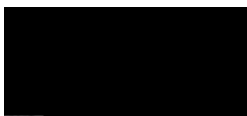


***Evaluation of the IUCN  
World Conservation Congress***

***Amman, Jordan***

***October, 2000***

***Final Report***



*with*





## **About this Evaluation Report**

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

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

The evaluation findings are presented in 9 Sections:

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

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

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

## **Acknowledgements**

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

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

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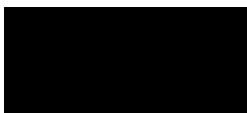


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***Section 1 -  
Overview of the Evaluation of the  
IUCN World Conservation Congress***



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## 1.1 Introduction

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

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

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

### 1.1.1 Evaluation Objectives, Audiences and Uses

The evaluation had four major objectives:

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

The key audiences and uses for the evaluation results are:

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

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

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

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### 1.1.2 Evaluation Approach and Methodology

#### Guiding Principles

The evaluation process was guided by four principles:

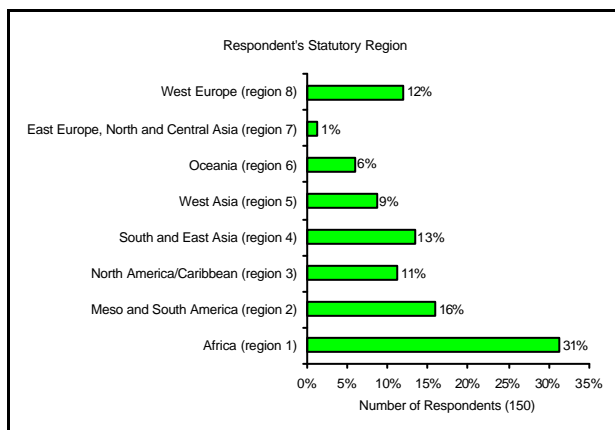
- 1) Data gathering and analysis be guided primarily by the issues and questions identified in the evaluation framework (Appendix I).
- 2) Multiple data sources be used to ensure the inclusiveness of the approach and maximize the reliability of the results obtained.
- 3) Quantitative and qualitative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

#### Data Gathering

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

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

**Exhibit 1 Participants Interviewed by Region**



**Exhibit 2 Participant Evaluation Questionnaires by Region**



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

- Participant interviews – gender balance was 68% male and 32% female, 72% of respondents were drawn from NGOs and 28% from state representatives, 67% were attending their Congress for the first time, 89% represented IUCN members 9% were Commission members and 8% observers.
- Evaluation questionnaire



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

Overall, participants felt they received good value for the time they had invested in attending the Congress, and their expectations of it were positively met. Exhibit 3 shows that 43% of those interviewed reported that attending the Congress was a *very good* investment, and 49% a *good*



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

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

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

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

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- Strengthening or weakening of members' perception that they belong to a democratically run organization that values transparent decision-making processes,
- Opport





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

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

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

In most cases (12/14), Councillors believed that the Congress was 'effective' in promoting networking among participants. Only two respondents argued that the Congress was 'not effective' in gathering people together and facilitating exchange. Of the eight senior managers citing networking as an important reason for holding the Congress, seven noted that the Congress was effective in achieving this through contact groups, regional meetings and side meetings, among other things. One senior manager argued that the Congress was 'not effective' in facilitating networking and exchange, mainly as a result of conflicting schedules and the poor configuration of the site.

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



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

Eleven of the 12 senior managers stated that they believed the Congress was 'generally effective' in building member support for IUCN's Programme for the next term. Similarly, eleven interviewees noted that the Congress was 'generally effective' in helping IUCN establish or strengthen its network and partnership with other organizations. Three-quarters of the managers (8) also indicated that the Congress was 'generally effective' in helping to increase their awareness of opportunities and

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

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

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

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

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

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

### **1.2.5 Conclusions**

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

- The Congress is an important event for members and is generally appreciated by them.
- Congress provides an important mechanism for members to identify with the work of the Union and with a global conservation movement.
- The importance to participants of networking activities as a key function of the Congress is underestimated in the planning and delivery of the Congress.
- The election and resolution processes, although cumbersome to manage at times are seen as symbolic of a democratically-run organization by the majority of members, Councillors and senior managers.
- The Congress fulfills the statutory requirements of the organization.
- The Congress is a costly operation both in direct financial costs and in terms of the diversion





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

The following recommendations were developed



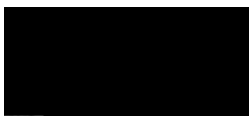
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## **2.1 Meeting Participants' Expectations**

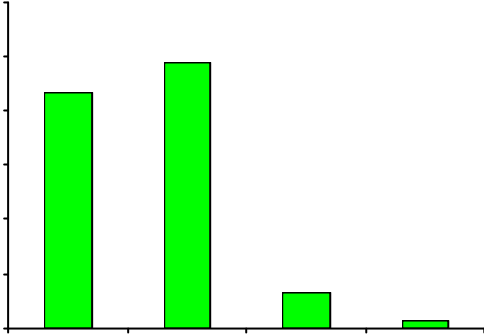
**Finding 12: T**





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

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



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

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

## **2.2 General Organization of the Congress**

**Finding 14:** The majority of participants considered the Congress to be at least reasonably

## **2.3 Congress and IUCN Programming**

### **Finding 15:**



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**Finding 17:**

A large majority of respondents agreed that the Programme to date has been effective. Of these, 69% agreed that the Programme, as a whole, has been effective at all.

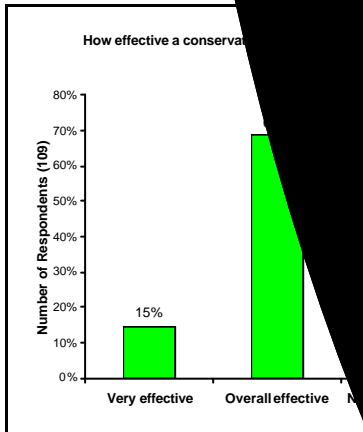
Importantly, 58% of respondents agreed that the Programme has been effective in supporting the IUCN members' role in supporting the Programme (Exhibit 17).

based.

improved IUCN members' role in supporting the Programme (Exhibit 15). Of these, 69% agreed that the Programme, as a whole, has been effective at all.

fully support the Programme, 47% of respondents agreed that the Programme has been effective in supporting the IUCN members' role in supporting the Programme (Exhibit 17).

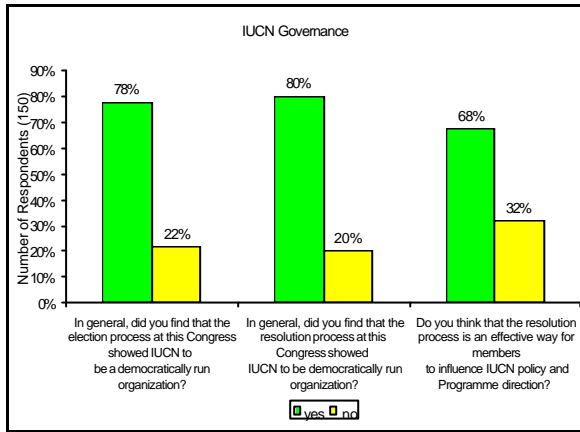
**Exhibit 15** Effectiveness of the Programme



## 2.4 Governance

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

**Exhibit 18 Governance Processes**



**Exhibit 19 Congress Results and Outcomes**

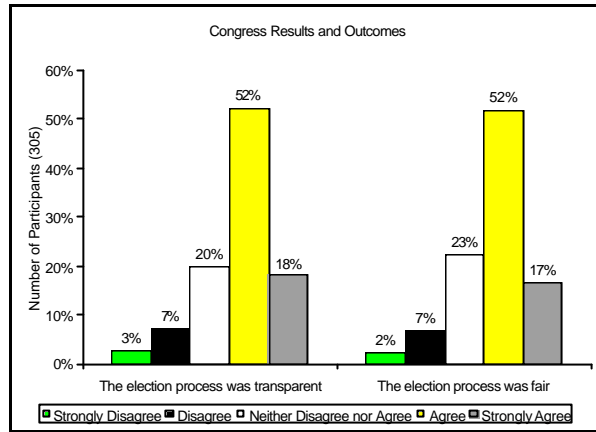


Exhibit 18 indicates that 78% of interview respondents perceived the election process at the Congress to be consistent with a democratically run organization. Similarly, 80% responded the same for the resolution process. Results from the evaluation questionnaire show additional data to support that found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

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

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

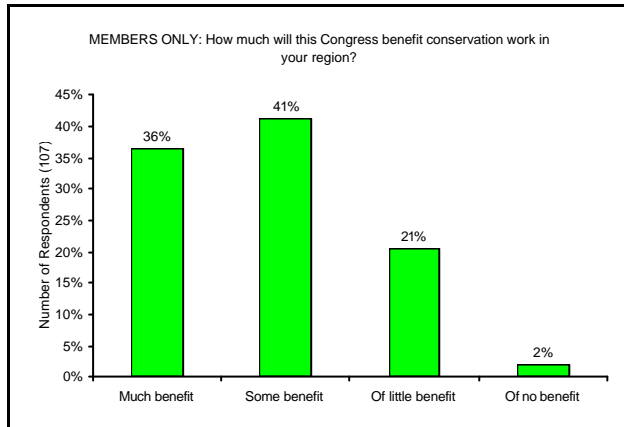
In running through the comments of those expressing concern over the effectiveness of the resolution



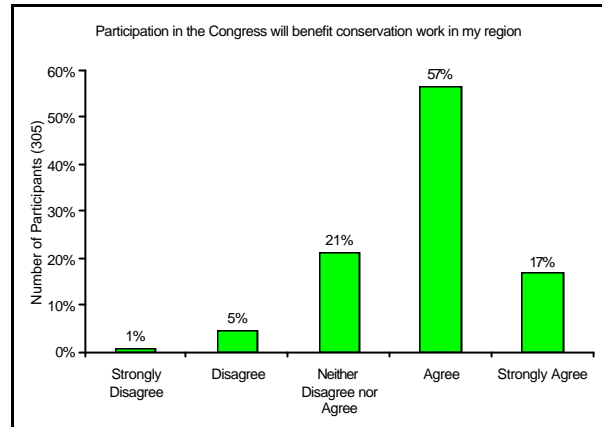
## 2.5 Congress and Support for Work in the Regions

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

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



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



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

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

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

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

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

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

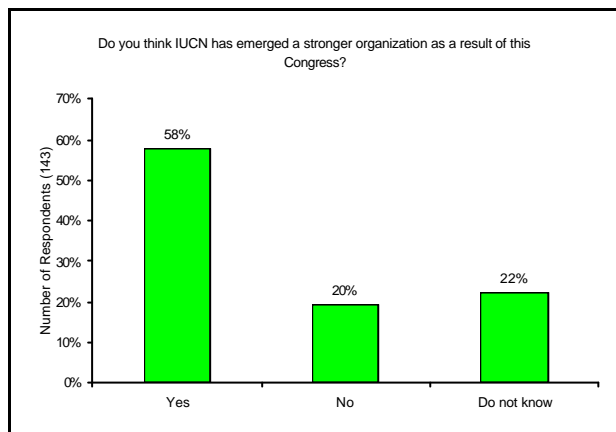
*"Provide more orientation to the newcomers, organize meetings with donors, set up opportunities for the Union to back members' proposals so they can be presented to donors with that Union support." – IUCN member, Panama*

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

## 2.6 Strengthening IUCN as an Organization

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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### **3.1 Congress Objectives**

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

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

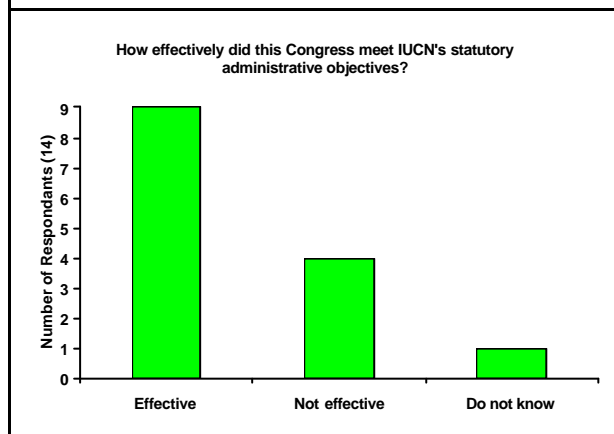
**Finding 24: One third of Council members mentioned the exercise of IUCN governance as one of the top reasons for holding the Congress.**

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

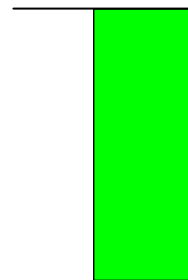
**Finding 26:** Though a majority of Council members believed that the Congress was effective in meeting IUCN’s statutory objectives at the administrative, policy and programme levels, they remained quite split in the latter two cases.

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

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



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



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

As shown in Exhibit 26, eight Council members thought that the Congress was ‘effective’ in providing a forum for public debate on conservation issues, while five of them believed it was ‘not effective’. Half of Council members . . . e’.



with



### **3.2 Council's Overseeing of the Congress**

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

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

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

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

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

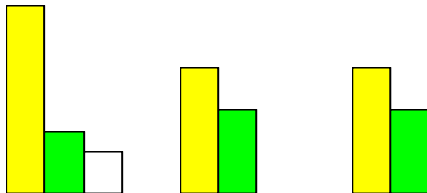
### **3.3 Congress and the Strengthening of IUCN as an Organization**

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

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

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

### Exhibit 31 Effectiveness of Congress



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

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

### **3.4 Congress Related Relevance and Governance Issues**

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

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



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

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



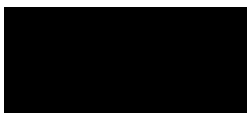
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### **3.5 Conclusion: Most and Least Valuable Outcomes of the Congress**



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



*with*



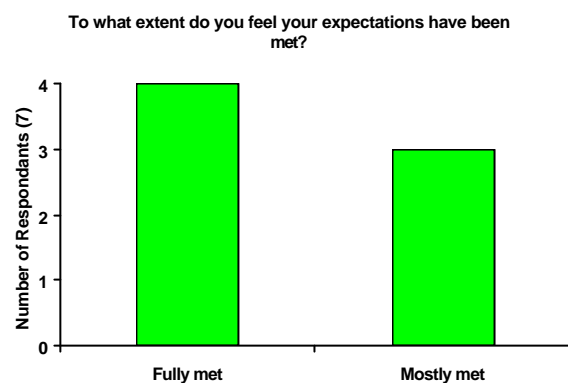
## 4.1 Motivations for Attending the Congress

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

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

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

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



## 4.2 The Congress and IUCN Programme Direction

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

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

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



with





### 4.3 The Congress and IUCN Governance

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

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

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

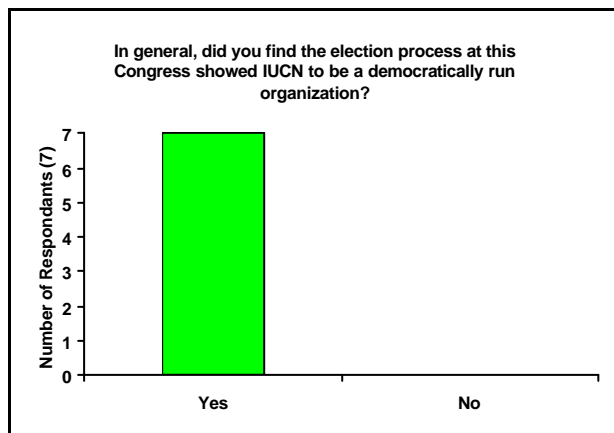
Two New Councillors also emphasized that the voting procedure was too complex. One of them, however, acknowledged that new procedures were proposed to address this problem. Two respondents also noted that the choice of candidates was rather limited for the number of seats available. Finally, two

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

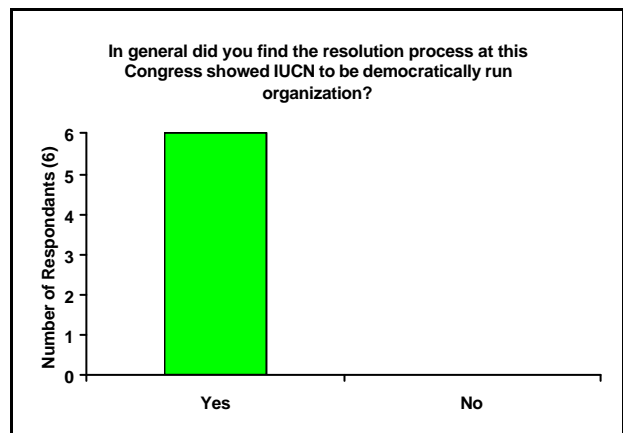
*“Perhaps the resolutions process showed IUCN as overly democratic, but I am not sure how to fix it.”*

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

**Exhibit 44 Election Process**



**Exhibit 45 Resolution Process**



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

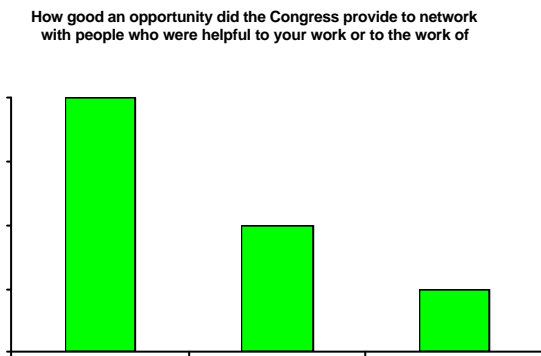
Despite their overall trust in the democratic nature of the resolution process, new Councillors were, on the whole, unsure about its effectiveness as a tool to influence the direction of IUCN Policy and Programme. While four of them indicated that it was, three



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

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

**Exhibit 47 Opportunity to Network**



**4.5 General Congress Issues**

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

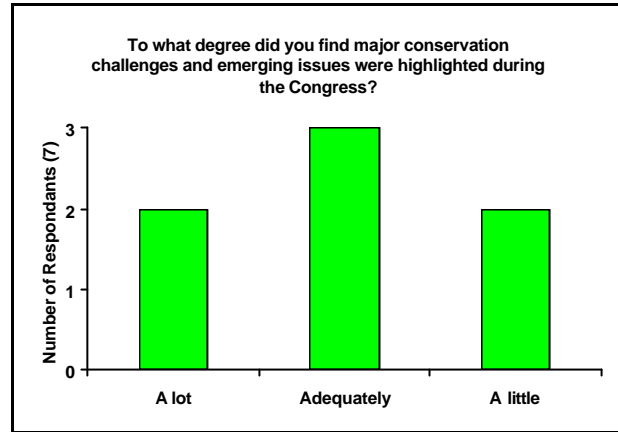
**Finding 45: New Councillors were quite split as to whether the Congress provided sufficient opportunity to exchange scientific information.**

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

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

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

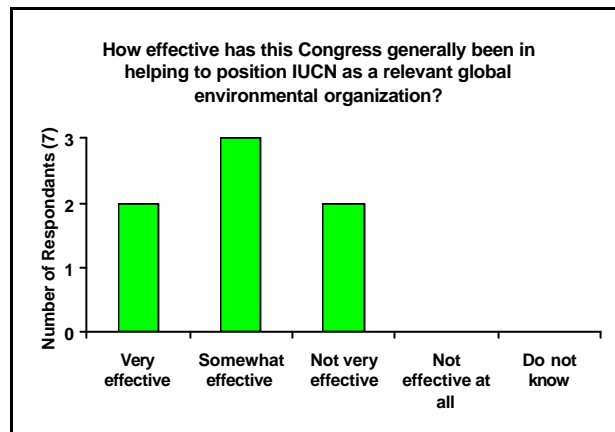
As Exhibit 50 illustrates, five respondents indicated that major conservation issues were highlighted 'a lot' (2) or 'adequately' (3), while only two interviewees responded 'a little'. Among the comments provided, however, some respondents noted that not enough attention was paid to some key or new conservation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



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

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

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

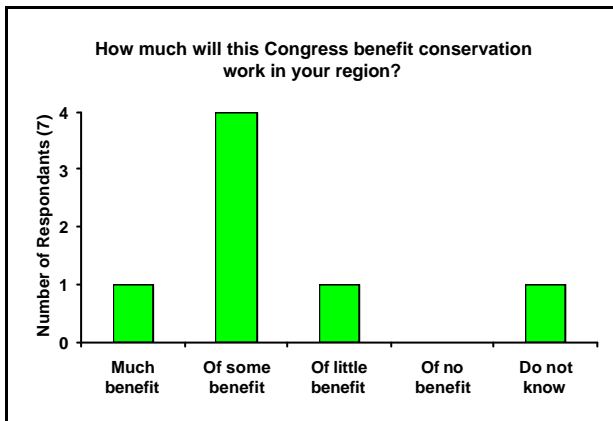


**Finding 48: For a majority of new Councillors, the Congress is likely to be beneficial for conservation work in their region and most believed that IUCN has emerged as a stronger organization as a result of the Congress.**

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

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

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



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

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

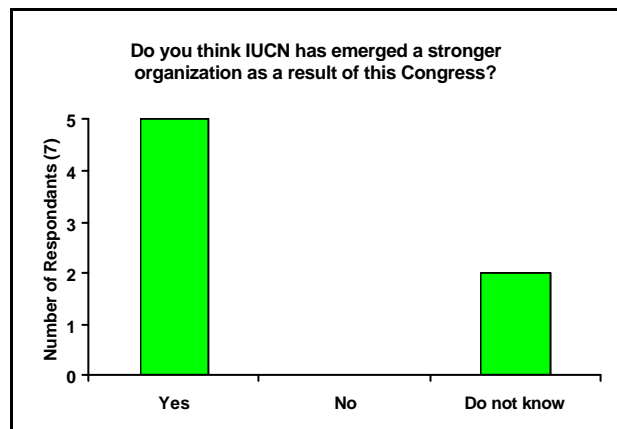
local and regional structures, such as the regional committees and offices, to facilitate their participation. Similarly, two other New Councillors stressed the importance of having more involvement from the regional members in Programme discussions and Programme implementation.

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

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

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

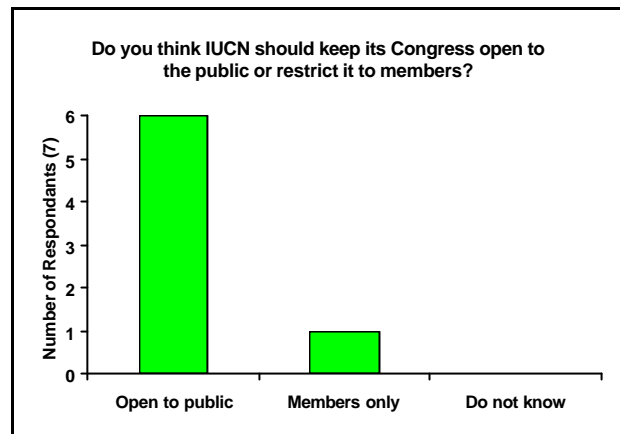
**Exhibit 53 Has IUCN Emerged a Stronger Organization?**



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

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

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



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

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

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

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

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

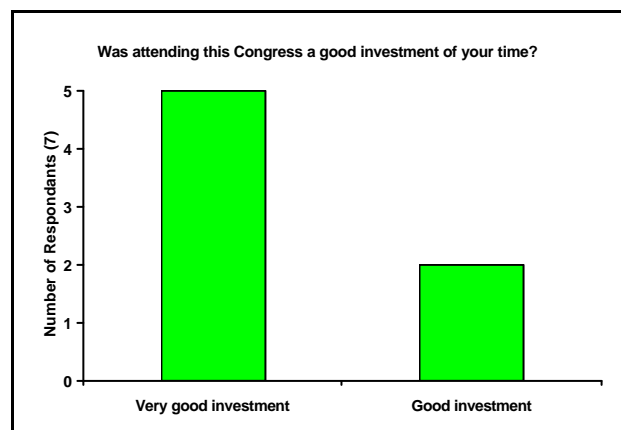
*"Open some sessions to the public. The educational role of the Congress is very important."*

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

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

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

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



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

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



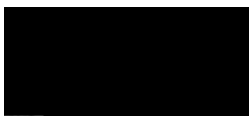
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## 5.1 Congress Objectives

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

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

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

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

Most senior managers (8) indicated that the interactive dimension of the Congress, which encompasses aspects such as gathering together as constituencies, exchanging information, learning from each other, networking, etc., was among the three most important reasons for holding this Congress. Of the senior managers from the above group, a majority of them (7) noted that the Congress was effective in achieving the above objective through contact groups, regional meetings and side meetings, among other things. Only one respondent argued that the Congress was 'not effective' in facilitating networking and exchange, mainly as a result of conflicting schedules and the poor configuration of the site.

