Evaluation of the Western Grey Whale Advisory Panel

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Summary

Background

1. The IUCN Western Grey Whale Advisory Panel (WGWAP) has now been operating for eight years. Its terms of reference (TOR) require it to undergo an evaluation every two years. This is the third such evaluation, covering the period from the fourth quarter of 2011 up to the panel's 14th meeting (29 September – 1 October 2014). The evaluation is based on review of the documentation; interviews with 38 informants; a questionnaire survey to which 40 people responded; and observation of the WGWAP 14 meeting.

2. The evaluation's TOR cover the usual questions of relevance, effectiveness, efficiency and impact. But they go beyond the TOR of the previous two evaluations by asking what lessons have been learned during the eight years of the WGWAP process.

3. The evaluation comes after a difficult period in the WGWAP's life. Sakhalin Energy, which

Sakhalin Energy on these animals. Relevance to the wider oil and gas industry operating on the Sakhalin shelf is inevitably compromised by the continuing failure to attract the direct participation of any other company in the panel process.

Effectiveness

6. Overall, the effectiveness of the WGWAP process during the review period was impaired by a significant

22. The WGWAP process has achieved sustainable positive changes in Sakhalin Energy practice. How sustainable they would

28. To make an ISTAP process succeed, all parties must make an extra effort to reach out to those with different views, and avoid the assumption that their own motives and opinions are superior.

29. Rotation of panel membership is beneficial. But it should not be done without careful consideration. Automatic termination of a panel member's services after a given period may not be helpful.

30. In group or bilateral meetings, amplified contract terms or by all these means, IUCN should specify more fully how the respected independence of panel members is balanced by the terms of their consultancy services to the panel process, funded by the participating company. There need be no

the panel process, as happened in the WGWAP experience during 2013–14. The new IUCN guidelines call for each ISTAP to have a grievance mechanism.

37. An encouraging lesson from the work of the WGWAP is that an IUCN ISTAP and an energy company can work fruitfully together to identify enhanced mitigation and conservation practice. The conservation benefits of this are circumscribed by the fact that this direct consultative and advisory relationship only involves one of the operators potentially affecting western grey whales. However, the WGWAP has been unable to obtain comprehensive data from all the sources that it knows exists. It has been unable to address the question of cumulative impacts satisfactorily. Furthermore, the conservation of the western grey whale clearly depends on appropriate measures not only by the oil and gas sector but also by the fishing and tourism industries – with which the panel, whose TOR are focused on the oil and gas industry, has had little or no interaction.

38. One key lesson from the WGWAP experience about IUCN engagement with the private sector is that the ISTAP mechanism is only suitable for interaction with a single company. Where IUCN's conservation concerns span the activities of a number of companies, or a whole sector, a different kind of engagement mechanism is more appropriate.

39. Another lesson from the WGWAP experience, and especially from the period under review, is that IUCN should engage more often and more thoroughly with the banks that finance private sector operations, in order to optimise the efficiency and effectiveness of the ISTAP process. These institutions can obviously be very influential in determining the environmental behaviour of the private sector, and IUCN should not miss the opportunity to work with them.

40. Although the WGWAP experience has imposed significant effort, expense and sometimes irritation on Sakhalin Energy over the last ten years, engaging in the panel process has enabled the company to enhance [illegible] different [illegible] behaviour [illegible]

42. Given the constructive mood at WGWAP 14, the substantial amount of work identified for the panel and the new management arrangements instituted by IUCN, it might be

Recommendation 4. Not later than January 2016, the number of panel members should be reduced by about 25%, reflecting the fact that, in contrast to the earlier exploration phase, Sakhalin Energy is largely in

recommendations submitted above can form a starting point for discussions about how to work in that direction.

1.2 WGWAP activities to date

Table 1 shows the meetings that the WGWAP has held to date. Except for WGWAP 14, just held in Russia, the reports of each meeting are available on the WGWAP pages of the IUCN website. Since the second biennial evaluation of the panel process reported to WGWAP 11 in early 2012, Dr Reeves has continued as chair and there have been no changes in panel membership, despite the provisions of section 8.1 (v) of the TOR for agreed periods of tenure and the incremental replacement of current members with new ones.

Table 1. WGWAP meetings

1	9 to 11 November 2006	Prangins, Switzerland
2	15 to 18 April 2007	St Petersburg, Russia
3	10 to 13 November 2007	Lausanne, Switzerland
4	22 to 25 April 2008	Lausanne, Switzerland
5	3 to 6 December 2008	Lausanne, Switzerland
6	21 to 24 April 2009	Geneva, Switzerland
7	11 to 14 December 2009	Geneva, Switzerland
8	16 to 18 April 2010	Geneva, Switzerland
9	4 to 6 December 2010	Geneva, Switzerland
10	13 to 15 May 2011	Geneva, Switzerland
11	12 to 14 February 2012	Geneva, Switzerland

For ce in the spring, the WGWAP achieved little in the early months of 2014 amidst uncertainty and recriminations about IUCN's new contractual arrangements for that year with panel members. Meanwhile, the IUCN Director General commissioned an internal review of the Secretariat's support to the WGWAP. Its confidential report was submitted in May. With effect from 1 July, she transferred responsibility for the panel from the Global Marine and Polar Programme (GMPP) to the Global Business and Biodiversity Programme (GBBP) In the

1.5 Evaluation approach and activities

With the TOR just outlined, this has not been a routine repeat of the previous two exercises, although some conventional methods were used:

- x review of documentation;
- x interviews with 38 informants (see

panel to review the science of the WGWAP, and the results of any such review might be hard to accept as definitive.

2 The relevance of the WGWAP

2.1 Relevance to the conservation and recovery of the western grey whale population

As in the previous two evaluations, there is general consensus about the ongoing relevance of the WGWAP to the conservation and recovery of the western grey whale population. However, while the 2011 questionnaire survey yielded 100% endorsement of this relevance, the 2014 survey saw a minority of dissent (Figure 2). Some respondents pointed to the continuing questions about how genetically distinct western grey whales are from the population in the eastern Pacific. There is also growing awareness of other threats to these whales, notably from the expansion of salmon fishing in the area (IUCN, 2013a, 2013b) and (from 2014, if not earlier), substantial numbers of tourist whale watchers approaching the animals in boats launched from cruise liners (about which Sakhalin Energy and panel members expressed concern at WGWAP 14). Other respondents said that the WGWAP's relevance is compromised by its still working only with one of the companies active on the Sakhalin shelf while others argued that WGWAP debate and recommendations do influence other companies, even though they do not formally participate. A third area of dissent concerns the nature of the process, which some view as having become less scientific, less independent and/or more 'political'.

Responses to a related question about the credibility of the WGWAP process as a contribution to the conservation and recovery of the western grey whale population revealed a similar minority critique. Representative of the majority view was the statement that "up until now, the WGWAP has been highly regarded in the conservation community, and carries a lot of respect due to its independence and the quality of its applied science". Conversely, one respondent argued that "people on the WGWAP are no longer objective. Thanks to [illegible]

2.2 Relevance and credibility in

is limited, as experience has shown: it remains unlikely that any other company will join the process, however interesting they may find it. Nor should the focus on the link with Sakhalin Energy obscure the necessity of nesting engagement with the private sector into engagement with the other relevant stakeholders – notably the government authorities and civil society. The relevance of the WGWAP process for IUCN is thus qualified by the need for a broader, more inclusive structure that works proactively with the private sector within a wider framework of consultation and joint action with these other parties.

2.4 Relevance to the oil and gas industry

These arguments apply to the overall relevance of the WGWAP process to the wider oil and gas industry operating on the Sakhalin shelf. Many participants in this industry find the debates and recommendations of the WGWAP highly

Evaluation of the

importance of assessing cumulative impacts. At present, some participants argue, the data analysis process is too sectorally divided and follows a routine annual cycle without reviewing longer term trends and impacts. More

recommendations from WGWAP 1-13 has been closed satisfactorily yet – although this is not necessarily due to lack of commitment or effort by those responsible.

Overall, however, the proportion of all recommendations in the 'closed – satisfactory' category has risen (Figure 9). The distribution of recommendations across subject categories has not changed significantly during the period under review, with those on noise still the most numerous. Unhelpfully, the second commonest category is 'other' (Figure 10).

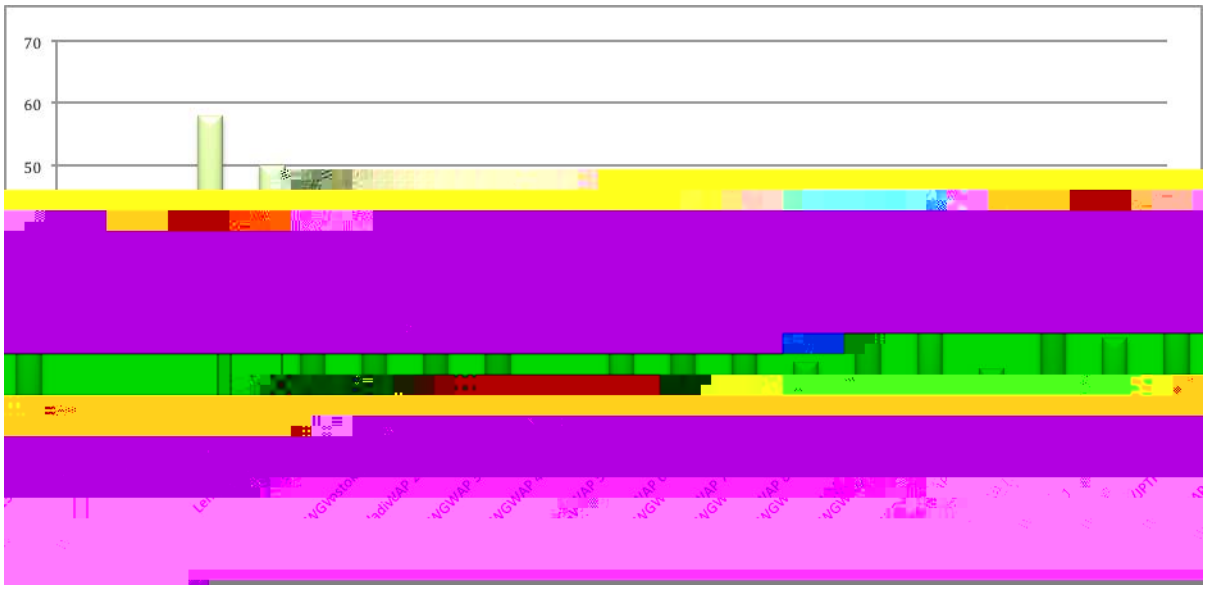

Figure 8. Number of recommendations made at each WGWAP and previous meeting

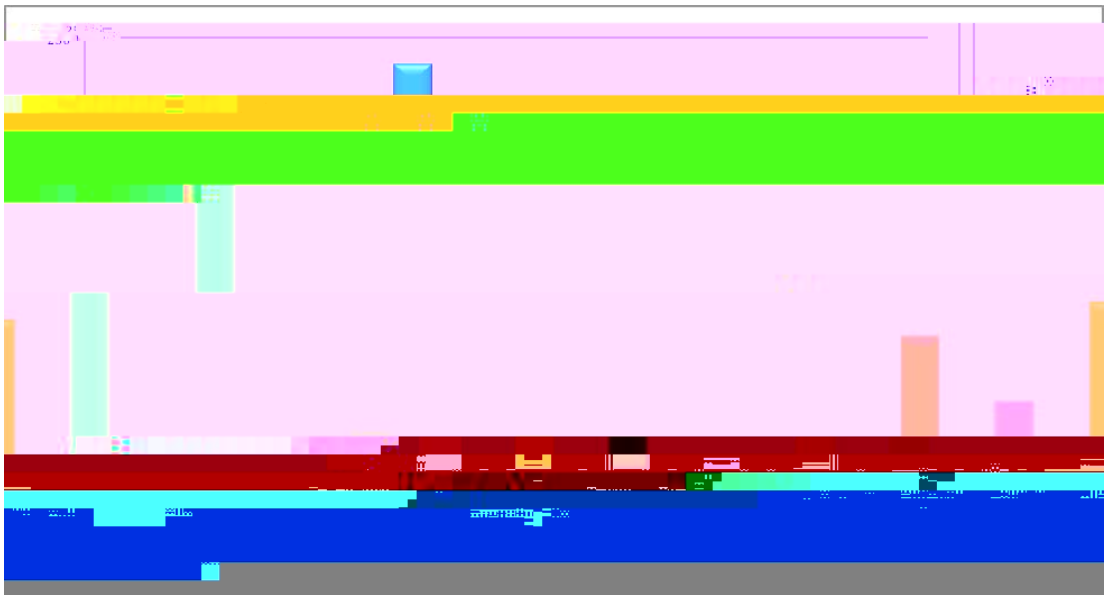

Figure 9. Status of all WGWAP and prior recommendations (to WGWAP 1-13)

Figure 10. WGWAP and prior recommendations by subject (to WGWAP 13)

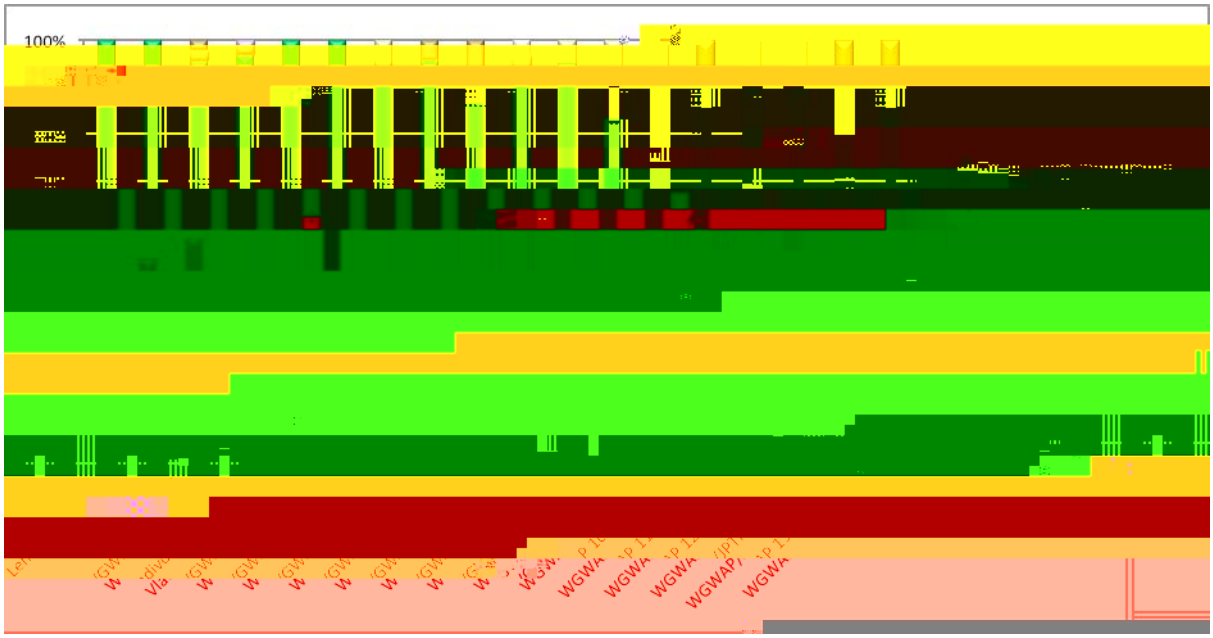

Figure 11. WGWAP and prior recommendations by meeting and status (to WGWAP 13)

3.4 The effectiveness of IUCN

The role and responsibilities that the 2012 WGWAP TOR specify for IUCN are shown in Table 2 below. They are mainly performed by the Secretariat, although the panel has strong links with the Species Survival Commission and its Cetacean Specialist Group (which is also chaired by Dr Reeves). As outlined in section 1.2 above, there was concern in 2013/14 that the Secretariat, through the GMPP, was not adequately performing roles (a) and (g). Instead, panel members and some other observers felt, it appeared to align itself too closely with the interests of Sakhalin Energy and to

Evaluationof

Item	Description (2012 TOR)	Comment
	the WGWAP in accordance with these TOR	

3.5 The effectiveness of Sakhalin Energy

Figure 13 shows a mostly negative view among WGWAP members who responded to the questionnaire survey with regard to Sakhalin Energy's performance of the roles assigned to it by the TOR for the panel process. The evaluation received numerous comments from many categories of informant about the attitudes and behaviour of the company. They reflect the levels of animosity that developed in various directions during the review period around the core triangular relationship in the panel process, between the IUCN Secretariat, Sakhalin Energy and the panel itself. But while these negative views were a harmful reality in that process, the objective priority for the evaluation is to consider the company's effectiveness in fulfilling the roles and responsibilities assigned to it by the 2012 WGWAP TOR.

