

**IUCN External Review 2015**

**Volume II**



*28 March 2016*



**Universalialia**  
**245, Victoria Avenue, Suite 200**  
**Westmount, Quebec**  
**Canada H3Z 2M6**  
**[www.universalialia.com](http://www.universalialia.com)**



## Appendices

---

Appendix I Terms of Reference	1
Appendix II Methodology	17
Appendix III Evaluation Matrix	41
Appendix IV List of Documents Reviewed	53
Appendix V List of Stakeholders Consulted	65
Appendix VI Interview Protocols	73
Appendix VII Surveys	85
Appendix VIII Results from Surveys	119



# Appendix I Terms of Reference



## Request for Proposals

### External Review of IUCN 2015

#### 1. Background

IUCN is seeking an evaluation firm or coalition of independent evaluators to undertake the External Review of IUCN in 2015. This External Review is a jointly commissioned activity between IUCN and its framework donors, with the intended purpose of leveraging organizational change within IUCN and as one input to the negotiations of framework agreements between IUCN and its donors.

#### 2. Contract Duration

The contract is intended to commence on 15 April 2015 for the duration of with a deadline for submission of the final External Review of IUCN report by 15 December 2015. The exact contract term will be confirmed upon contract award.

#### 3. Requested services

The required services are detailed in the attached **Terms of Reference for the External Review of IUCN**. A review matrix of questions, indicators and potential data sources is provided as a starting point on the discussion of the scope and specifics of the External Review, but should not be treated as a final review matrix.

#### 4. Submission instructions

##### a) Expressions of Interest

Interested parties must register their intention to submit a proposal by providing an email contact to [evaluation@iucn.org](mailto:evaluation@iucn.org) no later than **18:00 (CET) on 23 March 2015**. Any updates or clarifications of the Request for Proposals will be made available to all parties who have submitted an Expression of Interest.

##### b) Submission deadline

Proposals must be submitted no later than **18:00 (CET) on 6 April 2015**. Proposals should be sent by email to:

[evaluation@iucn.org](mailto:evaluation@iucn.org)

Proposals received after the deadline will not be considered.

Proposals may be amended or withdrawn at any point prior to the submission deadline, but cannot be revoked or changed thereafter.

c) Validity of Proposal

All Proposals shall remain valid and open for acceptance for a period of 90 calendar days after the submission deadline.

d) Communication

Any Bidder may require clarification from IUCN on technical, contractual or commercial matters by sending an email to the above mentioned address no later than 5 business days prior to the submission deadline. We encourage all Bidders to submit questions as soon as they occur.

IUCN's response to all such questions (including an explanation of the query but without identification of the source) will be sent by email to all receivers of this RFP.

There should be no contact with IUCN officials concerning the RFP process, from the date of issue of this RFP to the final selection, other than by email to [evaluation@iucn.org](mailto:evaluation@iucn.org).

e) Change to or termination of process

IUCN reserves the right to make changes to this RFP at any time prior to the submission deadline, and to accept or reject any Proposal, to cancel the bidding process and/or to reject all bids, at any time prior to the award of the contract, without thereby incurring any liability to any of the Bidders and without any obligation to inform any of the Bidders of the grounds for any such action by IUCN.

f) Confidential information

Any IUCN-related information, reports, or other materials given to, prepared or assembled by the Bidder for the purpose of this RFP shall not be sold or otherwise made available to any individual or organization without prior written approval of the IUCN.

Confidential information provided as part of a Proposal in response to this RFP, and which is identified as such by the Bidder, will be kept confidential by IUCN.

g) Conflict of interests

Bidders submitting a Proposal in response to this RFP shall disclose any conflict of interests as part of their Proposal. Any Bidder found to have a conflict of interests that was not disclosed shall be ineligible for award of a contract. A Bidder with a disclosed conflict of interests may be considered for the award of a contract provided that the conflict of interests will not impact performance and their Proposal is assessed as the most competitive.



## 5. Format of response to this RFP:

The successful Bidder's Proposal in response to this RFP will be incorporated into the final agreement between IUCN and the successful Bidder. Proposals shall be structured as follows:

- **Proposal to address the Terms of Reference**  
How will the review team approach each objective? What strategies will the team employ to ensure that the review will address each objective strategically, while not becoming lost in the details? What approach does the review team suggest for sampling? What methods are proposed for data collection?
- **Qualifications of the review team (CVs of each proposed team member must be included):**  
What mix of skills does the proposed team possess? What skills and experience does each individual member of the team possess? What experience, overall, does the proposed team have in the area of organizational assessment? In evaluating conservation and development? Can the team conduct its work in English, French and Spanish?
- **Cost and budget preparation**  
What is the overall proposed budget? How will consultancies be managed cost-effectively? What are the costs associated with travel, administrative support and other expenses?
- **Quality of the review workplan**  
Is the level of effort clear and appropriate for the task? What time investment will be made on a per unit basis (e.g. for interviews, focus groups, etc.)?

In addition, each firm responding to the Request will be required to submit a **writing sample**, preferably of an evaluation conducted by the firm, or at least on a related topic. Firms failing to submit a suitable writing sample will be disqualified from the competition.

## 6. Criteria for selection

Each proposal will be scored on a points system against the following criteria:

	Points available
1. Quality of the proposal, including technical merit, approach to the objectives, approach to sampling, methods proposed	25
2. Qualifications of the review team, including profile and qualifications of each proposed team member, composition of the team, extent of qualifications in organizational reviews, extent of qualifications in evaluating conservation interventions at practical and policy levels, language proficiency in English, French and Spanish	25
3. Cost and budget preparation, including overall proposed cost, cost effectiveness of consultants, transparency of budget	20
4. Quality of the review workplan, including level of effort, proposed missions, clarity on per unit time investments per data collection tool (e.g. per interview)	20
5. Quality of the writing sample, including degree to which the writing sample demonstrates strong evaluation practice	10
<b>Total</b>	<b>100</b>

### **Selection of the External Review Team**

The final selection of the successful Bidder will be made by the External Review Steering Committee, comprised of two representatives from IUCN and two from the framework donors based on the criteria for selection. All Parties will be notified one way or the other by the end of the second week of April 2015.

### **About IUCN**

IUCN, International Union for Conservation of Nature, helps the world find pragmatic solutions to our most pressing environment and development challenges.

IUCN works on biodiversity, climate change, energy, human livelihoods and greening the world economy by supporting scientific research, managing field projects all over the world, and bringing governments, NGOs, the UN and companies together to develop policy, laws and best practice.

IUCN is the world's oldest and largest global environmental organization, with more than 1,200 government and NGO members and almost 11,000 volunteer experts in some 160 countries. IUCN's work is supported by over 1,000 staff in 45 offices and hundreds of partners in public, NGO and private sectors around the world.



## External Review of IUCN Terms of Reference

10 March 2015, Version 2.1

### Background

External Reviews of IUCN have been undertaken every four years since 1991 as a joint exercise of IUCN and its Framework Partners. The External Review is typically undertaken in the year prior to the World Conservation Congress and the final report is presented to the IUCN Members at the Congress.

The Terms of Reference, its scope and objectives are the direct result of agreements formed during the Annual Meeting of Framework Partners held at IUCN-HQ in June 2014 which included the IUCN Director General and her staff, and representatives of each of the Framework Partners.

### About IUCN

IUCN was founded in 1948 as the world's first global environmental organization. Today, IUCN is the largest professional global conservation network with more than 1,200 member organizations including 200+ government and 900+ non-government organizations. IUCN works with almost 11,000 voluntary scientists and experts, grouped in six Commissions in some 160 countries and is supported by over 1,000 staff in 45 offices and hundreds of partners in public, NGO and private sectors around the world.

IUCN provides a neutral forum for governments, NGOs, scientists, business and local communities to find practical solutions to conservation and development challenges.

### Commissioning Authority and Intended Users

The External Review of IUCN 2015 is jointly commissioned by the Director General of IUCN and the Framework Partners as a condition of the framework agreements providing funding to IUCN.<sup>1</sup>

The framework partners intend to use the results of the External Review to inform discussions internally in their agencies on the future support to IUCN. The Director General of IUCN will use the results of the External Review to continue the organizational development and change process at IUCN and refine the Programme.

---

<sup>1</sup> IUCN's Framework Partners include Denmark, Finland, France, Korea, the MAVA Foundation, Norway, Sweden, Switzerland and the United Arab Emirates.

### Oversight and Management of the External Review

Oversight of the External Review is provided by a Steering Committee comprised of two members of the IUCN Secretariat appointed by the Director General, and two members of the Framework Partners, nominated by the group.

The Steering Committee's role is to provide oversight and approvals at each stage in the External Review process, including approval of these Terms of Reference, the recruitment of the review team, the inception note (including workplan and budget) and the draft and final reports. The Steering Committee will be updated by the External Review Team via conference call and/or email once every six to eight weeks to ensure that the Steering Committee is well informed on the process of conducting the External Review.

On a day to day basis, the External Review is managed by the Planning, Monitoring and Evaluation Unit, who manage the independent evaluation function on behalf of IUCN.

### Objectives of the External Review

After discussion between IUCN and the Framework Partners, the following objectives were agreed:

1. To assess the relevance, effectiveness and impact of knowledge chains in the IUCN Programme;<sup>2</sup>
2. To assess the relevance, effectiveness, efficiency and lessons learned of working with scientific and technical networks of experts from the six IUCN Commissions;
3. To assess the role and the niche of IUCN as a Union of governments, non-governmental organizations and individual scientists and the *fit-to-purpose of IUCN as an organization*;

The scope of time to be addressed under Objective 1 will be linked to the life cycle of the knowledge chains in the proposed sample, recognizing that some knowledge chains have a life cycle of 15 years or more. A sample will be defined with the Review Team that will include a mix of IUCN Flagship Knowledge chain and other knowledge chains as well as new and older knowledge chains.

The Terms of Reference will be supported by a review matrix of questions under each objective and approved by the ER Steering Committee.

### Methodology

The methodology will include a combination of the following:

---

<sup>2</sup> A definition of knowledge chains will need to be developed, but the scope should include how knowledge gaps are identified, how knowledge is collected, generated, analysed, managed and disseminated, including in local and indigenous knowledge and how this leads to use, policy influence and conservation action or development practice.

- Purposeful sampling, particularly of knowledge chains and key informants
- Surveys, semi-structured interviews, focus groups and dialogues with key IUCN stakeholders, including Members, partners, donors, staff, and in particular beneficiaries of IUCN programmes and projects;
- A global survey of Members, Commission Members and Secretariat staff (it could be three surveys or one sorted by component);
- Review of relevant documentation, in particular project documentation (proposals, plans, technical reports, monitoring data, donor reports, etc.), programme documentation (IUCN programmes, components programme documents, progress and assessment reports, monitoring reports, Technical documents, etc.), the review of IUCN's influence on policy, the IUCN performance assessment outcomes, the IUCN regionalization and decentralization review and other relevant evaluations and documentation;

The scope of the External Review will primarily cover the period since the 2011 External Review of IUCN, but in some cases (e.g. long standing knowledge chains such as the IUCN Red List of Threatened Species or in comparing Commissions over time), it may be useful to include evidence from before 2011.

#### Qualifications of the Review Team

Members of the Review team will be external to both IUCN and the donors and will be mutually agreed upon by IUCN and its framework donors. The Review Team will be selected by a limited tender under IUCN rules and procedures. The profile of the Review team members will be senior professionals with specific expertise in the field of conservation and sustainable development at global and regional levels.

Specific attributes required of the Review team include:

- Documented experience undertaking evaluation covering (a) conservation and development issues, (b) scientific networks and (c) issues related to niche and organizational issues;
- Experience and ability to review conservation and sustainable development programmes and projects, undertake poverty and gender analysis, review policy work;
- Demonstrated experience in applying institutional or organizational assessment methods in the context of large, decentralized organizations working in either the conservation or development sectors;
- Experience in undertaking evaluation work globally;
- Considerable familiarity with IUCN and similar organizations;
- Ability to work in all three official languages of IUCN (English, French, Spanish).

The review leader is responsible for the management and conduct of the Review and review team members, for the quality and credibility of the review process, including the design of the methodology and tools, data collection, analysis and reporting, as well as for the submission of the Final External review Report to IUCN Council.

*The Review Team will be recruited through a global Request for Proposals competitive bidding process. Each proposal received will be screened and scored against a transparent set of criteria which will be shared as part of the RFP. IUCN and the Steering Committee reserve the right to reject any proposal received and request that two or more proposals are combined to create a suitable team (if agreement can be reached between the proponents).*

## Outputs

The consultancy will include the following outputs:

- An inception note, which interprets the TOR, and describes the approach and methodology of the review, table of contents of the study report, etc. consisting of no more than 20 pages;
- A draft and final review report, with background information in annexes, providing an overview of the findings in accordance with the scope of work. The main review report shall not exceed 60 pages exclusive of annexes;
- Full results of the global Secretariat, Membership and Commission surveys.
- A presentation with supporting PowerPoint of the draft and final report to the IUCN Framework Partners convened by IUCN.

## Timeline and Deliverables

The timeline and deliverables are proposed as follows, noting that adjustments may be necessary due to currently unforeseen circumstances.

Process	Deliverable	Expected due date	Approval
Inception of the External Review	Inception Note including detailed budget and work plan	Two weeks after engagement, based on proposal responding to the Request for Proposals	Steering Committee
Data collection/ report writing		April - October 2015	
Updates		TBD	
Draft report	Draft report	October 2015 (date to be agreed)	Steering Committee
Final report	Final report	14 December 2015	Steering Committee

External Review of IUCN – Review Matrix, version 2.1 20.02.2015

Area	Question	Sub-questions	Indicator	Method (data source)
Programme Relevance – knowledge chains	To what extent are the knowledge chains (sampled) of the IUCN Programme relevant?	<ol style="list-style-type: none"> <li>To conservation and development?</li> <li>To the Membership?</li> <li>To the Commissions?</li> <li>To other stakeholders?</li> <li>What should IUCN be doing or focusing on to increase relevance?</li> </ol>	<ol style="list-style-type: none"> <li>Degree of fit between the knowledge chains of the IUCN Programme and high level conservation or sustainable development frameworks/ scientific situation analyses?</li> <li>Perception of relevance</li> <li>Perception of relevance</li> <li>Perception of relevance<sup>3</sup></li> </ol>	<ol style="list-style-type: none"> <li>Comparative analysis – IUCN Programme and frameworks<sup>4</sup></li> <li>Survey</li> <li>Survey</li> <li>Survey / or comparative analysis (see footnote 1)</li> </ol>
Programme Effectiveness and Impact	To what extent are the knowledge chains (sampled) of the IUCN Programme effective?	<ol style="list-style-type: none"> <li>What are the main tendencies in IUCN knowledge chains?</li> <li>In what ways have IUCN knowledge chains been prioritized and developed? What is driving the demand for IUCN knowledge chains?</li> <li>How are knowledge chains being used by target audiences?</li> <li>What evidence is there or results and impacts influenced by IUCN's knowledge chains? What are the factors that enable effective influence of results and impacts?</li> <li>To what extent does the organization aid or detract in effective delivery (in terms of programme leadership, structure, human resources, communications, financial management, IT support)?</li> <li>To what extent is the IUCN Programme effectively monitored and evaluated?</li> </ol>	<ol style="list-style-type: none"> <li>Typology of knowledge chains based on top down/western science vs bottom up/traditional knowledge</li> <li>Extent to which the IUCN Programme plan is documented</li> <li>Extent of use</li> <li>Extent of influence on results (policy, practice, behavior) and impacts on biodiversity (species, ecosystems) and human wellbeing (livelihoods, rights or other factors)</li> <li>Organizational effectiveness – various</li> <li>Coverage of M&amp;E relative to knowledge chains</li> </ol>	<ol style="list-style-type: none"> <li>Document review, interviews supporting by a mapping</li> <li>Document review compared with "good practice"</li> <li>Document review, interviews, survey of Members</li> <li>Review of programme reports, interviews, survey</li> <li>Organizational effectiveness review (light version)</li> <li>Document review – PM&amp;E unit – compared with "good practice"<sup>5</sup></li> </ol>

<sup>3</sup> Also possible to better identify stakeholders (e.g. ODA donors) and means of comparison for establishing relevance (e.g. donor strategic plans, white papers, etc.)

<sup>4</sup> Possible comparative frameworks include: Strategic Plan for Biodiversity/Aichi Targets, Sustainable Development Goals, IPBES workplan, GEF-6 Programme

<sup>5</sup> A review of guidelines (e.g. programme planning, programme reporting, Project Guidelines and Standards), monitoring reports (e.g. annual progress reporting, internal assessments of implementation, risk analysis, etc) and evaluations for relevance/quality (in context of international good practice), coverage, etc.

Area	Question	Sub-questions	Indicator	Method (data source)
Programme Effectiveness and Impact, continued		7. What measures should IUCN take to increase results and impact? How should IUCN approach the question of impact?	7. Recommendations only	6. Recommendations only
Programme sustainability	To what extent are the knowledge chains of IUCN creating sustainable results and impact? TO what extent are these knowledge chains sustainable in their own right?	<ol style="list-style-type: none"> <li>1. To what extent has use of knowledge chains created results and impact? How?</li> <li>2. What roles do capacity and institutionalization play in creating sustainable results and impact through knowledge chains?</li> </ol>	<ol style="list-style-type: none"> <li>1. Examples of results and impacts of knowledge chains</li> <li>2. No particular indicator</li> <li>3. no particular indicator</li> </ol>	<ol style="list-style-type: none"> <li>1. Case study analysis (country level case studies?)</li> <li>2. Analysis of capacity and institutional aspects</li> <li>3. Analysis of resourcing</li> </ol>
	What is the business model for IUCN's knowledge chains?	<ol style="list-style-type: none"> <li>1. How are knowledge chains resourced currently? (focusing on issues of development, long-term data management, capacity building and use) What is needed to properly resource the knowledge chains?</li> <li>2. What is the long term resourcing model for supporting knowledge chains (comparing data-intensive knowledge chains with those which are less data intensive)</li> <li>3. What are the business opportunities for resourcing the development, long-term data management, capacity building and use of knowledge chains (e.g. through non-ODA sources, service provision, etc)</li> </ol>	<ol style="list-style-type: none"> <li>1. Current level of resourcing, required level of resourcing</li> <li>2. No indicator</li> <li>3. (Potential) value of additional business opportunities</li> </ol>	<ol style="list-style-type: none"> <li>1. Financial data, Tom Brooks' paper on costing knowledge products</li> <li>2. Interviews</li> <li>3. Interviews, particularly with external stakeholders</li> </ol>



Area	Question	Sub-questions	Indicator	Method (data source)
Commissions – relevance (significance)	To what extent are the Commissions relevant to IUCN? To what extent do Commissions add value to IUCN?	<ol style="list-style-type: none"> <li>To what extent is each Commission relevant to the IUCN Programme? How do Commissions contribute to the Programme?</li> <li>In what ways does IUCN give space to the Commissions to operate?</li> <li>In what ways do the Commissions influence the culture and performance of IUCN</li> <li>To what extent do Commission Members value being part of their Commission? In what ways?</li> </ol>	<ol style="list-style-type: none"> <li>Degree of fit between Commission programmes and IUCN Programme</li> <li>Perception</li> <li>Perception</li> </ol>	<ol style="list-style-type: none"> <li>Review of Commission programme documents, focus groups of Commission Steering Committees</li> <li>Interviews with Commission Chairs, other key informants</li> <li>Interviews with Commission Chairs and other key informants, plus review of programme reports</li> <li>Survey of Commission Members</li> </ol>
Commissions – effectiveness	To what extent do each of the Commissions deliver effectively?	<ol style="list-style-type: none"> <li>What is the quality of each Commissions' intersessional and annual workplan?</li> <li>To what extent does each Commission deliver against the IUCN Programme and their own programmes of work?</li> <li>To what extent do individual Commission Members participate in Commission activities?</li> </ol>	<ol style="list-style-type: none"> <li>Quality of workplan</li> <li>Extent of delivery against global results</li> <li>Number of volunteer days per Commission Member</li> </ol>	<ol style="list-style-type: none"> <li>Workplan review</li> <li>Comparative analysis</li> <li>Survey of Commission Members</li> </ol>
	What results and impacts have the Commissions influenced?	<ol style="list-style-type: none"> <li>Through the use of knowledge?</li> <li>In terms of policy influence?</li> <li>In terms of results and impacts on species, ecosystems and people</li> </ol>	<ol style="list-style-type: none"> <li>Extent and nature of knowledge use</li> <li>Extent and nature of policy influence (contributed to)</li> <li>Extent and nature of results and impacts on species, ecosystems and people</li> </ol>	<ol style="list-style-type: none"> <li>Review of monitoring reports, interviews</li> <li>Review of monitoring reports, interviews</li> <li>Review of monitoring reports, interviews</li> </ol>

Area	Question	Sub-questions	Indicator	Method (data source)
	To what extent do the Commissions help or drive innovation and new thinking in IUCN?	<ol style="list-style-type: none"> <li>1. In what examples have the Commissions contributed to the development of new ideas or innovation in IUCN in the past two intersessional periods?</li> <li>2. What are the mechanisms which Commissions tend to effectively use to generate new ideas and innovation?</li> <li>3. How valuable to IUCN is the ability of Commissions to generate new ideas and innovation?</li> <li>4. In what ways have the Commissions or are the Commissions positioned to incorporate other knowledge systems – traditional or indigenous knowledge – into IUCN's thinking?</li> <li>5. Are there any gaps in the expertise of Commissions that would help support the IUCN Programme, generating new ideas, innovation or incorporating other knowledge systems</li> </ol>	<ol style="list-style-type: none"> <li>1. Examples</li> <li>2. Examples of Commission structures or mechanisms</li> <li>3. Perception of worth</li> <li>4. Examples</li> <li>5. Examples of types of experts that ought to be recruited</li> </ol>	<ol style="list-style-type: none"> <li>1. Interviews, document review</li> <li>2. Interviews, document review</li> <li>3. Interviews, Commission and Members survey</li> <li>4. Interviews, document review</li> <li>5. Interviews, niche/gap analysis, institutional mapping, Commission and Members survey</li> </ol>

Area	Question	Sub-questions	Indicator	Method (data source)
Commissions – efficiency	To what extent are Commissions an efficient mechanism for delivering the IUCN Programme?	<ol style="list-style-type: none"> <li>1. What is the value of the Commissions contribution (stratified by Commission) to IUCN? How does this compare with other forms of Programme delivery (Secretariat staff, partners, consultants)?</li> <li>2. To what extent is each IUCN Commission efficient in its own right? What are the factors that increase or decrease efficiency?</li> <li>3. To what extent are there example of collaboration between Commissions and Members?</li> </ol>	<ol style="list-style-type: none"> <li>1. Value of volunteer time (estimated), value of fundraising</li> <li>2. Various – organizational assessment</li> <li>3. Case examples</li> </ol>	<ol style="list-style-type: none"> <li>1. Survey of Commission Members, financial analysis</li> <li>2. Various</li> <li>3. Document review, interviews, results of survey of Commissions and Members</li> </ol>

Area	Question	Sub-questions	Indicator	Method (data source)
Commissions – organizational effectiveness	To what extent are Commissions effective as organizational units	<ol style="list-style-type: none"> <li>1. To what extent are Commissions governed in clear, efficient and effective (fit for purpose) manner? How are decisions made? Who makes decisions?</li> <li>2. How do the Commissions appoint and manage their Members?</li> <li>3. How are the Commissions resourced? What is the value of volunteer time?</li> <li>4. How do the Commissions manage their resources? How do the Commissions address accountability issues related to financial management</li> <li>5. To what extent does the internal organization of each Commission enable or inhibit effective delivery? What are the organizational factors which enable or inhibit delivery?</li> <li>6. How do Commissions collaborate with the Secretariat? To what extent is Secretariat support to the Commissions sufficient and effective? What support is needed?</li> <li>7. How do Commissions collaborate with Members?</li> </ol>	<ol style="list-style-type: none"> <li>1. Various – organizational assessment – document review of bylaws, steering committee meetings, minutes, workplans, et</li> <li>2. Various – organizational assessment, comparative review of membership appointment process</li> <li>3. Financial indicators (comparison of value of volunteer time versus market value of consultant time)</li> <li>4. Financial indicators, contractual</li> <li>5. Various – organizational assessment</li> <li>6. Ratio of Secretariat staff to Commission Members or Working Groups / Nature of support related to key deliverables</li> <li>7. Extent of collaboration</li> </ol>	<ol style="list-style-type: none"> <li>1. Interviews, document review, including records of meetings and decisions/ follow-up</li> <li>2. Interviews, written procedures for recruiting and managing</li> <li>3. Financial review, including fundraising</li> <li>4. Financial and contractual review (includes reporting to donors)</li> <li>5. Review of annual monitoring reports</li> <li>6. Interviews, document review</li> <li>7. Interviews and/or survey, document review</li> </ol>

Area	Question	Sub-questions	Indicator	Method (data source)
Niche	To what extent has IUCN defined and occupied a unique niche?	<ol style="list-style-type: none"> <li>1. As a Union</li> <li>2. In terms of the IUCN Programme</li> <li>3. In terms of how IUCN operates</li> <li>4. In terms of the Membership? Does IUCN have the right Membership?</li> <li>5. In terms of other, similar organizations working on conservation, sustainable development, knowledge and development</li> </ol>	<ol style="list-style-type: none"> <li>1. Uniqueness of the Union</li> <li>2. Uniqueness of the IUCN Programme relative to other organizations</li> <li>3. Uniqueness of IUCN's implementation model(s)</li> <li>4. Uniqueness of Membership</li> <li>5. Uniqueness in institutional mapping</li> </ol>	<ol style="list-style-type: none"> <li>1-4 Comparative Analysis</li> <li>5. Institutional mapping</li> </ol> <sup>6</sup>
	To what extent is the understanding of this niche shared by all components of the Union?	<ol style="list-style-type: none"> <li>1. Do Members, Secretariat Staff and Commission Members share the understanding of the niche? What are the key areas of convergence and divergence?</li> </ol>	<ol style="list-style-type: none"> <li>1. Degree to which components converge or diverge on key elements of the niche</li> </ol>	<ol style="list-style-type: none"> <li>1. Survey of Members, Secretariat and Commission Members</li> </ol>
	To what extent does the Programme, Union Strategy, organization and Business Model of IUCN reflect this niche and supports its implementation?	<ol style="list-style-type: none"> <li>1. To what extent has IUCN documented its niche?</li> <li>2. To what extent is the niche reflected in key organizational documents such as the IUCN Programme, Union Strategy, Business Model and other organizational descriptions?</li> <li>3. How do other organizations working on conservation organizations resource their work? What can IUCN learn from this for its own Business Model?</li> </ol>	<ol style="list-style-type: none"> <li>1. Extent of documentation/ presence of niche</li> <li>2. Extent of documentation/ presence of niche</li> <li>3. No indicator</li> </ol>	<ol style="list-style-type: none"> <li>1. Document analysis</li> <li>2. Document analysis</li> <li>3. Comparative analysis</li> </ol>

<sup>6</sup> A comparison sample will need to be developed which should include 3 major conservation NGOs, 2 organizations with a Membership structure of individuals, organizations or both, 3 organizations who specialize in cutting edge knowledge development and delivery and (from the previous), 3 organizations that specialize in science based policy influencing and another 3 that deliver results on the ground through partnerships.



## Appendix II Methodology

### 1.1 Overall Methodological Approach to the Mandate

Universalia's basic evaluative and methodological approach for addressing the primary objectives of the 2015 External Review of IUCN was based on a combination of factors. It was informed by a pragmatic understanding of the scope of the External Review considered in comparison to the magnitude of the External Review challenges and the expectation that the External Review will be both summative and firmly forward-looking. Thus, the specific mixed-method evaluation methodology and more specific methods and tools we crafted for the External Review of IUCN operated on two axes.

On the *horizontal plane*, our Team pursued methods and developed tools that surveyed and/or directly engaged key groups of IUCN stakeholders, with selection based on criteria designed to maximise the amount of relevant data collected in an efficient and timely manner. We also recognised that the assignment cut across a wide range of themes – relevance, effectiveness and sustainability of knowledge chains; organisational relevance and performance of scientific and technical networks; and the fit-for purpose of IUCN. Our horizontal tools took into account potential variance in objectives, perceptions and practices among the varying types of stakeholders and programming to ascertain whether informative and insightful patterns existed among and across analytical lines.

On the *vertical plane*, we developed tools and instruments designed to 'dig deeper', to more thoroughly address issues related to External Review themes. We also ascertained the 'comparative advantages' of IUCN, as compared with other conservation, biodiversity and sustainable development organisations.

Further bringing specificity to the above matters, the methodology we pursued for this External Review included a combination of the following:

- Institutional mapping, knowledge chain mapping and purposeful sampling, intent on making knowledge chains visible, informed by the diverse experience of key informants;
- Review of relevant IUCN documentation, in particular institutional documentation, programme documentation, project documentation, commission documentation, key organisational reviews and other relevant External Reviews and documentation;
- Review of relevant documentation of similar organisations for comparative purposes;
- A global survey of Institutional Members, Commission Members and Secretariat staff (one separate survey administered to each of them);
- Semi-structured interviews (videoconferencing, phone or face-to-face) and focus groups with key IUCN stakeholders, including Members, partners, donors and staff of IUCN programmes and projects; and
- Selective semi-structured interviews with key members, partners, donors and staff of organisations comparable to IUCN and for comparative purposes.

Three additional points need highlighting. This study is utilisation-focused. It appropriately pursued a participatory approach. This shaped recommendations that are both 'doable' and intent on making a difference. Each point is explained further below.

- 1) **Utilisation-Focused:** Guided by OECD DAC's Evaluation Quality Standards and Guidelines, our overall approach to the External Review has been utilisation-focused. The External Review team shaped the review according to the uses identified by the primary users, notably IUCN's Director General and Framework Partners, while also considering Programme staff, Commission Members, and Institutional Members and other key IUCN partners. This is a well-tested and widely used evaluation approach, which increases the likely uptake of recommendations. Throughout the mandate, we worked appropriately closely with the PM&E Unit (accountable to the Steering Committee). The Unit reviewed progress at important points and supported the development of review recommendations. This approach did not decrease the evaluation's impartiality and independence. The review team had final say on the content of the External Review report, while ensuring consideration of user perspectives.
- 2) **Ensuring a Participatory Approach:** The Terms of Reference (TOR) for this assignment, while not explicitly stating so, implied that the evaluation design was to be both participatory and consultative in nature, and that the Team appropriately reach out to the widest possible audience. To that end:
  - The PM&E Unit, the Director General, IUCN Programme staff and Commission Members were engaged during the Inception Phase on methodological and work plan matters;
  - During our data collection phase, we conducted extensive interviews as well as electronic surveys, creating multiple and diverse opportunities for IUCN's constituency to inform the 2015 External Review meaningfully;
  - We engaged different components of the IUCN Union on several occasions during the External Review, intent on broadening their involvement and buy-in, and promoting among them the importance of organisational learning, in which their participation becomes a key element in the articulation of realistic plans for the future; and
  - The Review team worked with the leadership of IUCN to provide opportunities for feedback and learning throughout the process.
- 3) **Shaping Recommendations that Make a Difference:** In our estimation, lessons learned and recommendations need to be placed in the context of any organisation's immediate and medium-term time horizon. Thus, for this assignment, we ensured that our data collection instruments elicited appropriate information and generated insightful possibilities on both lessons learned and forward looking possibilities. In addition, in light of such futures-oriented considerations, we developed recommendations for IUCN that were both relevant and reasonable. They took into account IUCN's current capacity, IUCN's unique Union governance paradigm, reflective of IUCN's knowledge practices and engagements.

## 1.2 Methodology and Methods – Data Collection

The methodology articulated below reflects implementation of the roadmap Universalialia designed for undertaking the review assignment. It situates, justifies and clarifies the methods used for undertaking this review.



The 2015 External Review of IUCN has been descriptive, explanatory, interpretive, and also transformative (i.e. both in terms of lessons learned and in being forward looking). Thus, the following section articulates the specific methodological approach and methods used for examining and assessing each of the three objectives of the External Review, namely knowledge chains, the Commissions, and the IUCN niche and fit-for-purpose.

### 1.2.1. Knowledge Chains

One of a growing number of IUCN 'knowledge nouns', the concept of 'knowledge chains' was introduced into the organisation's lexicon with the current External Review's TOR.<sup>1</sup> The conceptual introduction of the knowledge chain was an important discursive innovation at IUCN. Until very recently, IUCN perceived itself as a producer of biodiversity conservation and sustainable development 'knowledge products'. The mandated examination of knowledge chains reflected IUCN's overall desire to situate its products within the wider knowledge chains of which they are constitutive.

In this respect, the External Review aimed to understand and evaluate the way, or ways, that IUCN knowledge chains are demanded, constituted and produced, how they are leveraged, and also how they are significant and impactful. In the TOR (IUCN, 2015; p.6, ftnt 2), it was stated that:

A definition of knowledge chains will need to be developed, but the scope should include how knowledge gaps are identified, how knowledge is collected, generated, analysed, managed and disseminated, including in local and indigenous knowledge and how this leads to use, policy influence and conservation action or development practice.

Universalia proposed a working definition of knowledge chains in its proposal to IUCN (Universalia, 2015; p.12):

Knowledge chains may be understood as the ideational, material and relational dimensions of knowledge collection, analysis, construction, production, validation, circulation, dissemination, management/governance, competition, contestation, and revision and transformation systems.

Both of these definitions informed the methodology proposed for studying knowledge chains. A simpler explanation accompanies the Generic Knowledge Chain Map (Exhibit 1) below.

At IUCN, the conceptualisation, development and maintenance of knowledge products were originally the primary but not sole responsibility of Commissions. Largely an agglomeration of volunteers from the scientific, social scientific, and legal communities, the Commissions have developed knowledge products to raise awareness, track and also advocate on critical biodiversity conservation and sustainable development concerns. The IUCN Secretariat has historically been responsible for providing 'reasonable support' to the Commissions, providing dissemination and marketing services for these knowledge products, among other things.

The Inception Process (including document review and extensive inception interviewing) undertaken throughout May-July 2015 brought to light the fact that knowledge products, and the chains of which they are a part, are significantly more diverse in their motivation, production, maintenance, dissemination and evaluation than suggested in the previous paragraph. Indeed, a

---

<sup>1</sup> Other knowledge nouns include knowledge products, knowledge baskets, knowledge systems and knowledge platforms.

cursory look at the knowledge products and chains suggests that there is no single IUCN approach to knowledge chains, despite the pre-eminence and significance of Flagship Knowledge Products in the current quadrennial period.

Thus, the 2015 External Review sought to make visible and evaluate the expression of need/demand, production (input and output), circulation, dissemination, usage and outcomes (uptake), and impacts, of knowledge products as they are constitutively situated within knowledge chains.

Towards doing this with methodological coherence and effectiveness, the External Review team constructed a generic knowledge chain and concomitant analytic tool drawing on a mapping approach (informed by systems mapping, value chain mapping, supply chain analysis, and lifecycle analysis). Grounded in inception interviewing and preliminary document review, as well as testing at various stages of development with key IUCN people, this tool reflects an understanding that IUCN knowledge chains may be framed simply as follows: Expression of Need/Demand, Input, Output, Uptake, and Impacts. This may be represented visually as follows (see Exhibit 1).

**Exhibit 1 Generic Knowledge Chain Map**



This elegant and powerful *generic* tool allowed for a visual, descriptive and interpretive examination and understanding of *specific* knowledge chains.<sup>2</sup> It being beyond the scope of the current assessment to evaluate all knowledge products and chains at IUCN, the following sample of four Flagship, non-flagship/programme and new knowledge products and chains was selected:

- 1) Flagship: The Red List of Threatened Species
- 2) Flagship: Protected Planet
- 3) Non-flagship: The Water and Nature Initiative (WANI) Toolkits
- 4) New: Natural Resources Governance Framework (NRGF)

The sample of knowledge products and the knowledge chains of which they are centrally constitutive were selected to bring to light the diversity of IUCN knowledge chains (a matter which also speaks to the organisation's niche, as discussed below).

Examination and evaluation of the four sampled knowledge products/chains was undertaken in two distinct ways. To begin with, they were each assessed as a whole, for their relevance and distinct contribution to IUCN and its Programme. Next, each of their component parts (as highlighted in the knowledge chain map, depicted above) was examined in terms of their relevance, effectiveness, impact and sustainability.

The strengths, limitations and potential opportunities for development of the knowledge chains/products in their entirety and in their component parts were assessed. This was geared at informing ongoing IUCN reflections on how it might become a yet more effective and impactful organisation, both with respect to its knowledge products/chains and more broadly.

Methodologically speaking, the review of specific knowledge chains relied on in-depth document review, interviewing and focus group discussions. The document review drew on materials supplied by IUCN, as well as website data.

The following categories of people were interviewed in-person and/or via teleconference, or engaged through focus groups:

- IUCN producers and managers of knowledge products: People from IUCN's distributed Secretariat, Commissions and Institutional Members involved in the input and output of knowledge products, some of whom were previously interviewed during inception. These key contacts helped to identify potential interviewees from partner organisations involved in co-producing and co-managing knowledge products. They also helped to identify other categories of potential interviewees, including Framework Partners.
- Users of knowledge products, at various levels: These included Programme staff (at Headquarters and in Regional Offices), Commission Members, IUCN Institutional Members (NGOs and governments) and others involved in the uptake of knowledge products.
- Key informants on the multi-sectoral impacts of knowledge products, notably IUCN Commissioners, government and NGO Institutional Members, as well as National and Regional Committee members.

The specific people interviewed for each of the categories above per knowledge chain were in part defined in close coordination with IUCN Secretariat and Commissions shortly after submission of

---

<sup>2</sup> Intent on being utilisation-focused, this External Review sought to generate the kind of insightful knowledge that would inform ongoing reflections at IUCN. Also, the generic knowledge chain analytical tool is now of course available to IUCN Commission members, Secretariat Staff, Institutional Members and others more broadly. This tool can be used by various Programme teams for strategic planning and other purposes.

the Inception Report and on an ongoing basis. A diversity of informants, perspectives, sectoral and regional representation was ensured throughout. A list of issues to be examined pertaining to knowledge chains is provided in Exhibit 2.

**Exhibit 2 Preliminary List of Issues to be Examined Pertaining to Knowledge Chains**

Overall Relevance of Knowledge Chains	Demand/ Expressed Needs	Outputs	Impact		
<ul style="list-style-type: none"> <li>• Contribution to the fields of conservation and development</li> <li>• Engagement of different parts of the Union</li> <li>• Creation of coherence/complementarities between different components of the Union</li> <li>• Value-added for the Union</li> <li>• Implications to the IUCN niche and identity</li> <li>• Opportunities for increasing the relevance</li> <li>• Existing/missed opportunities for developing innovative knowledge products, chains and platforms</li> <li>• Obsolescence or need for new knowledge products to meet the IUCN objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Expression of need</li> <li>• Source of demand</li> <li>• Rationale</li> <li>• Feedback loops for the development of the knowledge chain</li> <li>• Role of members in articulating knowledge needs</li> </ul>	<ul style="list-style-type: none"> <li>• Dissemination</li> <li>• Marketing</li> <li>• Popular versus scientific</li> <li>• Branding relevance and effective for the union</li> </ul>	<ul style="list-style-type: none"> <li>• Contribution to biodiversity conservation and sustainable development</li> <li>• Contribution to capacity development</li> <li>• Contribution to services and functions of environmental governance</li> <li>• Contribution to private-sector decision-making</li> <li>• Contribution to transformation of human behavior</li> <li>• Means of impact optimization</li> <li>• Sustainability of results</li> <li>• M&amp;E effectiveness</li> </ul>		
	<th data-bbox="505 831 774 909">Input</th> <td data-bbox="812 779 1081 1283"> <th data-bbox="812 779 1081 856">Uptake</th> <td></td> </td>	Input	<th data-bbox="812 779 1081 856">Uptake</th> <td></td>	Uptake	
	<ul style="list-style-type: none"> <li>• Production process</li> <li>• Available knowledge use</li> <li>• Siloing of Knowledge</li> <li>• Use and development of IUCN standards</li> <li>• IUCN support of effective development and delivery of the [knowledge product]</li> <li>• Actual and long-term resourcing model</li> <li>• Business opportunities for resourcing of knowledge chains</li> </ul>	<ul style="list-style-type: none"> <li>• Use by different target audiences: IUCN members , commissions, IUCN programmes , private sector, non-members</li> <li>• Most leveraged type of knowledge and knowledge product</li> </ul>			

Noteworthy, knowledge chain focus groups were held as follows:

- Protected Planet: UNEP-WCMC in Cambridge, UK on 28 September 2015
- Protected Planet: IUCN Secretariat Staff in Gland, Switzerland on 29 September 2015
- Natural Resources Governance Framework: IUCN Secretariat Staff in Gland, Switzerland on 30 September 2015
- WANI Toolkits: IUCN Secretariat Staff in Gland, Switzerland on 30 September 2015

People unable to participate in person were given the opportunity to fill out a questionnaire based on the focus group and interview protocol used. These questionnaires were completed and submitted electronically.

### 1.2.2. IUCN Commissions

The six IUCN Commissions play a key role in the work of IUCN. Collectively they provide a link to nearly 15,000<sup>3</sup> volunteers who can potentially be called upon to contribute to the objectives of IUCN. The nature of that contribution has traditionally been understood in terms of knowledge production. However, interviews and document review during the inception phase revealed that perspectives vary concerning the role of Commissions and also their actual practices. IUCN's Statutes also allow for a broader interpretation<sup>4</sup> of Commission roles and practice. Therefore, the External Review included an analysis of perceived current and potential roles and practices of the Commissions in order to assess their relevance, effectiveness, efficiency and concomitant lessons learned.

The six Commissions were understood to be quite different in terms of size, structure and activities. Thus, this External Review examined all six of the Commissions in order to fully understand the work of each individual Commission, and how Commissions can be understood overall.

In the context of this External Review, the relevance, effectiveness and efficiency of a Commission were understood to be products of both how the Commission functions as an individual unit and how it relate to other parts of IUCN. The methodology was therefore designed to examine each of the Commissions individually and to examine the nature of their relationships.

#### ***Methodology for Evaluating the IUCN Commissions***

All six Commissions were analysed individually and as part of a web of relationships in order to understand their contributions to IUCN. As perspectives vary concerning the actual and ideal roles of IUCN Commissions, the criteria by which the relevance, effectiveness and efficiency of the Commissions were assessed were constructed through the process of analysis.

#### **A. Analysing Commissions as Units**

This first component of the evaluation of Commissions addressed the following key questions: What is the generically understood role of IUCN Commissions? What is each individual Commission actually doing? How is their work contributing to the objectives and current programme of IUCN?

#### **Method**

1. A matrix depicting the generic roles of Commissions and criteria for their evaluation was constructed based on:

- Current IUCN documents pertaining to any description or discussion of the Commissions, particularly concerning what they are supposed to do and how their outputs and outcomes are evaluated within existing frameworks; and

---

<sup>3</sup> Many IUCN documents speak of 11,000 Commission members but numbers provided by individual Commission Chairs and a statement by Secretariat staff put the figure closer to 15,000.

<sup>4</sup> Stature 73: The Commissions shall be networks of expert volunteers entrusted to develop and advance the institutional knowledge and experience and objectives of IUCN." (IUCN, 2015b; p. 21) and Statute 75: The functions of the Commissions shall be to fulfill their missions as defined in their mandates, including: (a) to analyse issues and prepare assessments, reports, action plans, criteria and methodology and undertake research and other scientific and technical work; (b) to undertake tasks assigned to them within the integrated programme of IUCN; (c) to provide advice on any matter within their fields of competence; (d) to broaden knowledge and competence on matters relating to their mandates; (e) to work with Members and the Secretariat to develop activities within the various Regions, and to support Members and components of IUCN with necessary expertise; and (f) to undertake such other responsibilities as may be assigned to them by the World Congress and the Council. (IUCN, 2015b; p. 22)

- Data from interviews, a focus group, participant observation and surveys in relation to perspectives from inside and outside the Commissions concerning the role of Commissions (and how people seem to measure and/or judge their value).

Based on this matrix, tentative characterisations were developed of the ways Commissions contribute to effectively and efficiently meeting the objectives, and implementing the current programme of IUCN.

2. A matrix depicting what the individual Commissions do as understood through existing documentation and perspectives of people both inside and outside the Commissions concerned was constructed based on:

- Current documents written by and about specific Commissions, particularly with respect to what they say about objectives, activities, outputs and outcomes of specific Commissions; and
- Data from interviews, a focus group, participant observation and surveys pertaining to what people inside and outside of specific Commissions say about what they do and its effects.

Using this matrix, we compared these different perspectives and put together a portrait of each Commission that resonates with, or at least acknowledges the range of perspectives, and surfaces the dominant ones. Each portrait included a description of the objectives, activities, processes, international relationships, outputs and outcomes of each Commission, and how their work is evaluated by their own members and other people involved with IUCN. Based on these portraits, issues were raised concerning the functioning of individual Commissions. Recommendations were advanced about how perceptions of individual Commissions and/or ideas about the role of Commissions should be adjusted and structural changes made in order that the Union may efficiently and effectively achieve its objectives and implement its current programme.

## **B. Analysing the Web of Relationships within which Commissions are Situated**

This second component of the evaluation of Commissions addressed the following key questions: What is the nature of the relationships between individual Commissions and other components of the IUCN Union (including other Commissions)? What quantity, quality and types of relationships connect each Commission to the rest of IUCN? How do these relationships affect the relevance, effectiveness and efficiency of the work of the Commissions and the capacity of other components of IUCN to support the Commissions (and be supported by Commissions) in fulfilling IUCN objectives?

### **Method**

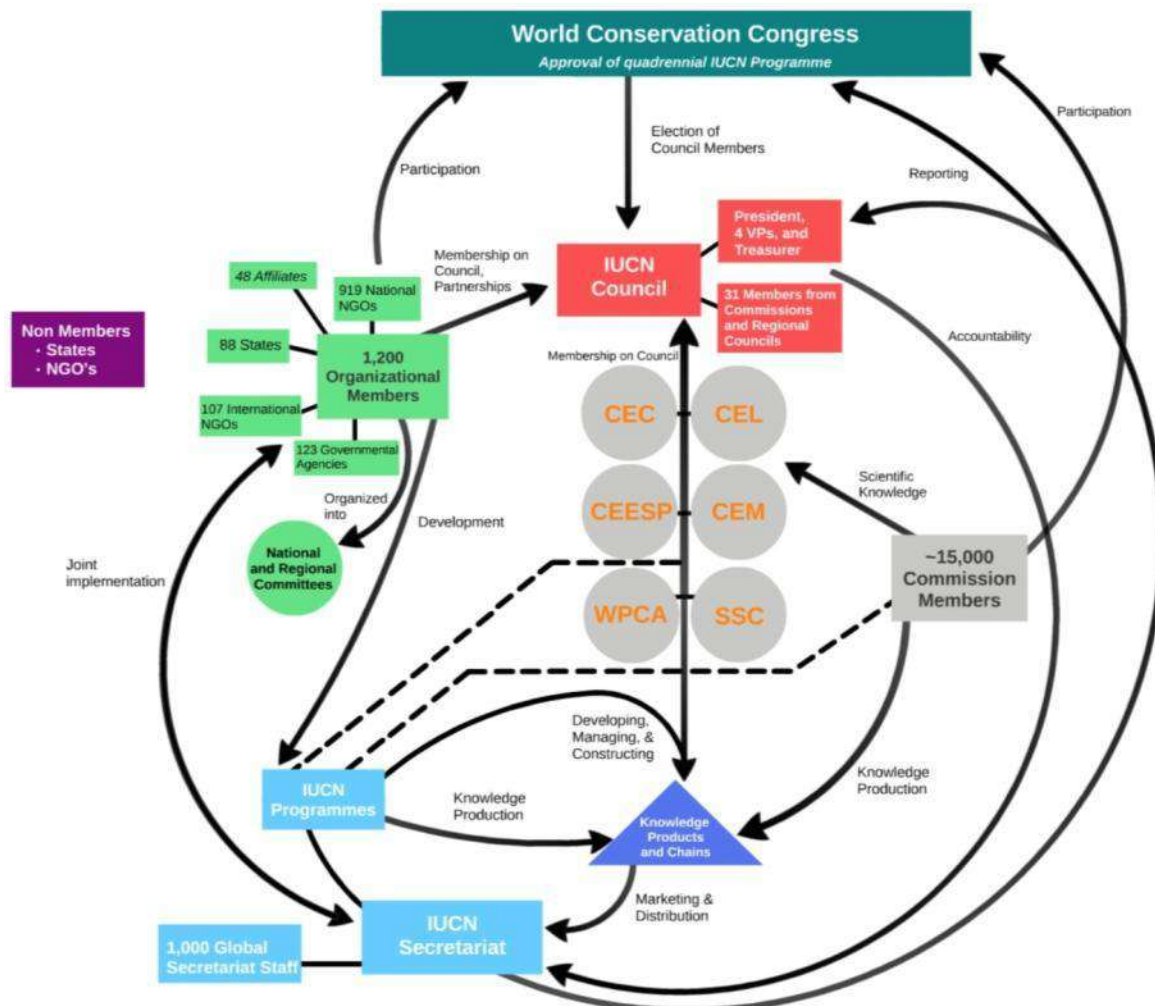
Drawing on the Institutional Map that was already developed as part of the inception phase and included below (see Exhibit 3), relationships between each Commission and other components of IUCN were mapped and examined. Each key relationship was described first of all with respect to its function(s), for example:

- Communicating (regular contact leading to understanding of one another's work and possibilities for other types of relationships)
- Supporting (administrative/technical/strategic/financial)
- Sharing – of knowledge and other resources
- Participating – participating in one another's activities and processes
- Complementing – aligning and building on one another's work

- Collaborating – undertaking joint initiatives
- Engaging – inspiring, motivating, bringing people into IUCN activities.

Key relationships between Commissions and other IUCN components were assessed with respect to Commissions’ capacity to fulfil their relevant functions. The basis of this functional capacity was analysed with attention to elements such as frequency of interactions, balance of formal versus informal mechanisms, clarity of expectations and levels of trust. Participants in these relationships were asked to describe the challenges they face and possible areas for improvement. Based on this analysis, recommendations were directed toward Commissions and other IUCN components for building effective relationships in support of IUCN objectives. It also brought to light the different ways in which Commissions could be perceived and valued, moving beyond the singular notion of a functional Commission to a multiplicity of perspectives..

**Exhibit 3 Institutional Map**



An overall analysis was carried out of the webs of relationships surrounding each Commission in an effort to determine which sorts of relationships are most important for the effective functioning of the IUCN overall. This was meant to shed some light on the question of how the Union might fulfil the potential offered by the combination of its diverse components, an aspiration mentioned by a number of respondents during the Inception Phase.

### ***Data Sources***

Data from documents reviewed and interviews conducted during the Inception Phase were examined and served to further define the parameters of the analysis. A new round of document review and interviews was conducted that specifically focused on gathering data about the Commissions in responses to the needs outlined above.

This data included:

- Key documents related to the individual Commissions located online and identified by respondents
- Interviews with Commission Chairs
- Interviews with one other member of each Commission's Steering Groups
- Interviews with some Commission Members (from all Commissions except CEC) who were present at the SSC Leaders Meeting in Abu Dhabi
- Participant Observation during SSC Steering Committee Meeting and plenaries and breakout groups during SSC Leaders Meeting in Abu Dhabi, 14-18 September 2015
- Focus Group with CEC Steering Committee members in Washington DC, 21 September 2015
- On-line survey of a random sample of Commission Members
- Interviews with Commission's key interlocutors or logical interlocutors (as identified by Commission Members and Secretariat staff) including staff of HQ, Regional Offices and partner organisations
- Interviews with several Council Members from different regions who are not Commission Chairs
- On-line survey of IUCN Secretariat and Members overall.

### **1.2.3. Niche and Fit-for-Purpose**

Since the last External Review in 2011, IUCN has undertaken a number of steps to reflect on its leadership, niche, roles as well as the functioning of the Union. Specifically, at the recommendation of the Governance and Constituency Committee, the Council approved their proposed process to develop a Framework for Action to Strengthen the Union (FASU) with a view to:

- Raising IUCN's profile, leadership and influence within and beyond the conservation community,
- Strengthening IUCN as an effective Union, including its membership, governance and structure.<sup>5</sup>

In addressing its strengths and weaknesses as an international actor in biodiversity conservation and sustainable development, IUCN has also re-examined its business model, which formed the basis of its 2013-2016 Programme<sup>6</sup>. More specifically, in its 2013-2016 Programme, IUCN self-described its niche as:

---

<sup>5</sup> 81<sup>st</sup> Meeting of the IUCN Council, Gland (CH), 29-30 January 2013.

<sup>6</sup> IUCN "A Business Model for IUCN," March 2012.



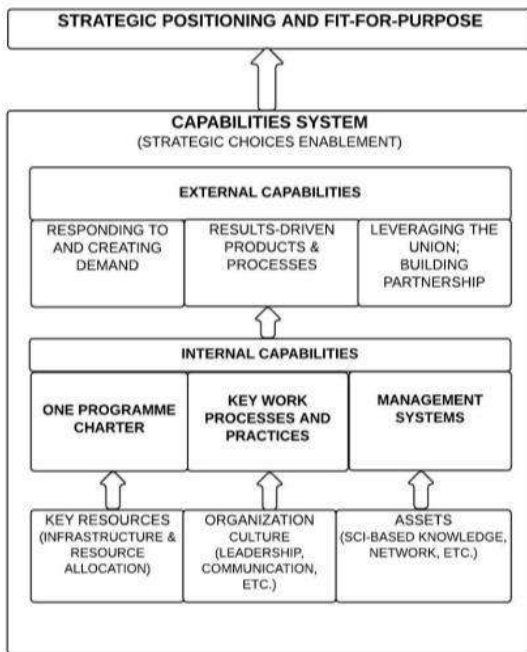
The world’s authority on conserving nature and natural resources for people’s livelihoods, setting standards, fostering policies and bringing together a diverse membership of States, government agencies and civil society for nature-based solutions to global challenges and environmental governance, aimed at sustainable development and biodiversity conservation on the ground.

These and other documents formed an important starting point for the analysis of niche and fit-for-purpose of the organisation, as they helped to identify IUCN’s strategic intent and define the direction it is currently pursuing.

In assessing the organisation’s niche, the External Review team sought to frame the discussion in terms of IUCN’s **strategic positioning** and **fit-for-purpose** respectively. *Strategic positioning* denotes IUCN’S ability to position itself in the biodiversity conservation and sustainable development communities strategically by building the necessary partnerships and linkages to add value to global efforts in these fields. *Fit-for-purpose* is IUCN’s ability to leverage the Union in all its aspects and to align its own internal capabilities effectively to achieve its purpose and respond to global challenges of concern. IUCN’s strategic positioning and its fit-for-purpose enable the organisation to succeed in establishing a clear and unique niche for itself.

Throughout the study, the External Review team used the concepts of *strategic positioning* and *fit-for-purpose* to frame the discussion of niche. Building onwards from this, the team developed a framework for analysis, depicted in the diagram below<sup>7</sup>. The framework was also designed to situate the knowledge products/chains and the Commissions as a part of the overall analysis of strategic positioning and fit-for-purpose. An explanation of the framework’s elements and logic follows.

**Exhibit 4 A Framework for Analysing Strategic Positioning and Fit-For-Purpose**



<sup>7</sup> This framework is an adaptation of a model developed by Mihai Ionescu in his blog entry on the business model canvas. See: Ionescu, M. (2015, June). Strategy and the Business Model. Retrieved from <https://www.linkedin.com/pulse/strategy-business-model-mihai-ionescu> (Consulted on 1 July 2015).

Generally speaking, strategic positioning and fit-for-purpose are achieved through the types of strategic choices which an organisation makes and can make. To wit, if an organisation has a *strategic intent* about its positioning, role and purpose, it demands that the organisation make strategic choices to realise its intent. Strategic choices in turn are enabled by a set of both external and internal capabilities, which are overlapping but herein separated for analytical purposes. The organisation's internal capabilities drive its capabilities in the external environment, the arena in which the organisation delivers a response and interacts with other players. Capabilities largely explain the 'how' of getting to strategic choices that will determine its positioning. The capabilities are best explained in the order of the diagram's logical flow, beginning with the bottom row.

### ***Internal Capabilities***

The External Review Team has understood there to be three internal organisational elements essential to IUCN's work. These undergird the One Programme, the internal work processes and the management systems (tools and methods) that support that work. They are:

- **Key resources, both in terms of infrastructure and allocation** – the financial and human resources (staffing) and the strategy to align with or support the work.
- **Organisational culture** – the strategic leadership, communication, teamwork or collaboration, behaviours, attitudes, incentive systems and accountabilities.
- **Assets** – the expertise, competencies, innovation, and knowledge.

We understood these to be the building blocks for the work undertaken by IUCN. The key work processes and management systems at the next level of capabilities exist in an integrated fashion, as management systems provide the structure for the work. The third element to this framework, added to increase the framework's relevance to our examination of IUCN, is the One Programme Charter – which serves a key organising function for the Union's work.

- **Key work processes and practices** – these pertain to the organisation of efforts to accomplish a result and are generally considered to be 'value adding' processes. The development of the knowledge chain fits squarely under key work processes.
- **Management systems** – a foundational element of any organisation, these include the planning and the systems for human resources, finances, programming, and information (including processes for monitoring and evaluating).
- **One Programme Charter** – Adopted by the Council (i.e., Members) in May 2011, the One Programme Charter commits the Union to working together to achieve three global results. While 'key work processes' are more generic in definition, the One Programme Charter articulates a specific and more overarching work process for the Union with the aim of bringing about greater coherence.

Work processes more generally take place within the context of a programme or other forms of collaborative work. *Who* contributes to these processes and *how* is an important part of identifying work processes. This is where the roles of the Commissions and the Secretariat are relevant, i.e. in understanding how they participate in and add value towards achieving particular results. Through a work process, resources and assets are transformed into tangible or intangible results; such as knowledge products, which IUCN produces and leverages to create impact.

Internal Areas of Inquiry that were pursued:

- Strategic intent as represented by efforts of the Union to date to define its niche and strategic positioning (reflected in the Programme, Union Strategy, organisation and Business Model of IUCN);
- The extent to which the understanding of niche and strategic positioning is shared by Members, Secretariat staff, Commission members;
- Steps being taken to align with strategic intent (i.e. to make strategic choices) in order to occupy a unique position strategically;
- How well the IUCN is communicating its strategic positioning to the outside as well as how IUCN brands itself (and what forms of branding are being undertaken in the organisation) with a view to understanding coherence and clarity of niche;
- The extent to which the Union is being leveraged to achieve greater impact and influence (and how well resources, assets and unique features of the Union are being utilised);
- How Secretariat, Commissions, and Members work together to achieve results (and in relation to the One Programme), giving particular regard to knowledge products and processes; and
- How IUCN can continue to effectively contribute to shaping the post-2015 global agenda (also part of the external inquiry).

### ***External Capabilities***

Internal capabilities enable an organisation to interact with other players and exercise its contributions in the external environment. Generically and with respect to IUCN, these include:

- **Responding to and creating demand** – IUCN sees its role in responding to demand but also in creating demand for its products and processes in the fields of biodiversity conservation and sustainable development. Included in this external capability is its responsiveness to its own members, as well as to donors, multilateral organisations, Conventions and more. And as a global authority in its field, IUCN is also creating demand for its products and processes in order to solve biodiversity conservation and sustainable development challenges. Importantly, it means making choices (in responding to and creating demand) about how to align with its strategic intent. How IUCN communicates its message and brands itself is a critical component of its strategic choices.
- **Results-driven tangible and intangible products and processes** – These are IUCN’s knowledge products and processes, standard-setting, actions on the ground, influence on policy and governance. Results-driven refers to either immediate uptake or impacts from its programmes on the ground or spin-off effects, such as initiatives undertaken by others.
- **Leveraging the Union and building partnerships** – IUCN has a rather complex institutional landscape. The institutional mapping (see Exhibit 3) represents an attempt to depict the relationships and functions of the Union. One of the ways that IUCN achieves impact is through convening and building partnerships for action across governments and civil society. IUCN’s presence and the positioning of Commissions, members, and other parts of the Union offer opportunities for influence.

The External Review Team used the framework outlined above to guide the inquiry. The assessment proceeded by elucidating IUCN’s strengths and weaknesses in effectively and dynamically leveraging the Union to create impact in biodiversity conservation and sustainable development. For this, the inquiry sought to understand the strategic gaps in the internal and

external capabilities that support the work of the knowledge chains and other results-driven products and processes identified in the analysis. This informed the extent to which IUCN has been making strategic choices to achieve its intent. Based on this, the analysis brought to light what more can be done to maximize IUCN's influence and impact in biodiversity conservation and sustainable development.

The overall inquiry into strategic positioning and fit-for-purpose was accomplished through an internal investigation (within the Union) and an external investigation. The internal investigation examined the steps taken to date by IUCN to understand its niche and the extent to which they have supported implementation. It has also solicited the perceptions of different parts of the Union on both the progress and the potential in achieving the aims of the commitments made by the Council to define and establish its niche. The external perspective shed light on how IUCN – its role, niche, relevance, identity – is perceived by other players.

This assessment provided important insights on possible strategic, institutional, programmatic and discursive ways forward for the IUCN as a Union.

External Areas of Inquiry that were pursued:

- How the external world (other stakeholders) perceives IUCN's strategic positioning and fit-for-purpose:
  - What is its value added
  - What it does well and does not
  - Does it do what it professes to do
  - What more it could do
- How IUCN is perceived as operating differently or uniquely;
- What IUCN can learn from other organisations with similar characteristics for the purpose of strengthening its positioning, fit-for-purpose, and ultimately, its impact; and
- What IUCN can learn from the literature on organisations that play a convenor role.

## ***Research Methods***

### **The Internal Investigation**

With the exception of the document review, the internal investigation proceeded in parallel to the external investigation. Three methods were employed to gather data from within the Union as follows:

- **Document review** to assess the extent to which the Programme, Union Strategy, organisation and Business Model of IUCN reflect its strategic positioning and support its implementation; the extent to which IUCN has documented its strategic positioning; and the extent to which strategic positioning is reflected in key organisational documents such as the IUCN Programme, Union Strategy, Business Model and other organisational descriptions.
- **Online surveys and stakeholder consultations:** Surveys with IUCN Institutional Members (including Framework Partners), Commission Members and Secretariat Staff.
- **Semi-structured interviews with:**
  - 4 framework donors, of which three are foundations
  - 1 bilateral donor / partner
  - 3 multilateral donors / partners (5 persons)

- 2 private sector companies
- 5 Members of Council from diverse regions<sup>8</sup>
- 27 Secretariat staff (including 16 interviewed during inception phase)
- **Workshop** with 1 Commission, on the occasion of its annual meeting, using the facilitation methodology below.

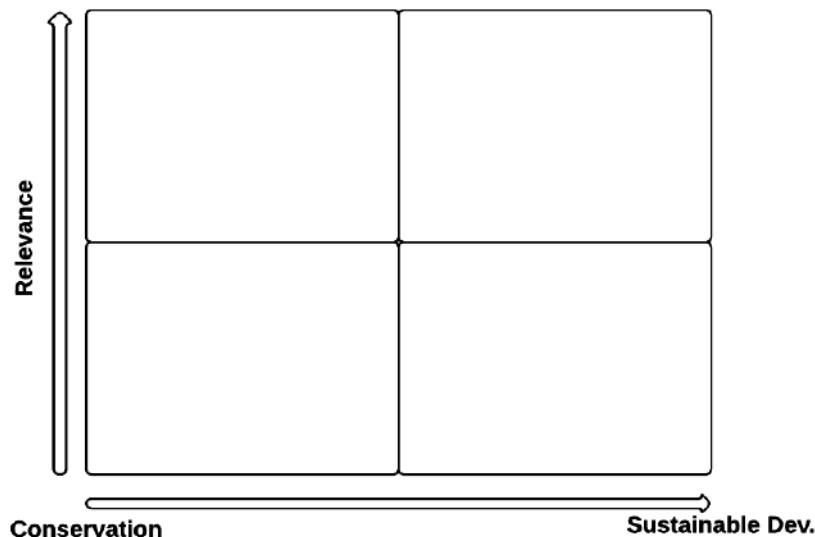
### **Workshop: Group Exercise for Exploring Niche – Facilitator Guide**

- **Purpose:** To collect data a Commission for the External Review, in relation to the objective to ‘assess the role and niche of IUCN as a Union of governments, non-governmental organisations and individual scientists and the fit-to-purpose of IUCN as an organisation.’ Essentially, this exercise was aimed at soliciting a Commission’s understanding and perspective on IUCN’s strategic positioning and fit-to-purpose.
- **Group Composition:** A group of 8-10 Commission Members who are engaged members and able to represent and speak to the work of the Commission.
- **Time Requirement:** Two hours for the entire exercise.
- **Methodological Note:** This group exercise is a data collection tool directly linked to the methodology and line of inquiry relating to niche in the inception report (see section 3.2.3 of the inception report for more details). The investigation for niche involves a comparison with other organisations that share some of the characteristics of IUCN, e.g., have a conservation mandate; a membership structure of individuals, organisations or both; specialize in cutting edge knowledge development and delivery; specialize in science based policy influencing; deliver results on the ground through partnerships. The aim is to understand perceptions on how IUCN differentiates itself in the external environment currently and in terms of its future potential.
- **Procedure:**
  1. The facilitator will engage participants in discussion through the use of a matrix that highlights two key aspects of IUCN’s positioning in the external environment:
    - Relevance as an organisation (being responsive to demands in the external environment and contributing solutions to global challenges)
    - The scope of challenges to achieve sustainable development beyond a focus on conservation or the degree to which different dimensions of sustainable development are addressed.<sup>9</sup>
  2. The facilitator will put up on flipchart paper or a large whiteboard the matrix as follows:

---

<sup>8</sup> It should be noted that attempts were made to reach 5 additional members of Council, but no response could be obtained.

<sup>9</sup> In the IUCN Programme document itself, the aspiration or intent is ‘to mobilize communities working for biodiversity conservation, sustainable development and poverty reduction in common efforts to halt biodiversity loss and apply nature-based solutions to conserve biodiversity, enhance resilience, strengthen equity, reduce poverty and so improve the wellbeing of people on this planet.’



3. The facilitator will lead the group through the exercise by giving instruction and using a set of guiding questions.
4. This information will be video- or audio-recorded for the sole purpose of the data collection of the External Review Team.

■ **Instructions to Facilitator:**

- Give the group these questions for discussion. They should be seated around a large table so that everyone participates. Ideally, one person should facilitate from the group but it is also important that everyone has a chance to contribute.
- *Where would you place IUCN as an organisation on this matrix? Where would you place other organisations such as WWF, UNEP, CARE, World Resources Institute, the Nature Conservancy? (see a fuller list in the inception report)*
- Time will be allotted for the group to *agree on* where IUCN belongs on the matrix. The discussion will also be audio-recorded as it is also important to understand why / what is being debated by participants.
- Participants will discuss simultaneously the positioning of other organisations, not limited to those mentioned above. Sticky dots can be used to identify the position of NGOs on the matrix.
- Once the matrix work is completed, the participants will be asked to explain the placement of organisations on the matrix. *Probe:* what characteristics are similar to IUCN and which are strengths vs. weaknesses.
- Follow this up with the question:
- Where do you think IUCN *should be* in terms of relevance and sustainable development?
- Lead discussion and use a different color stickie dot on the matrix to indicate placement.
- Now ask the following question to compare the Commission's vision for IUCN's niche relative to the expectations of the IUCN Programme:

- *According to the IUCN Programme, where is IUCN expected to be on the matrix? (What is your understanding?)*
- Now inquire into the group's perspective on what are some of relative strengths and weaknesses of IUCN with respect to its value added in the external environment. Use the comparison with other organisations on the matrix to facilitate the discussion.  
*As an organisation, what does IUCN need to do differently to achieve that desired positioning? What does it need to strengthen which perhaps other organisations do well?*

*Probe: You may refer to some of these characteristics to stimulate dialogue:*

- Leveraging its membership
- Branding
- Demonstrating results on the ground
- Building strategic partnerships
- Playing a convening role
- Generating evidence from the ground to influence at higher levels
- Leveraging cutting edge knowledge (would have been discussed already in the discussion on knowledge chains)

Now inquire into the group's perspectives on strengths and weaknesses that may be based on IUCN's internal capabilities (refer to inception report, section 3.2.3).

*Probe: You may refer to the following:*

- Internal relationships and communication
- Organisational culture (incentive systems, accountabilities)
- Management systems (planning and organisation of human resources, finances, programming, M&E)
- Resourcing strategies
- Leveraging assets, resources, and competencies
- If time permits, it would be useful to have the group assign a weighting to each factor on a scale of 1 to 3. Alternately, to establish some prioritization, ask participants to choose their top three factors by placing a red star with a marker next to the key factors on the flipchart.
- As a final wrap-up question, inquire on the contribution of the Commission to the positioning of IUCN:
- *What would need to change within the Union to enable the Commission to contribute more effectively to the relevance and positioning of the IUCN?*
- **Output from the Exercise:**
  - Documentation on the discussion (flipcharts)
  - The matrix (photographed)
  - Audio-recording

## The External Investigation

As indicated previously, the investigation with external actors served a dual purpose: to solicit perceptions of external stakeholders on IUCN's value added and strategic positioning in the field of biodiversity conservation and sustainable development, *and* to learn from the experience of other organisations, who share some of IUCN's own characteristics, how they play to their strengths. These characteristics are ones that are strongly related to its strategic positioning, and are frequently cited internally (see table below).

Exhibit 5 articulates the characteristics of the organisations comparable to those of IUCN. Six conservation organisations were examined, and all were interviewed with the exception of Wetlands International. These organisations are:

- The Nature Conservancy
- World Wildlife Fund-USA
- Conservation International
- World Resources Institute
- Wetlands International
- The United Nations Environment Programme

All are members of IUCN (though UNEP is a partner). Attempts were made to contact and interview conservation organisations that were not members of IUCN, to no avail.

### Exhibit 5 Characteristics for Comparing IUCN with Other Organisations

Characteristic	TNC	WWF	CI	WRI	Wetlands	UNEP
Has a mission focused on conservation	X	X	X	X	X	X
Plays a convening role			X	X	X	X
Leverages cutting-edge scientific knowledge	X	X	X	X	X	X
Engages in policy influencing	X	X	X	X	X	X
Generates evidence from the ground	X	X	X	X	X	X
Explores ventures with private sector	X	X	X	X	X	
Conducts standard setting		X	X	X	X	X
Has a vast network and outreach to constituencies		X			X	
Employs grant-giving		X	X			



A third inquiry was added during data collection to capture information that would elucidate ways that IUCN could take better advantage of its positioning. This was a study of organisations that play an important convenor role.

The organisations that came under review are:

- Brookings Institution
- The Aspen Institute
- Demos
- CGIAR (Consultative Group for International Agricultural Research).

Two development / humanitarian organisations with a membership base were also included in the investigation to draw lessons on their experience operating as global NGOs with a network, and, in the case of one, having volunteer staff. For purposes of anonymity, their names have been fictionalized as Devos International and People International. It should also be noted that a longer list of organisations were contacted but did not obtain a response.

The data gathering with external organisations proceeded in the following manner, through two principal methods:

- **Document review:** The team reviewed the annual reports and other documents of comparable organisations. The purpose was to examine how these organisations self-describe their strengths in relation to particular characteristics, as well as how they function to create their particular organisational value-added.
- **Semi-structured interviews:** The team pursued interviews with five conservation organisations (Wetlands International could not be reached) to solicit their perceptions of IUCN's value added and to obtain a more in-depth understanding of how the characteristics are advantageous (or not) to their strategic positioning potential. A questioning around how they leverage their knowledge and relationships and how they resource their work was explored in more depth and to the degree possible. Organisations were prioritised for semi-structured interviews and, based on their responsiveness (not all may express a willingness to participate), a final selection was made. Two semi-structured interviews were also conducted with the development / humanitarian organisations above.

The findings from the external inquiry were compared and triangulated with data from the internal inquiry, thereby strengthening the evidence base for making firm conclusions. These were used as a basis for recommendations (both strategic and operational).

### ***Analysis***

All interview data were coded and entered into the online Qualitative Data Analysis programme called Dedoose. Survey data from the three surveys mentioned above, that pertained specifically to niche questions, were analyzed and triangulated against the interview data, with additional validation from document review. As well, the qualitative responses from the surveys that were relevant to niche were summarized by survey respondent (commission, secretariat, and members) for data that was available at the time of the writing. These responses were also triangulated to other data sources.

### 1.2.4. Additional Methodological Considerations

#### *Sampling*

Overall, the External Review pursued a combination of *purposive* and *randomised* sampling. This approach informed work undertaken to meet each of the three objectives of the review. On the matter of interview participants in particular, it should also be noted that allowances were made for both snowballing and opportunistic approaches to sampling; where key people were identified in process for interviewing either ahead of time or during data collection.

Methodologically speaking, a key objective of the sampling strategy was to target the highest number of stakeholders from which to collect data. It was also designed to collect meaningful data that is representative of the whole unit of analysis from which it emerges. Thus, our approach to sampling sought to target a high number of respondents but also a meaningful one, taking a host of criteria into consideration, to better calibrate the distribution and representativeness of the results.

The table below offers a snapshot of how we approached the sampling of each category of stakeholder (called unit of analysis), the review objective to which this sampling strategy is associated, and the method for collecting the data that was used. This informed our approach but did not define it, as explained in the discussion of each research method employed below.

**Exhibit 6 Sampling Methodology Snapshot**

Unit of analysis	Sampling Strategy	Objective	Method
IUCN government members (over 200)	Geographic, population size, relevance to IUCN priorities and work	Knowledge Chains Commissions Niche	Global Survey
IUCN NGO members (over 900 hundred)	Global, regional, national and thematic representation	Knowledge Chains Commissions Niche	Global Survey
IUCN Framework Donors (9)	2 Scandinavian; 1 Western Europe; 1 Asia; 1 Middle East; 1 Foundation	Knowledge Chains Niche Commissions	Stakeholder Interviews
IUCN Government Donors/Partners (18)	Geographic location, amount of funding - type/ scope of partnership	Knowledge Chains Commissions / Niche indirectly / partially	Survey Stakeholder Interviews
IUCN Multilateral Agencies Donors/Partners (13)	Geographic scope; amount of funding - type/ scope of partnership	Knowledge Chains Commissions / Niche indirectly / partially	Survey Stakeholder Interviews
IUCN NGO donors/partners (7)	Geographic and thematic scope - amount of funding - type/ scope of partnership	Knowledge Chains Commissions/ Niche indirectly / partially	Survey Stakeholder Interviews
IUCN Foundations donors/partners (26)	Geographic and thematic scope - amount of funding - type/ scope of partnership	Knowledge Chains Commissions/ Niche indirectly / partially	Survey Stakeholder Interviews
IUCN Companies (7)	Type company and of engagement/strategy	Knowledge Chains Niche	Stakeholder Interviews

Unit of analysis	Sampling Strategy	Objective	Method
Commissions	Chairs and Commission Steering Committee	Knowledge Chains Commissions Niche	Global Survey Stakeholder Interviews (Chair and member of CSC)
Commission Members (+/- 15,000)	Ratio per Commission, geographic distribution, gender ratio, degree/area of involvement	Knowledge Chains Commissions Niche	Global Survey
IUCN Council	President, VPs (4), Treasurer, Councillor (1 Switzerland)	Knowledge Chains Commissions Niche	In-person interview
IUCN regional councillors (24)	From each of IUCN's eight Statutory Regions (except the VPs covered before)	Knowledge Chains Commissions Niche	Survey Stakeholder Interview
IUCN Secretariat Staff (1000 in 60 countries and 11-12 regional offices)	Director General Ratio per regional office Gender distribution	Knowledge Chains Commissions Niche	Global Survey Interviews (Director General) Focus group (IUCN HQ)

### Surveys

The External Review team conducted three global online surveys aimed at all IUCN Members (including Framework Partners), Commission Members and Secretariat Staff of IUCN. Numbers of surveys delivered, and response rates by survey type are included in Exhibit 7. Surveys are presented in Volume II, Appendix VII and survey data are presented in Volume II, Appendix VIII.

#### Exhibit 7 Survey Response Rates

Survey Type	Number of Surveys Delivered	Total Complete Responses	Response rate
Members	1,507	235	15.6%
Secretariat	1,075	350	32.5%
Commissions	13,936	1,767	12.7%
TOTAL	16,518	2,352	14.2%

Once tested, surveys were sent out on 23-24 September 2015 to the entire IUCN community. Including an extension, the final surveys were received on 27 October 2015. This included a survey re-issue to accommodate for the specific participation of IUCN Members from the Caribbean region. The surveys were made available in IUCN's three official languages, namely English, French and Spanish. Survey questions were based on standard Likert Scale methodology, with opportunity for 'write-in' responses.

Given an average response rate of 3-7% for random electronic surveys and up to 10% where members are involved, the actual response rates were excellent. These ranged from 12.7% for Commission Members to 32.5% for Secretariat staff.

