

IUCN – The World Conservation Union

Acknowledgements

In our main Review report we note that the review of the Commissions of IUCN has been a challenge and an opportunity. A challenge because each Commission is almost a world in itself with different types of expertise organised around groups of specialists that are dedicated to carry out specific tasks for the Mission of IUCN. An opportunity because the Commissions, for all their diversity share a common purpose and face some common challenges in a changing internal and external environment.

The Review also provided an opportunity to develop and use new methods. The *Knowledge Products and Services Study* tested methodologies to track the effects of key Commission products and services on intended users

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Acronyms

ADB	Asian Development Bank
APCEL	Asia-Pacific Centre for Environmental Law
CBD	Convention on Biological Diversity
CBNRM	Community-Based Natural Resources Management
CEC	Commission on Education and Communication
CEC NMP	Case study product of CEC (refer to Annex 1)
CEESP	Commission on Environmental, Economic and Social Policy
CEESP BTBR	Case study product of CEESP (refer to Annex 1)
CEESP PM 12	Case study product of CEESP (refer to Annex 1)
CEL	Commission on Environmental Law
CEL CBEL	Case study product of CEL (refer to Annex 1)
CEL Flow	Case study product of CEL (refer to Annex 1)
CEM	Commission on Ecosystem Management
CEM UEA	Case study product of CEM (refer to Annex 1)
CENAGREF	Centre National de Gestion des Réserves de Faune
CENESTA	Centre for Sustainable Development (Iran)
CEPA	Communication, education and public awareness
CIS	Commonwealth of Independent State
CITES	Convention on International Trade of Endangered Species
CSD-12	(UN) Commission on Sustainable Development, Twelfth Session
DEM	Data Entry Module [of the SIS]
CMWG	Collaborative Management Working Group
CMS	Convention on Migratory Species
CNAP	Comisión Nacional de Areas Protegidas
COP	Conference of the Parties
CFR	Community Forestry Research
ECNC	European Centre for Nature Conservation
EIA	Environmental Impact Assessment
ELC	Environmental Law Centre
EMP	Ecosystem Management Programme
ESCAP	(UN) Economic and Social Commission for Asia and the Pacific
ESD	Education for Sustainable Development
GAA	Global Amphibian Assessment
GBF	Global Biodiversity Forum
GEF	Global Environment Fund
GETI	Group on Environment, Trade and Investment
GMA	Global Mammal Assessment
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
IATP	Institute for Agriculture and Trade Policy
ICEL	International Council of Environmental Law
ICTs	Information and communications technologies
ICTSD	International Centre for Trade and Sustainable Development
IGO	International Governmental Organisation
IISD	International Institute for Sustainable Development
IPR	Intellectual Property Rights
IUCN	The World Conservation Union
IUCN EARO	IUCN Eastern Africa Regional Office
IUCN ROSA	IUCN Regional Office for Southern Africa

KPS	Knowledge products and services
KRA	Key results area
M&D	Masters and doctoral
M&E	

This report is an Addendum to the main Review report. It gives detailed descriptions of the case studies and provides additional information about the methods and findings of the knowledge products and services part of the Review.

1.2 Defining Knowledge Products and Services

We have defined *knowledge products* as the *tangible* outputs of the knowledge flows across IUCN through which knowledge is generated and mobilised, modelled, deposited and

received in time. Surveys had to be conducted to increase the number of potential user responses.

The case studies were complemented by the results of an analysis of 109

Table 1.2 Summary of interview and survey respondents for the knowledge products and services part of the Review

MODULE	COMMISSION FOCUS										TOTAL
	CEM	CEC*	CEESP		CEL		SSC*		WCPA	Secretariat	
Product/service	UEA	NMP	BTBR	PM12	CBEL	Flow	RLC	SIS	EE	N/A	
Informant/producer interviews	8	7	11		6		9		6	N/A	47
User interviews	13	14	12	12	13	11	12	10	13	N/A	110
Surveys of users	21	N/A	14	47	8	6	N/A	N/A	62	16	174
Total											331
Survey response rates	8%	N/A	14%	11%	10%	5%	N/A	N/A	11%	Not available	

were consulted to establish the areas in which it was most likely to work during the next few years.

Normally knowledge products clearly link to the Knowledge Str

2 Tracking the Knowledge Products and Services: The Case Studies

2.1 Commission on Ecosystem Management (CEM)

2.1.1 Case Study: *Using the Ecosystem Approach*

RD Smith and E Maltby. (2003). *Using the Ecosystem Approach to Implement the Convention on Biological Diversity: Key Issues and Case Studies*. IUCN. Gland, Switzerland and Cambridge, UK. X +118 pp.

concrete operational guidance for action on the ground. The CEM case study product was a forerunner of this CEM thrust.

The product

The IUCN Ecosystem Management Series produced by CEM has as its aim to share the lessons learned from implementing the Ecosystem Approach at field and policy levels. Two

The reasons for creating the product

At the time the CEM leadership felt that stakeholders needed a tangible expression and greater awareness of what was meant by the Ecosystem Approach. Rather than to provide an academic analysis, the book was to help inform the implementation of the COP 5 decision on the Ecosystem Approach. It was to capture some best practices, simplify complex principles and make the knowledge available to wider audiences in order to create a general awareness among stakeholders of the principles of the Ecosystem Approach and their use.

Thus although CEM had no systematic process through which to determine whether a product was a priority for development, we were told that in this case the need was “glaringly obvious”. Both the CBD and IUCN had the Ecosystem Approach at the core of their work. The two entities were closely aligned and it was in the interests of both to have the workshops as well as a synthesising publication.

Profile of the “users”³
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We selected users to interview from participants in the original Pathfinder workshops, many of whom were CBD National Focal Points. Unfortunately in the interview period which coincided with the COP 7 meeting, these Focal Points were difficult to reach. We also targeted CEM members based as far as possible on institutional and regional representation. Survey questionnaires were distributed to participants in the Pathfinder workshops and to CEM members.

A large portion of those targeted by the survey were Commission members and this is reflected in those who responded. It is also likely that Commission members would have been more motivated to respond than those who were not members. The individual inputs per region are in line with the membership distribution, except for somewhat larger response rates from North America and the Caribbean, and from Western Europe. Inputs from South East Asia are fewer than expected.

Timing

The Pathfinder workshops followed quickly on the decision at the CBD COP 5 to develop practical expressions of the Ecosystem Approach. While this was an opportune initiative at the time, the publication of the results from the workshops after more than two years negatively affected its potential impact. Users who were at the workshops felt that they had

The 22% who felt that it was not a cutting edge product (the highest percentage of all case studies) based their opinion on the fact that its contribution to the field was not perceived to be very significant. One of the users called the book “at the trailing edge”, noting that its content was based on “finding the lowest common denominator”. Other comments ranged from “it takes us a little further down the road”, and “a good foundation for a new work” to “it assembled a summary of much of the current dogma” and “this is not a systematic synthesis but just a workshop summary”.

Several users commented on the fact that the book would have been more useful if it had been accompanied by training workshops to promote the Ecosystem Approach. We were told that this was part of the initial plan which was not executed due to the change in Commission leadership at the time. As for several other case study products, this highlights the fact that Commissions need to take strategic decisions about the extent to which they want to invest in adding value to existing products to enhance their impact - either on their own or in partnership with others, inside and outside IUCN.

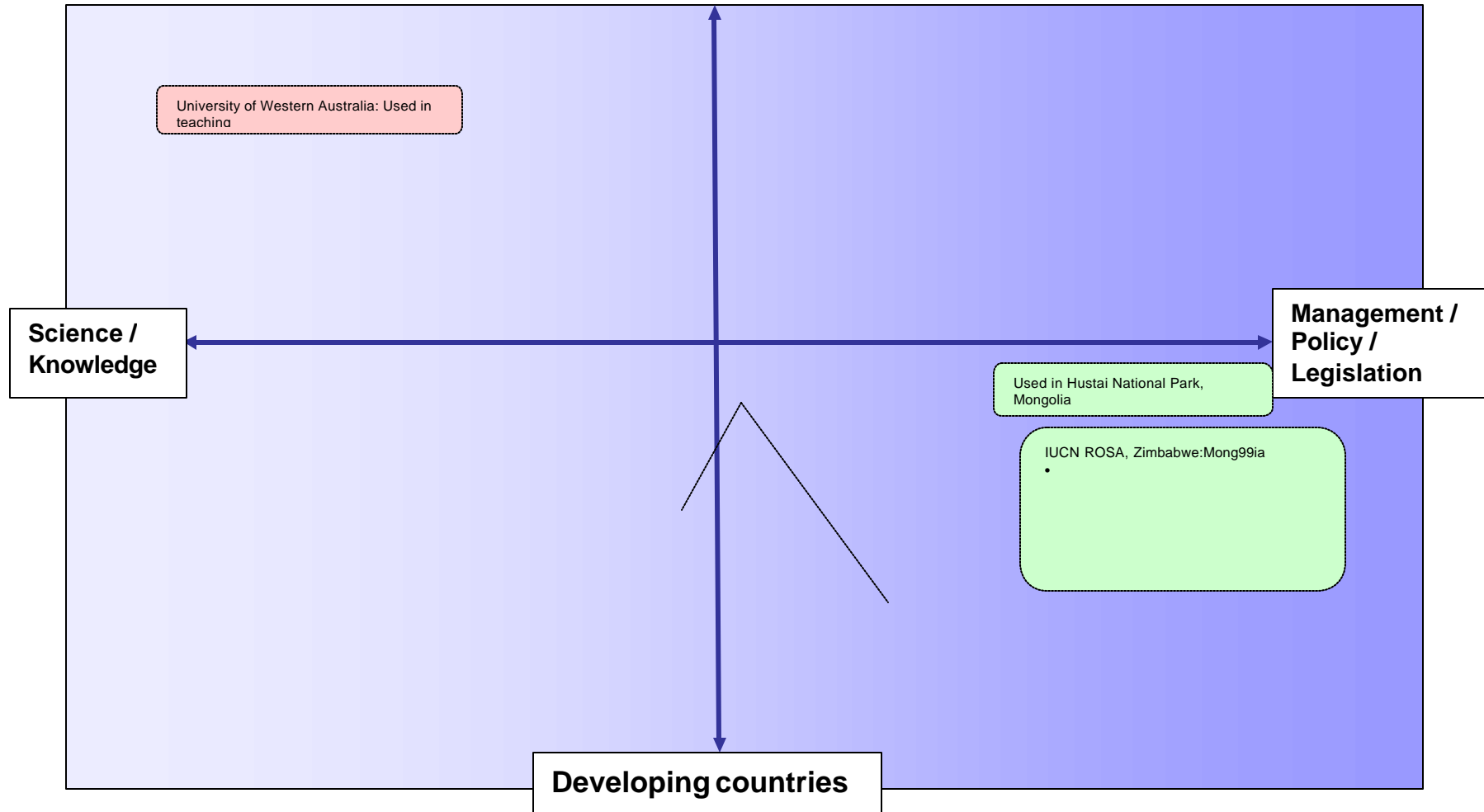
Quality assurance

We were told that CEM publications are normally reviewed by the Steering Committee and that the Commission at present has no formal peer review processes or guidelines. *Using the Ecosystem Approach* was not subjected to any formal peer review process apart from the circulation of drafts for comment to each of the organisations who had sponsored the workshops.

Targeting, dissemination and accessibility

The broad target audience for the book was all those who could benefit from a better understanding of the Ecosystem Approach. In particular it was aimed at convincing government and private sector decision-makers to mainstream the Ecosystem Approach in their planning of activities. Another primary target was those responsible for implementation of the CBD in each signature country. For the environment sector in general it was to provide

Figure 2.1 Use of the CEM product, *Using the Ecosystem Approach*, across the world, based on the responses of 34 users



In the six months since its release the book has been used quite extensively for information and reference, including by the USA Environmental Protection Agency, Parks Canada and at meetings in Sri Lanka and Thailand. Several universities in Australia, the US and Europe have used it in their teaching and research. It has been used to raise awareness about the Ecosystem Approach in Central Asia and at graduate seminars in the University of Washington. Management initiatives have also benefited from its availability, for example. It aided the formulation of management policies and appropriate terminology by the Nature and Parks Authority in Israel; informed work in the trans-boundary conservation sites in Zimbabwe and in Hustai National Park in Mongolia; and was used in the constructing the management plan for the small island of Braila in the Lower Danube Water System in Romania.

Only one regional IUCN office reported use of the book. IUCN ROSA has used it to inform the development of several projects, including the Makgadikgadi wetland management project formulation mission and a National Wetlands Management Programme for Lesotho.

The few users who commented on its potential influence indicated that it was perceived to be

In spite of this, *Using the Ecosystem Approach* can be regarded as a worthwhile contribution to the field of ecosystem management. The Promotion of the Ecosystem Approach working group has already taken the concept forward towards products and services that can provide greater practical guidance on the ground. It will now be critical for CEM to consider how to position future products to be at the cutting edge and to contribute in the best possible manner

The development process

In 1997 IUCN and several other parties held discussions with interested countries in Central Europe to define a capacity development programme to be carried out by IUCN, CEC and another organisation (ECNC). IUCN undertook a needs assessment and signed Memorandums of Understanding with the five countries to collaborate on the programme.

All participants felt that the programme added value to the field in their countries. Ten of the participants felt that it provided information to develop essential capacity in the field, nine felt that it generated new knowledge that would help to advance the field, and eight felt that it provided them w

The evaluation report analyses the use, results and influence in each of the five countries. In Figure 2.2 we give some of the examples provided by participants interviewed for this study⁸.

During phases three and four the programme was able to support and encourage the development of concrete communication strategies in relation to specific legal obligations, such as the National Communication Strategy for wetlands in Hungary and the National Biodiversity Plan of Slovenia. The external evaluation found that these contributions were clearly set out in the various country reports produced as part of the project, but that there is much less evidence of the adoption of more general communication protocols or guidelines for nature conservation. The NATURA 2000 obligations presented a good opportunity to apply the communications skills learnt through the project, for example in Slovenia it drew in individuals that had developed their communication skills during the project.

In each of the five countries the programme has contributed to a loose network of communication advocates that cut across ministerial departments, national and regional conservation agencies. We were told during the interviews that members would actually seek out each other to solicit inputs on projects with a communication component. This was confirmed by the evaluation.