Table 3 does this with reference to section 6 of the 2012 TOR for the panel process. This refers to 'contracting companies', of which Sakhalin Energy remains the only one. The table shows that, whatever the attitudes and despite

Item	Description (2012 TOR)	Comment
	efficient functioning of the WGWAP	
(d)	Contribute to the	

3.6 IUCN and Sakhalin Energy as partners

The evaluation matrix

Debate about this question again reveals the gulf that widened during the review period between differing perceptions of the panel process. As one informant put it, "there has been too much antagonism in panel process, and not enough humility". While panel

Standard 6 (IFC, 2012: 40-46). Panel members pointed out, however, that there is consultation between them and the company before recommendations are finalised, affording an opportunity for the latter to indicate weaknesses of this nature and for the panel to react.

The majority view is positive as to whether Sakhalin Energy is using the WGWAP's recommendations effectively. Some informants pointed to the status of the whale population, and the apparent lack of

3.7.3 The WGWAP chair

Whereas the 2009 and 2011 evaluation surveys revealed comprehensive endorsement for the performance of the WGWAP chair (Annex 6), there was a significantly wider range of views in 2014 the

This was not done.

The performance and contributions of the WGWAP members have inevitably been uneven over the review period. But this is not an audit of each individual's performance. Rather, the evaluation matrix asks whether the effectiveness of the WGWAP would be enhanced by different membership. The question could have been more clearly worded. It was not meant to suggest a wholesale replacement of the 11 members with 11 new ones. Rather – as most respondents understood – it referred to the gradual rotation of members, bringing in a few new ones from time to time as long r serving ones leave. There is widespread consensus that this is a good idea (Figure 21), and a majority view that the WGWAP process would benefit from having fixed, staggered terms of service for panel members (including the chair).

While some interviewees felt that the panel should remain at least as large as it currently is, many agreed with the idea that, as a panel advising Sakhalin Energy, the WGWAP could remain effective over the next few years with a somewhat smaller membership. There was some, but not universal, agreement with the evaluator's suggestion of eight. The use of 'associate scientists' is generally endorsed as a flexible mechanism for bringing in high level expertise to the panel on a shorter term basis. There have been two such individuals during the period under review. This arrangement could be used more intensively to compensate for there being a smaller number of long term members.

The 2011 recommendation on subject matter expertise remains valid. There has been added emphasis during discussions for this evaluation on the need for expertise in the application of international environmental standards and regulations – notably IFC Performance Standard 6 – to the offshore oil and gas industry.

This report returns in section 6.1 to the concept of independence in the operation of IUCN's STAPs. With a few weeks' exposure, it is not possible for this evaluation to assess the rights and wrongs of the widely diverging views expressed on the stance and attitudes of panel members. But the evaluation can and must report that, on this issue too, unhelpfully high levels of animosity developed during the review period. Some key participants in the panel process felt that WGWAP members were aloof, too quickly and unhelpfully critical of company initiatives, unwilling to engage with practical business realities,

company, that good science

3.8.2 Interaction with government

The real interest that the Sakhalin oil and gas industry has in the advisory conservation science of an IUCN sponsored body is tempered by the increasing dominance of Russian firms in the sector. Reflecting the attitudes of the Russian state and society, these firms are likely to question the desirability of an external body telling them what to do. Conversely, the growing political isolation of the Russian Federation in 2014 may have led to some interest in engaging internationally where this remains possible, and proving the competence and quality of Russian science and industry.

In may

3.8.3 Interaction with other interested parties

As observers, Russian and international NGOs have been a significant presence throughout the WGWAP process. The relationship has, overall, become more cordial and constructive with time and the panel often (but not always) values the information and ideas that NGO observers contribute. This generally positive view is reflected in survey responses (Figure 24). However, NGOs were perturbed by the uncertainty around the dismissal and reappointment of panel members at the start of 2014, and in January three of them wrote a strong letter to the IUCN Director General expressing their concern. Not surprisingly, NGOs remain strongly committed to the independence of the panel from company priorities, and to the role of IUCN in guaranteeing that independence.

While state monitoring and regulation of NGOs in the Russian Federation may significantly affect their engagement, it remains safe to conclude – despite recent disagreements – that the involvement of NGOs in the WGWAP process to date has laid useful foundations for a broader consultative and advisory process on the environmental impacts of the aa (the

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4 The efficiency of the WGWAP process

4.1 Introduction

The evaluation matrix (Annex 3) asks how cost effective the WGWAP process is. While addressing that issue, this chapter of the report goes on to assess various other aspects of operational efficiency.

4.2 Cost effectiveness

The evaluation matrix asks what the financial costs of the WGWAP process are to Sakhalin Energy, IUCN and others. Sakhalin Energy would consider the actual amount it spends on the WGWAP to be commercially sensitive information, but in most respects the situation is unchanged from that reported in the 2011 evaluation (Turner, 2011: 25). Sakhalin Energy funds the panel process, although the budget continues to benefit from the fact that the time of three panel members (four in 2014) is funded by their employers. What has changed is that in 2012 the Russian authorities determined that the company's costs in funding the panel process would no longer be tax deductible. From its shareholders' perspective, this puts engagement with the Russian

4.3 Roles and expertise in the panel process

In general, the various stakeholders in the WGWAP process consider roles and responsibilities to be clearly defined and assigned – although Figure 27 shows that this view is not unanimous. There is less dissent about the clear definition and assignation of tasks.

Section 3.7.4 discussed the roles and effectiveness of the panel members, and the types of expertise that they should offer. An idea raised by the 2011 evaluation remains valid: that panel members should be described as 'specialists' rather than 'scientists'. Section 6.1 below returns to the concept of 'science' in an ISTAP process. The rigour and impartiality normally associated with this concept should be assets for a group like the WGWAP that aims for effective conservation through enhanced industry practice. But if 'science' means time consuming abstraction from operational priorities, it risks diminishing effectiveness and efficiency. This is a trade off of which panel members, as scientists, have not always seemed adequately aware. Reconciling scientific rigour and operational realities will be a challenge in any ISTAP process. The extent of this reconciliation has obvious implications for panel efficiency.

There is little dispute about the administrative support roles that the IUCN Secretariat should and does play in the WGWAP process (section 4.8). The GMPP's interpretation of its co ordination role during the review period did affect the efficiency of the process. Although well intentioned efforts were being made to enhance the effectiveness of the WGWAP, the manner in which they were undertaken was counter productive, diminishing productivity without concomitantly reducing costs. Although the long gap between the WGWAP 13 and WGWAP 14 meetings might have been expected to achieve some budget savings, expenditure actually exceeded the levels originally planned. This issue is discussed further in section 6.3 below.

4.4 Work plans

Although those survey respondents actually i e n t WGWAP

that "the present mode of operation needs to change if the WGWAP process is to fulfil its stated role adequately", it regretted that panel meetings had been shortened from four to three days and called for the next meeting to last four or five days: one or two days of plenary sessions, one day with IUCN to discuss broader industry and related issues, at least one day of private panel discussions, and one day of report preparation. (This implied that Sakhalin Energy representatives and observers need only attend for one or two days.) According to the IUCN Secretariat, half a day before and half a day after the main three days of WGWAP 13 were scheduled and paid for.

Although the panel anticipated that the next meeting should happen before the end of 2013, circumstances outlined above meant that it only took place in late September 2014 – and then only for three days of formal meeting time, although one day before and one day after were scheduled and paid as well. The subsequent Noise Task Force meeting was allocated two days instead of the one originally planned.

There is widespread agreement that task forces enhance the performance of the WGWAP (Figure 29 above). As noted in section 1.2, the Noise Task Force has been the most active one during the period under review, with the Environmental Monitoring Task Force and the ad hoc Joint Programme Task Force meeting once each. Although company views on the usefulness of the NTF are not unanimously positive, there is no doubt that acoustic issues remain one of Sakhalin Energy's primary concerns with regard to western grey whales and that this area of the panel's work remains important for the company. The prominence of the NTF in the WGWAP process was increased by the fact that it was able to continue meeting and working during the long gap between WGWAP 13 and WGWAP 14, when other aspects of the panel's operations made much less progress.

Concern persists in some quarters that the task force format compromises the independence of the panel and the transparency of its operations allowing panel members and company personnel to get too comfortable around the table together. (IUCN's new ISTAP guidelines mention the possibility of task forces but do not go into detail on these questions.) But the stronger view is that, while the plenary mode remains essential, the task force environment greatly facilitates meaningful technical interaction and progress.

4.6 Communications and transparency

In the difficult organisational context of 2013-14, communications around the core triangle of WGWAP relationships have not been optimal. Significant numbers of survey respondents thought that communications between the panel and Sakhalin Energy were not efficient (Figure 31), but that was also the case in 2009 and 2011 (Annex 6). In the case of communications between the panel and IUCN, the survey suggests a significant deterioration since 2011 (Figure 30 and Annex 6). Of the ten survey respondents who could comment on the quality of internal communications in the WGWAP process in Russian, nine felt that they were as efficient in that language as in English.

IUCN has been efficient in its external communications about the panel process and its results, although this performance is not universally endorsed (Figure 32 and Figure 33). The Secretariat put a great deal of effort into publicity around the acoustics publication by Nowacek et al. (2013), and this was well regarded by most informants.

Although a count of the materials available on IUCN's WGWAP web pages in English and Russian shows that

4.7 Self-assessment

There has been a great deal of evaluative discussion about the WGWAP, both within the panel and among its various stakeholders, during the period under review. Much of that discussion has been difficult; some of it hostile. Too little of it led to consensus about the way has and

and their related criticisms of IUCN's overall approach to the panel process in that period. There are also criticisms of meeting arrangements timing, and the choice of venues. In 2009 and 2011, on the other hand, all the panel members who responded to the evaluation surveys endorsed IUCN's administrative and logistical performance (Annex 6).

5 The impact of the WGWAP

5.1 Impact on conservation and recovery of western grey whales

For several reasons, it is not possible to say definitively whether the WGWAP process has had any impact on the conservation or recovery of the western grey whale population. It can at least be said that it has not had any negative impact. But the evidence on positive impact is incomplete. The ten years of the WGWAP and preceding processes would not be long enough for proof of population recovery, even

5.2 Impact on Sakhalin Energy practice

The evaluation matrix (Annex 3) asks whether the WGWAP process has achieved sustainable positive changes in Sakhalin Energy practice that are likely to persist beyond the life of the WGWAP project. The latter part of this question is hard to answer, since the duration of the WGWAP project – and indeed the lifespan of Sakhalin Energy – are unknown. This uncertainty helps to explain the cautious questionnaire survey responses on the question (Figure 39). Attitudes to the impact of the WGWAP process on Sakhalin Energy practice range from the sincere assertion of some company staff that they do their best to implement and adhere to the panel's recommendations, to the deep scepticism of some scientists and activists that this commitment is more than skin deep. There can be no doubt that the company has made significant changes to some of its approaches and practices – for example in seismic survey and in vessel operation and routing – as a result of its interaction with the WGWAP. It would be unreasonably cynical to assume that it would abandon all these enhancements if the panel process ceased, even if one sets aside the considerations of positive environmental

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Sakhalin Energy (section
4.2)). This sense of missed

and particularly in the Arctic – for example, through the presentations on and by the industry at the international conference on marine mammals of the Holarctic that was held at St Petersburg in September 2014. The comments in the box epitomise the substantial diversity of views on this broader impact, reflected also in Figure 41 and Figure 42. They range from the argument presented above – that some indirect impact has been achieved – to the belief that opportunities have been missed, or perhaps that this should never have been an ambition for the WGWAP process anyway.