The surveys elicited valuable data from survey participants on the three key areas of the External Review, itself compiled into statistically significant and useable information. Survey data was treated using appropriate technological tools for such purposes while also being examined interpretively by the External Review team.

### ***Stakeholder Interviews and Focus Groups***

Stakeholder interviewing and focus groups were central components of the evaluation methodology. Extensive interviewing took place both face-to-face and also through videoconferencing/telephone, as possible and appropriate. Planning for this began shortly after approval of the Inception Report. A total of 203 stakeholders were engaged throughout this process, with some interviewed more than once.

During the data collection phase, Universalia consultants undertook data collection in Switzerland, United States, Abu Dhabi, England and Canada. This was planned in close coordination with the PM&E Unit, while ensuring the Evaluation Team's independence.

This provided a key moment for engaging senior decision-makers at IUCN, to draw from them their perspectives of the key External Review issues and in particular what constitutes IUCN's knowledge-related and other strengths and challenges, as well as its comparative advantages as a niche organisation.

The External Review team undertook interviews with IUCN leadership, including the Director General, Global Directors, Programme Directors and staff persons, Regional Directors and staff persons, Union Development Group staff, Commission Chairs and Members, Institutional Members from diverse regions, Framework Partners and Donors, Head and staff from the Planning, Monitoring and Evaluation Unit, organisational partners, and others. Six focus groups were also undertaken with appropriate selections of participants.

For comparative purposes, the External Review team reached out to key personnel of comparable organisations to IUCN. Senior staff were interviewed in an effort to understand how these people and organisations situate IUCN as similar, different and/or complementary to their own organisations. This provided an important comparative perspective on the niche and uniqueness of IUCN.

Particular efforts were made throughout to engage with scientific and technical participants and Members of IUCN, both in person and through virtual means. In this respect, one Universalia consultant attended the following:

- Canadian Regional Conservation Forum in Ottawa, Canada on 10 September 2015
- SSC Commission Steering Committee meeting in Abu Dhabi on 14-18 September 2015
- CEC Commission Steering Committee meeting in Washington, DC on 21 September 2015

Participating in these meetings provides the External Review team with opportunities for both face-to-face interviews and focus group meetings. They also presented valuable opportunities for follow-up interviewing.

Volume II, Appendix V presents a list of stakeholders consulted and interview protocols are found in Volume II, Appendix VI.

## **1.3 Data Analysis Phase**

This External Review study benefitted from the use of a mixed methodological approach. This was due both to the mandate of the study and also stemming from the objective of providing validation and triangulation. Indeed, the use of mixed methods purposefully influenced the analytical process

in that it provided triangulation and thus enhanced the credibility of findings through the convergence and overlapping of different methods. Data analysis methods employed for this study are detailed below.

**Contextual analysis:** The IUCN operates in a dynamic global environment with significant implications for this study. Contextual analysis provided important information that situated IUCN's work, its approach and its broader organisational location in the field of biodiversity conservation and sustainable development. It provided the context within which to understand IUCN's approach and practices related to knowledge chains and working with scientific and technical networks, and the organisation's uniqueness within the wider landscape.

**Descriptive analysis:** Description was used in multiple ways in this review. At one level, it was used to describe knowledge chains themselves, identifying and situating actors, organisations, institutions, partners, members, the scientific community and technical actors, governments and others. In greater detail, the review described scientific community and technical network knowledge practices, as related to their engagement with the six IUCN Commissions. Finally, descriptive analysis was used to articulate the functioning of IUCN as an organisation and as a Union of governments, non-governmental organisations and individual scientists. Overall, descriptive analysis was used as an important step, before moving on to more interpretative approaches.

**Content analysis:** Content analysis constituted a key element in the interpretive approach used in this study. Documents, open-ended survey responses, and interview notes were analysed to identify common trends, themes, and patterns for each of the key units of analysis. Interpretive content analysis was also used to flag diverging views and opposite trends. In these cases, further data collection was pursued (e.g. in the form of additional interviewing). Emerging issues and trends constitute the raw material for crafting preliminary observations that were subsequently refined to feed into the draft and final evaluation reports.

**Comparative analysis** was used to examine issues and practices related to both IUCN and other comparable organisations. It was also used to examine findings across knowledge chains and to identify best practices, innovative approaches, lessons learned and priorities for the future. This type of analysis was used throughout the process, to examine information and data from document review, stakeholder consultations and interview material, as well as survey responses.

**Quantitative analysis:** Quantitative data was gathered through survey deployment and subjected to two specific analytic methods. Using quantitative analytical software, our in-house specialists generated statistical data on the perspective of participants related to the three Objectives of the External Review. This allowed for an at-a-glance perspective on the strengths and opportunities for further growth and development in relation to the issues being covered. Statistical information was complemented by elicited open-ended responses from participants, gathering important insights from a wide group of people committed to IUCN.

**Formulation of Conclusions and Validation:** Following data collection, the External Review team prepared a PowerPoint presentation to capture preliminary observations, findings and key issues to date. In person and by videoconference, the Team Leader and consultants shared and discussed preliminary findings with IUCN on four separate occasions, with different IUCN stakeholders:

- 1 October 2015: Director General, Office of the Directorate staff, and Planning, Monitoring and Evaluation Unit Staff
- 6 October 2015: Framework Partners, Council representatives, Secretariat staff members
- 17 October 2015: Commission Chairs
- 20 October 2015: Council

This exercise was used to validate emerging findings and insights, discuss and resolve potential issues, and inform the report writing phases meaningfully.

**Report Writing:** The draft report was submitted to the PM&E Unit and the Steering Committee on 20 November 2015. Feedback was received throughout December, with the last feedback received on 4 January 2016. A revised draft report was submitted to IUCN on 22 January 2016. Subsequently, a final report was submitted to meet the March 2016 final deadline.

### ***Limitations***

For the niche and fit-for-purpose sections of this report, data collection for making comparisons with other conservation or development organisations was reduced by the sometimes limited availability or non-responsiveness of some organisations selected for that purpose. Overall, this did not impinge very much on data collection.

Given the mandate, including the timeframe and resources available for the External Review, it was agreed during inception that the External Review would use a sample of four knowledge products for the knowledge chain analysis. Given the large quantity of IUCN knowledge products, a larger sample would have undoubtedly shed light on additional and important insights.

As large networks of volunteers with limited resources, much of what happens within Commissions goes undocumented. This increased the Review's reliance on interview and survey data, which surfaced many perspectives that needed to be reconciled.

Finally, 'volunteer' Commission members vary greatly in the amount of time they contribute. Therefore, survey responses may be skewed toward those who are more engaged and active, and also exclude those potentially very active members who participated in the External Review through other means.

## Appendix III Evaluation Matrix

Objective	Area	Question	Sub-question	Indicator	Method (data source)
<b>1. To assess the relevance, effectiveness and impact of knowledge chains in the IUCN Programme</b>	1. Relevance <sup>10</sup> of knowledge chains in the IUCN Programme	1.1. To what extent are the sampled knowledge chains of the IUCN Programme relevant?	1.1.1. To conservation and development?	1.1.1. Degree of fit between the knowledge chains of the IUCN Programme and high level conservation or sustainable development frameworks/ scientific situation analyses	1.1.1. Comparative analysis – IUCN Programme and frameworks <sup>11</sup>
			1.1.2. To the Membership?	1.1.2. Perception of relevance	1.1.2. Survey
			1.1.3. To the Commissions?	1.1.3. Perception of relevance	1.1.3. Survey
			1.1.4. To other stakeholders? <sup>12</sup>	1.1.4. Perception of relevance	1.1.4. Comparative Analysis and survey
	2. Effectiveness and impact of knowledge chains in the IUCN Programme	2.1. To what extent are the <i>sampled</i> knowledge chains effective?	2.1.1. What are the main tendencies in IUCN knowledge chains?	2.1.1. Typology of knowledge chains based on top down/ western science vs. bottom up/traditional knowledge	2.1.1. Document review, interviews supporting by a mapping

<sup>10</sup> Relevance is understood and assessed in terms of the extent to which IUCN knowledge chains are i) suited, coherent, consistent, harmonized and/or aligned with global/high level conservation/sustainable development frameworks; and ii) suited, coherent, consistent, harmonized and/or aligned with Members, Commissions and other Stakeholders' priorities, strategies, plans and/or objectives. A comparative framework for analysis will be developed during the Inception Phase.

<sup>11</sup> Comparative frameworks include: Strategic Plan for Biodiversity/Aichi Targets, Sustainable Development Goals, IPBES workplan, GEF-6 Programme

<sup>12</sup> Other stakeholders include: governmental, bilateral and multilaterals donors, Framework Partners, partner organisations and networks (NGOs), partner foundations and private sector. A strategic sample of stakeholders will be carried out once knowledge chains are sampled and the variables to be compared identified.

Objective	Area	Question	Sub-question	Indicator	Method (data source)
			2.1.2. In what ways have IUCN knowledge chains been prioritized and developed?	2.1.2. Extent to which the IUCN Programme plan is documented	2.1.2. Document review compared with “good practice”
			2.1.3. How have the sampled knowledge products been developed?	2.1.3. Process documentation of the sampled knowledge products	2.1.3. Document review, interviews, survey of Members
			2.1.4. What is the demand or need that drove the development of each knowledge product?	2.1.4. Existence, types and degree of internal and external demand for each of the sampled knowledge chains / products	2.1.4. Survey to Members, Partners, Stakeholders
			2.1.5. How have the knowledge products been disseminated, circulated, and marketed?	2.1.5. Types and degree of use among target audiences and by IUCN members, commissions, IUCN programmes, the private sector (compared to intended use)	2.1.5. Document review, interviews, survey of Members
			2.1.6. What evidence is there of results and impacts being influenced by IUCN’s knowledge chains?	2.1.6. Extent of influence on results (policy, practice, behavior) and impacts on biodiversity (species, ecosystems) and human wellbeing (livelihoods, rights or other factors)	2.1.6. Review of programme reports, interviews, survey
			2.1.7. What are the external factors that enable or hamper effective influence of results and impacts?	2.1.7. Existence and types of enabling and disabling factors; synergistic relations	2.1.7. Review of programme reports, interviews, survey



Objective	Area	Question	Sub-question	Indicator	Method (data source)
			2.1.8. To what extent does the organisation facilitates or hampers effective delivery (in terms of programme leadership, structure, human resources, communications, financial management, IT support)?	2.1.8. Existence, types and degree of organisational enabling and disabling factors; synergistic relation	2.1.8. Organisational effectiveness review (light version)
			2.1.9. To what extent is the IUCN Programme effectively monitored and evaluated?	2.1.9. Degree of adequacy (technical, human capacity and financial resources), coverage, frequency, and precision of M&E relative to knowledge chains	2.1.9. Interviews with M&E staff; Document review – PM&E unit – compared with ‘good practice’
			2.1.10. To what extent are knowledge chains being effectively monitored and evaluated?	2.1.10. Monitoring and evaluation systems and tools in place	2.1.10. Document review and interviews
	3. Sustainability of knowledge chains in the IUCN Programme	3.1. To what extent are the knowledge chains of IUCN creating sustainable results and impact? To what extent are these knowledge chains sustainable in their own right?	3.1.1. To what extent has use of knowledge chains created <i>sustainable</i> results and impact? How?	3.1.1. Examples of <i>sustainable</i> results /impacts of knowledge chains	3.1.1. Case study analysis (country level case studies?)
			3.1.2. What roles do capacity and institutionalization play in creating sustainable results and impact through knowledge chains?	3.1.2. Degree of incidence of capacity and institutionalisation in creating sustainable results (i.e. degree of appropriation; ratio of funding maintained after institutionalisation)	3.1.2. Analysis of capacity and institutional aspects

Objective	Area	Question	Sub-question	Indicator	Method (data source)
		3.2. What is the business model for IUCN's knowledge chains?	3.2.1. How are knowledge chains resourced currently? (focusing on issues of development, long-term data management, capacity building and use) What is needed to properly resource the knowledge chains?	3.2.1. Current level of resourcing compared to required level of resourcing	3.2.1. Financial data, Tom Brooks' paper on costing knowledge products
			3.2.2. What is the long term resourcing model for supporting knowledge chains (comparing data-intensive knowledge chains with those which are less data intensive)	3.2.2. Existence and characteristics of long-term resourcing model for supporting data-intensive knowledge chains	3.2.2. Comparison of knowledge chain business models; Interviews
			3.2.3. What are the business opportunities for resourcing the development, long-term data management, capacity building and use of knowledge chains (e.g. through non-ODA sources, service provision, etc)	3.2.3. Existence and degree of feasibility of (potential) value of additional business opportunities	3.2.3. Interviews, particularly with external stakeholders (donors, partner foundations and private sector)
<b>2. To assess the relevance, effectiveness, efficiency and lessons learned of working with</b>	1. Commissions – relevance (significance)	1.1. To what extent are the Commissions relevant to IUCN?	1.1.1. To what extent is each Commission relevant to the IUCN Programme? How do Commissions contribute to the Programme?	1.1.1. Degree of fit between Commission programmes and IUCN Programme (at vision, mission, objectives, strategic, and operational levels)	1.1.1. Review of IUCN and Commission programme documents; focus groups of Commission Steering Committees

Objective	Area	Question	Sub-question	Indicator	Method (data source)
<b>scientific and technical networks of experts from the six IUCN Commissions</b>		To what extent do Commissions add value to IUCN?	1.1.2. In what ways does IUCN give space to the Commissions to operate?	1.1.2. Perception: extent of space given by IUCN; extent of autonomy of Commissions to plan, organise and implement their programmes	1.1.2. Interviews with Commission Chairs, other key informants (key staff and CSC)
			1.1.3. In what ways do the Commissions influence the culture and performance of IUCN?	1.1.3. Perception: types and extent of positive and negative changes in culture and performance in IUCN as result of Commissions work	1.1.3. Interviews with Commission Chairs and other key informants, plus review of programme reports
			1.1.4. To what extent do Commission Members value being part of their Commission? In what ways?	1.1.4. Perception: degree of satisfaction; types of advantages and disadvantages of being part of a Commission	1.1.4. Survey of Commission Members
	2. Commissions – effectiveness	2.1 To what extent do each of the Commissions deliver effectively?	2.1.1. What is the quality of each Commission’s intersessional and annual workplan?	2.1.1. Quality of workplan (standards of good practice for production of quality workplan: feasibility, accuracy, clarity, task assignment, consistent with objectives and resources)	2.1.1. Workplan review (comparison among Commissions over several years, and with other workplans considered good practice)
			2.1.2. To what extent does each Commission deliver against the IUCN Programme and their own programmes of work?	2.1.2. Extent of delivery against global results (input-output analysis)	2.1.2. Comparative analysis: IUCN and Commissions’ M&E reports and programmes.
			2.1.3. To what extent do individual Commission Members participate in Commission activities?	2.1.3. Number of volunteer days per Commission Member per year; types of activities Members participate in; enabling conditions to participation	2.1.3. Survey of Commission Members

Objective	Area	Question	Sub-question	Indicator	Method (data source)
		2.2. What results and impacts have the Commissions influenced?	2.2.1. Through the use of knowledge?	2.2.1. Extent and nature of knowledge use (contribution)	2.2.1. Review of monitoring reports, interviews
			2.2.2. In terms of policy influence?	2.2.2. Extent and nature of policy influence (contributed to)	2.2.2. Review of monitoring reports, interviews
			2.2.3. In terms of results and impacts on species, ecosystems and people	2.2.3. Extent and nature of results/impacts on species, ecosystems and people	2.2.3. Review of monitoring reports, interviews
		2.3. To what extent do the Commissions help or drive innovation and new thinking in IUCN?	2.3.1. In what examples have the Commissions contributed to the development of new ideas or innovation in IUCN in the past two intersessional periods?	2.3.1. Evidence of new ideas or innovations in IUCN brought about by Commissions in the past two intersessional periods	2.3.1. Interviews, focus groups, document review
			2.3.2. What are the mechanisms which Commissions tend to effectively use to generate new ideas and innovation?	2.3.2. Examples of Commission structures or mechanisms used to generate new ideas and innovation	2.3.2. Interviews, document review
			2.3.3. How valuable to IUCN is the ability of Commissions to generate new ideas and innovation?	2.3.3. Perception of worth towards the capacity and ability of Commissions to generate new ideas and innovation	2.3.3. Interviews, Commission and Members survey
			2.3.4. In what ways have the Commissions or are the Commissions positioned to incorporate other knowledge systems – traditional or indigenous knowledge – into IUCN's thinking?	2.3.4. Evidence of Commissions having or being positioned to incorporate other knowledge systems into IUCN thinking	2.3.4. Interviews, document review

Objective	Area	Question	Sub-question	Indicator	Method (data source)
			2.3.5. Are there any gaps in the expertise of Commissions that would help support the IUCN Programme, generating new ideas, innovation or incorporating other knowledge systems?	2.3.5. Examples and types of areas that present gaps; Examples of types of experts that ought to be recruited	2.3.5. Interviews, niche/gap/needs analysis, institutional mapping, Commission and Members survey
	3. Commissions – efficiency	3.1 To what extent are Commissions an efficient mechanism for delivering the IUCN Programme?	3.1.1. What is the value of the Commissions contribution (stratified by Commission) to IUCN? How does this compare with other forms of Programme delivery (Secretariat staff, partners, consultants)?	3.1.1. Value of volunteer time (estimated); value of fundraising	3.1.1. Survey of Commission Members, financial analysis
			3.1.2. To what extent is each IUCN Commission efficient in its own right? What are the factors that increase or decrease efficiency?	3.1.2. Ratio of outputs/inputs and results/inputs across years and Commissions; evidence of factors affecting efficiency (synergic effects)	3.1.2. M&E reports; IOA model; interviews and survey
			3.1.3. To what extent are there example of collaboration between Commissions and Members?	3.1.3. Evidence and degree of collaboration between Commissions and Members; Case examples	3.1.3. Document review, interviews, survey of Commissions and Members
	4. Commissions – organisational effectiveness	4.1. To what extent are Commissions effective as organisational units	4.1.1. To what extent are Commissions governed in clear, efficient and effective (fit for purpose) manner? How are decisions made? Who makes decisions?	4.1. Various – organisational assessment – document review of bylaws, steering committee meetings, minutes, workplans,	4.1. Interviews, document Review (records of meetings and decisions/ follow-up)

Objective	Area	Question	Sub-question	Indicator	Method (data source)
			4.1.2. How do the Commissions appoint and manage their Members?	4.2. Various – organisational assessment, comparative review of membership appointment process	4.2. Interviews, written procedures for recruiting and managing members
			4.1.3. How are the Commissions resourced? What is the value of volunteer time?	4.3. Financial indicators (comparison of value of volunteer time versus market value of consultant time)	4.3. Financial review, including fundraising; interviews, annual reports, survey to members
			4.1.4. How do the Commissions manage their resources? How do the Commissions address accountability issues related to financial management?	4.1.4. Degree of transparency and accountability in managing resources (i.e. existence of oversight functions, internal guidelines and procedures, separation of financial, accounting and decision-making functions, etc.)	4.1.4. Financial statements externally approved and contractual review (includes reporting to donors)
			4.1.5. To what extent does the internal organisation of each Commission enable or inhibit effective delivery? What are the organisational factors which enable or inhibit delivery?	4.1.5. IOA (strategic leadership, structure, human resources, communications, organisational process, etc)	4.1.5. Review of annual monitoring reports, interviews, surveys
			4.1.6. How do Commissions collaborate with the Secretariat? To what extent is Secretariat support to the Commissions sufficient and effective? What support is needed?	4.1.6. Ratio of Secretariat staff to Commission Members or Working Groups / Nature of support related to key deliverables	4.1.6. Interviews, document review, survey

Objective	Area	Question	Sub-question	Indicator	Method (data source)
			4.1.7. How do Commissions collaborate with Members?	4.1.7. Extent of collaboration	4.1.7. Interviews and/or survey, document review
<b>3. To assess the role and the niche of IUCN as a Union of governments, non-governmental organisations and individual scientists and the fit-to-purpose of IUCN as an organisation</b>	1. Niche	1.1. To what extent has IUCN defined and occupied a unique niche?	1.1.1. As a Union	1.1.1. Uniqueness of the Union	1.1.1. Comparative Analysis
			1.1.2. In terms of the IUCN Programme	1.1.2. Uniqueness of the IUCN Programme relative to other organisations	1.1.2. Comparative Analysis
			1.1.3. In terms of how IUCN operates	1.1.3. Uniqueness of IUCN's implementation model(s)	1.1.3. Comparative Analysis
			1.1.4. In terms of the Membership? Does IUCN have the right Membership?	1.1.4. Uniqueness of Membership	1.1.4. Comparative Analysis
			1.1.5. In terms of other, similar organisations working on conservation, sustainable development, knowledge and development	1.1.5. Uniqueness in institutional mapping	1.1.5. Institutional mapping
		1.2. To what extent is the understanding of this niche shared by all components of the Union?	1.2.1. Do Members, Secretariat Staff and Commission Members share the understanding of the niche? What are the key areas of convergence and divergence?	1.2.1. Degree to which Members, Secretariat Staff and Commission Members converge or diverge on key elements of the niche;	1.2.1. Survey of Members, Secretariat and Commission Members

Objective	Area	Question	Sub-question	Indicator	Method (data source)
		1.3. To what extent does the Programme, Union Strategy, organisation and Business Model of IUCN reflect this niche and supports its implementation?	1.3.1. To what extent has IUCN documented its niche?	1.3.1. Extent of documentation / presence of niche	1.3.1. Document analysis
			1.3.2. To what extent is the niche reflected in key organisational documents such as the IUCN Programme, Union Strategy, Business Model and other organisational descriptions?	1.3.2. Extent of documentation/ presence of niche	1.3.2. Document analysis
			1.3.3. How do other organisations working on conservation resource their work? What can IUCN learn from this for its own Business Model?	1.3.3. Other organisations' resourcing; types of business models and relative success and shortfalls	1.3.3. Comparative analysis
		1.4 How is the Union being leveraged to achieve greater impact and influence?	1.4.1. How is it leveraging the Membership?	1.4.1. and 1.4.2. Evidence from knowledge chain analysis; internal perceptions from Members; external perceptions	1.4.1. Interviews, document review, survey
			1.4.2. How it leveraging its distinct characteristics?		
		1.5 How well is the IUCN communicating its strategic positioning to the outside?	1.5.1. How does the IUCN brand itself?	1.5.1. and 1.5.2 Examples from Secretariat and Commissions	1.5.1. Interviews, document review, survey
			1.5.2. What forms of branding are being undertaken?		



Objective	Area	Question	Sub-question	Indicator	Method (data source)
<b>Key Questions identified to guide forward-looking analysis</b>	Relevance of IUCN knowledge chains	To what extent are the sampled knowledge chains of the IUCN Programme relevant?	What should IUCN be doing or focusing on to increase relevance?	Informed by relevance indicators in the corresponding section	Informed by relevance methods in the corresponding section
	Effectiveness and impact of IUCN knowledge chains	To what extent are the <i>sampled</i> knowledge chains effective?	What measures should IUCN take to increase results and impact? How should IUCN approach the question of impact?	Informed by effectiveness methods in the corresponding section	Informed by effectiveness methods in the corresponding section
	Commissions – effectiveness	To what extent the Commissions help or drive innovation and new thinking in IUCN?	Are there any gaps in the expertise of Commissions that would help support the IUCN Programme, generating new ideas, innovation or incorporating other knowledge systems?	Informed by effectiveness methods in the corresponding section	Informed by effectiveness methods in the corresponding section



## Appendix IV List of Documents Reviewed

### Background Documentation

- Baste, I., Ivanova, M., & Lee, B. (2012). Chapter 17 - Global Responses. In *Global Environment Outlook 5 - Environment for the future we want*. UNEP.
- Berkas, T. H., & Eoyang, G. H. (1998). Evaluation in a Complex Adaptive System.
- Brown, D.A., & Taylor, P. (Eds). (2015). Ethics and Climate Change: A Study of National Commitments. *IUCN Environmental Policy and Law Paper, no 86*. Available at <https://portals.iucn.org/library/efiles/documents/EPLP-086.pdf> (Consulted 12 January 2016).
- Church, M., & et al. (2002). Working Paper No. 121. Participation, Relationships and Dynamic Change: New Thinking On Evaluating The Work Of International Networks. *University College London*.
- Creech, H. (2001). Measuring while you manage: Planning, monitoring and evaluating knowledge networks. International Institute for Sustainable Development.
- Creech, H. (2004) Mobilizing IUCN's knowledge to secure a sustainable future: The IUCN Knowledge Management Study. International Institute for Sustainable Development, pp.33-34. Available at [http://cmsdata.iucn.org/downloads/km\\_study\\_full\\_report.pdf](http://cmsdata.iucn.org/downloads/km_study_full_report.pdf) (Consulted 14 November 2015)
- Creech, H., & Willard, T. (2001). Strategic Intentions: Managing knowledge networks for sustainable development. International Institute for Sustainable Development.
- Dudley, N., S. Stolton, A. Belokurov, L. Krueger, N. Lopoukhine, K. MacKinnon, T. Sandwith and N. Sekhran [editors] (2010); Natural Solutions: Protected areas helping people cope with climate change, IUCN- WCPA, TNC, UNDP, WCS, The World Bank and WWF, Gland, Switzerland, Washington DC and New York, USA. Available at [https://cmsdata.iucn.org/downloads/natural\\_solutions.pdf](https://cmsdata.iucn.org/downloads/natural_solutions.pdf) (Consulted 13 January 2016)
- Etherington, A. (2005). Working Paper Prepared for the Annual Learning Forum 2005: Guides, Tools and Methods for Evaluating Networks. IDRC.
- Holsapple, C. W., & Kiku, J. (2003). Toward an Elaboration of the Knowledge Chain Model. *AMCIS 2003 Proceedings, Paper 329*.
- Holsapple, C. W., & Kiku, J. (2004). Exploring Primary Activities of the Knowledge Chain. *Knowledge and Process Management, 11*(3), 155-174.
- Ionescu, M. (2015, June). Strategy and the Business Model. Available at <https://www.linkedin.com/pulse/strategy-business-model-mihai-ionescu>
- Marriott, N., & Goyder, H. (2009). Manual for Monitoring and Evaluating Education Partnerships. UNESCO, International Institute for Educational Planning.
- Monitor Institute and Rockefeller Foundation. (2013, June). Gather: The Arts and Science of Effective Convening.
- Oviedo, G. & Fincke, A.. (2008). Civil society and the importance of volunteerism for environmental conservation. Available at [https://cmsdata.iucn.org/downloads/civil\\_society\\_and\\_the\\_importance\\_of\\_volunteerism\\_for\\_environmental\\_conservation.pdf](https://cmsdata.iucn.org/downloads/civil_society_and_the_importance_of_volunteerism_for_environmental_conservation.pdf)

Oxfam. (2010). Oxfam Evaluation Policy. Available at <https://www.oxfam.org/sites/www.oxfam.org/files/oxfam-program-evaluation-policy-dec10.pdf> (Consulted 30 October 2015).

Ranaboldo, C., & Pinzás, T. (2006). United We Stand...? A Study about Networks involved in Sustainable Development. *ETC Andes*.

Ricardo, W.-G., & Martha, N. (2006). Evaluating International Social Change Networks: A Conceptual Framework for a Participatory Approach. *Development in Practice*.

Russi D., ten Brink P., Farmer A., Badura T., Coates D., Förster J., Kumar R. and Davidson N. (2013) The Economics of Ecosystems and Biodiversity for Water and Wetlands. IEEP, London and Brussels; Ramsar Secretariat, Gland.

Hearn, S. & Mendizabal, E. (2011). Not everything that connects is a network. *Overseas Development Institute*.

Stanley Price, Mark R. (2001, July). Voluntarism in the Species Survival Commission of IUCN, Final Report.

Twersky, F. & Arbretton, A. (2014). Benchmarks for spending on evaluations. The William and Flora Hewlett Foundation. Available at <http://www.hewlett.org/sites/default/files/Benchmarks%20for%20Spending%20on%20Evaluation%202014.pdf> (Consulted October 20 2015).

Universalia. (2010). *Shaping International Evaluation: A 30-Year Journey*, ed. Gary Anderson

## **Commissions**

IUCN. (2011). Working as a Union to Deliver IUCN's One Programme (Endorsed by the IUCN Council (76<sup>th</sup> Meeting, May 2011) and the 2012 World Conservation Congress (decision 19)). Summary statement available at [http://cmsdata.iucn.org/downloads/iucn\\_one\\_programme\\_charter.pdf](http://cmsdata.iucn.org/downloads/iucn_one_programme_charter.pdf)

IUCN. (2013). CEC Annual Report 2012.

IUCN. (2014). Commission on Education and Communication Annual Report, 2013.

IUCN. (2015). CEC Annual Report 2014.

IUCN. (n.d.). IUCN - Commissions. Available at <https://www.iucn.org/about/union/commissions/> (Consulted 14 December 2015).

IUCN. (n.d.) IUCN Commission Chairs Election, Role and Function. Available at [https://cmsdata.iucn.org/downloads/iucn\\_commission\\_chairs\\_election\\_role\\_and\\_function\\_en.pdf](https://cmsdata.iucn.org/downloads/iucn_commission_chairs_election_role_and_function_en.pdf)

IUCN, CEC, & WCPA. (2015). Inspiring a New Generation - Brief concept document.

McGowan, P. (2001, September). World Pheasant Association Report Species Survival Commission Action Plan Evaluation.

## **Evaluation / PM&E**

Better Evaluation. (n.d.) Better Evaluation: Sharing Information to Improve Evaluation. Determine and Secure Resources. Available at [http://betterevaluation.org/plan/manage\\_evaluation/determine\\_resources](http://betterevaluation.org/plan/manage_evaluation/determine_resources) (Consulted 30 October 2015).

Bruszt, G., & Turner, S. (2000, June). Review of IUCN Commissions - Commission on Ecosystem Management; Commission on Environmental, Economic and Social Policy; Commission on Environmental Law; Species Survival Commission. International Union for Conservation of Nature.

Chaplowe, Scott G. (2008). Monitoring and Evaluation Planning. Available at [http://www.stopth.org/assets/documents/countries/acsm/me\\_planning\\_crs.pdf](http://www.stopth.org/assets/documents/countries/acsm/me_planning_crs.pdf) (Consulted 15 January 2016).

IUCN. (2004). Terms of Reference - End of Term Review of the IUCN Commissions 2004. International Union for Conservation of Nature.

IUCN. (2011). Working Together to Maximise Programme Results. IUCN One Programme Charter.

IUCN. (2012, January). External Review of IUCN 2011, Final Report, January 2012: Management Response. IUCN.

IUCN. (2015). Request for Proposals - External Review of IUCN 2015.

IUCN. (n.d.). External Review of IUCN Commissions - Summary of Report (Congress Paper CGR/3/2004/11). Presented at the IUCN, The World Conservation Union, The World Conservation Congress, Bangkok, Thailand: International Union for Conservation of Nature.

IUCN. (n.d.). IUCN - Monitoring our work. Retrieved October 26, 2015, from [http://www.iucn.org/knowledge/monitoring\\_evaluation/pme\\_monitoring/](http://www.iucn.org/knowledge/monitoring_evaluation/pme_monitoring/) (Consulted 26 October 2015).

IUCN Office of Performance Assessment and Vital Research LLC. (2007). The Voices of Members: Global Survey of IUCN Members. Available at [https://cmsdata.iucn.org/downloads/survey\\_full\\_report\\_en.pdf](https://cmsdata.iucn.org/downloads/survey_full_report_en.pdf).

Poate, D., Gregorowski, R., Blackshaw, U. & Newman, S. (2012, January). *External Review of IUCN 2011, Final Report Annexes*.

Poate, D., Gregorowski, R., Blackshaw, U. & Newman, S. (2012, January). *External Review of IUCN 2011, Final Report*. ITAD.

Universalialia. (2015, April). External Review of IUCN 2015 - REVISED Technical and Financial Proposal.

Whyte, A., & Ofir, Z. (2004, May). External Review of IUCN Commissions - Final Report. International Union for Conservation of Nature.

Woodhill, J., & Whyte, A. (n.d.). *External Review of IUCN 2007, Volume I, Synthesis of Findings and Recommendations*. WagenIngenur, Mestor Associates.

## **Governance and strategy**

CEPF. (2012). Ecosystem Profile: East Melanesian Islands Biodiversity Hotspot. Available at [http://www.cepf.net/SiteCollectionDocuments/east\\_melanesian\\_islands/EMI\\_ecosystem\\_profile.pdf](http://www.cepf.net/SiteCollectionDocuments/east_melanesian_islands/EMI_ecosystem_profile.pdf) (Consulted 16 January 2016).

Holmes, Gillian. (2014, May). Update on Fundraising. Presentation to the Finance and Audit Committee.

IUCN. (2004, February). IUCN Membership Strategy 2005-2008.

IUCN. (2008, October). Shaping a sustainable future - The IUCN programme 2009-2012. International Union for Conservation of Nature.

IUCN. (2009). Conserving biodiversity.

- IUCN. (2011). Water Vision to Action: Catalyzing Change Through the IUCN Water and Nature Initiative. Results Report. Available at [https://cmsdata.iucn.org/downloads/final\\_wani\\_results\\_report\\_lr.pdf](https://cmsdata.iucn.org/downloads/final_wani_results_report_lr.pdf) (Consulted 28 October 2015).
- IUCN. (2011, May). Operational Guide for IUCN National and Regional Committees. Available at [https://cmsdata.iucn.org/downloads/operational\\_guide\\_for\\_iucn\\_national\\_and\\_regional\\_committees\\_en.pdf](https://cmsdata.iucn.org/downloads/operational_guide_for_iucn_national_and_regional_committees_en.pdf) (Consulted 19 January 2016).
- IUCN. (2011, December). Operationalizing the IUCN Programme Analysis of Activities, Outputs and Milestones.
- IUCN. (2011). Working as a Union to Deliver IUCN's One Programme. Available at [http://cmsdata.iucn.org/downloads/iucn\\_one\\_programme\\_charter.pdf](http://cmsdata.iucn.org/downloads/iucn_one_programme_charter.pdf)
- IUCN. (2012a, March). A Business Model for IUCN.
- IUCN. (2012b, April). IUCN Business Engagement Strategy.
- IUCN. (2012c, September). The IUCN Programme 2013–2016 Adopted by the IUCN World Conservation Congress. International Union for Conservation of Nature. Available at [http://cmsdata.iucn.org/downloads/iucn\\_programme\\_2013\\_2016\\_final\\_6.pdf](http://cmsdata.iucn.org/downloads/iucn_programme_2013_2016_final_6.pdf)
- IUCN. (2013). CEPF in the East Melanesian Islands Hotspot. Available at <https://www.iucn.org/about/union/secretariat/offices/oceania/cepfeastmelanesia/> (Consulted 16 January 2016).
- IUCN. (2013a). Annual Programme Report - Progress report 2013.
- IUCN. (2013b). Annual Report for the IUCN Framework Partners - Progress Report 2013. International Union for Conservation of Nature. Available at [http://cmsdata.iucn.org/downloads/annual\\_report\\_framework\\_partners\\_2014\\_final.pdf](http://cmsdata.iucn.org/downloads/annual_report_framework_partners_2014_final.pdf)
- IUCN. (2013c). Guidelines for the preparation of 2013-2016 Intersessional Component Programmes (Draft).
- IUCN. (2013d). IUCN's 2013-2016 Programme Global Situation Analysis.
- IUCN. (2013e). Operationalizing the IUCN Programme 2013-16.
- IUCN. (2013f, May). Annual Report for the IUCN Framework Partners - Baseline Analysis 2013-16. International Union for Conservation of Nature. Available at [http://cmsdata.iucn.org/downloads/annual\\_report\\_for\\_the\\_iucn\\_framework\\_partners\\_2013\\_2.pdf](http://cmsdata.iucn.org/downloads/annual_report_for_the_iucn_framework_partners_2013_2.pdf)
- IUCN. (2013, July). IUCN NRGF Inception Report. Available at [https://cmsdata.iucn.org/downloads/nrgf\\_inception\\_workshop\\_report\\_july\\_2013.pdf](https://cmsdata.iucn.org/downloads/nrgf_inception_workshop_report_july_2013.pdf) (Consulted 30 October 2015).
- IUCN. (2013g, October). Framework of Action to Strengthen the Union Review of roles and responsibilities within the Union.
- IUCN. (2013h, October 18). The Voice of Nature and Sustainability - IUCN's key messages and policy influencing strategies (Draft).
- IUCN. (2013, November). Council Decision C/82/13. Gland, Switzerland: IUCN. Available at [http://cmsdata.iucn.org/downloads/decisions\\_of\\_the\\_82nd\\_meeting\\_of\\_the\\_iucn\\_council\\_november\\_2013.pdf](http://cmsdata.iucn.org/downloads/decisions_of_the_82nd_meeting_of_the_iucn_council_november_2013.pdf) (Consulted 17 January 2016).
- IUCN. (2013, November). IUCN Policy and Procedure on Procurement of Goods and Services, Version 1.1. Available at

[https://cmsdata.iucn.org/downloads/procurement\\_policy\\_and\\_procedure\\_v\\_1\\_1\\_18\\_november\\_2013.pdf](https://cmsdata.iucn.org/downloads/procurement_policy_and_procedure_v_1_1_18_november_2013.pdf)

IUCN. (2014). Council Document C/84/11. Available at [http://cmsdata.iucn.org/downloads/decisions\\_of\\_the\\_84th\\_meeting\\_of\\_the\\_iucn\\_council\\_november\\_2014\\_with\\_attachments.pdf](http://cmsdata.iucn.org/downloads/decisions_of_the_84th_meeting_of_the_iucn_council_november_2014_with_attachments.pdf) (Consulted January 17 2016).

IUCN. (2014). Zarqa River Basin: Restoration and Economic Development Project. Presentation by Mufleh Abbadi. Available at [http://cmsdata.iucn.org/downloads/pps\\_zarqa\\_from\\_firas.ppt](http://cmsdata.iucn.org/downloads/pps_zarqa_from_firas.ppt) (Consulted 29 October 2015).

IUCN (2014, April). Programme Delivery Options for IUCN: Recommendations on Strengthened Programme Delivery.

IUCN. (2014a, April). Governance of Nature's Use – A Niche for IUCN?

IUCN. (2014b, May 18). 83rd Meeting of the IUCN Council, Gland (Switzerland) - Annual Progress Monitoring Report (Council decision C/82/12 - Monitoring Union-wide progress including the implementation of the IUCN Programme).

IUCN. (2014c, May 18). The naming and governance of IUCN Knowledge Products.

IUCN. (2014, June). Toolkit for Creating and Managing an IUCN National Committee in Europe. Gland, Switzerland: IUCN. Available at <https://portals.iucn.org/library/sites/library/files/documents/2014-023.pdf>.

IUCN. (2014, November). IUCN Global Strategic Partnerships: Fundraising Update to the Finance and Audit Committee.

IUCN. (2015). Council Document C/85/5.2.2.2, Appendix II. Available at [http://cmsdata.iucn.org/downloads/decisions\\_of\\_the\\_85th\\_meeting\\_of\\_the\\_iucn\\_council\\_may\\_2015\\_with\\_16\\_annexes.pdf](http://cmsdata.iucn.org/downloads/decisions_of_the_85th_meeting_of_the_iucn_council_may_2015_with_16_annexes.pdf) (Consulted 17 January 2016).

[IUCN. \(2015\). Guidelines for preparation of workplans to implement the IUCN Programme 2017-2020.](#)

IUCN. (2015a). IUCN Global Secretariat, Detailed Management Structure. IUCN.

IUCN. (2015b). Statutes, including Rules of Procedure of the World Conservation Congress, and Regulations. International Union for Conservation of Nature and Natural.

IUCN. (2015c, May). Subsidiary Bodies of the IUCN Council 2012-2016.

IUCN. (2015d, May 11). 85th Meeting of the IUCN Council, Gland (Switzerland).

IUCN. (2015e, May). *Item 4: Report of the Director General - 85th Meeting of the IUCN Council*. Gland.

IUCN. (2015f, June 5). IUCN Framework of Action to Strengthen the Union.

IUCN. (2015g ). The IUCN Monitoring and Evaluation Policy (V2.1).

IUCN. (2015, June). IUCN 2017-2020 Programme (Draft for consultation).

IUCN. (2015, October). Council Document. Available at [http://cmsdata.iucn.org/downloads/decisions\\_of\\_the\\_87th\\_meeting\\_of\\_the\\_iucn\\_council\\_china\\_october\\_2015\\_with\\_annex\\_1.pdf](http://cmsdata.iucn.org/downloads/decisions_of_the_87th_meeting_of_the_iucn_council_china_october_2015_with_annex_1.pdf) (Consulted 19 January 2016).

IUCN. (2015, October). IUCN Operational Guidelines for Business Engagement, version 3. Available at [http://cmsdata.iucn.org/downloads/a\\_summary\\_of\\_iucn\\_s\\_operational\\_guidelines.pdf](http://cmsdata.iucn.org/downloads/a_summary_of_iucn_s_operational_guidelines.pdf) (Consulted 19 January 2016).

IUCN. (2015, October). National Resource Governance Framework: Progress Update to the Programme and Policy Committee. IUCN Council.

IUCN. (2015, October). Strategy for Engaging US Foundations,

IUCN. (n.d.) Addis Ababa Technical Workshop Meeting Report. Available at [http://cmsdata.iucn.org/downloads/nrgf\\_technical\\_meeting\\_addis\\_ababa.pdf](http://cmsdata.iucn.org/downloads/nrgf_technical_meeting_addis_ababa.pdf) (Consulted 30 October 2015).

IUCN. (n.d.). IUCN Strategic Priorities for GEF Investments in 2015-2016.

IUCN. (n.d.-b). Strengthening IUCN - Consultations on the Framework of Action to Strengthen the Union.

IUCN & GWPO. (2005). Memorandum of Understanding between IUCN and GWPO. Available at <http://www.gwp.org/Global/Activities/MoU's/IUCN-%20GWP%20MoU.pdf> (Consulted 15 November 2015).

IUCN Red List Committee. (2013). The IUCN Red List of Threatened Species (TM) - Strategic Plan 2013 - 2020 Version 1.0. Available at [http://www.iucnredlist.org/documents/red\\_list\\_strategic\\_plan\\_2013\\_2020.pdf](http://www.iucnredlist.org/documents/red_list_strategic_plan_2013_2020.pdf) (Consulted 28 October 2015).

Protected Planet, IUCN-WCPA and UNEP-WCMC (2014, March) 'Protected Planet: Strategic Plan 2015-2020'

## Knowledge products

Hilton-Taylor, Craig. (2015, March) 'Living on Earth: The Red List of Life at Risk.' Interview by Steve Curwood. *Living on Earth*. Available at <http://loe.org/shows/shows.html?programID=15-P13-00011> (Consulted 17 January 2016).

Indian Law Resource Center. (2015). Conservation and Indigenous Peoples in Mesoamerica: A Guide. Available at [http://indianlaw.org/sites/default/files/2015-01-12%20Guide%20FINAL%20ENG%20w%20IUCN%20logo\(1\).pdf](http://indianlaw.org/sites/default/files/2015-01-12%20Guide%20FINAL%20ENG%20w%20IUCN%20logo(1).pdf) (Consulted 30 October 2015).

IUCN. (1980). World Conservation Strategy. Available at <https://portals.iucn.org/library/efiles/edocs/WCS-004.pdf> (Consulted 15 January 2016).

IUCN. (2010). The IUCN Red List Partnership Agreement. Available at [http://cmsdata.iucn.org/downloads/red\\_list\\_agreement\\_final\\_signed\\_no\\_annexes.pdf](http://cmsdata.iucn.org/downloads/red_list_agreement_final_signed_no_annexes.pdf) (Consulted 28 October 2015).

IUCN. (2011). Knowledge Management at IUCN. International Union for Conservation of Nature.

IUCN. (2012a). IUCN Knowledge Products: The basis for a partnership to support the functions and work programme of IPBES. Gland, Switzerland: IUCN.

IUCN. (2012b). The contribution of IUCN area based knowledge products to the achievement of the Aichi Targets.

IUCN (2014). Biodiversity for Business - A guide to using knowledge products delivered through IUCN. Gland, Switzerland: IUCN.

IUCN. (2015). RLTS Assessment Process. Available at <http://www.iucnredlist.org/technical-documents/assessment-process> (Consulted 15 January 2016).



- IUCN, & Dr. Jane, S. (2013, May). *IUCN Knowledge Products for implementing the Aichi targets*. Presented at the Seventh Trondheim Conference on Biodiversity Ecology and Economy for a Sustainable Society, Trondheim, Norway.
- IUCN Species Survival Commission. (n.d.). ISSG's Global Invasive Species Database. Available at <http://www.issg.org/database/welcome/aboutGISD.asp> (Consulted 14 December 2015).
- IUCN SSC. (2015). *SSC Steering Committee Meeting WCC 5.3*. Abu Dhabi, United Arab Emirates.
- Iza, A. & Stein, R. (Eds) (2009). *RULE – Reforming water governance*. Gland, Switzerland: IUCN.
- Smith, M., & Cartin M. (2011). *Water Vision to Action: Catalysing Change through the IUCN Water and Nature Initiative*. Gland, Switzerland: IUCN.
- The IUCN Red List of Threatened Species (TM). (2015). Translations. Available at <http://www.iucnredlist.org/technical-documents/red-list-training/translations> (Consulted 14 December 2015).
- The IUCN Red List of Threatened Species (2015). *Amazing Species*. Available at <http://www.iucnredlist.org/amazing-species> (Consulted 19 January 2016).
- UNEP-WCMC (2015). *World Database on Protected Areas User Manual 1.1*. UNEP-WCMC: Cambridge, UK. Available at [http://www.unep-wcmc.org/system/dataset/file\\_fields/files/000/000/328/original/WDPA\\_Manual\\_1\\_1\\_FINAL\\_3009\\_2015.pdf?1443609695](http://www.unep-wcmc.org/system/dataset/file_fields/files/000/000/328/original/WDPA_Manual_1_1_FINAL_3009_2015.pdf?1443609695) (Consulted 15 January 2016).

## **Management tools and guidelines**

- IUCN. (2006, March). *IUCN Membership Recruitment and Retention Guidelines 2005 – 2008*, A Supplement to the IUCN Membership Strategy.
- IUCN. (2011, August). *IUCN Council Handbook and Performance Tools*. International Union for Conservation of Nature.
- IUCN. (2013, December). *IUCN Guidelines to Avoid Impacts of Water Resources Projects on Dams and Other Water Infrastructure*.
- IUCN. (2013). *Report of the IUCN Natural Resource Governance Framework (NRGF) Inception Workshop July 21-24, 2013*.
- IUCN. (2014a, February 14). *IUCN Project Budgeting Guidelines*. Chief Financial Officer.
- IUCN. (2014b, May). *The IUCN Project Grievance Mechanism*.
- IUCN. (2014c, July 29). *1 Introduction to the Project Guidelines and Standards*. Available at [http://cmsdata.iucn.org/downloads/1\\_introduction\\_to\\_the\\_project\\_guidelines\\_and\\_standards\\_final\\_29\\_07\\_14\\_1.pdf](http://cmsdata.iucn.org/downloads/1_introduction_to_the_project_guidelines_and_standards_final_29_07_14_1.pdf).
- IUCN. (2014d, July 29). *2 Project Identification and Conceptualization*.
- IUCN. (2014e, July 29). *3 Project Development*.
- IUCN. (2014f, July 29). *4 Project Implementation and Monitoring*.
- IUCN. (2014g, September 23). *5 Evaluation*.
- IUCN. (2014h, December). *IUCN Guidelines for Pest Management Planning*.
- IUCN. (2015a, January). *IUCN Standard on Indigenous Peoples*.
- IUCN. (2015b, January). *IUCN Standard on Involuntary Resettlement and Access Restrictions*.

- IUCN. (2015c, January). IUCN Standard on the Protection of Natural Habitats.
- IUCN. (2015d, March). IUCN Environmental and Social Management System (ESMS) Manual.
- IUCN. (2015e, April). Environmental and Social Management Framework (ESMF).
- IUCN. (2015f, April). ESMS Manual - Appendices.
- IUCN. (2015g, April). IUCN Standard on Physical Cultural Resources.
- IUCN. (n.d.-a). IUCN - Monitoring our work. Available at [http://www.iucn.org/knowledge/monitoring\\_evaluation/pme\\_monitoring/](http://www.iucn.org/knowledge/monitoring_evaluation/pme_monitoring/) (Consulted 26 October 2015).
- IUCN. (n.d.-b). IUCN Project management tools. Available at [http://www.iucn.org/knowledge/project\\_management\\_tools/](http://www.iucn.org/knowledge/project_management_tools/) (Consulted 19 June 2015).

## **Niche**

- Green, D. (2015, June). Fit for the Future? Development Trends and the Role of International NGOs. Oxfam Discussion Papers.
- IUCN. (2013). Review of Roles and Responsibilities Within the Union (Framework of Action to Strengthen the Union).

## **Progress reports**

- IUCN. (2015). IUCN Annual Report 2014. Gland, Switzerland: IUCN. Available at <https://portals.iucn.org/library/sites/library/files/documents/2015-020.pdf>
- IUCN. (2015a). Programme Report 2015.
- IUCN. (2015b). Programme Report 2015 - IUCN Red List of Ecosystems (RLE).
- IUCN. (2015c). Programme Report 2015 – Key Biodiversity Areas.
- IUCN. (2015d). Programme Report 2015 - Natural Resource Governance Framework.
- IUCN. (2015e). Programme Report 2015 – Protected Planet.
- Smith, M., & Cartin M. (2011). Water Vision to Action: Catalysing Change through the IUCN Water and Nature Initiative. IUCN, Gland, Switzerland.
- UNEP. (2014). Protected Planet Report 2014 - Tracking progress towards global targets for protected areas.

## **Consulted websites**

- BIOPAMA. (2015). BIOPAMA Developing Capacity for a Protected Planet. Available at <http://www.biopama.org/about/> (Consulted 14 December 2015).
- Brookings Institute. (2015). Annual Report 2015. Available at <http://www.brookings.edu/~media/About/Content/annualreport/2015annualreport.pdf>.
- C40 Cities. Available at <http://www.c40.org> (Consulted 17 January 2016).
- Curtis, D. (2015). Good News for Giving: Record High Numbers in Giving USA's 2015 Report | National Philanthropic Trust News and Commentary NPTrust. Available at [http://www.nptrust.org/philanthropist/entries/news\\_for\\_donors/good-news-for-giving-record-high-numbers-in-giving-usas-2015-report](http://www.nptrust.org/philanthropist/entries/news_for_donors/good-news-for-giving-record-high-numbers-in-giving-usas-2015-report) (Consulted 14 December 2015).

Fauna and Flora International. (n.d.) Available at <http://www.fauna-flora.org> (Consulted 27 October 2015).

GEF. (n.d.) Global Environment Facility Resource Allocation Framework (RAF). Available at <https://thegef.org/gef/RAF> (Consulted 15 January 2016).

GEF. (2008). GEF Resource Allocation Framework: GEF-4 Indicative Resource Allocations for the Biodiversity and Climate Change Focal Areas Based on the Midterm Reallocation. Available at <https://www.thegef.org/gef/sites/thegef.org/files/documents/RAF%20Midterm%20Reallocation.pdf> (Consulted 15 January 2016).

GEF. (2010). System for Transparent Allocation of Resources (STAR). Available at [https://www.thegef.org/gef/sites/thegef.org/files/publication/GEF\\_STAR\\_A4\\_april11\\_CRA.pdf](https://www.thegef.org/gef/sites/thegef.org/files/publication/GEF_STAR_A4_april11_CRA.pdf) (Consulted 16 January 2016).

Getting Attention. (n.d.). How to Design an Effective Marketing and Communications Budget (Case Study). Available at <http://gettingattention.org/articles/195/planning-budgets/nonprofit-marketing-budget.html> (Consulted 20 January 2015).

Global Giving. (2015). GlobalGiving.org. <https://www.globalgiving.org/> (Consulted 14 December 2015).

How are China, Saudi Arabia and other non-traditional donors doing on aid? <https://oxfamblogs.org/fp2p/how-are-china-saudi-arabia-and-other-non-traditional-donors-doing-on-aid/> (Consulted 21 January 2016)

ICCA. (n.d.) ICCA Consortium. Available at <http://www.iccaconsortium.org> (Consulted 17 November 2015).

ICCA. (n.d.) ICCA Registry. Available at <http://www.iccaregistry.org> (Consulted 17 November 2015).

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

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

IUCN. (2011). IUCN: Theme on Indigenous Peoples and Local Communities, Equity and Protected Areas Update. Available at [http://www.iucn.org/about/union/commissions/ceesp/what\\_we\\_do/wg/tilcepa.cfm?7998/TIPLCEPAUpdateJuly2011](http://www.iucn.org/about/union/commissions/ceesp/what_we_do/wg/tilcepa.cfm?7998/TIPLCEPAUpdateJuly2011) (Consulted 15 January 2016).

IUCN. (2012). IUCN - Zarqa River Restoration, Jordan. Available at [https://www.iucn.org/about/union/secretariat/offices/rowa/iucnwame\\_ourwork/iucnrowa\\_cc/iucnwame\\_zarqariverrestoration/](https://www.iucn.org/about/union/secretariat/offices/rowa/iucnwame_ourwork/iucnrowa_cc/iucnwame_zarqariverrestoration/) (Consulted 14 December 2015).

IUCN. (2015). BRIDGE – Building River Dialogue and Governance. Available at [http://www.iucn.org/about/work/programmes/water/wp\\_our\\_work/wp\\_our\\_work\\_bridge/](http://www.iucn.org/about/work/programmes/water/wp_our_work/wp_our_work_bridge/) (Consulted 13 January 2016).

IUCN. (2015a). IUCN - Members' database. Available at [https://www.iucn.org/about/union/members/who\\_members/members\\_database/](https://www.iucn.org/about/union/members/who_members/members_database/) (Consulted 14 December 2015).

IUCN. (2015b). IUCN - Publications and Resources. Available at [http://www.iucn.org/about/work/programmes/species/our\\_work/about\\_freshwater/resources\\_freshwater/](http://www.iucn.org/about/work/programmes/species/our_work/about_freshwater/resources_freshwater/) (Consulted 14 December 2015).

IUCN. (n.d.) Gender Policy. Available at [https://www.iucn.org/about/work/programmes/gender/gender\\_about\\_us/](https://www.iucn.org/about/work/programmes/gender/gender_about_us/) (Consulted 17 January 2016).

IUCN. (n.d.) IUCN – CEESP/CEL Specialist Group on Indigenous Peoples, Customary & Environmental Laws & Human Rights (SPICEH). Available at [https://www.iucn.org/about/union/commissions/ceesp/what\\_we\\_do/specialist\\_groups/ceesp\\_cel\\_specialist\\_group\\_on\\_indigenous\\_peoples\\_customary\\_environmental\\_laws\\_and\\_human\\_rights.cfm](https://www.iucn.org/about/union/commissions/ceesp/what_we_do/specialist_groups/ceesp_cel_specialist_group_on_indigenous_peoples_customary_environmental_laws_and_human_rights.cfm) (Consulted 15 January 2016).

IUCN. (n.d.) IUCN World Parks Conference. Available at <http://worldparkscongress.org/programme/pavilions.html> (Consulted 19 January 2016).

IUCN. (n.d.) Law for Sustainability. Available at <http://www.lawforsustainability.org> (Consulted 11 January 2016).

IUCN. (n.d.) Translated WANI Toolkits. Available at <http://www.iucn.org/about/work/programmes/water/resources/toolkits/translations/> (Consulted 29 October 2015).

IUCN & CEC. (n.d.). CEC Talks Nature | Open Call: Young Peoples Protected Areas Challenge. Available at <http://www.cectalksnature.org/members-in-action-articles/open-call-young-peoples-protected-areas-challenge> (Consulted 14 December 2015).

IUCN Environmental Law Centre. (n.d.). Law for Sustainability. Available at <http://www.lawforsustainability.org/> (Consulted 14 December 2015).

IUCN Water. (2015). History. Available at <http://www.waterandnature.org/content/history> (Consulted 14 December 2015).

IUCN Water. (n.d.-a). Embracing a new era of communications. Available at <http://www.waterandnature.org/blog/embracing-new-era-communications> (Consulted 14 December 2015).

IUCN Water. (n.d.-b). Initiatives. Available at <http://www.waterandnature.org/initiatives> (Consulted 14 December 2015).

IUCN WCPA. (2015). IUCN WCPA Young Professionals Online Network. Available at <http://pushingboundaries.coalitionwild.org/> (Consulted 14 December 2015).

IUCN World Parks Congress - Sydney 2014. (n.d.). PANORAMA Inspiring Protected Area Solution. Available at <http://panorama.solutions/> (Consulted 14 December 2015).

Protected Planet. (2015). About | Protected Planet. Available at <http://www.protectedplanet.net/about> (Consulted 14 December 2015).

Royal Society for the Protection of Birds (RSPB). Available at <http://rspb.org.uk> (Consulted 27 October 2015)

Species Conservation Fund. Available at <http://www.speciesconservation.org> (Consulted 16 January 2016).

TEEB. (2015). The Economics of Ecosystems and Biodiversity. Available at <http://www.teebweb.org/> (Consulted 14 December 2015).

The IUCN Red List of Threatened Species (TM). (2015). Translations. Available at <http://www.iucnredlist.org/technical-documents/red-list-training/translations> (Consulted 14 December 2015).

The Lab. (2015). The Global Innovation Lab for Climate Finance. Available at <http://climatefinancelab.org/> (Consulted 14 December 2015).

The Rockefeller Foundation. (n.d.) The Rockefeller Foundation – Innovative Finance & Impact investing. Available at <https://www.rockefellerfoundation.org/our-work/initiatives/innovative-finance/>

TSFP. (n.d.) The Task Force on Systemic Pesticides – About Us. Available at <http://www.tfsp.info/about-us/>

UNDESA. (2015). Third International Conference on Financing for Development. Available at <http://www.un.org/esa/ffd/ffd3/press-release/unga-endorses-addis-agenda.html> (Consulted 14 December 2015).

UNEP. (2011). Chapter 17: Global Responses. Available at [http://unep.org/geo/pdfs/geo5/GE05\\_report\\_C17.pdf](http://unep.org/geo/pdfs/geo5/GE05_report_C17.pdf)

UNEP. (2015). UNEP Applauds Potential of Addis Ababa Action Agenda to Speed Financing for Development. Available at <http://www.rona.unep.org/node/111> (Consulted 14 December 2015).

United Nations. (2015). UN General Assembly endorses the Addis Ababa Action Agenda. Financing for Development. Available at <http://www.un.org/esa/ffd/ffd3/press-release/unga-endorses-addis-agenda.html>.



## Appendix V List of Stakeholders Consulted

Phase	Name	Position / Affiliation
Inception	James Dalton	Deputy Director, Global Water Programme
	Gillian Holmes	Director, Global Strategic Partnerships
	Lorena Aguilar	Global Senior Gender Adviser, Global Gender Office
	Juliane Zeidler	Chair, Commission on Education And Communication (CEC)
	Lorissa Hotra	Partnership Relations Manager
	Francisco Wulff	Programme Officer
	Alex Moiseev	Head, PM&E Unit
	Julie Griffin	Evaluation Officer, PM&E Unit
	Thomas Brooks	Head, Science And Knowledge Unit
	Mark Smith	Director, Global Water Programme
	Jane Smart	Global Director & IUCN Species Survival Commission (SSC) Commission Support, Biodiversity Conservation Group
	Ricardo Tejada	Head of Communications & IUCN CEC Commission Support
	Inger Andersen	Director General
	Tim Badman	Director, World Heritage Programme
	Diana Paredes	Monitoring Officer, PM&E Unit
	Chris Buss	Deputy Director Of Operations, Global Forest & Climate Change Programme
	Enrique Lahmann	Global Director, Union Development Group
	Steve Broad	Executive Director, Joint IUCN and WWF Venture
	Simon Stuart	Chair, IUCN SSC Commission
	Cyriaque Sendashonga	Head & IUCN World Commission on Environmental Law (WCEL) Commission Support, IUCN Secretariat
Piet Wit	Chair, IUCN Commission on Ecosystem Management (CEM)	
Martha Chouchena-Rojas	Regional Vice Chair, Europe IUCN Commission	
Antonio Benjamin	Chair, IUCN WCEL Commission	
Data Collection	Aroha Mead	Chair, IUCN Commission on Environmental, Economic and Social Policy (CEESP)
	James Dalton	Deputy Director, Global Water Programme
	Ernesto Enkerlin	Chair, IUCN World Commission on Protected Areas (WCPA)

Phase	Name	Position / Affiliation
	Wendy Foden	Programme Leader of the Climate Change Unit at the IUCN Global Species Programme (Cambridge) and SC Member of SSC Climate Change Specialist Group
	Rosie Cooney	CEESP SC and Chair, Sustainable Use and Livelihoods (Suli) (CEESP-SSC Specialist Group)
	Jeff Mcneely	WCPA, CEM, SSC Member and Former IUCN Chief Scientist
	Alex Moiseev	Head, PM&E Unit
	Julie Griffin	Evaluation Officer, PM&E Unit
	Thomas Brooks	Head, Science And Knowledge Unit
	Mark Smith	Director, Global Water Programme
	Jane Smart	Global Director & IUCN SSC Commission Support, Biodiversity Conservation Group
	Stephen Woodley	WCPA-SSC Joint Task Force On Biodiversity and Protected Areas
	Marina Von Weissenberg	Council Member, Framework Partner Representative (Finland)
	Scott Perkin	Asia Commission Members and Secretariat
	Grethel Aguilar	Regional Director, Mesoamerica and the Caribbean, Member and Former Deputy Chair, WCEL
	Luther Anukur	East And Southern Africa Regional Director
	Simon Stuart	Chair, IUCN SSC Commission
	Cyriaque Sendashonga	Head & IUCN WCEL Commission Support IUCN Secretariat
	Piet Wit	Chair, IUCN CEM Commission
	Joseph Aimé Nianago	West and Central Africa Regional Director
	Fadi Al-Shraideh	West Asia Regional Director
	Eric Mijard	Member SSC Wild Pig Specialist Group
	Madhu Rao	Regional Technical Advisor Wildlife Conservation Society (SSG Member)
	Andrea Andrade	Deputy Chair, CEM
	David B. Hunter	SC Member, WCEL
	Alejandro Iza	IUCN Secretariat, Environmental Law Centre
	Michelle Lim	Early Career Group, WCEL
	Anshuman Saikia	Relationship Manager for ADB
	Tejpal Singh	Relationship Manager for ADB



Phase	Name	Position / Affiliation
	Frank Hawkins	Director, IUCN Washington, D.C. Office
	Steve Edwards	Programme Officer, Global Business and Biodiversity Programme
	Trevor Sandwith	Director, IUCN Global Protected Areas Programme
	Jean-Yves Pirot	GEF Coordination Unit
	Sajid Ali	Human Resources
	Jenny Gruenberger	Bolivia Council
	Prof. Nilufer Oral	Turkey Council
	Jonathan Hughes	Head of Programme and Policy Committee of Council
	Deric Quaile, Shell	Shell
	Devos International (Fictionalized)	Comparative Organisation
	People International (Fictionalized)	Comparative Organisation
	Andrew Deutz	The Nature Conservancy Director, International Government Relations
	Craig Hanson	World Resources Institute Global Director, Food, Forests and Water
	Todd Sheldon	WWF USA VP, U.S. Government Relations
	Barnie Long	WWF USA Director, Species Conservation
	Linda Oatley	Global Giving Director, Partner Services Team
	Will Turner	Conservation International Senior Director, Conservation Priorities & Outreach
	Ibrahim Thiaw	UNEP Deputy Executive Director
	Nessim J. Ahmed,	Asian Development Bank Dep. Director General, Sustainable Dev. & Climate Change Dept.
	Herath Gunatilake	ADB Director of Environment and Safeguards Division
	Daniele Ponzi	ADB Lead Environment Specialist, Safeguards Division
	Valerie Hickey	The World Bank Group Practice Manager, Environment and Natural Resources Global Practice
	Matthew Bateson	Rio Tinto, Global Practice Leader, Energy, Environment and Climate Change
	Mary Rowen	USAID Senior Biodiversity Policy Advisor, Forestry & Biodiversity Office, Bureau for Economic Growth, Education & Environment

Phase	Name	Position / Affiliation
	Hannah Fairbanks	USAID Senior. Biodiversity Advisor, Forestry and Biodiversity Office
	Frederic Launay	UAE Environment Agency Senior Advisor to Secretary General & Deputy Secretary General Management Support Office
	Lynda Mansson	MAVA Director General
	Chris Holtz Macarthur	Foundation Programme Officer for Asia, Conservation and Sustainable Development
	Nicolas Heard	Mohamed Bin Zayed Foundation Fund Management and Operations
	Marina Von Weissenberg	Council and VP
	Mamadou Diallo	Regional Councillor for Africa
	Martin Sneary	Manager, Biodiversity Risk Assessment and Corporate Decision Support
	Narinder Kakar	Permanent Observer of IUCN to the UN
	Nancy Colleton	Member, Steering Committee, CEC
	David Ainsworth	Member, Steering Committee, CEC
	Jennifer Barrett	Member, Steering Committee, CEC
	Hanying Li	Member, Steering Committee, CEC
	Louisa Nakanuku-Diggs	Member, Steering Committee, CEC
	Eric Phu	Member, Steering Committee, CEC
	Sean Southey	Member, Steering Committee, CEC
	Gillian Holmes	Director, Global Strategic Partnerships
	Kathy Mackinnon	Deputy Chair, IUCN, WCPA
	Naomi Kingston	Head of Protected Planet Areas Programme, UNEP-WCMC
	Brian Mac Sharry	Senior Programme Officer, World Database on Protected Areas (WDPA), UNEP-WCMC
	Yichuan Shi	GIS Analyst, World Database on Protected Areas (WDPA), UNEP-WCMC
	Pedro Rosabel Gonzales	Deputy Director, Global Protected Areas Programme
	Nicholas Cox	Manager, BIOPAMA
	Tim Badman	Director, World Heritage Programme

Phase	Name	Position / Affiliation
	James Hardcastle	Manager of IUCN Green List Programme, PA Solutions Platform
	Dr Graeme Worboys	(Connectivity) Australia
	Dr Stephen Woodley	Biodiversity Impact of PAs
	Mike Wong	Executive Director, Natural Resources Conservation, Parks Canada
	Gretchen Walters	Secretariat Focal Point, CEESP
	Stewart Maginnis	Global Director, IUCN Forest and Climate Change Programme, Nature based Solutions Group
	Téa García-Huidobro	Regional Programme Coordinator
	Gonzalo Oviedo	IUCN Senior Advisor, Social Policy
	Rick Bates	CCIUCN President
	George Greene	CEESP, Council Member
	Carol Colfer	CGIAR
	Jennifer Mohamed-Katerere	Chair of The NRGF Working Group
	Janis Alcorn	Co-Chair , CEESP / IUCN NRGF WG
	Lydia Slobodian	Focal Point, NRGF Environmental Law Centre
	Lorena Aguilar	Global Senior Gender Adviser, Global Gender Office
	Gernot Brodnig	Director, Global Economics and Social Science Programme, IUCN
	Paul Martin	WCEL
	Jessica Campese	CEESP / IUCN NRGF Consultant
	Margareta Nilsson	SIDA
	Oswaldo Monguia	Mesoamerica NRGF Lead
	Barbara Nakangu	Inquiry Guide Development
	Resit Akcakaya	Chair, Standards and Petitions Sub-Committee, Bio-mathematician
	Ariadne Angulo	Amphibian SG
	Marco Barbieri	Convention on Migratory Species (CMS)
	Jonathan Baillie	Zoological Society of London (Red List Partner)
	Luigi Boitani	Sapienza University Rome
	Don Church	Amphibian Survival Alliance
	Kent Carpenter	IUCN Marine Biodiversity Unit

Phase	Name	Position / Affiliation
	Viola Clausnitzer	Dragonfly Expert, Africa Focus
	Will Darwall	IUCN Freshwater Biodiversity Unit
	Barbara Goettsch	Lead, Global Cactus Assessment
	Melanie Heath	Birdlife International
	Jon Hutton	Director, UNP-WCMC
	Mike Hoffmann	Chair, IUCN Red List Committee
	Craig Hilton-Taylor	Manager, IUCN Red List Unit
	Richard Jenkins	IUCN Global Species Programme
	Tom Lacher	Texas A&M University (Red List Partner)
	Fred Launay	Environment Agency Abu Dhabi
	Penny Langhammer	Task Force On Biodiversity And Protected Area
	Tom De Meulenaer	CITES
	David Mallon	Large Mammal Expert Focusing on Asia and Africa
	Russ Mittermeier	Conservation International (Red List Partner)
	Arturo Mora	Species Focal Point, IUCN South American Regional Office
	Ana Nieto	Species Focal Point, IUCN European Regional Office
	Sara Oldfield	Global Tree SG
	Caroline Pollock	IUCN Red List Unit
	Helen Pippard	Species Focal Point, IUCN Oceania Regional Office
	Scott Perkin	Species Focal Point, IUCN Asia Regional Office
	Domitilla Raimondo	South African National Biodiversity Institute, Botanist
	Rajeev Raghavan	Indian Freshwater Fish Expert
	Carlo Rondinini	Lead On Mammal Red Listing (Sapienza)
	Jon Paul Rodríguez	Deputy Chair, SSC
	Madhu Rao	Asian Species Action Partnership
	Katherine Secoy	National Red List Alliance
	Amanda Vincent	Marine Fish Expert, University of British Columbia
	Jean-Christophe Vié	IUCN Global Species Programme and Save Our Species
	Bruce Young	Natureserve (Red List Partner)
	Braulio Dias	Convention on Biological Diversity
	Martin Sneary	Integrated Biodiversity Assessment Tool
	Antonio Herman Benjamin	Chair, IUCN WCEL Commission

Phase	Name	Position / Affiliation
	Juliane Zeidler	Chair, IUCN CEC Commission
	Nancy Colleton	IUCN CEC Deputy Chair
	Adalberto Padilla	CEESP
	Allison Silverman	CEESP
	Amirkhan Amirkhanov	(Russia)
	Amran Hamza	Asia Scoping; CEESP TILCEPA Co-Chair; Partner Organisation
	Andrew Bignell	Council Member New Zealand
	Ben Boer	Co-Chair, WCEL
	CEC Commission Members	CEC Commission
	Claudia De Windt	WCEL
	Constanza Martinez	Snior Policy Offcier, IUCN Global Policy Programme
	Dr Samira Omar Asem	Kuwait Regional Councillor
	Dr. Arzu Rana Deuba	Nepal Regional Councillor
	Emmanuel Nuesiri	TECS and TGER Member
	Framework Donor	MOFA, Denmark
	Framework Donor	Swiss Agency for Development
	IFRC	Non-Member; Comparative Organisation, Geneva, Switzerland
	James Murombedzi	CEESP Partner Organisation
	Joji Cariño	CEESP
	Juanita Cabrera-Lopez	CEESP
	Kaia Boe	Social Science and Ecosystems Programme Officer, IUCN Nature-Based Solutions & Rights Group
	Michael Jones	CEESP
	Miguel Pellerano	Council Member Argentina (VP)
	Neera Singh	CEESP
	Nick Bryner	Executive Officer, WCEL Commission
	Omer Aijazi	CEESP / IUCN NRGF Research Assistant, NRGF Young Professional; Inquiry Guide Development; TECS Member

<b>Phase</b>	<b>Name</b>	<b>Position / Affiliation</b>
	Prosper Matondi	Southern Africa Scoping; TECS Member; Partner Organisation
	Sheila Abed	Chair Emeritus, WCEL
	Thomas Greiber	Environmental Law Centre (ELC), Secretariat

## Appendix VI Interview Protocols

### Inception Phase Interview Protocol

#### Introduction

In May 2015, IUCN has contracted Universal Management Group (UMG) to conduct the IUCN External Review 2015, which has been designed to respond to three main objectives, namely:

1. To assess the relevance, effectiveness and impact of knowledge chains in the IUCN Programme;
2. To assess the relevance, effectiveness, efficiency and lessons learned of working with scientific and technical networks of experts from the six IUCN Commissions;
3. To assess the role and the niche of IUCN as a Union of governments, non-governmental organisations and individual scientists and the *fit-to-purpose of IUCN as an organisation*;

This External Review will primarily cover the period since the 2011 External Review of IUCN.

This interview is part of the evaluation's inception phase, which begins in June. During this phase, the evaluation team will gain a more in-depth overview of the context and experience of IUCN, confirm and/or clarify the expectations and information needs of the key stakeholders involved in this evaluation, and collect feedback to help fine tune the evaluation approach and methodology.

Please feel free to share any concern about the External Review or the interview with the evaluation team ([eabitbol@universalia.com](mailto:eabitbol@universalia.com)).

#### Inquiry Frame

##### 1) Purpose and Use

	General	Knowledge Chains	Commissions	Niche
1	Why the evaluation was framed the way it was			
2	How it will feed into ongoing processes		The commission review process	Strategic planning process
3	How the evaluation will be used – by whom and for what decisions			The reform process; Input into operational programmes
4	Specific expectations of the respondent			Understanding of the niche of IUCN
5	Concerns and aspirations about the evaluation that would inform a shared and differentiated understanding of niche			

## 2) Content – Clarifications

2a. The following table pertains to things to clarify.

	<b>Knowledge Chains</b>	<b>Commissions</b>	<b>Niche</b>
1	The key function of ea. of the components of the knowledge chains we're examining		How do you understand the niche occupied by IUCN and how do you imagine that changing into the future
2	The correspondence between KCs and the changing environment or context		whether there a common vision of the niche and of the changing niche
3	How do you understand the key constitutive components of 'knowledge chains', including but also beyond the knowledge products themselves		Is there clarity about how people see niche throughout and across the IUCN network? Is there a shared understanding of the niche of IUCN? (Prompt: the DG wants to understand the organisation's identity, so is it being articulated differently between the center and periphery – commissions, partners, and elsewhere?)
4	What are the feedback loops that lead to the development of knowledge chains?		What are the key dimensions of niche that are interesting to examine?
5	What are opportunities for increasing the relevance and value of knowledge chains?		
6	How should the relevance of knowledge chains be defined and ascertained?		
7	How is the impact of knowledge products conceptualized and measured?		
8	Are there any fundamental points of disagreement on the way in which knowledge chains should be evaluated for their relevance, effectiveness and/or impact?		
9	How do you understand the position or centrality of knowledge products and knowledge chains to the work of IUCN?		



	Knowledge Chains	Commissions	Niche
	<b>Relating to linkages between the two</b>		
10		Are there particular aspects of the responsibilities etc. of commissions in relation to knowledge chains, their effectiveness, etc.	

2b. Pertains to any areas or aspects that deserve closer attention within any of the three objectives

	Knowledge Chains	Commissions	Niche
1			
2			

3) Context

	General	Knowledge Chains	Commissions	Niche
1	Any particular concerns with any of the issues that are being addressed, areas for improvement			
3	Any controversial or sensitive issues and suggestions on how to approach them			
5	Any information respondent has that will help put issues into context			
6	Any documents we should have a look at			

4) General Feedback

Can you name the three greatest successes and challenges of IUCN in the current programme period?

Is there anything else you would like to share with us at this stage or anything else we should know in order to make this evaluation as effective as possible?

### Checklist on Needed Input for our Methodology and Workplan

Please make sure we obtain input to make the following decisions relating to our inception report:

- 1) Which commissions to choose for our sample and also vet with commissions as well the number (we want to choose 3)
- 2) Which knowledge chains to choose for our sample. Maybe just confirm that it will be the Red Lists on Endangered Species, the Red List on Ecosystems, and the Water programme
- 3) Who are the two Framework Partners and the two Secretariat members appointed by the DG to be on the Steering Committee for this review? Eric will provide.

- 4) Input from interviewees on the global survey – the distribution across the different units of analysis in our table, relative weight they would give to one or the other stakeholder unit, the issues that are specific to certain stakeholders and require emphasis
- 5) Which meetings taking place this year to target and attend
  - (a) The Commission Steering Committee meeting of the Commission on Education and Communication (CEC) which has been tentatively scheduled for 20-21 Sep. in Washington, DC.
  - (b) SSC Leaders Meeting from 11-18 September in Abu Dhabi, UAE
- 6) Which organisations to use for the comparative analysis on niche (or to confirm those in our inception report)
- 7) Any input into exactly how they would want the evaluation report to be organized. This is also important for us to have to set up our analysis.
- 8) Degree of confidentiality of responses they expect – do we identify by name, by organisation and unit, function, etc.
- 9) Any high priority sources to consult (people or resources), external or internal to IUCN, and why

## PARTICIPATORY METHOD FOR EVALUATING KNOWLEDGE CHAINS

### Water Programme – Water and Nature Initiative Toolkit<sup>13</sup>

The Universalia Management Group has been mandated to undertake the 2015 External Review of IUCN.

The concept of ‘knowledge chains’ was introduced IUCN’S lexicon with the current External Review’s TOR.<sup>14</sup> The conceptual introduction of knowledge chains is an important discursive innovation at IUCN. Until very recently, IUCN perceived itself as a producer of conservation, biodiversity and sustainable development knowledge and ‘knowledge products’.

