IUCN
The World Conservation Union

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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The Voices of 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 many 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."

"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."

"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."

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

"The whole IUCN needs to be restructured to give members room and priority in delivering conservation programmes. As a policy, where there are capable IUCN members, the IUCN should never employ project staff to work with local communities. Instead, empower members to deliver conservation initiatives with the Secretariat only playing an advisory role."

"I sense that many IUCN member organizations are not aware of how they can use IUCN Commissions both to contribute to international conservation and to benefit from the exchange of information and ideas. For IUCN, Commissions are still a greatly underutilized resource. On the other hand, IUCN member organizations could do a lot more to support them."

"More concrete action and fewer speeches." "Consider members' voices." "Remember we are here."

"Our organization focuses on indigenous issues and an indigenous constituency. The opportunity to engage with non indigenous NGOs and scientists is very important to us. There is much support for indigenous issues at the IUCN internationally and we very much appreciate it."

"We are very interested in the IUCN Commissions and have great respect for their experts, but we have no way of connecting their expertise with the work of our organizations. Our IUCN membership does not provide a way for us to benefit more from the Commissions and this is a disappointment to us."

"Overall, IUCN's convening role and services are the most important. Its ability to bring a wide diversity of members to the table, this is the most important function and one that does not compete with but rather enhances the role of all members."

The value of IUCN to us is "being connected to a forum where emerging conservation issues are often first identified, analyzed and debated; and where the full range of opinion in conservation issues can be heard." And "to be able to influence dialogue and policy through a partnership with an internationally well established and technically capable organization."

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

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. Overall, members view the World Conservation Congress as most effective, followed by the IUCN Council, and then Regional Conservation Forums and National Committees. The effectiveness of Regional Councillors was scored the lowest by members. Of those who are familiar with their rights, participating in the World Conservation Congress, National and Regional Committees or Regional Forums were ranked the highest in terms of importance.

Satisfaction with services to members

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. They are very satisfied with IUCN's provision of publications, moderately satisfied with electronic discussion forms, enabling members to attend meetings and workshops and providing access to networks. The majority of members are not satisfied with opportunities for involvement in field projects and policy work, proposals for funding and face to face discussion forums. Satisfaction was lowest for opportunities for involvement in field projects – the lowest score of the survey.

Satisfaction with member relations

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

Expectations of the World Conservation Congress, Barcelona

The most important reasons reported for attending the Barcelona World Congress are, in order of importance, for networking and exchanging information, learning about emerging conservation and sustainable development issues and best practices, identifying new alliances and partnerships, participating in the discussion and approval of the IUCN Programme. These results remain consistent with the findings of previous World Conservation Congress evaluations where networking, learning and exchange were cited as the most important reasons for attending the World Congress.

IUCN's performance in comparison to other networks

Slightly more than a third (34.9%) of members rated IUCN as *performing better* than their listed network. Less than half (47.9%) of members rated IUCN as *performing about the same* as their listed network and 18.0% of members rated IUCN as *performing worse* than their listed network. The other networks to which IUCN members belong that were listed most often were World Wildlife Fund, BirdLife International and Wetlands International. BirdLife International was the network listed most often as performing better than IUCN.

Value of IUCN membership

More than a third of members (38.7%) indicated that their IUCN membership was *of great value*; 43.7% indicated that it was *of some value*; 16.9% indicated that it was *of slight value.* A small number of members (0.6%) indicated that their IUCN membership was *of no value.* The benefits cited most often by members were: a sense of identity in belonging and contributing to the global conservation movement, a platform for learning and influencing change, access to conservation knowledge, brand credibility, unique governance role and access to technical assistance and funding opportunities.

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 membership in the Union as set out in IUCN Membership application process. It is, in many ways, a good reality check against these expectations. The Strategy of IUCN expected the Secretariat to:

(a) ascertain why the current membership belongs to IUCN, what benefits they seek and how the value of their membership may be enhanced;

> *The survey results provide very clear direction in this regard. Together with evaluation feedback from members at World Congresses and the 2007 External Review of IUCN, a firm basis now exists to strengthen the management and governance of IUCN as a member based organization with full knowledge of why members join and what benefits they seek.*

> *Among the main benefits that members seek and appreciate in joining the Union are: a sense of identify in contributing to the global conservation movement; a network for learning and influencing change; participating in IUCN's unique governance structure; access to information and knowledge on conservation, and technical assistance, advice and funding.*

(b) ensure that members are established as effective constituents, and are integrated in the development and implementation of the Union's policies and programmes;

> *The survey results indicate that members are not very involved in the implementation of IUCN policies, programmes and Commissions, and wish to be far more involved.*

(c) enhance the capacity of individual members and especially NGOs, to contribute to conservation at national, regional and global levels;

> *The survey results indicate that most members wish a significantly greater access to knowledge networks, tools, networks and partnerships to build their capacity to contribute to conservation goals. Overall they are not satisfied with current efforts in regard, especially in connecting the recognized expertise of IUCN to national and local level conservation efforts, thereby realizing the potential of local to global linkages.*

(d) establish effective linkages, communications and support systems so that the various constituents are enabled to work together in a harmonious and mutually supportive manner;

> *The survey results indicate that while members note individual successes in this regard this has not happened nearly to the extent envisaged in the strategy. The current model of*

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

(e) strengthen support for the membership, especially in developing countries, so that they derive discernable benefits from belonging to IUCN, over and above being part of a global alliance.

While IUCN's regional structure has grown considerably as envisaged in the Strategy, the survey results indicate very mixed and uneven results in providing support for membership development and engagement in different regions.

Suggestions from Members for Improvements

Members provided over 3,000 comments and suggestions for improvements to better engage members in the work of IUCN. These suggestions together with the results of the 2007 External Review should provide the IUCN senior management and Council with a compelling basis to re-examine and strengthen **IUCN's role and purpose, structure, strategy, leadership, governance, accountability and communication in relation to members.**

The following highlights provide a synthesis of the main categories of suggestions made by members, and some examples in each area. Readers are encouraged to consult the full report and the regional reports for more detailed suggestions at the end of each section of the survey report.

1. **Clarify the role, purpose and objectives of IUCN as a member based organization**

    Members repeatedly request that IUCN clarify and reconfirm its purpose and objectives as member based organization, and that it place a much higher priority on the role of enabling the participation of members in the work of IUCN at all levels. They make many suggestions on how IUCN can better scope out the needs of members to develop targeted membership objectives aimed at better engagement of the membership. Overall they suggest that IUCN play a stronger role in establishing enabling networks, dialogues and regional platforms for members to scale up their work and to access the considerable knowledge and expertise of the Union.

2. **Adapt IUCN's current structure, strategy and model of operation to enable, strengthen and scale up the work of members**

    In general, members are pleased that IUCN has decentralized its structure over the years and while some have benefited this, it is also a source of frustration for many who are not aware of what IUCN is doing in their region and are not involved or as involved as they would wish. Members suggest that IUCN further adapts its decentralized model of operation to shift away from the more insular model of the Secretariat implementing projects to a more collaborative model of partnerships and alliances. They propose that with an improved model of operation that builds on the membership base, IUCN and members should be able to deliver conservation work at a much higher scale than is possible individually.

    They make many suggestions for collaborative arrangements and indicate that reducing the perception of competition is critical to more harmonious and mutually beneficial relationships between members, the Secretariat and Commissions. With respect to funding, members suggest that IUCN should mobilize and add value to the funding mechanisms that already exist for members, including helping to establish seed funds, innovation funds, regional level funds, trust funds, and in-kind member exchanges and secondments.

    Members suggest that more strategically focused cross-programmatic thematic work and cross Commissions work (both regional and global linkages) would provide members with easier access to IUCN's work, rather than having to interface with many programmes operating in 'silos' across the organization. Key global platforms should be used more strategically to raise the visibility of high quality work of members, for example currently in climate change global forums.

    They note that an adapted model of operation should focus on organizational strengthening of members to achieve conservation goals, with IUCN playing a key role in knowledge management with members and Commissions across the Union. Members show a keen interest in benefiting more from the work of the Commissions, and suggest that Commission experts could play a far greater mentoring role with future conservation leaders.

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 services with members. Suggestions were also made for recognition programmes to value and recognize the good work of members.

   Members suggested that IUCN's accountability to members be greatly improved. They suggest that IUCN should report annually to the membership as companies report to their shareholders to account for the use of funds, progress in implementing WCC resolutions and in achieving conservation results.

6. **Strengthen IUCN's role in knowledge management and communications**

   Many members suggest that IUCN has a far greater role to play in managing knowledge across the Union and making information widely available to the membership. The knowledge of the Commissions and the world wide Secretariat should be much more accessible to members through improved communication technology and efforts to share learning and knowledge. IUCN should link up members with similar interests to build a bigger constituency for conservation. Members once again requested that IUCN improve its communication in the official languages of the Union, and that the global Secretariat in particular improve its multilingual capacity to interact more evenly across all regions.

Detailed suggestions for improvements are provided in the main body of the report, and regional specific suggestions are contained in the Regional Reports.

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 and value-added of IUCN. This particular Survey report focuses on the views of members. Additional survey reports of feedback from staff, donors and partners are also available.

Background Context for the Survey of Members

The concept of a 'Union of Members' has been a key part of IUCN's identity since its creation in 1948. The vision and potential power of worldwide networks and a stronger conservation constituency has been central to the ethos of IUCN as eloquently described in the Green Web[1].

The Strategy of IUCN adopted at the IUCN General Assembly in 1994 sought to identify, among other things, how IUCN could realize more fully the potential inherent in a global Union of members. The Strategy found that States, government agencies and non-governmental organizations saw six key reasons for being a member of IUCN:[2]

  (a) participation in a worldwide network;

  (b) reaching collective positions on global conservation issues;

  (c) mutual support;

  (d) sharing resources;

  (e) developing unified approaches to conservation, within the context of sustainable development; and

  (f) seeking to influence behaviour and policy.

The value-added of a Union of Members

The analysis presented in the Strategy concluded that these features distinguish IUCN from other organizations working for sustainable development: "IUCN is a body that brings members together with individuals in volunteer networks to pool knowledge and resources, and to forge unified approaches in the interests of conservation." Indicating that "while IUCN's main assets are its network of members and volunteers and its constituency of both governments and private bodies," the Strategy pointed out that "these will only be assets if they are supported to effectively achieve their separate but interrelated objectives" and noted: "The machinery of the Union exists to provide services to this end."[3]

The Strategy set out both strategic objectives and operational guidelines for the IUCN Secretariat to strengthen its constituency, decentralize its programme with increased involvement of the membership, enhance the efficiency of IUCN's governance, structures and processes, and strengthen its financial base.[4]

External reviews and surveys of donors and partners suggest that they too consider IUCN's membership structure as one of its major distinguishing characteristics and a key comparative advantage among the plethora of international organizations working towards conservation and sustainable development.

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[1] Martin Holdgate, *The Green Web*, Earthscan 1999
[2] *The Strategy of IUCN,* 1994. page 5. para 17 (a)-(g)
[3] ibid page 5. para 17 (a)-(g)
[4] Ibid, page 5, para 20 and 21 (a)-(f)

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 processes. Decentralizing its operations to 10 regions donors supported the process of decentralization wholeheartedly, and the number of organizations joining IUCN continued to grow from 648 in 1990 to 1038 in 2006[5].

Although developed somewhat late in the decentralization process, a Membership Strategy was developed in 2003 (adopted formally in 2004). This focused on the strategic objectives and results expected of the Secretariat in engaging more strategically with members to achieve the Mission of the Union, the delivery of the Programme, and in strengthening the effectiveness of IUCN's member based Governance.[6]

External Reviews of IUCN[7] funded by the organization's key donors began increasingly to raise questions regarding the role of members in the newly decentralized structure and in the implementation of IUCN's Programme. Reviewers and donors stressed that a continued focus on membership engagement and participation was essential for IUCN's international credibility, and that a stronger and more strategic approach was needed in managing the membership function and involving members in the work of the Union. Reviewers also cautioned IUCN against the inherent limitations of the 'project model' upon which many IUCN's offices were becoming increasingly dependent. They encouraged IUCN to develop a business model more along the lines of a networked organization that could provide a platform for members to help them achieve greater influence.

Accountability: How well does IUCN operate as a member-based organization?

The 1994 Strategy indicated that IUCN as a Union must advance its Mission by making its internal constituents work as an integrated whole and by forging effective working relationships with its external constituencies. It required the Secretariat, among other things, to[8]:

(a) ascertain why the current membership has joined IUCN, what benefits they seek and how the value of their membership may be enhanced;

(b) ensure that members are established as effective constituents, and are integrated in the development and implementation of the Union's policies and programmes;

(c) enhance the capacity of individual members and especially NGOs, to contribute to conservation at national, regional and global levels;

(d) establish effective linkages, communications and support systems so that the various constituents are able to work together in a harmonious and mutually supportive manner;

(e) strengthen support for the membership, especially in developing countries, so that they derive discernable benefits from belonging to IUCN, over and above being part of a global alliance.

In addition, the Strategy specified that the Programme needs to be implemented through the Secretariat, Commissions, members and partners in a manner that uses the capacities of each to best effect in advancing the Mission, supporting the membership and promoting worldwide conservation.[9]

Although various programmes and regional offices obtained *ad hoc* feedback from members on specific issues from time to time, there was no global mechanism to obtain regular and systematic worldwide feedback on how well IUCN functioned as a global membership organization. The first global efforts to evaluate how well IUCN functioned as a member organization were undertaken in 2000 with a formal evaluation of the World Conservation Congress in Amman, Jordan[10]. Feedback was obtained from members, partners and donors on how well the Congress fulfilled its process and substance objectives of both the Members Assembly and the Conservation Forum. Members identified their main reasons for attending the World Conservation Congress and their expectations of

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[5] IUCN Membership data base.
[6] *IUCN Membership Strategy* 2005-2008, Feb. 2004: page 3
[7] *IUCN External Reviews* 1993, 1996, 1999, 2003
[8] IUCN. *The Strategy of IUCN,* 1994. para 97, page 20
[9] Ibid, para 100, page 21
[10] IUCN. *Evaluation of the IUCN World Conservation Congress 2000*, IUCN Global M&E Initiative

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
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 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 support the global and regional management of the membership function.

The Director General will report back to the IUCN Council and the World Conservation Congress on the results of the Survey and the steps being taken to address the findings, including a revised vision and strategy for the IUCN membership function, global partnerships and constituency development, and targets for improvements in 2008 and the next Intersessional period.

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 provided valuable advice on design and implementation.

The Survey questions drew on the 2002 M&E framework for Membership and the set of performance indicators developed by the Membership Unit with the Performance Assessment Office. Vital Research provided overall advice to the Performance Assessment Adviser on the design of the Survey, hosted the confidential Survey online and provided data management, data analysis and reporting services.

The survey was carried out in English, French, and Spanish.

