

***Evaluation of the IUCN  
World Conservation Congress***

***Amman, Jordan***

***October, 2000***

***Final Report***



## **About this Evaluation Report**

This Report presents the Findings, Conclusions and Recommendations from the Evaluation of the World Conservation Congress held in Amman Jordan in October 2000. The evaluation represents a milestone for IUCN in that it was the first formal evaluation of a World Conservation Congress.

The Evaluation was carried out by the IUCN regional and global M&E staff with support from evaluation specialists from Universal Management Group. The Preliminary Findings were presented to the IUCN Council at their Retreat in February 2001. In their discussions, Councillors identified a series of issues that emerge from the Findings that will need to be addressed in the planning for the next Congress. The Council recommendations as well as those of the Evaluation Team are included in this report.

The evaluation findings are presented in 9 Sections:

- 1) Overview of the Evaluation of the IUCN World Conservation Congress
- 2) Participants' Viewpoint;
- 3) Council Members' Viewpoint;
- 4) New Council Members' Viewpoint;
- 5) Senior Managers' Viewpoint;
- 6) Regional Follow-up Case Studies
- 7) Results of the Interactive Sessions
- 8) Additional Analyses of Participant Responses - by Region, by Experience, by NGO/State
- 9) Summary of Staff and Volunteer Operational Feedback

Detailed operational feedback from over 200 staff and volunteers has been provided to the Congress Unit for input into an IUCN Congress Planning and Management Handbook.

***Your views on the evaluation are welcomed and valued. Please tell us if you found this evaluation useful and why, and give us any suggestions for improving future evaluations of World Congresses.***

## **Acknowledgements**

This is the first time that the IUCN has undertaken a formal evaluation of an event as large and complex as a World Congress. Special thanks is due to Steve Gruber and Charles Lusthaus from Universal Management Group for their excellent technical and coaching support to the IUCN Evaluation Team throughout the evaluation process. They remained cheerful and supportive throughout, despite the pressure and challenges of the Amman Congress, including an evaluation team learning new skills on the job. We are also grateful to their support staff in Montreal who processed large amounts of data for us at relatively short notice.

The Evaluation Team would also like to thank the many members, observers, Councillors and staff who took time out of their busy Congress schedule for interviews, for their many thoughtful responses and their general recognition of the importance of the evaluation.

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## **Contents**

<b><u>Section 1 - Overview of the Evaluation of the IUCN World Conservation Congress</u></b>		<b><u>1</u></b>
1.1	Introduction	2
1.1.1	Evaluation Objectives, Audiences and Uses	2
1.1.2	Evaluation Approach and Methodology	3
1.2	Results of the Evaluation: Overview	5
1.2.1	Introduction	5
1.2.2	Rationale for the Congress	6
1.2.3	Effectiveness of the Congress	8
1.2.4	Efficiency/Management of the Congress	10
1.2.5	Conclusions	11
1.2.6	Recommendations	11
<b><u>Section 2 - Participants' Viewpoints</u></b>		<b><u>15</u></b>
2.1	Meeting Participants' Expectations	16
2.2	General Organization of the Congress	18
2.3	Congress and IUCN Programming	19
2.4	Governance	21
2.5	Congress and Support for Work in the Regions	22
2.6	Strengthening IUCN as an Organization	23
<b><u>Section 3 - Council Members' Viewpoint</u></b>		<b><u>25</u></b>
3.1	Congress Objectives	26
3.2	Council's Overseeing of the Congress	30
3.3	Congress and the Strengthening of IUCN as an Organization	30
3.4	Congress Related Relevance and Governance Issues	32
3.5	Conclusion: Most and Least Valuable Outcomes of the Congress	34
<b><u>Section 4 - New Councillors' Viewpoint</u></b>		<b><u>35</u></b>
4.1	Motivations for Attending the Congress	36
4.2	The Congress and IUCN Programme Direction	36
4.3	The Congress and IUCN Governance	39
4.4	The Congress and Supporting Work in the Regions	40
4.5	General Congress Issues	41
4.6	Most and Least Valuable Outcomes	45
<b><u>Section 5 - Senior Managers' Viewpoint</u></b>		<b><u>47</u></b>
5.1	Congress Objectives	48
5.2	Council's Guidance of the Congress	52
5.3	Congress and the Strengthening of IUCN as an Organization	53
5.4	Congress-Related Relevance and Governance Issues	56
5.5	Most and Least Valuable Outcomes of the Congress	58

<b><u>Section 6 - Regional Follow-Up Case Studies</u></b>	<b>59</b>
6.1 The Regions' Viewpoint	60
6.1.1 Approach	60
6.1.2 Pre-Congress	60
6.1.3 During the Congress	62
6.1.4 Post-Congress	63
<b><u>Section 7 - Results of the Interactive Sessions</u></b>	<b>65</b>
7.1 Introduction	66
7.2 Methodology: Data Sources and Analysis	66
7.3 Participation	66
7.4 Organization of the Interactive Sessions	68
7.5 Relevance of the Interactive Sessions	69
7.6 Concluding Comments	71
<b><u>Section 8 - Additional Analyses of Participant Responses – by Region, by Experience, by NGO/State</u></b>	<b>73</b>
8.1 Introduction	74
8.2 Overview Analysis	74
8.3 Responses to the Participant Questionnaire,	76
8.3.1 By Region	76
8.4 Responses to the Participant Interview	88
8.4.1 By Region	88
8.4.2 By Experience (1 <sup>st</sup> Congress, 2 <sup>nd</sup> Congress or more)	98
8.4.3 By State or NGO	107
<b><u>Section 9 - Summary of Staff and Volunteer Operational Feedback</u></b>	<b>119</b>
9.1 Introduction	120
9.2 Strategic Management of Congress	120
9.3 Registration, Technical Support, VIP Arrangements, Elections/ Vote Casting, Credentials/ Membership Coordination, and Finance/Sponsorship	121
9.3.1 Registration	121
9.3.2 Technical Support	121
9.3.3 VIP Arrangements	121
9.3.4 Elections/Vote Casting	121
9.3.5 Credentials/Membership Coordination	121
9.3.6 Finance/Sponsorship	122
9.4 Finance, Programme and Resolutions	122
9.4.1 Finance	122
9.4.2 Programme	122
9.4.3 Resolutions	122
9.4.4 Ideas for Future Improvements in Programme, Finance and Resolutions	123
9.5 Documentation and Translation	123
9.5.1 Documentation	123
9.5.2 Translation	123

9.6 Exhibitions, Press and Communications	123
9.6.1 Exhibitions	123
9.6.2 Press	123
9.6.3 Communications (Overall)	124
9.7 Interactive Sessions	124
9.8 Plenary Management, Podium and Rapporteur	124
9.8.1 Plenary Management	124
9.8.2 Podium	125
9.8.3 Rapporteur	125
9.9 Regional Inputs to the Congress	125
9.10 Commission Meetings	125

### ***Exhibits***

Exhibit 1	Participants Interviewed by Region	3
Exhibit 2	Participant Evaluation Questionnaires by Region	3
Exhibit 3	A Good Investment of Time?	6
Exhibit 4	Meeting Expectations	6
Exhibit 5	Expectations from Congress (A)	16
Exhibit 6	Expectations from Congress (B)	16
Exhibit 7	A good Investment of Time?	17
Exhibit 8	Meeting Expectations	17
Exhibit 9	Networking and Partnerships	17
Exhibit 10	General Organization of the Congress	18
Exhibit 11	Overall Organization of the Congress	18
Exhibit 12	How Much did you Learn About IUCN's Programme?	19
Exhibit 13	Opportunity to Actively Participate	19
Exhibit 14	Congress Results and Outcomes	19
Exhibit 15	Effectiveness of the Conservation Programme	20
Exhibit 16	Support for Programme in Principle	20
Exhibit 17	Active Support of Programme	20
Exhibit 18	Governance Processes	21
Exhibit 19	Congress Results and Outcomes	21
Exhibit 20	How Much will Congress Benefit Conservation in your Region?	22
Exhibit 21	Participation in Congress will Benefit Work in my Region	22
Exhibit 22	Has IUCN Emerged as a Stronger Organization?	23
Exhibit 23	Effectiveness of IUCN's Statutory Administrative Objectives	28
Exhibit 24	Effectiveness of the Congress in Meeting Statutory Policy Objectives	28
Exhibit 25	Effectiveness of the Congress in Meeting Statutory Programme Objectives	28
Exhibit 26	Effectiveness of Forum for Public Debate	29
Exhibit 27	Importance of a World Congress Open to the Public	29
Exhibit 28	Appropriateness of Congress as a Mechanism to Achieve Statutory Objectives	29
Exhibit 29	Effectiveness of the Council's General Overseeing of Planning for the Congress	30
Exhibit 30	How Clear were the Roles of Council, the Amman Planning Committee and Senior Managers?	30

Exhibit 31	Effectiveness of Congress	31
Exhibit 32	Effectiveness of Congress	31
Exhibit 33	Appropriateness of Congress' Role	31
Exhibit 34	Appropriateness of Congress' Role	31
Exhibit 35	Appropriateness of the Congress as a Key Governance Mechanism for IUCN	32
Exhibit 36	Effectiveness of Congress in Helping Position IUCN	33
Exhibit 37	To What Extent Were Expectations Met?	36
Exhibit 38	How Much was Learned About IUCN's Programme?	36
Exhibit 39	How Well Will Organizations Support IUCN's Programme for the Next Term?	37
Exhibit 40	How Active a Role Will Organizations Play in Supporting IUCN's Programme?	37
Exhibit 41	Effectiveness of Approved Conservation Programme	38
Exhibit 42	Opportunity to Participate in Consideration and Approval of the Programme	38
Exhibit 43	Opportunity to Contribute to Future IUCN Programme Direction	38
Exhibit 44	Election Process	39
Exhibit 45	Resolution Process	39
Exhibit 46	Effectiveness of the Resolution Process	40
Exhibit 47	Opportunity to Network	41
Exhibit 48	Opportunity to Identify New Partnerships	41
Exhibit 49	Opportunity for Exchange of Scientific Information	41
Exhibit 50	Focus of Major Conservation Challenges and Emerging Issues	42
Exhibit 51	Effectiveness of Congress in Positioning IUCN as a Relevant Global Environmental Organization	42
Exhibit 52	How Much will Congress Benefit Conservation Work in your Region?	43
Exhibit 53	Has IUCN Emerged a Stronger Organization?	43
Exhibit 54	Should IUCN Keep Its Congress Open to the Public?	44
Exhibit 55	Was Attending this Congress a Good Investment of Your Time?	44
Exhibit 56	Effectiveness of IUCN in Meeting Statutory Administrative Objectives	50
Exhibit 57	Effectiveness of IUCN in Meeting Statutory Policy Objectives	50
Exhibit 58	Effectiveness of IUCN in Meeting Statutory Programme Objectives	50
Exhibit 59	Importance of Opening IUCN Members' Business Meeting to the Public	51
Exhibit 60	Effectiveness of Forum for Public Debate on Conservation Issues	51
Exhibit 61	Appropriateness of the Congress as a Mechanism to Achieve IUCN's Statutory Objectives	52
Exhibit 62	Effectiveness of the Council's General Overseeing of Planning for this Congress	52
Exhibit 63	Role of Council in the Congress Planning Process	53
Exhibit 64	Role of the Amman Planning Committee in the Congress Planning Process	53
Exhibit 65	Role of Senior Managers in the Congress Planning Process	53
Exhibit 66	Effectiveness of Congress in Helping IUCN Establish/Strengthen its Networks/Partnerships	54
Exhibit 67	Effectiveness of Congress in Building Member Support	54
Exhibit 68	Effectiveness of Congress in Deepening Understanding of Membership Needs	54
Exhibit 69	Effectiveness of Congress in Increasing Awareness of Opportunities and Constraints	54
Exhibit 70	Effectiveness of Congress in Contributing to the Strategic Development of IUCN's Programme	55
Exhibit 71	Appropriateness of Roles for Congress	55

Exhibit 72	Appropriateness of Roles for Congress	55
Exhibit 73	Effectiveness of this Congress in Helping to Position IUCN as a Relevant Global Environmental Organization	56
Exhibit 74	Appropriateness of the Congress as a Key Governance Mechanism for IUCN	57
Exhibit 75	Attendance for Each Interactive Session (results are rounded to the nearest %)	67
Exhibit 76	Proportion of the Session's Duration the Participants Attended	67
Exhibit 77	The Facilities	68
Exhibit 78	Organization of the Interactive Session	68
Exhibit 79	Participants Provided Views and Suggestions	68
Exhibit 80	Relevance of Interactive Sessions to the IUCN Programme	69
Exhibit 81	Potential Contribution to Future IUCN Work	69
Exhibit 82	Leading Thinking Relevant to the Topic	69
Exhibit 83	Best Practices Were Presented	70
Exhibit 84	Discussions Linked to Work At Home	70
Exhibit 85	Good Opportunity to Network with Others	70
Exhibit 86	Attending the Interactive Session was a Good Investment of my Time	71

## ***Appendices***

Appendix I Council Recommendations of detailed issues to be considered by the next Congress Task Force	127
Appendix II List of Findings	129
Appendix III Questionnaires	134



***Section 1 -  
Overview of the Evaluation of the  
IUCN World Conservation Congress***



*with*



## 1.1 Introduction

At the request of the IUCN Council, the Amman Planning Committee, the Congress Unit at HQ and Senior Management, an evaluation was undertaken of The World Conservation Congress held in Amman, Jordan in October 2000.

The evaluation was carried out by regional M&E staff –Veronica Muthui (EARO), Jim Woodhill (ROSA and EARO), Hastings Chikoko (ROSA), Francois-Corneille Kedowide (BRAO), Alejandro Imbach and Jesus Cisneros (ORMA), Khizer Farooq Omer (IUCNP / ARD) and from the global M&E - Nancy MacPherson, Alex Moiseev and Jennifer Ellis. The team was supported technically by evaluation specialists Steve Gruber and Charles Lusthaus from Universal Management Group.

This final evaluation report presents the evaluation results both in overview format (Section 1) and by specific stakeholder groups (remainder of the Sections).

### 1.1.1 Evaluation Objectives, Audiences and Uses

The evaluation had four major objectives:

- Improve future Congresses and ensure that they suit members' needs;
- Provide accountability to donors and IUCN;
- Support future fundraising efforts; and
- Provide a capacity building exercise for M&E and membership staff in learning to evaluate large complex events.

The key audiences and uses for the evaluation results are:

- The IUCN Council, for whom the results will provide strategic guidance for decision making related to the next Congress;
- The IUCN management, for whom the results will assist in making strategic and operational improvements for the next Congress;
- Fundraisers (regional and global), for whom the results will provide assistance in fundraising for future Congresses; and
- Donors, to whom IUCN is accountable for funding support for the Congress.

The evaluation sought to answer the following key questions of Council and senior managers related to the rationale, relevance, effectiveness and efficiency of the Amman Congress:

- Rationale for the Congress – Is the Congress an appropriate mechanism for IUCN statutory business, Programme and networking? Does the Congress strengthen IUCN as an organization?
- Effectiveness and effects of the Congress - Were the Congress objectives achieved?
- Efficiency of the Congress management - What worked well and what did not work in the planning and implementation of the Congress?
- Forward looking ideas about governance, Programme and networking – Is the present model adequate?

## 1.1.2 Evaluation Approach and Methodology

### Guiding Principles

The evaluation process was guided by four principles:

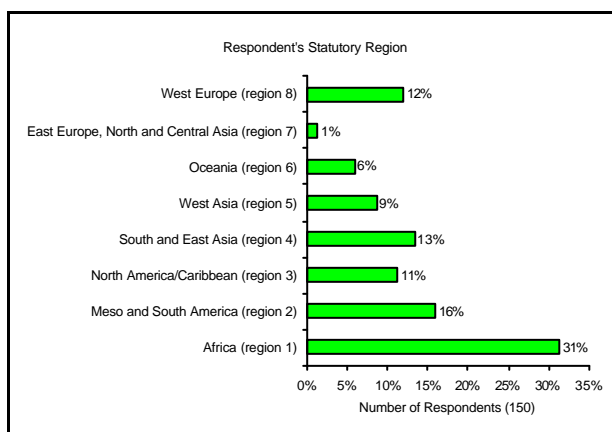
- 1) Data gathering and analysis be guided primarily by the issues and questions identified in the evaluation framework (Appendix I).
- 2) Multiple data sources be used to ensure the inclusiveness of the approach and maximize the reliability of the results obtained.
- 3) Quantitative and qualitative data be gathered to the extent possible in the time, and with the limited funds available to the evaluation team.
- 4) The process provide capacity building for the IUCN Monitoring and Evaluation team in order for the experience gained from this evaluation to be applied to other large regional and global conferences and meetings.

### Data Gathering

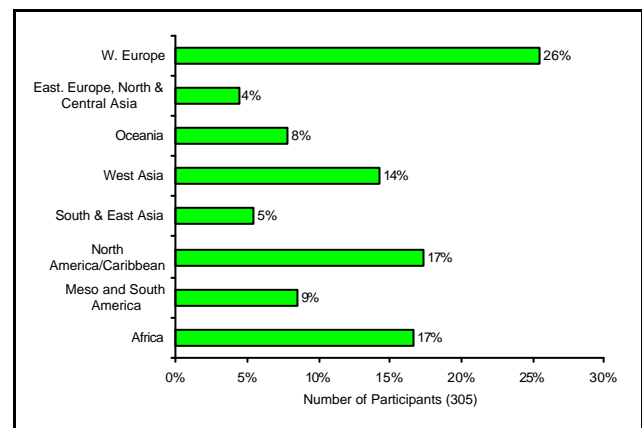
Extensive data was gathered for the evaluation from a variety of sources. These include 150 participant interviews, the return of 305 participant questionnaires and 579 interactive session questionnaires, and interviews with 21 current and new Councillors and 12 senior IUCN managers who had a specific responsibility for a major aspect of the Congress. In addition, the team facilitated a staff and volunteer feedback process at the Congress and afterwards by email for over 200 staff and volunteers. Regional interviews were also carried out following the Congress to collect data for regional illustrative case studies on the impact of the Congress in the regions. Relevant documentation, including the IUCN Statutes, Congress-related publications and web sites were also reviewed.

The proportion of participants who returned an evaluation questionnaire (305 out of the approximately 1350 non-staff registered participants) and the number of interviews administered, provides an acceptable degree of confidence in interpreting the findings as broadly representative of the participant body as a whole.

**Exhibit 1 Participants Interviewed by Region**



**Exhibit 2 Participant Evaluation Questionnaires by Region**



Additional aspects of interest concerning the data collected include the following:

- Participant interviews – gender balance was 68% male and 32% female, 72% of respondents were drawn from NGOs and 28% from state representatives, 67% were attending their Congress for the first time, 89% represented IUCN members 9% were Commission members and 8% observers.
- Evaluation questionnaire - 48% of respondents classified themselves as head of an IUCN member organization delegation and 40% as members of an IUCN member delegation. The remaining responses were distributed between Council members (3%), Commission members (5%) and Partner Organization observers (5%).

Concerning the interviews carried out with the 12 senior managers, five were from headquarters and seven were from the regions. The senior managers interviewed were responsible for a specific functional area of the Congress as designated by senior management, such as Programme, Finance, Resolutions, Elections, etc.

A total of seven regional case studies were developed and are reported on in this document. The case studies were developed in the Asia, Southern Africa, Europe, Meso America, North America and the Caribbean, Oceania and Central Africa regions. To develop the case studies, members of the Evaluation Team identified regional delegates for interviews. An interview guideline that addressed issues related to pre-Congress, Congress and post-Congress activities and perceptions was developed for this purpose. This report provides a synthesis of the findings from all the case studies submitted.

### **Data Analysis and Reporting**

Interview and questionnaire data were entered into Microsoft Access database sheets. The results from the databases were then imported into Microsoft Excel spreadsheets, where raw scores were converted into bar graphs for analysis. The results are presented and discussed in this report. It should be noted that not all interviewees responded to every question. As a result, the total of responses to a specific question might be less than the total number of interviews administered or questionnaires returned. The number of respondents (“n”) is indicated for each specific quantitative result on the ‘y’ axis of each graph.

Comments from questionnaires and interviews were reviewed in order to identify patterns that could further explain, nuance or provide further depth to the evaluators’ understanding of quantitative data. Illustrative comments have been included in the relevant sections of this report to provide the reader with a richer understanding of the results.

At their December 2000 meeting, Bureau requested additional data analysis by NGO versus State, first time attendees versus participants who had attended two or more Congresses, and members’ perceptions by Statutory Region. These analyses are reported on separately and also incorporated where appropriate into the Overview Section of this report.

Comprehensive staff and volunteer operational feedback was gathered and was provided to the Congress Unit for their use in preparing the IUCN Congress Planning and Management Handbook.

A preliminary report of evaluation findings was presented to the IUCN Council at the Council Retreat, February 2001. Recommendations made by the Council at that time have been incorporated into this final report, which will be received by the IUCN Council at their October 2001 Council meeting.

## **Limitations of the Evaluation**

The evaluation faced four principle limitations:

- 1) The nature of the Congress itself: The Congress schedule was packed with events, and the agenda of some sessions such as Resolutions changed frequently according to progress in the plenary. This inevitably increased the challenges for evaluators in arranging interviews and carrying them out in a relaxed and focused manner. Despite the very real challenge this presented to the Evaluation Team in carrying out their duties, participants were accommodating, welcoming the opportunity to express their views.
- 2) Limited resources: Very limited resources were allocated to this evaluation in proportion to the size and scope of the event. Additional resources would have permitted a significant improvement in the level of preparatory work for instrument development and testing, and the orientation of the Evaluation Team members.
- 3) The evaluation as capacity building: The evaluation process was planned as an important professional development event for IUCN's Evaluation Team. Most M&E staff had never participated in an evaluation of an event as large and complex as the Congress. The evaluation process successfully met the capacity building objective, however, the fact that several Team members were receiving exposure to an evaluation of a complex event and using new skills for the first time, was a limitation to the evaluation process itself.
- 4) Potential for bias towards Western European view point: As can be seen in Exhibit 1 and Exhibit 2, both questionnaire and interview respondents are drawn from a cross section of the IUCN statutory regions. While the largest number of returned written evaluation questionnaires were from Western European delegates, it is important to note that the views of all regions are represented. This is the case for both interview and questionnaire data. The attempt made by the Evaluation Team to stratify the sample of interviewees based on Statutory Regions has ensured that the evaluation captured the viewpoints of all regions and reduced the influence of Western Europe input exhibited in the evaluation questionnaire returns.

## **1.2 Results of the Evaluation: Overview**

### **1.2.1 Introduction**

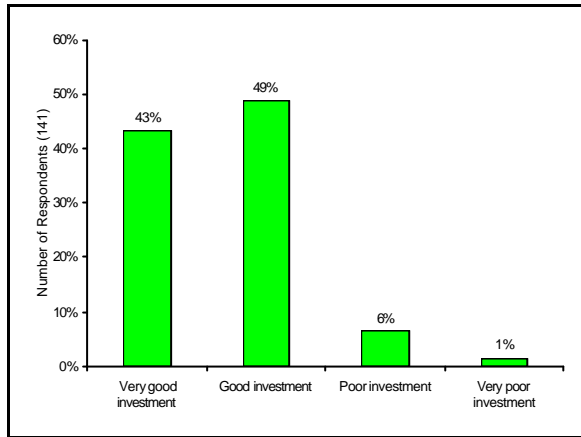
The overview of evaluation results are presented as follows:

- 1) Rationale for the Congress
- 2) Effectiveness of the Congress
- 3) Efficiency/Management of the Congress
- 4) Conclusions and Recommendations

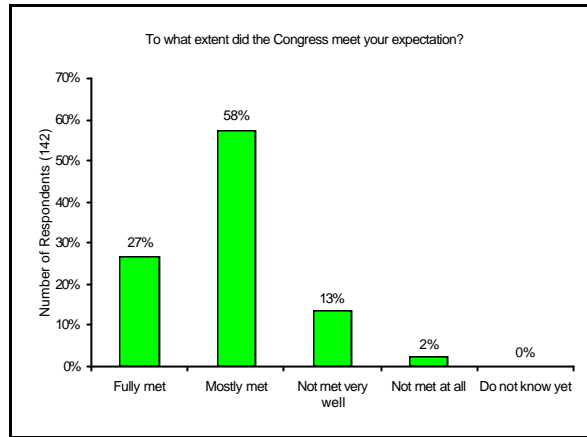
In section *1.2.2 Rationale for the Congress*, consideration is given to the question as to whether or not the Congress is an appropriate mechanism to address IUCN statutory business, provide programme direction, and facilitate participant networking and strengthening of IUCN as an organization. In section *1.2.3 Effectiveness of the Congress*, results related to how well Congress objectives were actually met are presented, and in section *1.2.4 Efficiency/Management of the Congress*, the issue of what worked well and what did not, in the planning and implementation of the Congress are reported on. Conclusions are drawn and recommendations are made from the results presented.

**Finding 1: Overall, Congress participants considered their attendance at the Congress as a good investment of their time and that it met their broad expectations.**

**Exhibit 3 A Good Investment of Time?**



**Exhibit 4 Meeting Expectations**



Overall, participants felt they received good value for the time they had invested in attending the Congress, and their expectations of it were positively met. Exhibit 3 shows that 43% of those interviewed reported that attending the Congress was a *very good* investment, and 49% a *good* investment of their time, and Exhibit 4 shows that over 80% reported their expectations of the Congress were fully or mostly met. A higher proportion (15%+) of African participants reported that the Congress met their expectations, compared to those from other regions.

### 1.2.2 Rationale for the Congress

This section reports on whether or not the Congress is viewed by stakeholders as an important and appropriate mechanism for conducting IUCN statutory business, providing future direction for the organization, and networking and strengthening IUCN as an organization.

**Finding 2: Participants, Councillors and senior management believe that one of the most important reasons for holding the Congress is to facilitate networking among individuals and the IUCN constituencies.**

There was a very strong consensus that the opportunity provided by the Congress for participants to network and exchange information with each other was one of the most important reasons for holding the Congress.

The single biggest motivator for participants to attend the Congress was the opportunity it provided to exchange information and network. Forty-four percent of participants returning evaluation questionnaires cited this as their *main* reason for attending and 52% as a *major* reason. Other “informational type” motivators, such as to learn of or share best practices, and learn about new environmental challenges, also rated highly as reasons for attending.

One of the most important reasons for holding the World Congress is:

*“To share experience with other countries and people in general.”* – IUCN Commission member

*“To see where the links between my group and IUCN could be redeveloped and to see how my group’s program fits into the IUCN Programme.”* – IUCN member, Bangladesh

*“To strengthen the emotional bonds between member/individuals in order to strengthen the Union.”* – IUCN Councillor

*“To exchange views on the main challenges for environmental management. (We know the problems, what we are interested in are practical solutions and best practice ideas.)”* – IUCN member, Botswana

All fourteen Councillors interviewed referred to the importance of bringing together Union constituents for networking and exchange activities. Of the 12 senior managers interviewed, eight indicated that the interactive dimension of the Congress, which encompasses aspects such as gathering together as constituencies, exchanging information, learning from each other, networking, etc., was among the three most important reasons for holding this Congress.

**Finding 3: Mixed views were presented on the role of the Congress in meeting the organization's statutory objectives and contributing to the strategic development of IUCN's programming.**

The statutory requirements related to the Congress are clearly stated in the organization's Statutes and Regulations (revised 22 October 1996), Part V –The World Conservation Congress, page 9. The statutory requirements include approving the Programme, the budget and the Commission mandates, as well as adopting resolutions and electing Councillors, etc.

Only 16% of participants noted that the election (another statutory objective) was the main reason for attending the Congress with a further 34% seeing it as a major reason for doing so. Interestingly, an additional 34% who had not seen it as an important reason prior to attending, began to see its importance during the course of the Congress.

Addressing these statutory issues was viewed by half the Council members (7) interviewed as one of the main reasons for holding the Congress. However, eight of the 14 Councillors interviewed expressed ambivalence as to whether or not the Congress was the appropriate mechanism to achieve statutory objectives.

Six senior managers believed that addressing statutory objectives was one of the most important reasons for holding the Congress. However, a degree of ambivalence was also noted among managers. While half of the senior managers (6) found it appropriate that the Congress be used as a mechanism to achieve IUCN's statutory objectives, four managers indicated they had "mixed" feelings about it. Only one respondent noted outright that it was not an appropriate role.

Mixed views were also reflected in the responses of participants, Councillors and senior managers over the importance of the Congress's role in providing Programme Direction. Sixty-nine percent of the participants noted that either their main reason, or one of the most important ones, for attending the Congress was to participate in the discussion and approval of the IUCN Programme. This developed into an important reason for a further 20% of participants during the course of the Congress. Only three of the 14 Councillors interviewed cited this as an important reason for holding the Congress, as did five out of the 12 senior managers.

**Finding 4: Most Council members and senior managers indicated that building IUCN's strength as an organizations was an appropriate role for the Congress.**

The concept of the Congress acting as a vehicle for strengthening the organization has several dimensions to it. These include:

- The opportunity provided by Congress for IUCN to position itself as a relevant global conservation organization to external and internal stakeholders;
- The opportunity provided by Congress to build member support through the:
  - Opportunity for members to learn about the organization;

*"Some governance functions could be done at the regional level if that process was designed in a positive way... We should keep in mind that governance is a two-way street. Members must develop realistic expectations of what can be achieved by the Secretariat."*  
– IUCN Councillor

*"Governance of the whole Union must be revisited given the growth of IUCN. The way IUCN works from national committees to the regions and up to Council needs to be much clearer. Members need to be more involved at the national and regional levels. Councillors need to be more connected with members' needs and there should be stricter criteria for Councillors to make sure Council has the people of the caliber to guide the organization. There is need for some deep thought and re-examination of the whole governance question."* – IUCN Councillor

- Strengthening or weakening of members' perception that they belong to a democratically run organization that values transparent decision-making processes,
- Opportunity provided at Congress for members to participate in the organization's Programme approval and policy development process.
- The opportunity provided by Congress to develop or solidify partnerships with donors and/or other Programme implementing partners;
- The development of member support for the organization's Programme; and
- The opportunity provided by Congress for senior managers and Councillors to gain new or fresh insights into the needs of and issues facing the organization.

The majority of Councillors interviewed believe that it was 'an appropriate role' for the Congress to address the organizational strengthening activities, including:

- Building member support for IUCN's Programme for the next term;
- Helping IUCN establish or strengthen its network and partnerships with other organizations; contributing to the strategic development of IUCN's Programme;
- Helping to increase their awareness of opportunities and constraints for the organization; and
- Helping to deepen their understanding of membership needs.

### 1.2.3 Effectiveness of the Congress

#### **Finding 5: Congress objectives and roles were not clearly defined.**

Beyond meeting statutory objectives, interviews with Councillors and senior managers and a review of Congress-related documentation

*"The organization was not clear on what they wanted out of this Congress." – IUCN Councillor*

indicated that the objectives for the Congress were not clearly stated, nor was there an understanding and prioritization of them shared between managers and Councillors. Half the senior managers interviewed expressed an overall criticism of the Council's general overseeing of planning for the Congress, and emphasized the lack of clarity in roles of the Amman Planning Committee and senior managers in the planning process. Councillors were split on their views of the effectiveness of the Council in the planning process.

#### **Finding 6: Participants, Councillors and senior managers believe that the Congress is generally effective in addressing the administrative statutory requirements, but there was a difference in views regarding those related to policy and programme.**

In general, Congress participants expressed satisfaction that statutory objectives were effectively addressed. Eighty percent of participants interviewed thought that the resolution and election process showed IUCN to be a democratically run organization and, two thirds thought the resolutions process an effective one for influencing IUCN policy and programmes.

Council members were asked to comment on whether or not the Congress was effective in meeting IUCN's statutory objectives at the Administrative, Policy and Programme levels. In general, the feedback was positive. A majority of Council members (9/14) indicated that the Congress effectively met IUCN statutory objectives. However, the responses were split with regards to the Policy and Programme objectives. Eight interviewees believed that the Congress was 'effective' in meeting IUCN's Statutory Policy objectives, while six indicated that it was 'not effective'. Similarly, half of Council members (7) stated that the Congress met IUCN's statutory Programme objectives while six believed it was 'ineffective' in doing so.



Senior managers' comments on whether the Congress was effective or not in terms of meeting IUCN's statutory objectives at the Administrative levels were very positive. Almost all senior managers (11) interviewed stated that the Congress effectively met IUCN's statutory administrative objectives. Fewer managers (8) believed that the Congress met IUCN's statutory Policy objectives as well as IUCN's statutory Programme objectives

**Finding 7: Participants, Councillors and senior management strongly noted that Congress had facilitated networking among individuals and IUCN's constituencies. However, a definite need for assisting "new comers" was noted.**

Fifty-six percent of participants reported that Congress provided a 'very good' opportunity to network with other people who were helpful to them in their work and 29% thought they had an 'adequate' opportunity to do so. However, several participants noted the lack of assistance to integrate first-time attendees into the networking process. Proportionately more participants from North America and the Caribbean reported they had a very good opportunity to network, compared to those from other regions.

*"It (networking) was the best of the Congress. I met everybody I expected and more."* – IUCN member, Argentina

*"I met lots of people working in similar area of our work."* – IUCN member, Sri Lanka

In most cases (12/14), Councillors believed that the Congress was 'effective' in promoting networking among participants. Only two respondents argued that the Congress was 'not effective' in gathering

*"Nobody pays any attention or provides any support to newcomers. In that sense it is a very unfriendly event."*  
– IUCN member, Nicaragua

people together and facilitating exchange. Of the eight senior managers citing networking as an important reason for holding the Congress, seven noted that the Congress was effective in achieving this through contact groups, regional meetings and side meetings, among other things. One senior manager argued that the Congress was 'not effective' in facilitating networking and exchange, mainly as a result of conflicting schedules and the poor configuration of the site.

*"There were problems – no obvious gathering place to facilitate network, too far from the hotel, need social context to facilitate networking."*  
– IUCN member, New Zealand

**Finding 8: Councillors, senior managers and participants believe that overall, the Congress served to strengthen IUCN as an organization, but concerns over the Congress' role in positioning IUCN as a globally relevant environmental organization, and participants' contribution to developing the strategic direction of the organization were noted.**

Over half (58%) of the participants interviewed felt that overall, IUCN had emerged stronger as a result of the Congress. This view was most prevalent among participants from North America and the Caribbean and Africa regions. Specific examples of evaluation results that support this view are found in the strongly expressed support for the IUCN Programme. This support was noted more among those participants returning to their second or more Congress, rather than those attending for the first time, and with 68% of NGO participants indicating that their organizations could fully support it compared to 40% of participants representing states. It is noted that there were proportionally more participants (10%) from the Oceania region who reported that they could only partially support the IUCN Programme, compared to those from other regions. The area of concern that might have served to detract from the Congress' contribution to strengthening IUCN as an organization, was the division in participants' viewpoint regarding the adequacy of opportunity they had in order participate in the

*"In terms of Programme, there is still a lot of disquiet that has not been expressed; there is 'resigned buy in'. There needs to be a better participatory process before and after the Congress. There are still some frustrations and concerns not expressed."* – IUCN Councillor

consideration and approval of the Programme for the next term. Proportionally, almost twice as many first-time Congress attendees felt they had an adequate opportunity to actively participate in the consideration and approval of IUCN's Programme, compared to those who previously attended the Congress. Further, although one third of those interviewed reported that they learned much about IUCN's Programme during the Congress, another 42% reported that they would have liked to learn more.

Eleven of the 12 senior managers stated that they believed the Congress was 'generally effective' in building member support for IUCN's Programme for the next term. Similarly, eleven interviewees

*"Positioning IUCN is a critical and fundamental function for the Congress. However, it does not seem that the Congress is really dealing with the strategic issues for either IUCN as an organization or for conservation. This is a real missed opportunity."*  
– IUCN Senior Manager

noted that the Congress was 'generally effective' in helping IUCN establish or strengthen its network and partnership with other organizations. Three-quarters of the managers (8) also indicated that the Congress was 'generally effective' in helping to increase their awareness of opportunities and

constraints for the organization. Finally, seven respondents found that the Congress was 'generally effective' in deepening their understanding of membership needs.

The contribution to the strategic development of IUCN's Programme is the only issue where a majority of senior managers (7) indicated that the Congress was "generally ineffective" (see Exhibit 70). However, concern was also noted by four of the managers over the Congress' failure to position IUCN as a relevant global environmental organization.

A majority of Councillors (9) interviewed indicated that the Congress was 'generally effective' in building member support for IUCN's Programme for the next term. However, the Council members were less convinced that the Congress helped IUCN establish or strengthen its network and partnerships with other organizations. While six respondents indicated that the Congress was 'generally effective' in doing so, four stated that it was 'generally ineffective', and four did not know.

*"At this Congress, the senior leadership of member organizations has been missing. In most cases only representatives have been here. This has a negative effect on how well the Congress can position IUCN"* – IUCN Councillor

On the other hand, most Council members (9) felt that the Congress was 'generally effective' in increasing their awareness of opportunities and constraints for the organization. Half (7) of the respondents also believed that the Congress helped deepen their understanding of membership needs.

#### 1.2.4 Efficiency/Management of the Congress

**Finding 9: Participants believed in general that the organization of the Congress was adequate, but criticism was expressed over site logistics by participants and Councillors.**

Over 70% of the participants returning evaluation questionnaires agreed with the statement that the Congress had been adequately organized overall. In probing through the interview process, the percentage reporting it to be well or adequately organized dropped to 60%. Over 30% considered the facilities unsuitable for the Congress activities, due to the dispersed site facilities and the long distance to many hotels and restaurants.

*"The sites were too dispersed and lacked appropriate signs and communications."* – IUCN member, Columbia

*"(The site was) too spread out and hard to find people and meeting rooms. The main hall was unsuitable because of nowhere to place motion papers – following the motions requires access to a lot of paperwork."* – IUCN member, Hungary

**Finding 10: Senior managers and some Councillors were concerned about unclear roles in the Congress planning process.**

Several senior managers thought the roles of the Council, the Amman Planning Committee (APC) and senior managers in the Congress planning process were not very clear. One quarter of managers interviewed (4) indicated that the roles of the Council and the APC were unclear. An even higher proportion of interviewees (6) stated that the role of senior managers in the Congress planning process was unclear. Councillors were split on the issue; six of the 14 interviewed feeling that the Council's role in the planning process had not been very clear and seven reporting that Council's overseeing of the planning process had been ineffective.

**Finding 11: The Congress staff and volunteer operational feedback report contains a comprehensive set of logistical suggestions for improvement of future Congresses.**

Feedback solicited from over 200 Congress staff and volunteers addressed all operational aspects of the planning and implementation of the Congress (Programme, elections, resolutions, registration, strategic management, VIPs, translation, etc.), and included detailed recommendations for the logistical management of future Congresses. This feedback is currently being incorporated into a Congress Planning Handbook that will be available to guide planners and managers of future IUCN Congresses.

### 1.2.5 Conclusions

The evaluation team draws the following general conclusions from the results presented above as to the adequacy of the present Congress model.

- The Congress is an important event for members and is generally appreciated by them.
- Congress provides an important mechanism for members to identify with the work of the Union and with a global conservation movement.
- The importance to participants of networking activities as a key function of the Congress is underestimated in the planning and delivery of the Congress.
- The election and resolution processes, although cumbersome to manage at times are seen as symbolic of a democratically-run organization by the majority of members, Councillors and senior managers.
- The Congress fulfills the statutory requirements of the organization.
- The Congress is a costly operation both in direct financial costs and in terms of the diversion of the Union's human and financial resources, resulting in missed fund raising and Programme implementation opportunities.
- The Congress itself yields little in terms of direct input into the Union's programming and strategic direction.

### 1.2.6 Recommendations

Based on the Congress evaluation findings, the Evaluation Team developed a series of recommendations for consideration in the decision-making and planning related to future Congresses. The recommendations recognize the following key factors that are evident from the Evaluation:

- The importance of the Congress lies in not only allowing the organization to address formal organizational governance requirements but also in providing a forum for members and leaders to interact together. Members value highly the opportunity to interact, exchange ideas and information as a major reason for holding a World Congress:
- This reinforces the organization's shared values among longer term members and initiates newer members to the culture of the organization;
- The Congress provides an organizational identity for members, and confirms with members that through their IUCN membership they are part of "a movement".

The following recommendations are made by the Evaluation Team:

- 1) **Significance of Congress to members :**  
That IUCN recognizes the importance to the organization of holding the Congress as a face to face event at regular intervals.
- 2) **Importance of networking:**  
That every effort be made to facilitate participant networking at the Congress through such efforts as on-site participant orientation, social events and other mechanisms recommended in the Amman Congress staff feedback.
- 3) **Clarity of objectives:**  
That the objectives for the Congress and priorities within the objectives be clarified, and that these be communicated to all those involved in Congress planning in a timely manner.
- 4) **Knowledge of the Programme :**  
That mechanisms be established or strengthened before and during the Congress through which participants (members and observers) can learn in more detail the content of the proposed IUCN Programme.
- 5) **Conflicting agendas :**  
That conflicts in the agenda due to parallel sessions be eliminated to the greatest extent possible, both prior to the event and during the Congress.
- 6) **Resolutions process:**  
That the significant improvements in the resolution process achieved at the Amman World Congress be recognized, (e.g. the Council Working Groups pre-Congress screening and aligning of resolutions in a consultative manner, and the value placed by members on participation in the Resolutions Contact Groups), and that further improvements be made to the resolution process on the basis of the detailed recommendations in the staff and volunteer feedback and Council.
- 7) **Congress as a governance mechanism:**  
That Council gives consideration to whether Congress is the most appropriate vehicle to address the Programme related statutory requirements, and that they explore possible alternative mechanisms.
- 8) **Public participation in Congress:**  
That Congress retain a strong public participation component in its agenda to promote awareness and learning around conservation issues and about IUCN's role in conservation, but that consideration be given to conducting IUCN business related sessions in a non-public forum.
- 9) **Support to the Programme :**  
That Congress planning ensure Congress activities and events are directly linked to and support the Programme and work of all parts of the Union.
- 10) **Strengthening regional links to the Congress:**  
That regional linkages to the Congress be strengthened through the active encouragement of and support to pre and post Congress regional meetings and follow-up work.
- 11) **Clarity of roles and responsibilities:**  
That the roles and responsibilities of all players from the Council Congress Planning Committee through senior management to staff be clearly defined and communicated well in advance to all concerned.
- 12) **Improving logistics :**  
Regardless of the Congress geographic location, that Congress planners closely review the logistical planning suggestions forwarded by the Amman Congress staff and ensure that the selection of any future Congress site meets the following requirements:
  - meeting rooms, facilities and plenary halls etc. are located within reasonable walking distance of each other;
  - participants have close access to their hotels from the Congress site, and that

- an effective and efficient on-site communication process informs participants of any changes to the agenda, procedures, room location and distribution of additional documentation.

The following recommendations were developed by Councillors at the Council retreat, February 2001:

- Set up, as soon as possible, a Council/Secretariat Task Force (members of Council Committees, key participants of Congress Committees, Commission representatives, the DG and senior staff, to review Congress and propose necessary changes, both incremental and major.
- Link the Task Force to the work of the Council's Governance Task Force.
- Set realistic and strategic objectives for the Congress in a consultative process with regions and members that will help manage expectations of the Congress.
- Clarify the roles and responsibilities of Council, Commission Chairs, the DG, senior management and the host country before, during and after Congress.
- Major issues for the Task Force to consider (details of these issues are presented in Appendix I):
  - Reassess the current model of Congress: the objectives, the priorities and the balance of what is important to achieve.
  - Review how best to meet statutory requirements.
  - Review and enhance how the Congress can respond to the overwhelming support for networking.
  - Review the Interactive Sessions and Technical Meetings to determine how best to link them more closely to Programme development and evaluation.
  - Deal with the timing, location and duration of the Congress. What length of Congress is necessary to achieve the objectives? This Congress was shorter than the one in Montreal. Consider whether this affected the results and quality of the Amman Congress.
  - Propose an improved model of Congress.
  - Identify the changes to governance that will be needed. Can we do it all, and do it well?
- Hold a one-day meeting at a future Council meeting to review the Congress (including, the Final Evaluation Report, among other inputs) and consider how to improve the next Congress.
- Recommendations for Congress evaluation processes:
  - Use the results of the Amman Congress as a baseline for comparison for the next Congress.
  - Use a greater range of participatory methodologies.
  - Include more qualitative data in this evaluation report (evaluators have this data, it needs to be included in the final report).
  - Undertake follow-up investigation that builds on the existing regional case studies.
  - Consider having someone from the host country on the Evaluation Team.
  - Evaluate the performance of the host country.
  - Include press data and other data to indicate validity of perceptual judgments.
  - Include the more detailed operational data from staff and volunteers.
  - Take into consideration the Resolution Committee's report.
  - Evaluate the Programme Resolutions process.
- Set up the Council Preparatory Committee for the next Congress early and ensure it is backed up by a strong Secretariat team with clear roles and responsibilities for all parties.

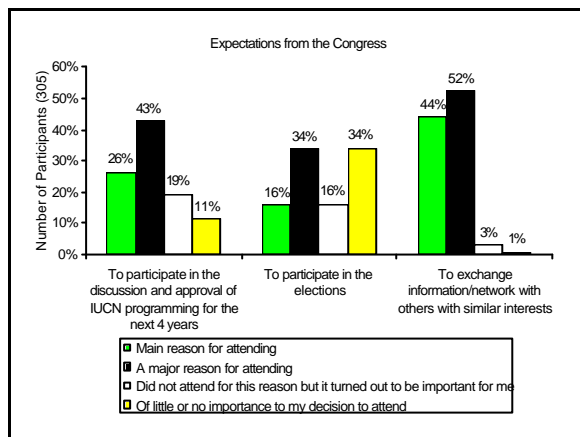


## ***Section 2 - Participants' Viewpoints***

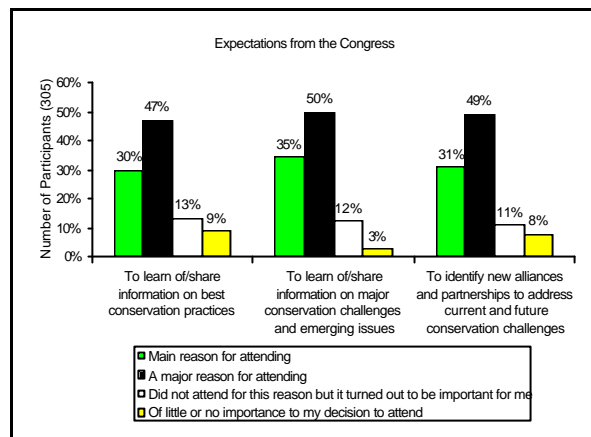
## 2.1 Meeting Participants' Expectations

**Finding 12:** The single most important motivator for participants attending the Congress was the desire to exchange information and network with others with similar interests.

**Exhibit 5 Expectations from Congress (A)**



**Exhibit 6 Expectations from Congress (B)**



As seen in Exhibit 5 and Exhibit 6, the single biggest motivator for people to attend the Congress was the opportunity it provided to exchange information and network. Forty four percent of participants returning evaluation questionnaires cited this as their main reason for attending and 52% as a major reason. Other “informational type” motivators such as to learn of or share best practices and to learn about new environmental challenges also rated highly as reasons for attending, as did the desire to identify new alliances and partnerships. The participants were divided in their interest in attending to participate in the election process; half indicating it was a reason to attend, 34% reporting that it was not and 16% finding it became an important issue for them during the course of the Congress.

Some examples of the major reasons noted by participants for attending the Congress when interviewed are noted below:

*“To share experience with other countries and people in general.”* – IUCN Commission member

*“To see where the links between my group and IUCN could be further developed and to see how my group’s programme fits into the IUCN Programme.”* – IUCN member, Bangladesh

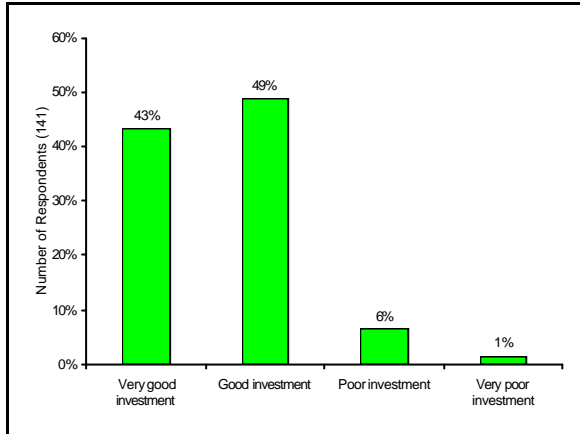
*“To find and interact with different key people from IUCN secretariat, northern members and other organizations to get active support for the program of the Bolivian Committee that was completed recently.”* – IUCN member, Bolivia

*“To exchange views on the main challenges for environmental management (we know the problems, what we are interested in are practical solutions and best practice ideas).”* – IUCN member, Botswana

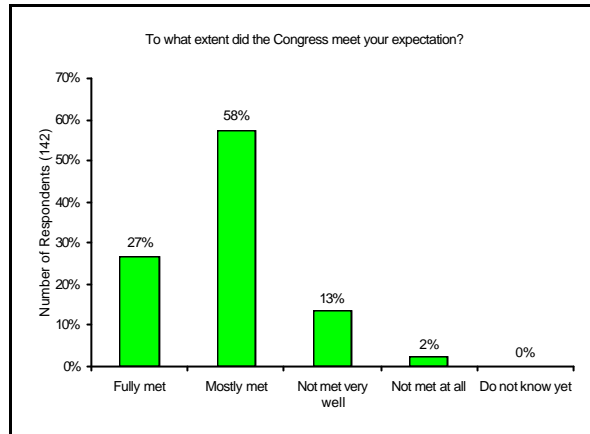


**Finding 13: Overall the Congress met the participants' broad expectations.**

**Exhibit 7 A good Investment of Time?**

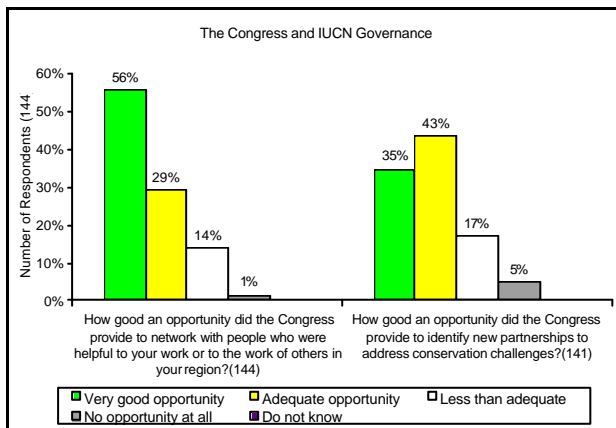


**Exhibit 8 Meeting Expectations**



Overall, participants' expectations of the Congress were positively met. For example, Exhibit 7 shows that 43% of those interviewed reported attending the Congress was a 'very good investment', and 49% reported it was a 'good investment' of their time. Exhibit 8 shows that over 80% reported their expectations of the Congress were 'fully' or 'mostly met'.

**Exhibit 9 Networking and Partnerships**



A review of Exhibit 9 shows that over 75% of participants responding to the Congress evaluation questionnaire agreed that the Congress provided adequate opportunity to network with others, identify new alliances and partnerships, and that major conservation challenges were highlighted during the Congress. As stated in Finding 2, these were reasons that highly motivated participants to attend the Congress.

When asked what had been the valuable outcomes of the Congress, participants noted a range of benefits with many emphasizing the opportunity provided to network and share information as shown below:

*"The opportunities for networking."* – IUCN member, Australia

*"Increased my knowledge and learned about regional resources"* – IUCN member, Bangladesh

*"Bringing all the parties together, including NGOs and government and being able to consider key conservation issues."* – IUCN member, Botswana

*"The information exchange at the Congress."* – IUCN member, Japan

*"To understand how IUCN works, how it is organized and to see how the decision-making process works."* – IUCN member, Poland

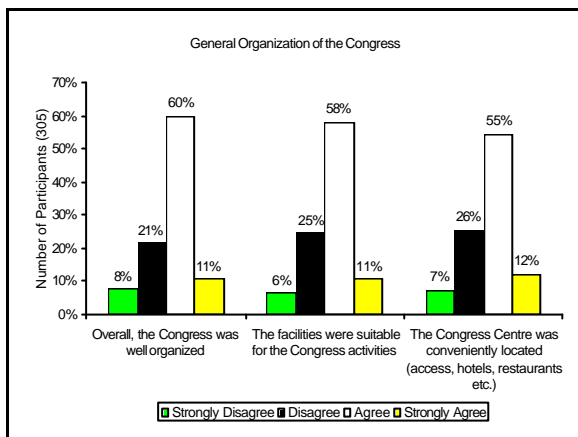
*"Forging partnerships with relevant organizations."* – IUCN member, Zimbabwe

*"The feeling that IUCN in its new Programme is becoming more focused in its activities."* – IUCN member, Uganda

## 2.2 General Organization of the Congress

**Finding 14:** The majority of participants considered the Congress to be at least reasonably well organized overall, but concerns about its organization were expressed by nearly one third of the participants.

**Exhibit 10** General Organization of the Congress



**Exhibit 11** Overall Organization of the Congress

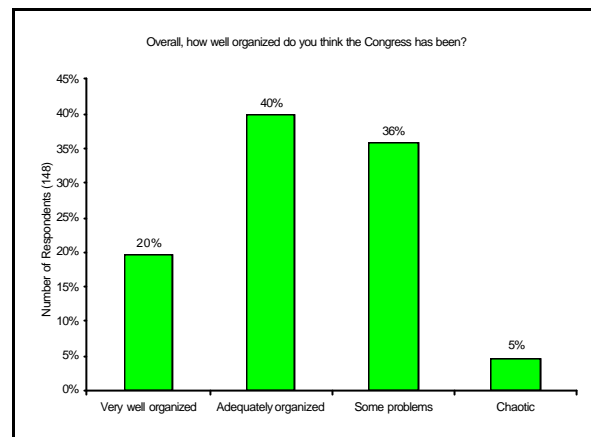


Exhibit 10 shows that over 70% of the respondents agreed with the statement that overall, the Congress was well organized. In probing through the interview process, the percentage reporting it to be well or adequately organized drops to 60% (Exhibit 11). Insight as to why at least a third of participants did not consider the event well organized is provided by Exhibit 10. Over 30% considered the facilities unsuitable for the Congress activities and their location (access to hotels and restaurants etc.) to be inconvenient. Interview data supports evaluation questionnaire responses, emphasizing, for example, the perception that the site venues and hotels were too dispersed, thereby making locating people and events difficult.

Congress participants expressed consistent concern with the layout of the Congress site in evaluation interviews.

*"The site was spread out a bit. However, it was good to have space available to meet with country delegation. The members business center was too far away from the main area."* – IUCN member, Canada

*"The sites were too dispersed and lacked appropriate signals and communications."* – IUCN member, Columbia

*"Too spread out and hard to find people and meeting rooms. The main hall was unsuitable because of nowhere to place motion papers – following the motions requires access to a lot of paperwork."* – IUCN member, Hungary

*"There were problems – no obvious gathering place to facilitate network, too far from the hotel, need social context to facilitate networking."* – IUCN member, New Zealand

*"There were complications getting small rooms for meetings and the distance between areas was a pain."* – Observer-Donor

Participants also provided a number of suggestions for improving Congress organization.

*"Hold less events but with more depth."* – IUCN member, Columbia

*"Need to stick to the agenda. It is hard to plan your day if the schedule is not followed."* – IUCN member, Canada

*"Provide orientation for new arrivals to Congress program and location."* – IUCN member, Japan

*"Too many things going on in parallel...too many postponements, etc. Too much confusion – agenda changed too much."* – IUCN member, Kenya

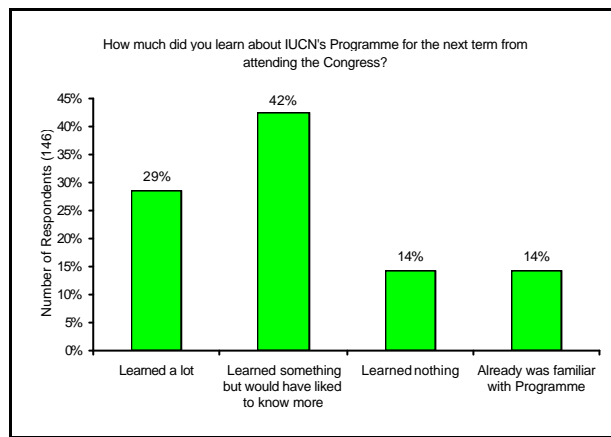
*"Plan fewer sessions especially concurrent ones. Too much in very little time; depth being sacrificed for breadth."* – IUCN member, Kenya

### 2.3 Congress and IUCN Programming

**Finding 15: Congress provides an opportunity for participants to learn about the IUCN Programme but many would like to learn more.**

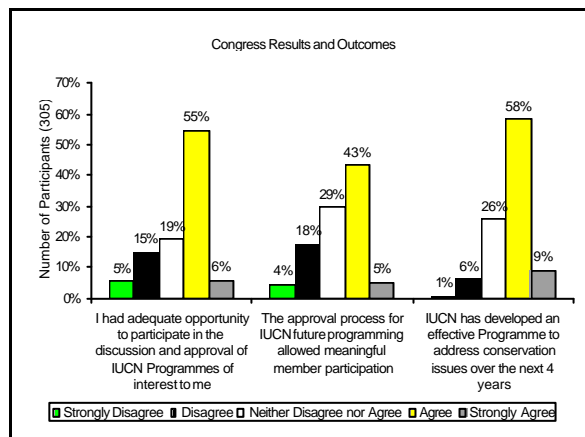
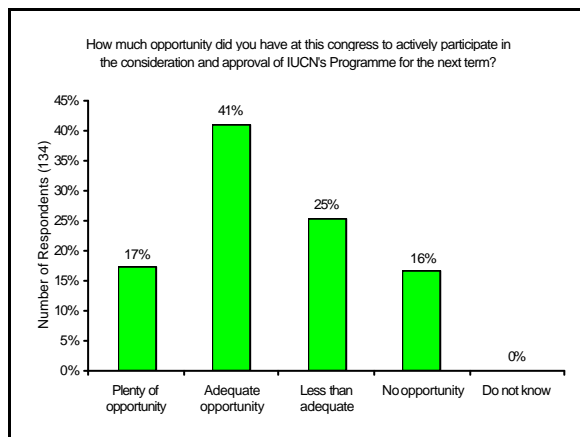
Exhibit 12 shows that while nearly a third of participants interviewed reported that they learned much about IUCN’s Programme during the Congress, 42% reported that they learned something but would have liked to learn more about the Programme.

**Exhibit 12 How Much did you Learn About IUCN’s Programme?**



**Finding 16: Sixty percent of participants thought they had adequate opportunity at the Congress to participate in the consideration and approval of IUCN’s Programme for the next term.**

**Exhibit 13 Opportunity to Actively Participate**      **Exhibit 14 Congress Results and Outcomes**



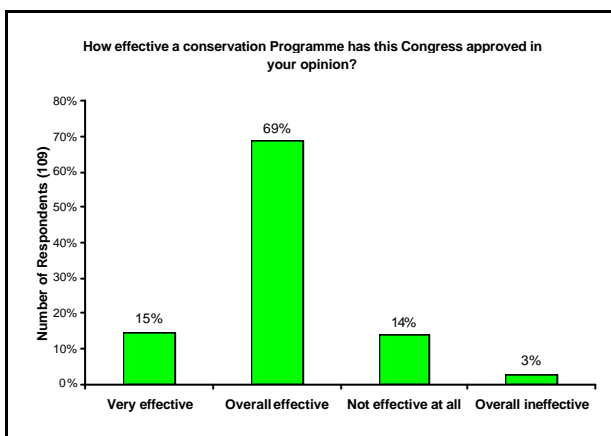
Fifty-eight percent of participants interviewed reported that they had plenty or adequate opportunity to actively participate in the consideration and approval of IUCN’s Programme for the next term (Exhibit 13). Over 40 % reported that they had less than adequate or no opportunity to participate. This data drew support from responses to the participant evaluation questionnaire in which 61% agreed with the statement that they had adequate opportunity to participate in discussion and approval of the IUCN Programme (Exhibit 14), 20% disagreed and 19% had no opinion.

**Finding 17: Participant support for the approved IUCN Programme is broadly based.**

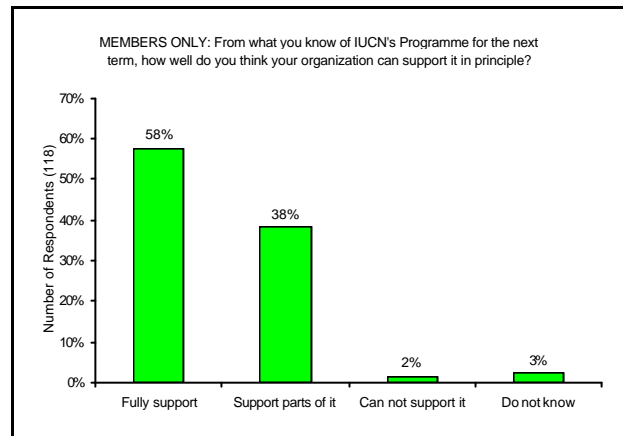
A large majority of participants (84%) reported in interviews that they believed the approved IUCN Programme to be an effective or very effective Conservation Programme, as shown in Exhibit 15. Of these, 69% agreed with the statement that the Congress had approved an effective conservation Programme, and only 14% of those responding thought the approved Programme was not effective at all.

Importantly, 58% of IUCN members interviewed indicated that their organization could fully support the Programme and 38% could support part of it in principle (Exhibit 16). Encouragingly, 47% of IUCN members interviewed think that their organization will be able to play a very active role in supporting the Programme and 44% think that it will provide some form of active support (Exhibit 17).

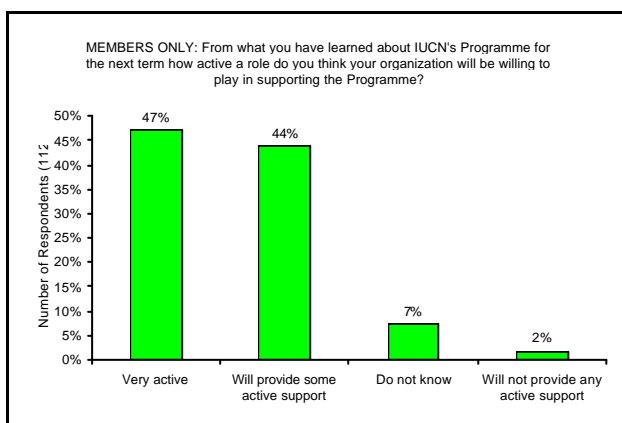
**Exhibit 15 Effectiveness of the Conservation Programme**



**Exhibit 16 Support for Programme in Principle**



**Exhibit 17 Active Support of Programme**



Interviewees provided comment on their support in principle for the IUCN Programme.

*“My organization’s strategic plan fits well with the Programme and there is a lot of value from the Programme.”* – IUCN member, Malawi

*“The key result areas identify with our Programme.”* – IUCN member, South Africa

*“Will recommend full support (of the Programme).”* – IUCN member, New Zealand

*“Our Programme of work is pretty much covered by IUCN’s Programme.”* – IUCN member, Barbados

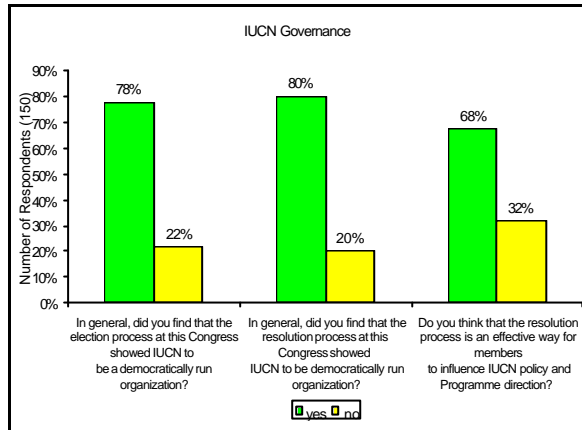
However, areas of concern were also noted

*“Concerned about the level of resources that are available from IUCN to actually support and implement the Programme.”* – IUCN member, USA

## 2.4 Governance

**Finding 18:** The election and resolution processes were viewed as evidence that IUCN was a democratically run organization.

**Exhibit 18 Governance Processes**



**Exhibit 19 Congress Results and Outcomes**

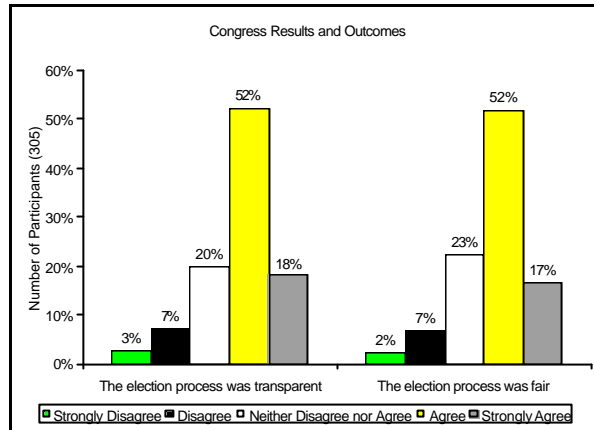


Exhibit 18 indicates that 78% of interview respondents perceived the election process at the Congress to be consistent with a democratically run organization. Similarly, 80% responded the same for the resolution process. Results from the evaluation questionnaire show additional data to support that found in the interview process. As shown in Exhibit 19, 70% of respondents agreed that the election process was transparent and 69% agreed it was fair.

