



Report on the implementation of the IUCN Programme 2009–2010: Synthesis



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Abstract

During 2009–2010, i.e. the two first years of the 2009–2012 Global Programme, IUCN delivered approximately 875 outputs and results, more than half in *conserving biodiversity*. Approximately 60% of IUCN outputs were *knowledge products*, the rest being tools, convening functions and capacity building. Among results, half were in the area of *governance change*, a significant number in *policy change*, and fewer in direct benefits. This Synthesis presents key *examples* of outputs and results in five programme areas. It provides total budget data by programme area (CHF 281 million for the two-year period) and breaks down the use of the framework donor income. The budget data shows a high correspondence with programme objectives, with the bulk of resources going to conserving biodiversity, managing ecosystems for human well-being, and climate change. The full report, outlining 875 outputs and results is available from IUCN: “Report on the Implementation of the IUCN Programme 2009–2010” (May 2011).

Introduction

IUCN's Programme covers a four-year horizon that corresponds with the intersessional period between World Conservation Congresses. Each component of IUCN, covering the regions, thematic programmes and Commissions, prepares its own specific contribution to the global Programme. Starting in 2010, and for every year thereafter in cumulative fashion, IUCN self-reports on progress in implementing the results at component and global levels for the Programme. The present report on the implementation of the IUCN Programme 2009–2010 is the first of its type to deliver results-based monitoring and reporting.

Methods and scope

This exercise identified 22 implementation reports, received by regional offices and component programmes.¹ Data was disaggregated by global and component results. Subsequently, the reports from component programmes were synthesized by Core and Thematic Programme Area to show highlights. In addition, information was qualitatively coded by result type (policy, governance, impact) and outputs (knowledge product, tools & guidelines, convening stakeholders and capacity building). Findings presented below provide a summary of key achievements on the implementation of the IUCN Programme 2009–2010.

Conserving Biodiversity

IUCN's heartland work on conserving biodiversity aims to **influence biodiversity-related policy and governance – an influence** underpinned by **sound science based on IUCN's standards, tools and knowledge**.

Highlights of outcomes of IUCN's influence on international environmental agreements include the adoption by the Convention on Biological Diversity (CBD) of the 2011–2020 Strategic Plan for Biodiversity and Aichi Targets, the Resource Mobilization Strategy and the Access and Benefit Sharing Protocol. IUCN influenced the CBD Strategic Plan by producing a policy position paper which represented the Union's broadest consultation process from 2009 to 2010 to ensure widespread support and awareness of the needs for an effective and ambitious new Strategic Plan. IUCN Commissions, National and Regional Committees, NGO and State Party members all contributed to this common plan for biodiversity conservation. The final outcome of the negotiations, in Nagoya in October 2010, represented the successful contribution of IUCN's policy influencing strategy, timely provision of technical support, and collaboration with partners and members. This biodiversity plan is now a framework for the other biodiversity-related conventions (Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), Convention on Migratory Species (CMS), World Heritage, Ramsar).

To influence policy from global to local level IUCN harnessed knowledge, developed standards and tools and convened scientists and policy makers. In 2009–2010, IUCN produced over 400 publications covering topics relevant to the CBD. Moreover, IUCN has continued to provide credible and trusted knowledge through the regular updates of the IUCN Red List of Threatened Species and the World Database on Protected Areas (UNEP World Conservation Monitoring Centre (WCMC) and IUCN World Commission on Protected Areas (WCPA)). Analyses from both of these knowledge tools contribute to the indicators of the CBD Strategic Plan and Millennium Development Goal 7 'Ensure environmental sustainability'.

¹ The regional offices include: Asia, West/Central Africa (PACO), Eastern/Southern Africa (ESARO), South America (SUR), Meso America (ORMA), Pan-Europe (Europe), Oceania and West Asia (ROWA). The component programmes include: Business and Biodiversity Programme (BBP), Environmental Law Programme, Economics and the Environment Programme and the Chief Economist (reporting together), TRAFFIC, Forest Programme, Water Programme, Ecosystems Management Group, Social Policy, Gender, Marine and Polar Programme, Species Programme, Invasive Species, World Heritage Programme and Protected Areas Programme (reporting together) and the Mediterranean Cooperation Centre.

