

IUCN External Review 2015

**Volume I
Appendices**



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Acronyms

ADB	Asian Development Bank
AFD	Agence Française de Développement
BIOPAMA	Biodiversity and Protected Areas Management Programme
CBD	Convention on Biological Diversity
CEC	Commission on Education and Communication
CEESP	Commission on Environmental, Economic and Social Policy
CEM	Commission on Ecosystem Management
CEPF	Critical Ecosystem Partnership Fund
CGIAR	Consultative Group for International Agricultural Research
CI	Conservation International
CITES	Convention on International Trade in Endangered Species
COF	Commission Operating Funds
CSC	Commission Steering Committee
CSR	Corporate Social Responsibility
DAC	Development Assistance Committee
ELC	Environmental Law Centre
EU	European Union
FASU	Framework of Action for Strengthening the Union
GD-PAME	Global Database for Protected Area Management Effectiveness
GEF	Global Environment Facility
GBIbio	GEF Benefits Index for Biodiversity
GISD	Global Invasive Species Database
HDN	Index of Human Dependency on Nature
IBAT	Integrated Biodiversity Assessment Tool
ICCA	Indigenous Peoples' and Community Conserved territories and Areas
IDRC	International Development Research Centre
IEG	Independent Evaluation Group
IFC	International Financial Corporation
IFIs	International Financial Institutions
IISD	International Institute for Sustainable Development

Acronyms

IOA	Institutional and Organisational Assessment
IPBES	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
IUCN	International Union for Conservation of Nature and Natural Resources
IWRM	Integrated Water Resources Management
KBA	Key Biodiversity Areas
LOE	Level of Effort
M&E	Monitoring and Evaluation
NBSAP	National Biodiversity Strategies and Action Plans
NGO	Non-Governmental Organisation
Norad	Norwegian Agency for Development Cooperation
NRGF	Natural Resources Governance Framework
OECD	Organisation for Economic Cooperation and Development
OECMs	Other Effective area-based Conservation Measures
ORMACC	Oficina Regional para México, América Central y el Caribe
RAF	Resource Allocation Framework
RBM	Results-Based Management
REWARD	Regional Water Resources and Drylands Programme
RFMO	Regional Fisheries Management Organisation
RFP	Request for Proposals
RLE	Red List of Ecosystems
RLTS	Red List of Threatened Species
ROWA	Regional Office for West Asia
SDC	Swiss Agency for Development and Cooperation
SGs	Specialist Groups
Sida	Swedish International Development Agency
SOS	Save Our Species
SPICEH	Specialist Group on Indigenous Peoples, Customary & Environmental Laws and Human Rights
SSC	Species Survival Commission
SSG	Species Specialist Group
STAR	System for the Transparent Allocation of Resources
SULi	Sustainable Livelihoods Initiative

Acronyms

TEEB	The Economics of Ecosystems and Biodiversity
TEMTI	Theme on Environment, Macroeconomics, Trade & Investment
TFSP	Task Force on Systemic Pesticides
TILCEPA	Theme on Indigenous Peoples & Local Communities, Equity and Protected Areas
TNC	The Nature Conservancy
TOR	Terms of Reference
TWAP	Transboundary Water Assessment Programme
UDG	Union Development Group
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
WANI	Water and Nature Initiative
WCC	World Conservation Congress
WCEL	World Commission on Environmental Law
WCMC	World Conservation Monitoring Centre
WCPA	World Commission on Protected Areas
WCS	World Conservation Strategy
WDPA	World Database on Protected Areas
WPC	World Parks Congress
WRI	World Resources Institute
WWF	World Wildlife Fund

Appendix I Comparing Features of Convening Organisations

Organisation	Niche	Convening	Influence or Impact with Examples
<p>Brookings Institute</p> <p><i>Operating revenue of USD 107 million in 2014</i></p>	<p>A think tank and non-profit public policy organization based in Washington, DC that conducts high-quality independent research, leading to recommendations, to advance three broad goals: (a) strengthen American democracy, (b) foster economic and social welfare, security and opportunity of all Americans, and (c) secure a more open, safe, prosperous and cooperative international system.</p> <p>Their niche is their contribution of independent research as a counterpoint to the media and the leveraging of scholarship ('balanced insights') to debates on pressing issues of the day. As such, public policy influencing is largely what they do.</p> <p>They engage in a wide range of topics (over 15) and, in their current plan, maintain a focus on 5 major issues through research programs in economic studies, foreign policy, global economy and development, governance studies, and the metropolitan policy program</p> <p>There is no 'Brookings' position. Their senior experts and fellows provide expertise and balanced insights on an issue.</p>	<p>Their major asset is scholarship and <i>independent</i> research and analysis – senior experts, scholars, fellows in residence – who convene, publish, and contribute to debates. Their experts are from government and academia. They offer platforms where multiple perspectives are brought to the debate, most often with statesmen, business leaders, and high-profile influentials.</p> <p>Their convening addresses local, national and global issues.</p> <p>Forms of convening are multiple – webinars, seminars, conferences, debates, expert panels, and through their 13 policy centres and 20 or more projects</p> <p>Tools: cafeteria podcasts, blogs</p>	<p>In general, their influence is policy debate, analysis, and recommendations leading to policy change</p> <p>Building Consensus on Global Education – the Centre for Universal Education partnered with UNESCO's Institute of Statistics to convene a global task force to develop and build consensus around new ways to globally measure what matters in education. This effort has included active participation by ministers of education and other actors in over 100 countries.</p> <p>Former Prime Minister of Australia Julia Gillard, now a distinguished fellow at Brookings, is working closely with the Centre to identify ways to scale up and finance quality learning opportunities and make education, especially for girls, a global priority.</p> <p>Galvanizing Cities to Go Global - A Joint Project of Brookings and JPMorgan Chase is helping metropolitan areas grow jobs through trade. The Initiative's newly launched Global Cities Exchange works with 21 metropolitan areas nationwide on developing and executing strategies to increase economic competitiveness by focusing on exports and foreign direct investment. Portland, Oregon's metro export plan is already creating new business opportunities in Japan, Brazil, and China for its sustainability firms. At a GCI forum in November 2013, Chicago Mayor Rahm Emanuel</p>

Organisation	Niche	Convening	Influence or Impact with Examples
			<p>and Mexico City Mayor Miguel Ángel Mancera entered into a Global Cities Economic Partnership. This first-of-its-kind agreement aims to increase employment, expand advanced industries, and strengthen global competitiveness through joint initiatives in trade, innovation, and education.</p> <p>Source: 2014 Annual Report</p>
<p>Aspen Institute</p> <p><i>Operating revenue of USD 93 million in 2014</i></p>	<p>An educational and policy studies institute in Washington DC whose mission is to foster leadership based on enduring values and to provide a nonpartisan venue for dealing with critical issues</p> <p>Offer:</p> <p>Seminars</p> <p>Global Leadership Fellows who participate in seminars and are part of a broader Leadership Network</p> <p>Policy programs and initiatives</p> <p>Public programs</p>	<p>Gathers diverse, nonpartisan thought leaders, creatives, scholars, and members of the public to address some of the world's most complex problems</p> <p>Of note are the policy programs and initiatives that advance public and private sector knowledge on significant issues confronting contemporary society. And the public programs which are singular events and multi-day forums hosted by the institute offering substantive and rigorous explorations of the significant issues that challenge society.</p> <p>Two conference centres in Colorado and Maryland</p>	<p>Convenings are designed to provoke, further, and improve actions taken in the real world. Reports become the foundation of new public policies. Scholars from diverse backgrounds meet and create innovative means to tackle the world's ills. Spotlights are shown on overlooked communities.</p> <p>'Impact begins with convenings that seed ideas in the minds of participants. The back and forth of critical thought, reasoned response, and careful listening amid diverse, nonpartisan gatherings makes ideas resonate and reverberate, echo and grow, until they germinate beyond the confines of the conference room.</p> <p>'Two Aspen Global Health and Development New Voices Fellows — one a doctor, the other an agricultural policy researcher — created two comprehensive initiatives to combat childhood malnutrition in Africa.'</p> <p>CITYLAB: URBAN SOLUTIONS TO GLOBAL CHALLENGES:</p> <p>The Aspen Institute, The Atlantic, and Bloomberg Philanthropies will gather the world's foremost mayors and urban leaders for the third annual 'CityLab: Urban Solutions to Global Challenges,' to be held this year in London on October 18–20, 2015. The working summit will bring together civic leaders, practitioners, academics, and business leaders to advance bold, scalable ideas</p>

Organisation	Niche	Convening	Influence or Impact with Examples
			and emerging trends that are transforming cities around the world into more liveable and sustainable places to live, work, and play. Speakers and attendees are drawn from a diverse global roster; last year's 550 participants represented 127 cities and 26 countries.
<p>Demos</p> <p><i>Revenues of approximately USD 1.8 million in 2013</i></p>	<p>Britain's leading cross-party think-tank. Objective is to promote education for the public benefit in issues of politics, economics, the environment and public policy. Demos has always been interested in power: how it works, and how to distribute it more equally throughout society. People power and solving problems from the bottom-up. Overarching mission to bring politics closer to people.</p> <p>They are a team of researchers who provide commentary on a wide range of policy issues that come under 4 core programmes: (a) welfare and public services, (b) citizenship and education, (c) growth and good business, and (d) Centre for the Analysis of Social Media</p> <p>Unlike Brookings, Demos does take positions, e.g. its response to the Prime Minister's speech on extremism</p>	<p>Lectures, conferences, seminars</p> <p>Mostly publications based on research projects (inc. essay collections)</p> <p>Programming in schools and some pilot projects</p> <p>Open access publisher</p> <p>Blog</p> <p>Recently launched Demos Impact which is a membership programme with universities to bring academic work into the public and policy making arena</p>	<p>Impact – from research on policy issues</p> <p>Example:</p> <p>Poverty Events Series which was a series of seminars to assist the Joseph Rowntree Foundation with its anti-poverty programme as a follow up to the 2012 flagship report, Poverty in Perspective. Discussions were held with a wide range of experts, generating deeper understanding of the issues at stake and ideas for policy interventions.</p> <p>(2013 Annual Report)</p>
<p>CGIAR</p> <p><i>Revenues of over USD one billion in 2013</i></p>	<p>Worldwide partnership addressing agricultural research for development, whose work contributes to the global effort to tackle poverty, hunger and major nutrition imbalances, and environmental degradation. It is carried out by 15 Centres, that are members of the CGIAR Consortium, in close</p>	<p>The most interesting convening body of CGIAR is the Global Forum on Agricultural Research (GFAR) managed by a steering committee which works closely with a Donor Support Group. It has a Secretariat hosted in FAO Rome. Its stakeholders are the International Ag. Research</p>	<p>Research products that are shared with national organizations who make them available to farmers on a large scale. Impacts include policy changes.</p> <p>CGIAR documents impacts of its collaborative agricultural research and these are quite specific.</p> <p>Example:</p>

Organisation	Niche	Convening	Influence or Impact with Examples
	<p>collaboration with hundreds of partners, including national and regional research institutes, civil society organizations, academia, development organizations and the private sector</p> <p>CGIAR has only recently developed a global strategy, now the 2016-2030 strategy, and a results framework for its portfolio of CGIAR Research Programs (CRPs) (see further on lessons for IUCN from Convenors)</p> <p>They identify in their strategy research priorities that are based on their comparative advantage</p>	<p>Centres (IARCs) but also NGOs, private sector, donors/investors, farmers organizations, facilitating agencies, youth organizations, advisory services and educational institutions (http://www.egfar.org/about-us)</p> <p>It is aimed at bringing about better coordination and alignment of a research agenda to support a global platform and its actions</p> <p>The Global Forum uses regional and global consultations to identify priorities and needs of future research and innovation systems. These regional fora are key hubs for this work and there is strong interaction and learning between them.</p> <p>Offers:</p> <ul style="list-style-type: none"> High-quality science Partnerships for the development of its research products 	<p>11th International Food Data Conference</p> <p>The 11th IFDC will be held at the National Institute of Nutrition (NIN), Hyderabad, India from 3 – 5th November, 2015 with the theme ‘Food Composition and Public Health Nutrition’.</p> <p>The conference will involve key note lectures and presentations on food composition and public health nutrition. The 11th IFDC will provide the platform for top scientists and researchers from all over the world to present and discuss the latest scientific breakthroughs on food composition and nutrition.</p>

Appendix II Potential Lessons for IUCN from Convening Organisations

Brookings Institute

1. How to remain nimble in responding to current events:

Brookings has established what are known as *Strategic Initiatives Funds* in each of its five research programs and in the President's office to provide flexible resources to seed new projects, fund Institutional priorities, and respond nimbly to breaking events that demand immediate attention.

