

Strategic Review of the IUCN Centre for Mediterranean Cooperation

Volume II – Appendices

November 2004



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Appendix I Terms of Reference (ToR)

1. Background Context and Rationale for the Review

1.1 IUCN Cycle of Strategic Reviews

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

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

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

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

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

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

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

¹ Proposed IUCN Mediterranean Programme and Office report. January 1998

1.3 Purpose and Objectives of the Review

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

The specific objectives of the Review are:

- 1) To assess the relevance of the Mediterranean Programme to the IUCN Members, partners and donors in the Mediterranean eco-region, and to the broader IUCN Programme.
- 2) To assess the strategic positioning (niche) of the Mediterranean Programme in relation to the major issues and trends and other actors in the Mediterranean eco- region.
- 3) To assess the effectiveness of thematic work carried out so far in the major thematic areas, including protected areas, marine, water and wetlands, drylands, forests and ecosystem management, species, climate change, and legal agreements. (This includes questions of quality of work, innovation, leading edge conservation, and the strategy of IUCN - knowledge, empowerment governance (KEG).
- 4) To identify major gaps in the Mediterranean Programme and to suggest future directions for Programme development and the implications for programme management and delivery. (This includes both areas of content as well as capacity issues)
- 5) To assess the effectiveness of strategic management, leadership and organizational development of the Mediterranean Programme.
- 6) To assess the financial viability of the Mediterranean Programme.
- 7) Based on the above review, to make recommendations for the future development, leadership, management and funding of the Mediterranean Programme.

1.4 Audience for the Review

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

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

1.5 Questions and Issues to be covered by the Review

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

2. Review Team

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

3. Methodology

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

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

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

3.1 Schedule for the Review

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

Key milestones in the Review are:

- 1) Design and start up of the Review – Malaga discussions, April 15 –16
 - Design and translation of data collection tools – April - May 25
- 2) Data collection from key stakeholder groups – May - June 30, including:
 - First round of discussions with IUCN Malaga staff – April 15-16
 - Initial phone discussion with the Government of Spain main donors – first week May
 - Self assessments by the IUCN Malaga office staff - June
 - Web survey of all members starting June 1
 - Telephone interviews with members, partners - June
 - In depth interviews with thematic programme managers and senior managers at IUCN HQ – June 17, 18
 - Interviews with Malaga office staff – June
 - Participation in the Regional Members meeting in Italy - June 20, 21.
- 3) Data analysis – July 1 – 20th including:
 - Analysis of Web survey data, and interview data – Universalialia
 - Analysis of specific thematic programme responses – lead IUCN global thematic programme staff
 - Group team meeting to interpret the findings, July 13-15th - Universalialia, IUCN thematic staff, Malaga staff.
- 4) Draft report – August 15 - Universalialia
 - Circulation for comment August 15-30 – IUCN M&E office and Programme office
- 5) Final report – September 10 - Universalialia

3.2 Outputs and Deliverables

- 1) Detailed methodology, workplan and budget – May 20 – from the Review Team leader and IUCN M&E Office
- 2) Data analysis report summarizing the results of the Web survey and the interviews – July 13 – from both Universalia and from the Programme thematic leaders and M&E Office.
- 3) A detailed Review report addressing each of the Objectives of the Review, with detailed data analysis to support the findings, conclusions and recommendations. Draft report - August 15, Final report - September 10.

3.3 Costs of the Review

The overall costs of the Review include:

- 1) Universalia's costs to lead and manage the Review process, including the data collection, analysis and report writing and the facilitation of the overall group report.
- 2) The costs of the IUCN thematic staff to travel to Malaga for the group analysis of the Review findings will be covered if this is necessary for their CC budget.

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

Appendix II Data Collection Tools

Member Questionnaire – English

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

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

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

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

Thank you for your valuable contribution to this review.

1. Identification

1.1 Name (optional)

1.2 Position _____

1.3 Organization _____

1.4 IUCN Statutory Region

☐ Europe

☐ West Asia

☐ Africa

1.5 Contact information (Phone, e-mail) _____

2. *Familiarity with Thematic Areas of Work*

To what extent are you familiar with the following thematic areas of work of the IUCN Centre for Mediterranean Cooperation?	Not familiar at all	Somewhat Familiar	Familiar	Very familiar	Do not know
2.1 Protected areas	☐	☐	☐	☐	☐
2.2 Marine conservation (including fisheries)	☐	☐	☐	☐	☐
2.3 Water and Wetlands	☐	☐	☐	☐	☐
2.4 Drylands, forests and ecosystems management	☐	☐	☐	☐	☐
2.5 Species conservation	☐	☐	☐	☐	☐
2.6 Climate change	☐	☐	☐	☐	☐
2.7 Legal agreements and conventions	☐	☐	☐	☐	☐

To what extent are you familiar with the work of the IUCN Commissions in the Mediterranean eco-region?	Not familiar at all	Somewhat Familiar	Familiar	Very familiar	Do not know
2.8 The Commission on Ecosystem Management (CEM)	☐	☐	☐	☐	☐
2.9 The Commission on Education and Communication (CEC)	☐	☐	☐	☐	☐
2.10 The Commission on Environmental Law (CEL)	☐	☐	☐	☐	☐
2.11 The Species Survival Commission (SSC)	☐	☐	☐	☐	☐
2.12 The World Commission on Protected Areas (WCPA)	☐	☐	☐	☐	☐

3. Relevance to members, current trends and issues

How relevant are these thematic areas to the work of your organization?	Not relevant at all	Somewhat relevant	Relevant	Very relevant	Do not know
3.1 Protected areas	☐	☐	☐	☐	☐
3.2 Marine conservation (including fisheries)	☐	☐	☐	☐	☐
3.3 Water and wetlands	☐	☐	☐	☐	☐
3.4 Drylands, forests and ecosystems management	☐	☐	☐	☐	☐
3.5 Species conservation	☐	☐	☐	☐	☐
3.6 Climate change	☐	☐	☐	☐	☐
3.7 Legal agreements and conventions	☐	☐	☐	☐	☐

How relevant are these thematic areas to the conservation issues and trends of the Mediterranean eco-region?	Not relevant at all	Somewhat relevant	Relevant	Very relevant	Do not know
3.8 Protected areas	☐	☐	☐	☐	☐
3.9 Marine conservation (including fisheries)	☐	☐	☐	☐	☐
3.10 Water and wetlands	☐	☐	☐	☐	☐
3.11 Drylands, forests and ecosystems management	☐	☐	☐	☐	☐
3.12 Species conservation	☐	☐	☐	☐	☐
3.13 Climate change	☐	☐	☐	☐	☐
3.14 Legal agreements and conventions	☐	☐	☐	☐	☐

How relevant are these thematic areas to the sustainable development issues and trends of the Mediterranean eco-region?	Not relevant at all	Somewhat relevant	Relevant	Very relevant	Do not know
3.15 Protected areas	☐	☐	☐	☐	☐
3.16 Marine conservation (including fisheries)	☐	☐	☐	☐	☐
3.17 Water and wetlands	☐	☐	☐	☐	☐
3.18 Drylands, forests and ecosystems management	☐	☐	☐	☐	☐
3.19 Species conservation	☐	☐	☐	☐	☐
3.20 Climate change	☐	☐	☐	☐	☐
3.21 Legal agreements and conventions	☐	☐	☐	☐	☐
3.22 How compatible is the work of the Centre for Mediterranean Cooperation with the work of the IUCN Regional Programme for Europe?	Not compatible at all	Somewhat compatible	Compatible	Very compatible	Do not know
	☐	☐	☐	☐	☐
3.23 How compatible is the work of the Mediterranean Programme with the work of the IUCN Regional Programme for West Asia, North Africa, Middle East (Wescana)?	Not compatible at all	Somewhat compatible	Compatible	Very compatible	Do not know
	☐	☐	☐	☐	☐
3.24 Are there emerging conservation and sustainable development issues that the IUCN Centre for Mediterranean Cooperation should address in its next stage of development?		Yes	No	Do not know	
		☐	☐	☐	

Please list them:

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4. *Mandate, Vision and Leadership*

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

Not clear	Somewhat clear	Clear	Very clear	Do not know
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☐ ☐ ☐ ☐ ☐

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

Not at all	Not very much	Somewhat	Very much	Do not know
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☐ ☐ ☐ ☐ ☐

4.3 What leads you to this conclusion – please provide examples if possible

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

Not innovative at all	Somewhat innovative	Innovative	Very innovative	Do not know
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4.4 Protected areas ☐ ☐ ☐ ☐ ☐

4.5 Marine conservation (including fisheries) ☐ ☐ ☐ ☐ ☐

4.6 Water and wetlands ☐ ☐ ☐ ☐ ☐

4.7 Drylands, forests and ecosystems management ☐ ☐ ☐ ☐ ☐

4.8 Species conservation ☐ ☐ ☐ ☐ ☐

4.9 Climate change ☐ ☐ ☐ ☐ ☐

4.10 Legal agreements and conventions ☐ ☐ ☐ ☐ ☐

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

4.12	How effective is the IUCN Centre for Mediterranean Cooperation at mobilizing members to help achieve the Mission of IUCN in the Mediterranean eco-region?	Not effective at all	Somewhat effective	Effective	Very effective	Do not know
		☐	☐	☐	☐	☐

5. Effectiveness of Programming

	How would you rate the quality of the thematic work carried out so far by the IUCN Centre for Mediterranean Cooperation?	Not good	Somewhat good	Good	Very good	Do not know
5.1	Protected areas	☐	☐	☐	☐	☐
5.2	Marine conservation (including fisheries)	☐	☐	☐	☐	☐
5.3	Water and Wetlands	☐	☐	☐	☐	☐
5.4	Drylands, forests and ecosystems management	☐	☐	☐	☐	☐
5.5	Species conservation	☐	☐	☐	☐	☐
5.6	Climate change	☐	☐	☐	☐	☐
5.7	Legal agreements and conventions	☐	☐	☐	☐	☐
5.8	Please provide examples:					

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

6.1	To what extent is the management structure of the IUCN Centre for Mediterranean Cooperation effective in supporting the delivery of a successful programme?	Not effective	Somewhat effective	Effective	Very effective	Do not know
		☐	☐	☐	☐	☐

6.2 What leads you to this conclusion? Please comment: _____

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

Yes

No

☐☐

Please comment:

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

Not
effectively
represented

Somewhat
effectively
represented

Effectively
represented

Very
effectively
represented

Do not
know

☐☐☐☐☐

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

7. Conclusion

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

Please list them: _____

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

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

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

ANNEX 1: Your Views on the Mediterranean Centre Communication Services

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

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

Poor	Average	Good	Very Good	Excellent	Do not know
☐	☐	☐	☐	☐	☐

A.2 What leads you to this conclusion? Please explain: _____

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

Never	Monthly	Weekly	Twice a week	Daily	Hourly
☐	☐	☐	☐	☐	☐

A.4 How frequently do you visit the IUCN Med website?

Never	Monthly	Weekly	Twice a week	Daily	Hourly
☐	☐	☐	☐	☐	☐

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

Yes ☐ No ☐

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

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

Not useful	Somewhat useful	Useful	Very useful	Do not know
☐	☐	☐	☐	☐

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

Yes ☐ No ☐

A.9 Have you ever received any IUCNMED products/publications (e.g. CDROM, annual reports, etc)

Yes ☐ No ☐

A.10 If yes, how useful are these publications for your work?

Not useful	Somewhat useful	Useful	Very useful	Do not know
☐	☐	☐	☐	☐

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

A.12 Are you satisfied with the information provided on the Mediterranean Website?

Not satisfied	Somewhat satisfied	Satisfied	Very satisfied	Do not know
☐	☐	☐	☐	☐

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

A.14 Would you like to contribute in any way to our information activities?

Yes ☐ No ☐

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

A.16 Do you use IUCN documents in your work?

Not at all	Somewhat	Quite
☐	☐	☐

A.17 If yes, please describe which documents you use. _____

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

Yes ☐ No ☐

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

Through the website

E-mail

Mail

Fax

☐☐☐☐

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

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

Not important

Somewhat important

Important

Very important

Do not know

☐☐☐☐☐

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

Yes ☐ No ☐

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

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

General comments

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

Thank you for your cooperation.

Member Questionnaire – French

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

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

Vous pouvez remplir le questionnaire au moyen du lien Web ou le remplir par écrit sur papier et le transmettre par télécopieur au 1-514-485-3210 (Amérique du Nord), en l'adressant à Mad. Anne-Véronique Bouthillier **d'ici le 18 juin 2004**.

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

Nous vous remercions de votre contribution utile à cet examen.

1. Identification

1.1 Nom (facultatif)

1.2 Poste _____

1.3 Organisme _____

1.4 Région officielle de l'IUCN

- Europe
- Asie occidentale
- Afrique

1.5 Coordonnées (téléphone, courriel)

2. Familiarité avec les domaines thématiques de travail

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

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

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

	Pas au courant du tout	Plus ou moins au courant	Au courant	Très au courant	Ne sais pas
2.8 Commission sur la gestion des écosystèmes (CGE)	☐	☐	☐	☐	☐
2.9 Commission sur l’éducation et les communications (CEC)	☐	☐	☐	☐	☐
2.10 Commission sur la législation environnementale (CLE)	☐	☐	☐	☐	☐
2.11 Commission sur la survie des espèces (CSE)	☐	☐	☐	☐	☐
2.12 Commission mondiale sur les zones protégées (CMZP)	☐	☐	☐	☐	☐

3. Pertinence pour les membres, tendances et questions actuelles

Dans quelle mesure ces domaines thématiques sont-ils pertinents pour le travail de votre organisme?	Pas pertinents du tout	Plus ou moins pertinents	Pertinents	Très pertinents	Ne sais pas
3.1 Aires/Zones protégées	☐	☐	☐	☐	☐
3.2 Conservation marine (y compris la pêche)	☐	☐	☐	☐	☐
3.3 Eau et zones humides	☐	☐	☐	☐	☐
3.4 Zones arides et gestion des écosystèmes	☐	☐	☐	☐	☐
3.5 Conservation des espèces	☐	☐	☐	☐	☐
3.6 Changement climatique	☐	☐	☐	☐	☐
3.7 Accords et conventions juridiques	☐	☐	☐	☐	☐

Dans quelle mesure ces domaines thématiques sont-ils pertinents pour les questions et tendances de conservation de l'écorégion méditerranéenne?	Pas pertinents du tout	Plus ou moins pertinents	Pertinents	Très pertinents	Ne sais pas
3.8 Aires/Zones protégées	☐	☐	☐	☐	☐
3.9 Conservation marine (y compris la pêche)	☐	☐	☐	☐	☐
3.10 Eau et zones humides	☐	☐	☐	☐	☐
3.11 Zones arides et gestion des écosystèmes	☐	☐	☐	☐	☐
3.12 Conservation des espèces	☐	☐	☐	☐	☐
3.13 Changement climatique	☐	☐	☐	☐	☐
3.14 Accords et conventions juridiques	☐	☐	☐	☐	☐

Dans quelle mesure ces domaines thématiques sont-ils pertinents pour les **questions et tendances du développement durable** de l'écorégion méditerranéenne?

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

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

	Pas compatibles du tout	Plus ou moins compatibles	Compatibles	Très compatibles	Ne sais pas
	☐	☐	☐	☐	☐

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

	Pas compatibles du tout	Plus ou moins compatibles	Compatibles	Très compatibles	Ne sais pas
	☐	☐	☐	☐	☐

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

Oui	Non	Ne sais pas
☐	☐	☐

Veuillez les citer : _____

4. *Mandat, vision et Leadership*

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

Pas clair	Plus ou moins clair	Clair	Très clair	Ne sais pas
☐	☐	☐	☐	☐

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

Pas du tout	Pas beaucoup	Plus ou moins	Beaucoup	Ne sais pas
☐	☐	☐	☐	☐

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

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

	Pas innovateur du tout	Plus ou moins innovateur	Innovateur	Très innovateur	Ne sais pas
4.4 Aires/Zones protégées	☐	☐	☐	☐	☐
4.5 Conservation marine (y compris la pêche)	☐	☐	☐	☐	☐
4.6 Eau et zones humides	☐	☐	☐	☐	☐
4.7 Zones arides et gestion des écosystèmes	☐	☐	☐	☐	☐
4.8 Conservation des espèces	☐	☐	☐	☐	☐
4.9 Changement climatique	☐	☐	☐	☐	☐
4.10 Accords et conventions juridiques	☐	☐	☐	☐	☐

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

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

Pas efficace du tout	Plus ou moins efficace	Efficace	Très efficace	Ne sais pas
☐	☐	☐	☐	☐

5. Efficacité de la programmation

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

	Pas bonne	Plus ou moins bonne	Bonne	Très bonne	Ne sais pas
5.1 Aires/Zones protégées	☐	☐	☐	☐	☐
5.2 Conservation marine (y compris la pêche)	☐	☐	☐	☐	☐
5.3 Eau et zones humides	☐	☐	☐	☐	☐
5.4 Zones arides et gestion des écosystèmes	☐	☐	☐	☐	☐
5.5 Conservation des espèces	☐	☐	☐	☐	☐
5.6 Changement climatique	☐	☐	☐	☐	☐
5.7 Accords et conventions juridiques	☐	☐	☐	☐	☐

5.8 Veuillez fournir des exemples :

6. *Gestion et gouvernance du Centre UICN pour la coopération en Méditerranée*

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

Pas efficace	Plus ou moins efficace	Efficace	Très efficace	Ne sais pas
☐	☐	☐	☐	☐

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

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

Oui	Non
☐	☐

Veuillez donner vos commentaires :

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

Pas représentés efficacement	Représentés plus ou moins efficacement	Représentés efficacement	Représentés très efficacement	Ne sais pas
☐	☐	☐	☐	☐

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

7. Conclusion

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

Veuillez citer ces facteurs : _____

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

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

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

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

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

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

Faible	Moyenne	Bonne	Très bonne	Excellente	Ne sais pas
☐	☐	☐	☐	☐	☐

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

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

Jamais	Tous les mois	Toutes les semaines	Deux fois par semaine	Tous les jours	Toutes les heures
☐	☐	☐	☐	☐	☐

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

Jamais	Tous les mois	Toutes les semaines	Deux fois par semaine	Tous les jours	Toutes les heures
☐	☐	☐	☐	☐	☐

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

Oui ☐ Non ☐

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

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

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

A.8 Diffusez-vous le bulletin électronique parmi vos collègues?

Oui ☐ Non ☐

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

Oui ☐ Non ☐

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

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

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

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

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

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

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

Oui ☐ Non ☐

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

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

Pas du tout

Un peu

Effectivement

☐☐☐

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

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

Oui ☐

Non ☐

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

Par le site Web

Courriel

Poste

Télécopie

☐☐☐☐

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

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

Pas important

Plus ou moins important

Important

Très important

Ne sais pas

☐☐☐☐☐

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

Oui ☐

Non ☐

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

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

Observations générales

- A.25 Y a-t-il d'autres commentaires quelconques que vous aimeriez exprimer?

Merci pour votre coopération.

Member Questionnaire – Spanish

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

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

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

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

Gracias por su valiosa contribución al presente trabajo.

1. Identificación

- 1.1 Nombre (opcional) _____
- 1.2 Cargo o puesto _____
- 1.3 Organización _____
- 1.4 Región según Estatutos de la UICN
 - Europa
 - Asia Occidental
 - África
- 1.5 Su información para contactarlo (teléfono, correo electrónico, fax) _____

2. Familiaridad con las áreas temáticas de trabajo

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

	Nada familiariza do	Algo familiariza do	Familiariza do	Muy familiariza do	No conoce
2.1 Áreas protegidas	☐	☐	☐	☐	☐
2.2 Conservación marina (incluyendo pesca)	☐	☐	☐	☐	☐
2.3 Agua y humedales	☐	☐	☐	☐	☐
2.4 Tierras áridas, bosques y gestión de los ecosistemas	☐	☐	☐	☐	☐
2.5 Conservación de las especies	☐	☐	☐	☐	☐
2.6 Cambio climático	☐	☐	☐	☐	☐
2.7 Acuerdos legales y convenciones	☐	☐	☐	☐	☐

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

	Nada familiariza do	Algo familiariza do	Familiariza do	Muy familiariza do	No conoce
2.8 La Comisión de Gestión del Ecosistema (CEM – siglas en Inglés)	☐	☐	☐	☐	☐
2.9 La Comisión de Educación y Comunicación (CEC – siglas en Inglés)	☐	☐	☐	☐	☐
2.10 La Comisión de Leyes Ambientales (CEL – siglas en Inglés)	☐	☐	☐	☐	☐
2.11 La Comisión de Supervivencia de las Especies (SSC – siglas en Inglés)	☐	☐	☐	☐	☐
2.12 La Comisión Mundial de Áreas Protegidas (WCPA – siglas en Inglés)	☐	☐	☐	☐	☐

3. Relevancia (pertinencia) para los miembros, tendencias actuales y temas

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

	Nada relevante	Algo relevante	Relevante	Muy relevante	No conoce
3.1 Áreas protegidas	☐	☐	☐	☐	☐
3.2 Conservación marina (incluyendo pesca)	☐	☐	☐	☐	☐
3.3 Agua y humedales	☐	☐	☐	☐	☐
3.4 Tierras áridas, bosques y gestión de los ecosistemas	☐	☐	☐	☐	☐
3.5 Conservación de las especies	☐	☐	☐	☐	☐
3.6 Cambio climático	☐	☐	☐	☐	☐
3.7 Acuerdos legales y convenciones	☐	☐	☐	☐	☐

¿Qué tan relevantes son las siguientes áreas, **para los temas de conservación y tendencias** de la eco-región Mediterránea?

	Nada relevante	Algo relevante	Relevante	Muy relevante	No conoce
3.8 Áreas protegidas	☐	☐	☐	☐	☐
3.9 Conservación marina (incluyendo pesca)	☐	☐	☐	☐	☐
3.10 Agua y humedales	☐	☐	☐	☐	☐
3.11 Tierras áridas, bosques y gestión de los ecosistemas	☐	☐	☐	☐	☐
3.12 Conservación de las especies	☐	☐	☐	☐	☐
3.13 Cambio climático	☐	☐	☐	☐	☐
3.14 Acuerdos legales y convenciones	☐	☐	☐	☐	☐

¿Qué tan relevantes son las siguientes áreas, **para los temas de desarrollo sustentable y tendencias** de la eco-región Mediterránea?

	Nada relevante	Algo relevante	Relevante	Muy relevante	No conoce
3.15 Áreas protegidas	☐	☐	☐	☐	☐
3.16 Conservación marina (incluyendo pesca)	☐	☐	☐	☐	☐
3.17 Agua y humedales	☐	☐	☐	☐	☐
3.18 Tierras áridas, bosques y gestión de los ecosistemas	☐	☐	☐	☐	☐
3.19 Conservación de las especies	☐	☐	☐	☐	☐
3.20 Cambio climático	☐	☐	☐	☐	☐
3.21 Acuerdos legales y convenciones	☐	☐	☐	☐	☐

3.22 ¿Qué tan compatible es el trabajo del Centro para la Cooperación Mediterránea con el trabajo del **Programa Regional de la UICN para Europa?**

Nada compatible	Algo compatible	Compatible	Muy compatible	No conoce
☐	☐	☐	☐	☐

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

Nada compatible	Algo compatible	Compatible	Muy compatible	No conoce
☐	☐	☐	☐	☐

- 3.24 ¿Existen **temas emergentes relacionados con la conservación y el desarrollo sustentable**, que el Centro para la Cooperación Mediterránea de la UICN, debe atender ó tratar durante la siguiente etapa de su desarrollo?

Si	No	No conoce
☐	☐	☐

Por favor haga una lista de estos temas:

4. Mandato, Visión y Liderazgo

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

No está claro	Está algo claro	Está claro	Está muy claro	No conoce
☐	☐	☐	☐	☐

- 4.2 ¿Es el Centro para la Cooperación Mediterránea de la UICN **líder en temas de conservación** en la eco-región Mediterránea?

No	Algo	Medianamente	Mucho	No conoce
☐	☐	☐	☐	☐

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

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

	Nada innovador	Algo innovador	Innovador	Muy innovador	No conoce
4.4 Áreas protegidas	☐	☐	☐	☐	☐
4.5 Conservación marina (incluyendo pesca)	☐	☐	☐	☐	☐
4.6 Agua y humedales	☐	☐	☐	☐	☐
4.7 Tierras áridas, bosques y gestión de los ecosistemas	☐	☐	☐	☐	☐
4.8 Conservación de las especies	☐	☐	☐	☐	☐
4.9 Cambio climático	☐	☐	☐	☐	☐
4.10 Acuerdos legales y convenciones	☐	☐	☐	☐	☐

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

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

Nada efectivo	Algo efectivo	Efectivo	Muy efectivo	No conoce
☐	☐	☐	☐	☐

5. Efectividad de la Programación

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

	No buena	Algo buena	Buena	Muy Buena	No conoce
5.1 Áreas protegidas	☐	☐	☐	☐	☐
5.2 Conservación marina (incluyendo pesca)	☐	☐	☐	☐	☐
5.3 Agua y humedales	☐	☐	☐	☐	☐
5.4 Tierras áridas, bosques y gestión de los ecosistemas	☐	☐	☐	☐	☐
5.5 Conservación de las especies	☐	☐	☐	☐	☐
5.6 Cambio climático	☐	☐	☐	☐	☐
5.7 Acuerdos legales y convenciones	☐	☐	☐	☐	☐

5.8 Por favor, escriba algunos ejemplos:

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

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

Nada efectivo	Algo efectivo	Efectivo	Muy efectivo	No conoce
☐	☐	☐	☐	☐

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

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

Si

☐

No

☐

Por favor anote sus comentarios:

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

No están representados

☐

Están algo representados

☐

Están representados medianamente

☐

Están muy representados

☐

No conoce

☐

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

7. Conclusión

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

Favor haga una lista de ellos:

7.2 ¿En su opinión, cuáles son las principales fortalezas del Centro para la Cooperación Mediterránea de la UICN?

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

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

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

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

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

Pobre	Regular	Buena	Muy buena	Excelente	No conoce
☐	☐	☐	☐	☐	☐

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

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

Nunca	Mensualmente	Semanalmente	Dos veces por semana	Diariamente	Cada hora
☐	☐	☐	☐	☐	☐

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

Nunca	Mensualmente	Semanalmente	Dos veces por semana	Diariamente	Cada hora
☐	☐	☐	☐	☐	☐

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

Si ☐ No ☐

A.6 ¿Si su respuesta es negativa, le gustaría recibirlo? Por favor indíquenos su dirección electrónica.

A.7 ¿Si su respuesta es positiva, qué tan útil para su trabajo es la información contenida en el boletín electrónico?

No es útil

Es algo útil

Es útil

Es muy útil

No conoce

☐☐☐☐☐

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

Si ☐

No ☐

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

Si ☐

No ☐

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

No son útiles

Son algo útiles

Son útiles

Son muy útiles

No conoce

☐☐☐☐☐

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

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

Insatisfecho

Algo satisfecho

Satisfecho

Muy satisfecho

No conoce

☐☐☐☐☐

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

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

Si ☐

No ☐

A.15 Si su respuesta es positiva, favor presente ejemplos de cómo podría ser su contribución _____

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

No

Algo

Bastante

☐
☐
☐

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

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

Si ☐

No ☐

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

Sitio Web

Correo electrónico

Correo Postal

Fax

☐
☐
☐
☐

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

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

No es importante

Es algo importante

Importante

Muy importante

No conoce

☐
☐
☐
☐
☐

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

Si ☐

No ☐

A.23 Si su respuesta es positiva, favor proporcione los datos para poder contactarnos con esta persona

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

Comentarios generales

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

Gracias por su colaboración.

Staff Questionnaire

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

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

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

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

Thank you for your valuable contribution to this review.

1. Introduction (optional)

- 1.1 Name _____
- 1.2 Function in the IUCN Centre for Mediterranean Cooperation _____

2. Mission and Mandate, Relevance

To what extent do you agree with the following statements?

	Fully agree	Agree	Somewhat	Disagree	Do not know/not applicable
2.1 The mission of the IUCN Centre for Mediterranean Cooperation is clear to me.	☐	☐	☐	☐	☐
2.2 My role and responsibilities support the mandate of the IUCN Centre for Mediterranean Cooperation.	☐	☐	☐	☐	☐
2.3 The IUCN Centre for Mediterranean Cooperation does innovative work.	☐	☐	☐	☐	☐
2.4 Please comment on question 2.3.					

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

Fully agree Agree Somewhat Disagree Do not know/not applicable

☐ ☐ ☐ ☐ ☐

2.6 Please comment on question 2.5.

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

Fully agree Agree Somewhat Disagree Do not know/not applicable

☐ ☐ ☐ ☐ ☐

2.8 Please comment on question 2.7.

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

Fully agree Agree Somewhat Disagree Do not know/not applicable

☐ ☐ ☐ ☐ ☐

2.10 Please comment on question 2.9.

3. Management

To what extent do you agree with the following statements?	Fully agree	Agree	Somewhat	Disagree	Do not know/not applicable
3.1 The IUCN Mediterranean Office is well managed.	☐	☐	☐	☐	☐
3.2 The work culture in the IUCN Centre for Mediterranean Cooperation is conducive to doing good work.	☐	☐	☐	☐	☐
3.3 The IUCN Centre for Mediterranean Cooperation has adequate systems to manage its programmes and activities (planning, monitoring, evaluating).	☐	☐	☐	☐	☐
3.4 The IUCN Centre for Mediterranean Cooperation has adequate financial management systems (budgeting, accounting; reporting).	☐	☐	☐	☐	☐
3.5 The human resources policies of the IUCN Centre for Mediterranean Cooperation are satisfactory (recruitment, career development, compensation).	☐	☐	☐	☐	☐
3.6 There are appropriate mechanisms in place to solve personnel and/or professional problems.	☐	☐	☐	☐	☐
3.7 My workload is reasonable.	☐	☐	☐	☐	☐
3.8 My role and responsibilities are clearly defined.	☐	☐	☐	☐	☐
3.9 In the IUCN Centre for Mediterranean Cooperation we work well as a team.	☐	☐	☐	☐	☐
3.10 The structure of the IUCN Centre for Mediterranean Cooperation allows us to work efficiently.	☐	☐	☐	☐	☐
3.11 I am proud to work for the IUCN Centre for Mediterranean Cooperation.	☐	☐	☐	☐	☐
3.12 The IUCN Centre for Mediterranean Cooperation serves its members adequately.	☐	☐	☐	☐	☐

3.13 Comments on any question related to section on Management

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

Thank you for your collaboration.

Programme Manager Questionnaire

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

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

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

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

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

Thank you for your valuable contribution to this review.

1. Introduction (optional)

1.1 Name _____

1.2 Region or Global Thematic Programme _____

2. Mission and relevance

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

	Not familiar	Somewhat familiar	Familiar	Very familiar	Do not know
2.1 Protected areas	☐	☐	☐	☐	☐
2.2 Marine conservation (including fisheries)	☐	☐	☐	☐	☐
2.3 Water and Wetlands	☐	☐	☐	☐	☐
2.4 Drylands, forests and ecosystems	☐	☐	☐	☐	☐
2.5 Species conservation	☐	☐	☐	☐	☐
2.6 Climate change	☐	☐	☐	☐	☐
2.7 Legal agreements and conventions	☐	☐	☐	☐	☐

	Not relevant	Somewhat relevant	Relevant	Very relevant	Do not know
2.8 To what extent is the work and activities implemented by the IUCN Centre for Mediterranean Cooperation relevant to the conservation issues and trends of the Mediterranean eco-region?	☐	☐	☐	☐	☐
2.9 To what extent is the work and activities implemented by the IUCN Centre for Mediterranean Cooperation relevant to the sustainable development issues and trends of the Mediterranean eco-region?	☐	☐	☐	☐	☐

	Not clear	Somewhat clear	Clear	Very clear	Do not know
2.10 To what extent is the mandate of the IUCN Centre for Mediterranean Cooperation clear to you?	☐	☐	☐	☐	☐

To what extent are the following thematic programme areas of the IUCN Centre for Mediterranean Cooperation relevant to the work of your component programme?	Not relevant	Somewhat relevant	Relevant	Very relevant	Do not know
2.11 Protected areas	☐	☐	☐	☐	☐
2.12 Marine conservation (including fisheries)	☐	☐	☐	☐	☐
2.13 Water and Wetlands	☐	☐	☐	☐	☐
2.14 Drylands, forests and ecosystems	☐	☐	☐	☐	☐
2.15 Species conservation	☐	☐	☐	☐	☐
2.16 Climate change	☐	☐	☐	☐	☐
2.17 Legal agreements and conventions	☐	☐	☐	☐	☐

	Not adequately	Somewhat adequately	Adequately	Very adequately	Not applicable
2.18 To what extent does the IUCN Centre for Mediterranean Cooperation adequately serve the programmatic needs of the Mediterranean portion of your statutory region?	☐	☐	☐	☐	☐

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

- Yes
- No

If so, please list them

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

3. Effectiveness in the first phase of programme development

	Not effective	Somewhat effective	Effective	Very effective	Do not know
3.1 To what extent has the IUCN Centre for Mediterranean Cooperation been effective in playing a facilitating and convening role in developing its programme?	☐	☐	☐	☐	☐

	Not well	Somewhat well	Well	Very well	Do not know
3.2 How well has the IUCN Centre for Mediterranean Cooperation linked its result with the IUCN Intersessional Programmes (both 2001-2004 and 2005-2008)?	☐	☐	☐	☐	☐

	Not at all	Not very much	Somewhat	Very much	Do not know
3.3 To what extent has the IUCN Centre for Mediterranean Cooperation developed strong North-South linkages and regional equity in the first phase of its programme development?	☐	☐	☐	☐	☐
3.4 To what extent has the IUCN Centre for Mediterranean Cooperation ensured that a Mediterranean voice is heard in global processes in which IUCN is already active?	☐	☐	☐	☐	☐
3.5 To what extent has the IUCN Centre for Mediterranean Cooperation initiated the process of testing, assessing and where appropriate modifying agreed global guidelines for practical implementation in the region?	☐	☐	☐	☐	☐

To what extent has the IUCN Centre for Mediterranean Cooperation initiated programme activities jointly with?	Not at all	Not very much	Somewhat	Very much	Do not know
3.6 Members	☐	☐	☐	☐	☐
3.7 Commissions	☐	☐	☐	☐	☐
3.8 Partners	☐	☐	☐	☐	☐

	Not good	Somewhat good	Good	Very good	Do not know
3.9 How would you rate the quality of the thematic Programme activities with which you are familiar?	☐	☐	☐	☐	☐
3.10 Please provide examples.					

