

**The World Conservation Union  
West Asia/ Middle East Programme**

**2009-2012**

**DRAFT**

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## **1- Introduction**

In June 2007, the regionalization and decentralization of IUCN resulted in a more manageable and coherent geography for the West Asia, Central Asia and North Africa (WESCANA) region. The new region now referred to as West Asia/ Middle East covers 12 countries which include: Jordan, Syria, Lebanon, Palestine, Saudi Arabia, Yemen, Oman, Qatar, UAE, Qatar, Bahrain, Iraq and Iran.

The process for developing the regional Programme for the period 2009-2012 started in February 2007 by developing a situation analysis to identify gaps, trends, partners and programme priorities. A members' survey was conducted so as to identify members' views on environmental issues, gaps and programme priorities for the future. This was followed by an expert group meeting in April 2007 with participation of regional councilors, commissions and members. This meeting resulted in a set of priority programmes with cross cutting themes that corresponds to the global thematic areas.

In May 2007, a regional conservation forum was held in Tehran where members commented on the situation analysis and the recommendations of the expert group meeting. In June 2007, the process for drafting and developing the component results and sub-results was initiated with support from the global team.

The West Asia/ Middle East 2009-2012 Programme exemplifies the vision for the office in its new geographical boundaries and its thematic programmes in protected areas, water, poverty, marine and the Business and Biodiversity. Also, the programme will ground itself in specific countries to ensure adequate delivery structures and interventions with new members and partners.

This draft document will be shared with experts, members and partners to ensure proper e-consultation with key players in the sustainable development field, also to align IUCN's programme with key partners from both the development and conservation community.

## 2- Status and Trends

The state of the environment in West Asia/ Middle East region is characterized by scarcity and deterioration of water resources, aridity and loss of soil fertility, unsustainable practices (over-fishing, overgrazing and wildlife hunting) and lack of sufficient human adaptive capacity to ensure sustainable development.

On the other hand, some countries in the region (like UAE, Qatar, Kuwait and Saudi Arabia) are experiencing a remarkable economic growth due to rise of oil prices in the global markets. This resulted in a substantial growth in the construction sector and a rise of consumerism. Paradoxically, some countries (like Yemen, Oman, Saudi Arabia and Syria) in this region are in the state of transition with inadequate civil society organizations and poor governance structures. Also, other countries lack political stability (like Lebanon, Palestine and Iraq) which impedes focused conservation actions and proper engagement with members and partners.

Industrial development and the service sector remain a vital component of the development processes of the West Asia/ Middle East Region providing an important source of national income through trade, creating jobs and adding to the value of primary products. The interest of the private sector in corporate social responsibility and in environmental stewardship has been rising continuously; and there is a detectable trend of shifting towards a greener economy by adopting more proactive methodologies including cleaner production and at-source waste minimization. Specifically, voluntary initiatives in industry including Corporate Citizenship and Global Reporting Initiatives have also been gaining momentum among businesses in the region.

An emerging environmental business is occurring in some of the Gulf countries, especially in Saudi Arabia and UAE with regards to cleaner production and waste recycling as well as some initiatives in sustainable energy.

The impact of Climate Change on biodiversity and natural resources has not been fully documented in one assessment, but the information to be extrapolated from the IPCC 2007 reports indicate that the region will suffer from a variety of impacts included decreased land productivity, reduced rainfall, extreme weather events and loss of species. West Asia countries need to embark on a comprehensive plan for adaptation to climate change with special focus on the impacts on marine and coastal areas, biodiversity, drylands and desertification, fresh water and wetlands and water resources.

By analyzing the conceptual framework of the global IUCN programme and linking it to the regional settings, the following statements can be concluded:

- a) The global value chain of knowledge, empowerment and governance is critically valid and will remain to be the strategic pillars for the future programme.
- b) IUCN West Asia/ Middle East regional programme is still in a phase of development and impacts are to be recorded in the core thematic areas of biodiversity and protected areas, water, drylands and marine ecosystems. The four

- thematic programmes will remain to be the focused basis of the future West Asia/Middle East programme.
- c) Cross-cutting issues (education and communication, gender and equity, governance and poverty) will need to be integrated into the West Asia programme by linkages to the four thematic programmes.
  - d) Emerging environmental and socio-economic driving factors have been identified at both the global and regional levels and will need to be introduced to the IUCN West Asia programme. Main new emerging issues are climate change, business and biodiversity, capacity building and security.

### **3- IUCN Value Proposition**

**Realizing the IUCN's niche, as approved in November 2006 Council Meeting which states that:**

**IUCN's niche as a Union of governments, NGOs, scientific expert networks and a decentralized Secretariat, is derived from the unique nature of its membership and the framework it offers for coherent international action dedicated to produce and use knowledge about the environment to benefit people and nature. IUCN provides the knowledge-based platform to connect practice to policy at global and local levels and to influence decisions and actions about the sustainability of the Earth and its people.**

The West Asia/ Middle East Programme 2009-2012 will be harnessing and adopting the IUCN niche and value proposition as a global Union with its unique membership, commissions, its global knowledge and its ability to influence global environmental policy. This is evident in the component results which focus on developing approaches and learning on community-based natural resource management, improved understanding of global issues like energy, markets and climate change, and regional knowledge is enhanced on the impacts of current energy production and consumption patterns on ecosystem goods and services in the region.

To be able to effectively build on IUCN value proposition, new strategic partnerships and alliances in the fields of energy, climate change, private sector and development will be sought to help achieve IUCN Programme results during 2009-2012. Strengthening and diversifying our regional membership and commissions is crucial for IUCN to have better access to commissions' knowledge and expertise and also for IUCN to realize its potential. Also, the Programme will pay special attention to the Gulf region where energy and the private sector role is significant. The strategy will be on engaging with the oil and construction industry to achieve the Programme results.

On the other hand, livelihood security, poverty and gender mainstreaming will be addressed as cross-cutting themes and issues through all thematic programmes. This will be carried out through nurturing and supporting the emerging civil society in countries like Oman, Syria, Yemen, Qatar, Iraq, Bahrain and Saudi Arabia.

The West Asia/ Middle East Programme will build on the IUCN value chain and the engagement strategy of Knowledge, Empowerment and Governance so as to ensure the achievement of results and making the intended impact. It also includes working with governments, including local authorities, to help them deliver on their commitments to enhance the livelihood security of the rural poor while maintaining the natural resource base of their regions, and to promote and support their engagement for greater democracy in decision-making regarding natural resource use for more equitably benefits.

## 4- Global Thematic Priorities

IUCN, in consultations with its components and the Council, explored and identified the direct and indirect drivers for biodiversity loss. The IUCN Programme is designed to limit the level of degradation and loss to biodiversity and ecosystem services. Still the focus of the IUCN Programme will be to address biodiversity but also it will address other themes which include: poverty, climate change, markets and energy. The regional programme for West Asia/ Middle East will broaden and deepen its strategic partnerships with the private sector, energy and financial institutions to the address the global challenges of sustainable development.

The five IUCN global thematic priorities and the corresponding global results include:

**Thematic priority 1:** Conserving biodiversity for life- ensuring sustainable and equitable management of biodiversity from local to global levels.

**Global result 1.1:** Biodiversity-related policies and governance systems enable action towards the achievement of biodiversity conservation.

**Global result 1.2:** IUCN standards, tools and knowledge for sustainable natural resource management available and used for biodiversity conservation including effective management of global and regional common natural resources.

**Thematic priority 2:** Changing the climate forecast- Integrating biodiversity considerations and opportunities into climate change policy and practice.

**Global result 2.1:** Climate change policies and practice include biodiversity concerns from local to global level.

**Global result 2.2:** Natural resources management strategies to adapt to the impact of climate change are adopted and implemented.

**Thematic priority 3:** Naturally energizing the future- Implementing ecologically, sustainable, equitable and efficient energy systems.