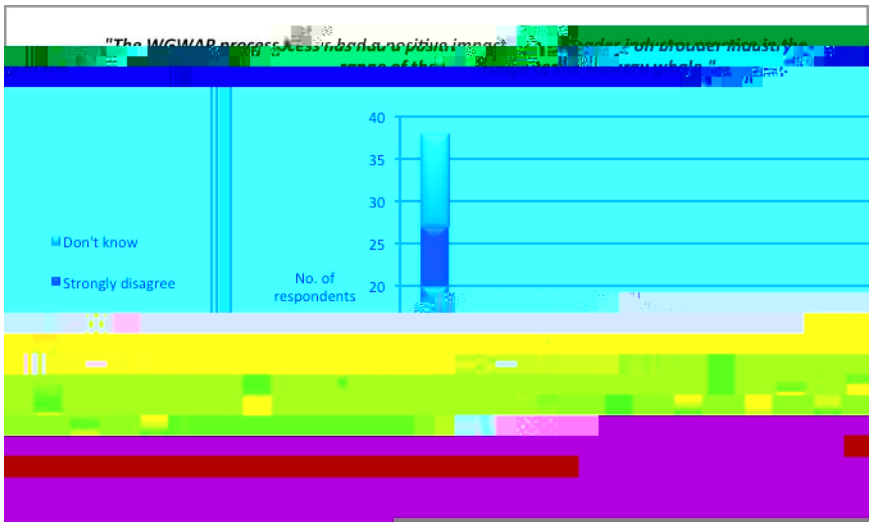

Figure 41. Survey: impact of WGWAP process on broader industry practice in range

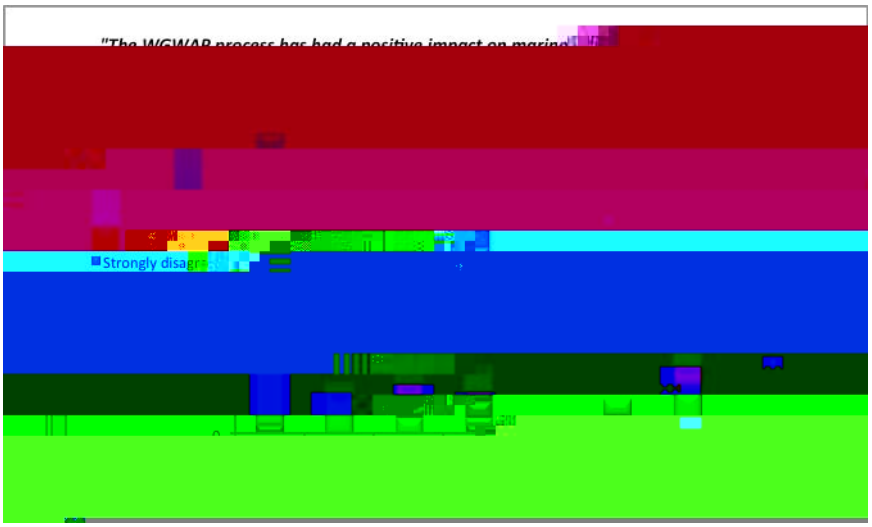

Figure 42. Survey: impact of process on marine conservation practices in oil industry generally

6 Lessons learned

6.1 Introduction

One of the objectives of this evaluation is "to gather lessons from the first eight years of the WGWAP". The TOR (see Annex 1) ask for six types of lesson. Many of these lessons should be evident from the discussion in chapters 2 – 5 above, but they are summarised in the following five sections of this chapter. ("Conservation lessons" and "lessons and about the relationship between the WGWAP and western grey whale conservation" are treated together.) Many of them have already been wholly or partially learned by the main stakeholders in the panel process. This chapter attempts a consolidated statement that may be useful for future reference.

In practice, lessons around the functioning

6.2.2 Science

'Science' is a loaded word. This is not the place for an essay on what 'science' means for IUCN, whose claim to global stature is strongly rooted in the assumed scientific excellence of its specialist Commissions. The WGWAP experience has shown the challenges of combining academic and applied science, with their partly and has

Partly because of the unrealistic expectations of its TOR, there has been ambiguity about how it relates to the rest of the oil and gas industry off Sakhalin.

6.2.7 Working with empathy

IUCN's ISTAP guidelines recognise the "risk of incompatible institutional cultures" (IUCN, 2014: 5). This evaluation has noted the many animosities that arose around the IUCN, Sakhalin Energy, WGWAP triangle during the review period. Needless to say, they diminished the effectiveness of the panel process. Such a process will always be an interface between partially differing value systems and mindsets. To make it succeed, all parties must make an extra effort to reach out to those with different views, and avoid the assumption that their own motives and opinions are superior. Panel scientists should recognise that company personnel may have genuine conservation commitment but cannot afford an academic mode of deliberation and enquiry. Company staff should acknowledge that thorough scientific analysis is data intensive and time consuming. IUCN must be even handed and empathetic with both the other groups' points of view, taking a more partial position only if it appears that its ISTAP principles are being violated.

6.2.8 Rotation of panel membership

This evaluation has pointed out the failure to rotate the membership of the WGWAP as intended (section 3.7.4) – and as now required by the WGWAP TOR. A lesson from the WGWAP experience is that it is important to do this – but that it should not be done without careful consideration. Automatic termination of a panel member's services after a given period may not be helpful.

6.2.9 Conditions of panel Ð ,®1ò1¾Ãÿ÷e XAò$ Êã •á !€0ÐÀ 0

6.2.11 Task forces

Working in task forces has been an important feature of the WGWAP experience. The practical lesson is that this can be a valuable part of a panel process. To some extent, it enables panel and company scientists to sidestep the conceptual and paradigmatic challenges outlined above, take off their 'independent' and 'company' hats and focus on building practical ways forward through shared scientific effort. In some but not all WGWAP task force fields, real progress has resulted. The privacy of the task force process, from which external observers are excluded, understandably raises suspicions of collusion and compromises to the independence of the panel. The challenge is to balance

6.3.3 The role of IUCN Commission chairs

Section 2.3 of the new ISTAP procedures states that

> The Chairs of IUCN's Commissions support the Director General in considering the case for establishing an ISTAP, particularly with respect to the state of scientific or technical knowledge on the issue of concern, and in the identification of suitable candidates to act as Panel Chairs... The Commission Chairs will also help to ensure that Commission members' expertise is adequately used in all stages of the design and implementation of ISTAPs, including recruitment of Panel members and peer review of Panel findings and recommendations.
>
> IUCN, 2014: 8.

This implies a more active role for the chair of the Species Survival Commission (SSC) than the incumbents have actually played over the life of the WGWAP – although

6.3.6 IUCN Members

The 2014 ISTAP procedures say that

> A critical step before establishing a Panel is consultation with IUCN Members in the country or region of focus of the Panel's work. Acceptance by IUCN Members should be a key determinant in deciding whether to proceed with the establishment of the Panel. If possible, a representative of that

rules is carefully presented,

6.3.10

6.5 IUCN engagement with the private sector

One key lesson from the WGWAP experience about IUCN

6.6 Lessons for Sakhalin Energy

Asked about lessons from the WGWAP experience – which they were not, directly – some Sakhalin Energy staff might be tempted to say first that the company should have tried harder to avoid the sort of obligations to its lenders that have necessitated engagement with the panel and its predecessors for the

7 The future of the WGWAP

7.1 Introduction

The final chapter of this evaluation report addresses the most fundamental question in its TOR (Annex 1 and section 1.4): should the WGWAP continue as it is; be dissolved because it cannot achieve its current mandate; or undergo revisions to that mandate "in order that tangible outcomes can be delivered"? While the wording of the third option rather prejudges the outcome of the evaluation, the difficult experience of the WGWAP during the period under review certainly warrants a fundamental reappraisal. This effort to identify the best way forward has

7.4.1 Starting points

This evaluation bases its ideas for the future of the WGWAP process on the following.

- The concept of a WGWAP process has proved to be effective enough to be worth maintaining.
- There is valuable work that a WGWAP can do to help Sakhalin Energy avoid harm to western grey whales and contribute to their conservation and population recovery.
- No other company will join the current WGWAP process or anything similar.
- The goal and objectives set out in the current WGWAP TOR are worth pursuing, but through a different, broader consultative and collaborative mechanism than the WGWAP.
- That broader mechanism should be complementary to current Russian authorities, structures and civil society groupings.
- If it can make a sufficiently convincing case to the Russian national and local governments, to the private sector and to civil society, IUCN could usefully serve as the convener of the envisaged broader process.

7.4.2 A broader structure and process

In many of the interviews undertaken for this evaluation, the idea of a broader, more inclusive, less binding process was raised and generally endorsed. Many interviewees agreed that, while the current WGWAP may serve a useful purpose in its interface with Sakhalin Energy, something different is needed to fulfil the broader objectives set out in the 2012 TOR. It is best envisaged as a Sakhalin Environmental Forum. Its precise format and scope would be subject to the consultations recommended below, but the following are likely.

- Initial debate and development of the forum's TOR would draw from the objectives of the WGWAP as stated in its 2012 TOR:
  - to function as a forum for integrating expertise on conservation science and technology relevant for the conservation and recovery of the WGW population, and as an effective communication channel between industry, government, civil society and the engineering and natural science communities;
  - to provide objective independent scientific and technical advice to decision makers in industry, government and civil society with respect to the potential effects of human activities, particularly oil and gas development activities, on the WGW population;
  - to co ordinate research aimed at improving the understanding and assessment of the potential effects of human activities on the WGW population and how to address them.
- The forum should focus initially on the environmental impacts and the mitigation and conservation measures of the Sakhalin oil and gas industry. Other Sakhalin environmental themes could be included from the outset or at a later date.
- The forum would serve as a mechanism for the exchange of information and ideas. While participants would be encouraged to identify concerns and priorities, they would also be expected to propose solutions. This would be a forum for constructive debate and problem

solving, rather than censure or regulation of the private sector or any other participant. Joining it should therefore be attractive to all firms in the Sakhalin oil and gas sector.

- The forum would decide whether and how

discussed

Ahead of all this, IUCN's first step will be, as normal, to prepare a management response to this evaluation. Linked to that process, it will need to consider what roles it is willing and able to play in building on its first decade of work with western grey whale conservation and broadening the conservation achievements of a second decade.

IUCN, 2012a. Terms of reference. Western Grey Whale Advisory Panel (WGWAP). Gland: IUCN. http://cmsdata.iucn.org/downloads/tor_wgwap_2012.pdf [accessed 14 October 2014]

IUCN, 2012b. IUCN business engagement strategy. Gland: IUCN. http://cmsdata.iucn.org/downloads/iucn_business_engagement_strategy_final.pdf [accessed 20 October, 2014]

IUCN, 2013a. Statement of concern from the Western Grey Whale Advisory Panel (WGWAP) on the risks of salmon fishing near Piltun Lagoon, Sakhalin Island, Russian Far East, a core feeding area of western grey whales. Gland: IUCN: public letter to Mr S.E. Donskoy, Minister for Natural Resources and the Environment of the Russian Federation. https://cmsdata.iucn.org/downloads/wgwap_soc_ersalmon_fishing___letters_to_russian_authorities_07082013.pdf [accessed 14 October 2014]

IUCN, 2013b. Salmon fishing clashes with endangered grey whales. Gland: IUCN: news story. http://iucn.org/wgwap/?13537/Salmon-fishing-clashes-with-endangered-gray-whales [accessed 14 October 2014]

IUCN, 2014. Procedures for establishing and managing IUCN r

Evaluation

Annex 1. Terms of reference for the evaluation

Background

For ten years, IUCN has worked with Sakhalin Energy Investment Company Ltd. (Sakhalin Energy) in order to provide advice and recommendations on how the company can minimize risks associated with its operations on the Western Gray Whales and their habitat, such as seismic surveying. As one part of this initiative, in 2006 IUCN created a panel of independent scientists – the Western Gray Whale Advisory Panel (WGWAP) – which provides scientific advice and recommendations on the conservation and recovery of the

Self-assessment will be a recurring item on the agenda of the WGWAP. In each of its meetings, it will (i) evaluate its own performance and the extent to which, in its opinion and on the basis of available information, the Contracting

The main objectives of the evaluation are:

- To assess the continued relevance of the work of the Panel in the context of Western Grey Whale conservation, the continued requirements of the oil and gas industry and, in particular, Sakhalin Energy in the field of conservation, and all other relevant factors;
- To assess the effectiveness and efficiency of the work of the Panel, with reference where appropriate to recommendations made by the 2009 and 2011 evaluations;
- To assess the organizational context of the Panel's functioning, its independence from IUCN and Sakhalin Energy, and support provided by the IUCN Secretariat;
- To gather lessons from the first eight years of the WGWAP:
  - What lessons about the functioning of independent scientific panels may be gathered?
  - What conservation lessons may be gathered?
  - What lessons about the relationship between the WGWAP and Western Grey Whale Conservation may be gathered?
  - What lessons about private sector engagement may be gathered?
  - What lessons about the organizational context, particularly the role of the IUCN Secretariat, may be gathered?
  - What lessons by Sakhalin Energy on engagement with conservationists and scientists?
- With regard to the future regard IB 0C Eìí¢ ó• 0acontinsteviatogyin conservation,

scientists? .223 Tc [(à)8.1(d)524(nti)] gathered about the Energy by

Together these parties of the initiative are accountable for the achievement of the results specifically defined at the outset of the initiative[3]. Each of these parties is therefore expected to

Qualifications of the evaluation team

The evaluation team could consist of 1 – 2 experts, one of whom

Annex 2. Terms of reference for the WGWAP, 2012

1. Background

For some years now, work has been undertaken to understand, quantify and minimise the impact on the western gray whale population of oil and gas developments on the Sakhalin Shelf. A large part of this work has been undertaken and sponsored by Sakhalin Energy Investment Company Limited and Exxon Neftegaz Limited under a research

The western gray whale population is still today listed as an endangered species in the Russian Federation Red Data Book and as a critically endangered sub population in the IUCN Red List of Threatened Species™.

Since the start of the work on western gray whales off Sakhalin, back in the late 1990s, extensive data has been collected and analysed, which has increased our understanding about the importance of the Sakhalin feeding grounds. Additionally, through long term research programs, quite precise information on both the population size and demographics are available. Although relatively little is known about the migration routes and the breeding and calving locations of this western group of gray whales, the importance of the Sakhalin shelf Ð

(b) To function as a forum for integrating expertise on conservation science and technology relevant for the conservation and recovery of the WGW population, and as an effective communication channel between industry, the engineering and natural science communities.

(c) To understand and minimize the impact of company activities on the WGW population,

(i) IUCN will continue to seek the active

(h) Should other potential contracting companies not join or should their joining be delayed, it will not constitute a reason for suspending or abandoning WGWAP. The WGWAP will continue to review Sakhalin Energy related information and to advise Sakhalin Energy accordingly.

(i) The WGWAP will develop a vision for its work over the next five years that will be translated, through its successive annual work plans, reviews and assessments, into proactive recommendations and advice to Sakhalin Energy and other contracting companies. This and/or other developments may warrant appropriate amendments to these TOR.

5. The role and responsibilities of IUCN

The role and responsibilities of IUCN will be to:

(a) Act as (aluation)]TJ /TT1 CN

(c) Provide relevant information and documentation at their disposal to the WGWAP in a timely and well documented manner to facilitate the efficient functioning of the WGWAP,

(d) Contribute to the sustainable funding of the WGWAP;

(e) Actively support IUCN in effectively

(h) Review existing and proposed research and monitoring programmes and provide recommendations and advice as necessary or useful;

(i) Recommend new research and monitoring programmes aimed at ensuring the recovery of the WGW population;

(j) Seek meaningful engagement, initially by the WGWAP Chair and Russian Panel members, with the Russian Interdepartmental Working Group on WGW; and

(k) Where possible, actively engage with non-participating companies on work programs, mitigation measures and assessment of impacts on WGW.

