

# **REVIEW OF IUCN'S INFLUENCE ON POLICY**

## **Phase I:**

### **Describing The Policy Work of IUCN**



## **Acknowledgements**

This first part of the Review of IUCN's Influence on Policy has been a daunting yet invigorating experience. It has been fascinating to get an insight into the scope of IUCN's policy work and the admirable level of policy expertise in the organisation. We worked with only a small portion of IU



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## Acronyms

3I-C Innovation, Integrat

SSC	Species Survival Commission
STRP	Sea Turtle Restoration Project
SUR	Regional Office for South America
TBNRM	Transboundary Natural Resource Management
TILCEPA	Theme on Indigenous and Local Communities, Equity and Protected Area

## Summary Report

### Overview

Influencing policy frameworks is one of the most powerful methods through which change can be effected in the world. It is therefore no surprise that a very large portion of IUCN's work during the past decades has been dedicated to influencing policy, initially mainly at global level and more recently also at regional, national and sub-national levels. Its unique comparative advantage has given it the capacity to be a leader in the conservation policy arena. It has fulfilled this role admirably over decades since its inception, leading conceptual thinking on conservation through seminal initiatives such as the *World Conservation Strategy* and *Caring for the Earth*; steering the evolution of conservation to include dimensions such as sustainable development and the sustainable use of biodiversity; guiding the development of many international agreements; and assisting with translating international policies into strategies at regional and national levels.



IUCN has many dimensions and the reach and scope

Intersessional programme, better relations between Secretariat components, the use of strategic reviews and the increasing focus on policy work promoted by IUCN's leadership.

#### *Planning for policy influence*

The growing realisation among programmes of the importance of influencing policy to achieve maximum change with limited resources has increased their desire for clarity on direction and method. There is overwhelming support for more purposeful and explicit planning of policy work, as well as a general acknowledgement of the importance of remaining flexible in order to grasp opportunities offered by opening policy windows.

However perceptions among those leading planning processes are that they are weak. This is confirmed by other findings. There are very few systems in place to track or help assess the policy influence of individual programmes or of IUCN overall and thus only very informal feedback loops which can help to improve policy work. Few programmes use systematic scoping and analysis of the external environment in which they operate, although the extensive internal and external expertise available to IUCN is occasionally mobilised for this purpose, albeit in a somewhat ad hoc manner.

#### *Linking policy and practice*

Another critical weakness exists in the important area of linking policy and practice, raising concerns about IUCN's capacity and commitment to making the most of its unique comparative advantage. Programmes confirm that their mechanisms to obtain and synthesise information to reach policy conclusions are weak, especially in the area of analysis.

in which IUCN has to work; improved institutional systems; and stronger partnerships, alliances and relationships

urgent attention be given to this aspect. Similarly, systems facilitating the mobilisation of Members' policy expertise and political power in the policy arena require further study and attention. The Review notes that the recently adopted IUCN Membership Strategy also **highlights** this



exclusively in Key Result Area 4 relates directly or indirectly to policy influence. In essence the IUCN Programme is a framework for IUCN's policy work, and any effort to establish new policy goals and streamline theories of change has to recognise this. On the other hand, as the 2003 External Review of IUCN points out, the Programme provides a broad framework that is "permissive rather than directive", and more work is needed to bring focus to policy influence efforts. The Programme itself is also not explicit enough in articulating theories of change for each Key Result Area, nor is it clear on how it intends to influence major global development initiatives such as the Millennium Development Goals.

The key mechanisms used by the programmes to influence policy are in line with IUCN Programme expectations. Thirteen of the 14 main categories of mechanisms used to influence policy can be grouped to reflect IUCN's Knowledge, Empowerment and Governance (K-E-G) strategy, while one focuses on positioning IUCN in the policy arena. The mechanisms used most frequently to influence policy emphasise the importance of IUCN's comparative advantage - providing technical advice, mobilising and synthesising knowledge from different sources, convening stakeholders and using networks.

The intended programme outcomes are also clearly linked to the K-E-G strategy and as noted above, broadly reflect results under the KRAs. When the intended programme outcomes are synthesised into a set of outcomes pursued by the Secretariat and Commissions, their broad nature becomes apparent. Coupled to the many diverse policy targets pursued by each programme, they present a picture of work of tremendous scope, yet unfocused in what it is trying to do and unclear about the best strategies to bring about desired change.

players that may include non-conservation government bodies, the private sector, multilateral institutions and non-conservation networks.

2. That IUCN in this process focuses on deploy

11. That a review of the institutional system

of human resources and for the effective mobilisation of such expertise by the Commissions.

13. That the case studies selected in Phase II to determine the effectiveness of IUCN's policy influence, at the same time be used to provide deeper insight into specific critical issues that can help to improve IUCN's policy work.

## **Moving into Phase II**

Phase II of the Review

- viii. Work on a specific policy target by different IUCN components over a significant period (not necessarily in collaborative mode) to determine how they have supported (or detracted from) one another.

We also recommend that case studies be selected *mainly* where policy influence efforts are perceived to have succeeded, but in some cases also where they might have failed. Important lessons can be learnt from both types of experience.





**Box 1: The Review of IUCN's Influence on Policy****Aim of the Review**

To help IUCN improve its policy influence towards the achievement of its mission

**Phase I (concluded)***Nature of the phase*

Exploratory; descriptive of past and current situations and approaches in order to learn lessons that can inform future policy influence interventions; aimed at synthesis of issues across Secretariat and Commissions rather than understanding individual programmes' policy work

*Objectives*

To build a picture of recent work by the IUCN Secretariat and Commissions to influence policy, including the drivers, perceptions, approaches and mechanisms shaping the work

To raise issues for reflection and debate in order to inform IUCN's change management strategies for the future

*Guiding questions*

- § What is IUCN doing to influence policy?
- § Why is IUCN working to influence policy?
- § How is IUCN going about influencing policy?
- § What is IUCN aiming to achieve through its policy influence efforts?

*Specific aspects studied*

Conceptualisation and planning approaches; contextual factors and other drivers shaping the policy work; key policy initiatives; intended outcomes; main mechanisms used; relevance to policy influence frameworks

**Phase II***Nature of the phase*

Evaluative; based on a set of selected case studies of IUCN's efforts to influence policy





§ Data were collected and consolidated per component programme of IUCN. Country level programmes were consulted only where this was recommended by key programme informants due to the scope of the policy work in the region.

The approach was further underpinned by two important premises:

§ Past and present programme managers as well as Secretariat and Commission leaders would be the best sources of information on the approaches, methods and key initiatives of the policy work in IUCN.

§ Allowing senior programme staff to identify up to four “most important” policy initiatives per programme would capture the key policy initiatives through which IUCN has been trying to exert policy influence over the past two Intersessional periods.

The point of departure was therefore that the perspectives of senior programme staff would



*i) Programme informant interviews*

Preliminary interviews were conducted with a select sample of Programme Heads and Coordinators to introduce and test the Review concept, collect basic information and help develop the interview instrument. Afterwards more than 100 semi-structured telephonic and face to face interviews were conducted with 70 programme informants. Purposive sampling was used to interview senior programme staff, Commission Chairs and Regional Directors. Snowball sam

## 2. A BRIEF HISTORY OF IUCN'S POLICY WORK

IUCN has almost since its inception been particularly well positioned to play a role in the conservation policy arena. Its role in influencing policy has been especially evident from the early seventies to the early nineties. Its expert networks, its reach through a diverse membership spread around the world which bridge the different worlds of NGOs and governments, its focus on facilitating and supporting rather than “beating a specific drum”, the credibility that it has built up through its expertise over the years - all these and more have provided IUCN with an excellent opportunity to influence policy forums, instruments and processes in a variety of ways.