2. Large programs but 'one Brookings':

In its 2014 Annual Report on the very first page is the heading: 'Five Programs, One Brookings' to demonstrate that the institute tackles the big issues of the day while remaining integrated.

'Each of Brookings's five research programs—Economic studies, Foreign Policy, global Economy and Development, governance studies, and the Metropolitan Policy Program—could be its own think tank. But if they operated in isolation, important synergies would be lost. The multifaceted solutions to today's biggest problems don't come out of single-issue silos. They come out of one Brookings.'

Aspen Institute

1. A method for convening:

The institute developed the *Aspen Method* of conducting meetings and seminars: a moderated dialogue in a small group setting where participants from various backgrounds and perspectives learn from each other through an interactive discussion of specific readings.

Aspen has a refined approach to convening and could be consulted to enhance the process of convening and its impact.

2. Logo and branding:

The institute has on its website guidelines to protect its brand assets for use by its different programs: <http://www.aspeninstitute.org/about/branding>. They include guidelines for use of the logo on social media, instructions for use of the logo with other partners, etc.

CGIAR – Consultative Group for International Agricultural Research

1. Metrics for effectiveness

CGIAR calculates the economic returns on its agricultural research investments. Its research accounted for USD 673 million or just over 10 percent of the USD 5.1 billion spent on agricultural research for development in 2010. The economic benefits run to billions of dollars. In Asia, the overall benefits of CGIAR research are estimated at USD 10.8 billion a year for rice, USD 2.5 billion for wheat and USD 0.8 billion for maize.

According to CGIAR, it has often been cited that one dollar invested in CGIAR research results in about nine dollars in increased productivity in developing countries.

2. Establishing a Strategy and Results Framework for a global set of programs

The 2016-2030 strategy has three strategic goals: reduced poverty, improved food & nutrition security for health, and improved natural resource systems & ecosystem services. Under each is a target and planned outcomes.

Example: Goal on improved natural resource systems & ecosystem services

Target: 190 million ha degraded land restored by 2030

Planned outcomes:

- 20% increase in water and nutrient (inorganic, biological) use efficiency in agro-ecosystems inc. thru recycling and reuse
- reduce agriculturally-related greenhouse gas emissions by 0.8 Gt CO₂-e yr⁻¹ (15%) compared with a business as usual scenario in 2030
- 190 million hectares degraded land restored
- 7.5 million ha of forest saved from deforestation

Their strategy was developed through a broad stakeholder consultation inside and outside CGIAR, as part of a broader engagement process they call GCARD3 which is their Global Conference on Ag Research for Development. There was a series of national-level and regional-level consultations. The global event which will only happen in April 2016 will seek to 'find alignment of activities with global level priorities and initiatives' (see <http://www.egfar.org/gcard>).

The GCARD is held every two years and brings together hundreds of key players to plan concerted action to address emerging global issues.

Appendix III Basic Features of Six Global Conservation Organisations for Comparison with IUCN

Organization	Institutional Structure	Thematic Areas of Focus	Regional Focus	Areas of Collaboration with IUCN	GEF
The Nature Conservancy	A single organization with chapters in all 50 States and more than 35 countries contributing to the mission and goals. Started off as a land trust – purchasing land for conservation.	Protection of land, water, oceans, cities and climate in the service of solving big societal problems around climate mitigation, climate adaptation, food security, infrastructure develop, etc.	Strong U.S. presence (all 50 states); Strong presence in the Caribbean, Central and S. America (middle income countries)	GLISPA Many	No
WWF	Has global reach through 54 national offices who are legal entities with 20% under an international strategy and 80% of its work focused within its own borders. This is a general rule but does not apply across the board.	Operates on the basis of six global goals in wildlife, forests, oceans, freshwater, climate and food	Global	Many	Yes, has Project Office Status
Conservation International	Details not available	Food, freshwater, livelihoods, and a stable climate	Amazonia, the Eastern Tropical Pacific Seascape, Pacific Oceanscape, the Greater Mekong region, Indonesia and Sub-Saharan Africa	<ul style="list-style-type: none"> • Critical Ecosystem Partnership Fund; • Helped develop IBAT and is host to the Unit • Works on Key Biodiversity Areas but more now in an advisory capacity 	Yes, has Project Office Status
World Resources Institute	A think tank and global organization in more than 50 countries but is research-based. Has offices in Brazil, China, Europe, India, Indonesia, and the US	Organized around six critical goals: climate, energy, food, forests, water and cities and transport	> 50 countries	<ul style="list-style-type: none"> • IUCN is for WRI a thought leader • Developed ROAM with IUCN 	No

Organization	Institutional Structure	Thematic Areas of Focus	Regional Focus	Areas of Collaboration with IUCN	GEF
Wetlands International	<ul style="list-style-type: none"> • A global organization of 150 staff with 16 offices and a HQ in the Netherlands. Offices are independent entities that share a global strategy. • They also have a member association (Wetlands International Association) that includes 24 government and 11 non-government. Wetlands is both a foundation and an association. Membership fees generate 9% of total income. • They draw upon a network of Associate Experts and 17 Specialist Groups who are themselves networks of expert scientists (over 2000) • The Associate Experts implement the field work, do research or develop proposals 	Operate on the basis of 5 themes (sustainable livelihoods, biodiversity, water, climate, and greening the economy) which have targets and 5 large programme development priorities as the basis of donor dialogue: coastal resilience, community resilience, wetlands as natural water infrastructure, climate-smart landscapes, and migratory bird flyways	Non specific	<ul style="list-style-type: none"> • Some of their specialist groups are jointly coordinated with IUCN. 	GEF grant recipient
UNEP	Inter-governmental organization	Priority areas: Climate change, disasters & conflicts, ecosystem management, environmental governance, chemicals & waste, resource efficiency, 'environment under review'	Non specific	Has a MOU with IUCN and long history of collaboration	Yes, has Project Office Status

Appendix IV Comparison Based on Selected Characteristics

Note: Based on the data available, an attempt was made to estimate the degree to which an organization contributes to any of these domains. As such, this is represented by asterisk (*), with * = a little, ** = moderate, *** = a lot. They are important in relative terms only. Detail is added where it helps to explain the contribution.

Organization	Convenor	Science/ Knowledge	Policy	Practice	Private Sector Engagement	Standard Setting	Strengths Relative to IUCN
The Nature Conservancy	--	***	***	** engages in projects that require science-based solutions	*** Central to their business model	--	<ul style="list-style-type: none"> • Its financial innovations for conservation (e.g., insurance policies to support nature-based adaptation solutions) • Experience working with private sector • Has an in-house impact investment team
WWF	--	***	***	***	*** Aims to change business practices and on a much broader scale than IUCN	* (e.g., certification of commodities; the Living Planet index) Mostly based on a specific agenda	<ul style="list-style-type: none"> • Branding and public relations • Use of social media • Experience working with private sector
Conservation International	*	***	***	**	*** Has a Business and Sustainability Council that is a corporate forum	** Has done some standard setting (Ocean Health Index, Vital Sign)	<ul style="list-style-type: none"> • Deep engagement with the US government to build bipartisan support for international conservation
						Program, mapping the Earth's most valuable places)	<ul style="list-style-type: none"> • Experience working with private sector

Organization	Convenor	Science/ Knowledge	Policy	Practice	Private Sector Engagement	Standard Setting	Strengths Relative to IUCN
World Resources Institute	** e.g. informal retreats for negotiators of the UN Open Working Group on Sustainable Development	*** 450 experts and staff	***	* Tests projects with communities, companies, & government agencies for the evidence (WRI sometimes sub-grants to IUCN to put staff in the field because it does not have a legal basis for this. It does this for collaborative work with IUCN in the field.)	*** Works with businesses and has a Business Centre that uses WRI tools (the GHG Protocol, the Global Forest Watch, Aqueduct) to support their sustainability goals	** protocol development	<ul style="list-style-type: none"> • Analysis and making products accessible to users; publications of scientific rigor as a mainstay • Strong focus on climate change (and helped shape the Green Climate Fund) and on forest restoration
Wetlands International	** Example: got six coastal West African countries to sign a Mangrove Charter and Action Plans	***	*** Has official partnership relations with global inter-governmental conventions such as Ramsar on Wetlands	*** Their research comes from their field practice used to scale up and influence policy so they mostly work from bottom up	** Works with private sector and has a collaborative agreement with Shell	** A database on the Waterbird population and engage in species monitoring (the Intl Waterbird Census)	<ul style="list-style-type: none"> • Niche focus on wetlands • Builds capacity of local communities connected to wetlands

Organization	Convenor	Science/ Knowledge	Policy	Practice	Private Sector Engagement	Standard Setting	Strengths Relative to IUCN
UNEP	*** Global convenor of Member States	***	***	*** UNEP has developed new programmes based on field initiatives over the last 20 years, notably in the area of environment, conflict and peacebuilding	None	***	A sister organization to IUCN

With this data, a few observations are in order:

- IUCN does not receive any revenue from individual donations or high net worth individuals which are a major source of funding for other organizations (WWF in particular).
- With the exception of WWF, foundation money for IUCN is lower than for any other organization (8% vs. 14% for TNC and 45% for CI).
- IUCN's reliance upon bilateral and multilateral donors is high (67%) relative to the other NGOs, especially as compared with CI, WWF, and TNC.
- TNC's revenues are incomparable to others, when taking their conservation land and easements into account (at over USD 7 billion).
- IUCN's revenue source from corporations is also on the low side compared to others, especially CI and Wetlands.
- TNC has an in-house impact investment division. It derives 21% of its revenues from investment income.
- Wetlands International also derives membership income through its Association which is estimated at about 9% (approximate to IUCN's share).

Appendix V Comparison with Development Organisations with Member Associations

Devos International

Description: A global *movement* tackling a very specific problem, with a Secretariat and National Chapters in more than 100 countries. Organizations that are national chapters have to undergo re-accreditation every three years to maintain their status. They elect the board of directors and the chair. The Secretariat reports to the board who sets the agenda for the Secretariat but not for the entire movement. It also has individual members who have voting rights, along with their accredited chapters, of the Annual Membership Meeting. Chapters hold two-thirds of the vote and members, one-third. Members pay annual membership fees. It also has an Advisory Council appointed by the board of directors (12) to advise them and support the work. They act on a volunteer basis.

Given its vision and mission, the organization is politically non-partisan and places great importance on its independence.

