Strategic Review of the IUCN Centre for Mediterranean Cooperation

Volume II – Appendices

November 2004
# Appendices

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Appendix I  Terms of Reference (ToR)

1. Background Context and Rationale for the Review

1.1 IUCN Cycle of Strategic Reviews

As part of its system of evaluation as set out in the IUCN Evaluation Policy IUCN undertakes a regular series of Strategic Reviews. These Reviews assess a range of key performance criteria including relevance, effectiveness, efficiency, impact and sustainability of an IUCN component programme (regional or thematic) or policy. Strategic Reviews may be conducted as *internal peer reviews* or be *externally led* depending on the nature of the circumstances or the preference of those commissioning the review. Strategic Reviews of IUCN regional and thematic *programmes* are commissioned by the Director Global Programme.

The IUCN Centre for Mediterranean Cooperation has been included in the 2004 Review cycle at the request of the Director of the Mediterranean Programme. In commissioning the Mediterranean Review, the Director Global Programme agreed that it was an opportune time to review progress of the establishment of the Centre in order to ensure its sound future development.

1.2 The IUCN Centre for Mediterranean Cooperation (also referred to as the Mediterranean Programme)

IUCN members requested IUCN to establish a programme for the Mediterranean eco-region as far back as the 1994 General Assembly in Buenos Aires, and again at the 1996 World Conservation Congress in Montreal in 1996.1 In 1997 over 100 members met in Malaga, Spain and in 2001 the IUCN Centre for Mediterranean Cooperation was officially established. Details of the specific steps leading to the establishment of the office are found in the document entitled *Proposed IUCN Mediterranean Programme and Office*. January 1998.

The programme scope of the IUCN Centre for Mediterranean Cooperation includes all state bordering the Mediterranean Sea including islands, plus Andorra, Jordan, Portugal and Macedonia (FYROM), which although non-riverine are considered culturally and ecologically Mediterranean, and Palestine. The Mediterranean Programme bridges two IUCN Programmatic Regions – Europe and WESCANA (West, Central Asia, North Africa and Middle East) – engaging with the membership of both these regions and seeking to bring an innovative ecosystem approach to regional conservation and sustainable development issues in the Mediterranean eco region.

In the first phase of its development the Centre has received core funding from the Government of Spain (Ministry of Environment, Madrid) and the regional Government of Andalucia (Ministry of Environment. Project level support has been received from, among others, the Swiss Agency for Development Cooperation (SDC), the Italian Ministries of Environment and of Foreign Affairs, UNESCO, the British Government, the Netherlands government, the Spanish International Cooperation Agency, European Commission and the Total Foundation. Events have been cosponsored also by IUCN members, such as Diputacion de Barcelona, or other partners such as the regions of Andalucia, Murcia and Langue-doc Roussillon.

The 1998 Programme document for the Centre sets out the proposed Objectives, guiding principles, niche, and possible themes, priorities and suggested activities for the operation of an IUCN component programme.

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1.3 **Purpose and Objectives of the Review**

The overall purpose of this Review is to assess progress in establishing the IUCN Mediterranean Programme using the initial Programme document as a starting point, and to make recommendations for the future strategic direction of the Programme and the management and organizational development of the IUCN Centre for Mediterranean Cooperation.

The specific objectives of the Review are:

1) To assess the relevance of the Mediterranean Programme to the IUCN Members, partners and donors in the Mediterranean eco-region, and to the broader IUCN Programme.

2) To assess the strategic positioning (niche) of the Mediterranean Programme in relation to the major issues and trends and other actors in the Mediterranean eco-region.

3) To assess the effectiveness of thematic work carried out so far in the major thematic areas, including protected areas, marine, water and wetlands, drylands, forests and ecosystem management, species, climate change, and legal agreements. (This includes questions of quality of work, innovation, leading edge conservation, and the strategy of IUCN - knowledge, empowerment governance (KEG).

4) To identify major gaps in the Mediterranean Programme and to suggest future directions for Programme development and the implications for programme management and delivery. (This includes both areas of content as well as capacity issues)

5) To assess the effectiveness of strategic management, leadership and organizational development of the Mediterranean Programme.

6) To assess the financial viability of the Mediterranean Programme.

7) Based on the above review, to make recommendations for the future development, leadership, management and funding of the Mediterranean Programme.

1.4 **Audience for the Review**

The Review is commissioned by the IUCN Director Global Programme at the request of the Director of the Centre for Mediterranean Cooperation for purposes of accountability and learning for future improvement. These two offices are expected to use the Review to make improvements in the next phase of programme implementation, including management and organizational systems.

The major stakeholders of the Review are - members, partners, donors, IUCN thematic programme staff (Med office and global thematic programmes), IUCN senior management including the Regional Directors of Europe, WESCANA and the managers of other relevant IUCN Programmatic Regions.

1.5 **Questions and Issues to be covered by the Review**

Annex 1 sets out an Evaluation Matrix with the key performance areas and major questions to be covered by the Review. The matrix has been developed in consultation with those commissioning the Review.

2. **Review Team**

The Review will be led by Marie Helene Adrien, an evaluation specialist from Universalia Management Group, supported by a team of IUCN technical programme specialists in the key thematic areas of relevance to the Mediterranean Programme – including protected areas, marine conservation, water and wetlands, drylands, forests and ecosystem management, species, climate change, and legal agreement and conventions. These specialists will provide technical review inputs at several key points in the Review process.
3. **Methodology**

To address the key objectives and answer the major questions of the Review, the Review team will collect quantitative and qualitative data from the key IUCN stakeholders in the Mediterranean eco region – members, partners, donors, IUCN thematic programme staff (Med office and global thematic programmes), Regional Directors of Europe, WESCANA and other relevant IUCN Programmatic Regions.

Data collection instruments will include documentation analysis, participation in key members meetings in the eco-region, a broad web based survey of all members in the eco-region, semi structured interviews with all staff of the Mediterranean office and all IUCN thematic programme staff, senior managers and donors, with a representative sample of members and partners.

Data collection will be carried out in English, Spanish and French as appropriate.

3.1 **Schedule for the Review**

The Review will be carried out between April 15 and July 30, 2004. Annex 2 contains a detailed workplan for the Review with specific work items and time frame.

Key milestones in the Review are:

1) Design and start up of the Review – Malaga discussions, April 15 –16
   - Design and translation of data collection tools – April - May 25

2) Data collection from key stakeholder groups – May - June 30, including:
   - First round of discussions with IUCN Malaga staff – April 15-16
   - Initial phone discussion with the Government of Spain main donors – first week May
   - Self assessments by the IUCN Malaga office staff - June
   - Web survey of all members starting June 1
   - Telephone interviews with members, partners - June
   - In depth interviews with thematic programme managers and senior managers at IUCN HQ – June 17, 18
   - Interviews with Malaga office staff – June
   - Participation in the Regional Members meeting in Italy - June 20, 21.

3) Data analysis – July 1 – 20th including:
   - Analysis of Web survey data, and interview data – Universalia
   - Analysis of specific thematic programme responses – lead IUCN global thematic programme staff
   - Group team meeting to interpret the findings, July 13-15th - Universalia, IUCN thematic staff, Malaga staff.

4) Draft report – August 15 - Universalia
   - Circulation for comment August 15-30 – IUCN M&E office and Programme office

5) Final report – September 10 - Universalia
3.2 Outputs and Deliverables

1) Detailed methodology, workplan and budget – May 20 – from the Review Team leader and IUCN M&E Office

2) Data analysis report summarizing the results of the Web survey and the interviews – July 13 – from both Universalia and from the Programme thematic leaders and M&E Office.


3.3 Costs of the Review

The overall costs of the Review include:

1) Universalia’s costs to lead and manage the Review process, including the data collection, analysis and report writing and the facilitation of the overall group report.

2) The costs of the IUCN thematic staff to travel to Malaga for the group analysis of the Review findings will be covered if this is necessary for their CC budget.

The IUCN Centre for Mediterranean Cooperation will contribute Euro 32,000 to the costs of the Review. The Director Global Programme will contribute CHF 20,000, and the M&E Initiative will support the costs of start-up and design of the Review.
Appendix II Data Collection Tools

Member Questionnaire – English

As part of a regular cycle of review, IUCN is undertaking a Strategic Review of its Centre for Mediterranean Cooperation. Commissioned by the IUCN Director of Global Programme at the request of the Director of the Centre for Mediterranean Cooperation, the purpose of the review is to assess the relevance and effectiveness of the strategic direction of the Mediterranean Programme and to identify improvements needed for the next stage of its development. The Review is being led by Marie Helene Adrien of Universalia Management Group with support from the IUCN Monitoring and Evaluation Office.

The views of IUCN members are important to the future development of the Mediterranean Programme. Accordingly we are asking that IUCN members in the Mediterranean eco-region take about 20 minutes to complete the following questionnaire. Your responses will be kept strictly confidential and will be seen only by the consultant evaluators. Only aggregated data from all the questionnaires will be presented in the Review report.

You may either fill out the questionnaire through the Web link or complete it in written form and fax it to 00-1-514-485-3210 (North America) to the attention of Ms. Anne-Véronique Bouthillier by June 18th, 2004.

If you have any questions concerning the Review or this questionnaire please contact the team leader, Marie-Hélène Adrien, at mhadrien@universalia.com

Thank you for your valuable contribution to this review.

1. Identification

1.1 Name (optional)

1.2 Position ____________________________________________________________

1.3 Organization _________________________________________________________

1.4 IUCN Statutory Region

☐ Europe
☐ West Asia
☐ Africa

1.5 Contact information (Phone, e-mail) ________________________________
## 2. Familiarity with Thematic Areas of Work

To what extent are you familiar with the following **thematic areas of work** of the IUCN Centre for Mediterranean Cooperation?

<table>
<thead>
<tr>
<th>Thematic Area of Work</th>
<th>Not familiar at all</th>
<th>Somewhat familiar</th>
<th>Familiar</th>
<th>Very familiar</th>
<th>Do not know</th>
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<td>2.1 Protected areas</td>
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<td>2.2 Marine conservation (including fisheries)</td>
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<td>2.3 Water and Wetlands</td>
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<td>2.4 Drylands, forests and ecosystems management</td>
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<td>2.5 Species conservation</td>
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<td>2.6 Climate change</td>
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<td>2.7 Legal agreements and conventions</td>
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To what extent are you familiar with the work of the **IUCN Commissions** in the Mediterranean eco-region?

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<tr>
<th>Commission</th>
<th>Not familiar at all</th>
<th>Somewhat familiar</th>
<th>Familiar</th>
<th>Very familiar</th>
<th>Do not know</th>
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<td>2.8 The Commission on Ecosystem Management (CEM)</td>
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<td>2.9 The Commission on Education and Communication (CEC)</td>
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<td>2.10 The Commission on Environmental Law (CEL)</td>
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<td>2.11 The Species Survival Commission (SSC)</td>
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<td>2.12 The World Commission on Protected Areas (WCPA)</td>
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# 3. Relevance to members, current trends and issues

## How relevant are these thematic areas to the work of your organization?

<table>
<thead>
<tr>
<th>Thema Area</th>
<th>Not relevant at all</th>
<th>Somewhat relevant</th>
<th>Relevant</th>
<th>Very relevant</th>
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<td>3.5 Species conservation</td>
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<td>3.6 Climate change</td>
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<td>3.7 Legal agreements and conventions</td>
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## How relevant are these thematic areas to the conservation issues and trends of the Mediterranean eco-region?

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<th>Thema Area</th>
<th>Not relevant at all</th>
<th>Somewhat relevant</th>
<th>Relevant</th>
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<td>3.12 Species conservation</td>
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<td>3.13 Climate change</td>
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<td>3.14 Legal agreements and conventions</td>
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How relevant are these thematic areas to the **sustainable development issues and trends** of the Mediterranean eco-region?

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<th>Area</th>
<th>Not relevant at all</th>
<th>Somewhat relevant</th>
<th>Relevant</th>
<th>Very relevant</th>
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<td>3.16 Marine conservation (including fisheries)</td>
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<td>3.18 Drylands, forests and ecosystems management</td>
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<td>3.19 Species conservation</td>
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<td>3.20 Climate change</td>
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<tr>
<td>3.21 Legal agreements and conventions</td>
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How compatible is the work of the Centre for Mediterranean Cooperation with the work of the **IUCN Regional Programme for Europe**?

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<tr>
<th>Compatibility</th>
<th>Not compatible at all</th>
<th>Somewhat compatible</th>
<th>Compatible</th>
<th>Very compatible</th>
<th>Do not know</th>
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How compatible is the work of the Mediterranean Programme with the work of the **IUCN Regional Programme for West Asia, North Africa, Middle East (Wescana)**?

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<th>Compatibility</th>
<th>Not compatible at all</th>
<th>Somewhat compatible</th>
<th>Compatible</th>
<th>Very compatible</th>
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Are there **emerging conservation and sustainable development issues** that the IUCN Centre for Mediterranean Cooperation should address in its next stage of development?

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<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Do not know</th>
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Please list them:

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_____________________________________________________________________________________
## 4. Mandate, Vision and Leadership

### 4.1 In your opinion, how clear is the mandate of the IUCN Centre for Mediterranean Cooperation?

<table>
<thead>
<tr>
<th>Not clear</th>
<th>Somewhat clear</th>
<th>Clear</th>
<th>Very clear</th>
<th>Do not know</th>
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### 4.2 To what extent is the IUCN Centre for Mediterranean Cooperation a leader in conservation issues in the Mediterranean eco-region?

<table>
<thead>
<tr>
<th>Not at all</th>
<th>Not very much</th>
<th>Somewhat</th>
<th>Very much</th>
<th>Do not know</th>
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### 4.3 What leads you to this conclusion – please provide examples if possible

_______________________________________________________________________________
_______________________________________________________________________________

### 4.4 How innovative is the thematic work carried out so far by the IUCN Centre for Mediterranean Cooperation?

<table>
<thead>
<tr>
<th>Not innovative at all</th>
<th>Somewhat innovative</th>
<th>Innovative</th>
<th>Very innovative</th>
<th>Do not know</th>
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- **4.4 Protected areas**
- **4.5 Marine conservation (including fisheries)**
- **4.6 Water and wetlands**
- **4.7 Drylands, forests and ecosystems management**
- **4.8 Species conservation**
- **4.9 Climate change**
- **4.10 Legal agreements and conventions**

### 4.11 What leads you to this conclusion - please provide examples if possible:

_______________________________________________________________________________
_______________________________________________________________________________
4.12 How effective is the IUCN Centre for Mediterranean Cooperation at mobilizing members to help achieve the Mission of IUCN in the Mediterranean eco-region?

