Limited staff capacity and skills to engage in policy influencing • IUCN HQ is not strong on policy either Global Policy Group • IUCN is not strong in advocacy • IUCN engages in projects without strengthening their capacities first and often they lack the financial means to duplicate results • The regional office is not sharing information from the national offices to HQ; in Gland they were not aware of any 	<ul style="list-style-type: none"> • The Global Policy Group has developed guidelines for influencing policy on how to engage in conventions. This Policy Group includes representatives of the regions • IUCN uses lessons to influence policy, but this does not happen systematically but depends on individuals responsible • IUCN has the ability to bring international best practices down to solve local problems • IUCN has the ability to convene and facilitate diverse groups and getting them to share (III) • The IUCN Forest Conservation and WANI programmes have targeted pathways for bringing experiences into international forums • (WANI) Policy influencing activities (e.g. forums, events) are included in project work plans and targeted strategies are developed on how and what to communicate • IUCN is representing the position of the regional Ministers during e.g. Ramsar Convention and water forums and lobby on their behalf • IUCN is an organisation we cannot do without in the region for their knowledge and composition with the government • IUCN’s approach to policy is exemplified in the Mauritanian Coastal Management Plan

		marine activities in Mauritania	<ul style="list-style-type: none"> IUCN regional programmes are strong in linking with regional bodies such as SADC with potential significant impact on policy processes (e.g. CBD)
	<i>Project staff</i>	<ul style="list-style-type: none"> IUCN is not very visible in the policy arena, this might be due to understaffing in Uganda CO Project staff is not aware of available best practice from other IUCN projects 	<ul style="list-style-type: none"> The global WANI programme includes a budget to disseminate lessons learned at international conferences and meeting, and to document processes (dialogues projects Pangani) IUCN conducted workshops in which different line ministries presented their policy and overlaps and gaps were discussed (first and second phase Tanga) IUCN has a lobbying capacity

RECOMMENDATIONS

Key messages		Recommendations
Member		<ul style="list-style-type: none"> IUCN's role should be linked to policy formulation on issues relevant to conservation and assist in translating policies down to communities
Government		<ul style="list-style-type: none"> IUCN should take on a proactive role in demonstrating their potential to governments, members and partners and make themselves more visible (V) IUCN should document best practices of their policy work and disseminate this at different levels through various media IUCN should play a facilitating and advisory role to help governments to understand and implement international conventions (II) IUCN should participate in the Ministries' top policy forums IUCN should engage at strategic level to ensure that environmental and conservation issues are integrated into national policy guidelines IUCN should sensitise the government to implement conventions (CBD, Ramsar) and oversee whether the government meets its commitments IUCN should play a proactive role in bringing policy makers from the local to the regional level together to create a dialogue and harmonize policy IUCN should address the other institutions than those already convinced, on the need to take the environmental sustainability into account in policy or programme planning

Partner		<ul style="list-style-type: none"> • IUCN should support Policy influence at national level by contributing technical expertise to governments • IUCN should undertake research and science and use this to guide government officials (not knowledge for the sake of knowledge, but for application) • IUCN should identify a niche for policy influencing and select key topics they should focus on • IUCN should document the lessons learned (positive and negative) in policy influencing and development for replication elsewhere and use demonstration on what works and what doesn't • IUCN should not be implementing but operate through already existing institutions • IUCN should anticipate to emerging issue and not only react in times of crisis • IUCN should draw policy issues out of field projects and find mechanisms to feed this back into decision making processes • IUCN should have representation at national level to develop relationships with the government and other partner • IUCN should draw more lessons learned and best practices from their own projects and similar programmes aiming at the same goal • IUCN should take a more pro-active role in lobbying and sensitisation and not wait for member to take positions
Donor		<ul style="list-style-type: none"> • IUCN should start to get involved with non traditional ministries and participate in different coordination groups to influence ministries (II) • IUCN should use member countries to influence policy • IUCN should improve their lobbying capacities to directly influence politicians • IUCN should play a watchdog role over the national government and evoke things the embassy can not since they provide budget support to the government (III) • IUCN should document best practices and lessons learned immediately upon project completion (II) (e.g Tanga, book never came out)
IUCN	<i>National</i>	<ul style="list-style-type: none"> • IUCN national offices require core funding in order to remain innovative in responding to emerging issues in the policy arena and beyond (IV) • IUCN should develop an exchange programme or communication strategy between regional and national offices worldwide to facilitate sharing of best practices and increase coherence • IUCN national offices should be strengthened to improve full-fledged support to in-country projects, not only logistical but also technical
	<i>Regional</i>	<ul style="list-style-type: none"> • IUCN should focus on the facilitation of processes, e.g. bringing lessons from the field up to Member of Parliament • IUCN regional offices would like to have backstopping support from HQ on policy development and influencing issues • IUCN regional offices require core funding in order to remain innovative in responding to emerging issues in the policy arena and beyond (III)
	<i>Global</i>	

Appendix 5 Persons Consulted (covering both review objectives 2 and 3)

IUCN External Review 2007 - persons consulted (in no specific order) - related to Review Objectives 2 and 3			
Persons consulted	Designation	Organisation	When
Bill Jackson	Director Global Programme (GP)	IUCN Gland	23-Apr-07
Gabriel Lopez	Director Global Strategies	IUCN Gland	24-Jan-00
Jane Ganeau	Acting Head Membership	IUCN Gland	25-Jan-00
Jean Yves Pirot	Senior Coordinator GP	IUCN Gland	9-Jan-00
Jeff McNeely	Chief Scientist	IUCN Gland	16-Jan-00
Joshua Bishop	Advisor Economics&Environment	IUCN Gland	7-Jan-00
Martha Chouchena-Rojas	Head Global Policy	IUCN Gland	8-Jan-00
Ger Bergkamp	Head Water programme	IUCN Gland	9-Jan-00
Simon Rietbergen	Ecosystem Management Programme	IUCN Gland	9-Jan-00
Nancy MacPherson	Performance Assessment Advisor	IUCN Gland	9-Jan-00
Carl Gustaf Lundin	Head Marine Programme	IUCN Gland	24-Jan-00
Sheila Abed	Chair Commission Environmental Law	IUCN CEL	14-Jan-00
Holly Dublin	Chair Species Survival Commission	IUCN SSC	14-Jan-00
Ton Boon von Ochsee	Appointed IUCN Councillor	IUCN	14-Jan-00
Keith Wheeler	Chair Commission Education and Communication	IUCN CEC	14-Jan-00
Aban Kabraji	Regional Director Asia	IUCN ARO	15-Jan-00
Kent Jingfors	Regional Programme Coordinator Asia	IUCN ARO	15-Jan-00
T.P. Singh	Programme Coordinator Ecosystems and Livelihoods	IUCN ARO	15-Jan-00
Tamas Marghescu	Regional Director Central Europe	IUCN Europe	15-Jan-00
Gretel Aguilar Rojas	Regional Director Meso America	IUCN ORMA	15-Jan-00
Silvia Sanchez	Councillor	IUCN	15-Jan-00
Puri Canals	Councillor	IUCN	15-Jan-00
Alistair Gammel	Councillor	IUCN	15-Jan-00
Scott Hajost	Executive Director USA Multilateral Office	IUCN USA	15-Jan-00
Alice Kaudia	Regional Director East Africa	IUCN EARO	15-Jan-00

Zohir Sekkal	Councillor	IUCN	15-Jan-00
Kami Taholo	Regional Director Oceania	IUCN Oceania	15-Jan-00
James Murombedzi	Regional Director Southern Africa	IUCN ROSA	15-Jan-00
Robert Hofstede	Acting Regional Director South America	IUCN SUR	15-Jan-00
Al-Jayousi Odeh	Head WESCANA	IUCN WESCANA	16-Jan-00
Alejandro Iza	Head European Law Centre	Bonn	16-Jan-00
Gonzalo Oviedo	Special Advisor Social Policy	IUCN Gland	16-Jan-00
Bihini Won Wa Musiti	Acting Regional Director Central Africa	IUCN BRAC	16-Jan-00
Aime Nianogo	Acting Regional Director Western Africa	IUCN BRAO	16-Jan-00
Hillary Masundire	Chair Commission on Ecosystem Management	IUCN CEM	16-Jan-00
Javed Jabar	Councillor	IUCN	16-Jan-00
Manfred Niekisch	Councillor	IUCN	16-Jan-00
Hans Friederich	Head Donor Relations	IUCN Gland	16-Jan-00
Lucy Deram-Rollason	Donor Relations	IUCN Gland	16-Jan-00
Steward Maginnis	Head Forest Conservation Programme	IUCN Gland	16-Jan-00
Ignacio de las Cuevas	Members Survey	IUCN Gland	16-Jan-00
Nikita Lopoukhine	Chair World Commission on Protected Areas	IUCN WCPA	16-Jan-00
Piere Hunkeler	Councillor		23-Jan-00
Kelly West	Programme Coordinator EARO		17-Jan-00
Masego Madzwamuse	Regional Programme Development Officer	IUCN ROSA	18-Jan-00
Tabeth Chiuta	Programme coordinator ROSA	IUCN ROSA	25-Jan-00
Simba Mandota	Zambezi Valley Wetlands Project II	IUCN ROSA	26-Jan-00
Wilson Mhlanga	Zambezi Valley Wetlands Project II	IUCN ROSA	26-Jan-00
Lazarus Mapfundematsva	Accountant	IUCN ROSA	25-Jan-00
James Makunilee	IT ROSA	IUCN ROSA	25-Jan-00
Cathrine Mutambirwa	M&E officer	IUCN ROSA	25-Jan-00
Susan Madau	Natural Futures Programme	IUCN ROSA	25-Jan-00
Zachs Hlatshwayo	Country Coordinator	IUCN SA	25-Jan-00
Kristy Facer	Natural Futures Programme	IUCN ROSA	26-Jan-00
Eben Chonguica	Programme coordinator ROSA	IUCN ROSA	26-Jan-00
Gamu Msoro	Finance Officer	IUCN Botswana	27-Jan-00