The following aspects of its work are potentially informative for IUCN:

1. **Alignment of National Chapters to a common agenda or set of objectives** – there is a fair amount of independence on the part of National Chapters who are mostly responsible for their own fundraising. Due to the nature of the work, few make reference to the vision or mission to describe what they do.
To connect chapters to a global agenda, they try to have opportunities for face-to-face gatherings – annual membership meetings, regional meetings, and multi-country projects which offer that opportunity.
The Secretariat also has a Rapid Response Unit that convenes once a week to take decisions on where a quick response is needed to national issues.
2. **Demonstrating results across the movement** – Donors require results documentation but results occur at chapter level. The Secretariat is introducing a results framework for the movement as a way to measure core activities consistently. This is still being developed and will be challenging to have a common framework, as the movement is so diversified.
3. **Convenor role** – this is their strongest asset and closely related to its brand. Its work really requires the convening of all elements of society – government, civil society, and private sector – as the only way to bring about the change. Its strategic positioning lies with its multi-stakeholder approach.
4. **Research and indices** – are also a very important part of who they are and their credibility. Having a couple signature products is really important for their influence.
5. **Diversity as an asset and a challenge** – the diversity of the movement is a strength but it does tend slow down the organization when it comes to a global policy agenda. There is a trade-off here, as the broad-based buy-in to big picture issues across the movement takes time (and therefore the problem of a tanker, not a speed boat) but in the end, is so valuable.
6. **The value of the network** – national chapters strongly value their peers and much of their own success depends on the leveraging of the network. However, it is acknowledged that this is not utilized as much as it could be.

People International

Description: this is a private, non-profit international association of specialists who work in about 70 countries. The workers are technically volunteers. The global association has 24 independent associations each with its own board of directors and each one raises its own funds and recruits its own staff. The International General Assembly (IGA) is made up of representatives of each independent association and of the individual membership and the international president. Each representative has one vote on issues brought to the assembly. The IGA is responsible for safeguarding the mission and providing strategic direction to all its entities. It delegates duties to the International Board and holds the board accountable for those tasks. The Secretariat for the global association manages relations between the various associations.

The associations are attached to five operational directorates which come under a shared strategic plan that identifies field projects. The 5 directorates (in 5 different locations) pool resources or expertise for these projects. The 5 directorates are independent and do not need to obtain a decision by an international body.

Sections (country specific) that come together, bound by the Secretariat, although the Secretariat does not have executive power; it only legally represents the branch.

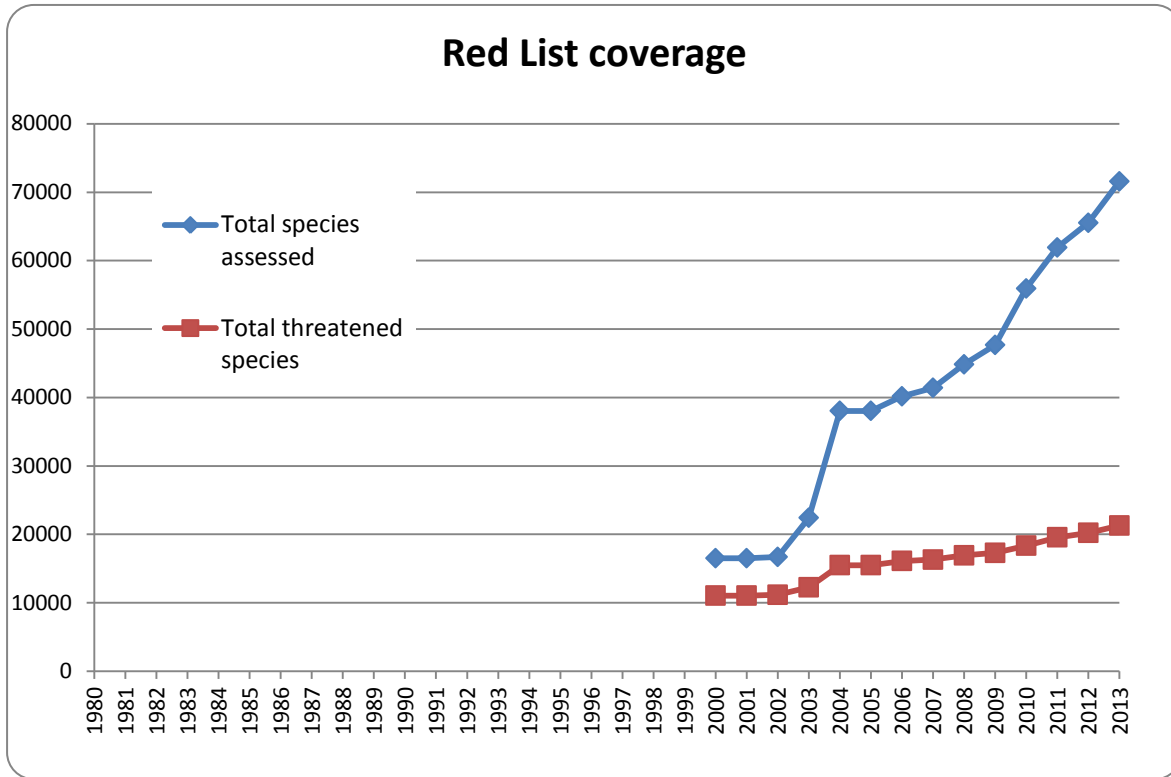
1. **Speaking with one voice** – in view of the structure of the organization, the Secretariat plays an important role through its coordination of the operational centres in enabling the organization to speak with one voice, especially when making operational decisions in high-insecurity contexts amongst different associations.
2. **Coordination structure is like a plate of spaghetti** – the Secretariat plays a vital role in agreements amongst associations, e.g., funding and growth. Links between different sections help avoid duplication (e.g., the legal department which is located in Paris), as they offer different strengths. But this does not prevent competition amongst sections who are motivated to innovate and make their services available at no cost.
3. **Neutrality not central to its mission** – the organization does not seek to maintain neutrality but does take a public position on certain issues to defend human dignity and its set of principles. However, they ensure that their statements are evidence-based.
4. **'Volunteer' professionals** – although their staff are technically volunteer, they receive a limited salary to cover immediate costs. After one year, salary is pegged to the national home of the professional. How it works depends on the nationality of the staff person but the challenge of what some consider an outdated dogma (of volunteerism) comes into conflict with making a profession out of this work.
5. **Investing in people and systems to bring about efficiencies** – there are still unexploited opportunities such as a shared supply management system for the movement, information systems, and training of staff (with talk of establishing an in-house academy) to facilitate cross-learning and increase excellence.
6. **Knowledge management** – this, along with long-term strategies and systems, is an area that needs to have a common ground across the movement if the organization wants to have greater impact.
7. **Member association vs. organization** – there are challenges particular to member associations in establishing accountability through their board and how they get elected, especially when tough decisions need to be taken.

Appendix VI Relevance of Sampled IUCN Knowledge Products to High-level Conservation and Sustainable Development Frameworks

	Red List of Threatened Species	Protected Planet	WANI Toolkits	NRGF (in development - anticipated)
UN Convention on Biological Diversity (CBD) - Aichi Targets	X	X		
National Biodiversity Strategies and Action Plans (NBSAPs)	X	X		X
Global Environment Facility (GEF)	X			X
UN Millennium Development Goals (MDGs)	X	X		
Millennium Ecosystem Assessment				
Global Environment Outlook		X		
UN Sustainable Development Goals (SDGs)	X (anticipated)	X (anticipated)		X
Intergovernmental Science-Policy Platform for Biodiversity and Ecosystem Services (IPBES) Workplan	X	X		X
Global Report Initiative (GRI)	X	X		X
Global Biodiversity Outlooks	X	X		X
The Economics of Ecosystems and Biodiversity Study (TEEB)		X		
World Water Vision			X	
Ramsar Convention on Wetlands	X	X		X
World Heritage Convention		X		X
UN Reducing Emissions from Deforestation and Forest Degradation (REDD)		X	X	X
UN Framework Conventions on Climate Change (UNFCCC)			X	X
UN Convention to Combat Desertification				X
Convention on International Trade of Endangered Species (CITES)	X			X
Convention on Migratory Species	X			X

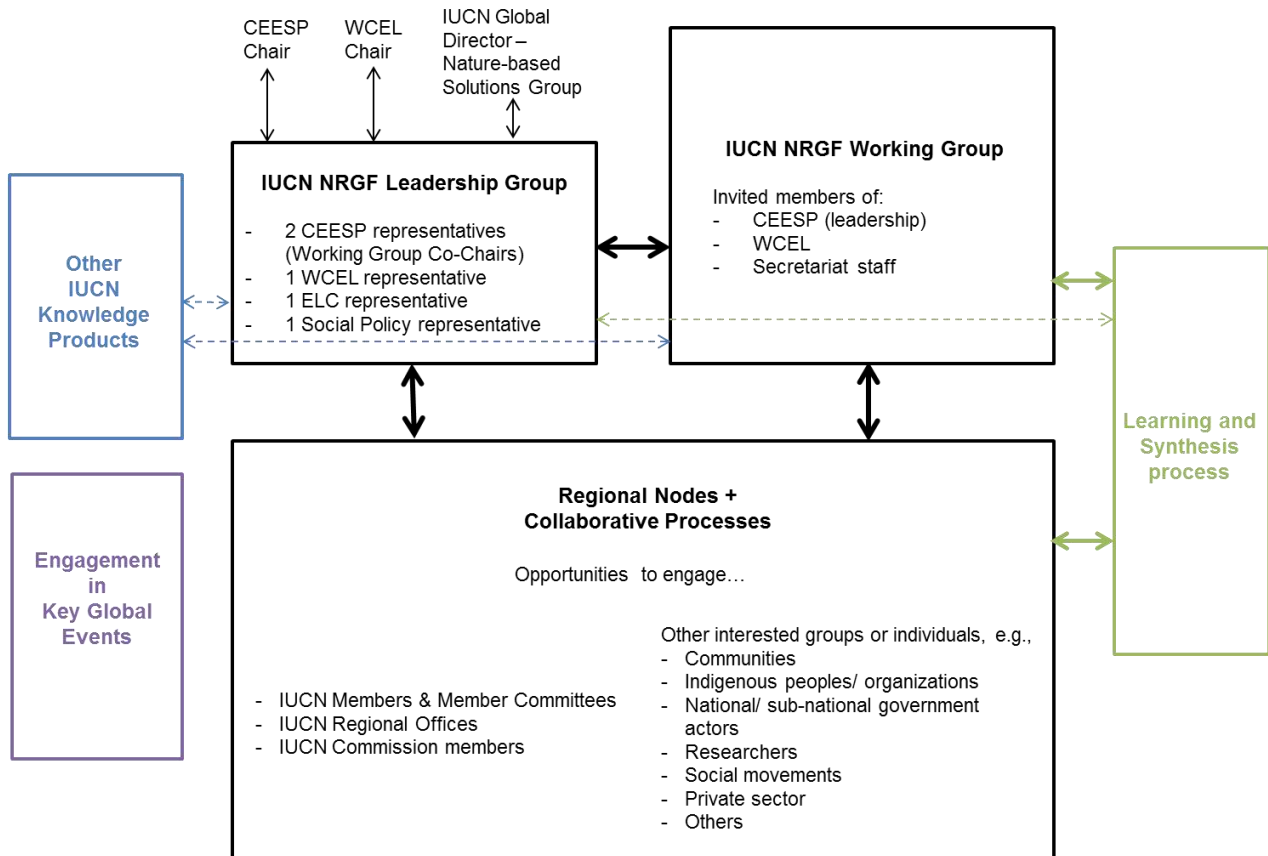
	Red List of Threatened Species	Protected Planet	WANI Toolkits	NRGF (in development - anticipated)
UN Forum on Forests (UNFF)				X
Indigenous Peoples' and Community Conserved Territories and Areas (ICCAs) Consortium Workplan		X		X
Natura 2000	X	X		

Appendix VII IUCN Red List of Threatened Species: Number of Species Assessed and Number of Threatened Species



Source: The IUCN Red List of Threatened Species 2014

Appendix VIII IUCN NRGF Leadership Group and Working Group



Appendix IX Comparing Funding Streams

Organization	2014 Budget, not including assets ('000)	Membership Fees (1)	Individual Donations	Legacies and Bequests, Endowments	Foundations	Corporations	Public Sector & Bilateral Donors	Multi-lateral Donors	Investment Income	Fee for Services (royalties, publications)*	Other (2)	TOTAL BUDGET (not including Assets)	Liabilities & Net Assets ('000)	TOTAL Including Net Assets ('000)
	USD	%	%	%	%	%	%	%	%	%	%	%	USD	USD
IUCN (3)	112 173	11			8	4	48	19		5	6	100		112 173
Conservation International	164 757		6		45	13	7	19	5	6	0	100		164 757
WWF (4) (5)	800 079		46	9	7	8	18		6	3	2	100		800 079
World Resources Institute (6)	65 880		2	2	23	10	63					100		65 880
The Nature Conservancy (7) (8)	1 114 279		18	12	14	3	11		21		21	100	6 518 912	7 633 191
Wetlands International (4) (9)	5 662	(9)			24	24	52					100		5 662

(1) IUCN Membership Fees decreased from CHF 12.4m in 2013 to CHF 12.1m in 2014; some members left due to financial difficulties.

