

**Innovation, Integration, Information and
Communication (3I-C)
in
IUCN**

**Review
of
3I-C project on Poverty and the Environment,
managed by the Forest Conservation
Programme**

Don Gilmour

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Acronyms

CEESP	Commission for Environmental Economics and Social Policy
CEM	Commission for Ecosystem Management
CIFOR	Center for International Forestry Research
DG	Director General (of IUCN)
FCP	Forest Conservation Programme
HQ	Headquarters (in Gland)
IUCN	The World Conservation Union
PRSP	Poverty Reduction Strategy Paper
WCC	World Conservation Congress
WPC	World Parks Congress
WSSD	World Summit on Sustainable Development
UNDP	UN Development Programme
UNFF	UN Forum on Forests

Executive summary

Background

There is a long history of IUCN senior management attempting to encourage staff to be at the forefront of innovation that can lead to reinvigoration, renewal and reinvention of the programme to ensure that the Union remains relevant in a changing world. The 3I-C concept is the latest of these endeavours. It differs from previous attempts at innovation in that there is a much more strategic focus applied to all aspects of the projects, from concept development through to implementation and follow up. Serious attention was given by senior management in HQ to ensure that those aspects that were perceived as being critical (particularly innovation, information flows, integration into the programme and wider communications) were addressed explicitly in all 3I-C projects.

The 3I-C poverty project, managed by the FCP, was the first of the projects to obtain funding under the current approach, and this review was conducted to assess the extent to which it had met the objectives set for it. The review was carried out from October 2003 to February 2004, with data collected primarily from document review and extensive interviews with key informants.

Overall management of the process

The basic management structure required for all 3I-C projects is a partnership involving an HQ programme, one or more regional programme(s) and one or more commission(s). For the 3I-C poverty project this consisted of the:

- Forest Conservation Programme (FCP) in HQ;
- Forest Programme, Asia Region;
- Forest Programme, Eastern Africa Region;
- Commission for Environmental Economics and Social Policy (CEESP);
- Commission for Ecosystem Management (CEM).

The major strength of the partnership throughout the implementation of the project was the interaction between the HQ and regional components of the FCP—largely because they have a long history of working together in a trusting and meaningful way. Two CEESP members were also intimately involved from an early stage and they were subsequently contracted to take the lead with the conceptual and intellectual development and writing. CEM dropped out of the process at an early stage.

A close watch (and at times active intervention) on the project at all stages was maintained by senior management (particularly the Director Global Programme but also the DG) to ensure that the project was maintaining an appropriate strategic focus.

Activities

The major activities centred round:

- Two focused workshops;
- A series of case studies from field projects in Asia and Eastern Africa;
- Development of a conceptual framework demonstrating the linkages between poverty and conservation (leading to the publication of a book on the topic).

Innovation

There was clear innovation that came from the project and this can best be summed up by quotes from some of those interviewed:

- “The conceptual framework has given us a structure to deal with pro-poor conservation in IUCN.”
- “The very idea that IUCN could work on poverty is a huge new game.”
- “Before this most people (in IUCN) were afraid to touch poverty—it is now an accepted fact.”
- “It has empowered and emboldened the DG to go out on a limb (and speak about poverty).”
- “The conceptual framework is very creative and exciting (and reflects input from very disparate backgrounds).”
- “The 3I-C concept is a wonderful innovation in itself, as it attempts to fuse the relations between HQ, the regions and commissions.”
- “The ideas themselves are not new—what is innovative is that it provides an opportunity to get environment off the periphery and into the centre of economic/social decision making.”
- “Clarifying precisely what it is that we are talking about (in relation to the conservation-poverty links) is a major advance.”

Internal information flows

Internal information flows were managed effectively by regular interaction within and between an inner Core Team and a broader Reference Group, although the distinctions between these two groups became blurred on several occasions. A hiatus occurred part way through the implementation process when the Head of the FCP became engaged in interactions with the Economics Special Adviser on balancing sociological and economic concerns. During this time some members of the Core Team were not kept fully informed. This led to a degree of frustration among some members and a sense of marginalisation.

A dedicated listserver proved to be an effective mechanism for keeping a wide group of interested people informed of progress during the first half of the project, but this lapsed somewhat during the later stages.

Integration into the programme

Following the second workshop in the Aberdares in Kenya in August 2003, the Director Global Programme issued guidelines (in October 2003) on integrating poverty into the IUCN intersessional programme. This is a powerful tool to ensure that effective integration commences and that poverty issues are high on the Union’s agenda. Several organisational changes (including the establishment of a secretariat / commission task force) are underway to assist with the process. It has been estimated (S. Maginnis pers. com.) that about 25% of the results in the regional and thematic component plans for the next intersessional period address poverty. In spite of these good beginnings resources will be needed to take the process forward during the next intersessional period, particularly in those regions which were not actively involved in the project itself.

External communications

A major communication event occurred at the WSSD, with a *Poverty and Environment Day*. The DG made a speech that drew on the emerging learning that

was coming from the project, and an IUCN position paper, *Beyond Rhetoric*, was produced that still remains the major position on the topic. This event (and others) helped to position IUCN as a significant player in the conservation-poverty debate.

A power point presentation has been prepared for “ambassadors” on the topic of conservation-poverty, and this draws on the conceptual understanding that has come from the project.

Conclusions

The 3I-C poverty project clearly did work—this was a unanimous verdict of those most closely involved, as well as those who observed it from the sidelines. It was widely rated as a great success. The results and outputs of the project generally exceeded those planned at the outset, and the products are continuing to flow. The essential elements that contributed to this success included:

- Presence of a committed champion (Head of the FCP);
- Presence of a knowledgeable and interested mentor (Director Global Programme) who maintained a close monitoring and mentoring role;
- Input (and genuine interest) from the DG;
- The 3I-C concept itself was strategically and managerially well thought out;
- Ability to make use of existing strong and functional partnerships within the forest programme, particularly between the FCP in Gland and the Asia and E. Africa forest programmes (it was not seen by the regions as an exploitative relationship imposed by HQ);
- Good connection with regional projects which allowed the injection of quality analysis from the field through well designed and executed case studies augmented by personal experience from regional staff;
- Management that consciously sought to go through a series of action research cycles to make learning explicit;
- Flexible management arrangement that could take advantage of unexpected opportunities to enrich the outcomes (e.g. opportunistic input from the Economic Special Adviser);
- Regular feedback on progress and outcomes from the Head of the FCP to the DG and the Head of the Global Programme;
- The outcomes were relevant to high profile policy events (WSSD and WPC) and this maintained pressure on the key actors to produce timely and relevant results.

A strong impression obtained during the course of this review is that the first four of these points were probably the critical ones.

The 3I-C process (as least as it has functioned through the poverty project) is probably the most successful attempt thus far in explicitly trying to innovate and integrate new knowledge into the programme and psyche of IUCN.

1. Conduct of the review

The review was carried out over a three week period between October 2003 and February 2004 and was guided by the Terms of Reference shown in Appendix I. Various approaches were taken to collect information including:

- Document review;
- Face-to-face interviews with key informants in IUCN headquarters;
- Telephone interviews with key informants not in IUCN headquarters.