**Global result 3.1:** Energy policies and strategies mitigate the impact of the growing energy demand on biodiversity.

**Global result 3.2:** Ecosystem services that underpin sustainable and equitable energy, are incorporated in energy policies and strategies.

**Thematic priority 4:** Improving life in healthy ecosystems- Improving livelihoods, reducing poverty and vulnerability, and enhancing environmental and human security through sustainable ecosystem management.

**Global result 4.1:** Developing policies and strategies support vulnerable and poor stakeholders, especially women, to sustainably manage ecosystems for improved livelihoods.

***Global result 4.2:*** Sustainable environmental management reduces vulnerability to natural hazard and conflicts.

**Thematic priority 5:** Greening the world economy- Integrating ecosystem conservation values in economic policy, finance and markets.

***Global result 5.1:*** Economic, trade and investment policies better integrate biodiversity values.

***Global result 5.2:*** Companies, industry associations and consumer groups incorporate ecosystem values into planning and action.

The following section will outline the regional component and sub-component results for the 2009-12 Programme.

## 5- Component Results and Sub-Results

### Priority Thematic Area – 1: Conserving the diversity of life

#### Global result 1.1 – Biodiversity-related policies and governance systems enable action towards the achievement of biodiversity conservation

The overall socio-economic situation, consumerism, status of civil society and the governance systems in the Region causes a number of driving factors that will have direct impacts on the environmental situation in the coming few years. These include population growth and dynamics, trade and globalization, poverty and income inequality and conflicts and deterioration of human and environmental security.

The core business of IUCN is biodiversity and it will continue to tackle issues related to biodiversity protection and to build on the strengths of regional members and partners to develop action plans, guidelines and knowledge. The marine environment in the region requires concerted efforts to ensure its sustainability and resilience.

N	Results	Sub-results
1.1.1	<b>PERSGA, ROBME and CAMRE have adopted clear guidelines for marine biodiversity conservation in accordance with IUCN's standards.</b>	1.1.1.1 Guidelines for ICZM including MPAs are compiled and endorsed.
		1.1.1.2 The status of regional marine ecosystems and species is reviewed and documented for the gulf countries, Syria and Lebanon.
		1.1.1.3 Regional cooperation on the trans-boundary cooperation on the management of marine and coastal resources is demonstrated in two countries.

N	Results	Sub-results
1.1.2	<b>CAMRE implementation of key aspects of CBD, RAMSAR, UNCCD improved as a result of IUCN's guidance and support.</b>	1.1.2.1 Regional capacities of contracting parties are strengthened on the three conventions
		1.1.2.2 The CBD program of work on protected areas in the region is effectively implemented in at least two countries of the region.
		1.1.2.3 Regional guidelines on water resources management under RAMSAR convention developed and adopted in two countries.

#### Global result 1.2 – IUCN standards, tools and knowledge for sustainable

**NRM available and used for biodiversity conservation, including effective management of global and regional common natural resources.**

As a knowledge organization, IUCN is keen to harness the global experience from Commissions and the global program (WANI, PA, Marine, Forest, BBP, etc.) and make it useable at local level. Also, IUCN put specific emphasis to revive and utilize local knowledge and share it with the rest of the world.

N	Results	Sub-results
1.2.1	<p><b>Integrated and systemic approaches for ecosystem and water resource management developed and adopted at policy, decision-making and practitioners levels taking into account social, economic and ecological processes.</b></p>	<p>1.2.1.1 Successful demonstration projects in four counties are developed to build capacity and increase awareness and trust on the System Approach (know-how, methodologies and tools) for sustainable water resources planning and management.</p>
<p>1.2.1.2 A regional systemic network of national and international knowledge centers (nodes) established and running with the active involvement of policy makers and relevant stakeholders.</p>		
<p>1.2.1.3 Capacity of decision makers and managers and technical staff of relevant water related institutions in applying System Approach to integrated water resources management and planning strengthened in four countries.</p>		
<p>1.2.1.4 Freshwater ecosystems are restored in 2 pilot sites, through improved management of water for human consumption and agriculture.</p>		

N	Results	Sub-results
1.2.2	<p><b>In-Situ conservation is improved -favoring vulnerable groups- using IUCN management effectiveness guidelines and standards in at least five countries.</b></p>	<p>1.2.2.1 IUCN's global guidelines on management effectiveness of protected areas adapted to the regional context and specificities, disseminated throughout the region and adopted in at least 3 counties.</p>
<p>1.2.2.2 Regionally specific approaches for collaborative and community-based management of protected areas with focus on vulnerable group (e.g. women and poor) demonstrated and documented in 3 countries of the region.</p>		

N	Results	Sub-results
1.2.3	<b>Red list conservation status of key flagship and potentially vulnerable species is improved.</b>	<p>1.2.3.1 National red lists developed for 3 countries of the region and fed into national policies.</p> <p>1.2.3.2 Regional strategies for the conservation of key threatened and vulnerable species (e.g. Arabian Leopard, Arabian Oryx, Hubara Bustard) developed and adopted by key regional conservation fora.</p>

N	Results	Sub-results
1.2.4	<b>The conservation of key agriculture genetic biodiversity including wild relatives is improved and it linkages to sustainable livelihoods strengthened using indigenous knowledge and experiences.</b>	<p>1.2.4.1 Conceptual and practical tools for the conservation and management of agricultural genetic biodiversity are developed and disseminated.</p> <p>1.2.4.2 National strategies and policies for the conservation of key agriculture biodiversity are developed and adopted in two countries</p>

## Thematic priority area 2 - Changing the climate forecast

*Integrating biodiversity considerations and opportunities into climate change policy and practice*

### **Global result 2.1: Climate change mitigation and adaptation policies and practice include biodiversity concerns from local to global level.**

The impact of climate change needs to be documented and assessed. It was evident from the IPCC 2007 reports that the region is likely to suffer from a variety of impacts included decreased land productivity, reduced rainfall, extreme weather events and loss of species. Countries need to embark on a comprehensive plan for adaptation to climate change with special focus on the impacts on marine and coastal areas, biodiversity, drylands and desertification and water resources.

N	Results	Sub-results
2.1.1	<b>Regional policies and strategies are developed and adopted on impacts of climate change and its mitigation on existing ecosystems (e.g. watersheds and marine ecosystems)</b>	2.1.1.1 Functional multi- stakeholder platforms established and active to influence decision makers to adopt and apply sound mitigation of measures for climate change.
2.1.1.2 Understanding of the impacts of climate change on key ecosystems enhanced and shared across the region		
2.1.1.3 Regional guidelines for climate change mitigation measures developed taking into account the interests and priorities of vulnerable communities and groups (e.g. women, poor)		
2.1.1.4 Integrated water resource management as a tool for mitigation is applied in selected (2) watersheds in the region as demonstration sites involving all related stakeholders		
2.1.1.5 Integrated coastal management as a tool for mitigation is applied in Red Sea and the Gulf in 2 demonstration sites involving all related stakeholders		

### **Global result 2.2: Natural resources management policies and strategies to adapt to the impacts of climate change are adopted and implemented.**

Regional and national adaptation policies in thematic programmes like water, marine and protected areas are needed to address climate change in the Region. Also, developing new tools and methods for predicting the extent and impact of global warming is

necessary. To reach this end, it is imperative to undertake assessments of projected impacts due to climate change.

