# Management Response and Action Plan for the External Evaluation of the 2008 World Conservation Congress

| Recommendation | Response | Intended Result | Activities | Responsibility | Indicators | Status and timeframe |
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| 1. Council should reaffirm the role of Congress in the global conservation arena. | Agreed | 1. Discussion on the global conservation agenda opened to all segments of society | 1. Conduct an interview or electronic-based consultation with Councillors | 1. Constituency Support Group with Congress Unit (consultant) | 1. Extent of participation of target segments of society | 1. Consultation completed by end of Q3 2009 (draft report already received) |
| 2. Council should set strategic objectives for the World Conservation Congress. | Agreed | 1. Strategic objectives identified | 1. Conduct an interview or electronic-based consultation with Councillors 2. Prepare a discussion paper on possible objectives for the Congress 3. Carry-out a survey with main stakeholders to agree on 2-3 main objectives for Congress. 4. Convene a working group to create results-based objectives for the Congress (Objectives Working Group) | 1. Constituency Support Group with Congress Unit (consultant) 2. Constituency Support Group with Congress Unit (consultant) 3. Constituency Support Group with Congress Unit 4. Constituency Support Group to coordinate | 1. Only 3-5 strategic objectives or results identified, supported by at most, 10-15 sub-objectives or sub-results 2. Paper exists 3. Survey completed 4. Working group convened, objectives set | 1. Consultation completed by end of Q3 2009 2. 31 October for November Council 3. 31 January 2010 4. TBD (first half of 2010) |
| 3. IUCN Congress management should develop a performance management framework to guide the design and evaluation of Congress. | Agreed, once recommendations 1 and 2 are delivered | A performance management framework is developed and used in the design, implementation and evaluation of the Congress | 1. Operationalize the objectives identified with Council, add in Congress management plans and indicators into one performance management framework 2. Use the performance management framework as a tool for managing the Congress and Forum 3. Use the performance management framework as the basis for the Congress evaluation matrix | 1. Constituency Support Group with Programme and Policy Development and Coordination Group 2. Congress and Forum Management Team 3. Evaluation Unit and Congress/Forum Evaluation Teams | 1. Performance management system exists 2. Performance management system is used 3. Congruence between performance management system and evaluation matrix | 1. Management plan finalized in early 2010 2. management plans used between 2010 and Congress, reported against every six months 3. Management plan used in design of Congress evaluation process in early 2012 |
| 4. IUCN Congress management should align the design of the WCC to planned objectives. | Agreed, once recommendations 1 and 2 are delivered | The performance management plan is completely aligned to the agreed objectives | 1. Using the performance management plan, align unit and individual workplans to deliver the agreed objectives and performance management plan 2. Build an organogram, linked to cost centre plans and individuals in 2010 3. Review all cost centre budgets and workplans for 2011-12 for assigned responsibility (as reflected in Annual Planning and Budgeting Guidelines) | 1. Constituency Support Group with Congress Unit 2. Constituency Support Group with Congress Unit 3. Budget Team | 1. Extent to which cost centres have accounted for Congress work in their 2011-12 annual workplans and budgets (target = 100%) 2. Organizational structure exists 3. Assignments made | 1. Starting in 2010 annual workplan and budget process, but firmly rooted in 2011-12 process 2. In 2010-11 3. As part of 2011-12 annual workplan and budget process |
| 5. Council should reaffirm linkages between the Forum and the Assembly or consider the separation of the two. | Agreed, once recommendations 1 and 2 are delivered | Clarity on relationship / separation between Forum and Assembly in delivering the agreed objectives established and operationalized (including timing of events) | 1. Prepare an options paper on the sequence and seperation of the Forum and Members Assembly for discussion in Council and at the 2012 Congress 2. Develop, through the Governance Task Force of Council, the required Statutory Changes to support the preferred option for the Forum and Members Assembly 3. Create a design for the 2016 Congress based on the preferred option and statutory changes, if necessary | 1. Constituency support group with Global Management Team, 2. Governance Task Force 3. Congress Unit. Design  to be approved by Council | 1. Paper exists 2. Changes identified 3. Congruence between design and preferred option | 1. Majority of Councillors believe that the Forum and Assembly should be held at the same time/ same place and should be substantively linked – first draft options paper on implications to be presented to the Objectives Working Group 2. Depends on nature of recommendations 3. In 2013 |
| 6. IUCN should try to broaden its constituencies. | Agree, but this is a matter for Council to address  IUCN has a broad constituency, | Options Statutes are modified at the 2012 Congress to included two new types of membership – local | 1. Convene Constituency Committee of Council to consider the options 2. Prepare required statutory | 1. Constituency Committee of Council 2. Constituency Committee of Council | 1. Options identified 2. Proposal exists 3. Extent of engagement 4. Criteria applied | 1. November 2009 2. 2010-11 3. Ongoing 4. Starting in 2009 |