Three days were spent in Gland in October 2003, with the remainder of the time spent at home base. A list of people interviewed is given in Appendix II. A semi-structured questionnaire was used to guide discussions with the key informants. Information obtained from the various sources was analysed and this led to the findings outlined in this report.

2. Innovation projects in IUCN

IUCN has always claimed to be a knowledge organization and for many years has striven to make the seeking and management of knowledge explicit and to innovate based on this. Part of the motivation for this drive has been to keep the Union relevant in a changing world, and the recognition that this can best be done by periodically attempting to reinvigorate and reinvent itself. This has always been a challenge. Among the management considerations are:

- How to learn (as an institution) and manage the process of learning;
- How to translate learning into knowledge that can have an institutional impact?
- How to plan for and manage a process to identify innovative ideas?
- How to carry out institutional change across a complex organizational structure (to integrate innovative ideas) arising from learning and creation of knowledge?
- How to encourage behaviours within IUCN that actively pursue these attributes of learning, knowledge creation and innovation?

Past attempts have revolved round the use of approaches such as the Swiss supported Innovation Funds (in about 1998-99), which often turned into little more than project development funds for programmes. They essentially lacked a strategic focus, and it proved difficult to capture the results of the projects and build on them. Most were small in financial terms (about CHF 50,000 each) and there were consequently high transaction costs associated with managing them. They also tended to take a linear approach to implementation and were not conceived or managed to be opportunities for explicit learning or for introducing innovation into the programme.

The 2000 Business Plan recognised the need to be more innovative in the articulation and implementation of the programme, and the budget team in 2001 was given, as a priority, the establishment of an innovation fund for the 2002 programme. It was planned as a CHF 1 million revolving fund drawn from core funds. The original thinking was that

there would be three to four projects per year with about CHF 250,000 available per project.

The three “Is” (Innovation, Information and Integration) and the “C” (Communications) combine to produce the shorthand (3I-C) which defines the current attempt to address the innovation issue. The 3I-C approach is the outcome of more focused and strategic thinking on the topic, and has attempted to avoid some of the shortcomings of previous endeavours by adopting a more structured management approach. There has also been much greater clarity about what might be the key ingredients that contribute to learning and innovation. The outcome of this analysis was the development of a set of Operational Guidelines to guide applications from the IUCN programmes for funds to support potentially innovative projects. The guidelines themselves have also evolved and have been modified based on the experiences gained as the first 3I-C projects got under way. For example, the requirement for a situational analysis was added after the 3I-C poverty project commenced.

One of the basic elements of the 3I-C approach was the requirement for a partnership consisting of a global programme, a regional programme and a commission to be the essential planning and executing structure for the project. This was intended to foster integration and to assist take-up of the learning and innovation that emerged from the project. For ease of management, the global programme was preferred as the financial manager.

3. Evolution of the 3I-C poverty project

The Forest Conservation Programme (FCP) has a long history of working at the interface between conservation and socio-economic systems. Work on buffer zone management and ICDPs (Integrated Conservation and Development Projects) goes back well over a decade. The establishment of the Working Group on Community Involvement in Forest Management in the mid 1990s set the scene for a substantial body of work that analysed some of the conservation-development linkages more explicitly and linked the findings to regional and global policy debates. The regional forest programmes (particularly in Eastern Africa and Asia) have long running portfolios of field projects, many of which had enhancement of rural livelihoods as explicit aims. The FCP in HQ initiated a more focused study on the links between conservation and livelihoods in early 2001 (prior to the establishment of the 3I-C fund). This study was commissioned to identify the assumptions, key issues and basic questions relating to sustainable livelihoods from experiences both inside and outside IUCN (Jeanrenaud 2001). This, in effect, was a situational analysis on the topic, and set the scene for more detailed background (situational) work within the umbrella of the 3I-C poverty project. The Forest Conservation Programme Advisory Group meeting in Kenya in January 2002 reinforced the mandate for the Programme to pursue livelihood and poverty issues more vigorously. This set the scene for a follow-up study within the umbrella of the 3I-C project covering working definitions and preliminary questions (Jeanrenaud (2002 a), and lessons that have come from a variety of experiences (Jeanrenaud 2002 b).

It is noteworthy that the focus in this early work was on livelihoods rather than poverty *per se*. In fact, the title of the 3I-C project concept (in April 2002) was: *Poverty Alleviation and Conservation: Linking Sustainable Livelihoods and Ecosystem Management*. As the project unfolded there was a gradual shift in emphasis from livelihoods to poverty. This shift was in response (at least in part) to intervention from the Director-General and his insistence that the project should respond more to the way that development priorities evident in the external environment (outside IUCN) were being articulated. A key factor in this was the approach of the WSSD and the perceived desirability for IUCN to adopt a clear organizational position on sustainable development, livelihood and poverty issues. A contributing factor was the recognised importance of the Millennium Development Goals (MDGs). When the listserver was established in May 2002 the project was known colloquially as the “Livelihood project”. After the first major workshop in Khao Yai in July 2002, it became known as the “Poverty project”. This shift in focus and thinking meant that the mandate of the group working on the conceptual framework also changed in subtle but important ways. In essence, the goal posts shifted incrementally as the project evolved. This explains partly why the conceptual work lagged somewhat in time.

4. Management structures of the 3I-C project

There are several management structures that were very important to the way the project was implemented. These are outlined below and discussed in terms of their effectiveness.

4.1 The 3I-C Steering Committee

The 3I-C fund is overseen by a Steering Committee that consists of the:

- Director General;
- Director Global Programme;
- Chief Scientist;
- Director of Corporate Strategy, Partnerships and Communication

The role of the Steering Committee is to critique project concepts to ensure that they meet the strategic needs of the IUCN programme, and to review progress at regular intervals (through quarterly reporting). The Steering Committee also has a role in assessing the results of the projects as they emerge, and ensuring that relevant elements are integrated into the wider programme.

The Steering Committee took a very active interest in the poverty project from the outset, and the project concept went through five iterations between about March and April 2002. During this time, it benefited from considerable input from the Director Global Programme and the Director-General – both of whom demonstrated strong commitment to the topic and the process. This high-level input at an early stage helped to give the project the strategic focus that was perceived as being needed by the IUCN programme and to ensure that the big-picture was kept in mind. It also demonstrated to everyone involved, the high-level importance that was attached to the project and its outcomes. In effect, this lifted the project to a high priority in everyone’s consciousness.

4.2 The basic partnership

The basic management structure that is required for all the 3I-C projects is that of a partnership involving a HQ programme, one (or several) regional programme(s) and one (or several) commission(s). In the case of the 3I -C poverty project, the makeup of this partnership as identified in the Concept Note (April 2002) consisted of the:

- Forest Conservation Programme (FCP) in HQ;
- Forest Programme, Asia Region;
- Forest Programme, Eastern Africa Region;
- Commission for Environmental Economics and Social Policy (CEESP);
- Commission for Ecosystem Management (CEM).

