

Survey of Global Donors and Partners

Summary of Results

Undertaken by the Office of the Special Adviser, Performance Assessment

For the Conservation Finance and Donor Relations Unit (CFDR)

IUCN HQ – June 2006



IUCN Performance Assessment

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Executive Summary

The IUCN Survey of Global Donors and Partners was undertaken in 2006 as part of IUCN's Performance Assessment efforts to improve feedback from its key stakeholders. The Survey was commissioned by the Conservation Finance and Donor Relations Unit (CFDR) and was carried out by the Office of the Special Adviser, Performance Assessment. A total of 41 global bilateral and multilateral donors, foundations and partners were asked to provide feedback through a confidential survey and interview process on IUCN's performance with respect to:

1. Relevance of the IUCN Mission and Programme to key donors and partners
2. Effectiveness of IUCN's work
3. Cost effectiveness and efficiency of IUCN's work
4. Communication and outreach
5. Reputation and image
6. Overall value added, strengths and weaknesses

With an overall response rate of 80% the survey provides a reliable picture of the performance areas in which donors and partners perceive IUCN is doing well or moderately well, and the areas in which improvements are needed.

Taking into account both the quantitative scores and the comments received, the results of the Survey fell into three categories. The items below correspondent to the items in the Survey but are regrouped according to feedback on performance:

1. Areas in which donors and partners perceive that IUCN is doing very well:

- ↑ Clarity and alignment of IUCN's mandate to the mandates of donors and partners
- ↑ Responsiveness of IUCN to emerging conservation and sustainable development issues
- ↑ Perception of IUCN as a world class knowledge based organization
- ↑ Perception of IUCN as a leader in conservation and sustainable development
- ↑ IUCN's ability to influence global conservation policy
- ↑ IUCN's ability to maintain good donor relations at HQ level
- ↑ Providing good value for money
- ↑ Performing well in comparison with other organizations.

2. Areas in which donors and partners perceive IUCN to be doing moderately well, but with room for improvements:

- Relevance of IUCN's Programme to the priorities of donors and partners
- Strategic positioning of IUCN at global level for current development trends (MDGs).
- Ability to adapt to changing global circumstances
- Planning and implementation of the Programme
- Ability to demonstrate quality of service in delivery of work
- Innovation and cutting edge products
- Promotion of best practice in Environmental Stewardship
- Openness and transparency of IUCN's activities and operations
- Meeting technical and financial reporting expectations
- Meeting information needs, and communicating key messages
- Responsiveness to complaints / needs of donors and partners
- Recognition of donors and partners

3. Areas in which suggestions were made for significant improvements:

- Performance of IUCN's decentralized structure of regional and country offices
- Strategic positioning of IUCN at field level for current development trends such as the MDGs
- Monitoring, evaluation and reporting on achievements of programmes and projects.
- Donor relations at field level

Risks

More than half of donors and partners felt there are real or potential risks to IUCN in the following areas:

- Mission drift: Maintaining too narrow and too technical a focus and not being relevant to poverty-development agenda OR the opposite - drifting too far away from successful thematic areas into social and development issues.
- Model of operation: Losing the ability to respond quickly by shifting to from a 'brain trust' network model to a project implementation model.
- Leadership: Dominance of Anglo Saxon thinking is a risk to the credibility of a multicultural decentralized organization; and the risk of being too consensual and not demonstrating decisive action and leadership.
- Programme management and delivery: Poor project and programme management and delivery risks the loss of credibility for IUCN.

Major strengths and 'value added'

- Scientific knowledge and excellence - IUCN Networks and Commissions, thematic programmes – bridging conservation science and sustainable development.
- Image and reputation – scientific credibility, neutral, trustworthy, high quality products.
- Broad representative Membership structure, global outreach and convening power.
- Ability to work at national and local levels.
- World class leadership and people.

Weaknesses

- Mission coherence and strategy – lack of coherence in objectives and strategy, working across too many agenda.
- Size and structure of Membership and governance – difficulties in managing the diverse and complex membership and governance structure; inability of the Council to focus on important global issues; and not working enough through Members.
- Decentralized structure – lack of attention to field operations, and poor management of a diverse set of offices; lack of dialogue between the geographical / thematic programmes and offices.
- Leadership – Anglo Saxon dominance and elitism in management.
- Programme management and business model – difficulties in managing the large network of scientists and relations with the business community, doing too much with too limited resources, and lack of a clear effective business model.

Recommendations

Based on an analysis of qualitative and quantitative responses, and taking into consideration current priority issues in IUCN, the Performance Assessment Adviser recommends that the IUCN Senior Management Team pay special attention to the following areas:

1. Improvements in the perceived effectiveness of IUCN's decentralized structure, including better positioning at field level to meet current development needs and challenges of the MDGs, and improved donor relations at field level.
2. Improvements in monitoring, evaluation and reporting on achievements of IUCN programmes and projects, including the completion of the M&E system, reporting on results, outcomes and lessons learned, and the use of key performance indicators to monitor and manage the risks facing IUCN.
3. Improved communication and information management with donors, including improvements in the targeting and use of IUCN information, communication of key messages and recognition of donors and partners.
4. Improvements in IUCN's innovation and cutting edge products to ensure that IUCN strengthens its role as a world class knowledge based organization.

Introduction

This report presents the results of the Survey of IUCN Global Donors and Partners undertaken during April and May 2006. The Survey is part of the Performance Assessment change management initiative of the IUCN Director General which focuses on monitoring the performance of the Programme, management and governance of the Union and the risks it faces.

Improving feedback on IUCN's performance from key constituents is one of the key aims of the Performance Assessment System. During 2006 four new performance feedback processes have been initiated:

- A Global Staff Survey of Job and Workplace Satisfaction
- A Survey of IUCN Global Donors and Partners
- An Asia Regional Survey of Donors and Partners, and
- A Global Survey of IUCN Members (to be undertaken in the last quarter of 2006).

The results of these surveys will contribute to improved strategic management of the IUCN Secretariat and Programme, including more effective engagement with donors, members and partners.

This Survey focuses on feedback from IUCN's global donors and partners, i.e. those agencies (bilateral and multilateral) that provide either framework funding or programmatic funding at global level, as well as key global partners (foundations, corporations) with whom IUCN has worked in the past 4 years.

Objectives of the Survey

The Global Donor and Partner Survey was commissioned by the Director General, The Director of Global Strategies and the Conservation Finance and Donor Relations Unit of IUCN HQ.

The objectives of the Survey were to obtain feedback from key bilateral and multilateral donors, foundations and partners on IUCN's performance with respect to:

1. Relevance of the IUCN Mission and Programme to key donors and partners
2. Effectiveness of IUCN's work
3. Cost effectiveness and efficiency of IUCN's work
4. Communication and outreach
5. Reputation and image
6. Overall value added, strengths and weaknesses

Methodology

The Survey was designed by the Office of the Special Adviser, Performance Assessment based on best practice examples in client and stakeholder feedback surveys¹ and advice from Vital Research, Inc, an expert survey firm.

A set of key questions was developed with the Conservation Finance and Donor Relations Unit and the Director Global Strategies, and approved by the Director General. Mixed methods were used for data collection. An electronic survey was sent with a letter of invitation from the Director General to all IUCN global bilateral and multilateral donors, and key foundations and partners with whom IUCN had worked in the past 5 years. Annex 1 contains the survey questionnaire which was also used as an interview guide for those who preferred a confidential interview. Annex 2 contains a list of all agencies to whom the questionnaire was sent.

Data collection and analysis

Both quantitative and qualitative data were collected and analyzed. Questionnaire and interview data were coded, entered into an Excel spreadsheet and bar charts were generated for each question. Comments and suggestions were entered into a Word Table and summarized for each question. This summarized text appears in the report under each question. Detailed suggestions and comments

¹ The Oxfam Stakeholder Survey is a notable example.

pertaining to individual Programmes have been consolidated without attribution and forwarded to the appropriate managers.

Individual responses have all been kept confidential. Data entry, analysis and synthesis was done by the Special Advisor and her assistant. Vital Research Inc, an evaluation firm specializing in surveys, provided advice on the survey design and data analysis.

Response Rate

A total of 41 questionnaires were emailed to donors and partners with a period of one month within which to reply. One reminder was sent and follow-up interviews were conducted with those who preferred an interview.

Response rates in each stakeholder category were as follows:

Table 1

Stakeholder group	Total sent	Total responses	Response Rate
Bilateral donors	20	16	80%
Multilateral donors	9	8	89%
Foundations	7	5	71%
Corporations	5	4	80%
Total	41	33	Average 80%

A high (more than 30%) 'do not know' response was recorded on questions pertaining to IUCN decentralized structure (including positioning at field level, donor relations at field level), implementation of the programme, planning, monitoring and evaluation, ethical conduct and openness and transparency. Reasons for not knowing this information should be explored with donors in order to determine whether it is realistic to expect global donors to know this level of operational detail with regard to IUCN's operations, or if IUCN is failing to communicate this information effectively to donors.

Comments on the Survey

Donors and partners commented that they found the survey comprehensive and useful, and that it demonstrated commitment on the part of IUCN to improving performance. Many donors and partners preferred interviews and one-on-one discussion over completing a survey questionnaire. Some questions were found not to be relevant to all stakeholder groups, and suggestions were made for refinements for the next Donor Survey.

Suggestions for improvements included providing an outline at the outset of the areas to be addressed and a reference link to the organization's key areas of work; expanding the scales; tailoring the questions by product or theme and by type of respondent, and extending the survey to the field offices.

Results of the Survey

1. Relevance of IUCN to Donors and Partners

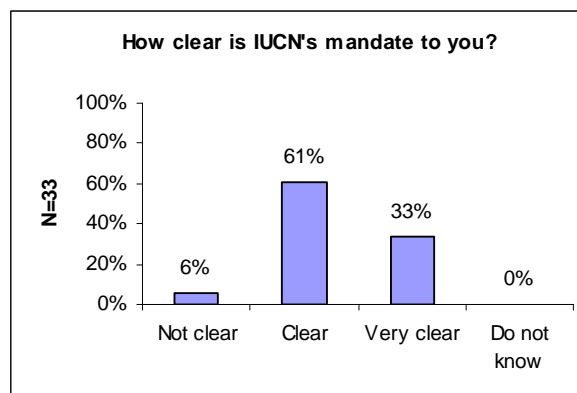
1.1 Clarity of mandate

Almost all (94%) found IUCN's mandate clear or very clear. Several respondents (bilateral and corporations) found it unclear.

