

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

***Amman, Jordan
October, 2000***

Final Report

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



with



1.1 Introduction

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

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

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

1.1.1 Evaluation Objectives, Audiences and Uses

The evaluation had four major objectives:

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

The key audiences and uses for the evaluation results are:

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

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

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

1.1.2 Evaluation Approach and Methodology

Guiding Principles

The evaluation process was guided by four principles:

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

Data Gathering

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

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

Exhibit 1 Participants Interviewed by Region

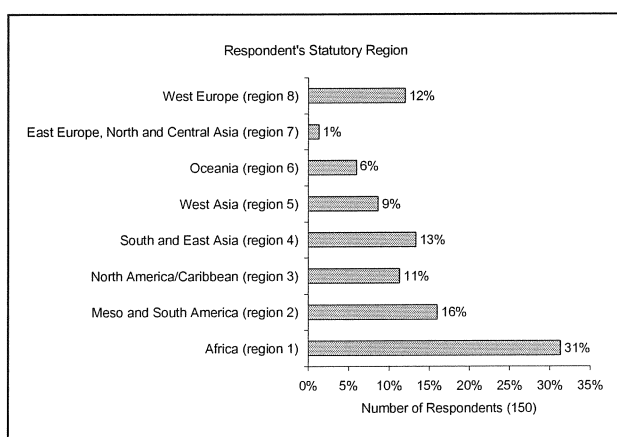
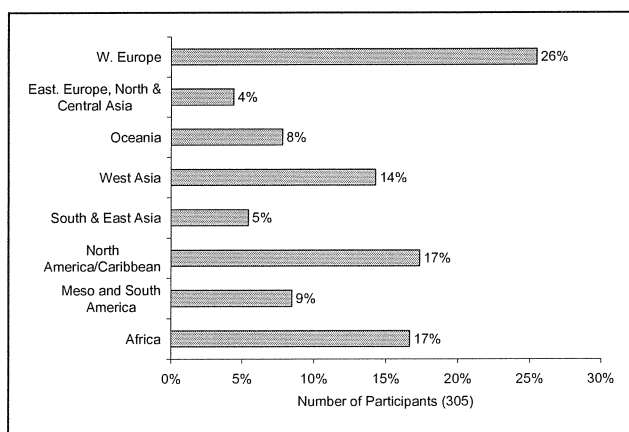


Exhibit 2 Participant Evaluation Questionnaires by Region



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

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

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

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

Data Analysis and Reporting

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

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

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

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

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

Limitations of the Evaluation

The evaluation faced four principle limitations:

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

1.2 Results of the Evaluation: Overview

1.2.1 Introduction

The overview of evaluation results are presented as follows:

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

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

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

Exhibit 3 A Good Investment of Time?

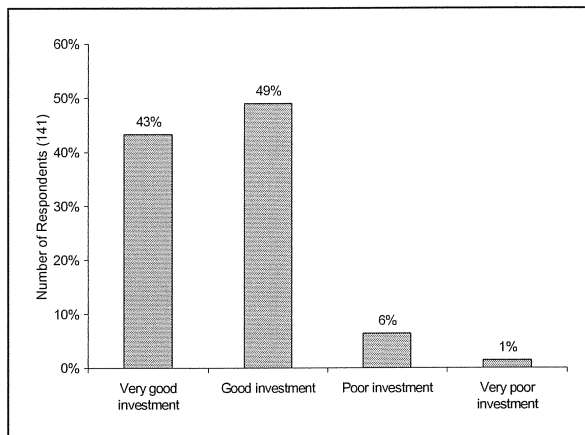
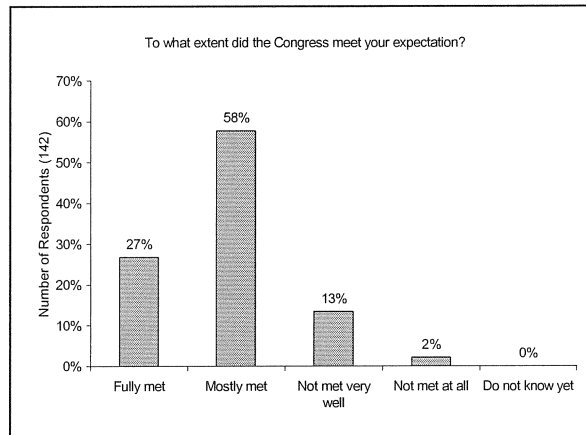


Exhibit 4 Meeting Expectations



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

1.2.2 Rationale for the Congress

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Six senior managers believed that addressing statutory objectives was one of the most important

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

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

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

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

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

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

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

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

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

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

1.2.3 Effectiveness of the Congress

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

1.2.4 Efficiency/Management of the Congress

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

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

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

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

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

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

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

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

1.2.5 Conclusions

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

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

1.2.6 Recommendations

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

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

The following recommendations are made by the Evaluation Team:

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

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

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

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