3.11 If not, why not?

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

Not positioned	Somewhat positioned	Positioned	Well positioned	Do not know
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☐	☐	☐	☐	☐
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3.13 To what extent do the thematic Programme activities with which you are familiar represent state of the art thinking?

Not at all	Not very much	Somewhat	Very much	Do not know
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☐	☐	☐	☐	☐
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3.14 To what extent is the work and activities implemented by the IUCN Centre for Mediterranean Cooperation innovative?

Not innovative	Somewhat innovative	Innovative	Very innovative	Do not know
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☐	☐	☐	☐	☐
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3.15 Comments on the effectiveness of the first phase of development of the IUCN Centre for Mediterranean Cooperation.

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

	Not at all	Not very much	Somewhat	Very much	Do not know
4.1 To what extent is the IUCN Centre for Mediterranean Cooperation a leader in conservations issues in the Mediterranean?	☐	☐	☐	☐	☐
4.2 To what extent is the IUCN Centre for Mediterranean Cooperation a leader in IUCN's overall programming and organizational development?	☐	☐	☐	☐	☐

	Not effective	Somewhat effective	Effective	Very effective	Do not know
4.3 To what extent is the organizational structure of the IUCN Centre for Mediterranean Cooperation effective in supporting the delivery of a successful programme for the Mediterranean?	☐	☐	☐	☐	☐
4.4 To what extent is the management of the IUCN Centre for Mediterranean Cooperation effective in supporting the delivery of a successful programme for the Mediterranean?	☐	☐	☐	☐	☐

	Not adequate	Somewhat adequate	Adequate	Very adequate	Do not know
4.5 To what extent is the coordination between your office and the IUCN Centre for Mediterranean Cooperation adequate?	☐	☐	☐	☐	☐
4.6 To what extent is the communication between your office and the IUCN Centre for Mediterranean Cooperation adequate?	☐	☐	☐	☐	☐

	Not well served	Somewhat well served	Well served	Very well served	Not applicable
4.7 To what extent are the members of the Mediterranean portion of your statutory region well served by the IUCN Centre for	☐	☐	☐	☐	☐

Mediterranean Cooperation?

Not well served	Somewhat well served	Well served	Very well served	Not applicable
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4.8 Comments on structure and management

5. Conclusion

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

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

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

5.4 Additional Comments.

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Thank you for your collaboration.

Appendix III Interview Protocols

Interview with Donors

Introduction

- Purpose of the interview
- Confidentiality
- Duration

Key questions

- 1) To what extent are you familiar with the activities of the IUCN Centre for Mediterranean Cooperation? What is your present level of funding of the IUCN Centre for Mediterranean Cooperation?
- 2) Does your agency have specific expectations of the IUCN Centre for Mediterranean Cooperation? Have these been met?
- 3) To what extent does the IUCN Centre for Mediterranean Cooperation address priority environmental issues for your organization?
- 4) Are these priorities changing? How and why?
- 5) What value does the IUCN Centre for Mediterranean Cooperation add to your agency's program of work in the region?
- 6) To what extent does the IUCN centre for Mediterranean Cooperation address priority conservation – development needs of the Mediterranean eco-region?
- 7) Does the IUCN Centre for Mediterranean Cooperation foster cooperation in the Mediterranean region? How?
- 8) Does the IUCN Centre for Mediterranean Cooperation foster North – South cooperation and exchange - or visibility for Mediterranean organizations in North – South activities? (somewhere in my notes I had these two things as expectations of donors – they might be two questions though)
- 9) The IUCN Centre for Mediterranean Cooperation has been in operation for three years. Please comment on the following:
 - The timeliness and efficiency of establishing the office
 - The establishment of the Office (is this not the same thing - setting up of the office?)
 - The strategic vision and direction of the programme of the Centre
 - The Centre's ability to report on its progress
 - The Center's responsiveness to the requests of your agency (your requests)
 - Programme management (planning, reporting on activities – same as reporting?)
 - Public relations – constituency building - outreach among Mediterranean agencies, organizations
 - Leadership of the IUCN Centre for Mediterranean Cooperation
- 10) Are you getting good value for your financial support to the IUCN Centre for Mediterranean Cooperation?
- 11) Based on what you have seen so far, would you continue to invest in the IUCN Mediterranean Centre?

- 12) What are the major strengths of the IUCN Centre for Mediterranean Cooperation? What are its major weaknesses?
- 13) In your view what are the three most important success factors for the future development of the Centre?
- 14) Are there any additional comments on the IUCN Mediterranean Centre that you would like to share with me?

Thank you for your time and collaboration.

Interview Outline for Thematic Experts

Purpose and scope of the interview

- IUCN is undertaking a Strategic Review of the IUCN Centre for Mediterranean Cooperation as part of its regular cycle of reviews. The Review is taking place between June – August, led by Marie Helene Adrien of Universal Management Group. The Review report will be finalized in September and publicly available on the IUCN Evaluation Website shortly after.
- The purpose of the review is to assess the relevance and effectiveness of the strategic direction of the Mediterranean Programme and to identify improvements needed for the next stage of its development.
- We are seeking input to the Review from members, partners, donors, Regional Councillors and thematic technical experts.
- As a thematic expert your views are particularly important for the future development of the Mediterranean Programme and we are grateful to you for taking the time for this interview.

Confidentiality

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

Duration of the interview

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

Key questions

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

- Please identify the thematic area in which you have been involved, and any specific products delivered by the Mediterranean Programme.
- Your role – such as: technical assistance, project work, product (book, research), advisor, other?
- Your level of involvement – a lot, medium, a little.

Present performance of the thematic area

- 1) To what extent is the thematic work (water, species, etc) **relevant** to the **key conservation issues** facing the Mediterranean eco-region? What leads you to your conclusion?
- 2) To what extent is it relevant to the **key sustainable development issues** facing the Mediterranean eco-region? What leads you to your conclusion?
- 3) To what extent does the work have **a clear long term vision** beyond the immediate work? (Is the vision clear, data based, linked to key issues?) What leads you to your conclusion?
- 4) To what extent is this work the **appropriate niche and comparative advantage for IUCN** in the Mediterranean eco-region? Are there others better suited to do this work? What leads you to your conclusion?
- 5) To what extent is the work **strategic** in addressing the key issues and trends in the Mediterranean eco-region? What leads you to your conclusion?
- 6) To what extent is the thematic work (products, services) of **high quality** in terms of technical standards – globally, regionally? What leads you to your conclusion?

- 7) To what extent is the **work implemented effectively** by the Mediterranean office thematic staff (and partners if applicable)? (Is it well organized, delivered on time, with credibility, according to the expected results, objectives)
- 8) Are there **major gaps** in the work so far in terms of **thematic and geographic** coverage, **partnerships - collaboration**? (major issues not covered, geographic areas not served, collaboration issues). If so please describe the gaps.

Future development of the Programme in this thematic area

- 1) Are there **emerging issues** that the Mediterranean Programme should address in its next stage of development?
- 2) Are there **areas of strategic collaboration** that you would recommend the Programme explore in its next phase of development?
- 3) Do you have any suggestions for the **management and leadership** of this area of work in the future?
- 4) What would you suggest are the **major success factors** for the future development of the Programme in this thematic area? What does it need to do to succeed
- 5) Are there **any other suggestions** you would like to make for the future development of this thematic area in the future?

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

Appendix IV Document Review

Document List

Code	Source
	Proposed IUCN Mediterranean Programme and Office. Autonomous Government of Andalucia, Spain and the Directorate General for Development Cooperation (DGCS), Italy. January 1998
	Annual Report. IUCN Centre for Mediterranean Cooperation. 2002
	Meeting Report: IUCN Mediterranean Programme and Office Planning Meeting. IUCN Malaga, Spain. November 19-20, 1999.
	Climate Change and Water Resources in the Mediterranean. IUCN Centre for Mediterranean Cooperation. Malaga, Spain. December 2003.
	Progress and Assessment Report Mediterranean Cooperation. IUCN Centre for Mediterranean Cooperation, Progress and Assessment Report. Draft 1, February 3, 2004
	Comunicados de prensa 2003. UICN Union Mundial para la Naturaleza. 2003.
	Discussion Paper: Towards a Strategic Plan for the IUCN Mediterranean Programme. IUCN The World Conservation Union. January 2002
	Progress and Assessment Report. IUCN Centre for Mediterranean Cooperation. Draft 5 February 2002
	Survey Results* Quadrennial Results. IUCN Survey. 2003
	IUCN Vision, Underlying Logic, Goals Center for Mediterranean Cooperation. IUCN, Gland, Switzerland and Cambridge, UK. 2004
	Many Voices, One Earth The IUCN Programme 2005-2008 – Draft IUCN Programme 200502008. To be adopted at the World Conservation Congress Bangkok, Thailand, 17-25 November 2004
	Centre for Mediterranean Cooperation,. Quadrennial Results, 2001-2004

Appendix V List of Participants Consulted

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

IUCN Councillors and Members

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

IUCN Secretariat and Commissions

Name	Title / Position
Achim Steiner	Director General
Bill Jackson	Director Global Programme
Line Hempel	Head of Budget
Kurt Jenni	Director Human Resources
Hilary M. Masundire	Chair, Commission Ecosystem Management
Tamas Marghescu	Regional Director, Central Europe Office
Sue Mainka	SSC Focal Point, Head Species Programme. IUCN Secretariat
Rafiq Mohammad	Head, Business and Biodiversity Programme
Martha Chouchena-Rojas	Head, Policy, Biodiversity and International Agreements Unit
Odeh Al-Jayousi	Head, West/Central Asia and North Africa
Jean-Yves Pirot	Head, Wetlands and Water Resources Programme
Hans Friederich	Head, Conservation Finance and Donor Relations
Enrique Lahmann	Regional Director, MesoAmerica
Jeff McNeely	Chief Scientist

Name	Title / Position
Sebastian Winkler	Senior Policy Officer
John Scanlon	CEL Commission Focal Point, and Head IUCN Environmental Law Programme, Environmental Law Centre
Jean-Christophe Vié	Deputy Coordinator, Species Programme, IUCN Secretariat
Carl Gustaf Lundin	Head, Marine Programme, IUCN Secretariat
Stewart Maginnis	Head, Forest Conservation Programme, IUCN Secretariat
Joshua Bishop	Senior Adviser, Economics, IUCN Secretariat
Pedro Rosabal	Programme Officer, Protected Areas Programme, IUCN Secretariat
Joachim Gratzfeld	Programme Officer, Ecosystem Management, IUCN Secretariat

CMC Staff

Name	Title / Position
Jamie Skinner	Director, IUCN Centre for Mediterranean Cooperation
Isaac Jiménez	Finance and Administration Officer, IUCN Centre for Mediterranean Cooperation
Andrés Alcántara	Protected Areas Senior Officer, IUCN Centre for Mediterranean Cooperation
Lourdes Lázaro	Communication Officer, IUCN Centre for Mediterranean Cooperation
François Simard	Marine Coordinator, IUCN Centre for Mediterranean Cooperation
Claudiane Chevalier	Marine Lawyer, IUCN Centre for Mediterranean Cooperation
César Alcácer	Water Officer, IUCN Centre for Mediterranean Cooperation
Rami Abu Salman	Programme Coordinator, IUCN Centre for Mediterranean Cooperation
Virginia Tschopp	Programme Officer, IUCN Centre for Mediterranean Cooperation
Ameer Abdulla	Marine Officer, IUCN Centre for Mediterranean Cooperation

Donors

Name	Title / Position
Joseph Ferré i Gavarró	Secretario Ejecutivo, Programa Azahar
Sr. Silva Lopex, Rafael	Director General, Direccion General de Planificacion Consejeria de Medio Ambiente, Junta de Andalucia
John Bazill	DG Environment, European Commission

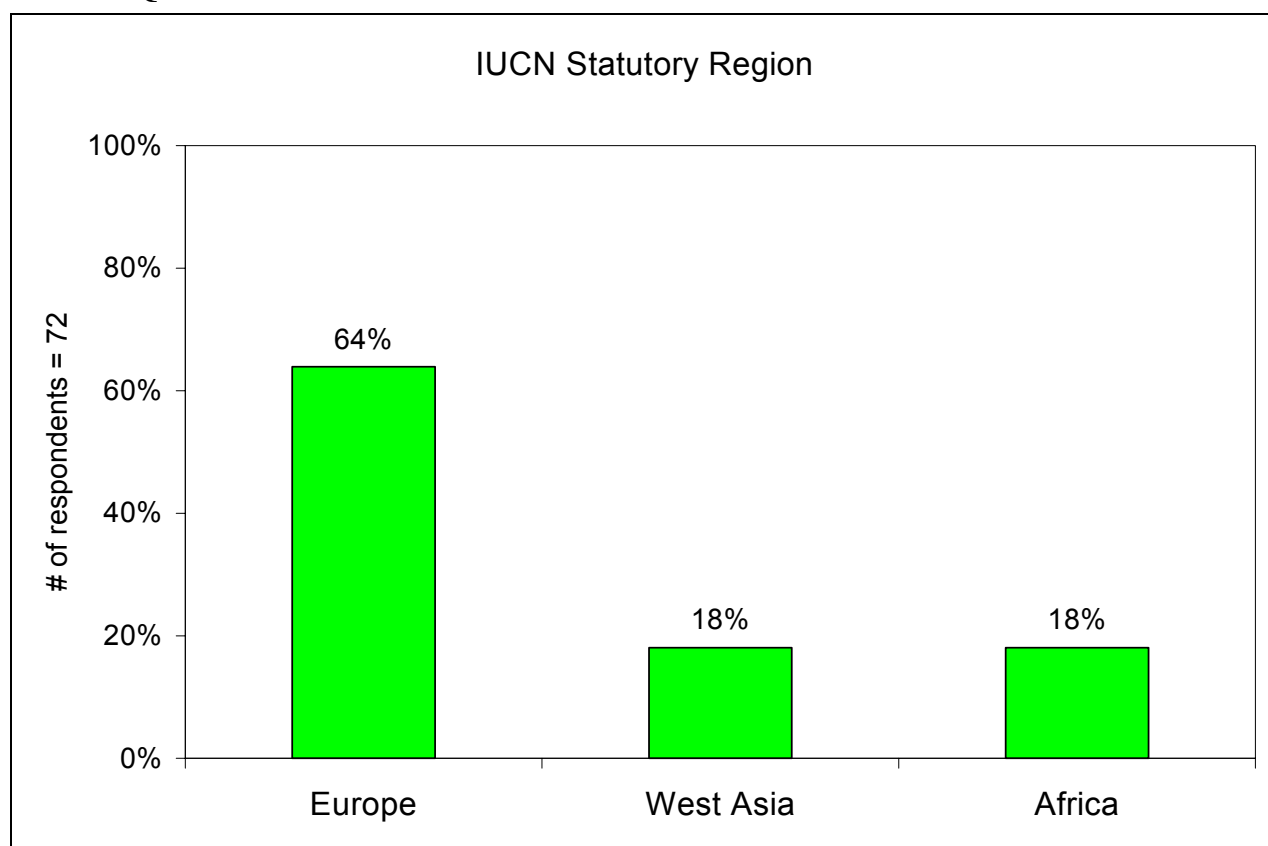
Thematic Technical Experts

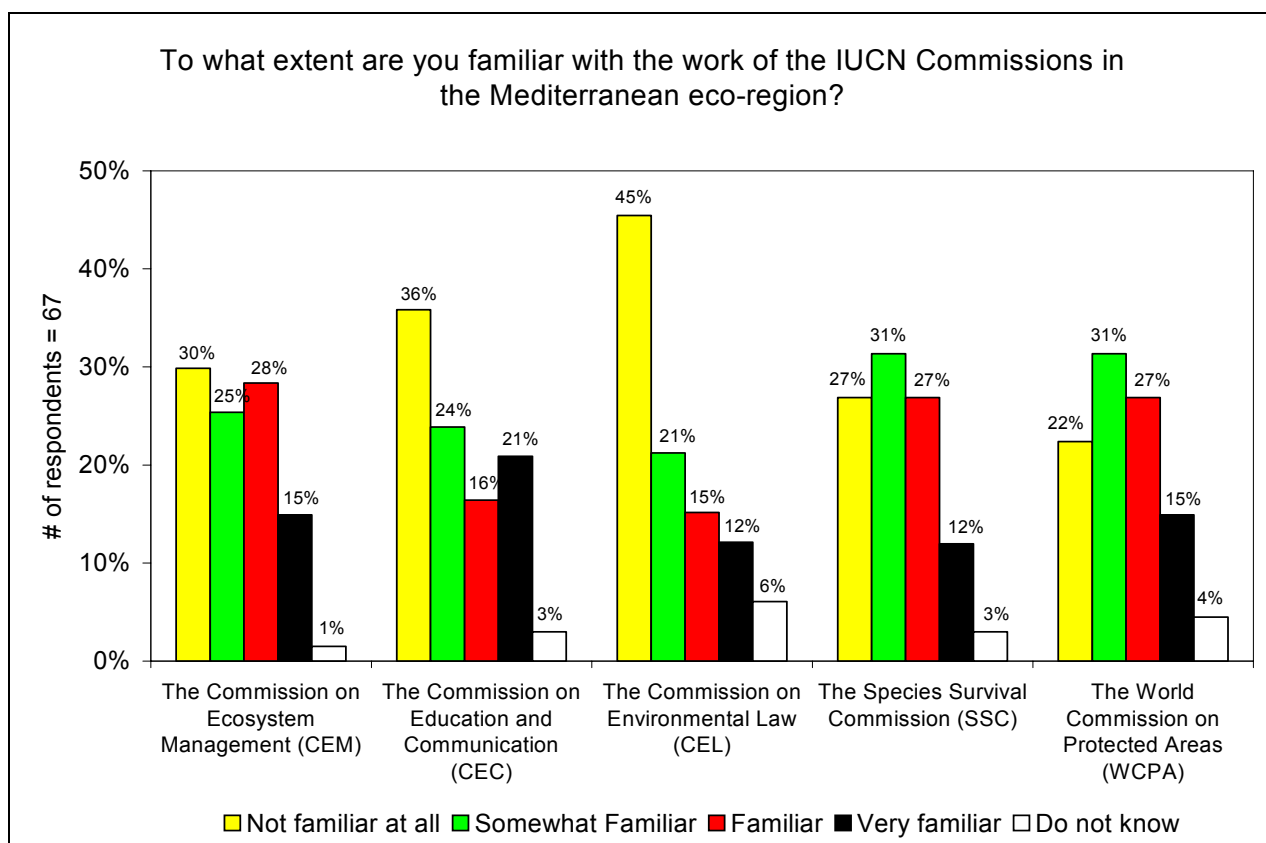
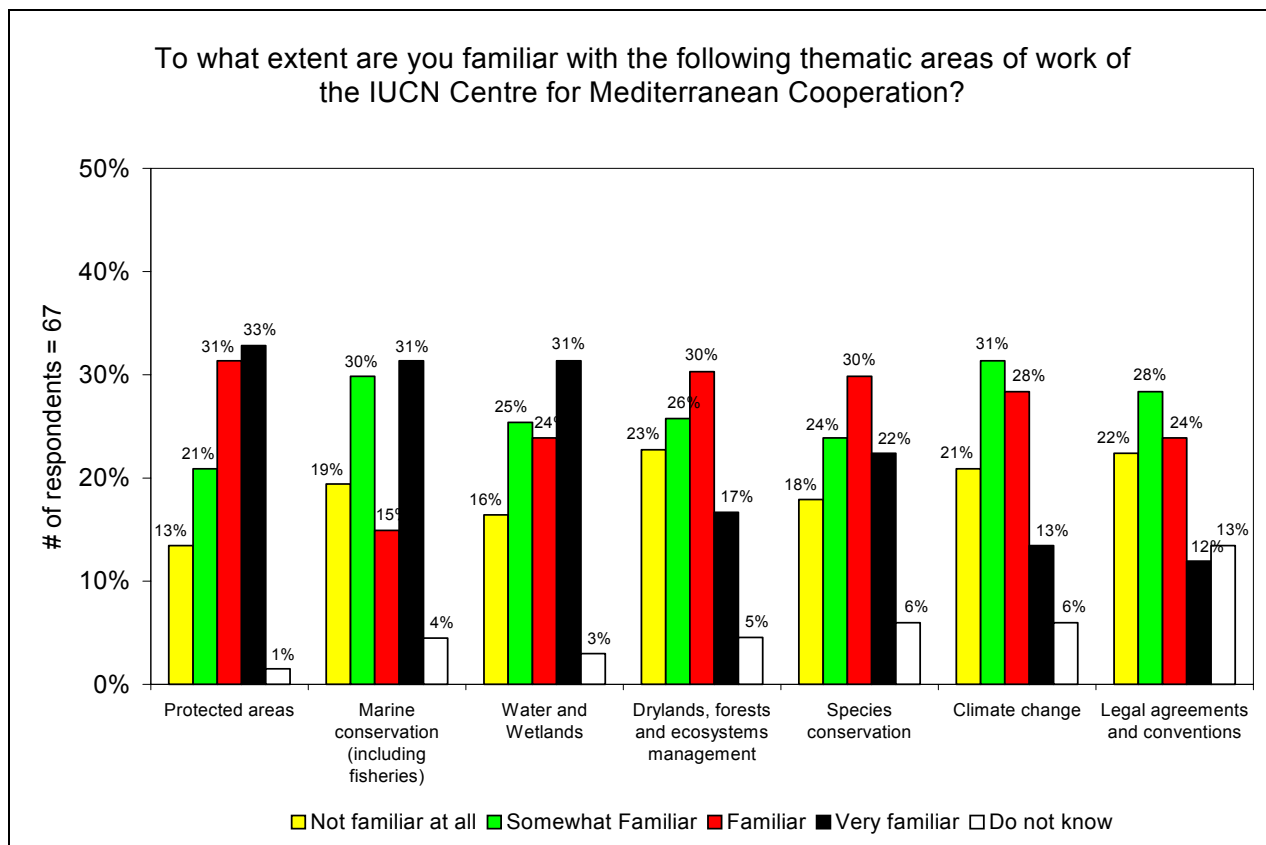
Name	Thematic area of expertise
Nora Berrahmoumi,	Forest Thematic Area
Luc Dassonville	Forest Thematic Area
Cristina Montiel Molina	Forest Thematic Area
Marco Pagliani	Forest Thematic Area

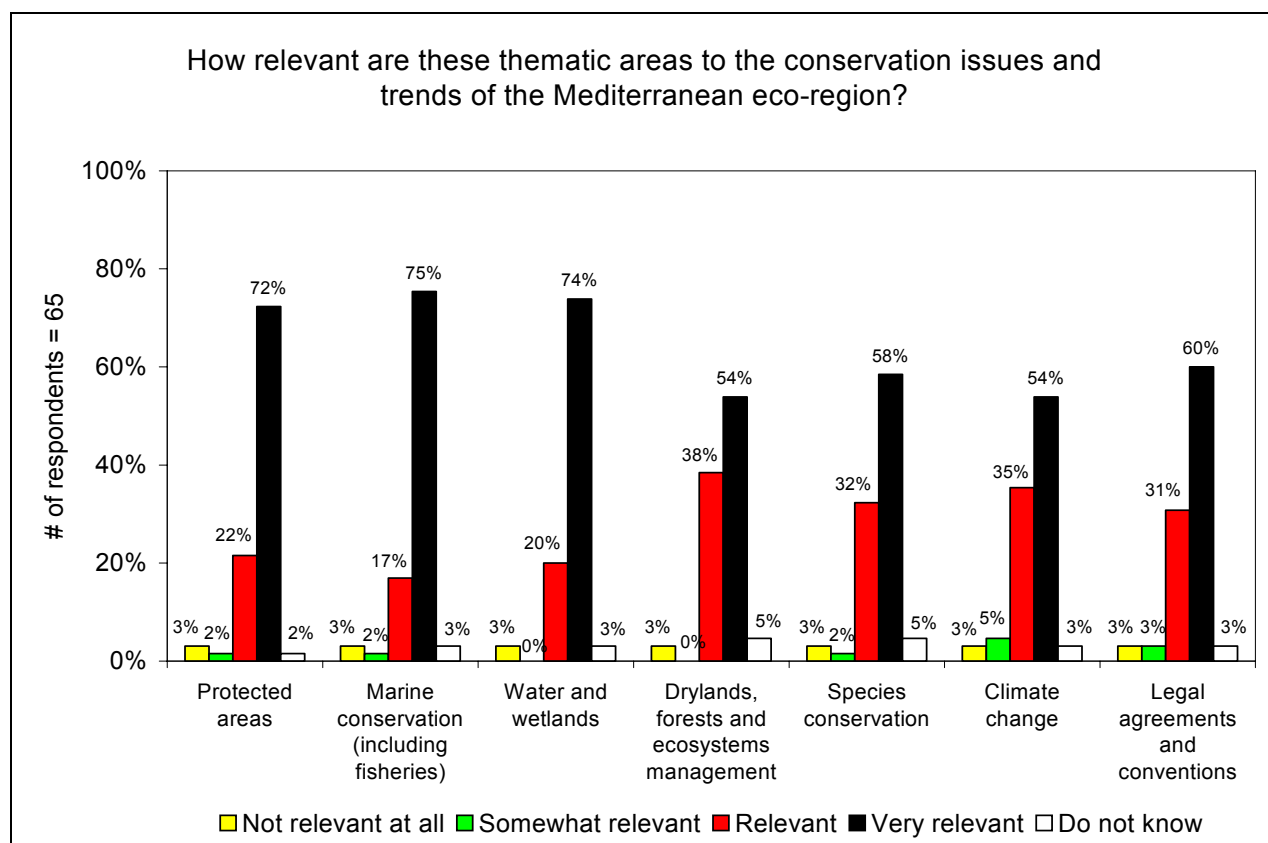
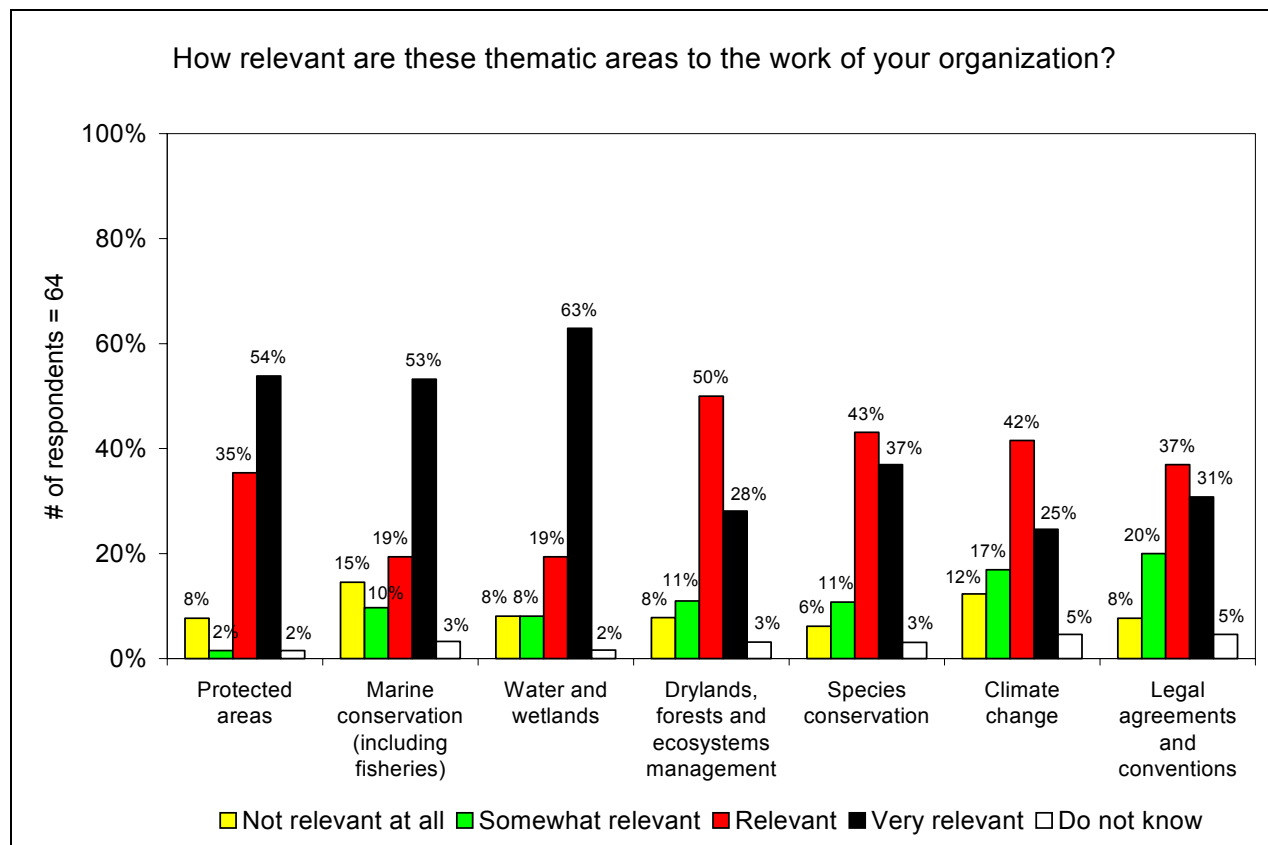
Name	Thematic area of expertise
Aristotelis C. Papageorgiou,	Forest Thematic Area
Mohammad Rafiq	Forest Thematic Area
Carole Saint-Laurent	Forest Thematic Area
Xavier Monbailliu	Marine Thematic Area
Arthur Paterson,	Marine Thematic Area
Chedly Rais	Marine Thematic Area
Tullio Scovazzi	Marine Thematic Area
Despina Symons	Marine Thematic Area
Patrick Van Klaveren	Marine Thematic Area
Xavier Monbailliu	Marine Thematic Area
Arthur Paterson	Marine Thematic Area
Luigi Boitani	Species Thematic Area
Rachel Cavanagh	Species Thematic Area
Sarah Fowler	Species Thematic Area
Piero Genovesi	Species Thematic Area
Brahim Haddane	Species Thematic Area
Guiseppe Notarbartolo di Sciara	Species Thematic Area
Roger Crofts	Protected Areas Thematic Area
Fernando Molina Vázquez	Protected Areas Thematic Area
Violeta Orlovic	Protected Areas Thematic Area
Gloria Pungetti	Protected Areas Thematic Area
Roger Crofts	Protected Areas Thematic Area
Vangelis Constantianos	Water Thematic Area
Jean Jalbert	Water Thematic Area
Spyros Kouvelis	Water Thematic Area
Ramón Llamas Madurga	Water Thematic Area
Tobias Salathé	Water Thematic Area
Elisa Amelin Vargas	Water Thematic Area