Respondents offered the following factors that for them contribute to the lack of clarity in IUCN's mandate:

- Ambiguity between the conservation protection and social aspects of the mandate.
- A lack of clarity in the balance between conservation and development (sustainable use, poverty alleviation) in IUCN's work.
- Difficulty in understanding the mandate across all the IUCN themes.
- The overly bureaucratic and confusing resolutions process at the World Conservation Congresses (WCCs).

Figure 1



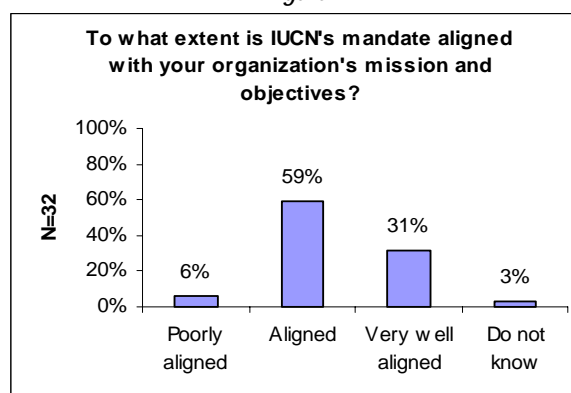
1.2 Alignment of IUCN's mandate with the mission and objectives of donor and partners

A strong majority (90%) of respondents indicated that the IUCN mandate was aligned with their organization's mission and objectives. Several respondents (bilateral and corporations) indicated either partial or a lack of alignment.

Respondents offered the following factors that for them may affect or contribute to lack of alignment:

- Contention between the demand for energy and conservation / biodiversity;
- Partial alignment with development cooperation where a focus on poverty reduction is more dominant and conservation is peripheral;
- IUCN's weak or ambiguous articulation of its stance towards the role of the private sector. The Business Unit articulates the business case well, but some other parts of IUCN still see the private sector as a source of corporate philanthropy, or a necessary evil, and yet others adopt an activist campaigning stance.

Figure 2



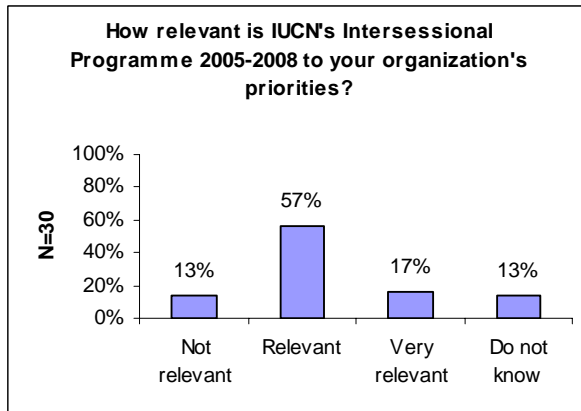
Positive comments on alignment included:

- Strong reliance on SSC's scientific advice for policy decisions.
- Support for recent efforts of IUCN to focus on conservation / poverty reduction and MDGs;
- Rich networks of experts on which we can rely;
- Support for IUCN's mandate on environmental governance, policy and capacity building;
- Good alignment on international support for capacity building in conserving environmental values of less developed countries (LDCs), environmental governance and public access to knowledge.

1.3 Relevance of IUCN's Intersessional Programme 2005-2008 to the priorities of donors and partners

Seventy four percent of donors and partners indicated that the IUCN Intersessional Programme was relevant to their priorities. The IUCN Programme was not relevant to the priorities of 13% of respondents (bilateral, multilateral and foundations), while another 13% (multilateral and foundations) did not know the Programme well enough to comment.

Figure 3



Donors and partners commented positively on the Programme's focus on the relationship between sustainability and poverty, linking natural resources, knowledge and poverty, taking a holistic approach to biodiversity and conservation of natural resources. Some were less supportive of parts of the Programme that focus on traditional conservation issues.

A respondent noted that "the challenge for IUCN is to let the Programme drive the organization's work and not the sources of funding. The donors should respect the Programme and ensure that funding is not tied to activities outside the Programme".

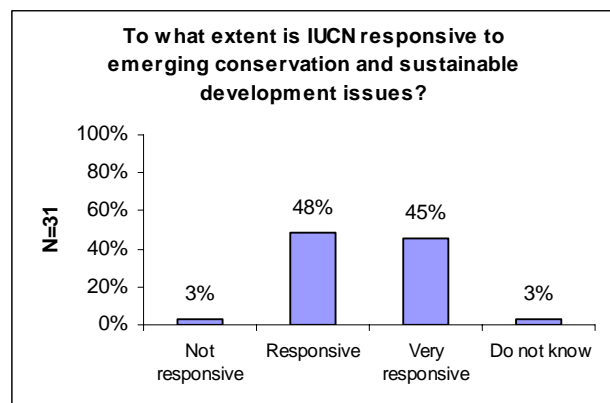
1.4 Responsiveness of IUCN to emerging conservation and sustainable development issues

A strong majority (93%) of respondents felt that IUCN was responsive to emerging conservation and sustainable development issues while a several multilateral agencies felt IUCN was not responsive.

Examples of responsiveness cited by donors and partners included IUCN's quick response to tsunami-related issues, involvement in the Poverty and Environment Partnership and Equator Initiative; and IUCN's increasing recognition that for conservation to be effective and sustainable all relevant stakeholders must be involved.

However, some donors and partners cautioned that IUCN needs to be very responsive or the Union risks breaking up. Mention was made that IUCN has not been as responsive as it should have been to climate change, and that IUCN could be more assertive about fisheries by-catch issues and addressing illegal, unreported and unregulated fishing.

Figure 4



1.5 Strategic positioning of IUCN at HQ and field level to respond to current development needs and trends such as the MDGs

Overall, donors and partners were more positive about IUCN's positioning at HQ level than at field level. Seventy-one percent of respondents perceive IUCN to be effectively positioned at HQ level, compared with 48% at field level.

Several (multilateral and corporations) perceived IUCN's positioning to be ineffective at HQ level, and several (bilateral and multilateral) perceived ineffective positioning at field level. A fairly high percentage (23% at HQ level, 41% at field level) did not know.

Figure 5

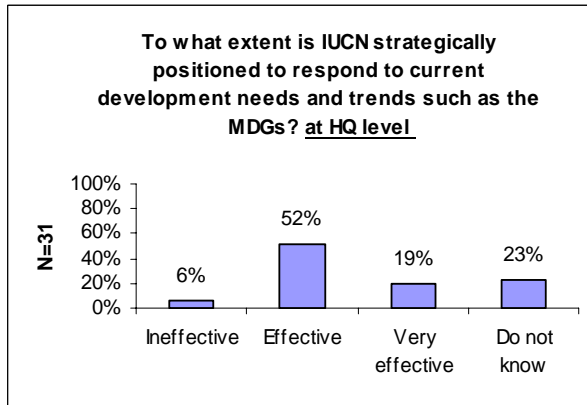
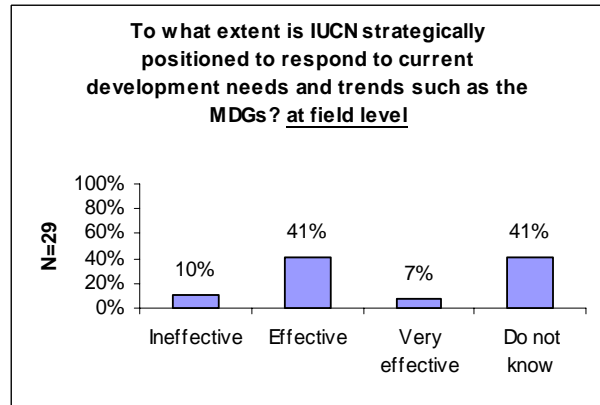


Figure 6



Donors and partners provided the following comments in relation to strategic positioning:

- IUCN needs to determine which issues and trends it truly provides a 'value added' contribution.
- Performance in positioning varies a lot between regions and sub-regions.
- There is much scope to improve coordination between HQ and field level.
- There is a 'lag behind' factor between HQ and decentralized offices and field operations.
- If IUCN is not a development agency, then responding to the MDGs should not be an objective to start with.
- It is hard to answer this question because it is not clear what IUCN's position is towards the MDGs and other development goals.
- One of IUCN's strengths at both levels is its capacity to mobilize civil society.
- IUCN's critical analysis of the world's situation, inequalities between rich and poor, and consumer habits is very relevant in helping us position our agency in the world context.

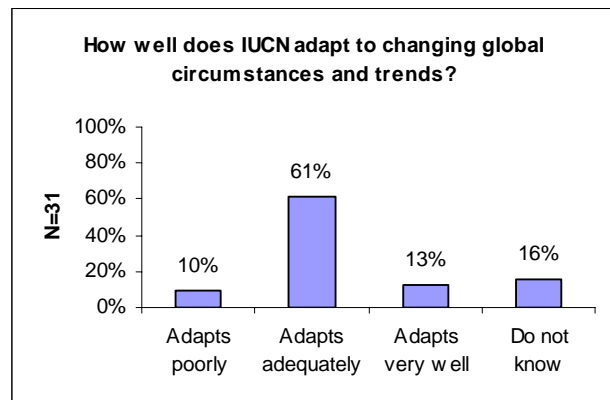
1.6 IUCN's ability to adapt well to changing global circumstances and trends

Seventy-four percent of donors and partners indicated that IUCN adapts either adequately or well to changing global circumstances, while 10% felt that IUCN adapted poorly, and 16% did not know.

Donors and partners provided the following comments related to ability to adapt:

- IUCN's structure is too cumbersome to respond to changing circumstances.
- The IUCN Programme cannot be easily changed without Council and Membership approval and this makes IUCN slow to adapt and respond.
- IUCN should try and set the agenda, not just respond.
- IUCN has a key role in changing the trends and providing alternatives, and disseminating new thinking.
- Some indicated that changing aid modalities remains a challenge to IUCN, while others noted that IUCN adapts well to the developing donors agenda.
- IUCN's active and effective engagement in the Poverty and Environment Partnership (PEP) in the lead-up to the 2005 World Summit as well as its instrumental engagement in the 2005 Summit suggests that IUCN adapts well to changing global circumstances.

