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<b>Appendix 4</b>	<b>Key Messages &amp; Recommendations from Informants per Stakeholder .....</b>	
	<b>Group .....</b>	<b>82</b>
<b>Appendix 5</b>	<b>Persons Consulted .....</b>	<b>89</b>





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

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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.





## 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





# 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

## 1.2 Methodology

This review took the 2005 Review of IUCN's Influence on Policy as a starting point. A



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



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

From this perspective IUCN articulates it's 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 conc

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.

**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 b









- biodiversity with private sector
- 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 8<sup>th</sup> CBD conference of the Parties
  - Ministerial level launch of High Seas Task Force



		<p>EU Maritime Policy</p> <ul style="list-style-type: none"> <li>• Co-organised workshop to look at how to improve research and education exchange across East and West Africa</li> </ul>	
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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 developed<sup>1</sup> 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

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

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.



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 learn





	<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>		
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2.

platforms for dialogue

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

Most impact in terms of reform:

EI p -



## 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





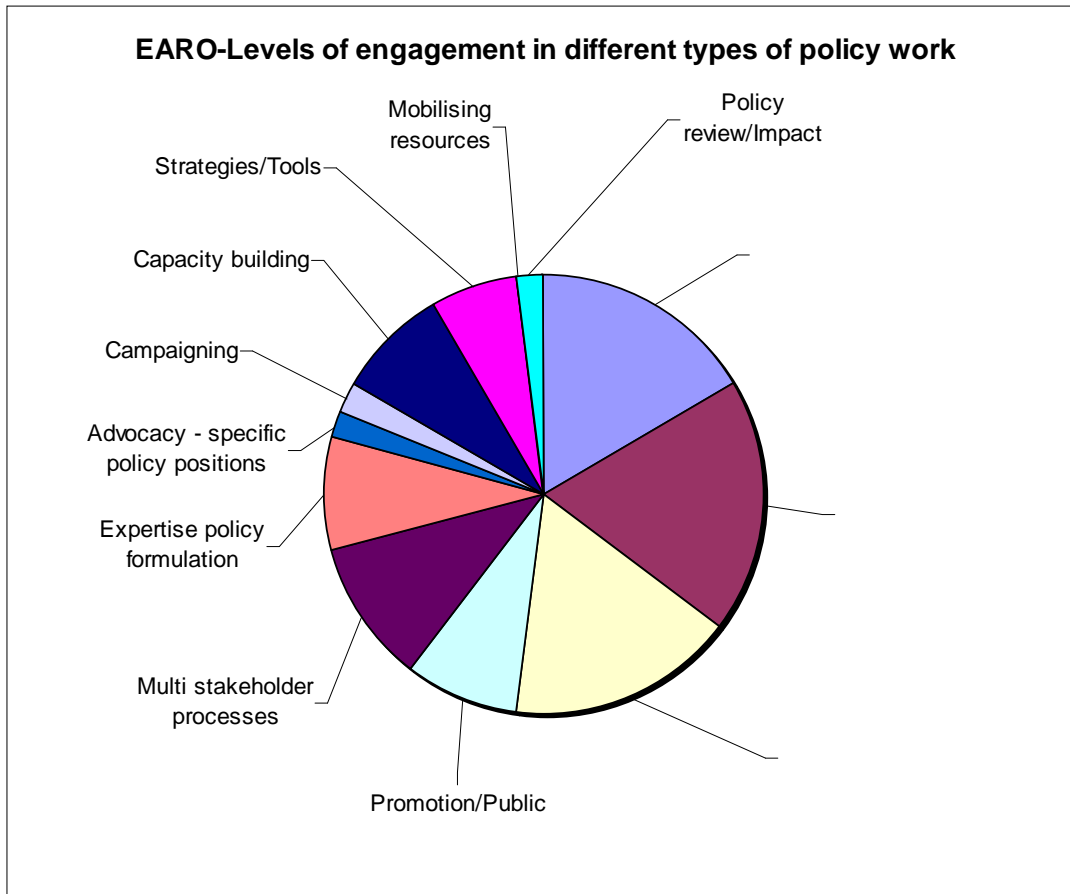






generated. There were a number of reasons for this. Structuring information in the way being asked for by the review had not been done in the past so it represented a challenging and time consuming task. During the period of the review the Africa Regional Offices were being restructured and were also heavily involved in the

Figure 1: Policy influencing mechanisms used in EARO projects



### 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 Te ti9(n)-2.9360.8007846-2.93621(e)1.

**Table 6: Summary analysis of case study projects**

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Table 6: Summary analysis of case study projects

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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



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



### **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 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



**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 .IGlaero se

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

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











## 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 finding





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 policyo thad lh st thi7(i)-0.800

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## 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 r