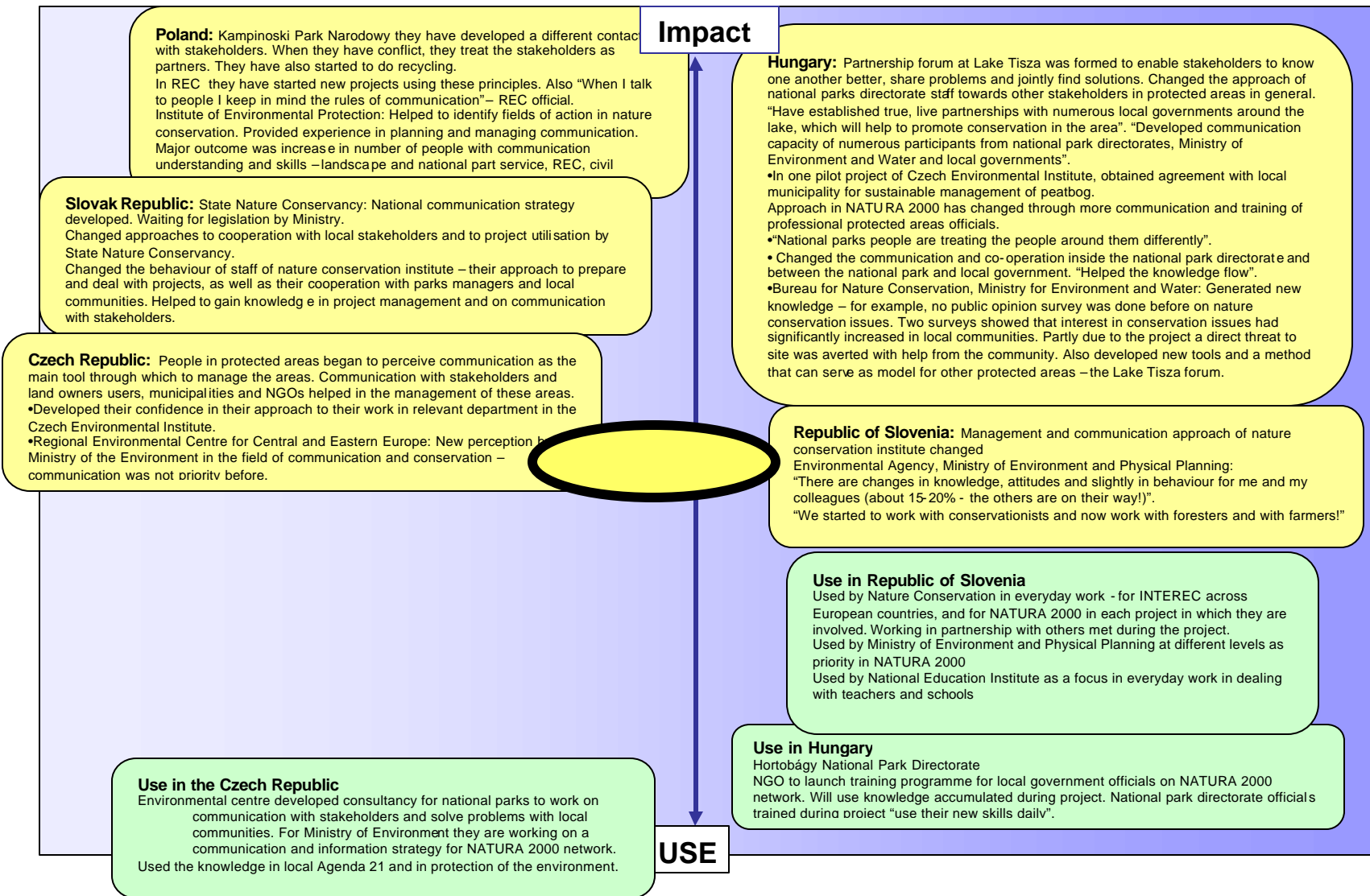
The interviews for this study as well as the evaluation conducted at the end of the support period observed that the most significant impact of the programme has been on the capacity at individual level. The external evaluator found that the “changes in the understanding of communication and the ability to use it in nature management work, have been profound and lasting”. She also noted that those interviewees who had participated directly in one of the pilot projects expressed a pivotal change in how they saw communication. The evaluation showed that they now regarded it as a two-way rather than a one-way process and concluded that communication facilitated participation in nature management by stakeholders. They also learned that it formed part of most aspects of their nature management work and needed to be approached strategically.

The evaluation indicated that their ability to plan, manage and facilitate communication, work with stakeholders and evaluate their work had improved. They could point to specific skills that were developed, including related general skills such as project management and proficiency in English. They also experienced an improved ability to train others and influence their superiors, albeit to a lesser extent.

The evaluation also found that those more directly involved in the pilot projects seemed most affected in terms of thinking and ability. For some participants the impact was less, especially where they already held a perspective of communication similar to what the programme promoted, were further removed from the pilot project experiences, or were reluctant to change their opinion.

⁸ We have used this method of presentation only as a rough indication of the different types of use and influence of the product found in the different parts of the world. The axes have not been carefully defined and the placement of the statements of use and influence has no particular significance; they are only roughly situated in the correct quadrant without using a well defined scale on the two axes. For a more accurate visual presentation clustering approaches on well defined scales can be used and we provide such examples in the newly developed methodology for tracking knowledge products which is described in a separate document.

Figure 2.2 Use, results and influence of the knowledge gleaned through the CEC service , *Nature Management in Partnership*, across the world, based on the responses of 14 participants (refer to footnote in this section *under Use, results and influence*)



IUCN, it is of strategic importance to IUCN as it is a fast moving and highly visible field which impacts on the management of conservation in the international arena. CEESP-GETI has also been involved in the recent establishment of a more structured trade and biodiversity initiative in the IUCN Secretariat.

In its “outward track” CEESP-GETI aims to work with specialists within and outside IUCN to do research on topics of importance to IUCN, among others in monitoring trade policy. In doing this it strives to “bridge the widening gap between trade and economic policy, declared environmental achievements and actual achievements in conservation and environmental protection”.

The ICTSD is well known for its *BRIDGES* electronic newsletters which include *BRIDGES Weekly*, *Trade BioRes* and *BRIDGES Monthly*. Weekly updates are provided on news and events in trade and sustainable development with a focus on the WTO; biweekly updates on news and events in trade, sustainable development and biological resources; monthly news and analysis on trade and sustainable development (including periodic Latin American, African and German editions); and bimonthly news and analysis on the major issues faced by Africans in their iWeekl 0 2 10.5469 Tf -0.0357 Tc 0.351 news a4.6848 Tw (c 012 TD 0.1012 Tc 1.777 Tw (. Wee

- the recognition by IUCN that such an initiative was needed to address an essential need among the conservation community, including within IUCN;
- surveys and situation analyses which pointed to the problem; and
- the existing involvement and experience of ICTSD in producing balanced information for the trade negotiations arena in a cost-effective way.

All these factors prompted the discussions between IUCN and ICTSD which eventually led to the establishment of the newsletter in 2001.

The *BRIDGES* publications were already an established information dissemination mechanism developed by ICTSD to inform the trade and investment arena during the late 1990s. At that time IUCN was not active in promoting and informing the nexus between trade and the environment, except through some ELC activities. During the late nineties the idea of a “Trade and Environment Policy Digest” was raised as a contribution that IUCN would be well positioned to make due to its special position at the interface between governments and NGOs. Informal surveys highlighted that there was a growing need for the conservation community to be more informed in order to participate in relevant global and regional debates on the intersection between trade, the environment and sustainable development.

IUCN also had to determine the role and profile of this nexus in its own programming for the 2001-2004 Intersessional Period.

At the time, trade issues in the conservation arena were often approached from a legal or advocacy perspective – neither of which fulfilled the need for a broader understanding of issues in the conservation community. In response to this gap IUCN and ICTSD developed *Trade BioRes* as a vehicle through which to share information and build capacity in the conservation community. *Trade BioRes* was thus designed as an enabling tool mainly to build the capacity of IUCN Secretariat and Members to articulate their perspectives on global platforms and to clarify and help develop the role of trade related issues in the IUCN Programme.

The development process

After the joint conceptualisation of the product, ICTSD produced pilot issues of *Trade BioRes* using its own in-house expertise. The pilot issues were reviewed by various interested parties, among others by senior Secretariat staff. *Trade BioRes* was launched towards the end of 2001. ICSTD initially provided the Editor. In mid 2003 the CEESP-GETI Project Coordinator became the Editor, while ICTSD provided the Managing Editor. An editorial team was established, consisting primarily of staff from ICTSD and CEESP-GETI.

By the end of 2003 *Trade BioRes* had 1 200 subscribers including trade delegates, a variety of representatives from the conservation community, UN and EU agencies, NGOs, academia and a considerable number of members of the management cadre of the IUCN Secretariat.

As ICTSD prides itself on its non-partisan and neutral approach to information, the bulk of the content is provided by specialist in-house writers. Inputs from sources less committed to similar principles are not encouraged IUCN has been asked to contribute but has been slow to do so. The

this regard (We understand that IUCN is concerned that sending *Trade BioRes* to its Members at random would be too “supply driven”, and proposed that ICTSD should first do a careful stakeholder analysis).

We support an initiative where an effective dissemination strategy is devised and implemented by the two organisations in partnership with each other. Many IUCN Members can benefit from the publication and it might initially be necessary to follow a supply driven approach to familiarise Members with the type of contribution it can make to their organisations. The main dissemination mechanism through the Internet is cost-effective so this approach should not be a significant drain on the resources of either organisation.

According to users the target groups for *Trade BioRes* should include government officials, policy makers and other decision-makers, CBD signatories and NGOs active in the trade and environment field. This coincides more or less with the groups targeted by ICTSD and goes even beyond that. A few users were of the opinion that it should also be useful to academic institutions. Another felt that a special effort should be made to target people on the periphery, for example craft organisations that need information to inform opportunities for international trading.

ICTSD has implemented some mechanisms to determine whether they have reached their target audiences. They do surveys to request feedback from potential users; note oral feedback; check the statistics on Website downloads; and also track (although not consistently and systematically) how it is referenced in other publications.

Dissemination and accessibility

ICTSD has developed a dissemination strategy for *Trade BioRes* which is based on their targeted groups and which uses the Internet as main mode of distribution. The use of the Internet has been found to be very effective. User opinion indicates that 70% prefer electronic distribution through Internet and email, while only 25% prefer hard copies (usually in addition to the electronic copies). Printed copies in a more attractive format are made available at events such as conferences, the CBD COP and key IUCN and CEESP meetings.

Results from their monitoring mechanisms give ICTSD reason to believe that their international reach is quite good, but that there can still be significant improvements especially at regional level and in the case of developing countries. This is one of the reasons why IUCN involvement in designing a dissemination strategy is regarded as important. They could then for example make better use of IUCN Regional Offices to reach important but currently unknown targets in developing regions. ICTSD hopes that cooperation with IUCN in developing a concerted distribution strategy can assist in the wider dissemination of material tailor-made for specific IUCN component programme audiences.

A survey among subscribers conducted by ICTSD in 2003 pointed out that the distribution by organisation was quite balanced, with an equal reach to civil society groups, government and academia. Development NGOs numbered twice as many as environmental NGOs. Among government departments the numbers of subscribers from environment and foreign affairs/trade ministries were almost even. The survey also pointed out that more outreach activities could be targeted at businesses, media and international organisations.

As with other publications, language remains an issue in the eyes of users in regions such as Meso America. In their opinion the usefulness of the information demands the translation of *Trade BioRes* into more languages in order to make it accessible to larger audiences. This was confirmed in the 2003 survey which also highlighted the need for a more balanced geographical distribution. The number of subscribers located in developing countries

(especially in Asia and Africa) was significantly lower than those found in industrialised countries, while few subscribers were located in French or Spanish speaking countries. This could be due to language constraints or to a lack of awareness of the publication in these regions. Both aspects need strategic attention. ICTSD also aims to increase the emphasis in content on the concerns of developing regions such as Africa. This also has the potential to increase the reach of the information.

Case study information indicates that 57% of users have passed *Trade BioRes* on to others. Thirty five percent have not done so while the rest declined to comment. Most pass it on to colleagues or to those they believe might be interested, for example, excerpts are often sent all TRAFFIC staff around the world. In one instance it is passed on to four different listserves related to the WTO, intellectual property management, globalisation and the global farming crisis. Others pass it on to different ministries involved in trade policy making. The reach of *Trade BioRes* is thus probably much further than subscriber data indicate. According to ICTSD data the *Trade BioRes* pages on the Website also receive on average around 700 visits per month.

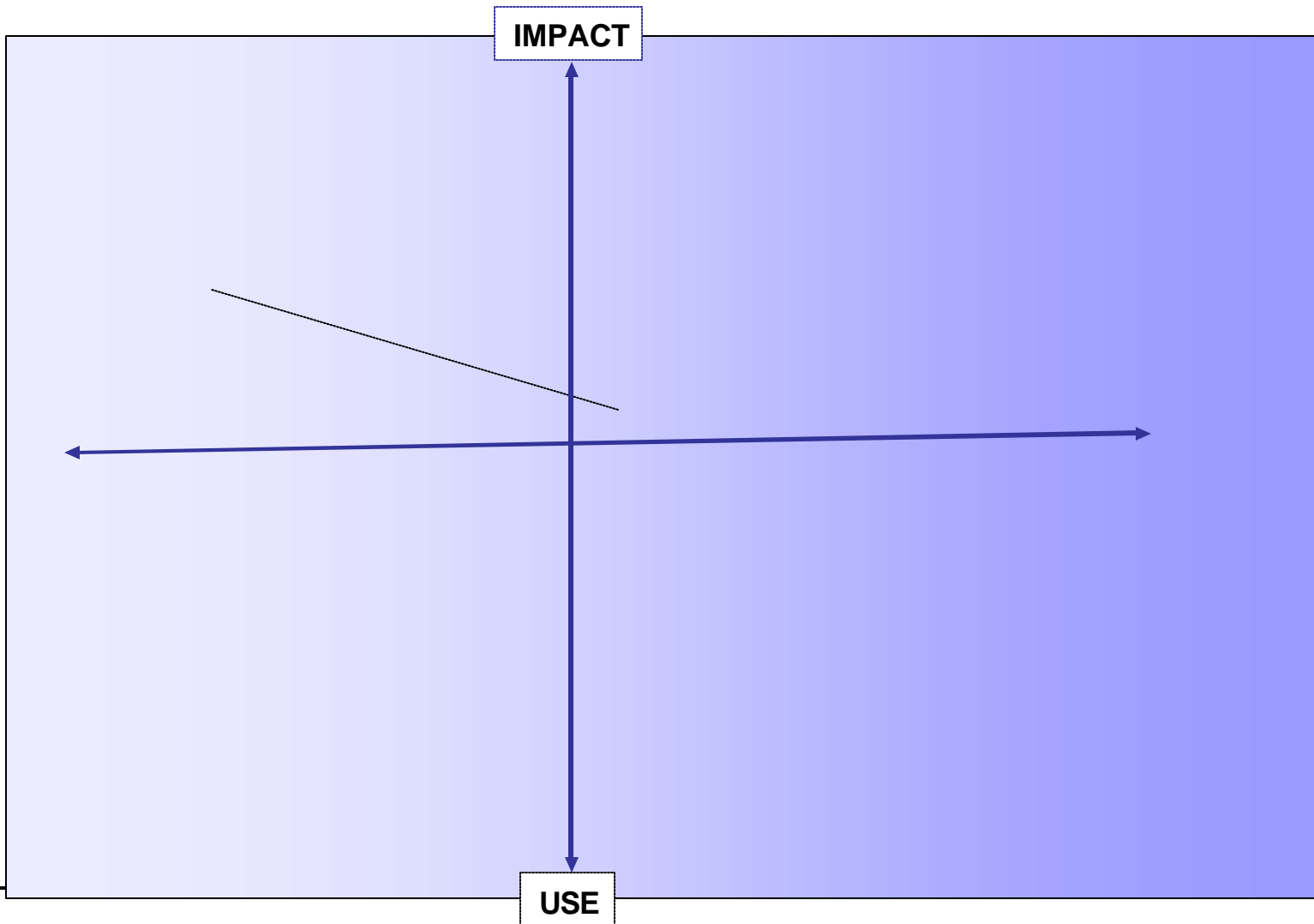
It should be noted that users have found CEESP knowledge products to be some of the least accessible of all Commissions. Only 29% felt that their products were readily accessible, 43% most of the time and 29% only sometimes. The reasons for this are not clear.

Use, results and influence

Eighty seven percent of users noted that they or their organisation had used *Trade BioRes*. Only 4% had not done so. The rest declined to comment. The patterns of use are in line with the expectations of its producers. The vast majority have used it to keep themselves and/or their organisations informed of developments in the trade and environment nexus and to keep building their capacity in this regard. All but one of the ten IUCN staff who responded acknowledged that it had played an important role in increasing their understanding of, and dealing with, trade related issues. It has also played a role in informing their policy directions and work on WTO initiatives.

Figure 2.3 provides examples given by users of use, results and influence of *Trade BioRes*

Figure 2.3 Use, results and influence of the CEESP/ICTSD product, BRIDGES Trade BioRes, around the world, based on the responses of 26 users (refer also to the footnote in this section under *Use, results and influence*)



Specific meetings where *Trade BioRes* was acknowledged as having had influence is the First Meeting of the Parties to the Cartagena Protocol on Biosafety, where it assisted developing country delegates in decision-making and negotiating tactics; and the WTO Cancun Ministerial Meeting, where the earlier GBF meeting outcomes were publicised among delegates through *Trade BioRes*.

The frequent citing of *Trade BioRes* in analytical documents on the Internet further contributes to the notion that it is used as a credible source of information for research.