Kamwenje Nyalugwe	Environmental Lawyer	IUCN ROSA	27-Jan-00
Dorah Tlhobogang	Admin Officer SABSP, Botswana	SABSP	27-Jan-00
Enos Shumba	Regional Programme Manager SABSP, Botswana	SABSP	27-Jan-00
Dikabello Kgoboyatshwene	Admin Officer	IUCN Botswana	27-Jan-00
Felix Monggae	CEO KCS/Chair National Committee IUCN Botswana	KCS	27-Jan-00
Hisso Sebina	Conservation International Botswana	CI	27-Jan-00
Moses Selebatso	Conservation International Botswana	CI	27-Jan-00
Leo Braack	Conservation International Southern Africa	CI	27-Jan-00
Gerrit Bartels	Indigenous Vegetation Project Botswana	IVP	28-Jan-00
Charley Motshubi	Indigenous Vegetation Project Botswana	IVP	28-Jan-00
Raymond Kwerepe	Indigenous Vegetation Project Botswana	IVP	28-Jan-00
Ruud Jansen	Manager Environmental Support Programme Botswana	UNDP/DEA	28-Jan-00
Luca Perez	GEF Delivery Support, Botswana	UNDP	28-Jan-00
Portia Segomelo	Dep. Director DEA (Botswana Government)/IUCN member	Government of Botswana	28-Jan-00
Jan Broekhuis	Technical advisor Ministry of Environment, Wildlife and Tourism, esp. on TFCA's (KAZA)	Government of Botswana	28-Jan-00
Douglas Thamaga	VPR&D/IUCN member Botswana	VPR&D	29-Jan-00
Bonatla Tsholofelo	KSC/ IUCN member Botswana/Manager "Every River has its People" project	KCS	29-Jan-00
Dollina Malepa	DEA/IUCN member Botswana	DEA	29-Jan-00
Dave Parry	Ecosurv Consulting Botswana	Private consultant	29-Jan-00
Tigele Mokobi	ODMP Communication specialist Maun	IUCN Botswana	3-Jan-00
Sekgowa Motsumi	ODMP Public Information Officer Maun	DEA	3-Jan-00
Felicity Rabolo	Department of Tourism	Government of Botswana	3-Jan-00
Lesedi Ntsekiseng	Department of Tourism	Government of Botswana	3-Jan-00
Dr. Nkobi Moleele	Biokavango project/HOORC	University of Botswana	3-Jan-00
Map Ives	Okavango Wilderness Safaris	Private sector	4-Jan-00
Nixon Magapi	Secretary	Tawana Land Board	4-Jan-00
Chairman and 6 members	Okavango Kopano Mokoro Community Trust/NG 32 communities	Community	4-Jan-00
Brigitte Schuster	Programme officer	IUCN/Botswana	5-Jan-00

Inger Stoll	Counsellor	Norwegian Embassy, Pretoria	6-Jan-00
Gus le Breton	Director Phytotrade Africa	Harare	20-Jan-00
Racine KANE	Head of the mission	IUCN Office in Dakar	June/July
Amadou Matar DIOUF	Programme coordinator	IUCN Office in Dakar	June/July
Oumou K. LY	BRAO focal point for economy, gender, equity	IUCN Office in Dakar	June/July
Abdoulaye KANE		Former director of IUCN Dakar office	June/July
Aboubacry KANE		IUCN Saloum Bureau in Sokone	June/July
Ngor NDOUR			June/July
Mohamed Lemine Ould Baba	Programme Coordinator	IUCN Mauritania Programme Office	June/July
Mathieu Ducrocq (telephone interview)	Marine Programme Officer for West Africa	IUCN Mauritania Programme Office	June/July
Matthieu Bernadon	Techical Advisor	IUCN Mauritania Programme Office	June/July
Amadou Ba	Programme Officer	IUCN Mauritania Programme Office	June/July
Bladine Melis	Communication Officer	IUCN Mauritania Programme Office	June/July
Barthelemy Jean A. Batiemo	M&E Programme Officer	IUCN Mauritania Programme Office	June/July
Jean Marc GARREAU	Coordinator of the regional programme	IUCN BRAO, Ouagadougou	June/July
Michel OUEDRAOGO			June/July
Gnouzou	Responsible of the PAGEV project	IUCN Mali	June/July
Alioune DIALLO	Charged of programme	Netherlands Embassy, Dakar	June/July
Gerard SCHULTING	Second Secretary		June/July
Göran Björkdahl	First Secretary	Swedish Embassy, Dakar	June/July
Halima Diakité DIALLO	Assistant to the International Cooperation for Development		June/July

DIENG Ndiawar	Technical councillor	Ministry of Environment and Protection of the Nature, Senegal	June/July
Fatima Dia TOURE		Senegal	June/July
Alioune DIAGNE MBOR	President	Association Sénégalaise des Amis de la Nature (ASAN)	June/July
Aby DRAME	Chargée de programme	ENDA Tiers Monde, Senegal	June/July
Moctar NIANG	Director	CSE, Senegal	June/July
Medou LO		CSE, Senegal	June/July
Almamy WADE		CSE, Senegal	June/July
Ba Amadou	Director / Secretary	Ministry of Environment, Department Protected Areas, Mauretania	June/July
Maimouna Mint Saleck	Vice president	Amis de la Nature et de la Protection de l'Environnement (CANPE), Mauretania	June/July
Tomane CAMARA	IUCN Bureau in Guinea Bissau, Vice president of the Members committee for West Africa - Deputy	Accao Para o Desenvolvimento (AD)	June/July
Cheikhna SIDIBE		Donko (NGO), mali	June/July
Georges Henri OUEDA	Director of the conservation programme, Burkina	Naturama (NGO)	June/July
Lambert Georges OUEDRAOGO	Director	Direction of the nature conservation (State), Burkina	June/July
Ali LANKOANDE		CEDA (NGO), Burkina	June/July
Abdoulaye NDIAYE	Deputy Director	Wetlands International	June/July
Ibrahima NIAMADIO	Sustainable Fisheries Programme Officer	WWF WAMER (West Africa Marine Ecoregion) Programme Office	June/July
Ndeye Dia Mbacke DIA	Regional expert	OMVS	June/July
Alassane SAMBA	Coordinator of the Bilan prospectif	PCRM - Bilan Prospectif	June/July
Ciré Amadou KANE,	Permanent Secretary	CSRP	June/July

Philippe TOUS	Technical adviser	CSRP	June/July
AboubacarSIDIBE	Scientific adviser	CSRP	June/July
Bahi ould Beye	Informatics	CSRP	June/July
Renaud BAILLEUX	Project on fisheries agreement	CSRP	June/July
Abdoulaye DIAME	Executive secretary	WAAME	June/July
Sylvie Goyet	General Director	FIBA	June/July
Jean-Jacques Goussard	Member of the Ecosystem Commission of IUCN	EOC	June/July
Pascal Vardon	French-German Technical advisor	Ministère de l'environnement	June/July
Jean GOEPP	Coordinator of projects	Oceanium	June/July
Dr. Chris G.Gakahu	Assistant Resident Representative Sustainability (Energy & Environment)	United Nations Development Programme (UNDP) Kenya	27th Aug
Henry Ndede	Programme Officer, Water, Regional Office for Africa	United Nations Environment Programme (UNEP) Kenya	27th Aug
Dixon G.Waruinge Programme Officer	United Nations Environment Programme (UNEP)	Kenya	27-Aug-07
Dr. Alice Kaudia IUCN Regional Director	IUCN EARO	Kenya	28th Aug
Prof. James L.ole Kiyapi Permanent Secretary	Ministry of Environment and Natural Resources, Kenya	Kenya	28th Aug
Mr. Muchiri Iphrim Deputy Director	Kenya Forestry Service	Kenya	28th Aug
Dr. Jean-Marc Boffa Senior Tree Scientist/Lead Scientist for Biodiversity	World Agroforestry Centre	Kenya	28th Aug
Samuel G.Gichere Chief Economist	Ministry of Environment and Natural Resources, Kenya	Kenya	28th Aug

