



(; 7 (5 1 \$ / 5 (9 , (: 2) 7 + (, 8 & 1
3 5 2 * 5 \$ 0 0 (

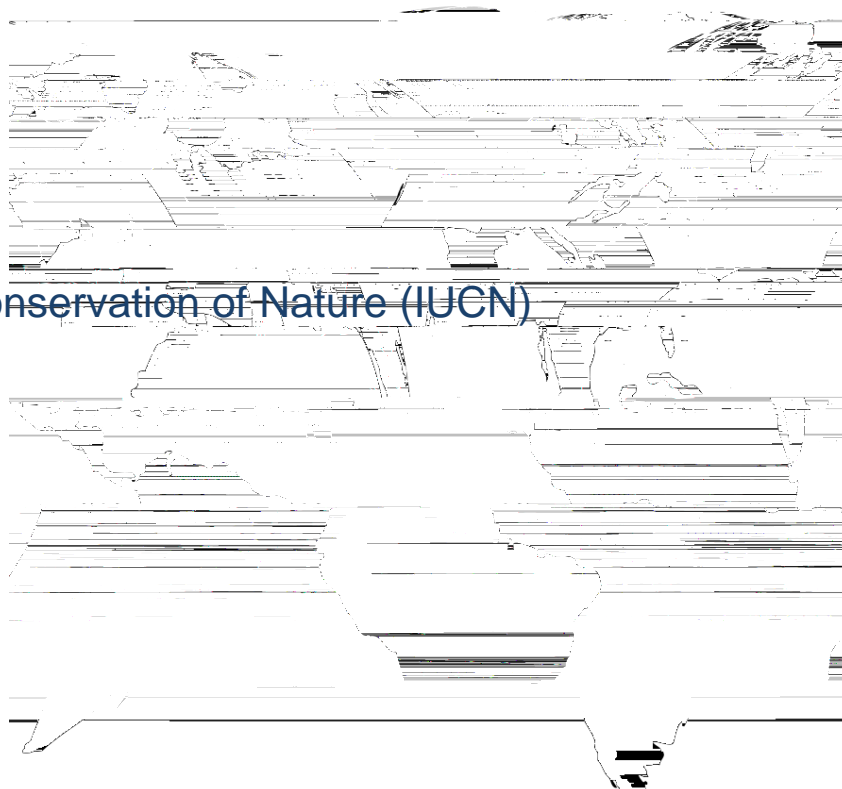


FINAL REVIEW REPORT

Prepared for:

International Union for the Conservation of Nature (IUCN)

July 3rd, 2020



/(* 5 2 8 3 (

& 2 1 6 (, / % \$ \$ 6 7 (/

Olivier Beucher ±Team Leader

Lucile de Boisson ±Deputy Team Leader

Bruce Byers ±Senior Evaluator

Marion Douchin ±Assistant Evaluator

Alain Lafontaine ±



as NGOs and state agencies that are IUCN members in the selected countries (in Kenya, Rwanda, Costa Rica and Guatemala). Due to the Covid19 crisis, country missions had to be cancelled except for the mission in Kenya. The interviews planned in the selected countries were therefore conducted remotely (except for Kenya where they were done in person).

- x Based on the information collected during the documentation review and interviews, the Review team analyzed and triangulated the data compiled in a data collection matrix, in order to inform the selected indicators, confirm/deny the judgment criteria and answer the evaluation questions. This Review report was then elaborated.

Review Findings and Conclusions

Relevance

Question 1 : To what extent has the IUCN Programme been coherent and relevant to the needs of conservation and the equitable management of natural resources at the global, regional and local levels?

The IUCN Programme 2017-2020 is relevant to the major needs of conservation and equitable natural resource management, as they were identified by a science-based approach and consultative process at the Programme design stage. The IUCN Programme is closely aligned with global conservation objectives and several United Nations frameworks (CDB, SDG). Regional needs are specified in regional work programmes and local needs are usually carefully considered in the project and program development processes on the ground.

The IUCN Programme 2017-2020 is internally coherent. Its broad approach ensures that the portfolio fits under the three Programme areas and is aligned with the Programme global and sub-results. However, resources to achieve its ambitious objectives cannot be mobilized by the IUCN Secretariat alone but should consider membership as a whole.

Coordination and synergies at the regional and local levels between IUCN and partners are
VDWLVIDFWRU\ DV WKH RUJDQL]DWLRQ¶V FRQYHQLQJ UROH LV
be H[SORLWHG IXUWKHU ZLWK WKH PHPEHUVKLS SD\LQJ VSHFLI
positioning with respect to its different types of members.

The IUCN Programme 2017 -2020 is coherent and relevant to the needs of conservation and the equitable management of natural resources at the global, regional and local
OHYHOV 1RQHWKH OHVV , 8 & 1¶V SRVLWLRQLQJ WRZDUGV LWV
contribution of the Secretariat to the Programme could be improved.

Effectiveness

Question 2 : Has the IUCN Programme been effective in achieving its objectives?

The current monitoring system (through its traffic lights system) shows good progress towards achievement of Programme targets. However, this system has strong limitations as it does not allow aggregation of the results achieved by projects, programs, Commissions and/or

members at the Global Programme level, which hinders the assessment of the effectiveness of the IUCN Programme in achieving its expected results.

It is noted that the lack of a robust monitoring and evaluation system at the global level is a significant accountability and credibility risk for the organization and requires additional improvements to robustly measure the achievements of the Programme and help support IUCN as a learning organization.