The first three of these partners have worked together in a collegiate fashion for many years¹. The individuals involved have a very comfortable working relationship with each other; they operate with a high level of mutual trust, respect and understanding, and they come together easily as a natural team. The regional buy-in came naturally. Two members of CEESP were also involved in the design phase of the project (and were subsequently contracted to lead the conceptual development and writing). The project concept went through five iterations from March to April 2002. Both the Africa and Asia regional secretariat members of the partnership and the two CEESP members were actively involved in contributing ideas and suggestions, and developed a strong sense of ownership of, and commitment towards, the final product. The CEESP Chairman became personally involved with his attendance at the Khao Yai workshop and he continued to be engaged throughout the process. The CEESP Chairman was not personally involved in the various iterations of the project concept and as a result, felt somewhat marginalised throughout the process. CEM was involved during the early stages as it is the home commission for the FCP, and the CEM Chairman expressed interest in becoming engaged. However, CEM members did not participate in any of the project's activities, and CEM effectively dropped out of the partnership.

4.3 Management arrangements

The mandate for managing the implementation of the project was vested in the hands of the Head of the FCP in Gland, as were the financial management responsibilities. This worked well and the Head of the FCP became an enthusiastic and even passionate champion of the project. The management structures comprised a concentric circle management style, with a Core Team, a Project Reference Group and a Larger Consultative Group.

4.4 Core Team

The Core Team for the project consisted of representatives of the major partners:

- Head of the FCP;
- Two CEESP members (who became consultants);
- Head of the Asia region Forest Programme;
- Head of the E. Africa region Forest Programme;

¹ For the purposes of this discussion, the HQ component of the FCP also includes the two staff members focusing on global policy (but based in Canada), both of whom had some involvement in the work of the 3I-C poverty project.

- Chair of CEESP².

This group acted as an inner executive that interacted on a regular and frequent basis as a consultative group for sharing ideas and management decisions regarding events, activities, emerging positions and for critiquing documents. It effectively acted as a steering committee for the project.

4.5 Project Reference Group

A larger group of people constituted the project Reference Group. Its role was to act as a sounding board to test ideas emerging from the work of the project and to extend the learning rapidly to a wide audience. It included the Project Core Team plus people from the Africa and Meso America programmes, the Global Communications Unit, TRAFFIC, CEM and CEESP. It played a major role in the Khao Yai workshop where the process was designed so that learning should be captured through the work of the Reference Group (during the first 2-3 days) and then summarised by the Core Team (during the final 1.5 days). The first part worked well, but the Core Team session contained many extra people and was not facilitated, leading to a less than clear outcome. The role of the Reference Group (as an explicit group) became somewhat blurred after the Khao Yai workshop, although the key members were also actively involved in the Aberdares workshop.

4.6 Larger Consultative Group

This was initially perceived as a third layer of interested people within IUCN among whom emerging ideas could be shared and tested using the listserver as the major medium of information exchange. This group was subsequently expanded to include people from UNDP, CIFOR, and CARE. It functioned in a somewhat *ad hoc* manner and there was often not a clear understanding of the role of this group *vis a vis* that of the Project Reference Group. In fact, there was a good deal of overlap between the two groups.

4.7 Role of a mentor

The Director Global Programme took a strong personal interest in the project and was assigned a mentoring role by the 3I-C Steering Committee. He acted as a sounding board for the head of the FCP and attended each of the workshops and the writing retreats. His on-going presence and support was an important positive influence in maintaining momentum and ensuring that an appropriate strategic focus was maintained. (This model has been adopted by several other 3I-C projects, generally with the Chief Scientist or Director Global Programme taking on the role of mentor.)

4.8 Role of consultants

Part of the original rationale of the 3I-C projects was that part of the budget was to cover the staff time of key programme staff so that they could devote their time to exploring the subject matter of the project. The purpose of this was to ensure that the knowledge gained would be retained within the programme and would be institutionalised quickly and easily. In the case of the 3I-C poverty project, it was decided at the outset that consultants would be engaged to take the lead with the conceptual analysis and lead the intellectual

² The Chair of CEESP was not included as a member of the Core Team at the outset, but was added later.

debate. The reason for this decision was that the expertise needed was not available within the FCP itself. This arrangement has worked well in terms of ensuring that competent intellectual “clout” was brought to bear on the issues. While this went against one of the intentions of the 3I-C approach, it is difficult to see how it could have been done differently within the budget and staffing constraints that existed. If a larger budget was available, the best of both worlds might have been achieved. Part of the budget could have been used to free up time for the project lead person to devote quality time to the project³. At the same time, competent consultants could have been engaged who could have worked in tandem (in a mentoring capacity) so that knowledge and capacity were transferred as the process unfolded. In fact, this is basically what did occur, except that the head of the FCP was not able to divorce himself from the day-to-day running of the programme, and as a result was grossly overloaded.

4.9 Managing internal information flows

The head of the FCP devoted a lot of time to giving regular feedback to the DG and the Director Global Programme. This worked well and ensured that the knowledge and understanding that were coming from the various events and activities were finding their way back to senior levels of IUCN directly and in a way that could be used to inform various position statements that were made at events such as the WSSD and the WPC.

A dedicated listserver was established in May 2002 where material from the various events and activities was posted and circulated to members of the Core Team, the Reference Group and the larger Consultative Group. This worked well, particularly in the early stages of implementation, but faded over time. One problem was that things often happened very fast, and it was difficult for those charged with communicating the information to keep up—particularly if they had not been among the key participants in the activities. There was a period of time between the two major workshops (between mid 2002 and mid 2003) when a lot of activity was taking place in HQ, but this was not being communicated to the Reference Group and the wider Consultative Group. This was particularly associated with exploring the way that more explicit economics input could inform the process. At the same time there was a hiatus in the writing associated with developing the conceptual framework. As a result there was a feeling among many people in the regions and commissions that there was something of a gap in the project, and they were not sure what was happening.

4.10 External communication arrangements

Members of the HQ communications team were involved in the major workshops and were mandated to support communications of relevant project outputs to a wider audience. The communication unit was undergoing staffing changes during the course of the project’s implementation, and this may have constrained the development of a wide range of communication materials, particularly for outside audiences. Nonetheless, several valuable and influential communication outcomes were achieved.

³ This arrangement would only have worked if additional staff capacity could have been brought in to help run the mainstream programme.

The emerging learning coming from the project informed the position that IUCN took at the WSSD in general and at the associated *Poverty and Environment Day* in particular. Even though the conceptual framework was far from fully formed, there was sufficient material available to make *Beyond Rhetoric* a very credible document that began to have IUCN recognised as a significant player in the poverty debate. The production of the *Beyond Rhetoric* paper was a major communication exercise, which, while intended specifically for the WSSD, has proven to have a much longer shelf life and remains the most coherent and easily available IUCN position on the topic. Similarly, Recommendation 29 on Poverty and Protected Areas, put forward and accepted at the WPC also positioned IUCN as taking an expanded focus on the role and management of protected areas.