8. Modus operandi of WGWAP

8.1 WGWAP composition

i. The technical and scientific expertise required on the WGWAP (the WGWAP members and the Chair) will be determined by IUCN. Objectivity and transparency in the selection process will be ensured by, inter alia, setting selection criteria and constituting a candidate evaluation committee. To this end IUCN will consult with interested parties on nominations to be considered but the eventual decision will remain with the IUCN as convenor.

ii. It is the intention of the Parties to the WGWAP Agreement that the WGWAP include 8-12 of the best available scientists in their respective fields with an ample experience and ability to bridge scientific, technological and policy issues related to both industry, scientific research and conservation. WGWAP members will be independent from, and free of any conflict of interest (whether actual, potential or reasonably perceived) with, any Contracting Companies that the WGWAP will advise. The actual number of scientists will depend on their availability and on the mix of different fields of expertise they individually bring to the WGWAP.

iii. Panel Members shall disclose to the WGWAP Chair and IUCN any real or potential conflicts of interests derived from contractual or other statutory obligations to which they are subject. At the discretion of the Chair, Panel Members may be requested to abstain from participating in Panel discussions in which he/she has a personal interest or has had significant involvement in any such capacity.

iv. To access additional expertise that may be required from time to time, the WGWAP may, at the discretion of the Chair, constitute task forces under the coordination of one of the WGWAP members. The task force is a working group of panel members and Company representatives, and it may include other relevant experts and scientists required to support its work. IUCN will approve the constitution of task forces, information about which will be placed on the IUCN website, and facilitate the work of the task forces to the extent necessary and as agreed with the Chair.

v. Starting with this second phase of the Project, there will be agreed periods of tenure for Panel Members and Chairperson. To preserve the institutional memory of the Panel, replacement of Members will be phased in incrementally, a minority fraction of the whole number at a time. This will be determined by IUCN in consultation with SEIC on an annual basis, but conform to the principles of (b) above.

vi. The WGWAP members may resign at any time by notifying IUCN in writing, at least ninety days in advance of the effective date of their resignation. IUCN will publicize the receipt of any such notice of resignation on its website (www.iucn.org/wgwap).

vii. In consultation with and with the agreement of the WGWAP Chair, IUCN may remove any of the WGWAP members and replace them as necessary and appropriate.

8.2. Work plans, meetings, missions and reports

i. For each calendar year, and no later than two months before of the end of the preceding year, the WGWAP, in consultation with IUCN and the contracting companies, will establish an annual work plan, including (but not limited to) the reviews it will undertake, the information it will require, the meetings it will hold, and the task force

Operational Advice addresses specific, clearly individualized and time bound targets, e.g. current project, survey, installation, construction, program, research, and should be addressed to the body or bodies which undertake such activities.

Strategic Advice should be addressed to the competent international and national bodies with responsibilities for the conservation and recovery of the WGW population. Strategic advice includes, among other things:

(a) Advice on needs for further scientific knowledge, policies and common operational implications of industrial operations related to the conservation of the WGW population or its habitat;

(b) Advice containing specifics scientific aspects of WGW ecology, the identification of negative impacts, its potential effects and on protective measures to minimize them; including level of integration and urgency of implementation; and

(c) Advice on further research plans and programs by identifying targeted or integrated studies which would improve the knowledge on the status and conservation needs of WGW population.

Operational Advice includes, among other things:

(a) Advice on protective measures and mitigation and offset for ongoing and planned future industrial activities;

(b) Advice on the nature and scope of the monitoring programs specified for ongoing and planned future industrial activities; and

(c) Advice on the improvement of ongoing and future scientific programs and individual research projects to maximize contributions to understanding conservation needs.

8.5 Funding

(a) Funding will initially come mainly from Sakhalin Energy.

(b) Each Contracting Company shall contribute to the funding of WGWAP activities as provided in its contract with IUCN.

(c) IUCN will continue to seek additional funding from multiple sources.

9. Communications and transparency

(a) WGWAP members will not receive financing for their research from Contracting Companies (including their parent or sister companies and subsidiaries), and shall disclose any such conflict of interest (whether actual, potential or reasonably perceived) from recent (last 12 months) or anticipated (next 12 months) relationships with the Contracting Companies.

(b) Information and documentation related to the WGWAP, including these TOR, work plans, meeting schedules and agendas, reports and responses will be made publicly available on the IUCN website.

(c) IUCN has developed a Communications Strategy which will be implemented and updated as necessary. This strategy is meant, inter alia, to ensure that interested parties have access to all relevant information to enable independent assessment of progress prohress to

(d) All documents submitted to the WGWAP will normally be made publicly available by the time the WGWAP issues its WGWAP report, except for information that is designated confidential. Whether information is confidential or not will be determined by IUCN in consultation with the entity or individual providing the information. Confidentiality will be an exception rather than the rule, and therefore as much information as possible will be made available to the public.

(e) IUCN will act as intermediary between the WGWAP and interested parties in order to:

i. ensure all interested parties have fair and equal access to information about the WGWAP process and WGWAP Reports,

ii. strengthen the independence of the WGWAP,

iii. enable documentation of information flows to the WGWAP, and

iv. manage requests for information in connection with the WGWAP process and work.

(f) The provisions of paragraph 9(e) above apply to the formal activities of the WGWAP that IUCN will convene, and does not preclude interactions between the WGWAP members and interested party scientists as part of the activities of the task forces contemplated in clause 8.1 (iv) above.

(g) The Chair of the WGWAP will have exclusive authority to speak for the WGWAP on substantive scientific aspects and findings of its work, and will coordinate with IUCN on requests made to him/her by media or the WGWAP members, or other sources, for information, statements and interviews. All queries related to the process of WGWAP will be addressed by IUCN which, likewise, will coordinate with the Chair as necessary. The Chair may delegate his/her authority for responding to any of the substantive scientific questions or findings addressed to him/her to one or more of the members of the WGWAP. Where individual WGWAP members are approached directly, they shall consult and follow the advice of the WGWAP Chair.

10. Performance of of

Companies and WGWAP. The independent agency will make recommendations on how the performance might be improved.

(c) IUCN, as convenor of WGWAP, will in consultation with WGWAP and the Contracting Companies determine to what extent the recommendations arising from 10 (a) and 10 (b) (above) are to be adopted and implemented. IUCN will have the final decision regarding adoption and implementation of such recommendations. IUCN will clearly identify and document specific recommendations (i) where they were/will be accepted and/or implemented or (ii) where they were not/will not be accepted and/or implemented

(c) Provide IUCN with information on issues within the scope of these TOR and important for the WGWAP to consider in carrying out its mandate. IUCN will relay the information it receives to the WGWAP Chair, so that it may be placed on the agenda for the successive WGWAP meetings;

(d) Participate in the Panel's meetings as 'observers', upon invitation.

12. Term

The WGWAP was established for an initial period of 5 years. The update of these Terms of Reference is given in the context of the second 5 year term and may be extended for further periods as necessary and useful, subject to agreement between IUCN and Contracting Companies.

WGWAP TOR definitions

Civil Society	Academic institutions, non governmental organizations (NGOs) and individuals who do not represent another Interested Party.
Contracting Companies	Companies with Oil and Gas concessions on the Sakhalin shelf that have entered into a legally binding contract with IUCN to support the WGWAP
Contracting Company Response	The point by point response to the WGWAP Report produced by each Contracting Company
Financial Institutions	Institutions currently, or potentially, lending money to one or more Contracting Companies for a relevant project
Government	Interested governmental authorities/agencies
Interested Parties	Existing Contracting Companies or Other Companies, Financial Institutions, Governments, and Civil Society
Other Companies	Companies that have not yet entered into a legally binding contract with IUCN to support the WGWAP

Annex 3. Evaluation matrix

Performance areas	Key questions	Sub questions	Indicators	Sources of data
Relevance	To what extent does the WGWAP process address the priority issues?	1. How relevant and credible is the WGWAP process for the conservation and recovery of western grey whales? 2. How relevant and credible is the WGWAP process in addressing the impact of Sakhalin Energy operations on western grey whales? 3. How relevant is the WGWAP process to IUCN's engagement with the private sector? 4. Does the WGWAP process address issues of relevance to the wider oil and gas industry operating on the Sakhalin shelf? 5. How much progress has been made with 2011 evaluation recommendation 2.1 regarding involvement of other energy companies?	1. Likert scaling of assessments of relevance by expert observers and participants	1. Survey data 2. Interviews with key informants 3. Review of documentation
Effectiveness	To what extent is the WGWAP process achieving its intended results?	1. How adequate for effective performance of the WGWAP is the information provided to the Panel? 2. How effectively is the WGWAP process addressing issues of data integrity and reliability? 3. How effectively is IUCN performing the roles assigned to it by the WGWAP TOR? 4. How effectively is Sakhalin Energy performing the roles assigned to it by the WGWAP TOR? 5. How effectively are IUCN and Sakhalin Energy working as partners in the WGWAP process? 6. How effectively is the WGWAP Chair performing the roles assigned to him by the WGWAP TOR? 7. To what extent is the WGWAP complying with the principles specified in its TOR? 8. How fully is the WGWAP performing the tasks set out in its TOR? 9. Would the effectiveness of the WGWAP be enhanced by different membership? 10. How clear are the recommendations, advice and other outputs delivered by the WGWAP (2011 evaluation recommendation 3.2)? 11. How practical and useable are the recommendations, advice and other outputs delivered by the WGWAP (2011 evaluation	1. Likert scaling of assessments of effectiveness by expert observers and participants 2. Percentage of WGWAP recommendations completed/addressed, open, abandoned, superseded 3. Percentage of WGWAP recommendations accepted, queried, rejected by Sakhalin Energy 4. Number of documents posted by accepted,, 0 Tc <0003>Tj /TT2 1 Tf .2267 0 TD .0013 Tc (by)T	

Performance areas	Key questions	Sub questions	Indicators	Sources of data
		recommendation 3.2)? 12. How effectively are IUCN and the WGWAP managing Panel recommendations? 13. How effectively are WGWAP recommendations and advice being used by Sakhalin Energy? 14. How effectively are WGWAP recommendations and advice being used by other stakeholders? 15. How effectively have IUCN and Sakhalin Energy engaged the private sector, NGOs and local and national government in the WGWAP process (2011 evaluation recommendations 3.4, 3.5, 3.7)? 16. What factors promote the effectiveness of the WGWAP? 17. What factors inhibit the effectiveness of the WGWAP? 18. Has the WGWAP been effective enough to warrant its continuation?	website	
Efficiency	How cost effective Is the WGWAP process?	1. What are the financial costs of the WGWAP process to Sakhalin Energy, IUCN and others? 2. Do Sakhalin Energy, IUCN and other funding agencies consider these costs to be an effective investment in relation to the direct and indirect results achieved? 3. Do Sakhalin Energy, IUCN and other funding agencies identify ways in which cost effectiveness could be enhanced? 4. Do the various stakeholders consider WGWAP roles, responsibilities and tasks to be clearly defined and assigned? 5. How transparent is the WGWAP process? 6. Are WGWAP task forces enhancing the Panel's performance? 7. Are WGWAP annual work plans produced on time and adhered to? 8. How efficient are WGWAP-Sakhalin Energy communications at Panel meetings and at other times? 9. How efficient are WGWAP-IUCN communications in Russian as well as in English? 10. How efficient are WGWAP external communications in Russian as well as English? 11. How efficient is IUCN logistical support to the WGWAP? 12. How effectively is the WGWAP assessing its own performance (2011 evaluation recommendation 3.6)?	1. Likert scaling of assessments of efficiency by expert observers and participants 2. Dates of annual work plan production 3. Proportion of planned activities reported done 4. Number of and trend in documents deemed confidential by IUCN and not made public 5. Proportion of WGWAP documentation, including website content, available in Russian as well as English.	1. Survey data 2. Interviews with key informants 3. Analysis of WGWAP budget and other records 4. Review of other documentation
Impact and sustainability	To what extent is the WGWAP process contributing to the	1. Has the WGWAP process had any impact on the conservation or recovery of the WGW population? 2. Has the WGWAP process achieved sustainable positive changes in	1. Likert scaling of assessments of impact by expert observers and	1. Survey data 2. Interviews with key informants 3. Review of other

Performance areas	Key questions	Sub-questions	Indicators	Sources of data
	overall conservation and recovery of the WGW population?	Sakhalin Energy practice that are likely to persist beyond the life of the WGWAP project? 3. Has the WGWAP process to date had any influence over broader State and industry practice in the range? 4. Has the WGWAP process to date had any impact on marine conservation practices in the oil industry in general? 5. Does the impact of the WGWAP process warrant its continuation or termination?	participants 2. Number of design or operational changes by Sakhalin Energy attributable to WGWAP recommendations	documentation

Annex 4. Online survey

This annex presents a summary of the questions asked in the online survey undertaken as part of the evaluation.

Where the question below appears as a statement in italics, respondents were asked to mark one of the following: strongly agree; agree; disagree; strongly disagree; don't know. Comment boxes provided space for respondents to explain their answers, if they wished.

Background

The relevance of the WGWAP

1. The WGWAP process is relevant to the conservation and population recovery of western grey whales.
2. The WGWAP process is a credible contribution to the conservation and population recovery of western grey whales.
3. The WGWAP process is relevant to addressing the impact of Sakhalin Energy on western grey whales.
4. The WGWAP process is a credible contribution to addressing the impact of Sakhalin Energy on western grey whales.
5. The WGWAP process is relevant to IUCN's engagement with the private sector.
6. The WGWAP process addresses issues of relevance to the wider oil and gas industry operating on the Sakhalin Shelf.

Effectiveness

7. The information provided to the Panel is adequate for it to perform effectively.
8. The WGWAP process is addressing issues of data integrity and reliability effectively.
9. IUCN is performing the roles assigned to it by the WGWAP TOR effectively.
10. Sakhalin Energy is performing the roles assigned to it by the WGWAP TOR effectively.
11. Sakhalin Energy and IUCN are working effectively as partners in the WGWAP process.
12. The WGWAP Chair is performing the roles assigned to him by the WGWAP TOR effectively.
13. The WGWAP is complying fully with the principles specified in its TOR.
14. The effectiveness of the WGWAP would be enhanced by different membership.
15. The recommendations, advice and other outputs delivered by the WGWAP are clear.

16. The recommendations, advice and other outputs delivered by the WGWAP are practical and useable.
17. IUCN and the WGWAP are managing Panel recommendations effectively.
18. Sakhalin Energy is using WGWAP recommendations and advice effectively.
19. Other stakeholders are using WGWAP recommendations and advice effectively.
20. IUCN and Sakhalin Energy have engaged the private sector effectively in the WGWAP process.
21. IUCN and Sakhalin Energy have engaged the Government of the Russian Federation effectively in the WGWAP process.
22. IUCN and Sakhalin Energy have engaged the Government of the Sakhalin Oblast effectively in the WGWAP process.
23. IUCN and Sakhalin Energy have engaged NGOs effectively in the WGWAP process.
24. What factors promote the effectiveness of the WGWAP?
25. What factors inhibit the effectiveness of the WGWAP?
26. The WGWAP has been effective enough to warrant its continuation.

