



Activities and Achievements

Progress Report 2014–2015

CENTER FOR GOVERNANCE AND SUSTAINABILITY
JOHN W. McCORMACK GRADUATE SCHOOL OF POLICY AND GLOBAL STUDIES



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The Dialogues Series offers insights into the professional work and personal experiences of notable leaders in the global governance field. See page 19.

Dear Colleagues,

In 2015, the United Nations celebrates its 70th anniversary. Over the decades, the organization has strengthened its mission to establish conditions for maintaining justice and respect for the obligations arising from treaties and other sources of international law and for promoting social progress, peace, security, and environmental integrity. In September 2015, governments adopted an ambitious action agenda, Transforming Our World: The 2030 Agenda for Sustainable Development, and a new set of global Sustainable Development Goals.

At the Center for Governance and Sustainability at the University of Massachusetts Boston, our goal is to examine past, present, and future sustainability efforts and environmental challenges. Established in 2011, the Center has applied rigorous analysis to multilateral issues related to environment, development, and sustainability governance. Invested in the planet's future generations, we explore global issues such as environmental integrity, global inclusion, and education and engagement.

Housed at the John W. McCormack Graduate School of Policy and Global Studies, the Center seeks to solve real-world problems for both local and global communities. Our team engages in policy-impactful research that demonstrates a commitment to the world-class interdisciplinary education we offer.

Since the publication of our last progress report in 2013, our work has continued to evolve. Our scholarship focuses on the science-policy-society interface, on resilience and fragility, implementation of global environmental agreements, and the many aspects of institutional complexity.

Three think pieces frame this report. David Cash, dean of the John W. McCormack Graduate School of Policy and Global Studies; Araya Asfaw, director of the Horn of Africa Regional Environment Centre and Network at Addis Ababa University; and Fatoumata Keita-Ouane, former head of the chemicals branch at the UN Environment Programme, discuss some of the analytical aspects of the Center's research initiatives.

The image shows two handwritten signatures in black ink. The signature on the left is 'Maria Ivanova' and the signature on the right is 'Craig N. Murphy'. Both are written in a cursive, flowing style.

Maria Ivanova and Craig Murphy, Co-Directors

OUR PHILOSOPHY AND WORK

Seeking to be an agent for change, the Center for Governance and Sustainability has brought scientific analysis and academic rigor to governance across scales and geographies. We engage in scholarship that tackles real-world policy challenges related to the environment, development, and sustainability. Our current research clusters around four core themes:

- Science-policy interface – identifying and analyzing models of science and policy at the local, national, and global levels
- Resilience – generating innovative solutions and systemic approaches to change in coupled natural-human systems
- Environmental conventions – assessing the implementation of global agreements addressing environmental issues
- Institutional complexity – examining institutional performance and reform of international environment and development institutions

The Center for Governance and Sustainability is closely related to the PhD program in Global Governance and Human Security at the McCormack Graduate School and prepares the next generation of leaders for sustainability governance through

scholarship and policy engagement. We involve our students as researchers in the production and dissemination of knowledge and engage them in important academic, intergovernmental, and non-governmental conferences. We bring distinguished policymakers to campus for discussion and deliberation, and we provide training for governments and international officials. We produce publications to make complex policy issues accessible to the public and maintain a vibrant online presence to inspire curiosity and nurture engagement and action globally.

Finally, through all of our activities, we aim to be an honest broker of productive dialogue. Our projects further frank exchanges of ideas among diverse stakeholders around the globe. We foster discussions on global challenges by convening leaders, from the executive directors of the United Nations Environment Programme (UNEP) to the executive secretaries of the global conventions to fellow academics, and inform a broad constituency about the latest governance developments.

For the well-being of future generations, we confirm our commitment to become a leading global authority and convening body that brings academic expertise to the policy world in order to improve the capacity to respond to contemporary global challenges.



Located on Boston Harbor, UMass Boston is the only public research university in the metropolitan area.

CURRENT PROJECTS

Environmental Conventions Initiative: This research effort assesses the implementation of global environmental conventions. The initiative focuses on evaluating 10 agreements and comprises three major analytical and outreach strands: data analysis, creation of a policy space, and capacity building. The main output of this project will be the Environmental Conventions Index, an empirical instrument that measures implementation of major global environmental conventions over time.

Science-Policy Interface: This initiative engages scientists and policymakers in identifying and analyzing models for science-policy interfaces at the local, national, and global levels. The outcomes of this work include policy briefs and recommendations to the UN Secretary-General's Scientific Advisory Board. Our research also includes country-based projects that analyze the scientific dimensions of specific environmental policies.

Regional Environmental Diplomacy Institute (REDI): This program provides training for diplomats and governmental and nongovernmental officials that responds to local needs while creating an opportunity for the Center to disseminate research information and inform policy. Participants in REDI learn about national obligations stemming from international environmental agreements, understand the achievements and challenges of implementation, and hone diplomatic and communication skills.

Institutional Complexity: This project analyzes the institutional reform of the United Nations Environment Programme (UNEP) and other international environmental governing bodies. Under this initiative, the Center explores various topics regarding governance and the UN system.

Global Resilience Partnership, Integrated Landscape Management for Resilience in the Horn of Africa: In collaboration with the Horn of Africa Regional Environment Centre and Network (HoA-REC&N) at Addis Ababa University in Ethiopia, the Global Resilience Partnership focuses on innovative solutions and systemic approaches to climate and population change in the Horn of



Natalia Escobar-Pemberthy presents at the Conference of the Parties to the Basel, Rotterdam, and Stockholm Conventions.



From left to right: Research associate and PhD student Michael Denney; Abdirahman Ahmed, deputy director of HoA-REC&N; Maria Ivanova; Moussa Ali Meigague, director of the Institute of Diplomatic Studies in Djibouti; and Alex Metzger, PhD student; in Djibouti.

Africa, the Sahel, and South and Southeast Asia. The Center's team examines the root causes of persistent poverty and environmental challenges across landscapes.

Illegal Logging in Brazil: In collaboration with the Governance, Environment and Markets (GEM) Initiative at Yale University, this project explores the role of legality verification in curbing deforestation in tropical forests.

Human-Ecological Interactions in the Himalayas: Focused on the Himalayas and Nepal, this partner project aims to develop novel approaches to conservation that recognize the need for poverty alleviation and for institutions to better govern the use of natural systems. Additionally, it examines the ecosystem impacts of climate change and the trade, harvest, and conservation of wild edible plants and fungi. Biology professor Kamal Bawa, faculty fellow at the Center for Governance and Sustainability, leads this project.

Post-2015 Governance Initiative: Governments and scholars alike seek to better understand the role of global policy goals as governance instruments. This project investigates the efficacy of these instruments and the lessons and policy recommendations from previous global goals. It also analyzes the connection between the Sustainable Development Goals (SDGs) and other governance instruments.

Global Redesign Initiative: Following a global summit, the World Economic Forum (WEF) produced a document based on its Global Redesign Initiative (GRI) that frames a productive debate on the organization of the international system. The Center created *The Readers' Guide to the Report of the World Economic Forum's Global Redesign Initiative* to engage world leaders in a fundamental reconceptualization of the future of global governance.