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

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



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

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

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

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

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

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

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

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

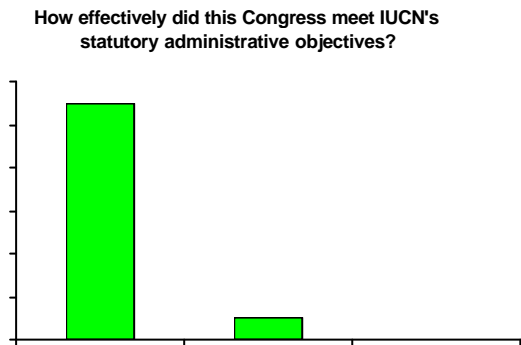
Of this group, most respondents (5) believed that the Congress was effective in achieving this objective. Only one senior manager argued that it was ineffective and stressed, among other things, that although considerable effort went into facilitating the participation of members in Programme formulation,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



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

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

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

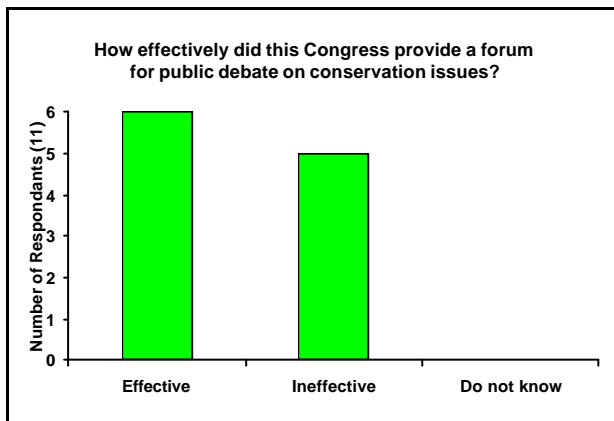


**Finding 58:** Senior managers presented split views when asked about whether the Congress was an effective forum for public debate on conservation issues.

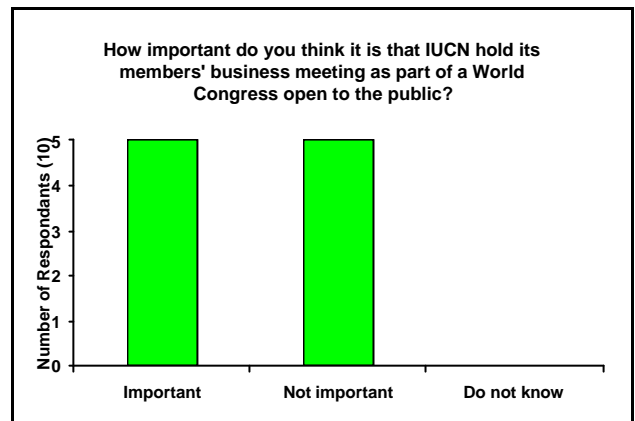
**Finding 59:** Senior managers are divided about whether it is important to open IUCN members’ business meeting to the public.

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

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



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



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

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

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



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

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

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

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

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

Several senior managers thought that the roles of the Council, the Amman Planning Committee (APC) and senior managers in the Congress planning process were not very clear. As indicated in Exhibit 63 and Exhibit 64



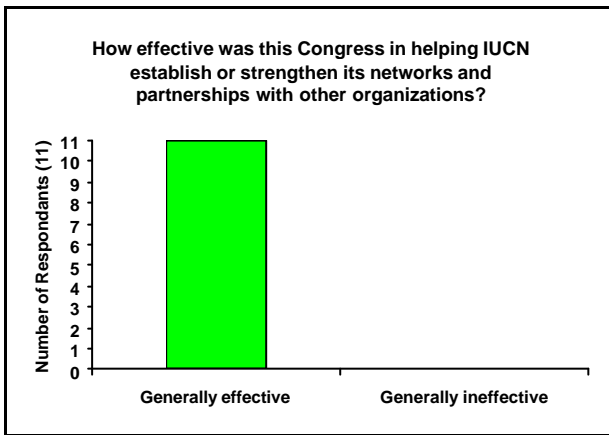
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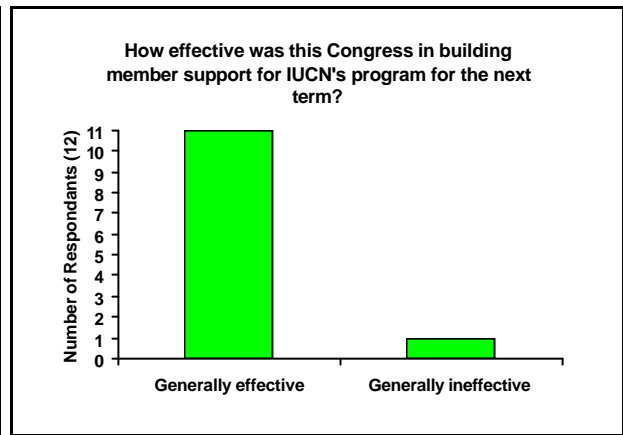
**opportunities and constraints, and deepening the understanding of membership needs.**

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

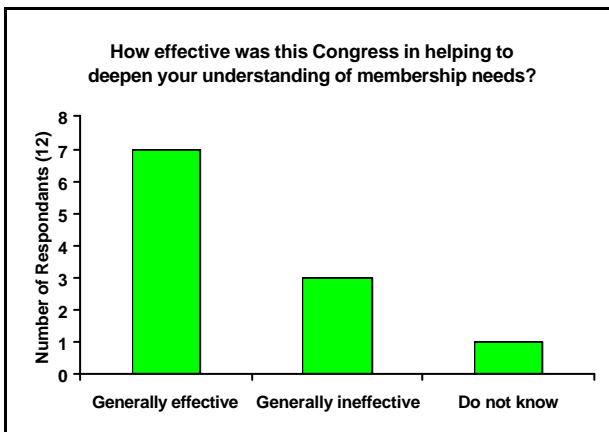
**Exhibit 66 Effectiveness of Congress in Helping IUCN Establish/Strengthen its Networks/Partnerships**



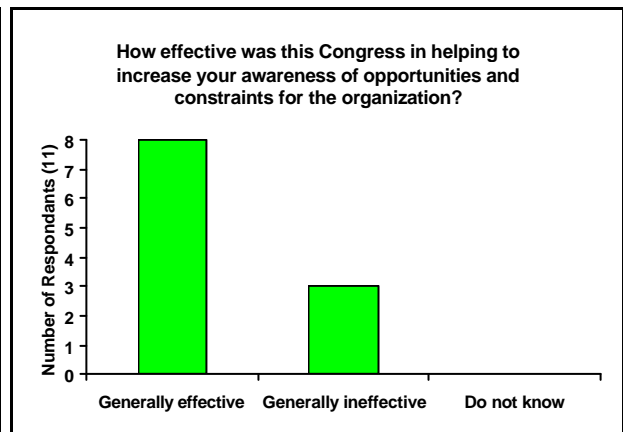
**Exhibit 67 Effectiveness of Congress in Building Member Support**



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



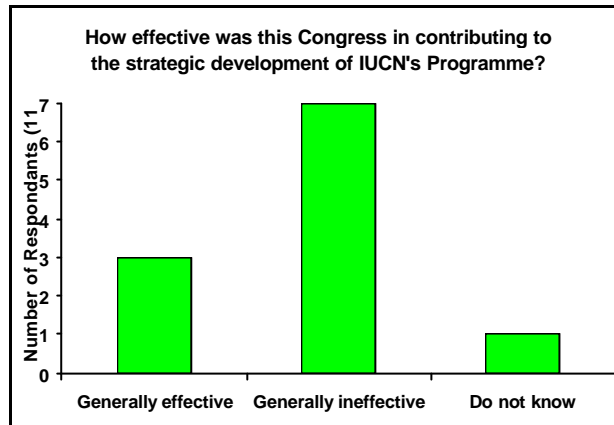
**Exhibit 69 Effectiveness of Congress in Increasing Awareness of Opportunities and Constraints**



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

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

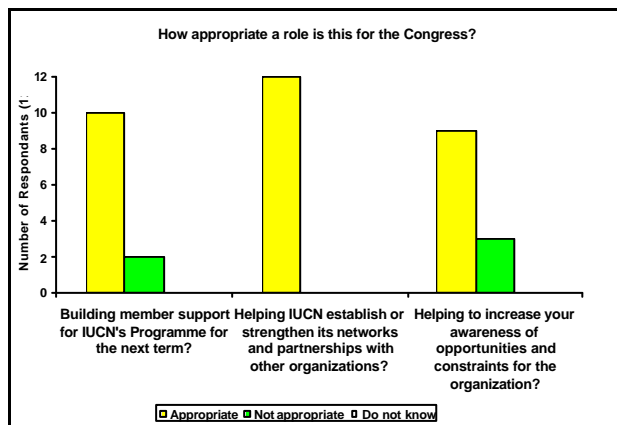
**Exhibit 70 Effectiveness of Congress in Contributing to the Strategic Development of IUCN’s Programme**



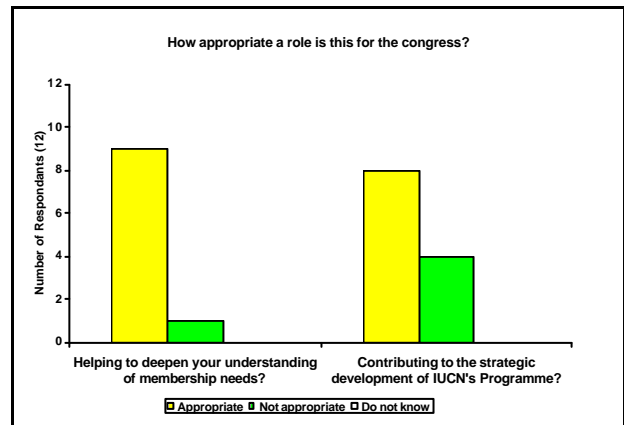
**Finding 65: A strong majority of senior managers believed that it was appropriate for the Congress to address organizational strengthening activities.**

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

**Exhibit 71 Appropriateness of Roles for Congress**



**Exhibit 72 Appropriateness of Roles for Congress**



with



## 5.4 Congress-Related Relevance and Governance Issues

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

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

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

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



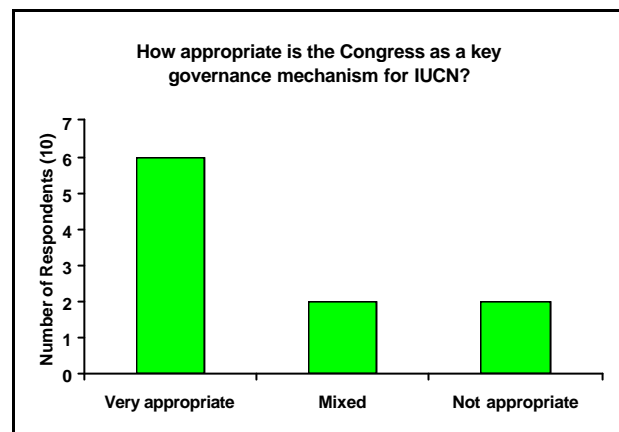
**Finding 67: Half of senior managers acknowledged the appropriateness of the Congress as a key governance mechanism for IUCN.**

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

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

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

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



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

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

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

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

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

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

## 5.5 Most and Least Valuable Outcomes of the Congress

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

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

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

Some respondents also

Some respondents also

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



*with*



## **6.1 The Regions' Viewpoint**

### **6.1.1 Approach**

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

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

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

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

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

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



### 6.1.3 During the Congress

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

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

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

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

In North America and the Caribbean, participants attended plenary sessions (resolutions) and contact groups, Commission meetings and Interactive Sessions. Some North American and Caribbean respondents also attended a donor's meeting that was seen as particularly useful. Some North

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

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

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

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

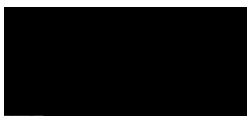
**Finding 80: Given the limited information provided by member organizations about how their participation in the environmental movement has changed, it may be too early to assess such changes.**

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

In the remaining cases, however, no concrete information was provided on the above-mentioned matter. Some evaluators and respondent



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



*with*



## 7.1 Introduction

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

The workshops were:

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

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

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

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



with



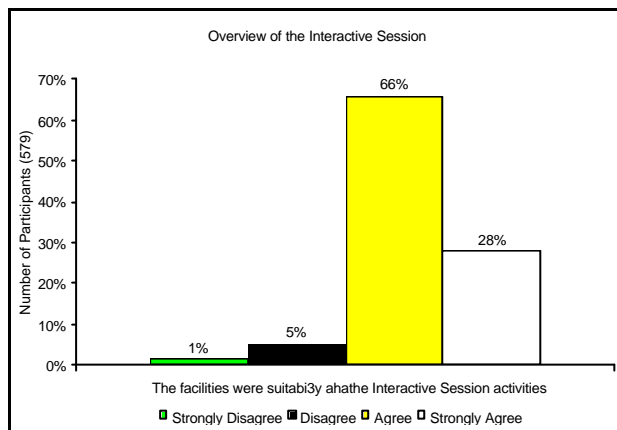
## 7.4 Organization of the Interactive Sessions

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

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

**Exhibit 77 The Facilities**

**Exhibit 78**



When asked to provide written comments 94% the one major improvement to the organization of the Interactive Sessions, respondents stressed a variety of issues, most of which related to time, content and organization.

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

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



with



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

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



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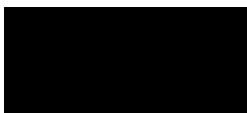


The content of presentations was also stressed as problematic on several occasions. Despite the fact that many respondents expressed satisfaction with the quality of presentations, several pointed out weaknesses. For example, some indicated that presentations were too theoretical or abstract and lacked practical focus. The need to translate the theory into practice and to come out with actions or strategies





## ***Section 8 -***



*with*



## **8.1 Introduction**

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

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

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

This module prese

- Of the Congress results and outcomes, the development of an effective Programme to address conservation issues over the next four years, was met with a particularly positive response from the participants from Oceania. (Section 8.3.1, Graph 4.3xdvelopment of an effective Programme to address



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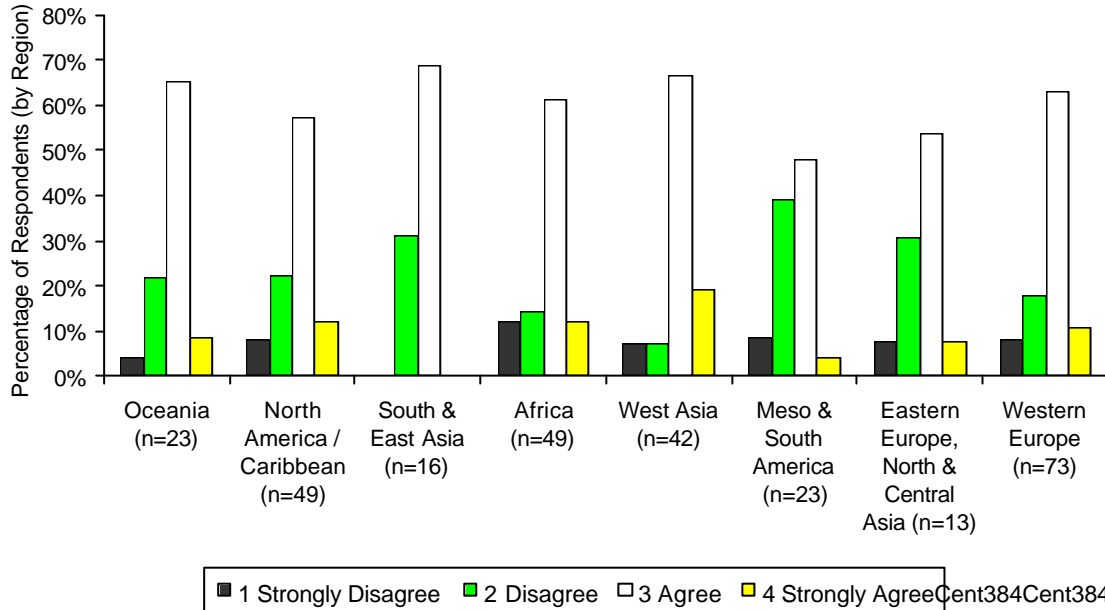


### 8.3 Responses to the Participant Questionnaire,

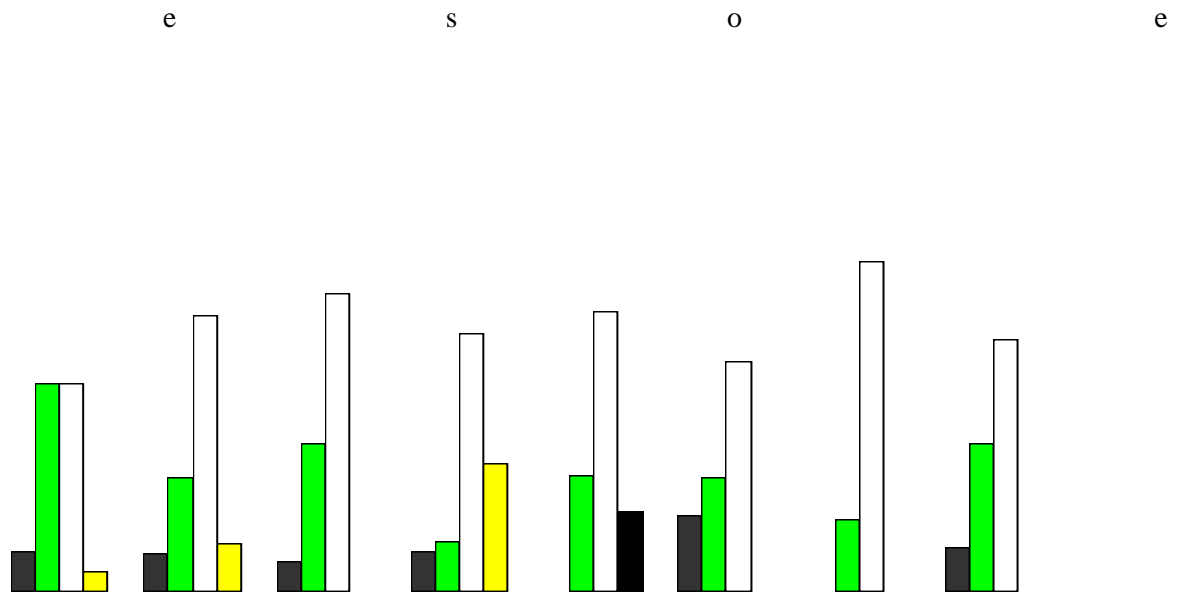
N.B. The following graphs are numbered according to the questions in the Participant Evaluation questionnaire. The numbering sequence may be interrupted because the qualitative questions have been omitted.

#### 8.3.1 By Region

2.1 Level of agreement among the participants that overall the Congress was well organized



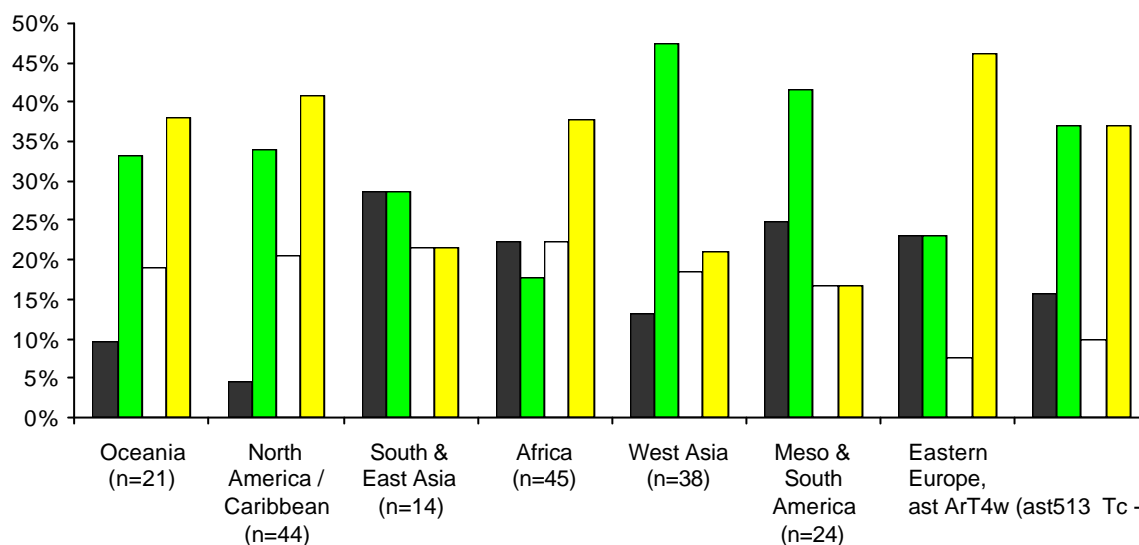
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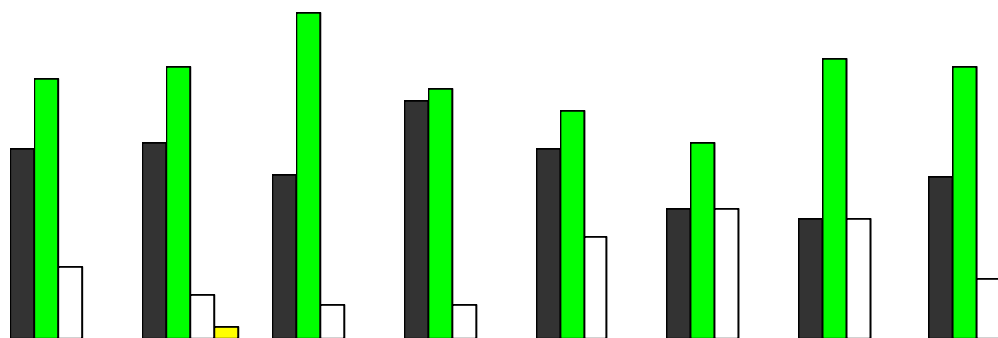
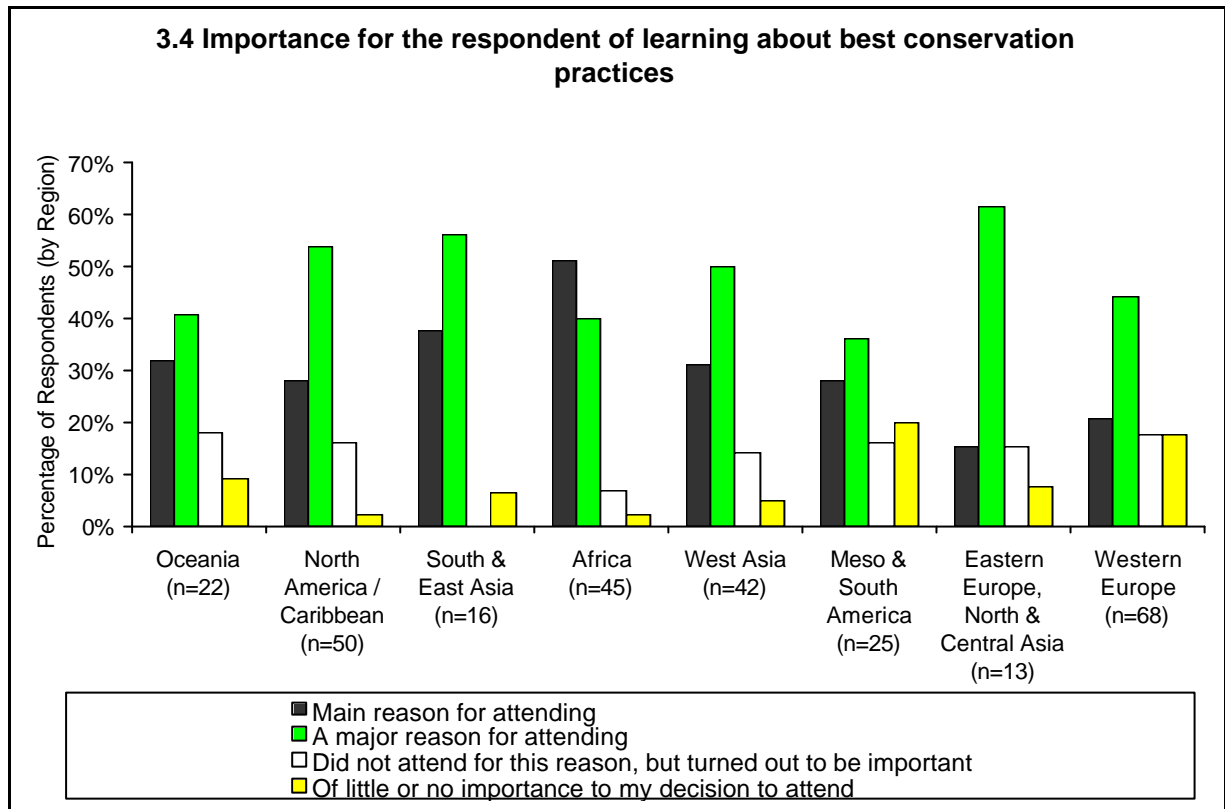


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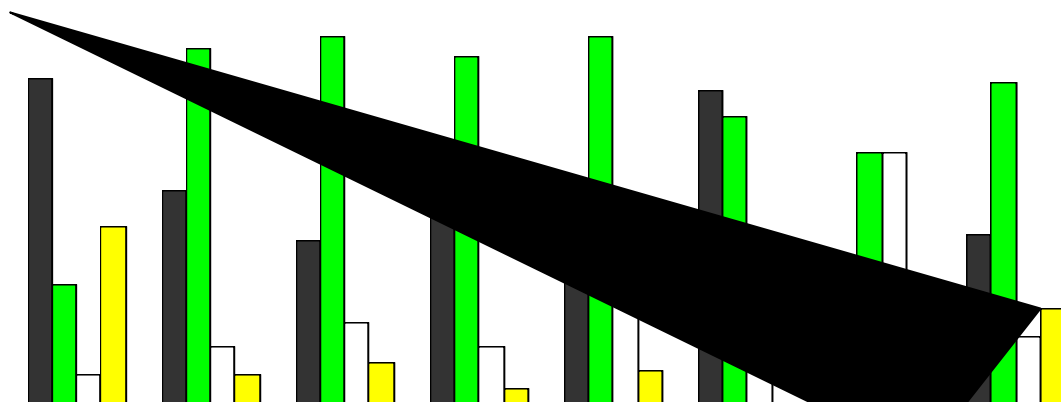
### 3.2 Importance for the respondent of participating in the elections