IUCN also deployed its tools in support of governance in the field. In West Africa, IUCN applied the protected areas management effectiveness standard to confirm the functioning of the regional protected areas network. Another IUCN tool, NEGOTIATE, based on putting into practice constructive engagement and multi-stakeholder techniques for reaching agreements on water governance, has been deployed by IUCN in 12 river basins around the world.

Climate Change

IUCN is providing **nature-based solutions to climate change focusing on climate change policy** and by including adaptation in **natural resource management**.

At the international level, IUCN influenced central themes of the mitigation and adaptation agendas at the United Nations Framework Convention on Climate Change (UNFCCC). The Cancun Agreements², on Reducing Emissions from Deforestation and forest Degradation, address the majority of issues IUCN had been advocating for, such as safeguards and co-benefits for livelihoods and biodiversity; participation of stakeholders (including women, indigenous peoples and local communities); the full scope of REDD+ (including conservation, sustainable management of forests and enhancement of forest carbon stocks); and the importance of National REDD+ Strategies as the framework for REDD+ activities and investment within a country.

In parallel, the Cancun **Adaptation** Framework recognizes the role of sustainable natural resource management as an adaptation action, which is in line with the concept of Ecosystem-based Adaptation (EbA). This concept was originally introduced into the negotiations through a submission by IUCN, in the name of its members, at COP 14 in December 2008.

IUCN has considerable success in influencing the Cancun Agreements in the area of gender. The Cancun Agreements has eight specific references to gender and several Parties became “champions” of the issue contributing to a groundbreaking series of government interventions on gender in the UNFCCC process. Supporting this, IUCN conducted briefings on gender and climate change for UNFCCC delegates, strengthening the insight of over 300 government delegates to the UNFCCC. IUCN also conducted a series of high-level events on gender and climate change at the UNFCCC. IUCN increased the capacity of over 500 women and women’s organizations for advocacy and participation in the UNFCCC sessions by building a global network of experts and conducting trainings of trainers on gender and climate change. IUCN raised awareness and disseminated over 11,000 copies of the *Training Manual on Gender and Climate Change* in multiple languages.

At the national and regional levels, IUCN’s support to climate change policy processes has been translated into the adoption of National Action Plans or Strategies on Climate Change, development plans and poverty reduction strategies, as well as sectoral policies.³

Based in its value proposition, IUCN mainstreams biodiversity into climate change policy through global partnerships and networks. IUCN in partnership with the Forest Dialogue organized international (field and non-field) multi-stakeholder dialogues on the REDD readiness phase. In these dialogues, more than 350 stakeholders from almost 40 countries participated in the dialogues creating a community of practice on REDD Readiness.

In terms of practical applications, IUCN applied its existing expertise in natural resource management by considering the challenges posed by climate change. At the national level, IUCN influenced the integration of climate change adaptation into a range of natural resource management policies covering

² COP Decision 1/CP.16 adopted at UNFCCC COP 16 in December 2010.

³ IUCN supported climate change policy processes, particularly on adaptation, at the national level (Burkina Faso) and at the regional level (Meso America). Moreover, IUCN supported the development of national climate change and gender strategies in Mozambique and Jordan, and a regional strategy in Central America.

the water, agriculture, coastal zone and forest sectors.⁴ In addition, the Climate Change and Development Project (CCDP) supported a variety of adaptation activities identified as priorities on the basis of community vulnerability assessments.⁵

Naturally Energizing the Future

IUCN's work on energy aims to **mitigate the impact of energy demand on biodiversity and ensure that ecosystem services that underpin energy are well recognized in policy and practice.**