(2) The "Other category" for IUCN annual income includes Staff income tax retained in addition to "Other operating income".

(3) IUCN total external operating income was used for "Annual Budget 2014" and converted from CHF to USD using exchange rate of 31 December 2015 (1.00 CHF = 1.0)

(4) Financial data converted from EUR to USD using exchange rate of 31 December, 2014 (1.00 EUR = 1.2185 USD)

(5) For WWF, we included "other donated income (not from individuals, corporations, foundations or public sector) in the "Other" category.

(6) *Bilateral Donors*: for WRI, 56% of funds come from "Other governments/International Sources" and 7% from the US Government. We categorized this all as "bilateral sources" but this may include multilateral agency funding.

(7) TNC's total budget for 2014 includes revenues of 1,114 million USD, which does not include total assets (including conservation land and easements) representing 6,518 million USD. Percentages were calculated using % of dues and contributions at page 48 of the Annual Report (dues & contributions represented 50% of the total budget for 2014). Source: TNC 2014 Annual Report

(8) For TNC, "Other" revenue includes: contributions from Other Organizations (4% of total support & revenue), Other Income (5%) and Land sales & gifts (12%).

(9) Wetlands' financial data was lumped as "foundations, NGOs, and institutes" and thus the 24% under "foundations" includes income from NGOs and institutes. Membership fees from its association also contribute to income but are not disaggregated.

**For IUCN, the category "fee for service" includes NGO contributions, unrelated to membership revenue. For CI, "Fee for services" includes Licensing Agreements, Products Sales and Other Income.

Appendix X Emblematic Examples of IUCN's Convenor Role¹

Convening	Diversity of stakeholders	Clear Purpose	Knowledge or expertise leveraged	Outcome/influence/ or Product
Scientific review panels				
Independent Scientific Review Panel on the Sakhalin oil and gas projects and their impact on the local Western North Pacific Gray Whale Population	IUCN members (scientists), oil and gas sector representatives The IUCN-led panel included 14 expert members, selected from a list of more than 45 experts.	Review the impacts of the Sakhalin oil and gas projects on the local Western North Pacific Gray Whale population (Provide technical and scientific expertise to the private sector).	The Panel brought together IUCN experts on Gray Whale ecology and behaviour, oil spill risks, noise and bio-acoustics, and other related issues. The Panel used the <i>2003 IUCN Red List of Threatened Species</i> , which list the Western Gray Whale as Critically endangered. The panel continuously draws upon the expertise of the SSC Cetacean Specialist Group.	The Panel was established under IUCN in consultation with the Sakhalin Energy Investment Company. The panel was newly composed in October 2015 and will serve until the end of 2016
IUCN- Shell Niger Delta Independent Advisory Panel	In 2012, IUCN established an Independent Advisory Panel to help restore biodiversity in the Niger Delta. The Panel was comprised of scientific experts from the IUCN constituency, including IUCN members in Nigeria, the IUCN Commissions and the IUCN Secretariat.	Provide Shell with science-based recommendations on how to best restore biodiversity in the Niger Delta.	International and local experts recruited for this Panel had expertise in issues related to oil spill recovery, such as hydrocarbon pollution, biodiversity conservation of terrestrial and aquatic ecosystems, restoration ecology and environmental sociology.	Through this panel, independent scientific advisors provided recommendations which Shell is implementing. A scientifically peer-reviewed report was produced, which emphasised the need for a coordinated approach to tackling oil pollution problems in the Niger Delta. According to interviewees, it appears that this report was favourably received by the private sector.

Convening	Diversity of stakeholders	Clear Purpose	Knowledge or expertise leveraged	Outcome/influence/ or Product
Sustainable Development Goals				
<p>IUCN Participation in Consultations on the Sustainable Development Goals</p>	<p>IUCN members, international organisations and key partners participated in IUCN-led events and consultations on the SDGs.</p>	<p>IUCN participated in SDG discussions in order to propose the adoption of nature-based solutions to development challenges and to emphasise the interconnectedness of economic, social and environmental aspects of sustainable development.</p>	<p>IUCN policy briefs and position papers outlining IUCN's position on the SDGs used the Union's collective knowledge on biodiversity (e.g. the Aichi biodiversity targets) and on the importance of integrating economic, social and environmental objectives. For instance, IUCN policy papers laid out arguments to support the position that biodiversity is essential for social and economic aspects of sustainable development. SDG indicators will be drawing upon IUCN knowledge products.</p>	<p>IUCN engaged in the SDG process by: Organising side events to the UN SDG General Assembly discussions; Carrying out consultative meetings on the SDGs with IUCN members and others; Elaborating policy briefs and position documents. As a result of the consultation process, the 17 new SDGs incorporate extensive references to sustainability. Goals 6 on sustainable management of water and sanitation, and goals 12 to 15 (12- responsible consumption and production; 13- climate action; 14- sustainable use of oceans, seas and marine resources; 15- protection and restoration of terrestrial ecosystems and halting biodiversity loss) pertain particularly to IUCN's positions.</p>

Convening	Diversity of stakeholders	Clear Purpose	Knowledge or expertise leveraged	Outcome/influence/ or Product
Protected Areas				
<p>IUCN World Parks Congress (Sydney 2014)</p>	<p>More than 5,000 participants attended the meeting, representing governments and public agencies, international organisations, the private sector, academic and research institutions, non-governmental organisations (NGOs), and community and indigenous organisations from over 160 countries. Partners of the event included host governments' conservation agencies, GEF, UNDP, AFD, MacArthur Foundation, Rockefeller Foundation, AfDB, EU, BIOPAMA, GIZ and National Geographic, among others.</p>	<p>The IUCN World Parks Congress is a landmark global forum on protected areas held every ten years that aims at setting the global agenda for the following decade. The 2014 Congress had three priority objectives: 1) PARKS – Valuing and conserving nature; 2) PEOPLE – Effective and equitable governance of nature's use; 3) PLANET – Deploying nature-based solutions to global challenges.</p>	<p>Hundreds of events and sessions were held by world-renowned experts environment ministers, UN officials and others. Sessions were divided up into eight streams (conservation goals, climate change, health and well-being, human life, development challenges, diversity and quality governance, indigenous and traditional knowledge and culture, and new generation) and four cross-cutting themes (capacity development, marine, world heritage, and new social impact).</p>	<p>The Protected Planet Report 2014 was developed in the lead-up and launched during the Congress. The principal outcome document of the WPC, the Promise of Sydney, captured the main outcomes of the Congress as well as an ongoing online dialogue regarding potential solutions. The objective of the Promise of Sydney is to demonstrate that PAs are one of the best investments people can make for the future of their planet and themselves, and also to accelerate implementation of innovative approaches to ensure that these investments are successful. Further outcomes remain to be seen over the coming years.</p>

Appendix XI Strengths of Comparator Global Biodiversity Conservation and Sustainable Development Organisations

Organisation	Strengths
TNC	<p>Financial innovations for conservation (e.g., insurance policies to support nature-based adaptation solutions)</p> <p>In-house impact investment team</p> <p>Geographic focus on middle-income countries</p>
WWF	<p>Branding and public relations, taking into account that WWF is able to do its own advocacy</p> <p>Use of social media and innovative advocacy campaigns</p>
Conservation International	<p>Deep engagement with the US government to build bipartisan support for international conservation</p>
WRI	<p>Analysis and making products accessible to users; publications of scientific rigor as a mainstay</p> <p>Interactive tools to support the business sector and other stakeholder groups, such as cities, to promote a conservation agenda²</p> <p>Strong focus on climate change (and helped shape the Green Climate Fund) and on forest restoration</p>
Wetlands	<p>Thematic niche focused on wetlands</p> <p>Capacity building of communities</p> <p>A highly effective strategic intent document</p>
UNEP	<p>A convenor of state actors</p> <p>Steward of global conventions</p> <p>Host for convention secretariats</p> <p>Assesses environmental trends</p> <p>Initiatives, through partnerships, to address environmental problems</p> <p>Capacity building for responses to environmental problems (e.g., REDD, DRR)</p> <p>Establishes protocols</p>

Appendix XII Differences Between Organisational and Network Behaviours

Organisational Behaviours	Network Behaviours
Coherence	Self-organising system
Clear mission, vision, brand, and niche	Plurality of voice; diversity
Ability to demonstrate results / impact	Focus on initiative and drive
Responsive to donors or clients	Responsive to members
Management (control)	Volunteerism

Appendix XIII Expressions of Need and/or Demand

Red List of Threatened Species

- Now maintained by the Red List Partnership, the RLTS was motivated by the desire to compile a systematic list of the world's most threatened species resulting from human activities, providing 'better information to support conservation action and set priorities for action'.³
- 'In short, the Red Books were created by a few leaders, so they were top-down and designed to meet a self-described need to have better information to support conservation action and set priorities for action. They articulated the need, and were the key actors in doing so. The further development of the Red List broadened the discussion on its further development, but built on the foundation by some of IUCN's founders. Action included building broader support for conservation.'⁴
- 'So with no real needs assessment at the beginning, the Red Book evolved into the Red List of Threatened Species and its coverage grew steadily as more data became available, more field studies were conducting, new technological means became available, and new demands for species-related information became stronger. The Red List became a sort of Barometer of Life...'⁵
- 'Better informed by various NGOs, the general public started to become more concerned about species extinction, so popular demand for accurate information grew. 'Sustainable development' called for Environmental Impact Assessments as a standard part of the planning for major development projects, and this included detailed information on species that might be affected, especially those whose survival might be at risk. The private sector became aware that their customers were going to expect them to operate in more environmentally responsible ways, so at least some of the larger companies also called for reliable data on species. The international conventions, such as the 1971 Ramsar Convention on Wetlands of International Importance, the 1972 CITES, the 1983 Convention on Migratory Species, and the 1992 Convention on Biological Diversity, needed sound data on the status of species... At the national level, many, perhaps most, governments enacted national legislation to protect species, which also required reliable data at the national level.'⁶
- 'So the main goal of the Red List is to catalyse action for biodiversity conservation by providing information analysis on the global species and describes the threats to the different species, what the population sizes are, their trends, and what conservation actions are currently in place and what's needed... And that's really what the Red List is about, saying these species are at high risk of going extinct in the future unless we do something about it. And so we put that information out there, and then we rely on the world's governments, the other conservation organizations involved around the world to take that information and then put in place the appropriate actions.'⁷

Protected Planet

- Protected Planet is a jointly developed IUCN-WCPA (World Commission on Protected Areas) and UNEP/WCMC (World Conservation Monitoring Centre) knowledge product on protected areas,⁸ powered by the World Database on Protected Area (WDPA), 'the only globally authoritative database on marine and terrestrial protected areas of the world'.⁹ As

a platform, Protected Planet is also an integrating mechanism for other data and information of relevance to protected areas, including other effective area-based conservation measures (OECMs), the Global Database for Protected Area Management Effectiveness (GD-PAME) and others.