Prof. Richard E. Leakey Richard Leakey & Associates Ltd, Turkana Basin Institute	Africa Conservation Fund	Kenya	28th Aug
Florence Chege	CABI	Kenya	28th Aug
Dr. Sarah Simons Global Director, Invasive Species	CABI	Kenya	28th Aug
Dr. Geoffrey Howard Special Advisor -Invasive Species	IUCN EARO	Kenya	29th Aug
Edmund Barrow Coordinator, Forest & Dryland Conservation, and Social Policy IUCN-The World Conservation Union Eastern Africa Regional Office,	IUCN EARO	Kenya	29th Aug
Dr. Kelly West, IUCN Regional Programme Coordinator for Eastern Africa	IUCN EARO	Kenya	29th Aug
Dr. Melita Samoily IUCN (Previous) Coordinator, Marine & Coastal	IUCN EARO	Kenya	
Liesl Karen Inglis, Programme Officer EU, Delegation of the European Commission to the Republic of Kenya	European Union	Kenya	29th Aug
Kikki Nordin Counsellor, Head of Lake Victoria Initiative Embassy of Sweden	Embassy of Sweden	Kenya	29th Aug
Dr. Kwame Koranteng Regional Representative	WWF Eastern Africa Regional Programme Office (EARPO)	Kenya	29th Aug
Dr. K.W. Kipkore Deputy Executive Secretary (Projects Development)	Lake Victoria Basin Commission	Kenya	2nd Sept

Ignace A.J. Mchallo Director, Environment Impact Assessment	National Environment Management Council (NEMC), Tanzania	Tanzania	3rd Sept
Dr. Sizya Lugeye Agriculture & Natural Resources Advisor	Irish Aid	Tanzania	3rd Sept
Lewis M.Nzali Senior Environmental Management Officer	National Environment Management Council (NEMC), Tanzania	Tanzania	3rd Sept
Eric Kamoga Mugurusi Director of the Department of Environment, Vice Presidents Office	Vice Presidents Office, Department of Environment	Tanzania	3rd Sept
Richard Muyungi, Assistant Director Environment	Vice Presidents Office, Department of Environment	Tanzania	3rd Sept
Dr. Magnus Ngoile Team Leader/Pew Fellow	Marine and Coastal Environment Management Project (MACEMP)	Tanzania	3rd Sept
Robert Sululu Manager	Marine and Coastal Environment Management Project (MACEMP)	Tanzania	3rd Sept
Mr. Geoffrey F.Nanyaro Director of Fisheries	Ministry of Natural Resources and Tourism, Fisheries Division	Tanzania	3rd Sept
Eng. B.T.Baya Acting Director General	National Environment Management Council (NEMC), Tanzania	Tanzania	3rd Sept
Jeremiah Daffa TCMP Manager	Tanzania Coastal Management Partnership (TCMP)	Tanzania	4th Sept
Abdulrahman S.Issa Country Director IUCN Tanzania Country Office	IUCN EARO	Tanzania	4th Sept
Dr. Hermann Mwageni Country Representative	WWF Tanzania Programme Office	Tanzania	4th Sept
Mr. Mihayo	Water Resources Department, Tanzania	Tanzania	4th Sept

Peter C. Kangwa PAMOJA Director	PAMOJA	Tanzania	5th Sept
Eng. Nkubwa Zonal Irrigation Officer	Pangani Basin Water Office	Tanzania	5th Sept
Ndibalema S.K.Kisheru Prime Minister's Office	Ministry of Regional Administration and Local Government, Tanzania	Tanzania	7th Sept
Mr. Paul Baruti City Director for Tanga	Prime Ministers Office, Regional Administration and Local Government	Tanzania	7th Sept
Mr. Kisiwa Acting District Fisheries Officer	Muheza District	Tanzania	7th Sept
Shedrack M.Mashauri Principle Tourism Officer	East African Community Secretariat	Tanzania	5th Sept
Wiliam L.Luanda Project Manager c/o Pangani River Basin Office	IUCN EARO	Tanzania	5th Sept
Hassan Kalombo	Tanga Coastal Zone Conservation and Development Programme	Tanzania	6th Sept
Solomon Makoloweka	Tanga Coastal Zone Conservation and Development Programme	Tanzania	6th Sept
Mafabi Rashid Nambale District Environment Officer, Sironko Mwambu Magdalene District Prod. Officer - Mbale District Watsombe A.K. Assist Agric Officer, Mbale Wanakina G.D. Natural Resources Focal, Manafwa Chemangei Awadh, District Natural Resources Officer, Kapchhorwa District Local Government Arineitwe D.Enock, National Forestry Authority	Mt Elgon Conservation Development Project (Uganda Focals)	Uganda	1-Sep-07

Masereka Augustine Johnson, Chief Warden Mt. Elgon Conservation Area	Uganda Wildlife Authority	Uganda	2nd Sept
Alex Muhweexi Country Director	IUCN EARO	Uganda	30th Aug
Dr. Eldad Tukahirwa, Head, Programme Management Unit ASARECA	Association for Strengthening Agriculture Research in Eastern and Central Africa	Uganda	30th Aug
Rachel Musoke, Assistant Commissioner/Environment Division Department of Environment Affairs	Ministry of Water and Environment, Uganda	Uganda	30th Aug
Paul Mafabi, Assistant Commissioner, Wetlands Inspection Division	Ministry of Water and Environment, Uganda	Uganda	30th Aug
Solveig Verheyleweghen, Second Secretary	Royal Norwegian Embassy	Uganda	30th Aug
Melakou Tegegn Discourse Coordinator	Nile Basin Discourse Project (NBD)	Uganda	30th Aug
Philip Mark Busuru, Finance & Admin Officer	Nile Basin Discourse Project (NBD)	Uganda	30th Aug
Michel Rentenaar Deputy Head of Mission	Royal Netherlands Embassy, Uganda	Uganda	30th Aug
Chiheny Mvoyi Programme Officer IUCN Uganda Country Office	IUCN EARO	Uganda	31st Aug
Tom Mugisa, Programme Officer, Technical Services PMA Secretariat	Plan for Modernization of Agriculture	Uganda	31st Aug
Justin Ecaat Environment Specialist	United Nations Development Programme (UNDP)	Uganda	31st Aug

Pauline Akidi Desk Officer, Environment and Natural Resources	Ministry of Finance, Uganda	Uganda	31st Aug
Dr. Aryamanya Mugisha Henry Executive Director	National Environment Management Authority (NEMA), Uganda	Uganda	31st Aug
Mark Smits	Water Management Advisor	IUCN Gland	
Andrew Hurd	Senior Programme Coordinator - Marine Programme	IUCN Gland	
Julian Roberts	Marine Programme Officer	IUCN Gland	
Sandra Hails	Ramsar	Ramsar Secretariat in Gland	
Nick Davidson	Ramsar	Ramsar Secretariat in Gland	

Appendix 6 References Consulted (covering both review objectives 2 and 3)

	Author	Title	Year	Publication details
Global Programme Related Documents				
GENERAL	IUCN	Forging linkages, an assessment of progress 2004	Jun-05	IUCN Gland
GENERAL	IUCN	Investing in our natural assets - The IUCN Programme 2009 - 2012 (Draft)	Apr-07	IUCN Gland
GENERAL	IUCN	IUCN membership strategy 2005 - 2008	Feb-04	IUCN Gland
GENERAL	IUCN	Pragmatic solutions, an assessment of progress 2005	Jun-05	IUCN Gland
GENERAL	IUCN	The IUCN Programme 2005 - 2008, Many Voices, One Earth	May-04	IUCN Gland
GENERAL	IUCN	The IUCN Programme Progress and Assessment Report for the year 2000	Mar-03	
GENERAL	IUCN	Working, Programme report 2006	Jun-05	IUCN Gland
GENERAL	IUCN	Shaping a Sustainable Future, The IUCN Programme 2009-2012, to be adopted at the World Conservation Congress Barcelona, Spain, 5-14 October 2008		IUCN Gland
GENERAL	IUCN	An Eye on Nature Biodiversity in Today's World, A Situation Analysis for the IUCN 2009-2012 Programme	Jan-07	IUCN Gland
GENERAL	IUCN	A Knowledge Management Strategy for IUCN, Draft for Approval	Dec-05	IUCN Gland
GENERAL	IUCN	Getting Ready for 2005, An Agenda for Refocussing Strategic Management Functions and Processes of IUCN's Global Secretariat	Sep-04	
GENERAL	IUCN	International Conservation Policy Strategy For the Policy and Global Change Group	Jun-05	
GENERAL	IUCN	Members list	Jun-07	
GENERAL	IUCN Director General	Strengthening IUCN - Decisions and recommendations on organisational change	May-07	IUCN Gland