### *The seventies - leadership in the global conservation arena*

In the early seventies realisation of the effects of environmental degradation prompted vigorous activity in the environmental policy arena around the world. Powerful multilateral agencies included environmental components in their programmes, while invigorated government departments launched studies, established environmental laws, set up governmental and intergovernmental task forces and committees, and released reports on the state of the environment.

During this period IUCN focused its policy influence efforts on the international policy arena. At the catalytic *UN Conference on the Human Environment* held in Stockholm in 1972, developed and developing countries initiated a dialogue on the need to connect the interests of conservation and development. IUCN staff and members played prominent roles in the preparatory process and at the conference, contributing papers, acting as consultants, chairing pre-conference meetings and working with the conference secretariat to prepare documents. The conference stimulated the adoption of new international and national environmental laws, and helped create a milieu where the environment was brought nearer to the top of environmental agendas.

IUCN was also a leading body in several subsequent initiatives to establish and draft international agreements, viz. the *Ramsar Convention* (1971), the *World Heritage Convention* (1972), the *Convention on International Trade in Endangered Species of Wild Fauna and Flora* (CITES - 1973) and the *Convention on the Conservation of Migratory Species of Wild Animals* (CMS - 1979).

time efforts to address poverty started to appear high on development agendas. This movement was accelerated by widespread famines, displacement of large numbers of people and decreasing per capita incomes in many developing countries. Man-made catastrophic events such as Bhopal helped to give prominence to the environment and its impact on living conditions.

This was the context in which the IUCN launched its seminal *World Conservation Strategy* in March 1980 as response to the need for a long-term and concerted effort to address environmental problems, and the integration of environmental and development objectives. Holdgate called it the “single most important contribution in whole of its (IUCN's) history”<sup>5</sup>. It broadened the definition of conservation to include maintenance of ecological processes, the preservation of genetic diversity and the sustainable use of species and ecosystems. Holdgate notes that it was the first IUCN product that was acclaimed worldwide, including among governments and industry, and that became a blueprint for the work of many NGO and government partners and members of IUCN. It was clearly development-oriented, highlighting the human dimension and thus promoting conservation for sustainable development.

#### *The eighties – moving beyond international conventions*

During the 1980s international conventions on environmental topics multiplied. IUCN gave input into the text of *UN Convention on the Law of the Sea*, the *UN Conference on Desertification* expanded its action plan to include IUCN positions, and IUCN made key inputs into the *Conservation of the Antarctic Marine Living Resources Convention* which later led to the *Antarctic Conservation Strategy*.

During this period IUCN's involvement in regional and national policy and strategy frameworks grew through initiatives such as advising Thailand on their National Conservation Plan and countries such as Indonesia, Panama and Malawi on relevant environmental legislation. Regional conservation strategies were used as a way to attend to major environmental systems such as the Amazon, Andes and Himalayas. IUCN played a dynamic role in the development of these strategies as well as in regional agreements such as the *ASEAN Agreement on the Conservation of Nature and Natural Resources*.

During the late eighties and early nineties its role in regions expanded, stim

IUCN was now evolving into “the global conservation body with the widest-spreading roots and presence in the developing world”, working directly with NGOs and linking with local bodies and communities<sup>6</sup>. This started an unprecedented transformation in IUCN. It

*Working in a more complex world*

For environmentalists the world in the late nineties and early 21<sup>st</sup> century is far more complex than that of earlier decades, and changing contexts have brought new challenges to IUCN and the rest of the conservation community. Environmental degradation is increasing and environmental problems loom large and pervasive. Globalisation is a reality with its effects reflected in areas such as easier access to, and sharing of, natural resources (and of less desired organisms); asymmetrical trade relationships; increased movement across borders; more vigorous communication and sharing of experiences; and greater awareness of policy regimes in different parts of the world. In many ways the state is being superseded by powerful regional groupings and global multinational corporations and organisations that on the one hand can create opportunities for prosperity but are also able to manipulate and use countries with lesser policies and regulations. Business and industry have become increasingly powerful in shaping the world, and environmental conventions and agreements are not necessarily integrated or compatible with policies devised in other domains. Security concerns are starting to affect the policies of many states around the world.

At the same time many countries have been devolving decision-making power to local level – including for environmental matters. This has been accompanied by a “bottom-up” m



UNEP. Consortia of organisations combined their efforts in preparing key documents and coordinating their arguments at important forums. As could be expected, the continued regionalisation and decentralisation has brought about significant changes in the policy foci of the Union. At regional level it continues to work in field project mode, focusing its efforts on

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***The authorities and instruments targeted for policy influence***

Data on the critical issue of the audiences that IUCN has been targeting and the relationships it has established through its policy work are inadequate, and could be a focus during phase II of the Review. The mechanisms it has been using and the outcomes towards which it has been working can be found in a later chapter of this report. The key initiatives show that the instruments targeted by IUCN to bring about policy change can be roughly divided into the following categories:

*(i) Policies, processes and events directing conservation on a global scale*

#### Box 4: Targets of the key policy initiatives of the IUCN Secretariat and Commissions between 1997 and 2004

##### Global Conventions and Forums (through Conference of Parties, Technical Committees and Participants)

- § Barcelona Convention
- § Covenant on Environment and Development
- § Convention on the International Trade of Endangered Species (CITES)
- § Ramsar Convention on Wetlands
- § UN Convention on Biological Diversity (CBD)
- § UN Convention to Combat Desertification (UNCCD)
- § UN Convention on the Law of the Sea (UNCLOS)
- § UN Fish Stock Agreement
- § UN Framework Convention on Climate Change (UNFCCC)
- § World Heritage Convention
- § World Summit on Sustainable Development (WSSD)
- § World Water Forum and Ministerial Conference

##### Global Institutions and Institutional Networks

- § Collaborative Partnership on Forests (CPF)
- § Global Coral Reef Monitoring Network
- § Global Biodiversity Forum (GBF)
- § International Coral Reef Initiative
- § International Council on Mining and Metals (ICMM)
- § International Finance Corporation (IFC)
- § International Seabed Authority
- § International Tropical Timber Organisation (ITTO)
- § Royal Dutch Shell
- § UN Development Programme (UNDP)
- § UN Forum on Forests (UNFF)
- § UN General Assembly
- § World Bank
- § World Intellectual Property Organisation (WIPO)
- § World Trade Organisation (WTO)

##### IUCN Forums

- § World Conservation Congress (WCC)
- § World Parks Congress (WPC)

##### Global Development Frameworks

- § Millennium Development Goals (MDGs)
- § Poverty Reduction Strategy Papers (PRSPs)

##### Unspecified Global Policies and Groupings

- § Policies related to indigenous peoples
- § Trade policies
- § Civil society participation in policy-making
- § International gender forums and networks

##### Regional Authorities, Frameworks, Forums and Institutional Networks\*

- § African Forest Law Enforcement and Governance (AFLEG)
- § Common Regime

§

Women's Network in Mesoamerica (REFADD)

##### Frameworks,

§

and statutory policy and law reform in

§

Bilateral Environmental

§

through Central

Several Asian

Mesoamerica, Asia

Governments in Europe, US

and cross-border collaboration is an instrument for conservation. Agreements are often embodied in frameworks and programmes for collaboration and implementation. Most of the work is done through inter-governmental collaboration; sometimes the forums and networks include role players from the non-governmental, private and other sectors. Examples include IUCN's work with the Central American Alliance for Sustainable Development (ALIDES

Even though data collection on target audiences for IUCN's policy work was inadequate to come to definite conclusions, and even though some of the key initiatives indicate some certain shifts in this regard, the perception of the Review team is that these shifts are tentative and not driven in a concerted and strategic manner.