Figure 7



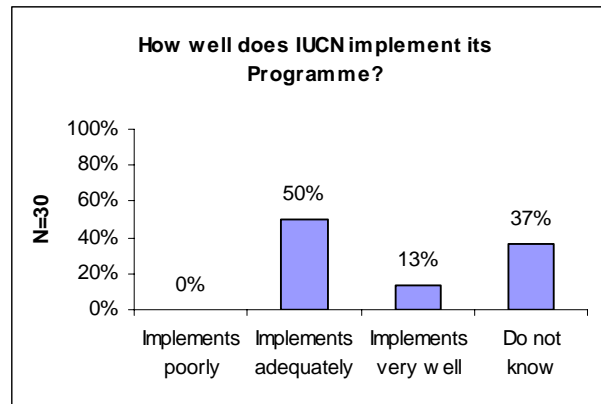
2. Effectiveness of IUCN

2.1 Implementation of the Programme

Overall 63% of donors and partners indicated that IUCN implements its Programme adequately or very well and 37% (bilaterals, multilaterals, foundations) did not know. The high percentage who do not know should be further explored.

- Several donors commented that they are not provided with good monitoring information on progress in implementing IUCN's Programme.
- We have had mixed results in the past from which we have both learned. It is not clear to us in many cases what IUCN's delivery and responsiveness capacity is when compared with CI or WWF, FFI or WCS.
- There are great variations in capacity to implement across programmes.
- IUCN applies focus to what it says it will do, but when it comes off the track, realigning itself is not easy.
- IUCN has a real niche and is doing a good job.

Figure 8



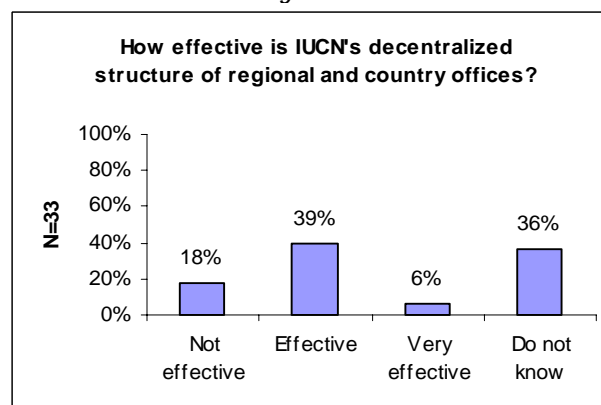
2.2 Effectiveness of IUCN's decentralized structure of regional and country offices

Forty-five percent of donors and partners indicated that IUCN's decentralized structure of regional and country offices is effective or very effective, while 18% (bilateral, multilateral and corporations) indicated it was ineffective and 36% did not know.

The following comments were provided by donors and partners on IUCN's decentralized structure:

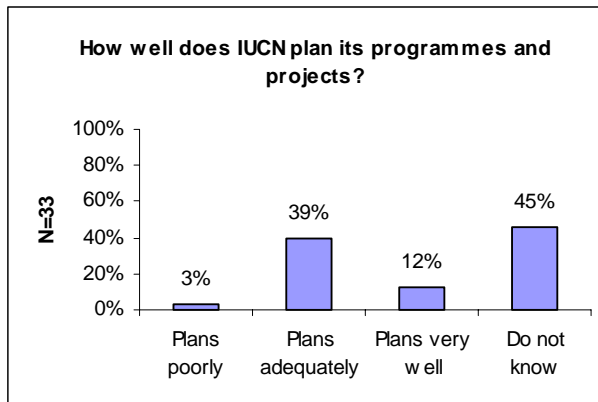
- There is little co-ordination, sharing of lessons, best practice, and knowledge management among offices. Too decentralized a structure leads to problems as each office then has to find its own identity and this erodes the brand.
- The offices should be smaller and with clearer mandates.
- Ensure that each part of the organization stays true to the Mission and values of IUCN – this can only be done through a centralized policy and communication processes which are then embedded throughout the organization.
- IUCN's decentralized structure is effective but it is also increasingly costly, demanding a higher turnover per country programme.
- There is scope to improve coordination and cooperation between HQ and regional offices. As a donor we are concerned that most of the funds end up in Gland and are not transferred to regional offices. IUCN has to clearly demonstrate that resources are spent on actual delivery of work on the ground.
- We are aware of some complaints about the decentralized structure.
- The decentralized model works very well in terms of speed of responsiveness, and engagement with regional issues.

Figure 9



2.3 IUCN's planning of programmes and projects

Figure 10



Overall 51% of donors and partners responded that IUCN plans its programmes and projects adequately or very well, while 3% (multilateral) felt planning was poor, and 45% (all stakeholder groups) did not know.

Donor and partner comments indicate that while planning has improved at all levels in the past Intersessional period, there is considerable room for improvement in terms of clarity and accountability for results and outcomes. The cumbersome bureaucracy of the WCC was noted as a constraint to streamlined and effective planning.

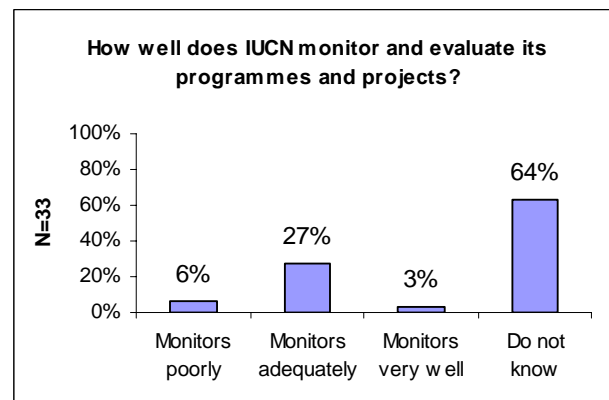
2.4 IUCN's monitoring and evaluation of programmes and projects

Overall 30% of donors and partners responded that IUCN monitors and evaluates its programmes and projects adequately or well, while 6% felt it was poor, and 64% did not know. Of concern are the disaggregated scores from bilateral donors where 13% of bilaterals indicate that IUCN monitors poorly, while 44% believe IUCN monitors adequately and 44% do not know.

In relation to monitoring and evaluation, donors and partners commented that:

- We expect to see continued improvements in monitoring and evaluation, and the completion of the M&E system that was started in the last Intersessional period.
- IUCN needs to provide clearer accountability for achieving the results that are set out in the Programme and for which we provide funding. This remains a challenge for IUCN.
- An organization the size of IUCN cannot operate responsibly and be accountable for funds received and results achieved without good M&E capacity at all levels.
- IUCN generates an enormous amount of paper that tells us very little about progress or achievements. There should be shorter, more succinct reports that focus on measuring and reporting on results achieved, lessons learned, and less on PR documents.

Figure 11



2.5 Demonstrating quality of service in delivery of work

Overall 78% of donors and partners reported that IUCN demonstrates adequate or high quality of service in the delivery of its work while 6% (bilateral and multilateral) reported low quality and 15% did not know.

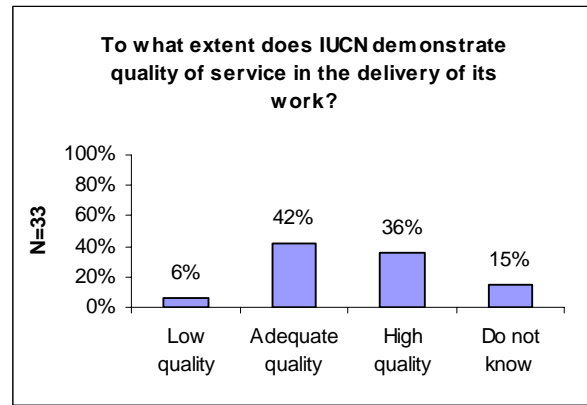
Donors and partners commented that:

- The quality seems to be high but the work is not benchmarked against other organizations, so we are left to trust the organization, as opposed to the evidence being made available. There should be regular reporting to donors against KPIs (Key Performance Indicators).

Figure 12

IUCN staff are highly competent professionals, well organized, responsive to stakeholders, and produce good outputs.

- IUCN produces publications of very good quality and interesting to the general public.
- IUCN has been extremely helpful to us in identifying experts for specific biodiversity issues.
- IUCN listens well; we can easily reach people at IUCN and receive the information we need.



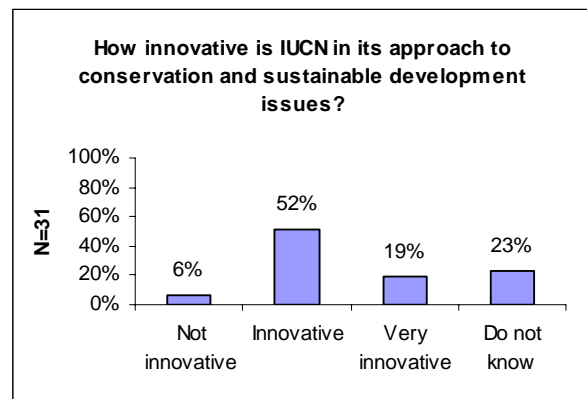
2.6 Innovation in IUCN's work on conservation and sustainable development

Overall, 71% of donors and partners reported that IUCN was innovative or very innovative in its approach to conservation and sustainable development. Six percent (multilateral and foundations) thought it was not innovative and 23% did not know.

Donors and partners commented that:

- IUCN has come a long way in its commitment to engage the private sector. This is leading to some innovative pilots such as the work on offsets, business skills transfer and the Sakhalin panel.
- IUCN is very innovative in issues such as appraisal of biogenetic reserves, the list of threatened species. Nevertheless, we suggest that IUCN emphasizes its role more as an intermediary between different members.
- IUCN is innovative with respect to some of the poverty aspects of its work.
- Innovation varies between the subject matters in IUCN.
- IUCN is moderately innovative – could be better.