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| | but not a broad membership. We have interpreted this recommendation as being addressed to membership issues<br><br>Role for national and regional committees? | authorities and private sector<br><br>Affiliate category of membership used more extensively (and modified to include other types of members); change nature of affiliate membership to allow them to submit motions<br><br>Statutes are interpreted more widely to include all types of organizations that are able to demonstrate a commitment to conservation and/or sustainable development and human wellbeing<br><br>Statutes are interpreted more widely to include organizations/entities who have a strong effect on conservation, sustainable development and human wellbeing<br><br>Create advisory groups of experts from other segments of society – e.g. private sector | changes, including categories of membership, transparent and inclusive interpretation of "commitment to conservation"<br>3. Use existing Secretariat mechanisms to engage other segments of society – e.g. Business & Biodiversity Programme to support a private sector advisory group<br>4. Membership unit to continue to apply the criteria related to "commitment to conservation" to prospective members<br>5. Pilot test an initiative with selected national and regional committees to proactively identify potential members<br>6. Decentralize the processing of membership applications from potential members | 3. Appropriate Component Programmes<br>4. Membership unit<br>5. Selected regional or national committees, supported by Membership unit and Regional member focal points<br>6. Regional Directors, coordinated by the CSG | 5. Test completed<br>6. First quarter 2010 | 5. Starting in 2009 |
| 7. IUCN needs to revise its management model for the Congress. | Agree, dependent on decisions under recommendations 1 and 2. Also need to establish the common elements of all congresses<br><br>Option<br>Consider a separation of the Forum and Congress of two years/ consider outsourcing the Forum<br><br>The management model for the motions process can only be adjusted based on agreed changes to the number of motions, processes, workflows, IT support etc (recommendation 8)<br><br>Delocalization – efficiencies vs engagement (need engagement of global programmes in the Forum, less so for Member's assembly) | Clear, established business processes established for every aspect of the Congress<br><br>Increased efficiencies in the planning and implementation of the Congress<br><br>Burden of effort is more evenly distributed across the Union | 1. Prepare a Congress manual, capturing lessons and business processes<br>2. Establish a professional event management unit within or outside IUCN that includes logistics professionals<br>3. Continue HR processes to recruit for Congress, but start earlier; include TORs for each individual contribution<br>4. Prepare an options paper on potential outsourcing; establish what can and cannot be outsourced<br>5. Create a more streamlined and automated motions process (including IT solutions)/ establish a "toolkit" covering different aspects of the motions process<br>6. Explore options for delocalizing parts of the Congress management structure | 1. Congress Unit<br>2. Constituency Support Unit<br>3. Human Resources<br>4. CSG<br>5. ERP/CSG/GPU<br>6. CSG | 1. Congress manual exists<br>2. Congress Unit exists<br>3. Recruitments completed within agreed process<br>4. Paper exists<br>5. ERP solution exists/ Process and tookit exists<br>6. Options identified | 1. Completed<br>2. Completed<br>3. In process<br>4. By mid 2010<br>5. By end 2010 for ERP/ motions process and toolkit by mid 2010<br>6. In 2010 |
| 8. Council should refine the motions process to ensure improved ownership and engagement | Agreed, needs to be addressed in 2009 by Council to facilitate a modify the process, starting with the Motions Task Force and the Governance Committee<br><br>There are issues to be addressed by Council/ Statutes and within the Secretariat<br><br>Questions for Council<br><br>What is the expected role for proponents in implementation of the resolution or recommendation? | Proponents of motions are responsible for organizing a workshop in the Forum (to increase ownership, debate; to reduce debate during the Members' Assembly)<br><br>Proponents are responsible for identifying the programmatic and financial implications of the proposed motions<br><br>Rate of participation increased in motions and voting processes | 1. Prepare an analysis of voting and motions sponsorship patterns for Barcelona<br>2. Council to provide a list of needs for the motions process and propose changes<br>3. Develop a motions toolkit that outlines the process<br>4. Prepare an analysis of needs as they pertain to the Secretariat and the Programme from the Motions process<br>5. Secretariat to build capacity internally and externally<br>6. Create regional for a for consultations on motions (with | 1. CSG, GPU<br>2. Motions Task Force of the Governance Committee, GPU to develop a background paper on needs<br>3. GPU<br>4. PPG<br>5. PPG<br>6. PPG | 1. Analysis exists<br>2. Needs identified<br>3. Toolkit available<br>4. Capacity built<br>5. Forums functioning | 1. For Congress Preparatory Committee meeting<br>2. November 2009<br>3. Mid-2010<br>4. Mid-2010<br>5. 2010-11<br>6. 2010-11 |

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| | What is the timing most appropriate for motions to influence the programme? Increase debate on the motion? Influence the events in the Forum?<br><br>Feasible to split motions between global motions dealt with by Congress and a regional motion dealt with in a regional conservation forum? What about regional motions that will only gain traction if endorsed at the world conservation congress? Possible to focus motions on thematic issues? | | Programme consultations) | | | |