Data Collection

Data were collected between February and June 2007. Letters of invitation in English, Spanish, and French were sent electronically to the IUCN focal point in all member organizations worldwide and by mail to those with no access to email. Members were invited to respond through an online survey hosted by Vital Research, a telephone interview, or an electronic Microsoft Word form that could be returned by email, fax, or mail.

Confidence levels for data collection were established by Vital Research to ensure that efforts were made to obtain representative data from all regions. The closing date of the Survey was extended twice and two email reminders were sent to all members with email contact to encourage as many members as possible to reply. Significant efforts were made by the HQ membership officer, the regional focal points and Vital Research staff to follow-up by telephone to those who had not responded and to encourage them to complete the survey.

Challenges in data collection included reaching members in more remote parts of developing countries with no email access (this was done by mail), and dealing with undelivered emails and incorrect contact information in the membership database. Considerable efforts were made by those making follow-up phone calls to obtain correct email addresses and to ensure that membership focal points were aware of any errors encountered in the database contact lists.

Response Rates

The overall response rate from the total membership (all regions and all categories) was 54.2% (562 responses from a total of 1037 members). Most respondents identified themselves as Executive Directors, CEOs, or Heads of Programmes in member agencies or organizations.

As seen in Table 1, response rates for type of members varied from 47.3% (National NGO) to 91.4% (International NGO).

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

Region	Number Responded	Total in Region	Response Rate
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%**

Although the Survey did not ask Members to identify their programmatic region, in order to know where to focus efforts in reminding members to complete the survey, the responses were coded (where possible) by IUCN programmatic region and tracked as the survey was implemented. This provided an approximate indication of responses rates by IUCN programmatic region. The highest response rates were obtained by BRAO, followed by BRAC, EARO, Canada, ORMA, US, ARO, WESCANA, ROSA, SUR, RoFE and ORO.

Data management and analysis

Data generation and initial analyses were carried out by Vital Research during July-August. The survey responses in French and Spanish were translated into English and merged with the English responses. Any blank entries were removed, and the combined data were then analyzed by Vital Research using *the Statistical Package for the Social Sciences (SPSS).* Quantitative data were analyzed by: 1) overall responses; 2) by Statutory region; and 3) by type of membership category.

Over 3000 comments were received from members to open questions. These comments were analyzed by Vital Research using content analysis techniques to provide both an overview of main categories for improvements emerging from the overall results, as well as detailed comments and suggestions for each Statutory Region. Additional analyses were provided by Vital Research to explore the relationships between various survey questions.

The Survey generated a substantial amount of data that can be further analyzed. It is hoped that the 2007 External Review Team, the newly formed Constituency Support Unit at HQ and regional and global thematic programmes will look further at the analyses to understand more about the views and perceptions of members in their specific areas of thematic and geographic interest.

The Word version of the Survey tool is contained in the Annex Report along with the complete analysis by region and by type of member category. Individual Regional Reports will be prepared following the release of the overall report to provide more detailed regional specific comments and suggestions than is possible or appropriate to include in an overall Summary Report. These detailed reports will be provided to each regional office and to the HQ Constituency Support Unit for use in developing follow-up action plans.

Results of the Survey

This Report presents a summary of the overall findings for all members for each survey item. Selected results by region and type of member are provided in the findings where they vary significantly or where they are of specific interest. The complete set of graphs and tables documenting the responses for each item by region and by member category are presented in the accompanying Annex Report.

Where appropriate the key findings are displayed with arrows according to the ratings of the IUCN performance scale[11]:

- ↑ 81-100% (very satisfactory)

- → 61-80% (satisfactory – moderate)

- ↓ 41-60% (unsatisfactory)

- ↓ below 40% (very unsatisfactory)

- • findings that do not lend themselves to a performance rating

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[11] IUCN Performance Assessment Framework, 2006.

Section 1 – Participant Profile Information

Findings

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

Consistent with the current membership profile, and as seen in Table 3, the majority of survey respondents were representatives from National NGOs (62.9%); National NGOs comprise 70.8% of IUCN's current membership. Government agencies and International NGOs were the next largest groups in the sample, with 13.4% and 11.8%, respectively (compared to 10.4% and 7.8% of the current membership). The largest proportion of current members comes from West Europe (27.9%) and Africa (16.6%). Similarly, a larger proportion of survey respondents comes from West Europe (19.1%) and Africa (22.5%). As seen in Table 4, other survey respondent proportions are likewise similar to the current membership.

Table 3. Survey Respondents by Membership Category

Category	Percent of Current Membership	Percent of Survey Respondents
State	7.9%	9.1%
Government Agency	10.4%	11.8%
National NGO	70.8%	62.9%
International NGO	7.8%	13.4%
Affiliate	3.1%	2.9%

Table 4. Survey Respondents by Region

Region	Percent of Current Membership	Percent of Survey Respondents
Africa	16.6%	22.5%
North American & Caribbean	12.2%	15.5%
South & East Asia	12.2%	15.4%
Meso & South America	15.7%	16.3%
West Asia	5.9%	4.3%
East Europe, North & Central Asia	6.2%	4.5%
West Europe	27.5%	19.1%
Oceania	3.8%	2.5%

Section 2 – Relevance of IUCN to Members

In this section of the Survey, members were asked about the relevance of IUCN to their organization, specifically with respect to mission and alignment with their organization, relevance of IUCN's regional and global programmes, responsiveness, adaptiveness, leadership and status as a world-class knowledge-based organization.

Findings – Overall

↑ Almost all members indicated that IUCN's Mission is clear and aligned with their mission and objectives (97.2%), and find IUCN's global programmes relevant to their work (98.3%).

↑ In general, global programmes were considered more relevant than regional programmes.

↑ Most members indicated that IUCN adapts well to changing global circumstances (87.0%) and recognized IUCN as a world-class knowledge-based organization (87.5%).

→ Members considered IUCN moderately responsive to emerging conservation and sustainable development issues in their region (73.4%).

↓ Slightly more than half of members viewed IUCN as a leader in conservation (52%) and less than half (42.1%) saw IUCN as a leader in sustainable development in their region.

Figure 1. Relevance of IUCN – Overall – 1 of 3
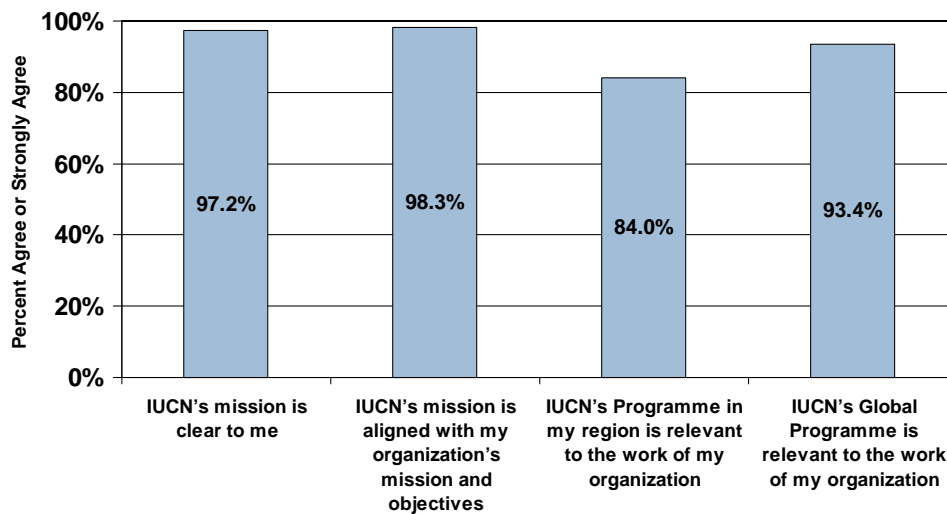
Figure 2. Relevance of IUCN – Overall – 2 of 3
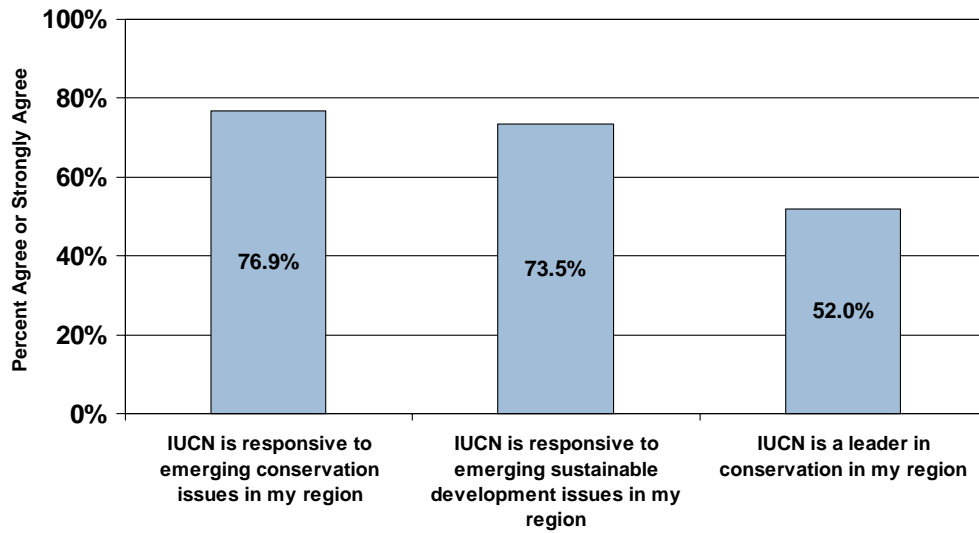
Figure 3. Relevance of IUCN – Overall – 3 of 3
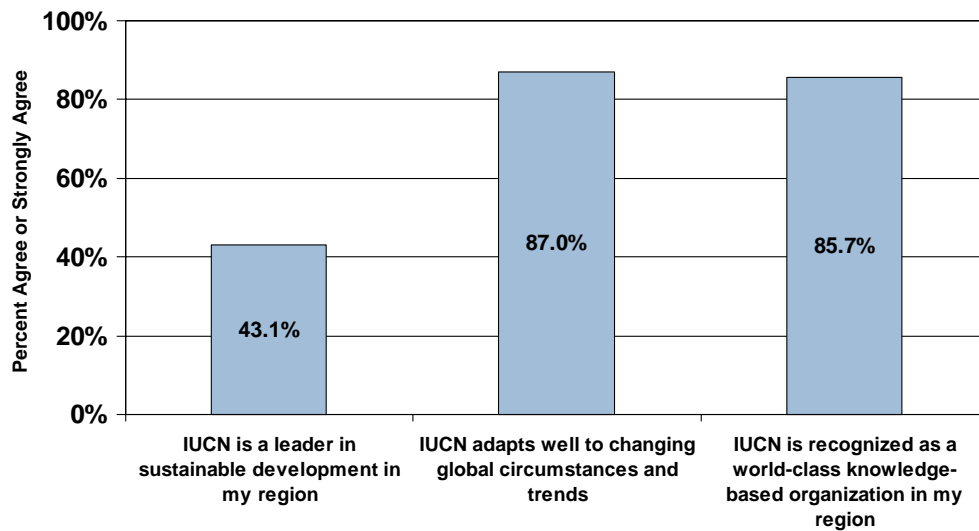
Findings – Regional Differences

The following selected findings from the Annex Report indicate the responses by region that differed from the overall findings, with particular emphasis on regions that did not consider IUCN to be as relevant to them as the other regions. Full regional results are available in the accompanying Annex Report.

➔ Members in Meso and South America, North America and Caribbean, East Europe, North and Central Asia, and West Europe are less likely to agree that IUCN regional programmes were relevant to their organizations.

➔ Members in North America and the Caribbean, East Europe, North and Central Asia, and West Europe are less likely to agree that IUCN responds well to emerging conservation and sustainable development issues.

➜ Members in Meso and South America and North America and the Caribbean tended to be less likely to agree that IUCN is recognized as a world-class knowledge-based organization.

➜ There are significant regional differences in the extent to which members agree that IUCN is a leader in conservation and sustainable development as seen in Figure 4.

Figure 4. IUCN is a leader in conservation in my region
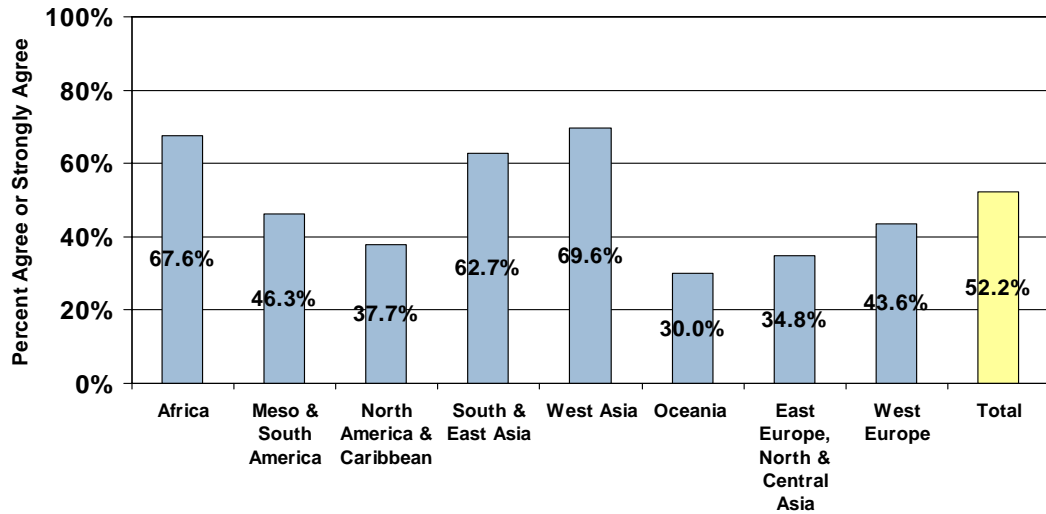
Figure 5. IUCN is a leader in sustainable development in my region
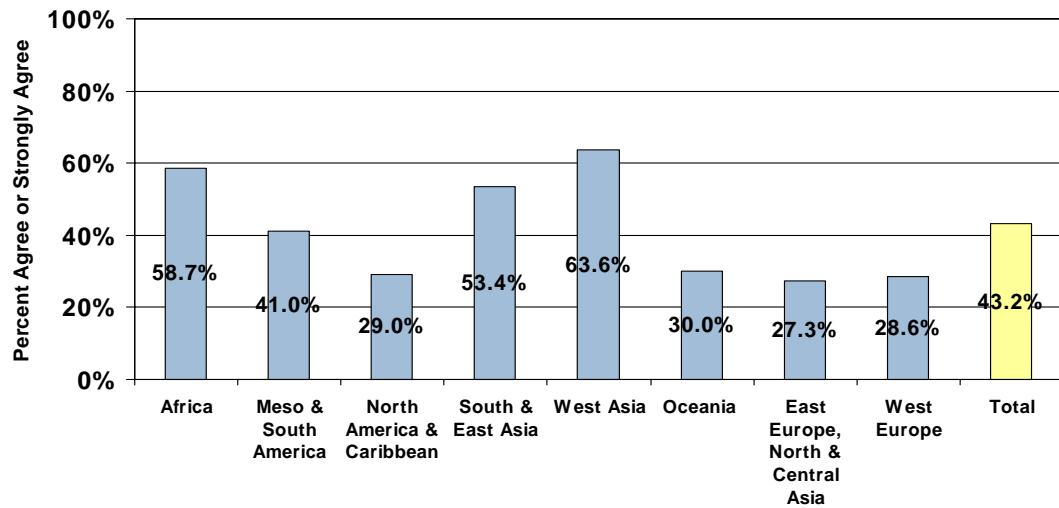
Findings – Differences by Type of Membership Category

The following selected findings from the Annex Report highlight the differences in responses by membership type. Full results by membership type are available in the accompanying Annex Report.