GENERAL	IUCN Director of Global Strategies	Envisioning IUCN's Future: A discussion paper on strategic orientations for global leadership, Draft	May-07	IUCN Gland
GENERAL	IUCN internal	IUCN programme 2005 - 2008	May-04	IUCN Gland
GENERAL	IUCN internal	Pragmatic solutions, an assessment of progress 2005	Jun-05	IUCN Gland
GENERAL	IUCN M&E Initiative	Managing evaluations in IUCN - a guide for IUCN programme and project managers	Jun-05	IUCN Gland
GENERAL	IUCN Policy and Global Change Group	International Conservation Policy Strategy	Jun-05	IUCN Gland
GENERAL	Kenneth Iain MacDonald	IUCN: A History of Constraint. Address given to the Permanent workshop of the Centre for Philosophy of Law Higher Institute for Philosophy of the Catholic University of Louvain (UCL), Louvain-la-neuve	Feb-03	
ROSA	IUCN	Programme and Assessment report 2005	March-06	ROSA/Harare
ROSA	IUCN	Programme and Assessment report 2006	March-07	ROSA/Harare
ROSA	IUCN	Programme Plan 2005-2008 of IUCN Southern Africa	Undated	ROSA/Harare
ROSA	IUCN	Regional situational analysis of Southern Africa	Undated	ROSA/Harare
GENERAL	Bruszt, G. et al	External review of IUCN 2003	Jun-05	IUCN Gland
Global Level Reviews				
GENERAL	IUCN	Draft Management Response to the Review of IUCN's Influence on Policy	May-05	
GENERAL	IUCN	IUCN performance assessment, summary of first performance results	May-06	IUCN Gland
GENERAL	IUCN	Global Survey for IUCN Secretariat Staff Members Results	Jun-05	
GENERAL	IUCN internal	Key policy initiatives of the IUCN secretariat and commissions	Undated	IUCN Gland
GENERAL	IUCN Office of Performance Assessment	Survey of global donors and partners Summary of results	June-06	IUCN ARO
GENERAL	IUCN/Universalis	Meta-evaluation - an analysis of IUCN evaluations 2000 - 2002	June-03	IUCN Gland

GENERAL	MacPherson, Nancy	IUCN Performance Assessment. Summary of First Performance Results	Sep-06	
GENERAL	Ofir, Z. et al	Review of IUCN's influence on policy, phase 1: describing the policy work of IUCN	Feb-05	IUCN Gland
GENERAL	Whyte, Anne and Zenda Ofir	External review of IUCN Commissions	May-04	IUCN Gland
GENERAL		Regionalisation and Decentralisation Review		
Other Documents Consulted				
BRAO	Ba, Cheikh Omar. et al	The Economic Value of Wild Resources in Senegal, A preliminary evaluation of non-timber forest products, game and freshwater fisheries	Jun-05	IUCN Gland
BRAO	Bergkamp, Dyson Scanlon (eds)	Flow - The Essentials of Environmental Flows	Jun-05	
BRAO	Bernardon, Matthieu	Cogestion des ressources marines en Afrique de l'Ouest. Exemple de la pecherie du mullet jaune	Apr-07	
BRAO	Biney, Charles A.	The Volta Basin Authority	Apr-07	
BRAO	Borrini Feyerabend et T Farvar	Renforcement des capacités et appui mutuel parmi les sites du réseau RAMAO sur le processus de gouvernance participative & les outils de sa mise en oeuvre - Rapport des formateurs	Nov-05	
BRAO	Bundi Aduna, Aaron	The Impact Of River Basin Management Issues On Communities In The Volta Basin	Nov-06	
BRAO	Burkina Faso- Republic of Ghana	Momorandum of Understanding on the Setting up of a Joint Technical Committee on Integrated Water Resources Management	Dec-05	
BRAO	Chambers, Lucas	A Hand on a Wing - The Djoudj National Bird Park	N/A	
BRAO	Chambers, Lucas	Forging the Diawling - The Diawling National Park	Apr-02	
BRAO	DANIDA	Programme d'Appui au Développement de l'Agriculture du Burkina Faso 2006-2011	Dec-05	
BRAO	Dansokho, Mamadou	Le Consentement à payer pour la visite du Parc national des oiseaux du Djoudj au Sénégal	Jul-03	
BRAO	Duvail, S. and O. Hamerlynck	Mitigation of negative ecological and socio-economic impacts of the Diama dam on the Senegal River Delta wetland (Mauritania), using a model based decision support system	Jun-05	

BRAO	Duvail, S. and O. Hamerlynck	The rehabilitation of the delta of the Senegal River in Mauritania	Jun-05	
BRAO	El Waled et Hamerlynck	La problématique de l'intégration du Parc National du Diawling dans une réserve de Biosphère du bas-delta Mauritanien	Jun-05	
BRAO	FAO	Irrigation Potential in Africa A Basin Approach - The Volta Basin	Jun-05	
BRAO	GIRMAC	Presentation du Programme de Gestion Intégrée des Ressources Marines et Côtieres - Girmac	Mar-03	
BRAO	Giron Yan, Ndiaye Paul, Sall Aliou and Witt Piet	Evaluation à mi parcours du Programme Régional de Conservation de la zone Cotière et Marine en Afrique de l'Ouest (PRCM) rapport final	Feb-07	PRCM/IUCN
BRAO	Hamerlynck, Olivier	The Diawling National Park: Joint Management for the Rehabilitation of a Degraded Coastal Wetland	Jun-05	
BRAO	Houinsa, David G.	Projet d'amélioration de la Gouvernance de l'Eau dans le Bassin de la Volta. Rapport d'Evaluation Finale	Jul-03	
BRAO	IFPRI	Improved Water Supply in the Volta Basin	Feb-05	
BRAO	Issa Sylla, Seydina and Demba Baldé	Djoudj National Bird Park	Jun-05	
BRAO	IUCN	International Organizations Accept 'Environmental Flows' As Solution To Social Conflict Over Water 2004 IUCN News Release	Jun-05	
BRAO	IUCN Bureau du Sénégal et Réseau National Zones Humides (RENZO)	Typologie et Problématique environnementale des zones humides de la rive gauche du Senegal	Jun-05	IUCN Gland
BRAO	IUCN internal	Water Governance in West Africa: legal and Institutional Aspects	Jun-05	IUCN Gland
BRAO	IUCN Mauretanie	La Réserve de Biosphère Transfrontière du Delta Du Fleuve Sénégal RBBDM	Sep-04	
BRAO	IUCN Mauritania	Rapport annuel 2003	Jun-05	
BRAO	IUCN PPP	Atelier Echange Societe Civil et OMVS Dakar	Jan-06	
BRAO	IUCN PPP	Rapport Annuel Janvier à Décembre 2005	Jun-05	
BRAO	IUCN PPP	Rapport Annuel Janvier à Décembre 2006	Jun-05	

BRAO	IUCN-PPP	Atelier national de partage de connaissances et d'expériences entre les institutions de recherche de la Mauritanie	20 July 05	
BRAO	IUCN-PPP	Document synthétique des ateliers d'information et d'échanges sur la charte des eaux du fleuve Sénégal	Dec-06	
BRAO	IUCN-PPP	Note De Presentation De La Demarche De L'uicn Pour La Promotion De La Participation Du Public A La Gestion Des Eaux Et De L'environnement Du Fleuve Senegal	Feb-05	
BRAO	IUCN-PPP	Promouvoir la Participation du Public a la Gestion de L'eau et l'environnement du Fleuve Senegal avec l'Appui de l'Union Mondiale Pour La Nature (UICN) (Document de Capitalisation)	Dec-07	
BRAO	Madiodio Niasse	Strengthening Transboundary Waters Management via Information sharing and learning among stakeholders The Case of the Senegal River Basin IUCN Bangkok	Nov-04	
BRAO	Niasse, Madiodio	Reconciling Development and Conservation Imperatives - The Case of Diawling Floodplain in the Lower Senegal River Mauritania	Nov-04	
BRAO	O Rajel, Ahmed et al.	Gestion Transfrontaliere des Ressources Naturelles Etude de Cas: Bas Delta du Fleuve Senegal	March-01	
BRAO	OMVS	Organisation pour la Mise en Valeur du fleuve Sénégal Charte des Eaux du Fleuve Sénégal	May-02	
BRAO	OMVS-UICN	Projet de Gestion des Ressources en Eau et de l'Environnement dans le Bassin du Fleuve Senegal. Formulation de la Composante Participation du Public	Jun-05	
BRAO	Opoku-Ankomah Yaw, Youssouf Dembélé, Ben Y. Ampomah and Léopold Somé	Hydro-political Assessment of Water Governance from the Top-down and Review of Literature on Local Level Institutions and Practices in the Volta Basin	Jun-05	
BRAO	Oumou K. Ly, Joshua T. Bishop, Dominic Moran and Mamadou Dansokho	Estimating the value of ecotourism in the Djoudj National Bird Park in Senegal	Jun-05	IUCN Gland
BRAO	PRCM	Accords de Peche. Proposition de Plan de Travail conjointe et harmonisé IUCN/WWF	Jun-05	