Not effective at all  Somewhat effective  Effective  Very effective  Do not know

5. Effectiveness of Programming

How would you rate the quality of the thematic work carried out so far by the IUCN Centre for Mediterranean Cooperation?

Not good  Somewhat good  Good  Very good  Do not know

5.1 Protected areas

5.2 Marine conservation (including fisheries)

5.3 Water and Wetlands

5.4 Drylands, forests and ecosystems management

5.5 Species conservation

5.6 Climate change

5.7 Legal agreements and conventions

5.8 Please provide examples:

___________________________________________________________________________________  
___________________________________________________________________________________  
___________________________________________________________________________________

6. Management and Governance of the IUCN Centre for Mediterranean Cooperation

6.1 To what extent is the management structure of the IUCN Centre for Mediterranean Cooperation effective in supporting the delivery of a successful programme?

Not effective  Somewhat effective  Effective  Very effective  Do not know
6.2 What leads you to this conclusion? Please comment: ________________________________

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

6.3 Are you aware of the informal governance mechanism for the Centre consisting of an annual meeting of the Chairs of IUCN National Committees?

Yes ☐ No ☐

Please comment: ________________________________

_______________________________________________________________________________

_______________________________________________________________________________

6.4 How effectively are your views represented through this informal governance mechanism?

Not effectively represented ☐ Somewhat effectively represented ☐ Effectively represented ☐ Very effectively represented ☐ Do not know ☐

6.5 What leads you to this conclusion? Please comment: ________________________________

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

7. Conclusion

7.1 Please describe three critical success factors necessary for the future development of the IUCN Centre for Mediterranean Cooperation.

Please list them: ________________________________

_______________________________________________________________________________

_______________________________________________________________________________

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_______________________________________________________________________________
7.2 In your opinion, what are the major strengths of the IUCN Centre for Mediterranean Cooperation?

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7.3 What suggestions might you offer to improve the performance of the IUCN Centre for Mediterranean Cooperation?

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7.4 How could you as an IUCN member contribute to better achieving the Mission of the Union in the Mediterranean eco-region?

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ANNEX 1: Your Views on the Mediterranean Centre Communication Services

In addition to the questions relating to relevance and performance of the IUCN Centre for Mediterranean Cooperation, the Centre would like to hear your views on the adequacy and usefulness of the communication work carried out by the Centre. Dissemination of information is a key aspect of the IUCN Centre for Mediterranean Cooperation’s mandate, and your insights can greatly contribute to the improvement of the work of the Centre.

A.1 How would you rate the image of the IUCN Mediterranean Office?

<table>
<thead>
<tr>
<th>Poor</th>
<th>Average</th>
<th>Good</th>
<th>Very Good</th>
<th>Excellent</th>
<th>Do not know</th>
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A.2 What leads you to this conclusion? Please explain: _________________________________
_______________________________________________________________________________
_______________________________________________________________________________

A.3 How frequently do you use internet/electronic tools for your work?

<table>
<thead>
<tr>
<th>Never</th>
<th>Monthly</th>
<th>Weekly</th>
<th>Twice a week</th>
<th>Daily</th>
<th>Hourly</th>
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A.4 How frequently do you visit the IUCN Med website?

<table>
<thead>
<tr>
<th>Never</th>
<th>Monthly</th>
<th>Weekly</th>
<th>Twice a week</th>
<th>Daily</th>
<th>Hourly</th>
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</tbody>
</table>

A.5 Do you receive our ‘Mediterranean Flashnews’ electronic bulletin?

Yes ☐  No ☐

A.6 If not, would you like to receive it? Please provide us with your email address.

_______________________________________________________________________________

A.7 If yes, how useful is the electronic bulletin for your work?

<table>
<thead>
<tr>
<th>Not useful</th>
<th>Somewhat useful</th>
<th>Useful</th>
<th>Very useful</th>
<th>Do not know</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

A.8 Do you circulate the electronic bulletin amongst your colleagues?

Yes ☐  No ☐
A.9 Have you ever received any IUCN MED products/publications (e.g. CDROM, annual reports, etc)
Yes ☐ No ☐

A.10 If yes, how useful are these publications for your work?
Not useful ☐ Somewhat useful ☐ Useful ☐ Very useful ☐ Do not know ☐

A.11 What specific uses do you make of these products? Please provide examples
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

A.12 Are you satisfied with the information provided on the Mediterranean Website?
Not satisfied ☐ Somewhat satisfied ☐ Satisfied ☐ Very satisfied ☐ Do not know ☐

A.13 What leads you to this conclusion? Please comment
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

A.14 Would you like to contribute in any way to our information activities?
Yes ☐ No ☐

A.15 If yes, please provide examples of how you could contribute. _______________________
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

A.16 Do you use IUCN documents in your work?
Not at all ☐ Somewhat ☐ Quite ☐
A.17 If yes, please describe which documents you use. ________________________________
________________________________________
________________________________________
________________________________________

A.18 Would you like to be regularly updated on information concerning the activities led by the Mediterranean Office?

Yes ☐ No ☐

A.19 If yes, how would you prefer to receive this information on our activities?

Through the website ☐ E-mail ☐ Mail ☐ Fax ☐

A.20 Are there other communication activities you would like to see performed by the Mediterranean Office? Please explain:

________________________________________
________________________________________
________________________________________

A.21 How important is information dissemination for your organization?

Not important ☐ Somewhat important ☐ Important ☐ Very important ☐ Do not know ☐

A.22 Do you have a person in charge of communications in your organization?

Yes ☐ No ☐

A.23 If yes, please provide us with his/her contact information.

________________________________________
________________________________________
________________________________________
A.24 Please give us your suggestions/recommendations to improve the IUCNMED Centre Communication System.

_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

General comments
A.25 Are there any other comments you would like to add?

_______________________________________________________________________________
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Thank you for your cooperation.
Member Questionnaire – French

Dans le cadre d’un cycle d’examen régulier, l’UICN entreprend un examen stratégique de son Centre pour la coopération en Méditerranée. Exécuté sur demande du directeur du programme mondial de l’UICN, en réponse à la demande du directeur du Centre pour la coopération en Méditerranée, l’examen a pour but d’évaluer la pertinence et l’efficacité de l’orientation stratégique du Programme méditerranéen, et de relever les améliorations nécessaires pour la prochaine étape de son développement. L’examen est dirigé par Marie-Hélène Adrien, d’Universalia Management Group, avec le soutien du bureau de supervision et d’évaluation de l’UICN.

Les points de vue des membres de l’UICN sont importants pour le développement futur du Programme méditerranéen. C’est pourquoi nous demandons aux membres de l’UICN représentant l’écorégion méditerranéenne de remplir le questionnaire suivant, qui demande environ 20 minutes. Vos réponses seront traitées de façon rigoureusement confidentielle et seuls les évaluateurs conseil en prendront connaissance. Seules les données globales résultant de tous les questionnaires seront présentées dans le rapport d’examen.


Si vous avez des questions quelconques concernant l’examen ou ce questionnaire, veuillez communiquer avec le chef d’équipe, Marie-Hélène Adrien, à l’adresse mhadrien@universalia.com.

Nous vous remercions de votre contribution utile à cet examen.

1. Identification

1.1 Nom (facultatif)

1.2 Poste _______________________________

1.3 Organisme __________________________

1.4 Région officielle de l’UICN

- Europe
- Asie occidentale
- Afrique

1.5 Coordonnées (téléphone, courriel) _______________________________
2. *Familiarité avec les domaines thématiques de travail*

Dans quelle mesure êtes-vous au courant des **domaines thématiques de travail** suivants du Centre UICN pour la coopération en Méditerranée?

<table>
<thead>
<tr>
<th>Domaine</th>
<th>Pas au courant du tout</th>
<th>Plus ou moins au courant</th>
<th>Au courant</th>
<th>Très au courant</th>
<th>Ne sais pas</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Aires/Zones protégées</td>
<td></td>
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<tr>
<td>2.2 Conservation marine (y compris la pêche)</td>
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<tr>
<td>2.3 Eau et zones humides</td>
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<tr>
<td>2.4 Zones arides et gestion des écosystèmes</td>
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<tr>
<td>2.5 Conservation des espèces</td>
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<td>2.6 Changement climatique</td>
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<tr>
<td>2.7 Accords et conventions juridiques</td>
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</tbody>
</table>

Dans quelle mesure êtes-vous au courant du travail des **Commissions de l’UICN** dans l’écorégion méditerranéenne?

<table>
<thead>
<tr>
<th>Commission</th>
<th>Pas au courant du tout</th>
<th>Plus ou moins au courant</th>
<th>Au courant</th>
<th>Très au courant</th>
<th>Ne sais pas</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.8 Commission sur la gestion des écosystèmes (CGE)</td>
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<td>2.9 Commission sur l’éducation et les communications (CEC)</td>
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<td>2.10 Commission sur la législation environnementale (CLE)</td>
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<tr>
<td>2.11 Commission sur la survie des espèces (CSE)</td>
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<tr>
<td>2.12 Commission mondiale sur les zones protégées (CMZP)</td>
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</tbody>
</table>
### 3. Pertinence pour les membres, tendances et questions actuelles

<table>
<thead>
<tr>
<th></th>
<th>Pas pertinents du tout</th>
<th>Plus ou moins pertinents</th>
<th>Pertinents</th>
<th>Très pertinents</th>
<th>Ne sais pas</th>
</tr>
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<tbody>
<tr>
<td><strong>3.1 Aire/Zones protégées</strong></td>
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<td><strong>3.2 Conservation marine (y compris la pêche)</strong></td>
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<td><strong>3.3 Eau et zones humides</strong></td>
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<tr>
<td><strong>3.4 Zones arides et gestion des écosystèmes</strong></td>
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<td><strong>3.5 Conservation des espèces</strong></td>
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<td><strong>3.6 Changement climatique</strong></td>
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<tr>
<td><strong>3.7 Accords et conventions juridiques</strong></td>
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</tbody>
</table>

Dans quelle mesure ces domaines thématiques sont-ils pertinents **pour les questions et tendances de conservation** de l’écorégion méditerranéenne?

<table>
<thead>
<tr>
<th></th>
<th>Pas pertinents du tout</th>
<th>Plus ou moins pertinents</th>
<th>Pertinents</th>
<th>Très pertinents</th>
<th>Ne sais pas</th>
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<tr>
<td><strong>3.8 Aire/Zones protégées</strong></td>
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<td><strong>3.9 Conservation marine (y compris la pêche)</strong></td>
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<td><strong>3.10 Eau et zones humides</strong></td>
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<tr>
<td><strong>3.11 Zones arides et gestion des écosystèmes</strong></td>
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<tr>
<td><strong>3.12 Conservation des espèces</strong></td>
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<tr>
<td><strong>3.13 Changement climatique</strong></td>
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<tr>
<td><strong>3.14 Accords et conventions juridiques</strong></td>
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</tbody>
</table>
Dans quelle mesure ces domaines thématiques sont-ils pertinents pour les questions et tendances du développement durable de l’écorégion méditerranéenne?

<table>
<thead>
<tr>
<th>3.15 Arires/Zones protégées</th>
<th>Pas pertinents du tout</th>
<th>Plus ou moins pertinents</th>
<th>Pertinents</th>
<th>Très pertinents</th>
<th>Ne sais pas</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.16 Conservation marine (y compris la pêche)</td>
<td></td>
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<tr>
<td>3.17 Eau et zones humides</td>
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<tr>
<td>3.18 Zones arides et gestion des écosystèmes</td>
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<td>3.19 Conservation des espèces</td>
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<td>3.20 Changement climatique</td>
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<tr>
<td>3.21 Accords et conventions juridiques</td>
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</tbody>
</table>

Dans quelle mesure les travaux du Centre pour la coopération en Méditerranée sont-ils compatibles avec les travaux du Programme régional de l’UICN pour l’Europe?

<table>
<thead>
<tr>
<th>3.22</th>
<th>Pas compatibles du tout</th>
<th>Plus ou moins compatibles</th>
<th>Très compatibles</th>
<th>Ne sais pas</th>
</tr>
</thead>
</table>

Dans quelle mesure les travaux du Programme méditerranéen sont-ils compatibles avec les travaux du Programme régional de l’UICN pour l’Asie occidentale, l’Afrique du nord, le Moyen-Orient?

<table>
<thead>
<tr>
<th>3.23</th>
<th>Pas compatibles du tout</th>
<th>Plus ou moins compatibles</th>
<th>Très compatibles</th>
<th>Ne sais pas</th>
</tr>
</thead>
</table>

Y a-t-il de nouvelles questions de conservation et de développement durable que le Centre UICN pour la coopération en Méditerranée devrait aborder dans sa prochaine phase de développement?

<table>
<thead>
<tr>
<th>3.24</th>
<th>Oui</th>
<th>Non</th>
<th>Ne sais pas</th>
</tr>
</thead>
</table>

Veuillez les citer: ______________________________________________________________
______________________________________________________________________________
4. **Mandat, vision et Leadership**

4.1 À votre avis, quelle est la clarté du **mandat** du Centre UICN pour la coopération en Méditerranée?

<table>
<thead>
<tr>
<th>Pas clair</th>
<th>Plus ou moins clair</th>
<th>Clair</th>
<th>Très clair</th>
<th>Ne sais pas</th>
</tr>
</thead>
</table>

4.2 Dans quelle mesure le Centre UICN pour la coopération en Méditerranée joue-t-il un rôle de **leader dans les questions de conservation** dans l’écorégion méditerranéenne?

