

Diagnosis and Assessment of the Status of Implementation



of the Resolutions and Recommendations of IUCN

Approved in the 4th World Conservation Congress
in Barcelona 2008

In cooperation with the Employment Service of Cantabria and a 50% joint financing by the European Social Fund

The present report means the end of a long process of contribution of the IUCN Spanish Committee to the motions process which started in 2007 after the professionalization of the entity and the foundation of its new Technical Department. This process focuses its beginning in the organization, coordination and submission of motions in a participatory way with the Spanish membership in 2008 with a view to the Barcelona World Congress and it considers the following as suggestions, recommendations, etc done by the IUCN Spanish National Committee to the Secretariat for the improvement. Due to this we have distinguished the authors in:

Motion contribution process authors

- Carlos Sánchez
- Ana Correa
- Israel Marcos

Diagnosis authors

- Tania de la Fuente: authorship
- Inés López: coordination

Comité Español de la UICN

Avda. de España, 25, entresuelo.

39610 El Astillero, Cantabria

www.uicn.es

Date of publication: **December 2011**

De la Fuente, T., Sánchez, C., López, I., Correa, A. & Marcos, I. 2011. *Diagnóstico y Evaluación de las Resoluciones y Recomendaciones de UICN aprobadas en el IV Congreso Mundial de la Naturaleza, Barcelona 2008*. Comité Español UICN, Cantabria. 46 pp.

Acknowledgements

The IUCN Spanish National Committee would like to thank all members of the Spanish Committee, the Commissions and the Secretariat for their key contribution to this report. Special thanks to:

Constanza Martínez - Senior Policy Officer. Policy Unit. IUCN

Jenny Gruenberger – President. South American Regional Committee. IUCN

Elena Sancho – Technical expert in the International Department. Fundación Biodiversidad.

Theo Oberhuber – Coordinator. Ecologists in Action.

Enrique Segovia – Conservation Director. WWF Spain.

Luis Suárez – Responsible for the biodiversity programme. WWF Spain.

Juan Criado – Coordinator of the International Area. SEO/BirdLife.

Elena Bronchalo – Technical Section Chief. Biodiversity Section, Ministerio de Medio Ambiente y Medio Rural y Marino.

Urs Breitenmoser – Member of the IUCN Species Survival Commission. Cat specialist.

Susana Calvo – President of the Spanish Commission on Education and Communication and Regional Vice President for the Mediterranean.

Marta Cavallé – Technical Expert. Lonxanet Foundation for sustainable artisanal fisheries.

Ana Correa – General Coordinator. CAMP Levante de Almería.

Carlos Sánchez – Chairperson of the Fundación Naturaleza y Hombre and the IUCN Spanish Committee.

SUMMARY

The celebration of the 4th IUCN World Conservation Congress in Barcelona (2008) meant an increase in the participation of the Spanish members of this global event. As a result, more than the 16% of the world decisions and recommendations passed then came from the Spanish membership. These decisions are the basis for work of the IUCN during the interval between Congresses and they must define the global programme. Less than a year left for the next World Congress, it has been considered essential to carry out a review of the degree of satisfaction in relation to the needs announced in Barcelona.

For Spain, this report shows evidence of some weaknesses in the mechanism of the whole Union which need a fundamental change, especially in issues related to governance, communication, motions process and the feeling of the majority of the Spanish members that the tools the IUCN nowadays offers are not satisfying their immediate needs. In other words, in the case of Spain, the Union's distinctive power, especially when influencing politics, calling and building alliances, has not been able to seep through the conservation sector adequately.

We believe that the Spanish experience in the implementation of R&R can contribute in a constructive way to the improvement the programme 2013-2016 and so it can contribute to the Union's wish of getting a fair world which values and preserves the nature. We came to the conclusion that among the products offered by the IUCN to its members –called “value propositions” – the Union must specially insist on strengthen those which are difficult to carry out by the members because of the lack of capacity and resources. This would strengthen the leadership the IUCN's has shown in environmental matters and it would contribute, with the constituent members' work, to get a successful integral approach. The sum of the complete Union's capacities makes up a powerful society of professionals for the environment, but such mechanism still needs revisions and improvement. We wish the results from this report will be considered so that the Spanish members, commissions and Committee can use these valuable tools in the future in order to perform a more forceful role when getting their conservation objectives.

INDEX

1. Introduction	6
2. Methodology	7
2.1 Activity 1	7
2.2 Activity 2	7
2.3 Activity 3	8
2.3.1 Systematization matrix.....	8
2.3.2 Categorizing the resolutions according to the success of implementation	9
2.3.3 Cases of study	9
3. Analyzing the information we compiled in the matrix	10
3.1 Analysis of the resolutions according to criteria	10
3.1.1 The constituents'	10
3.1.2 Secretariat's.....	11
3.1.3 Analysis according to the evaluation criteria of the activities	12
3.2 Categorization of the resolutions according to the success in its implementation	13
4. Conclusions	18
4.1 Process of resolutions and recommendations	18
For the members	18
For the Secretariat	18
4.2 R&R approved in Barcelona, lessons we learnt	18
5. Bibliography	21

1. Introduction

The motions presented by the IUCN members in the World Conservation Congresses, and the resulting Resolutions and Recommendations¹ (from now on R&R) are the mechanism by which the members guide the IUCN policy and programme and influence third parties' policies and performances. The 906 Resolutions and Recommendations adopted in previous Congresses and General Assemblies constitute the basis of the general policy of IUCN.