Figure 13



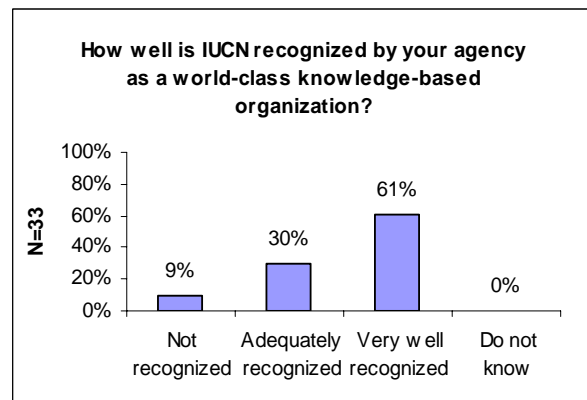
2.7 IUCN as a world class knowledge based organization

Overall 91% of donors and partners recognized IUCN as a world class knowledge based organization, while 9% (multilateral and foundations) felt it was not.

Donors and partners commented that:

- The IUCN network of scientists is very impressive and contributes a huge amount of information and expertise.
- We highly appreciate the IUCN function as a 'brain trust', but we are skeptical of IUCN field operations on the ground.
- IUCN's contribution to worldwide conservation issues is generally well known and recognized in our agency.
- The current renewal of MOUs is a testimony to this fact.

Figure 14

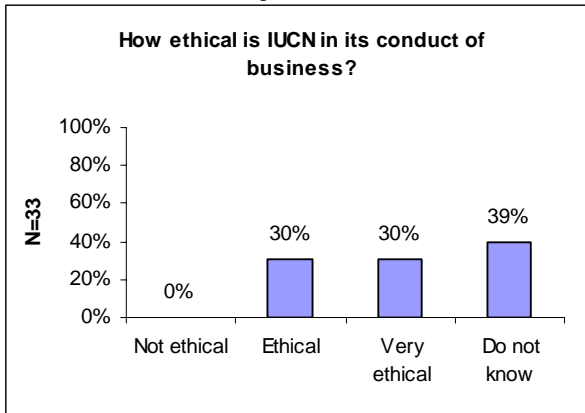


- IUCN can definitely improve in this regard – it varies a lot in-house.
- IUCN’s advice underpins much of our policy making on environment and species and habitat conservation.
- The appointment of IUCN DGs Holdgate and Steiner to the Advisory Council of EBRD is evidence of a world class knowledge organization.

2.8 Ethical conduct of business

Overall, 60% of donors and partners reported that IUCN is ethical or very ethical in its conduct of business, while 39% did not know.

Figure 15



Donors and partners commented that:

- There are no specific indications that IUCN would not act ethically.
- IUCN’s organizational setup is very effective in promoting and ensuring ethical conduct.
- IUCN may fall into the trap of being too much so, but if that were the case it would be a fault on the right side.

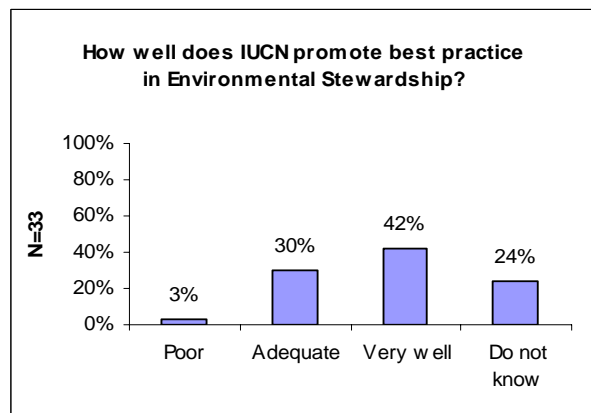
2.9 Promoting best practice in Environmental Stewardship

Overall, 72% of donors and partners reported that IUCN promotes best practice in Environmental Stewardship, while 3% (bilateral) felt it did it poorly, and 24% did not know.

Donors and partners offered the following comments with respect to Environmental Stewardship:

- Not sure if IUCN brands, markets or communicates what it does very well, when compared to CI, TNC, WWF.
- IUCN has a good impact on the government and public sector, but limited impact on other sectors.
- IUCN is a leading organization in this. This is one of IUCN’s strong points.
- Despite efforts in this direction, IUCN’s efforts to promote best practice are still not well enough known in the wider community to make a significant impact.

Figure 16



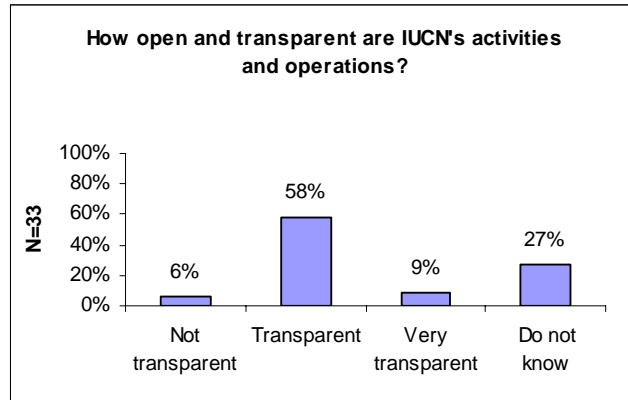
2.10 Openness and transparency in IUCN's activities and operations

Overall, 67% of donors and partners reported IUCN's activities and operations to be open and transparent, while 6% felt IUCN was not transparent (bilateral and multilateral) and 27% did not know.

Donors and partners offered the following comments with respect to openness and transparency:

- The organizational structure is seen as facilitating transparency.
- The IUCN Website is a considerable help to providing information on IUCN's activities.
- IUCN is open and accessible to anyone looking for information.
- Some things are not transparent.
- Perhaps not an issue of transparency per se, and more about the volume of lengthy papers generated, not all of which is easily digestible. Policy officials simply don't have the time to trawl through such reports.
- Coordination between HQ and regional offices seems to be a challenge which affects transparency. We receive visits from regional and country offices, or at least a wish to come and see us to discuss projects and programs. Some of this seems uncoordinated.
- Due to lack of information from IUCN HQ and its regional offices, we cannot estimate the transparency of IUCN's activities and operations.

Figure 17

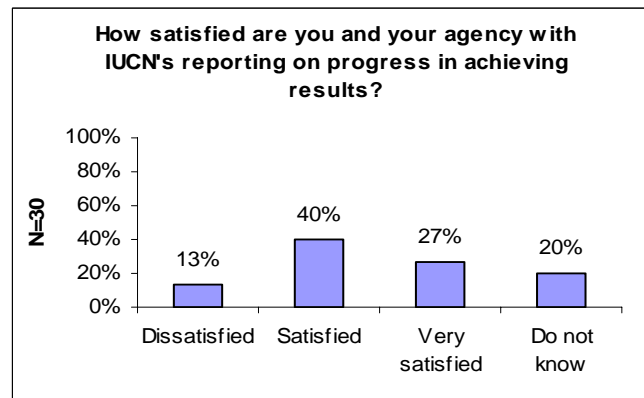


2.11 Reporting on progress in achieving results

Overall 67% of donors and partners were satisfied or very satisfied with IUCN's reporting on progress in achieving results, while 13% (bilateral, multilateral) were dissatisfied, and 20% (all stakeholder groups) did not know.

Several donors and partners commented that IUCN still needs to improve its reporting on achieving results, outcomes and lessons learned. See comments on this also under monitoring and evaluation.

Figure 18



2.12 IUCN's donor relations with donors and partners at HQ and field level

Overall 81% of donors and partners reported effective or very effective donor relations with IUCN HQ, while 10% (bilateral and multilateral) thought HQ relations were not effective, and 10% did not know. At field level, 41% of donors and partners reported effective or very effective donor relations while 15% (bilateral and multilateral) thought they were not effective and 41% did not know.

Figure 19

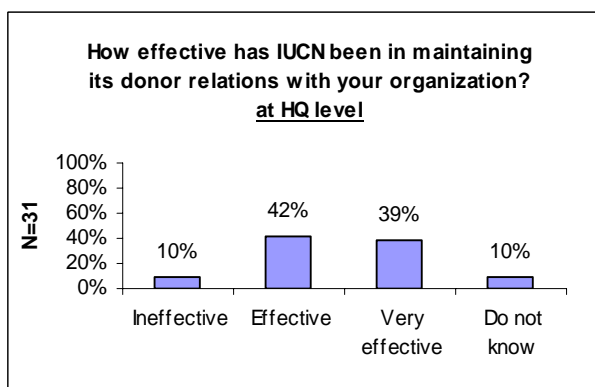
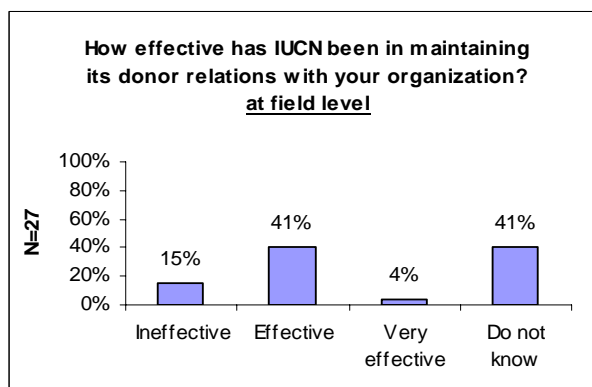


Figure 20



Donors and partners provided the following comments with respect to donor relations:

- We have excellent relationships with HQ. We have regular contact and access to staff when we need it.
- We are impressed by the professionalism of the HQ donor relations staff and the service that we get.
- One source of discontent in donor relations is the division made between sharing information with framework donors and with other donors who are not willing or able to sign framework agreements.
- The relationship has been cordial but has not reached an optimal level of cooperation.
- IUCN has been effective, but perhaps we have not been fully able to take advantage of all the assistance we have been offered. The onus is on us as well to improve relations.
- There is no active cooperation with us at field level. Field relations are almost completely non-existent.

2.13 Responsiveness of IUCN to donors and partners

At HQ level, 62% of donors and partners reported that IUCN is responsive or very responsive to complaints and problems, while 7% (multilateral) felt it was not, and 31% did not know. At field level most donors (62%) did not know, while 27% (bilateral and multilateral) reported it was responsive and 12% felt it was not.