<table>
<thead>
<tr>
<th>Pas du tout</th>
<th>Pas beaucoup</th>
<th>Plus ou moins</th>
<th>Beaucoup</th>
<th>Ne sais pas</th>
</tr>
</thead>
</table>

4.3 Qu’est-ce qui vous amène à cette conclusion? Veuillez fournir des exemples si possible.

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

Dans quelle mesure le travail thématique effectué jusqu’à présent par le Centre UICN pour la coopération en Méditerranée est-il **innovateur**?

<table>
<thead>
<tr>
<th>Pas innovateur du tout</th>
<th>Plus ou moins innovateur</th>
<th>Innovateur</th>
<th>Très innovateur</th>
<th>Ne sais pas</th>
</tr>
</thead>
</table>

4.4 Aires/Zones protégées

4.5 Conservation marine (y compris la pêche)

4.6 Eau et zones humides

4.7 Zones arides et gestion des écosystèmes

4.8 Conservation des espèces

4.9 Changement climatique

4.10 Accords et conventions juridiques

Qu’est-ce qui vous amène à cette conclusion? Veuillez fournir des exemples si possible.

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________
4.11 Dans quelle mesure le Centre UICN pour la coopération en Méditerranée est-il efficace pour inciter les membres à contribuer à la réalisation de la mission de l’UICN dans l’écorégion méditerranéenne?

<table>
<thead>
<tr>
<th></th>
<th>Pas efficace du tout</th>
<th>Plus ou moins efficace</th>
<th>Efficace</th>
<th>Très efficace</th>
<th>Ne sais pas</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

5. **Efficacité de la programmation**

Comment estimeriez-vous la qualité du travail thématique effectué jusqu’à présent par le Centre UICN pour la coopération en Méditerranée?

<table>
<thead>
<tr>
<th></th>
<th>Pas bonne</th>
<th>Plus ou moins bonne</th>
<th>Bonne</th>
<th>Très bonne</th>
<th>Ne sais pas</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

5.1 Aires/Zones protégées

5.2 Conservation marine (y compris la pêche)

5.3 Eau et zones humides

5.4 Zones arides et gestion des écosystèmes

5.5 Conservation des espèces

5.6 Changement climatique

5.7 Accords et conventions juridiques

5.8 Veuillez fournir des exemples :
6. **Gestion et gouvernance du Centre UICN pour la coopération en Méditerranée**

6.1 Dans quelle mesure la structure de gestion du Centre UICN pour la coopération en Méditerranée est-elle **efficace** dans le soutien de l’exécution d’un programme réussi? 

<table>
<thead>
<tr>
<th>Pas efficace</th>
<th>Plus ou moins efficace</th>
<th>Efficace</th>
<th>Très efficace</th>
<th>Ne sais pas</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

6.2 Qu’est-ce qui vous amène à cette conclusion? Veuillez donner vos commentaires :

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

6.3 Êtes-vous au courant du **mécanisme de gouvernance informelle** du Centre, qui consiste en une réunion annuelle des présidents des comités nationaux de l’UICN? 

<table>
<thead>
<tr>
<th>Oui</th>
<th>Non</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Veuillez donner vos commentaires :

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

6.4 Dans quelle mesure vos points de vue sont-ils représentés avec efficacité au moyen de ce mécanisme de gouvernance informelle? 

<table>
<thead>
<tr>
<th>Pas représentés</th>
<th>Représentés plus ou moins efficacement</th>
<th>Représentés efficacement</th>
<th>Représentés très efficacement</th>
<th>Ne sais pas</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

6.5 Qu’est-ce qui vous amène à cette conclusion? Veuillez donner vos commentaires :

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________
7. **Conclusion**

7.1 Veuillez décrire trois facteurs essentiels de réussite pour le développement futur du Centre UICN pour la coopération en Méditerranée.

Veuillez citer ces facteurs :

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

7.2 À votre avis, quelles sont les forces principales du Centre UICN pour la coopération en Méditerranée?

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

7.3 Quelles suggestions pourriez-vous présenter pour améliorer le rendement du Centre UICN pour la coopération en Méditerranée?

__________________________________________________________________________

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__________________________________________________________________________

7.4 Comment pourriez-vous, en tant que membre de l’UICN, contribuer à une meilleure réalisation de la mission de l’Union dans l’écorégion méditerranéenne?

__________________________________________________________________________

__________________________________________________________________________

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__________________________________________________________________________
ANNEXE 1 : Votre avis sur les services de communication du Centre méditerranéen

Au-delà des questions concernant la pertinence et le rendement du Centre UICN pour la coopération en Méditerranée, le centre aimerait connaître votre avis sur la pertinence et sur l’utilité de son travail de communication. La diffusion d’information est un aspect essentiel du mandat du Centre UICN pour la coopération en Méditerranée, et votre point de vue peut apporter une contribution importante à l’amélioration des travaux du centre.

A.1 Comment évaluez-vous l’image du Bureau méditerranéen de l’UICN?

<table>
<thead>
<tr>
<th>Faible</th>
<th>Moyenne</th>
<th>Bonne</th>
<th>Très bonne</th>
<th>Excellente</th>
<th>Ne sais pas</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

A.2 Qu’est-ce qui vous amène à cette conclusion? Veuillez expliquer:
_______________________________________________________________________________
_______________________________________________________________________________

A.3 Avec quelle fréquence utilisez-vous l’Internet ou les outils électroniques pour votre travail?

<table>
<thead>
<tr>
<th>Jamais</th>
<th>Tous les mois</th>
<th>Toutes les semaines</th>
<th>Deux fois par semaine</th>
<th>Tous les jours</th>
<th>Toutes les heures</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
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</tr>
</tbody>
</table>

A.4 Avec quelle fréquence consultez-vous le site Web UICN Med?

<table>
<thead>
<tr>
<th>Jamais</th>
<th>Tous les mois</th>
<th>Toutes les semaines</th>
<th>Deux fois par semaine</th>
<th>Tous les jours</th>
<th>Toutes les heures</th>
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</thead>
<tbody>
<tr>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

A.5 Recevez-vous notre bulletin électronique « Mediterranean Flash News »?

Oui ☐    Non ☐

A.6 Si non, aimeriez-vous le recevoir? Veuillez nous indiquer votre adresse courriel.
_______________________________________________________________________________

A.7 Si oui, quelle est l’utilité du bulletin électronique pour votre travail?

<table>
<thead>
<tr>
<th>Pas utile</th>
<th>Plus ou moins utile</th>
<th>Utile</th>
<th>Très utile</th>
<th>Ne sais pas</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
</tr>
</tbody>
</table>
A.8 Diffusez-vous le bulletin électronique parmi vos collègues?

Oui ☐  Non ☐

A.9 Avez-vous déjà reçu des produits ou des publications UICNMED (p. ex., CDROM, rapports annuels, etc.)?

Oui ☐  Non ☐

A.10 Si oui, quelle est l’utilité de ces publications pour votre travail?

Pas utile ☐  Plus ou moins utile ☐  Utile ☐  Très utile ☐  Ne sais pas ☐

A.11 Quelles utilisations spécifiques faites-vous de ces produits? Veuillez fournir des exemples.

_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

A.12 Êtes-vous satisfait de l’information fournie sur le site Web méditerranéen?

Pas satisfait ☐  Plus ou moins satisfait ☐  Satisfait ☐  Très satisfait ☐  Ne sais pas ☐

A.13 Qu’est-ce qui vous amène à cette conclusion? Veuillez donner vos commentaires.

_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

A.14 Aimeriez-vous contribuer d’une façon quelconque à nos activités d’information?

Oui ☐  Non ☐

A.15 Si oui, veuillez fournir des exemples des contributions que vous pourriez apporter. ________

_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________
A.16 Utilisez-vous des documents UICN dans votre travail?

Pas du tout ☐  Un peu ☐  Effectivement ☑

A.17 Si oui, veuillez préciser quels documents vous utilisez. ______________________________  
_______________________________________________________________________________  
_______________________________________________________________________________  
_______________________________________________________________________________

A.18 Aimeriez-vous être régulièrement tenu informé des activités du Bureau méditerranéen?

Oui ☐  Non ☑

A.19 Si oui, comment préféritez-vous recevoir cette information sur nos activités?

Par le site Web ☐  Courriel ☐  Poste ☐  Télécopie ☑

A.20 Quelles autres activités de communication aimeriez-vous que le Bureau méditerranéen exécute? Veuillez expliquer :

_______________________________________________________________________________  
_______________________________________________________________________________  
_______________________________________________________________________________

A.21 Quelle est l’importance de la diffusion d’information pour votre organisme?

Pas important ☐  Plus ou moins important ☐  Important ☐  Très important ☐  Ne sais pas ☐

A.22 Avez-vous une personne responsable des communications dans votre organisme?

Oui ☐  Non ☑

A.23 Si oui, veuillez nous fournir ses coordonnées.

_______________________________________________________________________________  
_______________________________________________________________________________
A.24 Veuillez nous donner vos suggestions/recommandations pour améliorer le système de communication du centre UICNMED.

_______________________________________________________________________________
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Observations générales
A.25 Y a-t-il d’autres commentaires quelconques que vous aimeriez exprimer?

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Merci pour votre coopération.
Member Questionnaire – Spanish

Como parte del ciclo regular de análisis, la Unión Internacional para la Conservación de la Naturaleza y de los Recursos Naturales (UICN) está realizando una Revisión Estratégica de su Centro para la Cooperación Mediterránea. Por disposición del Director del Programa Global de la UICN y a solicitud del Director del Centro para la Cooperación Mediterránea, el propósito de la Revisión Estratégica es analizar la relevancia (pertinencia) y efectividad de la dirección estratégica del Programa Mediterráneo e identificar los aspectos que necesitan ser mejorados en la próxima etapa de su desarrollo. Esta Revisión está dirigida por Marie-Helene Adrien, del Grupo Gerencial Universalia (UMG por sus siglas en Inglés), contando con el apoyo de la Oficina de Monitoreo y Evaluación de la UICN.

Las opiniones y puntos de vista de los miembros de la UICN son muy importantes para el futuro desarrollo e implementación del Programa Mediterráneo. Por lo tanto, solicitamos comedidamente que cada miembro que se encuentre localizado en la eco-región del Mediterráneo, dedique unos 20 minutos para completar el siguiente cuestionario. Sus respuestas se mantendrán en forma absolutamente confidencial y serán leídas y analizadas únicamente por los consultores-evaluadores. Se presentarán en el Informe de esta Revisión solamente los datos e información agregada obtenida de todos los cuestionarios.

Usted puede completar el formulario, ingresando a la página Web-link; en caso de que no pueda acceder a este sitio, puede completar el formulario en forma escrita y enviarlo por fax al # 1-514-485-3210 (America del Norte). Atención: Srita. Anne-Véronique Bouthillier, hasta el 18 de Junio del 2004.

Si tiene alguna pregunta respecto a la Revisión Estratégica en general ó al presente cuestionario, favor contactarse con Marie-Helene Adrien, líder del equipo, a la siguiente dirección electrónica: mhadrien@universalia.com

Gracias por su valiosa contribución al presente trabajo.

1. Identificación

1.1 Nombre (opcional)

1.2 Cargo o puesto ________________________________________________

1.3 Organización ________________________________________________

1.4 Región según Estatutos de la UICN

- Europa
- Asia Occidental
- África

1.5 Su información para contactarlo (teléfono, correo electrónico, fax) __________________________

______________________________________________________________________________
### 2. **Familiaridad con las áreas temáticas de trabajo**

¿En qué medida está usted familiarizado con las siguientes áreas temáticas de trabajo del Centro para la Cooperación Mediterránea de la UICN?

<table>
<thead>
<tr>
<th>Área temática</th>
<th>Nada familiarizado</th>
<th>Algo familiarizado</th>
<th>Familiarizado</th>
<th>Muy familiarizado</th>
<th>No conoce</th>
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</thead>
<tbody>
<tr>
<td>2.1 Áreas protegidas</td>
<td>☐</td>
<td>☐</td>
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<td>☐</td>
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<tr>
<td>2.2 Conservación marina (incluyendo pesca)</td>
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<td>☐</td>
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<td>2.3 Agua y humedales</td>
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<td>2.4 Tierras áridas, bosques y gestión de los ecosistemas</td>
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<td>2.5 Conservación de las especies</td>
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<td>2.6 Cambio climático</td>
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<tr>
<td>2.7 Acuerdos legales y convenciones</td>
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</tbody>
</table>

¿En qué medida está usted familiarizado con el trabajo de las Comisiones de la UICN en la eco-región del Mediterráneo?

<table>
<thead>
<tr>
<th>Comisión</th>
<th>Nada familiarizado</th>
<th>Algo familiarizado</th>
<th>Familiarizado</th>
<th>Muy familiarizado</th>
<th>No conoce</th>
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<tr>
<td>2.8 La Comisión de Gestión del Ecosistema (CEM – siglas en Inglés)</td>
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<td>2.9 La Comisión de Educación y Comunicación (CEC – siglas en Inglés)</td>
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<td>2.10 La Comisión de Leyes Ambientales (CEL – siglas en Inglés)</td>
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<td>2.11 La Comisión de Supervivencia de las Especies (SSC – siglas en Inglés)</td>
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<tr>
<td>2.12 La Comisión Mundial de Áreas Protegidas (WCPA – siglas en Inglés)</td>
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</table>
### 3. Relevancia (pertinencia) para los miembros, tendencias actuales y temas

¿Qué tan relevantes son las siguientes áreas temáticas **para el trabajo de su organización**?

<table>
<thead>
<tr>
<th>Área</th>
<th>Nada relevante</th>
<th>Algo relevante</th>
<th>Relevante</th>
<th>Muy relevante</th>
<th>No conoce</th>
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<td>3.1 Áreas protegidas</td>
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<td>3.4 Tierras áridas, bosques y gestión de los ecosistemas</td>
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<td>3.5 Conservación de las especies</td>
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<td>3.7 Acuerdos legales y convenciones</td>
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¿Qué tan relevantes son las siguientes áreas, **para los temas de conservación y tendencias** de la eco-región Mediterránea?