➜ National and international NGOs and affiliates were less likely than states and government agencies to find IUCN's regional programmes relevant to their work.

➔ 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.

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

➔ 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 provides an indication of current levels of involvement, and these should be carefully reviewed and interpreted by regional and global programmes, Commissions and by members in the planning process for the new Intersessional programme to determine desirable levels of involvement and to set targets for improvements in both involvement and satisfaction.

While the results provide a rudimentary understanding of the level of involvement of members and their satisfaction, more precise data urgently needs to be generated and updated regularly by thematic and global programmes on the level of desirable involvement (target) and the actual involvement of members in IUCN's programme and project work at regional and global levels.

The full set of quantitative graphs disaggregated by region and by membership category type is presented in the accompanying Annex Report.

3.1 IUCN Regional Thematic Programmes

Findings – Overall

Familiarity

> ↓ A significant percentage of members report they are not familiar with IUCN regional thematic programmes (25% including North America and the Caribbean; 20% excluding North America and the Caribbean[13]).

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[12] The exception to this is TRAFFIC, which is listed as such because of the specific area of work it represents that generally does not overlap with other areas. The Global Programme Team advised that gender should be embedded in the generic programme areas and that it should not be listed as a separate programme area.
[13] There has not been a Secretariat regional programme in this region.

⬇ The lowest scores on familiarity are from members in North America and the Caribbean (48.2%) and West Europe (63.5%);

⬆ The highest scores on familiarity are from West Asia (91%), Africa (88.6%) and South and East Asia (82.1%).

➔ Affiliates, international NGOs and government agencies report they are less familiar with regional programmes than do states and national NGOs. (Annex Report)

Involvement[14]

➔ Overall a low number of members report involvement in regional thematic programmes (most are slightly involved or somewhat involved).

➔ Members that are involved report their main areas of participation to be: protected areas, species, ecosystem management, biodiversity policy, forest conservation, water, livelihoods and poverty alleviation, environmental law, and marine conservation.

Satisfaction

⬆ Overall, the more involved members are in IUCN's work, the more satisfied they are (results of cross tabulations of levels of involvement and levels of satisfaction).

⬆ Members report higher levels of satisfaction (75% and above) with the so-called heartland areas of: protected areas, biodiversity policy and international agreements, forest conservation, species, marine, water and environmental law.

➔ Despite being a relatively new area of work for IUCN, business and biodiversity shows a relatively good level of member involvement and moderate satisfaction, surpassing some of the more traditional areas of conservation work.

➔ Members report moderate satisfaction with conservation livelihoods and poverty reduction and ecosystems management. Lower satisfaction is reported for environmental economics, social policy and TRAFFIC.

Main areas for improvement

- Build an enabling environment for increased participation of members.

- Support regional networks and platforms to achieve greater synergies, reach and influence.

- Improve the strategic focus, positioning, and influence of IUCN's regional programmes.

- Increase IUCN's regional presence through improved communication, feedback and information.

- Strengthen the role and quality of regional governance structures.

- Increase knowledge and capacity of members.

- Mobilize and add value to funding modalities.

- Improve member relations: respect and value members.

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[14] As noted in the introduction to the findings, it is difficult to draw performance based findings from the data on the level of involvement of members without knowing the desirable or reasonable level for each thematic area.

Figure 6. Familiarity with IUCN Regional Thematic Programmes

Are you familiar with IUCN's Programme in your region?
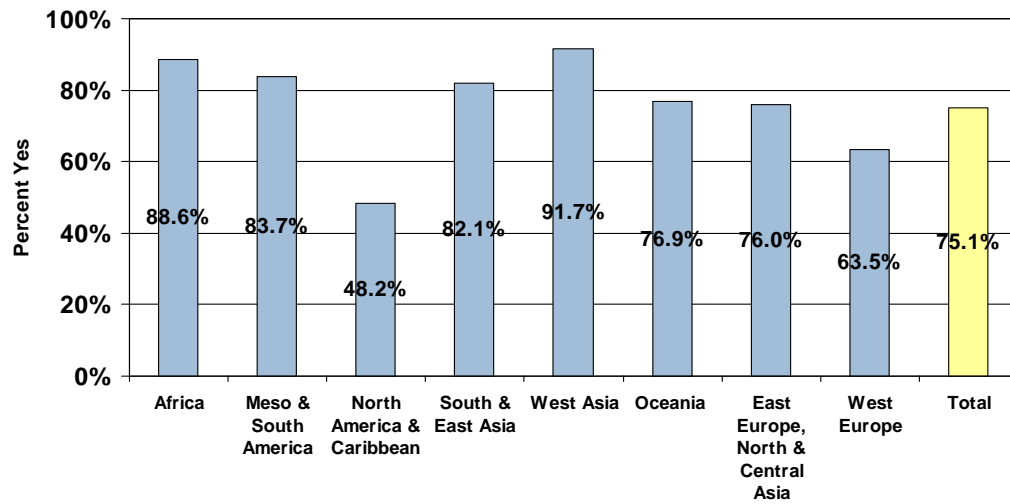
Table 5. Involvement with IUCN Regional Thematic Programmes - Overall

	Mean
Protected Areas	2.84
Species	2.68
Ecosystems Management	2.54
Biodiversity Policy and International Agreements	2.51
Forest Conservation	2.37
Water	2.35
Conservation Livelihoods and Poverty Alleviation	2.26
Business and Biodiversity	2.21
Environmental Law	2.19
Marine	2.16
Social Policy	1.92
Environmental Economics	1.88
TRAFFIC	1.85

4 = Very Involved, 3 = Somewhat Involved, 2 = Slightly Involved, 1 = Not at all Involved

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
Forest Conservation	2.71	2.69	1.76	2.36	2.57	1.67	2.11	1.94	**2.38**
Marine	2.30	2.15	2.16	2.00	2.23	2.13	2.40	2.06	**2.16**
Protected Areas	2.82	3.21	2.82	2.66	2.78	2.78	3.05	2.62	**2.84**
Species	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**
Biodiversity Policy and International Agreements	2.56	2.66	2.12	2.49	2.79	2.50	2.63	2.41	**2.51**
Conservation Livelihoods and Poverty Alleviation	2.63	2.65	1.81	2.39	2.57	1.56	1.37	1.40	**2.26**
Ecosystems Management	2.84	2.62	2.33	2.57	2.46	2.33	2.26	2.18	**2.54**
Environmental Economics	1.91	2.24	1.68	1.97	2.00	1.44	1.53	1.56	**1.88**
Social Policy	2.00	2.38	1.73	2.00	2.43	1.44	1.32	1.37	**1.92**
TRAFFIC	1.99	1.72	2.13	1.70	1.91	2.00	1.72	1.74	**1.85**

4 = Very Involved, 3 = Somewhat Involved, 2 = Slightly Involved, 1 = Not at all Involved

Figure 7. Satisfaction with IUCN Regional Thematic Programmes – Overall – 1 of 3
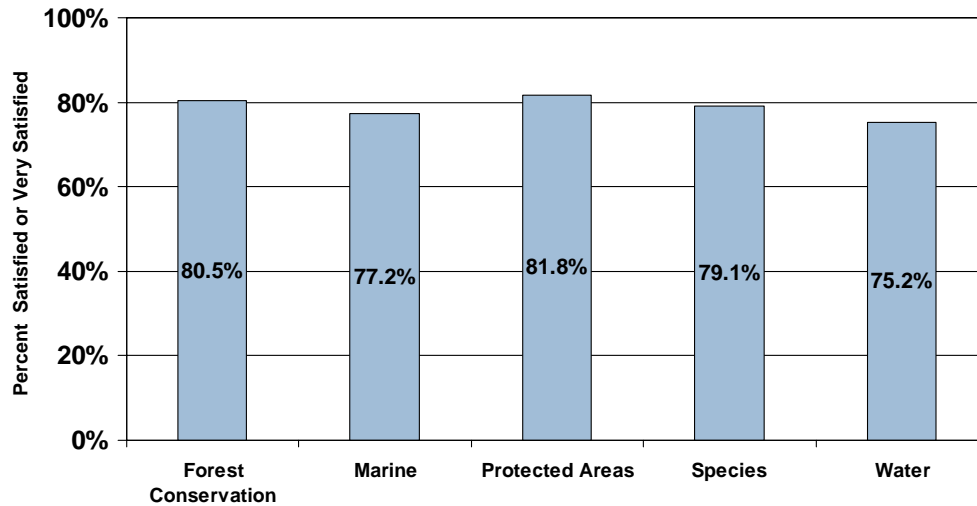
Figure 8. Satisfaction with IUCN Regional Thematic Programmes – Overall – 2 of 3
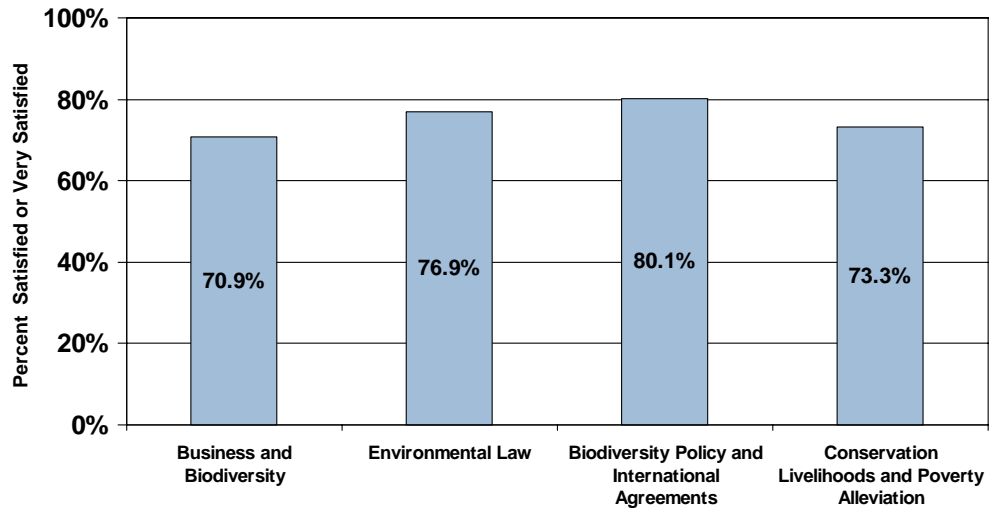
Figure 9. Satisfaction with IUCN Regional Thematic Programmes – Overall – 3 of 3
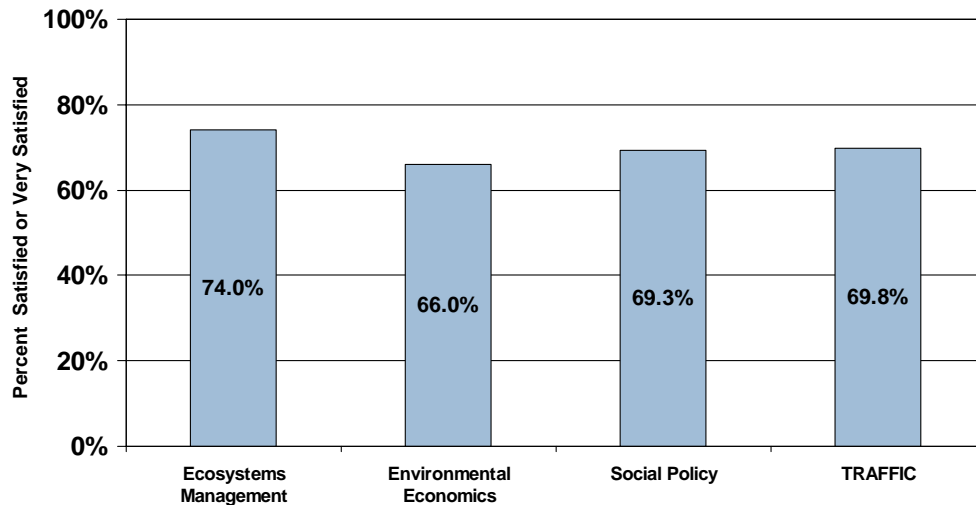
Improving Member Involvement in IUCN Regional Thematic Programmes

The following is a synthesis of individual comments and suggestions (421 in all) made by members to improve member involvement and satisfaction in regional thematic programmes.

Build an enabling environment for increased participation of members

Many comments and suggestions requested IUCN to put a much higher priority on building an enabling environment to support the increased participation of members in the work of IUCN. To do this they suggested that IUCN:

- Focus less on the delivery of Secretariat projects and more on facilitating an enabling environment for members to scale-up their work for greater influence and reach.
- Reduce the competition between IUCN and members, being more inclusive and involving members on a regular basis in the work of IUCN.
- Invite members to meetings and workshops more often.

- 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.
- Use modern IT technology and techniques to connect members and to provide access to knowledge and information to members. Also continue to reach members with poor connectivity by selectively producing hard copy materials and information.

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.
- Empower these committees to play a greater role in decision-making, positioning, fundraising, planning, monitoring, evaluation of the work of IUCN in their region.
- Give priority in governance structures to high quality and performance of members.
- Create a system of checks and balances of selection of members and leaders of the national and regional committees to ensure high quality leadership and to counter self interest.
- Be more selective and demanding in membership criteria: focus on quality not quantity, and on the retention of members.

Focus on increasing knowledge and capacity of members
- Adopt a peer-to-peer support model, mentoring, partnering and exchanges between members to increase capacity and improve knowledge.
- Improve knowledge.
- Assist members to build their skills and capacities to achieve the Mission of IUCN by providing training in key targeted areas drawing on the rich breadth of expertise available throughout the Union.
- Focus on institutional strengthening that will have a lasting impact: train the trainers.
- Assist members in improving project planning and implementation, providing legal support for international negotiations.
- Provide coaching and mentoring for young conservation leaders.
- Sponsor exchange and learning programmes between countries and regions.
- Support capacity-building in mediation, conflict resolution, project cycle management, planning, monitoring and evaluation.

Specific technical training was also requested related to thematic areas. These requests are included in the detailed regional reports.

