The Voices of Members:
Global Survey of IUCN Members

Undertaken by the IUCN Office of Performance Assessment

and Vital Research LLC

For the IUCN Constituency Support Unit

IUCN Office of Performance Assessment   revised November 2007

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Executive Summary

The concept of IUCN as a global Union of members committed to achieving conservation and sustainable use of natural resources has been a central part of IUCN's identity and purpose since its creation in 1948. Embedded in the Statutes of IUCN, the purpose and objectives of serving a membership is further elaborated in the Strategy of IUCN adopted at the 1994 General Assembly of Members and in the Membership Strategy adopted in 2004. Both aim to more fully realize the potential inherent in a global Union of members through purposeful management and governance of the work of the Union.

In implementing the strategy, IUCN has decentralized its Secretariat to 10 regions of the world, taken steps to reform its governance, and has increased its membership from 648 in 1990 to 1,038 in 2006. Over the past decade the need to ensure systematic feedback from key constituents on how well IUCN operates as a member based organization has become increasingly apparent. As a result the first Global Survey of IUCN Members was commissioned by the Director of Global Strategies, and undertaken by the Performance Assessment Office and Vital Research LLC in collaboration with the IUCN Membership Relations and Governance Unit (now called the Constituency Support Unit). The Survey which was carried out in 2007 on-line, by email, mail and fax sought to obtain feedback from IUCN members on their perception of IUCN's performance in the following areas:

1. Relevance and alignment of IUCN to member priorities (including responsiveness and adaptiveness, IUCN as a world class knowledge based organization, and perception of IUCN as a world leader)
2. Involvement and satisfaction of members with IUCN regional and global programmes
3. Involvement and satisfaction of members with IUCN Commissions
4. Satisfaction with the governance of IUCN
5. Satisfaction with IUCN's services to members
6. Satisfaction with IUCN's member relations
7. Member expectations of The World Conservation Congress 2008
8. IUCN's performance in comparison with other networks
9. Value of an IUCN Membership
10. Benefits of IUCN to members
11. Overall suggestions of members for better serving the membership.

The Survey achieved an overall response rate of 54.2% of the membership (562 of a total membership of 1,037) which is considered to be a very good response rate for surveys of this size and scope. The responses received were representative of IUCN members across all Statutory and programmatic regions and membership categories. This Report provides a summary of the overall findings of the Survey and an accompanying Annex Report provides the disaggregated results by statutory region and by type of membership category. In addition, individual Regional Reports will be prepared to provide more detailed regional specific comments and suggestions.

Main Findings

Relevance of IUCN to members

While members strongly agree that IUCN is relevant to their mission and objectives and recognize IUCN as a world class knowledge based organization, only half or less view IUCN as a leader in conservation (52%) and in sustainable development (42.1%).

Involvement and satisfaction with regional and global programmes

A significant percentage of members report they are not familiar with IUCN regional and global thematic programmes. Overall a low number of members report they are involved with IUCN global and regional programmes. Their main areas of involvement and higher levels of satisfaction are in the so-called heartland areas of protected areas, species, ecosystem management, biodiversity policy, forest conservation, water, livelihoods and poverty alleviation, environmental law, and marine. The more involved members are in IUCN's work, the more satisfied they are.

Involvement and satisfaction with IUCN Commissions

Members have the same level of familiarity with the IUCN Commissions as they have with the IUCN regional and global thematic programmes (all in the range of 73-75%). Members report low levels of involvement with Commissions but high interest in becoming more involved and accessing the expertise of Commissions. Members report the most involvement with WCPA, followed by SSC, CEM, CEC, CEESP and CEL. Members report moderate levels of satisfaction with Commissions with satisfaction scores from highest to lowest for SSC, WCPA, CEESP, CEM, CEL and CEC.

Satisfaction with IUCN's governance

Key Messages and Conclusions

As shown in the main findings above and in the body of the report, members believe in the concept of IUCN as a Union, find IUCN relevant, and respect and value many aspects of the Union. Most however want significantly greater involvement than they currently experience and many are frustrated with their efforts to become more involved.

Overall, while members indicate support for the Union and the potential of a member-based organization, it is clear from their responses that, for many, IUCN falls short of fulfilling the 'promise' of a member-based organization. Of specific concern is that the majority of members do not see IUCN as a leader in conservation or in sustainable development.

The survey shows however that once members become more involved in IUCN's work they tend to be satisfied, indicating that, in some circumstances, IUCN is succeeding in involving and satisfying members albeit at a much more limited scale than envisaged in the 1994 Strategy and the 2004 Membership Strategy.

Throughout the hundreds of comments received to open-ended questions members appeal to IUCN to refocus the efforts of the Secretariat and empower governance structures to better involve and enable the membership to achieve conservation and sustainable development at a higher level than members are able to do on their own. They suggest that improved leadership and operational structure, more influential positioning and stronger regional governance is needed to more fully realize the potential of a Union of members.

The results of the Survey provide a reasonable indication of how well IUCN is fulfilling the expectations of the 1994 Strategy, the 2004 Membership Strategy and the promises of membershih(t)-6.7(o.7(0g)c7v)-4.9(te

operation and perceived competition with members is often cited by members as a major constraint to more harmonious relations and mutually supportive actions.

3. **Improve leadership and positioning of IUCN**

Of particular concern are the low scores from members on IUCN as a leader in conservation and sustainable development, and on the effectiveness of Regional Councillors. While it is clear from the regional analysis that the quality of Secretariat and governance leadership varies regionally, in general Members suggest strengthening the quality of regional leaders (Secretariat and Councillors) to interface more often and more effectively with the membership and new constituents, and to play a more influential role in positioning IUCN and members regionally and globally.

4. **Strengthen governance structures, particularly regional and national committees**

Members see a key role for regional governance structures in monitoring, coordinating, overseeing the quality of IUCN's work and member engagement. They request the Secretariat and Council to strengthen the regional and national governance structures, put checks and balances in place to ensure quality, and to improve working relationships between regional offices and national committees. They request that the World Congress gives priority to supporting networking and learning objectives for the membership and that the WCC should deliver the often promised global syntheses of knowledge and lessons in conservation, and that these be made widely available to all members.

5. **Improve member relations and accountability of the Secretariat and Commissions to Members**

Members suggest that IUCN should develop more of a 'service culture' in working with members where responses are provided in a timely manner, more respect is shown to members, and members are valued as an integral part of work, not an add-on to be dealt with when everything else is done. While the experiences of members vary in this regard, in general members request improvements in relationship ser.3(s)-156 TD-0.0013 Tc0.0035 Tw2e nationa( )6.4(for the-1.756 TD-0v.3(s)-10.-8.7(a8la

Introduction

This Report presents a summary of the overall results of the Global Survey of IUCN Members. Commissioned by the Director of Global Strategies and the Head of the Membership Relations and Governance Unit in early 2007. The survey was managed and implemented by the IUCN Performance Assessment Adviser with Vital Research LLC, a specialist survey firm.

The results of this Survey form an integral part of IUCN's global initiative to improve feedback from key stakeholders (staff, members, partners and donors) on the relevance, reputation, effectiveness

Managing and governing the Secretariat to add value to the IUCN membership

During the decade that followed the adoption of the Strategy, the Secretariat made significant progress in regionalizing and decentralizing the Secretariat and in beginning to reform its governance

IUCN. Follow-up interviews with a sample of members several months later explored the usefulness and value added of the Congress to the work of members.

A monitoring and evaluation framework for IUCN's membership function was developed by the Global M&E Office with the IUCN Membership Unit in 2002. However financial resources were not made available to collect the necessary data but in 2003-2004 improvements to the membership database enabled more robust analysis of membership trends and profile.

The Director General's Performance Assessment initiative in 2005 provided a renewed mandate to obtain feedback from IUCN's key stakeholders (members, donors, partners) on IUCN's reputation, relevance and effectiveness, and resources were allocated in 2006 to implement the first global Membership Survey.

In addition, one of the main objectives of the 2007 External Review supported by IUCN's core donors focuses on an assessment of IUCN's added-value to its members, particularly in the South. Both the Survey results and the findings of the External Review should begin to provide the much needed systematic data and evaluative evidence of how well IUCN has engaged and supported its membership to provide the value added originally envisaged in the concept of the Union and through its decentralized and regionalized structure, and to identify what more must be done to fully deliver on these promises.

Objectives and Purpose of the Survey

The objectives of the Survey were to obtain systematic data from members on their perception of IUCN's performance in the following areas:

1. Relevance and alignment of IUCN to member priorities (including responsiveness and adaptiveness, IUCN as a world class knowledge based organization, and perception of IUCN as a world leader)
2. Involvement and satisfaction of members with IUCN regional and global programmes
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11. Overall suggestions of members for better serving the membership

The intended purpose and use of the Survey is to provide performance information as an input for improved strategic management of IUCN as a member-based organization. In particular, it is expected that, among other uses:

The Director General and Senior Management Team will draw on the information to revise and strengthen the Membership Strategy and the functions of membership, partnership and constituency development, including setting targets for IUCN's performance as a member based organization.
Global and regional programme managers will target specific improvements needed in the involvement and satisfaction of members in the IUCN 2009-2012 Programme at regional and global levels.
The HQ Membership Unit and regional member focal points will identify and implement improvements needed in the provision of member services, and in member relations.
Global Operations and RCOs will identify the operational and IT systems needed to better

Methodology

Survey Design

The Survey was commissioned by the Director of Global Strategies and the Head of the Membership Unit in late 2006. Managed by the IUCN Performance Assessment Adviser and implemented with Vital Research LLC, a firm specializing in surveys and research, the survey was designed through a consultative process with the IUCN Global Programme Team, senior managers and regional membership focal points.