N°	Results	Sub-results
2.2.1	<b>Biodiversity conservation aspects of national adaptation strategies to climate change developed and implemented in 2 key countries in the region</b>	<p>2.2.1.1 Regional assessment improves understanding of the projected impacts of climate change and the conditions of vulnerability of countries/ecosystems/ communities/ and vulnerable groups, including women</p> <p>2.2.1.2 Lessons learned from experiences of how local communities have adapted to climate change and extreme weather events documented and shared across the region (e.g. monsoon in Yemen, cyclones in Oman, droughts in various countries, Hima role, etc.)</p> <p>2.2.1.3 Functional stakeholder platforms at the national level established to support national adaptation strategies and their linkages in to biodiversity in two countries.</p> <p>2.2.1.4 National action plans for climate change adaptation developed, with clear priorities for supporting biodiversity conservation</p>

N°	Results	Sub-results
2.2.2	<b>Resilience of vulnerable communities most dependent on natural resources (and priority ecosystems) measurably enhanced.</b>	<p>2.2.2.1 Fragile ecosystems (PAs and watersheds) are managed through approaches that support adaptation to climate change impacts in two demonstration sites/countries</p> <p>2.2.2.2 Fragile ecosystems outside protected areas, especially watersheds, forests, rangelands and islands are managed through approaches that support adaptation to climate change impacts</p> <p>2.2.2.3 Emergency response systems that allow for rapid and effective intervention on climate change-related events are in place in 2 countries, addressing social and gender vulnerability</p>

## Thematic priority area 3 - Naturally energizing the future

*Implementing ecologically sustainable, equitable and efficient energy systems*

### Global result 3.1: Energy policies and strategies mitigate the impact of the growing energy demand on biodiversity.

There is increasing evidence that renewable energy will play a substantial role in the Region and the world. This is attributed to the inherent advantages such as mitigation of climate change, generation of employment and reduction of poverty, as well as increased energy security and supply. Several renewable energy technologies and applications are of relevance to countries in the Middle East. Due to the remarkable increase in the price of fuel in some countries like Lebanon and Jordan, it is expected that the Region will experience more demand for renewable energy technologies.

N°	Results	Sub-results
3.1.1	<b>Policy options for alternative energy are adopted in two countries of the region with high ecological footprints thus reducing impacts on biodiversity while supporting equitable access with focus on vulnerable groups</b>	3.1.1.1 State of energy production and consumption is assessed in selected countries from the perspective of the impacts on 1/biodiversity, including hydrocarbons, hydropower and other sources of energy 2/vulnerable.
		3.1.1.2 Working partnerships -involving vulnerable groups- established in selected countries with the oil and gas industry to explore options for alternative energies
		3.1.1.3 Policy guidance – sensitive to vulnerable groups - is formulated and disseminated on alternative energies, based on innovative experiences and pilot projects and the participation inputs from the private sector and civil society

### Global Result 3.2 – Ecosystem services that underpin sustainable and equitable energy, are incorporated in energy policies and strategies.

Although some countries in the Region are oil-producing, but there is a trend towards investing and adopting renewable energies. The potential of solar and wind energy resources is promising in the Region. The United Arab Emirates (UAE) in particular is developing an ambitious programme for technology transfer and localization of renewable energy. Also, biomass energy is used widely in direct cooking in rural areas of the Region. Some countries in the Region particularly, Lebanon, Iraq, Jordan and Syria, have hydro resources.

***No results were developed for WAME under this theme!***

## Thematic priority area 4 - Managing ecosystems for human well-being

*Improving livelihoods, reducing poverty and vulnerability, and enhancing environmental and human security through sustainable ecosystem management*

### Global result 4.1: Development policies and strategies support vulnerable and poor stakeholders, especially women, to sustainably manage ecosystems for improved livelihoods.

The region has witnessed a substantial economic growth when measured by the GDP during 2005-2007. However, not all countries are benefiting during this remarkable period of economic growth. The region's growth performance in 2006 was one of its best since the 1970s. Growth in 2006 was driven by the continued strong momentum of *resource-rich, labor-importing* countries and the improved performance of *resource-poor, labor-abundant* countries.

N	Results	Sub-results
4.1.1	<b>National development policies and strategies for water governance clearly incorporate cultural and equity components of sustainable management of natural (water) resources for livelihood and food security in 3 selected countries.</b>	4.1.1.1 Through created broad platforms, knowledge improved on the degree of integration of NRM and livelihood security in selected countries and consensus reached on ways forward and management priorities
		4.1.1.2 Local governments and stakeholders in local communities empowered with regard to policies and strategies (formulation, implementation and evaluation) that support sustainable NRM for livelihood security.
		4.1.1.3 Support given to institutions in drafting policies and laws (governance) that integrate the systemic approach to water management based on the experience gained in the demonstration projects, while providing specific guidance for at least two countries in the region.

N°	Results	Sub-results
4.1.2	<b>Security of people and livelihoods enhanced through the demonstration of restoration and sustainable management of natural resources and their ecosystem</b>	4.1.2.1 Local knowledge and traditional natural resources (water/PAs) management practices are improved to adapt systemic approaches to access and allocation in 3 demonstration projects.
		4.1.2.2 Integrated approaches demonstrated

	<b>services, with special consideration to vulnerable groups and women</b>	through field projects focused on sustainable resource management that deliver livelihood improvements are developed and adopted in three demonstration sites (e.g. rural water supply and sanitation, and economic development).
		4.1.2.3 Created functional stakeholder platforms are enabled to implement the proposed strategies and legal and institutional frameworks and decision-making mechanisms to improve local governance of natural resources and their equitable access and allocation in 3 pilot projects (e.g. water resources, rangeland, tourism).

## **Global result 4.2: Sustainable environmental management reduces vulnerability to natural hazards and conflicts.**

The ever increasing political tensions could affect the confidence of global and regional investors as well as oil-market conditions. On the other hand, if conflicts were to subside, the peace dividend could be significant, boosting growth prospects, incomes, and development.

Moreover, income equality is still an issue of concern in some countries, with a widening gap between rural and urban areas and the rich and poor in urban centres. Classical economic growth approaches, foreign debt, structural adjustment and increasing trends towards globalisation have also contributed to exacerbating poverty in the Region. Decentralization of governance has been pursued in certain countries to strengthen local ownership of planning and implementation of development strategies and programs. While the legal and institutional framework is gradually being strengthened in terms of land use planning. However implementation and enforcement still lag behind.

<b>N°</b>	<b>Results</b>	<b>Sub-results</b>
4.2.1	<b>Improved environmental governance of key ecosystems reduces risks for vulnerable communities, considering in particular the situation of women, in priority countries</b>	4.2.1.1 Understanding of the role of ecosystem governance in reducing risk is enhanced in selected countries (e.g. Lebanon, Syria, Palestine and Oman).
		4.2.1.2 Stakeholders' technical and decision making capacities are built on ways to improve governance of ecosystems
		4.2.1.3 Governance of NRM in key institutions at the local level improved in at least one country

N°	Results	Sub-results
4.2.2	<p><b>Security of people and livelihoods enhanced through the demonstration of restoration and sustainable management of natural resources and ecosystem services, with special consideration to vulnerable groups and women in conflict and natural hazard areas</b></p>	<p>4.2.2.1 Lessons learned on the contributions of IUCN (global and local experience) to restore affected ecosystems and on local communities response and adaptation in post-conflict and natural disaster/ extreme events situations developed and disseminated across the region</p> <p>4.2.2.2 Multi-stakeholder, culturally rooted processes facilitated to apply restoration plans with social and gender equity considerations in two countries</p> <p>4.2.2.3 Institutions adopt and implement restoration actions in a coherent and integrated manner to ensure greater resilience of communities and ecosystems in two countries</p>

## Priority Thematic Area 5: Greening the World Economy

### Global results 5.1: Economic, Trade and investment policies better integrate biodiversity values.

The growth in the services sector, construction and oil industry has been rising continuously. There are some cases where private sector is adhering to CSR policies and guidelines and there is a trend towards cleaner production and at-source waste minimization.

N°	Results	Sub-results
5.1.1	<b>Public and private investments in water management and ecosystem services promoted across the region through robust economic and financial analysis and appropriate incentives.</b>	5.1.1.1 Sustainable national growth strategies and investment priorities informed by strategic economic analysis of water resources and ecosystem services.
		5.1.1.2 Economic development planning improved and wise investments promoted through using the outputs and capacities derived from economic valuation of water related ecosystem services.
		5.1.1.3 At least two watershed management initiatives adopting investments in ecosystem services and benefits and their equitable distribution.