Our Center in Numbers

Data from September 2013 to September 2015

People

12 students from **6** universities engaged as research associates

13 faculty from **4** universities involved

18 fellows from **9** countries

17 countries represented by our core team and fellows

9 universities represented by our core team and fellows

Scholarship

14 research projects

22 presentations at conferences by core team

12 new publications by Center students and faculty

3 new peer-reviewed publications published by the Center

6 Global Leadership Dialogues

15,800 downloads of Center publications

Reach

63,000 visits to Center's websites

55.1% international visits from **197** countries and territories

247 blog posts

20% of research associates engaged in international conferences

20 Research Associates from 9 Universities

Addis Ababa University

Boston University

Clark University

George Mason University

Harvard University

Tufts University

University of Massachusetts Boston

University of New South Wales

Yale University

Core Team and Fellows Come from 25 Countries

Australia

Nepal

Austria

Netherlands

Brazil

Philippines

Bulgaria

Poland

Canada

Russia

China

Serbia

Colombia

Singapore

Ethiopia

South Korea

France

Sudan

Germany

Ukraine

India

United Kingdom

Israel

United States

Kenya



Professor Lorraine Elliott of ANU met with the Center's team when she visited campus in February 2015.

Linking Knowledge and Action: New Perspectives on the Science-Policy Interface



David W. Cash

Dean, John W. McCormack Graduate
School of Policy and Global Studies

As global environmental problems become more pressing and complex, we urgently need effective local, national, and global solutions that meet the needs of human development while protecting biophysical systems. To this end, effectively linking knowledge and action will be critical, yet it has proven to be a herculean task. The challenge often stems from impediments and gaps in knowledge-action systems, which results in scientists who produce information that is not used and decision makers who do not get the information they need.

Universities are important boundary institutions at the science-policy interface. Through effective communication and translation, they can transcend the boundary between expertise and decision making and produce scientific advice that is relevant, credible, and legitimate.

Active, iterative, and inclusive communication will ensure not only that decision makers accept scientific input but also that scholars produce research of relevance to the policy process. Mutual understanding between scientists and policymakers is often hindered by language, jargon, and unstated assumptions. Effective translators—scholars motivated to mobilize knowledge for action—are needed to facilitate comprehension and improve trust.

Conflicts among priorities, time frames, and narratives are likely to persist, however, and effective mediators will be necessary. Ambassadors of each community could engage in co-design and co-production of knowledge while respecting the need to insulate scientific inquiry from political influence. A dynamic dialogue will make the political process more transparent and the boundary between science and policy more porous.

At the John W. McCormack School of Policy and Global Studies, our mission is to break the boundaries between science and policy, respectfully. Our faculty and students work on examining different policies to understand and remedy existing social, political, economic, and environmental challenges in domestic and international settings. The Center for Governance and Sustainability studies environmental and sustainable development governance systems to harness science, policy, and practice linking knowledge to action for sustainability.

I am honored and excited to serve as dean of the McCormack Graduate School. Together we will work to strengthen and expand the role of the Center and the School as global leaders at the science-policy-society interface. I am confident that with our commitment to rigorous, relevant scholarship, our work will have increasingly tangible impact on developing sustainability policy across scales and geographies.

SELECT SCIENCE-POLICY INTERFACE PRESENTATIONS

- “Integration of Assessments.” *Experts meeting for Chapter 1 of the United Nations Global Sustainable Development Report*. Zagreb, Croatia. Maria Ivanova. 2015.
- “Keeping Science Involved in SDG Implementation.” High-Level Political Forum on Sustainable Development organized by UN Economic and Social Council. New York, NY. Maria Ivanova. 2015.
- “Science for Sustainable Chemicals and Waste Management in the 21st Century.” *Conference of the Parties (COP) to the Basel, Rotterdam, and Stockholm Conventions, Science Fair on the theme of From Science to Action: Working for a Safer Tomorrow*. Geneva, Switzerland. Maria Ivanova. 2015.
- “Science, Technology, and Innovation: Critical Means of Implementation for the SDGs.” *4th Session of the Post-2015 Intergovernmental Negotiations at the United Nations*. New York, NY. Maria Ivanova. 2015.
- “Successful Transition from MDGs to SDGs: the Critical Role of STI and the Science-Policy Interface.” Hosted by UNESCO. New York, NY. Maria Ivanova. 2015.
- “Connecting Science and Policy in the Small Islands.” *Academic Council on the United Nations System – Taipei Economic and Cultural Office in New York (ACUNS-TECONY) Seminar Series*. New York, NY. Maria Ivanova. 2014.
- “From Silos to Integrated Policy Making.” *High-Level Political Forum on Sustainable Development*. New York, NY. Maria Ivanova. 2014.
- “Science and the Sustainable Development Goals.” Tokyo Institute of Technology and the Post-2015 Project. Tokyo, Japan. Maria Ivanova. 2014.

OUR WORK: THE SCIENCE-POLICY INTERFACE

What We Do: The Science-Policy-Society Interface

Enhancing the science-policy interface involves the creation or strengthening of mechanisms to bring results from scientific research and accumulated knowledge into policymaking. For the science-policy-society interface to be effective, it is critical for science to be engaged in the decision making process more systematically, synthesized in ways that are relevant to current societal problems and challenges, and communicated to political leaders and societal groups in ways that are accessible and comprehensible.

Little to no empirical work exists, however, on how the science-policy interface actually operates or what a successful interface entails. The challenge remains of deriving practical recommendations on strengthening the science-policy interface while maintaining alignment with decisions of international organizations.

Our purpose for this research program on the science-policy interface is to contribute toward filling this research gap, conducting systematic assessments of the science-policy interface at the global, national, and local levels. We are carrying out a series of empirical studies geared toward greater understanding of the process, design, and mechanisms of the science-policy interface.

Science-Policy Interface and the Scientific Advisory Board of the Secretary-General of the United Nations

In 2013, the United Nations established a Scientific Advisory Board of the Secretary-General of the UN, hosted by the UN Educational, Scientific, and Cultural Organization (UNESCO). Ban Ki-moon appointed 26 scientists from engineering, natural, and social sciences and tasked them with informing policy and multilateral discussions on sustainable development in the United Nations and advising the Secretary-General and other UN organs on the latest scientific findings. The Center's co-director and professor

Maria Ivanova is one of the 26 scientists selected by the Secretary-General to serve on the board.

Maria Ivanova co-leads the activities of a working group that aims to develop “new approaches, modalities, and processes to integrate better science into policymaking and foster communication and collaboration between the scientific and policy communities.” Over the course of the past two years, the board has offered recommendations for strengthening the science-policy interface as well as the role of science, technology, and innovation in the context of the elaboration of a post-2015 development agenda. In July 2015, the UN Secretary-General invited the board to continue advising him with scientific inputs in the upcoming critical phase of the transition from the Millennium Development Goals (MDGs) to the Sustainable Development Goals (SDGs).

In 2015, the board launched a policy brief entitled *Strengthening the High-Level Political Forum and the UN Global Sustainable Development Report*. This document includes policy recommendations to make science, technology, and innovation a central element of the new sustainable development agenda. Particularly, it proposes an increase in both the strength of the High-Level Political Forum (HLPF) and its ability to utilize the science-policy interface successfully.