- 'The demand is a need to describe the state of protected areas... The demand is coming from an evolution of protected areas practice, and how protected areas and conserved areas fit into a rapidly transforming world.'¹⁰
- 'Protected Planet is a website, a product, a brand, a trademark, and a concept.'¹¹
- 'The core part, the WDPA, was set up a very long time ago. The way I see Protected Planet is in adding value to that. We have the brand. The website is a window to the WDPA and makes it more accessible, but the actual WDPA is also accessible and is used extremely widely...'¹²
- 'The history of WDPA... [is that] in 1959, there was a UN Resolution at the 27th session of ECOSOC which said there was a need for a list of protected areas to value their impact on society. It started off with that, with an agreement of Member States, that we would have a list of national parks and equivalent reserves... The history of the database does link back directly to that decision... In 1981, what we call WDPA now was created... Throughout the 1980s and 1990s, different people were in charge... The product changed then from being an actual list, a book, to becoming a digital list... then a spatial database... and since then, it has gone from being a book to a digital product...'¹³
- 'The WDPA is written into a lot of CBD mandates... A lot of decisions make reference to the WDPA.... Countries submitting their information to the WDPA... There is a reference to the Protected Plant report and the production of that as well. It is built into those international processes as well... This is a global dataset that countries recognise and submit their data to. Every Party to this COP, to the CBD recognises the WDPA as the repository of protected areas information...'¹⁴
- 'In the IUCN world, there are lots of Resolutions of the IUCN Congresses that call for the WDPA to do things, or Protected Planet be produced.'¹⁵
- 'Protected Planet is broader than just WDPA, which obviously is the core and where it originated... We see the Protected Planet brand as very useful for incorporating information that are not necessarily protected areas but have high biodiversity value.... We have to start thinking of the Protected Planet concept as the watchdog of how protected areas are doing...'¹⁶
- 'Protected planet could be... a very useful brand that... overarches all the protected areas information and decision-making and best practice guidance... The Protected Planet strategy document is very much this, where we would like to be.'¹⁷
- 'On the matter of protected areas as natural solutions to global problems, and the way we are using the WDPA... We started a long time ago working with WWF and other partners on making arguments for protection and this is something we could be doing a lot more of. In 2010, with the support of a lot of agencies, at the WCPA, we brought out a report on natural solutions, protected areas helping people to cope with climate change.¹⁸ We have built on this since. But of course, you can't do that without the background data knowing where you've got protected areas or if they are important in protecting water... The stronger emphasis we can make on how these protected areas are providing these ecosystem services, the more support there will be for them, as protected areas primarily for conservation.'¹⁹

WANI Toolkits

- Developed by the Gland-based Global Water Programme team, then adapted by IUCN Regional Offices from 2002 to the present, the WANI Toolkits are knowledge products intent on the '[m]ainstreaming of an ecosystem approach into catchment policies, planning and management'²⁰ related to water, developed to advance Integrated Water Resources Management (IWRM) discourse in line with the World Water Vision.
- 'One of the things that came out of the 2000 Hague Water Forum, recognised that you are not going to solve water problems by talking only to water people... You are not going to engage with the right power brokers if you don't engage with more than just your community to get the change you want. The Toolkits focused on subjects that overlapped silos and disciplines and they presented information in quite a different way at the time... They were filling a gap that people did not even realise was a gap... Water recognises that you have to be fairly pragmatic, that you are not going to resolve global problems through conventions ... Water is about politics and you have to engage and recognise that, if you are going to engage in change processes.'
- 'The Toolkits stem from a demand for accessible materials on water-related issues, in ways that could be apprehended by diverse stakeholders.'²¹
- 'The Toolkits stem from a need for information, concepts and examples for field and governance levels to advance and do Integrated Water Resources Management, especially for communities involved in decision-making, and also for capacity-building in different sectors...'²²
- 'The WANI Toolkits were designed to feed and catalyse discourse on these issues... Their translations stem from external demand within regions.'²³
- 'The Asia workshops on the [IUCN Water Programme] BRIDGE project has seen the team use these Toolkits for their workshops. There have been requests for reprints and translations.'²⁴
- 'The origins of the Toolkits were only partially about demand for them, they were also (and perhaps predominantly so) about building an agenda and building the positioning of IUCN in the broader community of water policy and practice... To have the kinds of impacts that IUCN needed, we needed to be working on changing the broader water policy and practice community so that they started to address environmental issues in what they were doing and investing in... Part of that was in building positioning for IUCN, for IUCN to become relevant to the kinds of discussions that we were previously not a part of, whether it had to do with the economics of water, climate change, or water resources governance. The ideas for the Toolkits were both to bring into IUCN new knowledge that we lacked... And then the products themselves become a means of outreach, a vehicle for trying to sit at the table where agendas are shaped, and obviously their direct uses for capacity building, while at the same time trying to address demand issues.'²⁵

Natural Resources Governance Framework

- A mandate to develop the NRGF was included in the 2013-2016 IUCN Programme, agreed to at the 2012 WCC. This was in response to a clearly articulated need, agreed upon within IUCN, to contribute to improving natural resources governance and supporting the realisation of the IUCN vision of 'A just world that conserves nature'.
- 'The NRGF stems from a need for natural resource governance guidance at IUCN. A demand came from Secretariat for a major product that is visible. Commissions and Members have called for reflection on governance and knowledge.'²⁶

- ‘The NRGF responds to a clearly need and gap at IUCN. Most of the regional expertise is in environmental sciences, but the actual work involves social issues. So, a tool, framework and training on governance would be valuable.’²⁷
- ‘There is a clear need at IUCN for the question of governance and political economy to be addressed... Dealing with governance is fundamental.’²⁸
- ‘There were two streams of assessment that we focused on in 2011 when it started. One was to explore what IUCN had been doing on this matter, governance of nature, natural resources... Many programs globally or regionally were working on this, but there was nothing that could unify key concepts, approaches and tools... And the second was the number of institutions outside IUCN who had taken an interest on the same issues, from their own particular perspectives but who were focusing on specific issues (WRI on forests, the WB on land...)... Based on the analysis that we did, we found that although a lot of that was useful, and we should link to them and use them, we still needed something that fit better into IUCN’s niche, work, mission, needs and work, something that could bring together the different areas of expertise that IUCN was already working on. It was the convergence of these two streams of analysis that led us to the conclusion that it was worth developing something that would fit better into IUCN’s needs and provide something useful outside IUCN, something that could combine various thematic issues into a tool... A lot of the reason why this happened is because of demand... At the national level and at the local level, there is plenty of demand to address this kind of thing. Since IUCN is always in the business of multi-stakeholder involvement and promoting dialogue and trying to get agreement and consensus, of course, all of that is about governance processes, about participation, and things like that. So IUCN has been in the business for a long time, from local to global. So it is in that context that many demands have been appearing here on particular issues and comprehensive approaches.’²⁹
- ‘There was recognition within the Commissions, within the Secretariat and also Members, for some sort of knowledge basket for a more comprehensive and systematic way of understanding governance and supporting its improvement across IUCN, inclusive of its Members and Commissions. There has been increasing recognition over the last 3 decades of the centrality of governance issues and their importance, and a lot of work within IUCN on their conceptualisation. But it’s been quite ad hoc and done simultaneously in different ways and in different programmes. IUCN has put quite a lot of time and effort and focus on its Flagship Knowledge Products and they all deal with governance issues to a greater or lesser extent, but there is no systematic way to address the governance component of conservation and natural resources in the same way that the other knowledge products were, in that broad and comprehensive way. I think that was the starting point.’³⁰

Appendix XIV Relevance of Knowledge Products to Global Biodiversity Conservation and Sustainable Development Movements

Product	Global Conservation Movement						Sustainable Development Movement					
	Secretariat		Commissions		Members		Secretariat		Commissions		Members	
	A+SA	NATJ	A+SA	NATJ	A+SA	NATJ	A+SA	NATJ	A+SA	NATJ	A+SA	NATJ
Red List of Threatened Species	94.8	3.5	96.3	1.3	96.7	0.6	80.0	5.8	84.8	2.6	88.3	2.2
Protected Planet	74.6	20.2	52.5	43.3	69.9	26.3	68.7	21.2	49	43.9	64.3	27.4
WANI Toolkits	55.5	37.3	28.6	63.9	48.8	41	57.8	35.6	28.8	64	49.1	40.8
NRGF	58.2	31	42.5	51.2	70.3	21.8	59.1	31.7	42.2	51.5	68.3	23.3

NB. A+SA = Agree and Strongly Agree; NATJ = Not Able to Judge.

Survey respondents were asked to rate the relevance of each sampled knowledge product to the global conservation movement and the sustainable development movement. Among all consulted Union components:

- The RLTS is considered more relevant to the global conservation movement than to the sustainable development movement, though still highly relevant to both.
- Protected Planet is considered more relevant to the global conservation movement than to the sustainable development movement, but the difference is relatively small.
- The WANI Toolkits and NRGF are considered just about equally relevant to the global conservation movement and to the sustainable development movement.
- The NRGF is considered just about equally relevant to the global conservation movement and to the sustainable development movement.

Appendix XV Selective Qualitative Data on the ‘Conservation and Indigenous Peoples in Mesoamerica: A Guide’

The sub-product in question, situated within the NRGF knowledge basket, is the ‘Conservation and Indigenous Peoples in Mesoamerica: A Guide.’³¹ It was produced in 2015 as part of the NRGF’s regional work on applying the UN Declaration on the Rights of Indigenous Peoples (UNDRIP) in collaboration with the Indian Law Resource Centre (ILRC) and IUCN’s Regional Office for Mexico, Central America and the Caribbean (ORMACC). This document and the process through which it was developed were often critiqued by interview respondents on the following points:

- The context within which the report was framed was inappropriate;
- The development process was inadequately inclusive of all relevant staff, Members, partners and stakeholders, from within and outside IUCN;
- Seemingly little buy-in generated for the data informing this sub-product, beyond a small group of people, and this even among key stakeholders from within IUCN; and
- The ‘IUCN identity’ of this product was challenged in the end.