BRAO	PRCM	Opérationnalisation du Réseau régional des Aires Marines Protégées en Afrique de l'Ouest - RAMP AO	Nov-06	
BRAO	PRCM	Programme Regional de Conservation de la Zone Cotiere et Marine en Africque de l'Quest - rapport annuel d'activités	Jun-05	PRCM/IUCN
BRAO	PRCM	Regional Coastal and Marine Conservation Programme for West Africa - annual report 2006	Jun-05	PRCM/IUCN
BRAO	PRCM WWF	Yakar Gestion Communautaire Des Ressources Halieutiques Et De L'environnement À Cayar (Sénégal)	N/A	
BRAO	République du Sénégal DPN-UICN	Plan de Gestion de la Réserve de Biosphère du Delta du Saloum Resumé Executif	Jun-99	
BRAO	République du Sénégal DPN-UICN	Plan de Gestion de la Réserve de Biosphère du Delta du Saloum Resumé Executif	Jun-05	
BRAO	Republique Islamique de Mauritanie, Union Mondiale pour La Nature (UICN)	Programme de Participation du Public dans la Gestion des Ressources du Bassin du Fleuve Senegal (Rapport Provisoire)	Jun-02	
BRAO	SIDA-WANI/DGIS-UICN-Global Water Partnership West Africa	Project for Improving Water Governance in the Volta Basin (PAGEV) Proposal for a Bridging Phase October 2007 to June 2008	Sep-07	
BRAO	UICN BRAO PRCM	Les élus pour la conservation des ressources côtières - Réseau de parlementaires pour la gouvernance environnementale dans la zone côtière d'Afrique de l'Ouest	Jun-05	
BRAO	UICN BRAO PRCM	PRCM Cadre Logique d'Ensemble	N/A	
BRAO	UICN BRAO PRCM	Projet "Renforcer Les Capacites Des Aires Marines Protegees En Afrique De L'ouest : La Gestion Participative Au Service De La Bonne Gouvernance" (Ramao) logframe	N/A	
BRAO	UICN BRAO PRCM	Projet d'appui à la création et au renforcement des AMP, logframe	N/A	

BRAO	UICN BRAO PRCM	Projet d'appui à la mise en œuvre du Plan Sous-Régional d'Action pour la conservation et la gestion des populations de Requins, logframe	N/A	
BRAO	UICN BRAO PRCM	Projet Surveillance maritime dans les AMP des Etats membres de la CSRP, logframe	N/A	
BRAO	UICN PAGEV	2005 Annual Report	Jun-05	
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BRAO	UICN PAGEV	PAGEV Inception Report	Feb-05	
BRAO	UICN PAGEV	Projet d'amélioration de la Gouvernance de l'Eau dans le Bassin de la Volta Project Brief	Feb-06	
BRAO	UICN Senegal	Aménagement des étangs de pisciculture dans les périmètres irrigués des villages périphériques du parc de Djoudj	Nov-97	
BRAO	UICN Senegal	Compte Rendu de la Rencontre de l'UICN et l'Ambassade Royale des Pays Bas Dakar- "Café de Rome", le 11 janvier 2002	Jun-05	
BRAO	UICN Senegal	Djoudj Programme de Gestion des Zones Humides UICN Senegal	Jan-98	
BRAO	UICN Senegal	Experience d'une Co-Gestion d'une Zone Humide : Cas de la Gestion Integree du Parc National des Oiseaux du Djoudj et de sa Peripherie	Jun-05	
BRAO	UICN Senegal	Plan Quinquennal de Gestion Integree du Parc National des Oiseaux Du Djoudj et de sa Peripherie Document de Synthese	Nov-94	
BRAO	UICN Senegal	Plan Triennal De Gestion Integree Du Parc National Des Oiseaux Du Djoudj Et De Sa Peripherie - Programme D'execution Technique Et Financiere		
BRAO	UICN Senegal	Processus D'elaboration Du Plan Quinquennal De Gestion Integree (Pqgi) Du Parc National Des Oiseaux Du Djoudj	Jun-96	
BRAO	UICN Senegal	Rapports Annuels de la Mission de l'UICN au Senegal	1979-2005	
BRAO	UICN Senegal	Resume de la Problematique de la Gestion du Parc de Djoudj	Jun-05	
BRAO	UICN Senegal- RBDS	Bref Apercu de la Reserve de Biosphere du Delta du Saloum (RBDS) Son Plan de Gestion	Jun-05	
BRAO	UICN Senegal- RBDS	Compte Rendu du Seminaire de Lancement du Projet de Formulation du Plan de Gestion de La Reserve de Biosphere du Delta du Saloum (RBDS)	Aug-97	

BRAO	UICN Senegal-RBDS	Note d'Information Le Parc National du Delta du Saloum	N/A	
BRAO	UICN Senegal-RBDS	RBDS Cadre logique du projet Pyramide des objectifs		
BRAO	UICN Senegal-RBDS	Resultats des Ateliers de Planification Participative sur la Gestion des Ressources Naturelles	Jun-99	
BRAO	UICN-BRAO	BRAO Strategie de Communication	Nov-05	
BRAO	UICN-BRAO	Façonner un avenir durable. Programme de l'UICN 2009-2012	Jun-05	Presentation
BRAO	UICN-BRAO	Plan de Travail 2007-2008	Jun-05	Excel Sheet
BRAO	UICN-BRAO	Programme régional Afrique de l'Ouest	Jul-07	Presentation
BRAO	UICN-BRAO	Rapport Annuel 2001	Jun-05	
BRAO	UICN-BRAO	Rapport Annuel 2003	Jun-05	
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BRAO	UICN-BRAO	Rapport d'auto-évaluation du Bureau UICN Sénégal	Feb-02	
BRAO	UICN-BRAO	Rapport d'Analyse de Situation Regionale	Jun-03	
BRAO	UICN-WWF	Renforcement des Capacites de Negociation des Accords de Peche dans les Etats Membres de La Commission Sous Regionale des Peches	Jun-05	
BRAO	UNESCO	Biosphere Reserve Statutory Framework	Jun-05	
BRAO	WMO	Integrated Flood Management Mauretania Lower Delta Senegal River	Jan-04	
BRAO	World Bank GEF	Senegal River Basin Water and Environmental Management Project	Oct-01	
BRAO	World Bank GEF	Senegal River Basin Water And Environmental Management Project	Jun-04	
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EARO	Anderson, Jim	Analysis of reef fisheries under co-management in Tanga	Dec-04	
EARO	Arcadis Euroconsult	National Wetlands Conservation and Management Programme, Uganda, external review	Sep-98	Royal Netherlands Embassy Kampala, Uganda
EARO	Arvidson, Anders & Mattias Nordström	Tanzania Water Policy Overview Paper	Sep-06	
EARO	Awimbo, J. et al	CBNRM in the IGAD region	May-04	IUCN/USAID

EARO	Barrow, Edmund and Hezron Mogaka	The Economics of Drylands Kenya's Drylands – Wastelands or an Undervalued National Economic Resource (Draft)	Dec-06	
EARO	Bergkamp Ger, Brett Orlando, Ian Burton	CHANGE - Adaptation of water resources management to climate change	Jun-05	IUCN Gland
EARO	Cameron, Alice and Chege, Bernard and Gachanja, Michael and Hofstede, Margreet and Lambrechts, Christian and Powys, Gilfrid	(Implementation Phase)	Nov-00	KFWG

EARO	Chhetri Purna B., Edmund G.C.Barrow and Alex Muhweezi (editors)	Securing Protected Area Integrity and Rural People's Livelihoods: Lessons from Twelve Years of the Kibale and Semliki Conservation and Development Project	Feb-04	
EARO	EARO Uganda Country Office	Integrating Sustainable Development Activities and Conservation The case of Mt Elgon Conservation and Development project (1988- 2002)	N/A	
EARO	EARO Uganda Country Office	Monitoring and Evaluation System for the Mt Elgon Regional Ecosystem Conservation Programme (MERECP 2005-8)	Dec-06	
EARO	Government of Canada et al.	Joint Assistance Strategy for the Republic of Kenya (2007–2012)	Jun-07	
EARO	Hinchley David, Levand Turyomurugyendo and Kato Stonewall	Review of Collaborative Management Arrangements for Mt. Elgon National Park	Jun-05	
EARO	Ingles Andrew, Alex Moiseev, Line Hempel, Caroline Muller	Strategic Review of the Eastern Africa Regional Office - review report	Sep-05	IUCN EARO
EARO	IUCN	Mitigating the Effects of Climate Change: Preparing for Reduced Flows in Pangani Basin (B 1880)	Feb-05	
EARO	IUCN	Restoring the Goods and Services of Natural Forests in the Pangani, Mt. Elgon and the Aberdares for the Benefit of People, Conservation and Climate Mitigation	Jun-05	
EARO	IUCN	Pangani Basin A Situation Analysis	Jun-05	
EARO	IUCN EARO	Eastern and Southern Africa Programme for IUCN: A component programme for 2009 - 2012	Jun-05	IUCN EARO
EARO	IUCN Eastern Africa Programme	Second directors of conservation meeting February 2002, Aberdare Country Club, Kenya	Sep-02	IUCN
EARO	IUCN Indonesia	Conservation of Coastal and Marine biodiversity in the Western Indian Ocean - implementing the Jakarta Mandate	Undated	IUCN Indonesia