### Global results 5.2: companies, industry associations and consumer groups incorporate ecosystems values into planning and action

Endowments for R&D and education exemplify a positive trend towards social and environmental responsibility. Linking culture and conservation through evolving new financing models is promising in the Region. This requires sound strategies, partnership and investments.

N	Results	Sub-results
5.2.1	<b>Regional model Waqf for sustainable environmental financing is established and adopted by IUCN.</b>	5.2.1.1 Institutional framework for Waqf developed and maintained.
		5.2.1.2 Pilot initiatives eligible for Waqf financing developed and implemented in three countries/ecosystem/communities.

N	Results	Sub-results
5.2.2		5.2.2.1 Ecological footprints of selected

	<b>The private sector within the region incorporates ecosystem friendly policies in their business development strategies in key countries of the region.</b>	companies are measurably reduced in two countries /ecosystems /communities.
		5.2.2.2 Pilot public private partnerships for ecosystem management are developed and tested in two countries.

<b>N</b>	<b>Results</b>	<b>Sub-results</b>
5.2.3	<b>New approaches of trading systems favoring small and local producers – in particular women entrepreneurs - are developed and adopted in at least three countries of the region.</b>	<p>5.2.3.1 The Jordan fair trade partnership consolidated and sustained and replicated in two countries of the region.</p> <p>5.2.3.2 A regional or sub-regional pilot initiative on improved market access and sustainable use of natural resources (e.g. medicinal plants, fisheries) developed and implemented.</p>

## **6- Operational Plan and Results**

### **6.1 Overall program development and implementation strategy**

#### **Background and justification**

The situation analysis and the deliberations of the Regional Conservation Forum (RCF) held in May 2007 in Tehran revealed the need to strengthen the IUCN portfolio and the technical capacity for the Regional Office in close coordination with members and partners.

Besides, the regionalization and decentralization resulted in a much coherent and manageable Region, i.e., West Asia/Middle West. Also, the governance structures and socio-economic indicators in some countries necessitate the intervention at a national level so as IUCN can achieve the anticipated results and reach the foreseen impact.

This implies the need to develop a new strategy that addresses the new trends and realities in a changing world where private sector, energy industry and financial markets shape and influence sectoral policies at national, regional and global levels.

In sum, our regional office needs to develop through a new business model that works closely at a country level in key countries where IUCN regional office can achieve IUCN mission and vision and response to national priorities and needs.

For example, some of the key countries that warrant some investment to develop a country programme include; Saudi Arabia, Jordan, Yemen, Lebanon and the United Arab Emirates.

It is envisioned that the marine officer in Jeddah will initiative a country and sub-regional program leading to enhancing the marine conservation agenda in this ecological hoot spot. On another front, efforts have already started to explore and assess the potentials to develop a Lebanon country programme. Thirdly, the proximity of the regional office in Jordan opens wide horizons for a consolidated country portfolio leading to a clear distinction between the regional mandate of the office and its national support program to the host country.

More importantly, it is imperative that our office invests more in human and financial capital in the development of the financing model based on Waqf thus creating greater linkage to the region's cultural identity. A programme that focuses on Waqf, private sector engagement and linkages to Business and Biodiversity Programme is highly needed in 2008 and beyond.

#### **The Vision**

By end of 2012, IUCN regional office for West Asia/Middle East, in addition to its regional and global mandate represented by its main regional programmes of water,

protected areas and biodiversity and their inter-linkages with poverty gender and equity, will develop to have presence in the form of country and sub-regional programmes in key countries like Saudi Arabia, Jordan, Lebanon, Yemen, and United Arab Emirates with strategic interventions that demonstrate the added-value of IUCN as a global conservation union.

### **Delivery structures**

The Regional Office for West Asia/Middle East will pursue the development and consolidation of its main and central programme portfolio with focus on water and drylands, protected areas and biodiversity, marine and the other emerging programmes as inspired by the new global thematic areas on poverty, equity and gender, climate change and energy and economy.

On the other hand, the development of the representative country programmes will be strategically and operationally linked to these core thematic areas. It will also be evolutionary and based on a sound analysis of the internal and external environment, partnerships, and financing model. Strategic alliances with new partners and innovative co-funding with the global programme, commissions, members and private sector will be explored to minimize risks.

The management of the regional office is very aware of the need to link this program development with the office technical and administrative capacities and thus it will focus on recruiting high performance team in addition to further investing in building the capacities of the existing staff particularly in the new fields of involvement (e.g. climate change, energy ...etc).

### **Learning and management systems**

Lessons learned from other regional offices will inform the development and the realization of this strategy. In November 2007 in depth consultation with the global team will be carried out in Amman to consolidate and refine the strategy.

The new monitoring strategy will be instrumental in steering the direction of the new anticipated model. Measuring impact will be key to the way these new model will be developed making greater use of adaptive management tools and methodologies.

## **6.2 Mainstreaming Poverty, Gender and Equity**

The IUCN West Asia Programme 2009-2012 reflects the region's constituency's (Secretariat and members) recognition that social equity, gender equity and reduced poverty are fundamental conditions for environmental sustainability.

The programme also recognizes that the region's inequity issues and poverty conditions are deeply embedded in the social make-up and they need to be tackled hand in hand with

environmental challenges to achieve IUCN broader conservation and livelihood security objectives.

Moreover, West Asia has the additional challenge of being plagued with conflict and wars, which have been posing considerable threat and pressure on natural resources as well as human and economic security. Like in other regions facing or that have faced similar challenges historically, conflicts and wars in West Asia are having particular adverse impacts on vulnerable groups including indigenous people, the poor and women.

The IUCN West Asia Programme 2009-2012 was designed and will be implemented based on the solid awareness of the fact that a large majority of the vulnerable and rural poor in the region are women and this is why the regional programme is designed to incorporate gender standards and ensure that women are active agents, empowered to have access and control over resources and should be direct beneficiaries of conservation for poverty reduction policies.

The IUCN West Asia Programme also reflects awareness of the fact that indigenous people of this region are among the most vulnerable and are exposed to poverty and inequity especially in the light of the relative recent introduction of the state system in the region and government policies indiscriminately geared towards sedentarization that is not always serving the best interest of indigenous groups.

IUCN West Asia is also conscious of the fact that the indigenous populations of this region have a great wealth in valuable traditional knowledge that have proven records in conservation practices, natural resource management, and sustainable use of ecosystems. IUCN West Asia plans to make sound use of this traditional knowledge to advance resilient conservation practices that enable this region's environmental wealth to stand against continuously rising conflicts and forecasted natural disasters that may result from Climate Change.

At the core of IUCN West Asia's contemplated biodiversity work and strategies in 2008-2012 is enhanced focus on community-based management of natural resources and improved management effectiveness at the local level. This approach provides perfect conditions to involve women, indigenous populations and the rural poor in the decision-making process.

Also, in its conservation work, West Asia would be relying mostly on the integrated natural resource management system especially of water, inherent in which is the involvement of multiple stakeholders with special consideration for women and the poor in both the local urban and rural contexts.

Moreover, the West Asia 2009-2012 Programme expresses the commitment of supporting decentralized and democratization policies and practices and more active civil societies in the countries covered by its mandate. West Asia regional office looks at this as another opportunity to achieve gender equity and equity in general.

For all the above mentioned reasons, the IUCN West Asia 2009 – 2012 is geared towards equity, human rights in general including gender rights and poverty reduction.

The Programme demonstrates this direction in two ways through specific and targeted results and sub-results that aim at achieving gender equality and poverty reduction as well as the underlying action methodology to achieving the planned outcomes.

The West Asia 2009-2012 Programme explicitly or implicitly expresses its commitment to the empowerment of vulnerable groups, which includes women, poor and indigenous communities, in 10 out of 18 results. Also, the Programme re-expresses this commitment at the sub-result level.