The IUCN Global Programme Team provided the list of generic programme areas that were included in the Survey, and the Membership Unit provided the list of member services and rights reflected in the IUCN Statutes. The regional membership focal points reviewed various drafts of the Survey and

Table 1. Response Rate by IUCN Membership Category

Category	Number Responded	Total	Response Rate
State	50	82	61.0%
Government Agency	65	108	60.2%
National NGO	347	734	47.3%
International NGO	74	81	91.4%
Affiliate	16	32	50.0%
Did not identify category	10		
Total	**562**	**1037**	**54.2%**

As seen in Table 2 at least one-third or more of members participated in each statutory region. Coverage was highest in Africa followed by North America and the Caribbean, South and East Asia. It was lowest in West Asia, East Europe, North and Central Asia and Oceania.

Table 2. Response Rate by Statutory Region

	Number Responded	Total in Region	
Africa	126	172	73.3%
North American & Caribbean	87	126	69.0%
South & East Asia	86	127	67.7%
Meso & South America	91	163	55.8%
West Asia	24	61	39.3%
East Europe, North & Central Asia	25	64	39.1%
West Europe	107	285	37.5%
Oceania	14	39	35.9%
Did not identify region	2		
Total	**562**	**1037**	**54.2%**

Section 1 – Participant Profile Information

Findings

- è Overall, the sample of survey respondents was representative of the IUCN membership in terms of member type and region.

Figure 2. Relevance of IUCN – Overall – 2 of 3
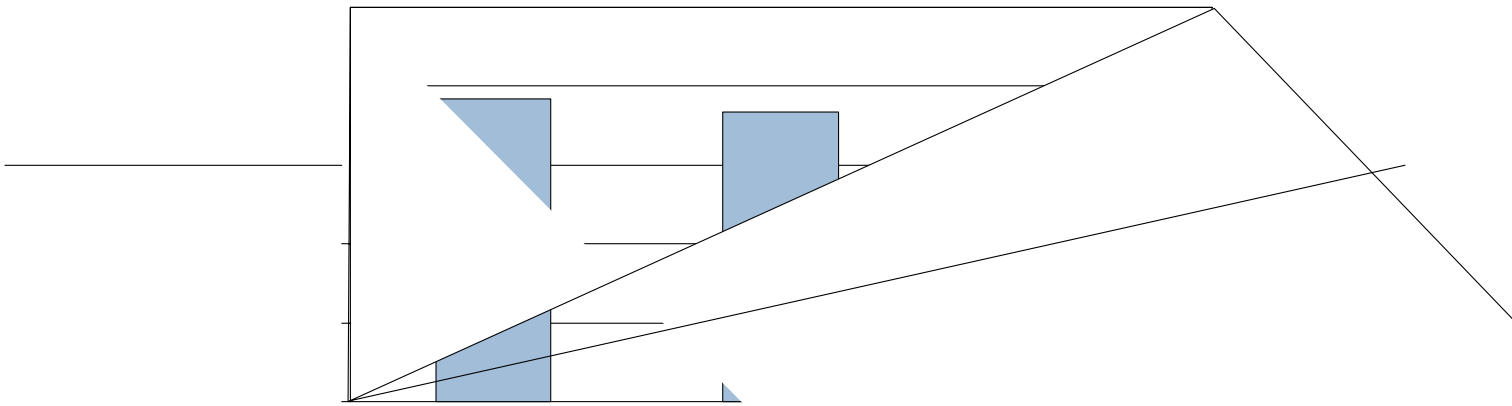
è   Members in Meso and South America and North America and the Caribbean tended to be

è State members and national NGOs tended to be less likely to agree that IUCN was responsive to emerging conservation and sustainable development issues than government agencies and affiliates.

è National and international NGOs and affiliates tend to rate IUCN lower on leadership than did states and government agencies.

è Affiliates score IUCN considerably lower on status as a world-class knowledge-based organization than do other categories of members. This is of specific concern since many affiliates are science-based organizations themselves.

Section 3 – Involvement and Satisfaction with IUCN Regional and Global Thematic Programmes

Ideally a member satisfaction survey would select a sample of involved members and ask targeted questions about the quality of their involvement with IUCN and their satisfaction. However since the Secretariat does not have a systematic database of the involvement of members in the work of IUCN, the survey asked parallel questions on level of involvement and level of satisfaction of members in programme areas of work at regional and global level.

The list of generic thematic programme areas used in this section was provided by the Global Programme Team. The areas are purposefully generic to avoid any confusion of specific programme names that may or may not exist in all regions.[12] Filters were used to ensure that satisfaction was rated only by those who were familiar with and involved in IUCN programme areas of work. Members were asked to rate all areas with which they were involved. It is recognized that there are overlaps among the generic areas and the results should therefore not be taken to necessarily represent a specific thematic programme. Some areas are, by the nature of their work, more discreetly bounded than others. An open-ended question asked members to suggest improvements that could be made in their involvement with regional and global thematic programmes.

There are four categories of results in this section:

1) familiarity with programme areas;

2) involvement of members in programme areas;

3) member satisfaction with the programme areas in which they are involved and

4) synthesized comments and suggestions by members for improvements.

While it is possible to determine performance findings for familiarity and satisfaction, it is less obvious what the desirable levels of involvement should be in various thematic programme areas. The data

- è The lowest scores on familiarity are from members in North America and the Caribbean (48.2%) and West Europe (63.5%);
- é The highest scores on familiarity are from West Asia (91%), Africa (88.6%) and South and East Asia (82.1%).
- è Affiliates, international NGOs and government agencies report they are less familiar with regional programmes than do states and national NGOs. (Annex Report)

Involvement[14]

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Figure 6. Familiarity with IUCN Regional Thematic Programmes
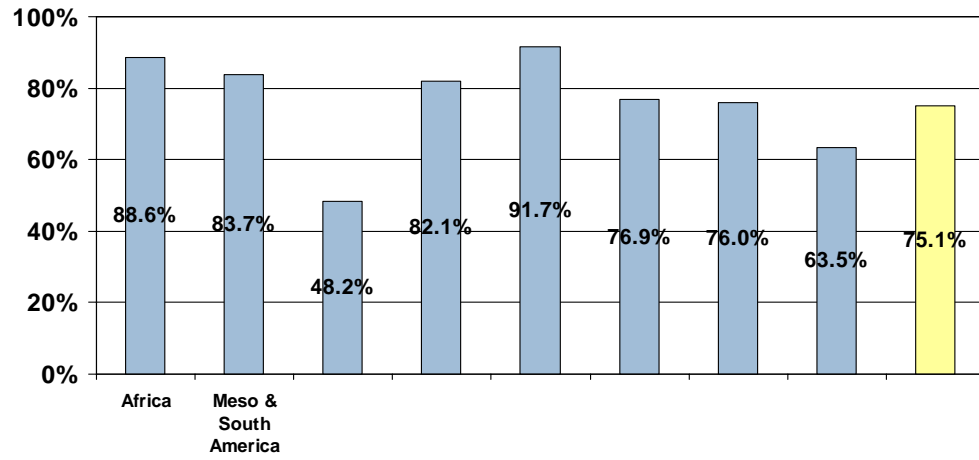
Table 6. Involvement in Regional Thematic Programmes - Overall

	Africa	Meso & South America	North America & Caribbean	South & East Asia	West Asia	Oceania	East Europe, North & Central Asia	West Europe	Total
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Marine	2.30	2.15	2.16	2.00	2.23	2.13	2.40	2.06	**2.16**
	2.82	3.21	2.82	2.66	2.78	2.78	3.05	2.62	**2.84**
	2.69	2.63	2.67	2.64	2.69	2.33	2.79	2.82	**2.69**
Water	2.35	2.79	1.71	2.56	2.69	1.38	2.05	1.98	**2.35**
Business and Biodiversity	2.37	2.51	1.93	2.31	2.17	1.56	2.05	1.80	**2.21**
Environmental Law	2.20	2.52	1.76	2.31	2.21	1.88	2.44	1.82	**2.19**
	2.56	2.66	2.12	2.49	2.79	2.50	2.63	2.41	**2.51**
	2.63	2.65	1.81	2.39	2.57	1.56	1.37	1.40	**2.26**
	2.84	2.62	2.33	2.57	2.46	2.33	2.26	2.18	**2.54**
	1.91	2.24	1.68	1.97	2.00	1.44	1.53	1.56	**1.88**
	2.00	2.38	1.73	2.00	2.43	1.44	1.32	1.37	**1.92**
	1.99	1.72	2.13	1.70	1.91	2.00	1.72	1.74	**1.85**