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<thead>
<tr>
<th>Área</th>
<th>Nada relevante</th>
<th>Algo relevante</th>
<th>Relevante</th>
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<td>3.12 Conservación de las especies</td>
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<td>3.13 Cambio climático</td>
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<td>3.14 Acuerdos legales y convenciones</td>
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</table>
¿Qué tan relevantes son las siguientes áreas, para los temas de desarrollo sustentable y tendencias de la eco-región Mediterránea?

<table>
<thead>
<tr>
<th>Área</th>
<th>Nada relevante</th>
<th>Algo relevante</th>
<th>Relevantes</th>
<th>Muy relevante</th>
<th>No conoce</th>
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<td>3.15 Áreas protegidas</td>
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<td>3.16 Conservación marina (incluyendo pesca)</td>
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<td>3.17 Agua y humedales</td>
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<td>3.18 Tierras áridas, bosques y gestión de los ecosistemas</td>
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<td>3.21 Acuerdos legales y convenciones</td>
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3.22 ¿Qué tan compatible es el trabajo del Centro para la Cooperación Mediterránea con el trabajo del Programa Regional de la UICN para Europa?

<table>
<thead>
<tr>
<th></th>
<th>Nada compatible</th>
<th>Algo compatible</th>
<th>Compatible</th>
<th>Muy compatible</th>
<th>No conoce</th>
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</thead>
</table>

3.23 ¿Qué tan compatible es el trabajo del Programa del Mediterráneo con el trabajo del Programa Regional de la UICN para el Asia Occidental, África del Norte, Medio Oriente (Wescana)?

|  | Nada compatible | Algo compatible | Compatible | Muy compatible | No conoce |
3.24 ¿Existen temas emergentes relacionados con la conservación y el desarrollo sustentable, que el Centro para la Cooperación Mediterránea de la UICN, debe atender o tratar durante la siguiente etapa de su desarrollo?

<table>
<thead>
<tr>
<th>Si</th>
<th>No</th>
<th>No conoce</th>
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Por favor haga una lista de estos temas:

_______________________________________________________________________________
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4. **Mandato, Visión y Liderazgo**

4.1 ¿En su opinión, está claro el **mandato** del Centro para la Cooperación Mediterránea de la UICN?

<table>
<thead>
<tr>
<th>No está claro</th>
<th>Está algo claro</th>
<th>Está claro</th>
<th>Está muy claro</th>
<th>No conoce</th>
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4.2 ¿Es el Centro para la Cooperación Mediterránea de la UICN **líder en temas de conservación** en la eco-región Mediterránea?

<table>
<thead>
<tr>
<th>No</th>
<th>Algo</th>
<th>Medianamente</th>
<th>Mucho</th>
<th>No conoce</th>
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4.3 Señale las razones por las cuales usted llega a esta conclusión. De ser posible por favor dé ejemplos:

_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________
¿Considera usted que el trabajo temático realizado hasta ahora por el Centro para la Cooperación Mediterránea de la UICN es innovador?

<table>
<thead>
<tr>
<th>Área</th>
<th>Nada innovador</th>
<th>Algo innovador</th>
<th>Innovador</th>
<th>Muy innovador</th>
<th>No conoce</th>
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<td>4.4 Áreas protegidas</td>
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<td>4.5 Conservación marina</td>
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<td>4.6 Agua y humedales</td>
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<td>4.7 Tierras áridas, bosques</td>
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<td>y gestión de los ecosistemas</td>
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<td>4.8 Conservación de las especies</td>
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<td>4.9 Cambio climático</td>
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<td>4.10 Acuerdos legales y</td>
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</table>

Señale las razones por las cuales usted llega a esta conclusión. De ser posible, por favor dé ejemplos:

_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

4.11 ¿Es el Centro para la Cooperación Mediterránea de la UICN efectivo en estimular el interés de sus miembros para que apoyen el cumplimiento de la Misión de la UICN en la eco-región Mediterránea?

<table>
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<tr>
<th>Área</th>
<th>Nada efectivo</th>
<th>Algo efectivo</th>
<th>Efectivo</th>
<th>Muy efectivo</th>
<th>No conoce</th>
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<td>4.4 Áreas protegidas</td>
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</table>
5. **Efectividad de la Programación**

¿Cómo calificaría la _calidad_ del trabajo temático realizado hasta ahora por el Centro para la Cooperación Mediterránea de la UICN?

<table>
<thead>
<tr>
<th>Área</th>
<th>No buena</th>
<th>Algo buena</th>
<th>Buena</th>
<th>Muy Buena</th>
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<tbody>
<tr>
<td>5.1 Áreas protegidas</td>
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<td>5.2 Conservación marina (incluyendo pesca)</td>
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<td>5.7 Acuerdos legales y convenciones</td>
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5.8 Por favor, escriba algunos ejemplos:

___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________

6. **Gerencia y Gobernabilidad del Centro para la Cooperación Mediterránea de la UICN**

6.1 ¿En qué medida, los niveles gerenciales del Centro para la Cooperación Mediterránea de la UICN son _efectivos_ en brindar apoyo para que un programa sea exitoso?

<table>
<thead>
<tr>
<th>Nada efectivo</th>
<th>Algo efectivo</th>
<th>Efectivo</th>
<th>Muy efectivo</th>
<th>No conoce</th>
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6.2 Señale las razones por las cuales usted llega a esta conclusión. Sus comentarios por favor:

_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________
6.3 ¿Está usted enterado del mecanismo informal de gobierno que utiliza el Centro y que consiste en mantener una reunión anual de los Presidentes de los Comités Nacionales de la UICN?  

<table>
<thead>
<tr>
<th></th>
<th>Sí</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
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</table>

Por favor anote sus comentarios:
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

6.4 ¿Considera que sus puntos de vista están efectivamente representados a través de este mecanismo informal de gobierno?  

<table>
<thead>
<tr>
<th></th>
<th>No están representados</th>
<th>Están algo representados</th>
<th>Están representados medianamente</th>
<th>Están muy representados</th>
<th>No conoce</th>
</tr>
</thead>
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</table>

6.5 Señale las razones por las cuales usted llega a esta conclusión. Sus comentarios por favor:
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

7. **Conclusión**

7.1 Por favor describa tres factores críticos de éxito necesarios para el desarrollo futuro del Centro para la Cooperación Mediterránea de la UICN.

Favor haga una lista de ellos:
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________
7.2 ¿En su opinión, cuáles son las principales fortalezas del Centro para la Cooperación Mediterránea de la UICN?

___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________

7.3 ¿Qué sugerencias podría usted ofrecer para mejorar el desempeño del Centro para la Cooperación Mediterránea de la UICN?

___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________

7.4 ¿De qué manera usted, en su calidad de miembro de la UICN, podría contribuir para que la Unión cumpla en mejor forma su Misión en la eco-región del Mediterráneo?

___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________
ANEXO 1: Sus opiniones acerca de los Servicios de Comunicación del Centro Mediterráneo

Además de las preguntas relacionadas con la relevancia (pertinencia) y desempeño del Centro para la Cooperación Mediterránea de la UICN, al Centro le gustaría conocer su opinión sobre la idoneidad y utilidad del trabajo que éste realiza en el área de las comunicaciones. La difusión de la información es un aspecto clave contemplado en el mandato del Centro para la Cooperación Mediterránea de la UICN, por lo que sus puntos de vista, sin duda, contribuirán al mejoramiento de su trabajo en esta área.

A.1 ¿Cómo calificaría usted la imagen de la Oficina Mediterránea de la UICN?

<table>
<thead>
<tr>
<th>Pobre</th>
<th>Regular</th>
<th>Buena</th>
<th>Muy buena</th>
<th>Excelente</th>
<th>No conoce</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

A.2 Señale las razones por las cuales usted llega a esta conclusión Favor explique: ______________

A.3 ¿Con qué frecuencia utiliza usted el Internet/ herramientas electrónicas en su trabajo?

<table>
<thead>
<tr>
<th>Nunca</th>
<th>Mensualmente</th>
<th>Semanalmente</th>
<th>Dos veces por semana</th>
<th>Diariamente</th>
<th>Cada hora</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

A.4 ¿Con qué frecuencia visita usted el sitio Web Mediterráneo de la UICN?

<table>
<thead>
<tr>
<th>Nunca</th>
<th>Mensualmente</th>
<th>Semanalmente</th>
<th>Dos veces por semana</th>
<th>Diariamente</th>
<th>Cada hora</th>
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</thead>
<tbody>
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</tbody>
</table>

A.5 ¿Recibe usted nuestro boletín electrónico ‘Noticias-flash Mediterráneas’?

<table>
<thead>
<tr>
<th>Si</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>

A.6 ¿Si su respuesta es negativa, le gustaría recibirlo? Por favor indíquenos su dirección electrónica.
A.7 ¿Si su respuesta es positiva, qué tan útil para su trabajo es la información contenida en el boletín electrónico?

<table>
<thead>
<tr>
<th>No es útil</th>
<th>Es algo útil</th>
<th>Es útil</th>
<th>Es muy útil</th>
<th>No conoce</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

A.8 ¿Distribuye usted el boletín electrónico entre sus colegas?

<table>
<thead>
<tr>
<th>Si</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

A.9 ¿Ha recibido usted algún producto /publicación de la UICN MED? (Ej.: CDROM, informes anuales, etc.)

<table>
<thead>
<tr>
<th>Si</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

A.10 ¿Si su respuesta es positiva, son estas publicaciones útiles para su trabajo?

<table>
<thead>
<tr>
<th>No son útiles</th>
<th>Son algo útiles</th>
<th>Son útiles</th>
<th>Son muy útiles</th>
<th>No conoce</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

A.11 ¿Qué usos específicos da usted a estos productos? Favor señale algunos ejemplos

_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

A.12 ¿Está usted satisfecho con la información proporcionada en el sitio Web Mediterráneo?

<table>
<thead>
<tr>
<th>Insatisfecho</th>
<th>Algo satisfecho</th>
<th>Satisfecho</th>
<th>Muy satisfecho</th>
<th>No conoce</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

A.13 Señale las razones por las cuales usted llega a esta conclusión. Favor indique sus comentarios:

_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

A.14 ¿Le gustaría a usted contribuir de alguna forma con nuestras actividades de información?

<table>
<thead>
<tr>
<th>Si</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</tbody>
</table>
A.15 Si su respuesta es positiva, favor presente ejemplos de cómo podría ser su contribución ________________

_______________________________________________________________________________

_______________________________________________________________________________

A.16 ¿En su trabajo, utiliza usted los documentos de la UICN?

No  Algo  Bastante

☐  ☐  ☐

A.17 Si su respuesta es positiva, favor indique los documentos que utiliza: __________________

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

A.18 ¿Le gustaría a usted estar periódicamente actualizado sobre la información relativa a las actividades dirigidas y realizadas por la Oficina Mediterránea?

Si  ☐  No  ☐

A.19 ¿Si su respuesta es positiva, a través de que medio le gustaría recibir la información sobre nuestras actividades?

Sitio Web  Correo electrónico  Correo Postal  Fax

☐  ☐  ☐  ☐

A.20 Existen otras actividades de comunicación que quisiera ver y que a usted le gustaría sean desarrolladas por la Oficina Mediterránea. Favor explique:

_______________________________________________________________________________

_______________________________________________________________________________

A.21 ¿En qué medida es importante para su organización la difusión de la información?

No es importante  Es algo importante  Importante  Muy importante  No conoce

☐  ☐  ☐  ☐  ☐

A.22 ¿Existe en su organización una persona encargada de las comunicaciones?

Si  ☐  No  ☐
A.23 Si su respuesta es positiva, favor proporcione los datos para poder contactarnos con esta persona

_______________________________________________________________________________

_______________________________________________________________________________

A.24 Por favor escriba a continuación sus sugerencias /recomendaciones que usted considere importantes para mejorar el Sistema de Comunicaciones del Centro UICN MED

_______________________________________________________________________________

_______________________________________________________________________________

Comentarios generales

A.25 ¿Existen otros comentarios que a usted le gustaría añadir?

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

Gracias por su colaboración.
Staff Questionnaire

As part of a regular cycle of review, IUCN is undertaking a Strategic Review of its Centre for Mediterranean Cooperation. Commissioned by the IUCN Director of Global Programme at the request of the Director of the Centre for Mediterranean Cooperation, the purpose of the review is to assess the relevance and effectiveness of the strategic direction of the Mediterranean Programme and to identify improvements needed for the next stage of its development. The Review is being led by Marie Helene Adrien of Universalia Management Group with support from the IUCN Monitoring and Evaluation Office.

The views of the IUCN Centre for Mediterranean Cooperation personnel are essential to the future development of the Mediterranean Programme. Accordingly we are kindly asking you to take about 15 minutes to complete the following questionnaire. Your responses will be kept strictly confidential and will be seen only by the consultant evaluators. Only aggregated data from all the questionnaires will be presented in the Review report.

You may either fill out the questionnaire electronically and return by email at avbouthillier@universalia.com, or complete it in written form and fax it to 00-1-514-485-3210 (North America) to the attention of Ms. Anne-Véronique Bouthillier by June 14th, 2004.

If you have any questions concerning the Review or this questionnaire please contact the team leader, Marie-Hélène Adrien, at mhadrien@universalia.com

Thank you for your valuable contribution to this review.

1. **Introduction (optional)**

1.1 Name __________________________________________________________________________

1.2 Function in the IUCN Centre for Mediterranean Cooperation ______________________________

2. **Mission and Mandate, Relevance**

To what extent do you agree with the following statements?

<table>
<thead>
<tr>
<th>2.1 The mission of the IUCN Centre for Mediterranean Cooperation is clear to me.</th>
<th>Fully agree</th>
<th>Agree</th>
<th>Somewhat</th>
<th>Disagree</th>
<th>Do not know/not applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2 My role and responsibilities support the mandate of the IUCN Centre for Mediterranean Cooperation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3 The IUCN Centre for Mediterranean Cooperation does innovative work.</td>
<td></td>
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</tbody>
</table>

2.4 Please comment on question 2.3.

________________________________________________________________________________________________________________________________________

________________________________________________________________________________________________________________________________________

________________________________________________________________________________________________________________________________________
2.5 The thematic work of the IUCN Centre for Mediterranean Cooperation is relevant to the conservation issues and trends of the Mediterranean eco-region.