The underlying methodology for the implementation of the Programme will also be geared towards equity and genuine impacts on the empowerment of the vulnerable groups in communities to have more control over and access to resources. This methodology would rely on needs assessments with focus on women and other vulnerable groups before implementation of programmes and projects. It also involves Impact Assessment of planned projects on poor and the different gender groups. Post such assessments IUCN West Asia would adopt a flexible approach whereby it would modify planning to suit the needs and ensure benefits to vulnerable groups as well as abort conservation initiatives projects that would produce adverse impacts on vulnerable groups.

Forecasts of impacts of climate change and deterioration of security on vulnerable groups would be well documented and disseminated and measures to reduce adverse impacts will be devised in partnership with governments at the national and local levels.

The Programme has also expressed clearly in one result that IUCN West Asia will work on enhancing the resilience of ecosystems to serve the interests of vulnerable groups.

Furthermore, at the project implementation level, IUCN West Asia will ensure that there is fair representation of the different gender and other local vulnerable groups in committees that would own control over decision-making processes.

Finally, IUCN West Asia will seek to partner with regional organizations like the Economic and Social Council for West Asia (ESCWA) based in Lebanon, CRTD, UNDP and other institutions involved with Gender, Poverty and Development issues to share data and information and to mainstream gender and conservation at the policy, planning and implementation levels.

### **6.3 Membership**

Our membership strategy is guided by the IUCN global strategy which calls for a change in the way the secretariat operates with regard to membership. The strategy encourages the secretariat to engage more strategically with members and to maximize the benefits for the membership for the Programme and the governance of the Union.

In addition, IUCN secretariat will enable membership to address the underlying causes of biodiversity loss and environmental degradation by managing knowledge, enabling people and institutions and promoting sound environmental governance at regional, national and local levels.

The West Asia/Middle East regional office recognizes the need for flexibility to respond to national and local differences and considering their relative priorities, interests and capacities.

Besides, the regional office is keen to form linkages between communication and programme strategy, fundraising and the membership strategy. It is realized that our core asset is our membership and its potential influence and impact is enhanced by working with members towards a common vision.

Also, it is imperative to diversify our membership base to be able to respond to global issues and trends like poverty, energy, climate change, and markets besides the core business of IUCN, i.e. biodiversity.

The above mentioned business model of country and sub-regional based programmes will allow for a more focused engagement with members hence furthering IUCN visibility, credibility and demonstrating direct involvement in regional priorities.

#### **6.4 Management and operational support system**

During 2005–2008, the IUCN regional office for West, Central Asia and North Africa has managed to establish presence within the region and was able to further IUCN reputation and added value.

The office itself has grown from six staff at the establishment of the office to fourteen (including 7 technical) staff members by 2007.

The project portfolio has grown steadily, and the inherited collection of old, stagnant projects have nearly all been resolved.

To keep up with the transformation of the office, the Operations Unit will continue to provide the necessary financial, administrative, legal and human resource support and backstopping to the renamed IUCN WAME regional office, focusing more, during the period 2009 –2012, on the laying and establishment of the necessary systems and procedures that will facilitate the workflow of the office and ensure its efficient and transparent delivery.

#### **6.5 Multi annual financing model**

The WESCANA regional office – now the West Asia/ Middle East (WAME) - was established in the region as a continuation of the WESCANA unit operating from HQ at Gland.

At the establishment, in 2004, the office had a project portfolio of what was mainly completed / halted projects. The focus of the office has been on building up the project portfolio and diversifying the donor base. The two main thematic areas remained water and protected areas until the beginning of 2006.

In 2009–2012, the two emerging programmes of Marine and Poverty, Equity & Gender are anticipated to be fully functional and self sustaining. A third programme for Waqf, sustainable financing, business and biodiversity will also be developed.

To date, our main donor remains the Italian Government (DGCS) with a total programme donation of just over three million USD for the regional Water Programme. However, during the coming intercessional period, the regional office is hoping to have expanded on the current Italian donation by adding donations from UNDP, the Spanish Government and the WANI programme in order to build up the comprehensiveness of the regional water programme.

The regional office is also working on further developing its Protected Areas portfolio. Currently, it has been mainly working on two levels: 1- working on country based projects (DGCS, UNDP, and NCWCD), 2- providing consulting services to our members and partners within the region. The aim of the WAME regional office is to build up the Protected Areas portfolio into a regional programme by soliciting new donors (the French Government) as well as donors with a regional focus (InWent, GEF).

In addition, the regional office is working on the Waqf Fund initiative, which is a project for the establishment of a financing model for sustainable development. This fund will be depending on contributions from donors and philanthropists from within the region, and will hopefully provide a more long-term, low-risk inflow of funds for environmental programmes. Meanwhile the WAME office will continue to exercise due prudence in its management of the financial resources, so as to keep the risk of exposure to a minimum.

## **6.6 Risk management**

The regional office of West Asia/Middle East is faced with a number of challenges which include political instability, socio-economic transformation, limited role of civil society in some countries and poor governance. Some of these risks may be beyond the control of the secretariat but can be addressed as conditions are adequate for specific engagements. To respond to this, the regional office will be more strategic in defining IUCN's niche to maximize impact and avoid unnecessary replication, duplication and competition. The new program portfolio is also designed to demonstrate a shift of focus areas toward a more peoples centered approach through the revival of traditional and customary management approaches and fostering linkages to the region's culture hence developing a unique identity that increments the region's conservation agenda.

Besides, the dependence on donors' funds can pose a potential risk but the office is developing a new financing model (Waqf Fund) that links culture and conservation (see 6:7).

Another risk is the retention of key state members which requires an investment from IUCN to demonstrate the added-value of IUCN. The new country based model of foreseen to mitigate this risk.

### 6.7 Communication

The office communication strategy focuses on effective communication with members, commissions and partners through translation of key IUCN documents, supporting alliances with members and commissions and disseminating knowledge and best practices to members.

Further development of the existing communication tools such as the website, the newsletter and day to day communication system within the communication unit is going to be a main focus for the regional as it enters its new intercessional period.

New communication and capacity building tools are also planned such as audio visual productions, wide spectrum documentations in addition to stronger engagement with media will also be given more attention and investment.

Last but not least, the office is keen to enhance the engagement with the CEC and regional institutions as a means to achieve IUCN mission.

### 6.8 Operational component results and sub-results

N	Operational Component Results	Sub-results
OP1	<b>IUCN Regional Office for West Asia/Middle East consolidated, fully functional and adopting a viable and effective business model with lowest possible levels of risks</b>	OP 1:1 IUCN Regional office has high performance and is effectively managed
		OP 1:2 Regional business development model developed and adopted and operational management systems established and maintained.
		OP 1:3 Financial risk-reducing measures developed and adopted within the WAME regional office management policies.

N	Operational Component Results	Sub-results
OP2	<b>IUCN's vision and mission are</b>	OP 2:1 IUCN regional membership is retained in state membership and increased by 10

	<b>enhanced across the region through effective engagement and communication with members, commissions and partners</b>	percent in governmental agencies and 20 percent in NGOs.
		OP 2:2 A well-functioning communication unit that efficiently engages with IUCN constituency using effective engagement strategies and tools.

<b>N</b>	<b>Operational Component Results</b>	<b>Sub-results</b>
OP3	<b>Poverty, gender and equity are effectively mainstreamed into IUCN WAME program 2009-2012</b>	OP 3.1 An effective poverty, gender and equity unit established within WAME RO and ensuring mainstreaming PEG in 09-12 program
		OP 3.2 A regional PEG strategy developed and enforced including guidelines for best practices, tools indicators

## 7- Program Monitoring Plan

A set of indicators were developed based on IUCN monitoring guidelines to measure the anticipated change by achieving the intercessional results. The indicators matrix was mainly built around quantitative and direct indicators rather than qualitative and proxy ones. The focus was given to the program ability to provide concrete evidence of change and its means of measurement including, the data collection technique as well as the sources of data.