***Initiatives per thematic area***

Three quarters of the policy work noted as important over the last two Intersessional periods relate to themes on which IUCN has historically built its reputation, while around one quarter relate to themes of growing importance (Table 3). This figure is likely to be an exaggeration when compared to IUCN's policy work overall due to



no evidence of *concerted* attention by IUCN on influencing specific policy targets from a variety of angles to achieve a specified outcome. This is at least in part due to the sectoral nature of many of the IUCN programmes, and the lack of collaboration in policy work between programmes at regional and global level.

## **4. FINDINGS: FACTORS DRIVING AND SHAPING POLICY WORK IN IUCN**

### **4.1. Motivation for policy work in IUCN**

Why do programmes devote significant energy and resources to influencing policy? What drives their stated emphasis on policy work? Responses to an open-ended question aimed at elucidating this aspect were coded and analysed for all 25 responding programmes (Table 4).





Table 5: "Revolutions" in conceptualising policy work in IUCN Secretariat and Commission programmes during the past two Intersessional periods

	REVOLUTION
Shift	Drr

by IUCN's Biodiversity Policy Coordination Division and Economics Services Unit. These

Table 6: “Evolution” in policy work in IUCN Secretariat and Commission programmes in the past two Intersessional periods

EVOLUTION		
Shift	Drivers	Programmes
Increase in policy influence work, accompanied by more strategic and systematic approaches	<p>More general awareness of the power of policy influence to achieve desired changes</p> <p>Greater awareness of need to move strategically and systematically in policy environment in order to achieve impact</p> <p>Intersessional Programme</p> <p>Maturing programmes</p> <p>Influence of strategic reviews</p> <p>Influence of IUCN leadership</p> <p>Improved relationship between Headquarters and the regional offices</p> <p>More opportunities as IUCN credibility in regions grows</p> <p>Increased involvement in international conventions, especially the CBD and WHC</p>	<p>ARO ELG, ORMA, SUR, ROSA</p> <p>Forests, Water and Wetlands</p> <p>Gender</p> <p>WCPA</p>
Move with external policy processes, international convention cycles and donor priorities	Focus on external contexts and policy processes	EARO, CEC
Continues search for new emerging areas of prominence – in other words facilitates IUCN’s evolution into new areas	<p>Mandate and approach to their work</p> <p>Need for IUCN to be on forefront of new developments that can affect its efforts to achieve its mission</p>	<p>Chief Scientist</p> <p>CEL</p>

Some offices went through a period of instability. South America (SUR) and Europe (RofE) had total turnover of staff and a virtually complete loss of institutional memory. The Mediterranean Cooperation Office and Asia Regional Office are relatively new structures, although the Asia Regional Office could build on strong country programmes in Pakistan, Lao PDR, Vietnam and Nepal.

#### **4.4. Factors facilitating policy work in IUCN**

The people most intimately involved in the strategic planning and direction of the programmes would be a key source of information on the main factors hindering or facilitating efforts to influence policy, and what could be done to improve the work. The analysis of this information was based on the insights of the senior staff of 29 programmes responding to a set of three open-ended questions. Their responses were coded and grouped to enable useful analysis. Responses and trends across the three programme groups were surprisingly similar and the programmes were treated as one group for the final analysis (Tables 7 - 9).

##### ***Finding 16***

*IUCN's policy work is facilitated by*

- § *its capacity to produce and apply appropriate and timely technical knowledge (most frequently mentioned);*
- § *its credibility;*
- § *its partnerships and alliances;*
- § *the commitment of its staff and volunteer networks;*
- § *effective planning in some of the programmes;*
- § *collaboration between organisational components;*
- § *its agility in grasping opportunities;*
- § *the availability of financial resources for policy work; and*
- § *the freedom to experiment (least frequently mentioned).*

It is no surprise that programme informants regard IUCN's main asset for policy work as the





Table 8: Factors inhibiting the policy work





Several open-ended questions gave programme informants the opportunity to explain their approach to planning. The responses were c

Table 10: Programme informants' opinions of different planning approaches for policy influence

ADVOCATES OF A PURPOSEFUL, EXPLICIT APPROACH WITH SOME FLEXIBILITY	ADVOCATES OF AN APPROACH BALANCED BETWEEN PURPOSEFUL PLANNING AND OPPORTUNISM	ADVOCATES OF AN OPPORTUNISTIC APPROACH
Experience shows increased chance of success when based on clear, concrete underpinning planning process	Too much emphasis on planning can lead to lost opportunities to intervene in important spaces which were not visualised at the planning stage	Planning already defines the limits of the intervention
Essential when interventions have to inform best practice	Too much emphasis on planning can prevent programmes from capitalising on emerging opportunities when policy windows open	Structured planning might limit IUCN's sensitivity to signals from its environment that lie outside its planned approaches
Essential when clear targets have to be influenced, such as events or convention meetings	A programme vision and steps to achieve policy influence are fundamental, but the flexibility and reaction capacity should exist to answer to unexpected events and adapt to obstacles and contextual changes	Formal mechanisms can push implementers to approaches that are too structured and limiting
Brings clarity on desired outcomes, priorities, strategies, resource allocation, delineation of responsibilities, strengths and weaknesses		IUCN should remain focused on sharing experiences and knowledge, and not on lobbying and advocacy which usually accompanies proactive efforts to influence policy
Brings focus where efforts otherwise will be too scattered		Client and donor requirements make it impossible to plan ahead effectively
Helps to establish framework within which to identify emerging opportunities, opening policy windows, changes in context and effective agenda setting		
Enables proactive use of data and information to convince policy makers, and raising of issues of which they might not be aware		

## 5.2. The rationale for policy outcomes

What drives decisions about which changes IUCN programmes want to pursue in the world,

- § *their own judgment of priorities;*
- § *own field project experiences;*
- § *input by the Policy and Global Change Group;*
- § *consultative processes such as visioning;*
- § *targeted interviews; and*
- § *needs assessments and surveys.*

The main instruments and processes used by the Secretariat and Commission programmes to plan the outcomes of their policy work were grouped into eight categories (Table 11). Analysis by programme group showed that the mobilisation of expert opinion from within and outside the Secretariat and Commissions was the basis for the identification of the policy outcomes of many

Table 12: Frequencies of the main methods used by Secretariat and Commissions programmes to plan the outcome of policy work, per method category \*

METHOD CATEGORY	PROGRAMME GROUP			
	Thematic	Commissions	Multilat./ Global	Total
Internal expertise	5.00%	7.50%	-	25.00%

the Internet. PBIA essentially relies on the mechanisms of the other programmes and on external networks such as those mobilised for trade by CEESP-GETI via ICTSD and their network. For WCPA their Best Practice Guidelines series offers unique opportunities to learn and develop policy conclusions, which are then tested extensively with members and partners. CEESP uses multi-stakeholder analysis and