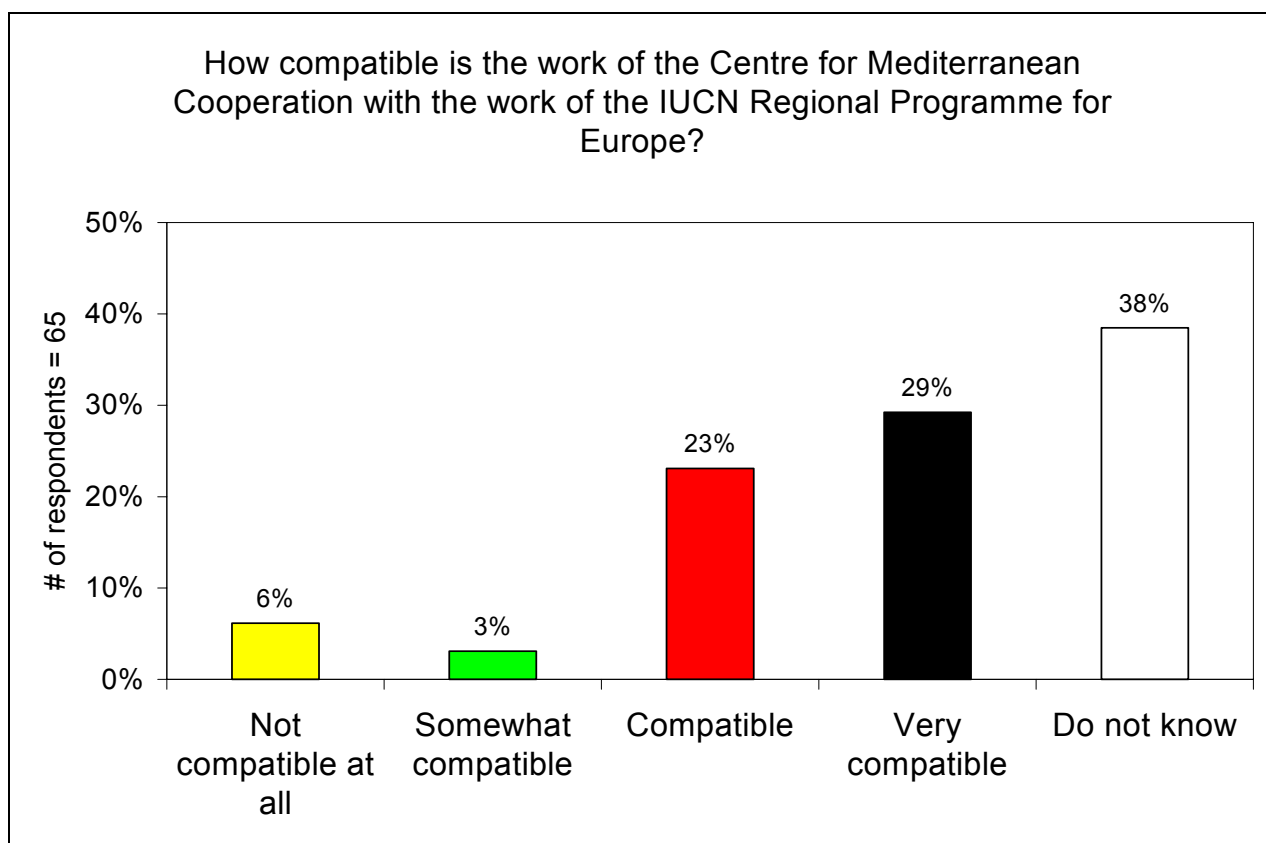
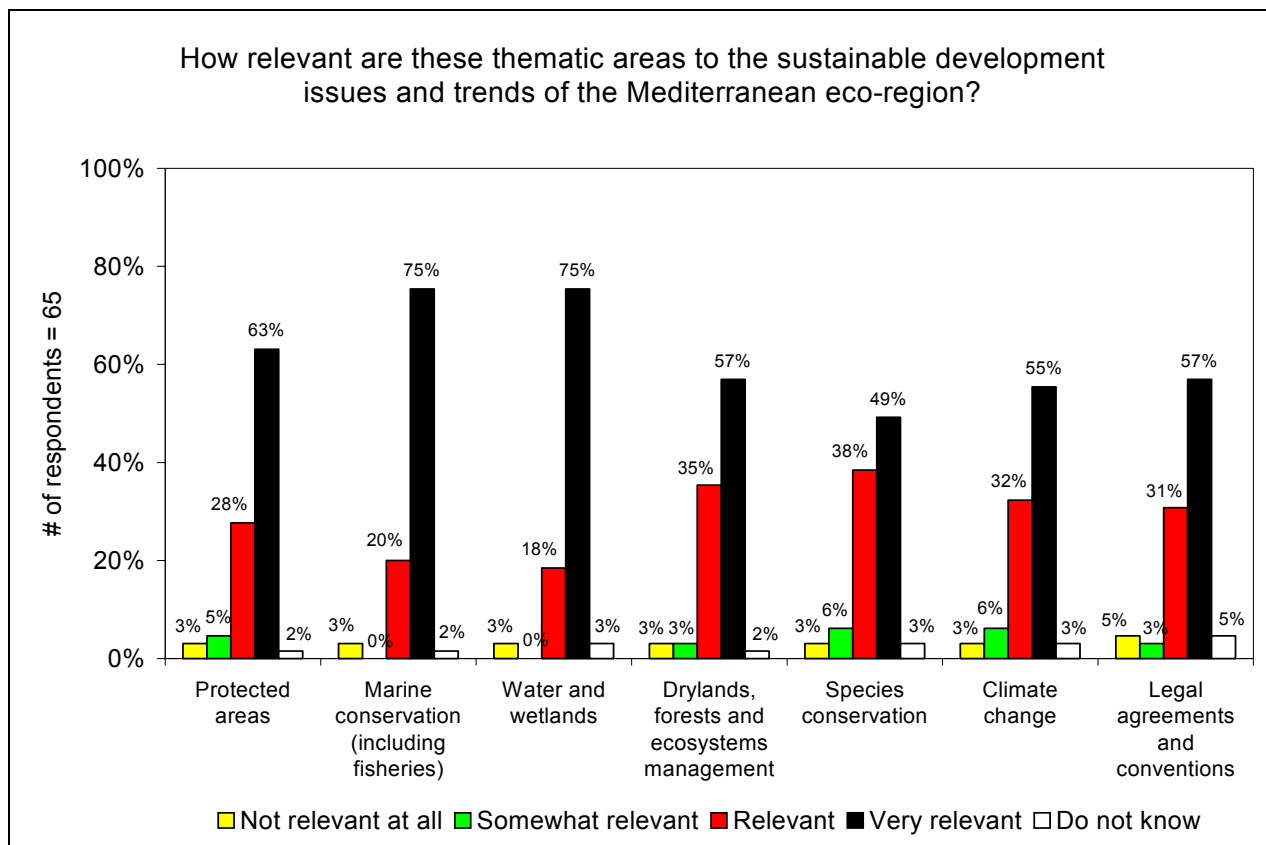
Appendix VI Questionnaire Results

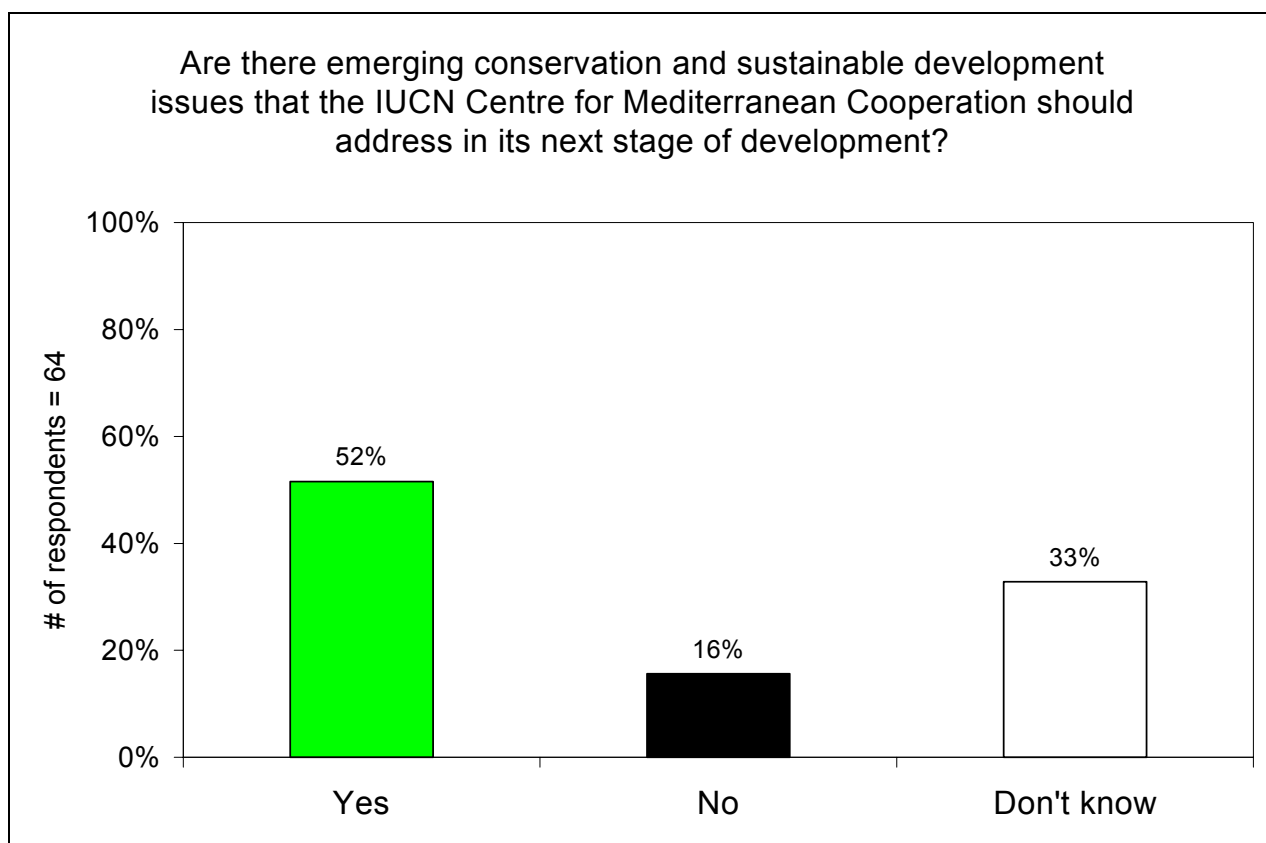
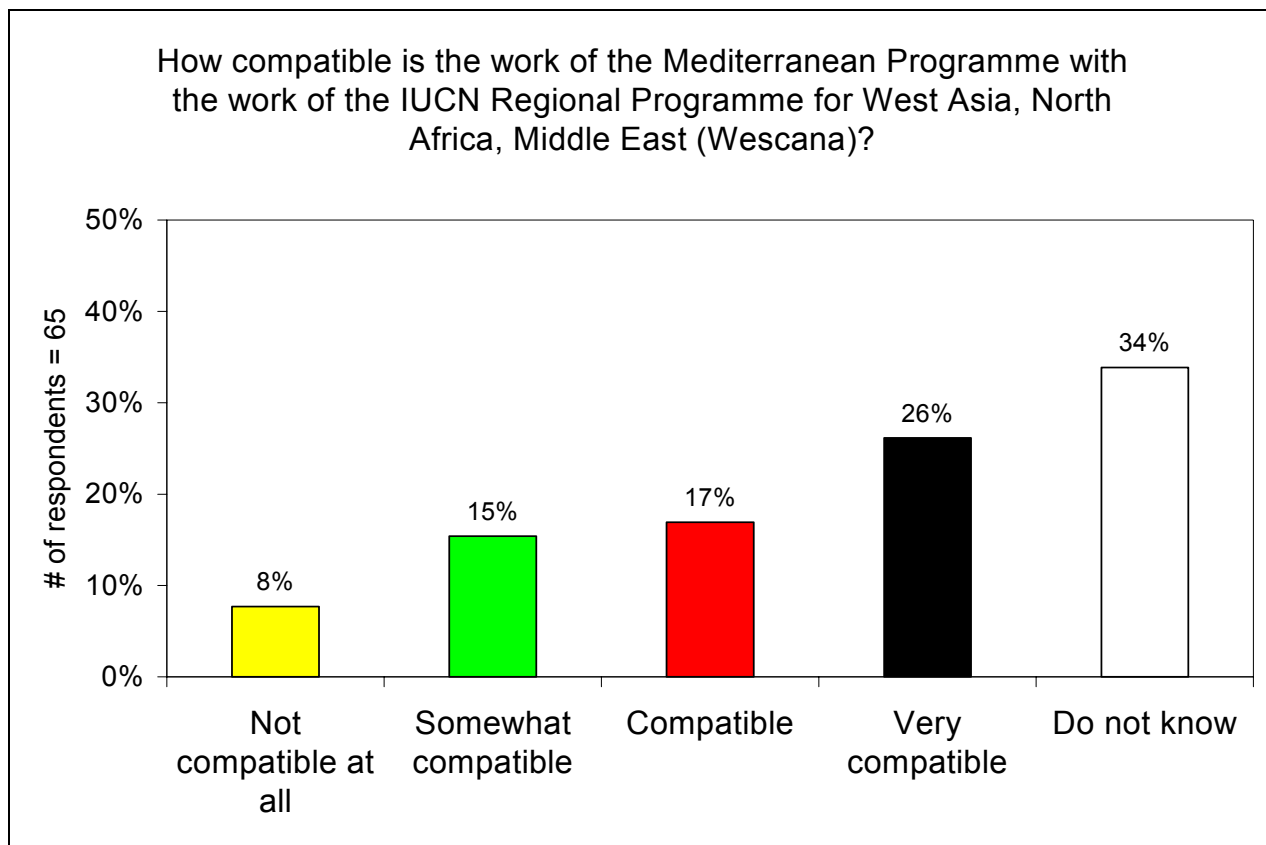
Member Questionnaire

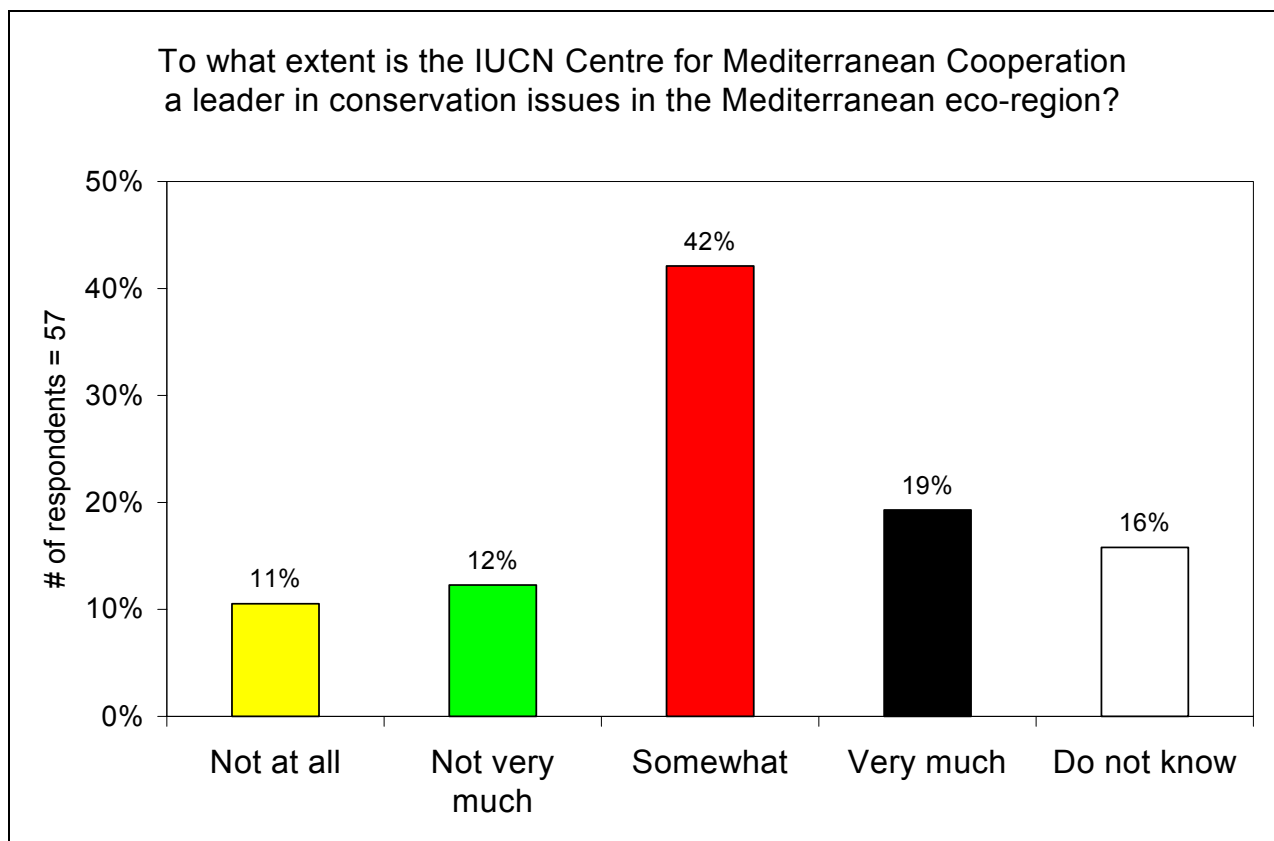
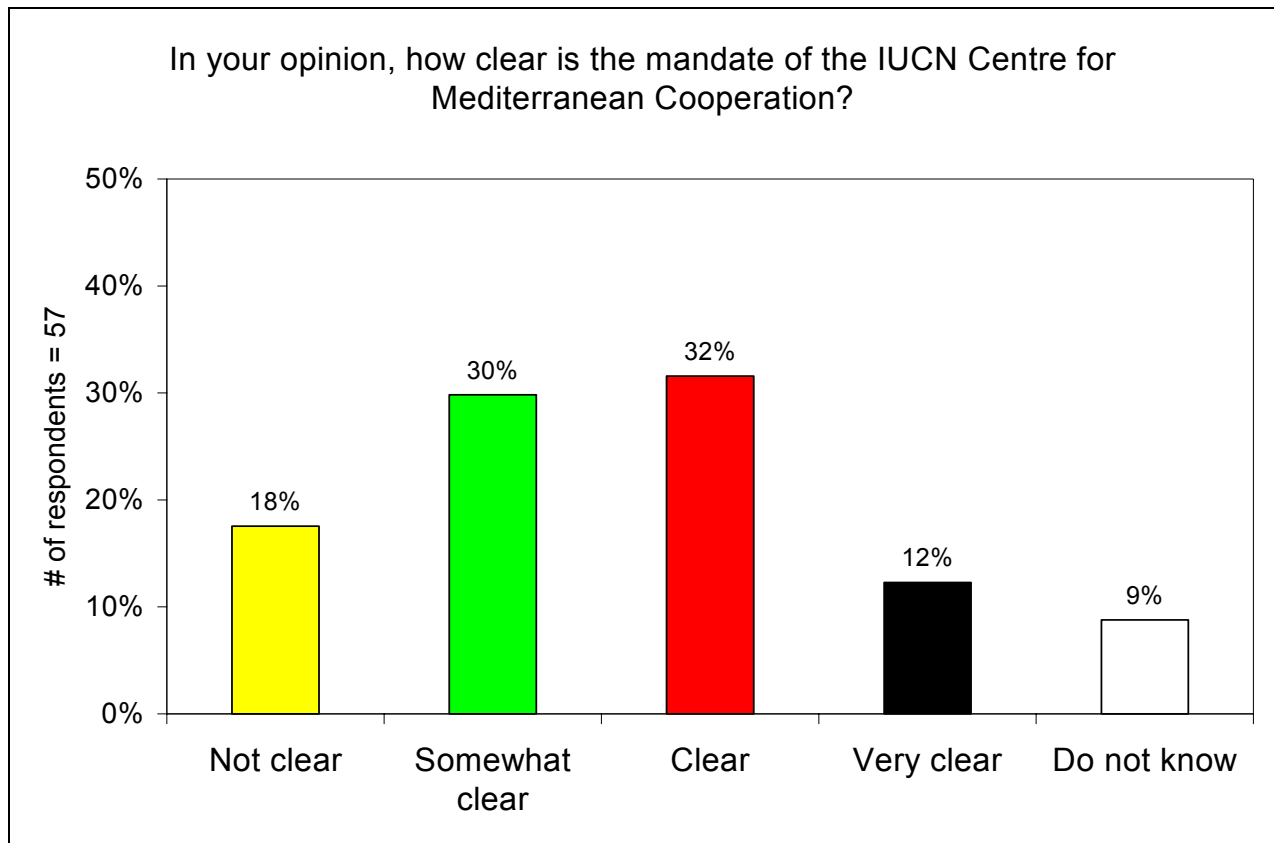


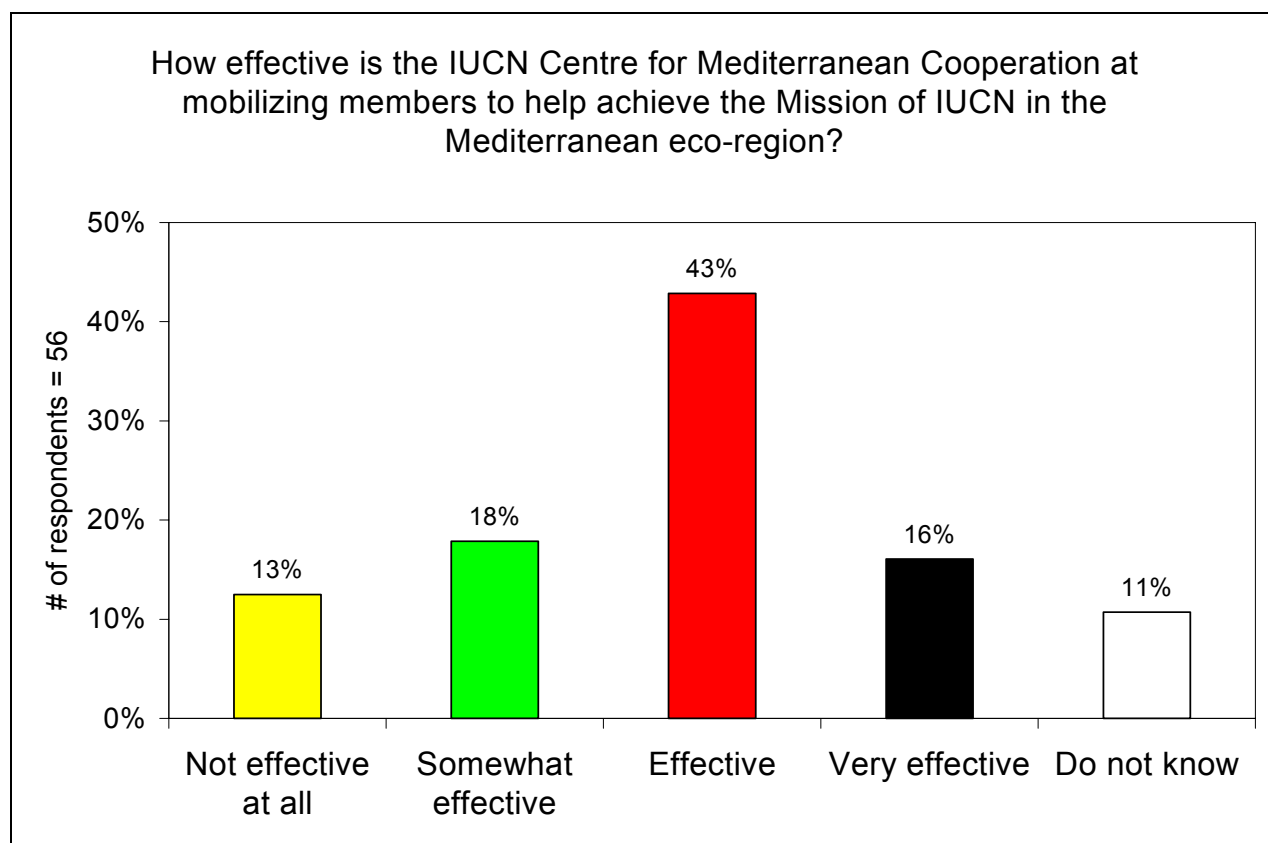
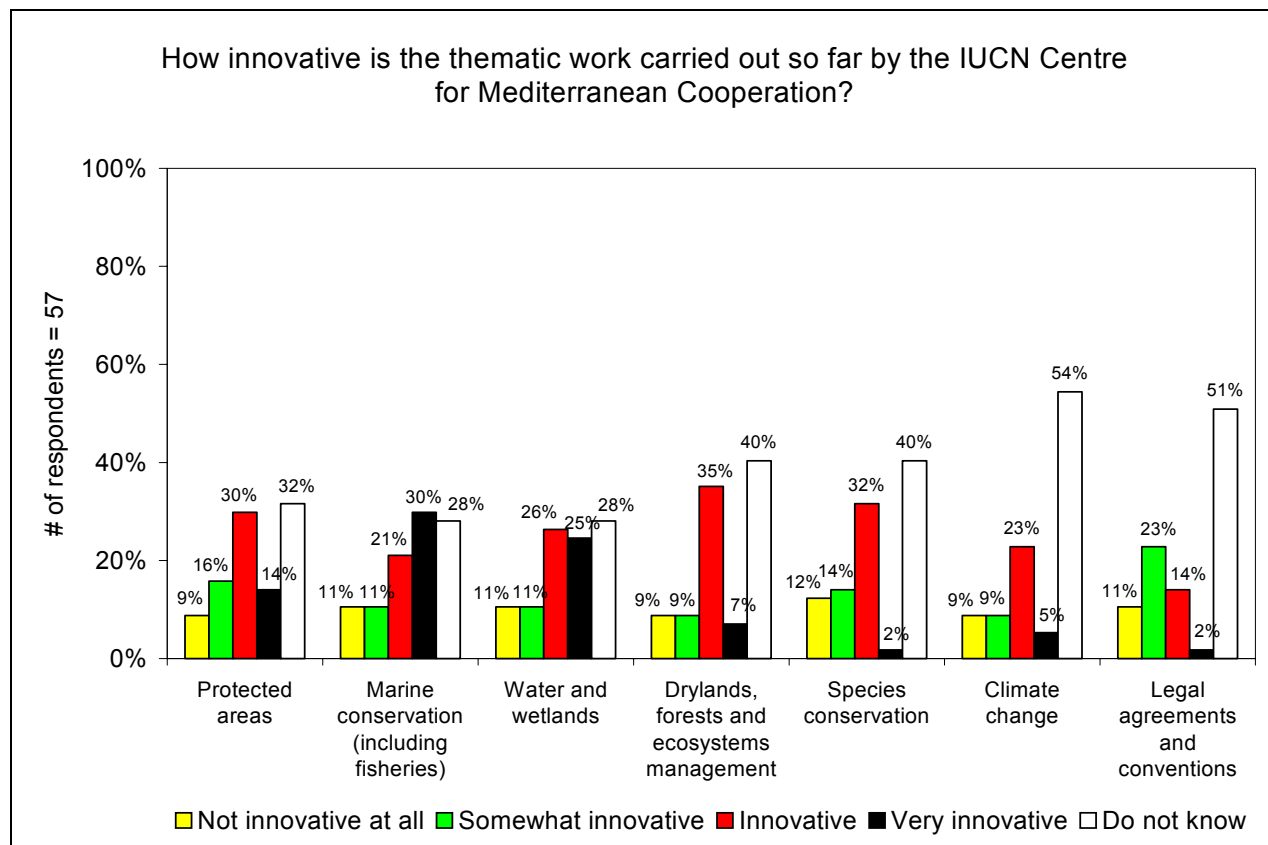


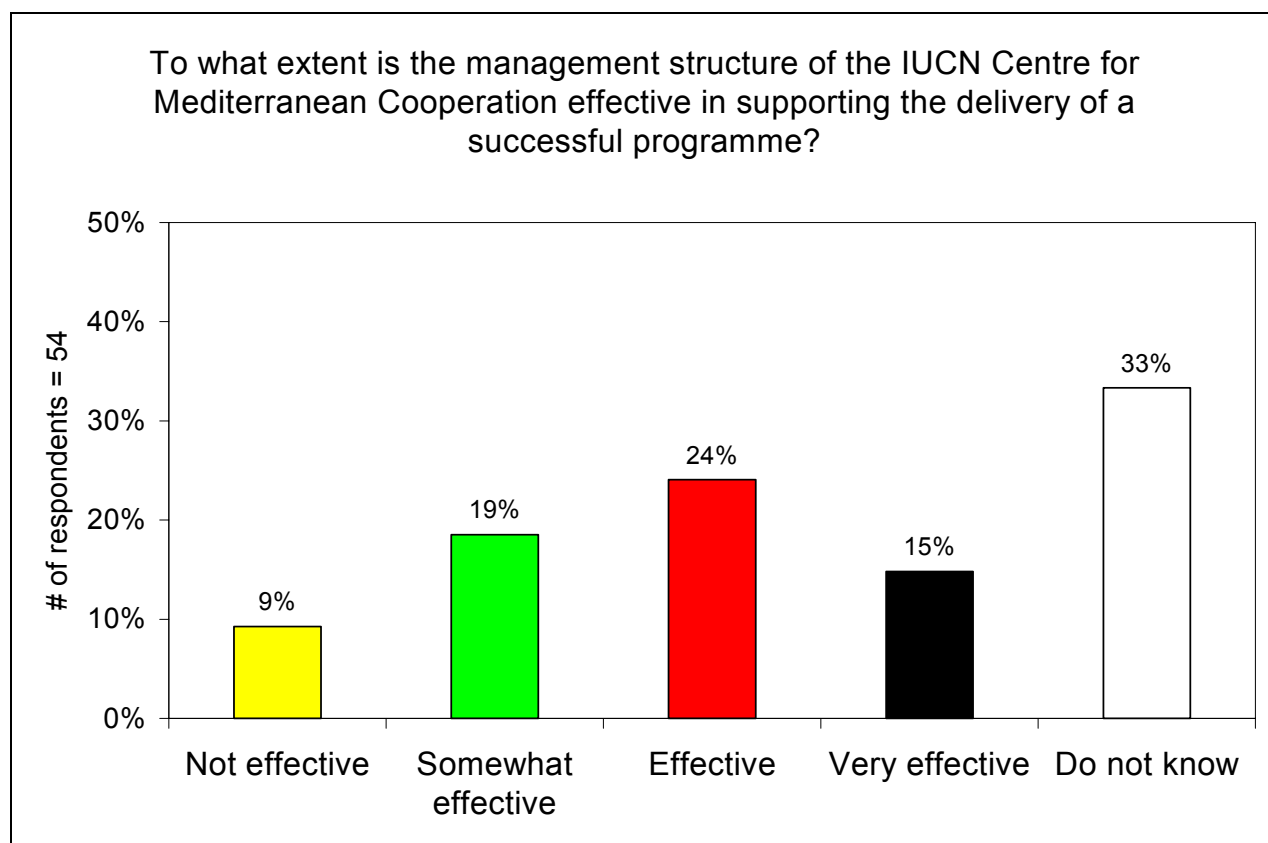
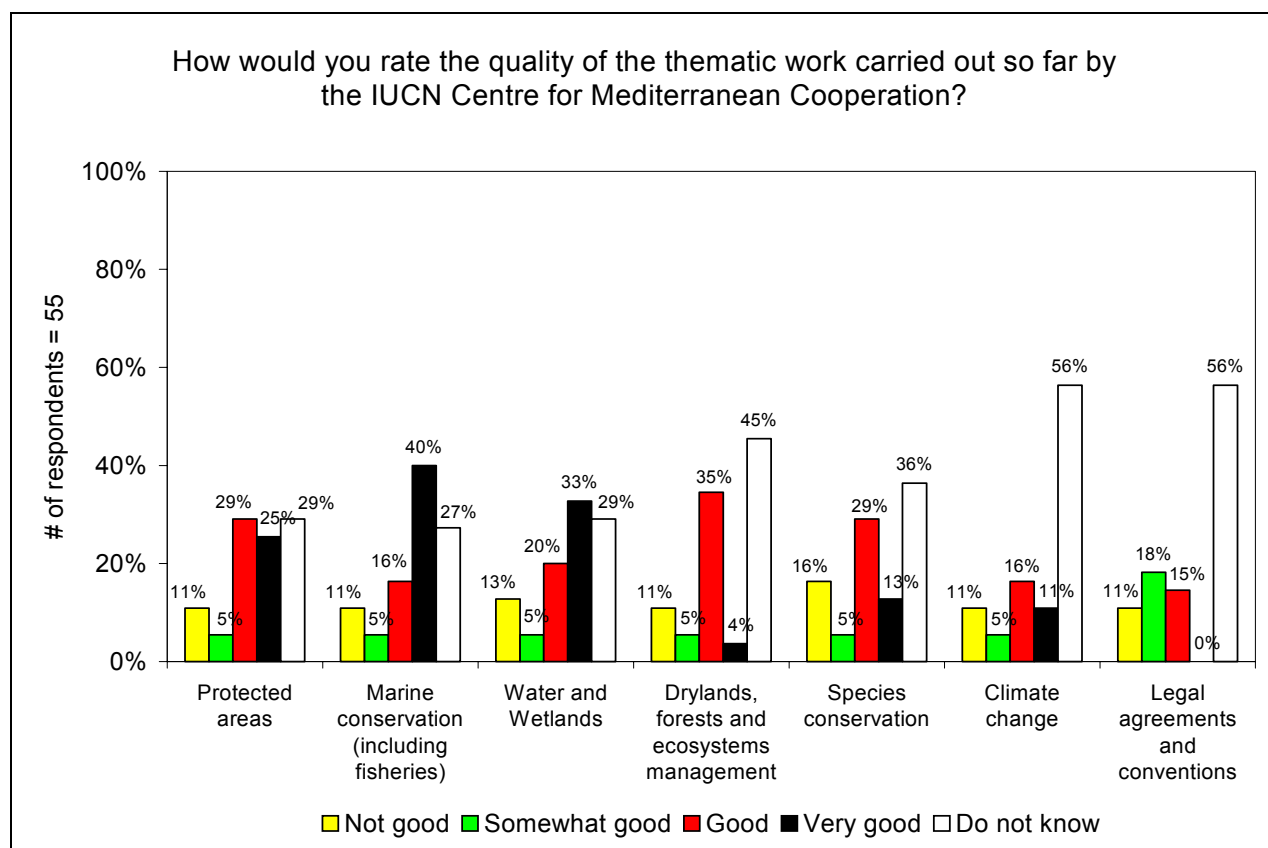