Figure 21

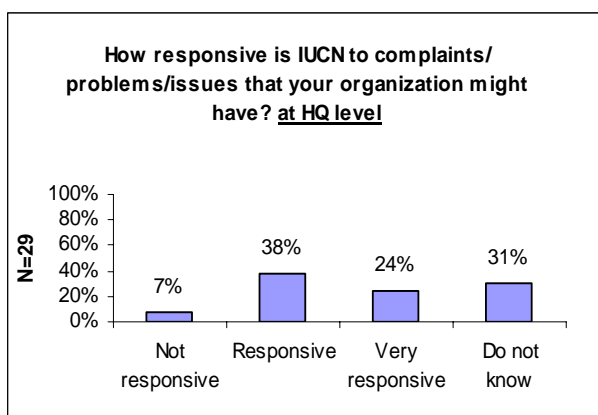
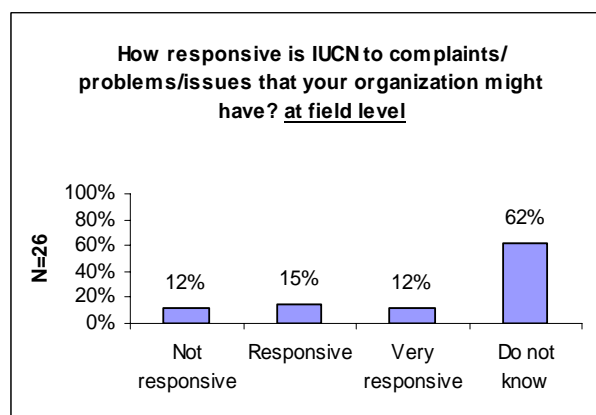


Figure 22



2.14 Suggestions for improvements in donor relations:

At HQ level:

Many donors were satisfied with their relations with HQ and had no suggestions for improvements, while others made the following suggestions:

- Increased communication and dialogue – regular visits, meetings to discuss new proposals and new areas of work, development challenges facing both organizations, etc.
- More contact with the DG of IUCN; relations with the professional level are good.

- Increase the French presence at IUCN HQ, and translate more documents and publications translated into French for use in francophone agencies and institutions.
- More sensitivity in general to the needs and views of donors, particularly from the senior level.
- More contacts with other IUCN professional staff outside the focal points.
- Make the dialogue with donors less HQ centric – bring in other parts of the Union. Improve coordination and dialogue with donors among IUCN Programmes, Commissions, RCOs and projects. Host workshops with donors on themes, issues, challenges that draw on all parts of the Union (Commission, RCOs, members and HQ).
- Greater interaction with the work of the Commissions. They are seldom mentioned or present in any donor meetings.
- Clarify and strengthen IUCN's view of the private sector and financial markets role in sustainable development.
- Carefully select the information that is sent to donors – too much is bothersome, too little is not good either. Perhaps we should have more dialogue around what would be useful information for specific donors to have.

At field level:

- Greatly improve contact and communications between IUCN at the field level with our embassies, donor country offices and project offices.
- IUCN RCOs should let local donor offices know what they are doing, what capacity they have, and what they could do together.
- Identify areas of common interest between IUCN and national governments, and discuss this with our local offices. They have a mandate to support government at the national level.
- Increase the French presence in the field. Translate more documents and publications in French and distribute more widely in the field.
- Several bilateral and multilateral donors noted excellent relations with field offices.

2.15 Effectiveness of IUCN's governance structure

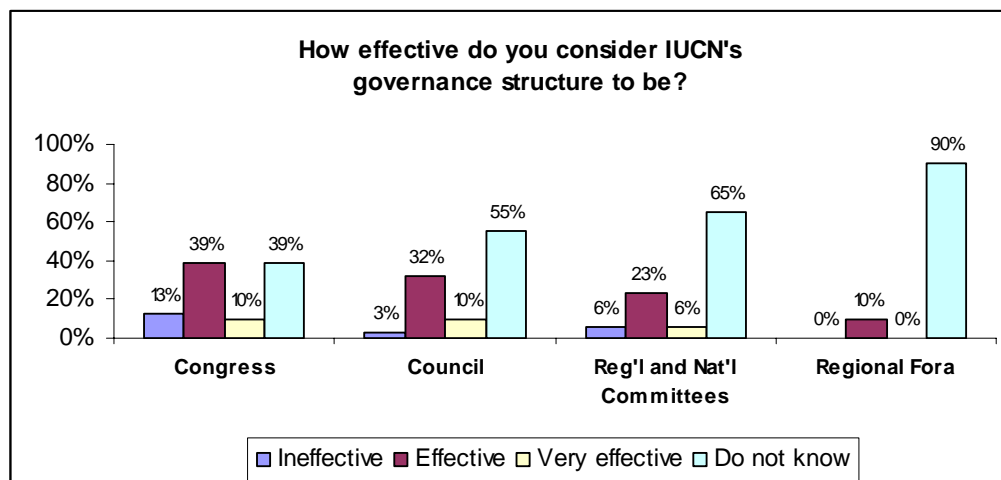
Donors' and partners' knowledge of IUCN's governance structures is limited. Some were familiar with the World Congress but most did not know enough about Council and Regional Governance mechanisms to provide a response.

Congress: 49% reported it to be effective or very effective, 13% reported it as ineffective (bilateral and foundations) and 39% did not know.

Council: More than half (55%) did not know, 32% reported it to be effective or very effective, and 3% reported it as ineffective (bilateral).

Regional and National Committees and Regional fora: Most donors and partners did not know enough about regional governance structures to comment. A small number (10%) of bilateral, multilateral and foundation respondents who were familiar with regional governance found it effective or very effective.

Figure 23



Comments on governance included:

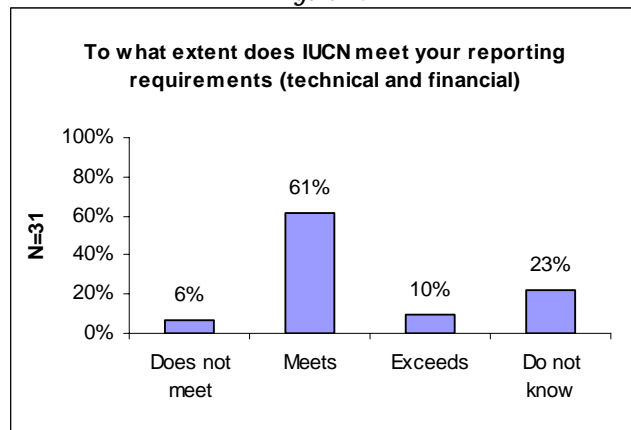
- Council is headed in the right direction now, but it is important to continue to support effective governance reform.
- We are not regularly updated on the issues being discussed by Council. We used to be better informed about the governance agenda of IUCN.
- We are not clear on how the Council, the Congress and the membership all fit and operate together. Structurally the organization seems difficult to manage.
- The plethora of resolutions and issues raised at Congresses are cumbersome and not really an effective means of governance. Council should continue to reduce and streamline the number of resolutions and issues being raised and discussed at the WCC.
- The Congress is too big, but at the same time it is needed.
- IUCN's unique governance structure provides strong opportunities for promoting sustainable development and conservation. It should be used more effectively for this purpose.
- We assume governance is working since it has produced reforms and a new Programme.

3. IUCN's Cost Effectiveness and Efficiency

3.1 Meeting technical and financial reporting expectations

Overall, 71% of donors and partners reported that IUCN meets or exceeds their reporting expectations, while 6% (bilateral and multilateral) indicated IUCN does not meet reporting expectation, and 23% did not know.

Figure 24



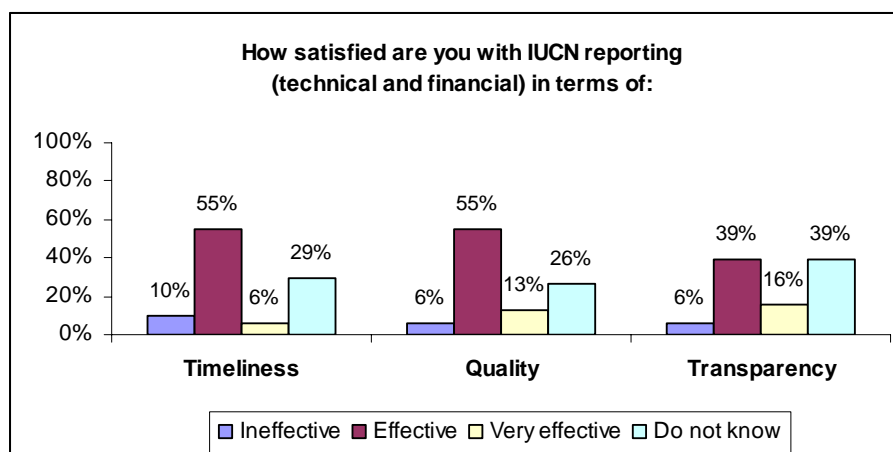
3.2 Timeliness, quality and transparency of technical and financial reporting

Timeliness: Overall, 61% of donors and partners indicated that reporting was timely, while 10% (bilateral and multilateral) reported it was not, and 29% did not know.

Quality: 68% indicated that reporting was of high quality, while 6% (bilateral and multilateral) reported it was not, and 26% did not know.

Transparency: 55% indicated that reporting was transparent, while 6% (multilateral) indicated it was not, and 39% did not know.

Figure 25



3.3 Suggestions to improve reporting

Donors and partners provided the following suggestions to improve technical and financial reporting:

- More effective reporting beyond a specific activity to highlight and understand the challenges in achieving the larger goal, and the contribution of the specific activity towards that end.
- Move to a results based reporting system, and report on outcomes of IUCN's work, not just descriptions of activities as now appears in the IUCN Annual Report. This does not tell us anything about what has been achieved, although sometimes the stories are interesting.
- Report on results, achievements, outcomes, challenges, and the contribution that our investment has made towards achieving IUCN's goals.
- Report also on organizational changes, management and governance since some of our funds goes to support these aspects of IUCN.
- Be more prompt and agile in reporting.
- Abbreviate and shorten reports, 10 pages maximum, with a short one-page summary.
- Use much more electronic means where possible – web based systems.
- Provide better recognition of members and partners through which IUCN gets much of its information.