EARO	IUCN Uganda/Dept of Environment Protection Uganda	Uganda National Wetland Conservation and Management Programme, Phase II	Jun-05	IUCN/DEP Uganda
EARO	IUCN WANI	The Ecosystems Approach to Water Management	Jun-05	
EARO	IUCN/MEP Uganda	National Wetlands Conservation and Management Programme - summary of main conclusions and recommendations - external review mission	March-95	IUCN Uganda
EARO	IUCN/MEP Uganda	National Wetlands Conservation and Management Programme, Uganda - Phase I review and phase II proposal	Oct-91	IUCN Kenya/Ministry for Energy, Minerals and Environment Protection Uganda
EARO	IUCN/NORAD	Conservation of Coastal and Marine Biodiversity in the Western Indian Ocean - implementing the Jakarta Mandate - project overview	Jun-05	IUCN
EARO	IUCN/UNEP/CBD	Conservation of Coastal and Marine biodiversity in the Western Indian Ocean	2003/2004	
EARO	IUCN-EAC	Co-Operation Agreement Between The East African Community Secretariat And Iucn - The World Conservation Union For The Provision Of Technical Advisory, Programme And Financial Management Services To The Mt Elgon Regional Ecosystem Conservation Programme	Aug-05	
EARO	IUCN-EAC- KFWG	The Environment, Natural Resources and Livelihoods - Reflections of a Parliamentary Tour of Mount Elgon Transboundary Ecosystem	Nairobi 05	
EARO	IWMI et al	Environmental Flows Newsletter Vol 3 Issue 1	Sep-06	
EARO	Kallonga Emmanuel, Alan Rodgers, Fred Nelson, Yannick Ndoinyo, Rugemeleza Nshala	Reforming environmental governance in Tanzania; natural resource management and the rural economy	Apr-03	

EARO	Kallonga, Emmanuel and Rodgers, Alan and Nelson, Fred and Ndoinyo, Yannick and Nshala, Rugemeleza	Forum to assess development policies of Tanzania - reforming environmental governance in Tanzania; natural resource management and the rural economy	Jun-05	Tanzania
EARO	Kenya Forest Working Group	Mount Elgon Forest Status Report	Nov-00	
EARO	Laman, Khamati, Milimo	Mount Elgon Kenya (MEICDP) Final Evaluation	Feb-01	
EARO	Laman, Mineke and Khamati, Beatrice and Milimo, Patrick	Final version of the report on the external evaluation of the MEICDP	March-01	
EARO	Lang, Chris	IUCN and NORAD	Dec-06	
EARO	Lang, Chris et al	"A funny place to store carbon"- UWA-FACE Foundation's tree planting project in Mount Elgon National Park Uganda	Dec-06	
EARO	Lynch, Owen and Jayme, Denni and Chaudhry, Shivani	Republic of Kenya	Undated	CBPR database - Kenya
EARO	Maltby, E.	The Uganda National Wetlands Conservation and Management Programme - Evaluation Mission	May-93	IUCN Uganda
EARO	Matiru, Violet and Anthony Mwangi	Awareness Strategy for the Tanga Coastal Zone Conservation and Development Programme (TCZCDP)	Apr-05	
EARO	MERECF	Mount Elgon - project overview	undated	MERECF
EARO	Ministry of Water, Lands and Environment	Wetlands inspection division phase IV	April 99 - Dec 02	IUCN Uganda
EARO	Morgan, Peter	Organizational Assessment of IUCN EARO	Apr-01	
EARO	Moyini Yakobo, Dranzoa Christine, Ndemere Peter and Kaba Babu M.	National Wetlands Programme - end of term evaluation	Nov-03	Royal Netherlands Embassy Kampala, Uganda

EARO	Ongugo Paul, Jane Njuguna, Emily Obonyo and Gordon Sigu	Livelihoods, Natural Resource Entitlements And Protected Areas: The Case of Mount Elgon Forest In Kenya	Jun-05	
EARO	Pabari Mine, Angela Mvaa, Samwel Zongolo	Dialogues Towards Sustainable Water Management in the Pangani Basin Tanzania Internal Review	May-04	
EARO	Pabari Mine, Melita Samoilys, Helinah Muniu, Andrew Othina, George Thande, Philbert Mijifha and Violet Matiru	Using Monitoring and Assessment for Adaptive Management: A Guide to the TCZCDP Information Management System	May-05	
EARO	Pabari Mine, Violet Matiru, Helinah Muniu and George Thande	Building Capacity for the Use of Monitoring and Assessment in Adaptive Management: Review of Existing Systems and Practices in Tanga	Feb-05	
EARO	Pabari, Mine and Mvaa, Angela and Zongolo, Samwel	Internal review Dialogues Towards Sustainable Water Management in the Pangani Basin, Tanzania	May-04	IUCN EARO/PBWO/Pamoja
EARO	Pamoja Kilimanjaro Joint Action	Dialogue on Water, Operational Plan 2003	Jun-05	
EARO	Pangani River Basin Management Project	Policy Briefs for Water Management Issue No. 1: Maximising the economic value of water resources	Mar-05	
EARO	PBWO/IUCN	Pangani River System - state of the Basin Report 2007 - Tanzania	Jun-05	PBWO/IUCN
EARO	Roberts Andrew, David Hinchley, Alex Muhweezi and Edmund G.C.Barrow (editors)	Securing Protected Area Integrity and Rural People's Livelihoods: Lessons from Twelve Years of the Mount Elgon Conservation and Development Project	Dec-04	

EARO	Samoilys, Melita	Review of the Village Monitoring Team's Coral Reef Monitoring Programme in Tanga Region	Dec-04	
EARO	Samoilys, Melita and Murage, Dishon and Jowi, Charles	Progress in the development of a Partnership Programme for Implementing the Jakarta Mandate in the Western Indian Ocean Region - 13.7.05-20.10.05	Oct-05	
EARO	Samoilys, Melita et al.	Putting Adaptive Management into Practice - Collaborative Coastal Management in Tanga, Northern Tanzania	Draft 07	
EARO	Shepherd Dawson, A., Brehony, E., Mongi H. & Muthui, V.	Tanga Coastal Zone Conservation and Development Programme: Phase III Final Evaluation	Sep-03	
EARO	Smith Mark, Dolf de Groot, Ger Bergkamp	PAY - establishing payments for watershed services	Jun-05	IUCN Gland
EARO	Sumner Tim, James Kaweesi, Alex Muhweezi, Kathelyne Craenen, George Ayee	Evaluation of Institutional Support to and Operation of the Environment and Natural Resources Sector Working Group Uganda	May-05	
EARO	Tanga Coastal Zone Conservation and Development Programme	TCZCDP End of Phase III Evaluation EARO	Sep-03	
EARO	The Republic of Uganda Ministry of Finance, Planning and Economic Development	Poverty Eradication Action Plan (Draft)	Jul-04	
EARO	The Republic of Uganda Wetlands Inspection division	National Wetlands Conservation and Management Programme, Phase III part 1 - End of Phase Report	Nov-99	IUCN Uganda

EARO	The Republic of Uganda Wetlands Inspection division	National Wetlands Programme - Phase IV - end op phase report	May-03	IUCN Uganda
EARO	Torell Elin, James Tobey and Trudy Van Ingen	ICM Action Planning- Lessons Learned from the Tanga Coastal Zone Conservation and Development Programme Tanga Tanzania	Aug-00	
EARO	UNDP-Gov of Tanzania	Mainstreaming Climate Change into Integrated Water Resources Management in Pangani River Basin (Tanzania)	May-07	
EARO	United Republic of Tanzania	Joint Assistance Strategy Concept Paper	Jun-07	
EARO	United Republic of Tanzania	National Strategy for Growth and Reduction of Poverty (NSGRP)	Jun-05	
EARO	Unknown	Building Capacity to implement an environmental flow programme in Tanzania Report of an Training Workshop	Nov-03	
EARO	Vedeld Paul, Astrid van Rooij, Frode Sundnes, Ivar T. Jørgensen	Final Appraisal of the Mount Elgon Regional Ecosystem Conservation Programme (MERECP)	Apr-05	
EARO	WANI-PBWO-IUCN	The Pangani River Basin: Options for Integrated Management, Workshop Report	May-02	
EARO	Wells Sue, Melita Samoily, Jim Anderson, Hassan Kalombo, and Solomon Makoloweka	Collaborative Fisheries Management in Tanga, Northern Tanzania. Chapter 7 in: Tim R. McClanahan, Juan Carlos Castilla (ED): Fisheries Management: Progress Towards Sustainability	Nov-07	
GENERAL	Barrow, Edmund	Summary: Livelihoods and conservation	Jun-05	
GENERAL	Bodegom, A.J. et al	Evaluation of the TMF Programme: Biodiversity conservation and poverty alleviation	Jun-05	Wageningen International
GENERAL	Brown, J. et al	The protected landscape approach, linking nature, culture and community	Jun-05	IUCN WCPA
GENERAL	Brundtland, Gro Harlem - UN World Commission on	Our Common Future Report of the World Commission on Environment and Development	Jun-05	