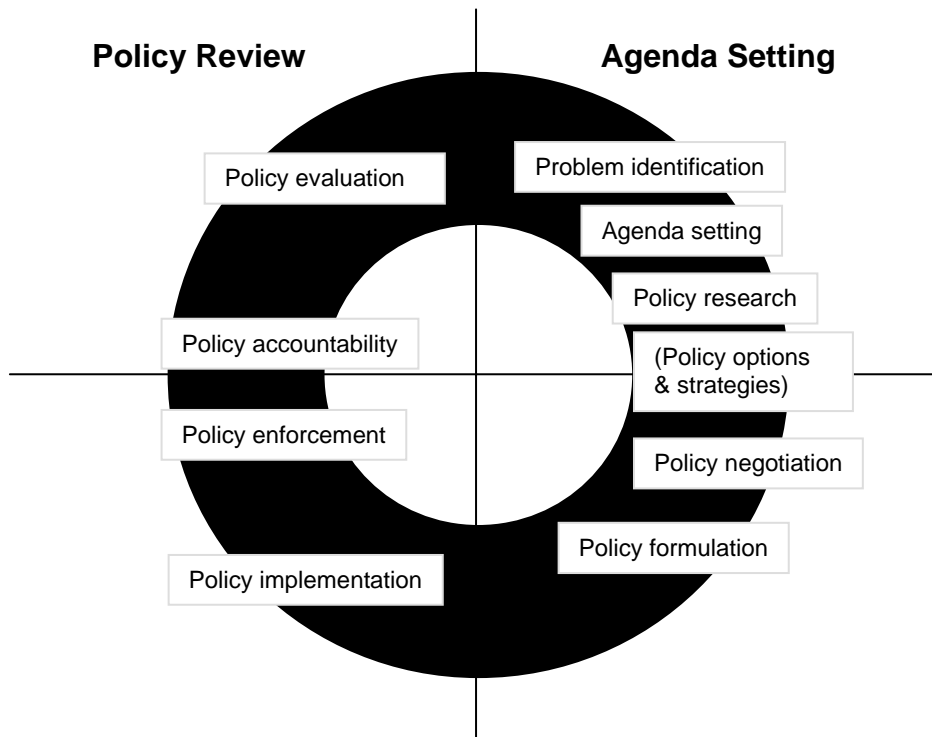
## **6. FINDINGS: IUCN AND THE POLICY CYCLE**

### **6.1. The policy cycle**

A policy is the result of a “policy-making process”, a broad concept that encompasses a range of dynamics at different levels. It usually consists of a complex set of processes which leads to governance and management frameworks and systems. It is an iterative, dynamic course of action that can be embodied in a “policy cycle” consisting of a number of defined process components. The policy cycle draws attention to the steps needed to develop a policy, determine whether it is achieving its intent and adjust its content. Without a complete description of the policy cycle, this cannot be done.

The concept of a “policy cycle” seems to imply processes that proceed smoothly, in a sequential and rational, logical fashion, but this is generally far from the complex dynamics of real life situations. The “linear” model of policy-making on which the concept of a policy cycle is based, is therefore criticised as being too static and not reflective of the reality the policy process / cycle as a societal process with all of its complexities and interactions. At the same time the cycle visualises the importance of all aspects of the process and allows the assessment of non-linear relationships and interactions. Supporting institutional processes, including planning and funding, are often cyclic and/or linear. For an organisation like IUCN, the cycle can thus facilitate the strategic targeting of actions and outcomes and the visualisation of strategic weaknesses. Reviewing policy activities in the context of a full policy c

Figure 2: The Policy Cycle



**Finding 25**

*IUCN's policy influence efforts focus much more frequently at the front end (Agenda Setting and Policy Development; 68.3%) than at the back end (Policy Review; 15.5%) of the policy cycle, driven by*

- § *the need for early influence of policies*
- § *traditional strengths such as fact-finding, collating information and publishing*
- § *field work experiences that support problem identification, and*
- § *IUCN's comparative advantage in convening, networking and providing technical advice.*

Informants recorded 68.3% of their responses at the front end of the policy cycle, with 16.2% and 15.5% focusing on Policy Implementation and Policy Review respectively (Table 13). The programmes tend to be most often involved in agenda setting (16.2%), policy formulation (16.2%) and policy implementation (16.2%). There is almost no activity in enforcement (3.3%), accountability (4.9%), evaluation (3.3%) and review (4.1%).

These figures should be considered with some caution as the informants did not rank their responses according to level of effort. However informant comments and examples of as well as our own assessment based on the key initiatives confirm that these responses are a good indication of where IUCN's involvement on the policy cycle lies.



## **7. FINDINGS: MECHANISMS AND INTENDED OUTCOMES TOWARDS POLICY INFLUENCE**

### **7.1. Influencing policy<sup>10</sup>**

A substantial body of work has been published on how policy-making processes are influenced.

Why do some policy alternatives move into gove

IUCN undertakes research on a specific policy issue to determine gaps or opportunities. For example, CEL routinely undertakes legal review on a variety of topics to discover gaps in policy or legislation and shortcomings in implementation.

**Study and promote emerging areas**

IUCN scans the environment for emerging issues likely to become key issues in conservation and the environment related to IUCN's mission, and promotes awareness and interest in these within and outside IUCN. The work of the Chief Scientist and the 3I-C Fund projects fall into this category.

***SUPPORTING EMPOWERMENT*****Convene meetings of multiple stakeholder groups to discuss issues and develop shared views and commitments**

IUCN convenes meetings of multiple stakeholder groups, including civil society, non-governmental, inter-governmental and governmental actors. As a neutral convener, IUCN can focus a discussion on technical matters and avoid the politics of official policy processes in which governments negotiate with each other. For example, PBIA has convened a series of meetings on forests and carbon sinks to discuss technical aspects of carbon sequestration essential to meeting obligations under the UNFCCC and Kyoto Protocol.

**Form partnerships toward**









**Box 9: The 3I-C Fund: IUCN's catalyst for change**

The 3I-C Fund was established to provide a positive incentive system to help IUCN to adapt to a changing world and guide the course of future institutional programmatic work. In essence it supports a function that allows IUCN to determine its position on cutting-edge issues, or on i

Table 16: Main mechanisms deployed by IUCN at the various stages in the policy cycle

	AGENDA SETTING			POLICY DEVELOPMENT		IMPLEMENTATION		POLICY REVIEW		
	Problem Identification	Agenda setting	Research	Negotiation	Formulation	Implementation	Enforcement	Accountability	Evaluation	Review
<i>Providing Knowledge</i>										
Provide technical advice		X		X	X	X	X		X	X
Synthesise knowledge	X	X	X							
Generate knowledge	X	X	X			X				

Develop methods / tools

Figure 3: "Spiral development" approach for policy initiatives

implemented in practice. IUCN needs to know how effectively its efforts are in drawing from practical experience to influence policy, and using policy frameworks to steer practice. Phase I of the Review could not determine the effectiveness of the efforts, but instead focused on perceptions of the importance of the principle to programme management, and on the mechanisms used to strengthen the policy-practice loop.

Some of the mechanisms linking policy and practice overlap, but were noted separately to demonstrate different emphases in approach. Informants interpreted "practice" as a much broader concept than project field work, including for example interaction with the private sector and governments as opportunities for sharing from their realities and practice.