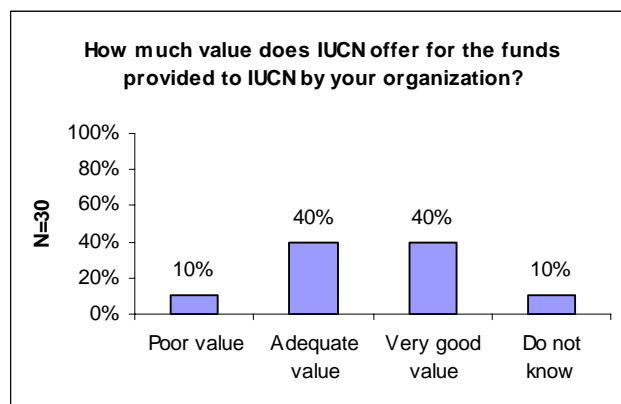
3.4 Value for money

Overall, 80% of donors and partners reported that IUCN provided adequate or good value for the funds they provide to IUCN. Ten percent (bilateral and multilateral) felt that IUCN provided poor value, while 10% did not know.

Comments on value for money included:

- Very good value for money in policy making support for the MEAs (CITES, etc).
- IUCN is among the few places we can trust for biodiversity advice and work.
- We have generally been pleased with IUCN's effective use of programme funds.
- We emphasize the development of capacity of local organizations in our work, and this is always a limitation of an intermediary organization like IUCN.
- We recently organized an event that cost an unreasonable amount of money, so that was not good value for money, but other aspects of IUCN's work provide very good value, for example, running an advisory group.

Figure 26



4. Communication and Outreach

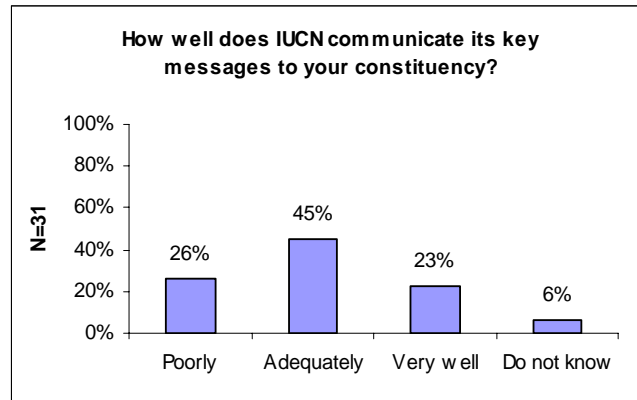
4.1 Communicating key messages to donor and partner constituencies

Overall, 68% of respondents reported that IUCN communicates its key messages adequately or very well to donor and partner constituencies, while 26% (bilateral, multilateral and corporation) felt that it communicated poorly, and 6% did not know.

Comments on communication included:

Figure 27

- Communication could be improved and more consistent, particularly at the higher levels in our agencies;
- IUCN is still more or less unknown by many of our partners.
- More communications should be in French.
- Sometimes we are overloaded with information and lose the key message. There might be value in simplifying overarching messages.
- The IUCN network is the most valuable in the sector. IUCN should use their network more for outreach to communicate more widely and consistently.
- More could be done to communicate and debate the energy challenge. IUCN is well suited to do this.
- While IUCN's communication task is complicated by its wide membership, its work could be better publicized within the U.S. environmental and development communities.



4.2 and 4.3 Distribution and use of IUCN publications in donor and partner agencies

Eighty-four percent of donors and partners reported that they received IUCN publications and 71% reported that they used them to promote conservation in their agencies. Several (16%) bilateral and multilateral agencies and corporations do not receive publications, and 26% (bilateral, multilateral and foundations) do not use them to promote conservation.

Respondents indicated that they are received on request, on an ad hoc basis, or through the National Committee, and not through a formal mailing list. Some wish they could be sent electronically.

Reasons provided for not using IUCN publications included:

- There is too much printed material. We prefer consulting the Website, and perhaps could be notified when new reports and publications are issued, with the links provided.
- They do not meet the needs of our target audience.
- We do not 'promote' conservation, therefore don't use them for that purpose.
- Some are simply too large or unwieldy to be of value in promoting conservation, though key facts could be harvested from them (similar problem with the Millennium Ecosystem Assessment).
- We use them to promote knowledge regarding the management of natural resources.
- They are a resource for the environment department but not the larger institution.

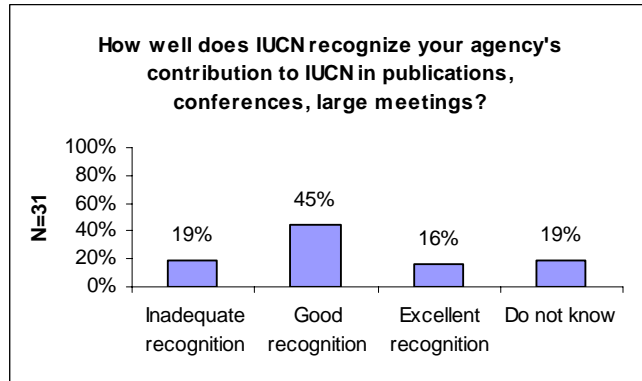
4.4 IUCN's recognition of donors and partners contribution in publications and public events

Overall, 61% of donors and partners reported that IUCN provides good or excellent recognition to their agency's contribution in publications, conferences and meetings. Nineteen percent (multilateral, bilateral and corporation) felt it provided inadequate recognition, while 19% did not know.

Comments provided included:

- Recognition is proportionate to our contribution.
- Recognition in the past has been ensured upon request, but recently there has been improvement in more proactive recognition from IUCN. We are confident this will be maintained with the recent appointment of focal points.
- There were a few problems with recognition of donors and partners at the Congress.
- We are not necessarily interested in waving our national flag.
- We hope that donor and partner recognition will improve.

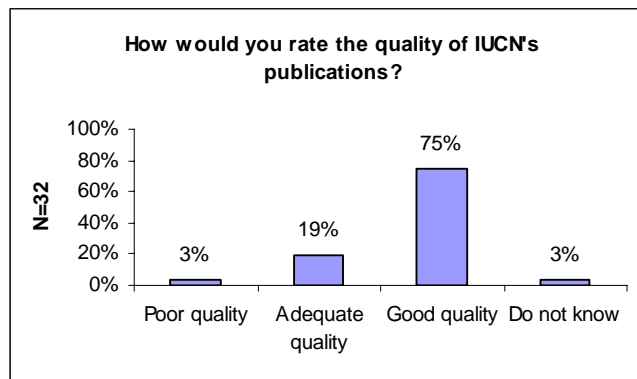
Figure 28



4.5 Quality of IUCN publications

Overall, 94% of donors and partners reported that IUCN publications are of adequate or good quality. Three percent (multilateral) reported them to be poor quality, and three percent (bilateral) did not know.

Figure 29



It was noted that paradoxically publications are sometimes of too high a quality for the purposes of the donor agency.

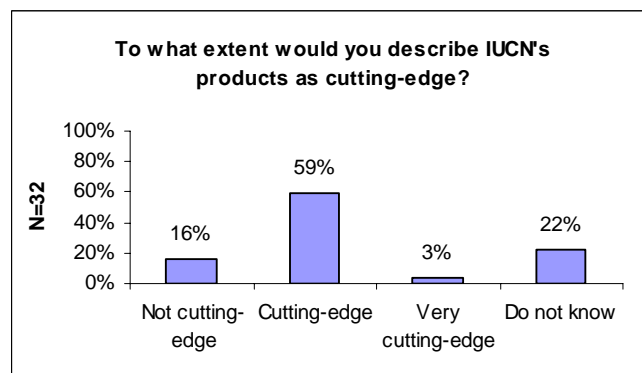
4.6 Cutting edge products

Overall, 62% of donors and partners reported that IUCN's products were cutting edge, while 16% (multilateral, foundations, corporations) reported them not cutting edge, and 22% did not know.

Comments included:

- Products vary a lot, some products are cutting edge, but on average not really.
- Some are cutting edge, others have a long committee review process and by the time they are out they are not cutting edge any more.
- Cutting edge is important, but more often solid evidence from the ground is equally important.
- The handbooks are particularly useful, and the webpage information is generally good enough.

Figure 30



4.7 IUCN Website use

Overall, 60% percent of donors and partners (all categories) reported that they use the IUCN website once a month, while 17% (bilateral and multilateral) use it once a week, 17% once a year (foundations, corporations, multilateral) and 7% never (foundations, multilateral).

Comments included:

- Very good and useful Website, well organized and provides considerable useful information.
- We use it at specific times.
- We use mostly the biodiversity management tools and data bases.
- Some parts are excellent, others not as much. It depends on the person managing the various sections.
- IUCN should provide donors with more news releases and email alerts on new information. We receive very limited information from IUCN, except for reports..

4.8 Meeting information needs of donors and partners

Overall, 78% of donors and partners reported that IUCN meets their information needs adequately or very well, while 19% (bilateral, multilateral, foundations) reported it did not, and 13% did not know.

Comments included:

- We get what we need, but the real question is whether we really use the information.
- We get what we need by request.
- IUCN is one of the best sources of information, particularly on biodiversity.

4.9 Better addressing information needs of donor and partners

Donors and partners had the following suggestions for IUCN to better address their information needs:

- Expand the information provided to cover poverty issues in conservation.
- Brief email updates on recent work / new publications, and interesting projects by the various groups and networks.
- Increase communication between IUCN and agencies.
- More information in French.
- Proactively initiate contact through the focal points / liaison officers to stay updated on our activities and priorities.
- Would be useful to have monographs for each of IUCN regional and country offices.
- Most of our needs are satisfied by our own scientific advisors, who in term are in close contact with IUCN.
- There is too much information already. We will ask if we have a question.

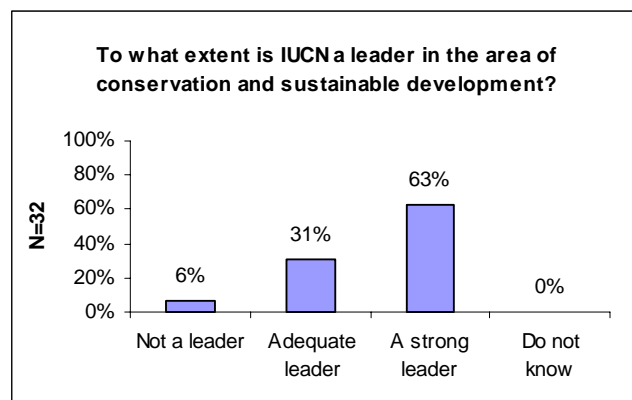
5. Reputation

5.1 IUCN as a leader in conservation and sustainable development

Overall, 63% of donors and partners reported IUCN to be a strong leader, while 31% reported IUCN as an adequate leader and 6% (bilateral, multilateral) felt that IUCN was not a leader.