The mandated examination of knowledge chains underway reflects IUCN overall desire to situate its products within the wider knowledge chains of which they are constitutively a part.

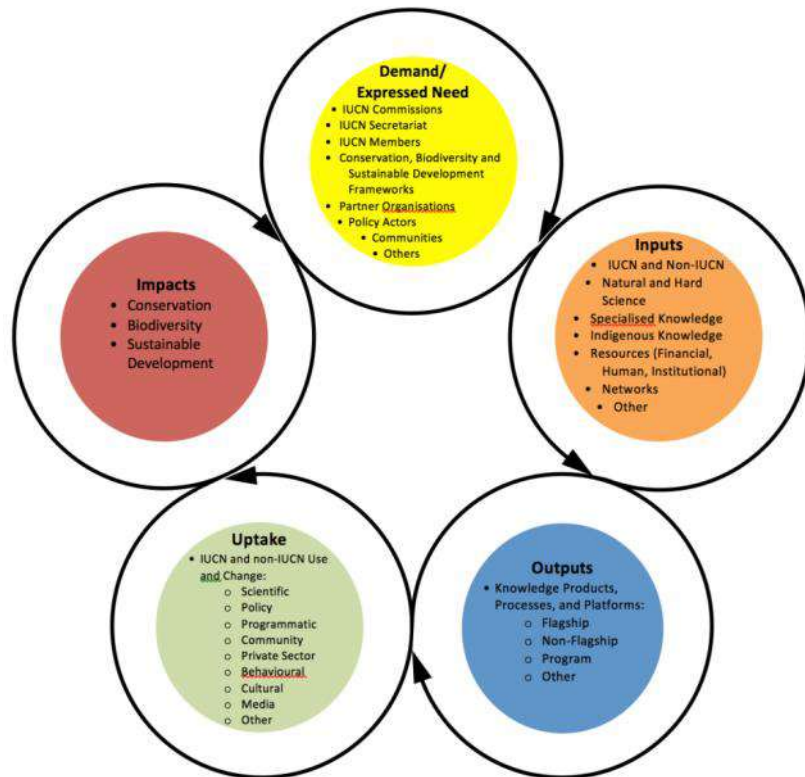
With your assistance, the 2015 External Review will visibly render and evaluate the expression of need/demand, production (input and output), circulation, dissemination, usage and outcomes (uptake), and impacts, of knowledge products as they are constitutively situated within knowledge chains.

Towards this end, the External Review team has constructed a generic knowledge chain/basket analytic tool drawing on a mapping approach (informed by systems mapping, value chain mapping, supply chain analysis, and lifecycle analysis). This tool reflects an understanding that IUCN knowledge chains/baskets may be framed simply as follows:

#### Expression of Need/Demand, Input, Output, Uptake, and Impacts

Ahead of contacting you, the Evaluation Team will have undertaken an extensive literature review to inform different components of the knowledge chain in which the ‘**Water and Nature Initiative Toolkit**’ is situated, and in which you have been diversely involved.

Having populated the various components of this knowledge chain ...



<sup>13</sup> While the current ‘Participatory Method for Evaluating Knowledge Chains’ was included for the WANI Toolkits alone, a variation of this document was used for evaluating the other sampled knowledge products and knowledge chains.

<sup>14</sup> Other knowledge nouns include knowledge products, knowledge baskets and knowledge platforms.

...we invite you to comment on the different components of the knowledge chain, as well as overall (with respect to its relevance to IUCN).

Please use the visual map based on the 5-point framework above, and comment in writing about each in the following form, as related to the WANI Toolkit knowledge product and chain.

Please submit your reflections and analysis, whether 5 lines or 5 pages long, by September 14, 2015.

 <p><b>Demand/ Expressed Need</b></p> <ul style="list-style-type: none"><li>• IUCN Commissions</li><li>• IUCN Secretariat</li><li>• IUCN Members</li><li>• Conservation, Biodiversity and Sustainable Development Frameworks</li><li>• Partner Organisations</li><li>• Policy Actors<ul style="list-style-type: none"><li>• Communities</li><li>• Others</li></ul></li></ul>	<p><b>1. Needs: Why were the WANI toolkits developed? To what articulated needs were they responding? Where have those needs come from? Who are the actors who participated in articulating these needs?</b></p> <p><a href="#">Click here to enter text.</a></p>
 <p><b>Inputs</b></p> <ul style="list-style-type: none"><li>• IUCN and Non-IUCN</li><li>• Natural and Hard Science</li><li>• Specialised Knowledge</li><li>• Indigenous Knowledge</li><li>• Resources (Financial, Human, Institutional)</li><li>• Networks</li><li>• Other</li></ul>	<p><b>2. Input: What knowledge has served as an input? What has been the input process?</b></p> <p><a href="#">Click here to enter text.</a></p>
 <p><b>Outputs</b></p> <ul style="list-style-type: none"><li>• Knowledge Products, Processes, and Platforms:<ul style="list-style-type: none"><li>○ Flagship</li><li>○ Non-Flagship</li><li>○ Program</li><li>○ Other</li></ul></li></ul>	<p><b>3. Output: What is the form of knowledge product output(s) - actual and envisaged?</b></p> <p><a href="#">Click here to enter text.</a></p>
 <p><b>Uptake</b></p> <ul style="list-style-type: none"><li>• IUCN and non-IUCN Use and Change:<ul style="list-style-type: none"><li>○ Scientific</li><li>○ Policy</li><li>○ Programmatic</li><li>○ Community</li><li>○ Private Sector</li><li>○ Behavioural</li><li>○ Cultural</li><li>○ Media</li><li>○ Other</li></ul></li></ul>	<p><b>4. Uptake: How has uptake taken place? Which sectors and actors have taken up the knowledge product (at diverse levels)? How this is related to programming both within and outside of IUCN?</b></p> <p><a href="#">Click here to enter text.</a></p>
 <p><b>Impacts</b></p> <ul style="list-style-type: none"><li>• Conservation</li><li>• Biodiversity</li><li>• Sustainable Development</li></ul>	<p><b>5. Impact: What are the recognised impacts of the knowledge product (and its tools) based on the perspective of diverse users and beneficiaries?</b></p> <p><a href="#">Click here to enter text.</a></p>

Thank you for your participation.

## INTERVIEW PROTOCOL – COMMISSION MEMBERS

### A. General experience of involvement in Commission

- How long have you been (a) a general member and (b) a Steering Committee member of your Commission?
- How and why did you originally get involved in this Commission?
- How actively involved are you now?
- How would you describe the work of your Commission?
  - What is its vision or goal?
  - What are its main activities?
  - What role does it play in IUCN? In the world in general?
  - What are its most significant impacts?
- What would you like your Commission to do more of, less of, or differently?
- How would you describe your own role in your Commission?
  - What are the activities in which you engage?
  - What sort of contact, if any, do you have with other parts of IUCN?
  - In what way do you think you contribute to achieving the goals of the Commission?
  - Are you satisfied with your role? Would you like it to be different in any way?
- Are you familiar with the work of other IUCN Commissions? If so, how do they compare to your Commission? Are they similar or different? More or less effective?
- Is there anything else you would like to say about your Commission or the IUCN Commissions in general? Or IUCN in general?

### B. Contributions to IUCN and relationships

- What does your Commission do? What are its key activities or functions?
- What are the goals or objectives it is trying to achieve through these means?
- What were the two most important outputs (products, activities) of your Commission in the past two years? What was the result of these in terms of outcomes?
- What are some examples (two or three) of how your Commission contributes to achieving IUCN objectives?
- Which relationships are most important in achieving the Commission's goals? In achieving IUCN's goals?
- Please describe how one or more of these relationships work. What exactly is its function? What makes it effective?
- Are there any relationships that are problematic?
- Is there anything you think your Commission should do more of? Less of?
- Is there anything else that you could tell me about your Commission that is important? (that might help to convey its workings, its strengths or challenges or other...)

## INTERVIEW PROTOCOL - DONOR

RESPONDENT: [ ]

POSITION: [ ]

DATE: [ ]

Is it okay if I record this conversation?            Yes                    No

### **Background info:**

[Insert here background info on organisation relevant to this interview. ]

- 1) Tell me about your role / function in the organisation.
- 2) What are the priorities and aims of your department?
- 3) What type of funding do you provide to IUCN? How long have you been funding IUCN?
- 4) What does your agency expect from an organisation such as IUCN that is quite uniquely positioned (member states and civ society, convening role, science-policy interface, global network)?
- 5) How is IUCN different from other NGOs in the conservation movement? For you, from where you sit, what would make you go to IUCN rather than WWF or CI? What are IUCN's comparative strengths?
- 6) People say that IUCN has an identity crisis that is also reflected in too many different kinds of messaging. Commissions have their own logos, for example. What is your perspective on its niche and messaging?
- 7) What do you see as funding trends for conservation?
- 8) Independently of your funding, how do you think IUCN could really have a greater impact on the global conservation scene in the future? What would it need to differently?

## INTERVIEW PROTOCOL – DEVELOPMENT ORGANISATION WITH MEMBER ASSOCIATIONS

RESPONDENT: [ ]

POSITION: [ ]

DATE: [ ]

Telephone: [ ]

### **Background:**

[Insert background info here about the organisation before interview. ]

### **Explanation:**

- 1) Please tell me about the structure and governance of your organisation.
- 2) Tell me about some of the challenges you face in having member associations who are not necessarily accountable to the Secretariat.
- 3) What does it mean to you to be a ‘movement’? And do you see yourselves as a ‘convenor’? If so, how do you define that exactly?
- 4) In your current configuration, how do you engage different parts of the federation or your member associations to achieve your global objectives as an organisation?
- 5) What is your funding model and how do you fundraise? (probe on donor dependency, neutrality, private sector engagement)
- 6) How do you leverage the breadth and diversity of your member associations?
- 7) How does the concept of volunteership function in your organisation?
- 8) What is your influencing strategy?
- 9) What would you say is your niche relative to other organisations working on similar issues?
- 10) How important is your communications function in the organisation?
- 11) What are the issues that really require strategic leadership in your organisation?

## INTERVIEW PROTOCOL – COUNCILLORS

RESPONDENT:

POSITION: [ ]

DATE: [ ]

Is it okay if I record this conversation?            Yes                    No

### **Background info:**

#### **Introduction to the respondent:**

This particular part of the evaluation is an inquiry into niche. The demand for this comes from a perception within IUCN's leadership that essentially IUCN is going through an identity crisis and it is having an effect on its membership (a dwindling membership), capacity to attract donors (esp. for core funding), and ultimately its ability to influence and have global impact (but also regional and at national level).

We are seeking the different perspectives of stakeholder groups within the Union to help us understand how the problem is perceived, what direction IUCN should go, and what changes it may need to make internally to be 'fit-for-purpose.' My inquiry is therefore shaped around this intention.

#### **Specific questions:**

- 1) Tell me about your involvement in IUCN, what exactly you do. Ask how long he has been with IUCN. Ask too how s/he works with commissions or how his region does.
- 2) Do you agree with the characterization of the problem above in my introduction? And from your regional perspective, where you sit in IUCN, how is this problem reflected in your region? What are you experiencing? (Probes: a diminishing membership, what IUCN means to members or why they join, etc.)
- 3) How does your region set its priorities and is this done quite separately from the Headquarters (probe: is there a close relationship between region and HQ? Many say if you speak to regions, it's a whole different perspective.
- 4) Do you also seek your own funding? (Probe on funding issues – how donor-dependent they are, which donors, how this may conflict with their own priority setting, do they do more implementation than policy work)?
- 5) Is IUCN to you becoming another NGO just like other conservation NGOs? (Probe: how does IUCN really distinguish itself from others? What is the value added to Member States and civil society? Some say that setting standards, delivering the scientific evidence for policy makers and decision makers, being more of a trade association to members which it is not currently)?
- 6) People say, about IUCN's identity crisis, that IUCN has many different voices to the public – in one corner, they are speaking out about saving gorillas, in another they are speaking about inclusion of indigenous people, etc. There are many different agendas, depending on who you speak to, in which commission or region, and it's just not clear what IUCN represents, what is really its focus. Can you comment on that?
- 7) There is now the One Programme in IUCN. How is that helping to bring coherence across the vast IUCN network? What should the priorities be for IUCN that would leverage its assets (its membership, convening role, science-policy interface) more effectively and help it to attain greater impact and influence in the world? Who are the key stakeholder groups that IUCN should be targeting?



- 8) Do you think IUCN should be adapting itself to more of a development agenda (as opposed to conservation)? And what does that do to niche? (Probe: in its staffing structure, there is more emphasis now on the social sciences and trying to introduce them into the organisation. There's language such as "nature-based solutions" and a growing appropriation of a human development agenda but in pockets of the organisation, not at all widespread).
- 9) What do you think is the critical thing which IUCN could contribute to the private sector that no one else is doing?

## INTERVIEW PROTOCOL – SECRETARIAT STAFF

RESPONDENT: [ ]

POSITION: [ ]

DATE: [ ]

Is it okay if I record this conversation?            Yes                    No

### **Background info:**

[ Insert relevant background info here before interview. ]

- 1) Explain your role in brief in IUCN. And do you participate in any commissions, technical committees, etc.?
- 2) What programmes are you responsible for and how do they link to the IUCN Programme (2013-2016)?
- 3) What is your perspective on IUCN's niche? What is its potential and what are current issues or obstacles?
- 4) Using examples from your work, how well does IUCN leverage the Union to achieve impact (members, regions, Secretariat, commissions, congress)?
- 5) From your perspective, has the One Programme helped IUCN to better define its niche and has it helped you to communicate better to others (including members) what it does? And who are you trying to reach with your msgs?
- 6) How would you, from your vantage point, articulate IUCN's specific value added, relative to other international actors who are working on nature-based solutions? (Probes: standard setting, utilizing the power of scientific evidence to convene CSOs and government and achieve consensus, global outreach through its network).
- 7) In your areas of focus, where do you feel you're having the greatest impact? The least? To what extent can this be explained by the internal capabilities within IUCN (as strengths or weaknesses) (communication, fundraising, membership, etc.)? To what extent does it relate to IUCN's strategic positioning in the external environment (and where it could do better)?
- 8) What do you know about IUCN's engagement with the private sector? What are your thoughts about how it should engage?

## Appendix VII Surveys

### Survey for IUCN Secretariat

<http://universalia.fluidsurveys.com/s/1796-iucn-secretariat/langeng/>

#### 1. BACKGROUND INFORMATION

Please answer a few questions about your background.

1.1 Which Secretariat office do you work for?

- Headquarters
- Regional Office

1.2 Are you an individual Member of a Commission(s)?

- No
- Yes

1.2.1 If yes, please tick all that apply:

- Commission on Education and Communication (CEC)
- Commission on Environmental, Economic and Social Policy (CEESP)
- Commission on Ecosystem Management (CEM)
- Species Survival Commission (SSC)
- World Commission on Environmental Law (WCEL)
- World Commission on Protected Areas (WCPA)

1.3 What year did you first become involved with IUCN? Please indicate the year.

1.4 Please tick all the categories that describe you or your organisation

- Government agency
- National NGO
- International NGO
- Multilateral Organisation
- Donor
- Private Sector
- Academia
- Indigenous Group
- Youth
- IUCN Secretariat
- Scientific Organisation
- Independent Consultant
- State
- Other, please specify: \_\_\_\_\_

1.5 Please identify the IUCN Office to which you are affiliated:

- Central and West Africa
- East and Southern Africa
- Asia
- Centre for Mediterranean Cooperation IUCN-Med
- West Asia
- European Regional Office
- Europe (North and Central Asia)
- Mesoamerica
- South America
- Washington DC Office
- Oceania
- Gland
- Other \_\_\_\_\_

1.6 What is your gender?

- Female
- Male

## 2. ASSESSMENT OF IUCN KNOWLEDGE PRODUCTS/CHAINS/BASKETS

2.1 Four sampled knowledge products/chains/baskets have been selected to be part of this review. Before we ask you specific questions on these, please indicate your degree of familiarity with each of them, whether or not you have used or been involved in developing them.

	Not at all	Little	Somewhat	Much	Great deal
Red List of Threatened Species	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protected Planet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Water and Nature Initiative (WANI) Toolkits: (Flow, Change, Value, Pay, Share, Negotiate, Case Studies)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Natural Resources Governance Framework	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

You may now proceed to answer all questions, regardless of whether you have used or developed them. In answering your questions, please note that a distinction has been drawn between global biodiversity conservation and sustainable development.

2.2 Thinking about the Red List of Threatened Species, please select the answer that best reflects your perception of the statements.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
2.2.1 The Red List of Threatened Species is relevant to the mission of IUCN.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2.2 The Red List of Threatened Species is relevant to the mandate of the Secretariat.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
2.2.3 The Red List of Threatened Species responds to a clearly articulated need.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2.4 The Red List of Threatened Species is relevant to the global conservation movement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2.5 The Red List of Threatened Species is relevant to the sustainable development movement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2.6 The Red List of Threatened Species is informed by a diversity of authoritative sources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2.7 The dissemination of the Red List of Threatened Species by IUCN is adequate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2.8 The Red List of Threatened Species is used as an authoritative reference by international agencies, governments and/or civil society organisations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2.9 The Red List of Threatened Species has had a positive impact on global policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2.10 The Red List of Threatened Species has had a positive impact on national policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2.11 Appropriate strategies have been developed for the future of the Red List of Threatened Species.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3 Thinking about <u>Protected Planet</u> , please select the answer that best reflects your perception of the statements.						
	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
2.3.1 Protected Planet is relevant to the mission of IUCN.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.2 Protected Planet is relevant to the information needs of the Secretariat.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.3 Protected Planet responds to a clearly articulated need.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.4 Protected Planet is relevant to the global conservation movement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.5 Protected Planet is relevant to the sustainable development movement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
2.3.6 Protected Planet is informed by a diversity of authoritative sources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.7 Dissemination of Protected Planet by IUCN is adequate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.8 Protected Planet is used as an authoritative reference by international agencies, governments and/or civil society organisations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.9 Protected Planet has had a positive impact on global policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.10 Protected Planet has had a positive impact on national policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.11 Appropriate strategies have been developed for the future of Protected Planet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.4 Thinking about the Water and Nature Initiative (WANI) Toolkits, please select the answer that best reflects your perception on the statements.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
2.4.1 The WANI Toolkits are relevant to the mission of IUCN.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.2 The WANI Toolkits are relevant to the mandate of the Secretariat.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.3 The WANI Toolkits respond to a clearly articulated need.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.4 The WANI Toolkits are relevant to the global biodiversity conservation movement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.5 The WANI Toolkits are relevant to the sustainable development movement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.6 The WANI Toolkits are informed by a diversity of authoritative sources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.7 Dissemination of information on the WANI Toolkits by IUCN is adequate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.8 The WANI Toolkits are used as an authoritative reference by international agencies, governments and/or civil society organisations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.9 The WANI Toolkits have had a positive impact on global policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.10 The WANI Toolkits have had a positive impact on national policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
2.4.11 Appropriate strategies have been developed for the future of the WANI Toolkits.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.5 Thinking about the Natural Resources Governance Framework, please select the answer that best reflects your perception of the statements.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
2.5.1 The Natural Resources Governance Framework is relevant to the mission of IUCN.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.5.2 The Natural Resources Governance Framework is relevant to the mandate of the Secretariat.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.5.3 The Natural Resources Governance Framework responds to a clearly articulated need.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.5.4 The Natural Resources Governance Framework is relevant to the global conservation movement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.5.5 The Natural Resources Governance Framework is relevant to the sustainable development movement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.5.6 The Natural Resources Governance Framework is being informed by a diversity of authoritative sources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.5.7 The Natural Resources Governance Framework is being developed effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.5.8 Appropriate strategies are being developed for the future of the Natural Resources Governance Framework.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 3. ASSESSMENT OF THE SIX IUCN COMMISSIONS

The External Review includes an analysis of perceived current and potential roles and practices of the six IUCN Commissions in order to assess their relevance, effectiveness, efficiency and concomitant lessons learned.

3.1 For each IUCN Commission, please indicate the approximate frequency of your interactions by selecting either weekly interactions, monthly, annually, less than once a year or n/a.

- 3.1.1 Commission on Education and Communication (CEC)
- daily
  - weekly
  - monthly
  - annually
  - less than once a year
  - never
  - n/a
- 3.1.2 Commission on Environmental, Economic and Social Policy (CEESP)
- daily
  - weekly
  - monthly
  - annually
  - less than once a year
  - never
  - n/a
- 3.1.3 Commission on Ecosystem Management (CEM)
- daily
  - weekly
  - monthly
  - annually
  - less than once a year
  - never
  - n/a
- 3.1.4 Species Survival Commission (SSC)
- daily
  - weekly
  - monthly
  - annually
  - less than once a year
  - never
  - n/a
- 3.1.5 World Commission on Environmental Law (WCEL)
- daily
  - weekly
  - monthly
  - annually



3.1.6 World Commission on Protected Areas (WCPA)

- less than once a year
- never
- n/a
- daily
- weekly
- monthly
- annually
- less than once a year
- never
- n/a

3.2 I expect the Commissions to do the following (please identify key functions you consider most important – up to 5 may be selected)

- Produce knowledge
- Produce knowledge products, baskets or chains
- Gather knowledge produced elsewhere
- Share knowledge with other IUCN actors
- Disseminate knowledge outside IUCN
- Focus on knowledge about the state of species and ecosystems
- Focus on knowledge about effective approaches to conservation and sustainable use
- Contribute to policy development
- Contribute to policy advocacy
- Influence the direction of IUCN
- Be a source of innovation within IUCN
- Respond to the needs of the Secretariat
- Engage volunteers in the work of the IUCN
- Other, please specify: \_\_\_\_\_

3.3 Thinking about the six IUCN Commissions, please indicate the extent to which you agree with the following statements:

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
3.3.1 The work of IUCN Commissions contributes significantly to implementing the IUCN Programme 2013-2016.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3.2 The work of CEC contributes significantly to implementing the IUCN Programme 2013-2016.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3.3 The work of CEESP contributes significantly to implementing the IUCN Programme 2013-2016.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
3.3.4 The work of WCEL contributes significantly to implementing the IUCN Programme 2013-2016.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3.5 The work of CEM contributes significantly to implementing the IUCN Programme 2013-2016.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3.6 The work of SSC contributes significantly to implementing the IUCN Programme 2013-2016.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3.7 The work of WCPA contributes significantly to implementing the IUCN Programme 2013-2016.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3.8 Commissions influence the direction of the Four-year Programmes of IUCN.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3.9 The work of IUCN Commissions contributes to the global discourse on valuing and conserving of nature.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3.10 Commissions influence the governance of nature's use.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3.11 Commissions contribute to promoting nature-based solutions to global challenges.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3.12 Commissions contribute to mobilizing key actors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3.13 IUCN gets adequate return on its investment in Commissions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3.14 There is active collaboration among IUCN Commissions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3.15 There is active collaboration between Commissions and the IUCN Secretariat.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3.16 Commissions have effective internal management systems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 4. IUCN'S LEADERSHIP AND NICHE

The following questions solicit your point of view on IUCN's ability to position itself strategically in the biodiversity conservation and sustainable development communities and on its ability to leverage the Union effectively to achieve its purpose and fulfill its leadership role.

4.1 Please indicate the extent to which you agree with the statement and respond on the basis of your own experience and position in the Union. In statements that refer to IUCN as a "world leader," consider IUCN's comparative strength in relation to other international actors working on conservation and sustainability – noting the distinction made between conservation and sustainable development. Indicate which of the following statements best reflect IUCN's niche.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
4.1.1 IUCN is a world leader in using scientific evidence to set standards aimed at sustainable development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.2 IUCN is a world leader in using scientific evidence to set standards aimed at biodiversity conservation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.3 IUCN is a world leader in using scientific evidence to influence policy development and/or support the implementation of policies aimed at sustainable development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.4 IUCN is a world leader in using scientific evidence to influence policy development and/or support the implementation of policies aimed at biodiversity conservation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.5 IUCN is a world leader in building the necessary partnerships to foster sustainable development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.6 IUCN is a world leader in building the necessary partnerships to foster biodiversity conservation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.7 IUCN has contributed significantly to the post-2015 global agenda on biodiversity conservation and sustainable development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.8 IUCN leverages its Membership effectively to fulfill its mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.9 IUCN leverages its Commissions effectively to fulfill its mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.10 IUCN leverages knowledge effectively to fulfill its mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.11 IUCN leverages its funding capacity effectively to fulfill its mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.12 I am kept informed about IUCN's policy positions by the IUCN Council.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.13 The IUCN Council does a good job at representing IUCN.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.14 The Council demonstrates transparency in the way it interacts with the Secretariat.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.15 The Secretariat has a constructive relationship with the Council.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 5. CONCLUSION

You are almost done!

5.1 To conclude this survey, please provide suggestions or recommendations for improving the relevance, effectiveness, efficiency or sustainability of any aspect of IUCN's work?

The External Review team welcomes any additional comments. (150 word maximum)

Thank you for your participation.

## Survey for IUCN Institutional Members, Partners and Donors

<http://universalia.fluidsurveys.com/s/1796-iucn-organisation/langeng/>

### 1. BACKGROUND INFORMATION

Please answer a few questions about your background.

1.1 Is your affiliation to IUCN as a Donor or Partner?

- No
- Yes

1.2 Is your affiliation to ICUN as an Institutional Member?

- No
- Yes

1.2.1 If yes, please tick all that apply:

- Affiliate
- Government Agency
- International Non-government Organisation
- National Non-government Organisation
- State

1.3 Are you an individual Member of a Commission(s)?

- No
- Yes

1.3.1 If yes, please tick all that apply:

- Commission on Education and Communication (CEC)
- Commission on Environmental, Economic and Social Policy (CEESP)
- Commission on Ecosystem Management (CEM)
- Species Survival Commission (SSC)
- World Commission on Environmental Law (WCEL)
- World Commission on Protected Areas (WCPA)

1.4 What year did you first become involved with IUCN? Please indicate the year.

1.5 Please tick all the categories that describe you or your organisation

- Government agency
- National NGO
- International NGO
- Multilateral Organisation
- Donor
- Private Sector
- Academia

- Indigenous Group
- Youth
- IUCN Secretariat
- Scientific Organisation
- Independent Consultant
- State
- Other, please specify: \_\_\_\_\_

1.6 Please identify the Region (or country) where you are currently based (select only one):

- Central and West Africa
- East and Southern Africa
- Asia
- Mediterranean
- West Asia
- European Union
- Europe (not part of EU)
- Mesoamerica
- South America
- USA
- Canada
- Oceania

1.7 What is your gender?

- Female
- Male

## 2. ASSESSMENT OF IUCN KNOWLEDGE PRODUCTS/CHAINS/BASKETS

2.1 Four sampled knowledge products/chains/baskets have been selected to be part of this review. Before we ask you specific questions on these, please indicate your degree of familiarity with each of them, whether or not you have used or been involved in developing them.

	Not at all	Little	Somewhat	Much	Great deal
Red List of Threatened Species	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protected Planet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Water and Nature Initiative (WANI) Toolkits: (Flow, Change, Value, Pay, Share, Negotiate, Case Studies)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Natural Resources Governance Framework	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

You may now proceed to answer all questions, regardless of whether you have used or developed them. In answering your questions, please note that a distinction has been drawn between global biodiversity conservation and sustainable development.

2.2 Thinking about the Red List of Threatened Species, please select the answer that best reflects your perception of the statements.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
2.2.1 The Red List of Threatened Species is relevant to the mission of IUCN.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2.2 The Red List of Threatened Species is relevant to the mandate of my organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2.3 The Red List of Threatened Species responds to a clearly articulated need.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2.4 The Red List of Threatened Species is relevant to the global conservation movement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2.5 The Red List of Threatened Species is relevant to the sustainable development movement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2.6 The Red List of Threatened Species is informed by a diversity of authoritative sources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2.7 The dissemination of the Red List of Threatened Species by IUCN is adequate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2.8 The Red List of Threatened Species is used as an authoritative reference by international agencies, governments and/or civil society organisations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2.9 The Red List of Threatened Species has had a positive impact on global policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2.10 The Red List of Threatened Species has had a positive impact on national policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2.11 Appropriate strategies have been developed for the future of the Red List of Threatened Species.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3 Thinking about <u>Protected Planet</u> , please select the answer that best reflects your perception of the statements.						
	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
2.3.1 Protected Planet is relevant to the mission of IUCN.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.2 Protected Planet is relevant to the information needs of my organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.3 Protect Planet responds to a clearly articulated need.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
2.3.4 Protected Planet is relevant to the global biodiversity conservation movement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.5 Protect Planet is relevant to the sustainable development movement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.6 Protected Planet is informed by a diversity of authoritative sources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.7 Dissemination of Protected Planet by IUCN is adequate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.8 Protected Planet is used as an authoritative reference by international agencies, governments and/or civil society organisations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.9 Protected Planet has had a positive impact on global policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.10 Protected Planet has had a positive impact on national policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.11 Appropriate strategies have been developed for the future of Protected Planet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.4 Thinking about the Water and Nature Initiative (WANI) Toolkits, please select the answer that best reflects your perception on the statements.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
2.4.1 The WANI Toolkits are relevant to the mission of IUCN.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.2 The WANI Toolkits are relevant to the mandate of my organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.3 The WANI Toolkits respond to a clearly articulated need.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.4 The WANI Toolkits are relevant to the global biodiversity conservation movement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.5 The WANI Toolkits are relevant to the sustainable development movement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.6 The WANI Toolkits are informed by a diversity of authoritative sources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.7 Dissemination of information on the WANI Toolkits by my organisation is adequate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
2.4.8 The WANI Toolkits are used as an authoritative reference by international agencies, governments and/or civil society organisations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.9 The WANI Toolkits have had a positive impact on global policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.10 The WANI Toolkits have had a positive impact on national policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.11 Appropriate strategies have been developed for the future of the WANI Toolkits.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.5 Thinking about the Natural Resources Governance Framework, please select the answer that best reflects your perception of the statements.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
2.5.1 The Natural Resources Governance Framework is relevant to the mission of IUCN.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.5.2 The Natural Resources Governance Framework is relevant to the mandate of my organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.5.3 The Natural Resources Governance Framework responds to a clearly articulated need.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.5.4 The Natural Resources Governance Framework is relevant to the global conservation movement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.5.5 The Natural Resources Governance Framework is relevant to the sustainable development movement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.5.6 The Natural Resources Governance Framework is being informed by a diversity of authoritative sources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.5.7 The Natural Resources Governance Framework is being developed effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.5.8 Appropriate strategies are being developed for the future of the Natural Resources Governance Framework.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 3. ASSESSMENT OF THE SIX IUCN COMMISSIONS

The External Review includes an analysis of perceived current and potential roles and practices of the six IUCN Commissions in order to assess their relevance, effectiveness, efficiency and concomitant lessons learned.

3.1 For each IUCN Commission, please select the one statement that most accurately reflects the highest degree of your familiarity with that Commission's materials, knowledge and/or services.

	I have never heard of it	I have heard of the Commission's materials, knowledge and/or services	I am familiar with the Commission's materials, knowledge and/or services	I occasionally use the Commission's materials, knowledge and/or services	I frequently use the Commission's materials, knowledge and/or services	I collaborate regularly with the Commission
3.1.1 Commission on Education and Communication (CEC)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.1.2 Commission on Environmental, Economic and Social Policy (CEESP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.1.3 Commission on Ecosystem Management (CEM)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.1.4 Species Survival Commission (SSC)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.1.5 World Commission on Environmental Law (WCEL)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.1.6 World Commission on Protected Areas (WCPA)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3.2 For each IUCN Commission with which you or your organisation have interacted, please select all the statements that reflect your relationship with that Commission.

#### 3.2.1 CES

- I am an individual Member of this Commission.
- My organisation has contacted this Commission to seek advice or support.
- My organisation has used the materials, knowledge and/or services produced by this Commission.
- My organisation has shared materials and/or knowledge produced by this Commission with others.

- My organisation has called on this Commission to disseminate materials and/or knowledge produced by ourselves or others.
- My organisation has participated in the production of this Commission's knowledge, materials and/or services.
- My organisation has used the outputs of this Commission to influence policy.
- My organisation has used the outputs of this Commission to inform strategies, programmes or activities.
- My organisation has collaborated in joint initiatives with this Commission.
- Other type of relationships with the Commission, please specify: \_\_\_\_\_

### 3.2.2 CEESP

- I am an individual Member of this Commission.
- My organisation has contacted this Commission to seek advice or support.
- My organisation has used the materials, knowledge and/or services produced by this Commission.
- My organisation has shared materials and/or knowledge produced by this Commission with others.
- My organisation has called on this Commission to disseminate materials and/or knowledge produced by ourselves or others.
- My organisation has participated in the production of this Commission's knowledge, materials and/or services.
- My organisation has used the outputs of this Commission to influence policy.
- My organisation has used the outputs of this Commission to inform strategies, programmes or activities.
- My organisation has collaborated in joint initiatives with this Commission.
- Other type of relationships with the Commission, please specify: \_\_\_\_\_

### 3.2.3 CEM

- I am an individual Member of this Commission.
- My organisation has contacted this Commission to seek advice or support.
- My organisation has used the materials, knowledge and/or services produced by this Commission.
- My organisation has shared materials and/or knowledge produced by this Commission with others.
- My organisation has called on this Commission to disseminate materials and/or knowledge produced by ourselves or others.
- My organisation has participated in the production of this Commission's knowledge, materials and/or services.
- My organisation has used the outputs of this Commission to influence policy.
- My organisation has used the outputs of this Commission to inform strategies, programmes or activities.
- My organisation has collaborated in joint initiatives with this Commission.
- Other type of relationships with the Commission, please specify: \_\_\_\_\_

### 3.2.4 SSC

- I am an individual Member of this Commission.
- My organisation has contacted this Commission to seek advice or support.
- My organisation has used the materials, knowledge and/or services produced by this Commission.
- My organisation has shared materials and/or knowledge produced by this Commission with others.

- My organisation has called on this Commission to disseminate materials and/or knowledge produced by ourselves or others.
- My organisation has participated in the production of this Commission's knowledge, materials and/or services.
- My organisation has used the outputs of this Commission to influence policy.
- My organisation has used the outputs of this Commission to inform strategies, programmes or activities.
- My organisation has collaborated in joint initiatives with this Commission.
- Other type of relationships with the Commission, please specify: \_\_\_\_\_

#### 3.2.5 WCEL

- I am an individual Member of this Commission.
- My organisation has contacted this Commission to seek advice or support.
- My organisation has used the materials, knowledge and/or services produced by this Commission.
- My organisation has shared materials and/or knowledge produced by this Commission with others.
- My organisation has called on this Commission to disseminate materials and/or knowledge produced by ourselves or others.
- My organisation has participated in the production of this Commission's knowledge, materials and/or services.
- My organisation has used the outputs of this Commission to influence policy.
- My organisation has used the outputs of this Commission to inform strategies, programmes or activities.
- My organisation has collaborated in joint initiatives with this Commission.
- Other type of relationships with the Commission, please specify: \_\_\_\_\_

#### 3.2.6 WCPA

- I am an individual Member of this Commission.
- My organisation has contacted this Commission to seek advice or support.
- My organisation has used the materials, knowledge and/or services produced by this Commission.
- My organisation has shared materials and/or knowledge produced by this Commission with others.
- My organisation has called on this Commission to disseminate materials and/or knowledge produced by ourselves or others.
- My organisation has participated in the production of this Commission's knowledge, materials and/or services.
- My organisation has used the outputs of this Commission to influence policy.
- My organisation has used the outputs of this Commission to inform strategies, programmes or activities.
- My organisation has collaborated in joint initiatives with this Commission.
- Other type of relationships with the Commission, please specify: \_\_\_\_\_

3.3 I expect the Commissions to do the following (please identify key functions you consider most important – up to 5 may be selected)

- Produce knowledge
- Produce knowledge products, baskets or chains
- Gather knowledge produced elsewhere

- Share knowledge with other IUCN actors
- Disseminate knowledge outside IUCN
- Focus on knowledge about the state of species and ecosystems
- Focus on knowledge about effective approaches to conservation and sustainable use
- Contribute to policy development
- Contribute to policy advocacy
- Influence the direction of IUCN
- Be a source of innovation within IUCN
- Respond to the needs of the Secretariat
- Engage volunteers in the work of the IUCN
- Other, please specify: \_\_\_\_\_

3.4 Thinking about the six IUCN Commissions, please indicate the extent to which you agree with the following statements:

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
3.4.1 The work of IUCN Commissions contributes significantly to implementing the IUCN Programme 2013-2016.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.2 The work of CEC contributes significantly to implementing the IUCN Programme 2013-2016.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.3 The work of CEESP contributes significantly to implementing the IUCN Programme 2013-2016.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.4 The work of WCEL contributes significantly to implementing the IUCN Programme 2013-2016.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.5 The work of CEM contributes significantly to implementing the IUCN Programme 2013-2016.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.6 The work of SSC contributes significantly to implementing the IUCN Programme 2013-2016.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.7 The work of WCPA contributes significantly to implementing the IUCN Programme 2013-2016.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.8 Commissions influence the direction of the Four-year Programmes of IUCN.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.9 The work of IUCN Commissions contributes to the global discourse on valuing and conserving of nature.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
3.4.10 Commissions influence the governance of nature's use.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.11 Commissions contribute to promoting nature-based solutions to global challenges.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.12 Commissions contribute to mobilizing key actors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.13 IUCN gets adequate return on its investment in Commissions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.14 There is active collaboration among IUCN Commissions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.15 There is active collaboration between Commissions and the IUCN Secretariat.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.16 Commissions have effective internal management systems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 4. IUCN'S LEADERSHIP AND NICHE

The following questions solicit your point of view on IUCN's ability to position itself strategically in the biodiversity conservation and sustainable development communities and on its ability to leverage the Union effectively to achieve its purpose and fulfill its leadership role.

4.1 Please indicate the extent to which you agree with the statement and respond on the basis of your own experience and position in the Union. In statements that refer to IUCN as a "world leader," consider IUCN's comparative strength in relation to other international actors working on conservation and sustainability – noting the distinction made between conservation and sustainable development. Indicate which of the following statements best reflect IUCN's niche.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
4.1.1 IUCN is a world leader in using scientific evidence to set standards aimed at sustainable development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.2 IUCN is a world leader in using scientific evidence to set standards aimed at biodiversity conservation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.3 IUCN is a world leader in using scientific evidence to influence policy development and/or support the implementation of policies aimed at sustainable development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.4 IUCN is a world leader in using scientific evidence to influence policy development and/or support the implementation of policies aimed at biodiversity conservation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
4.1.5 IUCN is a world leader in building the necessary partnerships to foster sustainable development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.6 IUCN is a world leader in building the necessary partnerships to foster biodiversity conservation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.7 IUCN has been a world leader in shaping the post-2015 global agenda on biodiversity conservation and sustainable development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.8 IUCN leverages its Membership effectively to fulfill its mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.9 IUCN leverages its Commissions effectively to fulfill its mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.10 IUCN leverages its knowledge effectively to fulfill its mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.11 IUCN leverages its funding capacity effectively to fulfill its mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.12 I am kept informed about IUCN's policy positions by the IUCN Council.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.13 The IUCN Council does a good job at representing IUCN.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.14 The IUCN Council contributes significantly to the fulfillment of the IUCN mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.15 By being a Member of IUCN, my organisation has stronger influence on the changes (related to policy or impact) we seek.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.16 By being a Member of IUCN, my organisation is part of a collective voice on the biodiversity conservation and/or sustainable development issues important to us.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.17 By being a Member of IUCN, my organisation has expanded its partnerships and/or networks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.18 By being a Member of IUCN, my organisation has gained credibility needed to advance our cause.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.19 By being a Member of IUCN, my organisation has gained capacity needed to advance our cause.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 5. CONCLUSION

You are almost done!

5.1 To conclude this survey, please provide suggestions or recommendations for improving the relevance, effectiveness, efficiency or sustainability of any aspect of IUCN's work?

The External Review team welcomes any additional comments. (150 word maximum)

Thank you for your participation.



## Survey for IUCN Commission Members

<http://universalia.fluidsurveys.com/s/1796-iucn-commission-members/langeng/>

### 1. BACKGROUND INFORMATION

Please answer a few questions about your background.

1.1 Please tick all the categories that describe you or your organisation:

- Government agency
- National NGO
- International NGO
- Multilateral Organisation
- Donor
- Private Sector
- Academia
- Indigenous Group
- Youth
- IUCN Secretariat
- Scientific Organisation
- Independent Consultant
- State
- Other, please specify \_\_\_\_\_

1.2 Please identify the Region (or country) where you are currently based (select only one):

- Central and West Africa
- East and Southern Africa
- Asia
- Mediterranean
- West Asia
- European Union
- Europe (not part of EU)
- Mesoamerica
- South America
- USA
- Canada
- Oceania

1.3 What is your gender?

- Female
- Male

1.4 Are you involved in more than one IUCN Commission?

- Yes
- No

1.5 For each IUCN Commission with which you are involved, please indicate the approximate frequency of your involvement by selecting either weekly interactions, monthly, annually, less than once a year, never or n/a.

1.5.1 Commission on Education and Communication (CEC)

- daily
- weekly
- monthly
- annually
- less than once a year
- never
- n/a

1.5.2 Commission on Environmental, Economic and Social Policy (CEESP)

- daily
- weekly
- monthly
- annually
- less than once a year
- never
- n/a

1.5.3 Commission on Ecosystem Management (CEM)

- daily
- weekly
- monthly
- annually
- less than once a year
- never
- n/a

1.5.4 Species Survival Commission (SSC)

- daily
- weekly
- monthly
- annually
- less than once a year
- never
- n/a

1.5.5 World Commission on Environmental Law (WCEL)

- daily
- weekly
- monthly

- annually
- less than once a year
- never
- n/a
- daily
- weekly
- monthly
- annually
- less than once a year
- never
- n/a

1.5.6 World Commission on Protected Areas (WCPA)

1.6 Please confirm the Commission with which you are most involved and answer all subsequent questions with this Commission in mind. (Select only one):

- Commission on Education and Communication (CEC)
- Commission on Environmental, Economic and Social Policy (CEESP)
- World Commission on Environmental Law (WCEL)
- Commission on Ecosystem Management (CEM)
- Species Survival Commission (SSC)
- World Commission on Protected Areas (WCPA)

1.7 Since when have you been a Member of this Commission?

2. ASSESSMENT OF THE SIX IUCN COMMISSIONS

The External Review includes an analysis of perceived current and potential roles and practices of the six IUCN Commissions in order to assess their relevance, effectiveness, efficiency and concomitant lessons learned.

2.1 Bearing in mind the Commission on which you spend the most time in a given year, please indicate the extent to which you agree with the following statements.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
2.1.1 The work of IUCN Commissions contributes significantly to implementing the IUCN Programme 2013-2016.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.1.2 The work of CEC contributes significantly to implementing the IUCN Programme 2013-2016.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.1.3 The work of CEESP contributes significantly to implementing the IUCN Programme 2013-2016.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
2.1.4 The work of WCEL contributes significantly to implementing the IUCN Programme 2013-2016.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.1.5 The work of CEM contributes significantly to implementing the IUCN Programme 2013-2016.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.1.6 The work of SSC contributes significantly to implementing the IUCN Programme 2013-2016.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.1.7 The work of WCPA contributes significantly to implementing the IUCN Programme 2013-2016.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.1.8 My Commission influences the direction of the Four-year Programmes of IUCN.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.1.9 My Commission contributes to the global discourse on valuing and conserving of nature.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.1.10 My Commission influences governance of nature's use.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.1.11 My Commission contributes to promoting nature-based solutions to global challenges.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.1.12 My Commission contributes to mobilizing key actors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.1.13 I value being part of my Commission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.1.14 There is active collaboration between my Commission and other IUCN Commissions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.1.15 There is active collaboration between my Commission and IUCN Members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.1.16 There is active collaboration between my Commission and the IUCN Secretariat.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.1.17 My Commission has an effective internal management system.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.1.18 IUCN gets adequate return on its investment in Commissions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.2 In considering the benefits you derive from Membership in the Commission, indicate the level of importance regarding each of the following.

	Not important	Slightly important	Fairly important	Important	Very important	Not applicable
2.2.1 Access to information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2.2 Opportunity for influence within IUCN	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2.3 Opportunity for my work to be used in relevant ways	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2.4 Networking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2.5 Opportunity to influence policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2.6 Vehicle for global engagement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2.7 Professional credibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2.8 Other (please specify below)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.2.8 Other, please specify:

2.3 Indicate the extent to which relationships indicated below are important for the effective functioning of your Commission.

	Not important	Slightly important	Fairly important	Important	Very important	Not applicable
2.3.1 My Commission with the IUCN Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.2 My Commission with the IUCN Secretariat (Headquarters)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.3 My Commission with the IUCN Secretariat (Regional offices)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.4 My Commission with Members of other Commissions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.5 My Commission with IUCN Members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.6 My Commission with partner organisations from outside IUCN	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.7 Other (please specify below)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.3.7 Other, please specify:

2.4 Which of the following activities of your Commission have you participated in during the past three years? (Please select all that apply.)

- Research
- Constructing knowledge products/baskets
- Disseminating knowledge
- Producing newsletter or other communication media
- Awareness-raising activities
- Capacity development activities
- Stakeholder-engagement activities
- Communicating proposals and/or recommendations to policy makers
- Role in governance of my Commission
- Role in administrative tasks related to my Commission
- Representing my Commission at meetings
- Representing my Commission in the media
- Other, please specify: \_\_\_\_\_

2.5 In the list below, please select which are the main contributions of your Commission to IUCN (Please select all that apply.)

- Expertise about the state of species and ecosystems
- Education and learning processes
- Organisational legitimacy
- Expertise about effective approaches to conservation and/or sustainable use
- Identifying strategic priorities
- Advocacy
- Policy development
- Policy change
- Stakeholder engagement
- Innovative approaches
- Other, please specify: \_\_\_\_\_

### 3. ASSESSMENT OF IUCN KNOWLEDGE PRODUCTS/CHAINS/BASKETS

3.1 Four sampled knowledge products/chains/baskets have been selected to be part of this review. Before we ask you specific questions on these, please indicate your degree of familiarity with each of them, whether or not you have used or been involved in developing them.

	Not at all	Little	Somewhat	Much	Great deal
Red List of Threatened Species	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protected Planet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Not at all	Little	Somewhat	Much	Great deal
Water and Nature Initiative (WANI) Toolkits: (Flow, Change, Value, Pay, Share, Negotiate, Case Studies)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Natural Resources Governance Framework	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

You may now proceed to answer all questions, regardless of whether you have used or developed them. In answering your questions, please note that a distinction has been drawn between global biodiversity conservation and sustainable development.

3.2 Regarding the Red List of Threatened Species, please select the answer that best reflects your perception of the statements.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
3.2.1 The Red List of Threatened Species is relevant to the mission of IUCN.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.2 The Red List of Threatened Species is relevant to the mandate of my Commission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.3 The Red List of Threatened Species responds to a clearly articulated need.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.4 The Red List of Threatened Species is relevant to the global biodiversity conservation movement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.5 The Red List of Threatened Species is relevant to the sustainable development movement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.6 The Red List of Threatened Species is informed by a diversity of authoritative sources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.7 Dissemination of the Red List of Threatened Species by my Commission is appropriate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.8 The Red List of Threatened Species is used as an authoritative reference by international agencies, governments and/or civil society organisations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.9 The Red List of Threatened Species has had a positive impact on global policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.10 The Red List of Threatened Species has had a positive impact on national policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.11 Appropriate strategies have been developed for the future of the Red List of Threatened Species.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3.3 Regarding Protected Planet, please select the answer that best reflects your perception of the statements.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
3.3.1 Protected Planet is relevant to the mission of IUCN.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3.2 Protected Planet is relevant to the mandate of my Commission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3.3 Protect Planet responds to a clearly articulated need.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3.4 Protected Planet is relevant to the global biodiversity conservation movement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3.5 Protect Planet is relevant to the sustainable development movement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3.6 Protected Planet is informed by a diversity of authoritative sources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3.7 Dissemination of Protected Planet by my Commission is appropriate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3.8 Protected Planet is used as an authoritative reference by international agencies, governments and/or civil society organisations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3.9 Protected Planet has had a positive impact on global policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3.10 Protected Planet has had a positive impact on national policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3.11 Appropriate strategies have been developed for the future of Protected Planet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3.4 Regarding the Water and Nature Initiative (WANI) Toolkits, please select the answer that best reflects your perception on the statements.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
3.4.1 The WANI Toolkits are relevant to the mission of IUCN.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.2 The WANI Toolkits are relevant to the mandate of my Commission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.3 The WANI Toolkits respond to a clearly articulated need.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.4 The WANI Toolkits are relevant to the global biodiversity conservation movement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.5 The WANI Toolkits are relevant to the sustainable development movement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
3.4.6 The WANI Toolkits are informed by a diversity of authoritative sources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.7 Dissemination of information on the WANI Toolkits by my Commission is adequate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.8 The WANI Toolkits are used as an authoritative reference by international agencies, governments and/or civil society organisations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.9 The WANI Toolkits have had a positive impact on global policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.10 The WANI Toolkits have had a positive impact on national policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4.11 Appropriate strategies have been developed for the future of the WANI Toolkits.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3.5 Regarding the Natural Resources Governance Framework, please select the answer that best reflects your perception of the statements.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
3.5.1 The Natural Resources Governance Framework is relevant to the mission of IUCN.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.5.2 The Natural Resources Governance Framework is relevant to the mandate of my Commission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.5.3 The Natural Resources Governance Framework responds to a clearly articulated need.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.5.4 The Natural Resources Governance Framework is relevant to the global biodiversity conservation movement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.5.5 The Natural Resources Governance Framework is relevant to the sustainable development movement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.5.6 The Natural Resources Governance Framework is being informed by a diversity of authoritative sources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.5.7 The Natural Resources Governance Framework is being developed effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
3.5.8 Appropriate strategies are being developed for the future of the Natural Resources Governance Framework.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 4. IUCN'S LEADERSHIP AND NICHE

The following questions solicit your point of view on IUCN's ability to position itself strategically in the biodiversity conservation and sustainable development communities and on its ability to leverage the Union effectively to achieve its purpose and fulfill its leadership role.

4.1 Please indicate the extent to which you agree with the statement and respond on the basis of your own experience and position in the Union. In statements that refer to IUCN as a "world leader," consider IUCN's comparative strength in relation to other international actors working on conservation and sustainability – noting the distinction made between conservation and sustainable development. Indicate which of the following statements best reflect IUCN's niche.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
4.1.1 IUCN is a world leader in using scientific evidence to set standards aimed at sustainable development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.2 IUCN is a world leader in using scientific evidence to set standards aimed at biodiversity conservation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.3 IUCN is a world leader in using scientific evidence to influence policy development and/or support implementation of policies aimed at sustainable development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.4 IUCN is a world leader in using scientific evidence to influence policy development and/or support implementation of policies aimed at biodiversity conservation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.5 IUCN is a world leader in building the necessary partnerships to foster sustainable development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.6 IUCN is a world leader in building the necessary partnerships to foster biodiversity conservation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.7 IUCN has contributed significantly to the post-2015 global agenda on biodiversity conservation and sustainable development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.8 IUCN leverages its Membership effectively to fulfill its mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.9 IUCN leverages its Commissions effectively to fulfill its mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge
4.1.10 IUCN leverages knowledge effectively to fulfill its mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.11 IUCN leverages its funding capacity effectively to fulfill its mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.12 The IUCN Council contributes significantly to the fulfillment of the IUCN mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.13 I am kept informed about IUCN's policy positions by the IUCN Council.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.14 The IUCN Council does a good job at representing IUCN.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 5. CONCLUSION

You are almost done!

5.1 To conclude this survey, please provide suggestions or recommendations for improving the relevance, effectiveness, efficiency or sustainability of any aspect of IUCN's work?

The External Review team welcomes any additional comments. (150 word maximum)

Thank you for your participation.



## Appendix VIII Results from Surveys

### IUCN Secretariat Summary

*(Completion rate: 75.62%)*

#### 1.1 Which Secretariat office do you work for?

Response	Chart	Percentage	Count
Headquarters		47.6%	168
Regional Office		52.4%	185
		<b>Total Responses</b>	<b>353</b>

#### 1.2 Are you an individual Member of a Commission(s)?

Response	Chart	Percentage	Count
No		77.3%	272
Yes		22.7%	80
		<b>Total Responses</b>	<b>352</b>

##### 1.2.1 If yes, please tick all that apply:

Response	Chart	Percentage	Count
Commission on Education and Communication (CEC)		16.2%	13
Commission on Environmental, Economic and Social Policy (CEESP)		18.8%	15
Commission on Ecosystem Management (CEM)		35.0%	28
Species Survival Commission (SSC)		36.2%	29
World Commission on Environmental Law (WCEL)		5.0%	4
World Commission on Protected Areas (WCPA)		45.0%	36
		<b>Total Responses</b>	<b>80</b>

#### 1.3 What year did you first become involved with IUCN? Please indicate the year.

The 350 response(s) to this question can be found in the appendix.<sup>15</sup>

#### 1.4 Please tick all the categories that describe you or your organisation

Response	Chart	Percentage	Count
Government agency		3.2%	11
National NGO		1.4%	5
International NGO		17.0%	59
Multilateral Organisation		4.3%	15














<sup>15</sup> Given the number of respondents (350) and the actual use that these answers may provide, we did not find it relevant to include this data in the Appendix of the survey results.

Response	Chart	Percentage	Count
Donor		2.6%	9
Private Sector		2.0%	7
Academia		3.2%	11
Indigenous Group		1.4%	5
Youth		3.5%	12
IUCN Secretariat		88.8%	308
Scientific Organisation		6.3%	22
Independent Consultant		3.2%	11
State		0.6%	2
Other, please specify:		5.8%	20
		<b>Total Responses</b>	<b>347</b>

1.4 Please tick all the categories that describe you or your organisation (Other, please specify:)

#	Response
1.	IUCN Commission
2.	Grant-making mechanism (implementing agency)
3.	HQ Staff
4.	SSC Specialist Group Chair
5.	IUCN region office (initially I was affiliated with IUCN when I worked for a national NGO)
6.	bureau régional de l'UICN
7.	Bureau régional de l'UICN
8.	IUCN
9.	Union Internationale pour la Conservation de la nature
10.	internship
11.	staff
12.	Union internationale
13.	Intern in HQ
14.	IUCN Secretariate staff member
15.	Partner
16.	temporary mission BNF
17.	I don't understand the answers in relation to the question. Do you meant organisation in term of unit? If yes my unit is part of the IUCN Secretariat. Do you want to know the characteristics of the organisation IUCN? its membership? its legal status? We are a quasi-governmental international organisation with NGO, Government agencies and State as members.
18.	Inter-governmental organisation
19.	from 2007 to 2013 I was with UNESCO now with IUCN
20.	Intergovernmental organisation

## 1.5 Please identify the IUCN Office to which you are affiliated:

Response	Chart	Percentage	Count
Central and West Africa		6.8%	24
East and Southern Africa		5.4%	19
Asia		11.6%	41
Centre for Mediterranean Cooperation IUCN-Med		3.7%	13
West Asia		2.5%	9
European Regional Office		2.8%	10
Europe (North and Central Asia)		1.4%	5
Mesoamerica		8.8%	31
South America		3.4%	12
Washington DC Office		3.7%	13
Oceania		3.7%	13
Gland		40.2%	142
Other		5.9%	21
		<b>Total Responses</b>	<b>353</b>

## 1.5 Please identify the IUCN Office to which you are affiliated: (Other)

#	Response
1.	IUCN Environmental Law Centre
2.	Cambridge, England
3.	Red List Unit, Cambridge, UK
4.	Cambridge, UK
5.	UK
6.	IUCN Environmental Law Centre
7.	IUCN UK office (out-posted HQ office based in Cambridge UK)
8.	Global outposted staff
9.	IUCN India office
10.	outposted unit of HQ
11.	Guatemala
12.	Cambridge
13.	to all - depending on current project
14.	Environmental Law Centre, Bonn
15.	Cambridge, UK
16.	Cambridge office
17.	Outposted Office Centre for Mediterranean Cooperation, Malaga, Spain
18.	United Kingdom
19.	IUCN Bangladesh Country Office

#	Response
20.	ELC
21.	Cambridge

## 1.6 What is your gender?

Response	Chart	Percentage	Count
Female		54.3%	191
Male		45.7%	161
<b>Total Responses</b>			<b>352</b>

2.1 Four sampled knowledge products/chains/baskets have been selected to be part of this review. Before we ask you specific questions on these, please indicate your degree of familiarity with each of them, whether or not you have used or been involved in developing them.

	Not at all	Little	Somewhat	Much	Great deal	Total Responses
Red List of Threatened Species	49 (15.6%)	52 (16.6%)	105 (33.4%)	66 (21.0%)	42 (13.4%)	314
Protected Planet	96 (30.7%)	85 (27.2%)	75 (24.0%)	42 (13.4%)	15 (4.8%)	313
Water and Nature Initiative (WANI) Toolkits: (Flow, Change, Value, Pay, Share, Negotiate, Case Studies)	142 (45.2%)	78 (24.8%)	53 (16.9%)	22 (7.0%)	19 (6.1%)	314
Natural Resources Governance Framework	128 (40.8%)	79 (25.2%)	61 (19.4%)	31 (9.9%)	15 (4.8%)	314

2.2 Thinking about the Red List of Threatened Species, please select the answer that best reflects your perception of the statements.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
2.2.1 The Red List of Threatened Species is relevant to the mission of IUCN.	0 (0.0%)	0 (0.0%)	2 (0.6%)	50 (16.0%)	253 (81.1%)	7 (2.2%)	312
2.2.2 The Red List of Threatened Species is relevant to the mandate of the Secretariat.	0 (0.0%)	0 (0.0%)	15 (4.8%)	86 (27.7%)	194 (62.4%)	16 (5.1%)	311
2.2.3 The Red List of Threatened Species responds to a clearly articulated need.	1 (0.3%)	6 (1.9%)	14 (4.5%)	80 (25.7%)	193 (62.1%)	17 (5.5%)	311
2.2.4 The Red List of Threatened Species is relevant to the global conservation movement.	0 (0.0%)	0 (0.0%)	5 (1.6%)	55 (17.6%)	241 (77.2%)	11 (3.5%)	312
2.2.5 The Red List of Threatened Species is relevant to the sustainable development movement.	1 (0.3%)	10 (3.2%)	31 (9.9%)	107 (34.3%)	145 (46.5%)	18 (5.8%)	312
2.2.6 The Red List of	0 (0.0%)	1 (0.3%)	23 (7.4%)	100	144	42	310



	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
Threatened Species is informed by a diversity of authoritative sources.				(32.3%)	(46.5%)	(13.5%)	
2.2.7 The dissemination of the Red List of Threatened Species by IUCN is adequate.	3 (1.0%)	40 (12.9%)	49 (15.8%)	108 (34.8%)	69 (22.3%)	41 (13.2%)	310
2.2.8 The Red List of Threatened Species is used as an authoritative reference by international agencies, governments and/or civil society organisations.	1 (0.3%)	6 (1.9%)	22 (7.1%)	91 (29.4%)	152 (49.0%)	38 (12.3%)	310
2.2.9 The Red List of Threatened Species has had a positive impact on global policies.	1 (0.3%)	4 (1.3%)	27 (8.7%)	94 (30.3%)	122 (39.4%)	62 (20.0%)	310
2.2.10 The Red List of Threatened Species has had a positive impact on national policies.	1 (0.3%)	9 (2.9%)	43 (13.9%)	109 (35.3%)	86 (27.8%)	61 (19.7%)	309
2.2.11 Appropriate strategies have been developed for the future of the Red List of Threatened Species.	10 (3.2%)	24 (7.8%)	73 (23.6%)	55 (17.8%)	35 (11.3%)	112 (36.2%)	309

2.3 Thinking about Protected Planet, please select the answer that best reflects your perception of the statements.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
2.3.1 Protected Planet is relevant to the mission of IUCN.	0 (0.0%)	1 (0.3%)	17 (5.5%)	81 (26.3%)	152 (49.4%)	57 (18.5%)	308
2.3.2 Protected Planet is relevant to the information needs of the Secretariat.	0 (0.0%)	0 (0.0%)	20 (6.5%)	110 (35.8%)	104 (33.9%)	73 (23.8%)	307
2.3.3 Protect Planet responds to a clearly articulated need.	1 (0.3%)	3 (1.0%)	43 (14.0%)	94 (30.6%)	84 (27.4%)	82 (26.7%)	307
2.3.4 Protected Planet is relevant to the global conservation movement.	0 (0.0%)	0 (0.0%)	16 (5.2%)	96 (31.3%)	133 (43.3%)	62 (20.2%)	307
2.3.5 Protected Planet is relevant to the sustainable development movement.	0 (0.0%)	1 (0.3%)	30 (9.8%)	97 (31.6%)	114 (37.1%)	65 (21.2%)	307
2.3.6 Protected Planet is informed by a diversity of authoritative sources.	0 (0.0%)	5 (1.6%)	46 (15.0%)	88 (28.7%)	57 (18.6%)	111 (36.2%)	307
2.3.7 Dissemination of Protected Planet by IUCN is adequate.	9 (2.9%)	42 (13.7%)	63 (20.5%)	66 (21.5%)	28 (9.1%)	99 (32.2%)	307
2.3.8 Protected Planet is used as an authoritative reference	1 (0.3%)	16 (5.2%)	68 (22.1%)	62 (20.2%)	34 (11.1%)	126 (41.0%)	307

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
by international agencies, governments and/or civil society organisations.							
2.3.9 Protected Planet has had a positive impact on global policies.	1 (0.3%)	7 (2.3%)	65 (21.2%)	62 (20.2%)	33 (10.7%)	139 (45.3%)	307
2.3.10 Protected Planet has had a positive impact on national policies.	3 (1.0%)	17 (5.5%)	67 (21.8%)	51 (16.6%)	28 (9.1%)	141 (45.9%)	307
2.3.11 Appropriate strategies have been developed for the future of Protected Planet.	5 (1.6%)	22 (7.2%)	68 (22.1%)	37 (12.1%)	13 (4.2%)	162 (52.8%)	307

2.4 Thinking about the Water and Nature Initiative (WANI) Toolkits, please select the answer that best reflects your perception on the statements.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
2.4.1 The WANI Toolkits are relevant to the mission of IUCN.	0 (0.0%)	0 (0.0%)	14 (4.6%)	89 (29.1%)	100 (32.7%)	103 (33.7%)	306
2.4.2 The WANI Toolkits are relevant to the mandate of the Secretariat.	0 (0.0%)	0 (0.0%)	20 (6.5%)	90 (29.4%)	89 (29.1%)	107 (35.0%)	306
2.4.3 The WANI Toolkits respond to a clearly articulated need.	2 (0.7%)	1 (0.3%)	28 (9.2%)	87 (28.4%)	72 (23.5%)	116 (37.9%)	306
2.4.4 The WANI Toolkits are relevant to the global biodiversity conservation movement.	0 (0.0%)	2 (0.7%)	20 (6.5%)	87 (28.4%)	83 (27.1%)	114 (37.3%)	306
2.4.5 The WANI Toolkits are relevant to the sustainable development movement.	0 (0.0%)	0 (0.0%)	20 (6.5%)	82 (26.8%)	95 (31.0%)	109 (35.6%)	306
2.4.6 The WANI Toolkits are informed by a diversity of authoritative sources.	0 (0.0%)	3 (1.0%)	48 (15.7%)	56 (18.3%)	47 (15.4%)	152 (49.7%)	306
2.4.7 Dissemination of information on the WANI Toolkits by IUCN is adequate.	7 (2.3%)	26 (8.5%)	47 (15.4%)	64 (20.9%)	23 (7.5%)	139 (45.4%)	306
2.4.8 The WANI Toolkits are used as an authoritative reference by international agencies, governments and/or civil society organisations.	0 (0.0%)	16 (5.2%)	47 (15.4%)	53 (17.3%)	28 (9.2%)	162 (52.9%)	306
2.4.9 The WANI Toolkits have had a positive impact on global policies.	0 (0.0%)	7 (2.3%)	56 (18.3%)	45 (14.7%)	27 (8.8%)	171 (55.9%)	306
2.4.10 The WANI Toolkits have had a positive impact on national policies.	1 (0.3%)	12 (3.9%)	44 (14.4%)	55 (18.0%)	31 (10.1%)	163 (53.3%)	306

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
2.4.11 Appropriate strategies have been developed for the future of the WANI Toolkits.	7 (2.3%)	11 (3.6%)	53 (17.3%)	28 (9.2%)	21 (6.9%)	186 (60.8%)	306

2.5 Thinking about the Natural Resources Governance Framework, please select the answer that best reflects your perception of the statements.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
2.5.1 The Natural Resources Governance Framework is relevant to the mission of IUCN.	0 (0.0%)	2 (0.7%)	21 (6.8%)	70 (22.8%)	130 (42.3%)	84 (27.4%)	307
2.5.2 The Natural Resources Governance Framework is relevant to the mandate of the Secretariat.	0 (0.0%)	3 (1.0%)	27 (8.8%)	72 (23.5%)	114 (37.1%)	91 (29.6%)	307
2.5.3 The Natural Resources Governance Framework responds to a clearly articulated need.	9 (2.9%)	7 (2.3%)	40 (13.0%)	70 (22.8%)	73 (23.8%)	108 (35.2%)	307
2.5.4 The Natural Resources Governance Framework is relevant to the global conservation movement.	2 (0.7%)	0 (0.0%)	31 (10.1%)	74 (24.2%)	104 (34.0%)	95 (31.0%)	306
2.5.5 The Natural Resources Governance Framework is relevant to the sustainable development movement.	0 (0.0%)	2 (0.7%)	26 (8.5%)	72 (23.5%)	109 (35.6%)	97 (31.7%)	306
2.5.6 The Natural Resources Governance Framework is being informed by a diversity of authoritative sources.	9 (2.9%)	12 (3.9%)	51 (16.6%)	46 (15.0%)	36 (11.7%)	153 (49.8%)	307
2.5.7 The Natural Resources Governance Framework is being developed effectively.	14 (4.6%)	27 (8.8%)	51 (16.6%)	36 (11.7%)	23 (7.5%)	156 (50.8%)	307
2.5.8 Appropriate strategies are being developed for the future of the Natural Resources Governance Framework.	12 (3.9%)	20 (6.5%)	50 (16.3%)	33 (10.8%)	18 (5.9%)	173 (56.5%)	306

3.1 For each IUCN Commission, please indicate the approximate frequency of your interactions by selecting either weekly interactions, monthly, annually, less than once a year or n/a.

	daily	weekly	monthly	annually	less than once a year	never	n/a	Total Responses
3.1.1 Commission on Education and Communication (CEC)	1 (0.3%)	3 (1.0%)	30 (10.4%)	64 (22.1%)	61 (21.1%)	85 (29.4%)	45 (15.6%)	289

	daily	weekly	monthly	annually	less than once a year	never	n/a	Total Responses
3.1.2 Commission on Environmental, Economic and Social Policy (CEESP)	2 (0.7%)	7 (2.4%)	42 (14.5%)	61 (21.1%)	51 (17.6%)	79 (27.3%)	47 (16.3%)	289
3.1.3 Commission on Ecosystem Management (CEM)	7 (2.4%)	11 (3.8%)	49 (17.0%)	56 (19.4%)	57 (19.7%)	66 (22.8%)	43 (14.9%)	289
3.1.4 Species Survival Commission (SSC)	17 (5.9%)	22 (7.6%)	50 (17.3%)	57 (19.7%)	39 (13.5%)	60 (20.8%)	44 (15.2%)	289
3.1.5 World Commission on Environmental Law (WCEL)	4 (1.4%)	4 (1.4%)	33 (11.4%)	58 (20.1%)	51 (17.6%)	92 (31.8%)	47 (16.3%)	289
3.1.6 World Commission on Protected Areas (WCPA)	7 (2.4%)	25 (8.7%)	59 (20.4%)	64 (22.1%)	43 (14.9%)	45 (15.6%)	46 (15.9%)	289

3.2 I expect the Commissions to do the following (please identify key functions you consider most important – up to 5 may be selected)

Response	Chart	Percentage	Count
Produce knowledge		53.3%	154
Produce knowledge products/ baskets		33.9%	98
Gather knowledge produced elsewhere		26.6%	77
Share knowledge with other IUCN actors		50.9%	147
Disseminate knowledge outside IUCN		50.5%	146
Focus on knowledge about the state of species and ecosystems		23.5%	68
Focus on knowledge about effective approaches to conservation and sustainable use		39.8%	115
Contribute to policy development		44.3%	128
Contribute to policy advocacy		18.3%	53
Influence the direction of IUCN		24.2%	70
Be a source of innovation within IUCN		50.2%	145
Respond to the needs of the Secretariat		20.1%	58
Engage volunteers in the work of the IUCN		23.9%	69
Other, please specify:		5.5%	16
<b>Total Responses</b>			<b>289</b>

3.2 I expect the Commissions to do the following (please identify key functions you consider most important – up to 5 may be selected) (Other, please specify)

#	Response
1.	collaborate with the secretariat as the "knowledge arm" in projects
2.	Be more of a two way street between Secretariat and Commissions
3.	Be more proactive in conservation work and raise IUCN reputation at a global scale.
4.	Be a support of IUCN's work
5.	Participate actively in the IUCN programme work, starting with the initiation of projects and proposals
6.	I have no expectations for commissions
7.	provide objective scientific analysis
8.	The Commission members should be the eyes and ears for IUCN, it's the space where innovation can occur for solutions, and then deployment throughout their respective networks for rapid scale up and out of solutions.
9.	be a database of expertise that can be engaged in project development and implementation
10.	je suis infographiste, je ne peux répondre
11.	Unable to answer
12.	influencing adaptation of policies and strategies too the countries and support conservancy mainstreaming in all programmes
13.	The IUCN Library does not have a budget for operations or acquisitions (for books or journals or databases); is access to literature thus expected to flow from Commissions? How do we ensure they have access to scientific literature? Otherwise, how do we solidify IUCN's claim to a basis of science & knowledge?
14.	Produce knowledge products/baskets; gather knowledge produced elsewhere; be a source of innovation within IUCN & outside; Influence direction; engage volunteers & outside communities (development) in the work of IUCN!
15.	work in partnership with the Secretariat and Members on identified projects and programmes
16.	The Commissions cannot produce / disseminate knowledge without the active participation of the Secretariat

3.3 Thinking about the six IUCN Commissions, please indicate the extent to which you agree with the following statements:

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
3.3.1 The work of IUCN Commissions contributes significantly to implementing the IUCN Programme 2013-2016.	0 (0.0%)	8 (2.8%)	40 (13.8%)	110 (38.1%)	60 (20.8%)	71 (24.6%)	289
3.3.2 The work of CEC contributes significantly to implementing the IUCN Programme 2013-2016.	10 (3.5%)	25 (8.7%)	48 (16.6%)	62 (21.5%)	21 (7.3%)	123 (42.6%)	289
3.3.3 The work of CEESP contributes significantly to implementing the IUCN Programme 2013-2016.	1 (0.3%)	14 (4.8%)	50 (17.3%)	75 (26.0%)	29 (10.0%)	120 (41.5%)	289
3.3.4 The work of WCEL contributes significantly to implementing the IUCN Programme 2013-2016.	4 (1.4%)	13 (4.5%)	46 (15.9%)	75 (26.0%)	28 (9.7%)	123 (42.6%)	289

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
3.3.5 The work of CEM contributes significantly to implementing the IUCN Programme 2013-2016.	0 (0.0%)	7 (2.4%)	37 (12.8%)	93 (32.3%)	42 (14.6%)	109 (37.8%)	288
3.3.6 The work of SSC contributes significantly to implementing the IUCN Programme 2013-2016.	0 (0.0%)	3 (1.0%)	22 (7.6%)	94 (32.6%)	90 (31.2%)	79 (27.4%)	288
3.3.7 The work of WCPA contributes significantly to implementing the IUCN Programme 2013-2016.	0 (0.0%)	2 (0.7%)	22 (7.6%)	101 (35.1%)	83 (28.8%)	80 (27.8%)	288
3.3.8 Commissions influence the direction of the Four-year Programmes of IUCN.	2 (0.7%)	15 (5.2%)	62 (21.5%)	96 (33.3%)	36 (12.5%)	77 (26.7%)	288
3.3.9 The work of IUCN Commissions contributes to the global discourse on valuing and conserving of nature.	1 (0.3%)	9 (3.1%)	38 (13.2%)	123 (42.7%)	62 (21.5%)	55 (19.1%)	288
3.3.10 Commissions influence the governance of nature's use.	5 (1.7%)	14 (4.9%)	68 (23.6%)	97 (33.7%)	35 (12.2%)	69 (24.0%)	288
3.3.11 Commissions contribute to promoting nature-based solutions to global challenges.	2 (0.7%)	13 (4.5%)	42 (14.6%)	128 (44.4%)	38 (13.2%)	65 (22.6%)	288
3.3.12 Commissions contribute to mobilizing key actors.	4 (1.4%)	18 (6.2%)	59 (20.5%)	98 (34.0%)	44 (15.3%)	65 (22.6%)	288
3.3.13 IUCN gets adequate return on its investment in Commissions.	8 (2.8%)	25 (8.7%)	81 (28.1%)	40 (13.9%)	33 (11.5%)	101 (35.1%)	288
3.3.14 There is active collaboration among IUCN Commissions.	11 (3.8%)	41 (14.2%)	75 (26.0%)	44 (15.3%)	17 (5.9%)	100 (34.7%)	288
3.3.15 There is active collaboration between Commissions and the IUCN Secretariat.	6 (2.1%)	39 (13.5%)	53 (18.4%)	100 (34.7%)	42 (14.6%)	48 (16.7%)	288
3.3.16 Commissions have effective internal management systems.	15 (5.2%)	50 (17.4%)	74 (25.7%)	28 (9.7%)	7 (2.4%)	114 (39.6%)	288

4.1 Please indicate the extent to which you agree with the statement and respond on the basis of your own experience and position in the Union. In statements that refer to IUCN as a "world leader," consider IUCN's comparative strength in relation to other international actors working on conservation and sustainability – noting the distinction made between conservation and sustainable development. Indicate which of the following statements best reflect IUCN's niche.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
4.1.1 IUCN is a world leader in using scientific evidence to set standards aimed at sustainable development.	1 (0.4%)	33 (11.7%)	59 (20.8%)	109 (38.5%)	62 (21.9%)	19 (6.7%)	283
4.1.2 IUCN is a world leader in using scientific evidence to set standards aimed at biodiversity conservation.	2 (0.7%)	5 (1.8%)	24 (8.5%)	123 (43.5%)	115 (40.6%)	14 (4.9%)	283
4.1.3 IUCN is a world leader in using scientific evidence to influence policy development and/or support the implementation of policies aimed at sustainable development.	3 (1.1%)	28 (9.9%)	58 (20.5%)	114 (40.3%)	59 (20.8%)	21 (7.4%)	283
4.1.4 IUCN is a world leader in using scientific evidence to influence policy development and/or support the implementation of policies aimed at biodiversity conservation.	2 (0.7%)	9 (3.2%)	36 (12.7%)	116 (41.0%)	101 (35.7%)	19 (6.7%)	283
4.1.5 IUCN is a world leader in building the necessary partnerships to foster sustainable development.	3 (1.1%)	39 (13.8%)	58 (20.5%)	100 (35.3%)	55 (19.4%)	28 (9.9%)	283
4.1.6 IUCN is a world leader in building the necessary partnerships to foster biodiversity conservation.	1 (0.4%)	6 (2.1%)	36 (12.7%)	117 (41.3%)	105 (37.1%)	18 (6.4%)	283
4.1.7 IUCN has contributed significantly to the post-2015 global agenda on biodiversity conservation and sustainable development.	4 (1.4%)	10 (3.5%)	45 (15.9%)	109 (38.5%)	53 (18.7%)	62 (21.9%)	283
4.1.8 IUCN leverages its Membership effectively to fulfill its mission.	17 (6.0%)	60 (21.2%)	62 (21.9%)	81 (28.6%)	21 (7.4%)	42 (14.8%)	283
4.1.9 IUCN leverages its Commissions effectively to fulfill its mission.	15 (5.3%)	45 (15.9%)	67 (23.7%)	86 (30.4%)	21 (7.4%)	49 (17.3%)	283
4.1.10 IUCN leverages knowledge effectively to fulfill its mission.	8 (2.8%)	28 (9.9%)	51 (18.0%)	127 (44.9%)	36 (12.7%)	33 (11.7%)	283
4.1.11 IUCN leverages its funding capacity effectively to fulfill its mission.	20 (7.1%)	61 (21.6%)	75 (26.5%)	65 (23.0%)	19 (6.7%)	43 (15.2%)	283
4.1.12 I am kept informed about IUCN's policy positions by the IUCN Council.	17 (6.0%)	60 (21.2%)	57 (20.1%)	91 (32.2%)	29 (10.2%)	29 (10.2%)	283
4.1.13 The IUCN Council does a good job at representing IUCN.	13 (4.6%)	33 (11.7%)	74 (26.1%)	58 (20.5%)	25 (8.8%)	80 (28.3%)	283

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
4.1.14 The Council demonstrates transparency in the way it interacts with the Secretariat.	9 (3.2%)	35 (12.4%)	72 (25.4%)	68 (24.0%)	22 (7.8%)	77 (27.2%)	283
4.1.15 The Secretariat has a constructive relationship with the Council.	7 (2.5%)	20 (7.1%)	69 (24.4%)	80 (28.3%)	28 (9.9%)	79 (27.9%)	283

5.1 To conclude this survey, please provide suggestions or recommendations for improving the relevance, effectiveness, efficiency or sustainability of any aspect of IUCN's work?