**Finding 19:** Two thirds of participants interviewed believed that the resolution process was an effective way for members to influence IUCN Policy and Programmes.

Exhibit 18 also shows that over two thirds of interview respondents perceived the resolution process to be an effective way for members to influence IUCN Policy and Programme direction.

In running through the comments of those expressing concern over the effectiveness of the resolution process, two themes related to the lack of enforceability of the resolutions and that the process is sometimes used for domestic purposes rather than to address IUCN related issues.

*"Fulfillment of resolutions is subject to funds' availability, therefore resolutions rarely become real."* – IUCN member, Costa Rica

*"Too many resolutions stay on paper. Many of them are not carried out."* – IUCN member, Ecuador

*"(There is) insufficient obligation on IUCN to report back on resolutions – members do not receive an evaluation of what happened."* – IUCN member, UK

*"It is a cop out that motions will be implemented by the DG within the available resources. This means that many motions actually don't mean very much and can be ignored because of supposed lack of resources. The members should be making strategic decisions and setting priorities, but this not possible with the current system.....Needs to be much clearer what IUCN is really trying to do with the motions process."* – IUCN member, USA

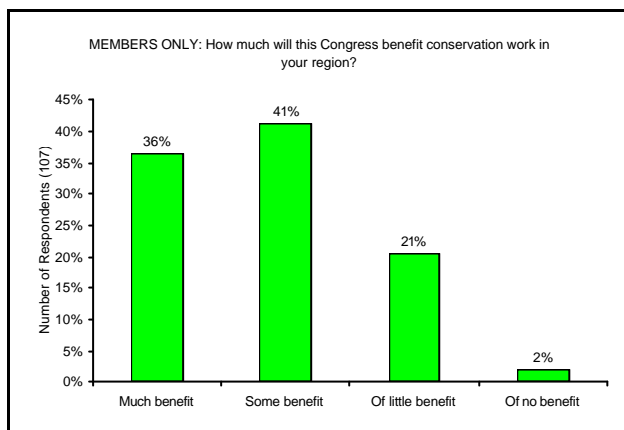
*"Motivation of resolutions is not always to influence IUCN Policy/Programmes. Sometimes proposed for domestic purposes."* – IUCN member, New Zealand

*"The system is being abused. Resolutions should be reserved for global issues only."* – IUCN member, Panama

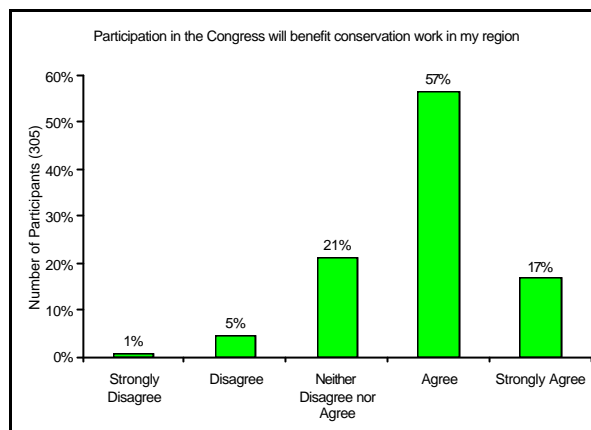
## 2.5 Congress and Support for Work in the Regions

**Finding 20:** The Congress is supporting members' work in the Regions.

**Exhibit 20** How Much will Congress Benefit Conservation in your Region?



**Exhibit 21** Participation in Congress will Benefit Work in my Region



Data from both the interviews and evaluation questionnaires indicates that three-quarters of the 114 IUCN member participants interviewed viewed attendance at the Congress as supportive of their work in the Regions. Exhibit 20 shows that 36% of the IUCN members interviewed believed that the Congress participants suggested some ways by which the Congress could improve the opportunity for assistance with their regional work.

Thirty-six percent of IUCN member participants felt Congress would be of much benefit to conservation work in their region, and another 41% felt it would be of some benefit. This data is supported by that drawn from the evaluation questionnaires in which 74% reported that participation in the Congress would be of benefit to conservation work in their region (Exhibit 21). This issue will be further elaborated upon through the illustrative case studies that are being developed for each region.

*"We need better communication tools for delegates to understand what IUCN and the Congress does. Most people are very unclear about this." – IUCN member, Canada*

*"Do more work in the regions previous to the Congress so participants can come the Congress with clearer positions, better interventions, better focused expectations." – IUCN member, Columbia*

*"Focus the work (meetings, workshops, etc.) around specific themes." – IUCN member, Ecuador*

*Show members how to engage larger regional and local constituency in taking the Congress message and IUCN Programme further." – Observer – Donor*

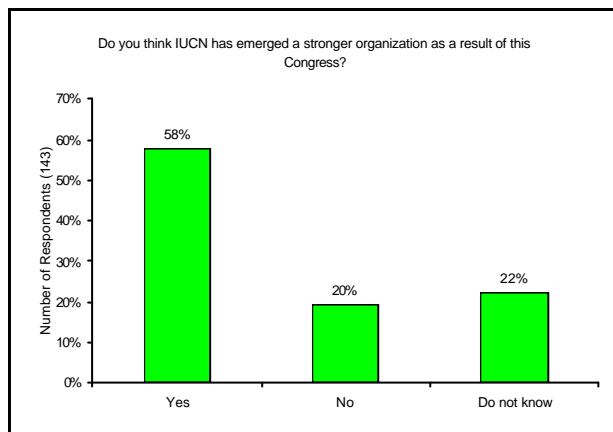
*"Provide more orientation to the newcomers, organize meetings with donors, set up opportunities for the Union to back members' proposals so they can be presented to donors with that Union support." – IUCN member, Panama*

*"Organize meetings with regional donors to make contact, learn about their priorities, exchange information, etc. It is critically necessary to prepare a guide for newcomers' interest." – IUCN member, Peru*

## 2.6 Strengthening IUCN as an Organization

**Finding 21:** Over half the participants from whom data was collected felt that IUCN had emerged a stronger organization as a result of the Congress. Others felt it had not, or wanted more time to judge the impact.

### Exhibit 22 Has IUCN Emerged as a Stronger Organization?



As shown in Exhibit 22, 58% of the participants interviewed felt that the organization had emerged stronger as a result of this Congress. This data is supported by the evaluation questionnaire responses, showing that 59% of participants agreed with the statement that IUCN had emerged a stronger organization as a result of the Congress. Twenty percent of those interviewed and 10% of the evaluation questionnaire respondents felt it had not. Twenty-two percent of those interviewed and 30% of questionnaire respondents reserved judgment on this question.

The definition of what makes an organization stronger varied among individual respondents.

However, the reader is reminded of several factors already referred to in this report that would indicate that the Congress did in fact serve to strengthen the organization in several key areas. For example, there are strong indications that the majority of participants left the Congress with the intention of actively supporting next term's Programme, that the organization was perceived by the majority of participants to be democratically run, with a strong conservation Programme and that strong networking and partnerships had resulted from the participation in the Congress.

Congress participants responded with a range of views as to how or why IUCN had emerged as a stronger organization as a result of this Congress.

*"The presentation of the external reviews was excellent and gave a sense of transparency. Circulation of knowledge helps to soften some rigid positions."* – IUCN member, Australia

*"(Will be strengthened) but only if it follows the external review recommendations."* – IUCN member, Australia

*"Strengthens the identity of the Union by bringing together members."* – IUCN member, Burkina Faso

*"Contact group process helps build relationships as people working towards solutions."* – IUCN member, Canada

*"There is a more clear general orientation now. Additionally, I understand the Union better now."* – IUCN member, Ecuador

*"(IUCN) now has better capability to take up more complex challenges."* – Observer-Donor

*"Because it (IUCN) has looked at new emerging environmental issues."* – IUCN member, Kenya

*"Because of the well-focused Programme that has been approved."* – IUCN member, Kenya

*"There's a problem especially on Governance and it was pointed out that if IUCN Council takes it on, it will come out a stronger organization."* – IUCN member, Kenya

*"IUCN's strength is in members and the fact that members came and were able to meaningfully contribute is an added strength."* – IUCN member, South Africa

*"If governance is reviewed, then yes (organization has been strengthened)."* – IUCN member, Sudan

*"(IUCN) emerged with a more focused Programme but governance issues that make or break, are still to be discussed. It looks like an elitist club – encourage participation and balance out gender and north/south issues – IUCN is neither the UN nor a corporate organization – keep it that way."* – IUCN member, Tanzania





## ***Section 3 - Council Members' Viewpoint***

### 3.1 Congress Objectives

In the first section of the interview, the Council members were asked to comment on the Congress objectives, describing what they thought were the three more important reasons for holding the Congress. Respondents then had to rate whether the Congress was effective or not in achieving each of the reasons mentioned. A space was provided for additional comments.

Respondents provided several answers and the evaluation team grouped them under common themes when three or more similar or related issues were emphasized. The following tables highlight this data, specifying how many times the theme was referred to and if the Congress was effective or ineffective in addressing it.

HOW EFFECTIVE WAS THE CONGRESS IN TERMS OF ...	EFFECTIVE	NOT EFFECTIVE	DO NOT KNOW	TOTAL
Gathering/exchanging/networking among Union constituents	12	2	0	14

**Finding 22:** **Bringing together Union constituents for activities such as exchanging information, sharing views, interacting and networking, was viewed by Council members as one of the top reasons for holding the Congress.**

The idea of bringing together Union constituents for networking and exchange activities was mentioned several times (14) by Council members as one of the top reasons for holding the Congress. In most cases (12), respondents believed that the Congress was ‘effective’ in achieving the above objective. Only two respondents argued that the Congress was ‘not effective’ in gathering people together and facilitating exchange. As such, one of them specified that the style of the workshop and Interactive Session did not facilitate exchange.

*“One of the most important reasons for holding the Congress is to gain accesses to new debates and ideas about the global conservation agenda.”*

*“One of the most important reasons is for all members to meet together – exchange information and identify forces, etc.”*

Another also criticized the fact that the regions were requested to finance the participation of regional members in the Congress, thereby preventing a number of them from attending. Despite these critics,

the overall feedback on the interactive nature of the Congress was very positive, as noted in the participants' feedback.

HOW EFFECTIVE WAS THE CONGRESS IN TERMS OF ACHIEVING ...	EFFECTIVE	NOT EFFECTIVE	DO NOT KNOW	TOTAL
Statutory objectives	6	1	0	7

**Finding 23:** **Half of Council members indicated that addressing statutory objectives was viewed as one of the main reasons for holding the Congress.**

Addressing statutory issues such as approving the Programme, the budget, the Commission mandates, as well as adopting resolutions and electing Councillors, was viewed by half the Council members (7) as one of the main reasons for having the Congress. Of this group, six interviewees indicated that the Congress was ‘effective’ in achieving this endeavor. Only one respondent indicated that it was ‘ineffective’, arguing specifically that the “... mechanism for incorporation of members views on the Programme...” was not clear.

HOW EFFECTIVE WAS THE CONGRESS IN TERMS OF ...	EFFECTIVE	NOT EFFECTIVE	DO NOT KNOW	TOTAL
Exercising governance	3	1	0	4

**Finding 24: One third of Council members mentioned the exercise of IUCN governance as one of the top reasons for holding the Congress.**

A few Council members (4) referred to the theme of governance – the participation and contribution of IUCN members to the democratic processes of the Union – as one of the three main reasons for having the Congress. Three respondents indicated that the Congress was ‘effective’ in facilitating the democratic process. Only one disagreed with this view, arguing that logistical and organizational problems did not facilitate members’ participation.

*“An important reason for holding the Congress is for membership to be able to contribute to the governance of the Union, but it is a confusing and complex process that takes about three Congresses to understand”*

HOW EFFECTIVE WAS THE CONGRESS IN TERMS OF ...	EFFECTIVE	NOT EFFECTIVE	DO NOT KNOW	TOTAL
Setting/establishing directions or priorities for the Union	2	1	0	3

**Finding 25: One quarter of Council members felt that setting/establishing directions or priorities for the Union were among the three main reasons for holding the Congress.**

Of this group, two interviewees indicated that the Congress was ‘effective’ in achieving the above objective. However, when they were provided the opportunity to support their conclusion, only one of them provided a clear-cut positive comment, saying that the contact groups ‘worked well’ during the Congress. Among the more critical comments, one interviewee stated that the setting, as well as the lack of time, generated conflicting demands on participants – especially on small delegations – thereby suggesting that this had an impact on the quality of the debates. Another respondent argued that the key issues were not discussed at the Congress and mentioned that he doubted that the majority of IUCN members participated in the debates with regards to the priorities of the Union.

### ***Other Reasons for Holding the Congress***

Beyond the reasons for holding the Congress that have been accounted for in the above categories, the following responses were also given as good reasons for holding the Congress.

### ***Comments***

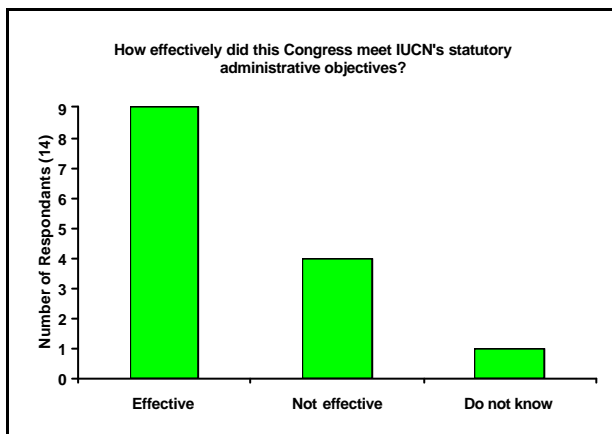
A few Council members referred to the organization of specific sessions, such as the WCPA Commission meeting or the Interactive workshops, as one of the main reasons for holding the Congress. However, no specific session was mentioned more than once. Other reasons for attending the Congress included strengthening the emotional bonds between members/individuals in order to strengthen the Union, reaffirming the global commitment to conservation by celebrating a diverse cultural event centered on conservation, the meeting of the Environmental Law Commission and the environmental law movement, and promoting conservation goals and the conservation movement.

Furthermore, one Commission member responded that there was no important reason to hold the Congress.

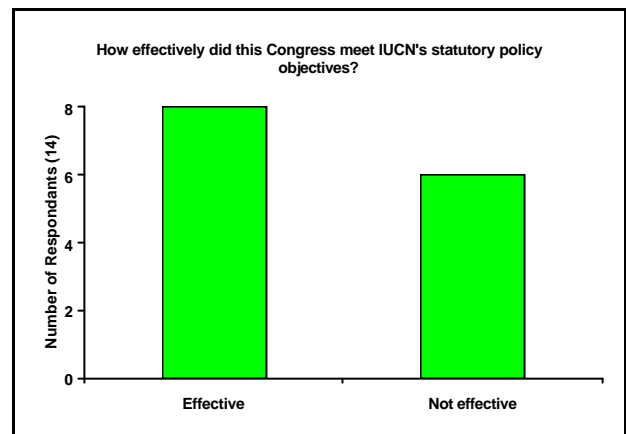
**Finding 26:** Though a majority of Council members believed that the Congress was effective in meeting IUCN’s statutory objectives at the administrative, policy and programme levels, they remained quite split in the latter two cases.

After having identified the most important reasons for holding the Congress, Council members were then asked to comment on whether or not the Congress was effective in meeting IUCN’s statutory objectives at the administrative, Policy and Programme levels. In general, the feedback was positive. As shown in Exhibit 23, a strong majority of Council members (9) indicated that the Congress effectively met IUCN statutory objectives. The responses were split with regards to the Policy and Programme objectives. As shown in Exhibit 24, eight interviewees believed that the Congress was ‘effective’ in meeting IUCN’s Statutory Policy objectives, while six indicated that it was ‘not effective’. In the same vein, half of Council members (7) stated that the Congress met IUCN’s statutory Programme objectives, while six believed it was ‘ineffective’ in doing so (see Exhibit 25).

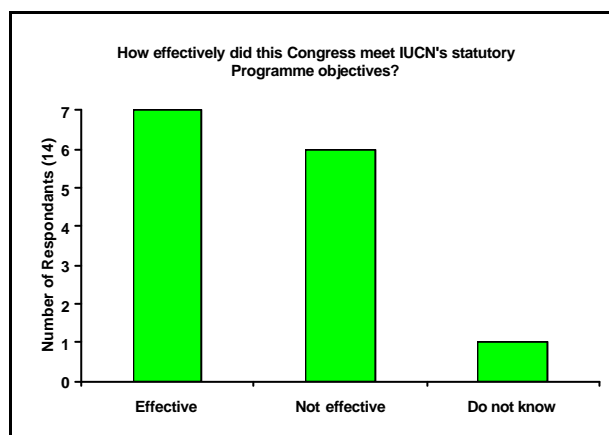
**Exhibit 23 Effectiveness of IUCN’s Statutory Administrative Objectives**



**Exhibit 24 Effectiveness of the Congress in Meeting Statutory Policy Objectives**



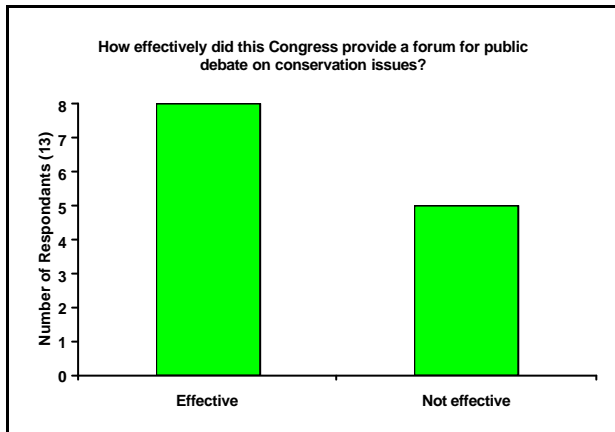
**Exhibit 25 Effectiveness of the Congress in Meeting Statutory Programme Objectives**



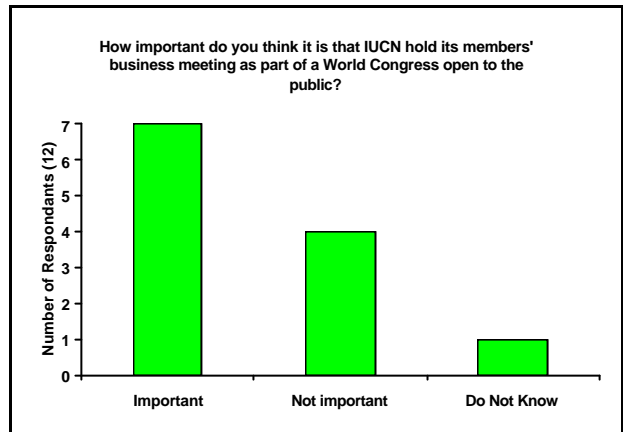
**Finding 27:** A majority of Council members emphasized the effectiveness of the Congress in providing a forum for public debate on conservation issues, and half of them believed it was important to open the IUCN World Congress to the public.

As shown in Exhibit 26, eight Council members thought that the Congress was ‘effective’ in providing a forum for public debate on conservation issues, while five of them believed it was ‘not effective’. Half of Council members (7) also viewed it as ‘important’ that IUCN hold its members’ business meeting as part of a World Congress open to the public, while four interviewees viewed it as ‘not important’. (see Exhibit 27).

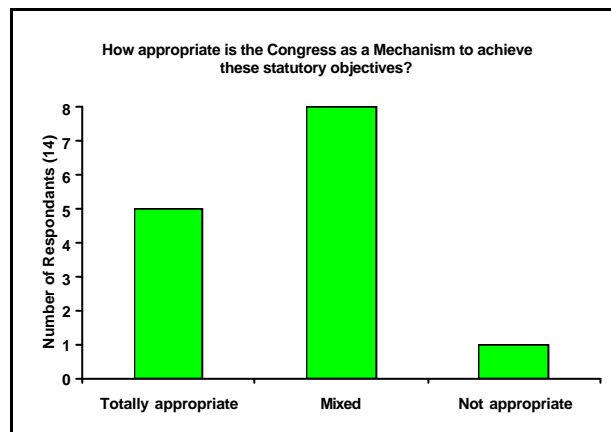
**Exhibit 26 Effectiveness of Forum for Public Debate**



**Exhibit 27 Importance of a World Congress Open to the Public**



**Exhibit 28 Appropriateness of Congress as a Mechanism to Achieve Statutory Objectives**



**Finding 28:** Council members expressed ambivalence regarding the appropriateness of the Congress as a mechanism to achieve statutory objectives.

Council members were ambivalent in their assessment of the appropriateness of the Congress as a mechanism to achieve statutory objectives. Most interviewees (8) responded ‘mixed’ to the question, while five indicated that the Congress was a ‘totally appropriate’ mechanism. Only one respondent found it was ‘not appropriate’ (see Exhibit 28).

### 3.2 Council's Overseeing of the Congress

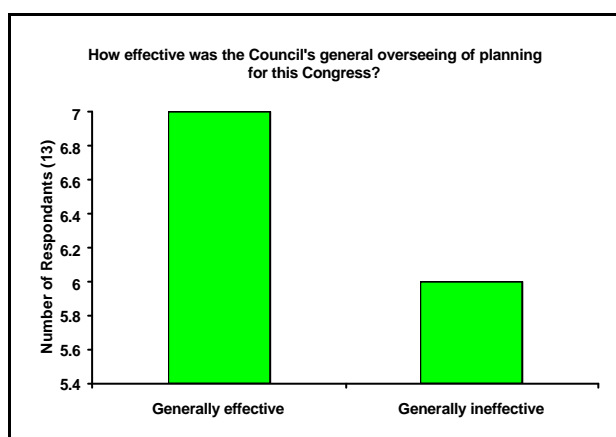
**Finding 29:** Council members remained quite split regarding the effectiveness of the Council's overseeing of planning for the Congress.

As shown in Exhibit 29, half of Council members (7) responded that the Council's overseeing of planning of this Congress was 'generally effective', while six disagreed and indicated that it was 'ineffective'.

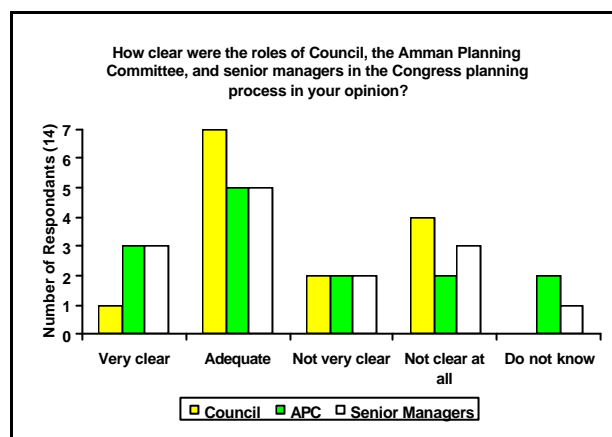
**Finding 30:** Over half of the respondents believed that the roles of the Council, the Amman Planning Committee and the senior managers in the Congress planning were generally clear.

As shown in Exhibit 30, eight Council members indicated that the roles of the Council, the Amman Planning Committee and senior managers in the planning of the Congress were generally 'adequate' or 'very clear'. Only a smaller proportion of Council members found that it was 'not very clear' or 'not clear at all'.

**Exhibit 29 Effectiveness of the Council's General Overseeing of Planning for the Congress**



**Exhibit 30 How Clear were the Roles of Council, the Amman Planning Committee and Senior Managers?**



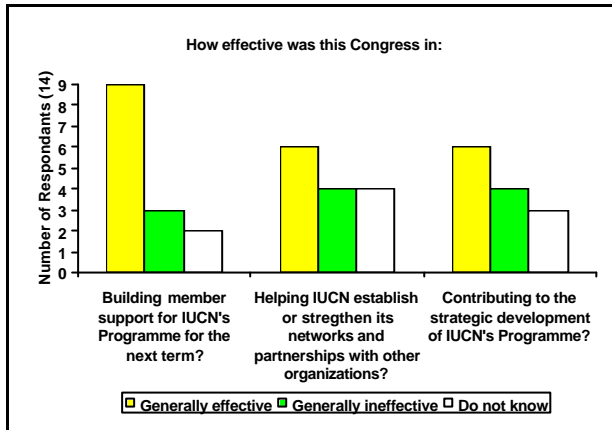
### 3.3 Congress and the Strengthening of IUCN as an Organization

**Finding 31:** Council members provided a range of opinions on how well they believed the Congress helped strengthen IUCN as an organization.

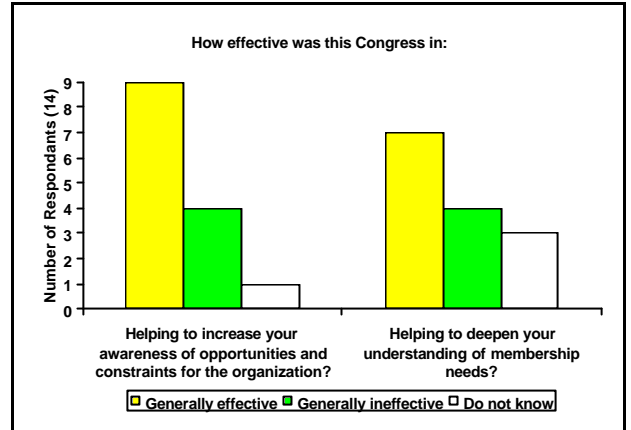
As illustrated in Exhibit 31, a strong majority of respondents (9) indicated that the Congress was 'generally effective' in building member support for IUCN's Programme for the next term. However, the Council members were less convinced that the Congress helped IUCN establish or strengthen its network and partnerships with other organizations. While six respondents indicated that the Congress was 'generally effective' in doing so, four stated that it was 'generally ineffective', and four did not know (see Exhibit 31). In the same vein, while six respondents agreed that the Congress was 'generally effective' in contributing to the strategic development of IUCN's Programme', four interviewees disagreed and indicated that it was 'generally ineffective', and three did not know (see Exhibit 31).

On the other hand, most Council members (9) felt that the Congress was ‘generally effective’ in increasing their awareness of opportunities and constraints for the organization (see Exhibit 32). Exhibit 32 also shows that half (7) of respondents believed that the Congress helped deepen their understanding of membership needs.

**Exhibit 31 Effectiveness of Congress**



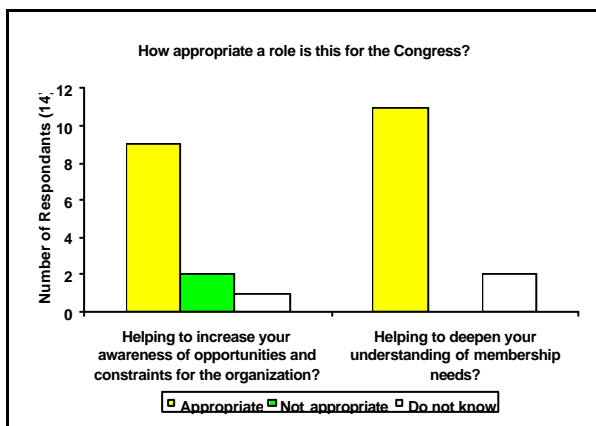
**Exhibit 32 Effectiveness of Congress**



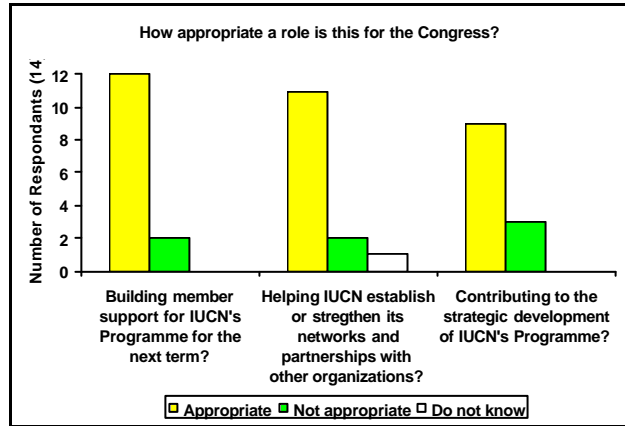
**Finding 32: Most Council members indicated that the role of the Congress in fostering organizational strengthening activities was appropriate.**

As shown in Exhibit 33 and Exhibit 34, a strong majority of respondents (9 +) indicated that it was an ‘appropriate’ role for the Congress to address the organizational strengthening activities mentioned in the previous exhibits. These activities included building member support for IUCN’s Programme for the next term, helping IUCN establish or strengthen its network and partnership with other organizations, contributing to the strategic development of IUCN’s Programme, helping to increase your awareness of opportunities and constraints for the organization, and helping to deepen your understanding of membership needs.

**Exhibit 33 Appropriateness of Congress’ Role**



**Exhibit 34 Appropriateness of Congress’ Role**



### 3.4 Congress Related Relevance and Governance Issues

**Finding 33:** A majority of Council members stressed the appropriateness of the Congress as a key governance mechanism for IUCN.

As shown in Exhibit 35, seven Council members found that the Congress was 'very appropriate' as a key governance mechanism for IUCN, while only two respondents indicated that it was 'not appropriate'. A large number of interviewees (5) also responded 'mixed' to the question, perhaps indicating that many Council members were ambivalent regarding the suitability of the Congress in the IUCN governance process.

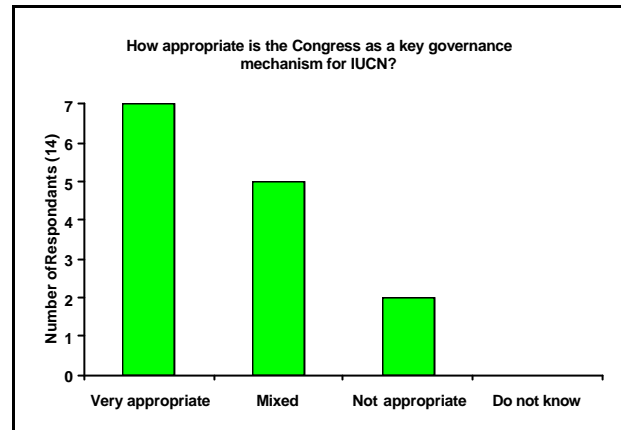
*"Whilst imperfect, at least it is one that involves all members."*

*"It brings transparency to the Union and affects all parts."*

*"(The Congress) is the only global forum where members can assess and give support to the Programme and other work of the Union and elect the officers for the Union."*

*"Being a membership organization, it is critical that the members come together on a regular basis."*

**Exhibit 35** Appropriateness of the Congress as a Key Governance Mechanism for IUCN



To support their conclusions, the Council members were invited to provide their comments and a few common issues were emphasized. Among the positive comments, several respondents stressed the inclusive and democratic aspects of the Congress. It was mentioned, among

other things, that while imperfect, the Congress was the only global forum where members and other stakeholders could participate in the governance process of the Union and debate among themselves. Many respondents also stressed the importance of membership participation in the Union governance process. On this matter, several Council members emphasized the need to better inform IUCN members of the Union governance mechanisms to facilitate their participation and involvement in the governance process.

*"The governance of the Union is not there by a long way; we need to have another hard look at how we do business."*

*The Congress is important but if we rely on it solely, we are not properly facilitating membership participation. We have to build intermediate structures and use these as a key part in governance of the Union. This is really important and we have only just begun to think about this."*

*A big question is where to get funding to run the governance of the Union because donors only fund a limited amount of IUCN's internal 'talk fest.'"*

*"Participation of the membership in Congress should be emphasized to them. In addition, members should own the agenda. Congress needs a total overhaul in order to ensure that it handles the core business of the organization."*

*"Some governance functions could be done at the regional level if that process was designed in a positive way. We should keep in mind that governance is a two-way street. Members must develop realist expectations of what can be achieved by the Secretariat."*

*"There are many problems (with governing through the Congress), but it is the only mechanism we have now and we need to review it."*

Among the critical comments, some respondents suggested that it was time to review the governance mechanisms of IUCN to address its problems and deficiencies. Suggestions for improvement included the need for decentralization to allow certain governance functions to be achieved at the regional level, the necessity to create intermediate structures to facilitate IUCN's governance; the importance for members to be more involved at the national and regional levels, as well as the need for Councillors to be more connected with members' needs.



*“Decisions are not democratic. Moreover, they lack transparency or they are not taken at all. There is a show about transparency and democracy but the things that matter are not decided here.”*

*“(The Congress) is the only global forum where members can assess and give support to the Programme and other work of the Union and elect the officers for the Union.”*

*“Governance of the whole Union must be revisited given the growth of IUCN. The way IUCN works from national Committees to the regions and up to Council needs to be much clearer. Members need to be more involved at the national and regional levels. Councillors need to be more connected with members’ needs and there should be stricter criteria for Councillors to make sure Council has people of the right caliber to guide the organization. There is need for some deep thought and reexamination of the whole governance question.”*

*“Being a membership organization, it is critical that the members come together on a regular basis.”*

*“Members have the opportunity to have their say and to use checks and balances on the organization.”*

*“Relationships between Councillors and the DG are not clear.”*

*“The Congress was chaos, focus was lacking – this cannot guide the Secretariat.”*

**Finding 34: Most Council members underlined the effectiveness of the Congress in helping to position IUCN as a relevant global environmental organization.**

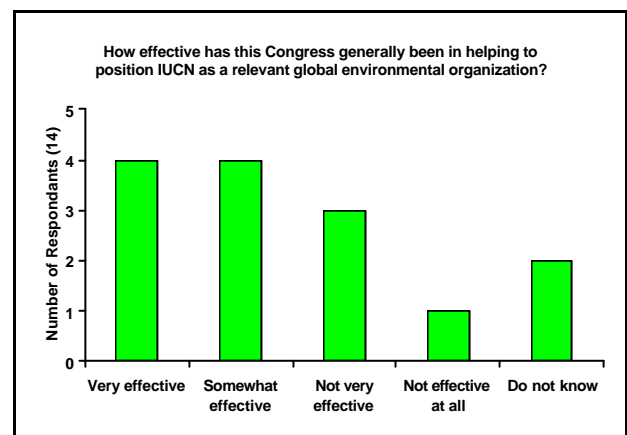
As shown in Exhibit 36, a majority of Council members (8) believed that the Congress was 'very effective' or 'somewhat effective' in helping to position IUCN as a relevant global environmental organization. Only three respondents indicated that the Congress was 'not effective' in doing so and one noted that it was not 'effective' at all. Two respondents indicated they did not know.

Council members were invited to provide comments to support their conclusions. Several different issues were emphasized. Among the few common themes, some interviewees suggested that the Congress was an important opportunity that was not used to its full potential due to some distractions and other political events. It was argued, for example, that the occurrence of the Earth Forum, as well as political events and crises in the Middle East, generated distractions that may have affected the Congress.

The level of participation at the Congress from partner organizations in the field of conservation was also highlighted a few times. For example, one respondent felt that there were not as many international organizations in Amman compared to previous Congresses. Another interviewee noted the low level of attendance of senior leaders from member organizations. Contrary to these views, other respondents were quite pleased with the participation level, stating that a wide range of organizations and donors were present and that partnerships were built.

Finally, there were comments on the types of messages emerging from the Congress. Some comments emphasized the fact that there was not enough cohesion among the key messages.

**Exhibit 36 Effectiveness of Congress in Helping Position IUCN**



Councillors made a variety of observations concerning the effectiveness of the Congress in helping to position IUCN as a relevant global environmental organization.

*"In terms of the Programme, there is still a lot of disquiet that has not been expressed; there is "resigned buy in". There needs to be a better participatory process before and after the Congress."*

*"It (the Congress) has built partnerships. There was a wide range of organizations at the Congress with whom IUCN will create synergy."*

*"The opportunity to exploit this opportunity fully was not used. However, this may have been due somewhat to the distraction of required political events."*

*"(The Congress) is the only such meeting in the world where the conservation community gathers. The Earth Forum distracted from this Congress."*

*"There is a lack of coherence in messages – mixed messages. We have to tackle the management of messages being given out from the Congress."*

*"At this Congress, the senior leadership of member organizations has been missing. In most cases, only representatives have been here. This has a negative effect on how well the Congress can position IUCN."*

*"There has been some media coverage, the donors are present and many major conservation players are members. However, there is not enough media coverage. The Congress should be big news on CNN for example. IUCN needs to be much more visible. The organization was not clear on what they wanted out of this Congress."*

### **3.5 Conclusion: Most and Least Valuable Outcomes of the Congress**

In the last section of the interview, Council members provided their impressions on what they thought were the most and least valuable outcomes of the Congress.

#### **Finding 35: Many Council members mentioned that addressing statutory objectives was a very valuable outcome.**

Among the most valuable outcomes frequently emphasized, many respondents referred to statutory objectives, such as the endorsement of a new Programme, the adoption of a budget and a financial plan, or the development of membership guidelines. A few Council members also acknowledged the opportunities to network, to interact and to exchange with others on conservation issues as a valuable outcome. The resolutions process, - thanks to the work and consensus building of the contact groups - was also emphasized as another important achievement. Finally, issues related to IUCN governance were also pointed out as important outcomes.

#### **Finding 36: Several Council members pinpointed that organizational and logistical matters relating to the Congress were problematic.**

Among the least valuable outcomes that were commonly highlighted, several focused on organizational and logistical matters. Among these, many Council members criticized the poor planning of the Congress, the conflicting schedules and agendas, the time constraints, the lack of coordination and lack of funding for participant travels, the poor staff management, and so forth. The leadership issue also raised specific concerns. More specifically, there were remarks about the lack of clarity regarding the role of the Director General (DG) in leading and overseeing the Congress. Another respondent indicated that the report from the DG did not meet the statutory requirements.

***Section 4 -  
New Councillors' Viewpoint***



*with*



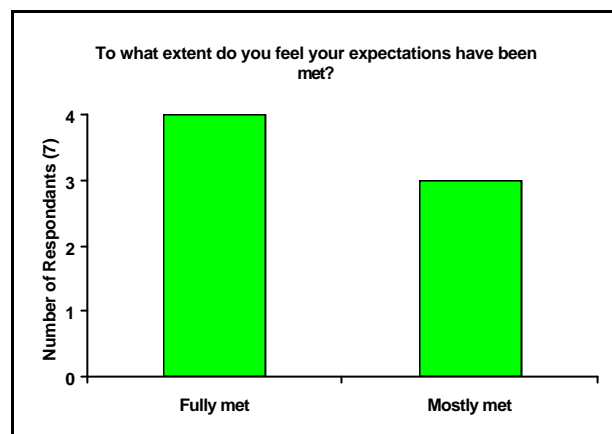
### 4.1 Motivations for Attending the Congress

**Finding 37:** New Councillors’ main motivation for attending the Congress was their role as candidate for the Council’s election, as well as their desire to network and exchange with fellow colleagues.

In the first section of the interview, the new Council members were asked to comment on their motivation for attending the Congress, highlighting the three most important reasons for participating in the event.<sup>1</sup> Most of them (6) indicated that they were candidates for the Council's election. Several interviewees also stressed that they wanted to network, exchange or meet with colleagues and fellow professionals. A few also explained that they were interested to know more about IUCN or conservation issues. There were also three reasons for attending only expressed by individual new Councillors: one new Councillor wanted to attend two side meetings (the Earth Forum and World Heritage Sites meetings), another wanted to influence IUCN's Programme, and lastly, one new Councillor wanted to visit Jordan, having never been to a desert country.

When asked to describe the extent to which they felt their expectations had been met, the majority of respondents (4) said 'fully', while three indicated that they were 'mostly met' (see Exhibit 37).

**Exhibit 37 To What Extent Were Expectations Met?**

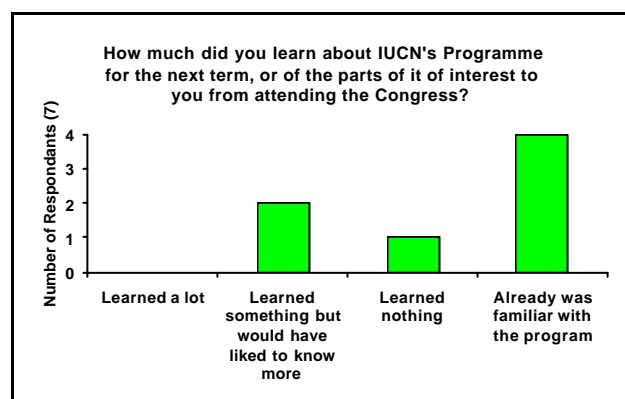


### 4.2 The Congress and IUCN Programme Direction

**Finding 38:** Most new Councillors expressed familiarity with IUCN’s Programme.

As shown in Exhibit 38, a majority of interviewees (4) indicated that they were 'already familiar' with IUCN's Programme for the next term, thereby suggesting that they did not learn much at the Congress on this matter. On the other hand, a smaller portion of respondents (2) noted that they 'learned something but would have liked to know more'. Only one interviewee said that he/she 'learned nothing'.

**Exhibit 38 How Much was Learned About IUCN’s Programme?**



<sup>1</sup> Throughout the interview, respondents were invited to provide comments to support their conclusions. Please note that for this report, only similar or related issues emphasized by two or more respondents (on a sample of seven) were acknowledged.

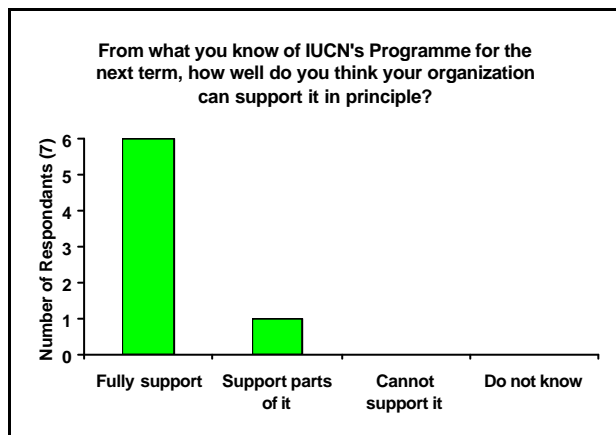
**Finding 39: The vast majority of new Councillors fully support IUCN's Programme in principle and in practice.**

Respondents also expressed their willingness to support the IUCN Programme. As illustrated in Exhibit 39, nearly all of them (6) indicated that their organization can 'fully support' IUCN's Programme in principle for the next term. Only one interviewee noted that his/her organization can support 'parts of it'.

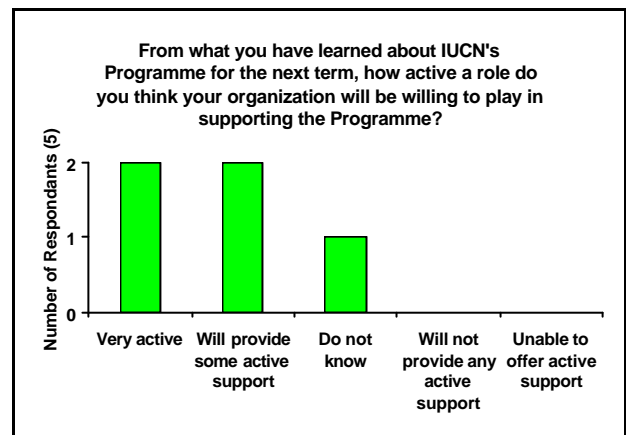
A majority of respondents (4) also estimated that their organization will play a 'very active' role or 'will provide some active support' in supporting IUCN's Programme (see Exhibit 40). Only five out of seven respondents answered this question, of which four provided comments to support their response. Among the similar or related concerns highlighted, two interviewees suggested that it was difficult to determine in advance the extent to which their organization would be active. One explained, for instance, that it would depend on the opportunities provided by IUCN staff to be involved in the Programme's implementation. Another respondent indicated it was not clear for her society how support could be provided at this stage.

*"It (the Programme) is immeasurably better than previous programmes. Still need to improve integration between the Programme and the Commissions. Steps were taken in the right direction."*

**Exhibit 39 How Well Will Organizations Support IUCN's Programme for the Next Term?**



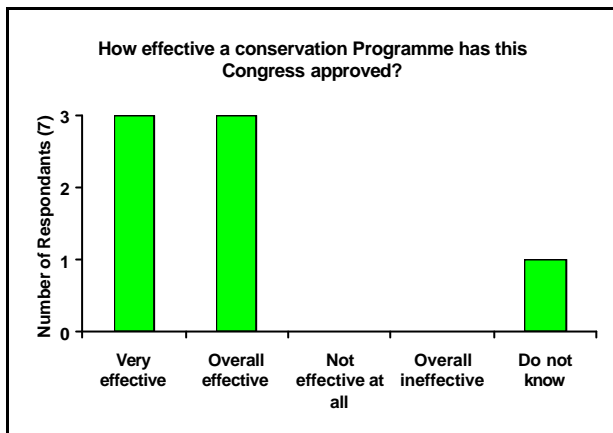
**Exhibit 40 How Active a Role Will Organizations Play in Supporting IUCN's Programme?**



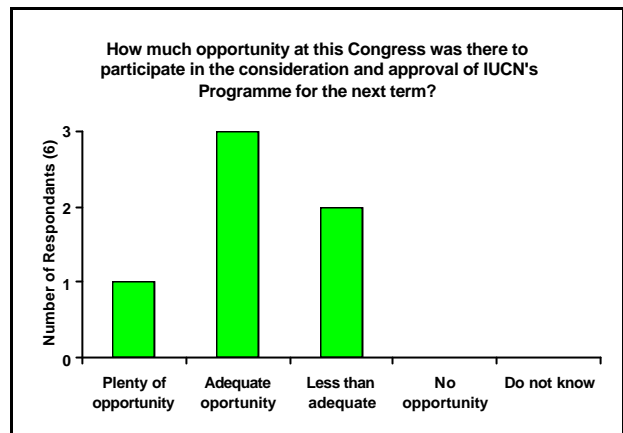
**Finding 40: New Councillors acknowledged the effectiveness of the conservation Programme approved at the Congress and a majority felt that there was enough opportunity to participate in consideration and approval of the Programme.**

As shown in Exhibit 41, nearly all respondents (6) noted that the Congress approved a conservation Programme that is 'overall effective' or 'very effective'. A smaller majority (4) also believed that the Congress provided an 'adequate opportunity' or 'plenty of opportunity' to participate in the consideration and approval of IUCN's Programme for the next term. Only two interviewees indicated that the opportunity was 'less than adequate' (see Exhibit 41).

**Exhibit 41 Effectiveness of Approved Conservation Programme**



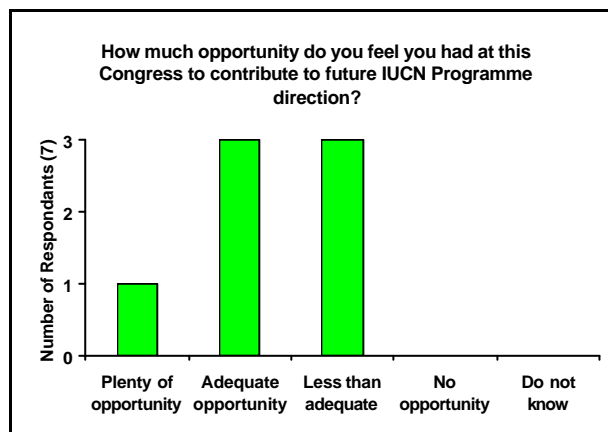
**Exhibit 42 Opportunity to Participate in Consideration and Approval of the Programme**



**Finding 41: New Councillors were quite split over whether they had adequate opportunity to contribute to the future IUCN Programme direction.**

New Councillors provided split responses when they were asked to evaluate how much opportunity they felt they had at the Congress to contribute to future IUCN Programme direction. While four interviewees indicated they had 'adequate' or 'plenty' of opportunity, three stressed the opportunity was 'less than adequate' (Exhibit 43).

**Exhibit 43 Opportunity to Contribute to Future IUCN Programme Direction**



### 4.3 The Congress and IUCN Governance

**Finding 42:** Overall, new Councillors acknowledged the democratic nature of the Congress, yet several of them emphasized problems with the governance and participatory process of the Congress.

New Councillors generally indicated that they viewed the Congress and its activities as a democratic exercise reflecting the democratic nature of the Union. For example, all of them agreed (7) with the statement that the election process at this Congress showed IUCN to be a democratically run organization (see Exhibit 44). However, despite this positive feedback, new Councillors identified a few problems with the election process. For example, three of them emphasized the time issue as being problematic. One respondent, for instance, argued that the time frame allowed to receive and consider the election material was too tight. Another pointed out that the time allowed for each candidate to present themselves – three minutes - was too short.

*“Resolutions occupy a lot of time and space in the Congress. Many are not specific and not all that relevant to IUCN as an international and unique organization.”*

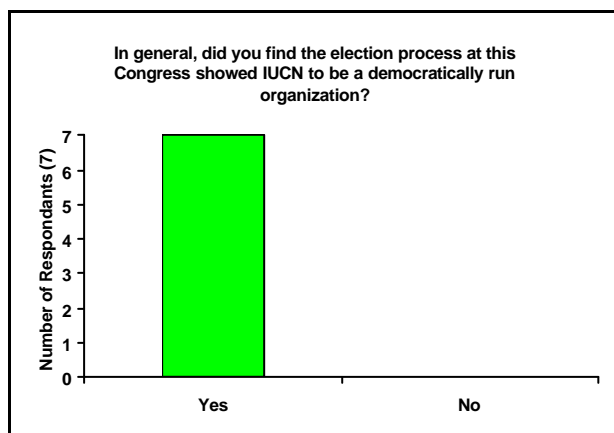
Two New Councillors also emphasized that the voting procedure was too complex. One of them, however, acknowledged that new procedures were proposed to address this problem. Two respondents also noted that the choice of candidates was rather limited for the number of seats available. Finally, two

interviewees raised concerns over the fact that some candidates invested significant resources in election advertising material. They argued that this created inequities among candidates, especially between those from developing and developed countries. One interviewee further suggested that IUCN should develop a policy to address this matter.

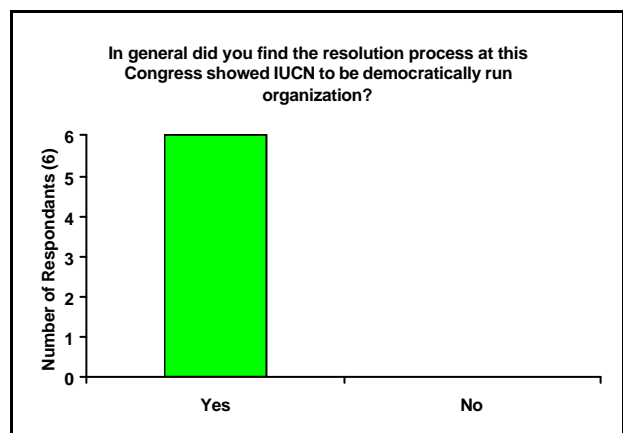
*“Perhaps the resolutions process showed IUCN as overly democratic, but I am not sure how to fix it.”*

Consistent with the previous question, nearly all respondents (6) agreed with the statement that the resolution process at the Congress showed IUCN to be a democratically run organization (see Exhibit 45). In their comments, several new Councillors re-emphasized the democratic nature of the exercise and stressed a few common issues. For example, two indicated that the contact groups worked well, while two others noted that simultaneous translation was lacking in some Commission meetings and contact groups.

**Exhibit 44 Election Process**



**Exhibit 45 Resolution Process**



**Finding 43: New Councillors remained split as to whether the resolution process is an effective way to influence the direction of IUCN Policy and Programme.**

*“The resolutions process was democratic – perhaps overly democratic, but I’m not sure how to fix it with over 100 resolutions. Contact groups were useful, time allotted for debate was more than ample, and this makes people frustrated; mechanical problems – capacity to prepare revised resolutions (especially translation) was lacking.”*

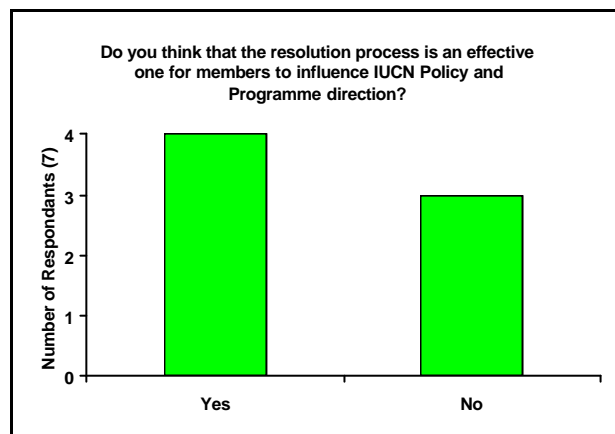
*“Contact groups worked well. Constructive process. Would caution against collapsing groups of resolutions into more generalized resolutions in order to save time as I don’t think this will work well for most.”*

*“The (resolutions) process was not really clear to members, and hence little participation by members.”*

*“Resolutions process was democratic but the way it happened in Jordan was a failure. People did not engage in the process early enough. Should have been a first reading on the first day of the resolutions, and clear announcement of how the contact groups worked and where they would be. There was a lot of confusion on their location.”*

**Exhibit 46 Effectiveness of the Resolution Process**

Despite their overall trust in the democratic nature of the resolution process, new Councillors were, on the whole, unsure about its effectiveness as a tool to influence the direction of IUCN Policy and Programme. While four of them indicated that it was, three noted that it was not (see Exhibit 46). The additional comments made by respondents varied considerably and no common issues were emphasized, other than interviewees suggesting that there were perhaps too many resolutions.



**4.4 The Congress and Supporting Work in the Regions**

**Finding 44: Most new Councillors felt that the Congress provided good networking opportunities, as well as the possibility to identify new partnerships to address conservation challenges.**

As illustrated in Exhibit 47, most new Councillors (6) believed that the Congress provided a 'very good' or an 'adequate' opportunity to network with people who were helpful to their work or to the work of others in their region.

When asked to further elaborate, most respondents reiterated their satisfaction with the contacts and networking achieved at the Congress.

New Councillors were then asked to provide suggestions to improve the opportunity for networking at the Congress.

*“It (the Congress) is a fantastic opportunity to connect with Southern NGOs and link them to NGOs in the north who can work with them. Also good to connect with other NGOs to learn more about what they are working on.”*

*“Networking is so good that it almost damages the rest of the Congress as people network instead of going to sessions.”*

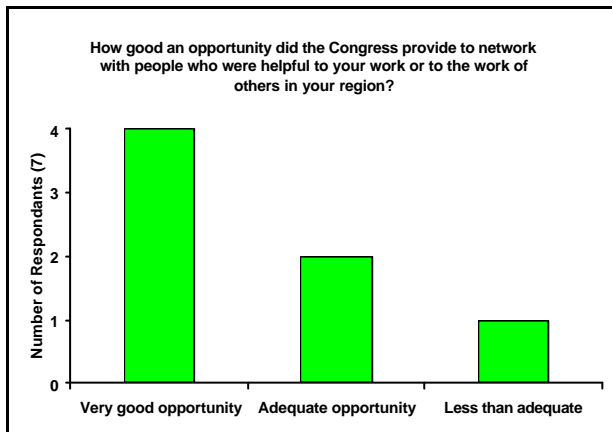
*“(Networking) was poor compared to other Congresses but good relative to other world forums in terms of number and diversity of people.”*



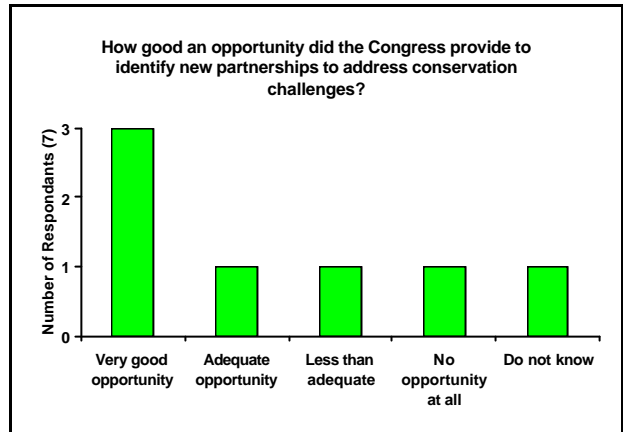
Several of them argued that for appropriate networking to happen, there was a need for a central location near the plenary sessions that would allow participants to meet easily and informally. According to most comments, such a central and easily accessible location was lacking at the Congress.

Finally, a majority of new Councillors (4) indicated that the Congress provided a 'very good' or an 'adequate' opportunity to identify new partnerships in order to address conservation challenges (see Exhibit 48). However, were asked to support their conclusion, only one of them indicated that their organization was considering the development of a partnership with another organization as a result of the Congress.

**Exhibit 47 Opportunity to Network**



**Exhibit 48 Opportunity to Identify New Partnerships**



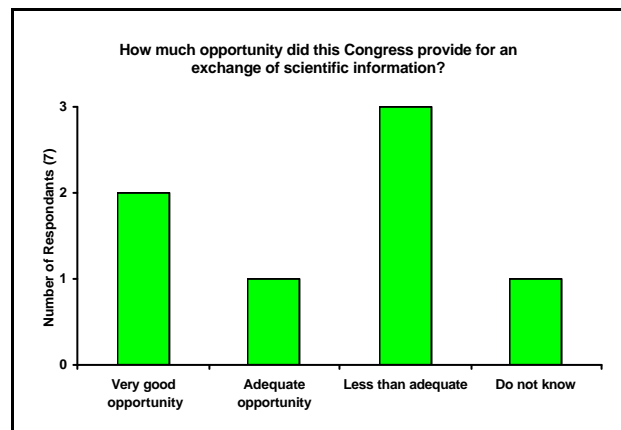
### 4.5 General Congress Issues

In this section, respondents were asked to provide their comments on general issues, such as the opportunity presented by the Congress to exchange scientific information, the emphasis on conservation issues and challenges at the Congress, and the effectiveness of the Congress in positioning IUCN as a relevant global environmental organization.

**Finding 45:** New Councillors were quite split as to whether the Congress provided sufficient opportunity to exchange scientific information.

**Exhibit 49 Opportunity for Exchange of Scientific Information**

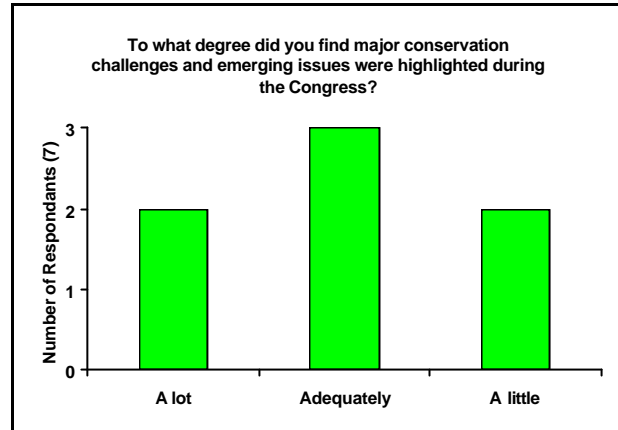
As Exhibit 49 shows, respondents were quite split on the question. While three indicated that the Congress provided a 'very good' or an 'adequate' opportunity, three others stressed that it was 'less than adequate'. In their comments, new Councillors either stated that they had adequate access to scientific documentation or that they were not interested in such information.



**Finding 46:** New Councillors were generally satisfied with the degree to which major conservation challenges and emerging issues were highlighted during the Congress.

**Exhibit 50 Focus of Major Conservation Challenges and Emerging Issues**

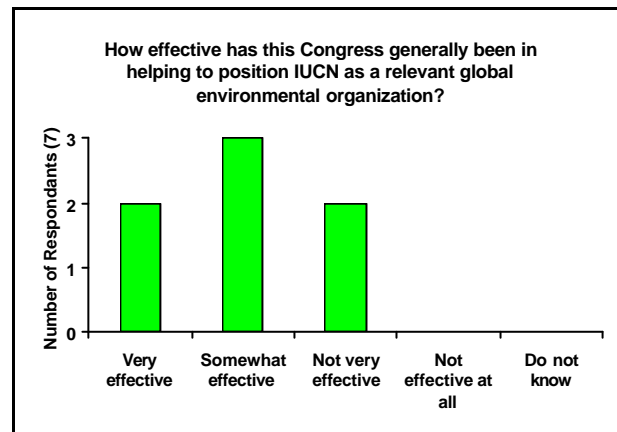
As Exhibit 50 illustrates, five respondents indicated that major conservation issues were highlighted 'a lot' (2) or 'adequately' (3), while only two interviewees responded 'a little'. Among the comments provided, however, some respondents noted that not enough attention was paid to some key or new conservation issues, especially climate change.



**Finding 47:** A majority of new Councillors felt that the Congress generally succeeded in positioning IUCN as a relevant global organization.

**Exhibit 51 Effectiveness of Congress in Positioning IUCN as a Relevant Global Environmental Organization**

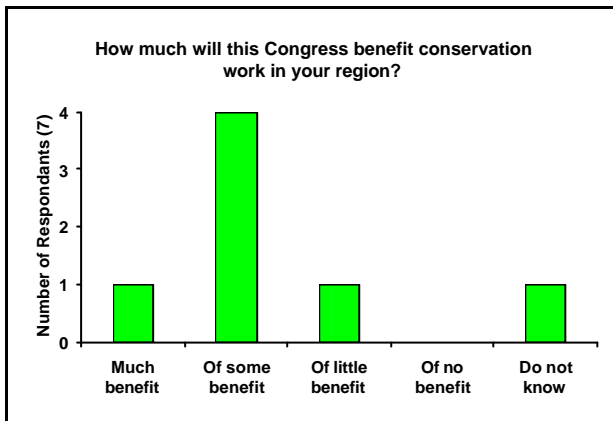
As shown in Exhibit 51, five new Councillors indicated that the Congress was 'very effective' (2) or 'somewhat effective' (3), while two said that it was 'not effective' in helping to position IUCN as a relevant global environmental organization. In their comments, a few respondents emphasized issues related to the role of the media. While one interviewee was impressed with the media coverage, another argued that it was lacking. Another respondent suggested that in order to receive better press coverage, it was necessary to have better facilities for the media.



**Finding 48: For a majority of new Councillors, the Congress is likely to be beneficial for conservation work in their region and most believed that IUCN has emerged as a stronger organization as a result of the Congress.**

As Exhibit 52 shows, a majority (4) of respondents indicated that the Congress will be of 'some benefit' to the conservation work in their region. In their comments, several interviewees explained

**Exhibit 52 How Much will Congress Benefit Conservation Work in your Region?**



that the regional impact on conservation issues will depend on how well IUCN staff and members carry out the Programme and Policies in their respective regions, and how people react to them.

Moreover, when new Councillors were asked to explain in what other ways the Congress affects their region, two of them indicated that networking opportunities made at the Congress will provide access to a range of expertise and services that will facilitate participants' work in their respective region.

New Councillors were then asked to suggest ways to improve the opportunity for the Congress to better assist members with their work in the regions. On this, several emphasized the importance of strengthening

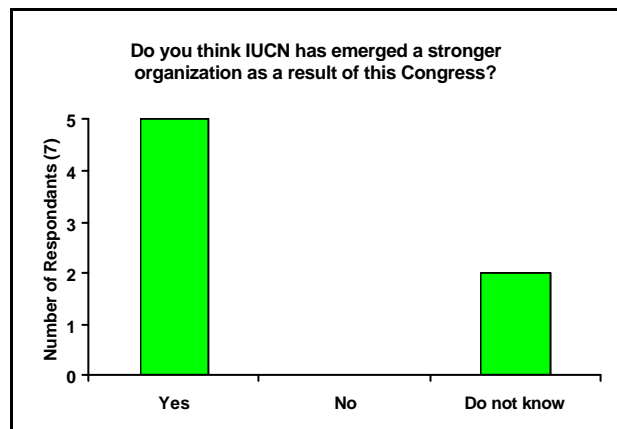
local and regional structures, such as the regional committees and offices, to facilitate their participation. Similarly, two other New Councillors stressed the importance of having more involvement from the regional members in Programme discussions and Programme implementation.

*"It (Congress) helped bring out the link between environment and sustainable development. It will help carry environmental work forward."*

*"Not sure Congress does this (position IUCN as a relevant global organization) or should be expected to. It adopts a program but program implementation is what will position it as relevant or not. This is a big challenge. IUCN has been slipping down in the league of relevant global organizations. But it is judged by its actions, not by Congress."*

As stated above, most new Councillors believed that IUCN emerged as a stronger organization (5) as a result of the Congress (see Exhibit 53). When they were asked to support their conclusion, however, new Councillors provided a variety of different answers. These included the idea that IUCN now has better support and undertaking from its members, that the Congress was an important factor for networking and solidarity building, and that the Programme adopted was better in comparison to the previous ones.