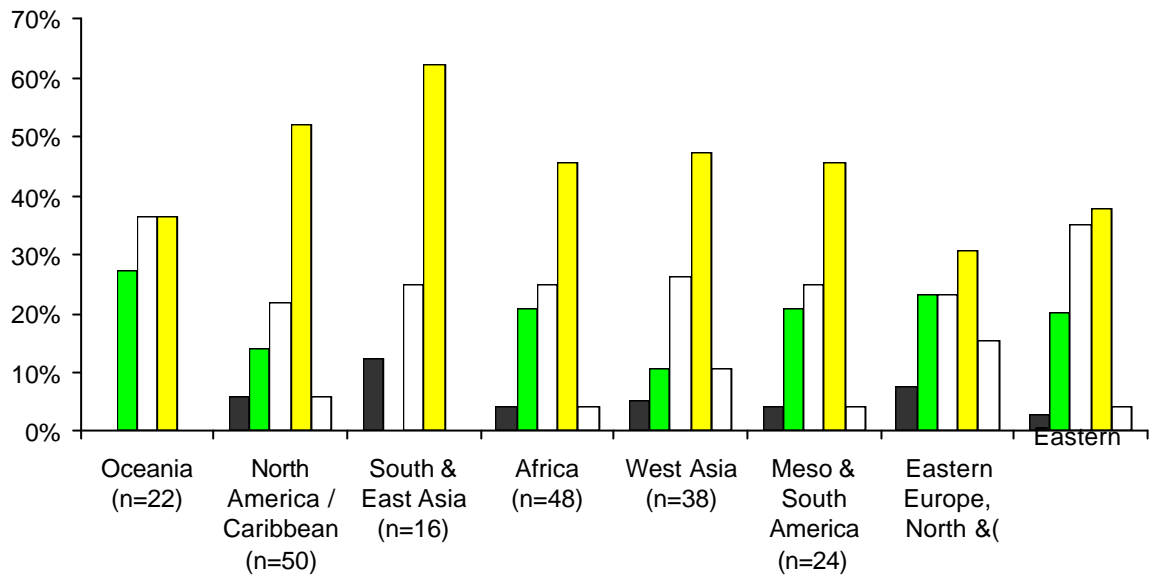
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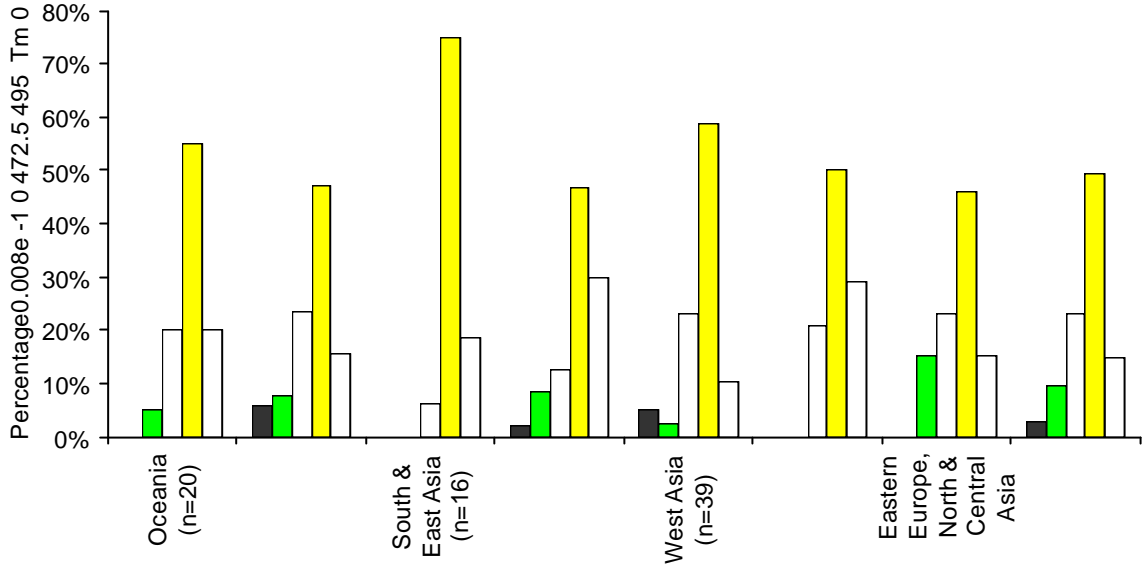
**4.2 Level of agreement among the respondents that the approval process for the IUCN Programme allowed meaningful participation**



with

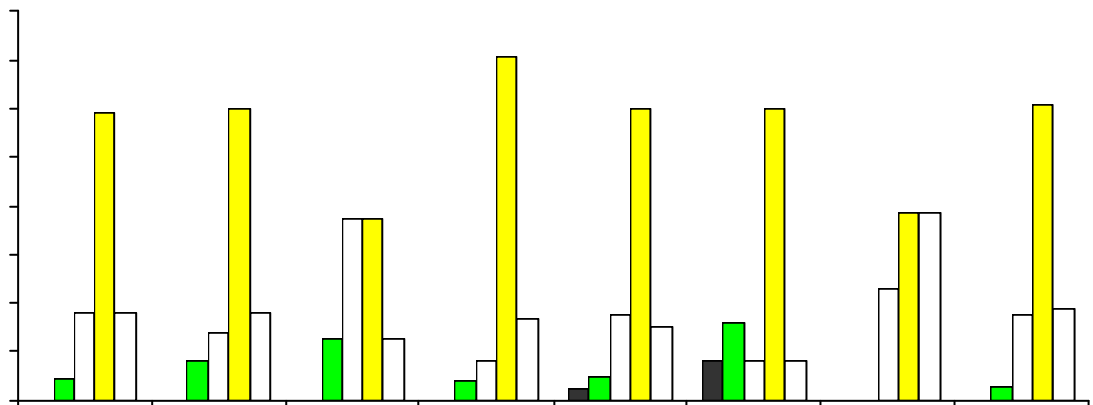
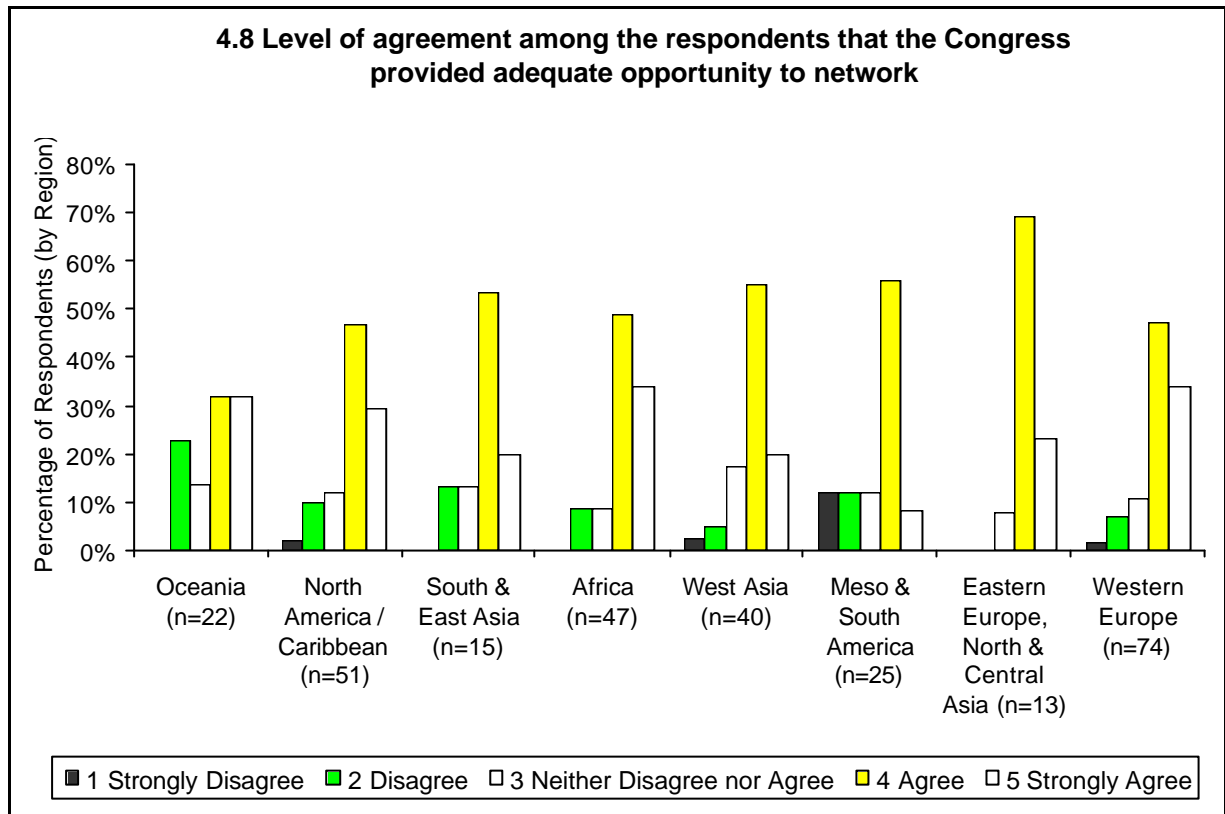


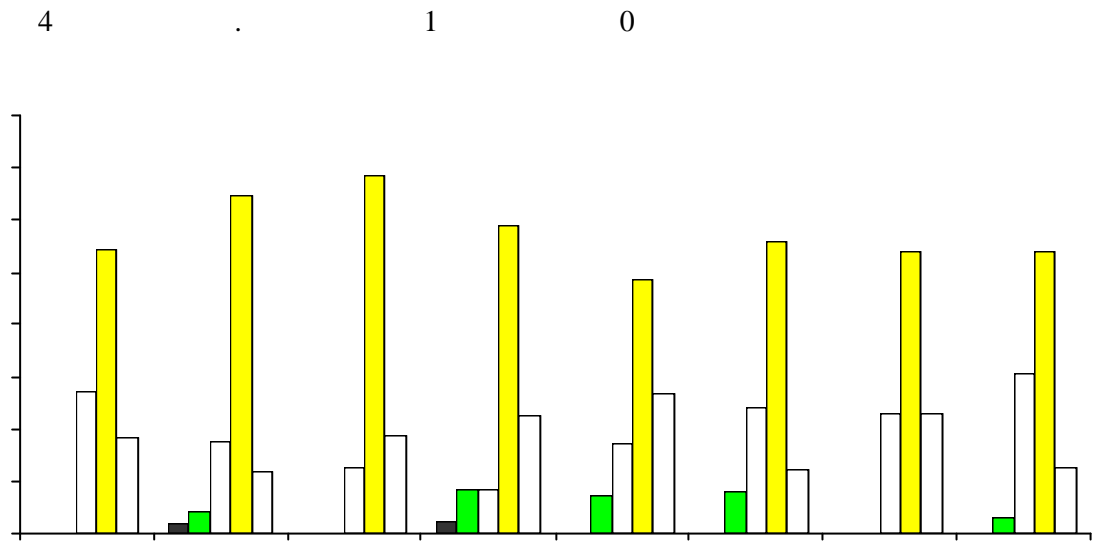
**4.4 Level of agreement among the respondents that the election process was transparent**





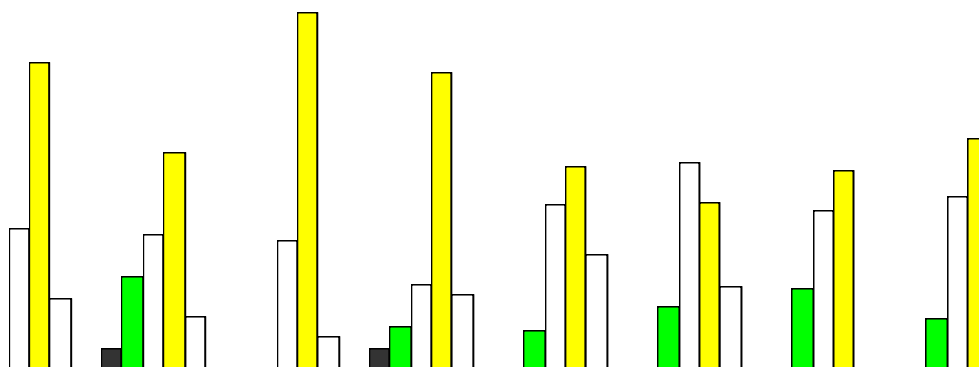
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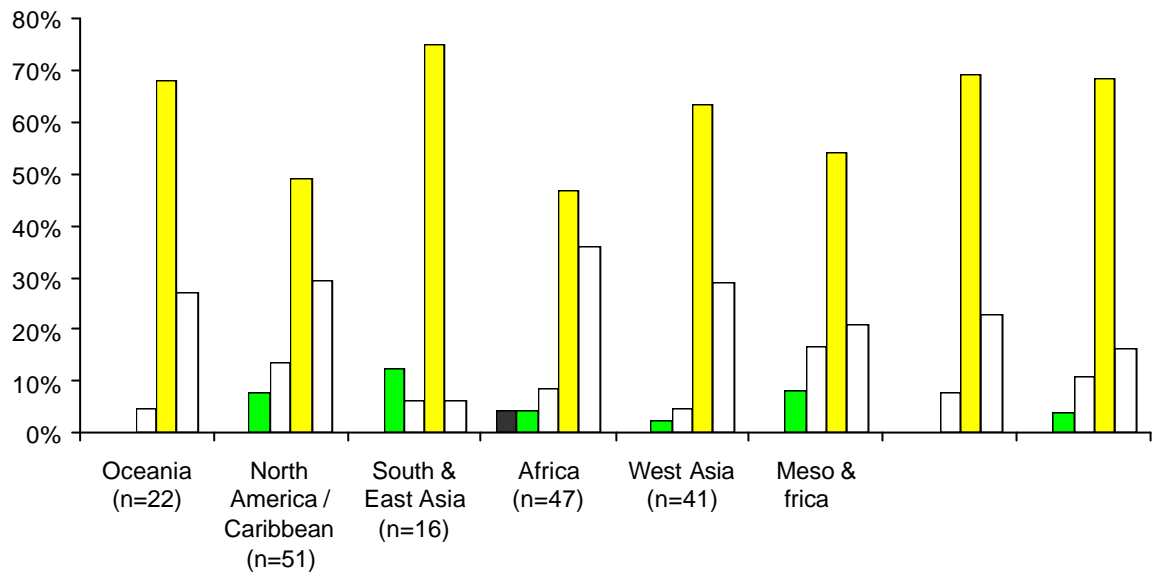


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**5.3 Level of agreement among the respondents that attending the Congress was a good investment of their time**



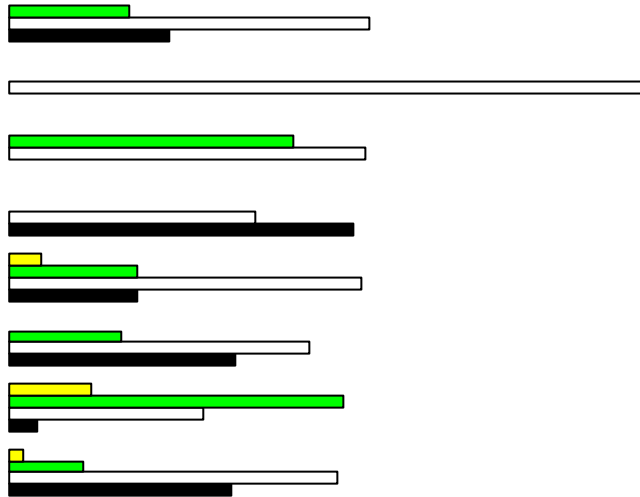
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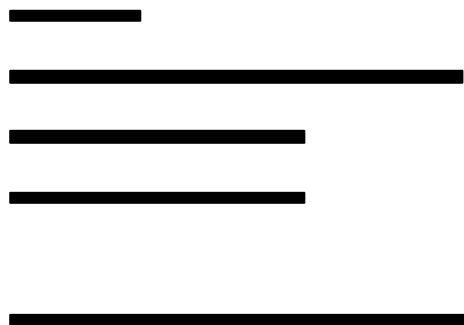
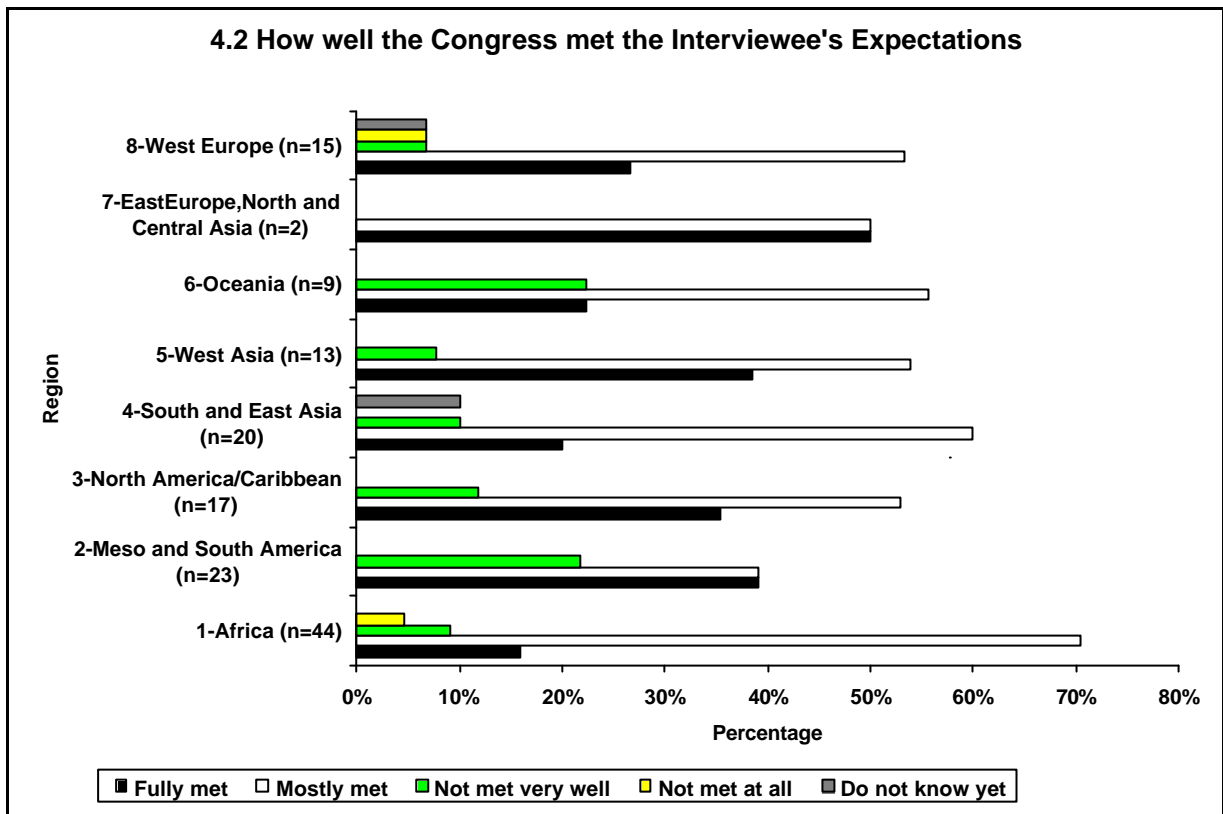
## 8.4 Responses to the Participant Interview

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

### 8.4.1 By Region



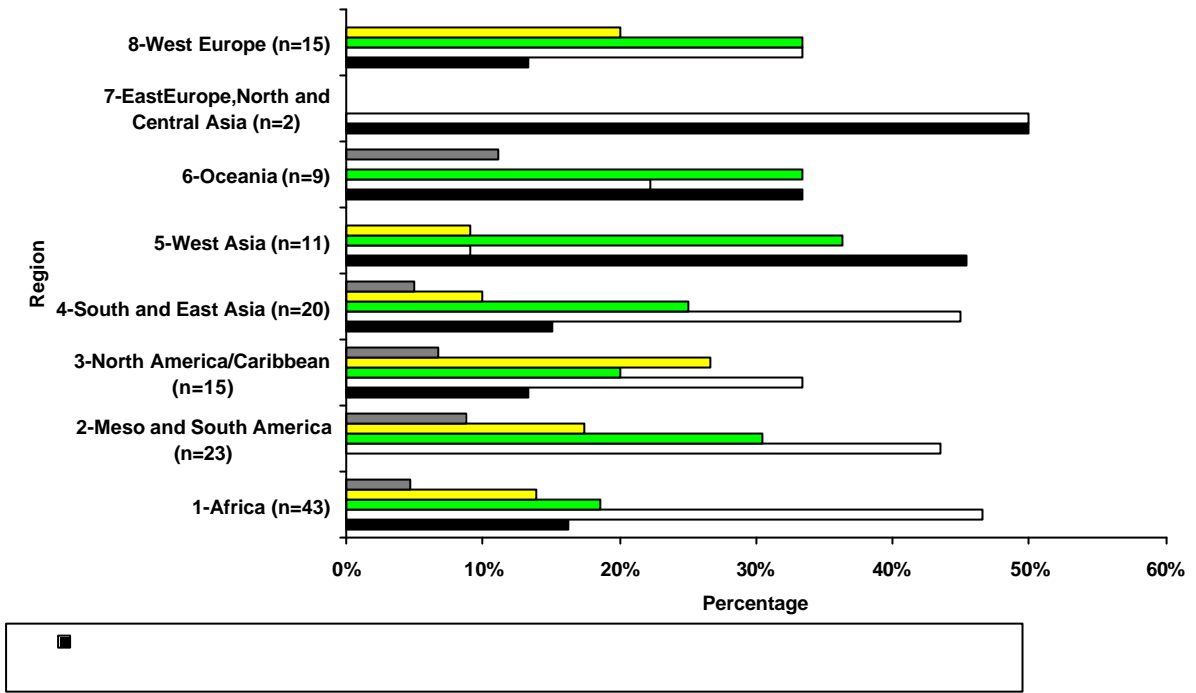




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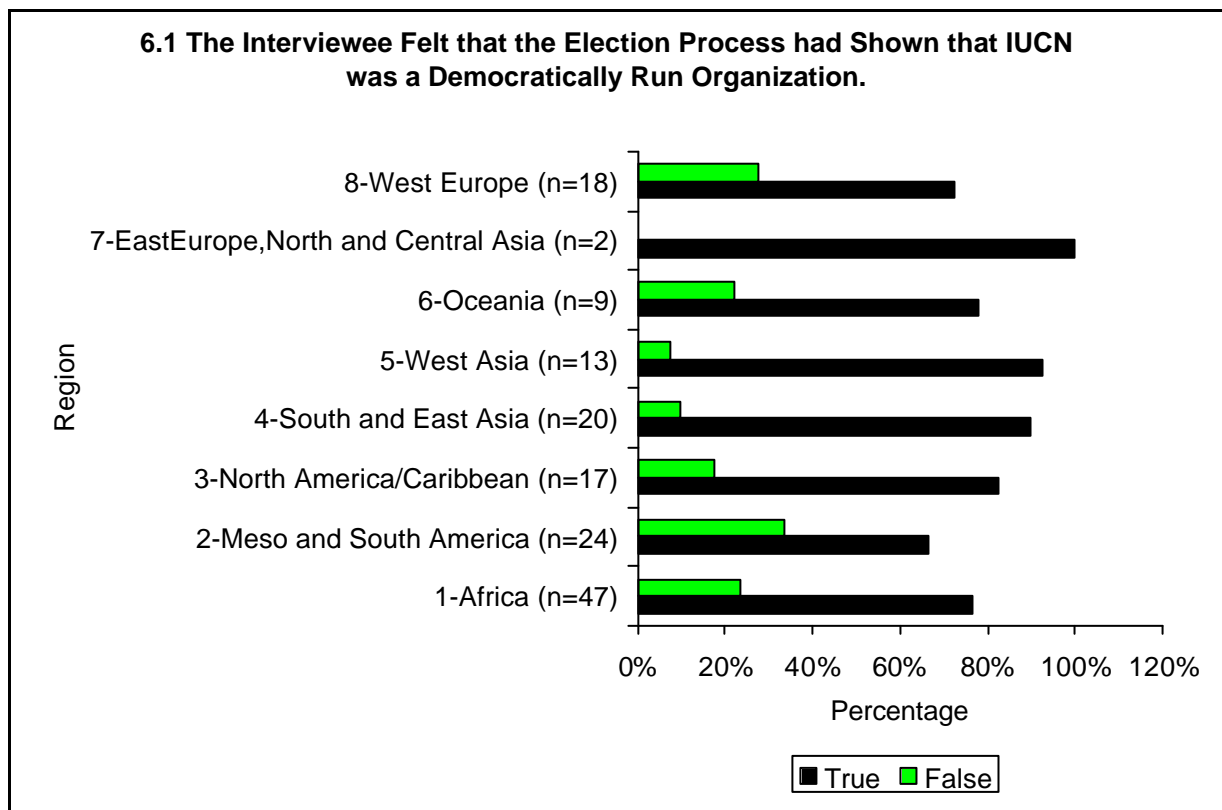
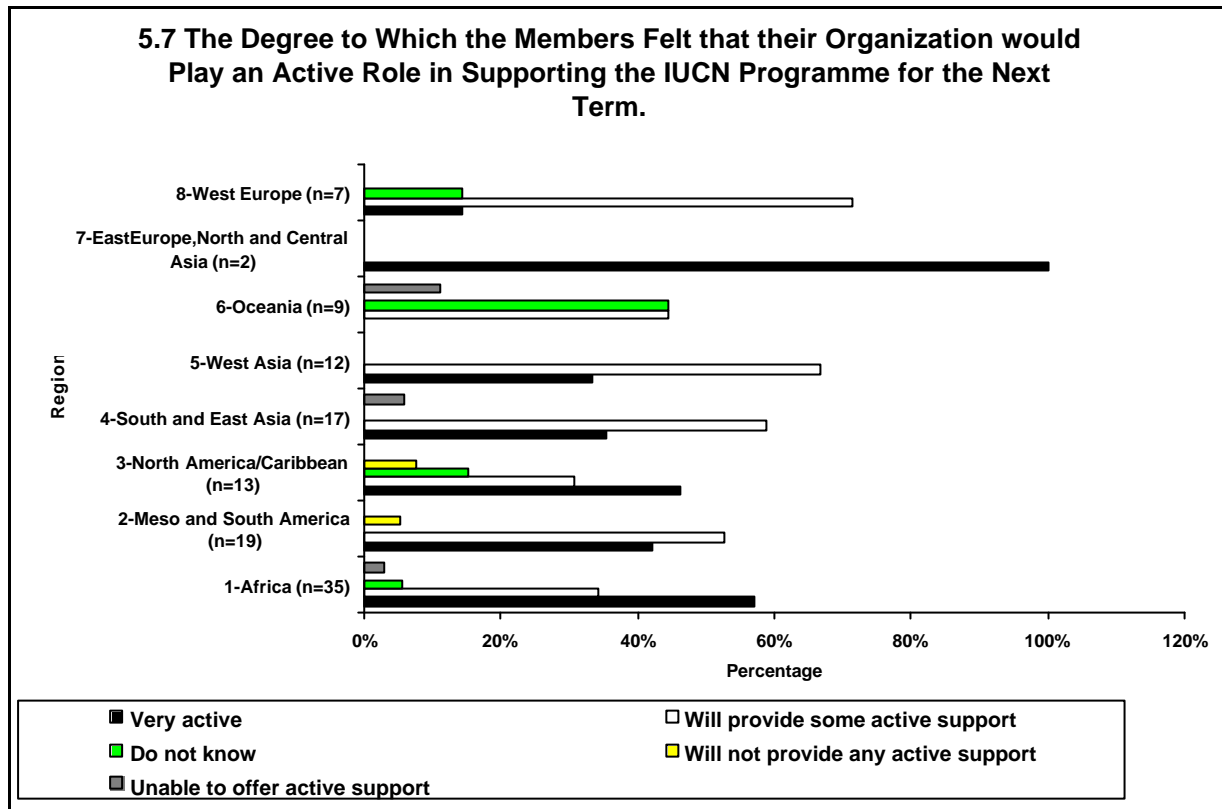
### 5.2 Opportunity the Interviewee had to Actively Participate in the Consideration and Approval of IUCN's Programme