During the fourth World Conservation Congress held in Barcelona in 2008 the Spanish membership presented 24 motions from which 22 were accepted representing more than the 16% of the ones passed worldwide. Four years later and in view of the next World Congress in Jeju, the Spanish Committee, in charge of channeling the Spanish members' work in relation to the announcement of motions presented in the World Conservation Congresses, has decided to test the level of implementation of those resolutions and recommendations through a diagnostic study which assesses **the constituents' capacity (members, commissions, regional and national committees) and IUCN secretary's capacity to make the proposals a reality in the field**. This action also responds to the duties of the National Committees which are stated in the Part VI of the IUCN Regulations. This urges the committees, among others, *to do everything possible to ensure the full participation of its members*.

According to the Rules of Procedure of IUCN World Conservation Congress, a motion is understood as a written proposed decision, for its adoption by the World Congress. The motion can be a resolution, a recommendation or the formulation of an opinion or proposal. The resolutions are submitted to the IUCN whereas the recommendations refer to a third party and they can be about any interesting matter for the objectives of the IUCN.

In these rules it is also mentioned that: "Discussion of the draft Programme or proposed mandate of a Commission shall take into consideration any motion or part of a motion affecting these documents, and all such motions shall be dealt with as proposed amendments to the Programme or mandate. The sponsors of these motions shall be advised of this action.

Now we are going to explain the methodology used according to the three activities we have carried out to make the diagnosis. Second we will analyse all the information we have obtained and which has been previously systematized in the systematization matrix; the R&R classification depending on the level of implementation and other cases of study. Finally we sum up the conclusions we obtained as well as some suggestions.

¹ You can consult the R&R texts that the Spanish membership supports in: www.uicn.es
The hole list of the R&R can be consulted in: <http://www.iucn.org/knowledge/statutory/>

2. Methodology

The preparation of the diagnostic study of the R&R has been carried out according to the following activities.

1. We have a deep knowledge of both the IUCN Programme and the constituents' activities and every resolution and recommendation approved.
2. We have researched and compiled the activities that the constituents and the Secretariat have done in order to implement the R&R.
3. We will treat, classify and analyze all information obtained.

2.1 Activity 1

"We have a deep knowledge of both the IUCN Programme and the constituents' activities and every resolution and recommendation approved"

This stage consisted on looking up the following documents:

- "Shaping a sustainable future" IUCN Programme 2009-2012
- "Motions, World Conservation Congress, Barcelona, 5-14 October 2008". We have chosen this text because all the sponsors of the proposals are in it.
- We have looked up all members and international IUCN websites.

2.2 Activity 2

"We have done a research and compilation of the activities that the constituents and the Secretariat have done in order to implement the R&R."

In this stage we created a **standard questionnaire** (see Annex IV) on the one hand for the constituents and on the other hand for the Secretariat. The questionnaire was sent through email to all members belonging to the Committee (31 out of 36 answered it), to the members of the Spanish commissions (we got 4 answers) and to the regional offices in Latin America and Europe (we got 1 answer).

We had international calls with:

- Constanza Martínez Senior Policy Officer of the Policy Unit in Gland.
- Jenny Gruenberger from the South American Committee.

We carried out five **semi-structured interviews** in Madrid with the following people:

- Elena Sancho –Biodiversity Foundation
- Theo Oberhuber –Ecologists in Action
- Enrique Segovia and Juan Suárez –WWF Spain
- Juan Criado –SEO/BirdLife
- Elena Bronchalo –Ministerio de Agricultura, Alimentación y Medio Ambiente

2.3 Activity 3

"We will treat, classify and analyze all information obtained."

We have to highlight that every research is based on the information given by the members in the questionnaires and on the information compiled in different resources without trying it to be an exact copy of everything which has been carried out during these last four years. Once finished, we sent the matrix to everyone involved with the aim of having it checked and modify and/or correct, in case it was necessary, the data.

2.3.1 Systematization matrix

We will create a matrix (in Annex I – consult for a better understanding) which makes possible to classify all information obtained according to:

- **Type of R&R:** We classify the R&R as global, regional or national depending on their range of implementation.
- **Sponsors:** Constituents that have created and boosted the motion.
- **Non sponsors:** They haven't participated in the drafting of the motion but they have carried out different activities connected to it.
- **Activities:** The activities we have developed have been divided in those carried out by the constituents and those done by the Secretariat.
- **Evaluation criteria for the activities:** we chose them according to objectives that the IUCN Programme dictates. We also took into account the key considerations for the design and development of the projects so we can assure its success. We considered the criteria of the DFID Natural Resources Management Programme guidelines (*UK Department For International Development*)²:
 1. **Generating knowledge**, (tool boxes, guidelines, knowledge)
 2. **Training** (practical, workshops, meetings, conferences)
 3. **Networking** (development of alliances, agreements, etc with other entities to get a common objective)
 4. **CEPA** (to carry out different activities in relation to communication, participation and general awareness)

² 2002, Scaling-up and communication: guidelines for enhancing the development impact of natural resources system research. DFID –Natural Systems Programme (DFID-NRSP)

5. **Inter- institutional influence** (ability to influence in different levels when taking decisions)
6. **Development of policies and laws** (we pass laws related to any issues)
7. **Upscaling- enlargement** (activities aimed to argue a successful experience in other geographical field)

A series of **suggestions** are formulated with their correspondent **indicators** based on the criteria it would have been necessary to consider so that the R&R had implemented successfully.