Our Work Connecting Policy at the Global, National, and Local Level

To better understand the functions and impacts of the science-policy-society interface, the Center conducts research on climate adaptation knowledge across scales and geographies, with a focus in the Horn of Africa.

PhD student and research associate Wondwossen Wondemagegnehu explores the dynamics of science-policy interface in the context of climate adaptation policy in Ethiopia. More specifically, he studies how climate adaptation occurs at two distinct pastoral/agro-pastoral communities in Ethiopia, how decisions are made, and how science flows (or does not) across levels of governance.



Maria Ivanova; Zakri Abdul Hamid, science advisor to the prime minister of Malaysia; Ban Ki-moon, Secretary-General of the UN; Irina Bokova, Director-General of UNESCO; and Wole Soboyejo, president of the African University of Science and Technology, participate in the UN High-Level Forum on Sustainable Development in 2015.

SCIENCE-POLICY INTERFACE IN ACTION: CAMPUS VISITS

The Center attracts prominent academics and policymakers from around the world to speak on issues of global governance, interact with the university community, and exchange information, experience, and expertise. Visitors have included the following:

- Lorraine Elliott, Professor of International Relations at the Australian National University and Chair of the Academic Council on the United Nations System (ACUNS);
- Christiana Figueres, Executive Secretary of the United Nations Framework Convention on Climate Change;
- Harris Gleckman, senior fellow at the Center for Governance and Sustainability, principal and co-owner of Benchmark Environmental Consulting;
- Elliott Harris, UN Assistant Secretary-General and Director of the New York Office of the UN Environment Programme;
- Stanley Johnson, politician and author of a number of books on the environment, including *UNEP the First 40 Years: A Narrative*. Johnson is Ambassador for the Convention on Migratory Species (CMS) and a former official at the World Bank and the European Commission;
- John Matuszak, Senior Policy Advisor for the Bureau of Oceans and International Environmental and Scientific Affairs within the Office of Environmental Quality and Transboundary Issues for the United States Department of State;
- Hayat Sindi, Cofounder and Director of Diagnostics for All, Founder and President of the i2: Institute for Imagination and Ingenuity in Saudi Arabia, and member of the UN Scientific Advisory Board.

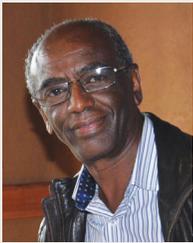


John Matuszak presents a lecture as part of the Coasts and Communities seminar series at UMass Boston.



During her visit to UMass Boston, Hayat Sindi engaged with Provost Winston E. Langley.

Global Resilience Partnership



Dr. Araya Asfaw

Director, Horn of Africa Regional Environment Centre and Network, Addis Ababa University

Academic partnerships are critical to building a more sustainable future. The partnership between the Horn of Africa Regional Environment Centre and Network at Addis Ababa University and the Center for Governance and Sustainability at the University of Massachusetts Boston is a leading example of the power of these relationships. Our collaborative work is analytically rigorous, policy-impactful, and solution-oriented.

Our long-term collaboration has focused on global environmental governance as we convened the 2009 Global Environmental Governance Forum in Glion, Switzerland, where all five UNEP executive directors gathered for the first time. It has expanded to link national inputs to the global environmental agenda as we held joint training sessions in the run-up to Rio+20. And it has engaged faculty and students across our institutions, resulting in exchange visits, internships, collaborative research, and a \$3.1 million grant from the National Science Foundation for the transdisciplinary doctoral program on Coasts and Communities at UMass Boston. We worked on global resilience under the Global Resilience Partnership of the Rockefeller Foundation, USAID, and the Swedish International Development Cooperation Agency across three landscapes in the Horn of Africa: Djibouti, the Central Rift Valley in Ethiopia, and Laikipia County in Kenya.

A resilient future lies in our ability to withstand shocks and stresses, while continuing to provide critical services in times of trauma and uncertainty. We cannot stop shocks from happening, but we can do more to help communities mitigate, recover, and adapt to crises. We believe that

resilience is central to resolving challenges of capacity building, integral development, and governance.

As we engage communities in the Horn of Africa to create an integrated landscape-management approach, students and project team members address inherently connected challenges in the fields of land, water, energy, and biodiversity, as well as social, economic, and gender issues. We approach problem identification and solution development as field-driven processes that allow for interdisciplinary and collaborative thinking to identify needs and barriers that must be overcome in order to build resilience to shocks and stresses. We create regional and international learning networks and partnerships that engage leaders across the Horn of Africa and beyond.

Our impact will be a more successful Horn of Africa, in which vulnerable places and populations are resilient. In this future, landscapes in Djibouti, Ethiopia, and Kenya will exhibit healthy ecosystems, livelihood systems that ensure adequate food and income for nutritious diets, and dignified standards of living. Our work will contribute to ecosystems that deliver needed services, including sufficient water for humans and wildlife, and will enable diverse public, private, and civic institutions to cooperate in governing and managing the landscape. The collaboration between the Horn of Africa Regional Environment Centre and Network and the Center for Governance and Sustainability is a core factor in making these goals a reality. I am proud to be a part of this partnership.

SELECT RESILIENCE PRESENTATIONS

- “Quantifying Resilience.” *East African Environment Risk & Opportunities Summit*. Djibouti, Republic of Djibouti. Maria Ivanova. 2015.
- “Science, Environmental Conventions and SIDS Resilience.” *Experts Meeting on Enhancing the Science-Policy Interface in Small Island Developing States (SIDS)*. Castries, St. Lucia. Maria Ivanova. 2015.
- Coasts and Communities Fall Seminar Series. UMass Boston. Susan Avery, Richard Boone, and Stanley Johnson. 2014.
- “Dignity, Human Security and Global Governance.” *Japanese Human Security Association Conference*. Sendai, Japan. Craig Murphy. 2014.
- “Ethiopia in the 21st Century: Higher Education, Environment, and Development.” UMass Boston. H.E. Kassa Tekle-Berhan, Admasu Tsegaya, and Araya Asfaw. 2014.

OUR WORK: RESILIENCE

Resilience refers to the ability of a community or institution to withstand shocks, bounce back after traumatic events, and continue to provide critical services in an uncertain future. We approach resilience from a multifaceted perspective, seeking ways to make the world's most vulnerable populations more resilient.

Coasts and Communities: The Integrative Graduate Education and Research Traineeship Program

In 2015, the Coasts and Communities Integrative Graduate Education and Research Traineeship (IGERT) Program concluded its first year at UMass Boston. This five-year, US\$3.1 million National Science Foundation (NSF) grant supports eight UMass Boston PhD fellows per year, two from each of the following four disciplines: environmental biology, environmental science, global governance and human security, and business. Together, the eight fellows explore the linkages between human and natural systems in Boston Harbor and the Horn of Africa, focusing on the ways in which human systems interact with coastal environments, and vice versa.

As this program evolves, IGERT fellows will be able to design economic and environmental indicators to assess community and ecosystem health across landscapes. Applying these solutions on a global scale is a cornerstone of the program. In January 2016, the first and second IGERT cohorts will travel to the Horn of Africa to learn about environmental issues in the region from professors at Addis Ababa University. Through this program, students and professors will be able to develop a transdisciplinary perspective to deal effectively with the complex environmental challenges of the 21st century.



Lake Assal in Djibouti is the world's largest salt reserve.



