# Strategic Review

# of the IUCN Global Marine and Polar Programme

## Final Report

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Kenneth MacKay, PhD
Vonu Consulting
1619 Kisber Ave
Victoria, BC V8P2W5
CANADA
1-250-508-1690
vonuconsulting@gmail.com

Tundi Agardy, Ph.D.
Executive Director
Sound Seas
26 Van Nuys Rd
Colrain MA 01340 USA
1-240-505-9105
tundi.agardy@earthlink.net

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# List of acronyms

| | |
|---|---|
| CBD | Convention on Biological Diversity |
| CEL | Commission for Environmental Law |
| CEM | Commission on Ecosystem Management |
| CHF | Swiss Francs |
| CI | Conservation International |
| CORDIO | Coastal Oceans Research and Development in the Indian Ocean |
| DC | District of Columbia |
| DCMC | DC Marine Committee |
| EbM | Ecosystem based Management |
| EBSA | Ecological or Biologically Significant Areas |
| ELC | Environmental Law Centre |
| ESARO | Eastern and Southern Africa Regional Office |
| FAO | Food and Agriculture Organization |
| GCRMN | Global Coral Reef Monitoring Network |
| GEF | Global Environment Facility |
| GMP | Global Marine Programme (pre 2010) |
| GMPP | Global Marine and Polar Programme (post 2010) |
| GOBI | Global Ocean Biodiversity Initiative |
| HQ | IUCN Head Quarters in Gland Switzerland |
| ICZM | Integrated Coastal Zone Management |
| ICRI | International Coral Reef Initiative |
| IGO | Intergovernmental Organisation |
| IUCN | International Union for Conservation of Nature |
| MFF | Mangroves for the Future |
| MPA | Marine Protected Area |
| NGO | Non Governmental Organisation |

| | |
|---|---|
| ODA | Overseas Development Assistance |
| ORMA | Regional Office for Meso- America |
| PACO | Programme Afrique centrale and Occidentale |
| PS | Private Sector |
| RFMO | Regional Fisheries Management Organisation |
| ROK | Republic of Korea |
| RPC | Regional Programme Coordinator |
| SEAFDEC | South East Asian Fisheries Development Centre |
| SSC | Species Survival Commission |
| TNC | The Nature Conservancy |
| ToR | Terms of Reference |
| UN | United Nations |
| UNCLOS | United Nations Convention on the Law of the Sea |
| WCMC | World Conservation Monitoring Centre |
| WCPA | World Commission on Protected Areas |
| WGWAP | Western Grey Whale Advisory Panel |
| WHC | World Heritage Commission |
| WHS | World Heritage Sites |

# 1. Summary and Recommendations

IUCN's current Global Marine Programme was re-established ten years ago after various changes in structure and of leadership during the 1990s. The Programme moved from IUCN Headquarters in Gland to Washington DC, and then back to IUCN Headquarters in Gland after the current Director, Carl Gustaf Lundin, was hired. This programme has grown substantially since 2001, beginning with a very small budget and only one and a half staff. In 2010, an Arctic component was added to the previous work in the Antarctic creating a recognisable Polar component; hence it became known as the Global Marine and Polar Programme (GMPP).

This Strategic Review is the first review of the programme in its current incarnation; the previous programme was reviewed in 1998. The review team visited IUCN Gland on two occasions as well as the Washington DC office. The review team analysed documents, interviewed a wide range of stakeholders, and administered a questionnaire. One hundred stakeholders were consulted either in person, via Skpe/phone interview or completed a questionnaire.

The following summarises the results of the review.

## 1.1. Relevance of GMPP's Programme

**Strengths:** In general GMPP was in line with the 2009-2012 IUCN Intersessional plan and reasonably consistent with IUCNs mission and value proposition. The stakeholders consulted generally perceive GMPP to have been relevant, although a minority suggest the lack of consultation and strategic planning questions the relevance.

**Weaknesses:** There is a major thematic gap in addressing coastal issues, as a result of a combination of systemic difficulties between Regional and IUCN Global Programmes, and inadequate coordination and consultation by GMPP with IUCN's Regional and Country Programmes (see 1.3).

In order to increase the programmes relevance and increase consultation the review team recommends strengthening the communications within the IUCN family and considering the establishment of an advisory board. These recommendations are detailed in Section 1.3.1.(Recommendations 6 and 7).

## 1.2. Performance of GMPP's Programme

**Strengths:** The GMPP is to be complimented on developing a diverse programme that has achieved results on a number of fronts. The majority of stakeholders consulted perceive GMPP to have affected a change. Most notably, GMPP has increased awareness of ocean

issues, especially around the high seas and the role of blue carbon in the climate change debate. It has made a contribution to conservation of the endangered Western Pacific Grey Whale by employing a novel approach: coordinating a scientific advisory panel for the Sakhalin Energy Corporation who in turn has implemented some changes to their exploration and production systems beneficial to biodiversity conservation. There are indications that the newly added Polar Program is achieving some early results by bringing an ecosystem-based focus to polar development and conservation. GMPP has also produced a number of quality and valued publications. There are also indications of potential achievement of significant policy impacts in MPA, high seas, and blue carbon arenas.

**Weaknesses:** While there have been some significant results, GMPP has been very weak at tracking successes and documenting, publishing, and marketing the lessons learned. In terms of publications there has been little targeting of audiences and tracking of usefulness. A major GMPP weakness is the lack of a formal strategy and priorities, linked to this is the lack of internal effective reporting of results. There is also a paucity of consultation with relevant stakeholders in determining priorities and developing work plans. While the current program is diverse, there are too many result areas – with some objectives not being addressed and little apparent priority-setting. Additionally as mentioned in 1.1 there is a major thematic gap in addressing coastal issues.

The review team believes that the planning for the 2013-2016 Intersessional Plan offers a major opportunity to focus on themes widely held to be important and true priorities, but we have major concerns that this opportunity is not being grasped.

In order to increase the projects effectiveness, as well as increasing the prospects for a more stable and longer term funding base, we make the following **recommendations:**

1) **GMPP** should initiate a process of documenting lessons learned from major projects and use these to market the ideas and concepts to other organisations, donors, etc. Perhaps the first of these could be to document the process and successes of the WGWAP and market this to other companies (including companies involved in the Sakhalin oil field) in the energy sector.

*2)* **GMPP** should more effectively target their knowledge products (especially publications) and with the assistance of the IUCN Communications Group implement a system of tracking of the uptake these products[1].

[1] This could use the IUCN publication *Methodology for Tracking the Knowledge Products of IUCN* (March 2006).

3) **GMMP** must prepare an Intersessional Plan for 2013-1016 that is based on consideration of the success and failure of current activities, indicated priorities, and strategies for implementation and include input and consultation with staff, and other IUCN components (Global Programmes, Regions, Commissions), and key programme partners. The plan also should contain indicators to measure progress. The strategic plan should be much more focused and integrated than previously and reflect result that can be realistically achieved. We present possible themes and cross cutting areas for GMPP to consider in preparing their comprehensive yet strategic programme, but stress that a commitment to a consultative process is more important than adopting our list of possible priorities, or unilaterally determining others.

4) **IUCN Senior Management** should ensure that the GMPP 2013-1016 Intersessional Plan is developed through a consultative process within IUCN, meets the criteria in Recommendation 3, and that the programme commits to carrying out the plan.

5) **GMPP** should make a strong and lasting commitment not only to strategic planning, but to communicating plans to GMPP staff, to other IUCN programmes, and to the membership.

## 1.3.Programme Organisational Capacity

The GMPP is considerably decentralised with staff in IUCN HQ Gland, Washington, DC, out-posted staff in Malaga, Spain, and Amman, Jordan, and consultants based in Poland, UK and Spain. There is a considerably variety of arrangements with staff including full time, part time, temporary interns, consultants, and associated staff that are not paid by the GMPP. The review uncovered capacity issues related to leadership and management; future staffing; and financial management. The following summarises the findings.

### 1.3.1. Communication and Mobilising of the IUCN Family

**Strengths:** GMPP has close collaboration with one commission and moderate collaboration with another. They have tried various approaches of working with regions with limited success, although there are good relations with two regions. In general relations are good with a small set of regular donors.

**Weakness:** In spite of the above, one of the greatest weaknesses of the GMPP is its inconsistent relationship to and support of members, and IUCN regional and country offices, where the on-the-ground work is taking place. This is not only highly ineffective, but can also

lend credence to the perception that the GMPP is an "NGO within an NGO". This is also a generic issue within IUCN and can lead to the increasingly common view that IUCN today is less a Union of members, and more a behemoth IGO/NGO hybrid competing with its membership for scarce conservation resources and attention.

The review team makes the following **recommendations** to increase communication and involvement with key marine components of the IUCN family.

6) The Review Team strongly supports the implementation of the proposed regional marine planning workshops in East Africa (March 2012). If timing permits the relevant outputs/ priorities should be considered in the GMPP Intersessional Plan, and brought forward to the Jeju World Conservation. **GMPP** should commit to addressing the needs and opportunities that flow from these discussions particularly ways of strengthening the marine and coastal component at the regional and country level.

7) **IUCN Senior Management,** in consultation with **GMPP and other Marine-related IUCN Components,** should consider revisiting the idea of a Marine Advisory Group (MAG) that could not only help IUCN programmes develop marine strategies and plans that reflect the will of the membership, but also could improve the standing of the Programme writ large, and its ability to attract long term funding. We recognize that convening such a group requires resources – on the other hand, these meetings could be piggybacked on WCC or other meetings, and face-to-face meetings could be supplemented by teleconference.

8) **GMPP** should increase its communication with relevant IUCN global programmes, Commissions, regions and members. This could be accomplished by target communications including Marine News, important programme updates, press releases, etc. This could also include the creation of a global marine listserve, akin to the Washington DC Marine Community (DCMC) (and including the major actors on that listserve) to help bring key marine conservation players into the GMPP and raise the visibility of GMPP in the wider community.

### 1.3.2. Organisational Management

**Strengths:** GMPP has a highly decentralised structure that allows for creative staffing flexibility and some financial efficiency. The involvement of a larger number of staff via part time and consultant arrangements allows for involvement of a number of senior experts. However, there are a much small number of full time equivalents (14). The Director's hands

off management style is appreciated by many of the senior staff and consultants, but is viewed as inadequate by other staff.

**Weakness:** Such a decentralised structure requires excellent communication and coordination to work effectively. Unfortunately poor communications is a major weakness of GMPP. The strategic review also identified serious issues with management and leadership, low morale, lack of transparency in budgeting, staffing and planning, the roles, and responsibilities for Deputy Directors, confusion with consultants regarding who does what and when they speak for IUCN, and lingering vacancies in certain positions with concern from stakeholder over the vacancies.

The review team indicates it is essential that GMPP senior management implements steps to improve the GMPP team morale, within team communications, and improve leadership and management styles. The following **recommendations** are made to address these issues. The most important first step is to improve the within team communications.

9) **GMPP** must improve the within-team communication. Steps could include;
   - Regular staff meetings in Gland, with DC in attendance via teleconference, these meetings must have agenda's, with minutes generated and distributed;
   - Additional staff meetings could occur on an as-needed basis, utilizing audio/visual conferencing with relevant staff, or opportunistic team meetings when a number are attending the same meeting;
   - Regular (monthly) email reporting on the latest project news, new projects, important events, future activities, staffing changes should be performed by the Director or an assigned Deputy and these should be distributed to IUCN GMPP staff, and other IUCN staff involved in marine activities;
   - Development of a standard Power Point presentation describing GMPPs mission, its unique position in the conservation arena, and its strategic goals. This presentation can and should be periodically updated, and used to brief new staff and inform others both within IUCN and outside about the Programme's mission, strategy and tactics;
   - Lines of authority and responsibility should be developed and articulated to all staff;
   - Various ways should be explored (funding permitting) to enhance staff capacity via mentoring, program/location exchanges, etc.

10) **GMPP** should fill current staffing vacancies immediately and inform relevant stakeholders about the progress made towards filling vacancies.

11) The **Human Resources Division** should assist **GMPP** to review the current organisational structure, in particular the Deputy functions, to ensure that these positions are filled with personnel having the required time and skills to perform their functions.

12) **GMPP** should ensure that contracts with long term consultants should clearly define their roles and responsibilities, and identify areas of potential conflict of interest with attention to protocols for avoiding conflicts, or the perception of conflicts of interest.

13) **GMPP** could institute a policy that allows all staff an opportunity to do 360$^{o}$ evaluations, so that staff can give voice to their opinions of how well the program is meeting its objectives, and have a mechanism for offering suggestions for improvement.

14) **Travel by GMPP** senior management should be prioritised and all trips should be reported indicating the purpose and the results achieved, and circulated to IUCN senior management and GMPP staff. Additionally when the Director travels management authority should be divest to the designated Deputy.

### 1.3.3. Financial Management

**Strengths:** GMPP funding has been steadily increasing with a diverse group of donors. The Director has been entrepreneurial and innovative in fund raising and has tapped a number of new and previously unconventional (for IUCN) sources. There is a particularly strong funding from the private sector and private sector foundations. Although a widely held perception is that the Director is responsible for most fund raising a substantial portion of the funds are raised by other staff. Cost effectiveness is enhanced by creative staffing arrangements and out-posting.

**Weaknesses**: The strategic review uncovered the following issues in financial planning and management: lack of transparency and consultation, a possibly too heavy reliance on private sector funding, opportunistic rather than strategic fund raising resulting in a perception of donor driven project foci, a higher rate of travel than other programmes with limited assessment of the effectiveness (potentially high cost-benefit ratio), the lack of a fundraising strategy, and lack of optimal use of staff in fundraising, and a proliferation of small to medium sized short term projects. The reduction in framework funding in spite of the addition of the polar programme was a major constraint to the Programme. This core funding from IUCN will probably not increase and fundraising will continue to be a challenge in a worsening global financial situation.

The review makes the following **recommendations** to improve the financial management but also to ensure the fund raising strengths of GMPP are being fully recognised.

15) **GMPP** as part of the Intersessional Plan. should develop its own business plan including funding strategies for each theme These plans should incorporate funding ideas from GMPP staff, utilise the unique position of the DC office, continue to explore the novel funding efforts with the private sector (e.g. Danone, Americas Cup, travel companies, tax refund companies), and where possible move to medium sized funding of activities.

16) **GMPP management** should ensure transparency in the annual budget process and ensure that relevant cost centres are aware of their budgets and rationale for budget decisions, such that project teams are able to manage their annual budgets.

17) **IUCN senior management** should take advantage of the fund raising skills (particularly with non-conventional donors) of the GMPP Director to facilitate funding of broader IUCN initiatives.

# 2. Introduction

## 2.1.Background

IUCN mandates periodic strategic reviews of its programmes in order to provide information for management and leadership to improve effectiveness. In September of 2011, the Strategic Planning and Evaluation Programme of IUCN put out a request for proposals for the review of one of its thematic programmes: the Global Marine and Polar Programme. The selected Review Team, comprised of Drs. Kenneth MacKay (Vonu Consulting) and Tundi Agardy (Sound Seas), began work in October of 2011, presenting preliminary findings in November of 2011 and the completed report in January 2012. This report is structured as follows: an introduction that includes background describing the context of marine conservation in the global arena, methodology, stakeholders consulted, and external environment; an analysis of the GMPP's relevancy; significant results; intervention logic; communication and mobilisation of IUCN components; financial management; and finally, organisational structure and management. The review suggests areas needing improvement and proposes specific recommendations throughout. The final section discusses possible future challenges and constraints.

The goal of the Global Marine and Polar Programme as stated in the 2005-2008 Intersessional Plan is to achieve significant improvement in the conservation of marine biodiversity and sustainable use of natural resources in marine, coastal ecosystems, throughout the world. We understand this is still valid, although it was not supplied to the review team nor is it widely distributed or known to GMPP staff.

The IUCN-GMPP web site clearly emphasises the importance of the oceans and the organisation's commitment to marine conservation, stating:

- Over 70% of the Earth's surface is covered by oceans
- Oceans are home to 80% of the world's biodiversity
- 10% of the Earth's surface is covered with ice
- Less than 1% of the world's oceans are protected
- The oceans produce over 50% of the oxygen in the atmosphere
- About half of the Earth's population lives in coastal regions
- Coastal areas provide societies with a wide range of services:
    - food (over 2.6 billion people rely on fish for at least 20% of their protein intake);

    - shoreline protection;
    - Diverse, ecologically important and necessary to regulate climate and support human life on the planet;
    - water quality maintenance; and
    - support of tourism and other cultural benefits.
- The oceans are diverse, ecologically important and necessary to regulate climate and support human life on the planet.
- The oceans also supply considerable economic benefits:
    - capture fisheries worth approximately $84.9 billion;
    - aquaculture worth $70.3 billion in 2004;
    - offshore gas and oil, $132 billion in 1995;
    - marine tourism, much of it in the coast, $161 billion in 1995; and
    - trade and shipping, $155 billion in 1995.

At the same time, the challenges are many including:

- Marine resources nearing, and in many cases surpassing, full exploitation;
- Increasing uses and demands for ocean space and resources;
- Vulnerability to existing and predicted climate change; and
- An inadequate governance system due to poor implementation of existing legal agreements and gaps in the governance framework.

IUCN, as a union of members dedicated to conserving nature, is fully justified in supporting a headquarters-based marine programme that can propel the marine conservation agenda worldwide. This Strategic Review assesses the degree to which it has been successful in doing so, realizing the true potential of IUCN and its unique capability to effect change.

## 2.2.External Environment

IUCN is a unique organization in that it is in part an NGO, in part an IGO, and fully the only conservation organization in the world representing a union of members. Conservation interest in the world has ebbed and flowed in the last decades, and in general IUCN has managed to stay relevant and current. However, with recent economic downturns in the U.S., Europe, and throughout the world, the prospects for sustaining resource-intensive programmes and projects have diminished. This may result in IUCN being put into situations where it competes with its membership for scarce conservation funds, and has led to a tightening both of focus and budgets in most programmes.

Nonetheless, marine issues seem to be gaining traction, and many of the marine issues upon which the GMPP concentrates are of high visibility. In light of challenging economic times, the conservation programs that can demonstrate a bona fide connection with human welfare and are not seen as impeding economic development are those that seem to get the most support. In this environment, the GMPP has been able to capitalize on donor interest.

# 3. The Review

## 3.1. Terms of Reference (TORs)

This is the first Strategic Review of the Global Marine and Polar Programme in its current form; the previous programme was last reviewed in 1998. Such reviews are mandated by IUCN as part of its routine evaluations. The evaluation TORs were developed by the Strategic Planning and Evaluation Programme of IUCN. Bids were received by IUCN based on the TORs and a team of two were contracted to carry out the review: Dr Kenneth T MacKay (Team Leader) and Dr Tundi Agardy. Both have considerable history of involvement with IUCN and global marine issues.