<table>
<thead>
<tr>
<th>Fully agree</th>
<th>Agree</th>
<th>Somewhat</th>
<th>Disagree</th>
<th>Do not know/not applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</tbody>
</table>

2.6 Please comment on question 2.5.

_______________________________________________________________________________
_______________________________________________________________________________
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_______________________________________________________________________________

2.7 The thematic work of the IUCN Centre for Mediterranean Cooperation is relevant to the sustainable development issues and trends of the Mediterranean eco-region.

<table>
<thead>
<tr>
<th>Fully agree</th>
<th>Agree</th>
<th>Somewhat</th>
<th>Disagree</th>
<th>Do not know/not applicable</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

2.8 Please comment on question 2.7.

_______________________________________________________________________________
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2.9 The IUCN Centre for Mediterranean Cooperation has fully taken advantage of the IUCN networks in developing and supporting its own regional programme.

<table>
<thead>
<tr>
<th>Fully agree</th>
<th>Agree</th>
<th>Somewhat</th>
<th>Disagree</th>
<th>Do not know/not applicable</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

2.10 Please comment on question 2.9.

_______________________________________________________________________________
_______________________________________________________________________________
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### 3. **Management**

To what extent do you agree with the following statements?

<table>
<thead>
<tr>
<th></th>
<th>Fully agree</th>
<th>Agree</th>
<th>Somewhat</th>
<th>Disagree</th>
<th>Do not know/not applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 The IUCN Mediterranean Office is well managed.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3.2 The work culture in the IUCN Centre for Mediterranean Cooperation is conducive to doing good work.</td>
<td></td>
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</tr>
<tr>
<td>3.3 The IUCN Centre for Mediterranean Cooperation has adequate systems to manage its programmes and activities (planning, monitoring, evaluating).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>3.4 The IUCN Centre for Mediterranean Cooperation has adequate financial management systems (budgeting, accounting; reporting).</td>
<td></td>
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<tr>
<td>3.5 The human resources policies of the IUCN Centre for Mediterranean Cooperation are satisfactory (recruitment, career development, compensation).</td>
<td></td>
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</tr>
<tr>
<td>3.6 There are appropriate mechanisms in place to solve personnel and/or professional problems.</td>
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<tr>
<td>3.7 My workload is reasonable.</td>
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</tr>
<tr>
<td>3.8 My role and responsibilities are clearly defined.</td>
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</tr>
<tr>
<td>3.9 In the IUCN Centre for Mediterranean Cooperation we work well as a team.</td>
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</tr>
<tr>
<td>3.10 The structure of the IUCN Centre for Mediterranean Cooperation allows us to work efficiently.</td>
<td></td>
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</tr>
<tr>
<td>3.11 I am proud to work for the IUCN Centre for Mediterranean Cooperation.</td>
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</tr>
<tr>
<td>3.12 The IUCN Centre for Mediterranean Cooperation serves its members adequately.</td>
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</tbody>
</table>
3.13 Comments on any question related to section on Management

_______________________________________________________________________________
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3.14 Do you have suggestions to improve the performance of the IUCN Centre for Mediterranean Cooperation?

_______________________________________________________________________________
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Thank you for your collaboration.
Programme Manager Questionnaire

As part of a regular cycle of review, IUCN is undertaking a Strategic Review of its Centre for Mediterranean Cooperation. Commissioned by the IUCN Director of Global Programme at the request of the Director of the Centre for Mediterranean Cooperation, the purpose of the review is to assess the relevance and effectiveness of the strategic direction of the Mediterranean Programme and to identify improvements needed for the next stage of its development.

The Review is being led by Marie Helene Adrien of Universalia Management Group with support from the IUCN Monitoring and Evaluation Office.

The views of IUCN senior programme managers are important to the future development of the Mediterranean Programme. Accordingly we are asking you to take about 20 minutes to complete the following questionnaire. Your responses will be kept strictly confidential and will be seen only by the consultant evaluators. Only aggregated data from all the questionnaires will be presented in the Review report.

You may either fill out the questionnaire electronically and return by email at avbouthillier@universalia.com, or complete it in written form and fax it to 00-1-514-485-3210 (North America) to the attention of Ms. Anne-Véronique Bouthillier by June 18th, 2004.

If you have any questions concerning the Review or this questionnaire please contact the team leader, Marie-Hélène Adrien, at mhadrien@universalia.com or Nancy MacPherson in the IUCN M&E office.

Thank you for your valuable contribution to this review.

1. Introduction (optional)

1.1 Name __________________________________________________________________________

1.2 Region or Global Thematic Programme ______________________________________________

2. Mission and relevance

<table>
<thead>
<tr>
<th>To what extent are you familiar with the following areas of work of the IUCN Centre for Mediterranean Cooperation?</th>
<th>Not familiar</th>
<th>Somewhat familiar</th>
<th>Familiar</th>
<th>Very familiar</th>
<th>Do not know</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Protected areas</td>
<td>[ ]</td>
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</tr>
<tr>
<td>2.2 Marine conservation (including fisheries)</td>
<td>[ ]</td>
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<tr>
<td>2.3 Water and Wetlands</td>
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<tr>
<td>2.4 Drylands, forests and ecosystems</td>
<td>[ ]</td>
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<tr>
<td>2.5 Species conservation</td>
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<tr>
<td>2.6 Climate change</td>
<td>[ ]</td>
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</tr>
<tr>
<td>2.7 Legal agreements and conventions</td>
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</tr>
</tbody>
</table>
2.8 To what extent is the work and activities implemented by the IUCN Centre for Mediterranean Cooperation relevant to the conservation issues and trends of the Mediterranean eco-region?

<table>
<thead>
<tr>
<th>Not relevant</th>
<th>Somewhat relevant</th>
<th>Relevant</th>
<th>Very relevant</th>
<th>Do not know</th>
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<tbody>
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</tbody>
</table>

2.9 To what extent is the work and activities implemented by the IUCN Centre for Mediterranean Cooperation relevant to the sustainable development issues and trends of the Mediterranean eco-region?

<table>
<thead>
<tr>
<th>Not clear</th>
<th>Somewhat clear</th>
<th>Clear</th>
<th>Very clear</th>
<th>Do not know</th>
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</table>

2.10 To what extent is the mandate of the IUCN Centre for Mediterranean Cooperation clear to you?

<table>
<thead>
<tr>
<th>Not clear</th>
<th>Somewhat clear</th>
<th>Clear</th>
<th>Very clear</th>
<th>Do not know</th>
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</table>

To what extent are the following thematic programme areas of the IUCN Centre for Mediterranean Cooperation relevant to the work of your component programme?

<table>
<thead>
<tr>
<th>Not relevant</th>
<th>Somewhat relevant</th>
<th>Relevant</th>
<th>Very relevant</th>
<th>Do not know</th>
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<tbody>
<tr>
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2.11 Protected areas

<table>
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<tr>
<th>Not adequately</th>
<th>Somewhat adequately</th>
<th>Adequately</th>
<th>Very adequately</th>
<th>Not applicable</th>
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2.12 Marine conservation (including fisheries)

<table>
<thead>
<tr>
<th>Not adequately</th>
<th>Somewhat adequately</th>
<th>Adequately</th>
<th>Very adequately</th>
<th>Not applicable</th>
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2.13 Water and Wetlands

<table>
<thead>
<tr>
<th>Not adequately</th>
<th>Somewhat adequately</th>
<th>Adequately</th>
<th>Very adequately</th>
<th>Not applicable</th>
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<tbody>
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</table>

2.14 Drylands, forests and ecosystems

<table>
<thead>
<tr>
<th>Not adequately</th>
<th>Somewhat adequately</th>
<th>Adequately</th>
<th>Very adequately</th>
<th>Not applicable</th>
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</table>

2.15 Species conservation

<table>
<thead>
<tr>
<th>Not adequately</th>
<th>Somewhat adequately</th>
<th>Adequately</th>
<th>Very adequately</th>
<th>Not applicable</th>
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<tbody>
<tr>
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</tbody>
</table>

2.16 Climate change

<table>
<thead>
<tr>
<th>Not adequately</th>
<th>Somewhat adequately</th>
<th>Adequately</th>
<th>Very adequately</th>
<th>Not applicable</th>
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</table>

2.17 Legal agreements and conventions

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<thead>
<tr>
<th>Not adequately</th>
<th>Somewhat adequately</th>
<th>Adequately</th>
<th>Very adequately</th>
<th>Not applicable</th>
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</thead>
<tbody>
<tr>
<td></td>
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2.18 To what extent does the IUCN Centre for Mediterranean Cooperation adequately serve the programmatic needs of the Mediterranean portion of your statutory region?

<table>
<thead>
<tr>
<th>Not adequately</th>
<th>Somewhat adequately</th>
<th>Adequately</th>
<th>Very adequately</th>
<th>Not applicable</th>
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</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>
2.19 Are there emerging conservation and sustainable development issues that the IUCN Centre for Mediterranean Cooperation should address in its next stage of development?

- Yes
- No

If so, please list them

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2.20 Comments on the mission and the relevance of the IUCN Centre for Mediterranean Cooperation.

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3. **Effectiveness in the first phase of programme development**

<table>
<thead>
<tr>
<th>3.1</th>
<th>To what extent has the IUCN Centre for Mediterranean Cooperation been effective in playing a facilitating and convening role in developing its programme?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not effective</td>
<td>Somewhat effective</td>
</tr>
<tr>
<td>☐</td>
<td>☐</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>3.2</th>
<th>How well has the IUCN Centre for Mediterranean Cooperation linked its result with the IUCN Intersessional Programmes (both 2001-2004 and 2005-2008)?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not well</td>
<td>Somewhat well</td>
</tr>
<tr>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>
3.3 To what extent has the IUCN Centre for Mediterranean Cooperation developed strong North-South linkages and regional equity in the first phase of its programme development?

3.4 To what extent has the IUCN Centre for Mediterranean Cooperation ensured that a Mediterranean voice is heard in global processes in which IUCN is already active?

3.5 To what extent has the IUCN Centre for Mediterranean Cooperation initiated the process of testing, assessing and where appropriate modifying agreed global guidelines for practical implementation in the region?

To what extent has the IUCN Centre for Mediterranean Cooperation initiated programme activities jointly with?

3.6 Members

3.7 Commissions

3.8 Partners

3.9 How would you rate the quality of the thematic Programme activities with which you are familiar?

3.10 Please provide examples.
3.11 If not, why not?

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3.12 To what extent are the thematic Programme activities with which you are familiar positioned to address key strategic issues in the Mediterranean eco-region? (Strategic direction, coherence)

<table>
<thead>
<tr>
<th>Not positioned</th>
<th>Somewhat positioned</th>
<th>Positioned</th>
<th>Well positioned</th>
<th>Do not know</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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</tbody>
</table>

3.13 To what extent do the thematic Programme activities with which you are familiar represent state of the art thinking?

<table>
<thead>
<tr>
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<th>Not very much</th>
<th>Somewhat</th>
<th>Very much</th>
<th>Do not know</th>
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<td>☐</td>
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</tbody>
</table>

3.14 To what extent is the work and activities implemented by the IUCN Centre for Mediterranean Cooperation innovative?

<table>
<thead>
<tr>
<th>Not innovative</th>
<th>Somewhat innovative</th>
<th>Innovative</th>
<th>Very innovative</th>
<th>Do not know</th>
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</table>

3.15 Comments on the effectiveness of the first phase of development of the IUCN Centre for Mediterranean Cooperation.

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## 4. Management, Leadership and Structure of the IUCN Centre for Mediterranean Cooperation

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<tr>
<th>Question</th>
<th>Rating Options</th>
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<tbody>
<tr>
<td>4.1 To what extent is the IUCN Centre for Mediterranean Cooperation a leader in conservation issues in the Mediterranean?</td>
<td>Not at all</td>
</tr>
<tr>
<td>4.2 To what extent is the IUCN Centre for Mediterranean Cooperation a leader in IUCN’s overall programming and organizational development?</td>
<td>Not at all</td>
</tr>
<tr>
<td>4.3 To what extent is the organizational structure of the IUCN Centre for Mediterranean Cooperation effective in supporting the delivery of a successful programme for the Mediterranean?</td>
<td>Not effective</td>
</tr>
<tr>
<td>4.4 To what extent is the management of the IUCN Centre for Mediterranean Cooperation effective in supporting the delivery of a successful programme for the Mediterranean?</td>
<td>Not adequate</td>
</tr>
<tr>
<td>4.5 To what extent is the coordination between your office and the IUCN Centre for Mediterranean Cooperation adequate?</td>
<td>Not well served</td>
</tr>
<tr>
<td>4.6 To what extent is the communication between your office and the IUCN Centre for Mediterranean Cooperation adequate?</td>
<td>Not well served</td>
</tr>
<tr>
<td>4.7 To what extent are the members of the Mediterranean portion of your statutory region well served by the IUCN Centre for</td>
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4.8 Comments on structure and management

<table>
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<tr>
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<tr>
<td>Somewhat well served</td>
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<tr>
<td>Well served</td>
</tr>
<tr>
<td>Very well served</td>
</tr>
<tr>
<td>Not applicable</td>
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</tbody>
</table>

5. **Conclusion**

5.1 Please describe three critical success factors necessary for the future development of the IUCN Centre for Mediterranean Cooperation.

5.2 In your opinion what are the major strengths of the IUCN Centre for Mediterranean Cooperation?

5.3 What suggestions might you offer to improve the performance of the IUCN Centre for Mediterranean Cooperation?
5.4 Additional Comments.

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Thank you for your collaboration.
Appendix III  Interview Protocols

Interview with Donors

Introduction

• Purpose of the interview
• Confidentiality
• Duration

Key questions

1) To what extent are you familiar with the activities of the IUCN Centre for Mediterranean Cooperation? What is your present level of funding of the IUCN Centre for Mediterranean Cooperation?

2) Does your agency have specific expectations of the IUCN Centre for Mediterranean Cooperation? Have these been met?

3) To what extent does the IUCN Centre for Mediterranean Cooperation address priority environmental issues for your organization?

4) Are these priorities changing? How and why?