***Finding 32***

*Although the vast majority of programmes believe that linking policy to practice is very important to their work, there is considerable weakness in this area, especially in using field work appropriately for learning lessons and synthesising these for use across the organisation.*

Programmes most frequently link their practice to policy through sharing of experiences and lessons (48.1%; Table 17), usually holding meetings between project and programme staff and sometimes including external stakeholders. A significant number of programmes do not follow this up with systematic documentation, synthesis and use of the results. They generally consider the implementation of this mechanism to be weak, failing in systematically translating practice to useful policy input. Few programmes have developed case studies with policy objectives in mind, or have designed project frameworks to test hypotheses. This was confirmed by the meta-evaluation conducted by the M&E Unit in 2003.

**Table 17: Mechanisms most frequently used by the Secretariat and Commissions to link policy and practice**

produce a set of around 20 outcome statements formulated to characterise the policy changes IUCN has been targeting during this Intersessional period<sup>11</sup> (Table 18). These were further synthesised into eight outcome statements reflecting the overarching changes IUCN wanted to bring about during this period.

***Finding 33***

*The intended outcomes of IUCN's programmes are clearly linked to the IUCN Programme's K-E-G strategy and broadly reflect specific results under the Key Result Areas (KRAs) of the Programme.*

***Finding 34***

*In many cases the initiative and programme outcome statements provided during interviews did not reflect the intended outcomes as stated in programme documents, or lacked clear formulation as outcomes.*

The vast majority of the outcomes are aimed at changes in the external environment within which IUCN operates, while a few aim to e

Table 18: Syntheses of intended policy outcomes for IUCN programmes (provided by programme informants) during the 2001-2004 Intersessional period

SYNTHESIS OF INTENDED POLICY OUTCOMES PROVIDED BY IUCN PROGRAMMES	FURTHER SYNTHESIS OF POLICY OUTCOMES
<p><b>Utilised Knowledge</b></p> <ul style="list-style-type: none"> <li>§ Improved understanding of the international governance system and its impact on conservation and sustainable development</li> <li>§ Improved understanding of the evolving roles and opportunities of different actors in the international governance system and their implications and challenges for conservation and sustainable development</li> <li>§ Improved understanding of the functional, structural and institutional challenges and options towards achieving a coherent and effective governance system for conservation and sustainable development</li> <li>§ Improved understanding of policy trends, scenarios and emerging issues in the international conservation and development agendas</li> <li>§ Improved understanding of the relationship between global and regional processes, and the international conservation and development agenda</li> <li>§ Improved understanding of how &lt;specific objectives&gt; can be reconciled in the management of &lt;something specific&gt;</li> </ul>	<ul style="list-style-type: none"> <li>§ IUCN's knowledge and insights utilised within the organisation and by external role players to bring about more effective and coherent governance systems, improved policy formulation and interventions, and timely response to emerging issues</li> <li>§ A more coherent, effective international governance system for conservation and sustainable development with increased articulation between international, regional, country and local levels</li> </ul>
<p><b>Empowered Stakeholders</b></p> <ul style="list-style-type: none"> <li>§ Enhanced participation of stakeholders in &lt;process&gt;</li> <li>§ Enhanced capacity of decision-makers to understand and promote or participate in &lt;some aspect of policy relevant to conservation, sustainable development&gt;</li> </ul>	<ul style="list-style-type: none"> <li>§ Powerful international governance regimes supporting conservation and sustainable development</li> </ul>
<p><b>Strengthened Governance</b></p> <ul style="list-style-type: none"> <li>§ Policies better integrate human wellbeing with biodiversity conservation</li> <li>§ Governance structures take into account the rights, responsibilities and interests of stakeholders and allow for their equitable participation in decision-making regarding biodiversity conservation</li> <li>§ Improved relevance and effectiveness for &lt;region, country&gt; of regional and international environmental arrangements; cross-sectoral MEAs or other relevant environmental institutions and human development</li> <li>§ Other regional and international arrangements are supportive of biodiversity conservation in &lt;region, country&gt;</li> <li>§ Policy on &lt;topic&gt; for &lt;region, country&gt; developed in accordance with existing international policy</li> <li>§ Policy incorporates &lt;topic&gt; (or policies/actions of &lt;actors&gt; reflect &lt;topic&gt;)</li> <li>§ Policy implementation facilitated</li> <li>§ Synergies between different international agreements and processes identified and promoted</li> <li>§ Enhanced relevance and priority of cross-sectoral MEAs and environmental institutions vis-à-vis the economic and development agenda</li> </ul>	<ul style="list-style-type: none"> <li>§ Governance structures and policies across key sectors that integrate biodiversity conservation and socioeconomic concerns related to human development needs and rights</li> <li>§ IUCN's policy positions accepted in critical policies across sectors and levels</li> <li>§ Relevant policy processes and resultant policies enhanced by the informed participation of decision-makers and other primary stakeholder groups</li> </ul>
<p><b>Increased Policy Influence</b></p> <ul style="list-style-type: none"> <li>§ IUCN's policy system effectively supported</li> <li>§ IUCN's internal capacity to address &lt;policy topic&gt; enhanced</li> <li>§ IUCN well-positioned vis-à-vis &lt;actor, process&gt;</li> </ul>	<ul style="list-style-type: none"> <li>§ IUCN well positioned and able to lead relevant policy positions in policy arenas critical to achieving its mission</li> <li>§ Policy implementation facilitated</li> </ul>