The 176 response(s) to this question can be found in the appendix.

### Appendix

5.1 To conclude this survey, please provide suggestions or recommendations for improving the relevance, effectiveness, efficiency or sustainability of any aspect of IUCN's work? |

#	Response
1.	The number of commissions needs to be reviewed, and reduced. Council is also too large and needs to be reduced. The governance process is too slow. Sometimes it can take more than one Council meetings for a resolution to be accepted. The Statutes should also be reviewed.
2.	more standardization of processes, more sharing of best practice as well as common problems - we are making progress in that respect, but much remains to be done
3.	IUCN is doing a good job. If I speak behalf of my region, there is a huge gap between what is needed to the region and what exactly IUCN is doing at the moment. It is better to more concentrate on regional level and need basis.
4.	Il faudra améliorer le fonctionnement des commissions, notamment pour une meilleure stratégie de financement de leur programme. Nous avons besoins de mieux valoriser les compétences de ces commissions Je suggère également une meilleure organisation de l'ensemble du dispositif de fundraising.
5.	- Decide on type of membership (of IUCN Members): Current membership is (too) divers, sometimes working 'on opposite sides of the fence'. - Decide on size of membership: how many (GA,ST, NGO, INGO, AF); regional distribution, etc. - Work closer together with WWF in areas of common interest. - (Too) many studies, toolkits, database, surveys = no strategy - Should IUCN remain a membership-based organisation? - How does IUCN target Framework Partners, Donors, Goodwill Ambassadors? = what strategy do we follow?
6.	Perhaps senior management should look more closely at individual units' turnover, framework leverage, portfolio value and net IUCN investment, including in non-financial terms, especially in the areas of communications, trusted partnerships, innovative projects and good HR management.
7.	IUCN had all the ingredients to be a leader in the development field but needs to be more visible globally. It's funding Strategy needs to be more extensive and this will only happen when we have tangible products to sell instead of convening power and discussions.
8.	1) Commission leadership structures, funding should not be approached in the same way for all. Different commissions serve very different roles within IUCN. Some may be just as effective being a mailing list. It is difficult to deliver on a commission workplan using volunteers and having a workplan, steering committee, etc. set up should not be a standard across the 6 just to justify the commission operating funds expenditure. 2) Currently the programme funding structure (where programmes/regions compete for same funding) disincentivizes the one programme approach rather than facilitate it. 3) Decentralized approach to global policies, sporadically spread amongst different thematic areas does not provide consistency in IUCN's positions.
9.	Plurality and inclusiveness, innovation and transparency are not part of this organisation anymore. Internal management is conducted through bureaucracy and threats rather than by valuing people. Lobbies such as CC,



#	Response
	and hunters have too much power. Conservation has become a secondary target, goals have drifted towards funding (through specializing into development and CC) and public image, and away from independence, representativity of diversity, non-scientific staff have crowded out what used to be a finely tuned balance. Search for funds is blurring our mission, we are taking too much on.
10.	En mi opinión hace falta una mejor articulación de los componentes de la Unión en los distintos niveles de acción. Es necesario trabajar para que las acciones en el terreno que realizan las oficinas regionales contribuyan al cumplimiento del programa coordinado por la oficina global. Para ello hace falta que se desarrollen más proyectos coordinados por la oficina global que se apoyen en las oficinas regionales, en las comisiones y en los miembros para su ejecución.
11.	Internal decisions should be better articulated and communicated, particularly in reference to specific policies and procedures that have already been laid out. Trying to track an action or discussion to a decision by someone authorized to make that decision should be much simpler. This is about having a system that works rather than an ad hoc conglomeration of activities and possibilities. Also, I wanted to state that one of the most useful things this year was the DG's town hall, but I would appreciate more regular reports from the DG and the Council that are designed for dissemination to staff worldwide--not simply the recounting of actions, but placing those actions within a larger context for the future and current purpose of this organisation.
12.	IUCN's Programme has been weakened by a zealous redistribution of resources within IUCN (towards administrative and support functions). This undermines IUCN's ability to work as a truly effective organisation. If IUCN is to generate a greater proportion of resources from donor projects, then it should not undermine the Programme's ability to fundraise by heavily squeezing their resources. What also need strengthening are the Secretariat's capacity, rules and guidelines for working across units and in particular across Regions. IUCN's Programme at HQ is currently underestimated, underfunded and undermined. HQ's role needs to be communicated to and acknowledged by Regional Offices and resources need to flow in both directions. A drive for greater regionalization should not happen at the expense of HQ units and should only happen in cases where sufficient capacity is in place. Finally, there is a great need to streamline administrative procedures, reduce delays and improve IT tools.
13.	IUCN should invest more in building IT systems in order to better disseminate its knowledge across all its constituents.  Current online tools are built in isolation and cannot show the deep knowledge that the organisation has, and within Secretariat there is a lack of knowledge on what IUCN knows leading to lot of inefficiencies across Secretariat offices and more, with non-Secretariat constituents. "If only IUCN knew what IUCN knows..."
14.	RAS
15.	IUCN needs to decide who it is and what it wants to be. There is a lack of direction, and consequently strategy, which needs to be addressed for all the components of the Union to fit together and work effectively.
16.	Too many publications, information, strategies, communications, etc that we get lost on the level of importance of these.  Communication is not always adequate (too long or too short, too complex, etc) or not directed to the relevant people. Be more focused and straight to the point and ensure that IUCN is better known and represented internationally.  Unclear membership benefits, strategy and criteria for recruiting Members. What kind of membership does IUCN want?  Members and Commissions to work and communicate better together  Programmes to use Members and Commissions more in their projects and report accordingly
17.	Have a Council with influential leaders, able to think strategically and able to focus on the bigger picture Give space and time to IUCN management to focus on strategic issues and important managerial decisions Have managers able to lead and inspire staff  A system and procedures that allow the Secretariat, Commission and Members to effectively share, retrieve and use knowledge
18.	The FAO stated meat production is responsible for 14% of global greenhouse gases emissions (more than the transport sector). Meat production (and production of food for animals) is having a tremendous negative impact on biodiversity as well (e.g. soy production in Brazil).

#	Response
	It is surprising and disappointing not to see IUCN involved in this issue. It would be relevant for biodiversity, climate change and sustainable development in general. Thank you.
19.	<p>A more cohesive approach from global to local needed, potentially also using the IUCN knowledge products more effectively. Currently there are programme developed in the regions completely independent of HQ inputs - it is like regions or even individual offices are their own little NGO. This does not use and build on the strengths of IUCN in terms of a cohesive global approach.</p> <p>Working with commissions can be tricky, as they tend to only be able to work as consultants in projects, putting them on par with all other consultants in the eyes of the donors. IUCN therefore potentially loses part of the advantage of having the commissions as an arm of IUCN.</p>
20.	<p>Reinforce communication and fund-raising departments of the secretariat.</p> <p>No IUCN entity should be able to implement a project in a country under the IUCN banner without going through the IUCN's Secretariat Country Office where there is one and/or the Regional Office.</p>
21.	<p>Better work between Global Programmes and Regional Offices - a two way street as well, to interact between global and national (policy) influence; and have less internal "power games" which hamper effective and efficient execution of efforts</p> <p>Better, more dedicated fundraising looking at the big picture - and seeing the small details and needs</p> <p>Be better in setting priorities, and "sticking" with them over 4 years to achieve some sustainability, while allowing for flexible responses</p> <p>In that regard, "manage" IUCN resolutions, as they go from A-Z and the Sec "can't to everything" and hence frustrations occur. Engage in a process of asking whether resolutions are still an appropriate tool to set the agenda/show leadership - or how this leadership and priorities can be defined, by and who and in through which process</p>
22.	<p>The one programme approach should be tighter in terms of collaborating between pillars. Not only drafting the programme but also tracking it in a more realistic way. What is currently doing the membership in x, y, z topics? it is difficult to know. How many collaboration projects between secretariat and commissions or members? Don't know. I think these programme reports are more subjective than close to reality.</p>
23.	L'UICN pourrait renforcer la capacité de ses collaborateurs du secrétariat, surtout ceux des unités de support sur le fonctionnement de chaque partie de l'institution.
24.	<p>La première question fait la distinction entre Secrétariat et Bureau régionaux. Les bureaux font partie du Secrétariat.</p> <p>Il y a une grande variation entre les commissions et un certain nombre de questions ne fait pas la différence. Un peu plus d'humilité de la part du secrétariat serait utile. L'UICN a un rôle important mais son rôle a décliné; sa niche s'est restreinte.</p> <p>L'UICN devrait investir sur ses grandes forces (SSC) pour assoir son influence et la faire augmenter à nouveau.</p>
25.	A clear and shared consensus of the vision and operationalization of IUCN and its many units (e.g., membership, council, secretariat, etc) of the many roles of what these units do (and perhaps don't or shouldn't do) would be very helpful. I have never seen this clearly described.
26.	n/a
27.	<p>*Strengthening global thematic programmes - ensuring coherence, a well develop theory of change developed through a participatory manner &amp; clarity of functions, roles and responsibilities amongst the different units (within the Secretariat as well as Members &amp; Commissions);</p> <p>*Better resourcing core functions (e.g. Engaging the membership; development of new knowledge + innovation) and reducing the level of dependency on project financing for fulfilling core functions</p> <p>*Ensuring better alignment between the Human Resource base, functions and with the key knowledge products of IUCN - at all levels</p>
28.	Productive, knowledgeable and motivated human resources should be the best asset of IUCN, in particular at Secretariat staff level, to achieve the desired place of relevance in the conservation world. This should apply at top level and assistant positions. Salaries should be commensurate with productivity!!
29.	We should make sure that sufficient financial/human resources are given to units that deserve support. Resources do not seem to be equitably shared between units. Tendency is to add work, complicate procedures

#	Response
	but also cutting funding on a global approach, i.e., without specifically taking the units' performance and need for more human support. Also, IUCN should consider changing its communication strategy (e.g., licensing?) in order to better reach out the public which would help IUCN reach other donors.
30.	<p>- Better define and communicate IUCN's identity - what it's here for and its role - within and outside the organisation. People outside the environmental field have never heard of it</p> <p>- Focus on the conservation goals ie the ends and less on knowledge products ie the means</p> <p>- Ensure a comprehensive strategy to achieve the conservation goals - improving knowledge isn't enough in itself to achieve conservation</p> <p>- Leverage convening power to work with other sectors and actors</p>
31.	<p>UICN cuenta con un legado y unos antecedentes estupendos. Pero en un mundo más complejo y signado por crisis de diversa naturaleza, es una entidad que aprovecha poco su legado. En un mundo que requiere posiciones claras y oportunas sobre los grandes problemas ambientales de la humanidad, la UICN parece una organización tímida que evade omitir opiniones sobre situaciones complicadas.</p> <p>Cuando ocurrió la contaminación del Golfo de México la UICN no dijo nada, no asumió una posición. El hecho de ser una entidad que integra gobiernos y organizaciones no gubernamentales, es una virtud pero a la vez una limitación, que le impide a la UICN ser más libre y oportuna para emitir opiniones sobre los grandes problemas ambientales y para diseñar políticas efectivas en la protección de la biodiversidad y el ambiente. Si la UICN quiere una mejor imagen debe atreverse a opinar más.</p>
32.	<p>The funding model of IUCN needs to be fixed once and for all. At present, it has eroded many of the organisations best opportunities to add value. Involvement of the Commissions earlier upstream in the development of projects, programmes and initiatives would almost certainly strengthen the position and success of IUCN but it will also mean sharing resources with those Commissions based on their contribution. I also think some rethinking of the Commissions may be useful - rationalising each and, where it would make sense, perhaps reducing or restructuring them. It seems to me that some paring down of HQ, while using those same resources to strengthen the Commissions and Regional Offices would go a long way towards strengthening IUCN.</p>
33.	<p>IUCN could work closely in order to contribute to sustainable development and understand better how conservation contributes to development.</p>
34.	<p>At any level of IUCN, there is a need for increased focus and coordination. Also, we should build on existing tools, knowledge and achievements instead of developing new ones.</p> <p>IUCN should give more weight to the mobilization of financial resources for conservation.</p>
35.	<p>IUCN Secretariat, Members &amp; Commission Members need to better understand the 'language' and drivers of the corporate world to become more effective in the arena of 'sustainable development' and other more recent newly emerging paradigms.</p>
36.	<p>Regular training or "introduction courses" for staff, in particular new recruits, on IUCN's</p> <ul style="list-style-type: none"> <li>- Scope of work,</li> <li>- Objectives, targets and achievements,</li> <li>- Knowledge products and how to use them,</li> <li>- Commissions and how to engage with them,</li> <li>- Members and how to engage with or approach them.</li> </ul> <p>Develop internal strategies on membership engagement/approach.</p> <p>Develop internal "How to" pages and procedures.</p> <p>Encourage more training, courses and collaboration with other offices.</p>
37.	<p>Debe mejorarse la difusión de conocimiento y producir conocimiento con relevancia regional (Ejemplo, La Lista Roja de Especies está muy desactualizada para mi región.</p> <p>Existe poca claridad hacia lo externo y a veces hacia lo interno de la organización con tantas estructuras que hacen muy complicada la gobernanza.</p> <p>La membresía no participa en la cotidianidad del trabajo de forma más activa, solo un porcentaje muy pequeño lo hace.</p>

#	Response
38.	<ol style="list-style-type: none"> <li>1. Regional offices should work more closely with the global programmes to achieve the required progress.</li> <li>2. Global programmes should enhance the coordination with the regional offices.</li> <li>3. Commissions should identify their objectives and goals with the regional offices.</li> </ol>
39.	<p>There is a huge need in communicating new tools and updated tools at IUCN globally. There are many tools which IUCN has which IUCN regional offices do not use (because of the lack of communicating their importance and their need). This affects the way the tool is being used and is sadly not being utilized to its fullest.</p> <p>HQ internal communication with other offices needs some strengthening, in order to allow us all to push for better work and usage of these tools.</p>
40.	NA
41.	I have been working for Oceania for six months. I have never interacted with any commissions and I still don't have a good understanding of what IUCN does. I'm not sure how I am meant to explain IUCN to people if I can't understand it in six months.
42.	The link between the Secretariat and the Commission is weakened by the fact that there is no readily available directory of Commission members and their expertise/experience that those of us working in the Secretariat can access readily and link to in developing policy and development issues. The route to access these Commission members is long and at times inaccessible and sometimes we just give up.
43.	I suggest that membership should be extended to private sector.
44.	IUCN spends too long justifying its own existence. It needs to narrow its focus, recognize the niche it once may have had that has shrunk, utilize its trusted (not neutral) convening role around key global and geographic issues, and mature from being an NGO to an international organisation - both in Gland but also in the regions where it tends to operate at small scale with low impact.
45.	IUCN diverse membership provides IUCN with an amazing potential comparative advantage and complementary role compared to other nature conservation organisations. IUCN should really work harder in strengthening this advantage and in particular focus on influencing public policies in a more structured and systematic way.
46.	I have strong reservations about the utility of the CEC and wonder if the funding for this Commission couldn't be redirected elsewhere.
47.	<ol style="list-style-type: none"> <li>1) IUCN's needs to strengthen its knowledge production and dissemination chain to become more proactive, scientifically credible, demonstrate its capacity as a repository of up-to-date knowledge on all areas;</li> <li>2) In this area of sustainable development, IUCN needs to take leadership in building sustainable development knowledge centers across the world and making them accessible to as many people as possible;</li> <li>3) IUCN needs to strengthen and uphold its leadership as a convening power and neutral broker organisation.</li> </ol>
48.	<p>IUCN needs to build its own financial resources to fulfill its mission. Currently IUCN is donor driven hence cannot really fulfill its mandate effectively and efficiently. This may force IUCN to act in contravention of its policies and/or strategic thinking.</p> <p>Country programmes are struggling to deliver as they are not supported with the nec. funding making them vulnerable. They finally ending-up implementing donors' mandate which may or may not be what IUCN envisaged, but out of compulsion for the funding.</p> <p>Not enough funding has also created a situ. where IUCN Country Programmes are not in a position to assist the government they work with in pro bono activities making IUCN a more distant partner of the government.</p> <p>IUCN National Committee members also expect IUCN assistance in their work. Basically, IUCN is perceived as a donor in the countries they work, but in reality it is completely the opposite.</p>
49.	How do we break down "silos" within IUCN (different fields e.g. Species and nature based solutions, different commissions). we are not leveraging our learning properly yet across the union and so our influence is not as great as it should be. while IUCN's global knowledge products tend to focus at the global level, implementation and ownership resides at the national levels (therefore too much of a focus on global conventions can compromise national delivery, ownership and change. ultimately conservation is a social construct (and obviously needs to be informed by good science) - many of us lose sight of that!!
50.	As for internal governance, a member of an out posted office, more coordination and communication with HQ

#	Response
	<p>work and vice versa needed.</p> <p>As a member of the conservation community, IUCN needs to improve its communication channels to reach more people and be more effective in the message delivered.</p>
51.	<p>While I still believe in the vision and mission of IUCN, IUCN is not living up to its potential. Everyone in IUCN has their own adapted version, diluting our overall impact. I think the recent focus on knowledge products is relevant, but we should also consider how we can better capture less formal, internal knowledge. IUCN has the potential to become a genuine learning organisation, facilitating and encouraging learning across the Union in order to permit the IUCN to adapt continually and transform itself in a highly dynamic and competitive world. But we need to transform some of our systems – especially the financial systems that create competition internally across Groups and programmes as well as with our Members. The competition blocks team-working and team-learning as well as the creation of a shared vision. Can we have a dialogue on what a 21st Century model could look like?</p>
52.	<p>Being relatively new to IUCN, I wish someone had given me a copy of the 2005 "background to the IUCN knowledge management strategy" in my first week. It should be essential reading as many of the issues identified are still current. But rather than harp on about what needs to be improved within IUCN to drag it into line with current challenges, technologies and actors, I think we should be focusing on identifying, promoting and learning from things that have worked.</p> <p>This means incentivizing collaboration and information sharing between different people and units in IUCN. Making it clear how everyone's work contributes to making IUCN more effective in contributing to making the world a better place. Rewarding success, encouraging risk, and valuing and learning from failure.</p> <p>At the moment I feel that the engine is on but the wheels aren't turning very fast (or pointing in the same direction).</p>
53.	<p>L'IUCN dans le monde fait beaucoup de choses. Je suggère que le mécanisme de capitalisation des acquis et de diffusion des bonnes pratiques soit renforcé pour accroître davantage la visibilité de l'institution.</p>
54.	<p>pas de commentaires ni de suggestions a apporter</p>
55.	<p>Definitivamente es necesario hacer mejoras sobre el trabajo de las Comisiones. Los procedimientos para convertirse en un miembro de comisión no están claros, ni su papel en el asesoramiento o trabajo conjunto con el secretariado o membresía.</p> <p>El trabajo en desarrollo sustentable debe ser más claro y definido; es importante, pero es más importante aún definir si es parte de nuestro nicho o si debemos ceder el paso al PNUD y/o agencias de desarrollo como la GIZ, que son (o eran) parte de nuestra membresía (en tiempos de GTZ).</p>
56.	<p>Revisar los perfiles y aportes de los miembros de Consejo antes de la próxima reelección en 2016.</p>
57.	<p>To improve relevance on the world stage, IUCN should strongly consider focusing on building capacity and resources as an effective global actor to improve biodiversity in the emerging areas identified within the SDG's and UNFCCC, related to food and clean energy transformation by developing the IUCN Global Food and Energy Programme. Many key donors worldwide are partnering with those that are able to address these particularly multi-layered complex problem areas, on how to feed everyone, provide clean water and clean energy (non fossil fuel) while mitigating biodiversity loss. Where are we on addressing this at IUCN ?</p>
58.	<p>Es importante mejorar las comunicaciones entre las comisiones, la secretaría y la membresía. En las regiones muchas veces nos enteramos de actividades de comisiones por terceras personas. Sería importante que cada oficina regional cuente claramente con un punto focal (de la secretaría) de cada comisión para mejorar las comunicaciones y optimizar el trabajo. De igual manera, este punto focal puede aprovecharse para mejorar las comunicaciones con los miembros de comisiones destacados en la región correspondiente.</p>
59.	<p>Vastly more funding is required to fulfill IUCN's mandate - not just to focus on the pet priorities of individuals. The first set of questions was quite self-selecting. Different questions would give a deeper understanding of the knowledge products - e.g. could we find better ways to use resources? Would monitoring of dominant species be more useful than endangered species? Should we start with knowledge and then develop a product, or start with a product and then try to work out what knowledge is needed? etc.</p>
60.	<p>National Governments influence and set the agenda of conservation at Global level. It is therefore necessary that Country offices are strengthened to enable them work effectively with respective Country Governments in. It can happen only when these offices have is a small core group of personnel with adequate technical expertise exclusively for helping Governments and membership in developing appropriate national action plans which</p>

#	Response
	are aligned to IUCN's work plan. This core group should be supported through assured funding and should not be linked to project funds which are not assured. A part of membership fee paid by State members and Government agencies should be ploughed back exclusively for this purpose.
61.	More needs to be done to improve on how IUCN delivers on its mission globally as an organisation we are judged on delivery.
62.	na
63.	Le Secrétariat au niveau des régions et les commissions devraient davantage travailler main dans la main pour l'appropriation des outils par le secrétariat et la diffusion des outils. Le secrétariat devrait être impliqué dans les initiatives menées par les membres commissions dans les zones où ceux-ci sont présents.
64.	IUCN is very effective in certain sectors where it is well known because of its on-the-ground global work and achievements, however this is patchy. Internally, there is a knowledge and communications gap between the different sectors and so there is insufficient synergy between for example, biodiversity conservation and sustainable use efforts, where both could benefit much more from the work of the other. Externally, amongst the general public, IUCN as a brand (compared to WWF for example) is not very well known, has a clunky (and unmemorable) name and no readily recognizable symbol or logo.
65.	Raise IUCN's profile in both the local and international communities to become as well recognized and known as WWF
66.	The organisation appears to be trying to do too much affecting I believe its relevance and most of all its efficiency.
67.	<p>Thank you for giving me an opportunity to contribute in improving the relevance, effectiveness, efficiency or sustainability of IUCN's work. I will like to underline the following.</p> <p>IUCN has many Tools such as the Red List, the protected areas, WANI, etc. These Tools are extraordinary in term of their quality and also authority. However, I believe that these Tools are silent by themselves. We need a proactive way to make them known by the IUCN secretariat as well as the wider public. Strategies should be made to build the capacity of IUCN secretariat members to master the content of the Tools and use them frequently so that they can be known by the wider public.</p> <p>This will certainly help to transform the Tools into a viable one for biodiversity conservation and sustainable development.</p> <p>Thanks!</p>
68.	Improve the coverage of Members (i.e. state), develop and implement a Membership strategy, develop a business model that goes beyond ODA, get all Commissions working effectively, partially professionalize the Commissions, plan for impact, plan for knowledge uptake, evaluation policy, do more grant making, encourage more conservation action.
69.	I feel that un-confidential proceedings of activities of council and secretariat should be shared with staff just like we receive DG's reports which are very useful.
70.	<ol style="list-style-type: none"> <li>1. Redefine the commissions and abolish CEESP and CEC and replace them with other structures.</li> <li>2. Rejuvenate all the commissions; we need more youth and less silverback.</li> <li>3. Strengthen the incentives for the secretariat to collaborate with the commissions.</li> <li>4. Have a more entrepreneurial approach to development of new working groups and give them shorter mandates and clearer products to deliver with the secretariat.</li> <li>5. Change all the chairs of the commissions after 4 years to get some fresh ideas.</li> </ol>
71.	IUCN ha perdido mucho liderazgo a nivel mundial. Es una organización excesivamente centralizada y europeizada. Las Comisiones no rinden cuentas y no alinean con el resto de componentes. Hay mucho desperdicio de recursos financieros. Nos somos eficientes. Mucha burocracia.
72.	Necesitamos utilizar más y mejor los conocimientos científicos que produzcan evidencia de que la conservación y el desarrollo sostenible son útiles para la vida del ser humano. Es importante involucrar más a la academia y a los científicos en esta labor.
73.	Stronger USP would be instrumental to position IUCN on the international arena. Stronger leverage of State members is encouraged

#	Response
74.	<p>More streamlined Council</p> <p>New set if relevant commissions with dynamic and modern management and agile governance Models</p> <p>More focused programme and less</p> <p>Siloed secretariat.</p>
75.	<p>Motivate workers and interns and rise awareness about the impact and importance of their work. Clarify position structures within the organisation and create a manual describing in detail the objectives and duties for each position, even for intern position. Organisation of personnel and top-down and bottom-up feedback is required.</p>
76.	<p>More effective and targeted strategic planning to determine IUCN's core niche, to fully determine how to leverage the strengths of the Union, and what the role of the secretariat should be vs. commissions and members. There appears to be a lot of duplication of effort, both within the secretariat and between secretariat and other parts of the Union.</p> <p>More effective fundraising and communications efforts in support of this strategic direction. Significant diversification of fundraising capacity is required.</p>
77.	<ol style="list-style-type: none"> <li>1. IUCN needs effective leadership. Unfortunately Council is all too often composed of individuals with no leadership skills, or competence and ability to speak and act global.</li> <li>2. IUCN needs more effective commissions. For over 10 years it has been widely accepted that at least two of the six commissions should be completely transformed / reshuffled, but no action has been taken so far.</li> <li>3. IUCN needs a strong secretariat. Unfortunately global programmes and regional programmes compete against each other all too often, because there is no coordination and guidance.</li> <li>4. IUCN staff need to accept the fact that administrative or technical decisions are made to be implemented, instead of being endlessly criticised even by those in senior management positions. "Institutional solidarity" does not exist much in the IUCN secretariat, and this should be remedied.</li> </ol>
78.	<p>More interaction is needed between all the different regional offices and also with the Headquarters office. There is a need for more feedback and interconnection between the different Commissions and the Secretariat.</p>
79.	<p>I would welcome more equity between programmes and units. This would enable IUCN as a whole to better fulfill its mandate and mission.</p>
80.	<ol style="list-style-type: none"> <li>1. Should focus on IUCN's branding.</li> <li>2. Needs innovative approaches to involve members and commissions. Should not be only event based.</li> <li>3. Focus more on programme in secretariat discussions on progress review, rather than finance only. Financial indicators are important, but programmatic indicators are no less significant.</li> <li>4. Use social media more to disseminate products and build brand.</li> <li>5. Converge knowledge and actions towards clear influencing work with clear global influencing agenda.</li> </ol>
81.	<p>Mobilisation of knowledge products according to approved standards is by far IUCN's strongest niche, but core investment in these is pathetic and must be strengthened.</p> <p>Better leverage of the Membership is essential: we have little idea what the Members contribute to the Programme, and so cannot measure progress towards its overall implementation. This also makes it hard to avoid competition between Secretariat and Membership.</p> <p>This is true not only regarding implementation on the ground, but also regarding knowledge, policy, and capacity-building. A clear demand from the Membership should be a precondition for mobilisation of knowledge products through IUCN.</p> <p>The emergence of IPBES presents an opportunity for IUCN (if it takes up IUCN's work into its wholly intergovernmental context), but also a danger (if it outcompetes IUCN for funding and state membership).</p> <p>The differentiation between "biodiversity conservation" and "sustainable development" in this survey is not useful; the two are inextricably linked.</p>
82.	<p>Stronger collaboration between programmes and individuals working on the same topics in regional offices, HQ, commissions and IUCN Members should be encouraged, e.g. by requiring/enforcing regular exchange on activities; requiring global programmes to build collaborations with regions and commissions into project development.</p>

#	Response
	<p>An investment into communications is needed, to define the "IUCN brand" more clearly and e.g. outline benefits of IUCN Membership to potential new (and existing!) members.</p> <p>The work of the commissions (at least WCPA) is too much determined by a few individuals in the leadership. Secretariat interaction with Specialist Groups often happens only with the respective group's leader, and there is no access to the whole membership; and I suspect that many commission members are not clear about options to get involved. A more democratic, inclusive model is needed, e.g. by rotating leadership of commission sub-groups on a regular basis; establishing listservs for commission sub-groups etc.</p>
83.	IUCN has huge potential to be a leader in conservation and sustainability but it is still too internally focussed and bureaucratic. Far greater effort needs to be made to make sure its knowledge gets to the right people and sectors. Council is too unwieldy. It should be a much smaller body of influential individuals.
84.	Mayor involucramiento en los diferentes países en temas de investigación y validación de metodologías y herramientas. Saludos
85.	The governance of UICN is the key point of IUCN, and its self a challenge. The three pillars have their own ways of thinking and working that sometimes make that each part want to work by its own. The challenge is to find the "common interest" or "rules" to make they play together. The Council plays a key role on this in order to set these rules according to the common interests.
86.	Clarification of the roles of the constituent parts (Commissions, Members, Secretariat) would be useful. There should not be competition. The Secretariat should not be implementing projects that could just as easily be done by Members. Secretariat focus should be on large scale, transboundary initiatives that focus on knowledge generation and policy influence and empowerment of the membership.
87.	There needs to be more focus on a limited number of knowledge products designed for - and aimed at - policy makers. Generating knowledge is not enough. We need to answer a clear demand by donors.
88.	IUCN must do a better job of identifying its niche, consolidating/improving its messaging, and selling itself to others outside the conservation community - if it wants to stay relevant, become more effective, improve efficiency, and develop a long-term plan for (financial) sustainability. IUCN does not allocate enough time, thinking/effort or funding to working with the end-users of its data to ensure sure that the authoritative knowledge upon which it's based (and where its niche is found) is useful for different sectors. IUCN would likely benefit by inviting more staff outside of the conservation community (taking from lessons learned in business, marketing, communications) to help it consolidate its niche and run more efficiently.
89.	La secretaría de la UICN debería aclararse internamente sobre el rol de la Membresía mediante la formulación de una Estrategia y Plan de Acción al respecto.
90.	Le processus de régionalisation (fusion des anciens bureaux sous régionaux en bureau régionaux) n'a pas pris en compte certaines réalités spécifiques de chaque sous région. Ce qui affecte l'efficacité et l'efficience du travail de l'UICN.
91.	Previously the secretariat worked together (from staff to senior management, incl council) as a union to fulfill a common goal, and all efforts/ideas were seen as an asset to the organisation and therefore highly motivating. Unfortunately this is not the case anymore as the council/president/DG wants to be separated from the rest of the staff, they seem to have no interest in keeping the organisation together as a team, and the basic encouragement for communicating with each other has been lost. As that used to be the strength of this Union, that made us all move mountains together, I fear that IUCN will suffer from now on. The management needs to; change and start to embrace/encourage information coming from all levels of staff, and stop the old-fashioned "management-by-fear" model!
92.	Strengthen the cooperation between IUCN members and Commissions. This is a key role the Secretariat should play, but no resources are allocated to this very important function.
93.	Improved communications - both internal and external. Increased communications capacity, and more regular reporting on Council decisions, etc.
94.	Please make IUCN more known
95.	Conservation issues are multidisciplinary, and need multidisciplinary solutions. Facilitating this across commissions, specialist groups and departments is critical for effective developing effective conservation solutions.



#	Response
96.	In total sum, I think IUCN is doing its very best to ensure that future generations will fully benefit from, and enjoy the values of the present conservation work being undertaken and advocated by its work.
97.	I think IUCN must also focus in documenting success stories from around the world and in terms of putting together some good case studies, which we could use as a basis to and attract donors and generate new funding opportunities. Donors are interested in results and the numbers, and it's sometimes hard to find good solid evidence of the work IUCN is already doing.
98.	To strengthen internal communication flow so the different programs can make the best of opportunities for synergies, funding leverage and building on each other's work. Provide efficient channels so programs and commissions can effectively feed into IUCN global programmatic content and priorities.
99.	Como una organización de miembros, la función principal de la UICN debería ser coordinar y potenciar el trabajo de la membresía y no la implementación de proyectos.
100.	No more suggestions.
101.	IUCN could be far more effective if more effort was devoted to raising the funds to do the work required - in particular for those in the Secretariat operating on a model of 100% project funds - this is unsustainable and has been recognised as such for many years.
102.	IUCN needs to strengthen its communications channels to really work as a network and Union of experts worldwide. We need to be much more vocal and advocate for the great work we do. When we work together and in a coordinated manner, we are at our best. but miss out of many opportunities because we do not "talk to each other" enough!
103.	<ol style="list-style-type: none"> <li>1. establish clear global to regional business model, and more programme planning on substantive priorities between global programmes, and between global and regional programme units</li> <li>2. Develop a more consistent approach across all Commissions, and consider revising the Commissions to ensure they focus on the priorities in the Programme (are all still relevant, do we need six, or less or more?)</li> <li>3. Produce a series of fewer, simpler and more focused high level publications, but translated into many languages.</li> <li>4. Establish an authoritative IUCN sole-authored four yearly performance report on nature conservation delivery in each country, reported to each WCC</li> <li>5. Put Knowledge Products under responsibility of one Secretariat manager with a clear process for development and approval.</li> </ol>
104.	IUCN requires 360 degree performance evaluation (PER) to bring fair treatment to staff at all levels. Current system is one way evaluation.
105.	IUCN needs a deep reform of its governance system and an honest look at the role of its Secretariat. What was true 68 years ago might not be true today, and over the year, IUCN has evolved into a cumbersome, expensive and not really fit for purpose consultancy firm. The Secretariat needs to be reshaped into a coordination mechanism for funding and leadership in terms of thinking for conservation. Field work should happen through IUCN's networks, therefore defining a real added-value of the organisation for its Members.
106.	<p>IUCN is losing its niche.</p> <p>In a networked world with etools (twitter, facebook, etc) the networking role of IUCN is less relevant. The work in the office is becoming the work of consultancy firms and consultancy firm doing IUCN policy work.</p> <p>IUCN should work much closer with donor and define global and regional mechanism such as CEPF and Mangroves for the future to which donors adheres rather that spending our time preparing proposal and responding to business opportunities.</p>
107.	IUCN work on biodiversity conservation is great and greatly appreciated and known from outside. Its work on sustainable development and more "social issues", even if closely linked and needed to accomplish the first, is less "leading" and sometime hard to articulate and to succeed in this.
108.	en mission temporaire d'infographiste, je n'ai pas les connaissances suffisantes pour suggérer ou recommander quoi que ce soit
109.	There needs to be a clear strategic line with regards to communicating the work we do which has a potential to influence policy. Sometimes, people in IUCN are too afraid to be outspoken about the science we produce for

#	Response
	fear of being criticized of advocacy. As a consequence, it is easy for governments to ignore the science we produce, since there is no awareness of the problem among electorates. IUCN depends on other civil society actors to raise awareness and as a consequence doesn't get recognition from donors outside the public sector.
110.	IUCN has a branding issue; also the mission is somehow missing a clear focus....
111.	IUCN has always been a facilitator, working with partners and members to build something together. Keeping this mission of facilitator is key to IUCN success and convening power. There is a fine balance between building the IUCN brand and competing with members and partners. IUCN relevance is largely based upon the work of its Commissions and Membership, its effectiveness is strengthened through the involvement and dedication of the Secretariat, but this could be improved, through more focus, strategy and accountability (but also less bureaucracy).
112.	<ol style="list-style-type: none"> <li>1. ORO needs to tone down focus on big splashes and focus on delivering on its programme effectively. Delivery should define us, not just big splashes.</li> <li>2. Recognize and appreciate the value that staff/ team members contribute to programme/ project delivery.</li> <li>3. It has to be about Conservation strategy and not Political strategy!</li> </ol>
113.	<p>Design functioning systems to ensure exchange of information related to projects carried out by IUCN in the field. (How many, which partners, topic, success factors, number of species saved, number of people helped...)</p> <p>Ensure knowledge produced by IUCN is adequately referred to.</p> <p>Strengthen link between Commissions and Secretariat. Currently it is not known what the added value of commissions is for the work of IUCN.</p> <p>Increase the policy influencing capacities of IUCN by strengthening the policy team at global and national level.</p>
114.	IUCN communication has to be improved, especially within its actors (Commissions, Secretariat, External and Regional offices) The Union portal is not a good tool nor the actual web. Nobody outside the sector knows IUCN but everybody knows the Red Lists. We have to improve them its our best asset and its information and webpage need to be more efficient to be always updated. Links has to be developed to the other Knowledge Products and relevant initiatives that have also great impact in the territory. Great work is being developed that needs to enhance its visibility!
115.	<p>IUCN's save our species initiative supporting conservation action on the ground and should strongly continue to do it forever.</p> <p>IUCN is looking at building recognition of the importance of sustainable management of natural resources within human society. Furthermore, it is also heavily involved in the conservation of biodiversity in the face of global climate change, IUCN should be more focus work with the stakeholders, civil society, advocacy, etc. to ensure that they understand and benefit for the work of IUCN.</p>
116.	Within the IUCN secretariat, I think an investment into internal communications should be made for more effective knowledge sharing between programmes. I also think it would be beneficial to use the wealth of knowledge we have at our disposal to create more engaging content to get our name out in the public domain, and gain some credence and recognition amongst non-professional audiences. Investing in monitoring and evaluations across programmes on digital platforms might be a way to start this process.
117.	The strength of IUCN is setting the global agenda every four years amongst our three forms of members -- we then fail to capitalize on reporting on the collective contribution to these agreed goals, only reporting on the work of the Secretariat and selectively on Commissions. Annual and quadrennial report should be on the state of conservation and sustainable development. We have moved beyond core conservation (sustainable use) and should now move beyond simply tracking the secretariat's activities towards the global four year conservation agenda.
118.	Mejora de los procesos internos de gobernanza.
119.	I have joined IUCN only 3 month ago but for the past 20 years that I know IUCNs work. My analysis, coming from the multilateral development world, is that IUCN needs a strategic global and localized communication campaign once it has 1) identified its added values/key intervention areas and b) works very closely at national level with Governments or donors.
120.	new and innovative partnership funding mechanisms should be looked into to support the delivery of the IUCN mission and goals and to increase genuine collaboration. IUCN's flexible 'matrix' structure offers truly unique opportunity for developing innovative partnerships fundamentally necessary for achieving sustainable

#	Response
	development and conservation goals into the future. No other organisations have the potential to offer this at the global, regional and country level.
121.	It will help for country and regional office to easily find information about work of commissions and council
122.	None for now.
123.	Biodiversity conservation is the key identity of IUCN, and should always remain the priority of its work. It is important to strike a balance with sustainable development, but IUCN should be wary not to permit the sustainable development agenda to overshadow the primary objective of biodiversity conservation.
124.	IUCN Secretariat: Improve human resource policy to allow staff development/motivation. Allowing for example movement between offices, continuous training on relevant topics. IUCN Commissions: Organisation of database of volunteers to facilitate access to particular knowledge (currently only working in SSC). IUCN Global-Policy influencing: More presence, in UN CCC and UN CCD, but with a clear role (an position (of IUCN. The strategy of "all ideas are included" may be valid for governance, but not effective for policy papers or strategic position (this is a personal opinion).
125.	IUCN needs to invest in information & knowledge management -- not just nominally, but maybe even reorganizing the org and terms of reference to place them front and center. We are sitting on a wealth of knowledge (including historical/archival) that's not managed or used effectively. Claims to scientific evidence need to be evaluated, esp. with lack of institutional access to scientific literature (no operating or acquisitions budget for the library). Need to place more importance on the actual dissemination of created knowledge -- this means hiring people who have experience in and will create websites, marketing, evaluate information needs, lobbying (not just "experts" in biodiversity). This might also mean actually recognizing and valuing the skillset of younger folks. Need to pay serious attention to website as our main "storefront". Need more centralized coordination rather than letting everything branch off and act as independent entities (or just formalize the separation).
126.	More visibility and publicity, for example launching a small tv spot or other related communications activities. Improve communications both internally and externally A revision of Membership Strategy and benefits Increase Member involvement
127.	No comment
128.	Each Country Office need to be played a catalyst role for achieving the IUCN objectives jointly with IUCN Institution members, Commissions Members, government, and with the development partners.
129.	Mayor enlace entre productos, resultados e impactos comprometidos en los proyectos y el Programa de UICN, pareciera que están desvinculados o que algunas veces es difícil mostrar su relación. El diseño de proyectos debe estar totalmente alineado con las áreas, resultados, metas globales y regionales. Mayor influencia en políticas aparejado a facilitar la implementación de las mismas.
130.	The IUCN has had great participation with regards to binding the IUCN Secretariat with staff, HQ, and multiple internal sections in the IUCN, but we need to do better to outsource our programs and engage multiple sectors, communities (both local and higher institutions), etc. and keep track of the people who are interested in our work.
131.	Un trabajo más articulado con los miembros, y aprovechamiento de las capacidades técnicas del personal de la UICN. Este personal dedica un 60% de su tiempo laboral a temas administrativos, haciendo poco eficiente la generación de conocimiento técnico. Los mecanismos contables-administrativos de UICN deben facilitar el trabajo técnico, y no relevarlo a segundo plano.
132.	Commissions need to be redesigned – they are old structures that have become political more than technical and continue to exist because of internal politics, not justified delivery The official thinking “big is better” regarding commissions should be replaced by a criterion of effectiveness and efficiency. Today we need smaller bodies with focused functions, not big groups where 90% of the membership is a burden.

#	Response
	<p>A strategic redesign of the Secretariat, especially Headquarters, is much needed because there is no strategic management and leadership of the programmes.</p> <p>Within redesign, clearer concepts are needed e.g. about which are the key corporate functions that programmes and individuals should contribute to and how, and how this should be funded; this includes policy, without effective coordination and managed as a discrete area or function, not as a system</p> <p>Systems should be strengthened – for example project design; monitoring; ESMS; evaluation and reporting; policy coordination.</p>
133.	<p>1.- Se debería fortalecer la articulación y el trabajo conjunto de todos los órganos que conforman la UICN. Fortalecer la aplicación de un solo programa.</p> <p>2.- La UICN debe ampliar y fortalecer sus alianzas estratégicas con actores territoriales, nacionales, regionales e internacionales.</p> <p>3.- La UICN debe impulsar y fortalecer la aplicación del enfoque de derechos en la conservación y el desarrollo sostenible.</p> <p>4.- UICN fortalecer sus capacidades para influir en políticas públicas globales, regionales y nacionales relacionadas con las conservación de la biodiversidad y desarrollo sostenible, con participación de los pueblos indígenas, comunidades locales, gobiernos, sociedad civil y el sector privado</p>
134.	<p>Regular (annual), structured exchanges should be organized between secretariat staff with commissions to learn about the commissions' work and offerings and how they can contribute to IUCN secretariat's work and support members</p>
135.	<p>More work needs to be done to promote and position IUCN as a world key actor in order to improve fund raising.</p>
136.	<p>I would rather do this on Skype or phone</p>
137.	<p>IUCN should retake the flag of nature conservation, based on pragmatic approaches and science, a deeper impact on the global developmental agenda should be pursued. We have been quite passive into voicing our concerns towards the global economic system. IUCN should focus on developing sound tools, enhance decision making processes, and over all articulate, coordinate and align all our members (and other civil society spaces) into a clear path for balanced conservation and development.</p>
138.	<p>-Given that IUCN is a union driven by 3 parts, ensure that the One Programme Approach is enforced and that partners become Members before IUCN embarks on projects.</p> <p>-Closer ties between HQ Secretariat and Regional offices could be established for key programme areas - often staff work in relative isolation</p> <p>-Ensure that Regional Offices have a programme of work that mirrors that of the global programme into the next intersessional period.</p>
139.	<p>Having knowledge products that can specifically influence decision making and policy at the National Level. I see this as a 'GAP' in our Oceania Region.</p>
140.	<p>I am new in IUCN and do not have a clear perception about what is happening. I hope, I will be able to do so next time.</p>
141.	<p>Thank you for allowing me to comment.</p>
142.	<p>Se abordó el tema de las seis comisiones, pero desconozco a profundidad la misión de las mismas. Sería viable que en un momento dado se aborden temas relacionados a sus funciones y como inciden en la estructura de la UICN.</p>
143.	<p>creo que es necesario que los trámites administrativos sean más expeditos para que las personas que trabajamos en el campo desarrollemos nuestro trabajo más eficazmente</p>
144.	<p>The use of team spirit, frankness, transparency and relevant technologies/practices that integrates science and indigenous knowledge to solve grassroots challenges made me wish to have worked with IUCN earlier than 2012. I look forward to further strengthening of this all-inclusive spirit for sustainable management of the beautiful and supportive natural resources and biodiversity, improved livelihoods, and for a healthier and happier world for all.</p>

#	Response
	Special attention be given to the world's drylands (may be even having its own IUCN Commission) because of its special, fragile, unique and diverse habitats, which houses unique biodiversity, and supports communities with unique and rich cultures that vales nature.
145.	my recommendation is for all commissions to keep up the good work
146.	<p>The questions did not insist on "today". For many questions my answer could have been "lower" if eg the question was phrased as "compared to the IUCN of 20 years ago".</p> <p>The One Programme approach could be assessed in terms of future vision. Is it just a resolution or will it guide our structure? Perhaps the future is a "lean" policy-focused secretariat in Gland without regional offices but with stronger support to Members, NatComs and Commission members as leading IUCN actors in the regions?</p> <p>The questions regarding conservation vs sustainable development do not ask what we believe to be more relevant. In my view, if we have reduced impact on conservation (BD) this is a major problem, while we are not the International Union for Sustainable Development - perhaps the questions could have assessed whether we see limited impact as a problem?</p>
147.	Improve internal organisational processes and structures including project management systems, communications, knowledge management and sharing, etc. to enhance institutional effectiveness.
148.	<p>Nous recommandons que l'UICN travaille davantage avec les membres sur le terrain, notamment sur les questions de gouvernance de gestion des ressources naturelles pour l'intégration des normes et standards (socioculturels, économique et environnementaux), et que les résultats et les connaissances générées contribuent au politiques nationales, sous régionales et globales.</p> <p>Il serai aussi indiqué pour les interactions avec les commissions de l'UICN de développer les critères et indicateurs annuels de performance pour le personnel du secrétariat, les projets et les programmes.</p>
149.	IUCN' value is a well kept secret. One could consider to more/better publicise IUCN, its work and the value of this work.
150.	Sugiero una mayor interrelación con otras organizaciones internacionales dedicadas a la conservación de la naturaleza, con el fin de incrementar la eficiencia y el papel de UICN a nivel global. Asimismo, incrementar la presencia y la visibilidad de la UICN a nivel nacional/local, mediante la ejecución de actividades y de proyectos que materialicen los productos del conocimiento que está desarrollando. Realizar un labor más cercana con los miembros con el fin de incrementar la confianza de éstos y su apropiación de la política de UICN "on the ground". Establecer una clara estrategia explicativa ante los miembros (gubernamentales, en particular) sobre "para qué sirve la UICN?". Reforzar las sinergias entre Secretaría y las Comisiones Científicas, mediante el desarrollo de iniciativas conjuntas a nivel regional/nacional.
151.	The non-advocacy stance of IUCN needs to be clarified/defined. IUCN has advocacies (conservation) but does not advocate more specific issues. The neutrality has to be defined, otherwise in a world full of global challenges, the organisation seems to be less and less relevant compared to others that have a stance. Even the UN does advocacy for issues that it promotes and creates the perception that it is a 'champion' for issues. IUCN does not have that public profile that people can relate to.
152.	<ol style="list-style-type: none"> <li>1. Leverage our government membership more to influence national policies</li> <li>2. Leverage working with all our members more to scale-up conservation impact</li> <li>3. More integration between Commissions and the Secretariat for applied conservation impact</li> <li>4. More integration between difference thematic programmes at the Secretariat by designing multi-thematic projects - break down the silos!</li> <li>5. IUCN is one of the go-to institutions for systems- and resilience- thinking, given that biodiversity is the most effective, systematic and resilient system we have on the planet.</li> </ol>
153.	In my opinion, it is extremely important for IUCN to provide more support to Regional and National Offices. These Offices should not be seen as only implementing agencies, but as part of the one Union. It is important to minimize hierarchy between countries, work as one team and understand that local staff can be crucial for adapting the Union actions to the local context/agenda/needs.
154.	More importantly: It would be good to conduct an external review on the working culture in IUCN. It impacts negatively on IUCN's deliverables and outcomes. Joint planning and programming across the secretariat and commissions is essential for the continued relevance and niche of IUCN, in particular for sustainable

#	Response
	development but also biodiversity and scientific knowledge. A culture of fear and repression (even bullying) is not conducive to innovation, out-of-the-box thinking, nor collaboration between the groups and divisions of the secretariat. Management is inadequate, unsupportive and lacking in vision. Lack of transparency of management and leadership means many of us are unsure of direction. Decisions are taken too late or not at all and several core management staff are a real blockage to innovation and high quality outcomes. Getting this information out by doing an external review is key to change that is needed.
155.	IUCN needs to start working in urban environment as it's the need of the hour. Technology and innovation need to be made integral part of planning and execution. Climate change still needs to be fully integrated into IUCN's programmes and projects. Scientific evidence from the field demonstrating effectiveness of IUCN's approaches needs to be captured and disseminated.
156.	Additional efforts are required for IUCN to better leverage its membership and Commission members. I believe this is an issue that has existed for some time within IUCN and that recently progress is being made in this respect (especially by some Commissions and in the development of some knowledge products/chains/baskets). However more efforts (and probably resources) are required to improve the reach and effectiveness of IUCN through its members and its Commissions' members.
157.	I think that IUCN should leverage its credentials and build up partnerships with corporate world to secure funding for ongoing and future projects. We are existingly over relying on governments and public sector. A through preparation to tap corporate funds can yield good results.
158.	Other than the commissions and council, IUCN has a very experienced staff force who have been excellent in executing the vision and mission of IUCN since its initiation. But the organisation has very limited opportunity within its structure for choosing by its staff as a career path and ground for gradual development. The organisation needs a definite well thought organogram so that existing staff find it as a career ladder on competitive basis rather thinking to jump out into outside. Without retaining existing experienced staff, it would be difficult to achieve the ultimate goal.
159.	Increase visibility of IUCN work Share product(s) knowledge to wider audience beyond commission, members and secretariat and create knowledge basket for easy accessibility. Change fund raising mechanism to leverage more funds i.e. adopt WWF fund raising mechanisms.
160.	- Individual Commission members can be quite remote from IUCN Secretariat and Member Members if they have been invited to join via a Specialist Group Chair. Often Commission members are not aware that IUCN Members are organisations. - Lack of consistency in Commission membership invitation and appointment procedure across the six Commissions adds to potential confusion as well as making automation of this process impossible at present. - SSC membership heavily white, Anglophone, Europe/N.America focused. Need to encourage mentoring of local graduates and communication in local languages to and with local conservationists - more conservation in action, on the ground. - use Commissions to build linkages with IUCN Members doing conservation on the ground.
161.	- Secretariat should provide greater knowledge management and organisation for Commission knowledge base. - Some or all Commission Chairs are evaluated by steering committees which are made up of paid freelancers, hired by the Commission Chair. This is a major conflict of interest and reduces the quality of Commission Chairs. - Council needs to be more representative of membership though enhanced communications channels. Members must be more involved (via Council) in designing the World Conservation Congress. - Secretariat needs a more explicit identity and core proposition to members and the conservation community at large. - Commission mandates should correspond with Secretariat mandates to ensure IUCN cohesion.
162.	L'action de l'IUCN est plus perceptible au niveau global. Des efforts doivent être faits au niveau des régions pour financer des projets réels de conservation sur le terrain.
163.	L'IUCN doit élargir sa liste de l'espèce protégée à certaines espèces en Afrique qui sont de plus en plus menacées et même en voie de disparition.

#	Response
164.	The Union is at a critical juncture. Core funding is declining, which will ultimately restrict what IUCN is able to deliver in terms of large-scale agenda setting and policy change. We become a project shop, full stop. The market is speaking, but IUCN is willfully refusing to listen. The market is saying that it does not want what framework funding offers. This coincides with a time of invisible senior leadership in IUCN and weak management. Who therefore will make the changes necessary for IUCN to adapt to market realities needed to deliver its Mission?
165.	The capacity building, training of different stakeholders on the environmental friendly technologies alternatives for the sustainable development. Develop more markets for green economy.
166.	Review resource allocation within the secretariat every 4 years and don't expect the secretariat staff to be fully objective over this. If the same big programmes continue to get the same annual funding every year then it suggests a) our priorities never change and b) programmes have no incentive to become self-sufficient
167.	L'expertise de l'IUCN doit pouvoir être mobilisée, abstraction faite du découpage géographique, pour soutenir telle ou telle unité dont le Programme est en péril.
168.	The impact of IUCN in the world would be significantly increased if we could work as a UNION where Secretariat, members, council and commissions interact and contribute in a strategic manner to the mission, vision and program. At the moment we operate as compartmentalized units. In addition, if we abandon the themes and content that has made us world leaders, we will be becoming a different organisation that ignores its qualities and strengths and pretending to be something that we have never been.
169.	Please note that the Secretariat is for Mesoamerica AND the Caribbean and not just Mesoamerica. Inclusion of all regions is appreciated in the reflection of all descriptive materials/text.
170.	1) Better outreach: positioning of the IUCN "brand" is in-existent and key public messages are always given out by others. 2) Better reporting by Commissions and Members, their contribution to the IUCN Programme is tacit and unquantified.
171.	Tener acceso a las publicaciones electrónicas desde las oficinas regionales
172.	Hacen faltan más recursos así como otros modos para dar más visibilidad al trabajo de los Miembros de UICN y a buscar más sinergias entre Comisiones, Miembros y Secretaría.
173.	<ul style="list-style-type: none"> <li>- continuously demonstrating IUCN's added value</li> <li>- improving communication outputs/products</li> <li>- improving internal communication to ensure all pillars have a good understanding of all IUCN products</li> <li>- moving from short term project funding mode to medium to long term programme funding mode e.g. WANI, BRIDGE</li> </ul>
174.	Review the production of all regional offices to be on ground actions and not only produce reports without any real change on the ground
175.	Just to note that the distinction here between sustainable development and biodiversity conservation will contribute to one of our problems - leading to 'either nature or people' approaches. In fact the Red List can significantly contribute to our work on sustainable development. The answers to this survey will reinforce this mis-perception which I am quite concerned about.
176.	<p>Need clarity on IUCN mission, identity and niche.</p> <p>Need better internal communications</p> <p>To meet policy and other influence goals, we need better knowledge production (more vision and proactive than the currently opportunistic and project-focused), better knowledge management and more focus/understanding/emphasis on external communications from programmes and leadership.</p>

## IUCN-Organisation-Summary

(Completion rate: 57.72%)




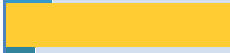

### 1.1 Is your affiliation to IUCN as a Donor or Partner?

Response	Chart	Percentage	Count
No		64.9%	155
Yes		35.1%	84
		<b>Total Responses</b>	<b>239</b>



### 1.2 Is your affiliation to IUCN as an Institutional Member?

Response	Chart	Percentage	Count
No		16.4%	40
Yes		83.6%	204
		<b>Total Responses</b>	<b>244</b>







#### 1.2.1 If yes, please tick all that apply:

Response	Chart	Percentage	Count
Affiliate		5.4%	11
Government Agency		12.8%	26
International Non-government Organisation		13.8%	28
National Non-government Organisation		65.5%	133
State		8.9%	18
		<b>Total Responses</b>	<b>203</b>

### 1.3 Are you an individual Member of a Commission(s)?

Response	Chart	Percentage	Count
No		71.1%	172
Yes		28.9%	70
		<b>Total Responses</b>	<b>242</b>

#### 1.3.1 If yes, please tick all that apply:

Response	Chart	Percentage	Count
Commission on Education and Communication (CEC)		14.7%	10
Commission on Environmental, Economic and Social Policy (CEESP)		13.2%	9
Commission on Ecosystem Management (CEM)		17.6%	12
Species Survival Commission (SSC)		44.1%	30
World Commission on Environmental Law (WCEL)		4.4%	3
World Commission on Protected Areas (WCPA)		42.6%	29
		<b>Total Responses</b>	<b>68</b>



1.4 What year did you first become involved with IUCN? Please indicate the year.

The 235 response(s) to this question can be found in the appendix.<sup>16</sup>

1.5 Please tick all the categories that describe you or your organisation

Response	Chart	Percentage	Count
Government agency		15.9%	39
National NGO		61.2%	150
International NGO		13.9%	34
Multilateral Organisation		2.9%	7
Donor		4.5%	11
Private Sector		7.3%	18
Academia		8.6%	21
Indigenous Group		2.0%	5
Youth		2.9%	7
IUCN Secretariat		1.6%	4
Scientific Organisation		18.8%	46
Independent Consultant		9.0%	22
State		6.9%	17
Other, please specify:		11.4%	28
		<b>Total Responses</b>	<b>245</b>

1.5 Please tick all the categories that describe you or your organisation (Other, please specify:)

#	Response
1.	également à titre personnel membre d'ONG nationales et internationales
2.	support organisation to the SANBI with focus on plant conservation and environmental education and outreach to communities
3.	non-profit research organisation
4.	Trust
5.	Instituto de Investigación Científica vinculado al Estado
6.	Prestación de servicios ambientales
7.	University Institute
8.	We provide public sector with environmental policy consultancy service
9.	National Committee
10.	Asociación civil sin fines de lucro que tiene como objetivo contribuir a la gestión de un área natural protegida específica para lo cual cuenta con donaciones de empresas del sector privado
11.	Our organisation also provides consultancy service for public sectors
12.	Multidisciplinary Research Organisation

<sup>16</sup> Given the large number of respondents (235) and the limited use that these answers may provide, we did not find it relevant to include this data in the Appendix of the survey results.

#	Response
13.	Asociación civil sin fines de lucro que recibe donaciones del sector privado en apoyo a la mejor gestión de un área natural protegida específica
14.	Have as international NGO also like IUCN state members
15.	Gujarat Ecological Education and Research (GEER) Foundation, Gandhinagar, Gujarat, India is an autonomous Foundation (institute) of the Forest & Environment Department, Government of Gujarat, India engaged in ecological research and ecological education.
16.	GREPOM (Groupe de Recherche pour la Protection des Oiseaux au Maroc)
17.	Institution Educativa
18.	Association loi 1901
19.	Intergovernmental Organisation
20.	Protected areas management
21.	conservation of the indigenous flora of southern africa
22.	I work for an IUCN National Committee
23.	environmental organisation
24.	environmental organisation
25.	Asesor de grupo indigena
26.	ONG ente de coordinación de instituciones a nivel nacional
27.	Conservation Trust Fund
28.	Conservation Trust Fund

1.6 Please identify the Region (or country) where you are currently based (select only one):

Response	Chart	Percentage	Count
Central and West Africa		12.3%	30
East and Southern Africa		8.2%	20
Asia		11.5%	28
Mediterranean		3.3%	8
West Asia		4.1%	10
European Union		17.2%	42
Europe (not part of EU)		4.1%	10
México, Central America and the Caribbean		14.3%	35
South America		16.4%	40
USA		4.5%	11
Canada		0.8%	2
Oceania		3.3%	8
<b>Total Responses</b>			<b>244</b>

1.7 What is your gender?

Response	Chart	Percentage	Count
Female		36.8%	88
Male		63.2%	151
		<b>Total Responses</b>	<b>239</b>

2.1 Four sampled knowledge products/chains/baskets have been selected to be part of this review. Before we ask you specific questions on these, please indicate your degree of familiarity with each of them, whether or not you have used or been involved in developing them.

	Not at all	Little	Somewhat	Much	Great deal	Total Responses
Red List of Threatened Species	7 (3.8%)	23 (12.6%)	53 (29.0%)	59 (32.2%)	41 (22.4%)	183
Protected Planet	45 (24.6%)	41 (22.4%)	49 (26.8%)	38 (20.8%)	10 (5.5%)	183
Water and Nature Initiative (WANI) Toolkits: (Flow, Change, Value, Pay, Share, Negotiate, Case Studies)	77 (42.3%)	41 (22.5%)	44 (24.2%)	14 (7.7%)	6 (3.3%)	182
Natural Resources Governance Framework	38 (20.8%)	42 (23.0%)	55 (30.1%)	35 (19.1%)	13 (7.1%)	183

2.2 Thinking about the Red List of Threatened Species, please select the answer that best reflects your perception of the statements.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
2.2.1 The Red List of Threatened Species is relevant to the mission of IUCN.	1 (0.6%)	1 (0.6%)	3 (1.7%)	26 (14.4%)	148 (81.8%)	2 (1.1%)	181
2.2.2 The Red List of Threatened Species is relevant to the mandate of my organisation.	3 (1.7%)	8 (4.4%)	12 (6.6%)	65 (35.9%)	87 (48.1%)	6 (3.3%)	181
2.2.3 The Red List of Threatened Species responds to a clearly articulated need.	1 (0.6%)	1 (0.6%)	7 (3.9%)	60 (33.3%)	107 (59.4%)	4 (2.2%)	180
2.2.4 The Red List of Threatened Species is relevant to the global conservation movement.	1 (0.6%)	1 (0.6%)	3 (1.7%)	23 (12.8%)	151 (83.9%)	1 (0.6%)	180
2.2.5 The Red List of Threatened Species is relevant to the sustainable development movement.	1 (0.6%)	4 (2.2%)	12 (6.7%)	56 (31.3%)	102 (57.0%)	4 (2.2%)	179
2.2.6 The Red List of Threatened Species is informed by a diversity of authoritative sources.	1 (0.6%)	3 (1.7%)	11 (6.1%)	66 (36.9%)	87 (48.6%)	11 (6.1%)	179
2.2.7 The dissemination of the Red List of Threatened Species by IUCN is adequate.	1 (0.6%)	15 (8.4%)	26 (14.5%)	70 (39.1%)	50 (27.9%)	17 (9.5%)	179

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
2.2.8 The Red List of Threatened Species is used as an authoritative reference by international agencies, governments and/or civil society organisations.	2 (1.1%)	8 (4.4%)	12 (6.7%)	56 (31.1%)	92 (51.1%)	10 (5.6%)	180
2.2.9 The Red List of Threatened Species has had a positive impact on global policies.	1 (0.6%)	2 (1.1%)	20 (11.2%)	64 (35.8%)	77 (43.0%)	15 (8.4%)	179
2.2.10 The Red List of Threatened Species has had a positive impact on national policies.	1 (0.6%)	7 (3.9%)	30 (16.7%)	68 (37.8%)	64 (35.6%)	10 (5.6%)	180
2.2.11 Appropriate strategies have been developed for the future of the Red List of Threatened Species.	2 (1.1%)	12 (6.7%)	51 (28.7%)	53 (29.8%)	24 (13.5%)	36 (20.2%)	178

2.3 Thinking about Protected Planet, please select the answer that best reflects your perception of the statements.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
2.3.1 Protected Planet is relevant to the mission of IUCN.	1 (0.6%)	0 (0.0%)	7 (3.9%)	55 (30.7%)	76 (42.5%)	40 (22.3%)	179
2.3.2 Protected Planet is relevant to the information needs of my organisation.	1 (0.6%)	1 (0.6%)	19 (10.6%)	53 (29.6%)	55 (30.7%)	50 (27.9%)	179
2.3.3 Protect Planet responds to a clearly articulated need.	1 (0.6%)	4 (2.2%)	17 (9.5%)	57 (31.8%)	49 (27.4%)	51 (28.5%)	179
2.3.4 Protected Planet is relevant to the global biodiversity conservation movement.	1 (0.6%)	1 (0.6%)	5 (2.8%)	52 (29.1%)	73 (40.8%)	47 (26.3%)	179
2.3.5 Protect Planet is relevant to the sustainable development movement.	1 (0.6%)	3 (1.7%)	11 (6.1%)	49 (27.4%)	66 (36.9%)	49 (27.4%)	179
2.3.6 Protected Planet is informed by a diversity of authoritative sources.	1 (0.6%)	1 (0.6%)	20 (11.2%)	65 (36.3%)	30 (16.8%)	62 (34.6%)	179
2.3.7 Dissemination of Protected Planet by IUCN is adequate.	2 (1.1%)	23 (12.8%)	32 (17.9%)	45 (25.1%)	20 (11.2%)	57 (31.8%)	179
2.3.8 Protected Planet is used as an authoritative reference by international agencies, governments and/or civil society organisations.	2 (1.1%)	11 (6.1%)	34 (19.0%)	42 (23.5%)	25 (14.0%)	65 (36.3%)	179

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
2.3.9 Protected Planet has had a positive impact on global policies.	2 (1.1%)	7 (3.9%)	34 (19.0%)	45 (25.1%)	26 (14.5%)	65 (36.3%)	179
2.3.10 Protected Planet has had a positive impact on national policies.	5 (2.8%)	10 (5.6%)	38 (21.2%)	43 (24.0%)	17 (9.5%)	66 (36.9%)	179
2.3.11 Appropriate strategies have been developed for the future of Protected Planet.	4 (2.2%)	6 (3.4%)	41 (22.9%)	35 (19.6%)	15 (8.4%)	78 (43.6%)	179

2.4 Thinking about the Water and Nature Initiative (WANI) Toolkits, please select the answer that best reflects your perception on the statements.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
2.4.1 The WANI Toolkits are relevant to the mission of IUCN.	1 (0.6%)	1 (0.6%)	16 (9.0%)	50 (28.1%)	39 (21.9%)	71 (39.9%)	178
2.4.2 The WANI Toolkits are relevant to the mandate of my organisation.	1 (0.6%)	6 (3.4%)	26 (14.6%)	43 (24.2%)	27 (15.2%)	75 (42.1%)	178
2.4.3 The WANI Toolkits respond to a clearly articulated need.	1 (0.6%)	2 (1.1%)	25 (14.0%)	41 (22.9%)	31 (17.3%)	79 (44.1%)	179
2.4.4 The WANI Toolkits are relevant to the global biodiversity conservation movement.	1 (0.6%)	1 (0.6%)	16 (9.0%)	49 (27.5%)	38 (21.3%)	73 (41.0%)	178
2.4.5 The WANI Toolkits are relevant to the sustainable development movement.	1 (0.6%)	2 (1.1%)	15 (8.4%)	43 (24.0%)	45 (25.1%)	73 (40.8%)	179
2.4.6 The WANI Toolkits are informed by a diversity of authoritative sources.	1 (0.6%)	4 (2.2%)	25 (14.0%)	38 (21.3%)	19 (10.7%)	91 (51.1%)	178
2.4.7 Dissemination of information on the WANI Toolkits by my organisation is adequate.	3 (1.7%)	21 (11.7%)	39 (21.8%)	27 (15.1%)	13 (7.3%)	76 (42.5%)	179
2.4.8 The WANI Toolkits are used as an authoritative reference by international agencies, governments and/or civil society organisations.	1 (0.6%)	7 (3.9%)	46 (25.8%)	26 (14.6%)	9 (5.1%)	89 (50.0%)	178
2.4.9 The WANI Toolkits have had a positive impact on global policies.	1 (0.6%)	3 (1.7%)	50 (28.1%)	24 (13.5%)	12 (6.7%)	88 (49.4%)	178
2.4.10 The WANI Toolkits have had a positive impact on national policies.	2 (1.1%)	8 (4.5%)	46 (25.8%)	25 (14.0%)	11 (6.2%)	86 (48.3%)	178

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
2.4.11 Appropriate strategies have been developed for the future of the WANI Toolkits.	1 (0.6%)	3 (1.7%)	47 (26.4%)	16 (9.0%)	13 (7.3%)	98 (55.1%)	178

2.5 Thinking about the Natural Resources Governance Framework, please select the answer that best reflects your perception of the statements.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
2.5.1 The Natural Resources Governance Framework is relevant to the mission of IUCN.	2 (1.1%)	0 (0.0%)	5 (2.8%)	58 (32.4%)	76 (42.5%)	38 (21.2%)	179
2.5.2 The Natural Resources Governance Framework is relevant to the mandate of my organisation.	2 (1.1%)	1 (0.6%)	17 (9.5%)	56 (31.3%)	60 (33.5%)	43 (24.0%)	179
2.5.3 The Natural Resources Governance Framework responds to a clearly articulated need.	2 (1.1%)	4 (2.2%)	21 (11.7%)	57 (31.8%)	51 (28.5%)	44 (24.6%)	179
2.5.4 The Natural Resources Governance Framework is relevant to the global conservation movement.	2 (1.1%)	1 (0.6%)	11 (6.1%)	57 (31.8%)	69 (38.5%)	39 (21.8%)	179
2.5.5 The Natural Resources Governance Framework is relevant to the sustainable development movement.	2 (1.1%)	0 (0.0%)	13 (7.2%)	52 (28.9%)	71 (39.4%)	42 (23.3%)	180
2.5.6 The Natural Resources Governance Framework is being informed by a diversity of authoritative sources.	2 (1.1%)	3 (1.7%)	26 (14.5%)	53 (29.6%)	32 (17.9%)	63 (35.2%)	179
2.5.7 The Natural Resources Governance Framework is being developed effectively.	2 (1.1%)	8 (4.5%)	43 (24.0%)	37 (20.7%)	22 (12.3%)	67 (37.4%)	179
2.5.8 Appropriate strategies are being developed for the future of the Natural Resources Governance Framework.	3 (1.7%)	8 (4.5%)	41 (22.9%)	35 (19.6%)	23 (12.8%)	69 (38.5%)	179

3.1 For each IUCN Commission, please select the one statement that most accurately reflects the highest degree of your familiarity with that Commission's materials, knowledge and/or services.

	I have never heard of it	I have heard of the Commission's materials, knowledge and/or services	I am familiar with the Commission's materials, knowledge and/or services	I occasionally use the Commission's materials, knowledge and/or services	I frequently use the Commission's materials, knowledge and/or services	I collaborate regularly with the Commission	Total Responses
3.1.1 Commission on	26 (16.0%)	72 (44.4%)	26 (16.0%)	23 (14.2%)	10 (6.2%)	5 (3.1%)	162

	I have never heard of it	I have heard of the Commission's materials, knowledge and/or services	I am familiar with the Commission's materials, knowledge and/or services	I occasionally use the Commission's materials, knowledge and/or services	I frequently use the Commission's materials, knowledge and/or services	I collaborate regularly with the Commission	Total Responses
Education and Communication (CEC)							
3.1.2 Commission on Environmental, Economic and Social Policy (CEESP)	31 (19.1%)	66 (40.7%)	32 (19.8%)	21 (13.0%)	8 (4.9%)	4 (2.5%)	162
3.1.3 Commission on Ecosystem Management (CEM)	16 (9.9%)	64 (39.5%)	42 (25.9%)	21 (13.0%)	13 (8.0%)	6 (3.7%)	162
3.1.4 Species Survival Commission (SSC)	8 (4.9%)	44 (27.2%)	33 (20.4%)	27 (16.7%)	34 (21.0%)	16 (9.9%)	162
3.1.5 World Commission on Environmental Law (WCEL)	28 (17.3%)	64 (39.5%)	31 (19.1%)	27 (16.7%)	9 (5.6%)	3 (1.9%)	162
3.1.6 World Commission on Protected Areas (WCPA)	4 (2.5%)	31 (19.1%)	34 (21.0%)	31 (19.1%)	47 (29.0%)	15 (9.3%)	162

3.2 For each IUCN Commission with which you or your organisation have interacted, please select all the statements that reflect your relationship with that Commission.