Success in this programme area has been modest. However, IUCN started to have influence at global and European levels on sustainable biofuel policies by aiming to ensure that appropriate environmental and social considerations are integrated into key policy processes (e.g. CBD's agenda on biofuels, European Commission's biofuels policy). These actions have been replicated to a lesser extent on offshore wind energy guidance and for oil and gas. For instance, IUCN worked with oil and gas companies such as the Royal Dutch Shell and Yemen Liquid Natural Gas to establish and strengthen systems to evaluate, monitor and conserve biodiversity, and to guide company action that will lead to the conservation or enhancement of biodiversity. IUCN's Livelihoods and Landscapes initiative, together with the regional offices of West and Central Africa and Eastern and Southern Africa, demonstrated the role of forests in improving access to energy.

Managing Ecosystems for Human Well-being

IUCN is supporting **management of ecosystems for the improved livelihoods of vulnerable groups while promoting approaches to sustainable management that reduce vulnerability to natural hazards and conflict.**

IUCN's work has seen positive impacts on target groups in terms of livelihood benefits. These tangible improvements build the case for the restoration of degraded landscapes and watersheds (e.g. the Rwanda Forest Landscape Restoration Initiative); the sustainable management of production and trade (e.g. a community action plan for managing sandalwood trade in Mozambique, Djabula and Licuati); and securing access to benefits and devolving governance structures (e.g. the Livelihoods and Landscapes Strategy). These new insights have allowed for a greater integration of environment related issues into social and economic development agendas.

IUCN's work on reducing vulnerability to natural hazards by using sustainable management of ecosystems has focused on the rehabilitation of ecosystem services and has been integrated into field work in Guatemala, and regionally across Meso America and through Mangroves for the Future in Asia. This approach led to establishing links with other ecosystem-derived benefits such as energy, food security and climate adaptation. At the policy level, IUCN influenced the International Strategy for Disaster Reduction to take account of environment and gender.

Greening the World Economy

IUCN aims to ensure that **biodiversity values are incorporated into public policy while working with the private sector to ensure that biodiversity is a key element in policy and practice.**

IUCN generated considerable knowledge in the field of environmental economics. IUCN's participation in a major study – The Economics of Ecosystems and Biodiversity (TEEB) – demonstrated the costs of biodiversity loss and the benefits of conservation. The completion of this landmark study in 2010 provided unprecedented prominence to the economic case for biodiversity, highlighting the significant costs of biodiversity loss – which TEEB showed fall especially on the poor – as well as the economic

⁴ In this process, IUCN supported countries such as Ecuador, Pakistan and Guatemala.

⁵ The CCDP project is being implemented in Mozambique, Tanzania and Zambia.

benefits of conservation and the wide range of practical policy and market solutions to environmental decline.

IUCN played a prominent role in the successful development of the study, as a member of the TEEB Advisory Board, leader of one of the five main reports (TEEB for business) and significant contributor to other TEEB outputs. Following publication of the study, IUCN has focused on ensuring that the TEEB findings are well communicated and TEEB recommendations are implemented in different countries and sectors. Thus, IUCN has organized and/or contributed to over 40 conferences, seminars and workshops on all continents in an effort to communicate the TEEB findings to public policy makers, environmentalists, development assistance agencies, the academic community, business and the media. The results of these efforts can be seen in international media coverage (in print, radio, TV and social media) as well as numerous references to TEEB in multilateral decisions and government statements, such as those relating to the setting of objectives for the 2012 UN Conference on Sustainable Development (Rio 2012).