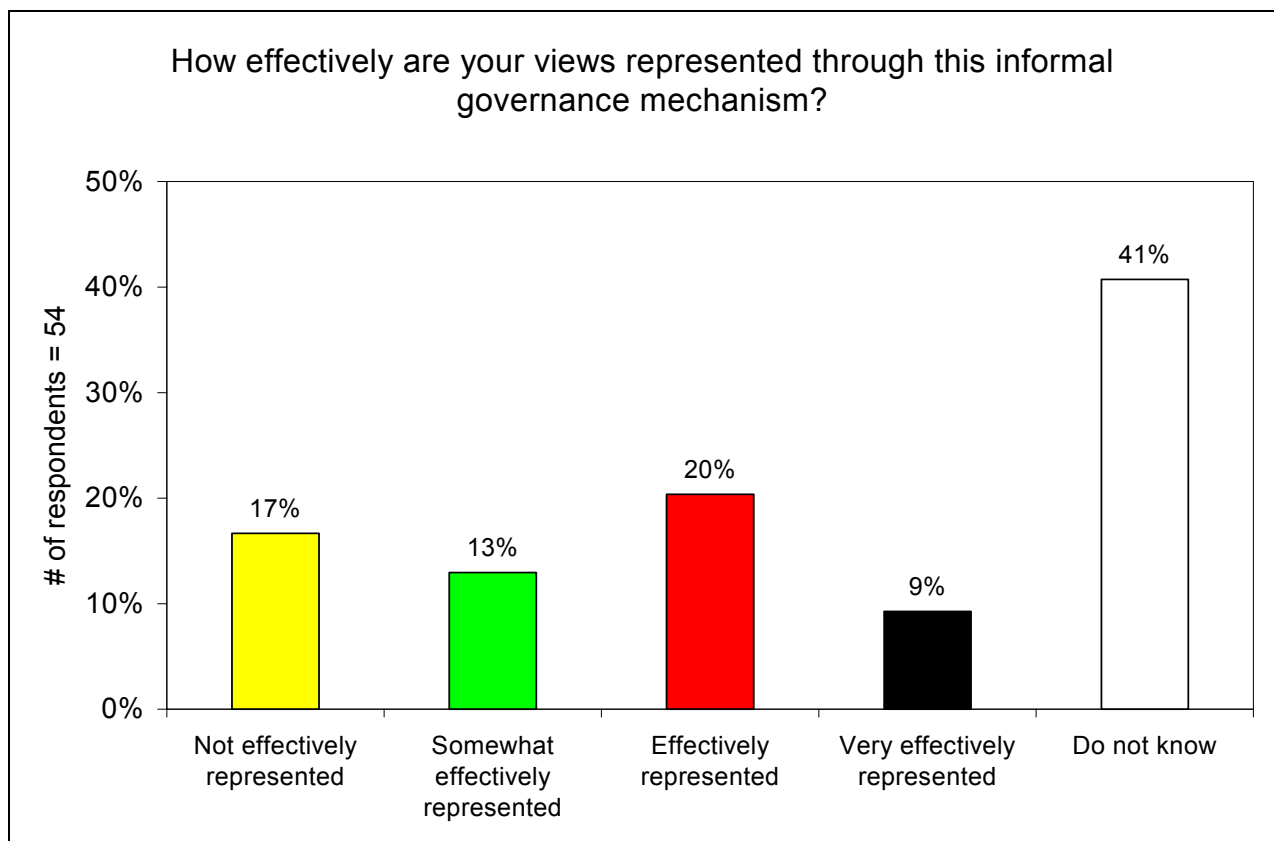
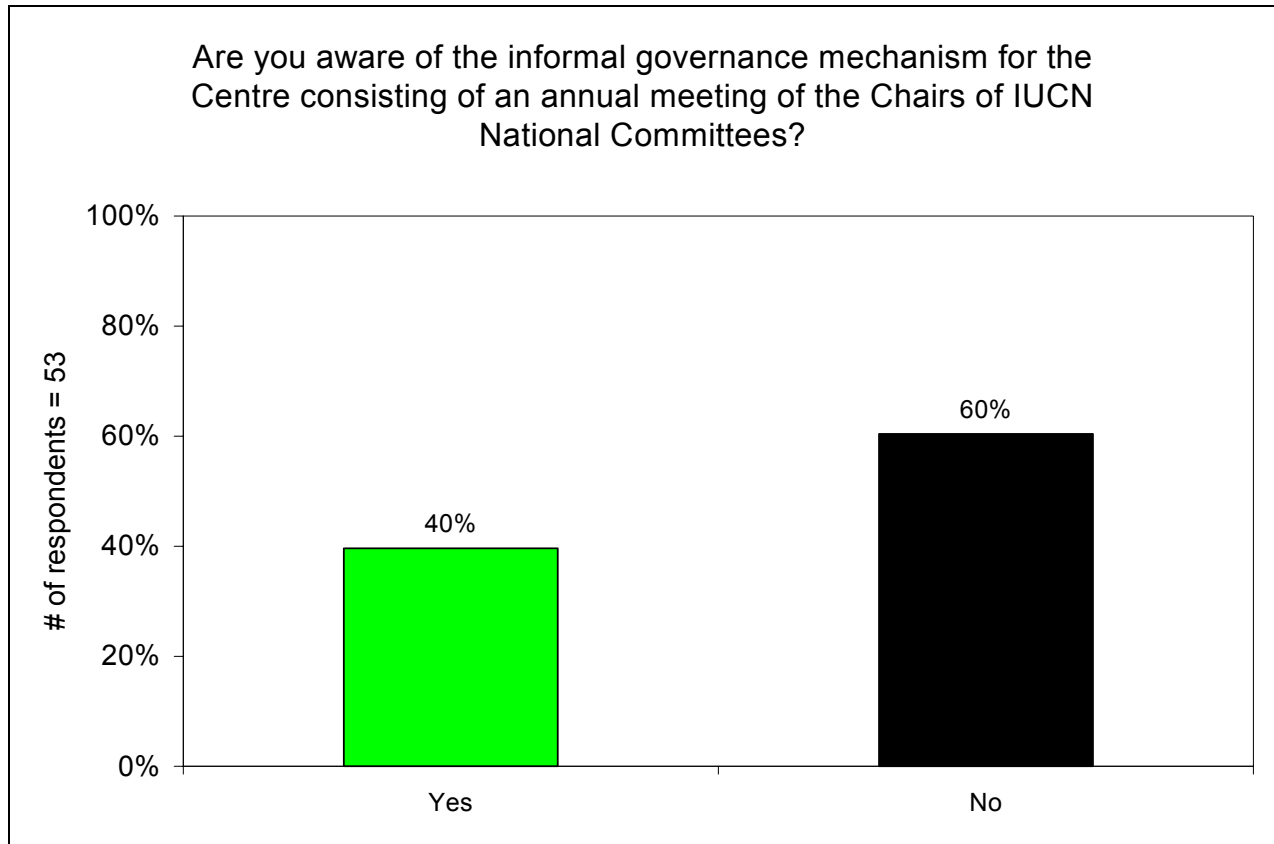


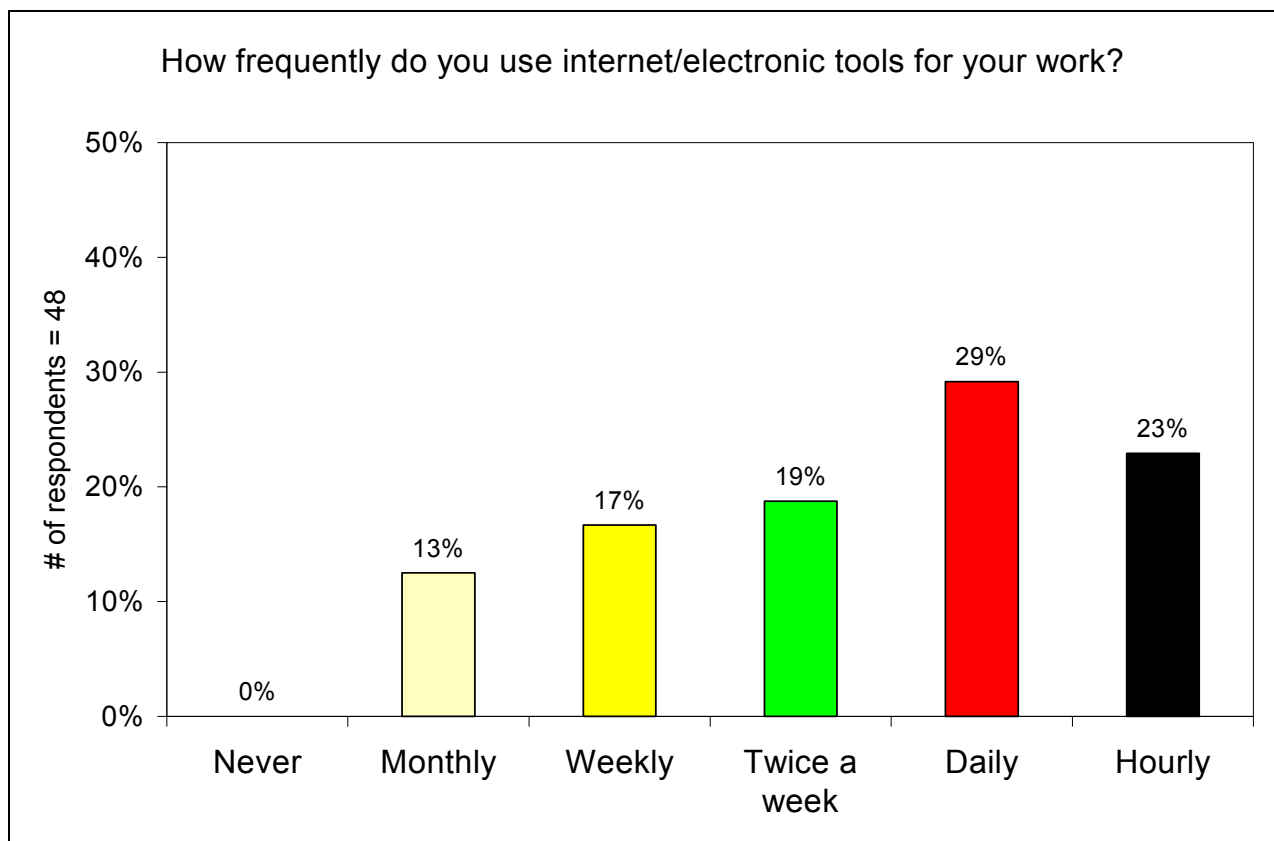
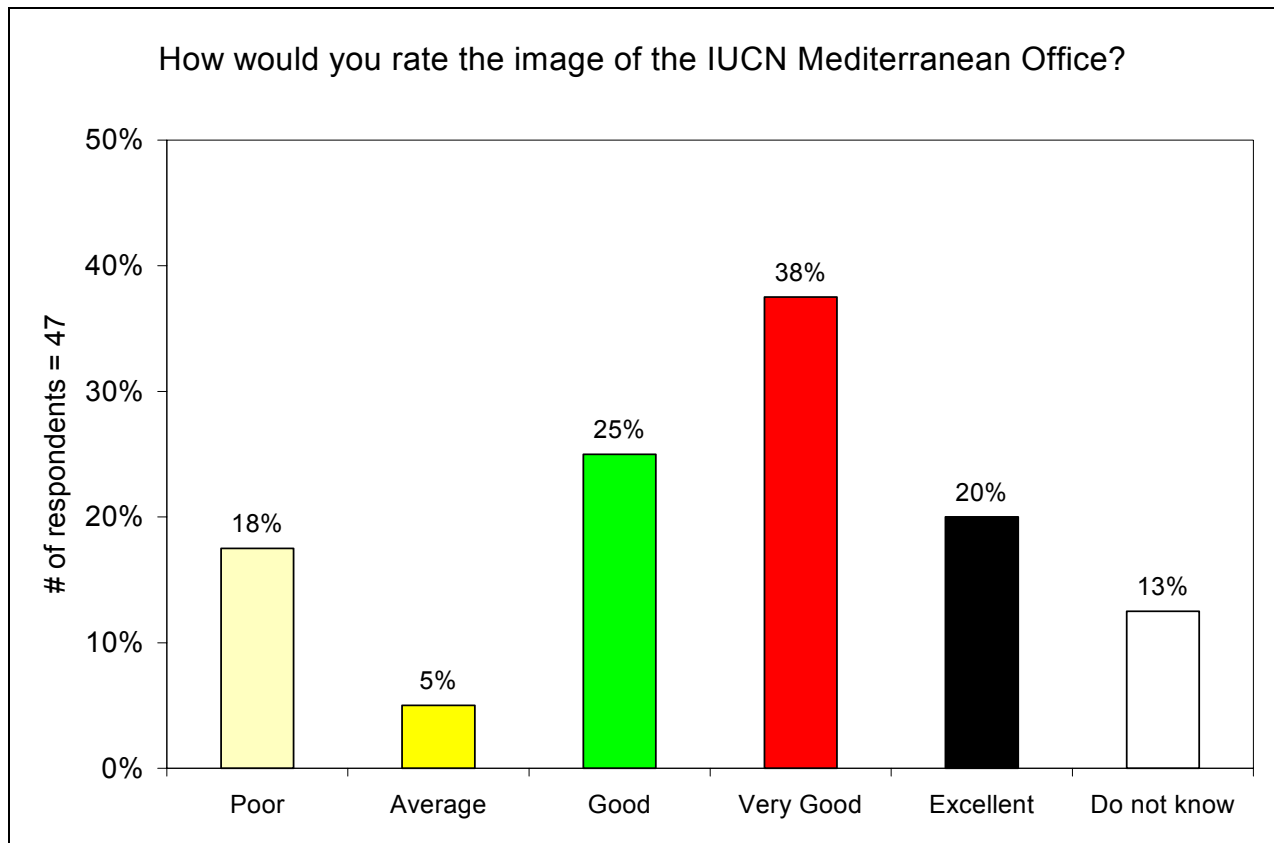


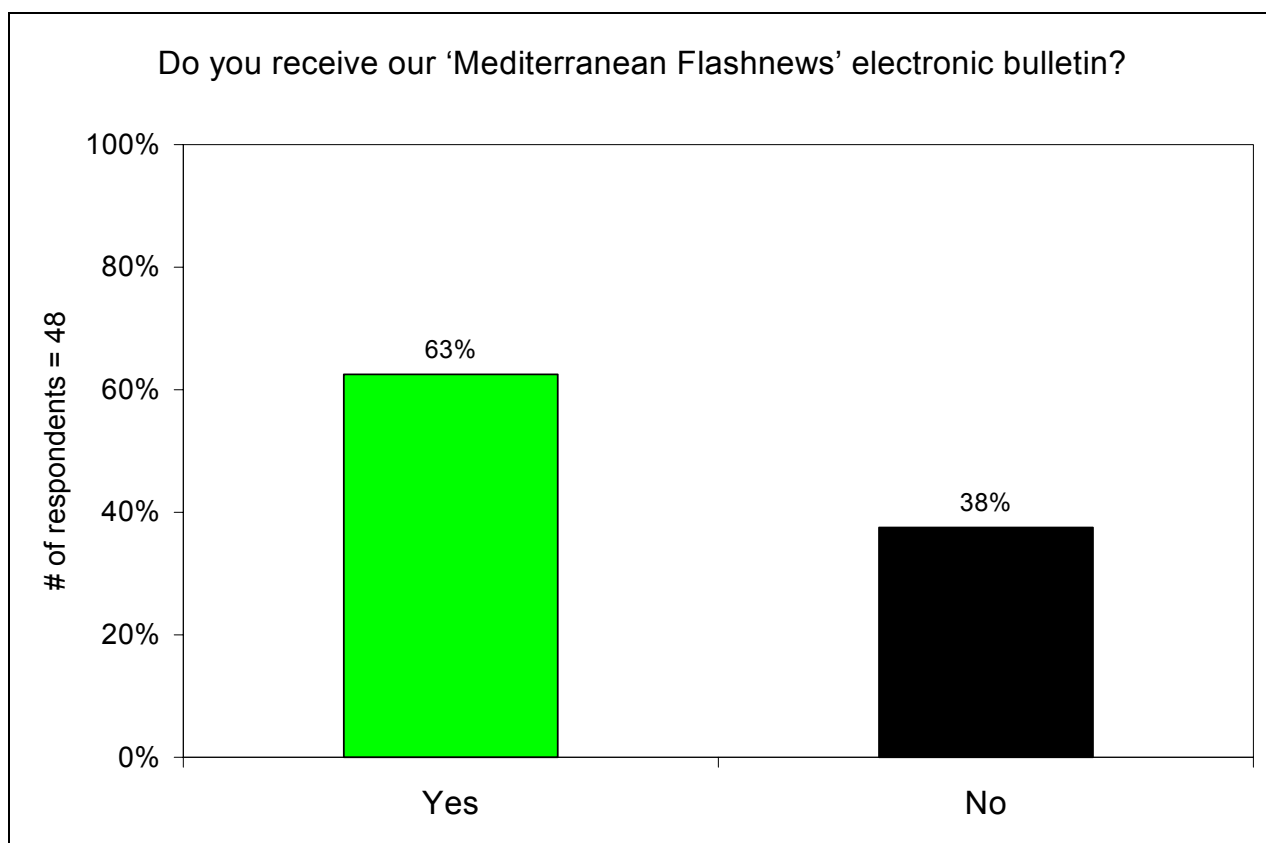
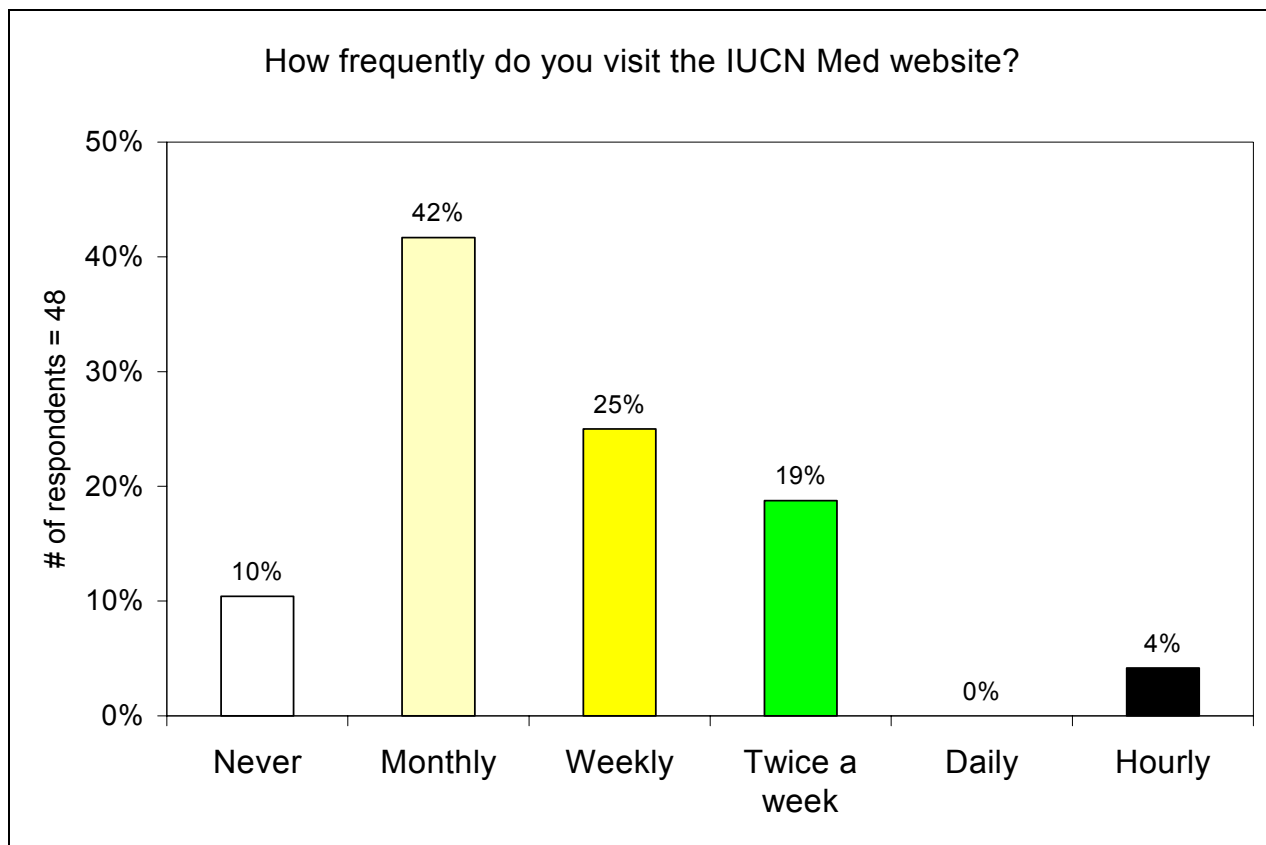


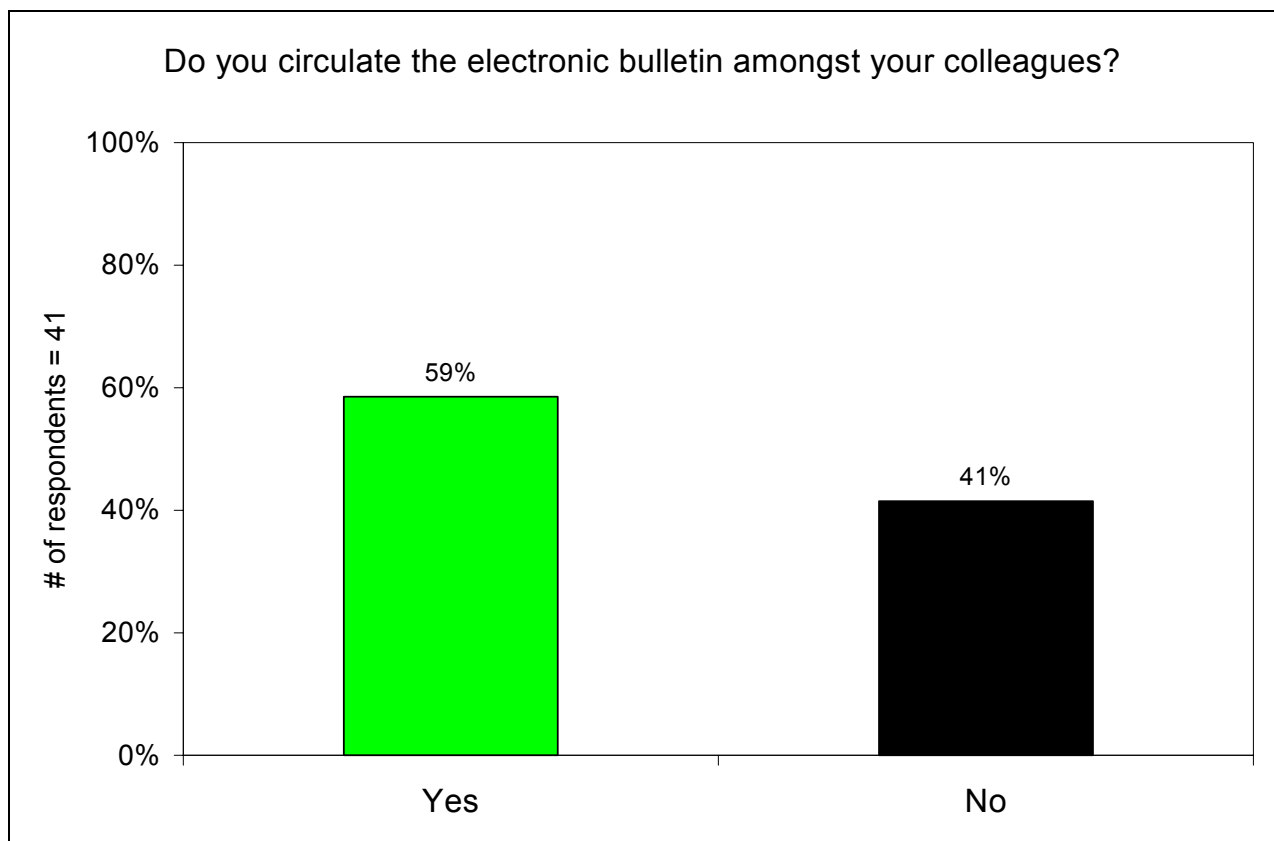
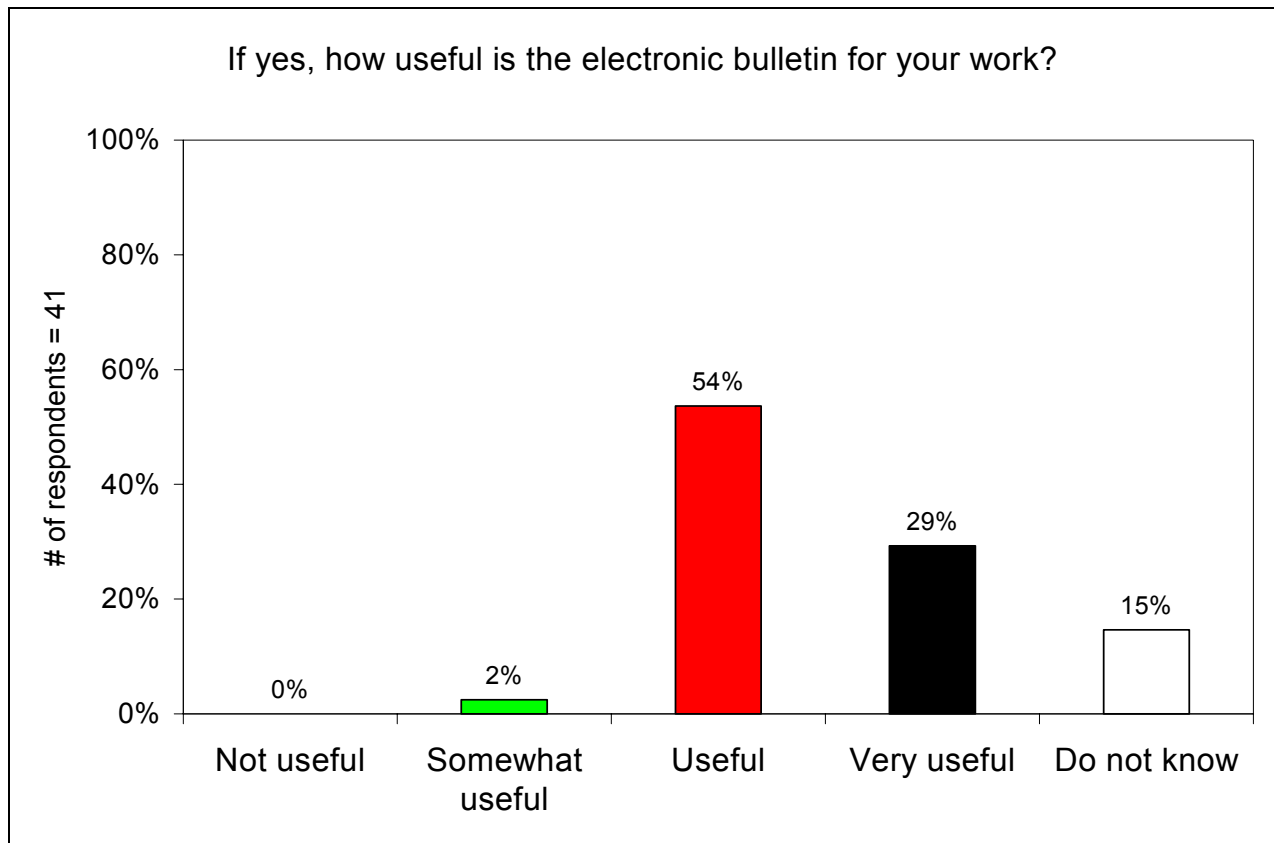


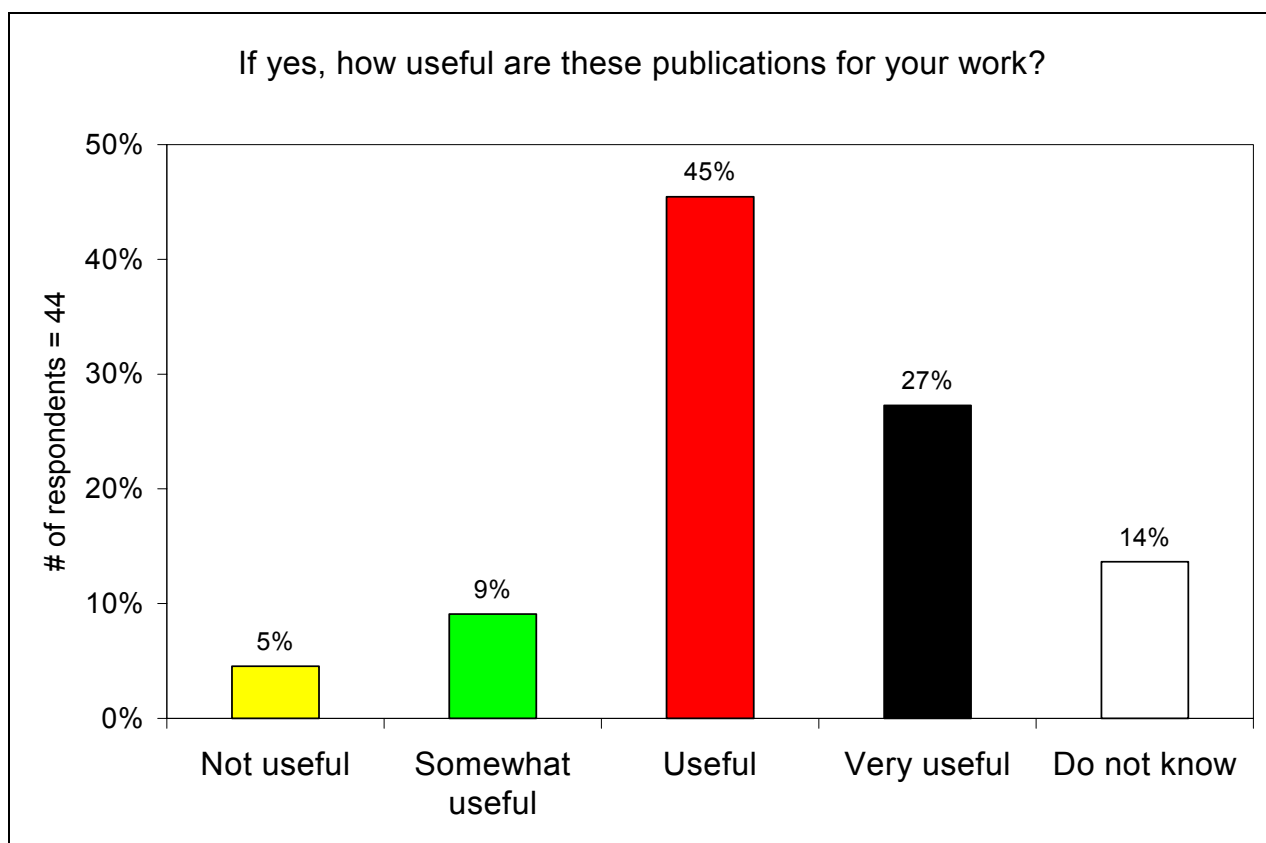
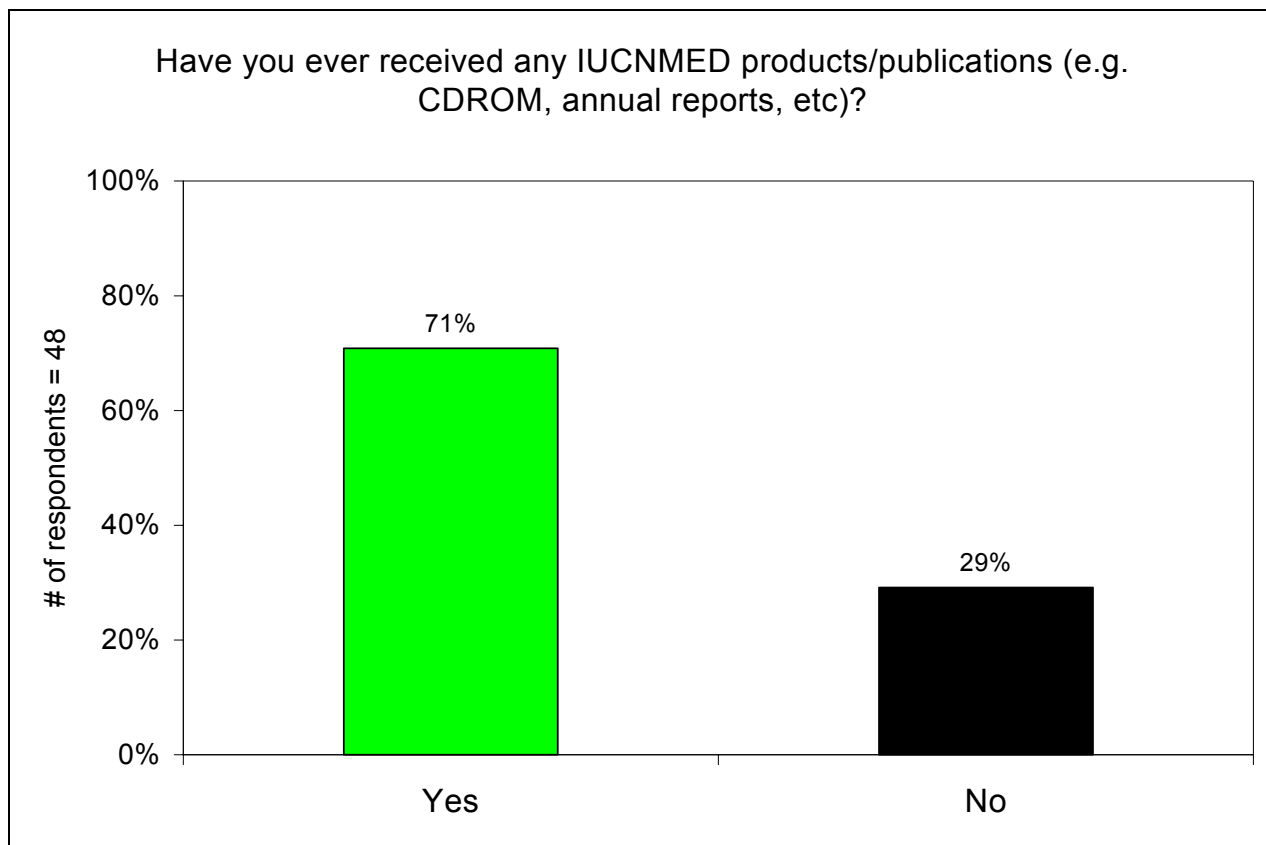