This review aims to:

- Identify and address issues related to the relevance, performance and organisational capacity of the Programme.
- Review results will be used to make key decisions about the future of the Programme such as its focus, desired development, governance, operating structure, and resource allocation.
- The specific purpose of the strategic review of the Global Marine and Polar Programme is to identify areas for improvement for the continued organisational and programmatic development of this Thematic Programme.

## 3.2. Methodology

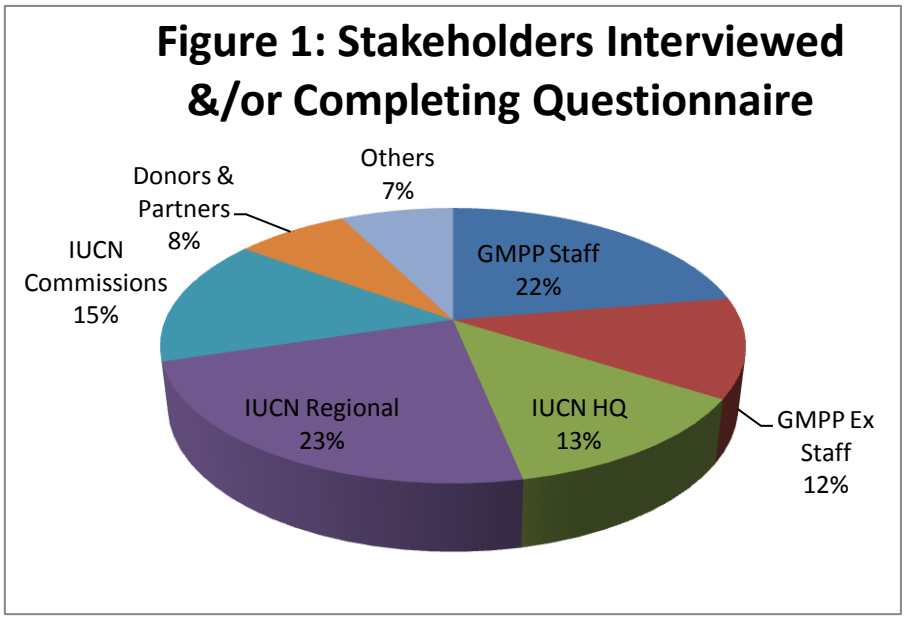
An evaluation matrix outlining the key questions and the sources of information was prepared (Annex 1) based on the ToRs. A list of key stakeholders was prepared (Annex 2) in close consultation with IUCN. All stakeholders on the list were contacted via email or in person either to arrange an interview and/or answer a questionnaire. The reviewers travelled to both IUCN Gland and Washington DC offices.

The key evaluation tools included a document review of a wide range of published and unpublished material including previous evaluations, project proposals, reports, and publications. A list of documents consulted and referenced is found in Annex 3.

A **questionnaire** (Annex 4) was developed based on the key questions and pretested. It was sent to most[2] stakeholders. The results of the quantitative questions were tabulated while the open ended responses were grouped into appropriate categories.

**Interviews** were conducted with key stakeholders who were available using semi-structured interviews either face to face or via phone or skype, to complement the questionnaire and allow triangulation on key issues.

The review contacted 115 stakeholders and received responses (interviews, comments and /or completed questionnaires) from 100 (96%). Interviews were carried out with 82 stakeholders and 66 completed the questionnaires. There was a low response rate (only 25%) from donors and partners (67%). Figure 1 gives the breakdown of total respondents by category.




All GMPP staff (Gland, DC, and consultants) were grouped together as were all regional staff including regional directors, regional programme coordinators and staff involved in marine and coastal activities. A considerable number of ex-staff who had been involved with IUCN over the past five years were interviewed, and/or complete the questionnaire. There was also a follow-up with them on issues of staff turn-over, as a result of questions raised during the review teams debriefing. In general their comments were insightful and constructive.

The data from the questionnaires is presented in a series of graphs and where there are significant differences in responses they are mentioned in the text. In terms of determining

[2] Some stakeholders who were interviewed indicated there was no need for them to respond to the questionnaire.

results, (see Section 5), the review team primarily used the interviews and questionnaires to identify the significant results and impacts. In terms of communication/publications we attempted to measure reach and effectiveness.

### 3.3. Limitations

- Limited donor pool and poor response rate from donors 25% (2 of 8 responded);
- Limited partner pool (primarily current partners) (67% responded);
- Considerable range of experience or knowledge of GMPP that may partially contributed to the considerable scatter in the response to many of the questions, although this was also a positive as it did allow for wide range of comments;
- Some questionnaire questions may have been subject to interpretation and give mixed results;
- Constraints to critical analysis of program performance due to limited formal reporting of results against established indicators by GMPP;
- Difficulty of two reviewers working as team due to distance and heavy work schedule.

## 4. Relevance of Programme

### 4.1.Overview of Programme Planning

The Global Marine Programme at IUCN has had a chequered history. It was initially developed in the mid-1980s by Dr. Danny Elder, followed by shorter bursts of GMP activity led by various directors, including Professor Graeme Kelleher, followed by a management team consisting of Paul Holthus and Magnus Ngoile. The current program was initiated by Carl Gustaf Lundin after a period of relevant dormancy for the marine programme. A review of the Marine Programme in 1998 - then based out of the Washington DC office - reported an extensive engagement on priority marine issues, especially marine protected areas, and an historic reliance upon Commissions and IUCN members.

As a result of the 1998 review the Marine Programme was reorganised and moved in 2001 to IUCN Headquarters in Gland, and the current Director was hired. The programme then consisted of the Director, an administrative Assistant, and a half time seconded position based in Canada with a budget of $US300,000. An ambitious business plan was developed, in part assisted by the procurement of a Packard Foundation grant, and involving considerable consultation within IUCN, with donors, potential partners and other stakeholders. This plan indicated priority areas of work, and included a communication and funding strategy. The initial years required an opportunistic approach to programming and

fund raising, which continue today. The programme has grown substantially with a 2011 annual budget of 4.3 Million CHF. However, since the 2001-02 strategy there has been limited programme strategising or external consultation. The 2009-2012 Intersessional Programme was developed by a staff team during a retreat and a team meeting was held at the 2008 Congress. The review team was not informed of any specific process or meetings leading to the development of the 2013-2015 Intersessional Programme or are most GMPP staff aware of a planning process. Programme strategy issues are discussed in Section 5.6.

All IUCN programmes have to conform to the global thematic priority areas and the result areas appear to differ from Intersession to Intersession although the underlying themes may be consistent. These dynamics do, however, make it difficult to track specific results over time.

The Polar component is a recent addition although the GMP had previously had minor activities in the Antarctic around the Ross Sea. As a result of recommendations at the 2008 World Conservation Congress, IUCN expanded the GMP in 2010 to include the Polar Regions, although no additional core funding was supplied. The Polar component is primarily managed out of the Washington DC office and does much of its own fund raising. Because of this recent addition the added P (Polar) component has not yet entered many of the program documents, and in fact when the review team visited Gland there was no mention of the Polar activities by GMPP HQ based staff.

A comparison of the vision, goal and objectives themes from 2002 to 2009 is presented in Table 1. The 2009-2012 Work Plan indicates a large number of results in 11 areas with a total of 34 Sub-results. This will be discussed in Section 5.2 but the review team views this number of results as excessive, and leads to difficulty in reporting and budgeting within the IUCN system.

Given the lack of an overall strategic document and the large number of result areas it appeared to some respondents that GMPP is a collection of projects but does not seem to logically form a programme.

Table 2 gives an approximate breakdown of the 2011 GMPP Programme budget. Over half of the budget is for two projects with the oil and gas industry to assist in developing mechanisms and models to assist in conservation. Activities related to the high seas account for over 20% of the budget while Coastal and Climate Change are about 8% each, and 16% when combined, and Polar activities are 6%. These will be discussed in further details in subsequent sections.

**Table 1: Comparison of the Global Marine Programmes Plans 2002-2009**

| | **Business Plan / Implementation Strategy** (January 2002) | **INTERSESSIONAL PLAN** 2005 – 2008 | **INTERSESSIONAL PLAN** 2009 – 2012 (Numbers in parenthesis are the number of sub-results) | **Themes** (after web site 2011) (Numbers in parenthesis are subthemes) |
|---|---|---|---|---|
| **Vision** | *A fully funded Marine Program that is enriched by IUCN's network of members, Commissions & scientific experts, effectively addressing key global challenges in the marine environment.* | *The seas & oceans, from the coastal areas to the high seas, are used in a sustainable & equitable way in order to protect biodiversity & to improve livelihoods.* | *None given nor supplied to review team* | |
| **Strategic Goal** | *To provide for the protection, restoration, wise use, understanding & enjoyment of the marine heritage of the world in perpetuity through the creation of a global, representative system of marine protected areas & through the management, in accordance with the principles **of** the World Conservation Strategy, of human activities that use or affect the marine environment.* | *To achieve significant improvement in the conservation of marine biodiversity and sustainable use of natural resources in marine and coastal ecosystems, throughout the world.* | *None given nor supplied to review team* | |

| | | | | |
|---|---|---|---|---|
| **Objectives /Focus** | • facilitate the establishment of a global representative system of Marine Protected Areas (MPAs) and connecting biological diversity corridors;<br>• participate in international initiatives for the protection of marine species and ecosystems;<br>• promote sustainable management of fisheries and aquaculture;<br>• facilitate research & policy on climate change & the marine environment;<br>• promote better pollution management in coastal and marine environments; and,<br>• sustained funding to achieve the strategic goals of the program | 1. Improving & disseminating knowledge of marine and coastal biological diversity and productivity including ecosystem processes and functions.<br>2. Improving & disseminating knowledge on socio-economic processes relevant to the management of marine and coastal resources.<br>3. Identifying and promoting financial mechanisms for improving the management of marine & coastal ecosystems.<br>4. Supporting the development & implementation of improved oceans governance systems at different levels to enhance biodiversity conservation and sustainable use of natural resources. | **Thematic Priority Area 1: Conserving the diversity of life**<br>**1) Rationalising Sea uses (SR-1)**<br>**2) Improving legal framework for marine governance in areas beyond national jurisdiction. (SR-4)**<br>**3) Protecting marine areas (SR-6)**<br>**4) Conserving threatened species (SR-4)**<br>5) **Testing new approaches to conservation and management in areas beyond national jurisdiction. (SR-4)**<br>6) **Managing marine invasive species (SR-4)**<br>**Thematic Priority Area 2: Changing the climate forecast**<br>**7) Carbon sequestration and mitigation in the marine environment (SR-3)**<br>**8) Improving marine** | • **Ocean Governance (7)**<br>• **Marine Protected Areas (4)**<br>• **Conserving Threatened Species (4)**<br>• **Fisheries & Aquaculture (5)**<br>• **Managing marine invasive species (2)**<br>• **Climate Change Mitigation & Adaptation (4)** |

| | | | | |
|---|---|---|---|---|
| | | 5. Working with stakeholders to develop and implement strategies and programmes for the protection, management and restoration of marine and coastal ecosystems, in order to benefit biological diversity and productivity and human societies. | **ecosystem resilience (SR-3)**<br>**Thematic Priority Area 3: Naturally energizing the future**<br>9) **Sustainably using the marine environment as a source of energy**. (SR-1)<br>**Thematic Priority Area 4: Managing ecosystems for human well-being**<br>**10) Securing coastal livelihoods (2)**<br>**Thematic Priority Area 5: Greening the world economy**<br>11) **Improving industry practices**.(SR-2) | • **Securing coastal livelihoods (2)**<br>• **Energy &Industry (6)**<br>• **Polar Activities (5)** |

**Table 2: Approximate breakdown of 2011 GMPP Budget by Priority areas and themes**

| Programme Priority Area | 2011 Budget % in parenthesis | Coastal & Coral Reef | Climate Change | Total Coastal, Coral & Climate Change | High Seas | Global | Polar | Industry |
|---|---|---|---|---|---|---|---|---|
| **Priority Area 1: Conserving the diversity of life** | | | | | | | | |
| **1) Rationalising Sea uses** | ***53,500 (1.4%)*** | 26,750 | | | 26,750 | | | |
| **2) Improving legal framework for marine governance in areas beyond national jurisdiction** | ***301,760 (7.9%)*** | 60,500 | | | 69,500 | | 171,760 | |
| **3) Protecting marine areas** | ***145,975 (3.8%)*** | 79,475 | | | 16,500 | 50,000 | | |
| **4) Conserving threatened species** | ***1,268,750 (33.2%)*** | | | | | | | 1,268,750 |
| **5) Testing new approaches to conservation and management in areas beyond national jurisdiction** | ***782,400 (20.5%)*** | | | | 721,900 | | 60,500 | |
| **6) Managing marine invasive species** | ***50,000 (1.3%)*** | | | | | 50,000 | | |
| **Priority Area 2: Changing the climate forecast** | | | | | | | | |
| **7) Carbon sequestration and mitigation in the marine environment** | ***110,500 (2.9%)*** | | 110,500 | | | | | |
| **8) Improving marine ecosystem resilience** | ***314,000 (8.2%)*** | 114,000 | 200,000 | | | | | |
| **Priority Area 3: Naturally energizing the future** | | | | | | | | |

| Programme Priority Area | 2011 Budget % in parenthesis | Coastal & Coral Reef | Climate Change | Total Coastal, Coral & Climate Change | High Seas | Global | Polar | Industry |
|---|---|---|---|---|---|---|---|---|
| **9) Sustainably using the marine environment as a source of energy** | ***20,000 (0.5%)*** | | | | | | | 20,000 |
| **Priority Area 4: Managing ecosystems for human well-being** | | | | | | | | |
| **10) Securing coastal livelihoods** | ***20,000 (0.5%)*** | 20,000 | | | | | | |
| **Priority Area 5: Greening the world economy** | | | | | | | | |
| **11) Improving industry practices** | ***756,281 (19.8%)*** | | | | | | | 756,281 |
| ***Total*** | ***3,823,166*** | ***300,725 7.9%*** | ***310,500 8.1%*** | ***611,225 16.0%*** | ***834,650 21.8%*** | ***100,000 2.6%*** | ***232,760 6.1%*** | ***2,045,031 53.5%*** |

## 4.2.Relevance

### 4.2.1. Is the programme, mission and objectives relevant and a result of consultation among stakeholders?

A limited sample of key partners and commissions that have worked closely with GMPP find it highly relevant, as do two of the major donors interviewed. Similarly a majority of respondents familiar with the whole of the GMPP consider the Polar sub-program highly relevant, and strategic in terms of both priority conservation actions, and its intervention logic. Some respondents, however, suggest that in the absence of clear strategic thinking and planning, the GMPP's relevance is questionable.

One of the weaknesses identified in this review (Section 6.2) is poor communications particularly with regions and some members. This has been manifested in a lack of consultation in programme planning and a perceived deficit in relevance to the IUCN Regional Programmes. The results of the questionnaire addressed issues of listening and responding substantiated this. In general there was a major split in responses to the question on GMPPs ability to listen (Figure 2). The GMPP staff rated their ability to listen very highly (85% good to excellent) while Regional staff, HQ staff, and commissions and members rated the ability to listen much lower (50-25% good to excellent). There was a similar response to the question on GMPPs ability to respond.

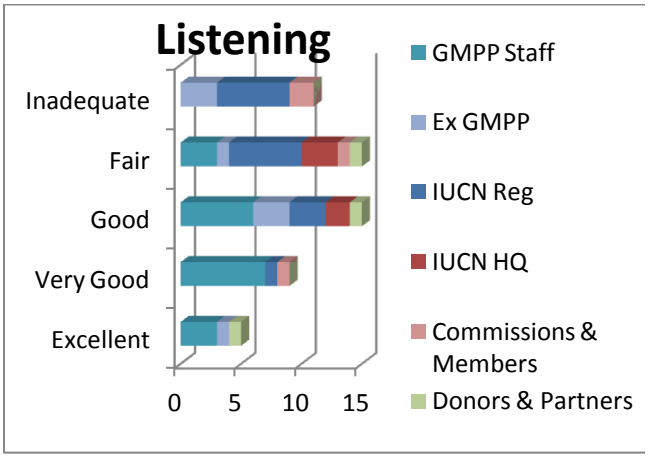



**Figure 2: How would you rate the program's ability to listen to advice from outside the program (other IUCN programmes, commissions, donors, etc)?**

Previous iterations of the GMP, particularly the Marine Program that spanned the years from 1987-1994, actively engaged the marine membership in developing its priorities, ensuring relevance and also in helping members formulate resolutions to be tabled at World Conservation Congresses. This sort of consultation led to a symbiotic relationship in which the thematic programme assisted the membership in promoting the marine conservation agenda, and the membership assisted the program in creating a defensible and robust IUCN Programme. It should be noted that many of the most widely used knowledge products of IUCN's marine program were completed during this period. The GMP was also helped by the formulation of a Marine

Advisory Group, consisting of external marine conservation leaders, members of other IUCN programmes, and members of Council.

### 4.2.2. Are the Programme objectives consistent with IUCN mission and value proposition?

IUCN's Value Proposition is to;

1) create and provide credible and trusted knowledge;
2) Convene and build partnerships for action across governments and civil society;
3) Bridge local and global policy and actions; and
4) Develop standards, influence practices and builds capacity.

The oceans and coasts constitute an undeniably important focus for the conservation of nature. As aptly put forward in Councillor Christophe Lefrevbre's report to congress (Lefebvre 2011), IUCN's marine interests, oceans cover not only 71% of the Earth's surface but comprise 99% of the biosphere. Not surprisingly, across the whole of the interviews inside and outside IUCN, there is broad consensus that marine conservation is highly relevant to IUCN's overall mission. The members of IUCN have long demanded effective and strategic engagement with marine issues, capitalizing on IUCN's unique ability to put forward non-partisan scientific information to support conservation, and leveraging its unheralded influence among non-governmental and governmental institutions alike. During each World Conservation Congress, 10's of marine resolutions are tabled and passed, forming one set of priorities for IUCN's programs and Commissions. One example is the addition of Polar to the GMP. This came about due to strong pressure from members at the 2008 Barcelona World Conservation Congress to increase programming in this area. This has now been added (although no additional funding has been added) to create GMPP

In regards to a whole suite of marine issues, the GMPP has created credible knowledge products, though there is a range in the quality of publications and products to which GMPP has contributed or those which it has endorsed. GMPP has created or taken part in several significant and productive partnerships, including those centred on the High Seas, the GOBI work, the Arctic EBSA work, and other issues. On the topic of bridging local and global policy and actions, however, the GMPP has been less successful. Finally, in developing standards, influencing practices and building capacity to put in place best practices, GMPP has had some successes, most notably with the Sakhalin Panel, in coral reef climate change adaptation, and in MPA management effectiveness. .

