

External Review of IUCN 2015 Management Response Narrative

30 January 2017

This Management Response

This narrative is intended to be read alongside the tabular presentation of IUCN's Management Response, dated 01.11.16 (attached), which was discussed in the Annual Framework Partners' Meeting held at IUCN-HQ on 2-3 November 2016.

The tabular Management Response addresses grouped recommendations on the topics of Knowledge Products, Commissions and Organizational Fit-for-Purpose. For each topic, the tabular format outlines key actions, expected completion date, directly responsible individual, implementation stage, actions take and supporting documents and will be used to track progress in implementing the External Review.

This narrative has been produced at the request of the IUCN Framework Partners, in order to increase understanding of IUCN's intentions in addressing the External Review

Strengths of the Report

The report focused on knowledge. As IUCN prides itself on

The Review found that IUCN's unique niche lies in its ability to convene different stakeholders. Other organizations share similar assets, such as policy influencing, generating and using scientific evidence and setting standards. This is also largely how IUCN understands itself. The Appendices to the report contain many useful analyses comparing IUCN to other organizations that share some of the same assets.

The Review examined a wide range of IUCN's knowledge products and raised several fundamental issues related to knowledge generation and use. Useful insights on quality, consistency and branding, data concerns, integrating indigenous knowledge, outcome pathways, integration of knowledge and knowledge product governance provide a roadmap for IUCN's future knowledge work.

The review of the IUCN Commissions was the second major comparative study of Commissions in IUCN's history. And while much progress has been made in serving a range of knowledge-based functions and Commissions are highly valued, there is still the opportunity to improve the functioning of Commissions, facilitate Commission members and ensure that they are well-supported by the Secretariat.

In reviewing IUCN's organizational fit-for-purpose vis-à-vis the issues above, the Review examined a range of issues, including fragmentation and siloing, Member engagement, communications, human resources, fundraising and monitoring and evaluation. Over5e-6.6(ac)ef17MCID 5 >>BDC -23.913.293 -2w -1 knowlacili theys-6.6(s)-2(been)10.5()11ndrm(t)-6.

measure change under environmental conventions, is used to guide investments and action in conservation action, is used by different stakeholder groups, such as the private sector or international financial institutions and how it is used by the research community. The data is compiled into the annual progress reports produced for a variety of audiences. This set of actions responds to seven recommendations which speak to branding and positioning, leveraging knowledge for influence and engaging end-users.

Resourcing for knowledge products is clearly embedded in the IUCN Financial Plan 2017-2020. Funding for development and maintenance of the knowledge and data sets remains an ongoing challenge, one which IUCN is meeting by ensuring that its knowledge is highly relevant and used by the world and by targeting non-traditional donors for support.

Strengthening Science and Economic Knowledge in the IUCN Secretariat. In response to the report recommendations and further to strengthen IUCN's relevance, influence and resonance beyond the conservation sector, the Director General has taken measures to further strengthen the Science and Knowledge Team, establishing the Science and Economic Knowledge Team within the Secretariat. A new Chief Economist will be appointed, who will work in tandem with a Chief Scientist. An IUCN Secretariat Knowledge Committee will be established to – initially – provide oversight and quality review of the Secretariat produced publications and products.

Commissions

The Commission Chairs prepared a joint response to the Review. This is the first time in IUCN's history that the Commissions have responded to any External Review of IUCN.

The Commission Chairs were largely in agreement with the recommendations;

however, actions to respond to most reco-2(f.9(er)-5.9(aalD 5 >>BDC -16.011 -1.141 TdKTj EMD 7 >>BD

Communications

Membership and One Programme

A new Membership Category for Indigenous Peoples' Organizations was created at the World Conservation Congress in 2016. Supporting work will be undertaken by IUCN Council in 2017 to start to invite interested organizations to apply for Membership in that category.

The proposal to create a Membership Category for Local and Regional Authorities was not approved by the World Conservation Congress in 2016, although the notion can be considered at a future Congress. To start, Council will establish a working group in 2017.

A new Membership Strategy will be developed in 2017, and will include a clear value proposition for different categories of Members.