IGERT students Michael Denney, Alex Metzger, and Paul Case attended the East Africa Environmental Risk & Opportunities Summit in Djibouti.

Partnership with HoA-REC&N and Addis Ababa University

Addis Ababa University and the Horn of Africa Regional Environment Centre and Network (HoA-REC&N) are our primary international collaborators. This partnership has involved two-way high-level visits between the institutions, and the accomplishments to date include the IGERT Coasts and Communities Program, the Regional Environmental Diplomacy Institute (REDI) for Africa, and the exchange of students between the campuses.

Over several months in 2015, the Center engaged with colleagues at HoA-REC&N and EcoAgriculture Partners in developing a project on Integrated Landscape Management for Resilience in the Horn of Africa. The team addressed key issues of resilience in three of the world's most vulnerable landscapes, Djibouti, Laikipia in Kenya, and the Central Rift Valley in Ethiopia, and was one of 17 projects worldwide to receive seed funding from the Global Resilience Partnership.

The Center and the Horn of Africa Regional Environment Centre & Network co-created the Regional Environmental Diplomacy Institute in order to build the required skill sets and knowledge base of African diplomats. The Institute will offer tailor-made courses to African state and nonstate stakeholders so as to hone their diplomatic and communication skills and enable them to implement obligations stemming from international agreements.

The course is prepared and led by faculty and staff of UMass Boston and HoA-REC&N, and it will be offered in collaboration with experts operating in the region and experts from UNEP. The first training in environmental diplomacy will take place in the Horn of Africa in January 2016. This course will facilitate an interdisciplinary understanding of core environmental problems and of potential solutions, serve as a space for dialogue and discussion of the positions of participating countries in different environmental settings, and lay the groundwork for improved multilateral and multisectorial cooperation. UMass Boston's Office of Global Programs provided financial support on behalf of UMass Boston.

Regulating the Environment: The Role of Environmental Conventions in Global Environmental Governance



Fatoumata Keita-Ouane

Consultant Environment, Chemicals, and Health
Former head, UNEP Chemicals Branch

Since ancient times human communities have engaged in elaboration of instruments to ensure common solutions to conflicts or needs according to commonly established rules and standards. Countries started developing treaties, protocols, and conventions to serve as such instruments for the achievement of binding goals. One of the first recorded environmental agreements is the migratory bird treaty act of 1918. Today, the United Nations governs most of the instruments dealing with the interconnectedness and interdependency of environmental issues—the global environmental conventions.

In the current international political landscape, conventions play a critical role in implementing a common understanding of global environmental concerns among state parties. Acceptance and ratification of the provisions of conventions by countries demonstrates their commitment and ensures that local actions are aligned with global priorities.

The effectiveness of the conventions hinges on the strength of their provisions and on the level of implementation of these obligations. Each convention sets out the terms of its enforcement as well as measures for tracking parties' compliance. Enforcement and compliance, however, are significant challenges for global environmental conventions.

In 2009, the 4th Conference of the Parties (COP) of the Stockholm Convention on Persistent Organic Pollutants (POPs) illustrated the serious conflict between the existence and development of technical capacity, the cost of implementation, and compliance with obligations. As the

COP discussed expansion of the convention with the listing of nine new chemicals, some countries opposed what they considered an imbalanced system that would punish developing countries that lacked the capacity to comply and provided little if any technical and financial assistance. Other delegates stressed that a world free of POPs would not be achieved unless parties were held accountable for their commitments under the convention. Importantly, without proper reporting, it would be difficult for convention bodies to track progress and evaluate effectiveness. The challenge of reporting, however, is not limited to developing countries, as the work of the Center for Governance and Sustainability shows.

Assessing the level of implementation of environmental conventions and the factors that influence it will be critical to resolving environmental problems at both the local and global level. Academic institutions possess the capacity to access and manage information, to undertake critical analysis of findings, and to integrate the knowledge garnered into an evaluation process of effectiveness. The Center for Governance and Sustainability provides a key contribution in this respect and sets an example of the role academia could play in improving both policy and outcome assessment on the ground. The Environmental Conventions Initiative informs state parties and the convention secretariats about the progress in implementation of environmental norms and provides a common language—the Environmental Conventions Index—through which policymakers, practitioners, and country representatives can set expectations and goals for future implementation.

OUR WORK: THE ENVIRONMENTAL CONVENTIONS INITIATIVE

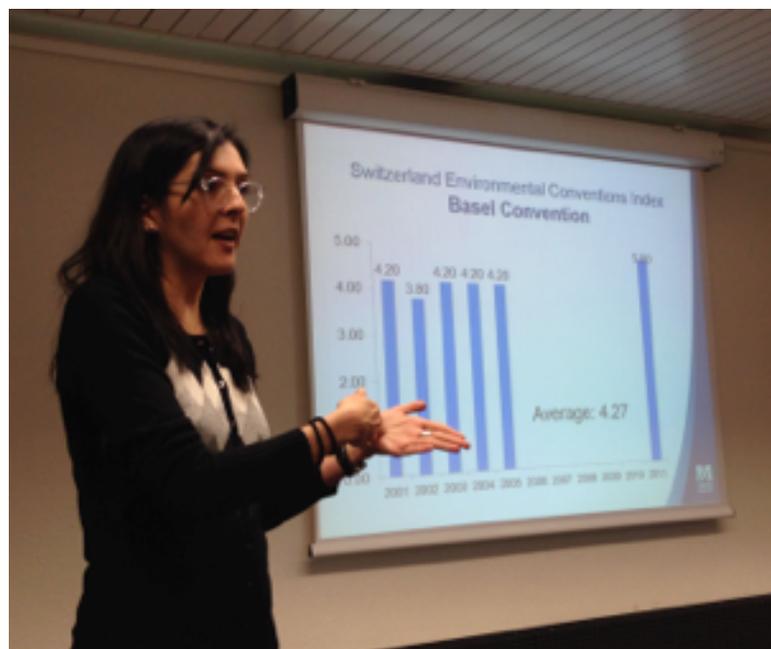
Global environmental conventions are a key tool for addressing global environmental and social challenges such as climate change, biodiversity loss, and chemical pollution. However, despite their prominence in environmental governance, there have been no systematic assessments of the degree to which countries implement commitments under the conventions, making it difficult to determine whether they solve problems effectively.

In response to this need, the Center for Governance and Sustainability has launched the Environmental Conventions Initiative, a research and outreach effort to assess the implementation of global environmental conventions. The initiative comprises three major analytical and outreach strands:

- **Data Analysis:** We establish protocols to evaluate the level of compliance, implementation, and effectiveness of global environmental conventions.
- **Policy Space:** We collaborate with officials from the convention secretariats and national governments as well as with environmental governance experts to develop the data analysis framework and assess the policy application processes.
- **Capacity Building:** We will develop training programs that provide guidance to governments and environmental convention officials in substantive environmental policy issues as well as in negotiation and conflict resolution processes.