A monitoring and reporting plan will be developed and adopted as the intercessional period has started including:

- A baseline measurement of the conditions before IUCN interventions to present the basis for comparison and evaluation.
- A med-term review after two years of implementations of the plan.
- A final evaluation of the intercessional plan right after its termination.

A simpler monitoring plan will also be designed for monitoring the program's annual results, outputs and activities. This is hoped to support the overall monitoring program at the intercessional level and improve delivery, efficiency and effectiveness of the implementing teams, units and individuals.

- 1- It is foreseen that the monitoring and reporting plan will help IUCN WAME office, IUCN regional members, commissions and partner to jointly learn from the successes and failures of the plan implementation. This should help feed into the adaptive management system which will allow revision of results, sub-results and annual activities and outputs based on lessons learned and experiences gained.
- 2- It will provide for a more transparent and accountable delivery of IUCN program in the region thus furthering IUCN image and reputation as an effective and transparent organization.
- 3- It will set the basis for a longer term strategy of intervention for IUCN in the region.

**The following summarizes the proposed set of indicators against component results and sub results along with their sources of verification and data collection:**

## Priority Thematic Area – 1: Conserving the diversity of life

### Global result 1.1 – Biodiversity-related policies and governance systems enable action towards the achievement of biodiversity conservation

Component results and Sub-Results	Indicators	Sources of Verification
<p><b>1.1.1 PERSGA, ROBME and CAMRE have adopted clear guidelines for marine biodiversity conservation in accordance with IUCN’s standards.</b></p> <p>1.1.1.1 Guidelines for ICZM including MPAs are compiled and endorsed.</p> <p>1.1.1.2 The status of regional marine ecosystems and species is reviewed and documented for the gulf countries, Syria and Lebanon.</p> <p>1.1.1.3 Regional cooperation on the trans-boundary cooperation on the management of marine and coastal resources is demonstrated in two countries.</p>	<p>Conservation status of key marine biodiversity indicators (ecosystems/species)</p> <p>Level of national spending of marine biodiversity conservation</p> <p>Guidelines developed</p> <p>Guidelines officially reviewed and disseminated</p> <p>Trans-boundary initiatives explored and assessed</p>	<p>National and regional biodiversity assessments</p> <p>PESGA, ROBME, CAMRE Members, commissions, partners reporting</p> <p>Guidelines documents</p> <p>National decrees, law and legislations</p>

<p><b>1.1.2 CAMRE implementation of key aspects of CBD, RAMSAR, UNCCD improved as a result of IUCN's guidance and support.</b></p> <p>1.1.2.1 Regional capacities of contracting parties are strengthened on the three conventions</p> <p>1.1.2.2 The CBD program of work on protected areas in the region is effectively implemented in at least two countries of the region.</p> <p>1.1.2.3 Regional guidelines on water resources management under RAMSAR convention developed and adopted in two countries.</p>	<p>National actions plans for the three conventions prepared as a result of IUCN support</p> <p>IUCN's official mandate as an advisory to CAMRE and technical committee of the Arab League</p> <p>Status of the region's PAs</p> <p>Bilateral agreements with countries of the region to support conventions' implementation</p> <p>Guidelines developed and communicated under RAMSAR</p>	<p>National conventions' reports</p> <p>Guidelines documents</p> <p>National strategies and action plans documents and reports</p> <p>Conventions secretariat reports</p>
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**Global result 1.2 – IUCN standards, tools and knowledge for sustainable NRM available and used for biodiversity conservation, including effective management of global and regional common natural resources.**

Component results and Sub-Results	Indicators	Sources of Verification
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<p><b>1.2.1 Integrated and systemic approaches for ecosystem and water resource management developed and adopted at policy, decision-making and practitioners levels taking into account social, economic and ecological processes.</b></p> <p>1.2.1.3 Capacity of decision makers and managers and technical staff of relevant water related institutions in applying System Approach to integrated water resources</p> <p>1.2.1.2 A regional systemic network of national and international knowledge centers (nodes) established and running with the active involvement of policy makers and relevant stakeholders.</p> <p>1.2.1.1 Successful demonstration projects in four counties are developed to build capacity and increase awareness and trust on the System Approach (know-how, methodologies and tools) for sustainable WR planning and management.</p>	<p>National policies and strategies incorporating the system approach</p> <p>Regional network strategy and involved nodes</p> <p>Pilot projects implemented and their allocated budgets</p>	<p>National strategies documents</p> <p>Regional assessment reports</p> <p>Nodes agreements and TORs</p> <p>Projects' briefs and reporting</p> <p>Success stories and their documentation</p>
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<b>Component results and Sub-Results</b>	<b>Indicators</b>	<b>Sources of Verification</b>
<p><b>1.2.2 In-Situ conservation is improved -favoring vulnerable groups- using IUCN management effectiveness guidelines and standards in at least five countries.</b></p> <p>1.2.2.1 IUCN's global guidelines on management effectiveness of</p>	<p>Conservation status of the region's key ecosystems and species</p> <p>National systems plans developed</p> <p>Guidelines developed and communicated</p>	<p>National and regional PA effectiveness assessments reports</p> <p>National system plans documents and reports</p> <p>Pilot projects briefs and reporting</p>

<p>protected areas adapted to the regional context and specificities, disseminated throughout the region and adopted in at least 3 countries.</p> <p>1.2.2.2 Regionally specific approaches for collaborative and community-based management of protected areas with focus on vulnerable group (e.g. Women and poor) demonstrated documented in 3 countries of the region.</p>	<p>Pilot project adopted collaborative and community based management approaches implemented and their budget</p>	
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<b>Component results and Sub-Results</b>	<b>Indicators</b>	<b>Sources of Verification</b>
<p><b>1.2.3 Red list conservation status of key flagship and potentially vulnerable species is improved.</b></p> <p>1.2.3.1 National red lists developed for 3 countries of the region and fed into national policies.</p> <p>1.2.3.2 Regional strategies for the conservation of key threatened and vulnerable species (e.g. Arabian Leopard, Arabian Oryx, Hubara Bustard) developed and adopted by key regional conservation fora.</p>	<p>Conservation status of key red list species</p> <p>Developed strategies and countries endorsing them</p> <p>Level of implementation of regional strategies</p>	<p>National and regional SSC commission biodiversity assessment reports</p> <p>Strategy documents and their reporting</p>

<b>Component results and Sub-Results</b>	<b>Indicators</b>	<b>Sources of Verification</b>
<p><b>1.2.4 The Conservation of key agriculture genetic biodiversity species including wild relatives is improved and it linkages to sustainable livelihoods strengthened using indigenous knowledge and experiences.</b></p> <p>1.2.4.1 Conceptual and practical tools for the conservation and management of agriculture genetic</p>	<p>Developed conservation policies, strategies and action plans</p> <p>Conservation status of key agriculture species</p>	<p>Assessment reports</p> <p>National legislations</p> <p>Legal decrees and policy statements</p>

biodiversity are developed		
1.2.4.2 National strategies and policies for the conservation of key agriculture biodiversity are developed and adopted in two countries and disseminated		

## Thematic priority area 2 - Changing the climate forecast

### Global result 2.1: Climate change mitigation and adaptation policies and practice include biodiversity concerns from local to global level.