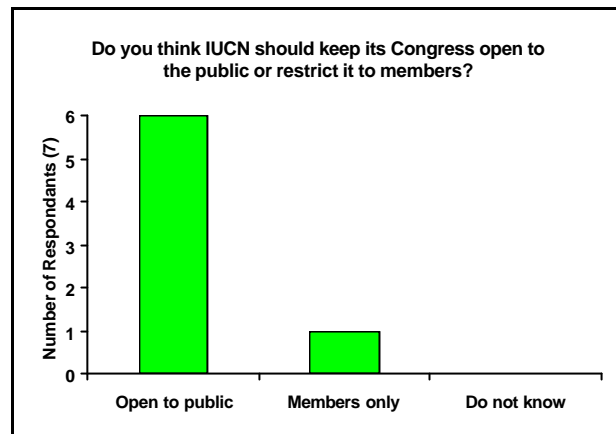
**Exhibit 53 Has IUCN Emerged a Stronger Organization?**



**Finding 49: Though new Councillors are in favor of opening the Congress to the public, several suggested that some restrictions should be established for non-members.**

Nearly all new Councillors indicated (6) that IUCN should keep its Congress open to the public and opposed the idea that the Congress should be restricted to IUCN members (see Exhibit 54). However, though most respondents supported public participation, several of them specified that public participants should only be granted an 'observer status' and that speaking rights should be given solely to IUCN members. While there was an understanding that opening the Congress to the public is good in terms of transparency and promoting the awareness and educational aspects of IUCN's work, several new Councillors believed that some restrictions with regards to public participation needed to be imposed to ensure full members' participation.

**Exhibit 54 Should IUCN Keep Its Congress Open to the Public?**



*"It is good for the public to be at the Interactive Sessions".*

*"I am in favour of public involvement but the priority for speaking rights needs to be given to members. Logistically, there must be a limit to the number of public people so as not to undermine the experience of members."*

*"Keep (Congress) open to the public but as observers only. Only members should be allowed to speak."*

*"Open to 'observers' but not to 'public'. Possibly by invitation only or only interested organizations that work on conservation issues (and would be eligible for membership) should be allowed."*

*"Should be open to public for transparency in what IUCN is doing."*

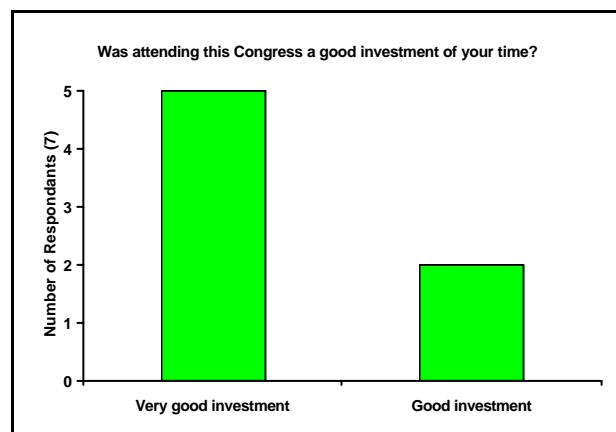
*"Open some sessions to the public. The educational role of the Congress is very important."*

*"If we open the Congress to non-members then what will be the value to members? In my opinion, the Congress is already open to other people such that one can call on resource people."*

**Finding 50: New Councillors expressed general satisfaction with regard to their participation at the Congress.**

As shown in Exhibit 55, a majority of respondents (5) indicated that attending the Congress was a 'very good' investment of their time, while two said it was a 'good investment'. This data shows an overall appreciation of the Congress by new Councillors.

**Exhibit 55 Was Attending this Congress a Good Investment of Your Time?**



## 4.6 Most and Least Valuable Outcomes

In the last section of the interview, respondents were invited to provide their impressions on the least and most valuable outcomes of the Congress.

### **Finding 51: Several new Councillors believed that organizational and logistical matters affected Congress-related activities.**

Among the least valuable outcomes that were most frequently emphasized, several dealt with organizational and logistical matters. For example, many complained about the setting, which was viewed as too spread out, and about the poor Congress infrastructure (email access, business center, etc.). Some respondents argued that the latter two problems affected Congress-related activities such as networking and information exchange between sessions. Among other criticisms, some interviewees viewed the Interactive Sessions as not interactive enough, and would have liked to have more discussions and exchange. Finally, two respondents criticized the Congress resolutions as being too numerous, too broad and, in some cases, not of value.

*“(Congress) was too long, high costs – lost participants as a result.”*

*“Some of the resolutions were too broad and discussed for too long.”*

*“Need to link Interactive Sessions with Programme focus for the next term.”*

*“The infrastructure of the Congress was the greatest weakness in terms of the effect on time efficiency, networking and exchange of information among sessions.”*

*“It was a difficult venue to maximize the effectiveness of the work I could do because it was so spread out, and time was taken up finding people and places that could have been better spent.”*

### **Finding 52: The opportunity to make contact, exchange, network, and learn from others was viewed by many new Councillors as one of the most valuable outcomes of the Congress.**

Many respondents emphasized the opportunity to make contacts, exchange, network and learn from their ongoing interactions with other IUCN members as one of the most valuable outcomes of the Congress. Many respondents also indicated that the endorsement of a new Programme, one that was referred to as more focused, was another valuable outcome of the Congress. Some New Councillors also highlighted the fact that the Congress facilitated connections and linkages at the regional and global levels among IUCN members and other actors in the environmental community. Finally, two respondents mentioned that they appreciated their stay in Jordan and were enriched by it.

*“Opportunity for people to learn from each other.”*

*“Potential for networking, renewing and making contacts.”*



***Section 5 -  
Senior Managers' Viewpoint***

### 5.1 Congress Objectives

In the first section of the senior managers' questionnaire, respondents were asked to comment on the Congress objectives, describing what they thought were the three more important reasons for holding the Congress. Respondents then had to rate whether the Congress was effective or not in achieving each of the reasons mentioned.

Respondents provided a variety of answers and the evaluation team grouped them under common themes when three or more similar or related issues were emphasized.<sup>2</sup> The following tables highlight this data, specifying how many times the theme was referred to and if the Congress was effective or ineffective in addressing it.

HOW EFFECTIVE WAS THE CONGRESS IN TERMS OF...	EFFECTIVE	NOT EFFECTIVE	DO NOT KNOW	TOTAL
Gathering/exchanging/networking among IUCN constituencies and conservation community	7	1	0	8

**Finding 53: A majority of senior managers felt that the opportunity to gather, exchange information and network among IUCN constituencies was among the most important reasons for holding the Congress.**

Most senior managers (8) indicated that the interactive dimension of the Congress, which encompasses aspects such as gathering together as constituencies, exchanging information, learning from each other, networking, etc., was among the three most important reasons for holding this Congress. Of the senior managers

*“The fundamental reason (for the Congress) is for members to get together, network and be part of the Union. Many people are very happy to be here, there has been lots of networking going on. People came because it was an international Congress. The Planetary identity is very important and should be encouraged.”*

from the above group, a majority of them (7) noted that the Congress was effective in achieving the above objective through contact groups, regional meetings and side meetings, among other things. Only one respondent argued that the Congress was ‘not effective’ in facilitating networking and exchange, mainly as a result of conflicting schedules and the poor configuration of the site.

HOW EFFECTIVE WAS THE CONGRESS IN TERMS OF...	EFFECTIVE	NOT EFFECTIVE	DO NOT KNOW	TOTAL
Defining/setting directions or priorities for IUCN for the future	2	3	0	5

<sup>2</sup> Only similar or related issues emphasized by three or more respondents were acknowledged and categorized under a specific theme. It is also worth noting that some respondents mentioned more than three reasons in their responses, while others referred to one or two reasons only.



**Finding 54: Almost half of senior managers suggested that defining and setting future direction or priorities for IUCN was one of the three most important reasons for having the IUCN Congress.**

Of this group, three respondents stated that the Congress was not effective in achieving the above objective. Among the comments provided, one senior manager suggested that members appeared more interested “in networking and advocating for their own agendas”, rather than shaping the direction of IUCN.

*“One of the most important reasons for holding the Congress is for members to map the vision of where the Union should go, that is strategically position the Union in the world of conservation. However, the current membership seems not to understand the importance of Congress and their potential role in changing the agenda for conservation, so this is a lost opportunity. Also, there seems to be a sense of Congress fatigue, and there’s frustration with the way the Congress is organized. There are too few people attending many sessions.”*

HOW EFFECTIVE WAS THE CONGRESS IN TERMS OF...	EFFECTIVE	NOT EFFECTIVE	DO NOT KNOW	TOTAL
Debating/reaching consensus on conservation issues	0	3	0	3

**Finding 55: One quarter of senior managers indicated that one of the main reasons for holding the Congress was that it provided a good opportunity to debate or build consensus on conservation issues.**

What is interesting to note in this case is that all three respondents indicated that the Congress was ‘not effective’ in achieving this goal. For example, one interviewee suggested that the debate on conservation was too specific to achieve real consensus. Another respondent noted that the plenary approach to resolutions did not facilitate debate on key conservation issues.

*“The plenary approach to resolutions does not facilitate adequate debate on key conservation issues.”*

HOW EFFECTIVE WAS THE CONGRESS IN TERMS OF ACHIEVING...	EFFECTIVE	NOT EFFECTIVE	DO NOT KNOW	TOTAL
Statutory objectives	5	1	0	6

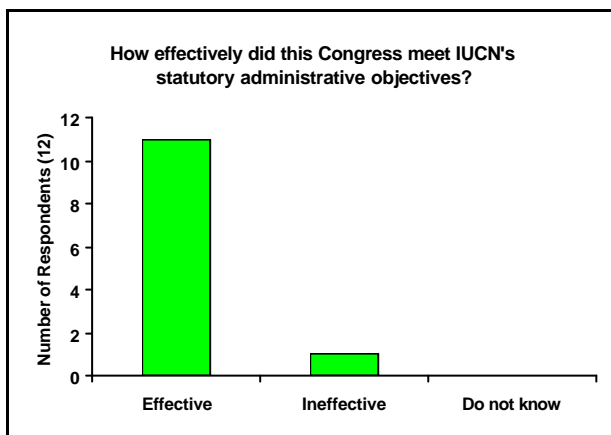
**Finding 56: Half of senior managers indicated that addressing statutory issues, such as the budget, the Programme, the resolutions, the elections, etc., was one of the most important reasons for holding the Congress.**

Of this group, most respondents (5) believed that the Congress was effective in achieving this objective. Only one senior manager argued that it was ineffective and stressed, among other things, that although considerable effort went into facilitating the participation of members in Programme formulation, some still did not understand the content of the Programme.

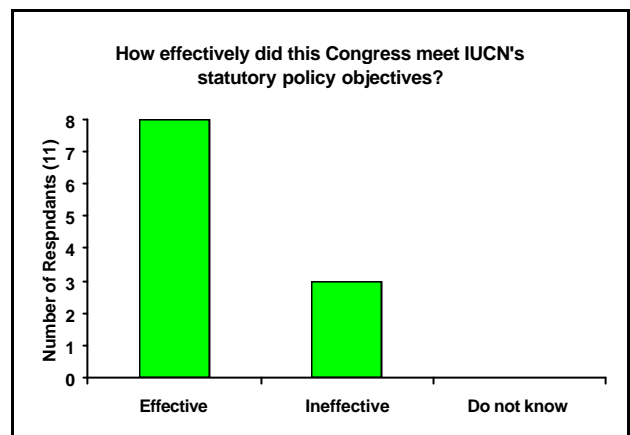
**Finding 57: Most senior managers estimated that the Congress effectively met statutory objectives at the administrative, Programme and Policy levels.**

When senior managers were asked to comment on whether the Congress was effective or not in terms of meeting IUCN’s statutory objectives at the administrative, Policy or Programme levels, they provided very positive responses. As shown in Exhibit 56, almost all senior managers (11) stated that the Congress effectively met IUCN’s statutory administrative objectives. A majority of respondents (8) also estimated that the Congress met IUCN’s statutory Policy objectives, as well as IUCN’s statutory Programme objectives (see Exhibit 57 and Exhibit 58 respectively).

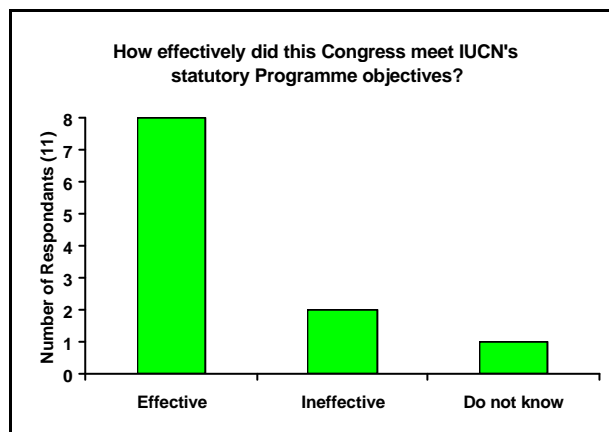
**Exhibit 56 Effectiveness of IUCN in Meeting Statutory Administrative Objectives**



**Exhibit 57 Effectiveness of IUCN in Meeting Statutory Policy Objectives**



**Exhibit 58 Effectiveness of IUCN in Meeting Statutory Programme Objectives**

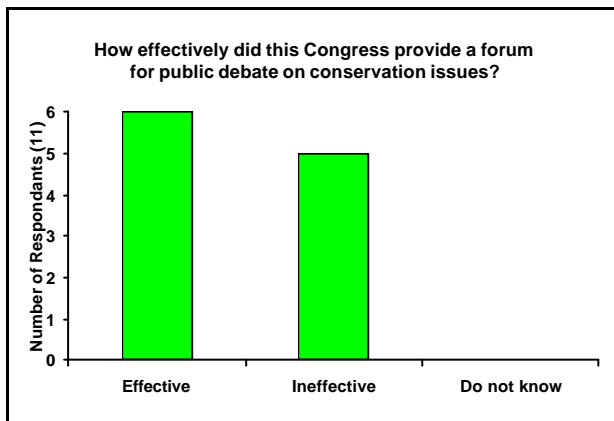


**Finding 58:** Senior managers presented split views when asked about whether the Congress was an effective forum for public debate on conservation issues.

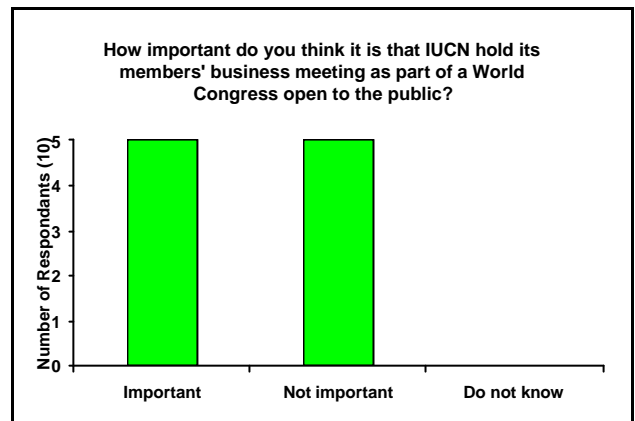
**Finding 59:** Senior managers are divided about whether it is important to open IUCN members' business meeting to the public.

Senior managers remained quite split when asked whether the Congress provided a forum for public debate on conservation issues. While six believed the Congress was effective in doing so, five did not (see Exhibit 60). Similarly, respondents were quite split in terms of assessing whether it is important that IUCN hold its members' business meeting as part of a World Congress open to the public. As indicated in Exhibit 59, five respondents thought it was 'important', while five others thought it was 'not important'.

**Exhibit 60 Effectiveness of Forum for Public Debate on Conservation Issues**



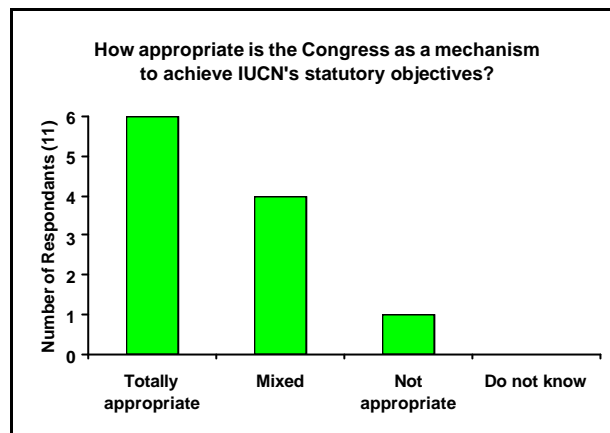
**Exhibit 59 Importance of Opening IUCN Members' Business Meeting to the Public**



**Finding 60:** Despite some mixed reactions, most senior managers acknowledged the appropriateness of the Congress as a mechanism to achieve IUCN statutory objectives.

As shown in Exhibit 61, half of the senior managers (6) found it appropriate that the Congress was used as a mechanism to achieve IUCN's statutory objectives, while four indicated their 'mixed' feelings about it. Only one respondent found it was 'not appropriate'.

**Exhibit 61 Appropriateness of the Congress as a Mechanism to Achieve IUCN's Statutory Objectives**

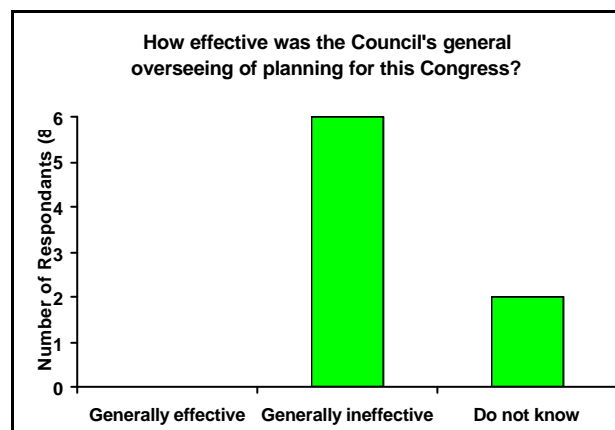


**5.2 Council's Guidance of the Congress**

**Finding 61:** Senior managers expressed an overall strong criticism of the Council's general overseeing of planning for this Congress.

Senior managers were fairly critical of the general planning of the Congress. As shown in Exhibit 62, half (6) responded that the Council's general overseeing of planning for this Congress was 'generally ineffective', while two indicated that they 'did not know'.<sup>3</sup> Four respondents did not answer.

**Exhibit 62 Effectiveness of the Council's General Overseeing of Planning for this Congress**

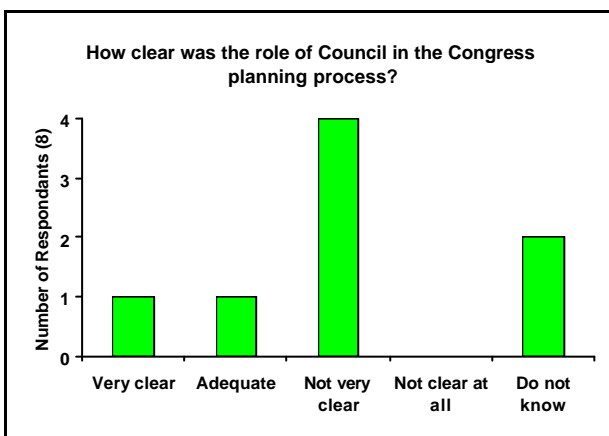


<sup>3</sup> Only eight respondents answered this question, however.

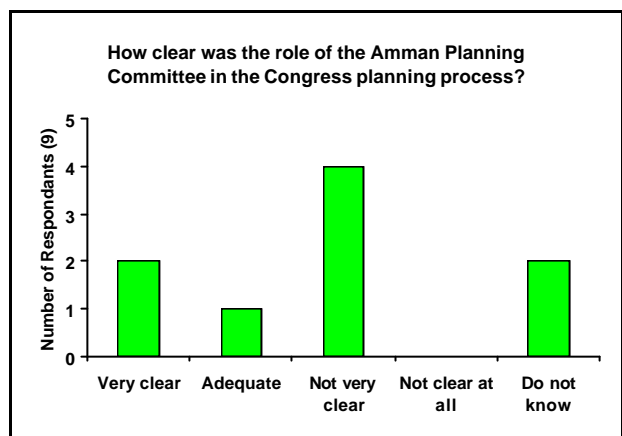
**Finding 62:** A good portion of senior managers emphasized the lack of clarity in the roles of the Council, the Amman Planning Committee and the senior managers in the Congress planning process.

Several senior managers thought that the roles of the Council, the Amman Planning Committee (APC) and senior managers in the Congress planning process were not very clear. As indicated in Exhibit 63 and Exhibit 64, one quarter of respondents (4) indicated that the roles of the Council and the APC were ‘not very clear’. An even higher proportion of interviewees (6) stated that the role of senior managers in the Congress planning process was ‘not very clear’, as illustrated in Exhibit 65. One should note, however, that not all senior managers provided an answer to the above questions (four did not in Exhibit 63, three in Exhibit 64 and three in Exhibit 65).

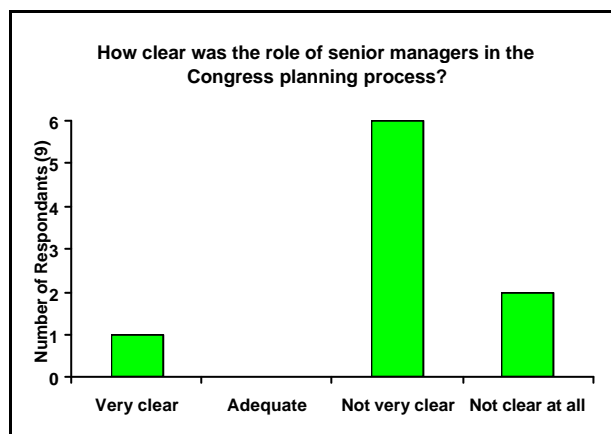
**Exhibit 63 Role of Council in the Congress Planning Process**



**Exhibit 64 Role of the Amman Planning Committee in the Congress Planning Process**



**Exhibit 65 Role of Senior Managers in the Congress Planning Process**



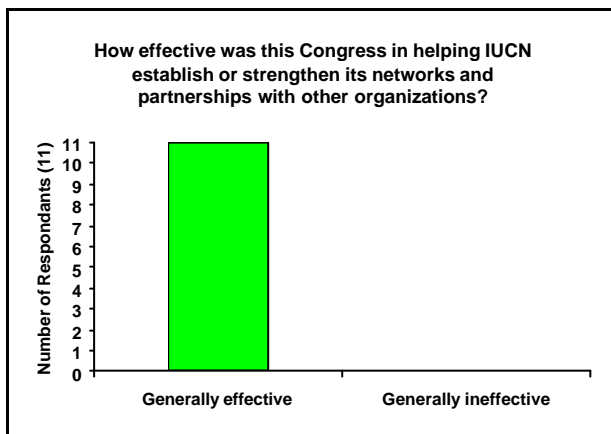
### 5.3 Congress and the Strengthening of IUCN as an Organization

**Finding 63:** Overall, senior managers acknowledged that the Congress helped strengthen IUCN as an organization, whether in terms of building member support, establishing/strengthening network and partnership, increasing the awareness of

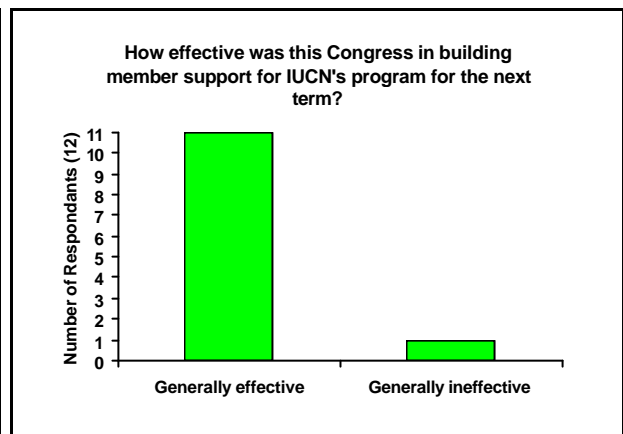
**opportunities and constraints, and deepening the understanding of membership needs.**

Responses from senior managers show that they were generally confident that the Congress did help strengthen many organizational aspects of IUCN. As indicated in Exhibit 67, nearly all (11) respondents stated that the Congress was ‘generally effective’ in building member support for IUCN’s Programme for the next term. Similarly, eleven interviewees noted that the Congress was ‘generally effective’ in helping IUCN establish or strengthen its network and partnership with other organizations (see Exhibit 66). Two thirds of the respondents (8) also indicated that the Congress was ‘generally effective’ in helping to increase their awareness of opportunities and constraints for the organization (see Exhibit 69). Finally, a majority (7) of respondents found that the Congress was ‘generally effective’ in deepening their understanding of membership needs (see Exhibit 68).

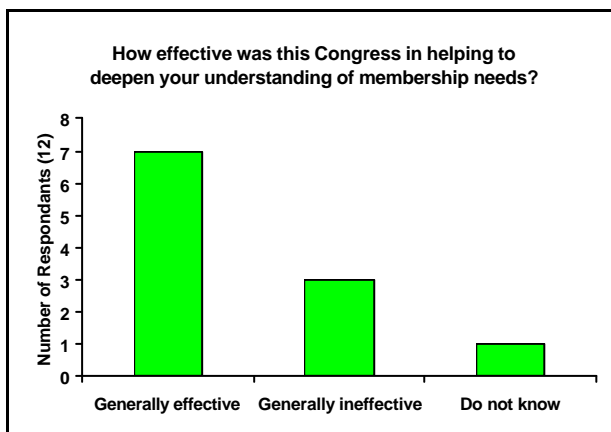
**Exhibit 66 Effectiveness of Congress in Helping IUCN Establish/Strengthen its Networks/Partnerships**



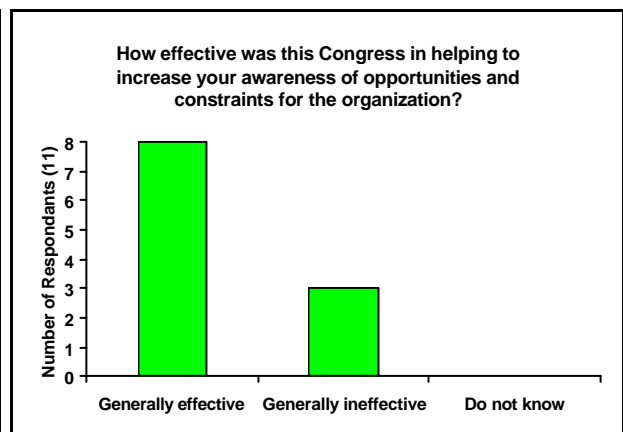
**Exhibit 67 Effectiveness of Congress in Building Member Support**



**Exhibit 68 Effectiveness of Congress in Deepening Understanding of Membership Needs**



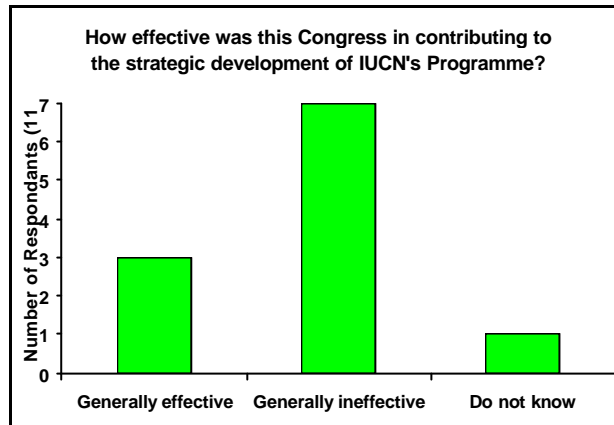
**Exhibit 69 Effectiveness of Congress in Increasing Awareness of Opportunities and Constraints**



**Finding 64: A majority of senior managers believed that the Congress generally failed to contribute to the strategic development of IUCN’s Programme**

The contribution to the strategic development of IUCN’s Programme is the only issue where a majority of senior managers (7) indicated that the Congress was "generally ineffective" (see Exhibit 70).

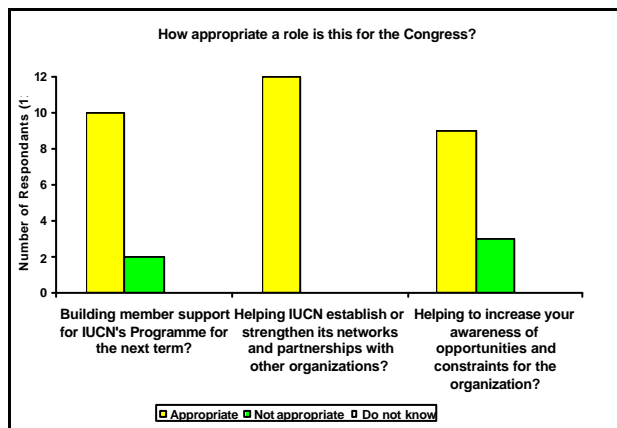
**Exhibit 70 Effectiveness of Congress in Contributing to the Strategic Development of IUCN’s Programme**



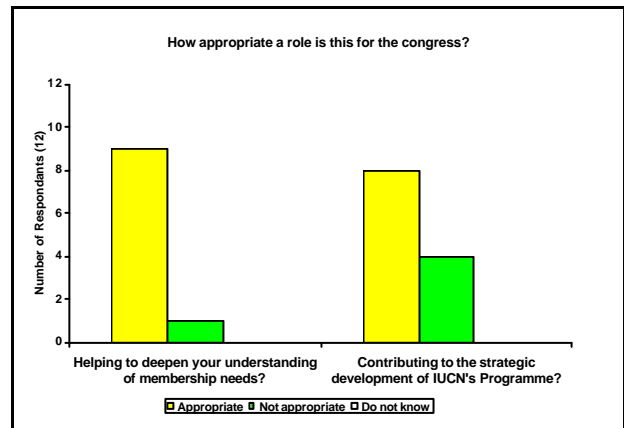
**Finding 65: A strong majority of senior managers believed that it was appropriate for the Congress to address organizational strengthening activities.**

As shown in Exhibit 71 and Exhibit 72, most respondents felt that it was an ‘appropriate’ role for the Congress to address the organizational strengthening, including: building member support for IUCN’s Programme for the next term, helping IUCN strengthen its networks and partnerships with other organizations, contributing to the strategic development of IUCN’s Programme, helping to increase senior managers’ awareness of opportunities and constraints for the organization, and helping to deepen the understanding of membership needs.

**Exhibit 71 Appropriateness of Roles for Congress**



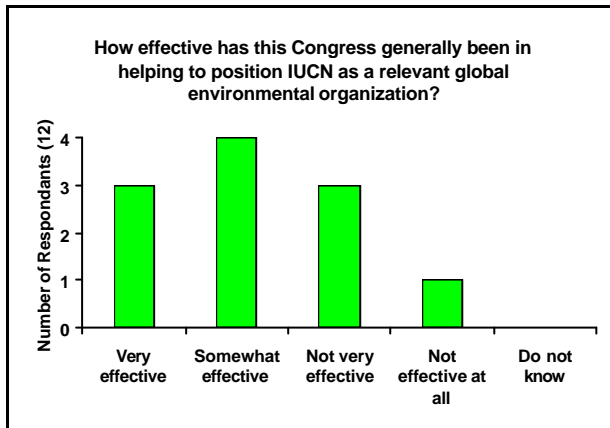
**Exhibit 72 Appropriateness of Roles for Congress**



## 5.4 Congress-Related Relevance and Governance Issues

**Finding 66:** A majority of senior managers believed that the Congress has been effective in helping to position IUCN as a relevant global environmental organization.

**Exhibit 73** Effectiveness of this Congress in Helping to Position IUCN as a Relevant Global Environmental Organization



As shown in Exhibit 73, seven senior managers indicated that the Congress has been 'somewhat effective' or 'very effective' in helping to position IUCN as a relevant global environmental organization, while one quarter (4) felt that it was 'not very effective' or 'not effective at all'.

Senior managers then provided a few comments to support their conclusions and a few common issues were emphasized. Despite an overall positive feedback, some criticisms were provided. For example, a few respondents voiced criticisms, notably regarding the Congress' failure to position IUCN as a relevant global environmental organization. A few respondents also argued that the Congress failed to seize the opportunity to debate strategic conservation issues that could have provided guidance to the organization. It was suggested, for example, that constructive and rigorous debate

between members was not facilitated. On a more positive note, another respondent indicated that the interactive sessions provided a real opportunity to debate the issues, and that if implemented, many of the recommendations adopted during these sessions would help position IUCN on the global stage.

A few interviewees made positive comments regarding the adoption and legitimization of the IUCN Programme. One of them,

however, expressed concerns about the feasibility of implementing the Programme. The level of participation at the Congress also triggered a few comments. For example, one respondent was pleased that most governments attended, that Commissions were well represented, and that there was good media coverage. Another respondent, on the other hand, said that he would have expected more ministers and high level authorities, presidents of institutions and agencies to attend, while another interviewee regretted the poor level of members' participation in business sessions.

Senior managers' comments provided insight into why several thought the Congress only "somewhat effective" or less in positioning IUCN as a relevant global environmental organization.

*"General participation of members in the members' business sessions has been very poor. This participation is needed to give legitimacy to IUCN."*

*"Attendance at the Congress has been important but could be more 'expressive' politically. I would expect to have more ministers, high level authorities, presidents or institutions and agencies present."*

*"Positioning IUCN is a critical and fundamental function for the Congress. However, it does not seem that the Congress is really dealing with the strategic issues for either IUCN as an organization or for conservation. This is a real missed opportunity."*

*"We adopted a new and radically different Programme from the previous Congress, however, the operationalization of the Programme still has to be worked out. It is not clear how we will do that."*



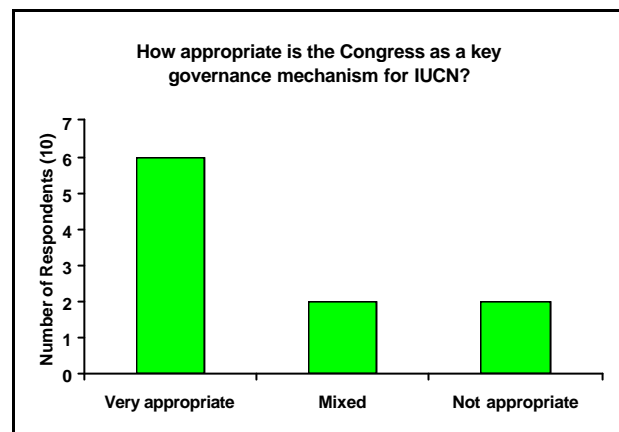
**Finding 67: Half of senior managers acknowledged the appropriateness of the Congress as a key governance mechanism for IUCN.**

Senior managers were less split when asked to assess the appropriateness of the Congress as a key governance mechanism. As illustrated in Exhibit 74, six of them felt that the Congress was a ‘very appropriate’ key governance mechanism for IUCN. Only two senior managers indicated that it was ‘not appropriate’, while two others responded that they were ‘mixed’ about it.

As for the previous question, several comments made by senior managers targeted issues that needed to be addressed to improve the governance mechanisms of IUCN. Among the common themes stressed, several senior managers noted that the governance process was sometimes unclear or weak. It was suggested that roles, expectations and relationships needed to be clarified among the different entities of the Union (DG, Council, senior management, members, secretariat and regions, etc.), as well as between IUCN and its external environment (civil society, etc.). Some respondents also pointed out that the size and complexity of the Congress, which reflects IUCN’s structure, was, in itself, an obstacle to good governance.

On a different matter, some senior managers valued the inclusive nature of the Congress, where all constituents of IUCN are represented and involved in the governing process.

**Exhibit 74 Appropriateness of the Congress as a Key Governance Mechanism for IUCN**



Senior managers presented range of opinions on the appropriateness of Congress as a key governance mechanism for IUCN.

*“On one hand, Congress is the ‘seal of approval’. On the other hand, the governance process is not clear.”*

*“Governance of IUCN is weak, and the Council is the weakest point. The relationships between the DG and Council and senior management should be examined. The Commissions are un-managed and the relationship between the members and Secretariat is not always as it should be. The relationship between HQ and regions is still not well understood. Where does governance begin and where does it end? These are the issues that need to be sorted out, and the Congress is not conducive to sorting them out.”*

*“It (the Congress) brings together the Secretariat, members, volunteers, civil society in a transparent open forum. However, there is a naïve assumption that all members can use a democratic process equally and to its full potential. This is not the case. We need to educate our own constituency to use the democratic process better. This requires sufficient staff to provide guidance and support to members so they will be able to use the governance mechanism appropriately and to its fullest. There are contradictions to this in that the staff Congress instructions indicate we are not to advise or work with members during the Congress – so they receive little help or assistance on the floor of the Plenary, or in other forums. We need more sensitivities to the needs of members and their level of understanding and comprehension of governance concepts and mechanisms.”*

*“The Congress is not focused on the strategic issues of governance for IUCN. It wastes time on unimportant issues like approving the financial accounts and financial plan; these could be dealt with by Council. There are too many issues pushed on to the Congress that could be more efficiently dealt with by Council. The Congress should be focusing on the global strategic role for IUCN.”*

*“It is the only current mechanism that allows some statutory functions to regions. Business must be done by Congress.”*

## 5.5 Most and Least Valuable Outcomes of the Congress

In the last section of the interview, senior managers were invited to provide their impressions on the most and least valuable outcomes of the Congress.

### **Finding 68: Organizational and logistical matters were emphasized by many senior managers as problematic.**

Among the least valuable outcomes that were most frequently stressed, several focused on organizational and logistical matters. For example, many respondents complained about organizational issues such as the planning of the agenda, the conflicting schedules, the setting (too spread out), the poor time management, and so on.

Some respondents also mentioned that the IUCN Director General should have been more engaged in the process and was perceived by some as having her own agenda. There were also comments that having the Earth Forum at the same time of the IUCN Congress undermined the success of the Congress by placing too many demands on organizers.

Examples of least valuable Congress outcomes as viewed by senior managers.

*"Huge amounts of papers, not read, in the garbage"*

*"Interactive sessions did not feed in to the Programme."*

*"Some of the resolutions were very parochial and were a waste of Congress time."*

*"Lack of strategy for the functioning of the Union."*

*"Not being able to follow key debates in plenary because of overlapping Congress events and meetings."*

*"Do not need to assemble such large numbers of members; many contribute little. Regional conservation meetings would be most valuable for most members."*

*"Most of the resolutions will be ineffective at helping IUCN be one of the world's leading conservation organizations."*

*"The results of the Earth Forum."*

### **Finding 69: The opportunity to network, learn and exchange information in an inter-cultural setting was viewed by many as one of the most valuable outcomes of the Congress.**

Among the most valuable outcomes that were frequently stressed, several respondents underscored the opportunities to network and to exchange information in a great learning and inter-cultural setting. Many also indicated that the endorsement of the new Programme, with important support from membership, was another important outcome. The team spirit and the sense of belonging created during the Congress among staff and members were also emphasized as important outcomes. Finally, a few respondents indicated that the results of the Interactive Session were an important achievement, one of them suggesting that they should be published.

Examples of most valuable Congress outcomes as viewed by senior managers.

*"Contact group for resolutions; an effective and rich process."*

*"The sense of being a global organization and building links and understanding between members."*

*"Approval of new approach to Programme planning."*

*"Strong endorsement of the Programme – need active planning to use it in practice."*

*"The new Council democratically elected and committed to IUCN goals."*

*"The sense of team that came about as a result of the staff pulling together to make the Congress a success."*

*"Incredible learning experience for staff members."*

*"Networking – important for IUCN – meet the members from other regions, donors, meet Secretariat."*

***Section 6 -  
Regional Follow-Up Case Studies***



*with*



## 6.1 The Regions' Viewpoint

### 6.1.1 Approach

The case studies reported on here were developed to better understand the impact of the Congress on the regions. A total of seven case studies were developed: Asia, Southern Africa, Europe, Meso America, North America and the Caribbean, Oceania and Central Africa.

To develop the case studies, members of the Evaluation Team identified regional delegates for interviews. An interview guideline that addressed issues related to pre-Congress, during the Congress and post-Congress activities and perceptions was developed for this purpose. This section provides findings from a review of all the case studies submitted.

### 6.1.2 Pre-Congress

**Finding 70: The resolution process was the Congress activity that was most mentioned by respondents in anticipation of how the Congress would relate to, or impact, their regional work.**

Although the level of interest varied from region to region, the resolution process appeared to be the Congress activity that attracted most attention by respondents, whether from the NGO sector or from state members. In Meso America, for example, participants expected to have some of their proposed resolutions approved. In Asia, there were discussions at the regional preparatory meeting on how key resolutions presented at the Congress could relate and impact the work of the region's members. Sub-committees were thus organized to develop members' position on a variety of issues that could be debated at the Congress.

In Oceania, the preparatory work for the Congress focused primarily on resolutions. State members, in particular, were very committed to the resolution process and wanted to anticipate the "positive or negative implication that any resolutions might have on their governments' policies and positions."

In the North America and Caribbean region, the process of reviewing resolutions and preparing a position accordingly captured most of Canadian and US state representatives' time and energy. The North America and the Caribbean region noted that the resolution process was viewed in one of two ways by the members: "State and government agency members tend to adopt a 'defensive' posture, protecting against resolutions that seek to go against their interests." NGO members, on the other hand, "adopt an 'offensive' posture, seeking to change the status quo and force state and government agencies to modify their position."

**Finding 71: Regional preparatory meetings were held to discuss, prepare and/or coordinate for the Congress in four of the six regions for which case studies were submitted.**

Except for Central Africa and Europe, a regional meeting involving members from NGOs, government agencies, states and others was organized to discuss and coordinate Congress matters.<sup>4</sup> Other preparatory activities were also undertaken, such as sub-regional meetings or ongoing communication activities among members. These were mostly undertaken at the national level, but also at the regional level with the IUCN regional offices.

In Oceania and North America and the Caribbean (Canada and US mainly), representatives from state and government agencies were particularly active and held various intergovernmental meetings to coordinate and prepare for the Congress. In Europe, on the other hand, the level of preparation among representatives from government agencies varied greatly, some preparing themselves actively, others not. European delegates also referred to some preparatory meetings and contacts between NGOs, government officials and IUCN offices.

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<sup>4</sup> In the case of Oceania, only part of the Regional Committee meeting dealt with the Congress.

In Asia, members organized a regional meeting that was followed by several informal meetings among regional participants. Members from Asia also planned a second collective regional meeting prior to the Congress, but it never materialized. Finally, some respondents from Southern Africa and Central Africa indicated that they prepared themselves for a presentation, a specific session or other Congress-related activities.

**Finding 72: Members' regional objectives varied according to the region they represented but a common objective for most was to promote the adoption of region-related resolutions.**

Only four case studies referred to objectives that were set prior to the Congress and that were likely to influence the activities of participants. These objectives varied from one region to the other, but several dealt with the resolutions process.

At the regional meeting in Asia, for example, members discussed a strategy to speak with one voice at the Congress on areas relevant to the regional programming and needs of the region, aiming to influence the drafting of resolutions. Logistical and participatory matters were discussed in order to implement this strategy.

The North America and the Caribbean case study noted that collective and personal objectives were inseparable, likely because of the respondents' depth of experience. The main objectives of the members included networking with other partners, colleagues and the secretariat, pursuing Commission-related work, and achieving personal development through different Congress activities.

The objectives and expectations of Meso American members focused mainly on making contacts with donors and with members from other regions, especially in North America and the Caribbean and South America, getting some of their resolutions approved and receiving updated technical information.

In Europe, members' main objectives were to have people elected, get resolutions passed and learn about IUCN. In Oceania, on the other hand, most respondents were concerned that the region did not have a profile in the Programme and set the objective of strengthening or clarifying the relationship between IUCN and their region.

**Finding 73: Participants' personal objectives for attending the IUCN Congress varied, but most focused on networking, exchanging information with other IUCN constituencies and becoming more familiar with IUCN.**

Participants' personal objectives for going to the Congress were detailed in four case studies only: Asia, Central Africa, North America and the Caribbean and Oceania. In these four regions, participants often described their personal objectives in terms of networking, making contacts, exchanging between IUCN constituencies and becoming more familiar with IUCN.

More specifically, in Asia, most interviewees mentioned the desire to learn about IUCN, to familiarize themselves with IUCN's Programme and its governance mechanisms, and to network, exchange and develop contacts with other organizations with similar interests. Similarly, a respondent from Central Africa noted the need to become more familiar with IUCN global activities and to make contacts.

In North America and the Caribbean, respondents wanted to achieve networking and personal development through active participation in Congress activities. Finally, in Oceania, most respondents wanted to network, to participate in the resolution process and support candidates for Council.

### 6.1.3 During the Congress

**Finding 74: Among the sessions attended, delegates from across regions frequently singled out the Interactive Sessions and the resolutions process.**

In general, delegates explained that they attended sessions relevant to their interests or to their work in their region. Among these, the Interactive Sessions and the resolutions process came out as the most popular activities across regions. Comments on their effectiveness, however, varied among respondents.

In Asia, nearly all respondents mentioned that they attended sessions that were relevant to the needs and interests of their region. In this spirit, they participated in the resolutions process (resolutions on Commissions for example), in the election of regional Councillors and in the Interactive Sessions on topics vital to the Asian region, such as environment and security and climate changes.

In Central Africa, respondents indicated that they participated in the resolutions process and in some Interactive Sessions, as well as other sessions relevant to their work. In Europe, on the other hand, respondents indicated that they participated in at least one meeting with the European Regional Office. One respondent indicated that an ad-hoc meeting of IUCN francophone members was organized.

In North America and the Caribbean, participants attended plenary sessions (resolutions) and contact groups, Commission meetings and Interactive Sessions. Some North American and Caribbean respondents also attended a donor's meeting that was seen as particularly useful. Some North American and Caribbean interviewees also described informal meetings, particularly for NGOs, as a useful way of pushing things forward.

In Oceania, most respondents focused on the resolutions process and several had mixed reactions with regards to the value of the Interactive Sessions in which they participated. Some of them also mentioned attending the Oceania regional meetings, which were appreciated for providing opportunities for Oceania delegates to gather together.

In Meso America, finally, delegates participated actively in the Resolutions Contact Groups and enjoyed the interactions they had with other participants during these meetings. In the same vein, Southern African respondents reported attending Interactive Sessions and business sessions, and most also found the resolutions debate democratic and participatory.

**Finding 75: Most respondents appreciated the networking opportunities at the Congress and a few mentioned that initial contact for further alliances and network were created as a result.**

The opportunity to make contact and network with various colleagues, peers and other members from the conservation community was viewed as a very valuable aspect of the Congress. However, there were only two suggestions that these networking opportunities were likely to develop into potential alliances and networks. In Asia, it was mentioned that respondents were able to develop initial contacts for further alliances and networking as a result of their interaction with intra- and inter-regional organizations and individuals involved in similar areas of work in their respective regions. In Europe, one interviewee for the regional case study explained that a network has been initiated as a result of the organization of an ad hoc meeting of francophone members at the Congress.

Some of the case studies noted complaints about the lack of facilitation for networking activities. In Meso America, for example, some delegates expressed frustrations because no contact events, with donors for instance, were planned. In this regard, the Congress setting was criticized several times for not facilitating contacts and networking among respondents.

**Finding 76: No single Congress activity was identified as "the most important" among all regions, but several highlighted the influence of networking.**

Though only a few case studies clearly indicated the most influential activities for participants, it was nevertheless possible to identify a few of them. In Asia, for instance, most participants viewed the exchange of information and ideas through networking, Interactive Sessions and debates over the

resolutions process, as the most influential activities in the Congress. In Central Africa, the numerous resolutions adopted and the plenary session were viewed as the most influential activities.

In the European case study, it was noted that some delegates did not report any activities as being 'most influential' while others mentioned that personal activities or initiatives were the 'most influential'. These included a visit to Wadi Rum and meetings with environmental journalists.

Delegates from North America and the Caribbean described the activities linked to the function of networking, such as re-connecting with past colleagues, connecting with the Secretariat, pushing work forward, etc., as very important. In Meso America, participants were highly motivated by the fact that the Regional Programme and regional resolutions were approved at the Congress. Finally, in Oceania, the marine session was viewed as very important for those who attended, given its importance for the region. It was not possible to identify the most influential activities for Southern Africa delegates.

**Finding 77: A few delegates from North America and the Caribbean, Oceania and Central Africa referred to follow-up promises, ideas or initiatives that could have a direct or indirect significance for IUCN in the regions.**

It is noted that North America and the Caribbean, Oceania and Central Africa were the only case studies where such issues were discussed. In North America and the Caribbean for example, a member from a Canadian agency from Quebec referred to the development of a global network of francophone countries that would mirror the francophonie within IUCN and put forward issues that are of concern to them. On another matter, a member from the Canadian International Development Agency (CIDA) raised the possibility of developing a framework that would create mutual benefits for Canadian international cooperation and the Quadrennial Programme of IUCN. Most respondents also mentioned the importance of strengthening regional networks. Although the Canadian and US IUCN Committees are already operational, the Caribbean countries would like to receive more support to allow them to increase membership, develop a network and become operational as a sub-region.

At one of the Oceania regional meetings, some delegates referred to a commitment made by IUCN representatives to work more closely with their region. Also, there seemed to be a consensus among participants that there was either a need for greater profile from the Oceania region in IUCN's Programme and work, or an increased IUCN presence in the region. Finally, in Central Africa, a respondent mentioned a promise from an IUCN representative to more closely follow up the state of World Heritage Sites in Democratic Republic of Congo.

#### 6.1.4 Post-Congress

**Finding 78: Members from Asia, Central Africa and North America and the Caribbean indicated that their objectives were adequately met at the Congress.**

Most members from Asia, Central Africa and North America and the Caribbean agreed that their objectives were generally met at the Congress. Despite this overall positive feedback, however, some respondents voiced criticisms. In North America and the Caribbean, for example, members indicated that although their objectives were adequately met, they were originally very modest, especially with regards to the resolutions process. On this particular matter, some raised serious questions about the real impact of the resolutions on the Quadrennial Program. The Interactive Sessions were also seen as too controlled by the Secretariat, thereby affecting members' professional development; a function that such sessions would normally support.

In Europe, on the other hand, members were split as to whether or not their objectives were successfully achieved. However, most delegates were satisfied with the level of contacts achieved. In Oceania, Meso America and Southern Africa, interviewers made no reference to participants' objectives and whether these were fulfilled or not.

**Finding 79: As a result of the Congress, members from several regions indicated an increased knowledge or awareness with respect to IUCN and the different aspects of its work.**

As a result of the Congress Members from several regions expressed an increased knowledge of IUCN as an entity and as a movement. In Asia, for instance, participants further acquainted themselves with the global structure of the organization and the role of its different components (membership, Commissions, networks, etc). Members also increased their understanding of IUCN's governance system and activities through networking, exchanges with peers and their participation in the resolutions and election processes.

In the same vein, most respondents in Oceania indicated an increased awareness of the purpose and functioning of IUCN, despite acknowledgements about its complexity. Some Southern African members also pinpointed that the Congress helped them have a broader view of IUCN global activities, and thus increased their understanding of IUCN's work. Similarly, Meso American respondents indicated that they learned a lot about IUCN and collected a lot of printed material. In Central Africa, one respondent learned that the conservation movement does not want to focus solely on protected areas, but now favors an integrated vision of the management of ecosystems.

European members, on the other hand, expressed contrasting views. While those who attended the Congress for the first time noted that they learned about IUCN and its work, the more experienced members stated that the Congress increased their concerns about the Union's ability to find its niche and to cope with a rapidly changing world. In North America and the Caribbean, the evaluator pointed out that the Congress appeared not to generate strong feelings and reactions among delegates.

**Finding 80: Given the limited information provided by member organizations about how their participation in the environmental movement has changed, it may be too early to assess such changes.**

Only one respondent from Oceania noted changes in how their organization participated in the environmental movement. Based on exchanges at the Congress with other IUCN members dealing with volunteers, the respondent's group was reconsidering its approach towards its own volunteers.

In the remaining cases, however, no concrete information was provided on the above-mentioned matter. Some evaluators and respondents even suggested that it was too early at that stage to gather such information and one proposed that future Congress evaluations explore this question six months after the termination of the Congress to ensure an appropriate response.

**Finding 81: Members across regions generally followed up on contacts made at the Congress and delegates from Oceania and Southern Africa incorporated new resolutions into their regional work.**

Delegates from Asia, Central Africa, Europe, Meso America, Oceania and Southern Africa started to follow up on the contacts established at the Congress through emails, informal discussions and documents exchange. What is worth noting is that electronic mail greatly facilitated exchange among respondents. Respondents from Oceania and Southern Africa also explained that resolutions adopted at the Congress (including the Programme in the case of Southern Africa) were already incorporated into their work in their respective region.

Among other follow-up activities, respondents from Europe and Meso America expressed an interest in being more involved in the organization of future Congress activities, based on their experience gained at the Amman Congress. For North American and Caribbean members, follow-up included interagency cooperation and the idea of establishing a network for IUCN francophone countries. Negotiations on a proposed framework agreement between CIDA and IUCN were also expected and, finally, in Oceania, a regional committee meeting was organized after the Congress.



***Section 7 -  
Results of the Interactive Sessions***



*with*



## 7.1 Introduction

A major component of the Amman World Conservation Congress was the organization of 12 Interactive Workshops, designed to engage members and partners in discussing and debating key conservation issues.

The workshops were:

Session 1: Looking at the Big Picture: Ecosystem Management in Mountains, Watersheds and River Basins

- Session 2: Environmental Health of Island, Coastal and Marine Ecosystems
- Session 3: Environment and Security
- Session 4: Forest Ecospaces, Biodiversity and Environmental Security
- Session 5: Ecospaces and a Global Culture of Sustainability
- Session 6: Making Waves: Strategies for Averting the World Water Crisis
- Session 7: Mobilising Knowledge for Biodiversity
- Session 8: Sowing the Seeds for Sustainability: Agriculture, Biodiversity, Economy and Society
- Session 9: The Role of Local Solutions, Cultural Diversity and Social Equity for Conservation
- Session 10: Developing and Investing in Biodiversity Business
- Session 11: Integrating Biodiversity Conservation Science into Environmental Policy and Management
- Session 12: The Ecological Limits of Climate Change

## 7.2 Methodology: Data Sources and Analysis

Eleven of the 12 interactive workshop organizers participated in an evaluation of their workshop. The organizers of one workshop, "Sowing the Seeds of Sustainability", preferred to do their own evaluation, and are therefore not included in the overall findings of this report.

The findings reported in this module are based on the quantitative and qualitative responses provided in the 579 Interactive Session questionnaires that participants returned from 11 of 12 workshops. Data from each questionnaire was entered into a Microsoft Access database. The data was then analyzed with Microsoft Excel and the results of this analysis were used to produce the graphs contained in this report. The results presented and discussed below provide a description of the trends emerging from the Interactive Sessions.

The detailed data from each Interactive Session has been provided to the organizers of their respective interactive workshop.

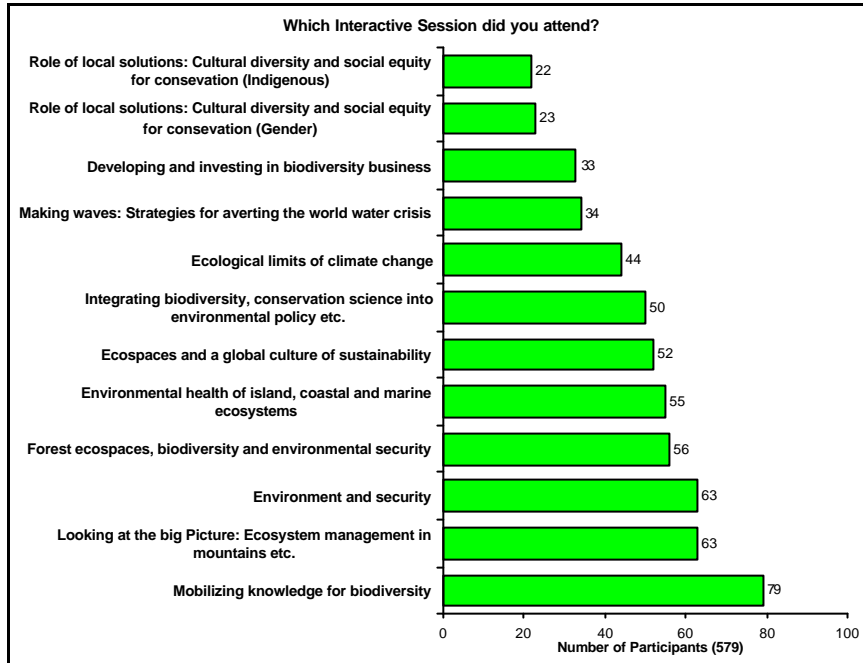
## 7.3 Participation

**Finding 82: Participants were generally well represented in most Interactive Sessions, however the majority of them (54%) attended less than a quarter of the session's full duration.**

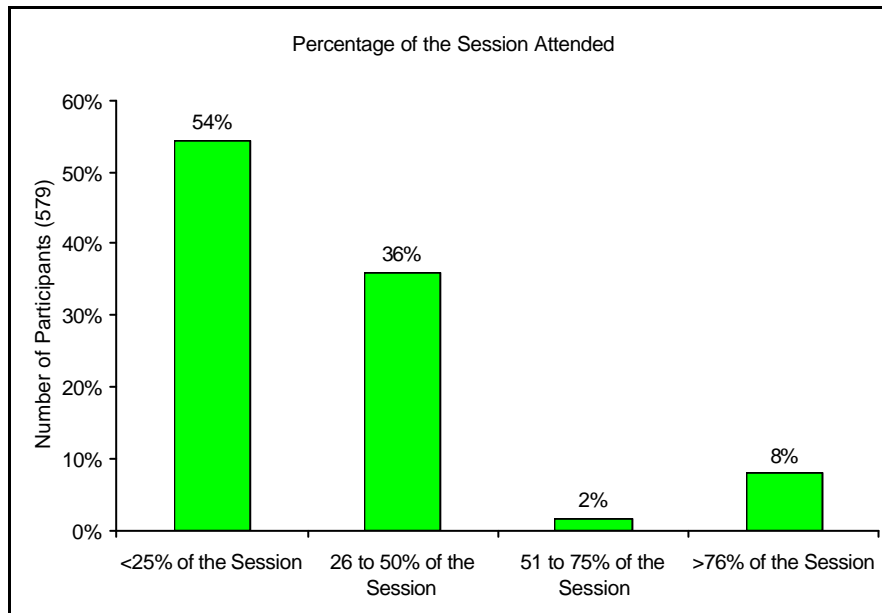
As Exhibit 75 highlights, the percent of participants for each Interactive Session was generally well spread out. For nine out of the 12 sessions, the audience ranged between 30 and 65 participants.

As shown in Exhibit 76, participants did not spend much time in the Interactive Sessions. The majority (54%) only attended the sessions for a quarter of their total duration, while a mere 10% attended more than half of the session. This may be related to the comments made by some users regarding scheduling conflicts, with two or more Interactive Sessions scheduled at the same time.

**Exhibit 75 Attendance for Each Interactive Session (results are rounded to the nearest %)**



**Exhibit 76 Proportion of the Session's Duration the Participants Attended**

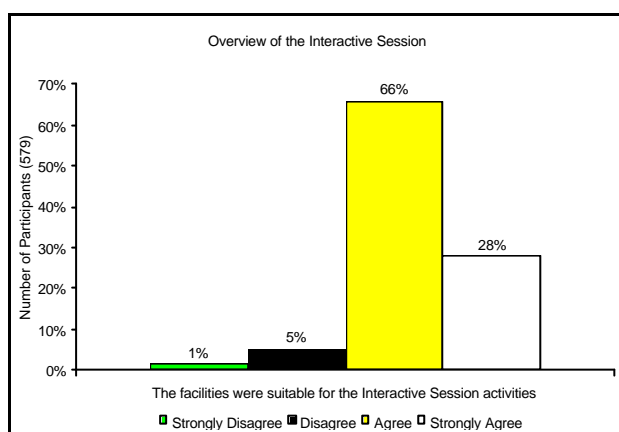


## 7.4 Organization of the Interactive Sessions

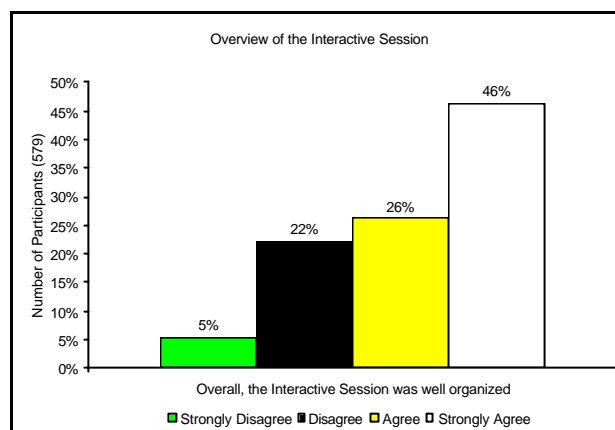
**Finding 83: Most participants believe that the Interactive Sessions were well organized, however several provided suggestions for improvement.**

In general, participants were very satisfied with the organization of the Interactive Sessions. As Exhibit 78 shows, 72% either indicated that they agreed or strongly agreed with the statement that the sessions were well organized. Nearly all participants (94%) also indicated that the facilities were suitable for session activities (see Exhibit 77), and 91% pointed out that they were given the opportunity to contribute their views and suggestions during the sessions (see Exhibit 79).

**Exhibit 77 The Facilities**



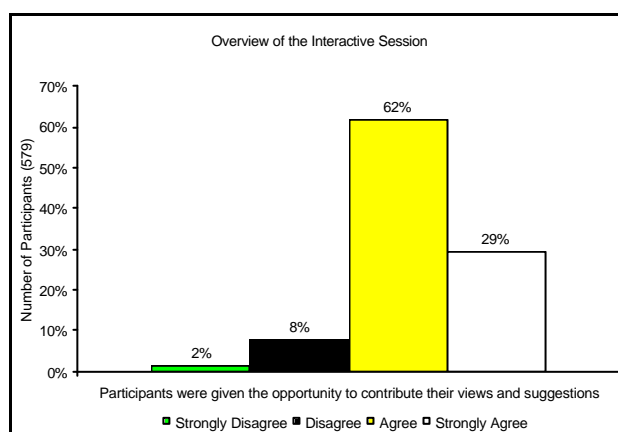
**Exhibit 78 Organization of the Interactive Session**



When asked to provide written comments on the one major improvement to the organization of the Interactive Sessions, respondents stressed a variety of issues, most of which related to time, content and organization.

Participants felt that they would most like to see improvements to the session's allocation of time. Several participants indicated that more time should have been provided for questions from the audience or group discussions. Others emphasized the importance of respecting the schedule, in order to allow for more participation from the audience. In short, there was a general feeling that more interaction among session participants would have been a plus and some indicated that better time management could have facilitated such interaction.

**Exhibit 79 Participants Provided Views and Suggestions**



On the issue of content, several respondents emphasized that the presentations were perhaps too theoretical and not focused enough on practical matters. Some advocated the idea of addressing IUCN issues, while others felt that local issues were more important. It was suggested that presentations should aim at a better balance of theory and practice to better reflect the reality of work done in the field.

Respondents also made suggestions on how the organization of the sessions could be improved. Some thought that Programme information, conference papers and other related documents should be distributed to participants beforehand. Finally, there were comments underlining the need for better facilities. Smaller rooms would have facilitated interaction between participants, while better directions to the sessions' locations would have avoided some of the delays. Respondents also stressed the need for well-regulated air conditioning and lighting, as well as the importance of simultaneous interpretation.

### 7.5 Relevance of the Interactive Sessions

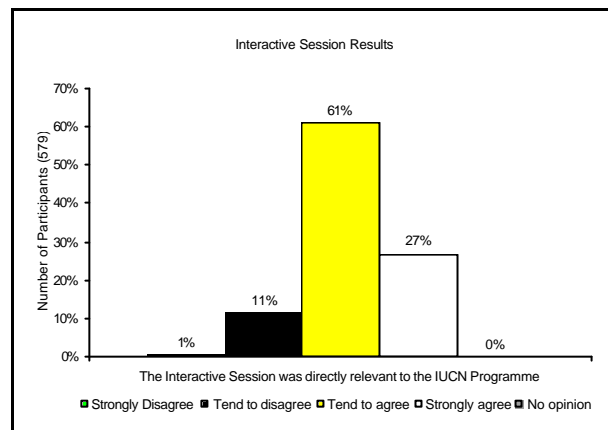
**Finding 84:** Most participants believed that the Interactive Sessions were directly relevant to the IUCN Programme in general and more specifically to their work at home.

As shown in Exhibit 80, 89% of respondents either 'tend to agree' or 'strongly agree' that the Interactive Sessions were directly relevant to the IUCN Programme. Similarly, a strong majority (87%) believed that the results of the Interactive Session would potentially contribute to the future work of the organization (see Exhibit 81).

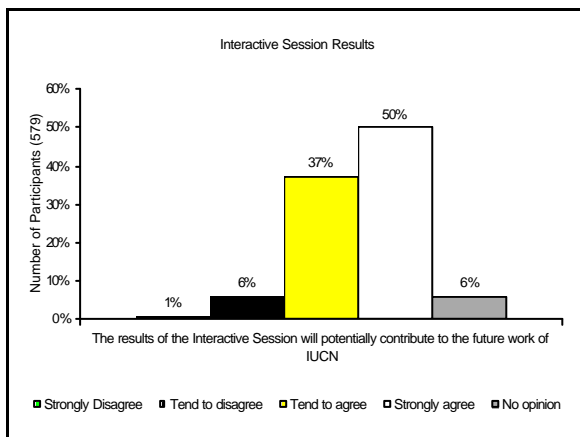
Satisfaction with the content of the Interactive Sessions was also high, with 94% of respondents agreeing (of which 63% strongly agree) that the sessions presented leading thinking relevant to the topic (Exhibit 82). On this matter, only 3% tended to disagree while 4% had no opinion. Also, 75% indicated that best practices relevant to the Interactive Session were presented (see Exhibit 83).