Overall, while this sub-product was meant to iteratively contribute to the development of a larger NRGF framework, under the IUCN umbrella and brand, it was developed without the kind of guidance provided by standards that have defined Flagship Knowledge Products’ in recent years. The following passages are illustrative of these points:

- ‘The ILRC had been working on some kind of a Guide for Indigenous Peoples in the US and they decided to adapt that to Indigenous Peoples in Central America. And they said so, and it is the reason they wrote it in English too. When they started and they said this, ORMACC said, this is a wrong start. You are working on a country that is a Common Law country with a completely different legal system in relations to Indigenous issues than Central America and it is never going to be easily adapted because we are talking about Civil Law countries, and the fundamental differences that it means. But they never took that into account. The document apart from this had many problems in terms of the accuracy of information, in terms of the balance of the analysis, in terms of understanding of IUCN. Although ORMACC produced several comments in different phases of the process to them, these comments were never really taken into account because the mind-set of the authors was completely different. They were not interested in an IUCN product on this. They were interested in their own product, about what they believe should be said about Indigenous Peoples rights in in meso-America. So, when the final version was produced, ORMACC sent very clear and tough comments, saying we cannot be associated with this thing.’³²
- ‘The ILRC was trying to put together a guide for applying UNDRIP in Central America... All the governance issues, like 99% of what going on in Central American with IUCN, is in indigenous lands... [It was] taken to the World Parks Congress, so it could be discussed in different panels. This is a big vetting with IUCN, and they did that... ILRC did regional meetings where they brought local community and indigenous leaders. It was not ideal, but it was as good as we could do with the money we had... [We] sent it to WCPA, [we] sent it to Transboundary, [we] sent it to the Secretariat, [we] sent it to the species people. [we] sent it to everybody. We said here, circulate this, we want your comments! Well, nobody gave any comments really, except for somebody from TGER. We kept vetting it and trying to get

comments out of this. They presented it at the World Parks Congress. We got a little feedback there...'³³

- 'Let me tell you the Regional programme assessment of that [ILRC Guide]. They are completely unhappy with it. They said we cannot use this output. It is not an IUCN output. We do not identify with it. If CEESP wants to publish it or use it or produce it, it is their business. This will not be used by the IUCN Regional Programme... This was said months ago. This was said several times during the process ... There is complete disassociation between ORMACC and this product... It all started with a wrong approach. From there, various problems emerged.'³⁴
- 'Part of the problem, or not [with the development of this Guide], this has largely been driven by community and Indigenous rights. This is because and correctly they are so poorly represented in decision-making on things impacting Indigenous Peoples and communities more broadly. That's a good thing but it is only one aspect of governance. But that philosophical bent has actually dominated this. Maybe that is alright and we should just focus on that being the greatest need and not call it a natural resources governance framework anymore because that is too big.'³⁵
- 'The Guide has been contentious for ORMACC for a number of reasons. The process was incorrect... Consultations never occurred. The Guide may not be entirely representative of Indigenous Peoples groups of the region. So, it is not a very relevant Guide... The ILRC is from outside the region, which was not a very good idea. The Guide contains very strong language and local reforms are not accounted for. ORMACC was very excluded from the process and publication. Not a very participatory process in the end.'³⁶
- 'We have a Guide on a very important issue without the broader umbrella and structure in place, so it is a bit of an orphan. Given that these issues are very important, they are also very controversial, so the publication has also stirred some emotions in terms of the constituencies that are more on the advocacy side of Indigenous Peoples versus the more conservation oriented ones [of IUCN]... It is no surprise that it has been received in different quarters with different interpretations. And it is not yet embedded in a broader outreach strategy. I think it is an important piece in our work on Indigenous Peoples and more so in Central America, but I think it would be a misrepresentation to say this is the first piece in a well thought out campaign or strategy...'³⁷
- 'In the case of ORMACC, [the collaboration] was helping with the development of a Guide on conservation and Indigenous Peoples rights. Just as a first step, to explore how you would apply the UNDRIP to the field of conservation at a local level. Picking the project was relatively easy. Obviously, the messages that come out of such a Guide do not necessarily sit very well with the Regional Office, because the report is very challenging of governments and their ability to implement the Declaration. Although, we have these partnerships and collaborations, it is not always easy for them or us. Sometimes, the messages that come out of this work are not feel-good messages. They highlight a lot of inadequacies. But that is the nature of the beast. I don't think we are ever going to come up with nice easy data that makes everyone feel good. It's more likely to highlight pitfalls unless we go for a purely quantitative account of how many governance arrangements exist. Then it could be a straight statistical tool. But we want it to mean more than that. We want it to look at how did these governance arrangements come into being, and what are the main features of them, and are there lessons that we can learn from them that could be applied in other places, are there lessons we can learn from them that say don't even go down this path.'³⁸

Appendix XVI IUCN Commission Specialist Groups

Commissions	Specialist Groups	Red List Authorities	Specialty Group	Thematic Groups	Task Forces	Collaboration with other Commissions
SSC	121	11			3	<ul style="list-style-type: none"> • Access and Benefit Sharing Specialist Group (joint with WCEL) • Sustainable Use and Livelihoods Specialist Group (joint with CEESP) • SSC and WCPA joint Task Force on Biodiversity and Protected Areas • Joint SSC/WCPA Marine Mammal Protected Area Task Force (MMPATF) • SSC and CEM joint Task Force on Systemic Pesticides • Summary: SSC works with WCPA on two Task Forces, with WCEL and CEESP on one Specialist Group each, and with CEM on one Task Force.
CEC			11		1	<ul style="list-style-type: none"> • No update since 2012, so unclear if these are still active, if others have emerged and whether they work with other Commissions. CEC and WCPA share a Joint Task Force called Nature for All.
CEESP	2				3	<ul style="list-style-type: none"> • CEESP WCEL joint Specialist Group on Indigenous Peoples, Customary & Environmental Laws and Human Rights (SPICEH) • CEESP and SSC joint Sustainable Use and Livelihoods (SULI) Specialist Group (<i>already mentioned above</i>) • IUCN Task Force on Intergenerational Partnership (IPS) includes the CEESP Emerging Leaders Network and all Commission Young Professional groups
WCEL	10					<ul style="list-style-type: none"> • The Joint Specialist Group on Access and Benefit-Sharing and Related Issues (JSG-ABS) (WCEL/SSC Joint Specialist Group) (<i>already mentioned above</i>) • Indigenous Peoples, Customary & Environmental Laws and Human Rights (SPICEH) with CEESP • Protected Areas Law and Policy (WCEL/WCPA Joint Specialist Group)
CEM				22	3	<ul style="list-style-type: none"> • Ecosystem Service: The CEM-ES Thematic Group will be working with other CEM thematic groups (Ecosystem Red List; Ecosystem Restoration; Ecosystem and the Private Sector; Ecosystem Approach) • Climate Change Adaptation Thematic Group will consider and

Commissions	Specialist Groups	Red List Authorities	Specialty Group	Thematic Groups	Task Forces	Collaboration with other Commissions
						<p>elaborate on links with existing environmental management tools, such as Protected Areas</p> <ul style="list-style-type: none"> • Coastal Ecosystems Group (Objective of Phase 2 is to ‘Engage with EMP, WCPA, CEESP, CEL and the IUCN Marine Program to achieve coherence and mutual coordination of marine and coastal actions’) • Islands Ecosystem will also collaborate with other specialist groups within the CEM, including the Red List of Ecosystems, Climate Change Adaptation, Ecosystems and Invasive Species, Ecosystem Restoration. The IUCN Island Initiative Program and other IUCN Commission Groups including the Invasive Species Specialist Group (ISSG), WCPA, will all be included in the collaborative network to build synergies across sectors. • Ecosystems and Invasive Species: Due to the cross-cutting and all-encompassing nature of invasive species, it plans to work closely with other IUCN Commission Groups including the Invasive Species Specialist Group (ISSG), WPA, and Groups within the CEM including the Red List of Ecosystems, Ecosystem Services, Ecosystem Management, Ecosystem Restoration and other Groups with whom synergies exist. • Arctic Ecosystem Management: Its knowledge network and work will link up with other IUCN Commissions Specialist and Working Groups with significance for the Arctic. • Young Professional Network (YPN): YPN should engage in collaborations with the CEM thematic groups and regions and other partners where possible • Fisheries Expert Group (FEG): In pursuing its objectives, FEG links as appropriate with other IUCN Commissions such as the SSSC (particularly with its Marine Conservation sub-Committee and the Fisheries Experts Group of the ESUSG), with the CEESP) and the WCPA • Summary: CEM appears to be more open or active about collaboration even though most of it is rather internal with CEM’s own Thematic Groups.
WCPA	9				8	<ul style="list-style-type: none"> • WCPA/SSC Joint Task Force On Biodiversity And Protected Areas
TOTAL	142	11	11	22	18	

Appendix XVII IUCN Niche: Perspectives of Internal Stakeholders

- 'To a lot of people in IUCN, their engagement with policy and therefore with any form of power is the Convention on Biological Diversity (CBD). That's it... But... you have to be fairly pragmatic... [Biodiversity conservation] is about politics. You have to engage and recognise *that*, if you are going to try and achieve change and navigate through that process...'³⁹
- '[We] want IUCN as our representative because they're a little more acceptable to the governments and the World Bank as an interlocutor. We, the NGOs, will trust and defer to IUCN. We'd like to have them have more capacity to do that. I'd like to see IUCN have a lot more capacity to be more assertive and engaging on policy issues across the board.'⁴⁰
- 'IUCN diverse Membership provides IUCN with an amazing potential comparative advantage and complementary role compared to other nature conservation organisations. IUCN should really work harder in strengthening this advantage and in particular focus on influencing public policies in a more structured and systematic way.'⁴¹
- 'They suffer because of their wannabe operation NGO status – they suffer from what many conservation NGOs do: very responsive to donor demands (if there is a topic *du jour*, IUCN chases it like everyone else does). They should work on the policy-development-conservation interface that would flatten the oscillation between the boom and bust of donor interests, to get away from its poaching this year, deforestation next year. How do we help inform decision-making in an objective evidenced way, that takes advantage of our Commissions and of the best science, and that we have operational experience that can validate the science coming out of the Commissions?'⁴²

Appendix XVIII Incorporating Indigenous Knowledge

Efforts underway at IUCN to be engaging and inclusive of Indigenous Peoples and Indigenous knowledge include (but are not limited to) the following:

- In 2013, the Durban Accord of the World Parks Congress (WPC) set the stage for the creation of the Indigenous Peoples' and Community Conserved territories and Areas (ICCAs) consortium and registry.⁴³ Protected Planet plans to link to the ICCA registry in the coming years.⁴⁴
- Indigenous knowledge is being considered and included in work related to Protected Planet in other ways (e.g. information stemming from the World Heritage programme).⁴⁵
- The Commission on Environmental, Economic and Social Policy (CEESP, inclusive of but not limited to the NRGF process) has been working with Indigenous Peoples through IUCN Regional Offices to build relations of trust that could serve as a bridge for Indigenous knowledge further finding its way into knowledge products and practices mobilised by IUCN's Institutional Members, Commissions, Secretariat and partners.
- IUCN is currently in the process of developing guidance to provide clarity to all RLTS assessors on how traditional knowledge can be considered when assessing species against the IUCN Red List Categories and Criteria. This process is being led by the joint Species Survival Commission/SSC -CEESP Sustainable Use and Livelihoods (SULi) Specialist Group.⁴⁶
- The World Commission on Environmental Law (WCEL) is working to integrate customary law into its work, partially through a WCEL-CEESP joint Specialist Group on Indigenous Peoples, Customary & Environmental Laws and Human Rights (SPICEH).⁴⁷
- The Theme on Indigenous Peoples & Local Communities, Equity and Protected Areas (TILCEPA) was created in 2000, with a mandate of promoting awareness of good practices and innovative ideas, and facilitating meaningful dialogue and problem-solving processes in relation to the governance of protected, adjacent and related areas.⁴⁸

Appendix XIX Focus on the Economics of Ecosystems and Biodiversity (TEEB) Project

To appreciate the research- knowledge products-policy nexus, it is insightful to turn to Protected Planet's involvement on The Economics of Ecosystems and Biodiversity (TEEB) Project.⁴⁹ This builds on the fact that Protected Planet is itself a major global research project that sees the direct and indirect involvement of hundreds of people worldwide.

As stated on its website, 'The Economics of Ecosystems and Biodiversity (TEEB) is a global initiative focused on 'making nature's values visible'. Its principal objective is to mainstream the values of biodiversity and ecosystem services into decision-making at all levels.'⁵⁰ Sharing in this objective, IUCN's Protected Planet has played an important role in informing the analysis conducted via TEEB, along the following chain:

- Launched in 2007, TEEB was led by Pavan Sukhdev, Co-Chair of the IUCN CEESP Theme on Environment, Macroeconomics, Trade & Investment (TEMTI).
- IUCN has been a host organisation for the TEEB initiative.
- The second phase of TEEB was overseen by an Advisory Board that included IUCN's former Director General, Julia Marton-Lefèvre.
- IUCN objectives and data, notably from Protected Planet, influenced and informed the TEEB study.
- One line of argumentation with major conservation and sustainability outcomes: The TEEB study argued the economic (and also social and cultural) merits of Colombia (an IUCN Member) maintaining its Andean Protected Areas on the premise that much of the drinking water in the country, including Bogota, benefited directly and significantly from ecosystem services of such areas.⁵¹
- A Water Fund was launched in Colombia with multiple public and private sector actors to protect such areas. The development of such water funds ensued across Latin America, through the Latin American Water Funds Partnership.⁵²
- Governance mechanisms for these Water Funds are in various stages of development.⁵³

As one key informant from Secretariat stated, IUCN's 'Protected Areas contributes to a very deep network of alliances... Flagship Knowledge Products are network accelerators, not just lists'. Informing research agendas need not stop with making a data-focused contribution but can be extended to include a methodological contribution, on why and how research is pursued.