Component results and Sub-Results	Indicators	Sources of Verification
<p><b>2.1.1 Regional policies and strategies are developed and adopted on impacts of climate change and its mitigation on existing ecosystems (e.g. watersheds and marine ecosystems)</b></p> <p>2.1.1.1 Functional multi-stakeholder platforms established and active to influence decision makers to adopt and apply sound mitigation of measures for climate change.</p> <p>2.1.1.2 Understanding of the impacts of climate change on key ecosystems enhanced and shared across the region</p> <p>2.1.1.3 Regional guidelines for climate change mitigation measures developed taking into account the interests and priorities of vulnerable communities and groups (e.g. women, poor)</p> <p>2.1.1.4 Integrated water resource management as a tool for mitigation is applied in selected (2) watersheds in the region as demonstration sites involving all related stakeholders</p> <p>2.1.1.5 Integrated coastal management as a tool for mitigation is applied in Red Sea and the Gulf in 2 demonstration sites involving all related stakeholders</p>	<p>Documented and published policies</p> <p>Platforms formed and their level of effectiveness</p> <p>National and regional strategies and action plans adopted based on the case studies developed by IUCN</p> <p>Guidelines developed and communicated</p> <p>Watershed management initiatives adopting the system approach</p> <p>Integrated coastal zones management plans developed and implementation is initiated</p>	<p>National legislations</p> <p>National strategies reporting</p> <p>Guidelines documents</p> <p>Project briefs and reporting</p> <p>ICZM plans documents and reporting</p>

**Global result 2.2: Natural resources management policies and strategies to adapt to the impacts of climate change are adopted and implemented.**

<b>Component results and Sub-Results</b>	<b>Indicators</b>	<b>Sources of Verification</b>
<p><b>2.2.1 Biodiversity conservation aspects of national adaptation strategies to climate change developed and implemented in two key countries in the region</b></p> <p>2.2.1.1 Regional assessment improves understanding of the projected impacts of climate change and the conditions of vulnerability of countries/ecosystems/ communities/ and vulnerable groups, including women</p> <p>2.2.1.2 Lessons learned from experiences of how local communities have adapted to climate change and extreme weather events documented and shared across the region (e.g. monsoon in Yemen, cyclones in Oman, droughts in various countries, hima role, etc.)</p> <p>2.2.1.3 Functional stakeholder platforms at the national level established to support national adaptation strategies and their linkages in to biodiversity in two countries.</p> <p>2.2.1.4 National action plans for climate change adaptation developed, with clear priorities for supporting biodiversity conservation</p>	<p>National adaptation strategies and their biodiversity related action plans</p> <p>Regional assessment</p> <p>Case studies developed and shared</p> <p>Platforms formed and their mandates</p>	<p>Strategy documents and their reports</p> <p>Assessment reports</p> <p>Case studies documentation</p> <p>Forums reports</p>

<b>Component results and Sub-</b>	<b>Indicators</b>	<b>Sources of Verification</b>
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Results		
<p><b>2.2.2 Resilience of vulnerable communities most dependent on natural resources (and priority ecosystems) measurably enhanced.</b></p> <p>2.2.2.1 Fragile ecosystems (PAs and watersheds) are managed through approaches that support adaptation to climate change impacts in two demonstration sites/countries</p> <p>2.2.2.2 Fragile ecosystems outside protected areas, especially watersheds, forests, rangelands and islands are managed through approaches that support adaptation to climate change impacts</p> <p>2.2.2.3 Emergency response systems that allow for rapid and effective intervention on climate change-related events are in place in 2 countries, addressing social and gender vulnerability</p>	<p>Impact reduction data and indicators</p> <p>Ecosystems effectively managed within adaptation approach</p> <p>Response systems in place and their level effectiveness</p> <p>Countries/institutions addressing and applying adaptation approaches or processes</p>	<p>Assessment reports</p> <p>Strategy documents</p> <p>Systems plans and reports</p> <p>Best practice reports</p>

## Thematic priority area 3 - Naturally energizing the future

**Global result 3.1: Energy policies and strategies mitigate the impact of the growing energy demand on biodiversity.**

Component results and Sub-Results	Indicators	Sources of Verification
<p><b>3.1.1 Policy options for alternative energy are adopted in two countries of the region with high ecological footprints thus reducing impacts on biodiversity while supporting equitable access with focus on vulnerable groups</b></p> <p>3.1.1.1 State of energy production and consumption is assessed in selected countries from the perspective of the impacts on 1/biodiversity, including hydrocarbons, hydropower and other sources of energy 2/vulnerable.</p> <p>3.1.1.2 Working partnerships - involving vulnerable groups- established in selected countries with the oil and gas industry to explore options for alternative energies</p> <p>3.1.1.3 Policy guidance – sensitive to vulnerable groups - is formulated and disseminated on alternative energies, based on innovative experiences and pilot projects and the participation inputs from the private sector and civil society</p>	<p>Reduction in ecological footprints of energy production</p> <p>Published and communicated policy statements on alternative energy</p> <p>Regional assessment</p> <p>Framework agreements developed and/or MoUs on energy conservation formalized</p>	<p>Ecological assessments</p> <p>Policy reports</p> <p>Case studies and documentation</p>

**Global Result 3.2 – Ecosystem services that underpin sustainable and equitable energy, are incorporated in energy policies and strategies.**

***No results developed for WAME under this theme!***

## Thematic priority area 4 - Managing ecosystems for human well-being

**Global result 4.1: Development policies and strategies support vulnerable and poor stakeholders, especially women, to sustainably manage ecosystems for improved livelihoods.**

Component results and Sub-Results	Indicators	Sources of Verification
<p><b>4.1.1 National development policies and strategies for water governance clearly incorporate cultural and equity components of sustainable management of natural resources for livelihood and food security in 3 selected countries.</b></p> <p>4.1.1.1 Through created broad platforms, knowledge improved on the degree of integration of NRM and livelihood security in selected countries and consensus reached on ways forward and management priorities</p> <p>4.1.1.2 Local governments and stakeholders in local communities empowered with regard to policies and strategies (formulation, implementation and evaluation) that support sustainable NRM for livelihood security.</p> <p>4.1.1.3 Support given to institutions in drafting policies and laws (governance) that integrate the systemic approach to water management based on the experience gained in the demonstration projects, while providing specific guidance for at least two countries in the region.</p>	<p>Countries developed specific policies and strategies</p> <p>Platform established and their level of effectiveness and representation</p> <p>Adopted policy statements and strategies on systemic approaches</p>	<p>National and regional human development reports</p> <p>Socio economic surveys and reports</p> <p>Fora decrees, action plans and reports</p> <p>National policy reports</p>

Component results and Sub-Results	Indicators	Sources of Verification
<p><b>4.1.2 Security of people and livelihoods enhanced through the demonstration of restoration and sustainable management of natural resources and their ecosystem services, with special consideration to vulnerable groups and women</b></p> <p>4.1.2.1 Local knowledge and traditional natural resources (water/PAs) management practices are improved to adapt systemic approaches to access and allocation in 3 demonstration projects.</p> <p>4.1.2.2 Integrated approaches demonstrated through field projects focused on sustainable resource management that deliver livelihood improvements are developed and adopted in three demonstration sites (e.g. rural water supply and sanitation, and economic development).</p> <p>4.1.2.3 Created functional stakeholder platforms are enabled to implement the proposed strategies and legal and institutional frameworks and decision-making mechanisms to improve local governance of natural resources and their equitable access and allocation in 3 pilot projects (e.g. water resources, rangeland, tourism).</p>	<p>Change in target livelihoods indices</p> <p>Documented management practices and their level of dissemination and adoption</p> <p>Demonstration project implemented and sustained</p> <p>Stakeholders platforms established and their effectiveness</p>	<p>Livelihoods indices reports</p> <p>Case study reports</p> <p>Projects' briefs and evaluation reports</p> <p>For a reports and action plans</p>

**Global result 4.2: Sustainable environmental management reduces vulnerability to natural hazards and conflicts.**

Component results and Sub-Results	Indicators	Sources of Verification
	Gender and livelihoods	Development reports,