The communications team also oversaw the production of two power point presentations on poverty and conservation designed for use by “ambassadors” for the issue throughout the Union and beyond. These were drafted at the end of October 2003 and have been used on several occasions.

The IUCN web site contains links to the 3I-C poverty project, but this is not easy to find and the material is somewhat hidden within the FCP site.

5. The implementation process

The project was conceived as a series of activities and events that would be managed to extract the maximum amount of learning. The conceptual underpinnings of the learning process were rooted in action research thinking, where each of the activities and events would be explicitly managed to encourage conscious reflection, which might lead to a re-evaluation of the situation, leading to a re-planning of future activities. Hence, the process was not a linear one but rather a series of planning-action-reflection-learning loops. The basic action research approach (as shown below) was outlined by the Director Global Programme at the Khao Yai workshop.

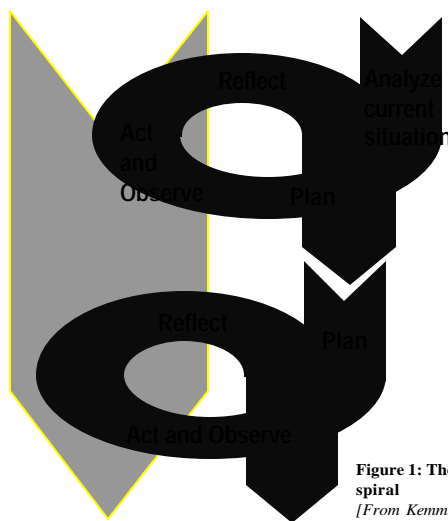


Figure 1: The action research spiral
[From Kemmis and McTaggart, 1988a]

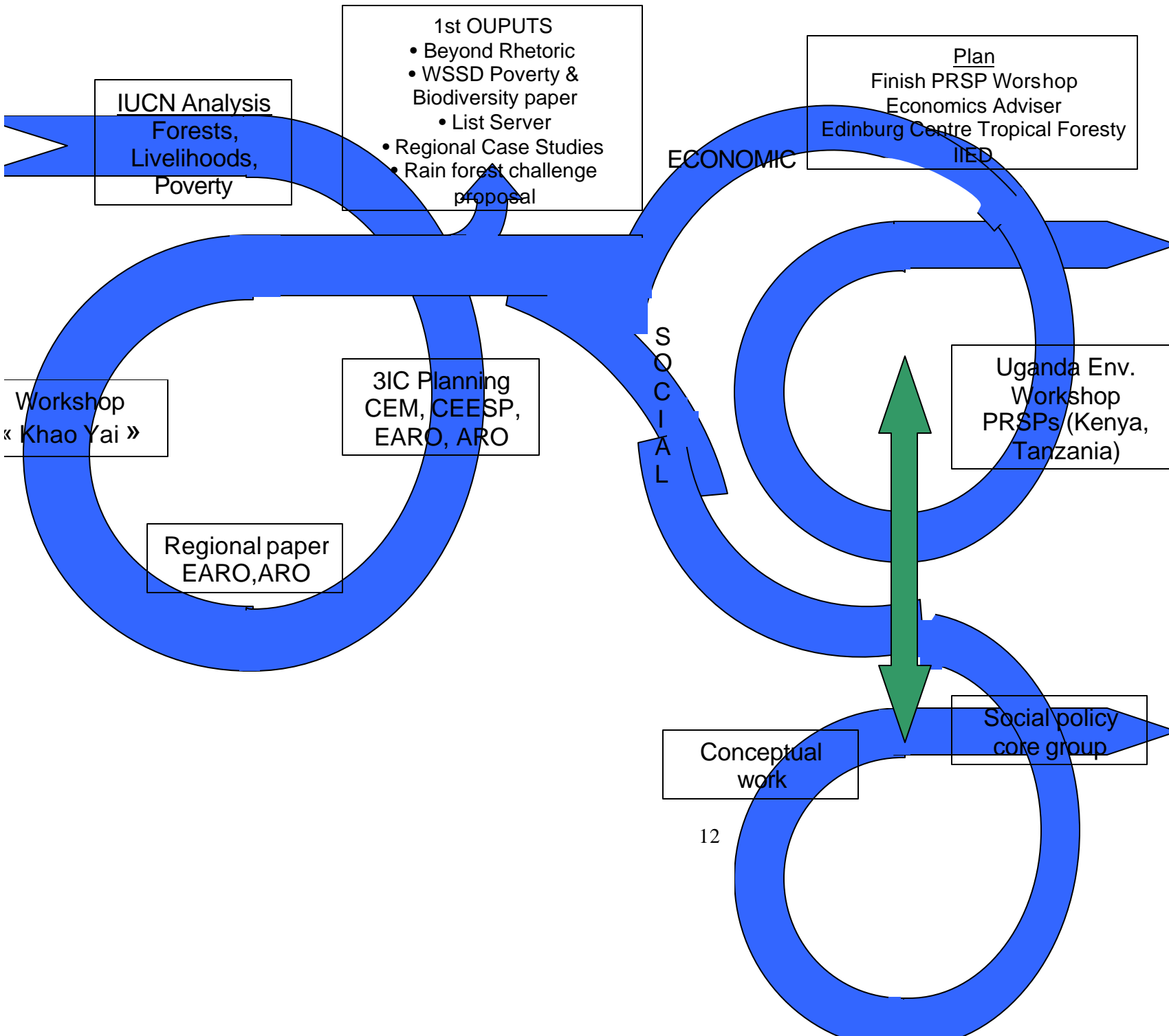
The sequencing of the activities and events (up to the time of the Aberdares workshop) was graphically reconstructed recently as shown in the attached figure (S. Jeanrenaud pers. com.). This is helpful, as it makes it easier to conceptualise how the various activities fitted together.

The first major series of activities started with the situational analyses and concluded with the outputs planned at the Khao Yai Core Team planning workshop in July 2002. Up to this point, the activities more or less followed the timeline and activities proposed in the project concept of April 2002. One of the activities identified in the Khao Yai workshop was for the Head of the FCP to explore “...*areas of common interest*” with the IUCN Special Advisers. This led to a series of discussions with the Economics Special Adviser and the realisation by the Head of the FCP that the major entry point for exploring the linkages between conservation and livelihoods (and poverty) up to that time had been through social systems rather than through economic systems. This was a reflection of the areas of expertise brought by the consultants and most of the staff members with relevant field experience. It was realised that the economic emphasis was missing in the emerging conceptual framework and the overall thinking. This opportunistic interaction between the Head of the FCP and the Economics Special Adviser continued with the development of several project proposals with an explicit economic focus. It was also decided that a second workshop would be conducted to (among other things) inject some economic thinking into the process. This was held in the Aberdares in Kenya, and was strongly supported by the Economics Special Adviser. An additional CHF 40,000 was leveraged from the 3I-C fund as a contribution to the funding for this workshop.