Unexpected effects

No unexpected effects were observed.

Some observations

Trade BioRes is in many ways an example of good practice in terms of the drivers for its existence, the confidence it inspires among its audience, the unique manner in which it informs and builds capacity, its quality control focus and its cost-effective distribution – even though the dissemination strategy can be improved, especially in partnership with IUCN. Users are almost without exception enthusiastic about the niche that it fills as well as its format, content and the contribution that it is making to the understanding of the trade, the environment and sustainable development interface. A very high percentage of those contacted are using *TradeBioRes* and its influence, although difficult to pinpoint, are in line with the expectations of its creators. Lessons can also be learnt about making full use of the benefits of electronic distribution methods to increase the reach of a product in a cost-effective manner.

The partnership between IUCN, through CEESP-GETI, and ICTSD raises several questions. Is this an approach that IUCN should take more frequently when it does not have in-house capacity, yet identifies an emerging area or an important niche to fill that would help it achieve its desired outcomes? If such partnerships are formed, how can high quality and an equal partnership be ensured? And what strategies can be employed to ensure that IUCN's capacity is built in the process? E15w-0.1 thqual pg.go2 nich0N, through CEESP of i 267.75SSWi835ution

At the same time the Working Group on Sustainable Livelihoods aimed during this Intersessional period to develop, achieve, support and demonstrate context-specific solutions to local environmental and livelihood problems, and from such experience draw appropriate lessons for policy. It promoted approaches that integrate poverty eradication, the respect of human rights and the ecosystem perspective at both policy and field level. The results of WGS� work have been summarised in at least five special issues of *Policy Matters*, *Briefing Notes* for the CBD, and video productions.

It is in the context of the work of these three groups that *Policy Matters Volume 12* was

As far as we could establish, the theme for each volume is identified by a select group of Working Group Steering Committee members in conjunction with the CEESP leadership. During this Intersessional Period neither the Commission nor its working groups had a formal, systematic process – for example using a situation analysis - through which they could determine priority themes for publications that can best serve the changes they need to bring about to be true to their respective mandates.

The development process

The Vice-Chair for CMWG (who is also the Co-Chair of TILCEPA) extended invitations for contributions to *Policy Matters Volume 12* to CMWG, WGSJ and TILCEPA members eight months before publication. The call for papers requested contributions that highlight experiences with protected areas governance involving local and indigenous communities. Some contributions were solicited from well-known individuals.

Many individual case studies, opinions and analyses were submitted. Some were “distilled debates”, for example from large meetings in Africa and Central America. The five co-editors participated in a process of exchange with authors aimed at improving the submissions before finalisation of the content. This process was coordinated by the Vice-Chair for CMWG.

Profile of the “users”¹¹

The case study of *Policy Matters Volume 12* is based on a document review as well as on the inputs of 59 users and 11 key informants who were knowledgeable about knowledge production in CEESP or involved in the production of the journal. Forty six percent of users were very familiar with the product, 34% fairly familiar and 14% somewhat familiar. Three percent did not know it at all, while the others did not venture an opinion.

For this case study we selected users for interviews with regional representation from the membership list of the CMWG as well as on recommendation of by key informants. We also conducted the survey based on random sampling from the CMWG and WGSJ working groups of CEESP, as well as TILCEPA. In the absence of any other distribution information (much of the distribution was done at WPC which made tracing of users virtually impossible) we considered these groups as the most likely users of *Policy Matters Volume 12* within the short period of its distribution.

Table 2.7 provides a breakdown of the user profile for interviewees and survey respondents. The relatively large percentage of Commission and IUCN respondents is in line with the groups targeted for the interviews and survey. The inputs per region are very well aligned with the membership distribution, except for a significantly higher than expected response rate for Oceania. More than 60% of users were from the NGO and academic sectors, while only 15% were from governments or government agencies.

We did not have a breakdown of the institutional representation of the CEESP membership. It would have been interesting to know if this breakdown of users reflects the membership’s institutional representation.

¹¹ Note that as stated in section 1.4.2, we employ the term “users” to include *potential* users of the product or service, not only those who have actually used these products or services.

e Pro

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In the case of *Policy Matters Volume 12* the editorial board acted as peer review panel. It consisted of five co-editors, some of whom were well known in their respective fields. The coordinating editor was the Vice-Chair of CMWG and Co-Chair of TILCEPA. With input from the other editors she led the process of interaction with the authors to improve submissions before their final acceptance for publication. Formal guidelines and standards were not used and all co-editors did not have insight into all the articles.

Targeting

In principle *Policy Matters* remains

significant contribution to its availability and reach to audiences of which IUCN might not be aware.

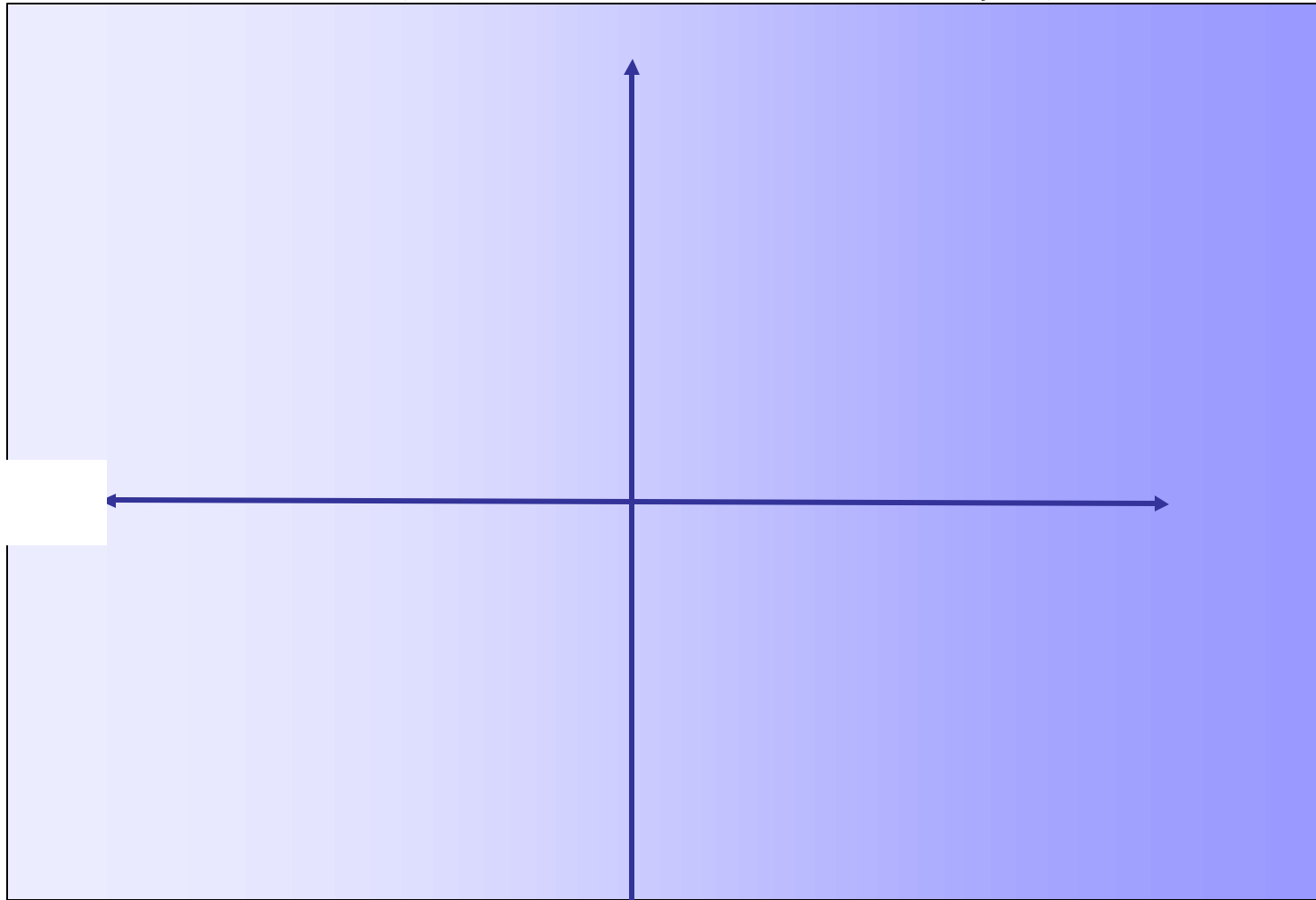
Use, results and influence

Sixty four percent of users said that they had actually used *Policy Matters Volume 12*; only 19% had not done so. The rest refrained from giving an opinion. Twenty seven percent knew of concrete results, while 34% felt that it had had some influence on them. We found these percentages surprisingly high as the publication has been available for a few months only.

Figure 2.4 shows the use and influence of *Policy Matters Volume 12* as reported by users¹². As can be expected, it is being used mainly to help evolve the thinking and understanding around relevant issues among NGOs, protected areas managers and related agencies, and academic institutions. It creates awareness, provides case study material for planning and teaching, broadens the perspectives of students and informs management practice. Two IUCN Regional Offices in Africa are using it to help them design a course for natural resource managers and in compiling lessons about how natural resource management contributes to livelihood security and poverty reduction.

An interesting example of a concrete result is found in Madagascar, where the change in legislation to include communities in decision-making and the management of protected areas has been directly attributed to the insights gained through *Policy Matters Volume 12*. It also served as a critical background document for the relevant workshop streams at the WPC and

Figure 2.4 Use and influence of the CEESP product, *Policy Matters Volume 12*, around the world, based on the responses of 59 users
(refer also to the footnote in this section *under Use, results and influence*)



Marine Studies Programme, University of the South Pacific, Fiji: Used to broaden understanding of issues

USE

According to its Chair, the focus of CEESP should be on informing policy, and this means that its key knowledge products should reflect and contribute to this approach. For example, value addition that should be considered is a conceptual and systematic analysis and synthesis of the material in *Policy Matters Volume 12* to inform policy and decision makers at global and regional level, as well as IUCN Members and Secretariat staff. This will require information in formats more suitable for these target groups. It will also capitalise on the IUCN comparative advantage that enables it to distil from field experiences not only contextualised best practice, but also credible policy inputs.

Equally important is that its key knowledge products should inform *IUCN's* expertise in understanding the economic, social and cultural factors affecting natural resources and biological diversity, assisting the organisation in the integrating social and economic sciences in its work. We are thus concerned about the sharp difference in viewpoints between users and key informants - both within and outside IUCN - on the quality and merit of the volume.

These disparate viewpoints raise an important issue. In the natural sciences, knowledge can usually (although not always) be judged to be true or false based on scientific data, systematic observation, experimental testing and other rigorous scientific methods. The delivery of social science knowledge can be far more complex and is often mired in controversy where no answer is right or wrong. In its efforts to generate useful knowledge, CEESP is well positioned to play the traditional IUCN convening role by providing a platform for competing viewpoints - as *Policy Matters* indeed aims to provide. However, CEESP then has the responsibility to ensure that the delivery of knowledge is done based on criteria such as clear argu

Result Areas or KRAs). Together with WCPA it is also the Commission whose knowledge products contribute most to the Governance strategy of the Programme (Table 2.8).

Table 2.8: Profile of the main potential contributions of 15 CEL knowledge products to the expected results of the 2005-2008 Intersessional Programme

Result	n	%*	Description of Result
4.1K	10	67	Improved understanding of how international arrangements can support more efficient, effective and equitable biodiversity conservation
4.2E	3	20	Enhanced capacities of decision makers to understand and promote the relevance and effectiveness of international arrangements that impact on biodiversity conservation
4.4G	8	53	Improved relevance and effectiveness of international environmental arrangements
5.4G	4	27	National and sub-national policies, laws and institutional arrangements better integrate human wellbeing with biodiversity conservation.
CEL products also contribute to a small extent to Results 2.1K, 2.2K, 3.1K, 3.2K, 4.5G, 5.1K and 5.2K			

* Note that a knowledge product can contribute to more than one Result.

The product

The two-volume book *Capacity Building for Environmental Law in the Asian and Pacific Region (CEL CBEL)* is the first comprehensive environmental law book based primarily on materials from the Asian and Pacific region. It combines national, sectoral and international approaches to the teaching of environmental law in the region. The two volumes totalling more than 1 700 pages document how environmental legal education can be used for sustainability education in an entire region. The content is based on materials used in the ADB funded IUCN/ APCEL/UNEP "Training the Trainers" courses held in 1997 and 1998 at the National University of Singapore

The two volumes

into their development processes. While in the early 1990s international environmental law was a flourishing discipline in universities and law schools of developed countries, it was a neglected discipline in developing countries. This severely limited the capacity of these countries to address all the necessary

The editors distilled the extensive course material into the core components essential to teach environmental law in the region. They substantially revised the content and scope of the teaching materials, updating and adding as required, and collating case studies and materials from the region. Initially, when the courses were established, resource materials were scarce, but with various inputs more than 7 000 pages informed the material for the book.

We were told that in total more than 200 resource persons and technical assistants contributed to the book, either by providing resources or their expertise. A final review of all material was held at APCEL by the editors in 2001 before the final preparation of the book for publication in 2002.

Profile of the “users”¹³

The case study of *Capacity Building for Environmental Law* is based on a document review as well as on the inputs of 21 users and six key informants who were involved in the conceptualisation and development of the product

interviews from a short list of key potential users provided by CEL and when adequate contact details and timely responses could not be obtained, moved on to several other lists: those who were invited to attend the launch of the product in several centres around the world; those who attended the courses which formed the basis for the book; and young professionals who were research fellows at the ELC and who received a set of the books as part of their farewell package. We chose to do sampling based on regional representation. In many cases we had only email addresses and were dependent on quick response to email invitations for interviews, which were held with those who responded first.

We sent the survey questionnaire to all 102 people on a list provided by CEL at a later stage as their most updated list of potential users in Asia.

As we did not focus on users from Commission member lists, a relatively large number of users who gave inputs are not Commission members. The regional distribution also reflects the targeted way in which we tracked users from Asia and the Pacific. As can be expected

repackaged existing material rather than providing new analysis or adding new knowledge to the field.

Quality assurance

CEL has a firmly expressed interest in effective quality assurance and the publications of the ELP are normally subjected to rigorous peer review processes by a group of experts (often the Steering Committee of 11 members).

The quality assurance for this particular book was based on the fact that its development was an iterative process over a long period with input from more than 200 people, most of them experts from different parts of the world. An advisory group of eminent people oversaw each step of the development of the courses on which the book was based. During the course delivery the resource persons sat in on and critiqued one another's contributions. The concepts were tested with the course participants who were experienced people in their own right. Seven thousand pages of material (usually peer reviewed) were obtained from the best available sources over a period of several years. The editors, each an expert in a field of environmental law, rigorously went through each page used in the book. The final draft version was submitted to a professional editor for final editing.

Targeting

While the book was primarily targeted at educators in the field of environmental law, the authors also expressed the wish that it be used by "lawyers, judges, legislators, public officials, administrators, private sector executives and business leaders, representatives of civil society, students and others interested in environmental law and sustainable development".

This agrees broadly with the users' opinion of the most appropriate target groups: educators in environmental law, researchers, students, environmentalists, judges, lawyers, NGOs, journalists and "anyone who needs a good overview of the various environmental legal issues".

Dissemination and accessibility

As far as we could determine, the audiences to whom the book was distributed were more or less in line with the targeted audiences :

- Participants in the launch of the book in five cities (Washington, Lahore, Bonn, Singapore, Tokyo). Invited guests included prominent individuals and strategically important institutions.
- Institutions in the region, for example to all the major universities, and other key educational and environmental centres all over the world.
- All IUCN Regional and Country Offices for further distribution.
- The initial course participants who came from many academic institutions in 15 countries in the region.
- Targeted NGO and government experts as identified P

○The initial course participants who came from manyL-12 TD w (ipanntd stra51 Tc0.5514 17-0.4143 6

We do not have detailed information on the distribution by the key institutions – the Asian Development Bank, who among others agreed to make available 2 500 CD ROM versions of the book for free and to sell the hard copies for the reasonable price of \$50 per copy (ADB has already published a second edition), CEL and APCEL. The book is not available on the Internet.