### 4.2.3. Is the niche filled by the Global Marine and Polar Programme relevant from the perspective of funding providers, partners and beneficiaries?

In theory the GMPP should focus its efforts on identifying what are the priority issues in marine conservation, in line with priority issues identified for the whole of conservation across all biomes. Early in the life of the GMP (1987), this priority-setting was accomplished through the activity of an external advisory group (see 4.2.1), which met regularly to advise the GMP. This advice consisted both of mechanisms for canvassing the members to determine what they felt were priorities, as well as providing suggestions on priorities as based on the collective vision across the stakeholder groups the advisory group represented (other IUCN programs, relevant commissions – at the time, WCPA, SSC, and Commission on Ecology, now the CEM, Councillors, and key NGOs.

The review team was not made aware of any mechanism to identifying strategic priorities; this was echoed by responses from members, commissions and regions. It appears that strategies are determined on an ad hoc basis and not clearly articulated to either staff or to members/ partners, nor does there appear to be an attempt to assist the membership in developing resolutions that will allow the GMPP, and the global marine conservation community to address the highest priority areas.

Some of the problem seems to be structural to IUCN itself, and the unique way that it involves membership in developing or approving its strategic plans. That is, programmes develop intersessional plans, which are then approved at World Conservation Congresses. At the same time, members table numerous resolutions that commit thematic programmes to certain areas of activity. One possible mechanism to resolve this difficulty is to devote some time and energy working with key members to assure major resolutions reflect the collective priorities of both programme and membership.

This raises another issue regarding the role of GMPP, and in fact the role and identity of IUCN as a whole. As eloquently laid out by Leif Christoffersen in a article about the evolution of IUCN as an institution (Christioffersen, 1997), the nature of IUCN has changed over the years, reflecting its ever-increasing complexity as it went beyond original NGO members, to then include government members and their interests, and private sector interests as well. IUCN remains a unique organization, both multilateral and heavily NGO-oriented – but its single most defining characteristic is that it is a Union of members, and its raison d'etre is to service those members. The GMPP has done an excellent job in making sure marine issues are in the forefront of priority issues addressed in the business model and in intersessional plans – but it has not developed a strategy for determining what the thematic priorities of the

programme should be, nor how those priorities should be addressed via clear intervention logic. This is expanded further in Section 5.6.

In the past decade GMPP has moved away from its previous focus on marine protected areas in the coastal region (see below & Section 5.2.3) and staked out new territory in the High Seas. This high seas area involves fewer members and partners than the coastal area but it receives strong support from members and donors and there has been increased and repeated funding. There is widespread appreciation of IUCN as a leader in this arena

**A Donors View**

*IUCN's Marine & Polar programs are indispensable to the larger strategy of our Foundation in its pursuit of global marine protection. This is so for three reasons: 1) Our outlook is relentlessly international, and with IUCN we have a partner that has no difficulty avoiding the limited view of many organizations; 2) GMPP shares with us a strong, explicit commitment to the conservation of marine resources beyond the national EEZs; 3) IUCN personnel working with us are superb. My very strong – recommendation is that IUCN devote as much influence and money as it possibly can to these people and their causes and the allies with whom they work. Surely the protection of the High Seas could become a distinctive passion for IUCN.*

Other areas like research on seamounts and the blue carbon work have allowed IUCN to bring to bear networks of members and scientific partners and develop new knowledge that is now going forward as policy. However, as stated above and discussed later in the absence of a clear strategy and consolidation process it appears more the interests of team members than that of IUCN as a whole.

Coastal and livelihood issues appear to no longer be a major priority for GMPP. Table 2 indicates that about 16% of the 2011 budget is directed to coastal including climate change[3]. There are current activities in East Asia and the Indian Ocean with close support from GMPP and support to the Global Coral Reef Monitoring Network. There is a very large coastal project in West Africa implemented by PACO, and coastal projects implemented by the Oceania Region. However, the other IUCN regions and countries identified the lack of work focusing on coastal and livelihood issues as a major gap. There is very little marine and coastal work being carried out either through GMPP or regions in Meso-America, South America, East and Southern Africa, and apart from Mangroves for the Future little else is being done in Asia. This gap will need to be addressed in the next Intersessional Plan.

The work on Blue Carbon is using nature based solutions for climate change is starting to move to projects in the field that will be addressing coastal and livelihood issues. This offers

[3] One could argue that the large Industry focused projects (53%) are working in the coastal zone, however there focus is on developing models for Industry rather than a previous focus on communities and governments.

an excellent opportunity to work more closely between the global, regional and country IUCN components. We encourage GMPP to follow up these linkages.

### 4.3.Summary Relevance of GMPP's Programme

**Strengths:** In general GMPP was in line with the 2009-2012 IUCN Intersessional plan and reasonably consistent with IUCNs mission and value proposition. The stakeholders consulted generally perceive GMPP to have been relevant, although a minority suggest the lack of consultation and strategic planning questions the relevance.

**Weaknesses:** There is a major thematic gap in addressing coastal issues, as a result of a combination of systemic difficulties between Regional and IUCN Global Programmes, and inadequate coordination and consultation by GMPP with IUCN's Regional and Country Programmes (see Section 6.2.3 & Recommendation 6).

In order to increase the Programmes relevance and increase consultation the review team recommends strengthening the communications within the IUCN family and considering the establishment of an advisory board. These recommendations are detailed in Section 6.7.2 (Recommendations 6 and 7).

## 5. Performance of GMPP's Programme

### 5.1.Intervention Logic

As part of the Intersessional Planning IUCN asks each programme to indicate the Intervention logic they will use to achieve their results. The GMPP has not formally defined its invention logic as such it has been difficult for the review team to define the logic. There are, however, hints of possible implementation strategies in the programme documents, used in achieving the following results. They appear to be:

- Raising awareness via media activities, publications, events, expeditions, films, exhibitions and an online platform;
- Suppling best practices and science based solutions and developing new tools and guidelines;
- Improving governance via developing policy and mobilizing decision makers;
- Building networks of experts.

### 5.2.Significant Results (Outcomes)

The review team had considerable difficulty identifying significant results per the 2009-2012 Plan. As indicated in Section 4.1, there were 11 result areas and 34 sub result areas identified. Although a monitoring plan with indicators was developed, many of the chosen

indicators were not phrased to allow measurement. Furthermore the GMPP Progress Reports do not report on the stated results (e.g. Oct-Dec 2009), or use the indicators (e.g. end of 2010 Progress Report). Furthermore, the reports are a mixture of description of activities, some outputs, and occasionally results (outcomes). They are also not matched to the relevant sub-result and some activities indicated in the budgets are not reported on. As such it has been very difficult for the review team to assess significant results or determine potential impacts.

In order to do this we have relied on the questionnaire and in-depth interviews supplemented by review of relevant publications, the GMPP Website and other documents. However, the responses are not framed in the IUCN result areas, but more broadly relate to the important themes. The results would appear to coalesce around the following themes:

- Climate Change Mitigation & Adaptation
- High Seas
- Marine Protected Areas
- Invasive Species
- Fisheries & Aquaculture
- Species Conservation
- Industry and biodiversity
- Polar

The significant results for each theme are presented below.

### 5.2.1. Climate Change Mitigation & Adaptation

. The results would appear to be increasing knowledge, championing and raising awareness, and increasing the profile of marine ecosystems in the climate change discussions more generally, and their role in carbon storage and sequestration more specifically. This has been particularly true related to the issues of blue carbon, marine ecosystem resilience, and ocean acidification. A large number of respondents identified this area as one in which the GMPP has contributed to significant results and a few respondents identified this area as on the scientific frontier "*cutting edge*".

The blue carbon work is now proceeding to develop a larger network[4] with GMPP (DC Office) leading the policy group and CI leading the science group. The science group is

[4] *The Blue Carbon Initiative is the first integrated program focused on mitigating climate change by conserving and restoring coastal marine ecosystems globally. The initiative is lead by Conservation International (CI), the International Union for Conservation of Nature (IUCN),*

planning to carryout in situ field work and the reviewers suggest this may be an area for close collaboration with IUCN Regions.

One unfortunate development in the blue carbon initiative was a conflict that developed between the CI/IUCN partnership and the rest of the community working on blue carbon (primarily UNEP but also several NGOs). The rift that evolved meant that the IUCN initiative had to narrow its focus to science-based policy, with limited engagement in raising public awareness or supporting blue carbon projects on the ground. Furthermore, the lingering conflict over the roles of responsibilities of IUCN and UNEP has seemingly prevented IUCN from effectively engaging with UNEP Regional Seas, their Regional Activity Centres, and the NGOs that work on blue carbon through engagement with Contracting Parties to the Regional Seas Conventions. GMPP has continued to advance the blue carbon work, however, and the DC Office is attempting to expand the coalition of partners working on blue carbon policy and projects.

Significant strides have been made under IUCN's guidance on ecosystem adaptation to climate change – in particular increasing the resilience of coral reefs facing climate change impacts that include warming water temperatures, rising seas, and ocean acidification. Much of this work has been spearheaded by the GMPP consultant based in Malaga (but not working for the Mediterranean office).

#### 5.2.2. High Seas

GMPP has been the leader in increasing awareness, mobilizing partners, creating a High Seas Agenda, and influencing policy. This was identified as one of the major areas of GMPP's work. In fact at least three proponents identified this as the only significant result.

Significant policy achievements include:

- UN General Assembly agreement to a resolution in 2009 on deep sea bottom fishing that requires States and Regional Fisheries Management Organisations (RFMOs) to manage high seas bottom fishing to prevent significant adverse impacts on benthic habitats including deep sea coral reefs.

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*and the Intergovernmental Oceanic Commission (IOC) of UNESCO, working with partners from national governments, research institutions, NGOs, coastal communities, intergovernmental and international bodies and other relevant stakeholders. (*Herr et al, 2011).

- The UN Working Group agreement in June 2011 to upgrade mandate of the Working Group to consider issues related to conservation as well as questions related to access and benefit sharing of marine genetic resources beyond national jurisdiction.
- CBD establishment of a process (October 2010) to convene a series of regional workshops to identify ecologically or biologically significant areas beyond national jurisdiction.

Other significant achievements have been IUCN promotion of ground-breaking research through scientific expeditions, leading to increased awareness of the biodiversity of the deep seas and the importance of sea mounts. GMPP has been largely responsible for moving sea mount issues onto the regional seas agenda in the Indian and Pacific Oceans (within national jurisdiction), working in collaboration with a number of IUCN members and partners.

IUCN has also been pivotal in establishing the Global Ocean Biodiversity Initiative (hosted at IUCN Gland) and the Sargasso Sea Alliance (hosted at IUCN DC) both promoting increased knowledge, awareness and conservation of the High Seas. In addition the Sargasso Sea Alliance has facilitated the Government of Bermuda (UK) to declare a MPA in a large area of the Sargasso Sea within their jurisdiction and facilitated the establishment of a MPA network of six sites in the North East Atlantic Ocean.

Despite these significant achievements, some questions were raised about the work as it relates to international marine policy notably:

- IUCN High Seas policy platform represents an extremist position in pushing for fully protection of areas in which monitoring, surveillance, and enforcement are problematic; and
- the high seas work relied too heavily on the leader rather than a team approach to allow for institution-building that would allow the High Seas work to continue even under leadership changes.

### 5.2.3. Marine Protected Areas (MPAs)

The MPA focus has been a trademark of GMP throughout its history, beginning with the early highly valued IUCN Guidelines for Establishing MPAs (Kelleher and Kenchington, 1988), through the Guide lines for MPA planners and managers (Salim et al 2000), and the guidebook on assessing MPA Performance (Pomeroy et al 2004). Recently many of the MPA publications have been part of the work of the WCPA e.g MPA Networks (IUCN-WCPA 2008) through to the global and regional assessments of MPA coverage.

Conservation of the high seas through MPAs is a relatively new (last eight years) contribution by GMP/GMPP (Gjerde and Breide 2003). Additionally GMPP have been involved in the declaration of number of large ocean MPAs.

Much of IUCN's MPA current work is being accomplished through the WCPA Marine either through its members or in more direct conjunction with the WCPA through the Marine Theme Leader this is well articulated in the WCPA 2008 Action Plan (Laffoley 2008). The theme leader is also a consultant to the GMPP as such it is sometimes difficult to attribute results to the GMPP itself. Some suggested that this arrangement allows a seamless way for a Global Programme and a Commission to cooperate, however others questioned the arrangement. MPA networks have been reinvigorated under the leadership of WCPA Marine, and IUCN has led in developing a global MPA agenda. IUCN's work with WCPA and the WCMC has assisted in the development of Google Ocean's MPA portal. This platform lays the foundation for key MPA initiatives in the future, and raises the profile of MPAs in the conservation community as well as the public at large. Comments were received on the usefulness of this portal and there appears to have been a significant number of website "hits", however questions were raised on the usefulness of this tool for MPA managers and practitioners many of whom would not regularly consult Google Ocean. Nonetheless, in terms of visibility, the work with Google has raised the profile of marine issues in the global public.

Based on an analysis of publications, the website and comments from Regional IUCN staff there has been considerable decrease in on-the-ground work on coastal MPAs at the regional or country level. Prior to 2008 there was coastal MPA work in Vietnam, Samoa, Kenya, West Africa and the Indian Ocean supported by GMPP. Currently GMPP MPA work is being carried out in the Indian Ocean and in East Asia. Some of the reasons for this decrease are discussed in Section 6.2.3. It will be important that GMPP address their role in MPA development and assistance to Regions in the new Intersesssional Plan (see Recommendation 3 & 6).

### 5.2.4. Invasive Species

IUCN has previous done considerable amount of work on Marine Alien Invasive Species in close cooperation with the Invasive Species Specialist Group of SSC. Currently there is minimal activities but includes partnering with IMO to increase global awareness of this threat. A publication has been produced and a training course is being developed. Additional capacity building has been done with MPA managers to address the invasive species

issues; also raising awareness among the aquaculture industry, port managers, the shipping industry, and government regulators.

### 5.2.5. Fisheries & Aquaculture

Most of the fisheries activities addressed by the GMPP are currently related to the High Seas fisheries issues. Several respondents felt that GMPP should be doing much more to organize marine members in addressing fisheries, by holding workshops to determine regional and global priorities in fisheries, and by delivering knowledge products. As in other topics, the most valued knowledge products are guidelines, which serve to help members address priority issues according to their particular capacities, strategies, and interests.

In aquaculture IUCN has identified their niche as developing sustainable aquaculture within an ecosystem approach. They have produced guidelines on sustainable aquaculture in the Mediterranean and have been part of the FAO Aquaculture working group developing an ecosystem approach to aquaculture. A number of respondents raised the issue whether IUCN has a comparative advantage or niche in aquaculture compared to FAO, WorldFish and regional fisheries and aquaculture centres (e.g. SEAFDEC). It will be important in the Intersessional plan to clearly identify the rationale and IUCNs role in this crowded field.

### 5.2.6. Industry and biodiversity

GMPP is involved with a number of industries including oil and gas in Sakhalin, Yemen and the North Sea), and tourism operators in Egypt and the Maldives to assist them in reducing their environmental impact. However GMPP presents these more as biodiversity or species conservation projects rather than models of developing sustainable models for industry. As such there appears to be little documentation of successful approaches and marketing of these approaches to other companies.

The most successful project is the Western Grey Whale Advisory Panel (WGWAP). IUCN has established with Sakhalin Energy Investment Company a scientific committee to provide the best possible independent scientific advice on potential risks of operations on the threatened Western Pacific Grey Whale population. The company has implemented a number of the recommendations.

The WGWAP has recently been externally reviewed. The report indicated that the project was relevant both scientifically and thematically at the cutting edge. It was effective at having Sakhalin Energy implement some of the recommendations. IUCN has produced a commendably thorough communications strategy for the WGWAP process. The following

weaknesses were identified by the WGWAP review and were also conveyed to the review team by those knowledgeable about the project:

- IUCN management was viewed as not involved enough in the work,
- the lessons learned are not being transferred to broader work with the private sector
- there has been poor communication from IUCN on the replacement IUCN coordinator position, and
- changes at Sakhalin Energy have recently reduced the project effectiveness.

**WGWAP Evaluation Report 2011**

***IUCN*** *needs to lift its game with regard to the WGWAP. It gives its undoubted credibility and respected name as a neutral convenor to the panel process, but not enough beyond that. This is ammunition for those who argue that it is too ready to make mutually beneficial arrangements with the private sector to lend environmental respectability to the latter's operations. Instead, it should stimulate much more active and open communication and engagement with and between all stakeholders in the panel process, the GMPP, the Business and Biodiversity Programme (BBP) and other IUCN programmes about the conservation issues and opportunities arising from the panel's work for conservationists and the private sector. It should also work more strongly in strategic areas above and beyond the panel's reach.*

*Not only does the panel co-ordinator in the GMPP need to combine conservation experience and the ability to engage constructively with the worlds of industry and state policy; IUCN management must also be proactive in engaging with the work the panel does and the opportunities it presents for the Union as a whole. Several informants expressed confusion about how the co-ordinator post is to be filled following the departure of the previous incumbent in May.*

### 5.2.7. Species Conservation

Much of the species work by GMPP is focused on the Sakhalin Western Pacific Grey Whale but this fits more appropriately within an Industry and Biodiversity theme. Other species work has been on sharks in South America and the Maldives. There is a significant amount of Marine Species work being carried out by the SCC Marine Conservation Sub-Committee. Key stakeholders indicated that while there was some cooperation it could be improved and there was occasionally difference in advice and approach. There is clearly room for greater and closer collaboration with the SCC so that successes from these biodiversity projects (e.g. Grey Whale) can be more effectively replicated elsewhere – using SSC expertise to identify priority sites with potential for successful engagement with industry

Discussion on improved relationships with GMPP and the Commissions will be dealt with in Section 6.2.2.

### 5.2.8. Polar

**Antarctic**: GMP has been involved in working with the Commission for the Conservation of Antarctic Marine Living Resources (CCAMLR) and issues around the protection of the Ross Sea since at least 2005, but due to limited funding only at the margins. Recently, because of

the interest of a new IUCN member, Antarctic New Zealand, a senior staff based in New Zealand will be seconded to assist in the Antarctic work. However, there is still a very low level of funding for Antarctic activities.