Response	Chart	Percentage	Count
I am an individual Member of this Commission.		6.2%	10
My organisation has contacted this Commission to seek advice or support.		14.3%	23
My organisation has used the materials, knowledge and/or services produced by this Commission.		40.4%	65
My organisation has shared materials and/or knowledge produced by this Commission with others.		23.0%	37
My organisation has called on this Commission to disseminate materials and/or knowledge produced by ourselves or others.		5.6%	9
My organisation has participated in the production of this Commission's knowledge, materials and/or services.		8.7%	14
My organisation has used the outputs of this Commission to influence policy.		10.6%	17
My organisation has used the outputs of this Commission to inform strategies, programmes or activities.		18.6%	30

Response	Chart	Percentage	Count
My organisation has collaborated in joint initiatives with this Commission.		6.8%	11
Other type of relationships with the Commission, please specify:		39.8%	64
		<b>Total Responses</b>	<b>161</b>

3.2 For each IUCN Commission with which you or your organisation have interacted, please select all the statements that reflect your relationship with that Commission. (Other type of relationships with the Commission, please specify:)

#	Response
1.	j'ai entendu parler...
2.	none
3.	I had been engaged in the work of CEC as former staff member of IUCN for over a decade. However since 2010 I am representing a member organisation and we have not worked with any of the Commissions
4.	no relationship
5.	My organisation has not used this Commission at all
6.	aucune interaction
7.	None
8.	No hemos tenido interacción
9.	No tenemos relación con esta comisión
10.	None
11.	ninguna
12.	Soy nueva en uicn, no las he usado. el dia a dia no permite utilizar muchas herramientas buenas y disponibles
13.	No direct relationship
14.	Recent member of IUCN and therefore have not yet been able to investigate this commission
15.	nunca se intelectual con ella
16.	Newly introduced to this commission
17.	No interaction
18.	none
19.	Have not interacted
20.	NA
21.	No relationship
22.	Incapaz de juzgar
23.	He sido miembro de la CEC en tres períodos consecutivos; incluso Punto Focal del Proyecto CEC/UICN - PNUMA sobre Ciudadanía Ambiental en el Perú.
24.	Unfamiliar with this Commission
25.	Ni miembro ni interactuamos.
26.	have heard of the Commission's materials, knowledge and/or services
27.	none



#	Response
28.	don't know
29.	No prior knowledge of this Commission
30.	My organisation has not been familiar with this Commission.
31.	none
32.	Desconocemos la forma de contactar esta Comisión o la forma en que nos puede apoyar
33.	aucune utilisation
34.	Mi organización ha escuchado hablar de las Comisiones
35.	no relation
36.	Contact avec la responsable pour devenir membre individuel
37.	no interaction
38.	No relation
39.	no relationship
40.	1. The GEER Foundation had carried out a research project under IUCN Floristic Diversity of Mangroves of South Gujarat. 2. The Foundation has organized IUCN-MFF sponsored national workshop on Mangrove conservation.
41.	no relationship
42.	Countdown 2010 - an IUCN communication initiative
43.	No contact
44.	I have no information about this
45.	There are many more things IUCN and commissions can do better.
46.	not familiar
47.	I was invited to serve and did not respond at the time
48.	none
49.	No interaction with CEC
50.	none
51.	not at all
52.	not been in contact
53.	none
54.	This commission is does not seem to be active in some parts of West Asia
55.	no relations
56.	ninguna
57.	Mon organisation (ASDEN) est membre qu'en 2015
58.	Ninguna relación
59.	Ninguna relación
60.	IUCNs Count down 2010 campaign used at national level with success
61.	Unable to respond
62.	I have never heard of it

#	Response
63.	na
64.	no relationship

Response	Chart	Percentage	Count
I am an individual Member of this Commission.		5.7%	9
My organisation has contacted this Commission to seek advice or support.		9.4%	15
My organisation has used the materials, knowledge and/or services produced by this Commission.		37.1%	59
My organisation has shared materials and/or knowledge produced by this Commission with others.		18.9%	30
My organisation has called on this Commission to disseminate materials and/or knowledge produced by ourselves or others.		3.8%	6
My organisation has participated in the production of this Commission's knowledge, materials and/or services.		5.0%	8
My organisation has used the outputs of this Commission to influence policy.		17.0%	27
My organisation has used the outputs of this Commission to inform strategies, programmes or activities.		16.4%	26
My organisation has collaborated in joint initiatives with this Commission.		9.4%	15
Other type of relationships with the Commission, please specify:		41.5%	66
		<b>Total Responses</b>	<b>159</b>

(Other type of relationships with the Commission, please specify:)

#	Response
1.	j'ai entendu parler...
2.	none
3.	I had been engaged in the work of CEC as former staff member of IUCN for over a decade. However since 2010 I am representing a member organisation and we have not worked with any of the Commissions
4.	N.A.
5.	we meet in initiatives of other Commissions
6.	My organisation has not used this Commission at all
7.	aucune interaction
8.	None
9.	No hemos tenido interacción
10.	No tenemos relación con esta comisión
11.	None
12.	ninguna
13.	Soy nueva en uicn, no las he usado. el día a día no permite utilizar muchas herramientas buenas y disponibles

#	Response
14.	no direct relationship
15.	No relation
16.	Recent member of IUCN and therefore have not yet been able to investigate this commission
17.	nunca se ha interactuado con ella
18.	Newly introduced to this commission
19.	No interaction
20.	none
21.	Have not interacted
22.	NA
23.	Incapaz de juzgar
24.	Ninguna
25.	Unfamiliar with this Commission
26.	Ni miembro ni interactuamos.
27.	have heard of the Commission's materials, knowledge and/or services
28.	none
29.	don't know
30.	No direct interaction with this Commission
31.	My organisation has not been familiar with this Commission.
32.	none
33.	Desconocemos la forma de contactar esta Comisión o la forma en que nos puede apoyar
34.	aucune utilisation
35.	Mi organización ha escuchado hablar de las Comisiones
36.	no relation
37.	no interaction
38.	I don't deal with this Commission.
39.	No contacts or direct use
40.	No contact
41.	none
42.	CEESP ledaership needs to be transparent and with more grit and action.
43.	none
44.	pas de relation particulière
45.	not familiar
46.	Engage at times with a member of the commission for updates.
47.	none
48.	No direct interaction
49.	none

#	Response
50.	not at all
51.	never heard of it before and not been in contact
52.	ninguna
53.	none
54.	This commission is does not seem to be active in some parts of West Asia
55.	No relatins
56.	ninguna
57.	No
58.	no tengo relación.
59.	ASDEN EST RECENTE 2015
60.	No particular
61.	Unable to respond
62.	This is a commission that we plan to connect with in the future
63.	None
64.	None
65.	na
66.	no relationship

Response	Chart	Percentage	Count
I am an individual Member of this Commission.		8.8%	14
My organisation has contacted this Commission to seek advice or support.		11.9%	19
My organisation has used the materials, knowledge and/or services produced by this Commission.		40.0%	64
My organisation has shared materials and/or knowledge produced by this Commission with others.		24.4%	39
My organisation has called on this Commission to disseminate materials and/or knowledge produced by ourselves or others.		8.1%	13
My organisation has participated in the production of this Commission's knowledge, materials and/or services.		10.0%	16
My organisation has used the outputs of this Commission to influence policy.		16.9%	27
My organisation has used the outputs of this Commission to inform strategies, programmes or activities.		23.1%	37
My organisation has collaborated in joint initiatives with this Commission.		10.0%	16
Other type of relationships with the Commission, please specify:		34.4%	55
		<b>Total Responses</b>	<b>160</b>

(Other type of relationships with the Commission, please specify:)

#	Response
1.	I had been engaged in the work of CEC as former staff member of IUCN for over a decade. However since 2010 I am representing a member organisation and we have not worked with any of the Commissions
2.	no relationship
3.	N.A.
4.	My organisation has not used this Commission at all
5.	Ninguna
6.	No tenemos relación con esta comisión
7.	Soy nueva en uicn, no las he usado. el dia a dia no permite utilizar muchas herramientas buenas y disponibles
8.	No relation
9.	Recent member of IUCN and therefore have not yet been able to investigate this commission
10.	tratamos de buscar interacción con la vicepresidente Angela Andrade para ver como en Colombia podriamos trabajarentre las diferentes instituciones las listas rojas de ecosistemas y es imposible su internación por que están trabajando ella y otro investigador solamente en este tema en Colombia
11.	Newly introduced to this commission
12.	No interaction
13.	none
14.	Have not interacted
15.	NA
16.	No relationship
17.	Incapaz de juzgar
18.	Ninguna
19.	Ni miembro ni interactuamos.
20.	have heard of the Commission's materials, knowledge and/or services
21.	none
22.	don't know
23.	My organisation has not been familiar with this Commission.
24.	none
25.	Desconocemos la forma de contactar esta Comisión o la forma en que nos puede apoyar
26.	aucune utilisation
27.	Mi organización ha escuchado hablar de las Comisiones
28.	no relation
29.	no interaction
30.	my org has not worked with this commission
31.	no relationship
32.	not familiar
33.	No knowledge
34.	none

#	Response
35.	No direct interaction
36.	none
37.	not at all
38.	not been in contact
39.	none
40.	This commission is does not seem to be active in some parts of West Asia
41.	No relations
42.	ninguna
43.	No
44.	no tengo relación
45.	ASDEN EST RECENTE EN 2015
46.	Ninguna relación
47.	Ninguna
48.	No particular relations
49.	Unable to respond
50.	This is a commission that we plan to connect with in the future
51.	None
52.	I have never heard of it
53.	None
54.	na
55.	no relationship

Response	Chart	Percentage	Count
I am an individual Member of this Commission.		17.5%	28
My organisation has contacted this Commission to seek advice or support.		19.4%	31
My organisation has used the materials, knowledge and/or services produced by this Commission.		58.1%	93
My organisation has shared materials and/or knowledge produced by this Commission with others.		43.1%	69
My organisation has called on this Commission to disseminate materials and/or knowledge produced by ourselves or others.		14.4%	23
My organisation has participated in the production of this Commission's knowledge, materials and/or services.		27.5%	44
My organisation has used the outputs of this Commission to influence policy.		30.6%	49
My organisation has used the outputs of this Commission to inform strategies, programmes or activities.		34.4%	55
My organisation has collaborated in joint initiatives with this		18.1%	29

Response	Chart	Percentage	Count
Commission.			
Other type of relationships with the Commission, please specify:		25.6%	41
		<b>Total Responses</b>	<b>160</b>

(Other type of relationships with the Commission, please specify:)

#	Response
1.	I had been engaged in the work of CEC as former staff member of IUCN for over a decade. However since 2010 I am representing a member organisation and we have not worked with any of the Commissions
2.	None of the above
3.	None
4.	Ninguna
5.	No tenemos relación con esta comisión
6.	Soy nueva en uicn, no las he usado. el dia a dia no permite utilizar muchas herramientas buenas y disponibles
7.	member SSC Steering Committee
8.	Recent member of IUCN and therefore have not yet been able to investigate this commission
9.	hemos tratado de interactuar con el presidente y vicepresidente pero nunca contestan correos y mensajes de ninguna tipo, la oficina de Quito también trato de hablar con ellos pero es imposible.tratamos de sugerir expertos Colombianos para ser miembros pero no hay manera de que sean incorporados, y estos expertos en cambio en Colombia han trabajado con la elaboración de los libros rojos de especies amenazadas de Colombia y e imposible que la Comision los haga miembros
10.	NA
11.	Incapaz de juzgar
12.	Recién estamos entrando en contacto
13.	Ni miembro ni interactuamos.
14.	none
15.	No direct interaction with this Commission
16.	Desconocemos la forma de contactar esta Comisión o la forma en que nos puede apoyar
17.	Mi organización ha escuchado hablar de las Comisiones
18.	no relation
19.	no interaction
20.	no relationship
21.	no relationship
22.	ninguna
23.	none
24.	the list is expanding.Habitats are being destroyed.More effort needed.
25.	none
26.	not familiar
27.	BotSoc is supporting the SA citizens science programme monitoring and surveying SA most threatened plant species

#	Response
28.	none
29.	No direct interaction
30.	not at all
31.	none
32.	ninguna
33.	No
34.	ASDEN EST MEMBRE RECENTE EN 2015
35.	Ninguna relación
36.	Ninguna
37.	Unable to respond
38.	I have never heard of it
39.	None
40.	na
41.	no relationship

Response	Chart	Percentage	Count
I am an individual Member of this Commission.		1.9%	3
My organisation has contacted this Commission to seek advice or support.		8.2%	13
My organisation has used the materials, knowledge and/or services produced by this Commission.		41.1%	65
My organisation has shared materials and/or knowledge produced by this Commission with others.		15.2%	24
My organisation has called on this Commission to disseminate materials and/or knowledge produced by ourselves or others.		3.8%	6
My organisation has participated in the production of this Commission's knowledge, materials and/or services.		6.3%	10
My organisation has used the outputs of this Commission to influence policy.		10.8%	17
My organisation has used the outputs of this Commission to inform strategies, programmes or activities.		15.8%	25
My organisation has collaborated in joint initiatives with this Commission.		5.7%	9
Other type of relationships with the Commission, please specify:		41.8%	66
		<b>Total Responses</b>	<b>158</b>

(Other type of relationships with the Commission, please specify:)








#	Response
1.	j'ai entendu parler
2.	none



#	Response
3.	I had been engaged in the work of CEC as former staff member of IUCN for over a decade. However since 2010 I am representing a member organisation and we have not worked with any of the Commissions
4.	no relationship
5.	N.A.
6.	None
7.	My organisation has not used this Commission at all
8.	aucune int�eraction
9.	None
10.	No hemos tenido interacci�on
11.	No tenemos relaci�on con esta comisi�on
12.	None
13.	Soy nueva en uicn, no las he usado. el dia a dia no permite utilizar muchas herramientas buenas y disponibles
14.	nop direct relationship
15.	Recent member of IUCN and therefore have not yet been able to investigate this commission
16.	excelente comision
17.	Newly introduced to this commission
18.	None
19.	No interaction
20.	none
21.	Have not interacted
22.	NA
23.	No relationship
24.	Incapaz de juzgar
25.	Ninguna
26.	I have not interacted with this Commission
27.	Ni miembro ni interactuamos.
28.	none
29.	don't know
30.	No prior knowledge of this Commission
31.	none
32.	Desconocemos la forma de contactar esta Comisi�on o la forma en que nos puede apoyar
33.	aucune utilisation
34.	Mi organizaci�on ha escuchado hablar de las Comisiones
35.	no relation
36.	no interaction
37.	No relationship

#	Response
38.	no relationship
39.	no relationship
40.	I don't deal with this Commission.
41.	No contact
42.	I have no information about this.
43.	none
44.	none
45.	no knowledge
46.	none
47.	No direct interaction
48.	none
49.	not at all
50.	not been in contact
51.	none
52.	none
53.	This commission is does not seem to be active in some parts of West Asia
54.	ninguna
55.	No
56.	ASDEN EST MEMBRE RECENTE EN 2015
57.	Ninguna relación
58.	Ninguna
59.	Guidelines on Aarhus Convention, Biosafety Protocol and ABS Protocol
60.	Unable to respond
61.	This is a commission that we plan to connect with in the future
62.	None
63.	I have never heard of it
64.	None
65.	na
66.	no relationship

Response	Chart	Percentage	Count
I am an individual Member of this Commission.		16.9%	27
My organisation has contacted this Commission to seek advice or support.		22.5%	36
My organisation has used the materials, knowledge and/or services produced by this Commission.		63.1%	101















My organisation has shared materials and/or knowledge produced by this Commission with others.		40.0%	64
My organisation has called on this Commission to disseminate materials and/or knowledge produced by ourselves or others.		14.4%	23
My organisation has participated in the production of this Commission's knowledge, materials and/or services.		23.8%	38
My organisation has used the outputs of this Commission to influence policy.		35.6%	57
My organisation has used the outputs of this Commission to inform strategies, programmes or activities.		39.4%	63
My organisation has collaborated in joint initiatives with this Commission.		18.8%	30
Other type of relationships with the Commission, please specify:		19.4%	31
		<b>Total Responses</b>	<b>160</b>

(Other type of relationships with the Commission, please specify:)

#	Response
1.	I had been engaged in the work of CEC as former staff member of IUCN for over a decade. However since 2010 I am representing a member organisation and we have not worked with any of the Commissions
2.	I have applied for the Membership of this Commission.
3.	My organisation has not used this Commission at all
4.	Ninguna
5.	Activa participación en el comité UICN Perú
6.	Recent member of IUCN and therefore have not yet been able to investigate this commission
7.	Newly introduced to this commission
8.	No interaction
9.	none
10.	Have not interacted
11.	No relationship
12.	I have not interacted with this Commission
13.	Ni miembro ni interactuamos.
14.	I am a project manager at the ministry of environment and we have executed an activity concerning the establishment of 2 protected areas in Lebanon
15.	Desconocemos la forma de contactar esta Comisión o la forma en que nos puede apoyar
16.	Mi organización ha escuchado hablar de las Comisiones
17.	no interaction
18.	as far as I know, no relationship
19.	No contact
20.	WCPA has not protected enough. Parks and Oceans are dying.
21.	none
22.	No direct interaction

#	Response
23.	none
24.	not at all
25.	historically we made use of this
26.	ninguna
27.	Soy miembro y representante de mi organización en un grupo especialista de esta Comisión.
28.	ASDEN EST MEMBRE RECENTE EN 2015
29.	Ninguna relación
30.	Ninguna
31.	na

3.3 I expect the Commissions to do the following (please identify key functions you consider most important – up to 5 may be selected)

Response	Chart	Percentage	Count
Produce knowledge		41.5%	66
Produce knowledge products/ baskets		41.5%	66
Gather knowledge produced elsewhere		28.9%	46
Share knowledge with other IUCN actors		52.2%	83
Disseminate knowledge outside IUCN		50.9%	81
Focus on knowledge about the state of species and ecosystems		37.7%	60
Focus on knowledge about effective approaches to conservation and sustainable use		51.6%	82
Contribute to policy development		49.7%	79
Contribute to policy advocacy		24.5%	39
Influence the direction of IUCN		25.2%	40
Be a source of innovation within IUCN		35.2%	56
Respond to the needs of the Secretariat		6.9%	11
Engage volunteers in the work of the IUCN		14.5%	23
Other, please specify:		4.4%	7
<b>Total Responses</b>			<b>159</b>

3.3 I expect the Commissions to do the following (please identify key functions you consider most important – up to 5 may be selected) (Other, please specify:)

#	Response
1.	que trabajen con las instituciones miembro de UICN y vincuelne especialistas, que tengan una clara policiaca de nombramientos de miembros de las comisiones por que cada presidente hace lo que quiere
2.	Contactar a la membresía
3.	Mi organización ha escuchado hablar de las Comisiones
4.	Contribuir con la defensa activa de los sitios globalmente importantes, principalmente los que se encuentran en peligro, a través de propuestas que apoyen estos sitios y que sean desarrolladas por la gente local.

5. Encourage more participation and interaction with IUCN members Organisations and recrute more members from all regions especially West Asia and other developing regions. Also disseminate their products and knowledge to the IUCN members in these regions.
6. Identificar e impulsar efectivamente acciones prácticas de aplicación en los países
7. Apoyen las agendas de los comités nacionales para impulsar difusión del conocimiento, mejorar el entendimiento y las políticas públicas

3.4 Thinking about the six IUCN Commissions, please indicate the extent to which you agree with the following statements:

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
3.4.1 The work of IUCN Commissions contributes significantly to implementing the IUCN Programme 2013-2016.	2 (1.2%)	3 (1.9%)	13 (8.0%)	79 (48.8%)	47 (29.0%)	18 (11.1%)	162
3.4.2 The work of CEC contributes significantly to implementing the IUCN Programme 2013-2016.	2 (1.2%)	5 (3.1%)	26 (16.1%)	57 (35.4%)	25 (15.5%)	46 (28.6%)	161
3.4.3 The work of CEESP contributes significantly to implementing the IUCN Programme 2013-2016.	2 (1.2%)	3 (1.9%)	23 (14.3%)	63 (39.1%)	27 (16.8%)	43 (26.7%)	161
3.4.4 The work of WCEL contributes significantly to implementing the IUCN Programme 2013-2016.	2 (1.2%)	3 (1.9%)	24 (14.9%)	56 (34.8%)	30 (18.6%)	46 (28.6%)	161
3.4.5 The work of CEM contributes significantly to implementing the IUCN Programme 2013-2016.	2 (1.2%)	2 (1.2%)	25 (15.5%)	54 (33.5%)	38 (23.6%)	40 (24.8%)	161
3.4.6 The work of SSC contributes significantly to implementing the IUCN Programme 2013-2016.	1 (0.6%)	0 (0.0%)	15 (9.3%)	60 (37.0%)	63 (38.9%)	23 (14.2%)	162
3.4.7 The work of WCPA contributes significantly to implementing the IUCN Programme 2013-2016.	1 (0.6%)	3 (1.9%)	10 (6.2%)	60 (37.0%)	66 (40.7%)	22 (13.6%)	162
3.4.8 Commissions influence the direction of the Four-year Programmes of IUCN.	1 (0.6%)	4 (2.5%)	19 (11.7%)	71 (43.8%)	37 (22.8%)	30 (18.5%)	162
3.4.9 The work of IUCN Commissions contributes to the global discourse on valuing and conserving of nature.	1 (0.6%)	2 (1.2%)	9 (5.6%)	70 (43.5%)	58 (36.0%)	21 (13.0%)	161
3.4.10 Commissions influence the governance of nature's use.	1 (0.6%)	11 (6.8%)	23 (14.2%)	68 (42.0%)	34 (21.0%)	25 (15.4%)	162
3.4.11 Commissions contribute to promoting	2 (1.2%)	8 (5.0%)	20 (12.4%)	79 (49.1%)	38 (23.6%)	14 (8.7%)	161

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
nature-based solutions to global challenges.							
3.4.12 Commissions contribute to mobilizing key actors.	1 (0.6%)	10 (6.2%)	25 (15.5%)	73 (45.3%)	29 (18.0%)	23 (14.3%)	161
3.4.13 IUCN gets adequate return on its investment in Commissions.	2 (1.2%)	6 (3.7%)	39 (24.2%)	41 (25.5%)	24 (14.9%)	49 (30.4%)	161
3.4.14 There is active collaboration among IUCN Commissions.	4 (2.5%)	21 (13.0%)	37 (23.0%)	41 (25.5%)	7 (4.3%)	51 (31.7%)	161
3.4.15 There is active collaboration between Commissions and the IUCN Secretariat.	1 (0.6%)	11 (6.9%)	32 (20.0%)	57 (35.6%)	11 (6.9%)	48 (30.0%)	160
3.4.16 Commissions have effective internal management systems.	2 (1.2%)	18 (11.2%)	38 (23.8%)	38 (23.8%)	7 (4.4%)	57 (35.6%)	160

4.1 Please indicate the extent to which you agree with the statement and respond on the basis of your own experience and position in the Union. In statements that refer to IUCN as a “world leader,” consider IUCN’s comparative strength in relation to other international actors working on conservation and sustainability – noting the distinction made between conservation and sustainable development. Indicate which of the following statements best reflect IUCN’s niche.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
4.1.1 IUCN is a world leader in using scientific evidence to set standards aimed at sustainable development.	0 (0.0%)	19 (12.4%)	14 (9.2%)	75 (49.0%)	36 (23.5%)	9 (5.9%)	153
4.1.2 IUCN is a world leader in using scientific evidence to set standards aimed at biodiversity conservation.	0 (0.0%)	5 (3.3%)	5 (3.3%)	74 (48.4%)	67 (43.8%)	2 (1.3%)	153
4.1.3 IUCN is a world leader in using scientific evidence to influence policy development and/or support the implementation of policies aimed at sustainable development.	0 (0.0%)	17 (11.1%)	24 (15.7%)	67 (43.8%)	34 (22.2%)	11 (7.2%)	153
4.1.4 IUCN is a world leader in using scientific evidence to influence policy development and/or support the implementation of policies aimed at biodiversity conservation.	0 (0.0%)	6 (3.9%)	12 (7.8%)	79 (51.6%)	48 (31.4%)	8 (5.2%)	153
4.1.5 IUCN is a world leader in building the necessary partnerships to foster sustainable development.	2 (1.3%)	16 (10.5%)	37 (24.2%)	61 (39.9%)	27 (17.6%)	10 (6.5%)	153

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
4.1.6 IUCN is a world leader in building the necessary partnerships to foster biodiversity conservation.	1 (0.7%)	7 (4.6%)	15 (9.8%)	76 (49.7%)	51 (33.3%)	3 (2.0%)	153
4.1.7 IUCN has been a world leader in shaping the post-2015 global agenda on biodiversity conservation and sustainable development.	0 (0.0%)	10 (6.5%)	26 (17.0%)	73 (47.7%)	27 (17.6%)	17 (11.1%)	153
4.1.8 IUCN leverages its Membership effectively to fulfill its mission.	8 (5.2%)	33 (21.6%)	43 (28.1%)	40 (26.1%)	13 (8.5%)	16 (10.5%)	153
4.1.9 IUCN leverages its Commissions effectively to fulfill its mission.	4 (2.6%)	22 (14.4%)	35 (22.9%)	56 (36.6%)	15 (9.8%)	21 (13.7%)	153
4.1.10 IUCN leverages its knowledge effectively to fulfill its mission.	2 (1.3%)	13 (8.5%)	30 (19.6%)	68 (44.4%)	25 (16.3%)	15 (9.8%)	153
4.1.11 IUCN leverages its funding capacity effectively to fulfill its mission.	1 (0.7%)	28 (18.3%)	39 (25.5%)	37 (24.2%)	10 (6.5%)	38 (24.8%)	153
4.1.12 I am kept informed about IUCN's policy positions by the IUCN Council.	2 (1.3%)	22 (14.4%)	18 (11.8%)	68 (44.4%)	32 (20.9%)	11 (7.2%)	153
4.1.13 The IUCN Council does a good job at representing IUCN.	3 (2.0%)	5 (3.3%)	27 (17.6%)	62 (40.5%)	24 (15.7%)	32 (20.9%)	153
4.1.14 The IUCN Council contributes significantly to the fulfillment of the IUCN mission.	3 (2.0%)	5 (3.3%)	28 (18.3%)	60 (39.2%)	25 (16.3%)	32 (20.9%)	153
4.1.15 By being a Member of IUCN, my organisation has stronger influence on the changes (related to policy or impact) we seek.	3 (2.0%)	18 (11.8%)	37 (24.2%)	55 (35.9%)	28 (18.3%)	12 (7.8%)	153
4.1.16 By being a Member of IUCN, my organisation is part of a collective voice on the biodiversity conservation and/or sustainable development issues important to us.	3 (2.0%)	8 (5.2%)	17 (11.1%)	67 (43.8%)	54 (35.3%)	4 (2.6%)	153
4.1.17 By being a Member of IUCN, my organisation has expanded its partnerships and/or networks.	4 (2.6%)	14 (9.2%)	22 (14.4%)	56 (36.6%)	50 (32.7%)	7 (4.6%)	153
4.1.18 By being a Member of IUCN, my organisation has gained credibility needed to advance our cause.	2 (1.3%)	25 (16.3%)	24 (15.7%)	51 (33.3%)	39 (25.5%)	12 (7.8%)	153

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
4.1.19 By being a Member of IUCN, my organisation has gained capacity needed to advance our cause.	7 (4.6%)	23 (15.0%)	32 (20.9%)	55 (35.9%)	25 (16.3%)	11 (7.2%)	153

5.1 To conclude this survey, please provide suggestions or recommendations for improving the relevance, effectiveness, efficiency or sustainability of any aspect of IUCN's work?

The 111 response(s) to this question can be found in the appendix.

#### Appendix

5.1 To conclude this survey, please provide suggestions or recommendations for improving the relevance, effectiveness, efficiency or sustainability of any aspect of IUCN's work? |

#	Response
1.	<p>Évoluer vers une relation et un fonctionnement plus participatifs dans les groupes de travail des commissions. faire en sorte que les coordinateurs/animateurs soient plus impliqués dans l'animation des groupes au delà de leur reconnaissance scientifique indéniable. Mobiliser les membres des commissions pour de véritables actions autres que consultative et/ou épisodique. Sans cette motivation des experts, le risque d'une grande coquille vide est réel.</p> <p>Maintenir un équilibre entre le positionnement très institutionnel de l'IUCN et les experts mobilisés potentiellement plus opérationnels.</p> <p>L'IUCN n'utilise pas de manière optimale la masse d'expertise à sa disposition. Cela passe par une refondation de leur mode de fonctionnement et donc plus d'appui, mais aussi assurer un renouvellement des "cadres" et de la gouvernance en étant participatif (ce qui n'est pas le cas aujourd'hui même si parfois "affiché")</p>
2.	<p>I've found it very hard, both as a member and on a commission, to get direct assistance/support from IUCN to fundraise and develop programmes. I've felt that the programme tends to work to its goals/programme devlpt and happy to provide guidance/encouragement, but not to use either of these roles as the frontline of its actions. More, they've tended to want to piggy-back on my fundraising for support. This is not ideal!!</p>
3.	<p>IUCN is suffering from the panda syndrome. The panda should be a carnivore but in fact it acts like a herbivore and is slowly getting extinct. Aka IUCN should be the voice for the environmental movement, but it acts like an NGO competing with its members for profile, prestige and funds.</p> <p>It is among the few oldest hybrid multi-stakeholder organisations. These type of organisations are the hype of the 21st century in convening all relevant stakeholders around a challenge and to promote deep societal change. IUCN needs to focus on its USPs and make them work. Fix the governance challenge of the Union. Become the convener on emerging and critical topics. Re-invest in your capacity to drive policy formulation and implementation. No longer be the best kept secret and invest in improving internal and external communication....</p>
4.	Nothing to add.
5.	Our organisation is relatively new to IUCN. Our experience so far has been very positive. I would like to see IUCN more active in Papua New Guinea where our organisation is based.
6.	IUCN should encourage capacity building of members in the work of IUCN to increase fictiveness especially at the national level. There is also need to enhance intra national partnership that contributes to the mandate of IUCN.
7.	<p>L'IUCN doit créer sa branche spécialisée dans la mobilisation des fonds et la mise en oeuvre des projets aux niveaux nationaux et internationaux pour concrétiser les résolutions, les recommandations et les décisions issues des Assemblées Générales et des Commissions. Ceci peut rendre l'IUCN efficace et présente de façon permanente dans le mouvement écologique mondial.</p> <p>L'IUCN doit aussi devenir l'agence d'exécution principale des grands bailleurs de fonds pour que la question de conservation de la nature et de développement durable converge vers une politique globale et unique et éviter les projets ponctuels dans le temps et dans l'espace.</p>
8.	I missed the Red List of Ecosystems



#	Response
	I missed questions that would enable someone to indicate in what direction IUCN should develop: e.g. my opinion is that IUCN should focus much more than it does on nature conservation and the secretariat is a part of IUCN that is relatively ineffective and much too costly
9.	Considero que UICN debería promover en sus productos del conocimiento, el uso e incorporación en forma eficaz de información pertinente proveniente de los diferentes actores regionales y nacionales; impulsando la utilización plena de los tres idiomas oficiales de la Unión.
10.	IUCN has the unique capacity to bring states and civil society together. The growth in indigenous peoples and fishing peoples' participation is a good indicator of relevance. It is influential in the MEAs. More leverage is available there - working in parallel with MEA's to build consensus, innovations and solidarity. It could be a stronger actor in climate change and resolving blockages that the UNFCCC cannot resolve.
11.	Run a near-zero waste, near-zero emissions, "green" and more sustainable World Conservation Congress. Fully integrate the implementation of Members' Assembly resolutions into the quadrennial programme. Give Commission Members clear tasks to do so they actually have to fulfill duties to continue to be members. This would considerably reduce Commissions to manageable and more effective numbers. Reduce influence of Secretariat Management on Council Members. Better monitor the work of the United Nations, its Agencies and Programmes and develop strategies for greater integration/implementation of IUCN's work with internationally agreed programmes and goals.
12.	Improve communication with, and recognition of, specialist groups within the SSC.
13.	intégration de mon organisation à UICN trop récente pour évaluer toutes les questions. langue française importante pour les publications et ressources produites par UICN
14.	.Aumentar capacidad de reacción inmediata (en función contexto; e.g. moción de emergencia fuera de Congresos mundiales); . Mejorar incentivos para potenciar el trabajo de la Comisiones; . Mejorar el trabajo y coordinación de los Comités Nacionales; . Posicionamiento hacia el público más claro (crowdsourcing).
15.	X
16.	Fiabilité des recherches, des résultats et des données scientifiques et passer à l'action sur terrain, les bureaux n'apportent rien.
17.	GOOD GOVERNANCE FOR ALL THE ASPECT OF IUCN COUNCIL, COMMISSIONS AND OTHER DELEGATION
18.	Muy importante que los miembros de la UICN reciban mayor información sobre las diferentes comisiones.
19.	Es excesivamente burocrática. Valora más los procedimientos que los objetivos y su cumplimiento. Apoyo a comités nacionales en temas financieros y técnicos. Seguimiento de los resultados de las mociones aprobadas. Los miembros de comisiones deberían ser representantes de los miembros institucionales. Hacer más precisa la regionalización
20.	La UICN representa grandes oportunidades para sus miembros pero hace falta cohesión entre sus tres ramas (comisiones, secretaría, miembros) para que estos puedan aprovecharlas mejor. También considero que hace falta difusión de las actividades que se llevan a cabo en las comisiones (como un boletín para difundir cada 6 meses) para que los miembros estén más enterados de en que están trabajando y puedan articular sus actividades con las comisiones de ser posible.
21.	Once a year training programme either at the regional or continental level for active members of in particular, developing countries, will increase the relevance of the IUCN to its members for such regions.
22.	I believe that members should be more actively informed about the achievements of Council, by e.g. email alerts and Newsletters  Also I am not very happy with the scarce information received from the national committee, which seems often more involved in fundraising for its own organisation than in informing its members

#	Response
23.	N/A
24.	The Commissions are variable in their effectiveness and contribution to the mission of IUCN. They should be more accountable to the goals and objectives of IUCN while at the same time they need greater support, both financially and institutionally, from IUCN
25.	Thank you for the opportunity to participate in this survey. Unfortunately, due to our recent involvement in only the last couple month, we are not familiar with much of the workings of IUCN. We are happy with the consultative role that has been sought with us to date and look forward to future collaboration and involvement in commissions and other strategic initiatives.
26.	Unfortunately, IUCN poorly represented today in some countries of Eastern Europe (particularly in Russia and Central Asia). To improve the effectiveness of measures to conserve natural resources, the impact of biodiversity is important to strengthen.
27.	seria importante que para las comisiones la UICN tomara control, y no dejar en que los presidentes y vicepresidente manejaran a su agrado cada comision, finalmente son UICN también, se debe fijar una sistema de nombramiento a travez d ella UICN de especialistas miembros de comisiones pero también un periodo de nombramiento para ellos y que se venza ese nombramiento para la Comison de supervivencia de especies tiene mas de 10.000 miembros pero revisando los miembros de mi país hay entre inactivos y muertos en ella y los actuales especialistas es imposible que los nombren por que el preisdente nunca contesta, se debe tomar ejemplo de la Areas protegidas que tiene un formulario en una pagina web para que quien quiera se inscriba.
28.	I think the four areas was a bit strange and instead I would have asked about the global programme and its implementation incl. resolutions, Additionally, you could have made questions in line with the mandate of the external review on the efficiency and cooperation between the Secretariat and its Members incl constrains.
29.	More and more in depth work need to be done with the members, and more engaging and joint projects are needed to be done. Moreover, joint project on national level will unit more the IUCN members and let their voice be stronger and achieve prompt results..
30.	IUCN should pay far more attention to enlarging its influence as a global organisation in the light of the emergence of other global partners like Conservation International and the likes. IUCN is too much focused on governments and therefore, in my opinion, too much part of the 'existing network' ('old boys network') instead of being the 'pain in the ass' for those policy makers that are not willing to fight for sustainability and biodiversity. So: be aware that working with governments, which is a very good thing, may not lead to becoming part of their interests! Furthermore IUCn should reconsider their willingness to cooperate with multinational companies like Shell; there is no excuse to continue that collaboration since that company decided to start drilling for oil in the Arctic. Kick them out and shame them !
31.	There is still work to be done to sell the benefits of IUCN and its membership to potential supporters; it is an overly complex organisation and its democratic principles - whilst laudable do compromise its ability to take swift decisions and speak with a decisive voice. It should focus on 'global nature governance' - and use its unique role linking state and NGO members to establish principles of natural resource protection and use (such as the policy on biodiversity off-setting).
32.	El resultado del trabajo de las Comisiones debería ser transferido a la membresía con más frecuencia y no sólo entre los integrantes de las mismas.
33.	Mejorar la difusión y comunicaciones sobre IUCN a públicos no específicos
34.	Aprecio que se tome en consideración las opiniones de los miembros de la UICN y también de los que somos miembros de comisiones. Creemos firmemente que el trabajo conjunto de todos ayudará a cambiar la actitud de las personas a fin de llevarnos a la sostenibilidad en el desarrollo. Por ello la UICN y nosotros todos los que formamos parte de ella, requerimos hacer un trabajo de incidencia política más decidido y constante.
35.	As a member of the SSC, I feel very supported in my work by the SSC Secretariat. The challenge is the lack of transparency in the work of the other Commissions and limited engagement of the SSC in their processes/policy decisions.
36.	Más acción. Menos conversación.

#	Response
37.	The work of IUCN is almost fine and sound within its scope, but its cross-sectoral visibility outside environmental communities seems to be still modest or weak especially in regions other than North America and Europe. It seems to me that Continuing and strengthening IUCN's "niche" work accompanied by tireless efforts for "Mainstreaming" or "integration" on the other hand would be a key for the success.
38.	a planned work should be done on engaging and empowering NGOs to participate in the conservation of biodiversity especially in marine protected areas. more cooperation with IUCN secretary and members should be done in regards to an international effort in the network of protected areas more studies and dissemination of knowledge can be done in regards to the impact of plastic in the sea.
39.	So difficult with such a huge membership... all about finding time to communicate and interact, exchange ideas... we all always so busy... think a good job is being done!
40.	La presencia de UICN en cada país es de suma importancia para los objetivos del programa y por lo tanto de sus miembros,, las comisiones dan a UICN el marco técnico diferencial con el resto de las organizaciones, ahora UICN tiene que utilizar mucho más esta plataforma técnica única en una ONG. Un gran reto es dar a conocer a UICN en el mundo ya que el mundo maneja productos técnicos de una Organización que poco conoce... esto le permitirá influir más en las regiones y países en la toma de decisiones en el ámbito de la conservación
41.	- appuyer les porteurs de projet en environnement (conservation, études environnementales ) de façon à ce qu'il y ait plus de visibilité de l'UICN sur le terrain - appuyer financièrement et techniquement les comités régionaux pour qu'ils soient opérationnels et participant activement dans les domaines d'intervention de l'UICN et aux côtés des gouvernements respectifs - octroyer des bourses d'études aux jeunes chercheurs qui assureront la relève pour assurer la pérennité de notre union - impliquer les gouvernements des pays du sud pour qu'ils adhèrent à l'union et participant activement aux activités de protection de l'environnement et de la conservation de la biodiversité
42.	Es una lástima que mi organización no se haya beneficiado de ser Miembro de la UICN. Los Consejeros, el Secretariado y las Comisiones están muy alejados de la membresía. Existe una posición de soberbia de las personas que forman las Comisiones. Nosotros como miembros no nos sentimos bajo el abrigo y respaldo de la UICN.
43.	Estamos convencidos de que la UICN necesita una reforma en su comunicación interna y externa y que adopte el uso de nuevas tecnologías especializadas en educar, inspirar y empoderar a líderes y que esto nos ayude a exponer el conocimiento enfocado en cambios reales en los retos mundiales actuales. (Recomendamos el libro Exponential Organisations de Salim Ismail).
44.	L'UICN devrait s'intéresser plus aux problèmes concrets concernant l'environnement de certains pays.
45.	In my recent participation in the IUCN Regional Members Forum it was commented several times throughout that the IUCN and its work is not well known outside of its circle and that its impact on a global scale has diminished. My answers to this survey in part reflect this, but also I think shows its potential. I think this needs to be generated within the Union first by striving to potentialize members so that they can make effective contributions and help to increase its impact. I think the Union needs to be willing to make unpopular decisions at times that may not be the liking of nation member states but also puts a brake on the continued sliding downwards through appeasement rather than taking tough stands on issues when necessary. I think too many members use the IUCN as a shield to further their own agenda.
46.	over the years IUCN has been more and more bureaucratic. We must spend more time discussing environment issues and less time discussing rules and norms.
47.	1) La UICN debe focalizar sus esfuerzos en actividades que surjan de su Misión, y no gastar esfuerzos en otras agendas internacionalmente de moda. 2) La UICN está perdiendo influencia en los gobiernos nacionales.
48.	IUCN is doing a great job in the field of biodiversity, ecosystem and natural conservation and natural resource management. In recent time, it has been observed that the organisation facing funding problems that causing some difficulties to prosecute its activities. Concerned authorities should consider this issue with proper

#	Response
	importance.
49.	<p>La UICN tiene la posibilidad y las herramientas de impulsar a las ONG's. Por lo cual sería de gran ayuda que establecieran un canal de comunicación con los potenciales donantes por región para que conozcan su trabajo, de este modo la UICN ganaría mayor reconocimiento por parte de éste sector. De este modo las ONG's también se verían beneficiadas, puesto que se establecería un canal adicional entre éstas y el sector empresarial, para que bajo el respaldo de UICN, dichas empresas tengan la seguridad de colaborar y donar a las ONG's para continuar con nuestra misión.</p> <p>Hombre Naturaleza A.C. Miembro del Comité Mesoamericano</p>
50.	A key area for more effort by IUCN, from our point of view, is to translate scientific research results into concrete action including change in governance of international, national and local bodies in charge of natural resources management.
51.	<p>Participo del Foro Regional IUCN Sur - en Quito; fue una experiencia extraordinaria pero sobre todo fue un espacio de aporte y construcción hacia los objetivos de la Unión, sumamente intenso.</p> <p>Si proceso como este ocurren en todas las secretarías podemos estar seguros que vamos por buen camino.... donde siento que debemos fortalecer nuestra capacidad como Unión, es en el trabajo de "socialización" de nuestros aportes y generar corrientes de opinión de manera de potenciar nuestro aporte hacia un planeta vivo y sostenible.</p>
52.	<p>La communication est régulière et pertinente, ce qui permet aux membres de rester permanemment informés et de contribuer à l'atteinte des objectifs de l'UICN au plan global. Toutefois, nous sommes convaincus que:</p> <ul style="list-style-type: none"> <li>- Le renforcement de la collaboration entre les commissions spécialisées et les membres aiderait au renforcement de leurs capacités techniques et améliorerait leur efficacité sur le terrain;</li> <li>- La consolidation des capacités des membres, y compris les capacités financières, et leur responsabilisation dans la conduite des opérations de terrain, à travers des partenariats transparents, permettrait d'apporter une plus-value au travail remarquable déjà effectué par l'UICN.</li> </ul>
53.	Hope IUCN can be more attention and support of China's environmental grassroots NGOs development.
54.	As an International NGO member within IUCN, we haven't identified many ways to interact or collaborate with the Council, Commission or the Secretariat. It's still not very clear our role as a member - how we could contribute and how we benefit.
55.	<p>IUCN needs to re-capture the lead in biodiversity conservation and be innovative, scientifically based and an authoritative voice.</p> <p>IUCN has drifted too far into a development cooperation agency type of organisation and it has too large, central structures.</p> <p>It is a membership organisation; hence a majority of funds available need to be invested in membership work.</p>
56.	Nous sommes très reconnaissant des contributions importantes de l'UICN en matière de conservation de la nature et de développement durable dans le monde. Nous demanderions que l'UICN déploie encore plus d'efforts dans le travail de renforcement des capacités des Comités nationaux pour les rendre plus aptes à assurer leur missions notamment sur les résultats des travaux actualisés des commissions, les outils et les nouvelles approches innovées. De plus, faciliter les partenariats entre les comités nationaux et les bailleurs de fonds.
57.	<p>The GEER Foundation, Gandhinagar appreciates a well-established IUCN, it's Commissions as well as Regional and National Councils. This strong organisational network with contributions by members is building up a body of knowledge, updating data, information and status of Nature including its biodiversity and other ecological factors.</p> <p>It is suggested that the Regional as well as National Councils also should have their Commissions similar to Commissions of IUCN. Such arrangement would further strengthen the IUCN Network for more organized contributions by Regional Councils, National Councils and Members (Individuals and Institutional).</p> <p>The IUCN may consider to enhance its reach to the ever-expanding educational institutions for building up future human resource that may contribute to the objectives and goals of the IUCN as well as United Nations. This can be achieved through Regional Councils &amp; National Councils and operating through the medium of local languages.</p>

#	Response
58.	<p>What IUCN is doing, it is good but not enough. To forced government for immediate implementation of best practices and endorse innovative but effective approaches. Being inter governmental organisation IUCN can play such roll. beside this, it is era of IT and knowledge, everybody are informed and capable. So, to employ dynamic and creative youth in IUCN movement, the programs should wider and dipper. Fact based and positive result orientated towards sustainable future.</p> <p>Love The Nature: Loving Yourself. Thanks. Yadav Bhandari SAVE THE PLANET NEPAL</p>
59.	<p>The IUCN should make effort in order to build more capacity among members, including shearing experiences and training people to be able to advocate conservation an biodiversity.</p>
60.	<p>Renforcer le Networking entre les membres de l'UICN et promouvoir l'échange d'expertise et le partenariat entre les membres.</p> <p>Les ONG et Institutions membres de l'UICN qui jouissent d'une grande notoriété, longue expérience en matière de conservation, gouvernance et fundraising doivent et renforcer appuyer les autres ONG membres de moindre expérience et qui nécessitent un renforcement de capacités dans tous les domaines qui relèvent des attributions de l'UICN pour une meilleure contribution à la protection de la biodiversité.</p>
61.	<p>Considero que la UICN debería trabajar más para que su marca sea más conocida a nivel mundial y así su trabajo tenga mayor impacto. Veo que la comunidad está fracasando en la integración al desarrollo sostenible ya vemos como caminos separados ambas cosas. El mundo empresarial debería formar parte de la comunidad conservacionista ya que el capital mueve al mundo y con ellos integrados podremos tener un mundo mas conservado, protegido y creciendo de forma sustentable</p>
62.	<p>La UICN debe modernizar sus enfoques de gestión de la biodiversidad y la innovación como pilares de su proyección en el corto plazo y las organizaciones miembro debemos aportar a ese cambio</p>
63.	<p>Since IUCN has less of a presence in North America it is a little challenging to know how IUCN is influencing policy etc. in other parts of the world. I feel that IUCN can play a key role in promoting and advancing sustainable use and really influencing policy to support people and biodiversity conservation.</p>
64.	<p>I believe that, to improve the IUCN programme as well as the effectiveness of its goals, will be important to raise the synergy between the Bording, the Members and the Comissions.</p> <p>Seems clear some improvements in the structure of IUCN and is important to keep this process by the next years.</p>
65.	<p>LA DIFUSIÓN DE LA INFORMACIÓN GENERADA EN LAS COMISIONES DEBE TENER MAYOR COBERTURA PARA MEJOR CONOCIMIENTO DE LOS MIEMBROS DE LA UICN, REALIZAR UN RESUMEN Y SISTEMATIZACIÓN DE LOS DOCUMENTOS GENERADOS YA QUE LA INFORMACIÓN ES MUY EXTENSA, PARA MEJORAR SU COMPRESIÓN Y APLICABILIDAD.</p> <p>SE CONFORME UNA COMISIÓN PARA QUE EN LOS ESTADOS MIEMBROS SE ARTICULE LA APLICACIÓN DE LAS NORMAS Y POLÍTICAS INTERNACIONALES PARA QUE SEAN APLICABLES EN SUS TERRITORIOS EN TODOS SUS NIVELES DE GOBIERNO</p>
66.	<p>IUCN debe buscar tener mayor influencia en políticas nacionales de desarrollo que van en contra de la conservación de la naturaleza así como fortalecer estrategias y políticas de conservación nacional y la creación y manejo efectivo de áreas protegidas, y fortalecimiento de capacidades a ONG y diferentes actores para la sostenibilidad de proyectos de conservación a largo plazo</p>
67.	<p>Considero dos dimensiones relevantes como desafíos, ambas tratadas en el reciente Foro UICN-Sur (Sep. 2015- Quito): la integración a la Unión de las organizaciones representativas de los pueblos originarios de la región; y el incorporar enfoques de género, especialmente en los escenarios de intervención para conservación y sostenibilidad.</p>
68.	<p>Instituciones miembros de la UICN deberían recibir informativos o enlaces con páginas web que alerten a sus miembros de avances en materia de las Comisiones ó publicaciones, ó eventos regionales o mundiales.</p>
69.	<p>My organisation is not a member, so I was not able to answer the questions regarding "my organisation's membership". That's why the reply was "unable to decide".</p>

#	Response
70.	I participated in the regional forum in Panama this month. The presence and direct discussion with council members, members of the commissions, the President and the Secretary gave us a sense of unity as a whole, not just as a regional member. I think this cannot be accomplished in the world congress because of the massive magnitude of the event.
71.	IUCN has great potential BUT is not using it. It can influence the COP and be a leader in climate change and they must follow their mission. IUCN has been veering away from its mission and cuddling polluters. A BLACK list must be made and IUCN must dialogue with them to protect our common home. IUCN must lead and show the way.
72.	Creo que es necesario que por región, los miembros tengan líneas específicas de trabajo relacionadas con el programa mundial. O que los comités nacionales lleven las mismas. Por lo menos en mi región (mesoamérica) no veo que las ONGs hemos desarrollado la red con programas comunes que nos involucren a varios bajo un mismo tema en cada país. Es necesario crear la masa crítica dentro de las sociedades para acelerar los cambios necesarios en pro del ambiente.
73.	Thank you IUCN the great job you have been done in past, as suggestion in future its good to spare more resources to commissions to find out solutions to climate change because its has been interconnect to all cause the happened to Global environment and bio diversity. Make positive, efficient and effective way to disseminate the knowledge and product the IUCN possess to wider audience such cascade down to national level to grass root level. More inclusiveness of society (religion group, youths and local politicians etc) to IUCN work for a long term sustainability.
74.	Be inclusive, open and focused so that objectives could be meet.
75.	plusieurs ONG dont CRADIB que je représente, se plaignent qu'en dehors des voyages, elles ne profitent pas bien de leur appartenance à l'UICN en matière de mise en œuvre des projets dans leurs pays. si cela peut être corrigé, ceci contribuerai efficacement au renforcement des capacités des membres et leurs implication dans la mise en œuvre de la politiques de développement durable. Merci
76.	RAS
77.	La contribution de l'UICN à la sauvegarde de la biodiversité et au développement durable est significative. Toutefois, le travail des différentes commissions devrait impliquer autant que faire se peut les différentes composantes de l'UICN (membres, partenaires...) pour plus d'efficience et de durabilité.
78.	I am of the opinion that the local national committees should be encouraged to seek common ground at the outset as to how the global/regional/national/local issues or relevant issues could be supported or contributed to to feed into the collective global targets and mission and objectives of the IUCN as the mother body. Local members at the national levels should find more common elements to work with and work towards to which has relevance to the global IUCN one programme.
79.	nous souhaitons que l'UICN implique d'avantage ses membres dans la mise en œuvre de certains programme pays, organiser des formation sur l'utilisation de certaines outils
80.	Depuis notre adhésion à l'Union, nos avons jusqu'ici apprécier les innovations t d'un Congrès à l'autre. La recommandation ou plutôt la suggestion à faire est qu'elle continue dans c sens. En effet, jusqu'ici, nous avons su apprécier l'efficacité et la pertinence deu travail fait par l'Union.
81.	There is concern that IUCNs original focus on species (biodiversity) conservation is watered down by the growing influence of membership organisations (partly governmental, partly NGOs) with a priority or even exclusive focus on animal rights, gender issues, poverty elevation or related fields. Not to be misunderstood, though acknowledging that these issues are or can be connected with solving biodiversity conservation challenges, it seems that dealing increasingly with these fields may compromise urgent needed direct action and focus to prevent men-caused mass extermination of species. This is IUCNs original mission and IUCN might lose long standing supporters, if this original mission will not stay key to IUCN in its future development and objectives.
82.	La UICN es una organización única y maravillosa de la que mi institución y yo nos sentimos orgullosas de formar parte. Un apoyo mayor a la membresía con programas y/o proyectos integrales, enfocados en áreas críticas, como KBAs e IBAs en peligro, o áreas protegidas que no se encuentren dentro de estas, pero que lo ameriten.

#	Response
	Esto sobre todo en el Caribe Insular, región a la que pertenezco.
83.	To prepare more regional meetings.
84.	La UICN debe convertirse en un aliado de instituciones financieras para la generación de normativa y para la efectiva mitigación de los impactos generados a la biodiversidad y a los ecosistemas por actividades humanas ligadas a las actividades humanas.
85.	Ok for all
86.	More ease in joining commissions as appropriate to members and organisations.
87.	The Commissions can only be effective if they receive adequate support. The commissions currently work mostly on a voluntary basis which is unsustainable in the long term. We also believe that the IUCN needs to focus more attention on community participation, community support, access and benefits and sustainable USE.
88.	We don't need so many email updates and motions to vote on. Too many "small interactions". Would be better to have fewer, bigger interactions (like the WCC)
89.	Promover la búsqueda de financiamiento que promuevan mas proyectos que integren a los miembros de la unión, por región o temas. Fortalecer la zona Caribe!
90.	More interactions & stronger networking with members/partners exhibiting more positive & helping attitude (thinking out of box) towards solving even difficult problems could be encouraged. We have to always deliver excellent quality of our work in conservation of our nature. Adequate financial resources for programs/projects could be jointly & interactively explored with more enthusiasm/vehemence & acquired convincingly.
91.	A veces, ni en espacios que deberían ser naturales que se conozca que es la UICN se tiene ese conocimiento, por lo tanto, quizá sea necesario invertir en mayor difusión para que la población en lo general conozca sobre lo que es la UICN y lo que realiza
92.	IUCN commissions should collaborate more with the members, so that member organisations' efficiency will be improved. IUCN should focus on improving interactions within their membership by providing experience sharing opportunities & capacity building .
93.	L'IUCN fait du bon travail en terme de communication et d'information des membres. Cependant, des efforts sont à faire dans le cadre de l'organisation des congrès. Certains membres, même étant à jour de leur cotisation ont du mal à assurer leur participation faute de moyens.
94.	Consider means of communicating with non-members Need to develop a platform for the participation of non-members
95.	In the past IUCN relevant and extremely useful. Over the past ten years less so. We had open lines of communication to the IUCN Gland office and through WCPA we had access to a world of expertise. No more. Our relations with the IUCN Brussels office can best be described as "fraught". As a region (Caribbean) we are hardly represented at all. We are too far from Europe to benefit there. If you can find it, IUCN does have a wealth of information but even publications are hard to find. I'm deluged with emails. That's it.
96.	The IUCN West Asia office needs experts and management improvements to be able to service all members in the region. IUCN commissions should recruit more members from West Asia and other developing regions; they also should work with IUCN members in these regions to mobilize them and help them achieve their conservation and sustainable development goals. Most important IUCN should consult with members about the performance, capabilities and deliveries of the regional offices especially in West Asia.
97.	Esperaría un mayor involucramiento práctico en las acciones nacionales que desarrolla UICN a través de alianzas efectivas que potencien las capacidades locales de los miembros y tomen ventaja del conocimiento y experiencia de la UICN. Esto también podría desarrollarse partiendo de la plataforma de iniciativas locales de los miembros y no respondiendo necesariamente en el sentido inverso.

#	Response
98.	De con cuerdo a la Resolución 5.048 (Jeju, 2012), deberían hacer un uso integrador e inclusivo de los términos naturaleza, patrimonio natural y diversidad natural, en lugar de hacer referencia exclusiva a la biodiversidad.
99.	El mundo ha cambiado mucho y la estructura de la UICN ha cambiado poco. Vale revisar las comisiones para ver si son las más relevantes en un mundo donde el cambio climático y la limitadísima gobernanza marcan la agenda. Debe darse mucha más relevancia a las comunicaciones y estrategias para mostrar que un mundo sostenible ya existe en pequeños lugares del planeta y eso puede / debe ser replicado. La UICN debe proveer ciencia pero también esperanza, y los discursos fatalistas no contribuyen a ello. La excesiva burocracia de la UICN y los organismos intermedios (tipo comités regionales) desalientan para un trabajo más integrado.
100.	NOUS MEMBRES DE L'ASDEN DEMANDONS A L'UICN DE FAIRE LA SENSIBILISATION DANS LES PAYS DU MONDE POUR QUE LES ORGANISATIONS NON GOUVERNEMENTALES PUISSENT ADHERER MASSIVEMENT IL FAUT INFORMER LA BASE SURTOUT LES PAYS AFRICAINS ET IL FAUT INVITER TOUS LES MEMBRES A PARTICIPER TOUTE LES RENCONTRES ET FAIRE DES PROGRAMMES AVEC LES ORGANISATIONS MEMBRES DE L'UICN
101.	j'espère que l'IUCN s'intéresse beaucoup plus a la participation a la protection de la nature et de l'environnement au moyen orient vues les circonstances dramatiques et exceptionnelles que subit notre région actuellement
102.	Sería conveniente informar el efecto que va a tener las evaluaciones en el desarrollo de la membresía
103.	Al leer la encuesta, me entero de muchas cosas, trabajos de comisiones, documentos y demás, que dispone la UICN, pero que no nos llegan directamente a los socios.
104.	On Behalf of BMCT I recognize the importance of learning and how IUCN is using it effectively both directly and through the internet. This is the way to get feedback timely and also know what people think about the organisation. This is the bestway to get feedback for making decisions.
105.	IUCN has been a leader in Conservation issues @ higher level within organisations thus need to be cascaded down to implementers, it has been a high hanging adorable fruit but very much unreachable by broader audience who desires it.
106.	<p>Pensamos que UICN ha desperdiciado la valiosa oportunidad de haber sido los pioneros en protección de las fuentes de agua en cuenca binacionales, la promoción de concepto de desarrollo sostenible y la gobernanza de los recursos naturales.</p> <p>UICN necesita implementar en su página web la creación de redes virtuales de intercambio de conocimiento entre los miembros, y capacitaciones a los miembros en línea.</p> <p>Es necesario documentar para la población mundial, experiencias de desarrollo sostenible exitosas y capacitar contadores, banqueros, administradores de empresas en Soluciones Naturales, para que existan los especialistas que puedan influir en la población, de tal manera que los Estados miembros le otorguen valor a los bienes naturales</p> <p>Hay que aprender de las políticas de gobernanza de los recursos que han implementado muchos gobiernos del mundo, que están más avanzadas que las de la UICN.</p>
107.	<p>As a relatively new member (institutional and individual), the promise of having greater conservation impact through working with IUCN is great. In the short term, I believe we have experienced a positive experience and impact.</p> <p>Going forward, I hope the SSC is more successful at keeping all areas of the Red List current with complete and accurate information. As an end user of the Red List, information on bats is problematic to use as much of it is out of date, incomplete and in some cases, not based on quality data as it was based on expert opinion from a narrow group of experts. This is a challenge that must be effectively addressed and the next year will be a litmus test in many respects.</p>
108.	Overall the work IUCN does globally is admirable however in recent years, the focus on science to contribute towards decision making is dwindling and more emphasis is being given to advocacy and political lobbying. Without up to date science we will be failing to make the best decisions for flora, fauna and society. A refocus strategy is required.



#	Response
109.	The Caribbean Regional Committee is trying to be part of the planning, design and implementation of Conservation of Biodiversity Projects for the Caribbean, unfortunately often members are the last to find out about great projects being implemented by International NGO's in the region, often these NGOS are also IUCN members. The lack of respect of local expertise and the inclusion of Caribbean IUCN members from the beginning of Conservation efforts is a tragedy as the Regional members are highly knowledgeable, clearly dedicated to the cause and extremely hard working to protect and effectively manage their natural resources within their countries and regions. I recommend that larger NGO's and IUCN secretariat ensure all local IUCN members around the planet are include as equal partners in conservation efforts occurring within their regions.
110.	none
111.	Transformation in governance is needed so that there can be more effective communication, collaboration and joint decision-making by members + Commissions + Secretariat. In practice, it appears as if the Secretariat is driving and making all of the decisions. There is need to strengthen or develop mechanisms to facilitate more collaborative and inclusive governance and actions.

## IUCN-Commission-Summary

1.1 Please tick all the categories that describe you or your organisation:

Response	Chart	Percentage	Count
Government agency		18.9%	354
National NGO		18.1%	338
International NGO		14.7%	276
Multilateral Organisation		2.4%	45
Donor		1.6%	30
Private Sector		7.5%	140
Academia		38.9%	728
Indigenous Group		0.9%	16
Youth		2.1%	40
IUCN Secretariat		1.8%	33
Scientific Organisation		17.2%	322
Independent Consultant		20.2%	378
State		2.9%	55
Other, please specify		8.7%	163
		<b>Total Responses</b>	<b>1872</b>

1.1 Please tick all the categories that describe you or your organisation: (Other, please specify)

#	Response
1.	IUCN National Committee
2.	Part time IUCN SSC Specialist Group Scientific Officer and member of second SSC Specialist Group
3.	IUCN SSC Red List Authority
4.	Freelance Consultant
5.	Also a Member of National Board for Wildlife, Govt. of India
6.	Ejecución de Proyectos y Prestadora de Servicios de Asesoría
7.	Appointed IEEE-GRSS (Geoscience & Remote Sensing Society) Outreach Liaison for the Asia-Pacific region
8.	Private marine and forest protected area, not-for-profit
9.	national park (may be government agency)
10.	Instituto de Derecho Ambiental y de la Sustentabilidad de la Universidad Católica de Salta- Argentina
11.	Public interest environmental law firm
12.	Chair SSC Otter Specialist Group
13.	Universidad
14.	State Government
15.	Physician Volunteer
16.	Miembro del Consejo de la UICN y de la CEC
17.	Consejera de la UICN y miembro de la CEC

#	Response
18.	Retired Marine Fisheries Scientist - Sea Turtle Conservation Volunteer
19.	Chairman, IUCN-SSC Crocodile Specialist Group
20.	University professor of Botany & Genetics (now Retired)
21.	IUCN-SSC Specialist Group Member
22.	Independent marine mammal researcher
23.	International Independent consultant - Fisheries and aquaculture specialist
24.	University
25.	Natural history museum, department of state government
26.	Operador de un área protegida
27.	National Park
28.	Presidente de la Comisión de Derecho Ambiental del Colegio de Abogados y Procuradores de Mendoza - República Argentina.
29.	Presidente de la Comisión de Derecho Ambiental del Colegio de Abogados y Procuradores de la Provincia de Mendoza, República Argentina
30.	Community environmental conservation
31.	Commission Group chair
32.	IUCN otter specialist group
33.	Actualmente trabajo para una entidad gubernamental no relacionada a la conservación.
34.	bureau étude consultant pour la coopération bilatérale
35.	Judiciary
36.	Membre de l'IUCN -Freshwater plant group
37.	Retired, but working as a volunteer for an education NGO
38.	previous commission focal point
39.	Statutory authority of Australian state government
40.	WCPA Healthy Parks Healthy People Task force
41.	I started in SSC as a researcher on birds affiliated with Bird Conservation Nepal.
42.	Intergovernmental Organisation
43.	Statutory body
44.	Experiencia desarrollada en el marco de las áreas protegidas, territorios indígenas, investigación, estudios y monitoreos ambientales, gestión pública. Voluntario ambientalista.
45.	K-12 Education
46.	A Research and Conservation Trust
47.	IUCN SSC Seahorse, Pipefish and Stickleback Specialist Group
48.	Zoo
49.	Entidad estatal en proyecto financiado por el Banco Mundial y contratado a través de una Fundación
50.	University part time faculty
51.	Semi -autonomous council of the government of India

#	Response
52.	WCPA Commission Vice Chair (pity you missed off Commissions!!!)
53.	Museum
54.	State Nature Reserve
55.	Zoo
56.	Development Financial Institution and NIE to the AFB and the GCF
57.	Membre UICN
58.	Now retired after more than 30 years of affiliation with IUCN in the above noted categories.
59.	Although employed by the government, I represent myself.
60.	Science Education Organisation
61.	SSC SG
62.	Informal NGO
63.	Ocean Elder. FTSE. FEIANZ. FIE Aust
64.	IUCN Commission
65.	Zoological Park
66.	Long term consultant for IUCN
67.	Membre CEL
68.	Regional Organisation
69.	Government agency (US Forest Service - Retired) & International Programs - Contractor
70.	US Forest Service (Retired)
71.	US Forest Service (Retired)
72.	National Natural History Museum
73.	Zoo
74.	Foundation
75.	university professor
76.	Non governmental body
77.	National Committee
78.	Ex IUCN Regional Councillor
79.	Former IUCN Regional Councillor
80.	education department
81.	Non-departmental government body
82.	education department
83.	Membre commission droit de l'environnement
84.	Conservation charity
85.	Independent Lawyer and Legal Translator
86.	Zoo, conservation organisation
87.	Retired senior Forest Service Officer of the State of India

#	Response
88.	Grassroot NGO working with local community
89.	not part of an organisation, amateur orchid grower
90.	Media
91.	natural history museum
92.	local NGO (wildlife charity)
93.	Zoological Society (Charity)
94.	autonomous consultant
95.	School Teacher
96.	Former Director General IUCN
97.	IUCN Species Survival Commission
98.	desempleada
99.	It is a State University with teaching, research and extension as the main activities
100.	Zoological Garden
101.	Public University
102.	Graduate Student, Independent Researcher
103.	Researcher
104.	Research Institute for Mediterranean wetlands conservation
105.	Floristic environment awerness (author of MaltaWildPlants.com)
106.	Zoo
107.	Facilitadores a los pueblos indígenas
108.	Zoo
109.	Zoo
110.	Zoo & Botanical Garden
111.	Government and Independent after retirement.
112.	Nordic Institute
113.	pensioned
114.	ass. prof at the university of Patras, Greece
115.	Wildlife Research Insitute
116.	UN agency
117.	Zoological Society (San Diego Zoo Global) /NGO
118.	Botanic Garden
119.	Environmental NGO
120.	IUCN Edu & Comm Commission Member
121.	Marine Fisheries Scientist-Conservation Volunteer
122.	Membre
123.	PhD Student

#	Response
124.	Self-employed writer
125.	Governmental authority, Natural history museum
126.	Zoologico
127.	Museum
128.	Universidad
129.	not for profit
130.	university professor
131.	UN agency
132.	Association RACINE
133.	National Committee
134.	public museum
135.	IUCN-SSC Specialist Group Chair
136.	Retired national park ecosystem manager
137.	Zoologico
138.	Zoological park/conservation organisation
139.	Museum/Aquarium
140.	Fundación pública privada
141.	state-owned not -for-profit company for international development
142.	Association
143.	Professor of Law at Tribhuvan University Faculty of Law
144.	international organisation
145.	Phd graduate, currently without affiliation
146.	Zoological Institution
147.	membre WPCA à titre personnel
148.	agissant au niveau du nord-littoral Algerien, intervenant sur l'ensemble des problemes environnementaux notamment au niveau horizontal. Il est a preciser que nous sommes l'une des deux seules ONG Algeriennes membres de l'UICN.
149.	Free lance consultant
150.	Bureau for Wildlife research and Species conservation
151.	Retired Scientist, Zoological Survey of India
152.	Partnership initiative created by IUCN, GEF and World Bank
153.	Charitable
154.	A credible and authoritative voice on conservation and sustainable development
155.	Now retired
156.	Participo de reuniones nacionales, regionales o internacionales en la comisión de Educación y Comunicación Ambiental (UICN)
157.	Zoological Gardens

#	Response
158.	Retired from government agency 1 March 2013
159.	Museum
160.	zoo
161.	IUCN Commission
162.	Community Organisation (NGO)
163.	I am also part of a University

1.2 Please identify the Region (or country) where you are currently based (select only one):

Response	Chart	Percentage	Count
Central and West Africa		4.5%	84
East and Southern Africa		6.4%	120
Asia		16.6%	311
Mediterranean		3.7%	69
West Asia		1.6%	29
European Union		20.3%	379
Europe (not part of EU)		4.3%	80
Mesoamerica		4.6%	86
South America		12.6%	235
USA		13.9%	260
Canada		3.5%	66
Oceania		8.1%	151
		<b>Total Responses</b>	<b>1870</b>

1.3 What is your gender?

Response	Chart	Percentage	Count
Female		31.0%	575
Male		69.0%	1280
		<b>Total Responses</b>	<b>1855</b>







1.4 Are you involved in more than one IUCN Commission?

Response	Chart	Percentage	Count
Yes		26.8%	500
No		73.2%	1367
		<b>Total Responses</b>	<b>1867</b>

1.5 For each IUCN Commission with which you are involved, please indicate the approximate frequency of your involvement by selecting either weekly interactions, monthly, annually, less than once a year, never or n/a.

	daily	weekly	monthly	annually	less than once a year	never	n/a	Total Responses
1.5.1 Commission on Education and Communication (CEC)	16 (0.9%)	21 (1.2%)	111 (6.5%)	119 (6.9%)	121 (7.0%)	492 (28.6%)	838 (48.8%)	1718
1.5.2 Commission on Environmental, Economic and Social Policy (CEESP)	22 (1.3%)	56 (3.3%)	106 (6.2%)	88 (5.1%)	119 (6.9%)	507 (29.4%)	824 (47.9%)	1722
1.5.3 Commission on Ecosystem Management (CEM)	13 (0.8%)	34 (2.0%)	121 (7.1%)	126 (7.3%)	149 (8.7%)	453 (26.4%)	819 (47.8%)	1715
1.5.4 Species Survival Commission (SSC)	63 (3.6%)	181 (10.2%)	394 (22.2%)	332 (18.7%)	183 (10.3%)	217 (12.3%)	401 (22.6%)	1771
1.5.5 World Commission on Environmental Law (WCEL)	3 (0.2%)	40 (2.3%)	67 (3.9%)	86 (5.0%)	115 (6.6%)	548 (31.7%)	872 (50.4%)	1731
1.5.6 World Commission on Protected Areas (WCPA)	27 (1.5%)	87 (5.0%)	202 (11.5%)	224 (12.8%)	185 (10.6%)	361 (20.6%)	667 (38.0%)	1753

1.6 Please confirm the Commission with which you are most involved and answer all subsequent questions with this Commission in mind. (Select only one):

Response	Chart	Percentage	Count
Commission on Education and Communication (CEC)		8.6%	159
Commission on Environmental, Economic and Social Policy (CEESP)		7.5%	139
World Commission on Environmental Law (WCEL)		7.4%	137
Commission on Ecosystem Management (CEM)		7.4%	137
Species Survival Commission (SSC)		50.6%	937
World Commission on Protected Areas (WCPA)		18.5%	343
<b>Total Responses</b>			<b>1852</b>

1.7 Since when have you been a Member of this Commission?

The 1767 response(s) to this question can be found in the appendix.<sup>17</sup>

2.1 Bearing in mind the Commission on which you spend the most time in a given year, please indicate the extent to which you agree with the following statements.

<sup>17</sup> Given the large number of respondents (1767) and the limited use that these answers may provide, we did not find it relevant to include this data in the Appendix of the survey results



	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
2.1.1 The work of IUCN Commissions contributes significantly to implementing the IUCN Programme 2013-2016.	11 (0.8%)	23 (1.7%)	92 (6.7%)	503 (36.6%)	494 (36.0%)	250 (18.2%)	1373
2.1.2 The work of CEC contributes significantly to implementing the IUCN Programme 2013-2016.	9 (0.7%)	19 (1.4%)	136 (9.9%)	228 (16.6%)	128 (9.3%)	851 (62.1%)	1371
2.1.3 The work of CEESP contributes significantly to implementing the IUCN Programme 2013-2016.	8 (0.6%)	10 (0.7%)	115 (8.4%)	230 (16.8%)	132 (9.6%)	877 (63.9%)	1372
2.1.4 The work of WCEL contributes significantly to implementing the IUCN Programme 2013-2016.	3 (0.2%)	18 (1.3%)	116 (8.5%)	219 (16.0%)	120 (8.8%)	894 (65.3%)	1370
2.1.5 The work of CEM contributes significantly to implementing the IUCN Programme 2013-2016.	11 (0.8%)	9 (0.7%)	118 (8.6%)	232 (16.9%)	145 (10.6%)	855 (62.4%)	1370
2.1.6 The work of SSC contributes significantly to implementing the IUCN Programme 2013-2016.	12 (0.9%)	12 (0.9%)	81 (5.9%)	339 (24.7%)	551 (40.2%)	375 (27.4%)	1370
2.1.7 The work of WCPA contributes significantly to implementing the IUCN Programme 2013-2016.	9 (0.7%)	8 (0.6%)	80 (5.8%)	269 (19.6%)	359 (26.2%)	646 (47.1%)	1371
2.1.8 My Commission influences the direction of the Four-year Programmes of IUCN.	16 (1.2%)	26 (1.9%)	141 (10.3%)	497 (36.3%)	385 (28.1%)	304 (22.2%)	1369
2.1.9 My Commission contributes to the global discourse on valuing and conserving of nature.	19 (1.4%)	18 (1.3%)	74 (5.4%)	468 (34.1%)	689 (50.2%)	105 (7.6%)	1373
2.1.10 My Commission influences governance of nature's use.	20 (1.5%)	44 (3.2%)	149 (10.9%)	539 (39.3%)	479 (34.9%)	141 (10.3%)	1372
2.1.11 My Commission contributes to promoting nature-based solutions to global challenges.	19 (1.4%)	49 (3.6%)	135 (9.8%)	560 (40.8%)	496 (36.2%)	113 (8.2%)	1372
2.1.12 My Commission contributes to mobilizing key actors.	19 (1.4%)	54 (3.9%)	188 (13.7%)	540 (39.4%)	434 (31.6%)	137 (10.0%)	1372
2.1.13 I value being part of my Commission.	21 (1.5%)	23 (1.7%)	64 (4.7%)	387 (28.2%)	810 (59.0%)	68 (5.0%)	1373

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
2.1.14 There is active collaboration between my Commission and other IUCN Commissions.	19 (1.4%)	79 (5.8%)	211 (15.4%)	386 (28.2%)	202 (14.7%)	474 (34.6%)	1371
2.1.15 There is active collaboration between my Commission and IUCN Members.	23 (1.7%)	70 (5.1%)	171 (12.5%)	506 (36.9%)	341 (24.8%)	262 (19.1%)	1373
2.1.16 There is active collaboration between my Commission and the IUCN Secretariat.	15 (1.1%)	34 (2.5%)	171 (12.5%)	400 (29.2%)	324 (23.6%)	428 (31.2%)	1372
2.1.17 My Commission has an effective internal management system.	27 (2.0%)	81 (5.9%)	208 (15.2%)	459 (33.5%)	274 (20.0%)	322 (23.5%)	1371
2.1.18 IUCN gets adequate return on its investment in Commissions.	21 (1.5%)	37 (2.7%)	200 (14.6%)	296 (21.6%)	310 (22.6%)	506 (36.9%)	1370

2.2 In considering the benefits you derive from Membership in the Commission, indicate the level of importance regarding each of the following.

	Not important	Slightly important	Fairly important	Important	Very important	Not applicable	Total Responses
2.2.1 Access to information	28 (2.0%)	73 (5.3%)	132 (9.6%)	442 (32.3%)	668 (48.8%)	27 (2.0%)	1370
2.2.2 Opportunity for influence within IUCN	96 (7.0%)	177 (12.9%)	224 (16.4%)	431 (31.5%)	351 (25.7%)	88 (6.4%)	1367
2.2.3 Opportunity for my work to be used in relevant ways	51 (3.7%)	99 (7.2%)	168 (12.3%)	452 (33.1%)	548 (40.1%)	49 (3.6%)	1367
2.2.4 Networking	25 (1.8%)	100 (7.3%)	160 (11.7%)	441 (32.2%)	614 (44.9%)	28 (2.0%)	1368
2.2.5 Opportunity to influence policy	59 (4.3%)	122 (8.9%)	197 (14.4%)	455 (33.3%)	469 (34.3%)	64 (4.7%)	1366
2.2.6 Vehicle for global engagement	46 (3.4%)	92 (6.7%)	176 (12.9%)	463 (33.9%)	527 (38.6%)	63 (4.6%)	1367
2.2.7 Professional credibility	61 (4.5%)	112 (8.2%)	184 (13.5%)	469 (34.3%)	508 (37.2%)	33 (2.4%)	1367
2.2.8 Other (please specify below)	36 (5.2%)	6 (0.9%)	15 (2.1%)	67 (9.6%)	103 (14.8%)	471 (67.5%)	698

The 212 response(s) to this question can be found in the appendix.

2.3 Indicate the extent to which relationships indicated below are important for the effective functioning of your Commission.

	Not important	Slightly important	Fairly important	Important	Very important	Not applicable	Total Responses
2.3.1 My Commission with the IUCN Council	32 (2.3%)	62 (4.5%)	156 (11.4%)	511 (37.4%)	449 (32.9%)	155 (11.4%)	1365
2.3.2 My Commission with the IUCN Secretariat (Headquarters)	22 (1.6%)	37 (2.7%)	150 (11.0%)	442 (32.4%)	571 (41.8%)	143 (10.5%)	1365
2.3.3 My Commission with the IUCN Secretariat (Regional offices)	32 (2.3%)	64 (4.7%)	143 (10.5%)	417 (30.6%)	562 (41.2%)	146 (10.7%)	1364
2.3.4 My Commission with Members of other Commissions	25 (1.8%)	83 (6.1%)	233 (17.1%)	508 (37.2%)	379 (27.8%)	137 (10.0%)	1365
2.3.5 My Commission with IUCN Members	18 (1.3%)	66 (4.8%)	165 (12.1%)	472 (34.6%)	545 (39.9%)	99 (7.3%)	1365
2.3.6 My Commission with partner organisations from outside IUCN	22 (1.6%)	67 (4.9%)	143 (10.5%)	485 (35.6%)	534 (39.2%)	112 (8.2%)	1363
2.3.7 Other (please specify below)	26 (4.1%)	7 (1.1%)	15 (2.3%)	47 (7.3%)	75 (11.7%)	471 (73.5%)	641

The 136 response(s) to this question can be found in the appendix.

2.4 Which of the following activities of your Commission have you participated in during the past three years? (Please select all that apply.)