The main output of this project will be the Environmental Conventions Index (ECI), which will evaluate the implementation of 10 global environmental conventions by assessing the actions signatory countries have taken to fulfill their commitments:

- Vienna Convention for the Protection of the Ozone Layer and Montreal Protocol on Substances that Deplete the Ozone Layer
- United Nations Framework Convention on Climate Change (UNFCCC)
- Convention on Wetlands of International Importance, especially as Waterfowl Habitat (Ramsar Convention)
- Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)
- Convention on the Conservation of Migratory Species (CMS) and CMS Agreement on the Conservation of African-Eurasian Waterbirds (AEWA)
- Convention on Biological Diversity (CBD)
- Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal (Basel Convention)
- Convention on Persistent Organic Pollutants (Stockholm Convention)
- United Nations Convention to Combat Desertification in those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa (UNCCD)
- UNESCO World Heritage Convention (WHC)



Research associate Natalia Escobar-Pemberthy delivers a presentation on the Environmental Conventions Index at the Federal Office for the Environment of Switzerland.



At the 2015 Basel, Rotterdam, and Stockholm Conference of the Parties, from left to right are Fatoumata Keita-Ouane, Fernando Lugris, Maria Ivanova, Mark Davis, and Lucy Gilliam.

In addition to examining data related to national compliance and hard legal obligations defined by the conventions, the index will assess whether the signatory countries provided the required information, have created the necessary institutions, and possess the technical capacity to comply with their obligations. This type of feedback will be vital to the convention secretariats, as it will help them determine how to allocate institutional and financial resources and how to improve national capacities for implementation.

To lay the foundation for the index, in 2013, the Center developed a Pilot Environmental Conventions Index that assessed national policy activities for 5 conventions in 15 countries. In 2014, the team used that framework to develop an index that includes all member states to six conventions. The first index, which includes more than 90,000 data points, will be released in 2016. The second index, which will include data for all countries reporting under each of the 10 conventions, will be released in 2018.

The ECI will present multiple levels of analysis, including a comparison of the level of implementation across conventions, the historical evolution of implementation, and of the national level of implementation. These results will be available for individual countries, groups of countries, or for all state parties for each specific convention. We have already disclosed preliminary results to top leaders in the secretariats of the environmental conventions. Since 2014, our research team has met on multiple occasions with the secretariats of the Basel, Rotterdam, and Stockholm Conventions (BRS); Ramsar Convention; and CITES. In 2014, Maria Ivanova was invited as keynote speaker in the Expert Meeting on Enhancing the Efficiency and Effectiveness of MEA Implementation, which discussed the interoperability between reporting systems for biodiversity data. She

presented the main issues in the process of national reporting established by the conventions.

The research team will continue to consult with secretariats and national policymakers on the framework and preliminary results, launch the Environmental Conventions Index, identify a set of case studies to test a theory of change, and conduct training for policymakers and communities. The Center also plans to continue working with different partners and stakeholders, connecting the results of the ECI to the Sustainable Development Goals (SDGs) and contributing to framing the economic, social, and environmental agendas in the next 15 years.

Support for this project comes from the Federal Office for the Environment (FOEN) of Switzerland, which has provided financial support, institutional access, and connections with policymakers and experts. The John W. McCormack School of Policy and Global Studies and the Department of Conflict Resolution, Human Security, and Global Governance have also supported the project financially.

Ultimately, the Center for Governance and Sustainability hopes to move a step further to create a network—the Environmental Conventions Network—that will bring together different academic institutions and conventions secretariats. The network will constitute a transdisciplinary, problem-based and solutions-oriented research enterprise that will engage scientists, policymakers, and communities. It will facilitate a social transformation toward sustainability by generating new knowledge regarding environmental performance, designing solutions for existing and emerging challenges to effective implementation, mobilizing actors to enact solutions, and sustaining collaboration in the design, production, and delivery of policy-impactful scholarship and action.

CHRISTIANA FIGUERES SPEAKS AT UMASS BOSTON COMMENCEMENT, RECEIVES HONORARY DEGREE

On May 30, 2014, UMass Boston celebrated its 46th commencement, graduating a class of 3,994 students. Keynote speaker Christiana Figueres, Executive Secretary of the UN Framework Convention on Climate Change (UNFCCC), delivered the commencement address and received an honorary doctorate of laws degree. Speaking at the McCormack Graduate School of Policy and Global Studies graduation ceremony, she invited graduates to continue thinking beyond national borders in shaping a “new social contract to address the challenge of climate change.”

In 2013, Christiana Figueres was the keynote speaker for the annual Slomoff lecture organized by the Department of Conflict Resolution, Human Security, and Global Governance, delivering a lecture titled “From Climate Conflict to Climate Action: Capturing the Greatest Opportunities of Our Generation.”



Executive Secretary of the UNFCCC Christiana Figueres speaks at UMass Boston's commencement in 2014.

SELECT ECI PRESENTATIONS

- “Global Environmental Goals and Obligations: The Challenges and Opportunities of Implementing Environmental Conventions.” Event sponsored by Ecologic Institute in collaboration with the Institute for Advanced Sustainability Studies. Berlin, Germany. Maria Ivanova. 2015.
- “Linkages Between Human Rights and Hazardous Substances.” *Meeting of the Conference of the Parties to the Basel, Rotterdam, and Stockholm Conventions*. Geneva, Switzerland. Natalia Escobar-Pemberthy. 2015.
- “Science for Sustainable Chemicals and Waste Management in the 21st Century.” *Conference of the Parties (COP) to the Basel, Rotterdam, and Stockholm Conventions, Science Fair on the theme of From Science to Action: Working for a Safer Tomorrow*. Geneva, Switzerland. Maria Ivanova. 2015.
- “Domestic Implementation of International Environmental Conventions: Assessment and Analysis of Treaties’ Effectiveness.” Global Environment Facility (GEF). Washington, DC. Maria Ivanova and Natalia Escobar-Pemberthy. 2014.
- “Environmental Conventions Index” Federal Office for the Environment (FOEN) of Switzerland. Bern, Switzerland. Maria Ivanova and Natalia Escobar-Pemberthy. 2014.
- “International, Environmental Bureaucracies and Policy Outputs: Does the CITES Secretariat Execute Its Mandate?” *University of Massachusetts Boston 2014 Conflict Studies Conference*. Boston, Massachusetts. Natalia Escobar-Pemberthy. 2014.
- “Interoperability and Implementation: Meeting the Obligations of Global Environmental Conventions.” *Enhancing the Efficiency and Effectiveness of MEA Implementation: Interoperability between Reporting Systems for Biodiversity Data*. UNEP World Monitoring Conservation Centre. Geneva, Switzerland. Maria Ivanova and Natalia Escobar-Pemberthy. 2014.

OUR WORK: INSTITUTIONAL COMPLEXITY

Institutional complexity, that is, the wide array of institutions and organizations related to the environment, is pervasive and a key feature of global environmental governance. International environmental responsibilities and activities are spread across multiple organizations, including the United Nations Environment Programme (UNEP), numerous other UN agencies, the international financing institutions, and the World Trade Organization.

The Center for Governance and Sustainability strives to make sense of this complexity and understand the function of individual organizations, as well as the relationships among the organizations that have environmental and sustainable development mandates. From studying the reform process of UNEP to understanding the relationship between international and national policies, the Center continues to invest in research projects that contribute to the understanding of institutional complexity in the academic and policy worlds.