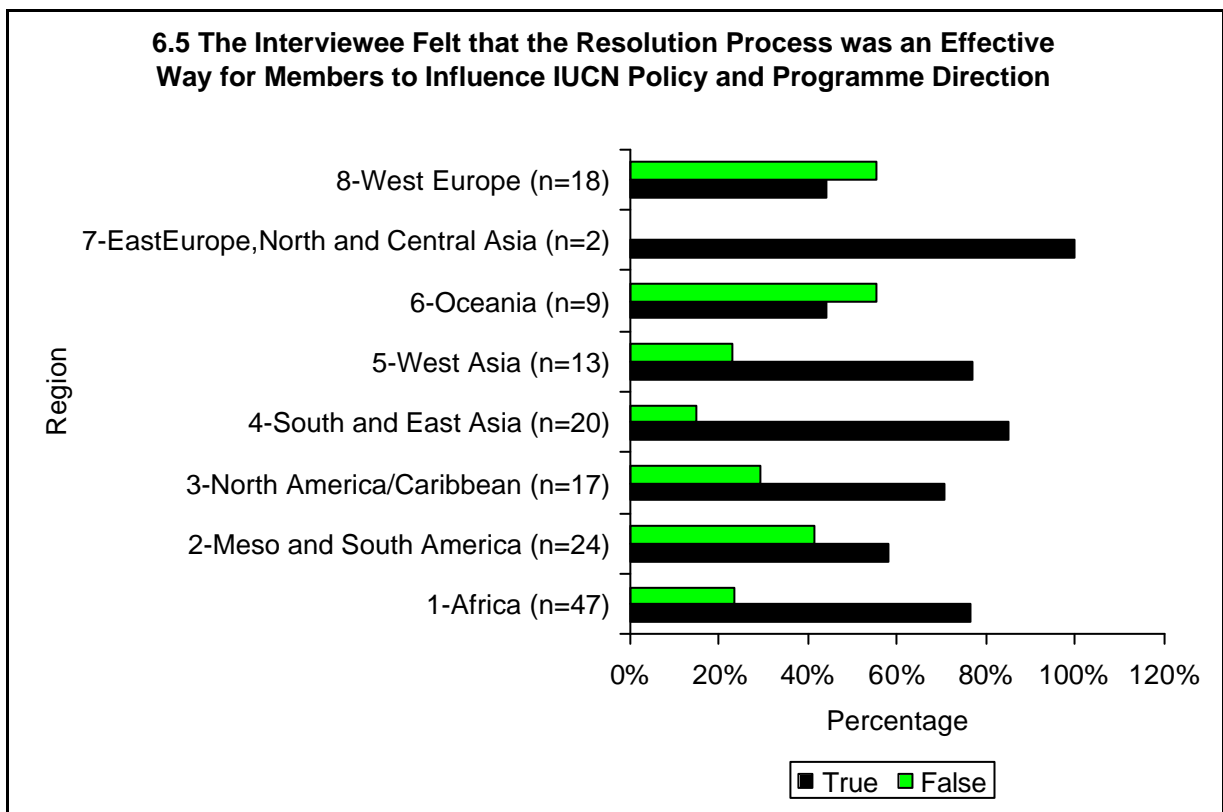
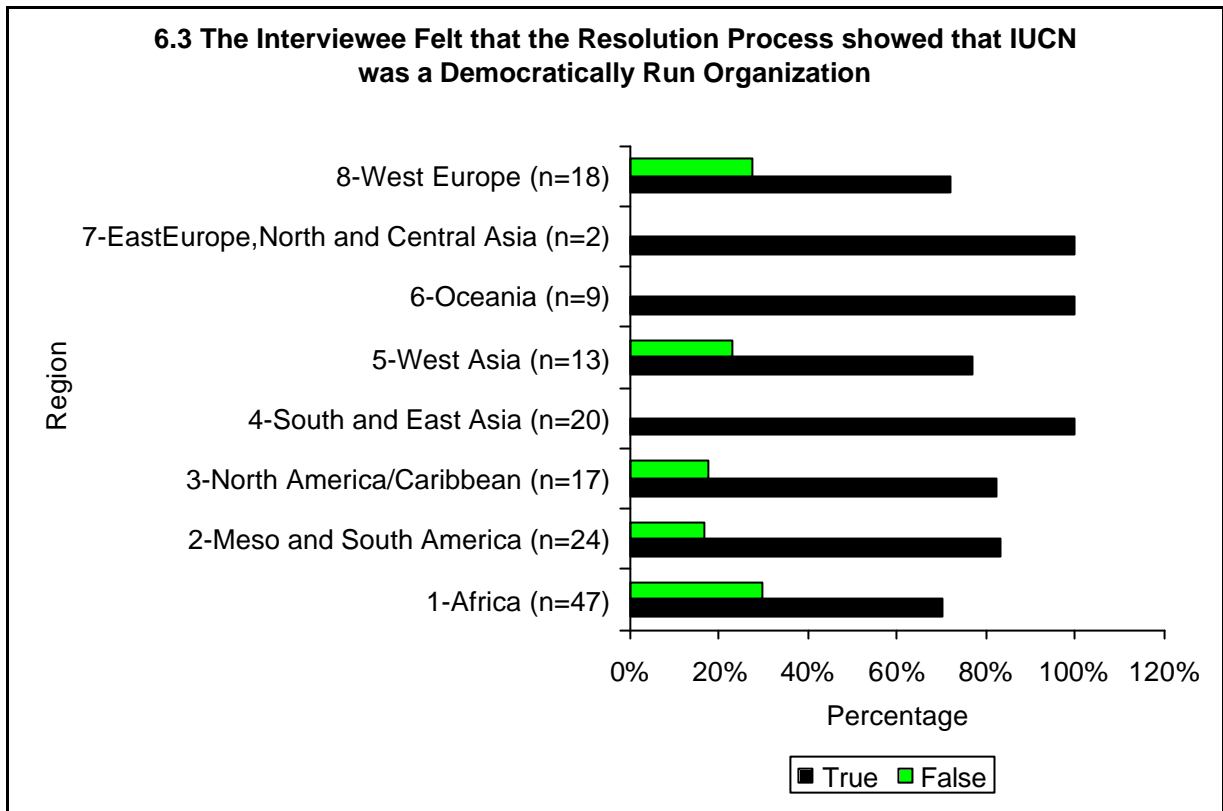


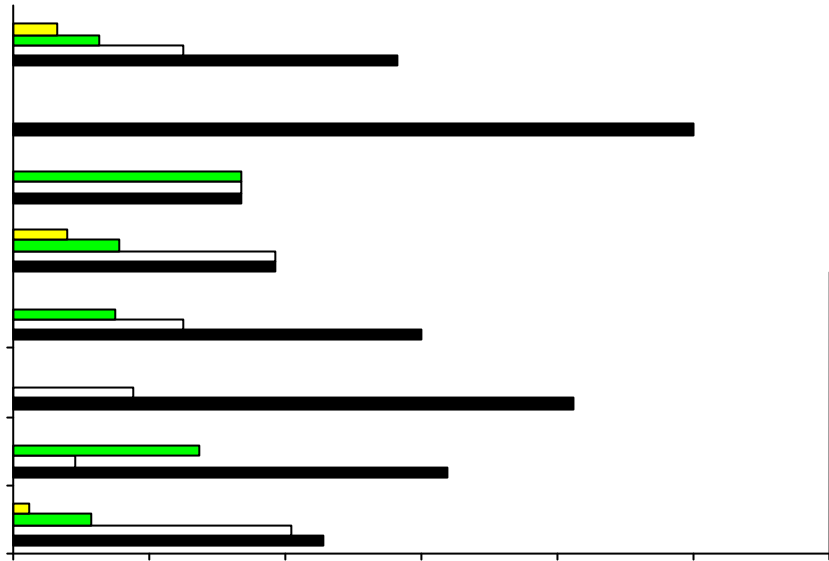


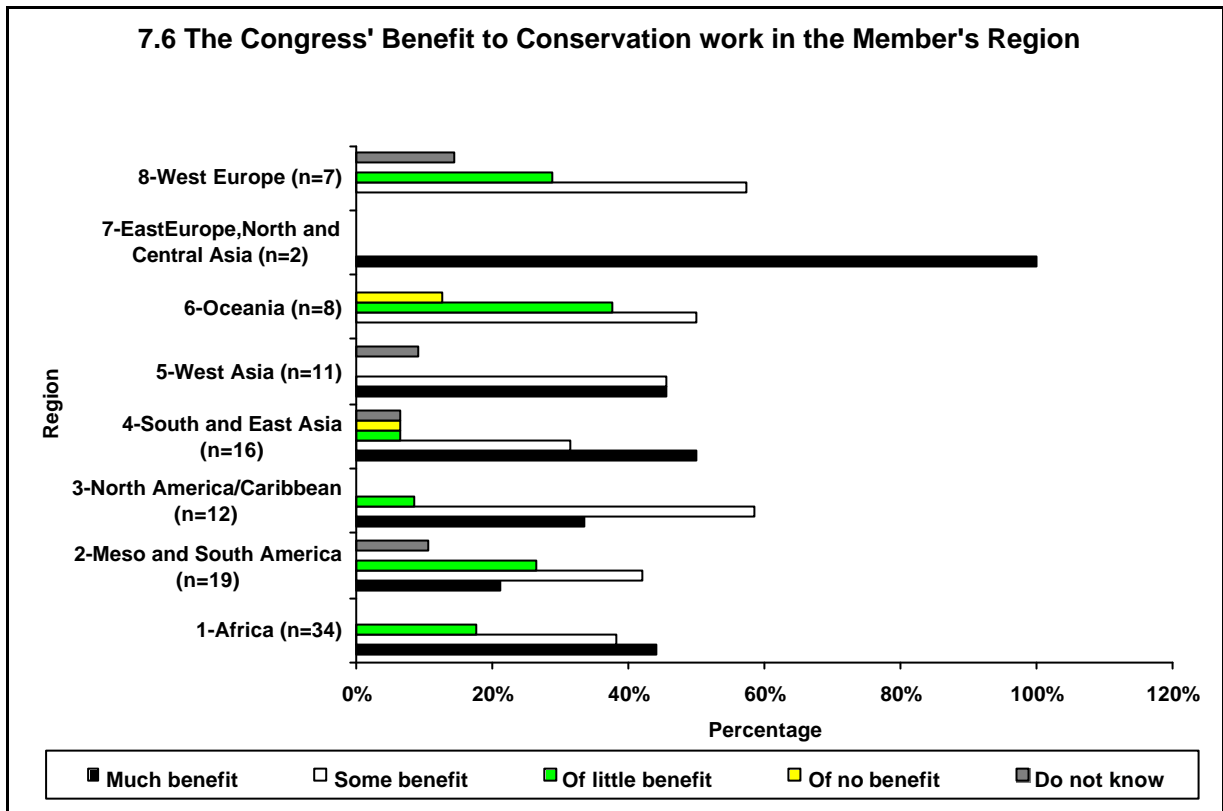
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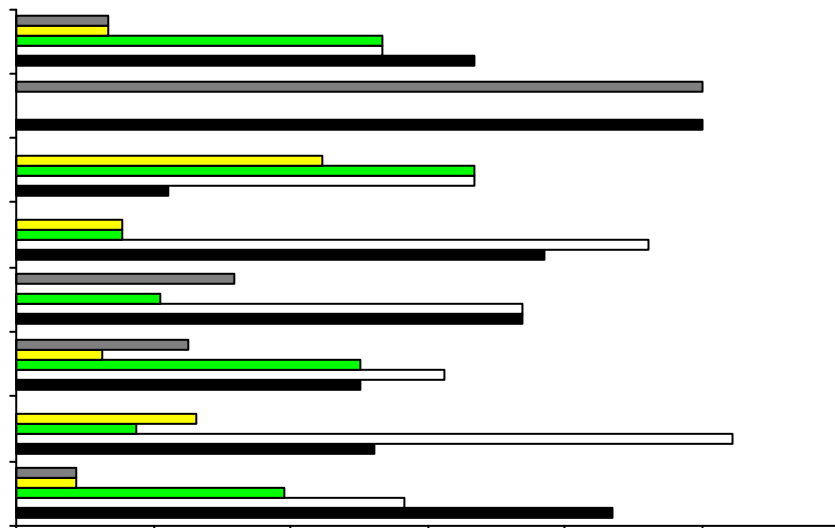








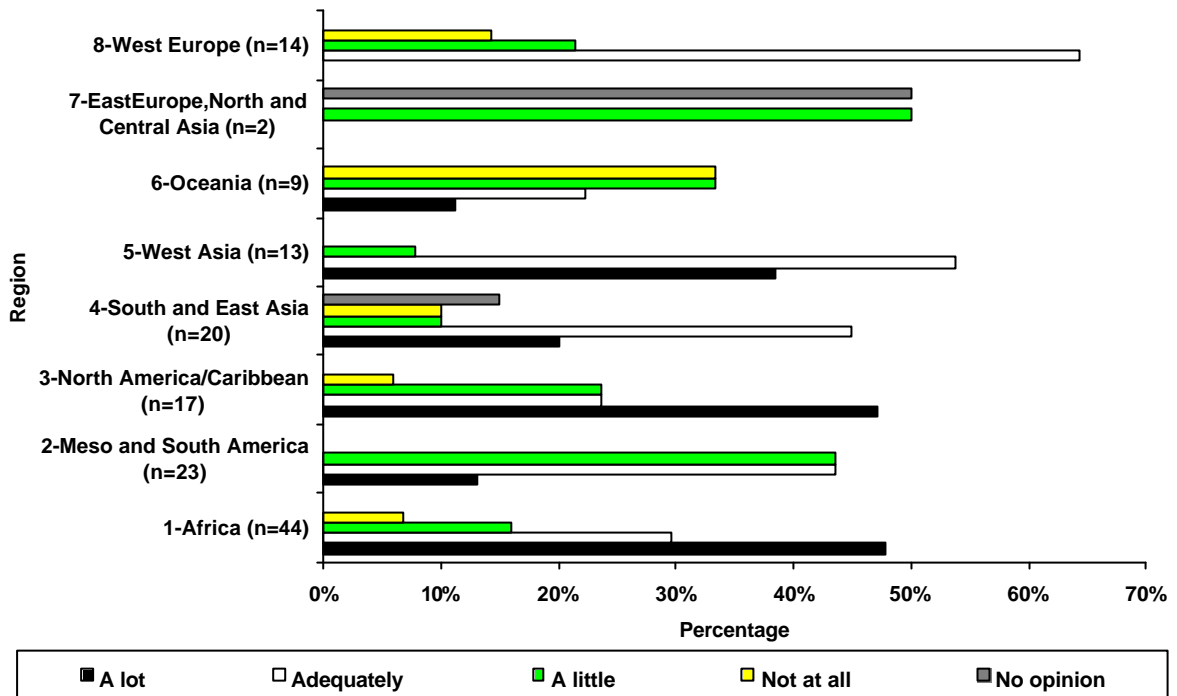
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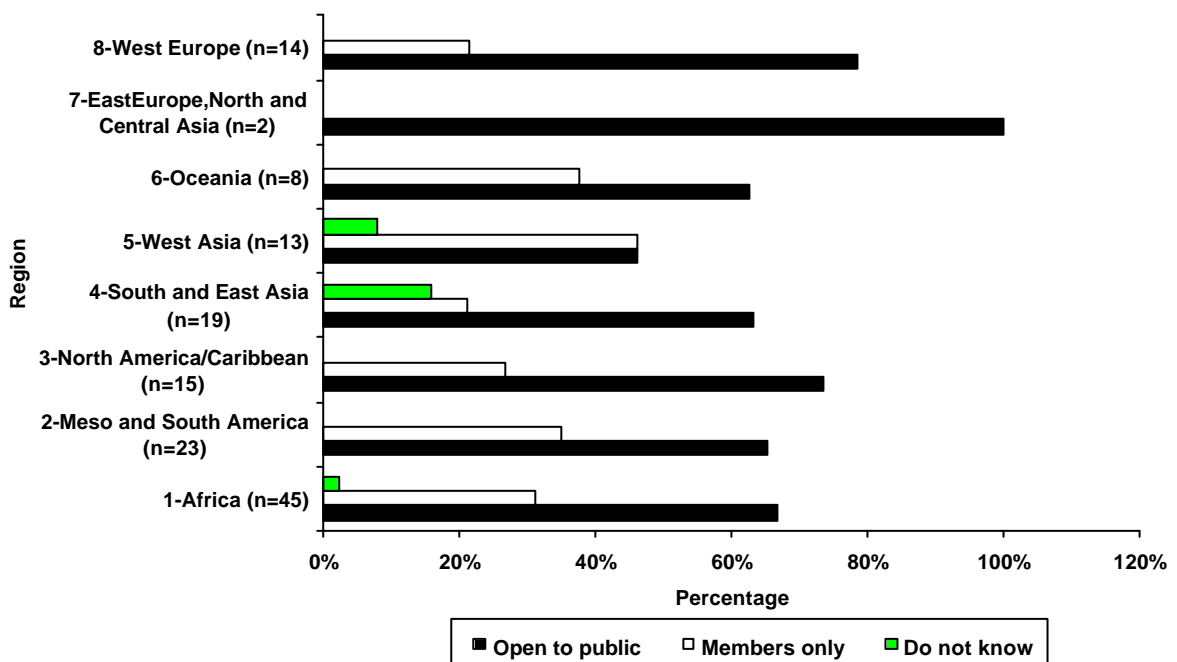
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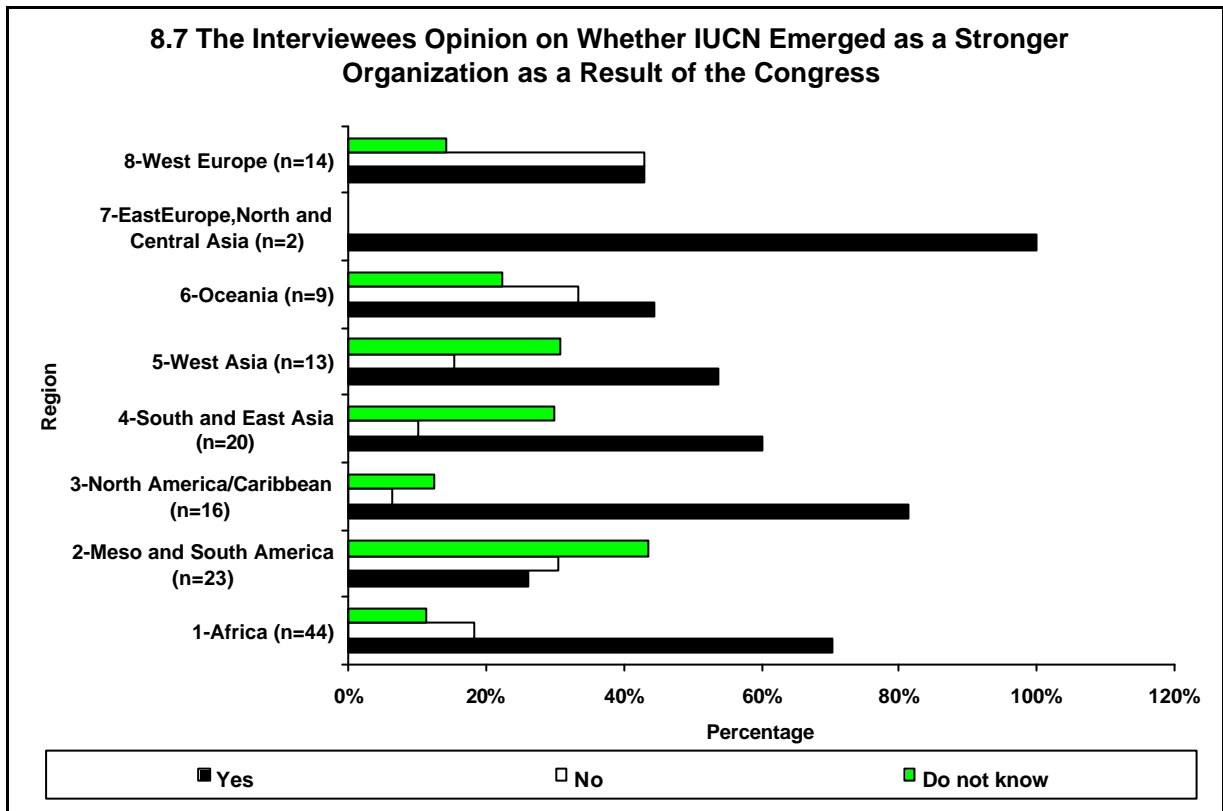
### 8.3 The Degree to Which Major Conservation Challenges and Emerging Issues Were Highlighted by the Congress.