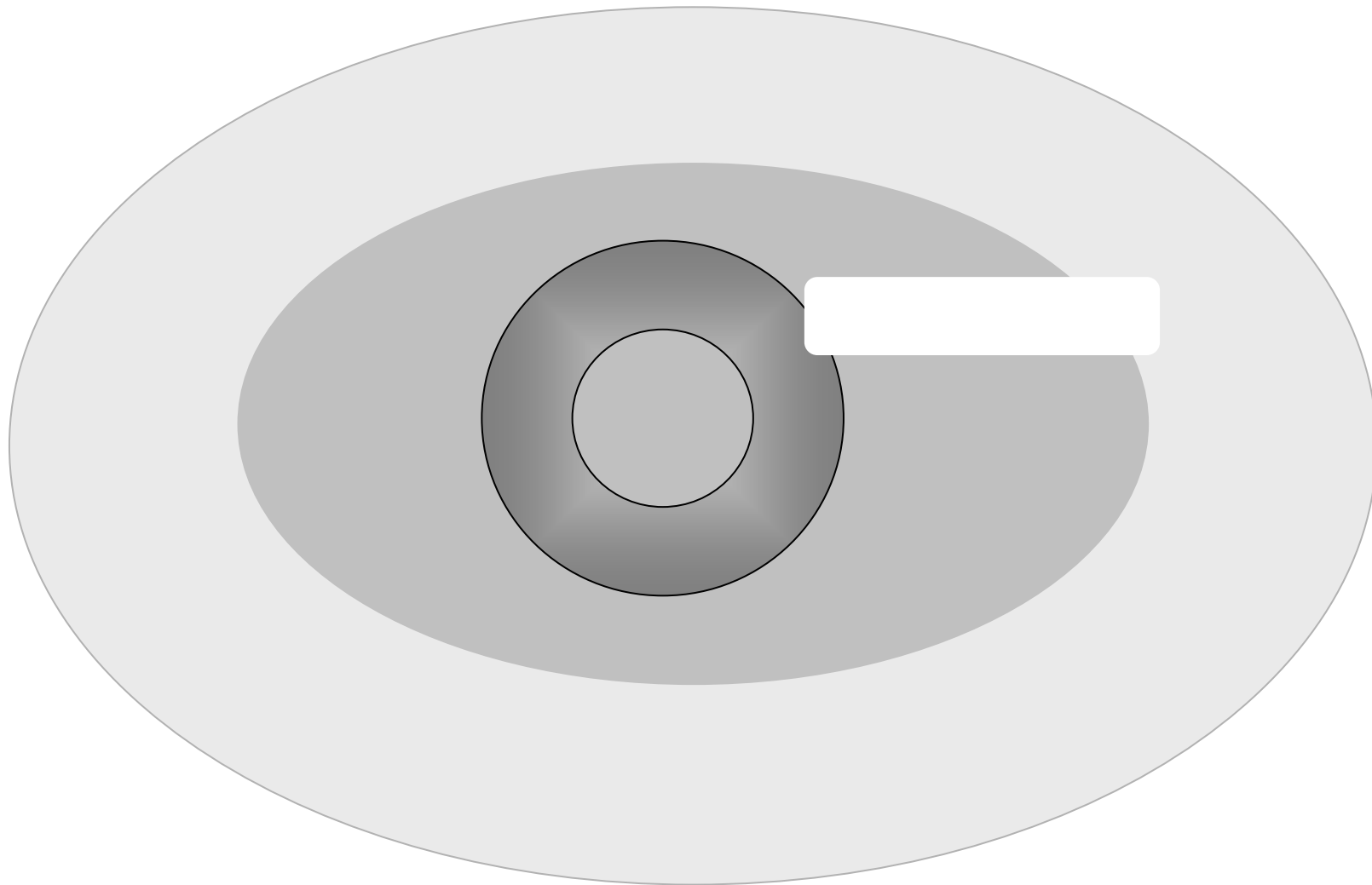


Table 18 provides a synthesis of the intended



9) as well as for the very impressive strengths that IUCN has brought over a long period to efforts to influence policy for the benefit of conservation.

Its role is still appreciated as that of bringing intellectual perspectives rather than “campaigning” or “pressurising” from an ideological point of view. It has retained and extended, especially at regi



Figure 5:

**Box 11: Key factors currently affecting IUCN's leadership in the policy arena**

- § The increasing complexities of various policy domains affecting conservation;
- § The regionalisation and decentralisation process over the past decade that has moved IUCN closer to the ground yet scattered (and made less visible) its policy efforts, with some central coordination returning only very recently;
- § A lack of capacity to move into new domains;
- § The continuing absence in IUCN of a coherent and concerted strategy (and underpinning institutional systems) for policy influence in the current context;
- § The current funding model that makes IUCN's policy work subject to the priorities of donors;
- § IUCN's hesitance to take a strong and visible lead in key areas traditionally opposed by some Members;
- § "Competition" by institutions such as IISD, The Nature Conservancy, Birdlife International, CI, WWF, the Sierra Club, UNEP, IIED and WRI – organisations that often have much larger budgets and better media and dissemination strategies than IUCN, and that have launched major influential initi

As far as we know, IUCN does not have factual information on why its Members join and remain loyal to the organisation, but our own as well as informant observations indicate that important reasons are that IUCN provides a bridge between diverse organisations, magnifies small players' voices on the world stage and is able to





**Box 14: Informants' suggestions for policy foci for the 2005-2008 Intersessional period***Key point*

Understand what threatens biodiversity, what are the main topics influencing it, what IUCN can bring that is relevant to make the required changes – and target the change in a focused manner.

*Focus on*

- § The distortions that human frameworks and interventions bring to conservation;
- § Understanding the nexus between poverty and conservation in order to integrate conservation into all the MDGs;
- § Achieving the Biodiversity 2010 commitments;
- § The ecosystems approach to conservation (hand in hand with other land uses);
- § Interpreting IUCN's mission in new domains, reaching new audiences - in particular powerful non-environment Ministries and government bodies, the private sector; powerful multi-lateral institutions, non-conservation networks;
- § Determining position with respect to civil society, indigenous peoples' involvement in policy;
- § Increasing activity at the back end of the policy cycle (policy monitoring, evaluation and review).

*Suggested priority areas*

- § International conventions – still seen as IUCN's most important niche area – but also those outside the conservation arena which impact forcefully on conservation
- § Climate change
- § Trade
- § Access and benefit sharing,

Figure 6: Schematic representation based on perceptions of shifts in thinking about IUCN's policy work over the past two Intersessional periods

their perceptions of their work over the past















IUCN's unique make-up, its credibility, its access to knowledge and its increasing focus on knowledge management should assist greatly in efforts to strengthen its policy-practice linkages. We believe that IUCN will eventually benefit optimally from this aspect of its comparative advantage if its Secretariat builds the capacity to become an "integrating and synthesising" rather than "implementing" organisation with a footprint in the field. This can be done only (i) when field projects are directly connected and designed, from inception, for efforts to influence policy in a well-planned, coordinated way (for example as in section 8.4 of this report); or (ii) when IUCN plays a specialist role in building capacity for policy implementation. This approach will challenge IUCN to establish mechanisms to best engage Commission members, to draw policy conclusions from the experiences and expertise from Members and to work both ways in influencing policy while also using policy to help inform practice (although this implementation role is not as critical in the IUCN context).

There will also be several practical difficulties. IUCN will have to establish appropriate alliances with organisations that believe in this role and that will enable syntheses based on credible and appropriate field work. It will also have to ensure its reputation among donors as an organisation that can play such a role effectively.

We believe that as a first step IUCN has to acquire a very good understanding of exactly how to link policy to practice effectively and how it can best be used vertically and horizontally across the different components of the organisation. Phase I of the Review was limited in what it could crystallise on this important topic. The Forest Conservation Programme's Green Thread approach (refer to Box 5) could provide very useful information if used as a case study for the second phase of the Review. Ongoing and completed initiatives to improve IUCN's operations and to effect change, such as the Membership Engagement Strategy and Regionalisation and Decentralisation Review can also provide helpful insights.

**We recommend that the Secretariat explores the possibility of expanding its capacity to play an integrating and synthesising role, mainly using Members' fieldwork rather than moving further towards becoming an implementing organisation. This means that its own footprint in the field (if any) should be directly aligned with its policy work.**

**We therefore recommend that Phase II of this Review should be used to expand IUCN's understanding of the concepts and mechanisms involved in linking policy and practice for policy influence.**

## **8.6. Strengthening policy capacities in IUCN**

Our findings have shown that there is an impressive amount of policy expertise and experience in IUCN, with excellent work on influencing policy done in a number of programmes. Yet there is confusion about what constitutes "policy" or "policy influence" in IUCN, and an expressed need for improved understanding of what policy influence is and the mechanisms used, and of the way in which IUCN manages its policy work. Perceptions are widespread across programmes that IUCN does not yet have a clear vision and priorities for policy work, especially as it moves into "non-traditional" arenas; that it needs to improve its insight into policy influence concepts, models and mechanisms; and that it lacks adequate processes, intelligence, information systems and feedback loops for effective planning of policy work.

These perceptions were supported by our findings that IUCN's policy work shows little sign of focus and coordination in key policy areas, except for work on some of the international convention



Stakeholders acknowledge the excellent work done by the Policy, Biodiversity and International Agreements (PBIA) unit in mobilising and coordinating IUCN's policy expertise to inform and support international policy initiatives, as well as the significant efforts by PBIA and the Policy and Global Change Group (PGCG) under guidance of the Director Global Programme to streamline frameworks and procedures for policy work. For example,

Members develop IUCN general policy through the Resolutions and Recommendations adopted by the Assembly. The Director-General is responsible for coordinating policy and determines policy guidelines. The Director-General is also responsible for developing and implementing policy guidelines. It is

Good articulation between the different parts of the Union carrying responsibility for setting and executing

It is imperative that it is recognised as an integral part of the IUCN Programme and of all component programmes, as well as the organisation.