2.3.2 *Categorizing the resolutions according to the success of implementation*

In order to assess the level of success in the implementation of the R&R, the constituents and the Secretariat took into account:

- The relation between the actions developed and the R&R
- Level of synergy in the execution of the actions on the part of the constituents and the Secretariat

In order to make it easier to understand the matrix we gave different colours which show the level of implementation of the R&R according to (see matrix):

 **The activities and the R&R have followed parallel ways; without a mutual influence (There are actions but these aren't based on the R&R)**

 **The action on the field does not keep a relation with the resolution but the bond is lax**

 **The action on the field leads to succeed in the resolution although this has not been decisive.**

 **Everything comes together**

2.3.3 *Cases of study*

We elaborated **three cases of study** (consult complete cases in annex II) representing three resolutions in different fields and with different level of implementation. The objective of these is to show empirically successful cases or examples of good practices in the implementation of the R&R. The cases of study are:

Iberian lynx – we consulted different websites and we carried out semi-structured interviews with:

- IUCN Species Survival Commission – Cat specialist: Urs Breitenmoser
- Regional Government of Andalusia: Miguel Simón
- WWF Spain: Luis Sánchez
- Ecologists in action: Theo Oberhuber
- Fundación Naturaleza y Hombre: Carlos Sánchez

- **Associations of artisanal fishermen** – we looked up different websites and we did a semi-structured interview with Marta Cavellé, a former technical expert of Acció Natura (IUCN member) and nowadays a technical expert in the Fundació Lonxanet (in joining process)
- **CEPA (Communication, Education and Public Awareness)** – we looked up different websites and IUCN documents, we did a semi-structured interview with Susana Calvo, Head of the Spanish Commission on Education and Communication and Regional Vice President for the Mediterranean.

3. Analyzing the information we compiled in the matrix

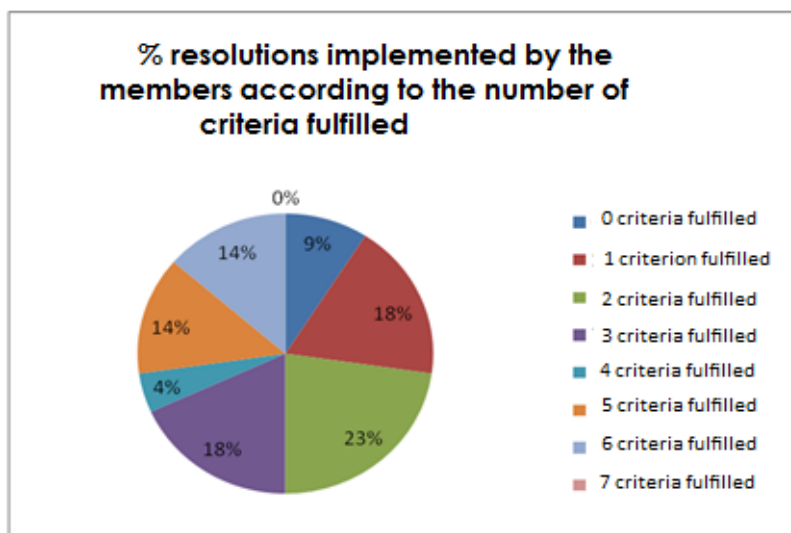
3.1 Analysis of the resolutions according to criteria

In these graphs we classify the R&R according to the number of evaluation criteria they comply. First, according to the activities the constituents developed and second the activities the Secretariat developed.

In order to be able to compare the different types of R&R (for example those related to the government versus those related to a concrete species) we have standardized the procedure according to these criteria. In addition, we have enlarged the classification criteria proposed in the R&R criteria in IUCN's Members Portal. We have to highlight that, although a priori some criteria can seem more relevant than others depending on the type of R&R analyzed, the whole 7 assures the success of the implementation at all levels, closing the circle.

3.1.1 The constituents'

Graph 1



The constituents have developed some activities regarding to all R&R which are Spain's responsibility. We have assessed, according to the 7 criteria before mentioned in the section 2.3.1, the way in which these activities have been successfully implemented.

As you can observe in the graph, any of the R&R fulfills the seven criteria, only the 14% meets 6 criteria and another 14% 5 criteria. We have to highlight that these with a greater success are national and regional R&R with a high national interest, *grassroots*³

³ Bottom-up approach

movements. There is in general a solid alliance between several institutions that have a common interest and they have been working on it for at least five years.