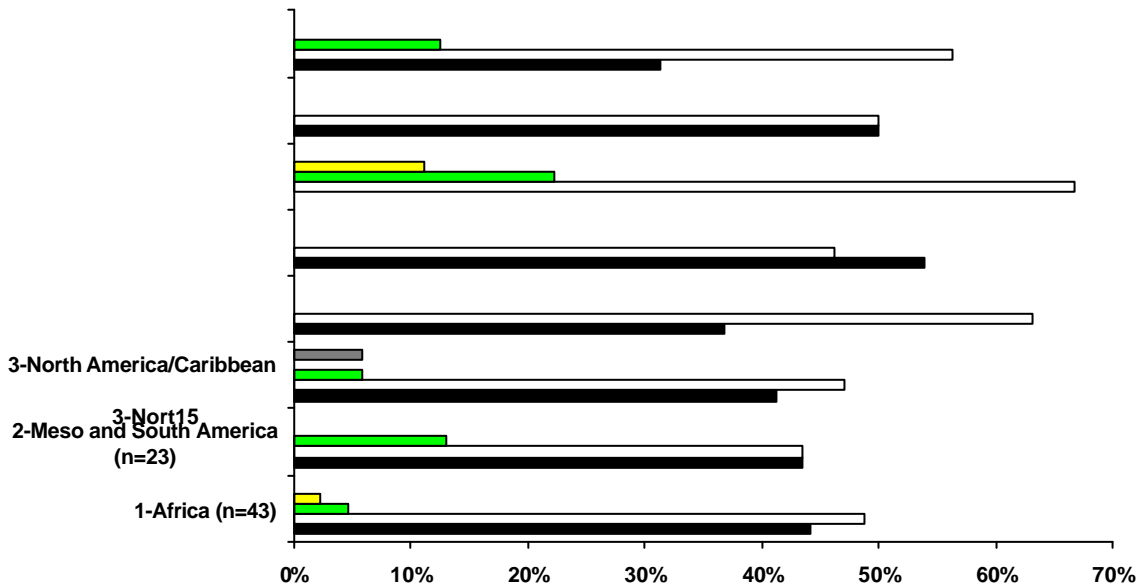
### 8.5 The Interviewees Opinion on Whether the Congress Should be Open to the Public



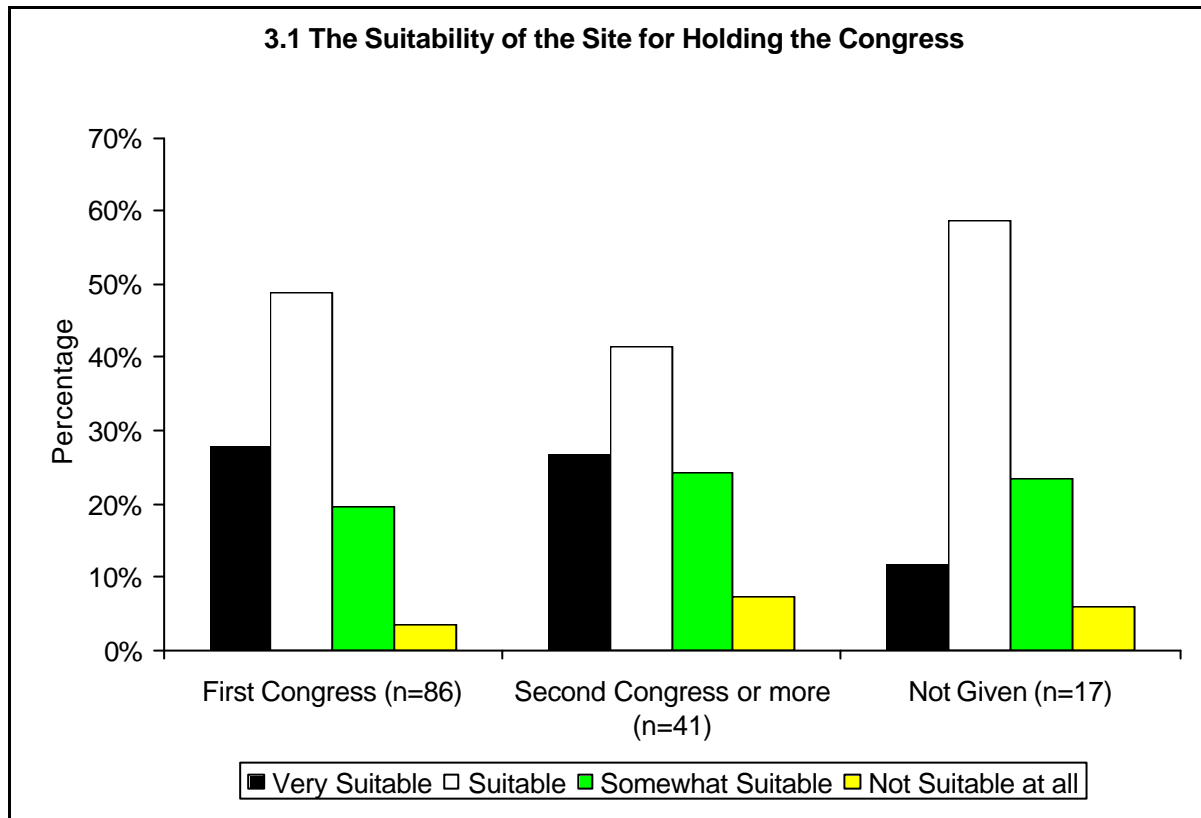




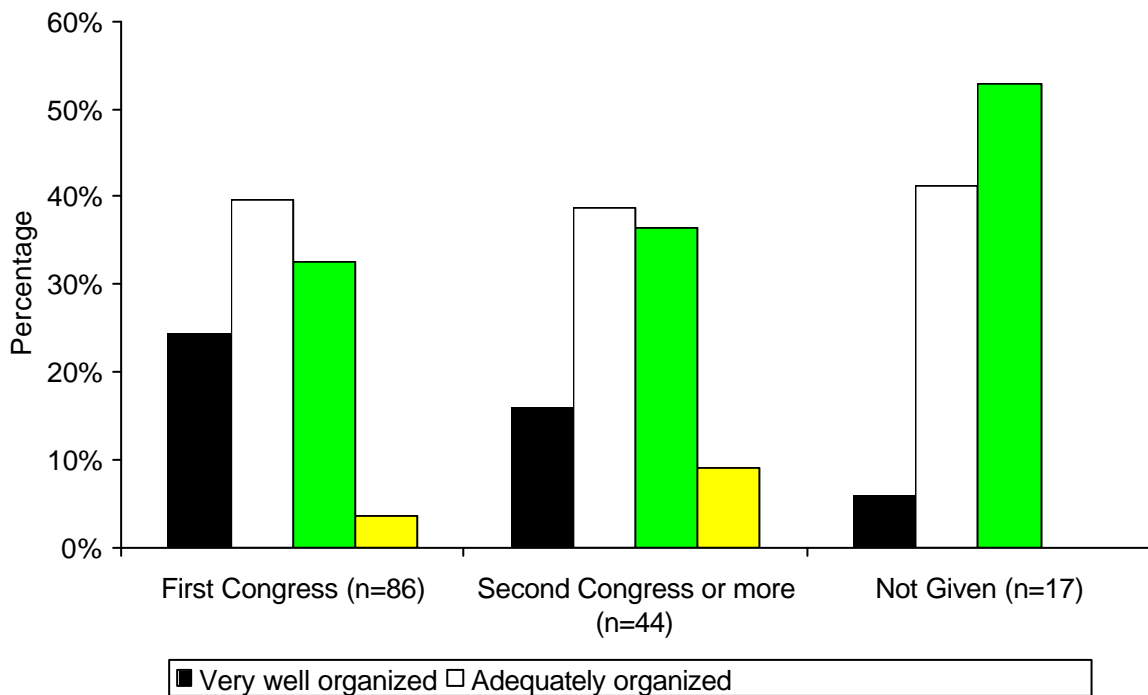
### 8.9 The Interviewees Opinion on Whether the Congress was a Good Investment of his Time

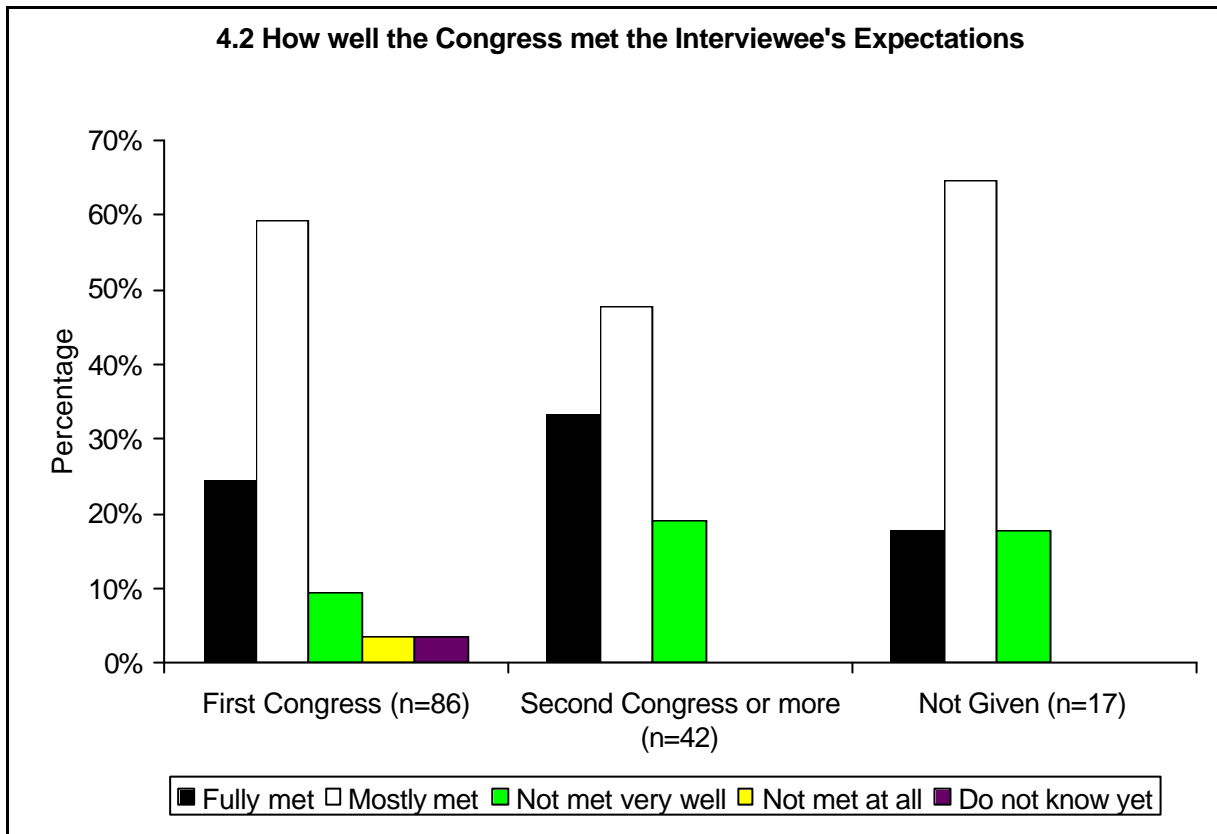


8.4.2 By Experience (1<sup>st</sup> Congress, 2<sup>nd</sup> Congress or more)



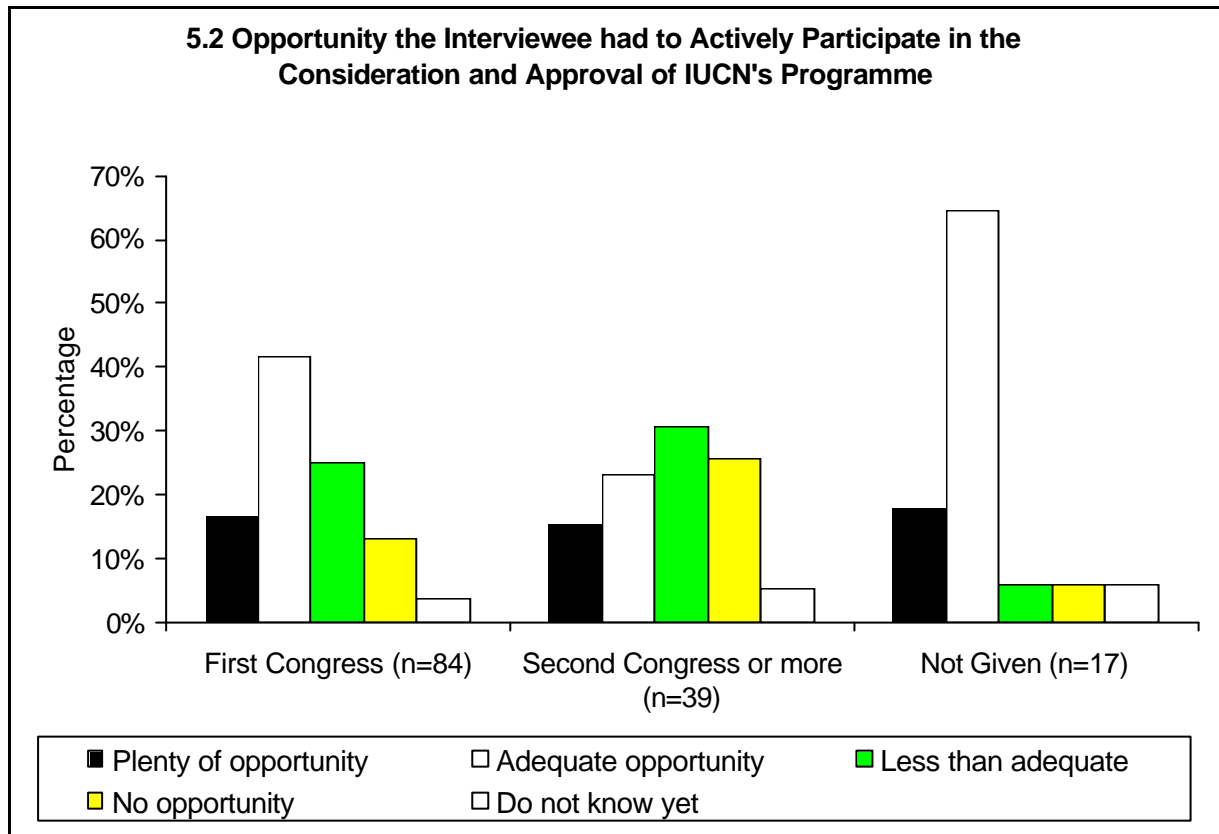
**3.3 How well the Congress was Organized Overall**



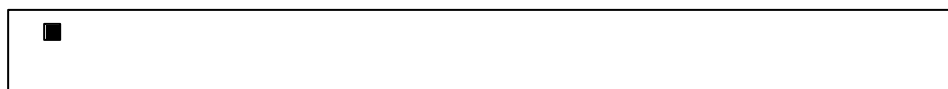
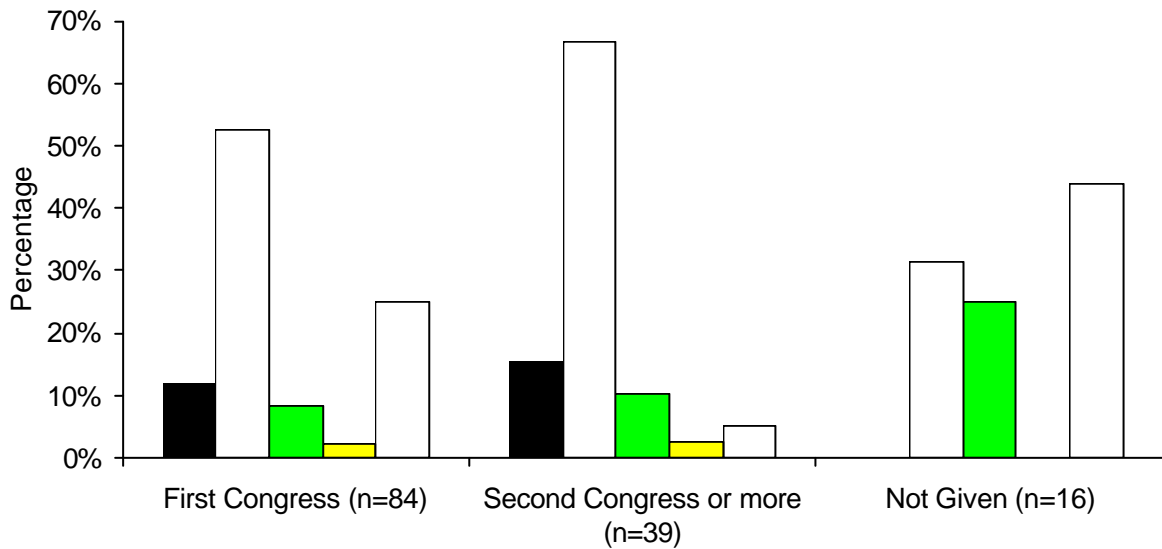


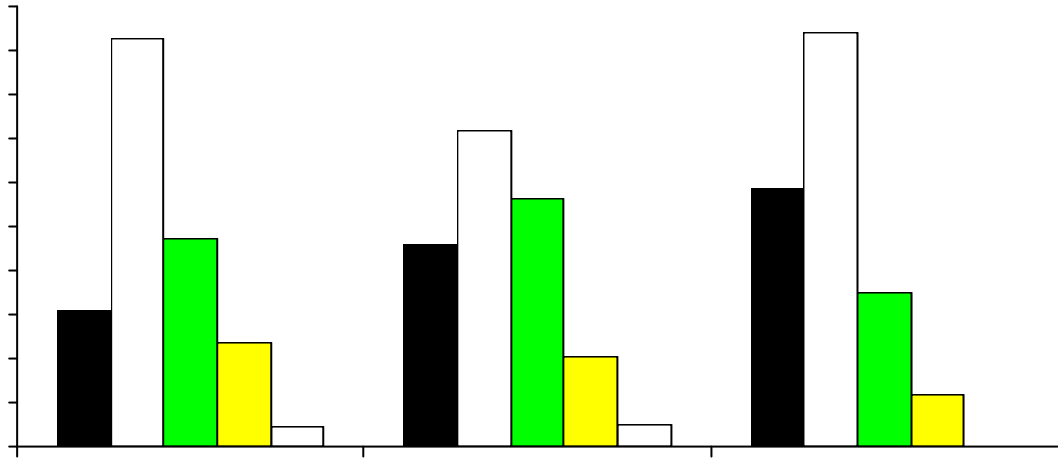
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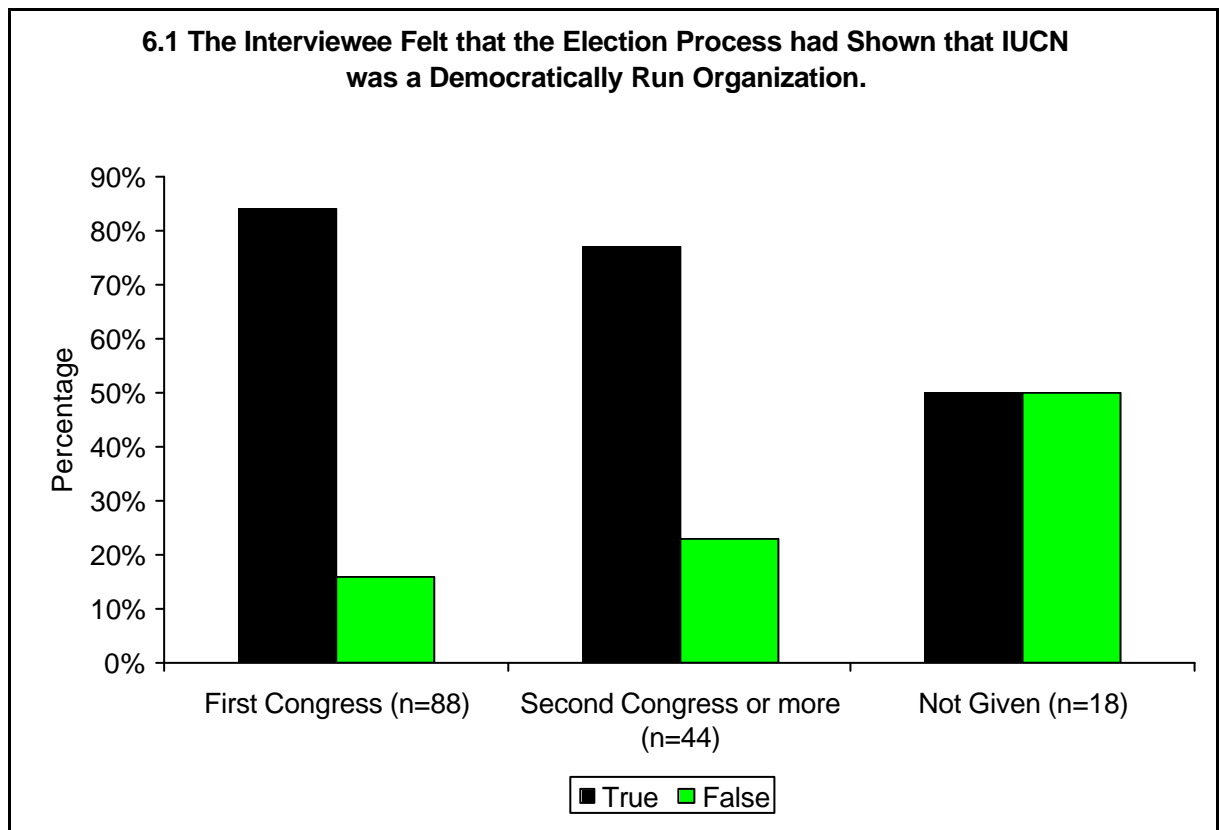
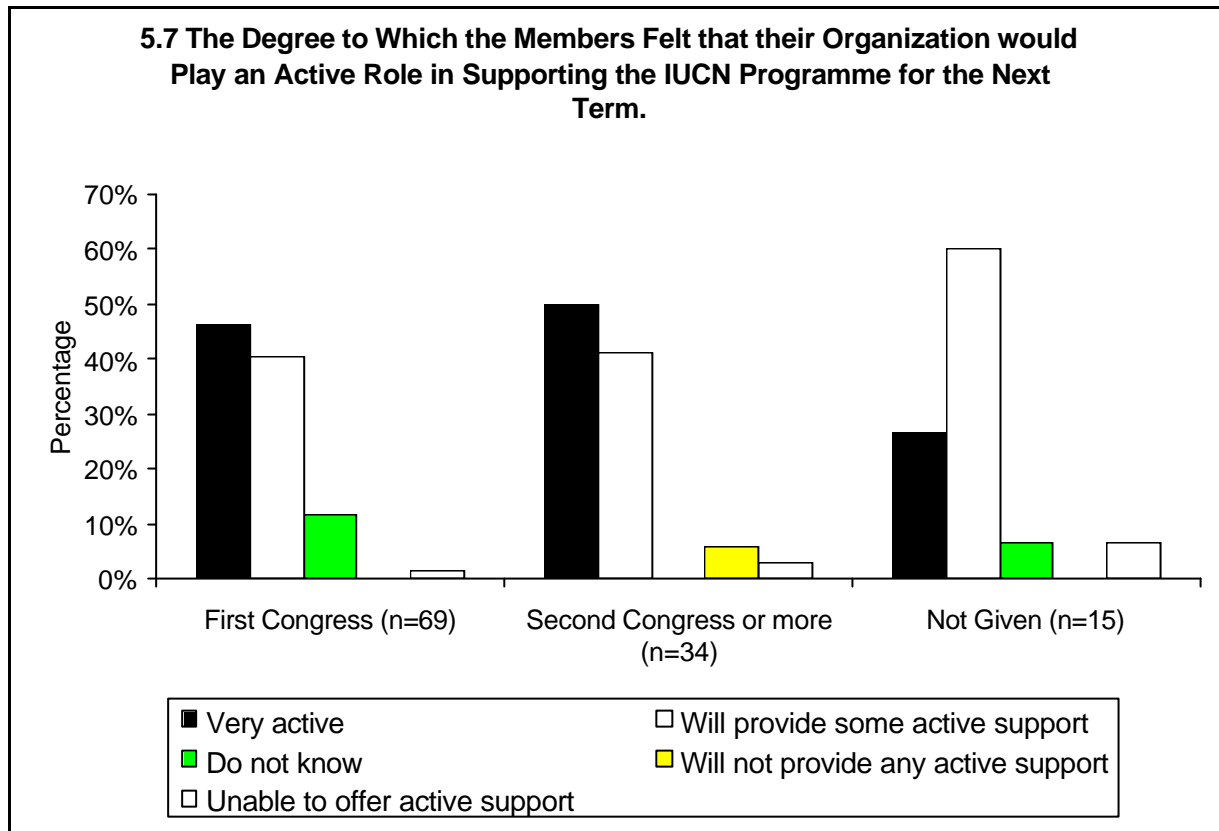
### 5.3 The Effectiveness of the Conservation Programme Approved by this Congress.