	Environment and Development			
GENERAL	Camhi Merry, Fowler Sarah, Musick John, Brautigam Amie and Fordham Sonja	Les requins et autres poissons cartilagineux - ecologie et conservation	Jun-05	IUCN Gland/Cambridge
GENERAL	CBD Secretariat	The Ecosystem Approach Advanced User Guide	Jun-05	
GENERAL	CEESP	Executive Committee Meeting IUCN-HQ, Gland - Background Document	November 9-11, 06	
GENERAL	Coastal Ocean Research and Development in the Indian Ocean (Cordio)	Mitigating degradation of coastal ecosystems and the impacts on human societies		Cordio
GENERAL	Earthwatch Institute, World Resources Institute, WBCSD, and IUCN	Business and Ecosystems: Issue Brief, Ecosystem Challenges and Business Implications	Nov-06	
GENERAL	Emerton, Lucy and Elroy Bos	Value. Counting ecosystems as water infrastructure	Jun-05	
GENERAL	ENDA-Lotje de Vries	Lobbying (and Advocacy: some tools, references and approaches)	Jan-07	
GENERAL	Fisher, R.J., S. Maginnis, W. Jackson et al	Poverty and conservation- landscapes, people and power	Jun-05	Livelihoods and Landscapes series No2. IUCN/FCP, IUCN Gland
GENERAL	GEF Evaluation Office	The role of local benefits in global environmental programmes	Jun-05	GEF Evaluation report No. 30
GENERAL	Gianni, Matthew	High Seas Bottom Trawl Fisheries and their Impacts on the Biodiversity of Vulnerable Deep-Sea Ecosystems: Options for International Action - executive summary	Jun-05	IUCN Gland

GENERAL	Global Environment Facility Evaluation Office	The Role of Local Benefits in Global Environmental Programs	Jun-05	
GENERAL	Grimsditch, Gabriel D. and Salm, Rodney V.	Coral Reef Resilience and Resistance to Bleaching	Jun-05	IUCN Gland
GENERAL	Hardin, Garret	The Tragedy of the Commons Science	May-05	
GENERAL	HSTF - High Seas Task Force	Closing the net, stopping illegal fishing on the high seas, final report of the Ministerially-led Task Force on IUU Fishing on the high seas	Jun-05	IUU Fishing Coordination Unit United Kingdom
GENERAL	International Finance Corporation C.Cassagne	IFC and Nature-Based Markets	Nov-06	
GENERAL	IUCN	An Assessment of Progress 2002 - The IUCN Programme	Jun-05	
GENERAL	IUCN	Background information - Meeting of chairs of regional and national committees	Feb-06	IUCN Gland
GENERAL	IUCN	Can protected areas contribute to poverty reduction? Opportunities and limitations	Jun-05	IUCN Gland
GENERAL	IUCN	Conservation for poverty reduction initiative (CPRI), an IUCN leverage initiative in support of the MDGs, Draft	May-07	IUCN, work in progress
GENERAL	IUCN	Conservation For Poverty Reduction Linking Landscapes, People And Power An IUCN Initiative in Support of the Millennium Development Goals	Sep-05	
GENERAL	IUCN	Creating a Better Future, Options for Organisational Change within the Decentralised Secretariat of the World Conservation Union	Mar-07	IUCN Gland
GENERAL	IUCN	Livelihoods and landscapes: A bold vision for forests (Presentation)	Oct-06	
GENERAL	IUCN	The Future of Sustainability Re-thinking Environment and Development in the Twenty-first Century Report of the IUCN Renowned Thinkers Meeting, www.iucn.org	January 29-31 06	
GENERAL	IUCN	Valuing coastal ecosystems	Apr-07	Coastal ecosystems quarterly newsletter #4
GENERAL	IUCN	IUCN Intersessional Programme 2005 - 2008; Wetlands & Water Resources Programme		IUCN Gland

GENERAL	IUCN	Climate Change and Oceans		IUCN Gland
GENERAL	IUCN	Mangroves for the Future, promoting investment in coastal ecosystem conservation A Plan for Action	Oct-06	
GENERAL	IUCN	The Senegal River - Release of an Artificial Flood to Maintain Traditional Floodplain Production Systems	Jun-05	
GENERAL	IUCN Asia	Coastal Ecosystems	Apr-07	IUCN Asia
GENERAL	IUCN Asia	Environmental stories "After tsunami"	Jun-05	IUCN Asia
GENERAL	IUCN Eastern Africa Regional Programme	CBNRM: learning lessons, sharing experiences and influencing biodiversity conservation policy in Kenya	Aug-04	IUCN EARO Forest and social perspectives in conservation # 14
GENERAL	IUCN Eastern Africa Regional Programme	Community sharing and lesson learning on the importance of natural resource and the environment to our livelihoods, Eritrea	Apr-05	IUCN EARO Forest and social perspectives in conservation # 17
GENERAL	IUCN Eastern Africa Regional Programme	Learning lesson and sharing experiences of collaborative management in Mount Elgon National Park, Uganda	March-04	IUCN EARO Forest and social perspectives in conservation # 13
GENERAL	IUCN Eastern Africa Regional Programme	Proceedings of the workshop on sharing experiences from community level on poverty-environment nexus, Tanzania	Jan-04	IUCN EARO Forest and social perspectives in conservation # 15
GENERAL	IUCN Eastern Africa Regional Programme	Sharing community level conservation and development experiences and lessons	March-04	IUCN EARO Forest and social perspectives in conservation # 12
GENERAL	IUCN Forest Conservation Programme	Livelihoods and landscapes, a leverage programme (2006 - 2009) to catalyse the sustainable use and conservation of forest conservation and ecosystem services for the benefit of the rural poor Part 1: Strategic Overview, Part 2: Operational Components	Jun-05	IUCN Gland
GENERAL	IUCN Gland	Creating a better future, options for organizational change within the decentralized Secretariat of the World Conservation Union	March-07	IUCN Gland
GENERAL	IUCN Global Marine	GMP News	Aug-07	IUCN Gland
GENERAL	IUCN Global Marine	Saving western gray whales - business and conservationists join forces for a common goal	Jun-05	IUCN Gland
GENERAL	IUCN Global Marine	GMP News, Issue 3	Aug-06	IUCN Gland

GENERAL	IUCN Global Marine	GMP News, Issue 4	Sep-07	IUCN Gland
GENERAL	IUCN Global Marine	Securing our Ocean's Assets in Changing Climate, Draft for Consultation	Jun-Aug 07	IUCN Gland
GENERAL	IUCN Global Marine	Intersessional Plan 2005 - 2008 and Business Plan		IUCN Gland
GENERAL	IUCN Global Marine	GMP News, Issue 2	Dec-05	IUCN Gland
GENERAL	IUCN Global Marine	GMP News, Issue 1	May-05	IUCN Gland
GENERAL	IUCN Global Marine	Review of Marine Resolutions, Rev. 3/8/04		IUCN Gland
GENERAL	IUCN internal	IUCN Water & Nature Initiative Part I: strategy	Dec-00	IUCN Gland
GENERAL	IUCN Mesoamerica	Alliances without borders - two years for people and nature in Central America	Jun-05	IUCN Mesoamerica
GENERAL	IUCN Office of Performance Assessment	Survey of IUCN Asia Donors and Partners Summary of Results	Nov-06	IUCN ARO
GENERAL	IUCN/UNDP	IUCN Mangroves for the Future A strategy for promoting investment in coastal ecosystem conservation 2007-2012	Jun-05	IUCN
GENERAL	IUCN/UNEP	Ecosystems and Biodiversity in Deep Waters and High Seas	Jun-05	UNEP Kenya
GENERAL	Jackson, Bill	Designing Projects and Project Evaluations Using The Logical Framework Approach	Jun-05	
GENERAL	Kimball, Lee A.	International Ocean Governance, Using International Law and Organizations to Manage Marine Resources Sustainably	Jun-05	IUCN United Kingdom
GENERAL	Marshall, Paul and Schuttenberg, Heidi	A Reef Manager's Guide to Coral Bleaching	Jun-05	Great Barrier Reef Marine Park Authority Australia
GENERAL	Mayers, J.	Povert reduction through commercial forestry	Jun-05	The Forestry Dialogue
GENERAL	McLeod, Elizabeth and Salm, Rodney V.	Managing Mangroves for Resilience to Climate Change	Jun-05	IUCN Global Marine Gland