Figure 8. Satisfaction with IUCN Regional Thematic Programmes – Overall – 2 of 3

70.9%	76.9%	80.1%	73.3%

0%
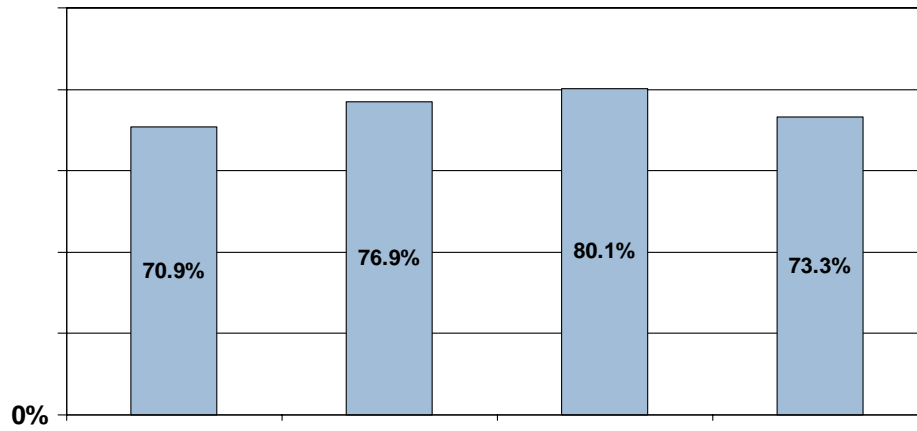
Develop institutional involvement in regional programmes as against selecting individuals.
Help to position good members more prominently.
Set up technical and scientific advisory committees and invite members to participate.
Undertake more joint collaborative work and encourage partnerships with and among members.

Support regional networks and platforms to achieve greater synergies, reach and influence
Give priority to developing and sustaining platforms and forums for members to scale up their efforts for broader reach and influence.
Connect members with common interests and work to develop synergies among members for greater influence.
Develop strategic alliances with members.
Facilitate dialogue processes to build knowledge and greater consensus among relevant actors.
Help to align the work of members towards common conservation objectives.
Improve the coordination between members and other stakeholders in key issues.
Identify peer networks to create greater knowledge among members.
Broker networks and platforms for exchange among newer constituencies including public and private actors in conservation, government and business.

Improve the strategic focus, positioning and influence of IUCN's regional programmes
Members suggested that stronger IUCN regional programmes would in turn help members to increase their presence and influence regionally. In particular they suggested:
Focus on broader more strategic, sustained and inclusive regional initiatives that involve multiple countries in the region or sub-region for broader reach (not on one-off events).
Focus more on agenda setting: raise issues that are not currently on the public or government agenda, including sensitive and political issues that threaten people and the environment.
Seek more civil society engagement in IUCN's work generally.
Have a greater regional public presence and profile: many key stakeholders are unaware of IUCN.
The Secretariat should visit member institutions more often and engage in public outreach activities.
Help members achieve greater policy and practice influence in key areas.
Focus on synthesizing and connecting regional and local practice to global level opportunities for influence.
Ensure the highest-quality regional leadership to achieve greater influence.

Increase IUCN's regional presence through improved communication, feedback and information
Generally improve the knowledge of members about IUCN's work and mission: many members are unaware of the Union's programmes and plans.
Provide regular updates on what IUCN is doing regionally, globally, including notices of opportunities for members to be more involved.
Emphasize communication with members and the public to raise the profile of IUCN: peer to peer communication is good, but there is a broader public constituency to reach.
Improve the membership database and directory so that all members could search and use the database to find contacts and sources of expertise.
Carry out regular surveys of members to update information on expertise and satisfaction.
Use all three official languages (as appropriate) when communicating with members, not just English.
Improve the timeliness of delivery of information.
Ensure transparency of information with all members and partners.

Strengthen the role and quality of regional governance structures
Many members suggested that stronger regional governance structures would enable members to play a clearer, stronger role in the development of IUCN's regional presence, influence and delivery of work. They suggested that IUCN:
- Improve the relationships between regional offices, national and regional committees.
-

IUCN should keep an up-to-date databank of member expertise and utilize this in delivering work and also make it available to other members.

Some members observed that improvements were not solely the responsibility of IUCN. Members must also make time to participate and take advantage of the opportunities currently provided.

Quotes from members

"If IUCN could focus at a higher strategic level and engage with governments and international institutions and get them to promote an enabling environment for its members then our involvement in regional programmes will increase."

"IUCN is a membership-based organization but in many ways it does not involve members in programmes. As a result in some instances IUCN conflicts with its members as it becomes an implementing organization in the field. Members are working on many amazing projects and could use the help of IUCN to strengthen them, but there is a fear that IUCN will take over the projects and even compete for their funds. This is a serious issue which needs more clarity within IUCN. IUCN has a great opportunity to facilitate regional programmes but let members implement them."

"Regionally, greater concentration is needed on work in synergy with members, based on common agendas and a shared programme linked to IUCN's Mission, and less investment in establishing a power base."

"Work more closely with members to position them on a national and regional level to have an impact on different governmental strata and to involve them. The members' work should be more visible than that of the regional office."

"Work is mostly being done in a vacuum or in isolation of the members. There is no room for duplication. Local programmes should create opportunities for members to engage with and implement the global programme. There is a large disconnect which is not addressed by regional offices."

"I never hear from any regional or country office people at all. All I get is a lot of four colour publications which I have no time to read….. Frankly I resent the printing budget. I want leadership in data networking and in development."

"Provide real support through IUCN regional offices which currently work like another NGO in the region, forgetting their role in strengthening the Union."

"Improve our relationship by understanding that the members are IUCN. We are the ones who govern, not the staff. The staff is staff, not God".

"Local and regional offices provide no support. They simply compete for projects and funding. They do not address members concerns and have not direct impact on conservation issues locally…. Much more work is required to ensure that the offices address conservation and are not simply expensive administrative operations with no teeth."

3.2 Global Thematic Programmes

Figure 10. Familiarity with IUCN Global Programme – Overall

Are you familiar with IUCN's Global Programme?
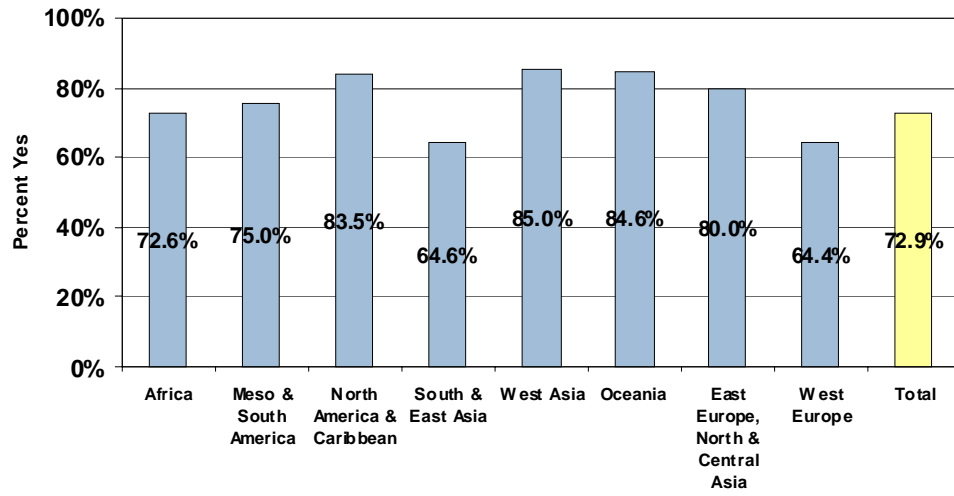
Table 8. Involvement with IUCN Global Programme Areas - by Region

Africa	North America & Caribbean	South & East Asia		West Europe
2.25	1.82	2.08		2.10
1.75	2.00	1.62		1.89
2.58	2.52	2.34		2.57
2.47	2.56	2.32	2.13	2.62
2.08	1.71	2.14	1.88	1.82
2.00	1.76	2.02	1.63	1.59
1.81	1.65	1.86	1.63	1.62
2.24	2.12	2.30	2.00	2.45
2.45	1.75	2.04	1.43	1.78
2.40	1.98	2.20	2.43	2.13
1.78	1.45	1.78	1.63	1.53
1.86	1.71	1.71	1.50	1.44
1.84	1.82	1.62	1.57	1.64