This HQ discussion on economic issues is shown as the second set of activities in the attached figure, and is noteworthy in that it was carried out without a great deal of communication with all members of the Core Team. At the same time, the conceptual writing was continuing, albeit somewhat slowly (this is shown as the third set of activities in the figure). An important outcome of these two somewhat separate sets of activities that developed after the Khao Yai workshop was that a sense of frustration and annoyance emerged in the minds of the consultants who were engaged to lead the conceptual writing. They felt that they had been shut out of the process, and that they no longer knew what was going on or what was planned. This partly contributed to a hiatus in the writing. In effect, the connecting arrow shown in the figure as providing communication between the two sets of activities was rather weak.

The two somewhat separate strands were brought together in the conceptual writing, in the policy positions and in the integration of the findings of the project into the IUCN programme.

While the process produced some negatives in terms of frustrations and uncertainties experienced by the consultants, there were also positives, in that the injection of more explicit economic thinking undoubtedly led to a significant enriching of the ultimate outcomes. Perhaps more critically, the outcomes will be better balanced and will have greater relevance to instruments such as PRSPs. They will also be far more credible with donors and other partners concerned with poverty alleviation strategies and actions on the ground.



There were several events that proved to be critical in terms of being explicit points of learning along the way—leading to innovation. The workshops and case studies were probably the most important of these, as they were managed to produce a maximum of sharing, reflection and analysis based on what had gone before (by being explicit about adopting an action research approach). Two workshops were carried out in the regions—one in Khao Yai in Thailand in July 2002 and one in the Aberdares in Kenya in August 2003. In each case they also led to re-planning of future activities and to addressing strategic issues. The Khao Yai workshop focused on sharing experiences from across the programme, and ensuring that the case studies were well focused.

Once the project began to focus more explicitly on the different dimensions of poverty⁴ and the extent to which the programme already addressed these issues, it became apparent that there was a great deal of information potentially available from existing IUCN experience. Much more was being done, particularly in the regions, than was previously appreciated. The ToR for the case studies in Asia and Africa were developed by the Core Team. These provided a useful framework for drawing out the poverty-environment linkages in an explicit fashion, and the results of the case studies provided a new and more explicit slant on what was happening on the ground. This could be a useful approach for further (more mainstream) work in this area, including incorporation into lessons-learned analyses of field projects.

The Aberdares workshop was very well managed and facilitated and produced more of substance along with strategic decisions on how to take the process forward and integrate the outcomes into the programme. As this was the final “event” of the project *per se* it is worthwhile producing a summary of the products and decisions that came out of the workshop. These are shown in Table 1.

Table 1. Outcomes from Aberdares workshop in August 2003 (derived from a presentation by the Director Global Programme at the conclusion of the workshop).

Issue	Description of outcome or task
Conceptual framework	<ul style="list-style-type: none"> •The <i>Conceptual Framework</i> will describe the poverty-environment agenda, and how IUCN will engage in pro-poor conservation including: <ul style="list-style-type: none"> –Rationale for engagement (recognize that poverty is a local issue, but is heavily influenced by underlying causes that have national, regional and global roots) –Clear definitions and terminology –Niche – Membership, leadership, transcend local to global, influencing policy-practice, knowledge (links poverty to environment, wealth, growth etc), convening, capacity building –Set of principles and/or standards (a statement or policy) - do no harm (poverty avoidance & mitigation) / do good (poverty

⁴ Initially the focus was on livelihoods as this was the major programmatic direction in most regions, but this evolved towards a more explicit poverty focus as the project unfolded.

	elimination), other? (eg rights-based approach)
Partnerships	<ul style="list-style-type: none"> •Alliance for pro-poor conservation with key partners (those at this meeting and others) •Alliance with key Members and look to recruit new members and Commission members •Indigenous peoples and local communities •Collaborate with Private Sector •Joint commission – secretariat task force •Partnerships should be results-based and include sharing knowledge, building capacity and as appropriate policy advocacy
Mainstreaming in the programme	<ul style="list-style-type: none"> •Adjust: <ul style="list-style-type: none"> – 2005-08 global programme documents – component programme plans •Develop a preliminary set of ‘big ideas’ at global, regional and national levels for linking practice and policy •Further develop M&E, reporting and communications and fundraising
Analyze and document	<ul style="list-style-type: none"> •Urgent - document and distribute PRSP experience •Mid term urgency - finalize the 3I-C funded book •Less urgent – link practice and policy on: <ul style="list-style-type: none"> – How to make conventional programmes and projects poverty focused – Cost-benefits and incentives at all levels – Poverty-environment links – Tools and methods – Underlying causes of poverty and environmental degradation, including: <ul style="list-style-type: none"> + International drivers + Competing interests / power and politics + Local level issues – access, power, tenure etc + Recognize trade offs
Knowledge management and communications	<ul style="list-style-type: none"> •Substance must be lead by Programme and Commissions – supported by Communications •Clarify terms - conservation and poverty etc •Short and clear powerpoint and other resources for use by the ‘ambassadors’ •Contribute to the Knowledge paper being developed for WCC •Assist in review of Communications capacity •Develop a strategy for all levels: <ul style="list-style-type: none"> – Key targets, key messages, appropriate tools, capacity building etc •internal (DG, Council, WCC, Members, Commissions, thematic areas, regions etc) •external (environmental and development forums, private

	sector etc)
3I-C follow-up	<ul style="list-style-type: none"> •Finalize and distribute products •Evaluate process and communicate lessons learned (recognize that issues are often more complex than anticipated) •Hand over responsibilities to Programme to integrate (interim team – 1 x PPG executive member as chair and to include Stewart, Special Advisers, CEESP member, Regional staff Special Assistant, Rati and Sandeep. Note need to have ToR)
Institutional and organizational change	<ul style="list-style-type: none"> •Secure a mandate – <ul style="list-style-type: none"> – We have general policy basis to undertake this work so no need to have a WCC resolution before we mainstream – However, there is an opportunity to build broader acceptance of the idea by promoting support among Members and Commissions to ensure that the Programme (which will include the poverty-environment work) is accepted at WCC – Watching brief on Motions that relate to poverty (Resolutions working group) – Review lessons

The management of the entire process was flexible and involved a high level of participation, particularly by the Core Team. It was also adaptive and was able to take advantage of new information and expertise such as the inclusion of an economic focus to balance the sociological focus.

While the implementation process clearly worked well, and it is fair to say that the project achieved more than could reasonably be expected, there were some negatives. Because of the heavy involvement of the Coordinator of the FCP in the project, the rest of the FCP slipped somewhat. In addition, communications round the 3I-C project network was not always as good as it could have been and at times some of the Core Team members felt marginalised. The 3I-C project was a significant addition to an already heavy work load at a time when other professional staff in the FCP were moving on. This situation required a very well developed ability for prioritisation and good time management. Problems such as these may be inevitable, but some consideration could be given to managing this problem of overload. Committed programme staff will always wish to take on projects that stimulate and challenge, but there may be alternate ways of managing them.

6. Perceptions of key informants

This review has attempted to summarise and analyse comments from key informants and information from other sources. This process can often lead to homogenisation and can hide the subtlety of individual perceptions. The following table contains unattributed comments from a selection of the people interviewed.