Efficiency

27. The WGWAP process is cost effective.
28. Roles and responsibilities in the WGWAP process are clearly defined and assigned.
29. Tasks in the WGWAP process are clearly defined and assigned.
30. The WGWAP process is transparent.
31. WGWAP Task Forces

Impact

41. The WGWAP process has had a positive impact on the conservation of the western grey whale.

Annex 5. List of interviews

A. Berzina	Project Officer, IUCN GBBP
K. Broker	Consultant to Sakhalin Energy
G. Bos	IUCN GBBP
G. Carbone	IUCN GBBP
R. Carton	Oversight Unit, IUCN
J. Cooke	WGWAP
B. Dicks	WGWAP
M. Donaghy	Consultant to Sakhalin Energy
S. Edwards	IUCN GBBP
R. Evans	Formerly Sakhalin Energy
G. Gailey	Consultant to Sakhalin Energy
G. Donovan	WGWAP
J. Hancox	Environ
J. Hughes	IUCN Council
S. Humphrey	Former WGWAP Rapporteur
D. Lisitsin	Sakhalin Environment Watch
S. Lock	Sakhalin Energy
C.G. Lundin	IUCN GMPP
S. Maginnis	Nature r

Annex 6. Comparable evaluation survey responses 2009, 2011 and 2014

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Figure 6.2.

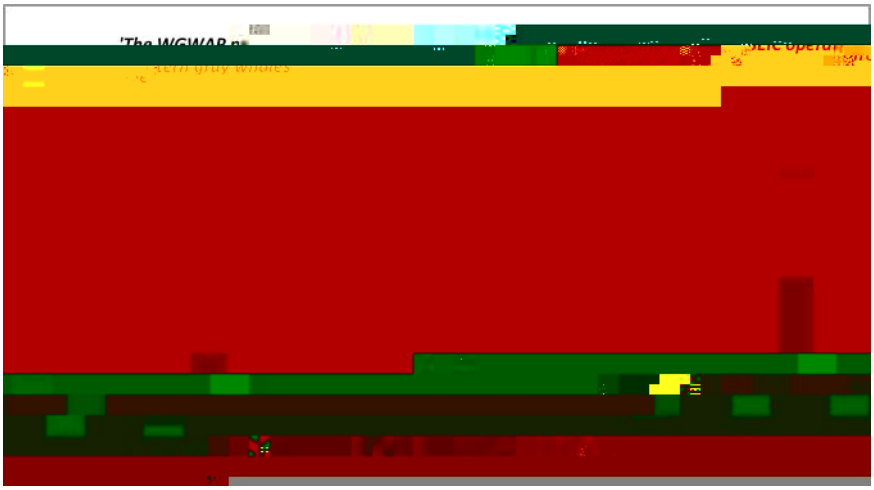
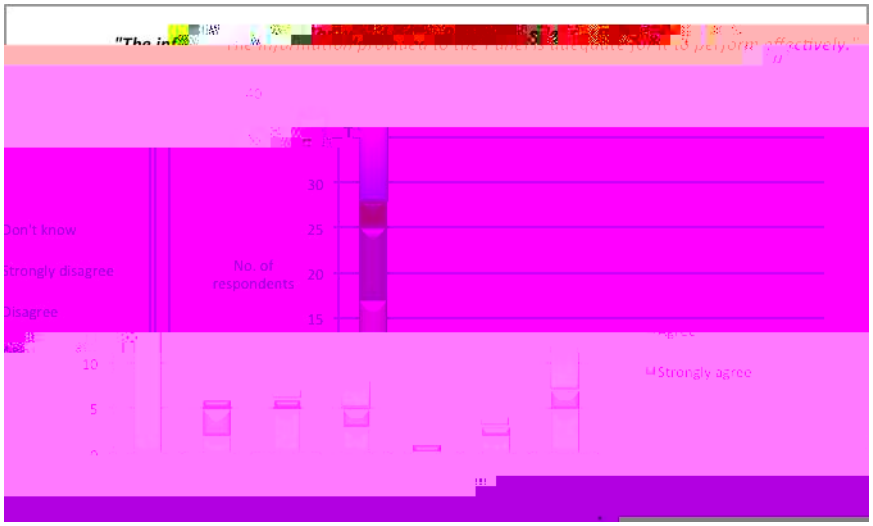


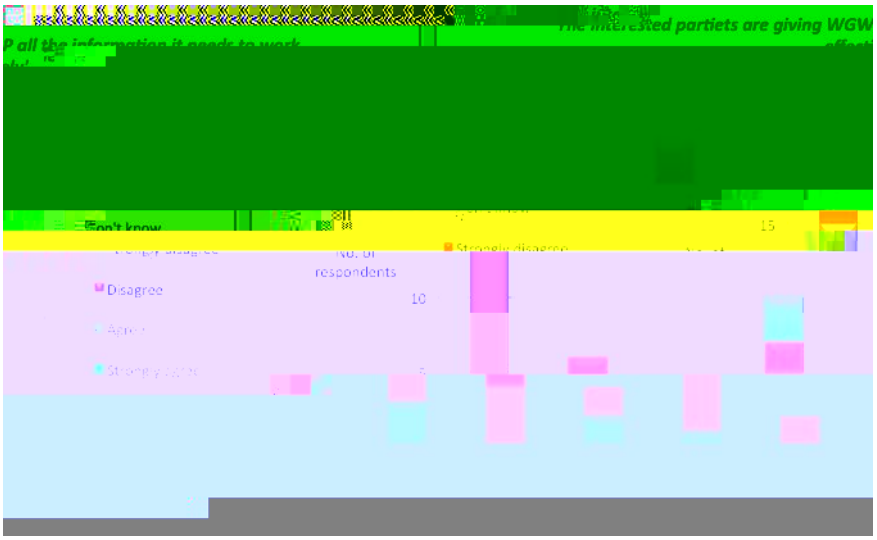
Figure 6.3. Extent to which the WGWAP process addresses issues relevant to the wider oil and gas industry operating on the Sakhalin shelf

2011 survey

Figure 6.4. Quality of information provided to the Panel



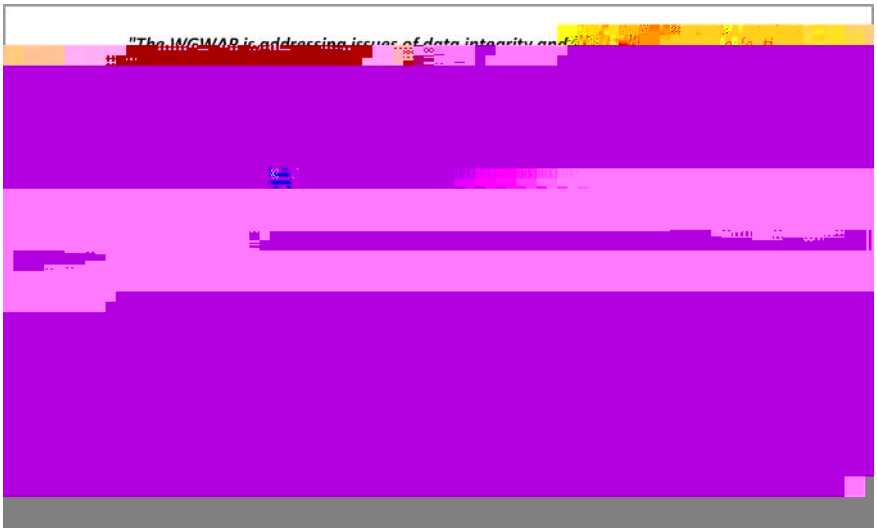
2014 survey



2009 survey

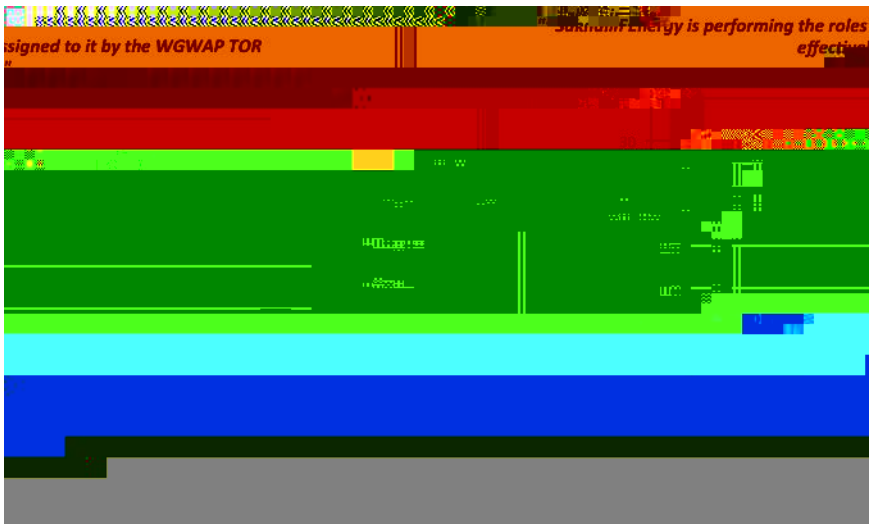
Figure 6.5. Extent to which the WGWAP process addresses issues of data integrity and reliability effectively

2014 survey

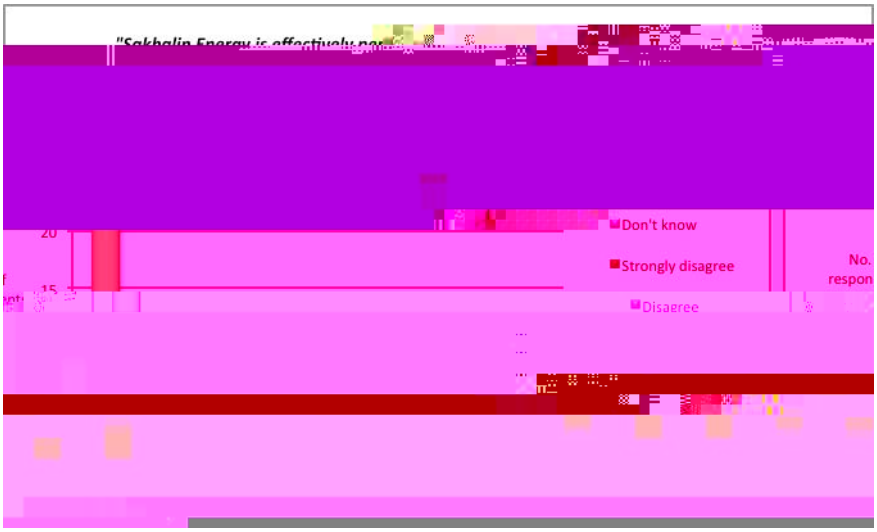


2011 survey

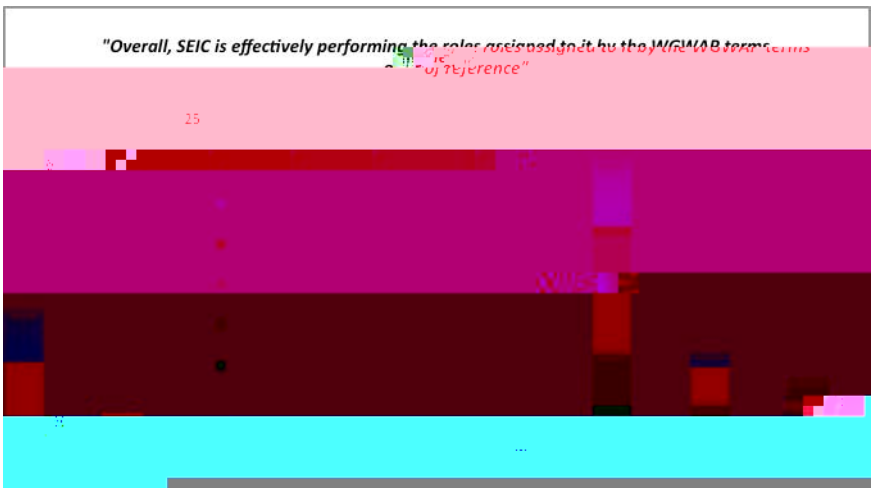
Figure 6.7. Extent to which Sakhalin Energy is performing the roles assigned to it by the WGWAP TOR



2014 survey

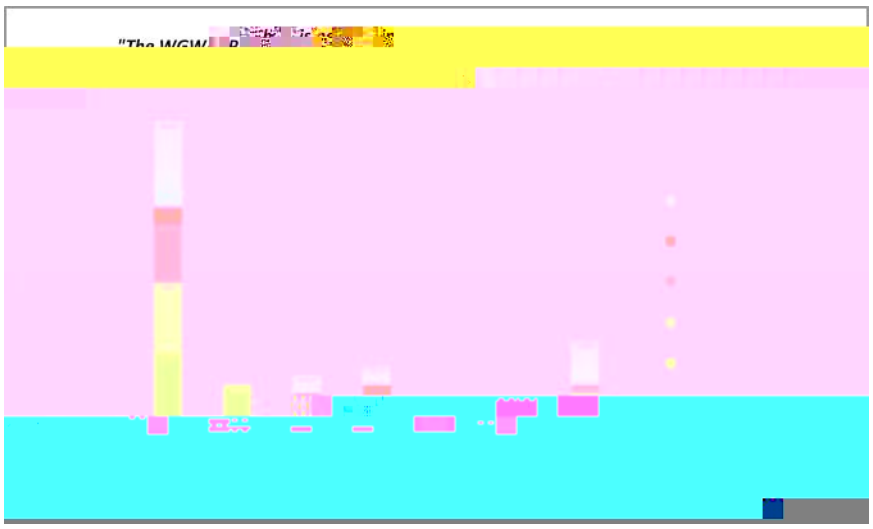


2011 survey

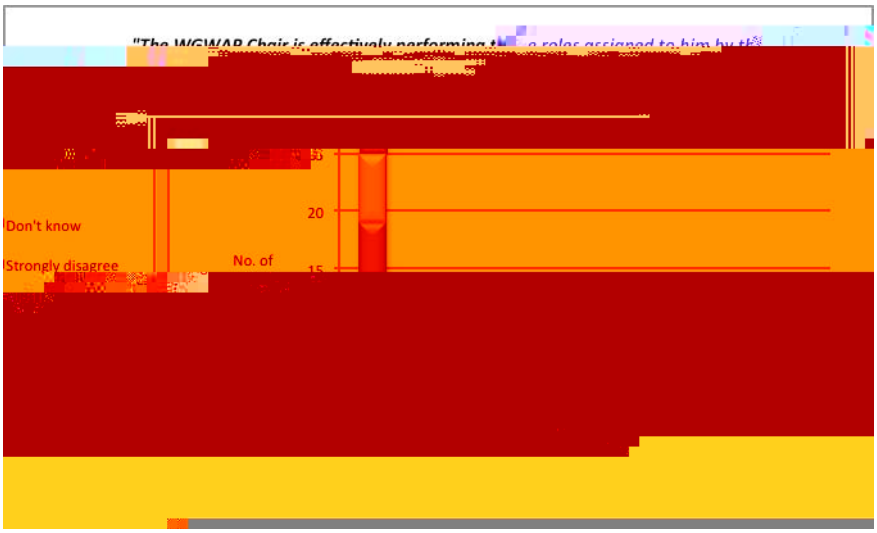


2009 survey

Figure 6.8. Extent to which WGWAP Chair is performing the roles assigned to him by the WGWAP TOR