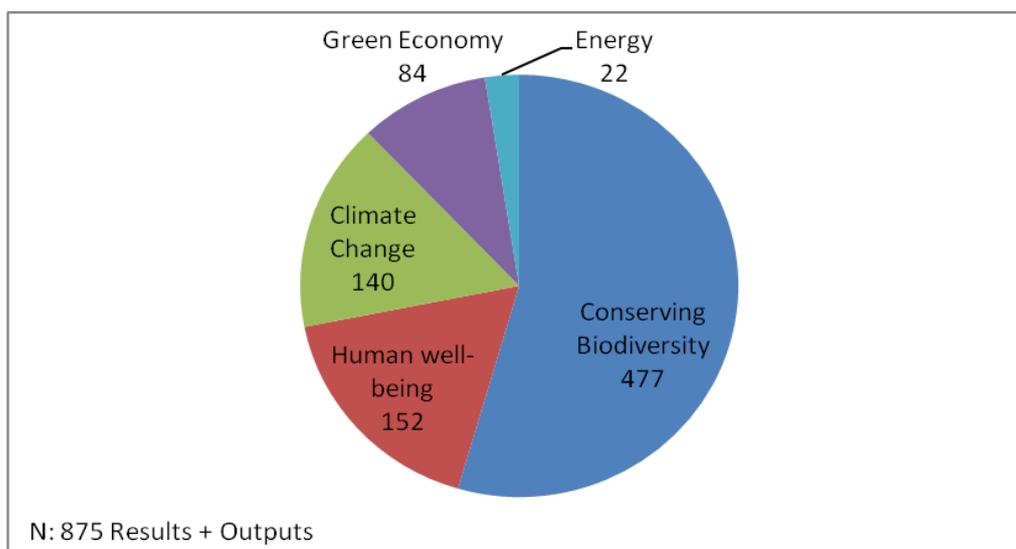
With the private sector, IUCN's efforts focused both on improving the sustainability of industries that have a large ecological footprint (e.g. extractives) and on encouraging the development of biodiversity-based businesses (e.g. sustainable tourism). In the cement industry, IUCN revised Holcim's corporate environmental policy, which now integrates biodiversity as one of the key pillars to sustainability. To implement this directive a comprehensive life-cycle based Biodiversity Management System was elaborated to regulate Holcim practice and the cement sector which will be deployed in more than 550 sites around the world, most of them in biologically sensitive areas.

Qualitative Analysis of Results

The summary of key achievements was supplemented with a qualitative analysis from which statistics were generated based on data from the component programmes' implementation reports.

The qualitative analysis revealed that a total of 875 Results (R) and Outputs (O) were delivered in the period 2009–2010. Figure 1 shows the number of Results and Outputs delivered by each Programme Area of the IUCN Global Programme 2009–2012. The data shows a dominant Core Programme Area which delivered more than half of the total Results and Outputs (477).

Figure 1: Total Results and Outputs by Programme Areas



Figures 2 and 3 show the disaggregated data for Outputs (knowledge products, tools, convening, capacity building and others) and Results (governance change, policy influence and benefits). Approximately 60% are outputs of which 60% are Knowledge Products (312).