Overall, the above results indicate that most participants found the Interactive Sessions relevant, that is, consistent with IUCN's overall goals and mission, as well as their day-to-day work. In the latter case, it is worth noting that 80% of the respondents felt that the sessions linked directly to their work at home, as indicated in Exhibit 84.

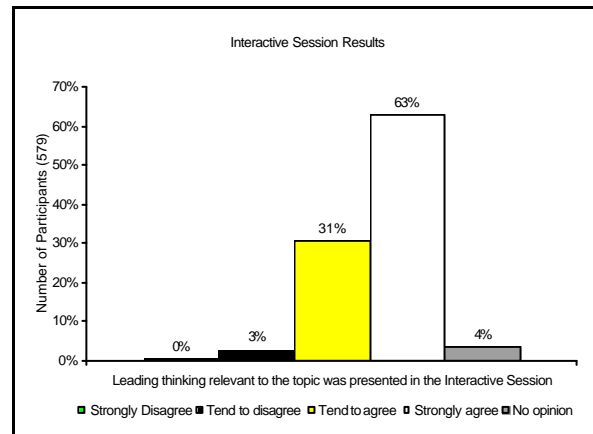
**Exhibit 80** Relevance of Interactive Sessions to the IUCN Programme



**Exhibit 81** Potential Contribution to Future IUCN Work



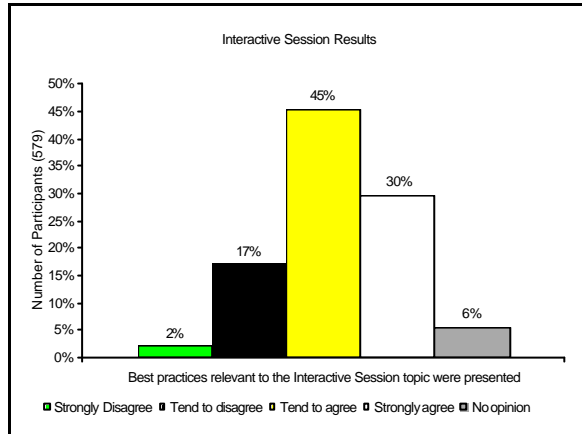
**Exhibit 82** Leading Thinking Relevant to the Topic



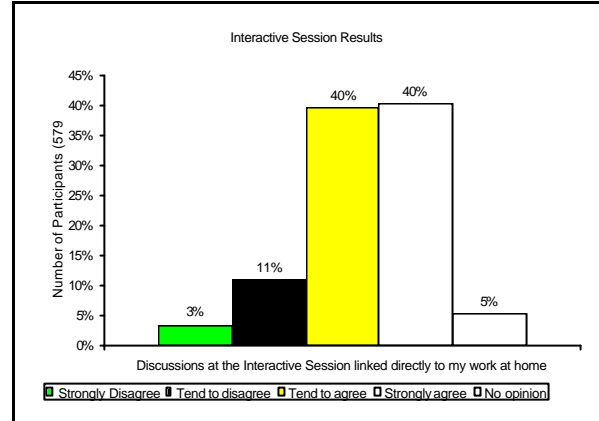
**Finding 85: Participants agree that Interactive Sessions provided a good opportunity to network.**

As Exhibit 85 shows, 79% of respondents either ‘agree’ or ‘strongly agree’ that the Interactive Sessions afforded them a good opportunity to network, thus indicating that the Congress succeeded in its goal of creating opportunities for networking among participants. Yet, one must keep in mind that respondents also indicated in their written comments that they would have liked to have had more occasions for group discussions.

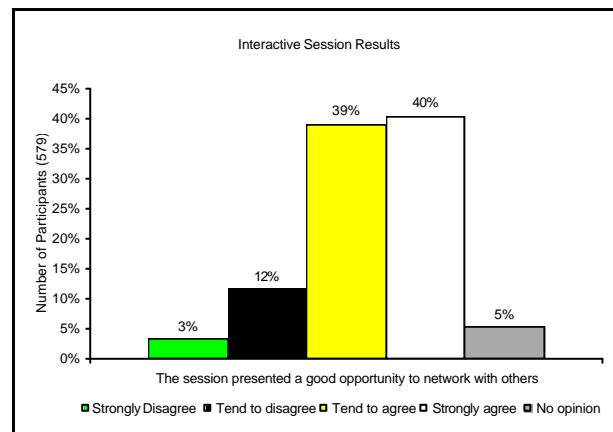
**Exhibit 83 Best Practices Were Presented**



**Exhibit 84 Discussions Linked to Work At Home**



**Exhibit 85 Good Opportunity to Network with Others**



## 7.6 Concluding Comments

### Finding 86: Most participants indicated that their participation in the Interactive Sessions was worth their time.

Ninety-two percent of respondents either agreed or strongly agreed that attending the sessions was a good investment of their time (see Exhibit 86). This is a strong indication of the overall success of the Interactive Sessions.

Participants were also asked to state the strengths and weaknesses of the Interactive Sessions. As is usually the case, participants noted observations from which a few general themes emerged. In terms of strengths, most observations focused on the content of the presentation, the organization of the Congress, its interactive aspects, and its networking opportunities.

Participants were generally happy with the content of the presentations. Several stressed their quality, relevance, diversity, as well as the broad scope of topics covered. The presentations with case studies, in particular, generated many positive comments. Presentations on knowledge management and the Ramsar agreement also received a few positive notes.

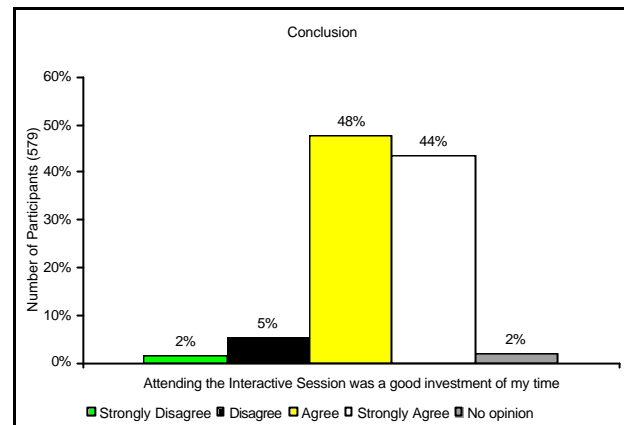
Many comments also acknowledged matters relating to the organization of the Congress. Some respondents, for example, emphasized the good coordination and excellent facilitation of the sessions. Other respondents stressed the quality and variety of conference speakers, thus implicitly recognizing the organizers' merits in inviting such panelists.

Participants were also generally pleased with the interactive aspects of the session. Even though several of them stressed in their earlier written comments that they would have liked to have more time for discussions and questions, participants generally appreciated the interactive format of the sessions, which provided opportunities to exchange in working groups. In particular, many valued the benefits of sharing knowledge and experiences among people from different backgrounds and regions. As one participant indicated, the Interactive Session was "... an excellent opportunity to learn the span of work in conservation." The Interactive Sessions, in other words, allowed participants to put their work in a global perspective and to broaden their horizons.

Finally, a few respondents noted that the Interactive Sessions were a good opportunity to interact with others and to meet key experts and colleagues in different areas of work.

Several of the weaknesses highlighted by the participants related to their previous comments on the one thing that could be improved. Again, the time issue was mentioned several times. Many respondents believed that there was not enough time for discussions and questions from the audience. Some argued that there were too many speakers or that speeches were too long for the period of time allocated. On the contrary, others stressed that speakers were rushed to finish their presentation and that Interactive Sessions should have lasted two days. A few respondents also emphasized time management as a weakness and emphasized the need to respect the time schedule.

**Exhibit 86 Attending the Interactive Session was a Good Investment of my Time**



The content of presentations was also stressed as problematic on several occasions. Despite the fact that many respondents expressed satisfaction with the quality of presentations, several pointed out weaknesses. For example, some indicated that presentations were too theoretical or abstract and lacked practical focus. The need to translate the theory into practice and to come out with actions or strategies was thus viewed as important, but often missing. Moreover, many pointed out that presentations and the ensuing debates lacked focus, and that it was not always obvious to make the link with the various topics of the sessions or IUCN issues. Some also pointed out that there was an under-representation of topics and perspectives from developing countries.

In terms of organization, some criticized the fact that most speakers were from developed countries and that debates and interventions were often dominated by Anglo-Saxon views. In the session on indigenous issues, for example, some regretted that indigenous people were not present to explain their views. The lack of translated material was also criticized. One respondent stressed, for instance, that it was difficult for non-English speakers to participate.

On more logistical matters, some complained that the location was too far away from the main area. Others stressed that session activities did not happen according to what was indicated in the Programme. Also, a few comments mentioned that facilities (setting, rooms, logistics, space available, lighting, audio-visual support, etc) could be improved and that TV recording of the session was disruptive.

Despite the fact that many participants appreciated the interactive format of the sessions, some found that they were not interactive enough. For example, some found that the speeches - often too long - did not encourage audience participation and debates. Finally, a few respondents indicated that they could not find any weaknesses.



***Section 8 -  
Additional Analyses of Participant  
Responses – by Region, by  
Experience, by NGO/State***

## 8.1 Introduction

In December 2000 the Coordinator of the Evaluation Team presented a progress report to Bureau on the results of the Amman Evaluation process, in preparation for the Council discussions on the evaluation in February 2001.

In the Bureau discussion, members expressed interest in an additional set of analyses to the overview data presented in the first six modules. They specifically requested additional analysis of the perceptions of:

- NGOs versus State participants
- First time attendees versus second time or more attendees
- Members by statutory region

This module presents the evaluation results with regard to the perceptions of the aforementioned groups as well as a summery overview of those results.

## 8.2 Overview Analysis

Data was collected from participants by means of a written evaluation questionnaire and by conducting interviews with a limited group of the participants. In all, 306 participants returned the written questionnaire and 150 participants were interviewed.

Of those who answered the written questionnaire, 23 were from Oceania, 51 from North America and the Caribbean, 16 from South & East Asia, 49 from Africa, 42 from West Asia, 25 from Meso America, 13 from Eastern Europe, North and Central Asia, and 75 from Western Europe.

The composition of the group of interviewed participants was 32 from states and 85 from NGOs, 88 first time participants and 44 participants who had attended at least one previous Congress. Furthermore, 47 were from Africa, 24 from Meso America, 17 from North America and the Caribbean, 20 from South and East Asia, 13 from West Asia, 9 from Oceania, 2 from Eastern Europe, North and Central Asia and 18 from Western Europe.

Inspection of the participant questionnaire responses by regional sub group did not show any important differences across the different regions for the majority of questions. However, the following exceptions were noted.

- Just under 50% of respondents from Meso America either disagreed or strongly disagreed that overall, the Congress was well organized, whereas at least 50% of the respondents from other regions agreed or strongly agreed that it was well organized. (Section 8.3.1, Graph 2.1)
- Respondents from most regions listed the exchange of information and networking with others as the most important reason for attending the Congress (Section 8.3.1, Graph 3.3), except:
  - Respondents from South and East Asia felt that to learn of and share information about conservation practices was an equally important reason for attending the Congress.(Section 8.3.1, Graph 3.4)
  - Respondents from Meso America answered that to identify new alliances and partnerships to address conservation challenges was the most important reason for attending the Congress. (Section 8.3.1, Graph 3.6)
- Respondents from most of the regions listed participation in the elections as the least important reason for attending the Congress (Section 8.3.1, Graph 3.2), except:
  - Respondents from Meso America indicated that to learn of and share information on major conservation challenges and emerging issues was the least important reason for attending the Congress.(Section 8.3.1, Graph 3.5)

- Of the Congress results and outcomes, the development of an effective Programme to address conservation issues over the next four years, was met with a particularly positive response from the participants from Oceania. (Section 8.3.1, Graph 4.3) Also, the transparency of the election process was especially praised by the participants from South and East Asia. (Section 8.3.1, Graph 4.4)

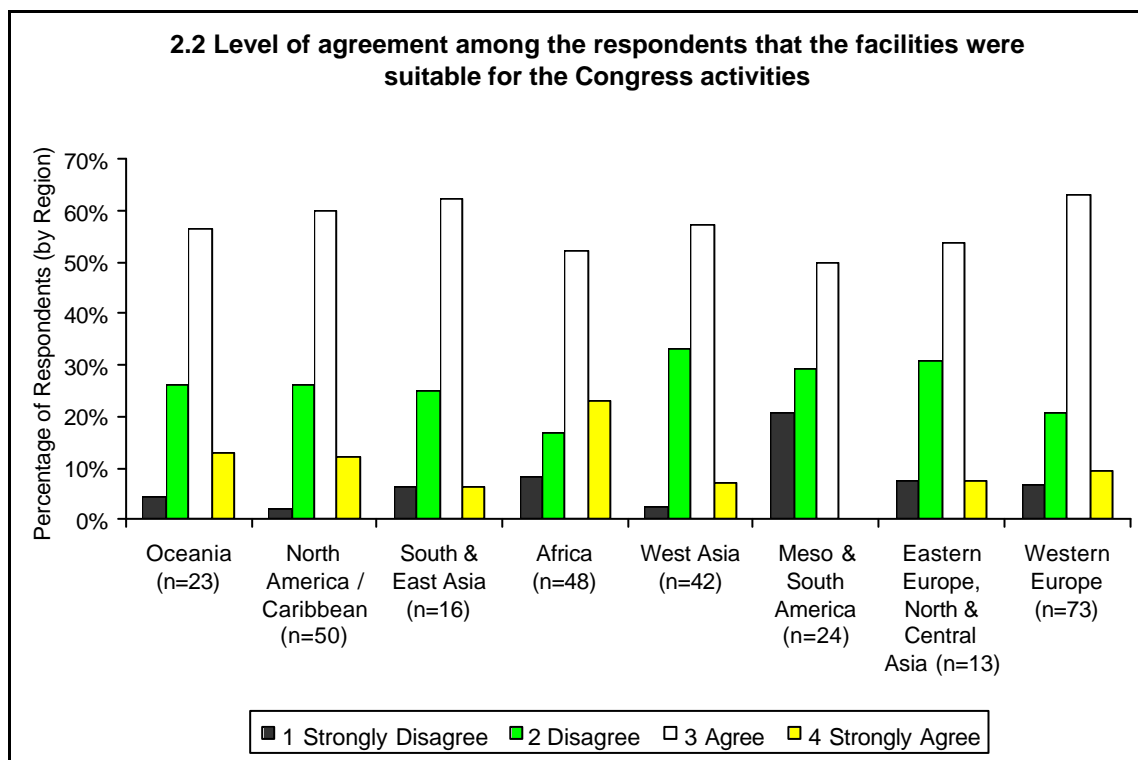
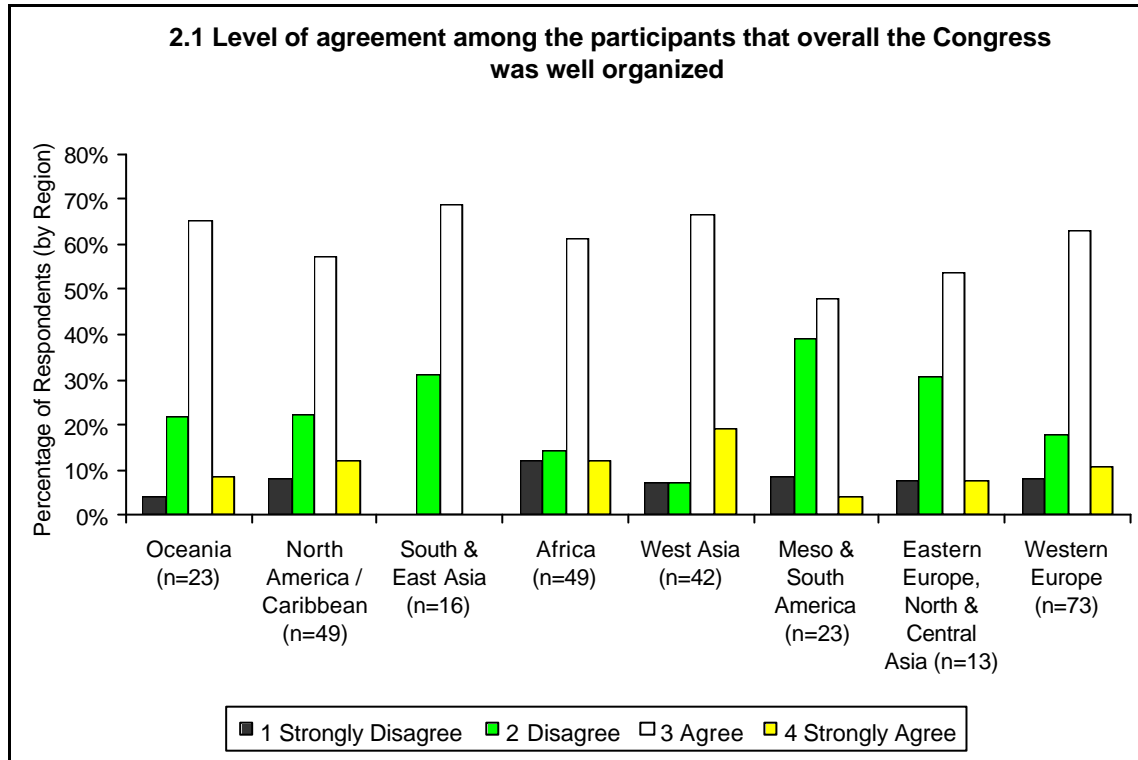
The responses from the participant interviews also did not show any major differences between State and NGO participants, first time and returning participants and participants from across the regions. Some exceptions are noted below.

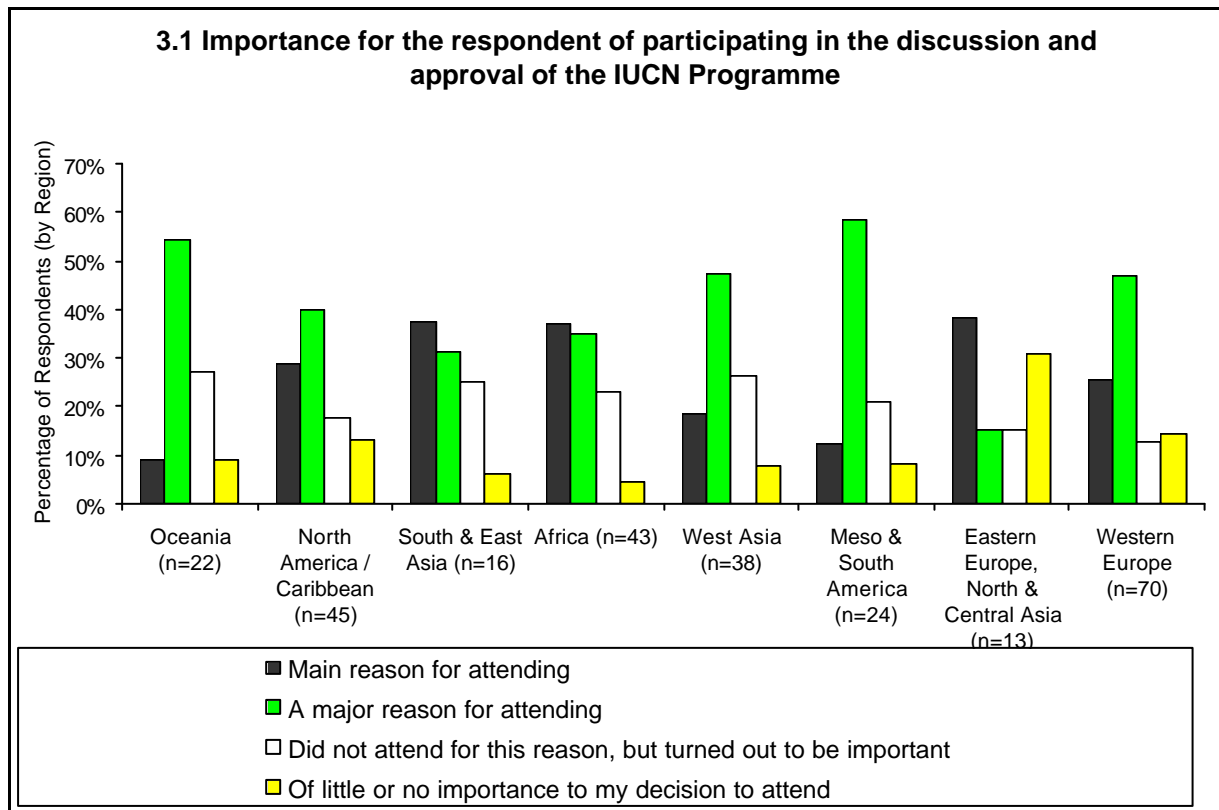
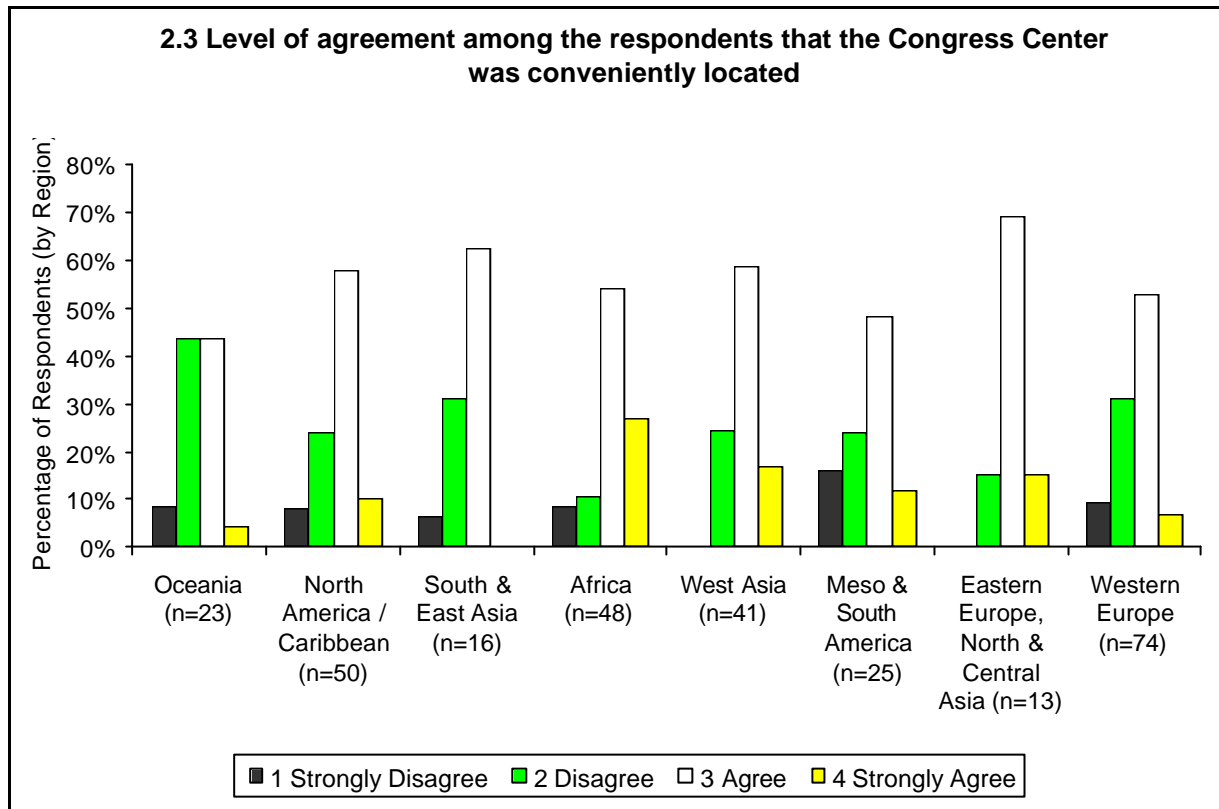
- Seventy percent of respondents from Africa agreed that the Congress did meet their expectations, which is about 15% higher than most of the other regions. (Section 8.4.1, Graph 4.2)
- Sixty-seven percent of respondents from Oceania said that they could only partially support the IUCN Programme for the next term, which is about 10% higher than most of the other regions. (Section 8.4.1, Graph 5.5)
- Over 80% of respondents from North America and the Caribbean reported they had a *very* good opportunity to network, which is 20% higher than most of the other regions (Section 8.4.1, Graph 7.1)
- Respondents from North America and the Caribbean (81%) and Africa (70%) appear to have felt more strongly than the other regions that IUCN emerged as a stronger organization as a result of the Congress. (Section 8.4.1, Graph 8.7)
- Proportionately, almost twice as many first time attendees (42%) felt they had an adequate opportunity to actively participate in the consideration and approval of IUCN's Programme, compared to those who had previously attended the Congress (23%). (Section 8.5.1, Graph 5.2)
- Nearly 70% of the returning participants responded that the conservation programme approved by the Congress was effective, compared to only 50% of first time attendees. (Section 8.5.1, Graph 5.3)
- Twenty nine percent of participants from states said they had plenty of opportunity to actively participate in the consideration and approval of IUCN's Programme, which is almost twice the proportion of NGO members (15%) who felt the same way. (Section 8.5.1, Graph 5.2)
- Sixty-eight percent of the participants from NGOs said that their organization would be able to fully support the IUCN Programme for the next term, compared to 40% of participants from states. (Section 8.5.1, Graph 5.5)

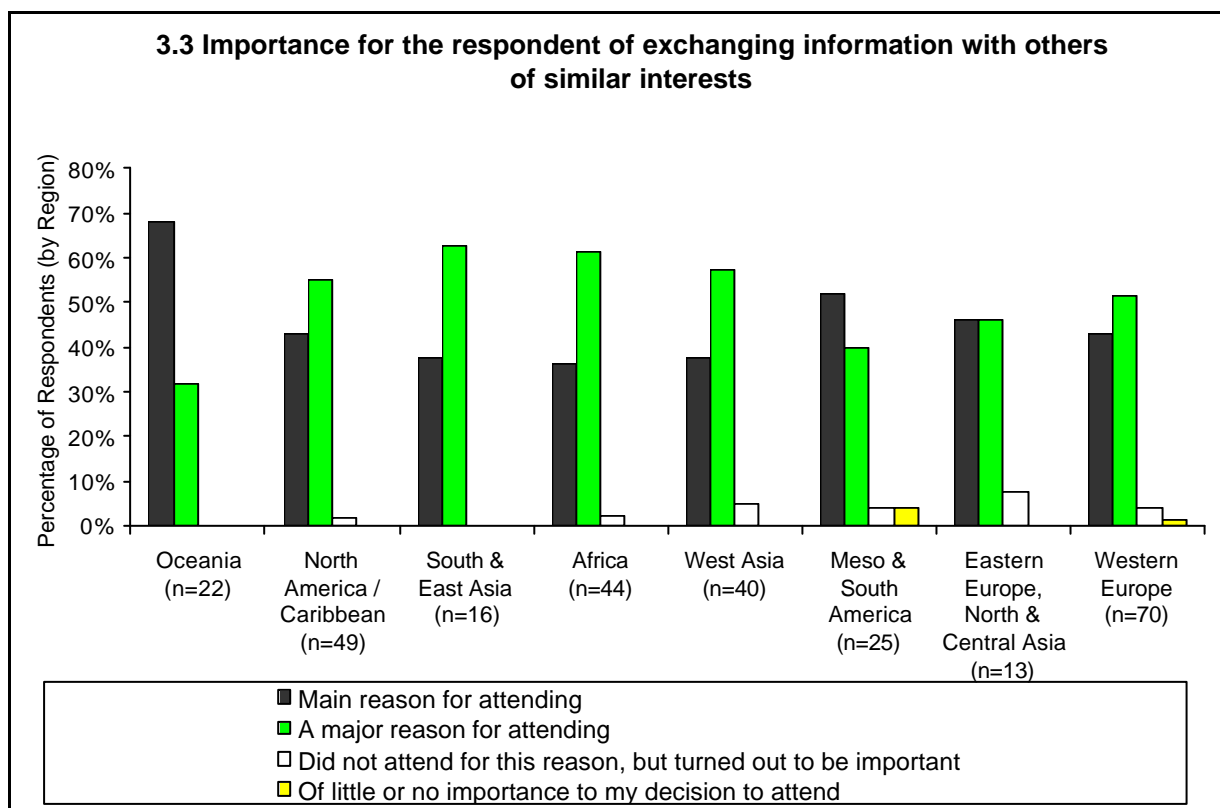
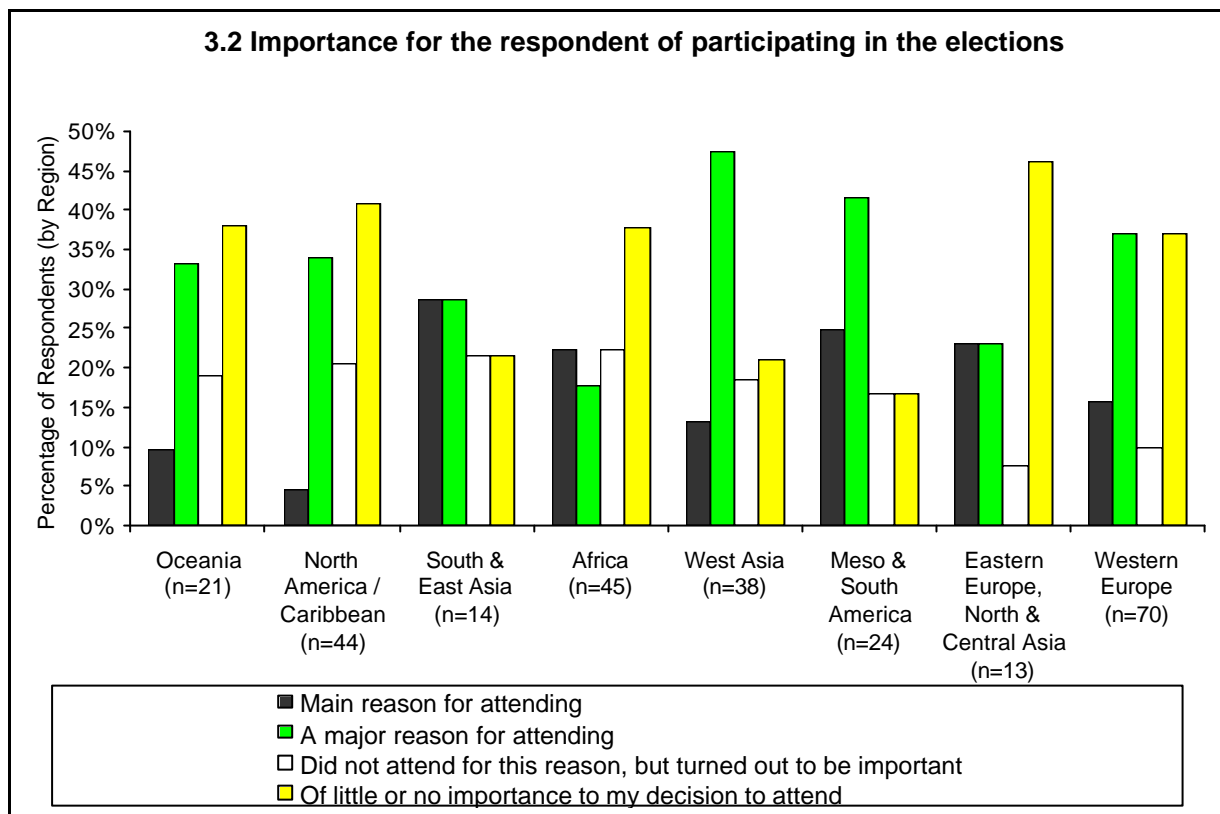
### 8.3 Responses to the Participant Questionnaire,

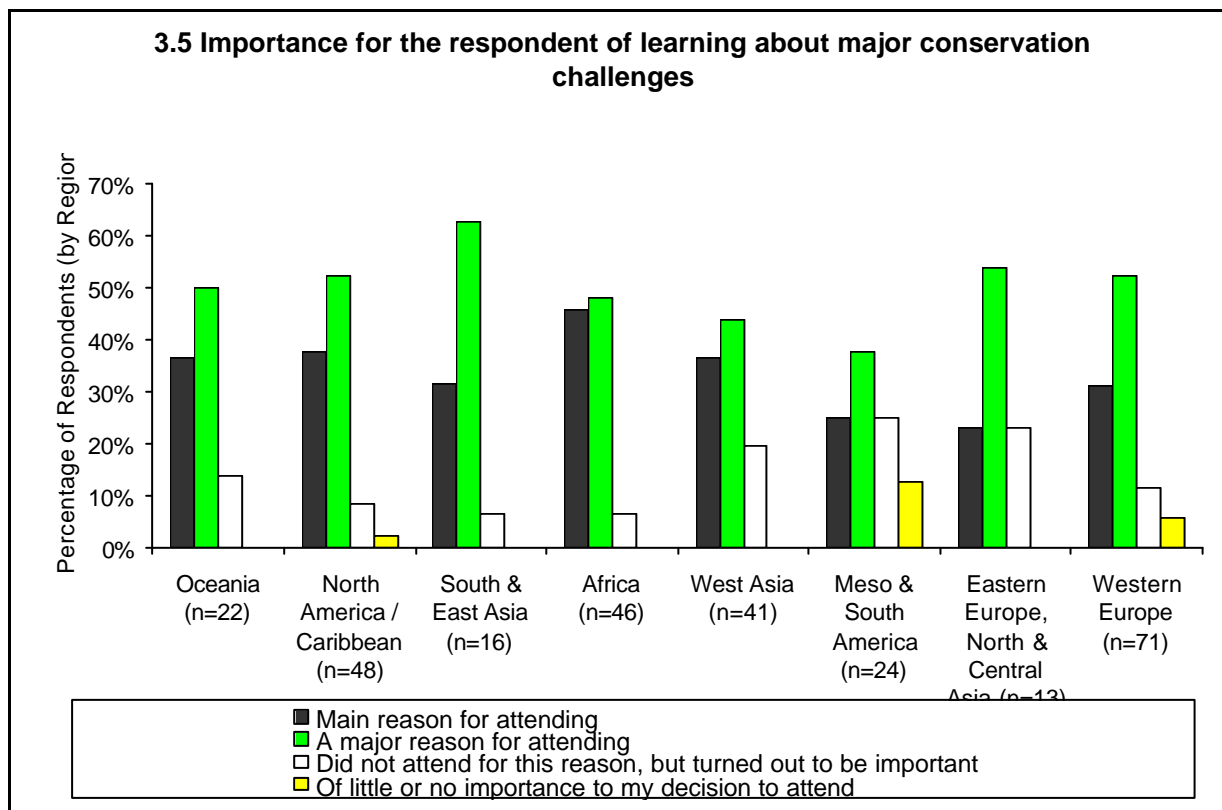
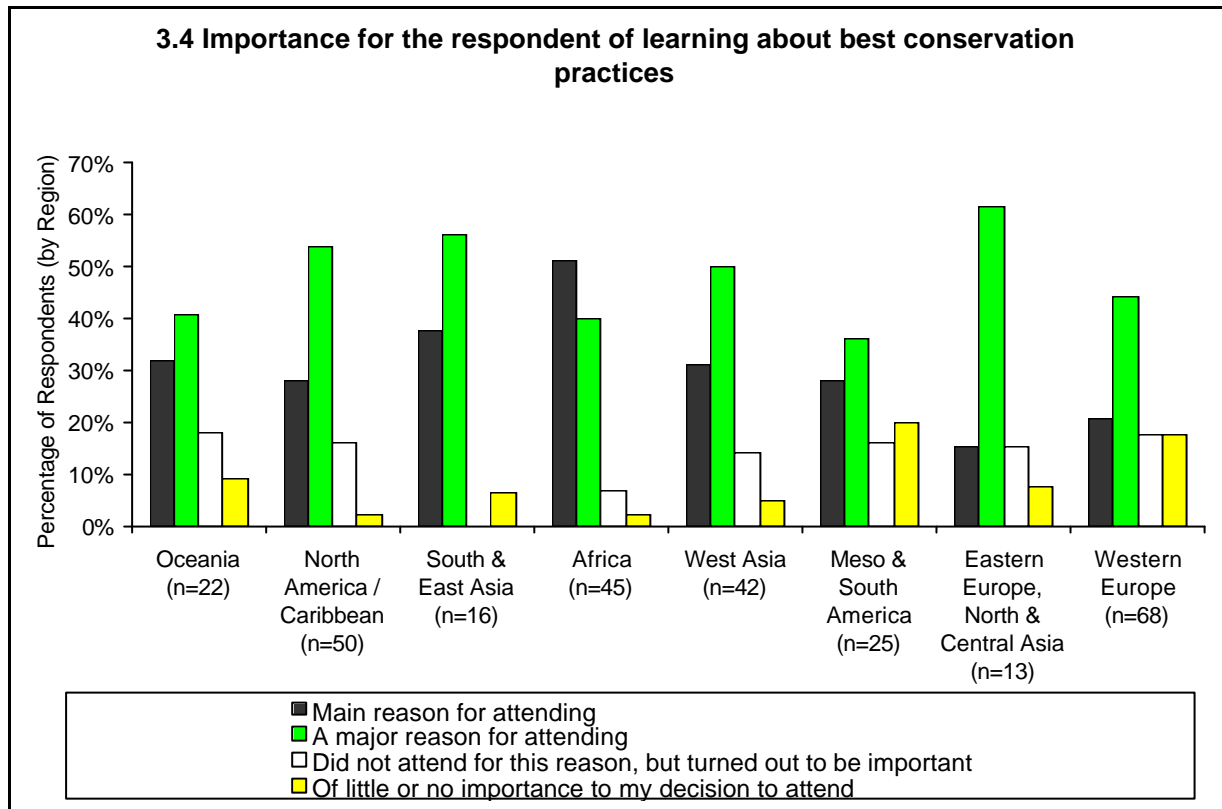
N.B. The following graphs are numbered according to the questions in the Participant Evaluation questionnaire. The numbering sequence may be interrupted because the qualitative questions have been omitted.

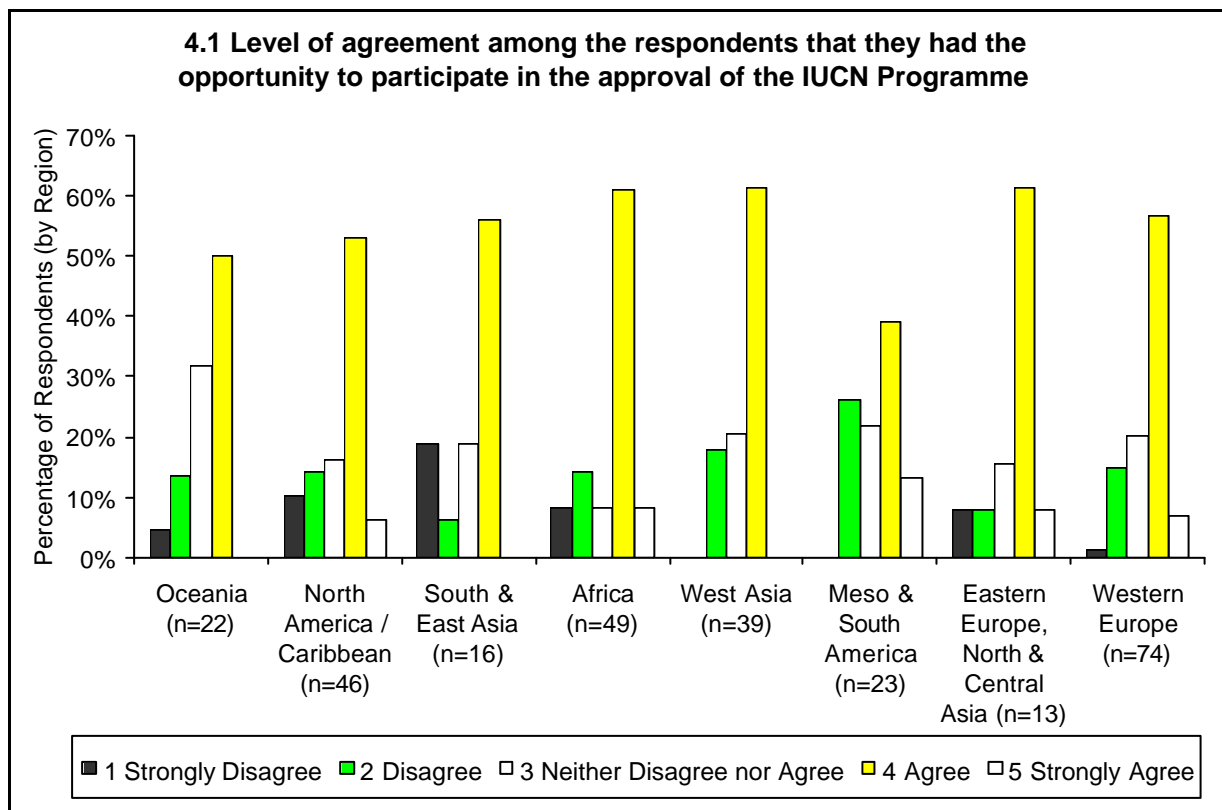
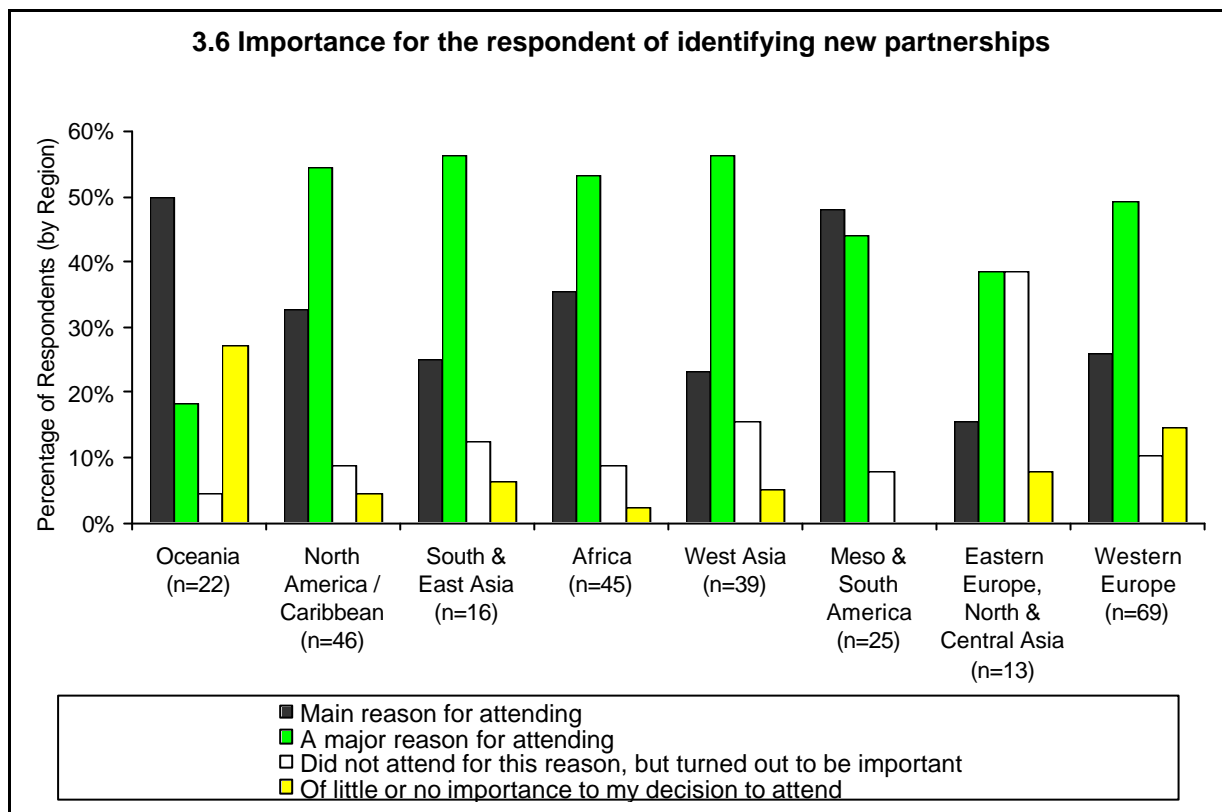
#### 8.3.1 By Region



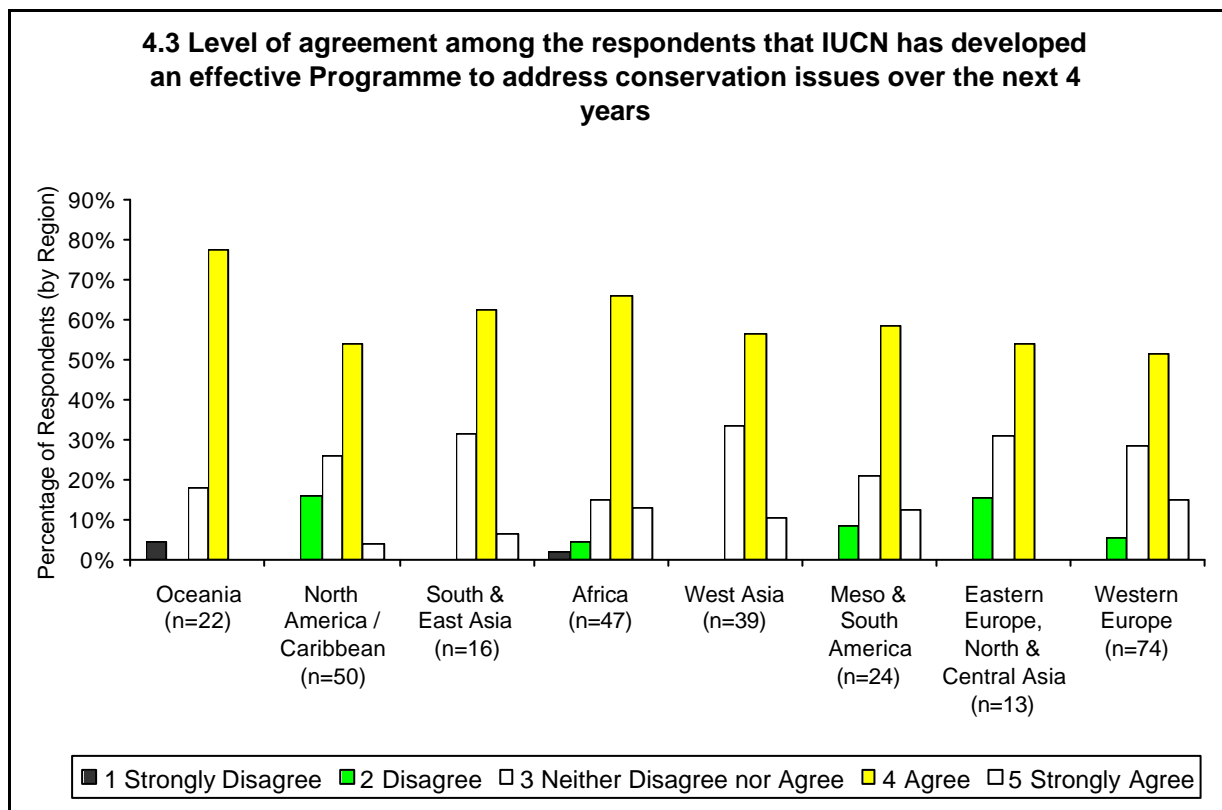
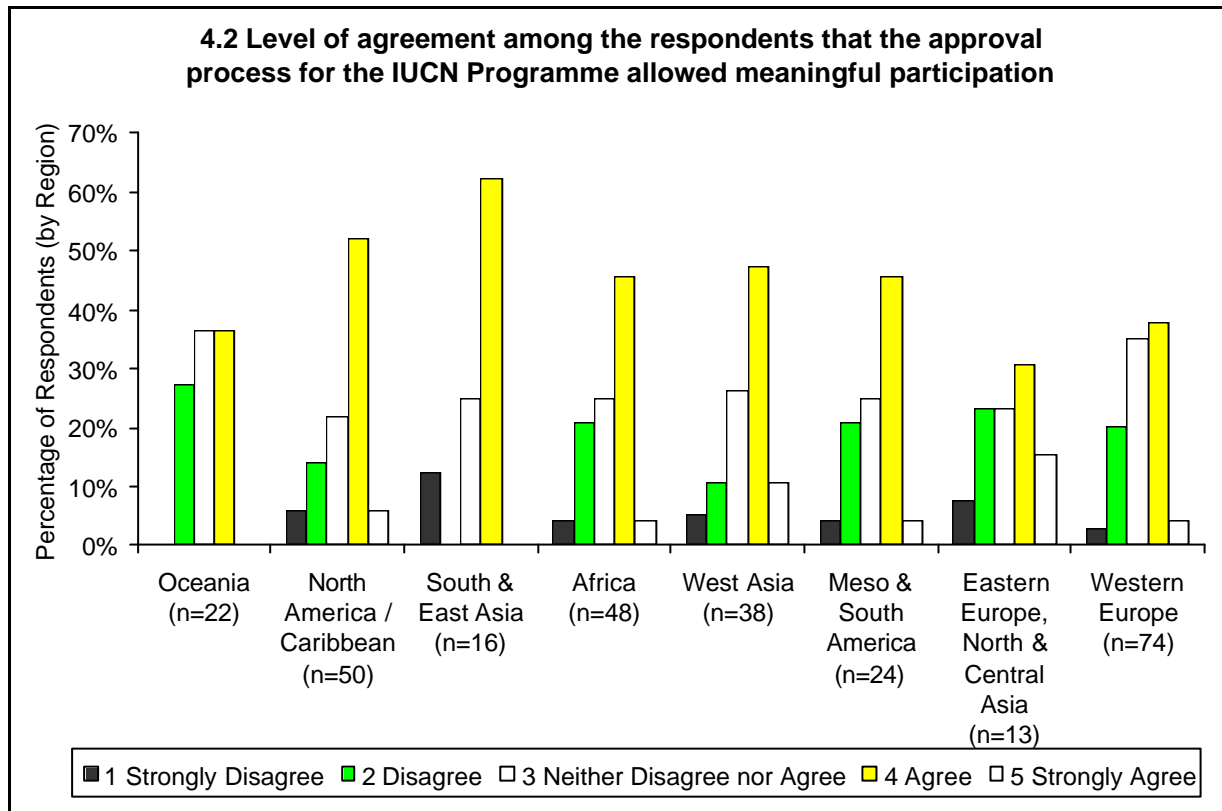


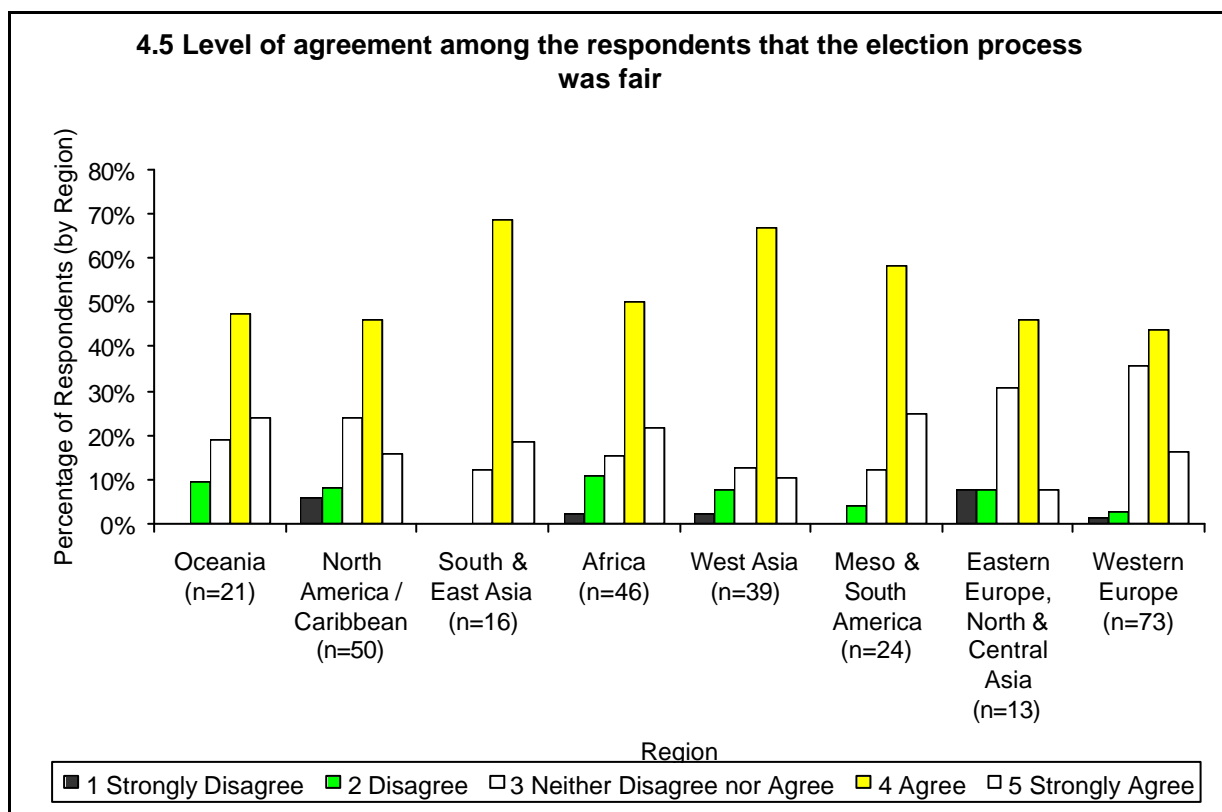
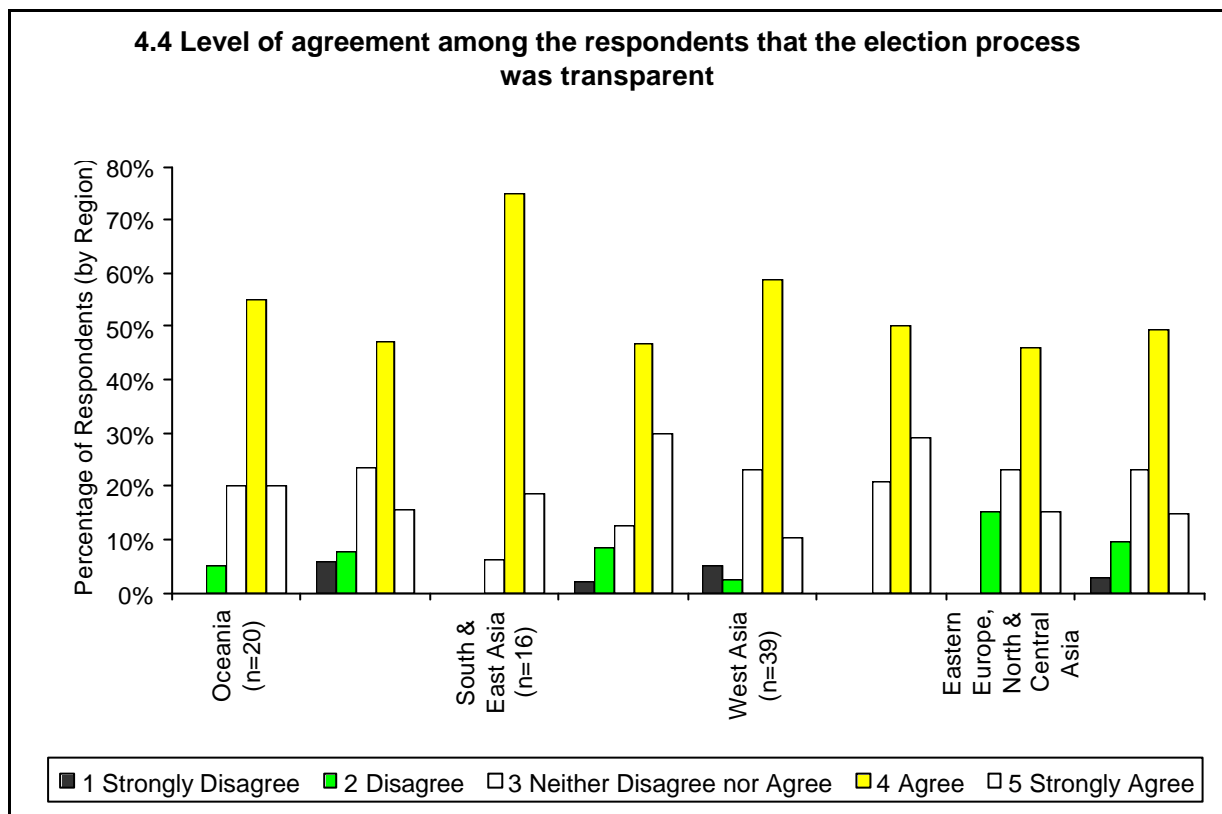


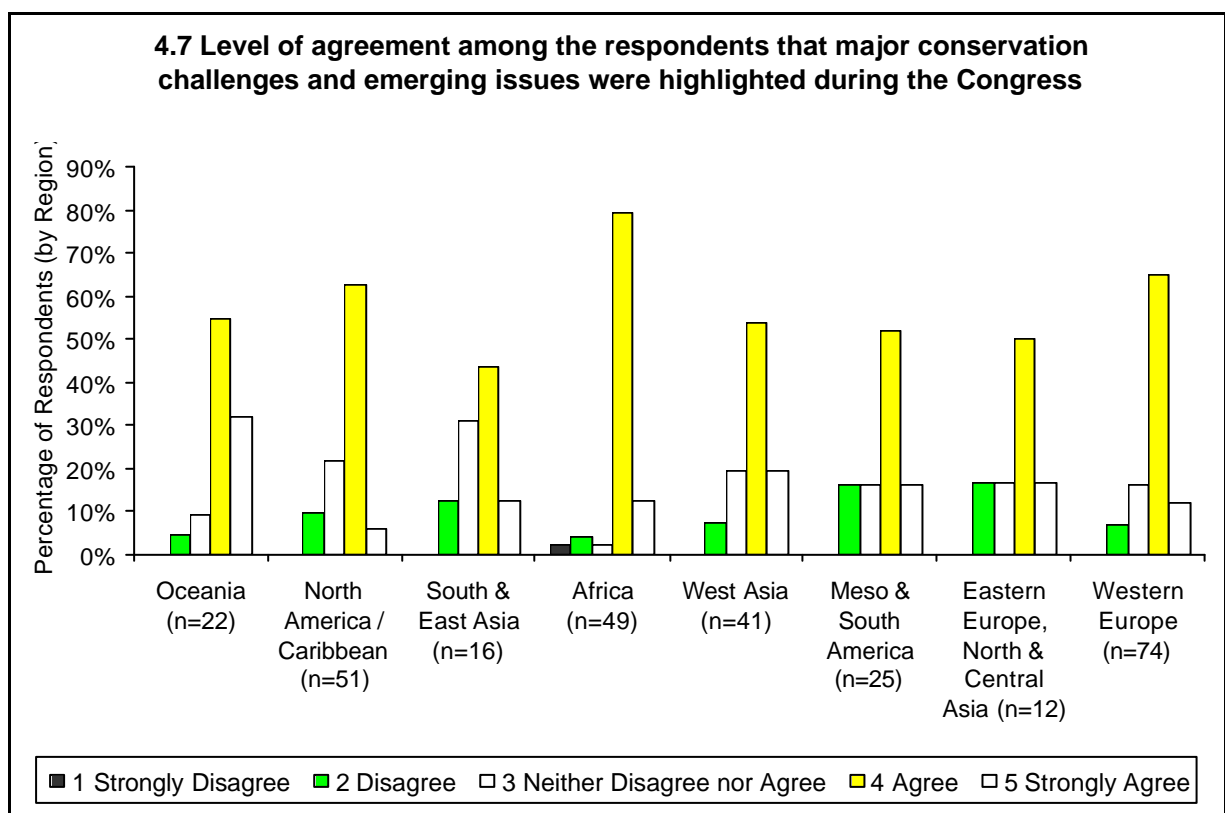
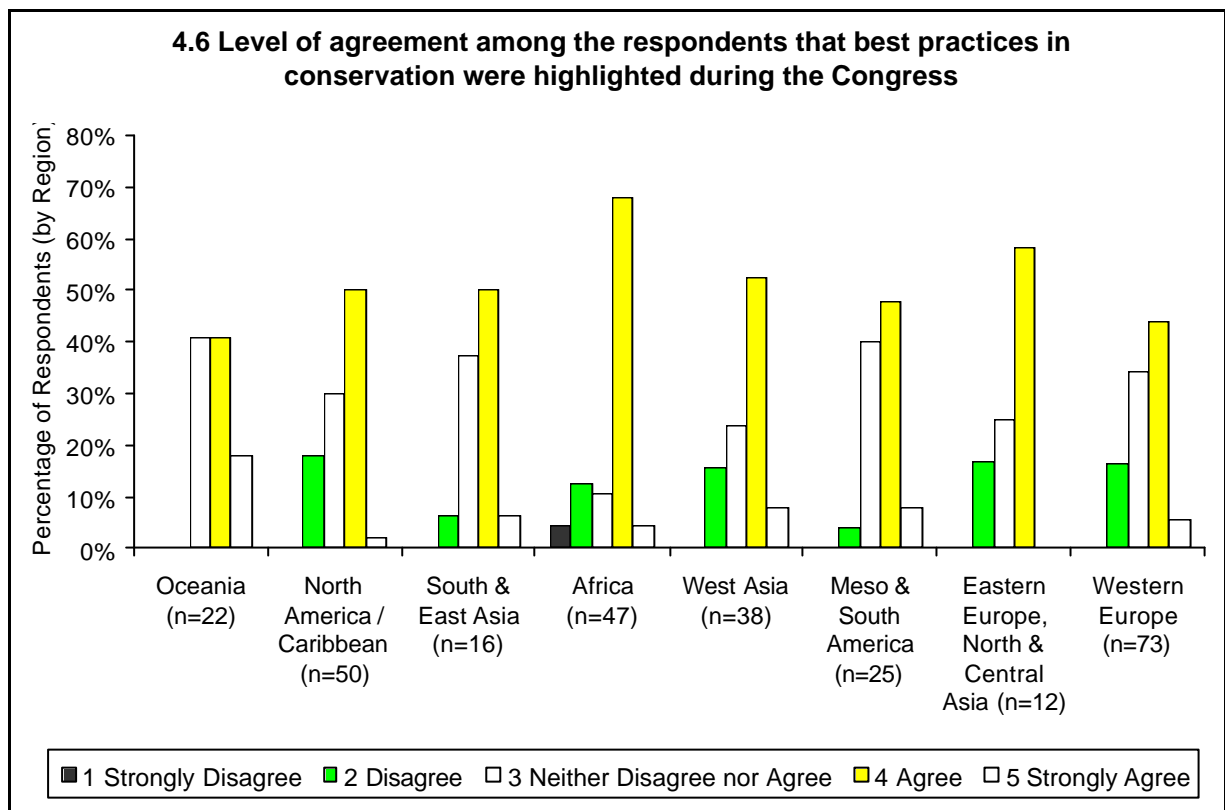