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



ENVIRONMENTAL FLOWS				
	WHAT	WHOM	RESULTS/FAILURES Red: does not work Green: this worked Blue: in between?	WHY
GLOBAL	<p>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> <p><b>Specific examples</b> 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. 3<sup>rd</sup> 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>CSD: IUCN water team staff (everybody in secretariat, global team and regional teams)</p>		





	active in regional networks, leading to regional policy-level interest and expressed demand for engagement.	<i>Primarily it is Secretariat driven involving members and partners in process. If Secretariat leaves whole thing would fall apart</i>  Environmental flow: Regional staff with members as co-organise and beneficiaries		
<b>NATIONAL</b>	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	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.	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 <b>examples in annual report!!</b>	Staff stay for longer time and nurture relationship with key people and are well connected
<b>FIELD</b>	Environmental flow assessments MS platforms for flow	CBOs – e.g. Pamoja in Tanzania, NGO specializing in NR conflict	Nowhere the flow of the river has been changed! But enabling environment has	Competent dedicated staff staying on Project level people are key (Nigeria is

	<p>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>	<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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<p><b>NATIONAL</b></p>	<p>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> <p>IUCN facilitates setting up institutions and platforms for dialogue</p> <p>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</p>	<p>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’.</p>	<p>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</p>	<p>par7d85354(a)1(t)-0.376887(c)1.12448(5e)1.12448(r)4.00983( )-407(o)0.185354(f)-2.</p>
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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





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.

See strategy WANI (Dec 2000).  
Chapter 4 sets out what they aimed to





<b>CLIMATE CHANGE &amp; ADAPTATION...starting to develop</b>				
	<b>WHAT</b>	<b>WHOM</b>	<b>RESULTS/FAILURES</b>	<b>WHY</b>
<b>GLOBAL</b>	Water & Climate dialogue (2002) WWF3 Collaborative programme water & climate 2003-2006; Development CHANGE toolkit			

<b>REGIONAL</b>	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	Regional coordinators	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	
<b>NATIONAL</b>	River basin adaptation plans with WB; West Africa	Regional coordinators		
<b>FIELD</b>	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.	Regional coordinators Project staff in Tacana	Proposals written for Pangani Successful alignment of climate change focus on demand for watershed management in Tacana	







						on Zarqa river restoration				
Enhancing Governance										





Gouvernance de l'Eau  
dans le Bassin du Volta

structure for water  
distribution and  
management was revitalised  
and formalised by the water  
Ministers from Burkina and  
Ghana.



	<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>



8. (EARO) Tanga Coastal  
Zone Conservation and  
Development Programme



- IUCN tends to engage its own staff to provide consultancy (advisory) services; this is not a guarantee for quality. •

- IUCN became less visible in the policy arena, this may be due



- IUCN is not sufficiently playing a 'watchdog' role

	Regional	<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"> <li>• 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)</li> <li>• 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</li> </ul>	
		<ul style="list-style-type: none"> <li>• IUCN is not strong in advertising themselves (V)</li> <li>• The EARO regional office does not have a staff member dedicated to policy work</li> <li>• The regional offices do not have a strategy on policy influencing</li> <li>• IUCN has difficulties to raise funds for policy staff in the region (III)</li> <li>• The funding allocation from HQ to the region covers a small</li> </ul>	

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

**RECOMMENDATIONS**

Key messages	Recommendations
Member	<ul style="list-style-type: none"> <li>IUCN's role should be linked to policy formulation on issues relevant to conservation and assist in tr</li> </ul>

Partner

- IUCN should support Policy influence at national level by contributing technical expertise to governments
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## **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



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

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Inger Stoll	Counsellor	Norwegian Embassy, Pretoria	6-Jan-00
Gus le Breton	Director Phytotrade Africa	Harare	20-Jan-00



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

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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

Prof. Richard E. Leakey  
Richard Leakey & Associates Ltd, Turkana  
Basin Institute

Africa Conservation Fund



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Peter C. Kangwa PAMOJA Director	PAMOJA	Tanzania	5th Sept
Eng. Nkubwa Zonal Irrigation Officer Ndibalema S.K.Kisheru Prime Minister's Office	Pangani Basin Water Office  Ministry of Regional Administration and Local Government,	Tanzania	5th Sept



Pauline Akidi  
Desk Officer, Environment and Natural

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### **(covering both review objectives 2 and 3)**





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BRAO	FAO	Irrigation Potential in Africa A Basin Approach - The Volta Basin	Jun-05	
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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 Mauritanie	La Réserve de Biosphère Transfrontière du Delta Du Fleuve Sénégal RBBDM	Sep-04	
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BRAO	IUCN-PPP	Atelier national de partage de connaissances et d'expériences entre les institutions de recherche de la Mauritanie	20 July 05	
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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	
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BRAO	UICN-BRAO	BRAO Strategie de Communication	Nov-05	
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BRAO	UICN-BRAO	Plan de Travail 2007-2008	Jun-05	Excel Sheet
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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	
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IUCN  
Uganda/Dept of  
Environment

EARO

Kallonga,  
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ROSA	Natural Futures Programme			

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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
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