UN Environment Programme Reform and the High-Level Political Forum on Sustainable Development

We have been actively engaged in the analysis of the reform process of the United Nations Environment Programme and of the outcome of the Rio+20 conference of 2012. Our research and writing projects include discussions of the main impacts from the 2012 UN Conference on Sustainable Development, the evolution of the institutional landscape for environment and sustainable development, the negotiations around the Sustainable Development Goals (SDGs), and the future of the United Nations Environment Programme.

Through the High-Level Political Forum (HLPF) on Sustainable Development, Maria Ivanova has participated as a lead discussant and representative of the global scientific



Maria Ivanova participates as a lead discussant at the High-Level Political Forum in New York in 2015.

and technological community. In a talk titled “From Silos to Integrated Policy Making,” she focused on the challenges of unifying decision making around the three dimensions of sustainable development: social, environmental, and economic. Other Center faculty and fellows are engaged in this work through publications and discussions regarding the sustainable development goals and the outcomes of the Rio+20 conference.

International Forest Governance and the Center’s Work with UNEP/UNFF

International forest governance is one of the most prominent cases of institutional environmental complexity. As with the UNEP reform process, the Center has followed the work and progress of the International Arrangement on Forests (IAF). Established by the United Nations Economic and Social Council (ECOSOC) in 2000, the IAF comprises



The UN headquarters in New York displays the Sustainable Development Goals (SDGs).

THE ACUNS 2015 ANNUAL MEETING AT THE HAGUE

At the 2015 Annual Meeting of the Academic Council of the United Nations System (ACUNS), practitioners, academics, and students convened to discuss research and policy topics related to the UN and global governance. The theme of the meeting, “The UN at 70 – Guaranteeing Security and Justice,” celebrated the 70th anniversary of the United Nations. A delegation of faculty and students from the University of Massachusetts Boston attended panels and workshops and presented their own panel entitled “Global Environmental Governance and the UN System: Rethinking Institutions.”

Students presented three papers related to the Center’s projects on institutional complexity, the science-policy interface and the Environmental Conventions Initiative. The chair and discussant of the panel, Professor Lorraine Elliott and Professor Margaret Karns, respectively, are both affiliated faculty to the PhD program. Maria Ivanova was also chair and participant on the roundtable “High-Level Panels as a Tool of United Nations Secretary-General Leadership,” which discussed the role of these bodies in the UN agenda, particularly in relation to sustainable development and how they are connected to the office of the Secretary-General.

At the 2015 ACUNS Annual Meeting, from left to right are research associate Wondwossen Sintayehu, Professor Maria Ivanova, Professor Lorraine Elliott, research associate Gabriela Bueno, research associate Natalia Escobar-Pemberthy, and Professor Margaret Karns.



institutions such as the United Nations Forum on Forests (UNFF) and the Collaborative Partnership on Forests (CPF).

With the support of the McCormack Scholars grant, research associate Gabriela Bueno was able to attend the 11th session of the UNFF in New York City and observe the negotiations that led to a ministerial declaration and a resolution detailing efforts to strengthen the IAF. As these changes are implemented in the coming years, the Center will continue to be involved in the analysis of institutional complexity in international forest governance.

Our work in international forest governance also includes a project on illegal logging and the relationship between domestic and transnational forest regulation. From 2013 to 2015, the Center for Governance and Sustainability collaborated with the Governance, Environment and Markets (GEM) Initiative at Yale University and their Program on Forest Policy and Governance. Professor Benjamin Cashore of the Yale School of Forestry & Environmental Studies and Gabriela Bueno, a research associate at the Center, led the project, which focused on illegal logging and the role of legality verification in curbing deforestation in tropical forests. The research addressed to what extent international institutions may influence and reinforce existing domestic environmental law and policy. Funded by the Climate and Land Use Alliance (CLUA), outputs included research papers, policy briefs, and the dissemination and communication of strategies targeting both international and Brazilian actors.

Developmental Governance

Understanding the history of the UN system through a global public policy lens is fundamental to addressing the evolution and current transformations within the global governance field. Through the work and research of the Center’s co-director, Craig Murphy, the Center offers an account of the history of global governance, which has been featured in the initial chapters of graduate-level textbooks and within Murphy’s own publications on the history of global governance. His research also explores current power shifts in global governance that will create much greater complexity within the UN system and how power dynamics within the inherently globalizing capitalist industrial economy both enable and constrain global problem solving.

The Center is engaged in the analysis of different dimensions of these concepts of economic and development governance. Craig Murphy conducts different research projects to study the global politics of economic development, international political economy, and emerging powers. Specifically, this research addresses four strands: (1) the institutional history of the United Nations system, especially the UN development system; (2) the political economy of global problem solving; (3) the changes in global governance triggered by the rapid economic growth of emerging powers that were formerly major clients of the UN development system; and (4) the transformation brought into global governance by the presence of multiple levels of stakeholders.

SELECT INSTITUTIONAL COMPLEXITY PUBLICATIONS AND PRESENTATIONS

Publications

- Murphy, Craig N. forthcoming in 2016. “‘The Westfailure System’ Fifteen Years On: Global Problems, What Makes Them Difficult to Solve, and the Role of International Political Economy.” *Strange Futures: Power, Control and Transformation in the Global Political Economy*. Randall Germain, ed. Routledge.
- Gleckman, Harris. 2015. “New Goals, New Outcomes and Getting Out of Old Boxes.” *Sustainable Development Policy & Practice*. International Institute for Sustainable Development.
- Ivanova, Maria. 2015. “Teaching Global Environmental Governance.” *Edward Elgar Encyclopedia of Global Environmental Politics and Governance*. Pattberg, Philipp and Fariborz Zelli, eds. Edward Elgar Publishers.
- Ivanova, Maria and Natalia Escobar-Pemberthy. 2015. “Millennium Development Goals.” *Encyclopedia of Public Administration and Public Policy*. Eds. Dubnick, Melvin and Domonic Bearfield. Taylor & Francis.
- Ivanova, Maria and Natalia Escobar-Pemberthy. 2015. “The Quest for Sustainable Development Goals: A Critical Look Forward.” *Poverty and the Millennium Development Goals: A Critical Look Forward*. Eds. Cimadamore, Alberto D., Gabriele Koehler, and Thomas Pogge. London. Zed Books Ltd.
- Meuleman, Louis and Ingeborg Niestroy. 2015. “Common But Differentiated Governance: Making the SDGs Work.” *Sustainable Development Policy & Practice*. International Institute for Sustainable Development.
- Murphy, Craig. 2015. “The Last Two Centuries of Global Governance.” *Global Governance* no. 21(2, 2015): 189–196.
- Aklilu, Nigusu. 2014. “Greening Africa-China Relations: African Agents Punching Below Their Weight?” *Journal of China and International Relations* no. 2(1): 26–48.
- Ivanova, Maria. 2014. “Analysis of Rio+20 Outcomes.” *Higher Education in the World: Knowledge Engagement and Higher Education: Rethinking Social Responsibility*. ed. Global University Network for Innovation (GUNI). Palgrave MacMillan Publishers.
- Ivanova, Maria. 2014. “Assessing the Outcomes of Rio+20.” *State of the World 2014: Governing for Sustainability*. Washington DC, Worldwatch Institute. 138–151.
- Murphy, Craig. 2014. “Global Governance: From Organizations to Networks or Not?” *Networking the International System: Global Histories of International Organizations*. Madeline Herren, ed. Springer.
- Murphy, Craig. 2014. “Global Governance over the Long Haul.” *International Studies Quarterly* no. 58(1): 216–218.
- Murphy, Craig. 2014. “The Emergence of Global Governance.” *International Organization and Global Governance*. Thomas G. Weiss and Rorden Wilkinson, eds. Routledge.