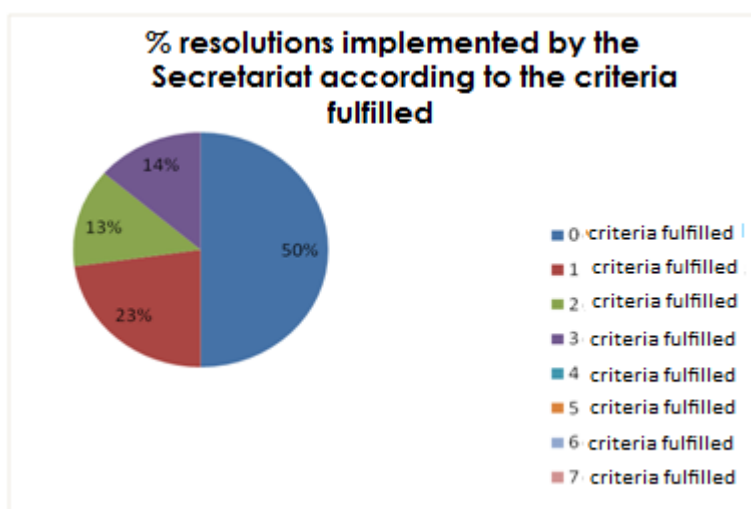
A good **example** of this kind of resolutions is the “RES_021 Elimination of the illegal use of poisoned bait as a method for controlling predators in the European Union” which is a key point in the fight for the conservation of the biodiversity in the Iberian Peninsula and it has been on the agenda of the most important conservation organizations in Spain. During the last years these organizations have looked for European support and they have influenced on the political agenda at a national and strategic level. In spite of the fact that it is a resolution with a quite successful implementation, the Secretariat’s support had been crucial in order to keep influencing on the European law as regards the regulation of using poisons.

From 4, 3, 2, 1 criteria fulfilled, the R&R have a more global nature as for legal or govern issues. They are perhaps non-priority matters on the local conservationists’ agendas (maybe due to its lack of possibilities to influence on those levels) and they request to take actions in the more advanced criteria such as institutional influence and development of policies.

A good example would be the “RES_003 Strengthening IUCN’s National and Regional Committees” or the “RES_074 The climate change and the overexploitation of the natural resources in the IUCN’s programme” both resolutions have a global influence and they are focused in the governance. They are less interested in national issues whose implementation highly depends on decisions taken in a more international and European field of activity.

The R&R which have been more successful in their implementation are those with a national or local character which have been for at least five years on the conservation organizations agenda and those in which organizations have worked together.

3.1.2 Secretariat’s



Graph 2

The Secretariat, according to the information we have been able to access, has carried out actions in the 50% of the R&R passed by the Spanish members ; from that half, the 14% fulfill 3 criteria; the 13%, 2 criteria and the 23%, 1 criterion.

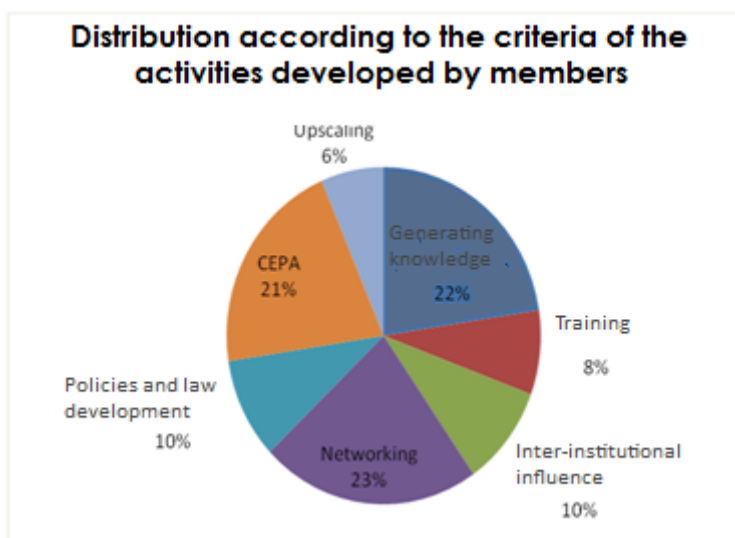
A good example of an implemented resolution by both the Secretariat and the constituents is the “RES_105 Communication, education and public awareness (CEPA) in

conservation” (see case of study in annex II).

The R&R implemented by the Secretariat have a more global influence in the governance field or transverse issues.

3.1.3 Analysis according to the evaluation criteria of the activities

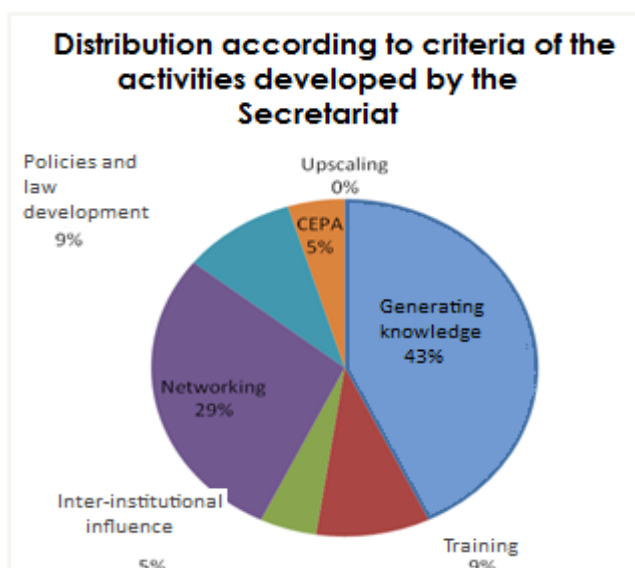
The following graphs classify the activities developed by the constituents and the Secretariat according to the type of criteria, showing those which have been used more by both of them. We also classify the suggestions according to the criteria that had been necessary in order to implement the R&R successfully.