GENERAL	Mekong Wetlands Biodiversity Conservation and sustainable Use programme (MWBP)	Annotated bibliography of MWBP reports and working papers 2004 - 2007	Jun-05	MWBP
GENERAL	Meliane, Imène and Hewitt, Chad	Gaps and Priorities in addressing marine invasive species	Jun-05	IUCN Gland
GENERAL	Millennium Ecosystem Assessment	Ecosystems and Human Well-being A Framework for Assessment	Jun-05	
GENERAL	Millennium Ecosystem Assessment	Ecosystems and Human Well-being. Synthesis	Jun-05	
GENERAL	NORAD	The Economic Case for Investing in Environment A Review of Policies, Practice and Impacts of relevance to Norwegian Partner Countries	Jun-05	
GENERAL	OECD	The Wellbeing of Nations The Role of human and social capital Education and Skills	Jun-05	
GENERAL	Pearce, D. et al	Investing in environmental wealth for poverty reduction - environment for the MDGs	Jun-05	Published through the PEP (Poverty-Environment Partnership)
GENERAL	Phillips, Adrian	Turning Ideas on Their Head The New Paradigm For Protected Areas	Jun-05	
GENERAL	Pirot Jean-Yves, Peter-John Meynell, and Danny Elder (editors)	Ecosystem Management: Lessons from around the World A Guide for Development and Conservation Practitioners	Jun-05	
GENERAL	Prescott-Allen, Robert	The Wellbeing of Nations. A Country-by-Country Index of Quality of Life and the Environment	Jun-05	
GENERAL	Samuel Waweru (ed.)	The East African region lessons learnt workshop, Nairobi, Kenya	Nov-04	IUCN EARO Forest and social perspectives in conservation # 16

GENERAL	Selin, Henrik and Björn-Ola Linnér	The Quest for Global Sustainability: International Efforts on Linking Environment and Development	Jan-05	
GENERAL	Shepherd Gill, Stewart Maginnis, Jeff Sayer, Bruce Campbell, Reidar Persson and Lars Birgegard	Poverty, Forests, Development and Conservation Draft for Comment	April 10, 07	
GENERAL	Sherwoord Kristen L. (editor)	Global Coral Reef portfolio		IUCN Gland
GENERAL	Splithoff, Petra and Hoefsloot, Henk	Water and Nature Initiative (IUCN / WANI) External review	Jun-05	IUCN/WANI
GENERAL	Stephen C. Farber Robert Costanza Matthew A. Wilson	The Dynamics and Value of Ecosystem Services: Integrating Economic and Ecological Perspectives Economic and ecological concepts for valuing ecosystem services (Ecological Economics 41 (2002) 375–392)	Jun-05	
GENERAL	Sudmeier-Rieux, K. et al	Ecosystems, livelihoods and disasters, an integrated approach to disaster risk management	Jun-05	Ecosystems management series #4
GENERAL	UN	Convention On Biological Diversity	Jun-92	
GENERAL	UNDP – UNEP	Poverty and Environment Initiative (PEI) Lessons learned on the mainstreaming of poverty and environment	(2007?)	
GENERAL	UNDP-UNEP	Poverty and Environment Initiative (PEI) Linking Poverty Reduction And Environmental Management To Achieve the MDGs	Jun-05	
GENERAL	UNDP-UNEP-IIED-IUCN-WRI	Investing In Environmental Wealth For Poverty Reduction	Sep-05	
GENERAL	UNEP WCMC-ICRAN-IUCN Marine	In the front line - shoreline protection and other ecosystem services from mangroves and coral reefs	Jun-05	UNEP WCMC United Kingdom
GENERAL	US-Environmental Protection Agency	Guidelines for Preparing Economic Analyses	Nov-00	
GENERAL	World Bank	How much is an Ecosystem worth? Assessing the Economic Value of Conservation	Jun-05	

GENERAL	World Resources Institute	The Wealth of the Poor Managing Ecosystems to fight Poverty	Jun-05	
GENERAL	World Summit on Sustainable Development	Plan of Implementation of the World Summit on Sustainable Development	Jun-05	
ROSA	Arntzen Jaap, Tshepo Setlhogile, and Jon Barnes	Rural livelihoods, poverty reduction and food security in Southern Africa: Is CBNRM the answer?	March-07	FRAME/IUCN/IRG
ROSA	DEA	Okavango delta Ramsar Site shared and common vision for 2016	Sep-06	DEA/IUCN/ODMP
ROSA	IRG/IUCN	The FRAME programme/"UNCCD Initiative" project document (5 phases)	Jun-05	FRAME/IUCN/IRG
ROSA	IUCN	Managing biodiversity for sustainable economic development and livelihoods in Southern Africa (draft)	Jun-05	ROSA/Harare
ROSA	IUCN Botswana	Draft concept note for regional forum on UNCCD implementation SADC SRAP	Jun-05	FRAME/IUCN/IRG
ROSA	IUCN Botswana national members' committee	Comments on the challenges facing IUCN in Botswana and the potential of improving members' participation	May-07	Internal document
ROSA	IUCN ROSA	Draft Drylands and Livelihoods Programme Strategy (to be further developed)	Undated	IUCN
ROSA	IUCN SA	IUCN SA Impact assessment report	July-04	IUCN SA
ROSA	IUCN SA	IUCN South Africa, 2005-2008 Country programme - Local ideas. Lasting Solutions	Undated	IUCN SA
ROSA	IUCN South Africa	Natural products enterprise programme (NATPRO), programme design, final	Jun-05	IUCN/SA
ROSA	Johannessen, A. et al	The Okavango delta, learning in a dynamic and complex system	Jun-05	Paper presented to the World Environmental Education Congress, 2007
ROSA	Katerere Yemi , Ryan Hill and Sam Moyo	A Critique of Transboundary Natural Resource Management in Southern Africa	Jun-05	
ROSA	Maltitz, G. von	Integrating CBNRM into UNCCD desertification strategies - experiences in select Southern African countries	Feb-07	FRAME/IUCN/IRG
ROSA	Mpande, R.	Situation analysis report - an input to the IUCN ROSA Drylands Programme	Aug-07	IUCN

ROSA	Natural Futures Programme	Report to ComMark Trust	Apr-06	IUCN/SA
ROSA	Natural Futures Programme	Report to ComMark Trust	Oct-05	IUCN/SA
ROSA	Natural Futures Programme	Report to ComMark Trust	Jan-05	IUCN/SA
ROSA	Natural Futures Programme	Report to ComMark Trust	Jan-06	IUCN/SA
ROSA	Natural Futures Programme	Report to Regional Trade Facilitation Programme	Dec-06	IUCN/SA
ROSA	Natural Futures Programme	Report to Regional Trade Facilitation Programme	March-07	IUCN/SA
ROSA	Natural Futures Programme	Report to Regional Trade Facilitation Programme	May-07	IUCN/SA
ROSA	NRP/Robford Tourism	ODMP sustainable tourism and CBNRM component - section 5 CBNRM Action Plan	Apr-07	DoT/NWDC/ODMP
ROSA	NRP/Robford Tourism	ODMP sustainable tourism and CBNRM component (Volume 1 and 2) (draft)	Apr-07	DoT/NWDC/ODMP
ROSA	Nyoni, J.M.	External mid-term review of the collaboration between the Government of Botswana and IUCN for the development of the Okavango Delta Management Plan	Nov-05	DEA/ODMP
ROSA	ODMP secretariat	Draft Final Okavango Delta Management Plan	Dec-06	DEA/ODMP
ROSA	ODMP secretariat	Okavango delta Management Plan - Inception report	Feb-05	ODMP
ROSA	Okavango Delta Management Plan Project, Ministry of Environment, Wildlife and Tourism, Botswana Government	Demonstrating Integrated Wetland Management And Participatory Planning.	Aug-06	A paper presented at the okacom/odmp seminar during the world water week, Sweden
ROSA	SADC	Regional training needs and recommended centres of excellence on ABS	Jun-05	SADC/IUCN/UNDP/GEF
ROSA	SADC	Regional analysis and guidelines on access and benefit sharing (ABS), legislation and institutional frameworks for biodiversity management in Southern Africa	Jun-05	SADC/IUCN/UNDP/GEF

ROSA	SADC	Regional Biodiversity Strategy	Jun-05	SADC/IUCN/UNDP/GEF
ROSA	SADC	Regional Databases on Access and Benefit Sharing and on Invasive Alien Species in Southern Africa	Jun-05	SADC/IUCN/UNDP/GEF
ROSA	SADC	Regional guidelines on innovative financing mechanisms for sustainable biodiversity management in Southern Africa	Jun-05	SADC/IUCN/UNDP/GEF
ROSA	SADC	Regional Roster of Experts on Invasive Alien Species in Southern Africa	Jun-05	SADC/IUCN/UNDP/GEF
ROSA	SADC	SADC's Engagement with Multilateral Environmental Agreements - Experiences from the Conference of Parties 8 of the Convention on Biological Diversity	Jun-05	SADC/IUCN/UNDP/GEF
ROSA	Schuster, B. and C. Steenkamp	Creating synergies between CBNRM and the UNCCD	Jun-07	FRAME/IUCN/IRG
ROSA	Timberlake/Moyini	Draft Mid-term evaluation Southern Africa Biodiversity Support Programme	Apr-03	Draft report
ROSA	Turpie, J. et al	Economic value of the Okavango delta, Ngamiland, Botswana (draft)	Aug-06	DEA/ODMP
ROSA	UNDP/GEF	Southern Africa Biodiversity Programme	Jun-05	UNDP/GEF project document