Forty eight percent of users passed the book, or information about the book, on to others. Twenty nine percent did not. Again, as with the other case study products, this indicates that further distribution by those who receive it from IUCN is likely to make a significant contribution to its availability and reach to audiences of which IUCN might not be aware.

Fifty three percent of users prefer this product to

Unexpected effects

- The process - from the initiation of the courses to the production of the book – and the role played by APCEL has inspired other regions to attempt to do the same. There are now ten such centres around the world. While the project in the Asia-Pacific region was implemented as a pilot project, this interest and growth in centres had not been predicted.
- The book contributed to the interest of universities to form a network through the International Academy for Environmental Law.
- We were told by key informants, and users commented on the fact that the book has significantly raised the profile of CEL in Asia and the Pacific region.

Some observations

This case study highlights a number of lessons. CEL has developed a widely respected product through a development process involving more than 200 knowledgeable people from all over the world. It used an iterative process and some of the best people in the world to ensure rigor in the development process and a high quality and relevant end result. The need for such a product was clearly identified and in line with the strategic directions and priorities of CEL. It capitalised on the success of one knowledge product, the courses, to develop another that could expand the impact of the courses. Partnerships brought resources, both financial and in kind, to enhance quality of the product and its reach. Among others the use of widely respected authors ensured its credibility.

While it did not necessarily impart new knowledge, it consolidated available information to fill an important gap in the region, giving it a profile as a cutting edge contribution to the field of environmental law

There are signs that the book has reached its primary target audience and that given more time it could achieve the desired impact. The other target audiences are broad and this complicates the distribution strategies (especially with limited resources) as well as monitoring of the success in reaching the target audiences. Dissemination of the product could have been more strategic to increase the chance of reaching all target audiences. Distribution efforts between partners were uncoordinated and in some cases those responsible admitted that they should have been more careful in their targeting and distribution method in order to increase the chance of reaching all target audiences. Dissemination of the product could have been more strategic to increase the chance of reaching all target audiences. Distribution efforts between partners were uncoordinated and in some cases those responsible admitted that they should have been more careful in their targeting and distribution method in order to increase the chance of reaching all target audiences.

2.4.2 Case Study: *Flow*

Dyson M, Bergkamp G and Scanlon J (eds). *Flow – the Essentials of Environmental Flows*. IUCN, Gland, Switzerland and Cambridge, UK, xiv+118, 2003. Product of cooperation between WANI, ELC and CEL, with a contribution from CEM

The product

Flow – the Essentials of Environmental Flows is the second book in a series produced by the Water and Nature Initiative (WANI) which draws from the experiences in the IUCN WANI initiative while also informing these experiences. *Flow Flow*

discussions at the WSSD in 2002, where NGOs and civil society expressed a need for practical guidance on their implementation. The World Commission on Environmental Development issued a statement on the importance of ensuring environmental flows in 1987. WANI also expressed a keen interest in developing a practical guide on this topic.

As no guidelines or legal framework existed to help implement environmental flows in practice, the convergence of opinion between leading figures from WANI, ELC and the Water and Wetlands Specialist Group led to the decision to develop a book to fill this gap in the market. The idea of the book fitted with the objectives of the Commission to foster and develop new and emerging areas, and to promote environmental quality. The idea was supported by the CEL Steering Committee. Funding was readily available from WANI. This served as an additional motivation for developing the publication.

The main aims of the book were to influence policy to promote the concept of environmental flows, and to equip a network of practitioners from different disciplines with the knowledge to implement environmental flows. Each was to provide essential knowledge and to show where to access more detailed information, thus serving as a guide to the “essentials rather than as a resource for all the details”.

Part of the benefit of having the book available was that its advice could then be tested in those countries where WANI has relevant influence in river basins. This would be done in collaboration with national stakeholders, experts, practitioners and government officials.

The development process

The editors of the book were drawn from the Water and Wetlands Specialist Group. Initially the CEL Specialist Group members were approached, but most of the authors came mostly from WANI contacts. The book was developed on the authors and developed a draft outline for the book. The draft paper was circulated among the authors and editors for peer review. The editors also sent some of the completed papers to four professionals from academic centres and government in Australia, Tanzania and the USA for their independent review.

Apart from the authors' and editors' experience and expertise in environmental flows, two events provided inputs to the development of the book - the outcomes of the workshop on environmental flows held by WANI in 1998, and the comments on the presentation of its key elements to the audience of water professionals at the Third World Water Forum in Kyoto in March 2002.

Profile of the “users”¹⁵

This case study is based on a document review and on the inputs of 17 users as well as six key informants or initiators and producers of the product. Eighteen percent of users were very

Table 2.10 CEL/WANI *Flow* user inputs by Commission membership, statutory region and type of institution

Commission Affiliation	Number of users	Percentage of users
Commission members	2	11.8
Not Commission members	15	88.2
IUCN staff	0	0
<i>Total</i>	<i>17</i>	<i>100.0</i>

Statutory Region

45.621 TD /F0 7.7344 00e58er75 0.7 (1.8) Tj 9 0.0087c 0.3164 Tw-0.11725 0.75 re f 146.25 63

or local decision-makers from communities, while policy makers would ideally require a concise text.

Eighty two percent of users felt that *Flow* was a credible and reliable source of information. Their opinion was strongly based on the credibility of IUCN, but also on the reputation of the authors. One user involved in a similar initiative in the USA (producing an overlapping publication) felt that *Flow* was consistent with their findings and experiences.

Only six percent of users felt that the content was not credible or reliable. Their views were based on what they perceived as confusing statements, biases or incomplete approaches. Some of the examples cited include a perception of bias of opinion towards “working with a development philosophy” rather than working for stakeholder outcomes; the lack focus on “bottom-up approaches”; a lack of attention to upstream/downstream problems, “understating the trade-off problems”; and a lack of focus on other regions of the world, thus ignoring “useful experiences in countries such as Spain, Morocco and Tunisia”.

Forty seven percent of users were of the opinion that this was a cutting edge product in its field. Eighteen percent disagreed, while 35% ventured no opinion. We were told that *Flow* was the first comprehensive practical guide ever produced on environmental flows which encompassed economic, social, legal and technical aspects. From this perspective it is filling an important niche; this was confirmed by many of those users who regarded it as a cutting edge product.

On the other hand, of the case study products and services studied for the Review, *Flow* had the lowest number of users referring to the product as “cutting edge” and a significant number of users were lukewarm in their comments about the value that the book has added to the field. They felt it to be “a good starting point” but “not comprehensive enough for those familiar with the issues”; that it summarised existing knowledge but did not provide new insights; and that those who could benefit most – people working on the ground, in the opinion of many users – “will probably not read the book”.

An explanation for the somewhat divergent views among the users could be that the majority came from countries where the concept of environmental flows has been known and implemented on a wider scale than in many developing countries. According to one of the editors, developing countries were the primary audiences for the book and he experienced great enthusiasm for the book in Viet Nam and Sri Lanka, as well as appreciation of its comprehensive nature among World Bank staff working on environmental flows.

We were also told that the producers of the book did not intend for it to be based on classic science or research that would advance the frontiers of knowledge in the field, but wanted to bring together new and valuable knowledge rooted in the practical experiences and opinions of those working on the ground. We understand that this is in line with one of the roles that CEL wishes to play through its knowledge generation initiatives.

Quality assurance

While formal peer review guidelines were not used in the peer review processes for *Flow*, several steps were taken to ensure the quality of the book by testing the idea, content and various chapters through various means:

- The editors selected reputable authors for each of the papers.
- The draft papers were shared between the three editors and nine authors as an internal peer review mechanism.

- According to one of the authors, a draft of the book was tested by six panel experts in conjunction with an audience of experts as well as people less familiar with the field, at a dedicated side event at the WSSD. The draft content was then further reviewed using a similar process at the Third World Water Forum in Tokyo.
- Independent peer review was done by four professionals from academic centres and government organs in Australia, Tanzania and the USA.
- A journalist was involved in finalising the text to ensure that it was reader-friendly.

Targeting

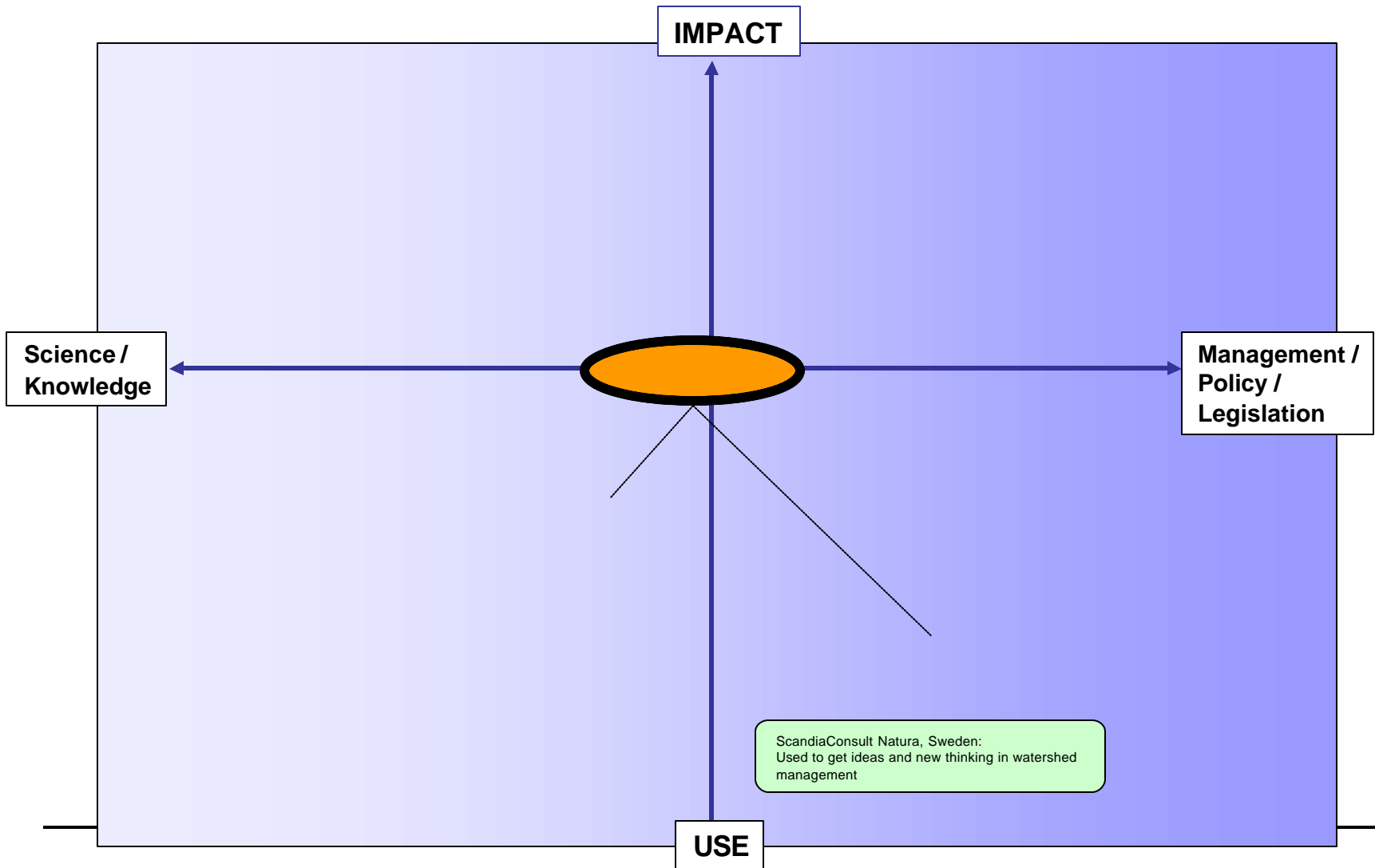
According to the initiators of *Flow* the book was targeted at the wide range of people who will need to form a coalition to provide environmental flows. These are the “politicians and policy makers, the environmental and consumptive water use lobby groups and other NGOs, the river communities and individual naturalists, and the engineers, hydrologists, planners, economists and lawyers”. Reaching these groups with one publication is a challenge and if this was to be done, would imply the need for a general and practical guide that could serve as introduction and guide to the main issues in the field to develop a common vision of what could and should be done. This is in line with how *Flow* was conceptualised.

Users concluded that the book should be targeted at policy makers, government officials and those who influence policy, organisations involved in developing river basin plans, water managers, stakeholders in river basins and academic institutions. This is in line with the audiences for the book envisaged by its initiators, although as poaudienc0, stakehospectrum8 -landracbook

five percent acknowledged that they had not used it, while the rest had no opinion on the matter. Few examples of use were cited (Figure 2.6¹⁶). Even though 18% said that they could identify some influence of the book on themselves or on their organisation, no valid examples of results or influence were given.

A factor affecting use would be the relatively short period of eight months during which *Flow* has been available. At present *Flow* is still used only as an information source for those involved in environmental flow projects, but there are no signs that it has started to impact on the

Figure 2.6 Use and influence of the CEL/WANI product, *Flow – The Essentials of Environmental Flows*, around the world, based on responses from 17 users (refer also to the footnote in this section under *Use, results and influence*)



For example, although *Flow* was developed to influence among others policy makers, it is unlikely that it would easily reach this audience in its current format unless it is interpreted by others for this purpose, as one of the users is already doing in the Netherlands.

In principle *Flow* should be a useful contribution to a field that is continuing to gain more prominence. The reasons for its rather lukewarm reception among a portion of users seem to lie in the manner in which its content has been perceived and interpreted rather than in the need that it is addressing in the market. This could partly be because of the diverse perceptions of content needs and formats among its very broadly defined target audiences.

Compared to other Commission publications which were also released quite recently, *Flow* seems to have had significantly less influence on potential users. On the other hand it would be somewhat unfair to judge *Flow* only on the results obtained in this case study. As in some of the other case studies, the number of users who provided inputs was limited. This means that only limited conclusions can be reached about the use and influence of the product on the targeted user groups.

and planning about species, ecosystems and the people who depend on them. It has built its reputation on its firm principle to base its work on the best available science. Its members collect information on the status of the species, develop Action Plans, formulate recommendations and in some cases implement field projects. Its most famous products (and also that of IUCN) are the IUCN's Red List of Threatened Species, noted to be "the world's most comprehensive and authoritative global survey of rare and threatened species". The Red List indicates biodiversity loss and is used to help identify global conservation priorities. It alerts countries and regions to species of international concern and is frequently used to create and strengthen species protection laws.

SSC as a collective body thus monitors biodiversity based on the information provided by Commission members; analyses issues of concern to the conservation community; and helps to develop solutions through technical input for policy recommendations, strategies and Action Plans. As indicated in its Strategic Plan 2001-2010, during recent years it has aimed to develop more integrated analyses for use by the conservation community. With the advent of the Species Information System (refer to the next case study) it aims to focus more on problem-oriented analysis and outputs as a service to national and international biodiversity agencies. Its Action Plans based on regions and countries rather than only on taxonomic considerations also have higher priority.

Apart from the Red List of Threatened Species and the Action Plans, SSC publishes a wide variety of Occasional Papers, conservation guidelines and policy statements, monographs, and newsletters of the Commission and Specialist Groups. The analysis of 109 knowledge products included 20 from SSC (refer to Annex 6 for a list of these products). It showed that that as could be expected, the SSC products are firmly rooted in KRA 1, which focuses on understanding biodiversity (Table 2.11; refer to section 3.8.2 for more information on IUCN's Key Result Areas or KRAs).

The Red List Programme is one of the important thematic SSC programmes and many regard it as IUCN's signature product. Its goals are to provide a global index of the state of degeneration and biodiversity, and to identify and document those species most in need of conservation attention if global extinction rates are to be reduced. It publishes information on threatened species, continuously adding new information, works on Red List biodiversity indicators, does spatial analyses for planning and management, promotes best practice and trains and advises countries on the application of the Red List Categories and Criteria and the Regional Guidelines. The Red List of Threatened Species is an output of this programme, as is our case study product.