Response	Chart	Percentage	Count
Research		50.4%	688
Constructing knowledge products/baskets		28.0%	382
Disseminating knowledge		66.8%	913
Producing newsletter or other communication media		23.1%	315
Awareness-raising activities		36.7%	502
Capacity development activities		25.0%	341
Stakeholder-engagement activities		23.8%	325
Communicating proposals and/or recommendations to policy makers		26.9%	368
Role in governance of my Commission		10.2%	140
Role in administrative tasks related to my Commission		8.8%	120
Representing my Commission at meetings		18.9%	258
Representing my Commission in the media		6.6%	90
Other, please specify:		13.8%	188
<b>Total Responses</b>			<b>1366</b>

2.4 Which of the following activities of your Commission have you participated in during the past three years? (Please select all that apply.) (Other, please specify:)

#	Response
1.	Aun no he tenido activa participación ya que pertenezco desde hace poco tiempo, por lo que estoy interiorizándome de su funcionamiento
2.	No he participado en ninguna, realmente he enviado correos a los delegados UICN del país para que sepan que hago parte de ella, pero no he tenido respuesta.
3.	Just joined the Commission this month
4.	None; I was not asked to get involved in activities of my Commission
5.	Foro de miembros de la UICN, envío de artículos para boletín UICN, reuniones de la CEC Perú
6.	Engaged in informing and strengthening IUCN-CEM network through applied research, e.g. Social Network Analysis and ecological governance
7.	ninguna
8.	OSG
9.	I volunteered to review and translate documents in two opportunities, but I was not selected.
10.	Contributing to on-line discussions, feeding in to more "hand-on" activities of other members
11.	Information sharing
12.	i have been only involved since a couple of months
13.	None. Never invited to assist and when I am the member website does not give me access
14.	Provide professional feedback when asked to do so
15.	Representación en Grupo de Políticas.
16.	Workshops to evaluate species conservation status
17.	Traducción al español de un curso
18.	reviewer for a journal
19.	Reuniones estratégicas
20.	Joined recently so not much opportunity has come on the way
21.	je ne sais pas
22.	IUCN Academy of Environmental Law
23.	Fundraising
24.	Can't think of anything here
25.	évaluation liste rouge, structuration d'un RLA
26.	Fundraising to support our strategic objectives
27.	CEM Groups Need More Team Leader Management & Involvement
28.	Have actively raised awareness amongst my professional network about this Commission
29.	Empujar a Parques Nacionales de ser más eficiente
30.	No he tenido contacto fluido con la Comisión, por lo que no he podido acceder en forma concreta y permanente a sus actividades
31.	As a new member I am yet to engage in these activities
32.	Actividades de integración local

#	Response
33.	Quisiera participar más activamente
34.	I have helped develop a new focus from within the mission- known as the Asian Species Action Partnership
35.	Community Education when i was back home in Nigeria.
36.	Chair of Specialist Group
37.	Species status assessments
38.	Working in concrete conservation programme
39.	Continuously advocating at all levels the viewpoints/policies of the Commission
40.	none
41.	new member, not yet actively involved in commission activities
42.	IUCN staff and commission membership focal point
43.	Nothing. My commission provides no serious opportunities for involvement
44.	I just joined CEESP this month, so I've done very little thus far.
45.	have had no opportunity to be involved
46.	Practice Guidelines
47.	I just recently became a member, and am working to identify the current state of work to be accomplished.
48.	Representation in high level policy formulation forums
49.	I have contributed all these through the two specialist groups I am a member: 1. Galliformes Specialist Group and 2. Vulture Specialist Group. I do not have much direct communication with Simon Stuart re these --but I am stating my efforts here which help support SSC's overall objective
50.	little time available
51.	Thematic Group Lead of Dryland Ecosystems Group in CEM
52.	I have joined a month ago, on 6th August 2015 and I am yet to start working. I am joust following now..
53.	None
54.	participation in workshops, meetings related to development og new methodologies
55.	none
56.	Revisión de gran parte de los mails recibidos, revisión y envío de aportes en la Guia " La Conservación y los Pueblos Indígenas en mesoamerica". Antes en el marco de la CPAES efectúe una investigación respecto al TIPNIS, y estuve enviando información respecto al avasallamiento de esta importante área protegida para Bolivia, lastimosamente ya no pude articular una acción en el marco del CPAES para la preservación del TIPNIS.
57.	representing my commission regionally, Red list contribution
58.	Mention that I am part of the Commission..
59.	Reuniones para formular recomendaciones frente a temas de congreso de Parques Nacionales de Colombia y pronunciamientos para orientar decisiones de carácter político.
60.	Ninguna
61.	I AM NOT AWARE ABOUT MY INVOLVEMENT
62.	WPC
63.	Crear una CEC de mi país con los miembros de E&C de UICN
64.	non

#	Response
65.	Reading materials and provide opinion
66.	none of the above
67.	Shell: Invate CEOs for interview on Accountability & Management responsibility for drilling the Arctic, pollution Nigeria, mining shale-gass. Visit & collaborate demonstrations Gangyeon village; advising how to make more global approach; influencing policy US-SK via EU; making videos for YouTube; advocay MPs EU; info to Int. Court of Justice..
68.	Organising the IUCN World Parks Congress in Sydney 2014
69.	It's been a year since i joined so haven't had the opportunity
70.	Links to World Heritage Convention and Biosphere Reserces,UNEPetc.
71.	Bajar informaciones de la Comisión a comunidades locales y tradicionales, así como a entes nacionales y regionales.
72.	None for now
73.	Awareness raising of existence and role of IUCN and Commissions in media and influencers
74.	Participated in the World Parks Congress.
75.	Recently joined
76.	n/a
77.	review of nomination dossier
78.	Give inputs for documents
79.	Raising funds for suport of Commission activities.
80.	None
81.	Not anything worth mentioning
82.	Involved in organising World Parks Congrtes
83.	Funding support to members
84.	Giving ideas about actions
85.	Organización de eventos de la Comisión
86.	contribution à certains rapports
87.	meetings and conferences
88.	participation in IUCN Regional Congress (Asia)
89.	apoyo técnico a la presidencia de la comisión
90.	Helped developing action plans for plant conservation
91.	None
92.	Participation in webinar of ECG (WCEL)
93.	unless participation is ensured during some of the meetings/conferences much cannot be contributed.
94.	just got membership
95.	n/a
96.	academic interactions via internet
97.	Muy corto tiempo en el involucramiento/imposible de decir

#	Response
98.	international meetings
99.	Coordination of member activities in agreement with chair
100.	I think have sent letters from time to time. But I do not know if or in what extent they were implemented ... If you ask about REASEARCH, then there should be resources and other cooperation even before I can attend ... The same applies to other topics.
101.	answering questionnaires
102.	Ainly via dissemination of results to students
103.	just taken part
104.	nothing
105.	species Red List assessments and evaluations
106.	Participating in the elaboration of national and state-wide Red Lists of Threatened Species
107.	Leading strategy development & other planning
108.	Conference workshops
109.	Suport in other commission
110.	I have only been a member for one month
111.	Nenhum
112.	Solo brindando informacion para la actualizacion del estado de conservación de especies de primates neotropicales para la nueva versión de Lista Roja de Especies Amenazadas (2015)
113.	I am not a member of any.
114.	Sincerly, nonce, at leas officially inside the commission. I tried to find the way in collaborate more but with no success.
115.	Much of what I do is relevant to the Commission but not recognised by it
116.	Strategic and conceptual advice
117.	I have not participated in any activities over the last year I have been a member
118.	Representing my commission capacity development policy in our country
119.	have not been invited by my commission to any initiatives for many years
120.	Recien ingreso aun no he participado
121.	the SSC-CWRSG has not been very active so I have had little opportunity to participate
122.	Neither WCEL and nor Peruvian branch organizes any activities with its members. Both Peruvian branches of WCEL and WCPA have been hijacked by its secretariats and no other members participates of anything.
123.	Informing agricultural policy maker about importance of cooperation between agricultur and environment.
124.	As I am a recent member I have not be able to participate in any activity yet
125.	Nothing yet as its only 2 months me being involved
126.	survey, review
127.	I have not been very active. My role is not clear and expectations are not clear regarding what I am expected to do on the SSC.
128.	Attending IUCN regional meetings as well as SSC Specialist Group meetings and assisting with Recovery Plan related items within species' range countries
129.	Evaluaciones a especies de anfibios para lista roja.. únicamente.

#	Response
130.	My commission is run as a clique - if you're not close with the key players, you are shunned. It is run in a way that can be very exclusionary.
131.	reviewing nominations for heritage sites
132.	Trop nouveau dans l'organisation
133.	ninguna porque no existe una buena dirección ni organización interna
134.	I do much myself but I have not managed to be involved in whatever the CEC is involved in.
135.	no he encontrado ninguna forma activa de participación en la Comisión, aunque he intentado varias veces y he contestado todas las encuestas que han mandado.
136.	None
137.	Revision de documentos de divulgacion de mejores practicas, traducciones
138.	Nothing yet
139.	None
140.	No ha sido posible participar en ninguna por falta de coordinación interna
141.	Global RL assessment of a species
142.	asesment survival status of cave beetles
143.	Not given proper chance and oppoportunity for scientists and activists from countries like India
144.	Annual meeting
145.	Assessments
146.	anyone
147.	Correction de manuscrit
148.	none
149.	Been unable to contribute due to lack of time
150.	relecture de documents et corrections
151.	I would like to get more involved
152.	en ninguna
153.	I'm fairly new and have not had the opportunity to engage in the above activities relating to my Commission
154.	Nil
155.	international visibility
156.	Helping Protecte our endangered species under the law
157.	None
158.	I am officially new to the Commission, but have been involved with other members, contributing with the Commission for several years now.
159.	Feeding back to future recommendation proposals on biodiversity action plans and learning processes.
160.	Red list assessment
161.	None though I am interested in face-to face engagements
162.	les chapitres notees renvoient a des activites et/ou des projets menees a notre niveau .
163.	n/a due to a new member



#	Response
164.	NA
165.	Publication(s) in copyright and create and distribute of posters of protected animal of national importance
166.	Les elements notes ci-dessus correspondent a des actions au niveau de notre ONG.
167.	Since in the commission form few months have not been able to get very involved, even if the involvement is increasing. I have been suggesting policy and issues regarding my field (Antarctica and marine mammals)
168.	Only surveys
169.	Peer review of World Heritage proposals
170.	Involvement in World Parks Congress
171.	Commercial partnerships development
172.	commision programme planning and synchronizing with the global program
173.	i am only member since 3 months
174.	elaboración y evaluación de fichas de conservación para cada especie
175.	Construcción y coordinacion del Programa Nacional para la Conservación de los Anfibios
176.	I have specifically attended but hope to attend in future.
177.	as new member, only reading the newsletters so far
178.	none
179.	En las tareas marcadas y en actividades de Investigación, Capacitación, Redacción de guías y Manuales, Extensión a la comunidad, desde la Universidad de Buenos Aires, Argentina.
180.	I really haven't participated the past 3 years
181.	awareness raising of IUCN and its commissions for students (university)
182.	I gave an interwiev to national news agency as an IUCN SSC expert
183.	En revisión y opinión de documentos y propuestas, y me gustaría no solo ser revisora, sino también participar mas en otras actividades de mi comisión.
184.	révision de documents
185.	I only joined very recently
186.	I have not perticipeted.
187.	NINGUNA
188.	a Workshop

2.5 In the list below, please select which are the main contributions of your Commission to IUCN (Please select all that apply.)

Response	Chart	Percentage	Count
Expertise about the state of species and ecosystems		67.1%	917
Education and learning processes		36.9%	504
Organisational legitimacy		17.4%	238
Expertise about effective approaches to conservation and/or sustainable use		62.1%	849
Identifying strategic priorities		50.6%	692
Advocacy		32.6%	445

Response	Chart	Percentage	Count
Policy development		38.9%	532
Policy change		23.4%	320
Stakeholder engagement		37.5%	513
Innovative approaches		33.4%	457
Other, please specify:		7.1%	97
<b>Total Responses</b>			<b>1367</b>

2.5 In the list below, please select which are the main contributions of your Commission to IUCN (Please select all that apply.) (Other, please specify)

#	Response
1.	Just the Commission last week but am hoping to start doing so soon
2.	I sincerely don't know
3.	global network development of specialists and knowledge bases
4.	ninguna
5.	Scientific credibility
6.	identification of emerging issues
7.	Microwave satellite remote sensing
8.	I have no idea...I am very confused as to what we do...
9.	producción material y de investigación
10.	Herramientas de conocimiento y acción
11.	je ne sais pas
12.	World heritage and Antarctica
13.	Undecided
14.	Technical legal and related knowledge
15.	Capacity Building
16.	area-based conservation
17.	Difusión del conocimiento de especies y ecosistemas
18.	Buscar visibilizar al CMAP
19.	I advocate for the use of ecosystem approach in Nature conservation rather than the Species-specific system of conservation.
20.	REVIEWING PAPERS
21.	Nothing. My commission seems to provide no effective contribution to IUCN
22.	No idea
23.	WCPA has a major role in identifying and showcasing best practice
24.	none
25.	Investigacion que promueve la articulacion de los pobladores locales, con modelos de manejo y sostenibilidad.
26.	Marine Zoning or coastal and marine spatial planning

#	Response
27.	Don't have enough information.
28.	Coordinating others to contribute their expertise re: the state of species and ecosystems
29.	Expertise on Rights-Based Approaches to Conservation
30.	No se ha tenido un rol relevante por la escasa oportunidad de reunirnos y de proponer temas y acciones frente a los temas de interés.
31.	Publications
32.	Trabajos relevantes en los Convenios del Ambiente
33.	i would like to do all of the above - but don't know how to
34.	Contributing significantly to biodiversity conservation through best practice on the ground
35.	Global organisational structure of the Commission.
36.	Following on from involvement in one report, I have found no viable way in which to communicate effectively with the Commission or others parts of IUCN.
37.	Estado de los ecosistemas y comunidades, y serias redes de apoyo a nivel mundial.
38.	I am involved with both SSC-MAP (very little and poor communication so cannot comment on above and SSC-CWR (highly effective communication and excellent on above)
39.	sadly, have contributed little to Commission
40.	Don't know.
41.	Recently joined
42.	n/a
43.	I am not able to say!
44.	Development & elaboration of laws
45.	Communication
46.	capacity building e.g., judicial training
47.	I don't know
48.	Exchange of experience from different jurisdiction
49.	Mainly during through teaching and research at post graduate level.
50.	just got membership
51.	Not sure. Have not seen much being done.
52.	Don't know
53.	Uncertainty and Risks
54.	No information about that, no resources to get informed ...
55.	I have not contributed something because I am trying to establish my department (conservation education) and conduct some research regarding our visitors and the public. Once I gain enough experience and validated information I should be able to share with others on the education and learning processes mainly.
56.	Building bridges between zoos (ex situ) and IUCN SSC (in situ) projects
57.	dont know
58.	The IUCN Red List has been used as a model for the elaboration of Red Lists both at national level as well as state level. I was able to get the SSC criteria as the basis for a project devoted to raise/collect field information for the elaboration of a Brazilian state (the size of Germany) Red List, i.e., a study on mammals, birds, reptiles,

#	Response
	amphibians, fish, and plants targeting SSC criteria to elaborate the list.
59.	COMMUNICATION
60.	educational research related issues
61.	Paraguay specific conservation
62.	I am not a member of any
63.	the survey does not ask about the key role protected areas play in species survival. This reflects the unfortunate disconnect within IUCN between these two commissions. They should work closely together at the member level.
64.	I am not aware of what contributions the SSC has made to IUCN
65.	not clear due to lack of communication by commission officials with me
66.	unable to judge
67.	status of protected areas
68.	understanding of governance, rights, and cultural and social aspects of conservation and natural resources
69.	I'm not sure what you mean by organisational legitimacy? from my organisation to IUCN or vice versa?
70.	production of best practice guides
71.	Trop nouveau dans l'organisation
72.	I know what they should be but I do not know what they are.
73.	trabajo con nuevas generaciones
74.	Pero ha disminuido su capacidad en los últimos años, especialmente en la oficina regional de América del Sur
75.	Not participated
76.	No dispongo de información suficiente
77.	Unknown as I am new to the internal workings side of things.
78.	none
79.	COMMUNICATION
80.	elaboration de stratégies de conservation d'espèces menacées
81.	Nil
82.	Practical experience of protected area management
83.	la ceesp devrait assurer la coordination de toutes les commissions .
84.	NA
85.	Identificate illegal hunting and smuggle wildlife species
86.	I am not aware, I am just a number in the list
87.	Using communication strategically for all conservation activities with varied stakeholders - to make the conservation approaches more effective
88.	Governance; human rights
89.	An opportunity for direct contact between people asll over the world to the IUCN system
90.	environmental law
91.	Articulación de diversos tipos de actores para un fin común
92.	unclear

#	Response
93.	energy law issues
94.	I have not been involved enough to know
95.	valor espiritual de las areas protegidas
96.	Expertise about economic drivers of environmental degradation and on the role of economic policies
97.	Info on Governance models for effective conservation

3.1 Four sampled knowledge products/chains/baskets have been selected to be part of this review. Before we ask you specific questions on these, please indicate your degree of familiarity with each of them, whether or not you have used or been involved in developing them.

	Not at all	Little	Somewhat	Much	Great deal	Total Responses
Red List of Threatened Species	96 (7.6%)	117 (9.3%)	246 (19.5%)	408 (32.3%)	397 (31.4%)	1264
Protected Planet	535 (42.3%)	263 (20.8%)	247 (19.5%)	158 (12.5%)	61 (4.8%)	1264
Water and Nature Initiative (WANI) Toolkits: (Flow, Change, Value, Pay, Share, Negotiate, Case Studies)	764 (60.4%)	220 (17.4%)	169 (13.4%)	85 (6.7%)	26 (2.1%)	1264
Natural Resources Governance Framework	607 (48.0%)	267 (21.1%)	212 (16.8%)	122 (9.7%)	56 (4.4%)	1264

3.2 Regarding the Red List of Threatened Species, please select the answer that best reflects your perception of the statements.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
3.2.1 The Red List of Threatened Species is relevant to the mission of IUCN.	2 (0.2%)	2 (0.2%)	12 (1.0%)	186 (14.7%)	1046 (82.8%)	15 (1.2%)	1263
3.2.2 The Red List of Threatened Species is relevant to the mandate of my Commission.	5 (0.4%)	21 (1.7%)	55 (4.4%)	358 (28.3%)	788 (62.4%)	36 (2.9%)	1263
3.2.3 The Red List of Threatened Species responds to a clearly articulated need.	5 (0.4%)	11 (0.9%)	67 (5.3%)	337 (26.7%)	812 (64.3%)	31 (2.5%)	1263
3.2.4 The Red List of Threatened Species is relevant to the global biodiversity conservation movement.	5 (0.4%)	7 (0.6%)	18 (1.4%)	205 (16.2%)	1012 (80.1%)	16 (1.3%)	1263
3.2.5 The Red List of Threatened Species is relevant to the sustainable development movement.	10 (0.8%)	35 (2.8%)	113 (8.9%)	416 (32.9%)	656 (51.9%)	33 (2.6%)	1263
3.2.6 The Red List of Threatened Species is informed by a diversity of authoritative sources.	4 (0.3%)	12 (1.0%)	87 (6.9%)	385 (30.5%)	696 (55.1%)	79 (6.3%)	1263

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
3.2.7 Dissemination of the Red List of Threatened Species by my Commission is appropriate.	8 (0.6%)	39 (3.1%)	139 (11.0%)	417 (33.0%)	566 (44.8%)	94 (7.4%)	1263
3.2.8 The Red List of Threatened Species is used as an authoritative reference by international agencies, governments and/or civil society organisations.	4 (0.3%)	21 (1.7%)	52 (4.1%)	323 (25.6%)	814 (64.5%)	48 (3.8%)	1262
3.2.9 The Red List of Threatened Species has had a positive impact on global policies.	5 (0.4%)	20 (1.6%)	121 (9.6%)	388 (30.7%)	654 (51.8%)	74 (5.9%)	1262
3.2.10 The Red List of Threatened Species has had a positive impact on national policies.	11 (0.9%)	44 (3.5%)	169 (13.4%)	402 (31.9%)	565 (44.8%)	71 (5.6%)	1262
3.2.11 Appropriate strategies have been developed for the future of the Red List of Threatened Species.	11 (0.9%)	60 (4.8%)	263 (20.8%)	364 (28.8%)	274 (21.7%)	290 (23.0%)	1262

3.3 Regarding Protected Planet, please select the answer that best reflects your perception of the statements.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
3.3.1 Protected Planet is relevant to the mission of IUCN.	1 (0.1%)	1 (0.1%)	50 (4.0%)	282 (22.4%)	392 (31.1%)	535 (42.4%)	1261
3.3.2 Protected Planet is relevant to the mandate of my Commission.	2 (0.2%)	6 (0.5%)	80 (6.3%)	294 (23.3%)	320 (25.4%)	559 (44.3%)	1261
3.3.3 Protect Planet responds to a clearly articulated need.	2 (0.2%)	7 (0.6%)	99 (7.9%)	296 (23.5%)	275 (21.8%)	582 (46.2%)	1261
3.3.4 Protected Planet is relevant to the global biodiversity conservation movement.	2 (0.2%)	1 (0.1%)	50 (4.0%)	269 (21.3%)	393 (31.2%)	546 (43.3%)	1261
3.3.5 Protect Planet is relevant to the sustainable development movement.	1 (0.1%)	8 (0.6%)	81 (6.4%)	287 (22.8%)	331 (26.2%)	553 (43.9%)	1261
3.3.6 Protected Planet is informed by a diversity of authoritative sources.	3 (0.2%)	11 (0.9%)	120 (9.5%)	252 (20.0%)	227 (18.0%)	648 (51.4%)	1261
3.3.7 Dissemination of Protected Planet by my Commission is appropriate.	10 (0.8%)	38 (3.0%)	144 (11.4%)	262 (20.8%)	178 (14.1%)	628 (49.8%)	1260

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
3.3.8 Protected Planet is used as an authoritative reference by international agencies, governments and/or civil society organisations.	5 (0.4%)	47 (3.7%)	145 (11.5%)	234 (18.6%)	160 (12.7%)	670 (53.1%)	1261
3.3.9 Protected Planet has had a positive impact on global policies.	3 (0.2%)	26 (2.1%)	159 (12.6%)	238 (18.9%)	154 (12.2%)	681 (54.0%)	1261
3.3.10 Protected Planet has had a positive impact on national policies.	5 (0.4%)	53 (4.2%)	179 (14.2%)	206 (16.3%)	126 (10.0%)	692 (54.9%)	1261
3.3.11 Appropriate strategies have been developed for the future of Protected Planet.	7 (0.6%)	25 (2.0%)	184 (14.6%)	188 (14.9%)	98 (7.8%)	759 (60.2%)	1261

3.4 Regarding the Water and Nature Initiative (WANI) Toolkits, please select the answer that best reflects your perception on the statements.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
3.4.1 The WANI Toolkits are relevant to the mission of IUCN.	2 (0.2%)	2 (0.2%)	78 (6.2%)	222 (17.6%)	166 (13.2%)	791 (62.7%)	1261
3.4.2 The WANI Toolkits are relevant to the mandate of my Commission.	1 (0.1%)	15 (1.2%)	116 (9.2%)	189 (15.0%)	120 (9.5%)	820 (65.0%)	1261
3.4.3 The WANI Toolkits respond to a clearly articulated need.	1 (0.1%)	7 (0.6%)	117 (9.3%)	185 (14.7%)	120 (9.5%)	831 (65.9%)	1261
3.4.4 The WANI Toolkits are relevant to the global biodiversity conservation movement.	3 (0.2%)	3 (0.2%)	88 (7.0%)	208 (16.5%)	153 (12.1%)	806 (63.9%)	1261
3.4.5 The WANI Toolkits are relevant to the sustainable development movement.	2 (0.2%)	3 (0.2%)	86 (6.8%)	188 (14.9%)	175 (13.9%)	807 (64.0%)	1261
3.4.6 The WANI Toolkits are informed by a diversity of authoritative sources.	1 (0.1%)	1 (0.1%)	121 (9.6%)	167 (13.2%)	103 (8.2%)	868 (68.8%)	1261
3.4.7 Dissemination of information on the WANI Toolkits by my Commission is adequate.	14 (1.1%)	38 (3.0%)	144 (11.4%)	136 (10.8%)	74 (5.9%)	854 (67.8%)	1260
3.4.8 The WANI Toolkits are used as an authoritative reference by international agencies, governments and/or civil society organisations.	5 (0.4%)	21 (1.7%)	139 (11.0%)	137 (10.9%)	64 (5.1%)	895 (71.0%)	1261
3.4.9 The WANI Toolkits have had a positive impact on global policies.	6 (0.5%)	21 (1.7%)	146 (11.6%)	126 (10.0%)	69 (5.5%)	893 (70.8%)	1261

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
3.4.10 The WANI Toolkits have had a positive impact on national policies.	12 (1.0%)	22 (1.7%)	152 (12.1%)	120 (9.5%)	59 (4.7%)	895 (71.0%)	1260
3.4.11 Appropriate strategies have been developed for the future of the WANI Toolkits.	4 (0.3%)	16 (1.3%)	168 (13.3%)	91 (7.2%)	60 (4.8%)	922 (73.1%)	1261

3.5 Regarding the Natural Resources Governance Framework, please select the answer that best reflects your perception of the statements.

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
3.5.1 The Natural Resources Governance Framework is relevant to the mission of IUCN.	2 (0.2%)	6 (0.5%)	45 (3.6%)	274 (21.7%)	329 (26.1%)	605 (48.0%)	1261
3.5.2 The Natural Resources Governance Framework is relevant to the mandate of my Commission.	1 (0.1%)	12 (1.0%)	68 (5.4%)	273 (21.6%)	270 (21.4%)	637 (50.5%)	1261
3.5.3 The Natural Resources Governance Framework responds to a clearly articulated need.	0 (0.0%)	12 (1.0%)	96 (7.6%)	259 (20.5%)	217 (17.2%)	677 (53.7%)	1261
3.5.4 The Natural Resources Governance Framework is relevant to the global biodiversity conservation movement.	2 (0.2%)	7 (0.6%)	70 (5.6%)	256 (20.3%)	280 (22.2%)	646 (51.2%)	1261
3.5.5 The Natural Resources Governance Framework is relevant to the sustainable development movement.	1 (0.1%)	8 (0.6%)	69 (5.5%)	245 (19.4%)	288 (22.8%)	650 (51.5%)	1261
3.5.6 The Natural Resources Governance Framework is being informed by a diversity of authoritative sources.	2 (0.2%)	11 (0.9%)	121 (9.6%)	202 (16.0%)	161 (12.8%)	764 (60.6%)	1261
3.5.7 The Natural Resources Governance Framework is being developed effectively.	3 (0.2%)	22 (1.7%)	148 (11.7%)	185 (14.7%)	109 (8.6%)	794 (63.0%)	1261
3.5.8 Appropriate strategies are being developed for the future of the Natural Resources Governance Framework.	2 (0.2%)	24 (1.9%)	139 (11.0%)	174 (13.8%)	101 (8.0%)	821 (65.1%)	1261

4.1 Please indicate the extent to which you agree with the statement and respond on the basis of your own experience and position in the Union. In statements that refer to IUCN as a “world leader,” consider IUCN’s comparative strength in relation to other international actors working on conservation and sustainability – noting the distinction made between conservation and sustainable development. Indicate which of the following statements best reflect IUCN’s niche.



	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
4.1.1 IUCN is a world leader in using scientific evidence to set standards aimed at sustainable development.	14 (1.1%)	67 (5.4%)	183 (14.8%)	498 (40.3%)	394 (31.9%)	81 (6.5%)	1237
4.1.2 IUCN is a world leader in using scientific evidence to set standards aimed at biodiversity conservation.	7 (0.6%)	16 (1.3%)	48 (3.9%)	376 (30.4%)	772 (62.4%)	18 (1.5%)	1237
4.1.3 IUCN is a world leader in using scientific evidence to influence policy development and/or support implementation of policies aimed at sustainable development.	12 (1.0%)	62 (5.0%)	190 (15.4%)	529 (42.8%)	361 (29.2%)	83 (6.7%)	1237
4.1.4 IUCN is a world leader in using scientific evidence to influence policy development and/or support implementation of policies aimed at biodiversity conservation.	7 (0.6%)	21 (1.7%)	67 (5.4%)	431 (34.8%)	682 (55.1%)	29 (2.3%)	1237
4.1.5 IUCN is a world leader in building the necessary partnerships to foster sustainable development.	16 (1.3%)	83 (6.7%)	239 (19.3%)	479 (38.7%)	283 (22.9%)	137 (11.1%)	1237
4.1.6 IUCN is a world leader in building the necessary partnerships to foster biodiversity conservation.	9 (0.7%)	32 (2.6%)	121 (9.8%)	432 (34.9%)	598 (48.3%)	45 (3.6%)	1237
4.1.7 IUCN has contributed significantly to the post-2015 global agenda on biodiversity conservation and sustainable development.	9 (0.7%)	28 (2.3%)	140 (11.3%)	451 (36.5%)	415 (33.5%)	194 (15.7%)	1237
4.1.8 IUCN leverages its Membership effectively to fulfill its mission.	43 (3.5%)	166 (13.4%)	246 (19.9%)	396 (32.0%)	232 (18.8%)	153 (12.4%)	1236
4.1.9 IUCN leverages its Commissions effectively to fulfill its mission.	36 (2.9%)	106 (8.6%)	222 (18.0%)	463 (37.5%)	246 (19.9%)	163 (13.2%)	1236
4.1.10 IUCN leverages knowledge effectively to fulfill its mission.	18 (1.5%)	76 (6.1%)	182 (14.7%)	517 (41.8%)	334 (27.0%)	109 (8.8%)	1236
4.1.11 IUCN leverages its funding capacity effectively to fulfill its mission.	32 (2.6%)	121 (9.8%)	278 (22.5%)	287 (23.2%)	165 (13.3%)	353 (28.6%)	1236
4.1.12 The IUCN Council contributes significantly to the fulfillment of the IUCN mission.	15 (1.2%)	42 (3.4%)	204 (16.5%)	329 (26.6%)	219 (17.7%)	427 (34.5%)	1236

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Not able to judge	Total Responses
4.1.13 I am kept informed about IUCN's policy positions by the IUCN Council.	75 (6.1%)	204 (16.5%)	258 (20.9%)	411 (33.3%)	187 (15.1%)	101 (8.2%)	1236
4.1.14 The IUCN Council does a good job at representing IUCN.	22 (1.8%)	45 (3.6%)	247 (20.0%)	322 (26.0%)	216 (17.5%)	385 (31.1%)	1237

5.1 To conclude this survey, please provide suggestions or recommendations for improving the relevance, effectiveness, efficiency or sustainability of any aspect of IUCN's work?

The 722 response(s) to this question can be found in the appendix.

#### Appendix

5.1 To conclude this survey, please provide suggestions or recommendations for improving the relevance, effectiveness, efficiency or sustainability of any aspect of IUCN's work?

#	Response
1.	Acceso a información de manera de asesorar adecuadamente a proyectos de inversión
2.	El desarrollo del trabajo de las comisiones en mi país Colombia, parece no incluir a los miembros de la misma, por eso no sé si avanzan en la implementación del plan de trabajo de UICN o no.
3.	We play a leading role in informing Parties to CITES on status and trends in conservation of our species. Also have been able to build a really useful network of range state conservationists and experts in wide range of fields pertaining to our species. Our work is of practical value and our SG is widely recognised as the global authority on our species.
4.	publications and technical reports
5.	Various forms of capacity building
6.	Balancing information in proportional way
7.	n/a
8.	Contribuir desde mi experiencia en el desarrollo de mi país, y en consecuencia, de nuestro mundo.
9.	Opportunity to engage my research interests on global scale
10.	oportunidad para influir en la comunidad
11.	NA
12.	espacio de divulgación científica y formación profesional. La formación o especialización empírica es muy importante para mí. con la IUCN he podido aprender de otros miembros expertos.
13.	Research
14.	Opportunity to help conserve nature
15.	Sometimes get opportunities to involve in national policy decisions
16.	Contacts et perfectionnement
17.	Nothing
18.	Knowledge Exchange
19.	n/a
20.	Lack of communication between members
21.	Making use of advanced microwave SAR satellite remote sensing and surveillance

#	Response
22.	n/a
23.	This question very confusing...I do not know how to answer them...
24.	en el IDEAS nos ayuda a conocer lo que se hace en otros países y a divulgar soluciones que puedan ser aplicables en la región
25.	Knowing your personal expertise within the SSC makes a difference for your species
26.	Ability to keep non-IUCN colleagues knowledgeable about relevant events
27.	Desarrollo profesional
28.	Communication
29.	The guidelines and other guidance documents can be applied at localm subnational and national levels
30.	Influencing the scope of UN Convention
31.	I am always aware of a great imbalance in favour of animals and against plants
32.	Opportunity to contribute and to make use of my expertise in the area of conserving biodiversity
33.	Keeps me abreast of developments that might impact policy making at the National Level
34.	Exposure to new ideas
35.	Definitely assists in influencing States and nations to improve crocodilian conservation & management
36.	Country level members of such commissions hardly get an opportunity to meet and interact
37.	Opportunity to develop joint projects and raise funds for them.
38.	Nothing to add - my input is minimal as I work more within the New Zealand sphere of Threat Assessments using the New Zealand Threat Classification System not the IUCN one
39.	In recent years I have found the CEM less relevant than in the past
40.	Support the youth commissioner like me from IUCN Management Team
41.	Access to other scientists
42.	Influencing the national and regional policy and planning in conservation issues.
43.	Participation in international events and sharing knowledge for global common good
44.	Opportunity to learn from other commission members as well as to influence attitudes
45.	benefit to my work or organisation
46.	opportunity to enforce sustainability and equity worldwide
47.	Nothing
48.	Sharing Experiences
49.	gives me an opportunity to contribute my experience to global conservation
50.	Transparency
51.	Increased visibility at the regional level
52.	Poner en evidencia la utilidad de los conocimientos de ciertas disciplinas científicas fundamentales que en la actualidad están consideradas un poco fuera de lugar. Contribuir a preservar los recursos naturales del planeta
53.	Opportunity for synergy on funding support for conservation actions
54.	Empujar Parques Nacionales de ser más eficiente
55.	global humanism through my commission

#	Response
56.	Involvement in important global issues
57.	Opportunity for involvement in projects
58.	Desarrollo profesional
59.	N/a
60.	Aprendizaje, aprendo en cada email, a pesar de que tal vez mi participación actual no es activa, siento que cuando trabaje otra vez en conservación esta es una gran puerta de conocimiento.
61.	Opportunity to improve conservation practice
62.	Oportunidad para influir en el mundo global de la conservación, fuera de UICN.
63.	Powerful tool to lobby/advocate to the public to help drive IUCN-supported initiatives; powerful tool to use in teaching university students to advocate and explain reasons for supporting otherwise unfamiliar or even non-intuitive innovative conservation initiatives
64.	opportunity to participate in IUCN surveys
65.	the ability to analyze changes in the state of wildlife and ecosystems at the global level
66.	RAS
67.	NA
68.	In truth there has been no benefit to joining the WCEL, information is sparse I joined as is it was indicated I could provide value through my experience to work on customary law and protection of biodiversity, but since joining i have not been contacted nor has it been indicated how I can get more involved in the work of the commission. I am very disappointed with the result and feel completely detached from IUCN
69.	It enhances my commitment to continue working for conservation as I meet and am inspired by the work of others around the planet
70.	Intergenerational partnerships and gender balance
71.	Direct interaction and cooperation with Global Dryland Initiative/IUCN Secretariat
72.	Mobilize resources to support the use and conservation of nature
73.	Career enhancement opportunities
74.	I get an opportunity to do what I love to do in more quantity and spend time with quality people.
75.	Sharing of knowledge and experiences
76.	N/A
77.	engagement with ICOMOS, of which I am also a member
78.	No se visibiliza y apoya a los procesos de promoción del equilibrio ecológico en Latinoamérica y en mi país, Bolivia
79.	The feeling that I am involved in something of value in conservation
80.	being part of the SSC allows for knowledge of other specialist group members work etc
81.	Networking and collaboration
82.	sharing knowledge can make things work efficiently
83.	Is necessary to find the way the commissions gather and share information from institutions involved.
84.	Opportunity for inter-generational partnerships and dialogue
85.	Contributes to discussions with NGOs and CBOs
86.	Professional development

#	Response
87.	NO BENEFIT DERIVED OR GIVEN TO ME BY THE IUCN TO ME UNTIL NOW PROFESSIONALLY OR IN ANY OTHER WAY.
88.	To contribute to key documents
89.	Oportunidades de realizar un aprendizaje y distribuirlo en el propio país
90.	An opportunity to deliver our values, beliefs and practices to members not from our region or Gender.
91.	Allows me to contribute significantly to building capacity among PA professionals in the developing world.
92.	No tenemos ninguna evidencia de pertenecer a ninguna comisión por lo que esto es irrelevante para nuestra credibilidad profesional ni para nuestras hojas de vida...
93.	Contributing to the Red List assessments which form the widely-recognized basis for global understanding of the survival - extinction status of earth's species - crucial for well informed conservation actions and developing policy.
94.	Concientización del público y de otros actores importantes sobre los temas tratados por la UICN y sus Comisiones. Importante manera de mantenerse actualizado profesionalmente y de formar redes y alianzas para cualquier proyecto o consultoría relevante. Excelente punto de perspectiva, colaboración seria y comunicación global para cualquier tipo de consulta o proyecto. Las comisiones de la UICN son un recurso atesorado para todo profesional en el rubro.
95.	I am involved with both SSC-MAP (very little and poor communication so cannot comment on above and SSC-CWR (highly effective communication and excellent on above)
96.	opportunities, careers
97.	Partnerships and Project collaboration
98.	Benchmarking with other conservation regimes in the world.
99.	Ability to influence IUCN activities. Ability to influence global policy is less than it should be, frankly.
100.	Forum and ever-evolving database to share with regional, national, local and grassroots groups and organisation for capacity-building, institutional strengthening and expanding effective work in nature conservation.
101.	Through professional and academic publications help shape the course of environmental law and policy.
102.	capacity building
103.	Abre posibilidades de cooperación
104.	Being part of IUCN, an organisation I like.
105.	Inspiration and new ideas
106.	Possibility to share best practices.
107.	Knowledge management
108.	learning experience
109.	acceso a soporte financiero y técnico
110.	Access to funding through mechanisms other than through the IUCN Secretariat
111.	Domage que tout est souvent en anglais ou en espagnol
112.	xx
113.	Exchanging legal experience from different jurisdiction
114.	I am Member of SSC therefore much information can not be provided on other commissions.
115.	Knowledgeable.

#	Response
116.	Learning
117.	Opportunity for sharing my views and experiences
118.	I have repeatedly availed myself of taking part in activities in CEC, but it appears that IUCN operates on the basis of personal, rather than professional connections. It's a real pity, as I could contribute a lot to the organisation. But my services are either ignored or unrequired. Still, I would like to maintain my status as a commissioner in the expectation that this may change, as I currently and consistently work in C4D on four continents, much of it related to environment and conservation.
119.	feedback to academia
120.	Information for use in teaching/education
121.	Give relevance to Invertebrate conservation
122.	N/A
123.	Independent assessors of World Bank and other bi/multilateral donors projects assuming IUCN is independent.
124.	A starting point in communities lacking relevant institutions
125.	Opportunity to bring insights from decades field work in 'closed' tropical ecosystems to the attention of Commissions dominated by experiences from temperate & savannah systems
126.	Thanks for giving me word! I cannot contribute on the level of knower as I have had no possibility to participate in any of your meetings of conferences, at least during this century.
127.	It is very important to me professionally to be part of the Cat SG SSC, both for credibility and influence particularly with decision makers who are not aware about my standing in the zoo (captive) breeding community
128.	My interaction with the CEC is minimal. I am called upon to share my "stories" through publishing in the newsletter and to answer questionnaires but this is fairly impersonal. I cannot attend many conferences. It would be good if there was more engagement in an effective way via social media or online sessions perhaps..
129.	Information sharing
130.	Implement conservatoin actions
131.	More efforts could be given to the use the knowledge base of the WCPA
132.	N/A
133.	I know where to find reliable expertice in the field
134.	Essential to community collaboration
135.	CBSG has a very important role regarding zoos' engagement
136.	Flexibility, against the bueurocracy in IUCN
137.	News and opportunities within IUCN members
138.	Academic experience
139.	knowledge sharing
140.	the Peruvian members of WCEL never meet. theres is never information on its activities. However there are documents produced by a very close group of members related to one NGO in Peru that sign those documents without any input or knowledge of other Peruvian members of the group.
141.	Working now for food security, genetic resources - it is important to try to link to nature conservation
142.	Opportunity for learning
143.	Personally rewarding, which is in large part feeling like my effort makes a difference.
144.	Not aware yet as I am new for this

#	Response
145.	I think I feel proud to be a member of the CEM. I have a strong database of the biodiversity and traditional commercial practices in wetlands but i will be happy if get any scope focusing this. I am interested in rehabilitating wetlands and I need the assistance of IUCN. My working area is Eastern India, more specific West Bengal where 2-3% people dependent on wetland plants for their subsistence. Till date there is no inventory for this traditional practice. IUCN may be involved in this aspect. I will be benefited if people and the society get benefited from my knowledge, which is possible from the assistance of IUCN.
146.	understand conservation priorities from an international perspective
147.	Facilitation of joint programming through networks regionally and international through learning and linking.
148.	Opportunity to represent the status of my country's wildlife
149.	Opportunity to support IUCN related Field Conservation Projects or programs that are endorsed or supported by SSC members
150.	Mentioned all
151.	Learning from tacit knowledge based on best & poor practices globally
152.	opportunity to support the protection of human and indigenous rights through conservation
153.	While the ability to influence IUCN policies and programs is indicated as very important, it doesn't happen much. The Secretariat is tightly controlled and very insular. It doesn't welcome new programs or ideas, however important they may be.
154.	The WCPA provides the "global 'standard" brand for protected areas products and tools.
155.	Trop nouveau dans l'organisation
156.	I cannot answer these questions as I have found few opportunities for my expertise to be wanted.
157.	Meeting other scientists
158.	Advocate importance of selected species for ecosystem conservation
159.	Raise public awareness of management activities
160.	share information
161.	Estoy opinando por la actuación de mi comisión en los últimos años, antes era más relevante
162.	I have answered the question as a quantification of current benefits I derive. If the question is theoretical, "which benefits would I like to receive as member of a commission?", then my answers for all are "Very Important". However, these benefits are not real at the moment.
163.	opportunities for creating professional mentor/mentee relationships
164.	Synergies
165.	Advise for scientific research
166.	Oportunidad de aprender de/con otros sobre los temas de interés común.
167.	Basically India the 8th Biodiversity hot spot in the world is ignored in most of IUC activities
168.	Inputting recommendations and ideas into "formal" decision-making between government in CBD.
169.	Ability to identify and work with other people and organisation so that the whole becomes more than the sum of the parts
170.	Potential publication
171.	Influence in protecting habitats containing threatened species on the ground.
172.	Getting a sense of being part of the IUCN movement
173.	IUCN needs to work more directly with local conservation players.

#	Response
174.	Innovative and participatory
175.	Nil
176.	Source of Inspiration and cutting-edge knowledge
177.	learning
178.	Malgré ma volonté d'apporter une contribution, cela n'a pu se faire car les francophones ne maîtrisant pas l'anglais sont quasiment exclus du débat, même si l'on peut comprendre les contraintes .
179.	Le fonctionnement et les échanges s'opèrent pratiquement uniquement en anglais et rejettent du champ de débats les francophones, qui de fait deviennent défailants, et ne sont par conséquent conviés à aucun atelier ni rencontre durant ces quatre ans.
180.	They are important. But my answers do not mean they are happening at the level they should be.
181.	Credibility and legitimacy
182.	CEC membership offers the opportunity and platform to engage with like minded individuals who really care about the future of global biodiversity through widening participation and education initiatives of both young and old.
183.	La politique de conservation de la nature de chaque pays n'est pas définie, en général, de celle de l'UICN, aussi les réponses correspondantes peuvent être très différenciées et loin de celle appliquée par chacun des pays .
184.	As I am not connected with academia and my business cannot possibly derive any benefit from my work for the CPSG I have examined my motives for spending time and effort chairing a Specialist Group within the SSC. I have no children and wish to feel I can leave something behind, however small that might make some small difference to our beleaguered planet. Species all have a right to exist and we as a species have no right to wreak the havoc we do on fragile ecosystems. The more people that can be made to feel that way due to education and awareness, then the better the long-term chances of survival for the biodiversity of this planet.
185.	windows for fund raising
186.	IUCN should be carry on what it protecting China's wildlife and always keep assessment work with SSC members, or if possible consider help solve project for poor economic region like Xinjiang ethnic people region's wildlife issues.
187.	Les messages que je reçois régulièrement constituent le seul lien avec la commission ceesp ,qui me parviennent strictement en anglais ce qui ,étant seulement francophone,me rend inactif passif et défailant,d'autant que je ne suis associé à aucune autre activité ou rencontre .
188.	Personal "push" to do my best for the commission as a professional
189.	The commission had better construct the bridge between the members and their governmental agencies
190.	Membership is important for credibility in decision-making in my work as a senior adviser
191.	I HAVE NEVER BEEN INVITED TO ANY MEETING, REGIONAL OR INTERNATIONAL
192.	Exchange of ideas and skills with other commission members has helped me build capacity for strategic communication among various stakeholders in agencies and projects concerned with conservation in my country as well as in the Asian region
193.	Consolidating information on species
194.	International cooperation
195.	N/a
196.	Exchange of ideas and actions needed to better manage
197.	scientific promotor
198.	no, thank you
199.	Need to be motivated and be more involved



#	Response
200.	Aprendizaje relevante
201.	These benefits are all very important but perhaps are not being realised at present.
202.	Opportunity to exchange conservation ideas and methods to achieve the desired target of a species management.
203.	Personal satisfaction to see and contribute to conservation moving forward
204.	En el caso de la Comision de CEC -UICN Argentina hay muy poca distribución de información. Sí desde MX
205.	Networking and communicating to the young generations
206.	Bien que je ne suis encore nouveau dans le système, mais le témoignage que j'ai des autres membres de notre région, je suis fier d'être membre de UICN et d'être en réseau avec d'autres acteurs du monde.
207.	To provide a local voice to global issues
208.	Awareness raising
209.	Access to social justice
210.	Important to involve for assessing threat status of various species and rhinoceros and tigers in particular.
211.	incapable de me connecter avec d'autres personnes de l'IUCN malgré de nombreuses tentatives
212.	innovation and leading IUCN into new areas of work e.g. Disaster Risk Reduction, Drylands, Red List of Ecosystems

#	Response
1.	Sector privado, empresas que influyen directa o indirectamente en la conservación de la biodiversidad marina
2.	Key people conserving our SG's species in range states Also important liaison with Wildlife Enforcement Networks, Specialised Police dealing with organised crime and Prosecutors as well as Financiers who may be able to come up with innovative new funding mechanisms. Liaise with IUCN SSC/CCESP's SULi SG as well
3.	My "Not applicable" above = Unable to Judge. Consider including the latter as a check-box option.
4.	coordination with local stakeholders
5.	n/a
6.	No platform for intra or inter agency connectivity
7.	Mi comisión con los gobiernos locales
8.	NA
9.	Mi comisión con miembros estatales, por ejemplo CEC y División de Educación Ambiental de mi país.
10.	Important
11.	My Commission with the general conservation community and scientific community
12.	private sector
13.	Within members of the same commission
14.	IEEE-GRSS Outreach Liaison on airborne & satellite microwave remote sensing & surveillance
15.	Need for more involvement of Private Protected Areas (PPAs)
16.	n/a
17.	I do not know the different sections of IUCN in detail, but more than one section had no idea what the other was doing. I know IUCN is a very large organisation, but internal communication leaves room for improvement, e.g.

#	Response
	geographic with thematic sections.
18.	I have no idea to any of the above
19.	importante para acercar trabajos que se publican en la comisión a la secretaría de ambiente de la provincia de Salta
20.	UN Convention secretariats
21.	Networking with Commission Members allows the development of resembling regional solutions
22.	The SSC assists the CSG, to "help the IUCN meet its obligations with crocodilians".
23.	My commission with the actions on ground
24.	Private sector
25.	As New Zealand uses its own Threat Classification System which influences how we do our conservation its hard for me to judge - I feel it's useful to network with the IUCN but I am disappointed that there is minimal collaboration and cooperation within the areas i work with the people who do similar work in the IUCN. In effect I (and my colleagues) are ignored.
26.	I have multiple other ways of staying in touch with all of these groups so the CEM is not really important
27.	Engagement with Policy makers of Members Countries
28.	Commission with other relevant conservation organisation in government of member states
29.	biodiversity relevant conventions
30.	relationships with user groups and communities
31.	my commissions with my organisation
32.	Nothing
33.	With Government Partners
34.	Falta visibilidad de la UICN en áreas claves
35.	Mi Comisión con organizaciones estratégicas colaborativas externas
36.	N/A
37.	No tengo tanto conocimiento de lo antes expuesto.
38.	My Commission with NGOs, GOs and Ministers
39.	with the thematic groups
40.	NA
41.	I believe CEC lacks support from IUCN programmes.
42.	It is impossible to answer logically as I have no ability to assess their relevance having no idea how IUCN works and having had no induction into the working of WCEL
43.	Effective Commissions need to work with all key institutions and organisations in their regions
44.	Nil
45.	N/A
46.	Mi comisión con organizaciones sociales (campo - ciudad), con personas no miembros de la UICN con gran sensibilidad y capacidad de apoyo para promover el equilibrio ecológico
47.	relationship between each commission member
48.	There is lack of information about what is going on under all those questions.

#	Response
49.	with local and regional organisations which are not able to become IUCN members but provide credible information
50.	Zoological institutions
51.	Las relaciones con el secretariado o con otras comisiones fluctúan según, básicamente, las relaciones personales y la posibilidad de tener una persona en Gland, como fue durante muchos años Wendy Goldstein y Cecilia Nizzola. Ahora que ellas no están, el contacto es más complicado.
52.	IUCN National Committees
53.	My responses may be dated; I worked in the Secrete 1977-1980: Elected to council 1981-84: Elected Chair WCNP 1983-1990; Seconded to UNESCO WHC 1993-1996; Consulting 1996-2003.Retired 2004.
54.	Specialists that may not be members of partner organisations are key to red list assessments and specialist groups
55.	Mi Comisión con entes académicas y gubernamentales para difundir y desarrollar políticas y proyectos importantes correspondientes a la implementación de las metas de la UICN y sus comisiones
56.	I am involved with both SSC-MAP (very little and poor communication so cannot comment on above and SSC-CWR (highly effective communication and excellent on above)
57.	I am unable to answer the series of questions in 2.3, but there was no mechanism to say "unable to judge". I was forced to answer the questions in order to continue the survey, which is a design flaw in the survey itself.
58.	Networking with others
59.	My Commission in supporting Commission members, researchers, project managers, and indigenous and local communities.
60.	The Secretariat (ELC) and the Law Commission have had a dysfunctional relationship for the past 2 terms, and this must be corrected. Why the DG and Council allow it to go one is a mystery. It betrays the united ELP approach we had for 1972 to 1994!
61.	Mi Comisión con los gobiernos nacionales y organismos internacionales
62.	Outside NGOs and individuals
63.	There should be a 'do not know' option to this question. I don't know anything about these relationships.
64.	don't understand the question
65.	My Commission with IUCN National and Regional Committee
66.	with development partners
67.	My commission with the commission's members
68.	My commission with donors apart from those accessed through IUCN Secretariat
69.	and with advising outside (not partner) organisations
70.	Not applicable = don't know
71.	My Commission with other members of my Commission.
72.	my Commission with public authorities and civil society
73.	IUCN should invite all members on important occasions where policy decisions need discussion. Every member cannot afford the travel and other expenditures. IUCN regional office try to make some provisions on such event for larger participation.
74.	Global policy mechanisms, such as conventions and other multilateral environmental agreements
75.	Interaction with other Commissions
76.	national governments

#	Response
77.	I have very little knowledge on the workings of IUCN. From outside, it is a closed organisation. No efforts are spent to work on the ground. To many, it is somewhat mysterious who are members and who can become members.
78.	Need an "I don't know" category for this section
79.	IUCN Commissions need credibility. When their funding arm WWF was divorced from them in 1984 their consequent financial needs and the new revenue sources tainted their independence.
80.	Ecological sciences underpins all the work on conservation (cf. Julian Huxley on establishing IUCN). Making Ecology on par with Protected Areas or Species Survival, etc. puts it in competition / conflict with others (from the European Enlightenment view) leading to sectoral thinking. It is critical to link Yin-Yang in science and technology for security policy.
81.	As explained below, I am not on a position to give knowledge-based answers. I have no information about what you ask. First get me informed, and after that ask.
82.	Once again, I cannot judge how effectively the commission functions but I believe it is important to have a strong network of communication in order to function effectively, this would seem a general rule.
83.	Working with National level organisations
84.	With the private sector
85.	I am not really able to judge this
86.	N/A
87.	con actores gubernamentales locales
88.	My commission with the IUCN Environmental Law Centre (in Bonn)
89.	Mi Comisión con miembros de la UIC de pueblos indígenas
90.	My commission and country focal point
91.	unable to judge (rather than not applicable)
92.	In changing climate it is important to link to other sectors - in situ conservation of wild relatives of crop plants in protected areas
93.	My Commission with government agency and university
94.	Identifico que dichas relaciones son importantes, pero no que estén funcionando.
95.	My Commission with members within my specialist group
96.	I believe it's important but not clear yet
97.	International Media
98.	The Natural Resources Governance Working Group has been active and relevant for the work I do at national level on natural resources policy, while useful in community based learning and bringing a voice of local communities that we work with on climate issues, land tenure, adaptation and mitigation.
99.	My Commission with regional CITES/governments to help assist with implementation of recovery plans etc and assist with on the ground research for conservation of species
100.	Mentioned all
101.	My commission with national governments and civil society organisations - very important
102.	Trop nouveau dans l'organisation
103.	Relationship with the governments on certain issue are very important
104.	Conservation without education is a waste of everyone's time. The CEC should be central to all IUCN business. It is not and you need to find out why.
105.	governments
106.	Es un punto a mejorar en el futuro

#	Response
107.	entidades de gobierno
108.	No dispongo de información suficiente
109.	Mi comisión con comunicadores externos, de medios públicos y privados, y otros profesionistas que requieren conocimientos de comunicación y educación ambiental para el logro de sus objetivos institucionales relacionados con lo ambiental y lo social.
110.	Not in Commission long enough to say with any certainty.
111.	I dont even know who these people are.
112.	Commission has to be open to contrises like India where the activities are meager although we have the best expertise best biodiversity
113.	My Commission interacting with National Committees of IUCN Members
114.	My Commission with governing authorities in the various countries of the world
115.	Nil
116.	They are important. But my answers do not mean they are happening at the level they should be.
117.	To other related organisations through connected/collaborating members
118.	My commission with researchers, conservation practitioners and educators at grass roots level.
119.	La communication au sein de chaque commission est la plus importante. D'ailleurs il y a lieu de noter que la commission a laquelle nous sommes censés être le plus impliqués ne fonctionne qu'en anglais, excluant de fait les francophones qui deviennent des membres passifs et pratiquement pas du tout associés dans les rencontres (c'est notre cas).
120.	NA
121.	Any NGO in developing country.
122.	La communication interne est un élément essentiel, en particulier au sein d'une commission avec la prise en charge de la langue française, 2ème langue de l'institution, même si l'on sait que l'universalité de l'anglais correspond le plus à celle de l'IUCN
123.	My commission with private and government agencies
124.	Keep close in touch with the regional organisations in charge of the similar fields.
125.	i DO NOT KNOW HOW THIS COMMISSION WORKS WITHOUT THE SERIOUS REPRESENTATION OF ITS REGIONAL MEMBERS
126.	network of researchers outside the IUCN
127.	no, thank you
128.	Regional linkages
129.	In the case of CEC, it is extremely important that this body supports the Global Communications Strategy for the organisation.
130.	Mi comisión con otras entidades nacionales como Sociedades científicas, Ministerio de ambiente y ONGs
131.	Es MUY IMPORTANTE y muy significativa la relación de los miembros que integramos las Comisiones CEC con miembros de las comisiones CEC de otros países, como Uruguay, Brasil, Mexico.
132.	Mi Comisión con los gobiernos de los diferentes países, es una relación importante a considerar y como puede influir en las políticas de conservación, protección y manejo de las áreas protegidas
133.	Relations with governments very important, regardless of governments are IUCN members or not
134.	It is important to interact with field organisation / stakeholders.
135.	with other science-based organisations
136.	Relationships with key government agencies and regional bodies who may not be part of IUCN

5.1 To conclude this survey, please provide suggestions or recommendations for improving the relevance, effectiveness, efficiency or sustainability of any aspect of IUCN's work? |

#	Response
1.	IUCN needs a more inclusive approach, it is HQ centered and regional office centered. Many institutions that could actively participate and offer knowledge and field-level experience in conservation and local policy are being left out. It would be important that IUCN conducts an external stakeholder mapping exercise at both country and regional levels. This would allow identifying who is being left out of programs, projects and consultations.
2.	IUCN ha perdido liderazgo frente a las grandes ONGs. No ha sabido adaptarse a los cambios en el escenario global. UICN debería trabajar más estrechamente con el sector privado e invertir más en desarrollar herramientas innovadoras que sean útiles para la conservación. También debe tener presencia más activa para influir en las políticas de conservación a nivel nacional, regional y mundial.
3.	En mi posición y por el trabajo que desarrollo la UICN es un referente dado que se encuentra inserto en nuestra legislación. En este mismo, sentido y como miembro de ésta, de modo de mejorar la eficiencia respecto de la aplicabilidad de sus trabajos se debiera capacitar adecuadamente a los entes gubernamentales competentes de modo que se apliquen adecuadamente sus disposiciones.
4.	Mi rol como miembro de la Comisión de Supervivencia de las Especies es poco claro y por tanto mi participación es limitada. Indico lo anterior, porque sé que puedo hacer y entregar mucho más, pero no sé cómo. Las oficinas regionales tampoco permiten una comunicación fluida ni es claro el procedimiento para interactuar con ellas.
5.	Present IUCN works, commissions and so on at local level, at least at national level. It could be done through a special national congress, where IUCN could present itself and the national members could explain some particular conservation project, useful for the IUCN purposes.
6.	Buenos días: Agradezco la oportunidad de participar en esta encuesta. Sugiero que desde UICN se impulse los espacios de trabajo de las comisiones en los países, ya que al ser espacios voluntarios, pareciera que con la reunión de algunos de los miembros de manera cerrada se pudiera contribuir. Desde que hago parte de la UICN no he participado ni he conocido de reuniones o de la realización de espacios de trabajo de las comisiones en las cuales participo. Esto no hace que desconozca lo relevante e importante de la UICN en las decisiones que en el tema de áreas Protegidas y gobernanza, se tengan en el país y en la región. Muchas gracias.
7.	I am sorry but other than my work with my species group I am not very well informed on other IUCN Commission activities. This may very well be my own fault.
8.	Need to stop ignoring the elephant in the room and give greater emphasis to the consequences of high human population growth on sustainable conservation. As Malcolm Potts writes, most agree that a world with 6.9 billion people rather than 16,6 billion [low and high UN projections] in the year 2100 would be more likely to be biologically sustainable, healthier, more educated and less violent. How best can high level corruption (wildlife crime threatening species) be addressed? What do we do with information implicating senior people? Need to increase global education and awareness about sustainable use and livelihoods. Many well intentioned people in the west (in ignorance of some key facts) currently back strategies that don't address how to sustainably fund and incentivize conservation (and effective conservation is not cheap) or fail to consider the people living with wildlife potentially making things in range states worse not better.
9.	More work on IUCN in fragile states (currently 35 countries).
10.	It takes 3 or more years for the recommendations of red list workshops to be amended to the Red List because of the awful horrible impossible accounting process needed for each species, the forms are not necessary exceedingly hard to fill out and tedious, takes about 120 h per species. This has slowed things down so that by the time the red list is published the data are obsolete

#	Response
11.	1. Working with (Commission) volunteers is an aspect of their job that IUCN staff should improve on. 2. IUCN should improve articulating the demand (and audiences) for its knowledge products and tailor the packaging and delivery to their immediate needs, this may even influence the research questions. 3. IUCN should invest more in its branding, corporate and project communications; this will pay off immediately in terms of more framework donors, more state members and more relevant partners.
12.	I think the Membership could be drawn upon more - many members I know are more than happy to assist, but need direction from those higher up the chain on how to do so.  There also appear to be some ineffectual Specialist Groups within the SSC. The ones that are most effective seem to be run by figureheads that drive the process effectively. Charismatic and engaged leaders need to head the SGs.
13.	As new Knowledge Products (KPs) are developed, I worry that an effective, strategic and sufficient strategy is not in place for current KPs. For example, more robust support - both financial and technological - is sorely needed for The IUCN Red List if it is to continue to exist as the most successful and visible KP of the IUCN. It can, at time, feel like it holds together by a thread (and the knowledge of a very, very small number of staff). Without concerted effort to improve this, I am concerned that existing and new KPs pose an immense reputational risk to IUCN, not to mention that they might fail to grow to match their potential.
14.	To my experience, IUCN needs to effectively partner with other relevant international and national institutions in funding raising and policy making so that to establish a strong foundation to support very urgent conservation projects in developing countries or to safeguard the critical species among countries involved in war or social conflicts. Otherwise the extinction of unique, localized species can not be stopped.
15.	For the general public, the IUCN often remains an undefined and rather amorphous entity. We have no clear focus, due to the wide spread of activities we do. Organisations like WCS, FFI, TNC, for better or worse, have a very clear mandate and are known for species conservation. Many times when the discussion steers around to IUCN or its country offices, the comment has been "but what do they actually do?"
16.	Generally happy with IUCN's approach and support - World Heritage work and support is effective
17.	In ocean issues, global governance is in a crucial state of transition. The strong advocacy voice of some IUCN spokespersons will keep important biodiversity issues on center stage of the associated dialogue. However, the same advocac voices are placing the IUCN input strongly into a marginalized niche. It is unlikely the IUCN will emerge as a rallying point for diverse perspectives (which is needed), but will be viewed as one of the partisan viewpoints to resolve in negotiated compromises
18.	In 5 years of membership in the SSC Primate Specialist Group I was not asked to get involved in any activities
19.	Que se realicen más foros presenciales en nuestra ciudad de origen, con el propósito de expresar nuestros aportes para el mejor trabajo de la UICN.  Asimismo, que se realicen más reuniones presenciales entre los miembros de mi Comisión.  A mí me gustaría saber cómo puedo hacer para buscar financiamiento para continuar un proyecto que vengo realizando desde hace cinco años: el dictado del taller "Herramientas para comunicar".  Para mayor información, aquí el enlace: <a href="http://nikitashardin.wix.com/nikitashardin#!taller-herramientas-para-comunicar/cv11">http://nikitashardin.wix.com/nikitashardin#!taller-herramientas-para-comunicar/cv11</a> .  Muchas gracias.
20.	IUCN consists of too much silo mentality. We are implementing a network survey associated with resilience science. I think this approach should be expanded beyond just resilience to conservation as a whole across the entirety of IUCN to begin to dissolve these silo's and re-conceptualize IUCN as a collaborative, cohesive and dynamic network of communities of practice and knowledge repositories.  Great start with this survey, Darwin
21.	Indian biodiversity is much better for new findings New and rare caste system which was not at all studied IUCN can involve in this study for betterment of mankind

#	Response
22.	IUCN work (especially the contributions of six different commissions) is important for conservation and management of nature and natural resources and also for framing suitable policy frameworks. No doubt, IUCN and its six commissions are having a mammoth task to achieve the sustainable development after 2015.
23.	Sería importante que IUCN cubra los costos de viaje y estadía de miembros que no tenemos fondos para viajar, para participar en sus reuniones. Creo que los que trabajamos permanentemente y en forma gratuita en el Tercer Mundo, deberíamos tener mas participación en las reuniones cara a cara, para que se conozca mejor la realidad de nuestros países.
24.	improve net work
25.	A pesar que la UICN cumple una misión muy importante creo que se debería masificar más aún la divulgación de lo que hace en el ambiente educacional.
26.	Maybe some more networking, same meetings of experts groups will be good for improvement of efficiency.
27.	La UICN debe fomentar la investigación científica ambiental a través de sus comisiones mediante el apoyo financiero de proyectos
28.	je constate que dans tout le sondage, le processus de la liste rouge des écosystèmes menacés n'apparaît pas; or il me semble que cela mériterait d'y apparaître comte tenu de son importance car englobant la liste rouge des espèces. Je serai d'avis que l'UICN mette plus de financement dans ce processus, surtout au niveau africain
29.	mes suggestions sont les suivantes: - il faut penser a mieux faire participer les membres des commissions et qu'il y ' aurai des réunions semestrielles entres tous les membres pour créer une synergie entre les différents membres ainsi que des relations d'amitiés et de collaboration pour se concerter sur les différents thèmes en relation avec les activités de la commission. - faire participer les membres dans les grands événements de l'UICN et assurer un soutien financier s'il est nécessaire. - qu'il était opportun que les membres de commission soient informés voire êtres introduit auprès des gestionnaires de ces projets financés dans leurs pays par l'UICN pour participer au montage, faire parti des comités de pilotages ou les équipes d'audit de ces projets. cette participation permettra à la fois de faire part de leurs connaissances et d'apprendre en même temps. SEDDIK Mohamed Néjib Tunisie - Membre au CMAP 2013-2016
30.	Acredito que todo processo que envolve a participação horizontalizada pode ser considerada como democrática e a IUCN representa isso, todos somos iguais quando temos que lutar por um ideal.
31.	Sugiero que los miembros de grupos de especialistas, como por ejemplo OSG, realicen actividades anuales determinadas a nivel regional y nacional y que den cuenta a sus coordinadores respectivos. En el caso de OSG sugiero a realizar actividades de sensibilización (Otter's Day), coordinación (reuniones de especialistas), investigación (congresos científicos), acción (implementación de investigación colaborativa) y conservación (examen de planes de manejo de especies).
32.	The biggest obstacle to my involvement in and attention to IUCN matters is confusion about the structure of the large, complex organisation. I would like to see an interactive organisational chart that allowed me to click on any component or the organisation to see a succinct statement of that component's goals. I also don't understand how IUCN funding works.
33.	Yo Considero que hace falta más liderazgo en CEC para Sur América. Aquí hay ecosistemas y especies prioritarios. La Pagina web de la IUCN es poco atractiva y suele tener información vieja poco actualizada Deben aumentarse los esfuerzos para que los recursos e información estén en español y otros Idiomas. Latinoamérica no habla inglés y esto es una barrera muy grande para la comunicación y cumplimiento de las metas.
34.	If I can contribute by research directly with IUCN I can find out more issue to develop planate.



#	Response
35.	The most widely recognized product of IUCN is the Red List of Threatened Species. IUCN should do more to further develop and promote it, and should avoid diluting this product's reputation by inventing other products with the name "Red List".
36.	In the public perception IUCN does not exist, more communication would be helpful to increase awareness about facts on biological diversity and to increase political pressure. Creating partnerships and big deals with the big players (US for biodiversity or climate change or companies responsible for plastic waste for instance) in order to really make a difference.
37.	Se debe fortalecer las comisiones a nivel Regional y Nacional, aprovechando las capacidades de sus miembros y permitiendo así influir en los tomadores de decisión con el uso de la información científica que produce la UICN
38.	Get out of the box!!
39.	décentralisez un peu l'IUCN vers l'Afrique du Nord surtout l'Algérie
40.	The IUCN SSC memberships may be made more effective with people who can contribute and actively participate in activities. The Chairs may be asked to justify their selection of members with their CVs. It will be good to invite or find out persons suitable as members of each commission.
41.	I don't feel I have anything of value to say regarding 5.1
42.	Les approches de l'IUCN en matière de conservation (e.g. Listes rouge espèces et écosystèmes) ne tiennent pas compte des réalités nationales. Les critères établis, souvent pertinents et très précis, sont inefficaces -pour ne pas dire inapplicables- dans plusieurs pays où les connaissances sur la biodiversité sont très faibles. Avant de protéger, il faut savoir quoi protéger, et il est dommage que l'IUCN ne fait aucun effort pour initier et appuyer des programmes de recherche scientifique dans ce sens.
43.	Para mejorar el trabajo: Dar relevancia a las Comisiones, Comités nacionales, estimular a los miembros de las comisiones para aumentar su aporte. Crear fuentes de financiación diversas que complementen las afiliaciones y donaciones
44.	IUCN has lost its focus and tries to do too much. It is losing its key role as a trusted conveyor and facilitator as a result
45.	Some Quick Points a) The activities and programs ( including Commissions ) are disaggregated and needs to be streamlined - overlapping objectives and yet limited interaction b) Better emphasis on science-based evidence
46.	X
47.	The Caribbean should be regarded as a valid and separate geographic region, requiring its own specific approaches and attention. As it is I have to choose between South America or Meso-America, neither of which has much affinity or comparable circumstances with the Caribbean, and there are no initiatives to address specific Caribbean issues, even though the Caribbean has been identified as a biodiversity hotspot.
48.	Implement the resolutions agreed at various meetings, etc.
49.	It' s important to share more information between each Commission, not only inside each one, all together
50.	All my answers took into account the fact that I have a good relationship with my commission (SSC) but I hardly hear about the Regional Office for South America. I live in the biggest country in the region (Brazil) and I still don't see the performance of IUCN here, only in Academia. I work close to my technical working group (CBSG) receiving frequent updates but almost nothing from the rest of the IUCN. Would it not be the time to establish an office in Brazil?
51.	The Red List is the single most important and authoritative resource underlying biodiversity conservation and hence sustainability, but its is chronically underfunded. It can no longer do what it is supposed to do by relying on volunteers. In the next 2-3 years we need to expand the Red List to at least three times the size it is currently, which we cannot manage with current structures. The Red List needs to be IUCN's top funding priority, as without it the all the other initiatives, commissions etc are worthless

#	Response
52.	I am merely a member of a SSC subgroup and have never investigated the larger organisation of the IUCN and my answers reflect my lack of information on that. I find in discussing conservation of species with stakeholders that they have high regard for the IUCN as the authority on species status and information.
53.	El rol de las Comisiones Regionales debería ser más claro y efectivo.
54.	Much more emphasis should be placed on implementing advanced satellite microwave remote sensing and surveillance techniques such as Synthetic Aperture Radar at multi-band and wide-swath surveillance of the planetary terrestrial covers
55.	Closer links between the Commissions and the IUCN Academy.
56.	none at this time.
57.	<p>There is an urgent need for IUCN to acknowledge / leverage the contribution of the private sector to biodiversity conservation, PA management and sustainable development.</p> <p>It is suggested that IUCN conduct an external assessment of privately owned and managed PAs (maybe restricted to sub-Saharan Africa) - e.g. looking at the different models now underway - and their relative effectiveness - both in terms of cost as well as biodiversity and livelihood outcomes.</p> <p>This is particularly overdue after a recent much publicized study revealed that global public protected areas generate over US\$600 billion each year while only 2% of this figure is reinvested in the safeguarding of their future.</p> <p>It can be safely assumed that private PAs re-invest far more than 2% of their income into the PA's maintenance and development, thus the outcome of the assessment is likely to be positive on management effectiveness, efficiency and sustainability.</p>
58.	Although, perhaps, a bit improved, IUCN continues to lack certain types of technical expertise (eg GIS, remote sensing, and perhaps information systems) . This lack of expertise hinders IUCN from utilizing and extracting the benefits of new technologies that would improve results and increase cost-effectiveness. IUCN needs to better recognize the value of these technologies to its mission.
59.	The volunteer model is good, but tends to devolve to "who you know" with those who have a personal relationship with a person in a leadership position gaining more influence. This is likely no different than any organisation of humans, but there tends to be more consideration given and influence by those who are "in" rather than those who are not.
60.	my suggestion is : facilitate and increase the membership of the commission to be highly benefit for effectiveness and sustainability of the work . maintain regular communication with commissions to each other
61.	<p>Great job so far and I am very proud to be part of the IUCN as a whole.</p> <p>I would suggest the development and trial of an accessible network where all members can share ideas and discussions simultaneously. Integration and knowledge-sharing is key.</p>
62.	<p>There is still a vacuum in terms of influence of IUCN in North America, particularly in the US. Regarding IUCN Red List, US uses a different set of criteria to define "endangered".</p> <p>I think IUCN needs to take more advantage of SSC Specialist Groups. We should be called on much more frequently on issues of "sustainable development", "green energy/infrastructure", policy development, etc.</p>
63.	Lorsqu'il y a un problème urgent comme celui des plantes invasives (cas de la morelle jaune en Tunisie qui est en expansion) ou de dégradation d'une ou de plusieurs aires protégées (comme l'Ichkeul ou d'autres sites), il n'y a pas de réponse adéquate des autorités nationales ou ONGs qui sont membres de l'IUCN ou bien de l'IUCN elle même ou des conventions qui sont sujettes à être les premières à s'intéresser à ces problèmes. Je me sent ainsi incapable de jouer mon rôle vis à vis de la commission ou bien en tant que citoyen. Je recommande de créer un mécanisme au sein de l'IUCN qui peut répondre à certains problèmes cruciaux qui non seulement peuvent porter préjudice aux efforts de conservation mais aussi créer un sentiment d'indifférence pour les gens acquis à la cause de la conservation de la nature.
64.	Improve functioning of web portal. Be more proactive and reactive and less bureaucratic.
65.	IUCN largely works through organisations as members, as this survey shows. I would love to be more involved but it would have to be as an individual. I know many of my colleagues agree.

#	Response
66.	The IUCN Commissions, like IUCN itself, are not very agile organisations. They are not quick to respond to rapidly changing conditions in the world today. A current case in point is combating wildlife crime. IUCN may be working behind the scenes, and yes of course some SSC SGs and TRAFFIC are busy on this, but IUCN needs to be much more aggressively involved in solutions - and by solutions I don't mean another book, important as that may be. IUCN in general does a poor job of leadership, and is far too reactive.
67.	Geographic identifier was lacking the Caribbean region. More questions require a "cannot judge" or " not applicable" option - I was forced to tick an answer for a question that I did not want to answer or forfeit the entire survey. IUCN and Commission Members are willing and often passionate, but they can only contribute a little without at least some form of remuneration or reward.
68.	Importante promover más complementareidad entre las Comisiones.
69.	In general, I believe that the IUCN is wonderfully effective in fulfilling its mission. The only comment I have concerns this questionnaire. I consider myself knowledgeable with respect to the SSC, especially the Specialist Group to which I belong, but less to much less so on other Commissions and other entities at higher levels in the organisation. I answered many questions as "not able to judge" because I don't know anything about funding resources availability and how effectively these resources are being used to address the challenges that IUCN is charged with addressing.
70.	Publications need to be user-and device-friendly. They are currently available as PDF images of the printed versions. We need a second format for publications, maybe in .rtf format, that removes the pretty pictures and provides the text, tables, and figures in a form that can be sized to the user's desired device or printer. Horizontal format PDF's of two pages, as printed, are next to impossible to scroll.
71.	non\
72.	il serait intéressant que l'IUCN sollicite les organisations des membres afin que ces dernières accordent 2 journées par mois aux personnes membres afin que le travail effectué soit reconnu mais surtout pas uniquement sous forme de bénévolat (en dehors du temps de travail). Attention, il faut veiller toutefois à ce que cela n'engage pas la structure et que ce soit bien le membre en temps qu'expert qui répond.
73.	No tengo comentarios, necesitaría más información para emitir comentarios
74.	I find it confusing that the IUCN does not to promote protection of species for conservation as opposed for sustainability. Allowing groups into the IUCN that shoot species (some endangered or threatened) does not ) as game hunting is not logical. Maybe this is done for funding purposes and not conservation? The IUCN should better promote its mandates and not use misleading wordage.
75.	More involvement with the scientific community leading to better scientific support for Red List assessments is badly needed. Unfortunately much work is based on often wrong assumptions, biased thresholds and weak scientific practices that may undermine IUCN's effort. While the political power of IUCN is obvious, the scientific evidence supporting many actions has significant flaws.
76.	La UICN requiere comunicar más a nivel local, más jugar el rol de líder, más difundir con lo que cuenta y con quienes cuenta para volver a inyectar dinamismo y no estar encerrado entre paredes
77.	sugiero que los trabajos de investigación que se hacen y se remiten a la UICN para su publicación, si los mismos son compartidos , y si dichos trabajo se refieren a estudios para mejorar la calidad de vida de la población referidos a acciones que se proponen a los gobiernos realizar o no realizar, que la UICN respalde los mismo ante las autoridades ante quienes se presentó dichos trabajos.
78.	The contribution of Individual members should be rated from time to time and they should be encouraged to contribute towards IUCN's mission.
79.	Be more aggressive in achieving IUCN goals and objectives.
80.	IUCN is creating a good impact and it should continue its activities, policies and strategies. It should have its own mechanism to identify individuals and their work that are not getting due recognition. Thank you for this opportunity to participate.

#	Response
81.	IUCN has tremendous potential influence on policy given it's diverse governmental and non-governmental membership. I don't think it capitalizes sufficiently on this potential. It should harness and support member influence, helping to convene members and communicate joint positions. IUCN secretariat or regional offices should not implement projects or seek funding in competition with its members. A knowledge network and sharing of experiences and good practices are also good roles for IUCN.
82.	More transparency re decision-making of all sorts would be helpful, for many reasons.
83.	Encourage an IUCN that is more adaptive & accessible while maintaining its scientific credibility. Improve brand consistency & audience targeting for knowledge products, stakeholder engagement & fundraising.
84.	Considero importante, trabajar con mucha mas profundidad en el tema de incidencia política con los tomadores de decisiones, en los distintos niveles de gobierno de los estados, que permita que las propuestas generadas desde UICN tengan el efecto que se espera en la conservación y el desarrollo sostenible a nivel de territorio.
85.	IUCN has an excellent position for implementing the SDGs. The CEM is the most future proof commission. The council should prioritize four commissions: CEM, SSC, WCPA and Law
86.	IUCN has no effective mechanisms to provide urgently need moral leadership for sustainability. Council and particularly Secretariat lack commitment to implement the resolutions (e.g. from WCC 2012) relevant here.
87.	There should be greater collaboration between the Secretariat and the commissions, as well as among the various commissions. We seem to exist in separate silos. But environmental problems require interdisciplinary solutions. There seems to be a missed opportunity to call on the commissions for the expertise they can contribute.
88.	Specialist groups should be able to meet regularly and personally. The discussion about funds for the SG to participate in important meetings is getting in my nerves, please change this and provide more money for senseful activities.
89.	The political inertia and polarization in the IUCN Council makes it analogous to the U.S. Congress--relatively ineffective in making and implementing decisions to improve conservation policies. The SSC, for example, is unable to make simple and clearly needed minor wording changes in the Red List Criteria without Council approval, which if requested, would lead to endless debate and negative repercussions with suggestions for major and likely unwarranted changes. Potentially important policy decisions regarding aspects of the Red List that need Council approval are thus hamstrung and prevented by the Council's political governance. The SSC needs to have more internal control over its vitally important flagship product, with somewhat less approval oversight from the ineffective Council.
90.	In today's world we all get bombarded with a lot of information and from a wide range of sources, so it can be hard disseminating what is relevant and important, and what isn't. The Commission does a good job of putting all this information together but unless one goes actively looking for this, all this hard work doesn't necessarily reach the key decision makers, which I would have thought extremely important. The question is how does one achieve this? To effect change and influence policy, teams of local commission members may also be required. I appreciate the enormity of this suggestion, but it is easy to ignore a report if there is a perception that it is not relevant to that area
91.	Fortalecer el trabajo bajo en enfoque de un solo programa.
92.	Careful of duplications among commissions and some of the initiatives taken by the secretariat (which not always good to communicate with commissions on what they are doing).
93.	Better acknowledgement and support that plants form the basis of all ecosystems, and are not merely a background to be ignored. Attention to plant conservation is always incorrectly viewed as less important than that of animals (compare, for example, the number of animal specialist groups with those for plants), and thus an imbalance which the whole of IUCN policy then follows.
94.	Me parece que la UICN es líder mundial en la conservación de las especies. La lista roja de especies es un instrumento validado científicamente y muy utilizado en el campo de la investigación. Además es un honor ser considerado como miembro en éste sentido.

