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## Overall Response

IUCN has been reviewed at 4-year intervals since 1991, at the request of our Framework Partners. Each review has played a significant role in renewing the relationship with our Framework Partners, sharpening our strategies, as well as setting the agenda for organizational change.

As in the past, the 2020 Review was undertaken by a team of consultants<sup>1</sup>, selected jointly by the Framework Partners and the Director General. The review process spanned the period January-May 2020. Due to the Covid19 crisis, country missions had to be cancelled,

## Review Recommendations and the Management Response

***R1. Build a results-based 2021-2024 Programme. The Review***

## R1. Build a results-based 2021-2024 Programme.

**R1.1 Build the Theory of Change (ToC) of the Programme, clarifying how the Programme intends to contribute to longer term transformative impacts. Such ToC should identify key drivers for change, as well as the underlying assumptions for success and risks that need to be monitored and managed during the next programme implementation phase. The ToC should also be key in helping identify, from an accountability and management perspective, what is realistically under the sphere of control of IUCN and its constituencies during the programming, what is the sphere of influence of IUCN and its partners in implementation in terms of end-of-Programme results/outcomes, and what is in IUCN's and its constituencies sphere of interest with respect to longer term results/impacts.**

### Management Response: **AGREE**

It is acknowledged that the current Programme ToC has certain shortcomings, including a disconnect between the overarching Programme, and thematic and regional action plans. To complement the actions under R2.1, the strategic plan will capture how the Union as a whole delivers the IUCN 2021

**R1.3 Update guidelines for project development** to ensure that IUCN project/program results frameworks are clearly linked to the global quadrennial Programme, with clearly defined expected impacts, outcomes and outputs, which will enable to better monitor how projects contribute on their own and as a whole, to the aggregated achievement of the Programme's sub-results and targets. This would help for example aggregate achievements of the projects/programs portfolio in terms of gender responsiveness and social inclusion, among other aspects.

**Management Response: AGREE**

## **R2. Transform IUCN into a learning organization.**

**R2.1 Strengthen the IUCN M&E and reporting system for the 2021-2024 Programme.** As highlighted in this Review, IUCN's M&E system remains a significant accountability and credibility risk for the organization and requires additional improvement to robustly measure the achievements of the Programme and help support IUCN as a learning organization. Several sub-steps are recommended to do so.

### **Management Response: AGREE**

This recommendation addresses several long-standing and well-recognized issues with the Programme results accountability and management system. Attending to this will require an across the board effort, accompanied with strategic decisions (including on how resources are allocated to M&E) as well as shifts in behaviour and accountability at the thematic programme management level. This Recommendation is linked to actions under Recommendation 1.2. While several senior managers will be involved in implementing this Recommendation, the overall responsibility for progress and oversight lies with the Deputy Director General.

The bottom line for strengthening Programme M&E, reporting and learning (MEL) is that without a purposeful resourcing model, the required changes will either remain out of reach or be delivered in an ad-hoc and sub-optimal manner. IUCN will consider an approach (including a transition phase) to systematically recover the costs of MEL functions

**Sub-Recommendations for R2.1**

**Actions +**



***R2.3 Develop a mechanism to systematically capture lessons learned at the project, regional, Programme, unit, and IUCN Global Programme level.***

**Management Response: AGREE**

Many lessons learned at the project level are already being captured, yet gaps do remain

### **R3. Clarify Resource mobilization and place innovation at its centre**

#### **R3.1 Develop a robust resource mobilization strategy tailored to the IUCN Programme objectives.**

##### **Management Response: AGREE**

Key elements for successful resource mobilisation are institutional efficiency, effectiveness and impact, which link back to R1.2 and R2.1. The IUCN Programme -with a ToC and results framework- and the Financial Plan for the next quadrennium will form the basis for a more structured, institution-wide and corporate-driven Resource Mobilisation Strategy (RMS). The RMS will ensure a balance between unrestricted and Programme funding in a way that covers Programme delivery and institutional needs. It will also ensure that IUCN's unique role and comparative advantage. The RMS will envisage ways to position IUCN according to its added value/niche

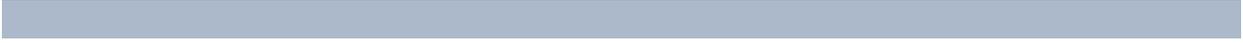
### **R3.2 Boost Innovation**

#### **Management Response: AGREE**

IUCN agrees with the importance of putting innovation as an institutional/corporate priority. Building on IUCN will explore new ways of delivering projects and programmes, with new partners and new Nature 2030 Programme recognizes innovation as an enabler to lever economic and social change and therefore key to supporting the delivery of the Sustainable Development Goals. IUCN will explore whether to embed innovation skills and activities in a specialized unit or team or rather to mainstream innovation across the Secretariat (programmes, regions and corporate units). IUCN will also explore the option of setting up an innovation fund.

#### **Sub-Recommendations for R.3.2**

#### **Actions + Responsible and Timeline**





**R4.3 Acknowledging and addressing the required changes in competencies induced by the recent evolutions of IUCN organizational structure and portfolio.** *The increase number of GEF/GCF projects as an implementing agency, of grant-making programs, and the rationalization process of the Secretariat, have modified the qualifications needed in the organization. For some projects/programs, strong project management competencies are required, including financial and human resource management. To respond to this shift in competency requirements, the Secretariat must adapt the types of profiles recruited and ensure that training of human resources is strongly linked to ongoing and*