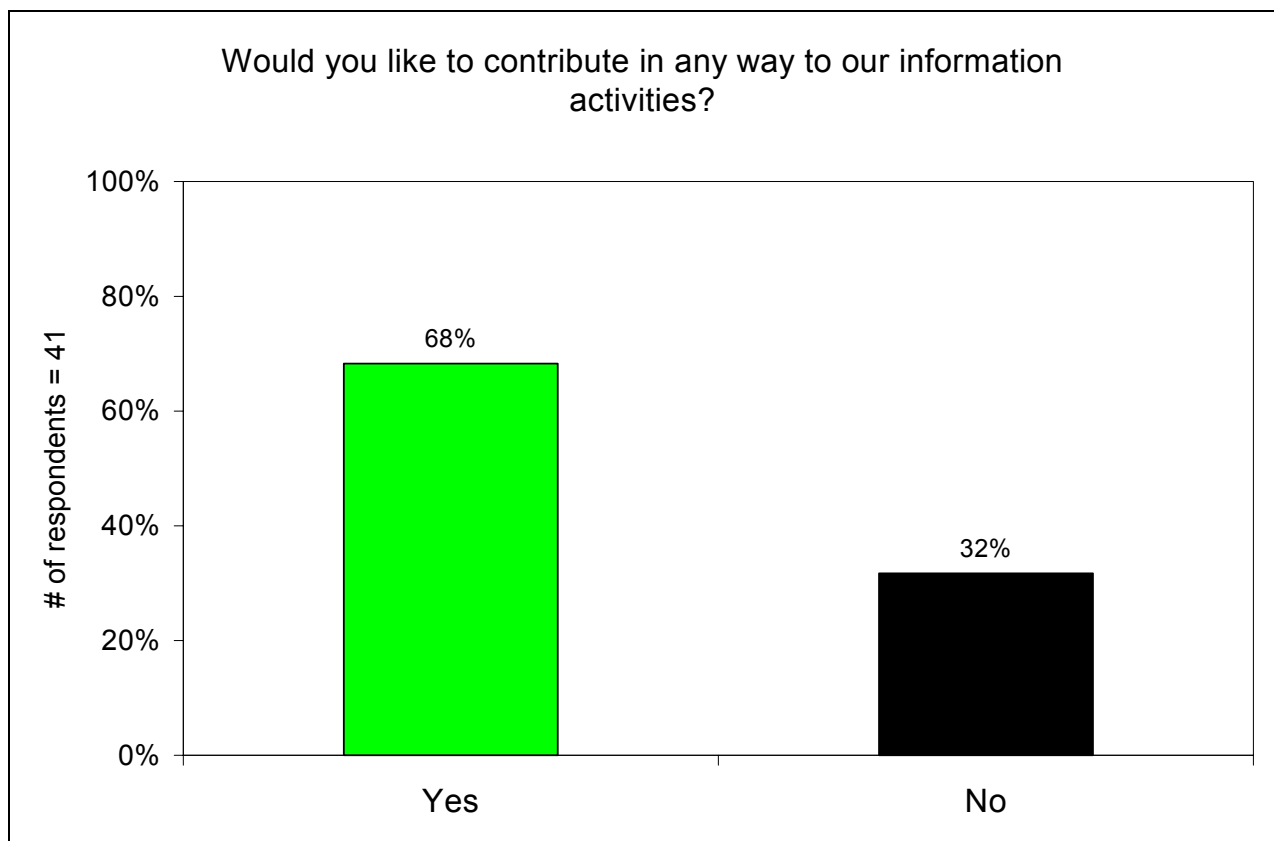
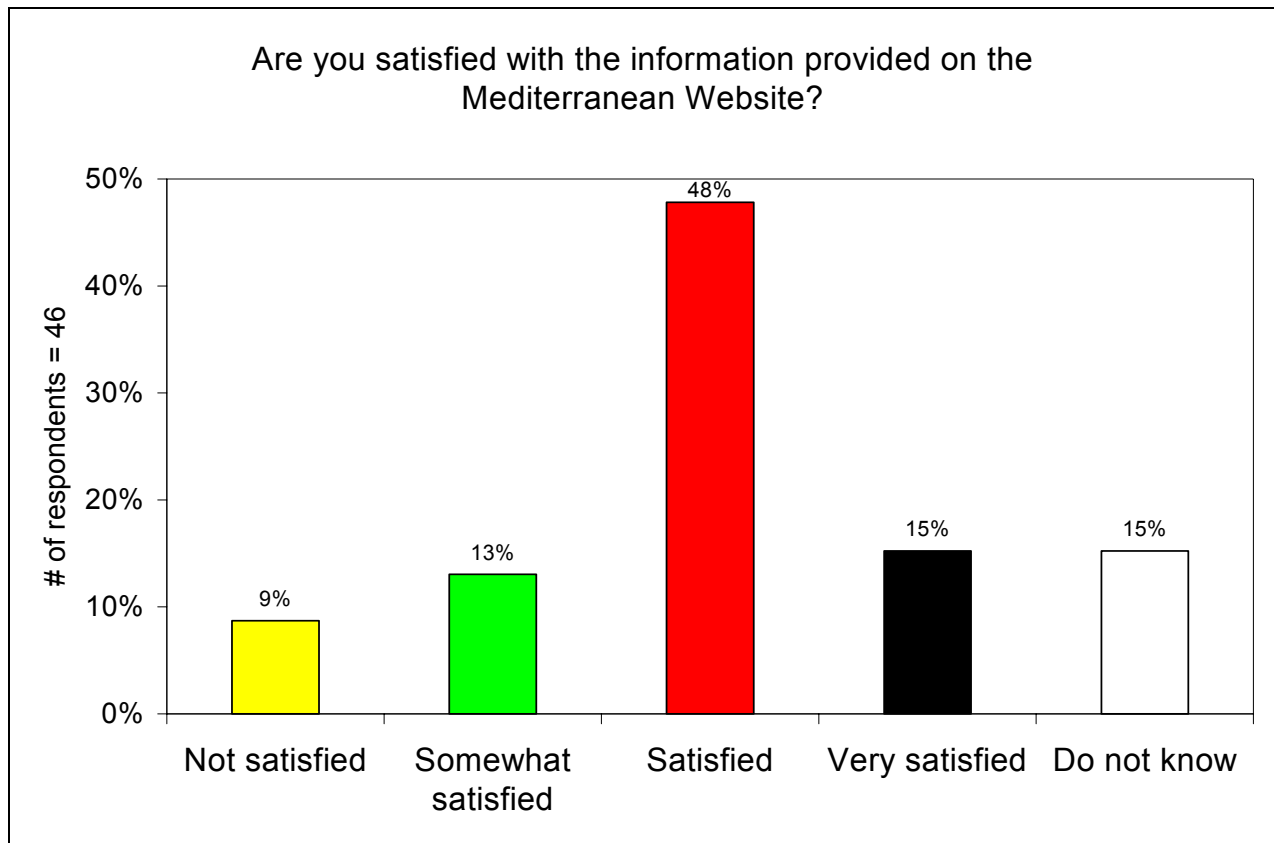


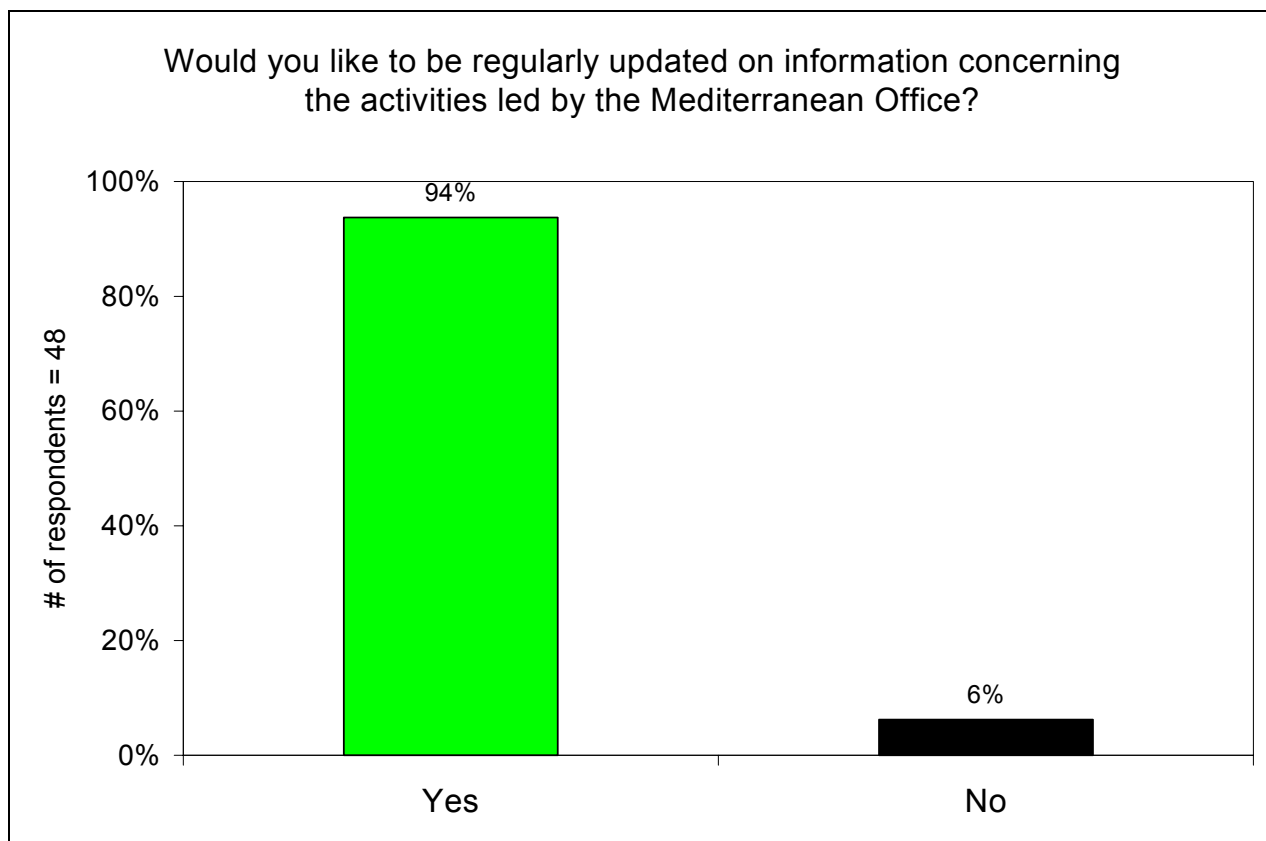
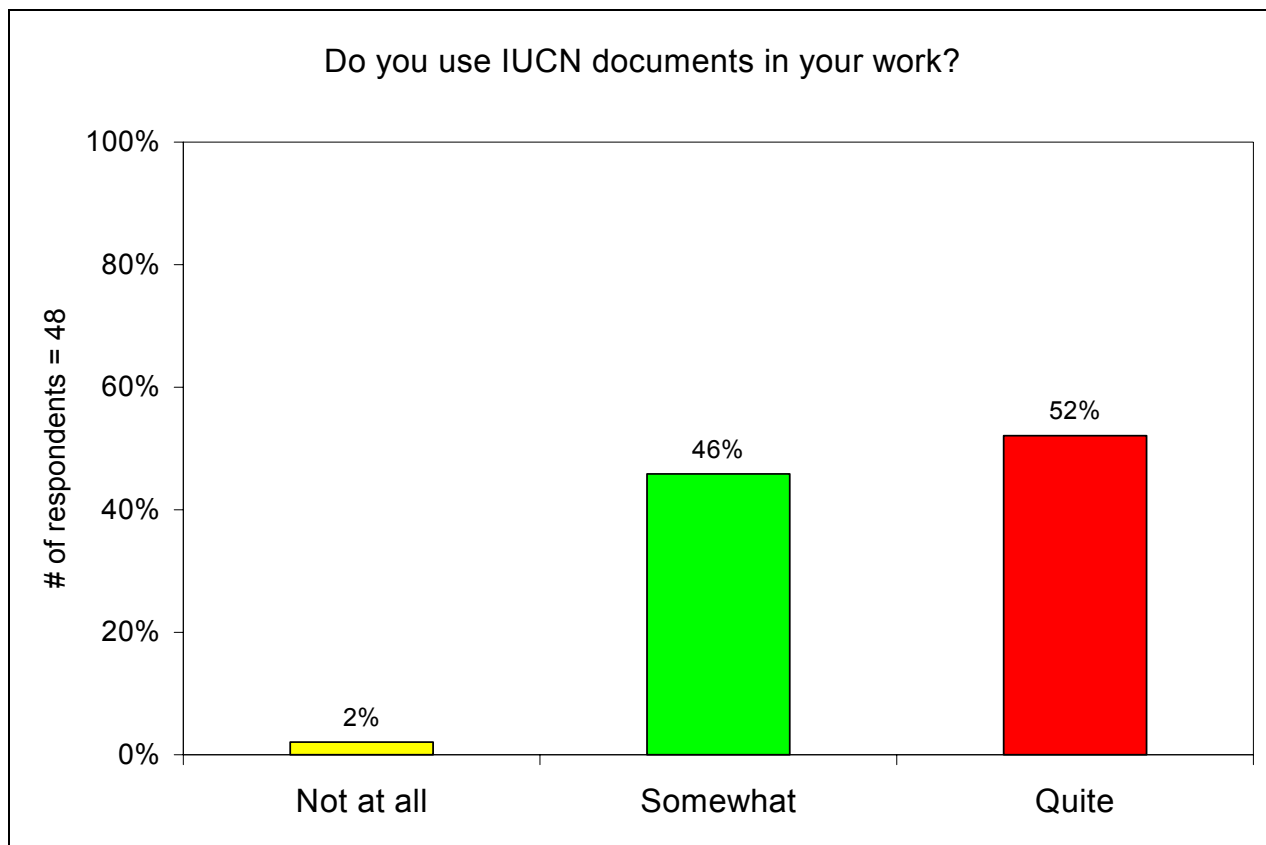


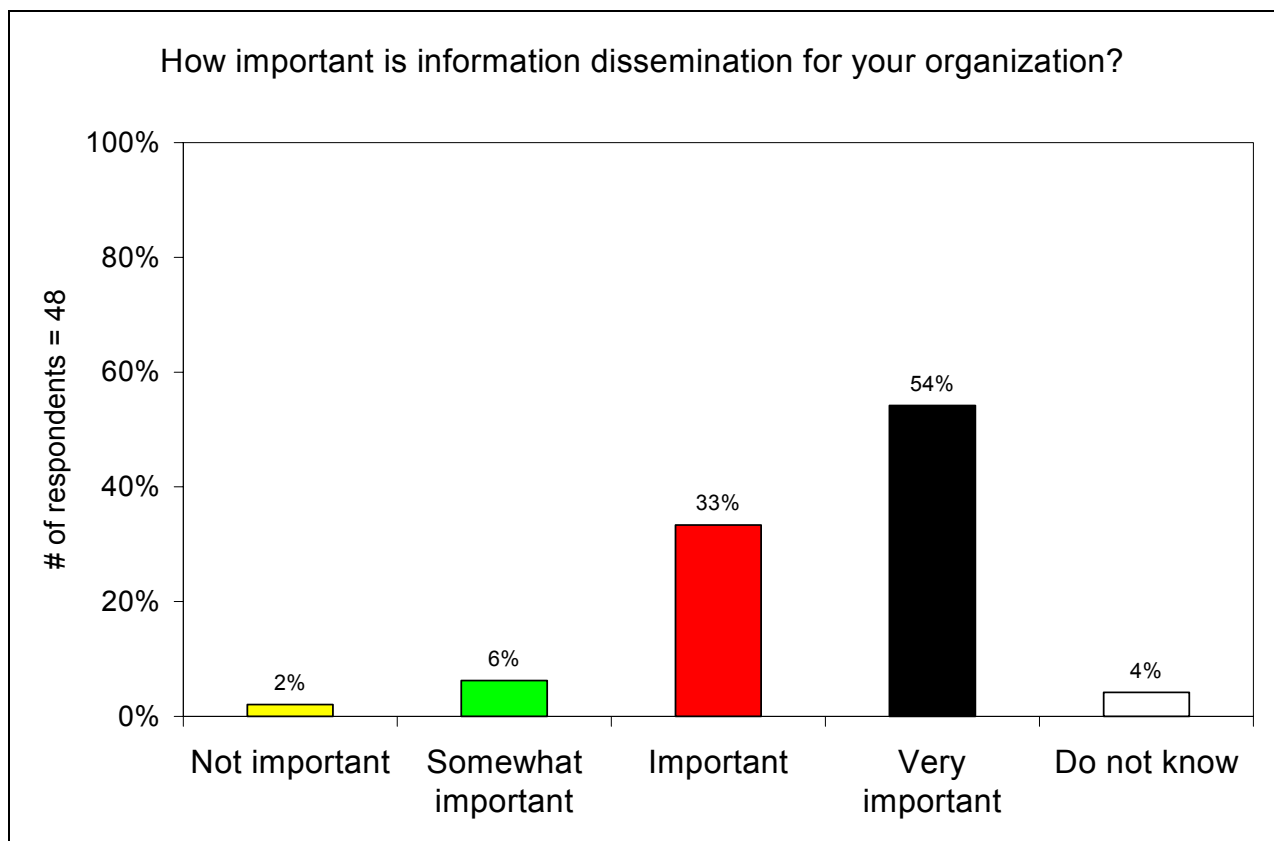
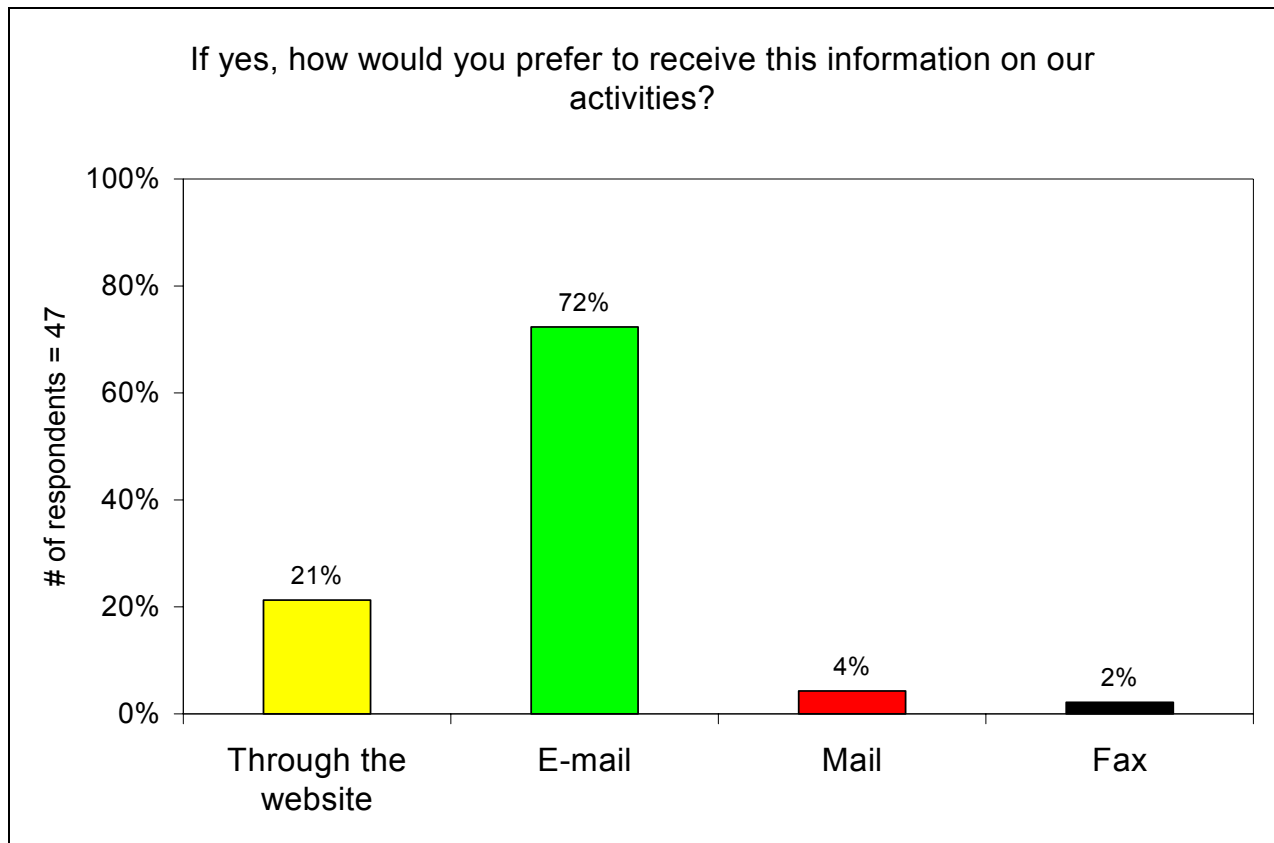


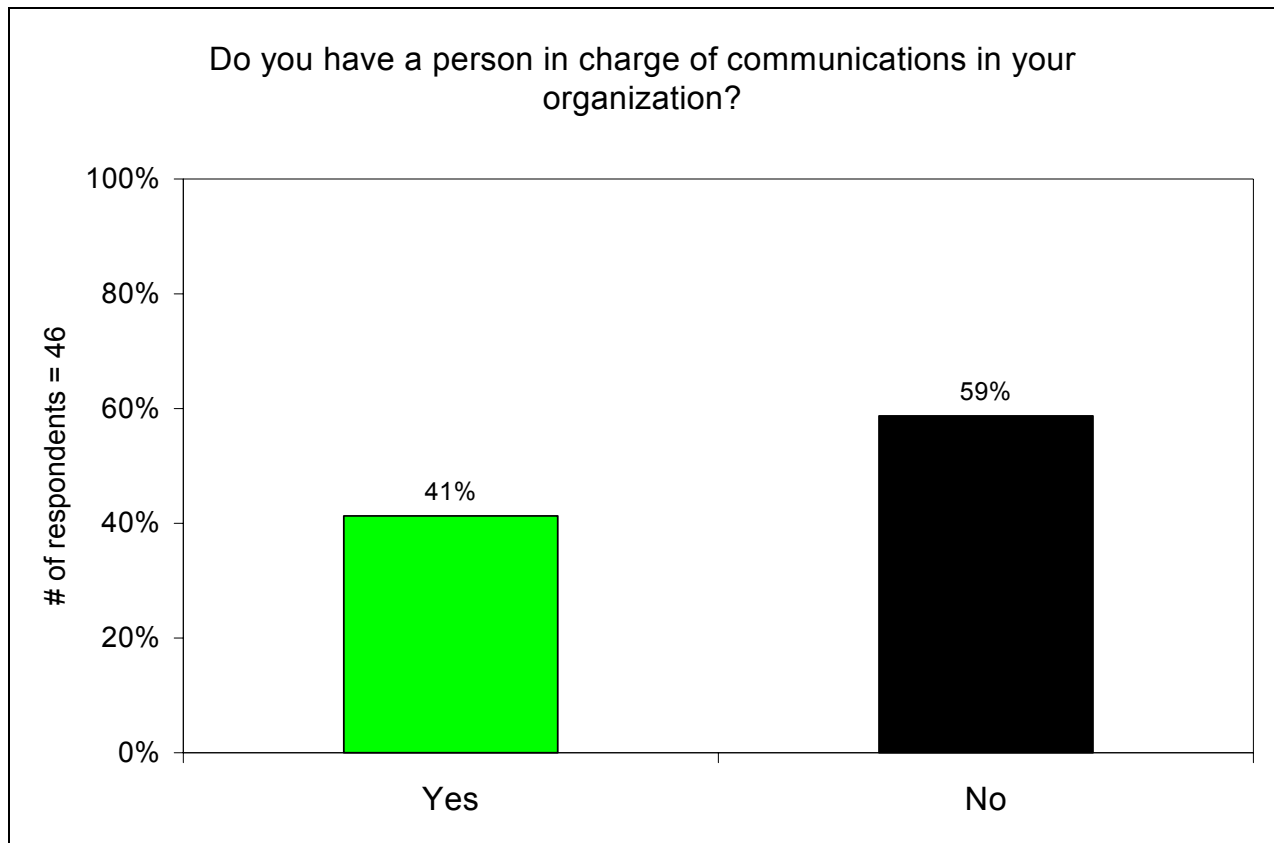




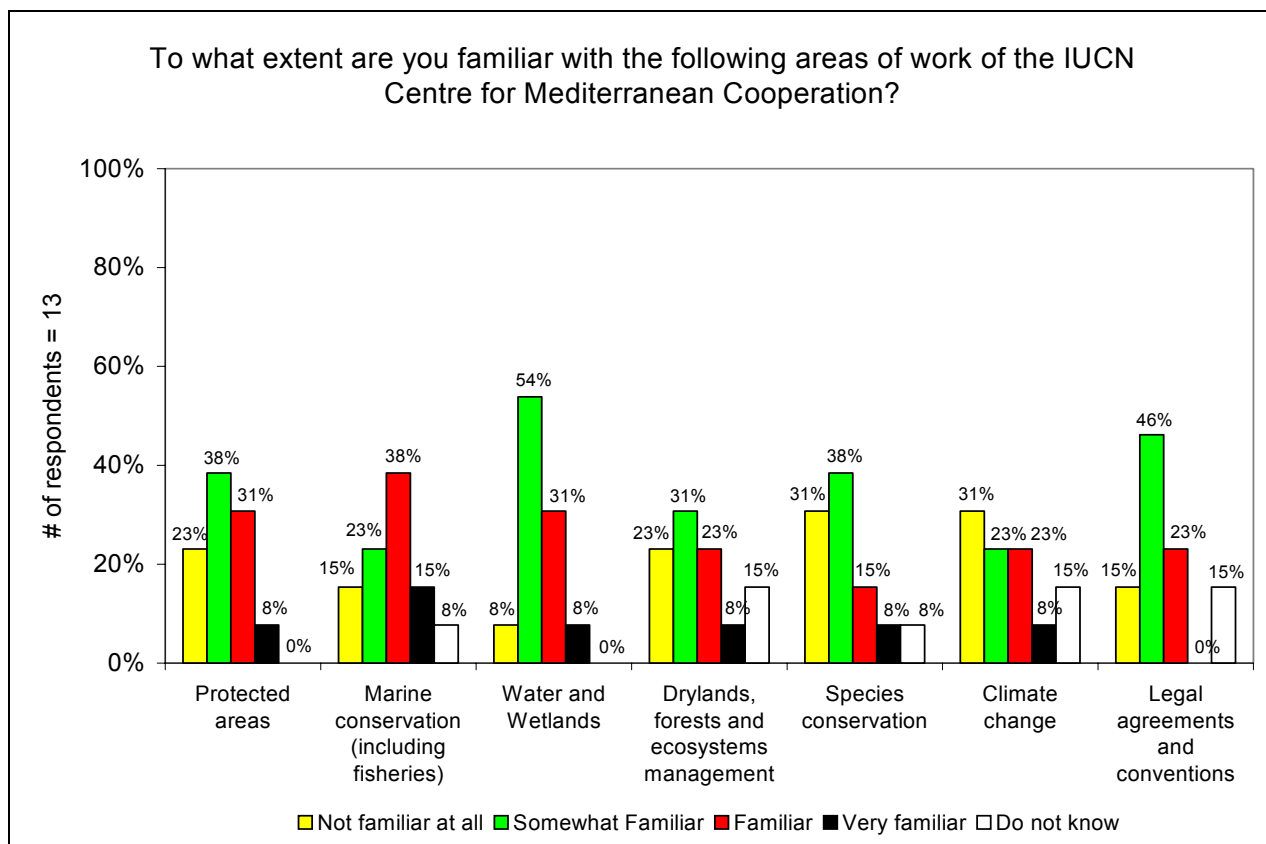


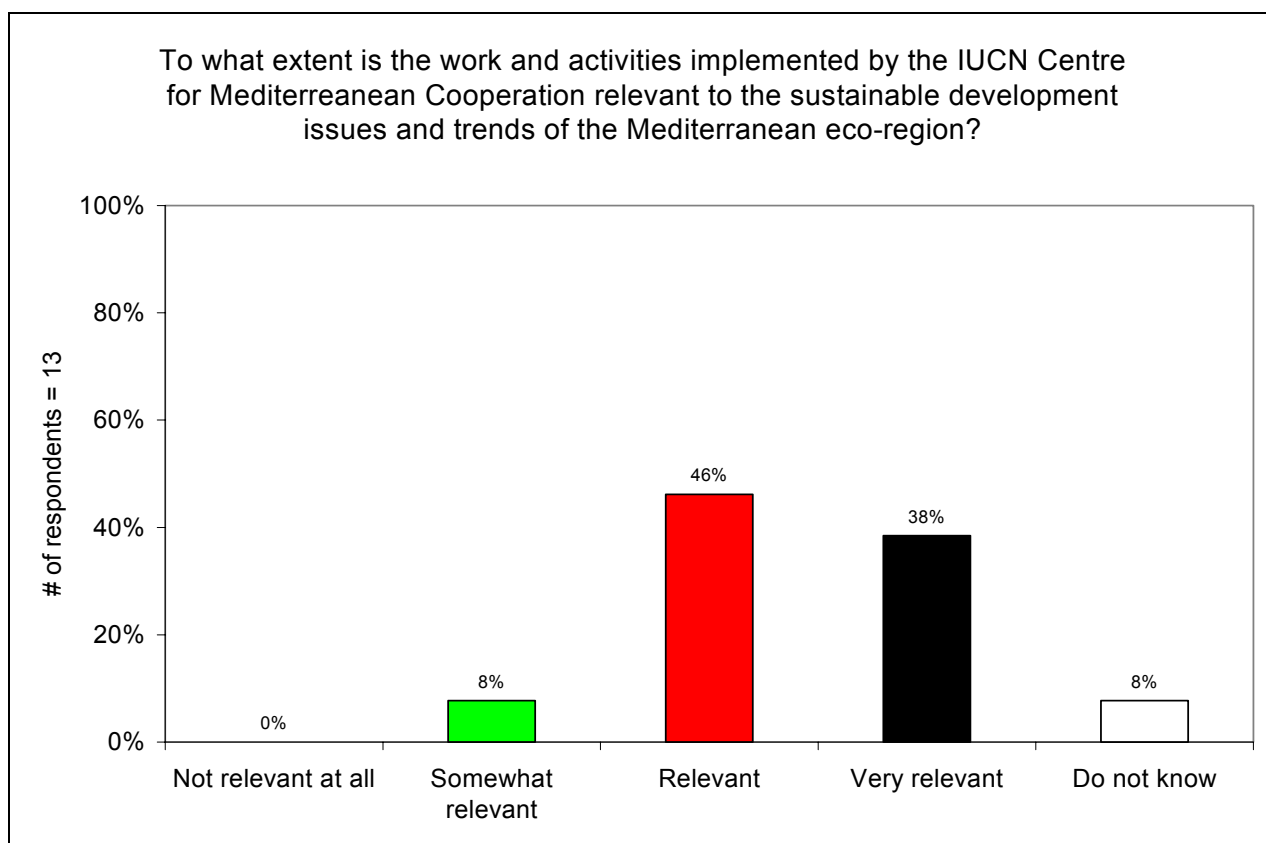
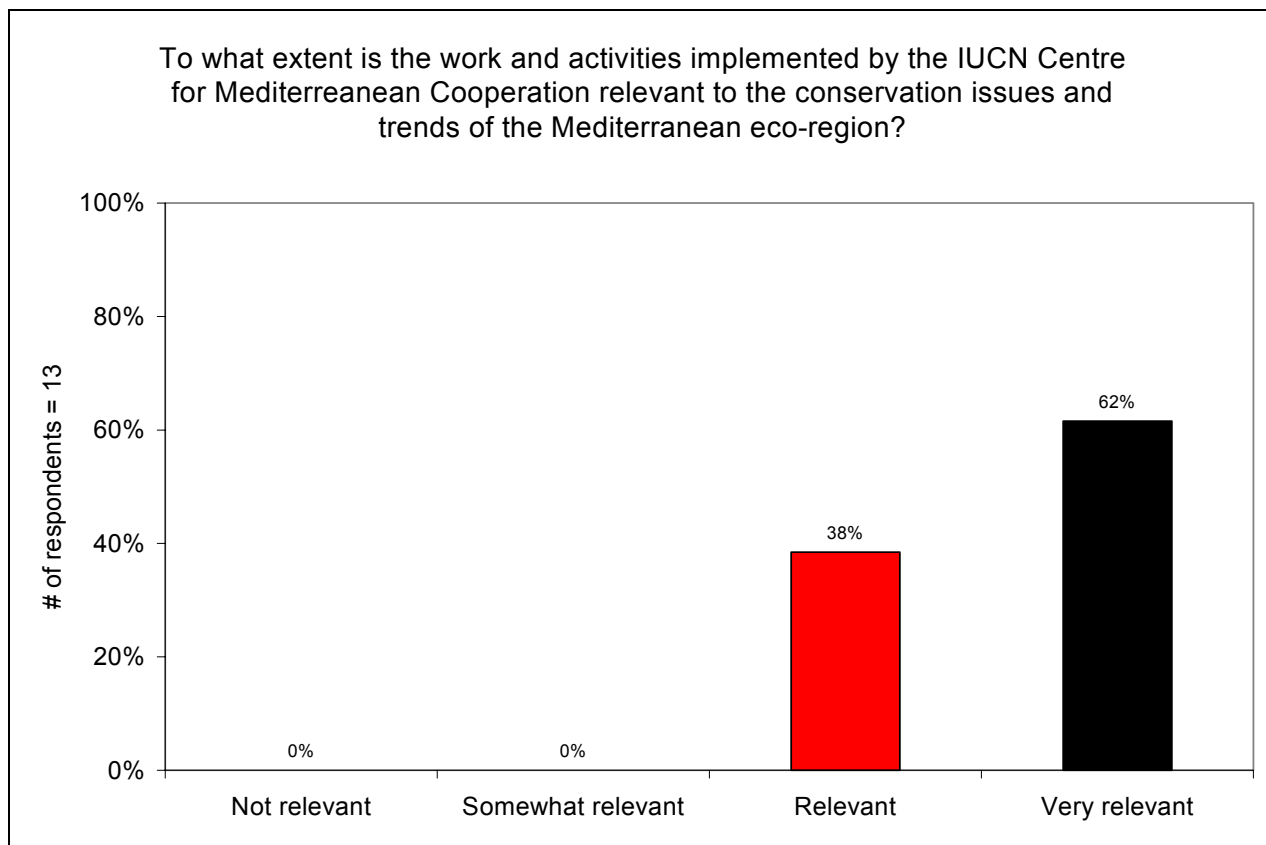


