



Independent evaluation of IUCN's influence on policy

Terms of Reference: Independent evaluation of IUCN's influence on policy

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Three integrated delivery mechanisms for IUCN policy influence:

1. **Mobilising the Union:** [Members](#), [Commissions](#), Committees, and the Council, contribute independently and collectively to implement IUCN Resolutions and influence policy based on IUCN policy positions. Many IUCN Members also refer to the IUCN Resolutions and Recommendations to further guide and advance conservation actions and decision-making. Contributions to policy work are coordinated and disseminated across all IUCN components in a multi-directional influence and amplification process between the constituents of IUCN in which

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Forums on Sustainable Development). In many cases, policy influencing activities at the regional level have a direct correlation with the Secretariat's projects that include policy components.

Regional and national policy influence and engagement is supported by similar products, services and strategies as at the international level. In addition, the Secretariat uses a number of Union-wide communication channels¹⁰ and hosts activities to socialize and amplify IUCN's policy

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Providing science and knowledge in formal processes to (e.g. IUCN submits Technical Analyses of the 'proposals to amend the appendices and add new species to the Convention' that then inform Party decisions.)

Demonstrating or piloting approaches to implement policies 'on the ground';

Capacity development for policy advocacy

Technical assistance: in particular to policy-

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IUCN partners and donors, in particular:

The sampling requirements and suggested data sources for each delivery mechanism are outlined below and the evaluation team is invited to refine these during inception:

1. Mobilising the Union and Commissions contribution to policy

Policy influence work, on any relevant scale, topic or sector, of two (2) Commissions, sampled from among three of the seven: Species Survival Commission (SSC) and/or World Commission on Protected Areas (WCPA) and/or World Commission on Environmental Law (WCEL).

Desk review and qualitative textual analysis of internal and external sources (internal: constituents' strategy documents, policy planning meeting minutes, etc), (external: position papers, inputs made to policy processes, draft and final policy texts and decisions, etc);

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Summary

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***Evaluation matrix:** The evaluation matrix should detail the issues to be addressed by each evaluation criterion, key and/or sub-questions to be covered, performance indicators, sources of information, and information-gathering methods for each issue.

Preliminary findings

The evaluation team will verbally present its preliminary findings (online) to the Steering Committee at the conclusion of its data collection and analysis phase (i.e. by December 2023).

The structure of the evaluation report should be reconfirmed with the Steering Committee when preliminary findings are presented to ensure that the structure proposed in the inception report is still relevant.

In addition, the evaluation team is expected to propose appropriate means for inclusive and participatory validation of recommendations by key stakeholders (e.g. through workshops or other means).

Draft evaluation report

The draft report will be submitted in early Q1 2023 (see timetable below). The draft report will be presented and submitted to a stakeholders' review process by the Steering Committee

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Milestone	Indicative completion date
Estimated closing of Request for Proposals	Day 0
Estimated contract award date	+ 3 weeks
Documentation review and preliminary analysis	+ 6 weeks
Inception report, including evaluation matrix	6-8 weeks after contract award date

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Experience evaluating science or research-based policy advocacy or influence on all aspects of the policy cycle.

Experience evaluating membership organisations or other similarly structured organisations or collective influence efforts.

Experience with gender-sensitive evaluation, participatory evaluation or developmental evaluation desirable.

A team that can bring together diversity of perspectives, particularly those of women, youth and indigenous peoples would be a strong asset.

Familiarity or demonstrated understanding of the mandate, governance, programme and operations of IUCN, including the IUCN Members, Commissions and National and Regional Committees.

Demonstrated knowledge or understanding of global, regional and national biodiversity conservation and natural resource management policies and their evolution over the last 50 years in the context of wider global human development challenges, multilateral approaches and agendas, across a range of geographical situations.

Excellent analytical skills and proven record of undertaking evaluations of similar scope and focus, and delivering clear reports with relevant and attainable recommendations.

Demonstrated experience of undertaking complex and large-scale evaluations in collaboration with a wide range of stakeholders.

Excellent English language proficiency, with French and Spanish proficiency highly desirable (English, French and Spanish are IUCN's three official languages and the executive summary will be translated).

12. Cost

The available budget for this evaluation shall not exceed CHF 175 000, including all travel and accommodation expenses. All travel will require prior approval of IUCN.

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12. What are the time frames associated with output delivery and outcome achievement in each stage of the policy cycle?
13. What are the drivers and inhibitors of engagement with policy work across the constituents of the Union?
14. What is the role of partnerships and alliances in the policy influence efforts? What is the role of the relationships across the Union in these efforts? Where and under what conditions is coordination or an increase of policy influence observed?
15. Are there are more efficient ways to influence policy?

For the effectiveness and impact criteria:

Address the threshold between output, outcome and impact level change in policy influence work

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extent did the evaluation strengthen enabling conditions, in particular partnerships, networks or capacities, that can be expected to contribute to sustained change?

29. How effective has IUCN been in building capacity for policy influence?
30. To what extent are the policies or legal frameworks likely to be implemented or enforced?
31. How likely is it that the results achieved will be sustained?
32. How likely is it that the outcomes achieved will lead to impact-level change to biodiversity targets, or human or societal well-being targets?

Annex 2: Preliminary document list

[IUCN External Review 2015 \(section on knowledge chains\)](#)

[IUCN Evaluation of IUCN's Influence on Policy: Phase 1 Describing the policy work of IUCN \(2005\)](#)

Value for Money evaluation of IUCN Forest Landscape Restoration work in Guatemala (2018)

[Value for money | IUCN Library System](#)

SDC review of development relevancy (2020) [external-review-of-iucns-development-relevancy-march-2020.pdf](#)

Overview of IUCN's policy influence (2018) [The impact of IUCN resolutions on international conservation efforts : an overview | IUCN Library System](#)

All IUCN evaluations are available at: [Evaluations Database | IUCN](#)

All IUCN External Reviews (review of the IUCN Programme every four years) are available at: [External Reviews | IUCN](#)

Annex 3:

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- Council members in particular that have participated in various policy fora
Framework partners

External stakeholders and/or key informants, list to be expanded by evaluation team:

Major portfolio donors

Policy makers in public sectors, at any jurisdictional or geographical scale

Policy makers in corporate sectors

Staff of policy-making or implementing bodies, including but not limited to multilateral environmental agreements Secretariat or current or future presidents of the Convention on Biological Diversity (CBD) or the UN Framework Convention on Climate Change (UNFCCC)