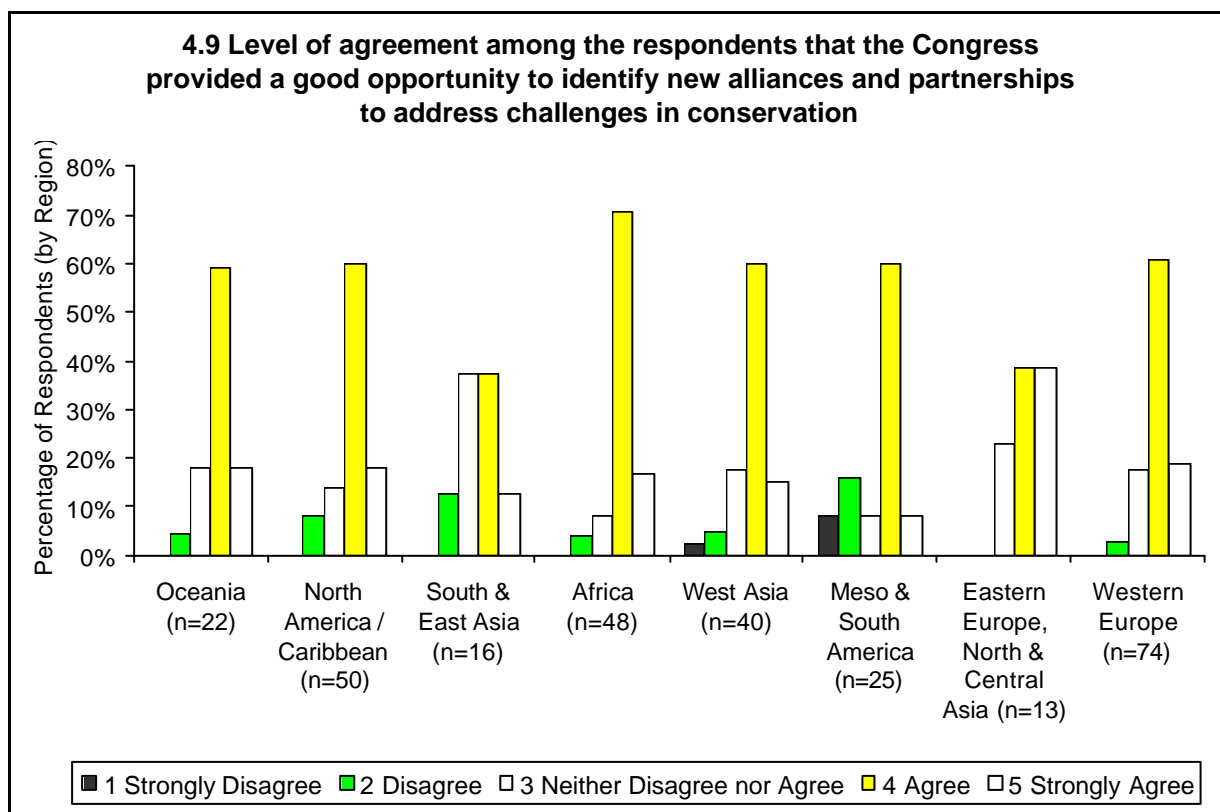
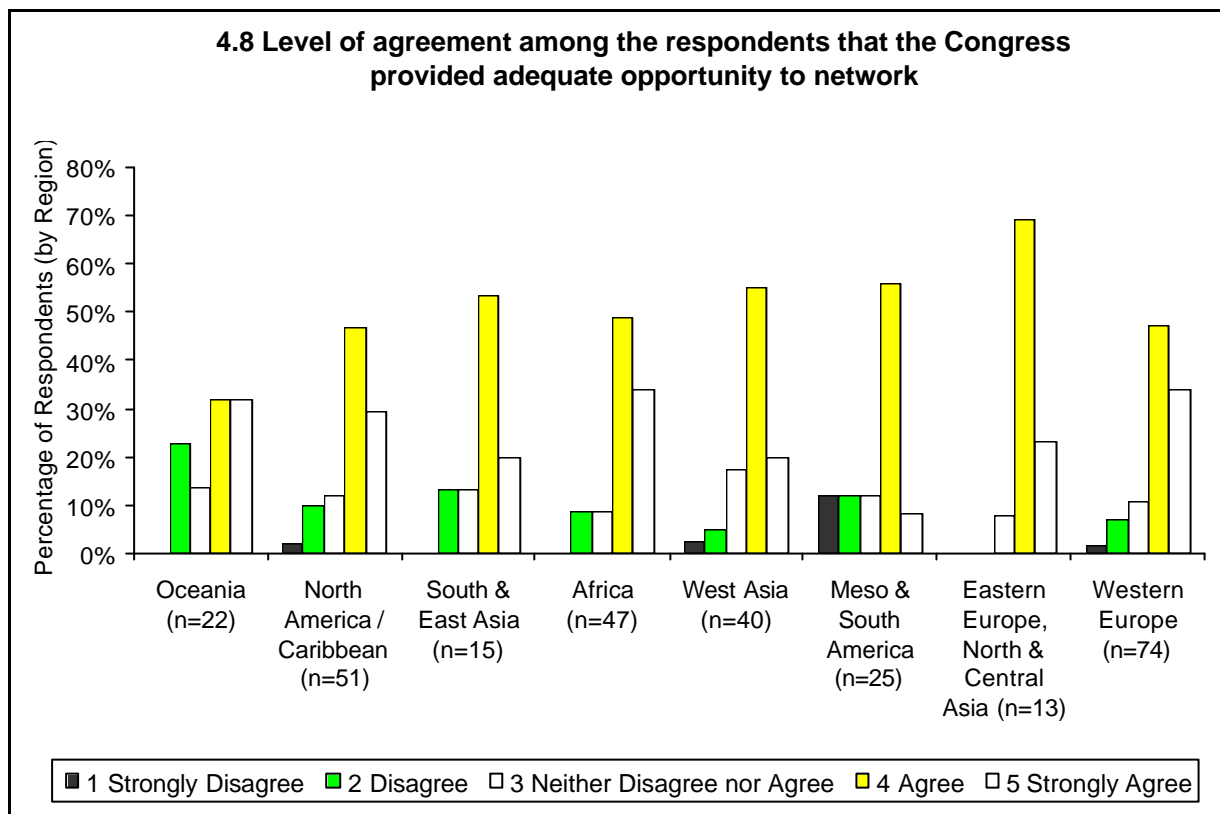


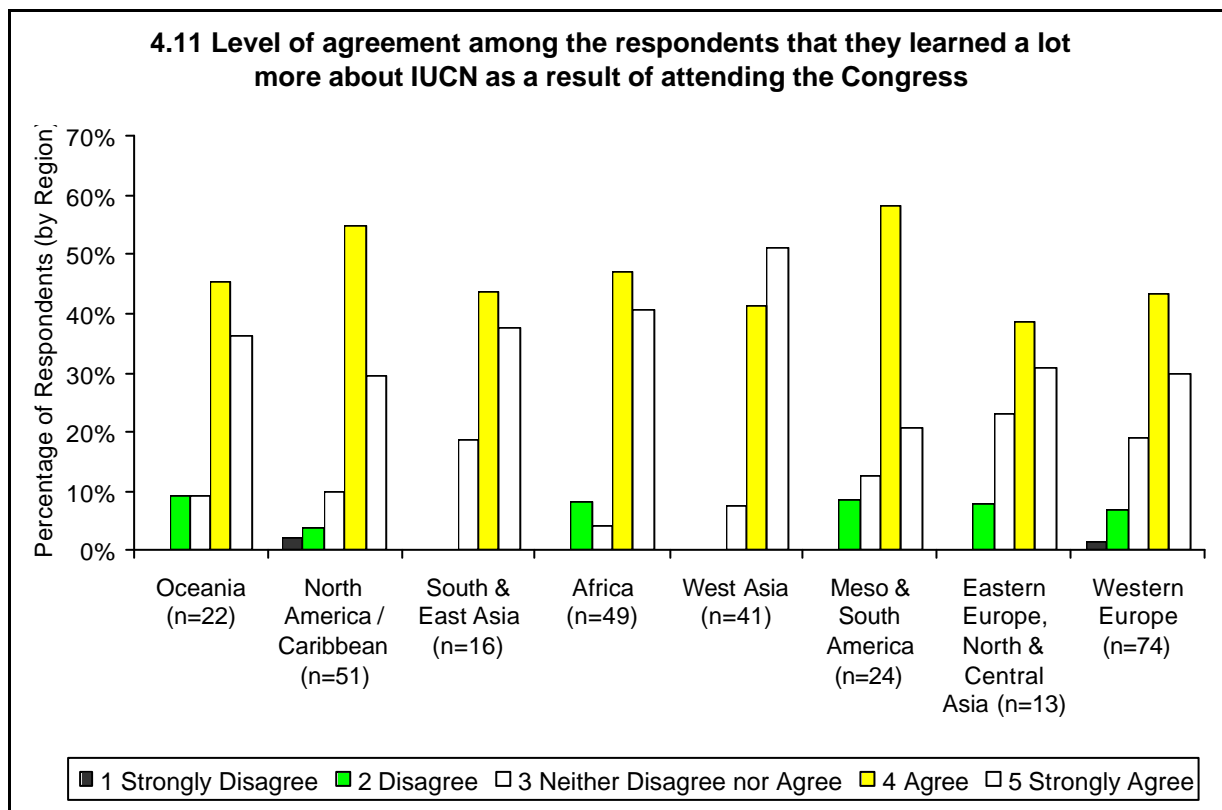
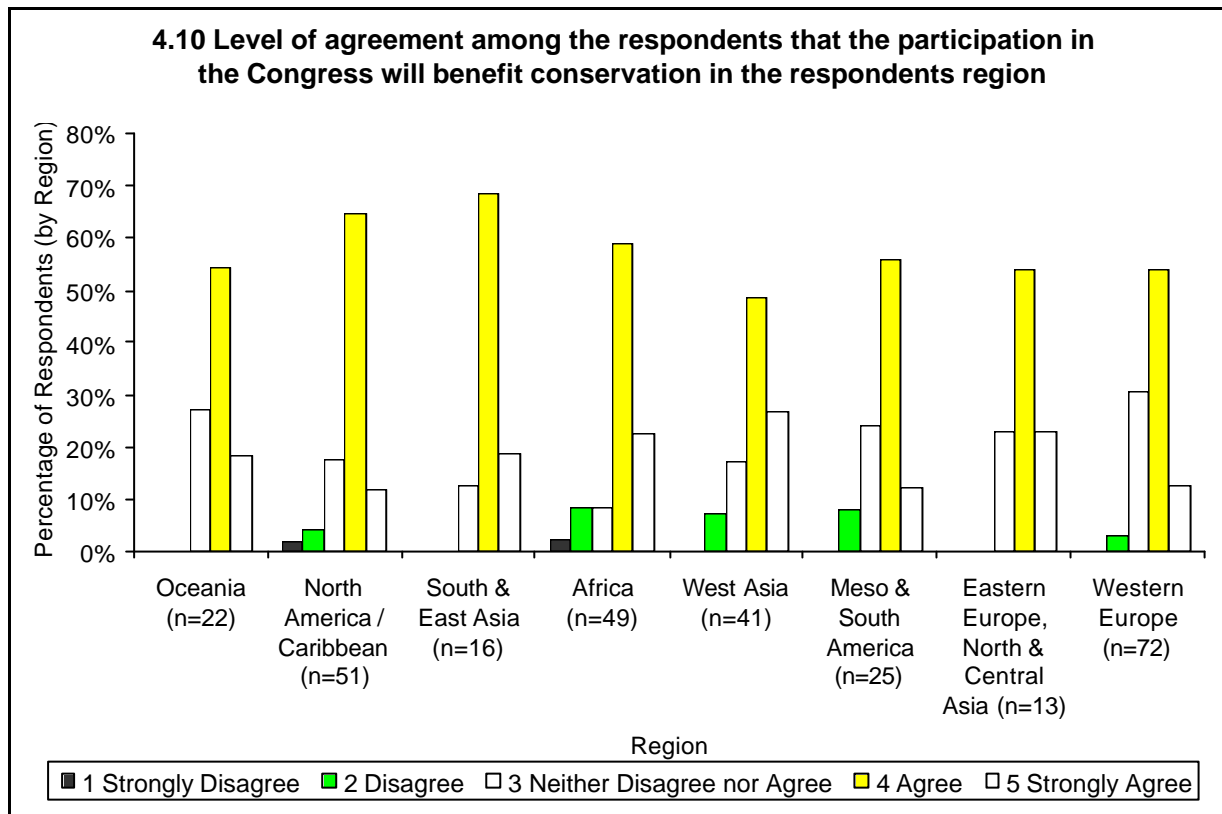


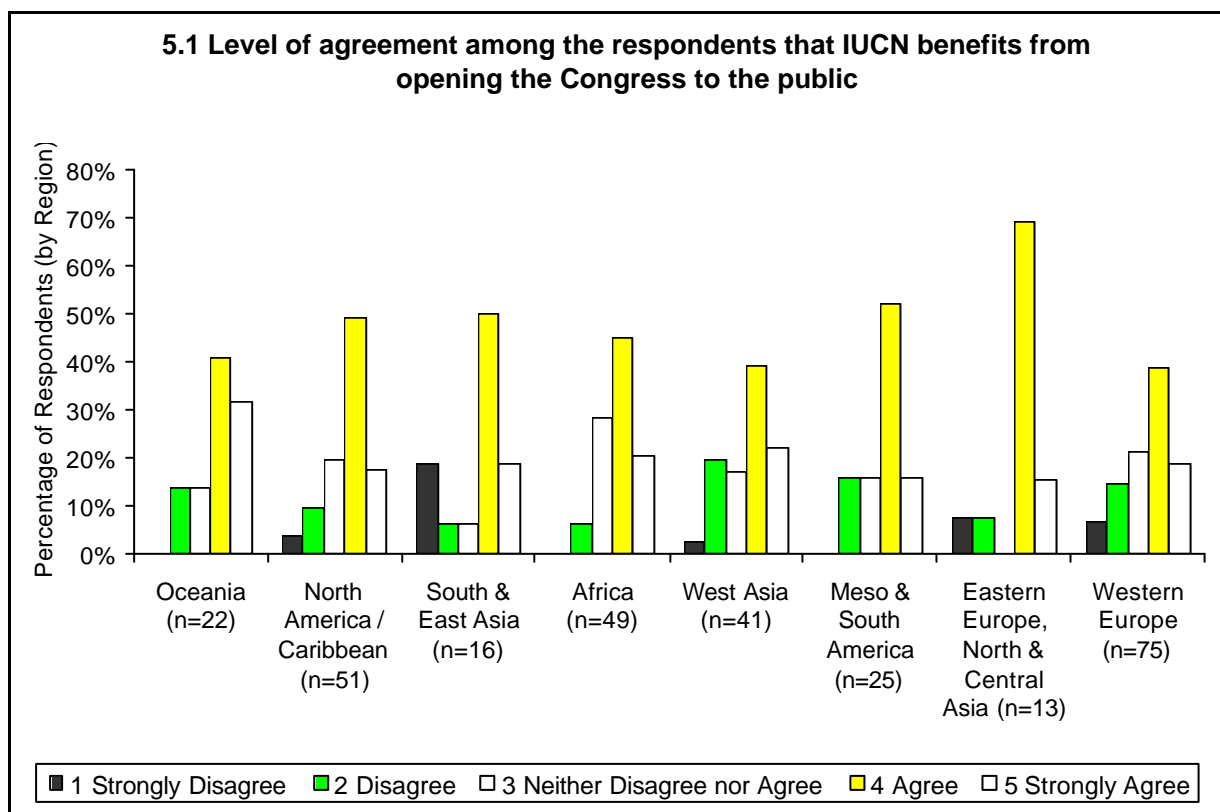
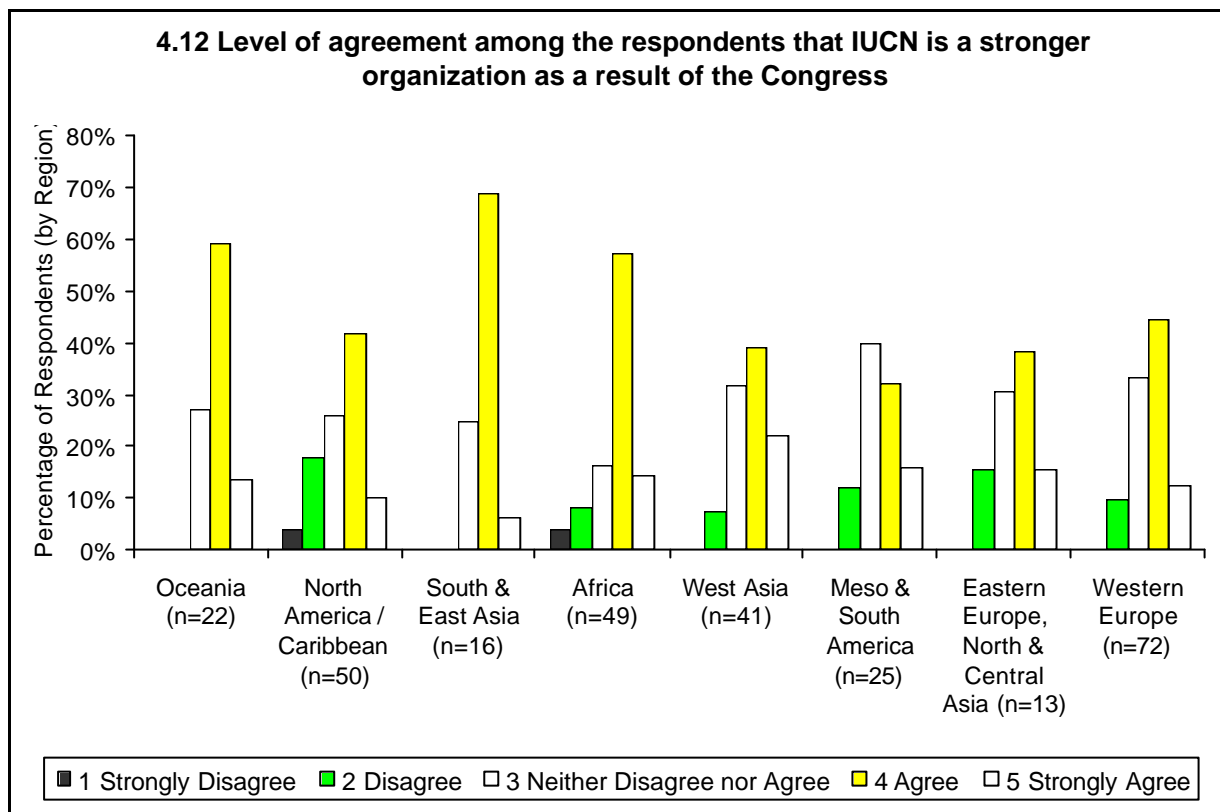


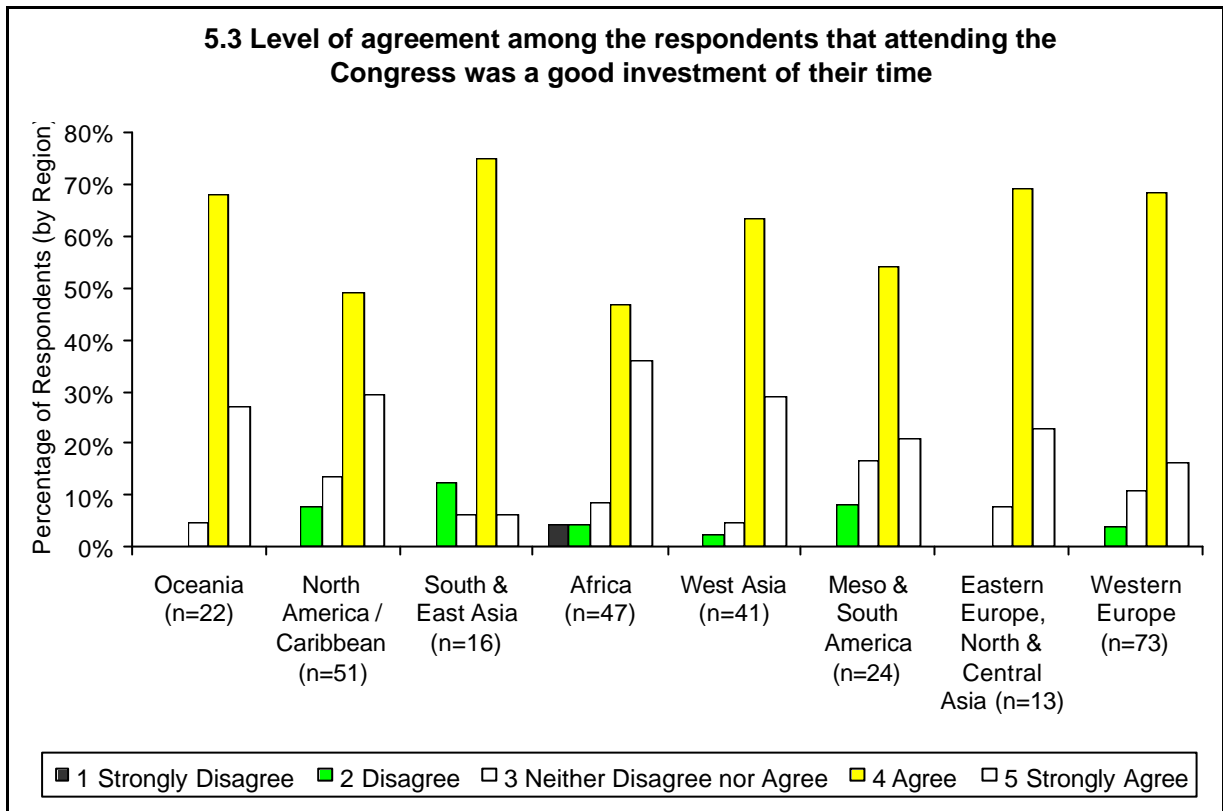








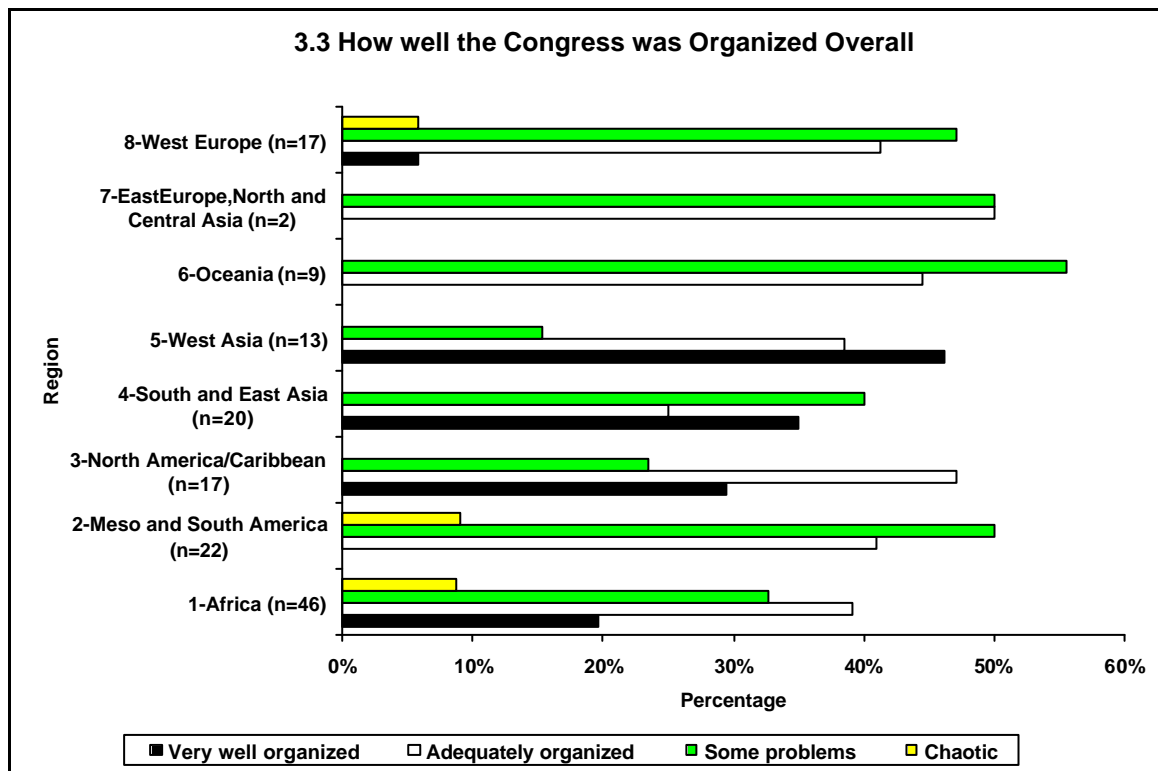
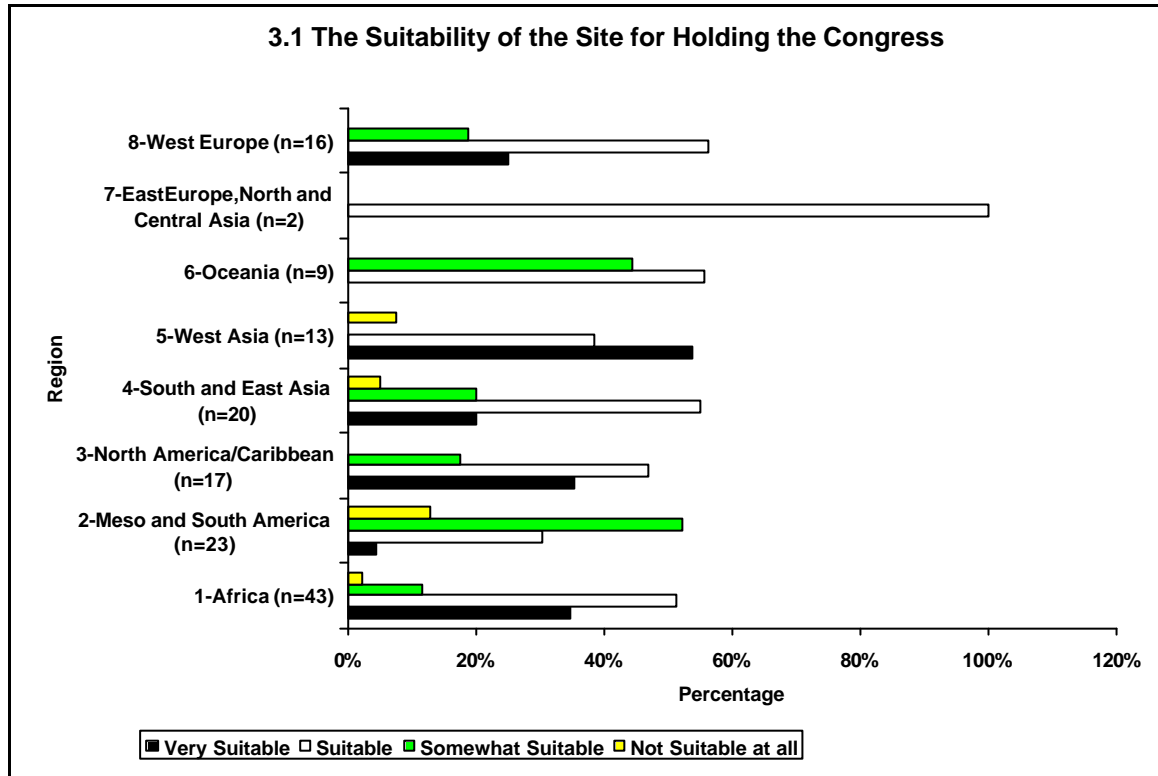




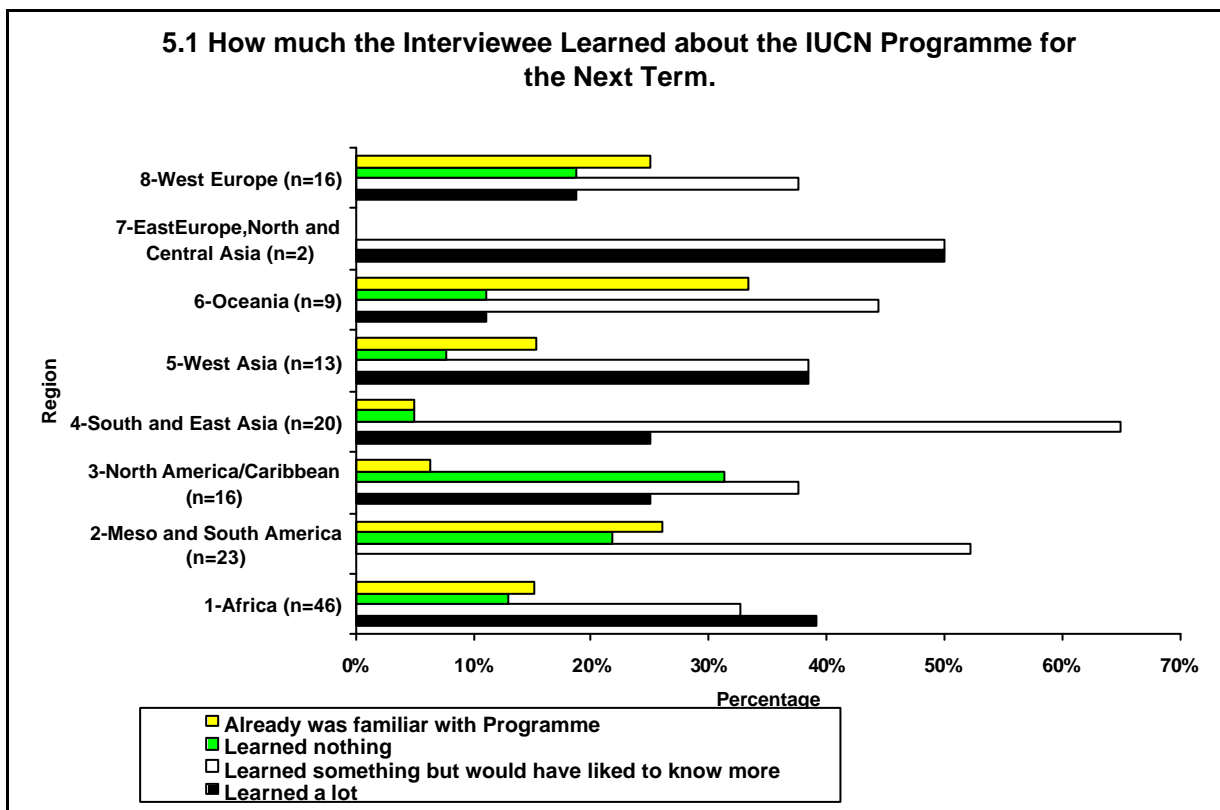
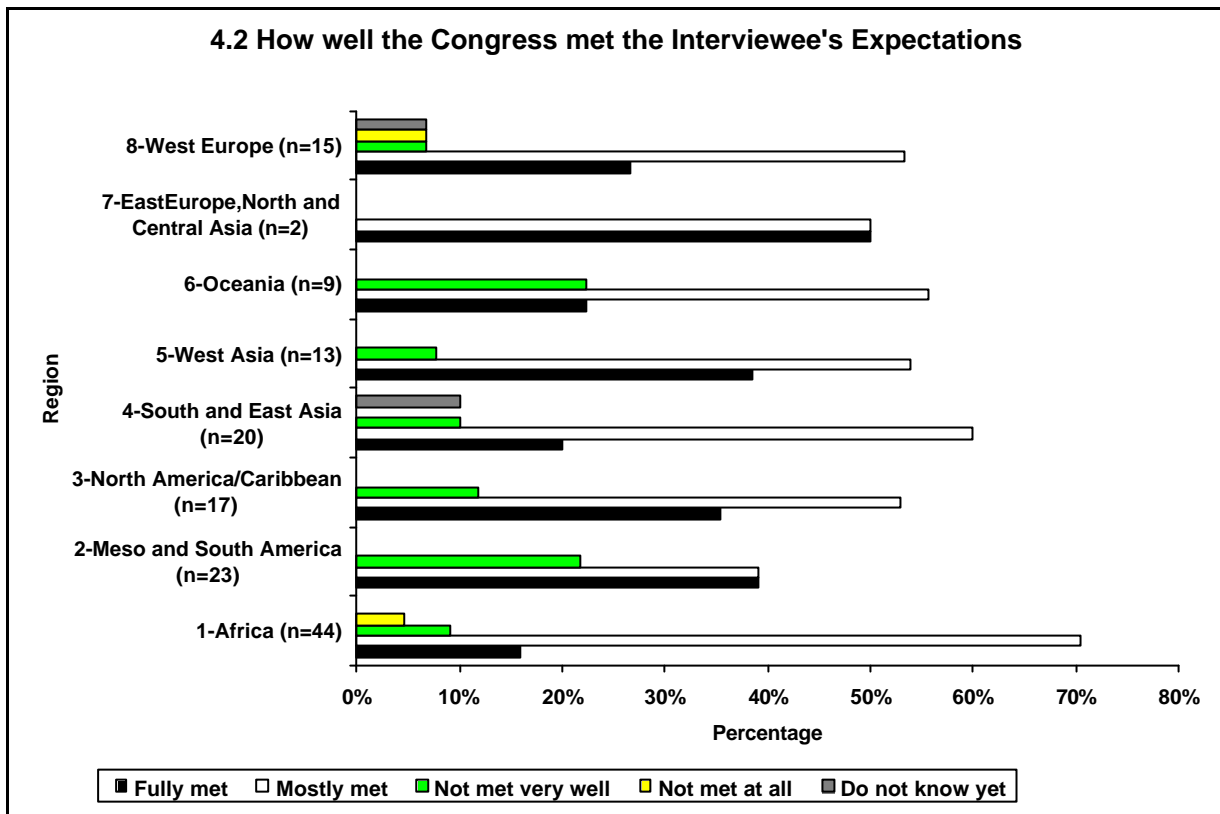
### 8.4 Responses to the Participant Interview

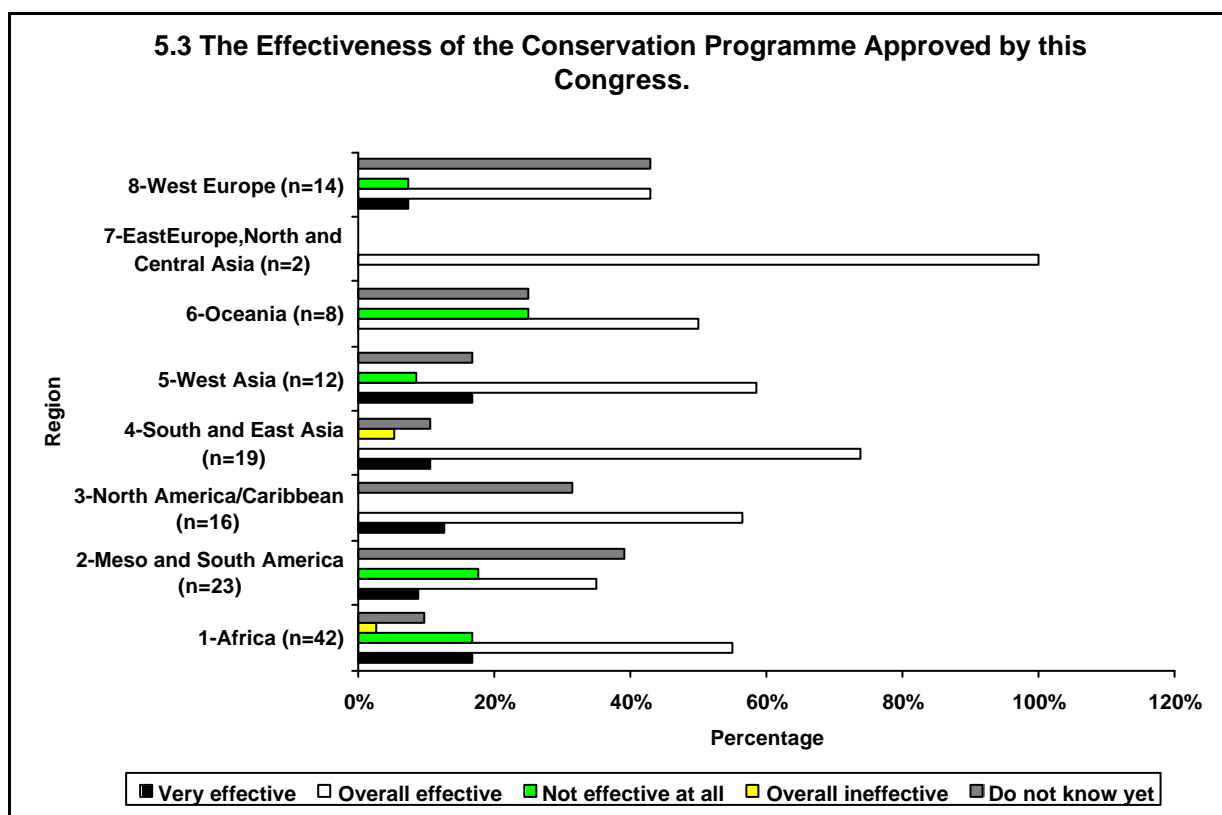
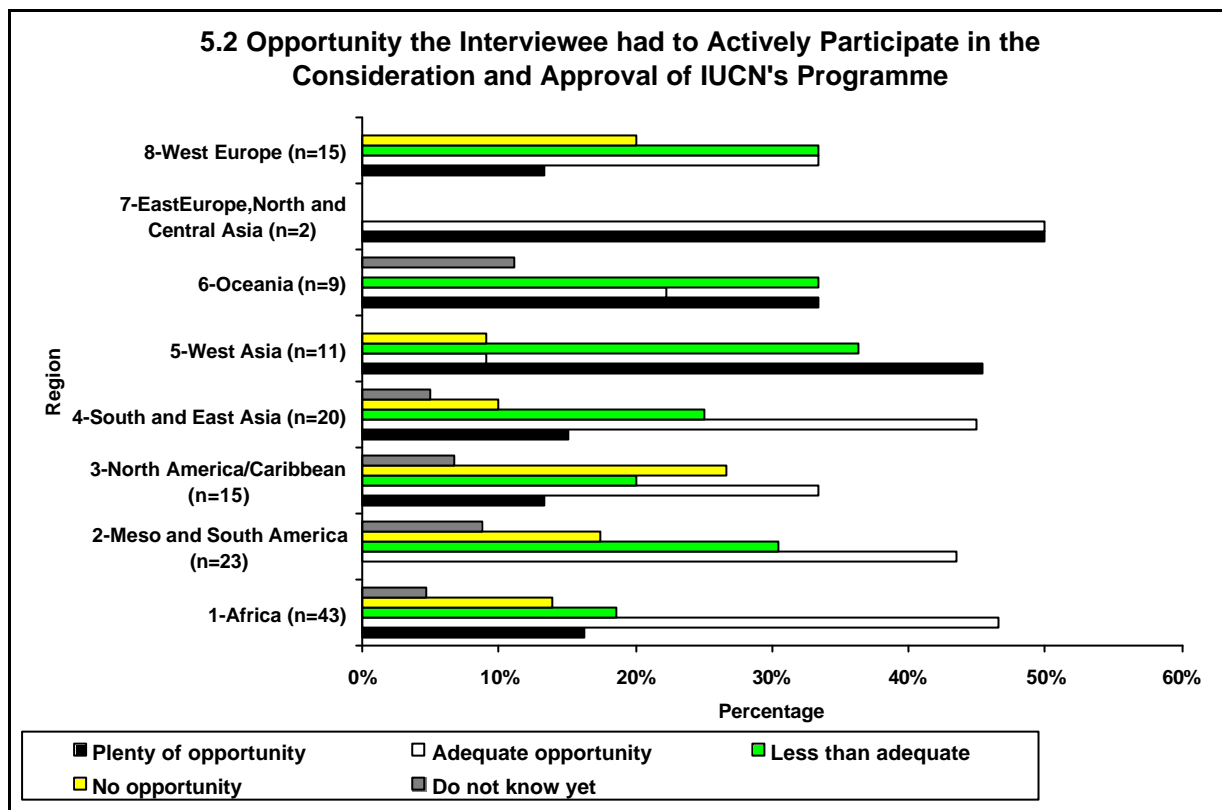
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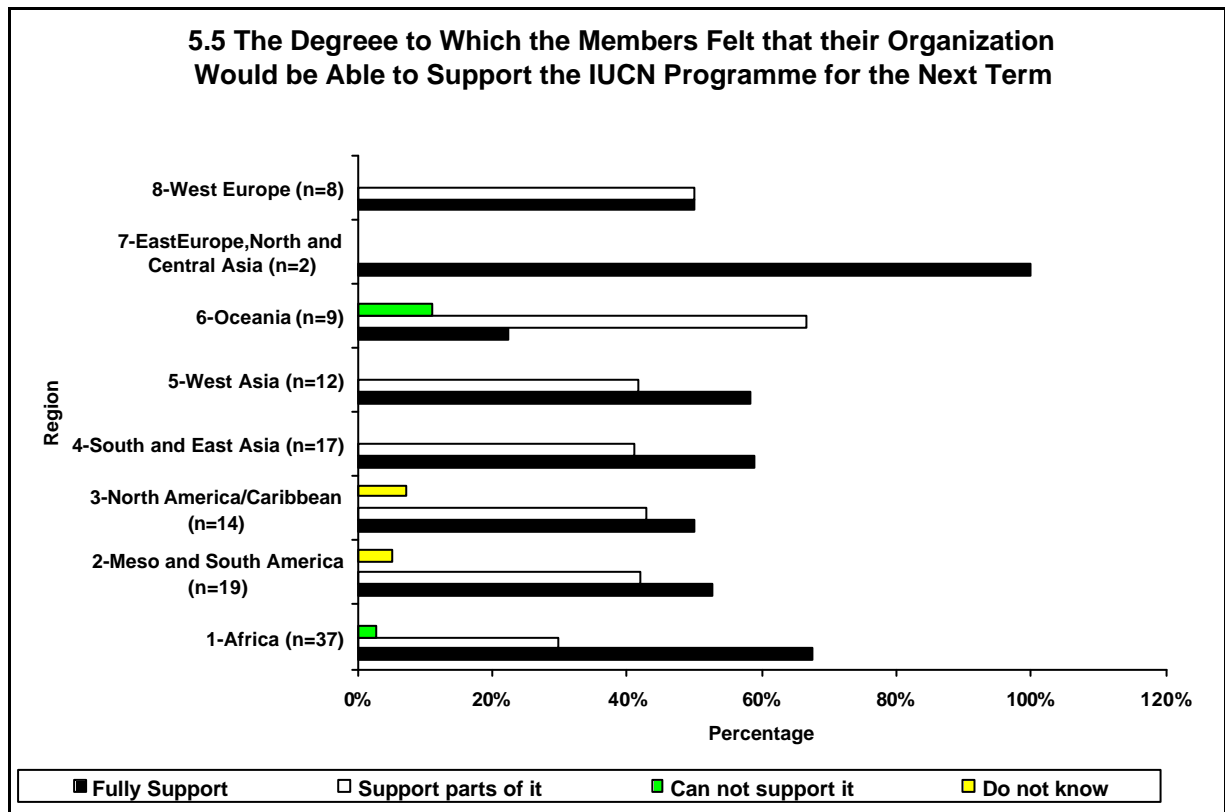
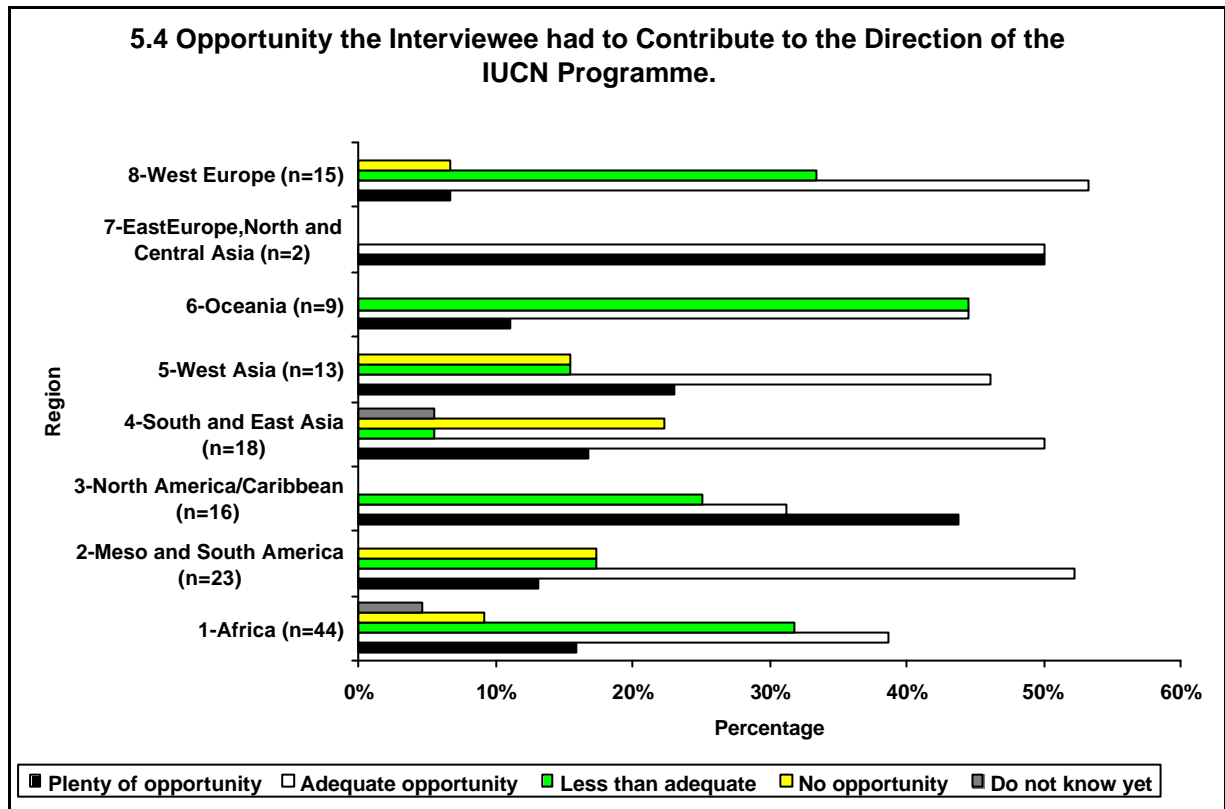
#### 8.4.1 By Region

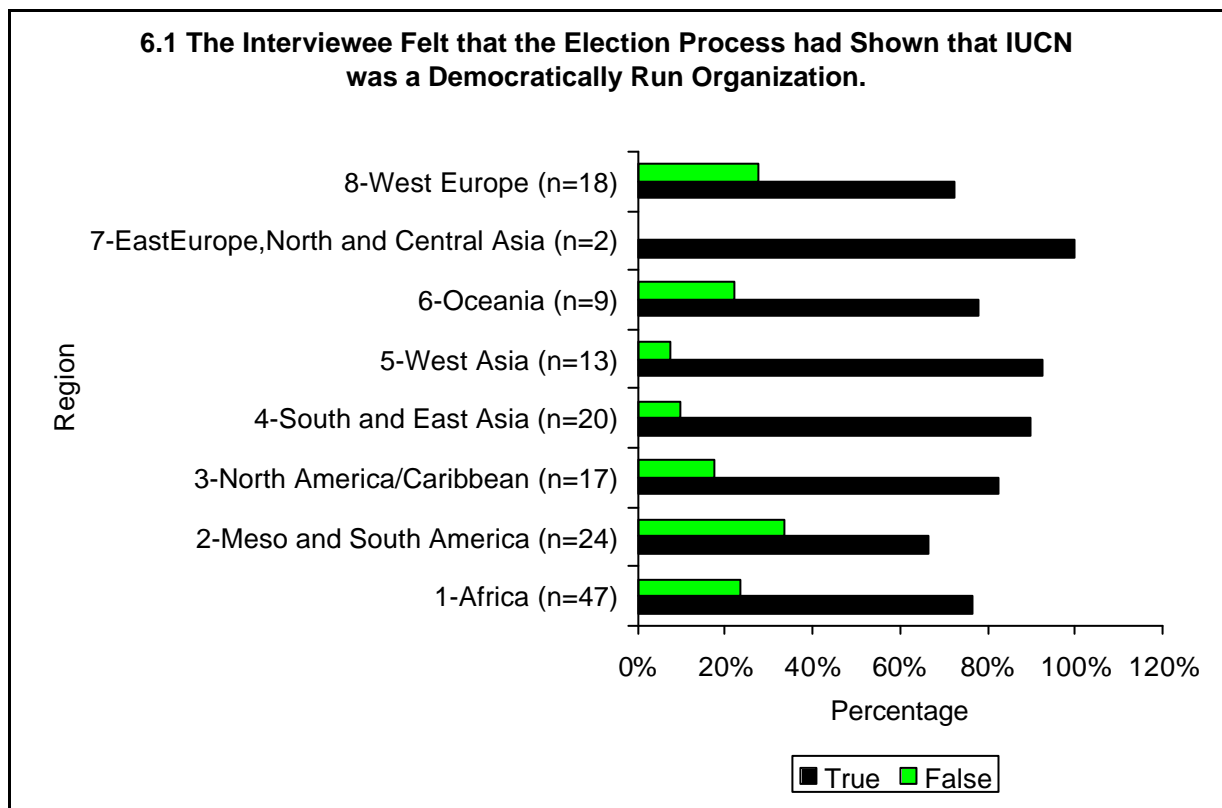
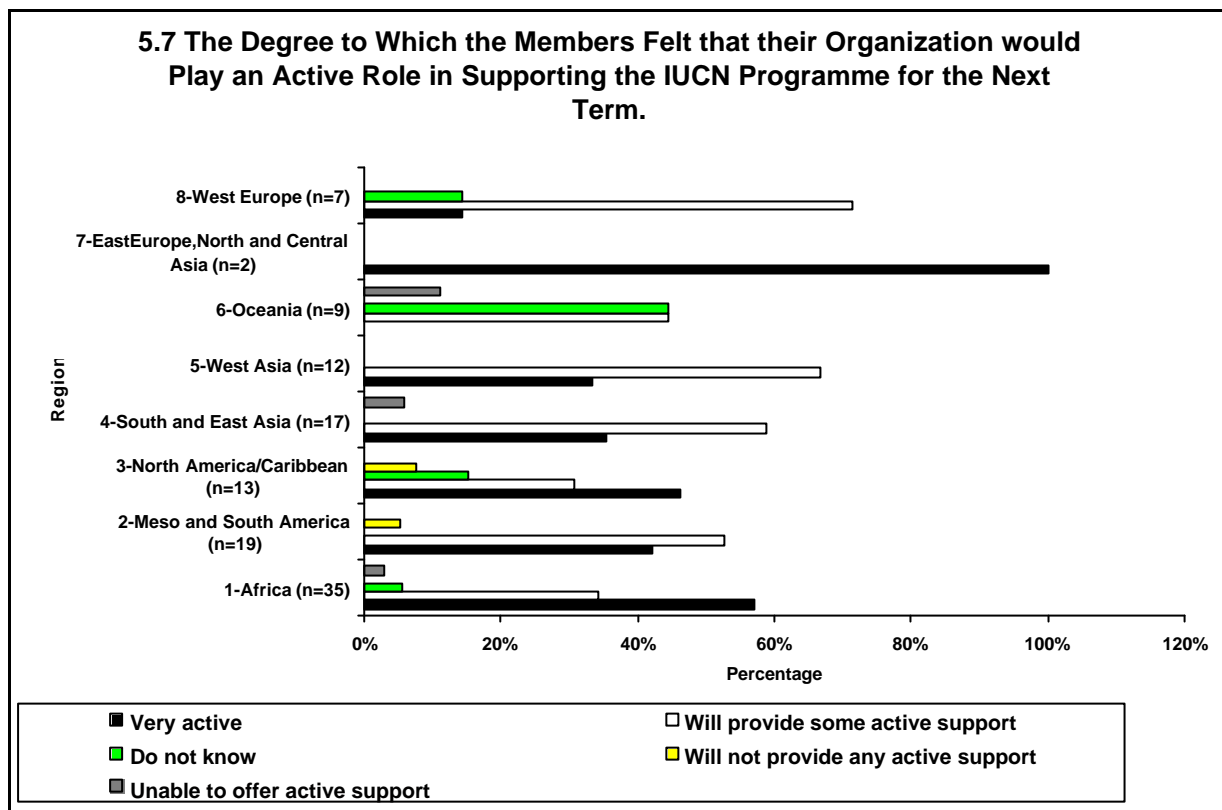


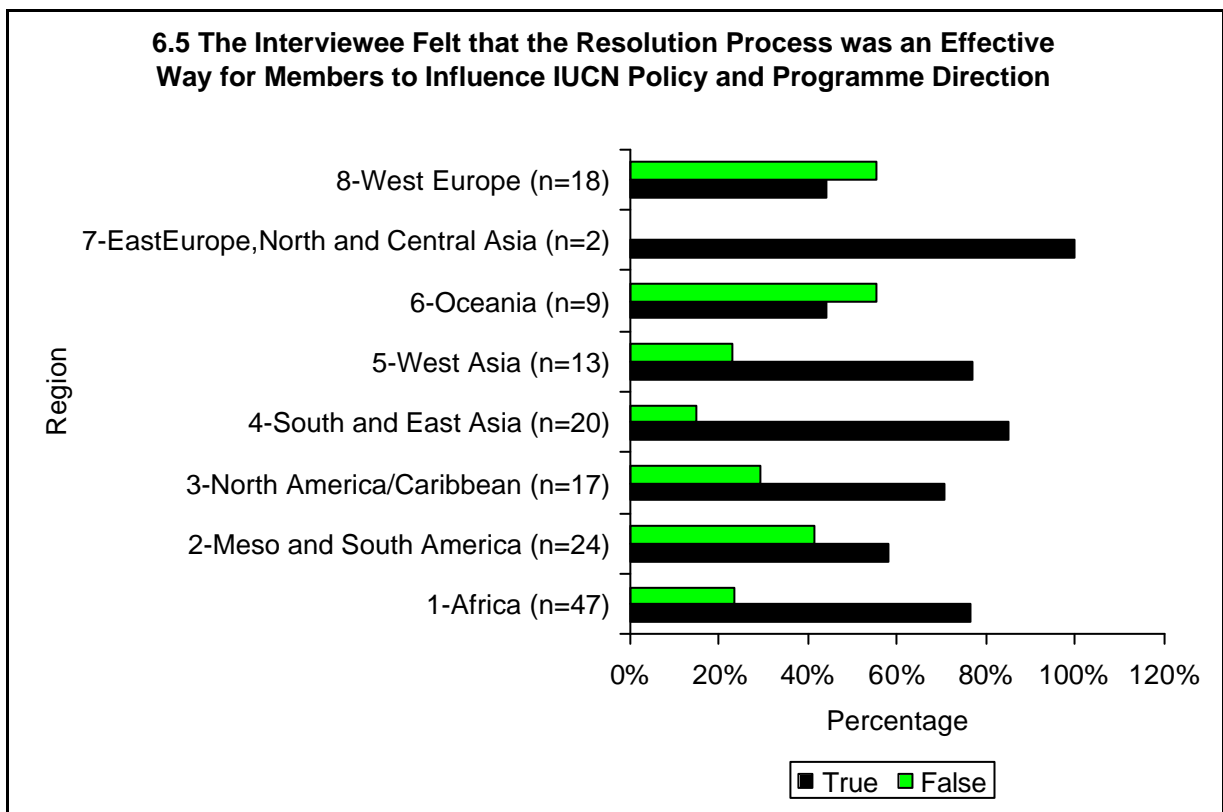
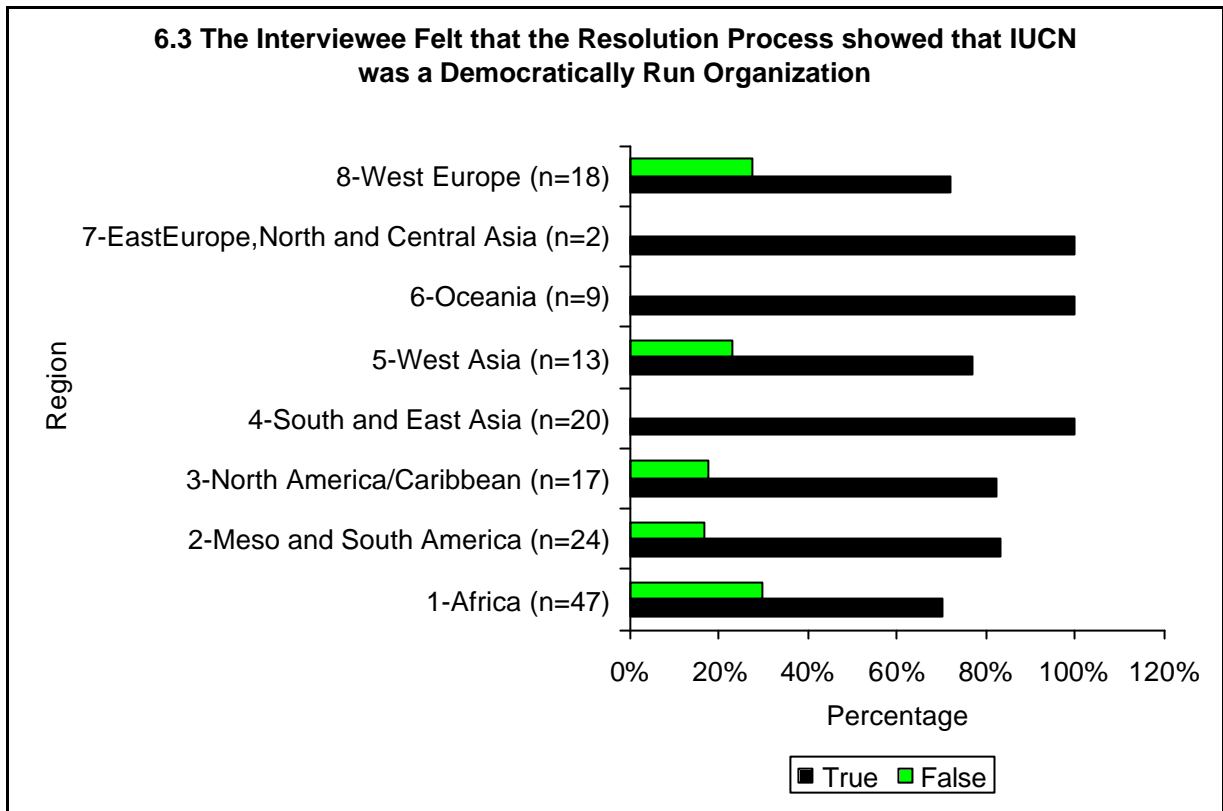


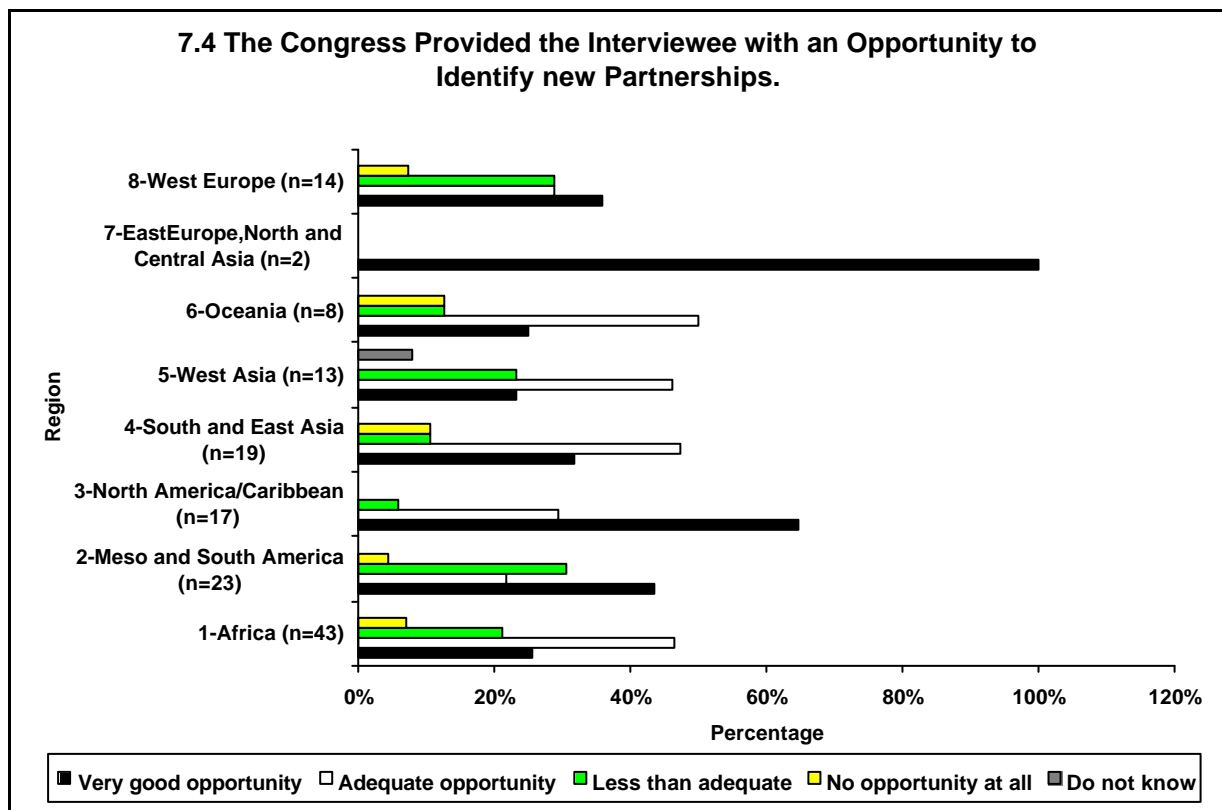
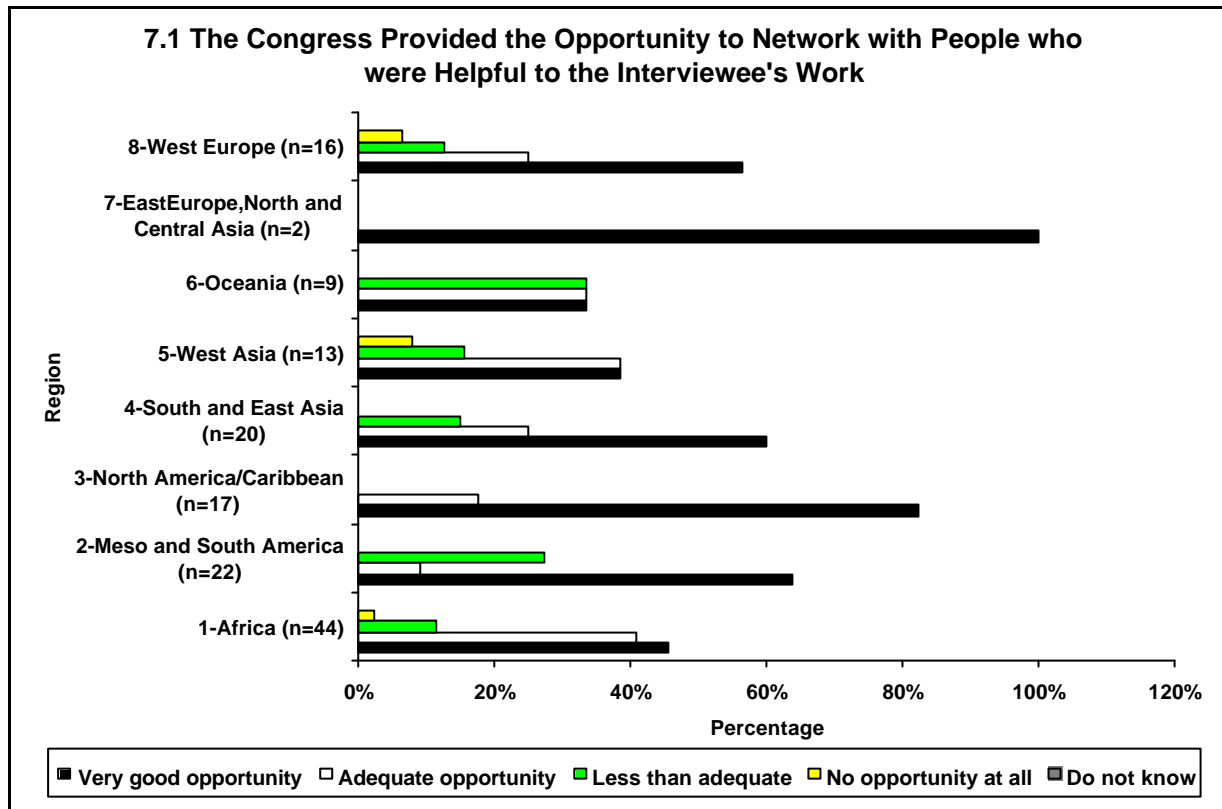


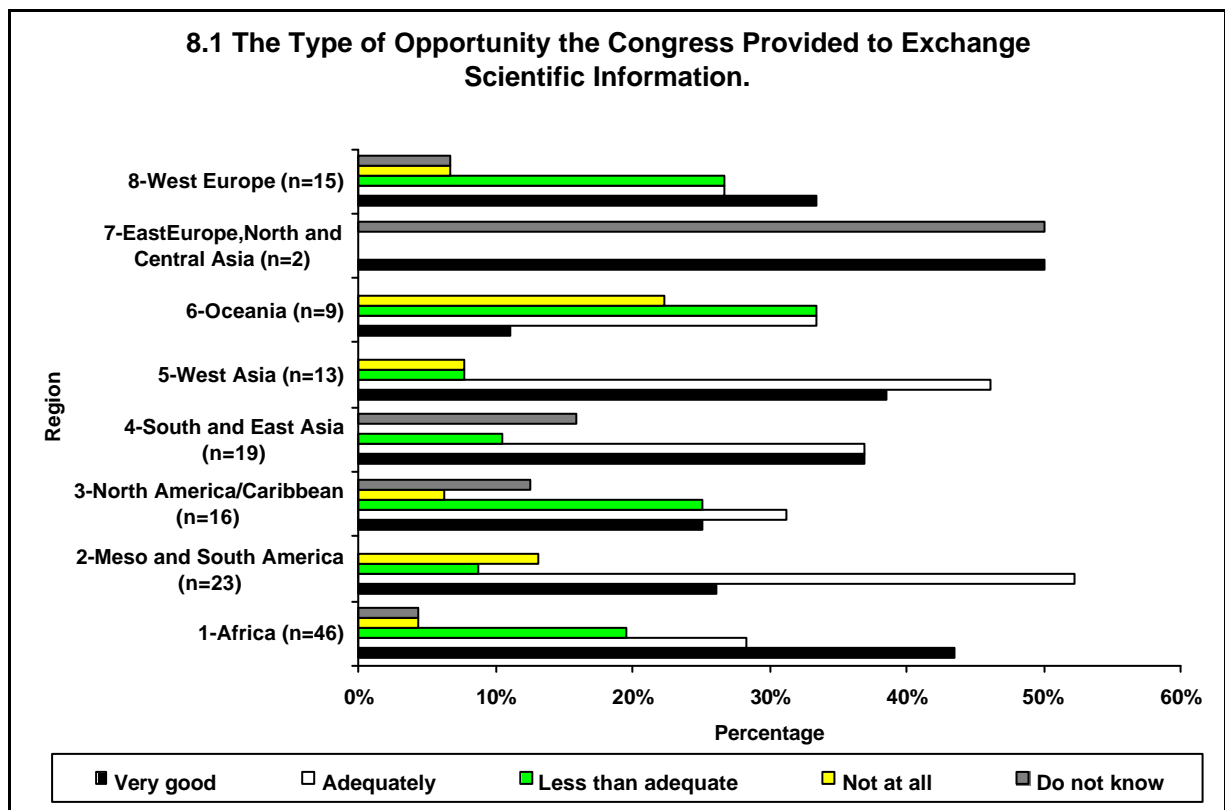
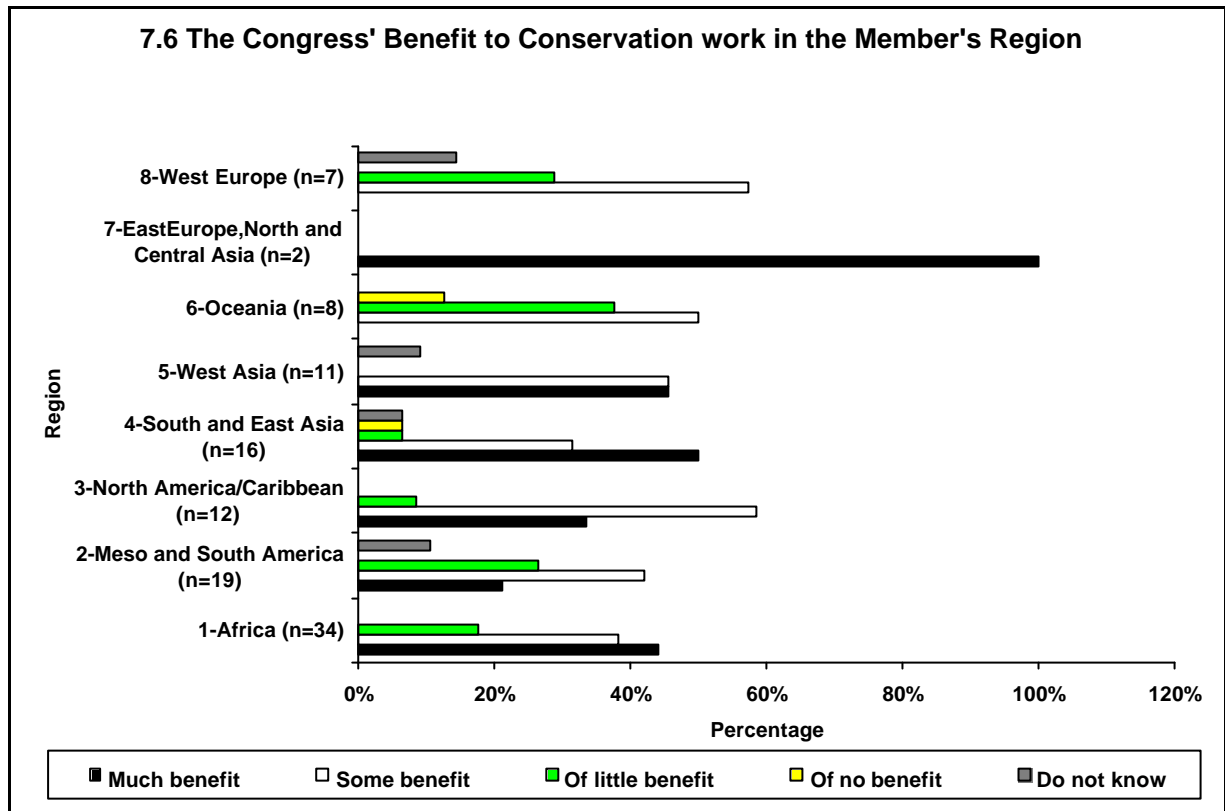