**Arctic:** The Arctic work started in 2010 and is coordinated out of the DC office. Significant work has been done in a short time especially the introduction of the Ecosystem based Management (EbM) approach, the identification and mapping of ecological sensitive areas, and associated policy work. This has increased interest, funding and is leading to future projects. Much of the funding raising has been done by the DC office with support of some HQ framework funding and additional foundation support (Albert 2 Foundation and Shell Partnership). Nonetheless, the Polar work has little visibility within IUCN (see 4.1).

### 5.2.9. Other

**Industry & energy:** This theme was inserted in the 2009-2012 Programme to comply with the IUCN Energy Global Results Theme. There has been one project with a multinational energy company on developing best practices for off-shore wind farms. A report has been produced that synthesised scientific evidence compiled from experience from offshore renewable energy projects. There is currently no funding or activities.

**Securing Coastal Livelihoods:** While identified as a results area, there has been little planned or reported under this theme. This is partially due to limited on the ground work in regions or countries.

**Support to members**: The Washington DC based DC Marine Community (DCMC) initiative while only supported by a part time (0.1p/y) consultant was deemed to be very valuable by many of the Washington based respondents. Two respondents cited the DCMC as an example of IUCN living up to expectations regarding servicing the membership, and acting as a coalescing force in conservation.

An indicator of the success of the DCMC is that the mailing list has increased from 700 to 1300 in the past year. In spite of its success, we heard from a number of sources that suggested GMPP

**Washington DC, DC Marine Community**

*DCMC serves as an informal & non-partisan platform for discussion & information-sharing within the Washington, DC marine arena & beyond. Its mission is to promote communication & build partnerships across the DC marine community & to identify and address gaps in the community's work. The DCMC achieves this through regular discussion meetings supported by the community & through use of the established participant email list-serve as a forum to share information. The community consists of a diverse & growing group of participants, including NGO's, government agencies, foundations, bilateral & multilateral agencies, fellowship programs, independent consultants & academia/students.*

management should have more involvement in this initiative.

Furthermore, members outside the DC area do not benefit from DCMC, and there is a clearly stated desire on the part of the wider membership to have a similar network of marine members, either in other regions or globally.

### 5.3.Providing Information

GMPP provides considerable information. We examined this component, particularly the publications, media and the web site. The responses to the question in providing information are given in Figure 3. In general most of respondents (75%) agreed that GMPP was good to excellent in providing information. The fact that a greater number of IUCN regional staff and commission members rated this question as fair to inadequate suggests that there could be some specific targeting of information to these groups.

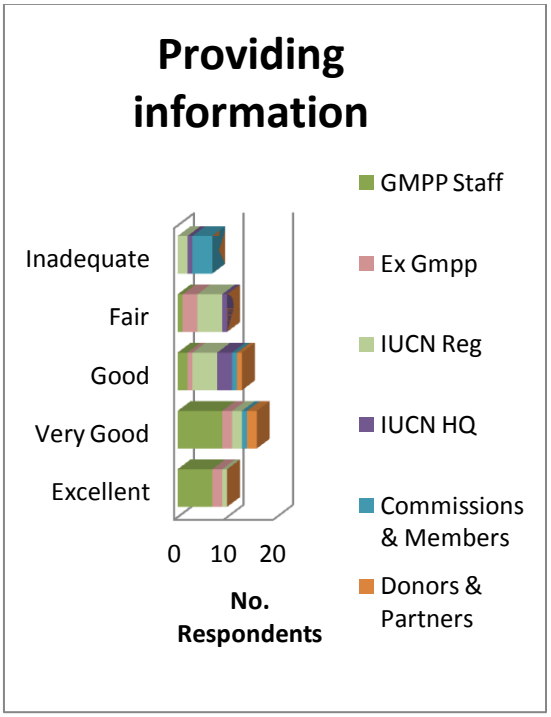



**Figure 3: How would you rate GMPP in the global conservation/policy arena in providing information?**

**Publications:** GMPP produces a large number of publications and many of them are available on the website. Respondents were in general impressed by the number and quality of the publications. Unfortunately in the absence of a publication officer there is no up-to-date publication list. This absence and a generic problem with the IUCN Web Site made it difficult for the review team to search, categorise and track publication downloads to determine use of the publications, although some respondents questioned the usefulness of the publications for field practitioners in the regions and countries. On the other hand there were a number of comments praising the publications on Blue Carbon.

**Marine News:** The Marine News is a glossy annual publication. It is very informative and is a useful showcase for GMPP and other IUCN marine related work and partners. It can be downloaded from the website and a subscription form can be completed, however, there

seems to be no purposeful distribution list. Our major concern is that there has not been targeting to key IUCN staff, commissions and marine members and related partners.

**WebSite:** The website gives a very complete coverage of the various GMPP themes, recent publications, media articles, links to scientific expeditions and show case and links to marine work carried out by other components of IUCN. GMPP rates very well on the IUCN website. They were a distant second to Species in 2010 and had increased the number of pageviews by 23% from the previous year. The pageviews by theme or section is given in Table 3 with the Western Grey Whale and MPAs receiving the most hits.

**Table 3: No of pageviews to GMPP WebSite**

| Most Viewed Section | No of views |
|---|---|
| Western Grey Whale Advisory Panel | 14,1719 |
| Programme Page | 10,365 |
| MPAs | 8,898 |
| Publications | 5,572 |
| Climate Change | 5.026 |
| Seamounts | 4,461 |
| Invasive species | 3,767 |
| Fisheries & Aquaculture | 3,020 |
| Threatened Species | 2,558 |
| Contacts | 2,558 |
| News & Events | 1,681 |

A list of the recent media coverage suggests a very wide coverage from major radio and TV networks (BBC, ABC, Al-Jazeera), a range of newspapers (Washington Times, Times of Malta, Times of India, Singapore Straits Times ) and major environmental publications (EcoWatch, Earth Times). The increase in number of hits also corresponded to news stories posted on social media.

The IUCN Communications Department in 2010 made a number of suggestions to improve the GMPP website and many of these suggestions have been implemented.

The IUCN web-tracking does not allow for a breakdown by Country for the specific sections. They do, however, break down country for the entire IUCN web site. All of the top seven countries with the exception of India are North American or Northern Europe.

## 5.4. Significant Impacts in the past five years

The review team had difficult determining the expected Impacts from GMPP activities due to the lack of a documented strategy (see Section 5.6). While impacts are only achieved in the long term we were looking for significant improvement in conservation of marine biodiversity.

GMPP has been given credit by a number of respondents for increasing awareness on the international ocean conservation agenda and increasing discussion and policies in high level fora at the UN, UNCLOS, CBD, etc. This is the first step in future achievements of impacts.

The major area of future impact based on stakeholder interviews will be in the High Seas. There has been increased awareness of the issues, increased consideration of the issues at high level fora, policies in place to regulate high seas bottom fisheries, movement of seamounts on to the agenda of regional fisheries meetings, and an increase in large and high seas MPAs. All suggesting that there will be increased high seas conservation.

While it is still too early to see impacts in the Blue Carbon area there now seems to be a network in place, and work is proceeding on policy issues and research plans in place for in situ field work, all indicative of potential future impact.

The WGWAP appears to have some impacts on Grey Whale conservation and the operation of the Oil Company. The recently completed independent review of the project concludes:

- *The WGWAP process has had a modest but positive **impact** on the **conservation** of the western grey whale population, & a marginal but positive impact on its **recovery**.*
- *So far, the WGWAP process has had relatively little influence on **broader state and industry practice in the range of the western grey whale**.*
- *The panel process has had a positive **impact on Sakhalin Energy's practice** on the Sakhalin Shelf. It is harder to be positive about the sustainability of these positive impacts on Sakhalin Energy.*
- *The WGWAP process has had a substantial and positive **influence on IUCN's approach to building partnerships with the private sector**, which in turn has some significance for the overall IUCN Programme.*

Additionally stakeholders where asked about GMPP's ability to affect change. The response to the question (Figure 4) indicates there is a very positive perception that GMPP has affected change with over 75% of respondents indicating good to excellent.

The reviewers conclude that GMPP is in line to achieve future impact in a number of areas, however, as mentioned in subsequent sections there is strong need to strategise, prioritise, and document lessons learned to ensure these impacts will be achieved.

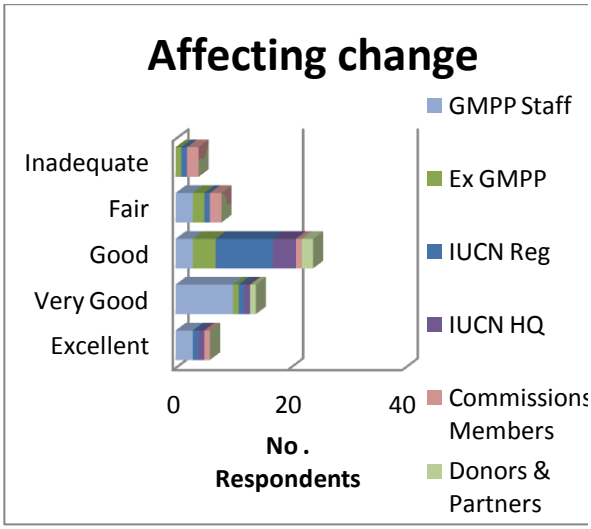



**Figure 4: How would you rate GMPP in the global conservation/policy arena in terms of affecting change?**

## 5.5. Sustainability of delivery of results

The significant outputs and impacts of the programme are probably too recent to determine the longevity of the outcomes and sustainability of the positive changes. However, there are structural features of the programme that may make it inherently weak in this regard. The review team is concerned that recent staff turnover within GMPP could compromise institutional memory and partner relationships. In addition, the heavy reliance on individuals (staff or consultants) rather than teams, who champion causes and show leadership on issues (High Seas, MPAs, Blue Carbon, and Arctic, for example) is risky, in that the durability of outcomes rests perhaps too heavily on individuals.

## 5.6. Strategic Planning

One of the weakest points of the GMPP that was uncovered in this strategic review is the lack of an articulated strategy, identifying priority issues, and the intervention logic through which ICUN can make the most advancement in response to such priority challenges. This is demonstrated by the response to the question on strategising and prioritising. Figure 5 shows that 75% of respondents indicated that strategising was either fair or inadequate and several former staff articulated a frustration with the lack of strategic planning and vision.

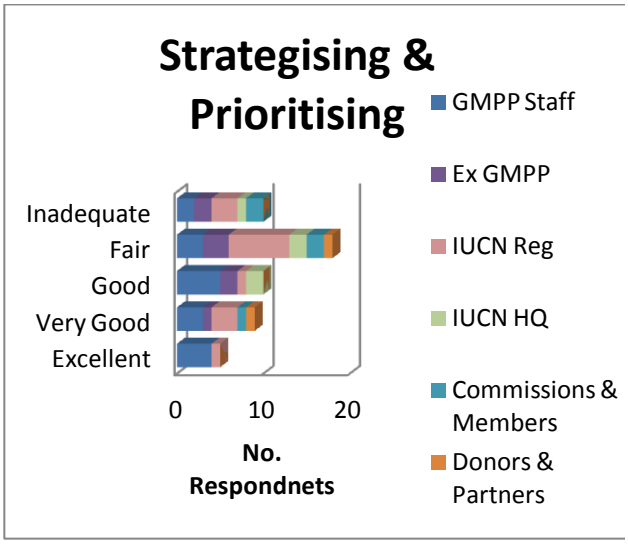



**Figure 5: How would you rank the GMPP's ability to be strategic, and set priorities for conservation?**

However, only 30% of current GMPP staff indicated that strategising was a weakness. Many of these indicated that a strategy existed in the mind of the director, even if it was not clearly articulated. In discussions and emails with the Director he did mention his strategy was to frame broad themes for focus and then remain maximally open to opportunities for launching individual initiatives and projects.

Perhaps in recognition of this shortcoming there were plans for global consultation on emerging and urgent coastal and marine issues to be funded through a GEF grant that unfortunately has just been turned down. Additionally, two proposed workshops coordinated by ESARO and PACO to involve GMPP, regional and other IUCN marine staff to address both global and Africa regional planning, were to be held in East Africa November 2011. They have been postponed to at March 2012. We heard two theories regarding the delay

one that GMPP had not taken a serious interest in this consultation and secondly that there was no funding (as it was to be funded through the GEF grant). However, there was very strong support from the Regions for this process with some Regional Directors indicating that they would be able to partially fund their participants and also had plans to ensure that the recommendations would be present at the IUCN Congress in Jeju, Korea. The Head Capacity Development Unit has indicated he will proceed with plans to partially fund this workshop.

The weakness of strategising is not new. The 1998 Marine Programme review identified a number of issues related to planning:

- both successes and failures tended to be *ad hoc;*
- the Program did not set targets or identify indicators of success;
- there was a lack of sufficient management support;
- the marine advisory group was not well used to understand issues and processes;
- members and commissions were not fully used.

Similarly, a 2007 External Review of IUCN Linking Practice to Policy examined the Marine and Coastal theme for one of their cases and suggested similar issues to our observations.

**Comments from 2007 External review of IUCN**

*What is difficult -- to understand about the marine & coastal theme are the priorities & the specific strategies that will be employed to achieve particular results. It appears that a middle level of planning is missing. Very broad goals and results have been set. ---*

*Take for example the high seas agenda. There is apparently no documented strategy/plan that describes how IUCN will engage in this issue, what the strategic /policy influencing priorities are & the main tactics that will be followed to achieve change given IUCN value proposition. This is not to suggest that endless detailed planning should be done. Rather it is about sufficient explanation & communication that enables outsiders to understand & connect with what IUCN is doing.*

*-A clearer and more detailed articulation of intervention strategies (policy influencing mechanisms) would also be valuable for underpinning learning and reflection. ---*

*- It is not being suggested that there is no strategy behind the work. Indeed the review team was impressed by how staff of the GMP articulated and explained their work. However, communicating this to a wider audience does not seem to be a priority.*

*-It was difficult to get an overview of the priorities & strategies --- and how these relate to the project portfolio and financial investments at both global and regional levels. It is not possible for example to get a full list of IUCNs projects with brief summaries an indication of who IUCN is working and then groups for example by focus area or region/country.*

*- From a policy perspective there is no listing of key policy processes in which IUCN is engaged at different levels & perhaps what some of the key achievements have been.*

The review team experienced similar frustration with current GMPP results and themes. We were not able to obtain any programme strategies, mission statements or indication of the programmes intervention logic. Additionally the only strategic document we were able to obtain was the January 2002 Business Plan developed by a consultant with considerable consultation with stakeholders. In fact we heard and observed what appeared to be an active resistance within the programme to develop strategic plans.

In contrast WCPA has a very clear strategy for the MPA component of their work (Lafoley 2008).

The reviewers are not aware of any formal process to develop the Intercessional Plan for 2013-2016 and were informed by various senior staff and consultants that they had not been request to supply input. We are very concerned about this lack of apparent process for planning the next four year plan as we feel this is a significant opportunity for GMPP.

We were able to collect some skeletons of strategies via project proposals or project descriptions for the High Seas, Blue Carbon, MPAs and the Arctic. In addition it will be very important for GMPP to narrow the focus, select many fewer results areas and clearly articulate their strategy for 2013-2016. We do not pretend to set priorities for the programme but based on our analysis and feedback we suggest that a matrix type organisation consisting of major themes and cross cutting implementation strategies (Table 4) might be useful for GMPP planning and priority setting.

**Table 4: Suggested Future Priority Themes and Approaches for GMPP**

| **Programme Area & Global Results** | **Themes** | **Cross cutting Implementation (priorities h=high, m=medium. l=low)** | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Intervention Approaches** | | **Aware-ness Raising** | **Publi-cations** | **Scientific evaluat-ion research expeditions** | **MPAs & other ecosystem based solutions** | **Governanc e / Policy** | **Fisheries** | **Model approach -es** | **Capacity Building** |
| -Deploying Nature Based Solutions | Climate Change Mitigation & Adaptation | X (h) | X (m) | X on the ground pilot experiments (h) | X (m) | X (after evaluation) (m) | | | |
| -Valuing & Conserving Biodiversity -Governing | High Seas primarily beyond National Jurisdiction | X | X | X (Seamounts) | X | X | X | | |
| -Valuing & Conserving Biodiversity -Deploying Nature Based Solutions | Industry and biodiversity | X | X | X | ? | X | | X | X |
| -Valuing & Conserving Biodiversity -Governing | Polar | X | X | | X | X | | | |
| All 3 programme areas | Support members & Regions | X | X | | | | | X | X |

## 5.7. Summary Performance of GMPP

**Strengths:** The GMPP is to be complimented on developing a diverse programme that has achieved results on a number of fronts. The majority of stakeholders consulted perceive GMPP to have affected a change. Most notably, GMPP has increased awareness of ocean issues, especially around the high seas and the role of blue carbon in the climate change debate. It has made a contribution to conservation of the endangered Western Pacific Grey Whale by employing a novel approach: coordinating a scientific advisory panel for the Sakhalin Energy Corporation who in turn has implemented some changes to their exploration and production systems beneficial to biodiversity conservation. There are indications that the newly added Polar Program is achieving some early results by bringing an ecosystem-based focus to polar development and conservation. GMPP has also produced a number of quality and valued publications. There are also indications of potential achievement of significant policy impacts in MPA, high seas, and blue carbon arenas.

**Weaknesses:** While there have been some significant results, GMPP has been very weak at tracking successes and documenting, publishing, and marketing the lessons learned. In terms of publications there has been little targeting of audiences and tracking of usefulness. A major GMPP weakness is the lack of a formal strategy and priorities, linked to this is the lack of internal effective reporting of results. There is also a paucity of consultation with relevant stakeholders in determining priorities and developing work plans. While the current program is diverse, there are too many result areas – with some objectives not being addressed and little apparent priority-setting. Additionally as mentioned in Section 4.2 there is a major thematic gap in addressing coastal issues, partially as a result of inadequate coordination with IUCN Regional and Country programmes.

The review team believes that the planning for the 2013-2016 Intersessional Plan offers a major opportunity to focus on themes widely held to be important and true priorities, but we have major concerns that this opportunity is not being grasped.

In order to increase the projects effectiveness, as well as increasing the prospects for a more stable and longer term funding base, we make the following **recommendations:**

## 5.8.Recommendations Performance of GMPP

1) **GMPP** should initiate a process of documenting lessons learned from major projects and use these to market the ideas and concepts to other organisations, donors, etc. Perhaps the first of these could be to document the process and successes of the WGWAP and market this to other companies (including others in the Sakhalin Oil Field) in the energy sector.