Mobilize and add value to funding modalities
- Help to facilitate greater collaboration and coherence in the donor community focused on key conservation objectives.
- Provide information to and access to sources of funding.
- Develop seed fund initiatives in key areas of conservation to lever innovation and change.
- Help members to mobilize funds by assisting in negotiating with donors.
- Develop joint implementation work among members with regional or country offices.
- Add value by establishing new modalities for funding such as regional-level funds, trust funds and innovation funds beyond what is readily available to members.
- Work with governments, members and global institutions such as the GEF, World Bank and UNDP to assist members in playing a greater role in implementation of their work.

Improve member relations: respect and value members
- IUCN should value, respect and utilize the expertise and commitment of members, volunteers and Commissions. Some members complained that a lack of respect is shown to IUCN members and Commission volunteers in their region. The membership and volunteer basis of IUCN should be regarded as its greatest asset and should not be seen as a nuisance or an add-on to the work of the Secretariat, they observed, and argued that members should be valued as central to the strategy of achieving the Mission of IUCN.
- Some members expressed frustration at repeatedly trying to offer their services and skills to IUCN (regional offices and Commissions) without response. They appealed to the Secretariat to involve members in programmes when these have the expertise and skills.
- The Secretariat should provide more timely responses to members' requests.
- Some members reported critically that in a number of countries the IUCN Secretariat works with other organizations but not with members. The Secretariat should give preferential treatment to members, not to other organizations who do not join IUCN, they suggested.

– 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

Findings – Overall

Familiarity

➔ Some 15–35% of members in various regions reported they are not familiar with IUCN's global thematic programmes. The lowest scores came from South and East Asia (64.6%) and West Europe (64.4%); the highest are from West Asia (85%) and in North America and the Caribbean (83.5%).

➔ State members, National NGOs and Affiliates reported less familiarity with IUCN's Global Programme than did Government agencies and International NGOs.

Involvement

⬇ Overall a low number of members report involvement with IUCN global programmes.

➔ The levels of involvement for global thematic areas are similar to the levels for regional thematic areas.

➔ State members and government agencies report slightly higher levels of involvement than the other categories of membership, particularly in regard to protected areas, species, policy and ecosystem management.

Satisfaction

⬆ Members report the highest levels of satisfaction with the Global Programme areas of forest conservation, protected areas, species, biodiversity policy and international agreements and marine conservation.

➔ Members report higher levels of satisfaction with environmental law regionally than globally.

➔ Members report lower levels of satisfaction in environmental economics, social policy and TRAFFIC both regionally and globally.

⬆ Overall, the more involved members are, the more satisfied they are both regionally and globally (as indicated by results from cross tabulations of levels of involvement and levels of satisfaction).

Main areas for improvement

- Provide a clear and transparent mechanism to involve members in global thematic programmes.

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

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

- Strengthen the role of global programmes in knowledge management and learning across the union; mobilizing resources; monitoring; capacity building with members.

- Improve accountability to members.

- Communicate more effectively with members globally.

- Improve member relations globally - provide better recognition for the contribution of members (who are sometimes donors); strengthen global programme capacities and skills to engage with members.

Figure 10. Familiarity with IUCN Global Programme – Overall

Are you familiar with IUCN's Global Programme?
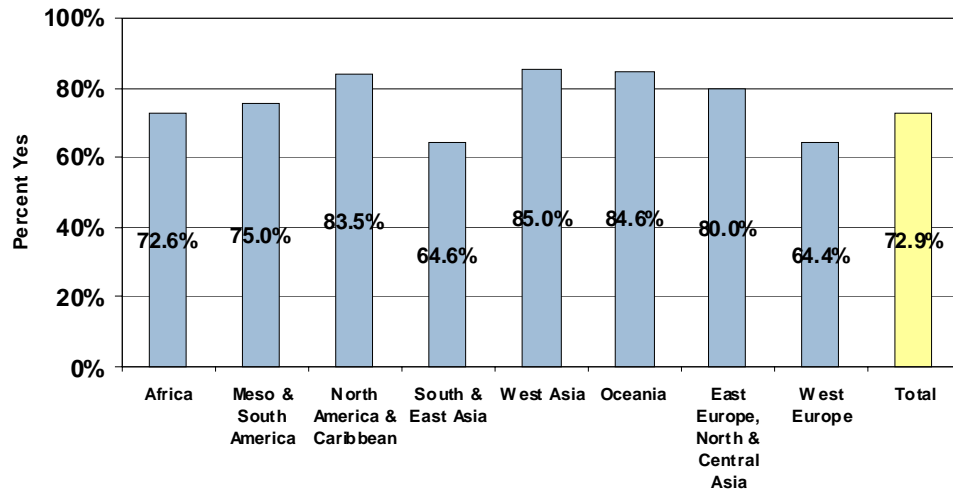
Table 7. Involvement with IUCN Global Programme Areas – Overall

	Mean
Protected Areas	2.58
Species	2.45
Biodiversity Policy and International Agreements	2.33
Ecosystems Management	2.23
Forest Conservation	2.11
Conservation Livelihoods and Poverty Alleviation	2.07
Water	2.06
Business and Biodiversity	1.89
Environmental Law	1.83
Marine	1.82
TRAFFIC	1.74
Social Policy	1.70
Environmental Economics	1.70

4 = Very Involved, 3 = Somewhat Involved, 2 = Slightly Involved, 1 = Not at all Involved

Table 8. Involvement with IUCN Global Programme Areas - by Region

	Africa	Meso & South America	North America & Caribbean	South & East Asia	West Asia	Oceania	East Europe, North & Central Asia	West Europe	Total
Forest Conservation	2.25	2.30	1.82	2.08	2.21	1.50	2.25	2.10	**2.12**
Marine	1.75	1.87	2.00	1.62	2.00	1.75	1.80	1.89	**1.82**
Protected Areas	2.58	2.79	2.52	2.34	2.63	2.50	2.78	2.57	**2.58**
Species	2.47	2.27	2.56	2.32	2.40	2.13	2.61	2.62	**2.45**
Water	2.08	2.47	1.71	2.14	2.47	1.88	1.94	1.82	**2.07**
Business and Biodiversity	2.00	2.02	1.76	2.02	2.17	1.63	1.87	1.59	**1.90**
Environmental Law	1.81	2.08	1.65	1.86	2.15	1.63	2.06	1.62	**1.83**
Biodiversity Policy and International Agreements	2.24	2.44	2.12	2.30	2.73	2.00	2.53	2.45	**2.33**
Conservation Livelihoods and Poverty Alleviation	2.45	2.24	1.75	2.04	2.21	1.43	1.81	1.78	**2.07**
Ecosystems Management	2.40	2.31	1.98	2.20	2.47	2.43	2.19	2.13	**2.24**
Environmental Economics	1.78	1.91	1.45	1.78	1.92	1.63	1.53	1.53	**1.70**
Social Policy	1.86	1.61	1.71	1.71	2.15	1.50	1.43	1.44	**1.70**
TRAFFIC	1.84	1.87	1.82	1.62	1.62	1.57	1.62	1.64	**1.74**

4 = Very Involved, 3 = Somewhat Involved, 2 = Slightly Involved, 1 = Not at all Involved

Figure 11. Satisfaction with the IUCN Global Programme Areas – Overall – 1 of 3
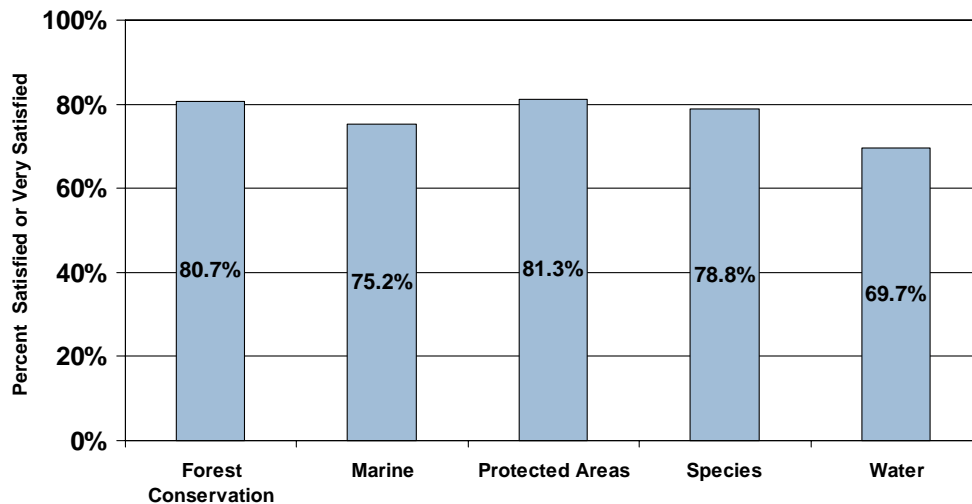
Figure 12. Satisfaction with the IUCN Global Programme Areas – Overall – 2 of 3
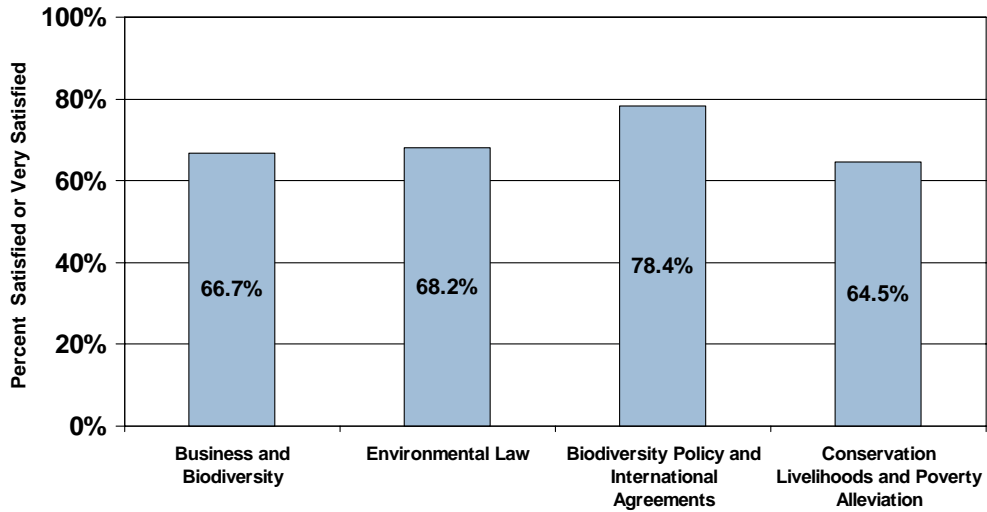
Figure 13. Satisfaction with the IUCN Global Programme Areas – Overall – 3 of 3
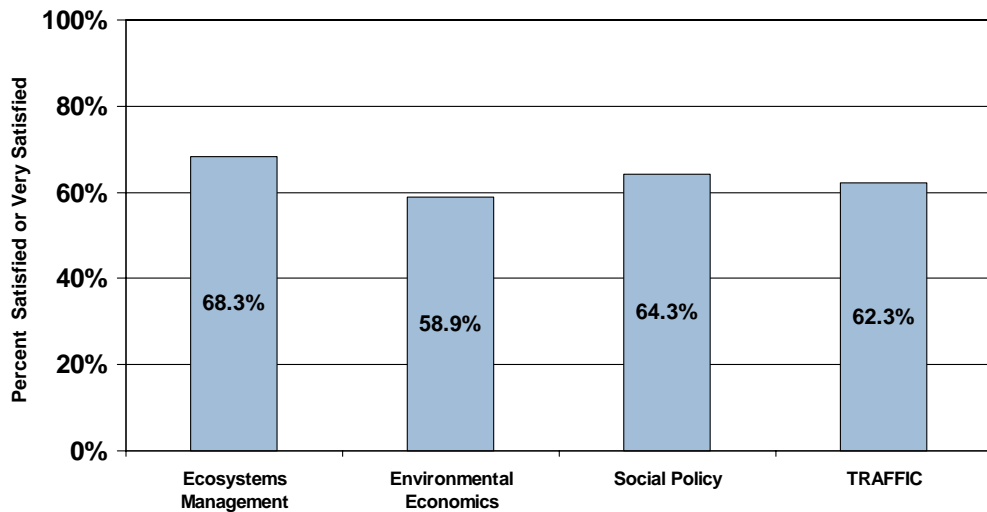
Improving Member Involvement in IUCN Global Thematic Programmes

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 IUCN members. This model could be adapted and replicated.
- IUCN could ask member organizations to host or co-host international meetings and forums.

Strengthen the role of global programmmes in:

Knowledge management and learning across the Union
- Members suggested that it should be the role of the global programme secretariat to collect and synthesize information on best practices and lessons in conservation across the Secretariat and membership, and to make this widely available to the membership and partners.
- Some were critical that although this is advertised as taking place at the Conservation Forum workshops of the World Congresses, few global best-practice synthesis documents emerge from Congresses (with notable exceptions) despite the richness of the experience that is gathered for the event and the cost of the Congress.
- Members suggested that IUCN's global thematic programmes and Global Programme should produce in each intersessional period a systematic synthesis of good practice lessons across the thematic areas, created with the input of members, and that this should be an input to Congress that is enriched by Congress participants.

Mobilizing resources with and for members
– Many members requested assistance in accessing information about funding opportunities, direct support or working on joint proposals for common donors.

Monitoring the effectiveness of member countries in implementing conservation agreements
– Build networks of members to monitor and assess the effectiveness of convention implementation at national and sub national level.
– Provide feedback on the performance of member countries.
– Help resolve the bottlenecks and constraints to successful conservation endeavours.

Capacity building with members
– IUCN should provide capacity building for members, particularly in strategic decision-making and achieving policy influence in key areas such as climate change.
– A key objective for global policy and thematic programmes should be to help members learn how to achieve greater policy influence at regional and global levels, including the negotiation and mediation skills needed for influencing decision makers and various conventions.
– Other specific areas of training could include ecological risk management, project preparation and marketing.

Improve accountability to members
Members suggested that IUCN should send annual summary reports to the IUCN Council and Membership as if members were shareholders, and they indicated that IUCN needs to improve the transparency and quality of reporting to members on:
– the implementation of WCC resolutions
– progress in achieving conservation results
– how global thematic programme decisions are made in terms of focus and selection of partners
– what has been achieved for their membership fees and how this relates to their key member priorities.

Communicating more effectively with members globally
Specific suggestions included:
– A better information dissemination network that clearly indicates the main areas where regional and national members can play a role, who they should contact.
– Responding to requests from members in a more timely manner.
– Ensuring that email addresses are updated regularly.
– A more dynamic members' web page that allows members to add information or documents (with an appropriate approval process) and links to their key events in regionally and globally – the current one is too focused on IUCN alone.
– Brief quarterly newsletters from each thematic programme updating members on activities and opportunities for their input. Members mentioned currently receiving good newsletters from the Marine and Forest Programmes.
– Hosting of electronic forums on a variety of topics to expose the membership to global experts, regional experts and to build an ongoing community of peers and practice in important thematic areas.
– Including on the programme web page information about members involved with the global and regional work of IUCN, listing key member partners in thematic areas to give profile to members and not just to the Secretariat or partners who are not members.