Figure 12. Satisfaction with the IUCN Global Programme Areas – Overall – 2 of 3

Figure 13. Satisfaction with the IUCN Global Programme Areas – Overall – 3 of 3
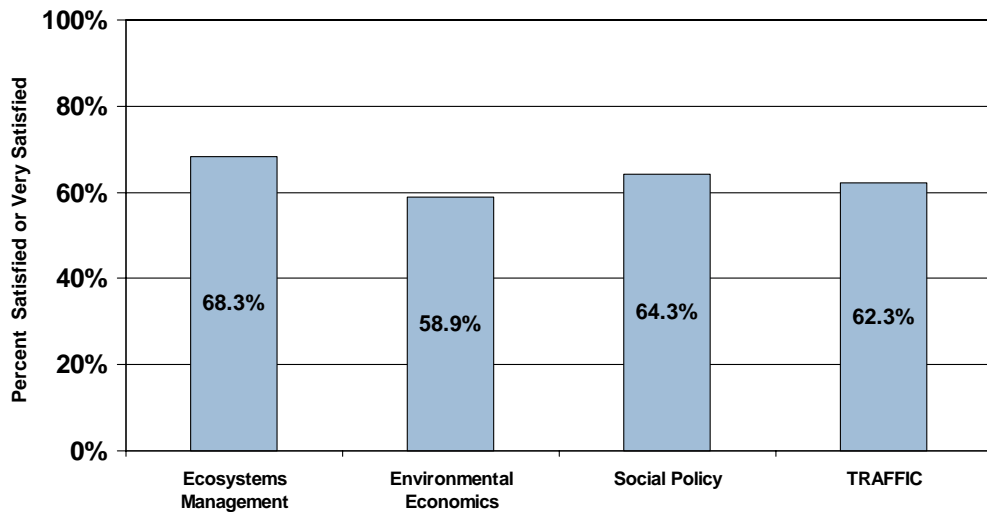
Improving Member Involvement in IUCN Global Thematic Programmes

The following is a synthesis of comments and suggestions (301 in all) made by members to improve their involvement in global programmes. Detailed suggestions for specific areas of work have been included in individual regional reports.
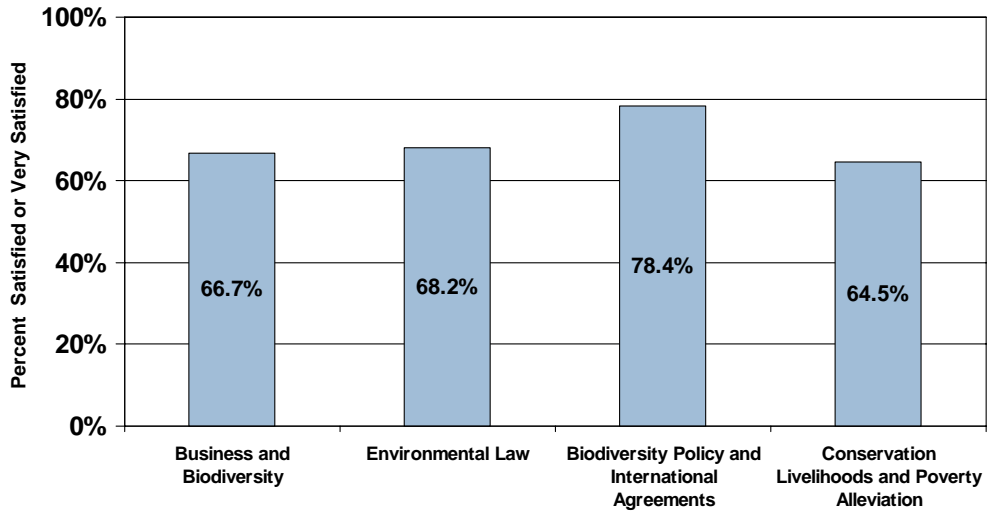
Provide a clear and transparent mechanism to involve members in global thematic programmes

Many members commented that unlike the regional programmes where there is an expectation that regional offices will involve members in the planning of the regional programme, there is no clear mechanism or expectation for member involvement at the global level other than those initiatives provided by individual thematic programmes, and these are usually on an *ad hoc* basis with selected members. The following suggestions were made in this regard:

– Develop a clear mechanism and define expectations with respect to the involvement of members in global thematic programmes.

- Ensure that global thematic programme managers attend regional members' meetings to discuss with members how to develop global programmes that are relevant to regional needs.
- Convene formal or informal thematic advisory groups of members and experts to seek the broader views of members and international experts. These could have a rotating membership from regional organizations with appropriate levels of expertise.
- A general call for interest could be made to all members with a specific level of expertise in the particular thematic area for involvement in developing global work programmes.
- Thematic programmes should keep a database of members and their thematic expertise to access when opportunities for involvement arise.
  Strengthen the use of national committees, regional advisory committees in providing feedback and advice to global and regional thematic programmes on regional priorities and expertise.

Strengthen linkages and cooperation between global and regional thematic programmes and Commissions for greater local to global reach for members

Members perceive a lack of coherence and cooperation in some regions between regional and global thematic programmes and Commissions, which makes it difficult for them to access and benefit from the promised 'local to global reach' of IUCN.

Stronger, more coherent links between programmes regionally and globally would provide members with a better 'window' to a broader range of experience at different levels.

Some suggested that the involvement of members in thematic areas should start at the regional level and once members have proven themselves, they should be invited to participate globally.

Further, some suggested that this should be a strategic goal of the Secretariat to systematically make this happen over the intersessional period – i.e. growing and empowering the membership to extend their influence and reach.

Use key global platforms more strategically to raise the international profile of good regional and national member institutions

Global thematic programmes can play a key role in raising the profile and reputation of good regional member institutions.

Help connect members to global issues and experience. Global thematic programmes should use key platforms such as climate change, UN Observer status, Countdown 2010 and CBD, to more systematically involve members with the appropriate knowledge and expertise, with the specific aim of providing members with broader global reach, strengthening their skills to advocate globally and giving them greater exposure.

Members noted that sustaining the global platform efforts over time was critical rather than providing one-off events that have no follow-up. The GBF model was cited as an example of a good global platform that was sustained by IUCN for a number of years and benefited many

– Non-donor members also suggest that the global programmes should identify the contributions that members' actions and work make to the global programme and to conservation in general.

Strengthen global programme capacities and skills to engage with members
Members suggested that global programmes should have more multilingual global staff, greater gender balance and experience in living and working in developing countries in order to be fully credible with members and to understand the context in which members work.

Quotes from Members

"Involvement of members in an IUCN World Congress once every four year is not adequate. There needs to be an ongoing relationship with members who are genuinely seen as a key strength of IUCN's global programmme."

"Except for Congress every three years it is unclear what global programmes are doing and how organizations can lend expertise or support."

"IUCN needs to institutionalize involvement of its members in its global programmes. Currently, involvement seems to be on an ad hoc and individualized basis."

"The work of the global programme does not filter down to the regions and the members in each country. There is no real reporting to us or reflections on the progress of the global programmes."

"Working on MEAs I find IUCN's briefing papers/positions are often very helpful. The TRAFFIC, CITES and COP proposal evaluations are very good."

"IUCN is too Secretariat-driven and should improve its mechanisms to involve members in the implementation of programme as well as WCC decisions and resolutions. The process by which WCC decisions and resolutions are translated into work priorities and actions is not transparent and is too subject to Secretariat discretion."

"It is easy for us to work for government agencies, the UN and World Bank on regional projects and programmes, but it is not as simple to work for/collaborate with the IUCN on these programmes."

"IUCN should play the coordinating role in global thematic programmes and provide technical support to members as opposed to direct implementation of projects by the Secretariat."

Section 4 – Involvement and Satisfaction with IUCN Commissions

In this section members were asked about their level of familiarity and involvement with the IUCN

Figure 14. Familiarity with the IUCN Commissions – Overall

Table 10. Involvement with the IUCN Commissions – Global

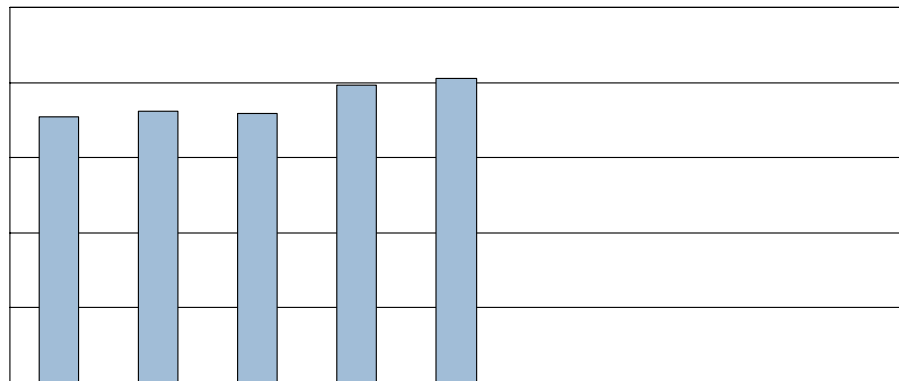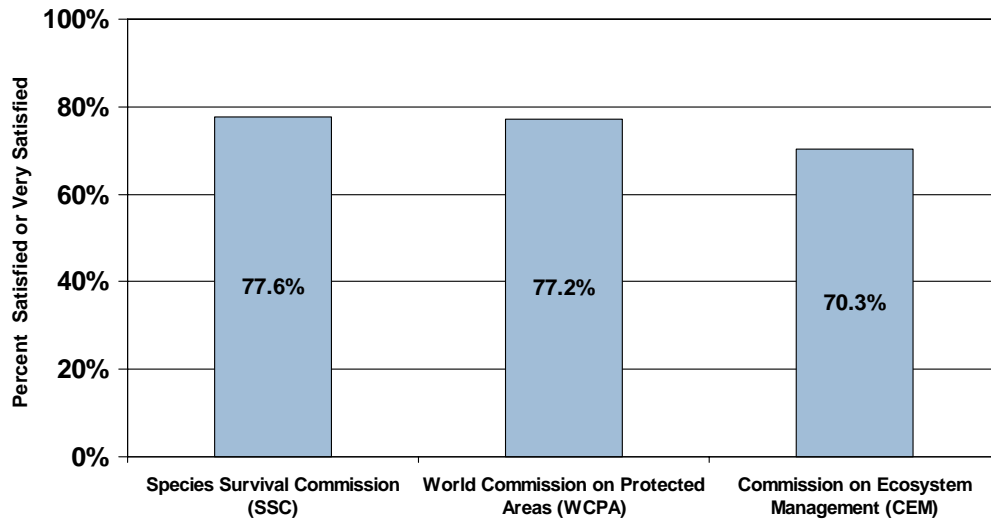| Africa	Me TcrefBT5.75Borth5.BT74S0009ATc-0.31/669C8m8561.1.4re0366BU8m8561.s	North America & Caribbean	East Asia	West Asia	Oceania	East Europe North & Central Asia	West Europe	Total
1.95	1.96	1.29	1.57	1.46	1.22	1.85	1.56	**1.67**
1.66	1.51	1.39	1.55	1.58	1.11	1.46	1.34	**1.49**
1.43	1.67	1.29	1.57	1.08	1.44	1.92	1.26	**1.45**
2.24	1.80	2.26	1.90	1.77	2.00	2.29	2.29	**2.10**
2.25	2.37	2.14	2.26	2.07	2.90	2.76	2.11	**2.27**
2.01	1.82	1.32	1.74	1.46	2.00	1.93	1.40	**1.70**