Table 2. Perceptions of interviewees on various aspects of the 3I-C poverty project and its management

Topic	Perceptions
The idea of the 3I-C poverty project	<p>“It struck a chord—it is what the world is thinking about.”</p> <p>“This goes to the heart of how we do our business, and what our core business is.”</p> <p>“It is a new noise for IUCN—not just chasing the money.”</p> <p>“It was the right idea for the right time.”</p> <p>“Overall it was a great effort.”</p>
Management aspects	<p>“The regional buy-in was done early and allowed the project to be built from the ground up.”</p> <p>“It was transparent where the money was coming from and going to—there were no secrets.”</p> <p>“There were good events attended by good people.”</p> <p>”There was serious and meaningful engagement from the start.”</p> <p>“We (in the regions) didn’t feel that we were doormats for a HQ programme.”</p> <p>“For something like poverty should not have consultants doing the bulk of the writing—should have a balanced group of people upstream contributing to the work.”</p> <p>“The Khao Yai workshop was essentially to get people’s minds ready—the Aberdares meeting produced some real substance.”</p> <p>“The workshops were very rewarding—it was nice to find people from other regions with similar thinking.”</p> <p>“It helped to strengthen links with CEESP.”</p> <p>“It was very exciting—we were able to move outside the normal IUCN boundaries.”</p> <p>“Bringing together people from the thematic programme and the regions was an exciting and enriching experience.”</p> <p>“Bringing people together from many walks of life was excellent.”</p> <p>“The individuals in the FCP really made it work (they always have a good record of working in the regions)—not sure whether other programmes can do this as well.”</p> <p>“Stewart was passionate about it and made it work—the strong and active support from Bill helped.”</p>
Partnerships	<p>“The existing network in the FCP allowed the project to function quickly and effectively.”</p> <p>“The project strengthened the collegiate feel of the FCP (particularly the HQ/Asia/E. Africa and N. America component).”</p> <p>“The HQ/Asia/E. Africa component of the partnership was the most powerful part.”</p> <p>“It was a win-win arrangement—we put a lot into it and got a lot out of it.”</p> <p>“The partnership worked, but it could be improved by tightening the management.”</p> <p>“The Commission part of the partnership could have been handled</p>

	<p>better—it was not pursued seriously.”</p> <p>“CEESP only became involved after the project concept had been approved—was not involved in the conceptual development.”</p> <p>“The ideas were developed by the centre based on their priorities.”</p> <p>“CEESP was treated as an add-on and not as a true partner.”</p> <p>“Commissions were not taken seriously and felt marginalised.”</p> <p>“CEM involvement was a mismatch.”</p>
Nature of the innovation	<p>“The very idea that IUCN could work on poverty is a huge new game.”</p> <p>“Before this most people (in IUCN) were afraid to touch poverty—it is now an accepted fact.”</p> <p>“It has empowered and emboldened the DG to go out on a limb.”</p> <p>“The conceptual framework has given us a structure to deal with pro-poor conservation in IUCN.”</p> <p>“The conceptual framework is very creative and exciting (and reflects input from very disparate backgrounds).”</p> <p>“The 3I-C concept is a wonderful innovation in itself, as it attempts to fuse the relations between HQ, the regions and commissions.”</p> <p>“The ideas themselves are not new—what is innovative is that it provides an opportunity to get environment off the periphery and into the centre of economic/social decision making.”</p> <p>“Clarifying precisely what it is that we are talking about is a major advance.”</p>
The products	<p>“The conceptual framework gave a new frame of reference for viewing the IUCN work.”</p> <p>“The post-Aberdares guidance notes from the Global Director are a very effective summary of IUCN’s position on poverty.”</p> <p>“There has been a big impact that will have a long influence.”</p> <p>“The book will be a very powerful tool, particularly in discussions with the members, and will help to take it further.”</p> <p>“The book will be a seminal product.”</p>
Communications	<p>“Products started to flow early and were well communicated.”</p>
Integration into the programme	<p>“All this stuff was not just sitting on the side, but was feeding into the cycle of how we do our business.”</p> <p>“The Asia region restructure was influenced by the learning coming from the project.”</p> <p>“Some of our A and B list projects were re-designed as a result of our involvement with the project.”</p> <p>“The products from the Aberdares workshop have been incorporated into the ROSA annual planning framework.”</p> <p>“The material distributed after the Aberdares workshop was a powerful programming influence for the regions involved in the project (not sure about other regions).”</p> <p>“In Africa people grab this immediately, they don’t need convincing.”</p> <p>“Bringing it immediately into the intersessional plan made it more meaningful.”</p>

Consequences for the future	<p>“Communications needs to flow through to the WCC—need space for this new, important issue to be aired.”</p> <p>“Need something to continue to engage in the topic to encourage integration.”</p> <p>“HQ people could get involved in using it as a learning platform for policy work.”</p> <p>“Can this be replicated in other regions?”</p> <p>“Need tools and skills to assess the poverty situation and to design approaches to address it (need capacity building).”</p> <p>“This work can be used to fuse a working relationship between the regions and the commissions to mainstream the process.”</p> <p>“Time and resources need to be put aside to take it forward.”</p> <p>“Resources are needed for follow-up to champion the cause across the Union.”</p> <p>“Could use this work to engage with partners in-country more effectively.”</p> <p>“We now have a message to get us in the door for meaningful discussions with agriculture and other ministries.”</p> <p>“Involvement in the 3I-C project has been an inspiration to be more explicit in analysing and designing projects regarding poverty issues.”</p> <p>“Still need to convince some of the in-house people.”</p> <p>“Could use this model to design a longer term collaborative project.”</p>
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7. Results and outputs

The project concept identified many results and outputs, and it is instructive to compare what was planned with what was achieved. The following table provides this information (up to January 2004).

Table 3. List of major results and outputs of the 3I-C poverty project

Key activities and products	
What was planned	What was achieved
Situation analysis	
<ul style="list-style-type: none"> • <i>Literature review</i> 	Jeanrenaud (2001; 2002 a; 2002 b)
<ul style="list-style-type: none"> • <i>Country policy analyses</i> 	Case studies in Lao (Morris 2002), Vietnam (Nguyen Van Duong <i>et al.</i> 2003), Tanzania (Mariki 2002) and Uganda (Kazoora 2002)
<ul style="list-style-type: none"> • <i>Analyses of “action on the ground”</i> 	Case studies in Lao (Morris 2002), Vietnam (Nguyen Van Duong <i>et al.</i> 2003), Tanzania (Mariki 2002) and Uganda (Kazoora 2002)
Conceptual framework	Draft circulated internally in IUCN in October 2003 (Anon. 2003 a). Final work on-going to complete a book “ <i>Poverty-focused conservation: livelihoods, landscapes and</i>