Members cautioned that many members do not have good electronic connections and that these members must not be forgotten. The Internet is not a real substitute for face-to-face dialogue and understanding.

Improve member relations globally

Provide better recognition for the contribution of members (who are sometimes donors)
– Several member organizations which are also donor governments suggested they would like to be recognized by IUCN in the field for the work that they support.

– 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."

"There is very little cross thematic cooperation in IUCN. IUCN suffers from sectionalism as many governments do. The message of Agenda 21 for sustainable development is to work across sectors. IUCN needs to learn how to do this."

"Our organization focuses on Indigenous issues and an indigenous constituency. The opportunity to engage with non indigenous NGOS and scientists is very important to us. There is much support for indigenous issues at the IUCN internationally and we very much appreciate it."

Section 4 – Involvement and Satisfaction with IUCN Commissions

In this section members were asked about their level of familiarity and involvement with the IUCN Commissions, and how satisfied they were with their involvement. They were also asked for suggestions on how IUCN could improve their involvement in the Commissions.

Findings – Overall

Familiarity

➔ 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%).

➔ State members are the least familiar with IUCN Commissions while government agencies are the most familiar (data in Annex Report).

Involvement

➔ Members report the most involvement with WCPA, followed by SSC, CEM, CEC, CEESP and CEL.

➔ Members involved in SSC and WCPA have relatively similar membership type profiles, while the profile of member types in other Commissions varies more (data in Annex Report).

Satisfaction

➔ Members' satisfaction levels vary significantly by region for most Commissions. This should be examined further by individual Commissions (data in Annex Report).

➔ Members report moderate levels of satisfaction with Commissions (78% – 67%). The satisfaction scores for each Commission were (from highest to lowest) SSC, WCPA, CEESP, CEM, CEL and CEC.

↓ National NGOs tend to be less satisfied with their involvement in Commissions compared to other types of member organizations (data in Annex Report).

Main areas for improvement

- Increase the participation of Members in the work of the IUCN Commissions.

- Increase the regional profile of Commissions.

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

- Address the limitations of the "individual versus institutional" membership model of Commission membership.

- Improve the effectiveness of regional offices in helping to connect members with the work of Commissions.

- Strengthen regional links between Commissions.

- Improve the governance of the Commissions.

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

Figure 14. Familiarity with the IUCN Commissions – Overall

Are you familiar with IUCN's Commissions?
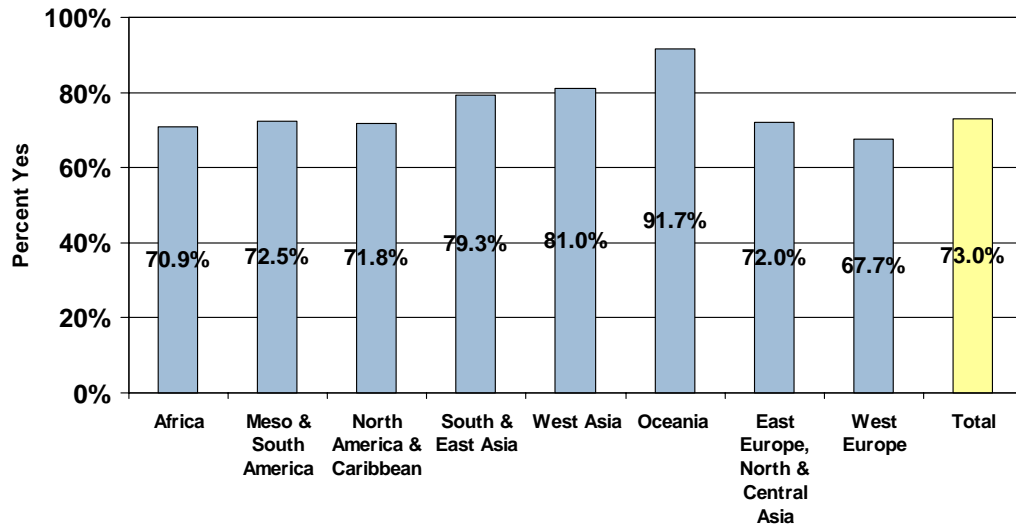
Table 9. Involvement with the IUCN Commissions – Overall

	Mean
World Commission on Protected Areas (WCPA)	2.26
Species Survival Commission (SSC)	2.10
Commission on Ecosystem Management (CEM)	1.70
Commission on Education and Communication (CEC)	1.67
Commission on Environmental, Economic and Social Policy (CEESP)	1.49
Commission on Environmental Law (CEL)	1.45

4 = Very Involved, 3 = Somewhat Involved, 2 = Slightly Involved, 1 = Not at all Involved

Table 10. Involvement with the IUCN Commissions – Global

	Africa	Meso & South America	North America & Caribbean	South & East Asia	West Asia	Oceania	East Europe, North & Central Asia	West Europe	Total
Commission on Education and Communication (CEC)	1.95	1.96	1.29	1.57	1.46	1.22	1.85	1.56	**1.67**
Commission on Environmental, Economic and Social Policy (CEESP)	1.66	1.51	1.39	1.55	1.58	1.11	1.46	1.34	**1.49**
Commission on Environmental Law (CEL)	1.43	1.67	1.29	1.57	1.08	1.44	1.92	1.26	**1.45**
Species Survival Commission (SSC)	2.24	1.80	2.26	1.90	1.77	2.00	2.29	2.29	**2.10**
World Commission on Protected Areas (WCPA)	2.25	2.37	2.14	2.26	2.07	2.90	2.76	2.11	**2.27**
Commission on Ecosystem Management (CEM)	2.01	1.82	1.32	1.74	1.46	2.00	1.93	1.40	**1.70**

4 = Very Involved, 3 = Somewhat Involved, 2 = Slightly Involved, 1 = Not at all Involved

Figure 15. Satisfaction with the IUCN Commissions – Overall – 1 of 2
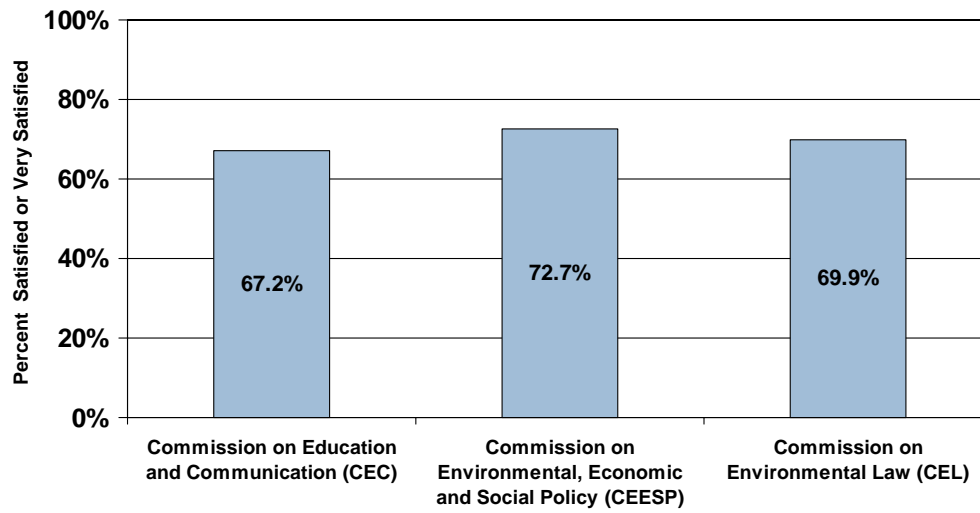
Figure 16. Satisfaction with the IUCN Commissions – Overall – 2 of 2
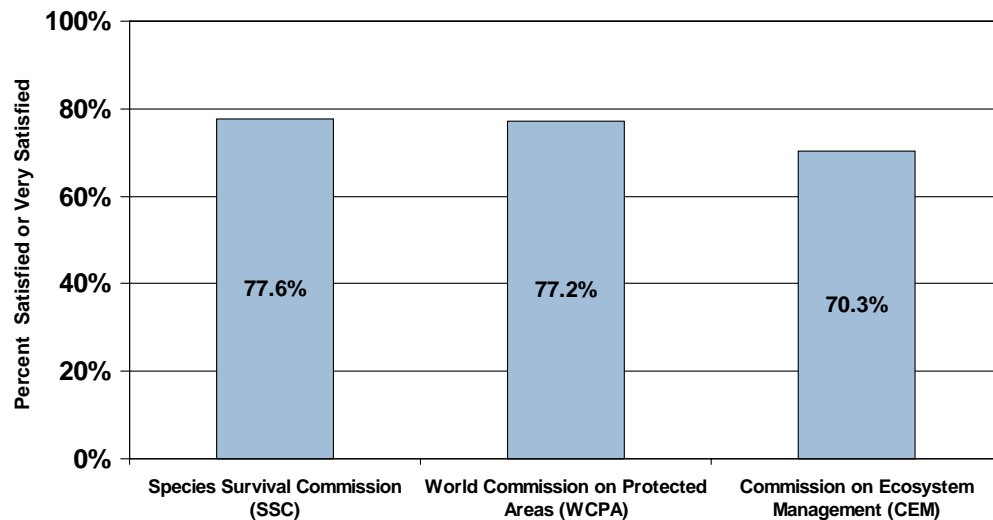
Improving Member Involvement in the IUCN Commissions

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.
- Some members expressed frustration at having tried to offer the expertise of their organization to Commissions with no acknowledgement or response from IUCN.
- Members suggested that efforts should be made to define clear objectives and an action plan for each commission at regional and national level and to find ways to make the work of Commissions more accessible and beneficial to members.

Increase the regional profile of Commissions
Members suggested that major improvements need to be made in the level of awareness of members about the work of Commissions globally and at regional and national levels. Suggestions were made to improve the profile of Commissions and the access of members to Commissions expertise, knowledge and information including:
- Regional offices should facilitate forums with Commissions and members to share knowledge and to build the constituency by introducing Commission members to IUCN members (many do not know each other even though they are members of the same organization).
- Regional Commission representatives should attend IUCN regional and national members meetings to introduce and promote the work of the Commissions.
- Create accessible knowledge platforms for Commissions using modern IT technology, online journals, newsletters and best practice publications.

- 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' membership model of Commission membership
- Some members commented that their organizations benefit very little from the individual model of Commission membership. Even though the institution often supports these individuals to participate in Commission work they noted that when the individual leaves the institution little trace of IUCN remains behind. While members appreciated the need to select the best expertise in individuals they also suggested that some means be found to help institutions to benefit more broadly.
- Some members suggested that Commissions should have a combination of institutional and individual members and that incentives should be offered to encourage such participation.

Improve the effectiveness of regional offices in helping to connect members with the work of Commissions
- Members suggested that the regional and country offices should play a much greater role in connecting the membership to the expertise and knowledge of the Commissions and vice versa, and that a clear framework for the involvement of Commissions in the work of regions should be developed and enforced, as part of the regular work programmes, members meetings and in the new intersessional programme planning process.
- Improve member relations with Commissions – reply to letters and enquiries from members in a timely and responsive manner. Do not ignore emails and offers of interest and assistance.

Strengthen regional links between Commissions
- Members suggest that linkages between the Commissions should be improved through more joint working groups and cross Commission collaboration.
- Facilitate regional meetings of Commission members from all Commissions to reinforce a more integrated approach to conservation and sustainable development. Many regional Commission members belonging to different Commissions have never met each other.

Improve the governance of the Commissions
Members commented that each commission seems to be managed very differently with no real standards of what is expected in terms of performance, and communication and interaction with the Secretariat and members. In this regard, they suggested that:
- IUCN Council and Secretariat should follow through on Congress resolutions and governance decisions to improve the governance and accountability of the Commissions.
- The One Programme decision should be operationalized and made a reality in regions so that members could have access to one integrated IUCN, not separate Secretariat offices and separate Commission activities.
- Some members suggested that parts of the Commissions should stop operating like independent NGOs under the IUCN name and clearly be held accountable by the Council and membership.

- 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 engage experts from Commissions in helping to mentor the next generation of conservation and sustainable development leaders.

Quotes from Members

"I sense that many IUCN member organizations are not aware of how they can use IUCN Commissions both to contribute to international conservation and to benefit from the exchange of information and ideas. For IUCN, Commissions are still a greatly underutilized resource. On the other hand, IUCN member organizations could do a lot more to support them."

"We are very interested in the IUCN Commissions and have great respect for their experts, but we have no way of connecting their expertise with the work of our organizations. Our IUCN membership does not provide a way for us to benefit more from the Commissions and this is a disappointment to us."

"IUCN can improve my involvement in the work of Commissions by first telling me how to get involved!"

"Each Commission is managed very differently. There should be certain requirements for communication with the Secretariat and members, and for calls to members in cases where support is needed. Commissions tend to be very centralized and it is really difficult to participate."

"I don't have a lot of hope for progress with global Commissions. I think they work at much too large a scale in an environment where real solutions are more local and regional. The function of these Commissions should be more relevant to members."

"We know very little about the various Commissions. Most of our participants (of a member organization) are poorly informed about the work of Commissions, even the specialists in issues covered by Commissions."

"All the Commissions would benefit from raising their regional profile."

"Our weak involvement in the work of the Commissions is a result of our limited knowledge about how they function, and above all, what is expected of members."

"Keep members informed, stimulated and energized. I have never received a single direct communication even though I am a member of a Commission and a member of IUCN. Be more proactive and transparent in communications and information distribution."

"Create an accessible knowledge platform to share knowledge and information."

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

➔ 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.

➔ There is great variation in levels of members' familiarity with IUCN Governance by region.

➔ Members in West Asia are most familiar with IUCN's governance structures, followed by members in Oceania, Meso and South America, South and East Asia, East Europe, North and Central Asia, Africa, West Europe and North America and the Caribbean.

➔ There is less variation in levels of familiarity among types of members, with State members slightly more familiar with governance structures than the other types of members.

Table 11. Familiarity with the Governance of IUCN – Overall

How familiar are you with the following IUCN governance structures and mechanisms?