# Supplementary recommendations

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| 1. Support the need for debate in the Forum. | Yes, if the design for the Congress (see Rec 4) confirms that debates are the way to reach the objectives set by Council (Rec 1 and 2) | 3 non-exclusive options: Design IUCN Secretariat events in a way that encourages debate<br><br>Ensure that workshops from external parties are organized in a way that encourages debate<br><br>Provide open spaces for debate and exchange to participants that are not moderated or in any way controlled by IUCN | 1. Appoint the Forum Management Team<br>2. Decide what of outcomes are wanted for Secretariat workshops and make sure that the appropriate ways of debate are therefore included in the design<br>3. Make sure that selection criteria for calls for proposals do include criterion for encouraging debates<br>4. Task the Forum Team with designing solutions for increasing debate<br>5. Make sure to include open spaces in building lay-out where no formal sessions are scheduled | 1. DG and DDG with the support of CSG<br>2. Forum and Programme team<br>3. Forum team<br>4. Forum Team<br>5. Forum Team and Congress Unit (Logistics) | 1. Team appointed<br>2. Outcomes identified<br>3. Selection criteria outlined<br>4. Solutions identified<br>5. Extent of open spaces | 6. First quarter 2010<br>7. Third quarter 2010<br>8. Third quarter 2010<br>9. End 2010<br>10. End 2010, already have an initial lay-out |
| 2. Strengthen capacity to deliver green congresses. | Yes. | The 2012 Congress can be used as a standard for organizing sustainable events and complies with 80% of the indicators as per the GRI sector supplement for event organization (to be developed) | 1. Assess biggest impacts for 2012 Congress (based on site selection)<br>2. Define a Sustainability Policy for the next Congress<br>3. Develop Environmental Mgt Plan including awareness raising activities and identify responsibilities<br>4. Identify indicators for success and measure it post-Congress | 1. Congress Unit (consultant?)<br>2. Congress Unit<br>3. Congress Unit (consultant?)<br>4. Congress Unit (consultant?) | 1. Impacts assessment available<br>2. Policy available and in force<br>3. Management plan available<br>4. Indicators identified | 1. 2011<br>2. 2011<br>3. 2011<br>4. 2011 |
| 3. Strengthen the use of Pavilions. | Yes, if Pavilions are seen as key element that help reaching the tbd objectives of the next Congress (Rec 1, 2 and 4). | Role of the pavilions is clearly identified and aligned with the objectives of the Congress and designed accordingly. | 1. Identify role for Pavilions vis a vis the Congress objectives<br>2. Make sure that design for pavilions and exhibition is decided by or coordinated with Forum team<br>3. Need for informal networking and partnership building guide the physical design for the Pavilions<br>4. Pavilions events are included in the Forum programme<br>5. Physical Pavilion design allows for better sound-proofing | 1. Congress Preparatory Committee/CSG<br>2. Forum Team/CSG<br>3. Forum Team and Logistics<br>4. Forum Team<br>5. Logistics | 1. Role defined<br>2. Function assigned<br>3. Functions in the physical design<br>4. Sound levels! | 1. 2010<br>2. 2011<br>3. 2011<br>4. 2011<br>5. 2011 |
| 4. Maintain and strengthen the Secretariat's capacity to host, organize and deliver Learning Opportunities. | Yes | Congress LO support IUCN's recognition as capacity-building organization | 1. Objectives Working Group decides priorities for capacity building in support of delivering the Programme, objectives for membership engagement and the overall mission<br>2. Learning Opportunities function group tasked with designing process | 1. GMT to appoint the Objectives working Group, thereafter the Group is responsible<br>2. Learning Opportunities function group | 1. Priorities identified<br>2. Process designed | 3. Mid 2010<br>4. Mid 2010 to appoint the Group; design to follow |
| 5. Strengthen Member participation in the Assembly. | Yes. | Have at least 70% of the membership in good standing participating in either the motions process or the voting at the Members' Assembly. | 1. Review and simplify processes for motions, credentials, and voting<br>2. Develop training modules such as Motions toolkit for motions process, credentials process and voting<br>3. Organize training sessions on above issues for members at Regional For a<br>4. Create the necessary incentive and sanctions ensure sponsored delegates participate and vote in the motions process in at least 75% of the votes (payment of sponsorship instalments) | 1. CSG and GPU<br>2. CSG and GPU<br>3. CSG and GPU<br>4. CSG | 1. Number of steps, length of time required to process any single motion, perception of simplification<br>2. Modules available<br>3. Training sessions convened<br>4. Incentives and sanctions identified | 5. Mid 2010<br>6. Mid 2010<br>7. Mid 2010<br>8. Mid 2010 |