Donors and partners provided the following comments:

- IUCN's governance structure limits IUCN's leadership.
- Too much weight is put on conservation.
- IUCN is recognized as a leading organization, but we are not sure to what extent recognition has led to changes in conservation policy.
- Simply having the Director General addressing the UN General Assembly is,



on its own, a strong signal of IUCN's place in the world arena.

- The World Conservation Congress and the World Parks Congress are among the most important fora in sustainable development.
- IUCN has played an important role but needs to raise its profile. More IUCN senior leaders (Commissions, senior managers, Councillors) should speak at global forums, especially leaders who are multilingual and from the south.
- IUCN has a real comparative advantage in the south, and IUCN should draw on its network and partners more and use regional leaders more often in global forums.

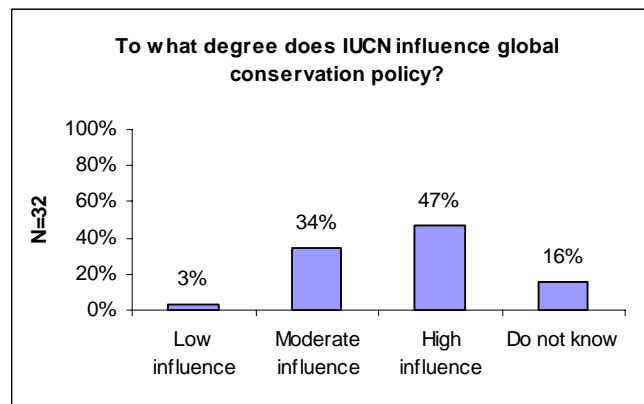
5.2 IUCN's influence on global conservation policy

Overall, 81% of donors and partners reported that IUCN has moderate or high influence on global conservation policy, while 3% (multilateral) thought IUCN has low influence, and 16% did not know.

Donors and partners provided the following comments:

- IUCN's knowledge base (Commissions) together with the huge variation of members provides many opportunities for influence.
- UNEP's conservation/MEA work is strongly influenced, and many, if not most developed country and developing country governments, depend on IUCN's work, but it could be stronger.
- IUCN has legitimacy that no other conservation group has. It has a high influence on policy and a very professional team of policy staff.
- IUCN has managed to create trust and the information it provides is based on hard facts and scientific knowledge.
- IUCN has set high standards for national parks; however, it is not just a question of conservation, but also integrating conservation into other areas.
- Global Conservation Policy is not very high up on the political agenda. We need tremendous efforts to bring it back on the agenda.

Figure 32



5.3 Risks to IUCN's reputation

Overall, 58% of donors and partners (from all stakeholder groups) reported that in their opinion there are risks to IUCN's reputation, 29% thought there were no risks, and 13% did not know.

Mission and focus

There were contradictory views expressed by donors and partners regarding risks to IUCN's Mission and focus. While some noted that there were risks of maintaining too narrow and too technical a focus on conservation at the expense of not being relevant to the poverty/development agenda, others pointed to the risk of 'mission drift' away from successful programme areas in nature conservation and biodiversity issues too far towards social issues.

In addition, the risks and difficulties of operating from the 'middle ground' with governments, NGOs were noted, whereby small mistakes might have a disproportionately greater effect reputationally. Others identified the potential risk of increased conflict between conservation and sustainable use / development.

Model of operation

The risk of shifting from a 'brain trust' type of model to an implementation agency was identified, along with the risk of losing the ability to respond quickly because of long term contractual responsibilities for delivery of projects.

Leadership

The dominance of IUCN's Anglo-Saxon leadership and elitist attitude was noted as a risk to IUCN's reputation as a multicultural decentralized organization, as well as the risk of not sustaining leadership in conservation science and policy because of poor strategic planning and lack of prioritization.

The risk of being too consensual and not demonstrating decisive action and leadership was noted, as well as the risk of having traditional conservationists take over the leadership. The risk of not maintaining independence with the business sector was identified, as well as the risk of not finding as dedicated and charismatic a leader as the previous DG.

Box 1

Examples of Risks to IUCN

- **Mission drift:** Maintaining too narrow and too technical a focus and not being relevant to poverty-development agenda OR the opposite - drifting too far away from successful thematic areas into social and development issues.
- **Model of operation:** Losing the ability to respond quickly by shifting to from a 'brain trust' network model to a project implementation model.
- **Leadership:** Dominance of Anglo Saxon thinking in a multicultural decentralized organization.
- **Programme management and delivery:** Poor project / programme management and delivery is a risk to IUCN's credibility.

Management and Programme Delivery

It was noted that current poor project / programme management and delivery in some parts of IUCN is a risk to reputation. Other risks included losing scientific credibility at global forums for poorly conceived policy positions and having traditional conservationists 'get behind the steering wheel'.

Membership

Risks to reputation arising from undue influence by significant and powerful members, unresolved conflict within the Membership and/or donor community on critically important issues, a perception of bias in representing particular countries' interests and lack of clarity on corporate positions or lack of disclosure of private sector donations were all identified as risks within the membership.

5.4 IUCN's performance in comparison with other organizations

Overall, 87% of donors and partners reported that IUCN performed adequately or very well in comparison with other organizations. Three percent (multilateral) thought it performed poorly in comparison, and 9% did not know.

Donors and partners commented that IUCN's programmatic strengths and clear financial accounting compare well with many other organizations and that over time IUCN has developed good and responsive systems of engagement. Some donors cautioned that it could do better, that IUCN's value for money could be better explained, and others remarked that it was difficult to compare IUCN with other organizations.

5.5 IUCN's major strengths

The major strengths cited by donors and partners fell largely in the areas highlighted in Box 2:

Scientific knowledge and excellence

Many donors and partners noted the IUCN global networks of scientists as a strength along with the high quality work of the Commissions in knowledge generation and outreach on conservation and sustainable development. Scientific and technical excellence, sound scientific programs, particularly SSC and the Red List, the Forest Programme, and the Marine Programme were all noted as strengths.

Box 2

Examples of Major Strengths

- Scientific knowledge and excellence - IUCN Networks and Commissions, thematic programmes – bridging conservation science and sustainable development.
- Image and reputation – scientific credibility, neutral, trustworthy.
- Broad representative Membership structure, global outreach and convening power.
- Ability to work at national and local levels.
- World class leadership and people.

Membership structure and convening power

IUCN's large, broadly representative membership of civil society and governments was noted as a major strength and comparative advantage, as well as IUCN's global outreach, partnerships and ability to convene multiple stakeholders, often with different views, around science-based issues of conservation. In addition, the ability to link scientific knowledge to the ongoing development discourse, to innovate and maintain a forward looking perspective on conservation and sustainable development issues were noted, as well as IUCN's ability to work at national and local levels.

Image and reputation

IUCN's long standing reputation for scientific credibility, neutrality and ethical positions was noted by donors and partners as a major strength, along with qualities of being trustworthy, reliable, independent and objective. IUCN's reputation in species and protected areas was noted as strength, along with its ability to organize and host world class conferences (e.g. WCC, WPC).

Leadership and people

The excellent leadership of the previous DG, Achim Steiner, was noted as a strength, as well as high quality staff.

5.6 IUCN's major weaknesses

Box 3 summarizes IUCN's weakness, as cited by donors and partners. Some noted that IUCN's strengths are, paradoxically, also IUCN's weaknesses, particularly in terms of governance and membership structure.

Size and structure of membership and governance

Difficulties in effectively managing the inherently broad participation in the diverse and complex membership and governance structure of IUCN were noted as a weakness. Some indicated that IUCN was too political, while others pointed to IUCN's inability to say 'no' to members was a weakness along with the distractions of an outspoken and radical fringe of the membership and lack of attention to national committees as weaknesses.

The inability of the IUCN Council to focus on critically important global issues and the cumbersome governance approval process which slows down reaction time to emerging issues were cited as weaknesses in IUCN's governance system.

Some donors and partners indicated that IUCN was not working enough through members, and that they did not understand how the governance structure (Council, Congress and Membership) worked.

Complex decentralized structure

Poor management of a diverse set of regional offices, poor performance of some decentralized offices and the lack of attention to field operations were highlighted as weaknesses. A lack of dialogue between various geographical / thematic programmes, regional offices and projects were noted along with insufficient capacity to operate widely at the national level.

Examples of Main Weaknesses

- Size and structure of Membership and governance – difficulties in managing the complexity; inability of the Council to focus on important global issues; not working enough through Members.
- Decentralized structure – lack of attention to field operations, and poor management of a diverse set of offices; lack of dialogue between the geographical / thematic programmes and offices.
- Mission coherence and strategy – lack of coherence in objectives and strategy, working across too many agenda.
- Leadership – Anglo Saxon dominance, elitism.
- Programme management and business model – managing the large network of scientists, relations with the business community, doing too much with too limited resources, lack of a clear effective business model.

Mission coherence and strategy

Donors and partners indicated that Mission creep, lack of coherence in objectives and strategy, and working across too many agendas while not demonstrating depth in selected key areas were weaknesses. Having too much of a 'conservation' image was cited as a weakness by some donors and partners, along with a lack of openness to the economic world in certain parts of IUCN (although recent improvements in this regard were acknowledged).

The diversity of stakeholders was cited as a weakness and constraint with regard to IUCN's ability to advance innovative concepts, and that its scientific focus limits its ability to deal with important issues of social justice and the private sector. It was suggested that IUCN could do more campaigning in conservation.

Leadership, Programme management and business model

As noted in the risks section, the dominance of Anglo-Saxon cultures and views in management and decision making was noted as a weakness, as well as the somewhat elitist attitude of some of the IUCN representatives.

Donors and partners highlighted the difficulty of managing and leading the large network of scientists and NGOs as well as improvements that could be made in IUCN's relationship and partnerships with the business community. In this regard, clear purpose and structure for relationships and subsequent contact with the private sector were suggested as well as better follow-up. Local implementation was noted as a weakness and in need of improvement.