Figure 16. Satisfaction with the IUCN Commissions – Overall – 2 of 2

Improving Member Involvement in the IUCN Commissions

Members expressed a high level of interest in the IUCN Commissions and provided more comments and suggestions for improvements (474) than for any other category of the survey. Overall the comments suggest that while there is high interest in involvement, there is also a general lack of awareness of the specific work of Commissions and how members can be involved.

Members who are involved with Commissions expressed satisfaction with their engagement, notably with the SSC Specialist Groups and WCPA Working Groups that operate regionally. Some members expressed interest in participating in the work of CEC on education and communication, and also commented that the CEESP mandate should be clarified and more focused.

The main categories of comments and suggestions for improvements in the involvement of members in IUCN Commissions are as follows:

Increase the participation of members in the work of the IUCN Commissions
> The single largest category of suggestions and comments from members related to requests for greater participation in the work of Commissions. Members repeatedly asked how their organizations could derive greater benefit from the Commissions.

Provide basic information services such as regional lists of Commission members, their area of expertise, and up-to-date contacts.

Provide regular updates on the work of Commissions globally and regionally to the membership.

Ensure that Commissions are able to communicate in the three official languages of IUCN, including the provision of information in French and Spanish (as appropriate regionally) as well as English.

Improve the relevance and benefits of IUCN Commissions to members at regional and national level

Members suggested that Commissions should engage in more dialogue with national committees and members at regional level to find ways of making the work of Commissions more relevant to members.

Some members commented that their national experts have little involvement in the work of Commissions and that Commissions seem more interested in regional and global work than national and local work. They suggest that there could be Commission focal points in national offices to help provide input and to receive information from the Commissions, and that IUCN should call more frequently on French experts and include them in the work of Commissions.

Address the limitations of the 'individual versus institutional structure' of Commissions

Standards should be set for the performance and engagement of Commissions with members and the IUCN programmes.

The role of regional vice chairs for Commissions was noted as important and that they should be very carefully selected with clear expectations of what is expected. The effectiveness of this position can make a major difference in how effective a Commission is regionally and the quality of the relationship with the regional Secretariat.

Increase the role of Commissions in mentoring the next generation of conservation leaders

Members express great respect for many of Commission experts and wish to find a way of using the expertise of Commissions to mentor IUCN members. They suggest that IUCN should:

Initiative a Commission internship and mentoring programme whereby respected Commission experts can provide mentoring to member organizations (as well as member to member mentoring).

Develop partnerships with organizations that specialize in 'leaders for tomorrow' initiatives to

Section 5 – Satisfaction with the Governance of IUCN

In this section of the Survey, members were asked about three aspects of IUCN governance: 1) Familiarity with IUCN's governance structures – The Members' Assembly of the World Conservation Congress, The IUCN Council, Regional Councillors, National Committees and Regional Conservation Forums. 2) Satisfaction with the effectiveness of governance structures; and 3) Familiarity with the rights of members as reflected in the IUCN Statutes and importance of these rights to them.

Findings are presented sequentially for familiarity, effectiveness and importance of rights of members.

Findings – Familiarity with the Governance of IUCN

è Members are most familiar with their National Committees, followed by the World Conservation Congress, their Regional Councillors, the IUCN Council and their Regional Conservation Forums.

è

Table 12. Familiarity with the Governance of IUCN – Region

2.30	2.38	1.33	2.49	3.00	2.00	2.15	1.72	**2.11**

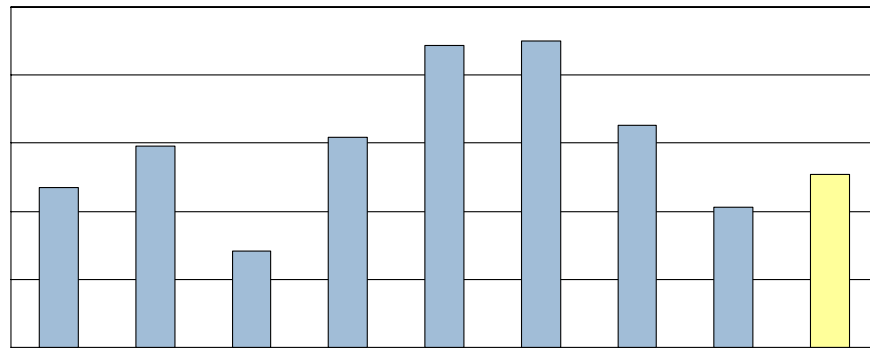**Figure 18. Familiarity with IUCN Regional Councillors**

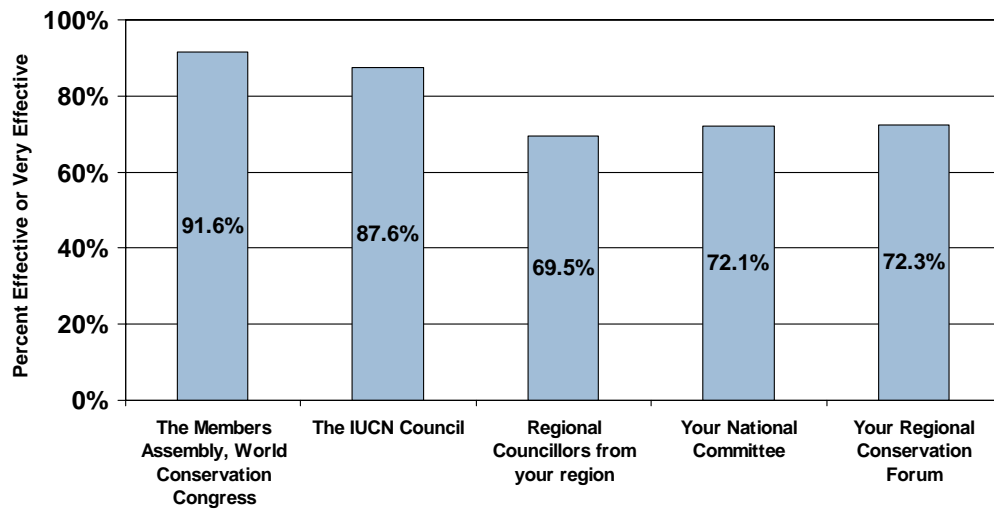**Figure 20. Satisfaction with the Governance of IUCN – Overall**

Figure 21. Familiarity with Rights of Members – Overall

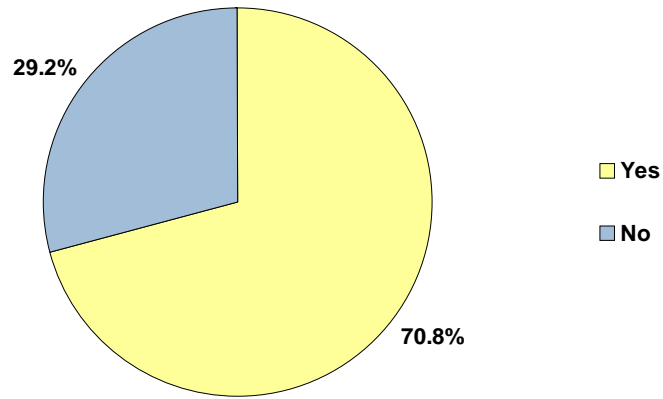**Is your organization familiar with the sections of the IUCN Statutes that pertain to the rights of Members?**

29.2%

70.8%

Yes

No

Table 13. Importance of the Rights of Members – Overall

3.23

Table 14. Importance of the Rights of Members – Overall[15]

Please tell us how important the following rights of members are to your state, government organization, or NGO.