Appendix XX Case Study of the Zarqa River Basin Restoration Project

Articulation of Need/Demand – influencing and informing policy processes (see Outcome Pathway 1)

In direct response to the 2nd World Water Forum held in 2000, the IUCN Global Water Programme initiated the development of what would become the WANI Toolkits, which saw the first in a series of seven launched in 2002. With the last of these still in development, the Toolkits were positioned to:

- Construct and mainstream IWRM discourse across the water sector and related stakeholders
- Contribute to consensus building on ecosystem approaches to water resources management
- Inform policy formulation at different levels, from local through to global
- Support learning.⁵⁴



Project Stakeholders



- | | |
|---------------------------------|--|
| 1. Zarqa Governorate. | 11. Zarqa Public Hospital |
| 2. Balqa Governorate. | 12. Zarqa Directorate of Social Development. |
| 3. Jodan Valley Authority. | 13. Balqa Directorate of Health |
| 4. Zarqa & Balqa NGOs. | 14. Balqa Directorate of Social Development. |
| 5. Zarqa Chamber of Commerce. | 15. Zarqa University |
| 6. Care International. | 16. All Jodan Youth Commission |
| 7. Ardha Municipality/ Balqa. | |
| 8. Directorate of Public Works. | |
| 9. Zarqa Municipality. | |
| 10. Russeifeh Municipality. | |

The IUCN Water Programme's work with the Toolkits was situated within an evolving collaborative relationship between IUCN and the Global Water Partnership Organisation, formalised in 2005.⁵⁵

Input – Engaging the Union and beyond

The WANI Toolkits were developed under the Global Water Programme leadership at IUCN Headquarters, with funding from Framework Partners and others, including the Netherlands, the UK, Canada, Switzerland, the GEF and others.

Contributing authors to these Toolkits are recognised experts in the field of water resources governance, a few of whom are Members of IUCN Commissions. For example, the 'Rule: Reforming water governance' Toolkit⁵⁶ was edited and partially written by Alejandro Iza (IUCN ELC/Environmental Law Centre) and Robyn Stein (IUCN WCCEL).⁵⁷

Output – End user targeting of knowledge products (see Outcome Pathway 4)

The Toolkits themselves were designed with end users in mind. They took information about IWRM⁵⁸ and constructed toolkits that are relevant informative, authoritative and accessible to users and stakeholders. Users and stakeholders were understood broadly to be water sector professionals from government, civil society and the private sector, as well as those who would undertake any training processes using them. The Toolkits were also adaptable to national and regional contexts where they would be used.

Uptake and Impact – Engaging the Union, Working with Partners

The Toolkits were taken up by IUCN Regional Offices, including the Regional Office for West Asia (ROWA) based in Jordan, and adapted (with examples, into local languages) to suit particular contexts. Thus, for use in West Asia, Arabic translations were made available for the 'Flow: The essentials of environmental flows'⁵⁹ and 'Pay: Establishing payments for watershed services'⁶⁰ Toolkits. Other translations made it possible to work effectively in other regions where the Water Programme has been active.⁶¹

As has been WANI's practice across the distributed Secretariat and in Jordan specifically, the Toolkits 'were not standalone but part of a holistic approach and a wider action... part of a multi-track process',⁶² which is an important factor of their effectiveness. They were used in the context of training and capacity-building events with both IUCN Members and other relevant stakeholders, including academics, municipal authorities, civil society organisations and government actors.

WANI has worked with some 130 partners around the world, with 20% being IUCN Members. While it is desirable for IUCN's programmes to engage Union Members in their programmatic and other work, one component of WANI's success has been through its work with non-Members. In so doing, WANI has played a bridging and convening role between Members and non-Members, between technical, academic, political, commercial and activist stakeholders from different sectors. It has contributed to engaging other than traditional IUCN constituencies, one clear objective of the Union.

Subsequent to the WANI training and capacity-building processes offered by IUCN to diverse groups in the Middle East, government officials from IUCN Member the Hashemite Kingdom of Jordan Ministry of Environment approached IUCN's ROWA and HQ. It sought IUCN's collaboration on 'The Restoration and Economic Development of Zarqa River Basin'⁶³, now underway since 2009 as part of the Regional Water Resources and Drylands (REWARD) Programme supported by WANI.⁶⁴

This collaboration contributed to the development of the Zarqa River Basin Rehabilitation Unit (ZRBRU) within the Ministry of Environment (MOE). Local water management committees have been set up, with empowerment strategies in place. Training workshops, public awareness campaigns and dialogue sessions have been conducted with further sessions planned. Environmental laws have been reviewed and assessed as part of the rehabilitation initiative.

Launch of a long-term strategy for the restoration of the Zarqa River Basin by the Jordanian Ministry of Environment took place in the context of the 2015 Regional Conservation Forum for West Asia. Led by the MOE, restoration efforts are to be undertaken in coordination with the Jordanian Ministry of Water and Irrigation, the Ministry of Agriculture, and the Ministry of Public Works and Housing. IUCN is providing technical support for the development and implementation of this strategy.⁶⁵

In this sense, WANI has succeeded in reaching its primary goal, the 'mainstreaming of an ecosystem approach into catchment policies, planning and management'.⁶⁶ The Toolkits have played an important role as one component of a much larger strategy that has seen IUCN convene different actors, together intent on transforming policies and practices on the ground.

Appendix XXI The Global Water Programme and the Freshwater Biodiversity Unit

The Global Water Programme is located in the Nature-based Solutions section of the Nature-based Solutions Group. The Freshwater Biodiversity Unit is part of the IUCN Global Species Program, which is located in the Species and Key Biodiversity Areas section of the Biodiversity Conservation Group. Despite the overlapping concern with freshwater, there has seemingly been very little communication or collaboration across these teams. The Freshwater Biodiversity Unit has focused on freshwater species survival and the concomitant links to the management of freshwater water resources.⁶⁷ The Global Water Programme has endeavoured to advance an IWRM discourse with concomitant programming at global and national levels.⁶⁸

These teams do not plan or discuss issues together in any coherent fashion, though ad hoc exchanges are noted. They do not fundraise together, or report together. In other words, they are programmatically siloed, despite the ostensible value to be derived from their collaboration.

For example, the discourse of IWRM has increasingly recognised the need to account for the ‘right’ of nature to water, a matter to be addressed through governance mechanisms. The right of nature is directly connected to the integrity of ecosystems, with benefits manifesting both in human and biodiversity terms. However, there is no strategic or programmatic overlap pursued on the link between these matters through the Global Water Programme and the Freshwater Biodiversity Unit. At the same time, linkages between them already exist, but are not recognised as such or made visible in the Union. During the WANI Focus Group, it came to light that funding for work undertaken by the Freshwater Biodiversity Unit on its Transboundary Water Assessment Programme (TWAP) for the RLTS was partially funded through the Global Water Programme.⁶⁹ This and other such connections, which are valuable to the Union strategically, programmatically and financially, have not been made available to, and further cultivated across the Union.

Appendix XXII Funding the Red List of Threatened Species: Guidance and Caution

The RLTS is an example of a Flagship Knowledge Product that, while continuing to struggle and still insecure, has sought and secured diverse sources of funding, to ensure that it can be maintained to a high quality standard (for the time being). While many Institutional Members and Framework Partners refer to the RLTS as having tremendous value, donors (foundations and framework partners) are reluctant to fund the product.⁷⁰

To begin with, maintaining the RLTS is a costly venture. It requires some USD 4 million to maintain and enhance, in addition to the roughly CHF 240,000 budgeted by the Union for the SSC. To this figure is added the immense volunteer time of more than 7,500 SSC Members the world over, including but not restricted to scientists, estimated at USD 87 million.

About 50 IUCN staff are mobilised in support of the RLTS, in addition to the human resources of 10 organisations contributed through the Red List Partnership. Each partner organization (including the private sector – Microsoft) contributes at least USD 200,000 in-cash and/or in-kind ‘towards the performance of activities consistent with the Red List Partnership.’⁷¹ This is in addition to other forms of direct support, programmatic support, technical development, data work, promotion and communication, and/or management of the RLTS’s presence online, which is currently in a vulnerable state.

Finally, the RLTS secures financial resources through IBAT⁷², with resources geared to the maintenance of the database’s quality. Since its inception, it is estimate that some USD 50 million has been invested in the RLTS, and a sustained income stream for the RLTS has proven elusive. The way the RLTS has been able to survive has been through a model of diversified funding and human resources, both in cash and in kind, in partnership with like-minded organisations.

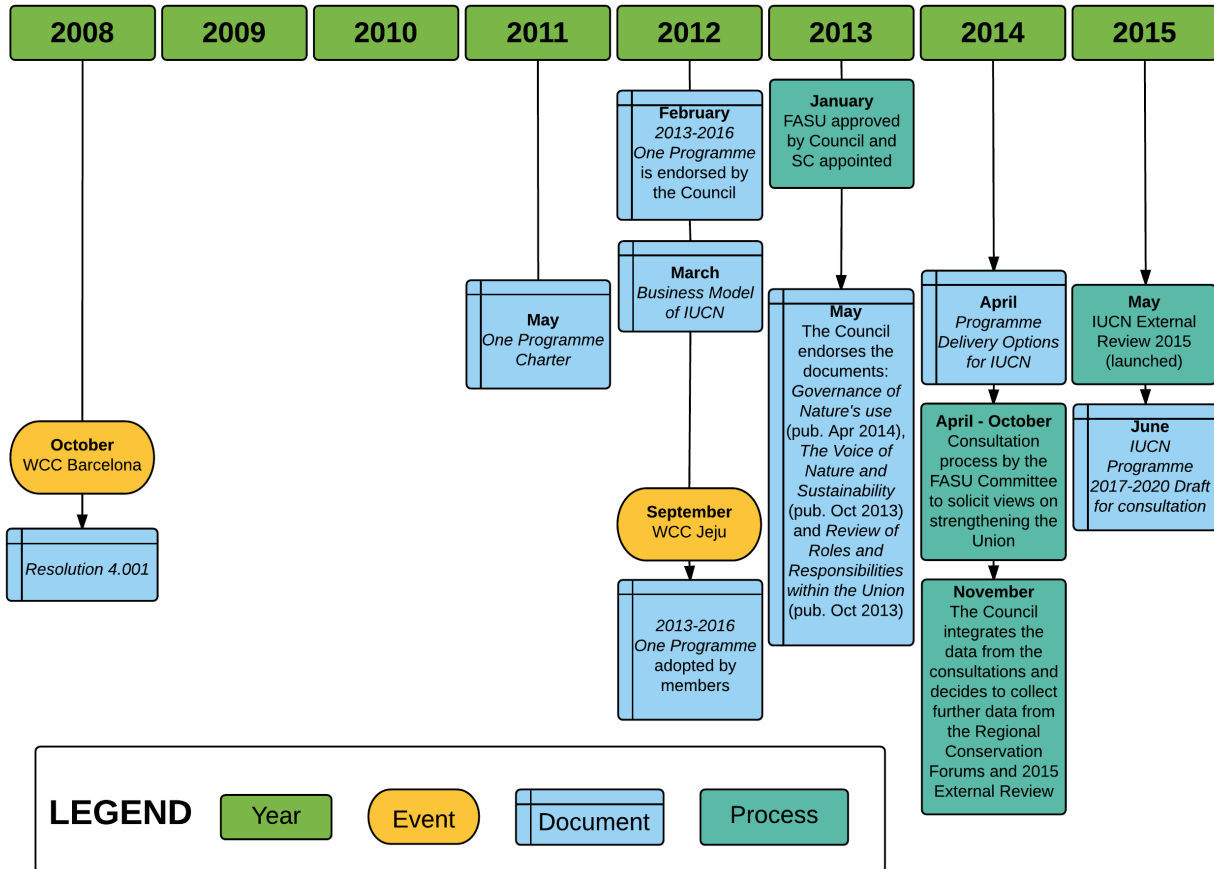
Appendix XXIII IUCN Commissions – At a Glance

The table below provides a partial and an at a glance perspective on the assessment of Commissions as part of the 2015 External Review. Drawing on qualitative and quantitative data from the study, and analysis undertaken and shared in the overall report, this table is an analytic translation of it all, reflecting the expert opinion of the External Review Team. This table should not be taken as a 'scorecard', but as guidance regarding the key areas of actual 'contributions' of the different Commissions and potential areas for further development. It recognises the fact that all Commissions are different, that they, like all organisations, go through life-cycles, and should not be compared with one another. Recommendations provided in this report are designed to address the different issues raised in the table. The scale used is the following: Very high, High, Moderate, Low, Virtually nonexistent. On the matter of efficiency, the table emphasises the lack of adequate financial reporting in evidence.