Graph 3

As reflected by the graph the predominant activities developed by the constituents are those concerning CEPA (those related to communication, participation and awareness), *generating knowledge*, and *networking*. The rest is left to 10% (inter-institutional influence, training and

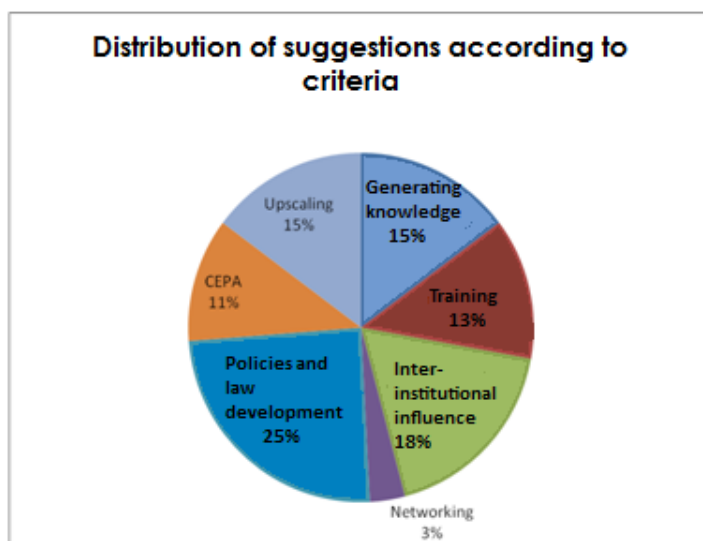
policies and law development) and a 6% the up-scaling.



Graph 4

Most of Secretariat's activities have been focused in *generating knowledge* (43%), *networking* (29%), *training* and *policies and law development* (9%) and *inter-institutional influence* and *CEPA* (5%)

It is necessary to aim the available resources to the most vulnerable stages like the inter-institutional influence, the development of the environmental law which responds to the real needs and to the replica of the successful cases that can be a model.



Graph 5

From the suggestions proposed so the implementation procedure could be carried out successfully, the most relevant are first the *policies and law development*, 25%; *inter-institutional influence*, 18%; *generating knowledge and up-scaling*, 15%; 13% *training* and 11% *CEPA*

3.2 Categorization of the resolutions according to the success in its implementation

The categorization of the resolutions according to the success of its implementation has been carried out through a colours assignment (see section 2.3.2) for the activities that both the constituents and the Secretariat developed.

Successful implementation: The resolutions with a successful implementation combine the blue and green colour at random.

 RES_105 Communication, education and public awareness (CEPA) in conservation.

 REC_131 Conservation of the Western Iberian Peninsula.

 REC_130 Strengthening the Natura 2000 Network

RES_024 Conservation of the habitat of the Iberian lynx (*Lynx pardinus*)

The four successful cases have the collaboration of the IUCN's Secretariats in common, although it has been at different times of its implementation. They are all cases in which there have been people working for at least five years. In addition, in all cases policies that support them have been implemented at a European and national level. We have to highlight that these cases have been fulfilling criteria from the most basic ones (generating knowledge, training, CEPA, networking) to the most advanced ones (inter-institutional influence, policies development, up-scaling)

Regular implementation: The resolutions with a regular implementation combine the yellow, green, red colour at random. They are for example:

 RES_023 Conservation and recovery of the Mediterranean Monk seal.

RES_046 Artisanal fishing organizations active in the sustainable management of the Mediterranean.

RES_64 Integrated coastal management in the Mediterranean – Barcelona Convention.



RES_072 Private protected areas and nature stewardship.

RES_043 Environmental and social suitability of the Initiative for Integration of Regional Infrastructure in South America (IIRSA)



REC_123 Promotion of category V and VI protected areas for biodiversity conservation.

RES_021 Elimination of the illegal used of poisoned bait as a method for controlling predators in the European Union.

RES_028 Action for recovery of the eastern bluefin tuna stock.

REC_135 Environmental impact of the wind-based power production in Spanish and Portuguese mountain areas.

Most cases with a regular implementation have been uniquely implemented by the constituents' part. These have developed a great number of criteria; however they have had a weak support by the Secretariat's side and a big deficiency in the implementation of activities at an inter-institutional influence and policies development level. For example, in the case of the bluefin tuna, in which several conservation organizations almost reached international agreements so it was catalogued in the protection lists such as CITES. The economic interests were however too strong and it would have been necessary a better support coming from a more prestigious organization like the IUCN to organize a strong international lobbying.

Negative implementation: The resolutions with a negative implementation combine red and yellow colour at random.



REC_132 Conservation of river Ebro

RES_094 Impetus and support for local and regional biodiversity conservation policies.

RES_074 The climate change and the overexploitation of the natural resources in the IUCN Programme.

RES_061 The great ecological connectivity corridor: Cantabrian Range Pyrenees- Massif Central- Western Alps.