Figure 2: Total Outputs Classification

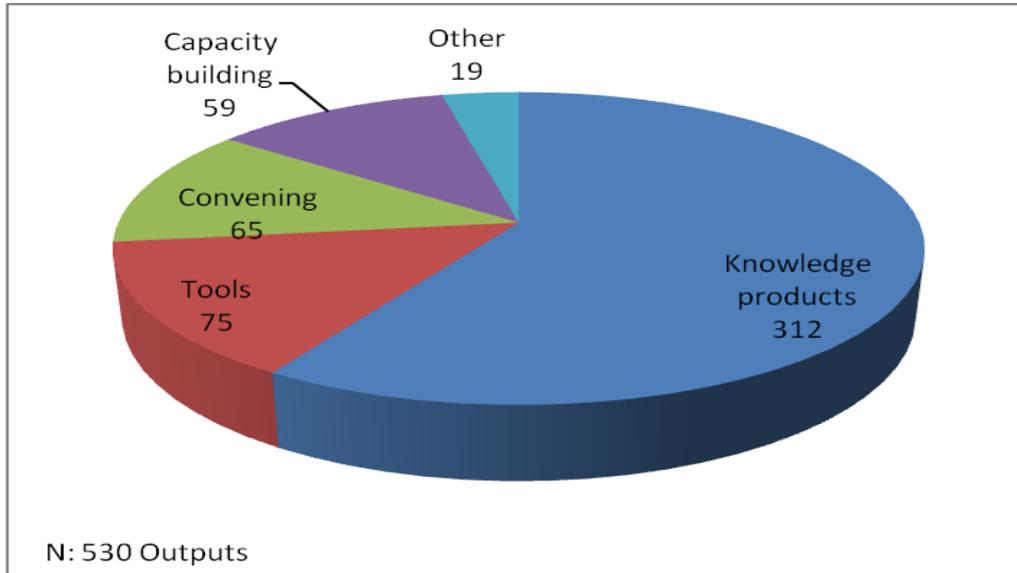
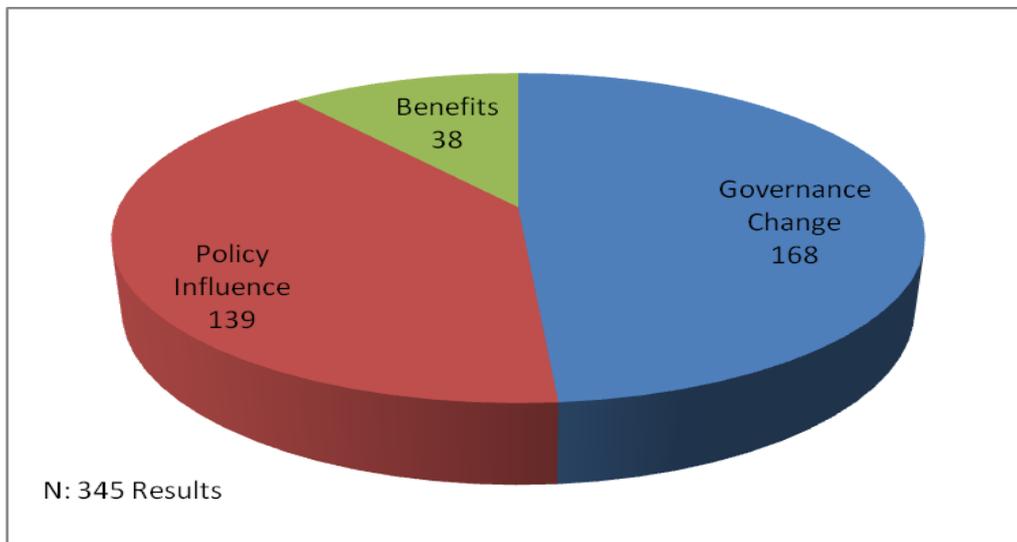


Figure 3 shows that from the 345 results delivered, a roughly equivalent number of results belong to Policy Influence (139) and Governance Change (168).