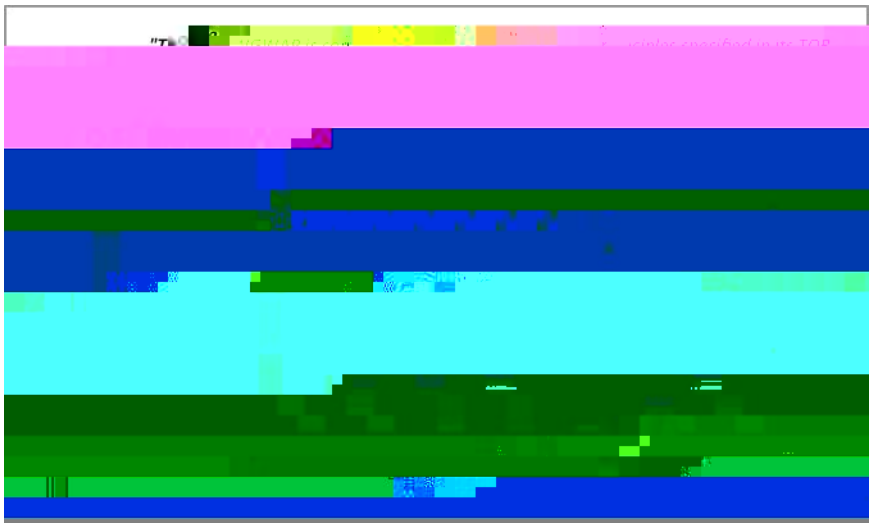
2014 survey



2011 survey

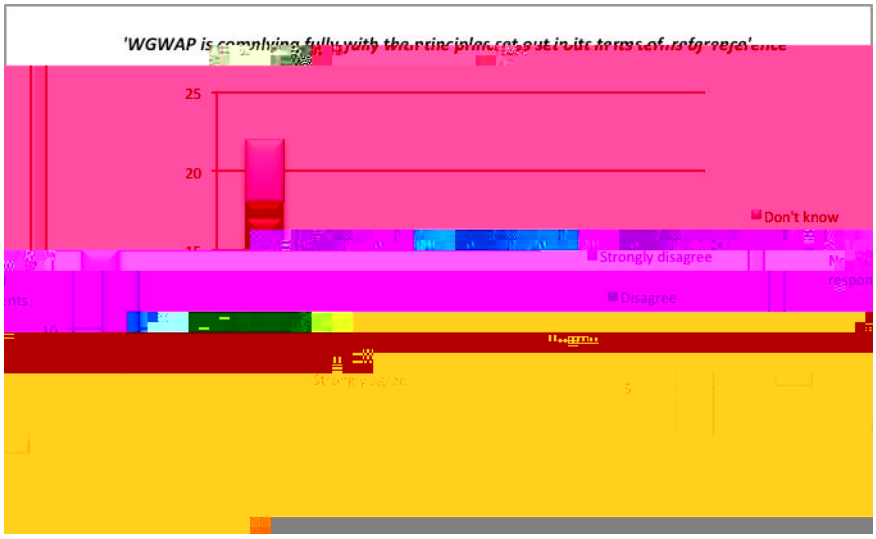
2009 survey

Figure6.9. Complianceof WGWAPwith the principlesspecifiedin its TOR



2014survey

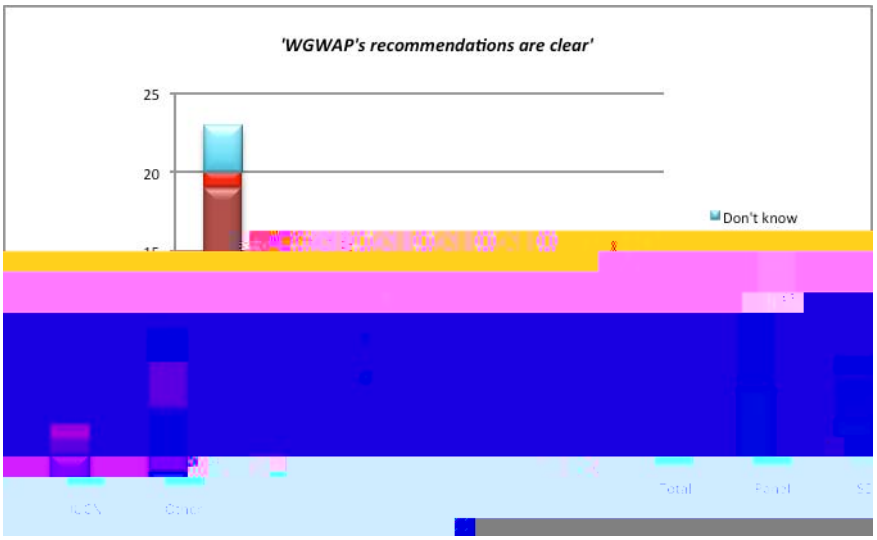
2011survey



2009survey

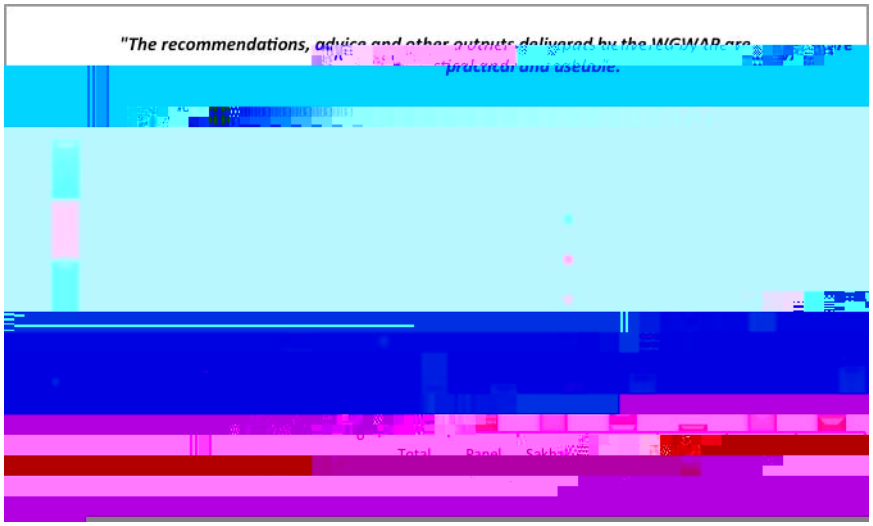
Figure 6.10. Clarity of outputs delivered by the WGWAP

2014 survey

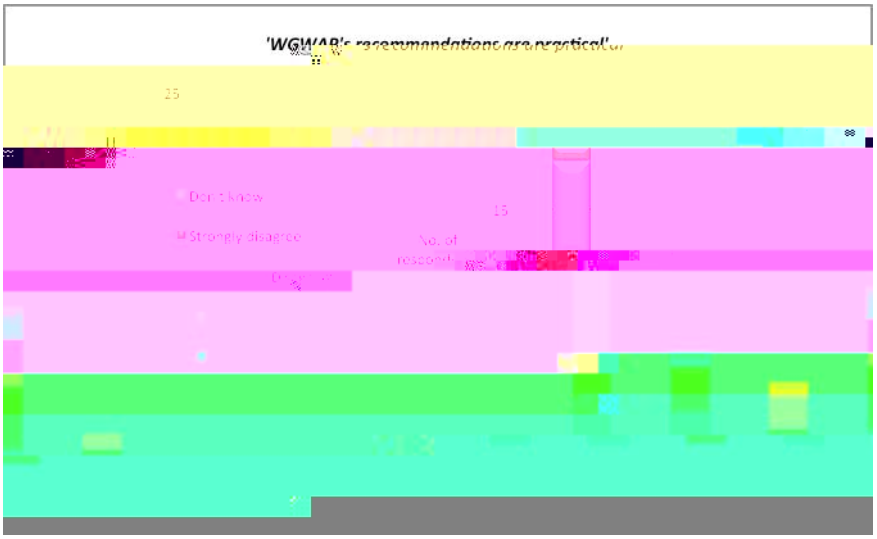


2009 survey

Figure 6.11. Practicality and usability of outputs delivered by the WGWAP



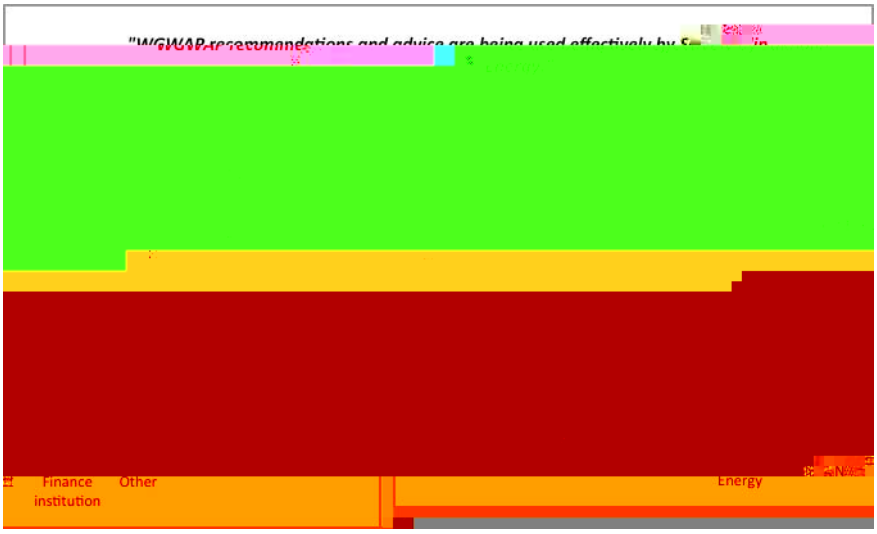
2014 survey



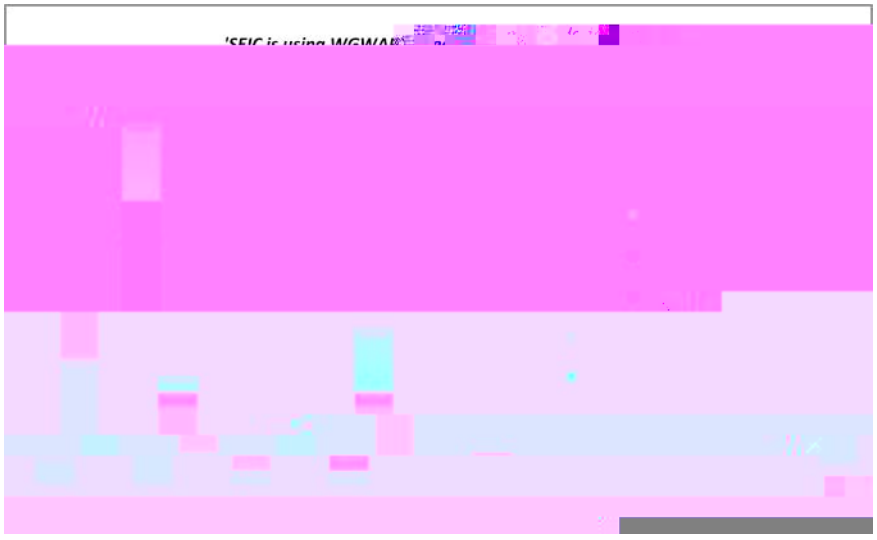
2009 survey

Figure 6.12. Sakhalin Energy use of WGWAP recommendations and advice

2014 survey

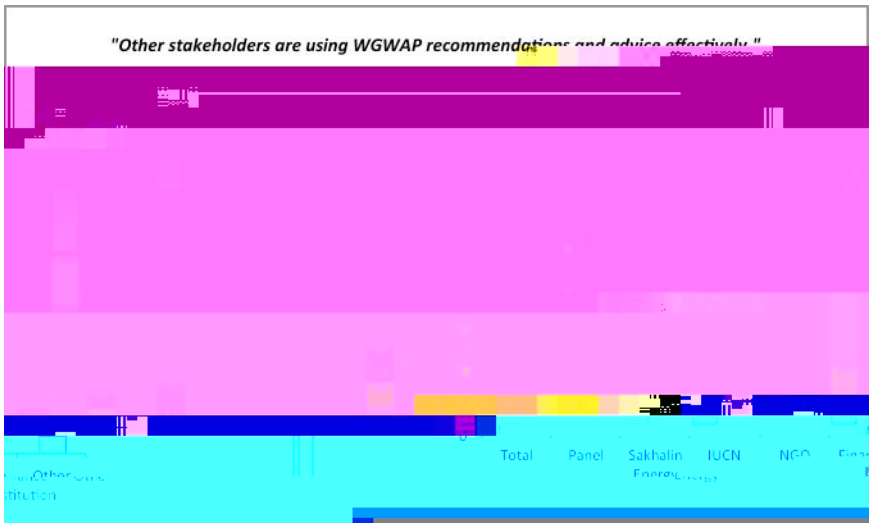


2011 survey



2009 survey

Figure 6.13. Other stakeholders' use of WGWAP recommendations and advice



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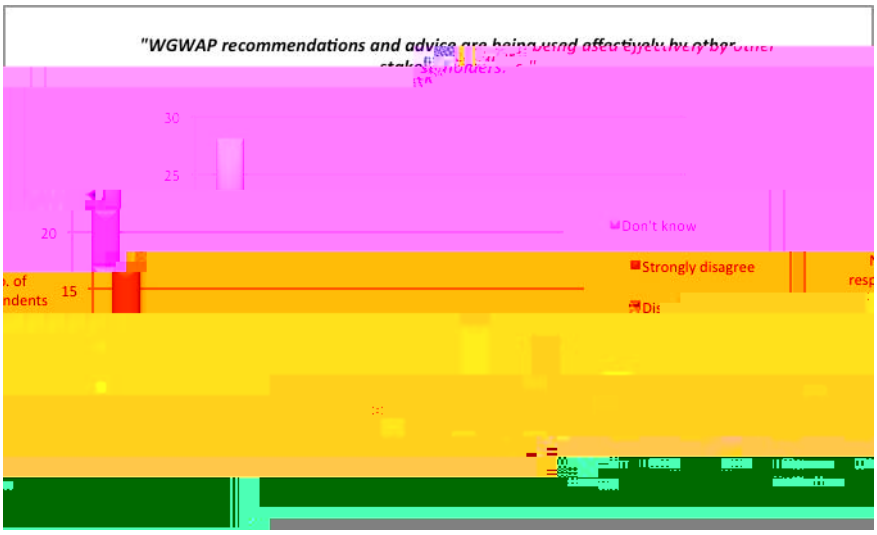