5) What value does the IUCN Centre for Mediterranean Cooperation add to your agency’s program of work in the region?

6) To what extent does the IUCN Centre for Mediterranean Cooperation address priority conservation – development needs of the Mediterranean eco-region?

7) Does the IUCN Centre for Mediterranean Cooperation foster cooperation in the Mediterranean region? How?

8) Does the IUCN Centre for Mediterranean Cooperation foster North – South cooperation and exchange - or visibility for Mediterranean organizations in North – South activities? (somewhere in my notes I had these two things as expectations of donors – they might be two questions though)

9) The IUCN Centre for Mediterranean Cooperation has been in operation for three years. Please comment on the following:

  – The timeliness and efficiency of establishing the office
  – The establishment of the Office (is this not the same thing - setting up of the office?)
  – The strategic vision and direction of the programme of the Centre
  – The Centre’s ability to report on its progress
  – The Center’s responsiveness to the requests of your agency (your requests)
  – Programme management (planning, reporting on activities – same as reporting?)
  – Public relations – constituency building - outreach among Mediterranean agencies, organizations
  – Leadership of the IUCN Centre for Mediterranean Cooperation

10) Are you getting good value for your financial support to the IUCN Centre for Mediterranean Cooperation?

11) Based on what you have seen so far, would you continue to invest in the IUCN Mediterranean Centre?
12) What are the major strengths of the IUCN Centre for Mediterranean Cooperation? What are its major weaknesses?

13) In your view what are the three most important success factors for the future development of the Centre?

14) Are there any additional comments on the IUCN Mediterranean Centre that you would like to share with me?

Thank you for your time and collaboration.
Interview Outline for Thematic Experts

Purpose and scope of the interview

- IUCN is undertaking a Strategic Review of the IUCN Centre for Mediterranean Cooperation as part of its regular cycle of reviews. The Review is taking place between June – August, led by Marie Helene Adrien of Universalia Management Group. The Review report will be finalized in September and publicly available on the IUCN Evaluation Website shortly after.

- The purpose of the review is to assess the relevance and effectiveness of the strategic direction of the Mediterranean Programme and to identify improvements needed for the next stage of its development.

- We are seeking input to the Review from members, partners, donors, Regional Councillors and thematic technical experts.

- As a thematic expert your views are particularly important for the future development of the Mediterranean Programme and we are grateful to you for taking the time for this interview.

Confidentiality

Your responses will be kept strictly confidential and only aggregated data from all the interviews and questionnaires will be presented in the Review report.

Duration of the interview

I have 12 major questions to ask you, and I anticipate the interview to take around 45 minutes to complete, depending on your familiarity with the Mediterranean Programme.

Key questions

Please describe the nature of your technical involvement with the Mediterranean Programme.

- Please identify the thematic area in which you have been involved, and any specific products delivered by the Mediterranean Programme.

- Your role – such as: technical assistance, project work, product (book, research), advisor, other?

- Your level of involvement – a lot, medium, a little.

Present performance of the thematic area

1) To what extent is the thematic work (water, species, etc) relevant to the key conservation issues facing the Mediterranean eco-region? What leads you to your conclusion?

2) To what extent is it relevant to the key sustainable development issues facing the Mediterranean eco-region? What leads you to your conclusion?

3) To what extent does the work have a clear long term vision beyond the immediate work? (Is the vision clear, data based, linked to key issues?) What leads you to your conclusion?

4) To what extent is this work the appropriate niche and comparative advantage for IUCN in the Mediterranean eco-region? Are there others better suited to do this work? What leads you to your conclusion?

5) To what extent is the work strategic in addressing the key issues and trends in the Mediterranean eco-region? What leads you to your conclusion?

6) To what extent is the thematic work (products, services) of high quality in terms of technical standards – globally, regionally? What leads you to your conclusion?
7) To what extent is the work implemented effectively by the Mediterranean office thematic staff (and partners if applicable)? (Is it well organized, delivered on time, with credibility, according to the expected results, objectives)

8) Are there major gaps in the work so far in terms of thematic and geographic coverage, partnerships - collaboration? (major issues not covered, geographic areas not served, collaboration issues). If so please describe the gaps.

Future development of the Programme in this thematic area

1) Are there emerging issues that the Mediterranean Programme should address in its next stage of development?

2) Are there areas of strategic collaboration that you would recommend the Programme explore in its next phase of development?

3) Do you have any suggestions for the management and leadership of this area of work in the future?

4) What would you suggest are the major success factors for the future development of the Programme in this thematic area? What does it need to do to succeed

5) Are there any other suggestions you would like to make for the future development of this thematic area in the future?

Thank you very much for your time. Your input to the Review is greatly appreciated.
## Appendix IV Document Review

### Document List

<table>
<thead>
<tr>
<th>Code</th>
<th>Source</th>
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<tbody>
<tr>
<td></td>
<td>Annual Report. IUCN Centre for Mediterranean Cooperation. 2002</td>
</tr>
<tr>
<td></td>
<td>Progress and Assessment Report Mediterranean Cooperation. IUCN Centre for Mediterranean Cooperation, Progress and Assessment Report. Draft 1, February 3, 2004</td>
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<tr>
<td></td>
<td>Progress and Assessment Report. IUCN Centre for Mediterranean Cooperation. Draft 5 February 2002</td>
</tr>
<tr>
<td></td>
<td>Survey Results* Quadrennial Results. IUCN Survey. 2003</td>
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<tr>
<td></td>
<td>IUCN Vision, Underlying Logic, Goals Center for Mediterranean Cooperation. IUCN, Gland, Switzerland and Cambridge, UK. 2004</td>
</tr>
<tr>
<td></td>
<td>Centre for Mediterranean Cooperation., Quadrennial Results, 2001-2004</td>
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Appendix V  List of Participants Consulted

The lists below specify the names of participants who have been consulted for this review through interviews, questionnaires or direct participation at the 2-day thematic workshop, which took place in Malaga in July 2004.

### IUCN Councillors and Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Title / Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Puri Canals</td>
<td>IUCN Regional Councillor</td>
</tr>
<tr>
<td>Zohir Sekkal</td>
<td>IUCN Regional Councillor</td>
</tr>
<tr>
<td>Abdeliahadi Bennis</td>
<td>Ingenieur General Membre du Bureau Politique du Parti Environnement et Développement</td>
</tr>
<tr>
<td>Selma Zaiane</td>
<td>Tourisme &amp; Loisirs Gestion Du Patrimoine &amp; Eco-tourisme</td>
</tr>
<tr>
<td>Ali El Hili</td>
<td>Presidente, Association Les Amis des Oiseaux. Faculté des Sciences – Campus Universitaire</td>
</tr>
<tr>
<td>Jean Jalbert</td>
<td>Directeur General, Tour Du Valat Station Biologique</td>
</tr>
<tr>
<td>Hayat Dinia</td>
<td>Presidente, Le Feminin Pluriel</td>
</tr>
<tr>
<td>Marco Pagliani</td>
<td>Conservation Director, Mediterranean Programme Office</td>
</tr>
<tr>
<td>Giuliano Tallone</td>
<td>Presidente, Bird life International</td>
</tr>
<tr>
<td>Piero Genovesi</td>
<td>Biologo della Fauna Selvatica, Istituto Nazionale per la Fauna Selvatica</td>
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<tr>
<td>Xavier Monbailliu</td>
<td>Secretary-General Medmaravais</td>
</tr>
<tr>
<td>Andreina Zitelli</td>
<td>Associate Professor of Environmental Sciences, Iuav Universita Degli Studi Du – Planning Department Venice</td>
</tr>
<tr>
<td>Isabella Pratesi</td>
<td>Responsabile, Area Progetti, Fondo Mondiale per la Natura Onlus</td>
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### IUCN Secretariat and Commissions

<table>
<thead>
<tr>
<th>Name</th>
<th>Title / Position</th>
</tr>
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<tbody>
<tr>
<td>Achim Steiner</td>
<td>Director General</td>
</tr>
<tr>
<td>Bill Jackson</td>
<td>Director Global Programme</td>
</tr>
<tr>
<td>Line Hempel</td>
<td>Head of Budget</td>
</tr>
<tr>
<td>Kurt Jenni</td>
<td>Director Human Resources</td>
</tr>
<tr>
<td>Hilary M. Masundire</td>
<td>Chair, Commission Ecosystem Management</td>
</tr>
<tr>
<td>Tamas Marghescu</td>
<td>Regional Director, Central Europe Office</td>
</tr>
<tr>
<td>Sue Mainka</td>
<td>SSC Focal Point, Head Species Programme. IUCN Secretariat</td>
</tr>
<tr>
<td>Rafiq Mohammad</td>
<td>Head, Business and Biodiversity Programme</td>
</tr>
<tr>
<td>Martha Chouchena-Rojas</td>
<td>Head, Policy, Biodiversity and International Agreements Unit</td>
</tr>
<tr>
<td>Odeh Al-Jayousi</td>
<td>Head, West/Central Asia and North Africa</td>
</tr>
<tr>
<td>Jean-Yves Pirot</td>
<td>Head, Wetlands and Water Resources Programme</td>
</tr>
<tr>
<td>Hans Friedrich</td>
<td>Head, Conservation Finance and Donor Relations</td>
</tr>
<tr>
<td>Enrique Lahmann</td>
<td>Regional Director, MesoAmerica</td>
</tr>
<tr>
<td>Jeff McNeely</td>
<td>Chief Scientist</td>
</tr>
</tbody>
</table>
### Name | Title / Position
--- | ---
Sebastian Winkler | Senior Policy Officer
John Scanlon | CEL Commission Focal Point, and Head IUCN Environmental Law Programme, Environmental Law Centre
Jean-Christophe Vié | Deputy Coordinator, Species Programme, IUCN Secretariat
Carl Gustaf Lundin | Head, Marine Programme, IUCN Secretariat
Stewart Maginnis | Head, Forest Conservation Programme, IUCN Secretariat
Joshua Bishop | Senior Adviser, Economics, IUCN Secretariat
Pedro Rosabal | Programme Officer, Protected Areas Programme, IUCN Secretariat
Joachim Gratzfeld | Programme Officer, Ecosystem Management, IUCN Secretariat

### CMC Staff

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Jamie Skinner</td>
<td>Director, IUCN Centre for Mediterranean Cooperation</td>
</tr>
<tr>
<td>Isaac Jiménez</td>
<td>Finance and Administration Officer, IUCN Centre for Mediterranean Cooperation</td>
</tr>
<tr>
<td>Andrés Alcántara</td>
<td>Protected Areas Senior Officer, IUCN Centre for Mediterranean Cooperation</td>
</tr>
<tr>
<td>Lourdes Lázaro</td>
<td>Communication Officer, IUCN Centre for Mediterranean Cooperation</td>
</tr>
<tr>
<td>François Simard</td>
<td>Marine Coordinator, IUCN Centre for Mediterranean Cooperation</td>
</tr>
<tr>
<td>Claudiane Chevalier</td>
<td>Marine Lawyer, IUCN Centre for Mediterranean Cooperation</td>
</tr>
<tr>
<td>César Alcácer</td>
<td>Water Officer, IUCN Centre for Mediterranean Cooperation</td>
</tr>
<tr>
<td>Rami Abu Salman</td>
<td>Programme Coordinator, IUCN Centre for Mediterranean Cooperation</td>
</tr>
<tr>
<td>Virginia Tschopp</td>
<td>Programme Officer, IUCN Centre for Mediterranean Cooperation</td>
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<tr>
<td>Ameer Abdulla</td>
<td>Marine Officer, IUCN Centre for Mediterranean Cooperation</td>
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### Donors

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<tr>
<td>Joseph Ferré i Gavarró</td>
<td>Secretario Ejecutivo, Programa Azahar</td>
</tr>
<tr>
<td>Sr. Silva Lopez, Rafael</td>
<td>Director General, Dirección General de Planificación, Consejería de Medio Ambiente, Junta de Andalucía</td>
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<tr>
<td>John Bazill</td>
<td>DG Environment, European Commission</td>
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### Thematic Technical Experts

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<tr>
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<tbody>
<tr>
<td>Nora Berrahmoumi</td>
<td>Forest Thematic Area</td>
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<tr>
<td>Luc Dassonville</td>
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<td>Cristina Montiel Molina</td>
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<tr>
<td>Marco Pagliani</td>
<td>Forest Thematic Area</td>
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<tr>
<td>Aristotelis C. Papageorgiou,</td>
<td>Forest Thematic Area</td>
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<td>Mohammad Rafiq</td>
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<td>Carole Saint-Laurent</td>
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<td>Arthur Paterson,</td>
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<td>Chedly Raïs</td>
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<td>Elisa Amelin Vargas</td>
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</table>
Appendix VI  Questionnaire Results

Member Questionnaire

IUCN Statutory Region

- Europe: 64%
- West Asia: 18%
- Africa: 18%

# of respondents = 72
To what extent are you familiar with the following thematic areas of work of the IUCN Centre for Mediterranean Cooperation?

- Protected areas
- Marine conservation (including fisheries)
- Water and Wetlands
- Drylands, forests and ecosystems management
- Species conservation
- Climate change
- Legal agreements and conventions

# of respondents = 67

- Not familiar at all
- Somewhat familiar
- Familiar
- Very familiar
- Do not know

To what extent are you familiar with the work of the IUCN Commissions in the Mediterranean eco-region?

- The Commission on Ecosystem Management (CEM)
- The Commission on Education and Communication (CEC)
- The Commission on Environmental Law (CEL)
- The Species Survival Commission (SSC)
- The World Commission on Protected Areas (WCPA)

# of respondents = 67

- Not familiar at all
- Somewhat familiar
- Familiar
- Very familiar
- Do not know
How relevant are these thematic areas to the work of your organization?

- Protected areas
- Marine conservation (including fisheries)
- Water and wetlands
- Drylands, forests and ecosystems management
- Species conservation
- Climate change
- Legal agreements and conventions

# of respondents = 64

Not relevant at all | Somewhat relevant | Relevant | Very relevant | Do not know
---|---|---|---|---

How relevant are these thematic areas to the conservation issues and trends of the Mediterranean eco-region?