*2)* **GMPP** should more effectively target their knowledge products (especially publications) and with the assistance of the IUCN Communications Group implement a system of tracking of the uptake these products[5].

*3)* **GMMP** must prepare an Intersessional Plan for 2013-1016 that is based on consideration of the success and failure of current activities, indicated priorities, and strategies for implementation and input and consultation with staff, and other IUCN components (Global Programmes, Regions, Commissions) as well as key programme partners. The strategic plan also should contain indicators to measure progress. The strategic plan should be much more focused and integrated than previously and reflect result that can be realistically achieved. We present possible themes and cross cutting areas for GMPP to consider in preparing their comprehensive yet strategic programme, but stress that a commitment to a consultative process is more important than adopting our list of possible priorities, or unilaterally.

*4)* **IUCN Senior Management** should ensure that the GMPP 2013-1016 Intersessional Plan is developed through a consultative process within IUCN, meets the criteria in Recommendation 3, and that the programme commits to carrying out the plan.

**5)** **GMPP** should make a strong and lasting commitment not only to strategic planning, but to communicating plans to GMPP staff, to other IUCN programmes, and to the membership.

[5] This could use the IUCN publication Methodology for Tracking the Knowledge Products of IUCN (March 2006)

# 6. Programme Organisational Capacity

## 6.1. Organisational structure

The Global Marine and Polar Programme is considerably decentralised. It is run out of IUCN Gland Headquarters but has a major programme office in Washington DC. In addition, there are GMPP staff in two regional offices (Centre for Mediterranean Cooperation, Malaga, Spain; and the West Asia Regional Office, Amman, Jordan), as well there are senior consultants based in UK, Poland, Spain and Switzerland, and affiliated regional staff in two other IUCN regions (West Africa and Oceania).

There was no organogram supplied to the review team instead a list of 34 staff is available on the website (Annex 5) and earlier versions are included in the annual Marine News publication. The staff list includes a wide variety of arrangements including full time, part-time, temporary interns, consultants, and associated staff that are not paid by GMPP. The review team and a number of respondents found this did not give a true picture of the staffing strength of GMPP. Table 5 gives the review teams understanding of the breakdown of staff and consultants by location and positions.

**Table 5: Position and number of people involved in the IUCN GMPP Programme**
**(**person years (py) in parenthesis)

| Position | IUCN Gland | IUCN DC | Regional | External Advisers /consultants | Regional Associated (no funding) | Ocean Ambassador (no funding) |
|---|---|---|---|---|---|---|
| Director | 1 (1) | | | | | |
| Deputies | 1 (0.75) | 1 (0.8) | 1 (0.25) | | | |
| Senior | 1 | 1 (0.6) | | 3(2.5)[6] | | 1 |
| Mid level | 3 | 2 | 1 (0.25) | | 2 | |
| Administrative | 2 (1.75) | | | | | |
| **Total py** | **7.5** | **3.4** | **0.5** | **2.5** | | |
| **Total py all GMPP staff** | **13.9** | | | | | |
| Interns | 3 (1.3) | | | | | |
| unfilled | 1 | 1 (0.75) | | | | |
| Consultants | 0.25[7] | 1 (0.75)[8] | | | | |
| Associated | | 2[9] | | | | |

[6] The consultants person years may be inaccurate as we received differing estimates of their time.
[7] Consultant assists on economic analysis of blue carbon initiatives.
[8] The consultant is working on the GCRMN and there are plans to hire an additional consultant
[9] The affiliated Sargasso Sea Project is located in the DC office and pays rents (overheads)

There are about 14 full time equivalents (including staff and consultants) working across the GMPP 34 result areas. This is a small staff for the number of projects and result areas. As a result most staff are multitasking working on a number of projects and result areas. The various innovative staffing arrangements do allow flexibility and cost efficiency but it is more difficult to build core teams. As an example the Swiss Government funded interns are obtained for a 5 month period, while this proves effective they are often placed in more responsible positions (with minimal support) than their intern status warrants and after five months they have to leave.

The Washington, DC office handles the Polar activities, coral reefs (GCRMN), blue carbon, lobbying and policy relations with the United Nations, coordinates (with 0.1 PY) the DCMC initiative, does some fund raising and also supports (through the DC office staff) GMPP in financial management of the DC based activities.

At the IUCN Mediterranean Office (Malaga), one staff has 25 % of his time for Global Programme related activities and the GMPP Deputy Director is to spend 25% of his time on Mediterranean related activities. An additional consultant based in Spain assists with various global related activities.

The High Seas policy activities are lead by a consultant based in Poland with a full time assistant. The MPA activities are lead by a UK based consultant (full time funded by GMPP) who also is the Marine Vice Chair for WCPA and coordinates the MPA Working Group.

The HQ based staff coordinate the GMPP activities, most of the fund raising, liaison with donors, project management and planning, publications, and conducting activities related to fisheries and aquaculture, climate change and some blue carbon activities. Additionally they coordinate the Global Ocean Biodiversity Initiative (GOBI) (1 py), the Sakhalin Grey Whale project (2 PY's –one unfilled[10]) and an additional oil and gas related project in Yemen.

The organisational structure consists of a Director and two Deputies one in Gland and one in Washington DC. The Gland based Deputy is very busy on other GMPP activities as he has a 25 % position with the Mediterranean office, is responsible for fisheries and aquaculture, and is the chief contact with French and Monaco donors and agencies, as such travels considerably. The review team was advised by respondents familiar with IUCN HQ's that they were occasions when both the Director and Deputy were travelling and critical decisions were delayed or relegated to more junior staff.

[10] At the time of the review the position was filled on a part time basis by the GOBI coordinator.

The Deputy position in Washington is currently non-functional. The Deputy (in name only but does not have deputy authority) is concentrating on Polar issues and is neither empowered nor currently acting as a deputy. There will be a renegotiation of his position in February.

The review team, based on their experience, and suggestions from key informants, would suggest (though the review team fully understand the possible funding constraints) that:

1) The Deputy in Gland should be a person who can complement the Director and have strong management and strategising skills with limited travel requirements so that he is available in Gland to take on managerial responsibilities when the Director is on travel.
2) The Deputy position in Washington is critically important. This position should not only assist in liaising with HQs and coordinating the Washington based activities but play an important role in fund raising and liaison with US based funders, partners and multilateral agencies. It would also be important that he/she be closely involved with the DCMC.

It is also important that these Deputy Directors be fully empowered to carry out their roles, with clear and immutable roles and responsibilities.

The review team also heard from a number of respondents, with considerable IUCN experience that there existed confusion on roles of consultants and when they legitimately speak for IUCN or are speaking for other organisations. The review team heard of at least two cases in which IUCN consultants expressed policy opinions at International meetings in direct conflict with stated IUCN policy.

## 6.2. Communication and Mobilisation of the IUCN Family

Communication within GMPP is dealt with in Section 6.4 while the following covers communication with other IUCN components, global programmes commissions, regions, countries and members. Communication between GMPP and the rest of IUCN was rated as weak (Figure 6) by 55% of

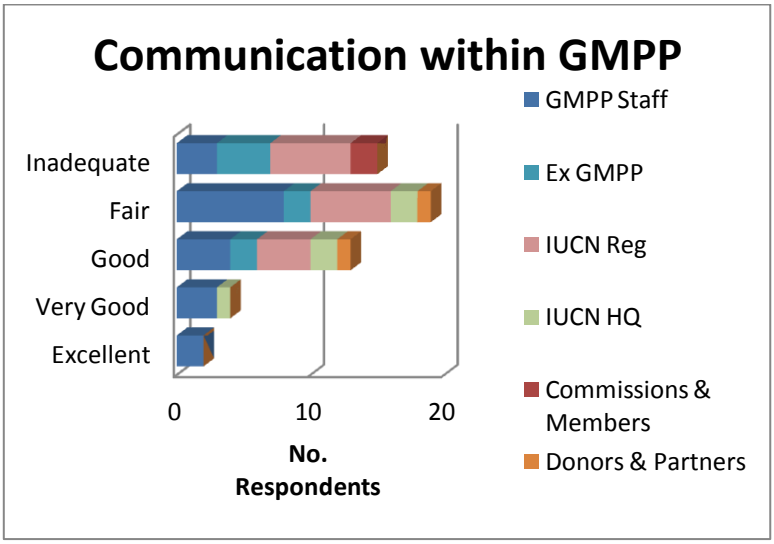



**Figure 6: How would you rate the communication between the GMPP and other IUCN programmes and commissions?**

respondents. However, there was a substantial split between GMPP staff, 25% of whom indicated this as weak as opposed to the majority of all other respondents who rated communications as weak (except for donors and partners of which there was a very low response rate).

### 6.2.1. Other Global Programmes

The review team did not specifically explore communication with other global programmes. However, in discussion with other global programme staff there appeared to be a fair degree of discussion between GMPP other global programmes but that there is little formal coordination. However, this appears to be a generic problem in IUCN with no formal mechanism for cooperation, coordination, nor information sharing among global programmes.

**Quote from a Global Programme**

*Communication with other global programmes should be better. There have been several meetings with GMPP , but our level of coordination & integration should really be better (perhaps my fault also.)*

### 6.2.2. Commissions

Communication with one Commission (WCPA) is very good primarily as the Marine Co-Chair is also closely involved with GMPP. Relations with SSC have been fair but hopefully a recent planning meeting (December 2011) has identified areas of closer cooperation. The review team heard that relations with other Commissions are poor or non-existent with at least three Commission members and Chairs indicated there was no communication. GMPP indicated that there was communication directly with the marine components of various commissions. We encourage the strengthening of these interactions (see Recommendations 6 and 8).

***Quotes from IUCN Commissions***

*I am a member of 2 commissions & I am never made aware of anything going on at GMPP.*

*The head of the GMPP has repeatedly refused to make any time available for a discussion with me on marine issues.*

### 6.2.3. Regions

Over 80% of Regional staff rated the communications fair to inadequate while follow up interviews indicated that only with the Pacific and Mediterranean regions are there good communications.

A generic problem within IUCN is the relationship between Global Programmes and the Regional and Country Programmes. To the credit of GMPP various approaches have been tried in the past including, out-

**Quote from Region**

*We have planned with the GMP on the joint appointment of staff, & partnerships with other institutions. However, once these arrangements were made the funds and staff did not materialise.*

posting of staff and consultants in regional and country offices, full funding of staff, co-funding, and part time positions. However, most of the approaches have not worked[11] for a variety of reasons; including difference in mandate between regions and global, personality conflicts, inability to obtain co-funding, and failure to honour commitments[12].

However, the result is there is very little marine programming in most regions and the coastal and livelihood issues are being poorly addressed. Regions express desire to do more marine and coastal including fisheries work, and have indicated funding is likely to exist to carry this out. Regions clearly could use assistance to developing strategies to address priorities, learning from each other, accessing funding sources and developing ways to effectively link marine/coastal conservation work with freshwater and terrestrial initiatives. Thus one of the greatest weaknesses of the GMPP is its inconsistent relationship to and support of IUCN regional and country offices, and on-the-ground work.

### 6.2.4. Members

A majority (60%) of respondents indicated that the GMPP was good to excellent in mobilising IUCN membership (Figure 7). However, there was a considerable split in views with 72 % of GMPP staff respondents expressing this view, while only 32% of other stakeholders agreed with this view. This included 35% of ex IUCN staff who indicated during additional followup that several left IUCN because they felt the attention to member needs was lacking, and IUCN was therefore not staying true to its stated mission.

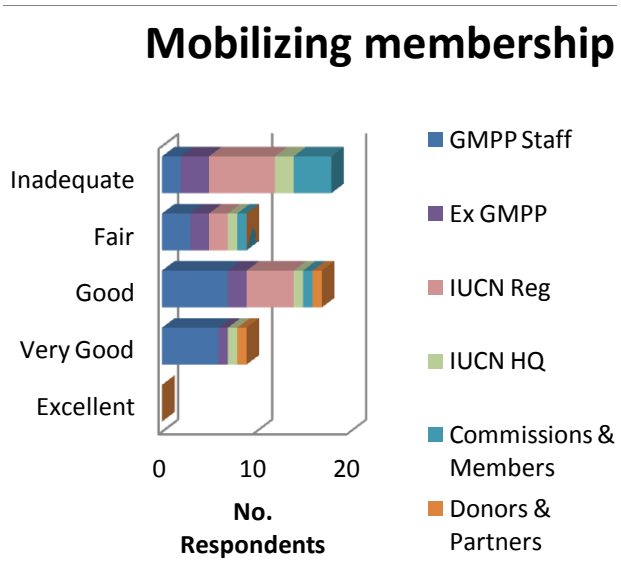



**Figure 7: How would you rate GMPP in the global conservation/policy arena in mobilizing membership to address priority marine issues?**

[11] The approach with the Oceania Office is useful to consider. Here the Marine Programme Officer is fully funded by the region but keeps in close contact with the GMPP sharing activity reports and sourcing potential co-funding opportunities.

[12] At least three regions indicated that commitments made either verbally or via email were not honoured while GMPP also indicated that some agreements particularly around co-funding of positions were not honoured.

A similar picture emerged for building networks (Figure 8) where 64% of respondents indicated that GMPP was good to excellent. This has been very apparent in the High Seas, GOBI, DCMC and Blue Carbon initiatives. However, 50% of non GMPP respondents and including 67% of regional respondents indicated fair to inadequate network building.

This dichotomy between staff and non-staff in responses may be due to:

1) Not all networks are with IUCN members;
2) GMPP network are particularly weak at the regional level, and
3) The networks may only be with a subset of members.

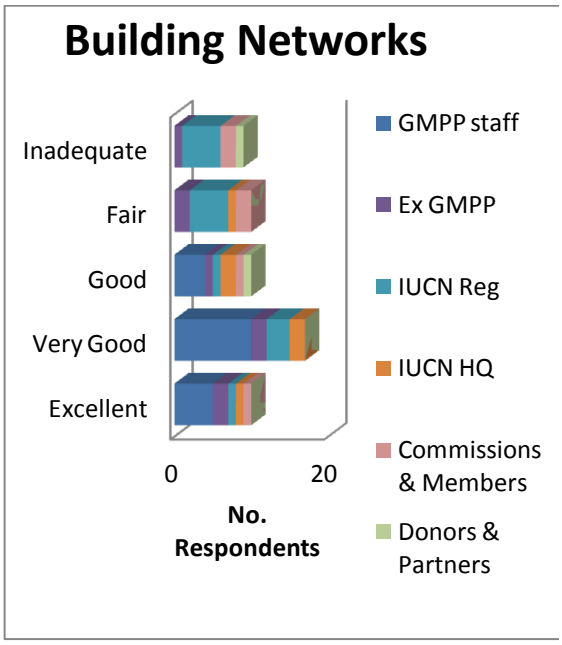



**Figure 8: How would you rate GMPP in the global conservation/policy arena building networks,**

However, the perception by those outside the GMPP programme is reason for concern as it can lead to the increasingly common view that IUCN today is less a Union of members, and more a behemoth multilateral/NGO hybrid.

Nevertheless a key facet of IUCN is its responsibility to membership, as it is neither NGO nor IGO, but a union of governmental, non-governmental, and private sector members. Several of the respondents interviewed mistakenly referred to IUCN as an NGO, and spoke about the GMPP as an "NGO within an NGO". This perception is dangerous because it also can fuel the increasingly common view that IUCN today is less a Union of members. This is part of a common perception that IUCN, at least in some of its programmes, does not take advantage of its unique position and mobilize membership effectively. Other programmes and Commissions (e.g. Forest Programme, and in previous years, the Wetlands Programme, as well as WCPA as a whole) seem to know who their relevant membership is, have regular contact with them, and even engage them in strategic planning. It is important that GMPP improve their communication with the broader group of marine related members.

### 6.2.5. Donors and Partners

Figure 9 indicates the response to the question on communication with partners and donors. In general communication appears good with about 60% of respondents indicating good donor relations. Additional interviews suggested good rapport, partnership and regular support from loyal donors. There was also mention of strong partnerships with government technical agencies and the private sector. The Western Grey Whale Review indicates relationships are reasonably good but warns of the need to continue to strengthen relationship with the private sector.

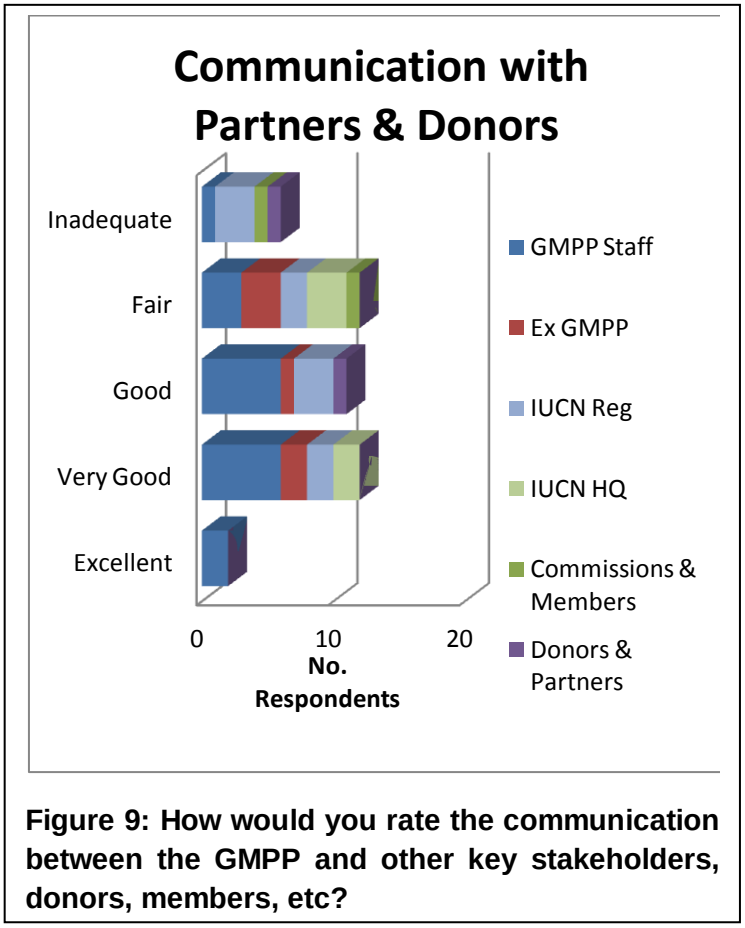



**Figure 9: How would you rate the communication between the GMPP and other key stakeholders, donors, members, etc?**

Surveys of the donors were not extensive, but the review team did hear from a few sources that the relationship with one donor was not good and there had been difficulties with a previously important donor.