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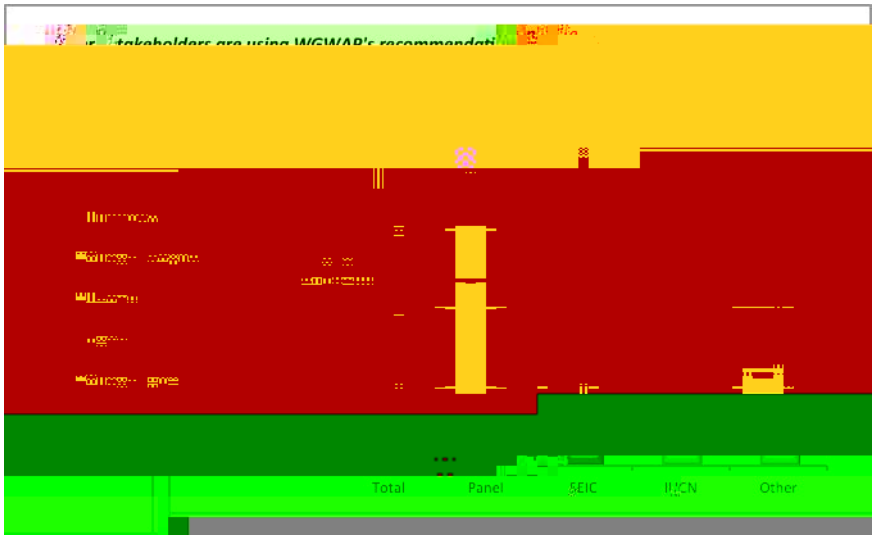
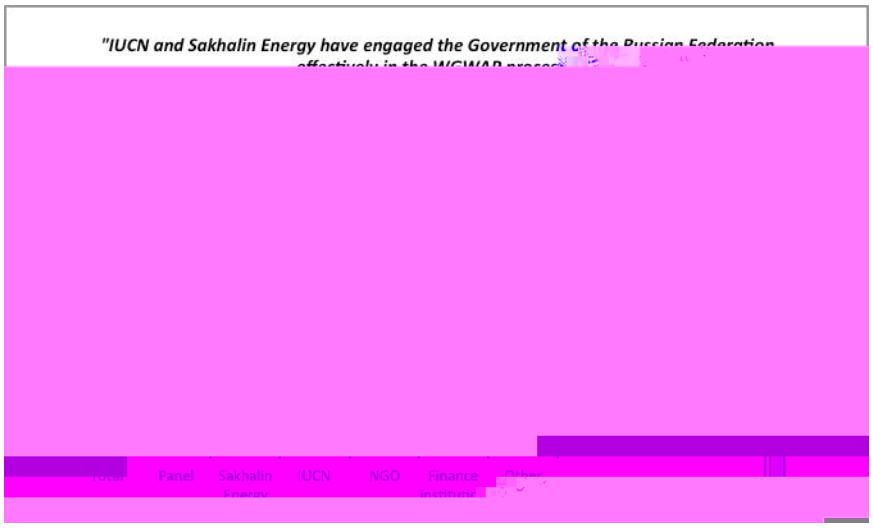


2009 survey

Figure 6.14. Engagement of the Russian Federal Government by IUCN and Sakhalin Energy



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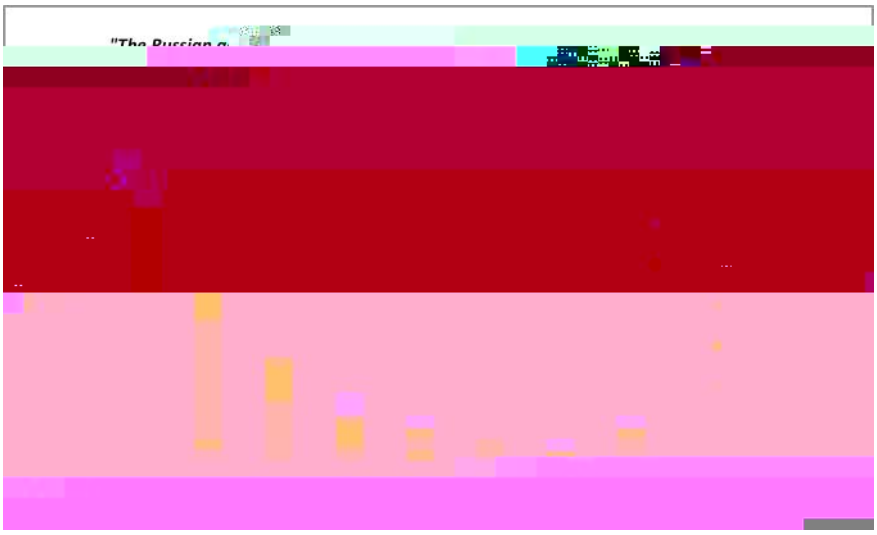

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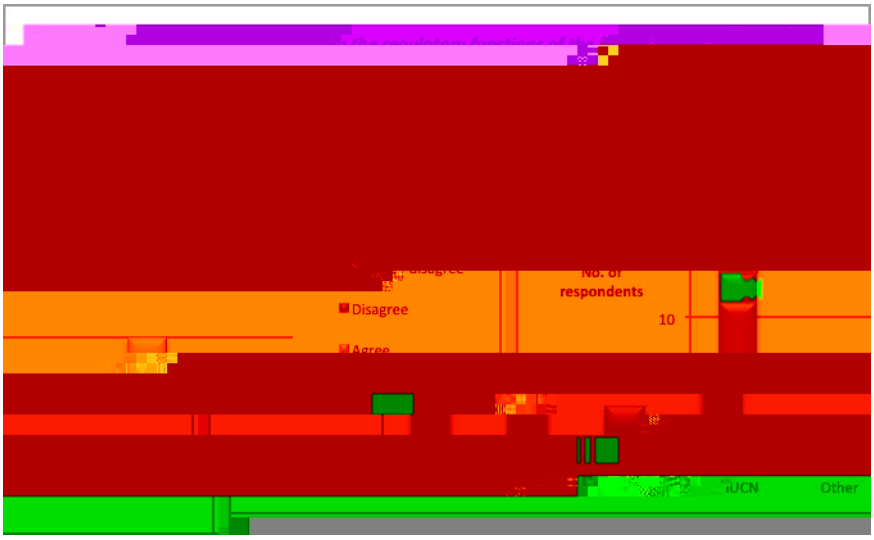

2009 survey

Evaluation

Figure6.16.Clarityof roles and responsibilitiesin the WGWAPprocess

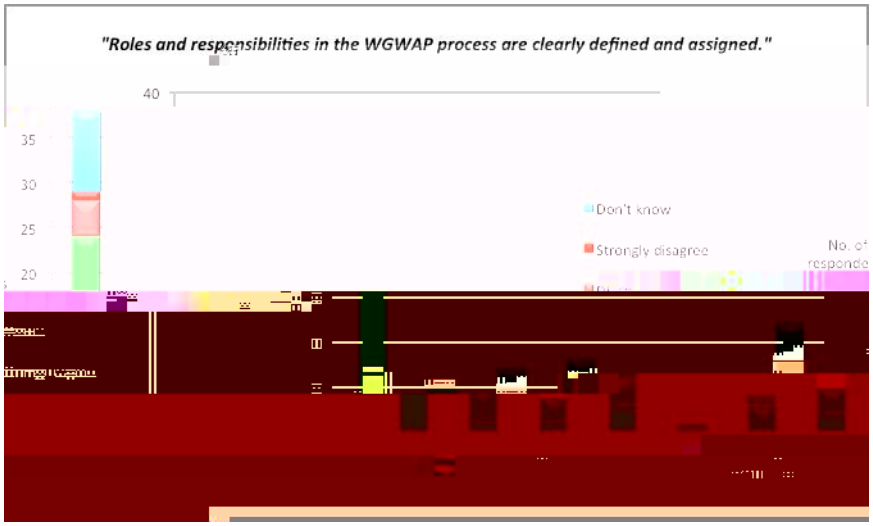

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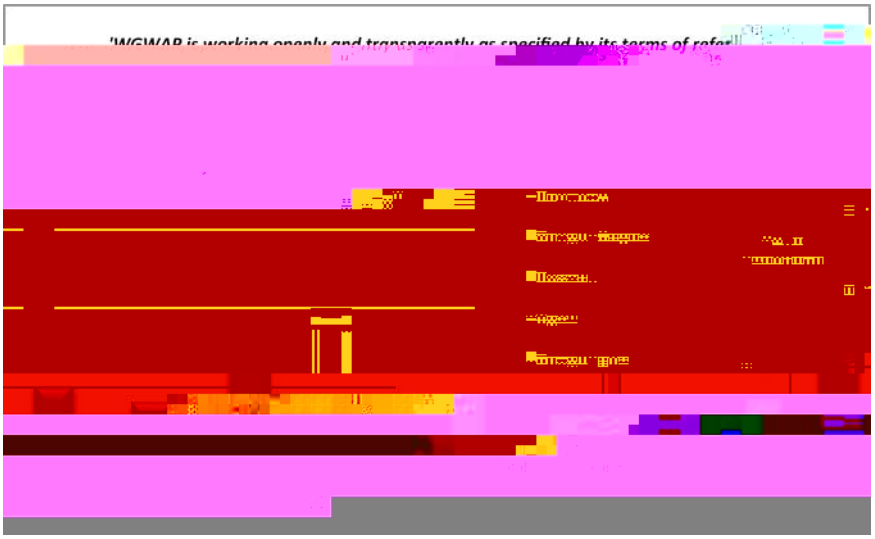
Figure 6.17. Transparency of the WGWAP process

2014 survey



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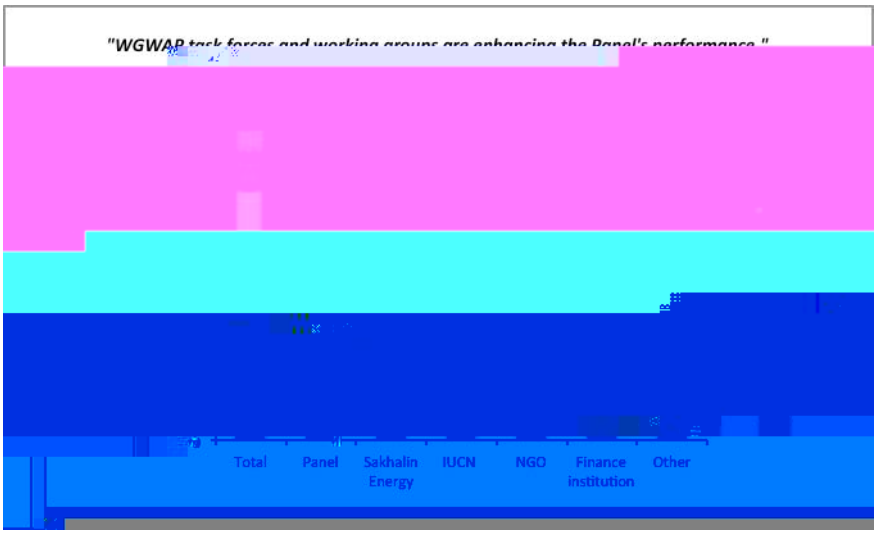
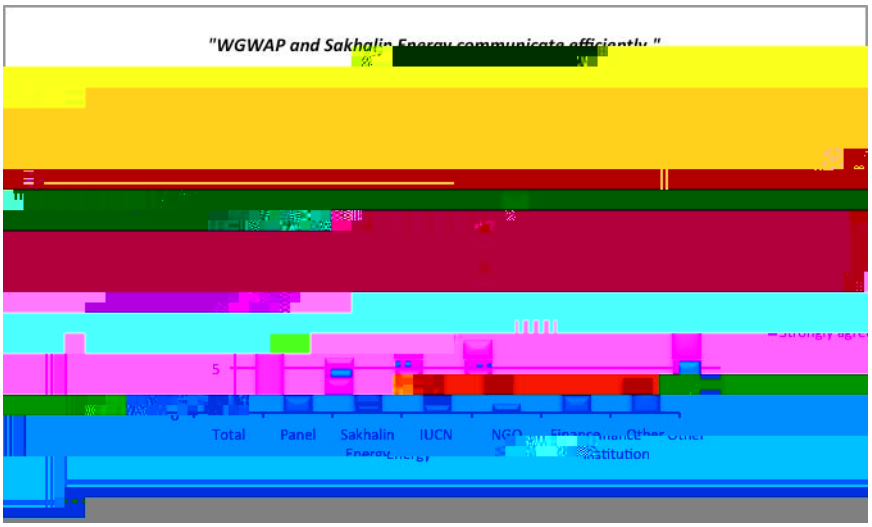
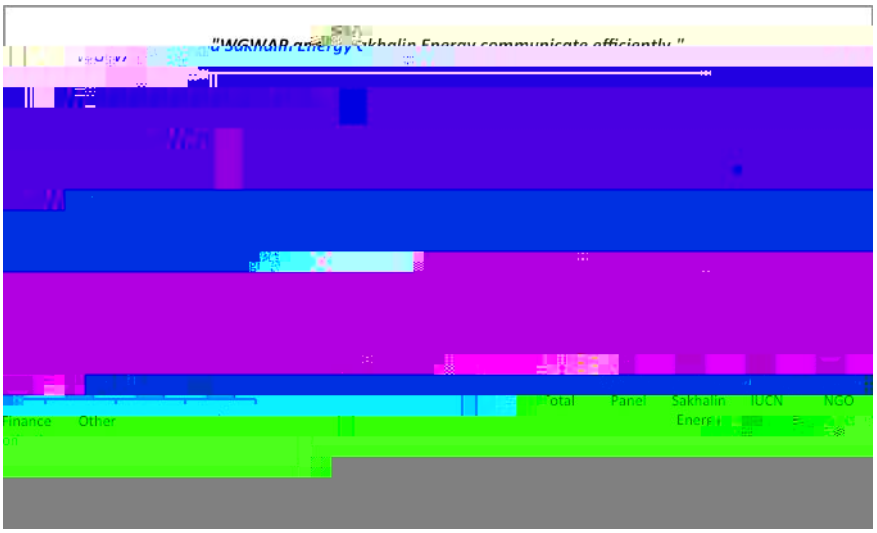

"WGWAP task forces and working groups are enhancing the Panel's performance."
Total
Panel
Sakhalin Energy
IUCN
NGO
Finance institution
Other