Our understanding of One Programme engagement continues to improve with new data in the Project Portal. With guidance going back to 2012, (ut)-5.9g tk s026(ha)5.62(w)43(sh)88(a)

Commission Chairs as employees: the Commission Chairs disagree with the recommendation to support the Chair full-time, thereby making the Chair an employee of IUCN, preferring to maintain the independence of the Chair.

Commission Mandates and Statutory Change: the Review recommended a major statutory change to end the practice of approving Commission mandates as part of a discussion on the continued existence of the Commissions. Quoting the response by the Chairs: “This recommendation includes a misconception. Under the present rules, 90 days after the close of each Congress the membership elapses but not the Commission itself. To stop a Commission, Congress has to dissolve it. We believe that the focus of the Congress should indeed be on the Mandate as this is the higher level strategic statement of each Commission. The oversight by Council should be on the annual workplan and budget of each Commission.

A new Private Sector Strategy: IUCN does not agree to develop a new strategy, but instead to implement the existing one, as it provides an adequate framework within which to work. Instead, IUCN has focused on operational guidelines across different types of engagement.

More effective use of the UN Observer Status: while more can always be done, IUCN disagrees with the recommendation as it implies that IUCN has not effectively used the UN Observer Status. There are numerous examples of where IUCN has effectively used the UN Observer Status (influence in the Sustainable Development Goals process) and plans to do so in the future. IUCN has recently appointed a new Permanent Observer to the UN and plans to increase visibility with the UN in Geneva.

Situating the Management Response to the External Review in wider Organizational Change

IUCN is having to respond to fundamental shifts in donor resource allocat-6.6(n)8i /TT0 1 Tf 14pl a

A comprehensive package of changes will be rolled out, starting in Q1 2017. The objective of this package is to help IUCN respond effectively to shifts in the financial outlook caused by reductions in unrestricted framework funding as well as ensure increased value to IUCN Members and delivery of conservation results.

As in all such exercises, the process matters greatly. Every effort has been made to ensure that the process is as transparent, inclusive and fair as possible. This includes, open communication with staff, active participation of staff -- from across all levels and locations of the Secretariat -- in the working groups, and the establishment of a third-party confidential mechanism for staff to voice concerns, questions and suggestions. This architecture should ensure the best chances of building a relevant and stable IUCN.

| | | | Implementation stage | Actions taken | Supporting documents |
|---|---|---|----------------------|--|---|
| <p>1. Planning for knowledge products - the IUCN Programme and unit level workplans have all specified plans for the development, use and intended uptake of the Red Lists, Protected Planet, the Green Lists, Key Biodiversity Areas, People in Nature and the Natural Resource Governance Framework</p> | <p>3.4, 5.1, 5.2, 5.3, 5.5, 5.6, 6.2, 6.3)</p> <p>Various - the Red List of Species is an ongoing process, the Red List of Ecosystem is projected for completion by 2015, the Key Biodiversity Area designation by 2020. The Green Lists, People in Nature and the NRGF are just starting</p> | <p>Directors, Biodiversity Conservation Group, Nature-based Solutions Group</p> | <p>Underway</p> | <p>1. Red List of Species standard agreed and assessments ongoing with use in conservation planning, conservation investment, policy formulation and monitoring, conservation action</p> <p>2. Red List of Ecosystem standard agreed and assessments underway</p> <p>3. Key Biodiversity Areas Standard agreed and designations underway</p> <p>4. Green List, PIN and NRGF work initiated</p> | <p>IUCN Programme 2017-2020, numerous scientific publications related to the knowledge products, individual programme workplans 2017-2020, outputs of interdepartmental working group on "Products and Data Mobilized through IUCN Standards"</p> |
| <p>2. Use of IUCN knowledge products - this is an ongoing area of work, well described in the IUCN Programme 2017-2020 and unit level workplans</p> | <p>3.1, 3.2, 5.6, 5.7, 5.8, 5.9, 5.10</p> <p>Ongoing</p> | <p>PM&E and Directors,</p> | | | |