	Mean
To vote in sessions of the World Congress	3.55
To submit motions to the World Congress	3.51
To nominate candidates directly to The World Conservation Congress for election as Regional Councillors	3.37
To propose to the Council candidates for President, Treasurer, Chairs of the Commissions	3.29
To nominate candidates directly to The World Conservation Congress for election as President	3.17

4 = Very Important, 3 = Somewhat Important, 2 = Somewhat Unimportant, 1 = Not at all Important

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Section 6 – Satisfaction with Services to Members

In this section of the Survey, members were asked to rate how important various membership services are to them as well as indicate their level of satisfaction with such services.

Members were also asked to specify any other services of importance to them, and to rate their satisfaction with the overall quality of services provided by IUCN.

Findings

Importance of services

- é Overall, all services were considered to be important; none were identified to be of no importance.

- é Overall members rated the provision of IUCN publications, attending IUCN meetings/workshops, access to networks, policy forums, face-to-face discussions and involvement in field projects as most important.

- è There is considerable variation in the responses of members by region according to their context and needs, therefore the results should be considered by specific region. (see Annex Report)

Satisfaction

- é Members are very satisfied with IUCN's provision of publications (87.6%).

- è Members are moderately satisfied with electronic discussion forms (66.8%), enabling members to attend meetings and workshops (68.7%) and providing access to networks (64.4%).

- ê Members were much less satisfied with the provision of all other services – opportunities for field projects (41.0%), proposals for funding (41.9%), expert policy advice (52.2%), cons5n

Table 15. Importance of IUCN's Services to Members – Overall

Developing proposals for funding with IUCN   3.19

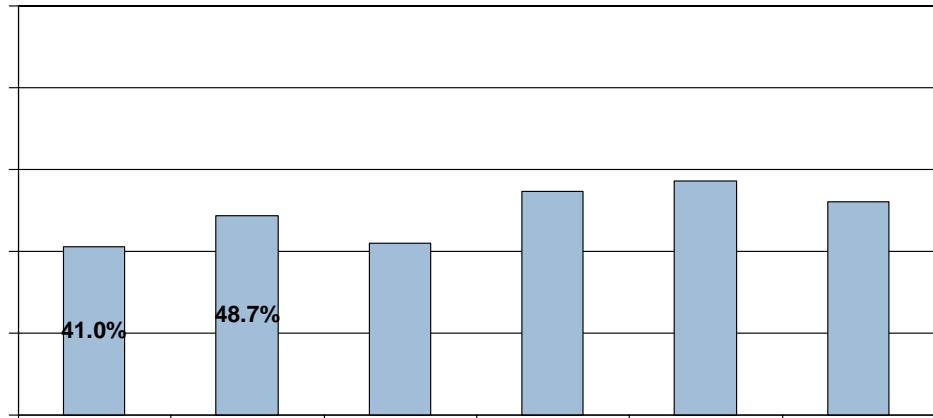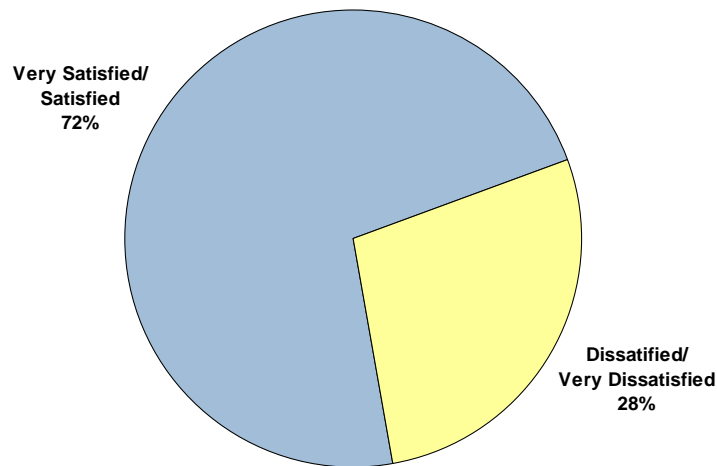**Figure 23. Satisfaction with Quality of Services – 2 of 2**

Figure 25. Satisfaction with Quality of Services

Overall, how satisfied are you with the quality of services provided to you by IUCN?

Very Satisfied/
Satisfied
72%

Dissatified/
Very Dissatisfied
28%

Improving IUCN Services to Members

Members provided 252 comments and suggestions on improving IUCN Services to members which have been synthesized into the following main areas.

Focus services on membership development and organizational strengthening for greater impact
– Members suggested that IUCN can play a more effective role in building a stronger Union by providing services aimed at strengthening institutions and organizations so that they in turn can play a more effective role in conservation at regional, national and local level. This should be the overall aim of services provided.

Improve the strategic focus and effectiveness of services to members
Many members commented that the services that are currently offered are not as effective as they could be, and suggested that:
– Services should be provided on a differentiated basis depending on the needs of members in different regions. Needs assessments should be carried out, and specific services emphasized according to need.
– The quality of delivery of services should be monitored regularly through feedback processes like this survey, and at regional meetings.
– Services should be provided mainly at an intermediate level through local networks or associations instead of trying to service all members individually. Members noted that it is unlikely that IUCN will be able to support every member institution, so an intermediate level of service delivery would be a more realistic mode of service delivery.
– Focus the delivery of services at a level that is accessible and useful for members regionally, nationally and locally. Much of the assistance needs to reach the local level where members are implementing conservation work.
– Improvements in services should seek a balance of participation of the three pillars of the Union – members, Commissions and the Secretariat.

Improve the overall responsiveness and accountability of IUCN to members
Many members complained that IUCN does not respond to their requests, proposals and suggestions,

- Thematic programmes and regional offices should be required to respond in a timely manner to the requests and proposals of members and this should be monitored. Member requests should not be ignored.
- Formal feedback mechanisms from members should be built into regional and global programmes and member service units, and requests and complaints should be tracked and monitored, with targets set to improve responsiveness.
- Reporting to members on activities, results and funds of the Union should be improved.
- Members should be provided with easy and timely access to agendas, actions and decisions by Council and the President.

Stronger governance role – strengthen the role of National Committees in overseeing the quality of services to members
Many members suggested that National Committees and Regional Councillors should play a more significant role in communicating with and supporting members, including:
- helping to assess the service needs of members in their region;
- helping to monitoring and oversee their effectiveness;
- helping to oversee compliance among the membership with IUCN objectives; and
- members' opinions should be clearly taken into account in the governance of IUCN.

Provide targeted training and capacity building services at the regional and national levels
Members made many suggestions on specific types of training and capacity building services they wished to receive, and on different modalities of providing those services.
- Suggestions on modalities included the provision of more audio-visual services, educational materials, tools, guidelines, support in drafting proposals, expert advice and counsel, advisory services and help desk functions in regions and at national level through regional and country offices and national committees.
- Specific areas in which training was requested included IUCN's traditional areas of conservation (such as species Red Lists, protected areas, marine) as well as in new, emerging and sensitive conservation issues (such as invasive species, climate change, conflicts, implications of GMOs, biotechnology and biofuels, and effects of open air metal extraction, oil and gas and hydroelectric developments), as well as in policy and advocacy, and education and communication for sustainable development. The Regional Reports contains specific details of technical assistance or training requests. These were not included in the overall report.

- Specific areas mentioned included early warning systems, conservation and climate change, disasters, new emerging conservation issues, and use of new technology for conservation.
- Fellowships were suggested with universities and institutions to provide grants for PhD students to work with IUCN members and regional offices.

Recognize, appreciate and reward members for good work in conservation
- Members suggested that IUCN could do much more officially to recognize and reward the good work that members do in conservation.
- While some members recognized that IUCN does nominate candidates for large global prizes, they suggested that a more modest level of recognition by region or country would be a good compliment and perhaps a better place to start to recognize and encourage the good work of members.
- Regional offices and national committees could support an annual member recognition programme whereby members and partners and donors nominate candidates on a regional basis every year. The regional winners could then be recognized at the World Congresses thereby incrementally promoting the global visibility of a significant number of members through a systematic and transparent process.

Networking and improved communication services for members
Many members requested a range of improved services for regional and global networking, and improved communication services among members:

Networking
- Host regular basis regional knowledge platforms to connect members, donors and partners.
- Play a stronger role in synthesizing and managing knowledge from across the networks in the Union.
- Develop new regional and global working groups in cutting-edge areas of conservation and

Quotes from Members

"I do not believe that more services are needed, but rather that those listed should

Section 7 – Satisfaction with Member Relations

In this section members were asked how satisfied they are with IUCN member relations, including: clarity of information, timeliness, transparency of reporting, responsiveness to members' needs, and efforts made by country, regional and global membership units to maintain good member relations.

Findings

Overall

- é Members are somewhat or very satisfied with the clarity and timeliness of information provided by IUCN.
- è Members are slightly less satisfied with the transparency of IUCN's reporting to the membership on governance issues (Council, Congress).
- è Members are noticeably less satisfied with IUCN's responsiveness to their needs, and the efforts made by country, regional and global membership units.