RES_003 Strengthening IUCN's national and regional Committees

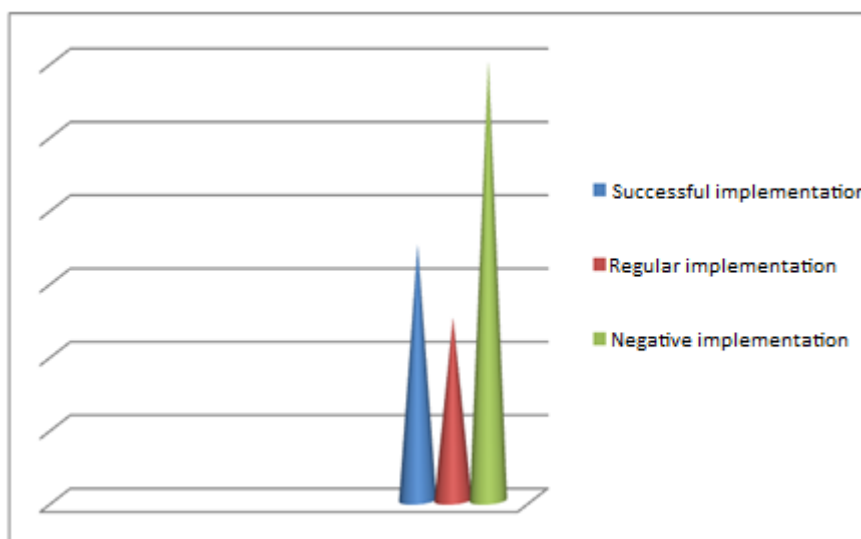
REC_107 Cooperation between members and committees from Latin America and the Mediterranean.

RES_91 The strategic environmental assessment of their public policies, plans and programmes as an instrument to incorporate the biodiversity conservation.

RES_083 Agrofuel production.

The negative implementation is characterized by counting on several resolutions in the governance field. Constituents didn't develop any activities for their implementation. Issues we have dealt with lately are the categorization of the categories V and VI in protected areas; as well as R&R that require basically activities for the development of policies and laws and for the inter-institutional influence, because their success is limited due to economic interests.

The next graph (graph 6) classifies and sums up the resolutions in the three before mentioned categories: **successful, regular and negative** implementation (see matrix in annex I and the explanation in page 4)



Graph 6. It shows the implementation categories of the resolutions and recommendations in a quantitative way. You can observe that many of the R&R haven't reached the desired execution level.

3.2 Analysis of the cases of study.

We chose three cases of study according to the field and the success in the implementation by the constituents on the one hand and the Secretariat on the other hand. The objective of the cases of study is to show empirically successful cases or examples of good practices in the implementation of the R&R.

- **Social and transversal** -successful implementation (CEPA)
- **Species** -regular implementation (Iberian lynx)
- **Spaces and sustainable management** -regular-negative implementation (artisanal fishing)

We have added below a summary of the cases of study. You can consult their complete texts in the annex II.

RES_24 Conservation of the habitat of the Iberian lynx (*Lynx pardinus*)

This case has met a series of conditions that have made it quite a successful case. It has been successful especially because of the level of implementation the constituents

developed and on the other hand because of the Secretariat's support during the early days of activism.

First, it has been a resolution with a long history of activism on the Spanish conservation organizations hand. There has been a joint fight for a common objective. And second it counted on the IUCN's strong support from the beginning to generate awareness and inter-institutional influence. This was partly due to the fact the lynx was the main species, the most endangered cat species worldwide and it was categorized as "critically endangered" in the Red List of the threatened species.

However, as the number of individuals has risen, the international support has also decreased and the biggest efforts have come from a region (Andalusia) and from one kind of activity: the ex-situ reproduction. Nowadays the conservation of the habitat in potential areas has been rejected, as well as the environmental impact assessments of the public infrastructure works. So in spite of the fact that the efforts have borne their fruit, these must go on in time and diversify the kind of action both in the territorial field – enlarging the case of Andalusia to other autonomous communities when generating knowledge –monitoring the populations in all the peninsula and in the recovery of the prey species (rabbit) and inter-institutional influence and policies development, especially focused in the conservation of the habitat. The Secretariat could have promoted these last ones.

With all these data we conclude it has been a resolution with a successful implementation. The actions have met the objectives of the resolution but this hasn't been determinant. Neither The Secretariat's action, which hasn't been focused in meeting the constituents needs.

RES_046 Artisanal fishing organizations active in the sustainable management of the Mediterranean.

This case has been really successful and innovative from the members' implementation point of view; however it had needed the Secretariat's support. It has been a very innovative resolution because it has met the conservation principles in the marine territory management and those of the sustainable economy. This has happened thanks to a horizontal methodology (involving the local population and the public authorities to work in a participative way) and creating a "win-win" situation where both the environment and a disadvantage section of the population have won.

All these achievements are limited by a national and European policy that favours the highly centralized industrial fisheries. It is here where the Secretariat had been able to insist on the decision making levels, acting as a hinge between the groups of artisanal fishers and the European and national authorities, especially now that the EU's fisheries policy is in the process of being revised. It would have also been necessary supporting a bigger level of training and enlarging the experience of the Fundació Lonxanet.

With all these data we conclude it has been a resolution with a regular-negative implementation. On the one hand the actions are related to the resolution although this has not been decisive to start the action. On the other hand the actions and the action doesn't correspond with the resolution.