Table 2.11: Profile of the main potential contribution of 20 SSC knowledge products to the expected results of the 2005-2008 Intersessional Programme

Result	%*produ.
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The product

In the late 1990s the SSC developed the Red List Programme as a comprehensive approach to its red listing activities

Over time, IUCN recognised that a more objective and scientific system for determining threat status, as well as a more accurate system for use at the national and regional level were needed. The IUCN Red List Categories evolved over a four-year period through extensive consultation and testing involving more than 800 SSC members, and the wider scientific community. The more precise and quantitative Red List Categories were adopted by the IUCN Council in 1994. In 1996 IUCN Members called for a further review to ensure that the criteria were applicable to a wide range of organisms, especially long-lived species, and species under intensive management. In addition, SSC was asked to ensure the highest standards of documentation (information supplied to justify a listing), information management and scientific credibility.

The revised Categories were adopted by IUCN Council in February 2000 and, following further refinement, were published as the *Red List Categories and Criteria Version 3.1*. All new assessments from January 2001 are to use this version. SSC plans to leave the system unchanged for a period long enough to allow changes in conservation status to be monitored. This is essential if the IUCN Red List is to be used as a reliable indicator of trends in biological diversity." if tatupawny IUCN According to SSC n

Table 2.12 SSC Red List Categories and Criteria Version 3.1 user inputs by Commission membership, statutory region and type of institution

Commission Affiliation	Number of users	% of users	
Commission members	10	83	
Not Commission members	2	17	
IUCN staff	0	0	
<i>Total</i>	<i>12</i>	<i>100</i>	
Statutory Region	Number of users	% of users	% SSC members*
Africa	2	17	10
Meso and South America	3	25	11
North America and the Caribbean	2	17	23
South East Asia	0	0	16
West Asia	0	0	2
Oceania	2	17	14
East Europe, North and Central Asia	0	0	6
Western Europe	3	25	16
<i>Total</i>	<i>12</i>	<i>100</i>	<i>100</i>
Type of Institution	Number of users	% of users	
Academic institutions	4	33	
Private sector/Consultants	1	8.5	
NGOs	3	25	
International NGOs	1	8.5	
Government organisations and agencies (including national parks)	3	25	
<i>Total</i>	<i>12</i>	<i>100</i>	

Timing

Half of the users felt that the timing of the product was appropriate to address the need at which it was aimed. Four disagreed and felt that it was too late to make an impact. Two did not offer an opinion.

When the comments of users are interpreted, it becomes clear that the main reason given for the belief that the timing was not appropriate did not mean that the product was not considered to be useful. Rather, assessments had already started at national level and the cycle of work for these assessments therefore did not fit the cycle of updating of the categories and criteria. It would have been impossible to release the product at a time that would have been considered suitable for everyone.

The quality and cutting edge nature of the product

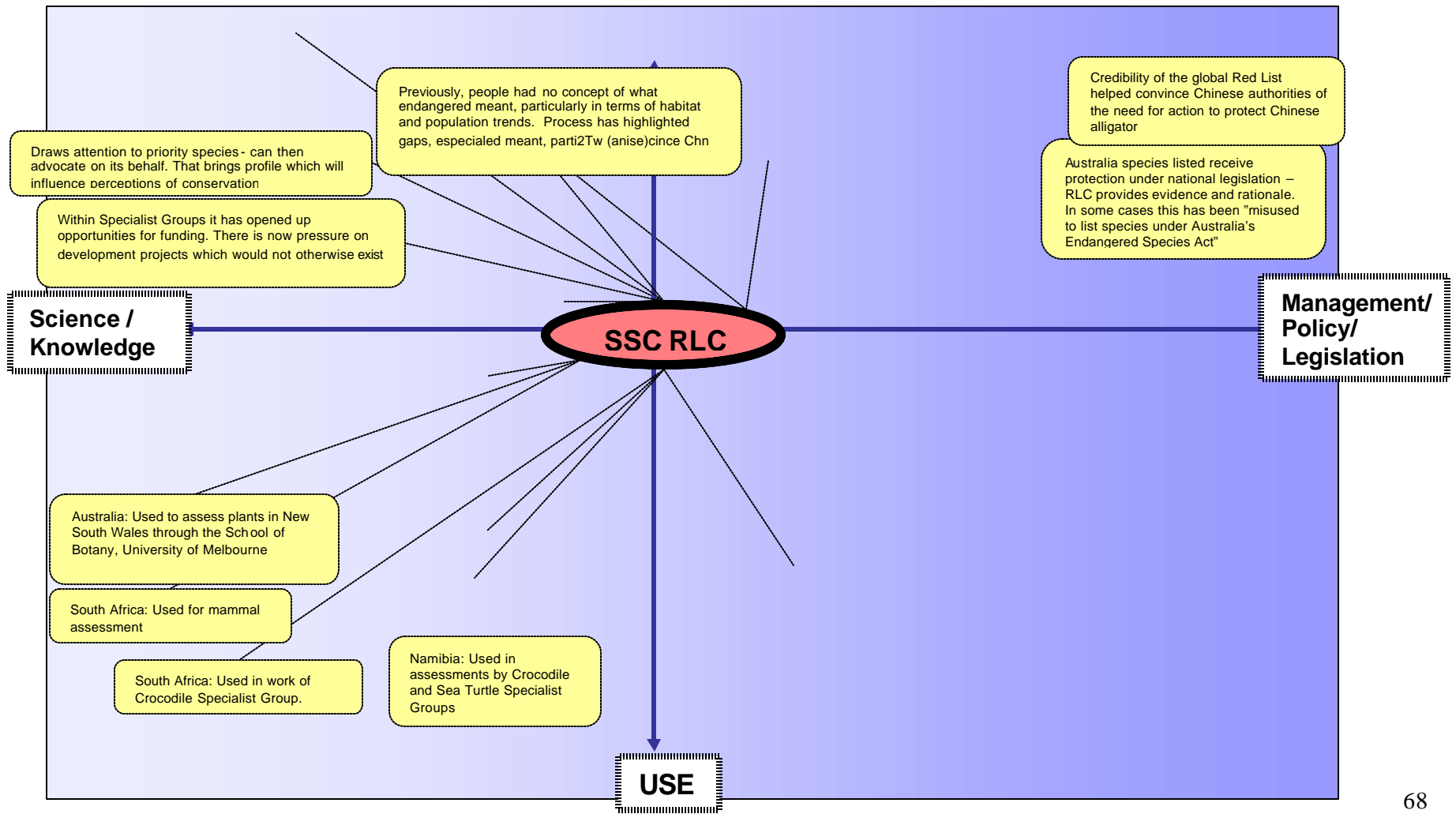
Eleven out of the 12 users were of the opinion that the style and format of the publication was attractive and user-friendly – the highest number of all the case study products. Only one user disagreed. Those who responded generally felt that the content was well presented but not necessarily user-friendly due to the perceived complexity of the guidelines. Several commented that training and exposure to implementation is necessary before the guidelines become more easily applicable. The Red List Office confirmed that in their experience users become much more positive about the use of the *Red List Categories and Criteria* when they have attended a training course on its use. This is one example where training as an additional “knowledge service” adds value to an existing Commission product. Two users referred to the summary table developed by Birdlife International as a product that enhances the usefulness of the guidelines.

Eleven of the 12 users felt that the product was a credible and reliable source of information. Again only one user disagreed on the basis that it was not credible for widely distributed species due to incorrect conjecture about the relationship between extinction and population decline, particularly for long-lived species such as sea turtles. We came across this argument as well as similar debates several times, including in the scientific literature. This is to be expected in any system that tries to simplify complex issues for application and that is to be applied globally across many species under many different circumstances. Clearly it might still have weaknesses which will require SSC to ensure that it is open to debate and the need for improvement.

Our perception is that this openness does exist and that improvement is possible through

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Figure 2.7 Use and influence of the SSC product, Red List Criteria and Categories Version 3.1, around the world, based on responses of 12 users (refer also to the footnote in this section under *Use, results and influence*)



A few concrete results were iden

One of the reasons for the success of the *Red List Categories and Criteria* is the rigorous and lengthy development process which was parallel to the process of developing the *Red List Categories and Criteria*. The process was parallel to the process of developing the *Red List Categories and Criteria*. The process was parallel to the process of developing the *Red List Categories and Criteria*.

List gives the conclusion of the analysis, *SIS* gives supporting information for this conclusion. The key factor for the success of *SIS* is the vertical integration of a database of information with the well established biodiversity knowledge network made up of SSC Specialist Groups in order to meet critical information needs of the scientific and conservation community, governments, local communities and the private sector. *SIS* will be part of the scientific groups that provide the basic data and who will also have the scientific control to ensure the quality and integrity of the data. Both IUCN and the scientists should regard the data collection as a good value proposition - IUCN wants the information to promote conservation planning, while the scientists need better and more up to date information for their research.

It is envisaged that *SIS* will help to rejuvenate knowledge production in SSC. It will be in a position to produce a range of scientific products, biodiversity assessment products and environment assessment products that in the long run should transform the way in which business and governments make decisions – and it will improve the quality and effectiveness of those decisions. Baseline species data sets will underpin the biodiversity information and analyses. They will be made publicly available in formats and scales that will allow users to perform analyses in support of their own objectives. *SIS* can therefore be regarded as both a product and a service.

According to the SSC leadership, *SIS* is central to their 2001-2010 Strategic Plan. It is to be the highest strategic priority for SSC during this period.

An important footnote is that *SIS* is still in a pilot phase, with the first two assessments just completed. It was therefore too early to track its use and influence, other than to test the experience of and use among those who had participated in the Global Amphibian Assessment (GAA).

SIS will in essence be a knowledge product as well as a service when it is fully operational.

The development process

SIS has not yet been completed and funding still needs to be obtained to scale it up to the required level to fulfil its vision. *SIS* was initially conceptualised in the early 1990s as a data management tool to improve knowledge management in IUCN and standardise certain procedures. In the meantime, over a period of eight years, the concept has evolved, the scientific framework has been generated and internationally accepted, the network nurtured and the concept tested. Four species assessments have been, or are being implemented, a *SIS* Data Entry Module (DEM) has been designed, tested and released for use by over 40 specialist groups, a prototype Web based *SIS* system has been designed and demonstrated, and links between this system and several GIS systems have been established. A partnership has also been formed between Oracle Corporation and the Red List Consortium consisting of IUCN/SSC, NatureServe, Conservation International and Birdlife International.

The recently completed Global Amphibian Assessment served as pilot project. It was led by a staff complement of three who worked with 400 scientists from 34 regions across the world to produce the results in a first attempt to assess amphibian species. The process was somewhat different from that for the Red List. Workshops were held in countries in order to build local capacity and get key experts involved who could apply the method in the field.

The profile of the “users”²⁰

This case study is based on a document review as well as on the inputs of ten users and nine key informants. Eight users were very familiar with *SIS*. The other two felt that they were fairly familiar with it. Table 2.

The quality and cutting edge nature of the product/service

Nine out of the ten users felt that *SIS* was user-friendly. In spite of this, several improvements were suggested – although this might already have been done in the meantime as *SIS* is continuously evolving. Aspects raised by users are the referencing system that was, or still is, “time-consuming and redundant, with habitat codes not applicable”; the use of Microsoft Access for the data base; and the need to use a GPS/GIS interface of a combination of polygon maps and exact locations; increasing the potential species range in the geography module.

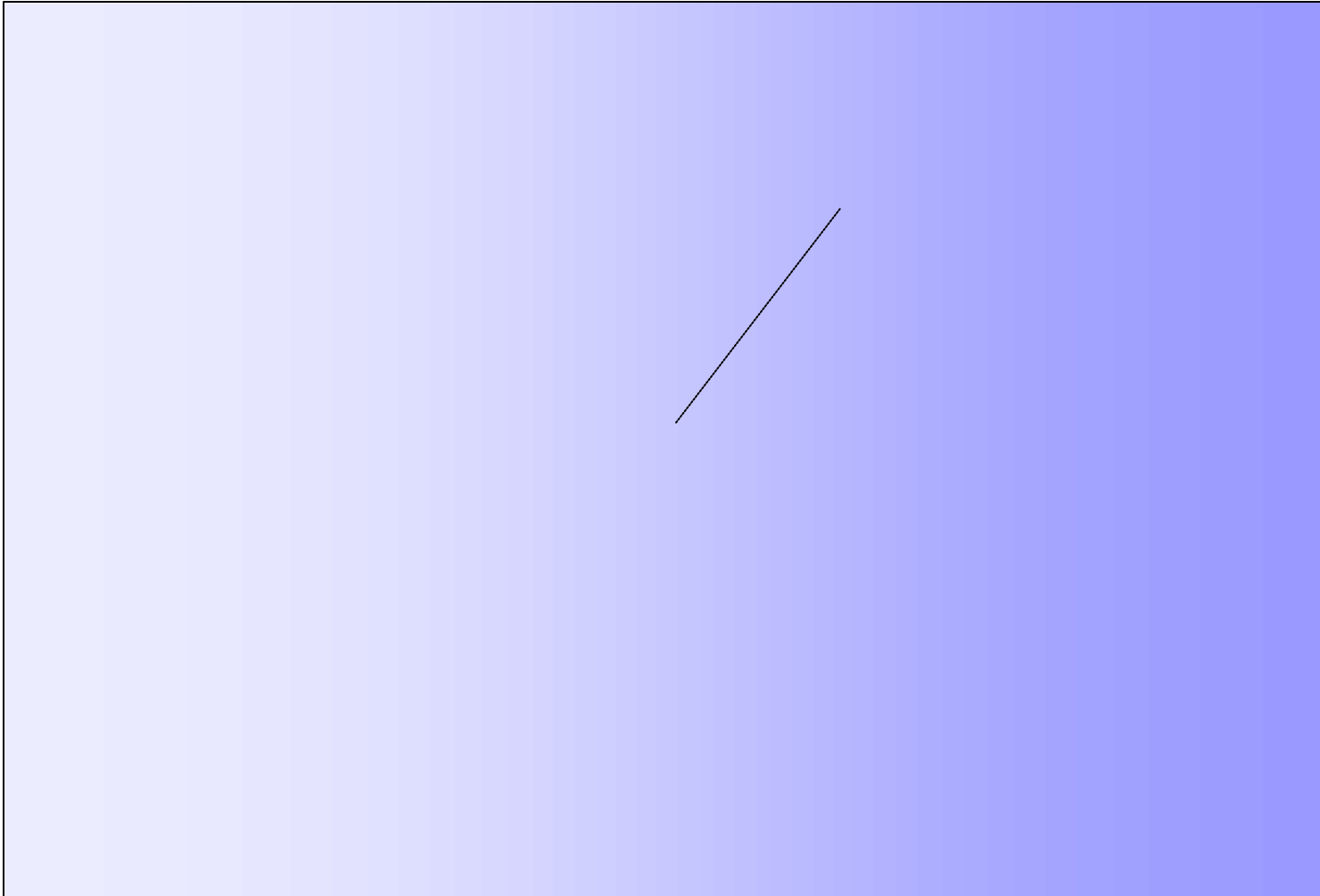
All users felt that *SIS* would provide a credible and reliable source of information – again the highest percentage of all case studies. A large variety of reasons were given, the most prominent of which seemed to refer to the fact that it would provide up-to-date information in a standardised manner between scientists from all over the world.

According to users the main contribution of *SIS* is that it repackages existing data to provide new insights, to be used by conservation practice in new ways including translating

Targeting

The users eventually targeted for the use of

Figure 2.8 Use and influence of the SSC product/service, the *Species Information Service*, around the world, based on responses of 10 users (refer also to the footnote in this section *under Use, results and influence*)



Some observations

This study was conducted too early to determine the potential of tracking its use as a knowledge product/service in IUCN. In spite of this we have found that the scientists interviewed were very supportive of the idea and enthusiastic about its performance. The fact that a closely knit and functional network for data input already exists is a great strength of *SIS* which provides it with an excellent comparative advantage. On the other hand these scientists are generally not the people in decision-making positions that will ensure the wide application of *SIS* for policy and management purposes. It is therefore encouraging that examples have already been reported where the results of the GAA have started to affect government thinking and decision-making. A major effort has been initiated to ensure that it is designed to be as useful as possible to this important audience.