- Murphy, Craig. 2014. “The Evolution of the UN Development System.” *Post-2015 UN Development: Making Change Happen*. Stephen Browne and Thomas G. Weiss, eds. Routledge.
- Ivanova, Maria. 2013. “Reforming the Institutional Framework for Environment and Sustainable Development: Rio+20’s Subtle but Significant Impact.” *International Journal of Technology Management and Sustainable Development* no. 12(3): 211–231.
- Ivanova, Maria. 2013. “The Contested Legacy of Rio+20.” *Global Environmental Politics* no. 13(4): 1–11.
- Murphy, Craig N. and Kevin Gray. 2013. “Introduction: Rising Powers and the Future of Global Governance.” *Third World Quarterly* no. 34(2): 183–193.

Presentations

- “Equity and Accountability in Institutions of Global Governance.” UMass Boston. Harris Gleckman. 2015.
- “The Future of Global Governance – Is This the End of the Nation-State?” Clearing the Fog Media. Maria Ivanova and Harris Gleckman. 2015.
- “High-level Panels as a tool of United Nations Secretary-General Leadership.” *ACUNS 2015 Annual Meeting*. The Hague, Netherlands. Maria Ivanova. 2015.
- “How can legality verification help Brazil improve its forest practices?” *3rd Workshop on Forest Monitoring and Control*. Cuiabá, Brazil. Gabriela Bueno and Benjamin Cashore. 2015.
- “The Hub and the Anchor: A Comparative Analysis between the UNFF and UNEP.” *ACUNS 2015 Annual Meeting*. The Hague, Netherlands. Maria Ivanova and Gabriela Bueno. 2015.
- “IR Realisms, Norms and Power.” *International Studies Association Annual Conference*. New Orleans, Louisiana. Samuel Barkin. 2015.
- “Leadership: Responsibility as a baseline in global environmental governance.” *Yale School of Forestry & Environmental Studies Alumni Association Speaker Series*. New Haven, Connecticut. Maria Ivanova. 2015.
- “Regional Fish, Global Ships: Can RFMOs Succeed in a Global Ocean?” *International Studies Association Annual Conference*. New Orleans, LA. Samuel Barkin. 2015.
- “Beyond Trees: The Past, Present and Future of the International Arrangement on Forests.” *UMass Boston 2014 Conflict Studies Conference*. Gabriela Bueno. 2014.
- “Can Legality Verification Combat Illegal Logging in Brazil? Strategic Insights for Policy Makers and Advocates.” *XXIV International Union of Forest Research Organizations (IUFRO) World Congress*. Salt Lake City, Utah. Gabriela Bueno and Benjamin Cashore. 2014.

PRIZES AND AWARDS

Negusu Aklilu

Research associate Negusu Aklilu has joined Golden Key International Honour Society and has been recognized in the top 15 percent of his class.

Kamal Bawa

In October 2014, Professor Kamal Bawa, prominent conservation biologist, received the Midori Prize for Biodiversity at the Conference of the Parties to the United Nations Convention on Biological Diversity in Pyeongchang, South Korea. In the same year, he also received an honorary degree from the University of Alberta. In April 2015, he was elected as a fellow of the Royal Society—the oldest and one of the most prestigious science academies of the world, and he was formally admitted in July during a ceremony in London.

J. Michael Denney

Michael Denney attended the Borlaug Summer Institute on Global Food Security at Purdue University in Indiana and was part of the team that won “Best Presentation” for a mock USAID grant funding competition overseen by top professors and USAID employees.



Michael Denney stands among his team at the Borlaug Summer Institute on Global Food Security after winning “Best Presentation.”

Laurence Delina

In 2014–2015, Laurence Delina received a PhD Stipend Award from the International Center for Nonviolent Conflict in Washington, DC, for his dissertation titled “Rapid climate mitigation: the non-technical strategies.”

Maria Ivanova

In April 2015, Maria Ivanova was selected as one of the 32 members of the inaugural class of Andrew Carnegie Fellows with a project titled “United Nations at a Crossroads: Collection of Conventions or Mechanism for Planetary Stewardship.”



Dr. Kamal Bawa receives an honorary degree from the University of Alberta in 2014.

Craig Murphy

In 2013, Craig Murphy received the prestigious International Political Economy Distinguished Senior Scholar Award, which was presented at the ISA’s April 2013 annual meeting in San Francisco.

Wondwossen Wondemagegnehu

Research associate and doctoral student in Global Governance and Human Security at UMass Boston, Wondwossen Wondemagegnehu received a prestigious international fellowship from the International Livestock Research Institute (ILRI) to pursue his dissertation work on the “Science-Policy-Practice Interface of Climate Adaptation: Learning from the Ethiopian Experience.”

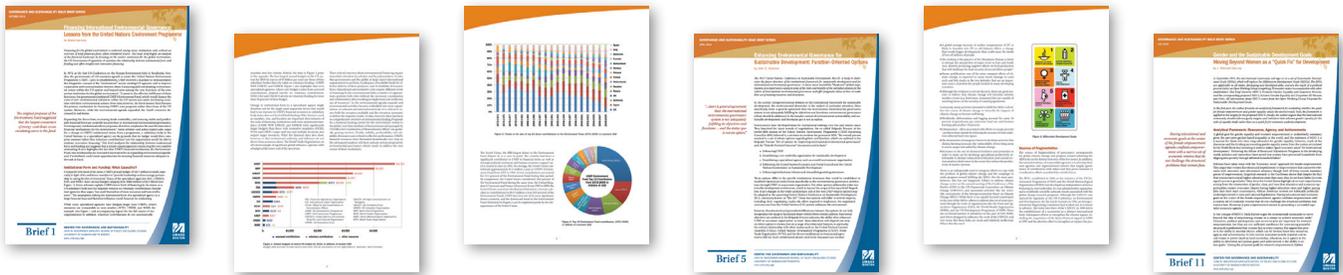
Stanley Johnson

Stanley Johnson, a longtime advocate for wildlife and habitat protection, received the most prestigious medal awarded by the Royal Society for the Protection of Birds, the Medal for Services to Conservation in 2015.

McCormack Scholars

The McCormack Scholars are outstanding master’s and doctoral students from the John W. McCormack Graduate School of Policy and Global Studies at the University of Massachusetts Boston. Two students from each program are selected each year. Among those were research associates and doctoral candidates in the Global Governance and Human Security program: Natalia Escobar-Pemberthy, Gabriela Bueno, and Wondwossen Wondemagegnehu.

OUR PUBLICATIONS: THE ISSUE BRIEF SERIES AND GLOBAL LEADERSHIP DIALOGUES



About the Issue Brief Series

Providing analytical input to contemporary political discussions, the Issue Brief series offers peer-reviewed policy papers that contain analytically grounded and politically relevant recommendations. Each one is written to inform the dialogue around institutional reform and other key priorities related to governance, the environment, and sustainability.