RES_105 Communication, education and public awareness in conservation (CEPA)

CEPA is a successful case because the members' and the Commission's actions meet the Secretariat's actions. Members' actions are aimed at spreading and raising awareness in different population sections. The Commission has a more cross-cutting approach, training managers and teachers to use social tools which can be used for any conservation programme. The Secretariat, at the same time, has carried out an intense job to generating knowledge and training.

There is successful implementation of a resolution when the actions coming from the constituents and the Secretariat meet.

4. Conclusions

4.1 Process of resolutions and recommendations

For the members

The members, when choosing the motions, should state some electing criteria so they enlarge the possibilities for these to implement a posteriori successfully. On the basis of the implementation analysis of R&R done in 2008 some basic criteria could be:

- Age/urgency of the proposed issue.
- Field of the concerning issue and geographical area, giving priority to the proposals which are important for the region.
- Level of coordination between the organizations which present it, issues in which several members are working on or the members have decided to work on.
- The R&R strengthen the region's programme lines. Very concrete demands are made to the Secretariat in the evaluation criteria. At the same time, the Secretariat could assign a focal point to the R&R, if it is not possible to each of them, according to the field, as it happens with the *resolution 040 Conservation of the geodiversity and geological heritage*.

For the Secretariat

To assure the success in the implementation, the motions could have an action plan attached to them (see the proposed template in annex III) which specifies the actions required by the Secretariat and those which the constituents promise to develop, as well as the synergy between both of them to achieve the proposed objectives. The road map must include a commitment follow-up and the communication of the results.

The information about the actions carried out and the steps forward the constituents or the Secretariat achieve must be communicate in a more efficient and useful way. To this day there is much ignorance about the R&R by the constituents' side about the actions the Secretariat develops and viceversa. Despite the availability of the members' portal to dump information it is not used very often. Furthermore, the information the Secretariat dumps is not concise (it doesn't show results) and most of the information is only available in English.

4.2 R&R approved in Barcelona, lessons we learnt

Depending on the status of implementation, there are different types of resolutions:

- Those resolutions which are about recent issues and they are being implemented by the scattered organizations and without much communication between them. These kinds of resolutions usually meet the following criteria: generating knowledge, training, and CEPA. These are the base that must be built so the rest can be carried out.

For example, the REC_123 Promotion of category V and VI protected areas for biodiversity conservation. It is a resolution about a new issue and it has a slow implementation.

- Those about issues which have been for a long time on the agenda, several organizations develop coordinated activities to meet and precise objective. These kinds of resolutions have usually met the before mentioned criteria and they develop the following criteria too: networking, inter-institutional influence, laws and policies development and up-scaling.

For example the REC_131 Conservation of the Western Iberian Peninsula is a resolution that started at a local level a long time ago and it has been strengthening until meeting some of the most advanced criteria.

We can conclude that there is a disconnection between the constituents' needs when implementing resolutions and the tools the Secretariat offers the members (road map). Those which have a more relevant character or those which need inter-institutional influence or policies development at other levels (bluefin tuna, agrofuels) any of them has been able to implement them.

The members develop in a more effective way those R&R that belong to a local field and that have been working longer on them. The most practiced criteria in these kinds of resolutions are usually: generating knowledge, training, networking and CEPA, having the need of a better support in areas such as the inter-institutional influence, laws and policies development and up-scaling.

The members should also make an effort in the development of the activities in the R&R that have a global character and a governance character because these help the Secretariat's actions and therefore the members' actions. The members should also submit motions of governance to improve the programme or the mandating of commissions, contributing in this manner the IUCN's policies.

In order to avoid the activities overlap, the Secretariat should know and support successful local projects, like some the projects mentioned in the cases of study. In this sense, a possible solution would be a further rapprochement between the Secretariat and the members. Due to the IUCN's big size it is a complicated and expensive task so we think that a solution is to make it through the national and regional committees. The strengthening of these would be then vital to achieve in a more successful way the development of their role as organizers in the members and the Secretariat's demands.

KEY POINTS OF THIS REPORT

1. **Distinguishing the field** of execution of the R&R is very important to assure the feasibility of its implementation.
2. We must better the **bidirectional cooperation** Secretariat-constituents.
3. **Complementarity** has been demonstrated by a lack of confidence and transparency
4. In addition, this means a **lack of communication** motivated by the absence of proper and agreed channels.
5. A lack of support of the IUCN's **multilingual character**. Spanish and French have been pushed into the background.
6. The members don't understand **how they can support the IUCN** in their daily work.
7. We ask the IUCN to aim its efforts in covering the **niches** that the members cannot achieve.
8. It is necessary to make public the IUCN's **organization chart** to make the contact easier in specific situations and bettering the comprehension of the inner organization.
9. The IUCN must continue **mapping members** to know their abilities so they can count on them for actions on the field and avoid the overlap.
10. The members must give **priority to the proposed motions** according to their possibilities to implement them on their own or with the Secretariat's support.
11. The motions must be formulated taking into account the **selection criteria**.
12. The motions should be together with an **action plan** to make the setting up and the monitoring easier. This road map should have assessment criteria before agreed.
13. The IUCN's Programme must truly **include** approved R&R for the between-Congresses period that corresponds.
14. The members should formulate motions in the **local/national field** that keep relation to their objectives and they must also channel resources for the meeting of motions with a **global character and in the governance field**.
15. The membership portal should be limited to include the results achieved in a priority area.
16. The **National and Regional Committees** are hinge structures with the ability to improve the Secretariat-constituents interface.
17. The National and Regional Committees have a closer knowledge of its membership so they could **contribute to the mapping** members efficiently.