A number of donors and partners commented that IUCN is trying to do too much with limited resources (overly broad scope of objectives and programmes) and that the business model for IUCN is not clear or effective. The heavy dependency on traditional external donor funding was noted as a weaknesses in IUCN's business model, with suggestions made to broaden the funding base and strengthen the business model.

5.7 IUCN's 'value added'

IUCN's value-added features as viewed by donors and partners are presented in Box 4.

Examples of IUCN's 'value added'

- Mission / Mandate: bridging conservation and development
- Scientific credibility, reputation – neutral, independent and trustworthy. Global reference on environment.
- Major player in world conservation and sustainable development policy and governance.
- Structure and membership: umbrella structure, broad base, convening power, UN Observer Status.

Mission – mandate

IUCN's Mission was seen as adding value to donors and partners by effectively promoting a link between the management of natural resources and socio-economic development in global fora, thereby bringing the conservation constituency into the development agenda.

Scientific reputation and image

IUCN's reputation as a neutral, independent and trustworthy organization was seen by some donors as a value added feature, along with the ability of its scientific networks to promote consensus around science, policy and field knowledge. IUCN's ability to deliver high quality science was noted, particularly the Red List and its expansion to amphibians and IUCN's work in sustainable use and protected area management.

IUCN's capacity to address policy development provides value added for some donors and partners and makes IUCN a highly appreciated partner as well as a major player in world conservation and sustainable development policy and governance.

The provision of credible, peer reviewed tools for the management of biodiversity and sustainable development, the ability to act as a global reference on environmental issues, and the promotion of best practice, were seen as value added aspects, as well as IUCN's ability to remain well connected, well informed and active on emerging issues.

Structure and Membership

IUCN's diverse membership, its umbrella structure, and convening power to bring together diverse stakeholders in order to debate, moderate and facilitate a path forward were identified by a number of donors and partners as a value added and comparative advantage to other organizations.

Finally, donors and partners noted that IUCN's Observer status at the UN gives IUCN the ability to make important statements and interventions in key UN fora, thus being able to uniquely represent civil society organizations in intergovernmental processes.

Annex 1 – Survey questionnaire / interview protocol

Building Stronger Alliances for the Future: Feedback Survey on IUCN's Performance

As part of the IUCN Director General's change management initiatives for 2005-2008, IUCN is seeking to improve feedback from its key donors and partners so that we may better engage with and respond to the needs of our key constituents. We are therefore initiating an annual survey of key IUCN donors and partners.

We would be grateful if you would take a few minutes of your time to provide feedback to the Director General and senior managers on IUCN's performance.

This Survey is being carried out by the office of the Special Adviser, Performance Assessment, on behalf of the Director General. Individual responses will be confidential and only an aggregate of donor responses will be reported. A summary report will be available at the next IUCN donor and partners meeting in 2006.

We value your input and we thank you in advance for completing the Survey and emailing it to donorsurvey@iucn.org by **April 26, 2006**.

Should you have any questions please call Nancy MacPherson, IUCN Special Adviser, Performance Assessment at 41 22 999 0271 or email nancy.macpherson@iucn.org

Identification

Name of donor or partner organization:

Name of respondent:

Date:

1. Relevance of IUCN's Programme

	Not clear	Clear	Very clear	Do not know
How clear is IUCN's mandate to you?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

	Poorly aligned	Aligned	Very well aligned	Do not know
To what extent is IUCN's mandate aligned with your organization's mission and objectives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

	Not Relevant	Relevant	Very relevant	Do not know
How relevant is IUCN's Intersessional Programme 2005-2008 to your organization's priorities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

	Not responsive	Responsive	Very responsive	Do not know
To what extent is IUCN responsive to emerging conservation and sustainable development issues?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

		Ineffective	Effective	Very effective	Do not know
To what extent is IUCN strategically positioned to respond to current development needs and trends such as the MDGs?	at HQ level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	at field level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

	Adapts poorly	Adapts adequately	Adapts very well	Do not know
How well does IUCN adapt to changing global circumstances and trends?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

2. IUCN Effectiveness

	Implements poorly	Implements adequately	Implements very well	Do not know
How well does IUCN implement its Programme?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

	Not effective	Effective	Very effective	Do not know
How effective is IUCN's decentralized structure of regional and country offices?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

	Plans poorly	Plans adequately	Plans very well	Do not know
How well does IUCN plan its programmes and projects?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

	Monitors poorly	Monitors adequately	Monitors very well	Do not know
How well does IUCN monitor and evaluate its programmes and projects?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

	Low quality	Adequate quality	High quality	Do not know
To what extent does IUCN demonstrate quality of service in the delivery of its work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

	Not innovative	Innovative	Very innovative	Do not know
How innovative is IUCN in its approach to conservation and sustainable development issues?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

	Not recognized	Adequately recognized	Very well recognized	Do not know
How well is IUCN recognized by your agency as a world-class knowledge based organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

	Not ethical	Ethical	Very ethical	Do not know
How ethical is IUCN in its conduct of business?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

	Poor	Adequate	Very well	Do not know
How well does IUCN promote best practice in Environmental Stewardship?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

	Not transparent	Transparent	Very transparent	Do not know
How open and transparent are IUCN's activities and operations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

	Dissatisfied	Satisfied	Very satisfied	Do not know
How satisfied are you and your agency with IUCN's reporting on progress in achieving results?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

		Ineffective	Effective	Very effective	Do not know
How effective has IUCN been in maintaining its donor relations with your organization?	at HQ level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	at field level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

	Not responsive	Responsive	Very responsive	Do not know

		Not responsive	Responsive	Very responsive	Do not know
How responsive is IUCN to complaints/problems/issues that your organization might have?	at HQ level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	at field level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

How can relations with your agency be improved?

- a) at HQ level:
- b) at field level (RCOs):

		Ineffective	Effective	Very effective	Do not know
How effective do you consider IUCN's governance structure to be?	Congress	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Regional and National Committees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Regional Fora	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

3. IUCN Cost-effectiveness & Efficiency

	Does not meet our expectations	Meets our expectations	Exceeds our expectations	Do not know
To what extent does IUCN meet your reporting requirements (technical and financial)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

		Ineffective	Effective	Very effective	Do not know
How satisfied are you with IUCN reporting (technical and financial) in	Timeliness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

		Ineffective	Effective	Very effective	Do not know
terms of:	Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Transparency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Do you have any suggestions on how IUCN can improve its reporting?

	Poor value	Adequate value	Very good value	Do not know
How much value does IUCN offer for the funds provided to IUCN by your organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

4. Communication and Outreach

	Poorly	Adequately	Very well	Do not know
How well does IUCN communicate its key messages to your constituency?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

	Yes	No	Do not know
Do you receive IUCN publications?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

	Yes	No	Do not know
Do you use them to promote conservation in your agency?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you receive publications and *do not* use them, please tell us why?

	Inadequate recognition	Good recognition	Excellent recognition	Do not know
How well does IUCN recognize your agency's contribution to IUCN in publications, conferences, large meetings?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

	Poor quality	Adequate quality	Good quality	Do not know
How would you rate the quality of IUCN's publications?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

	Not cutting-edge	Cutting-edge	Very cutting edge	Do not know
To what extent would you describe IUCN's products as cutting-edge?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

	Once a week	Once a month	Once a year	Never
Over the last 12 months, how often did you use/visit IUCN's website (www.iucn.org)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

	Not adequately	Adequately	Very well	Do not know
How well does IUCN meet your information needs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

How can we better address your information needs?

5. Reputation

	Not a leader	Adequate leader	A strong leader	Do not know
To what extent is IUCN a leader in the area of conservation and sustainable development?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

	Low influence	Moderate influence	High influence	Do not know
To what degree does IUCN influence global conservation policy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

	Yes	No	Do not know
In your opinion, are there any potential risks to IUCN's reputation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If yes, please specify:

	Poorly	Adequately	Very well	Do not know
In your opinion, how well does IUCN perform in comparison with other organizations that you fund?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

In your opinion, what are IUCN's major strengths?

In your opinion, what are IUCN's major weaknesses?

What do you see as IUCN's 'value added' to the conservation and sustainable development community?

Are there any other comments you would like to make?

Are there any questions missing in this year's survey that you would like us to include next year?

Thank you for your valuable feedback!

Annex 2 - List of donors and partners surveyed

BILATERAL DONORS

Belgium

1. Ministry of Foreign Affairs, Trade and Development Cooperation

Canada

2. Canadian International Development Agency (CIDA)

Denmark

3. Ministry of Foreign Affairs

Finland

4. Ministry for Foreign Affairs

France

5. Agence française de développement (AFD)
6. Ministry of Ecology and Sustainable Development
7. Ministry of Foreign Affairs

Germany

8. Federal Ministry for Economic Cooperation and Development (BMZ)
9. German Technical Cooperation (GtZ)

Italy

10. Ministry of Foreign Affairs, Directorate General for Development Cooperation (DGCS)
11. Ministry of Environment and Protection of the Territory, Nature Conservation Service

Japan

12. Ministry of Foreign Affairs (MOFA)

Netherlands

13. Ministry of Foreign Affairs, Directorate-General for International Cooperation (DGIS)

Norway

14. Norwegian Agency for Development Cooperation (NORAD)

Spain

15. Regional Ministry for Environment, Government of Andalusia
16. Ministry of Environment

Sweden

17. Swedish International Development Cooperation Agency (SIDA)

Switzerland

18. Swiss Agency for Development and Cooperation (SDC)

United Kingdom

19. Department for International Development (DFID) / Department for Environment Food and Rural Affairs (DEFRA)

United States

20. Department of State

MULTILATERAL DONORS

21. Asian Development Bank (ADB)
22. European Bank for Reconstruction and Development (EBRD)
23. European Commission (EC)
24. Global Environmental Facility (GEF)
25. Inter-American Development Bank (IDB)
26. International Financial Corporation (IFC)
27. United Nations Development Programme (UNDP)
28. United Nations Educational, Scientific and Cultural Organization (UNESCO)
29. The World Bank Group

FOUNDATIONS

30. Ford Foundation
31. Lighthouse Foundation
32. Kaplan Fund
33. MacArthur Foundation
34. Oak Foundation
35. Total Foundation
36. UN Foundation

CORPORATIONS

37. ABN Amro
38. Holcim
39. International Council on Mining and Metals (ICMM)
40. Sakhalin Energy Investment Company
41. Shell International Ltd