	Mean
Your National Committee	2.91
The Members Assembly, World Conservation Congress	2.82
Regional Councillors from your region	2.50
The IUCN Council	2.38
Your Regional Conservation Forum	2.11

4 = Very Familiar, 3 = Somewhat Familiar, 2 = Slightly Familiar, 1 = Not at Familiar

Table 12. Familiarity with the Governance of IUCN – Region

	Africa	Meso & South America	North America & Caribbean	South & East Asia	West Asia	Oceania	East Europe, North & Central Asia	West Europe	Total
The Members Assembly, World Conservation Congress	2.78	2.98	2.59	2.89	3.39	3.20	2.79	2.68	**2.82**
The IUCN Council	2.31	2.38	2.28	2.49	3.00	3.22	2.46	2.22	**2.38**
Regional Councillors from your region	2.41	2.78	1.94	2.73	3.22	3.30	2.74	2.31	**2.50**
Your National Committee	2.63	3.53	1.89	3.31	3.35	3.40	2.86	2.99	**2.91**
Your Regional Conservation Forum	2.30	2.38	1.33	2.49	3.00	2.00	2.15	1.72	**2.11**

4 = Very Familiar, 3 = Somewhat Familiar, 2 = Slightly Familiar, 1 = Not all Familiar

Figure 17. Familiarity with the IUCN Council
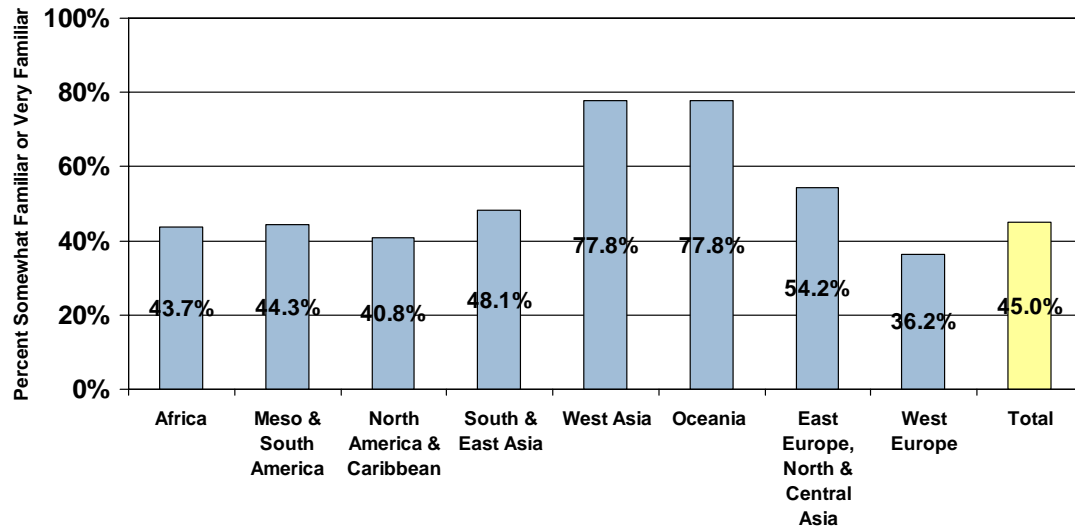
Figure 18. Familiarity with IUCN Regional Councillors
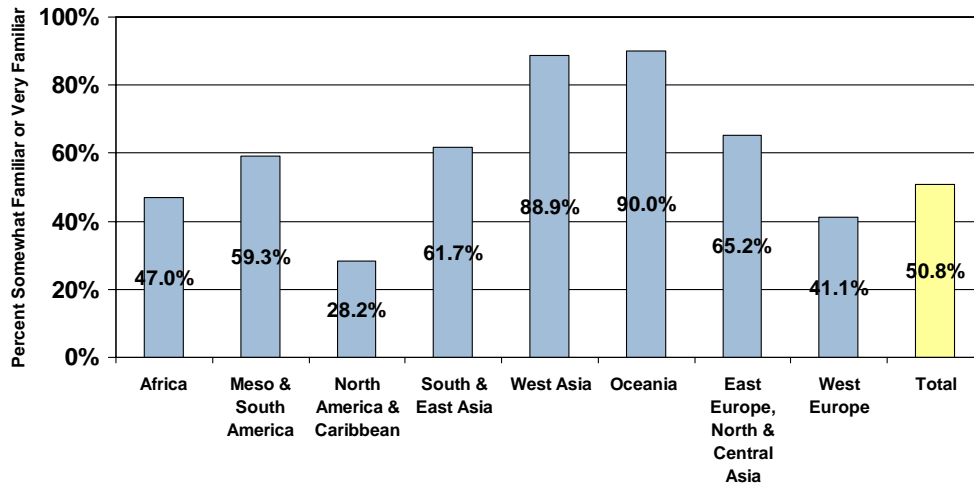
Figure 19. Familiarity with IUCN National Committee
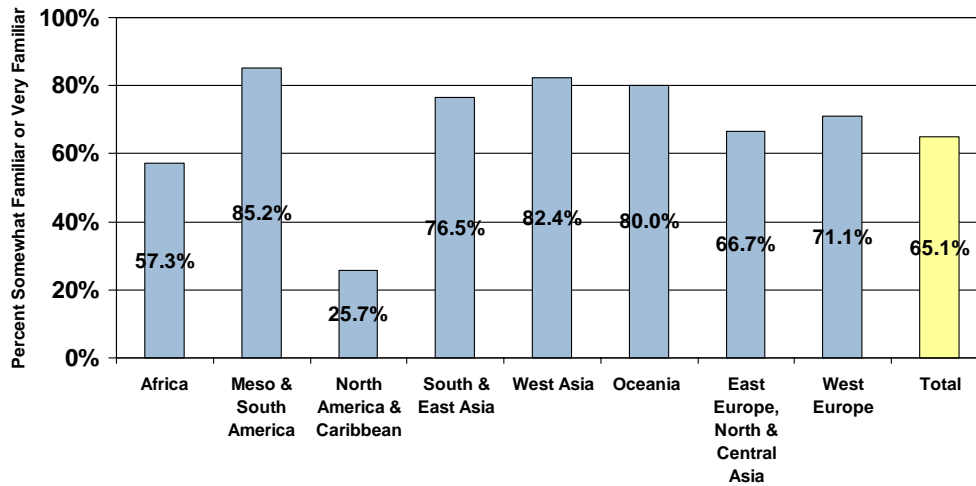
Findings – Satisfaction with the Governance of IUCN

➔ Overall, members view the World Conservation Congress as most effective, followed by the IUCN Council, and then Regional Conservation Forums and National Committees.

➔ Overall members gave Regional Councillors the lowest score for effectiveness.

➔ Scores varied the most by region for the effectiveness of Regional Councillors (60%-100%) and for National Committees (43%-86%).

➔ State members, international NGOs and affiliate members were the most positive about the effectiveness of Regional Councillors (86%-83%). Government agencies and national NGOs were the least positive (75%-65%).

Figure 20. Satisfaction with the Governance of IUCN – Overall

Overall, how effective are the following IUCN structures at governing the activities of IUCN?
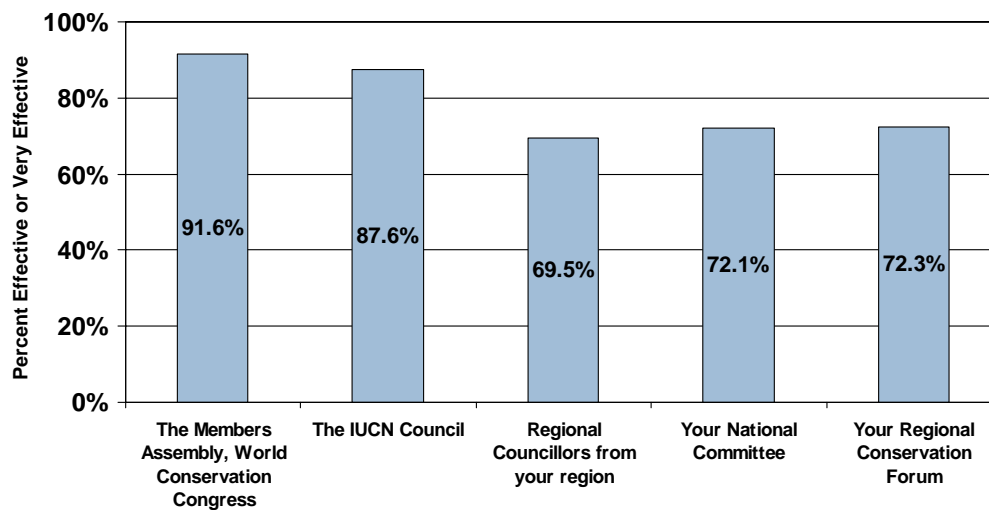
Findings – Importance of the Rights of Members

➔ Close to 30% of members report they are not familiar with the rights of members as reflected in the IUCN Statutes.

➔ Members in West Europe and North America and the Caribbean are the least familiar with their rights as members.

➔ International NGOs and affiliates are the least familiar with their rights as members.

➔ Of those who are familiar with their rights, the right to participate in the World Conservation Congress, National and Regional Committees or Regional Forums was ranked highest in importance. Voting rights and the power to submit motions were also important to state, government organizations, and NGOs.

➔ Members considered as less important the right to express an opinion on applications for admission as new members, and nominating or proposing candidates

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
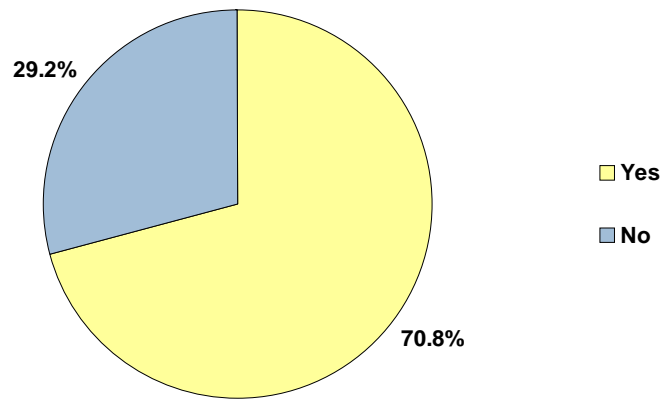
Table 13. Importance of the Rights of Members – Overall

Please tell us how important the following rights of members are to your organization.

	Mean
To participate in the World Conservation Congress	3.70
To participate in National and Regional Committees or in Regional forums	3.66
To express an opinion on application for admission as new members	3.23

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

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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[15] The scores on the Rights of Members are divided into the two tables because Affiliate Members do not have the rights mentioned in Table 14.

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

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

- ↑ 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.

- → 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

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

- → 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%).

- ↓ 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%), conservation policy work (54.7%), policy forums (57.3%), face-to-face discussion forums (59.6%).

- ↓ Members were least satisfied with regard to opportunities for involvement in field projects (41.0%).

- → Overall members were moderately satisfied with the quality of IUCN services (72%), however they offered many suggestions for improvement.

- → State members, government agencies, international NGOs and affiliates report greater satisfaction with the overall quality of services provided (80-90%) than national NGOs (65%).

Main areas for improvement

- Focus services on membership development and organizational strengthening.

- Improve the strategic focus and effectiveness of services to members.

- Improve the overall responsiveness and accountability of IUCN to members.

- Strengthen the role of National Committees in overseeing the quality of services to members.

- Provide targeted training and capacity building services at the regional and national levels.

- Develop innovative funding ideas and services.

- Provide services on research and development, innovation and learning.

- Provide services to recognize appreciate and reward members for good work in conservation.

- Networking and improved communication services for members.

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

	Mean
Providing your organization with IUCN publications	3.62
Enabling your organization to attend meetings / workshops organized by IUCN	3.46
Providing your organization with access to conservation and sustainable development related networks	3.42
Involving your organization in policy forums	3.26
Providing face to face discussion forums on conservation and sustainable development	3.24
Providing opportunities for your organization to be involved in field projects	3.20
Developing proposals for funding with IUCN	3.19
Engaging your organization in conservation policy work	3.19
Providing your organization with expert advice on policy related conservation issues	3.19
Providing your organization with technical assistance	3.12
Providing electronic discussion forums on conservation and sustainable development	3.09
Obtaining technical support in designing projects	3.04

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

Figure 22. Satisfaction with Quality of Services – 1 of 2
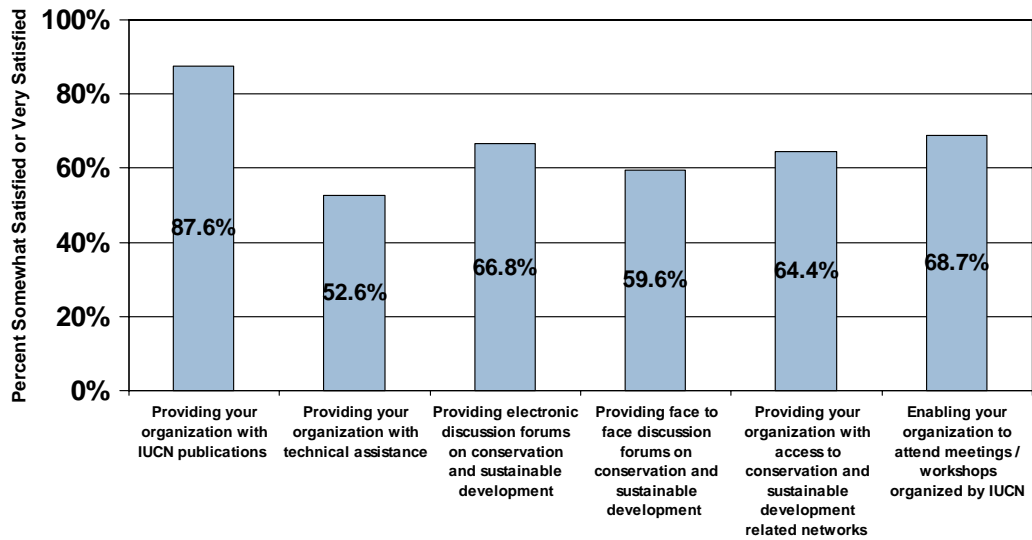
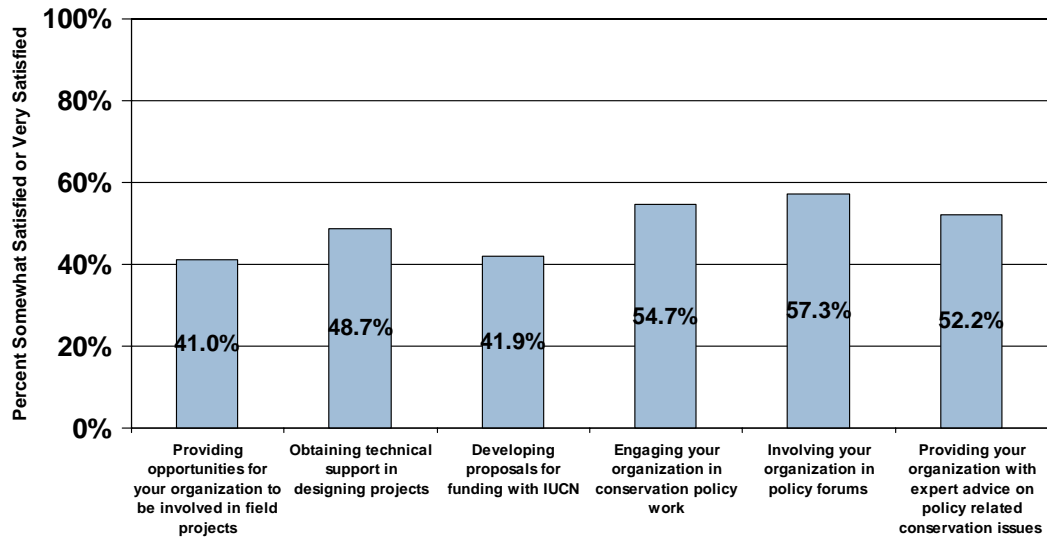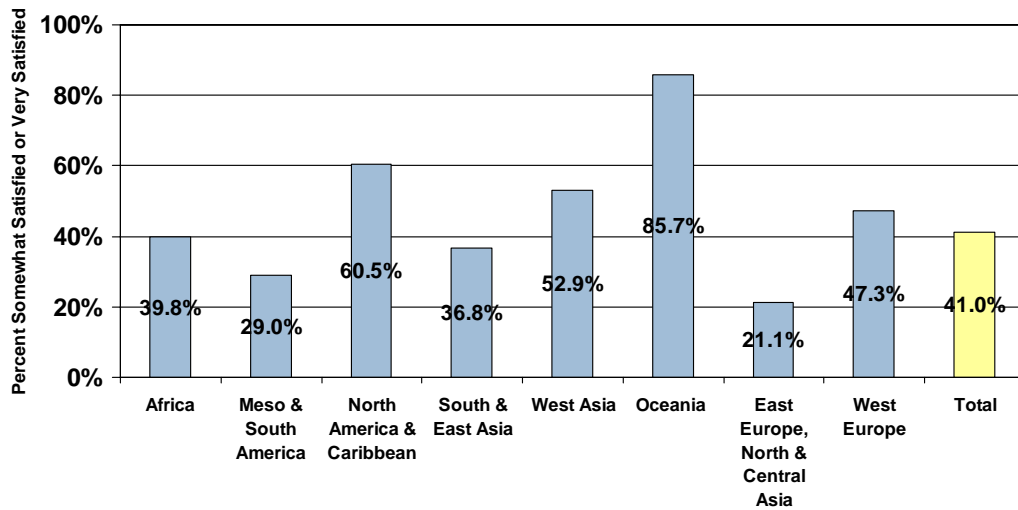**Figure 23. Satisfaction with Quality of Services – 2 of 2**
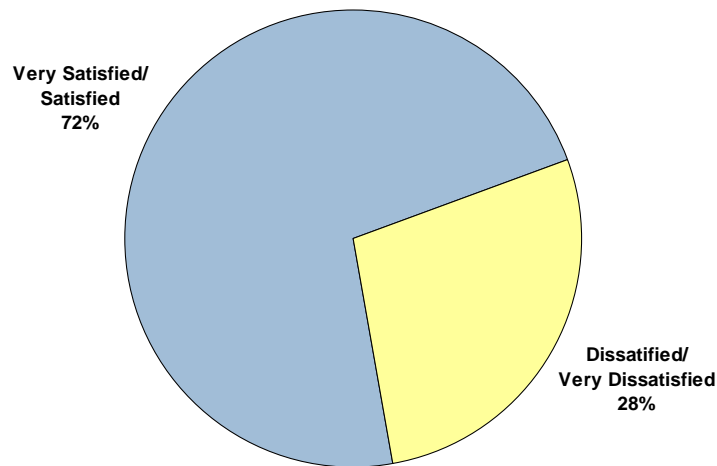