- Protected areas
- Marine conservation (including fisheries)
- Water and wetlands
- Drylands, forests and ecosystems management
- Species conservation
- Climate change
- Legal agreements and conventions

# of respondents = 65

Not relevant at all | Somewhat relevant | Relevant | Very relevant | Do not know
---|---|---|---|---
How relevant are these thematic areas to the sustainable development issues and trends of the Mediterranean eco-region?

- Protected areas: 63% Relevant, 28% Very relevant, 5% Somewhat relevant, 0% Not relevant at all
- Marine conservation (including fisheries): 75% Relevant, 20% Very relevant, 3% Somewhat relevant, 2% Not relevant at all
- Water and wetlands: 75% Relevant, 18% Very relevant, 3% Somewhat relevant, 2% Not relevant at all
- Drylands, forests and ecosystems management: 57% Relevant, 35% Very relevant, 3% Somewhat relevant, 2% Not relevant at all
- Species conservation: 49% Relevant, 38% Very relevant, 6% Somewhat relevant, 2% Not relevant at all
- Climate change: 55% Relevant, 32% Very relevant, 6% Somewhat relevant, 3% Not relevant at all
- Legal agreements and conventions: 57% Relevant, 31% Very relevant, 5% Somewhat relevant, 5% Not relevant at all

# of respondents = 65

How compatible is the work of the Centre for Mediterranean Cooperation with the work of the IUCN Regional Programme for Europe?

- Not compatible at all: 6%
- Somewhat compatible: 3%
- Compatible: 23%
- Very compatible: 29%
- Do not know: 38%

# of respondents = 65
How compatible is the work of the Mediterranean Programme with the work of the IUCN Regional Programme for West Asia, North Africa, Middle East (Wescana)?

<table>
<thead>
<tr>
<th>Compatibility Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not compatible at all</td>
<td>8%</td>
</tr>
<tr>
<td>Somewhat compatible</td>
<td>15%</td>
</tr>
<tr>
<td>Compatible</td>
<td>17%</td>
</tr>
<tr>
<td>Very compatible</td>
<td>26%</td>
</tr>
<tr>
<td>Do not know</td>
<td>34%</td>
</tr>
</tbody>
</table>

Number of respondents = 65

Are there emerging conservation and sustainable development issues that the IUCN Centre for Mediterranean Cooperation should address in its next stage of development?

<table>
<thead>
<tr>
<th>Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>52%</td>
</tr>
<tr>
<td>No</td>
<td>16%</td>
</tr>
<tr>
<td>Don't know</td>
<td>33%</td>
</tr>
</tbody>
</table>

Number of respondents = 64
In your opinion, how clear is the mandate of the IUCN Centre for Mediterranean Cooperation?

- Not clear: 18%
- Somewhat clear: 30%
- Clear: 32%
- Very clear: 12%
- Do not know: 9%

To what extent is the IUCN Centre for Mediterranean Cooperation a leader in conservation issues in the Mediterranean eco-region?

- Not at all: 11%
- Not very much: 12%
- Somewhat: 42%
- Very much: 19%
- Do not know: 16%
How innovative is the thematic work carried out so far by the IUCN Centre for Mediterranean Cooperation?

<table>
<thead>
<tr>
<th>Category</th>
<th>Not innovative at all</th>
<th>Somewhat innovative</th>
<th>Innovative</th>
<th>Very innovative</th>
<th>Do not know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protected areas</td>
<td>11%</td>
<td>11%</td>
<td>30%</td>
<td>14%</td>
<td>9%</td>
</tr>
<tr>
<td>Marine conservation (including fisheries)</td>
<td>11%</td>
<td>11%</td>
<td>30%</td>
<td>28%</td>
<td>9%</td>
</tr>
<tr>
<td>Water and wetlands</td>
<td>11%</td>
<td>11%</td>
<td>26%</td>
<td>25%</td>
<td>7%</td>
</tr>
<tr>
<td>Drylands, forests and ecosystems management</td>
<td>9%</td>
<td>9%</td>
<td>35%</td>
<td>40%</td>
<td>9%</td>
</tr>
<tr>
<td>Species conservation</td>
<td>9%</td>
<td>9%</td>
<td>40%</td>
<td>40%</td>
<td>9%</td>
</tr>
<tr>
<td>Climate change</td>
<td>9%</td>
<td>9%</td>
<td>23%</td>
<td>23%</td>
<td>54%</td>
</tr>
<tr>
<td>Legal agreements and conventions</td>
<td>11%</td>
<td>14%</td>
<td>23%</td>
<td>23%</td>
<td>51%</td>
</tr>
</tbody>
</table>

# of respondents = 57

How effective is the IUCN Centre for Mediterranean Cooperation at mobilizing members to help achieve the Mission of IUCN in the Mediterranean eco-region?

<table>
<thead>
<tr>
<th>Effectiveness Level</th>
<th># of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not effective at all</td>
<td>13%</td>
</tr>
<tr>
<td>Somewhat effective</td>
<td>18%</td>
</tr>
<tr>
<td>Effective</td>
<td>43%</td>
</tr>
<tr>
<td>Very effective</td>
<td>16%</td>
</tr>
<tr>
<td>Do not know</td>
<td>11%</td>
</tr>
</tbody>
</table>

# of respondents = 56
How would you rate the quality of the thematic work carried out so far by the IUCN Centre for Mediterranean Cooperation?

- Protected areas: 29% Not good, 25% Somewhat good, 29% Good, 29% Very good, 11% Do not know
- Marine conservation (including fisheries): 29% Not good, 29% Somewhat good, 20% Good, 33% Very good, 13% Do not know
- Water and Wetlands: 40% Not good, 13% Somewhat good, 20% Good, 33% Very good, 11% Do not know
- Drylands, forests and ecosystems management: 29% Not good, 45% Somewhat good, 35% Good, 4% Very good, 11% Do not know
- Species conservation: 29% Not good, 36% Somewhat good, 11% Good, 11% Very good, 16% Do not know
- Climate change: 56% Not good, 56% Somewhat good, 0% Good, 0% Very good, 0% Do not know
- Legal agreements and conventions: 18% Not good, 15% Somewhat good, 0% Good, 0% Very good, 0% Do not know

To what extent is the management structure of the IUCN Centre for Mediterranean Cooperation effective in supporting the delivery of a successful programme?

- Not effective: 9%
- Somewhat effective: 19%
- Effective: 24%
- Very effective: 15%
- Do not know: 33%
Are you aware of the informal governance mechanism for the Centre consisting of an annual meeting of the Chairs of IUCN National Committees?

- Yes: 40% (40 respondents)
- No: 60% (60 respondents)

How effectively are your views represented through this informal governance mechanism?

- Not effectively represented: 17% (17 respondents)
- Somewhat effectively represented: 13% (13 respondents)
- Effectively represented: 20% (20 respondents)
- Very effectively represented: 9% (9 respondents)
- Do not know: 41% (41 respondents)
How would you rate the image of the IUCN Mediterranean Office?

<table>
<thead>
<tr>
<th>Rating</th>
<th>Percentage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td>18%</td>
<td>8</td>
</tr>
<tr>
<td>Average</td>
<td>5%</td>
<td>2</td>
</tr>
<tr>
<td>Good</td>
<td>25%</td>
<td>12</td>
</tr>
<tr>
<td>Very Good</td>
<td>38%</td>
<td>18</td>
</tr>
<tr>
<td>Excellent</td>
<td>20%</td>
<td>9</td>
</tr>
<tr>
<td>Do not know</td>
<td>13%</td>
<td>6</td>
</tr>
</tbody>
</table>

How frequently do you use internet/electronic tools for your work?

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percentage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never</td>
<td>0%</td>
<td>0</td>
</tr>
<tr>
<td>Monthly</td>
<td>13%</td>
<td>6</td>
</tr>
<tr>
<td>Weekly</td>
<td>17%</td>
<td>8</td>
</tr>
<tr>
<td>Twice a week</td>
<td>19%</td>
<td>9</td>
</tr>
<tr>
<td>Daily</td>
<td>29%</td>
<td>14</td>
</tr>
<tr>
<td>Hourly</td>
<td>23%</td>
<td>11</td>
</tr>
</tbody>
</table>
How frequently do you visit the IUCN Med website?

- Never: 10%
- Monthly: 42%
- Weekly: 25%
- Twice a week: 19%
- Daily: 0%
- Hourly: 4%

# of respondents = 48

Do you receive our ‘Mediterranean Flashnews’ electronic bulletin?

- Yes: 63%
- No: 38%

# of respondents = 48
If yes, how useful is the electronic bulletin for your work?

- Not useful: 0%
- Somewhat useful: 2%
- Useful: 54%
- Very useful: 29%
- Do not know: 15%

Do you circulate the electronic bulletin amongst your colleagues?

- Yes: 59%
- No: 41%
Have you ever received any IUCN MED products/publications (e.g. CDROM, annual reports, etc)?

- Yes: 71% (48 respondents)
- No: 29%

If yes, how useful are these publications for your work?

- Not useful: 5%
- Somewhat useful: 9%
- Useful: 45%
- Very useful: 27%
- Do not know: 14% (44 respondents)
Are you satisfied with the information provided on the Mediterranean Website?

- Not satisfied: 9%
- Somewhat satisfied: 13%
- Satisfied: 48%
- Very satisfied: 15%
- Do not know: 15%

# of respondents = 46

Would you like to contribute in any way to our information activities?

- Yes: 68%
- No: 32%

# of respondents = 41
Do you use IUCN documents in your work?

- Not at all: 2%
- Somewhat: 46%
- Quite: 52%

# of respondents = 48

Would you like to be regularly updated on information concerning the activities led by the Mediterranean Office?

- Yes: 94%
- No: 6%

# of respondents = 48
If yes, how would you prefer to receive this information on our activities?

- Through the website: 21%
- E-mail: 72%
- Mail: 4%
- Fax: 2%

# of respondents = 47

How important is information dissemination for your organization?

- Not important: 2%
- Somewhat important: 6%
- Important: 33%
- Very important: 54%
- Do not know: 4%

# of respondents = 48
Do you have a person in charge of communications in your organization?

- Yes: 41%
- No: 59%

# of respondents = 46
Questionnaire for Regional Directors, Programme Coordinators, Heads of Global Thematic Programme

To what extent are you familiar with the following areas of work of the IUCN Centre for Mediterranean Cooperation?

- Protected areas
- Marine conservation (including fisheries)
- Water and Wetlands
- Drylands, forests and ecosystems management
- Species conservation
- Climate change
- Legal agreements and conventions

# of respondents = 13

Not familiar at all | Somewhat Familiar | Familiar | Very familiar | Do not know
To what extent is the work and activities implemented by the IUCN Centre for Mediterranean Cooperation relevant to the conservation issues and trends of the Mediterranean eco-region?

- Not relevant: 0%
- Somewhat relevant: 0%
- Relevant: 38%
- Very relevant: 62%

# of respondents = 13

To what extent is the work and activities implemented by the IUCN Centre for Mediterranean Cooperation relevant to the sustainable development issues and trends of the Mediterranean eco-region?

- Not relevant at all: 0%
- Somewhat relevant: 8%
- Relevant: 46%
- Very relevant: 38%
- Do not know: 8%

# of respondents = 13
To what extent is the mandate of the IUCN Centre for Mediterranean Cooperation clear to you?

- No clear: 15%
- Somewhat clear: 8%
- Clear: 69%
- Very clear: 8%
- Do not know: 0%

# of respondents = 13

To what extent are the following thematic programme areas of the IUCN Centre for Mediterranean Cooperation relevant to the work of your component programme?

- Protected areas: 54%
- Marine conservation (including fisheries): 23%
- Water and wetlands: 31%
- Drylands, forests and ecosystems management: 46%
- Species conservation: 31%
- Climate change: 62%
- Legal agreements and conventions: 31%

# of respondents = 13

Options: Not relevant at all, Somewhat relevant, Relevant, Very relevant, Do not know
To what extent does the IUCN Centre for Mediterranean Cooperation adequately serve the programmatic needs of the Mediterranean portion of your statutory region?

- Not adequately: 0%
- Somewhat adequately: 0%
- Adequately: 38%
- Very adequately: 15%
- Not applicable: 46%

# of respondents = 13

Are there emerging conservation and sustainable development issues that the IUCN Centre for Mediterranean Cooperation should address in its next stage of development?

- Yes: 75%
- No: 25%

# of respondents = 12
To what extent has the IUCN Centre for Mediterranean Cooperation been effective in playing a facilitating and convening role in developing its programme?

- Not effective: 0%
- Somewhat effective: 23%
- Effective: 62%
- Very effective: 8%
- Do not know: 8%

# of respondents = 13

How well has the IUCN Centre for Mediterranean Cooperation linked its result with the IUCN Intersessional Programmes (both 2001-2004 and 2005-2008)?

- Not well: 0%
- Somewhat well: 8%
- Well: 46%
- Very well: 15%
- Do not know: 31%

# of respondents = 13
To what extent has the IUCN Centre for Mediterranean Cooperation developed strong North-South linkages and regional equity in the first phase of its programme development?

- Not at all: 0%
- Not very much: 8%
- Somewhat: 46%
- Very much: 15%
- Do not know: 31%

# of respondents = 13

To what extent has the IUCN Centre for Mediterranean Cooperation ensured that a Mediterranean voice is heard in global processes in which IUCN is already active?

- Not at all: 0%
- Not very much: 23%
- Somewhat: 62%
- Very much: 0%
- Do not know: 15%

# of respondents = 13
To what extent has the IUCN Centre for Mediterranean Cooperation initiated the process of testing, assessing and where appropriate modifying agreed global guidelines for practical implementation in the region?

- Not at all: 0%
- Not very much: 8%
- Somewhat: 54%
- Very much: 15%
- Do not know: 23%

# of respondents = 13

To what extent has the IUCN Centre for Mediterranean Cooperation initiated programme activities jointly with?