Evaluation recommendation #



| Evaluation recommendation # | Reference | Status | Responsible | Implementation stage | Actions taken | Supporting documents |
|--|---------------|---------|-------------------|----------------------|--|----------------------|
| 1. Commission functions - providing platforms and forums, integrating new issues, aligning to the IUCN Programme | 7.1, 7.2, 7.3 | Ongoing | Commission Chairs | Underway | Commissions routinely provide a platform for collaboration, align with the IUCN Programme through joint workplanning and implementation and integrate new themes (recent examples include systemic pesticides, sustainable use, new issues, ...) | |

Evaluation recommendation #**Communications:** 1.1, 1.3, 13.1, 13.2, 13.3, 13.4, 13.5, 13.6, 13.7, 13.8, 13.9

This set of recommendations covers:

1. Branding (1.1, 5.7 and 13.8)
2. Communications strategy and tools (1.3, 13.1, 13.8)
3. Content of communications (7.4, 13.4, 13.5, 13.6, 13.7, 13.9)
4. How IUCN's Communications will organize itself (13.2)

Management response (Agree, Partially Agree, Disagree). If recommendation is rejected or partially accepted, report reasons.

IUCN is in agreement with all recommendations.

| Key actions planned | Covers recommendations | Expected completion date | Responsible unit | Implementation | | |
|--|-----------------------------------|--------------------------|------------------|----------------------|---|----------------------------------|
| | | | | Implementation stage | Actions taken | Supporting documents |
| 1. Branding: IUCN has revamped its website content and published the new IUCN Programme 2017-202 | 1.1, 5.7 | Ongoing | Communications | Underway | Update to website, niche statement | Website |
| 2. Communications strategies and tools: IUCN will publish its revised Communications strategy in 2017 | 1.3, 13.1 | End 2016 | Communications | Underway | Strategy revised | Global Communications Strategy |
| 2. con't: Many communications standards and rools have been revised: website governance policy, media relations policy, writing for the web, IUCN style guide, social media policy, photo policy | 13.8 | Mid 2017 | Communications | Underway | All except photo policy have been updated | Various communications standards |
| 3. Content of communications: this encompasses a variety of daily work of Global Communications to strengthen its communications to various audiences and the accuracy of its content | 7.4, 13.4, 13.5, 13.6, 13.7, 13.9 | Ongoing | Communications | Underway | | |
| 4. How Communications will organize itself | 13.2 | Ongoing | Communications | Underway | Matrix management of all corporate communications staff enabled in 2016 | None |

Evaluation recommendation #



Implementation
stage

Evaluation recommendation #

| | | | | Implementation stage | Actions taken | Supporting documents |
|---|-----|---------|-------------------------|----------------------|--|---------------------------------|
| World Conservation Congress and Regional Conservation Fora | 1.2 | 2016 | Union Development Group | Completed | Convened Members in WCC and RCFs in all regions | WCC documentation |
| Independent Scientific and Technical Advisory Panels - various - bring together scientific expertise and private sector (e.g. Western Gray Whale Advisory Panel, Niger Delta Panel) | 1.2 | Ongoing | Business & Biodiversity | Underway | Convened Commission members and other scientists with private sector on different issues | Business & Biodiversity website |
| Policy influencing - IUCN's strategy convenes Members and Commissions in influencing a range of policy processes such as the | | | | | | |

Evaluation recommendation #

| | | | | Implementation stage | Actions taken | Supporting documents |
|----------------------------------|------|------|-----------------|----------------------|--|----------------------|
| Upgrade of HR policies and tools | 14.1 | 2017 | Human Resources | Underway | Review of various HR policies and tools: talent acquisition, compensation, international mobility, expatriates, end of employment & retirement, internships, leaving HQ, maternity leave & adoption, JPOs; updated approach to performance management, skills audit underway | Various |

Evaluation recommendation #

| | | | | Implementation stage | Actions taken | Supporting documents |
|---|---|----|------------------------|----------------------|---------------|----------------------|
| 1. Monitoring - links to IUCN Programme, collaborative monitoring | 16<</MCID 02 -0 0CID9(4e-1.3(i)-4.7(v)(i)-4i)-4.D*147 /P <</MCID 33 >>BDC | BT | 9.8()0.7(and)0.7(4DC | -0.7(4DC450.12 Tm | (2017)Tj | ET EM q ' |