The coordinating work done by the PBIA is appreciated across the programmes, but questions remain regarding its effectiveness in coordination with overall

between IUCN's multi-lateral and bilateral interests.

Some of the best policy work in IUCN is done in programmes outside the PGCG. It is therefore important that this group is not unintentionally positioned and perceived as “*the policy group*”, but as a structure that supports and helps to coordinate policy work across the thus

ommunication, information sharing and synthesis that enable each component to learn facilitate vertical two-way

rmulation and in drafting relevant le the setting of policy agendas and policy

proactive in their approach to policy work. While a rigid approach which does not allow IUCN to take advantage of opening policy windows will be counter-productive, more systematic work with governments to bring about the necessary changes at national level might increase the effectiveness of IUCN's influence at that level.

In particular, IUCN needs to *make more use of the fact that it is a global organisation whose expertise at regional and global levels can be brought to bear at national level, or whose global and national expertise can inform regional trans-boundary work*. This is the real strength of IUCN which gives it a comparative advantage beyond anything that other organisations can mobilise.

**We recommend that IUCN pays more strateUCN**

**s and within programmes working on a similar theme**

### **8.9. A purpose/issue-driven versus event-driven approach**

very considerable portion of IUCN's time and resources goes into the convening of events  
roups together towards a  
operation and has been  
markably successful in building its visibility and credibility among diverse constituencies.

However there is  
onsiderable concern among informants that the organisation has become too "event-driven";

egies to bring

- § participation in the event is planned and managed in a manner that promotes follow-up within and without IUCN, and ensures follow-up (consolidation, reflection, sharing across the organisation, informing strategies) by IUCN as part of longer-term strategies for change;
- § IUCN us



ii. Work based on vertical integration, for example within a specific biome where cascading collaboration is promoted from global to regional to

iii.

bers and h



## Review of IUC



## **Annex 1: Terms of Refer**

- § What does IUCN do to influence policy making?
- § What are the drivers that determine its policy priorities? What situation analyses, if any, are used and how are they used?
- § How purposeful and systematic is IUCN in its policy planning, and to what extent does it need to be?
- § Are the intended outcomes of the component programmes clear, coherent and linked to the IUCN Programme?
- § What strategies does IUCN use to influence policy making?
- § What is the role of partnerships and alliances in these efforts?
- § What contextual factors affect policy work in IUCN?

Some of the questions that Phase 2 will attempt to answer are:

- § How successful has IUCN been in influencing selected policy-making at global, regional, national and local/municipal levels? What changes has it actually brought about?
- §

**Annex 2: The Review Matrix**

Issue	Key question	Sub questions	Data sources
The nature of the policy work	What is IUCN doing to influence policy-making?		





### **Annex 3: List of Programmes**

#### **Regional and Country Programmes**

1. Asia (ARO) – consolidated (*used in tandem with regional and national programmes*)
2. Asia Biodiversity Programme
3. Asia Ecosystems and Livelihood Group
4. Asia Law Programme
5. Asia Lao PDR Country Programme (*limited inclusion*)
6. Asia Nepal Country Programme (*limited inclusion*)
7. Asia Pakistan Country Programme
8. Central Africa (BRAC)
9. Eastern Africa (EARO)
10. Mediterranean Cooperation (*for this Review classified as a Regional programme*)
11. Meso-America (ORMA)
12. Southern Africa (ROSA)
13. South America (SUR)
14. West Africa (BRAO)

#### **Global Thematic Programmes**

15. Business and Biodiversity
16. Economics and the Environment
17. Forest Conservation
18. Gender
19. Marine
20. Soc



## **Annex 4: List of Informants**

### **Key Informants**

Saliem Fakir  
Country Progra





**Miguel Pellerano**

Regional Director  
SUR, IUCN  
Ecuador

**Adrian Phillips**

Vice-Chair  
IUCN WCPA,  
UK

**Jean-Yves Piro**

Head  
Wetlands and Water Resources, IUCN  
Switzerland

**Balakrishna Pisupati**

Head  
Asia Regional Biodiversity Programme, IUCN  
Sri Lanka

**Caroline Ponti-Martinet**

Programme Officer  
Programme Planning and Evaluation, IUCN  
Switzerland

**Mohammed Rafiq**

Senior Advisor  
Special Assignments, IUCN  
Switzerland

**Kishore Rao**

Head  
Asia Regional Protected Areas Programme,  
IUCN  
Vietnam

**Simon Rietbergen**

Acting Coordinator  
Ecosystem Management Programme, IUCN  
Switzerland

**Julia Robins****Carole Saint Laurent**

Senior Forest Policy Advisor for IUCN  
Forest Conservation, Global Partnership on  
Forest Landscape Restoration  
Canada

**Alberto Salas**

Coordinator, ORMA Forest and Protected  
Areas Programme, IUCN  
Costa Rica

**Rami Salman**

Programme Coordinator  
Mediterranean Cooperation, IUCN  
Spain

**Nikhat Sattar**

Head, Asia Emerging and Emergency  
Programmes, IUCN  
Pakistan

**John Scanlon**

Head  
Environmental Law Programme, IUCN  
Germany

**Peter Shadie**

Programme Officer  
Programme on Protected Areas, IUCN  
Switzerland

**David Sheppard**

Head  
Programme on Protected Areas, IUCN  
Switzerland

**Jamie Skinner**

Head  
Mediterranean Cooperation, IUCN  
Spain

**John Waugh**

Senior Programme Coordinator  
USA Multilateral Office, IUCN  
USA

**Sebastian Winkler**

Special Advisor  
PBIA, IUCN  
Switzerland

**Kelly West**

Coordinator  
EARO Water & Wetlands Programme, IUCN  
Kenya

**Bihini Won Wa Musiti**

Programme Coordinator  
BRAC, IUCN  
Cameroon





Review of



**B. Interview with Key Informants***A) Outlining the policy effort*

1. How should IUCN define policy in order to establish boundaries/limits for its policy work yet stay true to its mission? Or, *should* IUCN establish boundaries/limits for its policy work and if so, what should they be?
2. Can one put a percentage on the amount of effort IUCN should put into its policy work compared to other endeavours? If so, how much of IUCN's work should focus on policy?

*B) IUCN's performance in policy work*

3. Please identify and summarise IUCN's key policy achievements or "streams of policy influence" since 1992. Can one categorise these "streams of policy influence" in a systematic way and if so, what would these categories be?
4. There is a general perception that over many years IUCN has been a strong influence in the conservation policy arena in particular. Some people feel that during recent years IUCN has moved from being a "policy and technical assistance organisation" to a "pseudo aid agency". How prominent is IUCN currently in those policy areas that would help it to achieve its mission? In your view, is it (still) regarded as a leader, an authoritative voice called upon first when credible policy input is required in areas that relate to the IUCN mission? Why / why not?