- Members: 38%
- Commissions: 38%
- Partners: 31%

# of respondents = 13
How would you rate the quality of the thematic Programme activities with which you are familiar?

- Not good: 0%
- Somewhat good: 0%
- Good: 62%
- Very Good: 23%
- Do not know: 15%

# of respondents = 13

To what extent are the thematic Programme activities with which you are familiar positioned to address key strategic issues in the Mediterranean eco-region? (strategic direction, coherence)

- Not positioned: 0%
- Somewhat positioned: 23%
- Positioned: 38%
- Well positioned: 23%
- Do not know: 15%

# of respondents = 13
To what extent are the thematic Programme activities with which you are familiar represent state of the art thinking?

- Not at all: 0%
- Not very much: 0%
- Somewhat: 46%
- Very much: 31%
- Do not know: 23%

# of respondents = 13

To what extent is the work and activities implemented by the IUCN Centre for Mediterranean Cooperation innovative?

- Not innovative: 0%
- Somewhat innovative: 31%
- Innovative: 54%
- Very innovative: 0%
- Do not know: 15%

# of respondents = 13
To what extent is the IUCN Centre for Mediterranean Cooperation a leader in conservation issues in the Mediterranean?

- Not at all: 0%
- Not very much: 8%
- Somewhat: 31%
- Very much: 8%
- Do not know: 54%

# of respondents = 13

To what extent is the IUCN Centre for Mediterranean Cooperation a leader in IUCN's overall programming and organizational development?

- Not at all: 0%
- Not very much: 31%
- Somewhat: 46%
- Very much: 0%
- Do not know: 23%

# of respondents = 13
To what extent is the organizational structure of the IUCN Centre for Mediterranean Cooperation effective in supporting the delivery of a successful programme for the Mediterranean?

- Not effective: 0%
- Somewhat effective: 15%
- Effective: 31%
- Very effective: 0%
- Do not know: 54%

# of respondents = 13

To what extent is the management of the IUCN Centre for Mediterranean Cooperation effective in supporting the delivery of a successful programme for the Mediterranean?

- Not effective: 0%
- Somewhat effective: 23%
- Effective: 38%
- Very effective: 8%
- Do not know: 31%

# of respondents = 13
To what extent is the coordination between your office and the IUCN Centre for Mediterranean Cooperation adequate?

- Not adequate: 8%
- Somewhat adequate: 46%
- Adequate: 15%
- Very adequate: 31%
- Do not know: 0%

# of respondents = 13

To what extent is the communication between your office and the IUCN Centre for Mediterranean Cooperation adequate?

- Not adequate: 8%
- Somewhat adequate: 46%
- Adequate: 8%
- Very adequate: 38%
- Do not know: 0%

# of respondents = 13
To what extent are the members of the Mediterranean portion of your statutory region well served by the IUCN Centre for Mediterranean Cooperation?

- Not well served: 0%
- Somewhat well served: 15%
- Well served: 0%
- Very well served: 0%
- Not applicable: 85%

# of respondents = 13
Staff Questionnaire

To what extent do you agree with the following statements?

- The mission of the IUCN Centre for Mediterranean Cooperation is clear to me: 40% (Fully agree), 50% (Agree), 0% (Somewhat) 0% (Disagree), 0% (Do not know/not applicable)
- My role and responsibilities support the mandate of the IUCN Centre for Mediterranean Cooperation: 40% (Fully agree), 50% (Agree), 0% (Somewhat) 0% (Disagree), 0% (Do not know/not applicable)
- The IUCN Centre for Mediterranean Cooperation does innovative work: 20% (Fully agree), 30% (Agree), 0% (Somewhat) 0% (Disagree), 0% (Do not know/not applicable)

# of respondents = 10
The thematic work of the IUCN Centre for Mediterranean Cooperation is relevant to the conservation issues and trends of the Mediterranean eco-region.

# of respondents = 10

The thematic work of the IUCN Centre for Mediterranean Cooperation is relevant to the sustainable development issues and trends of the Mediterranean eco-region.

# of respondents = 10
The IUCN Centre for Mediterranean Cooperation has fully taken advantage of the IUCN networks in developing and supporting its own regional programme.

![Bar chart showing the percentage of respondents agreeing with the statement.](chart1)

To what extent do you agree with the following statements?

![Bar chart showing the percentage of respondents agreeing with each statement.](chart2)
To what extent do you agree with the following statements?

- The IUCN Centre for Mediterranean Cooperation has adequate financial management systems (budgeting, accounting, reporting).
  - Fully agree: 33%
  - Agree: 44%
  - Somewhat: 11%
  - Disagree: 0%
  - Do not know/not applicable: 0%

- The human resources policies of the IUCN Centre for Mediterranean Cooperation are satisfactory (recruitment, career development, compensation).
  - Fully agree: 33%
  - Agree: 33%
  - Somewhat: 22%
  - Disagree: 0%
  - Do not know/not applicable: 0%

- There are appropriate mechanisms in place to solve personnel and/or professional problems.
  - Fully agree: 56%
  - Agree: 0%
  - Somewhat: 0%
  - Disagree: 0%
  - Do not know/not applicable: 0%

# of respondents = 9

To what extent do you agree with the following statements?

- My workload is reasonable. My role and responsibilities are clearly defined.
  - Fully agree: 11%
  - Agree: 11%
  - Somewhat: 22%
  - Disagree: 0%
  - Do not know/not applicable: 0%

- In the IUCN Centre for Mediterranean Cooperation we work well as a team.
  - Fully agree: 44%
  - Agree: 33%
  - Somewhat: 0%
  - Disagree: 0%
  - Do not know/not applicable: 0%
To what extent do you agree with the following statements?

- The structure of the IUCN Centre for Mediterranean Cooperation allows us to work efficiently: 67% Fully agree, 22% Agree, 11% Somewhat, 0% Disagree, 0% Do not know/not applicable
- I am proud to work for the IUCN Centre for Mediterranean Cooperation: 56% Fully agree, 44% Agree, 0% Somewhat, 0% Disagree, 0% Do not know/not applicable
- The IUCN Centre for Mediterranean Cooperation serves its members adequately: 78% Fully agree, 22% Agree, 0% Somewhat, 0% Disagree, 0% Do not know/not applicable
Appendix VII  Reflections on the Socio-Economic Dimensions of CMC’s Work

Joshua Bishop, 14 July 2004

Context

The unique selling point of the Med Prog. is an integrated, multilateral approach to marine and coastal zone management issues, including land management in major tributaries of the Med. Sea.

Content

Past

1) 2002-04 work plan is fragmented with endless workshops (understandable in view of nascent status of programme)

2) Not clear how to assess outcomes of past work as no indicators specified:
   – What results from work on PA/economics and tourism (1.1.9)?
   – What results from work on bio-prospecting (1.3.1)?
   – What results from work on WANI (1.3.3) and e-flows (1.5.1/2)?

3) Integration of environmental law was highlighted as a priority at the November 1999 planning meeting; what were the results? Why?

Future

1) Some key thematic priorities of the IUCN Global Programme – private sector engagement, pro-poor conservation, agriculture – are not well-reflected in the 2005-08 Intersessional Plan

2) The 2005-08 plan for KRA3 focuses on incentives but lacks:
   – situation analysis of underlying/proximate causes of biodiversity loss
   – economic valuation to identify/confirm priorities

3) SDC proposal for North Africa is more complete (including analysis of socio-economic drivers, use of valuation, development of incentive mechanisms) but lacks a clear path from site-based work to policy design and advocacy

4) Potential thematic areas for increased socio-economic input:
   – Protected Areas and local livelihoods (including field-level; use next phase of SDC programme as vehicle?)
   – Water resource management (especially demand-side management, water allocation/pricing, incentives for watershed protection; initial focus on Morocco and/or Turkey?)
   – Coastal zone management (i.e. coping with the impacts of land use change/development on habitat and species, including offsets?)
   – Trade and environment (anticipate and respond to potential adverse impacts of proposed “free trade zone” in Med. Region, especially in the agriculture sector)
   – Fisheries economics and policy?
5) How to broaden scope of work to address sustainable development issues (e.g. livelihoods, poverty/equity, fisheries, tourism, etc.) without:
   – alienating existing constituency
   – stretching IUCN capacity too thinly
   – diluting or muddying messages

Capacity

1) What has hampered progress on socio-economics to-date?
   – Lack of member pressure/priority given
   – Lack of secretariat capacity/inclination
   – Lack of donor demand/opportunities
   – Incoherence of Med country visions/approaches?

2) Need to expand network(s) to access regional expertise in socio-economics, e.g. EAERE, FEEM, BioEcon project partners in Med. countries, etc.

Thematic Review

Forests

1) Selected gaps: “development” (4 separate references), “land use planning”, “non-government actors”, “social issues”, “private sector”, “poverty”, “relevance to economic well-being”

Marine

1) IUCN has poor reputation with fishing industry (very defensive) but some players are interested in dialogue (e.g. consumer groups, Unilever); IUCN largely unknown in aquaculture industry

2) Links between coastal zone management and marine conservation – too hard? Can IUCN afford to ignore? Where is the low-hanging fruit? Need to be “where coastal pressures will be in 15 years” JS adds that this is the “biggest disconnect” between the situation analysis and programme of work

Protected Areas

1) Selected priorities/gaps: “sustainable development” (4 references); “coastal pressures”, “involving local people, ecotourism, financing”, “landscape planning”, “promoting new economic opportunities”, “economics, quality of life, land use”, “economic activities … e.g. fishing and tourism”, “agriculture” (2 references), “tourism”

Species

Water

1) Selected priorities/gaps: “water management … for economic development”, “socio-economic issues also (often lagging)”, “social issues”, “problem is intensive, out of control use of water. Command and control laws are useless”, “socio-economic issues” (2 references), “abstraction of groundwater by millions of farmers” (2 references), “virtual water” (?), “coastal zones”, “starting at the top of the catchment and going out to sea”, “social equity”, “livelihoods”

2) Need to be strategic in view of large number of actors working on water; suggest focus on land use management as a component of water supply and developing institutional/legal basis/incentives for environmental flows

Synthesis

1) To what extent should Med Programme (or other IUCN components) get involved in field projects? Potential conflict with members! But NR managers need hands-on assistance if IUCN is to make a difference

2) Meg Gawler suggests that the main areas in need of attention are: collaboration with others, vision, strategy, management
Partial list of cross-cutting gaps/priorities recorded by Meg from thematic interviews, (showing repetition on slides: grouped by theme):

- agriculture
- fishing
- involving local people
- coastal conservation
- crucial
- livelihoods
- coastal pressures
- livelihoods
- coastal zones
- poverty
- quality of life
- coexistence of species and people
- social equity
- development
- social issues
- development
- social issues
- development
- socio-economic issues
- development
- socio-economic issues
- sustainable development
- socio-economic issues also (often lagging)
- sustainable development
- land use planning
- economic activities
- land use
- economic opportunities
- landscape planning
- economic value of wild species
- medicinal plants
- economic well-being
- medicinal plants
- economics
- medicinal plants
- ecotourism
- non-government actors
- tourism
- private sector
- financing
- water management for economic development
- starting at the top of the catchment and going out to sea
- fisheries
- intensive, out of control use of water
- fisheries
- abstraction of groundwater by farmers
- fisheries
Suggestions for the CMC Programme

KRA 2. Social Equity

- 2.1K – Improved understanding of the interdependent nature of social equity and biodiversity conservation
  - Resource tenure inequity and NRM
  - Gender relations and access to NR

- 2.2K – Reliable tools and methods are available to mainstream social equity in biodiversity conservation and sustainable use policies and practice
  - Indicators of social and gender equity
  - Guidelines for mainstreaming environment in poverty reduction strategies

KRA3. Conservation Incentives and Finance

- 3.1 K Improved understanding of how markets, institutions and socio-economic forces create incentives or disincentives for the conservation and sustainable use of biodiversity [underlying causes/situation analysis]

- 3.2 K Reliable tools and methods are available to assess tradeoffs between economic, social and environmental values [indicators/valuation]

- 3.3 K Improved approaches to integrate environmental and economic values in decision making, including methods for mobilizing new and additional finance for biodiversity conservation [incentives/finance]

Strengthening Economic Content of Thematic Work

<table>
<thead>
<tr>
<th>Theme</th>
<th>Situation analysis</th>
<th>Valuation</th>
<th>Incentives</th>
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<tbody>
<tr>
<td>Forests</td>
<td>Socio-economic drivers of land use change (e.g. coastal urbanization, agric. policy, trade)</td>
<td>Review values of Mediterranean forests (including costs/benefits to different groups)</td>
<td>Incentives for FLR (e.g. forest/agric. subsidy reform; creating markets for ecosystem services)</td>
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<tr>
<td>Marine</td>
<td>Role of fisheries subsidies</td>
<td>Economics of aquaculture; benefits of MPAs to fisheries</td>
<td>Subsidy reform for fisheries; tradable quota systems; MPA finance mechanisms</td>
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<tr>
<td>Protected Areas</td>
<td>Land use change and pressures on PAs / vulnerable habitat</td>
<td>Economic costs and benefits of PAs in Med. region (value added, job creation, foreign exchange)</td>
<td>Enhance/diversify funding for PAs (e.g. eco-tourism, certified NTFPs, trust funds)</td>
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<tr>
<td>Species</td>
<td>Land use planning; fisheries subsidies</td>
<td>Benefits of wild harvests (especially low-income groups)</td>
<td>Tenure and pricing policy reform; certification</td>
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<td>Freshwater</td>
<td>Trends in water use by sector (impacts of urbanization, agric. policy)</td>
<td>Value of e-flows; costs of watershed protection versus conventional supply-enhancement</td>
<td>Water tenure and pricing policy; payments for watershed protection; incentives for e-flows</td>
</tr>
</tbody>
</table>
Strengthening CMC Capacity in Socio-Economics

**Networks**
- develop cooperation with socio-econ. consultants working in Med. region (e.g. EAERE members; BIOECON partners)
- partner with regional centres of excellence in environmental economics (e.g. FEEM; U. Lisbon; Cyprus group)

**Staffing**
- recruit staff to act as focal point(s) on social and economic issues (joint fund-raise / cost-share with Global Prog?)
- participate in global social and environmental economic activities (new network on valuation of and payments for ecosystem services)

**Reference material**
- library of applied socio-economic analysis on Med. issues
- web-page(s) on environ. economic issues on Med. programme site (and Med. filter on www.biodiversityeconomics.org)