<p><b>4.2.1 Improved environmental governance of key ecosystems reduces risks for vulnerable communities, considering in particular the situation of women, in priority countries</b></p> <p>4.2.1.1 Understanding of the role of ecosystem governance in reducing risk is enhanced in selected countries (e.g. Lebanon, Syria, Palestine, Oman).</p> <p>4.2.1.2 Stakeholders' technical and decision making capacities are built on ways to improve governance of ecosystems</p> <p>4.2.1.3 key institutions reformed to achieve improved governance of natural resources in at least one country</p>	<p>indicators</p> <p>Countries adopting risk reduction through improved governance approach</p> <p>Level of effectiveness and inclusion of decision making process</p> <p>Reformed institutions and their new sets of policies and strategies</p>	<p>indices reports</p> <p>Strategy and policy documentation</p> <p>Risk evaluation reports</p> <p>Decision making effectiveness assessment reports</p> <p>Institutions strategy and actions plans documents and evaluation reports</p>
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<b>Component results and Sub-Results</b>	<b>Indicators</b>	<b>Sources of Verification</b>
<p><b>4.2.2 Restoration and sustainable management of natural resources and ecosystem services enhancing security of people and livelihoods with special consideration to vulnerable groups and women in conflict and natural hazard areas</b></p> <p>4.2.2.1 Lessons learned on the contributions of IUCN (global and local experience) to restore affected ecosystems and on local communities response and adaptation in post-conflict and natural disaster/ extreme events situations developed and disseminated across the region</p>	<p>Level of livelihoods indicators in targeted ecosystems/areas</p> <p>Best practices and guidelines developed and adopted</p> <p>Participative ecosystem restoration plans</p> <p>Institutions collaborating in the community centered restoration plans</p> <p>Demonstration restoration projects developed and implemented</p>	<p>Indices reports</p> <p>Guidelines documents and their adoption decrees</p> <p>Restoration plans documents and their reporting</p> <p>Institutional policy and technical reports</p> <p>Projects briefs and evaluation reports</p>

<p>4.2.2.2 Multi-stakeholder, culturally rooted processes facilitated to apply restoration plans with social and gender equity considerations in two countries</p> <p>4.2.2.3 Institutions adopt and implement restoration actions in a coherent and integrated manner to ensure greater resilience of communities and ecosystems in two countries</p>		
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## Priority Thematic Area 5: Greening the World Economy

### Global results 5.1: Economic, Trade and investment policies better integrate biodiversity values.

Component results and Sub-Results	Indicators	Sources of Verification
<p><b>5.1.1 Public and private investments in water management and ecosystem services justified and promoted across the region through robust economic and financial analysis and appropriate incentives.</b></p> <p>5.1.1.1 Sustainable national growth strategies and investment priorities informed by strategic economic analysis of water resources and ecosystem services.</p> <p>5.1.1.2 Economic development planning improved and wise investments promoted through using the outputs and capacities derived from economic valuation of water related ecosystem services.</p> <p>5.1.1.3 At least two watershed management initiatives adopting investments in ecosystem services and benefits and their equitable distribution.</p>	<p>Developed joint investments</p> <p>Strategies developed, their action plans and their effective implementation</p> <p>Economic valuations developed and mainstreamed into development strategies</p> <p>Trade-offs established and adopted at strategy levels</p> <p>Developed and disseminated guidelines</p>	<p>Framework agreements</p> <p>Strategy documents and reports</p> <p>Assessments reports</p>

### Global results 5.2: companies, industry associations and consumer groups incorporate ecosystems values into planning and action

Component results and Sub-Results	Indicators	Sources of Verification
<p><b>5.2.1 Regional model Waqf</b></p>	<p>IUCN policy level recognition of Waqf as a</p>	<p>IUCN policy briefs</p>

<p><b>for sustainable environmental financing is established and adopted by IUCN.</b></p> <p>5.2.1.1 Institutional framework for Waqf developed and maintained.</p> <p>5.2.1.2 Pilot initiatives eligible for Waqf financing developed and implemented in three countries/ecosystem/communities.</p>	<p>viable financing model</p> <p>Waqf institution establishment and sustainability</p> <p>Pilot Waqf funded initiatives developed and their level of implementation and sustainability</p>	<p>Institutional constitution, strategies and action plans and their reports</p> <p>Project briefs and reports</p>
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<b>Component results and Sub-Results</b>	<b>Indicators</b>	<b>Sources of Verification</b>
<p><b>5.2.2 The private sector within the region incorporates ecosystem friendly policies in their business development strategies in key countries of the region.</b></p> <p>5.2.2.1 Ecological footprints of selected companies are measurably reduced in two countries /ecosystems /communities.</p> <p>5.2.2.2 Pilot public private partnerships for ecosystem management are developed and tested in two countries.</p>	<p>Policies developed and their implementation strategies</p> <p>% of impact reduction of target companies</p> <p>Partnerships developed and their actions</p> <p>Countries adopting the PP partnership strategies</p>	<p>Policy briefs and reports</p> <p>Assessment reports</p> <p>Framework agreements documentation and reporting</p>

<b>Component results and Sub-Results</b>	<b>Indicators</b>	<b>Sources of Verification</b>
<p><b>5.3.2 New approaches of trading systems favoring small and local producers – in particular women entrepreneurs - are</b></p>	<p>Countries engaging in the fair trade initiative</p> <p>Sustainability of fair trade Jordan and other</p>	<p>National reports</p> <p>Adoption decrees</p> <p>Framework agreements</p>

<p><b>developed and adopted in at least three countries of the region.</b></p> <p>5.2.3.1 The Jordan fair trade partnership consolidated and sustained and replicated in two countries of the region.</p> <p>5.2.3.2 A regional or sub-regional pilot initiative on improved market access and sustainable use of natural resources (e.g. medicinal plants, fisheries) developed and implemented.</p>	<p>countries in the Region</p> <p>Regional initiative developed and its sustainability</p>	<p>New initiatives constitutions, institutional strategies and their reports</p> <p>Sustainability assessment reports</p> <p>Projects briefs and reporting</p>
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## Operational results and Sub-Results

Component results and Sub-Results	Indicators	Sources of Verification
<p><b>OP1 IUCN Regional Office for West Asia/Middle East consolidated, fully functional and adopting a viable and effective business model with lowest possible levels of risks</b></p> <p>OP 1:2 Regional business development model developed and adopted and operational management systems established and maintained.</p> <p>OP 1:2 Regional business development model developed and adopted and operational management systems established and maintained.</p> <p>OP 1:3 Financial risk-reducing measures developed and adopted within the WAME regional office management policies.</p>	<p>Developed program and project portfolio its size diversity and coverage</p> <p>Management systems, tools and policies in place and their effectiveness</p> <p>Developed business model and its viability</p> <p>Risk reduction policies in place and enforced</p>	<p>ABC list reports</p> <p>Program portfolio briefs and reports</p> <p>Annual P and A reports</p> <p>Financial reports and reviews</p> <p>Policy briefs and their reports</p>

Component results and Sub-Results	Indicators	Sources of Verification
<p><b>OP2 IUCN's vision and mission are enhanced across the region through effective engagement and communication with members, commissions and partners</b></p> <p>OP 2:1 IUCN regional membership is retained in state membership and increased by 10 percent in governmental agencies and 20</p>	<p>100 % of state membership retained and 10 % NGO increased</p> <p>Membership strategies and tools developed, their coverage and effectiveness</p>	<p>Membership surveys</p> <p>Regional forum reports</p> <p>Website, newsletter and other communication tools reports and documents</p>

percent in NGOs.		
OP 2:2 A well-functioning communication unit that engages with IUCN constituency using effective engagement strategies and tools.		

<b>Component results and Sub-Results</b>	<b>Indicators</b>	<b>Sources of Verification</b>
<p><b>OP3 Poverty, gender and equity are effectively mainstreamed into IUCN WAME program 2009-2012</b></p> <p>OP 3.1 An effective poverty, gender and equity unit established within WAME RO and ensuring mainstreaming PEG in 09-12 program</p> <p>OP 3.2 A regional PEG strategy developed and enforced including guidelines for best practices, tools indicators</p>	<p>Developed strategy and level of its effectiveness</p> <p>Level of internal set of PEG indicators</p> <p>Initiatives/ activities/ programs enforcing PEG guidelines</p>	<p>PEG assessments reports</p> <p>Unit TORs and reporting</p>

End of Report ...