	SSC	WCPA	CEM	WCEL	CEESP	CEC
Alignment with Programme Framework	Very high	Very high	Very high	Very high	Very high	Very high
Relevance of Thematic Focus	Very high	Very high	Very high	Very high	Very high	High
Analytic, Scientific, Research	Very high	Very high	Very high	Very high	Very high	Moderate
Knowledge Product Leadership	Very high	Very high	Very high	High	Very high	Moderate
Advisory Capacity	Very high	Very high	Very high	Moderate	High	Low
Innovation	Moderate	High	High	Moderate	Very high	High
IUCN Programme Development	Very high	Very high	Very high	Very high	Very high	Very high
One Programme Approach – Secretariat/HQ	Very high	Very high	Very high	Low	High	Moderate
One Programme Approach – Secretariat/RO	Overall untracked and under-exploited	Overall untracked and under-exploited	Overall untracked and under-exploited	Overall untracked and under-exploited	High	Overall untracked and under-exploited
One Programme Approach – Other Commissions	Very high	Very high	Very high	Very high	Very high	Moderate
One Programme Approach – Institutional Members	Unclear	Unclear	Unclear	Unclear	Moderate	Low

	SSC	WCPA	CEM	WCEL	CEESP	CEC
Membership Engagement	Very high	Very high	Low	Low	High	Low
Stakeholder Engagement	Very high	Very high	Moderate	Moderate	Very high	Moderate
Communication	Very high	Very high	Moderate	Virtually nonexistent	High	Moderate
Strategic Planning	Very high	Very high	High	Low	High	Moderate
Planning and Reporting	Very high	Very high	Moderate	Virtually nonexistent	High	Low
Efficiency	Inadequate financial reporting	Inadequate financial reporting	Inadequate financial reporting	Inadequate financial reporting	Inadequate financial reporting	Inadequate financial reporting
Fundraising	Very high	Very high	Moderate	Virtually nonexistent	High	Low

Appendix XXIV IUCN Trajectory towards Defining Niche and Strengthening in the Union



End Notes

¹ These examples were selected because they represent different scales of convening and also different stakeholders.

² WRI, C40 (a network of megacities to address climate change), and ICLEI (Local Governments for Sustainability based in Canada) created the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC). Over the last two years, more than 100 cities have used the GPC to measure and reduce their emissions. Specifically, WRI worked with partners to provide technical support to 15 Latin American cities and 12 Chinese cities. Another example is WRI's Business Center that offers practical guidance and expert insights to support corporate strategies to advance sustainability. They work with businesses to support their sustainability goals, drawing on the GHG Protocol, Global Forest Watch and Aqueduct suite of tools.

³ RLTS Focus Group.

⁴ RLTS Focus Group.

⁵ RLTS Focus Group.

⁶ RLTS Focus Group.

⁷ Interview with Craig Hilton-Taylor, *Living on Earth*, Airdate : 13 March 2015.

<http://loe.org/shows/segments.html?programID=15-P13-00011&segmentID=4> (Consulted 13 January 2016)

⁸ <http://www.protectedplanet.net/about> (Consulted 14 December 2015).

⁹ Protected Planet Report 2014, p.3.

¹⁰ Key information interview, Secretariat.

¹¹ Protected Planet Focus Group 1.

¹² Protected Planet Focus Group 1.

¹³ Protected Planet Focus Group 1. For additional information on the background and history of the WDPA, please consult the World Database on Protected Areas User Manual 1.0.

https://www.openchannels.org/sites/default/files/literature/World%20Database%20on%20Protected%20Areas%20User%20Manual%201_0_0.pdf (Consulted 13 January 2015).

¹⁴ Protected Planet Focus Group 1.

¹⁵ Protected Planet Focus Group 1.

¹⁶ Protected Planet Focus Group 1.

¹⁷ Protected Planet Focus Group 1.

¹⁸ Report available at https://cmsdata.iucn.org/downloads/natural_solutions.pdf (Consulted 13 January 2016)

¹⁹ Protected Planet Focus Group 1.

²⁰ Smith, M., and Cartin M. (2011). 'Water Vision to Action: Catalysing Change through the IUCN Water and Nature Initiative'. Gland, Switzerland: IUCN, p.v.

²¹ WANI Focus Group.

²² Key information interview, Secretariat.

²³ WANI Focus Group.

- ²⁴ WANI Focus Group. For more information about the BRIDGE Project, go to http://iucn.org/about/work/programmes/water/wp_our_work/wp_our_work_bridge/ (Consulted 13 January 2016).
- ²⁵ Key informant interview, Secretariat.
- ²⁶ Key informant interview, Commission Member.
- ²⁷ Key informant interview, Secretariat.
- ²⁸ NRGF Focus Group.
- ²⁹ Key informant interview, Secretariat.
- ³⁰ Key information interview, Commission Member.
- ³¹ Available at: [http://www.indianlaw.org/sites/default/files/2015-01-12%20Guide%20FINAL%20ENG%20w%20IUCN%20logo\(1\).pdf](http://www.indianlaw.org/sites/default/files/2015-01-12%20Guide%20FINAL%20ENG%20w%20IUCN%20logo(1).pdf) (Consulted 30 October 2015).
- ³² Key informant interview, Secretariat.
- ³³ Key informant interview, Commission Member.
- ³⁴ Key informant interview, Secretariat.
- ³⁵ Key informant interview, Commission Member.
- ³⁶ Key informant interview, Secretariat.
- ³⁷ Key informant interview, Secretariat.
- ³⁸ Key informant interview, Commission Member.
- ³⁹ Key informant interview, Secretariat.
- ⁴⁰ Key informant interview, Institutional Member.
- ⁴¹ Key informant interview, Secretariat.
- ⁴² Key informant interview, partner organisation.
- ⁴³ See both <http://www.iccaconsortium.org> and <http://www.iccaregistry.org> (Consulted 17 November 2015)
- ⁴⁴ Protected Planet: Strategic Plan 2015-2020, p.4.
- ⁴⁵ Protected Planet Focus Group 2.
- ⁴⁶ Key informant interview, Commission Member; RLTS Focus Group.
- ⁴⁷ https://www.iucn.org/about/union/commissions/ceesp/what_we_do/specialist_groups/ceesp_cel_specialist_group_on_indigenous_peoples_customary_environmental_laws_and_human_rights.cfm (Consulted 15 January 2016).
- ⁴⁸ http://www.iucn.org/about/union/commissions/ceesp/what_we_do/wg/tilcepa.cfm?7998/TIPLCEPAUpdateJuly2011 (Consulted 15 January 2016).
- ⁴⁹ Key informant interview, Secretariat.
- ⁵⁰ <http://www.teebweb.org> (Consulted 16 November 2015).
- ⁵¹ Interview with key informant, Secretariat. See also : <http://www.teebweb.org/managing-the-andean-paramo-ecosystems-to-provide-multiple-benefits/> (Consulted 16 November 2015).
- ⁵² See pp.24-25 of http://doc.teebweb.org/wp-content/uploads/2013/04/TEEB_WaterWetlands_Report_2013.pdf (Consulted 16 November 2015).

⁵³ See pp.54-56 of [http://doc.teebweb.org/wp-content/uploads/2013/04/TEEB WaterWetlands Report 2013.pdf](http://doc.teebweb.org/wp-content/uploads/2013/04/TEEB_WaterWetlands_Report_2013.pdf) (Consulted 16 November 2015).

⁵⁴ WANI Focus Group.

⁵⁵ For Memorandum of Understanding between IUCN and GWPO, see: <http://www.gwp.org/Global/Activities/MoU's/IUCN-%20GWP%20MoU.pdf> (Consulted 15 November 2015).

⁵⁶ Iza, A. and Stein, R. (Eds) (2009). 'RULE – Reforming water governance'. Gland, Switzerland: IUCN.

⁵⁷ While this ad hoc approach to working with Commissions and others across the Union has proven adequate to the task at hand (i.e. producing the Toolkits), a more intentional collaboration with one or more Commissions is desirable both for leveraging the Union (in line with the One Programme Charter), for the purposes of knowledge product dissemination, and other forms of engagement.

⁵⁸ Including international water law, ecosystem approaches to water management, water economics, hydro-politics and power.

⁵⁹ Available at : <https://portals.iucn.org/library/efiles/documents/2003-021-Ar.pdf> (Consulted 29 October 2015).

⁶⁰ Available at : <https://portals.iucn.org/library/efiles/documents/2006-054-Ar.pdf> (Consulted 29 October 2015).

⁶¹ Translated WANI Toolkits are available at: <http://www.iucn.org/about/work/programmes/water/resources/toolkits/translations/> (Consulted 29 October 2015).

⁶² WANI Focus Group.

⁶³ See project overview at: https://www.iucn.org/about/union/secretariat/offices/rowa/iucnwame_ourwork/iucnrowa_cc/iucnwame_zarqariverrestoration/ (Consulted 29 October 2015).

⁶⁴ A 2014 update of progress can be found in a PowerPoint presentation prepared by Mufleh Abbadi, Programme Manager with IUCN's ROWA, at : http://cmsdata.iucn.org/downloads/pps_zarqa_from_firas.ppt (Consulted 29 October 2015).

⁶⁵ Key informant comment, Secretariat.

⁶⁶ <http://www.waterandnature.org/content/history> (Consulted 14 December 2015).

⁶⁷ For a list of Freshwater Biodiversity Unit publications, see: http://www.iucn.org/about/work/programmes/species/our_work/about_freshwater/resources_freshwater/ (Consulted 14 December 2015).

⁶⁸ A list of Global Water Programme initiatives can be found at: <http://www.waterandnature.org/initiatives> (Consulted 14 December 2015).

⁶⁹ WANI Toolkits Focus Group.

⁷⁰ One Framework Partner who has been funding the RLTS will stop funding it in 2015. A foundation interviewed had also been asked by IUCN to fund the RLTS but, valuable as it is, it is not something they are willing to pay for. Interviews with global conservation NGOs, Secretariat staff, and donors have mentioned the difficulty in funding the RLTS as a knowledge product.

⁷¹ See p.5, point VI.1-2 of The IUCN Red List Partnership Agreement : http://cmsdata.iucn.org/downloads/red_list_agreement_final_signed_no_annexes.pdf (Consulted 28 October 2015).

⁷² The draft IUCN Programme 2017-2020 document circulated for comment also confirms that the RLTS will continue providing data to integrated, client-focused decision support tools, such as the IBAT.