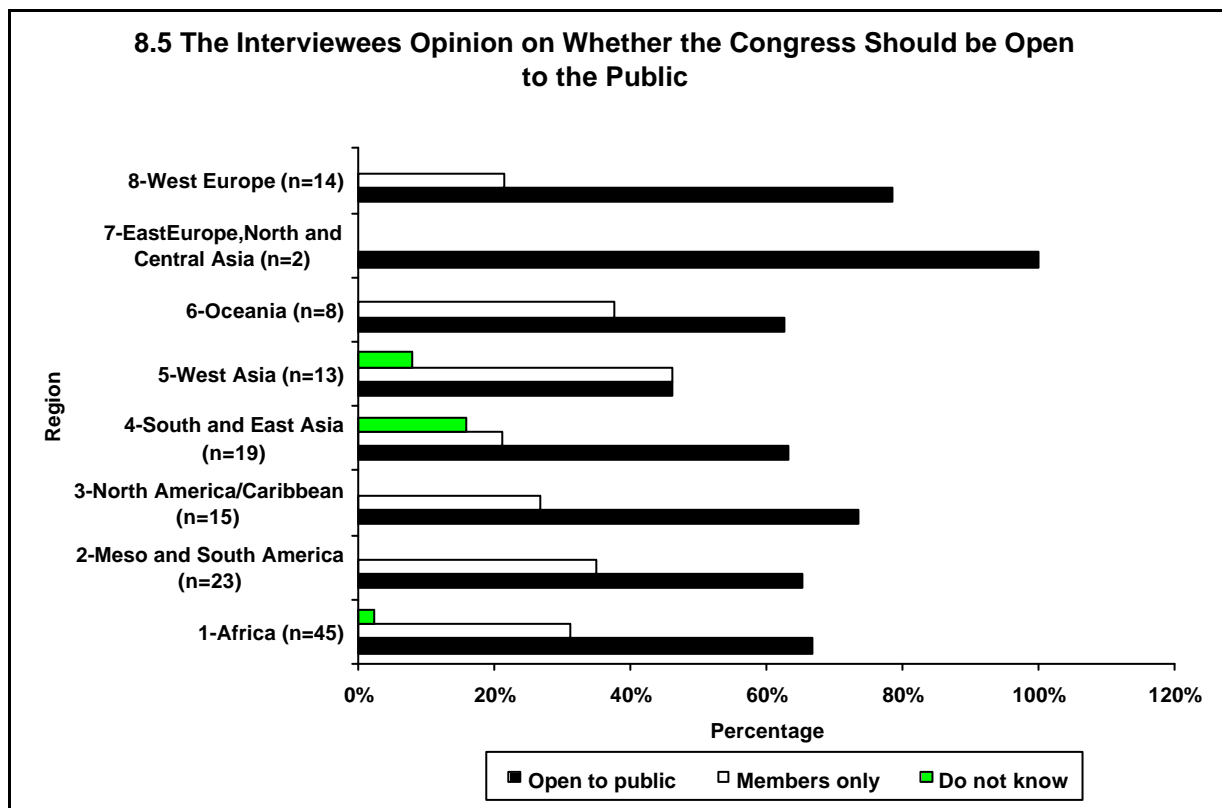
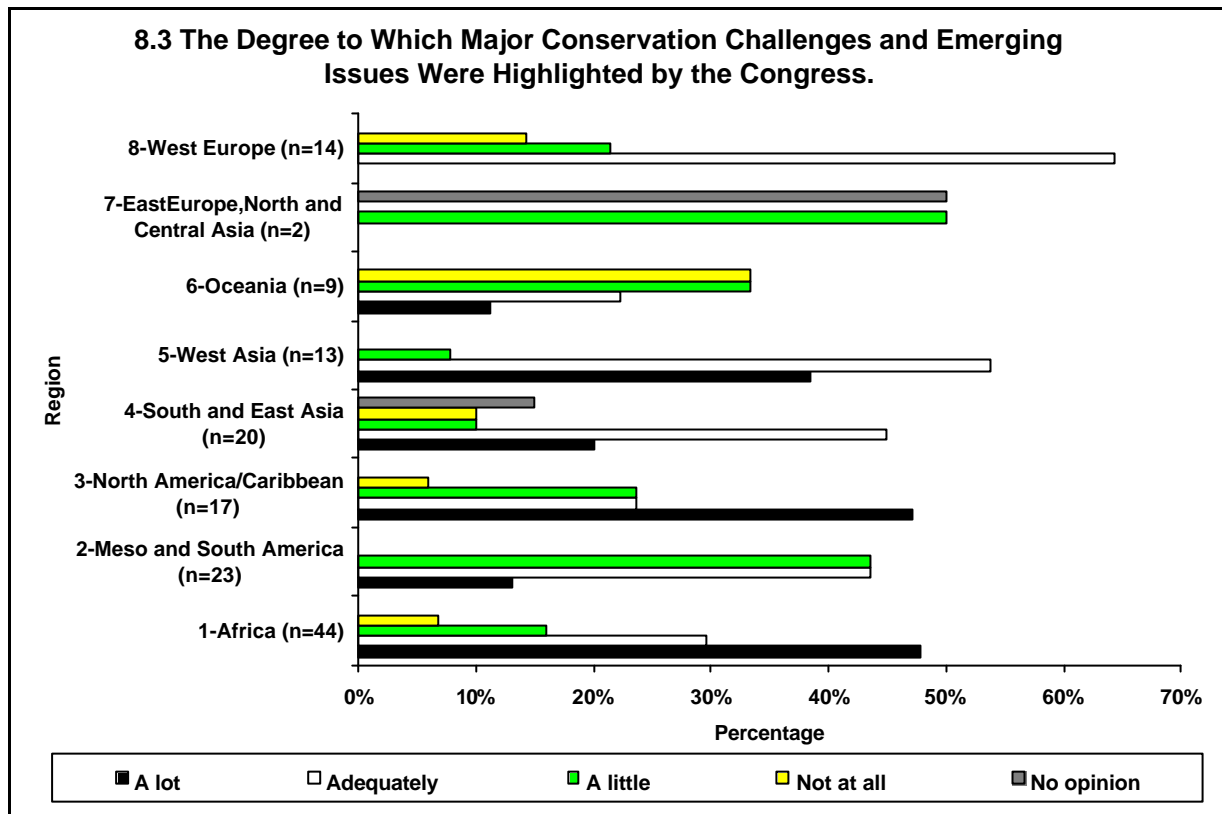




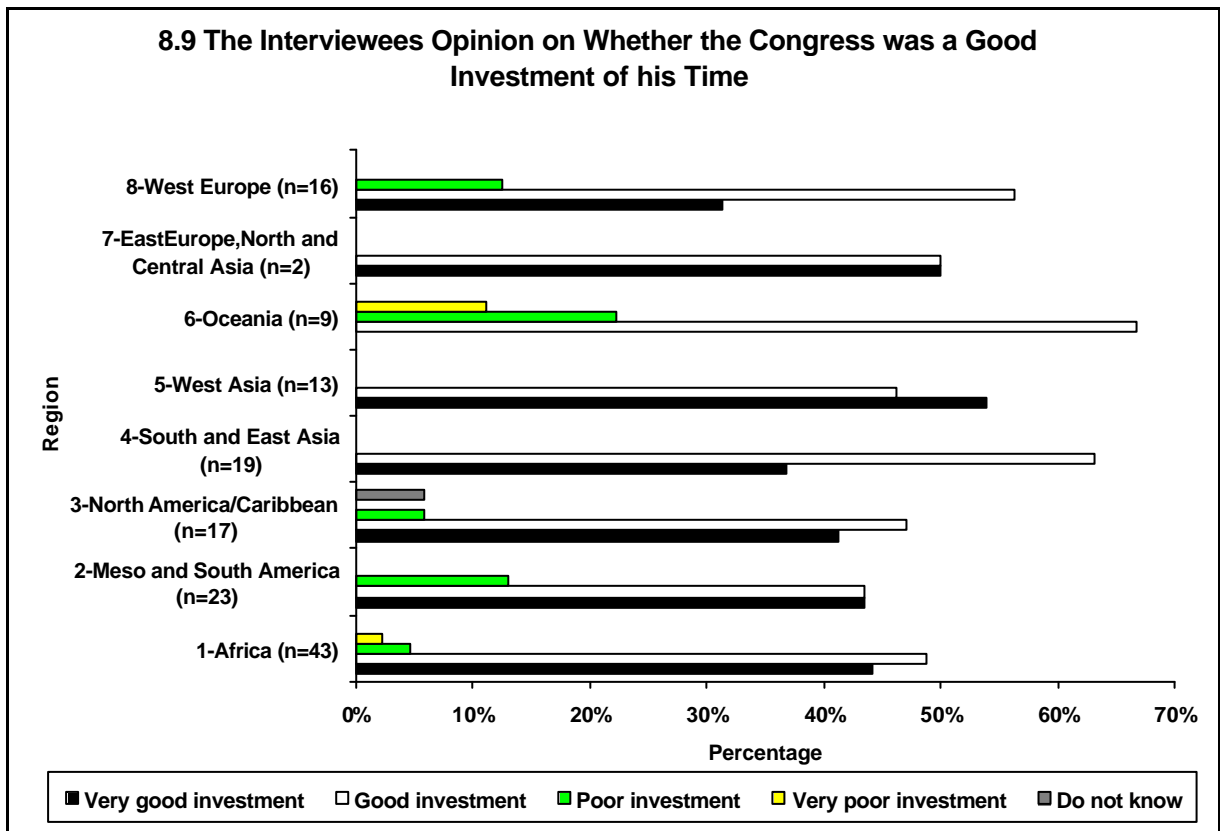
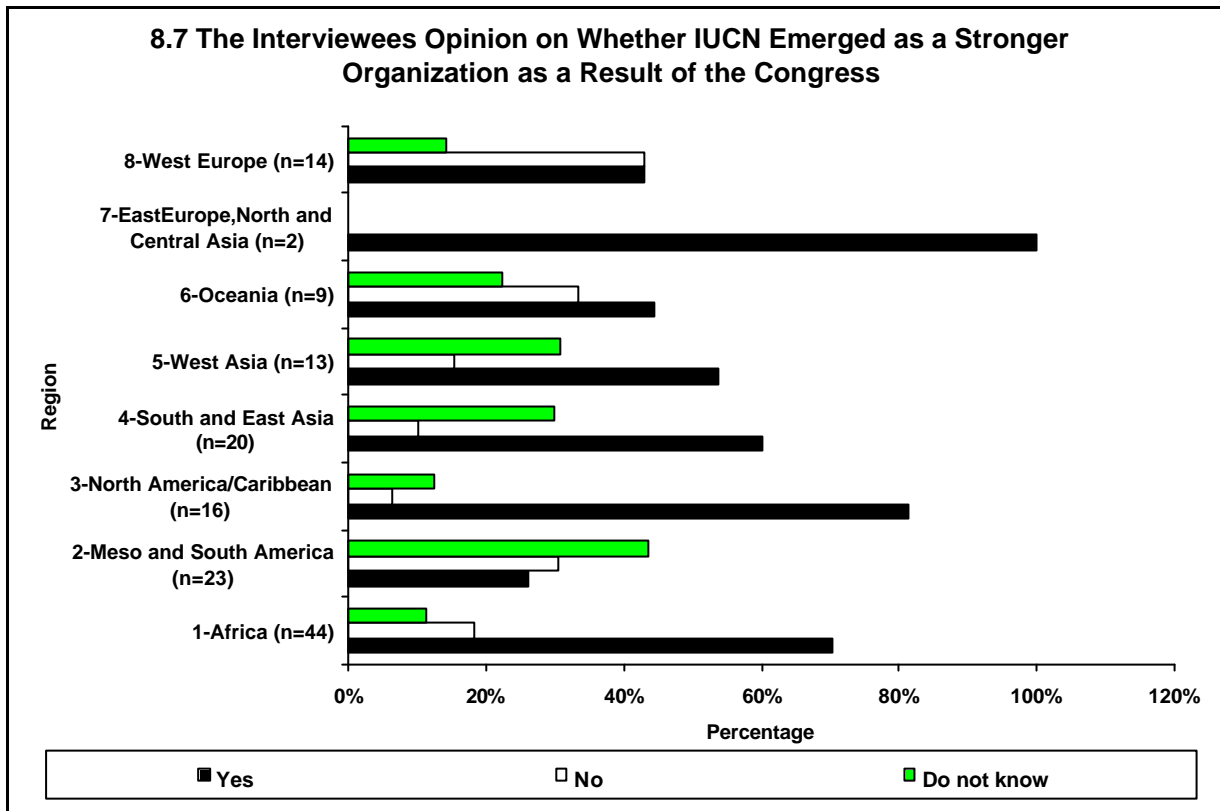




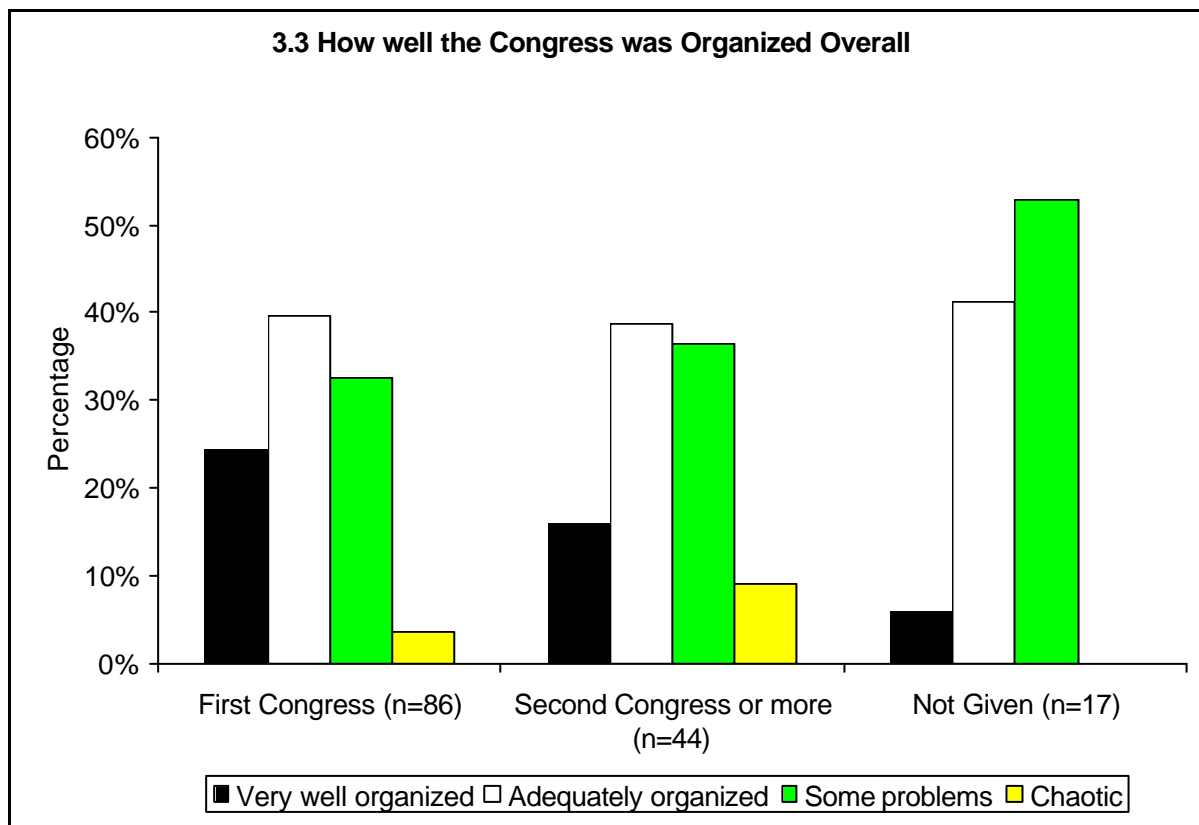
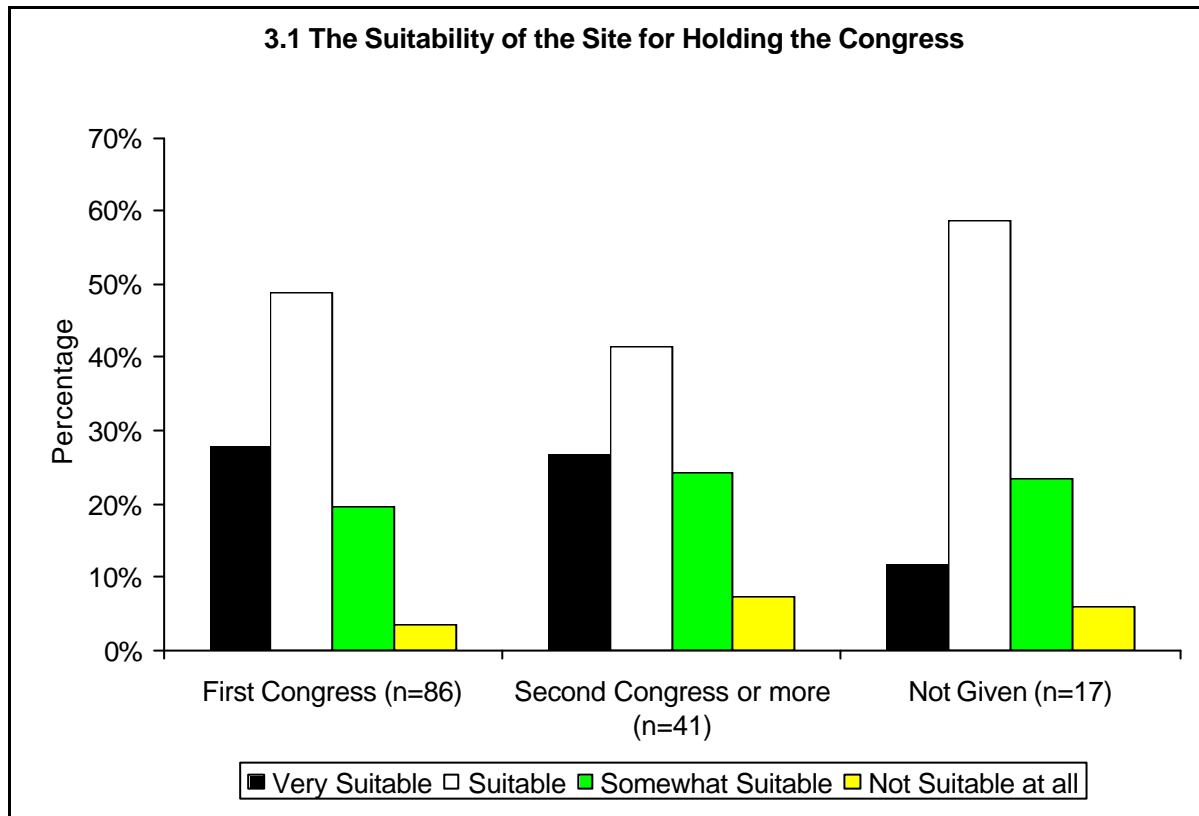


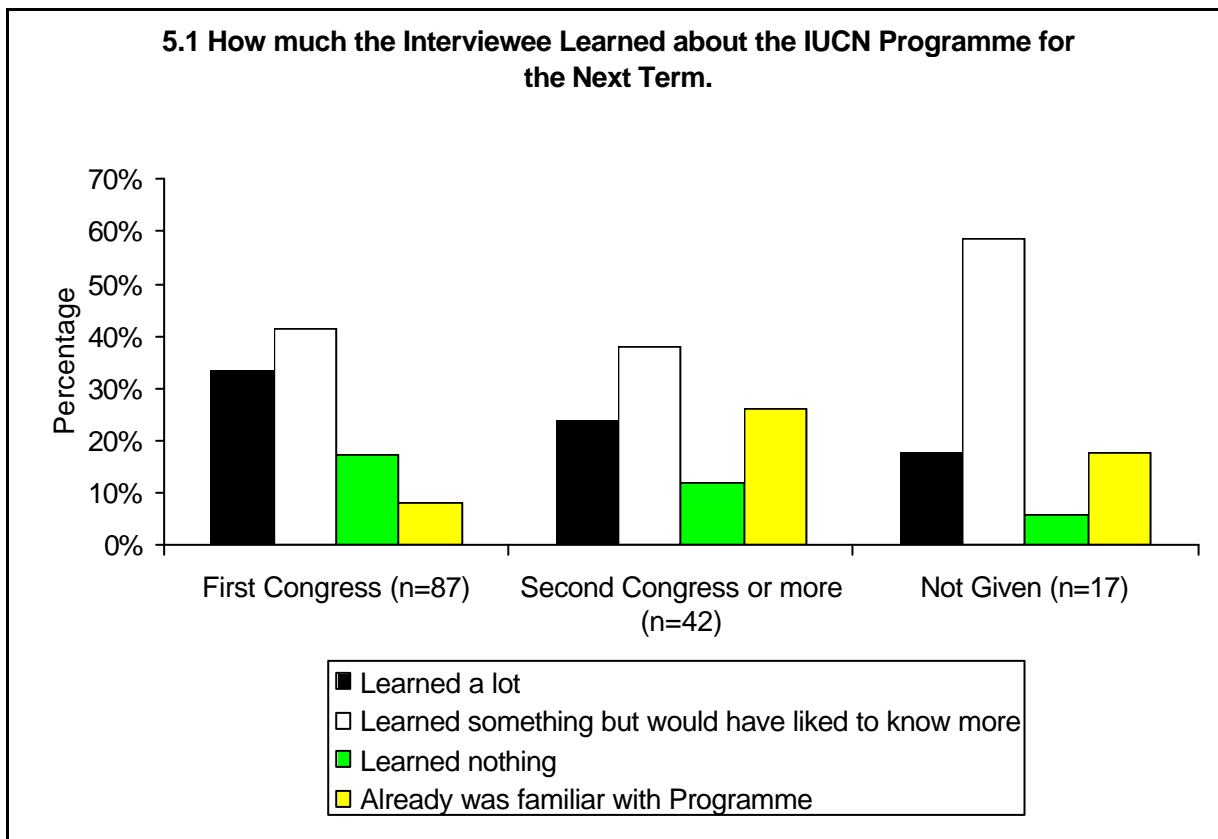
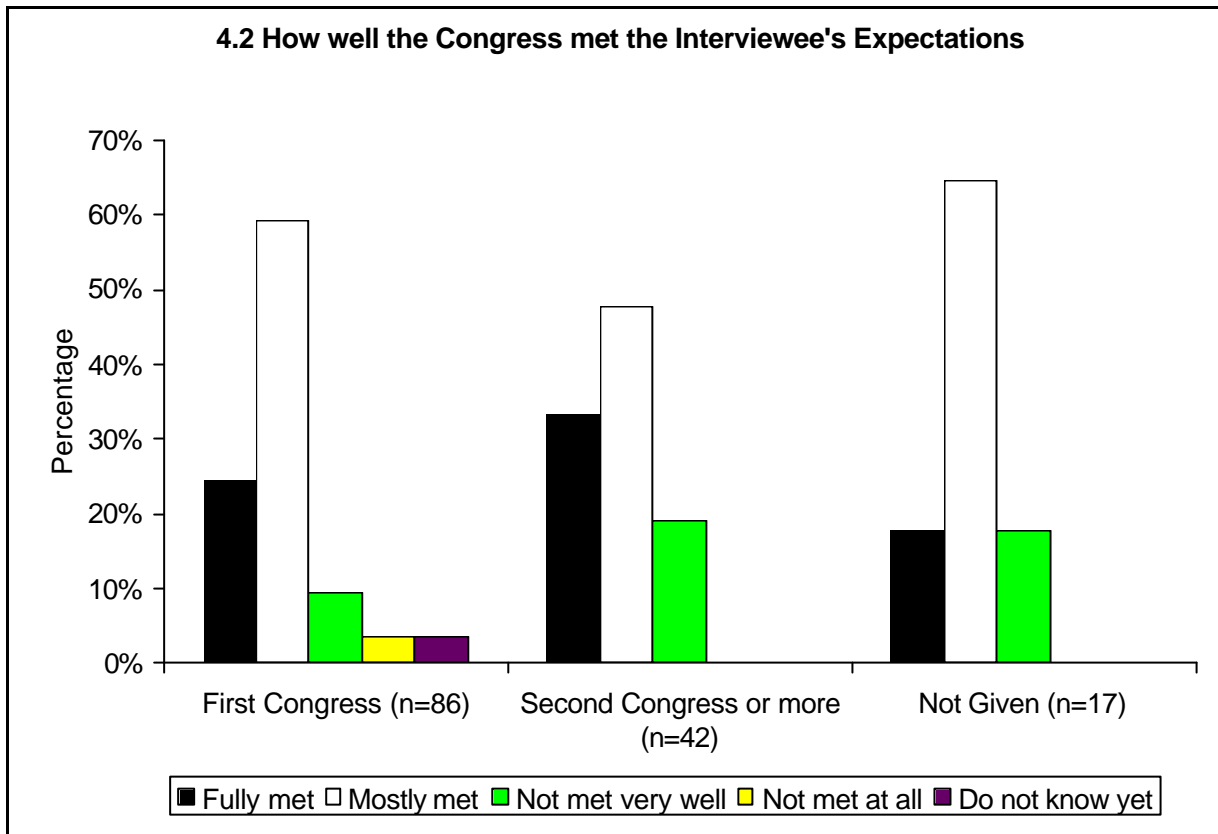


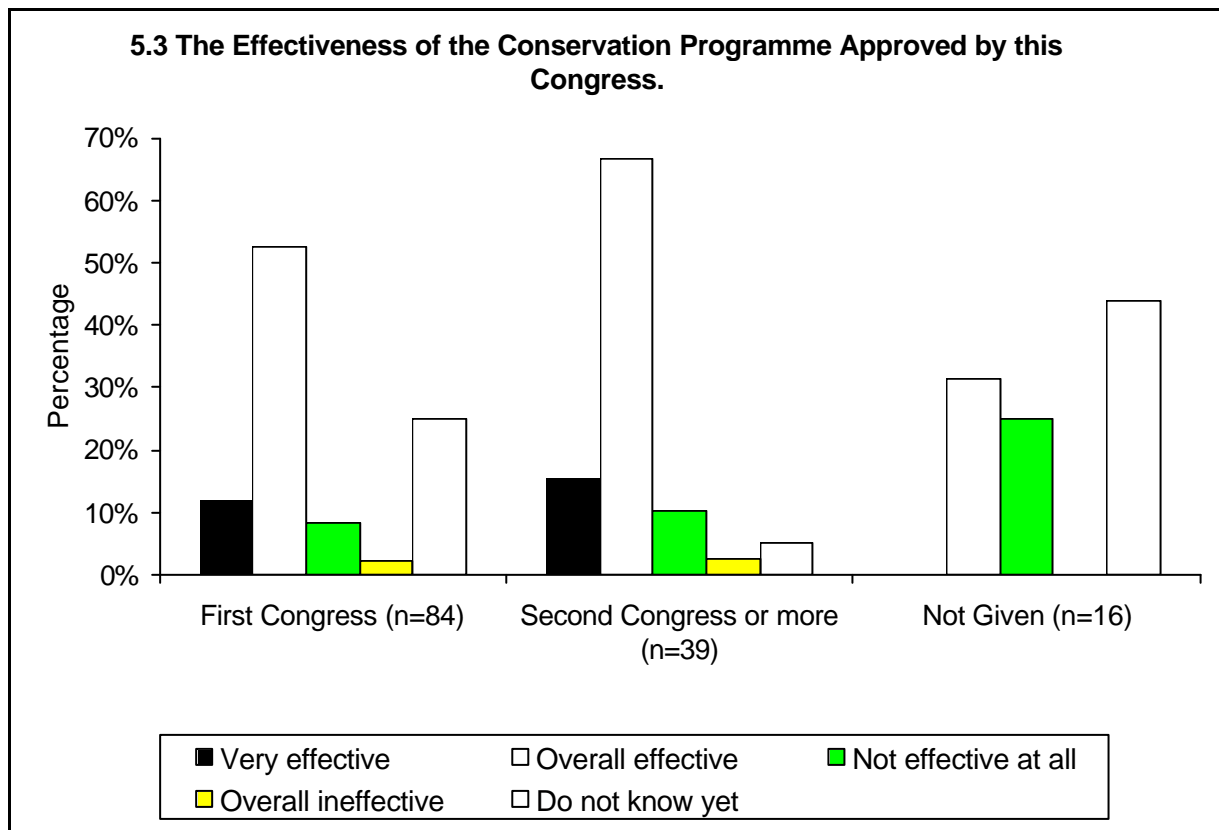
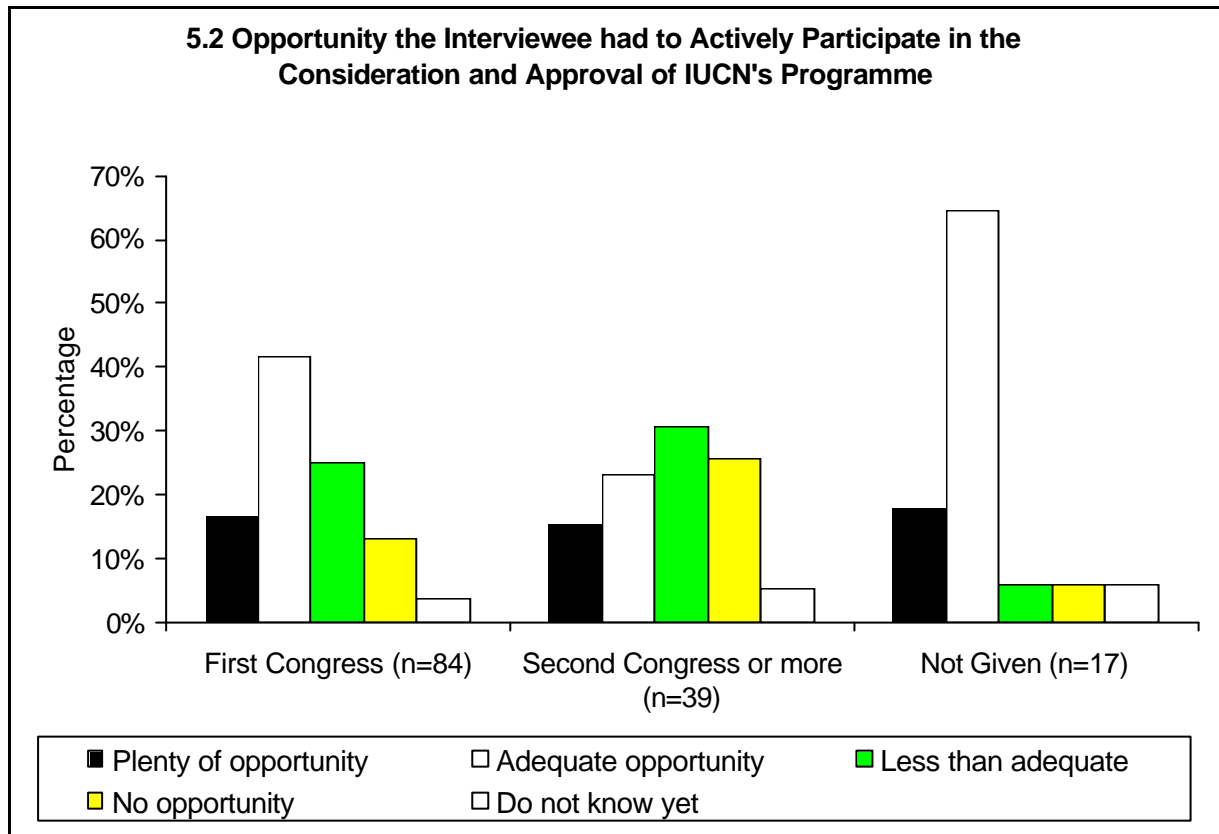


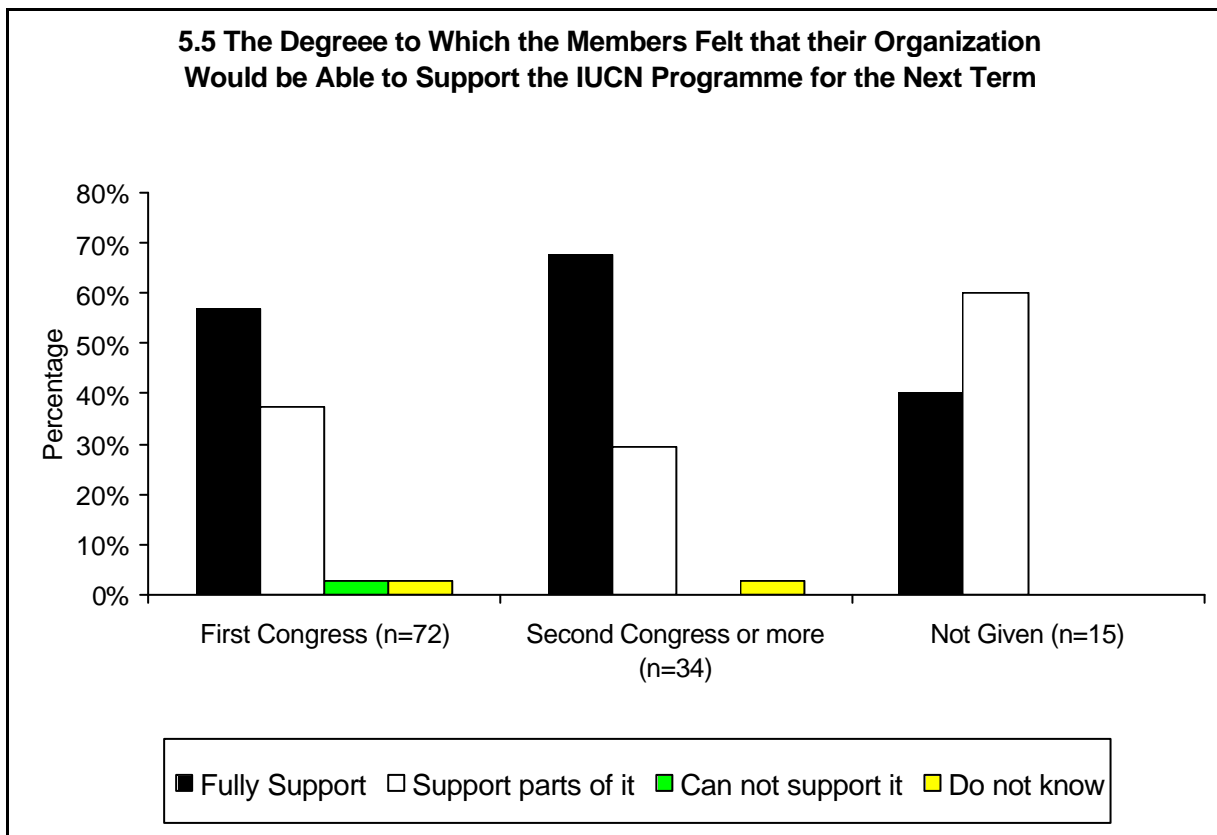
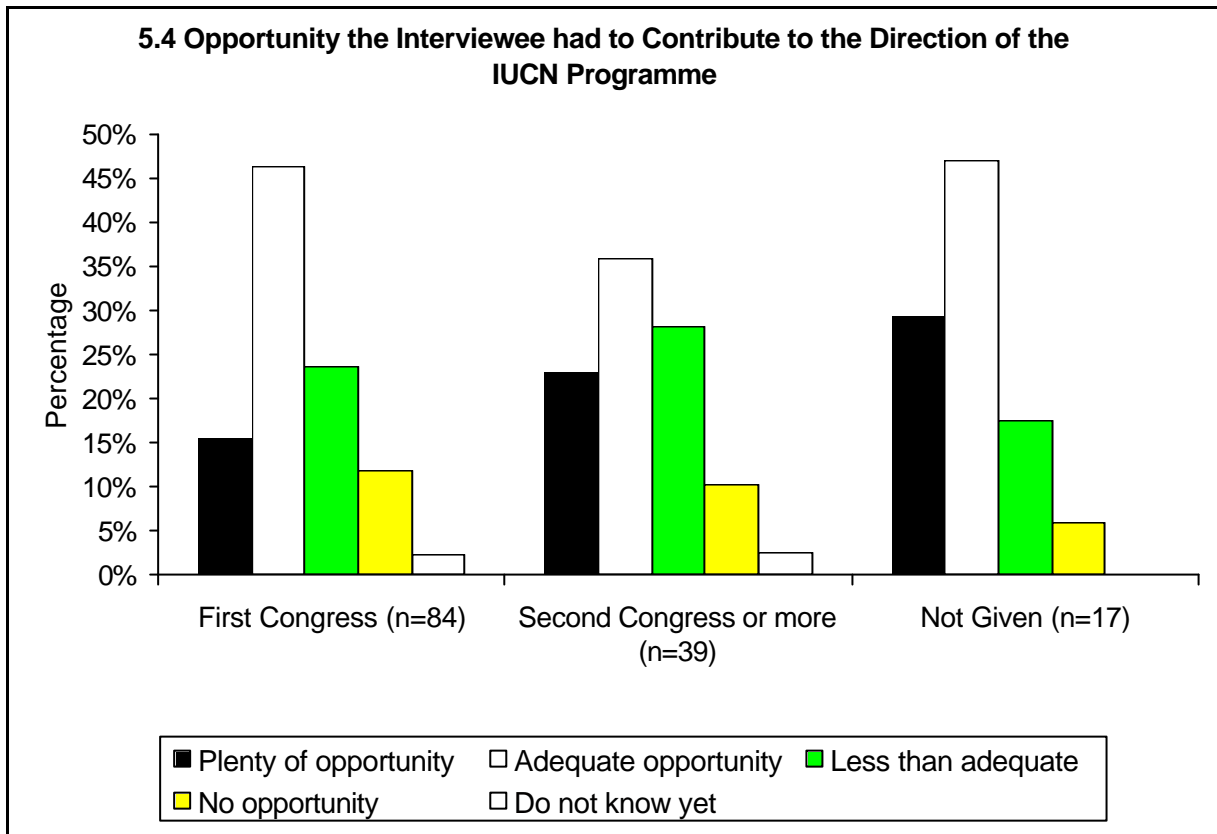


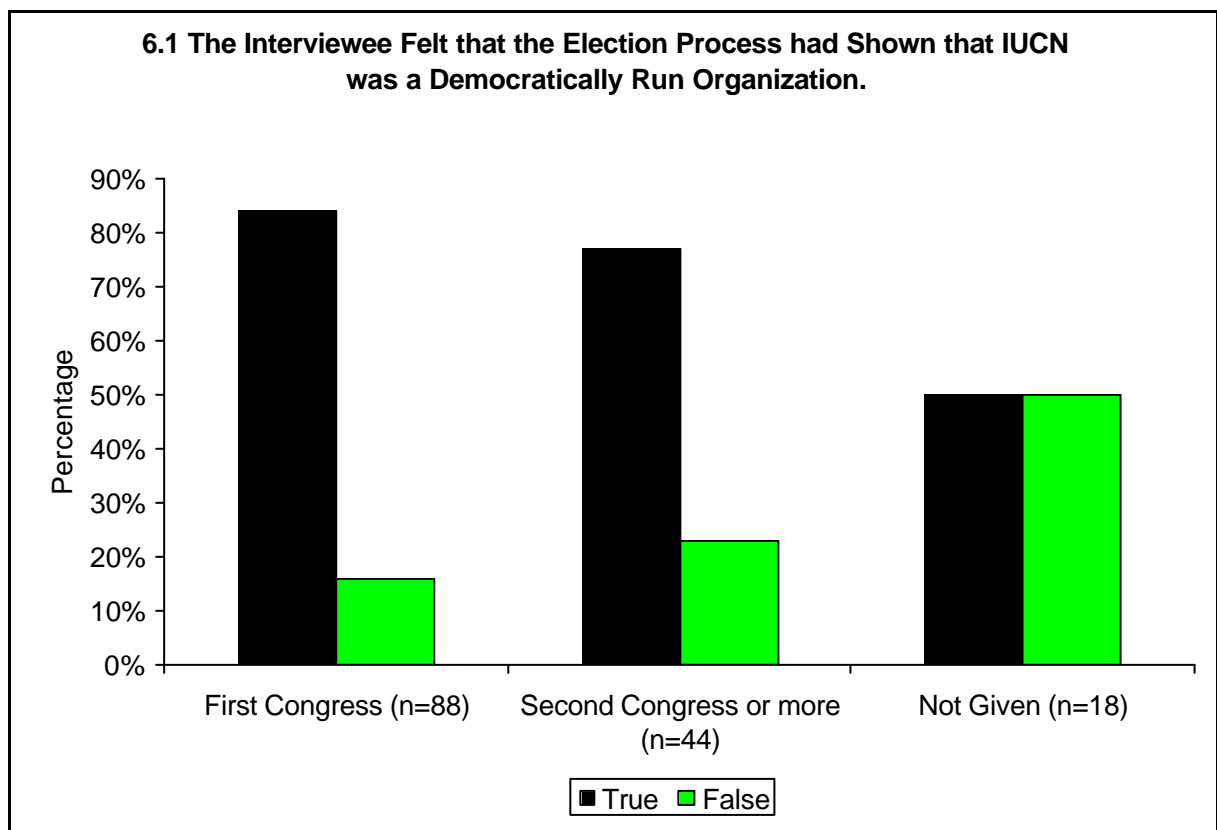
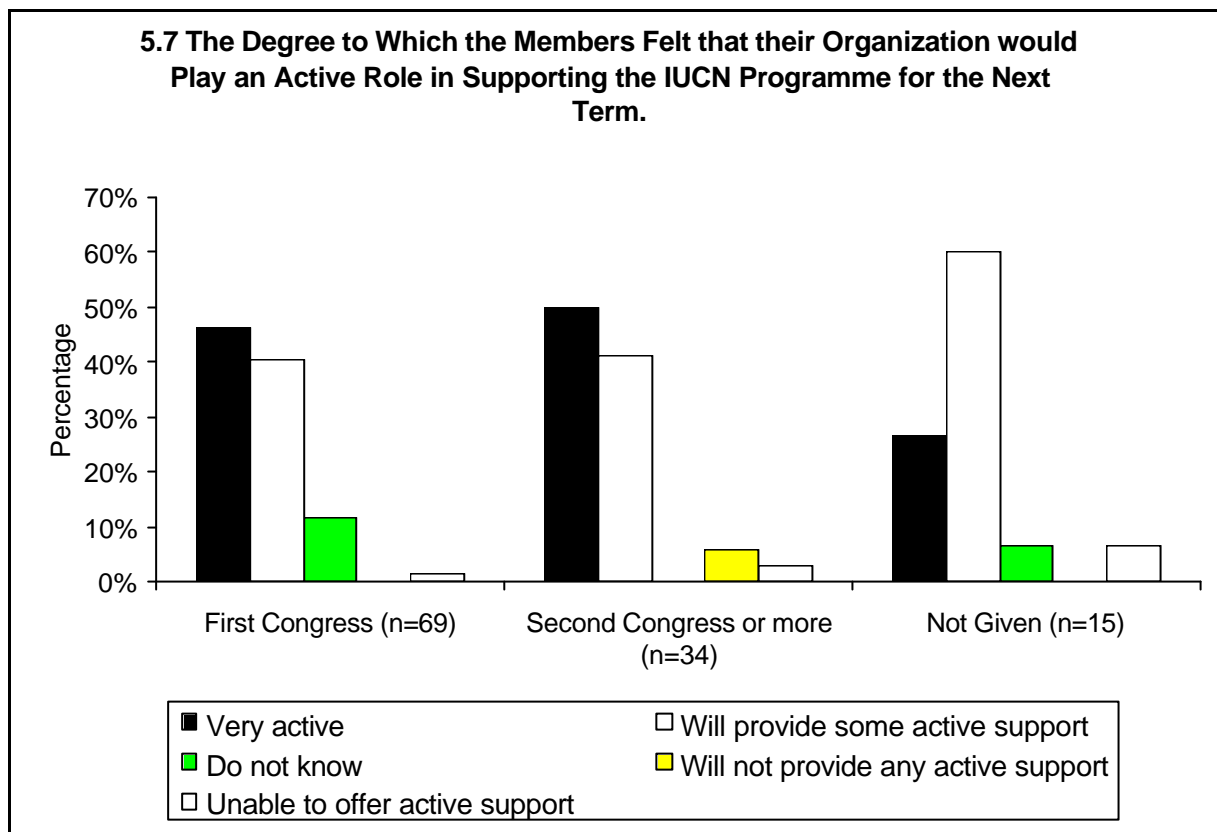
8.4.2 By Experience (1<sup>st</sup> Congress, 2<sup>nd</sup> Congress or more)

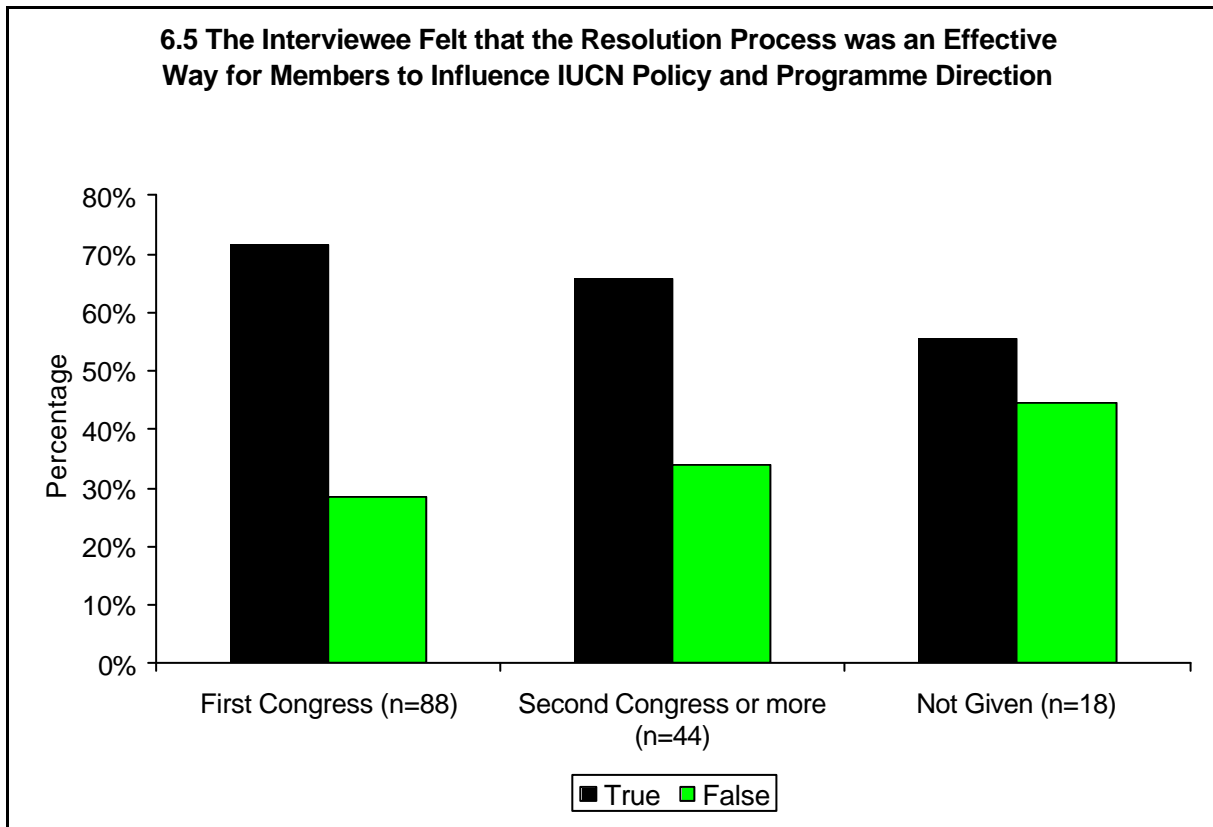
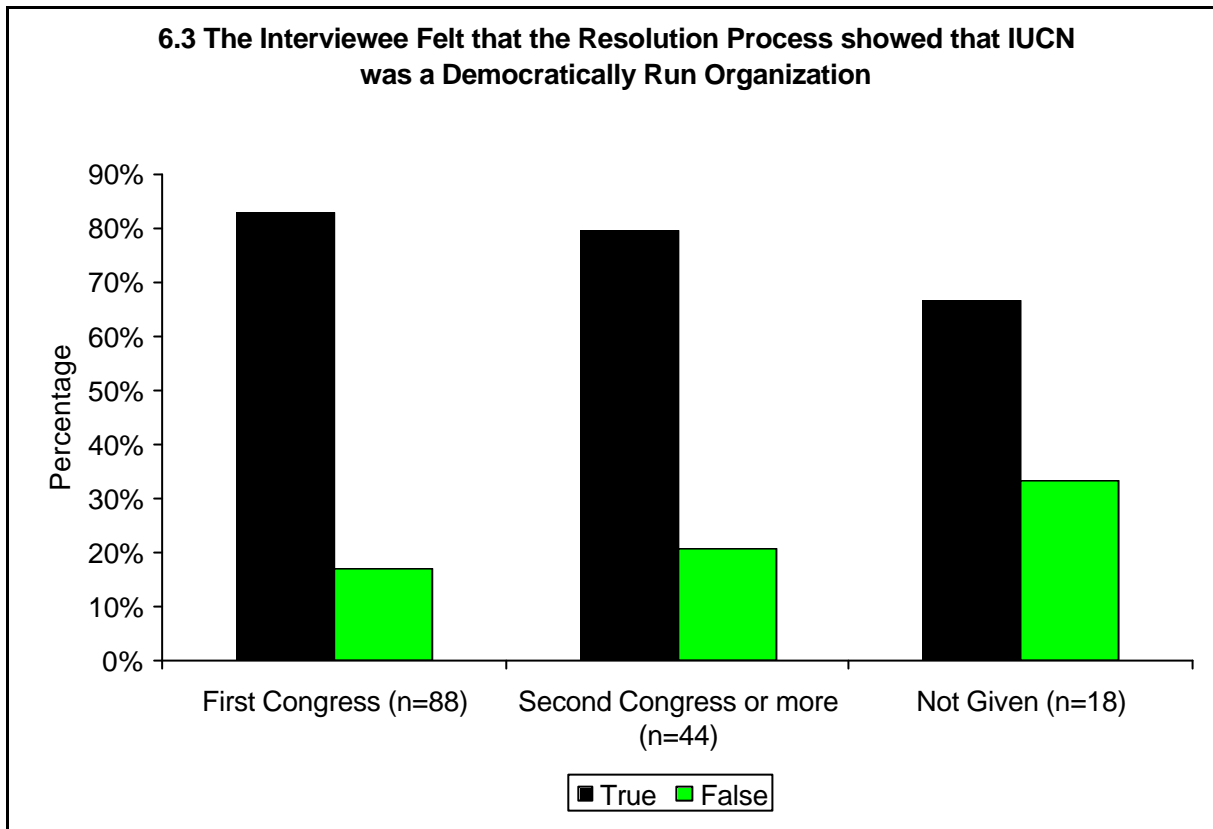


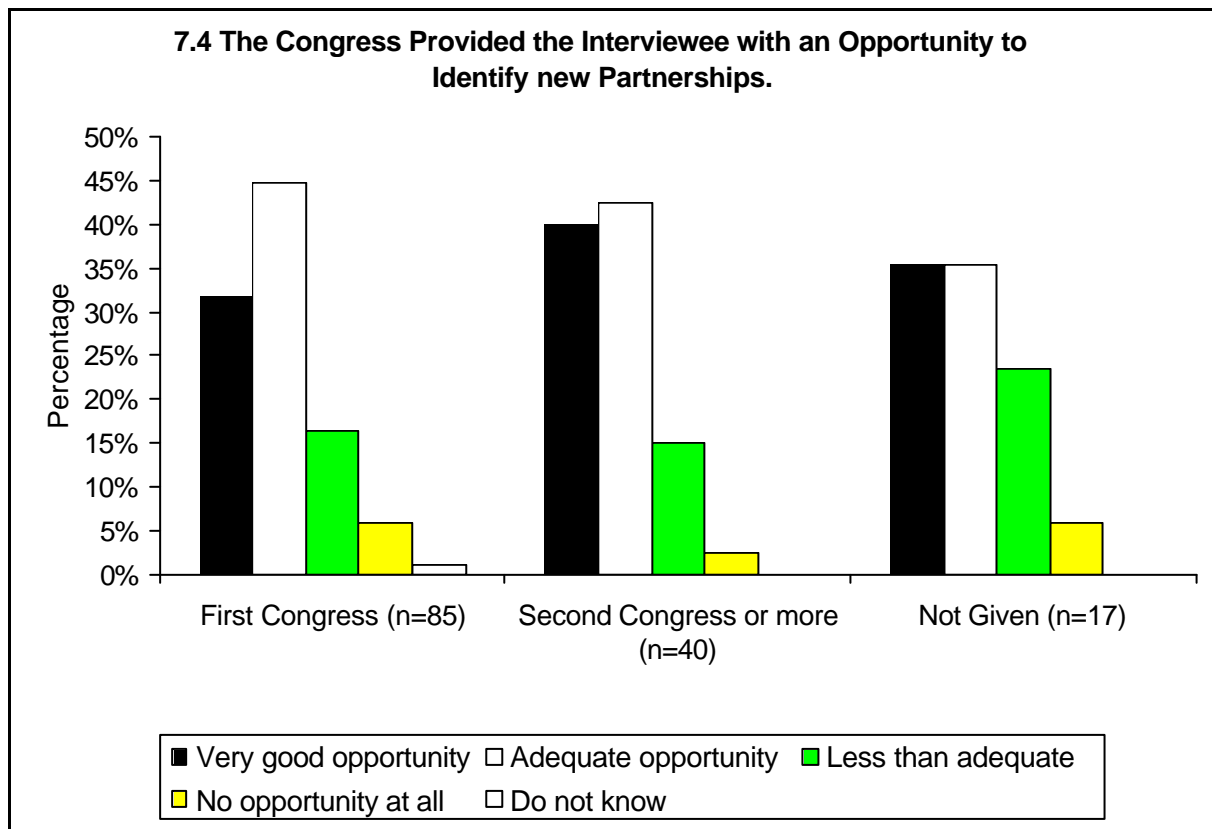
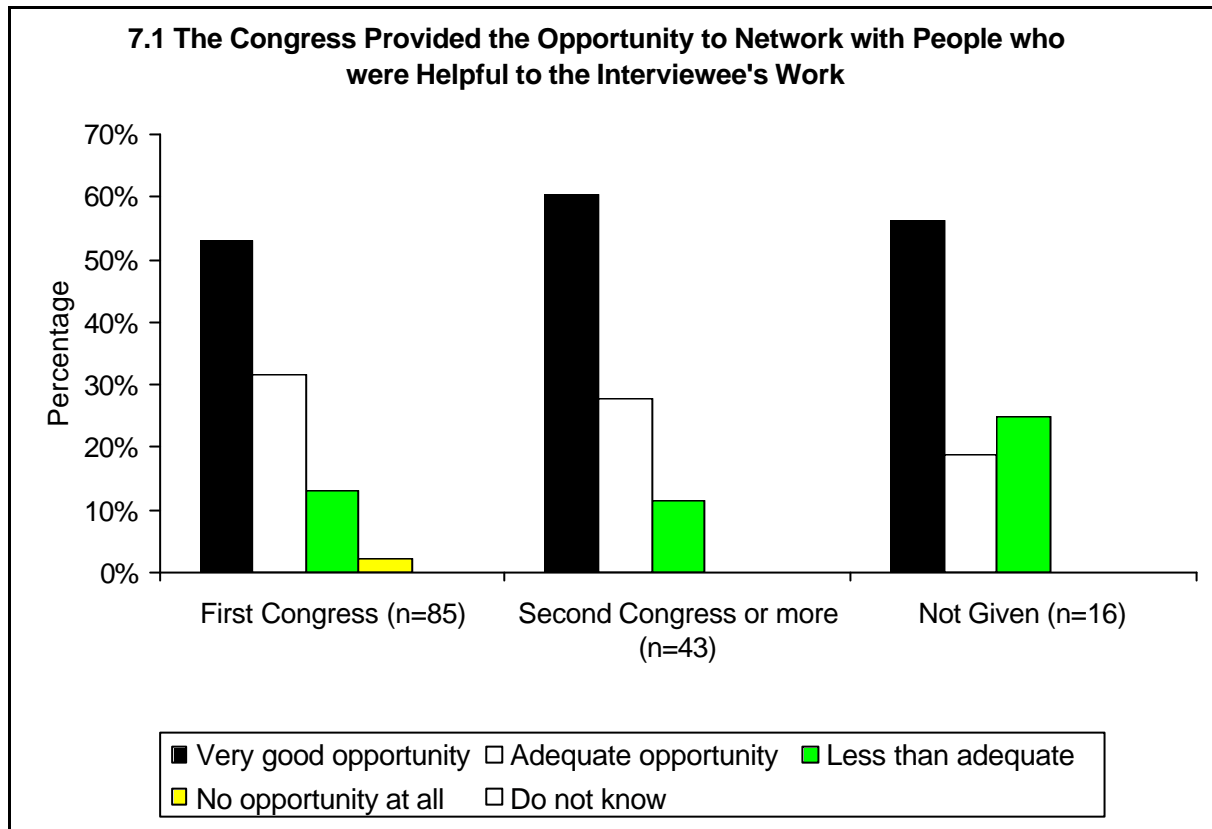




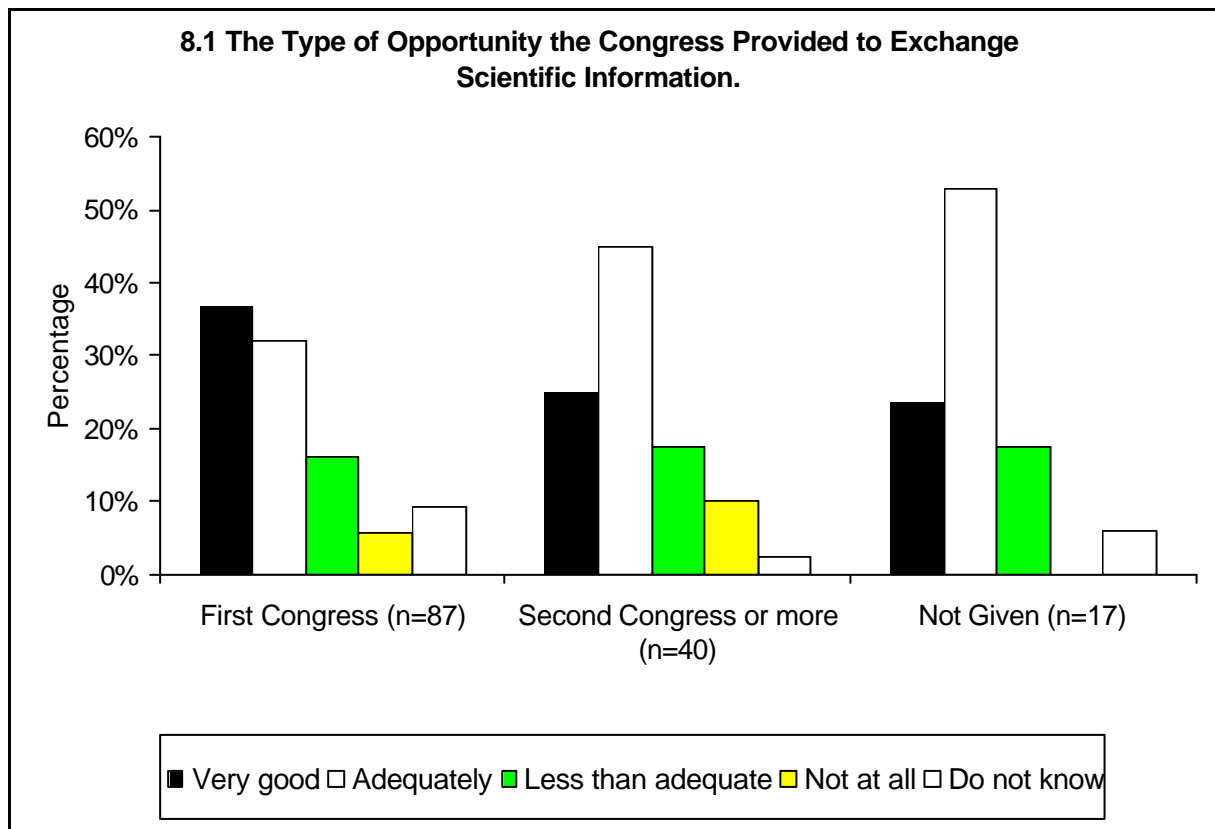
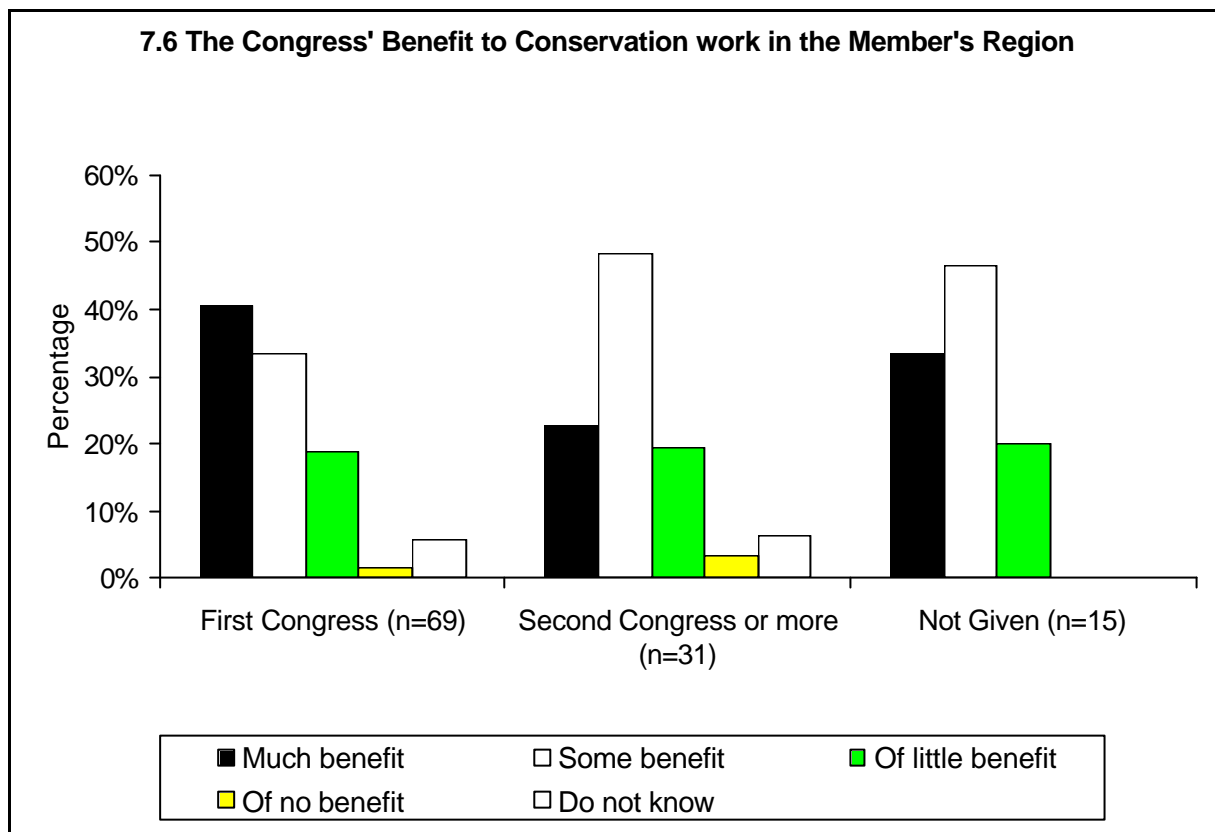