SIS is an example of a value-adding product which builds on the foundation laid by the Red List Programme. Users also support its emphasis on training as another value adding service that will help to ensure the wider use of *SIS* over time.

As in some of the other case studies the number of users who gave inputs into this study was limited. This means that limited conclusions can be reached about the use and influence of the product on the targeted user groups. This aspect is further discussed in the document on the methodology developed for the tracking of knowledge products which resulted from the lessons learned in this study.

2.6 The World Commission on Protected Areas (WCPA)

2.6.1 The Case Study: *Evaluating Management*

40% of the users came from government departments, services or agencies, including national parks.

Eighty five percent of users believed that the publication was a credible and reliable source of information. No-one disagreed, while the rest had no opinion or did not know the answer. The majority ascribed its credibility and reliability to the extensive iterative development process involving many experts over time, the excellent reputation of the authors and editor, and the credibility of the IUCN.

Users also felt that the value added by *Evaluating Effectiveness* to its field was multi-dimensional, in almost equal measure establishing new tools and methods, integrating existing knowledge to provide new insights, generating new knowledge that advances the field and developing essential capacity. Sixty eight percent regarded it as a product at the cutting edge of the field of protected areas management. Users ascribed its cutting edge nature to the fact that it filled a very specific niche as the first global framework to evaluate the effectiveness of protected areas, very successfully bridging the gap between theory and practice.

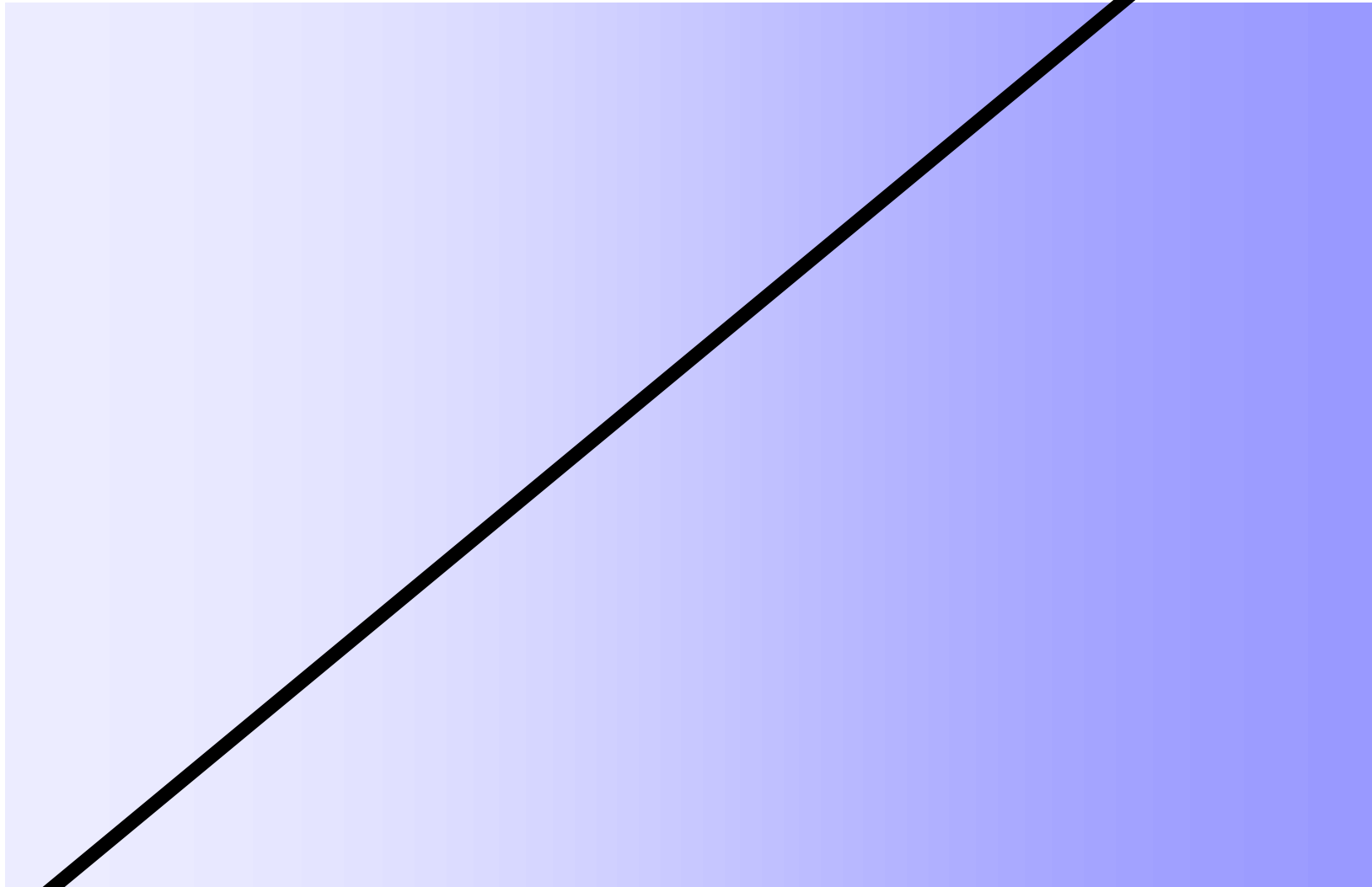
Only 9% of informants believed it not to be a cutting edge contribution, as it repackaged existing material for practical application rather than creating new knowledge or proposing new approaches. Their reason brings to the fore users' diverse perspectives of the meaning of a "cutting edge product". Twenty three percent chose not to respond to this question.

Quality assurance

The lengthy iterative development process provided an excellent quality control mechanism. A large number of experts in various fields from different parts of the world, and in particular the Management Effectiveness Task Force, provided input on content and quality throughout the three year refinement of the product. In essence they acted as peer reviewers, bringing many different experiences and viewpoints to bear on each step of its development. The process made maximum use of the key advantages of an expert knowledge network –

The Knowledge Products and Services Study

Figure 2.9 Use of the WCPA product, *Evaluating Effectiveness*, across the World, based on the response of 75 users (refer also to the footnote in this section *under Use, results and influence*)



Concrete results and influence have been perceived following the use of the product (Box 2.3). Forty nine percent of users said that the product had led to concrete results or had had an influence on them, their organisation or another initiative. Thirty three percent were not aware of such effects. The rest did not comment. The guidelines have changed the attitudes of authorities and managers towards the evaluation of management effectiveness of protected areas. They created a greater awareness among managers of the need and guidelines for evaluating management effectiveness and a better understanding of the value and principles of this approach. They have stimulated the interest of authorities and managers in monitoring and evaluation and provided more structured approaches to planning. Many users believe that it was almost entirely due to the development and release of the framework that the evaluation of management effectiveness has become widely known and practiced. They noted that this was a major theme for discussion at the World Parks Congress in Durban. A decade ago it was hardly an issue on the agenda.

Again this is well in line with, and has even exceeded, the expectations of the initiators and developers of the product.

Slightly more than three years have elapsed since the publication of *Evaluating Effectiveness*. Its uptake at national management level has been remarkably fast. This could be due to at least three reasons: (i) the lengthy development process during which potential users could “buy into” the results; (ii) the definite and widespread need that it fulfilled; and (iii) the strategic position of many WCPA members as senior protected areas managers who could ensure fast implementation at national or organisational level. The latter is a particular strength of WCPA that can accelerate the uptake of the Commission’s work and knowledge products in systems across the world.

There is not enough information available to get a clear understanding of the extent to which the product is of use to, or used by, the IUCN Secretariat. According to some of the key informants there was little connection with the regional offices, a weakness as they could have assisted with raising the awareness around the product. This situation has subsequently improved, for example in the World Heritage Site project the regional offices were used as coordinators (ORMA, EARO). ORMA and SUR also worked to get GEF to expand its work in some World Heritage Sites to other sites in the region. Funding was obtained from the US government to bring government representatives together to consider the feasibility of the proposed intervention.

Unexpected effects

- Academic institutions were never a target audience for the product, yet it has been used for teaching and research in Canada, the USA, Australia and Benin.

According to the Parks and Wildlife Service of Tasmania, the publication of their case study in the publication raised the status and profile of their evaluation programme and provided international endorsement and encouragement for its continuation and further development. This in turn reinforced recognition within their agency of the importance of the evaluation programme. This profile assisted the programme to continue through periods of potentially destabilising change.

- According to a UNDP representative, it enhanced the credibility of Protected Areas by making their management seem more “objective”.
- At ten World Heritage sites the site teams experienced enhanced communication with role players as they work together – something which they did not predict or expect during the design of the intervention.

Some observations

In many ways knowledge production in WCPA can serve as a model of good practice. Maximising the leverage and influence of products produced through the volunteer work of

3

The factors in Table 3.1 imply that Commission leaders and members must have access to the most influential forums at policy and practice level in the fields served by the Commission. The Commission leadership has to prevent partisan interests or the interests of a small group from determining priorities. They must be able to select the most appropriate products and services from a variety of possibilities especially where the work of a Commission is broadly defined, as those products and services need to be developed that can contribute the most to the desired outcomes in line with their comparative advantage in the field. It is therefore of concern that only 20% of Commission outputs are based on some form of systematic situation analysis.

We propose that for the next Intersessional Period more purposeful analysis of trends, needs and emerging issues should be implemented. Commission strategic plans and work plans should pay greater attention to the whole planning cycle for products and services and to establishing priorities for them.

3.2 Timing

The potentially slow nature of volunteer work can affect the capacity of Commissions to respond to windows of opportunity for products or services so that their relevance and impact can be lost. The review found that in general the production of the case study products and services was timely to address the needs for which they were developed and to have the desired impact.

Only in the case of SSC *Red List Categories and Criteria* did a significant percentage (33%) of the small sample of users surveyed feel that it was too late since they had already started their assessment work by the time it was released, but it is unlikely that this would have diminished the eventual impact of the product. Twelve percent of CEL *Flow* users felt that the book was published too late to make a real impact, although the reasons for their opinion are unclear. In the case of the CEM *Using the Ecosystem Approach*, 9% of users were of the opinion that it was published too late due to the lengthy period of nearly three years that had elapsed between the conceptualisation of its content at a series of workshops and its eventual publication. They felt that the book had been overtaken by other products and had lost its niche in the market.

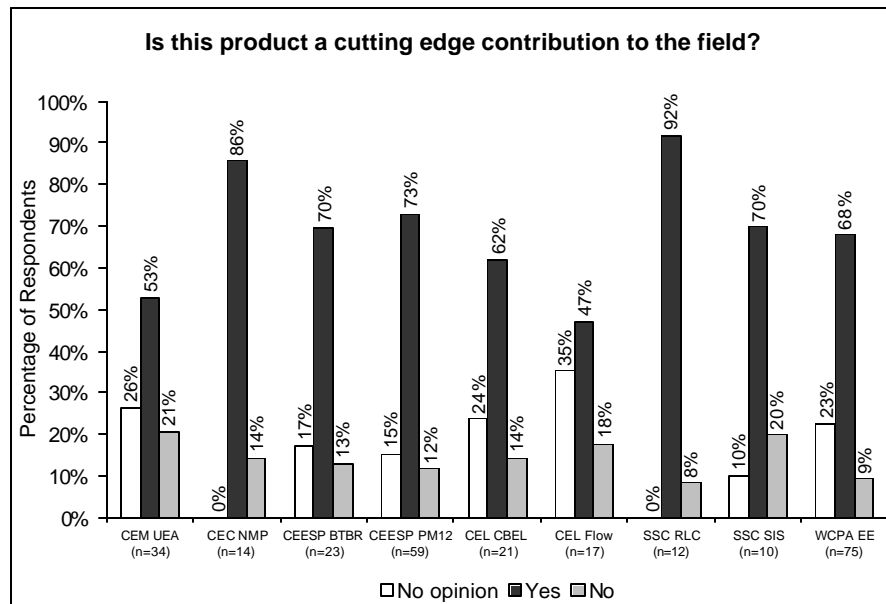
3.3 The Quality and Cutting Edge Nature of the Products and Services

For knowledge products and services to be used they have to have a reputation as credible and reliable sources of knowledge. We asked users for their perceptions of the reliability and credibility of the case study products and services. Responses as credible 80% of the c

Table 3.2 User perspectives on the credibility and reliability of Commissions' knowledge products

Figure 3.1 shows that the vast majority of users viewed the case study products and services as cutting edge in their respective fields.

Figure 3.1 Users' perceptions of the extent to which the case study products and services can be regarded as "cutting edge" contributions to the field



However user comments indicate that the meaning of "cutting edge" should be questioned. As

product is *not*

From the case studies we conclude that quality assurance is most effective when based on inclusive, iterative processes using the regular input of a large number of highly regarded Commission members over a period of time. This approach makes the best use of one of the aspects of the Commissions' comparative advantage – the convening power to mobilise the diverse and extensive expertise of their networks towards a common goal. Other successful approaches include formal and regular monitoring and evaluation processes for services, and peer review using systematic processes and guidelines as well as inputs from a significant number of peer reviewers who can bring a variety of perspectives to bear on the assessment.

We find it of concern that some products did not reflect the corporate identity of IUCN. While resource constraints can be a factor for consideration, all Commission products developed in the name of IUCN should be guided by style standards set by the organisation.

3.5 Targeting of audiences

The majority of the nine case study products and services were developed in response to a well defined need. User audiences were easily defined on that basis and targeted from first conception of the product or service. The target audiences were usually very broadly defined. Only in a few cases were influential individuals and institutions, and “connectors” to those with decision-making power targeted more specifically. In our discussions relevant people in the Commissions admitted that more purposeful targeting of influential individuals and organisations is needed to maximise the impact of products and services.

The broadly defined target audiences often included policy makers and field practitioners as well as an array of other stakeholders. In such cases the style and format for publication requires more careful thought and diversification to ensure that the various audiences are reached in the most effective manner.

We compared the audiences targeted by each Commission with those recommended by the *users* as appropriate target groups for that product. In all cases the recommended user audiences were even more extensive and would thus have required broader dissemination than those actually targeted by the Commission.

A factor affecting the targeting of products is the audience at which their content is aimed. We used the analysis of the 109 knowledge products to determine the geographic focus of the content of the Commissions' knowledge products. Sixty four percent of the products were directed at a global audience, with the rest targeting more than one region or a single region (Figure 3.2; Table 3.3).