## 6.3. Leadership and Management

From observations and interviews the GMPP Director's style is "hands off management": get good people, give them room, and let them do their projects. If they have a problem, want to discuss an issue or need approval they contact the Director. This appears to work for some senior staff and consultants. It does not work as well for more junior staff and those at a distance who may require greater communication, direction and mentoring.

Management is very informal. In Gland there are no staff meetings with agendas and minutes, there are irregular occasional gatherings over coffee where people will report on their work or travel. When the Director visits the Washington DC office there are one- on-one meetings but no team meetings.

About 50% of GMPP staff indicated that the Director gave them full support and had a hands off approach. However, a number of knowledgeable respondents gave examples of staffing issues where the director delayed hard decisions, and did not deal with the issues or the persons. There were also some cases of departing staff leaving on very acrimonious terms. The following are responses from GMPP and ex GMPP staff to the director's strengths and weaknesses.

**Quotes-Strengths**

- Gives freedom & makes one feel valuable
- Encourages initiatives & supports/trusts you to do a good job
- Doors always open-highly appreciable.
- As long as staff can find their own funding & do a decent job, they can pursue their own interests without much interference from management
- Enthusiasm to new projects, new people, new opportunities.

**Quotes-Weakness**

- Leadership's shortcomings (both personal & professional) have resulted in high staff turnover, especially amongst young, talented program officers.
- Out-posted staff feel isolated
- Lack of global supervision -who is doing what, who has too much work? who could do more?
- Lack of guidance on conflicting deadlines:
- Limited involvement of Senior GMPP management in project coordination, supervision and management.

Overall all respondents to the questionnaires of *leadership and management*, and *GMPP Team Morale (*Figures 10 & 11) rated these characteristics relatively low. There was considerable scatter for both questions. For leadership and management 55 % of respondents responded fair to inadequate while 37% of GMPP gave a similar rating. For morale a higher percentage rated this fair to inadequate, 67% of all respondents and 53% of GMPP staff.

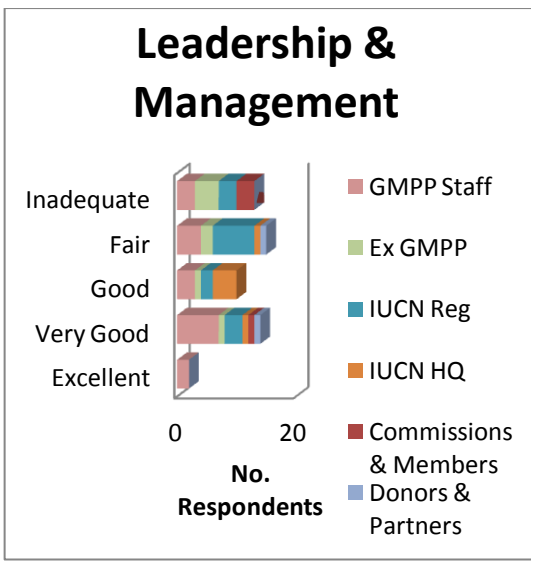



**Figure 10: How would you rate the leadership of the GMPP?**

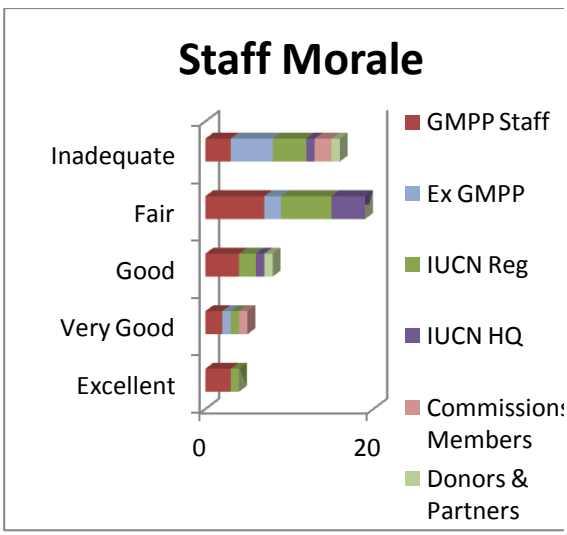



**Figure 11: What is your impression of the overall morale of the GMPP and its ability to work effectively together?**

It was suggested that the rating of staff morale might be influenced by the overall low morale of IUCN staff in general. We did hear a number of comments suggesting that IUCN Gland HQ staff morale was low but a recent IUCN staff survey albeit using a slightly different question and scale indicated that morale was general quite high within IUCN and only 15% of the 590 respondents indicated morale was not good. This compares to 53% of GMPP staff who responded that moral was fair to inadequate in the GMPP review survey.

Further comments in the questionnaire and interviews all suggested the respondents were focusing on GMPP staff issues not overall IUCN morale issues. These suggest to the review team some very serious issues of morale within the GMPP team.

There appears to have been high staff turnover in the GMPP in the past five years. There is no data available to compare this to other IUCN programmes, however, interviews with 12 ex GMPP staff indicated the majority left because of leadership and management issues, while several cited personal issues and lack of funding as their main reason.

### 6.4.Communications within GMPP

Given the highly dispersed nature of the GMPP staff, it is very important that there be good within team communications in order to maintain a team spirit and keep the various staff informed on activities, plans, staff changes, etc. As discussed above team communication is very informal. The results of the questionnaire (Figure 12) indicate this is inadequate.

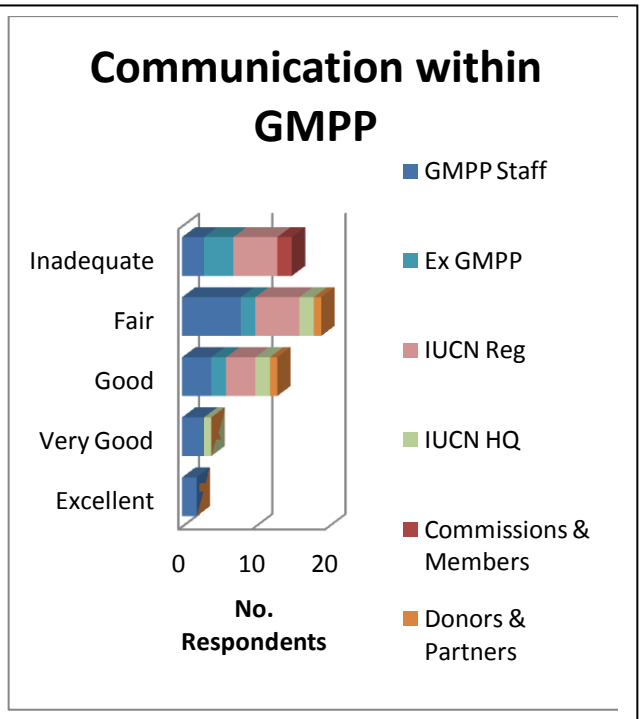



**Figure 12: How would you rate the communication within the GMPP team?**

Some senior staff indicated that the informal communication worked for them and was good to excellent but over 60%, including 55% of all GMPP staff suggested the communication was inadequate to fair.

This poor communication was reinforced to the review team by the following observations and quotes:

- DC staff had not been informed of the GMPP review;
- The last GMPP team meeting was in 2008 on the fringes of the WCC in Barcelona;
- There is no formal communication tools or internal GMPP newsletter, or routine circulation of reports;
- Even in Gland the physical separation of the team in different building wings creates a separation;
- No formal staff meetings are held in Gland or DC, in Gland there are occasional informal coffee meetings where staff brief each other but there is no set agenda or minutes kept;
- Various staff particularly in DC indicated they had little knowledge of what others were doing;
- Very few staff in Gland seemed aware of the polar work;
- There were no requests for staff input or information to staff on the planning for the 2013-2016 Intersessional Programme (as of December 2011);
- Frequent travel of senior GMPP management means for some staff responses to urgent issues are delayed or not addressed.

**GMPP Staff Quotes on Communications**

*Useful if the Programme Head could meet regularly with staff (individually or in small project teams) to discuss project progress, issues and priorities, & to inform staff of any decisions that have been or will be taken that will impact projects*

*Team communication (US and HQ team) mixing or meetings are crucial*

*Not enough links between the HQ staff and the US Marine office staff members / marine staff based in other countries / regional offices.*

*Leadership could inform staff worldwide through a written informal and short report every 4/6 months e.g. to relate the latest news in each project, the new projects, events important for the programme, planned next steps.*

*I am a regional staff member of the GMPP & have not received any annual reports or other review documents during the past year which would enable me to list and prioritise results.*

## 6.5.Staffing for the future

### 6.5.1. Current capacity to deliver "knowledge products" as foreseen in the modified IUCN business model?

The generation of knowledge products has clearly been a major investment for the GMPP and one that is clearly valued by the membership and donor community alike. But a strategy that tailors response to the nature of the problem has not been articulated, and thus the "logic" of interventions has been difficult to ascertain.

The definition of knowledge products as used in the new business model seem to be in flux. It seems not to be the conventional publications and media outputs but a larger product (Red

List, World Database on Protected Areas). It will be important for GMPP to clearly define what their knowledge products are for the 2013-2016 Plan.

However, in general (see Section 6.1 ) GMPP is under staffed in terms of the work they are doing and in many cases are only one deep, with most staff multitasking on a number of activities. The recent high staff turnover has resulted in a lack of experienced staff. In addition there seems to be a lack of planning and strategic skills in senior management and no senior staff in climate change. In terms of current knowledge products there is no publications officer with a number of people carrying out these roles in the midst of their regular tasks.

### 6.5.2. Current capacity to demonstrate "results on the ground" per the modified IUCN business model

The consistency of the GMPP with IUCN's business model is more difficult to ascertain, if only because the current business model is a work in progress. Nonetheless, the most recent draft of the business model, with its emphasis on generating knowledge products, promoting conservation activities on the ground, and contributing to improved governance, are all embraced by the GMPP. It is impossible to determine if the GMPP 2013-2016 Plan is compatible with the new Global Themes and Business Plan as we have not seen even an outline of the GMPP new plans. However, there is a significant opportunity and challenge for GMPP to align their programme with the IUCN Programme and Business Plan for 2013-2016.

In terms of delivering results on the ground it will depend on how this is defined. Much of GMPP's current work is delivering results at international and regional levels. There is very little delivery of results at the country, community and village level, this is easier for countries and regions to deliver these results, however, as indicated in Section 6.2.3 this is a very weak area for GMPP.

In terms of skills the business model suggests a more entrepreneurial business approach to IUCNs products. GMPP has shown considerable such skills and has received substantial private sector funding and funding from non ODA sources. This is an area where GMPP could assist the broader IUCN. Where GMPP has a weakeness is learning and capitalising on the lessons learned and use these to further market their products.

## 6.6. Financial management

### 6.6.1. Fund raising:

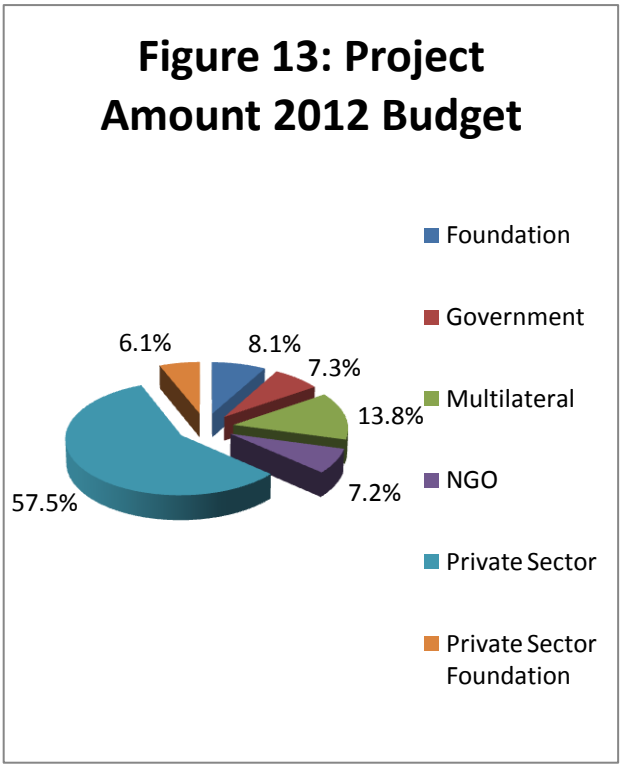
The core funding and total project expenditures for 2008-20012 are shown in Table 6. The GMPP budget has continued to increase and is projected to increase (15%) in 2012.

**Table 6: Global Marine Programme Core Allocation and Project Expenditures 2008-12**

| | | **Total Project Expenditures (Actuals for 2008-10 & budgeted for 2011 & 2012)** | **Core Allocation** | **Travel Expenditures (Actuals for 2008-2010 and budgeted for 2011 & 2012,excluding travel funded as project activities)** |
|---|---|---|---|---|
| 2012 | HQ | 2,908,863 | 373,540 | 123,503 |
| | DC | 1,341,850 | 0 | 29,200 |
| | ***Total HQ & DC*** | ***4,250,713*** | ***373,540 (9%)*** | ***152,703 (4%)*** |
| 2011 | HQ | 2,987,731 | | |
| | DC | 703,000 | | |
| | ***Total HQ & DC*** | ***3,690,731*** | ***387,000 (10%)*** | ***118,000 (3%)*** |
| 2010 | ***Total HQ & DC*** | ***3,772,982*** | ***450,000 (12%)*** | ***110,513 (3%)*** |
| 2009 | ***Total HQ & DC*** | ***3,117,927*** | ***457,000 (15%)*** | ***111,088 (4%)*** |
| 2008 | ***Total HQ & DC*** | ***1,765,822*** | ***457,000 (26%)*** | ***142,809 (8%)*** |

IUCN does a risk analysis on the proposed budgets that takes into account among others the projects approved and likely to be approved (ABC list), cost recovery, donor reliance, mix of project size and increase or decrease in portfolio size. The recent internal analysis has scored the GMPP HQ budget as of low risk (better than most other IUCN Programmes). The DC budget is considered to be of higher risk, although in discussion with DC staff they indicated that recent approved contracts should change that situation.

GMPP has tapped a diversity of funding sources a breakdown of expected funding sources for 2012 is given in Figure 13. What is of interest is that the many of them are not traditional IUCN funders. GMPP receives 64% from the Private Sector (PS) and PS Foundations. Two contracts (Sakhalin & Yemen LNG) account for almost half (47%) of the total GMPP budget. While this is very useful funding, funds staff positions, and has considerable overheads. It is, however, potentially risky as the current unrest in Yemen is showing and the potential political events in Russia may change the commitment of Sakhalin Energy to future work (although Phase II of the WPGWAG has been approved).




GMPP does have a number of small- to medium-sized projects that require higher management costs than large projects. However, one senior IUCN official indicated this may indeed be strength given that large projects can be risky when they are not renewed.

GMPP, through the Director, has shown: strong fund raising abilities; considerable entrepreneurial skills; flexibility and creativity in fundraising, the ability to create a diversified funding base that includes a number of new funding sources including the private sector and PS foundations, smaller foundations, as well as wealthy individuals. These successes as suggested by various IUCN respondents have been in spite of a very difficult internal IUCN financial and recently a dysfunctional computer financial system.

There was little indication of competition with other global IUCN Programmes and regions as the programme appears to have tapped a number of unconventional (for IUCN) sources.

The majority of GMPP staff indicated that "*Fund raising all on the director*" and justifies the extensive travel for the purposes of fundraising. However, considerable fund raising is done by other staff and IUCN components, for example:

- Sakhlin & other oil & gas funding developed or facilitated by Business and Biodiversity Programme;

- the Gland based deputy appears important in obtaining a considerable amount of French funding and Monaco (Prince Albert II);
- the Polar programme is supported by funds raised out the Washington office;
- some funding comes through IUCN US.
- Blue Carbon has been funded through partnership with CI and initiatives of the Washington based staff;
- much of the MPA funding is raised by the UK based consultant.

### 6.6.2. Core Funding:

IUCN allocates Framework (Core) funding to various components. The core allocations for GMPP are indicated in Table 6. Core funding has continuously declined since 2009 from CHF457,000 to 373,540 for 2012 A number of respondents indicate the lack of core funding as a major constraint although this is a common complaint within IUCN as core or framework funding is the only unattached funding.

There has been an additional complaint of GMPP that they do not get their share of the framework funding. Table 7 gives a breakdown of Core funding for the past 5 years for a number of IUCN Programmes.

**Table 7: Core allocation as percentage of project expenditures**
**(figures are based on actual project expenditures 2006-2009 and on budget for 2010)**

| **Year** | **2006** | **2007** | **2008** | **2009** | **2010** | **Average** |
|---|---|---|---|---|---|---|
| | Core allocation as % of project expenditures | | | | | |
| Forest | 64% | 24% | 24% | 9% | 10% (459) | 26% |
| Water | 28% | 41% | 29% | 37% | 32% (342) | 33% |
| Species | 40% | 36% | 27% | 22% | 21% (906) | 29% |
| Protected Areas | 38% | 57% | 58% | 156% | 128% (450) | 88% |
| Ecosystem Management | 32% | 157% | 45% | 11% | 19% (245) | 53% |
| Marine | 31% | 18% | 26% | 14% | 9% (450) | 19% |

GMPP receives a lower percentage of Core funds than other similar global programmes. The issue of whether GMPP has a legitimate complaint is difficult as IUCN does not have a clear formula for allocating core. The major argument would appear to be that the Polar component has been added with no additional funding. Unfortunately the brutal reality is that the IUCN Core funding would appear to be declining given the political and economic pressures on the Framework donors. GMPP should continue to make the case for additional Core funding but the reality is additional funds may not be available.

### 6.6.3. Cost effectiveness:

The review team was not able to do a detailed analysis of the cost effectiveness of GMPP. However, the programme has used a number of innovative staffing arrangements and partnerships to decrease the high costs of maintaining staff in Head Quarters. These include out posting to regions (West Asia and Mediterranean) and a strong presence in Washington, DC a number of whom are part time, almost fulltime consultants based in Poland, UK and Spain, and use of the Swiss Government Unemployment intern scheme. These approaches decrease staff cost and also allows for staffing flexibilities but does not provide for a solid core team.

**Travel:** Almost all respondents indicate that the GMPP Director and Gland based deputy travelled a lot. Some indicated that the travel was excessive, others that it was necessary for fund raising and for managing a diverse programme. The review team obtained figures for travel excluding travel for project activities. The GMPP travel compared to annual budgets has been in the range of 3-8% over the past 5 years (Table 6). Comparing GMPP travel costs to that for other comparable programmes for 2012 (Table 8). The GMPP travel budget is more than double most other Global Programmes.