Figure 3: Total Results Classification

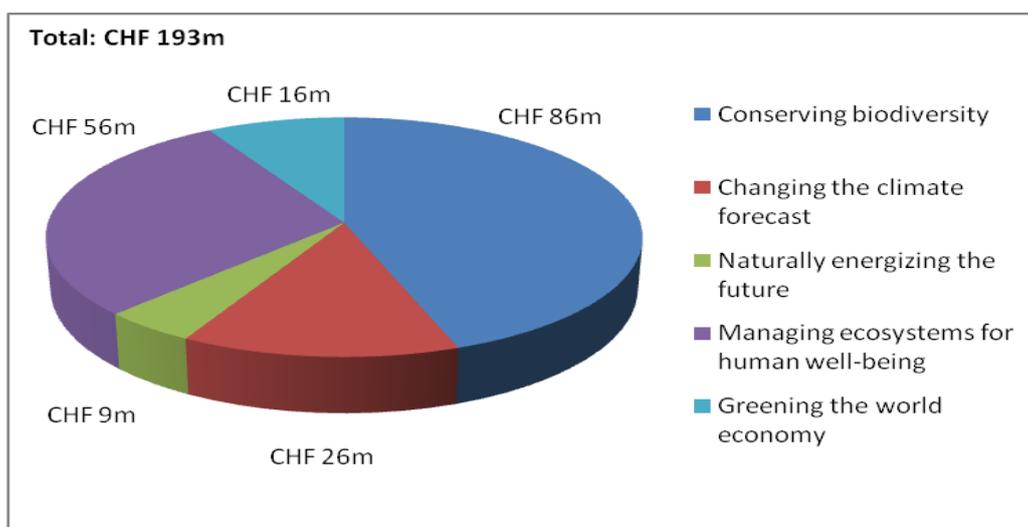


The analysis shows that IUCN delivered a large number of results within policy influence – from global to local – and influence on governance change. IUCN’s contribution to these results is clear; however, it is difficult to attribute exclusively to IUCN the achievement of these results. Many of the outputs delivered in 2009–2010 – knowledge products, tools & guidelines, stakeholders convened and capacity building – will lead to results which will be tracked in 2011–12.

Financial data

The total budget for the years 2009–2010 was CHF 281m, of which CHF 193m related to programme results and CHF 88m to operational results (including programme development). Figure 4 shows the breakdown of the total programme budget by result area. IUCN's finance system does not currently allow actual expenditure to be tracked by results; hence the budget is indicative of actual costs by programme result area.

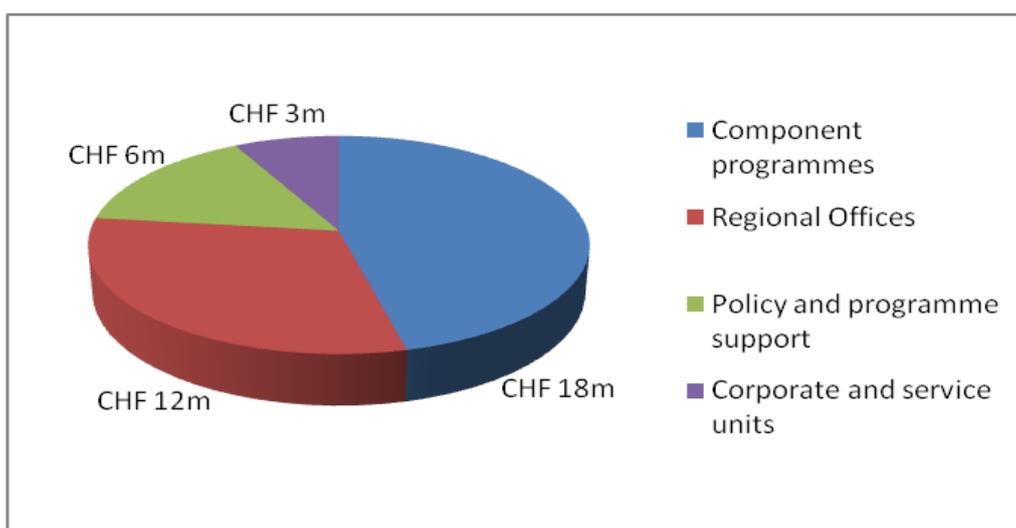
Figure 4: Programme Budget by Programme Result Area (2009–2010)



IUCN's main sources of funding are membership dues used to support IUCN infrastructure and services to the membership, framework funds from institutional donors to support the delivery of the IUCN Programme, and project restricted funding for specific targeted results.

Framework income totalling CHF 39.4m over the two years was allocated to Secretariat units, in accordance with IUCN's results-based planning process, as shown in Figure 5.

Figure 5: Allocation of Framework Income (2009–2010)



The total allocation of CHF 12m to regional offices and the allocation of CHF 18m to programme components were apportioned to individual units and components as shown in Figures 6 and 7.