Figure 24. Satisfaction with Services to Members - by Region

Services - Providing opportunities for your organization to be involved in field projects

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, or involve them adequately in areas of discussion and work. To improve this they suggested that:
– There should be more of a 'service culture' in the provision of services to members similar to the private sector where a customer request has to be responded to within a set period of time.

- 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.

Develop innovative funding ideas and services
While many members requested direct financial support, a number recognized that IUCN is not a funding agency but said that it could provide more assistance to members in developing creative ideas and mechanisms for funding. Suggestions included:
- Funding mechanisms for innovative learning projects in conservation. Members ask why they cannot access the Secretariat's innovation project funding.
- Cooperative proposals with members to finance projects implemented by medium and large sized consortia of members.
- Smalls grants mechanisms for seed funding for members.
- Innovative solutions for members constrained by limited access to foreign exchange for their membership fees, such as sponsorships and partnerships with other members.
- Developing funding mechanisms for regional platforms for the Secretariat, members and donors and partners on specific topical regional issues.
- Providing advice on fundraising and sources of funding for members; IUCN should try to link members to donors and funders.
- Above all, members requested that the IUCN Secretariat not compete with members for project funding that members should be able to deliver, and asked IUCN to find a way to work collaboratively with members through fundraising and sharing resources.

Provide services on research and development, innovation and learning
- Some members suggested that IUCN should provide more services targeted towards research and development and learning in new areas of conservation, or at least link with institutions that specialize in scientific research as a service to all members.

- 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 emerging issues, involving Commissions, Secretariat and members through a call for participation and expertise.
- Ensure a friendly and inclusive attitude towards all members regardless of the size of their organizations to make them feel welcome in participating in regional and national events.
- Develop networking and partnerships services with members through a transparent process of selection.
- Hold face-to-face discussions with members to build relationships and a stronger constituency. Some members indicated that they do not know all the members in their region since they hardly ever have the opportunity to meet together.

Information services
- Ensure more communication in French and Spanish.
- Provide up-to-date members lists and profiles of expertise, so that members can themselves find the expertise they need.
- Provide links to members Websites on the IUCN Website to help others network and to raise the profile of IUCN members.
- Provide timely and pertinent information to members in three official languages.
- Provide basic information on conservation issues in a range of appropriate formats – targeted carefully at the needs of members for more print or electronic formats.
- Provide more case studies and synthesis of experience drawn from across the membership and Secretariat.
- A number of members commented that they miss getting the IUCN magazine that used to be produced and sent to all members. Why was it discontinued they asked.

Quotes from Members

"I do not believe that more services are needed, but rather that those listed should actually be provided. What needs to be done is a redirection of effort….. In particular it is necessary to work on some of these issues in networks and not on an individual level which is not as effective."

"It is difficult to comment as IUCN services are either impractical, not relevant, or we don't know how they might be available to us."

"Overall, IUCN's convening role and services are the most important. Its ability to bring a wide diversity of members to the table, this is the most important function and one that does not compete with but rather enhances the role of all members."

"The services provided by IUCN could be aimed at increasing involvement, promoting fundraising and creating associations of members which focus on a determined thematic area."

"IUCN needs to initiate expertise and knowledge sharing exchanges, global membership cooperation and exposure of good work."

"In the fifteen years that we have been members, we should have liked it if IUCN or its Commissions had given us their comments on the dozens of projects and proposals we sent them….. We currently don't even bother to notify them of our action since we consider it useless and a waste of time."

"The services listed are important to (my organization), however the level of engagement is not as good as it could be and there is room for improvement."

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

- ↑ Members are somewhat or very satisfied with the clarity and timeliness of information provided by IUCN.

- → Members are slightly less satisfied with the transparency of IUCN's reporting to the membership on governance issues (Council, Congress).

- → 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

- ↓ 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.

- ↑ Members in North America and the Caribbean are the most satisfied with responsiveness of IUCN to their needs.

- ↓ 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.

- ↓ 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

- → 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%).

- ↓ National NGOs are much less satisfied (64%) with IUCN's responsiveness to their needs than other categories of members (80-100%).

- ↓ 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.

- Improve the capacity in regional and global offices for improved member relations.

- Help members achieve conservation results on the ground.

- Strengthen the role of National Committees.

- Support alliances and greater networking with members.

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

How satisfied are you with the following elements of your relationship with IUCN? - Overall 1 of 2
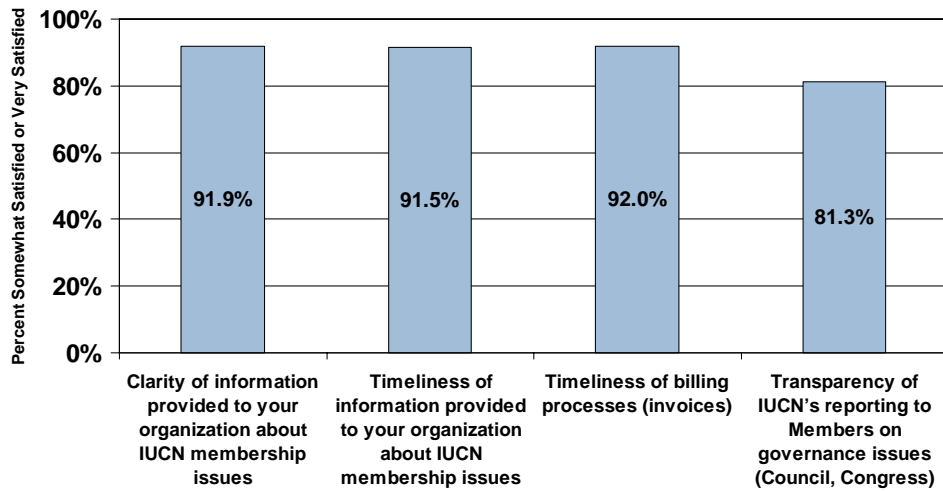
Figure 27. Satisfaction with Member Relations – Overall 2 of 2

How satisfied are you with the following elements of your relationship with IUCN? - Overall 2 of 2

Figure 28. Responsiveness of IUCN to the needs of members

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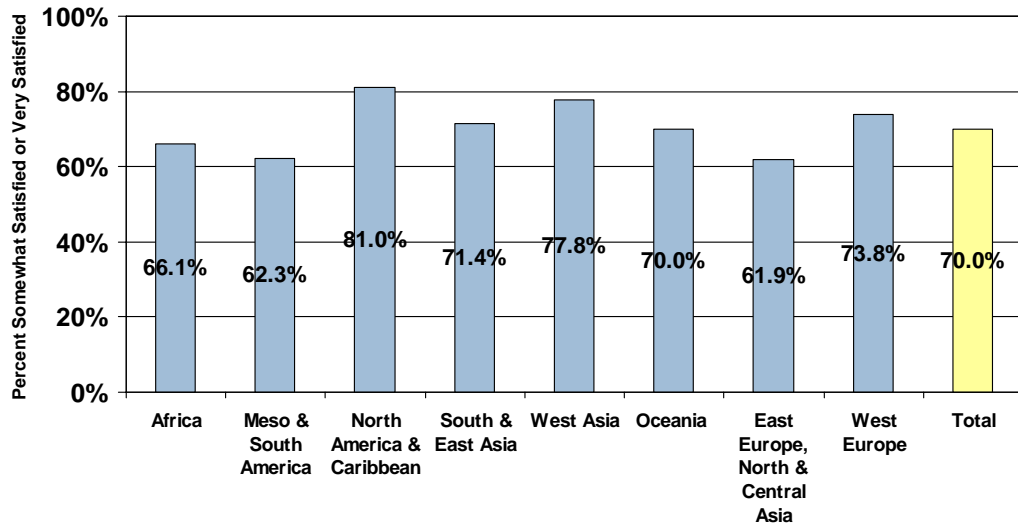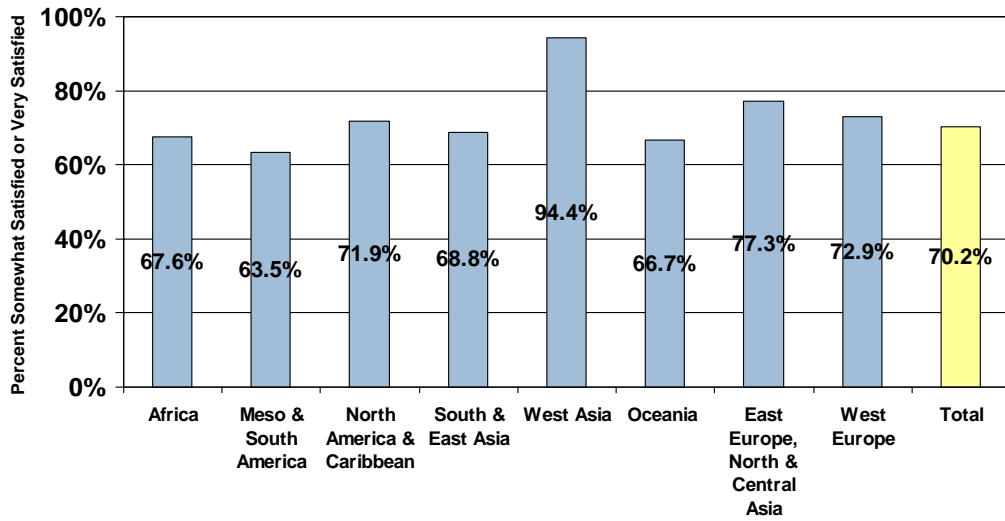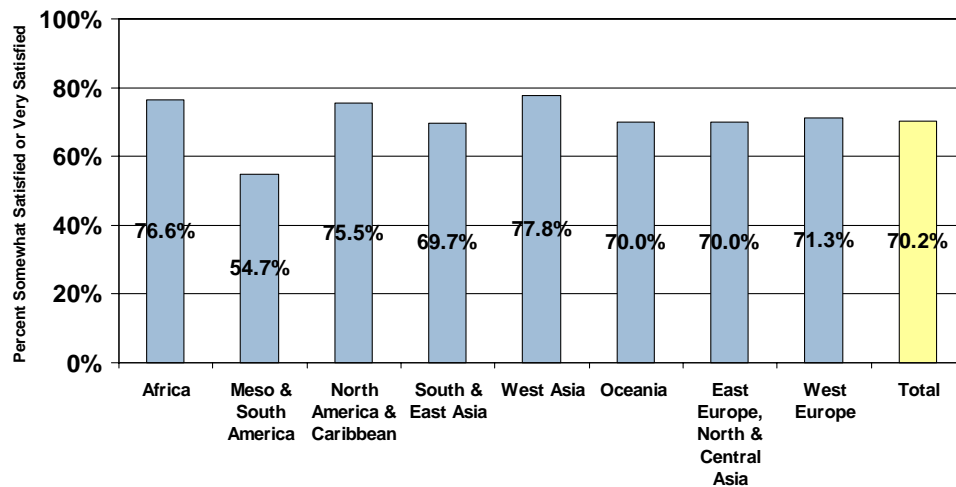
Figure 30. Satisfaction with Global Membership Unit in maintaining good member relations

Improving IUCN Relations with Members

Members were asked how IUCN can improve its relationship with member organizations. Members provided 309 comments and suggestions that were sorted into the following major areas for improvement:

Greater involvement of members in the work of IUCN
Close to half of the comments and suggestions received conveyed strong messages that members wish to be more involved with the work of IUCN, either through implementation of projects, programmes and activities in their regions, or through more frequent meetings, workshops and dialogues on conservation and sustainable development issues, including:
– More active involvement in strategic alliances and policy support, joint work and joint publications, full inclusion in events, not just a select few.
– More frequent contact and updates.
– Make IUCN more democratic and transparent.
– Eliminate the competition for funds between local and regional offices and members.
– Deal with the conflics around funding and competition; clarify under which circumstances IUCN implements projects on its own and competes with members for funding, and when IUCN is prepared to implement work with or through members.