**Table 8: Travel Budget Comparison**

| Programme | 2012 Total Budget CHF (Core + budgeted total project expenditures | 2012 Travel Budget CHF (excluding travel funded as project activities) | Travel budget as % of Budgeted total expenditures |
|---|---|---|---|
| Water | 1,435,826 | 20,500 | 1.4% |
| Forestry | 2,753,052 | 60,080 | 2.2% |
| Species | 6,532,110 | 84,000 | 1.3% |
| Marine | 4,250,713 | 152,000 | 3.6% |

Whether the travel is too much or not was difficult for the Review Team to assess, however the following issues were highlighted by multiple respondents:

- An apparent lack of transparency on how travel is decided;
- No formal reporting so it is not clear whether the travel is useful and effective;
- Frequent absence of the Director and Deputy from Gland results in a lack of senior management attention to important details and often delays in critical decisions.

**Financial issues:** A number of issues around finances were raised by various knowledgeable respondents. The most common issues raised were lack of coordination, consultation and transparency around budgeting (see quotes)..

A larger issue is that there is no formal fund raising strategy

**Quotes on GMPP Finances**

- Staff are not informed of financial decisions taken by the Programme Head and Financial Officer, even when it impacts on their projects;
- Non-transparent budgeting decision process, even within the GMPP;
- There is a sense that allocation of resources is arbitrary and that accountability is lacking;
- Overall financial management is ad hoc, not clear to many (any?) staff;
- Deputies often out of the loop and not empowered;
- Lack of clarity regarding how posts & some travel is financed;
- The down side of opportunistic fund raising is that it can be donor and project driven;
- GMPP picks the easy targets rather than the important ones;
- Lack of attention of Director to finances and financial management delegated to a mid-level staff.

## 6.7.Summary Programme Organisational Capacity

The GMPP is considerably decentralised with staff in IUCN HQ Gland, Washington, DC, out-posted staff in Malaga, Spain and Amman, Jordan and consultants based in Poland, UK and Spain. There is a considerably variety of arrangements with staff including full time, part time, temporary interns, consultants, and associated staff that are not paid by GMPP.

The review uncovered capacity issues related to leadership and management; future staffing; and financial management. The following summarises the findings.

### 6.7.1. Summary Communication and Mobilising of the IUCN Family

**Strengths:** GMPP has close collaboration with one commission and moderate collaboration with another. They have tried various approaches of working with regions with limited success, although there are good relations with two regions. In general relations are good with a small set of regular donors.

**Weakness:** In spite of the above, one of the greatest weaknesses of the GMPP is its inconsistent relationship to and support of members, and IUCN regional and country offices, where the on-the-ground work takes place. This is not only highly ineffective, but can also lend credence to the perception that the GMPP is an "NGO within an NGO". This is also a generic issue within IUCN and can lead to the increasingly common view that IUCN today is less a Union of members, and more a behemoth IGO/NGO hybrid competing with its membership for scarce conservation resources and attention.

### 6.7.2. Recommendations Communication and Mobilising of the IUCN Family

The review team makes the following **recommendations** to increase communication and involvement with key marine components of the IUCN family.

6) The Review Team strongly supports the implementation of the proposed regional marine planning workshops in East Africa (March 2012). If timing permits the relevant outputs/ priorities should be considered in the GMPP Intersessional Plan, and brought forward to the Jeju World Conservation Congress. **GMPP** should commit to addressing the needs and opportunities that flow from these discussions particularly ways of strengthening the marine and coastal component at the regional and country level.

7) **IUCN Senior Management,** in consultation with **GMPP and other Marine-related IUCN Components,** should consider revisiting the idea of a Marine Advisory Group (MAG) that could not only help IUCN programmes develop marine strategies and plans that reflect the will of the membership, but also could improve the standing of the Programme, and its ability to attract long term funding. We recognize that convening such a group requires resources – on the other hand, these meetings could be piggybacked on WCC or other meetings, and face-to-face meetings could be supplemented by teleconference.

8) **GMPP** should increase its communication with relevant IUCN global programmes, Commissions, regions and members. This could be accomplished by target communications including Marine News, important programme updates, press

releases, etc. This could also include the creation of a global marine listserve, akin to the DCMC (and including the major actors on that listserve) to help bring key marine conservation players into the GMPP and raise the visibility of GMPP in the wider community.

### 6.7.3. Summary Organisational Management

**Strengths:** GMPP has a highly decentralised structure that allows for creative staffing and is flexible and offers some financial efficiency. The involvement of a larger number of staff via part time and consultant arrangements allows for involvement of a number of senior experts. However, there are a much small number of full time equivalents (14). The Director's hands off management style is appreciated by many of the senior staff and consultants, but is viewed as inadequate by other staff.

**Weakness:** Such a decentralised structure requires excellent communication and coordination to work effectively. Unfortunately poor communications is a major weakness of GMPP. The strategic review also identified serious issues with management and leadership, low morale, lack of transparency in budgeting, staffing and planning, the roles, and responsibilities for Deputy Directors, confusion with consultants regarding who does what and when they speak for IUCN, and lingering vacancies in certain positions with concern from stakeholder over the vacancies.

### 6.7.4. Recommendations Organisational Management

The review team indicates it is essential that GMPP senior management implements steps to improve the GMPP team morale, within team communications, and improve leadership and management styles. The following **recommendations** are made to address these issues. The most important first step is to improve the within team communications.

9) **GMPP** must improve the within-team communication. Steps could include;

- Regular staff meetings in Gland, with DC in attendance via teleconference, these meetings must have agenda's, with minutes generated and distributed;
- Additional staff meetings could occur on an as-needed basis, utilizing audio/visual conferencing with relevant staff, or opportunistic team meetings when a number are attending the same meeting;
- Regular (monthly) email reporting on the latest project news, new projects, important events, future activities, staffing changes should be performed by the Director or an assigned Deputy and these should be distributed to IUCN GMPP staff, and other IUCN staff involved in marine activities;
- Development of a standard Power Point presentation describing GMPPs mission, its unique position in the conservation arena, and its strategic goals. This presentation

can and should be periodically updated, and used both to brief new staff and inform others both within IUCN and outside about the Programme's mission, strategy and tactics;

- Lines of authority and responsibility should be developed and articulated to all staff;
- Various ways should be explored (funding permitting) to enhance staff capacity via mentoring, program/location exchanges, etc.

10) **GMPP** should fill current staffing vacancies immediately and inform relevant stakeholders about the progress made towards filling vacancies.

11) The **Human Resources Division** should assist **GMPP** to review the current organisational structure, in particular the Deputy functions, to ensure that these positions are filled with personnel having the required time and skills to perform their functions.

12) **GMPP** should ensure that contracts with long term consultants should clearly define their roles and responsibilities, and identify areas of potential conflict of interest with attention to protocols for avoiding conflicts, or the perception of conflicts of interest.

13) **GMPP** could institute a policy that allows all staff an opportunity to do 360$^{o}$ evaluations, so that staff can give voice to their opinions of how well the program is meeting its objectives, and have a mechanism for offering suggestions for improvement.

14) **Travel by GMPP** senior management should be prioritised and all trips should be reported indicating the purpose and the results achieved, and circulated to IUCN senior management and GMPP staff. Additionally when the Director travels management authority should be divest to the designated Deputy.

### 6.7.5. Summary Financial Management

**Strengths:** GMPP funding has been steadily increasing with a diverse group of donors. The Director has been entrepreneurial and innovative in fund raising and has tapped a number of new and previously unconventional (for IUCN) sources. There is a particularly strong funding from the private sector and private sector foundations. Although a widely held perception is that the Director is responsible for most fund raising a substantial portion of the funds are raised by other staff. Cost effectiveness is enhanced by creative staffing arrangements and out-posting.

**Weaknesses**: The strategic review uncovered the following issues in financial planning and management: lack of transparency and consultation, a possible too heavy reliance on private sector funding, opportunistic rather than strategic fund raising resulting in a perception of donor driven project foci, a higher rate of travel than other programmes with limited assessment of the effectiveness (potentially high cost-benefit ratio), the lack of a fundraising strategy, and lack of optimal use of staff in fundraising, and a proliferation of small to medium sized short term projects. The reduction in framework funding in spite of the addition of the polar programme is a major constraint to the Programme. This core funding from IUCN will probably not increase and fundraising will continue to be a challenge in a worsening global financial situation.

### 6.7.6. Recommendations Financial Management

The review makes the following **recommendations** to address some of the weaknesses in financial management but also to ensure the fund raising strengths of GMPP are being fully recognised.

15) **GMPP** as part of the Intersessional Plan. should develop its own business plan including funding strategies for each theme. These plans should incorporate funding ideas from GMPP staff, utilise the unique position of the DC office, continue to explore the novel funding efforts with the private sector (e.g. Danone, Americas Cup, travel companies, tax refund companies), and where possible move to medium sized funding of activities.

**16) GMPP management** should ensure transparency in the annual budget process, and ensure that relevant cost centres are aware of their budgets and rationale for budget decisions, such that project teams are able to manage their annual budgets.

17) **IUCN senior management** should take advantage of the fund raising skills (particularly with non-conventional donors) of the GMPP Director to facilitate funding of broader IUCN initiatives.

## 7. Future Challenges

In anticipation of a continued economic downturn and decreased funding prospects from governments and perhaps foundations, the GMPP will likely find it hard to rely on its traditional, ad hoc way of raising funds, bringing attention to issues, and deciding what issues to give priority.

Ever-increasing pressures in the coastal zone will likely create demands for GMPP attention to less attention-getting issues than the current suite of topics (coral reefs, High Seas, work in high biodiversity areas, etc.) A particular challenge for this program will be to maintain its global focus, helping mobilize membership to globally important issues, and the needs of countries and members in each region.

Without a clearly articulated mission, rationale, and strategy, the GMPP will not likely expand its donor base from the current suite of dependable (but relatively small sized) donors. GMPP could well seize the opportunity to help raise awareness in the donor community about what is critical to protect, what policy issues need advancement, and for which type of activity best practice guidance is most needed.

## Annexes

1. **Evaluation Matrix**

2. **List Of Stakeholders**

3. **Documents Consulted by Review Team**

4. **Evaluation Questionnaire**

5. **GMPP Staff List**

## Annex 1:Evaluation Matrix

| Question | Sub-Question | Indicators | Source/Collection methods |
|---|---|---|---|
| 1. **Relevance** | | | |
| 1.1. Is Programme Mission evident and a result of consultation among stakeholders? | 1.1.1. What is mission?<br>1.1.2. How was it derived | Statement<br><br>Evidence of consultation | • Programme documents and staff |
| 1.2. Are the Programme objectives consistent with IUCN mission and value proposition? | | Extent of congruence of GM&PP objectives with IUCN current mission & value proposition | • Document Analysis of IUCN 2009-2012 Programme & background documents for the draft 2013-2016 programme;<br>• Interviews with Senior IUCN HQ and Regional Staff |
| 1.3. Is the niche filled by the GM&PP relevant from the perspective of fund providers, partners & beneficiaries? | | Extent of perceived relevance of GM&PP objectives (separated by sub programmes) to key issues identified by key stakeholders | • Interviews & questionnaires with key stakeholders |
| **2. Performance of Results** | | | |
| 2.1. What is/are the **intervention logic(s) (IL)** underlying the GM&PP and effectiveness of the intervention logic | 2.1.1. Global programme IL<br>2.1.2. Sample project IL<br>2.1.3. Assessment of effectiveness of key interventions e.g. publications | Listing (mapping) of intervention logic.<br><br>Demonstrated assessment of effectiveness of key interventions | • Document analysis<br>• Listing of intervention logic supplied by GM&PP staff<br>• Interviews & questionnaires with key stakeholders |

## Annex 1:Evaluation Matrix

| Question | Sub-Question | Indicators | Source/Collection methods |
|---|---|---|---|
| 2.2. What were the most significant results (outcome, medium term) achieved by the Programme over the last 5 years? | | List of most significant results<br><br>Assessment of indicators for each significant result | • Document analysis of programme publications, reports, & proposals including examination of expected results, & indicators;<br>• Significant results as determined by GM&PP Staff, IUCN Senior staff & key stakeholders (donors, partners, commissions, beneficiaries) obtained via focus groups, interviews, discussions & questionnaires: |
| 2.3. What have been the main impacts of the Programme over the last 5 years? | | Listing of significant potential impacts<br><br>Assessment of potential for achieving impact and constraints | • Document analysis of programme publications & reports including examination of expected impacts, & indicators;<br>• Significant impacts determined by GM&PP Staff, IUCN Senior staff & key stakeholders (donors, commissions, partners, & beneficiaries) obtained via focus group discussions questionnaires, & interviews. |
| 2.4. What is the current capacity to deliver "knowledge products" as foreseen in the modified IUCN business model? | 2.4.1. Current Capacity<br>2.4.2. Demand for products | • Match between future knowledge products & current staff capacity to deliver<br>• Assessment of demand | • Review of draft business model to determine key future knowledge products for the GM&PP;<br>• Interviews with GM&PP senior staff and other IUCN communication staff to determine current capacity:<br>• Interviews with stakeholders to determine demand |
| 2.5. What is the current capacity to demonstrate "results on the ground" per the modified IUCN business model | 2.5.1. Definition of GMPP results on the ground<br>2.5.2. Assessment of required capacity | • Match between required skills and current staff capacity | • Interviews with GM&PP senior staff and other IUCN communication staff to determine current capacity:<br>• Interviews with stakeholders to determine demand |
| 2.6. Is the programme | | Are programme costs | • Document review of previous strategic |

## Annex 1:Evaluation Matrix

| Question | Sub-Question | Indicators | Source/Collection methods |
|---|---|---|---|
| delivering results in a cost-effective manner? | | comparable to other IUCN global and regional programmes? | reviews of IUCN global programmes;<br>• Financial analysis from HQ and Regional Financial Staff: |
| | | Are programme costs comparable to NGOs such as WWF, CI, TNC? | • Financial analysis from other NGOs obtained from published reports, & financial officers |
| 2.7. Are results delivered **sustainable?** | | What mechanisms are in place to promote sustainability?<br>What is the perception of sustainability by staff & partners? | • Document review of proposals & project documents;<br>• Interviews with senior GM&PP staff<br>• Interviews & questionnaires with GMPP Staff, IUCN Senior staff & key stakeholders -donors, partners, commissions, beneficiaries |
| | Is there a network involved? | Extent of viable network involvement | • Document review of proposals & project documents;<br>• Interviews & questionnaires with GM&PP Staff, IUCN Senior staff & key stakeholders (donors, partners, commissions, beneficiaries) |
| | Financial sustainability of current efforts?<br>Financial sustainability of follow up efforts? | Ability of results to continue and be carried on after IUCN | • Interviews & questionnaires with GM&PP Staff, IUCN Senior staff & key stakeholders (donors, partners, commissions, beneficiaries) |
| 3. **Organisational capacity of the Programme** | | | |
| 3.1. Does the Programme benefit from adequate strategic leadership? | 3.1.1. Leadership & management skills & application<br>3.1.2. Communication internally & externally<br>3.1.3. Strategic planning skills | High score on leadership questionnaire<br><br>High moral in all elements of GMPP<br><br>Acceptable strategic plans<br>Acceptable financial risk | • Review of Programme Strategic Plan<br>• Confidential questionnaires/interviews with GMPP staff, Senior IUCN staff (HQ & Regional), &key partners |

## Annex 1:Evaluation Matrix

| Question | Sub-Question | Indicators | Source/Collection methods |
|---|---|---|---|
| | 3.1.4. Fund raising skills (see 3.4) | analysis | |
| 3.2. Do the Programme governance and operating structures facilitates performance? | What is the current governance & operating structures? | Oraganogram of structure | • Diagram of current structure<br>• Interviews with staff to determine actual operating structure |
| | Are roles of staff & consultants understood by programme & other IUCN staff? | Results of interviews & questionnaire | • Interviews with GMPP (including consultants) & other IUCN staff |
| | What are strengths & weakness of current structure? | Strengths & weaknesses of current structure in facilitating performance & suggestions for improved structure. | • SWOT questionnaire/interviews with GMPP staff & Senior IUCN staff (HQ & Regional) on governance structure |
| 3.3. Does the Programme have sufficient & skilled human resources to successfully implement its programme? will be combined with 2.4 & 2.5 | | Congruence between required tasks and skills and current staff | • Document review and interviews to Identify key tasks & required skills for current & future implementation<br>• Staff skill analysis with IUCN HR staff and senior GMPP staff |
| 3.4. Does the Programme have sufficient and well managed financial resources to successfully implement its programme? | | Strengths and weaknesses of current financial model & resources | • Diagram of current structure<br>• Analysis of current financial sources including financial risk analysis<br>• SWOT questionnaire/interviews with GMPP staff, Senior IUCN staff (HQ & Regional), key donors & partners. |
| 3.5. What is the GM&PP current capacity in mobilising the union (working with & | 3.5.1. Current capacity<br>3.5.2. Future | Examples/case studies of current mobilisation of the Union. | Interviews/questionnaires with key IUCN staff, commission chairs or members, regional offices & key IUCN members. |

## Annex 1:Evaluation Matrix

| Question | Sub-Question | Indicators | Source/Collection methods |
|---|---|---|---|
| delivering through other IUCN programmes, regions, members & commissions)? | potential | Examples of future areas & models<br><br>Strengths and weaknesses of current approaches & requirements for future | |
| 3.6. What are other main internal or external factors affecting GM&PP performance? | | Identification of internal & external threats to the programme | Interviews/questionnaires (SWOT) with key IUCN staff, donors, & partners |
| 3.7. Overall what is the potential role for GM&PP in the context of the revised IUCN business model? | | Opportunities of the MP&PP in related to the new business model. | • Document review of current proposals and future interventions;<br>• Interviews/questionnaires (SWOT) with key IUCN staff, donors, & partners<br>• Reviewer analysis. |