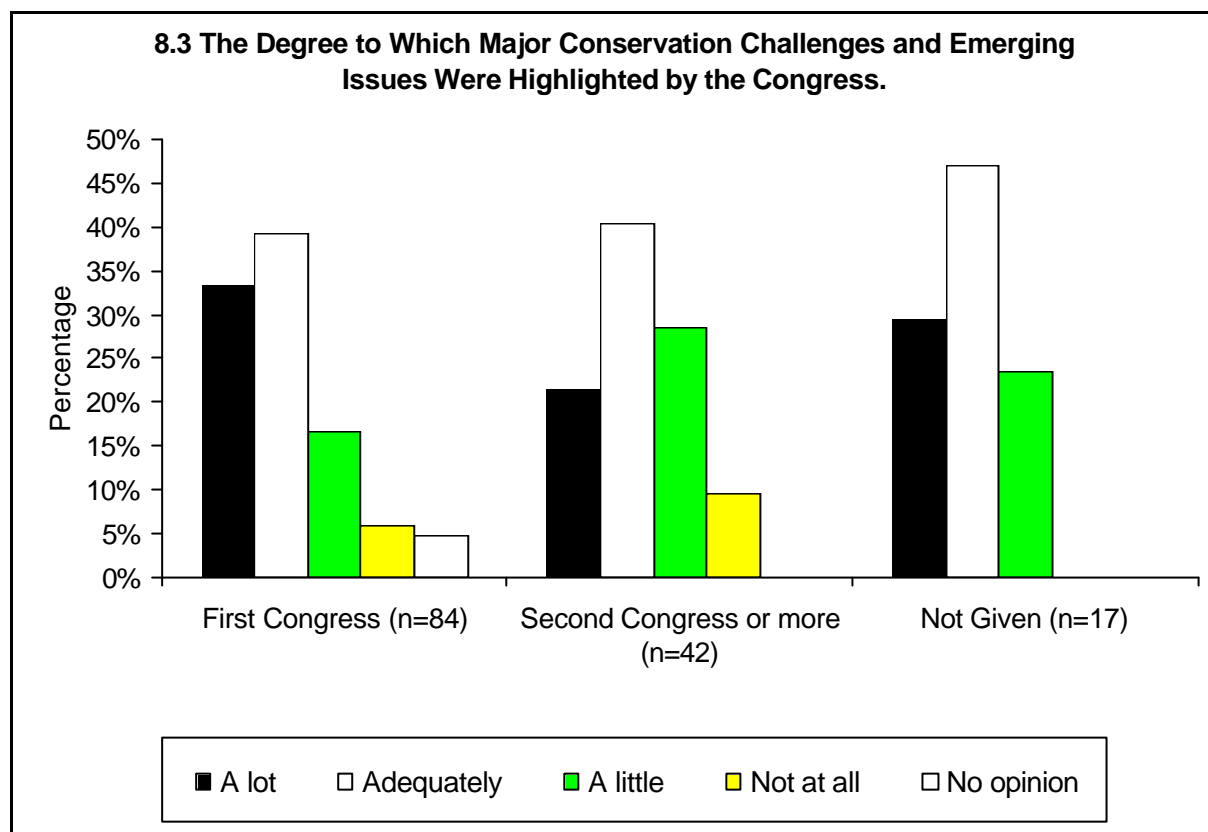




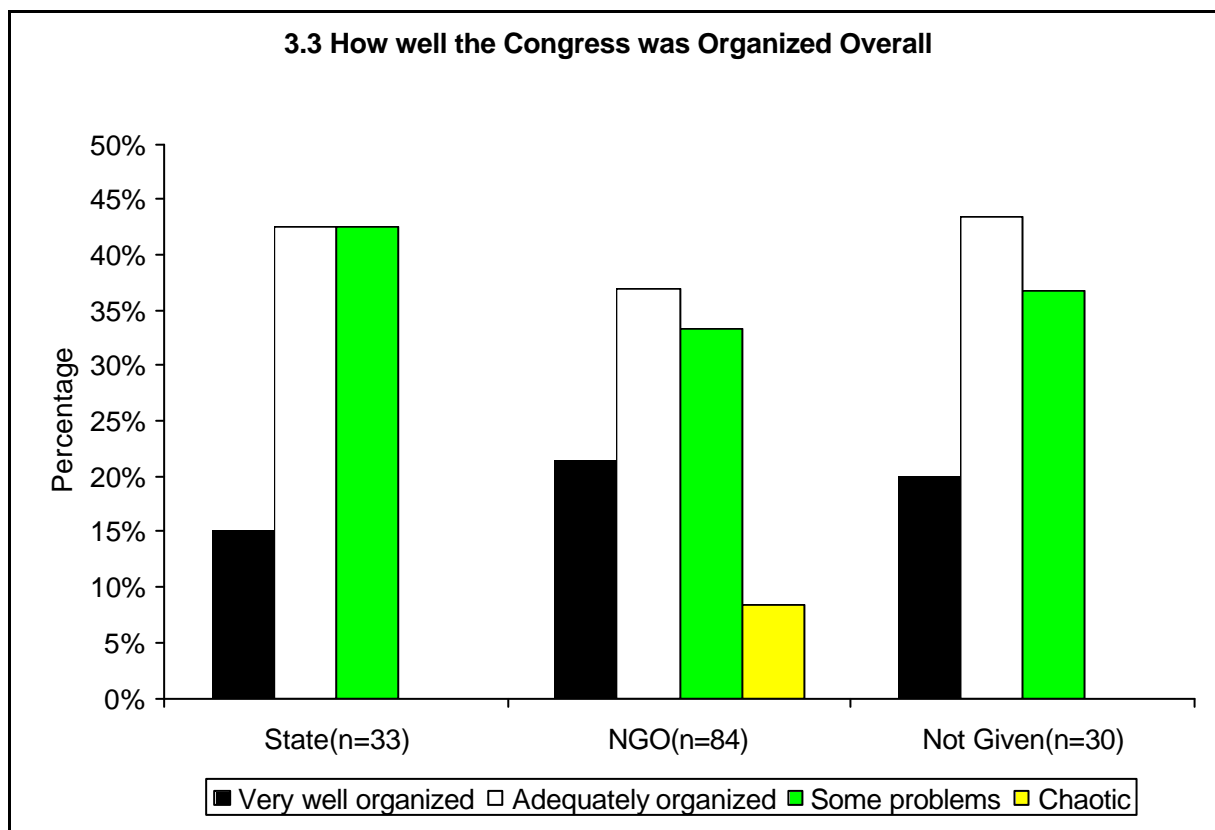
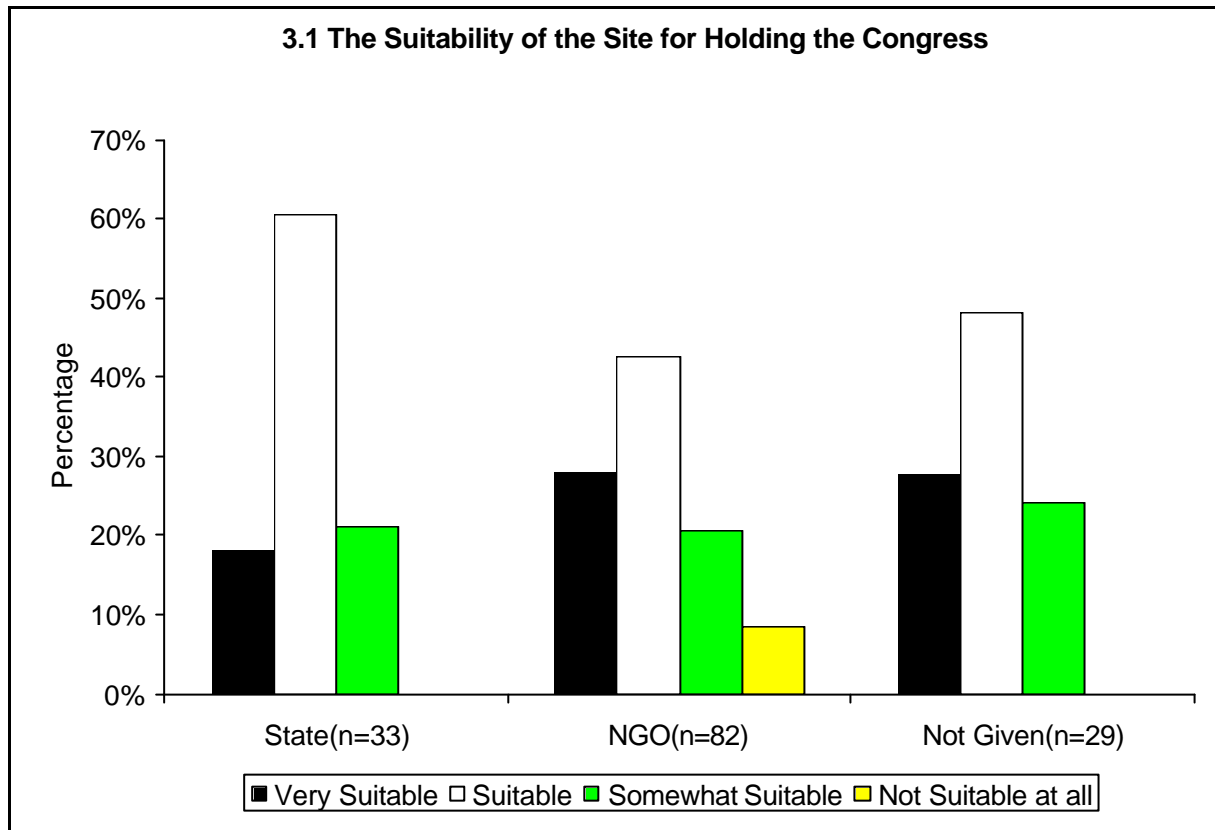


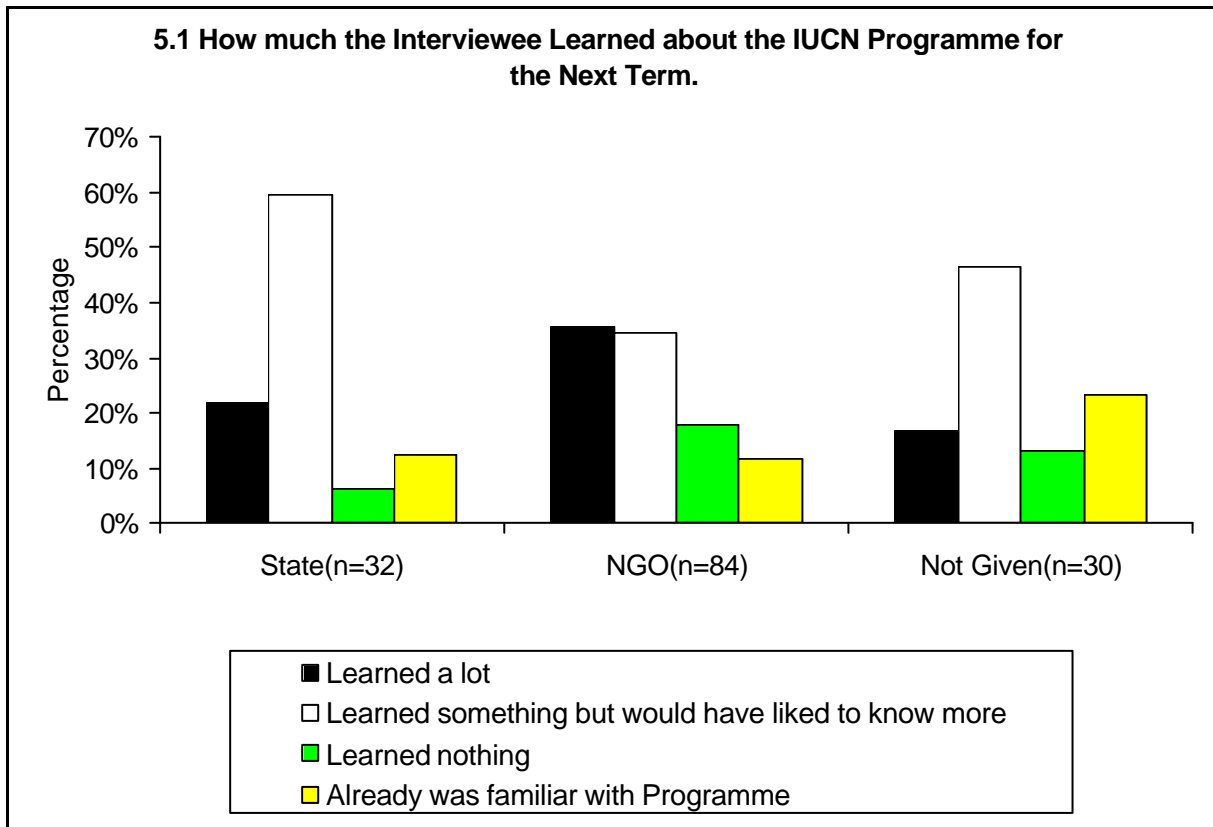
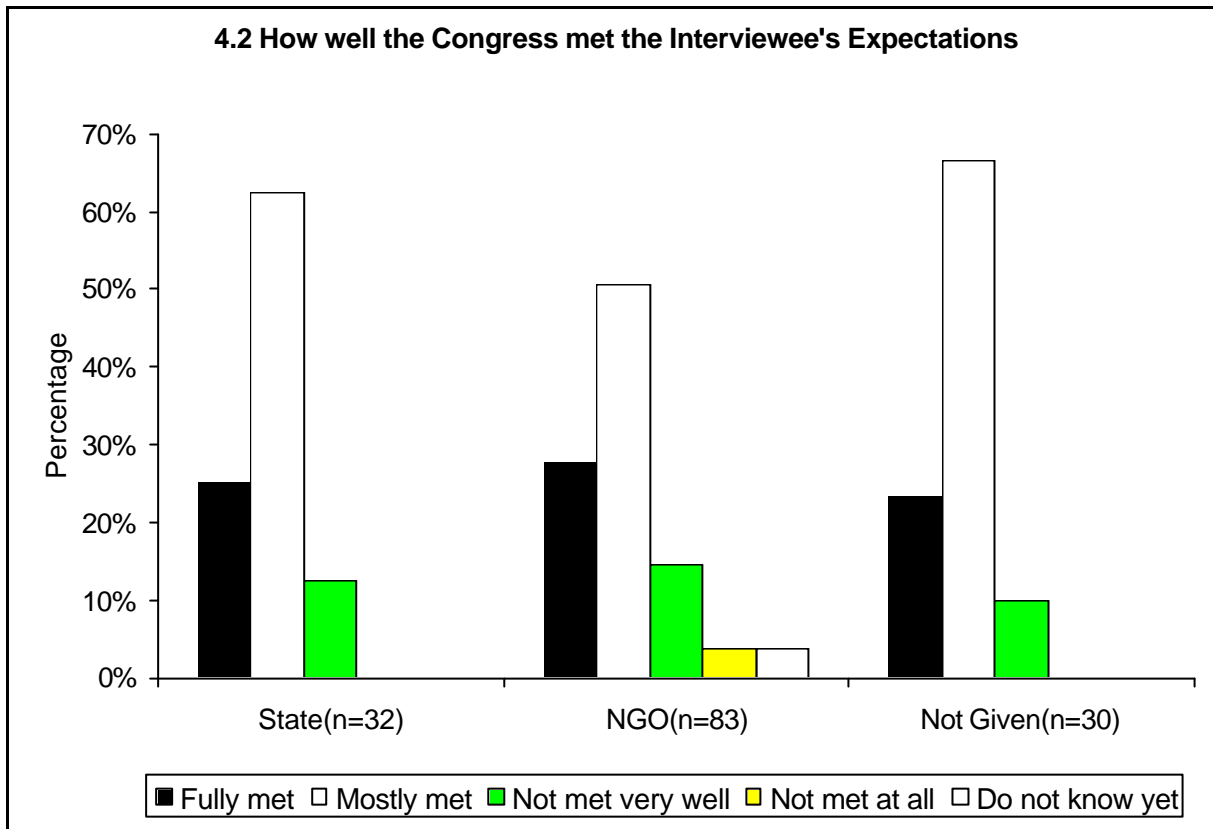


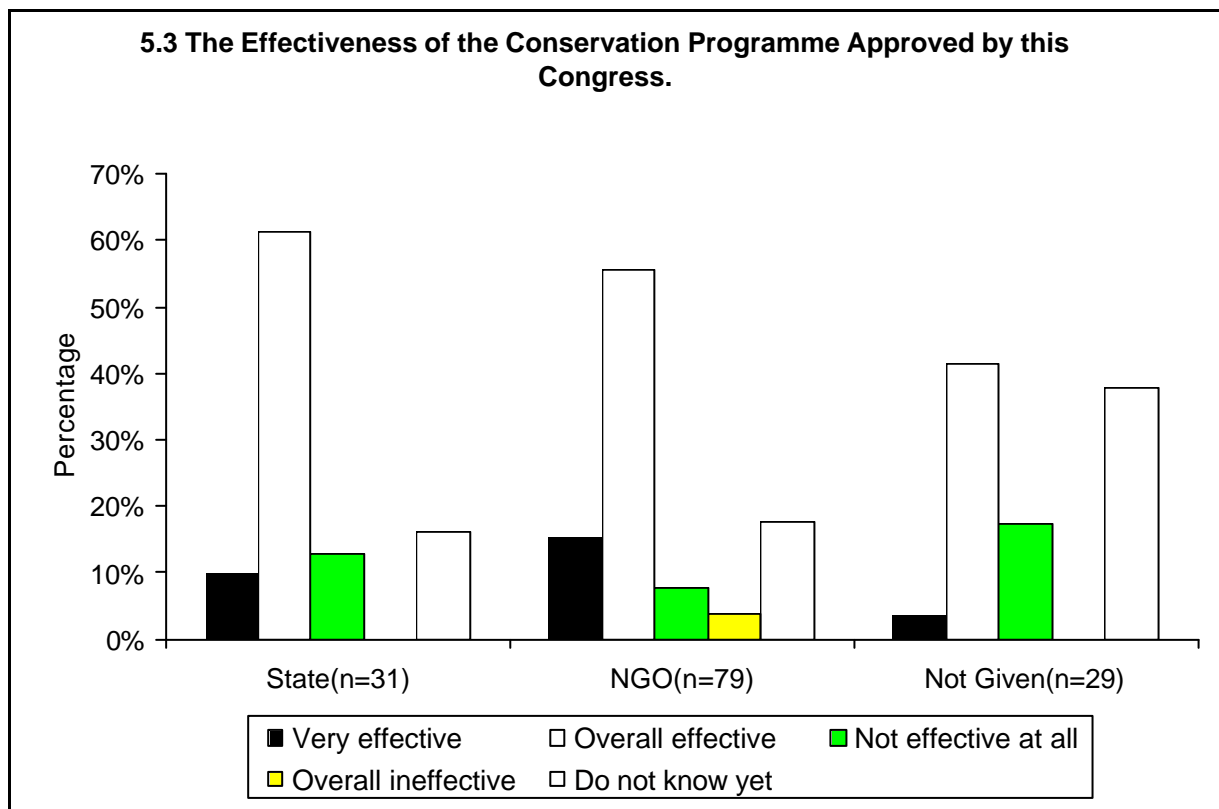
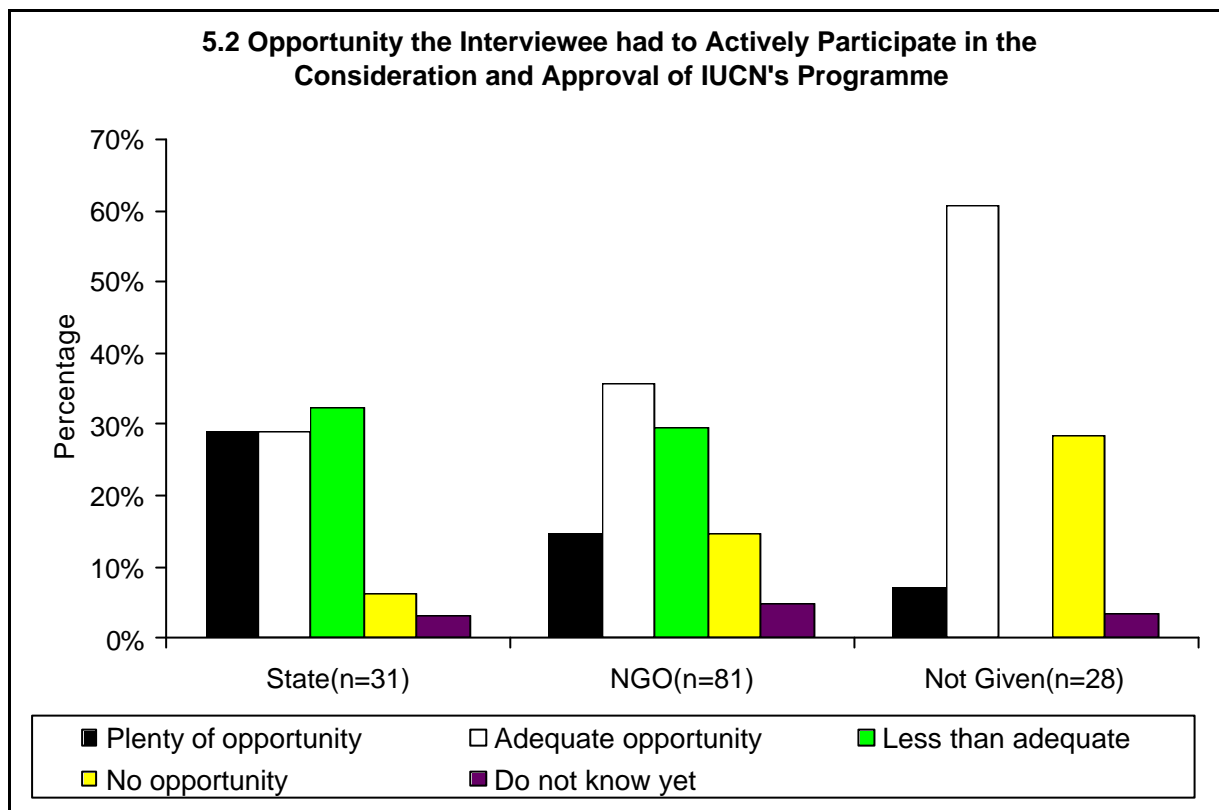


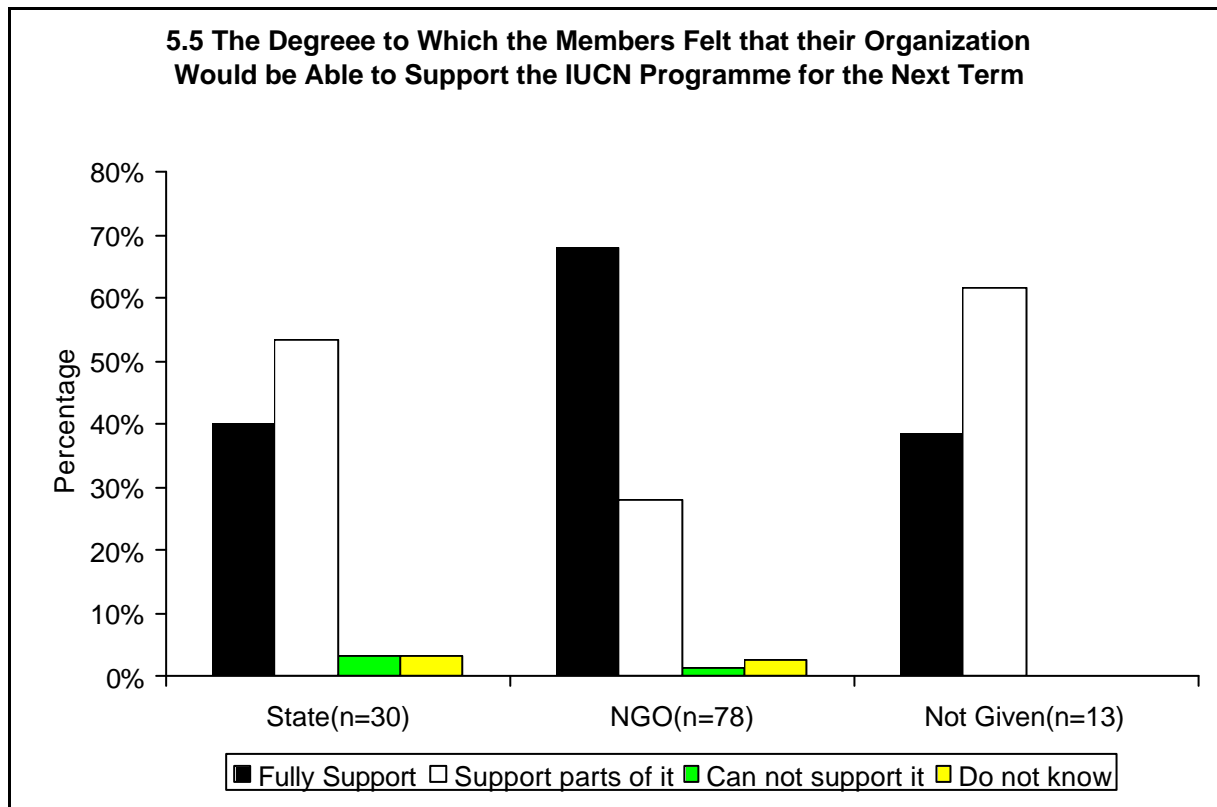
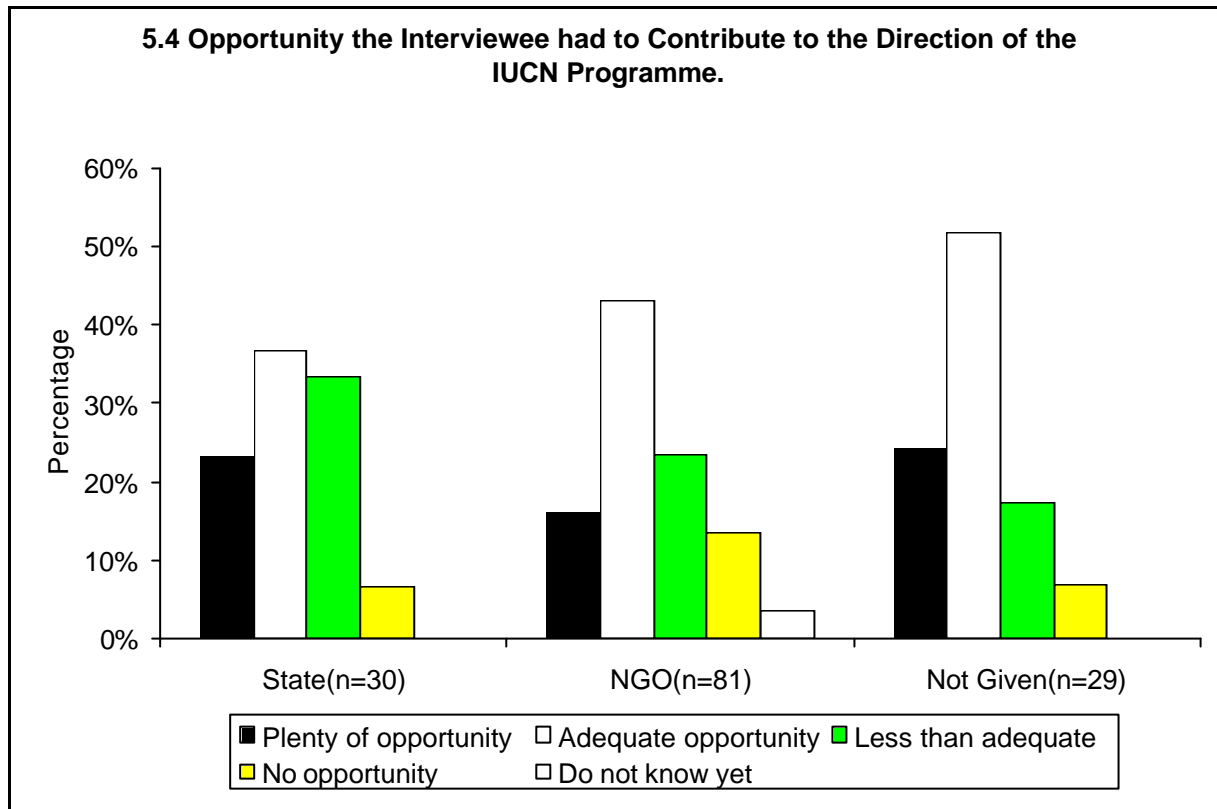


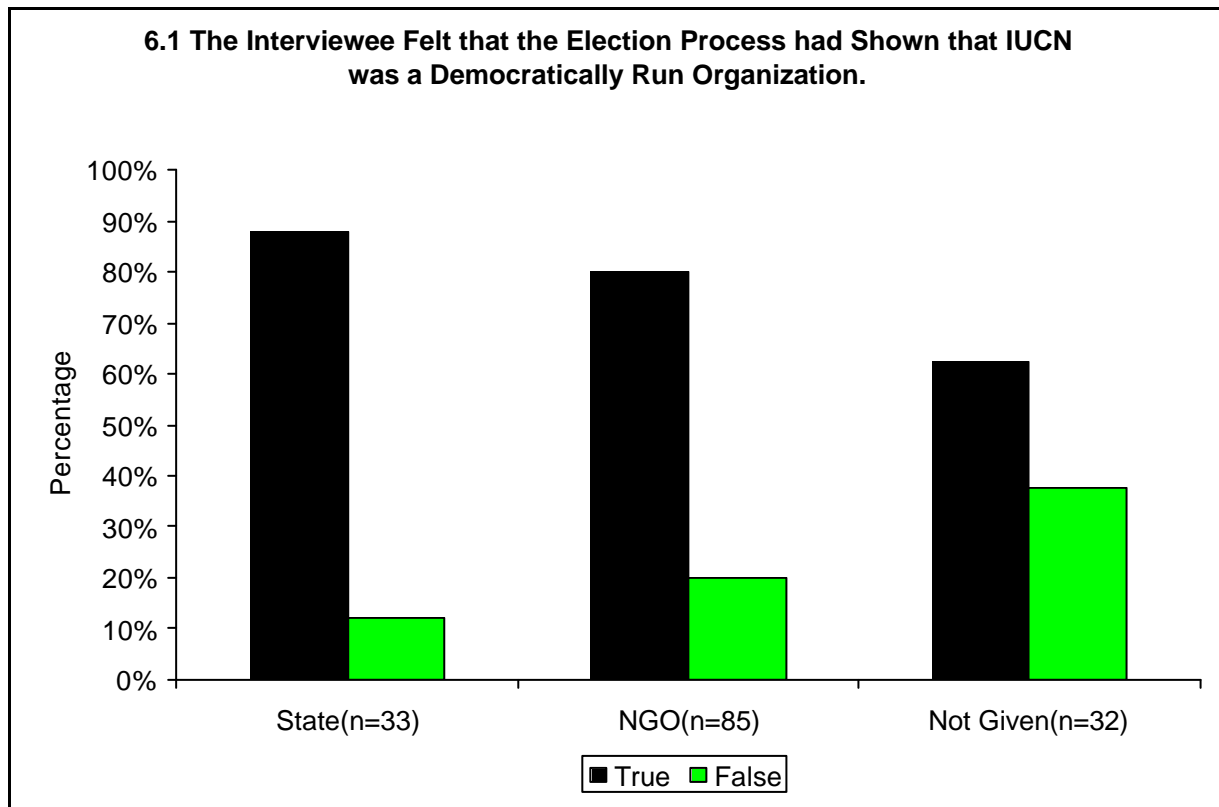
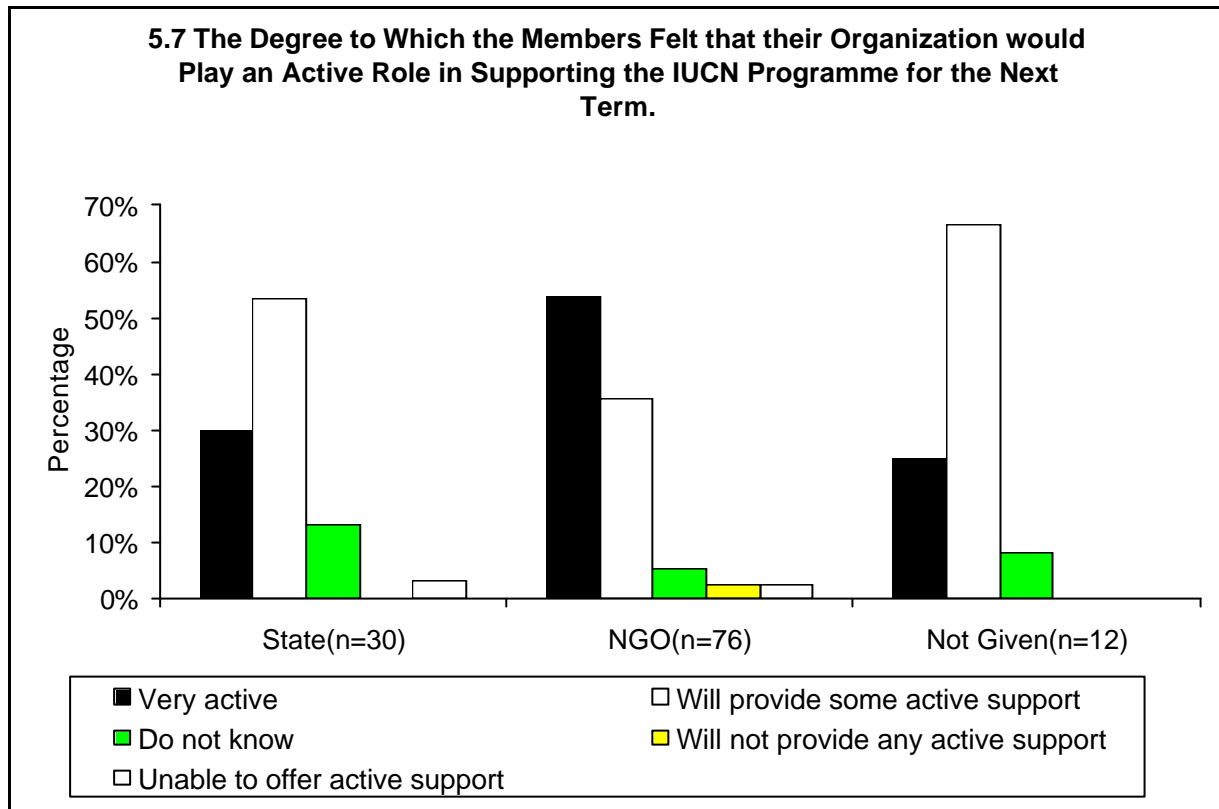
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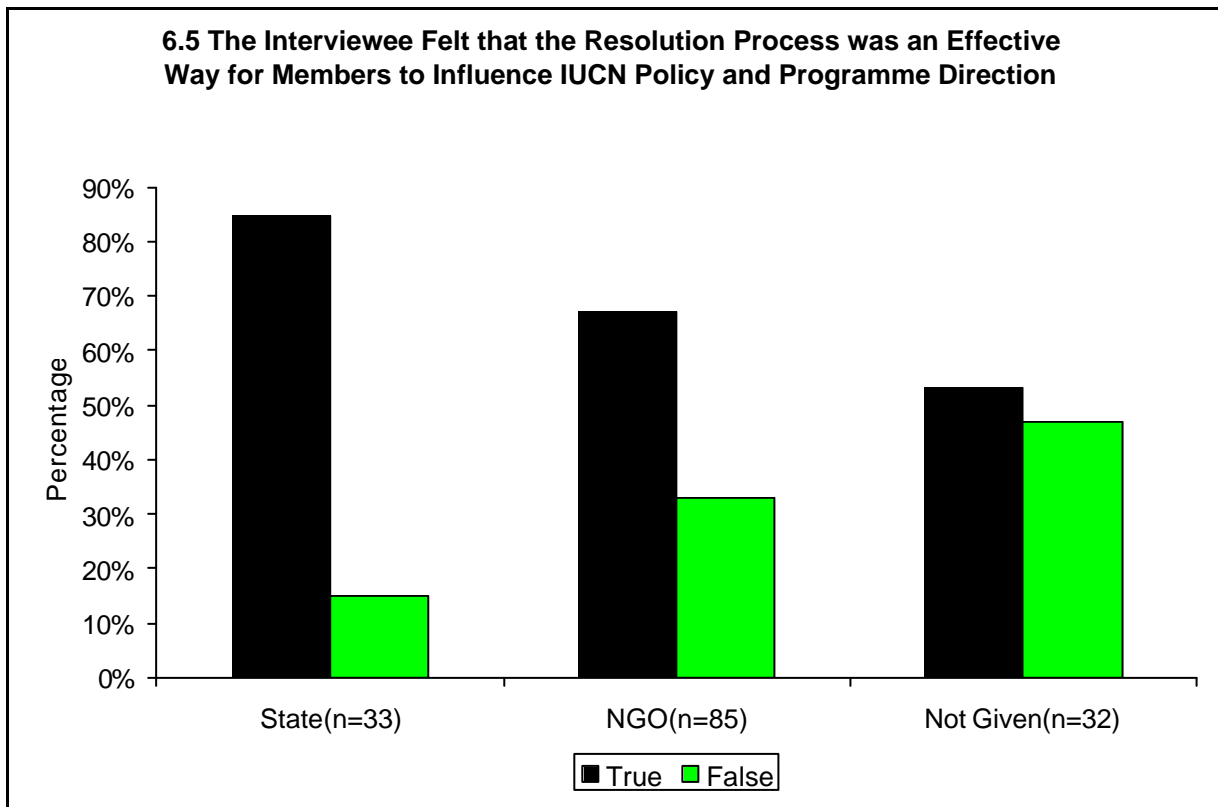
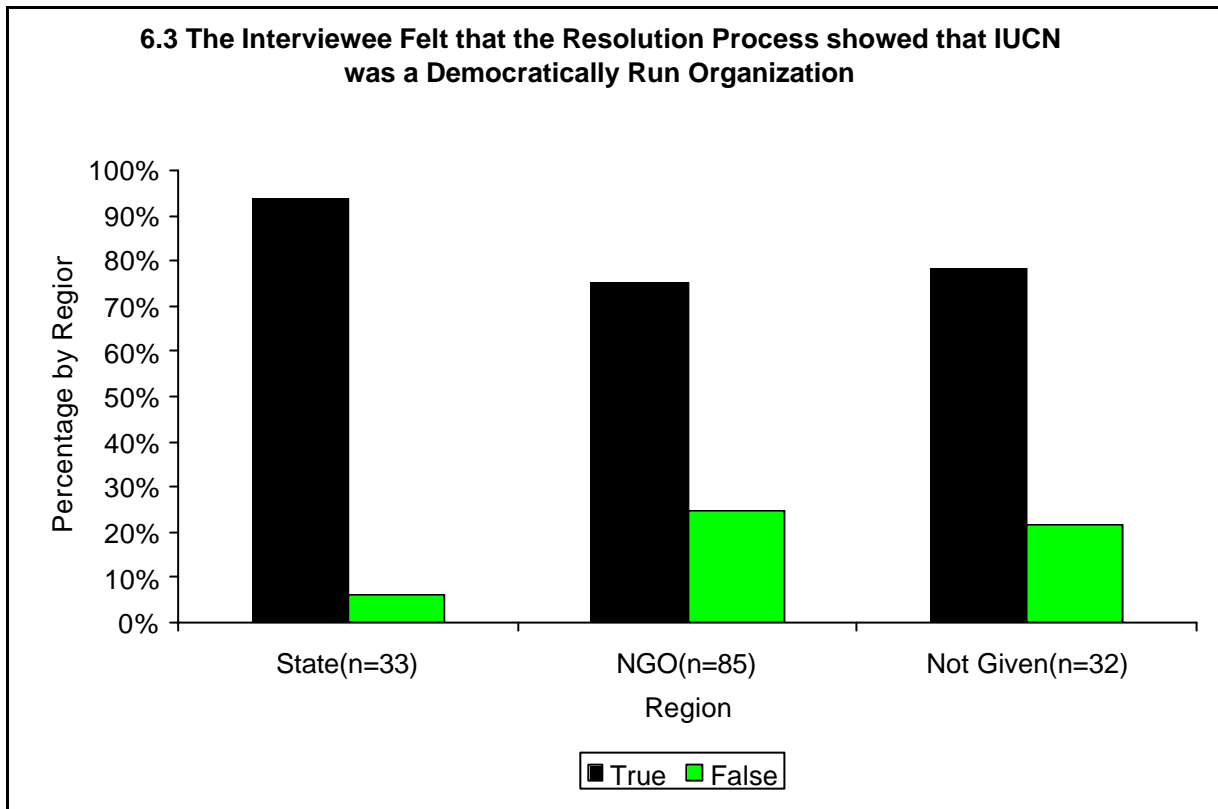




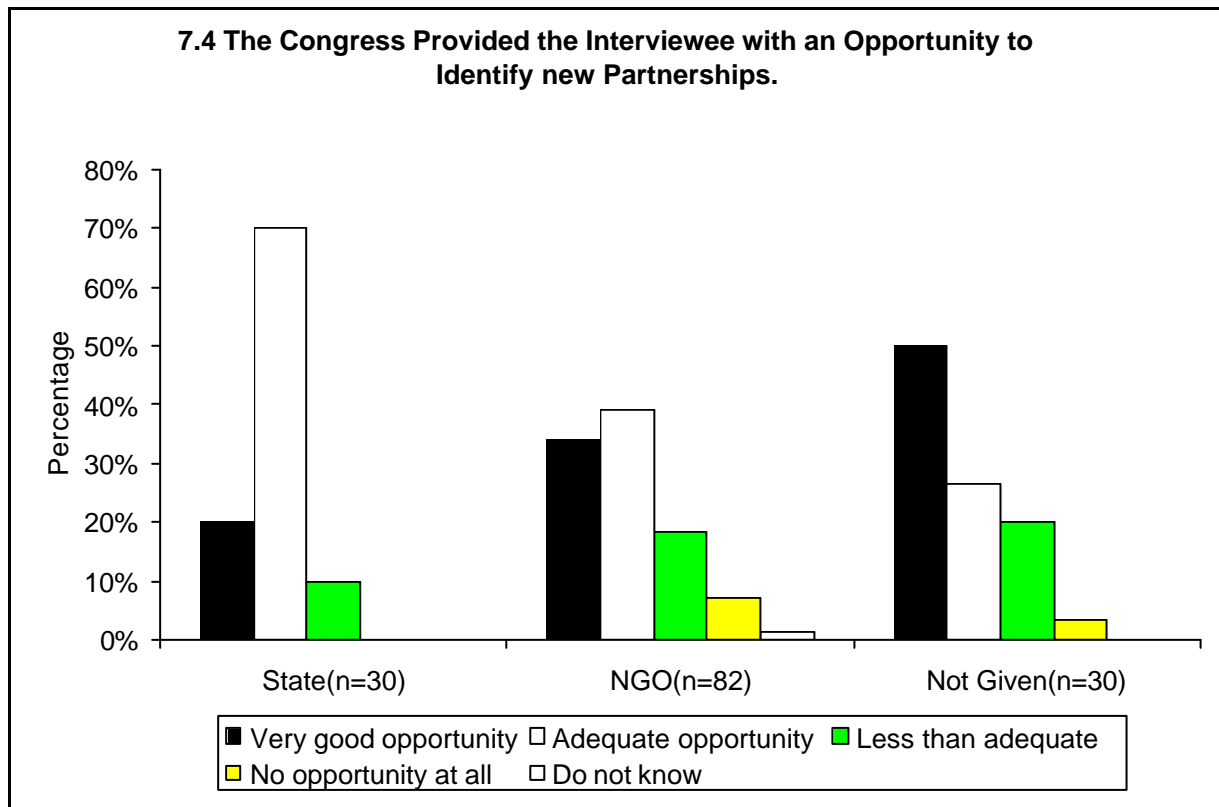
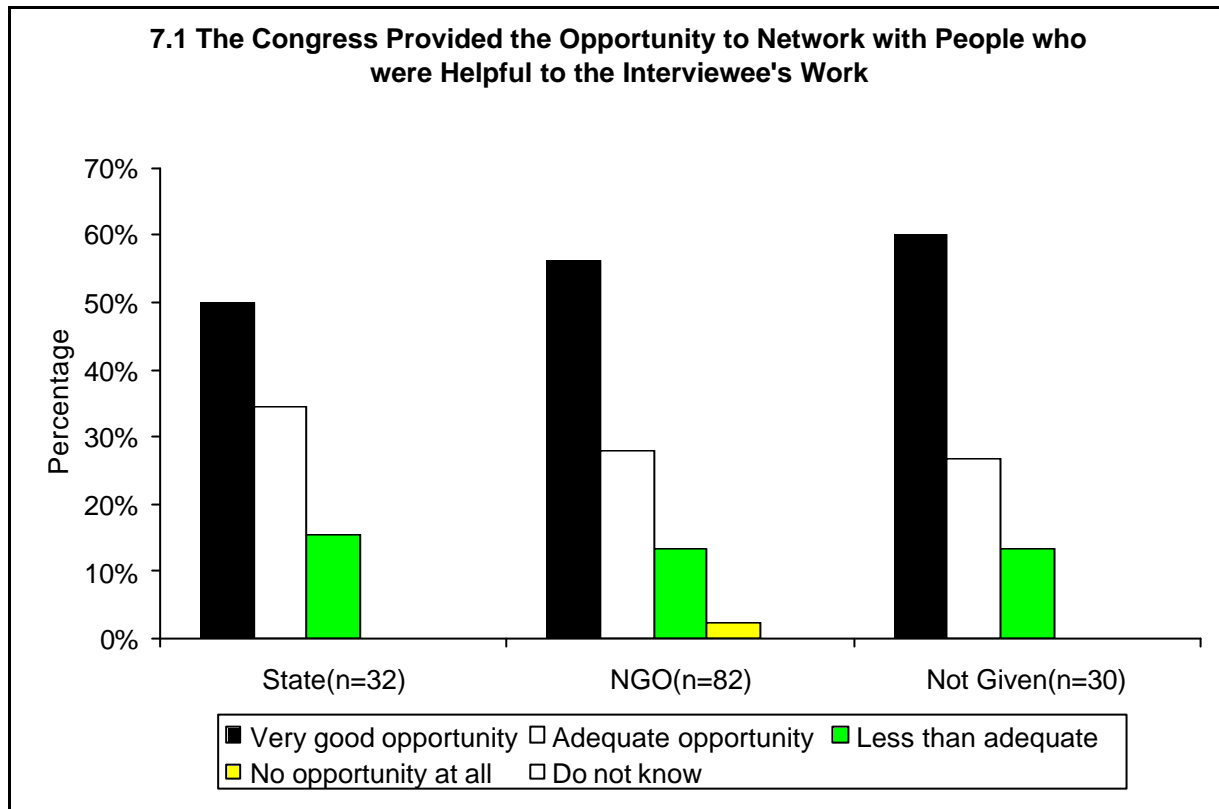


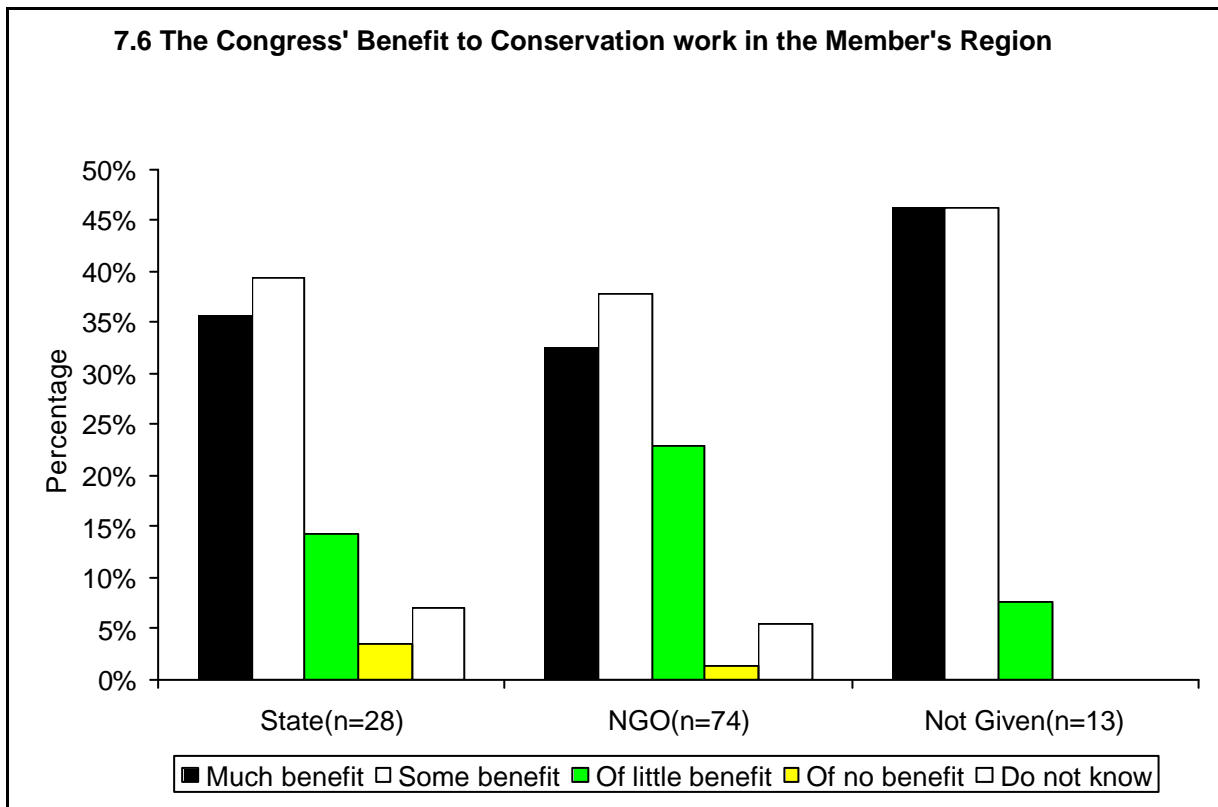
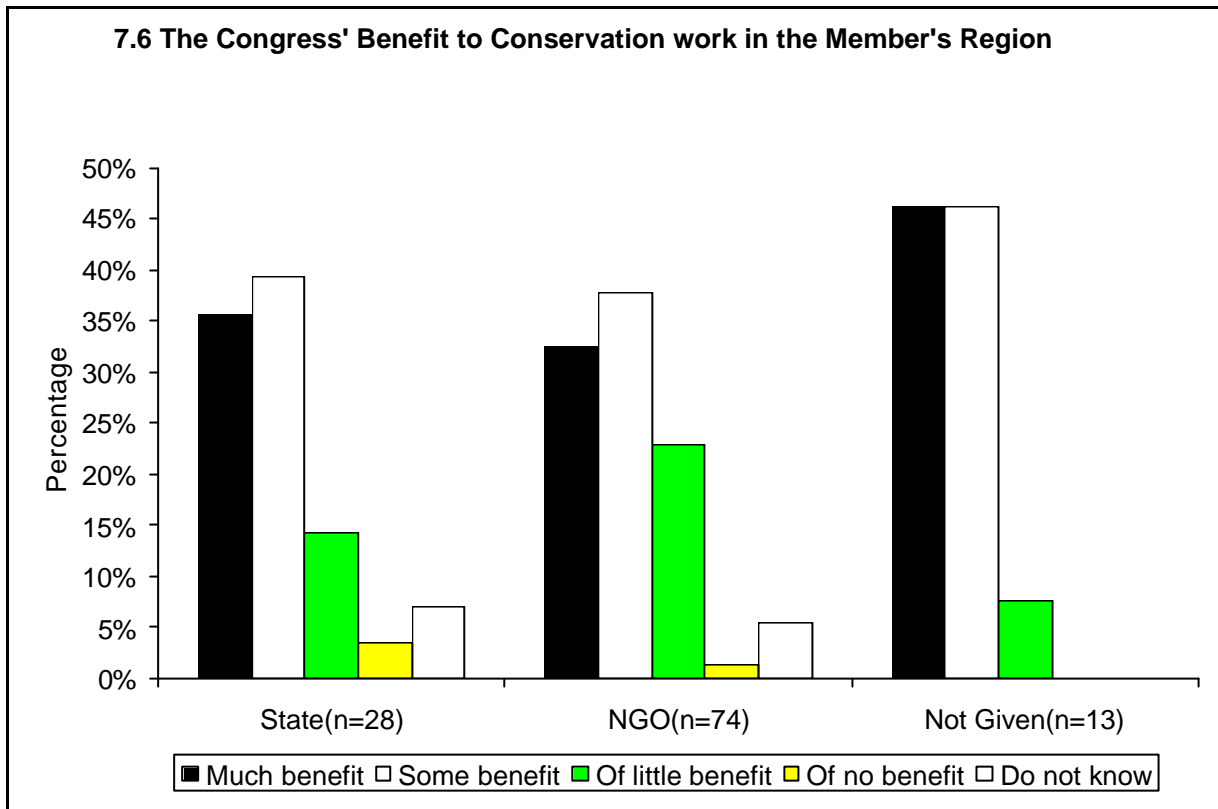


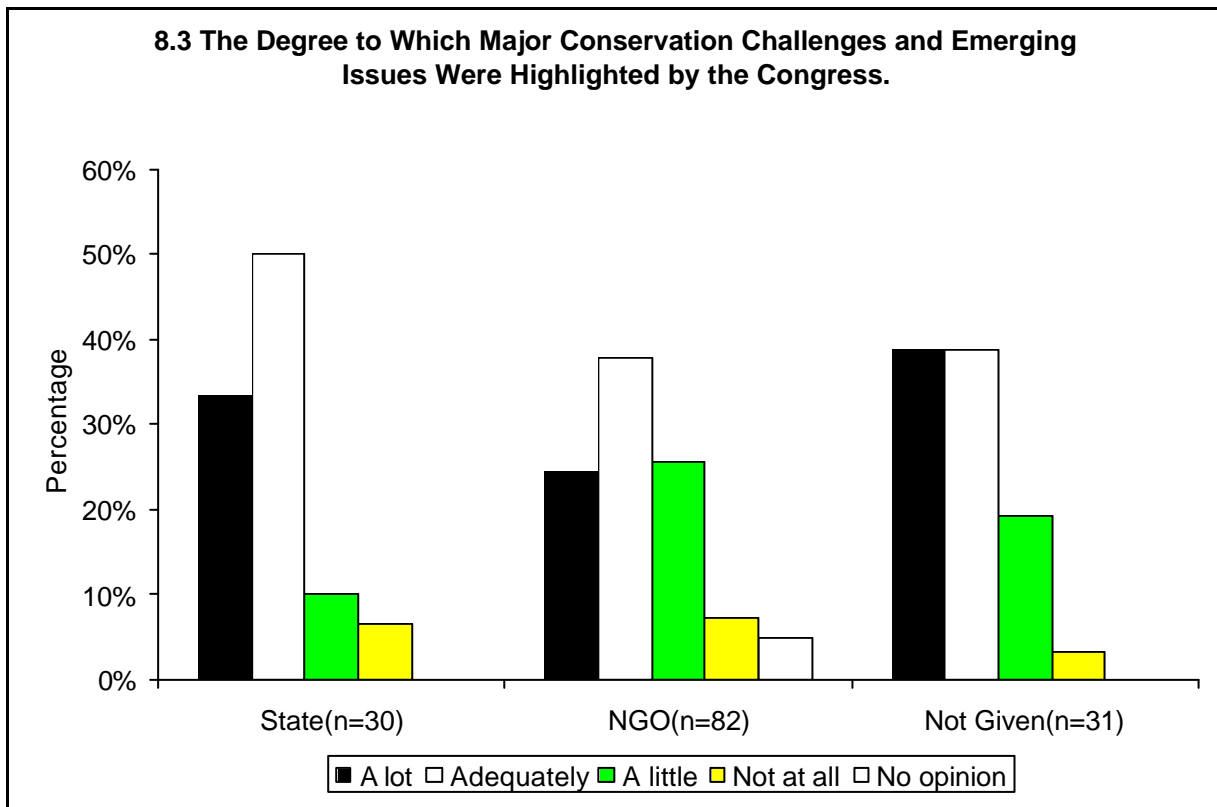
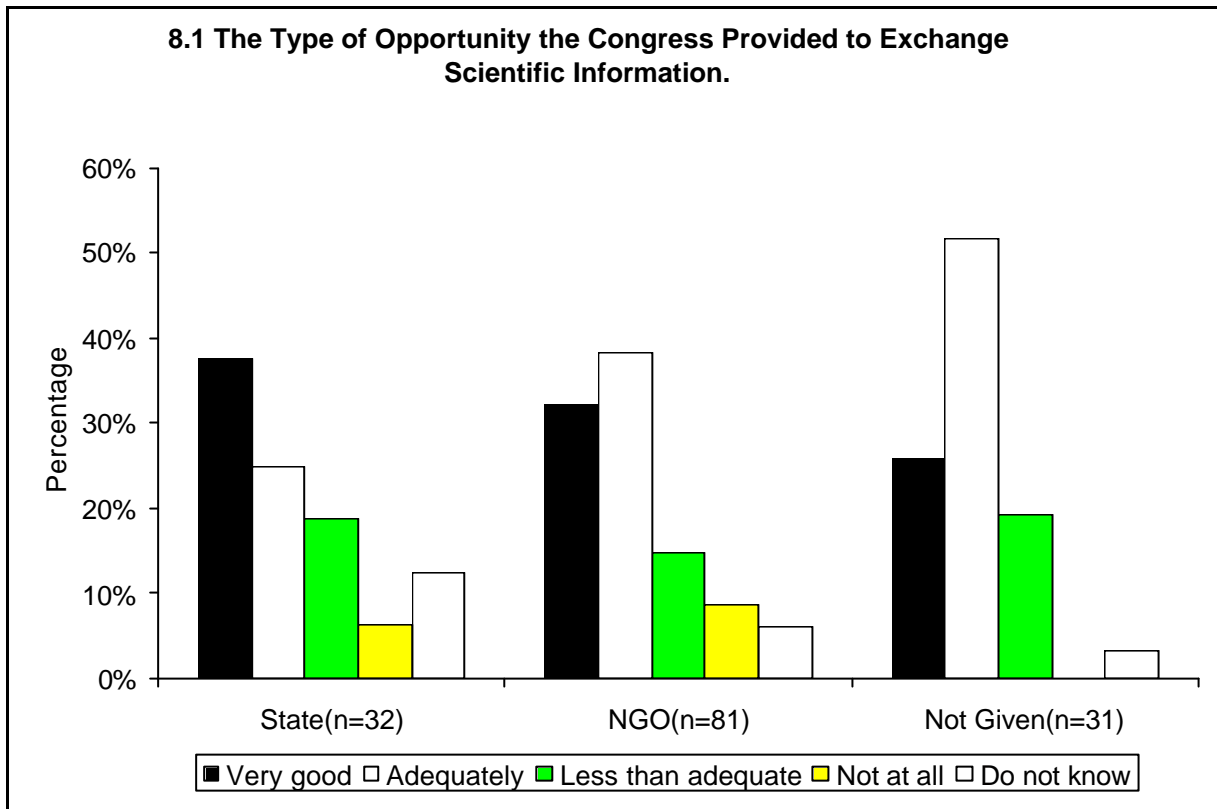


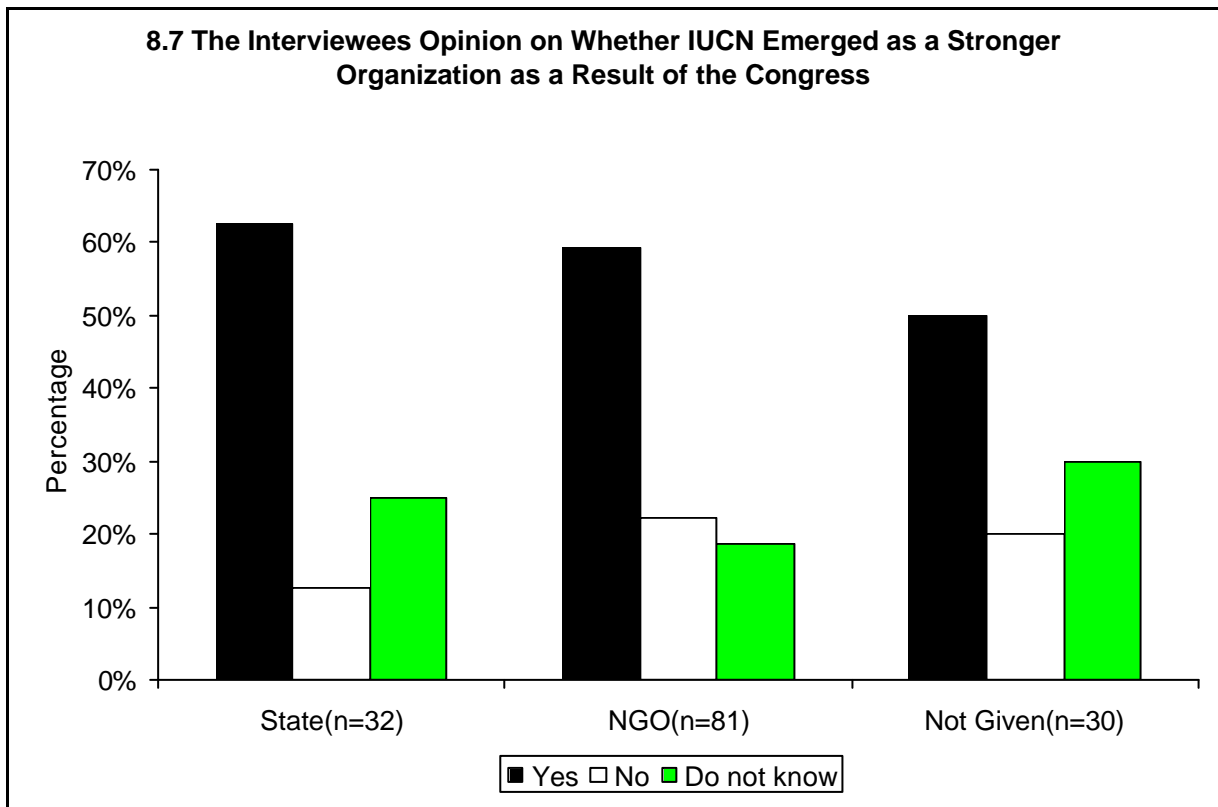
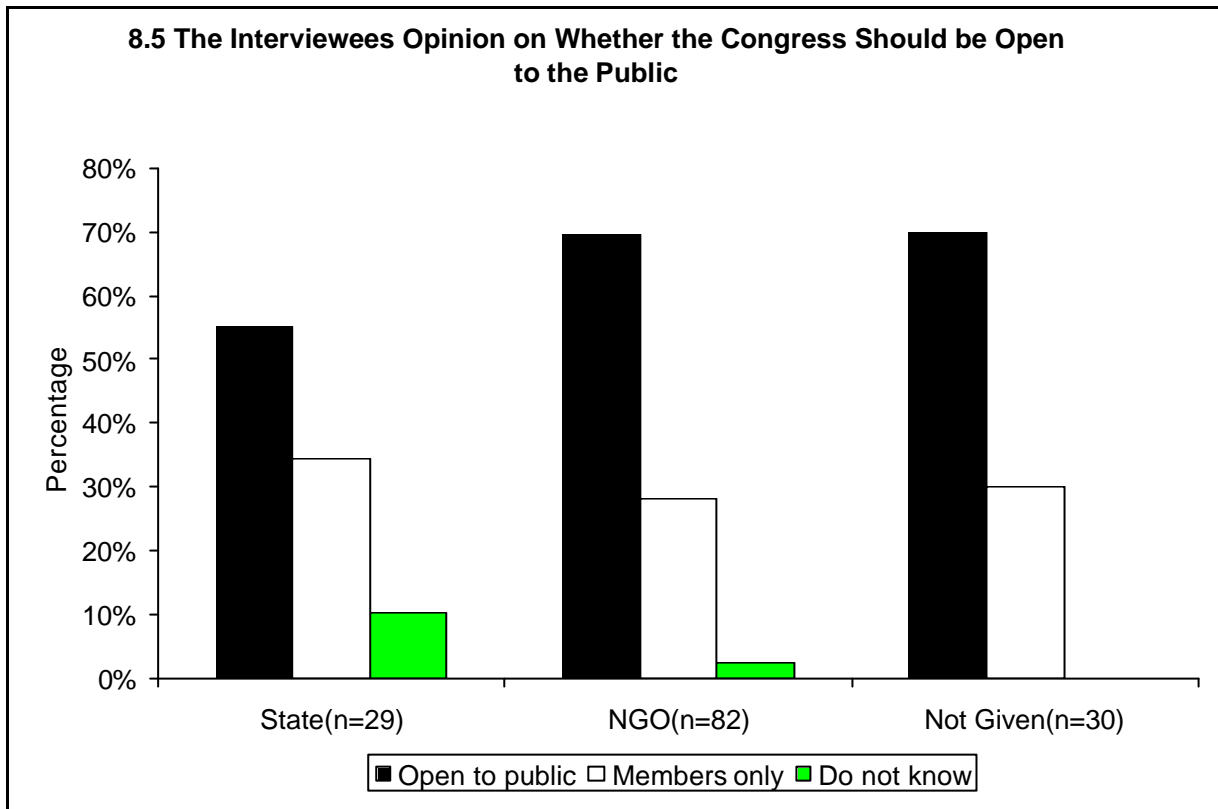


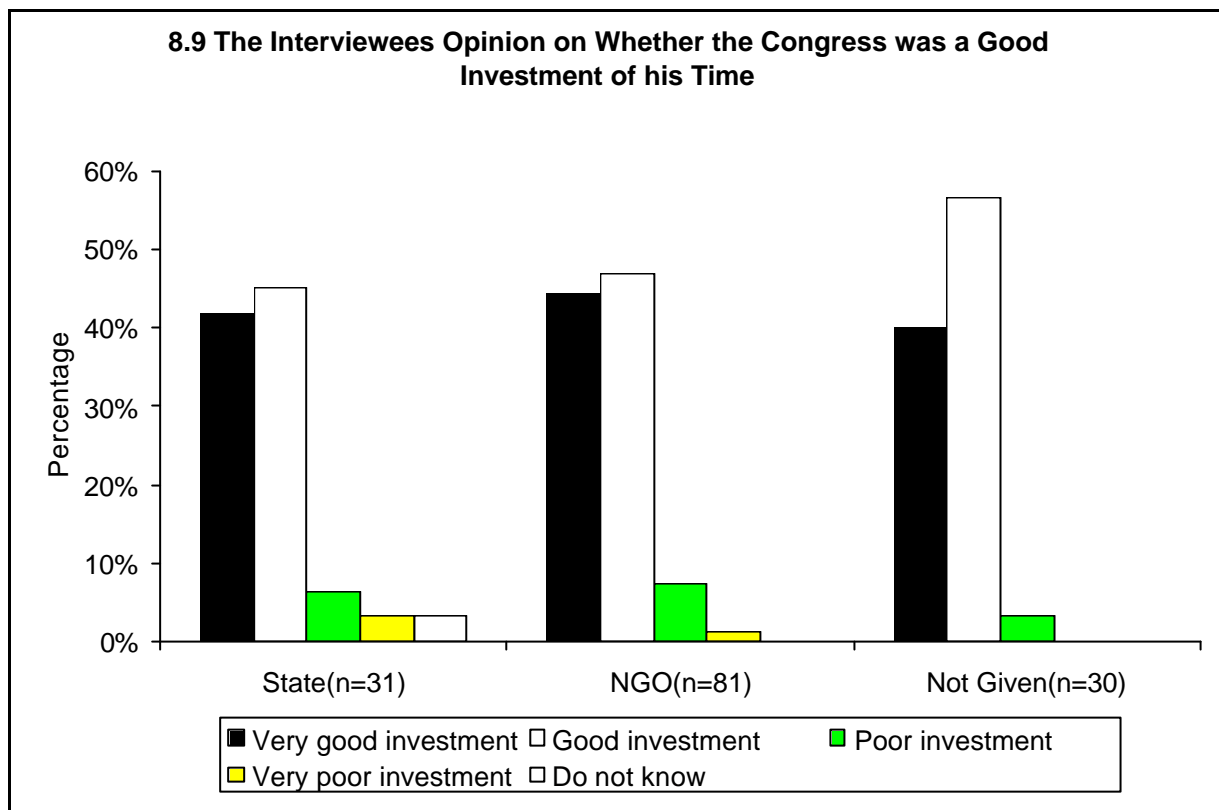














***Section 9 -  
Summary of Staff and Volunteer  
Operational Feedback***

## 9.1 Introduction

The day after the 2<sup>nd</sup> World Conservation Congress officially ended, the Evaluation Team facilitated a Feedback Session for over 70 IUCN staff and volunteers on site in Amman, during which staff divided into small groups according to their main area of responsibility at the Congress. They were asked to identify what worked well at the Amman Congress, what didn't, and what changes might be made to improve future Congresses. Additional feedback from staff and volunteers who were not present at the on site Amman session was solicited by email from over 170 staff and volunteers in November 2000.