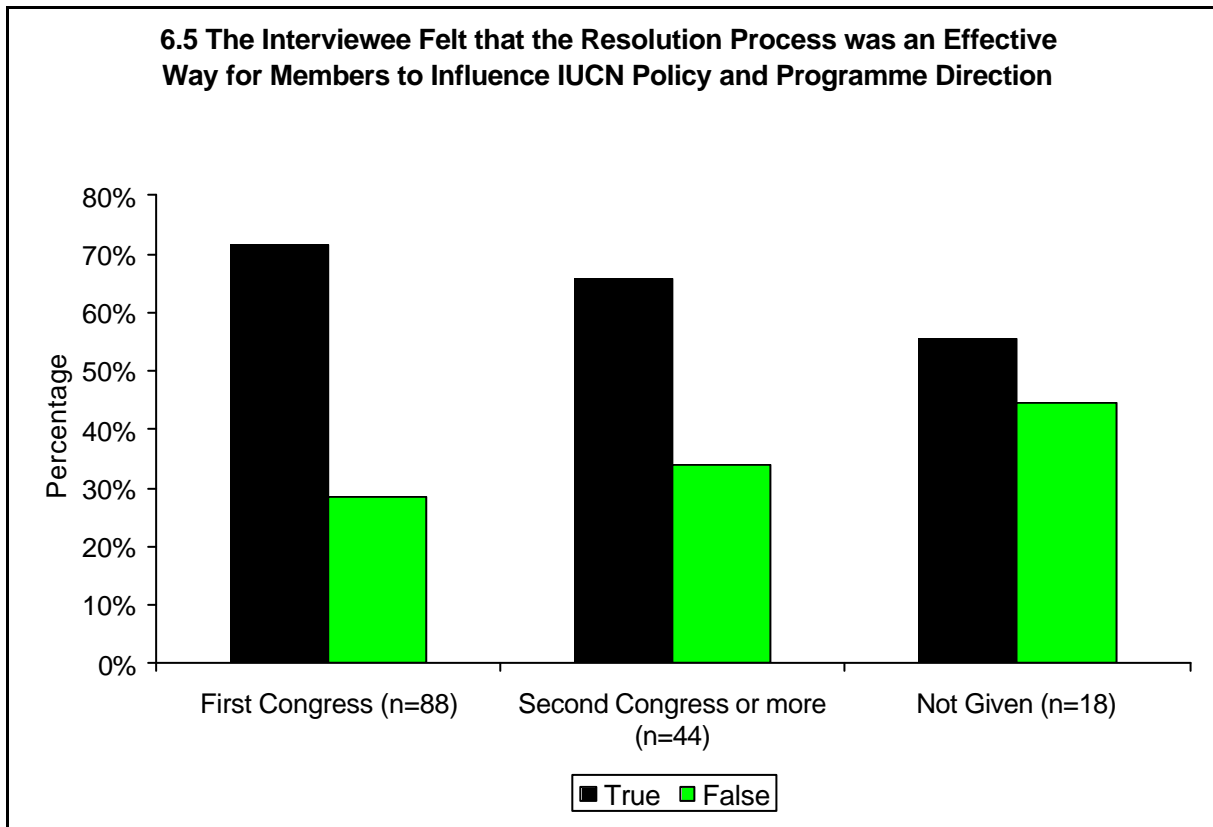
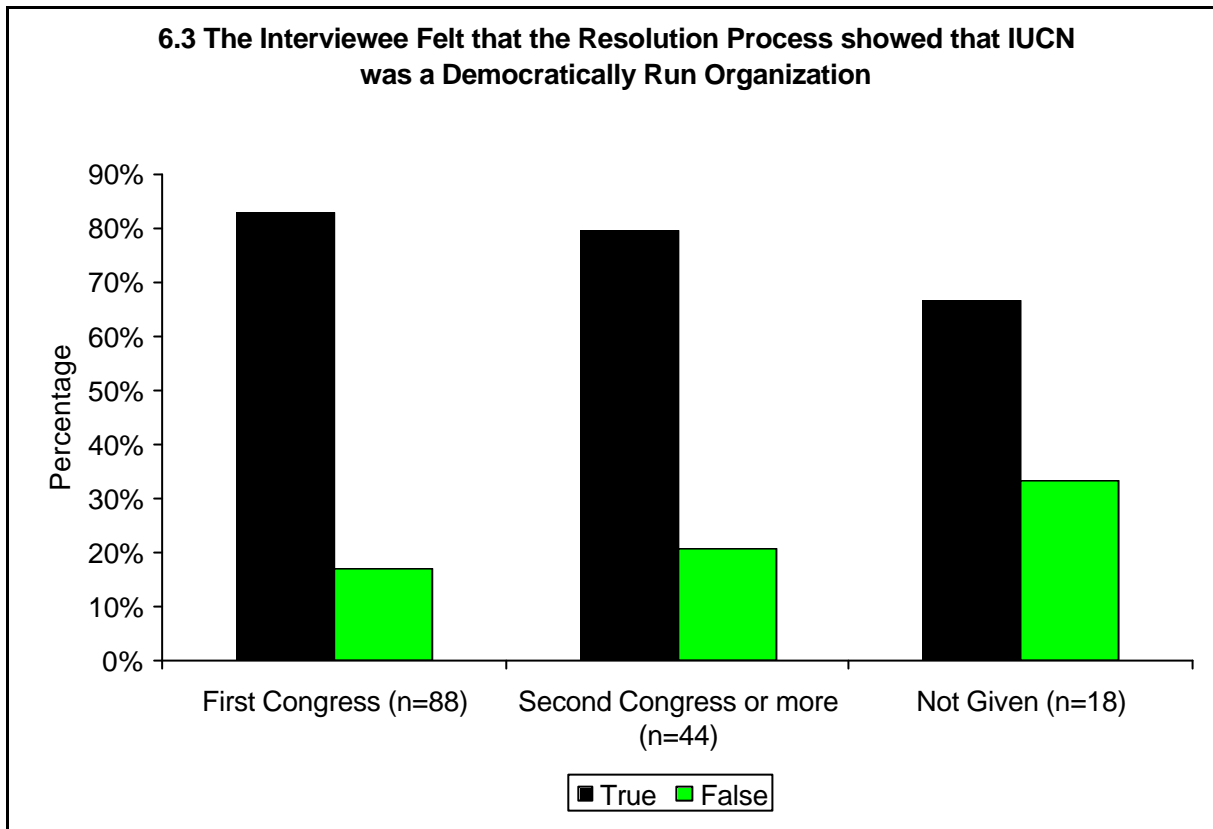


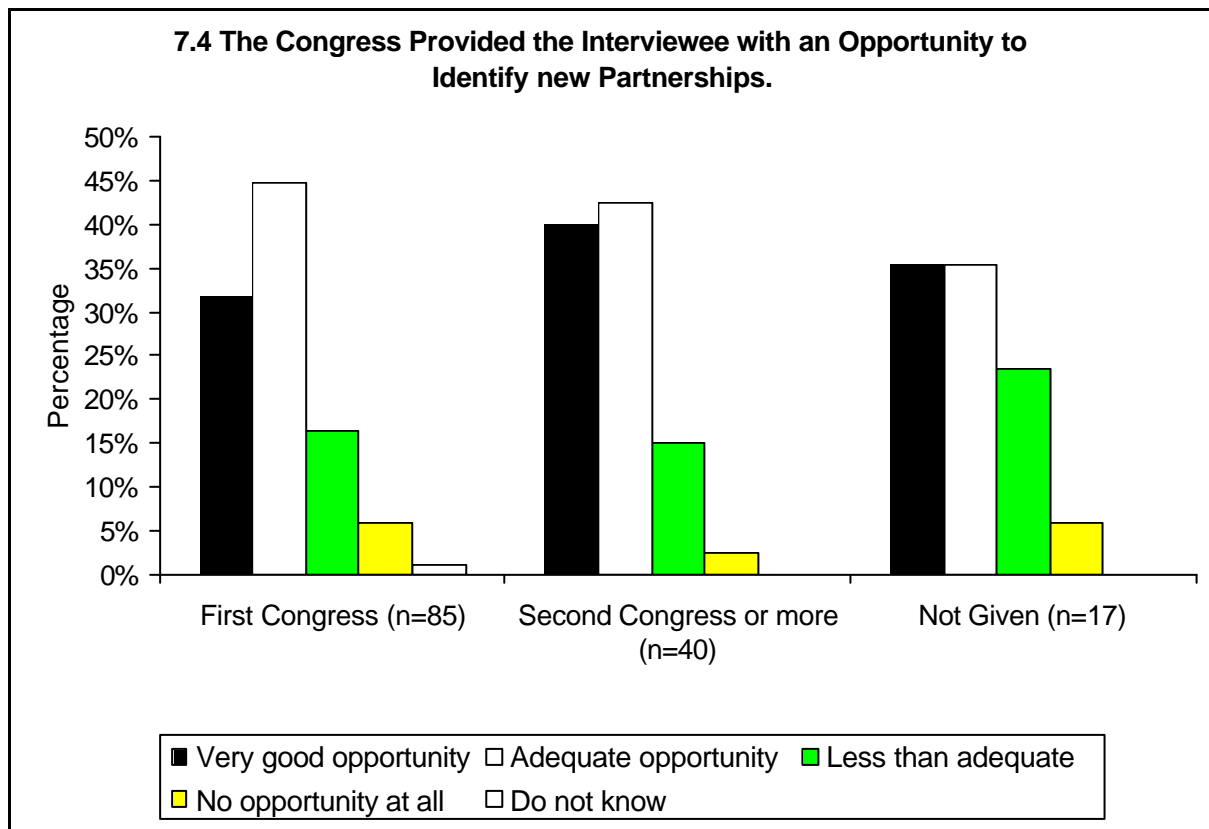
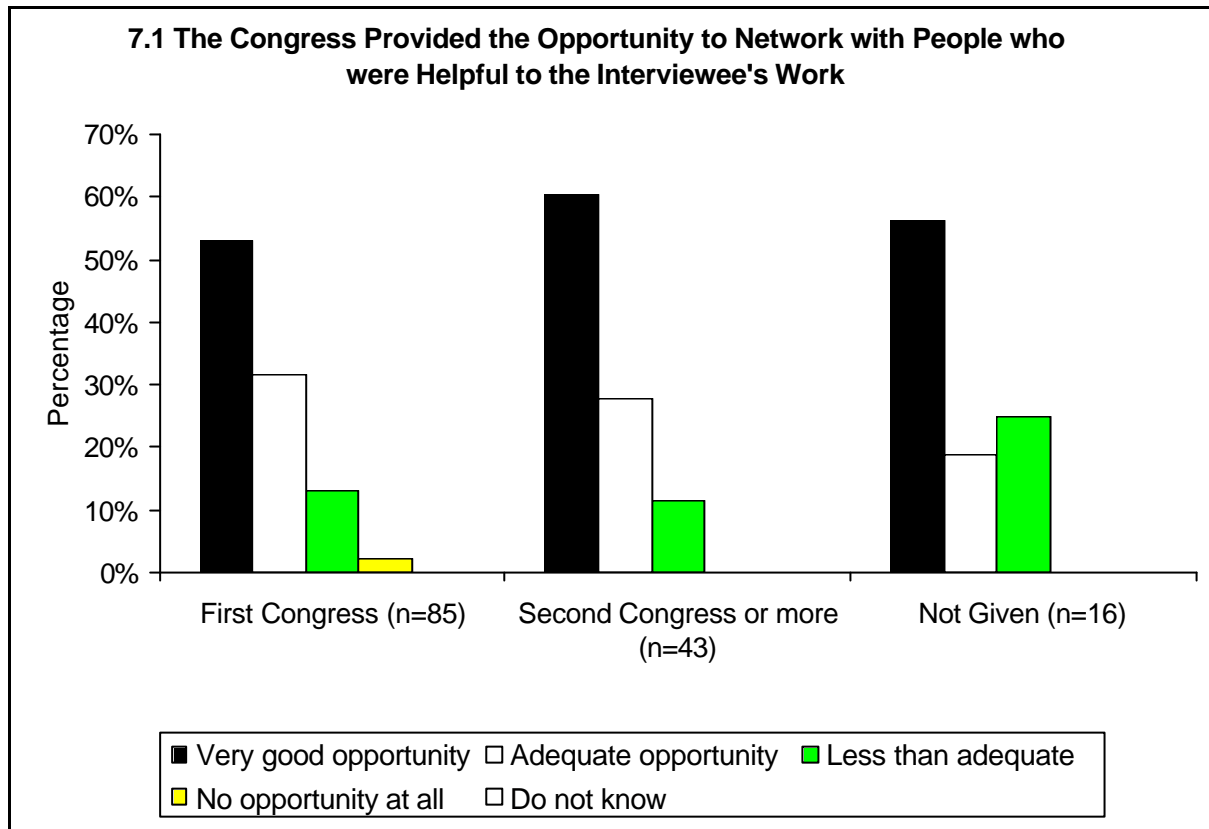


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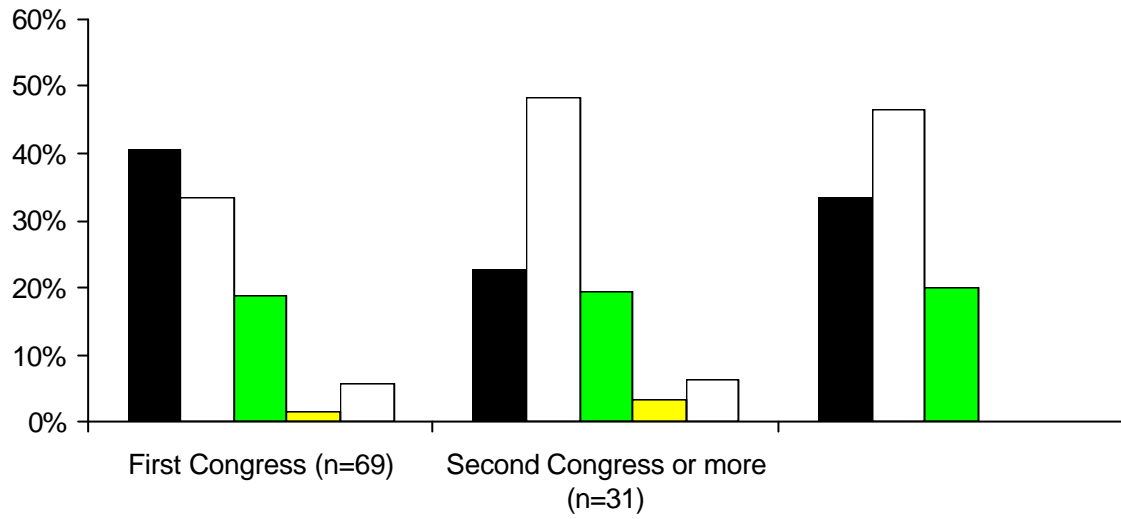






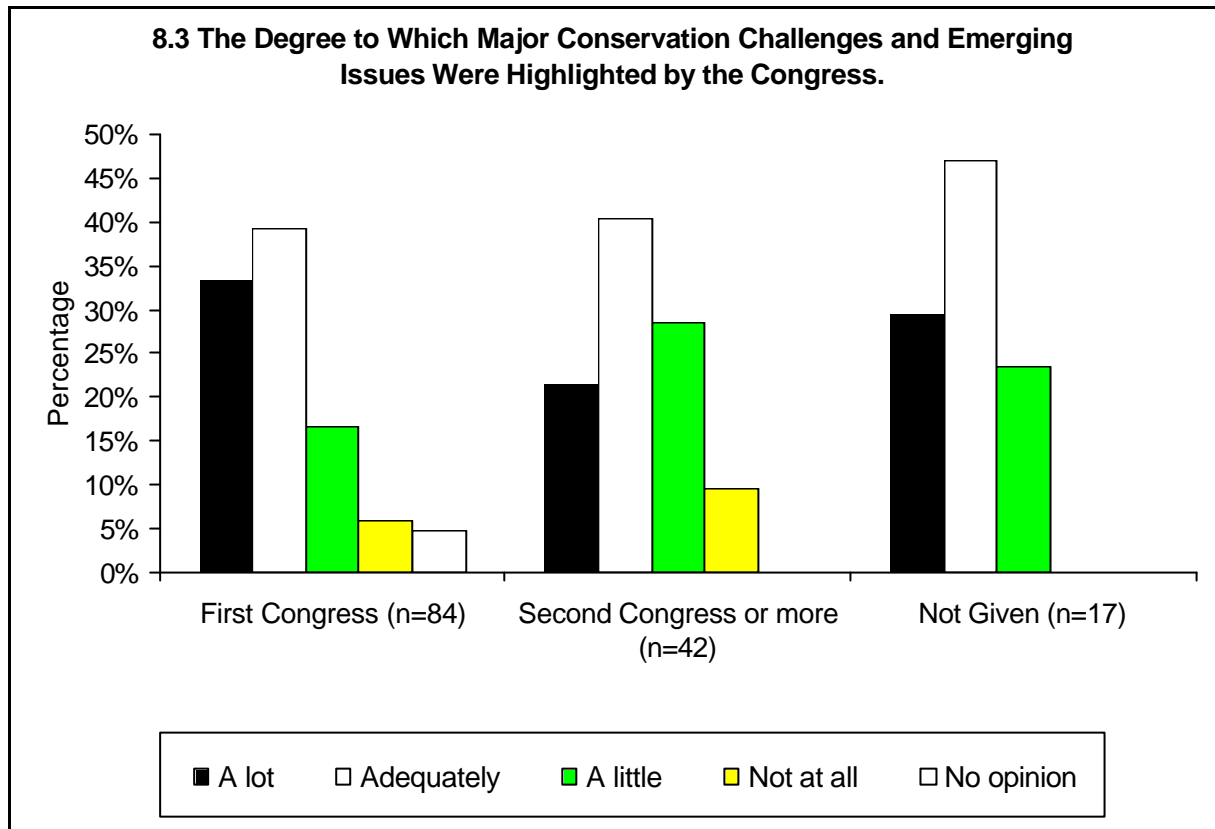


### 7.6 The Congress' Benefit to Conservation work in the Member's Region

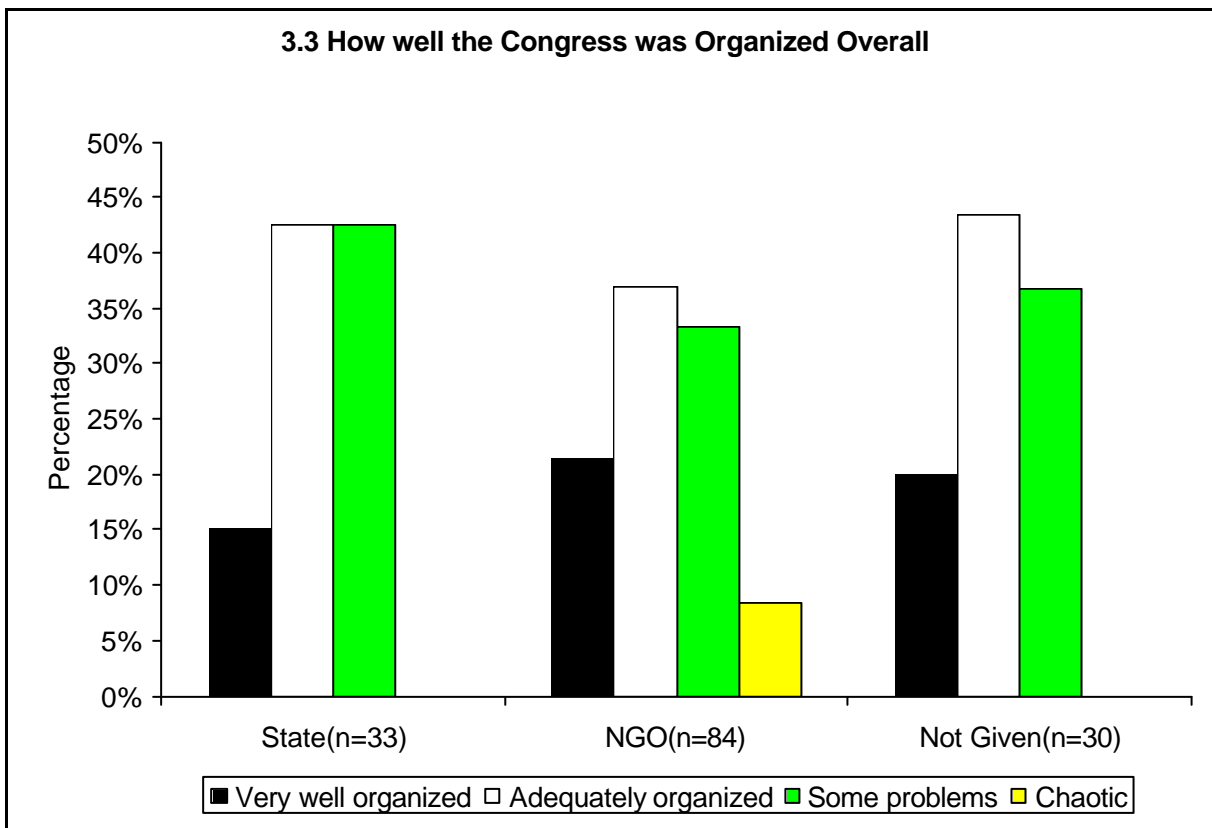
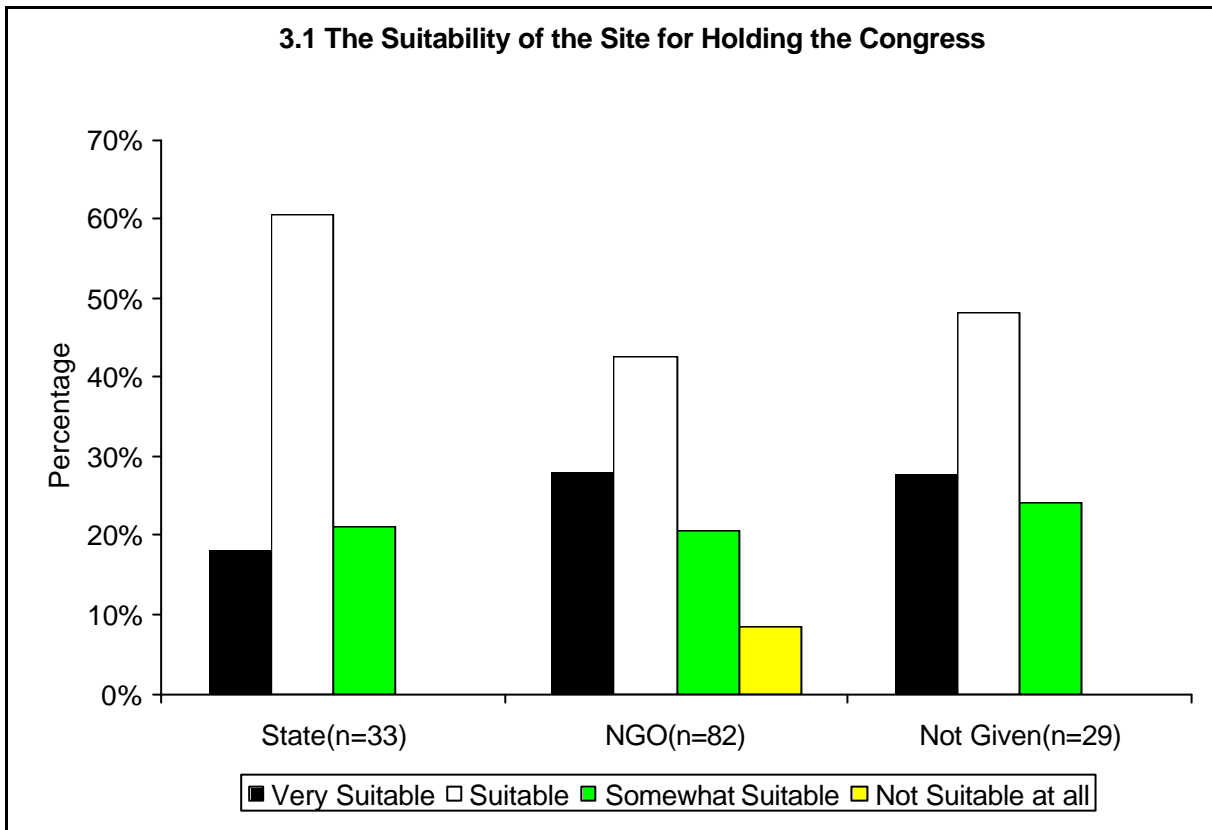


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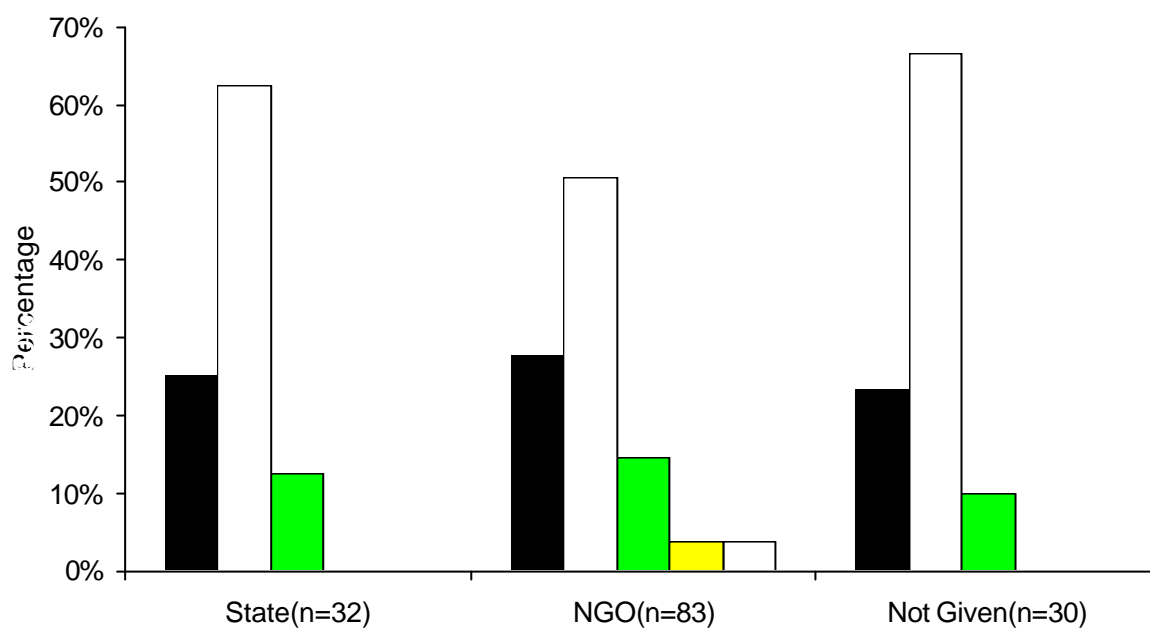