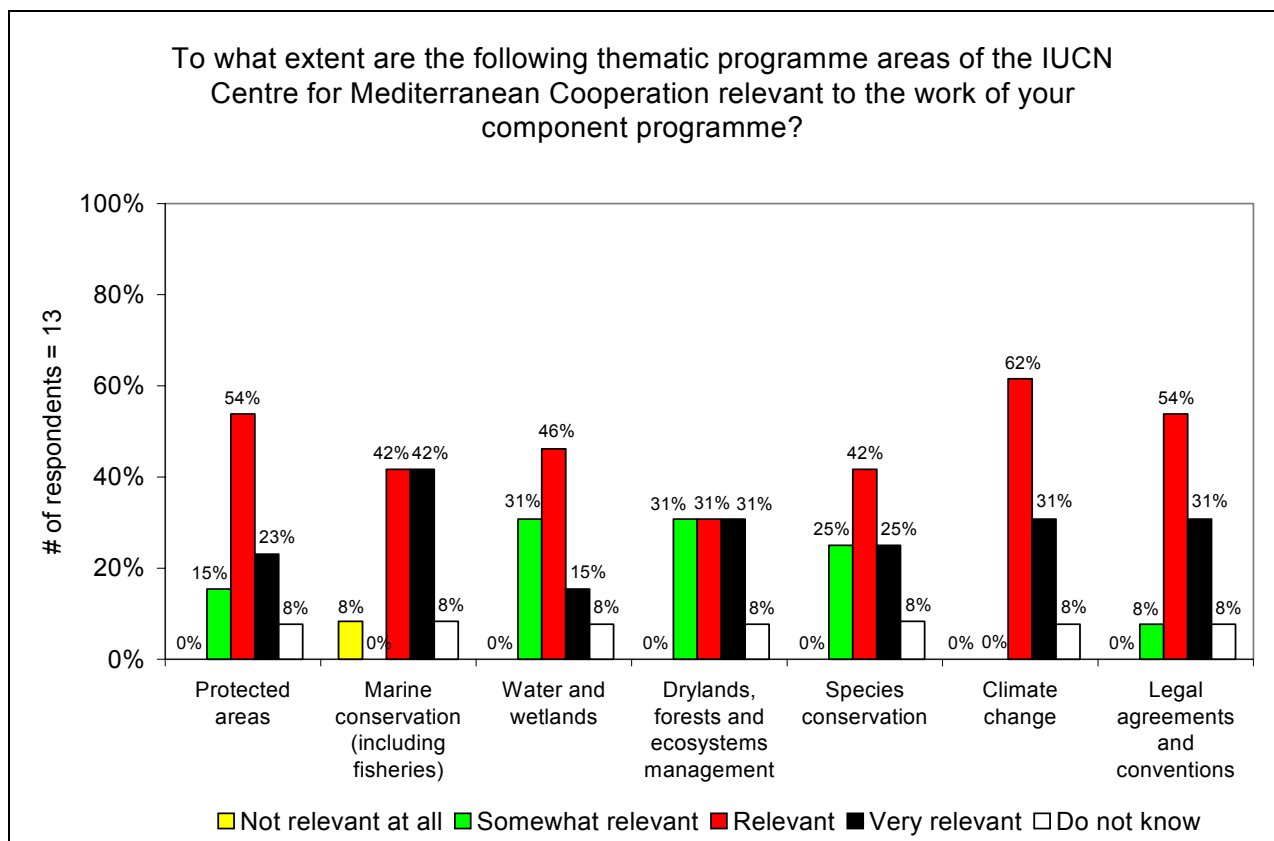
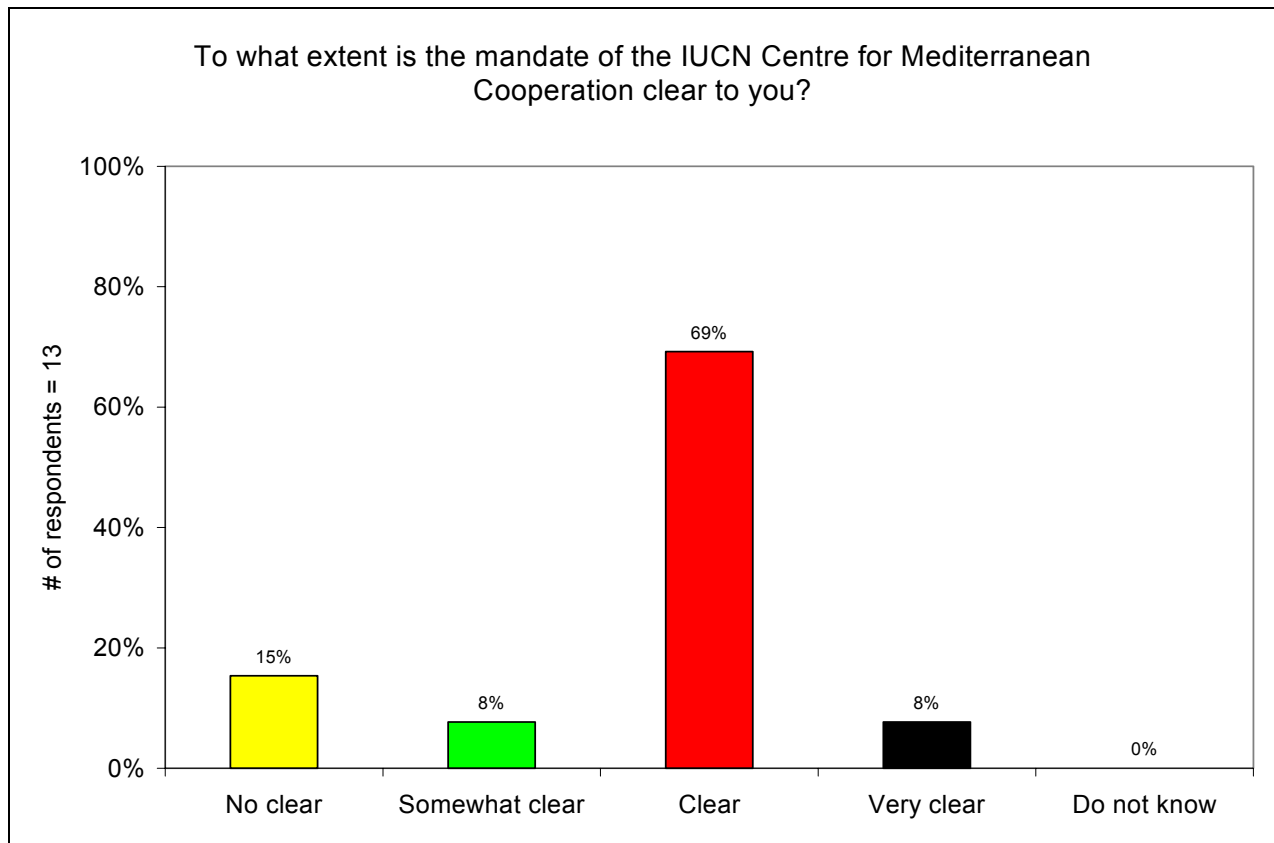


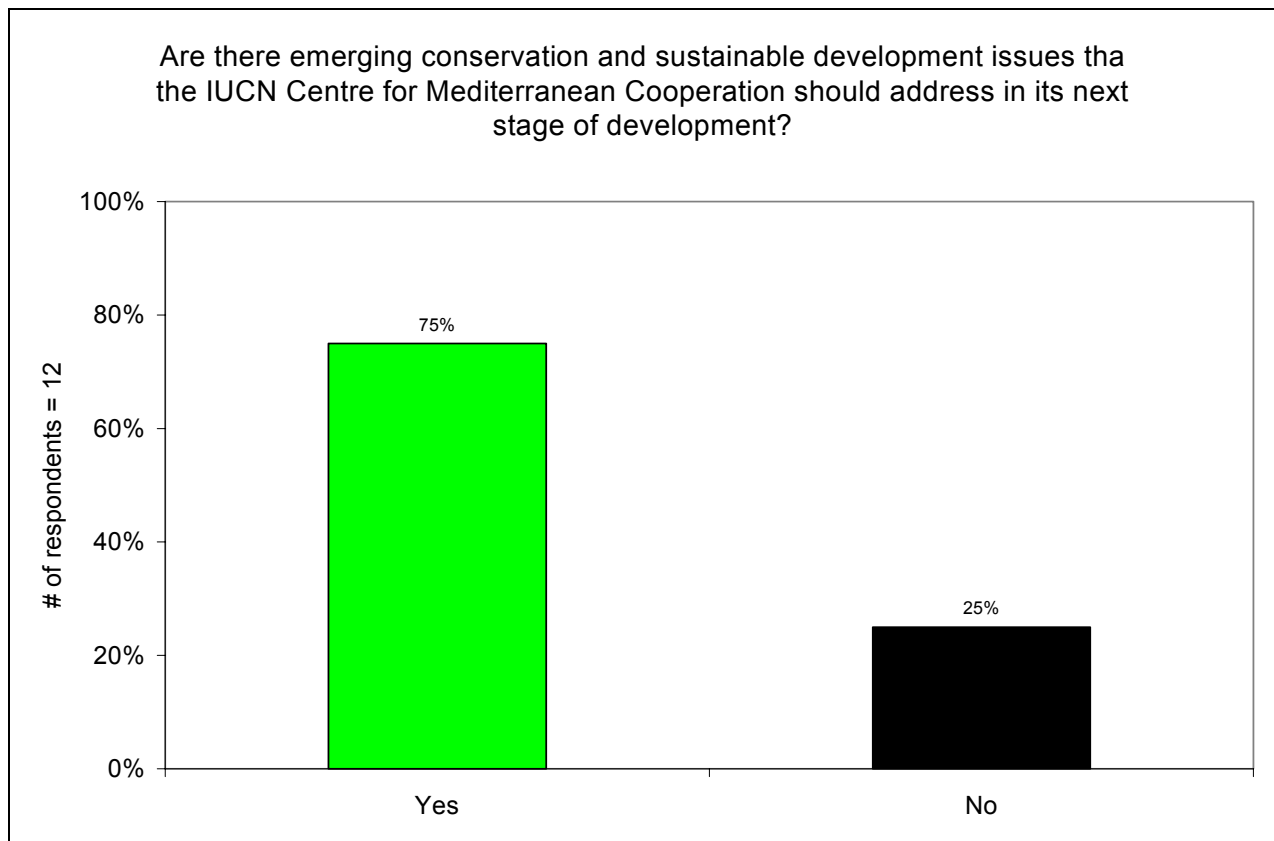
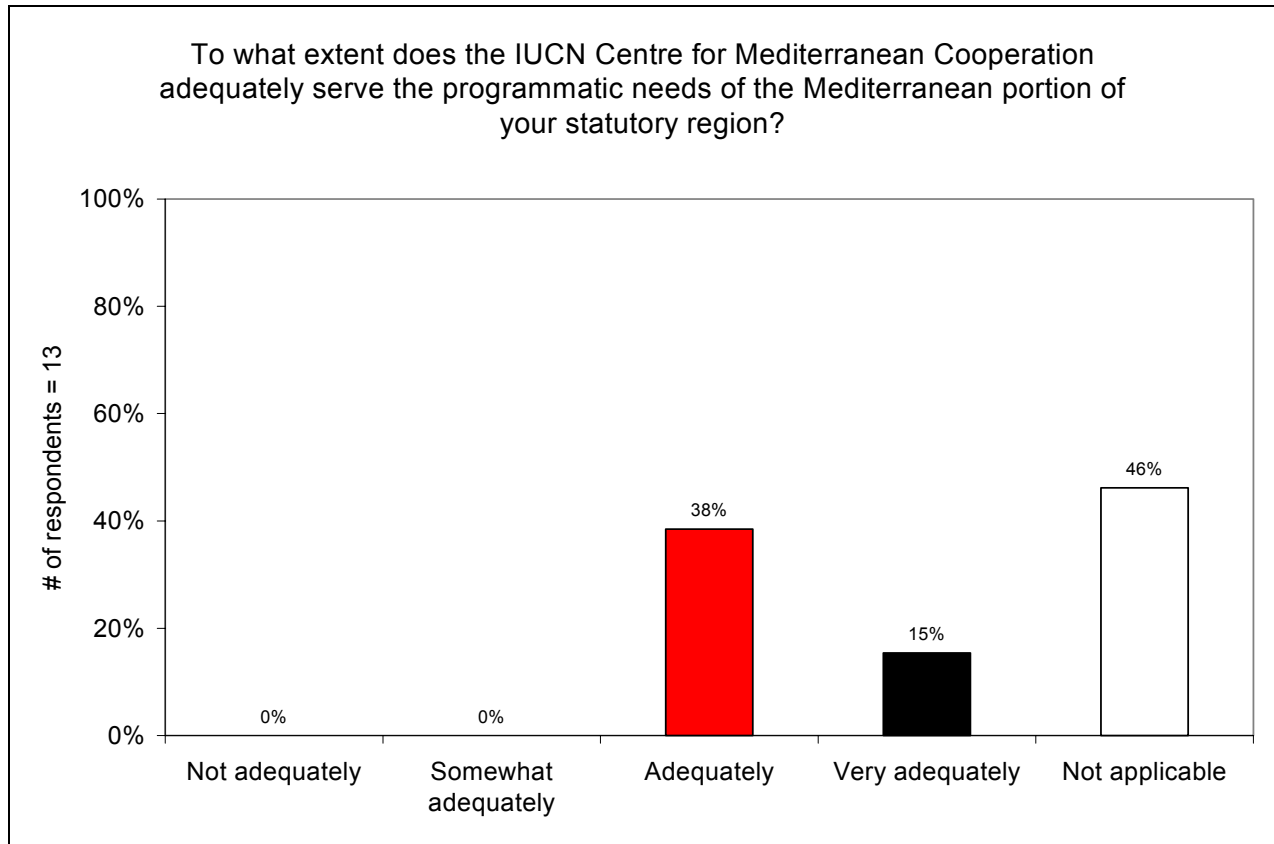


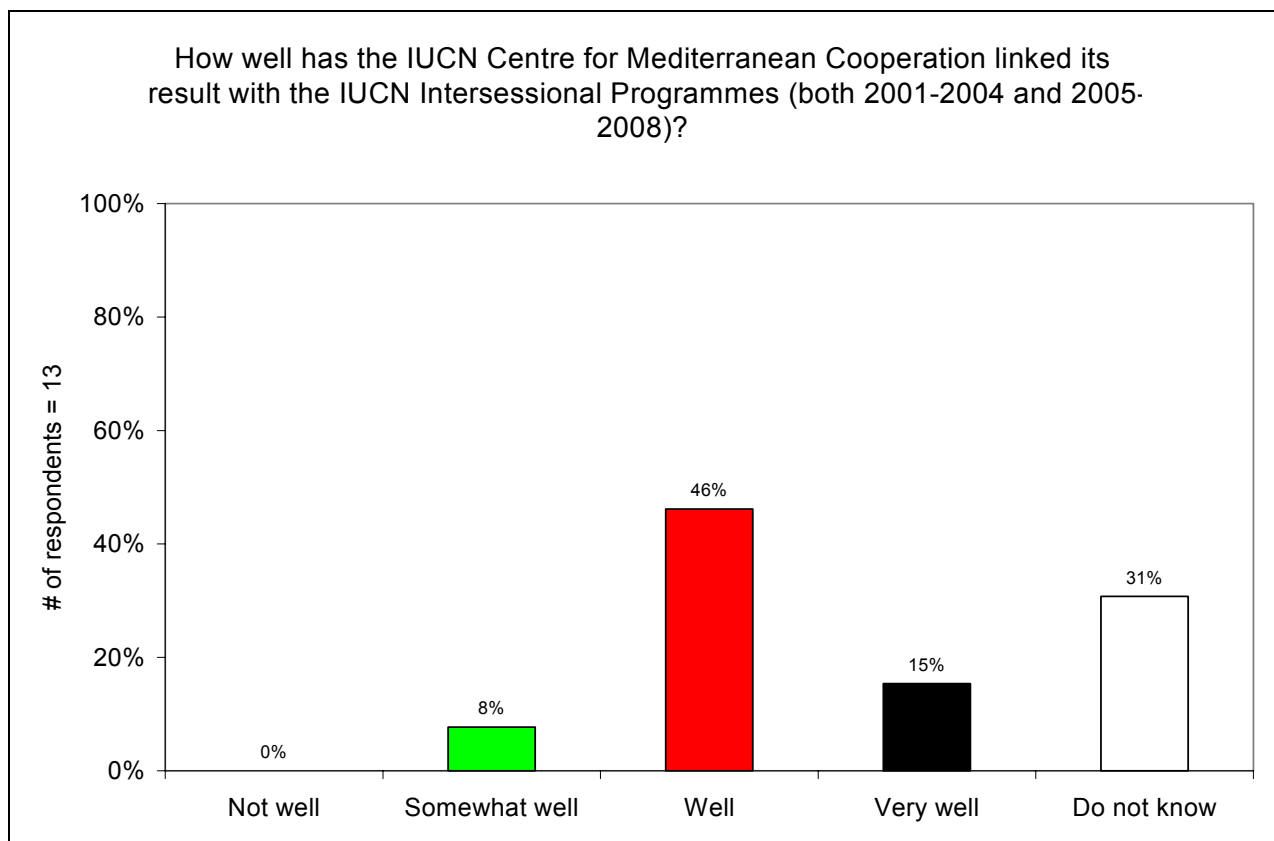
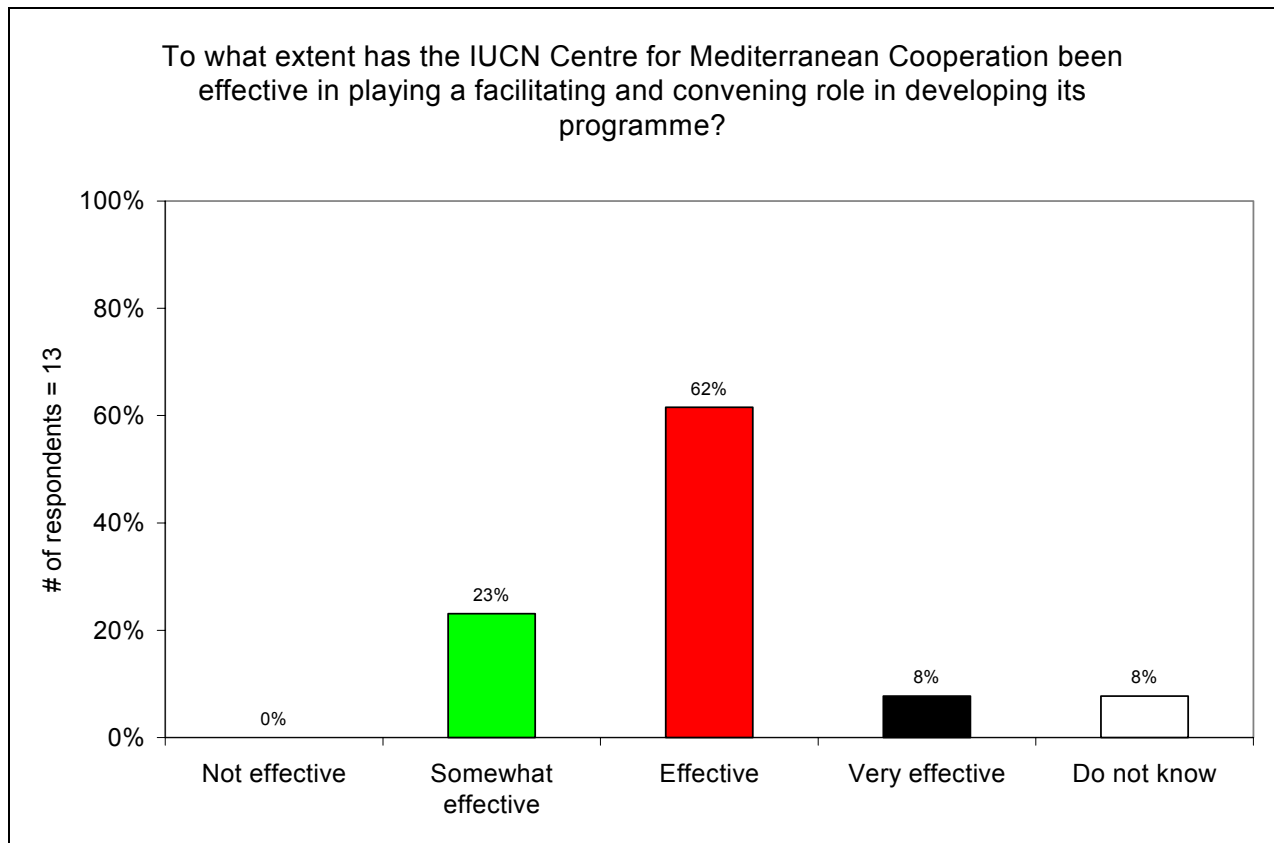
Questionnaire for Regional Directors, Programme Coordinators, Heads of Global Thematic Programme

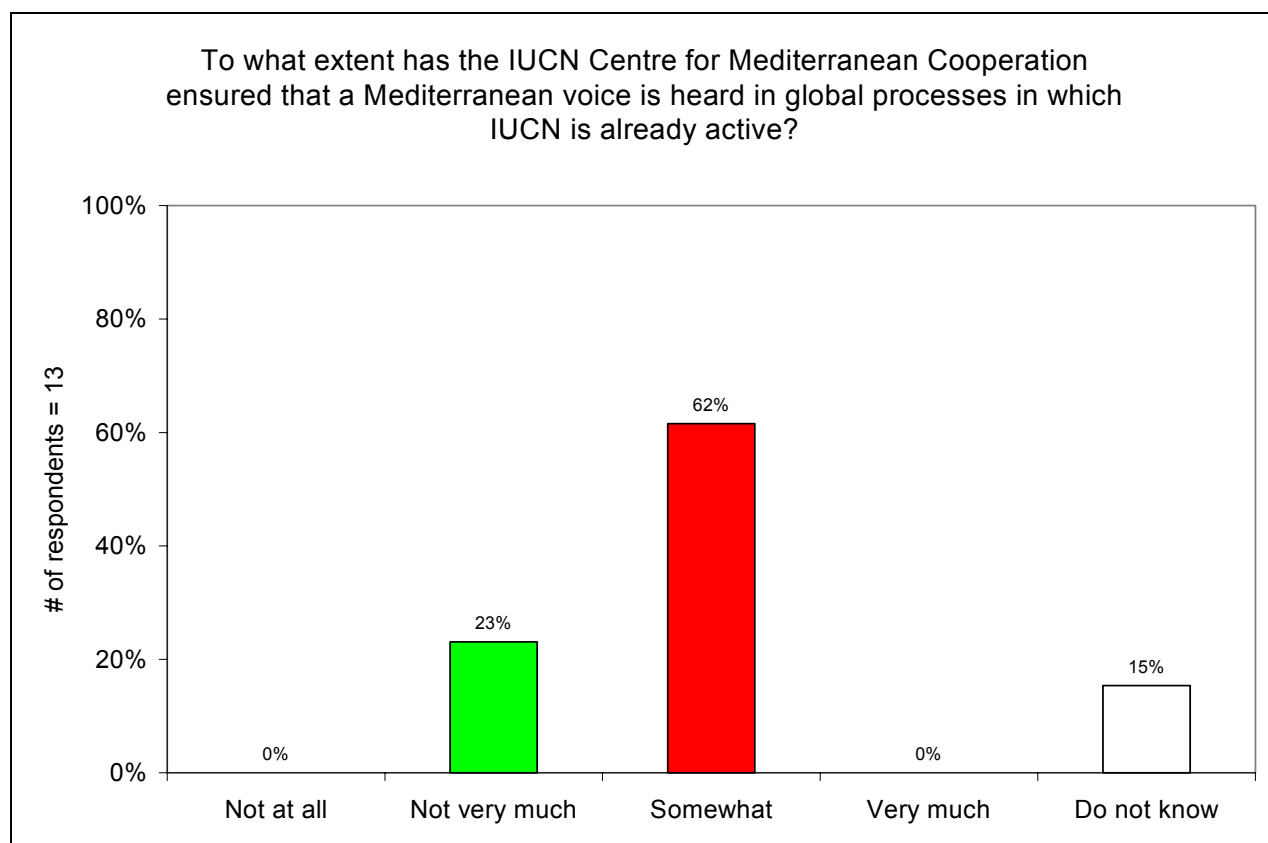
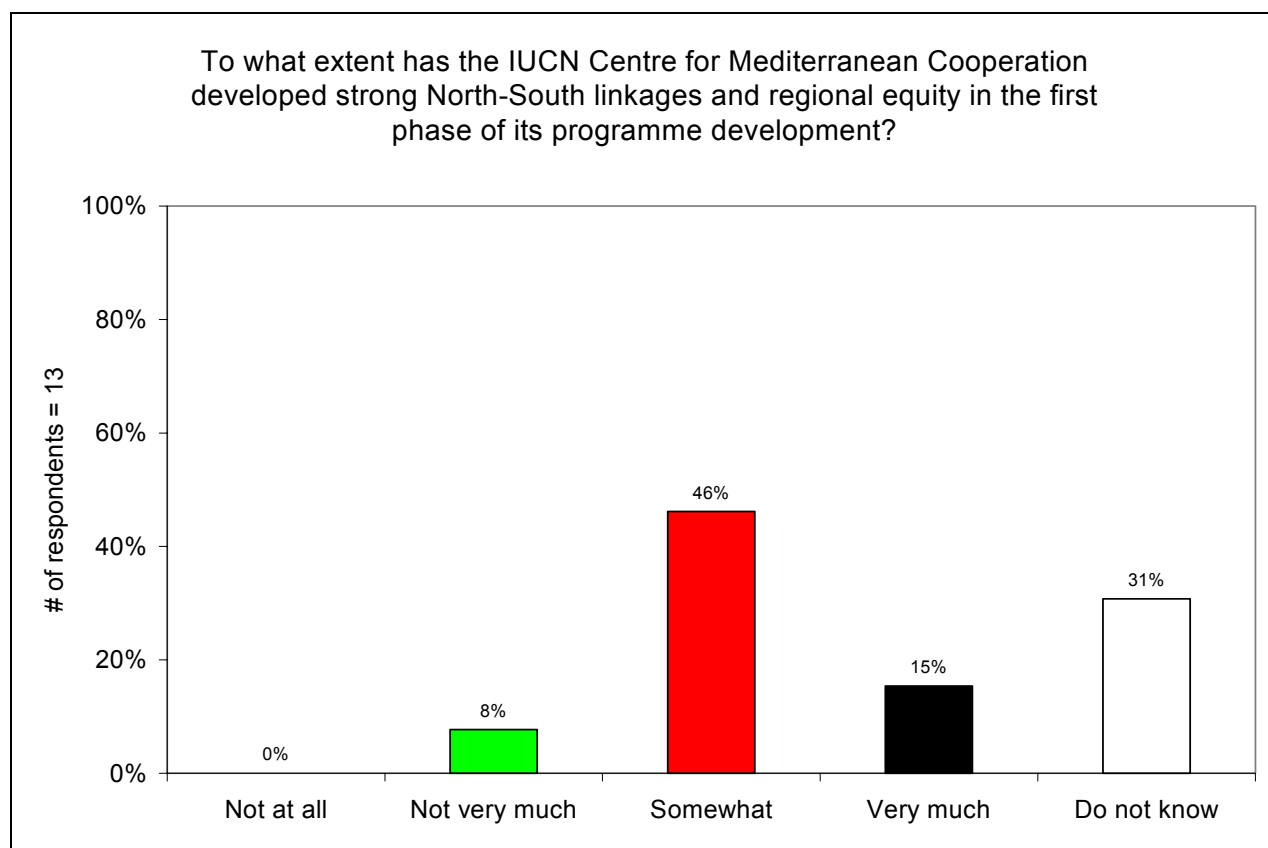


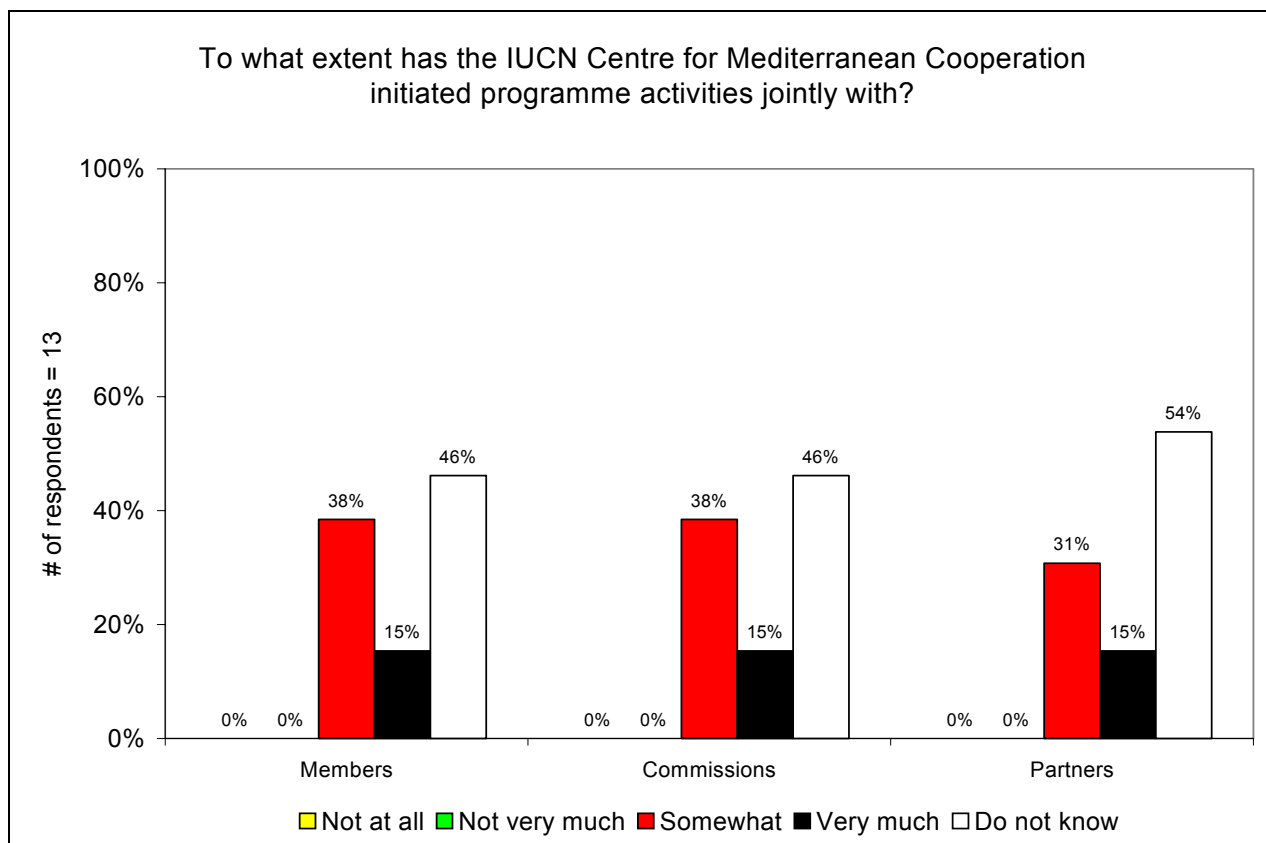
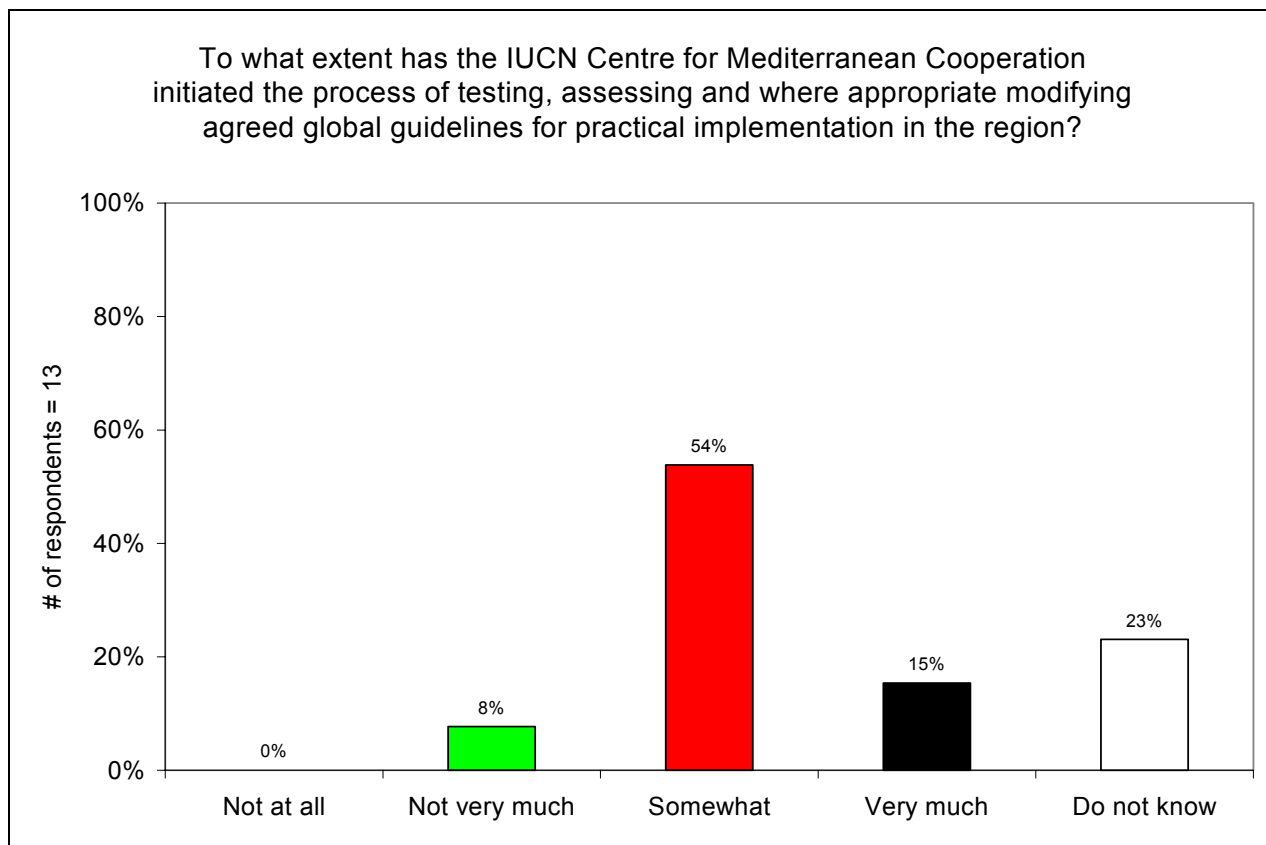