*C) Relevance and leadership in policy work*

5. On what elements of the policy cycle (given above) should IUCN focus and why?
6. What should determine IUCN's policy priorities? In other words, what should the drivers be for its policy work?
7. Generally speaking, in which policy areas should IUCN *now* be active (mainly globally, but also regionally, nationally and locally if it is possible to comment at these levels) to ensure leadership in the world while staying true to its mission? Does it have a specific "policy niche" where it should play a leading role?  
Or to put it somewhat differently, in view of the changing external environment in which IUCN operates, as well as internal changes (for example the regionalisation and decentralisation during the past decade), in what areas should it position its policy work if it wants to bring about the necessary changes in the world towards achieving its mission, and why?
8. Can you comment on the perception in some quarters that IUCN's policy work is too "event driven" and too focused on a few existing policy instruments (Conventions)?
9. Related to questions 6 and 7: What should IUCN aim to achieve through its policy work to ensure its leadership while staying true to its mission? In other words, what are the main changes it should try to bring about through its policy work?
10. What are the key strategies that IUCN should use in its policy work to ensure that it makes full use of its potential and strengths as an organisation, and draws on a coherent body of theory and practice to influence policy? As a related issue – what strategies can it implement to ensure that its field work strengthens its policy work and vice versa?
11. What else should IUCN have in place to retain (or re-establish) its leadership role in the policy arena?

*D) Additional information*

12. Are there any questions that we should have asked that we did not ask? Are there any other issues that you would like to bring to our attention in the context of the Review?





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## Annex 7: List of Findings

	<i>page</i>
Finding 1 .....	11
<i>Influencing policy is not a clearly delineated field of work in IUCN. Programmes do not use a formal definition of policy or set boundaries to help focus their policy work, leading to some confusion about what constitutes "policy" or "policy influence" in the IUCN context.</i>	
Finding 2 .....	12
<i>Programmes do not view policy work in a narrow sense, for example as working only with frameworks created by and between governments. A significant number are inclined to regard "almost everything" done in their programmes as "policy work".</i>	
Finding 3 .....	12
<i>More than half of IUCN programmes regard influencing policy as the major component of their work, with 38.5% relating 90-100%, and another 15.4% of programmes relating more than 60% of their efforts to policy work.</i>	
Finding 4 .....	13
<i>Although roughly 10-20% of the targets of IUCN's key policy initiatives as th23poj-0.0007 T9c 0.282118w 10.02 0 0 10.02 30</i>	

Finding 11 ..... 20

*Three shifts in conceptualising policy work have occurred during the recent years in at least seven IUCN programmes:*

- (iv) a much stronger focus on governance and working with governments at all levels, including with local authorities;*
- (v) more concerted targeting of new audiences such as Finance and Planning Ministries, the private sector, influential global, and non-conservation networks influencing the environment; and*
- (vi) new approaches to conservation, including*
  - § integrating environment and development – “conservation for the people”;*
  - § more service oriented and market based approaches;*
  - § from theme-based conservation to biodiversity which includes social, economic and legal issues in a cross-cutting manner.*

Finding 12 ..... 20

*These three shifts in conceptualising policy work have been driven by*

- § greater understanding of realities on the ground through regionalisation;*
- § the need to make a stronger case for environmental management as part of poverty reduction strategies;*
- § the realisation of the need to reach new audiences who exert a powerful influence on conservation and the environment*

§ *the need to make a stronger case for environmental management as part of poverty reduction strategies;*



Finding 26 ..... 37  
*The programme groups have somewhat different emphases on the policy cycle: Global Thematic programmes are more proactive in influencing agendas and have little involvement in policy implementation; Regional programmes are more dependent on local contexts and priorities and are somewhat more active than other programme groups in the Policy Review stage; and Commissions are most active in influencing policy agendas through their technical expertise.*

Finding 27 ..... 38



## **Annex 8: List of Policy Initiatives used in the Review**

### **GLOBAL THEMATIC PROGRAMMES**

#### **Business and Biodiversity**

- § The IUCN-ICMM Dialogue
- § Linking with Royal Dutch Shell on Biodiversity
- § Development of Tools and Guidelines for Integration of Biodiversity into Industry Policies and Work

#### **Forest Conservation**

- § Facilitating Civil Society Participation in Redesign of World Bank Forest Policy
- § Civil Society Focus in Policy Formulation and Implementation through UN Forum on Forests (UNFF)
- § Participation in Collaborative Partnership on Forests (CPF)
- § Facilitating Civil Society Participation in Policy Formulation and Implementation through forrnementh RTropich RTir

**JOINT GLOBAL THEMATIC / COMMISSIONS PROGRAMMES**

- |  |   |
|--|---|
| <b>CEM /<br/>Ecosystem<br/>Management<br/>Programme</b>                          | <ul style="list-style-type: none"> <li>§ Promoting the Ecosystem Approach in International Conventions and Agreements</li> <li>§ Influencing the UN Convention to Combat Desertification (UNCCD)</li> </ul>   |
| <b>CEC /<br/>Environmental<br/>Education and<br/>Communication<br/>Programme</b> | <ul style="list-style-type: none"> <li>§ Promoting Communication, Education and Public Awareness through the Convention on Biological Diversity (CBD)</li> <li>§ Promoting Education for Sustainable Development (ESD) in major Forums</li> </ul>   |
| <b>CEESP</b>   | <ul style="list-style-type: none"> <li>§ Promoting Governance and Co-Management of Protected Areas and Natural Resources at the World Parks Congress (WPC)</li> <li>§ Influencing the Convention on Biological Diversity (CBD) Programme of work on Protected Areas</li> <li>§ Promoting the Role of Mobile Indigenous Peoples in Conservation through Creation of the World Alliance of Mobile Indigenous Peoples (WAMIP)</li> <li>§ Building Civil Society Capacity to Monitor Oil and Gas Operations in Mauritania</li> </ul>  |
| <b>CEL /<br/>Environmental<br/>Law Centre</b>                                    | <ul style="list-style-type: none"> <li>§ Establishing the Covenant on Environment and Development</li> <li>§ Access and Benefit Sharing</li> <li>§ Improving the Use of IUCN's Permanent Observer Status at the UN</li> <li>§ Supporting the Implementation of Part 12 of the UN Law of the Sea</li> </ul>  |
| <b>SSC / Species<br/>Programme</b>   | <ul style="list-style-type: none"> <li>§ Supporting the Convention on the International Trade of Endangered Species (CITES)</li> <li>§ Supporting the Convention on Biological Diversity (CBD)</li> </ul>   |
| <b>WCPA /<br/>Programme for<br/>Protected Areas</b>                              | <ul style="list-style-type: none"> <li>§ Assessment of the EC (Dg-Viii) Policy Changes needed to enhance EC Support to Africa, the Caribbean and Pacific (The Parks for Biodiversity Project)</li> <li>§ Assessment to Determine how to Mainstream Biodiversity Concerns into the EC Development Projects Portfolio (The Biodiversity in Development Project)</li> <li>§ Dialogue on Protected Areas with the Oil / Gas and Mining Industries</li> <li>§ Influencing the CBD Programme of Work on Protected Areas</li> <li>§ Setting the Agenda for Protected Areas through the World Parks Congress (WPC)</li> </ul> |

**REGIONAL AND COUNTRY PROGRAMMES**

- |                   |   |
|-------------------|---|
| <b>Asia (ARO)</b> | <ul style="list-style-type: none"> <li>§ Influencing Biodiversity Policy at National and Regional Levels in Asia</li> <li>§ Influencing National Environmental Policies in Asia to Integrate Economic and Environmental Policy</li> </ul> |
|-------------------|---|