	<i>power</i> ".
IUCN Position Statement	<i>Beyond Rhetoric</i> is the nearest formal IUCN "position" as at January 2004.
A speech by the Director-General to the WSSD	A speech was made by the DG at WSSD that was informed by the arguments made in <i>Beyond Rhetoric</i>
Communication materials	<ul style="list-style-type: none"> • List server was active during the early stages of project implementation • Book (in preparation) • Powerpoint presentation for use by "ambassadors" for pro-poor conservation throughout the Union (draft completed October 2003) • A half day session (including a panel of key speakers) focused on poverty at the IUCN Environment House during WSSD.
Project proposals	Poverty mainstreamed in 6 B list and 3 A list project proposals; and poverty given an explicit focus in 4 B list and 1 A list project proposals in the HQ FCP project portfolio (as at October 2003).
A final seminar to launch conceptual framework to development and conservation specialists	This will merge with the Health, Poverty and Conservation stream of the WCC in Bangkok in November 2004.
Other products	Recommendation to WPC on Poverty and Protected Areas (September 2003)
	Guidelines from the Global Programme Director on integrating poverty into the IUCN intersessional programme (Anon. 2003 b)
	Statement to second session of the UNFF--high-level ministerial segment (March 2002)
	Statement to third session of UNFF (May-June 2003)
	Inter-commission / secretariat task force on poverty and conservation set up in October 2003.
	PRSP paper is at first draft stage (as at end of January 2004).
	Poverty and conservation task force became effective at the end of January 2004.

It is evident from the table that virtually all of the planned outputs were achieved. In addition many other products emerged as the potential for outreach and influence was more fully explored.

The project timeline intersected with many important global events, in particular WSSD, WPC and several meetings of the UNFF, and the learning coming from the project was reflected in how IUCN engaged in these events. As the outcomes of the project were emerging the key findings were used to inform IUCN's policy positions at these important fora, and position papers and statements on the linkages between conservation and poverty were presented at the various meetings.

7.1 What was the innovation?

Innovation is a major element of the 3I-C project rationale. So, what was the innovation that came from this project? Perhaps this can best be answered by referring to the responses that the key informants gave to this question when interviewed during this review. A summary of their answers, drawn from Table 2, includes:

- “The conceptual framework has given us a structure to deal with pro-poor conservation in IUCN.”
- “The very idea that IUCN could work on poverty is a huge new game.”
- “Before this most people (in IUCN) were afraid to touch poverty—it is now an accepted fact.”
- “It has empowered and emboldened the DG to go out on a limb (and speak about poverty).”
- “The conceptual framework is very creative and exciting (and reflects input from very disparate backgrounds).”
- “The 3I-C concept is a wonderful innovation in itself, as it attempts to fuse the relations between HQ, the regions and commissions.”
- “The ideas themselves are not new—what is innovative is that it provides an opportunity to get environment off the periphery and into the centre of economic/social decision making.”
- “Clarifying precisely what it is that we are talking about (in relation to the conservation-poverty links) is a major advance.”

Learning (leading to knowledge) came from various sources, with the most influential being the workshops, case studies and the analytical writing (in preparation for the book). The workshops provided opportunities for collective reflection on the results of activities such as case studies and additional experiences brought to light from staff members (particularly those working in the regions). The draft writing to develop a conceptual framework helped to identify the linkages between conservation of biodiversity and poverty. This was a rigorous task that was an important underlying component of the entire project. Much of the learning and knowledge emanating from the project came from the on-going debate and discussion regarding the conceptual framework. In many ways it provided the embedded intellectual heart of the endeavour, and its importance should not be underestimated. Innovation flowed from the acquired knowledge when it was related to the IUCN programme.

Drafting the material for the book helped to focus the minds of participants and consultants to derive an appropriate and meaningful conceptual framework. The book should provide a sound basis for IUCN to move ahead to mainstream the conservation-poverty approach internally, and to engage meaningfully with the external world.

7.2 Implications for the IUCN programme--was integration achieved?

Full integration of the ideas embedded within pro-poor conservation will take a long time, and there are widespread and on-going implications for the entire Union. One issue that was raised by several people interviewed related to the future implications of what some described as a radical shift in paradigm for the Union. This could imply a change in the internal culture of the organization with all of the associated need to “socialise” IUCN to accept and adopt a new way of doing business (the outcomes from the project are just the first step). As a result, it is difficult to identify when the project ends and when the next part of the process of integration begins. Who takes the lead in this? There are implications for things such as:

- Staff profiles that are desirable for future secretariat staff positions; and
- Profiles of prospective new members of the Union.

Participants in the Aberdares workshop in August 2003 considered this issue of integration and agreed on several steps that will assist with the process (see Table 1). These included:

- Adjust the:
 - 2005-08 global programme documents, and
 - component programme plans;
- Develop a preliminary set of ‘big ideas’ at global, regional and national levels for linking practice and policy;
- Further develop M&E, reporting and communications and fundraising.

Guidelines for integrating poverty into the intersessional programme were circulated by the Director Global Programme in October 2003, and these will go a long way to integrating the “new” ways of thinking into the programme. The proposed inter-commission / secretariat task force on poverty and conservation (ToR for which were formulated in October 2003) is a further enabling mechanism to advance the organizational shifts needed to support the attitudinal changes that will determine the full adoption and sustainability of pro-poor conservation within the Union. However, institutionalising pro-poor concepts into the psyche of the organization will require more than organizational adjustments, and perhaps needs to be seen as a generational change. While focused organizational changes will help to catalyse the process, these should be seen as necessary but not sufficient steps. Attitudinal change throughout the organization will take much longer and needs to be facilitated and supported by senior management.

One indication of how the ideas that came from the early work of the project have been taken up is that the Chief Scientist indicated that he was regularly using knowledge and understandings emanating from the project in his writings and presentations—thus spreading the message to a wide audience. Another indication comes from an estimate (S. Maginnis pers. com.) that about 25% of the results in the regional and thematic component plans for the next intersessional period address poverty.

Focusing on two regions for the case studies (Eastern Africa and Asia) meant that insights from other regions were brought in only tangentially, such as through the involvement of a few people from other regions in the workshops. This type of selection was inevitable in terms of managing the process, but it raises the question of buy-in by other regions. There

are huge, but somewhat different issues in the poverty-conservation nexus in the Americas, and it could be worth considering devoting resources to a follow-up set of activities in other regions in order to validate the conceptual framework to ensure its universal relevance.

8. Influence outside IUCN

IUCN is seen by many (possibly most) outside observers as primarily a conservation organization that gives little more than lip service to sociological or economic outcomes. It is a surprise to many outsiders that IUCN has a long history of engagement in the socio-economic aspects of conservation. The participation of relevant people from UNDP, CARE and CIFOR in the Aberdares workshop opened a window for outsiders to see IUCN actively and honestly involved in an internal re-assessment of its focus. This involvement was greatly appreciated and allowed meaningful cross fertilisation of ideas. It also opens the way for IUCN to be more actively and credibly involved in poverty-related discussions in a wider range of fora.