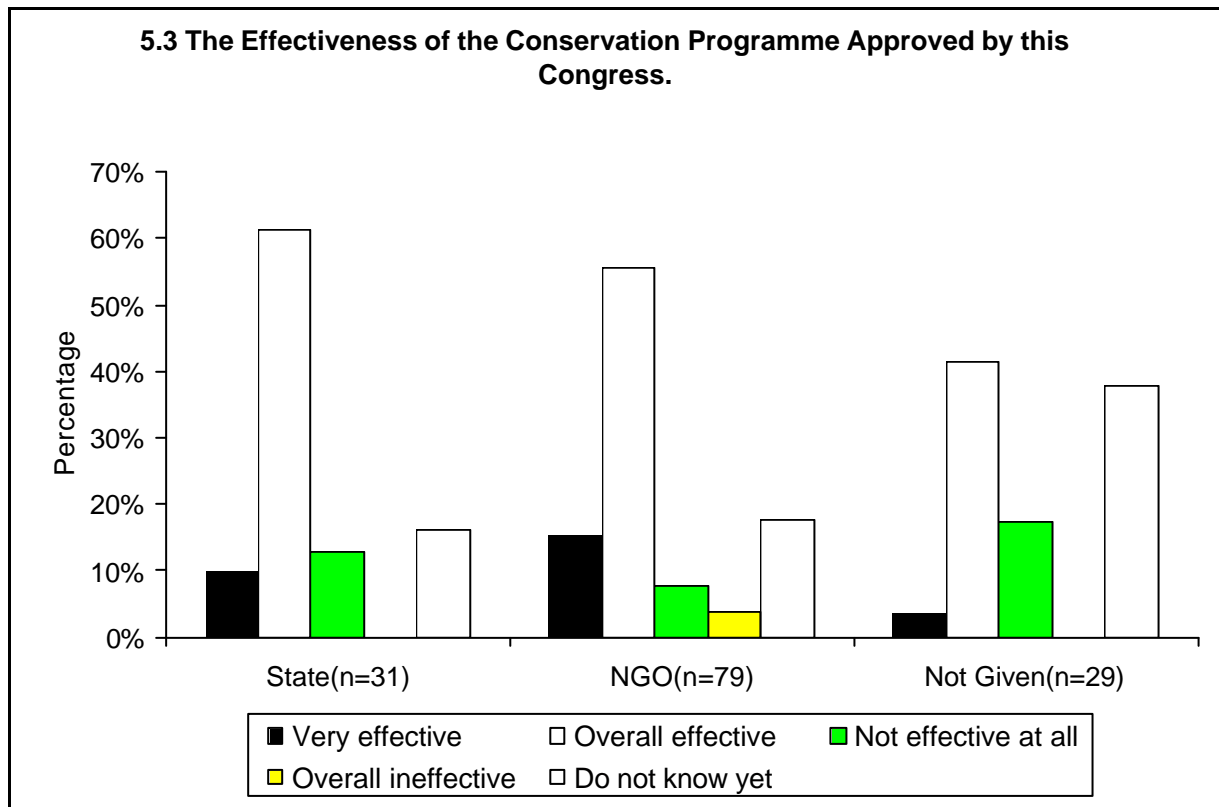
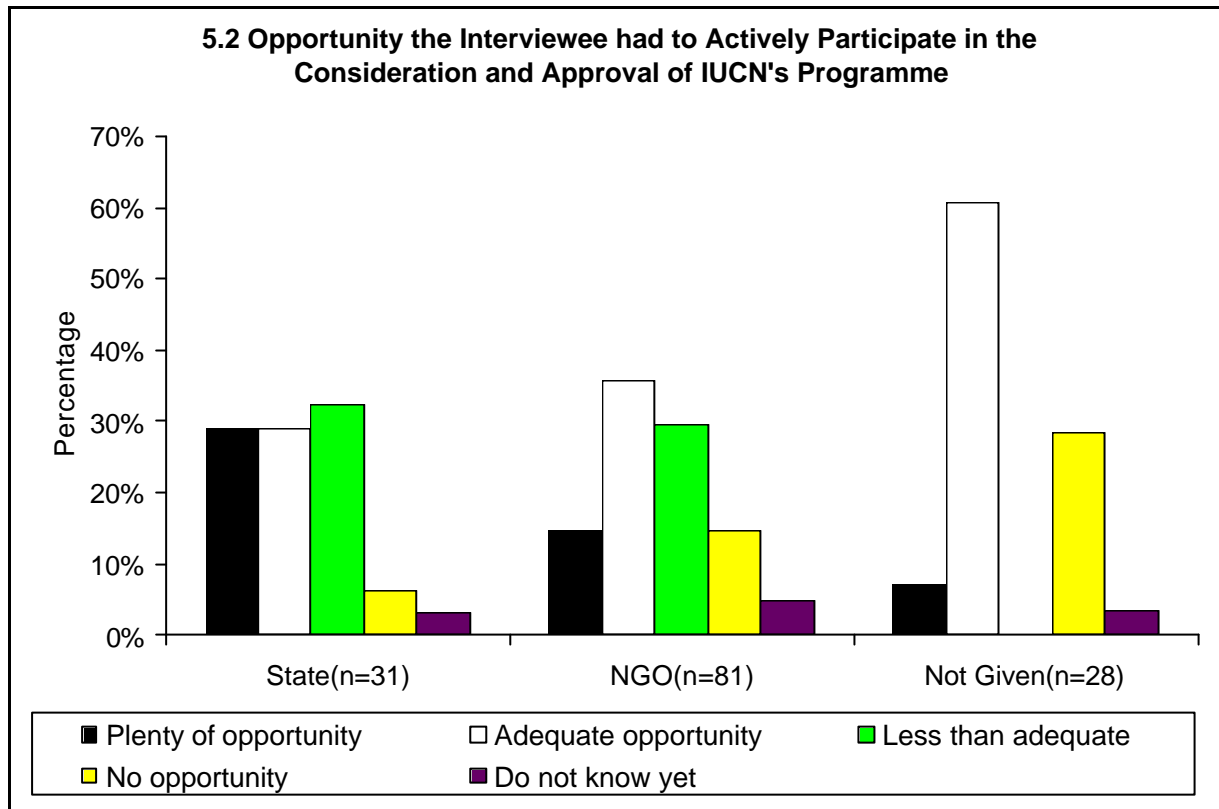


8.4.3 By State or NGO



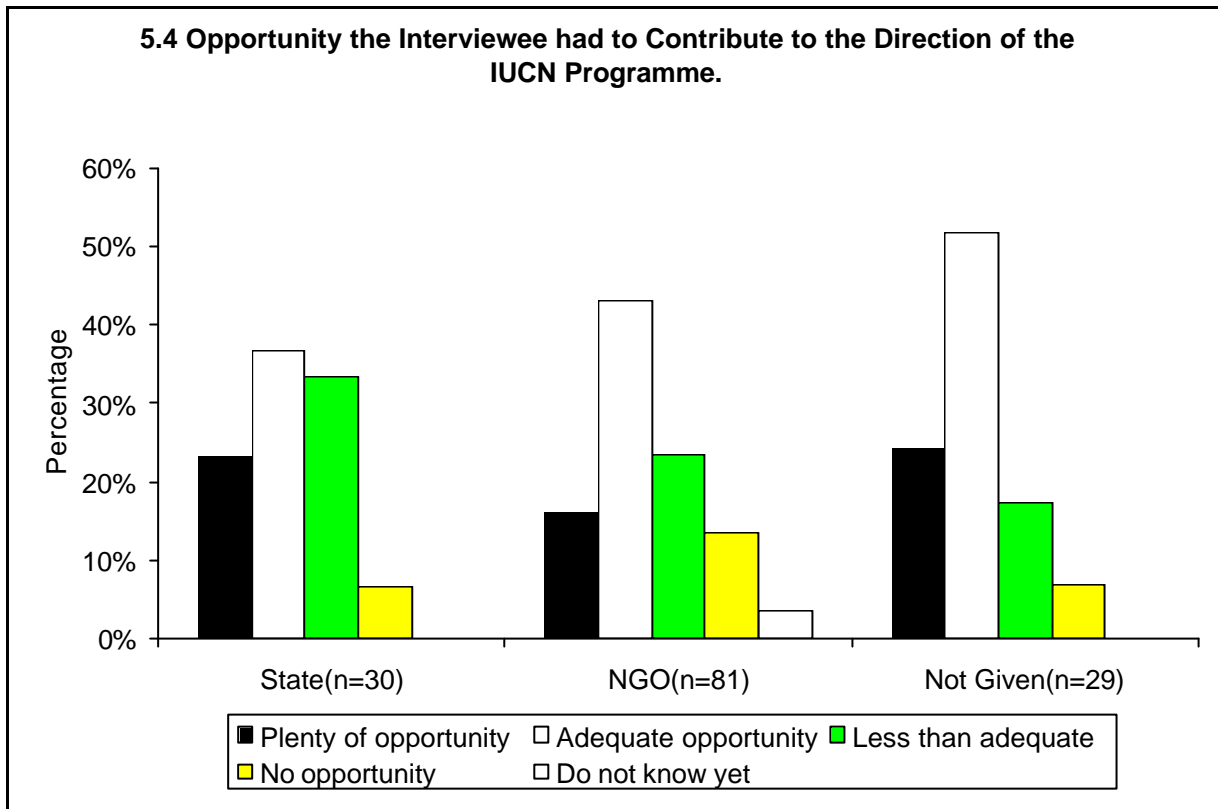
### 4.2 How well the Congress met the Interviewee's Expectations

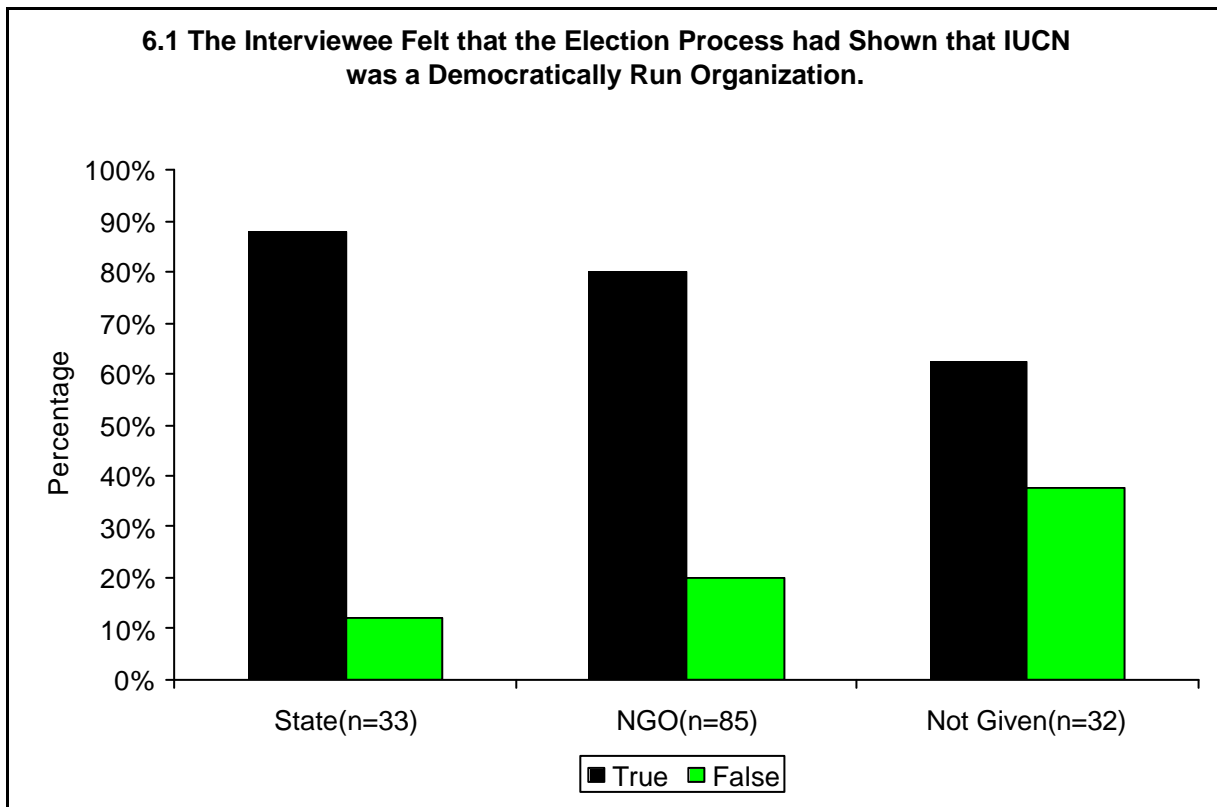
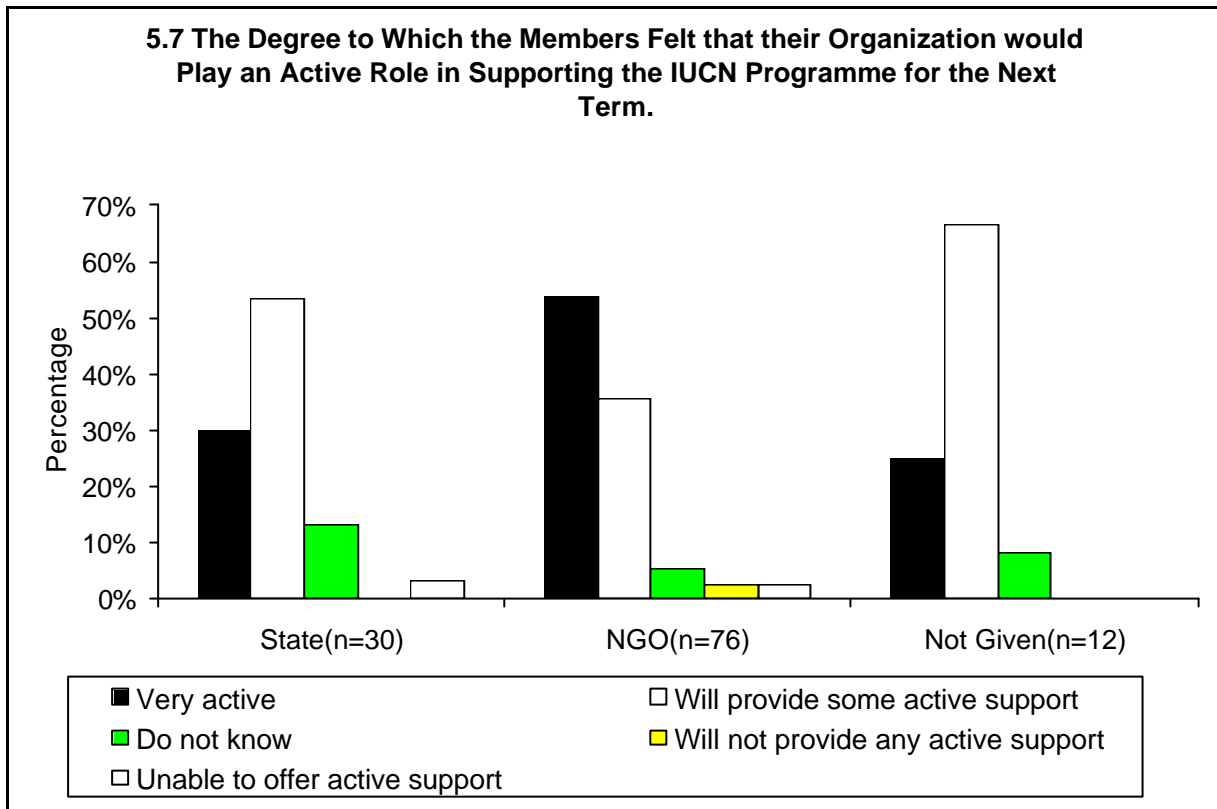


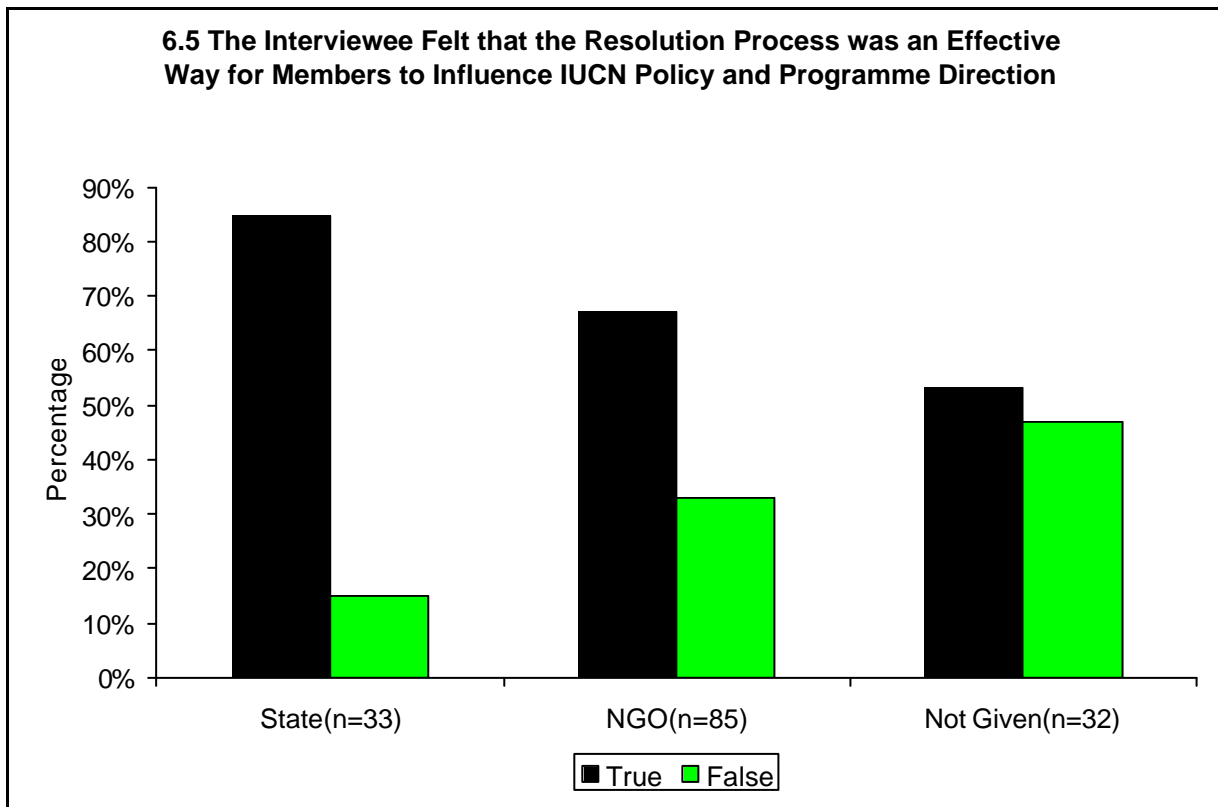
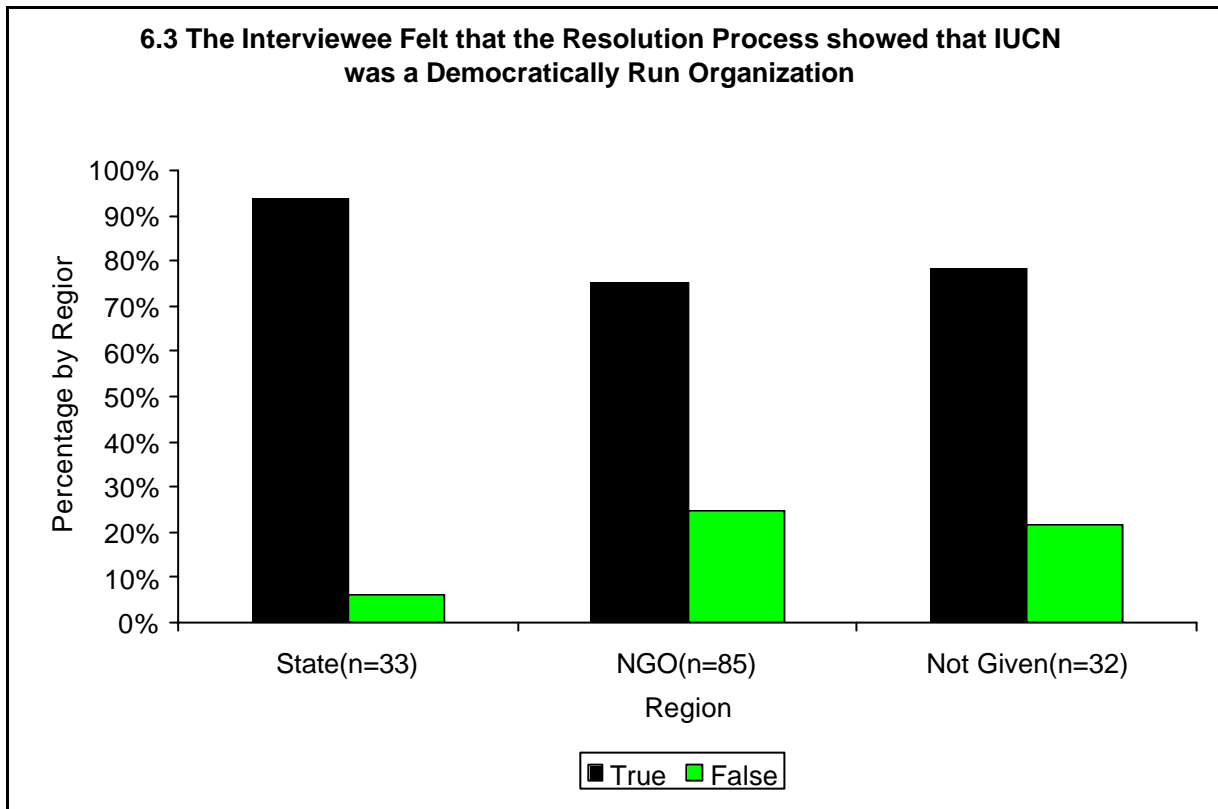