Refocus regional offices to play a more effective role in engaging members
Members wish to see Secretariat regional offices and national committees play a much stronger role in more effectively engaging the membership in the work of IUCN:
– Designate a Secretariat focal point for thematic areas and issues with responsibility to interact with relevant members to update them and involve them in dialogues and discussions on thematic issues.
– Strengthen the capacity of regional membership offices to communicate with members and national committees.
– Clarify the role of membership focal point and the global unit.
– IUCN technical staff should develop a good friendly working relationship with members. Some members report they do not know the IUCN regional or global technical staff, what they do or how they can get technical staff involved in assisting members.

Improve the capacity in regional and global offices for improved member relations
– Genuinely value members and ensure greater respect from staff for their value added to the Union.
– Show interest in their work, and give credit to members who do good work.
– Comply with agreements and meet long outstanding requests of members.

- 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.
- Promote exchanges between projects and regions.

Quotes from Members

"More concrete action and fewer speeches." "Consider members voices." "Remember we are here."

"The whole IUCN needs to be restructured to give members room and priority in delivering conservation programmes. As a policy, where there are capable IUCN members, the IUCN should never employ project staff to work with local communities. Instead, empower members to deliver conservation initiatives with the Secretariat only playing an advisory role."

"So far the support we have received and out relations as a member of IUCN have been impeccable….... The regional office is making praiseworthy efforts to keep us informed and to offer their support and encourage our work."

"As long as IUCN continues to work with non-members in the same manner and spirit as members without creating a difference between members and non-members, there is no reason to become an IUCN member. Why buy a commodity that is offered free of charge?"

"Until IUCN becomes relevant to specific conservation locales, it will remain distant and unimportant."

"The problem is not with IUCN's membership policy, with the exception of the issue of fees, but rather with how the Regional Offices and global Secretariat interact with the members, and how the Commissions interact with members. A bridge does not exist."

"There seems to be no consistency in maintaining relations at the national level – no meetings of members, no communication about the membership and its beneficial knowledge base. Unless we come together as member and discuss or network then we cannot benefit from this knowledge."

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?

25.6%

10.2%

64.2%

☐ Yes
☐ No
☐ Not Sure
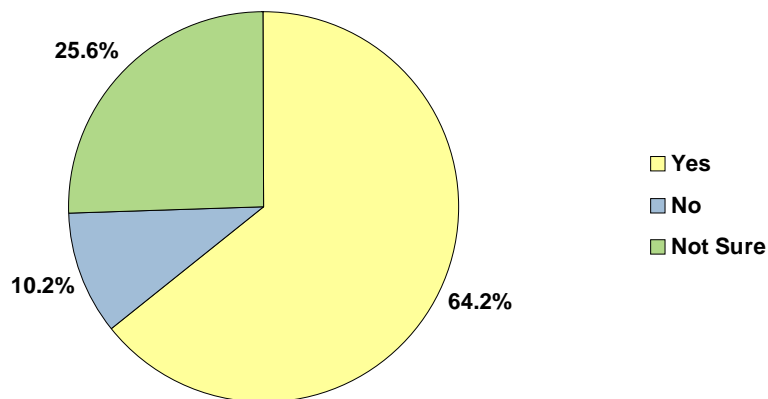
Table 16. Member Expectations of the World Conservation Congress, Barcelona, 2008

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 responses offer valuable information about the various other networks in which IUCN members are involved (essentially, the competition) and their view of how well IUCN performs compared to them.

Since both international and regional networks were listed by members the regional lists are perhaps more meaningful however the overall list provides a picture of how well IUCN performs in relation to large international organizations and networks common to every region.

The accompanying Annex Report provides a complete list of the networks identified by members. Regional Reports contain a list of the respective networks identified by members in each Statutory region.

Findings – Other Networks

Overall

- ⬆ Slightly more than a third (34.9%) of members rated IUCN as *performing better* than their listed network.

- ➔ Just under half (47.9%) of members rated IUCN as *performing about the same* as their listed network.

- ⬇ Eighteen percent (18.0%) of members rated IUCN as *performing worse* than their listed network.

- The top three networks to which IUCN members belong that were listed most often were World Wildlife Fund, BirdLife International and Wetlands International.

- Birdlife International was the network listed most often as performing better than IUCN.

By region

- ➔ Overall, members in Africa, South and East Asia, West Asia and East Europe, North and Central Asia tended to rate IUCN as performing better than other networks.

- ➔ Oceania, West Europe tended to be less likely to rate IUCN as performing better than other networks.

By type

- ➔ State members and government agencies tended to rate IUCN as performing better than other networks.

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

Compared to the network you identified, how well does IUCN perform?

- 34.9% Better
- 47.2% About the Same
- 18.0% Worse
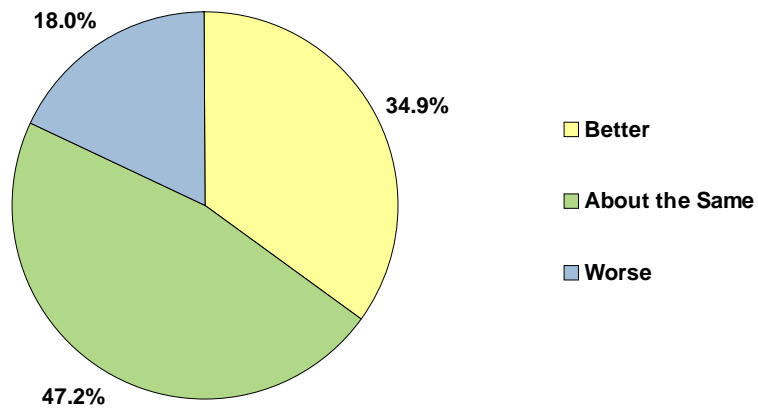
Table 18. Other Networks Performing Better than IUCN

Name of Network	Number of Times Cited
BirdLife International	12
World Wildlife Fund (WWF)	4
Alliance for Zero Extinction	3
Association of Zoos and Aquariums (AZA)	2
Botanic Gardens Conservation International (GCI)	2
Climate Action Network (CAN)	2
European Environmental Bureau (EEB)	2
The RING Alliance	2

Table 19. Other Networks Performing the Same as IUCN

Name of Network	Number of Times Cited
World Wildlife Fund (WWF)	13
Wetlands International	12
BirdLife International	5
AVINA Foundation	3
EUROPARC	3
Eurosite	3
Global Water Partnership	3
International Council for Science (ICSU)	3
International Council for Game and Wildlife Conservation	3
United Nations Development Programme (UNDP)	3
United Nations Educational, Scientific and Cultural Organization (UNESCO)	3
World Association of Zoos and Aquariums (WAZA)	3
World Society for the Protection of Animals (WSPA)	3

# Section 10 – Value and Benefits of IUCN to Members

In the last section of the Survey members were asked to rate the value of their IUCN membership to the work of their organization, and to identify the single most important benefit of being an IUCN member.

Findings – Value of IUCN Membership

➔ More than a third of members (38.7%) indicated that their IUCN membership was *of great value*;

➔ 43.7% indicated that it was of *some value*;

⬇ 16.9% indicated that it was *of slight value*.

⬇ A small percentage (0.6%) indicated that their IUCN membership was *of no value.*

Figure 33. Value of IUCN Membership – Overall

Overall, how valuable is your IUCN membership to the work of your organization?

Legend:
- ☐ Of great value
- ☐ Of some value
- ☐ Of slight value
- ■ Of no value

0.6%
16.9%
38.7%
43.7%
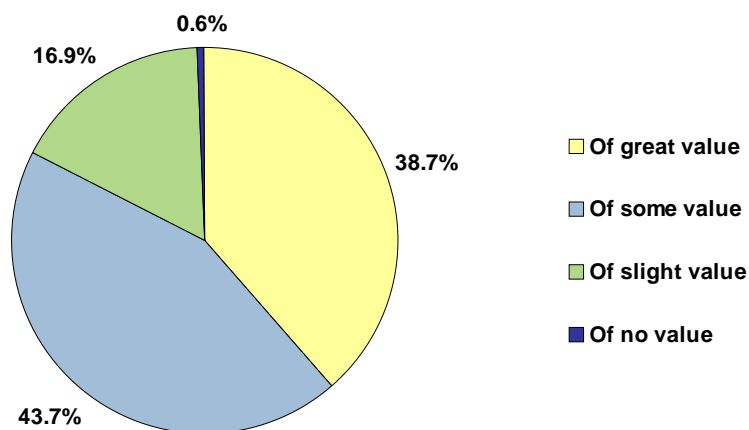
Findings – Benefits of IUCN Membership

Of the 511 most important benefits of IUCN to members cited, the benefits cited most often by members were the following categories:

A sense of identify, belonging, and contributing to the global conservation movement
- – A sense of belonging to a worldwide and unique Union that shares common objectives
- – Providing a worldwide voice for conservation.
- – Participating in the effort to halt biodiversity loss and implement sustainable development.
- – Pride in being part of the largest network dedicated to biodiversity conservation and sustainable development.
- – Contributing to a movement of great importance for global conservation.
- – Being part of the conservation movement.
- – Being able to see different perspectives in conservation issues in different cultures and languages.
- – A sense of being united in collective action for conservation.

- 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
- Adding value to local networks through access to IUCN's world wide network
- Improving the quality of members' work through contact with worldwide experts and practitioners
- Learning beyond the language and cultures of individual regions
- Access to multiple levels of experience – local, regional and global.
- Connecting local and regional networks to international work
- Helping to connect practitioners working in remote area to ongoing source of information and best practice.
- In addition, the international dimension of the worldwide network helps to 'professionalize' local networks and improve the quality of their work

Access to information and knowledge on conservation
- Up-to-date technical information and professional advice
- Information on emerging issues in conservation
- Access to well researched and authoritative information
- Staying relevant – keeping abreast of recent developments and best practice
- Information that is provided on a global scale yet still relevant to local level
- Access to syntheses of best practices and lessons learned
- Access to guidelines and standards for project and programme design and implementation
- Information that connects practice at different levels and in different parts of the world
- Importance of receiving information in different languages beyond English
- Access to print information which is still very relevant and important for those with no internet connectivity

Access to technical assistance, advice and funding
- Access to best practices in conservation and technical analyses of current and emerging issues.
- Access to worldwide expertise in many issues
- Policy advice, tools, up-to-date cutting edge tools and technical advice

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 conservation, resources and development issues. The main value is….. the standards set by work done by IUCN on biodiversity, national parks, red listing and as project developers worldwide."

"Membership accords us respect and recognition from colleagues at meetings on biodiversity conservation because we are able to explain issues and confidently use IUCN materials."

"Being connected to a forum where emerging conservation issues are often first identified, analyzed and debated; and where the full range of opinion in conservation issues can be heard."

"SSC specialist groups are unique and of enormous value to us in being part of a worldwide group of experts."

"To be able to influence dialogue and policy through a partnership with an internationally well established and technically capable organization. "

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.
- Focus on supporting and scaling up networks of involved members – develop alliances, improve communications.
- Develop a more supportive, service-oriented culture with members, be more responsive.
- Operate more evenly across all regions of the world.
- Create a supportive network for members focused on local to regional to global connections.
- Create more space for innovation, exchange of new ideas.
- Strengthen the capacity-building role and skills of regional and country offices to work with members.
- Hire a more diverse, multilingual workforce – balance the presence of representatives in the Secretariat and Commissions from all geographic regions and socio-cultural contexts to compensate for the current Anglo Saxon dominance.

- The division by continent is not that effective for international organizations that work in different continents – perhaps a specialized unit should be set up to liaise with large international organizations.
- The regional programmes need a proactive person at the Secretariat who ensures that members are involved in IUCN activities.
- Harmonize the work of Commissions with Regional Programmes.
- The global Secretariat should function to provide coherence and leadership within and across the matrix of the secretariat roles.
- Commissions should have more professional staff to support the work of members.
- Think more about how to integrate small organizations with scientific interests, research institutions.

Stronger governance
- Enhance the Council governance system and have closer ties to members between Congresses.
- The Council and Secretariat need to enhance the fundraising and programme outreach to build up the Union in concert with the members, not in competition.
- Take advantage of the UN role in order to influence national environmental agendas and to hold those in power responsible for delivering.
- Reinforce the rule of law at national and regional levels, don't turn a blind eye to corruption and deteriorating state of law enforcement.

Stronger role for national committees in implementation of IUCN's Mission
- Ensuring good functioning and good governance of national committees as a key element of IUCN's governance.
- Have national focal points in all countries to work to bring the membership together.
- Agree on specific roles for national committees and enable them to play that role.
- Strengthen national committees as its most decentralized and efficient means of carrying out IUCN's work and that of its member organizations in each country.

Greater accountability, transparency and oversight role
- Ensure greater central authority of the Gland office with tighter oversight of the performance of regional and national offices – a marked improvement noted in the last five years.
- Make decisions and information more transparent.
- Provide regular information on IUCN's governance processes – it is currently not easily accessible.
- Play more of a monitoring role with members. This kind of survey will help to some extent.
- Provide information to members as a resource about their rights and obligations as members.
- Supervise the use of the logo more carefully.

Support more networks for learning, knowledge sharing and technical advice
- Strengthen and support member capacity, directly through training, technical assistance, and indirectly through opportunities for broader involvement, linkages, accessing learning resources.
- Create linkages to professional bodies.
- Reinforce cooperation and sharing of knowledge.
- Find ways of getting the message to local people – develop a vertical information strategy focused on end users.
- More accessible and easily understood information, and more newsletter communications in electronic format.
- Produce a semi-annual IUCN Journal of Technical Reports which all members would contribute technical reporting.
- Develop comprehensive communication and information systems which can reach local, national, regional and global targets.
- Provide members ready with access to the stories and information that will motivate action.
- Produce a simple directory of members.

Better recognition of members
- Recognize excellence in members' work and respect the opinions of members.

– 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."

"IUCN must also focus on cities and urban management, and how it is interlinked with water, forests, and endangered species. IUCN has done fantastic work in all its thematic spheres, but somehow the correlation between them is not being passed on."

"IUCN needs to be careful to not put too many items on the agenda in the social/ industrial/ development file. Be clear that the priority is conservation and sustainable use of nature, natural resources and species and habitats."

"IUCN should always help members to carry out their activities, demonstrating its real character of a membership organization."

"Revise policies that will allow national committees to play a truly relevant role and give member organization the sense that belonging to IUCN represented a high added value, which is currently not the case."

"Strengthen the position of developing countries in IUCN so that their real issues are dealt with by them and not through the eyes of the developed world."

"We would like IUCN not to substitute for its members in field projects in countries and regions. It should play the role of facilitator and coordinator and raise funds for members' programmes."

"The organization has become so broad it cannot satisfy everyone. Drop sustainable development from its remit and revert to it original remit of protecting wildlife and natural resources. IUCN has become weaker and less meaningful; Birdlife has gone from strength to strength keeping its focus."

"IUCN should get more involved in rural poverty alleviation and wildlife co-management with communities."

"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."