By region

- ê Members in Africa, Meso and South America and East Europe, North and Central Asia find IUCN less responsive to their needs compared to members in other regions.
- é Members in North America and the Caribbean are the most satisfied with responsiveness of IUCN to their needs.
- ê Members in Africa, Meso and South America, South and East Asia, and Oceania report lower satisfaction levels with efforts made by Regional Offices than do other members.
- ê Members in Meso and South America report lower satisfaction levels with the efforts of the Global Membership Unit to maintain good member relations than do other members.

By type of member

- è National NGOs and affiliates are less satisfied (75-78%) with IUCN reporting to members on governance issues than are states, government agencies and international NGOs (86-89%).
- è National NGOs are much less satisfied (64%) with IUCN's responsiveness to their needs than other categories of members (80-100%).
- ê National NGOs and affiliates are less satisfied (66-67%) with efforts made by their Regional Offices and the Global Membership Unit to maintain good member relations than are state, government agencies and international NGOs (70-80%).

Main areas for improvement

Greater involvement of members in the work of IUCN.

Refocus regional offices to play a more effective role in engaging members.

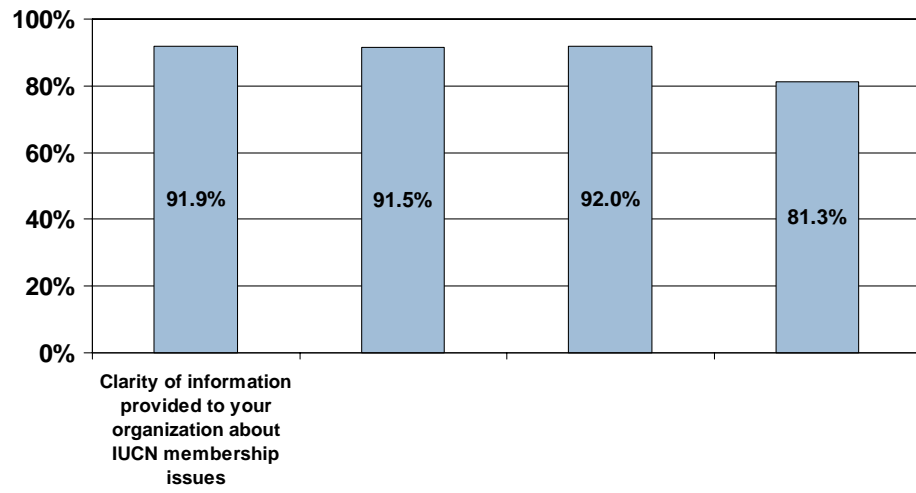**Figure 26. Satisfaction with Member Relations – Overall 1 of 2**

Figure 28. Responsiveness of IUCN to the needs of members

Bar chart titled with y-axis "Percent Somewhat Satisfied or Very Satisfied" ranging 0% to 100%.

- Africa: 66.1%
- Meso & South America: 62.3%
- North America & Caribbean: 81.0%
- South & East Asia: 71.4%
- West Asia: 77.8%
- Oceania: 70.0%
- East Europe, North & Central Asia: 61.9%
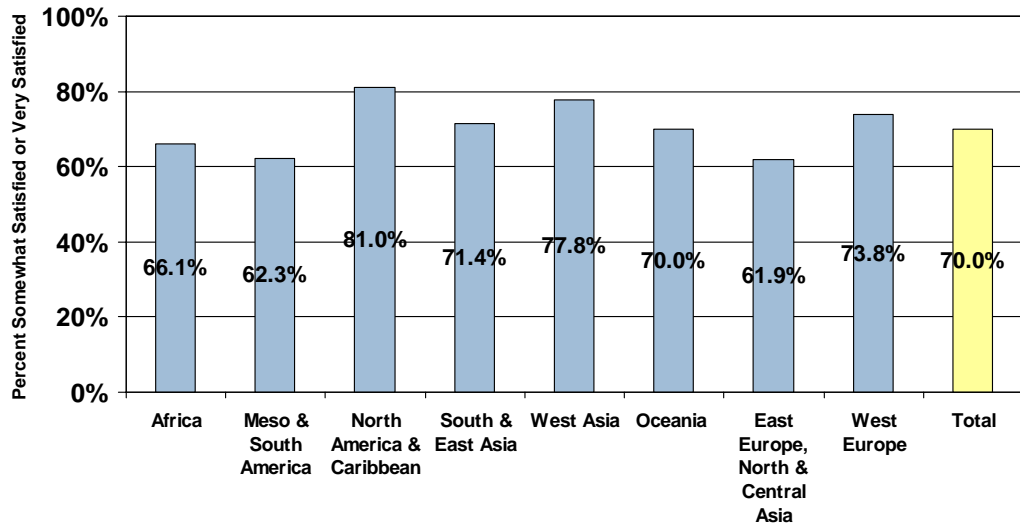- West Europe: 73.8%
- Total: 70.0%

Figure 29. Satisfaction with Regional Offices in maintaining good member relations
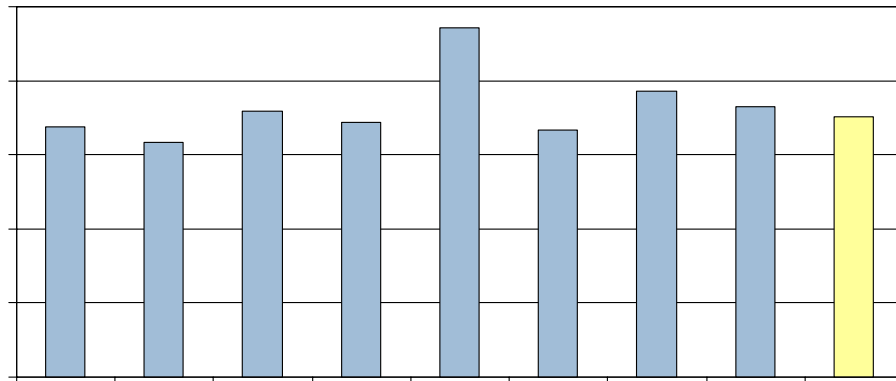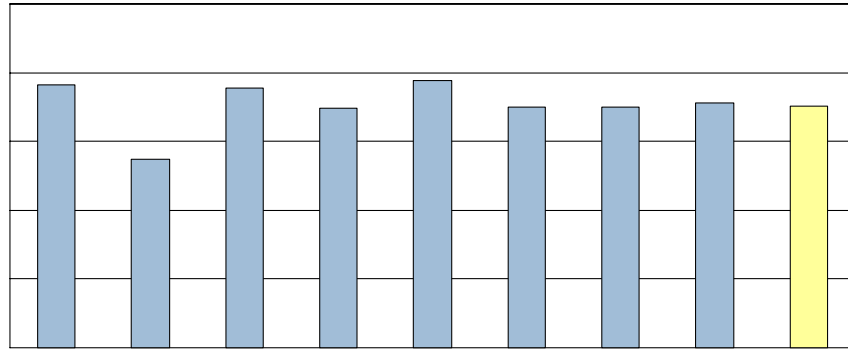
Figure 30. Satisfaction with Global Membership Unit in maintaining good member relations

- Provide timely responses to requests – show that members input is taken seriously.
- Efficiently distribute reports and information so that the information is still fresh and relevant.
- IUCN technical staff.

Help members achieve conservation results on the ground
- Select priority geographic regions and issues with a commitment to achieving conservation results with members.
- Provide technical assistance to help members achieve conservation objectives.
- Provide funding information and access to donors for members, and joint proposals.
- Reduce dues for the value that is provided.
- Use the capacity, expertise and advice of members.

Strengthen the role of National Committees
- Support national and regional committees to play a key role in increasing the interaction between the regional offices and members.
- Establish clear mutual expectations and empower the national committees to develop closer connections with members and Secretariat counterparts.
- Some members expressed concerns that the national committees acted as a block to their further involvement in IUCN by keeping all the opportunities for themselves.

Support alliances and greater networking with members
- Support stronger contacts and alliance among the members by providing a facilitating support to the network of members – provide up-to-date contacts for membership focal points.
- Coordinate responsibilities for membership issues with national committees and membership networks.
- Support regional members meetings once a year at a minimum, and provide months of notice for members to plan to attend.
-

Section 8 – Member Expectations of the World Conservation Congress, Barcelona, 2008

In this section of the Survey members were asked whether they were planning on attending the Barcelona World Conservation Congress and to rate their reasons for attending.

Findings

More than half (64%) of the member organizations that responded plan to attend the Congress.

The most important reasons for members attending the Barcelona World Congress are, in order of ranking:

1. To network and exchange information with others with similar interests
2. To learn about emerging conservation and sustainable development issues
3. To learn about best practices in conservation and sustainable development
4. To identify new alliances and partnerships
5. To participate in the discussion and approval of the IUCN Programme

These results remain consistent with the findings of previous World Conservation Congress evaluations (Amman, World Parks Congress) where networking, learning and exchange were cited as the most important reasons for attending the World Congress.