- **Brief 1:** *Financing International Environmental Governance: Lessons from the United Nations Environment Programme.* Maria Ivanova. 2011.
- **Brief 2:** *Overcoming Fragmented Governance: The Case of Climate Change and the MDGs.* Oran R. Young. 2011.
- **Brief 3:** *Clustering Assessment: Enhancing Synergies among Multilateral Environmental Agreements.* Judith Wehrli. 2012.
- **Brief 4:** *Lessons from the Multilateral Trading System for Reforming the Architecture of the International Environmental Regime.* Thomas Cottier, Manfred Elsig, and Judith Wehrli. 2012.
- **Brief 5:** *Enhancing Environmental Governance for Sustainable Development: Function-Oriented Options.* John E. Scanlon. 2012.
- **Brief 6:** *Environmental Emergencies: Challenges and Lessons for International Environmental Governance.* Rene Nijenhuis and Carl Bruch. 2012.
- **Brief 7:** *Building an International Court for the Environment: A Conceptual Framework.* Philip Riches and Stuart A. Bruce. 2013.
- **Brief 8:** *International Fisheries Governance that Works: The Case for a Global Fisheries Organization.* Samuel Barkin and Elizabeth R. DeSombre. 2013.
- **Brief 9:** *UNDP: Reviving a Practical Human Development Organization.* Craig Murphy and Stephen Browne. 2014.
- **Brief 10:** *How the United Nations Should Promote the Post-2015 Development Agenda.* Kara S. Alaimo. 2014.
- **Brief 11:** *Gender and the Sustainable Development Goals: Moving Beyond Women as a “Quick Fix” for Development.* J. Michael Denney. 2015.

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About the Global Leadership Dialogues

Featuring interviews with prominent individuals, the Global Leadership Dialogues offer insights into the careers and personal experiences of notable global governance trailblazers. This series provides in-depth perspectives on what these leaders think about key issues, what inspires them, what shaped their personal journeys, and how they imagine the future.

Volume 1, Issue 1: Environmentalist Extraordinaire

Gus Speth served as the administrator of the United Nations Development Programme (1993–1999) and as the Dean of the Yale School of Forestry and Environmental Studies (1999–2009). He co-founded the Natural Resources Defense Council (NRDC) and founded the World Resources Institute (WRI), and he was an advisor on environmental affairs to President Jimmy Carter and President Bill Clinton. This issue features Speth's commencement address at UMass Boston.

Volume 1, Issue 2: Climate Champion

Christiana Figueres is the Executive Secretary of the UN Framework Convention on Climate Change (UNFCCC). She founded the nonprofit Center for Sustainable Development of the Americas and directed it for eight years (1995–2003). She also designed and helped to establish national climate change programs in eight Latin American countries, thereby promoting strong participation of the countries in that region in the Climate Change Convention. This issue features Figueres's commencement address at UMass Boston.

Volume 2, Issue 1: Naturalist and Novelist

Stanley Johnson is a senior fellow at the Center for Governance and Sustainability, an ambassador for the United Nations Convention on Migratory Species (CMS), and he serves as honorary president of the Gorilla Organization. Johnson is a prolific author on environmental and population issues.

Volume 2, Issue 2: Sea Change Scholar

Susan Avery became the first atmospheric scientist and the first woman to hold the position of president and director of the Woods Hole Oceanographic Institution (WHOI) in 2008. Avery serves on the Director-General's Science Advisory Committee for the United Nations Educational, Scientific and Cultural Organization (UNESCO) and is a member of the UN Secretary-General's Scientific Advisory Board.

Volume 2, Issue 3: Wildlife Advocate

John Scanlon became Secretary-General of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) in 2010. Before assuming this office, Scanlon was the head of the law program at the International Union for Conservation of Nature (IUCN), director of the IUCN Environmental Law Centre, Strategic Advisor for the World Commission on Dams, and remains a member of the IUCN World Commission on Environmental Law.

Volume 2, Issue 4: UN System Scholar

Lorraine Elliott is professor of international relations in the Bell School of Asia Pacific Affairs in the College of Asia and the Pacific at the Australian National University (ANU), an ANU Public Policy Fellow, an associate for the Climate and Environment Governance Network (CEGNET) at ANU, and chair of the Board of Directors for the Academic Council on the UN System (ACUNS). She is also affiliated faculty in the Department of Conflict Resolution, Human Security, and Global Governance at the University of Massachusetts Boston.

Forthcoming Global Leadership Dialogues:

Hayat Sindi is the founder and CEO of the i2 Institute and co-founder and director of Diagnostics For All. She serves as a member of the Shura Council in Saudi Arabia and is a member of the UN Secretary-General's Scientific Advisory Board. She was appointed as a UNESCO Goodwill Ambassador in 2012.

Reiko Kuroda is a chemist, researcher, and professor at the Research Institute for Science and Technology at the Tokyo University of Science. She is a member of the UN Secretary-General Scientific Advisory Board. Her research focuses on chirality, covering a wide area including chemistry and molecular and developmental biology.

Achim Steiner has held the position of Executive Director of UNEP since 2006. He previously served as Director-General of the International Union for Conservation of Nature and Secretary-General of the World Commission on Dams.

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2015–2016

“The risks to our planet and our environment will never be fought by declarations of good intentions. Since the environment is a transnational issue, we need transnational policies to meet the challenge, including regional, continental, and even global mobilization to achieve our goals. We also need real cooperation between several disciplines and fields to address the environmental issues of our time. Our partnership with the Center for Governance and Sustainability on climate change challenges illustrates the essential and much needed North-South trust and collaboration on environmental and sustainable development issues.”

HEM Ismail Omar Guelleh, President of the Republic of Djibouti

“The Center for Governance and Sustainability is grappling with key governance, institutional, and policy challenges in a very creative manner. It goes about its work through a neat blend of academic rigor and real-world experience, which is the right strategy for offering up robust policy options for decision makers.”

John Scanlon, Secretary-General, Convention on International Trade in Endangered Species of Wild Fauna and Flora, Switzerland

“As we enter the age of sustainability, the work of the Center for Governance and Sustainability examining the organisational needs of this new era is essential. With the deep experience of the Center’s directors and the rigorous academic, practical, and independent evaluation of present governance systems the research team undertakes, the Center is well placed to be at the forefront of needed changes.”

Julia Marton-Lefèvre, former Director General of IUCN, the International Union for Conservation of Nature



ON THE COVER

Rifki Abdoukader Bamakhrama is a renowned Djiboutian artist and politician. He has created multiple cultural festivals in Djibouti, such as the Theater Festival, Dance Festival, and Fest’Horn, and co-founded the Association Culturelle Moussa Ali with the goal of fostering better cultural collaboration among Ethiopia, Eritrea, and Djibouti. He has held numerous political positions, including Minister of Youth and Sport; Minister of Communication; Minister of Commerce, Industry, and Artisans; and Minister of Trade and Industry. He holds a degree from the University of Nancy in France, where he studied sociology, Arabic art, and literature. He has published two artistic books, *Palette des Couleurs* in 2012 and *Les espaces colorés* in 2014, and has exhibited his paintings in the Middle East and Africa. He hopes to organize an exhibition of his paintings in the United States.

Center for Governance and Sustainability

Maria Ivanova and Craig Murphy, Co-Directors

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