#	Response
95.	Como integrante de la CEC desde hace años insisto en que la UICN no ha realizado un buen trabajo de divulgación y de posicionamiento social. A pesar de la importancia de la organización y de su longeva existencia, casi nadie conoce a la UICN en nuestras sociedades. Sus miembros cuando nos presentamos como parte de ella debemos explicar durante varios minutos qué es la UICN, etc. etc. Para mí sigue siendo un honor pertenecer a una de las comisiones -por lo que es la misión y son los objetivos de la UICN-, pero en los hechos siento que estamos alejados de los intereses de los tomadores de decisiones de la organización.
96.	je vous remercie de m'envoyer une invitation pour participer a ce sondage a mon avis LA création de L'UICN est bénéfique pour le monde, en revanche son travail doivent s'impliquer plus dans les pays de l'Afrique de Nord d'ont mon pays l'Algérie et donner au commissions nationales des fonds nécessaires-surtout en ce qui concerne la recherche scientifique-pour réaliser les objectifs de notre organisme. Merci
97.	In conclusion I would like to extend my gratitude to the IUCN's team for accepting my membership form.
98.	It would be useful to hear more from the IUCN Council.
99.	il faut plus redoubler d'effort dans le financement des activites des commissions car son financement adéquat pas des bons résultats.
100.	En mi región, creo que la UICN no utiliza toda la información y las capacidades de sus socios para llevar a cabo su misión. Creo también que podría brindar mayores y mejores servicios los socios y de esta manera potenciar más el impacto.
101.	More regular meeting of each IUCN Commission as a separate group to be attended by members of the Commission.
102.	As a new member, I am still processing all the information available at my Commission (WCEL) being involved in different aspects of the environmental field for over 30 years, the amount of information handled not only by my commission but by the IUCN as a whole can be overwhelming.
103.	La conservación de ecosistemas estratégicos debe prevalecer por encima de las políticas actuales de explotación irracional de los recursos naturales para el caso Colombiano se deben proteger los humedales de páramos que surten de agua a la población. Proteger los humedales del medio magdalena que estan siendo drenados para plantar palma africana y establecer ganadería extensiva. Proteger la biodiversidad del Choco y los pocos manglares que quedan en el litoral Caribe colombiano.
104.	Make available a full list of all members world wide
105.	El idioma a veces constituye una barrera importante, la mayoría de las directivas o de las resoluciones están en inglés, sería bueno que se tradujeran al español todo el material generado.
106.	Antarctica and its future is a hiatus in the work of IUCN. This gap needs serious attention.
107.	The IUCN is regrettably network dependent. There seems to be lethargy in the system to look outside of the networks, and to make the functions of IUCN more transparent. Also, it is so dependent on voluntary work, that the quality is often compromised.
108.	i think that there is a risk of confusion of purposes and loss of focus because of the growing emphasis on social justice within the biodiversity and conservation agenda. There are serious conflicts of interests in all of this that are being hidden, in an attempt to do good on all fronts. There is also a risk of non-objectivity and 'gaming' of the IUCN in how some of the social agenda issue are being pursued. I believe that social justice is a fundamental purpose, as is biodiversity protection but 'muddying' them up is counterproductive
109.	The SSC and IUCN provide an effective vehicle for CSG members (561 in 63 countries) to advance their interest in crocodilian conservation, management, sustainable use and research. The IUCN get's expert knowledge from this group when needed at minimal or no cost. The best business deal I know of. Most CSG members are not interested in broader IUCN issues. Happy to be the tail of the dog .... with no interest in wagging the dog ... sensitive about IUCN initiatives that require the tail to tie itself in a knot for what they see as cosmetic rather than core business reasons

#	Response
110.	<p>Les institutions non-gouvernementales internationales telles l'IUCN, WRI, l'IIED, l'IDDRI, l'IIDD, etc. sont confrontées à la même problématique : l'environnement et les changements climatiques au niveau international est à la traîne d'autres questions importantes associées à l'environnement et au développement durable telles la sécurité nationale et internationale, l'iniquité socio-économique etc.</p> <p>Il serait donc approprié que nous examinions le modèle actuel de gouvernance (non-gouvernementale) internationale pour l'environnement et le développement durable.</p> <p>L'IUCN pourrait jouer un rôle de catalyseur en convoquant les ONG internationales, qui seront présentes à Paris en décembre prochain lors du sommet COP 21, à une rencontre sur l'apport non-gouvernemental à la gouvernance mondiale de l'environnement et du développement durable. Cette rencontre aurait comme objectif d'identifier les problématiques prioritaires, des stratégies communes, des mécanismes de coordination et de communication, etc. Dans un premier temps, les changements climatiques constitueraient le thème central autour duquel la stratégie de collaboration pourrait se matérialiser.</p>
111.	<p>Activities of the SSC must be enhanced and every country must be advised to develop comprehensive projects to conserve threatened species.</p>
112.	<p>IUCN should:-</p> <ul style="list-style-type: none"> <li>- ensure that governments adhere to laws protecting threatened and endangered species and their habitats worldwide</li> <li>- source funds from major donors for conservation activities in each and every country.</li> <li>- empower local members (scientific and government focal persons) in representing IUCN in their countries</li> <li>- maintain frequent communication with both members and government representative or focal persons</li> </ul>
113.	<p>IUCN should leverage the power of its members rather than competing with them. IUCN secretariat needs to strengthen its capacity in science also social policy issues should have a more important place in IUCN program. Finally IUCN needs to be able to monitor its works and effectively demonstrate impacts.</p>
114.	<p>IUCN is still stuck in the traditional mode of implementing most of its work through the Secretariat alone. New changes in the Secretariat to bring in ever-tighter top-down regulation and promote stronger corporate branding are operating against a more organic, empowering, bottom-up IUCN. Is IUCN in practice a top-down, Secretariat-controlled organisation, or a global Union, empowering its stakeholders in a bottom-up way? Clearly it should be the latter, but the trend is towards the former.</p>
115.	<p>IUCN is doing extra-ordinary work in the current global scenario with respect to its targets. In developing countries the impact of IUCN good work need to be taken further for which more concerted efforts are required such as engaging subject matter specialists from different fields to influence their respective policy makers and governments.</p>
116.	<p>New messages with simple words for broader audiences should be developed to disseminate the importance of nature conservation</p>
117.	<p>One of the commissions I work with strongly supports sustainable utilisation and community involvement with natural resource management (SULi) while the other (SSC) has members who strongly oppose it. I have seen no policy decision or statement on the issue from IUCN as a whole. This is probably the most important issue that decides the future of biodiversity conservation and sustainable development. IUCN should be providing a leadership role.</p>
118.	<p>There is very little connection between International IUCN bodies (i.e. Commissions) and Regional IUCN offices. There needs to be a more streamlined approach to making effective use of all of the experts that IUCN has at their disposal. It should be clear at Regional offices, who in the region are IUCN Commission members and these members should then be contacted specifically by Regional offices when necessary. The gap between the two is presently too wide.</p>
119.	<p>I remain disappointed that the IUCN still prefers to ignore, disregard or pretend that countries who use effective independent methods for assessing conservation status of their biota are not relevant and that those people who work those systems 'should' be ignored. I remain frustrated that there is virtually no collaboration between the IUCN and those countries who run independent systems, we should and we could be working together better than we do, and central to that is the IUCN taking the time to understand WHY some countries prefer to do their own threat assessments rather than try and work with an agency that disregards their views and their work.</p>

#	Response
120.	I think that as the international conservation movement has grown IUCN has been somewhat marginalized in many areas - it is poorly connected with science and is not influential in the broader sustainable development debate. It has largely ceased to operate like a Union and is now one of many BINGOs operation on a donor driven agenda. It does not operated like a community of concerned and scientifically sound members.
121.	1. We couldn't compare IUCN with ICIMOD in case of Nepal because of works. 2. In South Asia, especially Nepal, couldn't get fund to do work properly.
122.	Kindly arrange workshops to invite actual field researchers from developing countries on Biodiversity and Conservation and select on the basis of their genuine work at the time of any International meeting. Participation and presentations of senior workers need to arrange for training programmes and almost like classroom teaching.  I can offer my services to give series of lectures and practical demonstrations on Ecological aspects of evolution; ecological genetics, adaptations and natural adaptations. Conservation of MEDICINAL PLANTS must be encouraged in all ecosystems, but only when the local people know them? HK (Bhopal) India
123.	IUCN is considered as a reputed organisation in the field of conservation and sustainable development. But, there are a lot of rooms that can be improved. The first one is to review the overall strategy (of funding and functioning) in order to foster partnership with other organisations (with similar objective) and commission members. The second one to revive the active, strategic, participatory and forward looking leadership at secretariats (regional and country level). Leaders who have been working for the same position for decades means either the persons or the organisation has problems that can be a big barrier in order to achieve the IUCN mission.
124.	My sense is that the CEM management group has frequent meetings but that it is difficult for ordinary members such as myself who are no longer members of the group to contribute much to either the Commission itself or, indeed, to IUCN programs. I suspect this is true of most Commission members except perhaps for those in a species specialist group. . Might some way be found to engage more fully with CEM members - via commissioned work? Review reports? Prepare for specific project meetings/workshops held at time of Congresses?
125.	Commission members need to be more effectively involved in IUCN's work
126.	My experience is not exploited at the maximum level in supporting biodiversity conservation compared to the requirements coming from the IUCN.  You are further supporting mainly experts coming either from very rich countries or extreme poor countries. Still you need to further develop the ratio between experts on species/habitats not necessarily based on the highest proved scientific score but rather on the country of origin of the species/habitats. Why? The lack of experts from the countries of subject's origin is not working for the biodiversity protection and rests at the awareness level.  Congratulations for the high professional work! Good luck!
127.	A branding that the general public can see and associate it with IUCN.
128.	IUCN as an organisation need to be more visible in action oriented activities in addition to the knowledge products, advocacy and articulating and/or influencing regional and/or national policies.
129.	The work of IUCN is a relatively invisible within Australia. In Australia the IUCN and the national committee does not have a public profile. The NGOs (Greenpeace, WWF) have a strong public profile and are positioned as advocates rather than thoughtful participants in a public discourse. I work in environmental regulation and conservation and I see little of IUCN beyond the regular emails from WCPA.
130.	1. IUCN MUST explore ways to become more influential to G8 governments. It is deplorable that during 20 years of professional involvement in the conservation of species and nature, I have witnessed the galloping pace with which mankind "devours" natural sources. Resource depletion, our rate of waste production and ignorance are THE THREE MAIN GLOBAL PROBLEMS. Therefore, individuals at high Government positions worldwide (USA, EU, China, Canada,...etc) should be targeted for intense lobbying by IUCN officials. 2. IUCN should open up and create alliances with other International Institutions/ Organisations (Trade, Educational) in a joint, more

#	Response
	effective effort a) to strategically support the promotion of sustainable technologies and processes (e.g. renewable energy, recyclable materials, green procurement etc) so that these acquire a much larger share in the global market and b) for a strategic involvement in early education programs worldwide. Thank you for the opportunity to express my concerns.
131.	Recentrer UICN sur son cœur de métier (connaissance scientifique et conservation de la nature) (pertinence) Développer/conforter des capacités humaines véritablement concernées par la mission de conservation de la nature et ayant une expérience opérationnelle des problématiques à traiter (efficacité) et dotées d'une vision véritablement stratégique Renforcer significativement les transversalités/synergies entre les diverses unités (efficacité) Etre plus exigeant sur la gestion du temps et la présence effective des agents dans les bureaux Minimiser le train de vie d'IUCN et renforcer ses actions de terrain (efficience)
132.	IUCN is indeed doing great strive to conserve the nature, enhance natural resource base and promoting strong global network of intellectuals, professionals and people. Its contribution to Global common is fabulous.
133.	Look at new ways of communicating with membership and commissions. Use the commissions and their subgroups more in policy development.
134.	una convocatoria más amplia de participación a actores por fuera de los círculos de escala nacional y localizados en la capital, es necesaria mejorando la diversidad de visiones y aportes. una mejor posibilidad de aportar a escala global en idiomas diferentes al inglés, contribuye a una mayor fluidez de las contribuciones .
135.	Effectiveness at grassroots implementation of conservation initiatives should be improved by diverting resources used for nonessential administrative overheads towards actual conservation. This is particularly relevant at regional and country office level where resources are diverted towards overheads of maintaining the office and office staff at the cost of conservation action. Commissions and commission members should also be used more by regional and country offices especially in Asia where engagement with commission members is presently minimal.
136.	the questions are fine but the basic premise should be challenged - is there any role any longer for this organisation? and if there is, what is it, and how should it be discharged?
137.	Due to language problems, only small involvements from Asian countries.
138.	No Thanks
139.	My knowledge of the work and internal communication of the IUCN commissions has increased significantly since becoming involved in an IUCN Specialist group when compared to that which I had when simply representing a member organisation. It may be of value to try to disseminate frequent brief reviews of the activities of specialist groups and commissions to the broad IUCN membership. Beware of the excessive use of acronyms as these are confusing for those not involved within groups.
140.	As far as I am concerned IUCN in general and the Commission(s) in particular do a good job. I'm not involved as much as I would like and hence can't provide very detailed comments.
141.	the survey did not gage the importance or value of IUCN to members. In the ESARO region especially island states membership is declining and disengaged
142.	Re Sustainability of work: IUCN relies on expert volunteers for SSC and RedListing, yet does not assist with fundraising for supporting the volunteers with Red Listing. It is quite big ask for teams of volunteers to also source financial support to carry out objectives of SCs. There should be a mechanism for better supporting the SCs work.
143.	Few group and countries make much benefit from IUCN Policies and not all Countries and all members have fair equal same shares
144.	Although I'm a member, I can't help but feel that I'm not very involved. I suspect they others would like to be more involved, as I do.
145.	The regional office in Bangkok needs new leadership and a more balanced program.



#	Response
146.	More effort should be made to ensure that published and unpublished documents of IUCN Commissions and reports of IUCN meetings etc., including those of a specialized nature, are posted on the IUCN web site and be reasonably easy to find, without compromising the general character of IUCN's website. IUCN is a public organisation and should be maximally transparent
147.	The regional approach of IUCN- the national bodies could be stronger developed by:1) stronger national entities; 2) common regional development of policies; 3) common /regional funding approach. At this moment regional activities are organized via SSC structures globally. Can be done on regional level as well
148.	Let us keep it up. Funding for extramural projects can be increased for developing countries.
149.	The representation of IUCN at a National Level is poor. The work being carried out at the National Offices are not in tune with the demands of the membership and involvement of experts with commissions. There is poor attention to organisation and management of national office at least in India.
150.	I am concerned that some of the specialist groups/task forces/working groups of IUCN CEESP and WCPA at times appear to be at loggerheads with the stated policy and efforts of IUCN as an institution and have an ideological chip on their shoulder. I am also concerned about the lack of coordination between commissions and regional offices of IUCN. I am concerned about the dependence on donor funding from a small suite of key sources for core operations of IUCN, and also the focus of field offices more on directly implementing projects in the field, which is a more appropriate task for IUCN member organisations and commission members, to keep a large bureaucracy operating..
151.	IUCN should do the research work in the field of biodiversity, ecosystem ,environment protection, awareness programme etc. with the help of the persons/stakeholders already involved in the respective areas in the above said field.
152.	having worked with IUCN/SSC/Mollusc specialist group for many years and the assessment of species, more effort should be directed to these animals especially the aquatic species. when developing guidelines the focus has been on terrestrial organisms which often do not fit aquatic organisms, rivers and creeks are linear systems and have restrictions not found on a flat open plain.
153.	Pienso que deberían insistir en los aspectos educativos. Especialmente en la educación superior y especializada. Mediante cursos de postgrado y Masters. En ellos se puede hacer una doble actividad. Por un lado mostrar los logros de IUCN Por otro enseñar a técnicos, graduados y especialistas relacionados con la conservación y gestión de los recursos naturales, como conseguir información producida por UICN, valorarla, interpretarla y como participar en las actividades de UICN
154.	Pienso que es indispensable realizar más eventos presenciales que ayuden a relacionar a los miembros de las distintas Comisiones, además de la participación del Consejo de la UICN
155.	I am not sure how to engage more in IUCN, beyond the species survival commission and my specialist group. I have expertise in alternative methods for extinction risk calculations and evaluation of vulnerability. I do not think that the current Red List system is correctly categorizing species that are numerically abundant and not declining but at risk due to cumulative impacts.
156.	Es tan grande y ramificada la estructura de la UICN que a veces uno no sabe como esta situado en el punto de aportes, participación y contingencia de tanta situación ambiental que aparece en el planeta de un porcentaje muy grande de la población mundial sin entender en que planeta vive y como valorarlo y como hacerlo vivible. No tengo una idea clara que hacer para entrar a aportar en soluciones. por lo pronto me mantengo trabajando en la CSS. gracias
157.	Il conviendrait de développer l'information des membres de ma commission sur les actions spécifiques réalisées par la commission. Je suis toujours frustrée lorsque je reçois le Species e-bulletin du peu d'actualités concernant le BSG.

#	Response
158.	I think there is still a major disconnect with the general population. Scientists are aware of IUCN and its work, but the lay person is not. We need to do better to ensure lay people, know its work, value its work and thus have confidence and refer to IUCN for guidance on decision making by their governments and politicians. If they know they have IUCN as a tool, as a library of knowledge and a bank of resources that can help them make good decisions on protecting their natural heritage, I think IUCN could hold more sway with governments, but at the moment, I feel on the scientists know and understand IUCN's role and capacity.
159.	IUCN remains largely wedded to its traditional heartland of governmental and NGO communities, which are less relevant than they once were. In 35 years of commercial practice in international environmental and natural resources law, I have never once come across an effective IUCN presence. This is a major failure which must be addressed.
160.	Demasiada atención a sistemas de Parques Nacionales y no a otras formas de conservación y de áreas protegidas y el rol de la sociedad civil. Demasiado burocrático, haciendo difícil la divulgación de nuestros objetivos al público y a otras ONG's y instituciones. A veces es difícil entender el papel de miembros en las comisiones.
161.	Pas de suggestions pour le moment
162.	The Commissions are a great asset, as are regional and national offices/organisations. Using them well has always been IUCN's challenge. It is done better now than 20 years ago, but can still be improved I think.
163.	To enhance the role of international law in the field of environmental protection at the national level. Research funding international teams of experts.
164.	Entiendo que el trabajo y labor de la UICN es totalmente relevante para la conservación y preservación de la biodiversidad y el desarrollo sustentable. De todas maneras advierto que la UICN no tiene la relevancia que debería tener en mi país y provincia (Mendoza, República Argentina). Además no encuentro los canales de comunicación adecuados para poder participar con mucho más énfasis en mi Comisión.
165.	IUCN is a quite passive actor in the international forum, specially when it comes to set statements on specific situations that are politically sensitive and have a significant negative impact on biodiversity, cultural diversity.
166.	The inability of IUCN to be able to process Red List Assessments because of the lack of human resources has a very negative impact on encouraging willing parties to undertake the assessments. I am afraid this is a very widely held view across the research community (at least in plants).
167.	IUCN Commission Members/Representatives should be provided direct contacts and recognition with the highest-levels of environmental governments in their respective nations. Much of the members'/representatives' on-the-ground work seems to get hindered due to political reasons, and little recognition is given to the IUCN representation. It is imperative that government bodies recognize IUCN representatives to allow conservation work-flow.
168.	Mayor acercamiento a la academia para aprovechar sus centros de investigación y desarrollo.
169.	Commission members give their time for free. They must at least be provided with core expenses for meetings and communications in order to enable maximally effective operation. This is a leveraging operation at which IUCN is abysmally deficient, forcing Commission members to raise their own funds to operate at all.
170.	IUCN to empower the commissions to implement projects that feed in to the it's mission
171.	It might be very important to try to do more of the outreaches and education about all the IUCN programs, with these people will understand the roles of IUCN better and be able to help developing and contribution to the programs. It is also important to communicate with the local/national governments to allow them to understand the roles of IUCN, which would indeed help contributing to the policy decisions.
172.	IUCN has good impact on nature conservation at national level, however it has very low impact at local level. Therefore, its local level organisations should be increased. In addition, IUCN should focus on human resource development in the areas of nature conservation.
173.	N...

#	Response
174.	Me gustaría poder participar más activamente.
175.	There is a strong need for reduction in bureaucracy to improve efficiency of IUCN to fulfill its potential to achieve the objectives listed in the last question. A greater focus on streamlining and decentralisation should be prioritised.
176.	Améliorer l'appui à l'éducation des jeunes, par des formations de masse partout, avec l'appui des membres. Mot clef: éducation; enseignement de masse; jeunes Merci. sortez de vos bureaux, enlevez vos cravates, allez rencontrer les gens. Merci. Trop de bureaucratie, vraiment trop. Merci.
177.	I would want the commissions to improve internal interactions and communications within and across its member commissions. This i believe would encourage exchange of ideas. I would also want the IUCN to adopt a GLOCAL approach in nature conservation.
178.	Aunque todos hablamos de un solo programa y de la integración de miembros, comisiones y empleados para ejecutarlo, creo que esto aun no se ha logrado efectivamente. Creo que el vínculo más débil es entre miembros y comisiones, y quisiera ver a las comisiones más involucradas en responder a las prioridades e intereses de los miembros.
179.	A simple, summarized, regular communication to Commission members about global activities and achievements of IUCN at all levels could provide a more accurate assessment of the actual role and impact of the Union.
180.	I am member of two SSC Specialist Groups and feel that these groups governance is too unstructured. There doesn't seem to be a proper (transparent and democratic) process for the selection of group chairs with the frequency that would be needed.
181.	Since the mid-'80s, when first I became member/Chairman of Caprinae Specialist Group, I have noticed an ever growing emphasis for showing off coloured maps, distribution models and "global" approaches to the detriment of reliable data collection in the field, i.e. wealth of data and their quality have become marginal. I find it extremely dangerous for long-term conservation. Sophisticated modern softwares should be used to improve analyses of data, but they just cannot replace field work. Otherwise, the risk of turning conservation biology into conversation biology is quite strong. I dislike anonymity: my name is Sandro Lovari.
182.	Communication regarding IUCN positions has been poor but could be in part my fault.
183.	Would be good to engage members more frequently through arrangement of getting them involved in research and interaction programs on contemporary themes.
184.	I wonder whether IUCN has the possibility to influence biodiversity conservation policies in developing countries, specifically in Africa.
185.	Just don't back away from the critical importance of advocating CSU (conservation through sustainable use of native species by local communities) strategies. Considering that the Wildlife Association regards animal rights groups to be the biggest obstacle to achieving effective long-term conservation of species and ecosystems, the lobbying by groups of this kind must not be allowed to derail the scientifically-, empirically- and rationally-developed policies of the IUCN that focus on CSU, as the CEESP Commission advocates.
186.	professional terms are needed to be used more
187.	I have been member of wcel for a couple of months so that my answers only reflect my primary knowledge of the organisation, to be fair.

#	Response
188.	<p>1. To assess the achievements of countries to improve the area of Protected Areas (%%) each country should provide data about the increasing of the protected area (%%) of the total area of each ecoregion (not only the percentage of protected areas of the country's area, but the preserved percentage of each ecoregion).</p> <p>2. To strengthen cooperation and responsibility on the conservation of populations of migratory species</p> <p>3. To call upon the international community to take action to preserve endangered natural ecosystems - to enter the moratorium on plowing of virgin steppe ecosystem, reducing the use of resources of threatened ecosystems</p> <p>4. Simplify access to information on rare species list of the IUCN - insects, mammals. Understandable and accessible information is for the birds only</p> <p>5. To strengthen the cooperation between the United Nations Conventions</p> <p>6. To strengthen cooperation between the United Nations conventions</p>
189.	Afin d'améliorer la pertinence, l'efficacité, l'efficience ou la durabilité de quelconque aspect du travail de l'UICN, comme les zones humides sont fortement menacées à cause de la déforestation, je suggère à ce que l'UICN se penche plus sur les plantes des zones humides de mon pays, en donnant des opportunités du financement et d'autres contributions.
190.	IUCN need to provide greater opportunities (add more programs and frequencies) for next generations across the globe to learn in a global team/programme so they can exchange ideas and best practices in their respective countries.
191.	To promote environmental protection effectively, we should carry out a number of methods. First, we should review and reassess the status of existing laws, supplement and perfect with mainstreaming human rights approach to the policy and legislation related to environmental protection. Besides excellent provisions on handling of administrative, criminal prosecution, additional research is needed provisions in each National Constitution on citizens' right to life and ensure the right to live in healthy environment and safety; rights and responsibilities of individuals and citizens are involved in monitoring environmental protection.
192.	Networking should be encouraged in East Europe. It would be great to have SSC subunits which can meet and share information on a regional level.
193.	<p>I would love to do more and be more engaged - I am willing but do not feel able to do more - it is totally recognised that some groups of what I consider as colleagues, have long term relationships which I feel should at some point perhaps be more engaging with other members.</p> <p>There feels like distinctive levels of engagement that can be placed in</p>
194.	No suggestions. Keep up the good work!
195.	Sorry, not very inspired right now.
196.	Seria importante más participación e involucramiento de organizaciones locales con nuevos conocimientos y aportes
197.	<p>Build more search and input capability into the Protect Planet database (e.g. search by nation/PA category and enable download of the search data).</p> <p>Improve IUCN categories for protected areas (esp marine) so they can be compared (like with like and biodiversity protection levels can be compared and reported). Presently the IUCN categories are still loose, protection levels overlap and the level of actual biodiversity protection provided by the lower levels of IUCN category is not clear. e.g.:</p> <p>1) Marine Science reserve IUCN Ia – Managed mainly for science providing full protection of habitats and species from all extractive activities. Core areas, or zone/s within a marine reserve Ib that has little or no human presence except for permitted science research;</p> <p>2) Marine reserve IUCN Ib - Fully protected marine reserves, managed for species and habitat protection providing full protection of habitats and species from all extractive activities.</p>
198.	I have no suggestions, but thank you for the opportunity to participate in the survey
199.	IUCN, and particularly the Commission I am involved with, is a closed shop and actively discourages dialogue with its members. Unless you are closely connected with people on the Commission Steering Committee it is impossible to have any role in the Commission. Attempts at soliciting ideas and feedback from members are

#	Response
	limited in effectiveness, piecemeal and not taken seriously, and any suggestions are at best ignored and at worst derided as meaningless, unimportant and viewed as a barrier to the activities of the Commission.
200.	I'm new to the Commission process, but I've been with the Secretariat for the past year and a half. While I've found the quality of dialogue within the Union to be of the highest level, the communication of IUCN's work (and the issues with which the work is concerned) beyond IUCN must be much more significant to have the necessary ramifications amongst the greater public to fulfill the vision of a just world that values and conserves nature.
201.	Harness those who join commissions by providing them with introductory material to show they can become involved in the work of the commission. After along delay in getting accepted to the WCEL I was told I was now a member and then had no subsequent communication.
202.	IUCN needs to more presence in SE Asia. We need IUCN to link SE Asia to Oceania as it is very important to link up Asia and the Pacific.
203.	Las organizaciones Miembro de los países en desarrollo tienen un gran caudal de conocimientos y experiencias positivas en el desarrollo sostenible. Sería valioso contar con un canal de comunicación directo (regional?) adonde poder compartir esas experiencias.
204.	Regional offices need to connect much more with regional stakeholders. Influencing development POLICY in favour of conservation needs greater inputs and pursuit. National Protected Areas management needs to conform much more to IUCN standards, for which regional offices have an important role. Better dissemination of conservation projects to civil society organisations is required.
205.	The IUCN China office should do more to expand its influence nationally, there were only a few works been heard.
206.	<ol style="list-style-type: none"> <li>1. IUCN needs to consult even non member civil society organisations/individuals to develop positions at national level.</li> <li>2. Effectively engage in national policy debates.</li> <li>3. Make IUCN positions on issues quite known at national and global level.</li> <li>4. Need to do more efforts to effectively use capacity of commission members.</li> </ol>
207.	Improve communication and dissemination of information with members and beyond
208.	<p>We must develop strategies and materials to promote the 'buy in' to IUCN of substantial numbers of the staff/memberships of our institutional/organisational members so that commitment to IUCN doesn't reside with individuals who may change. Commission membership across organisations should be strongly promoted to members.</p> <p>The Commissions are a powerhouse of low cost, evidence based publications which can be very influential. However, more emphasis needs to be put on who are the target audiences, how will the publication reach them and how we can raise the penetration of the publication through better distribution and surrounding media revues and other exposure.</p>
209.	IUCN's global leadership will be seen more effective when it realises the potential of each IUCN member, may those be organisations (different kinds) or individuals. IUCN should assess the strengths of its members in a particular region/country--what good they are at. Based on this, if IUCN is launching any project ---support and participation should be sought from these organisations to make IUCN's work even more effective on the ground.
210.	More awareness mechanisms and programmes to engage the general public. A lot of laymen are unaware of the role played by IUCN and its various commissions.
211.	Support of basic expenses (travel, accommodation and preparation of document) to core member of specialist groups will be helpful for the development of cooperation to achieve various projects.
212.	Some statements are too absolute, may be 'one of them' is appropriate or better.
213.	For how many years is the mandate of a chair, for an example, Chair of amphibian for Madagascar? Who is electing for this?
214.	<ul style="list-style-type: none"> <li>- Recognize whether there is a need for an evolution or a revolution within IUCN</li> <li>- Carry out a realistic review of sector and niche role/demand from members, drop areas where IUCN does not</li> </ul>

#	Response
	<p>and cannot lead</p> <ul style="list-style-type: none"> <li>- Refocus policy work and bring in fresh thinking of what works and how; what is an outdated time sink and should be dropped;</li> <li>- Bring in up to date understanding of knowledge dissemination and growth and implications for an organisation that wants to be a leader in it - strongly curtail traditional, 'passe' government oriented approach to the same and tap up-to-date global management thinking</li> </ul>
215.	Commission-related trainings of members will be very much appreciated!
216.	<p>Better use of work done in Commissions (although in my very specific and maybe rather exceptional case there is an excellent working relationship between GDI, ROWA and CEM.</p> <p>Active engagement of CEM members is very low; some financial incentives through IUCN Secretariat for engaging in innovative and creative new thinking by Commission members, might be helpful.</p>
217.	increased involvement of stakeholders like commission members being invited to attend commission meetings
218.	A strong commitment to investment in promising initiatives which bring together sustainable regional development and biodiversity conservation (e.g., European Green Belt Initiative), and by that help to fulfil IUCN's goals. Looking at the budget generated in Northern Europe for IUCN, a significant proportion should be spent in Europe on such initiatives. IUCN's credibility with member organisations in the region would be even higher if they did not get the impression at times that also IUCN had to move on from certain topics once external funding opportunities dwindle.
219.	<p>I am a mammalian taxonomist, and have contributed my taxonomic expertise to my specialist groups of the SSC. I find, however, that there is (in some groups) an innate conservatism: they seem stuck in the mammalian taxonomy of the 1950s, and strongly object to change, even in the face of clear evidence.</p> <p>Example: African elephant SG. Taxonomic work in 2000 and since has shown clearly that there are two - not just one - species of African elephants, yet until this year there was resistance to change. This year, an email was sent around to members asking us - taxonomic specialists and nonspecialist alike - to vote whether there are two or just one species!</p> <p>USE your specialists, please....</p>
220.	The Commissions have always represented one of the key strengths of IUCN and there are many people in these Commissions who continue to volunteer much of their time to support the efficient functioning and influence of IUCN. The Secretariat should provide stronger support for the work of the Commissions' Specialist Groups and Task Forces in terms of inclusion in the Secretariat's projects, support in fundraising, provision of core funding for some fundamental activities of the Groups and similar.
221.	<p>IUCN has big ideas, deserves broader and bigger support. But its capacities (human and financial resources) are limited, which diminish its capacity to engage its and Commissions members to influence national and global level decisions.</p> <p>IUCN needs to do more to influence governments as well as national, regional and international organisations to support conserving the integrity and diversity of nature. To achieve this, effective engagement of the membership is crucial.</p>
222.	<p>I strongly recommend that the IUCN commission heads should improve on the communication strategy with new partners.</p> <p>I am a member of the CEC and CEESP but I am not as active as I really want to be, but I think that constant contact and communication, even on phone, will be of great help to get new members involved in the commission activities.</p> <p>Thank you.</p>
223.	Si vous pouvez aussi ajouter la langue arabe et le chinois, cela sera génial
224.	Better co-operation with UNESCO/MAB to utilise potential of biosphere reserves.
225.	I have just joined the commissions last month and I am very excited to work for IUCN. I am still learning about the mandate and modus operandi of IUCN. I am working in the Central Himalayan region and I want more IUCN intervention for sustainable development of the region.
226.	From my viewpoint SSC IUCN is an effective and adequate group of specialists. To improve its work I propose to update situation with species statuses on national level more often. And involve members to discuss more

#	Response
	active. Perhaps it is necessary to collect review and brief article about modern situation with species and sub-species.
227.	RAS
228.	Not able to come up with words of wisdom today, sorry!
229.	None
230.	More needs to be done to strengthen and support the participation of IUCN members in the work of the union.
231.	I haven't been involved long enough at a high enough level at this stage to offer valid additional comment
232.	More opportunities for tele-conferencing and other virtual interactions, to better benefit from the many experts who can contribute to deliberations but not able to afford to attend Congresses and other meetings.
233.	Secretariat needs to be more aware of the expertise available in and work being done by commission members, and support that work.
234.	IUCN should step down from its pedestal and get itself more involved with conservation organisations and stakeholders in developing countries to understand THEIR perception of conservation priorities better. Also IUCN should engage more with conservation stakeholders at international treaties before coming up with its often arrogant posturing on "advising" these bodies against the recommendations and advice of other organisations on specific issues such as wildlife trade.
235.	It could be a good idea to ask to the members of the International Law Commission to submit an annually reporta by country, about the legal framework of biodiversity by country in order to compare the different legal regimes and to select special topics that need to be reformed.
236.	Quisiera involucrarme más y tener un mayor aporte en el trabajo de la UICN, para ello creo que sería útil contar con reuniones o foros regionales-
237.	Involve the members. I've never been involved or contacted. Or let them know that they won't be contacted.
238.	A nivel de Estados no se identifica un inventario - evaluación respecto a los fines de las diferentes Comisiones para establecer una priorización de acción, por ejemplo en Bolivia el gobierno se esta convirtiendo en el principal agresor de Areas Protegidas, territorios, pueblos indígenas y ciudades, al promover la explotación de hidrocarburos y el avasallamiento de otra gente que no valora los servicios ambientales. Los miembros y delegados de la UICN en Bolivia no son conocidos, por falta de medios (el gobierno ha expulsado a financiadoras internacionales y alienta la desaparición de ONGs y otras instituciones) y/o tener una acción muy puntual, por lo que deben definirse otros mecanismos para involucrar y organizar a la gente en el marco de los fines de las diferentes Comisiones.
239.	I would very much like to be more involved in the CEC but since 2012-2013 there seem to be fewer opportunities to do so. I have a strong background in ecology, conservation, and education from secondary to post-secondary (undergraduate and graduate) levels. I believe that I have much to contribute but I am not sure how to do so. I wonder if other Commission members may feel the same way?
240.	There needs to be more of a connection between IUCN Country offices and IUCN International Commission Members. There also needs to be funding options for Commission members working in the local countries and this should be made available via the country office and commission members partnerships. Currently in my country there is very little of this and I think IUCN funds funnelled through the country office are often wasted; these vital funds could be greatly utilised in partnership with Commission member scientists who are in the field or their expertise. Over all this would increase the level of knowledge gained and improve the outputs of projects.
241.	Increased communication across commissions and within commissions. Periodic webinars to share lessons learned and reach some of the experiences and intellectual background of members. Use a topical or thematic approach to select webinar subject matter.
242.	today the world is challenged by lots of issues as climate change, population growth, degrading ecosystem and management of biodiversity....all in all community are changing and these factors needs to be addressed on what works the best today for us to have people and nature to be conserved and ecosystems maintained,

#	Response
243.	Make sure that all members are kept abreast of IUCN's work.
244.	Regional offices need to have a bigger presence, both online and on the ground. There is very little information available regarding the IUCN's work in Canada, even for someone embedded in the broader organisation. The IUCN's presence here is largely unknown to the public, and therefore its relevancy suffers greatly. Stronger communications and outreach by IUCN in Canada would garner relevancy and effectiveness at the regional level.
245.	I suggest the IUCN work more with the commissions on regular basis to enhance the collaboration between members of the commissions and the union. Furthermore, the union and the commissions should further engage the expertise of members in its activities.
246.	I feel that I could use more direction as to how I could be active and helpful to the IUCN.
247.	In Finnish Zoo world, IUCN membership comparing like "hobbyists society" and unfortunately, it has been a huge work to change that which needs still time. Especially because I'm not academic person but get my professionalism another way (conservation practitioner).
248.	Suggest that the use of the term 'biocultural diversity' be more widely adopted (e.g., in surveys like this one) to better represent the intertwined nature, or coproduction, of humans with the earth's environment. Many people make a significantly greater contribution to the work of IUCN than me and I am comparatively not sufficiently informed to provide this kind of advice.
249.	The volunteer work of Commissions' members is very relevant and should be appropriately recognized and resourced. Interaction among the IUCN family should be increased through regular online/webinar events. The IUCN should strive at all levels to facilitate intergenerational partnerships. The perspectives of local communities and organisations facing the impacts of conservation and development policies should impact IUCN's actions. IUCN should assess the role of private sector corporations and the impacts of giving an economic value to nature, as it may jeopardize the implementation of rights-based approaches to conservation, and lead to more privatized conservation governance systems. IUCN should strengthen the role of regional offices, better equipped to assess local opportunities and impacts of international policies. IUCN should engage in advocacy in countries facing severe biodiversity loss and landscape degradation resulting from land grabbing, resource extraction (including in protected and conserved areas) and introduction of crops such as GMOs.
250.	Considero que después de varios años intentando participar en las reuniones de la CMAP, el trabajo ha tenido un escasa continuidad y los esfuerzos para entender la dinámica y organización que la UICN son escasos por parte de quienes lideran las Comisiones o por falta de interés de los integrantes de la Comisión. Cuando se intenta discutir temas para contribuir a la orientación del Sistema Nacional de Áreas Protegidas de Colombia, no es posible tener una mirada crítica y hacer propuestas, porque los asuntos de política y diplomacia son contrarios a los criterios y aportes técnicos. Enviar correos electrónicos informativos no es necesariamente la mejor forma hacer que los integrantes de la CMAP participen en la orientación de la misma.
251.	I would like to see WCPA have a very direct impact on all National IUCN Committees and governments in relation to Natural World Heritage Sites. In particular I believe IUCN needs to ensure that Management Plans for World Heritage sites are not works of fiction. Governments involved in the management of World Heritage Sites must understand these sites are not simply sources of tourist revenue, they are unique sites to be protected for future generations.
252.	La UICN requiere realizar actualizaciones de sus Listas rojas en tiempo real; mi evaluación y seguimiento de las listas rojas de anfibios ha permitido identificar dos aspectos fundamentales 1) Atraso desde el 2011 de la calificación de las especies 2) Desactualización taxonómica de algunos de sus grupos
253.	At a minimum, IUCN needs to fully fund the Commission chairs. As a member of WCPA for 20+ years, and having done a 4-year stint on the WCPA Steering Committee, I have watched a succession of WCPA chairs fail to meet the demands of the job — through no fault of their own. It is a full-time job, it can't be done by somebody who is splitting time with his/her paid job, nor is it effective when someone is seconded (since they still must keep up with happenings at their home institution). IUCN demands a lot out of the volunteer commissions—it's way past time to step up and pay the costs of commission leadership.
254.	I particularly value IUCN global and regional conferences; peer-reviewed journal articles and best-practice



#	Response
	guidelines/publications, and promotion of demonstrated examples of exemplary practice/systems/tools/approaches. I also feel awards systems are important for providing recognition and profile for excellence so that others may be inspired to emulate leading approaches. I was disappointed in World Parks Congress for a variety of reasons including low profile of evidence-based approaches to conservation management and apparent emphasis on 'getting into bed' with the corporate world without addressing conflicts of interest issues. To my mind, there is a real need for more focus on appropriate governance arrangements for ecosystem mangt; professionalizing managers for protected areas; monitoring for evidence-based evaluations; enhancing decision-support systems and tools, and predictive modeling /scenarios planning; utilizing data modelling and visualisations.
255.	There is a need for more interaction and networking amongst the members of the various commissions themselves having common subjects/interests. More exposure should be given to IUCN members during the 4 years period to enhance their capabilities, skills and knowledge. There is a need to identify full capability and capacity of experts/individuals and then use them for the IUCN rather than select experts based on their positions.
256.	There should be small grants for doing grassroots work in capacity development or in conservation which can be rooted through the IUCN members in each country to have a meaningful impact and the same can be cited in IUCN commissions. This will minimize the fund load and help in generate sufficient data to prove IUCN's work.
257.	n/a
258.	Greater use of existing and emerging e-tools
259.	No suggestions of recommendations
260.	Focal Points per regions and/or countries should be developed. My case, North-Eastern Romania with a diversity of conservation issues at regional, inter-national level (Romania, Republic of Moldavia, Ukraine). IUCN should enhance and support local and regional experts that can give experienced and valuable input into the process.
261.	Let the IUCN take an initiative for a framing a set of guidelines and recommendations for a global convention on Conservation and sustainability in the LPG world with the active involvement of all the commission members by next couple of years and get it approved by the National governments . This will be for the 2020-2030 period.
262.	-a one-day Intensive training on First day for newly joined members on the day of WCC delivering how IUCN operates, its organisation chart roles, methods, programs, etc. -Introduce Arabic language / poor knowledge of the 3 languages dialogues in IUCN could be a great challenge for many members who can contribute effectively if the language barrier did not exist.
263.	Please communicate and inform by sharing larger policies to direct the focal work of each commission. Please share sharing potential opportunities across SDG to IUCN to allow scientists and experts a voice to help guide decision makers and assist Civil Society Organisations in informing relevant decision makers.
264.	IUCN-council on itself sometimes can be more persistent, faster, more effective, but sometimes not, so it would be good to seek more tension and "conflicts", and hire some mediators to mediate. And I prefer working with better information. That would Help! My goal as an forensic expert of accounting and profiling would be to form a TaskForce of field-agents and scientific analysts to examine and develop more global quick-scans per branche for auditing (structural/incidental) the accountability of organisations & management for better nature and its sustainability. That would Help! too ..
265.	Great pity that you totally neglected the work on Protected Areas - as the second largest Commission how you can justify this position - seems to be all about everything other than a core heartland of IUCN. 4/10 could do better at shaping and relevance of this questionnaire
266.	Divulgar más sobre la utilización y/o destino de los fondos de la UICN y de sus Comisiones. Interactuar más con los miembros de las Comisiones de habla hispana a través de orientaciones y documentos en este idioma. Mantener actualizados a los miembros de todas las Comisiones de los progresos de todas ellas y de los diversos Programas o Herramientas.

#	Response
267.	<p>Pour les membres des pays en développement qui manquent de ressources financières, un mécanisme de motivation des scientifiques devraient être mis en place pour favoriser leur contribution.</p> <p>De même la sensibilisation des gouvernants et des populations doit être améliorée afin de montrer l'importance de la prise en compte des données scientifiques dans les politiques de planification et les prises de décision.</p>
268.	<p>It is depressing that an evaluation that purports to assess the relevance, effectiveness, efficiency and lessons learned from the six IUCN Commissions is focussed only on knowledge products when IUCN's work programme covers so much more. The IUCN Commissions contribute enormously across a broad range of the work of IUCN and are one of the organisations greatest strengths so this seems like a missed opportunity to gain a full understanding of their value and scope.</p>
269.	<p>For my part of involvement the biggest drawback is the lack of financial resources! Most people are employed on a third-party funding basis and there is no time and resources to conduct the work with the detail and long-term consistency which is highly needed!</p>
270.	<p>IUCN has a great network, in-depth conservation knowledge and good skills across members, commissions and secretariat. But it cannot do everything - while it must make sure that its knowledge products are relevant and can be adapted and applied to new challenges it must also avoid the temptation to feel it has to become a leader in each new sustainable development trend. If it wants to improve its relevance, effectiveness, efficiency and sustainability then it should continue to focus on deploying its key products &amp; initiatives - Red List, Green List, Bonn Challenge, WANI, MFF etc - to meet international and nationally-defined objectives through the delivery of tangible and demonstrable conservation outcomes (less endangered species, more protected areas, more inclusive water governance arrangements, more restored landscapes etc)</p>
271.	<p>No further comments</p>
272.	<p>More involvement of volunteer members in the work of IUCN. More regional conferences for engaging these members and utilizing their capacities and knowledge.</p>
273.	<p>You should examine the amount of time and resources that goes into administrative and procedural activities of IUCN governance as opposed to the organisation's mission. The perception is often that the ratio is too high. At a recent regional IUCN forum for members, probably 85% of the all day meeting was devoted to procedural and administrative matters, which can be discouraging to members who want to see the Union serving its conservation goals.</p>
274.	<p>As a relatively "new boy" on the block, I am very impressed by what the work done by the IUCN and the knowledge base in which people participate. Although I have been a field manager for the past 38 years in formal conservation, I feel I do have a part to play.</p>
275.	<p>I would prefer to see IUCN return to its focus on Protected Areas and Species and place less attention on Climate Change, Social Justice, and correctness--find the best people to focus on Nature's resources. The UN can (?) look after social issues and climate change. IUCN should enter the fray only as it directly impacts on biodiversity--leaving sustainable development to others.</p>
276.	<p>Invertir menos en reuniones e informes y más en acciones reales...</p>
277.	<p>IUCN's several key global roles are becoming increasingly relevant, indeed crucial, as pressures on earth's biodiversity and life-support capacity from human population growth, consumption and pollution continue to grow. What is needed is more recognition and engagement at head of government levels in most nations (both 'developed' and 'developing') of the importance of IUCN's mission for their own future well-being re biodiversity conservation and sustainable development, via the wealth of information and knowledge, policy and actions that IUCN can share.</p>
278.	<p>There is a lot going on and it is confusing for new members. It would be great if there was a welcome packet that more fully described current activities and venues for participation, and outline a vision for how the Commission sees its members contributing to achieving its goals. Also, having regional Commission meetings/meet &amp; greets would provide enhanced networking &amp; update opportunities as well as increase engagement to maximize use of the Committees.</p>
279.	<p>Not all governments are equally committed to engagement with NGOs, or with the use of science to support policy development. Having national governments as partners can enable the IUCN to have more influence on the decision-making process, but it can also contribute to exclusion of in-nation specialists from the discussion. Management need to address this by finding better ways to communicate directly with in-nation specialists.</p>

#	Response
280.	Promotion of relevant professionals/groups/organisations for induction into relevant specialists groups based on experience and academic background should be done by making it open through IUCN website (which may be scrutinized by the relevant commissions).
281.	The work of the Commissions is not integrated and is poorly correlated to promote cooperation (with exceptions... such as WCPA and SSC).
282.	I recommend that IUCN solicit research fund and grants to support conservation-research initiatives by local researchers and scientists. I believe this will have a lasting impact on the conservation efforts on threatened species. Because this will help to encourage the local conservation agents (individuals and organisations) to exert a dedicated effort on conservation activities.
283.	The Commissions are valuable resources, but require more uniformity across the board in terms of their operations, and also the use of human resources as part of these Commissions that remains underutilized - due to a possible lack of awareness of how one can effectively contribute, and what exactly is sought in terms of technical expertise or otherwise. Thank you for considering this.
284.	I would like to propose that IUCN should develop means to ensure the proper follow up of it's member organisations/institution and commission member activities. Also, commission member should interact more among themselves may be by developing a listserv for commission members where they can communicate and share their activities as well as knowledge in achieving IUCN goals in general and commission goals in particular.
285.	The work of the IUCN is nearly pointless in light of the unchallenged problems created by human overpopulation.
286.	T think that Commission members who are research expert IUCN should give opportunity to direct involve with project for his living country IUCN office.
287.	I am involved with both SSC-MAP (very little communication or involvement e.g. no newsletters or updates) and SSC-CWR (highly effective communication and excellent on updates and involvement)
288.	I would welcome more emphasis on ethnography and threatened cultures languages - but this is because it is my area of interest.
289.	My involvements have been almost entirely with the SSC and Red List and I have done little with other aspects of IUCN. I've been provided numerous opportunities to know more and engage more, but haven't done that.
290.	Seria conveniente involucrar/invitar o tomar en cuenta no solo vía electrónica a todos los miembros en países en desarrollo que no tengan recursos financieros para hacer presencia en las reuniones de trabajo
291.	IUCN is a black box. I have been in the field for 20+ years, very highly engaged in international biodiversity conservation efforts, but IUCN remains an opaque mystery. The only people who understand it appear to be highly active within the byzantine leadership structure... and those positions appear to belong to a small club -- usually pale, stale, English-speaking males.
292.	Unfortunately I recently joined WCPA so I am familiarising myself with strategies, knowledge products and toolkits. My recommendation would be to provide relevant training for members and in-country activities via the designated country focal point.
293.	I would like IUCN influencing / mobilizing / working together with such organisations as FAO, UNDP, UNEP, GEF, and the similar, to leverage member organisations in consolidating ongoing sustainable development work. One of these actions would be practical research on sustainable food security and sustainable access to drinking and irrigation water, and then scaling up these results and experiences to reach millions of people in need. This would transform them in strong conservation partners. We need to transform non sustainable practices such as burning to produce crops, but this takes a greater effort and investment that we have been able to assess. This alone would increase organic mater in the ground, improve productive soils, reduce the need to do deforestation, protect forests and biodiversity, and solve food and water needs. Basic experience is already there, we are using it. But we need to scale up. We need IUCN leverage.

#	Response
294.	IUCN's Commissions need to continue to be integrated into IUCN's policy, programme and project development and application.
295.	There are many national NGOs and commission members who need direct support from all level of IUCN secretariat and Council members to straighten enough them to make sure they would not fall in immediate future. Also need to explore why national NGOs could not pay IUCN annual membership fee and their membership is stripped.
296.	The SSC and other specialist groups should further open for more participation from other researchers.
297.	There are many other organisations/agencies that focus on development issues and human rights/welfare issues. Over the years IUCN has drifted away from its core mission of conserving biodiversity and protecting nature, which was its original clear mandate. It is now a bit player in the broader development agenda and has become somewhat weaker in its effect to stand firmly in favor of nature protection in the face of conflicting demands from developmental and human rights/welfare sectors. I would like to see a strong shift back towards nature/biodiversity conservation and away from loosely defined "sustainable development", "Climate change (except with respect to biodiversity) and "human rights/welfare issues". These are mandates for others, not for IUCN which is the sole guardian of nature/biodiversity. A clear refocus back to the original narrower mission is necessary to make IUCN do what is important rather than what is fashionable or politically correct.
298.	En mi experiencia relacionada al aporte de información para la actualización de las listas rojas de anfibios he intentado en numerosas ocasiones que los responsables introduzcan cambios plenamente justificados en la información referida a varias especies de anuros sin obtener un resultado satisfactorio ni una respuesta a mi solicitud. Sugiero un mecanismo más efectivo de comunicación entre los responsables y los aportantes de información. Entiendo que los procesos de actualización de las listas rojas son complejos pero conozco casos donde se ha dado respuesta a las solicitudes prontamente.
299.	Your commissions are your selling point and driving innovative force in IUCN. Restricting commission activity is like turning off the right (creative) side of your brain. You have thousands upon thousands of volunteer experts. Use them. Act. Fund. Set an example. Decide on official position statements when new developments arrive, not 7 years after. Produce policy papers where and when they are needed. Don't just sit in Switzerland (or in a 5 star resort for council meetings) burning money, while the SOS team, that makes a difference, is halved.
300.	IUCN no puede seguir convirtiéndose en firma consultora. Fortalecer alianza con entidades gubernamentales. Evaluar cuanto se gasta en mantenimiento estructura burucratica y la inversion real en los procesos. Capitalizar conocimiento y experiencia miembros
301.	Networking with other relevant stakeholders and availing budgetary support to the various commissions.
302.	Debería haber un poco mas de apoyo a la Comisión de Educación y Comunicación, pues es poca la relevancia que siento tiene en el Secretariado, y las iniciativas de esta Comisión son pocas.
303.	Generally I miss more (personal) contact to other members of the WCPA commission and IUCN and more involvement in particular tasks like e.g. review missions. There is also a lack of feedback and information about further treatment of contributions delivered.
304.	I wish that some of the above initiatives about which I know almost nothing had been brought to my attention.
305.	I hope this remains confidential. I have tremendous support for the work of the IUCN Species Survival Commission, IUCN Species Program, and IUCN World Heritage Program. They do tremendous work, and add value to biodiversity conservation (although I do find that there is over-emphasis on the Sustainable Use and Livelihoods Initiative to the detriment of other specialist groups and conservation efforts. I am however concerned that there is a drift at IUCN away from the core mission of biodiversity conservation. I am also very concerned that several IUCN programs (particularly regional programs) have become a strong competitor for funding with IUCN members. As a member, we now have to compete for funding with IUCN itself, which is not right and undermines conservation and the work of IUCN members. It would be preferable for IUCN to strengthen its convening role, but stop being a competitor for funds to implement conservation.
306.	aunque hay bastante buena comunicación, podría ser aún mejor, tal vez con reuniones virtuales y presenciales para facilitar el flujo de información.

#	Response
307.	IUCN will have to lobby for legislation at the national and international levels that aims at securing basic rights for Nature. Nature and life on Earth have a right to exist independently of short term, human interests.
308.	IUCN should work closer with regional organisations with mandate on biodiversity conservation and sustainable development such as the African Union Commission, and should make better use of its members that are familiar with the work of such organisations.
309.	<p>With all the financial/fundraising tools and substantial donors available today, an organisation of IUCN's calibre could become much more financially independent and affluent, depending less on corporate partnerships (particularly with extractive industries) that compromise its name and conservation objectives. Focusing on building up its trust capital for an independent annual budget from returns is feasible today and would make the IUCN financially independent and more powerful, while investing in growing industries that advance its objectives, such as renewable energy. Likewise, this would increase funding available to its programmes and initiatives, Commission members for research/projects, and local and indigenous communities willing yet struggling to defend nature conservation.</p> <p>Finally, honestly, we need clarity on why this external survey is necessary, why it is worded to put in question the IUCN and its age-old institutions of world renown, who is requiring this survey, and to what end. Please undo 150-word max. Thank you.</p>
310.	IUCN needs to re-integrate the HQ, Bonn ELC and WCEL, and the environmental law members of IUCN. The DG, ELC Bonn Staff and Commission chairs have allowed a break-up in this work., The Union today is NOT making effective use of the deep expertise within the Law Commission, which undermines the Union's effectiveness. Also, IUCN is not using its several commissions in its education and advocacy work with UN agencies and others, relying too much on the few secretariat members, who often lack the seniority and knowledge of commission experts. This too is a wastes asset. IUCN's mission is not to duplicate UNEP or be like an NGO or a consulting firm seeking financing. It needs to deploy its commission members - which are IUCN's historic claim to a unique niche in global conservation policy, as we build this into sustainable development.
311.	The Commissions are not effective. There is no consultation with members on key issues, they are capitalizing on the skills and strengths of members. It's a small club of people in the top positions who rarely communicate with members in a meaningful way. They need to be restructured with new leadership and improved communication mechanisms on key issues.
312.	More prominence in the USA....seems the rest of the world is involved in IUCN more than the US.
313.	Commission members need to training an orientation on IUCN policy framework, mission, approach etc.
314.	Apart from scientific community, this is essential to involve the local community, head by the local green leaders. Provide them specific target and time. They will surely achieve it as I personally believe from 25 years applied field experience in the relevant field.
315.	I must say that some parts of of the world, particularly developing countries of Africa are somewhat left out in many of IUCN activities. I am not indicting IUCN here but point out that in-spite of underdevelopment occasioned by bad governance and debilitation social problems, etc. in affected African countries, there are many people, especially in academia who are interested and eager to participate in conservation projects and research. IUCN may wish to find ways of bringing these people on board. They have something to offer.
316.	<ol style="list-style-type: none"> <li>1. Members of different commissions, especially from developing states and small island states, should be solicited more frequently and should be encouraged to participate more actively in the relevant aspects of the work of IUCN.</li> <li>2. international meetings should whenever possible be held in the above mentioned states for greater relevance and effectiveness</li> <li>3. facilities should be available for commission members of these states to participate in regional/international conferences or other relevant meetings.</li> </ol>
317.	More local engagement is require implementing IUCN programs at grass root level.
318.	Several people have told me that they felt Ms. Yasaratne was a disaster as Head of IUCN-Sri Lanka. What were the criteria for her selection? Other than having worked for some years as a semi-government official at the Central Environmental Authority did she show any deep affection for or knowledge about wildlife? Appointments like this do not reflect well on IUCN and make life very difficult for those concerned for wildlife conservation and welfare. May I suggest a review of your recruitment procedures?

#	Response
319.	Less political fighting within IUCN HQ and between IUCN Commissions and IUCN HQ (as for example in the case of WCEL and ELC). More honesty in discussions about and evaluation of the contributions made by IUCN Commissions, their utilisation of financial resources and the relationship between Commissions and HQ. Less traveling by IUCN Programme Heads and Commission Chairs, and more focus on programme and project implementation as well as development.
320.	1) Un refrán dice: "el que mucho abarca, poco aprieta". La IUCN sería más eficiente si se concentrara más en las actividades que tienen que ver con su Misión. No hay que distraer esfuerzos con actividades de otras agendas que están internacionalmente de moda. 2) Estamos perdiendo influencia en los gobiernos nacionales.
321.	I would like to see far greater pressure exerted on governments and international players to drive environmentally beneficial activities & approaches, instead of mitigating ecosystem impacts, habitat degradation and species loss. Destroying everything for the sake of profit making is a road to nowhere. Thank you.
322.	The appointment of Ms. Shiranee Yasaratne to head IUCN-Sri Lanka was an absolute disaster. She had neither the concern for wildlife nor the necessary technical knowledge to head an organisation in this area. The criticism of her work from both within and outside IUCN-Sri Lanka reflected extremely badly on IUCN-Sri Lanka. There has been much criticism as to how she was recruited for this position. Review of the recruitment process which led to her selection would be of benefit to IUCN generally.
323.	Core funding support for the Redlist as the IUCN's flagship and most recognised product.
324.	I currently sit on 4 SSC Specialist Groups and am very familiar with their work - but I have almost zero insight into anything happening at a higher level within IUCN - i.e. at Commission or Council level. I would guess the same goes for most respondents!
325.	A stronger collaboration between IUCN and the plant genetic resources conservation sector may be beneficial to both.
326.	As part of the SSC, I rarely get informed on the other commissions of the IUCN. Although we might have little time to get involved on their actions, I think it is important to understand how these commissions relate to each other.
327.	The SSC comprises a number of Specialist Groups which in turn comprise members which the Commission is dependent on for carrying out its work and achieving its aims. However, there is no funding provided by IUCN to the SGs or any support for SGs in obtaining funding. This is seriously hampering the effectiveness of the work of the Commission and has been ever since I became a member in 1997. Nothing seems to have changed in this respect during this time.
328.	As an educator I applaud the Youth Voices initiative regarding the Congress in 2016. Continuing to develop lesson materials for schools, so that young people learn about the relevant work needed to provide a sustainable life and future for all, at the age when they are most susceptible to it. It is better to shape good habits when we can, rather than try to change it when people are already set in their ways.
329.	I am disappointed about the work of WCEL. It appears to me that the leadership tends to take its role as representative rather than work-inducing. The tremendous potential of members is hardly challenged and employed for necessary action.
330.	The IUCN Secretariat does not reach out enough to Members and Commissions to discuss ideas and opportunities to work on the One Programme together - except perhaps with a few big favoured ones. Some regional offices are better than others. IUCN does not monitor whether its Membership is consistent in supporting its Mission - for example there is no monitoring of whether NGO Members have changed their stripes since they were admitted as Members (some might have been admitted decades ago). IUCN should be more aware of Members who represent one unit of an organisation (e.g. of a University or a Local Government) and if these units do not leverage or communicate with the whole, then it should be working with the Unit to find ways or information that might achieve that - rather than believing the whole organisation is "in".

#	Response
331.	<p>The IUCN Secretariat should be more active in promoting and involving IUCN Commissions and Members in One Programme work. It should suggest specific involvement opportunities and solicit comments on work programmes.</p> <p>IUCN should be monitoring its Membership more closely to ensure that of those organisations actively upholding its Mission (leaving aside State Members). It should bear in mind some organisations may have changed their objectives since they first joined.</p> <p>IUCN should be more aware that some Members are but pro-IUCN-Mission units of larger organisations (like Universities or Local Governments) that are quite anti-IUCN-Mission and be more active in seeing how those units can promote transformative change within their organisations. This is where Commission members, especially within the organisation, could be actively encouraged to work with the Unit.</p> <p>IUCN should be much more active in working with Futures Commissions/Trusts/units/planners within firms and institutions.</p>
332.	<p>Empower commissions to do their work more effectively. Stimulate collaboration between commissions and between commissions and Secretariat. Become more innovative. Apply the principle of lean start-up to test drive knowledge products and strategies. Use members expertise more effectively. Less bureaucracy and more flexibility. Increase fundraising power.</p>
333.	<p>IUCN members and national committees should be involved in communicating IUCN's major news nationally. This could be done by nominating NFP for communication.</p> <p>IUCN CEC should be dissolved and its mission combined in the remaining five Commissions. Communication and learning should be a part of the five commissions as opposed to the present structure. CEC could be a network combined of members of the five Commissions.</p>
334.	<p>From attending the third meeting of IUCN-SSC leaders in Abu Dhabi last week where the work of other Commissions was briefly presented, I got the impression that most are less relevant to the Conservation of Nature that IUCN stands for than SSC. SSC is the largest Commission in members numbers but is the recipient of the smallest funding through the IUCN Secretariat.</p>
335.	<p>Actualmente en Venezuela y creo que igual en otros países, pocos de los recursos que se invierten para la conservación de la biodiversidad, tanto de origen nacional (Empresas privadas y Gobierno), como foráneo (PNUD-PPD, UE), están desviándose para financiar proyectos sociales para mitigar la pobreza, desvirtuando el objetivos de dichos fondos, y descuidando totalmente la conservación de las especies en peligro de extinción. La IUCN debe hacer un llamado a los diferentes países para que estos fondos, ya de por sí muy pocos, sean realmente invertidos en la recuperación de especies en peligro de extinción. Algo similar debe hacer la IUCN en cuanto a influir a los financistas de proyectos, porque actualmente la gran mayoría están invirtiendo en Cambio Climático, lo que ha hecho que disminuya en gran medida los fondos para la conservación de la biodiversidad, esto en pocos años pueden llevar a la extinción de muchas especies.</p>
336.	<p>Efficient use of all commission members and subject specialists and equal representation from all regions in the management.</p>
337.	<p>I am often more than willing to assist and contribute when qualified. However I find that the request for information from IUCN and/or notices of activities often get to me with very little time to participate. A longer lead time would be appreciated. I believe we have a very difficult situation in regards to arresting the loss of species and decline in biodiversity and welcome any or all efforts of IUCN.</p>
338.	<p>Rapprocher l'IUCN des acteurs (membres et partenaires) en multipliant les représentations. Par exemple, UICN PACO pourrait scinder en UICN Afrique Centrale et UICN Afrique de l'Ouest pour être plus efficace sur le terrain.</p>
339.	<p>Promote the enforcement mechanisms of the MEEs</p>
340.	<p>The country member representatives to be supported to ensure that the administrative duties of IUCN work coordination within their respective countries is not compromised.</p>
341.	<p>Following recent amendments to the rules re the processing of policy resolutions at the WCC, hopefully there will be a more constructive and focused discussion of key policy issues at future Congresses, with stronger linkages than in the past to the IUCN 4-year work program.</p>
342.	<p>Es necesario mejorar la comunicación entre las diferentes comisiones con el fin de favorecer el desarrollo y efectividad de programas y acciones específicas de cada una de ellas.</p>

#	Response
343.	<p>1.- Continuar con el involucramiento y la participación de los actores locales para una mayor sensibilización y crear nuevos valores para la conservación de los Recursos Naturales.</p> <p>2.- Divulgación de los nuevos conocimientos con las familias de las comunidades de incidencia del programa específico para su apropiación.</p> <p>3.- Desarrollar Foros comunales con temáticas de la Conservación de la naturaleza, con la participación de autoridades y líderes comunitarios para hacer incidencia en la conservación de los recursos naturales, en beneficio de las presentes y futuras generaciones del planeta.</p> <p>4. Realizar alianzas con instituciones, ONGs, Universidades, comunidades indígenas, científicos, productores, organismos internacionales para una mayor conservación de la naturaleza</p>
344.	Most of specialists make every effort to practice conservation activities as volunteer for nothing. Further financial support to effective person or project will be needed to promote the activity or to get good result.
345.	<p>Sería interesante que los miembros de las comisiones interactúan, así como lo hace cada una de las comisiones.</p> <p>Saludos cordiales desde Bolivia!</p> <p>Lilian Apaza</p>
346.	<p>1. There has to be closer and working knowledge based partnership between IUCN Regional offices and Regional Chapter of the 6 commissions since a significant pool of knowledge and expertise is currently underutilized;</p> <p>2. There is a need to have structured and mandated annual exchanges and joint interactions among the six commission SCs and if possible regional chairs so that the commission can propose to the country and regional offices concrete proposals and suggestions to improve the regional programs of the IUCN. In fact, the M&amp;E div. of IUCN should use commission experts as they know the commission's strategy and periodic programs better.</p>
347.	To involve local people, youth, women and check the process of assistance
348.	La misión de la UICN y de la CMAP no debe poner en relieve los beneficios y servicios de las áreas silvestres protegidas, o, como simples refugios de la biodiversidad; sino, a la necesidad de inspirar a las actuales y nuevas generaciones a reconectarse con la naturaleza, admitiendo la necesidad de forjar una "Promesa Común". El asunto planteado, trasciende los compromisos políticos, legales y técnicos necesarios para construir una Visión y/o para cumplir con una Misión dada. Va más allá de un simple compromiso gubernamental o no gubernamental de cumplir acciones, y, entonces busca plasmarse a través de una gran "Promesa Mundial". Y, debe concretarse en un asunto de ética a nivel personal (ética ambiental y/o de la conservación).
349.	<p>Debería agilizarse la cooperación directa con los países, mas planes concretos menos papeles.</p> <p>Concretamente ayuda tangible.</p>
350.	Greater effort from secretariat to support, create opportunities for collaboration between commissions, members.
351.	The Red List is a nice list of species that are on the way to extinction. It does little to identify necessary conservation actions and therefore little to promote conservation of biodiversity.
352.	<p>Je souhaite que les commissions communiquent aussi en français.</p> <p>Que les commissions soient aussi visible au niveau national. En effet, s'il y a un ou plusieurs membres dans un pays ou dans une ville, ils peuvent avec la permission et l'encadrement de l'UICN faire des actions nationales, par exemples lors des journées de célébration sur la biodiversité et l'environnement.</p> <p>Or, je constate que les commissions, surtout la mienne (CEL) ne vit que sur internet.</p> <p>Les membres des commissions devraient donc être encouragés à contribuer à la visibilité de l'UICN auprès de toutes les parties prenantes, à faire des petits travaux sur leurs pays et leur sous-région. Je voudrais aussi avoir ce questionnaire dans ma boîte (severinpongui78@yahoo.fr).</p>
353.	I'm actually very proud to be a member of the IUCN Commissions, and believe that they play the key role in world conservation strategy. I think we may see an amalgamation of some Commission agendas into the portfolio of others due to significant overlap. Overall, I am fully supportive of the IUCN Commissions.
354.	Greater transparency over funding: the overall budget, the share allocated to HQ and each of the 6 commissions; the proportion overall and by commission spent on salaries/expenses; admin; publicity etc. A fundraising team dedicated to supporting the activities of expert volunteers, especially in SSC, to increase their effectiveness. Even small amounts would go a long way.



#	Response
355.	I suggest that IUCN should have more influence in European (EU) biodiversity conservation policies, not by overlapping competences, but by promoting the interchange of methodologies, concepts and also goals. Also, there should be more "connection" with other world relevant NGO's, in initiatives to promote biodiversity conservation at global scale. Other idea is an external evaluation of countries performances in biodiversity conservation, aiming to develop a reference "index".
356.	I think that the Commissions should be involved more strategically in IUCN's work. Besides myself being active in my Commission, I do not get requests e.g. by IUCN staff to contribute to an IUCN product, project, or initiative. I think Commissions should be involved in IUCN's on a more regular basis. IUCN should also think of providing adequate incentives and recognition for the work of active Commission members.
357.	My work during the last 8 years is funded by my own private Company. I miss information of possibilities for various IUCN funding for membets - regarding further involvement in the Commissions work.
358.	The IUCN has a huge number of world experts as members, but directly utilises the abilities and enthusiasm of very few. Mechanisms need to be put in place for improved engagement and flows of information both up and down the organisation. At the moment, the only way to get information upwards is to publish in the media or scientific literature.
359.	In the West Africa region from where EFA operates, I believe that a lot more could be done to elevate the presence and effectectiveness of IUCN as the leaders and global authority on all matters pertaining to biodiversity conservation and species survival. For example, EFA is the only NGO member of IUCN in Sierra Leone. In Liberia there are none. Yet, these two countries host the most significant block of tropical rainforest remaining in the upper guinea forest region.
360.	more synergy work with all IUCN component(Member, council, secretariat Commission), utilize/maximize the role of National Committee and expand somehow Union's network, especially business sector are important for future IUCN
361.	I don't know enough about what IUCN actually does to make suggestions.
362.	Limit specialist group chairs to a maximum tenure of seven years.
363.	For new member like me, I need to participate more gathering events and have chance to know IUCN.
364.	The strength of IUCN lies in its power of appeal as a collaboration platform between the wide variety of its Constituency and stakeholders. The techniques, knowledge and products showcased and used in IUCN Congresses were usually pioneering in their field, inspiring for its participants. We are living now in a world where technology is the new pioneering movement, specially in scientific investigation and communication. IUCN should strengthen its links with this movement if it still wants to be tagged as a pioneering organisation.
365.	Make clearer the coordination between the different initiative of IUCNs
366.	Keep going on the mission proposed
367.	I think it would be appropriate for IUCN to organise regional meetings and thematic meetings on key issues for conservation relevant to the region, including trainings and share of experience.
368.	Prioritize and provide more professional training in skills like public speaking for IUCN staff across all regions and in the Secretariat, in order for them to better represent IUCN and for their messages to be meaningful and influential. This is especially important for the DG - she needs public speaking and presence training in order to strengthen her image and credibility as the leader of the Union.
369.	Using local/national experts and regional/national/local tools/mechanisms along with environmental awareness raising programs at local/national/regional/international level can be one of the main factors in effectiveness and sustainability of IUCN's work since it brings the external work into internal sphere, thus providing the grounds of more effectiveness and sustainability.
370.	For my personal that's would be great if we encourage the local people much involved on the conservation activities so that's make them feel like ownership for protecting the environment and can keeping/continue the work after the project end, many project after the project finished no longer continue and the work not sustainable.

#	Response
371.	IUCN is a substantial and complex organisation dealing with many diverse areas of natural resources assessment and governance. I do not expect to be kept informed or to understand everything that it does. I do value hugely the inspiration provided by the SSC community. My perception is that the commissions offer substantial value to IUCN (you could have asked the question 'Does your Commission get a satisfactory return from IUCN on its investment of knowledge, time and expertise'). I would say no, it does not evidently leverage the investment of the Commission for global change. There are many times when the distributed secretariat seems bureaucratic and expensive to run when the Commission membership, as exemplified by the SSC Leaders' meeting, contributes a great deal of intellectual and practical leadership at no cost to IUCN. This contribution often seems begrudgingly accepted and little value added to it.
372.	I feel the commission has lost its way - it is focussed too much on gimmicks which may entertain the public but do not actually convey any appropriate conservation message - more funding should be given to field work, species orientated biodiversity assessment and promulgation of information, especially in the form of field guides (including ones where only Latin names are used if they the only ones available)
373.	Strengthen opportunities for cross-commission engagement for more innovative responses to global problems
374.	The support for "sustainable" activities such as trophy hunting has seriously weakened IUCN's position. Members of the public, and many commission members, find this unethical and incompatible with IUCN's aims. The perception is that IUCN allows member organisations with big budgets hence big financial contributions to IUCN determine the definition of conservation and policies
375.	being an independent researcher working in India for the past 15 years, my concerns are: 1. Within India, very little networking or trust-building takes place between the different IUCN commissions. We seem to communicate and network more within the global members and less within different commissions within India. 2. IUCN in India still seems to work within the old model of how government affiliated organisations worked. Projects are given to govt associated organisations even though the quality of their work is not great or usable. The programs seem insular and not liberal in their future vision. 3. The synergy of being associated with the same council - IUCN is lacking between members and commissions in India. 4. IUCN India needs to be less insular and be ready to take up new challenges with individuals who wish to make small but huge differences in sustainable development and biodiversity conservation.
376.	I could see some changes with regard to interaction between IUCN commissions in the past four or five years however, all commissions should work together to the extent possible. The IUCN portal is a very useful tool that promotes interaction however it has to be utilised more. I am proud to be part of IUCN and particularly SSC. The SSC leadership (Dr Simon Stuart) is commendable and hats off for his dedication.
377.	There is rarely any opportunity for the IUCN HQ members to meet directly. All communications were held between scientist and only one or two personel of the commission.
378.	promote education and equity
379.	Members are not properly engaged by the Commissions nor are we informed of various activities and encouraged to take part. The IUCN puts a lot of emphasis on communicating its achievements with the outside world, but neglects meaningful communication with its own membership.
380.	Need to move from only discussions to concrete outputs. The connect between IUCN and commission members, the role expected of commission members, support/benefits available from IUCN for commission members are quite vague. These need to be clearly defined.
381.	Funding by IUCN to various agencies needs thorough analyses. Many funded projects may not be effective enough to fulfill the objectives of its Commissions. Small findings for many projects may yield better results than the huge funding for a few particular proposal / project. There is no appropriate column to convey this message in the above questioner.
382.	Premquent intraction
383.	IUCN should give a much higher priority to the Commissions! The Commissions provide conservation and sustainable development professionals from governments, universities, NGOs and civil society to come together in a neutral setting to discuss and advise on a wide range of issues of importance to conservation and sustainable development activities throughout the world.

#	Response
384.	Interactions with members is key to the functioning of the commission. Could be improved.
385.	active help in obtaining financial support for the activities of the specialist groups of SSC
386.	IUCN may need to encourage developing sustainable energy in developing countries, especially to reduce the impact of so called run-off-river system hydro-power development.
387.	I did not know about the other projects of IUCN outside Red List and SSC. You should strengthen the communication of these topics.
388.	As regards the WCEL, financial constraints have led to a certain dearth of internal communication. The present concept seems to be that the members should look by themselves for what is upcoming, thereby forgoing the possibility to fully use the potential offered by members. In other words: more active communication would be desirable.
389.	Для более эффективной работы нашей организации необходимо проведение тренинг-семинаров для русскоязычных членов комиссий по совершенствованию английского языка, истории организации, биографии ее харизматичных лидеров и основных методах и принципах работы с региональными правительствами
390.	The IUCN does not engage at local level. IUCN is often somewhat distant. Budgets and implementation based on those budgets are not very transparent. Working with conservation on the ground, IUCN is perceived as a centralised and hierarchical organisation. I think IUCN lacks a popular base. Then it would come across stronger.
391.	A suggestion of a Rapid updating process for the status of the species in the IUCN Redlist
392.	well done!
393.	As a member of SSC, I don't feel like I am engaged. I am rarely asked for opinion or to interact with other members or the general IUCN membership. Receiving information from IUCN and SSC is helpful, but it is not engaging.
394.	There is the need to foster the creation of more Invertebrate SSC.
395.	IUCN does an important and relevant job and aims to protect biodiversity and environment on our planet for the long term.
396.	As a member of the SSC I would also like to get more information on IUCN policies, activities where and what IUCN is trying to influence. I would like to have more opportunities to share and contribute with my expertise.
397.	I have no comments at the moment, thank you.
398.	IUCN should take care to better integrate researchers into its program, e.g. by hosting smaller meetings of specialists etc.
399.	The Red Listing process must ramp up to assess species that haven't yet been assessed and also to review those species that require review. Also the conservation actions for each species should be developed in greater detail with input from the zoo/aquarium community and other partners that can aid in direct species conservation.
400.	Keep updating us on ongoing world international fora, discussions agenda to foster the Biodiversity Conservation and enhance partnership with other organisations
401.	The SSC should provide more support to its individual members and be more active in favoring collaborative research and conservation initiatives
402.	I hope next time we can answer your questions in Chinese.
403.	Performing this highlighted how little I knew about IUCN
404.	IUCN and the Commissions can build better network of GO and NGOs across the globe, not just in numbers, but effective partnerships. The goals set should be ambitious no doubt, but also be pragmatic. In the process of engaging with civil society, effort should be made to reach out to grassroot level groups and engage them in the bottom-up planning and decision making process.