Figure 31. Members Planning to Attend the World Conservation Congress, Barcelona, 2008

Are you planning to attend the World Conservation Congress in Barcelona in 2008?
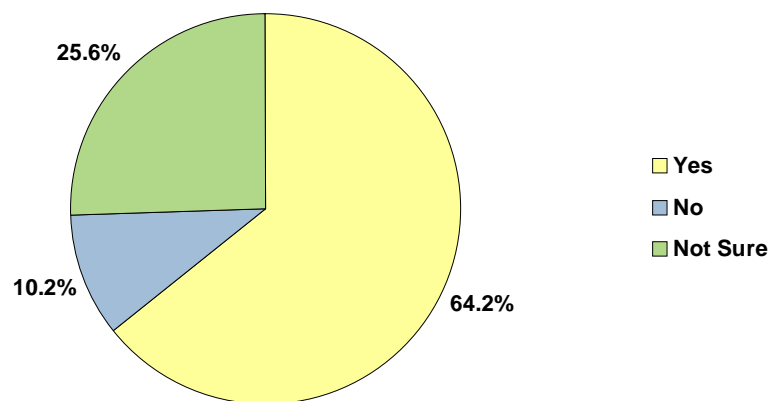
Table 16. Member Expectations of the World Conservation Congress, Barcelona, 2008

How important to your organization are the following reasons for attending the World Conservation Congress? - Overall 1 of 1

	Mean
To network and exchange information with others with similar interests	3.84
To learn about emerging conservation and sustainable development issues	3.81
To learn about best practices in conservation and sustainable development	3.77
To identify new alliances and partnerships	3.75
To participate in the discussion and approval of the IUCN Programme for the next 4 years (2008-2011)	3.63
To participate in the elections	3.22

4 = Very Important, 3 = Somewhat Important, 2 = Somewhat Unimportant, 1 = Not at all Important

Section 9 – IUCN's Performance in Comparison to Other Networks

In this section of the Survey members were asked to identify one other major network to which they belong, and then to rate IUCN's performance in comparison to that network.

It is clear from the list provided that the term 'network' was interpreted broadly by respondents (meaning organizations as well as specific networks), however even with this broad interpretation the

Table 17. Other Networks Cited Most Often

Name of Network	Number of Times Cited
World Wildlife Fund (WWF)	21
BirdLife International	19
Wetlands International	16
EUROPARC	7
United Nations Educational, Scientific and Cultural Organization (UNESCO)	7
United Nations Environment Programme (UNEP)	7
European Environmental Bureau (EEB)	6
Eurosite	6
World Association of Zoos and Aquariums (WAZA)	6
Association of Zoos and Aquariums (AZA)	5
Forest Stewardship Council	5
World Society for the Protection of Animals (WSPA)	5
AVINA Foundation	4
Climate Action Network (CAN)	4
Convention on Biological Diversity (CBD)	4
Global Water Partnership	4
International Council for Science (ICSU)	4
United Nations Convention to Combat Desertification (UNCCD)	4

Figure 32. IUCN's Performance in Comparison to other Networks

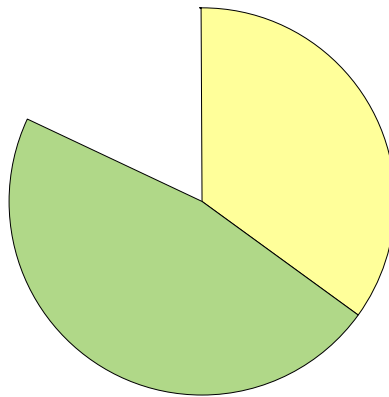**Table 18. Other Networks Performing Better than IUCN**

BirdLife International	12
Alliance for Zero Extinction	3
	2
Climate Action Network (CAN)	2
European Environmental Bureau (EEB)	2
The RING Alliance	2

– Bringing the movement together in the World Congresses and other global forums and debates.
– Being a stakeholder and decision maker in conservation management and sustainable development.
– Being part of a network that gives focus and structure to the common agenda.

Brand – credibility

Institutional credibility, long standing reputation, reliability
Standard setting through global reach
Inclusiveness of membership and participation
Authoritative and internationally credible
Global prestige that enhances members image and reputation at home
Respect and recognition from colleagues from their affiliation with IUCN

IUCN's unique governance model

– Belonging to an institution that is inclusive and not restricted to civil society or government
– The World Congress and Conservation Forums
– National Committees

A network and platform for learning and influencing change

A platform for information exchange and learning
Building alliances, partnerships through the worldwide network
Meeting new people
A platform that provides a safe space to speak out on important issues facing the environment and humanity
Greater reach than is possible on one's own
Facilitates coordination and synergy of efforts, and resolves conflicts
Peer-to-peer exchange

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Of the 511 comments provided, 8 comments specified no benefits or unfulfilled expectations:

"My organization is new to IUCN and joined to participate, collaborate and learn from a large conservation organization, but so far it has received few direct benefits".

"Up to the moment, unfortunately no benefit at all".

"At the moment nothing at all; No particular benefit".

"We have unfulfilled expectations".

"No benefit – I thought we could work together with IUCN to deliver the Programme but that has not been the case."

"I cannot think of anything IUCN has brought to me of value in my work, my sustainability, or my network. I have not referred anyone else to IUCN for advice or assistance".

"We do not perceive any benefits at all. The activities of our organization would continue unhindered if the IUCN did not exist".

Quotes from Members

"The Union is undeniably the most important conservation network in the world. It unquestionably has made vast contributions to research and taken many actions to prepare and implement national conservation and biodiversity strategies in numbers countries. For that reason alone it is a privilege to be a member together with other institutions who also consider the Union to be an organization that is independent from any government, political ideology, economic interest or religion."

"We see the effect of participating in conventions and other binding forums of IUCN work as a reliable high-quality organization working globally on a number of top priority

Section 11 – Suggestions of Members for Better Serving the IUCN Membership

The last question in the Survey asked members if they had any suggestions on how IUCN could better serve its membership to achieve conservation and sustainable development. Intended as a 'catch-all' question, the following main categories of comments emerged from the analysis.

Add value to members – show interest, avoid competition
  – Give members a sense that belonging to the IUCN represents an added value to their work, not competition.
  – Clarify the role of IUCN Secretariat with regards to facilitation, coordinating overall, helping to pull members together – is the Secretariat serious about playing these roles?
  – Demonstrate greater interest in the work of members in the field.
  – Involve, enhance, appreciate, acquire and share members' skills and knowledge.

Greater involvement of members
  – Many requests were received for more participation and involvement of members in the work of IUCN.
  – Manage the expectations of members better at Congresses, particularly in the resolutions process.

Greater focus, coordination and coherence
  – Select key priority areas and focus on a few key issues per region.
  – Better coordination between thematic programmes regionally, globally – ensure cross cutting work not silos.
  – Ensure coherence of all the elements of IUCN at regional and global levels.
  – Reach a better balance in programmes between conservation and sustainable development. Members express differing views on what that balance should be – more attention to poverty and conservation or return to its original conservation mission, return to the conservation mission, give equal focus to conservation of wild resources similar emphasis to that devoted to protected areas.
  – Better alignment of programmes to the IUCN mission, ensuring a balance of benefits to biodiversity and humanity.

Stronger leadership, image, positioning
  – Stronger regional leadership.
  – Greatly increased public presence, communication and awareness raising.
  – Reach out to new audiences – youth, private sector.
  – Develop an IUCN label of excellence that would enable members to benefit from displaying the Union's official support for a specific project when launching their initiatives, as long as they meet certain methodological standards.
  – Become much more influential globally and drive global change.

Consider a different model of operating
  – Facilitate more, implement less, be more collaborative, do shared joint work with members.
  –

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– Respond to letters and emails promptly.
– Provide the network with more information about the achievements of members.
– Reward and acknowledge them at the Congress.

Funding
– Help to link donors with members projects.
– Develop seed funding, small grants, innovation funds with and for members.
– Provide sponsorship.
– Make membership fee proportional to member organizations income.
– Improve fundraising by the IUCN Council and Regional offices for NGOs.

Strengthen policy and advocacy work
– Work at national policy level to improve the actual use of resources on the ground.
– Play a stronger advocacy role.
– Pressure States to put sustainable use principles into practice.
– Ensure better linkages between field projects and policy influence.
– Do more work at the political level influencing policy.
– Adhere to and implement current policies adopted at Congress and internally.
– IUCN's voice should support national NGOs on issues of environmental governance.

Quotes from Members

"Create more powerful networks and linkages to global decision-making forums, so that members feel that they are not preaching amongst each other but reaching crucial targets and platforms. Become much more influential globally and drive global change."

"Be there for members, respond quickly to queries and make a genuine effort to help."

"Involve members and don't take them for granted."

"There should be a win-win situation between IUCN and members. IUCN should develop strategies to create this situation."

"We regularly attend the COP and MOP of various international conventions and work along before, during and after these meetings and receive no support from IUCN's official representatives at these meetings."

"We have put forward dozens of suggestions, proposals and agreements. Instead of composing more, it is time to enforce them."

"We believe that this survey is a valuable tool to learn of members concerns. We believe that it is important that its results be taken into consideration."