In the limited timeframe for the Review we could not determine whether there has been a shift in focus

Figure 3.2 The content focus of the Commissions' knowledge products per region

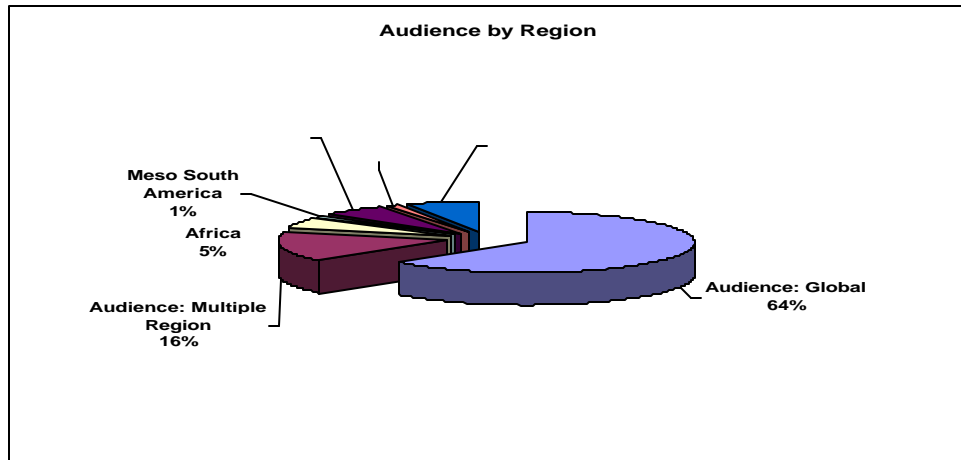
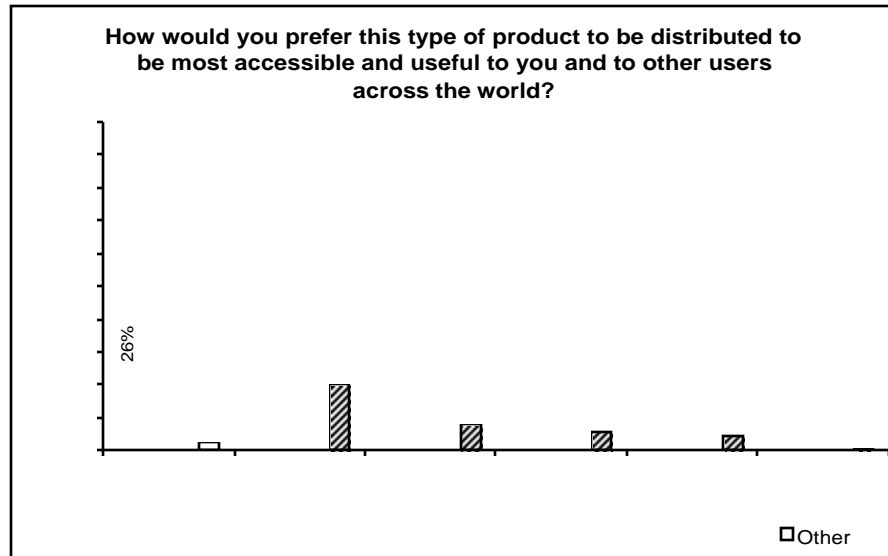


Figure 3.3 U

This pattern is in line with the distribution methods preferred by the users. The majority of users, whether from developing or developed countries, preferred Commission products to be made available in hard copy in parallel with Website files and/or CD ROM copies (the third most preferred method of distribution). Eighty percent of these users preferred a combination of hard copy and Website material. Only 21% preferred CD ROM as a major means of distribution (Figure 3.4).



Users are not always end points. Fifty three percent of 248 users surveyed had passed the product, or information about it, on to others. Clearly our surveys and interviews reached those who had received the Commissions’ products and services, but there is a larger and unknown group of potential users who are missed by current dissemination strategies and who might never have been reached by IUCN if it was not for this secondary distribution by users.

The responsibility of Commissions to reach individuals and organisations worldwide means that the dissemination of their knowledge products requires significant resources. Their audiences do not want to, and cannot, depend only on electronic distribution methods and this means that hard copies need to be printed at high cost. Cost-efficiency then becomes an important issue. We did not find clear signs of waste in the distribution of hard copies, but anecdotal evidence insists that piles of hard copies have been found abandoned in some Regional and National Offices and in the warehouse in Cambridge. There is also little evidence of coordinated dissemination strategies managed by the Commissions to ensure effectiveness and efficiency in reaching their targeted audiences.

²⁴ SSC SIS and CEC case study products and services were not included in part of this analysis due to their different nature and focus

We believe that two areas need attention to minimise undue waste:

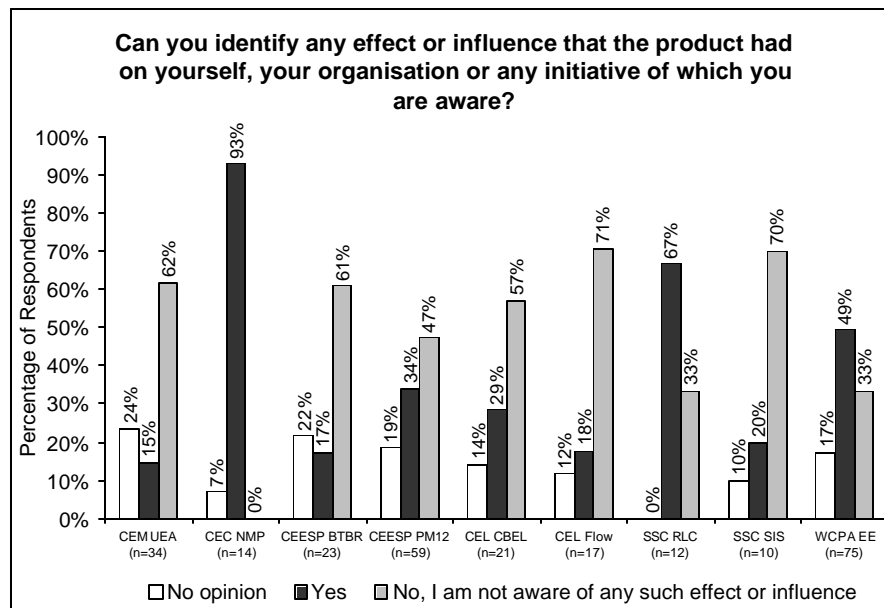
- Material placed randomly at events, where there is no targeting or control over who obtains a copy.
- Material sent to IUCfgfcc 26.25 0 Tf -051571 Tc 385204 TRegenterits aNatenteriO () Tj2.75 0 TD -80.192 T

into this study have used the products or services, while one third knew of concrete results and/or influence (Table 3.6).

No opinion Yes No

*The lack of use of SSC SIS should be interpreted against the detail of its case study as well as the small sample size.

Figure 3.6 The extent of influence of each of the case study products and services among user respondents*



*The lack of influence of some of the products could be related to the time of their release and should be interpreted against this factor

Elements of IUCN’s comparative advantage are apparent in these results. Its access to institutional, national, regional and global decision-makers and powerful forums through its Commission members *and* IUCN Members, and its convening power to bring together experts from diverse backgrounds around the generation of a product, provides for fast uptake and application of the knowledge it disperses. Its reputation and credibility as organisation are important factors in people’s willingness to learn from and apply the knowledge displayed in its products and services. The Commissions’ diverse membership and access to influential forums across the world also helps to ensure that real needs can be identified to underpin the development of knowledge products and services.

One aspect that requires greater clarity is the uptake and use of the Commissions’ products and services by the Secretariat (and also by other Commissions). If IUCN is to optimise the opportunities presented by its unique structure, the Secretariat should make good use of the expertise offered by the Commissions to help direct current and future operations. The Commissions’ products should dissect emerging issues to help direct future directions and identify opportunities for cutting edge interventions at national, regional and global levels. A close linkage between the Secretariat and the Commissions is

Secretariat respondents. A large number (more than 60% in each case) of the Secretariat respondents were not familiar with CEC, CEESP or CEL products. In some cases this is to be

(biodiversity, wetlands, forests, climate change, protected areas) highlight this Commission’s emphasis on being instrumental to the work of other IUCN initiatives, while the strong protected areas theme in the work of CEESP is due to its collaboration with WCPA through TILCEPA and the significant number of outputs produced for the World Parks Congress in 2003. WCPA products in turn reflect the integrative role that events can play in stimulating collaboration between Commissions or between a Commission and IUCN component programmes.

3.9.2 Alignment with the 2005-2008 Intersessional Programme

To what extent does the Programme act as an effective receptacle for the Commission products and services? And on the other hand, to what extent could they contribute to the Programme of IUCN in the next Intersessional Period?

The 2005–2008 IUCN Programme is comprised of six Key Result Areas (five substantive Key Result Areas, and one KRA on delivering the Programme) which are based on a careful analysis of the global situation, key drivers of change and IUCN’s niche and comparative advantage. The knowledge products were assessed according to their link to specific Results to be obtained through the Programme. Knowledge products can be linked to more than one Result and were coded in this manner if the links were apparent.

Figure 3.7 shows the relative distribution of the knowledge products against the five substantive Key Result Areas of the Programme. Two thirds of the products are positioned to contribute to KRA 4 (International Engagement for Conservation) and KRA 5 (Ecosystems and Livelihoods), with more or less equal distribution between KRAs 1-3. This synergy between the IUCN Programme and the Commissions’ knowledge products is highly desirable. They contribute to an integrated knowledge base that inform IUCN’s work at the international and ecosystem levels, yet also inform, albeit to a lesser extent, the basic technical understanding of social, economic and biodiversity conservation.

Box 3.1 The 2005-2008 Intersessional Programme Key Result Areas	
KRA 1	Understanding Biodiversity
KRA 2	Social Equity
KRA 3	Conservation Incentives and Finance
KRA 4	International Engagement for Conservation
KRA 5	Ecosystems and Sustainable Livelihoods
KRA 6	Programme Delivery

As expected, the distribution of each Commission’s knowledge products across the Key Result Areas and individual Results is well matched to each of their proposed 2005–2008 Intersessional Plans. For instance, most of SSC’s knowledge products are clustered around KRA 1 - Understanding Biodiversity, and most of CEL’s are clustered around KRA 4 - International Engagement for Conservation.

The IUCN Programme employs three Strategies – Knowledge, Empowerment and Governance - to deliver its results. Each knowledge product could be coded to more than one result. Those results coupled to the Knowledge strategy were nearly three times more than those coupled to either the Empowerment or Governance strategies. This is to be expected for several reasons. The Commissions focus strongly on knowledge generation and methodologically, when working with knowledge products there is a natural tendency to classify the results as part of the Knowledge strategy of IUCN. A knowledge product can only influence Empowerment or Governance if it is used specifically for that purpose, so when coding knowledge products as part of this exercise a very clear link to either the Empowerment or Governance strategies was necessary for it to be coded under these strategies.

The Commissions' knowledge products are thus aligned with the emerging poverty-environment agenda but are very much concentrated in the few WSSD elements that relate to IUCN's traditional areas of competence.

4 Conclusions

As a group the Commissions have performed very well in the aspects considered in this part of the Review. The case study knowledge products and services have been based on important needs in the conservation community; they have credibility and are regarded as on the cutting edge of their field; their formats were more or less appropriate for the target audiences; the timing of their release or implementation was still within the window of opportunity; the targeting and dissemination were generally appropriate and as far as the case studies could show, target audiences have generally been reached. With few exceptions the use and influence of the products and services were in line with the expectations of those who initiated their development.

The Commissions' products are also well positioned to contribute to the work of IUCN during the next Intersessional Period. The product content is well aligned with the IUCN thematic areas and most contribute to several themes. There is a very good resonance between the products and the 2005-2008 Intersessional Programme and many products have the potential to contribute to the expected IUCN Programme outcomes during the next few years. Although the WSSD Plan of Implementation is defined in broad terms, the products are in line with at least 29 of its actionable points.

Such positive findings can easily lead to complacency. Instead, we believe that the Commissions need to find ways to *accelerate* the use and influence of their knowledge products and services towards the desired outcomes. The 2003 External Review of IUCN notes that Commissions never had a monopoly of knowledge delivery in the Programme and that their leadership in their respective fields are far from assured. The environment in which the Commissions operate is now more competitive and challenging than ever before. There is an increased worldwide focus on knowledge management and knowledge networks as key organisational assets, and this Review has also shown that there are many networks competing with the Commissions for the input of their members. In several cases they are challenged by other networks perceived as more agile in serving the knowledge needs of contemporary conservation.

At the same time IUCN has been repositioning itself, through its Programme, for a more broad-base

to contribute to the WSSD outcomes

i. Ensuring leadership in knowledge production

To retain a leading edge in a competitive environment, Commissions have to be seen to have their finger on the pulse of critical knowledge needs and important emerging issues. This implies the development of cutting edge products that fill the most strategic niches and contribute most effectively towards the changes that IUCN wishes to pursue. In this context the Commissions could be more strategic in their thinking about which products and services to provide. Broader needs assessments and situation analyses should complement the current dependence on internally driven rationales for investing in certain products. A more purposeful approach is needed to identify opportunities and scan the field, including what the competition is producing, than we have seen in several Commissions. The 3I-C Fund provides one such opportunity, but the Commissions can also take better advantage of their own widespread networks and access to influential organisations to put in place syetition 8r2.364e5a-12 sn49th2e on3 Tw (101)2IUCN wish20 Tw 4 93438ace s

IUCN thematic programmes and Regional Offices to ensure optimal reach of products and services with limited resources.

iv. Adding value to knowledge products and services through collaboration

It is too early to determine whether the Commissions are adequately responding to the regionalisation of IUCN's Programme through their knowledge products and services. In terms of content and distribution the regionalisation does not appear to have progressed very far. The 2003 External Review of IUCN notes that

In a regionalised and decentralised Union in whose Programme Members are expected to play an increasingly prominent role, much of the knowledge management work must be articulated with regional and country offices and with Members.

Yet Commissions seem to contribute little to this approach. This has been confirmed by

Annexes

- Annex 1: Case study knowledge products and services
- Annex 2: Research instruments: Interviews
- Annex 3: List of informants
- Annex 4: Research instruments: Surveys
- Annex 5: List of references
- Annex 6: Commission knowledge products 2000–2004 used for analysis
- Annex 7: Criteria for the mapping of the 109 Commission knowledge products

Annex 1 . The Case Study Knowledge Products and Services

KNOWLEDGE PRODUCT/SERVICE	ACRONYM	CATEGORY OF PRODUCT/SERVICE	DATE PRODUCED
<i>Using the Ecosystem Approach to Implement the Convention on Biological Diversity – Key Issues and Case Studies.</i> Ecosystem	CEM UEA	Book (principles of application based on case studies)	2003
[REDACTED]	[REDACTED]	[REDACTED]	1997-2003
[REDACTED]	[REDACTED]	[REDACTED]	Launched in 2001
[REDACTED]	[REDACTED]	[REDACTED]	2003
[REDACTED]	[REDACTED]	[REDACTED]	2002

Annex 2. Research Instruments: Interviews

2.1 Knowledge Producers Interview h Instruments: Interviews

- 2.7 What value did the knowledge product/service add to its field? And to the work of the Commission?
- 2.7a How purposeful are you in ensuring that your product(s) add the greatest value when you take your comparative advantages into account? (asked of Commission Chairs and other Commission leaders)
- 2.8 Is it in your view a “cutting edge” product/service? Does it advance the frontiers of knowledge in areas that are *at present* considered relevant to the conservation movement? Please give reasons for your answer.
- 2.9 Does this product/service link to or inform any major global issues (poverty, trade, security, PRSPs and MDGs)? If so, please note the area(s) and the measure to which it informs this issue/these issues.
- 2.10 How is this product/service positioned *relative to those of other knowledge providers* in the field? Please give reasons for your answer.
- 2.11 What quality control mechanisms and processes were used to ensure the quality of this knowledge product/service?
- 2.12 Do you have established standards and/or guidelines that are part of your quality control processes?

3. Targeting the Audience

- 3.1 Who did you regard as the primary potential users of this product/service? In other words, at whom was it aimed?
- 3.2 Were you (and the others involved in the production of the product/service) from the beginning clear about the agendas and audiences you wanted to influence or whose capacities you were trying to build? Did you develop the knowledge product/service from the beginning with the intended users in mind?
- 3.3 Did you try to identify the key people, the “connectors” or most influential organisations that needed to be targeted in order to increase the potential influence of the product/service? If so, what process (if any) did you follow to identify them?
- 3.4 Has the product addressed the thematic and geographic needs identified during your prioritization processes, for example in your situation analysis?
- 3.5 Did you reach your intended users? Do you have a system in place to monitor this? What would you suggest that can be used to determine whether your product/service is actually used? (e.g. Website downloads; citations)

5. Use and Influence of the Knowledge Product

- 5.1 Do you know of any examples of where the product/service was used? (Probe: how, where, by whom, why)
- 5.2 Do you know of examples where it obtained concrete results (e.g. affected a policy or system) or influenced the knowledge, attitude or behaviour of people or organisations? Could you provide contact details of those who could tell us more?
- 5.2 Are you aware of any unexpected effects of this product/service?

6. Link to IUCN Work and Programme

- 6.1 To what extent has this product helped you in your planning and work for IUCN? If not, do you think it should have done so? Please explain your answer.
- 6.2 Was this product/service part of your priorities and work plans during this Intersessional Period?

7. Other

- 7.1 Are there any other issues you would like to raise with us in the context of what we have discussed?