with

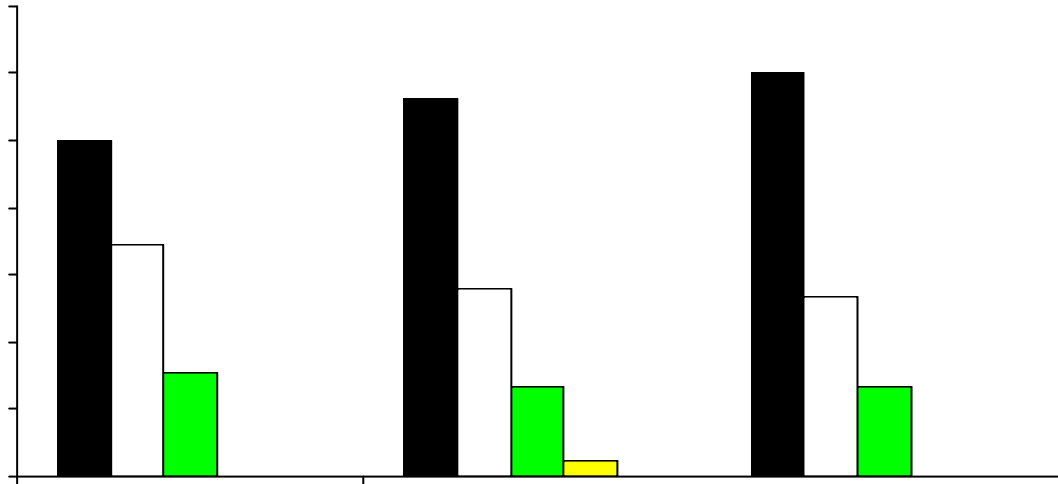






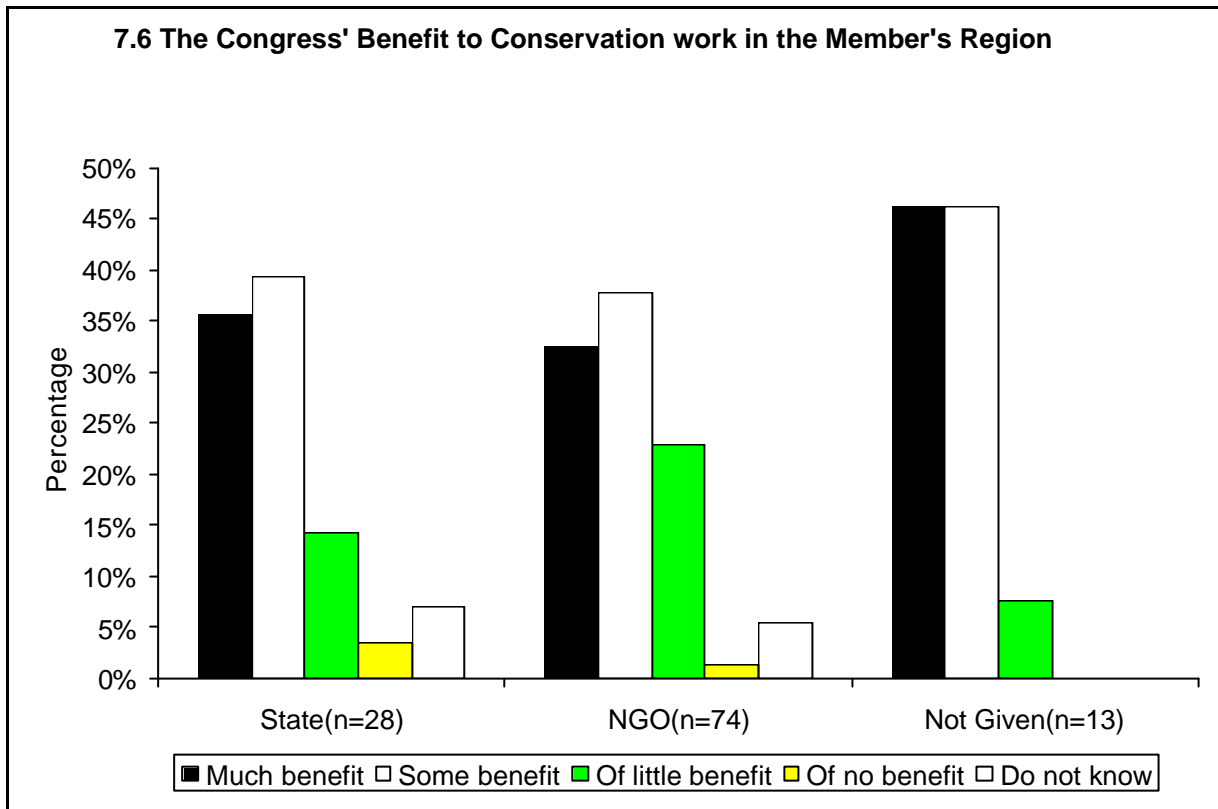




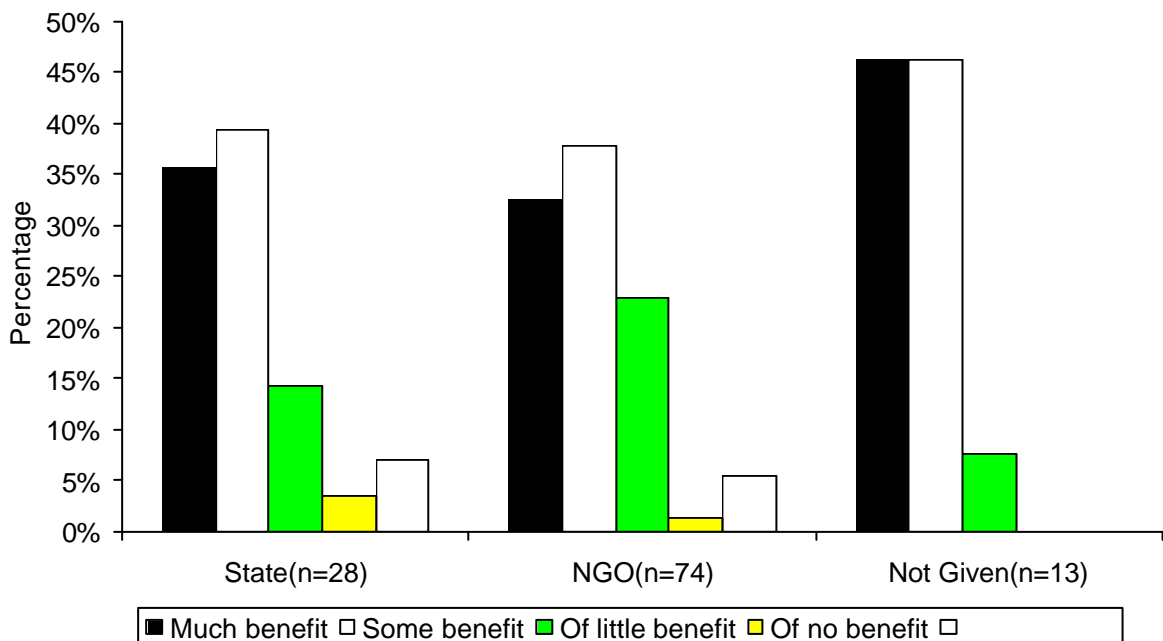


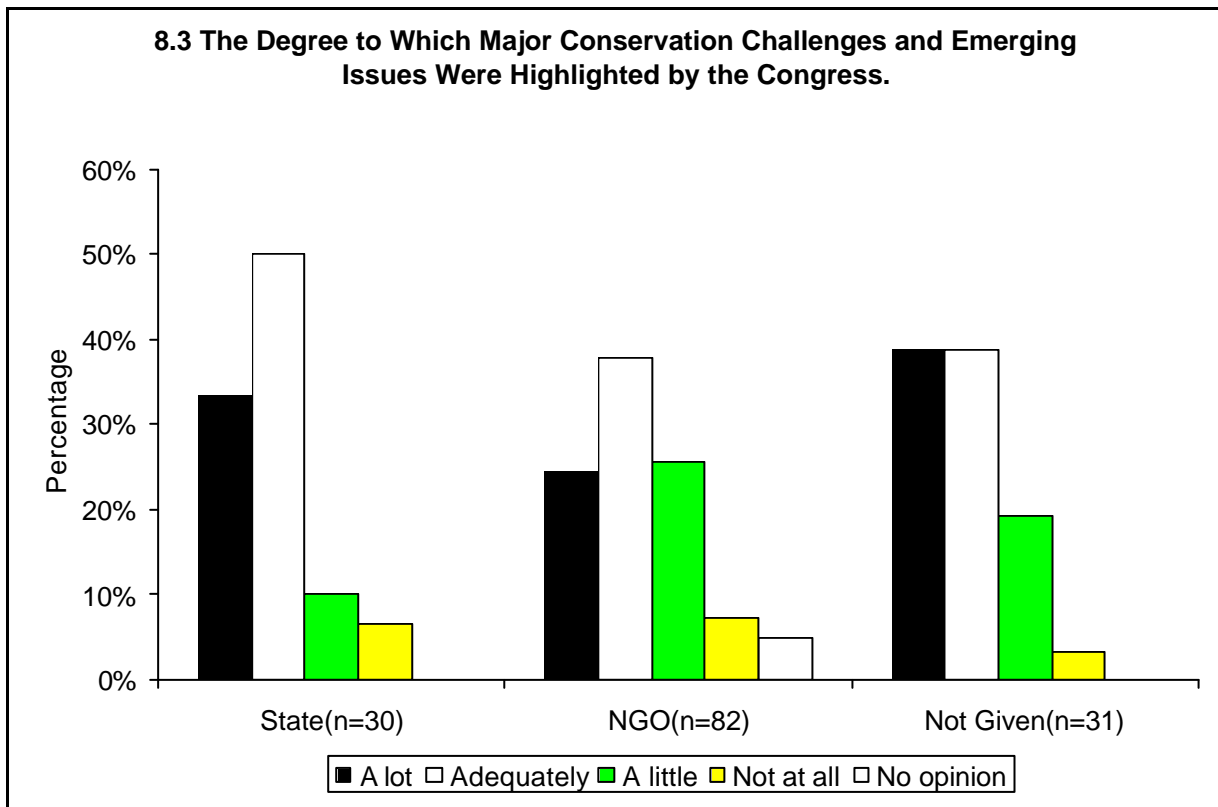
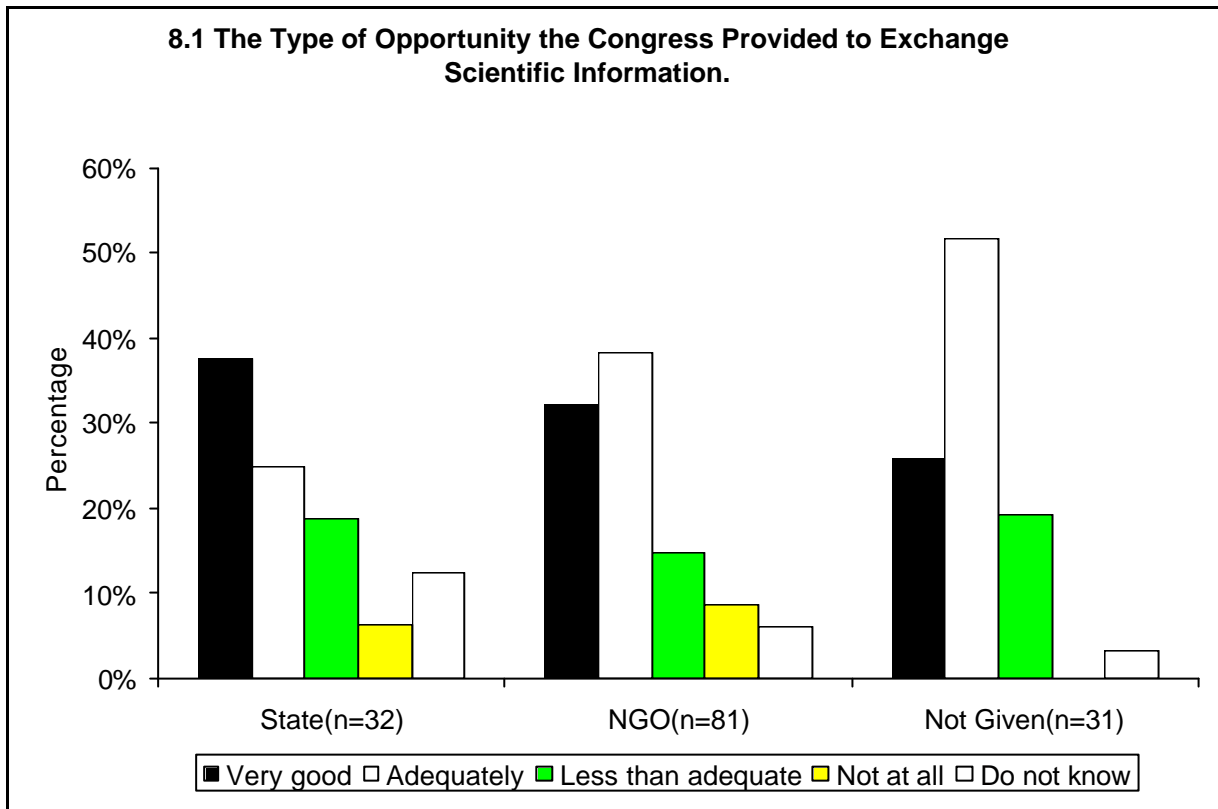
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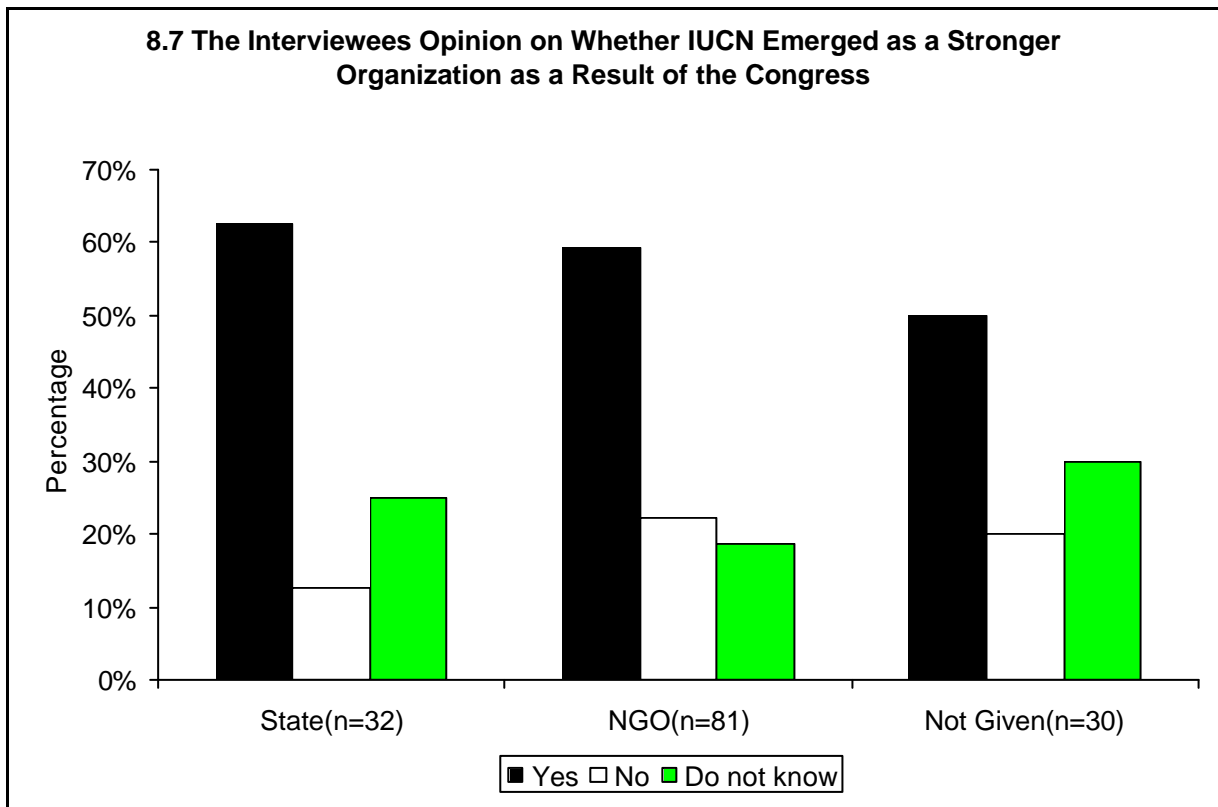
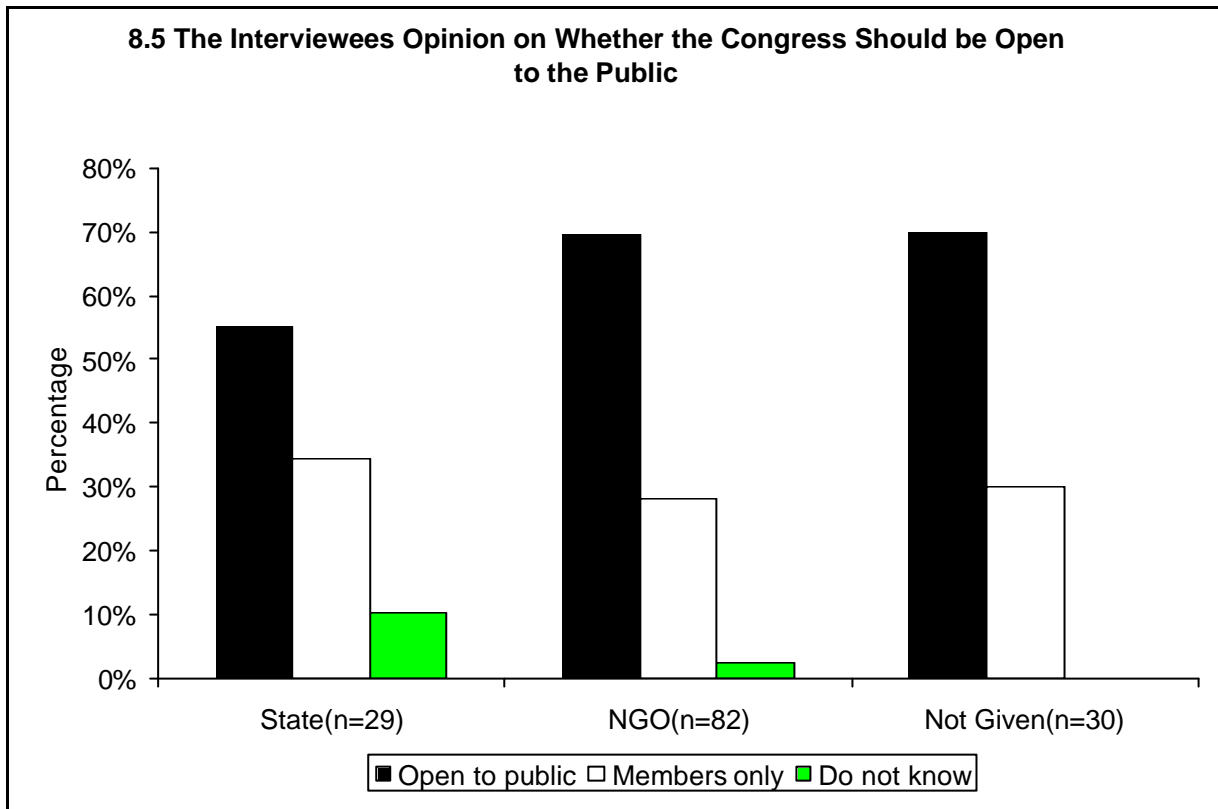


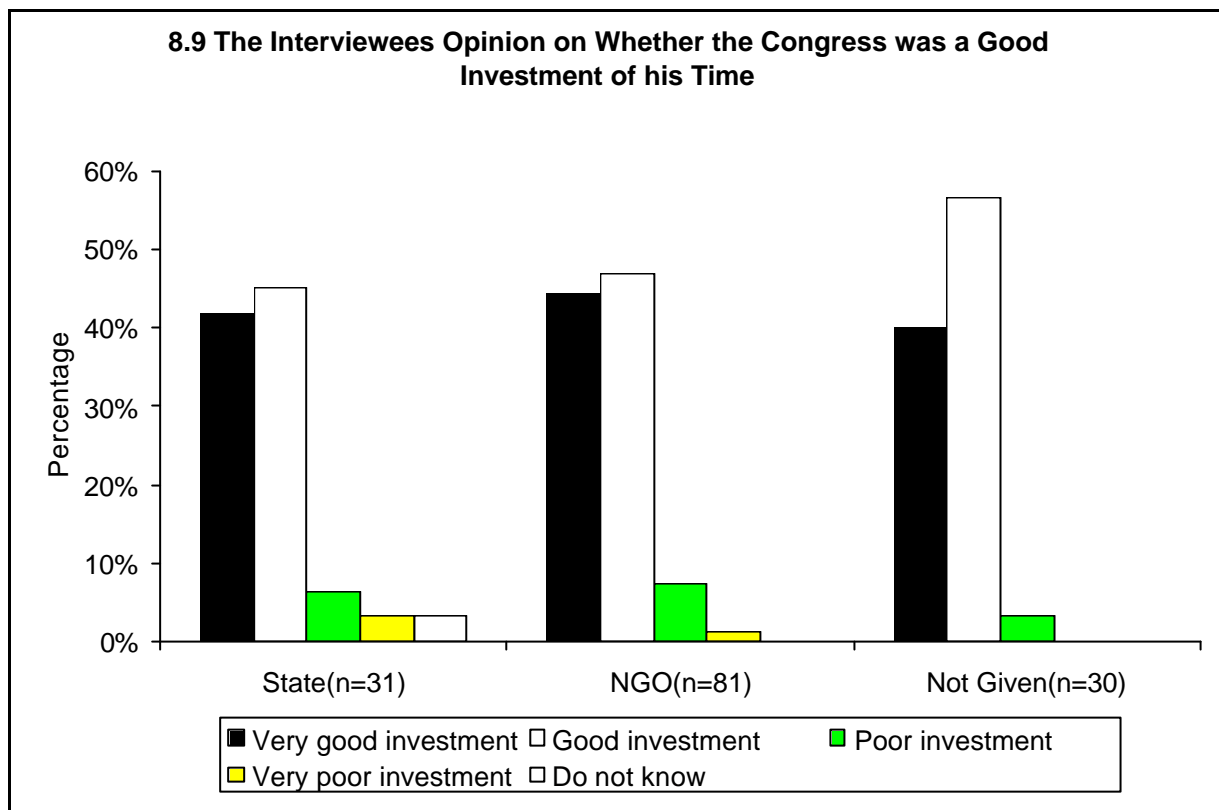


7.6 The Congress' Benefit to Conservation work in the Member's Region









with

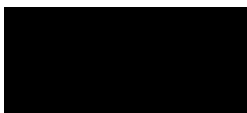




with



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



*with*



## 9.1 Introduction

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

Deta



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

#### **9.3.1 Registration**

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

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

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

#### **9.3.2 Technical Support**



with



### **9.3.6 Finance/Sponsorship**

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

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

### **9.4.1 Finance**

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

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

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

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

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

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

### **9.5 Documentation and Translation**

#### **9.5.1 Documentation**

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

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

#### **9.5.2 Translation**

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

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

#### **9.6.1**



with



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

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

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

## **9.7 Interactive Sessions**

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

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

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

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

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

### **9.8.1 Plenary Management**

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

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

### **9.8.2 Podium**

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

### **9.8.3 Rapporteur**

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

## **9.9**



with





with



## Appendix I

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

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







## ***Appendix II List of Findings***

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

Finding 2:



with





Finding 35:



with



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



with



## ***Appendix III Questionnaires***

Th



## IUCN WORLD CONSERVATION CONGRESS INTERACTIVE SESSIONS EVALUATION -1

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

### 1. Identification

---

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

Looking at the big Picture:  
Ecosystem management in  
mountains etc.

Environmental health of island,  
coastal and marine ecosystems

Environment and security

Forest ecospace, biodiversity  
and environmental security

Ecospace and a global culture  
of sustainability



with



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

### 3. Interactive Session results

Please indicate your level of agreement with the following statements:

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

### 4. Conclusion

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

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# IUCN WORLD CONSERVATION CONGRESS

## INTERACTIVE SESSIONS EVALUATION -2

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

### 1. Identification

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

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

1.2 Please check the box that best describes you:

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

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

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

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

### 2. Overview of the Interactive Session

Please indicate your degree of agreement with the following statements:

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

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

### 3. Interactive Session results

Please indicate your level of agreement with the following statements:

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

### 4. Conclusion

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

*Thank You for Your Cooperation*

## IUCN WORLD CONSERVATION CONGRESS PARTICIPANT EVALUATION

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

### 1. Status

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

- 1.1 Head of IUCN member organization delegation  1.2 Observer: IUCN Council  1.3 Observer: Donor
- 1.4 Member of IUCN member organization  1.5 Observer: Donor

### **3. Expectations from the Congress**

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with



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Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
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4.4





with







# WORLD CONSERVATION CONGRESS PARTICIPANT INTERVIEW PROTOCOL

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

*At start of interview:*

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

## 1. Identification

---

1.1 Respondent’s name \_\_\_\_\_

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

IUCN Member

IUCN Commission member

Observer: Donor

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

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

## 2. General Congress organization

---

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

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

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

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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

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

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-----

### 3. Motivation for attending the Congress

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

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

-----

-----

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

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

### 4. The Congress and IUCN programme direction

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

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

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

4.2 **MEMBERS ONLY** From what you know of IUCN's Programme for the next term, how well do you

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

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

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

4.6 How effective a conservation programme has this Congress approved?

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

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

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

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

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

## 5. The Congress and IUCN Governance

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

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

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



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

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

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

## **7. General Congress issues**

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

Very good	Adequately	Less than adequate	Not at all	Do not know
-----------	------------	--------------------	------------	-------------

7.1 How much opportunity did this

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

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

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

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

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

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

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

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

0      0      0

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

\_\_\_\_\_  
 \_\_\_\_\_

Open to public	Members only	Do not know
----------------	--------------	-------------

7.11 60 \_\_\_\_\_

\_\_\_\_\_

## 8. Conclusion

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

1 \_\_\_\_\_

\_\_\_\_\_

2 \_\_\_\_\_

\_\_\_\_\_

3 \_\_\_\_\_

\_\_\_\_\_

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

1 \_\_\_\_\_

\_\_\_\_\_

2 \_\_\_\_\_

\_\_\_\_\_

3 \_\_\_\_\_

\_\_\_\_\_

## IUCN COUNCIL MEMBER INTERVIEW PROTOCOL

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

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1.1 Councillor's name



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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<b>How effective was this Congress in:</b>	Generally Effective	Generally Ineffective	DNK		Appro	Not Approp	DNK
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with



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

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

## 6. Conclusion

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

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

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

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

*Thank you for your contribution to the evaluation.*



# WORLD CONSERVATION CONGRESS



with



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### 3. The Congress and IUCN Programme direction

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

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

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

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3.2 From what you know of IUCN's Programme for the next term, how well do you

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

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

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

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

#### 4. The Congress and IUCN Governance

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

4.1 In general, did you find the election process at this Congress showed IUCN to be a democratically run organization?

YES	NO
0	0

4.2 *Comments* \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

And now regarding the resolution process:

4.3 In general, did you find the resolution process at this Congress showed IUCN to be democratically run organization?

YES	NO
0	0

4.4 *Comments:* \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

4.5 Do you think that the resolution process is an effective one for members to influence IUCN policy and Programme direction?

YES	NO
0	0

4.6 *Comments:* \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

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

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

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

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

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

\_\_\_\_\_

\_\_\_\_\_

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

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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

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

5.5 Comments \_\_\_\_\_

\_\_\_\_\_





## 6. General Congress issues

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

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

6.2 Comments \_\_\_\_\_  
 \_\_\_\_\_

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

6.4 Comments \_\_\_\_\_

6.5

6.8 *If of some benefit:* How will participation in the Congress benefit conservation work in your region?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

6.9 In what other ways, if any, does the Congress affect your region? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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

Yes	No	Do not know
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0      0      0

6.12 Why? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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

0      0      0

6.14 Why? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Very good investment	Good investment	Poor investment	Very poor investment	Do not know
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6.15 Was attending this Congress a good investment of your time?

0      0      0      0      0

## 7. Conclusion

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

1 \_\_\_\_\_

\_\_\_\_\_

2 \_\_\_\_\_

\_\_\_\_\_

3 \_\_\_\_\_

\_\_\_\_\_

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

1 \_\_\_\_\_

\_\_\_\_\_

2 \_\_\_\_\_

\_\_\_\_\_

3 \_\_\_\_\_

\_\_\_\_\_



with



# IUCN SENIOR MANAGERS' INTERVIEW PROTOCOL

## 1. Identification (fill in before interview)

1.1 Senior manager's name \_\_\_\_\_

1.2 Interviewer \_\_\_\_\_

1.3 Manager's role \_\_\_\_\_

1.4 Date \_\_\_\_\_

1.5 Respondent's location

Senior Manager HQ

Senior Manager Regional



2.2 How effective was the Congress in terms of achieving _____(reason 1)	Effective	Not effective	Do not know
	0	0	0

2.3 Comments objective 1 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

2.4 How effective was the Congress in terms of achieving _____(reason 2)	Effective	Not effective	Do not know
	0	0	0

2.5 Comments objective 2 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

2.6 How effective was the Congress in terms of achieving _____(reason 3)	Effective	Not effective	Do not know
	0	0	0

2.7 Comments objective 3 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

	Effective	Ineffective	Do not know
2.8 How effectively did this Congress meet IUCN's statutory administrative objectives?	0	0	0
2.9 How effectively did this Congress meet IUCN's statutory policy objectives?	0	0	0
2.10 How effectively did this Congress meet IUCN's statutory Programme objectives?	0	0	0
2.11 How effectively did this Congress provide a forum for public debate on conservation issues?	0	0	0
	Important	Not important	DNK
2.12 How important do you think it is that IUCN hold its members' business meeting as part of a World Congress open to the public?	0	0	0

	Totally appropriate	Mixed	Not appropriate	DNK
2.13 How appropriate is the Congress as a mechanism to achieve IUCN's statutory objectives	0	0	0	0

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

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

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

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

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

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

How effective was this Congress in:	Generally Effective	Generally Ineffective	DNK		Appro	Not Approp	DNK
4.9 helping to deepen your understanding of membership needs?	0	0	0	4.10 How appropriate a role is this for the Congress?	0	0	0

If possible I would now like to ask you a couple of questions on the Congress in relation to organizational relevance and governance issues.

### 5. Congress related relevance and governance issues

5.1 How effective has this Congress generally been in helping to position IUCN as a relevant global environmental organization?

Very effective	Somewhat effective	Not very effective	Not effective at all	Do not know
0	0	0	0	0

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

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\_\_\_\_\_

5.3 How appropriate is the Congress as a key governance mechanism for IUCN?

Very appropriate	Mixed	Not appropriate	DNK
0	0	0	0

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

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## 6. Conclusion

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

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

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

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

*Thank you for your contribution to the Congress evaluation.*

