

External Review of IUCN 2011, Final Report, January 2012: Management Response

Director General & Deputy Director General / Managing Director, IUCN, January 2012

IUCN has been reviewed at 4-year intervals since 1991, at the request of our framework donors/partners. Each review has played a significant role in renewing the relationship with our framework donors, sharpening our strategies, as well as setting the agenda for organizational change. As in the past, the 2011 Review was undertaken by a team of outside consultants, selected jointly by the framework donors and the Director General.¹ The review process spanned the period January-August 2011, and the Final Report was approved by the Review Steering Committee² in January 2012. We appreciate the hard and detailed work of the Review Team and welcome their thorough analyses and constructive recommendations.

In particular, we note with satisfaction that the Report contains 14 significant recommendations, which are easier to respond to and implement than the 60+ recommendations of the 2007 Review.³ According to the 2011 Review Report, "the approach of the Review Team is to produce fewer, yet more strategic recommendations than the 2007 Review. Hence, recommendations and future directions are divided into one overarching recommendation and a series of subsidiary recommendations. The recommendations should be interpreted positively by IUCN stakeholders, particularly senior Secretariat management and IUCN's Framework Donors. Taken together, the set of recommendations are designed to equip IUCN to bring about the sweeping change required to fill its niche as the global conservation Union. This is an invaluable role which the IUCN is uniquely placed to undertake."

The overarching recommendation of the Review is to

"1. ... –take progressive and decisive steps to re-discover its purpose, re-define its niche as the global conservation union, and re-configure the organisation to meet global challenges."⁴

We agree with the goal of the overarching recommendation and are taking relevant action along

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A. ***Strengthening IUCN's niche and purpose:*** The External Review was undertaken at a time when IUCN was already carrying out extensive consultations within the Union on its niche and business model and on the formulation of the IUCN Programme 2013-16, to provide it with a clearer purpose. The draft texts on niche and purpose currently under consideration by IUCN's Council and to be presented for approval by Members at the 2012 World Conservation Congress are:

- a. *Niche:* IUCN is the world's authority on conserving nature and natural resources for people's livelihoods, setting standards, fostering policies and bringing together a diverse membership of States, government agencies and civil society for nature-based solutions to global challenges and s for each recommendation. This management response is sponsored by the IUCN Secretariat, which sponsored the External Review.

⁴ In this management response, reference is made to the short version of the Review's recommendations, as contained on page viii of the Executive Summary. More elaborate recommendations are found on pages 127-129 of the main report.

- b. *Programme purpose*: During 2013-16, IUCN aims to integrate the work of communities engaged in biodiversity conservation, nature-based solutions and sustainable development. Each element of the Programme purpose bridges the biodiversity, sustainability and development communities and addresses nature's benefits to people's livelihoods. During 2013-16, IUCN will: Expand efforts to halt the loss of biodiversity and link-up with efforts for poverty reduction and sustainable development; Develop and promote nature-based solutions to global, regional and local development challenges, providing tangible livelihood benefits and conserving biodiversity; and Support and influence the implementation of the CBD Strategic Plan⁵ and use the Plan to advance development goals that apply nature-based solutions to enhance people's livelihoods.
- B. *Gaps between roles and funds of the Union*: The Review correctly points to a serious challenge for IUCN. The influence of the Union on policy and action goes well beyond the activities of its Programme, but funding for this broader influencing role is limited. Likewise, the expectations of many Members

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b.

- manage a Union-wide consultation process to revisit the Value Proposition in order to define a statement which is unique and of practical value to managers and stakeholders."

Management response:

- We agree that the four elements of the value proposition are structural features of how IUCN operates, rather than an actual value proposition. We have focused instead on clarifying the niche and the Programme purpose in the documents for 2013-16, which have gone through extensive consultations (see A. and C. above).
- The Union-wide theory of change is integrated into the draft IUCN Programme 2013-16, which emphasizes the move from delivery of outputs and achievement of results to contribution to impact on the ground, all with quantifiable indicators. In addition, IUCN plans to adapt its global business model to the specific requirements and opportunities in each Region, which will further concretize the theory of change.

- which will help to translate Global Results
Management response:

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- x We agree with this recommendation (see B. and C. above). The Financial Plan 2013-16 includes a budget line for "Supporting Union governance and development". The business model includes a business line for "Engaging and leveraging the Union".

- explore establishing a Committee of Council, which is formally tasked to support and hold the Director General accountable."

Management response:

- x We will inform the incoming Council in 2012 of this recommendation and will work with Council on its implementation.
- x The current Council 2009-12, having spent considerable time on discussing the role of the Union and its subsidiary bodies, will organize a workshop at the 2012 Congress on the topic of *A Union Working Together to Engage Society for the Future*, which will serve as a useful guide to the incoming Council on its own role as the governing body of IUCN.

- identify gaps in the Membership according to the requirements of the 2013-2016 Programme and findings from the external analysis of purpose and niche, and start to address these gaps through a new Membership Strategy."

Management response:

- x We agree with this recommendation (see B. and C. above). Filling gaps in the Membership in order to deliver the substance of the IUCN Programme is a key challenge to both Council and the Members themselves. Both Council and the current Membership must be in agreement on expanding the definition of Membership in order for gaps to be filled.
- x During 2012, we will prepare a Union Development Plan, addressing issues of Union governance, expanded Membership, the role of Regional and National Committees, the management of Commissions, Secretariat support, as well as fund-raising for the Union beyond its Programme.

- to assess their relevance and fit to the IUCN Programme, their operation and management, and scale / size."

Management response:

- x We will inform the incoming Council in 2012 of this recommendation and will work with Council on its implementation. The current Council 2009-12 may wish to make recommendations to the incoming Council.
- x In preparing for the 2012 Congress, Council will remind Members and Commissions of Statute 74 which stipulates that "The World Conservation Congress shall establish the Commissions and determine their mandates which shall be within the IUCN Programme" as an important first step in the evolution of the Commissions in support of the Programme 2013-