2.2 KNOWLEDGE PRODUCTS AND SERVICES USERS INTERVIEW

Ensure that you note the following clearly in your transcription

§ Knowledge product/service name

§ Interviewee/informant's surname, name, title, position, institution, country, email, telephone –

2.3 **Do you believe that this product (or service) is a *credible and reliable* source of information for your work or field of interest?** Please explain your answer. (Or: In your eyes what makes it credible and reliable)?

2.4 **Did this product add any value to its field? For example did it generate new knowledge that advanced its field, develop tools or methods, integrate and repackage existing knowledge for new insights, bridge the gap between theory and practice in order to assist practitioners; or develop the capacity of specific (other) groups? Please explain your answer.**

Give them the fields below as examples:

Generated new knowledge that will advance the field	Developed new tools and methods	Integrated and repackaged existing knowledge for new insights	Developed capacity of specific groups (who?)	Bridged gap between theory and practice in order to assist practitioners	Other (please note what they are)
---	---------------------------------	---	--	--	-----------------------------------

2.5 **Is it in your view a “cutting edge” product? Does it advance the frontiers of knowledge in areas that are *at present* considered relevant to the conservation movement? Please give reasons for your answer.**

Yes, it certainly advances the frontiers of knowledge in relevant areas

It advances the frontiers, but not in currently relevant areas

It does not advance the frontiers, but builds capacity

No, it does not advance the frontiers of

Enrique Lahmann
Regional Director, Regional Office for Meso-America

Janice Long
CI-CABS-IUCN, SSC Biodiversity Assessment Initiative

Jeffrey McNeely
Chief Scientist

James Murombedzi
Regional Director, Regional Office for Southern Africa

Gonzalo Oviedo
Social Policy Adviser

Simon Rietbergen
Acting Coordinator: Ecosystem Management
Head, Ecosystem Management Programme

Pedro Rosabal
Senior Program Officer, Programme on Protected Areas

Stuart Salter
Manager, Species Information Service

John Scanlon
Head, Environmental Law Centre

David Sheppard
Head, Programme on Protected Areas

Simon Stuart
Coordinator, Global Amphibian Assessment

Ibrahim Thiaw
Regional Director, Regional Office for West Africa

Jean-Christophe Vie
Deputy Coordinator, Species Survival Programme

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Geneva, Switzerland

Nick Davidson
Deputy Secretary General, Ramsar Convention
Gland, Switzerland

Louise Fortmann
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Jorge Caillaux-Zazzali *

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Rebecca Cairns-Wicks *

Chair, South Atlantic Specialist Group, St Helena Nature
Conservation Group
United Kingdom

Peter Christich *

International Officer, Office of International Affairs, US
Environmental Protection Agency
USA

Ali Delhavi *

ePOOR (Digital Divide), Pakistan Centre for Trade and
Sustainable Development
Pakistan

Chris Dickens

Director, Umgeni Water
South Africa

David Duthie *

UNEP/GEF Biodiversity Enabling Activities
Kenya

Alejandro Nadal Egea *

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Annex 4. Research Instruments: Surveys

4.1 Survey for Users of Commission Knowledge Products

4.2 Knowledge Products Questionnaire for Secretariat

4.1 SURVEY FOR USERS OF COMMISSION KNOWLEDGE PRODUCTS

- ∅ Please tick or highlight the boxes where appropriate to indicate your answer.
- ∅ Please comment on any aspect where you wish to do so.
- ∅ Please note that all individual survey information will be treated as strictly confidential by the Review Team.
- ∅ Please note that the “knowledge product” in this questionnaire refers to the product [PRODUCT] of the [COMMISSION]

BACKGROUND INFORMATION

a. Your organisation								
b. Country in which you are based								
c. Level of your work	Policy	Institutional	Programme	Field project	Other (please note level below)			
	Other:							
d. IUCN affiliation (if relevant)	Commission member (please note which Commission below)			IUCN Member			Secretariat	
	Commission:		CEC	CEESP	CEL	CEM	SSC	WC PA
e. How familiar are you with the work of the [COMMISSION]?	Very familiar	Fairly familiar	Somewhat familiar			Not at all familiar		
f. Are you familiar with the knowledge product [PRODUCT]?	Very familiar	Fairly familiar	Somewhat familiar			Not at all familiar		

If you are not at all familiar with the Commission knowledge product in (f) above, please complete and return the questionnaire at this point (It is important for us to know if you are not familiar with the product, so please do not hesitate to return an incomplete questionnaire).

1. The Quality and Contribution of the Knowledge Product

1.1 Do you believe that this knowledge product is a credible and reliable source of information? Please give a reason for your answer.	Yes	No	I don't know
	Comment:		
1.2 In what way, if at all, did this knowledge product contribute to its field? (Please feel free to select more than one.)	It did not contribute in any significant way		
	It generated new knowledge that will advance the field		
	It established new tools and methods		
	It integrated and repackaged existing knowledge for new insights		
	It provides information to develop essential capacity in the field		
	It bridged a gap between theory and practice in order to assist practitioners		
Other (please specify)			
Comment:			
1.3 Is this knowledge product a “cutting edge” contribution to the field? In other words, has it advanced at the time of its release the frontiers of	Yes	No	
	Comment:		

knowledge in areas that were then, or are now, relevant to the conservation movement?
Please explain your answer.

Yes

No

"The knowledge produced by the Commissions is derived from voluntary networks of experts who represent the state of the art thinking and practice in fields of conservation and sustainable development. The knowledge of these experts is delivered to the Union through a variety of outputs such as published books and reports, policy briefs, case studies, data bases, videos, action plans, the provision of technical advice and in some cases field project implementation."

Extract from the Terms of Reference for the Review of the IUCN Commissions 2004.

1.	GENERAL		
1.1	In your opinion, did the products with which you are familiar respond to an articulated need in your region or thematic area? If so, please provide examples. If not, please explain why you think this is the case.	Yes	
		No	
	Comment:		
1.2.	Did you or your programme office collaborate with the Commission in i) the generation of any of these knowledge products, or ii) in the application of any of these products in your region or programme? If so, please note which ones.	Yes	
		No	
	Comment: (i)		
	(ii)		
2.	THE DISSEMINATION OF THE PRODUCTS		
2.1	Did you or your office help with the dissemination of any of the knowledge products in the list above? If so, for which products?	Yes	
		No	
	Comment:		
2.2	Have you been involved with any of the Commissions in the development of a dissemination strategy which targeted specific users for any of these products? If so, for which products?	Yes	
		No	
	Comment:		
2.3	On what basis did you target the distribution of these products if it was not part of a jointly developed dissemination strategy with the Commissions?	Comment:	

3. THE USE OF THE PRODUCTS

4.	THE INFLUENCE OF THE PRODUCTS					
4.1	Are you aware of any concrete results stemming from the use of any of these products (for example changes in systems, methods, approaches, policies, guidelines)? Please provide examples from your own or others' experience and, if possible, contact details of those who can provide more information.	<table border="1"> <tr> <td>Yes</td> <td>No</td> </tr> <tr> <td colspan="2">Comment:</td> </tr> </table>	Yes	No	Comment:	
Yes	No					
Comment:						
4.2	Do you know of any effect or influence, for example changes in behaviour, knowledge or attitudes, that any of these products had on yourself, your office or any other initiative of which you are aware? Please provide examples and, if possible, contact details of those who can provide more information.	<table border="1"> <tr> <td>Yes</td> <td>No</td> </tr> <tr> <td colspan="2">Comment:</td> </tr> </table>	Yes	No	Comment:	
Yes	No					
Comment:						
4.3	Are there any other Commission knowledge products not on this list that you have used extensively? If so, please give examples.	<table border="1"> <tr> <td>Yes</td> <td>No</td> </tr> <tr> <td>Comment:</td> <td></td> </tr> </table>	Yes	No	Comment:	
Yes	No					
Comment:						
5.	OTHER					
5.1	Is there anything else that you would like to share or raise with us in the context of this Review?	Comment:				

THANK YOU VERY MUCH FOR YOUR VALUABLE TIME.

Annex 5. List of References

The following list represents the documents that were provided to us in hard copy. In addition to these it should be noted that we accessed further information available on websites, including –

- websites of IUCN, each commission and the Red List
- websites of about selected Specialist Groups
- websites of the main Conventions: CBD, CITES, Ramsar, Common Heritage
- others: Asia-Pacific Centre for Environmental Law, International Centre for Trade and Sustainable Development, International Institute for Sustainable Development.

Through these websites we were able to review Commissions' documents such as minutes of Steering Committees, Executive Committee meetings, background information on Commission related work on, for example, the IUCN Academy of Environmental Law, the Species bulletin, workshop reports, the Durban Accord, the Durban Plan of Action, CBD/COP7 Programme of Work on Protected Areas, UN List of Protected Areas, and the Ecosystem Approach Principles in the various versions.

Commission Background Documentation

1. Terms of Reference for IUCN Commissions (including amendments)
2. Bylaws of the IUCN Commissions (all but CEESP)
3. Mandates for the IUCN Commissions 1991-1993: Proceedings of the 18th Session of the General Assembly
4. Mandates of the IUCN Commissions, 1994-1996: Proceedings of the 19th Session of the General Assembly
5. Mandates of the IUCN Commissions: 1997-2000. Proceedings of the First World Conservation Congress. 1996
6. Mandates of the IUCN Commissions 2001-2004. Proceedings of the Second World Conservation Congress. 2000.
7. Review of IUCN Commissions, David Munro & Gabor Bruszt, January 1994
8. A Critical Review of Knowledge Management Models, R. McAdam and S. McCædy, The Learning Organization, 1999, vol. 6, no. 3, p. 91-100
9. The Knowledge Audit, J. Liebowitz et al, Knowledge and Process Management, 2000, vol. 7, no. 1, p. 3-10
10. Review of IUCN Commissions 2000, Gabor Bruszt & Stephen Turner, June 2000
11. Strategic Intentions: Principles for Sustainable Development Knowledge Networks, H. Creech, International Institute for Sustainable Development (IISD), Winnipeg, 2001
12. Commission Annual Workplans: 2001-2004. All except CEESP 2001, 2002
13. Commission Intersessional Programmes 2001-2004
14. Quarter 1 - 2003 Perceptions of Interactions with Commissions, 2003
15. Quarter 3 - 2003 Perceptions of Interactions with Commissions, 2003
16. Report of the Consultative Group on Commissions, April 2003
17. Criteria and Terms of Reference for Commission Chairs: Election of Chairs of IUCN Commissions: Letter from Achim Steiner, Director General, November 14, 2003
18. Knowledge Networks: Guidelines for Assessment, H. Creech and A. Ramji, International Institute for Sustainable Development (IISD), Winnipeg, 2004
19. Measuring While You Manage: Planning, Monitoring and Evaluation Knowledge Networks, H. Creech, International Institute for Sustainable Development (IISD), Winnipeg, 2004

20. IUCN Commission Members and Membership List on CD, IUCN, January 2004
21. Pre-2000 Knowledge Products – Summary, Alex Moiseev, M&E Initiative, January 2004
22. IUCN Commission Review: Knowledge Products - Lists, Range and Reach, Alex Moiseev, M&E Initiative, January 2004
23. Commission Intersessional Programme Drafts 2005-2008

Commission on Ecosystem Management (CEM)

1. Extractive Industries in Arid and Semi-Arid Zones: Environmental Planning and Management, Ecosystem Management Series, No.1, IUCN, CEM & UNCCD
2. Commission on Ecosystem Management Steering Committee Meeting, CEM, March 13-15, 2002
3. Using the Ecosystem Approach to Implement the Convention on Biological Diversity: Key Issues and
C.u52 Tw () Tj - 5 0 TD 6 Tw (.5 -16.0AOeMTf 0.1875 Tw () Tj 0 -685.5 TD /F1 11.25 Tf () Tj 0 674.25 TD /F1 9.1406

19. CEC Business Plan 2005-2008 November 2003
20. Building the Capacity to Manage Critical Protected Areas in the Face of Global Change, Asia Regional Consultative Workshop on PALNet, November 24-26, 2003
- 21.

13. WCPA Strategic Plan 2002-2012, WCPA, September 2002
14. World Parks Congress and WCPA Steering Committee Meeting: Agenda and Background Documentation, WCPA, October 28-November 1, 2002
15. United Nations List of Protected Areas CD-ROM, IUCN, UNEP, WCMC & WCPA, 2003
16. IUCN Bulletin no. 2, 2003: Vth IUCN World Parks Congress "Benefits beyond Boundaries", IUCN Headquarters, February 2003
17. World Heritage Convention: Effectiveness 1992-2002 and Lessons for Governance, IUCN, UNESCO, WorldHeritage, July 2003
18. Securing Protected Areas in the Face of Global Change: Options & Guidelines. Call for Comment and

17. Background Paper on Poverty and the Environment: Preliminary Draft Prepared for the Poverty and Environment Workshop of IUCN, August 4--

Annex 6. Commission Knowledge Products 2000–2004 used for Analysis

CEC	Title	Author	Date	Type	Publisher
	1 Education and Sustainability: responding to the global challenge	Tilbury, et al, eds.	2002	report	IUCN
	2 Mainstreaming Biological Diversity	IUCN		brochure	IUCN

The Knowledge Products and Services Study

20 Can We Count on You?

IUCN

brochure

IUCN

The Knowledge Products and Services Study

CEL	Title	Author	Date	Type	Publisher
	1 2 Towards a "Second Generation" in Environmental Laws in the Asian and Pacific: Selected Trends	Lin-Heng and Manguiat	2003	paper	IUCN

The Knowledge Products and Services Study

CEM

Title

Author

Products and Services Study

ity	SSC	2002	workshop report	IUCN
ls,	SSC	2003	guidelines	IUCN
ons for	SSC	2002	guidelines	IUCN
			journal	IUCN

	Author	Date	Type	Publisher
			newsletter	IUCN
	Bennet and Witt	2001	report	IUCN & ?
	WCPA	2003	congress output	IUCN

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The Knowledge Products and Services Study

Annex 7. Criteria for the Mapping of 109 Commission Knowledge Products

Criteria		Issues
1. Language	<ul style="list-style-type: none"> • English, French, Spanish or other 	
2. Region	<ul style="list-style-type: none"> • By region for which the product was produced – global if not specified 	
3. Theme	<ul style="list-style-type: none"> • Education and Communication • Environmental Law • Ecosystem Management • Environmental Economics • Social Equity or Policy • Species Survival • Protected Areas • Water Resources • Wetlands • Forests • Marine and Coastal • Arid Lands • Agriculture • Urban Areas • Climate Change • Biodiversity 	
4. IUCN Intersessional Programme 2005-2008	<ul style="list-style-type: none"> • Mapped against each KRA 	
5. WSSD Plan of Implementation (see below)	<ul style="list-style-type: none"> • Includes MDGs • Includes WEHAB • Includes Monterrey Declaration • Includes Doha 	<p>There are 29 areas with which the work of IUCN potentially overlaps.</p> <p>The IUCN conservation agenda is more forward-looking than that of WSSD</p>

Application of the Criteria from the WSSD Plan of Implementation

Areas applicable to the work of IUCN, summarised from the text of the WSSD Plan of Implementation. Each paragraph (in brackets, refers to text in Plan) contains sub-clauses with additional detail.

II. Poverty Eradication

- Poverty eradication, sustainable development and local community development; promotion of women's access to decision-making; indigenous peoples; mitigating effects of desertification and drought (7)
-

IV. Protecting and managing the natural resource base of economic and social development

- Safe drinking water (25)
- Sustainable water use (26)
- Improved water management and scientific understanding of the water cycle through monitoring and research (28)
- Sustainable development of oceans, seas and coastal areas (30)
- Sustainable fisheries (31)
- Conservation of oceans – especially biodiversity – includes Ramsar and CBD work programmes (32)
- Implement Global Programme of Action for the Protection of the Marine Environment from Land-based Activities (33)
- Protect marine environment from pollution, including alien invasives in ballast water (34)
- Scientific understanding of marine and coastal areas (36)
- Climate Change (38)
- Agriculture – poverty eradication

○ Agriculture – poverty eradication