## Annex 2: List Of Stakeholders

| Global Marine Programme Staff | | | | | |
|---|---|---|---|---|---|
| **Gland** | | | **Washington DC** | | |
| **First Name** | **Surname** | **Position/Organization** | **First name** | **Surname** | **Position/Organization** |
| **Carl Gustaf** | **Lundin** | Director, | Thomas | Laughlin | Deputy Head (USA) and Polar Programme Coordinator |
| **François** | **Simard** | Deputy Head and Senior Advisor for Fisheries, | Harlan | Cohen | Senior Advisor, Ocean Governance & Antarctic Issues |
| **James** | **Oliver** | Project Officer, | Dorothée | Herr | Marine Programme Officer |
| **Patricio** | **Bernal** | GOBI Coordinator, | Vivian | Lam | Junior Professional |
| **Béatrice** | **Riché** | Project Communications & Logistics Officer, | Suzanne | Garrett | Research Fellow |
| **Aurélie** | **Spadone** | Marine Programme Officer, | | | |
| **Pilar** | **Gomis** | Temporary Marine Officer, | | | |
| **Sandra** | **Simoes** | Junior Professional, Aquaculture Project, | | | |
| **Varun** | **Vats** | Economics Research Associate, | | | |
| **Elisabeth** | **Kjellqvist** | Administrative Assistant | | | |
| **Olivia** | **Meylan** | Administrative Assistant | | | |
| Consultants,Contractees & Associates | | | | | |
| David | Freestone | Executive Director, Sargasso Sea | Gert | Van Santen | ind. Consultant |
| Andrew | Hooten | Marine Ecologist and Principal of AJH Environmental Services | Olof | Linden | WMU, Sweden |
| Dan | Laffoley | WCPA Marine Vice Chair/UK Commission/ | Francis | Vorhies | Earthmind/France, Commission |
| Kristina | Gjerde | Policy Advisor/Poland | Ameer | Abdulla | Project Manager/Malaga |

## Annex 2: List Of Stakeholders

| Ex IUCN | | | IUCN HQ Senior Management | | |
|---|---|---|---|---|---|
| **First name** | **Surname** | **Position/Organization** | **First name** | **Surname** | **Position/Organization** |
| Jerker | Tamelander | UNEP Bangkok | Julia | Marton-Lefevre | Director General |
| Gabriel | Grimsditch | UNEP Nairobi | Poul | Engberg-Pedersen | Deputy Director General / Managing Director |
| Louisa | Wood | UNEP-WCMC | Jean-Yves | Pirot | Head of Capacity Development Unit |
| Andrew | Hurd | Freelance | Stewart | Maginnis | Global Director, Nature-based solutions and Rights Group |
| Marina | Gomei | WWF MedPO | Jane | Smart | Global Director, Biodiversity Conservation Group |
| Elisabeth | De Santo | Dalhousie University | Cyrie | Sendashonga | Global Director, Policy, Programme and capacity Development Group |
| Julian | Roberts | Commonwealth Secretariat | Trevor | Sandwith | Director, Global Protected Areas Programme |
| Finn | Larsen | National Institute of Aquatic Resources, Denmark | Tim | Badman | Director, World Heritage Programme |
| Jen | Palmer | | Jean-Christophe | Vie | Deputy-Director, Global Species Programme |
| Kristin | Sherwood | TNC | Enrique | Lahmann | Director, Constituency Support Group |
| Caitlyn | Toropova | TNC | John | Kidd | Director, Global communication |
| | | | Lucy | Deram-Rollason | Director, Head, strategic Partnership Unit |
| | | | Hempel | Line | Head, Budget and Financial Planning Unit |
| | | | Alex | Moiseev | Head, Planning, Monitoring and Evaluation |
| | | | Bill | Jackson | Ex-IUCN Deputy Director |

## Annex 2: List Of Stakeholders

| Regional Directors | | | Regional Programme Coordinators | | |
|---|---|---|---|---|---|
| **First name** | **Surname** | **Position/Organization** | **First name** | **Surname** | **Position/Organization** |
| Mary Beth | West | Director, IUCN Washington Office | Kent | Jingfors | Former Regional Programme Coordinator, Asia Thailand |
| Aban | Marker Kabraji | Regional Director, Asia | Jean-Marc | Garreau | Regional Programme Coordinator, West/Central Africa/Burkina Faso |
| Aimé | Nianogo | Regional Director, West/Central Africa | Mine | Pabari | Regional Programme Coordinator, Eastern/Southern Africa |
| Victor Hugo | Inchausty | Regional Director, South America | Bernard | O'Callaghan | Regional Programme Coordinator, Oceania/Fiji |
| Grethel | Aguilar | Regional Director, Meso America and the Caribbean | | | |
| Ali | Kaka | Regional Director, Eastern/Southern Africa | | | |
| Taholo | Kami | Regional Director, Oceania | | | |
| Saeed | Shami | Regional Director, West Asia | | | |
| Hans | Friederich | Regional Director, Europe | | | |
| Troya | Antonio | Director/Programme Coordinator, Mediterranean Cooperation Center | | | |
| Scott | Hajost | Ex DC Regional Director | | | |
| **Regional Marine Programme Related Staff** | | | | | |
| Mohamed | Eltayeb | Marine Programme Officer Jordan | Maeve | Nightingale | Head, Coastal and Marine Programme/Asia &MFF, |
| Mathieu | Ducrocq | Marine Programme Coordinator/ Mauritania | Dominique | Benzaken | Programme Coordinator, EU Overseas Territories |
| Alain | Jeudy de Grissac | Marine Conservation Programme Manager/Malaga | Don | Macintosh | Former Director MFF |
| Jan | Steffen | Marine Programme Coordinator/Fiji | David | Obura | Head, Cordio / Kenya, Commission & member, former staff/consultant |

## Annex 2: List Of Stakeholders

| IUCN Members & Commissions | | | | | |
|---|---|---|---|---|---|
| **First name** | **Surname** | **Position/Organization** | **First name** | **Surname** | **Position/Organization** |
| Piet | Wit | Chair, Commission on Ecosystem Management | Claudio | Campagna | Co-Chairs of the IUCN/SSC/UK Conservation Sub/comm./ Argentina, Commission |
| Keith | Wheeler | Chair, Commission on Education and Communication | Nick | Dulvy | Co-Chair of the IUCN/SSC Shark Specialist Group/(SFU) |
| Aroha Te Pareake | Mead | Chair, Commission on Environment Economic and Social Policy | Imen | Meliane | TNC , Washington, member |
| Sheila | Abed | Chair, Commission on Environmental Law | Sebastian | Troeng | Conservation International, Washington, member |
| Nikita | Lopoukhine | Chair, World Commission on Protected Areas | Fanny | Douvere | UNESCO/World Heritage Marine |
| Simon | Stuart | Chair, Species Survival Commission | Jim | Thorsell | World heritage/ WCPA |
| Randy | Reeves | Chair of SSC - Cetacean Specialist Group/Canada, Commission | Charlotte | de Fontaubert | Commission |
| Yvonne | Sadovy | Co-Chair of the IUCN/SSC Marine Conservation Sub-Committee Commission | Richard | Kenchington | Univ Wollongong, NSW & UNEP advisor |
| Rod | Mast | Co-Chair of the IUCN/SSC Marine Turtle Specialist Group/CI | | | |
| Kent | Carpenter | Old Dominion Univ/ SSC/ Assessment of Marine Species | | | |

## Annex 2: List Of Stakeholders

| Implementing donors & partners | | | Other Organizations | | |
|---|---|---|---|---|---|
| **First name** | **First name** | **Surname** | **First name** | **Surname** | **Position/Organization** |
| Laure | Fournier | Head Environment, Total Foundation/Paris | Thomas | Hammond | STAP-GEF |
| Al | Duda | Sr. Advisor International Waters/DC | Marea | Hatziolos | World Bank/Jakarta |
| Christine | Dawson | US State Department/DC | Ole | Vestegaard | UNEP |
| Anders | Granlund | Head of the Unit (from 1 March 2011) Sida's Unit for Research Cooperation | Kate | Brown | Partnership Coordinator, Global Island Partnership |
| Christophe | Lefèbvre | Agence des Aires Marines Protégées, also Council member | Ken | Sherman | National Oceanic and Atmospheric Administration's National Marine Fisheries Service |
| Henning | Von Nordheim | BFN / Vilm | Andy | Hudson | UNDP |
| Ibrahim | Al-Thary | Yemen LNG | Francis | Staub | ICRI / Paris |
| Bernard | Giraud | Danone | Kristian | Teleki | SeaWeb/formerly ICRI |
| Richard | Brown | Sakhalin Energy | Jon | Day | GBRMPA |
| Conn | Nugent | Executive Director, Kaplan Foundation/ NY | Patrick | Dugan | WorldFish Center/formerly IUCN water global |
| Clive | Wilkinson | Former GCRMN Co-ordinator | Paul | Holthus | World Ocean Counsel |
| Sebastian | Trong | VP Marine Conservation, CI | | | |
| Emily | Pidgeon | Senior Director, Strategic Marine Initiatives, CI | | | |
| Frederik | Haag | International Maritime Organisation | | | |

## Annex 3 : List Of Publications


Gevers, I., de Vries, L., Pabari, M., and J. Woodhill. 2008. External Review of IUCN 2007: *Report on Linking Practice to Policy. (Objective 3).* Annex 2 of Volume 1, IUCN Gland

Gjerde, K. M. and Breide, C. (eds) 2003. Towards a strategy for High Seas Marine Protected Areas; Proceedings of the IUCN, WCPA and WWF Experts Workshop on High Seas Marine Protected Areas 15-17 January, 2003., Malaga, Spain. IUCN, Gland, Switzerland.

Herr, D. Pidgeon, E. and Laffoley, D. (eds.) (2011). Blue Carbon Policy Framework: Based on the first workshop of the International Blue Carbon Policy Working Group. Gland, Switzerland: IUCN and Arlington, USA: CI. vi+39pp.

IUCN, 2002. IUCN Marine Programme: Final Report to the David and Lucile Packard Foundation Organization Effectiveness and Philanthropy Program, IUCN Gland

IUCN, 2004. Global Marine Programme Intersessional Plan 2005-2008 and Business Plan, IUCN Gland

IUCN, 2007. IUCN Marine Programme 2009-2012 Securing our oceans' assets in a changing climate, IUCN Gland

IUCN 2009. IUCN-GMP Monitoring Report October-December 2009. Unpublished IUCN Gland

IUCN, 2009. IUCN Marine Component Programme Monitoring Plans May 2009, Unpublished IUCN Gland

IUCN, 2009. Marine News: The IUCN Marine Programme Newsletter 2008-2009, Issue 6, IUCN Gland

IUCN, 2010. Marine News: The IUCN Marine and Polar Programme Newsletter 2009-2010, Issue 7, IUCN Gland

IUCN 2010. IUCN-GMPP Programme Report end of 2010, Unpublished IUCN Gland

IUCN, 2011. Marine News: The IUCN Marine and Polar Programme Newsletter 2010-2011, Issue 8, IUCN Gland

IUCN, 2011. The IUCN Programme 2013-2016, IUCN Gland

IUCN, 2011. A Business Model for IUCN, IUCN Gland

IUCN World Commission on Protected Areas (IUCN-WCPA) (2008). *Establishing Marine Protected Area Networks—Making It Happen.* Washington, D.C.: IUCN-WCPA, National Oceanic and Atmospheric Administration and The Nature Conservancy. 118 p.

Laffoley, D. d'A., (ed.) 2008. Towards Networks of Marine Protected Areas. The MPA Plan of Action for IUCN's World Commission on Protected Areas. IUCN WCPA, Gland, Switzerland. 28 pp.

## Annex 3 : List Of Publications

Pomeroy, R.S., Parks, J.E and Watson, L.M.2004. How is your MPA doing? A Guidebook of Natural and Social Indicators for Evaluating Marine Protected Area Management Effectiveness. IUCN Gland Switzerland and Cambridge UK. xvl+216pp

Salm, R.V., Clark, J. and Siirilia, E. 2000. Marine and Coastal Protected Areas: A guide for planners and managers. IUCN Washington DC. xxi + 371pp

Turner, S.D., 2011. Evaluation of the Western Grey Whale Advisory Panel (Draft). IUCN Gland

Gevers, I., de Vries, L., Pabari, M., and J. Woodhill. 2008. External Review of IUCN 2007: *Report on Linking Practice to Policy. (Objective 3).* Annex 2 of Volume 1, IUCN Gland

## Annex 4: Evaluation Questionnaire

### IUCN –Global Marine and Polar Programme

### Strategic Review

### Organisational Questionnaire

In order to aid the review team we will be asking IUCN staff, partners and friends for a variety of inputs, this will include formal presentations, discussions, interviews, and questionnaires. Keeping in line with IUCN guidelines and our own philosophy all inputs are considered confidential, the data when presented will not be ascribed to individuals although it may be disaggregated by position.

The following questionnaire is asking for some of the strengths and weakness of the Marine and Polar Programme. Please complete and return to the team members either in hard copy or email. If the questions do not apply to you or you have no knowledge leave the question blank. Please feel free to add additional comments or qualify your answers.

Thank you for your assistance

Tundi Agardy & Kenneth MacKay

**Position** (Please check one)

***IUCN Senior Staff***

*HQ Gland* *Regions*

***Global Marine & Polar Staff***

***Gland based*** ***DC based***

***Previous IUCN or Marine & Polar Staff***

***Regional Marine & Polar Staff or consultants***

*Regional programme coordinators* *Regional M&P Staff* *Other*

***Commission Chairs or Co-Chairs***

***IUCN Members or Commission members***

***Partners***

***Donors***

## Annex 4: Evaluation Questionnaire

### Programmes & Results

#### Relevance

1. How would you rate the relevance of the GMPP in the global conservation/policy arena:

    a. in terms of affecting change,

**Excellent** **Very good** **Good** **Fair** **Inadequate**

    b. building networks,

**Excellent** **Very good** **Good** **Fair** **Inadequate**

    c. providing information,

**Excellent** **Very good** **Good** **Fair** **Inadequate**

    d. mobilizing membership to address priority marine issues?

**Excellent** **Very good** **Good** **Fair** **Inadequate**

2. Based on your own involvement with the GMPP, how would you rate the program's ability to listen to advice from outside the program (other IUCN programmes, commissions, donors, etc)?

**Excellent** **Very good** **Good** **Fair** **Inadequate**

3. Based on your own involvement with the GMPP, how would you rate the program's ability to respond to advice from outside the program (other IUCN programmes, commissions, donors, etc)?

**Excellent** **Very good** **Good** **Fair** **Inadequate**

#### Results

4. List and prioritise **significant results (outcomes/mid-term results)** (maximum 5) of the M&PP in the past 5 years

5. List and prioritise **significant impacts (long term results)** (maximum 5) of the M&PP in the past 5 years

## Annex 4: Evaluation Questionnaire

### Leadership and management

6. How would you rate the leadership of the GMPP?

   **Excellent** **Very good** **Good** **Fair** **Inadequate**

7. How would you rate the communication within the GMPP team?

   **Excellent** **Very good** **Good** **Fair** **Inadequate**

8. How would you rate the communication between the GMPP and other IUCN programmes and commissions?

   **Excellent** **Very good** **Good** **Fair** **Inadequate**

9. How would you rate the communication between the GMPP and other key stakeholders, donors, members, etc?

   **Excellent** **Very good** **Good** **Fair** **Inadequate**

10. How would you rank the GMPP's ability to be strategic, and set priorities for conservation?

    **Excellent** **Very good** **Good** **Fair** **Inadequate**

11. What is your impression of the overall morale of the GMPP and its ability to work effectively together?

    **Excellent** **Very good** **Good** **Fair** **Inadequate**

12. List and prioritise **strengths** (maximum 5) of the leadership of the M&PP

13. List and prioritise **weaknesses** (maximum 5) of the strategic leadership of the M&PP

### Future

14. List future opportunities for programme foci (maximum 5) for IUCN in the marine and polar area.

15. List future threats and prospective risks (maximum 5) for IUCN in the marine and polar area.

16. Additional Comments

# Global Marine and Polar Programme Staff

**Carl Gustaf Lundin**
Director, Global Marine and Polar Programme
(Switzerland)

## Headquarters Switzerland

**François Simard**
Deputy Head (Switzerland) and Senior Advisor for Fisheries

**James Oliver**
Project Officer

**Patricio Bernal**
GOBI Coordinator

**Finn Larsen**
Marine Programme Officer

**Béatrice Riché**
Project Communications and Logistics Officer

**Aurélie Spadone**
Marine Programme Officer

**Claude Ganty**
Temporary Marine Officer

**Varun Vats**
Temporary Marine Officer

**Olivia Meylan**
Administrative Assistant

**Elisabeth Kjellqvist**
Administrative Assistant

## USA Multilateral Office

**Thomas Laughlin**
Deputy Head (USA) and Polar Programme Coordinator

**Dorothée Herr**
Marine Programme Officer

**Harlan Cohen**
Senior Advisor, Ocean Governance and Antarctic Issues

**Jan Post**
High Seas Project Advisor
jancpost[at]aol.com

**Suzanne Garrett**
Research Fellow
sigarrett[at]hotmail.com

**Vivian Lam**
Junior Professional
vivianlamyy[at]gmail.com

**Laura Cassiani**
US fundraising
lcassiani[at]indigobayus.com

**David Freestone**
Executive Director, Sargasso Sea Alliance
dfreestone[at]sargassoalliance.org

**Kate Killerlain Morrison**
Assistant to the Executive Director, Sargasso Sea Alliance
kmorrison[at]sargassoalliance.org

**Jeremy Jackson**
Senior scientist
jbjackson[at]ucsd.edu

**Lauren Franck**
Marine Research Fellow and Database Manager
lfranck[at]ucsd.edu

**Andrew Hooten**
Marine Ecologist and Principal of AJH Environmental Services
ajh[at]environmentservices.com

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**Annex 5: GMPP Staff List**

## West Asia Regional Office

**Mohamed Eltayeb**
Marine Programme Officer

## West Africa Regional Office

**Mathieu Ducrocq**
Marine Programme Coordinator

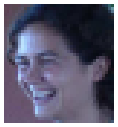
## High Seas Office Poland

**Kristina Gjerde**
Policy Advisor
kristina.gjerde[at]elp.com.pl

**Anna Rulska-Domino**
High Seas Assistant
anna.rulska-domino[at]elp.com.pl

## Center for Mediterranean Cooperation

**Alain Jeudy de Grissac**
Marine Conservation Programme Manager (Malaga, Spain)
alain.jeudy[at]iucn.org



**Maria del Mar Otero**
Marine Programme Officer (Malaga, Spain)

## Oceania Regional Office

**Jan Steffen**
Marine Programme Coordinator

## Ocean Ambassador

**Claire Nouvian**
Paris, France
clairenouvian[at]bloomassociation.org

## Marine Protected Areas

**Dan Laffoley**
Principal Advisor, Marine Science and Conservation
WCPA Thematic Team Leader for the Marine Biome
danlaffoley[at]btinternet.com

## Project Staff

**Francis Vorhies**
Senior Advisor, Economics (Switzerland)
fvorhies[at]earthmind.net

**Ameer Abdulla**
Senior Specialist / Group Leader
Marine Biodiversity and Conservation Science (Malaga, Spain)