The IUCN Programme has the ambition to be implemented according to the One Programme Approach that promotes the collaboration of all IUCN constituencies. The concept of the One Programme Approach is widely supported and considered as a key asset of the Union. Nevertheless, its implementation remains challenging.

When it comes to communicating about the Programme and its results, corporate communication in some international and national fora could be improved, as well as the internal communication about the Programme. With regards to communication with framework donors, the availability of communication materials is limited.

The overall effectiveness of the IUCN Programme is difficult to track given the lack of robust monitoring and evaluation system at the global level. Nevertheless, there are indications that the IUCN Programme has progressed in achieving its objectives overall.

Efficiency

Question 3 : Has the IUCN Programme been efficient with regards to its objectives?

IUCN financial management is generally solid, with stable administrative and management cost ratios over the evaluated period, comparable to those of other similar organizations. Nevertheless, financial reporting could be significantly improved from a result-based management perspective, by aligning it to result achievement reporting. This may also help management better understand the delays in project/program budget execution and disbursement rates. Furthermore, reporting on co-financing is not systematic enough across the portfolio to document success or discrepancies in result achievements and leveraging of resources.

While restricted income raised by the Programme is significantly below the initial budget, the

The planned evaluation of the ESMS will be an opportunity to assess how IUCN delivery models enhance gender equality and social inclusion in conservation

organization. Several sub-steps are recommended to do so in the Recommendations section of this report.

- x Develop a Programme -level sustainability -for-result strategy. The sustainability and exit strategies at project level would need to be better tracked to ensure that the enabling conditions and building blocks that IUCN is able to create are effectively put in place across the portfolio, in a more systematic manner. This information should then be consolidated at the Global Programme level, which would provide useful insight on the overall sustainability of the Programme results, and their contribution to the paradigm change that IUCN is aiming to achieve.
- x Develop a mechanism to systematically capture lessons learned at the project, regional, programme, unit, and IUCN Global Programme level. IUCN and its members produce an enormous quantity of valuable knowledge based on experiments and experience which needs to be captured, aggregated, analyzed and disseminated.

Recommendation 3: Clarify resource mobilization and place innovation at its centre

There is a need to clarify resource mobilization for Programme delivery. How much should be mobilized to deliver program objectives? How should these funds be mobilized? By whom? Given the broad scope of the quadrennial IUCN Programmes, sizing the resources needed to achieve the intended high-level objectives is complicated. Nonetheless, the Secretariat work programme set within the 2021-2024 Programme should clearly identify possible sources of funding, set funding targets and assign responsibilities in mobilizing funds, within a 10-year perspective. It is therefore recommended to:

- x Develop a robust resource mobilization strategy

Recommendation 4: Accompany change

For the last few years, the IUCN Secretariat has gone through a rationalization process which is strongly influencing W K H R U J D Q L J D W L R Q W e f B S h p D W t R Q S / d e r:

- x Providing adequate support and improving internal communication to help staff understand and build ownership over the organizational changes introduced in the past years to professionalize the Secretariat and increase overall efficiency. This is key for the Union to move forward as a whole towards common objectives.
- x Developing a project analysis tool to help IUCN identify the most relevant interventions to implement. This is key in recognizing the importance of executing projects on the ground (for technical, financial and positioning reasons), as well as the limits of this delivery model and the distinct expectations from the different categories of membership.
- x Acknowledging and addressing the required changes in competencies induced by the recent evolutions of IUCN organizational structure and portfolio. The Secretariat must change the type of staff it recruits and ensure that training of human resources is strongly linked to ongoing and future changes in the organization, so that IUCN staff is adequately positioned to perform effectively, as well as adequately equipped in terms of knowledge, skills and expertise to adapt to this changing organization and its changing portfolio.

Annex 6

ACC	African Conservation Centre
AT	Aichi Target
AWF	African Wildlife Foundation
CBD	Convention on Biological Diversity
ccGAPs	National Climate Change Gender Action Plans
CEC	Commission on Education and Communication
CI	Conservation International
EAC	East African Community
EAC	East African Community
EbA	Ecosystem-based Adaptation
ERM	Enterprise risk management
ERM	Environment and Social Management System
ESARO	Eastern and Southern Africa Regional Office
EU	European Union
FLoD	First Line of Defense
GCF	Green Climate Fund
GCU	Global Communications Unit
GEF	Global Environment Facility
GRC	Governance, Risk Management & Compliance
HQ	Head Quarters
IBAT	Integrated Biodiversity Assessment Tool
IP	Indigenous People
IPO	Indigenous Peoples' Organizations
ITHCP	Integrated Tiger Habitat Conservation Programme
IUCN	International Union for the Conservation of Nature
IWT	Strengthening Community Engagement in Combatting Illegal Wildlife Trade
KPIs	Key Performance Indicators

NBS	Nature-based Solutions
NBS	Nature-based solutions
OECD/DAC	Organisation for Economic Co-operation and Development / Development Assistance Committee
ORMACC	Mexico, Central America and the Caribbean Regional Office
PAAS	Project Appraisal and Approval System
PMER	Planning, Monitoring & Evaluation and Risk unit
RLTS	RedList of Threatened Species
SADC	Southern African Development Community
SDC	Swiss Development Cooperation
SDG	Sustainable Development Goals
TFCAs	Transfrontier Conservation Areas
ToC	Theory of Change

UNFCCC