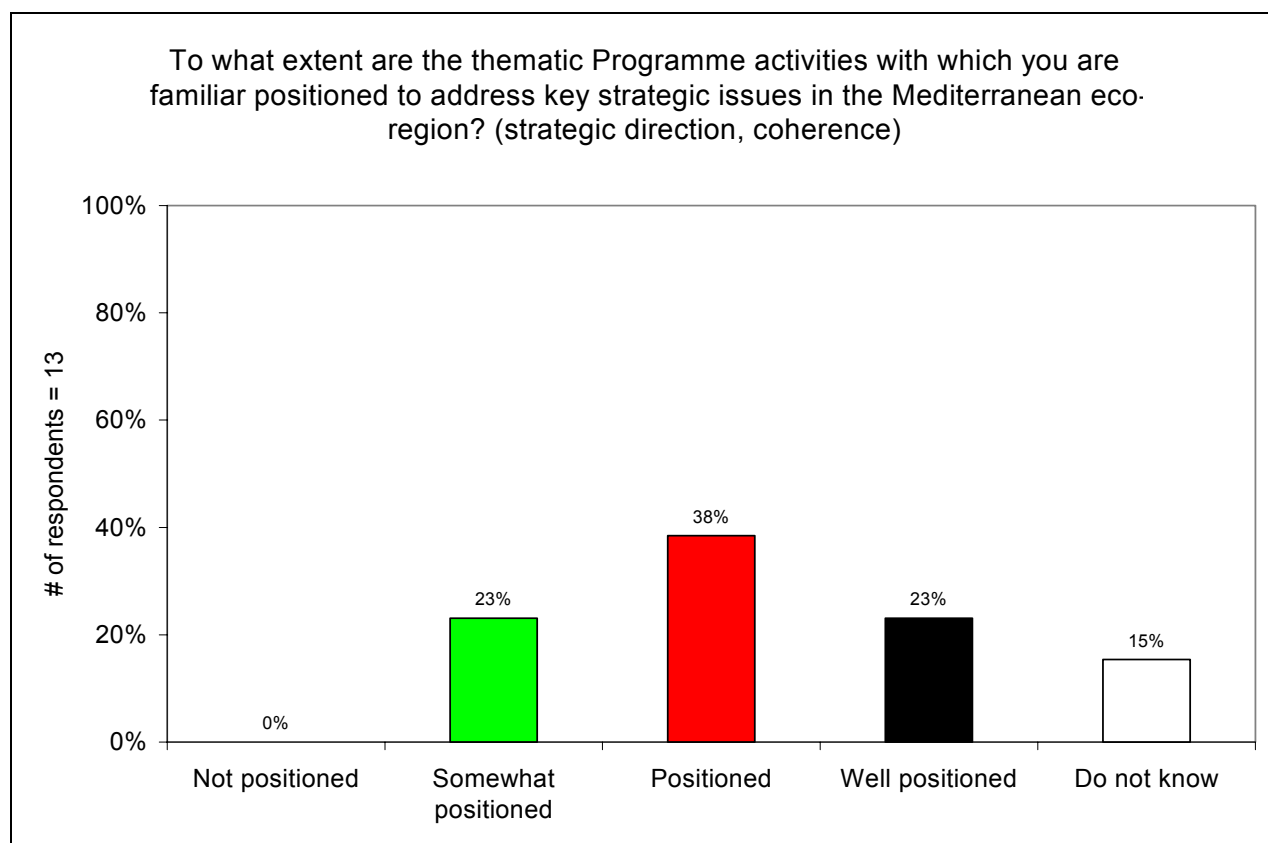
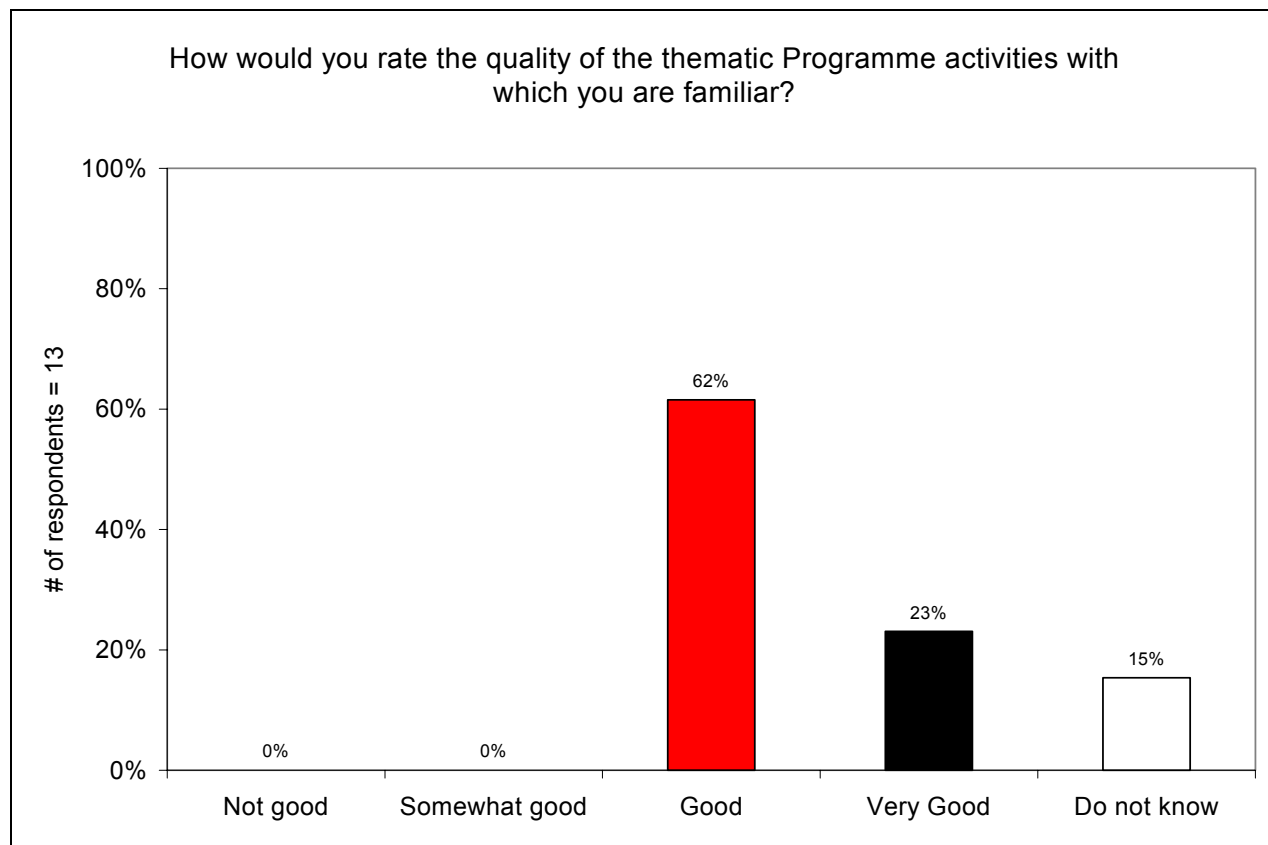


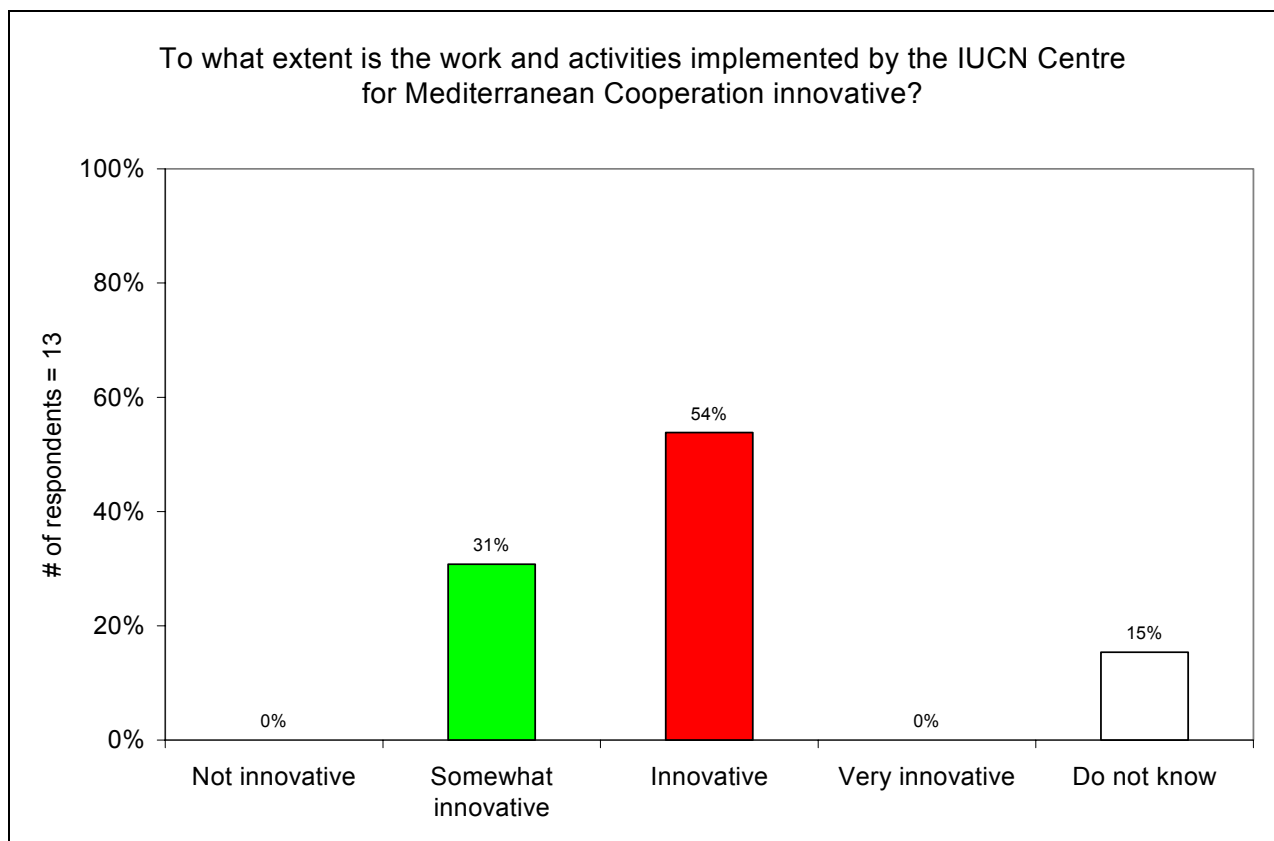
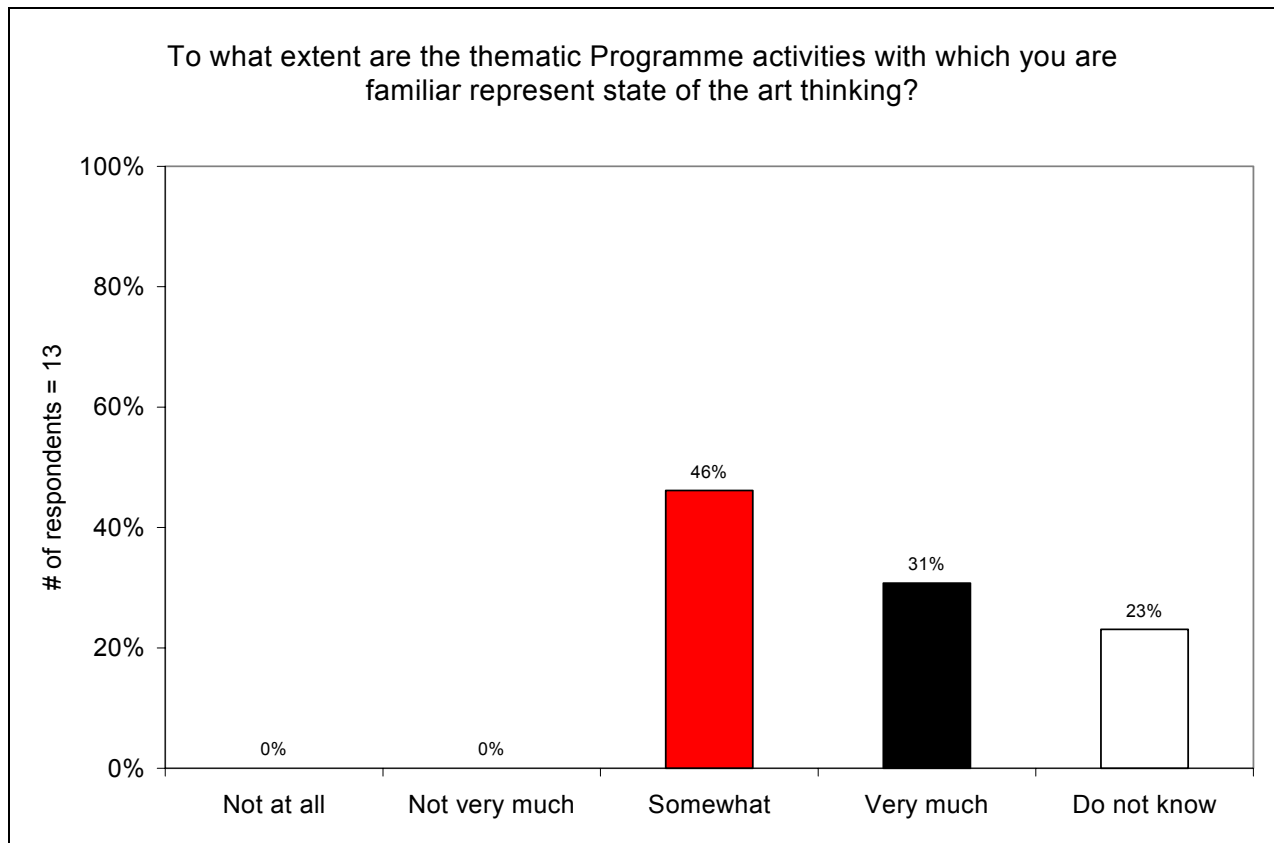


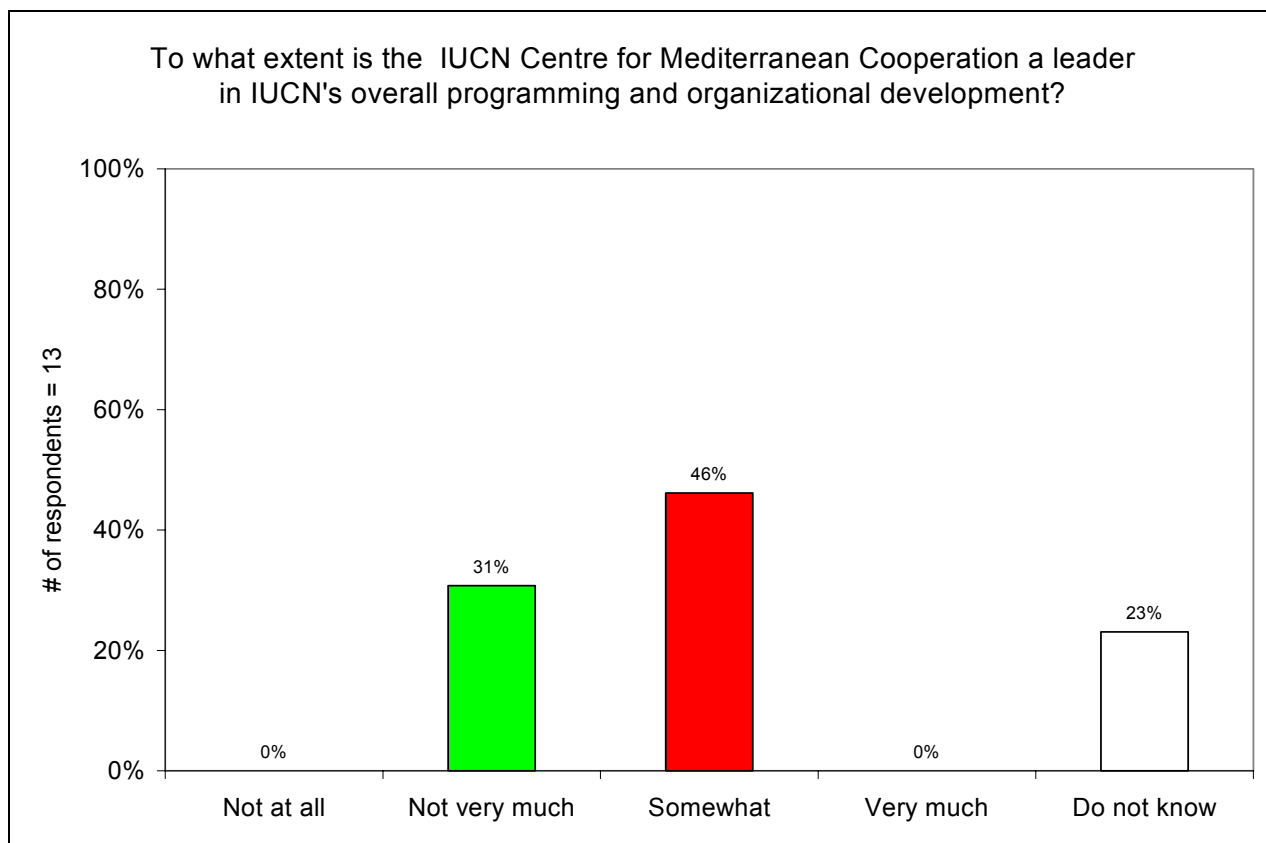
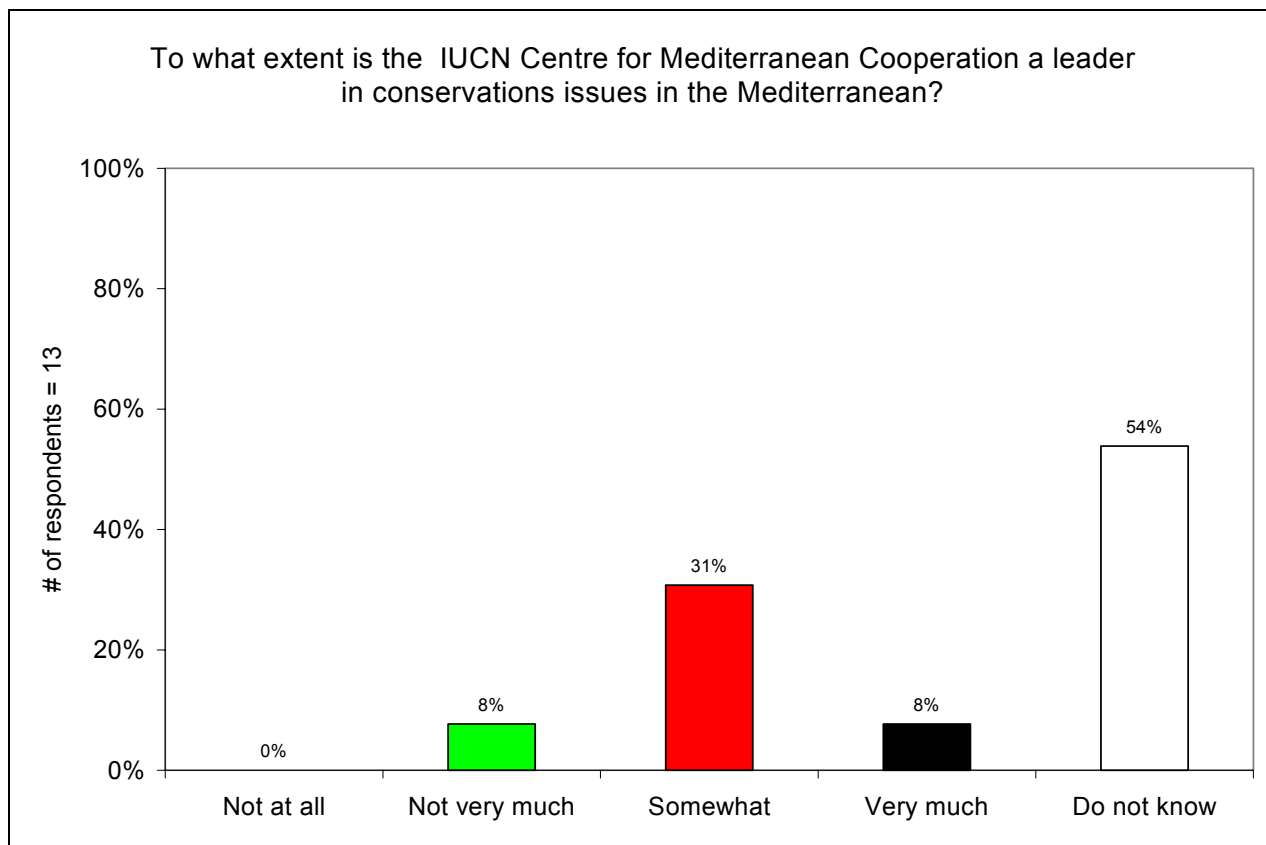


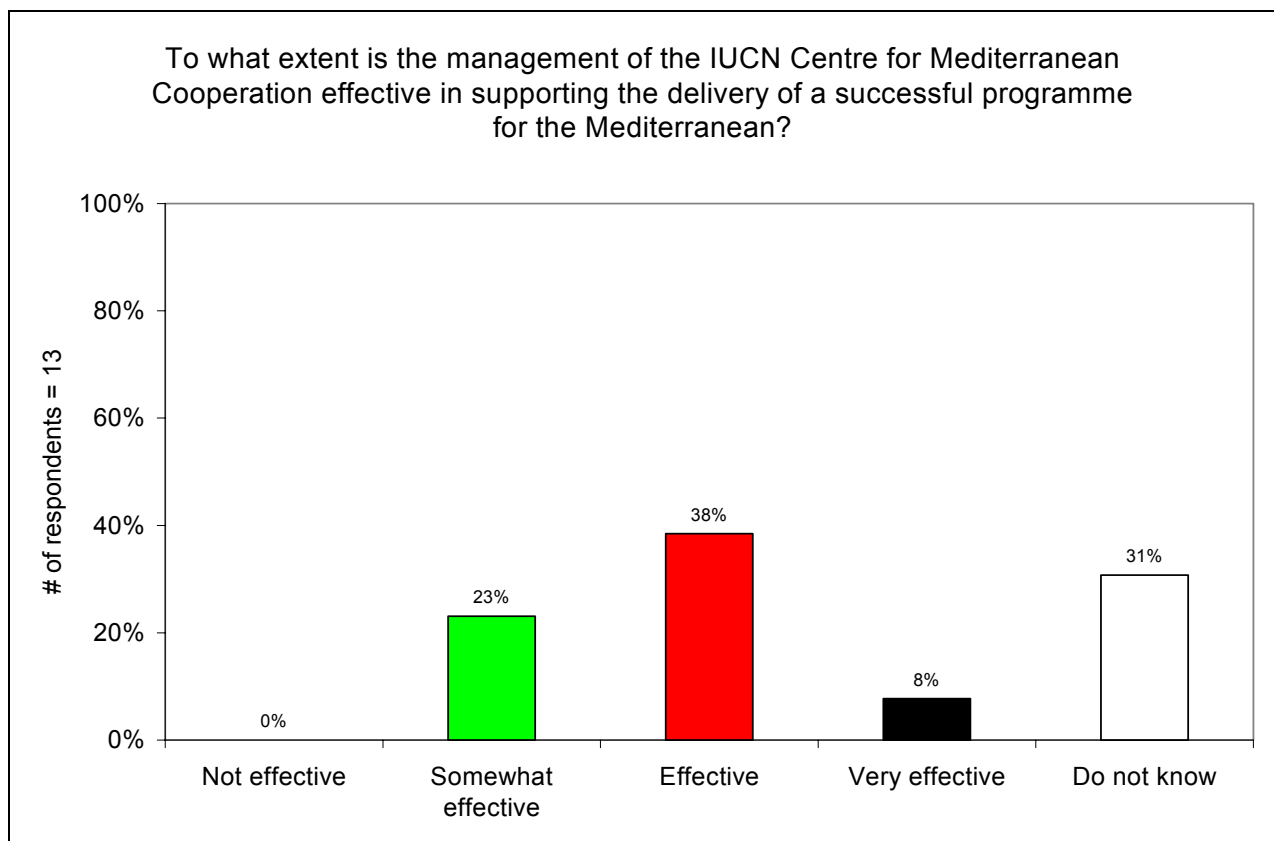
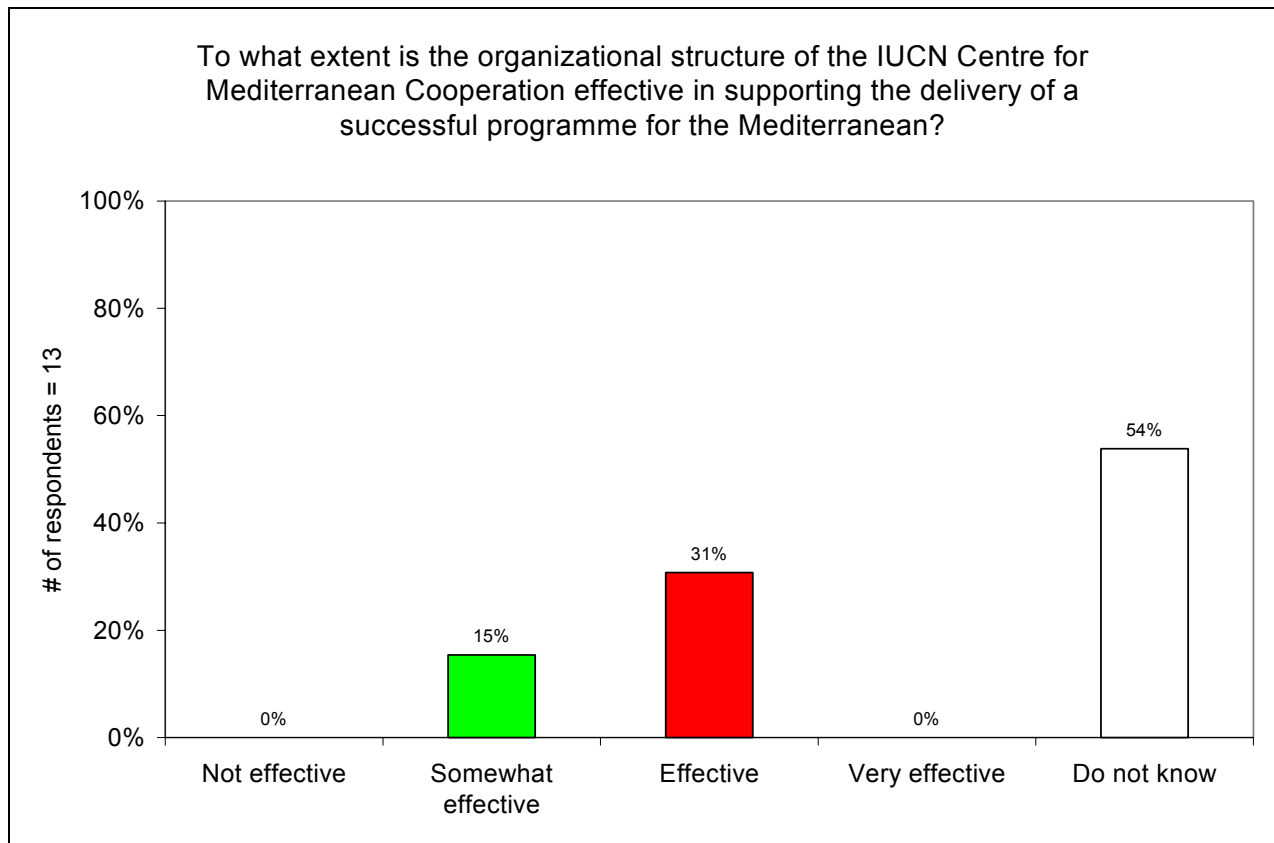


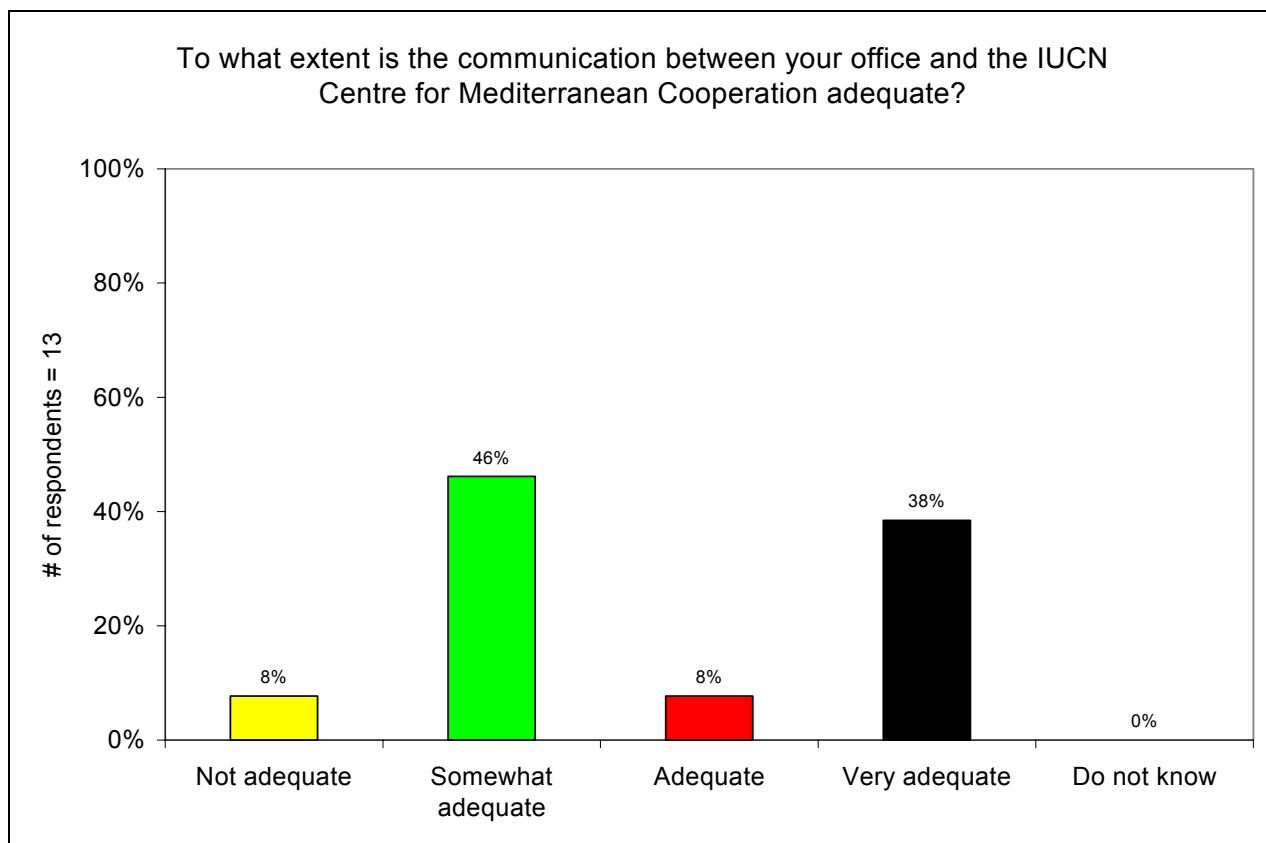
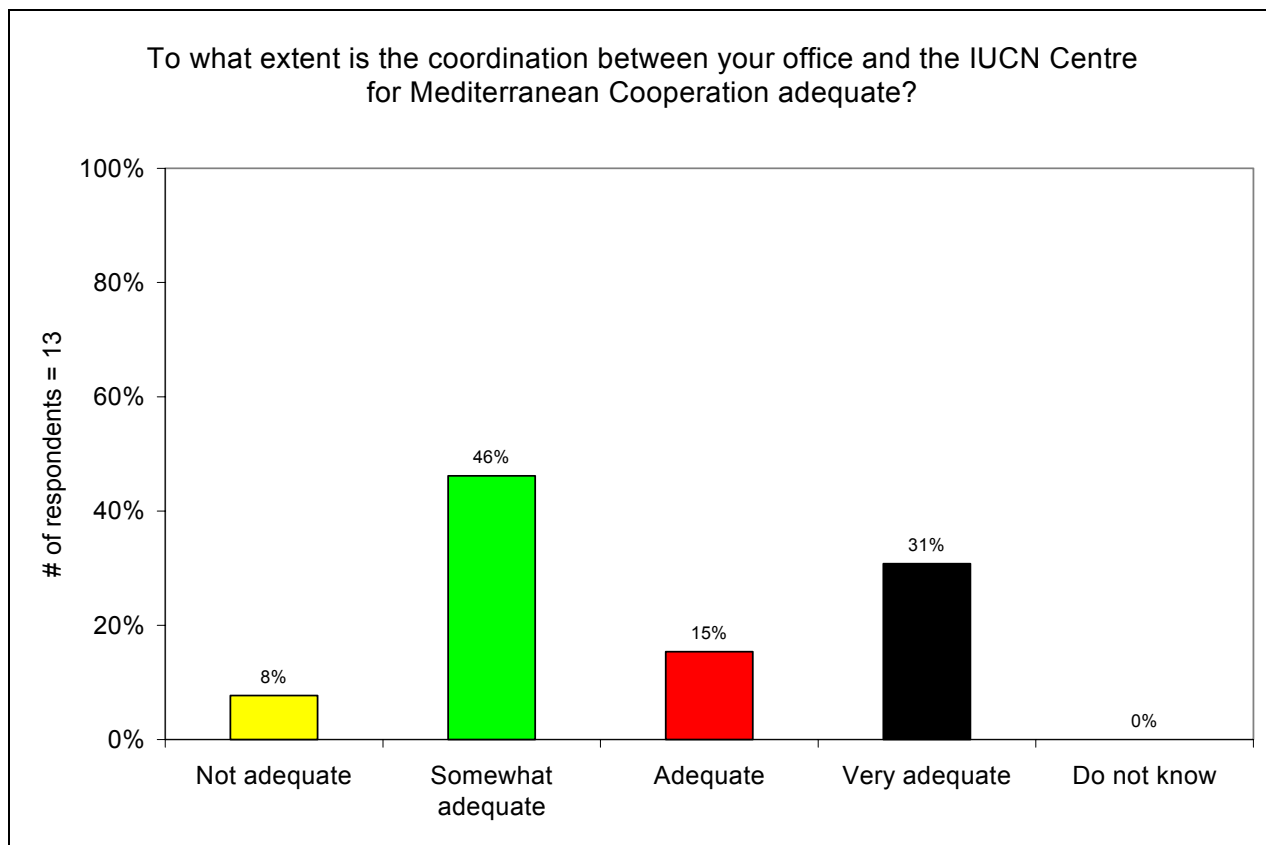