#	Response
405.	A schools initiative would greatly increase the impact IUCN can have on awareness, policy and implementation. Part of this could be a schools online newsletter sharing good practice and providing an inclusive platform for school based initiatives broadly in line with IUCN objectives
406.	For Red listing of certain species we should be very careful especially in view of down listing since this might mean less importance given to certain species like marine turtles which as we are all aware have in reality decreased in numbers when compared to for example Columbus times... and being long lived species 3 generation comparisons are no enough... Maybe we in the IUCN SSS can also be involved in the Protected areas Group as well since species conservation will also ultimately depend on habitat conservation as well and hence MPA (in this case management) or sandy beaches (as might be the case)..
407.	IUCN needs to focus more on its core business to conserve nature, and work with partners (FAO, UNEP, etc.) to conserve natural resources and with development actors (World Bank, UNCTAD, etc.) to develop the agenda for sustainable development and global security.
408.	Not really suggestions, IUCN gave me good opportunity to improve knowledge and skill in CEM
409.	IUCN works should be more wide and regional then the activities will be more effective . Then the objectives will be more fulfilled.
410.	The revision of the priorities should be reconsidered such as capacity building in each region without imbalance of support. Sometimes, the lack of funding for poverty alleviation is the main problem in the Developing Countries such as the South East Africa
411.	increased involvement of members in a transparent and representative way in redlist assessments and other products. current method is not transparent and seems to rely on the inputs of selected individuals without considering other 'experts' and diverse data and opinions. seems like a 'club' of favorite contributors.
412.	Within SSC, more communication with taxonomic experts and evolutionary biologists in particular are needed in order to make a proper Red Lists. There has been a lot of complains on proclaiming some taxa as species without strong scientific support., just because those population groups have some peculiarities or are ecologically somehow stinct from the rest of the species. That, however, is not enough strong support to elevate it to the species level.
413.	I think there is need to have some more regional extension offices, especially in the Himalayan context. I would be ready to accept the assignment in the Kashmir Himalayan region given its very high biodiversity, especially of rare endemics.
414.	Fulfilling the goal to include more species in the Red-list, assessments have lost quality, i.e. the global reptile assessment (GRA): Few specialists judge on huge amounts of species, up to 300 during one single meeting. The quality is more than poor; mostly the assessments are based only on superficial information about the size of the distribution area, ignoring habitat lost and habitat change, because the latter needs to be evaluated correctly regarding the concrete ecological requirements of each species, which would demand a much deeper knowledge of any single species. On the other hand many countries use the Red-List as the most important tool to decide whether a species can be used or not, especially in countries which lack sufficient economic sources for own studies. Therefore IUCN SSC has a high responsibility to assess correctly, which is not full-filled by superficial mass assessments producing quantity instead of quality.
415.	As told before I cannot go in details now ... My recommendations I gave decades ago. I cannot see that these were efficiently implemented. So, obviously I cannot carry on in the same way ... In addition, I remind you that I made proposals about IUCN red list about 20 years ago. Then I got response in the form of e-mail. After that I have had no possibility to act in IUCN as an active member ... In these days many branches (most) of the society are heavily bureaucratized, so real experts have moved away from policy making, in fact they cannot contribute ... They are NOT given an opportunity ...
416.	Not aware of IUCN Council and it's role. Have had an excellent relationship with WCPA. More cross-cutting communication and engagement of members across Commissions is desirable.
417.	IUCN has proved its role and presence by its actions. WCEL as well have demonstrated its strengths in advocacy and legal policy formulation and stands out.

#	Response
418.	One great aid to the mostly unpaid work of so many IUCN SSC members would be to provide at least some funding for travel and accommodation to aid their work during meetings and field visits, which are very necessary to keep the personal relationships working. Not all can be done via email, Skype and telephone. The truly supporting institutions are often employers (or in many cases just private motivation and funds) who only indirectly receive recognition to cover their employees for this. Surely the spirit of IUCN should be to share and not dwell on recognition, but it should be more generally recognized that a lot is being done unrecognized.
419.	I would like more engagement with my commission but I feel that at the moment the information is not user-friendly in the way it is sent to me. We are all very busy people working toward raising awareness of wildlife and the issues they face so I would like my commission to show me the way to improve our interaction, to facilitate outreach more effectively.
420.	Estoy convencida de que a través de la IUCN conseguiremos un planeta sostenible!!!
421.	Efforts should be made to strengthen country and regional offices to effectively influence national policies
422.	Resources raised under the IUCN umbrella require to be spent much more outside of IUCN offices and staff. The logic of setting up expensive national offices is not entirely clear, especially when IUCN could leverage its networking using SSC and other members to undertake work. Volunteer groups who are the basis for IUCN's information base such as the Specialist Groups require to be provided support much more than adding staff and offices for IUCN Secretariat and national offices.
423.	Please make your support for work more active in developing countries like mine in Ghana. I haven't done much and want to do so now. Thank you.
424.	As a SSC member on a specific group of species, I am involved with the technical details, but have a relatively poor overview of the IUCN's work in the wider sense.
425.	Seria bueno que a los miembros de las Comisiones se les informara, de forma resumida, breve y regular (ej cada tres meses) sobre los principales asuntos de UICN aunque no tengan relacion directa con la Comision, tales como conclusiones del Conejo, decisiones mas relevantes etc
426.	The IUCN Secretariat needs to rethink its purpose and its business model as a Secretariat for a members -- both institutional members and individual commission members. I suspect that it would become much more effective by serving its members and commission to implement conservation actions by brokering funding for a truly membership-driven programme rather than focusing on raising funds for itself and its own activities.
427.	None
428.	Maybe to have more national & local activity.
429.	Why does IUCN pander to the interests of global bankers and the elite that control the world and destroy and deplete its resources. For credibility it needs to stand up to take a stand against the bankers and controlling forces that are destroying the earth. You really need to challenge the current paradigm if you want to be part of the solution and not perpetuate the problems. The problems do not emanate from overpopulation, they come from corporate greed and a desire to dominate and destroy humanity through globalisation rather than empowering local communities and redistributing stolen wealth.
430.	I wish I had more time to contribute with more effectiveness but classes, research and administrative issues do not allow me to do so....
431.	I think the answers to this survey will be different from North and South America than other parts of the world. IUCN could be but isn't as relevant in North America in particular. The WCC outreach and implementation could help with that.
432.	Es necesario promover mas reuniones regionales y locales para evaluar el impacto de las politicas y acciones de conservacion, asi como reevaluar la categoria de muchas especies que en la actualidad existe mayor informacion que cuando fueron evaluadas.
433.	Informacion de articulacion entre comisiones y uso de caja de herramientas en casos practicos
434.	In regard to the current Red List assessment, the changes in some criteria used or not used should have been discussed with members. I also feel that there is a need for uniformity among several Specialist Groups. Although this is supposed to happen (uniformity in the way species area assessed), in practice I don't see it, as

#	Response
	<p>there are clear discrepancies in including some species and leaving others out of the list (e.g., Brazilian tapir as Vu and bush dog as NT).</p> <p>Also, as part of the SSC I feel that members' opinions should be taken prior to changes, policies, etc. E.g., for total population size, not considering the effective population size (Ne), is a mistake and leaves out of the list species that N is above 10,000 but Ne is considerably below that. Felt like saying it here although it might not be the appropriate place.</p>
435.	too long
436.	WCEL needs to connect more meaningfully to local and national NGOs and civil society groups, and not just focus on academic and government lawyers. Two of the conferences I attended were very narrow in their focus, and seemed disconnected from the reality of grass roots environmental issues and campaigns. WCEL also needs to engage with a broader and more radical interpretation on what 'environmental law' is, so that a wider range of human behaviours are considered and included in the work of the Commission
437.	I should appreciate to be more involved in the activities, but since the organisation is so large it is not so easy if you are not a member of a local organisation that is willing to support traveling. There is probably a huge brain capacity and willingness to be involved among IUCN commission members that is unused. More intense electronic networking could therefore be developed.
438.	IUCN must put more emphasis on the importance of the human population density as the biggest threat to both biodiversity conservation and sustainable development
439.	More effort should be devote to the region of political conflict region such as East Asian region, where the species conservation has been ignored for the economic/political priorities
440.	I suggest that we have networks of parks of importance for each continent. They should be certified by IUCN, and be something to strive for by excising national parks and other protected areas. This could lift national interest for protection of the most valuable protected areas in the World. These parks could be called continental parks or similar, and often be cross-border parks. IUCN should be stronger in developing new global concepts. We rely too much on conceptual work made 50-150 years ago.
441.	Es muy importante el trabajo de UICN y el equilibrio que trae en las discusiones con otros actores de la sociedad civil a nivel internacional en función de su prestigio y peso institucional. Mejoraría quizás los esfuerzos de comunicación para tener mayor presencia y conocimiento a nivel masivo.
442.	More supports for tax on groups in developed countries should be done.
443.	by now, we have great concepts - need to urgently focus on implementation on the ground! Essential: communication, training, reaching out.
444.	Se necesita talleres de los grupos de especies para dar a conocer el trabajo de los grupos, sobre todo para América Latina
445.	A nivel de mi comisión considero fundamental enfocar esfuerzos en la cooperación y colaboración con organismos gubernamentales locales (gobiernos provinciales, regionales, municipales) para lograr un mayor impacto en políticas de conservación y desarrollo, y fortalecer capacidades técnicas.
446.	I would call for cancelling the next IUCN congress which is to be held in Hawai as the ecological footprint of gathering so many participants in such a destination is completely opposite to the values that should be defended by IUCN. Also I would call for a much more grassroots functioning of IUCN with more radical advocacy against capitalism and economic growth.
447.	Continuemos trabajando
448.	<p>IUCN only has one US office in Washington, DC, which I helped to first implement at The Smithsonian's Museum of Natural History in 1986 and was the first paid employee (later promoted to posts in Gland, Switzerland in preparation for the Costa Rica Assembly, 1988). As a Chicago resident, I feel it is now an opportune time to start an IUCN office in Chicago, which I could readily facilitate. We need an IUCN presence in the Midwest!</p> <p>Thank you. Victoria Drake (agadog@mac.com)</p>
449.	A suggestion to improve the effectiveness of leveraging the funding capacity of the Union: this would be well perceived if IUCN could assist members of commissions in fundraising. For example: most of the members of commission (groups) are formed of benevoles and run under dons, in some cases it is not viable to really allow the fulfillment of theirs mandates.

#	Response
450.	Personalmente, pienso que la IUCN debería ser más influyente en la generación de fondos para distintos aspectos de la conservación de especies amenazadas en base a su estado de conservación.
451.	Under the past leadership, IUCN abandoned much of its work on sustainable development in favor of a focus on biodiversity. This undermined my work with the WCEL (on armed conflict and the environment) and led to a loss of legitimacy and relevance among many of my colleagues. I hope that the new leadership can restore that legitimacy. The continually shrinking budget has also affected the ability of the WCEL to conduct programs and activities.
452.	I am not an active member. I just get the email messages.
453.	I would have been an active member of other commissions (WCPA, CEM) and SSC specialist groups if the relevant chairs had responded to my offers. I'm too busy to do much now, but this makes me think there are opportunities to engage more willing practitioners/advisers. Good, welcoming facilitation by people who aren't overloaded is key to effectiveness. Thanks.
454.	None!
455.	WCPA is unique in the world and an essential global institution. Having said that its recent engagement with members has been poor compared to five years ago. There should also be engagement between the members of SSC and WCPA which has never happened.
456.	This is a very good review. However, I am concerned that the external reviewers paid no attention to the efforts of IUCN to include younger generations in its work, and what impact this would have on the next programme. Ageing in developed countries, and younger demographics in developing countries will have a huge impact on efforts to conserve biodiversity and attain sustainable development. IUCN needs to position itself strategically for this paradigm shift in who (and how they) will use world's biodiversity in the coming decades.
457.	Si la IUCN no existiera... tendríamos que inventarla.
458.	Es importante fortalecer las relaciones entre las comisiones, las oficinas regionales, las organizaciones miembros, y los miembros de comisiones.
459.	1. I would like to see more direct awareness (public statements) and then legal activity by IUCN when a nation damage red list species or habitats. 2. Meetings for members to get to know each other 3. Funding for scientific research to qualified and experienced scientists in data-deficient countries.
460.	De todo lo anterior considero que se ha cumplido las metas de la UICN, pero una cosa que no veo o me equivoco es la relación directa o indirecta con los pueblos indígenas. Dado que los conocimientos ancestrales están contribuyendo con eficacia a los conocimientos científicos occidentales. Gracias
461.	Fortalecimiento de la oficina de Sudamérica. Ha bajado su nivel de excelencia en los últimos años.
462.	For every project developed by IUCN, before growing the IUCN Secretariat staff (particularly in regional and national offices), conduct an analysis to ensure that the project could not be completed by IUCN members.
463.	Como miembro de la CSE solo fui convocado dos veces (en diez años) a participar en alguna actividad de la Comisión. Considero que UICN se maneja básicamente con miembros de los países desarrollados que tienen recursos (sobre todo tiempo en el marco de su labor académica) para dedicarle a la labor de la Unión, mientras que los potenciales aportes de miembros de los países subdesarrollados son subestimados y no hay una política de apoyo a su participación.
464.	IUCN could do a better job of recognizing and protecting nongame freshwater aquatic species and their habitats (fishes, mussels, snails, crayfishes). As an example, one quarter of all vertebrates are freshwater fishes, yet the only freshwater habitat selection for expertise is Wetlands (Inland) compared to the numerous habitats for the terrestrial environment. What about lotic systems such as large rivers, creeks, headwater streams, and spring runs? What about other lentic systems such as lakes and groundwater habitats(springs and cave pools)? Aquatic animals are going extinct at 3-5 time the rate of terrestrial and marine species.
465.	I am a relatively new member. But, I have been very impressed by all the actions taken by the IUCN to increase conservation and sustainability.

#	Response
466.	I think the aspects of IUCN's work will collaborate in the future with academic representatives and universities
467.	Sources of information should come directly from projects implemented at the grassroots. This will lead to better policies, better conservation and better sustainability.
468.	I see with disappointment that the region of Western Europe is not very active in meeting each other, neither the IUCN members nor the CEC members. I myself do not have the resources anymore to play a leading role in redevelopment of such dialogue and exchange. Part of the commission chair's budget and that of regional councillors should be made available to holding such meetings.
469.	Improve communication within WCEL. I never hear much from WCEL, nor have I ever been approached to offer advice, input etc. I guess this is true for most other members. Only a small group of people run the WCEL. There is much more expertise that could be put to good use.
470.	Increase of funds to IUCN will help IUCN to achieve its goal for conservation and sustainable development.
471.	I'm curious to learn more about IUCN's initiatives, programs and policies implemented on the ground, especially with participation from the most essential stakeholders so called the "beneficiaries", which are actually the key partners in biodiversity conservation and that for the overall sustainable development.
472.	El trabajo de la comisión mundial es super interesante porque logra integrar las experiencias y conocimientos entre los miembros, se debe mejorar la participación de los miembros de la UICN en la evaluación de expertos en las diferentes temáticas, así como la la participación en eventos internacionales
473.	The Secretariat has been operating in a silo for many years now - often blind to the skills and capacity represented on the Commissions. This is in part a function of an ideological shift that has taken place within the Secretariat over the past decade, and partly a function of the fiscal climate and lack of resources to support the work of IUCN. But it is also a function of an organisational culture within the Secretariat that is grounded in competition between the programmes. This must change if IUCN is to succeed and to be taken seriously as a credible knowledge-based organisation. It would be good to see IUCN rebuild more of an independent stature - though I'm no longer sure that this is possible given the institutional structure of global environmental governance. 150 words for comments is insufficient.
474.	Commission need to keep their memberships informed of yearly activities and developments. In the last 10 years, I have received 1-2 messages from my commission.
475.	IUCN's effective reach has to be strengthened by further expansion of its infra-structure. Its presence in south-east Asia is getting weak, when I compare it with my early years of association with the IUCN (SSC) that is during 1980s & 1990s.
476.	UICN-SUR requiere un trabajo más colaborativo y menos competitivo. Mejorar canales de comunicación e involucramiento de miembros.
477.	Considero que se requiere en las comisiones y Grupos de Especialistas dar mayor empuje de trabajo coordinado entre su membresía. Frecuentemente, en el caso del Grupo de Especialistas en el que estoy no se aprovecha al máximo la membresía o no se da el seguimiento y acompañamiento suficiente a las regiones para impulsar trabajos conjuntos, dejando en ocasiones solos a los Vicechairs, y considerando que son nombramientos honorarios o voluntarios es fácil distraerse en otras obligaciones, muchas de las cuales están totalmente ligadas a la misión de la UICN, pero que no se terminan de concretar o maximizar debido a una falta de apoyo y seguimiento por los Chairs.
478.	Resulta medular el trabajar denodadamente por lograr el involucramiento directo y personal, de todos y cada uno de los miembros en al menos una de las actividades que deben realizarse en la organización. Muchísimos de nosotros somos solamente números en la pizarra, y vemos a la organización desde lejos, donde un pequeño grupo de dirigentes timonean, toman las decisiones y ejecutan; sin establecerse jamás un contacto personal que nos haga sentir que somos parte de algo, y que nuestro papel, pequeño como es, también es importante.
479.	IUCN mandated the development of two new knowledge baskets without core support. It seems to me that such an undertaking should not have been left to soft money and volunteer labour if they were seen to be core to the IUCN work programme. Evaluating initiatives that are different in history, scope, content, funding seems poorly conceived. IUCN did not have a clear idea of what it wanted to achieve with the NRGF and did not have widespread legitimacy with actors who work more substantively on governance issues. While the Red List and Protected Planet are narrow in scope and with clear constituencies other knowledge products are not as clearly defined and will take more time to build a common understanding of what the purpose, scope and domain are of these knowledge products.



#	Response
480.	This survey should have asked for info about what my role is with my commission (SSC); I am a scientist, not a policy maker. I do not know about the inner workings of IUCN or my commission (SSC). My perspective is as an outsider that receives newsletters on a regular basis from different working groups within SSC (I have belonged to 5 different working groups within SSC; I participate in the community, but have not had a leadership role in any of them).
481.	Seria importante incluir medios economicos para facilitar la participación de miembros en capacitaciones, cursos, eventos entre otros. Asimismo deberia utilizarse el idioma español en los diversos mensajes para facilitar la comprension.
482.	Members should be able to interact with various other commision activities and also should be able to receive information of such.
483.	please use democracy to run the national branches of IUCN commission. It is not good to have someone leading a commission for 20 years with no real work with its members other than its employees.
484.	Desperately need to develop standardized organisational guidelines for SSP's, build their human capacity, and develop mechanisms to support their financial needs.
485.	Would like to see more involvement of IUCN in world food security. As a director for genetic resource center I hope for better cooperation between protected areas and genetic resource centers in in situ conseration of wild relatives of crop plants - these are vital in future plant breeding to fight diseases and and to reduce the use of pesticides. Hope IUCN can take up the task at their meetings.
486.	A Madagascar, UICN est une référence indispensable sur la conservation de la biodiversité et de ses habitats naturels. Les résultats des travaux de commission sur l'évaluation de statut de chaque espèce dans la liste rouge, ou bien les guides sur les systèmes de conservations des espèces ou habitats sont en général nos outils de travail dans le cadrage d'un plan de développement durable d'un écosystème et ses terroirs. Ces outils nous permettent d'orienter et d'adapter nos politiques et stratégies de conservation. Les résultats techniques sont efficaces et efficients jusqu'à présent; néanmoins il faut trouver d'autres alternatives en ce qui concerne le développement durable car l'impact de l'approche au niveau de la population locale nécessite d'autres mesures d'adaptation et d'adoption suivant les facteurs écologiques et la région
487.	Thank you for this opportunity. IUCN have to improve the publication and information strategies about all Commissions in the IUCN. This is very important, because people need to know about that. Some commissions its very famous and others are not. Therefore the publication and information have to improve immediately
488.	UICN necesita dejar de ser una unión ejecutora de proyectos sobre todos de los pequeños, desde sus sedes, para hacerlo por intermedio de sus miembros. El riesgo de las organizaciones cuando se vienen demasiado grandes es que piensan más en su propia supervivencia que en su propio trabajo o integrantes. Me alegra haya una evaluación de este tipo sobre la UICN, los felicito.
489.	As a researcher, and source of required information on data base of several species, I have been involved only assessment of species. However, more involvement of people who are active in the field, if they are involved in all these activities, all our goal and IUCN goal can be achieved.
490.	Me parece que aún falta más lobbying en temas claves con los gobiernos. En mi caso ha habido un importante impacto de la SSC/CSG en la alentar políticas conservación de cetáceos. Hay un buen liderazgo ysiempre hemos contado con el apoyo del Presidente del SSC.
491.	Need to have a more involvement at national level to push / advocate appropriate policy changes. Need to involve the general commission member more on getting actual field information on threatened species.
492.	Se requiere mayor interacción entre el secretariado, las oficinas regionales, la membresía y las comisiones que actúan de manera estanca.
493.	When WWF divorced itself from IUCN in Madrid 1984 the loss of funds meant IUCN's impartiality and independence and thus its credibility was harmed. Subsequent funding has dented its impact in the world which is not helped by WCMC's lack of valid information. This must be regularised and improved with IUCN's funding being above influencing its decisions, opinions and behaviour to insure maximum impact on Governments and international ODA legacy.
494.	I would like that IUCN concentrate more on Fungi in their activities and more invitation and cooperation with Arab Society for Fungal Conservation as the first NGO in middle east and north of Africa

#	Response
495.	I believe that the influence of my Commission (WCPA) in policy and decision making could be greatly improve if we compare with what the SSC have achieved. Also, partnership with other regional organisations and more coordination with other IUCN Commissions and programmes will enhance the baskets/products of the WCPA. I also believe that the UICN still have room for growth and better position itself in the protected area and sustainable development arenas.
496.	There is a need to involve business interests in IUCN's work. Most industry types are unaware of IUCN and its role. For example, I continue to mention that industry has a knee-jerk negative reaction to protected areas and the CBD. If this continues, then all the good work of IUCN will be unrecognized and fall on unresponsive and deaf ears. There needs to be far more outreach to economic interests - e.g. hold industry/IUCN workshops.
497.	There is a need to strongly motivate members, a kind of document for recognition
498.	Communication from the regional offices to the members is not adequate. More activities should be planned to improve visibility of the Commission in Regional and National levels.
499.	funding to help implement or push IUCN agenda
500.	IUCN conferences are important venues for members, but many are unable to attend because of the financial costs; it would be helpful to provide more financial assistance to IUCN members and to members of Commissions.
501.	Me gustaría mucho que las mociones se apliquen y sean parte del trabajo ordinario de la UICN y no queden como enunciados de políticas sin ninguna fuerza vinculante
502.	The influence of the IUCN in the national conservation policies should make reflect on the best use of the resources. Not use, sustainable use or abuse of the resources depend on the relation of the abundance, quality of the habitat and the market laws. Regional policies should conform with the best information of the status of its own resources. Global policies should not be in contradiction with the local policies.
503.	Relacionamiento mayor de las comisiones y sus miembros con las oficinas regionales.
504.	Membership should be revised and people be accredited or discarded regularly. Active members seem to be a few and many are just in paper.
505.	Thanks for the opportunity. Each year I volunteer to assist with protected area planning via my regional WCPA representative, but I never hear back from him. Disappointing. I have expertise with regards to the Open Standards for Conservation Planning which should be very useful to the WCPA.
506.	N/A
507.	Entiendo que UICN podría obtener mejores resultados si trabajara en fortalecer la estructura de la Unión y en fomentar la participación activa de sus integrantes. También debiera divulgar su actuación en cada territorio y dar participación en la misma a sus Miembros, a los integrantes de cada Comisión y, en general, a todos los integrantes locales de la organización. En lo personal me entusiasma contribuir y estoy a disposición de UICN para trabajar en el fortalecimiento que en estas líneas planteo y en lo que pueda servir a la organización.
508.	I am sorry no in a position to comment as I am still new to IUCN internal process
509.	The IUCN is in to some extent more theoretical than understanding practical problems. IUCN should provide fund assistance to the members who have capability to work for the cause of nature. Wetland plants are to some extent neglected in the conservation policy. IUCN may take help from the members in framing policy for conservation of wetland plants. A Directory of traditional commercial practices in wetlands of the south East Asia is urgently needed for conservation of biodiversity and facilitating sustainable development.
510.	Mayor difusión sobre nuestros aportes como integrantes de las comisiones de la IUCN.
511.	I think that more effective media coverage of IUCN's concerns, conservation priorities, funded projects, and international partnerships will give the organisation and its work more relevance, and in the long run help in achieving its overarching goals.
512.	I feel that IUCN is too top heavy and not felt much in regions and at the national level. They used to be effective, when they are were decentralised and was the first international NGO to call upon on matters of environment conservation and development. The centralisation led to the loss of that niche and the brand is now known by a

#	Response
	few. It would seem that IUCN wants to stick with the old model of centralization, where decisions are top heavy and there no bottom up approaches, nor means to which to capture what is going on the ground. They have been left behind by non-mainstream NGOs, and seem to be a bureaucratic organisation trying to influence international processes, without the legitimacy of the people most affected by poor environmental management, the ravages of climate change. In addition national and regional bodies hardly see the relevance of IUCN.
513.	My participation has been as a member of several red listing sessions and just recently as a member of a new RLA within the SSC. I am not informed enough at this time to give more relevant commentary. Thank you for this opportunity to contribute.
514.	IUCN should try to better know its members and their potential abilities for assisting IUCN in achieving its goals.
515.	Little has been asked of me, as an academic scientist, to contribute to IUCN programs. I want to become more involved through ATBC (we have applied to join) and through individual contributions. It seems that scientific organisations and researchers are not as involved as they should be.
516.	Most of the time the global mechanism should be translated into simple tools and in this direction IUCN should facilitate and increase its ability to this approach by avoiding bureaucracy and play a more active inside countries.
517.	I cannot think of any at this time.
518.	I think the IUCN has a great value in implementing the scientific knowledge for the conservation of the species, especially with the ones listed in the Red List. However, to me, it will be important to have in the future active representatives in each country who can deal directly with the local governments and therefore influence the decisions they make.
519.	Participation in global conferences is only for the wealthy academics. Meetings to discuss major issues for species in my expertise are open, but there is no funding to go.
520.	The IUCN are good in encourage countries to work with the Red List of threatened species. However, IUCN are not financially supporting any meeting in order to improvement, change knowledge and recognize the hard work of specialists group, researches.  Other important point, it is that IUCN is not supporting the countries when they have politics problems with conservative proposes and the announcement of Red List. The IUCN is winning the credits of a lot of work of many people that are engaged with a serious work, and works for free!
521.	IUCN should keep collaborating with WWF International
522.	I think it is key to ensure that membership on the various commissions and sub-commissions is active. I have been particularly impressed by the Oceans and Coastal Group in the WCEL reaching out to more junior members and providing them an opportunity to contribute to work product on important issues while receiving mentoring from more senior members.
523.	He notado en mi experiencia en la comision que hay mucha gente contratada que trabaja para las comisione o unidades que carece de experiencia y capacidades para la aplicacion de los mandatos de las comisiones o de la misma UICN en algunas de las regiones mas importantes del planeta. Se contrata gente que vive donde está la oficina o cerca de ella en paises desarrollados que ignoran completamente la realidad y los problemas que afronta el medio ambiente en las regiones más importantes para conservar y proteger.
524.	I cannot imagine the challenges in leading such a diverse, large organisation -- so the amount of success IUCN has had in accomplishing its goals is very impressive.
525.	I can only speak in regard to the Oceania region for this. Regional IUCN Secretariat offices need to engage, make use of, and support their members more. IUCN Oceania spends too much effort on building its own capacity and also in trying to attract state members, when it should do more to engage with and build capacity of its existing membership, especially NGOs. Birdlife International is an example of an organisation which does this very effectively. The regional office should also engage more with the Commissions and Commission members in their region.
526.	I receive regular information and updates through WCPA but not through SSC. I would be good to be more informed by SSC and able to network closer with the MTSG. My work also involves a focus on habitat/ecosystem conservation and climate change yet I am not aware how to get engaged with relevant commission (CEM) or the

#	Response
	IUCN marine program.
527.	I feel many of the commissions (eg SPICEH) are headed by people who are exclusionary and usually work with those they personally know. If you aren't in their close network, you don't get benefits or access to information, participate in important events and so on. It has been frustrating not only for me but for others. There is a general feeling that this is run as a clique and the same people (and organisations) and ideas are given the opportunity to represent themselves and their organisations/their work.
528.	More virtual consultation and F2F meetings at regional & national levels, esp. re. the role of, and strategies for, Commission Members to work with local organisations/institutions which have NOT been involved much on environmental/conservation-oriented activities.
529.	I am out of the organisation. The country action is poor or the system of communication is not enough or adequate.
530.	At the moment I do not have any recommendations
531.	I think the IUCN site should be improved. Information should be accessible and the search engine more flexible. The interface friendlier. It doesn't look like a site for 2015.
532.	Keep on doing the good job, please.
533.	More advocacy role and research/work needed on contributions of protected areas, biodiversity, and conservation for the well-being of humankind, beyond the monetary valuation of ecosystem services. More work needed to integrate indigenous issues and integrate indigenous territories on conservation and sustainable use of natural resources. More collaboration with / integration of other types of conservation areas More work/research on measuring sustainable development with non-economic indicators that highlight the relevance of natural spaces and indigenous lands.
534.	I wish more communication between the IUCN's SSC and the IUCN's regional offices. Also, IUCN should make an effort to reduce the time limit between species assessments and action for conservation of threatened species.
535.	Unless IUCN becomes a world leader in addressing mitigation of the causes of climate change, its relevance is marginalized. The argument that the Secretariat doesn't have the required expertise is diminished with the hiring of Sandeep Segupta, and totally refuted by its total failure to use the resources of WCEL and the Academy members. They are discouraged from participating by never being consulted until after decisions have been made by the Secretariat. (Guess who!)
536.	Clear and concise rules for commission chairs and members to follow when they also work as consultants on the issues addressed by commission
537.	Keeping members better informed about IUCN's activities and priorities
538.	The interaction between national Redlists and International redlist could be improved! Regional Info from <a href="http://www.nationalredlist.org">www.nationalredlist.org</a> is needed for early warning and timely action.
539.	For the IUCN Council and Commissions to be relevant in the future to its members, it must focus its efforts and resources on the core mandate (e.g. species survival and protected areas) versus drifting to other missions due to availability of funds. The IUCN needs to be much better at influencing global conservation policy and work with the various sectors of society to make this happen effectively. It needs to work much more closely with the private sector and state governments to get to the desired positive outcomes. Also, the Council need to regularly conduct environmental scans on how effective it is in effecting change to improve the way the world conserves nature.
540.	je propose de créer une revue académique arbitrée pour publier les recherches de la commission.
541.	Mejorar la comunicación y funcionamiento de las comisiones
542.	IUCN should continue to develop its capacity to convene, set standards, disseminate information, including on best practices, build consensus and to do all of the above by ensuring Secretariat, Commissions, members and Council are working closely together as one Union. This is its great value added and unique strength. IUCN

#	Response
	should decrease its project focus.
543.	IUCN would benefit from developing policies to raise it's profile in the broader community. it should start with its natural support base - Greens, activist organisations, national, state and local environment groups, etc - to ensure they understand the role of IUCN and its Commissions, and where it fits in to the wider UN structure. The general community has little knowledge or awareness of IUCN or its various roles. Commission members could help redress this by always acknowledging their membership in articles, presentations and other interactions with the community. A better informed and engaged community will assist IUCN in achieving its worthy goals.
544.	Try to avoid bureaucratic jargon.
545.	I think that the bird specialist groups should have their own Red List Authority. Birdlife might have been useful in the past but the way they manage the assessments is not always democratic, not always based on data that is rigorous, sometimes decided with comments of very few people and based on the criteria of a small group of people, and not always consulting or making use of experts and even Specialist Groups.
546.	Other approaches than simple Red listing should be used for the estimation of extinction, not least in highly specious groups of organisms.
547.	comme suggestion, je n'est presque rien de concret à dire sauf d'intensifier les activités, les moyens et les possibilités (canaux) pour les membres de participer vivement aux activités de l'IUCN.
548.	Tasks to do in the national parks and update our data with IUCN. Enroll me in any workshop or conference related to it.
549.	Briefings of SSC members on the wider IUCN work, particularly the work of other Commission would be valuable.
550.	Most of my interaction with IUCN SSC is through other networks and agencies
551.	The World Database on Protected Areas (WDPA) contains some errors in the published sizes (sqkm) of some of the protected areas in Madagascar, such as Marojejy National Park and Anjanaharibe-Sud Special Reserve. Please check these values which are too large in the case of Marojejy (boundary was re-assessed in 2008) and too small in the case of Anjanaharibe-Sud Special Reserve (western extension was made official in 2015).
552.	Be more sensitive for megadiverse developing countries
553.	I am a member of three commissions, which inter-related in their mission to protect biodiversity. I feel that for efficiency and effectiveness of IUCN commissions work, it should be more cooperation in the projects, more production about policies and strategies of biodiversity conservation and management in different languages and not only on websites.
554.	Lamentamos mucho que la Comisión de Educación y Comunicación funcione de manera poco relevante en los últimos años. La oficina de Quito antes tenía un liderazgo en el tema a nivel regional, que ahora ha desaparecido.
555.	La UICN debería, <ul style="list-style-type: none"> <li>- evaluar con mayor exigencia la incorporación de los miembros de Comisiones.</li> <li>- marcar más presencia en los países del cono sur de América del Sur como lo hizo hace algunas décadas atrás con la presencia del Experto Allen Putney.</li> </ul>
556.	In recent years I have been somewhat disappointed with the workings of my own commission in part because IMO it became to focused on academic issues/activities rather than on a direct conservation focus and because information flow was minimal (but that's just my perspective and it might be that this resulted in my feeling that we lost our practical conservation focus). But that is my bias having been chair and co-chair and involved in projects such as compilation of an action plan and global survey, etc.
557.	To improve the over-all effectiveness, efficiency, relevance and sustainability of IUCN's work, there must be a concerted effort of all the members and all the countries of which they are citizens of. Protecting the environment is a global concern; it's everybody's responsibility to nature. We owe it to her. So it is but fitting and proper to give back to her the good things she provides us.

#	Response
558.	I wish I could be more involved in IUCN and Commission work. I don't get asked much to contribute and that is an area IUCN needs to get better at perhaps... don't be afraid to ask!
559.	El trabajo voluntario de los miembros de las diferentes comisiones debería ser mejor reconocido (por ejemplo, poniendo el nombre de las personas que revisan el documento en la publicación, o apoyando financieramente la asistencia a eventos como congresos y talleres; especialmente a las personas que dicen querer incluir más activamente en la conservación - comunidades locales, indígenas, etc)
560.	IUCN needs to be more prominent on the major issues, e.g. in Southeast Asia the development of hydropower dams on the Mekong River is threatening sustainable development and biodiversity conservation. IUCN is ideally suited to be the organisation to lead in networking, lobbying and contending these dams through international collaboration, but efforts have been piecemeal and there is no organised response from global leaders in these fields, as well as among donors and aid agencies. Also, deforestation in the region is huge, but as far as I can tell IUCN is not leading on documenting deforestation and its impacts and influencing businesses, governments and international communities to take action against this. Similar, with the wildlife trade issue.
561.	Increase diversity in the commissions.
562.	To the extent that it matters, I had no idea that any of the other commissions existed beyond the SSC. I am amazed that information passed me by for more than a decade.
563.	Synergies and communication among commissions, it it not clear expectations of the members.
564.	Need more future interactions among the members of commissions within each country.
565.	La mayor crítica constructiva que puedo hacer es mejorar la comunicación interna dentro de cada comité y aprovechar los activos humanos del grupo. Llevo dos años y aún no he conseguido coordinarme con mi comité. Gracias.
566.	It would be great concentrating efforts on those organisms and areas not evaluated. I am also surprised there is no interaction, feedback, exchange of experiences or any other similar work between commissions or even inside commissions and subgroups. It is probably time to assess the extension of IUCN programmes, initiatives and teams as since it has grown so much, somehow it seems to lack connectivity. Thanks.
567.	Sugiero aprovechar la favorable coyuntura abierta por la iglesia católica a través de la Encíclica papal Laudato Si, a la cual se han sumado líderes religiosos del mundo para convocar a un cambio de paradigma a nivel civilizatorio como el que se requiere para modificar el estado de las cosas. Líderes políticos del mundo ponen atención a este mensaje que bien puede representar a buena parte de la humanidad, independientemente de su religión. UICN forma parte de esta red de organizaciones e instituciones interesadas en el futuro global, por lo cual no habría de tener prejuicio para admitir este tipo de expresiones o nuevos actores que se suman a la causa.
568.	It would be great for the IUCN to start investing in wages for younger conservation professionals so we can fulfill our roles in the mission with less financial distractions.
569.	The Union needs to engage in more active advocacy for appropriate planning and decision-making at national levels, including the appropriate and extensive use of the knowledge products. Also, communication between the membership and the commissions needs to be strongly encouraged and promoted.
570.	The survey is good and necessary.
571.	Much of the SSC and WCPA membership could be further engaged in product development and education activities.
572.	Internalizing the IUCN's products to national policies, strategies and actions.
573.	The Commissions, specifically WCPA (I am currently the WCPA-Oceania vice chair, NZ) could contribute more effectively to IUCN regional programmes by the regions and expert groups being more inclusive and consultative. There is a wealth of experience available from the members of the commissions and my experience has been that this isn't always tapped into when global or regional strategies and programmes are being developed or implemented. Often lack of funding is a barrier, with scarce funds being available for experts to contribute to IUCN global or regional workshops and other forums.

#	Response
574.	Una mayor integración, con los miembros de las comisiones, accesibilidad al idioma español en las comisiones debido a que dificulta la comunicación en la toma de decisiones o consultas a cada miembro en la regiones América Latina.
575.	If I was being completely honest I am totally confused by the IUCN, SSC and all the other groups, I am not sure what any of them really do, who they are and how they all fit in together. I think there is scope for educating the public in a clear and simple way as to the mission and vision, scope and objectives of the groups.
576.	IUCN is valued as a sustainability supporter but effective representation from countries like India is missing. This has been brought to the notice of IUCN many times but there was no response. India has the best Biodiversity and the policies are not congenial for sustainability. More scientists should be brought into the realm of IUCN... Still I am proud to be a member of IUCN Regards Prof Francis Xavier; francis@kvasu.ac.in
577.	I am not sure in other countries, but in my country, the IUCN as well as other international bodies mostly engage International NGOs instead of local/national NGOs. Most significant funding are channeled to support international NGOs. That way will not promote national capacity and keep the capacity of wildlife conservation at international communities. I believe that sustainable and successful wildlife conservation will only be achieved only if it leads by national capacity.
578.	As a "union" the IUCN Secretariat must strive constantly to ensure that the inputs of the members and voluntary commission representatives is recognized and feeds into the programmatic directions of the Strategic Plan. IUCN could learn a lot from the International Federation of Red Cross and Red Crescent (IFRC) in terms of how to manage its network of global volunteers (i.e. more investment in professionalization and recognition for the voluntary contributions of time/expertise for the global objectives).
579.	While the commissions do have their own area of expertise there is much overlap. A number of biodiversity conservation issues cross over several commissions, there is a need for more cross commission taskforces. Those taskforces could take on cross cutting themes such as health and biodiversity
580.	Aim at recruiting more younger indigenous scientists from biodiversity-rich countries into the IUCN leadership. Find mechanisms of compensating /remunerating time of volunteer leadership.
581.	The IUCN is an important base line in conservation, thus must involve all actors at all level, I recommend to invite different actors in national and international meeting not only directors and leaders. Encourage all members to produce an article on the work or project they are performing in their respective country
582.	well done.
583.	Sorry for being poorly informed about the inner life of IUCN. As a member of the Goose Specialist group, I wasn't even aware of the fact that I was considered a member of a IUCN commission.
584.	Ma contribution est celle que l'IUCN puisse s'organiser de façon qu'il existe une collaboration technique entre les membres de commissions d'un pays en collectif et le Bureau pays de l'IUCN afin de travailler en synergie pour parvenir à un succès dans le pays. Un des membres des commissions peut proposer un atelier de formation dans l'intérêt supérieur du pays et de l'IUCN, à l'occasion d'un événement dans le cadre de la protection de la biodiversité. La biodiversité est très peu connue par les populations des États en développement.  Les membres des commissions doivent aussi, c'est un engagement volontaire accepté, concourir à la vulgarisation des textes internationaux sur la protection de la biodiversité dans les aires protégées et à la sensibilisation sur cette protection. sous la direction du Directeur pays. Curieusement, beaucoup de gens ne connaissent pas l'IUCN le rôle qu'elle joue sur la planète.
585.	To focus more on biodiversity conservation than on sustainable development
586.	I don't know enough in order to provide any kind of suggestions. I'm a member of one SSG and to be honest, I have very little idea what IUCN as a whole is doing and how IUCN is even organized...
587.	The review of species status should be reviewed within seven years rather than 10 years.

#	Response
588.	<p>we need to find ways for exchanging information from different country as a member of CEC which started very well we used to met but now we do not if it happens then i guess the selection have change. Climate change is one of the main issues to look at as a team COP21 is coming what have done?</p> <p>Patrick Shawa; National Coordinator Wildlife &amp; Environmental Conservation Society of Zambia</p>
589.	<p>Few working areas that are of HIGH priority for biodiversity conservation namely Invasive Alien Species require more attention but is of low priority for IUCN. IUCN should reconsider biodiversity EMERGENCIES and create more groups or include at higher level. IUCN should hire more staff as actual good staff are too busy. Innovative ideas and people should be in the IUCN team!</p>
590.	<p>You did not ask questions about my second committee (CEM). I think CEM is highly irrelevant and its leadership has been more vainglorious than glorious. Useless, superfluous and irrelevant I am sad to conclude. CEM could have been an important committee but it failed to deliver is my opinion ...</p>
591.	<p>Disappointed by the lack of serious action on the part of some governments and local authorities in response to advice concerning biodiversity and the interdependence of ecosystems, which appear to be poorly understood, I hope for continued strong initiatives to convince them that the economy is not more important than the future of the Earth and also unsustainable if they insist on growth every year. Nor should they withdraw subsidies from industries providing effective solutions to atmospheric pollution and renewable energy projects, in particular with respect to solar energy.</p>
592.	<p>I would strongly recommend that recent past staff of IUCN be asked to fill a survey - they often have very useful perspectives.</p>
593.	<p>We would want to be involved in Commissions to make a change and Namibia as a country needs to be included.</p>
594.	<p>pas de commentaire</p>
595.	<p>Improve recognition and support for National and Regional Committees of IUCN Members. Improve engagement communications to Members (less long emails on processes which some Members feel are irrelevant to them). Report back better on achievements of IUCN so the membership can feel that we are actually getting somewhere in the conservation of nature. Do more to rid IUCN of the image it has of being simply a huge bureaucratic machine that spends more energy on its own governance than on saving the planet.</p>
596.	<p>/</p>
597.	<p>IUCN should enhance its learning and reflection function to provide evidence and tools for global ideology and action.</p> <p>I think many Members and partners have by passed IUCN is providing the tools necessary for conservation function.</p> <p>I think IUCN should concentrate more involved in influencing global environmental politics, really shaping ideology, and influencing systems for conservation action. Beyond the tools.</p>
598.	<p>Debería existir mayor difusión de las diferentes estrategias de conservación que desarrolla IUCN a través de boletines informativos enviados directamente a los mails de los miembros de las comisiones.</p>
599.	<p>The IUCN is a critical component for serving global human ecosystem policy and planning needs. It provides interdisciplinary research insights and scientific resources for making best practices decisions. I strongly support its contributions for a more sustainable, equitable and humane world system.</p>
600.	<p>Regional involvement of IUCN should be shared with Regional Commission members in the form of PDF or other Electronic Media.</p> <p>Projects that are currently being undertaken by IUCN where Commission members can participate, should be shared with the members at their advent.</p>
601.	<p>Seguir avanzando en los temas de gobernanza e incluir dentro de la comisión de políticas un área para transversalizar género en el resto de comisiones. Creo que el grupo de género debe tener una mayor presencia como Comisión o como grupo importante dentro de la mencionada Comisión.</p>
602.	<p>Ma principale suggestion est de multiplier les relations et contact entre les des différents membres du réseau : réunions et rencontres annuelles. Ceci permet de renforcer les liens et participer à des débats constructifs à la</p>



#	Response
	<p>fois de mise à niveau et visions d'avenir.</p> <p>Par ailleurs il faut donner une importance particulière à la dégradation continue des terres (comme pour l'eau) et les processus de sécheresse dans un environnement global de dérèglement climatique.</p>
603.	The Red List of Threatened Species should have more species assessments based on more localised areas, so as to more concisely and clearly reflect the status of the species at the population level. This is especially needed where a species' status is listed as 'Vulnerable', however in certain places/regions, the species is in small numbers and declining. There are sub-population listings at the moment, but this should be further expanded and increased.
604.	<p>Assist local partners in fund raising efforts.</p> <p>IUCN should assist in fund raising efforts to conserve threatened species. Listing is not sufficient.</p> <p>Need to focus work where greatest biodiversity exists.</p> <p>IUCN should put more emphasis on research, long-term ecological monitoring and environmental education.</p>
605.	SSC species chairpersons should serve 3 year terms. Many species group chairpersons have already maximized their contribution. Some form of review of these Chairpersons is need.
606.	Enhance exchange of information among Commissions. Clarify and standardize the rules fir the definition of the species ranges in the red lists.
607.	Nil
608.	<p>The IUCN has the potential to be global leader in policy outreach on biodiversity conservation, provided it has dynamic and sincere leadership, especially at the Secretariat. The incompetent managers play the survival game compromising on quality of IUCN's work. The difference of opinion, especially on vested interests, is not tolerated; hence the true professionals leave IUCN and are successful in their new avenues.</p> <p>IUCN Council needs to take this aspect seriously, questioning the financial irregularities committed by regional and country offices which is one reason for IUCN to perform below its potential. The programme vs project approach needs corrective action to harmonise the Union's programme across the countries.</p>
609.	I would regard myself as working closely with IUCN SSC but I feel I am not kept fully aware of the Commissions activities, particularly headquarters staff.
610.	<p>IUCN is a wonderful and respected authority in the field of biodiversity conservation and, to a lesser degree, on sustainable development (SD). This is not to say that IUCN should move more prominently in the direction of SD; it can also achieved through strategic partnerships. I would see IUCN's role in SD by entering the SD triangle from the conservation corner, with an open attitude towards economic and social development.</p> <p>Whilst IUCN captures the state-of-the-art knowledge by respected scientists and relevant organisations, it should continue making sure that voices from the practical implementation, technical level as well as from different regions and different cultural/ language backgrounds can be heard.</p>
611.	L'IUCN est a la hauteur de sa mission, produit un travail parfait
612.	Awareness kits, Promotional materials like T-shirts, caps and other stuffs should be provided to the members in order to encourage and represent IUCN.
613.	The IUCN should be involved (or act as a key partner of) in inter-governmental contracts to strength its position!
614.	IUCN does a great Job in conservation and is a leader in traditional tools, the work on sustainability could be more visible and could help more the conservation Goals, by working more among commissions, and showing up together (products, Meetings); this may make IUCN stronger
615.	Hay una profunda necesidad de mejorar las prácticas de la oficina regional de UICN en América del Sur, estableciendo estrategias coordinadas con la membresía y con la realidad regional. Oficina Sur tiene poca efectividad y relevancia.
616.	<p>Es importante valorar más el trabajo de las Comisiones, en un marco de articulación con los demás Constituyentes de la UICN. Se debe mejorar la comprensión interna en relación a que la Secretaría (Sede y Regionales) debe trabajar para fortalecer el trabajo de sus miembros, y por tanto alcanzar mayores y más profundos logrs, y no al revés.</p> <p>Es importante mejorar la conexión entre el Consejo y la membresía, de manera de poder conocer e influir mejor</p>

#	Response
	en las políticas internas. Finalmente, es fundamental el enfoque de un Solo Programa, para lograr las sinergias necesarias entre todos los constituyentes.
617.	I'm a member of the Boa and Python Specialist Group, but we regularly go 6 months at a time without hearing anything from the group leaders, and to my knowledge there's never been a proposed meeting of members.
618.	My perception is that the current governance structure is not transparent enough, and opportunities to participate are not well advertised unless all that is wanted is donation of time or information (at the expense of the individual). There are no incentives to participate for people that do not have the institutional support to participate at IUCN (e.g., independent consultants or staff from organisations that can't afford to give the payed time to their staff to participate in IUCN). Thus, IUCN is missing on a lot of very good people, and relying a lot on government staff who are not necessarily the best informed.
619.	The Venezuelan Committee on Protected Areas issued a clear and strong statement during Sydney's WPC in 2014 and there has been virtually no support nor comments from IUCN. Given our country's political & economic situation we are doing our work and expect more support from IUCN. Read here: <a href="http://t.co/hK79oe7CTf">http://t.co/hK79oe7CTf</a>
620.	<ol style="list-style-type: none"> <li>1. IUCN must have a higher profile at all levels although this is a key challenge</li> <li>2. IUCN must appeal more to younger people and use innovative methods in order to do so</li> <li>3. IUCN should review how it positions itself to and makes use of the social e-media</li> <li>4. IUCN should endeavour to use more global champions in advancing its mission and cause</li> <li>5. IUCN can engage more with its membership in constructive and catchy ways</li> <li>6. IUCN must partner with more local and global corporates in sustainable natural resource use and development in particular</li> </ol>
621.	It is important to consider the views of those who are active practitioners in the field as opposed to reliance on anecdotal data produced by researchers over a short period of time from an academic point of view. There should clearly be an opportunity to invite experienced professionals and local peoples views who are active in the field and with tremendous field experience to join the SSC as well as an offer of membership to the relevant commissions.
622.	IUCN should seek to actively influence other platforms (for example, such as FAO, to change or alter their definition of forests that currently include monoculture timber plantations as forests). Such a definition is negatively affecting species habitats in tropical rainforests.
623.	<p>The knowledge, best practices and experiences generated through the Commissions and Members are not effectively used in policy processes, project development and fundraising at EU level. More interaction with the secretariat and concrete partnerships for joint action and facilitating wide access to this valuable information adapted to the needs of key users (e.g. policy makers and practitioners at national, regional and local level, private sector) is required to have an impact and to exploit the unique strength of IUCN as a Union.</p> <p>The strategic cooperation of Secretariat, Commissions and IUCN members with EU Governments and the European Commission needs to be stepped up to show leadership and develop a joint response and pathway for improving the visibility of nature and the added value of integrating nature-based solutions in the wider agenda for Europe's smart sustainable and inclusive growth strategy till 2020.</p>
624.	Better communication from the top to the bottom is needed. I rarely receive any information from the IUCN Council or about the work of other commissions. The selection procedure for the commissions should also be more proactive, headhunting experts and convincing them to join. In the Species Survival Commission recruitment is a bit haphazard and many skilled and knowledgeable people are not involved.
625.	Il est unanimement reconnu que les aires protégées jouent un rôle incontesté dans la conservation de la biodiversité et des habitats. Du point de vue social, elles procurent une sécurité alimentaire et des moyens de subsistances pour les communautés locales. Mais cette appréciation simpliste est en phase d'être inversée par une tout autre réalité sur le terrain: accentuation de la pauvreté des familles de pêcheurs et insécurité alimentaire dues à la marchandisation intensive des ressources halieutiques de l'AMP vers les marchés nationaux et internationaux. Ces problématiques compromettent les objectifs de la conservation et du développement durable et l'IUCN doit suivre de près ces changements en mettant en place des outils de veille permettant de mesurer le rôle des aires protégées quant à la sécurité alimentaire des populations autochtones.
626.	Dans le cadre de la bonne application de la gouvernance, et de la mise en œuvre des activités dans les différents paysages, il est important de réunir sinon rassembler les différents acteurs/Experts autour d'une table afin

#	Response
	qu'ils apportent les différents éléments capables de pérenniser les activités et d'assurer la survie des espèces au niveau mondial. Protéger la nature est un atout et une contrainte non pour le présent mais pour le futur. Des générations avenir doivent aussi bénéficier des retombées et des bienfaits de la protection de la nature à travers la préservation de la biodiversité et des écosystèmes. Il faut de ce point de vue associer toutes les parties prenantes qui doivent être fortement représentées afin d'éclairer sur tous les aspects qui doivent de gestion des paysages. Certaines espèces sont menacées de disparition, il faut donc s'y mettre afin de les protéger.
627.	as I am expert in the field of IUCN Red List, I hope we can do something more efficiently in this issue. we actually do great work but it needs more and more.
628.	I would like to see IUCN more involved in the implementation of its recommendations about wildlife and ecosystem conservation in the ground (where actions are actually needed).
629.	Réduire la bureaucratie au sein du secrétariat pour orienter l'énergie du staff vers des résultats et non pas des moyens.
630.	i think IUCN should use effectively its members by involve them in different types of discussion and capacity building programs
631.	La Asociación Estoreña para el Desarrollo integral -AEPDI- Agradece a UICN por el apoyo brindado para la gobernanza y la conservación de los recursos naturales del Pueblos maya Q'eqchi' en la protección de los medios de vida y con esto la vida de la humanidad.
632.	1- To my opinion there is much more potential to tap into from the Commissions. I feel like I don't hear much from the WCPA network and almost never meet other members. The internal communication and administration online are not effective (Sometimes met with no response). 2- IUCN is positioned and branded as a much more conservation-driven organisation that contributes to global conservation agendas. Its contribution to the sustainable development agenda is much less visible and can hence be improved.
633.	using evidence based science intensively engage governments on IUCN objectives, work, assessments and policies.
634.	Es importante que todas las comunicaciones entre los Miembros de la UICN y entre las Comisiones se realicen en los tres idiomas (inglés, español y francés). Muchas de las comunicaciones están solo en inglés y esto es una limitante para el intercambio de información. Debe ampliarse la participación de los miembros de las Comisiones en los eventos organizados por la UICN y fortalecer aún mas las alianzas regionales.
635.	Compared to my involvement with the IUCN SSC in the 1990's this is now a wholly different picture. The degree of feedback and assistance offered by the IUCN SSC is astonishing. The access to knowledge and advice is helping us to produce plans for the future of some threatened species. Also as an example, we had an instance a few months ago where we had about two weeks' notice of an impending extinction event of a Nepenthes species (of which there are less than 150 known). The IUCN mobilised at a Regional level to intervene with positive results. Without such assistance we, as concerned individuals would have been helpless to prevent a catastrophic event. So far the indicators are that the intervention has been successful. So really, I am at a loss to suggest improvements at this stage as I'm still exploring the many resources provided by the IUCN SSC.
636.	No comments
637.	IUCN should institutionalize the relationship between commissions, secretariat and council. IUCN should strengthen the roles of Regional offices. IUCN must focus on its core business "biodiversity conservation" I LOVE IUCN
638.	1. IUCN should be clear understanding trans-boundary biodiversity what trends now in/around Centralasian 5 and including Xinjiang region, China. 2. When design some cooperational project at international level, should be considering developing country and problematic regions in environmental and pauna-flora/species. 3. International cooperation project information must get in time in international language such English or French. 4. Any project from members whatever it be accepted or not re-design or re-submit in order to let to obtain any financial level is highly required. (5 years ago I have been submit my over 30 pages application as Swiss-China

#	Response
	cooperation project, but unfortunately I am did not get any consideration and good response final, so I am very disappointed them - thus I decided to cancel my membership of IUCN). Thanks a lot!
639.	I do not know what my connection is with IUCN. I run a Botanic garden in East Africa for the purposes of ecological restoration and the conservation of rare plant species but frankly IUCN is like some remote robot...no human contact, no visits, just an impersonal email every three months. I do not even know how 'they' got to know about me.
640.	Important that Fungi are included meaningfully in the Red List, considering that the Fungal Kingdom is larger than the Plants Kingdom.
641.	I have not been very active over few past years. I think the governance aspects of Biodiversity need to come out stronger in IUCN work.
642.	Thank you for giving me the chance to contribute to IUCN. I am part of the Commission since June 2015 so didn't have much time to get much involved, but I hope there will be more chances. I would suggest to fund commission members that have specific skills for participate to the IUCN meetings and workshops. Use at best the singular background experiences and drives. I have a strong background in marine mammals and Antarctic work, and would be very much interested in go deeper in this issues for the IUCN, and maybe be able to represent IUCN ad the CAMLR (Commission for the Antarctic Marine Living Resources) . So to tight a strong relationship with other international organisation and government organisation to use in order to power up IUCN in their policies process.
643.	Some commissions have become too clique-like. Closed networks of people that serve to capture benefit, rather than encourage participation. Some commissions, furthermore, have become too doctrinaire, their policy proposals driven by ideology, leaving huge gaps between ideals and realities on the ground.
644.	I am just one member of the IUCN's SSC and did not involve too much in the regular works of IUCN. The most important issue is the commission does not have the budget or financial raising mechanism. Therefore, it is hard to evaluate the effectiveness and efficiency of their works. It is recommended to establish the fund raising mechanism and cooperation mechanism with the regional relevant organisations, to better address the setting goals.
645.	In some publications there are so many words, it can seem that writing is the most important in order to protect nature and biodiversity. IUCN must become more clever in sharpening the message, and use pictures (and on internet also films) to get the message through to governments and the public that do not agree with IUCN on beforehand.
646.	Essentially to improve communication between the Commissions, and also between Commissions and IUCN Secretariat.
647.	IUCN COMMISSION DO NOT USE THE FULL KNOWLEDGE OF ITS MEMBERS ESPECIALLY IN THE THE VARIOUS REGIONS, WHICH IS A WASTE OF RESOURCES AND UNIQUE INFORMATION AND LONG EXPERIENCE THAT MIGHT GIVE DIFFERENT IMPORTANT OPINIONS AND ARGUMENTS
648.	The work of CEC should be better utilized for the valuable conservation work that IUCN is carrying out. I was surprised to find out the Communication Education and Public Awareness (CEPA) toolkit for planning communication strategically produced by the Commission on Education for the Secretariat of the Convention on biological diversity is not listed among the "Four sampled knowledge products/chains/baskets" selected to be part of this review. The toolkit and other knowledge products for its support to guide communication processes are now being increasingly used to support preparation of revised NBSAPs- clearly seen in the ASEAN region. Hopefully, CEC can be better positioned within IUCN and with the other commissions such as SSC and WCPA and for development of conservation policy due to its cross-cutting nature.
649.	I see the scientific journals of the SSCs as the most useful outputs, providing much information on species. In terms of influencing national policies, however, IUCN should have a better role. I am not sure how, but this translation into conservation is perhaps not happening at the level as it should.
650.	Greater support/resources to the commission is needed to support effective communication. development of the knowledge products, and other work the secretariat fails to adequately draw on the learning and knowledge of its commissions especially in the science sides the secretariat is unwilling to take on the best social science knowledge especially about governance, rights and

#	Response
	land tenure due to its relationship with governments and private sector the secretariat cherry picks which resolutions to implement secretariat competes with members secretariat takes insufficient action to ensure its staff abide by one programme charter principles
651.	Sustainability of Commissions lay on dynamics of the chairman and the stronger links between members. Integral or integrated commissions are more susceptible to decay in the time, as many disciplines are needed and many diverse members are registered. Some other spaces are more fitted (UNDP f.e.)
652.	I am a new member.
653.	The management and performance of all IUCN's Commissions and programmes should be subject to periodic critical analysis, review and revision. Some programmes are overdue for such review - the WCPA World Heritage programme is a case in point. Currently it is poorly lead, inadequately serviced, often misinformed and misguided and has lost scientific credibility as an Advisory Body to the international instrument that it serves, i.e. the World Heritage Convention.
654.	More on-going engagement with experienced people is needed rather than simply providing a framework for the most energetic activists and advocates to advance personal and group agendas.
655.	Appoint members to the SSC based on merits and ability to effectively work with other researchers and policy makers
656.	IUCN needs to better integrate members resolutions and recommendations with IUCN work.
657.	Create awareness among stakeholders and politicians in order to understand the importance of each one of the living beings. Share the information via workshops about new technologies and procedures to avoid the damage of the environment. Promoting the ecosystem resilience and ensuring favourable conditions for the future's biodiversity.
658.	Fund the Commissions better, stop blocking engaged members from participating, ensure IUCN is represented where it has standing at international meetings, make the website much easier to navigate, remove the message when you go to the portal website that says you've been denied access before you even try to log in(!), stop trying to involve extractive industry in IUCN's affairs, provide limited funding to volunteers on Commissions to help them engage. Ensure the D-G understands that she is the agent of the members, not the director of the members.
659.	Mieux communiquer sur les conditions d'adhésion institutionnelles et sur la procédure d'inscription dans la base de données des experts de l'IUCN
660.	Sometimes WCPA guidelines, policy, information etc is difficult to apply at a local level, perhaps because so many approximations have to be made to make these things universally applicable. More emphasis on disseminating information on new initiatives (ie real examples of new ways of doing things) would be very useful.
661.	Need to review the strategic functions of and investments in the US office. This includes fundraising and communications capacity. An assessment is required of IUCN Permanent Observer status and its New York Mission with a clearly articulated strategy to IUCN member. A fundamental review of IUCN's fundraising efforts and capacities is essential. IUCN needs to evaluate its role and niche in highly industrialized countries. its has a developing country focus. IUCN needs to give more priority to the global marine environment including Polar regions.
662.	The main of my include in IUCN SSC Member is the most excited work for happiness in my life. I do love for conservation of in my nations for protects the area and animal also habitat in my lovely country.
663.	In the interest of sustainability, please expend more effort on educating the general public on the relevance and purpose of each category within the Red List. The popular view in developing nations is that inclusion in the list is a clear indicator of imminent extinction, which is not true for all categories. This erroneous reading of the Red List often leads to well-intentioned, but impractical, opposition to sustainable resource use/development, often with a reciprocal backlash against valid conservation efforts. It should also be acknowledged that there are large gaps in our knowledge of the distribution and population trends of many species in biodiversity rich developing nations and labeling a species Data Deficient is not a

#	Response
	condemnation of science or conservation efforts. The Data Deficient label ought to be our biggest motivation to spur additional research on a species.
664.	Some of the Commissions and Specialist Groups should focus more on integrating theory with practice - work biased towards theory without providing for the disjunction between theory and practice.
665.	You need to align future activities with new and emerging issues such as the future we want (SDGs, geo engineering, synthetic biology, invasive species, and others). State contribution to IUCN is very high compared with others such as CBD, RAMSAR, CMS. You need to get the support of decision makers. In addition, innovative approaches for dealing with financing and other issue need to be applied.
666.	IUCN should hold regular training and capacity building workshops for its members. Regions should report regularly on activities organised and how involved the members were.
667.	As a World leader in conservation IUCN should be much more Down to earth and be much more supportive of local initiatives. IUCN has grown too big and has in many ways lost contact to the roots - i.e. lack of support to National committees, lack of attention to the local initiatives. Too much effort and Money is used for political statements that in the end don't move too much. More emphasis should be put on supporting initiatives on the ground and to develop frameworks such as guidelines, redlists etc. By putting too much emphasis on very overall policies (statements) people lose faith in IUCN and can't anymore see the relevance of supporting IUCN - which would be really sad! Also worth looking at the organisation and putting more resources to the national and regional offices instead of focusing on the central part of the administration.
668.	Cannot comment on broader IUCN Commission/Council structure but tighter integration of commissions on collaborative initiatives (much much bigger projects that are really programmatic and support 2025 IUCN vision). Evaluate average age of senior management/personnel and benchmark with other organisations in + outside of sector. Also, scenario informed needs-based planning to future proof IUCN. Implement suite of streamlined information systems so IUCN knows where it is (project portfolio, CRM database etc), who is doing what and seek synergies. Leverage tech on evaluation and measurement. Link in partnerships through Big Data trend. Communicate better internally and across Union and focus on IUCN added-value. Professionalise mgt + talent/career development pipeline. More resources for structured, proactive approach to strategic partnership and distillation of communications
669.	Enhance IUCN visibility
670.	More people need to get involved. Young people need to get involved. High quality publications are a good means to disseminate information, their production needs to be maintained.
671.	Thank you for your work. Good job. All the best
672.	Given IUCN's incredibly unique position -- its enormous global network of experts, diverse membership and science-based approach to biodiversity conservation and sustainable development -- the organisation could be much more ambitious and strategic when it comes to delivering its global programme. For example, it should not shy away from working on agriculture and energy because there is no funding, but instead create a plan (with its vast network and new partners) to raise the funds needed to engage on these global challenges. At an operational level, IUCN needs to re-visit (and re-energise) its brand, scale up its communications, and leverage its human and financial resources at all levels -- across the Secretariat, regions, Commissions and with its Members -- to be a more effective, inclusive and influential advocate for environment and development.
673.	It would be great to receive more internal communications about my IUCN commission in order to try to coordinate work/actions with colleagues/partners
674.	IUCN Should provide opportunities to young individual researchers to carry out research on threatened species especially in developing countries. A special drive every year should fund at least 10 small grant projects (10000 USD) should be funded. This will boost the morale of young researchers and also attract young researchers to contribute to the IUCN's Mission Objectives.
675.	IUCN is the global organisation which has helped in protection of species of conservational importance. We get to know about the activities of various groups sponsored by IUCN. It has done a commendable job by networking the interested workers, dissemination of the results of their work. and making us participate and know about the recent happenings. I strongly feel that the IUCN should expand its activities for protection of the habitats of endangered animals so that they can survive with peoples participation in the movement for their

#	Response
	protection.
676.	Sería bueno contar con presupuesto cada dos-tres años para que las comisiones pudieran reunirse en un taller y coordinar sus acciones de manera concreta. Muchas comisiones solo existen basadas en contactos de internet y sus miembros no se conocen personalmente.
677.	Considero que si la UICN usara mas herramientas virtuales como los Webinar y foros virtuales habría mas interés por parte de algunos de sus miembros y se podría generar mejor articulación inter-comisiones
678.	I am an expert on Marine Aquaculture, Sea grass (mapping) and Wetland. I work with CEM. My sole interaction with my commission is to receive monthly e-mails. I have done many projects with FAO, I would like to work with IUCN more actively.
679.	Consider the conservation work that is already carried out on the ground and not competing with own projects the work members are already implementing. Better use of synergies. Improve member networking.
680.	Reduce and avoid expansion of the Secretariat, both regionally and in headquarters, and fund more work through the Commissions. The SSC has shown that this can be a highly cost effective way of working and reduces the degree to which IUCN Secretariat competes with its Members.
681.	I do not feel that my expertise as an IUCN specialist group member is used to its full potential. I would be happy to respond to more requests to provide views on specific issues, review evidence and/or attend workshops and meetings on areas in which I have specialist knowledge.
682.	I am proud to be a volunteer working member of IUCN - not only for its mission but for its people.
683.	- Translate mission & vision into clear & realistic strategy - Clear communication to IUCN and non-IUCN world on key strategies - To me; IUCN stands for the Red list of endangered species - biodiversity conservation as overall objective is good as there are so many sustainable development actors - clearly state why biodiversity conservation is key and crucial, understandable at all levels
684.	The IUCN had made a name in Red Listing species. It has made little to no effort in recovering species, and ensuring that nations implement the Action Plans they develop. Action Plans continue to gather dust, and species continue to perish! Not exactly a sign of world leadership !
685.	Es fundamental que la CEC-UICN en Argentina se comunique con todos sus miembros. Debería haber reuniones informales y formales de CEC-UICN Nacional por lo menos una vez al año. Propongo también conocer anticipadamente los materiales temáticos a producir y que se distribuyan las convocatorias nacional y regionalmente en cada comisión. Sugiero que el tema "Migrantes ambientales", se consideren a nivel nacional, regional e internacional. Beatriz Goldstein Buenos Aires, Argentina
686.	En numerosas ocasiones la UICN ha tomado decisiones sin coordinar adecuadamente con la membresía de países y/o regiones, incluyendo la categorización de especies en las listas rojas. En este sentido debe haber una mejor coordinación con la membresía a través de las comisiones de la Unión.
687.	The fundamental problem in the world is human population growth. Until it is brought under control, most of the work of the IUCN is naive and fruitless--sort of a feel-good exercise that does not accomplish most of its stated goals in any sort of permanent way.
688.	My personal opinion is that UICN has developed a very important task in biodiversity conservation, however, there is still many gaps among commissions, and the role of most of them are not effectively integrated with the red list and even with other commissions. Probably, a significant improve could be obtained from increase links between commissions especially to incorporate research findings in legal and policy initiatives.
689.	se requiere mayor interacción entre los dirigentes principales, las comisiones y sus miembros. Conocer las necesidades de cada comisión y de sus grupos de especialistas para tener el poder de representar a la Comisión

#	Response
	y a la UICN ante la sociedad en general no solo entre la comunidad científica.
690.	Continuar el trabajo de la conservación manteniendo la participación de los actores locales en la región. Fortalecer alianzas entre organizaciones, instituciones, ONGs, comunidades en pro del fortalecimiento de la conservación para las presentes y futuras generaciones.
691.	More training for upcoming nature researchers should be given and more avenue for reaching out to policy makers especially in developing countries should be emphasized to ensure effective resource conservation
692.	More Regional/state meeting. Trying to decouple the role that member have in government/state position and in IUCN
693.	I find the WCPA to be highly effective, even though it has a very small budget.
694.	More work and action is needed less talk and meetings.
695.	La UICN cumple eficientemente con los objetivos de conservación que se plantea en cada Comisión. Quienes trabajamos desde nuestro lugar de origen en las diversas y numerosas tareas de conservación lo hacemos en forma honorífica, con un alto compromiso y esfuerzo personal. Sin embargo, al momento de tener que participar en reuniones científicas de UICN, resulta casi imposible asistir por no poder acceder a los fondos necesarios para el viaje.
696.	Great to see IUCN undertaking this survey! A review and prioritization of areas of work by IUCN is going to be needed and the survey will assist. I would suggest that an expansion of partners and actors outside of the conservation sector should be a priority, particularly 1) children / youth and 2) health / wellbeing as there can be mutual benefits and IUCN can leverage existing networks, diversify relevance and increase sustainability of organisation for the next decade and beyond by using the organisation's 3 pillars on these priorities.
697.	I wish that I can be a part of IUCN to continue to conserve nature
698.	I am happy that be a member of IUCN commission and I am trying to represent IUCN in my country but Scientist have some prejudgments like as "If my study subject involved to IUCN list, how can I collect and work my species from nature or something like that". Maybe, IUCN must give a presentation to explain IUCN's work mechanisms to especially Turkish zoologist.
699.	Merci pour le travail que UICN abat sur le terrain sans le quel on aurait du assister à un autre degré de dégradation de notre nature. cependant je suggère à la commission des aires protégées de prendre en compte les nouvelles espaces à promouvoir comme aire protégée. Par exemple récemment dans ma région le gouvernement a créé le Parc National de LOMAMI aussi riche en biodiversité, mais aucun partenaire jusqu'ici ne s'y intéresse. Sinon le travail de l'UICN est très remarquable et vraiment encourageant.
700.	As a long term member, I think it would be useful at the member-level if regional chairs and co-chairs were able to devise a structured and standardised approach toward engaging its members in dialogue toward a set of specific goals, and using the vast store of knowledge held therein. It is my experience that the majority of members are mostly inactive or do not feel they have a role, yet they hold a great deal of knowledge and have the capacity and the desire to give and to achieve, on the behalf of the IUCN, a great deal more. At the member level, I find fellow members are proud of their involvement, please to have been nominated yet lost as to what to do with this honor. With appropriate direction and some formalised strategies, the power of knowledge and passion that is held in the membership base could be awesome.
701.	Poderiam realizar-se encontros regionais ou nacionais da IUCN como forma de motivar todos os membros. A IUCN poderia divulgar teses de doutoramento sobre educação para desenvolvimento sustentável. Junto a minha tese para divulgação <a href="http://repositorio.ul.pt/handle/10451/7555">http://repositorio.ul.pt/handle/10451/7555</a>
702.	Iucn has done excellent job. But some times local factors like cleanliness of water bodies, cities, upkeep of villages illegal poaching, excessive harvesting of rare medicinal plants in India are the bottlenecks. There should be some mechanism to check the government such as censure the defaulters to put them in line for the righteousness.
703.	IUCN is doing a great job so far. It will be great if the connection and communication between the various



#	Response
	commissions were strengthened to further better collaboration. Thanks
704.	En general el trabajo que se realiza en la IUCN es importante a nivel global, regional y de país, sin embargo no veo un rol más activo de los que pertenecemos a las Comisiones, desde mi punto de vista, se enriquecería en mucho el trabajo que de por si ya se realiza, conminando a los integrantes de las comisiones a trabajar más activamente y no solo revisar documentación o hacer encuestas.
705.	The link between IUCN Secretariat, Members and commissions is quite loose. To many IUCN is the Secretariat. In many areas the IUCN Regional Offices are not able to meaningfully bring together the key actors ie members and Commissions. Let's have "Smaller" regional offices with effective decision making authority and fewer country offices. Hire more nationals (locals) in respective regional/national offices and less expatriates. Although local culture can be learned/understood by many; being part of the cultural identity is more appealing. Culture and conservation is intertwined and differs from place to place, those small things make a difference, eg spiritual beliefs that are scientifically illogical have proven for thousands of years to be more effective at conserving certain resources than scientific knowledge introduced a few years ago once the spiritual values are discarded. So integrate culture strongly. Engage national development policy makers. .
706.	It need to be develop programs and communication linkage with commission members and organisation members based on IUCN programme framework. Some how institutional members and national committee better guideline should be designed to run and how to function members and how to leverage IUCN among members.
707.	Effort for mobilisation of fund for species specific project is much needed to collaborate effectively with stakeholders.
708.	Un meilleur engagement et implication avec les membres est un garant de réussite de l'Union. l'UICN doit créer des mécanismes de collaboration et des canaux d'échange efficaces et pérennes avec les membres. Les projets et les initiatives lancés par le Secrétariat peuvent être un moyen important pour asseoir cette collaboration et augmenter le niveau de confiance.
709.	The Council is very much disconnected from the voices of the experts in my Commission.
710.	Many times country offices and regional offices are kept isolated, without access to the decision-making process within the institution. We need to make sure all the differences voices are heard. Secretariat working on-the-ground need to be and to feel empowered to be able to fulfill its mission the best way possible. Therefore I strongly recommend IUCN should work as one single institution. Regional and country offices should not be considered as implementing agencies. We need to work together.
711.	decrease bureaucracy in relation to members and projects; increase internal monitoring and transparency of country and regional offices; improve susceptibility to partnerships; improve deploying a participatory approach to project development and implementation, with members and stakeholders
712.	The local chapter of CEM should be more active. Number of the members should be increased. There should be more activities of CEM.
713.	Las Comisiones Nacionales deben de participar más a sus miembros de las actividades desarrolladas; así como compartir información con todos los miembros y trabajar con otras comisiones.
714.	Il serait souhaitable de permettre une meilleure connexion entre les membres de commissions, en particulier WCPA
715.	Extend and diversify linguality of documentation/news aimed for the international public
716.	i do think we should have more relation with all commissions. Sometimes I do feel far from other IUCN initiates.

#	Response
717.	<p>While it is relevant for IUCN to follow up on trends in development agendas, IUCN should maintain its focus on nature conservation and highlight the critical importance of nature to meet development and survival needs of communities. Commissions should be given room and resources not only to support the IUCN programme but also to identify new frontiers for IUCN. The CEM "led" the development of new work in drylands, islands, disaster risk reduction, and red list of ecosystems which are now part of the IUCN programme of work.</p> <p>There are now many other scientific bodies that carry out work similar to IUCN aims to do, IUCN should nurture strategic partnerships with such bodies by providing a platform for such bodies to be heard by the large IUCN constituency which many such bodies are unable to access nor to influence. IUCN should market its convening power more and more.</p>
718.	<p>I observed particularly in the Philippines that the IUCN for threatened species do not trickle down to the community levels. However, when things go wrong people in government will only think on these things. Particularly, when calamities occur no one will even dare to remember what happens to the species affected with the calamities. I think there are still many threatened species in the country and elsewhere in southeast Asia that needs research and full attention. I do hope that the IUCN threatened species commission will find innovative ways in addressing conservation of these species at the grassroots level.</p>
719.	<p>Participation with IUCN has often been highest in preparation for the WC Conferences, reviewing motions and attending all of them from 1996 to 2008. The CEL was less active and relevant to me after 2004, but I want to re-engage more.</p> <p>Please send my new e-mail for addition to your IUCN lists for news from my Commission on Environmental Law (CEL) as well as Protected Planet and other initiatives. I want to be more involved with IUCN.</p>
720.	<p>I have been involved with IUCN, via TGER and NRGF for a number of years now and appreciate their regular email correspondence. I have a rather vague understanding of the complexities of IUCN itself, which seems quite huge and bureaucratic. I have also been dismayed sometimes at the strength of the biodiversity concerns, vis- a-vis the concerns with people living in and using that biodiversity.</p>
721.	<ol style="list-style-type: none"> <li>1. Mechanisms are needed to strengthen communication and collaboration between some of the commissions, especially where there are overlaps and cross-cutting themes where commissions could usefully work together to have greater impact.</li> <li>2. Protected Planet is a great idea but he as with the World Database on PAs, the quality of data remains variable and things get out of date fast.</li> <li>3. It's sometimes challenging for newcomers and those who want to increase their engagement with their commissions to do so as these are frequently a bit like clubs that are difficult to break into unless you already know people in the commission well. This is something that needs to be addressed both to keep new ideas and perspectives flowing and to ensure broader inclusivity.</li> </ol>
722.	<p>As a member of the IUCN SSC I am at first a technical expert in conservation «my» group of animals; by this activity I am almost not involved in further activities of IUCN.</p>