5. Bibliography

Reports

- **DFID – Natural Resources Systems Programme** (DFID-NRSP) 2002. *Scaling-up and communication: Guidelines for enhancing the development impact of natural resources systems research*, London, UK.
- **Hesselink, F., Goldstein, W., Van Kempen, P., Garnett, T., and Dela, J. 2008.** *La Comunicación, Educación, y Conciencia Pública (CEPA)*. Una caja de herramientas para personas que coordinan las estrategias y planes de acción nacionales sobre diversidad biológica. UICN, Gland, Suiza.
- **UICN 2009.** *Diseñando un futuro sostenible: Programa de la UICN 2009-2012*.
- **UICN 2011.** *Borrador del programa 2013-2016 de la UICN para la región europea*.
- **UICN 2010.** *Highlights of CEC activities in 2010*. A knowledge network for powering change.
- **UICN 2009.** *Implementation of Congress Resolutions and Recommendations*. 30th Meeting of the Programme and Policy Committee of Council, 18-20 November 2009.
- **UICN 2008.** *Manual sobre Mociones para el Congreso Mundial de la Naturaleza 2008*.
- **UICN 2008.** *Mociones: Congreso Mundial de la Naturaleza, Barcelona, 5-14 de octubre de 2008*.

Websites

- Fundación Naturaleza y Hombre
www.fnyh.org
- Ecologistas en Acción
www.ecologistasenaccion.org
- Asociación Española de Entomología
<http://carn.ua.es/>
- DEPANA, Liga para la Defensa del Territorio
www.depana.org
- Diputación Provincial de Málaga
<http://malaga.es>
- WWF España
www.wwf.es

- Sociedad Española de Ornitología. SEO/BirdLife
www.seo.org
- Consellería de Medi Ambient del Govern de les Illes Balears
www.caib.es
- MEDITERRANÍA-Centre d'iniciatives Ecològiques
www.mediterrania-cie.org
- Grupo Ornitológico Balear
<http://gobmallorca.com>
- Área de Territorio y Paisaje / Obra Social Catalunya Caixa
www.obrasocial.caixacatalunya.com
- Servei de Parcs Naturals, Diputació de Barcelona
www.mediambient.gencat.cat
- Centro de Extensión Universitaria e Divulgación Ambiental de Galicia (CEIDA)
www.ceida.org
- Asociación Española de Entomología
<http://carn.ua.es>
- Diputación Provincial de Málaga
<http://malaga.es>
- Acciónatura
www.accionatura.org
- Geological Society of Spain
www.sociedadgeologica.es
- Iberian Council for Defense of Nature
www.bme.es/cidn
- IUCN's Spanish National Committee
www.uicn.es
- IUCN, International Union for Conservation of Nature
<http://iucn.org/>
- Fundación Proteger
www.fundacionproteger.org.ar
- Junta de Andalucía
www.juntadeandalucia.es
- IUCN / SSC, Cat Specialist Group
www.catsg.org

- Sakya Tashi Ling Buddhist Monks
www.sakyatashiling.org
- Gestión Integrada de la Zona Costera
www.costabalearsostenible.com
- RECOPADES
www.recopades.org
- Centre for Mediterranean Cooperation (IUCN Med)
www.uicnmed.org
- CAMP Levante de Almería
www.camplevantedealmeria.com
- CRAM Foundation
www.cram.org
- Fundación Monte Mediterráneo
www.fundacionmontemediterraneo.com
- Foundation for the Bearded Vulture Preservation
www.quebrantahuesos.org
- Lonxanet Foundation for sustainable fisheries
www.fundacionlonxanet.org
- NEREO
www.nereo.org
- Aula del Mar
www.auladelmar.info
- FAO Committee on Fisheries
www.faoartfimed.org
www.faocopemed.org
- Special Areas of Mediterranean Importance, SPAMI. (ZEPIM: zonas de especial protección de importancia mediterráneo)
www.zepim.org
- LIFE+ Lince
www.lifelince.org

The IUCN's Spanish Committee (CeUICN) is one of the National Committees recognized by the International Union for Conservation of Nature (IUCN – www.iucn.org) which is the biggest conservation network in the world with more than 1200 members: it joints 89 States, 119 government agencies, 854 national NGOs, 37 affiliated agencies, 101 international NGOs and 11.000 Scientifics and experts from 160 countries in a unique worldwide network.

The CeUICN counts on 39 members in Spain who meet in a unique space for an interactive dialogue and participation between the NGOs and the Public Administration and the government agencies. It was created in 1989 and the fundamental aim of the IUCN's Spanish Committee (CeUICN – www.uicn.es) is the **preservation of the national heritage and the biological diversity**, acting as a field for experiences exchange between the non governmental organizations and the attached public administrations making the IUCN's knowledge networks available. Although its scope is basically national, there is among its objectives the promotion of strategic alliances between the national members and those of its direct influence scope such as the western Europe, the Mediterranean and Latin America in the IUCN's framework.