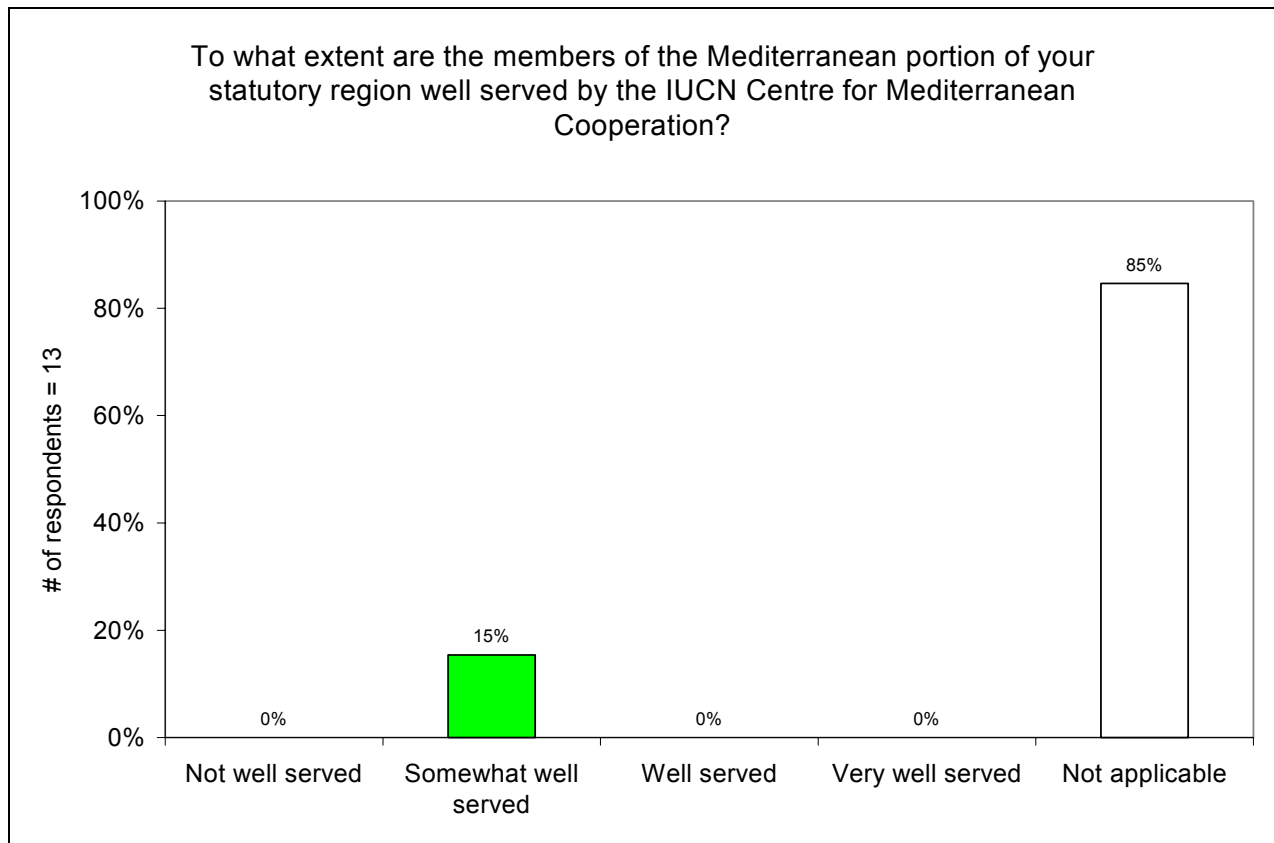




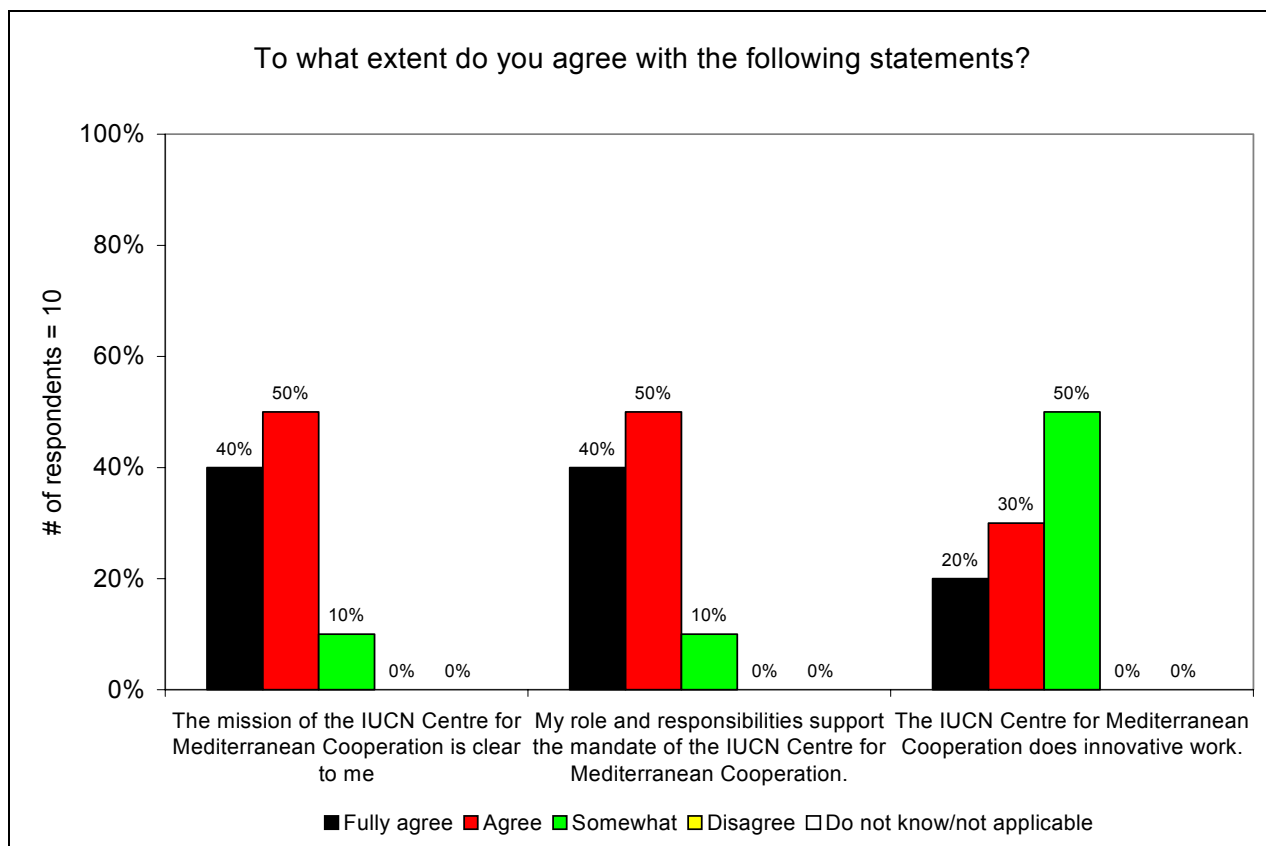


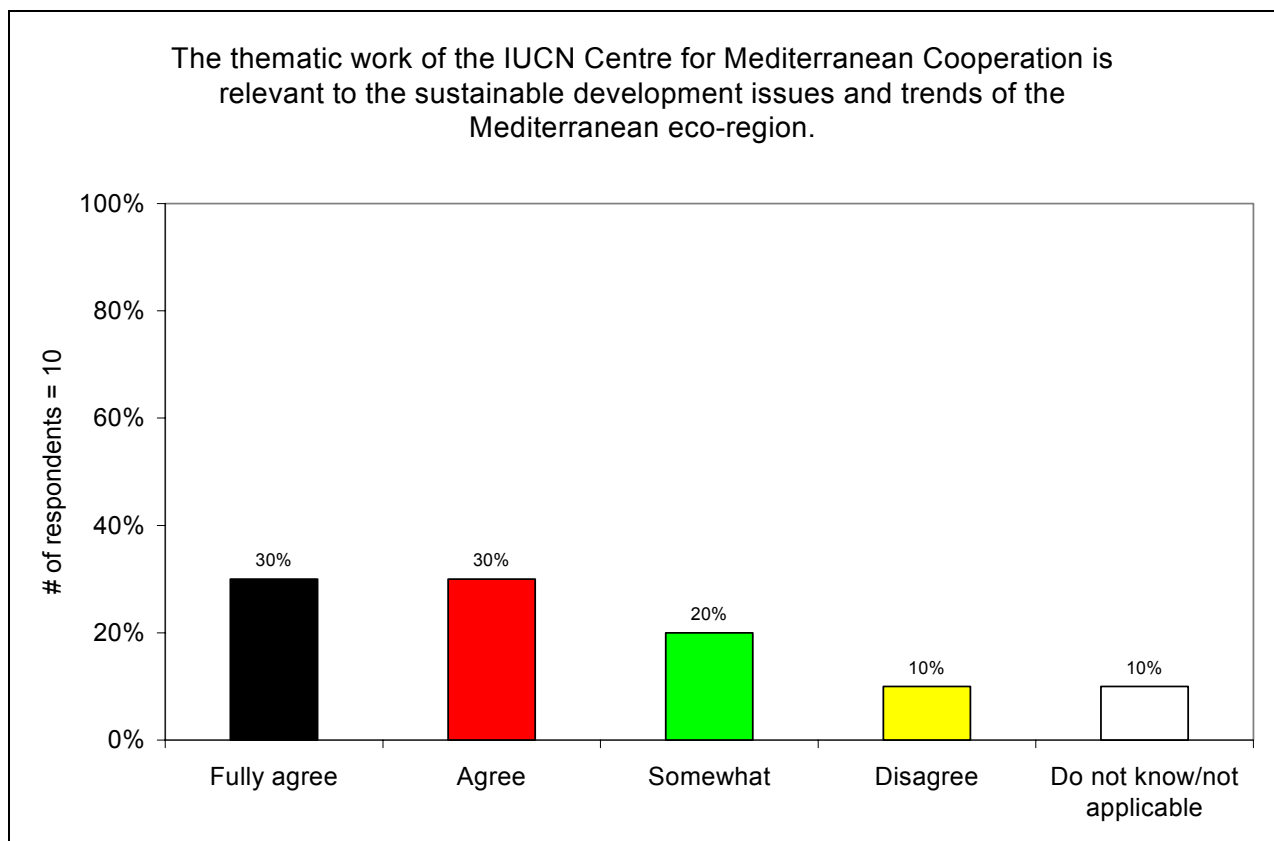
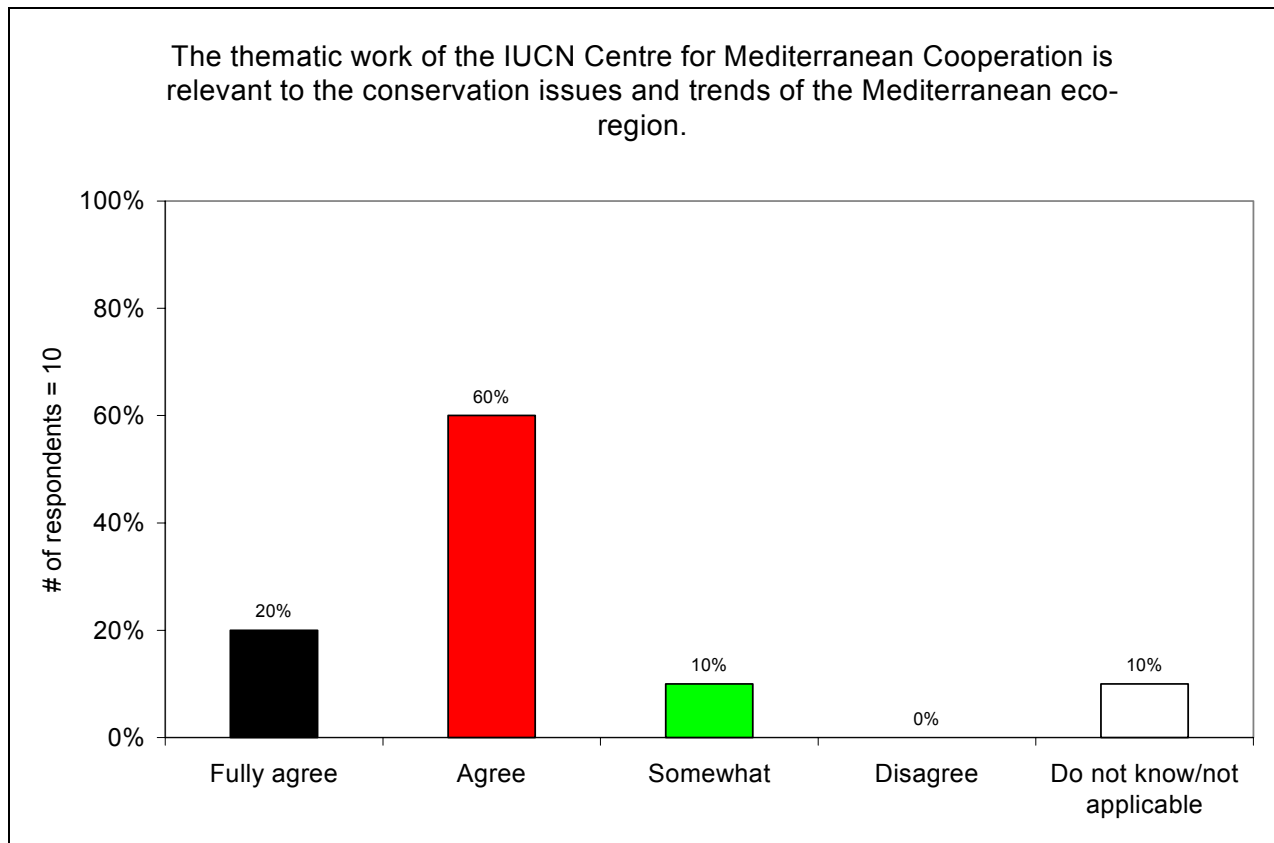


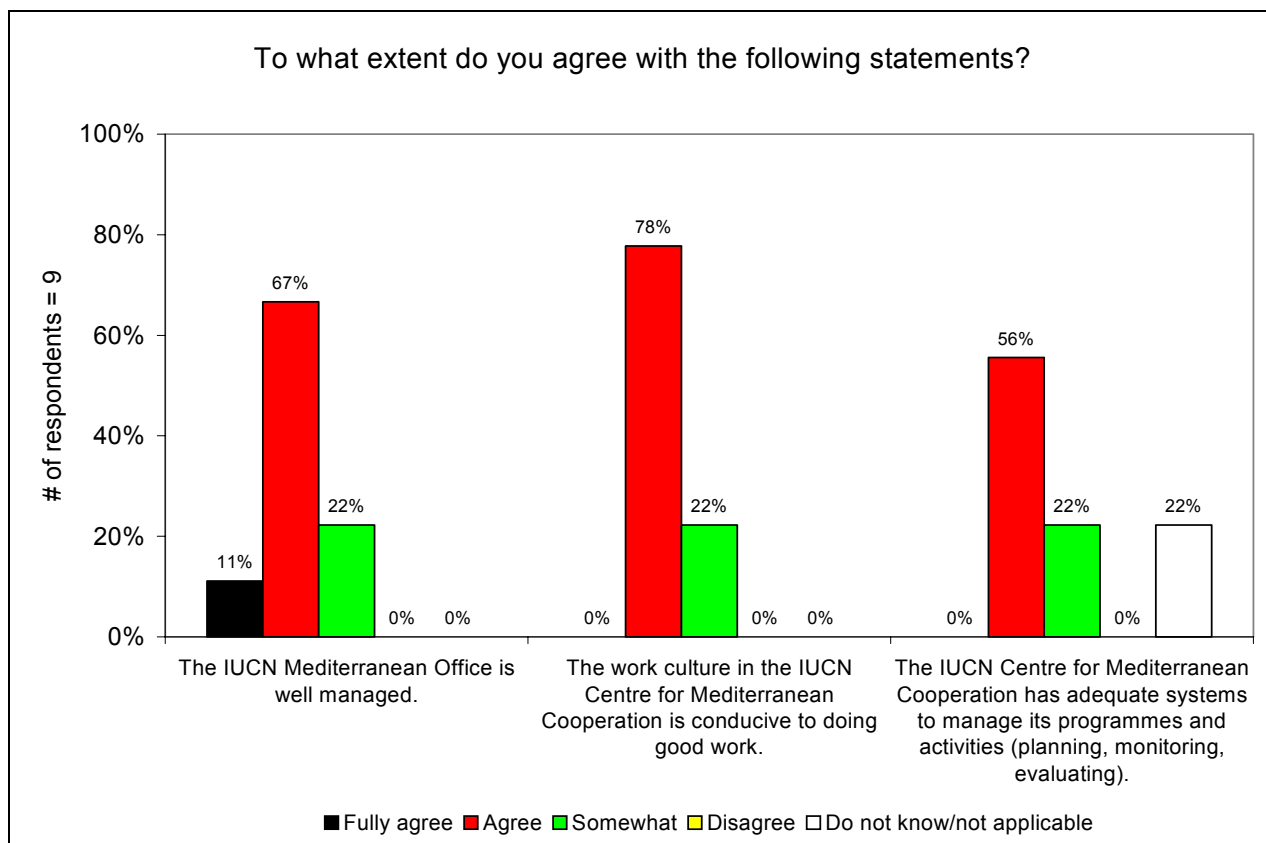
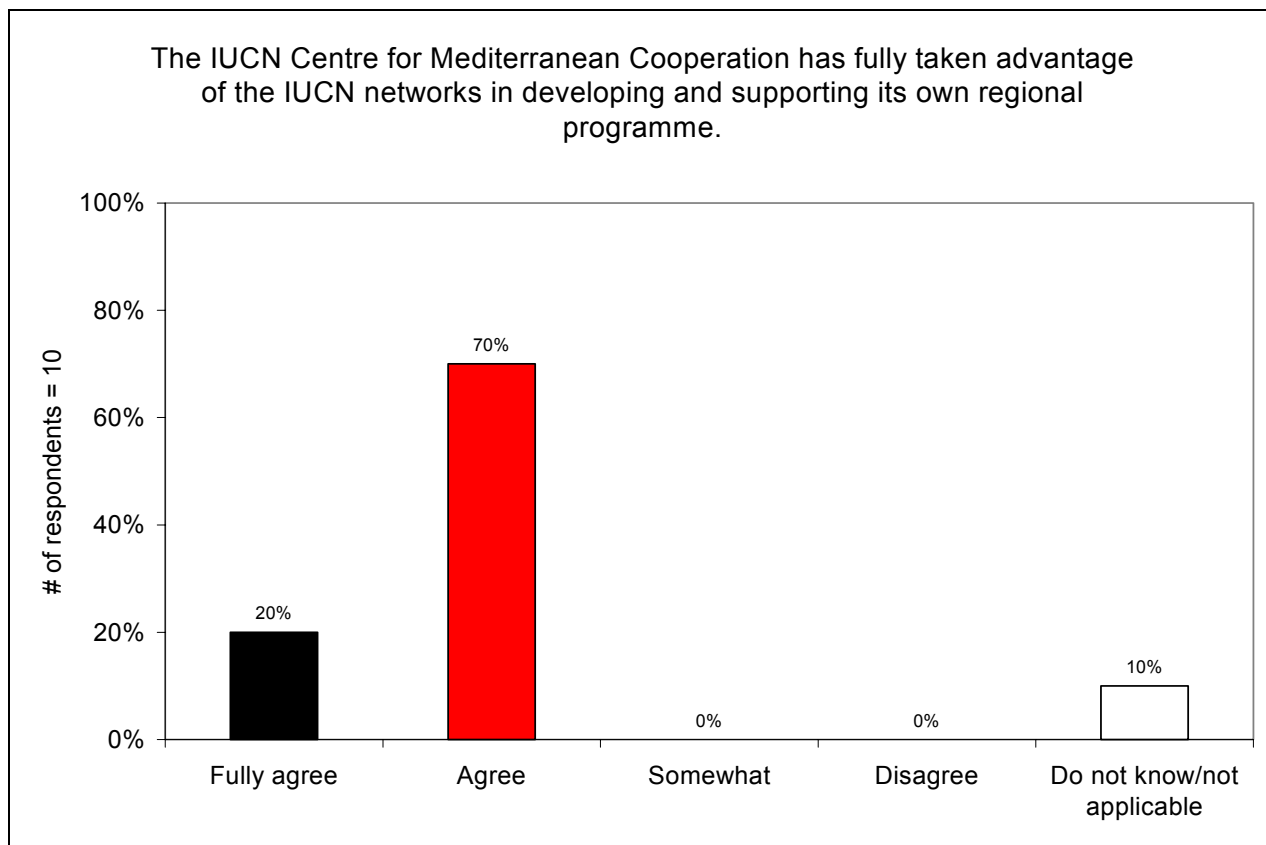


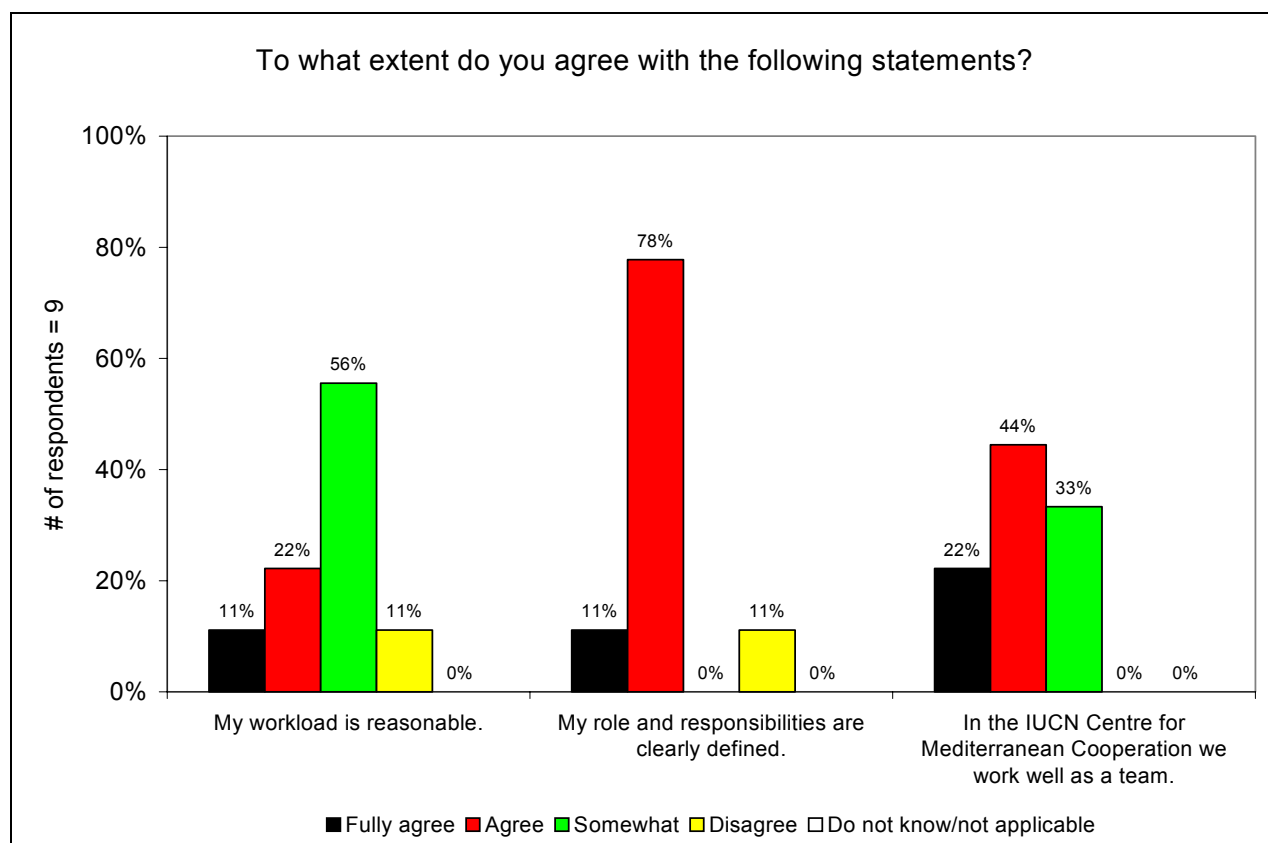
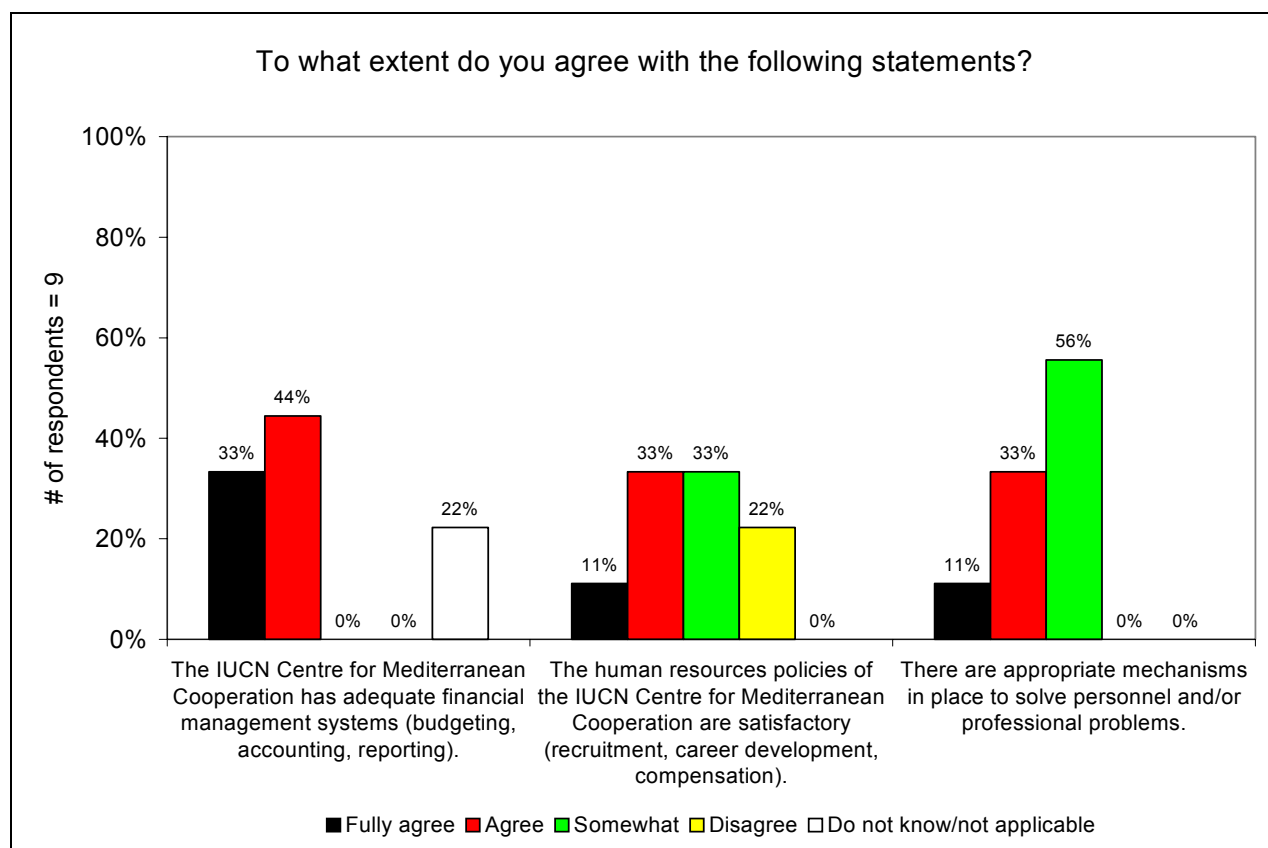


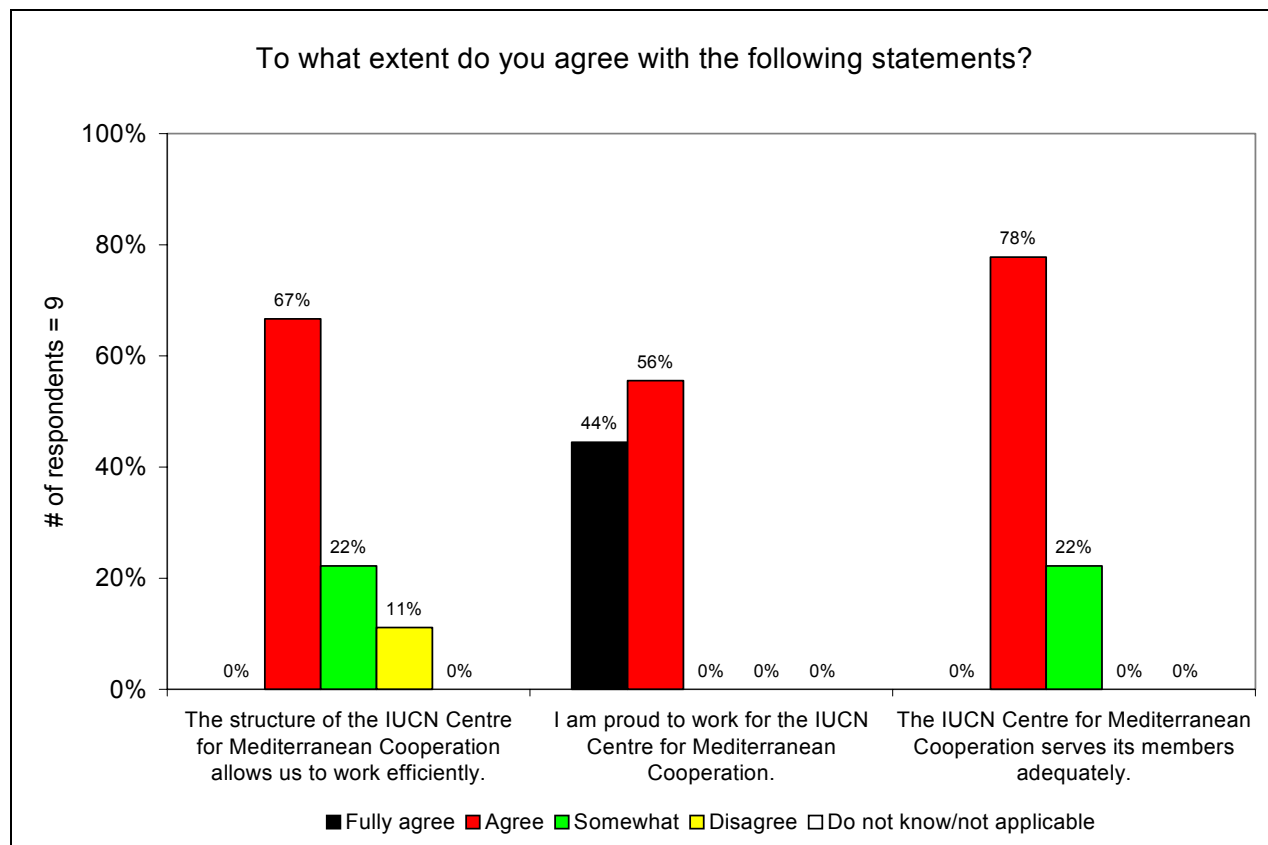
Staff Questionnaire











Appendix VII Reflections on the Socio-Economic Dimensions of CMC's Work

Joshua Bishop, 14 July 2004

Context

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

Content

Past

- 1) 2002-04 work plan is fragmented with endless workshops (understandable in view of nascent status of programme)
- 2) Not clear how to assess outcomes of past work as no indicators specified:
 - What results from work on PA/economics and tourism (1.1.9)?
 - What results from work on bio-prospecting (1.3.1)?
 - What results from work on WANI (1.3.3) and e-flows (1.5.1/2)?
- 3) Integration of environmental law was highlighted as a priority at the November 1999 planning meeting; what were the results? Why?

Future

- 1) Some key thematic priorities of the IUCN Global Programme – private sector engagement, pro-poor conservation, agriculture – are not well-reflected in the 2005-08 Intersessional Plan
- 2) The 2005-08 plan for KRA3 focuses on incentives but lacks:
 - situation analysis of underlying/proximate causes of biodiversity loss
 - economic valuation to identify/confirm priorities
- 3) SDC proposal for North Africa is more complete (including analysis of socio-economic drivers, use of valuation, development of incentive mechanisms) but lacks a clear path from site-based work to policy design and advocacy
- 4) Potential thematic areas for increased socio-economic input:
 - Protected Areas and local livelihoods (including field-level; use next phase of SDC programme as vehicle?)
 - Water resource management (especially demand-side management, water allocation/pricing, incentives for watershed protection; initial focus on Morocco and/or Turkey?)
 - Coastal zone management (i.e. coping with the impacts of land use change/development on habitat and species, including offsets?)
 - Trade and environment (anticipate and respond to potential adverse impacts of proposed “free trade zone” in Med. Region, especially in the agriculture sector)
 - Fisheries economics and policy?

- 5) How to broaden scope of work to address sustainable development issues (e.g. livelihoods, poverty/equity, fisheries, tourism, etc.) without:
 - alienating existing constituency
 - stretching IUCN capacity too thinly
 - diluting or muddying messages

Capacity

- 1) What has hampered progress on socio-economics to-date?
 - Lack of member pressure/priority given
 - Lack of secretariat capacity/inclination
 - Lack of donor demand/opportunities
 - Incoherence of Med country visions/approaches?
- 2) Need to expand network(s) to access regional expertise in socio-economics, e.g. EAERE, FEEM, BioEcon project partners in Med. countries, etc.

Thematic Review

Forests

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

Marine

- 1) IUCN has poor reputation with fishing industry (very defensive) but some players are interested in dialogue (e.g. consumer groups, Unilever); IUCN largely unknown in aquaculture industry
- 2) Links between coastal zone management and marine conservation – too hard? Can IUCN afford to ignore? Where is the low-hanging fruit? Need to be “where coastal pressures will be in 15 years” JS adds that this is the “biggest disconnect” between the situation analysis and programme of work

Protected Areas

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

Species

- 1) Selected products/priorities/gaps: “economic value of wild species”, “fisheries” (4 references), “medicinal plants” (3 references), “sustainable development” (2 references), “livelihoods”, “coexistence of species and people”, “coastal conservation crucial”

Water

- 1) Selected priorities/gaps: “water management ... for economic development”, “socio-economic issues also (often lagging)”, “social issues”, “problem is intensive, out of control use of water. Command and control laws are useless”, “socio-economic issues” (2 references), “abstraction of groundwater by millions of farmers” (2 references), “virtual water” (?), “coastal zones”, “starting at the top of the catchment and going out to sea”, “social equity”, “livelihoods”
- 2) Need to be strategic in view of large number of actors working on water; suggest focus on *land use management* as a component of water supply and developing *institutional/legal basis/incentives* for environmental flows

Synthesis

- 1) To what extent should Med Programme (or other IUCN components) get involved in field projects? Potential conflict with members! But NR managers need hands-on assistance if IUCN is to make a difference
- 2) Meg Gawler suggests that the main areas in need of attention are: collaboration with others, vision, strategy, management

Partial list of cross-cutting gaps/priorities recorded by Meg from thematic interviews, (showing repetition on slides; grouped by theme):

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

Suggestions for the CMC Programme

KRA 2. Social Equity

- 2.1K – Improved understanding of the interdependent nature of social equity and biodiversity conservation
 - Resource tenure inequity and NRM
 - Gender relations and access to NR
- 2.2K – Reliable tools and methods are available to mainstream social equity in biodiversity conservation and sustainable use policies and practice
 - Indicators of social and gender equity
 - Guidelines for mainstreaming environment in poverty reduction strategies

KRA3. Conservation Incentives and Finance

- 3.1 K Improved understanding of how markets, institutions and socio-economic forces create incentives or disincentives for the conservation and sustainable use of biodiversity **[underlying causes/situation analysis]**
- 3.2 K Reliable tools and methods are available to assess tradeoffs between economic, social and environmental values **[indicators/valuation]**
- 3.3 K Improved approaches to integrate environmental and economic values in decision making, including methods for mobilizing new and additional finance for biodiversity conservation **[incentives/finance]**

Strengthening Economic Content of Thematic Work

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

Strengthening CMC Capacity in Socio-Economics

Networks

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

Staffing

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

Reference material

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