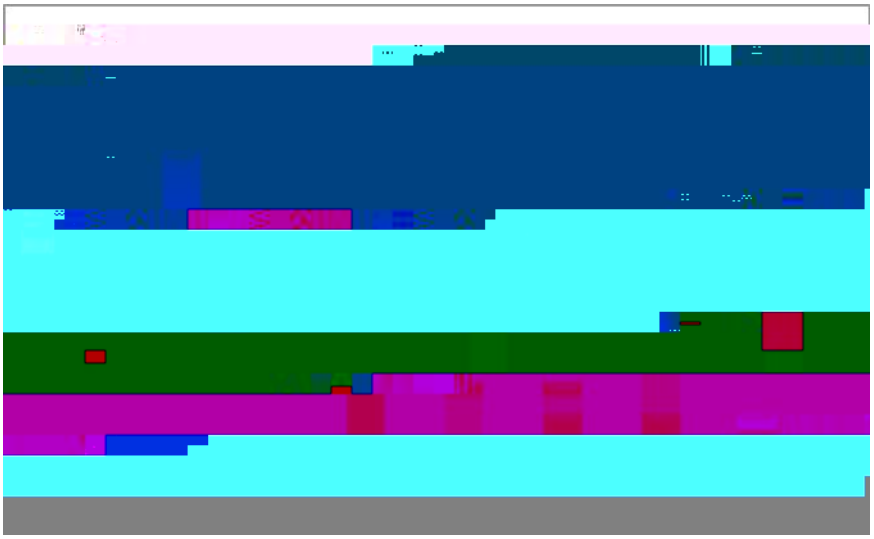
Figure 6.20. Effectiveness of communication between WGWAP and Sakhalin Energy



2014 survey



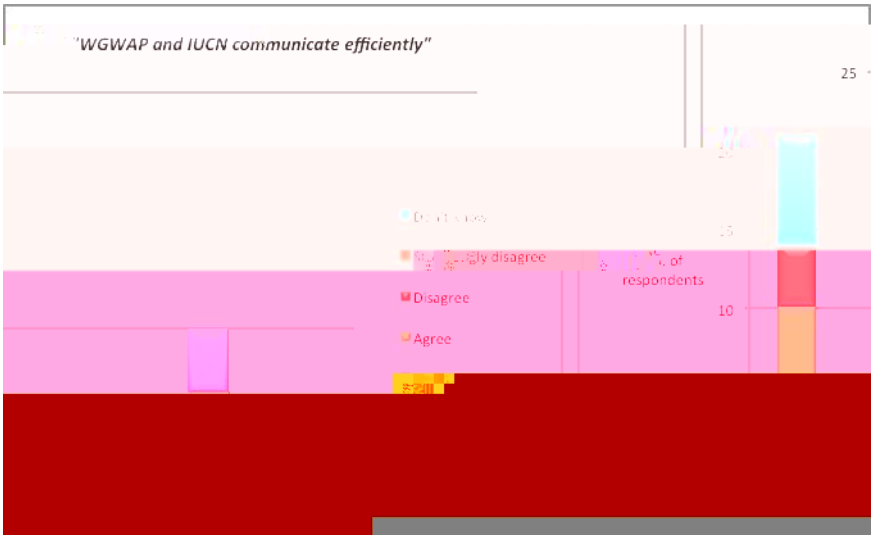
2011 survey



2009 survey

Figure 6.21. Effectiveness of communication between WGWAP and IUCN

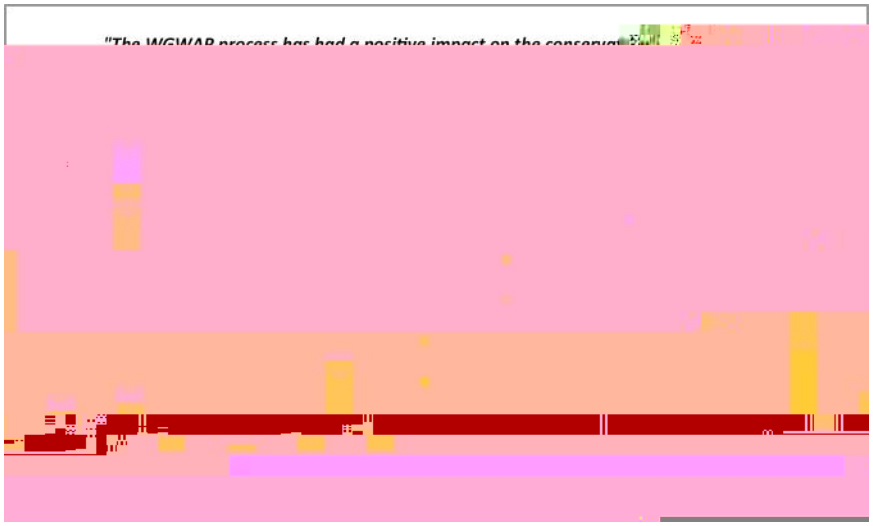
2014 survey



2009 survey

Evaluation of the

Figure 6.23. Impact of the WGWAP process on the conservation of the western grey whale



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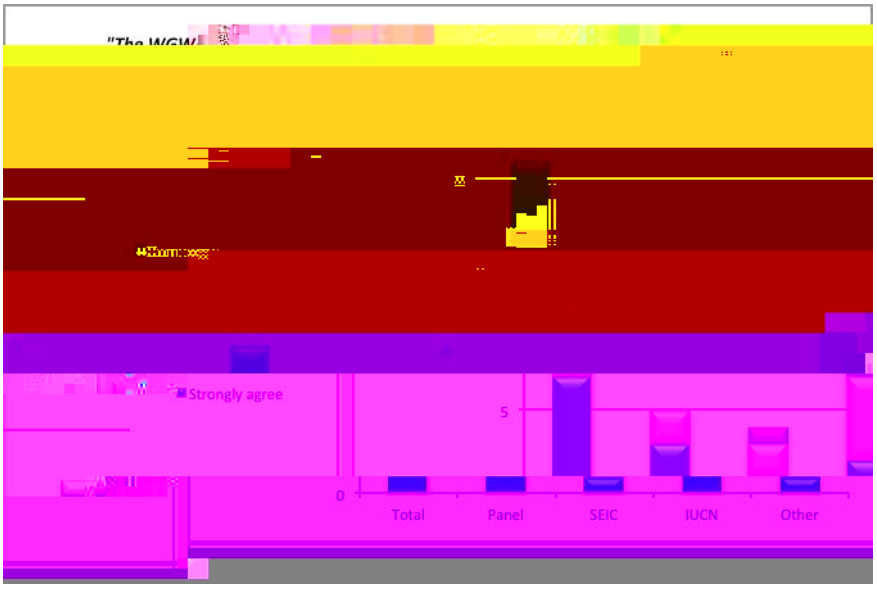
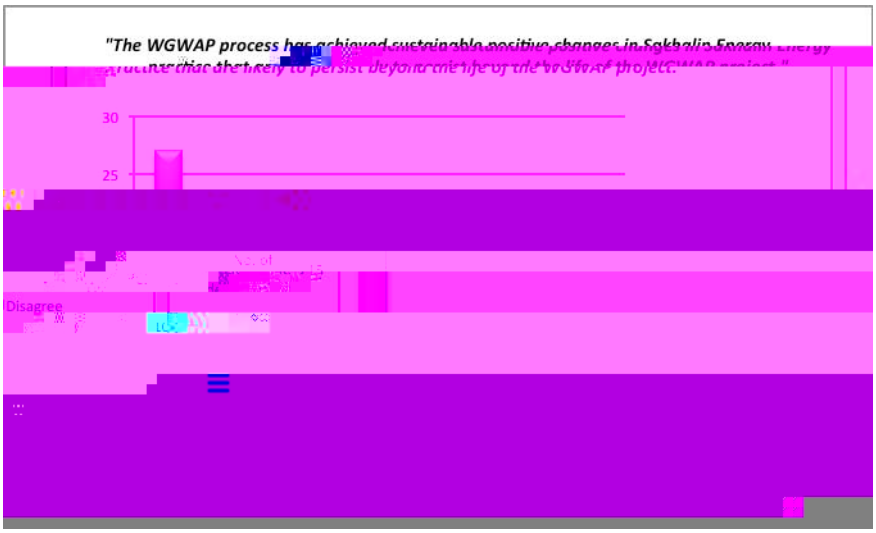


2009 survey

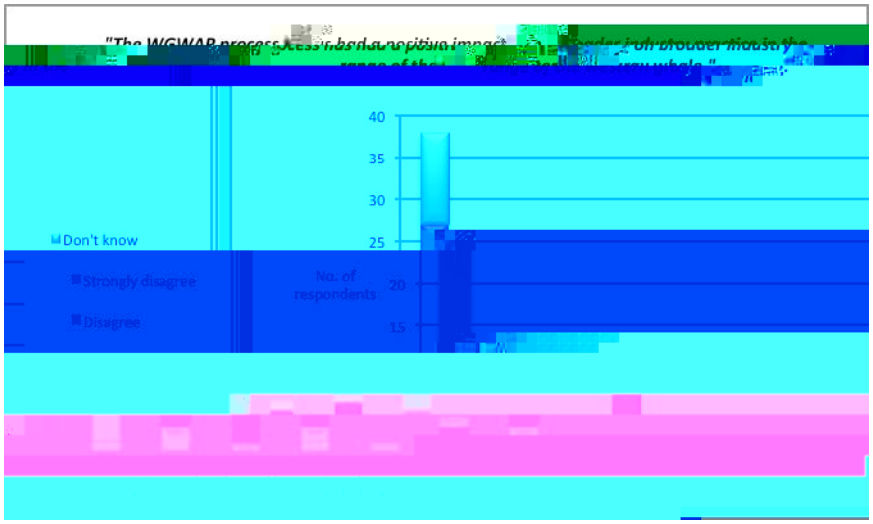
Figure 6.25. Extent to which the WGWAP

2014 survey



2011 survey

Figure 6.26. Impact of the WGWAP process on broader industry practice in the range of the western grey whale



2014 survey

2011 survey

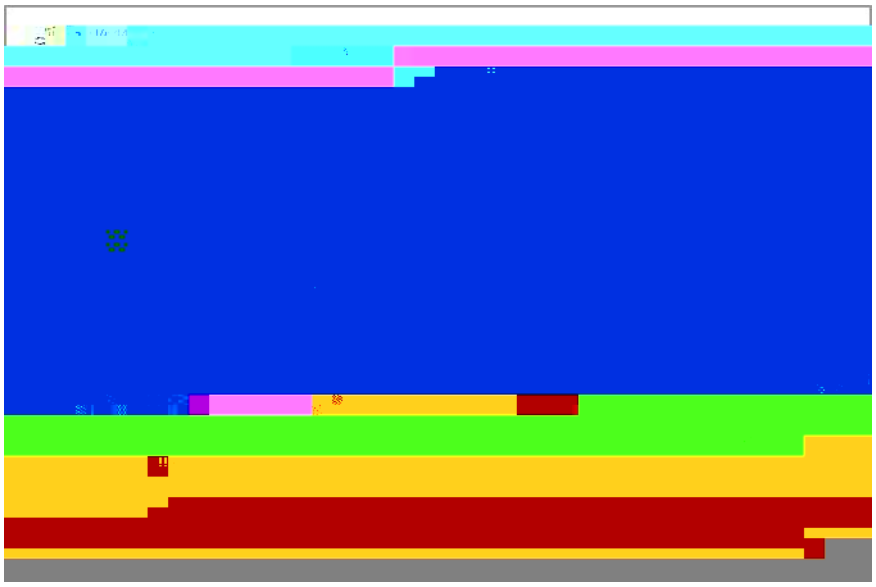


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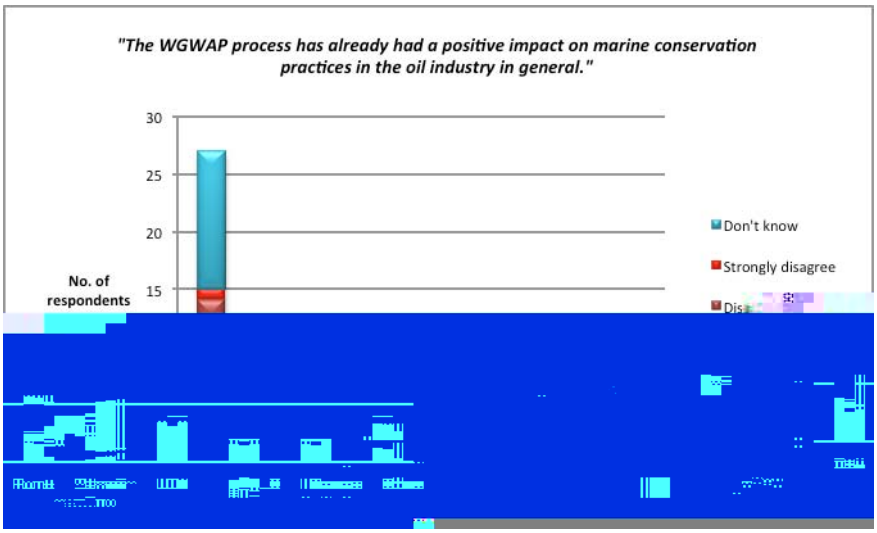
Figure

2014 survey



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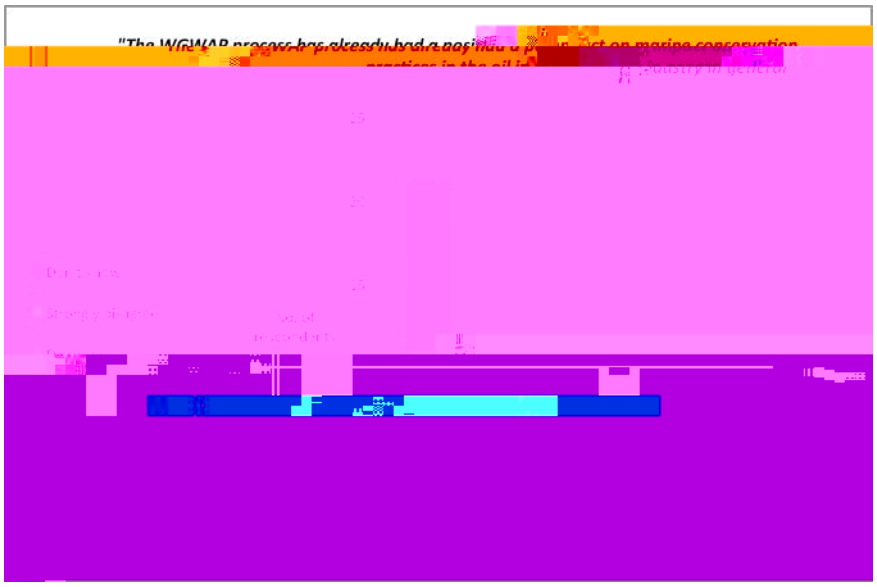

2009 survey