Figure 6: Allocation of Framework Income to Regional Offices (2009–2010)

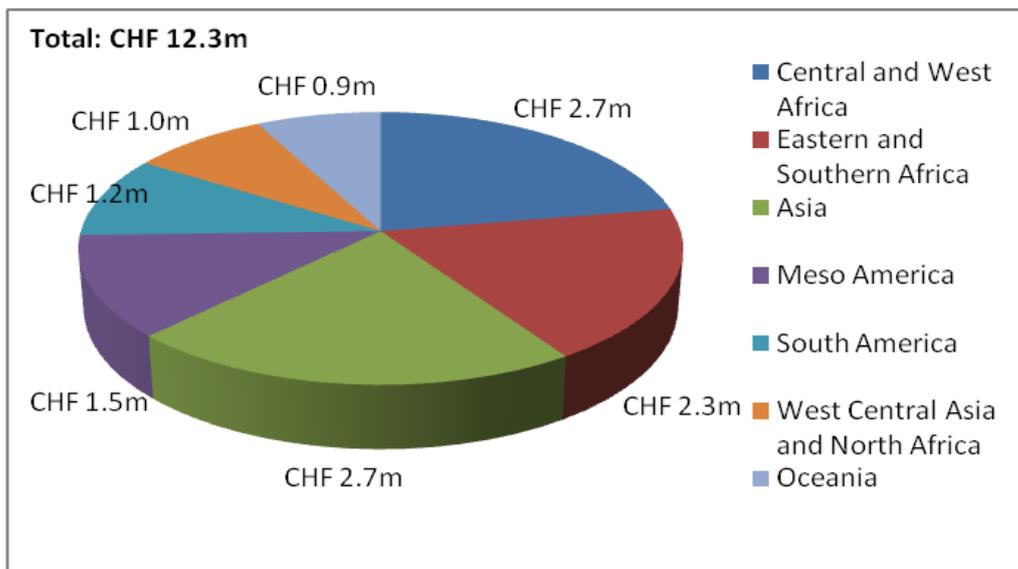
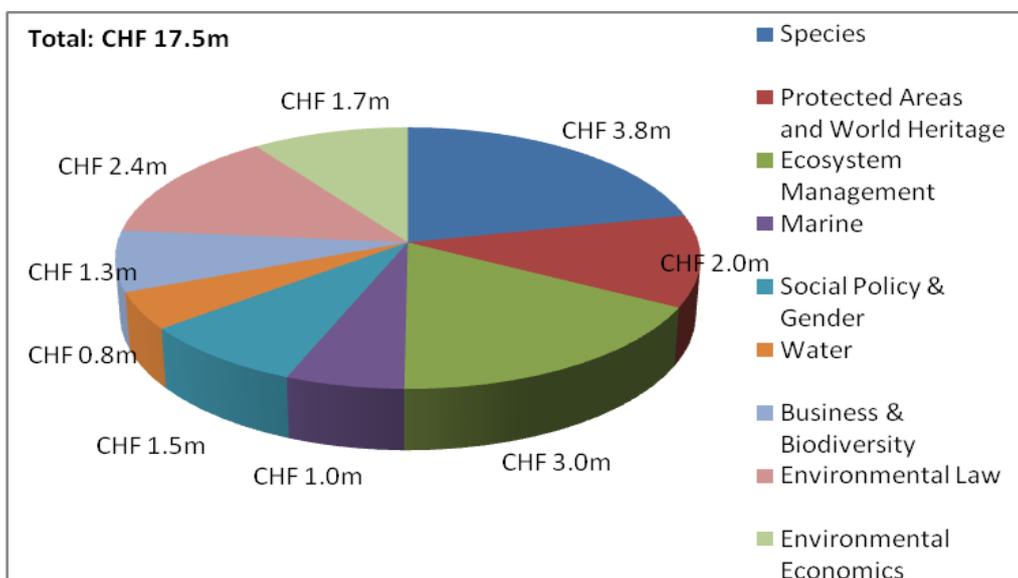


Figure 6 confirms the focus on developing countries in Africa and Asia, which is requested by IUCN's framework partners, and also the wide reach of IUCN as a global Union. This is seen also in Figure 7, depicting IUCN's work with nature and people in a number of critical sectors for biodiversity conservation and nature-based solutions to sustainable development.

Figure 7: Allocation of Framework Income to Component Programmes (2009–2010)



The allocations to component programmes shown in Figure 7 include amounts allocated to Commissions.



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