9. What made it work?

The 3I-C poverty project clearly did work—this was a unanimous verdict of those most closely involved, as well as those who observed it from the sidelines. It was widely rated as a great success. The results and outputs of the project generally exceeded those planned at the outset, and the products are continuing to flow. What were the essential elements that contributed to that success? As always, there were many things, with the most influential of these being:

- Presence of a committed champion (Head of the FCP);
- Presence of a knowledgeable and interested mentor (Director Global Programme) who maintained a close monitoring and mentoring role;
- Input (and genuine interest) from the DG;
- The 3I-C concept itself was strategically and managerially well thought out;
- Ability to make use of existing strong and functional partnerships within the forest programme, particularly between the FCP in Gland and the Asia and E. Africa forest programmes (it was not seen by the regions as an exploitative relationship imposed by HQ);
- Good connection with regional projects which allowed the injection of quality analysis from the field through well designed and executed case studies augmented by personal experience from regional staff;
- Management that consciously sought to go through a series of action research cycles to make learning explicit;
- Flexible management arrangement that could take advantage of unexpected opportunities to enrich the outcomes (e.g. opportunistic input from the Economic Special Adviser);
- Regular feedback on progress and outcomes from the Head of the FCP to the DG and the Director Global Programme;

- The outcomes were relevant to high profile policy events (WSSD and WPC) and this maintained pressure on the key actors to produce timely and relevant results.

A strong impression obtained during the course of this review is that the first four of these points were probably the critical ones.

While the process worked very well overall, there were a few areas that could have been managed better. The most important of these was that communication around the Core Team on a few occasions was less than ideal—particularly when the economics focus was being explored.

10. Thoughts on managing innovation and learning in IUCN

What are the lessons that have come from this review of the 3I-C poverty project in terms of managing innovation and learning in IUCN?

The 3I-C process (as least as it has functioned through the poverty project) is probably the most successful attempt thus far in explicitly trying to innovate and integrate new knowledge into the programme and psyche of IUCN. However, the question remains: How to inculcate attitudes and behaviour patterns in staff to continuously and consciously seek to adopt a learning culture and be innovative? One of the lessons that has come from various attempts over the past decade or so to do this organizationally, is that probably little will be done without some form of management incentive. People are very busy with the normal tasks involved in running their programmes. The best results have come from approaches such as the 3I-C projects where incentives are accompanied by arrangements that are designed to free people from the day-to-day tasks of running normal programmatic activities. Perhaps this could be taken further and the process seen as some form of sabbatical period where staff could be divorced completely from the exigencies of running their programme in order to pursue potentially innovative ideas⁵. Part of the budget could be allocated to bringing in people to take on some or all of the normal programmatic activities for defined periods of time so that massive backlogs and work overloads do not occur.

During the course of this review a few suggestions emerged that could be considered for future projects. It could be worth considering appointing people who are not programme heads as the process managers for (some) 3I-C projects. This would have several advantages:

- An opportunity would be available for leadership experience by people who might move into future leadership positions (investing in tomorrow's leaders);
- Programme heads would not have the conflict associated with continuing to run a major programme while at the same time giving considerable time to taking the lead with the 3I-C project.

⁵ The 3I-C approach (in theory) is supposed to be managed to free people from their day-to-day activities to focus on the project, but in reality this is difficult if not impossible to achieve.

One line of thinking is that the 3I-C poverty project was a low risk project—IUCN had to take this direction if it was to survive. This raises the question of how high risk projects will be viewed. It may be that high risk projects (i.e. those with a reasonable chance of failure) are the ones that could identify the really innovative programmatic possibilities.

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Appendices

Appendix I Terms of Reference for review

Review / evaluation of 3I-C project on Poverty and the Environment Terms of Reference

Background

The 3I-C project was established to develop a strategy and approach to enable IUCN to convincingly demonstrate the link between poverty alleviation, sustainable livelihoods and ecosystem management and to build effective partnerships with social development organizations.

Purpose of the review / evaluation

The review / evaluation is being carried out to assess the effectiveness of the 3I-C process and the usefulness of its products, to learn from the experience, and to assess how the innovative thinking coming from the project was integrated and institutionalised within IUCN--to keep it relevant in a changing world.

Tasks to be carried out

1. Analyse the process that has been used to implement the 3I-C project on poverty and the environment managed by the Forest Conservation Programme and several 3I-C partners.
2. Evaluate the effectiveness / appropriateness of the process within IUCN's management / cultural context—particularly with IUCN's claim to be a knowledge-based institution.
3. Analyse how the knowledge generated from the project was integrated into the thinking of the Forest Conservation Programme and its 3I-C partners, and if time permits, into the thinking of the new IUCN Programme.
4. Evaluate the usefulness of the products and other outputs of the project in terms of achieving the objectives set for 3I-C.
5. Comment on the approaches used to communicate the messages and lessons coming from the project. In particular, comment on how the knowledge generated from the project was packaged for broader integration across the union (the regions, commissions and global thematic programmes).
6. Comment on the relevance of a 3I-C approach within IUCN to identify and explore innovations—with suggestions for improvements.

Timing

Tasks to be carried out between October 2003 and February 2004

Number of days

A total of 15 days will be spent on carrying out the tasks, with approximately 3 days spent in Gland and the remainder spent at home base.

Appendix II List of people interviewed

Person	Position and location
IUCN Headquarters	
Achim Steiner	Director General, IUCN Gland
Bill Jackson	Director Global Programme, IUCN Gland
Jeff McNeely	Chief Scientist, IUCN Gland
Stewart Maginnis	Head of Forest Conservation Programme , IUCN Gland
Simon Rietbergen	Acting Coordinator, Ecosystem Management Programme, IUCN Gland
Gonzalo Oviedo	Senior Adviser, Social Policy, IUCN Gland
Joshua Bishop	Senior Adviser on Economics, IUCN Gland
Caroline Ponti-Martinet	Programme Officer, Programme Planning and Evaluation Team, IUCN Gland
Corli Pretorius	Head of Global Communications, IUCN Gland
Nancy McPherson	Head of Evaluation, IUCN Gland
IUCN Regional Offices	
Guido Broekhoven	Coordinator, Regional Forest Programme for Asia, IUCN Asia Regional Office
Andrew Duetz	Head, IUCN Canada Office, Montreal
Andrew Ingles	Head, Ecosystems and Livelihoods, IUCN Asia Regional Office
Richard Friend	Mekong River Ecosystem Management Adviser, IUCN Asia Regional Office
Carmel Mbizvo	Programme Coordinator, Social and Policy Programme, IUCN ROSA
Susan Matindi	NEPAD Programme Coordinator, IUCN EARO
Oumou Koulsoum Ly	Coordinator, IUCN Senegal Country Office, Dakar
Edmund Barrow	Coordinator, Forest conservation and Social Policy, EARO
IUCN Commissions	
Taghi Farvar	Chair, CEESP
Consultants	
Bob Fisher	CEESP member and Consultant, Sydney
Sally Jeanrenaud	Special Assistant to the D-G, CEESP member and Consultant, IUCN Gland
Non IUCN	
William Sunderlin	Programme Leader, (FSP) CIFOR Bogor
Peter Hazlewood	Global Coordinator, Poverty and Environment Initiative, UNDP USA