Detailed responses were recorded, consolidated and submitted to senior management in January 2001 for their consideration, and for use in the preparation of a Congress Planning and Management Handbook that is being prepared by the Congress Unit at HQ.

This section presents a summary of the key points in each operational area of responsibility. No attempts were made to prioritize issues or resolve opposing opinions as it was felt all comments were important to record and consider in the management and decision making for future Congresses.

## 9.2 Strategic Management of Congress

Staff commented that effective teamwork was central to the success of the Congress. The resolutions process was managed effectively by a team that helped ensure the management of motions through to resolutions. The effective preparation for the Congress by the Programme Team led to the adoption of the new Programme. Regular meetings of the Congress Management Team were also key to effective management.

Despite the logistical difficulties of the site and limited financial resources of the host country, the location of the Congress provided an important outreach to the Arabic-speaking region. It was also felt that the regional input of members was well prepared and there were important networking opportunities.

Staff noted a number of concerns regarding the busy Congress agenda. The large number of simultaneous Congress sessions and side meetings meant that members' participation was seriously limited in key aspects of the Congress such as Programme discussions and approval. It was also felt that the overloaded schedules diffused leadership's attention to core Congress activities and responsibilities.

The early development, with key constituents, of a visionary agenda and central themes that would be adhered to throughout the event, was recommended. A suggestion of a radical redesign of the event, with the separation of the World Conservation Congress (WCC) from the General Assembly (GA), was also made. An earlier WCC could be used to pull together the technical inputs for a GA.

It was felt that Congress preparations must be made an integral part of IUCN workplans and financial planning. Preparatory meetings with members before the Congress to plan, among other things, how best to achieve the anticipated results of Interactive Sessions would be useful in order to allow members to better prepare their input to all aspects of the Congress.

Further, while the need and demand for side meetings was recognized, it was thought that they needed to be limited and more strategically planned. Room should be made in the agenda for networking meetings in a manner that will not conflict with core business. Additionally, the lack of effective reporting mechanisms to inform the plenary about the results of the interactive sessions, the Earth Forum, or the Commission meetings was raised as a concern. It was also felt that the lack of reporting back and discussion on both the follow-up to the Montreal Congress resolutions and the External Review was problematic. This lack of reporting on key events and activities represents a missed opportunity to share lessons learned and provide greater accountability to the membership.

In the lead-up to and implementation of the Congress, staff perceived a lack of clarity of the roles of leadership. Key functions had no clear lines of authority or responsibility, and this resulted in tensions and a lack of strategic direction. Having an overall human resource management/manager to re-assign resources, manage staff time and pay attention to staff health and welfare was also suggested.



### **9.3 Registration, Technical Support, VIP Arrangements, Elections/ Vote Casting, Credentials/ Membership Coordination, and Finance/Sponsorship**

#### **9.3.1 Registration**

Overall, the registration process ran very smoothly, due in part to knowledgeable management and a good team. There was some confusion with the pre-registration as it was in Canada, while credentials were dealt with in Switzerland, and hotel reservations in Jordan.

There were also some embarrassing situations and lack of guidance for staff who had to determine who was eligible for free passes for Jordanian participants, if there was sponsorship of WESCANA members, and whether or not membership fees had been paid. Additionally, registration staff worked very long shifts and had difficulty accessing food, drinks and washroom facilities both before and during the Congress.

Instead of the pigeonholes, which were difficult to manage and led to a large waste of paper, it was recommended that large message boards be used. A number of other logistical recommendations were also made and are contained in the detailed operational feedback notes provided to the Congress Secretariat.

#### **9.3.2 Technical Support**

There was good computer support and equipment at the Congress. However, there could have been more computers, in a more convenient and accessible locations, for both members and staff. The Resolutions Committee also noted a need for many more computers and compatible equipment. A number of committee staff noted that the cell phones were indispensable and should be essential for future Congresses. There also needs to be an integration of information databases and systems.

#### **9.3.3 VIP Arrangements**

There were good support services from Jordan, transportation was effective, computer equipment accessible, and there was a prompt support response from Jordan and IMG staff as needed. In the future, a process to identify VIPs, in particular those invited by the DG, is needed along with the resources to develop a good database.

#### **9.3.4 Elections/Vote Casting**

Poor organization created a lot of confusion in the elections at the outset. Overall, it was felt the vote counting process seemed out of date. In the future, both the vote casting and counting process need to be clearly and systematically explained and managed. Some suggested that there should be a simplification of the ballot forms and/or a change to an electronic system.

#### **9.3.5 Credentials/Membership Coordination**

Excellent team work, good pre-Congress preparation, well trained staff, an adequate number of volunteers and a good collaboration between registration and membership were important factors in this process. However, the verification process was slow as the credentials were not computerized. As in Montreal, there was an insufficient database on proxy votes, credentials, and the head of delegation needs. There was also an insufficient information exchange between HQ and RCO on status of dues.

For future Congresses, it is recommended that the credentials and verification process be rethought. Additionally, there needs to be a database tailored to membership needs (including info on credentials, vote-counting).

### **9.3.6 Finance/Sponsorship**

While there was timely feedback from Regional Coordinators regarding finances and sponsorship, there was a lack of information exchange between HQ and RCO regarding the invitation process. Additional problems included difficulties in getting visas, insufficient finances for regional members, and hotel room management. Some of these issues could be addressed by more sufficient funds for regional participation and membership invitations being copied to regions.

## **9.4 Finance, Programme and Resolutions**

### **9.4.1 Finance**

The selection of Finance Committee members and the advanced briefing materials they received were positive contributions to the process. The cooperation between the Programme and Finance committees was also seen as important.

Two difficulties noted were that the Terms of Reference for the Finance Committee were very poorly defined and there was a lack of clarity about what kind of document should be presented to the Congress. It was noted that the Programme, Finance and Credentials discussions should have been grouped in the same plenary session, and that the Chair of the Finance Committee should have been present at the podium during Resolutions. It was felt that the Programme and Finance presentations and discussions should be formal sessions of the Congress.

Additional suggestions for improvements can be found at the end of this section.

### **9.4.2 Programme**

Interaction between the staff of the Programme, Finance and Resolutions committees was noted as a positive contribution. The Programme integration message was well received by the audience, and the open and informal meeting with members was beneficial.

Poor timing and advertising, overlapping events, and active election campaigning led to low attendance at the Programme and Finance sessions. The lack of substantive discussion of the Programme in plenary was noted as problematic. There was also poor coordination of statements and interventions between DG and Programme Committee, in part because the DG did not attend any of the Programme Committee meetings and Programme staff had no time to attend Congress staff meetings.

Recommendations for improvement are at the end of this section.

### **9.4.3 Resolutions**

The use of contact groups was noted as a strong contribution to the resolutions process. Additionally, the process was assisted by the help of local volunteers, the presence of a motion manager and team, an effective Resolutions Working Group Chair and team, and good preparatory work and early start-up.

Some of the difficulties encountered included the changes to the agenda and procedures, and the many contradictory decisions. It was felt there was poor coordination of statements and interventions between the DG and the Resolutions Committee. Additionally, the number of side meetings and Interactive Sessions was seen to eliminate all flexibility and overshadow the resolutions process.

A number of logistical suggestions for fine tuning the resolutions process and schedule were made. It was also noted that more consultation on motions is needed prior to Congress and that there needs to be more stringent adherence to agreed upon rules. Additionally, the role of the Resolutions Committee needs to be clearly defined and the Chair should not have any other responsibilities before or during Congress to ensure his/her availability.

Additional suggestions for improvement follow.

#### **9.4.4 Ideas for Future Improvements in Programme, Finance and Resolutions**

A number of suggestions were made to improve the performance of and coordination among the Programme, Finance and Resolutions Committees. For example, it was suggested that there be daily coordination meetings among senior staff for these committees, reporting of the committees be coordinated, Committee Chairs be identified earlier, and stress management coaching be provided.

It was also recommended that excessive overloading of the DG's Programme be avoided, the DG and President be assisted by senior staff, and the DG be responsible for the President's brief.

Communication of the Programme and budget to members well before Congress was recommended. This was achieved for this Congress by PPT working closely with regional and global coordinators, traveling extensively and meeting with donors.

### **9.5 Documentation and Translation**

#### **9.5.1 Documentation**

The documentation team dynamics were good and there were excellent supervisors. There was also a good liaison with Registration, facilitated by well-defined roles. Some of the difficulties included the lack of institutional knowledge in the documentation center, as there was no transfer of experience from previous Congresses. There were also too many people giving instructions about the same document and poor communication about priority jobs and the requirements for plenary. These combined factors resulted in a waste of paper and time.

In the future, the Centre needs additional assistants and on call staff. More importantly, it needs a clear contact person who will have the last word on each document. An effective nomenclature system for documents needs to be developed.

#### **9.5.2 Translation**

The translation team worked very well and had a good working relationship with the Documentation Centre and IMG. Overall, there were no significant problems. For the future, a harmonized glossary is being prepared. It is also recommended, for efficiency and better service, to integrate translation and interpretation services. It is thought that joint "Language Services" teams can be organized that would reduce costs, improve coordination, help the resolutions process and allow for provision of interpretation to side meetings.

### **9.6 Exhibitions, Press and Communications**

#### **9.6.1 Exhibitions**

IUCN exhibitions were good as they attempted to have a "corporate" IUCN look. This image, however, can still be improved. The IUCN bookstore/publications exhibit was useful and, in the future, both the exhibition and bookstore need to be more central to the plenary, larger, and better advertised. One idea is to provide a public exhibition on IUCN's work at the entrance to the site to encourage people to find out more.

#### **9.6.2 Press**

The press centre was well set up, although in the future it should be more centrally located. The Street Kids Journal and the participation of local teenage journalists was an excellent step in the right direction, and the Reuters' Award helps raise motivation for excellence in environmental journalism. To improve future Congresses, more thought should be given on how to build capacity in the press to report on the environment. It was also suggested that electronic update boards be used to show how the international media is reporting on the Congress. Finally, it was recommended that all units designate a press contact and that press be allowed to attend informal sessions to maximize exposure.

### **9.6.3 Communications (Overall)**

The information centre, the presence of focal contacts in the Programme and Commissions tent, and the closing video by CEC were all noted as being excellent.

A recommendation was made that the Commission on Education and Communication be given the responsibility for developing an internal and external communication strategy and plan. The plan should include mechanisms for ensuring greater visibility of IUCN's logo and for improving communication to and among members. A number of logistical suggestions were made relating to signage, orientation staff, participant badges, meeting places, resolutions on the website, and social events.

## **9.7 Interactive Sessions**

There were a number of varied opinions on the Interactive Sessions, both as a group and individually. Positive comments included the fact that there was a good mix of speakers, new areas of work were discussed, and there was a good integration of local case studies with substantive discussion and practical focus. The sessions also provided a number of concrete outputs such as papers and recommendations.

Some staff felt the Interactive Sessions should have a stronger link to the resolutions and Programme and the results of these sessions should flow directly into Programme and resolutions debates. Establishing better links between sessions was also suggested.

Many also felt there was insufficient time for really interactive dialogue. Other concerns were noted regarding the facilities, unfortunate conflicts in the schedule, unpredictable attendance, male dominated panels, a lack of respect for organizing deadlines and parameters, and a lack of consultation with the regions on session agendas.

Looking to the future, there were conflicting opinions on whether there should be fewer or more sessions. It was suggested that pre-registration be used to solicit information that would assist in the management and design of the sessions. A number of other logistical recommendations regarding timing, facilitation, and meeting facilities were also made. A suggestion was made to have similar sessions annually in regions that can feed into the global session. It was recommended that IUCN ensure that each Interactive Session be part of the annual work plan and budget of the responsible unit, and that dedicated funding for the sessions be provided in the future.

## **9.8 Plenary Management, Podium and Rapporteur**

### **9.8.1 Plenary Management**

The plenary management team that was put into place mid-way worked well and there was support from many of the secretariat staff. The professionalism of the AV company was also seen as a positive contribution. However, it was noted that there was a lack of communication between the Congress Management Committee and the staff servicing the podium and plenary. The side events to the Congress and the changes in the agenda were also considered problematic. A number of logistical comments were noted.

In the future, it was recommended that there should be a plenary hall management system with a plenary manager appointed well in advance. Consultative meetings between the Chair, podium presenters, plenary hall manager, rapporteurs, and chief interpreter should occur before every session. Suggestions for using electronic vote counting and an electronic rolling agenda display were made. Congress staff should be briefed on rules, procedures and statutes and there should also be documentation available in the plenary on the process (e.g. a user's guide to the statutes and WCC Rules of Procedure).

### **9.8.2 Podium**

Some of the sessions were very effectively chaired and it was recommended that capable Chairs be identified for future events. At times, however, the Chairs' briefs were unclear and it was felt that parliamentary procedures were not standardized or clearly understood on podium. The lack of a gender balance on the podium and the lack of preparation by some podium members on the issue at hand were also noted. Having targeted briefings for podium members and providing clarification on roles in advance of the Congress was suggested. It was also suggested that the DG be present at all plenary sessions.

### **9.8.3 Rapporteur**

Taking notes electronically was a major improvement in rapporteuring for the Congress. Reports were produced quickly and efficiently after the session, which was very helpful for the Resolutions Committee to organize the next session. It was recommended that a team of six rotating assistant rapporteurs be selected in advance of the next Congress by the Chief Rapporteur for their reporting ability and that the Chief Rapporteur be consulted more effectively in the planning of the WCC.

## **9.9 Regional Inputs to the Congress**

The appointment of regional WCC focal points worked well. It was noted, however, that invitations were sent directly to members, which resulted in regional staff not knowing who had been invited and what was in their package.

Staff commented that the Congress provided a great opportunity to raise the profile of continental or regional initiatives. However, it was felt that there was a weakness in regional lobbying for fundraising for the Congress. Donors who were approached responded negatively, saying they had given funds to IUCN HQ, or that IUCN should make funds available for their own event. There was also a weak support for the members' engagement in, and understanding of, the resolutions process.

It was noted that the WCC was not addressed as an integrated component of regional workplans for RCOs and members, and there were no pre-Congress regional meetings in some regions or an exchange between regions on WCC issues. In the future, it is recommended IUCN enable and undertake capacity building for improved Congress preparation within regions. There should be solid interaction with members, enabled by the allocation of appropriate budgets from general programme funds. There should also be increased synergy between HQ and RCOs through better joint planning and preparation for the WCC.

## **9.10 Commission Meetings**

A number of very positive comments were made about staff's experience with specific Commission meetings. A number of staff noted that the information exchange aspect of the meetings and the Commission activities at Congress (e.g. the Red List promotion, side meeting on World Heritage sites, the CEC video) were very beneficial.

Suggestions for the future include providing two days for Commission meetings, having facilities that allow for better interaction, providing more exchange opportunities within the Commissions and between the Commissions and the membership, and establishing a process for reviewing Commission mandates. Some felt there is also a need to link the work of the Commissions more effectively to the Programme's Key Result Areas.



## Appendix I

### ***Council Recommendations of detailed issues to be considered by the next Congress Task Force***

- Objectives of Congress:
  - Clarify who sets objectives – Council?
  - Rationalize the multiple objectives – political, governance, programmatic – and clarify formal and informal objectives (informal: networking, logistics).
  - Strategic objectives need to be explicit. For example consider the choice of location alongside objectives of capacity building.
  - Did we discuss the right conservation issues?
- Programme and Interactive Sessions:
  - Decide if Programme discussions are a high priority, and if so, prepare for the Congress sessions and scheduling with this objective in mind. Is Congress a reliable mechanism to debate and discuss conservation issues? .
  - Can Interactive Sessions realistically accomplish more than what was offered?
  - Ensure evaluation reporting to Council, and consider how reviews should best be presented and discussed. Make sure this is reflected in the IUCN Evaluation Policy.
- Resolutions process:
  - Rationalize the resolutions process and ensure it does not conflict with the Programme discussions, and vice versa.
  - Make fundamental changes to the resolutions process to ensure substantive discussions.
  - Next Congress must address follow-up of Amman resolutions.
  - Explore regional forums to deal with regional resolutions.
  - Shift the resolutions process from individual to Programme resolutions.
- The role of Commissions in Congress:
  - Enhance the presentation and discussion of Commission reports, adoption and revision of mandates, and the report format for Commission Chairs.
  - Encourage inter-commission presentations.
  - Consider Commission meetings as official part of the Congress.
- National and regional committees:
  - How can members report most efficiently? Consider provision for full reports from national and regional committees of members in all three languages, recognizing however that there is not time for all member committees recognized by Council to make reports.
  - Should time be reserved for members meetings?
  - Can member committees play a role in members' due payments and other credentials issues before each Congress?
- Planning and management:
  - Give regions the responsibility and tools for congress preparation and follow-up.
  - Ensure that logistical issues such as transport, communications and layout are carefully considered, and that all the operational feedback from staff and volunteers is taken into account in planning the next Congress.

- DG should ensure that the Secretariat builds Congress into the ongoing programming and operational work plans.
- Congress must be a priority for Council as well as Secretariat.
- Develop a Delegates Guide to Congress to assist participants in the next Congress.
- Streamline the documentation needed for the Congress.
- Support networking by modern technology.

**Note:** The Council Task Force should also consider the detailed feedback from the Staff and Volunteer Operational Feedback for additional issues along the same themes as the above points.



## Appendix II List of Findings

- Finding 1: Overall Congress participants considered their attendance at the Congress as a good investment of their time and that it met their broad expectations.
- Finding 2: Participants, Councillors and senior management believe that one of the most important reasons for holding the Congress is to facilitate networking among individuals and the IUCN constituencies.
- Finding 3: Mixed views were presented on the role of the Congress in meeting the organization's statutory objectives and contributing to the strategic development of IUCN's programming.
- Finding 4: Most Council members and senior managers indicated that building IUCN's strength as an organizations was an appropriate role for the Congress.
- Finding 5: Congress objectives and roles were not clearly defined.
- Finding 6: Participants, Councillors and senior managers believe that the Congress is generally effective in addressing the administrative statutory requirements, but there was a difference in views regarding those related to policy and programme.
- Finding 7: Participants, Councillors and senior management strongly noted that Congress had facilitated networking among individuals and IUCN's constituencies. However, a definite need for assisting "new comers" was noted.
- Finding 8: Councillors, senior managers and participants believe that overall, the Congress served to strengthen IUCN as an organization, but concerns over the Congress' role in positioning IUCN as a globally relevant environmental organization, and participants' contribution to developing the strategic direction of the organization were noted.
- Finding 9: Participants believed in general that the organization of the Congress was adequate, but criticism was expressed over site logistics by participants and Councillors.
- Finding 10: Senior managers and some Councillors were concerned about unclear roles in the Congress planning process.
- Finding 11: The Congress staff and volunteer operational feedback report contains a comprehensive set of logistical suggestions for improvement of future Congresses.
- Finding 12: The single most important motivator for participants attending the Congress was the desire to exchange information and network with others with similar interests.
- Finding 13: Overall the Congress met the participants' road expectations.
- Finding 14: The majority of participants considered the Congress to be at least reasonably well organized overall, but concerns about its organization were expressed by nearly one third of the participants.
- Finding 15: Congress provides an opportunity for participants to learn about the IUCN Programme but many would like to learn more.
- Finding 16: Sixty percent of participants thought they had adequate opportunity at the Congress to participate in the consideration and approval of IUCN's Programme for the next term.

- Finding 17: Participant support for the approved IUCN Programme is broadly based.
- Finding 18: The election and resolution processes were viewed as evidence that IUCN was a democratically run organization.
- Finding 19: Two thirds of participants interviewed believed that the resolution process was an effective way for members to influence IUCN Policy and Programmes.
- Finding 20: The Congress is supporting members' work in the Regions.
- Finding 21: Over half the participants from whom data was collected felt that IUCN had emerged a stronger organization as a result of the Congress. Others felt it had not, or wanted more time to judge the impact.
- Finding 22: Bringing together Union constituents for activities such as exchanging information, sharing views, interacting and networking, was viewed by Council members as one of the top reasons for holding the Congress.
- Finding 23: Half of Council members indicated that addressing statutory objectives was viewed as one of the main reasons for holding the Congress.
- Finding 24: One third of Council members mentioned the exercise of IUCN governance as one of the top reasons for holding the Congress.
- Finding 25: One quarter of Council members felt that setting/establishing directions or priorities for the Union were among the three main reasons for holding the Congress.
- Finding 26: Though a majority of Council members believed that the Congress was effective in meeting IUCN's statutory objectives at the administrative, policy and programme levels, they remained quite split in the latter two cases.
- Finding 27: A majority of Council members emphasized the effectiveness of the Congress in providing a forum for public debate on conservation issues, and half of them believed it was important to open the IUCN World Congress to the public.
- Finding 28: Council members expressed ambivalence regarding the appropriateness of the Congress as a mechanism to achieve statutory objectives.
- Finding 29: Council members remained quite split regarding the effectiveness of the Council's overseeing of planning for the Congress.
- Finding 30: Over half of the respondents believed that the roles of the Council, the Amman Planning Committee and the senior managers in the Congress planning were generally clear.
- Finding 31: Council members provided a range of opinions on how well they believed the Congress helped strengthen IUCN as an organization.
- Finding 32: Most Council members indicated that the role of the Congress in fostering organizational strengthening activities was appropriate.
- Finding 33: A majority of Council members stressed the appropriateness of the Congress as a key governance mechanism for IUCN.
- Finding 34: Most Council members underlined the effectiveness of the Congress in helping to position IUCN as a relevant global environmental organization.

- Finding 35: Many Council members mentioned that addressing statutory objectives was a very valuable outcome.
- Finding 36: Several Council members pinpointed that organizational and logistical matters relating to the Congress were problematic.
- Finding 37: New Councillors' main motivation for attending the Congress was their role as candidate for the Council's election, as well as their desire to network and exchange with fellow colleagues.
- Finding 38: Most new Councillors expressed familiarity with IUCN's Programme.
- Finding 39: The vast majority of new Councillors fully support IUCN's Programme in principle and in practice.
- Finding 40: New Councillors acknowledged the effectiveness of the conservation Programme approved at the Congress and a majority felt that there was enough opportunity to participate in consideration and approval of the Programme.
- Finding 41: New Councillors were quite split over whether they had adequate opportunity to contribute to the future IUCN Programme direction.
- Finding 42: Overall, new Councillors acknowledged the democratic nature of the Congress, yet several of them emphasized problems with the governance and participatory process of the Congress.
- Finding 43: New Councillors remained split as to whether the resolution process is an effective way to influence the direction of IUCN Policy and Programme.
- Finding 44: Most new Councillors felt that the Congress provided good networking opportunities, as well as the possibility to identify new partnerships to address conservation challenges.
- Finding 45: New Councillors were quite split as to whether the Congress provided sufficient opportunity to exchange scientific information.
- Finding 46: New Councillors were generally satisfied with the degree to which major conservation challenges and emerging issues were highlighted during the Congress.
- Finding 47: A majority of new Councillors felt that the Congress generally succeeded in positioning IUCN as a relevant global organization.
- Finding 48: For a majority of new Councillors, the Congress is likely to be beneficial for conservation work in their region and most believed that IUCN has emerged as a stronger organization as a result of the Congress.
- Finding 49: Though new Councillors are in favor of opening the Congress to the public, several suggested that some restrictions should be established for non-members.
- Finding 50: New Councillors expressed general satisfaction with regard to their participation at the Congress.
- Finding 51: Several new Councillors believed that organizational and logistical matters affected Congress-related activities.
- Finding 52: The opportunity to make contact, exchange, network, and learn from others was viewed by many new Councillors as one of the most valuable outcomes of the Congress.

- Finding 53: A majority of senior managers felt that the opportunity to gather, exchange information and network among IUCN constituencies was among the most important reasons for holding the Congress.
- Finding 54: Almost half of senior managers suggested that defining and setting future direction or priorities for IUCN was one of the three most important reasons for having the IUCN Congress.
- Finding 55: One quarter of senior managers indicated that one of the main reasons for holding the Congress was that it provided a good opportunity to debate or build consensus on conservation issues.
- Finding 56: Half of senior managers indicated that addressing statutory issues, such as the budget, the Programme, the resolutions, the elections, etc., was one of the most important reasons for holding the Congress.
- Finding 57: Most senior managers estimated that the Congress effectively met statutory objectives at the administrative, Programme and Policy levels.
- Finding 58: Senior managers presented split views when asked about whether the Congress was an effective forum for public debate on conservation issues.
- Finding 59: Senior managers are divided about whether it is important to open IUCN members' business meeting to the public.
- Finding 60: Despite some mixed reactions, most senior managers acknowledged the appropriateness of the Congress as a mechanism to achieve IUCN statutory objectives.
- Finding 61: Senior managers expressed an overall strong criticism of the Council's general overseeing of planning for this Congress.
- Finding 62: A good portion of senior managers emphasized the lack of clarity in the roles of the Council, the Amman Planning Committee and the senior managers in the Congress planning process.
- Finding 63: Overall, senior managers acknowledged that the Congress helped strengthen IUCN as an organization, whether in terms of building member support, establishing/strengthening network and partnership, increasing the awareness of opportunities and constraints, and deepening the understanding of membership needs.
- Finding 64: A majority of senior managers believed that the Congress generally failed to contribute to the strategic development of IUCN's Programme
- Finding 65: A strong majority of senior managers believed that it was appropriate for the Congress to address organizational strengthening activities.
- Finding 66: A majority of senior managers believed that the Congress has been effective in helping to position IUCN as a relevant global environmental organization.
- Finding 67: Half of senior managers acknowledged the appropriateness of the Congress as a key governance mechanism for IUCN.
- Finding 68: Organizational and logistical matters were emphasized by many senior managers as problematic.

- Finding 69: The opportunity to network, learn and exchange information in an inter-cultural setting was viewed by many as one of the most valuable outcomes of the Congress.
- Finding 70: The resolution process was the Congress activity that was most mentioned by respondents in anticipation of how the Congress would relate to, or impact, their regional work.
- Finding 71: Regional preparatory meetings were held to discuss, prepare and/or coordinate for the Congress in four of the six regions for which case studies were submitted.
- Finding 72: Members' regional objectives varied according to the region they represented but a common objective for most was to promote the adoption of region-related resolutions.
- Finding 73: Participants' personal objectives for attending the IUCN Congress varied, but most focused on networking, exchanging information with other IUCN constituencies and becoming more familiar with IUCN.
- Finding 74: Among the sessions attended, delegates from across regions frequently singled out the Interactive Sessions and the resolutions process.
- Finding 75: Most respondents appreciated the networking opportunities at the Congress and a few mentioned that initial contact for further alliances and network were created as a result.
- Finding 76: No single Congress activity was identified as "the most important" among all regions, but several highlighted the influence of networking.
- Finding 77: A few delegates from North America and the Caribbean, Oceania and Central Africa referred to follow-up promises, ideas or initiatives that could have a direct or indirect significance for IUCN in the regions.
- Finding 78: Members from Asia, Central Africa and North America and the Caribbean indicated that their objectives were adequately met at the Congress.
- Finding 79: As a result of the Congress, members from several regions indicated an increased knowledge or awareness with respect to IUCN and the different aspects of its work.
- Finding 80: Given the limited information provided by member organizations about how their participation in the environmental movement has changed, it may be too early to assess such changes.
- Finding 81: Members across regions generally followed up on contacts made at the Congress and delegates from Oceania and Southern Africa incorporated new resolutions into their regional work.
- Finding 82: Participants were generally well represented in most Interactive Sessions, however the majority of them (54%) attended less than a quarter of the session's full duration.
- Finding 83: Most participants believe that the Interactive Sessions were well organized, however several provided suggestions for improvement.
- Finding 84: Most participants believed that the Interactive Sessions were directly relevant to the IUCN Programme in general and more specifically to their work at home.
- Finding 85: Participants agree that Interactive Sessions provided a good opportunity to network.
- Finding 86: Most participants indicated that their participation in the Interactive Sessions was worth their time.

## ***Appendix III Questionnaires***

This appendix contains examples of the evaluation questionnaires and interview guides. All questionnaires were available in English, French, and Spanish.

- Interactive Sessions – 1<sup>st</sup> block
- Interactive Sessions – 2<sup>nd</sup> block
- Participants' Evaluation
- Participant Interview Guide
- Councillor Interview Guides
- New Councillor Interview Guide
- Senior Managers' Interview Guide

# IUCN WORLD CONSERVATION CONGRESS

## INTERACTIVE SESSIONS EVALUATION -1

Your opinion on the Interactive Session is important to guide the planning for future IUCN Congresses. Please take a few minutes to respond to the questions below and return the completed assessment before you leave the Interactive Session. Thank you for your cooperation. French and Spanish versions are available from IUCN M & E staff.

### 1. Identification

#### 1.1 Please check the Interactive Session attended: (check only one please)

Looking at the big Picture: Ecosystem management in mountains etc.	Environmental health of island, coastal and marine ecosystems	Environment and security
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Forest ecospace, biodiversity and environmental security	Ecospace and a global culture of sustainability	Making waves: Strategies for averting the world water crisis
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 1.2 Please check the box that best describes you:

IUCN member	Observer	Session leader	IUCN Staff	Other (please describe below)
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

#### 1.3 Name of your country \_\_\_\_\_

#### 1.4 Please check the *approximate* amount of time that you attended at the Session:

<25% of the Session	26 to 50% of the Session	51 to 75% of the Session	> 76% of the Session
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 2. Overview of the Interactive Session

Please indicate your degree of agreement with the following statements:

	Strongly Disagree	Disagree	Agree	Strongly Agree
2.1 Overall, the Interactive Session was well organized	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2 The facilities were suitable for the Interactive Session activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Disagree	Disagree	Agree	Strongly Agree
2.3 Participants were given the opportunity to contribute their views and suggestions	0	0	0	0
2.4 The one major improvement I would make to the organization of the Interactive Session is:				

### 3. Interactive Session results

Please indicate your level of agreement with the following statements:

	Strongly Disagree	Tend to disagree	Tend to agree	Strongly Agree	No opinion
3.1 The interactive session was directly relevant to the IUCN Programme	0	0	0	0	0
3.2 Leading thinking relevant to the topic was presented in the Interactive Session	0	0	0	0	0
3.3 Discussions at the Interactive Session linked directly to my work at home	0	0	0	0	0
3.4 Best practices relevant to the Interactive Session topic were presented	0	0	0	0	0
3.5 The session presented a good opportunity to network with others	0	0	0	0	0
3.6 The results of the Interactive Session will potentially contribute to the future work of IUCN	0	0	0	0	0

### 4. Conclusion

	Strongly Disagree	Disagree	Agree	Strongly Agree	No opinion
4.1 Attending the Interactive Session was a good investment of my time	0	0	0	0	0
4.2 The strength(s) of the Interactive Session was (were):					
4.3 The weakness(es) of the Interactive Session was (were):					

*Thank You for Your Cooperation*



# IUCN WORLD CONSERVATION CONGRESS

## INTERACTIVE SESSIONS EVALUATION -2

Your opinion on the Interactive Session is important to guide the planning for future IUCN Congresses. Please take a few minutes to respond to the questions below and return the completed assessment before you leave the Interactive Session. Thank you for your cooperation. French and Spanish versions are available from IUCN M & E staff.

### 1. Identification

1.1 Please check the Interactive Session attended: (check only one please)

Mobilizing knowledge for biodiversity	Sowing the seeds for sustainability: Agriculture biodiversity etc.	The role of local solutions: Cultural diversity and social equity for conservation
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Indigenous <input type="radio"/> Gender <input type="radio"/>
Developing and investing in biodiversity business	Integrating biodiversity, conservation science into environmental policy etc.	The ecological limits of climate change
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.2 Please check the box that best describes you:

IUCN member	Observer	Session leader	IUCN Staff	Other (please describe below)
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

1.3 Name of your country \_\_\_\_\_

1.4 Please check the *approximate* amount of time that you attended at the Session:

<25% of the Session	26 to 50% of the Session	51 to 75% of the Session	> 76% of the Session
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 2. Overview of the Interactive Session

Please indicate your degree of agreement with the following statements:

	Strongly Disagree	Disagree	Agree	Strongly Agree
2.1 Overall, the Interactive Session was well organized	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Disagree	Disagree	Agree	Strongly Agree
2.2 The facilities were suitable for the Interactive Session activities	0	0	0	0
2.3 Participants were given the opportunity to contribute their views and suggestions	0	0	0	0
2.4 The one major improvement I would make to the organization of the Interactive Session is:	-----			

### 3. Interactive Session results

Please indicate your level of agreement with the following statements:

	Strongly Disagree	Tend to disagree	Tend to agree	Strongly Agree	No opinion
3.1 The interactive session was directly relevant to the IUCN Programme	0	0	0	0	0
3.2 Leading thinking relevant to the topic was presented in the Interactive Session	0	0	0	0	0
3.3 Discussions at the Interactive Session linked directly to my work at home	0	0	0	0	0
3.4 Best practices relevant to the Interactive Session topic were presented	0	0	0	0	0
3.5 The session presented a good opportunity to network with others	0	0	0	0	0
3.6 The results of the Interactive Session will potentially contribute to the future work of IUCN	0	0	0	0	0

### 4. Conclusion

	Strongly Disagree	Disagree	Agree	Strongly Agree	No opinion
4.1 Attending the Interactive Session was a good investment of my time	0	0	0	0	0
4.2 The strength(s) of the Interactive Session was (were):	-----				
4.3 The weakness(es) of the Interactive Session was (were)	-----				

*Thank You for Your Cooperation*

# IUCN WORLD CONSERVATION CONGRESS

## PARTICIPANT EVALUATION

Your opinion on the Amman Congress is very important to guide the planning for future IUCN Congresses. Please take a few minutes to respond to the questions below and return the completed assessment before you leave the Congress. Thank you for your cooperation.

### 1. Status

My status at the Congress is (please check one box)

- |   |                       |                               |                       |                                    |                       |
|---|-----------------------|-------------------------------|-----------------------|------------------------------------|-----------------------|
| 1.1 Head of IUCN member organization delegation   | <input type="radio"/> | 1.2 Observer: IUCN Council    | <input type="radio"/> | 1.3 Observer: Donor                | <input type="radio"/> |
| 1.4 Member of IUCN member organization delegation | <input type="radio"/> | 1.5 Observer: IUCN Commission | <input type="radio"/> | 1.6 Observer: Partner Organization | <input type="radio"/> |

1.7 In another capacity:  
Please describe

I am from the following statutory region:

- |                |                       |                             |                       |   |                       |                |                       |
|----------------|-----------------------|-----------------------------|-----------------------|---|-----------------------|----------------|-----------------------|
| 1.8 Oceania    | <input type="radio"/> | 1.9 North America/Caribbean | <input type="radio"/> | 1.10 South & East Asia                  | <input type="radio"/> | 1.11 Africa    | <input type="radio"/> |
| 1.12 West Asia | <input type="radio"/> | 1.13 Meso and South America | <input type="radio"/> | 1.14 East. Europe, North & Central Asia | <input type="radio"/> | 1.15 W. Europe | <input type="radio"/> |

### 2. General organisation of the Congress

	Strongly Disagree	Disagree	Agree	Strongly Agree
2.1 Overall, the Congress was well organised	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2 The facilities were suitable for the Congress activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3 The Congress Centre was conveniently located (access, hotels, restaurants etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.4 The one major improvement I would make to the organisation of the Congress is:

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### 3. Expectations from the Congress

My reasons for attending the Congress can be rated as follows:

	Main reason for attending	A major reason for attending	Did not attend for this reason but it turned out to be important for me	Of little or no importance to my decision to attend
3.1 To participate in the discussion and approval of IUCN programming for the next 4 years	0	0	0	0
3.2 To participate in the elections	0	0	0	0
3.3 To exchange information /network with others with similar interests	0	0	0	0
3.4 To learn of/share info on best conservation practices	0	0	0	0
3.5 To learn of/share info on major conservation challenges and emerging issues	0	0	0	0
3.6 To identify new alliances and partnerships to address current and future conservation challenges.	0	0	0	0
3.7 Other reason(s): Describe briefly please				

### 4. Congress Results and Outcomes

Please indicate your level of agreement with the following statements:

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
4.1 I had adequate opportunity to participate in the discussion and approval of IUCN Programmes of interest to me	0	0	0	0	0
4.2 The approval process for IUCN future programming allowed meaningful member participation.	0	0	0	0	0
4.3 IUCN has developed an effective Programme to address conservation issues over the next 4 years.	0	0	0	0	0

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
4.4 The election process was transparent	0	0	0	0	0
4.5 The election process was fair	0	0	0	0	0
4.6 Best practices in conservation were highlighted during the Congress	0	0	0	0	0
4.7 Major conservation challenges and emerging issues were highlighted during the Congress	0	0	0	0	0
4.8 The Congress provided adequate opportunity to network with others	0	0	0	0	0
4.9 The Congress provided a good opportunity to identify new alliances and partnerships to address challenges in conservation	0	0	0	0	0
4.10 Participation in the Congress will benefit conservation work in my region	0	0	0	0	0
4.11 I learned a lot more about IUCN as a result of attending the Congress	0	0	0	0	0
4.12 IUCN is a stronger organization as a result of this Congress	0	0	0	0	0

## 5. Conclusion

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
5.1 I think IUCN benefits from opening its Congress to the public.	0	0	0	0	0

5.2 Please briefly note the reasons for your answer to Question 5.1

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Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
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	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
5.3 Attending this Congress was a good investment of my time	0	0	0	0	0

5.4 The strength(s) of this Congress was (were): \_\_\_\_\_

\_\_\_\_\_

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5.5 The weakness(es) of this Congress was (were): \_\_\_\_\_

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*Thank you for your cooperation.*



# WORLD CONSERVATION CONGRESS PARTICIPANT INTERVIEW PROTOCOL

As you may know, IUCN is conducting an evaluation of the Congress in order to guide planning for future Congresses and to provide accountability to funders. As part of the evaluation it is important that we have the input of IUCN’s members and other Congress participants such as yourself. We are collecting this input partly by interviews and I wanted to know if I could set up a convenient time to conduct one with you. We would need about 15 minutes together to complete it.

*At start of interview:*

I can assure you that all your responses will be kept in confidence but to help us in the analysis of the interview data I do need to record some basic identification information.

## 1. Identification

---

1.1 Respondent’s name \_\_\_\_\_

1.2 Which of the following best describes your status at the Congress?

IUCN Member

IUCN Commission member

Observer: Donor

Other status: \_\_\_\_\_

1.3 Name of country? \_\_\_\_\_

## 2. General Congress organization

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Next I have some questions on the general organization of the Congress

	Very well organized	Adequately organized	Some problems	Chaotic
2.1 Overall, how well organized do you think the Congress has been?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.2 If there was one improvement you could make to the organization of the Congress, what would it be?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

	Very suitable	Suitable	Somewhat unsuitable	Not suitable at all
2.3 How suitable a place was the site for holding the Congress?	0	0	0	0

2.4 *If not suitable:* What was the major reason why the site was unsuitable?

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### 3. Motivation for attending the Congress

I would now like to turn to your reasons for attending the Congress.

3.1 What was the major reason for you attending the Congress?

-----  
 -----

3.2 To what extent do you feel this objective has been met?

Fully met	Mostly met	Not met very well	Not met at all	Do not know yet
0	0	0	0	0

### 4. The Congress and IUCN programme direction

Next I have some questions about the Congress related to IUCN programming.

4.1 How much did you learn about IUCN’s Programme for the next term, or of the parts of it of interest to you from attending the Congress?

Learned a lot	Learned something but would have liked to know more	Learned nothing	Already was familiar with programme
0	0	0	0

4.2 **MEMBERS ONLY** From what you know of IUCN’s Programme for the next term, how well do you think your organization can support it in principle?

Fully support	Support parts of it	Can not support it	Do not know
0	0	0	0

4.3 **MEMBERS ONLY** Comments \_\_\_\_\_  
 \_\_\_\_\_

4.4 **MEMBERS ONLY** From what you have learned about IUCN's Programme for the next term how active a role do you think your organization will be willing to play in supporting the programme?

Very active	Will provide some active support	Do not know	Will not provide any active support	Unable to offer active support
0	0	0	0	0

4.5 Comments \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

4.6 How effective a conservation programme has this Congress approved?

Very effective	Overall effective	Not effective at all	Overall ineffective	Do not know
0	0	0	0	0

4.7 How much opportunity at this Congress was there to participate in the consideration and approval of IUCN's Programme for the next term?

Plenty of opportunity	Adequate opportunity	Less than adequate	No opportunity	Do not know
0	0	0	0	0

4.8 How much opportunity do you feel you had at this Congress to contribute to future IUCN programme direction?

Plenty of opportunity	Adequate opportunity	Less than adequate	No opportunity	Do not know
0	0	0	0	0

## 5. The Congress and IUCN Governance

I would now like to ask you some questions about the Congress in relation to the governance of IUCN.

	YES	NO
5.1 In general, did you find the election process at this Congress showed IUCN to be a democratically run organization?	0	0

5.2 *If no*, Could you explain why you found the process to be undemocratic? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

And now regarding the resolution process:

	YES	NO
5.3 In general, did you find the resolution process at this Congress showed IUCN to be democratically run organization?	θ	θ

5.4 *If no*, Could you explain why you found the process to be undemocratic? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

	YES	NO
5.5 Do you think that the resolution process is an effective one for members to influence IUCN policy and programme direction?	θ	θ

5.6 *If no*, Could you explain why you found the process to be ineffective? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## 6. The Congress and supporting work in the regions

Now I have a couple of questions concerning the Congress and networking and partnerships.

6.1 How good an opportunity did the Congress provide to network with people who were helpful to your work or to the work of others in your region?

Very good opportunity	Adequate opportunity	Less than adequate	No opportunity at all	Do not know
θ	θ	θ	θ	θ

6.2 What leads you to this conclusion? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

6.3 Can you suggest any ways to improve the opportunity for networking at the Congress? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

6.4 How good an opportunity did the Congress provide to identify new partnerships to address conservation challenges?

Very good opportunity	Adequate opportunity	Less than adequate	No opportunity at all	Do not know
0	0	0	0	0

6.5 Comments \_\_\_\_\_  
 \_\_\_\_\_

## 7. General Congress issues

To conclude the interview I would like to ask you some general questions about this Congress.

	Very good	Adequately	Less than adequate	Not at all	Do not know
7.1 How much opportunity did this Congress provide for an exchange of scientific information?	0	0	0	0	0

7.2 Comments \_\_\_\_\_  
 \_\_\_\_\_

	A lot	Adequately	A little	Not at all	No opinion
7.3 To what degree did you find major conservation challenges and emerging issues were highlighted during the Congress?	0	0	0	0	0

7.4 Comments \_\_\_\_\_

	Much benefit	Of some benefit	Of little benefit	Of no benefit	Do not know
7.5 For members How much will this Congress benefit conservation work in your region?	0	0	0	0	0

7.6 For members: If of some benefit: How will participation in the Congress benefit conservation work in your region? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

7.7 For members: In what other ways, if any, does the Congress affect your region? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

7.8 For members: Can you suggest any ways to improve the opportunity for the Congress to better assist members with their work in the regions? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

7.9 Do you think IUCN has emerged a stronger organization as a result of this Congress?

Yes	No	Do not know
-----	----	-------------

0 0 0

7.10 Why? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Open to public	Members only	Do not know
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7.11 Do you think IUCN should keep its Congress open to the public or restrict it to members only?

0 0 0

7.12 Why? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Very good investment	Good investment	Poor investment	Very poor investment	Do not know
----------------------	-----------------	-----------------	----------------------	-------------

7.13 Was attending this Congress a good investment of your time?

0 0 0 0 0

## 8. Conclusion

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8.1 In closing can you tell me what you see as the three most valuable outcomes of this Congress?

1 \_\_\_\_\_

\_\_\_\_\_

2 \_\_\_\_\_

\_\_\_\_\_

3 \_\_\_\_\_

\_\_\_\_\_

8.2 And what do you see as the three least valuable outcomes of this Congress?

1 \_\_\_\_\_

\_\_\_\_\_

2 \_\_\_\_\_

\_\_\_\_\_

3 \_\_\_\_\_

\_\_\_\_\_

# IUCN COUNCIL MEMBER INTERVIEW PROTOCOL

## 1. Identification (fill in prior to interview please)

---

1.1 Councillor's name _____  1.3 Councillor's role _____  Executive <input type="checkbox"/> Commission <input type="checkbox"/> Regional <input type="checkbox"/> APC <input type="checkbox"/> Other: _____	1.2 Interviewer _____  1.4 Date _____  _____  _____
--	---

## Introduction

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As you know IUCN is developing its evaluation capacity with the aim of improving its performance at the project, Programme and institutional level. As part of this process, and to help decision makers and planners of future Congresses, we are carrying out an evaluation of this Congress. As part of the evaluation it is of course critical that we have the input of Council members. We are collecting this input by interview and I wanted to know if I could set up a convenient time to conduct one with you. We should not need more than 30 minutes together to complete it.

*At start of interview:*

The interview has been developed in two major sections. The first section provides an opportunity to rapidly assess your overall views of the Congress. The second section enables you to provide a more in-depth assessment of some key issues related to the Congress providing you have the time to do so. The first section address issues related to the Congress objectives, its contribution to strengthening the organizations and concludes with some general Congress issues of concern.

I can assure you that all your responses will be kept in the strictest confidence. Responses will be aggregated for analysis purposes and the findings reported to Council at its first meeting in 2001.

## 2. Congress Objectives

---

In this first section I would like to ask you about objectives for this Congress.

2.1 For you, what are the three most important reasons for holding the Congress?

Reason 1 \_\_\_\_\_  
 \_\_\_\_\_

Reason 2 \_\_\_\_\_  
 \_\_\_\_\_

Reason 3 \_\_\_\_\_  
 \_\_\_\_\_



2.2 How effective was the Congress in terms of achieving _____(reason 1)	Effective	Not effective	Do not know
	θ	θ	θ

2.3 Comments reason 1 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

2.4 How effective was the Congress in terms of achieving _____(reason 2)	Effective	Not effective	Do not know
	θ	θ	θ

2.5 Comments reason 2 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

How effective was the Congress in terms of achieving _____(reason 3)	Effective	Not effective	Do not know
	θ	θ	θ

2.6 Comments reason 3 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

	Effective	Ineffective	Do not know
2.7 How effectively did this Congress meet IUCN's statutory administrative objectives?	θ	θ	θ
2.8 How effectively did this Congress meet IUCN's statutory policy objectives?	θ	θ	θ
2.9 How effectively did this Congress meet IUCN's statutory Programme objectives?	θ	θ	θ
2.10 How effectively did this Congress provide a forum for public debate on conservation issues?	θ	θ	θ

	Important	Not important	DNK
2.11 How important do you think it is that IUCN hold its members' business meeting as part of a World Congress open to the public?	θ	θ	θ

	Totally appropriate	Mixed	Not appropriate	DNK
2.12 How appropriate is the Congress as a mechanism to achieve these statutory objectives?	0	0	0	0

### 3. Council's overseeing of the Congress

	Generally Effective	Generally Ineffective	Do not know
3.1 How effective was the Council's general overseeing of planning for this Congress?	0	0	0

3.2 How clear were the roles of Council, the Amman Planning Committee, and senior managers in the Congress planning process in your opinion?

	Very clear	Adequate	Not very clear	Not clear at all	Do not know
Council	0	0	0	0	0
APC	0	0	0	0	0
Senior Mngrs	0	0	0	0	0

### 4. Congress and the strengthening of IUCN as an organization

How effective was this Congress in:	Generally Effective	Generally Ineffective	DNK	Appro	Not Approp	DNK
4.1 Building member support for IUCN's Programme for the next term?	0	0	0	0	0	0
4.2 How appropriate a role is this for the Congress?				0	0	0
4.3 Helping IUCN establish or strengthen its networks and partnerships with other organizations?	0	0	0	0	0	0
4.4 How appropriate a role is this for the Congress?				0	0	0
4.5 Contributing to the strategic development of IUCN's Programme?	0	0	0	0	0	0
4.6 How appropriate a role is this for the Congress?				0	0	0
4.7 helping to increase your awareness of opportunities and constraints for the	0	0	0	0	0	0
4.8 How appropriate a role is this for the				0	0	0



Very effective	Somewhat effective	Not very effective	Not effective at all	Do not know
θ	θ	θ	θ	θ

5.5 What leads you to this conclusion? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

## 6. Conclusion

6.1 In closing can you tell me what you see as the three most valuable outcomes of this Congress?

1 \_\_\_\_\_  
 \_\_\_\_\_  
 2 \_\_\_\_\_  
 \_\_\_\_\_  
 3 \_\_\_\_\_  
 \_\_\_\_\_

6.2 And what do you see as the three least valuable outcomes of this Congress?

1 \_\_\_\_\_  
 \_\_\_\_\_  
 2 \_\_\_\_\_  
 \_\_\_\_\_  
 3 \_\_\_\_\_  
 \_\_\_\_\_

*Thank you for your contribution to the evaluation.*

# WORLD CONSERVATION CONGRESS

## NEW COUNCILLOR INTERVIEW PROTOCOL

### 1. Identification (fill in prior to interview please)

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1.1 Councillor's name _____	1.2 Interviewer _____
1.3 Councillor's role _____	1.4 Date _____
Executive <input type="checkbox"/> Commission <input type="checkbox"/> Regional <input type="checkbox"/> APC <input type="checkbox"/> Other: _____	

### Introduction

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As you know IUCN is developing its evaluation capacity with the aim of improving its performance at the project, Programme and institutional level. As part of this process, and to help decision makers and planners of future Congresses, we are carrying out an evaluation of this Congress.

As part of the evaluation it is of course critical that we have the input of Council members both old and new.

I can assure you that all your responses will be kept in the strictest confidence. Responses will be aggregated for analysis purposes and the findings reported to Council at its first meeting in 2001.

1.5 Name of country? \_\_\_\_\_

### 2. Motivation for attending the Congress

---

I would now like to turn to your reasons for attending the Congress.

2.1 For you, what were your three most important reasons for attending the Congress?

Reason 1 \_\_\_\_\_

\_\_\_\_\_

Reason 2 \_\_\_\_\_

\_\_\_\_\_

Reason 3 \_\_\_\_\_

\_\_\_\_\_

2.2 To what extent do you feel your expectations have been met?

Fully met	Mostly met	Not met very well	Not met at all	Do not know yet
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.3 Comments \_\_\_\_\_

### 3. The Congress and IUCN Programme direction

Next I have some questions about the Congress related to IUCN programming.

3.1 How much did you learn about IUCN's Programme for the next term, or of the parts of it of interest to you from attending the Congress?

Learned a lot	Learned something but would have liked to know more	Learned nothing	Already was familiar with Programme
0	0	0	0

3.2 From what you know of IUCN's Programme for the next term, how well do you think your organization can support it in principle?

Fully support	Support parts of it	Can not support it	Do not know
0	0	0	0

3.3 Comments \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

3.4 From what you have learned about IUCN's Programme for the next term how active a role do you think your organization will be willing to play in supporting the Programme?

Very active	Will provide some active support	Do not know	Will not provide any active support	Unable to offer active support
0	0	0	0	0

3.5 Comments \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

3.6 How effective a conservation Programme has this Congress approved?

Very effective	Overall effective	Not effective at all	Overall ineffective	Do not know
0	0	0	0	0

3.7 How much opportunity at this Congress was there to participate in the consideration and approval of IUCN's Programme for the next term?

Plenty of opportunity	Adequate opportunity	Less than adequate	No opportunity	Do not know
0	0	0	0	0

3.8 How much opportunity do you feel you had at this Congress to contribute to future IUCN Programme direction?

Plenty of opportunity	Adequate opportunity	Less than adequate	No opportunity	Do not know
0	0	0	0	0

#### 4. The Congress and IUCN Governance

I would now like to ask you some questions about the Congress in relation to the governance of IUCN.

	YES	NO
4.1 In general, did you find the election process at this Congress showed IUCN to be a democratically run organization?	0	0

4.2 *Comments* \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

And now regarding the resolution process:

	YES	NO
4.3 In general, did you find the resolution process at this Congress showed IUCN to be democratically run organization?	0	0

4.4 *Comments:* \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

	YES	NO
4.5 Do you think that the resolution process is an effective one for members to influence IUCN policy and Programme direction?	0	0

4.6 *Comments:* \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

## 5. The Congress and supporting work in the regions

Now I have a couple of questions concerning the Congress and networking and partnerships.

5.1 How good an opportunity did the Congress provide to network with people who were helpful to your work or to the work of others in your region?

Very good opportunity	Adequate opportunity	Less than adequate	No opportunity at all	Do not know
0	0	0	0	0

5.2 What leads you to this conclusion? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

5.3 Can you suggest any ways to improve the opportunity for networking at the Congress? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

5.4 How good an opportunity did the Congress provide to identify new partnerships to address conservation challenges?

Very good opportunity	Adequate opportunity	Less than adequate	No opportunity at all	Do not know
0	0	0	0	0

5.5 Comments \_\_\_\_\_

\_\_\_\_\_



## 6. General Congress issues

To conclude the interview I would like to ask you some general questions about this Congress.

	Very good	Adequately	Less than adequate	Not at all	Do not know
6.1 How much opportunity did this Congress provide for an exchange of scientific information?	0	0	0	0	0

6.2 Comments \_\_\_\_\_  
 \_\_\_\_\_

	A lot	Adequately	A little	Not at all	No opinion
6.3 To what degree did you find major conservation challenges and emerging issues were highlighted during the Congress?	0	0	0	0	0

6.4 Comments \_\_\_\_\_

6.5 How effective has this Congress generally been in helping to position IUCN as a relevant global environmental organization?

	Very effective	Somewhat effective	Not very effective	Not effective at all	Do not know
	0	0	0	0	0

6.6 What leads you to this conclusion? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

	Much benefit	Of some benefit	Of little benefit	Of no benefit	Do not know
6.7 How much will this Congress benefit conservation work in your region?	0	0	0	0	0

6.8 *If of some benefit:* How will participation in the Congress benefit conservation work in your region?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

6.9 In what other ways, if any, does the Congress affect your region? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

6.10 Can you suggest any ways to improve the opportunity for the Congress to better assist members with their work in the regions? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

6.11 Do you think IUCN has emerged a stronger organization as a result of this Congress?

Yes	No	Do not know
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0      0      0

6.12 Why? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Open to public	Members only	Do not know
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6.13 Do you think IUCN should keep its Congress open to the public or restrict it to members only?

0      0      0

6.14 Why? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Very good investment	Good investment	Poor investment	Very poor investment	Do not know
----------------------	-----------------	-----------------	----------------------	-------------

6.15 Was attending this Congress a good investment of your time?

0      0      0      0      0

## 7. Conclusion

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7.1 In closing can you tell me what you see as the three most valuable outcomes of this Congress?

1 \_\_\_\_\_

\_\_\_\_\_

2 \_\_\_\_\_

\_\_\_\_\_

3 \_\_\_\_\_

\_\_\_\_\_

7.2 And what do you see as the three least valuable outcomes of this Congress?

1 \_\_\_\_\_

\_\_\_\_\_

2 \_\_\_\_\_

\_\_\_\_\_

3 \_\_\_\_\_

\_\_\_\_\_

# IUCN SENIOR MANAGERS' INTERVIEW PROTOCOL

## 1. Identification (fill in before interview)

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1.1 Senior manager's name \_\_\_\_\_

1.2 Interviewer \_\_\_\_\_

1.3 Manager's role \_\_\_\_\_

1.4 Date \_\_\_\_\_

1.5 Respondent's location

Senior Manager HQ

Senior Manager Regional

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## Introduction

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As you know IUCN is developing its evaluation capacity with the aim of improving its performance at the project, Programme and institutional level. As part of this process, and to help decision makers and planners of future Congresses, we are carrying out an evaluation of this Congress.

As part of the evaluation it is of course critical that we have the input of senior management. We are collecting this input by interview and I wanted to know if I could set up a convenient time to conduct one with you. We should not need more than 30 minutes together to complete it.

*At start of interview:*

The interview has been developed in two major sections. The first section provides an opportunity to rapidly assess your overall views of the Congress. The second section enables you to provide a more in-depth assessment of some key issues related to the Congress providing you have the time to do so. This last section looks at the Congress in relation to relevance and governance issues.

I can assure you that all your responses will be kept in the strictest confidence. Responses will be aggregated for analysis purposes and the findings reported to Council at its first meeting in 2001.

## 2. Congress Objectives

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In this first section I would like to ask you about objectives for this Congress.

2.1 For you, what are the three most important reasons for holding the Congress?

Reason 1 \_\_\_\_\_

\_\_\_\_\_

Reason 2 \_\_\_\_\_

\_\_\_\_\_

Reason 3 \_\_\_\_\_

\_\_\_\_\_

2.2 How effective was the Congress in terms of achieving _____(reason 1)	Effective	Not effective	Do not know
	θ	θ	θ

2.3 Comments objective 1 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

2.4 How effective was the Congress in terms of achieving _____(reason 2)	Effective	Not effective	Do not know
	θ	θ	θ

2.5 Comments objective 2 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

2.6 How effective was the Congress in terms of achieving _____(reason 3)	Effective	Not effective	Do not know
	θ	θ	θ

2.7 Comments objective 3 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

	Effective	Ineffective	Do not know
2.8 How effectively did this Congress meet IUCN's statutory administrative objectives?	θ	θ	θ
2.9 How effectively did this Congress meet IUCN's statutory policy objectives?	θ	θ	θ
2.10 How effectively did this Congress meet IUCN's statutory Programme objectives?	θ	θ	θ
2.11 How effectively did this Congress provide a forum for public debate on conservation issues?	θ	θ	θ
	Important	Not important	DNK
2.12 How important do you think it is that IUCN hold its members' business meeting as part of a World Congress open to the public?	θ	θ	θ

	Totally appropriate	Mixed	Not appropriate	DNK
2.13 How appropriate is the Congress as a mechanism to achieve IUCN's statutory objectives	0	0	0	0

### 3. Council's guidance of the Congress

	Generally Effective	Generally Ineffective	Do not know
3.1 How effective was the Council's general overseeing of planning for this Congress?	0	0	0

How clear were the roles of Council, the Amman Planning Committee, and senior managers in the Congress planning process in your opinion?

	Very clear	Adequate	Not very clear	Not clear at all	Do not know
3.2 Council	0	0	0	0	0
3.3 APC	0	0	0	0	0
3.4 Senior Mngrs	0	0	0	0	0

### 4. Congress and the strengthening of IUCN as an organization

How effective was this Congress in:	Generally Effective	Generally Ineffective	DNK		Appro	Not Approp	DNK
4.1 building member support for IUCN's Programme for the next term?	0	0	0	4.2 How appropriate a role is this for the Congress?	0	0	0
4.3 helping IUCN establish or strengthen its networks and partnerships with other organizations?	0	0	0	4.4 How appropriate a role is this for the Congress?	0	0	0
4.5 Contributing to the strategic development of IUCN's Programme?	0	0	0	4.6 How appropriate a role is this for the Congress?	0	0	0
4.7 helping to increase your awareness of opportunities and constraints for the organization?	0	0	0	4.8 How appropriate a role is this for the Congress?	0	0	0

How effective was this Congress in:	Generally Effective	Generally Ineffective	DNK		Appro	Not Approp	DNK
4.9 helping to deepen your understanding of membership needs?	0	0	0	4.10 How appropriate a role is this for the Congress?	0	0	0

If possible I would now like to ask you a couple of questions on the Congress in relation to organizational relevance and governance issues.

### 5. Congress related relevance and governance issues

5.1 How effective has this Congress generally been in helping to position IUCN as a relevant global environmental organization?

Very effective	Somewhat effective	Not very effective	Not effective at all	Do not know
0	0	0	0	0

5.2 What leads you to this conclusion? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

5.3 How appropriate is the Congress as a key governance mechanism for IUCN?

Very appropriate	Mixed	Not appropriate	DNK
0	0	0	0

5.4 What leads you to this conclusion? \_\_\_\_\_

\_\_\_\_\_

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## 6. Conclusion

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6.1 In closing can you tell me what you see as the three most valuable outcomes of this Congress?

1 \_\_\_\_\_  
\_\_\_\_\_  
2 \_\_\_\_\_  
\_\_\_\_\_  
3 \_\_\_\_\_  
\_\_\_\_\_

6.2 And what do you see as the three least valuable outcomes of this Congress?

1 \_\_\_\_\_  
\_\_\_\_\_  
2 \_\_\_\_\_  
\_\_\_\_\_  
3 \_\_\_\_\_  
\_\_\_\_\_

*Thank you for your contribution to the Congress evaluation.*